

PUBLIC AGENDA

SASKATOON BOARD OF POLICE COMMISSIONERS

Thursday, December 12, 2019, 4:00 pm
Committee Room E, Ground Floor, City Hall
COMMISSIONERS:

Commissioner D. Brander, Chair
Commissioner C. Inglis-McQuay, Vice-Chair
Commissioner Mayor C. Clark
Commissioner J. Custead
Commissioner R. Donauer
Commissioner K. Healy
Commissioner M. Loewen

Pages

1. MINUTES/DELEGATIONS/PRESENTATIONS

1.1 Call to Order

1.2 Confirmation of Agenda

Recommendation

That the agenda be confirmed as presented.

1.3 Adoption of Minutes

Recommendation

That the minutes of regular meeting of the Board of Police Commissioners held on November 21, 2019 be adopted.

1.4 Delegations

1.4.1 Presentation - Safe Community Action Alliance

Bonnie Heilman will be in attendance to provide a presentation.

1.4.2 Presentation - Community Safety & Well-being Partners Group

Shan Landry will be in attendance to provide a presentation.

1.5 Chair's Report

1.6 Chief's Report

1.7 Environmental Scan

2. CORRESPONDENCE/CITY COUNCIL REFERRALS

2.1 Saskatoon Police Association - Collective Agreement - Board of Police Commissioners and the Saskatoon Police Association 4 - 4

Letter dated November 12, 2019 attached.

Recommendation

That the communication be forwarded to the Administration for further handling and response to the writer.

2.2 Communication - Sara Mann - Safety 5 - 6

Communication dated November 16, 2019 addressed to City Council and redirected to the Board of Police Commissioners is attached. A copy has been provided to the Saskatoon Police Service.

Recommendation

That the information be received.

2.3 Communication - Minister of Corrections and Policing - Supervised Consumption Site 7 - 8

Communication dated November 20, 2019 is attached.

Recommendation

That the information be received.

3. ROUTINE/STATISTICAL REPORTS

3.1 Report on the Impact of Legalization of Cannabis After One Year 9 - 16

Report dated November 28, 2019 attached.

Recommendation

That the information be received.

4. RESPONSES TO BOARD REFERRALS

4.1 Operational Review Update

17 - 19

Report dated November 28, 2019 attached.

Recommendation

That the information be received.

5. OTHER

5.1 Reappointment - Saskatoon Police Pension Plan - Board of Trustees (New)

Commissioner Loewen has confirmed her willingness to be reappointed.

Recommendation

That the Commissioner Loewen be reappointed to the Saskatoon Police Pension Plan - Board of Trustees (New) to the end of 2022.

6. BOARD INQUIRIES

7. ADJOURNMENT



SASKATOON POLICE ASSOCIATION

AFFILIATED WITH CANADIAN POLICE ASSOCIATION AND SASKATCHEWAN FEDERATION OF POLICE OFFICERS

"Associating with great people since 1920!"



November 12, 2019

Chairperson
Saskatoon Board of Police Commissioners
222 3rd Avenue North
Saskatoon, SK
S7K0J5

Dear Ms. Brander,

Re: Collective Agreement between the Board of Police Commissioners and the Saskatoon Police Association

This is notice the Saskatoon Police Association wishes to enter into negotiations regarding the Collective Bargaining Agreement between the parties as per Article 2 of the current agreement which is set to expire December 31, 2019.

Sincerely,

Dean Pringle
President: Saskatoon Police Association

cc: Mark Chatterbok, Deputy Chief of Police
cc: Marno McInnes, Director of Labour Relations, City Hall

Sproule, Joanne

From: City Council
Sent: Monday, November 18, 2019 2:57 PM
To: Sproule, Joanne
Cc: Cooper, Troy (Police); Tryon, Caren (Police); Fast, Joyce
Subject: Email - Communications - Mann - St. Paul's Hospital Area - CK. 5400-1

Re: Communications
From: Sara Mann
Date: November 16, 2019
Subject: St. Paul's Hospital Area

The following is a communication addressed to City Council, with respect to the above matter.

I am forwarding the communication to the Board of Police Commissioners for further handling and response to the writer.

Debby Sackmann on behalf of
Joanne Sproule, City Clerk

From: Sara Mann [mailto:]
Sent: Saturday, November 16, 2019 12:36 AM
To: City Council <City.Council@Saskatoon.ca>
Subject: Form submission from: Write a Letter to Council

Submitted on Saturday, November 16, 2019 - 00:35

Submitted by anonymous user: 207.195.86.26

Submitted values are:

Date Saturday, November 16, 2019
To His Worship the Mayor and Members of City Council
First Name Sara
Last Name Mann
Email [REDACTED]
Address [REDACTED] Beckett Green
City Saskatoon
Province Saskatchewan
Postal Code S7N [REDACTED]
Name of the organization or agency you are representing (if applicable) Myself
Subject St. Paul's hospital area
Meeting (if known) Monday meeting November 18
Comments
To our city council, it's very rare that I worry about my safety but I am and would like something done.
[REDACTED]

[REDACTED] I drive myself and don't want to pay ridiculous amounts of money for hospital parking so I park on the street. I've been followed, I have been approached for money and this last time it seemed as if a man was going to try and grab my purse but I started honking my car horn with my key fob to bring attention to me so I wasn't attacked. This is unacceptable. Not just for me but many elderly people attend that hospital for treatments too. How would they defend themselves if they were attacked or robbed? You know all this so I don't want to beat a dead horse so to speak but what is the city doing to stop this. The crime is high, meth is out of control and the safety of your citizens is failing. I would like an answer on how this will stop. I know you are bringing on more police but seriously adding a place where people can do their drugs close to the hospital is insane. You are just looking for trouble. Have you looked at the crime in the cities that have this program? It has gone up. Yes I get that it may help in some way but we aren't equipped to deal with the fallout of all this and mark my words it will be a disaster. I see no positive out of this. Please do something to help the people who need treatments at the hospital stay safe. I'm not meaning those who are drug Addicts either. Maybe get a treatment facility to help those get off drugs not allow them to use drugs. We need more of that not giving them a free pass

Attachments

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/349401>



Government
— of —
Saskatchewan
Minister of Corrections
and Policing
Legislative Building
Regina, Canada S4S 0B3



November 20, 2019

Ref: # 2019-103

Darlene Brander, Chair
Saskatoon Board of Police Commissioners
222 – 3rd Avenue North
SASKATOON SK S7K 0J5

Dear Darlene Brander:

Thank you for your letter dated October 18, 2019 requesting support for the supervised consumption site in Saskatoon.

In 1998, the Municipal Police Grant program began to provide funding to municipalities for police positions. This investment is intended to support provincial priorities such as combatting gang violence, domestic violence, and drug trafficking. The program currently provides funding for 128 municipal police officer positions across Saskatchewan and four mental health workers with the Saskatchewan Health Authority.

As you are aware, the City of Saskatoon is primarily responsible for the funding of the Saskatoon Police Service. In 2019, the Government of Saskatchewan provided the Saskatoon police with \$4.91 million in Municipal Police Grants as a part of the city's \$105 million police budget.

We understand that there has been challenges around other supervised consumption sites across western Canada. While we appreciate those challenges, the City of Saskatoon is ultimately responsible for deciding how to best distribute its resources. The provincial government funds areas that are of mutual provincial priority and not strictly a local concern.

.../2

Darlene Brander
Page 2
November 20, 2019

We look forward to continuing to work with the city and the Board of Police Commissioners in areas of shared priority.

Sincerely,



Christine Tell
Minister of Corrections and Policing

cc: Dale Larsen, Deputy Minister of Corrections and Policing
Drew Wilby, Assistant Deputy Minister, Community Engagement
Rob Cameron, Executive Director, Policing and Crime Prevention

“PUBLIC AGENDA”

TO: Darlene Brander, Chairperson
Board of Police Commissioners

FROM: Troy Cooper
Office of the Chief

DATE: 2019 November 28

SUBJECT: Report on the Impact of Legalization of Cannabis After One Year

FILE #: 8,015

ISSUE:

This report will identify the impact of cannabis legalization since it was legalized in Canada on October 17, 2018. The report will focus on reported offences, the use of the investigative techniques to identify cannabis impaired driving, and budget expenses for investigations and training.

In summary, this report has identified that in the first year (October 17, 2018 to October 17, 2019) of cannabis legalization:

1. There have been 11 federal *Cannabis Act* charges since legalization.
2. There have been 187 charges under *The Cannabis Control (Saskatchewan) Act* since legalization.
3. There have been 41 *Criminal Code* driving occurrences where ‘drugs’ were listed as the intoxicant however only 8 of those had cannabis specifically identified as the intoxicant believed to be involved.
4. The number of non-criminal driving suspensions under *The Traffic Safety Act* has fluctuated over the last five years so no determination could be made if cannabis is a factor. These suspensions do not identify the intoxicant believed to be involved. The number of non-criminal suspensions is below the five year average.
5. *Cannabis Act* cannabis investigations have not had a significant impact on the SPS.
6. *The Cannabis Control (Saskatchewan) Act* investigations initially impacted SPS operations however the robust approach to investigating and charging the operator of a non-licensed cannabis outlet appears to have stopped their establishment in Saskatoon.
7. It is estimated that the cost to the Saskatoon Police Service for cannabis training in the first year of legalization was approximately \$138,849.51 (all costs including wages after cost recovery). However in the year prior to legalization the cost was estimated to be an additional \$115,291.49 (all costs including wages after cost recovery). It is important to

“PUBLIC AGENDA”

note that these costs were able to be funded through existing budgets, however, did result in the reprioritization of other training programs. The majority of these costs represent soft costs, that is, the cost of the time members spent away from regular duties to attend this training.

RECOMMENDATION:

That this report be received for information.

STRATEGIC PRIORITY:

This report supports the Service’s goals in the 2015-2019 Business Plan in the following ways:

- Reducing crime and victimization by working to decrease traffic collisions through the active enforcement of impaired driving laws.
- Providing effective and efficient service by focusing on emerging trends and educating the public about those trends, enhancing our transparency as a policing organization.
- Developing our Human Resources by providing developmental opportunities for employees by taking advantage of online training programs and providing training which assists them in the detection of impaired driving offences.

DISCUSSION:

This report will provide information on:

- Statistical information on the Saskatoon Police Service (SPS) experience on the enforcement of the *Cannabis Act*.
- Statistical information on the SPS experience on the enforcement of *The Cannabis Control (Saskatchewan) Act*.
- Statistical information on the SPS regarding *Criminal Code/The Traffic Safety Act* impaired driving enforcement in relation to cannabis impairment.
- The financial impact on the SPS for enforcement related to cannabis investigations and training associated to cannabis investigations and cannabis related traffic enforcement investigations.

“PUBLIC AGENDA”

REPORTED OFFENCES RELATED TO CANNABIS:

The Legislation Applicable to Cannabis Legalization

The *Cannabis Act* is federal legislation which created a legal and regulatory framework for controlling the production, distribution, sale, and possession of cannabis in Canada.

The *Criminal Code* contains the legal framework defining offences involving impaired driving by cannabis consumption.

The *Cannabis Control (Saskatchewan) Act* contains the legal and regulatory framework to control the sale, possession, consumption, distribution and transportation of cannabis in Saskatchewan.

The *Traffic Safety Act* contains the legal framework defining provincial offences which involve driving while impaired by alcohol and/or drugs.

Cannabis Act

Cannabis Act offences are federal offences, similar in nature to the *Controlled Drug and Substances Act* cannabis offences which preceded it. The SPS Planning and Research Unit provided the statistics in Table 1 regarding the reported offences under the *Cannabis Act*.

Table 1

| Cannabis Act Offences | Oct 17, 2018 - Oct 17, 2019 |
|---|------------------------------------|
| POSSESSION OF CANNABIS BY ORGANIZATION | 1 |
| POSSESSION OF CANNABIS FOR PURPOSE OF SALE | 4 |
| POSSESSION OVER 30G DRIED CANNABIS BY ADULT | 2 |
| POSSESSION CANNABIS FOR DISTRIBUTION | 2 |
| DISTRIBUTE CANNABIS TO YOUTH BY ADULT | 1 |
| UNAUTHORIZED SALE OF CANNABIS TO ADULT | 1 |
| Total | 11 |

Investigations into *Cannabis Act* offences have generally been in association to other investigations. For example, the Guns and Gangs Unit was conducting an investigation into the criminal activity of a known street gang member. During that investigation the Guns and Gangs Unit seized 3.45kg of cannabis and 960g of cannabis ‘shatter’ concentrate. The SPS did not track the financial cost of this investigation as it was part of an operation with a larger scope.

The Cannabis Control (Saskatchewan) Act

The *Cannabis Control (Saskatchewan) Act* is provincial legislation similar in nature to *The Alcohol and Gaming Regulation Act, 1997*. There are provincial offences which are similar to the federal legislation. Police discretion is used when determining which legislation will be used. The Planning and Research Unit provided the statistics in Table 2 regarding reported offences under *The Cannabis Control (Saskatchewan) Act*.

“PUBLIC AGENDA”

Table 2

| Provincial Cannabis Offences | Oct 17, 2018 - Oct 17, 2019 |
|---|------------------------------------|
| MINOR PURCH CANNABIS DIRECTLY/INDIRECTLY | 1 |
| MINOR POSSESS CANNABIS | 50 |
| MINOR CONSUME CANNABIS | 3 |
| POSSESSION/CONSUME/DISTRIBUTE CANNABIS IN VEHICLE | 55 |
| DISTRIBUTE MORE THAN 30G CANNABIS TO PUBLIC | 8 |
| CONSUME CANNABIS IN A PUBLIC PLACE | 31 |
| CONSUME CANNABIS AT SCHOOL/GROUNDS | 0 |
| SELL/GIVE/DISTRIBUTE CANNABIS TO MINOR | 1 |
| POSSESS MORE THAN 30G CANNABIS IN PUBLIC | 16 |
| POSSESS CANNABIS KNOWN TO BE ILLICIT | 18 |
| DIRIRECTLY/INDIRECTLY SELL OR OFFER CANNABIS | 4 |
| Total | 187 |

The Vice Unit has been tasked with cannabis investigations related to the unlicensed cannabis outlets. Since legalization the Vice Unit has developed a strong relationship with the Saskatchewan Liquor and Gaming Authority which is tasked with the licensing and supervision of licensed outlets.

The most significant investigation occurred in January and February 2019 in relation to one unlicensed cannabis outlet located in downtown Saskatoon. Approximately 305 hours were invested in this investigation, an estimated budget impact of \$17,491 for wages. This investigation was significant in that it was the first of its kind using *The Cannabis Control (Saskatchewan) Act*. Investigators spent hours in consultation with prosecutors on the development of investigative tools such as a format for the Warrant to Search. The Vice Unit worked closely with other units and agencies such as the SPS Drug Unit, SPS Exhibit Custodians, City of Saskatoon Bylaw Enforcement, Provincial Crown Prosecutions, and Saskatchewan Seizure of Criminal Property Program.

Cannabis Impaired Driving – Enforcement under the *Criminal Code* and *The Traffic Safety Act*

The following information was provided by the Planning and Research Unit.

Criminal Code Impaired Driving Offences

The Planning and Research Unit conducted an analysis of reported *Criminal Code* impaired driving offences between October 17, 2018 and October 17, 2019. The purpose of the analysis was to identify cannabis impaired driving offences. The following criminal offences were analyzed:

- Impaired Operation of a Motor Vehicle Low Drug Concentration
- Impaired Operation of a Motor Vehicle Causing Death ALC/DRUG
- Impaired Operation of a Motor Vehicle Causing Death DRUG

“PUBLIC AGENDA”

- Impaired Operation of a Motor Vehicle Causing Bodily Harm ALC/DRUG
- Impaired Operation of a Motor Vehicle Causing Bodily Harm DRUG
- Impaired Operation of a Motor Vehicle ALC/DRUG
- Impaired Operation of a Motor Vehicle DRUG

Table 3

| Impaired Driving Occurrences – October 17, 2018 – October 17, 2019 | |
|---|------------------------------|
| Occurrence type (UCR) | Number of Occurrences |
| Imp Op of a MV CBH ALC | 4 |
| Imp Op of a MV ALC | 247 |
| Imp Op of a MV ALC/DRUG | 34 |
| Imp Op of a MV DRUG | 7 |
| TOTAL | 292 |

An analysis by the Planning and Research Unit of the information in Table 3 was completed on the occurrences where drugs were listed as the intoxicant by the investigating officer. Of the 41 occurrences matching these occurrences, cannabis was mentioned as the drug either used or suspected of being used in 8 of the occurrences.

Enforcement of Impaired Driving under *The Traffic Safety Act*

Police officers may also use the authority to suspend a driver’s license using provisions in *The Traffic Safety Act*; these are non-criminal suspensions. The Planning and Research Unit conducted an analysis of suspensions under *The Traffic Safety Act* between October 17, 2018 and October 17, 2019. A comparison for a five year period was provided which shows the total number of suspensions, both criminal and traffic safety act compared to traffic safety act alone. The information provided in Table 4 shows an increase in non-criminal suspensions during the first year of cannabis legalization than the previous three years however is less than the 5 year average of 223 incidents.

Table 4

| | Total # of Suspension occurrences | # of Suspension occurrences - non-Criminal Code |
|---------------------------------|-----------------------------------|---|
| October 17/2014-October 17/2015 | 520 | 268 |
| October 17/2015-October 17/2016 | 540 | 219 |
| October 17/2016-October 17/2017 | 440 | 199 |
| October 17/2017-October 17/2018 | 454 | 192 |
| October 17/2018-October 17/2019 | 479 | 239 |
| | | 5 year average 223.4 occurrences |

Use of the Draeger 5000 Roadside Screening Device for Impaired Driving Enforcement

The Draeger 5000 Roadside Screening Device came into possession of the Saskatoon Police Service in January 2019 however it was not deployed until July 2019 as there were not any investigators trained on how to use it. The Saskatoon Police Service has one device which it has

“PUBLIC AGENDA”

deployed at every sobriety checkpoint since July 2019. The device has been used during 12 investigations with the following results:

- On two investigations the device returned a negative result for both cocaine and cannabis. This means that although there was a suspicion that the drugs were recently consumed they were not detected in the person’s saliva.
- On nine investigations the test showed positive for THC, the active chemical in cannabis. On these investigations the driver was issued a roadside suspension under *The Traffic Safety Act*.
- On one investigation the test showed positive for THC and cocaine. The driver was arrested for impaired driving and examined by a Drug Recognition Expert.

This device was provided at no cost to the SPS by SGI.

PUBLIC OUTREACH

Prior to the legalization of cannabis the SPS Public Affairs Section utilized Twitter and Facebook to facilitate two opportunities to clarify and answer any questions from our community. The first opportunity had a focus on cannabis as it related to traffic safety. The second was intended to focus on the regulatory elements of cannabis legalization.

The questions were answered in real-time, or as quick as subject matter experts could provide Public Affairs staff with the answers. The Public Affairs Section responded to hundreds of comments, providing information to the public regarding legalization. The Public Affairs Section then compiled a list of the most commonly asked questions to create a document that people could be directed to long term. The final version of that document was published to Facebook Notes, Twitter and to the SPS website: <https://www.facebook.com/notes/saskatoon-police-service/cannabis-legalization-faqs/2155368154476049/>.

TRAINING EXPENSES

The SPS Finance Section provided a breakdown of the cost for training expenses related to cannabis offences and cannabis impaired driving investigations. I would like to acknowledge the Finance Section for the work that was conducted to provide accurate information for this report.

The SPS incurred significant training costs for these investigations dating back to 2016. The information provided is for all costs associated to training, including travel expenses and salaries. The SPS was able to recover costs associated to Drug Recognition Expert and Standard Field Sobriety Testing training over the same period however it was not 100% cost recovery.

A summary of significant items is:

2019 – The SPS incurred \$201,808.59 in total costs. \$62,959.08 was cost recovery, leaving a total impact to the SPS budget of \$138,849.51.

“PUBLIC AGENDA”

2018 – The SPS incurred \$141,493.12 in total costs. \$106,204.98 of that amount was for salaries associated to mandatory CPKN On-Line *Cannabis Act* training. \$26,201.63 was cost recovery, leaving a total impact to the SPS budget of \$115,291.49.

2017 – The SPS incurred \$138,556.94 in total costs. \$24,921.26 was cost recovery, leaving a total impact to the SPS budget of \$113,635.68.

Total drug training costs (net of cost recovery), from 2017 to 2019 was \$367,776.68. It is important to note that these costs were funded through existing budgets and were accommodated through the reprioritization of current training initiatives. The majority of the costs represent soft costs, that is, time that members spent away from their regular duties attending training.

IMPLICATIONS

Budget

1. The SPS has incurred significant expenses to prepare its investigators for cannabis legalization.
2. It can be anticipated that there will be an ongoing necessity to continue training Drug Recognition Experts in the future due to staff turnover, changes in best practices, and court decisions.
3. Standard Field Sobriety Testing is now being taught at the Saskatchewan Police College as part of the Recruit Training Program. The need for this subject to be taught locally will diminish over time.
4. The CPKN *Cannabis Act* Training provided in 2018 was did not include a component on Cannabis Edibles. The RCMP and CPKN have partnered to update the training program and will release it sometime in December 2019.
5. As new Roadside Screening Devices (the Draeger 5000) become available to policing they will require funding allocations. Cost recovery through SGI or other sources may be available in the future.

Operations

1. The SPS should be past the initial period of change associated to culture change, education in new cannabis legislation and implementing the legislation into operations, and training in new investigative techniques.
2. The next period will impact policing operations as court decisions are being rendered on roadside screening devices, the use of Drug Recognition Experts, and the application of Federal and Provincial legislation.

“PUBLIC AGENDA”

3. With the legalization of cannabis edibles in October 2019 the enforcement of the Federal and Provincial legislation regarding possession and distribution has become more complicated. In order to assess if a person is in possession of 30 grams or less of cannabis an investigator will be required to determine the concentration of THC in the edible product. The investigator would then apply a formula to calculate the number of grams it is equivalent to. The CPKN online training program scheduled for release in December 2019 will provide police officers with the necessary skills to conduct investigations into cannabis offences, including cannabis edibles.
4. Currently the Vice Unit is tasked with cannabis investigations related to unlicensed outlets, the Drug Unit with investigations related to unauthorized distribution, importation or production offences, and Patrol with other cannabis offences and calls for service. The SPS is monitoring this distribution of responsibility, specifically to the Vice Unit as it places more focus on Organized Crime Human Trafficking investigations.

CONCLUSION:


The Saskatoon Police Service has invested considerable employee time and public budget in support of being prepared for cannabis legalization. This preparation allowed the Service to be responsive to the needs of the community through public education and having the appropriate resources ready in advance.

In preparation for legalization the Saskatoon Police Service looked to other jurisdictions which had gone through legalization to gain some insight into what would occur here. Since cannabis legalization on October 17, 2018 the Saskatoon Police Service has experienced fewer issues than were expected based on our research. This can be attributed to our preparation, using appropriate investigative approaches when required, public outreach, and the efforts of government to provide a safe transition to legalization.

Written by: **Dave Haye**
Superintendent, Criminal Investigations

Approved by: **Mitch Yuzdepski**
Deputy Chief, Support Services

**Approved and
Submitted by:**



Troy Cooper
Chief of Police

Dated: **December 3, 2019**

“PUBLIC AGENDA”

TO: Darlene Brander, Chairperson
Board of Police Commissioners

FROM: Troy Cooper
Office of the Chief

DATE: 2019 November 28

SUBJECT: Operational Review Update

FILE #: 1,015

ISSUE:

At the May 2018 Board meeting it was resolved that the Board receives regular progress updates as the recommendations of the Operational Review are included in planning and operations. The last update was received in February, 2019.

RECOMMENDATION:

I recommend that the Board receives this report as information.

STRATEGIC PRIORITY:

The implementation of the Operational Review recommendations supports our strategic priority to be effective and efficient. By reporting our progress we can highlight areas we improved in, best practices we found and alternate processes that we used to ensure an efficient service.

DISCUSSION:

Completed

Some of the recommendations (#2, #4, #5, #8, #10, #12, #14, #17) have been completed. These include:

- a) The reorganization of the Police Service executive rank began in 2018 and was completed in 2019 with the recruitment of an Executive Director. Although the purpose of this restructure was to bring civilian perspective at a higher level within the Service, a salary saving was also realized. The change resulted in a reduction in salary expenses of \$10,795 per year.
- b) In 2019 a performance management system was implemented and it will be strengthened going forward.

“PUBLIC AGENDA”

- c) Patrol Analysts replaced sworn police officers in 2019. This addressed both effectiveness through specialization and efficiency through total salary savings of \$106,038 per year.
- d) Our use of online training was expanded as recommended.
- e) A new promotion process was developed and implemented.
- f) Information disclosure was addressed through the development of a dedicated unit. Staffing was completed in 2019.
- g) An overtime audit was completed in early 2019 to determine whether or not our overtime budget, approval and use was aligned with best practices.

In Progress

Some of the recommendations will occur over time, or are ongoing and evaluated regularly. A great example of that is our priority of increasing patrol availability (#3). In order to implement this recommendation we are maximizing the use of civilian support staff and adding front line resources. Developing a plan to reach the bench mark for PAF will be an action item attached to our 2020-2025 strategic plan.

Improving how civilian staff are viewed (#9) is also an ongoing process with several steps taken in 2018 / 19. The protective services medal is now available to Communication Operators and we have also made staffing in this area a priority. The Executive Director position was filled in late 2019 and now for the first time a civilian member will have a voice at the Superintendent level.

In 2019 we piloted an improvement to our mental health strategy by utilizing a full time psychologist to administer safeguard checks to employees. This preventative program will be ongoing and is one way we have responded in a holistic fashion to those requiring duty to accommodate (#11).

Finally, supporting the community policing philosophy is also noted as an continuing process (#15). One example of our efforts here is our response to the opening of a supervised consumption site. Officers will receive training on the value of harm reduction and best practices in interacting with members of the community challenged with addictions.

Bargaining

Some of the remaining issues are contained in the working agreement and will receive consideration when we are planning for collective bargaining (e.g. #6 civilianization, #13 hours of work).

“PUBLIC AGENDA”

Strategic Planning

Over the past few months we have consulted with different stakeholders in preparation for the 2020-2025 strategic plan (#1). A number of the recommendations will be addressed in the new long term plan as well, such as:

- improved technology services and processes, (#7)
- fleet and facility management, (#18, #19)
- a review of how we measure community satisfaction. (#20)

Alternative Process Found

The review recommended an improved dispatch process with defined industry standards (#16). Our own research shows that the standards submitted by Perivale and Taylor were not generally supported by industry. A research paper was completed by a senior officer to augment the Review, and we have found an alternative mechanism to benchmark using the National Emergency Number Association standards.


CONCLUSION:

The recommendations have proven to be valuable for both efficiency and effective service delivery.

In addition to the recommendations that are listed, we have turned our mind to the stated need for a longer term view and sustainable policing model. To this end we are currently researching options for a low risk policing pilot that will be implemented in 2021.

Attached is a visual description of the Review recommendations and their current status.

**Written and
Submitted by:**



**Troy Cooper
Chief of Police**

Dated:

November 28, 2019