



# Key Performance Indicators from Calgary Police Commission CD2023-0489

2023 May 31

ISC: Unrestricted

# Previous Council Direction

That with respect to Report C2022-1051, the following Motion Arising be adopted:

Whereas the *Police Act* defines under Section 27(1) that it is the role and responsibility of Council to maintain an “adequate and effective municipal police service” and in Section 29(2) states that “council may obtain any information from the commission necessary to enable it to assess the efficiency and the financing requirements of the police service”, therefore Council direct Administration:

1. To connect with Calgary Police Commission to identify the Key Performance Indicators being used by Commission in determining the requirements of the Calgary Police Budget in order to meet Council’s expectations of “an adequate and effective municipal police service” under Section 27(1) of the *Police Act*; and
2. To request further information from the Calgary Police Commission on the measures being used and how they are tracked, under the current set of Key Performance Indicators in the development of the 2023-2026 Service Plans and Budgets for the Calgary Police Service and in the evaluation of past budgets; and
3. Report back to Council with the Key Performance Indicators to verify if Council agrees or wishes to develop a revised set of expectations by the end of Q2 2023; and

Develop a process to exchange information between Council and Calgary Police Commission that satisfies Council’s expectations under Section 29(2) of the *Police Act* by the end of Q3 2023.

# Recommendations

1. That the Community Development Committee recommend Council receive the Calgary Police Commission key performance indicators for information
2. That the Community Development Committee forward this Report to the 2023 June 6 Regular Meeting of Council.

# Measuring Police Performance

Key performance indicators used to evaluate the Calgary Police Service





# Goal of Council and Commission

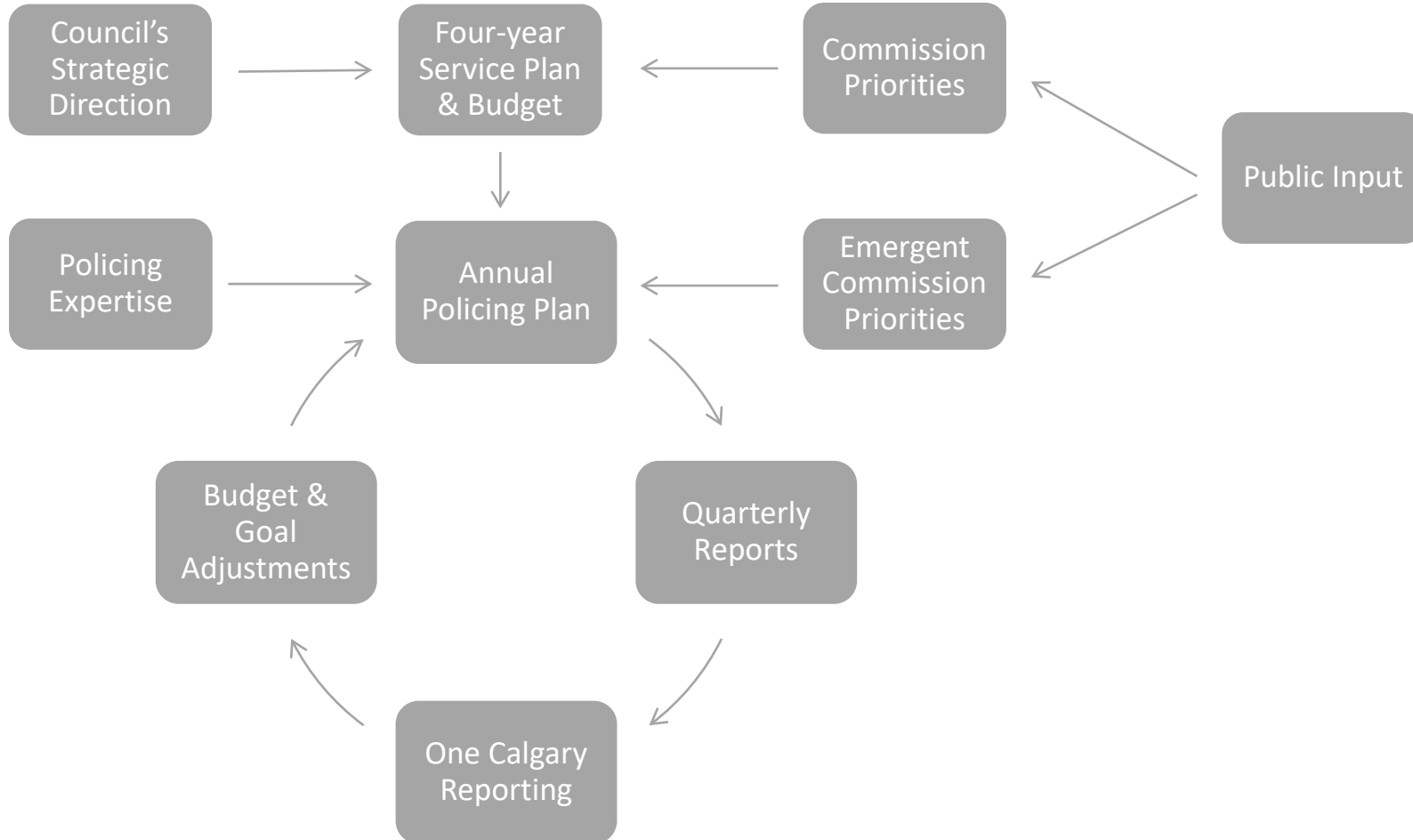
## Municipal policing must be:

- Adequate: Meets legislated requirements and policing standards
  - Equitable: Provides the community with needed and desired level and standard of service
  - Efficient: Balances community's needed and desired level and standard of service against the cost
- Effective: Policing meets specified goals developed by the community and police around level and standard of service

\*As defined in the Alberta Policing Standards and Policing Oversight Standards



# Setting Goals for the Police



- Goals flow from Council's strategic direction and Commission priorities
- Annual policing plans outline how CPS will work toward four-year goals and address emergent needs
- Public input is collected through perception research and community engagement
- Progress towards annual goals is assessed quarterly so resources and priorities can be adjusted as needed



# Limits of Performance Indicators

Measuring outcomes rather than outputs makes indicators less direct

Outcomes are rarely exclusively impacted by policing alone

Increased partnerships enhance efficiency but change impact on performance measures

A gap often exists between actual performance and public perception





# Key Performance Indicators

Performance Measure	Target
Crime Severity Index (Measures volume and severity of crime)	Keep below the five-year average in 2023
Proportion of attended calls requiring a police report (Measures effectiveness of call diversion efforts)	Increase by 7% in 2023
Average time between call dispatch and officer arrival (Measures resource availability and ability to respond)	Respond to emergency calls in 8 minutes or less in 2023
Proportion of Calgarians that feel safe (Measures public perception of safety)	Increase to 93% or more by 2024
Proportion of Calgarians that have confidence in CPS (Measures public perception of CPS' abilities)	Increase to 90% or more by 2024
Proportion of Calgarians that trust CPS (Measures public perception of CPS' character)	Increase to 80% or more by 2024





# Key Performance Indicators

Performance Measure	Target
Operating cost per capita (Measures efficiency of resource use)	Match 2016 per capita cost by 2026
Weighted Clearance Rate (Measures CPS' investigative abilities)	Increase to 30% or higher in 2023
Proportion of officers' time doing proactive work (Measures resource availability for proactive policing)	Increase to 25% by 2026
Employee Engagement Index (Measures employee morale and engagement)	Increase to 70% by 2026
Proportion of Calgarians that agree CPS treats all fairly (Measures public perception of policing equity)	Increase to 80% or more by 2024
Proportion of Racialized and Indigenous recruits (Measures CPS' effort to better reflect the community)	Continue trending towards reflective recruit classes (no specific targets set to avoid target-based hiring)

# Thank you

