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EDMONTON POLICE COMMISSION & EDMONTON POLICE SERVICE

COMMITTED TO POLICING EXCELLENCE IN EDMONTON



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PLANNING TOGETHER

The Edmonton Police Commission (EPC) and the Edmonton Police Service (EPS) have jointly developed a strategic directional plan to guide the future of policing in Edmonton. As the first joint planning exercise of its kind, it signals a new era of collaboration and a shared vision for policing that recognizes the values, expectations and diversity of the citizens who live in this city.

The next five years will mark an important period of transformation in Edmonton, characterized by a prosperous economy, significant population growth, greater ethnic diversity and continual technological change. We are committed to meeting these challenges as members and leaders of the community. Directional planning provides an overview of what agencies hope to accomplish through the combination of governance and operations. Specific plans to act on this strategic direction document will be developed by the EPS and reviewed by the Commission.

The roles of the EPC and the EPS are distinct and complementary:

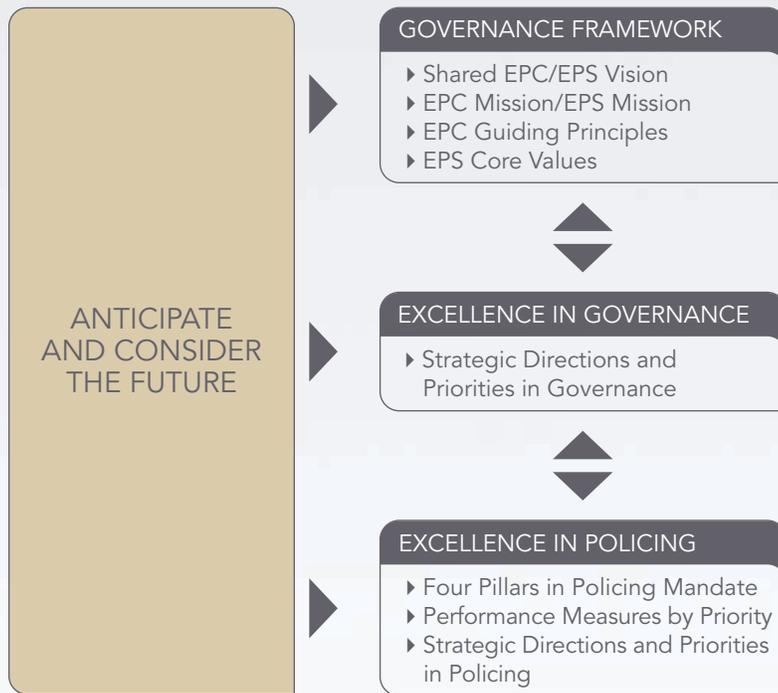
- ▶ The EPC is the governing body of the EPS, setting direction and ensuring alignment between the strategic direction and the tactical implementation of that direction. The EPC also provides civilian oversight of the Service.
- ▶ The EPS manages and delivers policing in Edmonton and provides operational expertise in line with the strategic direction and priorities.

We are committed to respecting our distinct roles and fulfilling our responsibilities. Our work is done collaboratively – with City Council and with the community. With the Commission, Council, the Service and the broader community all working together, we are poised to do our best work.



This directional plan will be revisited every year and become even more refined. Policing is dynamic. New and sometimes competing demands are constantly emerging. This plan is a beginning, not an end, and we are committed to working together in order to build a better police service for all Edmontonians.

DIRECTIONAL STRATEGIC PLAN



VISION, MISSION AND VALUES

The EPC and the EPS have developed a shared vision that responds to the needs of the community and recognizes that each organization has different, yet complementary, functions.

VISION

Vision is a touchstone for all priority setting, policy-making and problem solving. It signifies the type of future the EPC and EPS hope to achieve.

Policing services for Edmonton must anticipate the future; recognize the values of citizens; exceed citizens' expectations for professionalism; and reflect the distinctive qualities of our city and the people who live here.

Vision for the EPC and EPS

A safe, vibrant city, achieved in partnership through innovative, responsive community policing.



MISSION

Why do we exist? Who do we serve?
What services should we provide? These are questions that speak to the mission of an organization.

The Edmonton Police Commission is committed to excellence in governance and to building the culture and policies that ensure professionalism in policing.

EPC Mission

Leadership and partnership with diverse communities and organizations to ensure effective, responsive and innovative policing for Edmonton.

EPS Mission

In partnership with our citizens, we will build safe communities through leadership and policing excellence.

VALUES

Organizational culture is shaped by a core set of beliefs. The guiding principles of the EPC and the core values of the EPS are as follows:

EPC Guiding Principles:

- ▶ **Professionalism:** Ensuring an effective, efficient and professional police service for Edmonton.
- ▶ **Accountability:** Transparency and accessibility to the citizens of Edmonton.
- ▶ **Natural Justice:** Adherence to the principles of natural justice and fairness.
- ▶ **Ethics:** Ensuring policing services based on sound ethical principles, including equality and freedom from bias, discrimination and harassment.
- ▶ **Partnerships:** Community-based policing and partnerships with communities that support crime prevention and early intervention.
- ▶ **Safety:** Enhancing officer and citizen safety.
- ▶ **Future Focus:** Informed decision-making with a focus on the future.

EPS Core Values:

- ▶ **Integrity:** Doing the right things for the right reasons all 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.
- ▶ **Citizen-Centred Service:** Delivering a professional service that meets our citizens' expectations.

THE NEW ERA: ANTICIPATING THE FUTURE

This Commission is a representative voice for the diverse communities that make up our city. The Commission must therefore anticipate the future; be in touch with the values and expectations of Edmonton's communities and have the governance processes in place to ensure our city's police service can respond appropriately. Policing is happening against a dynamic and ever-changing backdrop of change, which has the potential to complicate the task. In this environment, proactive policing will become even more important in supporting the city's continued success and it will be critical to view policing through anticipated future needs. In essence, we are making decisions today by looking through a future lens.

Opportunity and diversity have become hallmarks of this city. Flourishing economic opportunity abounds and continues to attract people to Edmonton from across Canada and around the world. The city's cultural diversity is expanding as the population grows. By anticipating future trends for Edmonton, community needs may be identified and steps taken to address those needs through proactive policing.

Challenges that the EPC and EPS must address over the next five years and beyond.

- ▶ Demographic trends
- ▶ Economic and employment trends
- ▶ Social, regulatory and political trends
- ▶ Technological trends



DEMOGRAPHIC TRENDS: a bigger city, more mature, more diverse

These are some of the changes in the size, age and composition of the population that will have an impact on policing in Edmonton:

- ▶ By 2015, the population is projected to reach 795,530, an increase of 11 per cent over a 10-year period. The projection for 2025 is 827,621.
- ▶ Most of this growth will be in suburban areas. Using 2015 projections, South Division will see 14 per cent growth, followed by North (12 per cent), West (8 per cent) and Downtown (6 per cent).
- ▶ The number of senior citizens (people 65 and over) will increase by 50 per cent to 38,579 in 2015. By 2025, they will comprise 30 per cent of the population.
- ▶ Over the same period, the portion of the population aged 15–34 will decrease from 31 per cent to 28 per cent.
- ▶ Aboriginal and visible minorities will comprise a larger part of the population.
- ▶ Homelessness increased by 89 per cent between 2000 and 2004, when 2,192 people had no permanent shelter¹.
- ▶ Lone-parent families comprise 18 per cent of households, with 82 per cent of these headed by a woman.



ECONOMIC AND EMPLOYMENT TRENDS: the prosperity continues

Income levels and the job market affect the use of individual, family and community resources. These are some indicators of Edmonton's economic future:

- ▶ The rate of economic growth is expected to average 3 per cent through 2010. (It was 4 per cent in 2005.)
- ▶ Employment will increase by 33 per cent, from 353,000 jobs in 2000 to 471,000 by 2025. Most of this growth will occur in the next 10 years.
- ▶ More people will work past the age of 65.
- ▶ About two-thirds of jobs are currently concentrated in the centre of the city, with the rest in suburban and industrial areas.
- ▶ Job opportunities will increase to 10,000 or more by 2025 in five development areas: Ellerslie, Mistatim, NW Industrial, Central Business and SE Industrial.
- ▶ Sustained growth creates a need for immigrants and temporary workers.
- ▶ In 2000, 12 per cent of families were classified as having low income, a decline from 17 per cent in 1995.

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THE NEW ERA: ANTICIPATING THE FUTURE

SOCIAL, REGULATORY AND POLITICAL TRENDS: a more involved citizenry

The emergence of new values and philosophies brings reform to the regulatory environment. These are some of the trends in society and policy affecting the delivery of police services:

- ▶ Overall, demands on the criminal justice system are increasing.
- ▶ Police services are facing increasing public scrutiny as society is becoming more demanding in its expectations of professional policing services.
- ▶ There is more focus on individual rights and less on the concept of societal good. This change is connected to the evolution of the Charter of Rights and Freedoms as the primary law in Canada.
- ▶ People expect more emphasis on crime prevention and community policing in addition to law enforcement.
- ▶ Protection of privacy and security of information are growing areas, as demonstrated by the Freedom of Information and Protection of Privacy Act (FOIPP).
- ▶ Legislative initiatives are emphasizing crime prevention and reduction.
- ▶ Programs will be needed to respond to high population and economic growth over an extended period of time.
- ▶ Transition periods can be marked by widening disparity between rich and poor — potential triggers for increased crime².
- ▶ Interest is increasing in alternative dispute resolution mechanisms.
- ▶ Inappropriate sports fan behaviour is a global problem that is beginning to emerge in the local environment.
- ▶ Relatively high numbers of parolees are being released in the Edmonton region.
- ▶ Politically — federal, provincial and municipal government issues affect the backdrop against which policing happens.
- ▶ There is increasing focus on regional policing and collaboration between police services at all levels. Also, partnerships with other organizations are becoming more important.
- ▶ The profile of private police services is increasing.



TECHNOLOGICAL TRENDS: a connected and complex society

The business of policing is experiencing rapid technological development. These changes in technology are affecting the way all Edmontonians live, work and play:

- ▶ Technological sophistication and complexity are everywhere – and these factors are affecting crime and crime prevention.
- ▶ The growth of electronic identification brings an increased risk of digital crime and identity theft.
- ▶ There is more use of special coding (encryption) to secure communications – by police and criminals alike.
- ▶ As the Internet and on-line chat rooms become easier to use, we are seeing more exploitation using technology; high connectivity rates make cyber-based crimes easier and more prevalent.
- ▶ Devices such as surveillance cameras, GPS systems and gunshot detectors are making it easier to track individuals.
- ▶ Globalization and increased awareness of terrorism has made us more aware of the potential for unexpected large-scale disasters in any community.
- ▶ There is a growing demand for on-line access to police information and services.

CHARTING THE COURSE

STRATEGIC PRIORITIES: EDMONTON POLICE COMMISSION

The EPC's mandate is to provide excellence in governance and civilian oversight. Within this mandate, the Commissioners have identified **four areas** of strategic focus and compiled priorities for all categories. These priorities will be developed further within the EPS operational plan:

1

Enhancing commission leadership

- ▶ Support the EPS to foster a culture of professional and ethical policing, in part by establishing an effective internal affairs oversight committee.
- ▶ Foster multidirectional communication with communities and stakeholders by increasing their input on specific issues.
- ▶ Develop a plan for EPC advocacy on current key issues facing the police service.
- ▶ Support greater transparency and accountability in policing services, and be advocates for change, when necessary.

2

Enhancing strategic planning

- ▶ Monitor and measure outcomes in the strategic plan.
- ▶ Further develop current performance and measurement tools.
- ▶ Further develop current planning processes.
- ▶ Ensure a future-based perspective in planning.
- ▶ Envision and prepare for future EPC requirements.

3

Building partnerships and relationships

- ▶ Plan and implement initiatives to build City Council's understanding of, and confidence in, the role of the Commission.
- ▶ Plan and implement initiatives to improve partnerships and communications with City of Edmonton administration and other orders of government.
- ▶ Build better relationships with diverse communities, not-for-profit groups and non-governmental organizations (NGOs).
- ▶ Develop a comprehensive communications plan for the EPC that includes educating public groups about the role of the Commission, strengthening relations with the community and the media, and implementing measures to support the strategic plan.

EPC STRATEGIC DIRECTIONS

ENHANCING COMMISSION LEADERSHIP

ENHANCING STRATEGIC PLANNING

BUILDING PARTNERSHIPS AND RELATIONSHIPS

STRENGTHENING GOVERNANCE PRACTICES

STRATEGIC PRIORITIES

- ▶ Support EPS to foster a culture of professional and ethical policing
- ▶ Reinforce two-way communications with communities and stakeholders
- ▶ Develop a plan for Board advocacy on current key issues facing the police service

- ▶ Monitor and measure outcomes in the strategic plan
- ▶ Further develop current performance measurement tools
- ▶ Further evolve current planning processes
- ▶ Ensure a future perspective in planning
- ▶ Plan for future Commission requirements

- ▶ Plan and implement initiatives to build Council's understanding and confidence in the role of the Commission
- ▶ Plan and implement initiatives to improve partnerships with governments and diverse communities
- ▶ Develop a comprehensive communications plan for the Commission

- ▶ Set clear direction for, and expectations of, Commission staff and of EPS
- ▶ Further enhance transparency and accountability mechanisms for both EPC and EPS
- ▶ Ensure appropriate resources to meet EPC requirements and standards of governance.
- ▶ Develop appropriate mechanisms and processes and ensure adequate time and attention to enable the Board to take a future perspective
- ▶ Further enhance reporting to the community, including a view of factors affecting policing in the future
- ▶ Complete the current policy review, identify priorities for action and develop an implementation plan to develop and/or revise policies
- ▶ Ensure effective learning and governance practices at Commission meetings



4

Strengthening governance practices

- ▶ Set clear directions for, and expectations of, the EPC and EPS.
- ▶ Further enhance mechanisms that ensure transparency and accountability within the EPC and EPS.
- ▶ Ensure appropriate resources to meet EPC requirements and standards of governance.
- ▶ Develop appropriate mechanisms and processes, and allocate sufficient time and resources, to provide the EPC with a future-focused perspective.
- ▶ Enhance reporting to the community, including communicating factors which affect policing in the future.
- ▶ Complete the current policy review, identifying priorities that require action and developing an implementation plan for new and revised policies.
- ▶ Ensure effective learning and governance practices at EPC meetings.

STRATEGIC PRIORITIES: EDMONTON POLICE SERVICE

Police operations are based on four critical elements – preventing crime, maintaining social order, enforcing the law and ensuring public safety. The planning process has identified five areas of strategic focus and key priorities within these four pillars of policing. These priorities will be further developed in the EPS operational plan and performance measures for each, which were recommended through this planning process, will be outlined.

1

Reduce victimization

- ▶ Reduce crime, focusing on eight categories: homicides, sexual assaults, other assault offences, robberies, break and enter offences, auto thefts, thefts over \$5,000 and thefts from auto.
- ▶ Increase focus on crime prevention. Promote social order.
- ▶ Assure public safety, particularly in the areas of emergency preparedness, anti-terrorism planning and managing pandemics.

2

Improve service

- ▶ Become more responsive to citizens.
- ▶ Improve the citizen-centred approach process.
- ▶ Address changing community needs, in areas such as cultural diversity and mental health.

3

Improve effectiveness, efficiency and innovation in business processes

- ▶ Address criminal justice system demands and requirements.
- ▶ Strengthen the integration of policing services.
- ▶ Create partnerships with City departments.
- ▶ Simplify business processes.
- ▶ Evaluate the effectiveness of EPS programs.
- ▶ Enable new technologies and information systems.
- ▶ Address risk management and internal audits to improve effectiveness.
- ▶ Provide recognition and reward programs for innovation.

EPS: STRATEGIC DIRECTIONS

REDUCE VICTIMIZATION	IMPROVE SERVICE	IMPROVE EFFECTIVENESS, EFFICIENCY AND INNOVATION IN BUSINESS PROCESSES	IMPROVE FINANCIAL INVESTMENT, SUSTAINABILITY AND ACCOUNTABILITY	ENHANCE PROFESSIONALISM/ CULTURAL SHIFT
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STRATEGIC PRIORITIES

<ul style="list-style-type: none"> ▶ Crime reduction ▶ Traffic safety ▶ Crime prevention ▶ Social order ▶ Public safety 	<ul style="list-style-type: none"> ▶ Customer responsiveness ▶ Customer approach ▶ Changing community needs 	<ul style="list-style-type: none"> ▶ Criminal Justice System ▶ Integration of Policing Services ▶ Partnerships with City of Edmonton (CoE) departments ▶ Business process simplification ▶ EPS program effectiveness ▶ Enabling technology/IT ▶ Differentiated staffing ▶ Risk management ▶ Innovation reward and recognition 	<ul style="list-style-type: none"> ▶ Fiscal responsibility and transparency ▶ Appropriate financial resources ▶ Technology and capital investment ▶ Risk management ▶ Intergovernmental fiscal challenges ▶ Financial performance management system 	<ul style="list-style-type: none"> ▶ Ethics / ethics training ▶ Succession planning ▶ Continuous learning ▶ Performance management: three components: (disciplinary process; recognition / reinforcement / reward; cultural shift)
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4

Improve financial investment, sustainability and accountability

- ▶ Enhance fiscal responsibility and transparency.
- ▶ Ensure appropriate financial resources to address priorities such as reducing victimization and enhancing support services.
- ▶ Increase investments in technology and soft capital areas such as training programs.
- ▶ Address financial challenges created by other levels of government.
- ▶ Develop a financial performance management system based on best practices in financial management.

5

Enhance professionalism and lead the cultural shift

- ▶ Strengthen ethics by developing an ethics committee and providing ethics training.
- ▶ Strengthen succession planning.
- ▶ Encourage continuous learning and strengthen competencies in leadership and policing functions.
- ▶ Improve performance management by enhancing the disciplinary process and the internal affairs unit; strengthening the recognition, reinforcement and reward initiatives; and shifting the organizational culture through ongoing legislative and regulatory review.



POLICING MANDATE

STRATEGIC DIRECTIONS

	CRIME PREVENTION	MAINTAIN SOCIAL ORDER	LAW ENFORCEMENT	PUBLIC SAFETY
REDUCE VICTIMIZATION				
IMPROVE SERVICE				
IMPROVE EFFECTIVENESS, EFFICIENCY AND INNOVATION IN BUSINESS PROCESSES				
IMPROVE FINANCIAL INVESTMENT, SUSTAINABILITY AND ACCOUNTABILITY				
ENHANCE PROFESSIONALISM /CULTURAL SHIFT				

STRATEGIC FOCUS

- Communication
- Education
- Advocacy
- Partnerships/ Relationships
- Transparency/ Accountability



CONCLUSION

This strategic plan signals a collaborative and partnership-based approach to delivering the best possible policing service in Edmonton. Working together with the community, under the shared vision, the EPC and the EPS will continue their commitment to excellence in policing for our changing times. Through anticipating the future and adapting to the present, our organizations will continue to build a responsive and respectful police service that delivers on the vision of a safe and vibrant city.

EPC GOVERNANCE ROLES AND RESPONSIBILITIES

Many of the governance roles and responsibilities of the Edmonton Police Commission are outlined in the Alberta Police Act, with further guidance provided by the municipal bylaw that established the EPC. Commissioners affirm the EPC's role in delivering these legislated services as well as its role in:

- ▶ Representing the public's interest in matters of policing.
- ▶ Ensuring public confidence in the operations of the Commission and the EPS.

Together with the Chief of the EPS

- ▶ Setting strategic directions and priorities for policing in Edmonton and ensuring that strategic planning recognizes the broader environment affecting policing.
- ▶ Hiring the Chief and evaluating his or her performance. Ensuring the right criteria and tools for effective evaluation.
- ▶ Providing accessible civilian oversight of complaints about the police.
- ▶ Advocating for adequate resources to provide the level and quality of policing services the community requires.
- ▶ Reporting to the public on the plans and progress of the EPC.
- ▶ Building constructive relationships with key partners, including City Council, City of Edmonton administration and other orders of government and community stakeholders.
- ▶ Ensuring the alignment and integration of EPC strategic plans and EPS operational plans and monitoring effective evaluation of both.
- ▶ Educating the public, stakeholders and partners about the role of the EPC and about EPS requirements as well as advocating for the resources and conditions necessary to pursue strategic directions for policing in Edmonton.

Edmonton Police Commission

Mr. Brian Gibson (chair)
Mr. Murray Billet (vice chair)
Mr. Dennis Anderson
Mr. Bill Daye
Mr. Robert Dunster
Coun. Karen Leibovici
Coun. Janice Melnychuk
Mr. Gary D. Sciur, Q.C.
Mr. Don Sieben
Mr. Doug Tupper (executive director)

Edmonton Police Service

Chief Mike Boyd
Deputy chief Darryl DaCosta
Deputy chief Mike Bradshaw
Chief administration officer Carol Wagar
Superintendent Norm Lipinski
Inspector Joe Rodgers
Inspector Ken MacKay

¹ City of Edmonton, City Forecast Committee (April 2006). Edmonton Socio-Economic Outlook 2006 – 2011.

² Statistics Canada (June 2005). Exploring Crime Patterns in Canada. Crime and Justice Research Paper Series.

EDMONTON POLICE COMMISSION & EDMONTON POLICE SERVICE COMMITTED TO POLICING EXCELLENCE IN EDMONTON

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