THE BOARD OF POLICE COMMISSIONERS

SASKATOON, SASKATCHEWAN



October 15, 2014

Mayor D. Atchison, Chair Commissioner C. Clark Commissioner D. Hill Commissioner G. Martell Commissioner V. Pezer

Dear Board Members:

NOTICE OF MEETING SASKATOON BOARD OF POLICE COMMISSIONERS

DATE:

Thursday, October 23, 2014

TIME:

12:00 noon

PLACE:

Committee Room A, Second Floor, City Hall

A copy of the agenda is attached.

Yours truly,

Joanne Sproule

Secretary to the Board

Attachment

cc: City Councillors

Mr. Robert Gibbings, Q.C.

Public Library - main branch (1)

Chief of Police (13)

- l' - - (O)

Deputy Chiefs of Police (2)

Mr. Greg Bains, Legal Counsel, SPS

Saskatoon Police Association

Saskatoon Executive Officers Association

Sergeant, Planning Unit

Director, Finance Division

Manager, Public Affairs

Director, Central Records & Asset Management Division

City Solicitor

PUBL

Gallery (2)

<u>AGENDA</u>

(OPEN TO THE PUBLIC)

BOARD OF POLICE COMMISSIONERS

SECTION A - MINUTES/DELEGATIONS/PRESENTATIONS

- 1. Minutes of meeting held on September 23, 2014.
- 2. <u>Delegations/Presentations</u>
- 3. Chair's Report
- 4. Chief's Report
- 5. Environmental Scan

SECTION B - CORRESPONDENCE/CITY COUNCIL REFERRALS

1. Communications to Council

From: Tony Zuck

Date:

October 7, 2014

Subject:

Photo Radar Initiative

Attached is a copy of the above communication addressed to City Council. The communication has been forwarded to the Board of Police Commissioners for further handling and response to the writer.

RECOMMENDATION: that the direction of the Board issue.

SECTION C - ROUTINE/STATISTICAL REPORTS

1. Appreciation to the Saskatoon Police Service

Attached is a report of the Chief of Police dated October 7, 2014 forwarding acknowledgements of appreciation/recognition to the Saskatoon Police Service.

RECOMMENDATION: that the information be received.

AGENDA (Open to the Public) Board of Police Commissioners October 23, 2014 Page 2

SECTION E - OTHER

1. Saskatoon Police Service 2015-2019 Business Plan

Attached is a report of the Chief of Police dated October 7, 2014, submitting the Business Plan for the Saskatoon Police Service for the term 2015-2019.

RECOMMENDATION: that the information be received.

2. 2015 Preliminary Capital Budget – 2016-2019 Capital Plan

Attached is a report of the Chief of Police dated September 29, 2014, regarding the above.

RECOMMENDATION: that the 2015 Preliminary Capital Budget, 2016-2019 Capital Plan be approved and forwarded to City Council's Budget Review session.

3. 2015 Police Operating Budget Estimates

Attached is a report of the Chief of Police dated October 15, 2014, regarding the above.

RECOMMENDATION: that the 2015 Police Operating Budget Estimates be approved and forwarded to City Council's Budget Review session.

SECTION F - BOARD ENQUIRIES

1. Enquiries



From:

CityCouncilWebForm

Sent:

October 07, 2014 1:31 PM

To: Subject: City Council
Write a Letter to City Council

TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL.

OCT 0 7 2014

RECEIVED

CITY CLERK'S OFFICE SASKATOON

FROM:

Tony Zuck 1213 Aird St Saskatoon, Saskatchewan s7n0t3

EMAIL ADDRESS:

tony.zuck@zu.com

COMMENTS:

Greetings His Worship the Mayor, council, and especially Troy Davis.

Troy, thank you for attempting to resist the unsettling big brother photo radar initiative. Can we not raise money in other ways than damaging our driver records with victimless crimes like driving 98kph average speed with the rest of the traffic?

People should think of driving as a Team Sport, let's cooperate, move together and create flow. If the average speed people drive on Circle Drive is 98kph then let's leave it at that. Folks driving slower than their neighbors in the left fast lane when traffic is flowing well are a far bigger problem. Let's crack down on those folks! Why mechanically alter the natural order of things with fines?

School zones should have more prominent signage, perhaps bridging the road. I'm frankly more worried about all the eyes looking down at one's speedometers than folks driving 50km and looking up! But that's another story.

Let's look at dangerous driving, not robot surveillance for cash.

Thanks again, Troyl

RECEIVED

OCT 1 5 2014

TO:

His Worship Don Atchison, Chairperson

Board of Police Commissioners

FROM:

Clive Weighill

Office of the Chief

DATE:

2014 October07

SUBJECT:

Appreciation to the Saskatoon Police Service

FILE NO.:

12,002

ISSUE:

To keep the Board of Police Commissioners apprised of appreciation/recognition to the Saskatoon Police Service.

RECOMMENDATION:

That this report and the attached correspondence be received as information.

Written and Approved by:

Clive Weighill

Chief of Police

Submitted by:

Clive Weighill

Chief of Police

Dated:

Od-7/14



Royal Canadian Mounted Police Gendarmerie royale du Canada

Security Classification/Designation Classification/désignation sécuritaire

Sgt. Darrin Harvey #391, SIIU Sgt. James Oliver #457, SIIU Cst. Mike Scanlan #663, Traffic A

Cst. Ryan Shwydiuk #597 WSS Team 2 Cst. Ben White #454 WSS Team 2 Cst. Ryan White #640 WSS Team 1

Sgt. Darren Funk #485, GIS Sgt. Grant McMillan #463, Tech Crime Cst. Daryl Holowachuk #659, Bike Unit, B Cst. Rich Shirran #651, SHOCAP

F Division Integrated Organized Crime North 400 Brand Place Saskatoon, Saskatchewan S7J 5L6

August 18, 2014

Saskatoon Police Service PO Box 1728 Saskatoon, Saskatchewan S7K 3R6

Dear Chief Weighill,

RE: Visit of Prime Minister Stephen Harper to Saskatoon, Saskatchewan - July 30th / 31st, 2014

I write to commend the excellent work done by your members of Saskatoon Police Service in connection with the recent visit of Prime Minister Stephen Harper to Saskatoon, Saskatchewan. The professionalism, flexibility, and enthusiasm of the detail were exemplary and I would like, through you, to thank them very much for their help.

The members who worked on the detail were on the Public Safety Unit.

Finally, I would like to single out Sergeant Darrin Harvey of your Integrated Intelligence Unit for his wonderful assistance with our security requests. It was a pleasure to work with him!

I very much appreciate all of the support that the Saskatoon Police Service provided to the security plan of the visit of the Prime Minister of Canada.

Sincerely,

Insp. Mike LeSage

Assistant CrOps Officer - Federal

F Division

Tryon, Caren (Police)

From:

Police Info (Police)

Sent:

Friday, September 12, 2014 9:14 AM

To:

Tryon, Caren (Police)

Subject:

FW: Thank you

Alyson Edwards
Director of Public Affairs
Saskatoon Police Service
306.975.8209
alyson.edwards@police.saskatoon.sk.ca
Visit us at saskatoonpoliceservice.ca



From: Korte, Lianne

Sent: Thursday, September 11, 2014 10:37 AM

To: Police Info (Police) Subject: Thank you

Just wanted to send a thank you to the officer who thought somebody was stealing our boat on September 8th at 5 am. My husband was hooking up to our boat before he went to work so that I could take the boat to storage later in the day. An officer pulled him over as it was strange that somebody be hooking up to a boat at that time of day. It is nice to know that we are continuously being protected.

Thank you so much,

Lianne and Curt Korte



FLAMAN INVESTIGATION AND SECURITY AGENCY LTD.



BAILIFF, BYLAW ENFORCEMENT, DOCUMENT SERVICE, COMMISSIONERS FOR OATHS



September 9, 2014

Chief Weighill Chief of Police Box 1728 Saskatoon, SK S7K 3R6

Dear Chief Weighill,

Once again I would like to take this opportunity to convey our appreciation to your police officers that were in attendance for the 2014 Prairieland Exhibition.

Our Flaman Guards were very grateful for the response the police officers provided when notified and also for the time they took to speak with them in passing. Doing this it made a difference with the guard's performance while on duty.

It certainly is beneficial to have Ian Oliver as liaison between the police, Jodi and myself. We would also like to thank the retired officers that were working along with Glen Thompson police officer, for the time they gave Jodi and myself.

Once again, thank you and we look forward to the 2015 Exhibition and working with the officers assigned to the event.

Yours sincerely,

Peter Flaman - Owner/Director

Arlene Flaman – Vice President

CT CUTVE AS

cc: Carl Schlosser, Prairieland Exhibition cc: Ian Oliver Special Services Coordinator

Tryon, Caren (Police)

Cst. Steve Pura #582 Weekend Support Team 2

From:

Constantinoff, Lorne (Police)

Sent:

Thursday, August 28, 2014 10:01 AM

To:

Tryon, Caren (Police)

Subject:

FW: Cst Pura

From: Mitzel, Brian (Police)

Sent: Wednesday, August 27, 2014 2:28 PM

To: Constantinoff, Lorne (Police)

Cc: Maxwell, Sandra (Police); Linklater, Grant (Police)

Subject: Cst Pura

Kudos from Social Services: This is in regards to a call on 2014-08-20 from Social Services in regards to was intox and causing a disturbance. (also had an MHA warrant as well . Cst Pura attended with another officer and the employee stated that the officers that responded were "wonderful to work with" and she was very happy with both the service they provided and the outcome of the situation.

Sgt B Mitzel 174

Manh you for your professional response - you left a great impression with Docial Gervices. M. Chatterlob MChief.

Tryon, Caren (Police)

Sgt. Jodi Earl Cst. Joel Hedlin Recruiting Section

From:

Olson, Lisa (Police - HR)

Sent:

Friday, August 22, 2014 9:43 AM

To:

Tryon, Caren (Police)

Subject:

FW: Thank you

FYI

Lisa Olson, Director of Human Resources Saskatoon Police Service Box 1728 Saskatoon, SK S7K 3R6 | Phone: (306) 975-8298 | Fax:(306)975-8117

E-mail: lisa.olson@police.saskatoon.sk.ca

----Original Message----

From: Olson, Lisa (Police - HR)

Sent: Friday, August 22, 2014 9:43 AM To: Earl, Jodi (Police); Hedlin, Joei (Police)

Subject: RE: Thank you

Jodi and Joel, Thank you for doing such a great job in Recruiting. You are both passionate about what you do and it shows.

Lisa Olson, Director of Human Resources Saskatoon Police Service Box 1728 Saskatoon, SK S7K 3R6 | Phone: (306) 975-

8298 | Fax:(306)975-8117

E-mail: lisa.olson@police.saskatoon.sk.ca

----Original Message----

Sent: Wednesday, August 20, 2014 9:46 PM

To: Police - Recruiting

Subject: Thank you

Josel

149:46 PM Thank you This small

reflects the great work you are

Solving Manual Setting thing

Jodi and Joel,

From:

I just wanted to thank you both for hosting the information session this evening. It certainly filled in some of the gaps that I was not clear on from the website information. Specifically on the specialty units one can join after Patrol and I'm glad you mentioned the CISM team because that is an area I would be drawn to.

Jodi, I also just wanted to let you know that you made quite the impression on me. I am a mother of two girls, active with my work which takes me out of town, and do more volunteer hours then I can count with Saskatoon Search and Rescue. Your comments about your struggle of being away from home during the weeks at college were only a few but, as a mother myself, I can sense the depth that those comments must have. And likely similar to other women who are in training. It is not the struggle of being away that I am concerned about, I know that 20 weeks is such a short period of time. What impressed about what you said, or perhaps what you didn't really say, was the simple passion you had when you claimed "it was so worth it". Nothing elaborate or fake about what you said, but you sold me with that. I have felt that before with my own endeavors that may not necessarily be easy for my family to go through with me, but regardless of the struggle it has never failed to prove "it was so worth it".

I don't know when exactly I will get my application in and write the exam, but I can assure you that tonight was a critical piece of my decision to start the process.

Thanks again for your time this evening,

Rebecca Basset



Saskatoon Police Service

Honour) - Spirit - Vision

Confidential

DATE:

September 22, 2014

TO:

Acting Chief Chatterbok

FROM:

Caren

RE:

Call of Appreciation for Cst. Brennan Dishko #845, NW Division, B Platoon Patrol

Marlene called this morning to commend Cst. Brennan Dishko. Cst. Dishko attended a call of a break and enter to Marlene' garage and she and her husband couldn't be more pleased that it was him who attended the call. Marlene believes Cst. Dishko is a fine example of who should be a police officer and had a very professional attitude.

Manh you for your professional
response to this break & enter complaint.
You soviously left a great impression
with the complainants - keep up the
great work!
Manh Clatterloh

SP4-63

Rev: 08-01-22 Page 1



Troy Cooper, M.O.M.

Chief of Police

Prince Albert Police Service

45-15th Street West Prince Albert, Saskatchewan S6V 3P4

"With Integrity and Innovation we Deliver Professional Service to Our Citizens"

Sgt. Russ Laidlaw Central Division A Platoon Patrol

Manhyor for the professional assistance you provided at this inquest-great work!

Mach Chatterloh

September 15, 2014

Clive Weighill, Chief of Police Saskatoon Police Service Box 1728 Saskatoon, SK S7K 3R6

I would like to take this opportunity to personally thank Sgt Russ Laidlaw for his assistance and testimony with respect to the **Company of the State of th** professionalism.

It is very reassuring to know that we can count on our partnering agencies to not only represent our Police Service so well but their own. Please pass on our gratitude to the Sgt Laidlaw.

Sincerely,

Troy Cooper Chief of Police



SOCIAL MEDIA twitter SALUTES



JUNE

Tweets



Raymonde @Raylicious319 76d (@SaskatoonPolice Thank you for keeping us safe



Bette Brazier @bettebrazier 73d @SaskatoonPolice great to meet up with bike cops on the trails this morning! Great job SPS!

Details



View



Tracy Stern @penguinluvrme2 75d A huge shout out to amazing @SaskatoonPolice officers that attended a domestic on 22nd today. U guys were awesome. This for helping the girl



Angelina Irinici @angelinairi... 59d Awesome collab

@SaskatoonPolice, @SaskatoonHealth , saskatoon

crisis prevention to help mental health crlients #yxe bit.ly/1wlZq9j



Vanessa @onelove306 84d

@SaskatoonPolice awesome job
on the abduction case! (■



Emily vdK @Em_vdk 84d @SaskatoonPolice good work! So relieved! #findMares

View



Child Find SK @childfindsask 84d @SaskatoonPolice Thanks for redirected on weekend info. Server must have been over-loaded. Thanks for reply and such quick up to date info.

Details



Ashlan @ashlan_g 84d Thank you to the hard working men and women of the SPS for keeping our city safe! Good work! @SaskatoonPolice

Details



Kevin Carter @wapimaskwa69 84d The crime stat %'s are misleading because of our small population. #YXE and @SaskatoonPolice have been doing an excellent job #lessstabbynow

Details



RCMP Saskatchewan @R... 83d @JordonCooper There was good investigative police work done last weekend by @SaskatoonPolice and RCMP. Glad she's home safe.





Vanessa @onelove306

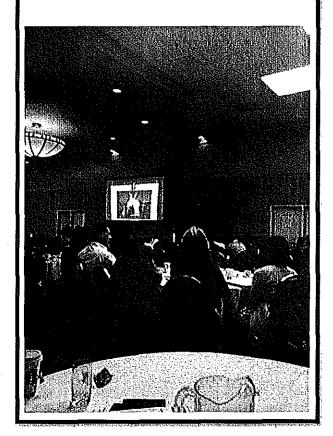
Just some food for thought. Thank you @SaskatoonPolice for protecting our city.
pic.twitter.com/AT2R7OmSVy





S. Harrow-Yurach @wonderwomansask

Chief Weighill gave an amazing presentation at Urban Aboriginal Gathering @cityofsaskatoon @SaskatoonPolice pic.twitter.com/zNiHshKnv2







Käri Thronberg @KariChosen 60d 🤻 @SaskatoonPolice this is the scarlest part, I would be terrified if someone did this to me because of my job - give them a hug for me

View



SaskRidersChick @saskri... 60d @SaskatoonPolice No kidding! Bravo to all the officers involved. It's a miracle no one was hurt!

View



Mike San Miguel @msanmi... 60d -& the members do a fine job * ... thank you!

MT"@SaskatoonPolice: We do our best to keep the community safe, as well as ourselves #vxe Details



Crystal Fenwick @fenny 1981 60d @SaskatoonPolice saw an officer run into a guy trying to stop him, sadly didn't work. Hope officer is ok. #idiotinblacktruck



Janice Sutherland @jistoon Hope @SaskatoonPolice officers are alright. On my way home see 2 smashed police cars plus black truck and lots of officers investigating



Venustas says @venustassays 59d Two homicides in one week and a crazy man on a rampage in #yxe shout out to the @SaskatoonPolice for all that they do ! #bigcityproblems



Carla Roy @carlaeroy 60d "@SaskatoonPolice:Criminal Pursuit/Police&Citizen Vehicles Struck bit.ly/1qxhX5y"thankful no @SaskatoonPolice or others were injured

View



Michael Couros @mcouros 60d @SaskatoonPolice Be careful out there. Thanks for what you all do #ухе

Details



Rob Huck @BumfOnline 60đ #yxe cops earning their paycheques tonite. Glad you're out there. @SaskatoonPolice, and thank you.

Details



Vanscoy RM Police @van... 60d @SaskatoonPolice Great lob by your members, two major incidents at the same time. No one seriously injured.

Details



James W. G. Ford @ILike42 Props to @SaskatoonPolice for great traffic control work during #yxepride parade, #goodcops Details



Shelby @ShelbyLeibel1 67d "@SaskatoonPolice: Operation Snapshot III - Internet Child Exploitation Unit bit.ly/1sqONcm" Great job! @SaskatoonPolice Details



daniel wurz @danielwurz66 69d @SaskatoonPolice Police service on the ball Excellent work. Just wondering how could this person steal a truck so easily

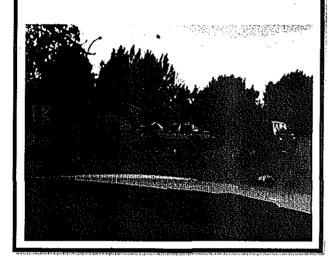




Desiree Carter

@descarter_77

@SaskatoonPolice. Hope everyone is ok. #staysafeSPS pic.twitter.com/JR7REJ7uyL





Comments regarding Community Police Academy...



Ryan Goeres It's a great course. Lots to learn. Would of liked to do another ride along with the air or ground units as well as another sit along. You get a whole new perspective of what our police force deals with on a daily basis. I would recommend this course to anyone.

June 4 at 4:21pm - Like - 🖒 2



Lorraine Pechawis My son really enjoyed this course; would recommend it to anyone (2)

June 4 at 5:31pm - Like



Tanis Kershaw I loved taking this course! I still talk about it all the time to others. I learned a lot about SPS and it was super interesting (and fun!).

June 4 at 5:10pm - Like - 🖒 1



Claire Paulson REALLY, REALLY recommend this course for anyone who has ever asked "why do the police do that?" The officers we see on the streets everyday are just the surface. It's an incredibly diverse service. It was a great experience

June 4 at 9:36pm - Like



Bruce Johnson It was fantastic! As someone else said, 'I talk about this all the time' 4 years later and I'm still telling stories of my experience. I recommend it to everyone, especially those that do nothing but complain about the SPS. Limited seating and you have to make the time commitment, period. I gave up NHL hockey tickets and a concert ticket just to make sure I never missed a class or the ride along. Thanks to the SPS for continuing this class, stay safe folks.

June 4 at 10:00pm - Like - 1/2 1



Randy Schmidt Highly recommended to people from all walks of life. So much so that my wife has also taken it.

June 4 at 10:40pm - Edited - Like





Saskatoon Police Service

June 11 - 🖓

News Release: Drug Trafficking - 22nd Street and Circle Drive West - http://bit.ly/1lnOHwT

9,352 people reached



Like - Comment - Share - 🖒 32 🖵 14



Lisa Rachele Ludington-Sanders, Shinji Kimura, Darcy Prosper and 29 others like this.



Patti Goliboski Great job ... keep up the good work .. you are making a difference!!

June 11 at 12:23pm - Unlike - 🖒 5



Heather McGraw WTG SPSIII

June 11 at 12:40pm - Unlike - 🖒 3



Donna Hay Sweet work SPS!

June 11 at 4:26pm - Unlike - 1/2 1



Ken Cole Good job SPS and especially the alert Traffic Div officer!

June 11 at 7:03pm - Unlike - 🖒 1





Saskatoon Police Service

June 12 · 🖎

News Release: Arrest - Carrying Concealed Weapon - 2nd Avenue & 21st Street - http://bit.ly/1s9AtEZ

10,784 people reached



Like - Comment - Share - 42 🗸 38 🖒 11



🖒 Monique Walter, Maureen Larocque Ekvall, Jesse Reimer and 39 others like this.

♠ 11 shares



Karen Kotyk MacKenzie Holy cow, I thought it was going to be a knife, not a sawed off shotgun! Way to go SPS.

June 12 at 3:30pm · Unlike · 65



Jay Beavis Nice work SPSI

June 12 at 3:33pm - Unlike - 🖒 4



Debbie McNairn Wow that's crazy!!!! Good job!!!!

June 12 at 3:34pm - Unlike - 🖒 2



Lori Prostebby Great Job SPSI

June 12 at 3:35pm - Unlike - 🖒 3



James Brown Great work.

June 12 at 3:45pm · Unlike · 🖒 2



Chris Scherr Way to go SPS! Good eyel

June 12 at 3:50pm - Like - 🖒 1



Kathleen Tomkewich Awesome! Thank you so much for trying to keep us all safe SPS!

June 12 at 4:01pm - Like - 🖒 1





Saskatoon Police Service

June 19 ⋅ 🖎

News Release: Operation Snapshot ill - Internet Child Exploitation Unit - http://bit.ly/1nmlRdB

14,008 people reached

Boost Post

Like - Comment - Share - 1 73 □ 22 4 51



∆ Steve Charles, Chad Taylor, Rachel Loran and 70 others like this.

♦ 51 shares



Candace Dirkzwager Good work! Get these creeps off the streets and away from internet and access to children!

June 19 at 9:57am - Like - 🖒 2



Brenda Featherstone awesome work way to go congrats

June 19 at 10:06am · Like · ₼ 2



Dean Fey Thank you!

June 19 at 10:09am - Like - 🖒 1



Clifford Gerow Keep up this most important, although difficult job.

June 19 at 10:14am - Unlike - 🖒 2



Beth Dirkzwager Awesome keep posting these names

June 19 at 10:21am · Like · 🖒 2



Shawn Olafson Love that they show the names. How about some pics of these creeps for their inmates in jail.

June 19 at 10:27am - Like ⋅ 🖒 3



Steve Gilroy Nice job people!! Great to see the names as it makes it worse for those charged.

June 19 at 10:31am - Like - 🖒 1



Randeen K Good job SPS! Lock those perverts up,

June 19 at 10:38am - Like - 2



Loretta Johnson ♡[♥] Awesome work♡[♥]

June 19 at 10:45am - Like



Gail Stinson Great Job! Thank you!

June 19 at 10:54am - Like





Saskatoon Police Service

June 25 ং ঔ

News Release: Criminal Pursuit/Police and Citizen Vehicles Struck - http://bit.ly/Vpk3KA

16,904 people reached

Boost Post

Like - Comment - Share - 1 48 □ 31 4 60



A Neet Grewal, Cor Lobbes, Loretta Johnson and 45 others like this.

♦ 60 shares



Nancy J. McCubbin Great work SPS

June 25 at 8:30pm - Like - 🖒 11



Jordi McCallum Jason St. Pierre

June 25 at 8:31pm · Like · **r**€ 1



Ashley Woodvine What was going happening on Fairlight? Was this the same incident?

June 25 at 8:31pm - Like - 🖒 4



Jennifer Davis Good job! Hope those injured recover quickly.

June 25 at 8:33pm - Like



Dan Striemer Good job to our boys in blue. Hopefully everyone is OK.

June 25 at 8:34pm · Like · 1/2 3



Carla J. Bourgette So glad no one was seriously hurt. Good job SPS.

June 25 at 8:35pm - Like - 🖒 2



Chylo Lynne Michael Yes was that the same guy driving the wrong way on fairlight with the damaged black truck?

June 25 at 8:38pm - Like



Tracey Schick Armbruster Good job SPS! Thank you for protecting us! RESPECT!

June 25 at 8:39pm - Like - 🖒 6



Bonnie Tremblay wow

June 25 at 8:41pm - Like



Jason Siddons Yeah good job sps. My suburban was rammed at the incident on fairlight drive coop gas bar

June 25 at 8:43pm - Like



Hayley Elizabeth Mykyla Jones III

June 25 at 8:45pm - Like



Tara Bouchard Jansen Thank gawd no one was seriously hurtl Great job SPS

June 25 at 8:49pm - Like - 🖒 1





Saskatoon Police Service

June 27 ⋅ 🐶

News Release: Charges Laid in Murder Case - http://bit.ly/1mFe8eb

10,704 people reached



Like - Comment - Share - 🗗 40 🖵 13



A Rob Phillip, Nick Tordoff, Debbie Barton Cockshott and 37 others like this.



Heather Yuzik Another job well done by the SPS! Thanks for getting these terrible people off of the streets!

June 27 at 10:13pm - Like - 🖒 9



Jaime Svennes That was fast, awesome work!

June 27 at 10:17pm - Like - 🖒 1



Heather Graham Wow! Fast work!

June 27 at 10:49pm - Like



Patti Goliboski Job well done !!

June 27 at 11:18pm - Like





Candis Elliot

Jun 6th St44pm

I have to let you guys know, yesterday I was at my moms place in Saskatoon, and there were 2 officers on her street, approx 5pm, my son was watching the cars out her window, so I took him out to the front step outside to watch, when she realized there was a little one watching she waved to him, and he lit up, after she and the other officer were done talking and he had left, she got out of the car, with a junior constable sticker for him and talked to him for a while, although he's only a year and a half, and she likely knew he had no idea what was going on, she still made the effort to come and see him! Her badge # was 794 I do believe, and although she may have just been doing her job, she did something that took time from her duty just to say hello, and that should not go un recognized! My sons favorite show right now is "cops" so seeing her made him light up, and he actually cried when she had gone because he wanted to go with her! So high fives to this officer for reaching out and doing more then her job! I truly appreciate it!



Pat-Donna Rogal

uun 6th, 12:02sm

On this day when hearts focus on Moncton ... we wish to thank those men and women who work tirelessly for our own public safety in our City and throughout the country, and do so in a caring manner,... even when some they encounter have no love or respect for themselves or anyone, THANK YOU to you and also to your families/loved ones who support you as they too make sacrifices.



Karen Scott

Jun 26th, 6:53pm

Would just like to say a huge thank you to your department for locating and retrieving our stolen Dodge Ram 3500 earlier today. We truly appreciate your efforts and thank you for all you do.

Gary and Karen Scott



SOCIAL MEDIA twitters in SALUTES



JUN

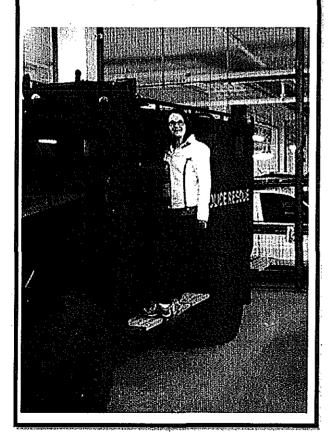
Tweets



SIAST @siast

Provost and VP Anne Neufeld gives shout-out to @SaskatoonPolice member Mike Johnson after 5-hr ride-along.

pic.twitter.com/clyAuHwUwx





Keir Boyko @KeirBoyko 3d © @SaskatoonPolice I just have to say, I always feel happier and safer that you guys are out there protecting not only us but our streets too



Bette Brazier @bettebrazier 8d SaskatoonPolice that is awesome! Love it!! I will also extend a happy batman day to law enforcers! Thanks for all you do!



Kari Kondratowicz @kariko... 8d #Elated!! Got my purse back WITH all my cash c/o @SaskatoonPolice #bestdayever



Michelle Schneider @Chell... 41c @SaskatoonPolice Kudos to the Canine Unit!! Great job!! ✓

View



Tanner Hazelwanter @Ta... 45d Huge shout out to the @SaskatoonPolice for retrieving my stolen bike a couple of days ago! Thank you





Jordon Gooper @JordonC... 47d in the shoulder by the pass. Kid is totally ecstatic by near miss and yells back at cop, "I'm getting better at this".

Details



Jordon Cooper @JordonC... 47d Cop gets out of car, kids apologize, cop then tells kid to run a route and tosses the football. Kid doesn't turn around and gets hit...

Details



Jordon Cooper @JordonC... 47d I forgot to tweet this... A couple of weeks ago after school, a Nerf football sails over school fence and into traffic. S'toon police stop...

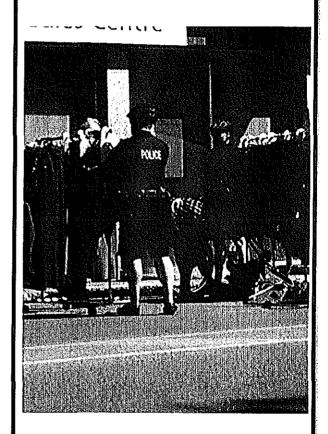


James Forde @TheJamesF... 47d @JordonCooper community policing, the way it should be!



Ryan Buhay @RyanBuhay

Rack fell down at the sidewalk sale and this nice cop helped her put it back together. Solid @SaskatoonPolice!! pic.twitter.com/4eRRfFW03G



3:58pm - 10 Jul 2014 - Twitter for iPhone

9 RETWEETS 7 FAVORITES





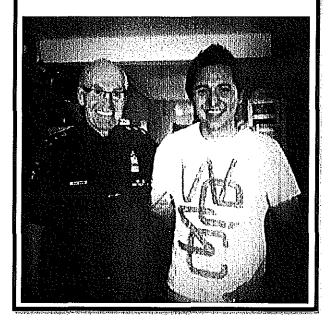
FEEDBACK





Dustin Ross Fiddler @Maverick_Ross

@SaskatoonPolice Chief Clive Weighill nd I today @ #NextUp. Great presentation and discussion on Police-FN relations. pic.twitter.com/e5H4wOlb1W





Amee @amee79 37d
Massive thank you to
@SaskatoonPolice for the team
that came out to walk with Festival
of India chariot! Awesome team!
Details



Lynne Lawson @Keli_lawson 39d @ctvsaskatoon @SaskatoonPolice ..stolen vehicles continue to be danger to public and officers..l support the officers and their efforts!

View



Dr. Scotty Butcher @Inked... 39d also, apologies to the @SaskatoonPolice officer who had to see me in my undies when I answered the door!

View



Dr. Scotty Butcher @Inked... 39d Feel terrible for my neighbours, but extremely grateful for the fast response of @SaskatoonFire and @SaskatoonPolice saving us and our house

Details



donny madill @donnymadill 41d @SaskatoonPolice keep up the great work guys/gals











Grant Hamilton @Gramiq

Great community policing at Taste of Saskatchewan by
@SaskatoonPolice
pic.twitter.com/EBp8uVkwQz





Vanscoy RM Police @van... 27d Congratulations to the new Saskatoon Police members sworn in today. Took place for the first time in the new Headquarters. Good luck, be safe Details



Bette Brazier @bettebrazier 32d SaskatoonPolice that is awesome! Love it!! I will also extend a happy batman day to law enforcers! Thanks for all you do!



Warner Kabatoff @Warner... 33d My wife lost her wallet yesterday while shopping. A good citizen and @SaskatoonPolice had it back to her in about 2 hours. #awesome Details



Kari Kondratowicz @karik... 33d @SaskatoonPolice oh this is absolutely amazing!! I will be by to pick it up. Thanks for all that you do for this city





Kathy Fleming

Jul 21st, 7:48am

I want to thank all the police officers that helped to find my 5 yr old granddaughter last night thank you so much we are glad she is home safe and sound with your help



Elissa Troop

: Jul 7th, 1:37am

Thank you to the 2 officers that came to my house tonight. I am embarrassed to have you call you in the first place but 2 days of listening to him was enough! I asked repeatedly for him to be quiet but he wouldn't. You guys were here for for 5 minutes and he shut up. I guess he respects you more than he does me. I had reason before to end this but this tells me more. Thank you again for coming out for what I think is not a good use of your time but you helped me.



Darla Grasby

Jul 17th 9:46sm

14-64833

Please let all of the officer's involved in this file, know how much they are appreciated. From the general concern, to sharing personal understanding of Aubrie's health condition, to scouring Saskatoon looking for her, to retrieving her and returning her. This was the worst 27 hrs of my life, I am very thankful for all of the work, emotion and dedication that was put into finding my daughter. Thank you is simply not enough...

Darla Grasby



Wilna Van Beek

Jul 20th, 2:3 tpm

Just want to thank the 2 police officers who helped during the breakin at TLC Grooming this morning (case nr 14 - 66507). I really appreciate their fast response and the fact that they stayed on the scene until they finally were able to track me down at the lake. I really appreciate their help and care very much. If you can please forward this message of appreciation to them it will be great! Thanks so much! All the best, Wilna van Beek, owner of TLC Grooming





Maria Bueckert

Jul 25th, 6:57pm

I just wanted to give a hats off to one of our officers.. I'm not sure what was going on but there was a "disagreement" at Confed Safeway tonight and the officer did a wonderful job of controlling the situation and calming things down. While I feel disappointed that our officers time is wasted sometimes on petty little fights. I think that situation would have gone further out of control had he not stopped it.. I don't know his name but he was driving car 173 this evening at 6:30pm... Tell him great job



Amanda Sproulson

Jul 26th, 3:34pm

Hello.

I wanted to send a quick message of praise to one of your officers, on behalf of my mom.

Last night on Spencer Crescent there was someone under the influence who was breaking vehicle windows. A young male member of your team rang my parents' doorbell (502 Spencer Crescent) as he thought their vehicle was one that was damaged. Luckily it was not (unfortunate for their neighbours). My mom was singing his praise on how extremely nice and apologetic he was, even though he had no reason to apologize. I know it will probably be hard to find out which member that was but I feel people are so quick to share negative comments, often uneducated and unnecessary, so I wanted to be sure to thank this member as well as all the other members who were able to assist in this individual's arrest.

Again, thank you all for your hard, often unappreciated work.

Amanda Sproule





Saskatoon Police Service

July 2 · 🖓

News Release: Drug Investigation - 12 Arrested - 600 Block 22nd Street

West - http://bit.ly/1vy0iLm

9,284 people reached

Boost Post

Like - Comment - Share - 1 49 □ 8



🖒 Bradley Pechawis, Nicole Danielson, Stephanie King Owen and 46 others like this.

Nancy J. McCubbin Great job SPS

July 2 at 4:24pm · Like



Debbie McNairn Good job keep it up!l

July 2 at 4:36pm - Like



Colleen Hamilton Oh yes, more than coffee in that parking lot for awhile. That was number 2/spot! Hope you get number one spot down a couple blocks on 20th

July 2 at 4:41pm · Llke · € 1



Donna Hay EXCELLENT! So happy to hear of this successful bust. Thanks SPSI

July 2 at 5:00pm - Like



Heather Graham . . . like shooting fish in a barrel, I guess if they're going to wave it in your face you've got to bust them. ②

July 2 at 6:23pm - Like



Jaime Svennes பூபூர

July 2 at 6:49pm - Like



Karen Kotyk MacKenzie Thank goodness! Maybe it will be a (tim) bit more of a pleasure to stop for a coffee treat! Thanks SPS!

July 2 at 9:07pm - Edited - Like











Saskatoon Police Service

July 3 ⋅ 🥺

Comments...

News Release: Two vehicle collision involving SPS Patrol Unit - Rusholme Rd at Ave W - http://bit.ly/1qAfcTB

9,488 people reached

Boost Post

Like · Comment · Share · ₺ 11 🖵 5 🖒 2



🖒 Kim Taras, Linda Allegretto and 7 others like this.

♦ 2 shares



David Leacock Too many SPS vehicles are getting damaged. Stay safe out there!

July 3 at 12:15am - Unlike - 🖒 6



Anna Pontikis Mcleod Hope officers will be okayl

July 3 at 12:23am - Unlike - 🖒 1



Jamie Lelianne OMG that is right next door to where my kids are. I know alot of people on Ave W right in that area. I hope its no one I know that sent these poor cops to the hospital. My thoughts go out to anyone who is hurt.

July 3 at 12:52am - Like



Saskatoon Police Service

July 14 ⋅ 🖎

News Release: Patrol/ASU/Canine Unit Assist in Criminal Pursuit with

Stolen Vehicle - Male Arrested - http://bit.ly/1oY4F05

7,464 people reached

Boost Post

Like - Comment - Share - 🗗 26 🗘 2 🖒 1



🖒 Crystal Paproski, April Stephens and 22 others like this.

♠ 1 share



Ken Cole Why do they try to run? With modern police equipment and communications their possibilities of escape are virtually zero. Guess you just can't fix stupid!

July 14 at 12:37pm · Like · 🖒 4



Boze Cisecki Good job everyone

July 14 at 1:31pm - Like - 🖒 2





Saskatoon Police Service

July 6 - 🖓

News Release: Deployment of a Conducted Energy Weapon (CEW) - http://bit.ly/1jcQsyA

9,648 people reached

Boost Post

Like · Comment · Share · ₺ 23 🗸 8



🖒 Bill Treinuk, Mel Neufeld, Shinji Kimura and 20 others like this.



Richard Harrison What a great outcome to potentially fatal situation. Happy our men and women have been given the CEW

July 6 at 10:18am - Like - 🖒 2



Nancy J. McCubbin Great work SPS

July 6 at 10:29am - Like - 🖒 1



Ken Cole Good work SPS. I'm glad you finally have the choice to use the CEW, rather than choosing between compromising your own life or using lethal force (aka a Glock).

July 6 at 10:49am - Like - 🖒 1



Cathy Borrowman Bendle I like the transparency of these posts

July 6 at 10:56am · Like · 🖒 5



Shannon McWatters Redeeming the reputation of enforcement tool through properly trained use.

July 6 at 11:54am - Like - 🖒 1



Rob Trainor Good job. Glad to see it end somewhat peacefully than someone being seriously hurt.

July 6 at 3:47pm · Like





Saskatoon Police Service

July 26 - 🎨

News Release: Stolen Vehicle Recovered - 100 Block Avenue W South - http://bit.ly/1rJOKpC

6,764 people reached

Boost Post

Like - Comment - Share - ₺ 15 🗸 8



🖒 Florence Bergen, Vicky Elliott, Garth Haughn and 12 others like this.



Adil Umar great job done by Saskatoon Police Service appreciate it July 26 at 3:59pm - Like



Darcy Pederson Another job well done!!

July 26 at 4:34pm - Like



Ron Leikam Well done SPS!!! July 26 at 6:12pm · Like



Saskatoon Police Service

July 30 ⋅ 🙉

News Release: Air Support Unit Aids in Assault Arrests - Avenue P and 29th Street - http://bit.ly/1obCtEC

7,308 people reached

Boost Post

Like - Comment - Share - 1 23 D 1

🖒 Susan Yurashak Michell, Hans-Jurg Buchi, Dorry Henderson and 20 others like this.



Ken Cole Good "eyes" ASUI July 30 at 7:19pm - Unlike - 1/2 1



SOCIAL MEDIA twitters for SALUTES



AUGUST

Tweets



Lorna Weatherington @L... 14d @SaskatoonPolice Congrats Matrix!! Enjoy your career.

View



Dayner @_dayner_ 14d @SaskatoonPolice Whoo! Way to go Matrix! :) What a fantastic looking dog.

View



Ken Wilson @kew12100 14d @SaskatoonPolice nice to see more patrols. A few late evening runs on Boychuk to watch for racers would be awesome

View



Wayne Balcaen @Balcy2 14d @SaskatoonPolice Welcome.
Great to have another on the right side of the law.

View



CUPE Local 859 @CUPELo... 13d @SaskatoonPolice you've got a tough job Brothers & Sisters, be safe.



Nathan Vanthuyne @306Na... 22d Big thanks to @SaskatoonPolice for the help with our accident today. Also, big thanks to unknown Adam, the best witness ever.



Kathryn Dueck @kathryn_dueck

@SaskatoonPolice Two of Saskatoon's finest assisting with the draw for James Art Studio. pic.twitter.com/L5jhZ1f3ps





Kristin @tinlynn81 21d ''
It's kind of late, but just wanted to thank @SaskatoonPolice for helping the traffic flow smoothly after the Bruno Mars concert last night!





Saskatoon EX @SaskatoonEX 19d @SaskatoonPolice We've got to keep our men & women in uniform happy - Thanks for all you guys do!

View



Dani Mario @DaniMarioCBC 17d @SaskatoonPolice beat made me feel safer this a.m. Didn't expect a drunk guy to round the corner and start yelling at me on the way to work.

Details



Hessam @HessamYounesi 17d It was an awesome night at #saskatoonex thanks to @SaskatoonPolice and other guys like @SaskatoonFire make u feel safe @C95 #cheers

Details



Lisa T @lip930 16d

@SaskatoonPolice you had a fantastic presence today at the Exl Thanks also for the smooth traffic directing in and out! Excellent job!

Details



Evan @Evan68Ford 15d Love to see @SaskatoonPolice nab that Jeep running with marine tower speakers on 8th st. Hearing his music a block away is annoying as hell.

Details

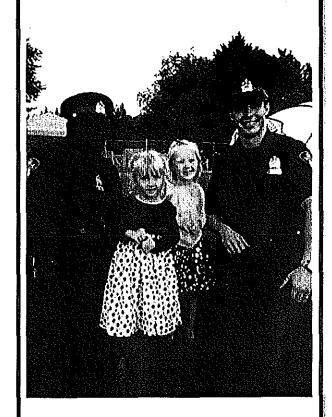


andy @Northforty1 140
A big shout out to the
@SaskatoonPolice For finding
our truck. Keep up the good work.



HayleyRae @HayleyWillner

Thanks @SaskatoonPolice for taking the time to talk to little girls who want to be Police Women! :) #thelittlethings pic.twitter.com/vcqwkQvmQB



11:34pm 1 Aug 2014 - Twitter for iPhone

10 RETWEETS 22 FAVORITES





Keira Alex @Keira_Alex 11d @SaskatoonPolice kudos to you guys. Giving people a safe chance to make the change puts you on their side! #protectandserve

View



The Nerdcore Cabaret @N... 11d Good job, @SaskatoonPolice!
Details



Travis @bigshmexy 11d After reading about Ferguson a little bit this morning, I sure am grateful for the fine service that @SaskatoonPolice and @RCMPSK provide!

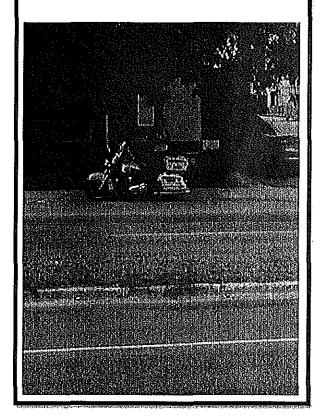


Dutch Canadian @CanaDu... 23d #yxefringe has a good setup again, and I'm also enjoying all the uniforms @SaskatoonPolice has out here!



Colin Joyce @joyce_colin

Thank you so much
@SaskatoonPolice for the radar on
Fairlight dr!!! Maybe people will
finally slow down!!!
pic.twitter.com/Y78sPteAnC







Michael Couros @mcouros 2d Passed the #yxe motorcycle noise test today. I feel conflicted about this Thanks to @SaskatoonPolice for being courteous and helpful

Details



Lorne Horning @Nobunaga... 2d I'd just like to shoutout @SaskatoonPolice for handling an armed situation WITHOUT looking like a military invasion force. How it's done.

Details



Travis Hysuick @hysuickt 1d @SaskatoonPolice Kudos for resolving the situation without firing a shot!

View



Dylan J. Youngstrom @dyl... 2d Good job by @SaskatoonPolice ending the standoff yesterday without firing shots, even though they were fired at.

Details



Roxanne Blackwell @Roxa... 10d Great idea @SaskatoonPolice! Your move @CalgaryPolice:)

View



Jacquie Ackerman @Acke... 10d @SaskatoonPolice thank you for responding quickly this AM to Break and enter at my residence Details



Ken Wilson @kew12100 9d (SaskatoonPolice Saw a couple of cruisers on Boychuck tonight, thanks!



Ang @angledoell

Thank you @SaskatoonPolice for responding so fast to our street tonight, it is great to know you are always around.

Details



kcbottom9th @kcbottom9th 6d We can be grateful we have the fantastic @SaskatoonPolice watching over us, not the shoot first ask questions later yahoos in Missouri. Wow.

Details



This Guy @the_bjnewton 5d @SaskatoonPolice I love this! Good on the officers on scene to be aware of their surroundings and the dangerous actions others were taking.

View



Natasha Hub-doch @Natas... 4d @siast Provost talking about her ride-along with @SaskatoonPolice Both great champions 4 #interprofessional focus on determinants of health

Details



MD Ambulance @MDAmbula... 4d @SaskatoonPolice Great to see Police join the #alsbucketchallenge looking forward to see @troydavies4 step up to the challenge!! #yxe

View



Colleen Cote @CTAPinSK 3d @prairiefeast I was loving @SaskatoonPolice who were at the #attridgebahn yesterday slowing ppl down #awesome





ATC Management Group ... 1h Shoutout to the best people in uniform who keep us safe @SaskatoonPolice and the best in #yxe news @saskatoonbuzz #FF #FollowFriday



Emergency Management ... 13s
Great rescue by Saskatoon police
in dangerous situation.
Demonstrates use of armoured
rescue vehicle @SaskatoonPolice
cnews.canoe.ca/CNEWS/Canada/2



Janice Braden @JaniceBra... 23d Enlightened, progressive choice. @SaskatoonPolice Chief Weighill has been named new prez of the Cdn Assoc of Chiefs of Police.

Details



Norm Taylor @NormTNetL3 23d Excited to support the new ldrshp of good friend and SK colleague @SaskatoonPolice Chief Welghill. Congrats Clive. Lots of gr8 things ahead.

Details



David Engdahl @AngryAcco... 23d @SaskatoonPolice & #xye, the vehicle noise bylaw cannot be enforced soon enough. I love getting woke up to some tools bike blocks away at 6



Mike Russell @CommunityMike 22d Phew. What a week at the #CACP2014 conference! Fantastic to work w. @timsmith2000 @SaskatoonPolice Chief Weighill @ChiefJimChu

Details



Lloyd Mildon @LloydMildon 21d @SaskatoonPolice APC rescue shows training, discipline, appropriate use of force. Proud. Everything #Ferguson wasn't. tinyurl.com/okls2fs

Details



MHPS TAC Team @MHPSTA... 21d Job well done by @SaskatoonPolice with rescue and keeping all safe!

Details



marylea @metisluv 21d @SaskatoonPolice Thanks to the K9 unit the person who tried to assault me and my husband was caught.And the other officers of course:)

Details



We the Mooses @SaskDrea... 21d A great explanation of a dramatic rescue. Thanks @SaskatoonPolice saskatoon.ctvnews.ca/video? clipId=4... Details



Shannon @exlax6 20d @SaskatoonPolice thanks for posting arial footage to YouTube. That is cool to watch a hostage rescue unfold.











Saskatoon Police Service

August 2 🤫

News Release: Tire Deflation Device prevents pursuit - 3 in custody. - http://bit.ly/1u9AS7C

9,432 people reached

Boost Post

Like · Comment · Share · ₺ 42 🖵 21

4



Clifford Gerow Good work SPS.

August 2 at 8:37am - Like



Kyle Ryland Good job guys ! August 2 at 9:14am - Like



Jesse Harrison Ya Bradley Pechawis this is. The two female officers worked so well and fast together getting the spike strip out, got the truck, then poof they were packed up and off to go get the guys.

August 2 at 12:01pm - Like - 🖒 3



Saskatoon Police Service

August 5 · ا

News Release: Stolen vehilce and firearm recoverd - 4 in custody. - http://bit.ly/1s7j7bp

9,372 people reached

Boost Post

Like - Comment - Share - 1 53 □ 18 4 1



Candice Christie Good job SPS!! We're no longer a small city sadly and glad to know you're on it!

August 5 at 6:54am - Like - 🖒 1



Ty DeWalt I'm glad the SPS was on the job. It's just too bad this is becoming a regular occurrence in Saskatoon.

August 5 at 7:29am - Like - 🖒 1



Donna Hay I'm happy these losers were apprehended by the SPS and even happier that some had to be ".....further convinced..." to give themselves up by the police dog! GOOD WORK BOY!

August 5 at 7:41am - Like - 🖒 1



Lori Prostebby Wow, good work SPS and the Canine Unit!

August 5 at 8:03am - Like



Karen Huget Penner " convinced" ...loi love it! Good dog!!

August 5 at 8:10am - Like



Al Zip great job

August 5 at 12:32pm · Like



Vee Abbott I like that. They had to be convinced by the service dog. Nice work! (2)

August 5 at 12:52pm - Like - 1/2 1



Comments









Saskatoon Police Service

August 5 - €

News Release: Stolen vehilce and firearm recoverd - 4 in custody. http://bit.ly/1s7j7bp

9,372 people reached

Boost Post

Like · Comment · Share · 1 53 □ 18 🖒 1



Byrronn Andersen, Tam Dale, Shinji Kimura and 50 others like this.



Candice Christie Good job SPSII We're no longer a small city sadly and glad to know you're on it!

August 5 at 6:54am - Like - 1 1



Ty DeWalt I'm glad the SPS was on the job. It's just too bad this is becoming a regular occurrence in Saskatoon.

August 5 at 7:29am - Like - 🖒 1



Donna Hay I'm happy these losers were apprehended by the SPS and even happier that some had to be ".....further convinced..." to give themselves up by the police dog! GOOD WORK BOY!

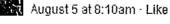
August 5 at 7:41am · Like · 🖒 1



Lori Prostebby Wow, good work SPS and the Canine Unit! August 5 at 8:03am - Like



Karen Huget Penner " convinced" ...lol love it! Good dog!!





Al Zip great job

August 5 at 12:32pm · Like



Vee Abbott I like that. They had to be convinced by the service dog. Nice work! 🙂

August 5 at 12:52pm · Like · 🖒 1



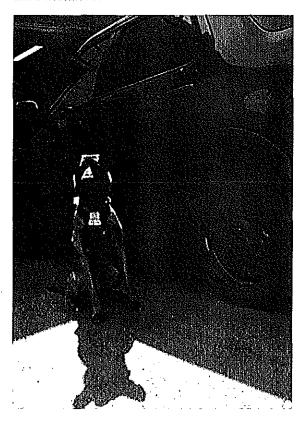


Saskatoon Police Service

August 11 🚱

Saskatoon, meet Matrix!

On July 31. Matrix, completed his training and is now a fully operational member of the Canine Unit. Matrix is a 15-month old Belgian Malinois, a breed that is a first for the SPS. In just a few days on the job, he has already assisted in the arrest of two persons, and recovered property in a third instance!



38,112 people reached

Like Comment Share ₺2,005 ₽ 112 � 89

Boost Post







Saskatoon Police Service

August 12 - €

News Release: Update - Barricaded Person - 100 Avenue O South (rel#538) - http://bit.ly/1sRGkgu

8.720 people reached



Like · Comment · Share · ₺ 7 🖵 14 🖒 2





Wes Doerksen Stay safe SPS. Your family needs you at home.

August 12 at 1:55pm · Unlike · 🖒 1



Cassy Hounjet I just want to say thank you to the kind officer who escorted me out of my building so I could walk my dog. Never got a badge number or name but thank you. @

August 12 at 10:47pm - Unlike - 🖒 2



Jill Bodnar So sad... I hope this man gets the help he needs.... Stay safe SPS

August 12 at 5:25pm · Like · 🖒 8



Aaron Louison He surrendered now that's good thanks SPS keeping my cousin alive good job!!! God bless

August 12 at 5:30pm - Like - 🖒 13



Ashlee Lavigne 2014* you mean. (1) glad to hear he is safe and you guys did a tremendously amazing job. Thanks SPS. (1)

August 13 at 8:56am · Unlike · 1/2



DeZire Alexus Jayla Great job sps! Glad no one got hurt

August 13 at 9;16am · Unlike - 1 1





Saskatoon Police Service

August 14 🤌

Comments...

It's always great to hear when our presence and work helps give our community peace of mind. Thanks to all those who share their experiences with us!

"I just wanted to say, thank you to the Saskatoon Police, for putting a foot patrol on 33rd St last night. At night is when we really need the police presence. Having them around, gives me a peace of mind and makes people think twice. So thank you again for all you do."



6,640 people reached

Boost Post

Unlike Comment Share ₺256 ₽ 15 🖒 3





Donna Hay Respect and appreciate you all. 🤍 🙂 August 14 at 4:20pm - Unlike - 🖒 3



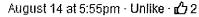
Alice Gilles-Bourque It was also great to see them out at the Ex. Their presence there helped make it a very enjoyable experience. Thank you SPS. August 14 at 4:41pm · Unlike · 1/2 7



Alicia Smith Kudos SPS (2)
August 14 at 5:04pm · Unlike · 1/2 1



Crystal Alina Sumner The Saskatoon Police are wonderful and helpful. Thankyou. (2)





Heather Graham Much needed and much appreciated August 14 at 6:00pm - Unlike - 1/2 3



Joanne McKay And thank you it's tough for you out there August 14 at 6:25pm - Unlike - 2



Steve Gilroy Police do their jobs just fine! It's the courts that let us down. August 14 at 6:45pm · Like · 🖒 11



Toni Peters Thank you! (1)
August 14 at 7:07pm - Unlike - 1/2 1



Randy Buchi Santiagogo Thank you SPS. August 14 at 8:22pm · Unlike · 1/2 2

Post Details



Saskatoon Police Service

August 21 at 1:25pm 🔞

Backing down from a challenge is not in a police officers CTVs' Chantel Huber challenged S/Sgt Grant Obst to tak #ALSIcebucketchallenge, not only did he rise to the occa members of his platoon. They made good on the challengin front of the new HQ this afternoon.

And in true #ALSicebucketchallenge form, S/Sgt Obst chavies of MD Ambulance to take the challenge. Good lucyou have 24 hours!

ALS is a progressive neurodegenerative disease that affithe brain and the spinal cord. For more information, visit:



21,504 people reached

Unlike Comment Share ₺537 🗘 19 🖒 36

Saskatoon Police Service, Bill Trelnuk, Dave Connell, Grant Ot like this.

A 20 - L - - -





Saskatoon Police Service

August 21 at 1:25pm 🔏

Backing down from a challenge is not in a police officers nature so when CTVs' Chantel Huber challenged S/Sgt Grant Obst to take the #ALSicebucketchallenge, not only did he rise to the occasion but so did members of his platoon. They made good on the challenge, completing it in front of the new HQ this afternoon.

And in true #ALSicebucketchallenge form, S/Sgt Obst challenges Troy Davies of MD Ambulance to take the challenge. Good luck, Mr. Davies - you have 24 hours!

ALS is a progressive neurodegenerative disease that affects nerve cells in the brain and the spinal cord. For more information, visit: www.als.ca



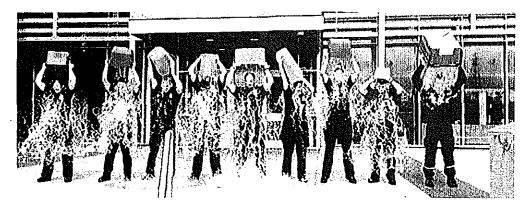
21.504 people reached

Boost Post

Unlike Comment Share ₱ 537 ₱ 19 ♣ 36







Unlike Comment Share

3 84 Shares

- Saskatoon Police Service, Heather Primeau, Jason Saunders, Taya Curtis and 1,809 others like this.
- View previous comments

52 of 60



Meghan Lechner Nice work!

August 21 at 3:35pm Like ≠3.1



Toni Peters Haha. Great picture! And all for a good cause 🙂

August 21 at 3,40pm Like



Shirley Bodnar Love it!

August 21 at 3.41pm Like



Jennifer Laronde Would have loved to see that! Should have a do-over 😌

August 21 at 3:42pm Like 🔥 2



Myrna Prochner Way to go.

August 21 at 3,47pm Like



Vanessa Q Halter Awesome

August 21 at 3:49pm Like



Jamie Johnson Awesome picture!

August 21 at 3:51pm Like



Arwen Thibault great photo! High 5! (2)

August 21 at 3.52pm Like



Lightning Sazh Glad to see you guys can have fun!

August 21 at 3:54pm Unlike ₺1



Shelley Redekop Great picture!

August 21 at 3:59pm Like



Carla Sikorski This awesome way to go SPS!

August 21 at 4:08pm Like





Pete Woronowski Very good of you folks to do this.

August 21 at 5:31pm · Like



Maria Besenski Glad to see you guys finally get some attention for all the great community work you do!

August 21 at 5:35pm - Unlike - £3 2



Tanya Kruger Epic pic, ince August 21 at 5:45pm · Like Tanya Kruger Epic pic, nicely done SPS!



Crystal Alina Sumner How great. (9)

August 21 at 6:42pm - Like



Ashlee Lavigne Good job, guys! That is too awesome. (2)

August 21 at 7:18pm - Like



Suzanne Beck Way to Gollli Great work

August 21 at 7:22pm · Like



Moreen Virginia Too awesome!!!!

August 22 at 9:07am - Like



Judy McCoy Proud of our men and women in blue they are always involved in community work, Great job SPS

August 22 at 11:58am - Like - 25 4



Chelsey Hoksbergen AWESOME

August 22 at 9:18pm - Like



Comments re: Coppermine Crescent Incident

News Release: Barricaded Person 300 Block Coppermine Cr. - Update - http://bit.ly/1nmCGWk

Like · Comment · Share

同 18 Shares

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Jackie Skinnider Great job SPS!!!!

August 23 at 8:58am - Like



Michelle Cates So relieved to hear this ended well, with no injuries! Nicely done SPSI

August 23 at 9:01am · Like



DeZire Alexus Jayla Holy this is just crazy glad no one got hurt And great job again SPS.

August 23 at 9:07am · Like



Judy John Haggett Thanks SPSI It is great to know you have our backs. Do not forget to take care of yourselves too.

August 23 at 9:10am · Edited · Like



Florence Bergen Job well done SPS.....

August 23 at 9:11am - Like

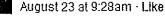


Tara Gehring Well done SPS.

August 23 at 9:25am · Like



Alana Gardiner Well donel





Evakatrina Anderson Everyone safe, suspect in custody. Police shots fired: zero. That's how a professional police force does it.

August 23 at 9:31am · Unlike · ≥ 18



Donaven Krett I don't think the city is worse the same things always have happened just social media lets us get the information each time. The police I think our doing a great job (2)



Key Gar Non violent methods... Wtg SPSI! 🤍

August 23 at 12:07pm - Like



Donna Lee Jones Good job SPS!

August 23 at 1:16pm - Like



Glen Richards I wonder how those nuts who say that police don't need armoured vehicles would have gotten those victims to safety. Good job, SPS. Spending my tax dollars on that armoured BearCat has already paid off big time.

Yesterday at 6:52am · Unlike · 🖒 1



Comments re: Coppermine Crescent Incident



Joanne McKay And I am very grateful as I own a personal care home on Churchill and coppermine and that mine seniors were safe as well as my grandchildren pretty scarey stuff thank you Saskatoon Police Dept 6 minutes ago · Unlike · ₺ 1



Jeff Dyck

Aug 3rd, 12:29am

Thanks for looking after the noise complaint at Bottega's very loud outdoor disco tonight. The response was amazing, and such a great group of officers at the scene. We and our neighbours in the King George and 2nd Ave. Lofts are really pleased this was looked after.



Erik William

Aug 15th, 9:54pm

Thank you for your service to the city of Saskatoon. God bless you



Saskatoon Police Service

August 28 at 3:31pm 🔞

We don't normally release video of our incidents, but in consultation with the investigators, it was decided that this particular incident provided an opportunity to show our community the kinds of incidents that we are responding to, and their increasing level of danger to not only our officers but members of our community. This video also highlights the tools and training that we have access to that assists us in maintaining public and officer safety, and resolving situatio... See More



16,025 video views

Boost Post







FEEDBACK



Re: Coppermine



Saskatoon Police Service

We don't normally release video of our incidents, but in consultation with the investigators, it was decided that this particular incident provided an opportunity to show our community the kinds of incidents that we are responding to, and their increasing level of danger to not only our officers but members of our community. This video also highlights the tools and training that we have access to ... See More

Unlike - Comment - Share - Edit - August 28



Saskatoon Police Service, Brad Kraft, Jim Warrick, Natasha Hnidy and 562 others like this.

同 255 shares



Peter McDonald Thank you to the people that risk their lives everyday so we can live ours.

August 28 at 3:34pm · Unlike · ≠3 33



Samantha Lynn Good Work SPS

August 28 at 3:37pm - Unlike - 27



Gloria Heather Thank you SPS for the wonderful job you do trying to keep our city safe, at the same time, risking your lives to protect ours. God Bless all of you for the wonderful work you do! August 28 at 3:39pm - Unlike - \(\alpha \) 14



Melody Savage Thank you!

August 28 at 3;39pm · Unlike - 🖒 1





Jackie Skinnider Flawlessly executed teamwork SPSIII Amazing work as alwaysi

August 28 at 3:40pm · Unlike · ₺ 5



Darcy Pederson Thanks for keeping the streets safe!! August 28 at 3:46pm · Unlike · ₺ 2



Mary Johnson Thank you for the great and danger work that yoy do you are truly the greatest police force in Canada and USA. August 28 at 3:47pm · Unlike · \(\varphi \) 1



Clay Wilson Thanks for all you do for our safety and for releasing this video, it really does open our eyes.



Heather Goddard You guys rock! Takes guts to do what you do!

August 28 at 3:57pm · Unlike · 🖒 1



Debbie Carmichael Thanks for a awesome job, this was a scary one. All are safe

August 28 at 4:02pm - Unlike - 16 1



Myrna Prochner Good job.

August 28 at 4:06pm · Unlike · 🖒 2



Re: Coppermine



Anthony Phillips Good job just goes to show how well are police is trained, and good restraint even when u was being shot at.

August 28 at 4:08pm - Unlike - 45 4



Patricia Cone Thanks for posting. August 28 at 4:08pm - Unlike ⋅ ₺ 3



Steve Gilroy Cool stuff!
August 28 at 4:18pm · Unlike · 43 1



Heather Tremblay Cool that the police posted this! August 28 at 4:20pm - Unlike ⋅ ₺3



Robyn Perra Thanks for posting this...sometimes I don't think people understand how bad it is for the police service. and its coell

August 28 at 4:30pm - Unlike - 🖒 4



Cynthia R Salgado That's awesome!! Thx you! Great job!! This is good stuff you should release more! Love this kind of stuff!! Good job team!!

August 28 at 4:33pm - Unlike ⋅ 6 4



Cheryl Buhr-Palmer Good job and yes that is scary August 28 at 4:48pm · Like



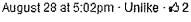
Jennifer Briere Thanks for keeping us safe! It's nice to see a sample of the resources you have and utilize to keep Saskatoon safe. It might help to deter some idiots out there too! Thank you SPS!



Cindy Lou Friesen I am glad they are there to help!!! August 28 at 4:55pm - Unlike - 🖒 1



Gayleen Erfurt Thanks for sharing that. Great job.





Dan Glass Good job SPS! Good to see our tax dollars going to good use (protecting the public AND our police force).

August 28 at 5:08pm · Unlike · x 6



Cathy MacInnis Thank you for the wonderful protection!

August 28 at 5:34pm · Unlike · ⋈ 2



Loranna Hyde Laing Keep up the great work you do and stay safe

August 28 at 5:38pm · Unlike · r 1



Sheri Rudoski Great job SPS thank you for your service! August 28 at 5:47pm · Unlike · 🖒 3



Marcy Sawatzky So glad no one got hurt. Was pretty scary to have this happen only a couple blocks from my place. Glad everyone is safe thanks to SPS and the special tactical units.

August 28 at 8:02pm - Unlike - ₼ 3



Kimberly Flath Proud of Saskatoon police force and SPS!
Thank you for all you do, putting your own safety at risk to assist others when needed! You are amazing men and women!!!!
August 28 at 8:07pm - Unlike - \$\psi 6\$



"PUBLIC AGENDA"

TO:

His Worship Don Atchison, Chairperson

Board of Police Commissioners

FROM:

Clive Weighill

Office of the Chief

DATE:

2014 October 07

SUBJECT:

Saskatoon Police Service 2015 - 2019 Business Plan

FILE #:

2,005

ISSUE:

Many of the objectives the Saskatoon Police Service undertook in its 2011 - 2014 Business Plan have been realized or are well underway. Accordingly, the Service has developed a new Business Plan for the term of 2015 - 2019.

RECOMMENDATION:

That the 2015 - 2019 Business Plan be received as information.

DISCUSSION:

The Administration provided a draft business plan for the Board's final input and approval. Many of the initiatives in the 2011-2014 Business Plan have been accomplished. In an effort to keep the Police Service focused on our future direction, a plan has been developed for 2015 – 2019.

Extensive consultation has been conducted to ensure; the community, stakeholders, employees, and the Board have had input. A sampling of the consultation is as follows:

- Environmental scan to identify trends and issues.
- In November 2013 a community consultation session was held at the Sheraton Cavalier hotel. Ninety- six people from the community, business, government, education, and cultural groups attended and another 49 Twitter contributors participated live through social media.
- In January 2014 the Executive Team held a brainstorming session to identify topics for consideration in the business plan.
- Internal consultations were held with 114 employees, with representation from each Division of the Service, varying in gender and rank.
- Consultation with the Police Association and continued involvement with the Morale Committee.
- Close integration with the City of Saskatoon Leadership Team to ensure the Police Service is linked with the City of Saskatoon's strategic vision.

"PUBLIC AGENDA"

- Inputs and ideas from the new Canadian and immigrant population through the Saskatoon Police Service Advisory Committee on Diversity and the City Cultural and Race Relations, and our Cultural Relations Unit.
- Suggestions and ideas from the Board of Police Commissioners.
- Structured meetings with the Star Phoenix Editorial Board and news managers from both radio and television.
- Surveys such as the Saskatoon Civic Survey and the Police Satisfaction and Priority Survey.

CONCLUSION:

The Service has sought significant input into our current and future direction. The 2015 - 2019 Business Plan facilitates a strong roadmap for the Service to direct its energies into the future.

| Written & Approved by: Submitted by: | Mark Chatterbok Deputy Chief of Administration Clive Weighill Chief of Police |
|--------------------------------------|--|
| Dated: (attachment) | OCT. Poliy |



2015-2019 Business Plan



Saskatoon Police Service

Hanour - Spirit - Vision

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Mission Statement

In partnership with the community, we will provide service based on excellence to ensure a safe and secure environment.

Core Values

>> Honesty

We will be reputable, adhering to truthfulness and being free from deceit.

>> Integrity

We will lead by example, being incorruptible and doing the right thing regardless of the pressures or personal risk we face.

>> Compassion

We will be mindful of the distress of others and demonstrate a sympathetic understanding in our desire to assist them.

>> Fairness

We will demonstrate impartiality, being free from self-interest, prejudice or favoritism.

>> Commitment

We will show dedication to the goals of the Service and to our personal development and wellness as we persist in out endeavors to consult, work with and serve the community.

>> Respect

We will recognize the right of all people, regardless of their personal situation, to live without ridicule, and as such we will display courteous regard for people in every situation.

>> Professionalism

We will be above reproach and exhibit a proficient, conscientious, and business-like demeanor in dealing with those we serve.

The Saskatoon Police Service would like to thank the StarPhoenix and other contributors for the photos contained in our 2015–2019 Business Plan.



A Message from the Saskatoon Board of Police Commissioners

It is my pleasure to present the Saskatoon Police Service Business Plan 2015–2019 on behalf of the Board of Police Commissioners.

Saskatoon is one of the fastest-growing cities in Canada, and the safety and security of our citizens is a top priority. We have seen dramatic improvements over the past decade as crime rates continued to fall. We are on the right track.

We are proud of the men and women of the Saskatoon Police Service. Not only are they working to reduce crime, they are also connecting to the community to form strong, positive relationships.

I am confident the direction outlined in this new Business Plan will continue to build on our past successes, and the values, goals, and mission of the Saskatoon Police Service will strengthen the fabric of our community.

Mayor Donald J Atchison Chair, Board of Police Commissioners



Donald J Atchison
Chair. Board of Police Commissioners



Charlie Clark Commissioner



Darren Hill Commissioner



Gordon Martell Commissioner



Vera Pezer Commissioner





A Message from the Chief of Police

The Saskatoon Police Service has formed a formidable partnership with the Saskatoon community. Through collaboration and partnerships, and with support from the Board of Police Commissioners and Saskatoon City Council, we have achieved a 47% reduction in crime over the past decade. This is truly an amazing accomplishment.

Implementation of our previous business plan allowed us to successfully reach our goal of "making a difference" in Saskatoon. The Saskatoon Civic Survey and the Insightrix Survey on police satisfaction both showed very positive ratings. A special highlight, and the one I am most proud of, is the Internal Morale Survey (Joint Association/Management), which indicated that 93% of our staff have positive morale and that 95% of our staff enjoy working for the Saskatoon Police Service.

Within the current plan, you will find an increased emphasis on community interaction. Following are just a few of our key objectives for the next five years:

- >> To further reduce crime and victimization
- >> To increase interaction with youth
- >> To enhance community collaboration
- >> To reflect the rich diversity of our community by providing appropriate services to the community and to our members
- >> To assist those suffering from mental illness or substance abuse
- >> To remaining at the forefront of information technology
- To further develop our internal, encompassing Human Resource Development Plan
- >> To increase efficiency of the Saskatoon Police Service
- >> To increase traffic safety

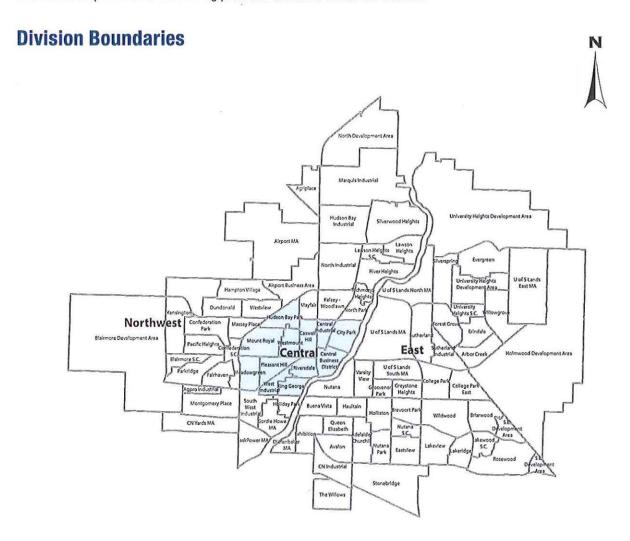
I am privileged to work among such a dedicated group of sworn and civilian members. Our Service truly embraces change and actively seeks new initiatives to assist a growing Saskatoon.

Clive Weighill, Chief of Police

Saskatoon at a glance

Saskatoon is located in central Saskatchewan, Canada. Situated on the South Saskatchewan River, the city and has five traffic bridges within city limits. It is Saskatchewan's largest city, with an estimated population of 254,000 (as of July 1, 2014).

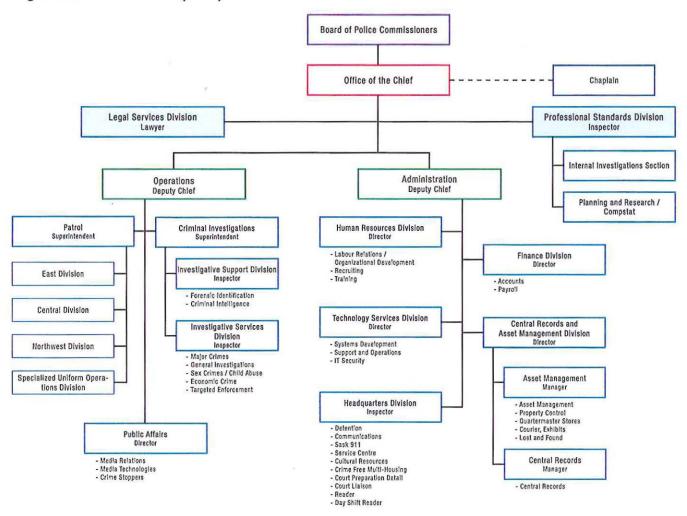
Saskatoon has ten wards and is divided into three policing divisions—Central, Northwest, and East. Each division has its own inspector in charge of deployment, and who is responsible for addressing problems that arise within the division.





Saskatoon Police Service

Organizational Structure (2013)



Core Services

The Saskatoon Police Service core responsibilities include emergency response, investigations, traffic enforcement, and community involvement.

Specialized Services

Investigative services and investigative support include Major Crime, Targeted Enforcement, Sex Crimes and Child Abuse, Economic Crime, General Investigation, Forensic Identification, and Criminal Intelligence.









Human Resources (2013)

| Authorized Strength | |
|----------------------------|-----|
| Regular Sworn Members | 446 |
| Special Constables | 60 |
| Civilians | 145 |

| Length of Service |
|---|
| All Sworn Members = 446 + 60 Special Constables = 506 |
| (As of Dec. 31, 2013) |
| 0-10 yrs294 |
| 11–20 yrs |
| 21 plus yrs |

| Diversity | |
|---|-------------------|
| All Sworn Members, includes Regular and S | pecial Constables |
| Aboriginal | 54 |
| Female | 163 |
| - Regular female members (110) - Special Constables (53) | |
| Visible Minority | 22 |
| Disabled | 11 |

| 49 |
|----|
| 45 |
| 36 |
| 43 |
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Future Challenges

Demands on Time: Issues beyond our control result in increased responsibility and greater demands on time and resources. For example, court decisions and changes in legislation can have an impact on local bylaws, which the Saskatoon Police Service must enforce.

Poverty, Employment, and Education: Disadvantaged citizens in our community have a greater likelihood of being both victims of crime and perpetrators of crime. Areas such as social services, corrections, policing, mental health, and addictions are experiencing increased demands for resources. Multiagency collaboration is being used to address complex issues.

Demographics: As demographics change within the city, the type of calls to which the Saskatoon Police Service is responding to is also changing. For example, the recent increase of new Canadians in Saskatoon results in an increased need for diversity training and cultural services.

Technology: More sophisticated crime changes the nature of criminal activities. To adequately investigate these crimes, the Service is improving its information technology expertise.

Traffic: A growing, thriving city also means a greater number of vehicles on our roads. The increasing traffic in Saskatoon is a concern for police.

Gangs and Street Crimes: Even though crime rates in Saskatoon have been decreasing, violent incidents between opposing gang members cause major concern for the Saskatoon Police Service. These types of crimes include robberies, armed robberies and assaults associated with gang members.

Increased Service Expectations:

In community surveys, the public indicates a high level of satisfaction with the Saskatoon Police Service. The public also indicates a desire for more visibility, interaction, and accessibility to the police.

Human Resources: Over the next decade the Saskatoon Police Service is facing a number of human resource management issues. Recruiting new members to support growth and attrition is a challenge. Training and career-pathing ensures employees are prepared for the tasks at hand. Developing well-trained investigators, innovators, and leaders is important for the success of the Service.

Expanded City Limits: The City of Saskatoon continues to develop new commercial, industrial, and residential areas that require policing. Response times and the increased number of calls for service are monitored to ensure effective policing is provided to all areas.

Addictions: Alcohol, gaming, and drug addictions impact crime-related activity and create generations of victims. Inter-agency efforts are needed to address addiction-related crime and victimization in Saskatoon.

Other Communities: Communities outside Saskatoon also have an impact on policing in our city. Increasing numbers of residents from Warman, Martens-ville, and other nearby communities commuting to work in Saskatoon results in increased traffic and more pressure on police services.

Collaborative Business Plan Process

Community Consultation

The Saskatoon Police Service hosted a public forum and community consultation on November 25, 2013. The purpose of the consultation was to gather information from a range of stakeholders on police performance and ideas related to public safety in the city. Ninety-six people, representing a spectrum of community-based organizations, took part in a half-day session designed to identify issues and concerns to be addressed in this business plan.

Throughout the day, community representatives took part in facilitated small-group discussions. The first round of discussion addressed what is working when it comes to policing, law enforcement, and public safety in Saskatoon. The second round focused on what individuals were worried about regarding the future of policing in Saskatoon. Priority issues were then further examined in discussion groups, where participants identified the greatest strengths and vulnerabilities of each issue.

In addition, social media was mobilized as part of the consultation process. Parallel discussions also took place on Twitter, which generated 146 tweets from 49 Twitter contributors. A total of 29,444 accounts were reached through online consultation.



Staff Consultation

In addition to the community consultation, input was also obtained from both our executive staff and front-line workers. On January 10, 2014, the Executive Team held a meeting to discuss topics to be addressed in the 2015–2019 Business Plan. The session was structured as a brainstorming session, and each member was given the opportunity to present their ideas in two or three words.

Additionally, front-line staff from each division were invited to provide their thoughts and ideas to help shape the Service. A total of 114 employees, varying in gender and rank, were consulted. Each member was given the opportunity to present their opinions regarding two questions:

- (1) What does the Saskatoon Police Service need to improve on?
- (2) What is the Saskatoon Police Service doing well?

This information helped define the structure of the 2015-2019 Business Plan.



Staff Consulted

114 employees participated in the consultation:

- >> 45 female
- >> 69 male

Departments consulted:

- Platoon A, B, C, and D (Patrol Divisions)
- >> Human Resources
- >> Finance
- >> Technological Services
- Central Records and Asset Management
- >>> Criminal Investigations
- Specialized Uniformed Operations Division
- >> Headquarters Division





Key Issues Identified by Citizens

Resources

- >> Assess the cost of policing and whether it is sustainable
- Calculate budget constraints affecting resources, including the number of officers in the future

Planning/Training

- >> Mentor young officers
- >> Ensure succession planning
- >> Offer diversity training for officers as demographics in Saskatoon change
- >> Improve education about mental health issues
- Have specialized officers to deal with people who suffer from mental illness

Communication

- >> Improve communication within the community
- >> Increase communication with new Canadians
- >> Increase follow up with victims
- >> Continue to use social media

Partnerships

- >> Continue to build relationships with visible minorities
- >> Continue participation by first nations and métis people
- >>> Continue partnerships with the community
- >> Continue to track community perceptions of crime in Saskatoon
- >> Continue to work with Saskatoon youth

Crime Reduction

- Address growing concern about gang-related crime
- >>> Ensure calls for service are addressed in an appropriate time frame
- >> Focus on traffic enforcement
- >> Investigate ways Saskatoon can continue to reduce crime rates
- Explore the impact a growing population may have on Saskatoon

Key Themes

Reduce Crime and Victimization

Reducing crime and victimization is the highest priority of the Saskatoon Police Service, and a variety of programs and methods are used to address crime in the community. Inter-agency collaboration is paramount, because no one organization alone can reduce crime and victimization.

Community Partnerships

Saskatoon is a diverse municipality. As a police service, we are dedicated to working with a wide range of organizations and community groups to develop strategies that will provide a safe and secure environment.

Effective and Efficient Service

The Saskatoon Police Service is steadfast in our commitment to continuously improve the ways we provide service. Our ability to execute all components of our service in an efficient and effective manner will reflect our success. We will strive to carefully manage resources, research best practices, and explore alternate processes to ensure an efficient and cost-effective service.

Human Resource Development

The Saskatoon Police Service will meet the needs of its employees and partners by ensuring our programs and strategies are successful.



Theme One



Crime and Victimization Reduction

Reducing crime and victimization is the highest priority of the Saskatoon Police Service, and a variety of programs and methods are used to address crime in the community. Inter-agency collaboration is paramount, because no one organization alone can reduce crime and victimization.

What We Have Been Doing

The Saskatoon Police Service has been working to reduce crime. Since 2011 the violent crime rate has decreased by 12%, and the property crime rate has decreased by 11%. Deployment of resources by geographical divisions and familiarity with the community have both contributed to the reduction in crime.

The Service also actively participates in proactive problem solving. Since 2007, we have adopted the CompStat (computer statistics) model of policing. This real time computer-aided crime analysis tool highlights developing crime trends, which helps inspectors allocate appropriate resources to combat the problems in their divisions.

In addition, the Service enforces traffic safety in order to reduce traffic collisions and driving-related incidents. Despite these efforts, the number of traffic accidents from 2011 to 2013 increased by 5%. This is attributed to an increase in population and a growing number of vehicles on Saskatoon roadways.

The Saskatoon Police Service also works with the Government of Saskatchewan in Building Partnerships to Reduce Crime (BPRC), which was launched to provide a new approach to crime reduction in Saskatchewan. Community Mobilization Saskatoon is aligned with BPRC and brings together a number of community partners: Saskatoon Police Service, RCMP, Ministry of Justice, Ministry of Social Services, Saskatoon Health Region, Saskatoon Fire Department, Saskatoon Tribal Council, Mobile Crisis Intervention, Greater Saskatoon Catholic Schools and Saskatoon Public Schools. These agencies sit on a board called the Hub which meets twice a week to provide immediate, short-term solutions for at-risk people and their families.

Currently, the Saskatoon Hub operates within the Central Division, but additional Hubs may be developed in future. As Community Mobilization Saskatoon grows it will have a greater influence on crime reduction, victimization, and other significant threats.

Goals for Next Five Years

Goal 1: Decrease overall crime rates by 5% over the previous five-year average

Date: 2015-2019

Owner: Deputy Chief Operations

Performance Indicators: Analyze crime rates and victimization rates.

Actions:

- >> Continue to use CompStat as a performance measurement tool
- Develop a multi-unit response team that will focus on crime trends and repeat offenders to address new and emerging types of crime
- Create a crime-prevention strategy to educate the public about crime trends, as well as the impact of and victimization resulting from crime within our communities
- Support geographical accountability by ensuring the divisions are provided with the appropriate resources

Goal 2: Decrease traffic collisions by 5% each year for the next five years

Date: 2015-2019

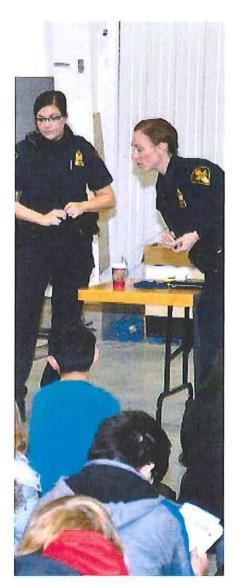
Owner: Deputy Chief Operations

Performance Indicators: Assess traffic statistics to ensure decrease.

- >> Implement the Regional Traffic Safety Initiative, funded by Saskatchewan Government Insurance (SGI)
- Implement the Automated Speed Enforcement pilot project, which will include photo radar
- >> Increase the number of traffic tickets issued to help reduce drivingrelated incidents
- Develop a traffic safety communication plan to educate the public on driving safely and road courtesy
- Partner with SGI to work with new drivers, and with settlement agencies to educate new Canadians on road safety in Saskatoon







Goal 3: Reduce acutely elevated-risk situations that individuals, families, or environments face in the community

Date: 2015-2019

Owner: Deputy Chief Operations

Performance Indicators: The Saskatoon Police Service will continue to assess the information from the Community Mobilization Saskatoon database to determine whether individual's acute elevated levels of risk have been mitigated.

- Continue to participate in the Hub to identify individuals, families, and environments suffering from complex levels of risk that cannot be addressed by a single agency
- >> Through the Hub, provide collaborative interventions and support to help alleviate risk and reduce crime and victimization
- >>> Work with the Government of Saskatchewan to develop a Centre of Responsibility (COR) that will collaborate with the Hub and be responsible for measuring the Hub's progress (analyzing trends, identifying opportunities for systemic change across Saskatoon and Saskatchewan, and developing long-term solutions to crime reduction)



Community Partnerships

Saskatoon is a diverse municipality. As a police service, we are dedicated to working with a wide range of organizations and community groups to develop strategies that will provide a safe and secure environment.

What We Have Been Doing

Community collaboration is an important goal for the police service. In conjunction with the Canadian Association of Chiefs of Police, the Saskatoon Police Service acknowledges the need for enhanced involvement with community groups and agencies to better assist people suffering from mental illness and substance abuse. The Service is experiencing growing pressure on its front-line resources as it attempts to adequately respond to an increasing number of people requiring support. In many cases the police are the first contact with people experiencing a crisis.

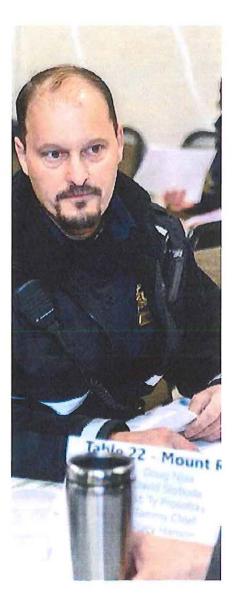
To assist people with mental health concerns or crises, the Saskatoon Police Service has formed a partnership with Saskatoon Crisis Intervention Service to create a Police and Crisis Team (PACT). The PACT team pairs a police officer with a mental health professional to help direct individuals with mental health issues to appropriate services.

As for people suffering from substance abuse issues, the Service has formed an "Action Accord" with the Saskatoon Tribal Council, Federation of Saskatchewan Indian Nations, Saskatoon Health Region, and the Saskatoon Board of Police Commissioners. The accord focuses on safe alternatives in caring for intoxicated individuals, rather than placing them in police detention cells.

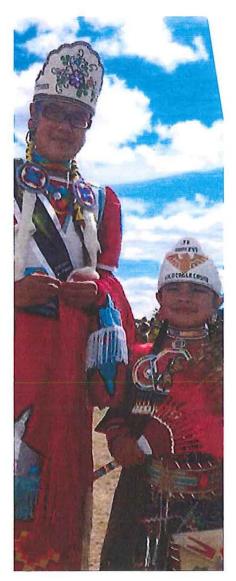
The Saskatoon Police Service also forms partnerships to better understand our youth. The Peacekeepers Leadership Development Program, which existed from 2007 to 2013, was an anti-gang initiative for youth who were not currently gang members, but had the potential to be recruited as gang members. Due to declining program numbers, the program was reviewed and a decision was made to form a more structured multicultural police cadet program for youth aged 10–15. The Service will also form a Youth Advisory Committee that will encourage youth to express their needs.

The Saskatoon Police Service is also working with the Saskatoon Council on Aging to collaborate on how we can encourage an age-friendly environment. As the population ages, we will need to ensure our services reflect the needs of older adults. The Saskatoon Police Service is committed to developing an action plan to address these needs while addressing ways our members can contribute to being age-friendly service providers.

From experience, the Saskatoon Police Service knows that the disappearance of Aboriginal women and run-away, at-risk youth are related. The Service has formed stronger relationships with the Ministry of Social Services and with foster







or government care homes to enhance their ability to locate missing youth who have run away from their homes or care environments.

The Saskatoon Police Service is deeply concerned about the missing or murdered Aboriginal women. The Service has partnered with the Saskatoon Tribal Council and the Province of Saskatchewan to erect a memorial for murdered and missing women at the new Saskatoon Police Service Headquarters.

Goals for Next Five Years

Goal 1: Meet the needs of people suffering from mental illness

Date: 2015-2019

Owner: Deputy Chief Operations

Performance Indicators: The Saskatoon Police Service will begin to assess detailed mental health statistics. An improvement in the following types of statistics would indicate that our initiatives are working:

- >>> Reduced number of arrests of people suffering from mental illness
- >> Reduced emergency wait times where police officers are required to wait with patient

Action:

Continue to work with the PACT unit, which consists of members from the Service and the Saskatoon Crisis Intervention Service

Goal 2: Enrich the relationships between the Saskatoon Police Service and the First Nations, Métis, and multicultural communities

Date: 2015-2019

Owner: Deputy Chief Operations

Performance Indicators: The Insightrix survey statistics will be assessed to ensure Aboriginal's perception of police satisfaction is maintained or increased.

- Develop a multicultural police academy in order to develop relationships within the multicultural youth community
- >> Provide additional education programs to University of Saskatchewan and SIAST students to educate them about potential careers with the Service

- Host culturally sensitive classes at the Saskatoon Police Service Headquarters
- >> Invite community groups to play sports in the Service's gymnasium
- >>> Develop a liaison position(s) for Aboriginal and multicultural groups

Goal 3: Improve the care and protection of intoxicated persons by ensuring a 25% decrease of the number of intoxicated people in detention over the next five years (compared to 2012)

Date: 2015-2019

Owner: Deputy Chief Operations

Performance Indicators: Track the number of intoxicated people in

detention.

Actions:

- >> Continue to participate in the Action Accord¹
- Continue to work with emergency shelters, such as the Lighthouse Stabilization Unit, to ensure individuals are being housed in the most appropriate facilities

Goal 4: Reduce the number of habitual runaways by 10%

Date: 2015-2019

Owner: Deputy Chief Operations

Performance Indicators: Continue to track the number of habitual runaways

reported to the Saskatoon Police Service

- Continue to participate in Staying Safe Strategies Saskatoon (S4),² which meets monthly to discuss and help resolve issues pertaining to at-risk youth
- Provide ongoing support and service to the Provincial Task Force of Missing Persons



¹ An agreement between the Saskatoon Board of Police Commissioners, the Saskatoon Health Region, the Saskatoon Tribal Council, and the Federation of Saskatchewan Indian Nations. As part of this agreement, the Saskatoon Health Region provides funding for paramedics from MD Ambulance to work in the Detention Unit to Improve the care and protection of intoxicated people.

² Some of the agencies involved in Staying Safe Strategies Saskatoon (\$4) are the Saskatoon Tribal Council, John Howard Community Justice Services, Ranch Ehrlo Society, Ministry of Social Services, Quint Development Corporation, Eagle's Nest Youth Ranch, Saskatoon Crisis Intervention Services, and the Saskatoon Health Region.





Goal 5: Increase awareness of missing and murdered Aboriginal women

Date: 2015-2019

Owner: Chief of Police

Performance Indicators: Continue to see a decrease in the number of missing persons reported to the Service.

Actions:

- Continue to work with the Saskatoon Tribal Council and the Government of Saskatchewan to reduce the number of Aboriginal women who are reported missing to the Saskatoon Police Service
- In partnership with the Saskatoon Tribal Council and the Government of Saskatchewan, develop a monument for missing persons to be displayed in the Saskatoon Police Service headquarters

Goal 6: Create an atmosphere where youth will feel comfortable sharing ideas and will build relationships with the Saskatoon Police Service

Date: 2015-2019

Owner: Chief of Police

Performance Indicators: A survey will be created to measure youth

perceptions of the Service.

Actions:

- >> Develop a Youth Advisory Committee.
- Develop a multicultural police cadet program for youth aged 10-15.

Goal 7: Connect with older adults to ensure the Saskatoon Police Service is contributing to an age-friendly community

Date: 2015-2019

Owner: Deputy Chief Operations

Performance Indicator: A survey will be created to measure older adult perceptions of the Service.

- Work with the Saskatoon Council on Aging to develop an action plan for the engagement with older adults
- >> Develop and deliver education campaign to address personal safety, finance abuse, and physical/emotional violence regarding older aduts
- >> Inform older adults of access to emergency services
- >> Implement age-friendly education to our members



Effective and Efficient Service

The Saskatoon Police Service is steadfast in our commitment to continuously improve the ways we provide service. Our ability to execute all components of our service in an efficient and effective manner will reflect our success. We will strive to carefully manage resources, research best practices, and explore alternate processes to ensure an efficient and cost-effective service.

What We Have Been Doing

An effective organization must review its structure and processes on a regular basis to ensure that, in the changing world of policing, we are using resources in the most efficient manner. The Service must practise responsible fiscal and asset management in order to plan effectively for future needs.

In 2014, the Service moved to a new, energy-efficient police facility designed to meet the needs of both the Saskatoon community and the police service employees. The new building has four floors and includes a community room, an indoor firing range, a detention centre, forensic labs, a communication centre, and training rooms. All personnel are now under one roof, and the open design reinforces community openness and transparency.

Every year, new and more complex crimes are committed, which require more officers with higher levels of training. The Saskatoon Police Service has been at the forefront of new technology with the installation of in-car video for all our patrol and traffic cars. In addition, the use of Conducted Energy Weapons has been approved for officer use, and policy and training in their use has been implemented.

The Service continues to acknowledge the importance of carefully managed resources, research into best practices, and exploring alternate processes to ensure efficient and cost-effective service.







Goals for Next Five Years

Goal 1: The Saskatoon Police Service will work to modernize our administrative processes

Date: 2015-2019

Owner: Deputy Chief Administration

Performance Indicators: Departments will provide a progress report twice a year to ensure projects are completed on time and on budget.

Actions:

- Coordinate the efforts of Human Resources, Finance, and Asset Management to investigate and implement automated administrative processes and thus decrease redundancy and shorten the amount of time required to obtain approvals
- Work with the City of Saskatoon to complement their Strategic Plan and their Continuous Improvement Strategy to ensure we are providing highquality service through innovative and creative means
- >> Implement an employee time management system to administer staff scheduling and time usage

Goal 2: Ensure we remain financially sustainable

Date: 2015-2019

Owner: Deputy Chief Administration

Performance Indicators: Departments will provide a progress report

twice a year.

Action:

Develop strategies to encourage innovation and fiscally responsible budget

planning

Goal 3: Continue to be at the forefront of information technology

Date: 2015-2019

Owner: Deputy Chief Administration

Performance Indicators: Departments will provide a progress report twice a year to ensure projects are completed on time and on budget.

- >> Implement technology that not only reduces paper and cost, but also significantly reduces delays associated with non-electronic systems
- >> investigate and move toward implementing new policing software:
 - > E-tickets—software that allows officers input violator's information directly into an electronic form where the information will be stored directly in the Service's record management system
 - Cell Management Software—software to facilitate electronic booking, tracking of cell maintenance, archiving of incarceration records, input and retrieval of officer shift notes, and more efficient time management
 - > Electronic Disclosure—software designated to share reports, images, and officer notes directly with the Crown Prosecutor
- Improve public communication by investigating and implementing Next Generation 911, a system that will allow the public to transmit text, images, video, and data to the Communications Centre
- >> Explore technology for the hearing-impaired
- >> Investigate and implement new technology and devices:
 - > Body Cameras—record the actions of officers while on patrol in order to ensure greater accountability and transparency as well as increasing officer's safety
 - GPS Tracking Devices—ensure officer locations are always known, which will facilitate communication and increase accountability, transparency, and officer safety
- Audit in-car cameras to ensure image quality, equipment reliability, and whether the device is user friendly
- Create a disaster recovery plan in preparation for a natural disaster or human-induced disaster to outline how we would restore the Service's technology and data collection







Goal 4: Increase accessibility and enhance communications with the public

Date: 2015-2019

Owner: Deputy Chief Operations

Performance Indicators: Web-based reporting systems will be used to ensure the number of users on the Saskatoon Police Service website, Facebook, and Twitter accounts continues to increase.

Actions:

- Continue to improve the content on the Saskatoon Police Service website and ensure this information is easily accessible
- Continue to use social media to support community outreach, problem solving, investigation, crime-prevention, and related objectives
- Monitor social media policy to ensure it is relevant and adequately representing the needs of the Service

Goal 5: Increase efficiencies by reducing the number of calls for service by 5% over the next five years

Date: 2015-2019

Owner: Deputy Chief Administration and Deputy Chief Operations

Performance Indicators: Assess calls for service over the next five years.

- Review communication call codes to ensure priority calls are being responded to within an appropriate amount of time and are tracked and reported in the most precise manner
- Encourage the use of web-based systems to allow citizens to report minor crimes over the Internet
- >>> Continue to use the Alternative Measures Program (AMP)¹ to help decrease wait times and calls to respond to minor crimes

¹ AMP offers individuals accused of a criminal offence the opportunity to resolve their case by working with other agencies. For instance, the Service may work with Saskatoon Community Mediation Services or John Howard Community Justice Services in order to find resolutions to the individual's criminal offence.

Goal 6: Ensure community satisfaction by remaining in the 90th percentile in the Insightrix Survey

Date: 2015-2019

Owner: Deputy Chief Operations

Performance Indicators: Using the Insightrix Survey, statistics will be assessed to ensure community satisfaction with the Saskatoon Police Service remains high.

Action:

Conduct an Insightrix Survey every three years to measure levels of satisfaction with the Service and perceived safety issues





Theme Four



Human Resource Development

Saskatoon Police Service will meet the needs of its employees and partners by ensuring our programs and strategies are successful.

What We Have Been Doing

The Saskatoon Police Service has always strived to provide mutually rewarding relationships between the Service and its employees. The Service conducts an Internal Morale Survey to determine the satisfaction of both sworn and civilian members. In the most recent survey in 2012, 93% of employees reported good morale and 95% of employees responded that they enjoy working for the Saskatoon Police Service.

The Service promotes opportunities for effective employee engagement. In spring 2014, staff consultation provided the opportunity for Service employees to identify areas of concern and provide feedback and suggest potential alternatives. In addition, the Service has a Joint Union—Management Committee that meets quarterly to address employee issues.

Goals for Next Five Years

Goal 1: Continue to provide developmental opportunities for sworn and civilian employees

Date: 2015-2019

Owner: Deputy Chief Administration

Performance Indicators: The Morale Committee will continue to survey employees on their satisfaction with training and development.

- >> Change the way training is scheduled for mandatory training in the following disciplines: firearms, defensive tactics, and conducted energy weapons
- >> Increase usage of online training through the Canadian Police Knowledge Network
- >>> Provide leadership training for sergeants and civilian members
- Provide succession planning for staff sergeants competing for more senior roles

Goal 2: Maintain optimal physical and mental health of Saskatoon Police Service Employees

Date: 2015-2019

Owner: Deputy Chief Administration

Performance Indicator: The number of long-term illness and injury will be measured and assessed.

Actions:

- Educate members on the Saskatchewan Human Rights Legislation and on the Service's policy for workplace accommodation
- >>> Educate members on Post-Traumatic Stress Disorder (PTSD) and how to recognize signs of other mental health issues
- >> Provide training on mental health
- Develop an employee wellness plan to ensure employees have access to a specialist in both physical fitness programs and mental health programs

Goal 3: The Service will be reflective of the population it serves

Date: 2015-2019

Owner: Deputy Chief Administration

Performance Indicators: Continue to provide annual Employment Equity

Monitoring Report.

- Continue to enrich relationships between the Saskatoon Police Service, First Nations, Métis, and multicultural communities
- Create innovative ways to attract Aboriginal persons, visible minorities, and women to a career in policing
- Continue to recruit and support candidates for the Treaty 4 Program and Saskatchewan Police College, which expose candidates to a law enforcement career
- Attend and host career symposiums to showcase diversity in the Saskatoon Police Service
- Continue to support the Aboriginal Police Preparation Program through SIAST
- >> Continue to hire Aboriginal summer students







Goal 4: Enhance the relationships between the unions and management

Date: 2015-2019

Owner: Chief of Police

Performance Indicators: The Morale Committee will continue to survey employees on job satisfaction and morale.

- >> Work with the Saskatoon Police Association to ensure the right rank is provided for each position
- >> Revisit and review the Redeployment Plan
- Work with the Saskatoon Police Association to develop a lateral movement strategy for sworn members, with consideration for workplace demographics
- >> Work with the Saskatoon Police Association to review rotational training that exposes members to a variety of roles within the Service



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"PUBLIC AGENDA"

TO:

His Worship Don Atchison, Chairperson

Board of Police Commissioners

FROM:

Clive Weighill

Chief of Police

DATE:

2014 September 29

SUBJECT: 2015 Preliminary Capital Budget

2016 - 2019 Capital Plan

RECEIVED

OCT 1 5 2014

BOARD OF POLICE COMMISSIONERS

FILE #:

2,017

ISSUE:

City Council's Budget Committee review of the 2015 Capital Budget is scheduled for early December.

RECOMMENDATION:

That the Board of Police Commissioners approves the 2015 Capital Budget/2016- 2019 Capital Plan.

DISCUSSION:

The projects that are identified in the five-year capital budget /capital plan support the provision of key resources required in the areas of radio communications, operational equipment, technology and facilities.

Details regarding the capital budget/capital plan are presented in the attached submission.

Written by:

Don Bodnar

Director of Finance

Approved by:

Mark Chatterbok

Deputy Chief, Administration

Submitted by:

Clive Weighill.

Chief of Police

Dated:

OCTOBS 10/1V

Saskatoon Police Service



PRELIMINARY

2015 CAPITAL BUDGET 2016 – 2019 CAPITAL PLAN

October 2014



Saskatoon Police Service 2015 Capital Budget 2016 – 2019 Capital Plan

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| Sufficiency of Reserves | 4 |
| Capital Loans | 6 |
| Project Summary Table | 7 |
| Reserve Sufficiency Table | 8 |
| Project Details Follow in Project Number Order | |



EXECUTIVE SUMMARY

2015 Total Police Capital Budget - 6 Projects

\$1,762,400

Capital Replacement \$1,687,400 (95.7%) Capital Expansion <u>75,000 (</u> 4.3%)

\$1,762,400

Funding Sources

All 2015 capital projects will be funded from Police Capital Reserves.

- Police Capital Reserves have sufficient funding to cover all projects in the 2015 budget.
- The 2015 total annual provision from the Operating Budget into capital reserves is \$1,829,200.
- The forecasted balance in capital reserves at the end of 2015 is as follows:

Equipment & Technology Reserve \$ 170,628 \$ 541,579 Radio Reserve General Capital Reserve (Additional Vehicles) \$ 299,714 Facility Renovations & Furniture Replacement Reserve 530,091 \$1,542,012

A table forecasting the five year sufficiency of reserves is provided on Page 8.

Key Major Projects

P2499 Technology Replacement (\$823,400) - computer storage, payroll / timekeeping system.

P2119 Radio Replacement (\$511,000) - portable and in-car mobile radios, centralized communication recording server.

A schedule listing all proposed projects is included on Page 7 of this report.

Operating Budget Impact

2015 proposed projects will have a minor impact on the 2015 Operating Budget.

- Project 2119 Radio Replacements will increase software licensing costs by \$34,000.
- Project 2610 Technology Expansion will increase software support costs by \$10,000.

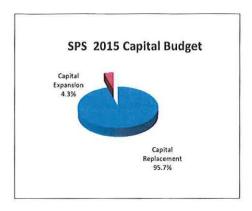


2015 CAPITAL BUDGET/CAPITAL PLAN - OVERVIEW

1. Capital Projects

2015 Budget

The 2015 Preliminary Capital Budget includes six projects for consideration totaling \$1,762,400 summarized as follows.



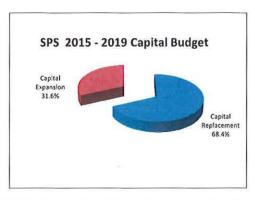
| | 2015 Capital E | Budget - Ex | сре | enditure Typ | е | |
|------------|----------------|-------------|-----|--------------|----|-----------|
| Capital Re | placement | | | | | |
| | Radio | 29.0% | \$ | 511,000 | | |
| | Equipment | 3.6% | | 63,000 | | |
| | Technology | 60.3% | | 1,063,400 | | |
| | Facilities | 2.8% | | 50,000 | | |
| | _ | 95.7% | \$ | 1,687,400 | \$ | 1,687,400 |
| Capital Ex | pansion | | | | | |
| | Radio | 0.0% | \$ | - | | |
| | Equipment | 0.0% | | - | | |
| | Technology | 4.3% | | 75,000 | | |
| | Facilities | 0.0% | | - | | |
| | _ | 4.3% | \$ | 75,000 | \$ | 75,000 |
| | | 100% | _ | | \$ | 1,762,400 |

2015 Saskatoon Police Service Capital Investments include six projects totaling \$1.76 million of which \$1.68 million is targeted for a number of asset replacement projects including \$1.06 million for computer replacements such as computer network storage and the payroll system, \$511,000 related to radio and communication recording system replacements and \$63,000 for operational equipment for the Traffic Section and Forensic Identification. Facility replacement projects include \$50,000 for general furniture replacement. Planned capital expansion projects for 2015 total \$75,000 required for year two funding to implement an electronic ticketing system in Traffic and Patrol vehicles.



2015 - 2019 Total Capital Plan

Total capital requirements for the five year planning period of 2015 to 2019 amount to \$8,644,000 categorized as follows:



| | 2015 - 2019 Capital Budget/Plan - Expenditure Type | | | | | | | | | | | |
|-----------|--|-------|--------------|--------------|--|--|--|--|--|--|--|--|
| Capital F | Replacement | | | | | | | | | | | |
| | Radio | 21.2% | \$ 1,836,000 | | | | | | | | | |
| | Equipment | 6.8% | 592,000 | | | | | | | | | |
| | Technology | 37.4% | 3,236,000 | | | | | | | | | |
| | Facilities | 2.9% | 250,000 | | | | | | | | | |
| | | 68.4% | \$ 5,914,000 | \$ 5,914,000 | | | | | | | | |
| Capital E | Expansion | | | | | | | | | | | |
| | Radio | 0.0% | \$ - | | | | | | | | | |
| | Equipment | 20.5% | \$ 1,770,000 | | | | | | | | | |
| | Technology | 11.1% | 960,000 | | | | | | | | | |
| | Facilities | 0.0% | - | | | | | | | | | |
| | | 31.6% | \$ 2,730,000 | \$ 2,730,000 | | | | | | | | |
| | | 100% | | \$ 8,644,000 | | | | | | | | |

The most prominent trend for future capital spending relates to asset replacement. Radio, equipment and technology replacement over the five year planning period of 2015 to 2019 is projected to cost \$5.9 million.

Future capital expansion projects total \$2.7 million including Equipment (\$1,770,000) and Technology (\$960,000). Proposed key projects include the \$1,139,000 in additional vehicles, \$500,000 for the expansion of computer network storage and \$300,000 for air support technology.

2. Capital Funding

All projects in the five year capital plan are proposed to be funded from existing Police capital reserves.



3. Sufficiency of Reserves

Overview

The ability to adequately fund Police capital reserves is for the most part a function of comprehensive planning that forecasts future needs and the ability to match these needs with a corresponding appropriate annual provision from the Operating Budget. Over the years the Police Service with the support of the Board and City Council has taken a number of steps to improve both the planning efforts and reserve funding levels highlighted within the comments that follow.

Reserve Status

In 2015 the total annual provision to the Police Equipment & Technology Capital Reserves will increase by \$57,400 through a reallocation of existing approved equipment expenditure funding. This reallocation addresses Board approved policy that calls for the annual provision to capital reserves to be equal to the ten year average project cash flow requirement.

Total Transfer to Reserves

Based upon proposed changes, budgeted transfers to reserves in 2015 will total \$1,837,200.

| • | Equipment & Technology Reserve | \$1,147,900 |
|---|---|-------------------------|
| • | Radio Reserve | \$ 273,100 |
| • | General Capital Reserve (Additional Vehicles) | \$ 258,200 |
| • | Renovations Reserve | \$ 150,000 |
| | o \$100,000 – Renovations | |
| | o \$50,000 - Furniture Replacement | |
| • | Corporate Digital Data Reserve | \$ 8,000 \$1,837,200 |

The status of each reserve is summarized below. A table forecasting the sufficiency of reserves is provided later in this report on Page 8.

Equipment & Technology Reserve

The Equipment & Technology Reserve annual Operating Budget provision in 2015 is proposed to be \$1,147,900. Projects requiring funding from this reserve have increased significantly over the past number of budget cycles largely due to improved efforts to identify asset replacement needs and the desire to take advantage of new technology. A number of steps have been taken in the recent past to ensure that this is properly funded.

- In 2009 the Board's five year phase-in plan to improve reserve funding levels was completed. In total the annual provision grew by \$500,000 phased in with increments of \$100,000 per year over the five year period from 2005 to 2009.
- In 2012 a \$25,000 budget reallocation of existing budget dollars further increased annual reserve funding.



- The 2013 budget included another budget reallocation moving \$75,000 from annual Radio Reserve funding to the Equipment & Technology Reserve. This initiative was to help address rising capital asset replacement demands in a reserve that was forecasted to be in or near a deficit position for the next three years.
- The 2015 budget continues to address funding demands from this reserve by proposing a \$57,400 annual provision increase through a reallocation of existing approved equipment expenditure funding.

The balance in the reserve at the end of 2015 is projected to be \$170,628. Deficits are projected for 2016/17/18 however commitment to future projects is still under review.

Radio Reserve

The Radio Reserve, which is used to finance projects related portable and in-car radios and equipment, is currently funded by an annual Operating Budget provision of \$273,100. In 2008 reserve provisions were increased by \$176,000 with the reallocation of funds previously used for capital debt payments related to a radio upgrade project. The 2013 budget reduced annual provisions to this reserve by \$75,000 to \$273,100 to more closely match to project funding demands. Based on the reduced annual provision the balance in the reserve at the end of 2015 is projected to be \$541,579. Future short and long term projects are adequately funded based on current project estimates.

General Capital Reserve

In 2010 Council approved City Administration's proposal for the establishment of new Corporate-wide departmental capital reserves. This new initiative included a partial transfer of funds from the Reserve for Capital Project (RCE) to City departments. The purpose of the new reserve was to provide annual funding to departments for projects that would typically end up on a long list of discretionary RCE projects. The Police Service allocation was set at \$100,000 and has been used to be fund vehicle fleet additions. The 2014 operating budget improved funding into this reserve by including a \$158,200 increase to the annual provision. \$150,000 of this was a reallocation of existing operating budget funding while \$8,200 was linked to the budget growth package

The balance in the Police General Capital Reserve at the end of 2015 is projected to be a \$299,714. Based upon the new annual provision of \$258,200 this reserve is anticipated to adequately fund ongoing fleet addition demands.

Facilities Renovations

The Facilities Renovations Reserve is a source of funding primarily for renovations to existing facilities. Current annual funding is set at \$100,000 for renovations and \$50,000 for furniture replacement.



Renovation Provision

In 2008 this annual provision was decreased by \$150,000 as part of approved plans to build a new police headquarters building which in turn has lessened the demand for renovations to current facilities. The \$150,000 of reduced reserve funding was reallocated to offset the cost of newly acquired leased space. The balance in this portion of the reserve at the end of 2015 is projected to be \$530,091. Future short and long term projects are adequately funded based on current plans.

Furniture Replacement Provision

In 2009 funding into the Renovations Reserve was increased by \$30,000 reflective of a plan to reallocate into reserve a portion of the current annual operating budget base used for normal furniture replacement. Since 2009, \$30,000 has been placed in a capital reserve to replace existing furniture due for replacement based on industry standards for life expectancy of existing furniture items. In 2014 the annual provision to the furniture replacement component of the Facilities Renovations Reserve was increased by \$20,000 to \$50,000 through a reallocation of existing budget funding allowing for improved management of purchases currently split between operating and capital budgets.

Future plans are for annual replacement projects of \$50,000. The balance in this portion of the facilities reserve at the end of 2015 is projected to be depleted with expenditures matching annual contributions into the reserve. In the future it is anticipated that this reserve will also stay balanced at net zero with expenditures matching annual contributions

4. Capital Loans

The Police Service does not have any outstanding capital loans. Borrowing for the new headquarters building is dealt with as a Corporate loan.



2015 CAPITAL BUDGET / 2016 - 2019 CAPITAL PLAN PROJECT SUMMARY TABLE

| | 1 1/00E01 20HHRVI/1 IVDEE | | | | | | | | | |
|------------------------------------|---------------------------|-----------|-----------|-----------|------------|-----------|--|--|--|--|
| DRAFT#2 AUGUST 28/14 | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | | | | |
| | 2015 | 2016 | 2017 | 2018 | 2019 | 2015 | | | | |
| DOLLOS GARITAL PECCENTS | 2015 | 2016 | 2017 | 2018 | 2019 | | | | | |
| POLICE CAPITAL RESERVE | | <u></u> | | | <u>.</u> . | 2019 | | | | |
| PROJECTS PROJECTS | BUDGET | Plan | Plan | Pian | Plan | Total | | | | |
| EQUIPMENT & TECHNOLOGY | | • | | | | | | | | |
| P2497 EQUIPMENT REPLACEMENT | 63,000 | | 475,000 | | 54,000 | 592,000 | | | | |
| | | | | | | | | | | |
| P2498 EQUIPMENT EXPANSION | <u>-</u> | 444,000 | 187,000 | • • | | 631,000 | | | | |
| D2400 TECHNOLOGY BEDLACEMENT | 922 400 | 591,100 | 500 400 | 607 000 | 204 200 | 2 000 000 | | | | |
| P2499 TECHNOLOGY REPLACEMENT | 823,400 | 591,100 | 599,400 | 697,800 | 284,300 | 2,996,000 | | | | |
| P2480 PAYROLL SYSTEM REPL PHASE 2 | 240,000 | | | | | 240,000 | | | | |
| 12-00174110LL OTOSEMINES ETTINOL Z | 210,000 | | | | | 240,000 | | | | |
| P2610 TECHNOLOGY EXPANSION | 75,000 | 350,000 | 310,000 | 100,000 | 125,000 | 960,000 | | | | |
| | | | 4,3413.55 | | | | | | | |
| Total Equipment & Technology | 1,201,400 | 1,385,100 | 1,571,400 | 797,800 | 463,300 | 5,419,000 | | | | |
| RADIO PROJECTS | | | | | - | | | | | |
| P2119 RADIO REPLACEMENTS | 511,000 | 350,000 | 325,000 | 325,000 | 325,000 | 1,836,000 | | | | |
| GENERAL CAPITAL PROJECTS | | | | | | | | | | |
| P2389 FLEET ADDITIONS | - | 166,000 | 641,000 | 166,000 | 166,000 | 1,139,000 | | | | |
| Total General Capital Projects | = | 166,000 | 641,000 | 166,000 | 166,000 | 1,139,000 | | | | |
| FACILITIES RENOVATIONS | | | | | | | | | | |
| P2489 FURNITURE REPLACEMENT | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 | | | | |
| Tatal Facility Danson Constitution | E0 020 | 50.000 | 50.000 | E0.000 | E0.000 | 050.000 | | | | |
| Total Facility Renovations | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 | | | | |
| | | | | | | | | | | |
| Total Police Reserve Projects | 1,762,400 | 1,951,100 | 2,587,400 | 1,338,800 | 1,004,300 | 8,644,000 | | | | |



2015 CAPITAL RESERVE SUFFICIENCY FORECAST TABLE

| _ | | Yr 1 | Yr 2 | Yr 3 | Yr4 | Yr5 |
|---------------------------------|----------------|----------------|--------------|-------------|----------------------|---------------------------|
| _ | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| OPENING BALANCE; | | | | | | |
| Equip. & Technology | \$ 45,628 | \$ 224,128 | \$ 170,628 | \$ (66,572) | \$ (490,072) | \$ (139,972) [*] |
| Radio | 831,379 | 779,479 | 541,579 | 464,679 | 412,779 | 360,879 |
| General Capital | (103,686) | | 299,714 | 391,914 | 9,114 | 101,314 |
| Renovations | 430,091 | 430,091 | 530,091 | 630,091 | 730,091 | 830,091 |
| Total Opening Balance | 1,203,412 | 1,475,212 | 1,542,012 | 1,420,112 | 661,912 | 1,152,312 |
| ADD ANNUAL PROVISION: | - | · = | | | | |
| Incr. 57.4k Equip. & Technology | 1,090,500 | 1,147,900 | 1,147,900 | 1,147,900 | 1 147 000 | 4 447 000 |
| Radio | 273,100 | 273,100 | 273,100 | 273,100 | 1,147,900 273,100 | 1,147,900 273,100 |
| General Capital | 258,200 | 258,200 | 258,200 | 258,200 | 258,200 | 258,200 |
| Renovations | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| Total Annual Provision | 1,771,800 | 1,829,200 | 1,829,200 | 1,829,200 | 1,829,200 | 1,829,200 |
| Total Alliqui Flovision | 1,771,000 | 1,029,200 | 1,029,200 | 1,029,200 | 1,029,200 | 1,029,200 |
| FUNDING AVAILABLE: | | | | | | |
| Equip. & Technology | 1,136,128 | 1,372,028 | 1,318,528 | 1,081,328 | 657,828 | 1,007,928 |
| Radio | 1,104,479 | 1,052,579 | 814,679 | 737,779 | 685,879 | 633,979 |
| General Capital | 154,514 | 299,714 | 557,914 | 650,114 | 267,314 | 359,514 |
| Renovations | 580,091 | 580,091 | 680,091 | 780,091 | 880,091 | 980,091 |
| Total Funding Available | 2,975,212 | 3,304,412 | 3,371,212 | 3,249,312 | 2,491,112 | 2,981,512 |
| LESS EXPENDITURES: | | | | | | |
| Equip. & Technology | (912,000) | (1,201,400) | (1,385,100) | (1,571,400) | (797,800) | (463,300) |
| Radio | (325,000) | (511,000) | (350,000) | (325,000) | (325,000) | (325,000) |
| General Capital | (113,000) | - (0.1,000) | (166,000) | (641,000) | (166,000) | (166,000) |
| Renovations | (150,000) | (50,000) | (50,000) | (50,000) | (50,000) | (50,000) |
| Total Expenditures | (1,500,000) | (1,762,400) | (1,951,100) | (2,587,400) | (1,338,800) | (1,004,300) |
| * | (1,100) | (1)/ | (1,5-1,110) | (,, 100) | (.,,, | (1,000) |
| FORECASTED CLOSING BALANCE | E: | | | | | |
| Equip. & Technology | 224,128 | 170,628 | (66,572) | (490,072) | (139,972) | 544,628 |
| Radio | 779,479 | | 464,679 | 412,779 | 360,879 | 308,979 |
| General Capital | 41,514 | 299,714 | 391,914 | 9,114 | 101,314 | 193,514 |
| Renovations | 430,091 | 530,091 | 630,091 | 730,091 | 830,091 | 930,091 |
| Total Closing Balance | \$ 1,475,212 | \$ 1,542,012 | \$ 1,420,112 | \$ 661,912 | \$ 1,152,312 | \$ 1,977,212 |

2119 POLICE-RADIO REPLACEMENT

| F | RIOR YEARS BUDGET | 2015 BUDGET | 2016 PLAN | 2017 PLAN | 2018 PLAN | 2019 PLAN | 2020 -2024 PLAN | TOTAL |
|-------------------------|----------------------|----------------|--------------|--------------|--------------|--------------|-----------------------|---------|
| GROSS COST DETAILS | <u></u> | | | | | | | |
| Equipment Purchases | 1,200 | 511 | 350 | 325 | 325 | 325 | 1,686 | 4,722 |
| Total GROSS COST DETAIL | .s 1,200 | 511 | 350 | 325 | 325 | 325 | 1,686 | 4,722 |
| FINANCING DETAILS | | | | | | | | |
| POLICE RADIO RESERVE | (1,200) | (511) | (350) | (325) | (325) | (325) | (1,686) | (4,722) |
| Total FINANCING DETAIL | .S (1,200) | (511) | (350) | (325) | (325) | (325) | (1,686) | (4,722) |
| | | | | | | | | |

Project Description

This project provides for the replacement and/or addition of police radio equipment.

General Comments

Radio communication is critical to police operations. The current fleet of police portable and in-car mobile radios has an anticipated useful life of approximately 9 years. This project addresses the eventual replacement of these essential communication assets. The 2015 capital budget calls for the replacement of 40 portable radios at an estimated cost of \$325,000.

In addition this project provides for the purchase of a recording Hub Server at a cost of \$186,000. Currently the SPS has separate data recorders for the police radios, 9-1-1 calls, video and GPS resulting in inefficient extraction of information for investigation and court purposes. The Hub Server would be able to store all data in a central location reducing the workload and errors associated with managing multiple locations. This technology also allows for increased ability to respond to the ever increasing demands for disclosure and accountability.

Operating Impact

2015 annual software license costs anticipated to increase by \$34,000.

2389 POLICE - FLEET ADDITIONS

| P | RIOR YEARS BUDGET | 2015 BUDGET | 2016 PLAN | 2017 PLAN | 2018 PLAN | 2019 PLAN | 2020 -2024 PLAN | TOTAL |
|----------------------------------|----------------------|----------------|--------------|--------------|--------------|--------------|-----------------------|---------|
| GROSS COST DETAILS | | | | | | | | |
| Fleet Additions | 382 | 0 | 166 | 641 | 166 | 166 | 830 | 2,351 |
| Total GROSS COST DETAIL: | \$. 382 | 0 | 166 | 641 | 166 | 166 | 830 | 2,351 |
| FINANCING DETAILS | | | | | | | | |
| POLICE CAPITAL RESERVE | (178) | 0 | (166) | (641) | (166) | (166) | (830) | (2,147) |
| RESERVE FOR CAPITAL EXPENDITURES | (204) | 0 | 0 | 0 | 0 | 0 | . 0 | (204) |
| Total FINANCING DETAILS | (382) | 0 | (166) | (641) | (166) | (166) | (830) | (2,351 |

Project Description

This project provides for the expansion of the Police Service vehicle fleet including vehicle and related equipment costs.

General Comments

Future year plans allow for the fleet to expand by 2 to 4 vehicles (fully equipment marked units and / or unmarked units) depending on operational demands.

Operating Impact

No operating impact in 2015.

2480 POLICE - PAYROLL SYSTEM REPLACEMENT

| · | PRIOR YEARS BUDGET | 2015 BUDGET | 2016 PLAN | 2017 PLAN | 2018 PLAN | 2019 PLAN | 2020 -2024 PLAN | TOTAL |
|------------------------------|-----------------------|----------------|--------------|--------------|--------------|--------------|-----------------------|-------|
| GROSS COST DETAILS | | | | ····· | | | | |
| Payroli System Replacement | 50 | 240 | 0 | . 0 | 0 | 0 | 0 | 290 |
| Total GROSS COST DETAIL | .S 50 | 240 | 0 | 0 | 0 | 0 | 0 | 290 |
| FINANCING DETAILS | | | | | | | | |
| POLICE OPER EQUIP & TECH RES | (50) | (240) | 0 | 0 | 0 | 0 | 0 | (290) |
| Total FINANCING DETAIL | S (50) | (240) | 0 | 0 | 0 | 0 | 0 | (290) |

Project Description

This project provides for the replacement of the Police payroll/timekeeping system.

General Comments

The Saskatoon Police Service payroll/timekeeping system was purchased 15 years ago and unfortunately has proven to be inadequate in terms of ongoing performance and function to meet user demands. The sub-standard performance has been experienced in a number of aspects including general design, report generation and vendor support.

The current payroll/timekeeping system, although usable, is not the software solution that was expected to assist in modernizing and improving the efficiency of Police Payroll. Many manual processes are required to provide the input and reporting of payroll information. In addition, integration with the Corporate Payroll/Human Resources and Budget systems would enhance position control and reduce other manual process and data entry duplication. A new system that provides improved payroll information capture and integration with other in-house and Corporate systems would greatly enhance payroll administration, control, reporting and analysis. As well it is anticipated that a new system would also improve and automate police operations in regards to personnel resource planning, scheduling and time management.

Prior Budget Approval:

The 2012 Capital Budget included the approval of \$50,000 to fund research of a software solution. Recent developments have led to plans to reduce software research costs by not hiring a consultant. In addition to our own independent research the SPS is in a unique position to gain product selection knowledge from other police agencies. Three western Canadian police agencies have recently purchased new payroll/timekeeping/scheduling systems and therefore it is anticipated that the SPS can gain significant product selection knowledge through these partner agencies.

2015 Budget Request: Additional software research is required to provide firm project cost estimates however based on research done to date it is anticipated that total project funding of \$290,000 (\$50,000 approved in 2012 plus \$240,000 requested for 2015) would cover the cost of software and allow for proper support for project implementation.

Operating Impact

2016 annual vendor software support costs are anticipated to be 15% of the initial software cost or in the range of \$15,000 to \$20,000.

2489 POLICE - FURNITURE REPLACEMENT

| F | PRIOR YEARS BUDGET | 2015 BUDGET | 2016 PLAN | 2017 PLAN | 2018 PLAN | 2019 PLAN | 2020 -2024 PLAN | TOTAL |
|---------------------------|-----------------------|----------------|--------------|--------------|--------------|--------------|-----------------------|-------|
| GROSS COST DETAILS | | | | | | | | |
| Furniture Replacement | 200 | 50 | 50 | 50 | 50 | 50 | 250 | 700 |
| Total GROSS COST DETAIL | .s 200 | 50 | 50 | 50 | 50 | 50 | 250 | 700 |
| FINANCING DETAILS | | | | | | | | |
| POLICE FAC RENOVATION RES | (200) | (50) | (50) | (50) | (50) | (50) | (250) | (700) |
| Total FINANCING DETAIL | S (200) | (50) | (50) | (50) | (50) | (50) | (250) | (700) |

Project Description

This project provides for the replacement of furniture that has reached life expectancy.

General Comments

This project will enable the Police Service to replace existing furniture based on condition assessments and industry standards and for life expectancy.

2015 funding is requested to replace furniture that is due for replacement according to the replacement schedule including items such as desks, file cabinets and chairs.

Operating Impact

2497 POLICE-EQUIPMENT REPLACEMENT

| PF | RIOR YEARS BUDGET | 2015 BUDGET | 2016 PLAN | 2017 PLAN | 2018 PLAN | 2019 PLAN | 2020 -2024 PLAN | TOTAL |
|------------------------------|----------------------|----------------|--------------|--------------|--------------|--------------|-----------------------|---------|
| GROSS COST DETAILS | | | | | | | | |
| Equipment Purchase | 159 | 63 | 0 | 475 | 0 | 54 | 952 | 1,703 |
| Total GROSS COST DETAILS | 159 | 63 | 0 | 475 | 0 | 54 | 952 | 1,703 |
| FINANCING DETAILS | | • | | | | | | |
| POLICE OPER EQUIP & TECH RES | (159) | (63) | 0 | (475) | 0 | (54) | (952) | (1,703) |
| Total FINANCING DETAILS | (159) | (63) | 0 | (475) | 0 | (54) | (952) | (1,703) |

Project Description

This project allows for the replacement of specialized equipment used by Police operations.

General Comments

This project provides for the replacement of specialized equipment used by Saskatoon Police Service operations including Patrol, Criminal Investigations, the Traffic Section and "Special Teams" - the Explosives Disposal Unit (EDU), the Tactical Support Unit (TSU), and the Public Safety Unit (PSU).

The 2015 project calls for funding to replace Traffic Section radar/laser instruments, and Forensic Identification Section fingerprint and photo stations.

Operating Impact

2498 POLICE-EQUIPMENT EXPANSION

| F | PRIOR YEARS BUDGET | 2015 BUDGET | 2016 PLAN | 2017 PLAN | 2018 PLAN | 2019 PLAN | 2020 -2024 PLAN | TOTAL |
|------------------------------|-----------------------|----------------|--------------|--------------|--------------|--------------|-----------------------|-------|
| GROSS COST DETAILS | | | | | | | | |
| Equipment Purchase | 63 | , 0 | 444 | 187 | 0 | 0 | 50 | 744 |
| Total GROSS COST DETAIL | S 63 | 0 | 444 | 187 | 0 | 0 | 50 | 744 |
| FINANCING DETAILS | | | | | | | | |
| POLICE OPER EQUIP & TECH RES | (63) | 0 | (444) | (187) | . 0 | 0 | (50) | (744) |
| Total FINANCING DETAIL | S (63) | 0 | (444) | (187) | 0 | 0 | (50) | (744) |

Project Description

This project allows for the purchase of additional specialized equipment used by Police operations.

General Comments

This project provides for the purchase of additional specialized equipment used by Saskatoon Police Service operations including Patrol, Criminal Investigations, the Traffic Section and "Special Teams" - the Explosives Disposal Unit (EDU), the Tactical Support Unit (TSU), and the Public Safety Unit (PSU).

The 2016 project calls for funding to support the purchase of improved in-car patrol firearms.

Operating Impact

2499 POLICE-TECHNOLOGY REPLACEMENT

| PI | RIOR YEARS BUDGET | 2015 BUDGET | 2016 PLAN | 2017 PLAN | 2018 PLAN | 2019 PLAN | 2020 -2024 PLAN | TOTAL |
|------------------------------|----------------------|----------------|--------------|--------------|--------------|--------------|-----------------------|---------|
| GROSS COST DETAILS | | | | | | | | |
| Equipment Purchase | 625 | 823 | 591 | 599 | 698 | 284 | 5,363 | 8,984 |
| Total GROSS COST DETAILS | 625 | 823 | 591 | 599 | 698 | 284 | 5,363 | 8,984 |
| FINANCING DETAILS | | | | | | | | |
| POLICE OPER EQUIP & TECH RES | (625) | (823) | (591) | (599) | (698) | (284) | (5,363) | (8,984) |
| Total FINANCING DETAILS | (625) | (823) | (591) | (599) | (698) | (284) | (5,363) | (8,984) |

Project Description

This project provides for the replacement/upgrading of computer hardware and software including network servers, infrastructure, storage and security as well as desktop and in-car computers/technology.

General Comments

The 2015 project includes funding to support two multi-year projects, Network Storage Replacement and a Technological Services Project Administrator.

Ever increasing information storage demands by our operational and office systems requires an appropriate response through scheduled replacement of the Storage Area Network (SAN) based technology. The reasons for implementing SAN technology for our organization are redundancy, consolidation and management.

The 2015 project will also support planned replacement of Network Printers.

Future year projects include replacement of network servers, the dictation system, network upgrades and various police operations software.

Operating Impact

2610 POLICE-TECHNOLOGY EXPANSION

| P) | RIOR YEARS BUDGET | 2015 BUDGET | 2016 PLAN | 2017 PLAN | 2018 PLAN | 2019 PLAN | 2020 -2024 PLAN | TOTAL |
|------------------------------|----------------------|----------------|--------------|--------------|--------------|--------------|-----------------------|---------|
| GROSS COST DETAILS | | | | | | | | |
| Equipment Purchase | 65 | 75 | 350 | 310 | 100 | 125 | 430 | 1,455 |
| Total GROSS COST DETAILS | 65 | 75 | 350 | 310 | 100 | 125 | 430 | 1,455 |
| FINANCING DETAILS | | | | | | | | |
| POLICE OPER EQUIP & TECH RES | (65) | (75) | (350) | (310) | (100) | (125) | (430) | (1,455) |
| Total FINANCING DETAILS | (65) | (75) | (350) | (310) | (100) | (125) | (430) | (1,455) |

Project Description

This project allows for the purchase of additional technological equipment including computers, and associated hardware and software as well as other equipment that utilizes computer technology.

General Comments

The 2015 project calls for funding to support the second year of a project to implement an electronic ticketing system in Traffic and Patrol vehicles to improve field officer efficiency.

Future year projects include an expansion to network storage and a technology package to increase effectiveness of the Air Support Unit.

Operating Impact

2015 annual support costs anticipated to increase by \$10,000.

"PUBLIC AGENDA"

TO:

His Worship Don Atchison, Chairperson

Board of Police Commissioners

FROM:

Clive Weighill

Office of the Chief

DATE:

2014 October 15

SUBJECT:

2015 Police Operating Budget Estimates

FILE #:

2,017

ISSUE:

Attached is the 2015 proposed operating budget estimates for the Saskatoon Police Service.

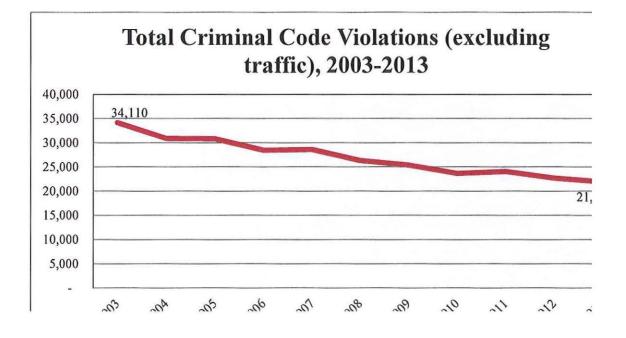
RECOMMENDATION:

That the Board of Police Commissioners approves the 2015 Budget Estimates and forwards the same to City Council.

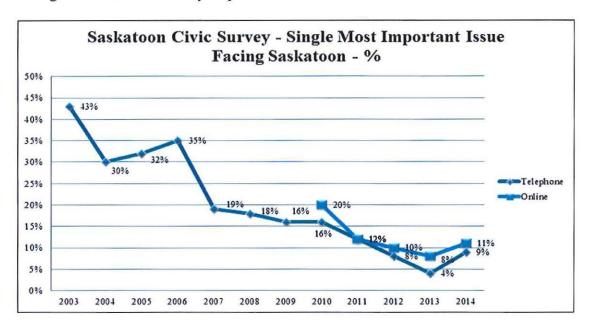
BACKGROUND:

The Saskatoon Police Service continues to make progress.

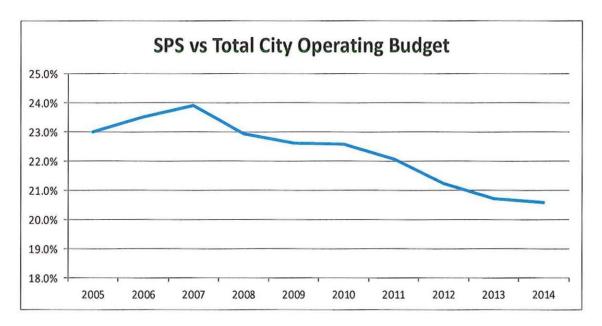
1. Crime continues in a downward trend. The chart below shows there are over 12,000 fewer criminal violations every year compared to 2003 in a city that continues to grow.



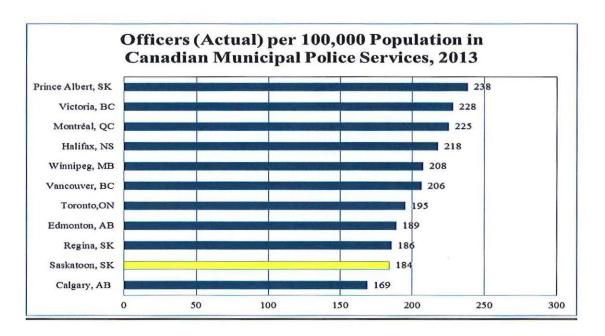
2. The Saskatoon Civic Survey illustrates that crime and policing are no longer the #1 issue facing Saskatoon as stated by respondents.



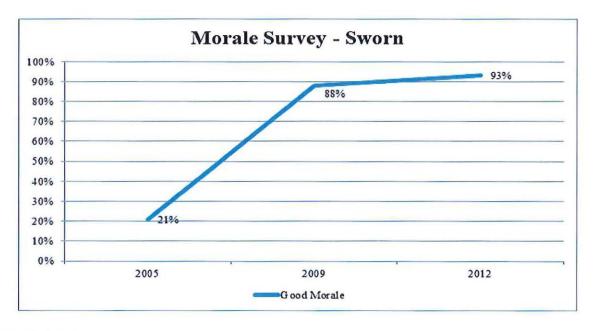
3. The Police Service has not increased its share of the overall City budget; in fact it has reduced 3.3% of the overall budget since 2007.



4. The Service has maintained staffing levels comparable to other Services. It should be mentioned however that due to population growth in Saskatoon our police officers per 100,000 is beginning to fall. In 2010 we had 198 officers per 100,000 population and that has now dropped to 184 per 100,000 population (2013).



5. The Chart below shows progress internally within the Service related to morale. The next survey will be conducted in January 2015.



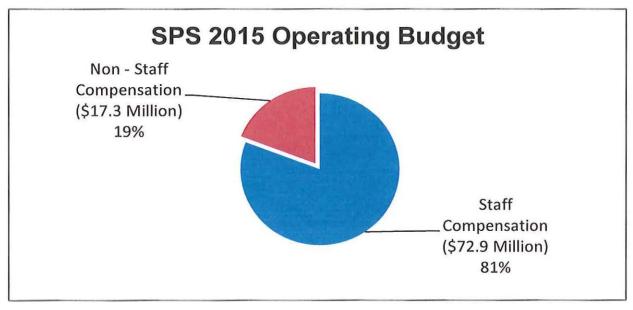
DISCUSSION:

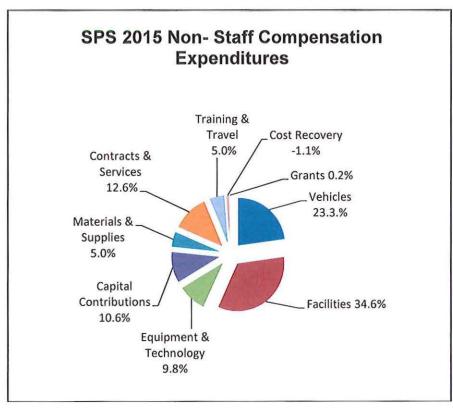
The 2015 budget request is a 5.98% increase totaling \$4,545,600 compared to 2014.

The largest portion of the budget increase request of 5.34% (\$4,058,900) is base budget related directly to wage increases reached through collective bargaining, inflation, and program increases. The base also includes \$569,000 additional operating costs and \$631,300 building capital reserve increases related to the new headquarters The proposed growth package requires a 0.81%, increase (\$618,700) including a staffing request.

Service level changes in 2015 include the increase of 5 new Provincial funded positions related to the joint RCMP/Saskatoon Police Regional Traffic Safety Initiative, which will increase compensation and operating costs by \$672,000 which is offset by corresponding increases in revenue. There is also a reduction of two Federal Government funded secondment positions which will decrease expenditures by \$243,300, offset by a corresponding decrease in revenues.

The budget center breakdown is as follows:





✓ 2014 Continuous Improvement Initiatives

In line with the City of Saskatoon strategy we have found \$2.24 million in continuous improvements. This includes:

- ✓ Regional traffic initiative funding \$1.4 million
- ✓ Civilianization \$309,924 yearly
- ✓ Saskatoon health Region permanent funding Detention Paramedics \$150,000
- ✓ Computers \$200,000
- ✓ Special Duty \$145,000
- ✓ Provincial ammunition purchases \$12,000
- ✓ Computer service agreements \$10,000
- ✓ Efficiencies of the New Headquarters
- o Lease payments savings by amalgamating into one building \$1,081,700
- o Relinquish parking lot 25th and 5th \$335,000
- o Underground parking \$164,000
- o Mandatory Defensive Tactics training \$25,000
- o Pooling CID vehicles
- o Pooling portable radios
- o Training efficiencies

The 2015 strategic initiatives are as follows:

- ✓ Continue a strong focus to reduce street crime the Police Service will continue to focus resources on reducing street crimes such as robbery, assault, theft, and vandalism.
- ✓ <u>Traffic safety</u> reducing traffic collisions and injuries is a cornerstone for public safety. We will participate with the RCMP in the new Regional Traffic Safety Initiative which is funded by the provincial government.
- ✓ <u>Reduce acutely elevated risk situations</u> we will participate full time in the Hub project to identify individuals, families and environments suffering from complex levels of risk that cannot be addressed by a single police response, and work with the provincial government to develop a Centre of Responsibility (COR) in Saskatoon.
- Enhance crime analysis in an effort to deploy officers when and where they are needed the Police Service has adopted a crime analysis capability to assist in deploying our officers to areas where crime trends are developing. We continue to use our analytical capability by providing timely information to our officers regarding crime trends, suspects, likely times when certain crimes can be predicted, and crime hot spots.
- ✓ Meet the needs of people suffering from mental illness we will have two police and crisis teams (PACT) to assist those suffering from mental health issues from entering the criminal justice system and redirecting to the health system.

- ✓ Next Generation 911 implement the new SK911 system.
- ✓ <u>Detailing a cultural diversity action plan</u> the relationships between the police and the cultural communities has improved significantly over the past few years. The Service is undertaking a "next step" action plan to enhance community relations, cultural recruiting, and diversity training.
- ✓ 2015 2019 Business Plan we will begin work on our new business plan, to
 - o further reduce crime and victimization
 - o increase interaction with youth
 - o enhance community collaboration
 - o provide appropriate services around the rich diversity of our community
 - o assist those suffering from mental health or substance abuse issues
 - o remain at the forefront of information technology
 - o develop and maintain an encompassing human resource development plan
 - o increase internal efficiencies within the Service
 - o increase traffic safety

✓ 2015 Continuous Improvement initiatives

- o service delivery review
- o administrative positions review
- o implement a new payroll & scheduling system
- o freeze on new vehicle purchases
- o freeze on new portable radio purchases
- o create efficiencies associated with the new HQ
 - o host Canadian and provincial training opportunities
 - o mandatory annual firearms training
 - o defensive tactics training
 - o ceremonies

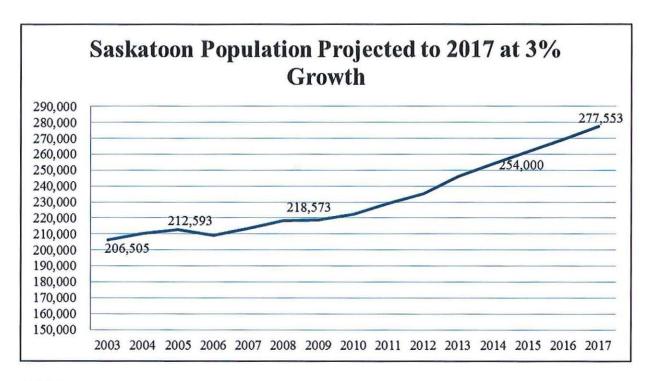
Staffing requests for 2015 are as follows:

• 8 – Patrol Constables

*** a full explanation and justification can be found at the back of the report.

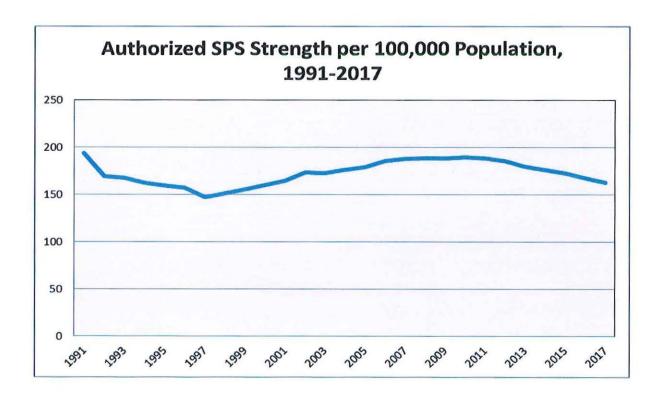
Patrol Constables

Eight additional constables are required to keep pace with the growth within Saskatoon. These additional resources will bring our ratio of officers per 100,000 population to just under our 10 year average (182 per 100,000 population vs. the 10 year average of 184 per 100,000 population). A projection using 3% growth for the City shows the police officer ration will drop to 167 officers per 100,000 population



2014 Population Estimate - 254,000

Source: City of Saskatoon Planning and Development Branch



CONCLUSION:

A majority of the increase requested is related to negotiated salary, inflation and higher operating costs of our new headquarters building. The small growth package is focused on keeping pace with a growing population and a growing geographical area.

| W | ritten | and |
|----|--------|-----|
| YY | ritten | and |

Submitted by:

Clive Weighill

Chief of Police

Approved by:

Clive Weighill Chief of Police

Dated:

Saskatoon Police Service



PRELIMINARY

2015 OPERATING BUDGET

October 2014



Saskatoon Police Service 2015 Operating Budget

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2015 Preliminary Operating Budget – Summary

| | | SASKATOON POLICE SERVICE 2016 OPERATING BUDGET SUMMARY | | | | Draft #5 Aug.22/14 | | |
|---|----|---|----|-------------|--------------|-----------------------|--|--|
| | 2 | 015 Budget | 2 | 014 Budget | Variance | %Variance | | |
| Revenues | | | | | | | | |
| General Revenue | | \$1,289,700 | | \$1,216,100 | \$73,600 | 6.1% | | |
| Prov. Of Sask. Revenue | | 7,332,700 | | 6,378,700 | 954,000 | 15.0% | | |
| Govt Of Canada Revenue | | 841,300 | | 1,125,600 | (284,300) | -25.3% | | |
| Total Revenues | | 9,463,700 | | 8,720,400 | 743,300 | 8.5% | | |
| Expenditures | | | | | | | | |
| Staff Compensation | | 72,914,300 | | 69,611,400 | 3,302,900 | 4.7% | | |
| Operating Costs | | 15,659,900 | | 13,596,600 | 2,063,300 | 15.2% | | |
| Debt Charges | | | | | | 0.0% | | |
| Cost Recovery | | (193,900) | | (258,800) | 64,900 | -25.1% | | |
| Transfer to Reserves | | 1,837,200 | | 1,779,800 | 57,400 | 3.2% | | |
| Total Expenditures | | 90,217,500 | | 84,729,000 | 5,488,500 | 6.48% | | |
| Total Net Budget | \$ | 80,753,800 | \$ | 76,008,600 | \$ 4,745,200 | 6.24% | | |
| Total Staff - Full Time Equivalents (FTE) | | 644.11 | | 633.61 | 10.50 | 1.66% | | |
| Total Staff - Positions | | 644.11 | | 633.61 | 10.50 | 1.66% | | |

OVERVIEW OF MAJOR PRESSURE POINTS

The Saskatoon Police Service is proposing a net operating budget for 2015 of \$80,753,800. This includes \$90,217,500 in gross expenditures and \$9,463,700 in anticipated revenues. Total net increases over 2014 amount to \$4,745,200 (6.24%) and have been broadly categorized into three major pressure point areas Base, Growth and Service Level Changes.

Base \$4,258,500 (5.6%)

Base increases are related to additional funding requirements to maintain existing service levels and deal with the impact of rising staff compensation costs, inflation and changing program needs. Also contained in this category is the operating impact for the second year occupancy of the New Police Headquarters Facility which is estimated to be \$1.27 million including Corporate Asset Management cross charges for maintenance, utilities, custodian costs and reserve contributions.

Growth \$618,700 (.81%)

Growth increases include is a position growth package totaling \$618,700 to fund 8 additional Constables to help address staffing demands in Patrol.

Service Level Changes \$ -132,000 (-.174%)

2015 Service Level Changes include the increase of 5 Provincial funded positions related to the new Integrated Traffic Unit. This will increase staff compensation and operating costs by \$672,000 which is offset by a corresponding increase in revenues. As well, a reduction of 2 Federal Government funded secondment positions will decrease expenditures by \$243,300 offset by a corresponding decrease in revenues.

The schedule on the following page itemizes the budget pressure points.

2015 Preliminary Operating Budget – Summary

2015 OPERATING BUDGET - MAJOR PRESSURE POINT SCHEDULE

| | | DRAFT # 5 | AUG. 22/14 | 2015 Increase | % |
|--|--------------|-----------|------------|---------------|----------|
| BASE | | | | | |
| Contractual Salary & Payroll Cost Increases | | | | \$ 2,574,700 | 3.3874% |
| 0 | | | | | |
| Operating Impact Of Previously Approved Capital P 2132 New Headquarters Building - Operating C | ost Increase | | | 1,265,700 | 1.6652% |
| 1 2102 Non Hodaquartors Building - Operating o | Jost morease | | | 1,200,700 | 1.00527 |
| Base Adjustments | | | | 418,100 | 0.55019 |
| Revenues | | | (145,900) | | |
| Inflation Impact | | | 229,300 | | |
| Program Increases (Including Provincial & Federa | al Funded) | | 334,700 | | |
| | | | 418,100 | | |
| Base Budget Increase | | | | 4,258,500 | 5.60% |
| GROWTH | | | | 2015 Increase | % |
| | | | | | |
| Growth Positions | | | | 618,700 | 0.8140% |
| New City Funded Positions | | | | | _ |
| | FTE | 2015 | | | |
| 8 Police | | | | | |
| 8 Patrol Cst | 8 | 618,700 | | | |
| | 8 | 618,700 | | | |
| | | | | | _ |
| Growth Budget Increase | | | | 618,700 | 0.81% |
| SERVICE LEVEL CHANGES | | | | 2015 Increase | % |
| | FTE | 2015 | | | |
| New HQ Secondment - Net Adjustment | -0.5 | (300) | | (300) | -0.0004% |
| Government Funded Positions | FTE | 2015 | | (131,700) | -0.1733% |
| New Prov Traffic Unit (recruits + op costs) | 5 | 672,000 | | | |
| New Prov Traffic Unit - Revenue | | (879,600) | | | |
| | | (207,600) | | | |
| Decrease in Fed Govt Secondment Positions | -2 | (243,300) | | | |
| Govt Revenue Decr to Offset | | 319,200 | | | |
| | | 75,900 | | | |
| Service Level Changes | | | | (132,000) | -0.174% |
| | FTE | | | | |
| Total Budget Increase | 10.5 | | | \$ 4,745,200 | 6.24% |

2015 Preliminary Operating Budget - Summary

| | SASKATOON POLICE SERVICE 2015 OPERATING BUDGET SUMMARY | | | | Draft #5 Aug.22/14 | |
|---|---|-----------|----|-------------|-----------------------|-----------|
| | 2015 B | udget | 2 | 014 Budget | Variance | %Variance |
| Revenues | | | | | | |
| General Revenue | \$1 | 289,700 | | \$1,216,100 | \$73,600 | 6.1% |
| Prov. Of Sask. Revenue | 7 | 332,700 | | 6,378,700 | 954,000 | 15.0% |
| Govt Of Canada Revenue | | 841,300 | | 1,125,600 | (284,300) | -25.3% |
| Total Revenues | 9 | ,463,700 | | 8,720,400 | 743,300 | 8.5% |
| Expenditures | | | | | | |
| Staff Compensation | 72 | 914,300 | | 69,611,400 | 3,302,900 | 4.7% |
| Operating Costs | 15 | 659,900 | | 13,596,600 | 2,063,300 | 15.2% |
| Debt Charges | | •: | | • | | 0.0% |
| Cost Recovery | | (193,900) | | (258,800) | 64,900 | -25.1% |
| Transfer to Reserves | 1, | 837,200 | | 1,779,800 | 57,400 | 3.2% |
| Total Expenditures | 90, | 217,500 | | 84,729,000 | 5,488,500 | 6.48% |
| Total Net Budget | \$ 80, | 753,800 | \$ | 76,008,600 | \$ 4,745,200 | 6.24% |
| Total Staff - Full Time Equivalents (FTE) | | 644.11 | | 633.61 | 10.50 | 1.66% |
| Total Staff - Positions | | 644.11 | | 633.61 | 10.50 | 1.66% |

REVENUE SUMMARY

Total revenues are budgeted to increase \$743,300 (8.5%) compared to 2014.

General Revenue sources are anticipated to increase \$73,600 (6.1%). The most significant change is a \$49,100 increase in revenue related to billing back the Regina Police Service (RPS) for Internet Child Exploitation (ICE) Unit expenses. The RPS manages Provincial wide operating funds for ICE Units.

Provincial Government revenue will increase \$954,000 (15%). The largest change is related to funding for the new Integrated Traffic Unit amounting to \$879,600. As well, the Province will provide improved funding of \$210,000 for existing Provincial positions. The other notable change is a \$145,800 decrease in the funding formula for the Sask911 Program.

Federal Government revenue will decrease \$284,300 (25.3%) largely related to the completion of two secondments one for International Peacekeeping and the other for the Department of National Defense.

2015 Preliminary Operating Budget – Summary

EXPENDITURE SUMMARY

Staff Compensation

Staff Compensation is budgeted to increase \$3,302,900 (4.7%) over 2014.

Contractual salary and payroll costs are budgeted to increases \$2,574,700 including all negotiated settlements, a 2013/14/15 salary contingency for police personnel and the impact of a large number of less experienced staff moving up through negotiated pay levels.

Staffing changes include an increase of 5 Provincial positions adding \$474,000 in staff compensation costs while a decrease of 2 Federal Government secondment positions will reduce these expenditures by \$243,300. The addition of 8 new City funded positions in 2015 will increase staff compensation costs by \$575,900.

2015 Staff Complement

A net total of 10.5 new police positions are incorporated in the budget including 8 new City funded Patrol Constables, 5 positions for the new Provincial Integrated Traffic Unit, a decrease of 2 Federal Government secondments and the removal of .5 of a position related to a secondment to the new headquarters capital project. The total staff complement for 2015 is 644.1 positions.

| | 2015 | 2014 | Change |
|--------------|-------|-------|--------|
| Police | 453.0 | 442.5 | + 10.5 |
| Special Cst. | 58.5 | 58.5 | 0.0 |
| Civilians | 132.6 | 132.6 | 0.0 |
| Total | 644.1 | 633.6 | + 10.5 |

2015 Preliminary Operating Budget - Summary

Operating Costs

Operating costs are budgeted to increase \$2,063,300 (15.2%) over 2014. Major pressure points impacting 2015 operating costs include the following:

- The new Police Headquarters Facility will have an operating impact estimated to be \$1,265,700 during the second full year of operation.
- Inflation will increase operating costs by an estimated \$229,300 including \$74,400 required to continue to phase in a different model patrol car as the production of the previous long time standard for the SPS has been discontinued. Other inflation impacts include rate increases of \$36,000 for insurance, \$22,300 for Commissionaire services and \$20,000 for prisoner meals.
- The new Provincial funded Integrated Traffic Unit will add \$198,000 to operating costs largely related to vehicles and equipment.
- Proposed staff increases of 8 new City funded Patrol Constables will result in a \$42,800 increase in operating costs mostly related to equipment and training needs.
- Other program operating cost increases amounting to \$334,700 are reflective of a number of rising operational demands most notably in technology & equipment. Include in this are Provincial mandated technology upgrades to the Sask911 system of \$157,800.

Debt Charges

The Service will not be carrying any debt charges in the 2015 Operating Budget.

Cost Recovery

Cost recovery is estimated to decrease by \$64,900 (24.9%) related to reducing the recovery of costs related to the position seconded to the new HQ project which ends part way through 2014.

2015 Preliminary Operating Budget - Summary

Transfers to Reserves

Total transfers to reserves, capital and other, will increase \$57,400 (3.2%)

<u>Transfers to Capital Reserves – Capital Contributions</u>

The total annual provision to the Police Equipment & Technology Capital Reserves will increase by \$57,400 through a reallocation of existing approved equipment expenditure funding. This reallocation addresses Board approved policy that calls for the annual provision to capital reserves to be equal to the ten year average project cash flow requirement.

Total Transfer to Reserves

Based upon proposed changes, budgeted transfers to reserves in 2015 will total \$1,837,200.

| • | Radio Reserve | \$ 273,100 |
|---|---|--|
| • | Renovations Reserve | \$ 150,000 |
| | o \$100,000 – Renovations | and the same of th |
| | o \$50,000 - Furniture Replacement | |
| • | Equipment & Technology Reserve | \$1,147,900 |
| 0 | General Capital Reserve (Additional Vehicles) | \$ 258,200 |
| 0 | Corporate Digital Data Reserve | \$ 8,000 |
| | • | \$1,837,200 |

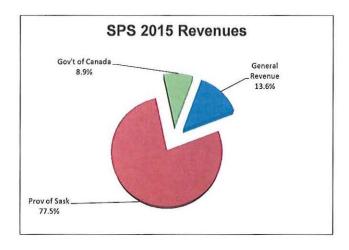
1. Budget Components

Revenue Sources

The Saskatoon Police Service 2015 operating budget includes \$9,463,700 in anticipated revenues. Province of Saskatchewan funding grants are the major source of this revenue accounting for \$7,332,700, 77.5% of total revenues. These grants fund programs such as the Provincial Enhanced Community Policing Program, the 911 emergency telephone answering program, the Child Center/Victim Services Program, the Internet Child Exploitation Unit (ICE) and the new Integrated Traffic Unit to name a few.

General Revenue sources account for \$1,289,700, 13.6 % of total revenues. Revenues in this category are generated from providing services such as managing false alarms, providing criminal record checks and disposing of lost and found items.

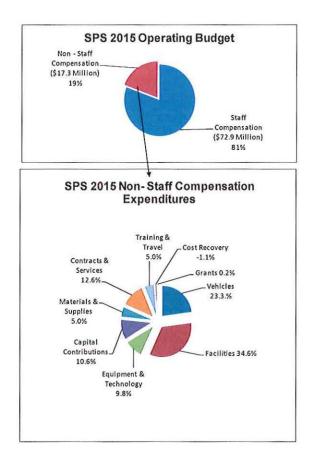
The final revenue source comes from the Federal Government accounting for \$841,300 8.9% of total revenues. This funding covers one position devoted to the national firearm enforcement program (NWEST), one position related to the RCMP's Canadian Center for Missing and Exploited Children and position secondments to the Combined Forces Special Enforcement Unit (CFSEU) and Integrated Proceeds of Crime.



Expenditure Categories

The Saskatoon Police Service 2015 operating budget includes \$90.2 million in gross expenditures. Staff compensation, which covers the cost of 644 positions, is the largest expenditure category accounting for 81% (\$72.9 million) of total expenditures. The remaining 19% (\$17.3 million) covers essential non-staff compensation expenditures such as vehicles, equipment, training, technology and facility operations.

As shown in the following graph, a significant proportion, 57.9% of non-staff compensation expenditures, are used to cover vehicles and facility related costs. The operating budget is also a source of funding for capital projects. In 2015, 10.6% of non-staff compensation expenditures are set aside to fund capital projects related to technology & equipment, police radios and vehicles as well as facility furnishings and renovations.



2. Review of Budget Changes by Major Budget Component

| | 2015 OPER | Draft #5 Aug.22/14 | | | | |
|---|--|---|---|---|---|---|
| _ | 2015 BUDGET | 2014 | BUDGET | 1 | /ARIANCE | %VARIANCE |
| REVENUES | | | | | | |
| General Revenue | \$1,289,700 | 13.6% | \$1,216,100 | 13.9% | 73,600 | 6.05% |
| Prov. Of Sask, Revenue | 7,332,700 | 77.5% | 6,378,700 | 73.1% | 954,000 | 14.96% |
| Govt Of Canada Revenue | 841,300 | 8.9% | 1,125,600 | 12.9% | (284, 300) | -25.26% |
| Total Revenues | 9,463,700 | 100% | 8,720,400 | 100% | 743,300 | 8.52% |
| EXPENDITURES | | | | | | |
| Staff Compensation | | | | | | |
| Salaries | 62,377,800 | | 59,457,700 | | 2,920,100 | 4.91% |
| Severance Pay | 465,000 | | 465,000 | | | 0.00% |
| Payroll Costs | 9,596,000 | | 9,206,100 | | 389,900 | 4.24% |
| Uniforms | 475,500 | | 482,600 | | (7,100) | -1.47% |
| Total Staff Compensation | 72,914,300 | 80.8% | 69,611,400 | 82.2% | 3,302,900 | 4.74% |
| Non- Staff Compensation Operating Costs | 11-070-03-113 - 1070 | 51 (5 20 0 | | 2000/2007 | 5 (No. 2) (Maller | |
| Vehicles - Operating & Maint. | 4,038,600 | 4.5% | 3,721,600 | 4.4% | | |
| | | | | | 317,000 | |
| Facilities - Operating & Maint. | 5,984,800 | 6.6% | 4,426,700 | 5.2% | 1,558,100 | 35.2% |
| Facilities - Operating & Maint. Contract & Services | 2,184,600 | 2.4% | 4,426,700 2,043,100 | 5.2% 2.4% | 1,558,100 141,500 | 35.2% 6.9% |
| Facilities - Operating & Maint. Contract & Services Technology & Equipment | 2,184,600 1,694,900 | 2.4% 1.9% | 4,426,700 2,043,100 1,468,300 | 5.2% 2.4% 1.7% | 1,558,100 141,500 226,600 | 35.2% 6.9% 15.4% |
| Facilities - Operating & Maint. Contract & Services Technology & Equipment Training & Travel | 2,184,600 | 2.4% 1.9% 1.0% | 4,426,700 2,043,100 | 5.2% 2.4% 1.7% 1.0% | 1,558,100 141,500 | 35.2% 6.9% 15.4% 2.5% |
| Facilities - Operating & Maint. Contract & Services Technology & Equipment Training & Travel Materials & Supplies | 2,184,600 1,694,900 | 2.4% 1.9% 1.0% 1.0% | 4,426,700 2,043,100 1,468,300 | 5.2% 2.4% 1.7% 1.0% 1.3% | 1,558,100 141,500 226,600 | 35.2% 6.9% 15.4% 2.5% |
| Facilities - Operating & Maint. Contract & Services Technology & Equipment Training & Travel Materials & Supplies Grants/Subsidies | 2,184,600 1,694,900 864,400 866,600 26,000 | 2.4% 1.9% 1.0% 1.0% 0.0% | 4,426,700 2,043,100 1,468,300 843,700 1,081,200 12,000 | 5.2% 2.4% 1.7% 1.0% 1.3% 0.0% | 1,558,100 141,500 226,600 20,700 (214,600) 14,000 | 35.2% 6.9% 15.4% 2.5% -19.8% 116.7% |
| Facilities - Operating & Maint. Contract & Services Technology & Equipment Training & Travel Materials & Supplies Grants/Subsidies Total Operating Costs | 2,184,600 1,694,900 864,400 866,600 26,000 15,659,900 | 2.4% 1.9% 1.0% 1.0% 0.0% | 4,426,700 2,043,100 1,468,300 843,700 1,081,200 12,000 13,596,600 | 5.2% 2.4% 1.7% 1.0% 1.3% 0.0% | 1,558,100 141,500 226,600 20,700 (214,600) 14,000 2,063,300 | 35.2% 6.9% 15.4% 2.5% -19.8% 116.7% |
| Facilities - Operating & Maint. Contract & Services Technology & Equipment Training & Travel Materials & Supplies Grants/Subsidies Total Operating Costs Transfers to Reserves | 2,184,600 1,694,900 864,400 866,600 26,000 | 2.4% 1.9% 1.0% 1.0% 0.0% 17.4% 2.0% | 4,426,700 2,043,100 1,468,300 843,700 1,081,200 12,000 | 5.2% 2.4% 1.7% 1.0% 1.3% 0.0% 16.0% 2.1% | 1,558,100 141,500 226,600 20,700 (214,600) 14,000 | 35.2% 6.9% 15.4% 2.5% -19.8% 116.7% 15.18% |
| Facilities - Operating & Maint. Contract & Services Technology & Equipment Training & Travel Materials & Supplies Grants/Subsidies Total Operating Costs | 2,184,600 1,694,900 864,400 866,600 26,000 15,659,900 | 2.4% 1.9% 1.0% 1.0% 0.0% 17.4% 2.0% 0.0% | 4,426,700 2,043,100 1,468,300 843,700 1,081,200 12,000 13,596,600 | 5.2% 2.4% 1.7% 1.0% 1.3% 0.0% 16.0% 2.1% 0.0% | 1,558,100 141,500 226,600 20,700 (214,600) 14,000 2,063,300 | 35.2% 6.9% 15.4% 2.5% -19.8% 116.7% 15.18% |
| Facilities - Operating & Maint. Contract & Services Technology & Equipment Training & Travel Materials & Supplies Grants/Subsidies Total Operating Costs Transfers to Reserves Debt Charges Cost Recovery | 2,184,600 1,694,900 864,400 866,600 26,000 15,659,900 | 2.4% 1.9% 1.0% 1.0% 0.0% 17.4% 2.0% 0.0% -0.2% | 4,426,700 2,043,100 1,468,300 843,700 1,081,200 12,000 13,596,600 1,779,800 | 5.2% 2.4% 1.7% 1.0% 1.3% 0.0% 16.0% 2.1% | 1,558,100 141,500 226,600 20,700 (214,600) 14,000 2,063,300 | 35.2% 6.9% 15.4% 2.5% -19.8% 116.7% 15.18% 3.2% |
| Facilities - Operating & Maint. Contract & Services Technology & Equipment Training & Travel Materials & Supplies Grants/Subsidies Total Operating Costs Transfers to Reserves Debt Charges Cost Recovery Total Non-Staff Compensation | 2,184,600 1,694,900 864,400 866,600 26,000 15,659,900 1,837,200 | 2.4% 1.9% 1.0% 1.0% 0.0% 17.4% 2.0% 0.0% | 4,426,700 2,043,100 1,468,300 843,700 1,081,200 12,000 13,596,600 1,779,800 | 5.2% 2.4% 1.7% 1.0% 1.3% 0.0% 16.0% 2.1% 0.0% | 1,558,100 141,500 226,600 20,700 (214,600) 14,000 2,063,300 57,400 | 35.2% 6.9% 15.4% 2.5% -19.8% 116.7% 15.18% 3.2% 0.0% -25.1% |
| Facilities - Operating & Maint. Contract & Services Technology & Equipment Training & Travel Materials & Supplies Grants/Subsidies Total Operating Costs Transfers to Reserves Debt Charges Cost Recovery | 2,184,600 1,694,900 864,400 866,600 26,000 15,659,900 1,837,200 | 2.4% 1.9% 1.0% 1.0% 0.0% 17.4% 2.0% 0.0% -0.2% | 4,426,700 2,043,100 1,468,300 843,700 1,081,200 12,000 13,596,600 1,779,800 | 5.2% 2.4% 1.7% 1.0% 1.3% 0.0% 16.0% 2.1% 0.0% -0.3% | 1,558,100 141,500 226,600 20,700 (214,600) 14,000 2,063,300 57,400 | 8.5% 35.2% 6.9% 15.4% 2.5% -19.8% 116.7% 15.18% 3.2% 0.0% -25.1% 14.46% 6.48% |
| Facilities - Operating & Maint. Contract & Services Technology & Equipment Training & Travel Materials & Supplies Grants/Subsidies Total Operating Costs Transfers to Reserves Debt Charges Cost Recovery Total Non-Staff Compensation | 2,184,600 1,694,900 864,400 866,600 26,000 15,659,900 1,837,200 - (193,900) 17,303,200 | 2.4% 1.9% 1.0% 1.0% 0.0% 17.4% 2.0% 0.0% -0.2% | 4,426,700 2,043,100 1,468,300 843,700 1,081,200 12,000 13,596,600 1,779,800 (258,800) 15,117,600 | 5.2% 2.4% 1.7% 1.0% 1.3% 0.0% 16.0% 2.1% 0.0% -0.3% 17.8% | 1,558,100 141,500 226,600 20,700 (214,600) 14,000 2,063,300 57,400 | 35.2% 6.9% 15.4% 2.5% -19.8% 116.7% 15.18% 3.2% 0.0% -25.1% |
| Facilities - Operating & Maint. Contract & Services Technology & Equipment Training & Travel Materials & Supplies Grants/Subsidies Total Operating Costs Transfers to Reserves Debt Charges Cost Recovery Total Non-Staff Compensation Total Expenditures | 2,184,600 1,694,900 864,400 866,600 26,000 15,659,900 1,837,200 (193,900) 17,303,200 90,217,500 | 2.4% 1.9% 1.0% 1.0% 0.0% 17.4% 2.0% 0.0% -0.2% 19.2% | 4,426,700 2,043,100 1,468,300 843,700 1,081,200 12,000 13,596,600 1,779,800 (258,800) 15,117,600 84,729,000 | 5.2% 2.4% 1.7% 1.0% 1.3% 0.0% 16.0% 2.1% 0.0% -0.3% 17.8% | 1,558,100 141,500 226,600 20,700 (214,600) 14,000 2,063,300 57,400 | 35.2% 6.9% 15.4% 2.5% -19.8% 116.7% 15.18% 3.2% 0.0% -25.1% 14.46% 6.48% |

Revenues

Total revenues are budgeted to increase \$743,300 (8.5%) compared to 2014.

General Revenue sources are anticipated to increase \$73,600 (6.1%). The most significant change is a \$49,100 increase in revenue related to billing back the Regina Police Service (RPS) for Internet Child Exploitation (ICE) Unit expenses. The RPS manages Provincial wide operating funds for ICE Units.

Provincial Government revenue will increase \$954,000 (15%). The largest change is related to funding for the new Integrated Traffic Unit amounting to \$879,600. As well, the Province will provide improved funding of \$210,000 for existing Provincial positions. The other notable change is a \$145,800 decrease in the funding formula for the Sask911 Program.

Federal Government revenue will decrease \$284,300 (25.3%) largely related to the completion of two secondments one for International Peacekeeping and the other for the Department of National Defense.

Staff Compensation & Staffing

The 2015 budget includes \$72,914,300 in staff compensation expenditures, an increase of \$3,302,900 (4.7%) over 2014. This increase supports all negotiated salary and payroll cost increases as well as an increase of 10.5 positions.

The budgeted total staff complement for 2015 is 644.1 positions.

| Police | 453.0 |
|------------------------|-------|
| Special Constables | 58.5 |
| Civilians | 132.6 |
| Total Positions | 644.1 |

The three charts that follow highlight additional staffing information:

- 1) Staffing Summary
- 2) Summary of Government funded positions
- 3) Summary of staff compensation change

| STAFFING SUMMARY | Staff Positions | | | | | | |
|------------------------------|-----------------|--------|--------|-------|--|--|--|
| | 2015 | 2014 | Change | % | | | |
| Police Personnel | | | | | | | |
| Police Executive | 14.00 | 14.00 | 0.00 | 0.0% | | | |
| NCO's | 129.00 | 130.50 | -1.50 | -1.1% | | | |
| Constables | 310.00 | 298.00 | 12.00 | 4.0% | | | |
| Total Regular Police Members | 453.00 | 442.50 | 10.50 | 2.4% | | | |
| Special Constables | 58.50 | 58.50 | 0.00 | 0.0% | | | |
| Total Police Personnel | 511.50 | 501.00 | 10.50 | 2.1% | | | |
| Civilian Personnel | | | | | | | |
| Civilian Executive | 6.00 | 6.00 | 0.00 | 0.0% | | | |
| Exempt | 20.80 | 20.80 | 0.00 | 0.0% | | | |
| CUPE | 105.81 | 105.81 | 0.00 | 0.0% | | | |
| Total Civilian Personnel | 132.61 | 132.61 | 0.00 | 0.0% | | | |
| Total Personnel | 644.11 | 633.61 | 10.50 | 1.7% | | | |

2015 - GOVERNMENT FUNDED POSITIONS

| Provincial Government Funded | Police | S/Cst | Civilian | Total | |
|---|--------|-------|----------|-------|-------------------------------------|
| CFSEU (Organized Crime Unit) | 5 | | | 5 | |
| SHOCAP (incl. 2 HRO, 1 HR) | 10 | | | 10 | |
| Enhanced Community Policing Program | 18 | | | 18 | Includes 4 Constables / 1 Sergeant |
| VICE - Child Sexual Exploitation | 2 | | | 2 | (allocated to Prov Int Traffic Unit |
| ICE | 3 | | | 3 | |
| Street Gang | 2 | | | 2 | |
| Major Crime - Missing Persons/Historical Case | 1 | | | 1 | |
| Serious Violent Offender | 1 | | 1 | 2 | |
| Subtotal | 42 | 0 | 1 | 43 | |
| Child Center/Victim Services | | | 4 | 4 | |
| Missing Person Liaison | | | 1 | 1 | |
| Welfare Fraud Investigator | 1 | | | 1 | |
| 911 Program | 0.75 | 10 | 0.25 | 11 | |
| Provincial Integrated Traffic Program | 5 | | | 5 | New 2015 Budget |
| Total Provincial Government Funded | 48.75 | 10 | 6.25 | 65 | |
| % of SPS by category | 10.8% | 17.1% | 4.7% | 10.1% | |
| Federal Government Funded | | | | | |
| CFSEU OIC | 1 | | | 1 | |
| CPCMEC | 1 | | | 1 | |
| NWEST | 1 | | | 1 | |
| Peacekeeper postion | | | | 0 | Removed from 2015 budget |
| IPOC (Secondment) | 1 | | | 1 | |
| Department National Defense | | | | 0 | Retire - Removed from 2015 budget |
| Total Federal Government Funded | 4 | 0 | 0 | 4 | |
| % of SPS by category | 0.9% | 0.0% | 0.0% | 0.6% | |
| Total Government Funded Positions | 52.75 | 10 | 6.25 | 69 | |
| % of SPS by category | 11.6% | 17.1% | 4.7% | 10.7% | |
| Capital Funded - New HQ Bldg. Secondment | | | | 0 | final 1/2 year removed from 2015 |
| Total Other Funded | 0 | 0 | 0 | 0 | |
| % of SPS by category | 0.0% | 0.0% | 0.0% | 0.0% | |

| 2015 STAFF COM | MPENSAT | ION CHANGE - SU | MMARY | Rev. | Aug 22/14 | DRAFT#5 |
|--|-------------|---------------------|-------------------|-----------|-----------|-----------|
| | | FTE(Full - Time E | quivalents) | | FTE | \$ Amount |
| Contractual Salary Increases | | | | | | 2,243,600 |
| Net Increase in Other Earnings & Allowances - Over | ertime , Ad | cting Pay, Vacation | Payout | | | 42,100 |
| Mentoring Salary (tsfr to Salary frm Advert & Promo |) | | | 34,800 | | 34,800 |
| Severance Pay - No Change | | | | | | |
| ncrease in Payroll Costs | | | | | | 289,000 |
| Uniforms - Net decrease in costs (2013 Reclassifie | ed to Staff | Compensations - pe | r City Hall Finar | nce) | | (48,000 |
| 2015 New Provincial Govt funded positions | FTE | Sal & P.Cost | Uniforms | Total | | |
| | | | | - | | |
| 5 Prov Integrated Traffic | 5 | 474,000 | - | 474,000 | | |
| (Constables) | | | - | | | |
| 5 | 5 | 474,000 | * | 474,000 | 5 | 474,00 |
| 2015 New Federal Govt funded Police positions | FTE | Sal & P.Cost | Uniforms | Total | | |
| | | | 4 | - | | |
| -1 DND Secondment (retire) | -1 | (127,500) | • | (127,500) | | |
| (Staff Sergeant) | | /// = 000) | | - | | |
| -1 Peacekeeper Secondment | -1 | (115,800) | • | (115,800) | | |
| -2 | -2 | (243,300) | | (243,300) | -2 | (243,30 |
| New 2015 City funded positions | FTE | Sal & P.Cost | Uniforms | Total | | |
| 8 Patrol Constables | 8 | 535,000 | 40,900 | 575,900 | | |
| | | 000,000 | 10,000 | 0,0,000 | | |
| 8 | 8.0 | 535,000 | 40,900 | 575,900 | 8 | 575,90 |
| 2015 Other Staffing Changes | FTE | Sal & P.Cost | Uniforms | Total | | |
| -0.5 HQ Capital Project Secondment (Staff Sergeant) | -0.5 | (65,200) | | (65,200) | | |
| -0.5 | -0.5 | (65,200) | - | (65,200) | -0.5 | (65,200 |
| 10.5 Total Staff Compensation Increase | | | | | 10.50 | 3,302,900 |

Staff Compensation Changes:

Contractual salary increases are budgeted at \$2,243,600 including all negotiated settlements, a 2013/14/15 salary contingency for police personnel and the impact of a large number of less experienced staff moving up through negotiated pay levels. In addition other related salary costs for, overtime, acting pay and vacation payouts will also increase reflective of negotiated increases and historical actual expenditures. Payroll costs related to existing staff will increase \$289,000 the net result of the impact of increased salary costs. Uniform related expenditures have been reclassified as staff compensation as directed by City Hall Finance. Expenditures for patrol member uniforms, officer safety equipment, and specialty uniforms for units such as Bicycle Patrol, K-9 and Traffic, are budgeted to decrease \$48,000 reflective of an overall reduction in needs which are cyclical.

An increase of 5 Provincial positions will add \$474,000 in staff compensation costs while a decrease of 2 Federal Government secondment positions will reduce these expenditures by \$243,300. The addition of 8 new City funded positions in 2015 will increase staff compensation costs by \$575,900. And finally, the secondment to the new HQ project ends part way through 2014 resulting in a \$65,200 reduction in staff compensation.

Non-Staff Compensation Expenditures

Total non-staff compensation expenditures are budgeted to total \$17,303,200 an increase of \$2,185,600 (14.46%) compared to 2014.

Major changes are as follows:

Vehicle – Operating & Maintenance

Vehicle related costs are budgeted to total \$4,038,600 an increase of \$317,000 (8.5%) compared to 2014. This funding supports capital replacement and operating costs for vehicles leased from the City's Vehicle & Equipment Branch, the cost of a small number of externally leased units as well as Air Support flight time. The most significant budget impact for 2015 is a \$177,600 increase in fleet costs related the new Provincial Integrated Traffic Unit. As well \$74,400 is required to continue to phase in a different model patrol car as the production of the previous long time standard for the SPS has been discontinued. In addition increases in fleet usage in a number of operational areas will add \$47,000 to fleet rental costs.

Facilities - Operating & Maintenance

Expenditures for facility operations, maintenance and telephones are budgeted to total \$5,984,800 an increase of \$1,558,100 (35.2%). This expenditure category includes all facility repairs, maintenance, utilities, telephones, custodian services and offsite leasing costs. The operating impact for the second year occupancy of the New Police Headquarters Facility is the largest factor impacting this category with total incremental costs estimated to be \$1,265,700. Also included in this expenditure category are \$144,000 of workstation lease costs which are part of Provincial mandated technology upgrades to the Sask911 system.

Contracts & Services

Contracts and Services are budgeted at \$2,184,600 in 2015, an increase of \$141,500 (6.9%) compared to 2014. The most notable change is an \$84,200 increase in Commissionaire costs related contract rate increases and additional staffing needs for the new HQ. Other changes include general insurance rate increases of \$36,000.

Technology & Equipment

Technology and equipment related expenditures are budgeted to total \$1,694,900 an increase of \$226,600 (15.4%). The largest change is a \$120,000 cost for a new initiative related to a printer services contract. This contract will reduce office supply costs by

\$136,400 for a net savings of \$16,400. Other increases in this category are varied and include \$86,500 related to additional computer license & support contracts.

Training & Travel

Training and travel expenditures are budgeted at \$864,400 in 2015, a \$20,700 (2.5%) increase compared to 2014. Service wide training funds are budgeted at \$765,000 covering a variety of needs such as funds to support the need to train officers filling attrition vacancies in specialized positions, as well as to address the demands for up to date, ongoing training in areas such as management best practices, investigative techniques, major case management, crime prevention and emergency preparedness. Travel expenditures are budgeted to increase \$10,000 related to the new Provincial Integrated Traffic Unit.

Materials & Supplies

\$866,600 has been budgeted for expenditures on materials and supplies, a decrease of \$214,600 (19.8%) compared to 2014. The most notable change is a \$136,400 reduction in office supply costs as a result of moving to a printer services contract. As mentioned in the Contracts & Services category this contract will result in a net savings of \$16,400. Another decrease of note is a \$65,100 reduction in on-time costs to stock up the new HQ.

Transfers to Reserves

Total transfers to reserves, capital and other, will increase \$57,400 (3.2%)

Transfers to Capital Reserves - Capital Contributions

The total annual provision to the Police Equipment & Technology Capital Reserves will increase by \$57,400 through a reallocation of existing approved equipment expenditure funding. This reallocation addresses Board approved policy that calls for the annual provision to capital reserves to be equal to the ten year average project cash flow requirement.

Total Transfer to Reserves

Based upon proposed changes, budgeted transfers to reserves in 2015 will total \$1,837,200.

| • | Radio Reserve | \$ 273,100 |
|---|---|-------------|
| 0 | Renovations Reserve | \$ 150,000 |
| | \$100,000 – Renovations | |
| | o \$50,000 - Furniture Replacement | |
| • | Equipment & Technology Reserve | \$1,147,900 |
| | General Capital Reserve (Additional Vehicles) | \$ 258,200 |
| 0 | Corporate Digital Data Reserve | \$ 8,000 |
| | | \$1,837,200 |

Grants/Subsidies

Grants/Subsidies are budgeted to total \$26,000 in 2015 an amount set aside to support the Police Pipes and Drums Band. This budget item has been increased by \$14,000 to address uniform and equipment replacement needs.

Debt Charges

The Service will not be carrying any debt charges in the 2015 Operating Budget.

Cost Recovery

This budget category reflects a number of cost recovery situations including, staff parking fees, recovery of travel costs related to Saskatchewan Police College and Canadian Police College courses. Cost recovery is estimated to decrease by \$64,900 (24.9%) related to reducing the recovery of costs related to the position seconded to the new HQ capital project which ends part way through 2014.

3. Program Budgets

2015 budget expenditures by program allocation are included in the attached schedules.

4. New Position Justification Summaries

Justification summaries for all new 2015 positions have been included later in this report.

5. 5 Year Historical Budget Summary

A schedule containing five year historical budget information are attached.

SASKATOON POLICE SERVICE - 2015 OPERATING BUDGET - MAJOR PROGRAM ALLOCATION

| | | % OF | | % OF |
|---|--------|--------|------------|--------|
| | FTE | TOTAL | BUDGET | TOTAL |
| POLICE BOARD | 0.00 | 0.0% | 168,300 | 0.2% |
| OFFICE OF THE CHIEF | 2.00 | 0.3% | 499,200 | 0.6% |
| LEGAL SERVICES DIVISION | 2.00 | 0.3% | 278,300 | 0.3% |
| PROFESSIONAL STANDARDS DIVISION | 11.50 | 1.8% | 1,271,500 | 1.4% |
| OPERATIONS . | | | | |
| OPERATIONS - DEPUTY CHIEF | 1.50 | 0.2% | 418,200 | 0.5% |
| PUBLIC AFFAIRS | 4.80 | 0.01 | 548,100 | 0.6% |
| PATROL | 370,25 | 57.5% | 49,137,500 | 54.5% |
| CRIMINAL INVESTIGATIONS | 151.00 | 23.4% | 19,105,500 | 21.2% |
| TOTAL - OPERATIONS | 527.55 | 81.9% | 69,209,300 | 76.7% |
| ADMINISTRATION | | | | |
| ADMINISTRATION - DEPUTY CHIEF | 1.50 | 0.2% | 370,000 | 0.4% |
| HUMAN RESOURCES DIVISION | 14.00 | 2.2% | 2,222,500 | 2.5% |
| TECHNOLOGICAL SERVICES DIVISION | 10.75 | 1.7% | 2,123,100 | 2.4% |
| CENTRAL RECORDS & ASSET MANAGEMENT DIVISION | 64.81 | 10.1% | 10,825,800 | 12.0% |
| FINANCE DIVISION | 10.00 | 1.6% | 3,249,500 | 3.6% |
| TOTAL - ADMINISTRATION | 101.06 | 15.7% | 18,790,900 | 20.8% |
| SPS TOTAL | 644.11 | 100.0% | 90,217,500 | 100.0% |

| | | % OF | | | | |
|--|---|-------|-------|----------------------|---------------|--|
| | | FTE | TOTAL | BUDGET | % OF TOTAL | |
| POLICE | BOARD | | | | | |
| 888 | POLICE BOARD | 0 | 0.0% | 168,300 | 0.2% | |
| OFFICE | OF THE CHIEF | | | | | |
| 900 | OFFICE OF THE CHIEF | 2 | 0.3% | 499,200 | 0.6% | |
| | | | | • | | |
| The Part of the Pa | SERVICES DIVISION | | | | | |
| 871 | LEGAL SERVICES DIVISION | 2 | 0.3% | 278,300 | 0.3% | |
| PROFES | SIONAL STANDARDS DIVISION | | | | | |
| 876 | PLANNING | 5 | 0.8% | 473,800 | 0.5% | |
| 887 | INTERNAL INVESTIGATION | 6.5 | 1.0% | 797,700 | 0.9% | |
| | | 11.5 | 1.8% | 1,271,500 | 1.4% | |
| | | | | | | |
| OPER/ | ATIONS | | | | | |
| | | | | | | |
| THE RESERVE TO SERVE | IONS - DEPUTY CHIEF | 4.5 | 0.00/ | 440.000 | 0.50/ | |
| 872 | OPERATIONS - DEPUTY CHIEF | 1.5 | 0.2% | 418,200 | 0.5% | |
| PUBLIC | AFFAIRS | | | | | |
| 866 | PUBLIC AFFAIRS | 3 | 0.5% | 384,900 | 0.4% | |
| 893 | 893 CRIME STOPPERS | 1.8 | 0.3% | 163,200 | 0.2% | |
| | | 4.8 | 0.7% | 548,100 | 0.6% | |
| D. 4 T. D. C. | | | | | | |
| PATROL | - | | | | | |
| 880 | COMMUNITY RESPONSE UNIT | 18 | 2.8% | 2,015,600 | 2.2% | |
| 901 | COMMUNITY LIAISON OFFICERS | 2 | 0.3% | 286,400 | 0.3% | |
| 913 | PROV INTEG TRAFFIC UNIT | 10 | 1.6% | 1,336,000 | 1.5% | |
| 915 | COMMUNITY SERVICES | 0 | 0.0% | 48,100 | 0.1% | |
| 919 | PATROL | 186 | 28.9% | 26,502,900 | 29.4% | |
| | | 216 | 33.5% | 30,189,000 | 33.5% | |
| UE A DOLL | A PTERS PILICIAN | | | | | |
| 592 | ARTERS DIVISION CRIME FREE MULTI - HOUSING | 2 | 0.3% | 175 500 | 0.2% | |
| 874 | 911 PROGRAM | 11 | 1.7% | 175,500 1,279,800 | 1.4% | |
| 881 | COURT PREPARATION | 10 | 1.6% | 1,178,500 | 1.4% | |
| 886 | HEADQUARTERS **NEW** | 4 | 0.6% | 822,300 | 0.9% | |
| 897 | CULTURAL RESOURCES | 13 | 2.0% | 1,521,800 | 1.7% | |
| 898 | ALARM PROGRAM | 0.95 | 0.1% | 78,200 | 0.1% | |
| 903 | COMMUNICATIONS | 35.3 | 5.5% | 3,468,200 | 3.8% | |
| 905 | DETENTION | 12 | 1.9% | 1,703,900 | 1.9% | |
| | | 88.25 | 13.7% | 10,228,200 | 11.3% | |
| | ITEM UNITED IN COMPANY COMPANY | | | | | |
| | IZED UNIFORM OPERATIONS DIVISION | 00 | 0.40/ | 0.400.000 | 0 701 | |
| 870 | WEEKEND & COMPSTAT SUPPORT AIR SUPPORT UNIT | 22 | 3.4% | 2,460,300 | 2.7% | |
| 882 896 | EXPLOSIVE DISPOSAL UNIT | 6 | 0.9% | 912,800 | 1.0% | |
| 909 | EMERGENCY RESPONSE TEAM | 0 | 0.0% | 47,300 178,200 | 0.1% | |
| 912 | PUBLIC SAFETY UNIT | 0 | 0.0% | 205,900 | 0.2% | |
| 914 | CANINE UNIT | 9 | 1.4% | 1,241,000 | 1.4% | |
| 917 | TRAFFIC | 29 | 4.5% | 3,674,800 | 4.1% | |
| | | 66 | 10.2% | 8,720,300 | 9.7% | |
| | | | | - K | | |
| | | | | | | |

CRIMINAL INVESTIGATIONS

| 894 | CRIMINAL INVESTIGATION DIV. | 7 | 1.1% | 1,225,800 | 1.4% |
|---|--|--|---|---|---|
| INIVESTI | GATIVE SUPPORT DIVISION | | | | |
| | | 4 | 0.2% | 440 400 | 0.1% |
| 862 864 | CDN POL CENTER MISSING/EXPLOITED CHILDREN | 1 | 0.5% | 119,400 | 0.1% |
| | TECH CRIME UNIT | | | 441,900 | |
| 865 | INTERNET CHILD EXPLOITATION (ICE) | 3 | 0.5% | 401,300 | 0.4% |
| 883 | CRIMINAL INTELLIGENCE | 5 | 0.8% | 584,000 | 0.6% |
| 890 | COMBINED FORCES SPECIAL ENFORCEMENT UNIT | 6 | 0.9% | 885,800 | 1.0% |
| 892 | INTEGRATED DRUG UNIT | 8 | 1.2% | 1,086,400 | 1.2% |
| 902 | STREET GANG UNIT | 14 | 2.2% | 1,650,200 | 1.8% |
| 906 | IDENTIFICATION | 19 | 2.9% | 2,101,200 | 2.3% |
| 910 | CRIMINAL INTELLIGENCE | 4 | 0.6% | 518,600 | 0.6% |
| 911 | VICE | 6 | 0.9% | 684,500 | 0.8% |
| 918 | SPECIAL INVESTIGATIONS | 6 | 0.9% | 790,600 | 0.9% |
| | | 75 | 11.6% | 9,263,900 | 10.3% |
| NVFSTI | GATIVE SERVICES DIVISION | | | | |
| 861 | TARGETED ENFORCEMENT | 6 | 0.9% | 700 200 | 0.9% |
| | | | | 780,300 | |
| 879 | SHOCAP | 9 | 1.4% | 1,035,500 | 1.1% |
| 884 | FRAUD | 12 | 1.9% | 1,459,600 | 1.6% |
| 885 | GENERAL INVESTIGATIONS | 14 | 2.2% | 1,691,100 | 1.9% |
| 899 | PERSONAL VIOLENCE | 14 | 2.2% | 1,628,900 | 1.8% |
| 907 | MAJOR CRIME | 12 | 1.9% | 1,738,000 | 1.9% |
| 908 | SERIOUS VIOLENT OFFENDER | 2 | 0.3% | 282,400 | 0.3% |
| | | 69 | 10.7% | 8,615,800 | 9.6% |
| TOTAL C | RIMINAL INVESTIGATIONS | 151 | 23.4% | 19,105,500 | 21.2% |
| | | | | 22 222 222 | =0 = |
| of the branchists | ATIONS - TOTAL | 528 | 81.9% | 69,209,300 | 76.7 |
| M. A. Historia | STRATION | 528 | 81.9% | 69,209,300 | 76.7 |
| ADMIN | DOMESTICAL CONTROLLER | 528 | 81.9% | 69,209,300 | 76.7 |
| ADMIN | ISTRATION_ | 528 | 0.0% | 69,209,300 | 0.0% |
| ADMIN ADMINIS | ISTRATION TRATION - DEPUTY CHIEF HEADQUARTERS PROJECT | 0 | 0.0% | <u>-</u> | 0.0% |
| ADMIN ADMINIS 863 | ISTRATION TRATION - DEPUTY CHIEF | | | | |
| ADMINIS 863 873 | ISTRATION TRATION - DEPUTY CHIEF HEADQUARTERS PROJECT ADMINISTRATION - DEPUTY CHIEF | 0 1.5 | 0.0% 0.2% | 370,000 | 0.0% 0.4% |
| ADMINIS 863 873 HUMAN | ISTRATION TRATION - DEPUTY CHIEF HEADQUARTERS PROJECT ADMINISTRATION - DEPUTY CHIEF RESOURCES DIVISION | 0 1.5 1.5 | 0.0% 0.2% 0.2% | 370,000 370,000 | 0.4% |
| ADMINIS 863 873 HUMAN I 875 | ISTRATION STRATION - DEPUTY CHIEF HEADQUARTERS PROJECT ADMINISTRATION - DEPUTY CHIEF RESOURCES DIVISION HUMAN RESOURCES DIVISION | 0 1.5 1.5 | 0.0% 0.2% 0.2% | 370,000 370,000 1,969,300 | 0.0% 0.4% 0.4% |
| ADMINIS 863 873 HUMAN | ISTRATION TRATION - DEPUTY CHIEF HEADQUARTERS PROJECT ADMINISTRATION - DEPUTY CHIEF RESOURCES DIVISION | 0 1.5 1.5 | 0.0% 0.2% 0.2% 2.2% 0.0% | 370,000 370,000 1,969,300 253,200 | 0.0% 0.4% 0.4% 2.2% 0.3% |
| ADMINIS 863 873 HUMAN I 875 916 | ISTRATION STRATION - DEPUTY CHIEF HEADQUARTERS PROJECT ADMINISTRATION - DEPUTY CHIEF RESOURCES DIVISION HUMAN RESOURCES DIVISION FIREARMS | 0 1.5 1.5 | 0.0% 0.2% 0.2% | 370,000 370,000 1,969,300 | 0.0% 0.4% 0.4% |
| ADMINIS 863 873 HUMAN 1 875 916 | ISTRATION STRATION - DEPUTY CHIEF HEADQUARTERS PROJECT ADMINISTRATION - DEPUTY CHIEF RESOURCES DIVISION HUMAN RESOURCES DIVISION FIREARMS LOGICAL SERVICES DIVISION | 0 1.5 1.5 14 0 14 | 0.0% 0.2% 0.2% 2.2% 0.0% 2.2% | 370,000 370,000 1,969,300 253,200 2,222,500 | 0.0% 0.4% 0.4% 2.2% 0.3% 2.5% |
| ADMINIS 863 873 HUMAN I 875 916 | ISTRATION STRATION - DEPUTY CHIEF HEADQUARTERS PROJECT ADMINISTRATION - DEPUTY CHIEF RESOURCES DIVISION HUMAN RESOURCES DIVISION FIREARMS | 0 1.5 1.5 | 0.0% 0.2% 0.2% 2.2% 0.0% | 370,000 370,000 1,969,300 253,200 | 0.0% 0.4% 0.4% 2.2% 0.3% |
| ADMINIS 863 873 HUMAN 1 875 916 | ISTRATION STRATION - DEPUTY CHIEF HEADQUARTERS PROJECT ADMINISTRATION - DEPUTY CHIEF RESOURCES DIVISION HUMAN RESOURCES DIVISION FIREARMS LOGICAL SERVICES DIVISION | 0 1.5 1.5 14 0 14 | 0.0% 0.2% 0.2% 0.2% 2.2% 0.0% 2.2% | 370,000 370,000 1,969,300 253,200 2,222,500 2,123,100 | 0.0% 0.4% 0.4% 0.3% 2.2% 0.3% 2.5% |
| ADMINIS 863 873 HUMAN 1 875 916 | ISTRATION ETRATION - DEPUTY CHIEF HEADQUARTERS PROJECT ADMINISTRATION - DEPUTY CHIEF RESOURCES DIVISION HUMAN RESOURCES DIVISION FIREARMS LOGICAL SERVICES DIVISION TECH. SERVICES DIVISION | 0 1.5 1.5 14 0 14 | 0.0% 0.2% 0.2% 2.2% 0.0% 2.2% | 370,000 370,000 1,969,300 253,200 2,222,500 | 0.0% 0.4% 0.4% 2.2% 0.3% 2.5% |
| ADMINIS 863 873 HUMAN 875 916 TECHNO 878 CENTRA | ISTRATION STRATION STRATION - DEPUTY CHIEF HEADQUARTERS PROJECT ADMINISTRATION - DEPUTY CHIEF RESOURCES DIVISION HUMAN RESOURCES DIVISION FIREARMS LOGICAL SERVICES DIVISION TECH. SERVICES DIVISION L RECORDS & ASSET MANAGEMENT DIVISION | 0 1.5 1.5 14 0 14 | 0.0% 0.2% 0.2% 0.2% 2.2% 0.0% 2.2% | 370,000 370,000 1,969,300 253,200 2,222,500 2,123,100 | 0.0% 0.4% 0.4% 0.3% 2.2% 0.3% 2.5% |
| ADMINIS 863 873 HUMAN 1 875 916 TECHNO 878 CENTRA 877 889 | ISTRATION STRATION - DEPUTY CHIEF HEADQUARTERS PROJECT ADMINISTRATION - DEPUTY CHIEF RESOURCES DIVISION HUMAN RESOURCES DIVISION FIREARMS LOGICAL SERVICES DIVISION TECH. SERVICES DIVISION L RECORDS & ASSET MANAGEMENT DIVISION ASSET MANAGEMENT EXHIBITS | 0 1.5 1.5 14 0 14 | 0.0% 0.2% 0.2% 2.2% 0.0% 2.2% 1.7% | 370,000 370,000 1,969,300 253,200 2,222,500 2,123,100 6,914,800 185,100 | 0.0% 0.4% 0.4% 0.3% 2.5% 2.4% |
| ADMINIS 863 873 HUMAN 1 875 916 FECHNO 878 CENTRA 877 889 891 | ISTRATION STRATION - DEPUTY CHIEF HEADQUARTERS PROJECT ADMINISTRATION - DEPUTY CHIEF RESOURCES DIVISION HUMAN RESOURCES DIVISION FIREARMS LOGICAL SERVICES DIVISION TECH. SERVICES DIVISION L RECORDS & ASSET MANAGEMENT DIVISION ASSET MANAGEMENT EXHIBITS LOST & FOUND | 0 1.5 1.5 14 0 14 10.75 | 0.0% 0.2% 0.2% 0.2% 2.2% 0.0% 2.2% 1.7% | 370,000 370,000 1,969,300 253,200 2,222,500 2,123,100 6,914,800 185,100 112,500 | 0.0% 0.4% 0.4% 2.2% 0.3% 2.5% 2.4% 7.7% 0.2% 0.1% |
| ADMINIS 863 873 HUMAN 1 875 916 FECHNO 878 CENTRA 877 889 | ISTRATION STRATION - DEPUTY CHIEF HEADQUARTERS PROJECT ADMINISTRATION - DEPUTY CHIEF RESOURCES DIVISION HUMAN RESOURCES DIVISION FIREARMS LOGICAL SERVICES DIVISION TECH. SERVICES DIVISION L RECORDS & ASSET MANAGEMENT DIVISION ASSET MANAGEMENT EXHIBITS | 0 1.5 1.5 14 0 14 10.75 | 0.0% 0.2% 0.2% 2.2% 0.0% 2.2% 1.7% 1.1% 0.4% 0.3% 8.3% | 370,000 370,000 1,969,300 253,200 2,222,500 2,123,100 6,914,800 185,100 112,500 3,613,400 | 0.0% 0.4% 0.4% 2.2% 0.3% 2.5% 2.4% 7.7% 0.2% 0.1% 4.0% |
| ADMINIS 863 873 HUMAN 1 875 916 TECHNO 878 CENTRA 877 889 891 904 | ISTRATION STRATION - DEPUTY CHIEF HEADQUARTERS PROJECT ADMINISTRATION - DEPUTY CHIEF RESOURCES DIVISION HUMAN RESOURCES DIVISION FIREARMS LOGICAL SERVICES DIVISION TECH. SERVICES DIVISION L RECORDS & ASSET MANAGEMENT DIVISION ASSET MANAGEMENT EXHIBITS LOST & FOUND | 0 1.5 1.5 14 0 14 10.75 7 2.4 2 53.41 64.81 | 0.0% 0.2% 0.2% 2.2% 0.0% 2.2% 1.7% 1.1% 0.4% 0.3% 8.3% 10.1% | 370,000 370,000 1,969,300 253,200 2,222,500 2,123,100 6,914,800 185,100 112,500 3,613,400 10,825,800 | 0.0% 0.4% 0.4% 2.2% 0.3% 2.5% 2.4% 7.7% 0.2% 0.1% |
| ADMINIS 863 873 HUMAN I 875 916 TECHNO 878 CENTRA 877 889 891 904 | ISTRATION STRATION - DEPUTY CHIEF HEADQUARTERS PROJECT ADMINISTRATION - DEPUTY CHIEF RESOURCES DIVISION HUMAN RESOURCES DIVISION FIREARMS LOGICAL SERVICES DIVISION TECH. SERVICES DIVISION L RECORDS & ASSET MANAGEMENT DIVISION ASSET MANAGEMENT EXHIBITS LOST & FOUND CENTRAL RECORDS | 0 1.5 1.5 14 0 14 10.75 7 2.4 2 53.41 64.81 | 0.0% 0.2% 0.2% 2.2% 0.0% 2.2% 1.7% 1.1% 0.4% 0.3% 8.3% 10.1% | 370,000 370,000 1,969,300 253,200 2,222,500 2,123,100 6,914,800 185,100 112,500 3,613,400 10,825,800 | 0.0% 0.4% 0.4% 2.2% 0.3% 2.5% 2.4% 7.7% 0.2% 0.1% 4.0% |
| ADMINIS 863 873 HUMAN I 875 916 TECHNO 878 CENTRA 877 889 891 904 | ISTRATION STRATION - DEPUTY CHIEF HEADQUARTERS PROJECT ADMINISTRATION - DEPUTY CHIEF RESOURCES DIVISION HUMAN RESOURCES DIVISION FIREARMS LOGICAL SERVICES DIVISION TECH. SERVICES DIVISION L RECORDS & ASSET MANAGEMENT DIVISION ASSET MANAGEMENT EXHIBITS LOST & FOUND CENTRAL RECORDS | 0 1.5 1.5 14 0 14 10.75 7 2.4 2 53.41 64.81 | 0.0% 0.2% 0.2% 2.2% 0.0% 2.2% 1.7% 1.1% 0.4% 0.3% 8.3% 10.1% | 370,000 370,000 1,969,300 253,200 2,222,500 2,123,100 6,914,800 185,100 112,500 3,613,400 10,825,800 office supplies. | 0.0% 0.4% 0.4% 2.2% 0.3% 2.5% 2.4% 7.7% 0.2% 0.1% 4.0% |
| ADMINIS 863 873 HUMAN 875 916 TECHNO 878 CENTRA 877 889 891 904 *Asset Mail | ISTRATION STRATION - DEPUTY CHIEF HEADQUARTERS PROJECT ADMINISTRATION - DEPUTY CHIEF RESOURCES DIVISION HUMAN RESOURCES DIVISION FIREARMS LOGICAL SERVICES DIVISION TECH. SERVICES DIVISION L RECORDS & ASSET MANAGEMENT DIVISION ASSET MANAGEMENT EXHIBITS LOST & FOUND CENTRAL RECORDS Regement includes general overhead costs such as facilities management EDIVISION | 0 1.5 1.5 14 0 14 10.75 7 2.4 2 53.41 64.81 nt, insurance, pate | 0.0% 0.2% 0.2% 2.2% 0.0% 2.2% 1.7% 1.1% 0.4% 0.3% 8.3% 10.1% rol uniforms and | 370,000 370,000 1,969,300 253,200 2,222,500 2,123,100 6,914,800 185,100 112,500 3,613,400 10,825,800 office supplies. | 0.0% 0.4% 0.4% 2.2% 0.3% 2.5% 2.4% 7.7% 0.2% 0.1% 4.0% 12.0% |
| ADMINIS 863 873 HUMAN I 875 916 TECHNO 878 CENTRA 877 889 891 904 *Asset Mai | ISTRATION STRATION - DEPUTY CHIEF HEADQUARTERS PROJECT ADMINISTRATION - DEPUTY CHIEF RESOURCES DIVISION HUMAN RESOURCES DIVISION FIREARMS LOGICAL SERVICES DIVISION TECH. SERVICES DIVISION L RECORDS & ASSET MANAGEMENT DIVISION ASSET MANAGEMENT EXHIBITS LOST & FOUND CENTRAL RECORDS Regement includes general overhead costs such as facilities management EDIVISION FINANCE | 0 1.5 1.5 14 0 14 10.75 7 2.4 2 53.41 64.81 nt, insurance, pate | 0.0% 0.2% 0.2% 2.2% 0.0% 2.2% 1.7% 1.1% 0.4% 0.3% 8.3% 10.1% rol uniforms and | 370,000 370,000 1,969,300 253,200 2,222,500 2,123,100 6,914,800 185,100 112,500 3,613,400 10,825,800 office supplies. | 0.0% 0.4% 0.4% 2.2% 0.3% 2.5% 2.4% 7.7% 0.2% 0.1% 4.0% 12.0% |
| ADMINIS 863 873 HUMAN I 875 916 TECHNO 878 CENTRA 877 889 891 904 Asset Mar FINANCE 895 | ISTRATION STRATION - DEPUTY CHIEF HEADQUARTERS PROJECT ADMINISTRATION - DEPUTY CHIEF RESOURCES DIVISION HUMAN RESOURCES DIVISION FIREARMS LOGICAL SERVICES DIVISION TECH. SERVICES DIVISION L RECORDS & ASSET MANAGEMENT DIVISION ASSET MANAGEMENT EXHIBITS LOST & FOUND CENTRAL RECORDS Regement includes general overhead costs such as facilities management EDIVISION FINANCE Includes general service-vide costs such as severance pay, new position ISTRATION - TOTAL | 0 1.5 1.5 1.5 14 0 14 10.75 7 2.4 2 53.41 64.81 at, insurance, pate | 0.0% 0.2% 0.2% 0.0% 2.2% 0.0% 2.2% 1.7% 1.1% 0.4% 0.3% 8.3% 10.1% rol uniforms and | 370,000 370,000 370,000 1,969,300 253,200 2,222,500 2,123,100 6,914,800 185,100 112,500 3,613,400 10,825,800 office supplies. | 0.0% 0.4% 0.4% 0.3% 2.2% 0.3% 2.5% 2.4% 7.7% 0.2% 4.0% 12.0% |



2015 Operating Budget - Position Justifications

Patrol Division - Constables (8)

Justification

Eight new Constable positions are required to deal with the rapid growth in Saskatoon and surrounding area.

Based on the City of Saskatoon reported estimated population our current police to population ratio is 179 officers per 100,000 population. The addition of 8 officers will bring that ratio up to 182 officers per 100,000 population. The 10 year average police to population ratio for Saskatoon has been 184 officers per 100,000 population.

StatsCan reported the Canadian average police to population ration in 2011 was 201 officers per 100,000 population. Saskatoon's ratio was 188 officers per 100,000 population in 2011.

Measurable /Expected Results

Maintain adequate response times and a visible police presence in our growing city and to allow for incremental growth of the Police Service. These additional officers will help keep our police to population ratio from falling to a level that the Saskatoon Police Service Administration feels is not adequate for policing Saskatoon.

Consequences/Risks/Impacts

Remaining at our current staffing level while the population of Saskatoon is growing will cause a continued decrease in our police to population ratio which has historically related to an increase in the reported crime rate. This may also result in the need to hire a large number of officers at some point in the future which may create challenges in terms of initial training at the Saskatchewan Police College and our field training program.



5 YEAR HISTORICAL BUDGET INFORMATION

SPS - APPROVED OPERATING BUDGET

| | Yr 1 | Yr2 | Yr3 | Yr 4 | Yr5 |
|--------------------|------------|------------|------------|------------|------------|
| YEAR | 2010 | 2011 | 2012 | 2013 | 2014 |
| REVENUES | 6,778,800 | 7,417,700 | 7,582,700 | 8,075,400 | 8,720,400 |
| TOTAL EXPENSES | 66,988,100 | 71,823,962 | 76,109,796 | 80,106,600 | 84,729,000 |
| STAFF COMPENSATION | 54,128,800 | 58,635,258 | 63,033,821 | 66,151,000 | 69,611,400 |
| TRFS TO RESERVES | 1,573,800 | 1,574,200 | 1,599,100 | 1,599,200 | 1,779,800 |
| OPERATING EXPENSES | 11,285,500 | 11,614,504 | 11,476,875 | 12,356,400 | 13,337,800 |
| | 66,988,100 | 71,823,962 | 76,109,796 | 80,106,600 | 84,729,000 |
| NET BUDGET | 60,209,300 | 64,406,262 | 68,527,096 | 72,031,200 | 76,008,600 |

Restated Budget

Restated Budget

SPS - ACTUAL REVENUES & EXPENDITURES

| | Yr1 | Yr2 | Yr3 | Yr4 | Yr5 |
|--------------------|------------|------------|------------|------------|------------|
| YEAR | 2010 | 2011 | 2012 | 2013 | 2014 |
| REVENUES | 7,898,200 | 7,839,146 | 8,231,031 | 8,826,671 | 8,927,600 |
| TOTAL EXPENSES | 68,048,600 | 72,361,559 | 75,603,580 | 79,423,151 | 85,001,700 |
| STAFF COMPENSATION | 56,167,700 | 59,588,120 | 62,355,229 | 65,959,151 | 69,632,200 |
| TRFS TO RESERVES | 1,573,800 | 1,574,200 | 1,599,100 | 1,599,200 | 1,779,800 |
| OPERATING EXPENSES | 10,307,100 | 11,199,239 | 11,649,251 | 11,864,800 | 13,589,700 |
| | 68,048,600 | 72,361,559 | 75,603,580 | 79,423,151 | 85,001,700 |
| NET BUDGET | 60,150,400 | 64,522,413 | 67,372,549 | 70,596,480 | 76,074,100 |
| BUDGET SURPLUS/ | 58,900 | (116,151) | 1,154,547 | 1,434,720 | (65,500) |
| (DEFICIT) | 0.10% | -0.18% | 1.68% | 1.99% | -0.09% |

Projected April

Approved Budget Change From the Previous Year (\$)

| | Approved budget onlinger rem the revious rear (4) | | | | | |
|--------------------|---|-----------|-----------|-----------|-----------|--|
| | Yr 1 | Yr2 | Yr3 | Yr 4 | Yr5 | |
| YEAR | 2010 | 2011 | 2012 | 2013 | 2014 | |
| REVENUES | 425,700 | 638,900 | 165,000 | 492,700 | 645,000 | |
| TOTAL EXPENSES | 3,580,300 | 4,835,862 | 4,285,834 | 3,996,804 | 4,622,400 | |
| STAFF COMPENSATION | 2,922,100 | 4,506,458 | 4,398,563 | 3,117,179 | 3,460,400 | |
| TRFS TO RESERVES | 100,200 | 400 | 24,900 | 100 | 180,600 | |
| OPERATING EXPENSES | 558,000 | 329,004 | (137,629) | 879,525 | 981,400 | |
| NET BUDGET | 3,154,600 | 4,196,962 | 4,120,834 | 3,504,104 | 3,977,400 | |
| | 5.53% | 6.97% | 6.40% | 5.11% | 5.52% | |

Approved Budget Change From the Previous Year (%)

| | | | . 9 - 1 | | |
|--------------------|------|------|---------|------|-------|
| | Yr 1 | Yr 2 | Yr3 | Yr4 | Yr5 |
| YEAR | 2010 | 2011 | 2012 | 2013 | 2014 |
| REVENUES | 6.7% | 9.4% | 2.2% | 6.5% | 8.0% |
| TOTAL EXPENSES | 5.6% | 7.2% | 6.0% | 5.3% | 5.8% |
| STAFF COMPENSATION | 5.7% | 8.3% | 7.5% | 4.9% | 5.2% |
| TRFS TO RESERVES | 6.8% | 0.0% | 1.6% | 0.0% | 11.3% |
| OPERATING EXPENSES | 5.2% | 2.9% | -1.2% | 7.7% | 7.9% |
| NET BUDGET | 5.5% | 7.0% | 6.4% | 5.1% | 5.5% |

Approved Budget Expenditure % Of Total

| | Yr 1 | Yr2 | Yr3 | Yr4 | Yr5 |
|--------------------|--------|--------|--------|--------|--------|
| YEAR | 2010 | 2011 | 2012 | 2013 | 2014 |
| STAFF COMPENSATION | 80.8% | 81.6% | 82.8% | 82.6% | 82.2% |
| TRFS TO RESERVES | 2.3% | 2.2% | 2.1% | 2.0% | 2.1% |
| OPERATING EXPENSES | 16.8% | 16.2% | 15.1% | 15.4% | 15.7% |
| | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |