



ARCHIVED - Archiving Content

Archived Content

Information identified as archived is provided for reference, research or recordkeeping purposes. It is not subject to the Government of Canada Web Standards and has not been altered or updated since it was archived. Please contact us to request a format other than those available.

ARCHIVÉE - Contenu archivé

Contenu archivé

L'information dont il est indiqué qu'elle est archivée est fournie à des fins de référence, de recherche ou de tenue de documents. Elle n'est pas assujettie aux normes Web du gouvernement du Canada et elle n'a pas été modifiée ou mise à jour depuis son archivage. Pour obtenir cette information dans un autre format, veuillez communiquer avec nous.

This document is archival in nature and is intended for those who wish to consult archival documents made available from the collection of Public Safety Canada.

Some of these documents are available in only one official language. Translation, to be provided by Public Safety Canada, is available upon request.

Le présent document a une valeur archivistique et fait partie des documents d'archives rendus disponibles par Sécurité publique Canada à ceux qui souhaitent consulter ces documents issus de sa collection.

Certains de ces documents ne sont disponibles que dans une langue officielle. Sécurité publique Canada fournira une traduction sur demande.



Edmonton Police Service Strategy

Dedicated to Protect, Proud to Serve



Integrity • Accountability • Respect • Innovation • Courage • Community
Core Values



Edmonton Police Service Strategy

Dedicated to Protect, Proud to Serve

Our Vision

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

What are our goals

- Commitment to Professionalism
- Reduced Crime and Victimization
- Investigative Excellence
- Increased Efficiency and Effectiveness

What influences our operations

- Risk & the Environment
- Intelligence Based Approach
- Geographic Deployment Model for Patrol
- Centralized Coordination of Specialized Resources
- Working in Partnerships
- Community Engagement

What guides us

- Our Core Values
- Our Cornerstones
 - Leadership
 - Accountability
 - Communications
 - Relationship Building

What we require

- People
- Infrastructure
- Finances
- Stakeholders
- Information

Our Mission

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

Edmonton Police Service Strategy

The map outlining the organizational strategy carries the EPS motto within its title - *Dedicated to Protect, Proud to Serve*. The motto was selected as “words to live by” and has come to represent all employees of the Edmonton Police Service and defines what it means to be a part of this organization. It also helps highlight everyone’s role in the development and execution of the organization’s overall strategy.

The purpose of the map is to represent the Edmonton Police Service’s core values, mission, vision and strategy in one diagram, providing a framework or context within which the EPS can manage and operate into the future. This framework will be used by the senior leadership and all employees of the EPS to set objectives, evaluate current and proposed activities, provide direction, communicate and lead operations. It is important that the mission, vision and strategy are clearly stated and understood by all. Any aspect or function of the EPS should be able to be described using the strategy and each person within EPS should feel that they are represented within it.

Clearly documenting these strategic elements allows for greater focus within the EPS and better alignment across the organization. Activities, new initiatives, organizational structure, business processes and objectives can be assessed while using the strategy for guidance. Decisions can then be made and any required changes implemented to bring the EPS closer to achieving the stated goals.

The strategy is also in alignment with the broader City of Edmonton goals. There are specific goals within the City of Edmonton’s “The Way Ahead” Strategic Plan that this strategy supports.

For instance:

The Way We Live Plan - A safe and clean city and emotional health and well-being (e.g. personal safety, quality of life)

The Way We Grow Plan - Increase dwelling density with conditions such as: safe communities

The Way We Move Plan - Increased traffic safety

Mission and Vision

Many people mistake the vision statement for the mission statement, and sometimes one is simply used as a longer-term version of the other. However they are meant to be quite different, with the vision being an aspirational and descriptive picture of a desired future state, while the mission is a statement of specific, attainable business purpose or rationale that is applicable now and in the future. The mission is therefore the means we use to successfully achieve our vision.

The Mission Statement

A mission statement is a statement of the purpose of an organization, and represents its reason for existence. Mission statements typically include the following information:

- Aims of the organization
- The organization's primary stakeholders
- How the organization provides value to these stakeholders, for example by offering specific types of services

The EPS mission is: *To increase public safety through excellence in the prevention, intervention and suppression of crime and disorder.*

Increasing public safety and security is the core business of the EPS. It involves ensuring the welfare and protection of the general public. The EPS primary stakeholder is the public which includes citizens, businesses and visitors. Crime and disorder refers to activities prohibited by law, dangerous to the community or not generally acceptable to the public. This includes everything from traffic and minor property damage up to and including crimes such as homicide and terrorism.

EPS addresses crime and disorder through the following types of activities:

Prevention: Activities that aim to modify or remove factors leading to crime and disorder

Intervention: Acts taken to break the chain of criminal causation

Suppression: Activities to stop, subdue, or mitigate acts of crime or disorder and hold offenders accountable

The EPS mission enables us to differentiate ourselves from the other parts of the justice, health and social systems who also contribute to and partner with us in providing public safety and security.

What we require

To deliver on this mission, the EPS requires resources. These are the raw materials and building blocks used to create programs, services, support and relationships.

People - sworn and non-sworn individuals who are employees, volunteers or contractors of the EPS

Infrastructure - buildings, information technology systems, fleet and other physical assets used by the EPS to deliver on its mission

Finances - operating and capital budgets of the EPS to fund its activities, infrastructure and functions

Stakeholders - organizations or people external to EPS that assist us or have an interest in our business (e.g. Emergency Medical Services, City of Edmonton Council, our Citizens)

Information - the key element we use to inform our operations and governance, including criminal intelligence and performance management data



What guides us

These are the principles that guide how we conduct our business. These principles include our core values and our cornerstones for organizational effectiveness. All of our internal business processes and behaviours are driven by these principles. While the strategy may evolve over time, the core values of EPS remain consistent and are at the heart of how we approach every aspect of our work. For this reason, the core values create the foundation for the strategy map. The four cornerstones of organizational effectiveness are taken from the Chief's Directional Statement. Together, these principles form the catalyst that serves to establish the EPS as a *World Class* police service.

For instance;

- Accountability drives things like effective organizational models or stewardship of assets.
- Relationship building guides us in how we interact with each other and our stakeholders.



What influences our operations

There are a number of factors and operational necessities that have led the EPS to do business in a particular way. Policing is a response oriented business so the organization must first take into account factors in our external environment such as geography, demographics, technology, major events, etc. that create risk and challenges. The internal environment also creates specific risk factors such as the continually changing demographics of EPS personnel, their experience and capacity.

The EPS does not have unlimited resources so we employ an intelligence based approach to deploy into the areas where they can have the greatest effect. This means that detailed data-gathering and analysis is required to guide the deployment of our resources. It also involves conducting research, reviewing leading practices, assessing risk and adjusting our approach to optimize performance.

Patrol and beat personnel are deployed using the Geographical Deployment Model (GDM). This model is based upon workload, resources and geography, and establishes the allocation of people to specific areas (Districts) to ensure a prompt police response to high priority incidents. It also enables the EPS to maintain a visible presence through proactive policing across the City. Other policing and support activities are coordinated centrally. For instance, specialized areas such as Homicide Section and the Crime Scenes Investigation Units are centralized and respond to requests from across the Service and City.

Partnerships are essential to the EPS business model. The Service interacts with many other organizations during the course of its work. For instance, the EPS may interact with Emergency Medical Services (EMS), social services and other law enforcement agencies in the course of just one call for service. It is critical that accountabilities are well understood when delivering in partnership. EPS personnel need to know what they are responsible for and what they should expect from partner agencies and groups in addressing matters of public safety.

Finally, to operate effectively in the city, the EPS must engage the assistance of the community. Increasing public safety is the key to the mission, and the public has a significant role to play in contributing to that. Understanding of the make-up, needs and circumstances of the community, maintaining the public trust and engaging with them effectively will continue to assist the EPS in delivering on its mission.



What are our goals

These four statements represent the desired strategic outcomes arising from our efforts.

Commitment to Professionalism

This is a key outcome of all business activities large and small. It represents the result of adhering to the core values and building on the cornerstones of organizational effectiveness. Professionalism applies to everybody, all the time. It involves striving for excellence in all activities.

Reduced Crime and Victimization

This involves reducing the frequency and severity of crime and disorder as well as the related fear caused by victimization.

Investigative Excellence

This includes ensuring a high standard of investigative competency which can be reflected in increased clearance rates and successful prosecutions that support the administration of justice.

Increased Efficiency and Effectiveness

Although they are related, effectiveness involves “doing the right thing” and efficiency involves “doing things right”.

Included are initiatives such as;

- Process simplification
- Effective use of technology
- Effective policing practices
- Sound leadership, management and supervisory practices
- Productive collaboration with partners (other city departments, external organizations and orders of government)
- Use of best practices and professional standards

The strategy provides organizational alignment with other EPS documents including the Annual Policing Plan, the Investment Governance tool and overall performance measurement aimed at optimizing the four strategic goals/outcomes. Detailed metrics for achieving these outcomes will be developed and adjusted over time.



The Vision Statement

A Vision Statement outlines what an organization wants to be, or how it wants the world in which it operates to be (an “idealized” view of the world). It is a long-term view that concentrates on the future and serves as a source of inspiration or focus. The EPS vision contains two key themes: One for the City and General Public, and one for the EPS.

The EPS vision is: *To make Edmonton the safest major city in Canada and for the Edmonton Police Service to be recognized as a leader in policing.*

Although external circumstances may not seem to favor the possibility of becoming “the safest major city in Canada” anytime soon, this goal is the only acceptable target and is deliberately aspirational in nature. Using a sporting analogy, no team would start a season without trying to win the championship. A lofty goal like this will drive the EPS each day to do the absolute best job we can.

The second part of the vision, “being recognized as a leader in policing”, is in line with the EPS core values of innovation and courage. It involves the desire to be acknowledged by partners, the public and other key stakeholders as being a creative, competent organization with the confidence to take a leadership role in providing innovative, professional policing services.

Putting the Strategy into Action

The EPS strategy map can be used in many ways. As previously stated, it will be used by all EPS employees and levels of leadership to set objectives, evaluate existing and proposed activities, provide direction, communicate and manage operations.

In addition, the strategy is a valuable tool when contemplating new business initiatives or developing proposed changes to the way we do business. While our mission and vision will remain consistent, changes and impacts can be considered regarding each of the four main elements of the strategy that fall between them.

For instance, when considering changes to resources such as personnel or facilities, a manager can use the map to pay attention to subsequent impacts to guiding principles, operational influences and outcomes. In another example, we might consider changing an approach to operations and we can use the map to examine potential impacts to outcomes, changes in the application of our principles and anticipated requirements for resources. The ultimate objective is that all business activities be assessed regarding their alignment to the strategy aimed at achieving the mission, leading toward the vision.

It ensures that the Edmonton Police Service is aligned in being *Dedicated to Protect, and Proud to Serve*.



The logo for the Edmonton Police Service. It features the word "EDMONTON" in a small, red, sans-serif font at the top. Below it, the word "POLICE" is written in a large, bold, dark blue, sans-serif font. At the bottom, the word "SERVICE" is written in a small, red, sans-serif font. The background of the logo area is a light blue gradient with abstract, overlapping geometric shapes in shades of blue and red.

EDMONTON
POLICE
SERVICE

© 2012 Edmonton Police Service
First Published 2013

Edmonton Police Service
9620—103A Avenue
Edmonton, Alberta T5H 0H7
CANADA

Phone (780) 421-3333
Fax (780) 421-2808
www.edmontonpolice.ca

All rights reserved. Printed in Canada. The contents of this publication may not be reproduced or transmitted in any form, either in part or full, including photocopying and recording, without the written consent of the copyright owner. No part of this publication may be stored in a retrieval system of any nature without prior written consent.