



2022 BI-ANNUAL REPORT TO THE COMMUNITY

July - December 31, 2022



MESSAGE FROM THE CHAIR



The second half of 2022 was even more eventful for the Edmonton Police Commission than the first. I was pleased to spend more time in front of City Council than I ever have during my five years on the Commission, which yielded positive results for Edmontonians.

Edmonton's police funding was placed under much scrutiny leading up to, and during, the City's budget process. As a Commission, we directed the Edmonton Police Service (EPS) to find internal efficiencies to run as lean an organization as possible to ensure maximum value for the tax dollars invested in this vital public service. By investing in demand reduction, policing in our city has shifted away from an enforcement-only model to providing more supports. It is the Commission's view that Edmonton receives good value from the EPS and that policing costs are lower here than in other comparable police services when comparing overall workload. It is no secret that Edmonton has higher crime and severity rates than comparable municipalities, which impact the cost of providing policing in the city. However, we believe that the EPS's efforts over the past few years have had a positive impact and it's investment in community safety and well-being, as well as innovative approaches to policing, such as the Human-Centered Liaison Partnership teams, are adding to downward trends in certain crime rates. By addressing the root causes of crime and managing individuals differently when they come into contact with the justice system, the EPS's investments in social programming and its implementation of numerous new initiatives are contributing to favorable results for community safety.

It was encouraging to see City Council support these changes in policing by approving a one-year funding formula for the EPS. This funding formula was informed by the Commission's work with the police service and City Administration to provide stable and predictable funding for policing in Edmonton. We also welcomed Council's approval of additional funding for the Healthy Streets Operations Centre until 2024. We remain committed to supporting wise investments in public safety and will continue to report back to the community on police spending and the services provided to Edmontonians with the regular reports that are published on our website.

Edmonton benefits from a diverse and independent Commission comprised of highly qualified professionals who bring a wealth of education, lived experiences, and unique perspectives to police governance and oversight. The Commission was enriched further with the addition of three new members appointed by Council in 2022: Anne-Marie Lambert, David Sowemimo and Wally Sinclair. They have jumped right into their new roles and are active in the Commission's work already. We look forward to making good use of their expertise and contributions to the Commission for years to come.

I was thrilled to attend the Commission's Citizen Awards at an in-person event following a COVID-19 hiatus. This year, 18 individuals were recognized for their selfless bravery to act in situations where they each were faced with significant adversity. The commendable actions of these award recipients have made our community a safer place to live, work and play.

Here's looking forward to another year, and sadly my last on the Commission, spent working on improving community safety and well-being for all Edmontonians.

John McDougall, Chair, Edmonton Police Commission

MESSAGE FROM THE CHIEF



Another year in my tenure as Chief of Police has come to a close, and I'm once again proud of what the Service has accomplished alongside the Edmonton Police Commission. Coming out of the pandemic we knew we'd have a great deal of work to do. Though there's still much more than needs to happen, we've delivered on many of our goals all the while adjusting to a constantly shifting social environment.

The city is facing numerous community safety challenges. Our downtown core and surrounding areas have felt the impacts of a mounting crime rate, which has only been further magnified by mental health and addiction issues. This past year was a reminder that when it comes to community safety and well-being, we can't just look at one problem – or solution – in isolation. There isn't a single person who hasn't felt the pressure: from those living, visiting and working downtown to the service providers and business owners calling the core and its neighbourhoods home.

Citywide we've seen a concerning trend in firearms violence, which has grown more random and brazen as criminal disregard for the law reaches new highs. When it comes to tackling these serious issues, Edmontonians need and deserve a strong and effective police service. We remain resolute in holding offenders accountable and in maximizing our community partnerships to come up with solutions that get to the root of the city's crime and disorder. To that end, we've created a new Guns and Gangs Strategy to crack down on concerning trends that haven't just been felt locally, but nationwide. We've also taken some promising first steps alongside the City of Edmonton and other partners like Alberta Health Services and Edmonton

Fire and Rescue Services in standing up the Healthy Streets Operations Centre (HSOC) for the inner-city. Not all underlying causes require an enforcement-based approach but being the agency that's often first to respond requires strong partnerships to make sure that individuals are diverted to the right supports at the right time. Partnerships with joint goals and objectives are proven to be a more effective solution than redirecting funding without measurable outcomes.

In an environment that's tough on budget and tight on resources, we've undertaken countless efficiency exercises to ensure that Edmontonians are getting value from their police service without compromise to public or officer safety. In addition to shifting resources to staff up HSOC, we implemented a new patrol deployment model that's reallocated 62 officers back to the frontlines while balancing the wellness of our members. We continue to stretch resources to best meet community need. This has been a direct consequence of hearing from the community that they wish to see a more visible police presence and patrol response. This year saw many pivots, but our members adapted time and time again so that community needs remain a priority.

The challenges we faced this year will carry over into 2023, and much more needs to be done to ensure all levels of government fully understand the challenges we face within our community. We'll work closely with the Commission to face those challenges head-on and continue making headway as a police service that doesn't shy away from trying innovative approaches in the name of public safety.

I'd like to thank John McDougall for serving his term as Chair of the Commission with steadfast commitment to our city, and I extend a warm welcome to our three new commissioners. Our work together continues to be central to the health, vibrancy, and livability of our city.

Dale McFee, Chief, Edmonton Police Service

COMMISSIONERS

The Edmonton Police Commission consists of two city councillors and ten appointed citizens who live and work in our community and represent the views of all Edmontonians on policing matters.



JOHN MCDUGALL, CHAIR

John McDougall joined the Canadian Armed Forces in 1989 as an Army Medical Technician and has served at a variety of bases across Canada. He completed his physician assistant training and has received his Masters from University of Nebraska Medical Centre specializing in Emergency Medicine and Hyperbaric Medicine. John worked his way from a Private to the highest rank a noncommissioned officer can reach, Chief Warrant Officer and was recently promoted to Major. John has been a very active advocate for LBGTQ2+ rights in the community and in the CAF and has been a very active and constant advocate. In 2013 he raised the Pride Flag at CFB Edmonton, a first for any military base. He currently serves at the LBGTQ2+ advisor to three Canadian Division, the Army of the West. John has also sat on the Board of Directors for the Canadian Association of Physician Assistants (CAPA) as well as director of volunteers for the Edmonton Pride Board.



ERICK AMBTMAN, VICE CHAIR

Erick Ambtman holds degrees in Economics from the University of Manitoba and the London School of Economics. He worked as the Executive Director of Aboriginal Friendship Centres in Calgary, Rocky Mountain House, Red Deer and Fort McMurray. He completed an internship in South Africa working for a social housing company doing community development. Erick has also been the Executive Director of the Edmonton Mennonite Centre for Newcomers and is currently the Executive Director for Poverty Edmonton. He has been the chair of the Alberta Association of Immigrant Serving Agencies, the vice-chair of the Edmonton Chamber of Voluntary Organizations, board member of the Canadian Immigrant Settlement Sector Alliance, the Alberta representative on the National Settlement Council and member of Edmonton's Vital Signs Committee.



ANEELA HUSSAINALY

Aneela Hussainaly is a management consultant turned entrepreneur who completed her Bachelor of Science in Materials Engineering at the University of Alberta followed by a Master's degree in Business Administration from Queen's University in Kingston, Ontario. Aneela spent ten years as a senior managing consultant at IBM Canada focused on strategy with the Global Business Services unit before launching her career in the field of early learning and childhood development. In addition to her role on the Edmonton Police Commission, she served as a member of the Board of Directors for the TELUS World of Science Edmonton from 2012-2018 and currently serves a national member for the Ismaili Council for Canada.



KEMI KUFUOR-BOAKYE

Kemi Kufuor-Boakye is a graduate of the University of Alberta with a Bachelor of Commerce degree and holds the designations of Chartered Professional Accountant and Certified Internal Auditor. Kemi currently serves as the Senior Financial Officer for the University of Alberta Library and Museums. Kemi was the inaugural co-chair of the University of Alberta Library's Equity, Diversity, and Inclusion Committee from 2017-2019. Kemi is currently a member of the Junior League of Edmonton where she served as the General Secretary on the Board from 2017-2019. She is also a current member of the Finance and Audit Committee for both the YWCA of Edmonton as well as the Canadian Research Knowledge Network.

COMMISSIONERS



JODI CALAHOO-STONEHOUSE

Jodi Calahoo-Stonehouse is Cree and Mohawk from Michel First Nation and the current Executive Director of the Yellowhead Indigenous Education Foundation. She holds a BA from the Faculty of Native Studies and is completing an MSc with the Faculty of Resource Economics and Environmental Sociology at the U of A. She also works with the Edmonton Shift Lab, a social innovation lab on anti-racism. Jodi is the founder of Miyo-Pimatisiwin Productions and the producer and broadcaster of an Indigenous radio program called Acimowin. She was instrumental in building the Wahkotowin Lodge, an Indigenous Legal Lodge at the U of A and the first of its kind for any post-secondary institution in Canada. She is currently co-producing a series called Love Medicine: interviews with indigenous and non-indigenous wisdom keepers.



SHAZIA AMIRI

Shazia Amiri holds a bachelor's degree in Social Work from the University of Manitoba. She is a Registered Social Worker with the Alberta College of Social Workers and throughout her career has worked in various non-profits agencies, such as E4C, Boyle McCauley Health Centre, and Boyle Street Community Services as well as with the Edmonton Police Service working collaboratively with members on the Heavy Users of Service (HUoS) project. She has worked for the Government of Alberta since 2015 within the Ministry of Community and Social Services for the AISH program and Disability Services and currently, for the Ministry of Children's Services. Within Children's Services, she has held various positions working with high-risk youth, completing community assessments, as well as completing investigations for children in care.



IRFAN CHAUDHRY

Irfan Chaudhry has been working in the area of equity, diversity, and inclusion (EDI) since 2011. He currently works as Director, Office of Human Rights, Diversity, and Equity at MacEwan University. He has held numerous roles within the EDI space including the City of Edmonton's Racism Free Edmonton project and the Edmonton Local Immigration Partnership; advisory positions with the Edmonton Police Service Chief of Police Diversity Recruitment Committee and Chief of Police Community Advisory Committee; the Alberta Hate Crimes Committee, as well as committee roles with Public Safety Canada's Expert Committee on Countering Radicalization to Violence. Chaudhry has a bachelor's degree in Sociology and master's in criminal justice from the University of Alberta.



DAVID SOWEMIMO

David Sowemimo is a practicing lawyer at the law firm of James H. Brown & Associates. He earned his Bachelor of Arts (Advanced) and Juris Doctor (J.D.) degrees from the University of Manitoba before moving to Edmonton and completing his articles. He was called to the Alberta bar in 2016 and is a member of the Alberta Civil Trial Lawyers Association. David was a finalist in the Canadian Lawyer magazine's Top 25 Most Influential Lawyers 2020 award and believes in giving back to the community. In 2021, he created an entrance scholarship for black law students at the University of Manitoba Faculty of Law. David provides mentorship for young professionals and volunteers for various organizations, including the Edmonton Region Immigrant Employment Council.

COMMISSIONERS



ANNE-MARIE LAMBERT

Anne-Marie Lambert has resided in Edmonton since 2011, when she transferred here as an Intelligence Officer with the Canadian Security Intelligence Service (CSIS). She has a Bachelor of Science degree in Biochemistry from the University of Saskatchewan and Bachelor and Master of Arts degrees in Criminology from Simon Fraser University, followed by over 14 years with CSIS, including time as Chief of the Edmonton District Office. Currently the Director of Security at West Edmonton Mall, Anne-Marie is also enthusiastic about teaching future law enforcement personnel about social justice in her third year criminology class at Lethbridge College.



WALLY SINCLAIR

Wally Sinclair was raised in Lesser Slave Lake, Alberta, and is a member of the Sawridge First Nations. A veteran of the Canadian Armed Forces, Wally has significant experience as a community development practitioner in many areas including employment, social services and addictions counseling. He completed the Local Government Professional Certification and Professional Certification in Addictions and Therapy programs at the University of Alberta. Wally is an Ambassador to Commanding Officer Royal Canadian Mounted Police K Division, the active chair of Lac La Biche Youth Justice, is an Elder at the Lac La Biche Canadian Native Friendship Centre and was recently appointed to the Alberta Health Services Indigenous Wisdom Council.



COUNCILLOR SARAH HAMILTON

Sarah Hamilton is the City Councillor for Edmonton's Ward sipiwiyiniwak. She has worked as an educator, journalist, small business owner, and in various public service oriented roles in provincial and municipal government. In her role with the Minister of Health, Sarah worked on several projects such as the Southwest Wellness Initiative, which sought to bring together wellness strategies at different levels of government. As an adjunct professor in Chicago, she taught Media Studies and Communications, working with students from diverse backgrounds to help develop their communication and critical thinking skills. Most recently, Sarah founded and operated SPARROW Communications & Public Relations, working with several non-profit businesses throughout Edmonton.



COUNCILLOR ANNE STEVENSON

Anne Stevenson was elected to City Council Ward O-day'min in October 2021 and brings her experience as an urban planner who is passionate about building an equitable city that serves all residents. Following an undergraduate in international development and economics at Trent University, she went on to complete a master's in city design at the London School of Economics. She spent seven years working at the City of Edmonton and volunteering on affordable housing and social research initiatives. In 2019, Anne joined Right at Home Housing Society, where she worked to provide affordable housing solutions to meet the diverse needs of our community before being elected to Council.

COMMISSION REPORTING – COMMISSIONER CORNER



Commissioner Shazia Amiri

This is my second year serving on the Edmonton Police Commission and I am truly grateful and humbled at the opportunity to do so. In the short time I have served on the Commission, I have witnessed the positive strides that the Edmonton Police Service (EPS) is taking to change traditional policing into community policing – a direction, I believe, was long overdue.

My interest in the Commission first stemmed from when I began working on a collaborative project with the EPS called Heavy Users of Service (HUoS), which has since evolved into the HELP (Human-centred Engagement and Liaison Partnership) Unit. Working alongside a police constable gave me a firsthand account of how beneficial, as a social worker, it can be working in tandem with a police member. It is important to remember we all have our strengths and expertise and working in silos does not work – it is that simple.

There is a plethora of resources for mental health, addictions, poverty, homelessness, etc. but as a social worker, there are limits to how many supports and services you can offer depending on the individual's situation. Examples to consider, when completing a treatment application, the application form asks whether the individual has any outstanding court matters or warrants. If an individual has warrants and is arrested and detained, their housing situation could be compromised. When I worked with the HUoS project, the police officer I worked with was able to be constructive and think of solutions so that social supports for the individuals we were working with were not compromised. This shows how community policing allows marginalized populations to work alongside the EPS to access social supports that they need. This helps to not only minimize or in some cases, break the cycle of recidivism, but aids in creating public safety by allowing individuals to access the resources they need without the justice system being a barrier. This is not to say that there should not be a justice path for a crime that has been committed, but more so, that we, as a community, need to get creative on what that intervention looks like, so perhaps instead of arresting an individual, the individual can access other pathways such as community service, community supports or treatment options. These are just some of the many barriers that marginalized populations face. However, there are opportunities for restorative justice that can be explored, keeping in mind that this is based on the individual's willingness to access supports as most supports within the social services network are voluntary in nature and depend on the severity of the crime as public safety should not be compromised.

The question that often arises is should police exist within this space or should this be left to the social work community. My answer after working front line in the field for the last 10 years is that the EPS needs a seat at the table. To what degree is debatable. However, we cannot continue to work in silos and expect things to change. We need to do better. We must try different strategies to ensure public safety and to support our marginalized populations in a collaborative, holistic manner and we must be open to change. If we have tried one path and it did not work, then we must be open to changing course.

In my time with Commission, I have noted that EPS has been shifting towards ensuring that community is at the forefront of their constant evolution. Is the EPS moving in the right direction? Absolutely. Projects such as the HELP Unit and Healthy Streets Operations Centre demonstrate this. Edmonton is a city with a great sense of community, and the EPS is an important partner in supporting safety within our community. Let us leverage each other's expertise and welcome the strengths that each of us has to offer, and in doing so, recognize the intersectionality of serving the community and ensuring public safety.



COMMISSION REPORTING – GOVERNANCE & OVERSIGHT IN ACTION

PUBLIC MEETINGS

For the period July 1 to December 31, 2022 the Edmonton Police Commission held four public meetings at City Hall. The Commission meets on the third Thursday of every month in the River Valley Room starting at noon. The Commission provides advance notice of upcoming meetings through the media and online on our website at [edmontonpolicecommission.com](https://www.edmontonpolicecommission.com). Agendas reports and minutes of those meetings are also available on the Commission's website.

The Commission welcomes both media and public guests to attend meetings and/or make a presentation to the Commission. Our forms to make an application to speak to the Commission are available on our [website](#).

The Commission receives presentations from EPS and community agencies on various topics. For July to December 2022, topics included:

- EPS Corporate Performance Framework
- The Neighbourhood Empowerment Team
- Statistics Canada's Race-Based Data Project
- EPS Control Tactics Statistics
- EPS Strategic Plan, Business Plan and Engagement Plan
- EPS 10-Squad Model
- EPS Guns and Gangs Strategy



Commissioners Shazia Amiri, Anne Stevenson, Aneela Hussainaly, Sarah Hamilton, Jodi Calahoo-Stonehouse and Kemi Kufuor-Boakye at the October 20, 2022 public meeting.

PROFESSIONAL DEVELOPMENT

The Commission values and recognizes the necessity for providing and maintaining appropriate learning and development opportunities to fulfill their responsibilities to the organization in the role of providing governance and oversight.

To that end the Commission supports an ongoing commitment to training, education and development for all its members in the pursuit of governance excellence.

In addition to the public meetings and sub-committee meetings, members also participated in the following educational opportunities:

- Community Safety Workshop
- 33rd Annual General Meeting of the Canadian Association of Police Governance (CAPG)
- Global Conference on Evidence-Based Policing
- CAPG Webinars:
 - Data Led Innovations & Emerging Social Trends
 - Excellence In Policing Governance in Canada
- 13th Annual Law of Policing Conference
- Edmonton Social Planning Council – Systemic Racism in Edmonton
- Roundtable with Police Leaders Evolving the Future of Policing

COMMISSION REPORTING – GOVERNANCE & OVERSIGHT IN ACTION

COMMITTEE MEETINGS

Commission work is supported by four standing committees that meet several times a year: Human Resources, Finance & Audit, Governance, and Professional Standards. Ad hoc committees are created as needed, such as a search committee for hiring a new Chief of Police or Internal Auditor.

GOVERNANCE COMMITTEE

The purpose of the Governance Committee is to provide a focus on governance that will enhance performance for both the Commission and Service. The primary purpose of the Governance Committee is to consider and recommend actions and propose policies that are in alignment with the Commission's and Service's strategic plans, priority areas and strategic goals.

Some accomplishments for
July 1 – December 31, 2022:

- Approving the Edmonton Police Service's Annual Report to City Council
- Review and approval of the 2023 – 2026 Strategic Plan and proposed Business Plan
- Updating Commission policies and recommending revisions
- Review of both the Service's and Commission's procurement standards

HUMAN RESOURCES COMMITTEE

The purpose of the Human Resources Committee is to provide a focus on areas of human resources that will enhance performance for both the Commission and Service. The primary purpose of this committee is to consider and recommend actions and propose policies that are in alignment with recruitment and retention, succession planning, performance planning, and review.

Some accomplishments for
July 1 – December 31, 2022:

- Assisted in the hiring of the Commission's new Public Complaint Director
- Reviewed the Service's 2022 Occupational Health and Safety External Audit results
- Developed a Performance Plan for the Commission's Executive Director and Chief of Police
- Assisted with launching the Commission's Self-Evaluation survey

FINANCE & AUDIT COMMITTEE

The Finance & Audit Committee is responsible to assist the Commission in fulfilling its obligations and oversight responsibilities related to - Financial Planning and Reporting; the Audit Process; Internal Controls; and Risk Management. The committee makes recommendations to the Commission for approval when required.

Some accomplishments for
July 1 – December 31, 2022:

- Reviewed the Service's and Commission's monthly operating variances
- Reviewed the Provincial Street Check Report
- Approved the Contractual Reporting Semi-Annual report to the City of Edmonton
- Provided input into the 2023 – 2026 Budget Submission to City Council
- Received the Service's Corporate Risk Profile and Continuity of Operations Program reports
- Approved the Reserve Payback Strategy report to City Council
- Reviewed the Service's Audit Recommendations and Status report
- Approved the 2022 Fall Supplemental Capital Budget Adjustment

PROFESSIONAL STANDARDS COMMITTEE

The purpose of the Professional Standards Committee is to monitor and oversee the public complaint process. While the Service is responsible for investigating complaints, the committee and the Public Complaint Director ensure investigations are thorough, fair to all parties, and are conducted in accordance with laws and policies.

Some accomplishments for
July 1 – December 31, 2022:

- Received and reviewed the Professional Standards Branch 2022 Report and their monthly statistical reports, the Relieved From Duty Reports, & the Professional Standards Branch Extension Requests
- Reviewed the LERB decisions, Disciplinary Hearing decisions, and the ASIRT Concluding Letters

Inspiring trust and innovation in policing and community safety through effective oversight

COMMISSION REPORTING – FUNDING FORMULA

FUNDING FORMULA

A central responsibility of the Edmonton Police Commission is to ensure there is an adequate level of police funding to support community safety for our municipality. An effectively funded and community-focused police service is well positioned to meet the changing needs of Edmontonians as a public good that benefits everyone.

The Commission supports using a funding formula to pay for policing in Edmonton. Put simply, a funding formula allocates a base set of funds to an organization. By using a funding formula, the EPS can cover the costs of core services, but also prioritize emerging and future needs within the allocation of those funds. The police service was funded using this model during the City of Edmonton’s previous budget cycle from 2019 to 2022.

With a funding formula, the EPS has the flexibility to prioritize spending on data, programs, service types, and technology that ultimately makes the police service more efficient and cost effective. Determining how, when, and where to assign officers around the city, as well as for which types of calls, can be a tricky exercise. There is no exact science to proactively anticipate where officers should be at any given time to respond to calls for service. However, by using specialized data and technology, there are ways to optimize the placement of officers, both in locations and to specialized units designed to reduce interactions with the justice system.

On October 7, 2022, City Council agreed with the Commission and approved a [one-year funding formula](#) to meet the operational needs of EPS for 2023. The estimated total funding for EPS for 2023 is \$418.5 million, which includes \$414 million of base funding from the one-year funding formula approved by Council, as well as an additional \$4.5 million for the Healthy Streets Operations Centre that was separately approved in 2022.

In 2022, Edmonton achieved one of the most efficient rates in Canada for funding police operations. While it is common to assess spending on a per-capita basis, this measure does not compare policing jurisdictions on an equal footing as crime rates and crime severity can vary greatly across municipalities. A more objective and balanced measure of spending is comparing costs-per-incident, which is the total cost to attend each call for service. The EPS had one of the lowest costs-per-incident in Canada with an average rate of \$4,503. The Commission has advised Council that using a per capita cost measure is misleading, because Edmonton experiences higher crime and severity rates than comparable municipalities. Based on costs-per-incident, Edmonton receives good value from the police service and its operations.

The Commission looks forward to continued collaboration with City Administration and City Council to assess funding processes for 2024 and onwards. A funding formula ensures the police service is properly financed for the long-term, enables better planning, and provides certainty that costs rise in a predictable, stable manner. It is our objective that adequate funding be realized to meet foundational policing provisions for the City and that funding is available for EPS to concentrate on long-term and sustainable solutions to address the needs of the most vulnerable and marginalized members of our community.



COMMISSION ACTIVITIES

CITIZEN AWARDS

The Commission recognized outstanding citizens at the Edmonton Police Commission's 2022 Citizen Awards on Nov. 18, 2022, at the Edmonton Expo Centre. The commendable actions of these award recipients have made our community a safer place to live, work and play.



Chair John McDougall and Chief Dale McFee presented Constable Janelle Gehrke with the EPC Problem Solver Award.



RECRUIT TRAINING CLASS 154

On September 16, 2022, the Commission attended the Recruit Training Class 154 graduation ceremony for new Edmonton Police Service Constables. Chair John McDougall honoured and recognized the hardworking recruits and presented the Valedictorian Award to the top graduate.



Chair John McDougall presented Constable Shane LaVallie with the Valedictorian Award for the high standards he displayed during recruit training.

PARTNER & ADVOCATE – CONNECTING WITH COMMUNITY

COMMUNITY CONVERSATIONS

EPS hosted guest speakers from various social agencies and ethnocultural groups to help recruit constables gain a greater understanding of our city's diverse communities.

The guest speakers were part of Community Conversations at Northwest Campus on August 15, 2022, which provided an opportunity for open and honest discussions about the challenges and biases that can exist between police and community members.

“This session can be transformative for recruits and a chance to develop understanding, compassion, and humanize police-community relationships,” said Constable Abdirahman Kulmiye with the EPS Equity and Inclusion Branch. “It also provides a much-needed community lens of what the future of policing can be.”

Within the space allocated to each group, speakers share their backgrounds, as well as their experiences with police and perceptions, whether good or bad.

Many of the recruits shared how these dialogues serve as an important reminder about the role and impact of police, and how important it is for them to embody respect and dignity in all their interactions.



Benveet Gill, founder of ReYu Paralysis Recovery Centre, shares the challenges and social stigma she and other wheelchair users have experienced.



Somer Grandbois, Indigenous community advocate, with members of Recruit Training Class 154.

Bryan Mwaka from the Mustard Seed speaks about homelessness and poverty with police recruits.

PARTNER & ADVOCATE – NATIONAL DAY FOR TRUTH AND RECONCILIATION

BANNOCK WITH A COP

For EPS, hosting the first-ever Bannock with a Cop with the Indigenous community was a means of moving forward in truth and reconciliation.

“Why did we call it ‘Bannock with a Cop?’ Because sharing food is a simple act that promotes goodwill and opens the lines of communication,” said Christie Pace, EPS Indigenous Relations Advisor.

Sharing bannock together provided police and community members with a genuine opportunity to talk and learn more about the significance of the National Day of Truth and Reconciliation (Orange Shirt Day) – a day to honour Indigenous Peoples and the awful legacy of residential schools.

Each EPS branch hosted a Bannock with a Cop event at their station or in the neighbourhood, and numerous people stopped by for the bannock, as well as for smudging, storytelling, and other Indigenous activities.

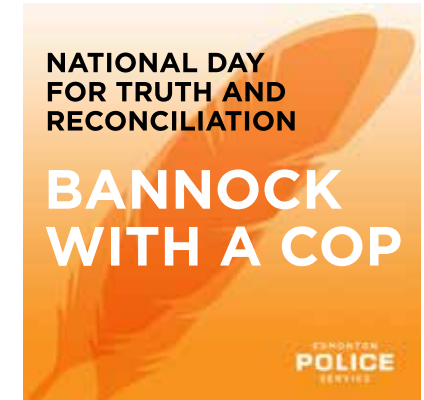
Some EPS members were initially apprehensive that they would be perceived negatively, but the gatherings were very well received by the community.

Many individuals approached officers and expressed appreciation and respect for the efforts that police were making to acknowledge the importance of this day.

“Participating in this event was an excellent way to interact positively with our community during an otherwise very somber day,” said Acting Inspector Jared Hrycun with West Branch. “Building these positive relationships while recognizing the past helps improve and legitimize our role in the community.”

Bannock with a Cop went beyond wearing an orange pin or t-shirt – it was authentic engagement with the community that demonstrated EPS is trying to recognize its role in reconciliation and in mending relationships for the future.

The National Day of Truth and Reconciliation honours the children who never returned home and survivors of residential schools, as well as their families and communities. Public commemoration of the tragic and painful history and ongoing impacts of residential schools is a vital component of the reconciliation process.



BALANCE SUPPORT & ENFORCEMENT – HEALTHY STREETS

NEW HEALTHY STREETS OPERATIONS CENTRE SEEING PROMISING EARLY RESULTS

The new Healthy Streets Operations Centre is showing promising results in reducing crime and disorder in Edmonton’s downtown core.

As part of the final phase of Project Connection, EPS launched the Healthy Streets Operations Centre (HSOC) in October 2022 to address areas of Edmonton with chronically high levels of victimization and crime: Chinatown, Alberta Avenue, the downtown core, and certain downtown LRT stations.

HSOC is collaborative effort between EPS, City of Edmonton community peace officers, and Alberta Health Services paramedics, with Edmonton Fire Rescue Services and community safety liaisons set to join in the near future.

The goal of these HSOC community safety teams is to provide a visible presence within the identified community safety zones, engage with the community, and proactively address the issues associated with homelessness, drug use, crime and victimization that continue to plague central Edmonton.

“The multidisciplinary focus of the community safety teams allows the organization that has the appropriate authority and is best suited to solve a specific problem to take the lead, with all other partner organizations in place to provide support,” said Inspector Angela Kemp with the EPS Crime Suppression Branch.

Since its launch, team members have experienced regular positive interactions with community members while on proactive patrols, who say that

they feel safer with the community safety team’s presence in the area.

Having paramedics as part of the team has been extremely valuable when medical attention is needed for vulnerable individuals. In their first week on the team, team paramedics assisted with five interventions that would have previously required an ambulance and hospitalization.

HSOC community safety teams are consistently the first responders on scene for encampment fires as well, which have become a common and extremely dangerous community hazard.

On December 13, 2022, HSOC was first on the scene of a propane tank explosion that resulted in at least three unoccupied tents burning down and significant heat damage to vehicles parked along 105A Avenue and 96 Street.

While HSOC team members were evacuating vulnerable community members and attempting to put out the fire with extinguishers, a smaller secondary explosion occurred that could have easily turned into tragedy with injuries or deaths if not for the team’s efforts.

While still in its early stages, the HSOC initiative is showing encouraging early successes and public support, and further demonstrates the importance of a coordinated systems response where all partner agencies are working together to increase community safety.



The high visibility of the HSOC teams helps to increase community engagement and address crime, disorder, and other safety and well-being issues within the identified zones.



BALANCE SUPPORT & ENFORCEMENT – MINISTER AWARD

DIVERSIONFIRST RECEIVES MINISTER OF JUSTICE NATIONAL YOUTH JUSTICE POLICING AWARD

On August 25, the EPS DIVERSIONfirst Unit was presented with the 2022 Minister of Justice National Youth Justice Policing Award, alongside program-community partners YMCA of Northern Alberta (YMCA) and Boys and Girls Club Big Brothers Big Sisters (BGCBigS).

The award recognizes the restorative justice trio for their innovative approach and efforts applied in the police-led program. Together, these organizations work to reduce youth involvement in the criminal justice system.

The Department of Justice Canada, in collaboration with the Canadian Police Association and the Canadian Association of Chiefs of Police, presented the award to DIVERSIONfirst Sergeant Kendall Booth, EPS Youth Programs Coordinator Leeanne Harvey, and YMCA Program Manager Michael Peters.

“The work the Edmonton Police Service is doing with its community partners makes a real difference in the lives of youth,” said the Honourable David Lametti, Minister of Justice and Attorney General of Canada.

“The DIVERSIONfirst program is a great example of collaborative work that delivers a restorative justice approach. I want to congratulate this year’s recipients for their innovative policing approach and efforts to support our youth.”

DIVERSIONfirst is a restorative justice program that connects young, first-time non-violent offenders to community organizations and family supports that offer a wide range of services. These supports are dedicated to mentoring and

improving the lives of youth to help them build a foundation for a positive future away from crime, reducing the likelihood of reoffending.

Initially launched as a pilot with the YMCA in 2018 and formally launched in November 2020, the program has since expanded, partnering with BGCBigS in April 2021.

“This is very much a team award,” said Sergeant Kendall Booth. “To see how far this program has come is truly inspiring. Our unit could not achieve this accomplishment without the hard work, dedication, and support of the YMCA and BGCBigS. It highlights how important police-and-community collaboration is and what our organizations can achieve to help one another succeed because, at the end of the day, our youth are the true winners.”

At the point of arrest, officers can refer a young person to the program instead of laying a criminal charge. DIVERSIONfirst staff will follow up with the youth and their guardian(s) to further assess their suitability for the program.

Once enrolled, DIVERSIONfirst and their community-program partners then work together to redirect young people by connecting them to organizations focused on improving the lives of the youth and their families, so they can begin accessing the services they need through a customized support program.



Jenna Brewer, Volunteer and Youth Engagement Manager, BGCBigS; Michael Peters, General Manager, YMCA; Leeanne Harvey, Youth Diversion Coordinator, EPS; Andrea Kocken, Program Manager, YMCA; Sergeant Kendall Booth, DIVERSIONfirst, EPS; Kerry Woodland, Director of Services Delivery, BGCBigS.

About the Minister of Justice National Youth Justice Policing Award

The Minister of Justice National Youth Justice Policing Award recognizes police officers and others involved in police-led initiatives, which individually or as a team, develop innovative approaches or promising practices that go beyond the formal court system when dealing with youth in conflict with the law.

INNOVATE & ADVANCE – STRATEGIC PLAN

EPS RELEASES 2023-2026 STRATEGIC PLAN

EPS has published its 2023-2026 Strategic Plan, defining how the police service will further pursue its mission to be relentless on crime and a leading partner in building community safety.

The plan provides the foundation of organizational and operational decisions for the next four years at EPS.

The 2023-2026 Strategic Plan builds on the learnings and progress of the previous 2020-2022 Strategic Plan and is driven by the guidance and community safety priorities set by the Edmonton Police Commission.

Despite the effects of the pandemic and increasingly complex social issues that challenged resources and services delivery, EPS saw measurable progress towards many of the outcomes defined in the prior plan, which is captured in the 2021 Annual Report.

“Though the world of policing has undeniably changed, we know we are heading in the right direction,” said Chief Dale McFee. “From 2019 to 2021, we have seen substantial decreases in the city’s crime rate, but we have more work to do.”

“Trends we are seeing so far in 2022 tell us we cannot afford to relax our efforts, that we need to invest resources and people in the right places to maintain our momentum and continue to improve our standing. The challenge of addressing Edmonton’s crime, disorder and victimization requires sustained effort – our communities expect and deserve nothing less.”

Recognizing the feedback heard through engagement and consultation initiatives such as the Commitment to Action and the Service’s advisory councils, the 2023-2026 Strategic Plan has an additional goal: Connect, Share, and Evolve. This goal prioritizes listening and learning to develop an understanding of the safety priorities, perspectives and changing expectations of the different communities EPS serves while allowing the public to understand the demands on the police service.

“We heard from countless community members, business owners and social agencies that there needs to be common understanding between police and those they serve,” said Lori Lorenz, Executive Director of the EPS Value and Impact Division. “We need to bridge the gap and build on our partnerships to create value and make a meaningful impact together.”

This additional goal reflects a commitment to learn from Edmontonians and continue to transform policing to meet the needs of all community members while delivering on legal mandates under the Police Act, Criminal Code, and Provincial Standards.

EPS’ goals and corresponding outcomes are identified in the 2023-2026 Strategic Plan while strategic initiatives along with allocation of resources and expected timelines are laid out in the 2023-2026 Business Plan.

For more information, please visit edmontonpolice.ca/StrategicPlan.



INNOVATE & ADVANCE – 10-SQUAD PATROL MODEL

NEW 10-SQUAD PATROL MODEL BOOSTS FRONTLINE POLICING

As part of a larger strategy to direct resources to frontline policing, EPS has made some organizational changes to create a new 10-Squad Patrol Model to improve service to citizens and reduce the strain on officers.

The need for a new approach became clear with the increases in crime and other related issues through the pandemic and the growing demands for service.

To address these growing demands, changes would be necessary to balance workloads across the city and improve response to calls. This required a consistent citywide deployment model and an increase in the number of officers available to respond.

Making these changes would also help to alleviate the stress on Patrol officers who were challenged by increasing call volume and complexity.

Based on feedback from frontline members, a new Patrol model was developed to increase the number of squads per branch from eight to 10, and the

EPS Executive Leadership Team worked through a resource optimization process to prioritize services and move more officers into Patrol.

With resources already stretched because of reductions in the 2022 EPS budget, some difficult decisions were made to reduce some public programs as well as front counter hours at stations. These reductions, along with efficiencies from the opening of the new Collision Reporting Centres, freed up the 62 officers needed to support the new model.

After nearly a year of preparation, the new 10-Squad Patrol Model was successfully deployed citywide on November 13, 2022, and initial reviews showed equalization of calls for service across EPS branches with no issues in response.

This much-needed support for frontline members is helping them better manage workloads, and improving their ability to respond to calls effectively, which ultimately results in better service to the citizens of Edmonton.

“With growing needs and a frontline service that is still recovering from more than two years of COVID impacts, we know we have to make some tough changes to get the right people in the right places at the right times. This model will help us achieve this, while also allowing us to look after the wellness of our members.”

Deputy Chief Darren Derko with the EPS Community Policing Bureau



INNOVATE & ADVANCE – GUNS & GANGS STRATEGY

EPS SETS THREE-YEAR PLAN TO CURB FIREARMS VIOLENCE AND GANG-RELATED CRIME

EPS has released a new strategy to address firearm violence and gang-related crime in Edmonton.

The EPS Guns and Gangs Strategy 2023-2025 is an evidence-based, data-driven plan for targeting factors driving some of the city's most serious crime, identifying focus areas that require increased and sustained effort to improve community safety.

“Like many other cities across Canada, we have seen an unacceptable trend in illegal ownership and violent use of firearms. Our officers are seizing more firearms when responding to calls for service as perpetrators’ disregard for the safety of Edmontonians grows more brazen,” said Chief Dale McFee.



“These acts of violence are closely linked with organized crime, and the level of victimization puts the safety of our communities at risk. Street gangs and organized crime networks are often entrenched in other illegal activities, such as trafficking illegal drugs, which too often exploits the most vulnerable in society. This is unacceptable and will not be tolerated.”

The strategy leverages EPS’ internal expertise and external partnerships with other enforcement and social agencies to strike a balance between education, suppression, intervention, and prevention.

It encompasses both immediate and long-term solutions that hold those responsible for violence and criminal activities accountable, such as individuals or groups involved in shootings, straw purchasing, and the trafficking of drugs and firearms. It also bolsters EPS’ investigative processes and capacity by enhancing expertise across the police service, boosting evidence collection, intelligence gathering and analytics, and strengthening cross-agency collaboration for criminal networks that span multiple jurisdictions.

“As organized crime groups become more sophisticated, investigations – including shootings – are becoming more complex and resource-intensive,” said Staff Sergeant Eric Stewart of the EPS Guns and Gangs Section. “The large majority of shootings are targeted but that doesn’t make it any less concerning or dangerous for the public and bystanders. We continue to work diligently, being proactive where we can and exhausting all investigative avenues, but the risks remain very real.”

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

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

To learn more about the strategy, please visit edmontonpolice.ca/gunsandgangs.

MEASURES OF SUCCESS

The overall goal of the strategy is to reduce gun and gang activity in Edmonton, in turn increasing the safety of our communities. These are the measures EPS will use to determine success:

- Increased solve rate on non-homicide gang-related shooting occurrences.
- Increased rate of convictions for users of firearms, drug traffickers, and firearm traffickers.
- Decreased proportion of gang-related homicides.
- Decreased rate of growth for firearms-related offences.
- Increased number of known gang members that participate in EPS recommended diversion and gang-exit programs.
- Increased grant funds for municipal, community, and social support partners to provide recreation, support, and mentorship programs for youth.
- Increased proportion of young people put through out-of-court programs versus criminally charged.

COMMISSION FINANCIAL REPORTING

FINANCIALS

EDMONTON POLICE COMMISSION (EPC)

BUDGET VARIANCE BY MAJOR CATEGORY FOR THE PERIOD ENDING DECEMBER 31, 2022 (\$'000'S)

	YEAR TO DATE			
	BUDGET	ACTUAL	VARIANCE	%
POLICE COMMISSION	1,399,961	1,335,255	64,706	5%
Hourly /Support	18,450	8,077	10,374	56%
Salaries	625,928	584,398	41,530	7%
Benefits	125,509	87,894	37,616	30%
Employee Allowances	9,843	10,968	(1,124)	-11%
Overtime	5,000	2,619	2,381	48%
PERSONNEL	784,731	693,955	90,776	12%
Materials & Supplies	2,290	4,721	(2,431)	-106%
Vehicle Costs	-	-	-	
Furniture & Equipment	3,200	15,463	(12,263)	-383%
Contract & Services	348,552	435,594	(87,042)	-25%
Building Costs	134,797	115,600	19,197	14%
Internal Services & Recoveries	871	973	(102)	-12%
Travel & Training	106,520	55,080	51,440	48%
Other General Costs	19,000	13,870	5,130	27%
NON PERSONNEL	615,230	641,301	(26,071)	-4%
REVENUE	-	-	-	
TOTAL	1,399,961	1,335,255	64,706	5%

EXPENSES

FOR THE PERIOD OF JULY 1 TO DECEMBER 30, 2022

	M. Barker	J. McDougall	E.Ambtman	A. Hussainaly	K. Kufuor-Boakye	J.Calahoo - Stonehouse	S. Amiri	I. Chaudhry	S. Hamilton	D. Matchett	W. Sinclair	A. Lambert	D. Sowemim	A. Stevenson
Conferences	2313.07	12967.71	193.75	1403.37	298.75	704.11	1403.37	1021.19	1358.7	3253.02	0	0	0	0
Hosting	1055.66	149.33	0	0	81.65	0	0	0	0	0	0	0	0	0
TOTAL	\$3,368.73	\$13,117.04	\$193.75	\$1,403.37	\$380.40	\$704.11	\$1,403.37	\$1,021.19	\$1,358.70	\$3,253.02	\$0.00	\$0.00	\$0.00	\$0.00

COMMISSIONER MEETING ATTENDANCE RECORD

FOR THE PERIOD ENDING DECEMBER 31, 2022

COMMISSIONER	# COMMISSION MEETINGS ATTENDED
JOHN MCDUGALL, CHAIR	11/11
ERICK AMBTMAN, VICE CHAIR	10/11
ANEELA HUSSAINALY	11/11
KEMI KUFUOR-BOAKYE	10/11
JODI CALAHOO-STONEHOUSE	11/11
SHAZIA AMIRI	9/11
IRFAN CHAUDRY	10/11
SARAH HAMILTON	9/11
ANNE STEVENSON	10/11
WALTER SINCLAIR**	2/2
ANN-MARIE LAMBERT**	2/2
DAVID SOWEMIMO**	2/2

**Became a sworn member November 2022

EPS FINANCIAL REPORTING

CAPITAL BUDGET

2019-2022 (\$000'S)

	2019	2020	2021	2022	TOTAL
SPENT CAPITAL BUDGET					
<i>Renewal</i>	\$24,816	\$20,416	\$9,336	\$14,702	\$69,270
<i>Growth</i>	\$11,104	\$15,011	\$5,647	\$7,404	\$39,166
TOTAL	\$35,920	\$35,427	\$14,983	\$22,106	\$108,436
INITIAL APPROVED CAPITAL BUDGET					
<i>Renewal</i>	\$21,455	\$22,953	\$18,254	\$16,705	\$79,367
<i>Growth</i>	\$2,933	\$2,547	\$1,939	\$1,858	\$9,277
TOTAL	\$24,388	\$25,500	\$20,193	\$18,563	\$88,644

NET OPERATING REQUIREMENT

2019-2022 (\$000'S)

	2019	2020	2021	2022
<i>Edmonton Police Service</i>	\$357,627	\$377,007	\$388,617	\$390,332
<i>City of Edmonton</i>	\$3,026,599	\$2,905,810	\$3,101,711	\$3,288,524
PERCENT OF EPS/EPC BUDGET TO TOTAL TAX SUPPORTED	11.8%	13%	12.5%	11.9%

Notes:

EPS Budget for 2022 as of December 2022 Budget Adjustment Statement

EPS 5 YEAR STAFF COMPLEMENT

EPS STAFF COMPLEMENT

EPS STAFFING NUMBERS	AS OF DECEMBER 1, 2022													
	2016	2015-2016	2017	2016-2017	2018	2017-2018	2019	2018-2019	2020	2019-2020	2021	2020-2021	2022	2021-2022
	ACTUAL FTE'S	ACTUAL VARIANCE	ACTUAL FTE'S	ACTUAL VARIANCE	ACTUAL FTE'S	ACTUAL VARIANCE	ACTUAL FTE'S	ACTUAL VARIANCE	ACTUAL FTE'S	ACTUAL VARIANCE	ACTUAL FTE'S	ACTUAL VARIANCE	ACTUAL FTE'S	ACTUAL VARIANCE
SWORN	1801.29	N/A	1831.34	1.67%	1822.825	-0.46%	1874	2.81%	1839.17	-1.86%	1835.26	-0.21%	1830.374	-0.27%
CIVILIAN	742.32	N/A	773.61	4.22%	812.43	5.02%	830.6	2.24%	829.82	-0.09%	887.42	6.94%	881.28	-0.70%
FULL COMPLEMENT	2543.61	N/A	2604.95	2.41%	2635.255	1.16%	2704.6	2.63%	2668.99	-1.32%	2722.68	2.01%	2711.654	-0.41%



ADDITIONAL INFORMATION – COMMISSION & SERVICE PUBLICATIONS

The Edmonton Police Commission and Edmonton Police Service publish a number of reports that provide further details on policing in Edmonton.

EPC PUBLICATIONS:

- Quarterly & Semi-Annual Reports To The Community
- Professional Standards Reports
- Strategic Planning Reports
- Citizen Survey Results

EPS PUBLICATIONS:

- Approved Operating Budgets
- Annual Policing and Business Plans
- Control Tactics Reports
- Criminal Flight Reports
- Response Times and Dispatch Call Volumes

These and other publications can be found at edmontonpolicecommission.ca and edmontonpolice.ca.

The Edmonton Police Service’s website includes a [Community Safety Data Portal](#) to enable the public to take an active role in community safety and crime prevention. This interactive platform provides access to data including crime statistics and trends occurring in Edmonton. It offers increased transparency into policing activities and encourages public engagement.

The City of Edmonton also has a public citizen dashboard that gives Edmontonians access to the latest data on a wide range of municipal services. Several are related to policing such as Crime Severity Index, Safe City measures, and Vehicle Collision rates. The Dashboard is available at edmonton.ca/city-government/citizen-dashboard-city-by-the-numbers.



@YEG_COMMISSION



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