

How does the Edmonton Police Commission allocate funds provided by Edmonton City Council to particular areas of work in the Edmonton Police Service?

Under Alberta's Police Act¹, the Edmonton Police Commission (EPC) is responsible to the City of Edmonton for providing effective civilian oversight of policing. This includes community engagement, funding, establishing policies, directing the Chief of Police, ensuring effective services, and monitoring public complaints/serious incidents. The Commission takes its governance role very seriously and this includes prudent use of fiscal resources. EPC also has a statutory responsibility under the Alberta Police Act to provide 'adequate and effective' policing.

There are eleven Commissioners on the Edmonton Police Commission, two are Councillors appointed by City Council and the other nine are public citizens appointed to represent the views of all Edmontonians for the governance of the police service. Today's commission has a range of individuals from different cultural backgrounds and life experiences. All are knowledgeable and respected members of their community who provide critical public governance to policing matters.

Edmonton Police Commission Fiscal Governance

Fiscal governance is regularly exercised through 11 meetings per year of the EPC, as a whole, and through EPC's four committees (Governance, Finance and Audit, Human Resources, and Professional Standards) which meet approximately 39 times per year. With the exception of the Professional Standards Committee, fiscal matters based on proposed programs, personnel, procurement, strategy, etc. can be discussed at each committee throughout the year.

The EPC's primary levers for ensuring alignment of funding with programs reflecting EPC's philosophy on how policing in Edmonton should occur is as follows:

1. The strongest way EPC influences funding, resource allocation, and program creation is through hiring a Chief of Police who shares their views and goals.

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 have a shared vision of the future. 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 driving change through new programming and in aligning resources to priority services as identified by the EPC. Examples of this change can be seen, in part, through the establishment of the following new structures within the police service: the Community Safety and Wellbeing Bureau; the Value and Innovation Division; and, the Equity, Inclusion, and Human Rights Branch.

This has most recently been evidenced through the hiring of Chief McFee and his creation of Vision 2020². Vision 2020 is an organizational review and restructuring of existing Edmonton Police Service (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

¹ Police Act, section 31:

https://www.qp.alberta.ca/1266.cfm?page=P17.cfm&leg_type=Acts&isbncln=9780779818006&display=html

² <https://www.edmontonpolice.ca/AboutEPS/Vision2020>

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.

2. The EPC requires the expenditure of funds by EPS to be aligned with the Police Service's Strategic Plan and Business Plan, both of which must be approved by EPC.
 - a. The EPS Strategic Plan³ defines clear goals and targeted outcomes for the police service.
 - b. The Business Plan⁴ establishes how EPS will achieve these goals and outcomes.
3. EPC conducts activities in alignment with the EPC Strategic Plan⁵. This document sets out EPC goals and outcomes which are reviewed regularly to assess progress. The document is renewed at regular intervals to ensure it remains relevant to the needs of Edmontonians. All activities set out in the Strategic Plan were crafted with a lens incorporating the following values: Inclusivity, Innovation, Integrity, Leadership, Respect, Stewardship, and Transparency.
4. Lastly and for this lever, EPC relies on the Chief to provide advice on funding allocations to ensure 'adequate and effective policing'⁶ is provided in Edmonton. The term 'adequate and effective' covers a range of operational issues such as: total numbers of sworn officers; staffing levels for patrol deployment; resource levels of specialty units such as homicide, robbery etc.; capital requirements for buildings, cars, and other equipment; IT systems; and a range of other operational and administrative costs that make a police service function.

A police service will be deemed adequate and effective by the Government of Alberta⁷ if the legislative requirements and policing standards are met. Measures and indicators of an adequate and effective police service may include, but are not limited to, legal requirements, compliance with standards, efficiency (e.g. cost/benefit per unit of service) and timeliness. Once legislative requirements have been met and standards are fulfilled, the community or region determines the level of enhanced service that local residents want and can afford.

Adequate policing is equitable and efficient:

- Equitable: Provides the community specified needed and desired level and standard of service.
- Efficient: Balance community specified needed and desired level and standard of service against the cost.

³ <https://edmontonpolicecommission.com/reports/>

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

⁵ https://edmontonpolicecommission.com/wp-content/uploads/2019/05/EPC_2019_Strategic-Plan_Final_Web.pdf

⁶ Police Act, section 27:

https://www.qp.alberta.ca/1266.cfm?page=P17.cfm&leg_type=Acts&isbncln=9780779818006&display=html

⁷ Page 11, Alberta Policing Standards:

https://www.qp.alberta.ca/1266.cfm?page=P17.cfm&leg_type=Acts&isbncln=9780779818006&display=html

Effective policing meets specified goals developed by community and police:

- Level of service - resources available to police:
- Number of members (including civilian specialists) of an agency;
- Availability of members to do work; and
- Facilities and equipment.
- Standard of service - nature and quality of work provided:
- Staff knowledge, skills and abilities;
- Equipment and specialized resources; and
- Organization oversight (internal): quality of supervision and management; policies/procedures; planning/reporting.

It is important to note for budgeting purposes, Council⁸ retains all collective bargaining authority to set pay rates for officers and employees of the police service – pay levels are not established by EPC or the police service.

Annual Governance Activity

Each year regular reporting is required on the topics noted below. However, it is important to note these reports are not exhaustive and EPS will bring forward fiscal reports throughout the year, as required. For example, the recent reallocation of funds/resources within EPS to establish the Community Safety and Well-being Bureau was brought forward to EPC for approval and not as part of an annual reporting process.

Annual Reports:

- EPS 3 Year Strategic Plan
- EPS Annual Business Plan Year End Results
- Legal Spending
- Review Table of Rewards (Unsolved Homicides/Table of Rewards)

Twice Per year:

- Negotiated Resolutions - Civil and Grievance Settlements
- Priority Unfunded Initiatives
- Contractual Reporting Semi-Annual Report
- Supplementary Capital Budget Adjustment
- Supplementary Operating Budget Adjustment
- Continuity of Operations Program
- External Funds

⁸ Police Act, section 31(6):

https://www.qp.alberta.ca/1266.cfm?page=P17.cfm&leg_type=Acts&isbncln=9780779818006&display=html

Monthly:

- EPS Financial Report – Operating (monthly)