

**PUBLIC AGENDA
SASKATOON BOARD OF POLICE COMMISSIONERS**

Thursday, October 19, 2017, 12:00 pm
Committee Room A, Second Floor, City Hall
COMMISSIONERS:

Commissioner D. Brander, Chair
Commissioner Mayor C. Clark
Commissioner D. Hill
Commissioner C. Inglis-McQuay
Commissioner M. Loewen

Pages

1. MINUTES/DELEGATIONS/PRESENTATIONS

1.1 Call to Order

1.2 Confirmation of Agenda

1.3 Adoption of Minutes

Recommendation

That the minutes of regular meeting of the Board of Police Commissioners held on September 21, 2017 be adopted.

1.4 Delegations

1.5 Chair's Report

1.6 Chief's Report

1.7 Environmental Scan

2. CORRESPONDENCE/CITY COUNCIL REFERRALS

2.1 **Canadian Association of Police Governance - Resolutions Passed at 28th Annual General Meeting of the CAPG**

4 - 6

Communication and supporting documentation from Mary Anne Silverthorn, President, CAPG, is attached.

Recommendation

That the information be received.

3. ROUTINE/STATISTICAL REPORTS

3.1 Appreciation to the Saskatoon Police Service

7 - 12

Report of A/Chief Chatterbok dated October 10, 2017 is attached.

Recommendation

That the information be received.

4. RESPONSES TO BOARD REFERRALS

4.1 Review of SPS Unfounded Sexual Assault Files 2011-2016

13 - 18

Report dated October 10, 2017 is attached.

Recommendation

That the information be received.

4.2 Use of Force Analysis/Training Initiatives

19 - 23

Report dated October 10, 2017 is attached.

Recommendation

That the information be received.

5. OTHER

5.1 2018 Preliminary Police Capital Budget Estimates

24 - 35

Report dated October 10, 2017 is attached.

Recommendation

That the 2018 Preliminary Police Capital Budget Estimates be approved and forwarded to City Council's Budget Review meeting.

5.2 2018 Preliminary Police Operating Budget Estimates

36 - 45

Report dated October 10, 2017 is attached.

Recommendation

That the 2018 Preliminary Police Operating Budget Estimates be approved and forwarded to City Council's Budget Review meeting.

5.3 Saskatoon Police Pension Plan

Recommendations regarding appointments to the above were considered at the In Camera meeting held on September 21, 2017.

Recommendation

1. That Commissioner Darren Hill be reappointed as Trustee to the Saskatoon Police Pension Plan for three years (to the end of 2020);
and
2. That Commissioners Inglis-McQuay and Brander be confirmed as Observers to the Saskatoon Police Pension Plan.

5.4 The Retirement Plan for the Employees of the Saskatoon Board of Police Commissioners

Recommendations regarding appointments to the above were considered at the In Camera meeting held on September 21, 2017.

Recommendation

That Commissioner Inglis-McQuay and Mr. Clae Hack be confirmed as observers on The Retirement Plan for the Employees of the Saskatoon Board of Police Commissioners.

6. BOARD INQUIRIES

7. ADJOURNMENT

SENT ELECTRONICALLY

Dear Member,

Re: Resolutions from the Canadian Association of Police Governance's 2017 Meeting

On behalf of the Board of Directors and as the newly elected President of the Canadian Association of Police Governance (CAPG), I am pleased to provide you with resolutions passed at the 28th Annual General Meeting of the CAPG in Montreal, QC on July 15, 2017. As the national voice representing civilian oversight for municipal police services, I urge you to take the time to review the attached resolutions and share them with your board/commission. The resolutions focus on the following issues:

- National Action Plan on Protection of Mental Health of Police Personnel
- Legalization of Cannabis & Drug Education Programs
- Standardized National Training Curriculum for New Recruits
- Effective Policing of the Cannabis Act

We welcome opportunities to provide input on initiatives from our members and stakeholders that affect municipal policing, and look forward to enhancing our working relationship with you over the coming year. We are proud of the relationship we share with our members, especially when we are able to support you in putting forward issues of mutual concern.

On behalf of the CAPG Board of Directors, I'm pleased to send you a link to our most recent newsletter, [CAPG Board Connection](#). In the Summer Edition you will read about the potential impact of changes to the Police Act in Ontario, find out who is currently serving on the CAPG and hear from our Conference host in 2018, the Winnipeg Police Board. I'm sure you will find the articles timely and worth the read.

Sincerely,



Mary Anne Silverthorn, President
Encl.

Resolution 2017-1 Mental Health

Sponsor: Saskatoon Board Of Police Commissioners

WHEREAS the protection of mental health for police personnel is of vital importance;
WHEREAS coordinated efforts are occurring amongst researchers, public safety executives and associations to identify the tools needed to recognize, prevention and intervention of treatment of mental health concerns facing Canadian First Responders and other safety personnel;
WHEREAS the Federal Government has signalled its clear commitment towards supporting initiatives that promote a unified national approach on Post-Traumatic Stress Disorder (PTSD) and other Occupational Stress Injuries that disproportionately affect public safety officers;

THEREFORE BE IT RESOLVED that the Canadian Association of Police Governance support the development of an appropriately resourced national action plan on the protection of mental health of police personnel, which includes actionable items for all entities responsible for ensuring the well-being of police personnel, including governance bodies.

Resolution 2017-2 Legalization of Cannabis & Drug Education Programs for Youth & Others

Sponsor: Vancouver Police Board

WHEREAS as set out in the 2015 Speech from the Throne, the Government of Canada made a commitment to "legalize, regulate, and restrict access" to cannabis.
WHEREAS it is projected that legislation introducing cannabis legalization will be introduced in the spring of 2017.
WHEREAS it is expected that the Government of Canada will determine excise tax regimes from the sale of cannabis.
WHEREAS research has found that individuals are particularly at risk from cannabis during adolescence and early adulthood (e.g., under 25 years of age) as these are periods of neurodevelopment.
WHEREAS despite restrictions to access for youth that may be put in place upon legalization, education regarding cannabis use and its effects on youth is important, and it is also equally important to extend educational programs to other potentially harmful drugs.

THEREFORE BE IT RESOLVED that the Canadian Association of Police Governance recommends to the Government of Canada that a portion of the revenue from cannabis regulation be formally dedicated towards funding for youth and others educational programs on cannabis and other potentially harmful drugs.

Resolution 2017-3 Standardized National Training Curriculum

Sponsor: Edmonton Police Commission

WHEREAS the CAPG promotes excellence in police governance and works to promote efficient and effective citizen-centric policing in Canada and;
WHEREAS the CAPG plays an important role in elevating policing as a career;
WHEREAS many professional bodies including medical, dental, and accounting organizations have national standardized training and assessment processes, even though education is a provincial responsibility;

THEREFORE BE IT RESOLVED that the Canadian Association of Police Governance advocate to the Canadian Association of Chiefs of Police (CACFP), Canadian Association of Police Educators (CAPE), Royal Canadian Mounted Police (RCMP), Public Safety Canada, provincial governance agencies, and any other appropriate agencies, that a discussion be convened toward achieving a standardized national curriculum and assessment process for new recruits studying policing in Canada.

**Resolution 2017-4 Effective Policing of the Cannabis Act
(EMERGENCY RESOLUTION)**

Sponsor: York Regional Police Services Board

WHEREAS the Government of Canada has promised to legalize recreational cannabis in prescribed circumstances and create

a new criminal and regulatory framework for recreational cannabis by July of 2018;

AND WHEREAS the *Cannabis Act* will authorize the Government of Canada to licence the production and distribution of recreational cannabis while recognizing the authority of the provinces and territories to regulate the sale of cannabis subject to minimum federal restrictions;

AND WHEREAS the provisions concerning cultivation of cannabis in private dwellings are vague and may impair the ability of the police to detect and enforce against illegal cannabis growing operations within dwellings;

AND WHEREAS the implementation of the *Cannabis Act* and the Impaired Driving Amendments will result in a significant increase in police training costs associated with cannabis enforcement, standard field sobriety testing and qualifying police officers as drug recognition experts for the purpose of impaired driving investigations and trials;

AND WHEREAS we have yet to see the introduction of or funding for a comprehensive public education strategy focused on the impact of recreational cannabis on youth, parents and vulnerable populations;

THEREFORE, BE IT RESOLVED THAT:

1. That the CAPG calls on the Government of Canada to establish new and sufficient funding to police services for the training and enforcement of the *Cannabis Act* and the Impaired Driving Amendments.
2. That the CAPG calls on the Government of Canada to consult with police services and introduce the necessary regulations to the *Cannabis Act* well in advance of the July 2018 implementation date to allow police services sufficient time to prepare for the new recreational cannabis regime.
3. That the CAPG calls on the Government of Canada to ensure that the regulations concerning both medical and recreational cannabis are clear and consistent and that the police are given the necessary regulatory and enforcement tools to effectively combat illegal cannabis growing operations in dwellings.
4. That the CAPG calls on the Government of Canada to establish a comprehensive and properly funded public education strategy focused on the impact of recreational cannabis on youth, parents and vulnerable populations.

“PUBLIC AGENDA”

TO: Darlene Brander, Chairperson
Board of Police Commissioners

FROM: Mark Chatterbok
Office of the Chief

DATE: 2017 October 10

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. In July a total of 89 people took the time to comment on social media.

RECOMMENDATION:

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

**Written and
Approved by:** Mark Chatterbok
Acting Chief of Police

Submitted by: 

Mark Chatterbok
Acting Chief of Police

Dated: 

Hello - I wanted to pass on a note of thanks to Cst. "Julie" (no last name) Car 111 for attending our neighbourhood tonight to help our neighbour who was having mental distress. My wife and I are from Alberta and worked in law enforcement and was quite impressed with Cst Julie in how empathetic she was while remaining professional. Please pass on our thanks to Cst. "Julie"

Julie C. Clark | Media Specialist | Public Affairs | Saskatoon Police Service
Follow us on Twitter [@SaskatoonPolice](#) | Like us on [Facebook](#)
Office: 306.975.3143 | Cell: 306.270.5185 | julie.c.clark@police.saskatoon.sk.ca



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-----Original Message-----

From: David [REDACTED]
Sent: Thursday, September 07, 2017 9:41 PM
To: Police Info (Police)
Subject: Street Patrol on Broadway Avenue

Dear Sir or Madam

I am writing to express my appreciation in seeing two Police officers patrolling on foot on Broadway Avenue on Tuesday evening.

It is so great to see community policing like this and I believe it is a major contribution to keeping our neighbourhood safer. I believe that removing the barrier of the police cruiser window is a major factor in making police more approachable and better connected to the community.

I encourage you to continue to provide this kind of community support.

Thank you

Dave [REDACTED]

[REDACTED]
Saskatoon

[REDACTED]
[REDACTED]
[REDACTED]

From: [REDACTED]
Sent: Tuesday, August 22, 2017 10:33 AM
To: Police Info (Police)
Subject: Nice to See an Officer Driving the Speed Limit

Aug 21
5:50 - 6:22 pm
Jimmy Tree
941

Dear Chief Clive Weighill,

On August 21, 2017 at about 6:50 AM heading eastbound on College Dr, then later southbound down Preston Avenue. I had the opportunity to follow along City of Saskatoon police cruiser #232 for about 6 minutes. I was impressed by the driving of the officer, who to my amazement, was adhering to the posted speed limits. As we travelled we entered 50 kmph and 60 kmph posted zones, and in all instances the officer adjusted his/her cruising speed accordingly to follow the posted speed limit. I also witnessed that same cruiser about 15-20 minutes later patrolling in West College park and still driving just fine. Now this was in 60 kmph zone, and the officer was maintaining true to form, and was following the posted speed limit. I ask you to congratulate and commend this individual for setting a good example of excellent policing.

Some people might think "... it's nothing to see police speeding a bit", or "they are follow all the other rules, but it's okay to overlook speed limits". To me, nothing does more damage to the public's faith in the police system, especially with our youth, than to witness police not following the laws they enforce. How can we trust the police when they can't even police themselves with such as simple things as following the posted speed limits. Driving 10 kms or more above the posted limit in non-emergency / non-call settings is something that the public can witness on a daily basis, so it goes to reason that trust and faith in the police service is also undermined on a daily basis. As a consequence just by police not driving the posted speed limits has a significant effect on the character of the service.

It's taken me about 10 years to finally find a police cruiser driving the posted limit in order for me to finally be able compliment the Saskatoon Police service. I drive a lot in the city, being a courier driver, and have had many opportunities to follow behind police cruisers. I can tell you that it made my day to see cruiser #232 on patrol knowing that officer has good judgement and morale integrity because he/she exercises the same quality in the small things where he/she is not watched.

Thank you for your time,
Ken [REDACTED]

Tryon, Caren (Police)

From: Fraser, Kelsie (Police)
Sent: Tuesday, September 26, 2017 2:22 PM
To: Police - Everyone - Work Related
Subject: Social Media Salute

Good afternoon,

I wanted to take a moment and share with you all a message that was sent to our Facebook page over the weekend. It is a bit of a read but it goes to show how much of an impact one of our members had on this young woman's life.

E-mail approved by Director Alyson Edwards

I've been reading some of the negative comments on Facebook about the Police Service, and I feel compelled to reach out and share with you an experience that I had with one of your officers.

Approximately 13 years ago I wandered into the Police Station, 6 months pregnant, scared, nervous and unsure...I just felt I needed to ask a few questions and then I thought I would leave.

I met an officer there that essentially changed my life. He treated me with such kindness that I will never forget it...prior to walking into the Police station that night, I'd been driving around Saskatoon while being followed by my -at the time- partner/father of my unborn child-he was attempting to intimidate me and scare me-which tended to happen often. He'd also broke the driver side door of my vehicle that day and had previously threatened to kill me and my unborn baby at the time - he threatened to do a "Lacy Pederson" to me. Too many incidents to write about-the aforementioned ones, are the ones that took me to the Police Station that day.

I remember walking into the Police Station hoping that it would scare the father of my child into leaving me alone-at least for the night, so I could go home. (As he had followed me there) I couldn't go home earlier as he had been there waiting for me.

I remember just wanting a few questions answered about options, and the officer took me into a room and continued to ask me questions-I suspect he sensed there was more to my story. I remember feeling an instant trust with this officer-for the first time in many many months, I felt like maybe I could survive this and maybe I could finally break free, and maybe the law was on my side...despite the mocking and taunting that I was subjected to, regarding the law and who would believe me. (By my then partner). My then partner had me convinced that the law would believe him and not me-that he would paint me as crazy.

The officer that helped me that day, was incredibly patient, kind and supportive-he treated me with dignity and respect and talked to me like my story and my safety mattered. I remember opening up to him and sharing things that I had not shared with family/friends because I was embarrassed about my current situation-the mental and physical abuse I was suffering was not something that happened to women like me; educated, great upbringing, solid family, working in health care/mental health...I didn't fit the "stereotypical" abused woman. And to top it all off, I was pregnant.

It was the threat to my life and that of my baby, that convinced the officer that my then partner needed to be "picked up". He told me that I shouldn't go home that night, that I needed to be safe. I received encouragement, support, advice from this officer...not once did he judge me...he gave me courage and hope that they would arrest this man and that things would be okay for my child and I.

I'm rambling as I sit recalling the events of that day. Walking into the station that day, meeting that officer, being treated the way I was, was a life-changer for me. My then partner was arrested, there was an order in place that he could not contact me etc...lots of pieces to this story...

I share this with you, because walking into the Police Station that night, still resonates with me. I'm forever grateful and thankful. I don't remember his name...but I believe he's a true testament and reflection of your officers...

I've shared bits and pieces of my story as my life has evolved...but the one thing I've always shared fully and openly, is the amazing experience I had with the Saskatoon Police.

Thanks for listening

Kelsie Fraser | Media Specialist | Public Affairs | Saskatoon Police Service

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“PUBLIC AGENDA”

TO: Darlene Brander, Chairperson
Board of Police Commissioners

FROM: Mark Chatterbok
Office of the Chief of Police

DATE: 2017 October 10

SUBJECT: Review of SPS Unfounded Sexual Assault Files 2011 – 2016

FILE NO.: 2,007

ISSUE:

In February 2017, the Globe and Mail released a series of articles in relation to how police agencies across Canada handle sexual assault investigations and questioned why sexual assault files were concluded as “unfounded” at a higher rate than other offences. This was discussed at the February 16, 2017 Board meeting and as a result, the Police Service was requested to provide a further report including a breakdown by category and follow up.

RECOMMENDATION:

That this report be received as information.

DISCUSSION:

Retired Inspector Shelley Ballard was requested by the Saskatoon Police Service to conduct research and do a thorough review of sexual assault files from 2011 to 2016 that had been concluded as “unfounded” to determine the following:

- What were the reasons for the files being unfounded?
- Were the files concluded correctly as unfounded?
- Were the files investigated thoroughly?

Retired Inspector Ballard obtained a list of unfounded sexual assault files from 2011 – 2016 and reviewed following documents:

- Scoring Unfounded and Founded Incidents: National standards according to the Uniform Crime Reporting (UCR) Survey, dated February 14, 2017 by the Canadian Centre for Justice Statistics, Statistics Canada
- An Audit Report of Sexual Violations in Saskatoon for 2007 and 2008. This report is undated but believed to have been done in 2009.

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- A discussion guide regarding the collection of data for unfounded incidents which was drafted for the POLIS meeting held in Saskatoon on April 4, 2017.

Retired Inspector Ballard attended the above-noted POLIS meeting for the discussion of unfounded incidents. POLIS is a Canadian Association of Chiefs of Police committee that gathers and reviews Policing Information and Statistics. She also had several conversations and a meeting with the Central Records Manager, the Saskatoon Police Information Management System Supervisor and the Staff Sergeant i/c Sex Crimes and Child Abuse Units to ensure she had full understanding of coding guidelines and requirements. She then read and reviewed each and every file in order to make the observations and determinations that have been outlined in this report.

Files Reviewed:

A total of 284 files were reviewed. The below chart shows the types and number of sexual assault files that were reviewed in each of the six years.

Year	2011	2012	2013	2014	2015	2016	Total
Types of Files							
Sexual Assault	58	38	31	49	31	21	228
Sexual Interference	6	6	4	12	6	1	35
Sexual Exploitation	1	2	4	1	0	0	8
Sexual - Invitation to touch	0	1	1	1	0	0	3
Luring child by computer	0	0	1	0	0	2	3
Incest	0	0	0	1	0	1	2
Voyeurism	1	0	0	0	1	0	2
Sexually Explicit Material - Child	0	0	0	0	1	1	0
Sexually Explicit Material - Disabled Person	0	0	0	0	0	1	1
Number of Files Reviewed	66	47	41	64	39	27	284

Observations:

- The Saskatoon Police Service does not have, and has never had (as per the Central Records Manager) an “Unsubstantiated” category for coding offences.
- The definition of “Unfounded” clearly states that it has been determined through police investigation that the offence reported DID NOT occur, nor was it attempted.

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- The definition of “Founded” clearly states that it has been determined through police investigation that the offence reported DID occur even if the suspect is unknown.¹
- Many files do not clearly fit into the “Unfounded” or “Founded” categories.
- In the files reviewed, the investigations were very thorough and regardless of how the files were ultimately concluded, it appears the victims/complainants have been treated respectfully and efforts have been made to ensure they are advised of why their files were no longer being investigated.
- Even a good quality, thorough investigation cannot always determine if an incident did or did not happen. This can be attributed to “he said/she said” situations without any other corroborating evidence, or uncooperative or unreliable complainants, witnesses and/or suspects, just to name a couple examples.
- With the limitation of not having an “Unsubstantiated” category to choose from, determining if a file should be concluded “Founded” or “Unfounded” can sometimes be a very subjective exercise. I have tried not to second guess the Staff Sergeant’s decision in these cases.

Results:

Year	2011	2012	2013	2014	2015	2016	Total	% of Total
Reasons for being "Unfounded"								
* Consensual	13	9	4	5	8	5	44	15.49
* Duplicate File	7	1	2	1	1	0	12	4.23
* No Offence	9	9	22	40	6	12	98	34.51
* False Complaint	12	21	13	9	17	6	78	27.47
* No Such Offence	1	0	0	0	0	0	1	0.35
Better suited to the "Founded - unable to substantiate" category ²	22	7	0	9	7	4	49	17.25
Coded Incorrectly	2	0	0	0	0	0	2	0.7
Number of Files Reviewed	66	47	41	64	39	27	284	100

¹ Scoring Unfounded and Founded Incidents: National standards according to the Uniform Crime Reporting (UCR) Survey, dated February 14, 2017 by the Canadian Centre for Justice Statistics, Statistics Canada

² See paragraph on page 4 of this report that refers to establishing a category called “Founded – unable to substantiate.”

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82.05% of the files reviewed are clearly “Unfounded” (233 out of 284) and the reasons fit into one of these four main categories:

- Consensual (Many of these are situations of children playing/experimenting; persons with mental health issues who do not understand consent/non-consent; third party complaints e.g. parents with teen children; or people not being comfortable with a decision they made to have a sexual encounter.)
- False Complaint (Either the complainant has admitted to making a false complaint or, through investigation, the complaint is clearly a false one.)
- Duplicate File (These are historical, or sometimes more recent, cases where the incident has been previously reported and investigated.)
- No offence (Investigation shows that no sexual offence has been committed. These are usually third party complaints that are made in good faith but investigation shows that no offence has been committed and/or no disclosure has been made. They also include reports where the complainant was intoxicated and is not sure if they were sexually assaulted but there is no physical or medical evidence, witnesses, or other investigative outcome to indicate that an assault occurred.)

Where the files do not clearly fit into the “Unfounded” or “Founded” categories, even after a thorough investigation, a note was made where it is believed these files would better fit into the newly suggested category of “Founded – unable to substantiate.” (As per discussion at the POLIS meeting on April 4, 2017.) This accounts for 17.25% of the files reviewed (49 out of 284). Although I realize it is unlikely the coding of these files will be changed this far after the fact, I present this for information only to show the value of this new category.

It should also be noted that some of the “Unfounded” files, in which it was determined there was no offence, involved third party complaints in relation to young children. In the 2009 audit report of 2007-2008 sexual assaults it states, *“These files used to be routinely coded as ‘Assist to Social Services’ but this practice seems to have changed.”* The Central Records Manager advises this practice was put back into place in approximately 2012 or 2013 and coding would be changed if investigation showed that an offence did occur or if it was being dealt with at a criminal level rather than through the Ministry of Social Services.

There were 19 “Unfounded” sexual assault files in total that Retired Inspector Ballard found would have more appropriately been initiated as “Assist to Social Services” until such time it was determined if an offence had been committed.

Retired Inspector Ballard also found two 2011 files that she felt showed an offence did occur and were therefore coded incorrectly:

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- Case 1 – Recommend that it is “Founded – cleared otherwise” with police discretion. Situation: Brother sexually assaulted younger sister. Family has taken good steps to deal with the situation to ensure all family members are safe and they are working with social services. Do not wish charges to be laid. In addition, it is uncertain exactly when this occurred and the suspect may have been under 12 years of age, which is the age at which a person can be charged with a criminal offence.
- Case 2 – Recommend that it is “Founded – not cleared.” Situation: Complainant provided good initial statement; Doctor who did sexual assault kit noted that something definitely had happened as there was swelling and abrasions inside complainant’s vagina. Investigator made several attempts to contact complainant to get further information and formal interview. File eventually concluded due to lack of further contact and information from the complainant.

No such offence (Case 3) – This was an incident of voyeurism that occurred in 2004. The offence of voyeurism was not enacted until 2005. This incident would not have been considered indictable and therefore the statute of limitations had expired at the time of reporting (as per prosecutor’s opinion).

Other Observations:

- During the three years from 2013 – 2015, the officer who was Staff Sergeant i/c Sex Crimes and Child Abuse Units, in almost all reports, included a short narrative that explained why the file was being concluded as unfounded. This provided insight into what he was thinking at the time and was of great assistance in making the appropriate determinations. While it is not often that a review of this type will be done, it is believed that explanations such as this would also be very useful to Central Records staff who review the coding of files or to others who may be required to review a file for other purposes. This may be a “best practice” that the Police Service wishes to consider.

CONCLUSION:

After her review of these files Retired Inspector Ballard was reminded of how complex and intricate the investigation of sexual assault files can be. Often when people think “sexual assault” their mind immediately goes to the worst case scenario of a violent rape. These were not, with very few exceptions, the types of files under review.

Third party complaints, issues of intent, consent, age of the complainant, age difference between the complainant and the alleged suspect, and position of trust or authority played a large role in reports being cleared as “Unfounded.” This, combined with duplicate files and false complaints, addresses the majority of reasons sexual assault files are determined to be “Unfounded.” The

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complexity of this type of offence and the many different types of offence under the main category is believed to be the cause for a higher “Unfounded” clearance rate than other offences.

The review showed the quality and thoroughness of the reports. The investigators are clearly well trained and in the case of child sexual assault investigations they utilized age appropriate interview techniques for children. In many cases, they went above and beyond to ensure every avenue of investigation was followed up on and to ensure the complainant was notified at the conclusion of the investigation.

Written by: Shelley Ballard, Retired Inspector

**Russ Friesen, Detective Inspector
Investigative Services Division**

Approved by: Jeff Bent, Deputy Chief
Support Services

Submitted by:



**Mark Chatterbok
Acting Chief of Police**

Dated:

Oct 10/17

“PUBLIC AGENDA”

TO: Darlene Brander, Chairperson
Board of Police Commissioners

FROM: Mark Chatterbok
Office of the Chief

DATE: 2017 October 10

SUBJECT: Use of Force Analysis/ Training Initiatives

FILE NO.: 10, 030

ISSUE:

The 2016 Use of Force statistical report was provided to the Board of Police Commissioners in April of 2017. As a result of the 2016 report, specific questions were asked about a 91% increase in force being used during the initial contact stage of interaction between the public and the Saskatoon Police Service (92 to 176 incidents).

RECOMMENDATION:

That this report be received as information.

BACKGROUND:

On April 20, 2017 the Board of Police Commissioners was provided with the 2016 statistical report on the use of force by members of the Saskatoon Police Service. Subsequent to a brief discussion at the conclusion of the report, Mayor Charlie Clark requested additional feedback on the reasons why there was a 91% increase in reported occurrences requiring force at the initial stages of interaction as compared to the same statistic in 2015. The ensuing discussion expanded to include various topics such as; the potential influence of highly publicized racial tensions between the public and police in the United States, increasing use of social media platforms and training initiatives in the area of de-escalation.

This correspondence has been drafted to provide insight into the noted increases and seeks to provide additional feedback on the initiatives taken by the Saskatoon Police Service to train our members in de-escalation techniques.

DISCUSSION:

The Saskatoon Police Service captures a variety of data with respect to every application of force used by police officers while in the line of duty. The data is categorized into approximately 16 different sections and includes specific information on things such as the date, time, file numbers, badge numbers, supervisors, circumstances surrounding the incident, types of force used, reason for the use of force, an explanation of why the force was used, applicable charges,

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when force was required, environmental conditions, injury status, supervisor oversight, etc. It is important to note that the use of a specific form (Use of Force Report) to capture use of force data is only a supplemental guide to the identical information found in the officer’s original occurrence report. The form is used to ensure that specific and direct oversight is provided in every situation where force is used against a member of the public.

The section entitled “Force Used During” captures an additional six sub-categories which include; initial contact, searching & handcuffing, incarcerating, placing under arrest, transporting and other. Interpreting these categories must be done so with some caution, since it represents a relatively subjective view of the circumstances and timing pertaining to a specific use of force. The term “initial contact” shouldn’t be interpreted or quantified by a specific time range, for example within the first 5 minutes of interaction. “Initial contact” can and usually encompasses a wide variety of timeframes, but generally speaking it will relate to any circumstance where police are required and attend as part of an intervention.

It is also important to note that pursuits are categorized as a use of force. Although there is seldom a physical application of force on a member of the public during a pursuit, the Provincial Police Commission requires that all pursuits be recorded as such. In 2016 the Saskatoon Police Service witnessed a substantial increase in the number of pursuits. In fact, we witnessed a 175% increase from 2015. Every single pursuit for 2016 was categorized as a type of force that was applied during “initial contact”. **Thus, the increase in force used during initial contact can be directly attributed to an increase in the number of overall police pursuits in 2016.**

Use of Force Comparison 2014-2016							
Type of Force Used				Force Used During			
	2014	2015	2016		2014	2015	2016
Firearm Discharged	2	3	8	Initial Contact	96	92	176
Firearm Pointed	13	9	15	Searching/ Handcuffing	17	16	34
Firearm- Animal Destruction	12	5	6	Incarcerating	17	12	19
Less Lethal	1	1	1	Placing under arrest	75	72	118
Baton	3	0	3	Transporting	10	13	22
OC Spray	9	1	8	Other	15	11	12
Chemical Weapon	0	0	0				
Canine	24	27	36				
Diversionary Device	3	5	6				
Conducted Energy Weapon	7	17	11				
Conducted Energy Weapon – Point	11	5	12				
Conducted Energy Weapon – A/D	8	7	8				
Physical Control Technique				Injury Status			
- Neck Restraint	3	2	2	Suspect Injured	51	60	101
- Pressure Point Stun	9	0	5	-Death	0	0	1
- Physical Strike	42	44	72	-Medical Attention	58	53	83
- Joint Lock	23	12	17	-Hospitalized	13	18	21
- Takedown/ Throw	35	25	40	Officer Injured	13	13	14
Vehicle Pursuit	61	54	149	-Medical Attention	7	6	3
Other	21	27	60*	-Hospitalized	3	1	1

The impact of recording all pursuits as a use of force upon initial contact is best illustrated through the following example; a patrol officer attempts to stop a vehicle at some point during a

scheduled shift. The operator of the vehicle makes the decision to disregard police authority and subsequently flees in an attempt to avoid apprehension. Officers will weigh a variety of factors into whether they should pursue or not. Pursuits are usually terminated when the risk to the public outweighs the need for apprehension. Despite the fact that there was no personal interaction or a physical application of force, this would be categorized as a use of force upon initial contact.

Caution should also be exercised when attempting to tabulate the numbers in this category since there are often a wide variety of situations where more than one box will be completed by the corresponding officer. It is not an exact science, but it helps in providing some potential insight into when and why force is required.

USE OF FORCE TRAINING:

Although further analysis revealed that an increasing percentage in force being used during initial contact phases was directly attributed to a rise in police pursuits, there is little doubt that we are witnessing an increased propensity by some members of the public to direct violent tendencies towards police officers. Over the last couple of years, mainstream and social media have picked up on violent clashes between police and the public in the United States. Unfortunately, we've also experienced some of these trends in Canada and more specifically in Saskatoon.

Exposure to these situations is then compounded by the fact that we've recently had several occurrences in Saskatoon where people have either pointed or discharged firearms at police officers. Saskatoon and Regina continue to be the CMAs with the highest crime severity indexes throughout 2016. The violent youth CSI increased 5% due to higher rates of police-reported youth accused of attempted murder (+115%), sexual violations against children (+38%) and robbery (+6%).

Although there's a pretty good case to be made suggesting that police officers need a heightened awareness when dealing with the public, we've taken specific steps as an organization to ensure that our officers are well trained and experienced in defusing and de-escalating tense situations. The term “de-escalation training” is a phrase that has been catching on in mainstream policing circles. You can find specific examples of this type of training in different Canadian jurisdictions and the USA abroad. For example, in British Columbia the Justice Institute of British Columbia (JIBC) has a course specifically entitled “De-escalation Training”. The course is defined by a training standard, has specific topics and it fulfills an obligation to teach this concept to all police officers in the province of BC. In contrast, we've already incorporated several aspects of de-escalation strategies into our current training regime. The quintessential elements of de-escalation are the ability to mitigate or lessen a tense situation through an integration of communication, assessment and tactics.

Training our officers in the art of defusing tense situations starts very early in their career. The Saskatchewan Police College incorporates a variety of strategies at the recruit level. The Recruit Training Program at the Saskatchewan Police College provides a foundation of knowledge and skills in relation to police response to crisis situations. Effective communication, both verbal and

“PUBLIC AGENDA”

non-verbal, plays a significant role in assessing, de-escalating, controlling and managing crisis situations. In concert with communication and de-escalation skills, officers develop a strong understanding of their legal authority and the use of reasonable force as a last resource. From this foundation, recruits are presented with ongoing opportunities, integrated across all areas of the program, to assess situational risks, apply effective communication and de-escalation skills and make decisions based on the totality of the circumstances.¹

It is important to recognize that in the performance of an officer’s duties, the associated knowledge, skills and abilities in one area of training overlaps with the knowledge and skills in other areas. Therefore while individual elements of the program such as Verbal Communication and De-escalation can be highlighted, they must be viewed as part of the whole in which consistent practices, procedures, messaging and assessment are key to quality training. Time allocation within the 20-week Recruit Training Program for the Fall 2017 recruit class is as follows:

- Verbal Communication and De-escalation 23.5 hours
- Professionalism Ethics and Integrity 12 hours
- Diversity Awareness 10 hours
- Criminal Justice System in Canada: 95 hours
(Includes Criminal Law, Federal Acts, Provincial Acts and Restorative Justice)
- Introduction to Policing and Daily Detailing 56.5 hours
- Traffic Control and Enforcement 16.5 hours
- Introduction to Investigations 38 hours
- Mental Health 24 hours
- Interpersonal Violence and Abuse 21 hours
- High Risk Investigations 40 hours
- Defensive Tactics: 90 hours
(Includes fitness, control tactics, introductory classroom sessions and POPAT)
- Firearms 82.5 hours
- Public and Officer Safety Training 66.5 hours

Programming related to Verbal Communication and De-escalation is based in Verbal Judo, a set of strategies used in promoting professional interaction with the public, de-escalating heightened situations and gaining compliance from potentially challenging or resistive subjects. In addition, Mental Health First Aid training reinforces the importance of assessing, listening, giving reassurance and information and encouraging the individual to seek professional help. Once introduced the strategies are rehearsed and then applied in first classroom, and then live, scenarios.²

Robust concepts of de-escalation are built into the above training standards. Once an officer arrives in Saskatoon his/her training in these areas is enhanced by exposure to resident experts and yearly training qualifications. Although we don’t have a course specifically identified as “de-escalation” training, we incorporate the philosophy and mindset into the various training

¹ Crumley, Mitch. “Training Standards Request from SPS”. Message to Inspector Patrick Nogier. October 11, 2017.

² Crumley, Mitch. “Training Standards Request from SPS”. Message to Inspector Patrick Nogier. October 11, 2017.

“PUBLIC AGENDA”

initiatives we undertake. This topic is revisited annually by firearms, conducted energy weapons and defensive tactics instruction & training. Occasionally and when budgets permit, we will arrange for specific courses such as Dr. Gregory Vecchi’s crisis intervention training. This three-day course was specifically designed to provide 32 officers with additional intervention tactics and strategies.

In addition to the above noted course training standards the Saskatoon Police Service has strived to exceed expectations by implementing new and cutting-edge initiatives to address public/officer confrontation. The Reality Based Training Association was created by Ken Murray who wrote “Training at the Speed of Life Vol.1”. This line of training also has a 40 hour instructor component which has been obtained by our organization. A pilot project was established through our Human Resources/ Training Section and incorporates the following objectives:

- The SPS will look to integrate concepts of the RBTA into its current training regime.
- The pilot project has been running and steadily improving with the allocation of resources over the past two years.
- The project puts hundreds of officers through a mandatory CEW scenario each year. Feedback from the officers and instructors is that the training provides quality feedback, tools and resources to draw from.
- SPS officers are already given a very high level of instruction by the Saskatchewan Police College and the in-service training is of high quality. The pilot project takes the techniques and offers a formalized structure on how to “live” the decision-making scenario.

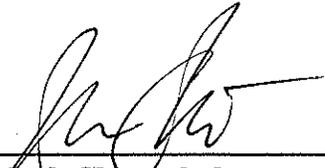
CONCLUSION:

The Saskatoon Police Service witnessed a 91% increase in force being used during the initial contact phase of interaction with the public during 2016. These numbers were a direct result of an increase in police pursuit occurrences which are also classified as a use of force according to the Saskatchewan Police Commission.

The Saskatoon Police Service has a robust training regime to provide officers with the latest tools and skills to lessen the need for physical force during tense and volatile situations.

Written by: Patrick Nogier, Inspector
East Division

**Approved and
Submitted by:**



Mark Chatterbok
Acting Chief of Police

Dated:



“PUBLIC AGENDA”

TO: Darlene Brander, Chairperson
Board of Police Commissioners

FROM: Mark Chatterbok
Office of the Chief

DATE: 2017 October 10

SUBJECT: 2018 Preliminary Police Capital Budget Estimates

FILE #: 2,017

ISSUE:

Attached is the 2018 preliminary capital budget estimates for the Saskatoon Police Service.

RECOMMENDATION:

That the Board receives the preliminary 2018 capital budget estimates as information.

BACKGROUND:

The preliminary capital budget has been prepared based on a 5-year plan – 2018 – 2022.

DISCUSSION:

The \$2,308,000 capital budget is fully funded. A recommended increase of \$88,000 contribution to capital is included in the proposed 2018 operating budget.

2018 Capital Budget - Expenditure Type			
Capital Replacement			
Radio	13.8%	\$ 318,000	
Equipment	13.1%	303,000	
Technology	27.8%	641,000	
Facilities	2.2%	50,000	
	<u>56.8%</u>	<u>\$ 1,312,000</u>	\$ 1,312,000
Capital Expansion			
Radio	0.0%	\$ -	
Equipment	6.5%	150,000	
Technology	12.2%	281,000	
Facilities	16.7%	385,000	
General	7.8%	180,000	
	<u>43.2%</u>	<u>\$ 996,000</u>	\$ 996,000
	<u>100%</u>		<u>\$ 2,308,000</u>

A detailed list of capital expenditures is found on page 9 of the attachment.

Non-SPS Funded Proposed Capital Projects

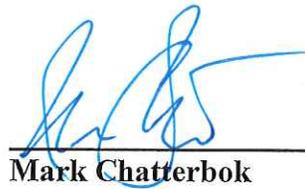
There is one proposed project in the 2018 capital budget which is not intended to be financed by SPS reserves. This additional capital project totals \$250,000. The difference between the SPS funded capital projects and this project is, if funding is not secured from a third party, the project will fall off and not be completed or items proposed in future years may change.

CONCLUSION:

The proposed capital budget is fully funded with the disclosed proposed change to the 2018 operating budget.

Written by: Earl Warwick
Director of Finance

**Approved and
Submitted by:**



Mark Chatterbok
Acting Chief of Police

Dated:

Dec 10/17

Attachment: Capital Budget Narrative

Saskatoon Police Service



2018 CAPITAL BUDGET 2019 – 2022 CAPITAL PLAN

September 2017



Saskatoon Police Service
2018 Capital Budget 2019 – 2022 Capital Plan

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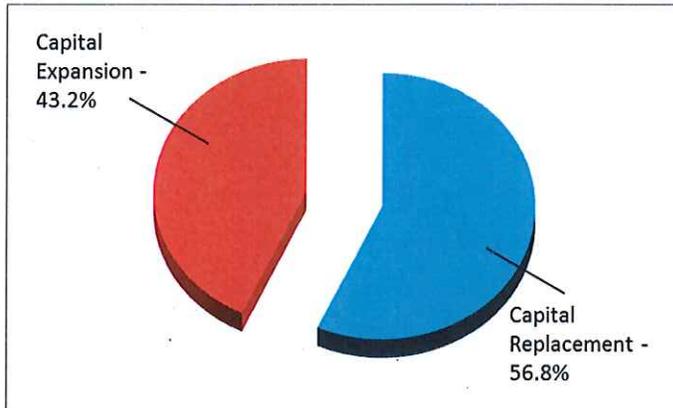
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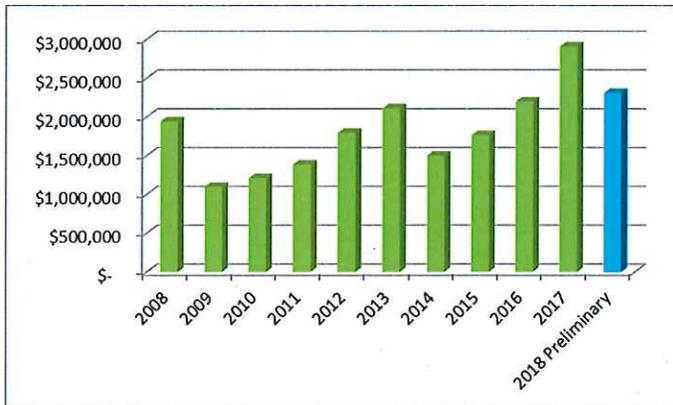
EXECUTIVE SUMMARY

2018 Total SPS Funded Capital Budget – 9 Projects \$2,308,000

SPS 2018 Capital Budget



10 Yr Approved Capital Budget /2018 Prelim Budget



2018 Capital Budget - Expenditure Type			
Capital Replacement			
Radio	13.8%	\$ 318,000	
Equipment	13.1%	303,000	
Technology	27.8%	641,000	
Facilities	2.2%	50,000	
	<u>56.8%</u>	<u>\$ 1,312,000</u>	\$ 1,312,000
Capital Expansion			
Radio	0.0%	\$ -	
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General	7.8%	180,000	
	<u>43.2%</u>	<u>\$ 996,000</u>	\$ 996,000
	<u>100%</u>		<u>\$ 2,308,000</u>

2018 Saskatoon Police Service (SPS) Capital Investments include nine projects totaling \$2,308,000 of which \$1,312,000 is targeted to address a number of asset replacement projects including \$641,000 related to technology and \$318,000 for radio replacements.

Planned capital expansion projects for 2018 total \$996,000 including \$281,000 for technology expansion, and \$180,000 for vehicle needs as well as \$150,000 for equipment expansion. Facility Expansion projects include a new Explosives Disposal Unit budgeted to cost \$350,000 and a contribution of \$35,000 contribution toward the Outdoor Firearms Range Clean-Up and Relocation project.

All projects noted above are to be funded from Police Capital Reserves.



Funding Sources

All 2018 capital projects noted above are proposed to be funded from SPS Capital Reserves. The proposed total annual provision from the Operating Budget into capital reserves is \$1,957,200.

The forecasted balance in capital reserves at the end of 2018 is as follows:

Equipment & Technology Reserve	\$ -110,727
Radio Reserve	\$ 562,448
General Capital Reserve (Includes Additional Vehicles)	\$ 334,579
Facility Renovations & Furniture Replacement Reserve	\$ 42,535
Total Forecasted Balance – All Capital Reserves	\$ 828,835

The Equipment and Technology Reserve will be in a negative balance, but the sum of the remainder of the reserves will have funds available that will exceed that negative balance. SPS is continuing a Capital Review that began in early 2017 to better ascertain the status of existing projects and prioritize the need for future projects.

Operating Budget Impact

2018 projects will not impact the 2017 Operating Budget however are anticipated to increase the 2019 Operation Budget by \$47,000.

Non-SPS Funded Proposed Capital Projects

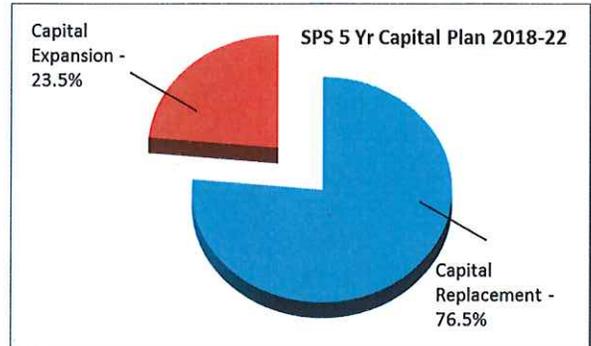
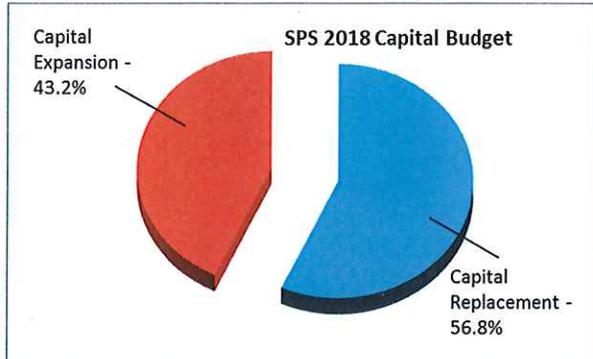
There is one proposed projects in the 2018 Capital Budget which is not intended to be financed by SPS reserves. This additional capital project totals \$250,000. The difference between the SPS funded capital projects and this project is, if funding is not secured from an outside source, the project will fall off and not be completed. Please see the project below:

CAPITAL PROJECTS Not funded by Reserves	2018	2019
2610 ASU Technology Package - 3rd Party funding	250,000	-
	-	-
Total Police Projects - Not funded by Reserves	250,000	-



5 YEAR CAPITAL PLAN

1. Project Overview



2018 Capital Budget - Expenditure Type			
Capital Replacement			
Radio	13.8%	\$ 318,000	
Equipment	13.1%	303,000	
Technology	27.8%	641,000	
Facilities	2.2%	50,000	
	<u>56.8%</u>	<u>\$ 1,312,000</u>	\$ 1,312,000
Capital Expansion			
Radio	0.0%	\$ -	
Equipment	6.5%	150,000	
Technology	12.2%	281,000	
Facilities	16.7%	385,000	
General	7.8%	180,000	
	<u>43.2%</u>	<u>\$ 996,000</u>	\$ 996,000
	<u>100%</u>	<u>\$ 2,308,000</u>	

2018 - 2022 Capital Budget/Plan - Expenditure Type			
Capital Replacement			
Radio	16.6%	\$ 1,878,000	
Equipment	10.7%	1,212,000	
Technology	47.0%	5,325,000	
Facilities	2.2%	250,000	
	<u>76.5%</u>	<u>\$ 8,665,000</u>	\$ 8,665,000
Capital Expansion			
Radio	0.0%	\$ -	
Equipment	2.1%	\$ 234,000	
Technology	10.5%	1,186,000	
Facilities	3.4%	385,000	
General	7.6%	860,000	
	<u>23.5%</u>	<u>\$ 2,665,000</u>	\$ 2,665,000
	<u>100%</u>	<u>\$ 11,330,000</u>	

The most prominent trend for future capital spending relates to asset replacement. Radio, equipment and technology replacement over the five year planning period of 2017 to 2021 is projected to cost \$8.4 million (74%) of total capital spending.

Future capital expansion projects total \$2.7 million (24%) of total capital spending. Proposed key projects include the \$1.2 million in technology expansion, \$860,000 related to vehicle and specialty vehicle expansion and \$350,000 to acquire an explosives storage vessel.



2. Capital Funding

All projects in the five year capital plan are proposed to be funded from existing SPS capital reserves, except as otherwise noted.

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 SPS 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 2018 the total annual provision to the Police Equipment & Technology Capital Reserves will increase by \$88,000. The increased funding meets 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

Increased by \$88,000 from 2017, budgeted transfers to reserves in 2018 will total \$1,957,200.

• Equipment & Technology Reserve	\$1,275,900
• Radio Reserve	\$ 273,100
• General Capital Reserve (Additional Vehicles)	\$ 258,200
• Renovations Reserve	\$ 150,000
○ \$100,000 – Renovations	
○ \$50,000 - Furniture Replacement	
	\$1,957,200

The status of each reserve is summarized below. A table forecasting the sufficiency of reserves is provided later in this report on Page 10.

Equipment & Technology Reserve

The Equipment & Technology Reserve annual Operating Budget provision in 2018 is proposed to be \$1,275,900. 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.
- In 2015 a \$57,400 budget reallocation of existing budget dollars again increased annual reserve funding.
- In 2016 a \$40,000 annual provision increase through a reallocation of existing approved equipment expenditure funding was effected.
- In 2018 a budget increase of \$88,000 is requested to increase capital funding to meet anticipated future needs.

The balance in the reserve at the end of 2018 is projected to be a deficit of \$110,727, which is an improvement over the forecast at this time last year. Deficits are projected for 2019-2022; however, commitment to future projects is still under review. Efforts will continue to prioritize capital projects and potentially reallocate funding between capital categories. In the future, funding of capital reserves may take up a larger portion of the Operating Budget.

Radio Reserve

The Radio Reserve, which is used to finance projects related to 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 project funding demands. In 2016 a contribution of \$35,000 was made to this reserve through the sale of retired radios. A similar contribution is anticipated for 2017. Based on the current annual provision the balance in the reserve at the end of 2018 is projected to be \$562,448. Future projects to the end of the five year planning period of 2021 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 fund vehicle fleet additions. The current funding level for this account is \$258,200 annually.

The balance in the Police General Capital Reserve at the end of 2018 is projected to be \$334,579. Future projects to the end of the five year planning period of 2022 are adequately funded based on current project estimates.



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 the new police headquarters building which in turn 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 at that time.

The balance in this portion of the reserve at the end of 2018 is projected to be \$42,561. 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 2018 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.



2018 CAPITAL BUDGET / 2019 - 2022 CAPITAL PLAN

DRAFT #3	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
POLICE CAPITAL RESERVE PROJECTS	2018 BUDGET	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2018-2022 Total

EQUIPMENT & TECHNOLOGY

P2497 EQUIPMENT REPLACEMENT	303,000	272,000	334,000	-	303,000	1,212,000
P2498 EQUIPMENT EXPANSION	150,000	-	-	-	84,000	234,000
P2499 TECHNOLOGY REPLACEMENT	641,000	905,000	1,332,000	1,356,000	1,091,000	5,325,000
P2610 TECHNOLOGY EXPANSION	281,000	362,000	243,000	150,000	150,000	1,186,000
Total Equipment & Technology	1,375,000	1,539,000	1,909,000	1,506,000	1,628,000	7,957,000

RADIO PROJECTS

P2119 RADIO	318,000	585,000	325,000	325,000	325,000	1,878,000
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GENERAL CAPITAL PROJECTS

P2389 GENERAL CAPITAL PROJECTS	180,000	170,000	170,000	170,000	170,000	860,000
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FACILITIES RENOVATIONS

FACILITIES RENOVATIONS						
2489 Furniture Replacement	50,000	50,000	50,000	50,000	50,000	250,000
2611 Outdoor Range - Disposal Pit Remediation	35,000	-	-	-	-	35,000
2611 EDU" Explosives Containment Vessel	350,000	-	-	-	-	350,000
Total Facility Renovations	435,000	50,000	50,000	50,000	50,000	635,000

Total Police Reserve Projects	2,308,000	2,344,000	2,454,000	2,051,000	2,173,000	11,330,000
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CAPITAL PROJECTS Not funded by Reserves						
2610 ASU Technology Package - 3rd Party funding	250,000	-	-	-	-	250,000
Total Police Projects - Not funded by Reserves	250,000	-	-	-	-	250,000



SPS - 2018 CAPITAL RESERVE SUFFICIENCY FORECAST TABLE

Funding or room in reserves is represented as a credit, shown with brackets
Unbracketed numbers equal an expenditure or deficit in funding

Draft #3	Yr 1		Yr 2		Yr 3		Yr 4		Yr 5	
	2017	2018	2019	2020	2021	2022				
OPENING BALANCE:										
Equip. & Technology	(148,791)	11,627	110,727	373,827	1,006,927	1,237,027				
Radio	(575,205)	(607,348)	(562,448)	(250,548)	(198,648)	(146,748)				
General Capital	(204,179)	(256,379)	(334,579)	(422,779)	(510,979)	(599,179)				
Renovations	(497,535)	(327,535)	(42,535)	(142,535)	(242,535)	(342,535)				
Total Opening Balance	(1,425,710)	(1,179,635)	(828,835)	(442,035)	54,765	148,565				
ADD ANNUAL PROVISION:										
Equip. & Technology	(1,187,900)	(1,275,900)	(1,275,900)	(1,275,900)	(1,275,900)	(1,275,900)				
Radio	(273,100)	(273,100)	(273,100)	(273,100)	(273,100)	(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	(1,869,200)	(1,957,200)	(1,957,200)	(1,957,200)	(1,957,200)	(1,957,200)				
FUNDING AVAILABLE:										
Equip. & Technology	(1,336,691)	(1,336,691)	(1,264,273)	(1,165,173)	(902,073)	(268,973)				
Radio	(848,305)	(848,305)	(880,448)	(835,548)	(523,648)	(471,748)				
General Capital	(462,379)	(462,379)	(514,579)	(592,779)	(680,979)	(769,179)				
Renovations	(647,535)	(647,535)	(477,535)	(192,535)	(292,535)	(392,535)				
Total Funding Available	(3,294,910)	(3,294,910)	(3,136,835)	(2,786,035)	(2,399,235)	(1,902,435)				
LESS EXPENDITURES:										
Equip. & Technology	1,333,000	1,375,000	1,539,000	1,909,000	1,506,000	1,628,000				
Radio	325,000	318,000	585,000	325,000	325,000	325,000				
General Capital	206,000	180,000	170,000	170,000	170,000	170,000				
Renovations	260,000	435,000	50,000	50,000	50,000	50,000				
Total Expenditures	2,196,000	2,124,000	2,308,000	2,344,000	2,454,000	2,173,000				
PROJECT CLOSURES/ ADJUSTMENTS:										
Equip. Repl'mt	12,003.67									
Equip. Expansion	150,000.00									
Technology Repl'mt	(174,559.73)									
Technology Expansion	27,913.50									
Equip. & Technology	15,317									
Radio	(84,043)									
General Capital										
Renovations	60,000									
Total Adjustments	(8,725)									
FORECASTED CLOSING BALANCE:										
Equip. & Technology	11,627	110,727	373,827	1,006,927	1,237,027	1,589,127				
Radio	(607,348)	(562,448)	(250,548)	(198,648)	(146,748)	(94,848)				
General Capital	(256,379)	(334,579)	(422,779)	(510,979)	(599,179)	(687,379)				
Renovations	(327,535)	(42,535)	(142,535)	(242,535)	(342,535)	(442,561)				
Total Closing Balance	\$(1,179,635)	\$(828,835)	\$(442,035)	\$ 54,765	\$ 148,565	\$ 364,365				

TO: Darlene Brander, Chairperson
Board of Police Commissioners

FROM: Mark Chatterbok
Office of the Chief

DATE: 2017 October 10

SUBJECT: 2018 Preliminary Police Operating Budget Estimates

FILE #: 2,017

ISSUE:

Attached is the 2018 preliminary operating budget estimates for the Saskatoon Police Service.

RECOMMENDATION:

That the Board of Police Commissioners receives the preliminary 2018 operating budget estimates as information.

BACKGROUND:

The police administration is forwarding the 2018 budget estimates with a 3.25% (\$2,814,500) increase over the 2017 budget. The request for 2018 compares with the 2017 budget, which was a 2.76% (\$2,325,100) increase versus the 2016 budget.

The 2018 budget includes both a base budget increase and a service level increase. There are no growth positions being requested in this year's operating budget estimates.

Aside from contractual salary and payroll costs, the base budget increase consists of cross charges to the City and base adjustments. Cross charges include an increase to the Headquarters Building Reserve (\$67,400) and a small increase to the operating costs for the headquarters building (\$8,400). These increases are more than offset by a reduction to energy costs (\$225,000) in the headquarters building. Base adjustments consist of impacts of inflation (\$372,500), an increase in contributions to capital reserves (\$89,100) and a small increase to program changes (\$63,700).

There are two service level changes relating to programming, both of which are being funded by the Federal Government. The programs are Strengthening Families (an early intervention program for at risk children and youth) and Victim Services, which include a 1.5 FTE increase and 1 FTE increase respectively. Both programs are cost neutral to the Service and were operational mid year 2017.

A further service level change (\$40,000) is for a Media Specialist position which was approved by the Board of Police Commissioners outside of the budget cycle in 2017.

DISCUSSION:

The Saskatoon Police Service 2018 Operating Budget Estimates were prepared using a zero-based budgeting approach. A zero-based budget is one in which every expense is scrutinized for validity, whether or not it is an expense which existed in a prior budget period.

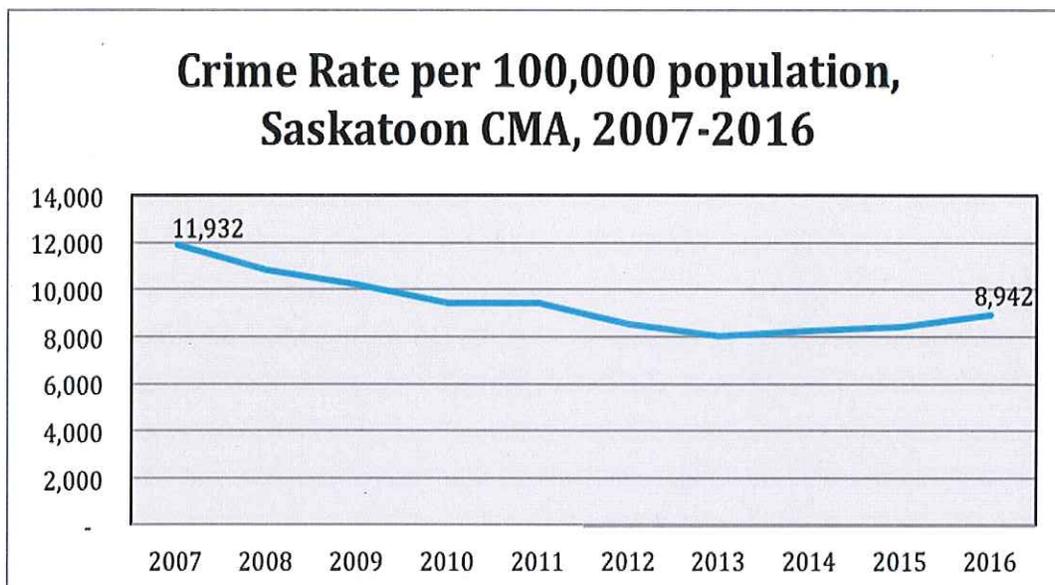
SPS Finance prepared a training package to explain the budgeting process and expected outcomes for all budget managers within SPS. The training included a general overview of the budgeting process and some guidance regarding whether a considered expense is actually needed versus a “nice to have” item. SPS budget managers were also provided with a budget input document that included the last three years of actual expenditures by operating account, as well as the 2017 operating budget accounts. This enabled the budget managers to have a thorough understanding of current and previous year’s expenditures to assist them in developing their 2018 operating budgets.

The SPS has 52 cost centers, and in the course of preparing their budgets, 22 cost centers found savings over the 2017 operating budget, 13 cost centers remained the same, and 17 cost centers requested increases.

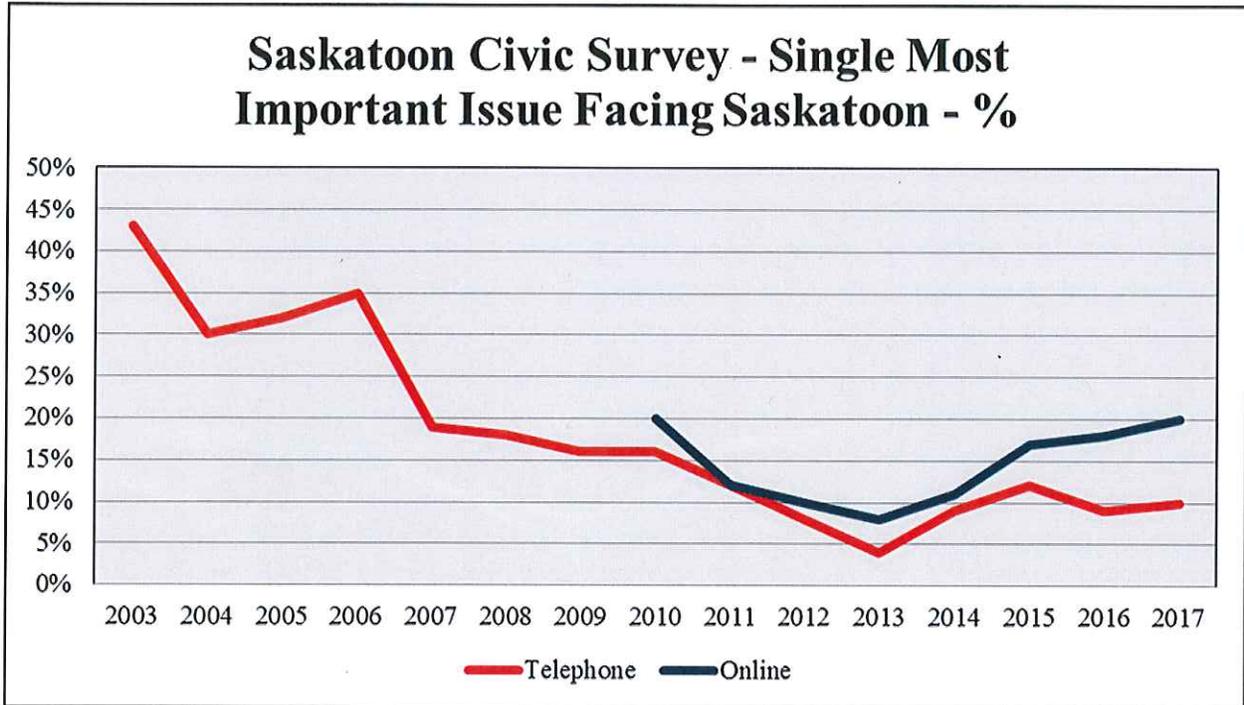
The Saskatoon Police Service is cognizant of our share of the City’s Operating Budget and the current financial reality in which it is operating. The Service has not asked for any new growth positions in the 2018 budget and budget managers have closely scrutinized their 2018 budget submissions. The largest component of the budget increase is regarding contractual salaries and payroll cost increases (\$2,639,100).

CONSIDERATIONS FOR THE 2018 BUDGET

1. Crime continues in a downward trend. The chart below shows there are over 8,000 fewer criminal violations every year compared to 2003 in a city that continues to experience growth. In 2013 we began to see an increase in crime, which continued in 2016. As of the end of July 2017, property crime has increased 11.1% and violent crime has been flat.



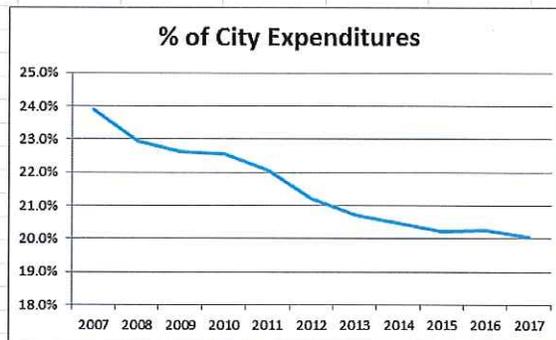
- The Saskatoon Civic Survey illustrates that crime and policing are no longer the #1 issue facing Saskatoon as stated by respondents, but remains high on respondent level of importance.



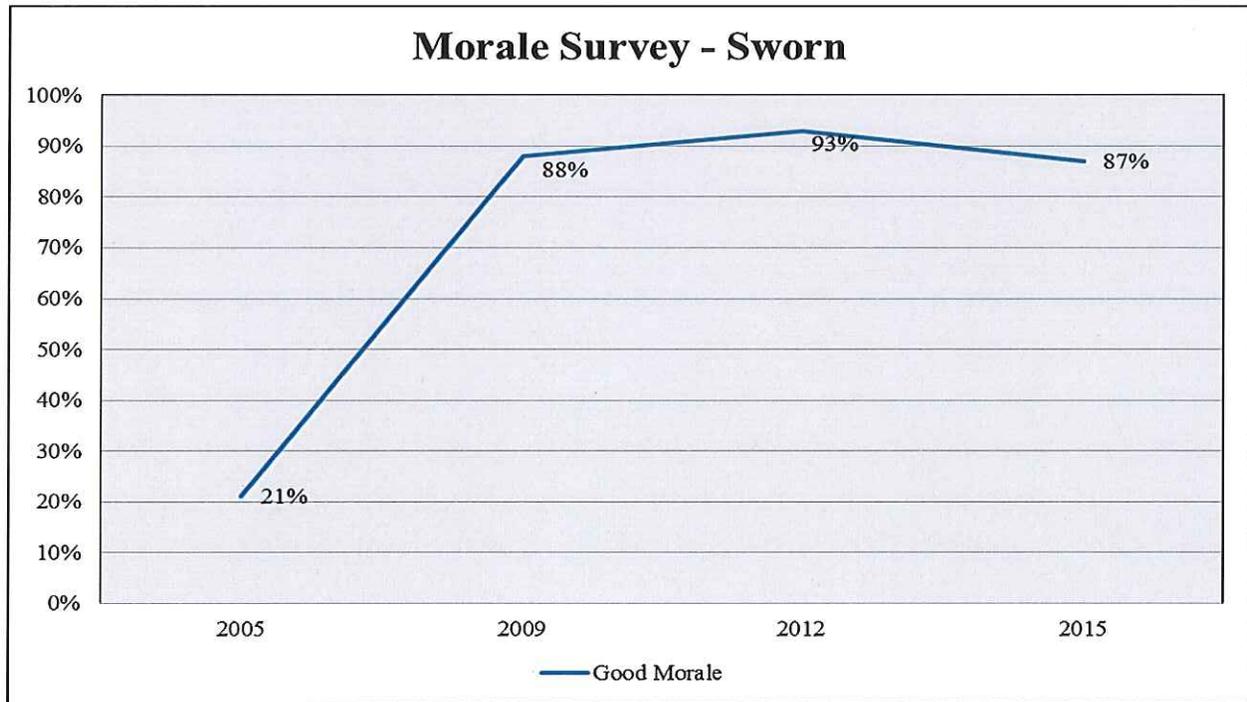
- The Police Service expenditures continue to decrease as a percentage of the City’s overall budget expenditures.

SPS vs City Total Operating Budget Expenditures

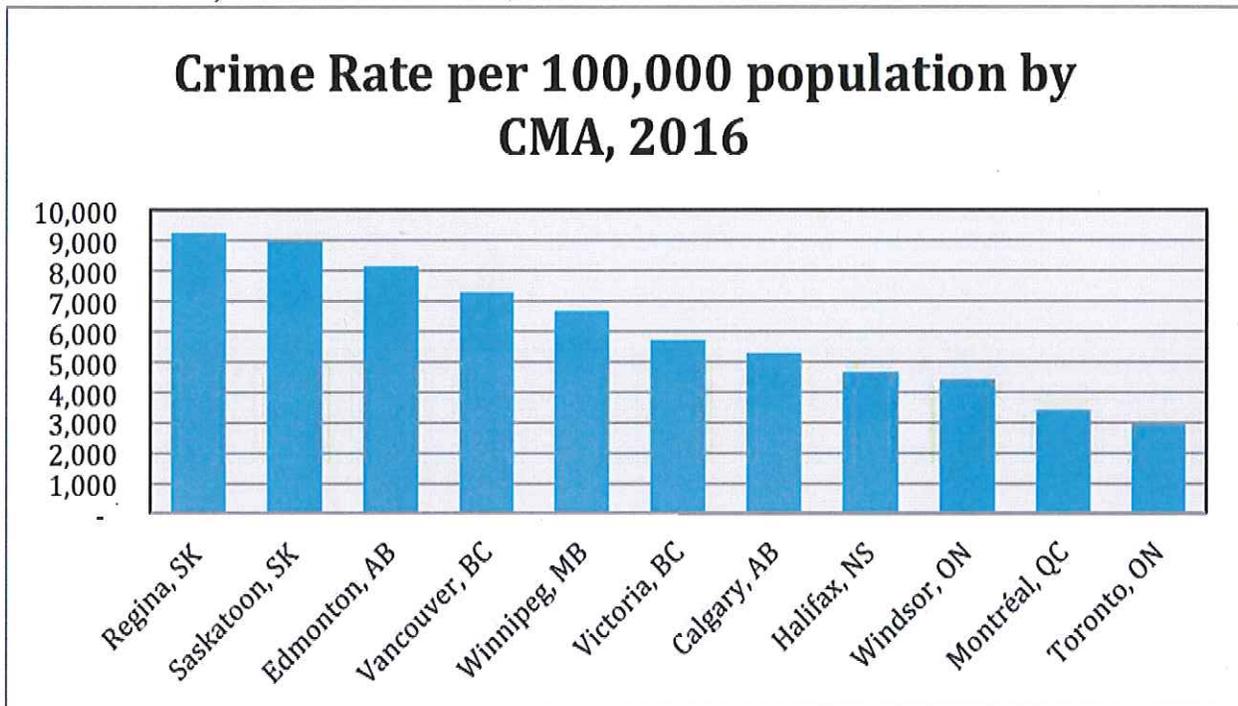
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
% of City Expenditures	23.9%	22.9%	22.6%	22.6%	22.1%	21.2%	20.7%	20.5%	20.2%	20.3%	20.1%
SPS Total Expenditures	54,858,600	58,407,100	63,407,800	66,988,100	71,824,000	76,109,796	80,106,600	84,729,000	89,589,900	94,155,800	95,778,000
City Total Expenditures	229,702,400	254,766,800	280,442,600	296,955,000	325,409,300	358,623,100	386,831,700	413,733,600	443,052,500	464,749,700	477,600,000



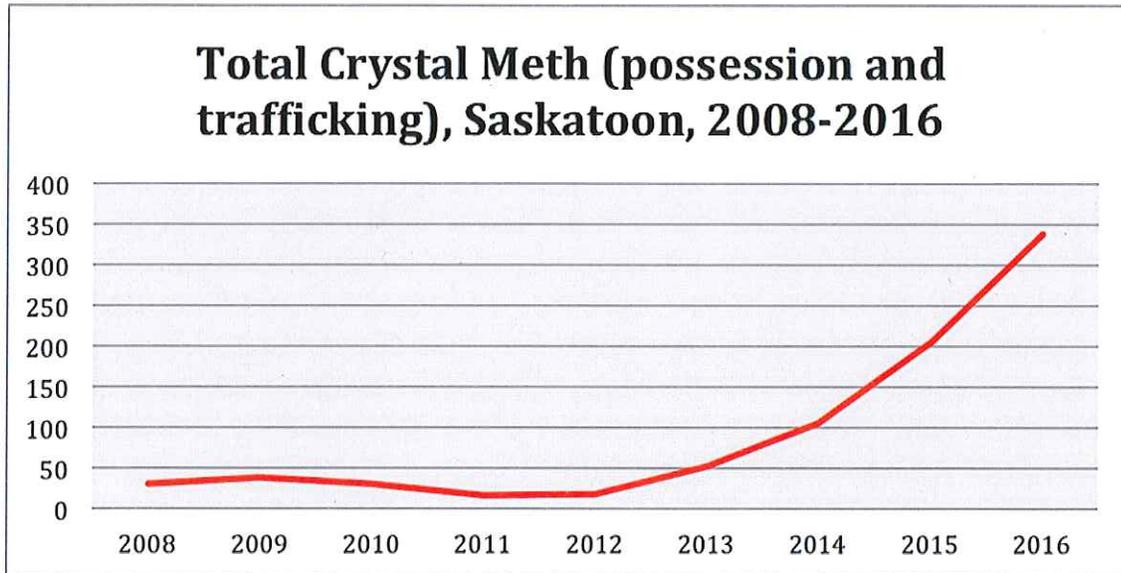
4. Morale within the Police Service continues to be high. The next internal survey will be completed in 2018.



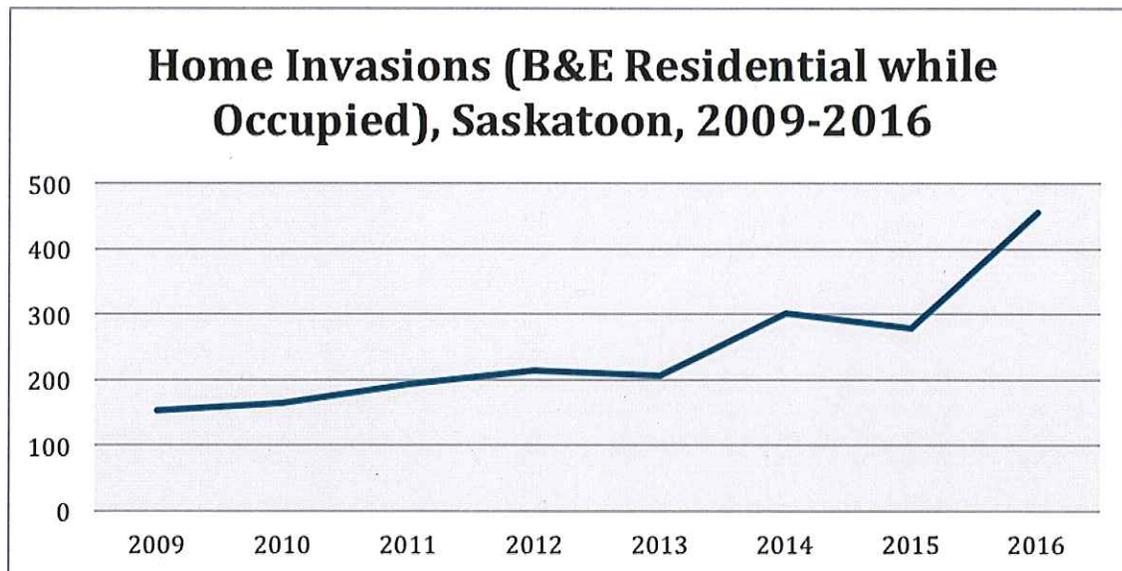
5. Regina and Saskatoon continue to have the highest crime rates of cities with a population over 100,000.



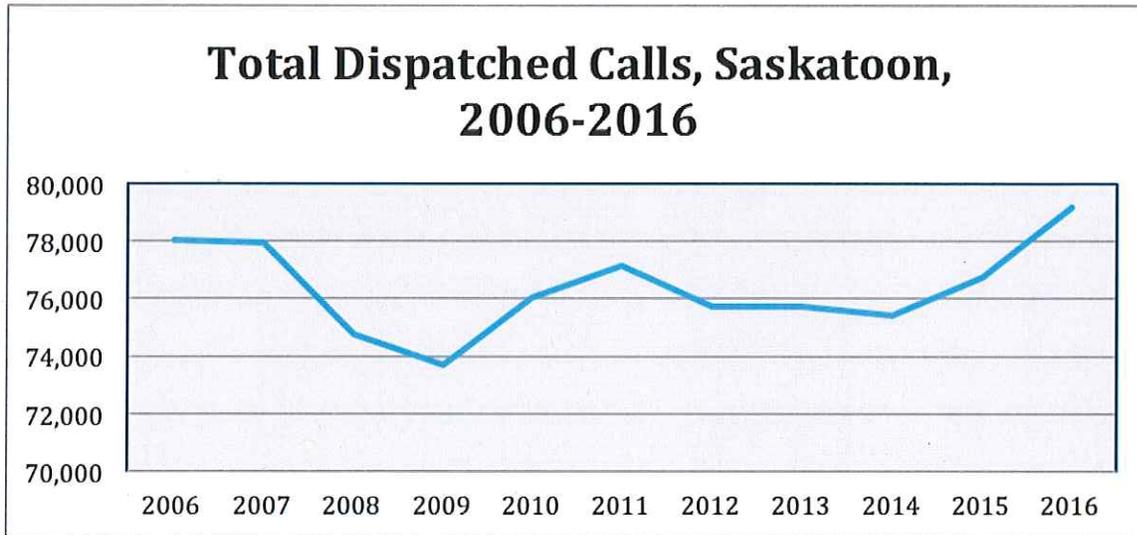
- 6. Methamphetamine use has escalated across Western Canada and we have seen a significant increase since 2013. This drug remains a significant contributor to the increase in property offences in Saskatoon.



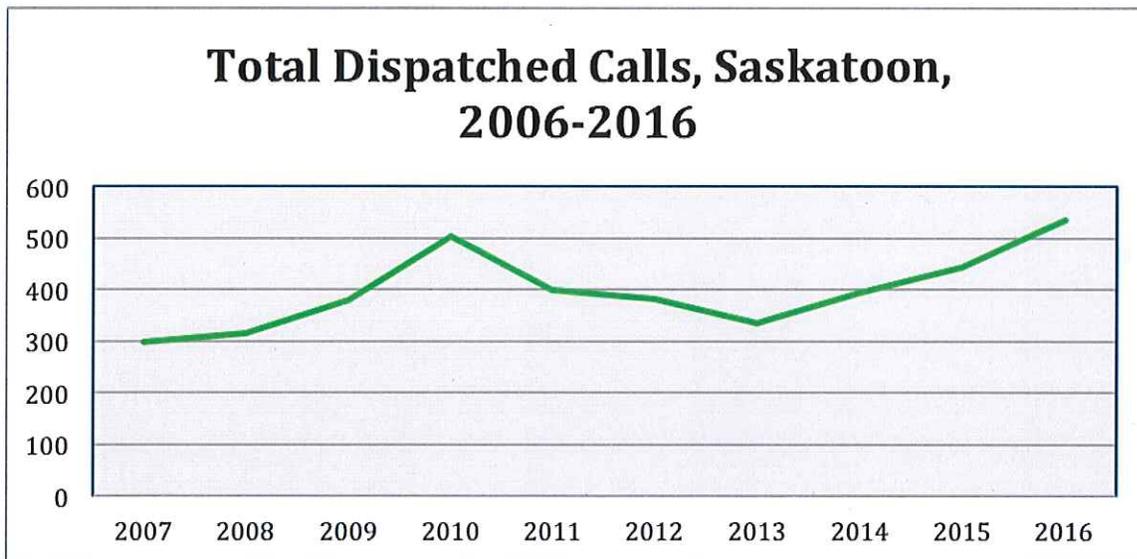
- 7. Home invasions due to drug activity continue an upward trend.



8. Dispatched calls for service continue an upward trend since 2014.



9. Dispatch calls for mental health concerns continue to increase. This chart only reflects known mental health concerns at the time of dispatch. The members attend many more calls where mental health becomes evident at the scene. In addition, in 2016 members attended 1,376 calls regarding attempted suicide.



10. The legalization of cannabis in Bill C45 and Bill C46 are expected to become law in July of 2018. This legislation may have a negative impact on impaired driving rates, complaints regarding the over-production of cannabis, and other complaints for service.

“PUBLIC AGENDA”

2018 will be the first year that the Saskatoon Police Service is mandated to follow the Freedom of Information and Protection of Privacy Legislation. The demand for services under the legislation will need to be closely monitored in order to meet time requirements contained in the legislation.

2018 Continuous Improvement Items

- E-Ticketing will be implemented that allows a Member to swipe a person's drivers license and enter an offence into the computer, generating the ticket. The computer then transfers information electronically to the Court database. This will be a time saver for Members and reduce errors.
- Paying invoices with P-Cards as opposed to other forms of payment will result in an annual saving of \$14,176.
- Consideration is being given to operating a telephone based reporting system.
- CopLogic web based reporting system received 4,750 reports in 2016 for a 3,562.5 hours and total savings of \$166,546. The Service is working to install two CopLogic terminals at the Service Centre this fall to allow the public to leave a simple report in this manner rather than wait to speak to a Constable.
- Cybercrime Support Constable position has been established and it is believed this dedicated person familiar with cyber-crime investigations and connected to internet providers and other on-line resources will save investigators across Criminal Investigations a substantial amount of time.
- Provincial Lawful Intercept Program will not only realize efficiencies through partnerships with the Regina Police Service, an application to the Criminal Property Forfeiture Fund in the amount of \$395,000 for the development of this program was successful.
- Funding was received from SaskJustice to train SPS Members together with Crown Prosecutors and Ministry of Social Services staff in the Stepwise Forensic Interviewing course. This interviewing technique is intended to minimize the trauma to a child being interviewed while maximizing the quality of information obtained and the integrity of the investigative process.
- A Patrol Missing Person pilot project was recently done that saw a Constable and alternate on each of the four Platoons assigned to work on missing person investigations. While not all of the benefits are realized yet, a measurable benefit is the 25% reduction in the average time a missing person file is active with the Police Service.
- Retirement and reduction of our fleet by three patrol units saved the Service \$41,760 in lease costs.
- Use of the vehicle pool continues to realize savings as the yearly budget for outside vehicle rentals resulted in a savings of approximately \$13,000.
- Telephone lines within the Service were examined with some land lines being eliminated and others moved from SaskTel to VoIP, resulting in a savings of approximately \$3,000-\$5,000.
- A standardized office supply order list has been created with an expected savings of \$3,000.
- Administrative changes have been made in Asset Management using collective data that has saved employee time.
- A number of changes to the administrative procedures in our Exhibits and Lost and Found Sections will result in higher accuracy and time saving for staff across the Police Service.
- Central Records has examined workloads and made several staffing changes to hours, duties assigned to positions, etc. that has resulted in a significant reduction of overtime and the elimination of work backlogs.

“PUBLIC AGENDA”

The 2018 operational strategic initiatives remain unchanged from 2017:

- ✓ 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.
- ✓ Traffic safety – reducing traffic collisions and injuries is a cornerstone for public safety. We will continue to participate with the RCMP in the Regional Traffic Safety Initiative which is funded by the provincial government.
- ✓ Reduce acutely elevated risk situations – we will continue to 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.
- ✓ 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 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.
- ✓ Detailing a cultural diversity action plan - 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 continue to work on our business plan, to
 - further reduce crime and victimization
 - increase interaction with youth
 - enhance community collaboration
 - provide appropriate services around the rich diversity of our community
 - assist those suffering from mental health or substance abuse issues
 - remain at the forefront of information technology
 - develop and maintain an encompassing human resource development plan
 - increase internal efficiencies within the Service
 - increase traffic safety

CONCLUSION:

The increase in the 2018 operating budget estimates is related to negotiated salaries and payroll costs, inflation, cross charges to the City and capital contributions for the headquarters building.

**Written and
Submitted by:**

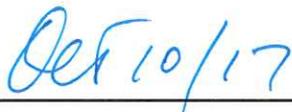
**Mark Chatterbok
Acting Chief of Police**

Approved by:



**Mark Chatterbok
Acting Chief of Police**

Dated:



Attachment

