

**PUBLIC AGENDA
SASKATOON BOARD OF POLICE COMMISSIONERS**

Thursday, March 18, 2021, 3:00 pm

Via Teleconference Hosted in the Council Chamber, Saskatoon City Hall

COMMISSIONERS:

Commissioner J. Custead, Chair
Commissioner K. Healy, Vice-Chair
Commissioner S. Greyeyes
Commissioner Mayor C. Clark
Commissioner Z. Jeffries
Commissioner M. Loewen
Commissioner B. Penner

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 February 18, 2021 be adopted.

1.4. Delegations

1.5. Chair's Report

1.6. Chief's Report

1.7. Environmental Scan

2. CORRESPONDENCE/CITY COUNCIL REFERRALS

2.1. Saskatoon Crisis Intervention Grant Funding

4 - 4

Letter from the Interim City Clerk dated February 22, 2021 is attached with respect to the above.

The Governance & Priorities Committee is requesting that the Board provide a follow up report to the Committee once information is available.

Recommendation

That the Board provide direction.

3. ROUTINE/STATISTICAL REPORTS

3.1. Annual Missing Persons Reporting - January 1, 2020 to December 31, 2020

5 - 15

Report of the Chief of Police attached.

Sergeant Tyson Lavallee will be in attendance.

Recommendation

That the information be received.

3.2. Body Worn Cameras Progress Report

16 - 20

Report of the Chief of Police attached.

Recommendation

That the information be received.

3.3. 2020 Year End Financial Report

21 - 31

Report of the Chief of Police attached.

Recommendation

That the information be received.

3.4. Appreciation to the Saskatoon Police Service

32 - 43

Report of the Chief of Police attached.

Recommendation

That the information be received.

4. RESPONSES TO BOARD REFERRALS

4.1. Community Focused Safety

44 - 50

Report of the Chief of Police attached.

Recommendation

That the information be received.

5. OTHER

6. BOARD INQUIRIES/NOTICE OF MOTIONS

7. ADJOURNMENT

February 22, 2021

Saskatoon Board of Police Commissioners
c/o The City Clerk's Office

Dear Chair Custead:

**Re: Saskatoon Crisis Intervention Grant Funding
(CK 1870-20)**

At its February 16, 2021 meeting, the Governance and Priorities Committee (GPC) received for information a copy of the report of the Chief of Police dated December 7, 2020, with respect to the above. As requested by the Committee, this letter acknowledges receipt of the report.

GPC also resolved that the Board provide a follow up report to Committee once information is available. More specifically, the report is to address the desired future state of collaborative crisis response between the Saskatoon Police Service and Saskatoon Crisis Intervention Service, and any progress made on achieving that outcome.

For more information on this resolution, the full minutes, video and correspondence can be viewed [here](#).

Sincerely,



Mike Jordan, Interim City Clerk

jh

cc: Mayor C. Clark
Councillor D. Kirton, February GPC Chair
Secretary, Board of Police Commissioners



SASKATOON _____
POLICE SERVICE

TO: Jo Custead, Chairperson
Board of Police Commissioners

FROM: Troy Cooper
Office of the Chief

DATE: 2021 March 08

SUBJECT: Annual Missing Persons Reporting
January 1, 2020 to December 31, 2020

FILE #: 2,007-2

ISSUE:

The Board of Police Commissioners has requested the Saskatoon Police Service (SPS) provide annual statistics on missing persons in Saskatoon including the number of missing persons, the location of where they were reported missing, the number of habitual runaways, and proactive steps to prevent people from going missing. This report includes statistical information from January 1st to December 31st, 2020.

RECOMMENDATION:

That this report be received as information.

STRATEGIC PRIORITY:

Maintain core policing operations and address community concerns that affect public safety.

Implement strategies with a focus on reducing the number of habitual runaways and missing persons.

DISCUSSION:

Throughout the course of this reporting period the Missing Person Unit with the assistance of the Planning and Research Unit has continued to identify patterns in the types, frequencies and issues regarding who, where, and when missing person files are reported to the Saskatoon Police Service. The following report breaks down those statistics categorically; presenting them in a

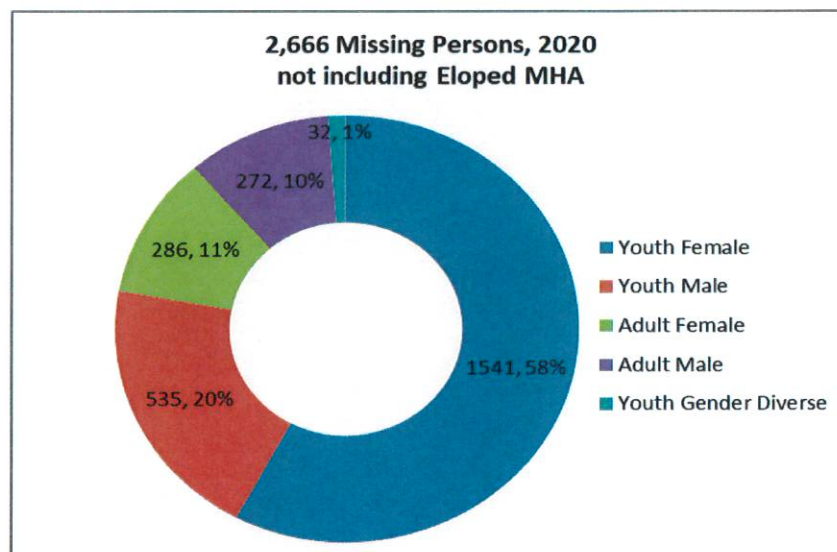
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clear and concise manner illustrating the nature of missing person investigations in the city of Saskatoon.

GENERAL OVERVIEW:

In 2020 the Saskatoon Police Service received 2683 missing person reports. In comparison to 2019 this is a reduction of 582 reported missing persons. The reduction in the number of reported missing persons was consistent across the three reporting categories of Youth, Adults and Eloped Mental Health Patients. The following are the comparative numbers from 2019 to 2020:

	Youth	Adults	Eloped Patients	Total
2020	2108	558	17	2683
2019	2489	657	119	3265
+/-	-381	-99	-102	-582



REPORTED MISSING PERSONS:

In the 2020 reporting period, the majority of the reported missing persons (76%) were youth between the age of 10 and 18 years old. Female Youth continue to be reported missing significantly more than any other statistical category and were more likely to be reported missing numerous times throughout the year (habitual). Youth under the age of 10 years old only accounted for 3% of reported missing youth.

Female Youth

In this reporting period, 1541 Female Youth (under 18 years old) were reported missing to the Saskatoon Police Service, accounting for 58% of all reported missing persons. The majority of the Female Youth reported missing (62%) were between the ages of 15 and 18 years of age. Female Youth between the ages of 10 and 14 years old accounted for 35% of the Female Youth reported.

Male Youth

In this reporting period 535 Male Youth (under 18 years old) were reported missing to the Saskatoon Police Service. Male youth accounted for 20% of all reported missing persons.

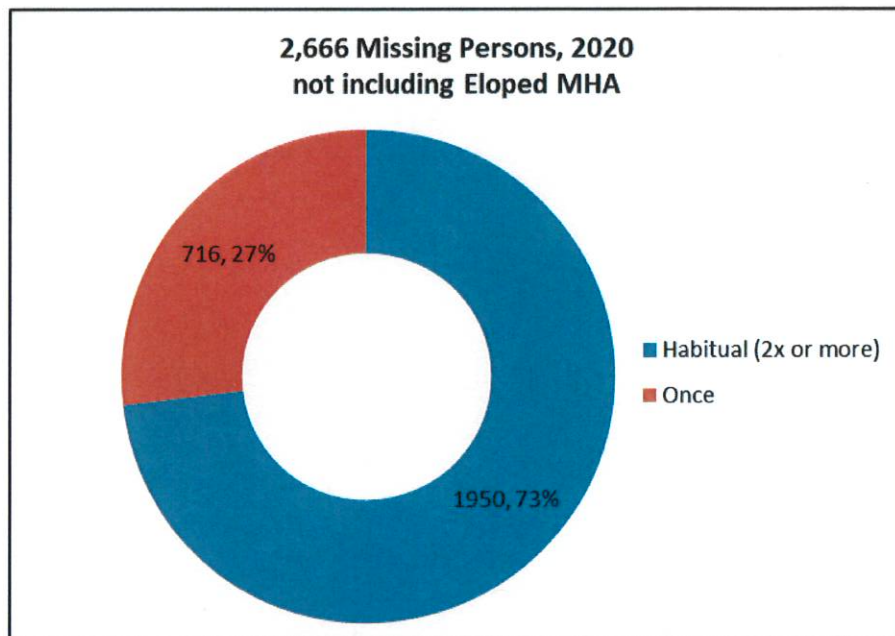
Gender Diverse Youth

In this reporting period 32 Youth identifying as Gender Diverse were reported missing. Gender Diverse Youth accounted for 1% of all reported missing persons. All missing person subjects that recognized as Gender Diverse were Youth.

Adults

In this reporting period 558 adults were reported missing accounting for 21% of all reported missing persons. In this reporting period 286 Adult Females were reported missing and 272 Adult Males were reported missing.

HABITUAL MISSING PERSONS:



A habitual missing person constitutes an individual who has been reported missing as a missing person subject two or more times within a specific period.

In this reporting period habitual subjects accounted for 1950 missing person reports. The top 20 habitual missing youth accounted for 25% of all missing person reports in 2020.

Female Youth comprised the largest proportion of habitual subjects, accounting for 1369 (51%) missing person reports. The 10 most frequently reported Female Youth accounted for 418 missing person reports. The top 2 most frequently reported Female Youth accounted for over 50 missing person reports each. In this reporting period there were 22 Female Youth who were reported missing more than 20 times in 2020.

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In comparison, Male Youth comprised the second largest proportion of habitual subjects, accounting for 400 (15%) missing person reports. The 10 most frequently reported Male Youth accounted for 170 missing person reports. In this reporting period there were only 12 Male Youth who were reported missing more than 10 times in 2020.

Adult Females are more likely to be habitual subjects than male, but combined habitual adults account for only 149 (5%) missing person reports.

All but one of the Gender Diverse missing person subjects were habitual. One Gender Diverse subject was reported missing more than 20 times in 2020.

LOCATIONS:

In this reporting period, missing persons were reported to the SPS from 710 different addresses. The top 20 most common addresses for missing person reports comprised 57 % of the missing person calls. All 20 locations are comprised of government and private care facilities.

Top 20 most frequent MP locations	Count of Missing Person reports	% of Total MP reports
Location 1	395	14.8%
Location 2	201	7.6%
Location 3	114	4.3%
Location 4	107	4.0%
Location 5	98	3.7%
Location 6	86	3.2%
Location 7	73	2.7%
Location 8	68	2.6%
Location 9	58	2.2%
Location 10	48	1.8%
Location 11	39	1.5%
Location 12	37	1.4%
Location 13	36	1.4%
Location 14	32	1.2%
Location 15	31	1.2%
Location 16	23	0.9%
Location 17	18	0.7%
Location 18	17	0.6%
Location 19	14	0.5%
Location 20	13	0.5%
Sum of top 20 locations (20)	1,508	57%
Remaining locations (690)	1,154	43%
Total (710)	2,662	100%

In this reporting period, missing Female Youth accounted for the majority (58%) of all missing person calls for service. This percentage is also reflected in the reporting addresses. The top three reporting addresses accounted for 26.7 % of all missing person reports. All three addresses are associated to facilities which provide short term supports to female youth.

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ELOPED MENTAL HEALTH PATIENTS:

The Saskatoon Health Region (Royal University Hospital, Dube Centre, City Hospital, and St. Paul’s Hospital) reported 17 calls for service relating to Eloped Mental Health Patients. The majority of these calls for service originated from Royal University Hospital and Dube Centre.

The number of Eloped Mental Health Patients was significantly less than in 2019 (117) and is likely attributed to the COVID Pandemic and increased security measures at all the health facilities.

LONG TERM MISSING PERSON INVESTIGATIONS:

The SPS currently has 18 long term missing person investigations. All of these investigations are open investigations.

In 2020 the Missing Person Unit was moved within the Major Crime Section. This restructuring allowed for a renewed focus on our historical missing person investigations. In January a review of our historic missing person investigations was conducted by the Missing Person Task Force Sergeant. The goal of the review was to identify investigative avenues that were previously unexplored.

At the conclusion of this review new tasks were identified and investigative plans were developed for several of the historic investigations with the hope of advancing the files. The Missing Person Family Liaison was included in this process with the goal of reconnecting with the families and providing them with supports. Unfortunately, these investigative plans were hampered by COVID restrictions. Several investigative plans have been postponed to 2021.

All long term missing person investigations have been entered into the Saskatchewan Association of Chiefs of Police website for public access (<https://www.sacp.ca/>). As well, all long term missing person cases are being entered on the National Centre for Missing Persons and Unidentified Remains website.

Historic Missing Persons		
Name	Age When Missing	Missing Since
Kathleen Johnston	26	October 20, 1953
William Gill	23	December 21, 1981
Peter McKay	5	December 31, 1986
Marc April	26	January 31, 1987
Andrew Wiebe	40	January 11, 1988
Shirley Lonethunder	25	December 20, 1991
William Krowchuk	52	July 9, 1998
Antoine Medzech	67	December 13, 2002
Darlene Anderson	44	November 6, 2006

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Ricky Riopel	48	December 25, 2008
Hamza Al-Sharief	23	December 14, 2011
Kenneth Fehr	51	November 27, 2012
Ali Rizvi	45	June 23, 2014
Kandice Singbiel	33	July 28, 2015
Jordan Walker	21	December 2, 2015
Adhliea Johnson	35	March 16, 2016
Desmond Fischer	27	June 25 th , 2018
Aaron Wuttunee	58	September 5 th , 2019

The Missing Persons and Presumption of Death Amendment Act

On March 15, 2019 the amendments to *The Missing Persons and Presumption of Death Act 2009* came into effect. The amendments to the act addressed the concern that when a person is reported missing and there is no reason to suspect a crime, police cannot rely on the *Criminal Code* to access personal information of persons reported missing. This could stall a missing person investigation. The amendments allowed for law enforcement agencies to:

- Obtain a search order where a missing minor or vulnerable person is believed to be in a building;
- Access a broader range of records including global positioning tracking records, employment records and school records;
- Access information about a person who might be in the company of a missing minor or vulnerable person; and
- Emergency demand for records where certain criteria are met.

In 2020 the Missing Person Unit utilized these judicial tools in 8 separate missing person investigations.

Provincial Partnership Committee on Missing Persons (PPCMP)

The Missing Persons Task Force Sergeant participated as an active member of the Provincial Partnership Committee on Missing Persons (PPCMP). The PPCMP, is made up of community, government, police and Indigenous organization representatives. They work collaboratively to prevent people from going missing and to improve responses and supports when people do go missing. The PPCMP engages with families of missing persons to better understand their needs and organizes and promotes Missing Persons Week within Saskatchewan.

In 2020 due to COVID restrictions PPCMP postponed Missing Person Week to the fall of 2020 and the focus of the week was moved from in person events to social media events centered on the theme of “**You Are Not Alone**”. This shift to a social media platform proved to be very effective in highlighting missing person investigations and supports available throughout the province. As a result of this shift to a social media platform, the Saskatoon Police Service expanded our involvement in this Committee to include representation by our Public Affairs Section on the PPCMP Communications Sub-Committee.

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Missing Persons Week

The Saskatoon Police Service despite the COVID restrictions participated and contributed to several events that brought attention to missing person investigations. The following events included:

- **Saskatchewan Association of Chiefs of Police (SACP) Missing Person Web Page**

<https://www.sacp.ca/missing-persons.html>

The Missing Person Unit provided updates and biographies of our current long term missing person cases to the SACP Missing Person web page.

- **Calling Home Ceremony and Feast / May 5, 2020**

The Saskatoon Police Service in partnership with the Saskatoon Tribal Council hosted the Calling Home Ceremony, Honoring Missing and Murdered Indigenous Women and Girls. This year the Feast was canceled as a result of COVID restrictions but a smaller ceremony was held in front of the SPS at the Missing and Murdered Indigenous Women and Girls Monument. Aspects of the ceremony were socially distanced and parts were virtual.

<https://www.facebook.com/SaskatoonPolice/posts/3055291121160797>

- **“You Are Not Alone” / September 13 – 19, 2020**

The Missing Person Unit in cooperation with the Public Affairs Section created a seven part video series for Missing Person Week that highlighted the various sections of the Police Service that support and conduct our missing person investigations including those members who support the loved ones of the missing. At the conclusion of Missing Person Week PPCMP reported that the SPS media campaign (Starting with Chief Coopers message) consistently had over 8000 daily views.

https://www.facebook.com/watch/122212177802054/784318892398123/?_tn=-UC-R

PROACTIVE INITIATIVES:

Community Collaboration

The Saskatoon Police Service continues to work collaboratively with community organizations that provide essential care homes and residences within Saskatoon and work together on the issue of persons “missing from care”.

The Saskatoon Police Service daily collaborates with community organizations that include the Salvation Army, YWCA, Egadz, John Howard Society, Saskatoon Tribal Council, Eagle’s Nest, Quint Saskatoon, and Sanctum Group.

Operation Runaway

As previously reported Operation Runaway was developed in the spring of 2017 as an interagency community partnership initiated by EGDAZ, in collaboration with the Saskatoon Police Service, Ministry of Social Services, Saskatoon Health Authority Mental Health and Addiction Services, and other community supports. The project was intended to provide an integrated, supportive, and client-centered approach to assist youth who are reported missing or are running away.

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In this reporting period, Operation Runaway was heavily restricted as a result of COVID. Members of the Missing Person Unit for the first two months of 2020 attended weekly voluntary meetings with runaway youth. These meetings were suspended until the fall of 2020 where virtual meetings were then established.

Relationship Building

The Missing Person Unit in 2020 reached out and developed relationships with the following community organizations and businesses: Child Find Saskatchewan, Egadz Outreach Workers, Oskapios Outreach, Community Safety Officers, City of Saskatoon Public Library staff members, Private and Public Liquor store managers, Saskatoon Transit, Mall Security (Midtown, Center, and Confederation), Canada Border Services, Friendship Inn and Lighthouse staff.

The Missing Person Unit continues to have a strong and open relationship with the Ministry of Social Services liaising regularly with workers and supervisors in an open exchange of information and ideas.

The media in Saskatoon continues to be very supportive. They receive multiple requests from our Service to broadcast the names and pictures of missing persons.

Missing Person Family Liaison

Saskatoon Victim Services continues to support our investigations and the families of the missing through the Missing Person Family Liaison position. This position has been instrumental in forging strong relationships with the families of missing persons, and facilitating open and honest communication between the families and the investigative team.

SPS INTERNAL COLLABORATION:

The Missing Person Unit in addition to conducting investigations to locate missing persons also review each case and assess the individual circumstances surrounding the person being reported missing. If through our investigation additional risks or concerns are identified we will reach out to other sections of the Saskatoon Police Service for assistance and their expertise. The following are circumstances that have resulted in our collaboration with other SPS units.

Major Crime Investigations

Each missing person report that is received by the Saskatoon Police Service, has the potential to escalate into a Major Case investigation. This can take the form of an Amber Alert/child abduction, homicide, kidnapping, or suspicious missing person. In January of 2020 the Missing Person Unit and Missing Person Task Force Sergeant were restructured and moved within the Major Crime Section. This restructuring allowed for better and more responsive communication between our front line missing person investigators and our Major Crime Detectives in cases where missing person investigations have escalated to more serious investigations. This reorganization also has allowed for experienced homicide detectives to assist in historic suspicious missing person investigations.

In 2020, six missing person investigations evolved into four separate homicide investigations, one suspicious missing person investigation, and one Amber Alert/Child abduction investigation.

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The reorganization of the Missing Person Unit into the Major Crime Section has also allowed for Missing Person Family Liaison to be integrated earlier in our missing person investigations in addition to supporting the families of our long term missing persons.

Patrol Missing Persons Constables

In 2020 several new Patrol Constables were assigned to the Missing Person Task Force. The Patrol Missing Person Constable is responsible for investigating the initial missing person report.

In 2020 the Missing Person Unit formalized an annual In-Service Training Module for the Patrol Missing Person Constables. The purpose of this training is to provide our front line officers assigned to missing person investigations with consistent and timely training. This training provides them with investigative best practices, tools to assist their investigations and they are educated on the supports that the community can provide to assist their investigations.

Public Affairs Section

In 2020 changes to the SPS Missing Person Policy expanded the duties of the Missing Person Task Force Sergeant to include the role of a media coordinator to ensure communication and collaboration between the Missing Person Unit, Patrol, Major Crime Section and Public Affairs. This coordination was best exemplified in the fall of 2020 where a media strategy was developed in the Aaron Wuttunee missing person investigation. Aaron Wuttunee has been missing since 2019 and was suspected to be homeless in Edmonton. The Missing Person Unit and Public Affairs Section worked with the Edmonton Police Service, Missing Person Unit and Public Affairs Section as well as Edmonton Street Outreach organizations to develop a week long social media, billboard and flyer campaign targeting areas of Edmonton that might result in locating Aaron Wuttunee.

Strengthening Families Unit

In cases where a missing person has a family structure but habitual running away is attributed to issues surrounding family bonding, family communication and family conflict the Missing Person Unit has referred cases to the Strengthening Families Unit to assist the family in developing parenting, communication and life skills. The goal of the referral is to reduce the frequency of the person being reported missing and providing them with an alternative to running away.

Saskatoon HUB

In cases where missing persons habitual reporting is attributed to external factors such as addictions, absent educational plan, need for income assistance or Criminal Justice System issues the Missing Person Unit have referred several cases to H.U.B. to assist the person in obtaining community supports. The goal of the referral is to reduce the frequency of the person being reported missing and providing them with an alternative to running away.

VICE and Integrated Child Exploitation (ICE) Section

The Missing Person Unit investigators are trained in the use of social media as an investigative tool. Investigators use this training daily to communicate with or assist in locating missing persons (especially youth). In some cases youth are identified as being sexually exploited or appear to be at risk to sexual exploitation or human trafficking. The Missing Person Unit have

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referred several cases to the Vice Unit and ICE Unit for assistance. The goal of the referral is the safety of the youth.

Guns and Gangs Unit

In the cases where a habitual missing youth are identified as being recruited by members of a Saskatoon street gang the Missing Person Unit shares this information with the Guns and Gangs Unit supervisor with the intent this unit will educate the youth on the dangers of the gang life style. The goal of the referral is the safety of the youth.

Saskatchewan Police Predictive Analytics Lab (SPPAL)

The Missing Person Unit continues to collaborate with the Saskatchewan Provincial Predictive Analytics Lab, the provincial government and the University of Saskatchewan. One of the Lab’s goals is to develop “predictive models that could assist in identifying youth at risk for running [away]; risk factors that could contribute to increased risk; associated patterns like geographical locations to inform the interventions by both police and our community partners; and interventions developed from an analytical finding are intended to be implemented in real world settings, real time.”

Missing Person Policy and Procedure Review

In 2020 a full review of the Saskatoon Police Service, Missing Person Policy was conducted. The purpose of this review was to ensure that our policy reflected the work that was being done to investigate missing persons. The review also allowed our service to examine our policy with regards to the language used and to reflect on the recommendations of the National Inquiry into Murdered and Missing Indigenous Women and Girls. As a result of this review the following notable policy and procedure changes were made in 2020.

- A mandatory Major Case Management file review was included for all missing person investigations that exceeded 30 days. This review would apply the same investigative principles utilized in Major Crime Investigations to missing person investigations.
- Procedures were put in place to monitor the frequency of our habitual missing youth with the goal of identifying any sharp or significant increases in reporting. In the case where a increase is observed the Missing Person Unit now initiates a review of the youth with the Social Services worker and if necessary the Care Home Supervisor.

The purpose of the review is to determine if something has changed with the habitual youth (Gangs, Drugs, and Human Trafficking etc.) that has caused the spike in reporting or if Police, Social Services or the Care Home has initiated an administrative change to the life of the youth to cause the spike. It is hoped that these procedures will reduce the reporting of some of our statistical drivers but to also ensure the youth is not being over policed or ensure that they are not at risk.

In 2020 four individuals were identified using these new procedures. Based on the sharp increase in reporting the Missing Person Unit initiated a review of the youth’s circumstances with the Social Worker. In all four cases the increase was attributed to administrative issues and the changes made resulted in a reduction in further missing

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person reports. (In one case the youth has not been reported missing since his case was reviewed and simple changes were made by the Social Worker).

CONCLUSION:

The Saskatoon Police Service continues to make positive strides in regards to missing person investigations and the relationships forged out of those successes. We continue to work closely with our community partners including; group homes, Ministry of Social Services, Saskatoon Tribal Council, and Victim Services, to ensure thorough investigations, and to reduce the overall volume of missing person files.

Written by: Det. / Sgt. Tyson Lavallee / Missing Person Task Force

Contributors: Det. / Cst. Tara Danielson / Missing Person Unit
Det. / Cst. Kory Gursky / Missing Person Unit
Major Crime Section / Criminal Investigations Division
Analyst Mitchell Nemeth / Planning and Research Unit

Approved by: James Oliver
Inspector, Investigative Support Division

Patrick Nogier
Superintendent, Criminal Investigations

Randy Huisman
Deputy Chief, Operations

Submitted by:



Troy Cooper
Chief of Police

Dated: _____
March 8, 2021



SASKATOON POLICE SERVICE

“PUBLIC AGENDA”

TO: Jo Custead, Chairperson
Board of Police Commissioners

FROM: Troy Cooper
Office of the Chief

DATE: 2021 March 09

SUBJECT: Body Worn Cameras Progress Report

FILE #: 5,023

ISSUE:

The purpose of this report is to provide an update on the Saskatoon Police Service’s Body Worn Camera project.

RECOMMENDATION:

That the information be received.

STRATEGIC THEMES:

This report supports a number of Strategic Themes, most notably Innovation by providing Saskatoon Police Service members with the best equipment and technology available to do their jobs in an efficient, effective and safe manner.

DISCUSSION:

As part of the 2020 and 2021 Business Plans the Saskatoon Police Service (SPS) has begun the process of developing a Body Worn Camera (BWC) Program. The development of this program is aimed at achieving the following goals:

- Provide additional evidence for investigations;
- Support early case resolution in legal matters and public complaints;
- Provide a record of police officer encounters with the public;
- Increase public trust and confidence;
- Increase police transparency and accountability; and
- Provide additional training and leadership tools.

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Some of the key measures to review the success of the BWC program will include:

- Citizen survey and public consultation results to measure public trust;
- Impact on number of public complaints and resolution timelines;
- Early case resolutions;
- Number of training programs developed including BWC examples; and
- Impacts on officer safety

As part of the 2021 approved Capital Budget, \$491,000 was allocated towards this project. This funding will primarily be used for internal staffing requirements and the initial start-up costs for a BWC program including hardware and software. The SPS's current plan is to start with a phased implementation of approximately 40 BWC's by early 2022 with a phased and systematic rollout following the initial deployment.

The development of a BWC Program, while simplistic at first glance, requires an extensive amount of planning and development in order to be successful. The following is an overview of the work that is currently underway in order to implement a BWC program.

Policy and Procedure Development

The development of policy and procedures is one of the most critical aspects of a successful BWC program. The policies and procedures will become the basis of stakeholder engagement, procurement and future training programs. Important aspects that policy and procedures need to address include:

- When are camera's turned on and off;
- Which units will utilize BWC's;
- Recording with or without the consent of owner/occupants;
- Recording in public and private places;
- Recording incidents that may be sensitive in nature;
- Recording retention periods;
- Privacy implications; and
- Access to BWC recordings.

In order to address these and other policy and procedural concerns, the SPS has reviewed research, other agencies' policies as well as established contacts with other police agencies who have implemented BWC's to learn from their implementation.

The SPS has currently completed the draft policy and is beginning the process of engaging with key stakeholders such as the Crown, Privacy Commissioner and the community in order to affirm the draft policy direction.

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Service Wide Impact Analysis

Implementing BWC's will have an impact on the entire SPS. It is important that the SPS understands these impacts and prepares for them to ensure a successful implementation. A review of organizational impacts will be completed prior to implementation which will include:

- Video Disclosure Unit Requirements - the SPS will be capturing, managing and disclosing significantly more video footage than ever before. The video disclosure unit will have increased responsibility including reviewing and redacting private information from video that is to be disclosed.
- Digital Information Management Systems (DIMS) Review - the SPS currently collects a variety of digital information and evidence that is stored and managed in a variety of fashions. Implementation of a BWC program will require changes or additions to our current DIMS infrastructure as the BWC project will bring a significant increase in video footage as well as require new functionality requirements such as the ability to redact private information, audio, faces or images prior to disclosure.
- Access and Privacy Unit impacts - based on preliminary conversations with other agencies who have implemented BWC, they have seen an increase in Access to Information/FOIP requests, current capacity and expected workload changes are currently under review.
- Asset Management Requirements - a review of Property Control processes and physical storage space is required in order to develop a process for issuing, charging and managing the BWC devices.

This analysis will touch on additional areas of the service such as Training, Legal, Public Affairs, IT and Central Records to gain insight into the impacts BWC will have on the Service. The SPS is currently in the initial phases of conducting internal stakeholder meetings to define these requirements.

Stakeholder Engagement

As previously touched on in the Policy and Procedure Development, stakeholder engagement will form a critical piece of the BWC implementation. Engagement and education on the SPS proposed policy and procedures with the Crown, Privacy Commissioner and the community is necessary to ensure that the SPS is addressing all stakeholder concerns and requirements.

Additional stakeholder engagement and potential Memorandums of Understanding (MOU's) will be required with agencies such as the Saskatchewan Health Authority and Saskatoon School Divisions in order to ensure that potential BWC usage in hospitals and schools is appropriate and agreed to by both parties.

The SPS has had preliminary conversations with many organizations identified above including the Privacy Commissioner, Crown, Health Authority and School Divisions. A more formal stakeholder engagement strategy is currently under development which will outline public consultation events and timelines.

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Procurement

A significant step towards the implementation of a BWC program is the procurement of the devices and associated management software. The procurement of BWC's involves the following steps:

- Working with City of Saskatoon Supply Chain Management professionals on the development of a procurement strategy;
- Finalization of the technical and operational requirements to be included in the procurement documents/process;
- Review and evaluation of vendor submissions;
- Contract negotiation; and
- Receipt and validation of devices and applicable software.

Procurement is a key step in the SPS's implementation process to ensure that the needs of the SPS are being met and that all BWC vendors have the opportunity to bid on this program in line with the relevant trade agreements in place.

Initial conversations with City of Saskatoon Supply Chain Management Professionals have begun in order to develop the procurement strategy.

Training

The final step once the vendor is selected, DIMS are in place and policy finalized is to train members on the relevant aspects of utilizing BWC's in the field. Development of tools, in-class and online training will be paramount to ensure that members are utilizing BWC's consistently, effectively and transparently.

Training will largely be dependent on the solution that is procured, therefore minimal work has begun in this area.

Financial Implications

As part of the 2021 approved capital budget, \$491,000 was allocated towards the BWC Program. This funding is planned to be utilized for:

- dedicated staffing to complete the work as previously outlined in this report;
- purchase the required hardware including cameras; and
- required software to manage, store and edit video for disclosure.

A true capital and operating budget cost for Body-Worn Camera's will not be known without completing the Request for Proposal and Internal Impact Analysis. Currently an additional \$470,000 has been earmarked in the 5-year capital plan for this program as future estimate.


For comparative purposes, the City of Calgary currently deploys 1,150 BWC's and employs a total of 11 dedicated staff between their BWC Unit and Redaction Review Team. Of note, this does not include any additional resources required in the Privacy/FOIP Team.

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As the SPS continues to develop its BWC program, resource requirements will be more accurately projected and will be reported at appropriate milestones to the Board of Police Commissioners.

Written by: **Clae Hack**
Executive Director, Corporate and Strategic Performance

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

Submitted by: 

Troy Cooper
Chief of Police

Dated: March 9, 2021



SASKATOON
POLICE SERVICE

“PUBLIC AGENDA”

TO: Jo Custead, Chairperson
Board of Police Commissioners

FROM: Troy Cooper
Office of the Chief

DATE: 2021 March 03

SUBJECT: 2020 Year End Financial Report

FILE #: 2,017

ISSUE:

The 2020 fiscal year for the Saskatoon Police Service ended December 31, 2020. A report has been prepared summarizing the overall Operating and Capital Budget performance including a commentary regarding major variances between budget and actual results.

RECOMMENDATION:

That the information be received.

STRATEGIC PRIORITY:

Innovation – To accommodate Innovation, the SPS must ensure it is financially sustainable. This report is provided to the Board to ensure awareness and understanding of the financial resources the Service consumed in delivery of its mandate and how that compared to the approved budget.

Written by: Earl Warwick
Director of Finance and Asset Management

Reviewed and approved by: Clae Hack
Executive Director, Corporate and Strategic Performance

Mitch Yuzdepski
Deputy Chief, Support Services

Submitted by: 
Troy Cooper
Chief of Police

Dated: March 8, 2021
(attachment)



SASKATOON

POLICE SERVICE
BE THE DIFFERENCE

2020 YEAR END
FINANCIAL REPORT
SUMMARY

PART A: OPERATING BUDGET

Performance Overview

The Saskatoon Police Service (SPS) ended fiscal 2020 with a budget surplus of \$914,200 (0.92%). Total revenues were \$200,600 (1.87%) higher than budgeted while total expenditures were \$713,600 (0.65%) under budget including an over expenditure of \$456,500 in staff compensation costs and an under expenditure in non-staff-compensation costs of \$1,170,100.

As others have experienced, 2020 was a difficult year with the strains caused by Covid. As you will see in the details of the report, SPS worked diligently to remain on budget by year end. In the end, some of the assumptions made at SPS were proven to be conservative, resulting in SPS coming in under budget.

	2020 Budget	2020 ACTUAL	Variance	% Variance
Revenues	\$ 10,749,000	\$ 10,949,600	200,600	1.87%
Expenditures				
Staff Compensation	\$ 88,129,700	\$ 88,586,200	-456,500	-0.52%
Non-Staff Compensation	\$ 22,301,400	\$ 21,131,400	1,170,100	5.25%
Total Expenditures	\$ 110,431,100	\$ 109,717,500	713,600	0.65%
Total Net Budget	\$ 99,682,100	\$ 98,767,900	914,200	0.92%

Variance - no sign means a positive variation, negative sign means a negative variation

Revenues

2020 revenues were \$200,600 (1.87%) more than budgeted.

Provincial Government funding was \$469,800 higher than budgeted. The increased funding was primarily related to funding beyond that budgeted for Traffic and CTSS support.

Federal Government revenue was \$130,900 more than anticipated. Increased Federal Government revenue was primarily attributed to funding the secondment of SPS officers overseas to train locals in policing techniques and federal reimbursement for support provided by SPS.

Other notable variances included: \$164,400 in lower than expected Criminal Record Check Revenue, which early in the pandemic had been projected to be as much as \$856,000 under budget; \$51,400 in below-budgeted Alarm Services Revenue; and, \$29,300 in below-budgeted revenue from Lost and Found. In addition, there were various, smaller revenue receipts that varied with respect to expectations.

Expenditures

Total expenditures were \$713,600 (0.65%) less than budgeted, including staff compensation which exceeded budget by \$456,500 (0.52%) and non-staff-compensation costs where spending was \$1,170,100 (5.25%) under budgeted amounts.

Staff Compensation

Staff compensation was over budget by \$456,500. The largest driver for this was overtime which was \$784,600 over budget offset by staff vacancies and other smaller staff compensation savings. Overall the service budgeted for 42,841 overtime hours in 2020, while actual overtime worked equaled 48,064 hours. Investigative support had the largest number of overtime hours at 10,661 which is due to higher serious and violent crime occurrences which began in 2019 and have carried over into 2020. While overtime hours of 48,064 were over the allocated budget, this was 10.7% below the 2019 overtime hours of 53,814. The SPS remains committed to actively managing overtime requirements as effectively as possible, however, increases in serious and violent crime continue to put pressure on staffing requirements and after hour responses.

Expenditures other than Staff Compensation

Expenditures lower than budget in non-staff-compensation costs were due to a variety of reasons. The Covid pandemic had a significant impact on non-staff compensations due to enhanced cleaning requirements, reductions in travel and training as well as a discretionary spending freeze to help offset the overall financial impact of the pandemic.

Overall, the SPS was \$743,700 over budget due to expenditures related to Covid – the largest portion of that was \$569,900 related to having City staff complete additional cleaning at SPS HQ and of SPS vehicles.

The SPS had offsetting savings related to Travel and Training of \$581,800. This was a combination of courses not being offered with savings resulting from that, and the SPS prudently delaying what it could for training in 2020.

The SPS had combined savings from Fuel (\$267,000) and cell phone contracts (\$138,300) of \$405,300. The sharp drop in fuel costs related to the world economy being affected by Covid was not expected and contributed towards the overall savings. Additionally, the SPS is part of a broader City-led savings initiative on cell phone plans, which has proven to be an ongoing efficiency and savings.

Finally, of note, the SPS had further energy savings related to the silver LEEDS certified SPS HQ. Savings totaling \$160,500 versus budgeted expenditures were realized in 2020. This is on top of cumulative budget reductions of \$632,400 since 2017 and included in a total of savings of 2.1M\$ achieved since 2017, when savings related to energy consumption were first tracked by the City.

Conclusion

The Saskatoon Police Service ended the year \$914,200 under budget. The surplus will be returned to the City of Saskatoon Corporation. The SPS is happy to have a positive contribution to the City's financial position in this challenging year.

PART B: CAPITAL BUDGET

Capital budget performance for fiscal 2020 has been summarized as follows:

Completed Projects

Nine capital projects were completed in 2020 with expenditures totaling \$1,233,100. The most notable included the Holsters and CEW Replacement (\$355,000) and Computer Disaster Recovery Site (\$295,700). Seven of the projects were completed within budget and two were completed over budget, net funding of \$36,600 has been returned to various capital reserves. One capital project, the Property Control Equipment Management System, was cancelled and the fund (\$50,000) has been returned to Police Renovation Reserve.

Active Projects

51 capital projects with approved funding of \$133,906,000 remain active. Among these is funding of \$122.1 million for the New Headquarters Facility. 27 projects were carried over from previous years. All projects are at varying stages of completion. Seven of them are expected to be running over budget ranging from less than \$400 to \$24,000 while all the others are expected to be within budget.

Amongst those, two of the projects are expected to be over budget by \$20,000 and one over by \$24,000. They are the EDU Explosives Containment Vessel, Body Armour, and In-car Camera Replacement projects respectively. Inflationary changes, including the timing of involvement of external agency approval, technology and model changes are the major causes for the expected over-expenditures. There are sufficient funds within the respective capital reserves to cover those over-expenditures.

On-Hold Project

The Roadside Screening Devices Equipment Expansion project with approved funding of \$100,000 has been categorized as on-hold and is subject to further review.

(Capital Project Summary Report Attached)

CAPITAL PROJECT REPORTING

**Capital Status Report
Dec-20**

PROJECT NUMBER	FUNDING YEARS	PROJECT COMPONENT NAME	PROJECT DESCRIPTION	APPROVED BUDGET \$	EXPENDITURES TO DATE	PURCHASE COMMITMENTS	REMAINING BUDGET	BUDGET STATUS & PROJECTIONS	Overall Project Status
1389	2020	Notebook Replacement - In Car	Replace in-car notebooks	(420,000)	8,481	-	(411,519)	Transfer \$62K from 22-448. In-car Notebook Replacement was budgeted in P2499 but should be in P1389.	Active
2119	2015	Recording Hub Server	Inform Logger that will store data for all 3 communication mediums	(186,000)	180,682	-	(5,318)	Project completed on budget. \$5.9K has been returned to reserve.	Complete Q3
2119	2013, 2015, 2016, 2017, 2018, 2019	Radio Replacement	Replacement of portable and mobile radios as end of useful life is reached	(2,224,203)	2,184,164	-	(40,039)	- This is an ongoing project that will be closed in 2020 once all radios are upgraded.	Active
2132	2008	New Headquarters Facility	Planning, Design, and Construction of new Headquarters facility	(122,100,000)	118,781,025	-	(3,318,975)	Facilities (Infrastructure Services) Project	Active
2339	2010	Document Management	Computer enhancements for implementation of document management software.	(42,000)	39,560	-	(2,420)	Project completed on budget. \$2.4K has been returned to reserve.	Complete Q3
2389	2016, 2017, 2019	Fleet Additions	Add new vehicles to the fleet.	(712,000)	568,900	13,588	(129,512)	Expected to be within budget.	Active
2389	2016	Fleet Additions	CNT Specialized Unit	(80,000)	74,158	-	(5,842)	Expected to be within budget.	Active
2389	2017	SRO Vehicle	Add new vehicle for SRO	(36,000)	22,472	-	(13,528)	Expected to be within budget.	Active
2389	2018	EDU Bomb Truck & Trailer	Purchase of a Trailer and Truck for the EDU Unit	(180,000)	148,033	-	(31,967)	Expected to be within budget.	Active
2489	2014-2020	Furniture Replacement	Replace furniture that has reached life expectancy	(350,000)	309,424	-	(40,576)	Expected to be within budget. Ongoing project.	Active
2490	2014	Computer Disaster Recovery Site #2	Leasehold improvements to house secondary location for servers and data storage.	(299,083)	295,744	-	(3,339)	Project completed on budget. \$3.3K has been returned to reserve.	Complete Q3
2493	2013	Information Audio Logging	Replace current analog logger. New logger to be SIP based	(60,000)	51,271	-	(8,729)	Project completed on budget. \$8.7K has been returned to reserve.	Complete Q3
2497	2014, 2019 & 2020	Traffic Radar Unit Replacement	Replace outdated Radar units	(116,000)	43,006	-	(72,994)	Expected to be within budget.	Active
2497	2017, 2018, 2019 & 2020 (Active)	Special Teams - Equipment Replacement	Replace Equipment for Various Special Team Units	(722,672)	614,436	104,900	(3,336)	Expected to be within budget	Active
2497	2016, 2019	Holsters, CEW's	Replace Holsters due to safety issues and CEW's due to life cycle	(355,000)	354,993	-	(7)	Project completed within budget.	Complete Q4
2497	Page 1 of 6	Tire Deflation Equip	Replace Tire Deflation due to life cycle	(55,000)			(55,000)	Expected to be within budget. Reports to the 886 C03-March Year End 2020_12 Capital Status - ERW edit	Active

CAPITAL PROJECT REPORTING

**Capital Status Report
Dec-20**

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2497	2019 & 2020	Alcohol Screening Devices	Replace Approved Screening Devices	(30,000)	14,066	-	(15,934)	Expected to be within budget.	Active
2497	2019 & 2020	Pistol Replacement	Replace Pistol	(33,000)	16,683	-	(16,317)	Expected to be within budget.	Active
2497	2019 & 2020	Body Armour Replacement	Replace Armour	(309,000)	284,979	25,000	979	Estimated over expenditure of \$20K (2019 budget) has been approved by the Chief on Sept 3, 2019.	Active
2497	2019 & 2020	Tech Crime Equipment Replacement	Replace Tech Crime Equipment	(43,000)	38,203	-	(4,797)	Expected to be within budget.	Active
2497	2019 & 2020	Fleet Replacement - Installation of Equipment	Replace Fleet - Installation	(130,000)	45,423	-	(84,577)	Expected to be within budget.	Active
2497	2020	Carbine Rifles Replacement	Replace Carbine Rifles	(106,000)	101,150	4,850	-	Expected to be within budget.	Active
2497	2020	Indoor Range Equip	Replace Indoor Range Equip	(140,000)	-	-	(140,000)	Expected to be within budget.	Active
2497	2020	Large Items Equip	Replace Gym Large Items Equip	(25,000)	-	-	(25,000)	Expected to be within budget.	Active
2498	2014, 2017, 2018, 2019 & 2020	Special Teams Additional Equipment	Purchase of additional equipment used by Police Special Teams	(307,000)	273,523	23,379	(10,097)	Expected to be within budget	Active
2498	2016, 2017	Equip Expansion	Equip Expansion - Carbines	(400,000)	399,925	-	(1,075)	Expected to be within budget.	Active
2498	2018	Roadside Screening Devices	Purchase Roadside screening devices for new Legislation	(100,000)	-	-	(100,000)	Scope of Project being re-evaluated	On Hold
2498	2018	Recon Throw Robot	Purchase Throw Robot	(48,915)	22,915	-	(26,000)	Project completed on budget. \$27,725 received from Civil Forfeiture Fund and excess amount of 4,810.07 has been returned to Ministry of Justice. \$26,000 also budgeted from the reserve and can be returned.	Complete Prior Year - Q4
2498	2019	Communication Workstation	Purchase Communication Workstation	(25,000)	33,175	-	8,175	\$8.2K Over expenditure has been approved by the Chief. Installation and freight were not included in the budget leading to the over expenditure.	Complete Q2
2498	2019	Trace Scanner	Purchase Trace Scanner	(42,548)	46,643	-	4,095	Over expenditure of \$4K was due to an error that occurred when the vendor forgot to bill the warranty in May 2019 and discovered the error in April 2020. Actual funding received from Civil Forfeiture Fund is \$48,016 and \$5,467.60 has been returned to the fund in Sep. 2019 without knowing the warranty cost had not been paid. Over expenditure has been approved by the Chief	Complete Prior Year - Q4

CAPITAL PROJECT REPORTING

**Capital Status Report
Dec-20**

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2498	2020	Clan Lab Response Safety Equip	Purchase Clandestine Lab Response Safety Equip	(31,690)	31,690	-	-	(0) Actual approved funding from Civil Forfeiture Fund.	Complete Q4
2499	2014, 2016, 2017, 2018, 2019	Network Server Replacement	Replacement of network servers	(579,000)	469,535	-	(109,465)	Ongoing project where Funding for each year will get combined.	Active
2499	2014, 2017, 2018, 2019	Network Printer Replacement	Replacement of network printers	(133,000)	121,265	-	(11,735)	Ongoing project where Funding for each year will get combined.	Active
2499	2015, 2016, 2017, 2018, 2019 & 2020	IT Project Administrator	Tech Services Staff Member coordinates the Capital Projects	(946,400)	824,682	-	(21,718)	Expected to be within budget.	Active
2499	2016	Interview Room Software Replacement	Get new software with additional capability and features that enhance storage and viewing ability	(160,000)	147,390	3,039	(9,571)	Expected to be within budget	Active
2499	2016, 2018	Network Upgrades	Upgrade existing server room core network, existing switches and remote	(325,000)	324,156	-	(844)	Expected to be within budget	Active
2499	2016 Adj, 2018	VMware Software Upgrade (Virtual Desktop)	Upgrade VMWare Software	(260,000)	170,303	-	(89,697)	Expected to be within budget.	Active
2499	2017, 2018, 2019	Laptop Replacement (non in-car)	Replace the laptops that are through out the service	(146,000)	136,877	-	(9,123)	Ongoing project where Funding for each year will get combined.	Active
2499	2018 & 2020	System Security Replacement	Replace the System Security System	(135,000)	120,174	-	(14,826)	Expected to be within budget.	Active
2499	2019	Wifi Access Point Replacement	Replace Wifi Access Point	(112,000)	-	-	(112,000)	Expected to be within budget.	Active
2499	2019	In-car Camera Replacement	Replace In-car Camera	(48,000)	62,976	-	14,976	Estimated over expenditure of \$24K has been approved by the Chief on Sept 13, 2019.	Active
2499	2019 & 2020	Desktop Computer Replacement	Replace Desktop Computer	(71,000)	62,457	-	(8,543)	Expected to be within budget.	Active
2499	2019	Notebook Replacement (In-Car P1389)	Replace in-car notebooks	(62,000)	12,455	-	(49,545)	Transfer the 2019 \$62K budget to 22-449. P1389 is the correct project. Expenditure posted to this GL will be transferred to 22-449 as well.	Active
2499	2020	Audio/Video	Replace Meeting & Training Rooms Audio/Video Equip	(15,000)	11,088	-	(3,912)	Expected to be within budget.	Active
2499	2020	Tech Crime Software	Replace Tech Crime Equipment	(5,000)	-	-	(5,000)	Expected to be within budget.	Active
2610	2014	E-Ticketing System	Purchase Equipment to provide ability of Electronic Tickets	(140,000)	137,209	-	(2,791)	Project completed on budget. \$2.7K has been returned to reserve.	Complete Q3
2610	2016, 2017, 2018, 2019 & 2020	Storage Area Network	Proactive plan to expand network storage capacity.	(504,913)	477,804	1,950	(25,160)	Expected to be within budget.	Active

CAPITAL PROJECT REPORTING

**Capital Status Report
Dec-20**

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2610	2016, 2017	High-end Workstations Expansion	Additional specialized workstations that were not part of New HQ budget.	(100,000)	71,033	645	(28,322)	Expected to be within budget.	Active
2610	2017, 2018	Detention Video Storage Expansion	This storage is due to Detention Video retention time expanding to 31 months.	(253,000)	255,309	(1,950)	360	Slightly over budget.	Active
2610	2017, 2018	ASU Tech Package	Add Mapping to the FLIR capabilities	(415,700)	159,356	-	(256,344)	Further expenditures are dependent upon and external party providing funding.	Active
2610	2018, 2019 & 2020	Server Expansion	Add More Servers to the Tech Services Coffee Room	(90,000)	21,183	-	(68,817)	Expected to be within budget.	Active
2610	2019	Document Management System	Purchase Document Management System	(70,000)	-	-	(70,000)	Expected to be within budget.	Active
2610	2019	Follow Me Print and Scan	Implement Follow Me Print and Scan	(50,000)	-	55,000	5,000	Expected to be over budget by \$5K approved on July 25, 2019.	Active
2610	2019	Tech Crime Software	Purchase Tech Crime Software	(109,000)	108,766	-	(234)	Project completed within budget.	Complete Q4
2610	2020	Information Management System	Purchase Information Management System	(37,000)	2,350	-	(34,650)	Expected to be within budget.	Active
2610	2020	Body Worn Camera System	Pilot for Body Worn Camera System	(10,000)	31,141	-	21,141	Additional funding was received in 2021.	Active
2612	2017	CTSS - Fleet Addition	Additional vehicle for CTSS fleet, if funding available	(92,000)	49,486	50,412	7,898	Additional \$15K was approved by the Chief on January 7, 2020. This project will be fully funded by SGI.	Active
2613	2015	Predicative Analytics Lab	Create New Lab for behavior analysis	(212,171)	121,245	-	(90,926)	Expected to be within budget.	Active
2615	2016	Property Control Equip Mgmt System	Purchase key control board and access card distribution and storage system for equip.	(50,000)	-	-	(50,000)	Project has been cancelled. \$50K has been returned to reserve.	Complete Q2
2618	2017	Server Room Improvements	Increase the power distribution for newer servers.	(65,000)	33,473	-	(31,527)	Expected to be within budget.	Active
2618	2017, 2018	Outdoor Range - Disposal Pit Remediation	Funding for the Remediation of the shut down Range	(70,000)	17,853	-	(52,147)	City Hall will finalize costs once the work is complete.	Active
2618	2018	EDU Explosives Containment Vessel	A safe place to store items that go "boom"	(350,000)	-	370,000	20,000	Over expenditure of \$20K approved by the Chief. Higher cost due to the delay of government approval of the project.	Active
2618	2020	Facilities Renovations	Facilities Alteration & Improvements	(60,000)	-	-	(60,000)	Expected to be within budget.	Active
2619	2020	Aircraft Equip	Replace Aircraft Equip	(110,000)	95,133	-	(14,867)	Expected to be within budget.	Active

CAPITAL PROJECT REPORTING

**Capital Status REPORT
Dec-20**

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64				(135,395,295)	129,028,443	650,813	(5,716,039)		

CAPITAL PROJECT REPORTING

**Capital Status REPORT
Dec-20**

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SUMMARY:

	QTY.	BUDGET	EXPENDITURES TO DATE
Total Projects Active 2020	51	\$ (133,906,059)	\$ 127,725,775
Completed Projects			
Completed in 2019	2	\$ (91,463)	\$ 69,558
2020 Q1	0	\$ -	-
2020 Q2	2	\$ (75,000)	33,175
2020 Q3	5	\$ (727,083)	704,486
2020 Q4	3	\$ (495,690)	495,448
Total Projects Completed 2020	12	\$ (1,389,236)	\$ 1,302,667
Total Projects On Hold 2020	1	\$ (100,000)	-
TOTALS	64	\$ (135,395,295)	\$ 129,028,443

Active

Complete Prior Year
Complete Q1
Complete Q2
Complete Q3
Complete Q4

On Hold



SASKATOON _____
POLICE SERVICE

“PUBLIC AGENDA”

TO: Jo Custead, Chairperson
Board of Police Commissioners

FROM: Troy Cooper
Office of the Chief

DATE: 2021 March 08

SUBJECT: Appreciation to the Saskatoon Police Service

FILE #: 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, approved and
Submitted by:**

Troy Cooper
Chief of Police

Dated: _____
(Attachments)

March 8, 2021

Tryon, Caren (Police)

From: Mireau, Julie (Police)
Sent: January 18, 2021 11:28 AM
To: Tryon, Caren (Police); Bueckert, Richard (Police)
Cc: Berg, Nolan (Police); Navrot, Spade (Police)
Subject: Officer/SPS Appreciation

Hello,

We received this message this morning on Facebook.

This morning my daughter had a car accident and we didn't know where she was and she lost her mind and we thought she might be seriously injured because she got hit twice on circle. She wasn't hurt but we didn't know. 911 was so good to us on the phone. I apologize for sending emergency vehicles all over Saskatoon looking for her when she turned out to be fine. We met constable Duke (#963) who was prompt, professional and calm. We appreciated his service. We appreciate the safety you provide Saskatoon in these times that are challenging due to race issues and covid. I wish we could bring you food but in covid times this note has to suffice. Please pass my thanks on to 911 too if you are able. I have no idea how to contact them.

Julie Mireau | Coordinator | Public Relations & Strategic Communications | Saskatoon Police Service

☎ Office: 306.975.3143 | 📞 Cell: 306.270.5185 | 📧 julie.mireau@saskatoonpolice.ca | 📧 media@saskatoonpolice.ca

P.O. Box 1728 | Saskatoon, SK | S7K 3R6

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Tryon, Caren (Police)

From: Police Info (Police)
Sent: January 18, 2021 1:07 PM
To: Lenius, Corey (Police)
Cc: Tryon, Caren (Police)
Subject: FW: Positive feedback

Hi Corey,

Passing on this note of appreciation regarding Josh Lapointe's actions over the weekend.

Kelsie Fraser | Senior Coordinator | Public Relations & Strategic Communications | Saskatoon Police Service
P.O. Box 1728 | Saskatoon, SK | S7K 3R6
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SASKATOON
POLICE SERVICE
BE THE DIFFERENCE

From: Amy [REDACTED]
Sent: Monday, January 18, 2021 11:31 AM
To: Police Info (Police) <police.info@Police.Saskatoon.sk.ca>
Subject: Positive feedback

[Warning: This email originated outside our email system. Do not click links or open attachments unless you recognize the sender and know the content is safe.]

Good morning,

I live at [REDACTED] Saskatoon, and yesterday there were unknown individuals who ran through our yard (unbeknownst to me at the time, disposed of keys in our yard). About ten minutes later, I saw police run through our yard (with rifles drawn). In both of these instances, I saw the unknown individuals (both the runners and the police) in our yard and, to put it frankly, started/scared/terrified me.

About an hour later, I saw more unknown individuals in our back yard. Again, my anxiety spiked until I realized it was the police. They informed me they were looking for keys. After they left, my husband went to run errands and when he walked through our yard, he noticed keys and called the police to come back to collect them.

At that time, officer 654 Josh Lapointe came to our front door and asked to collect the keys. I wanted to expressed significant appreciation and gratitude towards Mr. Lapointe for knocking on our door before going to the backyard to collect the keys. That act may have been small in his mind, but that gesture helped me feel a bit more safe in my own home.

If it is at all possible, please extend my gratitude towards Mr. Lapointe (number 654) for this thoughtful act.

Tryon, Caren (Police)

From: Mireau, Julie (Police)
Sent: January 4, 2021 4:01 PM
To: Tryon, Caren (Police)
Cc: Powiada, Mike (Police)
Subject: Officer Appreciation

Good afternoon,

We received this message regarding an officer response on New Year's Eve night:

FRI 2:13 PM

just wanted to say thank you. I work at the holiday inn express and the other night I called about a young man sitting outside with no shoes on. officers came within minutes and picked him up. saskatoon police get such negative backlash so often that people never see the good you do for some reason. but that night I saw it. I know the officers who came out saved that boy. he might have been high or just mentally unstable but thanks to the officers who came out, he got to be warm. thanks again ❤️❤️

Julie Mireau | Coordinator | Public Relations & Strategic Communications | Saskatoon Police Service

📞 Office: 306.975.3143 | 📞 Cell: 306.270.5185 | 📧 julie.mireau@saskatoonpolice.ca | 📧 media@saskatoonpolice.ca

P.O. Box 1728 | Saskatoon, SK | S7K 3R6

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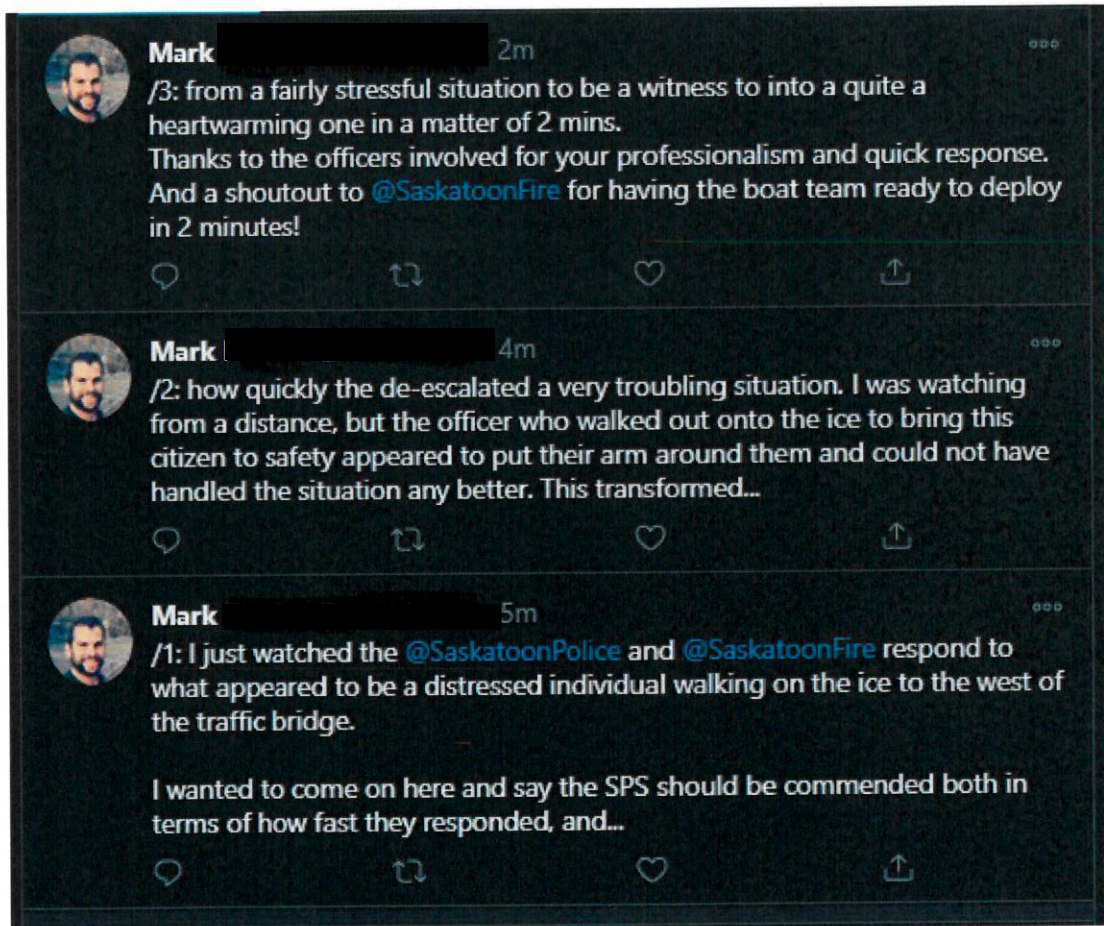
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POLICE SERVICE
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Tryon, Caren (Police)

From: Mireau, Julie (Police)
Sent: January 11, 2021 4:39 PM
To: Bueckert, Richard (Police)
Cc: Tryon, Caren (Police); Fraser, Kelsie (Police); Edwards, Alyson (Police); Grella, Joshua (Police)
Subject: Officer Appreciation

This is so nice! Great job to the responding officer.
This just came in today.

Julie



Tryon, Caren (Police)

Cst. Bond #953
Northwest Division
C Platoon Patrol

From: Police Info (Police)
Sent: December 21, 2020 9:13 AM
To: Tryon, Caren (Police)
Subject: FW: File #20125190-Thank you

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

From: Devin [REDACTED]
Sent: Sunday, December 20, 2020 7:16 PM
To: Police Info (Police) <police.info@Police.Saskatoon.sk.ca>
Subject: File #20125190-Thank you

[Warning: This email originated outside our email system. Do not click links or open attachments unless you recognize the sender and know the content is safe.]

On December 6, my mother, [REDACTED] was the victim of a pedestrian-vehicle collision in the parking lot of Superstore in Confederation Park. The officer who attended the scene was Cst. Bond, badge number 253. I would like to convey my thanks to him for his kindness and professionalism in the way that he helped my mother through the incident.

[REDACTED] sustained minor injuries from the incident and is doing well. Please let Cst. Bond know that his efforts are appreciated.

Regards,

Devin [REDACTED]

Sent from my iPad

Josh,
Thanks for demonstrating
your compassion & professionalism
at this collision. Your efforts
were appreciated by family
& the Service.
DC Yuzdepski

Clint [REDACTED]
[REDACTED]
[REDACTED]

Saskatoon Sask.
[REDACTED]



January 15, 2021

Troy Cooper. Chief of Police and or Public Relations Dept.
Saskatoon Police Service.

I am writing you today to relate an experience I had on Jan. 13, 2021 at approximately 10 a.m. in front of the paid parking lot beside the First Nations Bank of Canada.

I had just come out of the bank and was proceeding back to my vehicle to find that freezing rain that morning was making it almost impossible to maneuver the sidewalk. I am a senior and have a cane and that day I had made it into the bank ok but getting back was impossible due to ice and a unlevel surface to walk on. I had been out there for probably 10 minutes trying to figure a way out of my problem to no avail. Suddenly a police vehicle appeared on the street in front of me. To my surprise and delight the vehicle stopped and the officer inside turned on his lights and the officer got out of his vehicle to help me get to my vehicle. It was so icy we both had a time maneuvering the roadway and driveway.

I wish I had taken his badge number so you would know his identity but of course thought of this too late. Hopefully, you can identify him with the time and location I have given you but if not, I want to thank him and the others in the Police Service for their exemplary service to our community. There are those who write to

complain about every little thing. I wanted to just let you and the officers of the Saskatoon Police Service know that there are citizens out there who really appreciate their kindness and hard work especially during but not exclusive to this time during the Covid-19 pandemic. I see them honoring other front-line workers and thought as they are a part of these special caring workers deserved what little praise I could give for their hard work.

So, in closing I again thank all members sworn and not for their fine work to the citizens of this community.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Clint", with a large, stylized flourish extending to the right.

Clint [REDACTED]



Safe Shelter. Happy Home.

5028 Clarence Ave. S, Grasswood SK S7T 1A7
P (306) 374-7387 ext. 107
E executivedirector@saskatoonspca.com
W www.saskatoonspca.com

Chief Troy Cooper
PO Box 1728
Saskatoon, SK S7K 3R6

February 5, 2021

Dear Chief Cooper,

I would like to take a moment to acknowledge Officer Jay Keating and the incredible support he has given the SPCA. His respect and appreciation for the work we do is clear in every interaction we have with him. In particular, last year he was on scene during an arrest involving a dog that needed to be picked up. While the dog was ultimately redeemed by its owner, Officer Keating was interested in adopting him, and even came to visit him after his shift, which is testament to how dedicated he is to ensuring the safety and comfort of our city's animals.

As you know, we are dedicated to providing safe shelter and happy homes to the thousands of lost, abandoned, neglected, or abused animals that come through our door each year. The work we do is only possible with the support of our community leaders like Officer Keating who share our vision of a world where all animals are valued and respected.

I am available anytime should you have any questions or feedback.

Regards,

A handwritten signature in black ink, appearing to read 'Graham Dickson'. The signature is enclosed within a large, hand-drawn oval.

Graham Dickson
Executive Director, Saskatoon SPCA
executivedirector@saskatoonspca.com



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Chief Troy Cooper
PO Box 1728
Saskatoon, SK S7K 3R6

February 5, 2021

Dear Chief Cooper,

I would like to take a moment to acknowledge Officer Theresa Wiebe and the incredible support she has given the SPCA. Her respect for the lives of animals is clear in everything she does. She is always available to provide information when needed and works with us in any way that she can.

As you know, we are dedicated to providing safe shelter and happy homes to the thousands of lost, abandoned, neglected, or abused animals that come through our door each year. The work we do is only possible with the support of our community leaders like Officer Wiebe who share our vision of a world where all animals are valued and respected.

I am available anytime should you have any questions or feedback.

Regards,

A handwritten signature in black ink, appearing to read 'Graham Dickson', enclosed within a large, loopy oval shape.

Graham Dickson
Executive Director, Saskatoon SPCA
executivedirector@saskatoonspca.com



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Chief Troy Cooper
PO Box 1728
Saskatoon, SK S7K 3R6

February 5, 2021

Dear Chief Cooper,

I would like to take a moment to acknowledge Officer Kayla Oishi and the incredible support she has given the SPCA. She has been invaluable in facilitating access to information, and we know we can always trust her with sensitive information regarding our operations.

As you know, we are dedicated to providing safe shelter and happy homes to the thousands of lost, abandoned, neglected, or abused animals that come through our door each year. The work we do is only possible with the support of our community leaders like Officer Oishi who share our vision of a world where all animals are valued and respected.

I am available anytime should you have any questions or feedback.

Regards,

A handwritten signature in black ink, appearing to read 'Graham Dickson', enclosed within a large, hand-drawn oval.

Graham Dickson
Executive Director, Saskatoon SPCA
executivedirector@saskatoonspca.com

February 5, 2021

Saskatoon Police Service
76 25th E
Saskatoon SK S7K 3P9
Attention: Chief Cooper



Dear Sir,

On the morning of November 25, 2020 I received a call at my work in British Columbia regarding my sister [REDACTED] health condition. Constable Keri Heikman calmly explained the circumstances and provided phone numbers for me to call at both the RUH and Saskatoon Fire. Over the course of the next few days, she assisted me several times as I asked for more information and for assistance obtaining work property from my sister's residence. She was prompt and kind and willing to go the extra mile for me as I lived my life in shock after the passing of my younger sister.

I know there are many others at the Saskatoon Police Service that would have done the same thing but I wanted to commend Constable Keri because she made a difference to me. I appreciated her clarity and help as I dealt with circumstances I never dreamed would be mine.

[REDACTED]

Please accept this letter with my sincere thanks.

[REDACTED]

[REDACTED]

[REDACTED]



SASKATOON POLICE SERVICE

“PUBLIC AGENDA”

TO: Jo Custead, Chairperson
Board of Police Commissioners

FROM: Troy Cooper
Office of the Chief

DATE: 2021 March 09

SUBJECT: Community Focused Safety

FILE #: 10,010

ISSUE:

The purpose of this report is to provide a response to the Board of Police Commissioners outstanding resolutions from the August 27, 2020 meeting.

RECOMMENDATION:

That the information be received.

STRATEGIC THEMES:

This report is aligned with all of the themes within the Saskatoon Police Service’s Strategic Plan as it aims to:

- Reduce Crime and improve Community Safety;
- Ensure Our People are well trained, professional and safe;
- Leverage community and government partnerships to deploy the most effective and efficient responses possible;
- Improve communication and transparency with the public; and
- Utilize innovation through deployment of technology and innovative approaches to community safety.

BACKGROUND:

At its August 27, 2020 meeting, The Board of Police Commission made the following resolutions:

- That the Chief of Police further report on strategies and options for reversing this trend of Police taking on more calls that are non-criminal in nature, drawing on research and best

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practices of other communities that have been successful. Please also include what role expanded partnerships could play including with Saskatoon Mobile Crisis and Intervention Services, Okhitecitawak Patrol Group, Community Support Officers, the Saskatoon Health Authority (PACT Program) and other community partners.

- That the Chief of Police further report on updates and options for the development of expanded 24-hour outreach service in the community, as per recommendations of the Crystal Meth Working Group of the SCAA.
- That the Chief of Police further report on a cost comparison of having SPS be the primary responder to calls that are non-criminal in nature vs. other service providers such as those mentioned above.

This report aims to respond to all of these resolutions by outlining the current themes the Saskatoon Police Service has heard from the community in regards to redefining the role of police and the activities to accomplish these.

DISCUSSION:

In response to both global and local calls for police to examine their role in addressing public safety, the SPS has had ongoing engagement with the community to better understand what our role should be in this shared responsibility. In addition to the community engagement sessions, the SPS has closely monitored and learned from national responses and dialogue that other levels of government and police agencies have had.

Through engagement and national dialogue, the SPS heard four key themes that are critical in addressing the issues laid out by these movements in Saskatoon. These themes include:

1. Shared Responsibility for Community Safety;
2. Community Trust;
3. Organizational Culture; and
4. Officer Safety and Wellbeing.

Shared Responsibility for Community Safety

It was recognized through the engagement that police services cannot be the ultimate solution to all community safety related issues. The challenges of mental health, addictions and homelessness amongst others are challenges the community faces as a whole, and expecting police to be the only response to all of these challenges is not realistic or sustainable.

In 2020, the SPS responded to over 117,000 calls for service, however, only 10.4% of those calls resulted in a criminal occurrence. As previously reported, this data suggests that the Police respond to a significant amount of calls that are not criminal in nature and may be better suited through

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other responses, co-responses or could be eliminated all together with an increase in pro-active measures.

Further review of the 2020 figures show that 25.6% of all calls for service related to:

- 4,591 calls to respond to public intoxication;
- 12,230 calls to respond to a disturbance;
- 6,450 calls to respond to a domestic situation;
- 4,207 calls for a missing person;
- 923 calls directly related to mental health; and
- 1,796 calls for attempted suicide.

Without a detailed review of each individual call it is difficult to say which calls could be responded to solely by another agency and which ones would still require a police presence, however, the volume of non-criminal calls do suggest that there is a larger role that could be played by other agencies if they had appropriate resources and were available 24/7.

Although there is limited research in this area the Vancouver Police released a report in November of 2020 after analyzing 265,000 annual calls for service in Vancouver and learned that 13,592 of these calls had a mental health component to them and that in 84% of the time, police attendance was still required. In short, only a small percentage of mental health calls could have been handled without police attendance.

With this in mind, the SPS continues to work on several initiatives with the community to improve the overall response to these pervasive issues. Examples of initiatives underway to share in the responsibility for community safety include:

- In 2021 the SPS is focused on implementing an Alternative Service Delivery Model to respond to community safety concerns in the most appropriate and cost effective manner possible. This response has been built through community and organizational consultation and will focus on community safety gaps that the current structure does not address and duties currently being done by an officer that would be more effectively done by these special constable positions.
- The SPS understands that a direct police response is not always the appropriate response to mental health calls, as such the Saskatoon Police and Crisis Team (PACT) provides immediate police response to persons in need that are experiencing significant mental illness and/or addiction issues. They improve public and personal safety by providing collaborative and effective crisis intervention while sharing valuable resources and information with one another.

“PUBLIC AGENDA”

Currently the SPS has two constables who are partnered with a mental health professional from Saskatoon Crisis Intervention Services to respond to these calls. The SPS intends on doubling the size of our PACT teams in 2021.

- SPS is currently conducting research to better understand the types of calls we receive and which ones would be better responded to by another agency. Currently, these conversations are focusing on calls for mental health and addiction services and the role that Mobile Crisis or similar organizations could play in responding to these in the future.
- The Saskatoon Tribal Council is leading a new pilot project and Task Force to help support people who are homeless and improve safety in downtown Saskatoon called Sawêyihotân which means let us bless each other through our show of respect for each other. The Saskatoon Tribal Council has partnered with the Saskatoon Police Service and other organizations that are part of the Saskatoon Inter-Agency Response to Safety and Well-Being Group to deliver this initiative.
- The Restorative Action Program (RAP) currently addresses community safety through its work in schools with a focus on bullying, physical violence, crime, mental health, substance abuse and suicide and self-harm. With programing deliver to over 8,000 youth in Saskatoon, they work with youth to develop and practice conflict management, relationship management and leadership skills. In 2021, the Saskatoon Police Service is offering assistance to RAP through offering office space within the Headquarters Building for the RAP Executive Director with the goal of enhancing the synergies and impact of the School Resource Officer program.
- The Okihtcitawak Patrol Group (OPG) established in 2018 acts as a harm reduction/prevention service and strives to protect the most vulnerable within the community. The Saskatoon Police Service continues to work with the OPG in an effort to maximize their impact in the community through working together and providing equipment and supplies in conjunction with the Saskatoon Police Foundation.
- The SPS continues to work closely with the Community Support Program who patrols in the Downtown, Riversdale and Broadway Business Improvement Districts. The Community Support Program responds to requests for some bylaw enforcement, minor disturbances, public intoxication and other negative street activity. The SPS continues to work with the Community Support Program to dispatch their officers for calls that they are better suited for.

Community Trust

Building trust with the community is a critical element to effective policing and enhanced community safety. Sound conduct by police improves community interactions, enhances communication and promotes a shared responsibility for addressing crime.

The most recent Saskatoon Police Service Community Satisfaction Survey in 2017 indicates that 83% of respondents who have had an interaction with the SPS agreed (somewhat or strongly) that the SPS has the trust of the community compared to 75% in 2015, 82% in 2011 and 70% in 2008.

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So while community trust appears to be on an upward trajectory in the most recent survey it is important to note that the events of 2020 have undoubtedly impacted the public’s trust in policing worldwide. The SPS’s next Community Satisfaction Survey is planned to be delivered in the fall of 2021.

Regardless of the specific results of the next Community Satisfaction Survey, the SPS and community understand that continuing to build and strengthen this trust is never finished. Ongoing engagement and communication with the community is key and will continue to be a priority through the Chief’s Advisory Committee, Indigenous Women’s Advisory Circle, Saskatoon Police Advisory Committee on Diversity to name a few. Some new initiatives that the SPS is focused on in 2021 and beyond to continue to address this community trust include:

- By the end of Q1 in 2022, the SPS is planning a limited deployment of approximately 40 body worn cameras. Following this roll out and any required changes to policy, processes or technology the SPS will be expanding the use of body worn cameras service wide. One of the main benefits for body worn cameras is to enhance the transparency and trust with the community. By capturing interactions and incidents via video it eliminates many uncertainties regarding what happened.
- The SPS as part of the Saskatchewan Association of Chiefs of Police (SACP) continue to call for independent oversight in police in Saskatchewan. When police interact with a member of the community and it leads to serious harm or death, the public’s confidence in the police can be negatively affected if they do not have confidence in the way such matters are investigated. A fully independent, objective and expert investigation process is the best way to achieve this and has been proven in other jurisdictions. The SPS and SACP continue to work with government partners toward the development of an independent body to be established in Saskatchewan.
- The SPS is participating on national taskforces reviewing of the current Use of Force Model with a focus on developing a framework for de-escalation and on responses to mental wellness. Establishing and communicating this framework will enhance transparency and consistency throughout the country in the de-escalation process police follow prior to any use of force.
- Police officers currently receive a variety of training offerings that focus on professionalism and respectful interactions with the public. In 2021, the SPS Human Resources Division and Training Section will be researching options to expand this training for members.
- The SPS Committee on Diversity will perform a review in 2021 to ensure that the committee is representative of the local population. If there are diversity groups missing from the table, the SPS will reach out to these communities to ensure the committee is representative.

Organizational Culture

Through our engagement we heard about the importance of having an inclusive and positive workplace culture at the SPS. Organizational culture includes a set of shared beliefs and values

“PUBLIC AGENDA”

established by leaders and then communicated and reinforced through various methods, ultimately shaping employee values, behaviors and understandings. Creating an organizational culture that is diverse, unbiased and community oriented can help improve safety, relationships and trust within the community. Some of the initiatives underway in 2021 to continue to grow the SPS organizational culture include:

- Saskatoon continues to become a more diverse City and it is important that the SPS workforce is representative of that. Having members with similar genders, religions, cultural, ethnicity and educational backgrounds to those of the community can help in establishing and expanding trust between law enforcement and the community. Since 2002, the SPS has made considerable gains in this area with a:
 - 155% increase in female employees (80 to 204);
 - 192% increase in employees with disabilities (12 to 35);
 - 120% increase in Indigenous employees (30 to 66); and
 - 300% increase in employees who belong to a visible minority group (7 to 28)

While considerable progress has been made, more is needed in order to reach the targets laid out by the Saskatchewan Human Rights Commission. As such, the SPS has developed an Indigenous Recruitment Strategy which will focus on enhanced communication and advertising as well as community and individual outreach through events and online interaction.

- The SPS is in the process of developing a new Equity and Inclusion Executive position. This position would be responsible for ensuring that the fundamentals of equity, inclusion and diversity are recognized and incorporated throughout the organization and its culture. This position is the result of a review by the Community Safety Knowledge Alliance (CSKA) and through engagement with the Ethno-Cultural Communities.
- In 2021, the SPS plans on developing its first Indigenous Engagement Strategy which will help shape the future of the organization. This strategy will provide insight into important areas such as recruiting, organizational culture, community safety and the role organizational culture. Voices from Indigenous communities will lead the development of this strategy.

Officer Safety and Wellbeing

Through engagement with the community it was evident that the wellness and safety of members is not only critical to themselves and their service but also to public safety. An officers whose capabilities, judgment and behavior are adversely effected by poor physical or mental health can damage community trust and put themselves, the public and other officers in danger. As such, the

“PUBLIC AGENDA”

Saskatoon Police Service continues to place both physical and mental wellbeing at the top of its priority list. Increased pressures on front line staff as a result of the global pandemic has underscored the importance of mental health support. Examples of initiatives underway include:

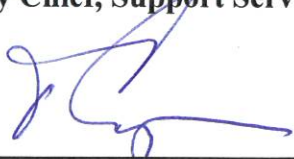
- The SPS Safeguard Program was developed to have pro-active mental health touchpoints between SPS members in high risk areas and the in-house psychologist. This program was revised in the spring of 2020 and several units were added to the program. As of December 31, 2020, 194 members had participated in the Safeguard Program, with 173 active participants. The program will be further developed and refined in 2021.
- The Critical Incident Support Program is in place to assist members in coping with responding to highly stressful situations. Members of the voluntary Critical Incident Stress Management (CISM) team as well as frontline supervisors are asked to closely monitor the need for follow-up after highly stressful calls. The services provided by the CISM team include defusing, and arranging for a psychological debriefing led by a mental health professional. These interventions are important to ensure the risk of disabling emotional or physical problems are minimized.
- The SPS continues to provide physical wellbeing programs to members. While Covid has impacted the ability of the service to deliver all programs, the SPS continues to provide an in-house fitness facility, gymnasium and programs such as yoga and pilates with Covid safety measures in place. In 2021, the SPS was approved for a Wellness Coordinator who will continue to make additions and adjustments to current programs to enhance the SPS’s physical wellness programs.

CONCLUSION:

Based on the feedback heard by the community in 2020 the themes of a shared responsibility for community safety, public trust, organizational culture and officer safety and wellbeing will become a focal point of the SPS 2021 Business Plan. Completing these initiatives will be a step in the right direction in responding to community concerns and improving community safety as a whole.

Written by: **Clae Hack**
Executive Director, Corporate and Strategic Performance

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

Approved by: 

Troy Cooper
Chief of Police

Dated: March 9, 2021