

2021 Edmonton Police Service Annual Report

RECOMMENDATION

That the November 14, 2022, Edmonton Police Commission report EXT01549, be received for information.

Requested Council Action	Information only		
ConnectEdmonton's Guiding Principle	ConnectEdmonton Strategic Goals		
CONNECTED This unifies our work as we achieve our strategic goals.	Healthy City, Urban Places, Regional Prosperity		
City Plan Values	LIVE		
City Plan Big City Move(s)	A community of communities	Relationship to Council's Strategic Priorities	Community safety and well-being
Corporate Business Plan	Managing the corporation		

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Executive Summary

- EPS is mandated by the Alberta Police Act to produce a report covering its operations during the previous fiscal year.
- EPS submitted its 2021 Annual Report to EPC in March 2022.
- The Annual Report developed by EPS is part of a robust planning framework that is aligned with best practice.
- Measures in the Annual Report are identified, monitored, and reported through the EPS Corporate Performance.
- The 2021 Annual Report produced by EPS is aligned to the Canadian Police Performance Measurement Framework.
- The 2021 Annual Report does not represent the most up to date information or reflect the EPS current strategic plan

REPORT

Under the Alberta Police Act¹, the Edmonton Police Service (EPS) is mandated to produce an Annual Report covering its operations during the previous fiscal year. The Annual Report is one of many reporting tools used to report on the performance of EPS.

In March 2022, the EPS produced its first updated Annual Report to the Edmonton Police Commission (EPC) for 2021. This report outlines the progress that EPS is making towards achieving the goals and initiatives outlined in the Strategic Plan. This report is produced annually on an ongoing basis and is made available to the public.

Planning at the Edmonton Police Service

The process of strategic planning is critically important for a well-run organization as it sets priorities and allocates resources to deliver on those priorities. As per the approved EPS Strategic Planning Framework (Attachment 1) by EPC on July 19, 2019, the EPS strategic plan and business plan captured organizational outcomes and key work identified to deliver on its outcomes. Performance metrics reflected progress towards outcomes as part of the EPS Corporate Performance Framework. The EPS planning framework presents the goals and outcomes EPS intends to achieve annually, how EPS will work together to prioritize efforts and resources and how success will be measured to meet community needs.

The planning framework aligns to planning best practices, specifically those of visioning, planning, implementation, and evaluation outlined in the Sustainable Policing in Canada Framework². Some of the hallmarks of the EPS Planning Framework include:

¹ <https://kings-printer.alberta.ca/documents/Acts/P17.pdf>

² <https://carleton.ca/sustainablepolicing/>

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- **EPS Strategic Plan:** Outlines the vision, mission, values, goals and outcomes of the organization.
- **EPS Business Plans:** Outlines the funding and strategic initiatives that will achieve the Strategic Plan
- **Bureau Operational Plans:** Annual plans that set out the areas that the Bureaus will focus on to achieve the strategic plan.
- **Corporate Performance Framework:** Evidenced-based accountability mechanism intended to provide the EPS with an integrated, systematic approach for identifying, developing, and using data and information to assess organizational performance.
- **EPS Annual Report:** Aligned to the Canadian Police Performance Measurement Framework, the 2021 EPS Annual Report outlines the progress that EPS is making toward fulfilling legislative requirements, achieving the goals and initiatives outlined in the EPS Strategic Plan.

Corporate Performance Framework

The EPS Corporate Performance Framework is aligned with the Police Act, Alberta Provincial Policing Standards, the Canadian Police Performance Measurement Framework³(CPPMF) monitored, and the EPS Strategic plan⁴. This allows EPS to demonstrate the fulfillment of legislative requirements and compare results to various other Canadian police services through the CPPMF.

The Corporate Performance Framework has tiers of measures to assess the performance of EPS at the Corporate, Bureau and Operational levels. These measures are used internally to track and monitor performance at the operational and bureau levels. Upon review, areas make changes to the way that they operate based on their learnings from performance monitoring to address issues or reinforce positive trends that they are seeing. Corporate measures are used in the Annual Report to indicate the progress that EPS is making towards achieving the goals and initiatives outlined in the Strategic Plan.

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The 2021 EPS Annual Report outlines the progress that EPS is making toward fulfilling legislative requirements, achieving the goals and initiatives outlined in the EPS Strategic Plan, and overall police performance. The measures used to indicate overall police performance in the 2021 EPS Annual Report are aligned to the Canadian Police Performance Measurement Framework

³ <https://www150.statcan.gc.ca/n1/pub/85-002-x/2019001/article/00004-eng.htm>

⁴ https://edmontonpolicecommission.com/wp-content/uploads/2020/04/EPS-2020-2022-Strategic-Plan-Final-V2_reduce_d.pdf

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(CPPMF). This is a Statistics Canada framework that was developed by analyzing reports produced by 39 police services in Canada with representation in every province. The CPPMF is characterized by four pillars:

1. Crime and Victimization
2. Police Activities and Deployment
3. Police Resources
4. Trust and Confidence in Police

Participation in the CPMMF is a legislated requirement for police services and is managed by Statistics Canada and data provided is audited annually for validity, accuracy and completeness.

The measures reported in the 2021 EPS Annual Report are organized by the goals in the 2020-2022 EPS Strategic Plan.

EPS Reporting to EPC

The 2021 EPS Annual Report is one of many regular reports that EPS presents to EPC. Some of the other that EPS provides to EPC each year are outlined in Figure 5 below:

Figure 5: EPS Reports to EPC by Frequency

Monthly	Bi-Monthly	Quarterly	Semi-Annually	Annually
<ul style="list-style-type: none"> • EPS Financial Report – Operating* • 30 Day Relief from Duty Report 	<ul style="list-style-type: none"> • Professional Standards Branch Extension Requests 	<ul style="list-style-type: none"> • Professional Standards Branch* • Audit & Risk Update 	<ul style="list-style-type: none"> • EPS Control Tactics* • Civil & Grievance Settlement Negotiated Settlements • Priority Unfunded Initiatives • External Funds • Contractual Report • EPS Business Plan Performance Report • Continuity of Operations • Workplace Harassment Report • Supplementary Operating & Capital Budget Adjustments 	<ul style="list-style-type: none"> • EPS Strategic Plan* • EPS Annual Report* • Professional Standards Branch Annual Report* • Criminal Flight Event Annual Report* • Internal Audit Annual Report • Attrition Report • Legal Spending • Review Table of Rewards • Internal Audit Charter • Occupational Health & Safety Audit Results • Contractual Reporting Annual Report

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			<ul style="list-style-type: none"> • EPS Audit Recommendations Implementation • EPC/EPS Advocacy Forecast • HR Strategic Plan Update 	<ul style="list-style-type: none"> • Corporate Risk Profile Report • Succession Planning
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*Are available on the Edmonton Commission Website

ATTACHMENTS

1. EPS Strategic Planning Framework
2. EPS Annual Report 2021

APPENDIX: Reading the Annual Report

The 2021 EPS Annual Report 2021 was written to align with the EPS 2020-2022 Strategic Plan. For this reason, the measures and indicators outlined in the report do not align to the updated EPS 2023-2026 Strategic Plan.

Indicators & Measures

It is important to differentiate between indicators and measures when reviewing the Annual Report. Details for both are provided below:

- **Indicator:** Serve as proxies for entire populations. These are things that EPS monitors, acknowledging that we are either impacted by or contribute to shifting along with many other stakeholders and external factors. EPS has limited influence on the indicators.
- **Measure:** Indicative of client populations or well-defined groups of people. These are things that EPS directly contributes to progressing. Unlike indicators, EPS has reasonable or substantial influence on the measures.

In addition, indicators and measures in the Citizen Perception Survey are difficult to compare to other jurisdictions. This is due to the change that EPS made to expand the survey to a broader group that is more reflective of the community. The EPS survey attempts to get a fair representation of gender, income, age, household property victimization that is also distinct from many other police service surveys. Other jurisdictions continue to send the survey to a consistent targeted audience, narrowing the diversity of responses received.

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With this context in mind, some brief examples of both are outlined below. These measures and indicators are highlighted here because their data collection methods have changed or are changing.

Measure / Indicator	Type	Why do we measure it and how do we interpret recent results
Confidence in Police Source: Citizen Perception Survey	Indicator	<p>This indicator shows how the public perceive police. This speaks to how police present themselves everyday in the community. EPS can influence this through training and developing its members, and listening to the needs of citizens and responding in meaningful ways.</p> <p>In 2021, 57% of the survey participants expressed that they have moderate to High confidence in Police.</p>
Feelings of Safety Source: Citizen Perception Survey	Indicator	<p>This Citizen Perception Survey indicator highlights how safe citizens feel. EPS recognizes its role as a leading partner in building community safety. There are many other external factors that impact how citizens perceive safety in the community.</p> <p>In 2021, 73% of the survey participants said they feel somewhat to very safe in the city.</p>
Use of Force Occurrences Source: EPS	Measure	<p>This measure is important as it has the potential to shape how citizens view police in their communities. As police, the use of force is necessary in certain instances to address crime harm and disorder and build community safety. This means that an increase in this measure should not necessarily be viewed as negative, as police may be responding to increased instances that require the use of force. EPS acknowledges the need to carefully and responsibly use force as needed.</p> <p>In 2021, there were 3,179 use of force occurrences that was 19% higher than the previous year. This was primarily driven by COVID-19 pandemic influence and socio-political events during that time.</p>
Diversity in Senior Ranks – Racialized Source: EPS	Measure	<p>This measure indicates EPS' progress towards having a diverse and inclusive workforce by supporting and/or growing the less-represented population groups (i.e.,</p>

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Measure / Indicator	Type	Why do we measure it and how do we interpret recent results
		<p>racialized) across the organization. EPS also measures women and indigenous diversity in senior ranks.</p> <p>In 2021, EPS had 8% of its senior ranks represented from the racialized community.</p>