



STRATEGIC PLAN

2013-2015



SETTING THE DIRECTION

The Edmonton Police Commission and Edmonton Police Service are focused on making Edmonton a safer place to live, work, and visit. Together, the Commission and Service have developed a plan to provide exemplary police services and enhance public safety. The 2013-2015 Strategic Plan establishes our strategic direction and sets priorities for the next several years. It is the framework we will use to develop the Annual Policing Plan and provide the basis for operational and community policing decisions and activities.

Understanding that we live in a dynamic world, both organizations will regularly visit the Strategic Plan to respond to emergent needs and challenges.

The plan has been developed in the context of

- *The provincial police perspective – the Government of Alberta’s Law Enforcement Framework*
- *The City of Edmonton’s 10-year strategic plan The Way*
- *The 2011 Citizen Survey*
- *The 2012 EPS environmental scan - An assessment of crime trends, demographics, economics, and other factor.*

The Commission will continue to provide a broad oversight of the Edmonton Police Service as it responds to the increasing demands for service in a growing and expanding city. Our success will be measured by the continued public support of the EPS, the reduction in violence, and the Service’s ability to reach their targets.



THE ROLE OF THE EDMONTON POLICE COMMISSION

The Commission and EPS have different, yet complementary, roles and responsibilities. The Commission provides civilian oversight, leadership and governance; the EPS responds to the needs of the community through proactive enforcement and preventative policing.

Through exemplary oversight, solid strategic direction, and good governance practices, the Commission is responsible for the provision of adequate and effective police services in the City of Edmonton. The Commission represents the public interest in determining appropriate strategic organizational performance, providing civilian oversight and governance as they relate to the EPS.

The Commission monitors ongoing internal investigations, conducts thorough audits of both ongoing and concluded internal investigations, and provides feedback or direction to the EPS Professional Standards Branch, as may be required.

The Commission regularly reviews policies relating to the complaint process, and will make any required changes or updates, to ensure that current practices are appropriate.

The Commission works to monitor and enhance community confidence in policing by representing the citizens of Edmonton and establishing a broad policy framework for the EPS. The Commission is the civilian body to which the EPS is accountable.



OUR GOALS

COMMISSION GOALS

To demonstrate exemplary oversight, solid strategic direction and good governance practices.

EDMONTON POLICE SERVICE GOALS

Four statements represent the Service's desired strategic outcomes:

- Commitment to professionalism
- Reduced crime and victimization
- Investigative excellence
- Increase efficiency and effectiveness.





OUR VISION STATEMENTS

A vision is the ultimate desired and constantly pursued outcome of an organization's strategic processes. It is what the organization is always working toward, regardless of its current goals and directions. The EPS and EPS visions serve to focus organizational efforts.

COMMISSION VISION

Responsive, inclusive and innovative policing that serves as the foundation for a safe, thriving community.

EDMONTON POLICE SERVICE VISION

To make Edmonton the safest major city in Canada and for the Edmonton Police Service to be recognized as a leader in policing.

OUR MISSION STATEMENTS

A mission statement is the statement of core purpose of an organization and represents its reason for existence. It typically includes the aims of the organization, its stakeholders and defines how it provides value to them; what an organization does, who it does it for, and how it does it. The EPC and EPS serve distinct functions and therefore have distinct and separate mission statements

COMMISSION MISSION

To provide strategic direction, set priorities, and ensure police have adequate resources, while providing a channel for the public to communicate concerns and offer input.

EDMONTON POLICE SERVICE MISSION

To increase public safety through excellence in the prevention, intervention and suppression of crime and disorder.

OUR VALUES

The Edmonton Police Commission and Edmonton Police Service have separate yet complementary core values. That these values are shared reflects their importance in every stage of planning and implementing police services. The values that do not overlap are specific to each organization's roles in providing police services to this community.

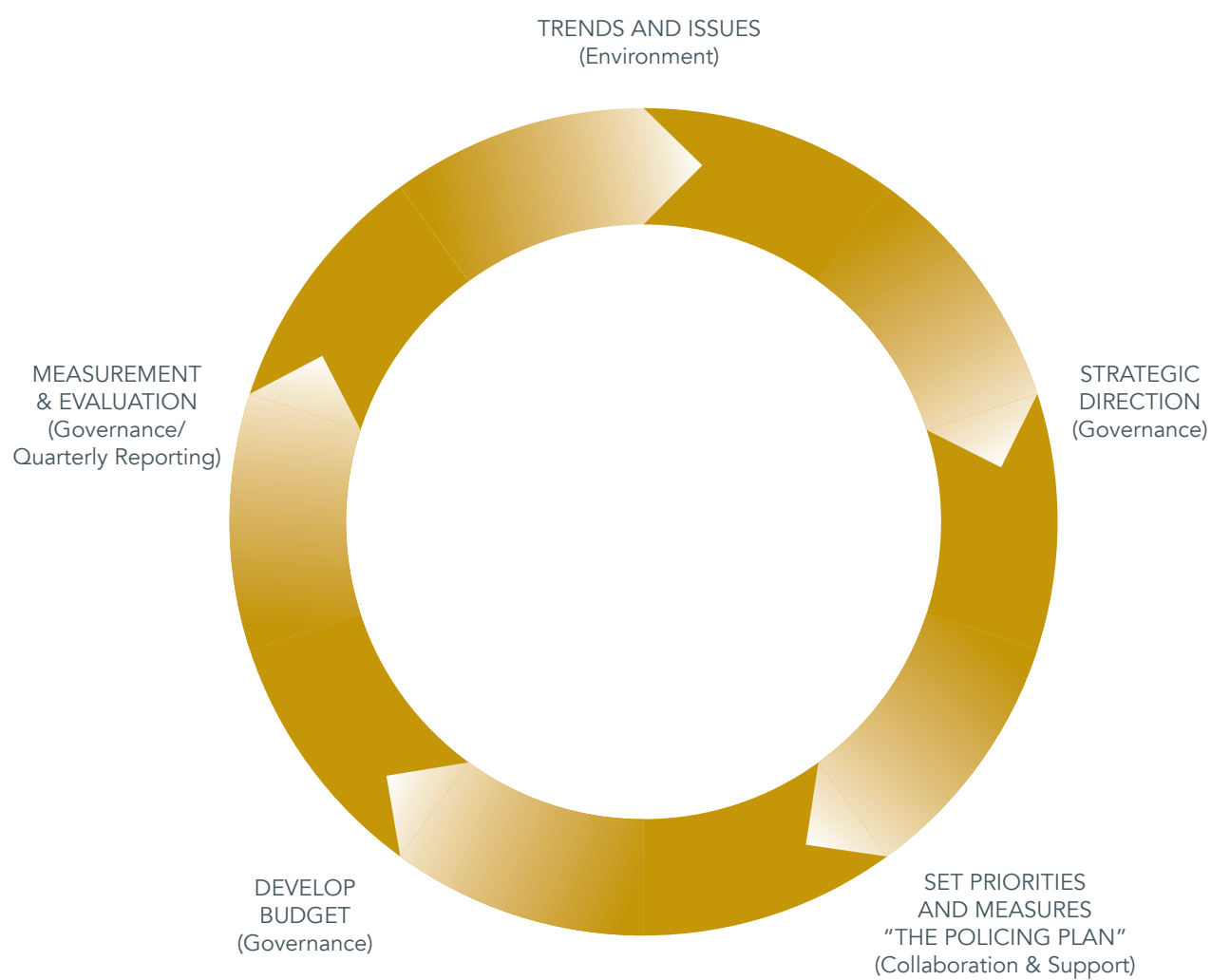
THE EDMONTON POLICE COMMISSION'S VALUES ARE ABOUT BEING

- **Accountable** – being responsible to the citizens we represent.
- **Ethical** – making decisions based on sound moral principles, that are free from bias or discrimination.
- **Fiscally Responsible** – ensuring wise stewardship of public funds.
- **Respectful** – treating all people equally, acknowledging the unique cultural, ethnic, spiritual and lifestyle diversity of individuals, showing compassion for victims.
- **Responsive** – being ready and willing to make adjustments when conditions and trends demand.
- **Proactive** – anticipating future trends and developing the capacity of the police service to practice leading-edge crime prevention and reduction.
- **Professional** – governing ourselves with decorum and demonstrating good judgment in all matters.

EDMONTON POLICE SERVICE CORE VALUES

- **Integrity:** Doing the right things for the right reasons all of the time.
- **Accountability:** Responsible for our own decisions and actions.
- **Respect:** Treating others as we would like to be treated.
- **Innovation:** Pursuing excellence and creativity.
- **Courage:** Maintaining strength in the face of our greatest challenge.
- **Community:** Respect and honour the diverse communities that we are Dedicated to Protect and Proud to Serve.

OUR **PLANNING** PROCESS



HOW CITIZENS PERCEIVE THE EPS

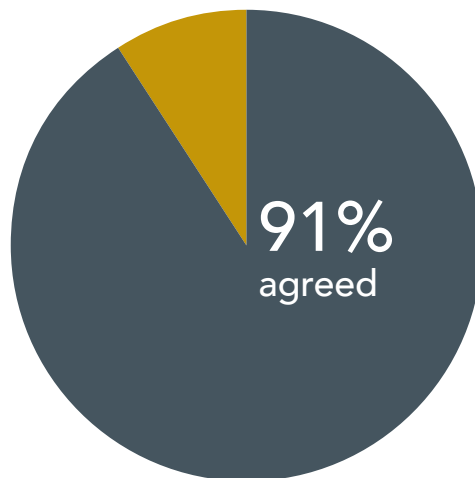
Understanding the needs and perceptions of the citizens of Edmonton is paramount to building a police service that meets their needs. Public expectation, accountability, and scrutiny of public services in general have increased. The Commission and the Service are always mindful of the importance of public confidence and issues that could erode this confidence.

There is also greater public and internal expectations regarding oversight and the need for independent and credible processes by which concerns about police conduct are addressed.

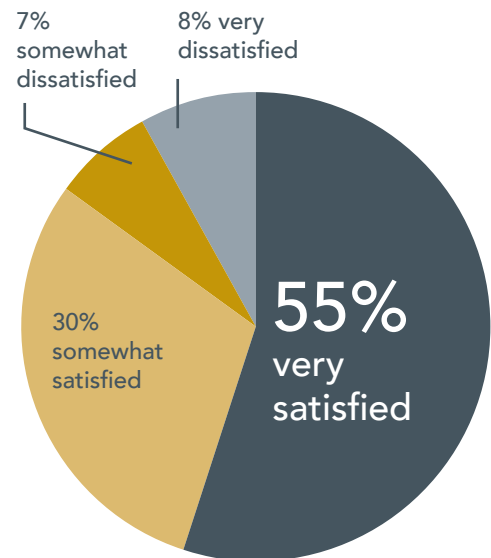
More than 1,100 citizens participated in the 2011 Citizen Survey, which asked a variety of questions about policing and perception of crime in the city. Results showed that Edmontonians have great confidence and satisfaction in the EPS.

This is a solid foundation on which to formulate the strategic plan.

“I HAVE A
LOT OF CONFIDENCE
IN THE EPS”



85% WERE SATISFIED WITH THE SERVICES
PROVIDED BY THE EPS



2013-2015: FOCUS ON REDUCING VIOLENCE

Over the next several years, a focus on reducing violence will continue, and much of the strategic planning is centred on achieving that goal.

Building on the community policing philosophy, the Commission and the EPS will focus on establishing effective relationships with Edmonton communities and organizational partners to reduce all types of violence in the city. We will continue to work with Violence Reduction Action Plan (VRAP) partners in an effort to make violence reduction a reality in all neighbourhoods.

Leading up to 2013, the EPS dealt with an increasing number of violent crimes. Not only did Edmonton experience a record number of homicides in 2011, but the number of violent crimes that didn't result in death was also on the

rise. With the support of the Commission, the EPS will move forward with their Violence Reduction Strategy by creating projects specifically designed to provide early intervention, suppression, and prevention of crime.

A significant part of that is identifying the root causes of violence and the underlying trends. Issues such as mental health, drug and alcohol addictions, homelessness, and high risk lifestyles create some of the most vulnerable people in society. Those vulnerable people can be both the perpetrators and victims of violent crimes.

Through appropriate training of officers and the involvement of different social and government agencies, a focus on vulnerable people will help reduce violence in Edmonton.

ENVIRONMENTAL SCAN

An environmental scan provides a picture of internal and external factors that may influence the direction and goals of an organization. It creates a foundation for strategic planning and above all, a context to stimulate innovative thinking. Included throughout this document are a number of issues and trends that must be considered to achieve our goal.

RISING COSTS OF POLICING

- Municipalities throughout Canada are facing increasing challenges in funding police services and showing 'value for investment.'
- As costs continue to rise, police agencies must continually examine how to provide exemplary service with limited financial resources - police services must work smarter.
- The Service and Commission are part of a national initiative in which all orders of government are engaged in finding more economical and strategic ways to police.

HUMAN RESOURCE MANAGEMENT

- Like most organizations in the developed world, the EPS is facing aging demographics and senior leaders must be developed to address this challenge.
- The EPS must continue to invest in recruitment, retention and training to attract, develop and retain the best employees.

TECHNOLOGY

- Technology is changing the way that crimes are perpetrated and the way the police service operates and investigates.
- Technology is playing an increasingly important role in how analysts, police officers and management work together to target crime and disorder.
- Advancements in technology have significant budgetary, training, and maintenance implications.

GROWTH OF CORRECTIONAL FACILITIES

- Over the next few years, the expansion of Federal and Provincial institutions will result in a combined increase of between 1,358 and 2,222 inmates in Edmonton.
- The relocation of inmates to the NERC and the growing inmate population in Provincial and Federal facilities will have budgetary and resource implications on the Service.

POPULATION GROWTH (2012 MUNICIPAL CENSUS)

- The expanding Edmonton and area population has implications regarding the potential workload for the EPS.
- According to the 2012 Municipal Census, the population of the City of Edmonton was 817,498, a 4.5% increase over its 2009 municipal census population of 782,439.
- The City is expected to see a population increase of 1.3% in 2013 and 1.4% in 2014, resulting in populations of 837,000 and 849,000, respectively.
- The high rate of population growth in surrounding communities has impacts on the City of Edmonton as visitors commute to Edmonton for business and recreational purposes.

HOMELESSNESS IN EDMONTON

- A study conducted in October 2012 identified 2,174 people as being homeless in Edmonton.¹ This is a 30% decrease in the number of homeless over a five year period from 3,079 in 2008 to 2,174 in 2012.
- Three-quarters of all the homeless people counted were male.
- 46% of the homeless people counted were Aboriginal.

2011 EPS CITIZEN SURVEY

- 70% of survey participants said they feel safe when walking alone in their neighbourhood after dark
- The top four city-wide issues identified for EPS to focus on are:
 - traffic
 - gangs/organized crime
 - homicide rate
 - drugs.
- The top three issues affecting neighbourhoods were identified as:
 - speeding and careless driving
 - break and enter
 - vandalism.

ECONOMIC GROWTH

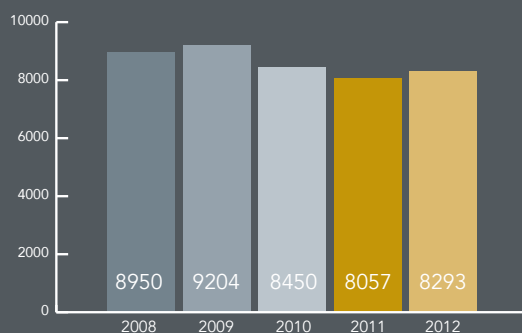
- The strong economic outlook for Edmonton and the expansion of the downtown core projects will increase the demand for police services.
- Edmonton's downtown core is expected to see expansion projects worth \$5 billion by 2018. The projects will include an arena project, redevelopment of the Municipal Airport, a new Royal Alberta Museum, a consolidated Grant MacEwan University campus and dozens of other office and residential initiatives.
- Edmonton and Calgary are forecast to be the fastest growing CMAs in Canada – not only in 2012, but for the next four years.

¹ Homeward Trust Edmonton, 2012 Edmonton Homeless Count.
www.homewardtrust.ca

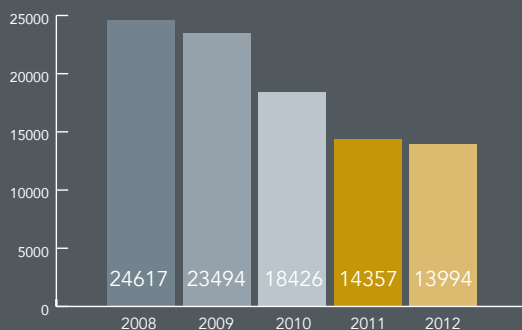
TRENDS IN POLICING

CRIME REDUCTION AND SEVERITY OF CRIME IN EDMONTON:

- Violent crime involves offences that deal with the application or threat of application of force to a person. The Edmonton Police Service monitors four key violent crime indicators:
 - assault
 - sexual assault
 - robbery, and
 - homicide.



- The Edmonton Police Service monitors four key property crime indicators:
 - break and enter
 - theft from vehicle
 - theft of vehicle, and
 - theft over \$5,000.



Source for 2011 CSI data:
Statistics Canada.
www.statcan.gc.ca

Source for 2010 CSI data:
Statistics Canada.
www.statcan.gc.ca

CRIME REDUCTION AND SEVERITY OF CRIME IN CANADA:

- Across Canada, the police-reported crime rate, which measures the overall volume of crime, continued its long-term downward trend in 2011, declining 6% from 2010. The Crime Severity Index, which measures the severity of crime, also fell 6%.
- Both the rate and severity of violent crime fell 4% in 2011. It was the fifth consecutive annual decline in the severity of violent crime in the country.
- Comparable crime severity indexes for Edmonton, Calgary, Ottawa, Vancouver and Winnipeg in 2010 and 2011 are presented in Fig. 1. 2012 data for all agencies through Statistics Canada was not available as of the time of this publication.

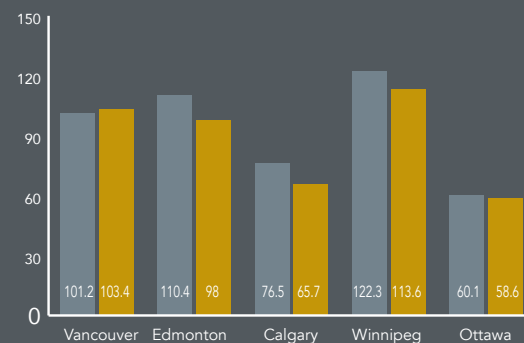


Figure 1. Police-Reported Crime Severity Indexes for Selected Cities 2010 and 2011

- The crime rate and the CSI declined or remained stable in all provinces in 2011. Saskatchewan had the highest CSI in 2011 and Ontario, the lowest. Alberta reported the largest drop in both the crime rate (-9%) and the CSI (-10%).
- The homicide rate was up by 7% in 2011 across the country, driven by Alberta and Quebec. Other notable crime statistics reported are increased rate of impaired driving (2%), and child pornography (40%) in 2011.

SUBSTANCE ABUSE, MENTAL ILLNESS, HOMELESSNESS, ADDICTIONS, AND CRIME

- Working with community partners to strategically address longer term issues is a priority for the Service and the Commission.
- The Service's overarching Violence Reduction Strategy focuses on vulnerable people who suffer from alcoholism, drug addiction, mental health issues, domestic violence, poverty, homelessness, or some combination of these or other causes.
- Vulnerable people are at high risk being victims or perpetrators of violent crimes, and occupy a significant amount of police resources
- Collaborative partnerships toward an assessment, sobering and care concept would address the following priorities:
 - intervention and prevention, including mental health and addiction assessments and programs;
 - act as a coordinating body for a number of programs and agencies and assist in the navigation of these services;
 - employ a governance model that brings together government, private sector and the community;
 - ensure consistent and comprehensive training for its staff and partners,
 - take into account culture and diversity when delivering services; and,
 - create the ability to immediately deal with issues and navigate a complex system much faster than before.

ORGANIZED CRIME

- The increasingly sophisticated technology used in the commission of organized crimes poses challenges for law enforcement. In addition these crimes are difficult to prosecute due to limitations with existing legislation.
- The EPS must continue its collaboration and intelligence sharing with other law enforcement agencies to help contain and reduce the threat of organized crime.

TRAFFIC SAFETY

- Traffic safety and fatalities resulting from collisions continues to be an identified concern by Edmonton residents.

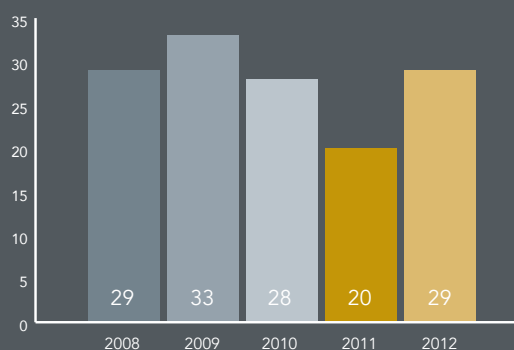


Figure 2. Five-Year Traffic Fatalities Trend, City of Edmonton 2008-2012

Source: Major Collision Investigations Section Collision Database: Collision tbl. Generated on 17 Oct 2012.

COMMISSION PRIORITIES

1. CHARTING THE COURSE: Set the annual EPS policing plan

- i. Work with the Service to create clear policing objectives through an annual policing plan.
- ii. Approve the policing plan and its accompanying budget.
- iii. Envision and prepare for future Commission and Service requirements.

2. CONDITIONS FOR SUCCESS: Create conditions for the successful implementation of the EPS policing plan

- i. Secure resources to support the annual policing plan.
- ii. Advocate for legislation, policy and procedures that enable policing success.
- iii. Develop relationships with groups that allow for deeper understanding of community issues related to policing and a safer city.
- iv. Foster a culture of professional and ethical policing that reflects the community's diversity and a commitment to innovation and excellence in policing.
- v. Support the EPS to foster a culture of professional and ethical policing.
- vi. Plan and implement initiatives to build City Council's understanding of, and confidence in, the role of the Commission.
- vii. Plan and implement initiatives to improve partnerships and communications with City of Edmonton administration and other orders of government.
- viii. Operate in ways that reflect the values of the Commission and an overarching commitment to collaboration with the Service and transparency to the community.

3. OVERSIGHT AND ACCOUNTABILITY: Provide oversight of the Service, consistent with the values and priorities of the community

- i. Oversee the Chief of Police.
- ii. Ensure appropriate succession planning for the Chief of Police.
- iii. Maintain and oversee a service to accept complaints from the public.
- iv. Monitor and measure the outcomes of the annual policing plan.
- v. Support greater transparency and accountability in policing services, and advocate for change when necessary
- vi. Ensure appropriate resources to meet EPC requirements and standards of governance.
- vii. Ensure effective learning and governance practices at EPC meetings.
- viii. Report to the community on what is achieved in the annual policing plan.

EPS PRIORITIES

COMMITMENT TO PROFESSIONALISM

Every employee contributes to the service's reputation as a professional police organization. This is consistent with continual improvement and always striving to make the organization better by ensuring an ongoing commitment to a high degree of professionalism in all police activities.

- Complaint Reduction Initiatives: reduction in public complaints against police.
- Ongoing Leadership Development Training within the EPS.
- Police Dispatch 911 Performance
- Information Management Approval Centre (IMAC)
- Chief's Advisory Council
- Victim Services Unit

REDUCE CRIME AND VICTIMIZATION

The mission of the EPS focuses on increasing public safety through prevention, intervention and suppression of crime and disorder. Reduction of crime and victimization is an important strategic goal toward achieving this.

- Focus on crime reduction in both property and violent crime indicators
- Violence Reduction Strategy (VRS)
- Geographic Deployment Model (GDM)
- Reduction in calls for service
- Focus on traffic safety and the Specialized Traffic Apprehension (STAT) Teams
- Gang and Drug Enforcement
- Development of Seniors, Youth and Aboriginal Strategies

INVESTIGATIVE EXCELLENCE

By conducting comprehensive, high quality investigations, the EPS will solve crimes and contribute to reducing victimization. Our citizens depend on the service's abilities to investigate the incidents that impact them and demonstrate a high degree of competence regardless of the complexity of the crime.

- Focus on ongoing training and development encouraging investigative excellence utilizing the Investigative Skills Education Program (ISEP)
- Focus on increasing clearance rates
- Focus on efficient and effective conclusion of major crime investigations including historical homicides

INCREASED EFFICIENCY AND EFFECTIVENESS

Maximum output from all resources is a major indicator of an efficient and effective organization. This includes continually looking to find more efficient and effective ways of doing business and demonstrating sound stewardship of resources.

- Increased Weighted Clearance Rates
- Optimizing Patrol Response Times (GDM model)
- Edmonton Police Reporting and Occurrence System (EPROS)
- Leveraging Business Intelligence (BI)
- Facilities Strategic Plan (follow through)
- Five year staffing plan
- Human Resources Information Technology
- Online Reporting Project

STRATEGIC PLAN

2013-2015

EPC (780)414-7510 www.edmontonpolicecommission.ca
EPS (780)421-3333 www.edmontonpolice.ca