

# Alberta Municipal Benchmarking Initiative, Police RCMP April 2017

# Table of Contents

- 1 Introduction and Background .....5**
  - 1.1 Introduction.....5**
  - 1.2 Background .....5**
  - 1.3 Participating Municipalities..... 6**
  - 1.4 Governance Structure..... 6**
  - 1.5 Benefits of Benchmarking..... 8**
  - 1.6 Definitions..... 8**
- 2 Policing RCMP .....10**
  - 2.1 System Description .....10**
    - 2.1.1 Municipal Policing (RCMP) Services .....10**
    - 2.1.2 Factors Influencing Policing RCMP Services .....10**
    - 2.1.3 Policing (RCMP) Narrative Data (See Section 3 for definitions of each column heading) .....11**
  - NOTES: 11**
  - 2.2 Total Policing Costs 1, Municipal + RCMP (\$/capita and population served) - Efficiency .....12**
    - 2.2.1 Total Policing Data (See Section 3 for definitions of each column heading) .....13**
    - 2.2.2 Lessons Learned .....14**
  - 2.3 Total Policing Cost 2, Municipal + RCMP (\$/policing staff) - Efficiency .....15**
    - 2.3.1 Policing RCMP Data (See Section 3 for definitions of each column heading) .....16**
- 1. Indirect costs to support RCMP operations and manage the contract are rolled into the direct costs since they are a small in relation to total direct costs.....16**

- 2.3.2 Lessons Learned .....16
- 2.4 Policing Costs 1, Municipal only (\$/capita and \$/population served) - Efficiency ..... 17
  - 2.4.1 Policing Data (See Section 3 for definitions of each column heading).....18
  - 2.4.2 Lessons Learned .....18
- 2.5 Policing Cost 2, Municipal only (\$/front line officer) - Efficiency..... 21
  - 2.5.1 Policing Data (See Section 3 for definitions of each column heading)..... 22
  - 2.5.2 Lessons Learned ..... 22
- 2.6 Policing Activity (caseload files/1,000 population served) - Effectiveness ..... 23
  - 2.6.1 Caseload Activity Data (See Section 3 for definitions of each column heading).....24
  - 2.6.2 Lessons Learned .....24
- 2.7 Crime Rate, (Criminal Code crimes/1,000 population served) – Effectiveness ..... 25
  - 2.7.1 Crime Rate Data (See Section 3 for definitions of each column heading) .....26
  - 2.7.2 Lessons Learned .....26
- 2.8 Crime Severity Index, (Statistics Canada, base is 100 for 2006) – Effectiveness ..... 27
  - 2.8.1 Crime Severity Index Data (See Section 3 for definitions of each column heading).....28
  - 2.8.2 Lessons Learned .....29
- 2.9 Clearance Rate, (%) – Effectiveness ..... 30
  - 2.9.1 Clearance Rate Data (See Section 3 for definitions of each column heading) ..... 31
  - 2.9.2 Lessons Learned ..... 31
- 2.10 Policing Service Level 1, (total policing staff/1,000 capita and population served) – Effectiveness ..... 32
  - 2.10.1 Policing Level Data (See Section 3 for definitions of each column heading) ..... 33
  - 2.10.2 Lessons Learned ..... 33

2.11	Policing Service Level 2, (front line officers/1,000 capita and population served) – Effectiveness .....	34
2.11.1	Policing Level Data (See Section 3 for definitions of each column heading) .....	35
2.11.2	Lessons Learned .....	35
2.12	Policing Workload 1, (total caseload/front line officer) – Effectiveness .....	36
2.12.1	Policing Workload (caseload) 1 Data (See Section 3 for definitions of each column heading) .....	37
2.12.2	Lessons Learned .....	37
2.13	Policing Workload 2, (Criminal Code crimes/front line officer) - Effectiveness .....	38
2.13.1	Policing Caseload 2 Data (See Section 3 for definitions of each column heading) .....	39
2.13.2	Lessons Learned .....	39
2.14	Policing RCMP Service Data .....	40
2.15	Lessons Learned, General .....	42
3	Database Manual, Policing RCMP .....	44
3.1	Benchmark Performance Measures (PM) Calculations .....	54

# 1 Introduction and Background

## 1.1 Introduction

Today's municipalities are challenged by an ever-increasing demand to deliver a greater variety and a higher level of public services while maintaining low taxes and user fees.

To meet this challenge, municipal governments are continually looking for new ways to improve performance, operationally and fiscally.

In the spring of 2012, a number of municipalities in Alberta expressed an interest in benchmarking their service delivery against leading practices as a way to improve service. At a workshop hosted by the Town of Banff in May 2012, participating municipalities discussed the benefits of benchmarking; developed a preliminary list of guiding principles; and identified considerations related to governance, scope, data collection, resources, and risks.

Subsequent to this workshop, the Town of Banff, on behalf of a group of 13 municipalities, successfully applied to the provincial government for a Regional Collaboration Grant to fund the development of a municipal service delivery benchmarking framework. With the support of the provincial government, the Alberta Municipal Benchmarking Initiative (ABMI) was launched in 2013.

## 1.2 Background

The Alberta Municipal Benchmarking Initiative is a collaboration of small and large municipalities. Their objective is to develop and implement a framework that will enable a continuous, multi-year benchmarking process for participating municipalities. The initiative includes identifying and gathering comparable metrics and preparing benchmarking reports to prompt questions, start discussions, identify and share leading practices, and ultimately improve the municipal services provided to Albertans.

The ten service areas to be benchmarked for efficiency and effectiveness performance measures are:

1. Drinking Water Supply (complete)
2. Wastewater Collection, Treatment and Disposal (complete)
3. Roadway Operations and Maintenance
4. Snow and Ice Management
5. Fire Protection (complete)
6. Residential Solid Waste Management
7. Police Protection
8. Transit
9. Parks Provision and Maintenance
10. Recreation, Facility Booking and Maintenance

A method for collecting data to ensure it is comparable between communities and a database to hold the data and produce performance measure reports has been developed.

The foundation of this method is a “User Manual” for each service area, containing:

- Definitions for cost and service data, and
- Definitions for the calculations of performance measures for both efficiency and effectiveness.

To ensure an “apples to apples” comparison, participating municipalities are involved in the creation of the user manual.

### 1.3 Participating Municipalities

The municipalities currently participating in the Police RCMP section of the Project are the cities of Airdrie and Wetaskiwin, and the towns of Banff, Canmore, Cochrane, and Okotoks.

### 1.4 Governance Structure

To guide and drive the project, a model has been developed consisting of:

- A governance committee consisting of six municipal leaders
- A working committee with representatives from each of the participating municipalities
- A finance group with representatives from each of the participating municipalities
- A subject matter expert (SME) Group for each service area with representatives from each of the participating municipalities

**Governance Committee** - The governance committee was created to provide overall guidance and oversight, and to ensure that the work conducted is in the best interest of the group of municipalities as a whole as opposed to an individual municipality. The committee is: Robert Earl (Chair), Town of Banff, Paul Schulz, City of Airdrie, Lisa de Soto, Town of Canmore, Corey Wight, City of Lethbridge, Brian Mastel, City of Medicine Hat and one vacant position.

**Working Committee** - Each of the participating municipalities is represented on the working committee. Its members’ primary role is liaising between the project manager and the respective municipality. They oversee the completion of activities within the municipality, support the identification of SMEs needed for the development of the Database User Manual, and assist with the gathering of relevant data.

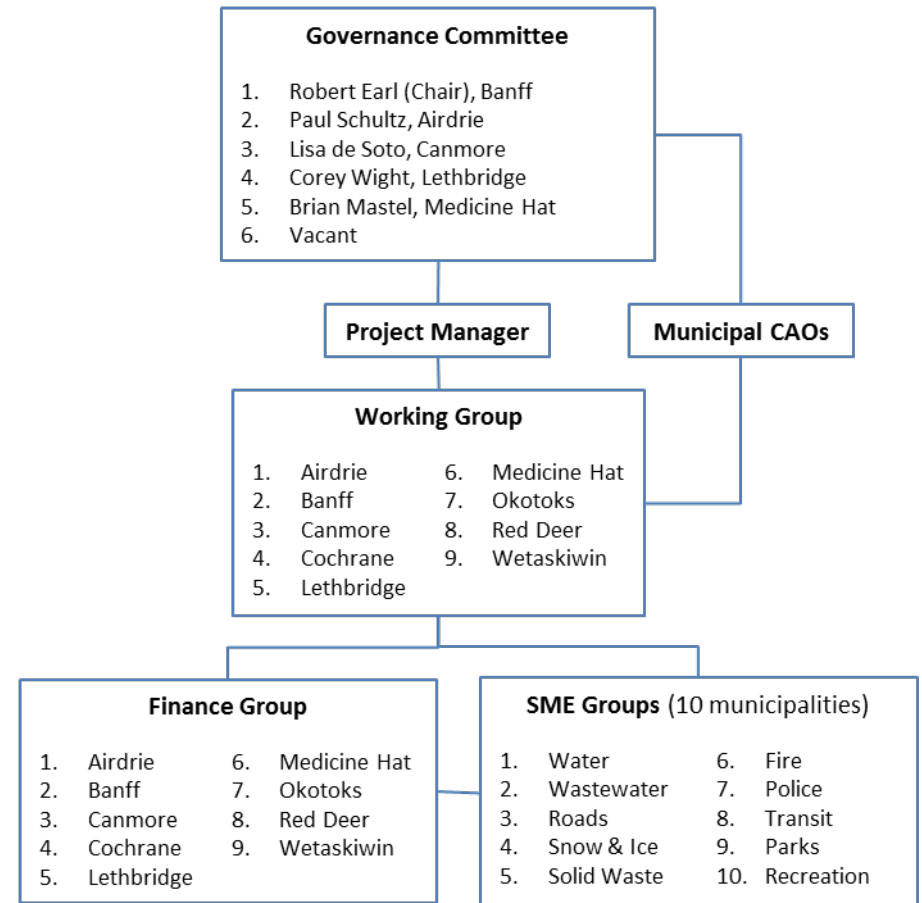
**Finance Group** – The primary role and responsibility of the Finance Group is to collect and enter data for a calculation to allocate overhead to each service area, collect and enter data for amortization of assets in each service area, and assist service area SMEs on collection of cost data for each service area. The Finance Group also ensures all data is accurate by confirming the financial data to the municipality’s non-consolidated financial statements.

**Subject Matter Expert Group (SME)** – The primary role and responsibility of the SME groups is to provide subject matter

expertise in the development of the service definitions, performance measures, and collection of data for the benchmarking pilot project.

**The CAOs' Role** – In addition to the governance committee, the CAOs from each of the participating municipalities were asked to confirm their commitment to this pilot project, to be the executive sponsor for their respective municipality, to champion this pilot project within their municipality, and ensure that all participating municipalities are informed of the activities and outcomes.

## Governance Structure



## 1.5 Benefits of Benchmarking

The anticipated benefits from this benchmarking project are:

- Helps tell the municipal “performance story”
- A sound business practice used in the government and private sectors
- Sets the stage for sharing knowledge and best practices among the municipal sector
- Understanding of trends within each municipality
- Identification of opportunities for change to improve efficiency or effectiveness of municipal services
- Formation of objective evidence that shows the differentiation between municipalities and provides information for municipal CAOs to address questions from Council, staff, and the community on service efficiency and effectiveness
- Encouragement of continuous improvement initiatives and a better understanding of the drivers that impact performance results
- Encourages continuous improvement, and
- Awareness of the value of collaboration between municipalities.
- Supports results-based accountability

## 1.6 Definitions

**Efficiency** – Efficiency is a measure of productivity based on dividing the quantity of output (measured in units of deliverables) by the quantity of resources input (usually measured in person hours or dollars).

**Effectiveness** – Effectiveness is a measure of the value or performance of a service relative to a goal, expressed as the actual change in the service. An effectiveness measure compares the output of a service to its intended contribution to a higher level goal.



# Policing Services, RCMP

Alberta Municipal Benchmarking Initiative

## 2 Policing RCMP

### 2.1 System Description

#### 2.1.1 Municipal Policing (RCMP) Services

Community Policing Services aim to increase public safety through excellence in the prevention, intervention and suppression of crime and disorder. In Alberta, municipalities can contract with the RCMP for policing, or operate and fund a municipal police service. The RCMP operates policing on three levels; Federal, Provincial and municipal. The decision is to use the RCMP usually made based on municipal population;

- For a population <5,000, the RCMP will provide policing at no charge
- For populations from 5,000 to 14,999, the cost of a contract is shared; the municipality pays 70% and the RCMP provides 30%
- For populations >15,000, the cost of a contract is shared; the municipality pays 90% and the RCMP provides 10%

The decision to establish a self-run service is considered by a municipality when the population is >30,000 and there is a need for full-time specialized services.

#### 2.1.2 Factors Influencing Policing RCMP Services

**Size of System:** Number, size and complexity of the roadways system for Policing RCMP.

**Urban Density:** Policing services needed to serve the population.

### 2.1.3 Policing (RCMP) Narrative Data (See Section 3 for definitions of each column heading)

The Narrative Data shows differences and similarities between municipalities for this service area.

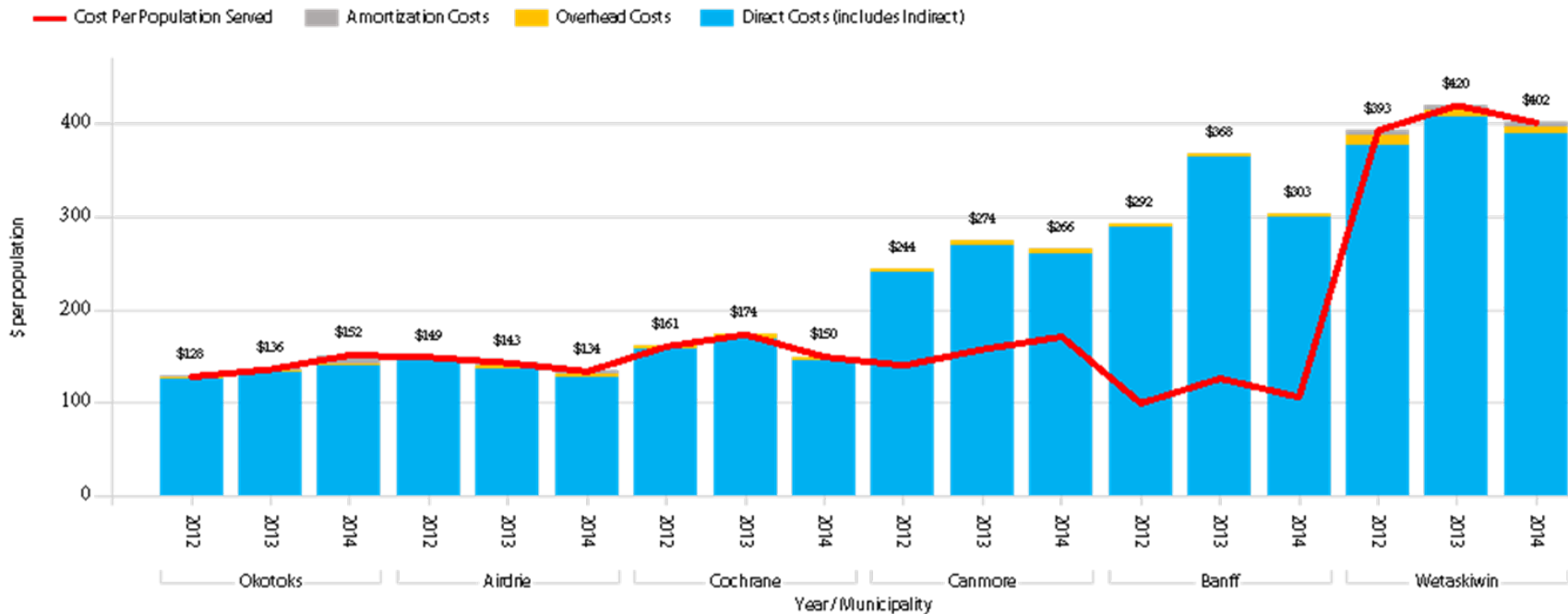
Municipality	Year	Roads Patrolled (KM)	Developed Area (square KM)	Commercial Area (square km)	Tickets Written (#)	Vehicle Collisions (#)	24/7 Coverage	Use Post Model
Airdrie	2012	280	56	5	2,411	1,112	Y	N
	2013	302	56	9	2,782	1,323	Y	N
	2014	310	56	9	2,435	1,392	Y	N
Banff	2012	42	5	1	861	320	Y	Y
	2013	42	5	1	168	23	Y	Y
	2014	42	5	1	470	302	Y	Y
Canmore	2012	188	12	1	2,439	343	Y	Y
	2013	188	12	1	1,482	293	Y	Y
	2014	188	12	1	2,662	348	Y	Y
Cochrane	2012	147	31	1	691	498	Y	Y
	2013	147	31	1	609	532	Y	Y
	2014	163	31	1	696	609	Y	Y
Okotoks	2012	331	16	2	2,083	743	Y	Y
	2013	334	16	2	1,543	837	Y	Y
	2014	340	16	2	1,175	792	Y	Y
Wetaskiwin	2012	133	18	2	1,303	431	Y	Y
	2013	133	18	2	1,145	409	Y	Y
	2014	133	18	2	1,051	420	Y	Y

#### NOTES:

- Under the Post Model a single detachment commander has municipal funded policing staff as well as a provincial contingent of staff for rural areas. There is both provincial and municipal policing staff on each shift. They jointly patrol both the municipal and rural area of detachment responsibility, e.g. Airdrie has a municipal force only.

## 2.2 Total Policing Costs 1, Municipal + RCMP (\$/capita and population served) - Efficiency

This chart shows total cost of providing policing services per capita based on municipal population and by population served (red line). These municipalities contract with the RCMP for policing services That means total cost includes the contribution of the RCMP to the shared contract + the municipality portion of the contract + all other cost to administer and support the RCMP operation. The cost types are; direct costs (the operational costs to have the service, i.e. "boots on the street"), indirect costs (support of the RCMP operations and management of the contract), overhead (a calculated allocation of total overhead to this service based on proportion of direct costs to the municipality), and amortization (depreciation cost of all assets owned by the municipality and used to deliver the service). Municipalities are in order from lowest to highest cost based on the average of 2012, 2013, 2014 results.



### 2.2.1 Total Policing Data (See Section 3 for definitions of each column heading)

Municipality	Year	Direct Costs (\$)	Overhead Costs (\$)	Amortization Costs (\$)	Total Costs (\$)	Municipal Population (#)	Population Served (#)	Cost Per Capita (\$)	Cost Per Population Served (#)
Airdrie	2012	\$6,679,497	\$120,332	\$27,840	\$6,827,669	45,711	45,711	\$149	\$149
	2013	\$6,764,571	\$131,401	\$204,581	\$7,100,553	49,560	49,560	\$143	\$143
	2014	\$7,013,921	\$138,118	\$205,846	\$7,357,885	54,891	54,891	\$134	\$134
Banff	2012	\$2,381,233	\$25,378	\$0	\$2,406,611	8,244	24,118	\$292	\$100
	2013	\$3,002,116	\$28,838	\$0	\$3,030,954	8,244	23,968	\$368	\$126
	2014	\$2,819,110	\$22,086	\$0	\$2,841,196	9,386	26,698	\$303	\$106
Canmore	2012	\$2,971,049	\$33,378	\$0	\$3,004,427	12,317	21,395	\$244	\$140
	2013	\$3,311,705	\$65,984	\$0	\$3,377,689	12,317	21,395	\$274	\$158
	2014	\$3,413,040	\$59,435	\$0	\$3,472,475	13,077	20,264	\$266	\$171
Cochrane	2012	\$2,765,896	\$62,714	\$0	\$2,828,610	17,580	17,580	\$161	\$161
	2013	\$3,170,085	\$87,033	\$0	\$3,257,118	18,750	18,750	\$174	\$174
	2014	\$3,009,791	\$89,707	\$0	\$3,099,498	20,708	20,708	\$150	\$150
Okotoks	2012	\$3,143,920	\$34,942	\$26,612	\$3,205,474	24,962	24,962	\$128	\$128
	2013	\$3,511,532	\$51,220	\$26,612	\$3,589,364	26,319	26,319	\$136	\$136
	2014	\$3,810,857	\$70,471	\$262,807	\$4,144,135	27,331	27,331	\$152	\$152
Wetaskiwin	2012	\$4,723,720	\$137,756	\$65,893	\$4,927,369	12,525	12,525	\$393	\$393
	2013	\$5,101,921	\$97,661	\$64,801	\$5,264,383	12,525	12,525	\$420	\$420
	2014	\$4,871,380	\$94,057	\$64,616	\$5,030,053	12,525	12,525	\$402	\$402

#### NOTES:

1. Indirect costs are rolled up into direct costs because they are small in relation to total costs (only involves administration of the RCMP contract).
2. Amortization is small because policing assets are owned by RCMP.
3. Airdrie added a new policing building 2014. Okotoks added a new policing building 2013. Amortization costs increased in both cases.
4. Population served is the resident municipal population plus non-resident visitors (second home owners, temporary workers) plus average visitor population. The policing service must have the capacity to deal with the population served.

For example;

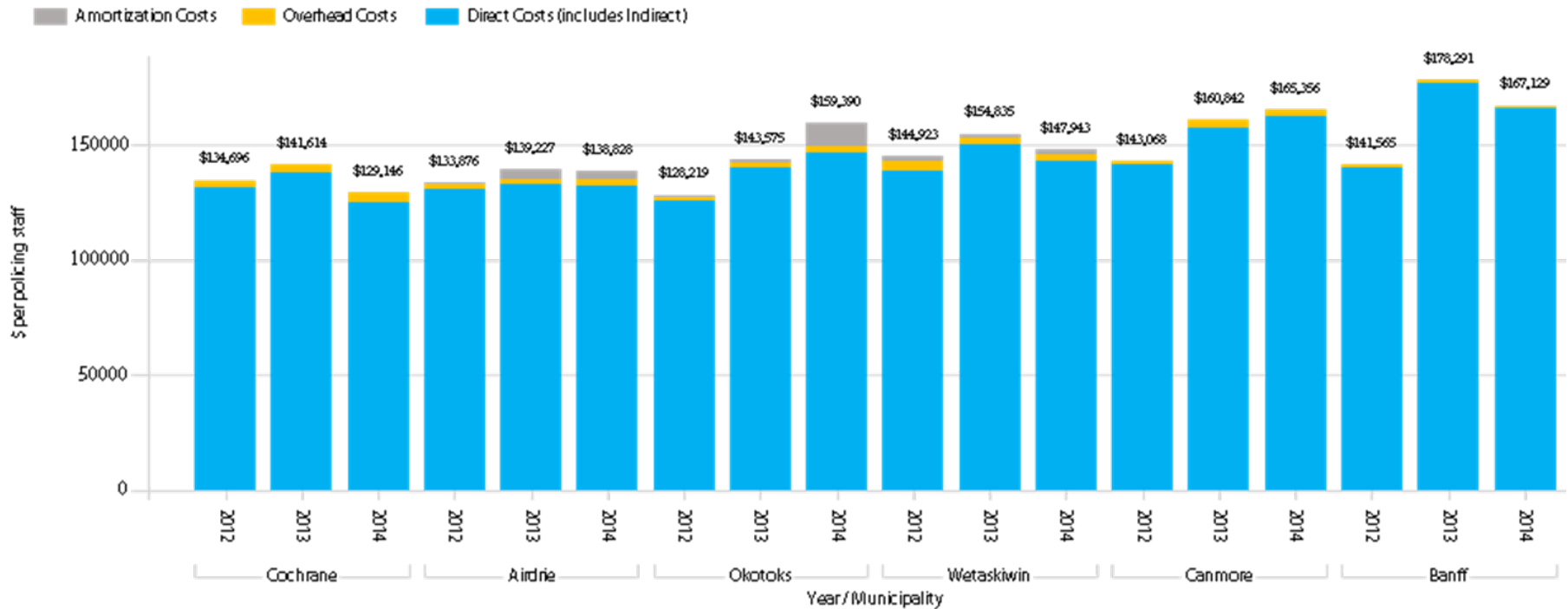
	Municipal Population (#)	Population Served (#)
Banff, 2014	9,386	26,698
Canmore, 2014	13,077	20,264

### 2.2.2 Lessons Learned

1. The average total policing cost/population served is \$186. The range is \$100 (Banff 2012) to \$420 (Wetaskiwin 2013).
2. Excluding Wetaskiwin, the average cost/population served is \$142, range \$100 (Banff 2012) to \$174 (Cochrane 2013).
3. Because policing is staffed to deal with the population served, the range of total cost/population served is relatively narrow if Wetaskiwin data is excluded. Wetaskiwin must staff higher due to local issues for their population. The variation in total cost/population served is due to;
  - Policing resources (services offered)
  - Council decisions on staffing and service levels

### 2.3 Total Policing Cost 2, Municipal + RCMP (\$/policing staff) - Efficiency

This chart shows total cost of providing policing services per number of policing staff (RCMP sworn officers + other RCMP staff + municipal staff supporting the RCMP operation). The cost types are; direct costs, indirect costs, overhead, and amortization. Municipalities are in order from lowest to highest cost based on the average of 2012, 2013, 2014 results.



### 2.3.1 Policing RCMP Data (See Section 3 for definitions of each column heading)

Municipality	Year	Direct Costs (\$)	Overhead Costs (\$)	Amortization Costs (\$)	Total Costs (\$)	Total Policing Staff (#)	Cost per Policing Staff (\$)
Airdrie	2012	\$6,679,497	\$120,332	\$27,840	\$6,827,669	51	\$133,876
	2013	\$6,764,571	\$131,401	\$204,581	\$7,100,553	51	\$139,227
	2014	\$7,013,921	\$138,118	\$205,846	\$7,357,885	53	\$138,828
Banff	2012	\$2,381,233	\$25,378	\$0	\$2,406,611	17	\$141,565
	2013	\$3,002,116	\$28,838	\$0	\$3,030,954	17	\$178,291
	2014	\$2,819,110	\$22,086	\$0	\$2,841,196	17	\$167,129
Canmore	2012	\$2,971,049	\$33,378	\$0	\$3,004,427	21	\$143,068
	2013	\$3,311,705	\$65,984	\$0	\$3,377,689	21	\$160,842
	2014	\$3,413,040	\$59,435	\$0	\$3,472,475	21	\$165,356
Cochrane	2012	\$2,765,896	\$62,714	\$0	\$2,828,610	21	\$134,696
	2013	\$3,170,085	\$87,033	\$0	\$3,257,118	23	\$141,614
	2014	\$3,009,791	\$89,707	\$0	\$3,099,498	24	\$129,146
Okotoks	2012	\$3,143,920	\$34,942	\$26,612	\$3,205,474	25	\$128,219
	2013	\$3,511,532	\$51,220	\$26,612	\$3,589,364	25	\$143,575
	2014	\$3,810,857	\$70,471	\$262,807	\$4,144,135	26	\$159,390
Wetaskiwin	2012	\$4,723,720	\$137,756	\$65,893	\$4,927,369	34	\$144,923
	2013	\$5,101,921	\$97,661	\$64,801	\$5,264,383	34	\$154,835
	2014	\$4,871,380	\$94,057	\$64,616	\$5,030,053	34	\$147,943

#### NOTES:

1. Indirect costs to support RCMP operations and manage the contract are rolled into the direct costs since they are a small in relation to total direct costs.
2. Municipalities with no amortization costs do not own any policing assets.

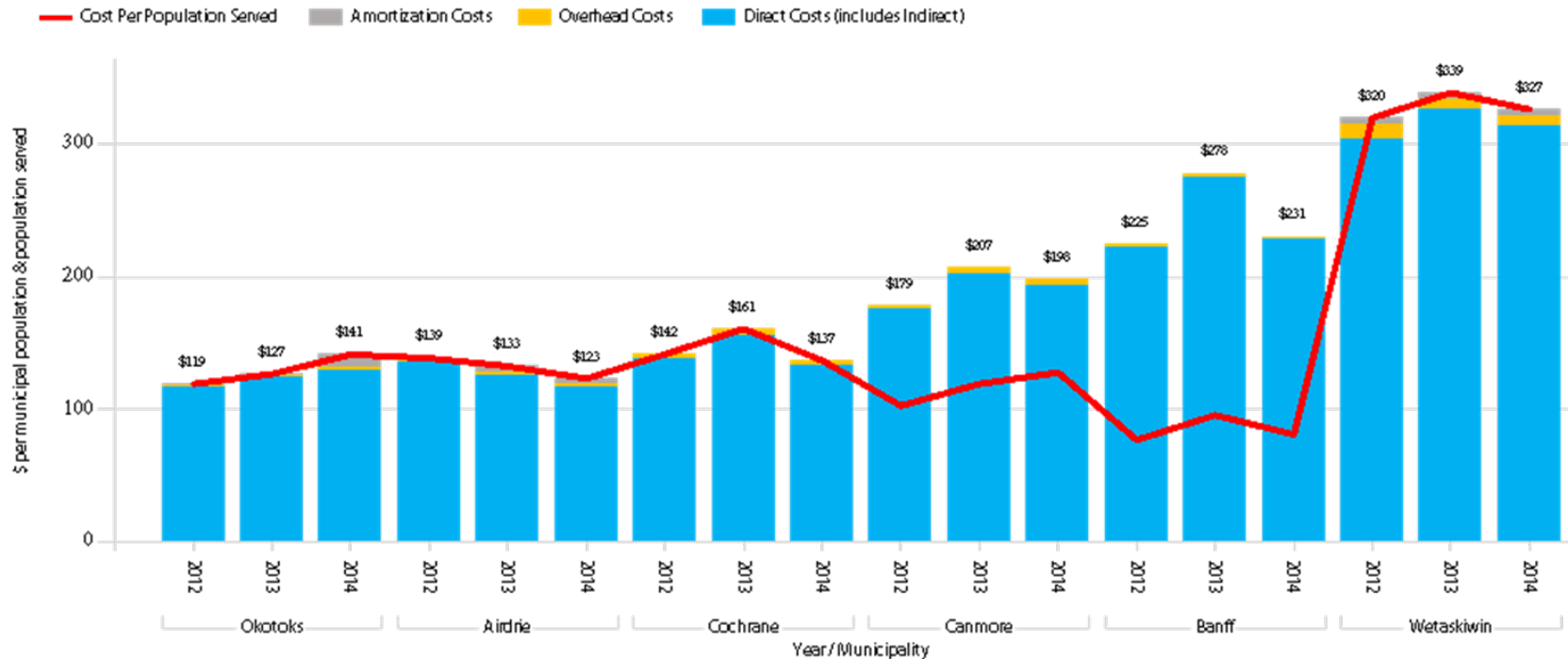
#### 2.3.2 Lessons Learned

1. The average total cost/total policing staff is \$147,362. The range is \$128,219 (Okotoks 2012) to \$178,291 (Banff 2013).
2. Variation in cost/total policing staff is due to;
  - Policing resources (services offered)
  - Council decisions on staffing and service levels



## 2.4 Policing Costs 1, Municipal only (\$/capita and \$/population served) - Efficiency

This chart shows the actual cost to the municipality per capita based on municipal population and per population served. The cost includes only the municipal portion of the RCMP contract + all other costs to administer and support the RCMP operation. Municipalities are in order from lowest to highest cost based on the average of 2012, 2013, 2014 results.



### 2.4.1 Policing Data (See Section 3 for definitions of each column heading)

Municipality	Year	Direct Costs (\$)	Overhead Costs (\$)	Amortization Costs (\$)	Total Costs (\$)	Municipal Population (#)	Cost Per Capita (\$)	Population Served (#)	Cost per Population Served (\$)
Airdrie	2012	\$6,192,786	\$120,332	\$27,840	\$6,340,958	45,711	\$139	45,711	\$139
	2013	\$6,236,406	\$131,401	\$204,581	\$6,572,388	49,560	\$133	49,560	\$133
	2014	\$6,427,042	\$138,118	\$205,846	\$6,771,006	54,891	\$123	54,891	\$123
Banff	2012	\$1,829,939	\$25,378	\$0	\$1,855,317	8,244	\$225	24,118	\$77
	2013	\$2,263,781	\$28,838	\$0	\$2,292,619	8,244	\$278	23,968	\$96
	2014	\$2,141,564	\$22,086	\$0	\$2,163,650	9,386	\$231	26,698	\$81
Canmore	2012	\$2,165,777	\$33,378	\$0	\$2,199,155	12,317	\$179	21,395	\$103
	2013	\$2,485,646	\$65,984	\$0	\$2,551,630	12,317	\$207	21,395	\$119
	2014	\$2,532,855	\$59,435	\$0	\$2,592,290	13,077	\$198	20,264	\$128
Cochrane	2012	\$2,428,687	\$62,714	\$0	\$2,491,401	17,580	\$142	17,580	\$142
	2013	\$2,931,083	\$87,033	\$0	\$3,018,116	18,750	\$161	18,750	\$161
	2014	\$2,744,403	\$89,707	\$0	\$2,834,110	20,708	\$137	20,708	\$137
Okotoks	2012	\$2,913,941	\$34,942	\$26,612	\$2,975,495	24,962	\$119	24,962	\$119
	2013	\$3,258,095	\$51,220	\$26,612	\$3,335,927	26,319	\$127	26,319	\$127
	2014	\$3,533,848	\$70,471	\$262,807	\$3,867,126	27,331	\$141	27,331	\$141
Wetaskiwin	2012	\$3,807,138	\$137,756	\$65,893	\$4,010,787	12,525	\$320	12,525	\$320
	2013	\$4,086,705	\$97,661	\$64,801	\$4,249,167	12,525	\$339	12,525	\$339
	2014	\$3,931,642	\$94,057	\$64,616	\$4,090,315	12,525	\$327	12,525	\$327

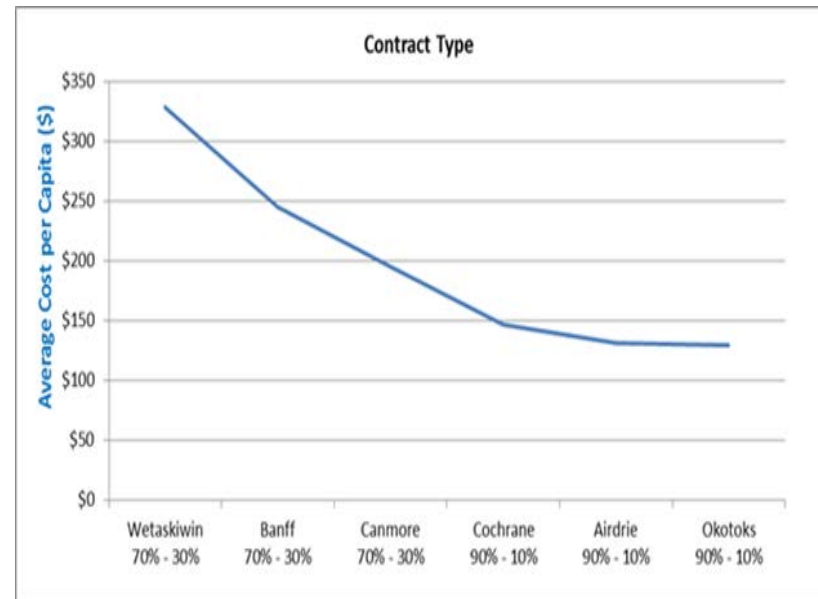
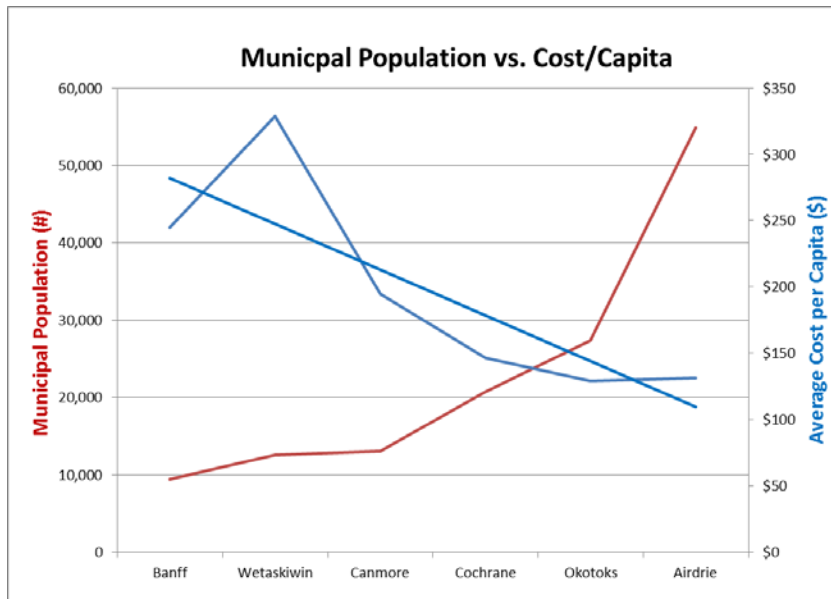
#### NOTES:

1. Direct costs include only the municipal portion of the RCMP contract (70% or 90%) plus the cost of support staff employed by the municipality dedicated to policing services and the indirect cost of managing the contract, e.g. a portion of a protective services manager time devoted to policing services. Direct costs exclude the portion of the contract “contributed”

by the RCMP. This means these costs are the cash outlay by the municipality for policing.

#### 2.4.2 Lessons Learned

1. Policing cost per capita (blue trend line) decreases as municipal population increases. See chart below.  
**NOTE:** Cost/capita is the actual cost. Some municipalities offset the actual cost with, for example, revenues from fines, which lowers the cost to the taxpayer.



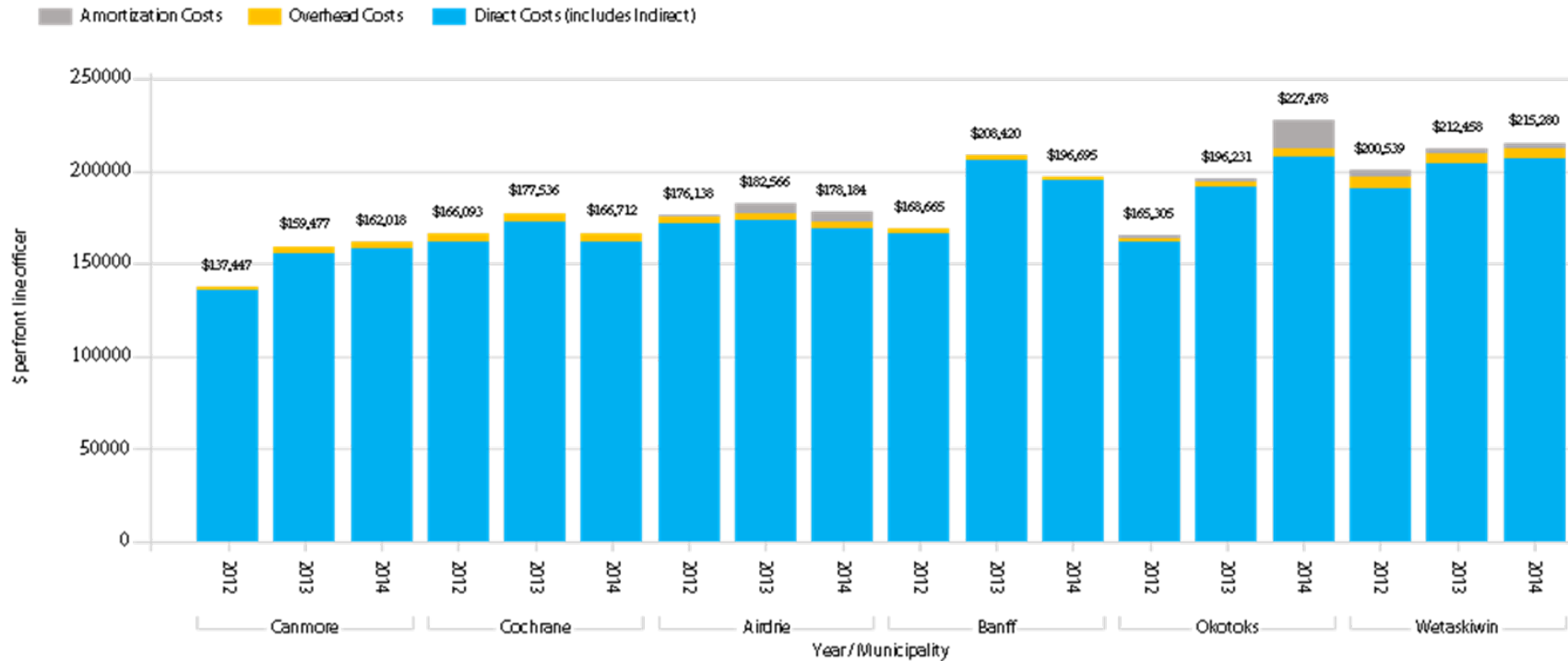
2. Cost per capita decreases moving from the 70%/30% contract split with the RCMP to the 90%/10% split. See chart. This trend is in part due to the municipality's capacity to pay for RCMP policing services, i.e. the larger the municipal population the higher the municipal portion of the contract (>15,000 population pays 90%). If the split percentage was to stay at 70% for all municipalities the curve would have a much steeper slope.

3. All municipalities in this study have 24/7 policing, which increases the cost/capita by requiring a minimum number of sworn officers to fill all shifts.
4. Local policing issues increases the cost per capita, e.g. increased domestic violence may require more officers to handle the workload. Wetaskiwin has an average of 207 Criminal Code crimes per 10,000 municipal population vs. an average of 63 for the other municipalities. Wetaskiwin has 3.1 policing staff per 10,000 municipal population vs. an average 1.1 for all other municipalities.

5. Using population served makes the comparison between municipalities more accurate. The average cost/population served is \$156. The range is \$77 (Banff 2012) to \$339 (Wetaskiwin 2013).
6. Excluding Wetaskiwin, due to local issues, the average is \$122, range \$77 (Banff 2012) to \$161 (Cochrane 2013).

## 2.5 Policing Cost 2, Municipal only (\$/front line officer) - Efficiency

This chart shows the actual cost to the municipality per front line officer. Front line officers are those in the RCMP operation that are “boots on the street”; visible to the community delivering the policing service. Municipalities are in order from lowest to highest cost based on the average of 2012, 2013, 2014 results.



### 2.5.1 Policing Data (See Section 3 for definitions of each column heading)

Municipality	Year	Direct Costs (\$)	Overhead Costs (\$)	Amortization Costs (\$)	Total Costs (\$)	Front Line Officers (#)	Cost per Front Line Officer (\$)
Airdrie	2012	\$6,192,786	\$120,332	\$27,840	\$6,340,958	36.0	\$176,138
	2013	\$6,236,406	\$131,401	\$204,581	\$6,572,388	36.0	\$182,566
	2014	\$6,427,042	\$138,118	\$205,846	\$6,771,006	38.0	\$178,184
Banff	2012	\$1,829,939	\$25,378	\$0	\$1,855,317	11.0	\$168,665
	2013	\$2,263,781	\$28,838	\$0	\$2,292,619	11.0	\$208,420
	2014	\$2,141,564	\$22,086	\$0	\$2,163,650	11.0	\$196,695
Canmore	2012	\$2,165,777	\$33,378	\$0	\$2,199,155	16.0	\$137,447
	2013	\$2,485,646	\$65,984	\$0	\$2,551,630	16.0	\$159,477
	2014	\$2,532,855	\$59,435	\$0	\$2,592,290	16.0	\$162,018
Cochrane	2012	\$2,428,687	\$62,714	\$0	\$2,491,401	15.0	\$166,093
	2013	\$2,931,083	\$87,033	\$0	\$3,018,116	17.0	\$177,536
	2014	\$2,744,403	\$89,707	\$0	\$2,834,110	17.0	\$166,712
Okotoks	2012	\$2,913,941	\$34,942	\$26,612	\$2,975,495	18.0	\$165,305
	2013	\$3,258,095	\$51,220	\$26,612	\$3,335,927	17.0	\$196,231
	2014	\$3,533,848	\$70,471	\$262,807	\$3,867,126	17.0	\$227,478
Wetaskiwin	2012	\$3,807,138	\$137,756	\$65,893	\$4,010,787	20.0	\$200,539
	2013	\$4,086,705	\$97,661	\$64,801	\$4,249,167	20.0	\$212,458
	2014	\$3,931,642	\$94,057	\$64,616	\$4,090,315	19.0	\$215,280

#### NOTES:

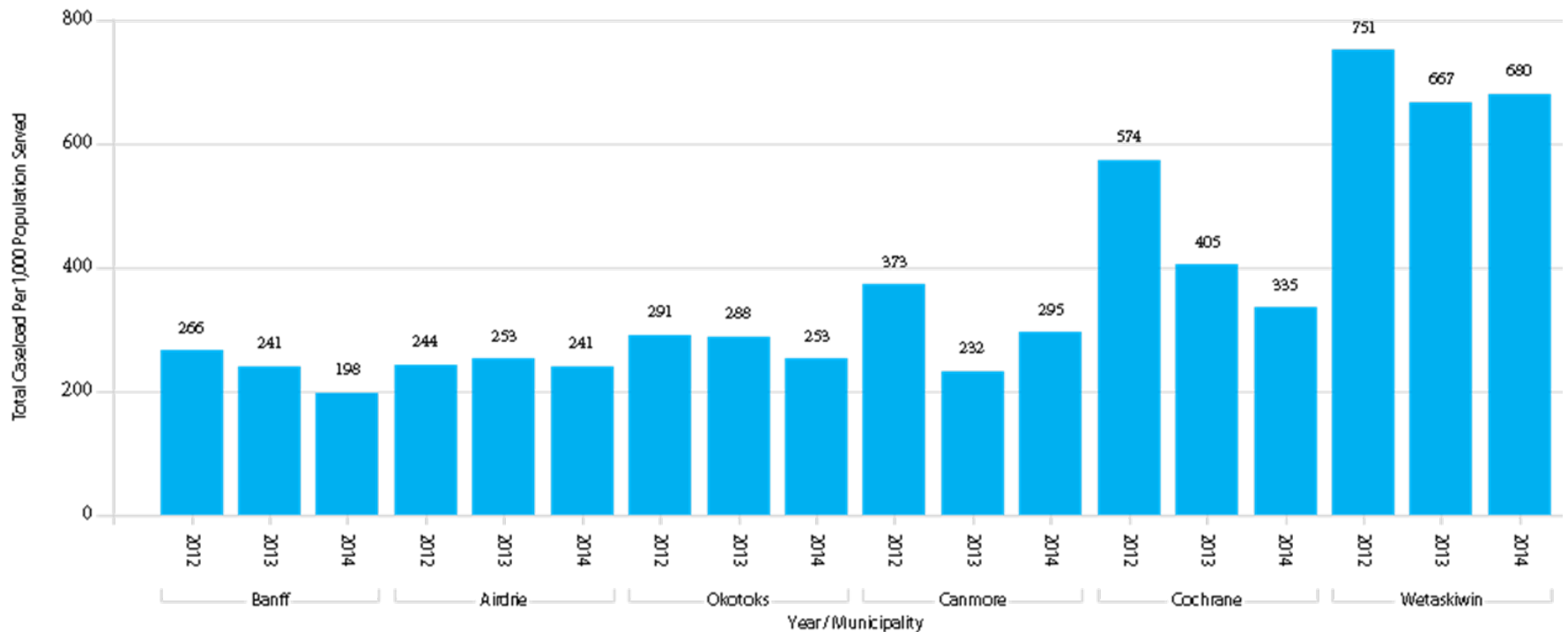
1. The number of front line officers is the average actual number in each of the 4 quarters, recognizing numbers go up and down in each quarter. It is not the budgeted/authorized strength.

#### 2.5.2 Lessons Learned

1. The average cost/front line officer is \$183,180. The range is \$137,447 (Canmore 2012) to \$227,478 (Okotoks 2014).
2. The variation in cost/ total policing staff is due to;
  - Policing resources (services offered)
  - Council decisions on staffing and service levels

## 2.6 Policing Activity (caseload files/1,000 population served) - Effectiveness

This chart shows the number of files opened for any reason, per 1,000 of population served. Files are opened from any source, including Criminal Code crimes that fall under the federal Criminal Code. These files will go on to be investigated by a sworn officer. Upon investigation, for the Criminal Code files opened, some are downgraded to non-criminal files and some non-criminal files are upgraded to Criminal Code crimes. Municipalities are in order from lowest to highest crime rate based on the average of 2012, 2013, 2014 results.



### 2.6.1 Caseload Activity Data (See Section 3 for definitions of each column heading)

Municipality	Year	Total Caseload (#)	Population Served (#)	Total Caseload per 1,000 Population Served (#)
Airdrie	2012	11,148	45,711	244
	2013	12,548	49,560	253
	2014	13,217	54,891	241
Banff	2012	6,422	24,118	266
	2013	5,769	23,968	241
	2014	5,279	26,698	198
Canmore	2012	7,978	21,395	373
	2013	4,967	21,395	232
	2014	5,972	20,264	295
Cochrane	2012	10,097	17,580	574
	2013	7,593	18,750	405
	2014	6,942	20,708	335
Okotoks	2012	7,272	24,962	291
	2013	7,579	26,319	288
	2014	6,904	27,331	253
Wetaskiwin	2012	9,411	12,525	751
	2013	8,353	12,525	667
	2014	8,519	12,525	680

### 2.6.2 Lessons Learned

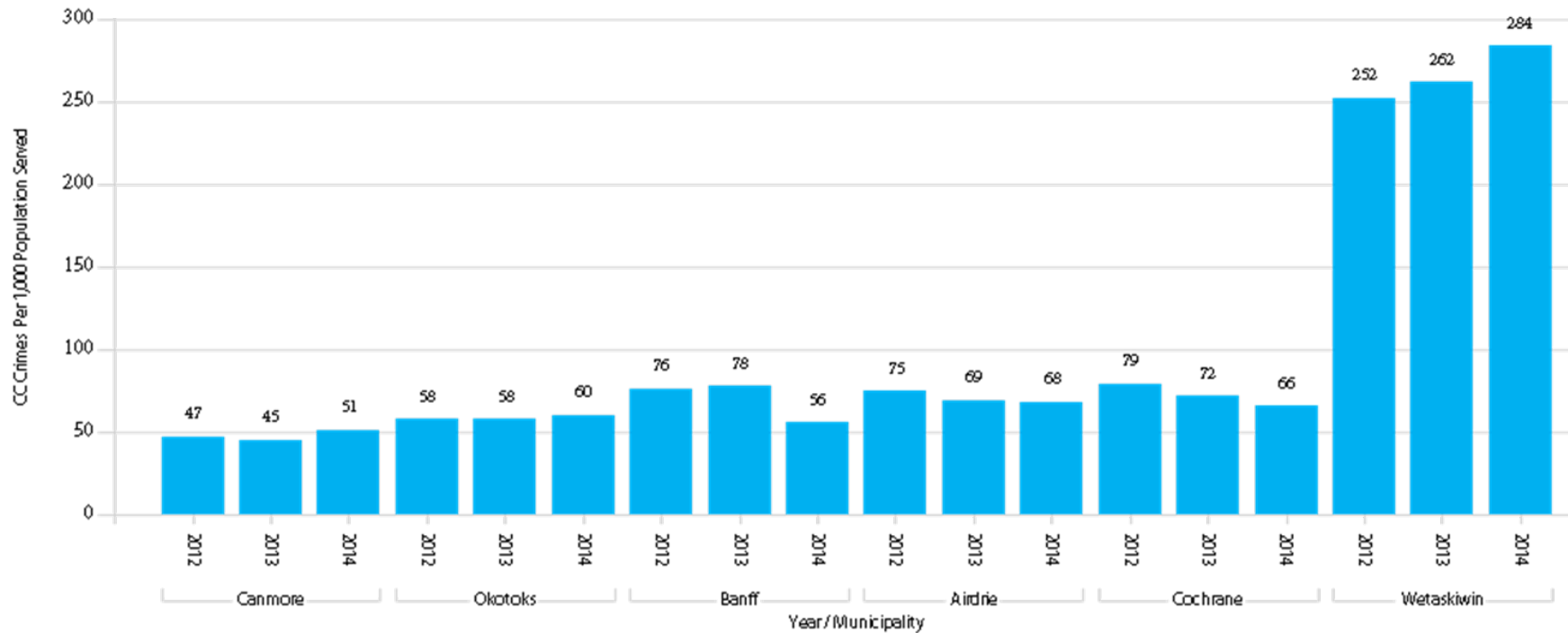
1. For Airdrie, Okotoks, Canmore and Wetaskiwin the trend for total caseload/population served is about constant for 2012 to 2014, while for Banff and Cochrane the trend is decreasing. For Banff, the decrease is attributed to an increase in pro-active policing.
2. Local issues cause increases in total caseload/ population served. Wetaskiwin has an average of 699

in total caseload/ population served while all others average 299.



## 2.7 Crime Rate, (Criminal Code crimes/1,000 population served) – Effectiveness

This chart shows Criminal Code crimes per 1,000 of population served. After initial investigation, files opened as Criminal Code can be downgraded to non-criminal files (unfounded) while others are upgraded to Criminal Code crimes. Municipalities are in order from lowest to highest crime rate based on the average of 2012, 2013, 2014 results.



### 2.7.1 Crime Rate Data (See Section 3 for definitions of each column heading)

Municipality	Year	Criminal Code Crimes (#)	Population Served (#)	Criminal Code Crimes Per 1,000 Population (#)
Airdrie	2012	3,426	45,711	75
	2013	3,422	49,560	69
	2014	3,741	54,891	68
Banff	2012	1,835	24,118	76
	2013	1,858	23,968	78
	2014	1,492	26,698	56
Canmore	2012	1,013	21,395	47
	2013	965	21,395	45
	2014	1,033	20,264	51
Cochrane	2012	1,394	17,580	79
	2013	1,343	18,750	72
	2014	1,366	20,708	66
Okotoks	2012	1,436	24,962	58
	2013	1,522	26,319	58
	2014	1,652	27,331	60
Wetaskiwin	2012	3,159	12,525	252
	2013	3,279	12,525	262
	2014	3,555	12,525	284

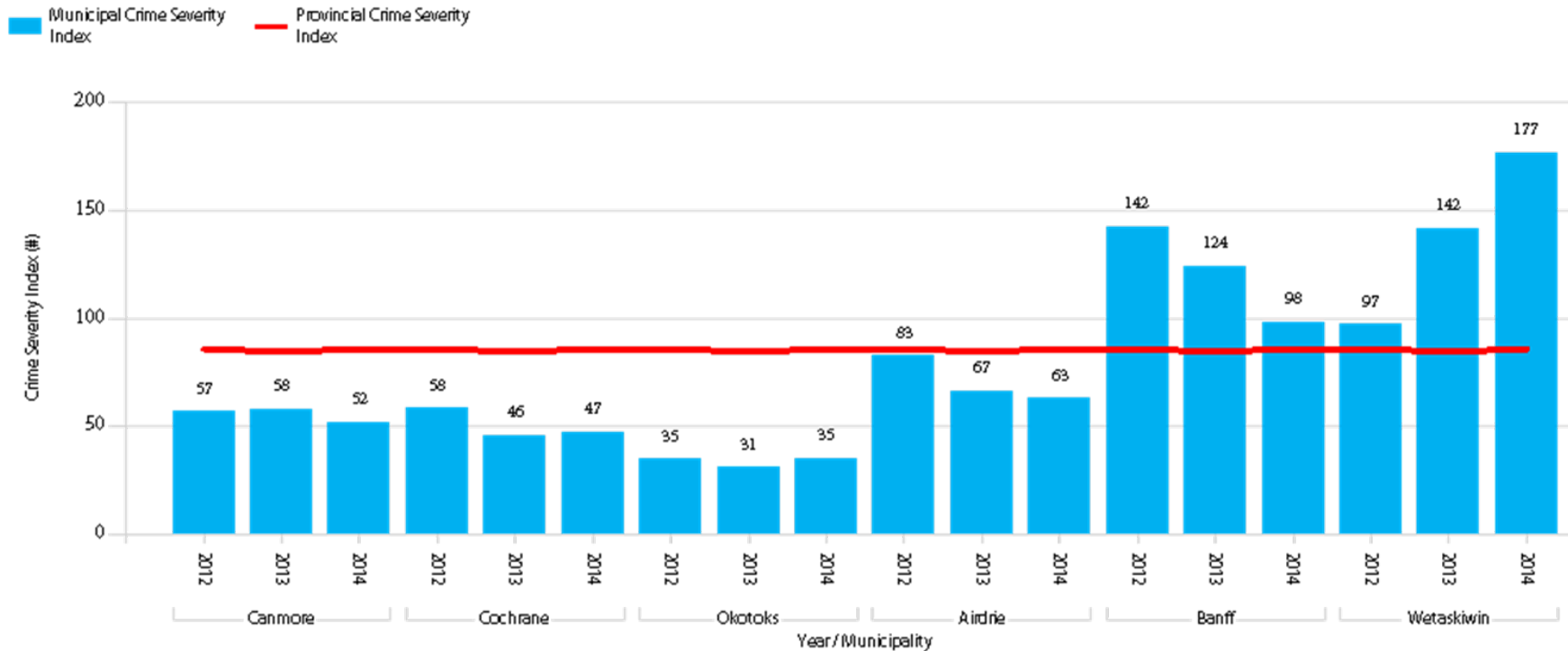
### 2.7.2 Lessons Learned

1. Local issues influence the number Criminal Code crimes/1,000 population served. The number of criminal code crimes per 1,000 population served is very similar for Airdrie, Banff, Canmore, Cochrane and Okotoks. The average for this group of municipalities is 63 Criminal Code crimes per 1,000 population served

and the range is from 45 to 79. Wetaskiwin averages 266.

## 2.8 Crime Severity Index, (Statistics Canada, base is 100 for 2006) – Effectiveness

This chart shows the Crime Severity Index (CSI). The CSI is prepared annually by Statistics Canada and tracks changes in the severity of police-reported crime from year to year. Municipalities are compared to the Alberta CSI (red line). Municipalities are in order from lowest to highest CSI based on the average of 2012, 2013, 2014 results.



**2.8.1 Crime Severity Index Data (See Section 3 for definitions of each column heading)**

Municipality	Year	Municipal Crime Severity Index (#)
Airdrie	2012	83
	2013	67
	2014	63
Banff	2012	142
	2013	124
	2014	98
Canmore	2012	57
	2013	58
	2014	52
Cochrane	2012	58
	2013	46
	2014	47
Okotoks	2012	35
	2013	31
	2014	35
Wetaskiwin	2012	97
	2013	142
	2014	177

**NOTES:**

1. The CSI is standardized to "100" for Canada using 2006 as a base year.
2. The CSI shown comes with these caveats:
  - The "relative seriousness" component of the CSI is very sensitive to and distorted by the inclusion of even one homicide.

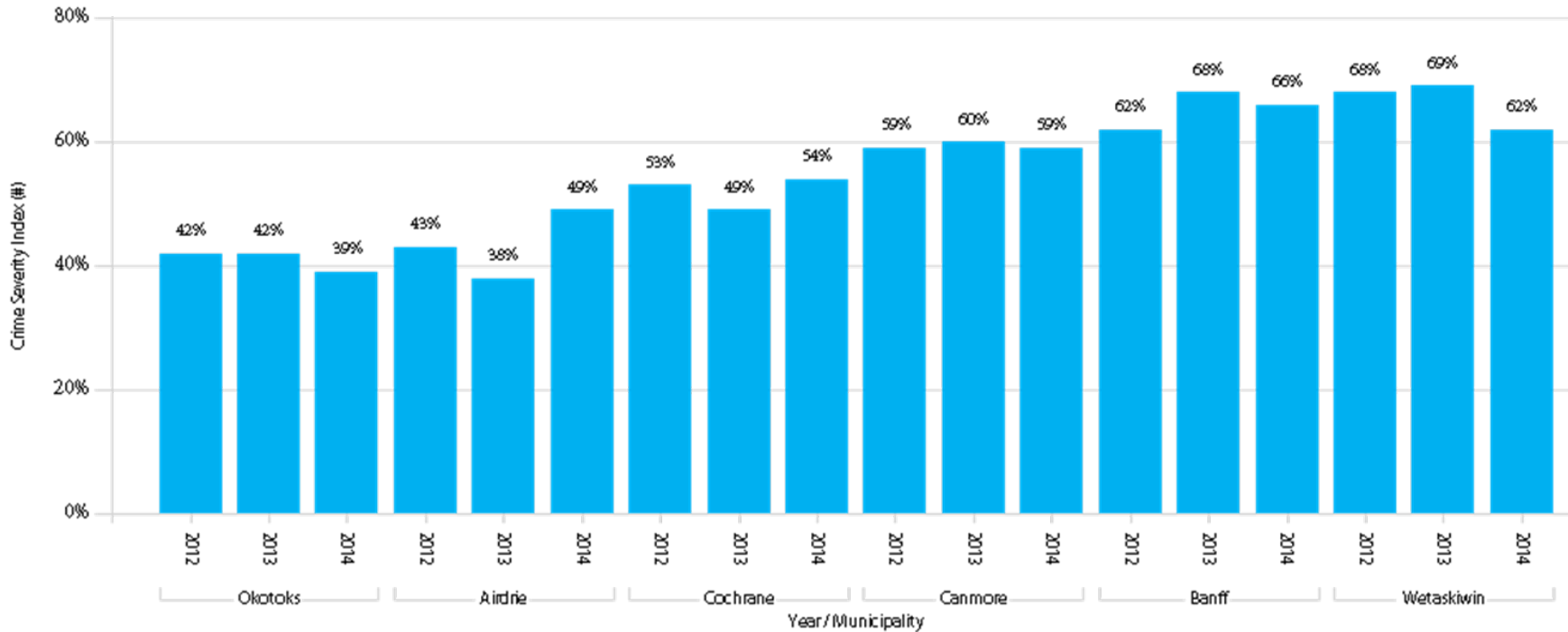
- The CSI varies from jurisdiction to jurisdiction depending on how crime is handled by the courts in each jurisdiction.
3. The CSI is recognized as a standard measure of policing across Canada.  
<http://www.statcan.gc.ca/pub/85-004-x/2009001/part-partie1-eng.htm>

### 2.8.2 Lessons Learned

1. When a community's CSI is above the Provincial average, it is due to local issues.
  - Banff has a CSI above the provincial average and it is declining 2012 to 2014. Banff has a large contingent of temporary workers and tourist visitors. The early morning hours after clubs close are busy for policing and result in a large number of files being opened. Banff has instituted a proactive policing program for these late hours that has resulted in a declining CSI.
  - Wetaskiwin has an increasing CSI due to a rise in domestic violence incidents that are exacerbated by declining economic conditions.

## 2.9 Clearance Rate, (%) – Effectiveness

The Clearance Rate is the percentage of Criminal Code crimes that are cleared in a calendar year. The RCMP can clear a Criminal Code crime by making a charge or by other means. Municipalities are in order from lowest to highest Clearance Rate based on the average of 2012, 2013, 2014 results.



### 2.9.1 Clearance Rate Data (See Section 3 for definitions of each column heading)

Municipality	Year	Clearance Rate (%)
Airdrie	2012	43%
	2013	38%
	2014	49%
Banff	2012	62%
	2013	68%
	2014	66%
Canmore	2012	59%
	2013	60%
	2014	59%
Cochrane	2012	53%
	2013	49%
	2014	54%
Okotoks	2012	42%
	2013	42%
	2014	39%
Wetaskiwin	2012	68%
	2013	69%
	2014	62%

### 2.9.2 Lessons Learned

#### 1. Clearance rate is affected by the type of crime.

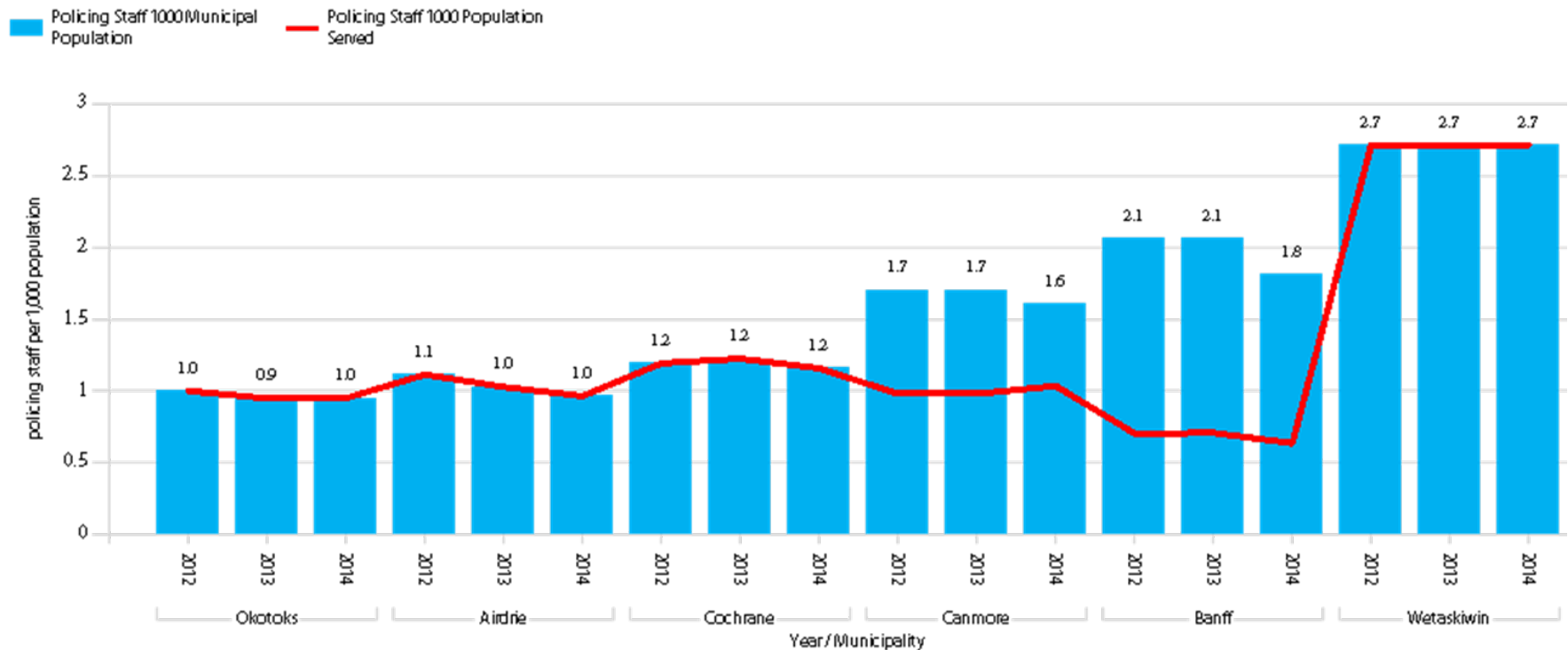
- Property crimes are more frequent and less severe. These crimes are often committed with little evidence of who committed the crime. This means they are difficult to investigate and clear.
- Personal crimes that are downgraded from criminal code crimes have a higher clearance

rate. This is because the perpetrators are usually found at the scene of the crime and can be apprehended.

- Workload affects clearance rate. Higher workloads lead to a lower clearance rate because some files may have to be set aside for action later due to new, higher priority files.

## 2.10 Policing Service Level 1, (total policing staff/1,000 capita and population served) – Effectiveness

This chart shows the total number of policing staff (sworn officers and municipal support staff) providing policing services per 1,000 of municipal population and population served. Municipalities are in order from lowest to highest based on the average of 2012, 2013, 2014 results per 1,000 population served.





### 2.10.1 Policing Level Data (See Section 3 for definitions of each column heading)

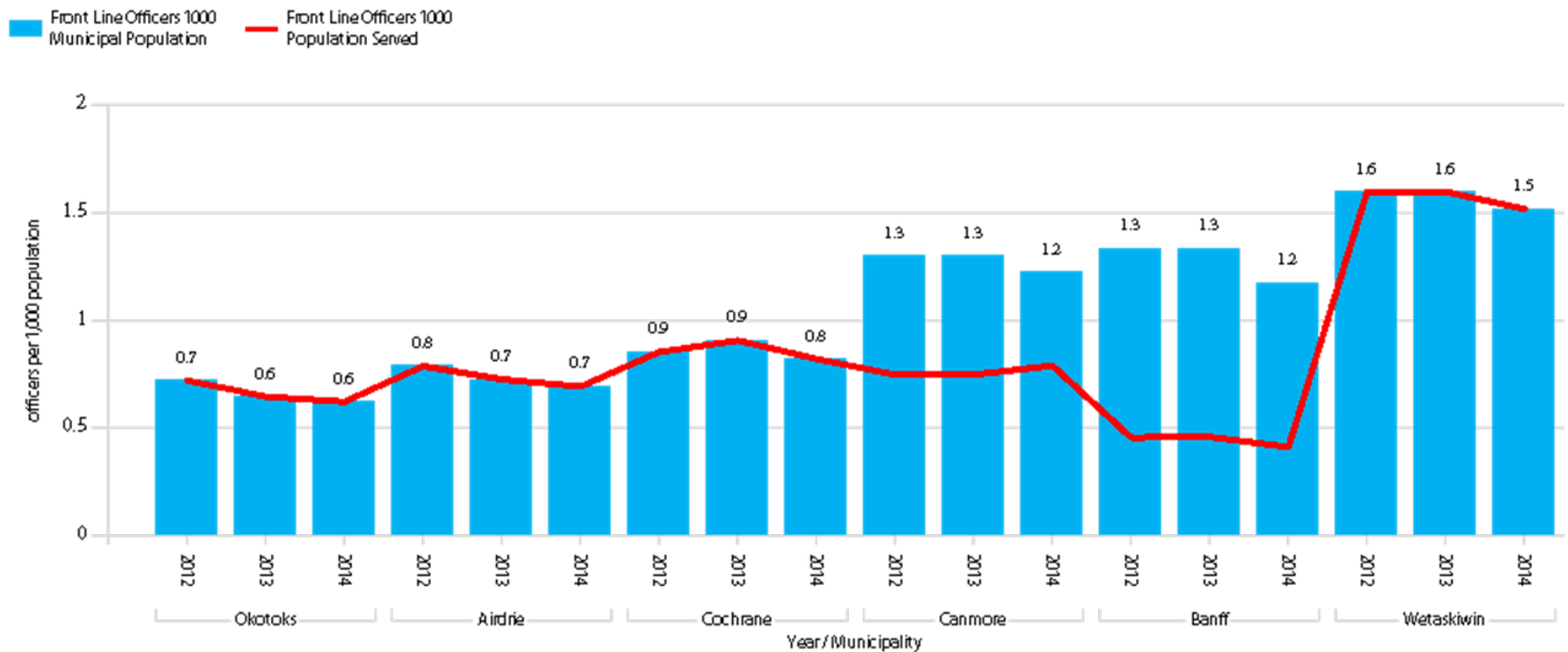
Municipality	Year	Policing Staff (#)	Municipal Population (#)	Policing Staff Per 1,000 Municipal Population (#)	Population Served (#)	Policing Staff Per 1000 Population Served (#)
Airdrie	2012	51.0	45,711	1.1	45,711	1.1
	2013	51.0	49,560	1.0	49,560	1.0
	2014	53.0	54,891	1.0	54,891	1.0
Banff	2012	17.0	8,244	2.1	24,118	0.7
	2013	17.0	8,244	2.1	23,968	0.7
	2014	17.0	9,386	1.8	26,698	0.6
Canmore	2012	21.0	12,317	1.7	21,395	1.0
	2013	21.0	12,317	1.7	21,395	1.0
	2014	21.0	13,077	1.6	20,264	1.0
Cochrane	2012	21.0	17,580	1.2	17,580	1.2
	2013	23.0	18,750	1.2	18,750	1.2
	2014	24.0	20,708	1.2	20,708	1.2
Okotoks	2012	25.0	24,962	1.0	24,962	1.0
	2013	25.0	26,319	0.9	26,319	0.9
	2014	26.0	27,331	1.0	27,331	1.0
Wetaskiwin	2012	34.0	12,525	2.7	12,525	2.7
	2013	34.0	12,525	2.7	12,525	2.7
	2014	34.0	12,525	2.7	12,525	2.7

### 2.10.2 Lessons Learned

1. Population served affects policing staff per 1,000 population. Banff and Canmore have services staffed to police large visitor populations. When population served is taken into account, the number of officers per 1,000 population for Banff and Canmore falls into the same range as municipalities with no or low visitor populations.

## 2.11 Policing Service Level 2, (front line officers/1,000 capita and population served) – Effectiveness

This chart shows the number of front line officers (on-the-street) providing policing services per 1,000 of municipal population and population served. Municipalities are in order from lowest to highest based on the average of 2012, 2013, 2014 results per 1,000 population served.



### 2.11.1 Policing Level Data (See Section 3 for definitions of each column heading)

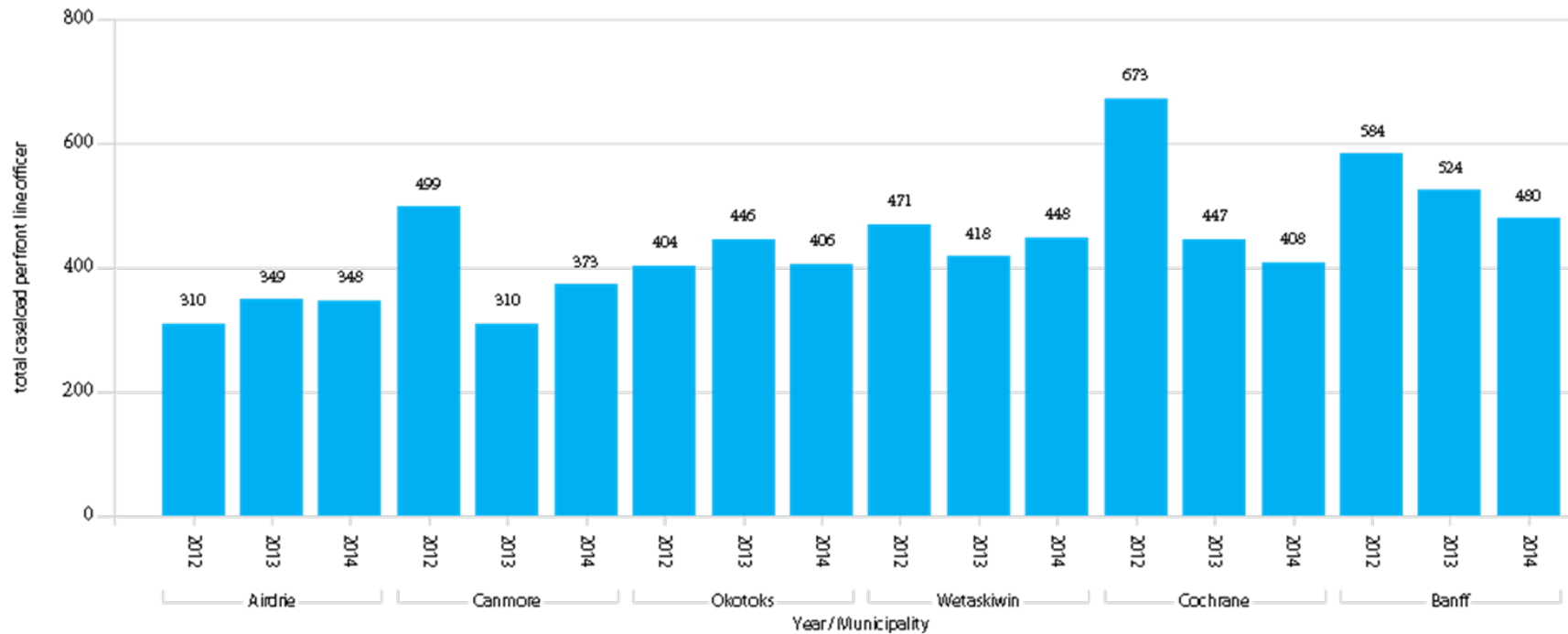
Municipality	Year	Frontline Officers (#)	Municipal Population (#)	Front Line Officers Per 1,000 Municipal Population (#)	Population Served (#)	Front Line Officers Per 1,000 Population Served (#)
Airdrie	2012	36.0	45,711	0.8	45,711	0.8
	2013	36.0	49,560	0.7	49,560	0.7
	2014	38.0	54,891	0.7	54,891	0.7
Banff	2012	11.0	8,244	1.3	24,118	0.5
	2013	11.0	8,244	1.3	23,968	0.5
	2014	11.0	9,386	1.2	26,698	0.4
Canmore	2012	16.0	12,317	1.3	21,395	0.7
	2013	16.0	12,317	1.3	21,395	0.7
	2014	16.0	13,077	1.2	20,264	0.8
Cochrane	2012	15.0	17,580	0.9	17,580	0.9
	2013	17.0	18,750	0.9	18,750	0.9
	2014	17.0	20,708	0.8	20,708	0.8
Okotoks	2012	18.0	24,962	0.7	24,962	0.7
	2013	17.0	26,319	0.6	26,319	0.6
	2014	17.0	27,331	0.6	27,331	0.6
Wetaskiwin	2012	20.0	12,525	1.6	12,525	1.6
	2013	20.0	12,525	1.6	12,525	1.6
	2014	19.0	12,525	1.5	12,525	1.5

### 2.11.2 Lessons Learned

1. As in 2.11.

## 2.12 Policing Workload 1, (total caseload/front line officer) – Effectiveness

This chart shows the total number files opened for investigation for any reason per front line officer. The actual number of files may vary officer to officer. Municipalities are in order from lowest to highest workload based on the average of 2012, 2013, 2014 results.



### 2.12.1 Policing Workload (caseload) 1 Data (See Section 3 for definitions of each column heading)

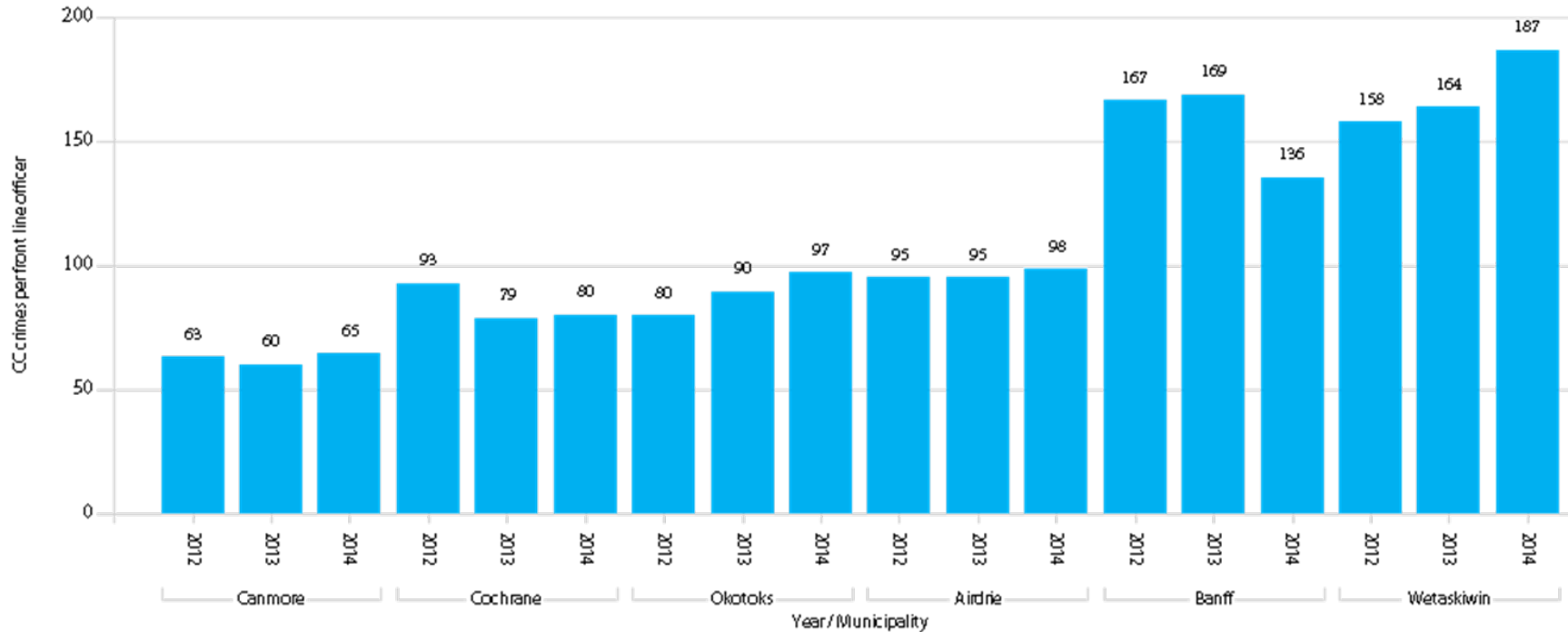
Municipality	Year	Caseload (#)	Front Line Officers (#)	Caseload Per Front Line Officer (#)
Airdrie	2012	11,148	36	310
	2013	12,548	36	349
	2014	13,217	38	348
Banff	2012	6,422	11	584
	2013	5,769	11	524
	2014	5,279	11	480
Canmore	2012	7,978	16	499
	2013	4,967	16	310
	2014	5,972	16	373
Cochrane	2012	10,097	15	673
	2013	7,593	17	447
	2014	6,942	17	408
Okotoks	2012	7,272	18	404
	2013	7,579	17	446
	2014	6,904	17	406
Wetaskiwin	2012	9,411	20	471
	2013	8,353	20	418
	2014	8,519	19	448

### 2.12.2 Lessons Learned

1. The average caseload per officer is 439 files. The range is 310 (Airdrie, Canmore) to 631 (Cochrane). The caseload/officer for Banff and Cochrane is declining. For 2014 only, the average is 411 caseload/officer, with a range of 348 (Airdrie) to 448 (Wetaskiwin).

## 2.13 Policing Workload 2, (Criminal Code crimes/front line officer) - Effectiveness

This view of caseload is the number Criminal Code crimes under investigation per front line officer. The actual number of crimes may vary officer to officer. Municipalities are in order from lowest to highest workload based on the average of 2012, 2013, 2014 results.



### 2.13.1 Policing Caseload 2 Data (See Section 3 for definitions of each column heading)

Municipality	Year	Total Criminal Code Crimes (#)	Front Line Officers (#)	CC Crimes Per Front Line Officer (#)
Airdrie	2012	3,426	36.0	95
	2013	3,422	36.0	95
	2014	3,741	38.0	98
Banff	2012	1,835	11.0	167
	2013	1,858	11.0	169
	2014	1,492	11.0	136
Canmore	2012	1,013	16.0	63
	2013	965	16.0	60
	2014	1,033	16.0	65
Cochrane	2012	1,394	15.0	93
	2013	1,343	17.0	79
	2014	1,366	17.0	80
Okotoks	2012	1,436	18.0	80
	2013	1,522	17.0	90
	2014	1,652	17.0	97
Wetaskiwin	2012	3,159	20.0	158
	2013	3,279	20.0	164
	2014	3,555	19.0	187

### 2.13.2 Lessons Learned

1. When the municipalities are grouped differences appear due to local issues. Banff and Wetaskiwin have specific local issues and average 163 Criminal Code crimes per front line officer while all others average 83.

## 2.14 Policing RCMP Service Data

This data consolidates the information about policing services for each municipality. (See Section 3 for definitions of each column heading)

### Part 1

Municipality	Year	Sworn Officers (#FTE)	Other Policing Staff (#FTE)	Total Policing Staff (FTE)	Ratio Other to Total (%)	Front Line Officers (#FTE)	Total Caseload (#)	Municipal CSI (#)	Provincial CSI (#)
Airdrie	2012	39.0	12.0	51.0	24%	36.0	11,148	83	86
	2013	39.0	12.0	51.0	24%	36.0	12,548	67	85
	2014	41.0	12.0	53.0	23%	38.0	13,217	63	86
Banff	2012	13.0	4.0	17.0	24%	11.0	6,422	142	86
	2013	13.0	4.0	17.0	24%	11.0	5,769	124	85
	2014	13.0	4.0	17.0	24%	11.0	5,279	98	86
Canmore	2012	18.0	3.0	21.0	14%	16.0	7,978	57	86
	2013	18.0	3.0	21.0	14%	16.0	4,967	58	85
	2014	18.0	3.0	21.0	14%	16.0	5,972	52	86
Cochrane	2012	16.0	5.0	21.0	24%	15.0	10,097	58	86
	2013	18.0	5.0	23.0	22%	17.0	7,593	46	85
	2014	18.0	6.0	24.0	25%	17.0	6,942	47	86
Okotoks	2012	19.0	6.0	25.0	24%	18.0	7,272	35	86
	2013	19.0	6.0	25.0	24%	17.0	7,579	31	85
	2014	20.0	6.0	26.0	23%	17.0	6,904	35	86
Wetaskiwin	2012	22.0	12.0	34.0	35%	20.0	9,411	97	86
	2013	22.0	12.0	34.0	35%	20.0	8,353	142	85
	2014	22.0	12.0	34.0	35%	19.0	8,519	177	86

### NOTES:

1. Wetaskiwin has a higher ratio of other staff to sworn officers than other municipalities due to four full time detention centre guards included in other staff.



## Part 2

Municipality	Year	Municipal Population (#)	Population Served (#)	RCMP 2011 Stats Can Population used for Criminal Code Crimes (#)	Criminal Code Persons Crimes (#)	Criminal Code Property Crimes (#)	Criminal Code All Other Crimes (#)	Total Criminal Code Crimes (#)	Criminal Code Clearance Rate (%)
Airdrie	2012	45,711	45,711	42,564	745	1,839	843	3,426	43
	2013	49,560	49,560	42,564	783	1,996	643	3,422	38
	2014	54,891	54,891	42,564	634	2,269	839	3,741	49
Banff	2012	8,244	24,118	7,584	282	888	664	1,835	62
	2013	8,244	23,968	7,584	299	796	763	1,858	68
	2014	9,386	26,698	7,584	248	592	652	1,492	66
Canmore	2012	12,317	21,395	12,288	154	469	390	1,013	59
	2013	12,317	21,395	12,288	140	417	408	965	60
	2014	13,077	20,264	12,288	149	430	455	1,033	59
Cochrane	2012	17,580	17,580	17,580	237	652	505	1,394	53
	2013	18,750	18,750	17,580	193	710	440	1,343	49
	2014	20,708	20,708	17,580	206	668	492	1,366	54
Okotoks	2012	24,962	24,962	24,511	277	887	272	1,436	42
	2013	26,319	26,319	24,511	238	990	294	1,522	42
	2014	27,331	27,331	24,511	304	1,054	294	1,652	39
Wetaskiwin	2012	12,525	12,525	12,525	565	1,067	1,527	3,159	68
	2013	12,525	12,525	12,525	559	1,002	1,718	3,279	69
	2014	12,525	12,525	12,525	549	1,227	1,779	3,555	62

### NOTE:

1. The RCMP provides municipalities Criminal Code data in the form of Criminal Code crimes/10,000 capita not the actual number for each year. In addition, they do not update municipal population annually. They use the 2011 Statistics Canada population numbers for 2011, 2012 and 2013 for the calculation. The SME

group wanted to report actual numbers for total Criminal Code crimes to improve comparability and trends. To do this the Group requested a calculation to take the RCMP Criminal Code crimes/10,000 capita data back to actual number of crimes.

## 2.15 Lessons Learned, General

1. In the future add a measure of, “investigations effectiveness”, to reflect the wide variation in time required to complete investigations, e.g. traffic vs. homicide, average length of investigations (hours/investigation) and range of length of investigations (+/-).
2. Capture police activity when no file is created, e.g. preventative activity such as afterhours patrolling, and visitor traffic incidents.
3. There appears to be a lack of consistency for the same data found in various RCMP reports, e.g. Criminal Code crimes initially reported and counted in caseload only appears in the annual Crime Statistics and Profile report. This will be reviewed with the K-Division to determine the best data source for all municipalities to use for benchmarking in the future.

# Database Manual, Policing RCMP

Alberta Municipal Benchmarking Initiative

# 3 Database Manual, Policing RCMP

Community Policing Services aim to increase public safety through excellence in the prevention, intervention and suppression of crime and disorder. In Alberta, municipalities can contract with the RCMP for policing, or operate and fund a municipal police service. The RCMP operates policing on three levels; Federal, Provincial and municipal. The decision is to use the RCMP usually made based on municipal population;

- For a population <5,000, the RCMP will provide policing at no charge
- For populations from 5,000 to 14,999, the cost of a contract is shared; the municipality pays 70% and the RCMP provides 30%
- For populations >15,000, the cost of a contract is shared; the municipality pays 90% and the RCMP provides 10%

The decision to establish a self-run service is considered by a municipality when the population is >30,000 and there is a need for full-time specialized services.

## Data Definitions – Narrative

The Narrative includes general information that describes characteristics unique to each municipality.

### 1. Roads Patrolled Length (KM)

Total centreline length, in KM, of all roadway types patrolled;

- Arterial
- Collector
- Local
- Private
- Parking lanes
- Back lanes
- Emergency Lanes

### 2. Developed Area (KM<sup>2</sup>), to municipal boundaries

Area developed within municipal boundaries, in square KM.

### 3. Commercial Area (KM<sup>2</sup>)

Area, in square KM, developed for commercial use within municipal boundaries.

### 4. Population Density (#/KM<sup>2</sup>)

Density is the number of people per square KM of developed area.

**5. Tickets Written 1 (#/1000 of municipal population)**

The number of tickets written per 1000 of municipal population

**6. Tickets Written 2 (#/sworn officer)**

The number of tickets written per sworn officer

**7. Vehicle collisions, within the municipal boundaries (#/1,000 population)**

The number of motor vehicle collisions (MVC) per 1,000 of municipal population

**8. Policing Coverage**

1. Full time, 24/7 OR Part time

**9. Crime Types, Criminal Code (%)**

1. Personal
2. Property
3. Other

**10. Use "Post" Model (Y/N)**

Provincial and Municipal officers assist each other with policing in the region.

## Data Definitions – Cost

All costs for Benchmarking are OPERATING COSTS ONLY. Capital costs are not to be included.

### 1. Total Policing Services Costs (\$/year)

All operating costs involved in the activities to provide policing.

**NOTE 1:** Direct costs are those for the activities without which there would be no service provided

**NOTE 2:** The municipal portion of RCMP contract costs is dependent on population.

For population;

1. <5,000 there is no charge
2. 5,000 to 14,999 the municipality pays 70%
3. >15,000 the municipality pays 90%

Includes

1. Provincial portion of RCMP contract costs, e.g. 30% OR 10% based on population
2. Municipal Policing Direct Costs includes municipal portion costs (see Definition 2)

### 2. Municipal Policing Direct Costs (\$/year)

All operating direct costs involved in the activities to provide policing.

**NOTE 1:** Direct costs are those for the activities without which there would be no service provided

**NOTE 2:** The group decided to include municipal Indirect Costs in Direct Costs because they are a small amount in relation to the total contract and costs to manage the service within the RCMP contract would be difficult to separate out.

Includes

1. Municipal portion of RCMP Contract costs, e.g. 70% OR 90% based on population
2. Municipal RCMP Other Costs
  1. Municipal cost to accommodate the RCMP force
    - Fee charged by RCMP for accommodation in a RCMP owned building
  - OR
    - Cost to operate municipal owned buildings occupied by a RCMP detachment, e.g. maintenance, power, natural gas, inspections/repairs of the buildings
  2. PROS cost (reporting, financial)
  3. Overtime Cost
    - Regular
    - For enhanced policing, e.g. seasonal (summer extra policing officers) and events (such as New Year's Eve)
  4. Premier's Initiative, e.g. the cost component over and above the Police Officer Grant
  5. Core Commissionaires Cost

3. Municipal Indirect Cost, e.g. municipal administrative support staff and for contract management, e.g. Protective Services Manager; % of Protective Services department cost dedicated to policing

**NOTE:** Indirect costs are all costs for the activities to support the Policing Services department. The group decided to include them in Direct Costs because they are small in relation to the RCMP contract costs

Excludes

1. RCMP portion of the contract costs
2. By-law enforcement services
3. Photo-radar (process differs widely among municipalities => not comparable)
4. Commissions (oversight tracking, complaints)
5. Victim services programs
6. Offsetting revenues (grants, fines, other)
7. Summer students

**3. Overhead Costs (\$/year) FINANCE**

Overhead costs are all operating costs of activities necessary for the continued functioning of the municipality but not directly associated with the services being offered.

Includes

Departmental costs, e.g. human resources, IT, security, engineering, planning, financial services, Council, Administration, tax funded debt interest.

**NOTE:**

1. Total Overhead Costs are allocated to each Service Area using a calculation in the database. The calculation includes these factors;
  - Facilities – area in sq. ft.
  - All Other Overhead – Service Area Total Cost

**4. Amortization Costs – Policing Assets (\$/year) FINANCE**

Amortization costs for policing capital assets, if owned by the municipality.

Includes

1. Buildings, only if owned by municipality

Excludes

1. Vehicles, equipment, buildings owned by the RCMP

**5. Out of Scope Costs (\$/year) FINANCE**

Out of Scope Costs are all operating costs for activities not captured in the Direct Costs.

Includes

1. By-law enforcement services
2. Photo-radar (process differs widely among municipalities => not comparable)
3. Commissions (oversight tracking, complaints)
4. Victim services programs
5. Offsetting revenues (grants, fines, other)
6. Summer students

The total of these costs will be used by Finance to ensure all operating costs for the Policing service area accounted for as recorded in the municipality's annual Non-Consolidated Financial Statements.



## Data Definitions – Service

The Service Data describes characteristics of the service common to each municipality.

### 1. Community Policing Services

Community Policing Services aim to increase public safety through excellence in the prevention, intervention and suppression of crime and disorder.

Includes, provided by the provincial RCMP within the contract

1. Patrol Operations
2. Crime Prevention, e.g. Community Resources Unit, school services
3. Criminal Investigation, e.g. crime analysis, domestic, economic, organized crime, violent crime
4. Combined Forces, e.g. intelligence, internet child exploitation, I-TRAC (Integrated Threat & Risk Assessment), municipal enforcement, regional enforcement
5. Plain Clothes Investigation, major crime
6. Forensic Identification (IDENT)
7. Victim Services, administration, crisis support
8. Occupational Health & Safety
9. Canine Service
10. Tactical Service
11. Negotiation, e.g. critical incidents
12. Explosives Disposal (EDU)
13. Armourer Services

14. Commissionaires, e.g. staffing for cell block, front counter. Excludes photo radar, impound documentation service
15. Premier's Initiative, e.g. Police Officer Grant (Provincial).

### 2. Policing Staff (#)

The total is the number of sworn officers plus all other staff employed by the municipality involved in delivering policing services.

Includes

1. # of FTEs (Full Time Equivalent) of Sworn Officers;
  - A Sworn Officer is an officer that has been sworn, badged and can carry firearms and, within the laws of their jurisdiction, have the authority to make arrests or refer such arrest for a criminal prosecution
  - The number of Sworn Officers is based on actual strength, not budgeted/authorized strength.
  - Total number of Sworn Officers =
    1. Front line officers delivering policing to the streets
    - +
    2. Sergeant, staff sergeant and Chief officers who manage/supervise the service
    - +

3. Other officers doing specialty work, e.g. crime investigations, preventative activities, e.g. school liaison, administrative activities, e.g. recruiting

2. Number of FTEs of other staff employed by the municipality;

Includes

- All or a portion of a Protective Services Manager's time dedicated to the managing the RCMP contract and other aspects of the policing service
- Number of FTEs of municipal staff employed and dedicated to the policing service, e.g. receptionist, statistics/analysis specialists
- Number of FTEs of Commissionaires; based on working 2080 hours/year

Excludes

1. Officers/other staff in the contingent employed by the Federal RCMP organization
2. Under the Post Model, the number of Sworn Officers in the contingent funded by the provincial RCMP to police rural areas outside the municipal boundaries.

**NOTE:** Under the Post Model, a single detachment commander may manage two types of Sworn Officers on each work shift who may assist one another to patrol both the municipal and rural areas of detachment responsibility;

1. Sworn Officers funded under the municipal RCMP Contract for municipal policing
2. Sworn Officers funded provincially for policing of rural areas outside the municipal boundaries.

### 3. Front Line Officers (#)

Front Line Officers are the number of Sworn Officers, using actual strength (not budgeted/authorized strength), actively providing policing services in the municipality.

Includes

1. Front line, Sworn Officers on the street answering calls for service, up to and including, Corporals
2. General Investigation Service (GIS)
3. Crime Reduction Unit
4. Municipal Traffic Unit
5. Domestic Violence Unit
6. Preventative, policing liaison
7. Premier's Initiative (provincial grant) Officer

Excludes

1. Sergeants, Staff Sergeants and Chiefs
2. Administrative, specialty activities (not on the street)
3. Provincially funded rural contingent officers
4. Leave of absence
5. Parental leave
6. Long-term disability

#### 4. File

A file is an active file generated for investigation by a sworn officer. See Table 1: File Types

Proposed: The number of active files per year is the total number of files, e.g. 100 carried from 2014 + 1000 new files generated in 2015 = 1,100 active and concluded (includes solved)

Includes

1. Files generated from calls for service from the general public
2. Files generated from proactively by the police

**Table 1: File Types**

<b>Personal</b>	<b>Property</b>	<b>Other Criminal Code</b>
<ol style="list-style-type: none"><li>1. Offences Related to Death</li><li>2. Robbery</li><li>3. Sexual Assaults</li><li>4. Other Sexual Offences</li><li>5. Assault</li><li>6. Kidnapping/Hostage/Abduction</li><li>7. Extortion</li><li>8. Criminal Harassment</li><li>9. Uttering Threats</li><li>10. Other Persons</li></ol>	<ol style="list-style-type: none"><li>1. Break &amp; Enter</li><li>2. Theft of Motor Vehicle</li><li>3. Theft Over \$5,000</li><li>4. Theft Under \$5,000</li><li>5. Possession Stolen Goods</li><li>6. Fraud</li><li>7. Arson</li><li>8. Mischief To Property</li></ol>	<ol style="list-style-type: none"><li>1. Offensive Weapons</li><li>2. Disturbing the peace</li><li>3. Other</li></ol>

#### 5. Caseload (#)

Caseload is the total number of files opened from any source including Criminal Code crimes that will be investigated by a sworn officer. Of all Criminal Code crimes reported (file opened), upon investigation

- Some are downgraded to non-criminal files
- Some non-criminal files opened are upgraded to Criminal Code.

## 6. Criminal Code Crimes (#)

This is a count of all Criminal Code crimes reported to and by police.

Includes  
Criminal Code Offences

Excludes

1. "Crime Rate" that is a measure of the volume of crime coming to the attention of the police divided by the population of interest

## 7. Clearance Rate (%) (#Criminal

**Code Clearances/# Actual Criminal Code offences)**

The Clearance Rate is the percentage of Actual Criminal Code offences Cleared in a calendar year. The number of Actual Criminal Code offences comes from the number of Criminal Code Offences Reported. After initial investigation, not all Criminal Code offences Reported are found to be Actual. In addition, after initial investigation, some non-Criminal Code files are found to be Criminal Code offences and are added to the number of Actual.

The number of Cleared Criminal Code offences in a calendar year is irrespective of when the crimes occurred. Clearance Rates are therefore not in direct correlation to Actual

CRIMINAL CODE offences that Criminal Code occurred in a particular calendar year.

Police can clear a Criminal Code offence by making a charge or by other means. For crimes to be cleared by charge, at least one accused must have been identified and either a charge has been laid, or recommended to be laid, against this individual in connection with the incident.

For crimes to be cleared otherwise, an accused must be identified and there must be sufficient evidence to lay a charge in connection with the incident, but the accused is processed by other means for one of many reasons.

Includes

1. Number of crimes cleared by charging accused persons
2. Number of crimes cleared "otherwise"

**NOTE:** Personal crimes have the highest clearance rate. Property crimes are difficult to solve because they rarely have witnesses and are often committed by transients who cannot be tracked down.

## 8. Crime Severity Index

(CSI), <http://www.statcan.gc.ca/pub/85-004-x/2009001/part-partie1-eng.htm>

The Crime Severity Index, prepared annually by Statistics Canada, tracks changes in the severity of police-reported crime from year to year. It takes into account not only the change in volume of a particular crime, but also the relative seriousness of that crime in comparison to other crimes. The Crime Severity Index helps answer such questions as: is the crime coming to the attention of police more or less serious than before; and, is police-reported crime in a given city or province more or less serious than in Canada overall?

The Index is standardized to "100" for Canada using 2006 as a base year.

**NOTE 1:** The CSI varies from jurisdiction to jurisdiction depending on how crime is handled in the courts in each jurisdiction

**NOTE 2:** The SME Group agreed to include the CSI, recognizing it is a standard measure of policing across Canada.

**NOTE 3:** The Group requested that in the Benchmarking Final Report, the CSI be shown with the caveat that the "relative seriousness" component is distorted by homicides.

**NOTE 4:** The CSI numbers for municipalities will be shown in the Benchmarking Report in relation to the Alberta Crime

Severity Index (2014) = <http://www.statcan.gc.ca/tables-tableaux/sum-som/lo1/cst01/legal51a-eng.htm>

## 9. Municipal Population (#)

Includes

1. Municipal population is the number of permanent residents as measured by the most recent municipal census.

Excludes

1. Non-resident population, e.g. second home owners, temporary workers
2. Average visitor population (Banff, Canmore)

## 10. Population Served (#)

Population served is the number of people having protection by the municipality police service.

Includes

1. Municipal population
2. Non-resident population (second home owners, temporary workers)
3. Average visitor population (Banff, Canmore)

### 3.1 Benchmark Performance Measures (PM) Calculations

All calculations are made in the database system based on finalized data input from municipalities.

#### Efficiency

1. Total Policing Services Cost 1 (\$/population)

$$\frac{\text{Provincial Portion of RCMP Contract Costs} + \text{Municipal Policing Direct Costs (includes Indirect Costs)} + \text{Prorated Overhead Costs} + \text{Amortization Cost for Policing Assets}}{\text{Municipal Population and Population Served}}$$

2. Total Policing Services Cost 2 (\$/total # policing staff)

$$\frac{\text{Provincial Portion of RCMP Contract Costs} + \text{Municipal Policing Direct Costs (includes Indirect Costs)} + \text{Prorated Overhead Costs} + \text{Amortization Cost for Policing Assets}}{\text{Total # Policing Staff}}$$

3. Municipal Policing Cost 1 (\$/capita and population served)

$$\frac{\text{Municipal Policing Direct Costs (includes Indirect Costs)} + \text{Prorated Overhead Costs} + \text{Amortization Cost for Policing Assets}}{\text{Municipal Population and Population Served}}$$

4. Municipal Policing Cost 2 (\$/front line officer)

$$\frac{\text{Municipal Policing Direct Costs (includes Indirect Costs)} + \text{Prorated Overhead Costs} + \text{Amortization Cost for Policing Assets}}{\text{Number of Front Line Officers}}$$

**Effectiveness**

5. Policing Activity (total caseload/1,000 population served)

$$\frac{\text{Total Caseload Generated in the Current Calendar Year}}{\text{Population Served} \div 1,000}$$

6. Crime Rate (total # Criminal Code crimes/1,000 population served)

$$\frac{\text{Number of CC Crimes}}{\text{Population Served} \div 1,000}$$

7. Crime Severity Index (Statistics Canada, base is 100 for 2006), referenced to the CSI for Alberta

$$\text{Crime Severity Index}$$

8. Clearance Rate (%)

$$\frac{\text{Number of Actual Criminal Code Crimes Cleared per Calendar Year}}{\text{Total Number of Criminal Code Crimes}} \times 100$$

9. Policing Level 1 (total # policing staff/1,000 population)

$$\frac{\text{Total Number of Policing Staff}}{\text{Municipal Population} \div 1,000 \text{ and Population Served} \div 1,000}$$

10. Policing Level 2 (# front line officers/1,000 population)

$$\frac{\text{Total Number of Front Line Officers}}{\text{Municipal Population} \div 1,000 \text{ and Population Served} \div 1,000}$$

11. Policing Workload 1 (total caseload/front line officer)

$$\frac{\text{Total Caseload per calendar year}}{\text{Number of Front Line Officers}}$$

12. Policing Workload 2 (total # Criminal Code crimes/front line officer)

$$\frac{\text{Number of Criminal Code Crimes per calendar year}}{\text{Number of Front Line Officers}}$$