



**EDMONTON POLICE COMMISSION  
2016  
WORK PLAN**

January 2016

## **INTRODUCTION**

In 2014, the Edmonton Police Commission (the Commission) re-evaluated its overall mandate, direction, and priorities. The Commission also revised its mission and vision, establishing a solid ground to move forward as a group.

The Commission established consensus into how we manage advocacy, emerging social issues that affect policing, public consultation, workload, and meeting processes. The planning and priority process prompted the Commission to generate a list of guidelines that will help focus discussions with the Service, most notably in terms of advocacy and the impact of social trends on policing.

The Commission's 2016 Work Plan is based primarily on the priorities, goals and strategies identified during the planning retreat and the mission/vision initiative. Consideration has also been given to continuing with the relevant ongoing strategies identified in previous operational plans.

We recognize that we must be responsive to emergent needs and changing crime trends. As our environment changes and new challenges emerge, we will revisit and revise our plans on an ongoing basis.

Work Plan progress will be reported to the Commission at its July and December meetings.

## **OUR VISION**

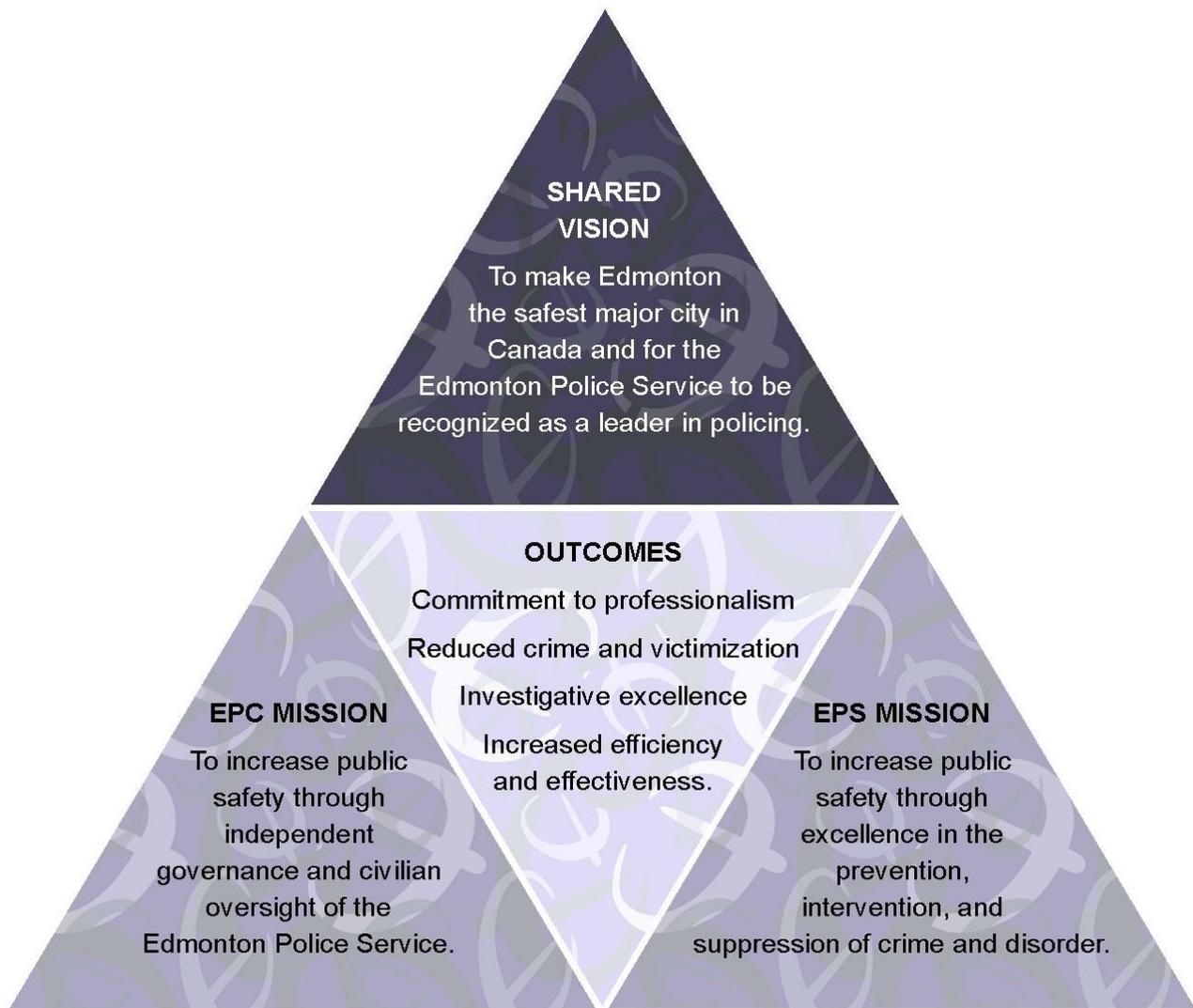
The Edmonton Police Commission's vision echoes that of the Edmonton Police Service:

*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**

Given the unique roles, the Commission's mission is different but complementary to that of the EPS:

*To increase public safety through independent governance and civilian oversight of the Edmonton Police Service.*



## **OUR MANDATE**

The Edmonton Police Commission is a legislated public body established under the *Police Act*. The Commission is responsible for the governance and civilian oversight of the Edmonton Police Service. The Commission is legally responsible for the provision of adequate and effective police services in the City of Edmonton.

In carrying out its civilian oversight responsibility, the Commission shall do the following:

- a) Allocate the funds that are provided by Council.
- b) Establish policies providing for efficient and effective policing.
- c) Issue instructions, as necessary, to the Chief of Police in respect of the policies referred to in clause (b).
- d) Ensure that sufficient persons are employed for the purpose of carrying out the functions of the police service (*Police Act, s.31(1)*).

## **OUR ROLE**

1. Set long-term, strategic direction for the policing in Edmonton
2. Establish policies that support the values and desired outcomes
3. Hire the Chief of Police and approve the annual policing plan
4. Hold accountable the Chief for performance against the policing plan
5. Secure the funding necessary for success
6. Provide oversight to policing operations and public complaint resolution
7. Build knowledge of and influence within the multi-tiered justice system
8. Advocate specific positions on issues affecting community policing
9. Identify risk and ensure mitigation plans are in place to manage risk

## **OUR PRIORITIES**

1. Charting the Course – Set the annual EPS policing plan
2. Conditions for Success – Create conditions for the successful implementation of the EPS policing plan
3. Oversight and Accountability – Provide oversight of the Service, consistent with the values and priorities of the community

### **Priority #1: Charting the Course – Set the annual EPS Annual Policing Plan**

#### **Objectives**

- **Approve the 2017 Annual Policing Plan (APP) and accompanying budget requirements**
  - Complete and approve the 2017 Annual Policing Plan by September
  - Establish a budget review process that accommodates the new three-year budget cycle
  - Coordinate community consultation regarding policing priorities
- **Identify and prepare for future Commission and Service requirements**
  - Work with the EPS to secure additional land for the NW Campus
  - Work with EPS to address overcrowding of Headquarters

### **Priority #2: Conditions for Success – Create conditions for the successful implementation of the EPS Annual Policing Plan**

#### **Objectives**

- **Secure resources to support the Annual Policing Plan (APP)**
  - Monitor and assess the implementation of the APP in light of the 2016-2018 budget allocation

- **Advocate for legislation, policy, and procedures that enable policing success**
  - Work with EPS to develop advocacy issues and communication strategies
  - Review and develop recommendations for *Police Act* amendments
  
- **Develop relationships with groups that allow for deeper understanding of community issues related to policing and a safer city**
  - Educate Commissioners specifically on the issues associated with vulnerable persons and the efforts being undertaken by the EPS to deal with this issue
  - Invite appropriate groups and agencies who partner with EPS and deal with vulnerable persons to present at Commission meetings
  - Host a consultation session with the Chief's Advisory Council
  - Work with the Office of Traffic Safety in the establishment of the Law Enforcement Research Chair
  
- **Plan and implement initiatives to build City Council's understanding of, and confidence in, the role of the Commission**
  - Conduct quarterly information sessions with the Mayor and City Council
  - Conduct quarterly meetings between the Mayor and Chair / Vice-Chair
  
- **Plan and implement initiatives to improve partnerships and communications with City of Edmonton administration and other orders of government**
  - Conduct quarterly meetings between the Chair and/or Commission and the Deputy Solicitor General
  - The Executive Director to meet quarterly with the senior management of the Office of Traffic Safety
  - Invite the Office of Traffic Safety to present at a public Commission meeting at least annually
  - Executive Director to work with City Intergovernmental and External Affairs regarding relevant input to Alberta Urban Municipalities Association (AUMA), the Federation of Canadian Municipalities (FCM) and the Big City Charter
  
- **Operate in ways that reflect the values of the Commission and an overarching commitment to collaboration with the Service and transparency to the community**
  - Consistently update the EPC public website
  - Conduct agenda review meetings with EPS at least monthly
  - The Chair and/or Commission attend community events and meet with stakeholder organizations
  - Commission staff promote an effective, productive relationship with the EPS that respects the roles as outlined in law and policy
  
- **Compile and report the results of the 2016 Citizen Survey to the community**

## **Priority #3: Oversight and Accountability – Provide oversight of the Service, consistent with the values and priorities of the community**

### **Objectives**

- **Oversee the Chief of Police**
  - Approve Chief's 2016 Performance Framework
  - The Chair and Vice-Chair meet monthly with the Chief
  - Performance assessments for Deputy Chiefs are in place by May 2016
  - Review the Chief's performance evaluation process and make changes as necessary
- **Ensure appropriate succession planning for the Chief of Police**
  - Chief develops and reports on a succession plan for Chief and Deputy Chief positions by July 2016
- **Support the EPS to foster a culture of professional and ethical policing**
  - Approve a three-year Audit Plan
  - Review and assess the EPS Vulnerability Assessment and the EPS Corporate Risk Profile
  - Review Audit Program staffing
  - Monitor outstanding Internal Auditor recommendations
  - Approve the terms of reference for the Office of the City Auditor audit
  - Review proposed EPS policies; assess relevant external Commission findings (i.e. Truth & Reconciliation Commission, AB Mental Health Review) and relevant judicial decisions/recommendations (i.e. Fatality Inquiries).
- **Oversee and enhance the complaint process**
  - Audit PSB files for adherence to EPC/EPS policies and procedures and legislative requirements
  - Audit sample of citizen generated concerns and complaints to determine if they have been properly categorized
  - Monitor the implementation of Alternative Dispute Resolution in PSB
- **Monitor and measure the outcomes of the Annual Policing Plan**
  - Provide quarterly Annual Policing Plan progress updates at public Commission meeting and Council
  - Provide quarterly reports to the Community
- **Support greater transparency and accountability in policing services, and advocate for change when necessary**
  - Chair and/or Commission to meet at least annually with Edmonton Police Association representatives
  - Public Complaint Director to meet at least annually with Edmonton Police Association

- representatives
- Advocate for issues through the Alberta Association of Police Governance and the Canadian Association of Police Governance annual resolution process
- EPC is informed of EPS Health and Safety policies and programs and the legislative requirements at least annually
  
- **Ensure appropriate resources to meet EPC requirements and standards of governance**
  - Review 2015 EPC Annual Self- Assessment results with EPC and EPS
  - Establish working groups to address major initiatives with stakeholders and between the EPS and the EPC (i.e. Community Consultation, Capital budget)
  - Review and, if required, revise EPC Annual Self-Assessment form
  
- **Ensure EPC has effective and efficient governance practices**
  - Revise and implement EPC record retention schedule as necessary
  - Enhance EPC information security practices
  - Update EPC Policy & Procedure Manual as needed