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EDMONTON POLICE COMMISSION 2014 OPERATIONAL PLAN

INTRODUCTION

In 2012, the Edmonton Police Commission (the Commission) and the Edmonton Police Service (EPS) took part in a strategic planning retreat to assess the major factors affecting policing in Edmonton. The Strategic Plan establishes our direction and sets priorities for 2013-2015. It is the framework we use for the development of the Annual Policing Plan and the Commission's Operational Plan.

The Commission's Operational Plan is based primarily on the priorities, goals and strategies identified during the strategic planning retreat. In addition, consideration has been given to continuing with the relevant ongoing strategies identified in the 2013 Operational Plan.

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.

OUR GOAL

To demonstrate exemplary oversight, solid strategic direction and good governance practices.

OUR VISION

Responsive, inclusive and innovative policing that serves as the foundation for a safe, thriving community.

OUR MISSION

To provide strategic direction, set priorities, and ensure police have adequate resources, while providing a channel for the public to communicate concerns and offer input.

SCOPE AND ACCOUNTABILITIES

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 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.

2014 GOALS

Priority #1: Charting the Course – Set the annual EPS policing plan

Objectives

- Approve the 2015 policing plan and its accompanying budget.
 - Complete and approve the 2015 Annual Policing Plan by September
 - Conduct a Budget Risk Assessment prior to budget submission
- Identify and prepare for future Commission and Service requirements.
 - Develop and present the 2015-2018 Capital Budget within Council's timelines
 - Work with the EPS to secure additional land for the NW Campus
 - Review the EPC strategic planning process and make appropriate adjustments

Priority #2: Conditions for Success – Create conditions for the successful implementation of the EPS policing plan

Objectives

- Secure resources to support the annual policing plan.
 - Monitor and assess the implementation of the new Priority Based Budget process
 - Prepare and present a budget that meets the needs of the Service and community within Council timelines
- Advocate for legislation, policy, and procedures that enable policing success.
 - Work with EPS to develop advocacy issues and communication strategies
 - Provide input into and advocate for Alberta Association of Police Governance & Canadian Association of Police Governance issues

- Assess viability of EPS and/or EPC taking authority for EPS' tendering and contracting process
- 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 on Violence Reduction Strategy Initiatives and who deal with vulnerable persons to present at Commission meetings
- Support the EPS to foster a culture of professional and ethical policing.
 - Complete Annual Audit Plan and meet objectives by the end of the year
 - Monitor outstanding Internal Auditor Recommendations
- Plan and implement initiatives to build City Council's understanding of, and confidence in, the role of the Commission.
 - Conduct quarterly meetings 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 meeting 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 to a public Commission meeting at least annually
 - Executive Director to work with City Intergovernmental and External Affairs regards 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.
 - Implement a new 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 2014 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 2014 Performance Framework
 - The Chair and Vice-Chair meet monthly with the Chief
 - Performance assessments for Deputy Chiefs are in place by May 2014
 - Assess the Chief's performance evaluation process and make changes as necessary
- **Ensure appropriate succession planning for the Chief of Police.**
 - Chief develops a succession plan for Chief and Deputy Chief positions by July 2014
- **Refine how EPC deals with quasi-judicial decisions**
- **Review EPC record retention schedule, revise as necessary, and implement changes**
- **Review and enhance EPC information security practices**
- **Oversee and enhance the complaint process.**
 - Audit PSB files for adherence to EPC/EPS Policies and Procedures
 - Audit sample of citizen generated concerns and complaints to determine if they have been properly categorized
 - Develop information system to track oversight work on specific PSB files
 - Monitor the implementation of Alternative Dispute Resolution in PSB
 - Formalize and memorandum of understanding between the EPC and EPS regarding real-time access to IAPro
 - Streamline the transfer of complaints received by EPC to EPS
- **Monitor and measure the outcomes of the Annual Policing Plan.**
 - Provide Quarterly Annual Policing Plan progress updates to EPC and Council
 - Quarterly reporting by EPS at Public Commission meetings
 - Provide Quarterly Reports to the Community
- **Support greater transparency and accountability in policing services, and advocate for change when necessary**
 - The Chair and/or Commission meet at least annually with Edmonton Police Association representatives
 - Advocate for issues through the AACP & CAPG 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 2013 Self- Assessment results with EPS
 - Establish working groups to address major initiatives with stakeholders and between the EPS and the EPC (i.e. ADR, Capital Budget)
 - Review and, if required, revise EPC Annual Self-Assessment

- Ensure EPC has effective and efficient governance practices.
 - Review and revise Commission's education plan and policies by September 2014
 - Update EPC Policy & Procedure Manual by July 2014
 - Assist in development of provincial commission training