GOAL 2

PARTNER AND ADVOCATE

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

Outcomes

Outcome 2.1: EPS increases public safety through partnerships with communities and other stakeholders in the social services ecosystem.
Outcome 2.2: EPS increases the effectiveness and sustainability of partnerships by using joint ownership of goals and outcomes.
Outcome 1.3: EPS reduces repeat offenses through proactive policing.

Key Performance Indicators & Measures

Indicators	Measures
• Drug Poisoning Deaths – Any Substance • Homeless Count	• Partnership Agreements Formalized • Partnership Agreements Reviewed Annually • Referrals – Police and Crisis Team

Priority Strategic Initiatives

Strategic Initiatives	Description	Status	Key Milestones Achieved
EPS Partnership Framework Start: 2022 End: Q4 2024	A finalized Partnership Framework to provide clear definitions, principles, stages, and expectations for external relationships and collaboratives as well as formal partnerships.	⏳	This initiative was previously titled 'Identify and Pursue Partnerships to Achieve Collective Outcomes'
Direct Lodge Arrest (DLA)	The Direct Lodged Arrest process provides enhanced care to detainees, expedites bail process, decreases demand on CPB resources and decreases organizational risk and risk to the officers and the detainees themselves.	✓	Completed

Strategic Initiatives	Description	Status	Key Milestones Achieved
Work With all Levels of Government to Identify Service Gaps and Develop Approaches that Span Social, Health, and Justice Systems	EPS is working with all levels of government to ensure that EPS has the financial and human resources needed to address our demand reduction goals.	🚫	This is not a project, but an ongoing EPS activity driven by leadership as part of their day-to-day functions
Implement an Approach to Define and Manage Partnerships Start: 2022 End: Ongoing	This initiative's focus was to create an organizational wide definition of partnerships and an approach on how to manage the relationship with the partners of EPS.	🚫	• This initiative has been reimagined and the scope of its work, joint measures, is being folded into an overall Partnership initiative (EPS Partnership Framework)
Define Joint Measures of Progress with our Partners	A joint measurement framework with partners of EPS to be created in efforts to track and monitor progress of partnered initiatives.	🚫	• This initiative has been reimagined and the scope of its work, joint measures, is being folded into an overall Partnership initiative (EPS Partnership Framework)

GOAL 3

CONNECT, SHARE, AND EVOLVE

As Edmonton and the world is 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

Outcome 3.1: Public understanding of EPS' role in community safety is increased through engagement.
Outcome 3.2: EPS uses feedback and input from the public to inform strategic and operational decisions.

Key Performance Indicators & Measures

Indicators	Measures
• Citizen Perception – Trust in Police • Citizen Perception – Satisfaction in Police	• Number of Community & Public Engagement Session • Satisfaction on Engagement Sessions • Language Support Services • Complaints on Dispatched Calls

Priority Strategic Initiatives

Strategic Initiatives	Description	Status	Key Milestones Achieved
Review and Evolve Engagement Mechanisms to Provide Learning Experiences, Learn, and Share Information (e.g., Commitment to Action) Start: Q1 2023 End: Ongoing	Improve our engagement with community by conducting evaluations of existing programs e.g., PACE, CELS (Community Experiential Learning Shifts), future evaluation of OPA/PYEP, and Commitment to Action website and implementing recommendations for improvement.	⏳	• Evaluation of CELS completed • Evaluation of PACE, OPA/PYPE are planned to start in 2024 and 2025, respectively

Strategic Initiatives	Description	Status	Key Milestones Achieved
Refresh Terms of Reference of EPS Community Councils Start: Q3 2023 End: Ongoing	This initiative is to establish a process to improve two-way communication with our councils and improve how we translate feedback from the communities to the impacted work areas in EPS.	✔	• Delivered an Insight Day and due to its success, there are 2024 plans for additional Insight Days • Posted for openings in council membership (Nîsohkamâkewin and Chief's Community Council) • Selection will take place in 2024 and a new term will commence
Develop and implement a Public Engagement Framework Start: 2022 End: Q4 2026	The public engagement framework would serve as a guiding document in how EPS approaches public engagement.	❚❚	• Following the functional review/One EPS Initiative: Corporate Communications was restructured and is developing a new approach to addressing the issues that the Public Engagement Framework was intended to help solve.
Revamp of EPSNet Start: Q2 2024 End: Q4 2024	EPS' intranet is being redesigned to better engage with members, communicate key information and foster sharing of information and stories.	✚	
Revamp of EPS' Media Portal Start: Q2 2024 End: Q4 2024	Working with the local newsroom to improve information access to the public.	✚	

GOAL 4

INNOVATE AND ADVANCE AS ONE TEAM

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

Outcomes

Outcome 4.1: EPS increases data driven decision making to better predict policing needs and effectively re-direct resources to where they are most needed.

Outcome 4.2: EPS fosters a culture of idea generation, innovation, and tolerance for smart risk taking.

Outcome 4.3: EPS realizes efficiencies by using a 'One EPS' approach to capital budget planning and allocating.

Key Performance Indicators & Measures

Indicators	Measures
• Citizen Perception – EPS is a Modern and Innovative Organization • Citizen Perception – Confidence in Police	• Dispatched Calls for Service • Occurrences in Suppression Zones • Proactive Police Time • Employee Perception – Collaboration within EPS • Employee Perception – Innovation Culture at EPS

Priority Strategic Initiatives

Strategic Initiatives	Description	Status	Key Milestones Achieved
Refresh Data Governance Strategy and Practices Start: 2022 End: Q4 2026	Establish enterprise data management policy and procedures, including all records within and outside of CAD and NICHE.	🚫	• This initiative has been combined into Digital Evidence Management
Establish a Framework to Manage and Enable Multi-agency Data Sharing	An initiative designed to enable multi-agency data sharing	🚫	• This initiative has been combined into "Modernize Information Management and Records Management"

Strategic Initiatives	Description	Status	Key Milestones Achieved
Implement EPPMO (Enterprise Project and Portfolio Management Office) Start: 2022 End: Q4 2024	Create an Enterprise Project and Portfolio Management Office to oversee the governance and delivery of strategic initiatives at EPS and the organization's change management framework.	⏳	• Governance body established. • Strategic alignment scoring model developed • Strategic alignment scoring for strategic initiatives completed • Dashboard to report on strategic initiatives is completed
Assess and Enhance IT System Applications* Start: Q1 2023 End: Q4 2026	This initiative aims to examine all the applications that are used at EPS to determine the cost-benefit of each application and create a consistent IT-business alignment.	🚫	• This is no longer a strategic initiative as other priorities have consumed IT resources. This will now be managed on a best-efforts operational basis
Modernize Information Management and Records Management* Including CRIMM: Property Start: Q1 2023 End: Q4 2026	The goal is to have effective and efficient governance of all EPS records to required standards, through technology, process, and partnerships. As a further extension of the CRIMM program, EPS is implementing the Niche Property module for property management. This will allow EPS to decommission outdated technology and improve the accessibility of evidence to members as well as improve our data quality.	⏳	• An organizational-wide maintenance schedule for open reports was enforced to instill consistent record management practices • Phase 1 user acceptance testing is ongoing for the Drug Exhibit Unit and the Edmonton Drug and Gang Enforcement unit
Corporate Policy Framework Redevelopment Start: 2022 End: Ongoing	The intent is to simplify the current policy and procedure framework. The Policy Management Unit is consolidating the policy and procedure manual to reduce the number of policies that members are subject to.	🚫	This is an ongoing initiative and part of the day-to-day activities of the Policy Management Unit
Implement the EPS Innovation Strategy	Implement the 2022-2024 Innovation Strategy, which was created to ensure a strong	⏳	• Following a reorganization of resources, the EPS Innovation Strategy will be refreshed and

Strategic Initiatives	Description	Status	Key Milestones Achieved
Including an Employee Idea Generation Process Start: Q2 2024 End: Q4 2024	foundation for innovation at EPS so that resources are used efficiently and effectively to improve service delivery.		implemented, starting in 2024
Implement Enterprise Commons Start: Ongoing End: Q4 2026	This City of Edmonton initiative will integrate corporate processes and technology to perform core business functions in a standardized way. It presents an opportunity for EPS to modernize many paper-based and manual processes within Human Resources, Supply Services and Finance.	⏳	• This is a CoE led Initiative • Ongoing but well behind schedule and of significant financial impact to EPS
Expand Police Seized Vehicle Storage Lot (PSVSL)* Start: Q1 2023 End: Q4 2025	The design development is underway and scheduled to enter bid phase as of Q3 of 2023. The Calder City lot will be used for EPS, but the lot is in use until the Yellowhead Freeway Conversion project is completed (~2027).	✔️	• Land secured
Understand the role and opportunities for AI solutions in EPS Start: Q2 2024 End: Q4 2025	To create a responsible Artificial Intelligence (AI) Framework for EPS.	➕	• Ongoing AI research for advancing investigations is ongoing, using historical homicide cases • A process for capturing the requirements to build a responsible AI framework is ongoing
Digital Evidence Management Start: 2022 End: Q4 2025	DEMD will provide upgraded technology and the supporting business processes and standards, to support digital evidence management and disclosure as more evidence is digital based. DEMD will have three streams of focus: videos, photos, and documents.	⏳	• Initiative has been scoped and will consist of three streams • Focus on video including replacement of the digital media data base (DMD) commences Q1 2024

Strategic Initiatives	Description	Status	Key Milestones Achieved
Space Optimization Start: Q2 2024 End: Q4 2025	Quantitative assessment of EPS space requirements, current inventory, utilization rate and future requirements including a potential business case development for capital requests. This assessment will help EPS make better informed decisions on how to allocate, acquire or dispose of space.	✚	• Review of the offices spaces where the data will be collected from was completed
Citizen Enhanced Reporting & Intake Start: Q2 2024 End: Q4 2025	This initiative will review all of EPS' calls for service (demand for EPS Services/Events) intake and ingestion pathways to improve efficiency and enhance customer service.	✚	
NG 911 Start: Q2 2024 End: Q4 2025	EPS will undertake a project to implement NG 9-1-1 according to the federal standard adopted under the National Emergency Number Associations (NENA) i3 standard (currently version 3). This standard ensures that residents can reach 9-1-1 services regardless of their location or the communication technology they use.	✚	