

EDMONTON
POLICE
SERVICE

2024 ANNUAL REPORT



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MESSAGE FROM THE INTERIM CHIEFS

DEVIN LAFORCE & WARREN DRIEHEL

INTERIM CHIEFS OF POLICE, EDMONTON POLICE SERVICE

We are pleased to be able to provide you with this first-ever joint message from the Chiefs as part of our Edmonton Police Service 2024 Annual Report. This report highlights key achievements in our work and in our ongoing growth as an organization, reflecting our efforts to support the safety of Edmonton. The impact of a police service can be told through crime statistics and performance measures, but the true story is in the unwavering commitment that we share with the community to provide the right people and the right responses.

As a service, we've made significant headway in tackling the unacceptable levels of violence and disorder that have spiked in recent years, and we've begun to change and reverse its pace. This is done even as Edmonton's population, and by extension, our call volume, continue to grow. In fact, despite a 5.1% increase in calls for service in the past year, Edmonton experienced a 1.3% reduction in the city's overall crime rate, and a 1.8% decrease in crime severity. The 2024 crime rate was the lowest Edmonton has seen in nearly a decade, in part due to initiatives like safer public spaces, the Healthy Streets Operation Centre, our encampment response and its tie into the Navigation Centre, and the Guns and Gangs Strategy. Another major victory for Edmonton in 2024 was a 47% decrease in shootings compared to a 2023 marked by gun violence. While we are proud of the reductions in crime, we know public safety is about more than numbers; it's about trust. Through better communication, transparency, and accountability, we are committed to strengthening our legitimacy and deepening our relationship with the communities we serve.

Better resource planning enabled us to put more front-line officers on the street than at any other time in our history, and as they focus on some of the major initiatives cited above, our officers have had more time to be visible in key areas. In 2024, the number of calls for service generated by police officers themselves increased by 34.1%, demonstrating an increased focus on capacity to engage in proactive policing on transit and in other public spaces. In turn, successful recruitment has helped us to welcome 154 new officers in 2024 and helped us to close the resource gap that has challenged all front-line organizations. We also continue to invest in the people who make our service strong. From wellness supports to leadership development, we are committed to building a culture of excellence, collaboration, and care.

In the area of investigative excellence, EPS led the country in our response to widespread extortion schemes that targeted South Asian business owners throughout 2024. This investigation, dubbed Project Gaslight, was one of the largest operations in EPS history, resulting in multiple suspects charged and an application for the extradition of the criminal organization's leader, who was arrested in the United Arab Emirates. Our ability to work with our local community during this investigation and build trust and safety together was instrumental in achieving this outcome.

These are just a few examples of the ways EPS continues to demonstrate excellence, not only in proactive policing and community safety, but also in our ability to investigate and solve crimes. As we move through the year ahead, our focus remains on extending our success, which are only made possible through strong collaboration, not only with EPS but with our governance partners at the Edmonton Police Commission, and with social, health, and community-based agencies across the city. Our growing partnerships like HELP (Human-centered Engagement and Liaison Partnership) and PACT (Police and Crisis Team) have us working effectively with partners in all parts of the city to balance the support we can offer with the enforcement and accountability that is needed. Our Crime Management Plan is designed to ensure our resources are nimble and can be deployed where and when they are most needed.

With the retirement of Chief Dale McFee and our swearing-in as Interim Chiefs in February 2025, the year ahead promises to be a time of transition for the EPS. We are honoured to have this opportunity to serve the community and bring our own visions of leadership to the EPS, and we express our gratitude to our people, our partners and to all Edmontonians who work with us to help make this city a better, safer place to live.

MESSAGE FROM LEADERSHIP



10-YEAR TREND OF EDMONTON’S CRIME RATE AND CRIME SEVERITY INDEX

TOTAL CRIME RATE

The crime rate per 100,000 in Canada represents the number of crimes reported to the police for every 100,000 people. It is calculated by dividing the total number of reported crimes by the population and then multiplying the result by 100,000.

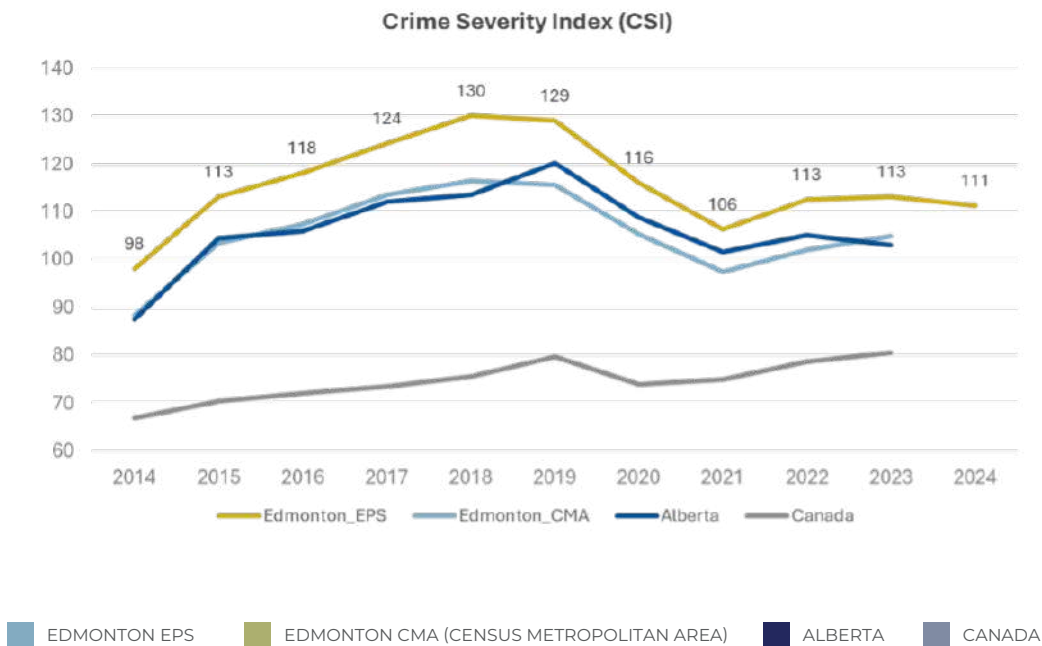


- In 2024, Edmonton experienced its lowest crime rate in nearly a decade. These results reflect efforts by EPS to ensure the right resources are applied against key problems, such as gun violence, as well as the stabilization of EPS resources and a rebound in hiring post-COVID. A contributing factor to this decline is the implementation of several key initiatives and creation of specialized teams by EPS.
- In addition, several key initiatives have been developed to target problem areas and types of crime. These initiatives have included:
 - Healthy Streets Operations Centre (HSOC), which deployed teams to address violent crime, property crime, and social disorder throughout Chinatown and downtown;
 - Guns and Gangs Strategy, which focused on combating gun violence and gang-related activities, with enhanced intelligence gathering, collaboration with law enforcement agencies, and the addition of specialized teams;
 - Transit Safety Plan, which deployed police officers across the city's transit system;
 - High-Risk Encampment Teams, which focused on getting the most vulnerable members of the community out of tents where they were targets for victimization and towards shelter and supports;
 - Crime Reduction Plan, which uses data-driven approaches to target crime hotspots and deploy police officers proactively.

These initiatives work together to provide comprehensive safety solutions for Edmonton’s communities.

CRIME SEVERITY INDEX (CSI)

The Crime Severity Index (CSI) in Canada is a measure that captures both the number and the seriousness of crimes reported to the police. Unlike the crime rate, which only counts the total number of crimes, the CSI considers the severity of each offense. Serious crimes, such as homicide or sexual assault, are ranked higher, while less severe crimes, like theft or vandalism, are weighted at a lower rate.



In 2024, Edmonton's CSI saw a slight decline, partly due to reductions in property crimes such as theft from vehicles, general theft, mischief and break-ins. EPS also reported a decrease in several serious violent crimes, including firearm-related offenses, robbery and aggravated assault.

Source: EPS, Canadian Centre for Justice Statistic

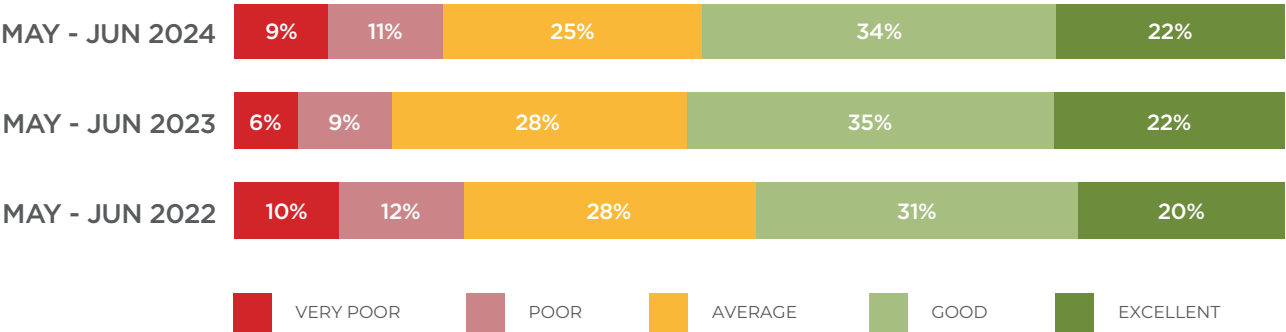
CITIZEN PERCEPTION SURVEY

FEEDBACK FROM EDMONTONIANS

Every year, the Edmonton Police Service participates in a third-party survey on perceptions of policing in Edmonton. Here are some of the highlights from the 2024 survey.

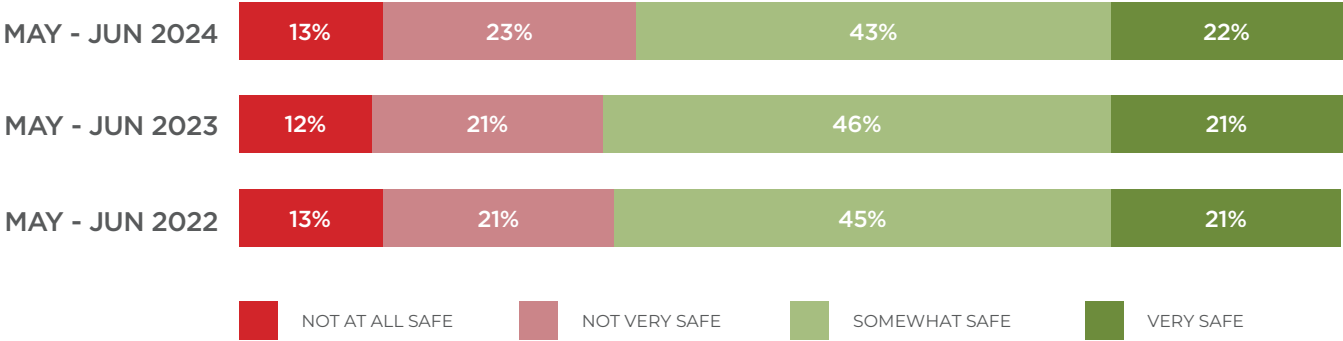
CONFIDENCE IN POLICE

Citizen perception on the overall job of police in their community.



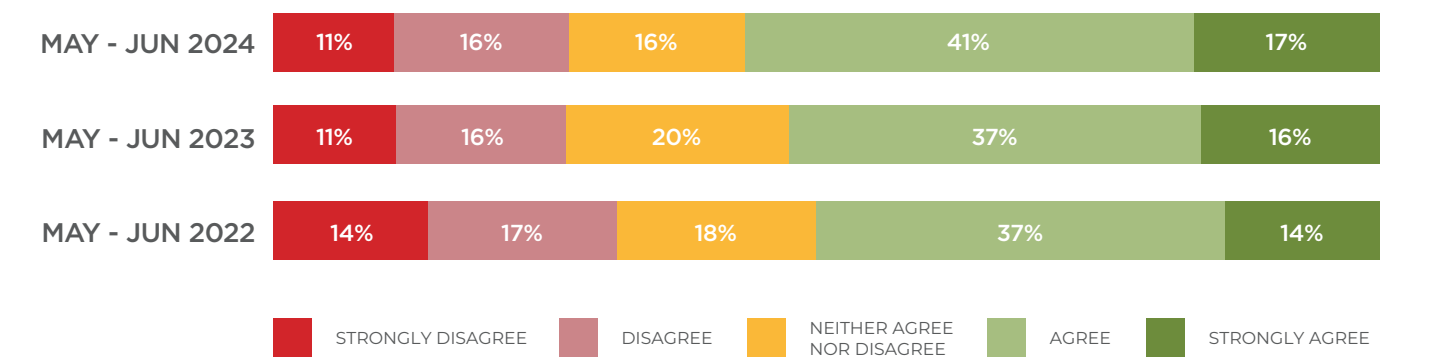
FEELINGS OF SAFETY

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

- The majority of Edmontonians (56%) were satisfied with the EPS in 2024. This is similar to 2023 (57%) and an increase from 2022 (51%).
- The majority of Edmontonians (65%) 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. Perceived safety has stayed consistent since 2022.
- Citizen’s belief that the police will come when needed is an important factor for establishing trust between law enforcement and residents. In 2024, more Edmontonians agreed that EPS responds quickly to calls for service than in previous years, suggesting that efforts to ensure police were responding to the right problems in the right places and focus on proactive policing were evident to the public.

WHAT ARE RESIDENTS SAYING?

Ongoing research is allowing EPS to gain a more consistent, ongoing picture of the state of crime and safety across the City. Starting in September 2024, Edmontonians were invited to a monthly survey on safety and police services.

Consistently, they want police to focus on:

- Reducing homeless encampments
- Dealing with public drug use
- Managing traffic safety
- Addressing theft, burglaries, and break-ins

2023 – 2026 STRATEGIC PLAN

The Edmonton Police Service’s (EPS) Strategic Plan is the overarching strategy that identifies the priority areas for the service. The plan is shaped by direction from the Edmonton Police Commission, ongoing dialogues with community groups, consultations with government and other law enforcement agencies, collaborations with social service agencies and non-profits, as well as feedback from EPS employees.

The 2023-2026 Strategic Plan reflects a collective vision, ensuring that EPS aligns with the values and expectations of the people it serves by defining clear goals and outcomes for this period. There are five goals articulated in the Strategic Plan.



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



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.



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.



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.



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.



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	2022	2023	2024	CY vs LY
Violent Crime Rate	1,414	1,449	1,482	↑
Non-Violent Crime Rate	7,564	6,562	6,395	↓
Property Crime Rate	5,056	4,514	4,221	↓
Violent Crime Severity Index	130.68	135.07	128.38	↓
Non-violent Crime Severity Index	106.11	105.47	105.25	↓
Violent Crime Weighted Clearance Rate	53.50%	52.70%	51.40%	↓
Non-violent Crime Weighted Clearance Rate	28.80%	26.30%	27.60%	↑
Traffic Fatalities	14	27	26	↓
Traffic Fatality Rate per 100,000 Population	1.3	2.4	2.2	↓
Breaches – Violations	22,279	19,612	19,449	↓
Social Disorder Occurrences	32,368	32,717	31,293	↓
Domestic Violence Occurrences	9,649	9,470	9,189	↓

Source: EPS
Note: For Call Response Time, please refer to Appendix C

Trending in the desired direction

Not trending in the desired direction

Neutral trend

MEASURES	2022	2023	2024	CY vs LY
Violent Crime Clearance Rate	49.85%	49.47%	50.12%	↑
Non-Violent Crime Clearance Rate	40.15%	39.53%	41.47%	↑
Referrals – Crime and Trauma-Informed Support Services	1,445	2,099	2,367	↑
Youth Diverted	302	322	295	↓
HELP interactions with Community Members	1,702	4,984	6,789	↑
Dispatched Calls for Service – Public Generated	159,147	165,024	167,254	↑
Dispatched Calls for Service – Officer Generated	18,194	21,020	28,192	↑
Total Dispatched Calls for Service	177,341	186,044	195,446	
Referrals – Police and Crisis Team (PACT)	6,692	5,916	5,556	↓
Proactive Police Time	18.8%	19.6%	21.1%	↑
Percentage Public Interactions where Use of Force was Applied	0.44%	0.53%	0.58%	↑
Traffic warnings and tickets issued	70,793	64,433	74,178	↑

Source: EPS



WHAT THIS TELLS US

- The traffic fatality rate was lower in 2022, mainly due to significantly reduced driving activity during the COVID-19 pandemic. However, since 2023, the fatality rate has returned to pre-pandemic levels, particularly due to more vehicles and pedestrians on the roadways. An increase in speed-related fatalities involving motorcycles, as well as pedestrian collisions, were particularly notable. To enhance overall traffic safety management in Edmonton, EPS has been conducting training for its members on updated traffic laws, the use of enforcement equipment and the Ethos E-Ticketing system for documenting traffic violations. Additionally, the service has proactively worked to increase safety awareness with the public and its patrol members as it relates to increased traffic enforcement.
- Edmonton has seen a reduction in domestic violence occurrences over the past three years, which is encouraging. However, despite the reductions, the level of domestic violence has remained unacceptably high over the last five years. To address this, EPS began working with government partners in late 2024 to develop a comprehensive intervention strategy. While the police concentrate on offender management and victim advocacy, tackling this issue also requires collaboration with sectors such as mental health, addiction, food security, and income support.
- In 2024, the increase in dispatched calls for service is primarily attributed to police officer-generated calls, which rose from 21,020 in 2023 to 28,192 in 2024. This increase is due to increased proactive policing activities by crime prevention and suppression teams like Transit and Community Safety (TRACS) operating across the transit system; the Healthy Streets Operations Centre (HSOC) operating throughout downtown and Chinatown; the High Risk Encampment Team (HRET) working to help move people from unsafe encampments towards shelter and services; the Targeted Response to Auto Theft Prevention (TRAP) addressing vehicle thefts across the city; and increased Patrol proactive time.
- Public-generated dispatched calls for service increased by 1.35% in 2024, compared to 2023. This increase was primarily driven by calls concerning issues like trespassing, welfare checks, assaults, disturbances, and disputes. In addition, increased calls are also somewhat correlated to overall growth in the City of Edmonton population.
- The number of interactions between the Human-centred Engagement and Liaison Partnership (HELP) Unit and community members increased significantly in 2023 and 2024. In 2023, HELP teams expanded into all EPS patrol branches, resulting in a higher number of interactions that year. In 2024, all Patrol branch teams were operating at full capacity, and the launch of the Indigenous Outreach Program played a key role in driving the increase in interactions. HELP continues to provide access to support services for vulnerable persons interacting with police.
- In 2024, higher Crime and Trauma-Informed Support Services (CTSS) numbers were driven by proactive file reviews where constables identified cases for follow-up, referrals from specialized areas like the Domestic Offender Crimes Section (DOCS), internal engagement with Sexual Assault and Homicide Sections, and direct requests for support from the Court and Crown.
- PACT referral numbers were lower in 2024 due to some resource constraints. In addition, the introduction of the Community Policing Bureau (CPB) Divisional Addictions and Mental Health Support initiative impacted the direction of deployments here. This initiative, which began in June 2024, deploys 12 mental health clinicians from Access 24/7 across the six EPS Patrol branches, two clinicians per branch, seven days a week during peak times. Like the PACT model, this approach allows clinicians to conduct in-person assessments with police support.
- Over the past three years, the percentage of public interactions involving force options, including when force is required, has consistently remained below 1%. While reducing use of force incidents is a key priority, certain high-risk and crisis situations still require it to ensure community safety, the safety of the officers involved, and to maintain order. However, this is balanced with de-escalation tactics and enhanced training to minimize these occurrences whenever possible.

KEY HIGHLIGHTS

PROJECT GASLIGHT

One of the largest operations in EPS history, Project Gaslight resulted in multiple arrests in an extortion scheme that targeted South Asian homebuilders in the Edmonton area throughout 2024.

The Edmonton Drug and Gang Enforcement Section (EDGE) led the investigation, which included partners in the RCMP National Coordination and Support Team, and other international agencies.

The extortion series fuelled fear and anxiety throughout the impacted communities due to the violent and random nature of the incidents. EPS hosted town hall and industry meetings to answer questions and keep residents informed.

Anatomy of Project Gaslight Investigation

January 3, 2024: EPS distributed a call for public information after investigating a series involving threats, arson, shootings, and at least 18 incidents of extortion affecting South Asian homebuilders in Edmonton from October 2023.

January 18, 2024: EPS updated the number of events being investigated in the series to 27, including five extortions, 15 arsons, and seven firearms offences. Investigators released video of a vehicle involved in a shooting incident in the hopes of further identifying suspects.

February 1, 2024: EDGE collaborated with EPS Partnership and Stakeholder Development Branch to host a private meeting with homebuilders. Industry leaders met with EPS leadership and members of the investigative team to learn more about police efforts and discuss concerns and opportunities to work together.

February 8, 2024: EDGE hosted a public town hall in collaboration with the EPS' Community Relations Section. EPS leadership and members of the investigative team participated in a Q and A panel before a packed hall. The session gave community members a chance to ask questions and connect directly with investigators and allowed police to share a dedicated phone number and email address they had created for complainants to communicate directly with Project Gaslight investigators.

April 24, 2024: EPS released a series of surveillance videos of suspects involved in the extortion series and sought public assistance to identify individuals. The number of events being investigated as part of the series rose to 34 with an estimated \$10 million in property damage.

April 30, 2024: EPS Firearms Investigation Unit (FIU) issued Canada-wide warrants for a man accused of three drive-by shootings believed to be connected to the ongoing extortion series investigation.

June 5, 2024: To solicit tips and identify suspects, EPS investigators released more surveillance videos of suspects involved in the series and a suspect vehicle used in several December incidents.

July 26, 2024: Detectives arrested six suspects on July 25, 2024, and issued Canada-wide warrants for the man believed to be the leader of the criminal organization responsible for the extortions. EPS increased the total incidents investigated as part of the extortion series to 40 and laid charges in 26 of these events. The seven accused faced a total of 54 charges, including extortion, arson, intentionally discharging a firearm, break and enter, assault with a weapon, as well as a number of charges linked to committing an offence for the benefit of, at the direction of or in association with a criminal organization.

January 21, 2025: Investigators announced their application for the extradition of the leader of the criminal organization responsible for the extortions, who was arrested in the United Arab Emirates in late 2024.

"This investigation has been a massive effort on the part of EPS investigators, with never-before seen complexities involving international coordination, and we are very pleased to see it conclude with the request for extradition of the accused suspect," says Inspector Duane Hunter, with the EPS Organized Crime Branch. "This outcome shows criminals that international borders will not protect them, and we will not tolerate this kind of violence in our community, no matter where it originates from." - Inspector Duane Hunter - EPS Organized Crime Branch

TACTICS TRAINING AND USE OF FORCE EVENTS

The EPS is applying the Integrating Communications, Assessment and Tactics (ICAT) Model, which increases the focus on ongoing assessment of a subject's behaviour and use of de-escalation techniques during interactions with police officers. In September 2024, EPS hosted six media outlets to participate in a series of simulated scenarios that demonstrated examples of civilian-police interactions and showcased how and why officers apply the ICAT Model applications in their daily duties.

EPS Training Section works closely with areas such as PSB, ASIRT, Early Intervention, and the Re-Integration Unit, where trends are identified and shared so training can be altered or refined.

The EPS captures use of force data through electronic Control Tactics Reports, which are submitted after a police officer displays or utilizes control tactics.

“This framework provides police with additional tools to read situations and determine the best course of action for everyone’s safety,” says Staff Sergeant Joe Tassone with EPS Training Section. “Our goal is to minimize injuries and use of force, when necessary, which will also result in fewer injuries to our officers.” - Staff Sergeant Joe Tassone - EPS Training Section

PROJECT ENLIGHTENMENT

In 2024, the EPS’ approach to handling encampments made important strides through essential partnerships.

The extreme cold temperatures that our city faces drastically increase risks of exposure, drug poisoning deaths and fires in encampments. Specialized teams receive daily shelter occupancy rates from service providers through the Government of Alberta, and the availability of shelter space governs encampment closures.

Project Enlightenment is a joint encampment response with community partners and community agencies. Using an ecosystem approach, this project relies on strong partners working together towards common goals.

Encampment Response Teams (ERTs) include EPS members with various specializations, Alberta Sheriffs and external partners. Together, ERTs address encampments and connect occupants with social agencies, including the Provincial Navigation and Support Centre.

From January 17, 2024, to January 3, 2025, almost 5,000 people accessed the centre, receiving a variety of services, including ID, financial and employment supports, shelter connections, referral housing, mental health and addiction services, basic health and other services.

ENHANCED ADDICTIONS AND MENTAL HEALTH SERVICE DELIVERY

In June 2024, the EPS started to work on a rollout of an enhanced service delivery model in which mental health clinicians support frontline police responding to mental health and addictions calls for service.

Removing barriers to access real-time Recovery Alberta support and improving outcomes through a collaborative approach helps manage increasing demands for intervention and support that were exceeding system capacity.

This service delivery model provides 22 additional Addictions and Mental Health clinicians to be deployed across all police branches in addition to the current Police and Crisis Team (PACT) members. The role of these new clinicians is to directly support frontline police by offering the same level of service and expertise as PACT clinicians, with the added benefit of being geographically located and readily available to their assigned location.

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	2022	2023	2024	CY vs LY
Research Partnerships & Agreements	8	3	13	↑
Social workers contributed by partners to assist frontline members (monthly average)	4	10	15	↑

Source: EPS



WHAT THIS TELLS US

- In 2024, the EPS strengthened its research partnerships by building on the progress made in the previous year. This included the Research Advisory Council, which gained representation on national and provincial research committees and enhanced collaboration with academic institutions. The EPS focused on applied research, ensuring that research findings were integrated into various initiatives across the service. The studies covered a diverse range of topics, such as member wellness, police tactics and training, risk assessment and crime reduction.
- The number of social workers contributed by partner agencies has increased over the three-year period highlighted. The increase from 2022 to 2023 was driven by the roll-out of branch Human-centred Engagement and Liaison Partnership (HELP) Unit teams, requiring one navigator per shift for each branch. In 2024, HELP continued to fill branch team positions and expanded navigators into CORE for case management. The introduction of the Indigenous Outreach program also contributed to the overall increase in the monthly average for 2024.

KEY HIGHLIGHTS

NEW HOME FOR ZEBRA CENTRE

In October 2024, the Zebra Child and Youth Advocacy Centre moved to a new location that provides partners, like the EPS Child Protection Section, with a dedicated space.

Known as the Zebra Centre, the facility brings together a community of professionals to provide children impacted by crime with a continuum of support throughout the investigative and judicial process, and access to counseling and other services as needed.

The children and youth supported through the Zebra Centre have experienced various forms of abuse and neglect, witnessed crime and/or have been victims of luring or other harmful events.

The move gives a permanent location for law enforcement, specialized assessors, medical professionals and Zebra Centre staff to create a safe space for the children and youth they serve.

The new Zebra Centre is a 30,000 square-foot building that includes 15 child-friendly meeting rooms, six child-friendly forensic monitoring rooms, a sacred wellness room, a toy room, work stations for volunteers and staff, and office spaces for partners like EPS, Alberta RCMP, Children and Family Services, Alberta Health Services, and the Crown Prosecution Service.

In 2024, EPS investigated approximately 890 files that required interviews with children or youth at the Zebra Centre.

“As police officers, we see the effects of violence against children every day,” says Inspector Jack Meikle of Serious Crimes Branch. “We are keenly aware of the damage done to both children and their families in abusive situations. This is a very important multi-disciplinary partnership and one that EPS values dearly.” - Jack Meikle - Serious Crimes Branch

SCHOOL RESOURCE OFFICERS MAKE AN IMPACT

For over 45 years, SROs have assisted Edmonton schools in ensuring a safe and caring place of learning for students and staff, balancing enforcement with prevention and intervention.

In recognition of the EPS School Resource Officer (SRO) Unit celebrating 45 years of service in 2024, the SROs held the Safety in Schools Conference. At this conference, more than 192 professionals working in fields related to education and law enforcement came together to share ideas and tactics for enhancing school safety.

Reintroduction into public schools

In April 2024, the Edmonton Public School Board (EPSB) voted in favour of reintroducing SROs after following community consultation. In the months that followed, EPS and EPSB collaborated on an enhanced SRO program with specialized training for officers, which aligns with the school board's Belonging and Safety Framework, and the needs of students, families, and school communities.

As a result, SROs are being gradually phased in, starting with six high schools selected for their readiness and student needs. While reintegration at additional public schools will continue through 2025, students and staff have already begun sharing their enthusiasm for the returning officers.

Edmonton Catholic Schools maintained their SRO program and over the course of the 2023-2024 school year, SROs handled approximately 511,789 positive interactions with students and community members. Further demonstrating their commitment to the safety and well-being of students, SROs also conducted 1,707 hours of coaching and engagement activities outside of their regular duties and led 227 presentations to nearly 9,987 students, staff and parents.

Way to go SROs!

EPS ELDERS COUNCIL

In September 2024, the EPS took a monumental step forward in its relationship with the Indigenous community by welcoming a newly established Elders Council. The creation of the Elders Council recognizes the vital role that Indigenous wisdom and leadership play in fostering meaningful change within the community.

EPS hosted a sacred Pipe Ceremony, followed by a traditional feast, symbolizing unity and respect to initiate the new partnership. The event allowed members of the EPS to meet and connect with our Elders Council members.

The Elders Council will serve as a cornerstone in our efforts to build trust, enhance communication, and ensure that the voices of Indigenous peoples are actively involved in shaping EPS policies and practices. Working closely with the nîsôhkamakewin Council will provide invaluable guidance on issues affecting Indigenous communities.

GOAL 3



CONNECT, 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

INDICATORS	2022	2023	2024	CY vs LY
Number of Public Complaints	1,184	1,132	1,072	↓
Public Complaints Substantiated	104	105	95	↓
Rate of Complaints per 10,000 Dispatched Calls	67	61	55	↓
Online Reports Received	14,758	18,591	18,206	↓
Total Visits to EPS Website	12,844,045	6,502,962	5,559,028	↓
Total Visits to EPS Community Safety Data Portal			61,965	

Source: EPS

MEASURES	2022	2023	2024	CY vs LY
Language Support Services	472	474	1,064	↓
Events Attended with Marginalized Communities			20	
Events Planned for Marginalized Communities			5	
Total social media engagements	5,362,700	5,849,873	6,252,214	↑
Social media engagement rate		9.90%	9.90%	↔
Number of News Releases	339	400	397	↓

Source: EPS



Trending in the desired direction



Not trending in the desired direction



Neutral trend

WHAT THIS TELLS US

- The decrease in public complaints against EPS over the last three years, even as the population of the City of Edmonton grows, could be attributed to improved police-community relations, better training in de-escalation techniques, increased transparency, and enhanced accountability measures, fostering greater trust and understanding between the police and the public.
- In 2022, Edmontonians were still navigating the impacts of COVID, likely leading to an increase in visits to the EPS website for related information. However, this trend slowed in 2023 and 2024. In addition, the amount of engagement across multiple social media sites is also capturing greater public attention and perhaps lessening the need to access the general website.
- The EPS Community Safety Data Portal is an interactive online platform that provides access to data including crime statistics and trends occurring in Edmonton. It offers increased transparency into policing activities and encourages public engagement so that we build stronger and safer communities together.
- The EPS Language Support Services team and the Interpret Manager app provides valuable language support services to citizens. In 2024, the growth in language service usage is attributed to increased app usage, with the app now available to all frontline members. This includes Patrol, Beats, Front Counter, IRT, Traffic, Detainee Management Unit (DMU), Document Services, HELP, Missing Persons, Human Trafficking, Animal Cruelty, Youth Branch and the Transit Community Safety Team (TRACS). Recently, access has also been extended to the Emergency Communications and Operations Management Branch (ECOMB).

KEY HIGHLIGHTS

TAMIL COMMUNITY SEEKS LONG-LASTING PARTNERSHIP WITH EPS

In October 2024, the EPS joined members of Edmonton's Tamil community to celebrate Diwali, also known as the Festival of Lights. Diwali is observed by Hindus worldwide, including Tamils. The celebration marks the triumph of good over evil.

"With approximately 7,500 members of the Tamil community in Edmonton, it's important that we continue to create bonds that will foster trust and confidence in the EPS," says Constable Shiva Shunmugam with Southwest Branch. "These relationships help Edmonton's communities stay safe and vibrant." - Constable Shiva Shunmugam- EPS Southwest Branch

9-1-1 CAMPAIGN URGES CITIZENS TO "MAKE THE RIGHT CALL"

In July 2024, the EPS launched a new public education campaign with Edmonton Fire Rescue Services (EFRS) and Emergency Medical Services (EMS) to help Edmontonians understand when to call 9-1-1.

The EPS Emergency Communications and Operations Management Branch (ECOMB) handles all 9-1-1 calls for the City of Edmonton and dispatches to the appropriate emergency services agency such as police, fire or ambulance. The campaign ran throughout the summer and fall of 2024, reminding Edmontonians of what constitutes an emergency and what to do when dialing 9-1-1. Alternate reporting phone numbers for non-emergency events were also provided.

Non-emergency events can be reported to a variety of other services as appropriate, including 2-1-1, 3-1-1, 9-8-8 or the EPS non-emergency line at 780-423-4567 or #377 from a mobile phone.

"The Make the Right Call" campaign delivered over 4 million impressions to Edmontonians using a variety of mediums, including both traditional and non-traditional advertising. A website was also created at 911maketherightcall.ca to host a variety of information and resources.

HONOURING FALLEN OFFICERS RYAN AND JORDAN

The EPS commemorated the first anniversary of the deaths of Constables Travis Jordan and Brett Ryan, who were killed in the line of duty responding to a family dispute call on March 16, 2023.

The officers' lives were honoured throughout the year with various initiatives. In September 2024, police officers from across the province joined dignitaries, families of the fallen and members of the public, for Alberta Police and Peace Officers' Memorial Day. The event was held at the Pillar of Strength monument on the Alberta Legislature Grounds, which commemorates the 106 officers killed in the line of duty since 1876.

In November 2024, the Government of Alberta dedicated two bridges on southwest Anthony Henday Drive over the North Saskatchewan River between Terwilliger Drive and Maskêkosihk Trail in honour of Constables Jordan and Ryan. A plaque with the fallen officers' names at the ends of each bridge commemorates the two officers and serves as a testament to their bravery.

Slated to open in 2025, the City of Spruce Grove announced that a new community arena will be named in honour of former resident and fallen officer, Constable Ryan, ensuring his legacy and sacrifice is recognized and remembered for generations to come. A hockey fan, volunteer and well-respected referee in the community, Constable Ryan spent many hours at local facilities giving back to the sport and community he loved.

The tributes and commemorations made throughout 2024 to honour Constables Travis Jordan and Brett Ryan will never make up for the sacrifices of these two upstanding men, but hope to help their families and communities grieve their collective loss.

INTERPRETER APPLICATION

In September 2024, EPS implemented InterpretManager, a mobile application police officers can use to overcome language barriers with members of the public.

EPS launched InterpretManager as a pilot in 2021 and expanded the language interpreting services application service-wide in 2024. EPS was the first policing agency in Canada to employ the technology to identify a different approach to overcoming common language and cultural barriers when communicating with the public.

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	2022	2023	2024	CY vs LY
New Technological Solutions Piloted or Deployed	5	12	26	↑
Innovative Ideas Submitted by Employees	4	5	30	↑
Innovative Challenges Run (including with the Edmonton Police Foundation)	1		1	↔

Source: EPS



WHAT THIS TELLS US

- Examples of new technological solutions piloted or deployed include the AI Framework, Digital Evidence Management, and the FOIPNet Replacement.
 - The AI Framework set clear guidelines for the responsible use of AI tools, ensuring transparency, risk management, and alignment with existing processes.
 - The Digital Evidence Management project established a system to properly handle digital evidence, including Body Worn Video, ensuring it meets legal requirements for Crown disclosure.
 - Also, the FOIPNet Replacement project transitioned the EPS to a new system, ATIPEXpress, to improve the tracking and response process for FOIP requests following the decommissioning of the old system.
- The number of innovative ideas submitted by employees increased in 2024 following the launch of the Idea Platform. This new initiative, available through the intranet (EPSNET) and EPS mobile devices, allows both sworn and civilian members to submit, view and provide constructive feedback on ideas to enhance their work and the organization.
- In 2024, an innovative challenge was launched with a focus on frontline operations. Employees were encouraged to submit ideas to improve the daily experiences of those in patrol functions. A total of 22 submissions were received, covering a wide range of topics such as radios, scheduling and protective equipment.

KEY HIGHLIGHTS

MEDICAL MONITORING TECHNOLOGY

Following the successful trial of medical monitoring technology in the Detainee Management Unit (DMU), EPS permanently installed the equipment in 10 DMU cells in March 2024.

The technology, a wireless medical vital sign monitoring device, is the first of its kind being used in Canada to monitor the well-being of detainees. Based on the results of the pilot project, many police agencies are following EPS' lead in implementing biometric devices to monitor the welfare of detainees.

Each device is equipped with biometric sensors that detect respiration rate and heart rate from a distance. These are then interpreted into vital signs to assess the subject's physiological status. Medical monitoring technology has proven to help with early detection of and response to detainees who are in distress and require more intensive monitoring.

The sensors complement existing procedures and initiatives, including in-person check-ins every 15 minutes, access to paramedics 24/7 and full-body scans to detect weapons and illicit drugs. No information, medical or personal, is recorded or stored in this process.

The effectiveness of the biometric tools is highlighted by the following example where a detainee's life was saved by the technology:

In April 2024, an individual under the influence of opioids was brought into DMU. The person was placed in a cell equipped with biometric monitoring devices. Later in the evening, the system alerted staff that the person's breathing rate was dangerously low. A paramedic who assessed the individual said their oxygen levels were so low they required prompt medical attention. These vital signs were not evident through visual observation. The biometric system was able to alert staff with real-time information to a potentially life-threatening condition, which ensured a timely medical response to the detainee.

EPS RECEIVES PROGRAM INNOVATION AWARD

The Association of Black Law Enforcers (ABLE) awarded former EPS Chief Operating Officer (COO) Enyinnah Okere with the Program Innovation Award in 2024.

The EPS' Chief Operating Officer Enyinnah Okere accepted the award on behalf of the service in December at the 32nd Annual ABLE Scholarship and Awards Gala in Orillia, Ontario. The award recognized the innovative approach taken by the Community Safety and Wellness Bureau (CSWB) to address crime and disorder in Edmonton.

The recognition proves that the rest of the country is watching EPS' approach to balance support and enforcement. Judges indicated that what set EPS apart was the importance we place on partnerships to assist in public safety. This distinction provides further affirmation that EPS is on the right track.

"The EPS doubled down on balancing support and enforcement in 2019/2020 while grappling with the pandemic and the defund movement," says Enyinnah Okere former COO. "Commitment from executives down to frontline police officers for new initiatives like creating the Human-centred Engagement and Liaison Partnership (HELP) Unit and expanding the Police and Crisis Response Teams (PACT) helped forge a path forward during some tough times. The recognition from ABLE reinforces EPS' leadership in policing in Canada."

ABLE was founded in 1992 to address issues and challenges faced by Black and other racialized members of public safety organizations. In addition to the annual awards ceremony that recognizes Black law enforcement professionals from across Canada, ABLE distributes scholarships to eligible students.

BODY WORN VIDEO

Body worn video was mandated by the Government of Alberta in March 2023 for all police agencies in Alberta. The EPS began service-wide implementation of body worn video in September 2024. In a phased approach, a total of 280 officers working in the areas of Public Safety Unit, Crime Suppression Branch, various Patrol Branches, Whyte Avenue Beats, Gang Suppression, the Commercial Vehicle Investigation Unit and the Traffic Enforcement Section received the cameras. This is inclusive of the 35 officers on EPS' Encampment Response Teams, Community Safety Teams and Transit and Community Safety Teams who began wearing cameras in July 2023 as part of a proof of concept.

This implementation is a milestone for the service, as body worn video reaffirms EPS' ongoing commitment to transparency and accountability in community policing. Body worn video is one more tool to help build greater trust with the public and provide valuable investigative insights.

EPS anticipates using body worn video will reduce unfounded allegations of police misconduct, while fostering public trust and confidence in the EPS and providing valuable evidence for court proceedings. The overall aim is to create a more efficient accountability process and reduce use-of-force incidents for both officers and the public.

INNOVATION PLATFORM PILOT

In December 2024, the EPS launched an innovation platform pilot to facilitate the generation and reception of ideas from sworn members and civilian employees alike. Marketed as a solutions-focused internal tool, the Idea Platform is a mechanism for members to submit, view and provide constructive feedback on ideas to improve their work and the organization.

As part of the launch of the new idea platform, EPS initiated a challenge to employees to suggest improvements to the day-to-day operations and experiences of frontline police officers. An internal panel assesses and evaluates all submitted ideas based on impact, feasibility and resource requirements. The panel collaborates with submitters to refine promising ideas, prepare them for presentation to the leadership team and increase their likelihood of successful implementation.

This platform provides an opportunity for all EPS employees to contribute to positive change and have a meaningful impact on the organization. The Idea Platform is in the testing phase and will undergo improvements based on organizational needs and feedback.

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

INDICATORS	2022	2023	2024	CY vs LY
Applicants for recruit and EOP classes	417	642	715	↑

Source: EPS

MEASURES	2022	2023	2024	CY vs LY
Percentage of Women Employees	36.58%	37.21%	38.20%	↑
Proportion of Sworn to Civilian Employees	69:31	68:32	65:35	↔
Employee Attrition - Sworn	4.80%	4.05%	3.68%	↓
Employee Attrition - Civilian	11.70%	9.80%	10%	↑
Number of New Police Officers (Recruits hired & EOPs Hired)	105	134	154	↑

Source: EPS



WHAT THIS TELLS US

- In recent years, EPS has introduced significant changes to its recruiting and hiring program, resulting in a higher number of applicants in 2024. These changes included launching a new recruitment website, conducting targeted outreach to diverse communities and establishing the Recruit Mentoring Academy (RMA) to enhance applicants' skills and reduce barriers for underrepresented groups. These efforts have contributed to an increase in the number of applicants for police officer roles and the number of police officers hired. It has also contributed to an increase in the number of women employed in the service.
- The attrition rate for sworn employees declined in 2024 compared to 2023, due to fewer resignations, and stability in retirement numbers. In contrast, the attrition rate for civilian employees trended slightly higher in 2024 due to an increase in resignations and retirements. While an attrition rate of lower than 10% is considered healthy for an organization of EPS's size, a Retention Working Group has been established to identify strategies to better retain employees.
- In June 2023, the Government of Alberta committed to providing resources to hire 50 police officers in both Edmonton Police Service and Calgary Police Service to help bolster resources to tackle violent crime and disorder in the city centers and across transit systems. EPS has ramped up its hiring numbers in part to meet this commitment, with 154 new hires in 2024 compared to 134 in 2023.

KEY HIGHLIGHTS

RECRUITMENT TRENDING UPWARDS

In 2024, the EPS saw a 11.4% increase in applications received, compared to 2023. The EPS also hired 145 new recruits between three training classes, achieving 96% of its hiring target for 2024.

The EPS continues to improve its recruitment and hiring processes to ensure the increased hiring targets are met with an efficient and professional approach. These changes include implementing a new recruitment website, conducting market research, targeted outreach to diverse communities and improved programs, including the Recruit Mentoring Academy (RMA).

In April 2024, the EPS Recruiting and Selection Section (RSS) launched a new and improved website that gives EPS members and the public access to important information about a policing career with the EPS. The updated website – JoinEPS.ca – is an invaluable tool that helps RSS reach and connect with the next generation of potential recruits.

Building on relationships, RSS also runs a program called 'Run with Recruiters' (RWR). The RWR program has been connecting EPS recruiters with potential recruits for 13 years. The program simulates the fitness requirements for a new recruit, giving participants a sample of what to expect and how to train for a policing career. The success of this program continues, drawing over 7,900 participants in 2024.

The EPS is also helping new recruits better understand diverse communities. Approximately 30% of all hired recruits across the three Recruit Training and Experienced Officer graduating classes in 2024 were members of underrepresented groups. 31 of 145 (21%) of new recruits originated from 20 different countries around the world, including: India, South Africa, Netherlands, United Kingdom, Taiwan, Sudan, Serbia, Singapore and Ireland.

***The definition of a diverse hire includes BIPOC, sexual minority & gender diverse identification. The diversity stats provided are self-identification for each hired recruit.**

Training has also been increasingly focused on building cultural competency, learning about the impacts of bias and trauma, and providing practicum placements at social agencies where recruits can build relationships within the community. The EPS continues to hire diverse talent, ensuring the next generation of policing is compassionate, community-minded and reflective of Edmonton's growing population.

RECRUITS AND EXPERIENCED OFFICERS

In 2024 the Edmonton Police Service welcomed:

- 145 new constables
- 3 canine teams
- 9 experienced officers

***These numbers reflect newly hired EPS members and experienced officers in 2024. Totals may vary compared to hired EPS recruits, who – at the time of hiring have yet to complete their training.**

Recruiting in 2024

- 80% of all hired recruits participated in the RWR program.
- The Recruit Mentoring Academy (RMA) continues to identify and develop applicant soft skills like communication, leadership and decision-making to improve the readiness of a candidate.

Experienced Officer Program

Experienced officers reinforce the EPS' strength by putting more officers on the street with previous policing experience. The Experienced Officer Program (EOP) training is only five weeks, compared to new recruits who train for 27 weeks, before the experienced officers move into branches for an abbreviated field training program.

Experienced officers bring valuable skills to the EPS – further developing the diverse talent EPS requires to improve its response to Edmonton's communities.

The EOP and referral program keep EPS competitive in recruiting experienced sworn members, yielding nine sworn officers in 2024.

POLICE AND CITIZEN RECOGNITION CEREMONY

In November 2024, the EPS hosted its annual award ceremony to recognize police officers, civilian employees and citizens for their countless acts of bravery, lifesaving and exemplary service to the community.

The highest EPS honour, the Medal of Valour, was presented to four police officers for their outstanding heroism rescuing citizens from a major apartment fire in January 2024.

The Edmonton Police Commission, Edmonton Police Association and Edmonton Police Foundation assisted with the presentations and shared their gratitude for the selfless acts of the awarded officers.

The ceremony concluded with a special honour for the EPS Chorus, who received the Chief's Commendation for supporting the police service and sharing goodwill throughout the community for 40-years.

FINANCIAL SUMMARY

EPS OPERATING BUDGET

Major Category of Revenues & Expenditures (\$'000's)	2023		2024	
	BUDGET	ACTUAL	BUDGET	ACTUAL
Revenue				
Traffic Safety Act Fines	\$11,060	\$ 7,545	\$10,262	\$6,959
Transfer from Reserve	1,982	1,982		
Provincial Grants	31,574	40,600	45,278	50,438
Other Revenue ¹	35,027	36,403	37,438	40,426
Total Revenue	79,643	86,530	92,978	97,823
Expense				
Personnel	403,892	412,412	444,623	456,703
Non-Personnel				
Furniture, Equipment, IT, Materials and Supplies	24,223	24,602	26,222	26,629
Contracts and Services	28,544	31,982	37,190	33,873
Vehicles	9,767	9,627	10,132	10,650
Facilities	23,803	20,565	25,378	22,558
Other Expenditures ²	11,958	11,299	16,508	13,963
	98,295	98,075	115,430	107,673
Total Expense	502,187	510,487	560,053	564,376
Position before Adjustments	422,544	423,958	467,075	466,554
Transfer to/(from) EPS Operating Reserve	-	(1,414)	-	521
Net Position (Tax Levy Funding)	\$422,544	\$ 422,544	\$467,075	\$467,075
Total Budgeted Full Time Equivalent (FTE)	2,914.60		3,010.60	

Note 1: Other Revenue includes Secondments, Tow Lot, Police Information Checks, Alarm Control, Extra Duty, School Resource Officers, etc.

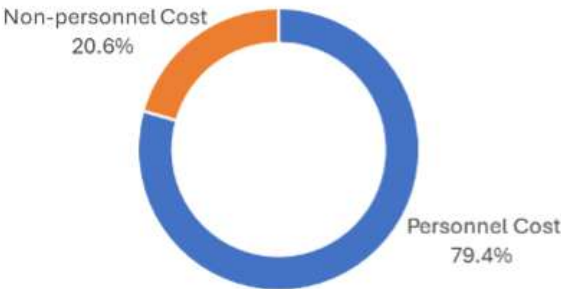
Note 2: Other Expenditures includes travel and training, insurance premiums, debt servicing costs, memberships, etc.

Note 3: The 2024 EPS Operating results are a surplus of \$1,026 to be transferred to the EPS Operating Reserve. Subsequently, in agreement between EPS and COE, the EPS incurred \$505 cost related to Enterprise Commons (EC) operating project costs. Thus, reducing the 2024 surplus to \$521. As a result, the 2024 EPS Operating reserve balance is a deficit of \$580, consisting of \$75 from EPS Operations and \$505 from the EC project. On March 18, 2025, the EPS EC project costs will be included in a joint funding request from the COE to City Council.

FINANCIAL SUMMARY

OPERATING BUDGET HIGHLIGHTS 2024 AT EPS

OPERATING BUDGET BREAKDOWN 2024



SOURCES OF OPERATING BUDGET FUNDING 2024



OPERATING
BUDGET FUNDING
2024 AT EPS

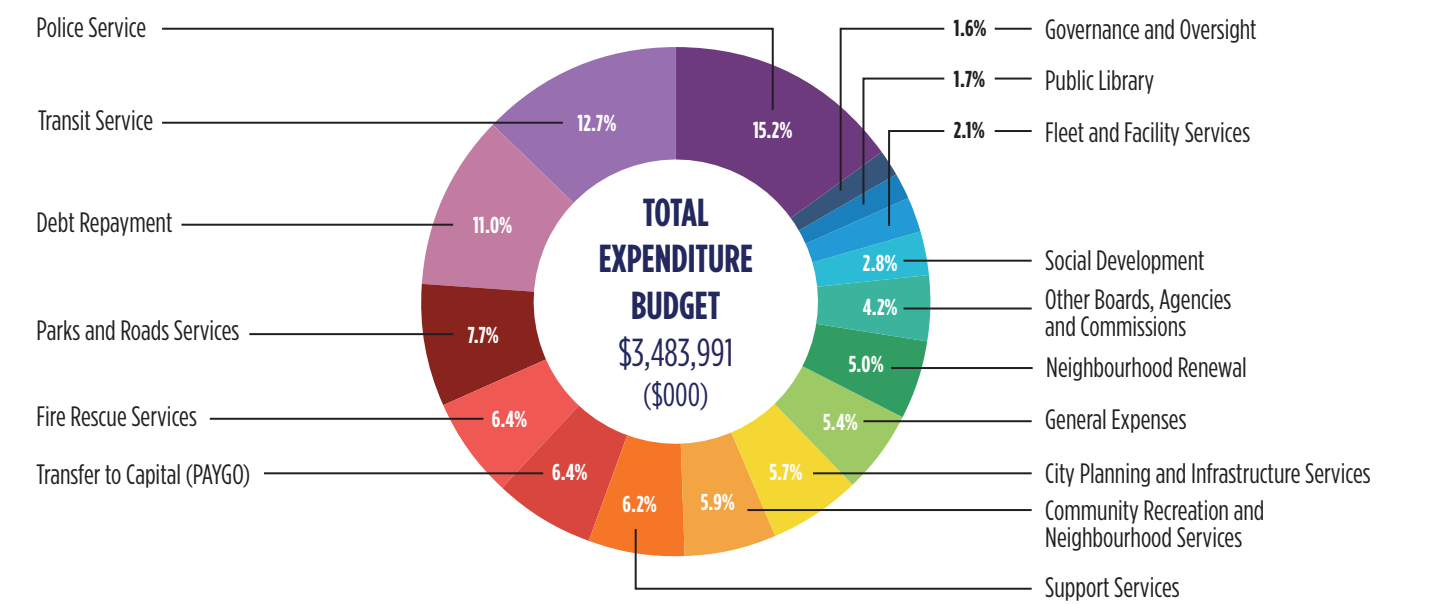
	AMOUNT (in millions)	PERCENTAGE
Tax Levy Funding (City of Edmonton)	\$467.1	83.4%
Grant Funding (Provincial)	\$45.3	8.1%
Other Revenue *	\$47.7	8.5%
Total	\$560.1	100%

Notes:
Note: Other Revenue includes [Traffic Safety Act Fines, Police Information Check Section (PICS), Tow lot, School Resource Officer (SRO), etc.]

FINANCIAL SUMMARY

2024 TAX-SUPPORTED OPERATING EXPENDITURE BUDGET AT THE CITY OF EDMONTON

2024 EXPENDITURE



Source: Budget Highlights 2024, City of Edmonton

FUNDING FORMULA FOR EPS

On August 23, 2023, City Council approved the revised EPS Funding Formula. Budget allocation for 2025-2026 was made during the 2024 Fall Supplemental Operating Budget Adjustment process.

CHALLENGES IN CAPITAL BUDGET IN 2024 AND 2025

The 2023-2026 Capital Budget is comprised of 11 active profiles (5 standalone profiles and 6 composite profiles). The total 2023-2026 Capital Budget is \$114.395 million which includes the initial approved budget, subsequent budget carryforward and Supplemental Capital Budget Adjustments (SCBA).

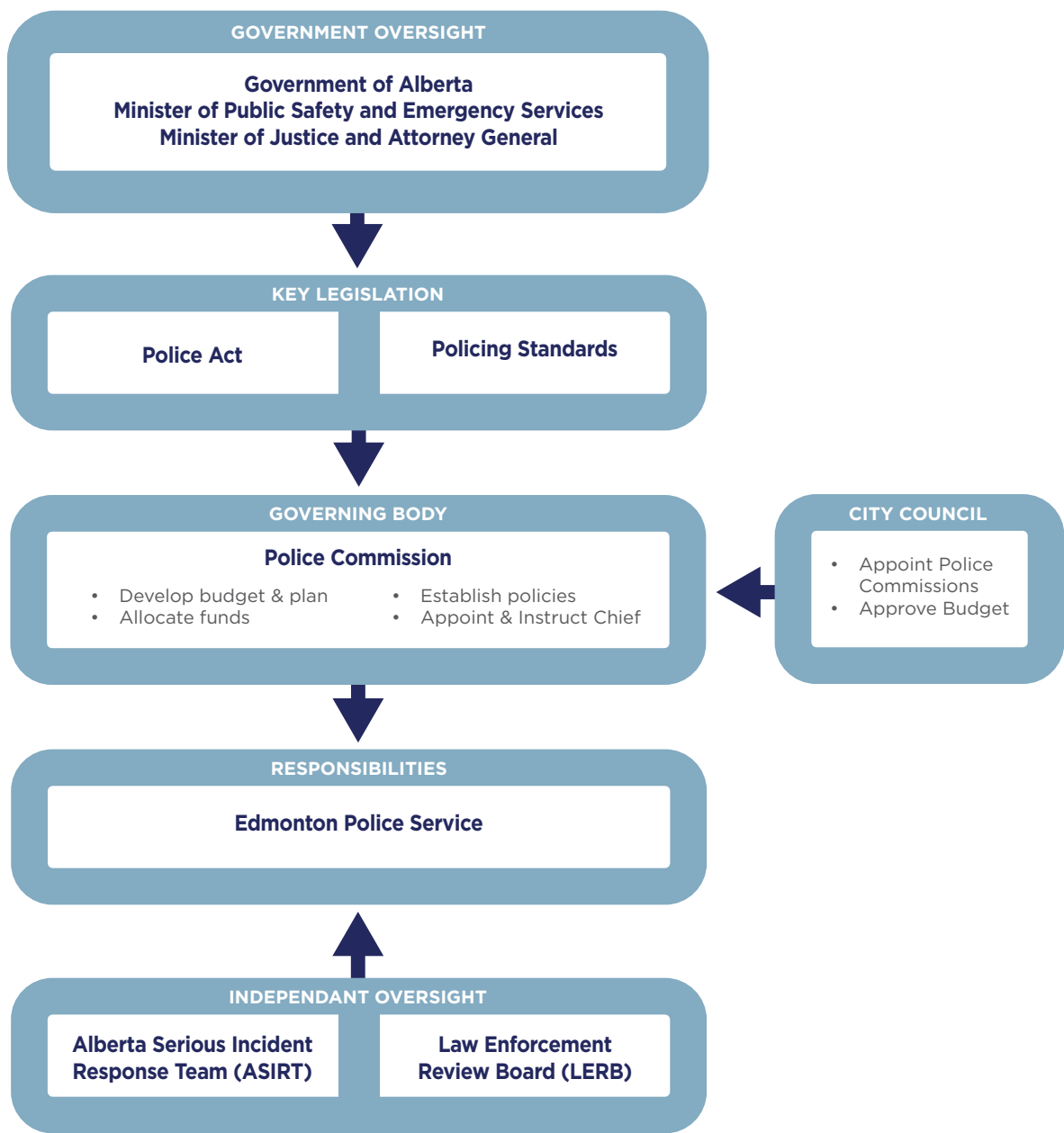
In December 2023, during the 2023 Fall SCBA, City Council approved the City Administration 2024 funding recommendation of \$10.610 million for a portion of the unfunded renewal profiles. In June 2024, during the 2024 Spring SCBA, City Council approved the City Administration 2024 funding recommendation of \$27.380 million for the unfunded renewal profiles. This results in funding of 81% of the Commission supported budget requirement and a \$10.452 million shortfall for Police Equipment, Radio Lifecycle, IT Applications and IT Infrastructure renewal projects for 2023-2026.

During the 2024 Spring SCBA discussions, the city budget office indicated that renewal funding is a priority and, if or when, future funding opportunities are realized, the Critical Unfunded Renewal Scoring exercise will be used to allocate funds. If there are no further funding approvals by City Council, the 2023-2026 funding shortfall will be considered and included with the 2027-2030 capital budget cycle..

APPENDIX A

EDMONTON POLICE SERVICE GOVERNANCE FRAMEWORK

In democracies, police must remain independent while being accountable to the public. To balance these priorities, Alberta’s Police Act requires that City Council appoint an independent police commission to oversee the police, rather than having them report directly to City Council. The Government of Alberta may also appoint a Commissioner as deemed necessary. While City Council approves the overall police budget, it is the Edmonton Police Commission that determines how the budget is allocated. The Commission also oversees the police chief, establishes police policies, and monitors the process for addressing complaints about police conduct. The Alberta Serious Incident Response Team (ASIRT) investigates police incidents and complaints involving serious injury, death or other significant allegations of misconduct. The Alberta Law Enforcement Review Board (LERB) hears appeals related to complaints of officer misconduct.



APPENDIX B

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.

Our goals and corresponding initiatives are identified in the EPS 2023-2026 Strategic Plan, while Strategic Initiatives 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 April and in September.

The Annual Report functions as a public update on the progress made toward goals and outcomes set in the EPS Strategic Plan.

Timely information on crime statistics and trends is also available to the public through the Community Safety Data Portal.

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 B

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	Bureau Dashboard (Internal)	Quarterly
Initiatives/ Projects	Projects Measures	Project Sponsor	EPMO Dashboard (Internal)	Real-Time
Programs	Outcomes Measures Output Measures Process Measures	Branch Leadership	Public and Internal Dashboard	Varies

APPENDIX C

AVERAGE CALL RESPONSE TIME

Definitions Used:

Average Call Response Time: This refers to the average amount of the time (minutes) it takes from when a call for service is received to when the first patrol police officer arrives at the location. This includes the time to evaluate the call, dispatch the call and travel time to the location.

P1: Priority 1 Calls (Emergency): Highest Priority – Life at imminent risk. Immediate response may reduce or prevent loss of life or serious bodily harm.

P2: Priority 2 Calls (Emergency): High Priority – Urgent need for police presence. Immediate response may reduce risk to public safety.

P3: Priority 3 Calls (Managed): Priority – Time-sensitive response required. No imminent threat exists. Nature of the occurrence requires a time sensitive response for investigation or intervention.

TABLE 1: AVERAGE RESPONSE TIME BY CALL PRIORITY 2023 VS 2024

	Average Best Response Time (minutes)		Number of Events	
CALL PRIORITY	2023 (7 months)	2023 (7 months)	2023 (7 months)	2023 (7 months)
P1	12.7	12.6	2,302	3,556
P2	14.8	13.1	6,131	8,847
P3	55.3	48.7	58,096	103,652

Notes: In May 2023, EPS transitioned to a new records management system, making the 2024 data only comparable to the period June – December 2023

APPENDIX D

DESCRIPTION OF MEASURES

GOAL 1: BALANCE SUPPORT AND ENFORCEMENT

INDICATOR	WHAT IT MEANS	WHY IT MATTERS
Violent Crime Rate	<p>Violent Crime rate is the number of violent incidents reported to police per 100,000 population.</p> <p>Rates are used to make comparisons over time and among geographic areas with different populations. Violent crimes involve the use or threat of violence against a person such as homicide, attempted murder, assault, sexual assault and robbery.</p>	<p>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.</p>
Non-Violent Crime Rate	<p>Non-violent Crime rate is the number of non-violent incidents reported to police per 100,000 population.</p> <p>This includes, for example, property offences, drug offences, traffic violations, identity fraud and identity theft and administration of justice violations, etc.</p>	
Property Crime Rate	<p>Property Crime rate is the number of property incidents reported to police per 100,000 population.</p> <p>Property crimes involve unlawful acts to gain property, but do not involve the use or threat of violence against the person. They include offences such as break and enter, theft, and mischief.</p>	<p>This measure provides an overview of the current state of property crime in Edmonton. It also reflects the progress made by law enforcement and support efforts in reducing or maintaining property crime at a low and stable level.</p>
Violent Crime Severity Index	<p>The Violent Crime Severity Index (VCSI) measures the frequency and severity of violent crimes in an area, factoring in both the number of crimes and their seriousness, with greater emphasis on severe offenses like homicide and sexual assault.</p>	<p>These measures help assess the overall severity of violent and non-violent crime on a community, guiding law enforcement and policymakers in addressing crime trends, allocating resources and improving public safety.</p>
Non-violent Crime Severity Index	<p>This indicator assesses the frequency and severity of non-violent crimes, such as property crimes, drug offenses and traffic violations, by assigning different weights to each type of crime.</p>	<p>These measures help assess the overall severity of violent and non-violent crime on a community, guiding law enforcement and policymakers in addressing crime trends, allocating resources and improving public safety.</p>

APPENDIX D

INDICATOR	WHAT IT MEANS	WHY IT MATTERS
Violent Crime Weighted Clearance Rate	<p>The weighted clearance rate assigns values to violent crimes that are solved according to their seriousness, with more serious crimes being given a higher crime severity weight.</p> <p>For example, the clearing of a homicide would represent a greater contribution to the overall weighted clearance rate value than the clearing of a criminal harassment incident.</p>	<p>These indicators provide a better understanding of crime resolution by considering the severity of each offense. More serious crimes, whether violent or non-violent, have a greater impact on the overall rate, reflecting the priority given to addressing high-impact crimes.</p>
Non-violent Crime Weighted Clearance Rate	<p>The weighted clearance rate assigns values to non-violent crimes that are solved according to their seriousness, with more serious crimes being given a higher crime severity weight.</p> <p>For example, the clearing of a break and enter violation would represent a greater contribution to the overall weighted clearance rate value than the clearing of a trespassing at night violation.</p>	<p>These indicators provide a better understanding of crime resolution by considering the severity of each offense. More serious crimes, whether violent or non-violent, have a greater impact on the overall rate, reflecting the priority given to addressing high-impact crimes.</p>
Traffic Fatalities	<p>Measures the number of deaths as a result of vehicle collisions. This measure also includes pedestrian deaths.</p>	<p>These measures help assess the overall severity of violent and non-violent crime on a community, guiding law enforcement and policymakers in addressing crime trends, allocating resources and improving public safety.</p>
Traffic Fatality Rate per 100,000 Population	<p>This represents the number of deaths resulting from traffic collisions per 100,000 people in the city within a given year.</p>	<p>It helps identify trends in road safety while accounting for changes in the city's population. This measure enables accurate comparisons over time, providing a clearer understanding of whether road safety is improving or deteriorating as the city grows.</p>
Breaches - Violations	<p>This measure tracks the number of offenses where individuals fail to comply with legal conditions, such as failure to appear in court, breach of probation or violation of court orders.</p>	<p>It is important for EPS to monitor compliance with laws, identify patterns of criminal behavior, ensure public safety and guide enforcement strategies. It helps in addressing issues proactively and improving community trust.</p>
Social Disorder Occurrences	<p>This measure refers to the number of non-criminal events where a community member interacted with law enforcement due to unmet basic needs such as food, shelter, income and healthcare, including addiction or mental health treatment.</p>	<p>These measures highlight the state of social disorder and domestic violence occurrences in Edmonton. They also reflect the progress made by federal, provincial and municipal government institutions, EPS, and social sector partners in improving citizens' conditions, supporting victims and reducing or containing these incidents.</p>

APPENDIX D

INDICATOR	WHAT IT MEANS	WHY IT MATTERS
Domestic Violence Occurrences	<p>This measure refers to the number of occurrences, both criminal or non-criminal, including actual or threatened physical or sexual force, in an intimate relationship.</p> <p>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.</p>	<p>These indicators provide a better understanding of the state of social disorder and domestic violence occurrences in Edmonton. They also reflect the progress made by federal, provincial and municipal government institutions, EPS, and social sector partners in improving citizens’ conditions, supporting victims and reducing or containing these incidents.</p>

MEASURE	WHAT IT MEANS	WHY IT MATTERS
Violent Crime Clearance Rate	<p>The violent crime clearance rate represents the proportion of violent incidents solved by the police.</p> <p>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.</p>	<p>These measures reflect the proportion of both violent and non-violent criminal incidents that have been resolved, offering insight into how effectively the justice system, including law enforcement and other involved agencies, addresses and resolves crimes.</p>
Non-Violent Crime Clearance Rate	<p>The non-violent crime clearance rate represents the proportion of non-violent incidents solved by the police.</p> <p>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.</p>	<p>These measures reflect the proportion of both violent and non-violent criminal incidents that have been resolved, offering insight into how effectively the justice system, including law enforcement and other involved agencies, addresses and resolves crimes.</p>
Referrals – Crime & Trauma-Informed Support Services	<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>

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MEASURE	WHAT IT MEANS	WHY IT MATTERS
Youth Diverted	<p>This refers to the number of youths diverted by EPS members. This includes the following options:</p> <ol style="list-style-type: none"> 1. Diversion in SRO equipped schools through the PAYOFF program. 2. Diversion through a formal police-led collaboration with community agency partners that incorporate restorative justice components called DIVERSIONFirst. 	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
HELP Interactions with Community Members	<p>This refers to the number of interactions that the HELP Team, medical navigators, and the newly introduced (2024) Indigenous Outreach Team had with community members.</p> <p>This includes dispatched calls for service, on scene patrol assists and self-generated interactions</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.
Dispatched Calls for Service - Public Generated	This refers to the number of public-initiated calls for police assistance that resulted in officers being dispatched.	This helps to assess the demand for police resources, identify crime trends or community concerns and allocate personnel effectively. It also offers valuable insight into public safety and resource needs, allowing the EPS to adjust strategies, enhance service delivery, and ensure prompt responses to emergencies.
Dispatched Calls for Service - Officer Generated	This refers to the number of sworn member-initiated calls for police assistance that resulted in officers being dispatched.	This helps to assess the demand for police resources, identify crime trends or community concerns and allocate personnel effectively. It also offers valuable insight into public safety and resource needs, allowing the EPS to adjust strategies, enhance service delivery, and ensure prompt responses to emergencies.
Total Dispatched Calls for Service	This refers to the total number of calls for police assistance initiated by either the public or sworn members that led to the dispatch of officers.	This helps to assess the demand for police resources, identify crime trends or community concerns and allocate personnel effectively. It also offers valuable insight into public safety and resource needs, allowing the EPS to adjust strategies, enhance service delivery, and ensure prompt responses to emergencies.

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MEASURE	WHAT IT MEANS	WHY IT MATTERS
Referrals - Police and Crisis Team (PACT)	This refers to the 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.
Proactive Police Time	This measures the percentage of patrol shift time that is dedicated to proactive activities that serve to prevent or solve crime and disorder.	This helps ensure that police resources are focused on crime prevention, community engagement and proactive problem-solving. It allows community police services to assess how effectively they are preventing crime, allocating resources and building positive relationships with the community, ultimately improving public safety and officer effectiveness.
Percentage of Public Interactions where Use of Force was Applied	This measures the percentage of police interactions with the public where force was used.	This measure supports accountability, transparency and ensures that force is applied responsibly. This metric also helps to focus on de-escalation strategies, strengthen community trust and continuously improve methods for handling interactions in a safe and respectful manner.
Traffic Warnings and Tickets Issued	This measures the total number of traffic tickets and warnings issued by EPS Officers as part of enforcement measures to improve traffic safety.	This metric helps promote safer driving, reduce collisions and ensure compliance with traffic laws. Monitoring this metric helps identify trends, allocate resources effectively and foster a proactive approach to preventing collisions and improving public safety.

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GOAL 2: PARTNER AND ADVOCATE

MEASURE	WHAT IT MEANS	WHY IT MATTERS
Research Partnerships & Agreements	This refers to the number of research and partnership agreements made by Research & Innovation Section (RIS) at EPS.	This measure helps foster collaboration, innovation and evidence-based practices. This also helps EPS develop new strategies, improve its services and strengthen community relationships, ultimately enhancing public safety and effectiveness.
Social Workers Contributed by Partners to Assist Frontline Members (monthly average)	This refers to the number of social workers provided by EPS partner organizations to support the HELP Team.	This measure helps to ensure effective collaboration in addressing complex social issues. By monitoring this, EPS can better allocate resources, enhance support for officers and improve outcomes for individuals in need, fostering a more holistic approach to public safety.

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GOAL 3: CONNECT, SHARE AND EVOLVE

INDICATOR	WHAT IT MEANS	WHY IT MATTERS
Number of Public Complaints	This refers to the number of public complaints received by EPS Professional Standard Branch.	It reflects community concerns and perceptions about police conduct and service quality. It helps assess public trust, identify areas for improvement, and ensure accountability. Tracking complaints supports efforts to improve service quality and maintain strong community relationships.
Public Complaints Substantiated	This refers to the number of public complaints or concerns that meet the criteria outlined in the Police Act and are forwarded for formal investigation by the EPS Professional Standards Branch.	This represents public complaints that are determined to meet the criteria set out in the Police Act and are directed to a formal police investigation. These cases make up a relatively small percentage of the total complaints received each year. Tracking this helps promote accountability, enhance transparency, identify trends, and highlight areas within the service where policies or practices may need improvement.
Online Reports Received	This refers to the number of reports submitted by citizens online, including incidents motivated by hate, sexual assault, and crimes such as break and enter, property damage, vehicle damage, lost property, theft from a vehicle under \$5,000, and theft under \$5,000.	This helps to streamline non-emergency crime reporting, allowing officers to focus on urgent matters. This system also aids in timely documentation, improves resource allocation, and supports crime trend analysis, ultimately enhancing public safety and community engagement.
Rate of Complaints per 10,000 Dispatched Calls	This metric indicates the number of public complaints received for every 10,000 calls to which police officers were dispatched.	It helps assess service quality, track patterns over time, and support improvements, all while considering the volume of calls officers handle.
Total Visits to EPS Website	This refers to the total number of unique sessions on the EPS website (www.edmontonpolice.ca) within a specific time period. A session is typically defined as a single visit by a user, regardless of the number of pages viewed.	This helps the EPS assess public interest, track community engagement, and evaluate the effectiveness of its online services and communication. It also supports more informed resource planning and ensures key information is accessible to the public.

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INDICATOR	WHAT IT MEANS	WHY IT MATTERS
Total Visits to EPS Community Safety Data Portal	<p>This refers to the total number of unique sessions on the EPS Community Safety Data Portal (communitysafetydataportal.edmontonpolice.ca) within a specific time period.</p> <p>A session is defined as a single visit by a user, regardless of the number of pages they view.</p>	This statistic helps the Edmonton Police Service assess public engagement with crime and safety information. It highlights how the Community Safety Data Portal promotes transparency, informs the community, and supports efforts to improve public access to safety data.

MEASURE	WHAT IT MEANS	WHY IT MATTERS
Language Support Services	This measure tracks the total instances of language translation services provided to EPS' diverse communities to reduce language barriers, and is facilitated by the EPS Language Support Services team and the Interpret Manager app.	This proxy measure showcases the progress that EPS is making in removing or minimizing language barriers to service access for people whose first language is not English.
Events with marginalized communities	This refers to the number of outreach activities, programs, or initiatives involving marginalized communities that were attended by the EPS Community Relations Section (CRS).	It highlights efforts to build trust, promote inclusivity and address the unique needs of diverse groups. It allows the EPS to strengthen relationships, ensure fair representation and foster a more supportive and collaborative approach to public safety.
Events Planned for Marginalized Communities	This refers to the number of outreach activities, programs, or initiatives involving marginalized communities that were organized by the EPS Community Relations Section (CRS).	It highlights efforts to build trust, promote inclusivity and address the unique needs of diverse groups. It allows the EPS to strengthen relationships, ensure fair representation and foster a more supportive and collaborative approach to public safety.
Total social media engagements	<p>This refers to the total number of times the audience interacted (e.g., likes, comments, shares, and retweets) with a social media content related to EPS.</p> <p>The platforms tracked include Facebook, X (formerly Twitter), Instagram, LinkedIn, YouTube, and Threads.</p>	It measures how effectively the service is connecting with the community, sharing important information and fostering transparency. It allows the service to gauge public interest, address concerns and enhance communication, ultimately building trust and engagement with the community.

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MEASURE	WHAT IT MEANS	WHY IT MATTERS
Social media engagement rate	<p>This measures how actively people engage with EPS media content.</p> <p>It is calculated by dividing the total number of interactions by the total number of followers.</p>	<p>This helps to measure how effectively the department is reaching and interacting with the community. A higher engagement rate shows that the service is successfully sharing relevant information, building trust and fostering positive relationships with the public through online platforms.</p>
Number of News Releases	<p>This refers to the number of official news releases issued by EPS to the media.</p> <p>News releases are used to inform the public about events, investigations, public safety issues or other relevant matters that the police want to communicate to the community or the press.</p>	<p>It helps measure EPS' transparency, communication efforts and engagement with the public. Regular media releases keep the community informed, build trust and ensure that important information reaches a wide audience in a timely manner.</p>

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GOAL 4: INNOVATE AND ADVANCE AS ONE TEAM

MEASURE	WHAT IT MEANS	WHY IT MATTERS
New Technological Solutions Piloted or Deployed	This measure refers to the introduction and testing of new technologies or systems designed to improve police work, enhance efficiency and boost public safety.	It highlights the service's commitment to innovation and improving efficiency. It shows how the service is leveraging technology to enhance operations, increase public safety and stay ahead of emerging challenges, ultimately providing better service to the community.
Innovative Ideas Submitted by Employees	This refers to the number of creative suggestions or solutions proposed by sworn members or civilian staff to improve law enforcement practices, enhance community safety and address challenges within the service.	This helps track EPS' progress in fostering creativity and engagement, enabling the identification of new solutions that enhance operations. It cultivates a culture of continuous improvement and empowers staff to contribute to the service's development, ultimately leading to more effective and efficient policing.
Innovative Challenges Run	<p>This measure tracks the number of initiatives or competitions aimed at fostering creative problem-solving and the development of new ideas or solutions.</p> <p>These challenges often involve collaboration with the community, technology companies or other partners to address specific law enforcement challenges or improve service delivery.</p>	This demonstrates EPS' commitment to creativity, transparency and problem-solving. It shows how the service is actively seeking new ideas to improve policing, enhance community safety and foster collaboration with the public for better outcomes.

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GOAL 5: SUPPORT AND GROW DIVERSE TALENTS

INDICATOR	WHAT IT MEANS	WHY IT MATTERS
Applicants for Recruit and EOP classes	This represents the number of applicants who meet the criteria for the Recruit Training Class (RTC) and Experienced Officer Program (EOP).	It helps EPS monitor the effectiveness of recruitment efforts, maintain staffing levels to meet operational needs, and support strategic workforce planning. It also offers valuable insights into applicant trends and diversity.

MEASURE	WHAT IT MEANS	WHY IT MATTERS
Percentage of Women Employees	This measure represents the percentage of women among permanent employees within EPS, including both sworn members and civilian staff.	This measure highlights EPS' progress towards having a diverse and inclusive workforce by supporting and/or growing the less-represented population groups (e.g., 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 measure also indicates 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 the right mix of workforce to achieve the goals of the EPS.
Employee Attrition - Sworn	This measure indicates the percentage of permanent sworn members who have separated from the EPS through resignation, retirement, termination, or death	High turnover rates may be indicative of an inadequate growth environment or a 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.
Employee Attrition - Civilian	This measure highlights the percentage of civilian employees who have separated from the EPS as a result of resignation, retirement, termination, or death.	High turnover rates may be indicative of an inadequate growth environment or a 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.
Number of New Police Officers (Recruits Hired & EOPs Hired)	The number of new police officers reflects the hiring of both new recruits and experienced officers.	It signifies EPS' efforts to strengthen resources and its ability to tackle crime, improve public safety and meet the growing demands for safety, security and well-being driven by Edmonton's expanding population.