

**PUBLIC AGENDA
SASKATOON BOARD OF POLICE COMMISSIONERS**

Thursday, March 17, 2016, 12:00 pm
Committee Room A, Second Floor, City Hall
COMMISSIONERS:

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

Pages

1. MINUTES/DELEGATIONS/PRESENTATIONS

1.1 Call to Order

1.2 Confirmation of Agenda

A request has been received to consider Item 3.1 as the first item of business.

Recommendation

That the agenda be confirmed as presented and Item 3.1 be the first item of business.

1.3 Adoption of Minutes

Recommendation

That the minutes of regular meeting of the Board of Police Commissioners held on February 17, 2016 be adopted.

1.4 Delegations

1.4.1 Anti-Bullying Presentation - Students from North Park School

5 - 5

A report dated March 1, 2016 from the Chief of Police is attached.

Recommendation

That the students of North Park School be heard and the information be received.

1.5 Chair's Report

1.6 Chief's Report

1.7 Environmental Scan

2. CORRESPONDENCE/CITY COUNCIL REFERRALS

2.1 Communications to Council - Police Sirens - C. Campbell 6 - 6

A copy of the above communication dated March 5, 2016 is attached.

Recommendation

That the information be received.

2.2 Communications to Council - Saskatoon Police Cars Idling - H. Peever 7 - 7

A copy of the above communication dated February 16, 2016 is attached.

Recommendation

That the information be received.

3. REPORTS

3.1 Operational Review 8 - 9

A report dated February 16, 2016 is attached.

Recommendation

1. That the Board of Police Commissioners enter into a contract with Perivale & Taylor Consulting in the amount of \$198,550, for the Saskatoon Police Service Operational Review; and
2. That the Board Chair and Secretary be authorized to execute the contract documents under the Board Seal, as prepared by the Board Solicitor.

3.2 Additional Paramedics in Detention 10 - 12

A report of the Chief of Police dated March 9, 2016 is attached.

Recommendation

That the Board authorize an extension to the contract with MD Ambulance to provide Emergency Medical Technicians on a 24-hour basis.

3.3 Police Safety Initiative 13 - 14

A report of the Chief of Police dated March 17, 2016 is attached.

Recommendation

That the information be received and forwarded to City Council for its information.

3.4 2015 Year End Financial Report 15 - 33

A report of the Chief of Police dated February 29, 2016 is attached.

Recommendation

That the information be received.

3.5 2016 Capital Budget Adjustment Request - FLIR Replacement - Air Support Unit 34 - 36

A report of the Chief of Police dated March 9, 2016 is attached.

Recommendation

1. That the Board approve a 2016 Capital Budget expenditure adjustment of \$312,823.00 for the purchase of an Electro-Optic/Infrared (EO IR) camera; and
2. That the Board forward the capital budget adjustment request to City Council for approval.

3.6 Appreciation to the Saskatoon Police Service 37 - 50

A report of the Chief of Police dated March 3, 2016 is attached.

Recommendation

That the information be received.

4. RESPONSES TO BOARD REFERRALS

4.1 Representative Workforce at the Saskatoon Police Service 51 - 62

A report of the Chief of Police dated March 3, 2016 is attached in response to an inquiry of former Commissioner Martell in 2014.

Recommendation

That the information be received.

5. OTHER

- 5.1 Canadian Association of Police Governance - Resolution Guidelines - 2016** 63 - 70

CAPG Call for Resolutions and Resolutions Guidelines are attached. The deadline for submission is Friday, May 13, 2016.

Recommendation

That the Board provide direction as to any resolutions for submission.

- 6. BOARD INQUIRIES** 71 - 71

“PUBLIC AGENDA”

TO: Darlene Brander, Chairperson
Board of Police Commissioners

FROM: Clive Weighill
Chief of Police

DATE: March 1, 2016

SUBJECT: Anti-bullying Presentation
Students from North Park School

FILE #: 8012

ISSUE:

For the past couple of years, Crimes Stoppers has been working closely with the Ministry of Education to set up a safe and anonymous way for students to report incidents of bullying through Crime Stoppers. Last year, the Ministry provided funding to be utilized by the five Crime Stoppers programs in Saskatchewan to promote this initiative, provide training to the call takers receiving the tips on bullying as well as training those who will be dealing with this issue in the schools.


On November 26, 2015, an anti-bullying presentation was given by a group of students of North Park Wilson Elementary School to members of the Saskatoon Police Service. A representative from Crime Stoppers attended this presentation and invited this group to a Crime Stoppers Board meeting to give the presentation. Because Crime Stoppers sponsored a group of students in 2015 to attend the Red Cross Respect Ed training, it was felt that this group might be interested in taking the Red Cross anti-bullying training so that they would be able to help victims of bullying throughout their high school years.

RECOMMENDATION:

That students of North Park School attend the March 17th Board of Police Commissioners Meeting and provide a presentation on anti-bullying.

Written & Approved by: Clive Weighill
Chief of Police

Submitted by:



Clive Weighill
Chief of Police

Dated:

MARCH 2 2016

From: Corrine Campbell <corrinedpm@outlook.com>
Sent: March 05, 2016 10:37 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

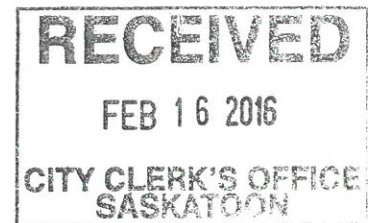


Submitted on Saturday, March 5, 2016 - 22:36
Submitted by anonymous user: 207.195.120.157
Submitted values are:

Date: Saturday, March 05, 2016
To: His Worship the Mayor and Members of City Council
First Name: Corrine
Last Name: Campbell
Address: 506 - 320 5th Ave. N
City: Saskatoon
Province: Saskatchewan
Postal Code: S7K 2P5
Email: corrinedpm@outlook.com
Comments:
I recently purchased a downtown condo. This is a high-density living area....is it possible to turn off the sirens of police etc. roaring down 24th/25th sts., say after 9pm?
Thanks

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/73584>

From: Harvey Peever on behalf of Web NoReply
Sent: Tuesday, February 16, 2016 9:50 AM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Tuesday, February 16, 2016 - 09:50
 Submitted by anonymous user: 207.195.86.132
 Submitted values are:

Date: Tuesday, February 16, 2016
 To: His Worship the Mayor and Members of City Council
 First Name: Harvey
 Last Name: Peever
 Address: 1125 east centre
 City: Saskatoon
 Province: Saskatchewan
 Postal Code: S7j3a4
 Email:

Comments:

Further to my complaint about Saskatoon police cars idling excessively, I received a response from a member of the Saskatoon police stating that it was a matter of officer safty that the cars remain idling whenever it is below zero.

I was told the cars have been tweaked so they only use one liter per hour idling - the Internet said the average is 3.5 plus per hour for a average car. If it is true that you can tweek a car that much please pass that info along to everyone.

I was told the electronics are at issue and that is why the cars must idle below zero - I question, has any testing Been done at minus 5 or minus 10 for one vehicle for one winter? What about summer - are the cars idling to keep equipment cool?

I suggested if I or someone else were to find the other police departments elsewhere had a different practice would Saskatoon police consider changing policy? The response was NO and possibly another department doesn't care about their officers as much? WHAT?

I make my observations based on a laymans common sense but the only times (twice) I have contacted the Saskatoon police with a concern I have been met with a guarded response and feel as though I am being brushed off.

The last time I tried to give information I had about an accident that happened in Sutherland involving a car and an access transit bus several years ago, I explained the car passed me at close to double the legal limit and hit an access bus turning left I was told it was the bus drivers fault for turning left when unsafe to do so. I tried to explain the excessive speed of the car and the bus could not possibly know that but officer would have none of it.

Just two bad experiences by one citizen.

Harvey Peever

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/66571>

“PUBLIC AGENDA”

TO: Darlene Brander, Chairperson
Board of Police Commissioners

FROM: Mark Chatterbok
Deputy Chief of Police

DATE: 2016 February 16

SUBJECT: Operational Review

FILE #: 10,010-4

ISSUE:

A sub-committee of the Board of Police Commissioners was created to review proposals and provide a recommendation on the successful proponent to conduct an operational review of the Saskatoon Police Service.

RECOMMENDATION:

1. That the Board of Police Commissioners enter into a contract with Perivale & Taylor Consulting in the amount of \$198,550, for the Saskatoon Police Service Operational Review; and
2. That the Board Chair and Secretary be authorized to execute the contract documents under the Board Seal, as prepared by the Board Solicitor.

DISCUSSION:

A sub-committee of the Board of Police Commissioners was created to review proposals and provide a recommendation on the successful proponent. The sub-committee members were His Worship Mayor Atchison, Chairperson Darlene Brander, Deputy Chief Bernie Pannell, Deputy Chief Mark Chatterbok, and Director Sherry Ruddick.

Six proposals were received in response to the City of Saskatoon Request for Proposal #15-0896. These proposals were reviewed and graded by the sub-committee in terms of completeness, content, abilities, and costs. Following the grading exercise, the six proposals were narrowed down to two and presentations by these two consulting firms were given to the sub-committee on February 12, 2016.

The sub-committee unanimously recommends that the contract for the operational review be awarded to Perivale & Taylor Consulting in the amount of \$198,550.

CONCLUSION

Following a thorough analysis of submitted proposals and two presentations, the sub-committee unanimously recommends that Perivale & Taylor Consulting be awarded the contract to conduct an operational review of the Saskatoon Police Service. If approval is provided by the Board of Police Commissioners, SPS legal counsel Ashley Smith and Board counsel Rob Gibbings will be asked to negotiate a formal contract with Perivale & Taylor by March 1, 2016. Once the contract is in place, our SPS liaison, Supt. Grant Foster, will be assigned full time to this project. The final report will be delivered to the Board of Police Commissioners in December 2016, subject to any unforeseen delays.

Written by: Mark Chatterbok
Deputy Chief of Police

Submitted by:

for 
Clive Weighill
Chief of Police

Dated:

March 9, 2016

“PUBLIC AGENDA”

TO: Darlene Brander, Chairperson
Board of Police Commissioners

FROM: Clive Weighill, Chief of Police
Office of the Chief

DATE: 2016 March 09

SUBJECT: Additional Paramedics in Detention

FILE #: 2016

ISSUE:

The Saskatoon Police Service (SPS) does not have 24 hour per day coverage by Emergency Medical Technicians (EMT) in our detention cells. Tragically on Friday February 26, 2016, there was an in custody death in the SPS Detention Center.

The unfortunate incident occurred during the 12 hour period when there was no EMT on duty.

RECOMMENDATION:

That the Board authorize an extension to the contract with MD Ambulance to provide Emergency Medical Technicians on a 24 hour basis.

BACKGROUND:

In 2011 the Board entered into an accord with the Saskatoon Health Region, Saskatoon Tribal Council, Federation of Saskatchewan Indian Nations, and the police service to find alternatives for persons being held in police cells for non-criminal activity. All the members of the accord agreed that persons suffering from mental health and/or addictions are a health issue, not a police issue.

In July of 2011 the Saskatoon Police Service received a \$150,000 yearly grant from the Saskatoon Health Region to assist in providing coverage in the Saskatoon Police Service Detention Center. The Saskatoon Police Service then entered into a contract with MD Ambulance to provide the EMTs in the Detention Center. The contract with MD Ambulance amounts to \$245,000 per year which exceeds the Saskatoon Health Region grant by about \$95,000 and this amount is covered out of the police service operating budget.

“PUBLIC AGENDA”

The current contract is to supply EMT service in Detention for 12 hours per day from 6 p.m. to 6 a.m. This leaves a 12 hour period where the Service does not have trained medical personnel to evaluate and assess prisoners.

The role of the EMT is to observe the prisoners when they are being booked into the Detention Center. They watch the prisoners and evaluate their responses to medical questions. If there are concerns the EMT may either do a physical check of the prisoner or may recommend that the prisoner be sent to hospital. The EMTs also monitor the prisoners while they are in the cells looking for signs of distress.

DISCUSSION:

The Saskatoon Police Service is currently examining having EMTs in our Detention Center 24 hours a day. The Service contemplated increasing the use of an EMT during peak weekend days, but have come to the conclusion that any gap in time an EMT is not available could leave a vulnerability. This is the second death in Saskatoon Police Service Detention in three years; both occurring during the day shift when no EMT is on duty.

The administration is doing a review of our records to see how many times during a year we may have no prisoners in Detention. While there is no doubt at times there are no prisoners in detention this appears to be mainly for small periods of time during the day on weekdays. Further discussion will need to take place to ascertain if a call-out procedure can be utilized or failing that, see what meaningful work can be done by the EMTs if there are no prisoners to evaluate and monitor.

BUDGET IMPLICATIONS:

Based on our current contract the additional cost to the Service of having EMTs in the Detention Center 24 hours a day is estimated at around \$245,000. If we are able to place an additional day shift by May 1, 2016, the unbudgeted cost to Service in 2016 is approximately \$163,000. The 2017 budget will then increase by \$245,000. The Service will attempt to absorb the 2016 cost within existing budget.

At this time there does not appear to be an outside source to fund the extension of hours.

CONCLUSION:

The Saskatoon Police Service is exploring options to provide 24 hour coverage by Emergency Medical Technicians in our Detention Center. The anticipated additional cost to the Police Service this year is estimated at \$163,000.

“PUBLIC AGENDA”

**Written by: Bernie Pannell
Deputy Chief, Administration**

**Approved &
Submitted by:**

for 

**Clive Weighill
Chief of Police**

Dated:

March 9, 2016

“PUBLIC AGENDA”

TO: Darlene Brander, Chairperson
Board of Police Commissioners

FROM: Clive Weighill
Chief of Police

DATE: 2016 March 17

SUBJECT: Police Safety Initiative

FILE #: 2011

ISSUE:

The Service undertook an operational plan from June 2015 to December 2015 in an effort to enhance visibility and enforcement in the; Downtown, Riversdale, and Broadway Business Improvement Districts.

RECOMMENDATION:

That the information be received and forwarded to City Council for their information.

DISCUSSION:

As in many cities, Saskatoon is experiencing an increase in homeless people and persons suffering from mental illness and addiction issues. The police service received requests from business owners and citizens to provide a higher level of visibility in the downtown area, Riversdale and Broadway Business Improvement Districts. Central Division Command staff held a meeting with businesses to hear their concerns and offer suggestions on maintaining a safe business area.

In mid-2015 an operational plan was implemented for the Bikes and Beats, aided by the Community Safety Officers to focus on:

- Additional police presence and visibility;
- Call response and enforcement;
- Panhandling;
- Securing shelter for the homeless;
- Support where possible for those suffering from mental illness and/or addictions.

The police worked closely with the Lighthouse Stabilization Unit in an effort curb activity outside of their facility. One program that has greatly reduced the number of persons on the street has been the initiation of daytime programming at the Lighthouse. This program has drawn many people off the street and into their facility, thus decreasing persons panhandling and

“PUBLIC AGENDA”

wandering the streets. The Lighthouse has seen demand for stabilization stays climb from 1,948 in 2013 to 7,577 in 2015.

Between June and December 2015, the Beats and Bikes have documented the following:

- 6066 patrol hours;
- 2536 business visited;
- 1752 calls for service attended;
- 224 citizen / client contacts;
- 295 Criminal Code charges;
- 408 Arrests;
- 493 Alcohol Gaming Regulation Act, Summary Offence Procedure Act (a large majority would be related to intoxicated individuals), Spitting – Public urination and Panhandling charges.

Looking Forward:

- We will be encouraging the BIDS to have their merchants call the SPS so that statistics can be more accurately captured.
- A monthly crime statistic report to the BIDS is being developed to enhance communication between the BIDS, merchants and the SPS.
- A joint Downtown/Police Business Security seminar is planned for June 2016.
- The police service will maintain beats and bikes and a high visibility.

CONCLUSION

The Saskatoon Police Service will continue to work with our many partners to ensure the City of Saskatoon remains a safe city to live and shop.

Written by: **Clive Weighill**
Chief of Police

Submitted by: 
Clive Weighill, Chief of Police

Dated:

MARCH 4 2016

“PUBLIC AGENDA”

TO: Darlene Brander, Chairperson
Board of Police Commissioners

FROM: Clive Weighill
Chief of Police

DATE: 2016 February 29

SUBJECT: 2015 Year End Financial Report

FILE #: 2017

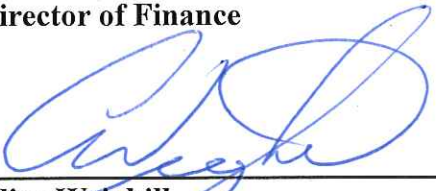
ISSUE:

The 2015 fiscal year for the Saskatoon Police Service ended December 31, 2015. A report has been prepared summarizing the overall Operating and Capital Budget performance including an analysis of major variances between budget and actual results.

RECOMMENDATION:

That the information be received.

Written by: Don Bodnar
Director of Finance

Submitted by: 
Clive Weighill
Chief of Police

Dated: MARCH 2 / 16

(Attachment)

Saskatoon Police Service

Honour - Spirit - Vision



2015 YEAR END FINANCIAL REPORT



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PART A: OPERATING BUDGET

Performance Overview

The Saskatoon Police Service ended fiscal 2015 with a budget surplus of \$534,600 (.67%). Total revenues were \$893,425 (9.38%) higher than budgeted while total expenditures were \$358,825 (.40%) over budget including an over expenditure of \$723,775 in staff compensation costs and an under expenditure in non-staff compensation costs of \$364,950.

	2015 BUDGET	2015 ACTUAL	VARIANCE	%VARIANCE
Revenues	\$ 9,523,700	\$ 10,417,125	\$ 893,425	9.38%
Expenditures				
Staff Compensation	72,422,700	73,146,475	(723,775)	(1.00%)
Non - Staff Compensation	17,167,200	16,802,250	364,950	2.13%
Total Expenditures	89,589,900	89,948,725	(358,825)	(0.40%)
Total Net Budget	\$ 80,066,200	\$ 79,531,600	\$ 534,600	0.67%

Revenues

2015 revenues were \$893,425 (9.38%) over budget. Provincial Government revenue was \$374,566 higher than anticipated accounting for a significant portion of the positive variance. Increased Provincial Government revenue was largely due to receiving \$212,500 in non-budgeted revenue for overtime cost recovery related to a major investigation as well as increased funding for a number of government programs. Other notable positive variances included \$355,753 in higher than expected Criminal Record Check Revenue and \$196,033 in non-budgeted Special Duty Revenue. Partially offsetting these positive variances was a decrease in Federal Government revenue of \$159,376 primarily due to the sooner than expected completion of two secondment positions.

Expenditures

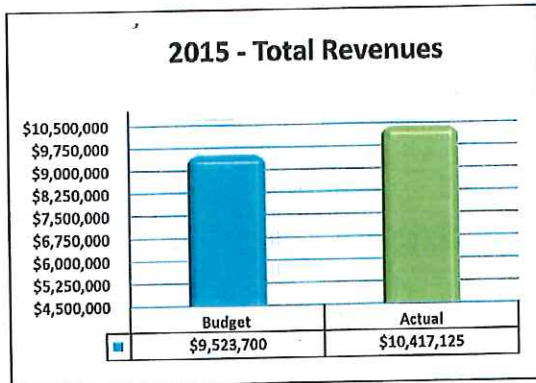
Total expenditures were over budget \$358,825(.40%) including staff compensation which was over budget \$723,775 (1%) and non – staff compensation costs under budget by \$364,950 (2.13%). Over expenditures in staff compensation were largely related to higher than budgeted overtime costs and negotiated salary increases. Under expenditures in non – staff compensation costs were highlighted by savings of \$288,578 in fleet costs largely related to reduced fuel prices. In addition there were lower spending requirements in various areas including investigation project expenses, training and travel costs.

VARIANCE ANALYSIS:

The following is a more detailed analysis of significant revenue and expenditure variances.

REVENUES:

Total revenues for the 2015 were \$893,425 (9.38%) over budget.



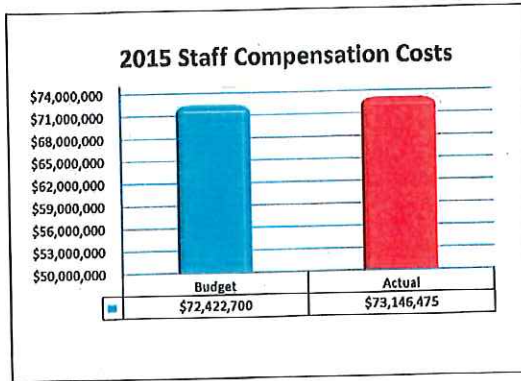
	2015 BUDGET	2015 ACTUAL	VARIANCE	%VARIANCE
REVENUES				
General Revenue	\$861,400	\$1,289,182	\$427,782	49.66%
Special Duty Revenue	-	196,033	196,033	No Budget
Prov. Of Sask. Revenue	7,332,700	7,707,266	374,566	5.11%
Gov't Of Canada Revenue	841,300	681,924	(159,376)	(18.94%)
Grant Revenue		27,395	27,395	No Budget
False Alarm Admin. Rev.	488,300	515,325	27,025	5.53%
TOTAL REVENUES	9,523,700	10,417,125	893,425	9.38%

- **General Revenues** were \$427,782 (49.66%) higher than expected with the largest variance reported in Criminal Record Check revenue which was \$355,753 over budget. The remainder of the variance was made up of a number of relatively small amounts spread among various cost centers.
- **Special Duty Revenue** is not budgeted however amounted to \$196,033 for the year in line with 2014 total actuals of \$210,175.
- **Provincial Government Revenues** were \$374,566 (5.11%) over budget. A large portion of this positive variance was related to receiving non-budgeted revenues. This included \$212,500 in non-budgeted overtime cost recovery related to a major investigation, \$115,665 for a new non-budgeted position for the Automated Speed Enforcement program and \$89,132 in funding for the new Center of Responsibility (COR) “Flow Through” Program which is fully funded by the Provincial Government. In addition Sask911 program funding increased by \$57,186 higher than budgeted. Partially offsetting these positive variances was an \$86,270 decrease in budgeted revenue and expenditures related to the Provincial Integrated Traffic Unit.

- **Government of Canada Revenues** were \$159,376 (18.94%) under budget primarily due to the sooner than expected completion of two secondments, one for the Provincial Officer in charge of the Combined Forces Special Enforcement Unit (CFSEU) the other for the Integrated Proceeds of Crime Unit.
- **Grant Revenue** which was not budgeted totalled \$27,395 mostly related to the Cultural Resource Unit.
- **False Alarm Program** administration fees were over budget \$27,025 (5.53%) due to an increase in the number of registered alarmed premises.

STAFF COMPENSATION:

Total Staff Compensation expenditures (salary, severance pay, payroll costs and uniforms) were \$723,775 (1%) over budget.



	2015 BUDGET	2015 ACTUAL	VARIANCE	%VARIANCE
Staff Compensation				
Salaries	\$61,945,300	\$62,747,963	(\$802,663)	(1.30%)
Severance Pay	465,000	181,049	283,951	61.06%
Payroll Costs	9,557,400	9,663,646	(106,246)	(1.11%)
Uniforms	455,000	553,817	(98,817)	(21.72%)
Total Staff Compensation	72,422,700	73,146,475	(723,775)	(1.00%)

- **Salary** expenditures were \$802,663 (1.3%) over budget with primarily due to higher than budgeted overtime costs and negotiated salary increases. A summary of all major variances is as follows:

Major Variances

➤ Salary Contingency - (Over) Under Budget	(297,582)
➤ Staff Vacancy Savings	1,100,928
➤ Non-Budgeted Positions	(1,072,201)
Net Vacancy/Non-Budgeted Variance	28,727
➤ Other Earnings - (Over) Under Budget	\$ (312,723)
➤ Special Duty Overtime - Billed Back	\$ (151,485)
➤ Net Other Variances	(69,599)
Total Salary Variance	\$ (802,663)

Salary Contingency

The majority of the over expenditure in salary contingencies was related to higher than budgeted negotiated salary increases for 2015 for both the Police Association and Executive Officers.

Net Vacancy/Non-Budgeted Position Variance

Efforts to maintain authorized staffing levels throughout the year were an ongoing issue as the Service attempted to match the timing of new hires to vacancies. Although staff vacancies were substantial this past year the Service managed to limit net staff vacancy savings to \$28,727.

Staff Vacancy Savings

Staff vacancy savings totalling \$1,100,928 included these significant contributors:

➤ Maternity/Parental leave savings	\$ 614,487
➤ Position backfilling savings	297,728
➤ Staff vacancy savings	352,232
➤ WCB savings	129,314
➤ Sick Bank Savings	84,784
➤ Leave without pay savings	80,783
Subtotal	1,559,328
Less Budgeted Savings	(458,400)
	\$ 1,100,928

Maternity/Paternity Leaves

Maternity and paternity leave savings amounting to \$614,487 were a significant factor impacting salary costs as 27 officers were on leave at some point during this past year.

Position Backfill Savings

\$297,728 of savings were realized in 2015 due staff turnover and the backfilling of positions at a rate lower than budgeted.

Staff Vacancy Savings

Staff vacancy savings amounted to \$352,232 for the year. The majority was related to civilian positions (\$225,099) spread throughout the Service with Central Records the most impacted.

Non Budgeted Positions

Non-budgeted police position costs amounted to \$610,101 related to regular sworn members hired in advance of vacancies. \$187,480 was spent on non-budgeted Special Constable positions in Communications while non-budgeted civilian position costs amounted to \$274,620. The civilian positions were related to staff vacancies and workload demands primarily in Finance, Crime Free Multi-Housing, Asset Management and Central Records. Central Records non-budgeted positions were completely offset by vacancy savings in their Cost Center.

Other Earnings

Other Earnings were \$312,723 over budget mostly due to overtime. Overtime payouts were \$238,336 higher than expected while the value of the Overtime Bank rose by a non-budgeted amount of \$57,930. The number of hours in the Overtime Bank actually decreased slightly however the overall value of bank hours increased reflective of negotiated wage increases. Other notable over budget areas included statutory holiday pay (\$63,997) and clothing allowance (\$20,153). Under budget categories included vacation payouts (\$45,474), field training officer pay (\$23,524) and shift differential pay (\$20,496).

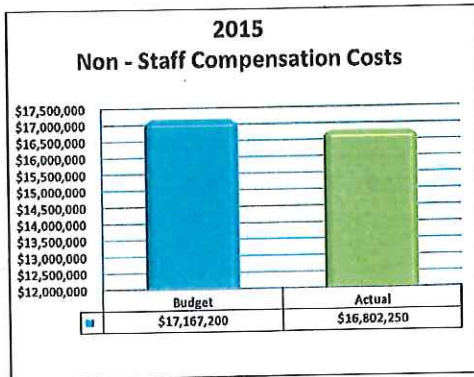
Contractual Severance Pay was \$283,951 (61.06%) under budget mainly due to a lower than anticipated number of retirees. There were six severance payouts made this past year.

Payroll Costs were \$106,246 (1.11%) over budget directly linked to the overall negative variance in salaries.

Uniforms were \$98,817 (21.72%) over budget. A number of sections reported minor variances however the largest variance was in Asset Management where Uniform expenditures were \$138,628 over budget. This was the result of increased demand for regular kit items including an increase in body armour orders due to problems with vendors and sizing. In addition there were a number of non-budgeted items purchased such as radio holders, insulated pants and flashlights.

NON- STAFF COMPENSATION COSTS:

Total non-staff compensation costs for 2015 were \$364,950(2.13%) under budget.



Non-Staff Compensation Costs	2015 BUDGET	2015 ACTUAL	VARIANCE	%VARIANCE
Categorized Operating Costs				
Vehicles - Operating & Maintenance	3,988,600	3,700,022	288,578	7.24%
Facilities - Operating & Maintenance	5,776,200	5,841,524	(65,324)	(1.13%)
Contract & Services	2,184,600	2,242,439	(57,839)	(2.65%)
Technology & Equipment	1,838,900	1,836,856	2,044	0.11%
Training & Travel	843,000	791,078	51,922	6.16%
Materials & Supplies	866,600	916,499	(49,899)	(5.76%)
Total Operating Costs	15,497,900	15,328,418	169,482	1.09%
Transfers to Reserves	1,837,200	1,837,200	-	0.00%
Grant/Subsidies	26,000	33,041	(7,041)	(27.08%)
Cost Recovery	(193,900)	(396,409)	202,509	(104.44%)
Total Non-Staff Compensation Costs	17,167,200	16,802,250	364,950	2.13%

Vehicles – Operating & Maintenance Under budget \$288,578 (7.24%).

Decreased fuel cost was the major contributor to budget savings in this expenditure category including under budget V&E Fuel/Lube/Oil (\$144,101) and External Fuel (\$79,479). Regular V&E Fuel was under budget due to lower than expected fuel prices while External Fuel was under budget due to a combination of lower prices and usage changes that reduced fuel consumption. In addition V&E Rent was \$119,189 under budget largely due to delays in vehicle upgrades and minor reductions in fleet requirements. The largest negative variance was in Air Support airplane rental which was \$54,447 over budget related to usage and price increases.

Facilities – Operating & Maintenance Over budget \$65,324 (1.13%).

Significant over budget accounts to note included Data Communication Expense (\$56,760) and VoIP phones charges (\$55,400) both due to budget preparation problems. Regular Building Maintenance was \$28,253 higher than expected. Helping to offset these over expenditures was Landline Phones costs which were \$77,116 under budget due to a reduction in Centrex and Sask911 phone line requirements.

Contract & Services Over budget \$57,839 (2.65%).

Contractual Services were \$143,341 over budget including \$83,667 in non-budgeted expenditures related to the Provincially funded Center of Responsibility (COR) Program and

\$84,605 in higher than budgeted Police Board expenditures. Partially offsetting these negative variances was under budget spending in Special Services amounting to \$100,175 with the largest variance in CID- Project/Investigation Expenses (\$91,872).

Technology & Equipment Under budget \$2,044 (.11%).

There were a number of contributors to this over all minor variance. Major under budget positive variances in this category included lower than expected Fixed Asset Purchases saving \$107,712. As well Computer Equipment was \$93,223 under budget mostly due to the 911 Program where delays in implementing the new Intrado workstations saved \$144,000. Offsetting over budget accounts included Computer Fixed Assets (\$49,112), Office Equipment (\$46,660), Computer Hardware Expense (\$43,352) and Computer Equipment Maintenance (\$34,416).

Training & Travel Under budget \$51,922 (6.16%).

Variances of note include under budget spending of \$28,343 in Staff Development related to decreased needs for police recruit accommodations and educational reimbursements. In addition Police College regular training costs were \$23,177 under budget while Travel was \$33,776 under budget. Included in this budget category as well was non-budgeted "Reimbursed Travel" amounting to \$49,341 all of which was cost recovered from outside agencies.

Materials & Supplies Over budget \$49,899 (5.76%). There were a number of minor variances in this category however the most significant of note included regular Materials & Supplies which was \$46,993 over budget with the Firearms Unit (CEW training supplies) accounting for the majority of this amount. Advertising spending was the largest reported positive variance as it was \$38,881 under budget.

Transfers to Reserves On budget.

Grants/Subsidies Over budget \$7,041 (27.08%).

The provision budgeted for the Pipes & Drums Band uniform replacement was overspent.

Cost Recovery Over budget \$202,509 (104.44%).

Significant positive variances included cost recovery for Red Light Camera Program salaries (\$43,280), Office of the Chief travel (\$37,790), Police Association "union business" (\$31,406) and Asset Management – staff parking, (\$26,563).

(Financial Statement Operating Variance Summary Report Attached)



**SASKATOON POLICE SERVICE - 2015 OPERATING VARIANCE SUMMARY REPORT
FOR THE YEAR ENDING DECEMBER 31, 2015**

	2015 BUDGET	2015 ACTUAL	VARIANCE	%VARIANCE
REVENUES				
General Revenue	\$861,400	\$1,289,182	\$427,782	49.66%
Special Duty Revenue	-	196,033	196,033	No Budget
Prov. Of Sask. Revenue	7,332,700	7,707,266	374,566	5.11%
Gov't Of Canada Revenue	841,300	681,924	(159,376)	(18.94%)
Grant Revenue		27,395	27,395	No Budget
False Alarm Admin. Rev.	488,300	515,325	27,025	5.53%
TOTAL REVENUES	9,523,700	10,417,124	893,424	9.38%
EXPENDITURES				
	2015 BUDGET	2015 ACTUAL	VARIANCE	%VARIANCE
Staff Compensation				
Salaries	\$61,945,300	\$62,747,963	(\$802,663)	(1.30%)
Severance Pay	465,000	181,049	283,951	61.06%
Payroll Costs	9,557,400	9,663,646	(106,246)	(1.11%)
Uniforms	455,000	553,817	(98,817)	(21.72%)
Total Staff Compensation	72,422,700	73,146,475	(723,775)	(1.00%)
Non-Staff Compensation Costs				
	2015 BUDGET	2015 ACTUAL	VARIANCE	%VARIANCE
Categorized Operating Costs				
Vehicles - Operating & Maintenance	3,988,600	3,700,021	288,579	7.24%
Facilities - Operating & Maintenance	5,776,200	5,841,525	(65,325)	(1.13%)
Contract & Services	2,184,600	2,242,439	(57,839)	(2.65%)
Technology & Equipment	1,838,900	1,836,856	2,044	0.11%
Training & Travel	843,000	791,078	51,922	6.16%
Materials & Supplies	866,600	916,499	(49,899)	(5.76%)
Total Operating Costs	15,497,900	15,328,417	169,483	1.09%
Transfers to Reserves	1,837,200	1,837,200	-	0.00%
Grant/Subsidies	26,000	33,041	(7,041)	(27.08%)
Cost Recovery	(193,900)	(396,408)	202,508	(104.44%)
Total Non-Staff Compensation Costs	17,167,200	16,802,250	364,950	2.13%
TOTAL EXPENDITURES	89,589,900	89,948,725	(358,825)	-0.40%
TOTAL NET BUDGET	\$ 80,066,200	\$ 79,531,600	\$ 534,600	0.67%



**SASKATOON POLICE SERVICE - 2015 OPERATING VARIANCE SUMMARY REPORT
FOR THE YEAR ENDING DECEMBER 31, 2015**

	2015 BUDGET	2015 ACTUAL	VARIANCE	%VARIANCE
REVENUES				
4000 General Revenue	861,400	1,289,182	\$427,782	49.66%
4018 Special Duty Revenue	-	196,033	196,033	No Budget
4176 Prov. Of Sask. Revenue	7,332,700	7,707,266	374,566	5.11%
4177 Govt Of Canada Revenue	841,300	681,924	(159,376)	(18.94%)
4178 Grant Revenue	-	27,395	27,395	No Budget
4404 False Alarm Admin. Rev.	488,300	515,325	27,025	5.53%
TOTAL REVENUES	9,523,700	10,417,124	893,424	9.38%
EXPENDITURES				
Staff Compensation				
5000 Salaries	61,945,300	62,747,963	(802,663)	(1.30%)
5012 Severance Pay	465,000	181,049	283,951	61.06%
5100 Payroll Costs	9,557,400	9,683,646	(106,246)	(1.11%)
5180 Uniforms	455,000	553,817	(98,817)	(21.72%)
Total Staff Compensation	72,422,700	73,146,475	(723,775)	(1.00%)
Operating Costs				
Vehicles - Operating & Maintenance				
5201 Car Allowance	6,000	5,058	942	15.70%
5711 Accident Repair	9,000	24,763	(15,763)	(175.14%)
5800 V & E Rent	2,789,400	2,670,211	119,189	4.27%
5801 External Rentals	212,700	267,147	(54,447)	(25.60%)
5805 External V&E Rentals	224,100	209,023	15,077	6.73%
6210 Fuel Lube Oil	595,200	451,099	144,101	24.21%
6225 External Fuel	152,200	72,721	79,479	52.22%
Total Vehicles - Operating & Maintenance	3,988,600	3,700,021	288,579	7.24%
Facilities - Operating & Maintenance				
5202 CFSEU Parking	-	6,948	(6,948)	No Budget
5300 Telephone & Fax	222,900	145,784	77,116	34.60%
5304 Cell Phones	37,600	23,164	14,436	38.39%
5308 VOIP	-	55,400	(55,400)	No Budget
5307 Cell Phone Service Monthly Charge	163,100	184,982	(21,882)	(13.42%)
5305 Data Communication Expense	86,100	142,860	(56,760)	(65.92%)
5600 Building Maintenance	80,000	108,253	(28,253)	(35.32%)
5610 IS-Facilities Branch Services	4,895,700	4,895,700	-	0.00%
5803 Lease Costs	275,300	275,361	(61)	(0.02%)
6002 Water & Sewer (Offsite)	1,200	902	298	24.84%
6003 Natural Gas (Offsite)	3,800	3,617	183	4.82%
6004 Electricity (Offsite)	10,500	(1,447)	11,947	113.78%
Total Facilities - Operating & Maintenance	5,776,200	5,841,525	(65,325)	(1.13%)
Contract & Services				
5301 Freight	8,200	16,540	(8,340)	(101.70%)
5500 Special Services	603,100	502,925	100,175	16.61%
5530 License & Insurance	200,200	203,103	(2,903)	(1.45%)
5549 Towing	30,000	21,845	8,155	27.18%
5550 Contractual Services	1,108,300	1,251,641	(143,341)	(12.93%)
5555 Corporate Information Services	49,900	49,900	-	0.00%
5562 Memberships	28,000	27,445	555	1.98%
5900 Special Programs	104,400	91,573	12,827	12.29%
5901 Special Programs	-	310	(310)	No Budget
5902 Special Projects	-	5,277	(5,277)	No Budget
5903 Special Projects	-	0	-	No Budget
5913 Special Projects	-	22,320	(22,320)	No Budget
5915 Intersection Safety	50,000	43,756	6,244	12.49%
6701 Banking Fees	2,500	5,804	(3,304)	(132.16%)
Total Contract & Services	2,184,600	2,242,439	(57,839)	(2.65%)

 SASKATOON POLICE SERVICE - 2015 OPERATING VARIANCE SUMMARY REPORT FOR THE YEAR ENDING DECEMBER 31, 2015				
	BUDGET	ACTUAL	VARIANCE	%VARIANCE
Technology & Equipment				
5700 Equipment Maintenance	236,400	232,429	3,971	1.68%
5701 Computer Equip. Maintenance	236,700	271,116	(34,416)	(14.54%)
5710 Radio Maintenance	248,700	252,396	(3,696)	(1.49%)
6105 Computer Equipment	231,400	138,177	93,223	40.28%
6106 Computer Software Expense	657,100	682,726	(25,626)	(3.90%)
6107 Computer Hardware Expense	14,200	57,552	(43,352)	(305.30%)
6130 Office Equipment	21,200	67,860	(46,660)	(220.10%)
6300 Fixed Asset Purchases	180,700	72,988	107,712	59.61%
6301 Computer Fixed Assets	12,500	61,612	(49,112)	(392.90%)
Total Technology & Equipment	1,838,900	1,836,856	2,044	0.11%
Training & Travel				
5200 Travel	99,400	65,624	33,777	33.98%
5203 Travel - Reimbursed	-	49,341	(49,341)	No Budget
5204 Training - Reimbursed	-	1,771	(1,771)	No Budget
5540 Staff Training - General	402,900	387,498	15,402	3.82%
5541 Staff Training - Specific	10,000	9,900	100	1.00%
5542 Staff Development	116,000	87,657	28,343	24.43%
5945 In House Training	42,300	30,650	11,650	27.54%
5946 CPC Training	96,000	105,414	(9,414)	(9.81%)
5947 SPC Training	76,400	53,223	23,177	30.34%
Total Training & Travel	843,000	791,078	51,922	6.16%
Materials & Supplies				
5302 Postage	18,300	17,515	785	4.29%
5400 Advertising	254,400	215,519	38,881	15.28%
5404 Publications	17,400	18,977	(1,577)	(9.06%)
6100 Office Supplies	75,700	93,757	(18,057)	(23.85%)
6101 Office Paper	29,100	40,461	(11,361)	(39.04%)
6102 Fax/Printer Cartridges	14,100	7,885	6,215	44.08%
6110 Internal Printing	15,700	6,873	8,827	56.22%
6120 External Printing	36,000	45,082	(9,082)	(25.23%)
6200 Materials & Supplies	329,700	376,693	(46,993)	(14.25%)
6220 Meals	67,700	81,395	(13,695)	(20.23%)
6233 Audio Visual Materials	8,500	12,342	(3,842)	(45.20%)
Total Materials & Supplies	866,600	916,499	(49,899)	(5.76%)
Total Operating Costs	15,497,900	15,328,417	169,483	1.09%
Transfers to Reserves				
6400 Transfer to Reserves - Capital	1,829,200	1,829,200	-	0.00%
6455 Transfer to Reserves - Operating	8,000	8,000.00	-	0.00%
Total Transfers to Reserves	1,837,200	1,837,200	-	0.00%
Grants/Subsidies				
6500 Subsidies	26,000	33,041	(7,041)	(27.08%)
Cost Recovery				
8996 Cost Recovery - Salaries	-	(75,737)	75,737	No Budget
8999 Cost Recovery - Other Costs	(193,900)	(320,672)	126,772	(65.38%)
Total Cost Recovery	(193,900)	(396,408)	202,508	(104.44%)
TOTAL EXPENDITURES	89,589,900	89,948,725	(358,825)	(0.40%)
TOTAL NET BUDGET	80,066,200	79,531,600	534,600	0.67%

PART B: CAPITAL BUDGET

Capital budget performance for fiscal 2015 has been summarized as follows:

Completed Projects

Ten capital projects were completed in 2015 with expenditures totaling \$1,615,445. The most notable included P2119 (2012) Radio Replacement (\$450,630) and P2499 (2015) Computer Network Storage Replacement (\$500,287). Six of the ten projects had minor over expenditures coming within approximately \$1,000 of being on budget.

Active Projects

Twenty-seven capital projects with approved funding of \$126,826,654 remain active among these is funding of \$121.1 million for the New Headquarters Facility. Twenty-one projects were carried over from previous years. All projects are at varying stages of completion with no significant expenditure overruns expected.

On Hold – Projects

Three technology and radio expansion projects with approved funding of \$242,000 have been categorized as on-hold and are subject to further review.

(Capital Project Summary Report Attached)

QUARTERLY REPORT
December 2015

PROJECT NUMBER	YEAR STARTED	PROJECT COMPONENT NAME	PROJECT DESCRIPTION	APPROVED BUDGET \$	EXPENDITURES TO DATE	REMAINING BUDGET	BUDGET STATUS & PROJECTIONS	CONTRACTS AWARDED	Overall Project Status
1389	2012	NOTEBOOK REPLACEMENT	Replace in-car notebooks	(700,000)	668,521	(31,479)	Expected to be within budget. Estimated completion 2016.	Radio IP Software Inc. (\$30.8k), WBM (\$6388k)	Carry-Over
2119	2012	RADIO REPLACEMENT	Replacement of portable and mobile radios as end of useful life is reached	(450,000)	450,630	630	Minor Over expenditure.	Motorola Solutions Canada Inc. \$37.8k+\$95.5+=\$251.3=\$384.6k	Complete
2119	2013	RADIO REPLACEMENT	Replacement of portable and mobile radios as end of useful life is reached	(325,000)	261,391	(63,609)	Estimated Completion October 2016.	Motorola Solutions Canada Inc. \$37.8k+\$95.5+=\$251.3=\$384.6k	Carry-Over
2119	2014	RADIO REPLACEMENT	Replacement of portable and mobile radios as end of useful life is reached	(365,000)	369,443	4,443	Minor Over expenditure. \$328k reserve funding is spent. \$44k Provincial funding has not been received.	Motorola Solutions Canada Inc. \$37.8k+\$95.5+=\$251.3=\$384.6k	Carry-Over
2119	2015	RADIO REPLACEMENT		(325,000)	-	(325,000)	Expected to be within budget	None	New
2119	2015	RECORDING HUB SERVER		(186,000)	-	(186,000)	Expected to be within budget	None	New
2123	2009	EQUIPMENT PURCHASES (SIDEARM & IN-CAR FIREARM)	Replacement of Police Service firearms	(224,000)	209,205	(14,795)	Expected to be within budget Competition date not known	Police Ordnance Company Inc. \$156.0 US	Carry-Over
2132	2008	NEW HEADQUARTERS FACILITY	Planning, Design, and Construction of new Headquarters facility	(122,100,000)	117,528,700	(4,571,300)	Facilities (Infrastructure Services) Project	Information held by Infrastructure Services	Carry-Over
2135	2010	TRAFFIC EQUIPMENT REPLACEMENT	Replacement of in-car and hand held specialized speed detection equipment	(51,000)	51,019	19	Minor Over expenditure.	None	Complete Now
2138	2012	VIDEO EDITING EQUIPMENT REPLACEMENT	Replace video editing equipment.	(70,000)	16,762	(53,238)	With-in Budget	None	Complete Now
2140	2013	NETWORK SERVER REPLACE	Replacement of network servers	(135,000)	135,470	470	Minor Over expenditure.	Horizon \$135k	Complete

QUARTERLY REPORT
December 2015

PROJECT NUMBER	YEAR STARTED	PROJECT COMPONENT NAME	PROJECT DESCRIPTION	APPROVED BUDGET \$	EXPENDITURES TO DATE	REMAINING BUDGET	BUDGET STATUS & PROJECTIONS	CONTRACTS OVER \$25K AWARDED TO	Overall Project Status
2142	2013	NETWORK PRINTER REPLACEMENT	Replacement of network printers on a rotational basis	(25,000)	18,343	(6,657)	Expected completion December 2016 Expected to be with in budget	None	Carry-Over
2339	2010	COMPUTER - SHARE POINT SERVICES	Computer enhancements for implementation of Microsoft SharePoint	(42,000)	8,755	(33,245)	Estimated completion date to be determined Budget requirements under review.	None	On Hold
2389	2014	FLEET ADDITIONS	Add new vehicles to the fleet.	(113,000)	32,587	(80,413)	Under Budget Additional vehicle needs under review.	None	Complete Now
2480	2012	PAYROLL SYSTEM REPLACEMENT	Research for software solution of a Police payroll/timekeeping system	(290,000)	-	(290,000)	Estimated completion in 2017/18 Expected to be within budget.	None	Carry-Over
2482	2013	SPECIAL TEAMS EQUIPMENT REPLACE	Replace aging protective equip for ERT	(65,000)	55,450	450	Minor Over expenditure.	None	Complete Now
2487	2013	DICTATION SYSTEM REPLACE	Replace dictation system used by officers to leave police reports	(60,000)	60,060	60	Expected to be with in budget. Estimated completion, December 2016 Combined with P2489 22-381	Hofstetter Business Technologies \$58k	Carry-Over
2488	2012	VOIP HARDWARE	Purchase VoIP phone system hardware to replace the current Centrex system.	(25,000)	23,199	(1,801)	With in Budget	none	Complete
2489	2014	FURNITURE REPLACEMENT	Replace furniture that has reached life expectancy	(100,000)	96,496	(3,504)	Expected to be within budget. Estimated completion date to be determined	None	Carry-Over
2490	2014	COMPUTER DISASTER RECOVERY SITE #2	Leasehold improvements to house secondary location for servers and data storage.	(299,063)	93,112	(205,971)	Expected to be under Budget. Estimated completion December 2016. Money that was TR from P2547 20-384. Council Approved the reuse of this funding, Mar 10, 2014	None	Carry-Over
2491	2013	GPS COMPONENT ADD ON TO SPS RADIO	Add GPS to mobile and portable radios.	(150,000)	-	(150,000)	Expected to be within budget. Estimated completion, December 2016.	None	Carry-Over
2493	2013	INFORMATION AUDIO LOGGING	Replace current analog logger. New logger to be SIP based	(60,000)	-	(60,000)	Expected to be within budget. Estimated completion, December 2016.	None	Carry-Over

**QUARTERLY REPORT
December 2015**

PROJECT NUMBER	YEAR STARTED	PROJECT COMPONENT NAME	PROJECT DESCRIPTION	APPROVED BUDGET \$	EXPENDITURES TO DATE	REMAINING BUDGET	BUDGET STATUS & PROJECTIONS	CONTRACTS OVER \$25K AWARDED	Overall Project Status
2494	2013	NEXT GEN 911 SYSTEM UPGRADE	One dispatch and one call taking workstations for new HQ	(60,000)	13,287	(46,713)	Expected to be within budget. Estimated completion, June 2016.	None	On Hold
2495	2013	CALL HANDLING / DISPATCH SOFTWARE	Replace current Call Handling and Dispatch software	(70,000)	-	(70,000)	Expected to be within budget. Estimated completion, December 2016.	None	Carry-Over
2497	2014	TRAFFIC RADAR UNIT REPLACEMENT	Replace outdated Radar units	(83,000)	23,975	(59,025)	Expected to be within budget. Mobile Radar unit replacement schedule will determine next purchases.	None	Carry-Over
2497	2014	SPECIAL TEAMS - EQUIPMENT REPLACEMENT	Replace Equipment for Various Special Team Units	(62,000)	52,751	(9,249)	Expected to be within budget. Estimated completion December 2016. Purchases combined with P2482 (22-364)	None	Carry-Over
2487	2014	CNT LRAD LOUDBELLER (SPECIAL TEAMS)	Purchase CNT Equipment	(26,000)	-	(26,000)	Expected to be within Budget. Estimated completion December 2016	None	Carry-Over
2487	2015	Fingerprint & Photo Stations for ID	Purchase new scanning equipment for New HQ	(23,000)	-	(23,000)	Expected to be within budget.	None	New
2488	2014	SPECIAL TEAMS ADDITIONAL EQUIPMENT	Purchase of additional equipment used by Police Special Teams	(63,000)	38,470	(24,530)	Expected to be within Budget. Estimated completion December 2016	None	Carry-Over
2499	2014	DESKTOP NETWORK COMPUTER REPLACE	Scheduled replacement of desktops that will handle advanced applications	(250,000)	250,041	41	Minor Over expenditure.	Horizon \$93k	Complete
2489	2015	NETWORK STORAGE REPLACEMENT		(500,000)	500,287	287	Minor Over expenditure.	Horizon \$500k	Complete
2489	2014	NETWORK SERVER REPLACEMENT	Replacement of network servers	(205,000)	65,773	(139,227)	Estimated completion September 2016. Expected to be within budget	None	Carry-Over
2489	2014	NETWORK PRINTER REPLACEMENT	Replacement of network printers	(60,000)	-	(60,000)	Estimated to be within budget. Estimated Completion not determined	None	Carry-Over
2499	2014	DICTAPHONE SYSTEM REPLACEMENT	Replacement of Dictaphone system	(20,000)	2,861	(17,139)	Estimated to be within budget. Estimated Completion December 2016. combined with P2487 22-365	None	Carry-Over
2499	2015	IT PROJECT ADMINISTRATOR		(113,400)	52,637	(60,763)	Expected to be with in budget. Implementation of position was delayed	None	New
2610	2014	E-Ticketing System	Purchase Equipment to provide ability of Electronic Tickets	(140,000)	-	(140,000)	Estimated to be within budget. Estimated Completion not determined	None	On Hold

QUARTERLY REPORT
December 2015

PROJECT NUMBER	YEAR STARTED	PROJECT COMPONENT NAME	PROJECT DESCRIPTION	APPROVED BUDGET'S	EXPENDITURES TO DATE	REMAINING BUDGET	BUDGET STATUS & PROJECTIONS	CONTRACTS OVER \$25K AWARDED	Overall Project Status
2611	2014	OUTDOOR FIREARM RANGE REPLACEMENT	Development and Concept plan for an Outdoor Firearm Range.	(100,000)	100,000	-	With in Budget	None	Complete Now
2612	2014	CTSS Vehicles	Add new vehicles to the fleet for New Unit CTSS.	(380,000)	373,529	(6,471)	Expected to be within budget Funding Accrued at year end. Once funding is received project will be closed	None	Carry-Over
2613	2015	Predictive Analytics Lab	Create New Lab for behavior analysis	(212,171)	110,882	(101,289)	Expected to be within budget		New
2616	2015	CFSEU Renovation	Renovate the new location for the CFSEU Office	(300,000)	50,715	(249,285)	Estimated to be within budget Physical move near completion.		New
Total				(992,171)	635,125	(357,046)			

SUMMARY:

	QTY	BUDGET	EXPENDITURES TO DATE
Active Projects			
CARRY-OVER PROJECTS	21	\$ (125,687,083)	\$ 119,862,630
NEW 2015 PROJECTS	6	\$ (1,159,571)	\$ 214,234
Total Projects Active 2015	27	\$ (126,826,654)	\$ 120,076,864
Completed Projects			
THIS QUARTER	5	\$ (989,000)	\$ 255,818
PRIOR QUARTERS	5	\$ (1,360,000)	\$ 1,359,627
Total Projects Completed 2015	10	\$ (1,749,000)	\$ 1,615,445
Total Projects On Hold 2015	3	\$ (242,000)	\$ 22,042
TOTALS	40	\$ (128,817,654)	\$ 121,714,350

Carry-Over
New
Pre-approved

Complete New
Complete

On Hold

“PUBLIC AGENDA”

TO: Ms. Darlene Brander, Chairperson
Board of Police Commissioners

FROM: Clive Weighill
Chief of Police

DATE: 2016 March 09

SUBJECT: 2016 Capital Budget Adjustment Request
FLIR Replacement – Air Support Unit

FILE NO.: 2012-2

ISSUE:

Police Service capital projects are typically approved as part of a corporate wide process with City Council approval coming in December of each year. On occasion, urgent matters will arise necessitating the need to consider the approval of capital projects outside of the normal timelines.

The Saskatoon Police Service has a unique opportunity to replace its aging FLIR camera used by the Air Support Unit with a fully funded replacement camera. The funding for the replacement Electro-Optic/Infrared (EO IR) camera has been authorized by the Civil Forfeiture Committee of the Ministry of Justice, Policing and Community Safety Services at a meeting held on February 26, 2016.

The offer to fund the replacement camera and the timing of the project fall outside the timelines of the normal capital project approval process.

RECOMMENDATION:

1. That the Board approves a 2016 Capital Budget expenditure adjustment of \$312,823.00 for the purchase of an Electro-Optic/Infrared (EO IR) camera.
2. That the Board forwards the capital budget adjustment request to City Council for approval.

BACKGROUND:

The Seizure of Criminal Property Act, 2009 authorizes the government to take ownership of property which has been acquired through unlawful activity or used in unlawful activity. Under the law, the Director of Saskatchewan’s Civil Forfeiture Program may initiate civil forfeiture proceedings when property is believed to be proceeds or an instrument of unlawful activity.

Civil forfeiture proceedings are independent of criminal forfeiture proceedings allowed pursuant to the *Criminal Code of Canada*. A criminal proceeding or conviction is not required to achieve civil forfeiture. The civil forfeiture proceeding is against property, not individuals. Civil forfeiture does not result in a criminal conviction.

The Act requires officials to follow certain steps to ensure fairness in the process. When an application for civil forfeiture of property is brought before the court, a judge of the Court of Queen’s Bench determines whether or not to order forfeiture of the property.

Examples of property forfeited:

- Buildings used to house marihuana grow operations;
- Currency resulting from the sale of illicit drugs; and
- Vehicles used to sell illicit drugs

DISCUSSION

The Civil Forfeiture Committee within the Ministry of Justice, Policing and Community Safety Services, meets to discuss how forfeited property, including currency, should be used to enhance policing initiatives within the Province of Saskatchewan.

The Saskatoon Police Service requested the Committee consider funding the replacement of its aging FLIR camera used by the Air Support Unit. The Committee met on February 26, 2016, and has authorized the purchase of an Electro-Optic/Infrared (EO IR) camera. The camera mounting system authorized for the police aircraft limits the type of camera which can be affixed to the aircraft. One quote from a supplier identified the availability of a demonstration camera with additional features included at a cost of \$297,927.00 CDN plus tax. Other quotes for a similar camera are as high as \$450,000.00 CDN.

Funding for this capital project is already in place. The Government of Saskatchewan has authorized \$312,823.00.

“PUBLIC AGENDA”

CONCLUSION

The offer by the Civil Forfeiture Committee to fully fund a replacement camera for the Air Support Unit is a great opportunity for the Saskatoon Police Service to replace an aging capital equipment item without incurring any additional capital costs. The Saskatoon Police Service is grateful to the Ministry of Justice, Policing and Community Safety Services for their continued support of policing initiatives in the City of Saskatoon.

Written by: Mitch Yuzdepski
Inspector, Specialized Uniform Operations Division

Approved by: Bernie Pannell
Deputy Chief, Administration

Submitted by: *for* *B Pannell*
Clive Weighill
Chief of Police

Dated: *March 09, 2016*

“PUBLIC AGENDA”

TO: Darlene Brander, Chairperson
Board of Police Commissioners

FROM: Clive Weighill
Office of the Chief

DATE: 2016 March 03

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:

March 2 / 16

Cst. Jason Garland, East Division "A"
Cst. Allison Braun, Central Division "A"

Rawlyk, Donna (Police)

From: Police Info (Police)
Sent: Tuesday, March 01, 2016 8:56 AM
To: 'Brittany Smith'
Cc: Rawlyk, Donna (Police)
Subject: RE: Community Encounter

Dear Ms. Smith,

Thank you for your email. We are so pleased our officers could take part in your classroom activities and spend time with your students. Your message will be forwarded to the Chief's office and will be shared with Cst. Braun and Garland.

Sincerely,

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

JASON / ALLISON
THANK YOU FOR THE
PERSONAL TOUCH. YOU
OBVIOUSLY LEFT A VERY
POSITIVE IMPRESSION.



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

From: Brittany Smith [<mailto:brittanysmithshd@hotmail.ca>]
Sent: Monday, February 29, 2016 6:57 PM
To: Police Info (Police)
Subject: Community Encounter

Good evening,

I was extremely impressed with two of your officers, Const. Braun and Const. Garland, and had to share this positive story with you.

I am a grade 1 teacher at a core community school, Princess Alexandra. In our school a lot of our students have not had the most pleasant encounters with police officers and can hold a negative view towards authority. Last Monday morning Feb 22nd two of your officers were having a quiet start to their shift and stopped by my classroom. The officers pulled up chairs and read to my students, listened to the students read, participated in our morning routine, and helped the students play a sight word game. It was such a wonderful impression of police officers on my students. The kids were beaming and were extremely happy to have police officers in their classroom. As a teacher I was impressed with their professionalism, as well as their willingness to get down and interact with the kids.

I owe them a huge thank you and would like them and any officer to know our doors are always welcome!



Cst. Brendan Tilk,
East Division "D"

Rawlyk, Donna (Police)


From: Berdeane <eber@shaw.ca>
Sent: Tuesday, February 16, 2016 1:51 PM
To: ;
Subject: [SPAM] - re - Cst. Tilk - Email has different SMTP TO: and MIME TO: fields in the email addresses

Donna, we spoke earlier about Cst. Tilk.

I would like to recommend Cst. Tilk, police badge # 870, for the Policeman of the year award. On Saturday Feb. February 13 - 2016, I was involved in a car accident at the mall at circle & 8th. He couldn't have been nicer, made me feel so calm in his presence, in no way made me feel inferior. Totally handled the whole episode with dignity. I think he is a perfect gentleman and deserves an award of some kind.

Thank you for your time,



BRENDAN
THANK YOU FOR SHOWING
EMPATHY IN THIS SITUATION.
YOUR ACT OF KINDNESS RESPECTS
WELL UPON YOU AND THE
SERVICE.


Gipman, Jaime (Police)

Cst. Chris Murphy, SVOR, Targeted Enforcement
Cst. Laura Mohninger, East Division
Cst. Michael Armbruster, East Division

Subject: FW: Firearms training 16-01-27

From: Smallbones, Joanne (Police)
Sent: Thursday, January 28, 2016 8:35 AM
To: Drever, Cam (Police); Johnstone, Andrew (Police)
Subject: Firearms training 16-01-27

Good morning Cam and Andy!

I wanted to pass on to you how impressed I was with the firearms training yesterday, 16-01-27. CST'S Murphy, Armbruster and Molhinger established a great learning environment. It was safe, professional and fun! They were extremely helpful and approachable...they were great "coaches".

I really enjoyed the movement drills we did at the end of our qualifications. I know that I do not get an opportunity to practice this way often. It is an effective way to incorporate "real life" type training, in a safe environment.

Again, I just wanted to pass on my appreciation for a job well done. I thought you might be the people to pass this on to...if you have other suggestions of who should receive a copy of this, please let me know.

Take care!

Jo

CHRIS/LAURA/MICHAEL

*THE TRAINING IS SERVING
OUR OFFICERS VERY WELL!
KEEP UP THE INITIATIVE.*

Chris



SOCIAL MEDIA SALUTES



FEBRUARY

Tweets



Mitch Stewart @lumpy_stewart 9d
@SaskatoonPolice I wish this was in the stars for me. Nonetheless, thank you for everything you do.

View



donny madill @donnymadill 8d
@SaskatoonPolice good news! keep up the great work guys

View



Travis Clements @Saskatoon... 5d
@SaskatoonPolice I'm no angel but that's down right dangerous for everyone else on the road. Thank you SPS.

View



James (Jae) Ford @ILike42 4d
Props to @SaskatoonFire, @MDAmbulanceCare, and @SaskatoonPolice for quick work on Keeley Cr fire tonight. I could never do your jobs.

Details



Brandon Snowsell @BSnowsell 4d
Thanks @SaskatoonPolice for all you do to keep our streets safe.

#yxe

Details



Tamlyn @trendchaser003 2d
Shoutout to @SaskatoonPolice for helping us retrieve a stolen phone. You're the real MVP 🏆



Mark Zielke
@markZward2

It's a privilege to connect with those invested in a safer #yxe. These gents are a great example!

@SaskatoonPolice
pic.twitter.com/oCuT1FkhJ1



7:42pm · 19 Feb 2016 · Twitter for Android

3 RETWEETS 8 LIKES



Jeffrey A. Richards @Toont... 13d
@SaskatoonPolice I have so much faith in our police service, nowadays. #TopNotch

View



Philip Thorne @2Thorny 15d
Loved having an open discussion with @SaskatoonPolice hope concerns can be taken to the next level. We all deserve safe communities.



FEBRUARY

twitter

FEEDBACK



Saskatoon Police @Saskato... 18d
Armed Robbery and Evade Police
- 300 Blk Ave. C So.
bit.ly/20RvcDE

Details



Lloyd Yew
@Lloyd_Yew911

@SaskatoonPolice awesome
job!!!!keep it up!!!



Saskatoon Police @Saskato... 19d
Arrest - Armed Robbery
bit.ly/20Zg9Es

Details



PisimCole
@PISIMCOLE

@SaskatoonPolice Great job!
Making us proud! 🍌🍌🍌



Arin Jorgenson @ArinJorg... 27d
Thank you Insp. Shalovelov & Cst
Dawn Epp for Coffee with a Cop
tonite with Lakeview Community.
Entertaining & educational!
@SaskatoonPolice



BT @Brion7
@SaskatoonPolice
@SK_Top_Employer
congratulations! That's great
news.



Jacqueline Wilson @JWilso... 10d
Broadway Bridge situation
terminated. Everyone is safe.
Great job @SaskatoonPolice.
Traffic will resume shortly
@GlobalSaskatoon #yx

Details



Kelly Walls @Kellzmw 10d
@SaskatoonPolice thank you for
keeping saskatoon citizens safe.

View



Dylan J. Youngstrom @dy... 10d
Fantastic job by the
@SaskatoonPolice.
saskatoonpolice.ca/news/2016102

Details



Pablo Benitez @PBenitez77 10d
@SaskatoonPolice Great Job to
the Police Crisis Negotiator and
the rest of responders for saving a
life you disirve a pat on the back



Details



Trevor Gonzales @trevsg 10d
@SaskatoonPolice
saskatoonpolice.ca/news/2016102
#... thank you @cityofsaskatoon
emergency services!

Details



Partunia @Partunia 10d
@SaskatoonPolice A HUGE thank
you to everyone who helped the
person on the bridge today.
Prayers were said.

View



CommunityJobFairYXE @j... 9d
Excited to have the
@SaskatoonPolice at our
Community Job Fair! See you on
March 9th at Bedford Road
Collegiate! #jobfairyx



David Fisher @DavidFisherCTV

@SaskatoonPolice Kudos to this patrolman for buying coffee for a couple of fellows who looked like they could use it
pic.twitter.com/QZRCjj6dtY



3:05pm · 9 Feb 2016 · Twitter for Android

7 RETWEETS 24 LIKES



Nosheen Warsi-Heer @Noshheer

At our @ICCICC citizenship ceremony in Saskatoon with Chief Weighill. Thanks @SaskatoonPolice for a fantastic day!

April Sora @AprilSora
@SaskatoonPolice Chief Weighill and @ICC @Noshheer getting the day started!!
@kathysaskie @Solstizo
pic.twitter.com/Nzt4MzPOOO



Saskatoon SAR @SaskatoonSAR

Thx @SaskatoonPolice cadets for invite to do @AdventureSmart presentation. #yxe #safety #outdoors #fun #learning
pic.twitter.com/usS1Z60uSg



7:50pm · 3 Feb 2016 · TweetDeck

3 RETWEETS 5 LIKES



FEBRUARY



FEEDBACK



Saskatchewan Rush
@SaskRushLAX

👍👍👍 Tweet of the Night.
Thank you @SaskatoonPolice.
#WhatANight
pic.twitter.com/xZO6eJDqie



You retweeted



Saskatoon Police
@SaskatoonPolice

We'll let that one go... Carry on
#GoRushGo #RushNation

Al Anderson's SFS @AlAndersonsSFS
.@SaskatoonPolice there is an assault
taking place against the @NLLRoughnecks
by the @SaskRushLAX.. :) 13-5

2/5/16, 8:59 PM

37 RETWEETS 46 FAVORITES



Reply to Saskatoon Police, Al Anderson



10:01pm · 5 Feb 2016 · Twitter for iPhone

32 RETWEETS 71 LIKES



FEBRUARY



FEEDBACK

Comments...



Saskatoon Police Service

Published by News Release [?] · February 12 at 8:30am ·

News Release: Arrest - Armed Robbery <http://bit.ly/20Zg9Es>

5,959 people reached

Boost Post

35

4 Comments 1 Share



Adam Farion Awesome work SPS!

Unlike · Reply · Message · 3 · February 12 at 8:48am



Jaime C Svennes NOW Keep them locked up, DON'T allow our system to grant them bail, keep em behind bars! Good job SPS!

Unlike · Reply · Message · 3 · February 12 at 9:12am



Saskatoon Police Service

Published by News Release [?] · February 13 at 4:06am ·

News Release: Armed Robbery and Evade Police - 300 Blk Ave. C So. <http://bit.ly/20RvcDE>

4,188 people reached

Boost Post

23

3 Comments

Like Comment Share

Chronological



Steve Gilroy Sweet catch

Unlike · Reply · Message · 3 · February 13 at 5:08am



Travis Wourms Great job SPS.

Unlike · Reply · Message · 1 · February 13 at 7:05am



Adam Farion Another vagrant off our streets! Great work in keeping us safe!

Unlike · Reply · Message · 1 · February 13 at 8:46am



FEBRUARY



FEEDBACK

Comments...



Pamela Noordman thank you for putting your lives on the line every day!

Unlike · Reply · Message · 7 · February 16 at 3:50pm



Saskatoon Police Service

Published by News Release [?] · February 17 at 11:24am ·

News Release: Update - Arrest - Armed Robberies - 200 Block Central Avenue (rel #83) <http://bit.ly/218OEZa>

2,925 people reached

Boost Post



Julie Larson, Carey Leikam, Marie Aichele and 21 others

5 Comments



Like



Comment



Share

Chronological



Jaime C Svennes AWESOME

Unlike · Reply · Message · 2 · February 17 at 11:34am



Glenn Thomson Great work by SPS. Hopefully the courts will due the same.

Unlike · Reply · Message · 3 · February 17 at 11:41am



Debbie McNairn Good job SPS!!

Unlike · Reply · Message · 3 · February 17 at 11:41am



Plain Jane Good thing someone finally got a description of him and the car so the police could find him. Good job to the employee for the info

Unlike · Reply · Message · 2 · February 17 at 4:34pm



Lorraine Kay Rybchinski Awesome to hear, thank you SPS.

Unlike · Reply · Message · 1 · February 17 at 4:56pm



Glenn Thomson This is a very challenging but reward career. The Saskatoon Police Service is now one of the best and most forward thinking Police Services in Canada.

Unlike · Reply · Message · 3 · February 22 at 10:44am · Edited



Saskatoon Police Service

Published by News Release [?] · February 21 at 11:02am ·

Comments...

News Release: UPDATE - Traffic Restriction Lifted - Braodway Bridge
<http://bit.ly/1SKomej>

11,647 people reached

Boost Post

90

6 Comments 14 Shares

Like Comment Share

Chronological



Donna Hay Thank-you all first responders and negotiators for saving this person's life. Sadly some of us have such a rough time maintaining a foothold on this earth, and each day can be such a struggle to get through. My thoughts and prayers for healing go out to this person. SPS members can end a shift today knowing they stopped this tragedy from happening. God bless you all.

Like · Reply · Message · 60 · February 21 at 4:29pm · Edited

2 Replies



Geraldine Boyer Job well done - thank you everyone who was involved.

Like · Reply · Message · 8 · February 21 at 11:13am



Lea Lamb Auckland Prayers to him...and thank you to the responders.

Like · Reply · Message · 5 · February 21 at 11:24am



Kayla Ray I'm so glad you all were able to help him. I hope he continues to get the help he needs to continue his life and be happy.

Like · Reply · Message · 1 · February 21 at 12:17pm



Comments...



Saskatoon Police Service

Published by News Release (?) · February 23 at 4:48am ·

News Release: Air Support Unit and Stop Sticks allow pursuit to be avoided - 28 year old woman arrested <http://bit.ly/1Os3MHT>

11,618 people reached

Boost Post

127

11 Comments 1 Share

Like

Comment

Share

Chronological



Ron Leikam Good job, awesome approach!

Unlike · Reply · Message · 2 · February 23 at 6:02am



Geraldine Boyer Well done!

Unlike · Reply · Message · 2 · February 23 at 6:42am



Jaime C Svenes insert clap, good job SPS!

Unlike · Reply · Message · 1 · February 23 at 7:41am



Sarah Loseth Good job!

Unlike · Reply · Message · 1 · February 23 at 9:06am



Dustin Douglas Could have easily turned into a tragedy like when the woman in the stolen truck killed those two teens. Great work SPS.

Like · Reply · Message · 4 · February 23 at 9:23am

2 Replies



Marie Pirker Is that what I heard flying over me at a god awful time? I hear a plane literally flying in circles over Confed area, almost every night between 12-3am. Is it the police plane/heli? Cause then I would be less irritated.

Like · Reply · Message · February 23 at 9:23am

1 Reply



Tracey Schick Armbruster Way to go SPS!!!! Another awesome job!!

Like · Reply · Message · February 23 at 10:18am



FEBRUARY



FEEDBACK

Comments...



Saskatoon Police Service

Published by News Release (?) · February 23 at 11:50am · 🌐

News Release: Three Arrested - Armed Robbery - 700 block Central Avenue <http://bit.ly/1VC6qR1>

6,300 people reached

Boost Post



39

9 Comments



Jaime C Svenes awesome job! 👍

Unlike · Reply · Message · 👍 2 · February 23 at 1:04pm



Bev Funk Thank you!

Unlike · Reply · Message · 👍 1 · February 23 at 3:18pm



Rikky Bobby Awesome work SPS! You guys rock!

Unlike · Reply · Message · 👍 1 · February 23 at 5:13pm



Donna Hay Great news SPS! I'm sure you're every bit as frustrated as the rest of us when criminal scumbags keep terrorizing good people. Thanks for the sweet pinch. 😊

Unlike · Reply · Message · 👍 2 · February 23 at 5:27pm



Fernand R. Pare Great job.

Unlike · Reply · Message · 👍 1 · February 24 at 6:51am



FEBRUARY

facebook



FEEDBACK

Comments...



Saskatoon Police Service

Published by News Release [?] · February 26 at 9:04am ·

News Release: Suspicious Activity <http://bit.ly/1S606Cx>

10,659 people reached

Boost Post

31

4 Comments 1 Share

Like Comment Share

Chronological



Glenn Thomson People don't understand how big of a problem this is. There are fires all over the rural areas around the city. The theft could be the complete wiring out of a house under construction, \$50,000 worth from a storage compound or large rolls from an electrical sub station. The reason for the burn is to remove the insulation and get a better price that way. Each burn creates an environmental hazard as well. Thanks SPS Air Patrol for the good work.

Unlike · Reply · Message · 14 · February 26 at 9:38am



Donna Lee Jones Well done SPS!

Unlike · Reply · Message · 4 · February 26 at 10:55am



Bob Ferguson Good catch

Unlike · Reply · Message · 2 · February 26 at 9:52pm



Fernand R. Pare Good job as always

Unlike · Reply · Message · 2 · February 27 at 6:51pm



Saskatoon Police Service

Published by News Release [?] · February 26 at 9:55am ·

News Release: Arrest - Evade Police with a Stolen Vehicle <http://bit.ly/1XPM5JE>

2,652 people reached

Boost Post

John Ng, Brenda Bell, Joe Bantle and 13 others

1 Comment

Like Comment Share

Chronological



Jaime C Svennes Cowards, and have a gun yet, glad you got one and the gun, good job SPS!

Unlike · Reply · Message · 2 · February 26 at 10:58am

“PUBLIC AGENDA”

TO: Darlene Brander, Chairperson
Board of Police Commissioners

FROM: Clive Weighill
Chief of Police

DATE: 2016 March 03

SUBJECT: Representative Workforce at the Saskatoon Police Service

FILE #: 2014

ISSUE:

The following enquiry was made by Commissioner Martell in 2014. The Board has since requested that this report be presented annually.

“With the Board’s commitment to building a workforce representative of the community it serves, what is the percentage of First Nations and Métis staff at all levels and what is the plan and timeline to achieve a representative workforce.”

RECOMMENDATION:

That the following report be received. This report includes information regarding the four Employment Equity groups – Aboriginals, Visible Minorities, Persons with Disabilities and Females.

DISCUSSION:

The Saskatoon Police Service has been actively recruiting new members to replace a large number of senior officers who have either retired, or plan to retire in the near future. As the population of Saskatoon grows, an even greater demand is placed on our Recruiting Unit to hire more police officers. The Saskatoon Police Service has been exploring areas that have not traditionally produced a large number of applicants in the past, including women, Aboriginal people, visible minorities and persons with disabilities.

We are currently in a unique provincial situation in that the Aboriginal youth population is growing, while the province’s non-Aboriginal population is aging. Labour force participation by Aboriginal people, as well as new Canadians, will be essential to the economic growth of Saskatoon. Human Resource personnel at the Saskatoon Police Service must utilize this information to guide and shape our recruitment initiatives.

Policing is an area that can provide a model of diversity where differences are embraced and a sense of belonging is fostered. Our workforce needs to be representative of the community we

“PUBLIC AGENDA”

serve in order to achieve a stronger connection with the citizens of Saskatoon and to build legitimacy for the Saskatoon Police Service, especially within the diversity community. The challenge for police agencies is to capture these employment equity groups, to attract them to the service, to support them within police organizations, and to allow the culture of policing to expand through their positive inclusion.

Employment Equity at the Saskatoon Police Service

The Saskatoon Police Service has improved best practices that are consistent with Employment Equity. Within the Service’s business plan are goals to enhance and manage human resources while reflecting the diversity of our community.

In 2015, 28 percent of new Constables hired were from employment equity groups and 100 percent of new Special Constables hired were from employment equity groups. This is encouraging because as more equity group members are hired to the rank of Constable they will have the opportunity to become eligible for promotion, thus increasing our diversity in supervisory positions. The numbers in the table below show that in 2015, more than 53 percent of employees were equity group members. (2002 is the year that the Saskatoon Police Service approved the initial Employment Equity Plan.)

Table 1

Year	Females	Aboriginals	Persons With Disabilities	Visible Minorities	Total Equity Group Members	Total Sworn and Out of Scope Employees	% of Equity Group Members
2002	80	30	12	7	129	386	33.42
2007	126	42	5	18	191	477	40.04
2008	151	44	7	19	221	492	44.92
2009	157	50	9	19	235	501	46.91
2010	164	52	9	19	244	511	47.74
2011	172	52	11	23	258	522	49.43
2012	178	52	19	23	272	530	51.32
2013	182	53	17	23	275	536	51.31
2014	189	58	23	25	295	546	54.03
2015	188	61	23	24	296	555	53.33

“PUBLIC AGENDA”

Table 2 below highlights the distribution of equity group members by occupational group, not including CUPE 59 civilian staff, who are reflected in the City of Saskatoon’s Equity Plan.

Table 2

Workforce Analysis of Total Staff by Occupational Group as of December 31, 2015

Occupational Groups	Total	Female Employees		Aboriginal Employees				Employees with Disabilities				Visible Minority Employees			
		Total	%	F	M	T	%	F	M	T	%	F	M	T	%
Executive (Chief, Deputy Chiefs, Superintendents, Inspectors, Directors, Lawyer)	19	4	21.1%	0	1	1	5.3%	0	0	0	0.0%	0	0	0	0.0%
Supervisors (Staff Sergeants, Sergeants)	130	30	23.1%	3	14	17	13.1%	2	4	6	4.6%	0	5	5	3.8%
Constables	318	81	25.5%	9	27	36	11.3%	3	9	12	3.8%	1	13	14	4.4%
Special Constables	62	55	88.7%	3	2	5	8.1%	3	1	4	6.5%	3	1	4	6.5%
**Exempt Civilian	26	18	69.2%	2	0	2	7.7%	1	0	1	3.8%	0	1	1	3.8%
TOTAL	555	188	33.9%	17	44	61	11.0%	9	14	23	4.1%	4	20	24	4.3%

**Exempt Civilian does not include members covered by the C.U.P.E. Local 59 Collective Agreement as these members are reflected in the City of Saskatoon’s Employment Equity Plan.

The occupational groups for the Saskatoon Police Service are defined as follows:

Executive:

The Executive consists of Chief (1 position), Deputy Chiefs (2 positions), Superintendents (2 positions), Inspectors (8 positions), Directors (5 positions) and Lawyer (1 position).

Supervisors:

Supervisory positions are our middle management positions and include the ranks of Sergeant and Staff Sergeant. We presently have 110 Sergeants and 20 Staff Sergeants. Not all Sergeant positions require the supervision of others; however they can be transferred at any time and may take on a supervisory role. They are leaders in our organization due to their years of experience and they provide mentorship and coaching to our junior members.

“PUBLIC AGENDA”

Constables:

At December 31, 2015 we had 318 Constables. The Constable position consists mainly of our front line officers although we have some positions in investigations and community service oriented positions such as Schools and Cultural Resources.

Special Constables:

At December 31, 2015 we had 62 Special Constables. Most positions are utilized within our Communications/Dispatch section. They are responsible for answering public complaints and dispatching members to calls for service. There are also nine Special Constables in Detention. These employees detain arrests and process prisoners for court. We have eleven additional Special Constable positions throughout the Service; one works at the Service Centre, six work in the Criminal Intelligence Section, one in Central Division, one in Audio Visual Disclosure Release, one in the Forensic Identification Unit and one in the Major Crime Section.

Civilian Out of Scope:

Most of the Police Service civilian staff fall under CUPE 59 and are included in the City of Saskatoon statistics. The City of Saskatoon has its own reporting mechanism for Employment Equity. Aside from the unionized employees in mainly clerical and support positions, our Service has 32 out of scope staff members who are included in this report.

Table 3 specifies the Saskatchewan Human Rights Commission’s 2015 Goals for a Representative Workforce in Saskatoon.

Table 3

Saskatchewan Human Rights Commission
2015 Goals for a Representative Workforce in Saskatoon

Equity Group	2015 SHRC Goals	2015 SPS Actual Percentages	SPS Target Goals
Aboriginal People	14.0%	11.0%	16.0% by 2020
Members of a Visible Minority Group	11.0%	4.3%	8.0% by 2020
Persons with Disabilities	12.4%	4.1%	continue to increase where positions allow
Women in Underrepresented Occupations	46.0%	33.9%	47.0% by 2020

Plan to Achieve a Representative Workforce

The Saskatoon Police Service has made significant improvements since 2002 to become a more diverse and representative workforce. As illustrated above, we have an additional 31 Aboriginal employees than we did 13 years ago, which is an increase of 51 percent. We recruited an additional 108 females and 17 visible minorities in that same time frame.

Aboriginal People: The Aboriginal population in Saskatoon continues to grow at a steady pace. Of particular note in Table 2 is that 13.1 percent of supervisors are Aboriginal, which is nearly at

“PUBLIC AGENDA”

the 2015 goal provided by the Saskatchewan Human Rights Commission. This is promising as the more Aboriginal employees that are promoted to the ranks of Sergeant and Staff Sergeant means that our Executive Team will likely become more representative in the near future. While this is a positive achievement, we also want to ensure that we are hiring Aboriginal people into entry level positions (Constables and Special Constables) as we need to continue to increase the overall representation of Aboriginal employees. Each year, however, we increase our total staff complement because the Service requires new positions as the population of Saskatoon grows. This leaves us in a position of needing to recruit a higher percentage of Aboriginals at each hiring process than we previously have. The Recruiting and Cultural Resource Units are up to the challenge and are working diligently to attract more Aboriginal applicants with each process.

Females: As mentioned above, the Saskatoon Police Service has seen an increase of 108 female employees over the past 13 years. This is encouraging for the Service as it proves that policing is considered a career for both men and women. As we continue to hire females into all positions at the Saskatoon Police Service, we are confident that our percentage of female workers will increase each year.

Persons with Disabilities: Because of the rigorous physical requirements to become a Police Officer, we are often unable to hire persons with disabilities into the Regular Constable positions. Unfortunately, this hinders our ability to meet SHRC's goals for this employment equity group. We do, however, recruit persons with disabilities into Special Constable and Exempt Civilian positions.

Visible Minorities: As indicated below, our Cultural Unit has many initiatives underway that will help develop positive and meaningful relationships with members of visible minority groups. In regard to New Canadians, these positive interactions will hopefully help us attract and hire more visible minorities to work for the Service. Initiatives such as this take time and commitment, but we are continuing to see improvements since 2002.

The Saskatoon Police Service is diligently working towards a representative workforce and is currently involved in several collaborative initiatives:

I. Cultural Resource Unit

The Cultural Resource Unit strives to provide service based on the core values of the Saskatoon Police Service, in order to build partnerships and understanding within the community. Building partnerships with Aboriginal people, and all culturally diverse communities within Saskatoon, will enhance awareness and communication between the Saskatoon Police Service and our community, promoting tolerance and social cohesion.

The Cultural Resource Unit is comprised of the following positions: one Sergeant, four Constables and one civilian member. One of the four Constables is a Visible Minority and one is Aboriginal.

The civilian member, who is Aboriginal, holds the position of Aboriginal Relations Consultant. Her role is to focus on short and long term strategic planning for enhancing Aboriginal relations

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within the community. The Consultant also advises Human Resources and the Diversity Recruiter of prospective candidates, and also assists with addressing barriers in our recruiting processes.

Our Cultural Resource Officers, School Resource Officers and Community Liaison Officers provide support and assistance to our Aboriginal and multicultural communities by attending various diversity events. These police officers attend and participate in community cultural activities in order to maintain a presence and continue to build trust and positive relationships. Events include but are not limited to: the FSIN Powwow, Chinese New Year, annual Muslim and Jewish celebrations, events within our LGBT community and numerous other powwows, ceremonies, and feasts. The Cultural Resource Officers attend Oskayak, Misbah and the three French Schools, and act in the role of School Resource Officers within these schools. These officers are also involved with community school activities and events at Wanuskewin, Central Urban Métis Federation Inc., the Saskatoon Indian and Métis Friendship Center and White Buffalo Youth Lodge.

The Cultural Resource Unit also provides information on policing to First Nations and Métis organizations such as the Gabriel Dumont Institute, Saskatchewan Indian Institute of Technology, Dumont Technical Institute, the University of Saskatchewan Aboriginal Justice and Criminology program, the Aboriginal Police Preparation Program at Saskatchewan Polytechnic and all other diverse institutions. Members of the Cultural Resource Unit also plan recruitment tours to First Nations and Métis communities within Saskatchewan. Furthermore, the Cultural Resource Unit provides information to our growing and diverse community through our newcomer agencies: Newcomer Information Centre, Saskatoon Open Door Society, Global Gathering Place, Saskatoon Intercultural Association and the International Women of Saskatoon.

(i) Aboriginal Recruiting Officer

The Aboriginal Constable from the Cultural Resource Unit is in a newly-created position titled Aboriginal Recruiter. The position was created in January of 2016 to focus on increasing the number of Aboriginal people interested in a career in law enforcement.

II. Saskatoon Police Peacekeeper Cadets

The Saskatoon Police Peacekeeper Cadets program began in October 2014 in partnership with Saskatoon Public Schools. Members of the Cultural Resource Unit meet once per week with twenty eight youth from Princess Alexandra Elementary School. The program is designed to provide youth with structure, discipline, individual goal setting, the desire to stay in school and participate in organized sports, leadership opportunities and community involvement. In the program, youth will work with police officers, volunteers, elders and community partners while participating in weekly activities. They are given volunteer opportunities within the community. Volunteerism is an important aspect of any community cadet program as it teaches the importance of giving back to their community. The ultimate goal of the program is to provide these young people with the tools to become positive contributors to society. Constables Maloney, Gee and Chesney oversee the cadet program. Constable Belanger acts in the capacity of the “drill” instructor.

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III. New Canadians

The Saskatoon community changes daily with the arrival of immigrants and refugees from all corners of the globe. To aid these New Canadians in transitioning to a foreign country, and being mindful that the police in some countries are not always trustworthy, the Cultural Resource Officers assist with their integration into Saskatoon by offering education on our traffic, alcohol and common Criminal Code laws. Presentations on employment opportunities within the Saskatoon Police Service are also given to New Canadians. It is estimated that the Cultural Resource Officers presented to approximately one thousand new Canadians in over sixty presentations, many held at the new Police Headquarters.

The Cultural Resource Unit has been successfully running an “Interpreter Training for Policing” project since 2010. Funding for the first several sessions came from a Citizenship and Immigration Canada grant. In 2015 the Saskatoon Police Service funded its own training. Twenty four people completed this training including one person from the Saskatchewan Deaf and Hard of Hearing Services. The project consists of two components; interpreter skills training and police knowledge. It is imperative to improve the quality of interpreter services so a person’s Charter of Rights is fully protected and to support the effectiveness and efficiency of the justice system. To date, the Saskatoon Police Service can offer its members over eighty different languages to bridge the language barriers and to ensure everyone’s rights and responsibilities are fully understood.

A refresher course was offered to those interpreters who had successfully taken the training offered by the Saskatoon Police Cultural Resource Unit. The purpose of this training was to build on the interpreter’s skills, introduce new techniques and offer real life scenarios to further enhance the abilities of the interpreters.

In addition to this program, funding was provided from Citizenship and Immigration Canada to create a DVD. The Saskatoon Police Service has created this DVD to educate and provide information to the community regarding the services we provide to Saskatoon. Each chapter provides information and explains some of the rights and responsibilities each individual has under the Charter of Rights and Freedoms when they are dealing with the Saskatoon Police Service. The DVD, “Bridging the World,” is now available and is widely used throughout the community as a learning and teaching tool. The DVD is available for all to view at a kiosk located in the Service Centre at the Saskatoon Police Service.

IV. The Saskatoon Police Advisory Committee on Diversity (SPACOD)

The Saskatoon Police Advisory Committee on Diversity (SPACOD), created through recommendations by the Stonechild Inquiry, assists in strengthening relationships with First Nations and Métis People, New Canadians, the Lesbian, Gay, Bisexual and Transgender (LGBT) communities of Saskatoon and persons with disabilities, visual and hearing impairments and intellectual disabilities. SPACOD’s mission is to provide education and serve as a link between the Saskatoon Police Service and the diverse communities of Saskatoon. The group meets quarterly throughout the year. SPACOD is represented by twenty five individuals representing

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Saskatoon’s diverse community from the University, LGBT Community, Saskatoon Tribal Council, Métis Family and Community Justice, Lighthouse, Fetal Alcohol Spectrum Disorder (FASD) Network, Community Living, Friendship Inn, Autism Services, City of Saskatoon, newcomer agencies and others.

V. The Chief’s Advisory Committee on First Nations and Métis Issues

The Chief’s Advisory Committee consists of First Nations and Métis Elders and some community members. They meet quarterly (seasonally) with the Chief of Police and members of the Saskatoon Police Service to provide the Chief of Police and Cultural Resource Officers constructive feedback and direction on issues concerning Aboriginal people. Following the morning meetings, the Chief and several members of the Saskatoon Police Service attend a sweat lodge ceremony with the Elders and community members.

VI. Diversity Breakfast

Every March the Saskatoon Police Service hosts a breakfast in support of the International Day for the Elimination of Racial Discrimination. The focus of the breakfast is to recognize diversity in the community, as well as our own police service, and to commemorate the International Day for the Elimination of Racial Discrimination which is March 21st.

The Saskatoon Police Service speaker in 2015 was retired Sergeant Ernie Louttit. Since retirement Ernie has published two books about policing in Saskatoon and does numerous speaking engagements.

Each year, a New Canadian youth(s) is/are recognized for his/her contribution to the community and education by receiving an award provided to assist the student(s) with future education during this breakfast.

VII. Race Against Racism

The Saskatoon Police Cultural Resource Unit hosted its 5th Annual Race Against Racism in September 2015. This 3 or 5 KM run/walk/stroller roll commenced at Victoria Park and was sponsored by the Saskatoon Police Service, The Running Room Canada, and new this year, the City of Saskatoon’s Cultural Diversity and Race Relations Committee. In addition to raising awareness for diversity, another goal of this race is to provide a positive environment for people of all ages, cultures, religions and ethnic backgrounds to gather and promote an active healthy lifestyle, while encouraging positive police community relations.

The event was again a success. Participants and volunteers were involved including members of various Saskatoon community groups and organizations.

The Saskatoon Police Service donated the registration fees to the Red Cross in honor of the work they did with the forest fire evacuees in northern Saskatchewan. “Cram the Cruiser” continued where non-perishable food items were stuffed into a police patrol car. These items were donated to the Saskatoon Food Bank.

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VIII. Diversity Training for New Recruits

Cultural Resource Unit members delivered Diversity Training at the Saskatchewan Police College as part of the training for new recruits and for the Cultural Relations Course. Also, as an integral part of the Operational Investigators Course, presentations were delivered to approximately twenty police officers (in each seminar) from all over the province, who learn about the changing demographics in Saskatchewan due to the growing Aboriginal population and the immigration strategy. They also get an understanding of our Cultural Resource Unit and the important work that is done to build better relationships with the diverse community that we serve.

Participants are encouraged to share their experiences as we work towards creating increased understanding, respect and harmony in our communities. As our police service grows to reflect the diversity in our province the values of integrity, honesty, respect and fairness are increasingly important.

IX. Aboriginal Police Preparation Program

Constable Marc Belanger from the Cultural Resource Unit maintains contact with students enrolled in the Aboriginal Police Preparation Program at the Saskatchewan Polytechnic campuses. The program is designed to provide specific training to assist students to be successfully recruited into careers in Municipal, Federal or Aboriginal police services.

Constable Marc Belanger also attends a multitude of cultural recruiting fairs and travels throughout Saskatchewan to present information on careers in law enforcement to community groups and students.

X. Treaty Four Citizens' Police Academy

This academy is an interactive two-week program that gives participants hands on experience in some of the facets of policing. Participants are certified in First Aid and Level “C” CPR and complete some of the testing required in a hiring competition. Participants are housed at Luther College in Regina for two weeks and experience the life of a police recruit at Police College. They attend daily lectures, fitness classes, drill and deportment and receive mentoring on a daily basis.

Constable Belanger took on the role of facilitator and instructor for the two week period. Upon completion of the program, participants who are interested in pursuing a career in policing and who meet the qualifications are invited to participate in hiring competitions with the police service of their choice.

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XI. Saskatchewan Police Aboriginal Recruiting Committee (SPARC)

The Saskatchewan Police Aboriginal Recruiting Committee (SPARC) was initiated by the Saskatchewan Government in 2005 in response to the Commission on First Nations and Métis Peoples and Justice Reform, re: Neil Stonechild Inquiry.

The Commission determined there was a lack of Aboriginal police officers within the police services in the province. The Ministry of Justice identified the need for the development of an Aboriginal recruiting strategy that would assist Saskatchewan police services in the recruitment of Aboriginal police officers.

SPARC first started with representation from the seven major police services in Saskatchewan and the RCMP. It consisted of sworn officers and civilians that included recruiters, media relations, and cultural liaison officers. Over the past several years, SPARC has formed partnerships with fourteen other agencies that have security positions within their organizations or have policing and/or teachings incorporated in their curriculum.

SPARC has developed a recruiting strategy designed to attract Aboriginal candidates into a career in policing. The main goal is to ensure candidates are provided with the required support systems to achieve career success. Aboriginal candidates include: First Nations, Métis, and Inuit. Members from the Human Resources Division and the Cultural Resource Unit have sat on this committee since its inception.

XII. Summer Student Program

From April to September 2015, a graduate of the Aboriginal Police Preparation Program was offered a summer student position with the Saskatoon Police Service. The student was tasked with assisting the members of the Cultural Resource Unit.

The purpose of the Summer Student Program is to offer the students an opportunity to observe in detail what policing is like and to help them decide if policing is something they want to do as a career.

One of our Aboriginal summer students, Brandon Roberts, was hired in the fall of 2014 as a Special Constable assigned to Detention.

XIII. Youth Advisory Committee

The Service recognizes the need to work closely with all segments of our community and we recognize the value that youth input can have when working on issues that involve youth. In late summer of 2013, a small group of community members, including two youth, began meeting with police officers and the police summer students to begin the process of getting youth engaged with the police. The group will be recognized as the SPS Youth Advisory Committee.

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In January 2014, the first larger group of youth, mentored by Restorative Action Program workers, met with members of the Cultural Resource Unit to set some short term goals and discuss how the Youth Advisory Committee should function.

The goal of the committee is to create a direct link between Saskatoon’s youth and the Police Service. The majority of the youth on the committee will come from a diverse background.

During 2015 the Youth Advisory Committee worked to create a questionnaire to gauge youth opinions of policing in Saskatoon and the Saskatoon Police Service. This questionnaire was youth created and youth driven. The questionnaire will be provided to all high school students including those youth that are in custody and still fall within the age range. It is the committee’s goal to provide an accurate report to assist the Saskatoon Police Service to become more aware of youth issues and get involved in solutions. The committee presented the results of the survey to the Chief of Police who was impressed with the work done. Committee members were then invited to present before the Board of Commissioners.

XIV. Video Project – Never the Same Day Twice

After the Truth and Reconciliation event in June 2012, it was decided that the Saskatoon Police Service should undertake a video project in order to highlight the many positive steps that the Service has taken over the past number of years to help build trust and foster relationships between the police and the Aboriginal community in and around Saskatoon. Our Aboriginal Relations Consultant worked closely with Blue Hill Productions on the completion of the video. It will be used during the delivery of community presentations and as a recruiting video.

The DVD was launched on January 29, 2015. Additional dates for public viewing were requested as a result of that initial launch.

The video can be viewed online at: <https://www.youtube.com/watch?v=lhsJy0JwKy8>

CONCLUSION:

The Saskatoon Police Service continues to work towards a workforce that is more reflective of the population it serves. Achieving a representative workforce takes time, commitment, and a coordinated effort. While significant gains have been made, there are still many challenges. First Nations and Métis people have many other career options and law enforcement is not a career choice for many. The Saskatoon Police Service has an integral role to play in developing and maintaining positive, meaningful relationships with members of our diverse community. The challenge will be to continue to implement proactive measures which positively impact the applicant pool for Employment Equity groups. The Saskatoon Police Service will continue to work with our multicultural partners to achieve the goals of our Employment Equity Plan.

“PUBLIC AGENDA”

Written by: Bobbi-Daye Larmer, Human Resource Consultant
Sergeant Keith Salzl, Cultural Resource Unit

Approved by: Bernie Pannell
Deputy Chief of Administration

Submitted by: 

Clive Weighill
Chief of Police

Dated: MARCH 3 / 12

CAPG CALL FOR RESOLUTIONS 2016

CAPG 27th Annual General Meeting
Sunday, August 14, 2016
Ottawa, Ontario
Ballroom, Chateau Laurier

An important part of each Annual Meeting of the Canadian Association of Police Governance (CAPG) is the consideration of Resolutions brought forward by our members. Members are invited to submit Resolutions in writing to the CAPG office any time before **FRIDAY, MAY 13TH, 2016**.

Please review the attached Resolutions Guidelines that will assist you in preparing Resolutions for submission. Voting on the Resolutions will take place at the Annual General Meeting in **OTTAWA, ONTARIO** on **SUNDAY, AUGUST 14, 2016** at CAPG's 27th Annual General Meeting.

If you have any questions on the guidelines or would like background on a certain issue, please get in touch with Jennifer Malloy, Executive Director, at jmalloy@capg.ca.

THIS IS YOUR CHANCE TO ENSURE YOUR VOICE IS HEARD!

Mail or Email your Resolutions by **Friday, May 13, 2016** to:

Resolutions Committee
Canadian Association of Police Governance
157 Gilmour Street, Suite 302
Ottawa, Ontario K2P 0N8

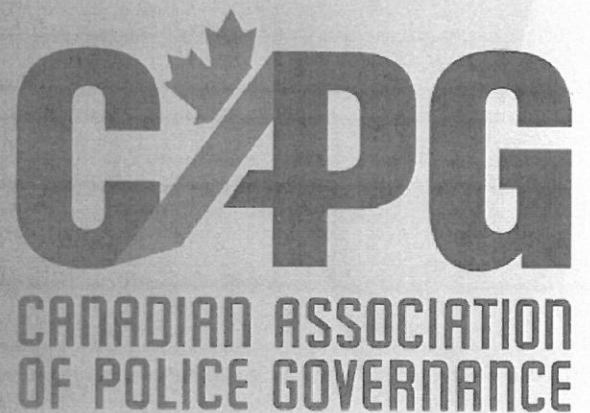
Email: jmalloy@capg.ca

CANADIAN ASSOCIATION OF POLICE GOVERNANCE

Resolutions Guidelines | 2016

Dedicated to Excellence in Police Governance
in Canada since 1989

Canadian Association of
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157 Gilmour Street, Suite 302
Ottawa, ON K2P 0N8



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DEADLINE FOR RESOLUTIONS

All resolutions must be received in the CAPG office by: **FRIDAY, MAY 13, 2016**

SUBMISSION REQUIREMENTS

Resolutions submitted to the CAPG for consideration shall be submitted as follows:

- One copy of the resolution;
- **Containing no more than four preamble “(WHEREAS)” clauses**; and
- Accompanied by background documentation explaining the nature of the issue or concern being addressed.
- Please send resolutions electronically in a word document in order to facilitate ease of circulation and amendment.
- A copy of all resolutions must be received by the deadline date of FRIDAY, MAY 13, 2016
- Send to: jmalloy@capg.ca

RESOLUTIONS COMMITTEE CONSIDERATION

The Resolutions Committee will review all submitted resolutions following the deadline date of **FRIDAY, MAY 13, 2016**.

Resolutions will be assessed for adherence to the Guidelines and will make every effort to ensure that sponsors' resolutions are clear and concise. Resolutions that require amendments will be sent back to sponsoring boards for consideration of committee input and subsequent revision and re-submission.

The Resolutions Committee shall consider all submitted resolutions and either recommend ENDORSEMENT or NO ENDORSEMENT. Resolutions that have been previously considered at CAPG Annual Conventions will be noted as such.

LATE RESOLUTIONS

Resolutions received after the (MAY 13, 2016) deadline will not be included in the Resolutions Section of the convention package and can only be admitted for debate by special motion during the Convention.

i. Resolutions submitted following the expiry of the regular deadline shall comply with all other submission requirements and be forwarded to the CAPG by the Friday (at noon) preceding the date of the Convention.

ii. Resolutions received after the MAY 13, 2016 deadline shall be examined by the Resolutions Committee and shall be separated into the following categories:

- Emergency and Extraordinary resolutions recommended to be placed before the Convention for Plenary discussion.
- Late resolutions not recommended to be admitted for Plenary discussion.

OTHER MATTERS AFFECTING RESOLUTIONS PROCESS

The Resolutions Committee:

- Will be strict in adhering to the guidelines and will make a determined effort to ensure that sponsor's resolutions are clear and concise; and
- Will attempt to have submitted resolutions that do not meet guidelines corrected and resubmitted by sponsoring boards; and
- Will endeavour to have all resolutions submitted (as per guidelines) considered during the time allocated at the Convention.

GUIDELINES FOR DRAFTING RESOLUTIONS

(a) Relevance to Police Governance

All resolutions must show a clear relation to and/or impact on the role of police governance bodies.

(b) Background

To assist members in reviewing proposed resolutions, boards shall provide a one-page summary that includes the rationale for the resolution and relevant, factual background information.

(c) Construction of a Resolution

All resolutions contain a preamble and an operative clause. The preamble describes the issue and the operative clause outlines the action being requested. The resolution should answer the following three questions:

- What is the problem?
- What is causing the problem?
- What is the best way to solve the problem?

Preamble:

The preamble commences with a recital, “WHEREAS” clause. Each clause is a separate but concise paragraph providing information as to the nature of the problem or reason for the action being requested. The preamble should not contain more than four “WHEREAS” clauses.

“WHEREAS” clauses are clear and concise; they are factual clauses to support your resolution. Resolutions that have more than four “WHEREAS” clauses become confusing and difficult to understand for the reader; intent is not clear.

Operative Clause:

The operative clause begins with the words “THEREFORE BE IT RESOLVED”. This clause should be as short as possible and must clearly describe the action being requested by the CAPG (actions that require consideration by other agencies should be directed to those agencies); the intent must be clear, stating a specific proposal for action by the CAPG. Resolved clauses should be only one sentence in length and must be able to stand alone as they are the only part of the resolution that will be debated or considered.

(d) Keys to Drafting a Successful Resolution

- i. The language of the resolution should be simple, action-oriented and free of ambiguous terms.
- ii. Each resolution must embody only one specific subject.
- iii. Resolutions must be accompanied by supporting facts.
- iv. Resolutions must be properly titled.
- v. Resolutions must contain accurate legislative reference.
- vi. Resolutions must deal with issues that have national implications.
- vii. Resolutions must clearly have a relation to and/or impact on the role of police governance bodies.

HELPFUL HINTS FOR PRESENTING RESOLUTIONS

1. **Be realistic.** The resolved statements should include specific actions that are realistic and implementable. Resource availability (both human and financial) will affect the implementability of resolutions.
2. **Be positive.** A positive approach always works better than a negative one. Write positive statements, and address the issue positively when you are speaking to it.
3. **Be knowledgeable.** Know the facts about all parts of your resolution. Be aware of other resolutions that have been passed on your issue and be sure to state in your resolution why

reaffirmation of the same stand is timely.

4. **Gather support and assistance.** Try to involve other members in supporting your resolution. Share your facts and ask others to speak pro to your resolution. This will not only help you get your resolution passed, it will also encourage other members to get involved.
5. **Present the resolution.** Ensure that a member from the Sponsoring Board is available to present the Resolution.
6. **Use your time on the floor wisely, time is limited.** As the author, you will have an opportunity to speak to the resolution first. Remember that the delegates have a copy, so don't read it to them. Instead, take this opportunity to state some of the facts that might not be included in the "whereas" clauses.
7. **Be available.** Make sure you are available to the Delegates to answer questions.

(see attached Pro-Forma)

PRO-FORMA OF PROPOSED RESOLUTIONS

A. Author (name of Board).

B. Background (purpose of the proposed resolution) supporting documentation and/or information (up to one page).

C. To what body, government department, agency or individual is the Resolution directed?

WHEREAS, etc. _____

and: WHEREAS, etc. _____

THEREFORE BE IT RESOLVED by the Canadian Association of Police Governance:

, and: BE IT FURTHER RESOLVED, etc. _____

