

The background of the cover is a photograph of a police officer from behind, wearing a dark uniform with a peaked cap and a reflective stripe on the back. The word "POLICE" is printed in large, light-colored letters on the back of the uniform. The scene is dimly lit, possibly inside a police station or a control room, with various equipment and cables visible in the background. The overall color palette is dark and blue-toned.

EDMONTON
POLICE
SERVICE

2023
ANNUAL REPORT

POLICE

WE'VE MOVED ONLINE!

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[EPSANNUALREPORT.CA](https://epsannualreport.ca)**





**A MESSAGE FROM
DALE R. MCFEE, CHIEF OF POLICE**

In looking back on the events of 2023, a remarkable highlight has been the Edmonton Police Service's (EPS) ability to adapt in a year filled with hurdles and significant accomplishments. This commitment was evident as we worked to advance public safety efforts, address crime trends, and engage with the public. Despite facing the heartbreaking loss of two of our officers in the line of duty, the EPS emerged stronger, demonstrating exceptional dedication and resilience.

The tragic deaths of Constables Brett Ryan and Travis Jordan will be carried with us forever. I am deeply grateful for our sworn and civilian members' unwavering dedication and commitment, who continued to provide invaluable service to the community in the face of unthinkable circumstances. Their resilience, compassion, and steadfastness in carrying out their duties during such challenging times exemplify the true spirit of our organization. I would be remiss if I did not also acknowledge the resounding support of the community, who lifted us up when we needed it most.

Amidst these difficult times, the Service made strides in bolstering public safety efforts. As crime and violence trends grew more concerning, we responded by reallocating resources and reiterating that the city's public spaces must be maintained for the safe and appropriate use of all. Our parks, transit systems, and sidewalks should be free of disorder and criminal activity, including open-air drug use and the often violent and unpredictable behaviour the drug trade brings with it. To address high-crime areas, we adjusted Divisional Beat boundaries and deployed focused units such as our Healthy Streets Operation Centre (HSOC) Community Safety Teams and Transit and Community Safety (TRACS) Teams. We have also pressed forward with our Guns and Gangs strategy, standing up an additional Gang Suppression Team and taking advantage of new tools in our Firearms Investigation Unit.

With the landscape of community safety changing, and many jurisdictions facing the same social issues, EPS and the Edmonton Police Foundation hosted the inaugural Safety of Our Cities conference. This gathering provided a platform for stakeholders to come together, share insights, and collaborate on strategies to address existing gaps in the social safety net and enhance public safety measures. It was inspiring to see so many in attendance, several whom came from across North America, willing to contribute to the conversation, help push the envelope, and advance critical initiatives on an international scale to combat crime and enhance public safety.

Last year, we also introduced a new goal, Connect, Share, and Evolve, into our 2023-2026 Strategic Plan to reflect our continued commitment to learning from our communities while delivering on our legal mandates under the Police Act, Criminal Code, and Provincial standards. With this in mind, we actively worked to help the public better understand EPS officers' role through various public engagement efforts, including expanding our Know Your Rights campaign and education on Officer Contact Reports. We also hosted new public events like the Chief's Pride Brunch and Ramadan Iftar to foster cultural understanding and promote a sense of belonging within the community and throughout our organization. Additionally, we expanded online reporting to include hate incidents, providing those who do not feel comfortable calling police, or attending a police station, another avenue for reporting.

In 2024, we aim to build upon this progress. Our approach continues to be one of balancing empathy with accountability: where the justice system is needed, it is applied, but provide connection to supports through PACT, HELP, the Integrated Care Centre, and other community partnerships. We will continue to listen actively, ensuring that the voices of Edmontonians are heard and considered, helping to guide our strategic and operational decisions while maintaining a respectful and inclusive work environment, but we will not shy away from difficult and important discussions, such as advocating for bail reform. We will recognize and celebrate our successes, learn from our challenges, and use them to propel us forward in the year ahead.

MESSAGE FROM LEADERSHIP



ABOUT EPS

WHAT WE DO

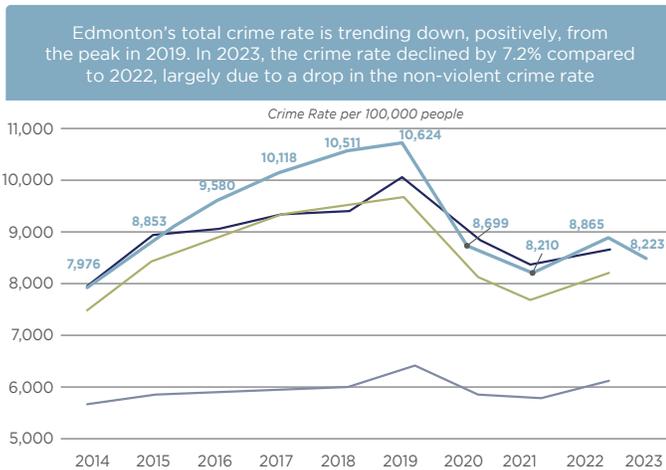
The City of Edmonton operates its own municipal police service – Edmonton Police Service (EPS), as legislated under the Alberta Police Act. As outlined in the Alberta Provincial Policing Standards, the EPS is responsible for maintaining peace and order, protecting lives and property, preventing crime, investigating crime, and providing other policing services that are responsive to community needs.

KEY SERVICES TO EDMONTONIANS:

- Responding to calls for service
- Investigating crimes
- Working with partners to connect individuals to support services
- Providing crime prevention, diversion, and early intervention services
- Supporting victims of crime and trauma
- Delivering traffic safety and education
- Engaging with the community

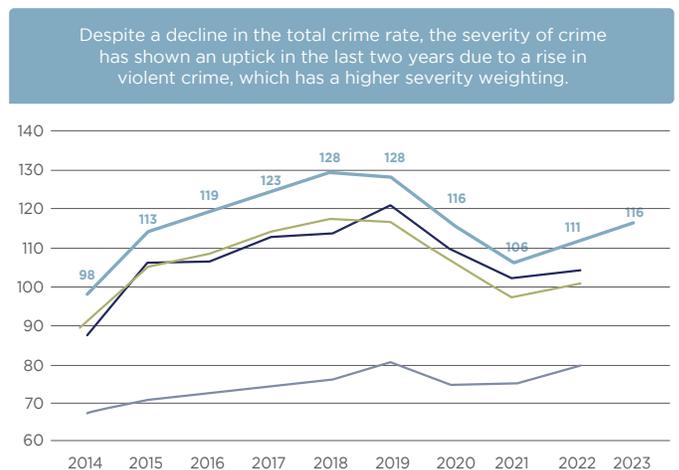
10 YEAR TREND OF EDMONTON'S CRIME RATE AND CRIME SEVERITY INDEX

Total Crime Rate



Source: EPS, Canadian Centre for Justice Statistics

Crime Severity Index (CSI)



Source: EPS, Canadian Centre for Justice Statistics

■ EDMONTON EPS ■ EDMONTON CMA (CENSUS METROPOLITAN AREA) ■ ALBERTA ■ CANADA

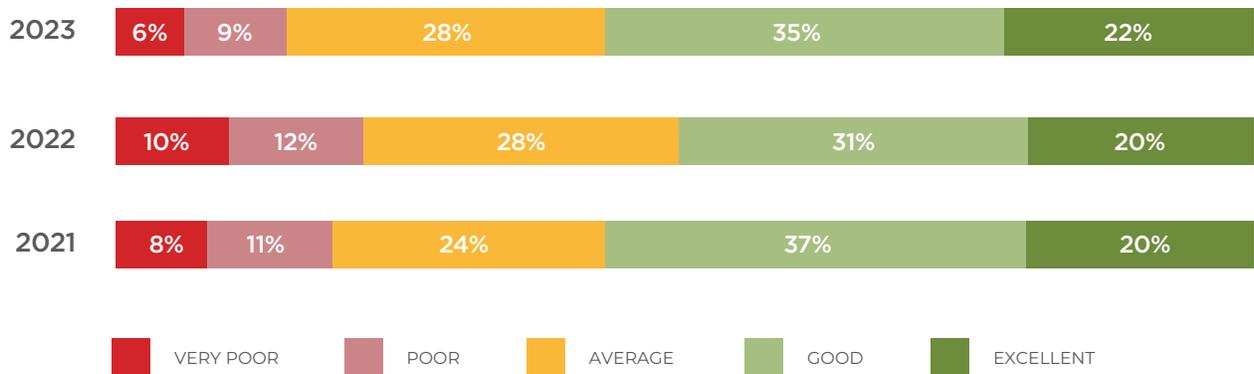
CITIZEN PERCEPTION SURVEY

WHAT EPS HEARD FROM EDMONTONIANS

The citizen perception survey was developed and conducted by an independent third-party research firm, Advanis Inc. This firm also conducts an annual Canada-wide survey. Data for last year’s surveys were collected from May to June 2023. Participants were randomly selected and invited to participate. The survey included 20,176 participants from across Canada, with 1,727 specifically from Edmonton.

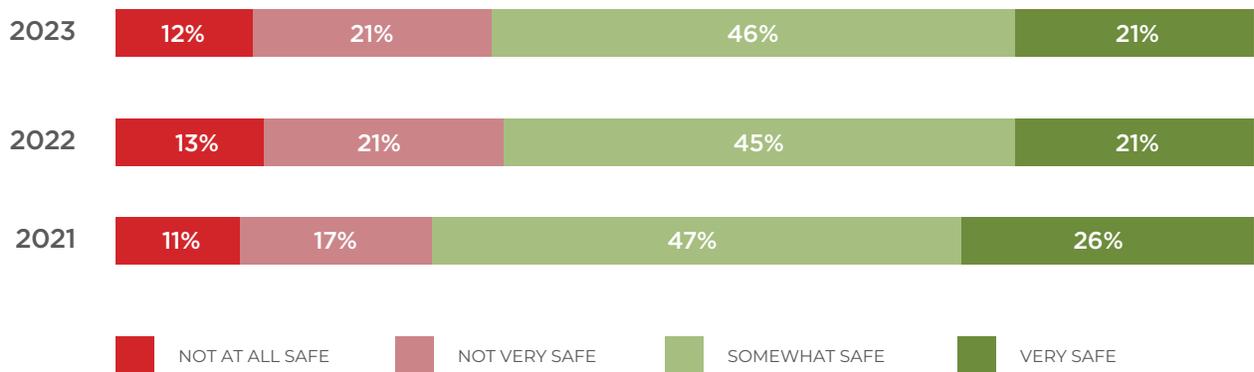
CONFIDENCE IN POLICE

Citizen Perception on the Overall Job of Police in their community.



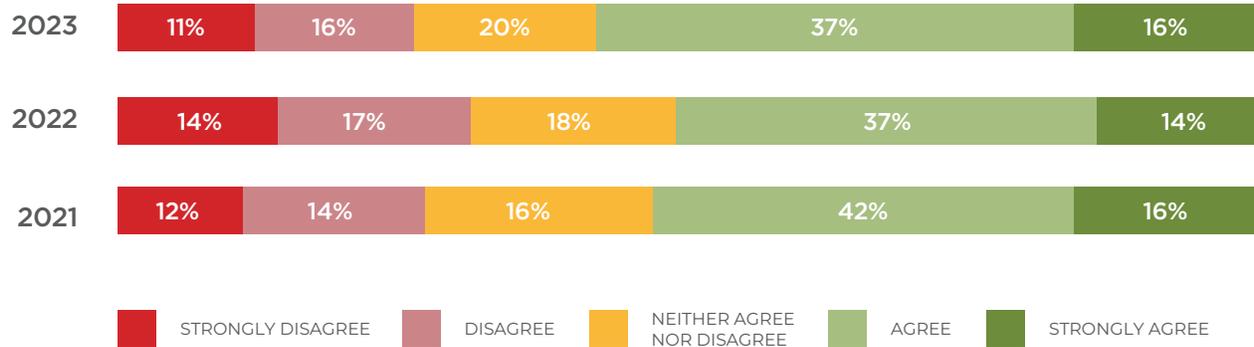
FEELINGS OF SAFETY

Citizen Perception on how safe they feel when walking alone in their community after dark.



POLICE RESPONSE TIMES

Citizen Perception of responding quickly to calls for assistance.



KEY HIGHLIGHTS

- Edmontonian’s confidence in police improved in 2023, returning to the 2021 level (57% rated Good or Excellent). This indicates a positive response to EPS’s efforts in 2022-2023 to strengthen public trust.
- The majority of Edmontonians continue to feel safe, after dark, in their communities. Perceptions of safety can be influenced by multiple factors, including life experiences, media reports about crime, environmental factors, and real threats to safety.
- Citizen’s belief that the police will come when needed is an important factor for establishing trust between law enforcement and residents. EPS continues to invest in frontline police resources and emergency call evaluations to ensure that Edmontonians can rely on the service to respond quickly to emergencies.

2023 – 2026 STRATEGIC PLAN

The Edmonton Police Service's Strategic Plan is the overarching strategy that identifies the priority areas for the Service. It is a culmination of extensive engagement with the communities it serves. Shaped by direction from the Edmonton Police Commission, ongoing dialogues with community groups, consultations with arms of government and law enforcement agencies, collaborations with social service agencies and non-profits, as well as feedback from EPS employees.



VISION: A forward-thinking police service that strengthens public trust through addressing crime, harm and disorder.
MISSION: To be relentless on crime and a leading partner in building community safety.
VALUES: Integrity | Accountability | Respect | Innovation | Courage | Community

GOAL 1



BALANCE SUPPORT AND ENFORCEMENT

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

OUTCOMES

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

GOAL 2



PARTNER AND ADVOCATE

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

OUTCOMES

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

GOAL 3



CONNECT, SHARE, AND EVOLVE

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

OUTCOMES

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

GOAL 4



INNOVATE AND ADVANCE AS ONE TEAM

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

OUTCOMES

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

GOAL 5



SUPPORT AND GROW DIVERSE TALENTS

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

OUTCOMES

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

GOAL 1



BALANCE SUPPORT AND ENFORCEMENT

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

EPS PERFORMANCE MEASURE RESULTS

INDICATORS

	2021	2022	2023
Violent Crime Rate	1,221	1,396	1,488
Non-Violent Crime Rate	6,990	7,468	6,735
Property Crime Rate ¹	4,420	5,056	4,514
Violent Crime Severity Index	124.2	128.9	138.4
Non-violent Crime Severity Index	97.7	104.8	108.2
Violent Crime Weighted Clearance Rate	57.6%	53.6%	53.1%
Non-violent Crime Weighted Clearance Rate	31.2%	28.8%	26.2%

MEASURES

	2021	2022	2023
Social Disorder Occurrences	37,520	32,374	32,544
Domestic Violence Occurrences	9,299	9,634	9,302
Violent Crime Clearance Rate	53.2%	49.9%	49.6%
Non-Violent Crime Clearance Rate	43.6%	40.1%	39.6%
Referrals – Crime & Trauma-Informed Support Services ²	1,931	1,445	2,099
Youth Diverted	231	302	322
HELP ³ branch interactions with community members	NA	NA	4,198

Source: EPS

Notes:

¹ Property crime is categorized as a subset of non-violent offenses and is also reflected in the overall non-violent crime rate.

² Crime and Trauma-Informed Support Services is a non-investigational unit, responsible for providing emotional support, information and referrals to victims of a crime and/or tragedy.

³ HELP (Human-centred Engagement and Liaison Partnership) - HELP is composed of police officers and civilian navigators from partner organizations. HELP teams assist in diverting vulnerable individuals from unnecessary involvement with the criminal justice system and into the social supports they require.

WHAT THIS TELLS US

- There is an increasing trend in violent crime and severity since 2021. This is driven by increased frequency of high-harm violent crimes like assault, sexual assault, robbery, and uttering threats. In 2024, EPS is addressing this negative trend with a crime reduction plan focused on addressing violent crime.
- Edmonton witnessed a marginal increase in social disorder occurrences in 2023 compared to the previous year. However, it is well below the 2021 level. Social disorder occurrences include noise complaints, mischief, and public disturbances. Some of this decline can be attributed to more visible presence of front-line police officers in high frequency areas.
- In 2022 and 2023, EPS diverted more vulnerable youth away from the justice system to better suited community support services.
- In 2023, HELP's services were expanded to EPS Patrol branches across Edmonton, with a triage system to manage the complex needs of those struggling with addictions, mental health issues, and houselessness. HELP branch teams are made up of EPS officers and social agency navigators who engage directly with vulnerable individuals and enable frontline Patrol officers to concentrate on crime and public safety responsibilities.
- The new HELP branch teams have had 4,198 interactions in 2023 with vulnerable individuals. This includes the team's primary response to 1,378 calls for service, 1,290 proactive outreaches, 943 consultations offering advice and resources, and 579 on-scene assists to Patrol officers.

GOAL 2



PARTNER AND ADVOCATE

What it means: Use EPS knowledge and expertise to facilitate effective strategic partnerships that together drive community safety.

EPS PERFORMANCE MEASURE RESULTS

MEASURES

	2021	2022	2023
Referrals – Police and Crisis Team (PACT)	5,031 *	6,692	5,916
Breaches - Violations	23,277	22,277	19,462

Source: EPS
 *Only includes data from January 1 to October 4, 2021

WHAT THIS TELLS US

- The Police and Crisis Response Team (PACT) is a partnership with Alberta Health to assess the client's mental health needs and determine the appropriate action/support in line with the Mental Health Act and the Criminal Justice System. The number of referrals supported, managed or coordinated by the PACT team decreased slightly in 2023. We expect the number of referrals to increase in 2024
- For Breaches–Violations, these offences include the Criminal Code violations of failure to comply with conditions, failure to appear, and breach of probation. EPS has recorded a decline in these breaches over the past 3 years with a 13% drop recorded in 2023. While these are commonly charged offences in Alberta, a reduction in breaches indicates increased regard for the justice system and the legal obligations it sets. Individuals who comply with their conditions are more likely to reintegrate into society successfully, reducing the likelihood of re-offending.

GOAL 3



COLLECT, SHARE AND EVOLVE

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

EPS PERFORMANCE MEASURE RESULTS

MEASURES

	2021	2022	2023
Public Complaints/Concerns	1,294	1,184	1,115
Language Support Services	223	472	474

Source: EPS

WHAT THIS TELLS US

- EPS observed that the total number of public complaints to EPS Professional Standards Branch (PSB) have been decreasing since 2021. This is a good sign and the way that EPS would like to see the trend continue to go. EPS continues to provide training and assistance to members to improve the outcomes of interactions with the public.
- Language support services were provided through the EPS language support services team and through the Interpret Manager app. Access to the app was expanded in October 2023 and it is now available to over 1,000 EPS frontline members who can now conduct interactions with non-English speakers by accessing professional interpreters through the app. This is a positive step to making EPS services more accessible.

GOAL 4



INNOVATE AND ADVANCE AS ONE TEAM

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

EPS PERFORMANCE MEASURE RESULTS

MEASURES

	2021	2022	2023
Dispatched Calls for Service	176,956	177,341	185,997
Occurrences in Suppression Zones ¹	121,481	123,681	125,820
Traffic Fatalities ²	18	14	23
Proactive Police Time ³	13.6%	18.8%	20.4%

Source: EPS

Notes:

1 Occurrences in Suppression Zones: Number of occurrences within the defined crime suppression zones. An occurrence is an incident or a series of connected incidents reported to police that results in the creation of a police report. An occurrence can be criminal requiring investigation or non-criminal requiring follow-up.

2 Traffic Fatalities: Measures the number of deaths as a result of vehicle collisions. This measure also includes pedestrian deaths.

3 Proactive Police Time: Measures the percentage of patrol shift time that is dedicated to proactive activities that serve to prevent or deter crime and disorder from occurring. Examples include conducting probation checks on known prolific offenders, patrolling a known high crime hot-spot, or attempting to locate an offender with outstanding criminal warrants. Additional examples include directed patrols, selective traffic enforcement, problem solving initiatives and community contacts.

WHAT THIS TELLS US

- In 2023, EPS experienced an increase in the number of dispatched calls for service. This means that there was an increase in demand for EPS services.
- Traffic fatalities are unique events, and the trend varies widely. In 2023, there was an unfortunate quadruple fatality which contributed to the trend of a higher number of traffic fatalities in 2023 when compared to previous years.
- The proportion of proactive time in Patrol’s overall work has noticeably increased since 2021. EPS continues to prioritize resources to our patrol function, allowing them to focus more time on crime prevention through proactive efforts.

GOAL 5



SUPPORT AND GROW DIVERSE TALENTS

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

EPS PERFORMANCE MEASURE RESULTS

MEASURES

	2021	2022	2023
Women Employees (percentage)	36.19%	36.58%	37.21
Proportion of Sworn to Civilian Employees	70:30	69:31	68:32
Employee Attrition (percentage)	5.5%	7.2%	6.1%

Source: EPS

WHAT THIS TELLS US

- The proportion of sworn to civilian employees has remained relatively consistent over the years. EPS continues to focus on sworn member recruitment with larger class sizes in 2023 and 2024 to maintain and increase police officer complement. EPS is also assessing opportunities to complement sworn officers with civilian skillsets.
- The Employee attrition rate decreased in 2023 after it peaked in 2022 over a five-year period. It is a good sign to see this rate decreasing as EPS continues efforts to foster a positive work environment focused on the wellness of employees.

FINANCIAL SUMMARY

EPS OPERATING BUDGET

(\$000)	2022		2023	
	BUDGET	ACTUAL	BUDGET	ACTUAL
Revenue				
Traffic Safety Act Fines	\$ 11,198	\$ 7,729	\$ 11,060	\$ 7,545
Transfer from Reserve	22,292	22,292	1,982	1,982
Provincial Grants	30,099	32,256	31,574	40,600
Other Revenue ¹	34,706	34,681	35,027	36,403
Total Revenue	98,295	96,958	79,643	86,530
Expense				
Personnel	394,977	394,898	403,892	412,412
Non-Personnel				
Furniture, Equipment, IT, Materials and Supplies	21,390	21,908	24,223	24,602
Contracts and Services	29,222	28,359	28,544	31,982
Vehicles	8,600	8,979	9,767	9,627
Facilities	24,337	20,693	23,803	20,565
Other Expenditures ²	10,101	9,246	11,958	11,299
	93,650	89,185	98,295	98,075
Total Expense	488,627	484,083	502,187	510,487
Position before Adjustments	390,332	387,125	422,544	423,958
Transfer to/(from) EPS Operating Reserve	-	3,207	-	(1,414)
Net Position (Tax Levy Funding)	\$ 390,332	\$ 390,332	\$ 422,544	\$ 422,544
Total Budgeted Full Time Equivalent	2,833.70		2,914.60	

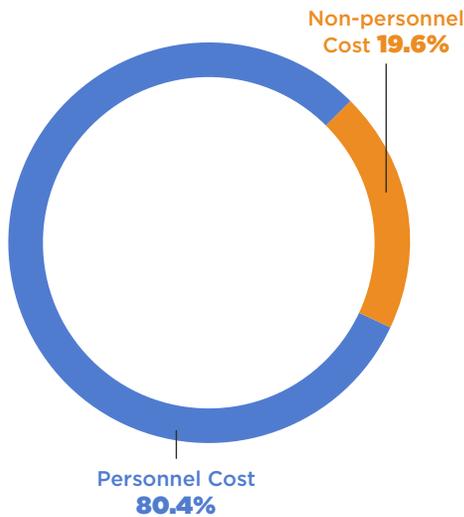
Notes:

- Other Revenue includes Secondments, Tow Lot, Police Information Checks, Alarm Control, Extra Duty, School Resource Officers, etc.
- Other Expenditures includes travel and training, insurance premiums, debt servicing costs, memberships, etc.

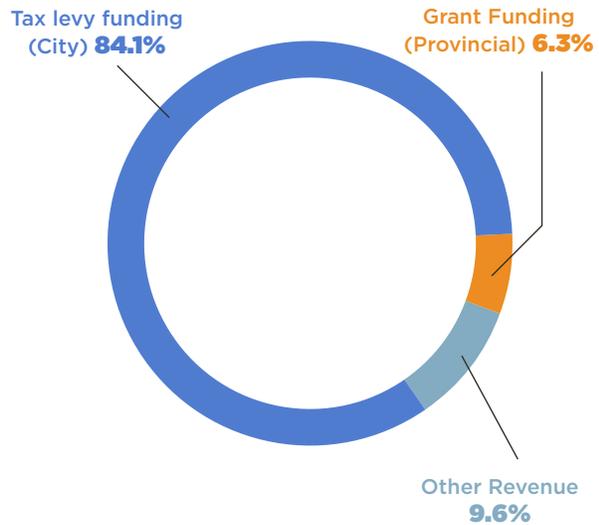
FINANCIAL SUMMARY

OPERATING BUDGET HIGHLIGHTS

OPERATING BUDGET BREAKDOWN 2023



SOURCES OF OPERATING BUDGET FUNDING 2023



OPERATING BUDGET FUNDING 2023

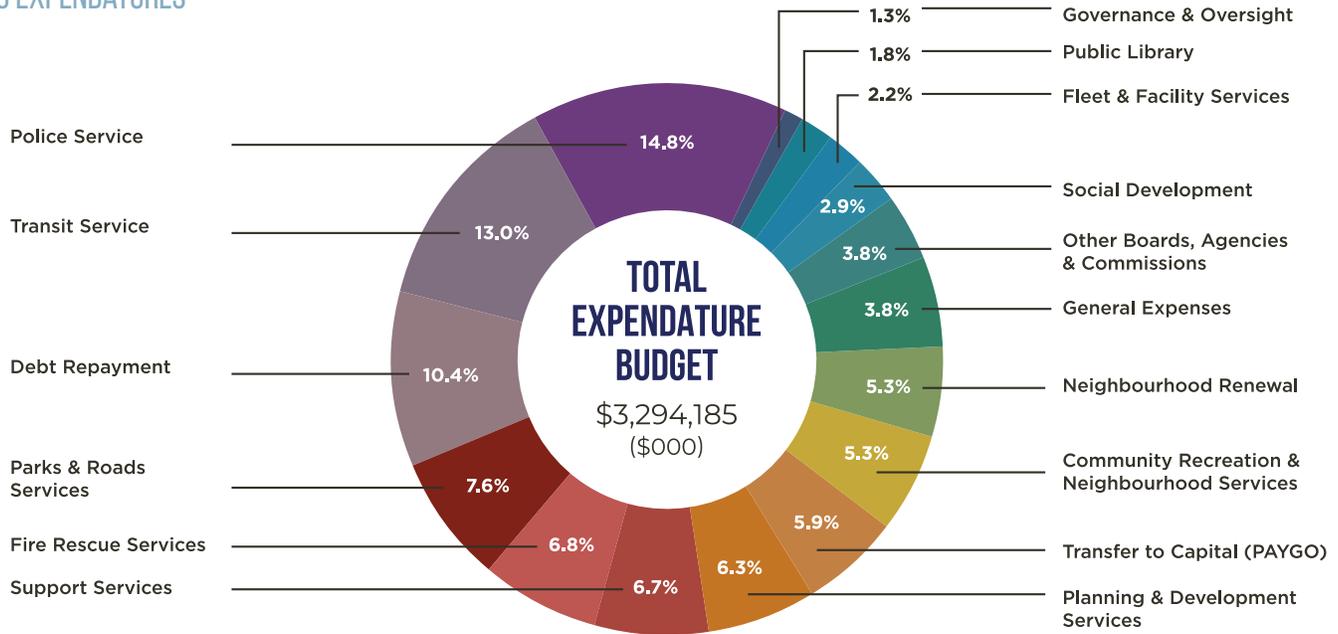
	AMOUNT (in millions)	PERCENTAGE
Tax Levy Funding (City of Edmonton)	\$422.5	84.1%
Grant Funding (Provincial)	31.6	6.3%
Other Revenue *	48.1	9.6%
Total	\$502.2	100%

Notes:
Other Revenue includes Traffic Safety Act Fines, Police Information Checks, Tow Lot, School Resource Officer, etc.

FINANCIAL SUMMARY

2023 TAX-SUPPORTED OPERATING EXPENDITURE BUDGET

2023 EXPENDITURES



Source: 2023-2026 Operating Budget and Plans, City of Edmonton

FUNDING FORMULA UPDATE IN 2023

On August 23, 2023, City Council approved the revised EPS Funding Formula and final budget allocation for 2024-2026 was made during the Fall Supplemental Operating Budget Adjustment process.

CHALLENGES IN CAPITAL BUDGET IN 2023 AND 2024

The 2023-2026 Capital Budget is comprised of 10 active profiles (4 standalone profiles and 6 composite profiles). The total 2023-2026 Capital Budget is \$89.108 million which includes the initial approved budget, 2019-2022 budget carryforward, 2023 Spring and Fall Supplemental Capital Budget Adjustments (SCBA), and Year-end Administrative Adjustments.

In December 2022, City Council approved approximately 25% of the Commission supported budget requirement for Police Equipment, Radio Lifecycle, IT Applications and IT Infrastructure renewal projects for 2023-2026. In December 2023, during the 2023 Fall SCBA, City Council approved the City Administration 2024 funding recommendation of \$10.610 million for a portion of the unfunded renewal profiles. This results in 41% of the Commission supported budget requirement for Police Equipment, Radio Lifecycle, IT Applications and IT Infrastructure renewal projects for 2023-2026 and a \$40.489 million shortfall.

APPENDIX A

CORPORATE PERFORMANCE FRAMEWORK

EPS uses a corporate performance management framework to drive accountability and use data and information to assess and improve organizational performance. The framework is based on and aligns with the Canadian Police Performance Measurement Framework that was co-developed between the Canadian Association of Police Chiefs and Statistics Canada. The indicators and measures in this report are part of the corporate performance framework. It is important to highlight the differences between indicators and measures, as outlined below:

INDICATORS

These broad data points are indicative of the safety and wellness of the communities that EPS serves. EPS believes that the actions it takes to influence indicators must be complemented by many other partners and stakeholders to make a meaningful difference.

MEASURES

These data points are more targeted and speak to things that are more within the span of control of EPS to directly influence.

CHALLENGES IN CAPITAL BUDGET IN 2023 AND 2024

Our goals and corresponding initiatives are identified in the EPS 2023-2026 Strategic Plan, while targeted outcomes are laid out in our 2023-2026 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.
- The Annual Report functions as a public update on the progress made toward goals and outcomes set in the Strategic Plan.
- Timely information on crime statistics and trends is also available to the public through the Community Safety and Data Portal.

EPS also reports regularly to EPC on its activities. Some of these reports include:

- Provincial Police Standards Audit: Edmonton Police Service
- Criminal Flight Report
- EPS Control Tactics Statistical Report
- Street Check Audit Report

Through these data driven and evidence-based mechanisms, we hold ourselves accountable to the people of Edmonton and provide a means for them to assess our performance as an organization that plays a leading role in improving public safety and community well-being.

APPENDIX A

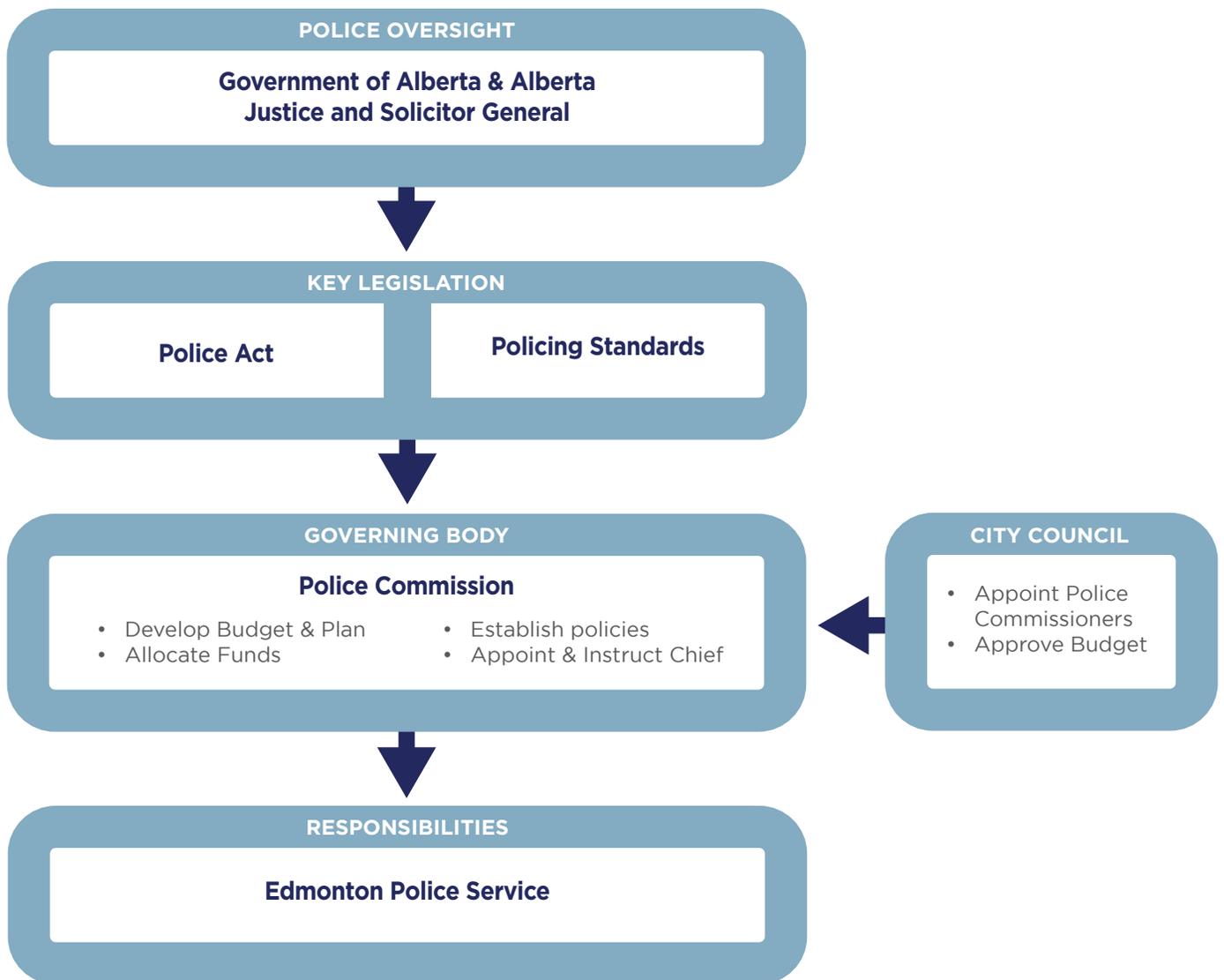
CORPORATE PERFORMANCE FRAMEWORK

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

APPENDIX B

EDMONTON POLICE SERVICE GOVERNANCE FRAMEWORK

Police in democracies need to be both free from political interference and accountable to the public. To balance these needs, Alberta’s Police Act requires that the City Council appoint an independent police commission for the police to report to, instead of reporting directly to Council. While the Council still approves the total police budget, only the Edmonton Police Commission can direct how the budget is spent. The Commission also supervises the police chief, sets police policies, and monitors the police conduct complaint process.



APPENDIX C

DESCRIPTION OF MEASURES

GOAL 1: BALANCE SUPPORT AND ENFORCEMENT

MEASURE	WHAT IT MEANS	WHY IT MATTERS
Social Disorder Occurrences	Social disorder can be defined as a grouping of non-criminal occurrences that cause a community member to come into contact with law enforcement due to the community member having unmet basic needs such as inadequate food, shelter, income, and health care (inclusive of addiction and/or mental health treatment).	These selections of measures highlight the state of different types of crime, harm, and disorder in Edmonton. These measures also indicate the progress that police enforcement and support activities made in reducing the crime rate or containing it at a reasonable and stable level.
Domestic Violence Occurrences	Domestic Violence is defined as any use of physical or sexual force, actual or threatened, in an intimate relationship. It may include a single act of violence, or a number of acts forming a pattern of abuse through the use of assaultive and controlling behavior. An “Intimate Relationship” is defined as a relationship between opposite-sex or same-sex partners. These relationships vary in duration and legal formality, and include current and former dating relationships, current and former common-law relationship, current and former married relationship, and persons who are the parents of one or more children, regardless of their marital status or whether they have lived together at any time.	
Violent Crime Clearance Rate	The violent clearance rate represents the proportion of violent incidents solved by the police. Police can clear an incident by charge or by means other than the laying of a charge. The most common reasons for clearing an incident by other means include: departmental discretion, the complainant declines to press charges, referral to a diversion program or departmental policy.	These measures show the proportion of criminal incidents solved by the police. They therefore give an indication of the effectiveness of police in solving crimes.
Non-Violent Crime Clearance Rate	The non-violent clearance rate represents the proportion of non-violent incidents solved by the police. Police can clear an incident by charge or by means other than the laying of a charge. The most common reasons for clearing an incident by other means include: departmental discretion, the complainant declines to press charges, referral to a diversion program or departmental policy.	

APPENDIX C

DESCRIPTION OF MEASURES

GOAL 1: BALANCE SUPPORT AND ENFORCEMENT

MEASURE	WHAT IT MEANS	WHY IT MATTERS
<p>Referrals – Crime Trauma Support Services</p>	<p>Number of referrals supported, managed or coordinated by CTSS Team.</p>	<p>This measure indicates the level of emotional support, information, and referrals services provided by EPS to victims of a crime and/or tragedy.</p>
<p>Youth Diverted</p>	<p>The youth diverted by police participation that includes</p> <ul style="list-style-type: none"> [i] diversion only (counsel and release); [ii] diversion with referral to services; and [iii] diversion with police-led, justice partner collaborations that include restorative justice components. 	<p>Youth referral shows EPS’ efforts to strike a balance between enforcement and support by diverting youth out of the justice system and transitioning them to a support network. This is a restorative justice approach that aims to keep people away from a life of crime and the arrest-remand cycle</p>
<p>HELP branch interactions with community members</p>	<p>Number of interactions the Branch HELP Team had with community members. This includes dispatched calls for service, on scene patrol assists and self-generated interactions.</p>	<p>This measure shows EPS and its partners’ support to vulnerable persons for their day-to-day needs and challenges in order to connect and transition them to better-suited community support services. This is a direct off-ramp for vulnerable people to get out of the justice system and into the social, health, and community resources they truly need.</p>

APPENDIX C

DESCRIPTION OF MEASURES

GOAL 2: PARTNER AND ADVOCATE

MEASURE	WHAT IT MEANS	WHY IT MATTERS
Referrals - Police and Crisis Team (PACT)	Number of referrals supported, managed or coordinated by the PACT Team.	This proxy measure highlights EPS and its partner - Alberta Health Services' efforts to drive community safety and well-being by providing support to individuals who are in crisis with mental illness and addiction issues.
Breaches - Violations	These offences include the Criminal Code violations of failure to comply with conditions, failure to appear, and breach of probation.	A proxy for measuring the execution of our strategy to divert those that should not be in the justice system.

GOAL 3: CONNECT, SHARE AND EVOLVE

MEASURE	WHAT IT MEANS	WHY IT MATTERS
Public Complaints/ Concerns	The metrics refers to the total number of public complaints or concerns lodged to Professional Standard Branch to EPS. This includes citizen contact and police act complaints.	This proxy measure will provide an indication how citizens are viewing their interactions with EPS and will help EPS to take necessary actions to improve service delivery.
Language Support Services	These offences include the Criminal Code violations of failure to comply with conditions, failure to appear, and breach of probation.	This proxy measure showcases the progress that EPS is making in removing or minimizing language barrier to access its services for the people whose first language is not English.

APPENDIX C

DESCRIPTION OF MEASURES

GOAL 4: INNOVATE AND ADVANCE AS ONE TEAM

MEASURE	WHAT IT MEANS	WHY IT MATTERS
<p>Dispatched Calls for Service</p>	<p>A citizen or police generated call that results in an event and where a police officer(s) attends the call. These situations are fluid and emotionally charged and initial complainant accounts are often fractured, evolving and lacking context. Changing dynamics may result in changes in both priority of dispatch and event type over the course of a call (e.g. event type at dispatch is Trouble with Person but changes to and event type of Assault upon arrival and evaluation by an EPS member).</p>	<p>This proxy measure indicates the effectiveness of EPS in reducing the demand for police resources through innovative solutions and data driven resource planning.</p>
<p>Occurrences in Suppression Zones</p>	<p>Number of occurrences within the defined crime suppression zones. An occurrence is an incident or a series of connected incidents reported to police that results in the creation of a police report. An occurrence can be criminal requiring investigation or non-criminal requiring follow-up.</p>	<p>This measures EPS' ability to use data and intelligence to identify hotspots and deploy appropriate resources to reduce crime and disorder in such locations. Suppression also requires innovative solutions to address complex and persistent problems.</p>
<p>Traffic Fatalities</p>	<p>Measures the number of deaths as a result of vehicle collisions. This measure also includes pedestrian deaths.</p>	<p>This indicates if police traffic enforcement activities are leading to a safer environment.</p>
<p>Proactive Police Time</p>	<p>Measures the percentage of patrol shift time that is dedicated to proactive activities that serve to prevent or deter crime and disorder from occurring. Examples include conducting probation checks on known prolific offenders, patrolling a known high crime hot-spot, or attempting to locate an offender with outstanding criminal warrants. Additional examples include directed patrols, selective traffic enforcement, problem solving initiatives and community contacts.</p>	<p>This proxy measure indicates the progress that EPS made at resolving or improving underlying conditions that lead to violations of law and/or public disorder. Proactive policing also requires effective analysis of data to make better predictions of policing needs, efficient workload management, and engagement of resources accordingly.</p>

APPENDIX C

DESCRIPTION OF MEASURES

GOAL 5: SUPPORT AND GROW DIVERSE TALENTS

MEASURE	WHAT IT MEANS	WHY IT MATTERS
Women Employees	This measure shows percentage of permanent employees who are women within EPS. This aggregate measure includes both sworn members and civilian staff.	This measure highlight EPS' progress towards having a diverse and inclusive workforce by supporting and/or growing the less-represented population groups (i.e., women) across the organization. A stable share over the years or growth in share will tell us that these employees feel comfortable joining and staying with EPS for a longer period.
Proportion of Sworn to Civilian Employees	This measure indicates the ratio of all permanent sworn members and civilian staff within EPS.	This proxy measures also indicate the diversity of perspectives and skillsets at EPS. Civilian members offer non-policing skillsets to support the work of the sworn members. They also represent a diversity of perspectives that enhance the capacity of EPS in delivering services to its constituents. The objective is not necessarily an increase in civilian staff members but to have a balanced workforce that is composed of sworn and civilian staffs which is comparable to other police services in Canada.
Employee Attrition	Employee Attrition rate refers to a permanent sworn and civilian employees' separation from EPS due to resignation, retirement, termination and death.	High turnover rates may be indicative of an inadequate growth environment, disengaged, or dissatisfied workforce. Turnover measures are valuable because they can also uncover unconscious bias, discriminatory practices, or reveal a workplace climate that deters under- represented groups (e.g. women, indigenous or racialized) from remaining at the organization.