

EDMONTON  
**POLICE**  
SERVICE

**2021**  
**ANNUAL REPORT**



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**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 Framework<sup>1</sup> (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 (CACCP) 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



# 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



#### INNOVATE AND ADVANCE

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

##### OUTCOMES

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

### GOAL 4



#### GROW DIVERSE TALENTS

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

##### OUTCOMES

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



**1,047,003**  
Population of  
Edmonton in 2020<sup>2</sup>

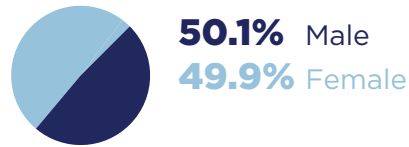


Edmonton City Area  
**783 km<sup>2</sup>**



**560**  
Sworn members in  
Patrol Squads

Gender breakdown of city<sup>2</sup>

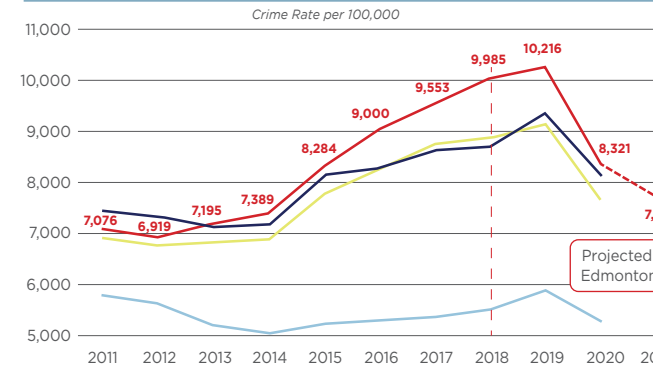


**22.7%**  
Female officers  
in 2019

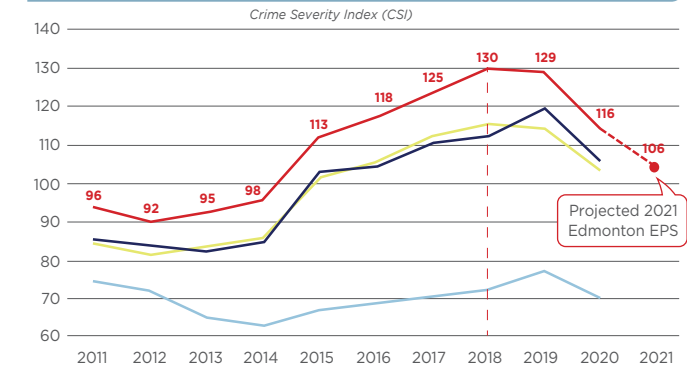


**31%**  
New hires in  
2019 were  
female officers

Edmonton's total crime rate decreased by 17% between 2018 and 2020



Edmonton's total crime severity decreased by 11% between 2018 and 2020



Edmonton EPS | Edmonton CMA (Census Metropolitan Area) | Alberta | Canada

Calls for Service Dispatched by Priority (See Appendix C)

**845,013**

Requests for Assistance  
to the Emergency  
Communication Centre

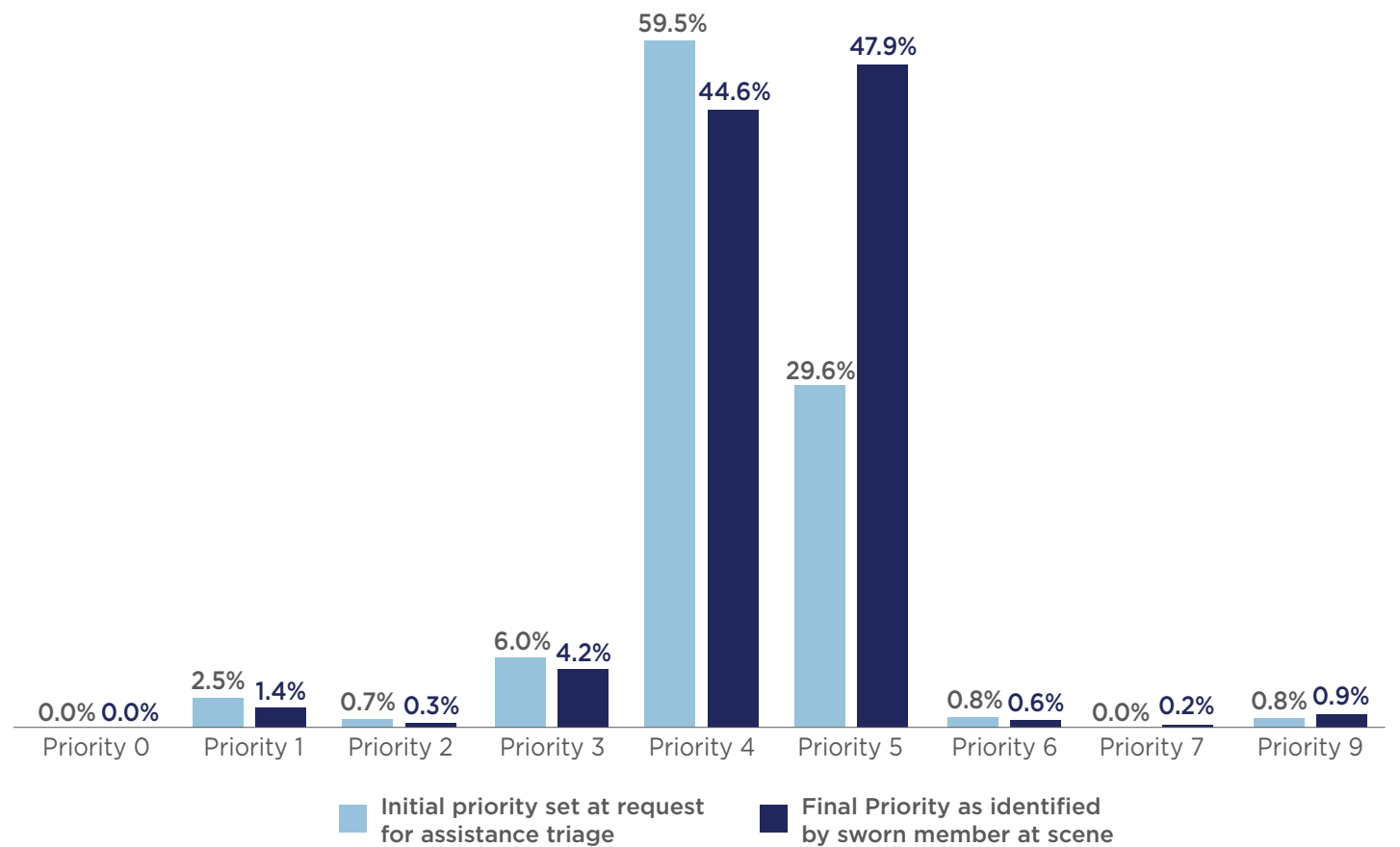
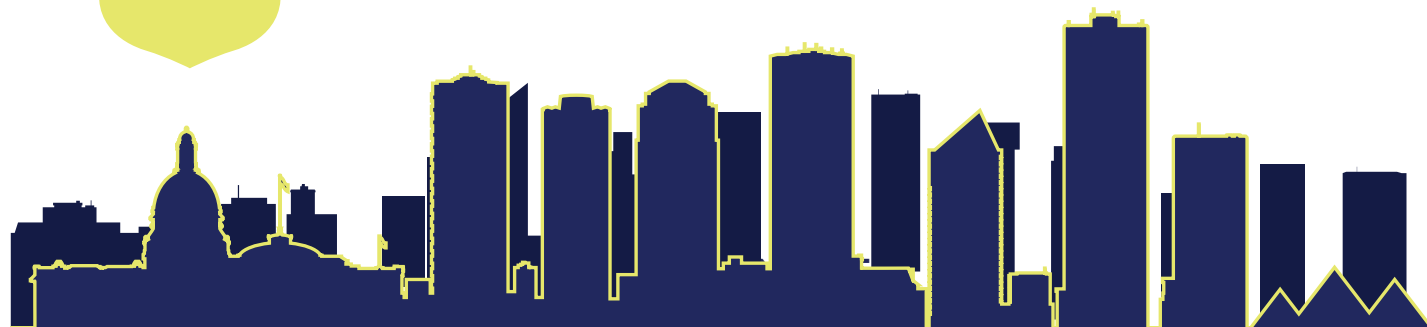
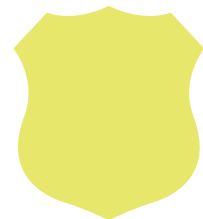


**377,049**

EPS Total  
Created  
Events

**504,426**



Total Requests for  
Assistance to EPS








## 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
<b>Feelings of Safety<sup>3</sup></b> Data Source: <i>Citizen Perception Survey</i> Data Available: <i>Annually</i>			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%	
<b>Percentage of Citizens Self-reporting<sup>3</sup></b> Data Source: <i>Citizen Perception Survey</i> Data Available: <i>Annually</i>			31%	33%	


### GOAL 1: Balance Support and Enforcement

INDICATOR	2018-2019	2019-2020	2020-2021	2021-2022	TREND
<b>Violent Crime Severity</b> Data Source: <a href="#">STATSCAN Table 35-10-0190-01</a> Data Available: <i>Annually</i>	129.24	128.82	127.42	Forthcoming	
<b>Non-violent Crime Severity</b> Data Source: <a href="#">STATSCAN Table 35-10-0190-01</a> Data Available: <i>Annually</i>	130.53	129.38	111.00	Forthcoming	
<b>Incarceration rates per 100,000 adults (Alberta)</b> Data Source: <a href="#">STATSCAN Table 35-10-0154-01</a> Data Available: <i>Annually</i>	108.15	100.72	Forthcoming	Forthcoming	
<b>Violent Crime Weighted Clearance Rate</b> Data Source: <a href="#">STATSCAN Table 35-10-0190-01</a> Data Available: <i>Annually</i>	51.85	49.45	52.47	Forthcoming	
<b>Non-Violent Crime Weighted Clearance Rate</b> Data Source: <a href="#">STATSCAN Table 35-10-0190-01</a> 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
<b>Counts of drug poisoning deaths by year - Any substance/Edmonton</b> Data Source: <a href="#">AHS Acute substance death overview</a> Data Available: <i>Monthly</i>	246	236	463	512 <sup>4</sup>	
<b>Homeless Count</b> Data Source: <a href="#">Edmonton Social Planning Council - Built Environment; # of Homeless Persons, Edmonton City</a> Data Available: <i>Quarterly</i>	3,522 <sup>5</sup>	6,505	7,471	9,803	

### GOAL 3: Innovate and Advance

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

### GOAL 4: Grow Diverse Talents

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



## 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



The right partnerships can connect those who don't need to be in the justice system with the right resources at the right time.





## CRIME AND VICTIMIZATION



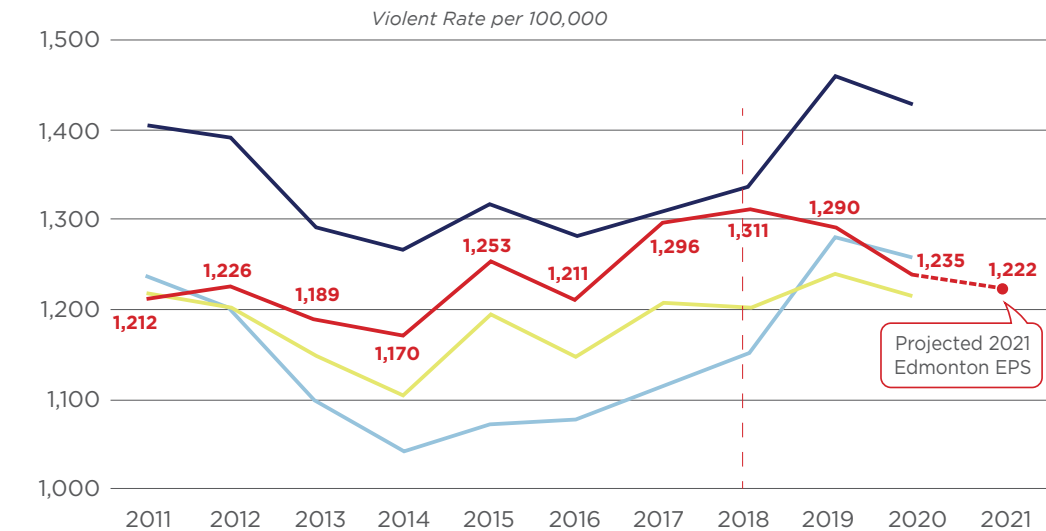
### MEASURES: WHAT EPS IS TRACKING

MEASURE	OUTCOME	2018-2019	2019-2020	2020-2021	2021-2022	TREND
<b>Violent Crime Rate</b> Data Source: <a href="#">STATSCAN</a> Table 35-10-0183-01 Data Available: <i>Annually</i>	EPS reduces victimizations in high crime areas	1,311.20	1,290.19	1,235.20	1,222 <sup>7</sup>	↓
<b>Violent Crime Victims</b> Data Source: <i>EPS</i> Data Available: <i>Annually</i>		10,974	11,051	11,070	11,132	↗
<b>Percentage of people victimized more than once</b> Data Source: <i>EPS</i> Data Available: <i>Annually</i>		8.7%	8.4%	9.0%	9.2%	↗
<b>Property Crime Rate</b> Data Source: <i>EPS</i> Data Available: <i>Annually</i>	EPS resources are made available to reduce calls for service	5,779	6,421	5,068	4,395	↓
<b>Property Crime Victimitizations</b> Data Source: <i>EPS</i> Data Available: <i>Annually</i>		57,855	62,733	53,099	46,347	↓
<b>Referrals - Youth</b> 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

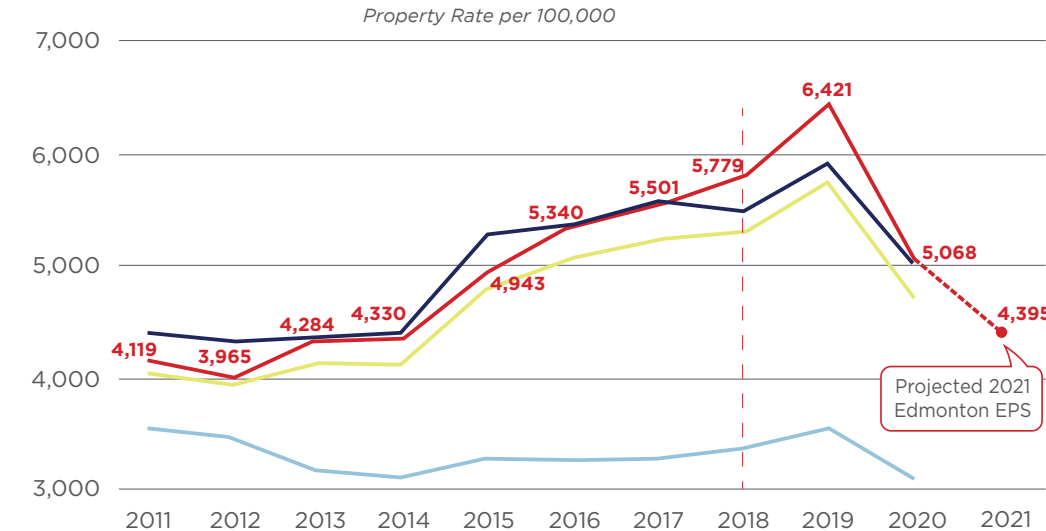
WHAT THIS TELLS US

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.**

Edmonton's **violent crime rate decreased by 6%** between 2018 and 2020



Edmonton's **property crime rate decreased by 12%** between 2018 and 2020



■ Edmonton EPS ■ Edmonton CMA (Census Metropolitan Area) ■ Alberta ■ Canada

Criminal Incidents with the **largest decreases** citywide 2020-2021



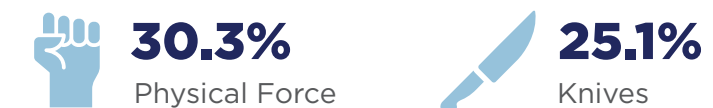
Criminal Incidents with the **largest increases** citywide 2020-2021



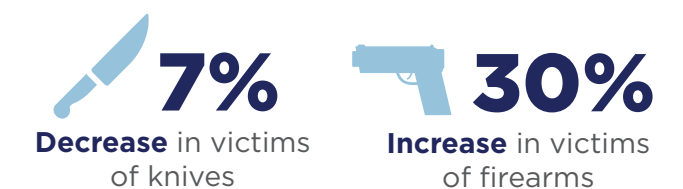
The largest contributing factor to Edmonton's Violent Crime Severity Index (CSI) is robbery. Robbery has been the top contributor to Edmonton's Violent CSI over the past four years and accounted for 27.0 points of the Violent CSI in 2021. This is a 18.3% decrease from the 2020 CSI contribution for robberies.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





## WHAT EPS HAS DONE

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

- Wicêhtowin (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\*



\*numbers are for 2021-2022

## POLICE ACTIVITIES AND DEPLOYMENT



### MEASURES: WHAT EPS IS TRACKING

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



## 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.

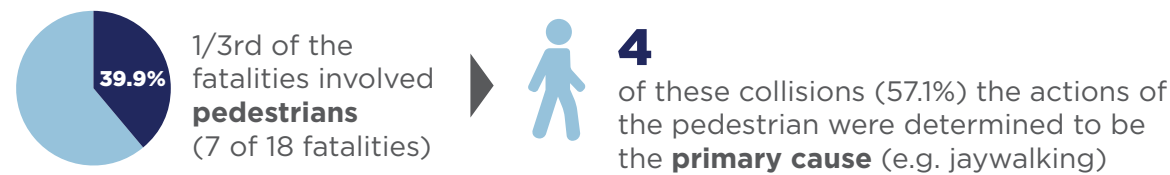
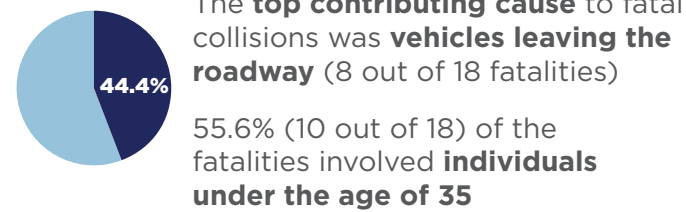
### Human-Centered Engagement Liaison and Partnership Initiative (HELP)

#### REFERRALS TO HELP GENERATED



DURING THE 9 MONTHS PRIOR TO THEIR REFERRAL

#### Another key area which is a community concern is traffic.



**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-to-win) 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:

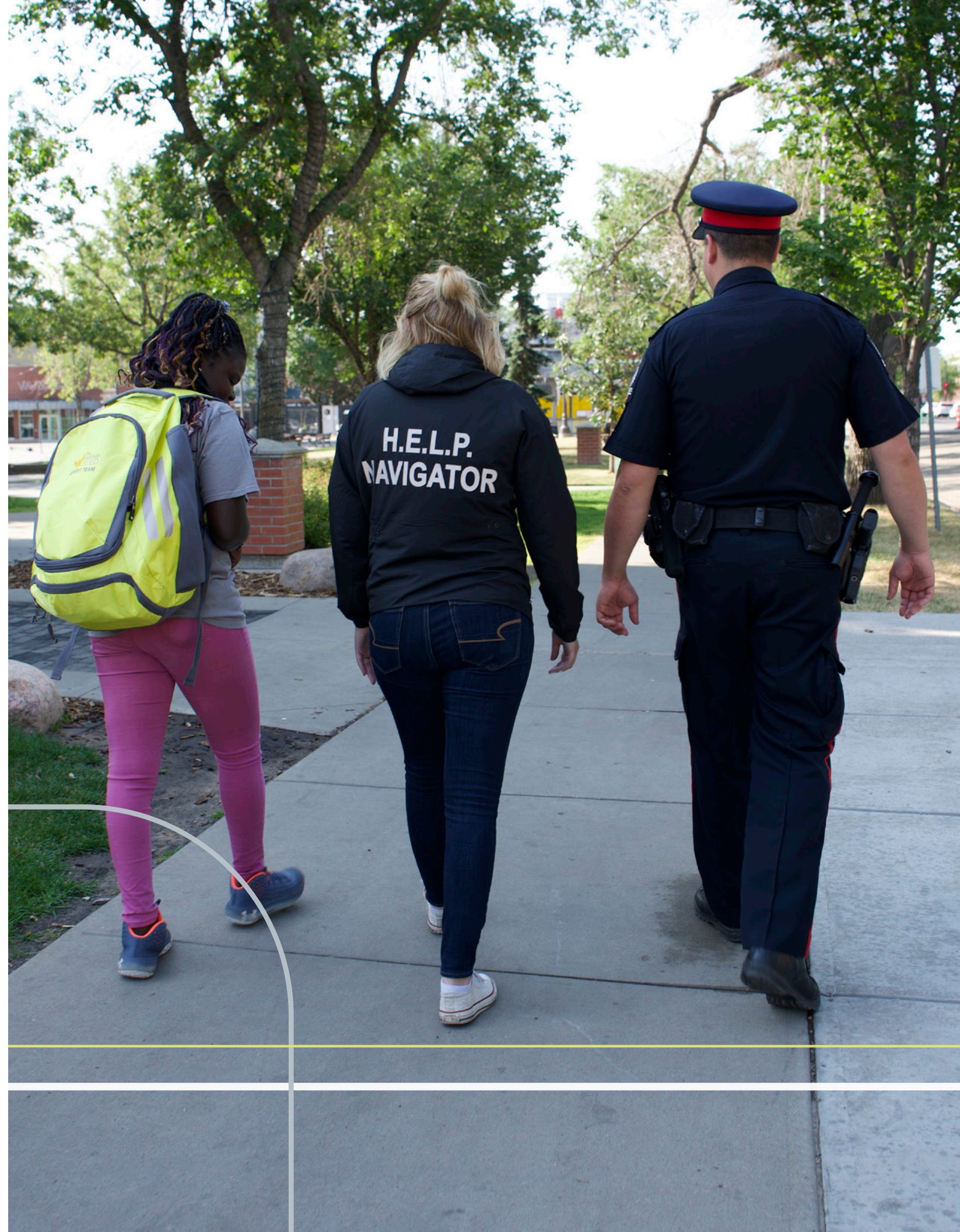
- Identifying an appropriate program or service
- Connecting to a program or service
- Retaining a program or service
- Increasing their holistic wellness





#### 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
<b>Misconduct and Public Complaints</b> Data Source: <i>EPS</i> Data Available: <i>Annually</i>	EPS has a diverse workforce to be more effective	1,234	1,153	1,309	1,475	↑
<b>Rate of Complaints Per 10,000 Dispatched Calls</b> 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	↗
<b>Median Time to Conclude A Police Service Regulation Investigation</b> 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	↓
<b>Use of Force Reports<sup>8</sup></b> Data Source: <i>EPS</i> Data Available: <i>Annually</i>	EPS uses a variety of responses informed by needs, data and evidence to enhance public safety	N/A	4,023	4,546	5,772	↑
<b>Use of Force Occurrences<sup>8</sup></b> Data Source: <i>EPS</i> Data Available: <i>Annually</i>		N/A	2,411	2,674	3,179	↗
<b>Total EPS CAD Events</b> Data Source: <i>EPS</i> Data Available: <i>Annually</i>	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



## 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:**



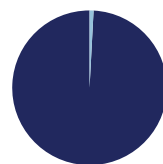
**231,718**

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:

- **Nisohkamâkewin 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
<b>Diversity in Senior Ranks - Women<sup>9</sup></b> 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
<b>Diversity in Senior Ranks - Indigenous<sup>9</sup></b> Data Source: <i>EPS</i> Data Available: <i>Bi-Annually</i>		N/A	N/A	N/A	12%	N/A
<b>Diversity in Senior Ranks - Racialized<sup>9</sup></b> Data Source: <i>EPS</i> Data Available: <i>Bi-Annually</i>		N/A	N/A	N/A	8%	No Trend
<b>Proportion of sworn: civilian</b> 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
<b>Attrition rate - Sworn</b> Data Source: <i>EPS</i> Data Available: <i>Annually</i>		N/A	3%	3%	3%	No Trend
<b>Attrition rate - Civilian</b> Data Source: <i>EPS</i> Data Available: <i>Annually</i>		N/A	10%	8%	11%	No Trend
<b>Cost of Living Adjustment - EPA/SOA</b>	EPS members feel valued, respected, and rewarded for the work that they do driving employee satisfaction, productivity, and retention	2.5%	1.5%	1.5%	TBD	No Trend
<b>Cost of Living Adjustment - CSU</b>		3.0%	0%	0%	TBD	No Trend
<b>Cost of Living Adjustment - CEMA</b>		0%	0%	0%	0%	No Trend
<b>% Change in EPS Budget<sup>10</sup></b>	EPS is effective at using existing resources to address complex problems	0.10%	0.32%	0.23%	Forthcoming	No Trend



## 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:  $\Delta\text{-}\eta\text{-}\text{C}\Delta\text{-}\eta$  wicêhtowin (pronounced wee-chee-to-win) which translates to partnership, friendship and unity.

### 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
 <p><b>GOAL 1</b> Balance Support and Enforcement</p>	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 Victimization	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	
 <p><b>GOAL 2</b> Partner and Advocate</p>	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
 <p><b>GOAL 3</b> Innovate and Advance</p>	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	
 <p><b>GOAL 4</b> Grow Diverse Talent</p>	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 adapt to a changing environment
	Diversity in Senior Ranks (Women/Indigenous/Racialized)	Captures if diverse individuals who join EPS have opportunities to advance	
	Proportion of sworn:civilian	Captures the make-up of the service	
Attrition rate	Helps to measure staff satisfaction and identify emerging trends from natural attrition (retirements etc)	EPS has a diverse workforce to be more effective	



## PRIORITY OF RESPONSE TABLE

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

## 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 [here](#).

### CRIME RATE

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

More information on crime rate can be found through Statistics Canada [here](#).



<sup>1</sup> <https://www150.statcan.gc.ca/n1/pub/85-002-x/2019001/article/00004-eng.htm>

<sup>2</sup> <https://regionaldashboard.alberta.ca/region/edmonton/#/percentofalberta>

<sup>3</sup> 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 [here](#).

<sup>4</sup> Data only available till Oct 2021.

<sup>5</sup> Data only available for Q3 and Q4 in 2018.

<sup>6</sup> In 2019, EPS conducted an assessment of its innovation capabilities for the first time. Data on this measure is not available pre-2019.

<sup>7</sup> Based on EPS forecast. StatsCan will release official numbers in July and the update will be reflected in the next annual report.

<sup>8</sup> EPS use of force reporting was changed to be more transparent in 2019. Comparable data before 2019 is not available.

<sup>9</sup> The diversity in leadership was administered for the first time in 2021. Data before 2021 is not available.

<sup>10</sup> 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.



The logo for the Edmonton Police Service is located in the bottom left corner. It consists of the word "EDMONTON" in a small, white, sans-serif font, positioned above the word "POLICE" in a large, bold, white, sans-serif font. Below "POLICE" is the word "SERVICE" in a smaller, white, sans-serif font. The entire logo is set against a dark blue background.

EDMONTON  
**POLICE**  
SERVICE