



## Calgary Police Commission

### Mandate and Composition

<b>Mandate</b>	<ul style="list-style-type: none"> <li>- General oversight of the Calgary Police Service</li> <li>- Establish policies for efficient and effective policing</li> <li>- Appoint the Chief of Police, subject to ratification by Council of employment contract</li> <li>- Prepare estimates of monies required for the fiscal year and yearly plan to be submitted to Council for approval</li> <li>- Monitor the police complaints process</li> </ul>
<b>Composition</b>	<p>2 Members who may be members of Council or municipal employees</p> <p>9 Residents of the City</p>

### Details

<b>Chair</b>	Bonita Croft
<b>Overview.</b>	<p>The Calgary Police Commission is a board comprised of nine citizens and two City Council representatives who are responsible for ensuring police are addressing the crime and safety concerns of the community. The Commission upholds the core principles of independent citizen oversight:</p> <ol style="list-style-type: none"> <li>1. The participation of the public in determining the priorities is essential</li> <li>2. The police service must be accountable to the public</li> <li>3. The police service must operate in the absence of political influence</li> </ol> <p>The Alberta Police Act provides for the City to establish a municipal police commission. The Calgary Police Commission operates in accordance with the Alberta Policing Oversight Standards, the legislated responsibilities outlined in the Alberta Police Act, and the City's Calgary Police Commission bylaw and code of conduct to:</p> <ul style="list-style-type: none"> <li>• Allocate funds provided by city council,</li> <li>• Establish policies for efficient, effective policing,</li> <li>• Issue instructions to the Chief Constable re. those policies,</li> <li>• Ensure that sufficient people are employed to enable the police service to carry out its functions,</li> <li>• Hire and evaluate performance of the Chief Constable,</li> <li>• Oversee the complaint process.</li> </ul> <p>The Commission holds eight public meetings each calendar year. A special meeting was held in March 2019 to approve selection of a new Chief Constable. Commission work is supported by three standing committees that meet eight times per year: Governance &amp; Personnel, Finance &amp; Audit and Complaint Oversight. Ad hoc committees are created as needed, such as a search committee for hiring a new Chief Constable.</p>

<p><b>Highlights from 2019.</b></p>	<ul style="list-style-type: none"> <li>• Hiring and onboarding a new Chief Constable and appointing a new Calgary Police Commission Chair</li> <li>• Hosting a large public swearing-in ceremony at Calgary Central Library to welcome new Chief Constable to the city</li> <li>• Overseeing resource reviews to identify efficiencies in operations and resource deployment</li> <li>• Engaging with municipal and provincial officials to ensure decision-makers have the information needed for budget planning</li> <li>• Improving representation and expertise among Commission members with the addition of more women and members with an Institute of Corporate Directors designation. The proportion of women on the Commission grew from 36% in 2016 to 55% in 2019.</li> <li>• Working toward achieving gender equity, diversity, and inclusion in the Calgary Police Service by overseeing implementation of a 7-point plan and human resource reform activities.</li> <li>• Enhancing community engagement and strengthening relationships with key partners through public meetings, targeted engagement and an annual community dinner, roundtable discussion and awards event for more than 400 guests</li> <li>• Supporting Chief Constable to develop new leadership team and to improve employee morale</li> <li>• Conducting research on employee workplace satisfaction to monitor trends over time. In 2019, morale was four times higher than the previous year.</li> <li>• Conducting research with citizens to support CPS recruitment of the highest quality candidates who reflect the composition of the city.</li> <li>• Hosting more than 250 delegates at the national conference of police boards.</li> </ul>
<p><b>Priorities for 2020.</b></p>	<ul style="list-style-type: none"> <li>• Overseeing CPS financial and operational changes in response to the COVID-19 pandemic</li> <li>• Conducting strategic planning exercises with the Commission and CPS to identify short and long-term priorities and actions</li> <li>• Finalizing performance management framework and evaluating new Chief Constable</li> <li>• Onboarding new Commission members and new Public Complaint Director</li> <li>• Overseeing the resource review underway (“ZBR”) to identify areas where changes can be made to improve operations or achieve cost saving within CPS</li> <li>• Overseeing reforms underway at CPS to modernize the workplace including recruiting qualified members who represent the diversity of the community and engaging members to address morale</li> <li>• Continuing to oversee implementation of Justice Wittmann’s recommendations to improve public and officer safety</li> <li>• Conducting annual research on employee engagement and citizen satisfaction with the Calgary Police Service</li> <li>• Conducting community and employee engagement through public meetings, outreach, and an annual community dinner and community policing awards</li> <li>• Working directly with municipal and provincial partners, the Alberta Association of Police Governance, and the Canadian Association of Police Governance to advance safe communities and policing excellence on priority topics</li> <li>• Continuing to champion the overhaul of the Alberta Police Act</li> </ul>
<p><b>Challenges to fulfilling mandate.</b></p>	<p><b>1. Pandemic Impacts</b></p>

	<p>The Commission is adjusting to the challenges that the COVID-19 pandemic is bringing to our city. At this time, we have adjusted our operations by holding meetings via teleconference, which offers an opportunity for media to dial-in, listen to presentations, and ask questions. This format allows the Commission to maintain its oversight role and continue holding CPS accountable during a significant era. We are exploring options to make the teleconference meetings available to citizens as well.</p> <p>We have postponed our annual community policing dinner and awards, which is an important engagement event for the Commission. Professional development conferences have also been postponed. We are still conducting orientation for new members and strategic planning sessions, though in modified formats since in-person sessions are not currently an option.</p> <p><b>2. Budget uncertainty and frequent adjustments</b></p> <p>Part of the Commission’s mandate in the Alberta Police Act is to ensure that CPS has the resources and people needed to carry out its duties. Over the past two years, the Commission has been challenged more than ever to fulfill this requirement. The reality of provincial and municipal budgets means less funding is available for all services, and decision-makers need to make difficult decisions about allocating scarce resources.</p> <p>The Commission and police service do not expect to be immune from this process and have provided more than \$12m back to the city to put toward other priorities and launched internal reviews to ensure resources and operations are as efficient as possible. However, the main challenge comes from the frequent and ongoing budget adjustment process which causes instability within CPS as funding cannot confidently be dedicated to priority projects like hiring new officers.</p> <p>The impact of the pandemic on provincial and municipal budgets will certainly make this more challenging.</p> <p><b>3. Workload and expectations for volunteers</b></p> <p>Given the significance of police oversight in keeping our city safe, the role of police Commissioner is both high profile and high pressure. The workload and expectations of the Commission’s volunteer members are significant. Members who have full-time jobs and families easily spend more than 30 hours each month attending meetings, preparing for meetings, participating in public and employee outreach activities, attending celebratory events at CPS, attending learning sessions about policing and governance, and sitting on affiliated boards.</p> <p>The Chair spends many additional hours in the role as media spokesperson and as a point of contact with CPS and the City, which is a heavier load especially during frequent budget adjustment exercises and requests for presentations.</p> <p>The Commission requires members with high level professional expertise in areas that will help the Commission fulfill its mandate, which means many members have demanding careers to balance alongside a heavy time commitment.</p> <p>The Commission examines opportunities for efficiencies on an ongoing basis to find ways to make the most effective use volunteer time while still enabling the Commission to fulfill its role.</p>
<p><b>Additional information you would like to share with Council.</b></p>	<p>Presentation</p>