

What performance indicators, measures, monitoring or other mechanisms are currently used by the Edmonton Police Commission (EPC) to guide the operations and priorities of the Edmonton Police Service?

- a. The four primary mechanisms through which EPC guides operations and priorities of the police service are as follows:
- Strategic Plan¹.
 - Business Plan².
 - Corporate Performance Framework (in development). The development of this framework is referenced in the Updated EPS Business Plan which should be available on the EPC and EPS websites by the time this correspondence reaches the Community Safety and Wellbeing Taskforce.
 - Chief's Performance Agreement.

After a Commission has hired a Chief, they then set out annual and long-term goals for the Chief and are responsible for tracking progress on those goals annually. The Commission and Chief have to be aligned in thinking and in what they want the future to look like - the Chief is their employee and is responsible for actioning and implementing the core of what they have been hired to do. The Chief holds a powerful position in implementing change in culture, programming, and in showing the way for how the police service interacts with its citizens.

This has most recently been evidenced through the hiring of Chief McFee and his creation of Vision 2020³. Vision 2020 is an organizational review and restructuring of existing EPS resources aimed to better manage service demands by balancing traditional enforcement with additional social supports. It positions EPS as a modern police service that places community well-being and safety at the forefront, while becoming smarter and more efficient in reducing crime.

EPC views Vision 2020, and other initiatives established by Chief McFee, as a once in a generation opportunity to move the service towards a new model of policing in Edmonton that focuses on fundamentally changing how police provide services to marginalized and vulnerable populations.

Prior to 2019, and for many years, the EPC utilized the Annual Policing Plan (APP) and Annual Policing Plan Report Card, along with the Chief's Performance Agreement, to guide the direction of the police service⁴. In 2020 EPC and the police service started moving away from

¹ https://edmontonpolicecommission.com/wp-content/uploads/2020/04/EPS-2020-2022-Strategic-Plan-Final-V2_reduced.pdf

² <https://edmontonpolicecommission.com/wp-content/uploads/2020/04/EPS-2020-2022-Business-Plan-Final.pdf>

³ <https://www.edmontonpolice.ca/AboutEPS/Vision2020>

⁴ <https://edmontonpolicecommission.com/reports/>.

the APP to utilize better, more industry standard, tools in the form of the Strategic Plan and Business Plan referenced earlier in this report.

- b. There are a number of secondary mechanisms through which EPC guides operations and priorities of the police service are as follows:
- Governance is regularly exercised through 11 meetings per year of the EPC as a whole, and through EPC's 4 committees (Governance, Finance and Audit, Human Resources, and Professional Standards) who meet approximately 39 times per year. The Terms of Reference for each Committee set out roles and responsibilities speaking to this question.
 - The EPC requires approximately 35 reports to be submitted to the EPC or its committees on an annual, bi-annual, quarterly, or monthly basis to support governance.
 - EPC holds the primary oversight of the audit process for the police service. In collaboration with the Audit Director and the police service, EPC develops and approves a multi-year audit plan. The progress and findings on the audit plan are reported to EPC regularly.
 - EPC maintains a comprehensive set of policies that help guide operations and priorities of the police service.