



## REPORT TO BOARD OF POLICE COMMISSIONERS

**TITLE:** Moose Jaw Board of Police Commissioners / Moose Jaw Police Service  
2020 Operating Budget Presentation

**DATE:** 16 October 2019

**PUBLIC:** This is a Public Document

**IN-CAMERA:** N/A

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### **RECOMMENDATION**

It is recommended that the Board of Police Commissioners:

Approve the 2020 Police Service operating budget with estimated expenditures of \$11,507,162 less anticipated revenues of \$1,377,599 resulting in a net 2020 operating budget of \$10,129,563, which reflects an increase of \$319,916 or 3.26%. and submit same to the council.

### **BACKGROUND:**

The Moose Jaw Police Service prepares an operating budget for the Board of Police Commissioners annually.

*The Police Act, 1990*, legislates the budget approval process between the board and the council.

- 33(1) On or before a day set by bylaw, a board shall submit to the council, for the council's approval, the board's estimates of all moneys the board requires for the next fiscal year for the board and police service.
- (2) Where the council does not approve the estimates submitted by the board, the council shall immediately cause the estimates to be returned to the board together with the council's reasons for not approving the estimates.
- (3) Where the estimates are returned pursuant to subsection (2), the board shall submit revised estimates to the council for the council's approval.
- (4) If the council does not approve the revised estimates submitted pursuant to subsection (3), the council shall determine the gross amount of the estimates, and the council's determination is final.
- (5) When the council has:
- (a) approved the estimates; or
  - (b) determined the gross amount of the estimates;

The board shall submit a copy of the estimates to the commission.

The 2020 budget has been prepared in accordance with the Police Service's strategic direction and based on its core values of 'Integrity, Vision, Community'. It proposes a 3.26% increase in the net police service budget, which incorporates a previous addition in 2019 of two provincially-funded police officers to assume additional responsibilities and increase effectiveness in maintaining public safety in the Moose Jaw area.

This budget also supports an increase in the Service's authorized strength from 57 to 58 police officers in 2020. The business case for an Immediate Priority Officer position is attached. .

**The Strategic Priorities of the Moose Jaw Police Service:**

The Moose Jaw Police Service is committed to meeting the priorities of our community through a service delivery model that is effective and efficient. We work to keep Moose Jaw a safe, harmonious and inclusive community.

With an authorized strength of 57 police officers, 19 full-time support staff, 5 full-time Corps of Commissionaire positions, and 10 Victims Services volunteers, the Moose Jaw Police Service continues to provide policing services to residents, businesses and visitors in the City of Moose Jaw.

Our statutory responsibilities include:

- the preservation of peace;
- the prevention of crime and offences against the laws in force in the municipality;
- the apprehension of criminals, offenders and others who may lawfully be taken into custody;
- traffic safety and enforcement;
- mental health intervention;
- addiction intervention;
- child protection;
- domestic violence intervention;
- alcohol intervention;
- victims of crime support;
- motor vehicle collision investigation.

In order to meet the requirements of prevention and community safety, our mandate includes working collaboratively to reduce environmental, social and behavioural factors that are conducive to crime and disorder. Consistent with the *Community Safety and Wellbeing* framework, we have a leadership role in the Hub, which brings agencies together to address complex problems that affect our community's safety, and in the Community Based Coalition, which provides strategic direction to our region's community building. Our participation with these groups provides the framework for our collaborative preventative work.

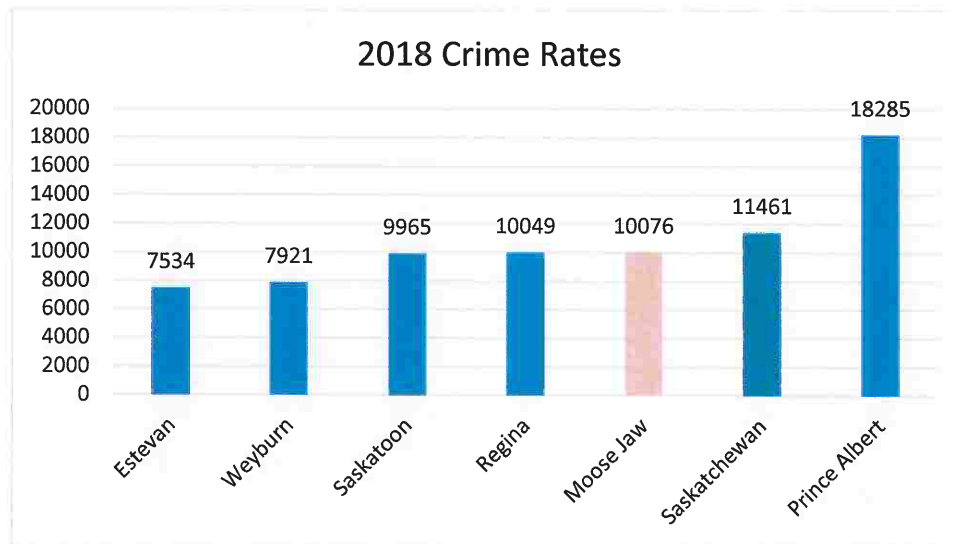
Operationally, we work closely with other police services to share intelligence and conduct joint investigations into criminal activity that affects not only Moose Jaw residents, but also residents of our region, province and country: criminal activity is not constrained by jurisdictional boundaries; effective police responses must be cross-jurisdictional to enhance safety within our community.

## DISCUSSION

### OUR ENVIRONMENT

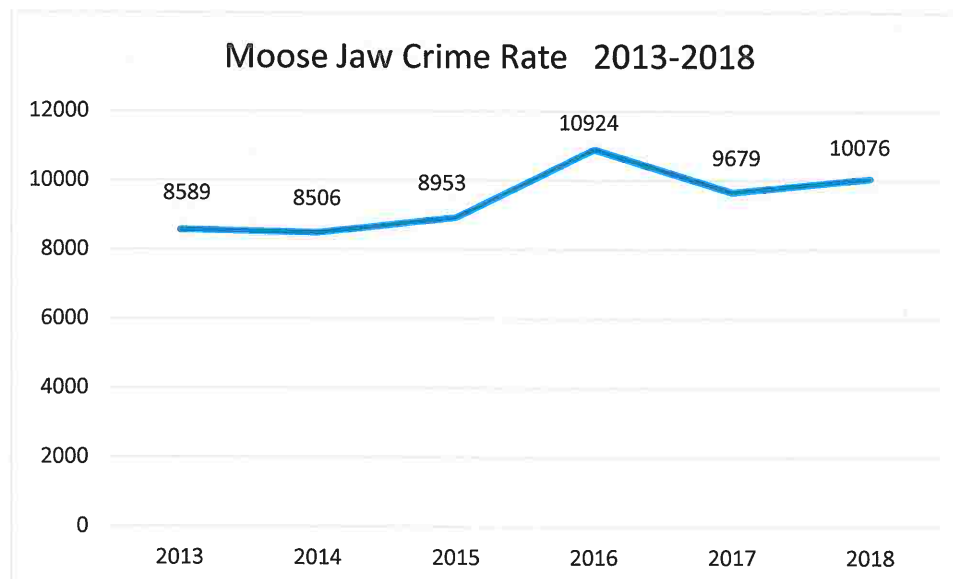
Much of the data used to evaluate policing relate to reported crime. The Canadian Centre for Justice Statistics provides comparative data for police services in July of each year: the data for 2018 are the most recent figures available.

Moose Jaw's crime rate was below the provincial average in 2018, but higher than that of Saskatoon, Regina, Weyburn and Estevan.



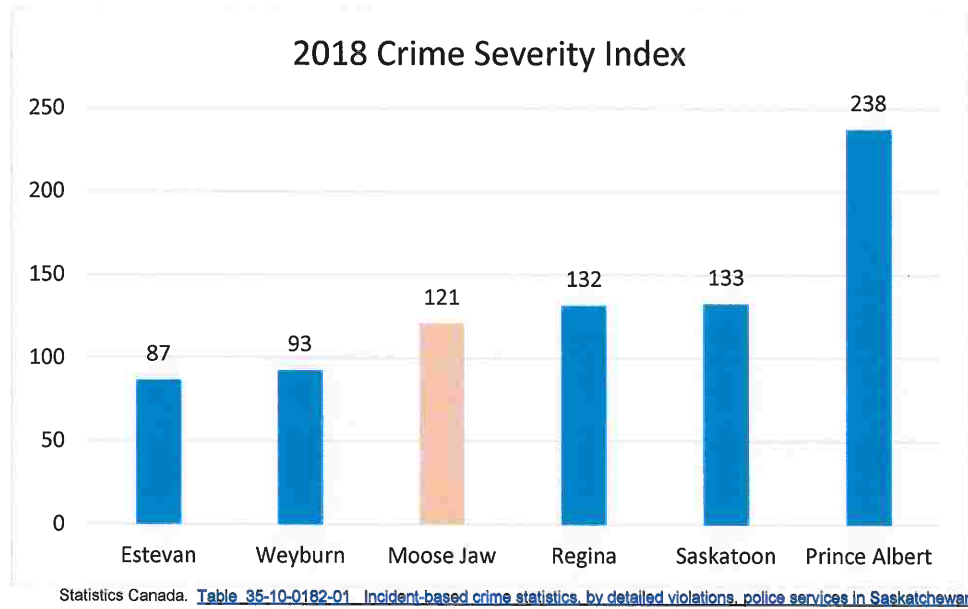
Statistics Canada. [Table 35-10-0182-01 Incident-based crime statistics, by detailed violations, police services in Saskatchewan](#)

Moose Jaw's crime rate has increased from 2013 to 2018, reflecting similar provincial and national patterns.

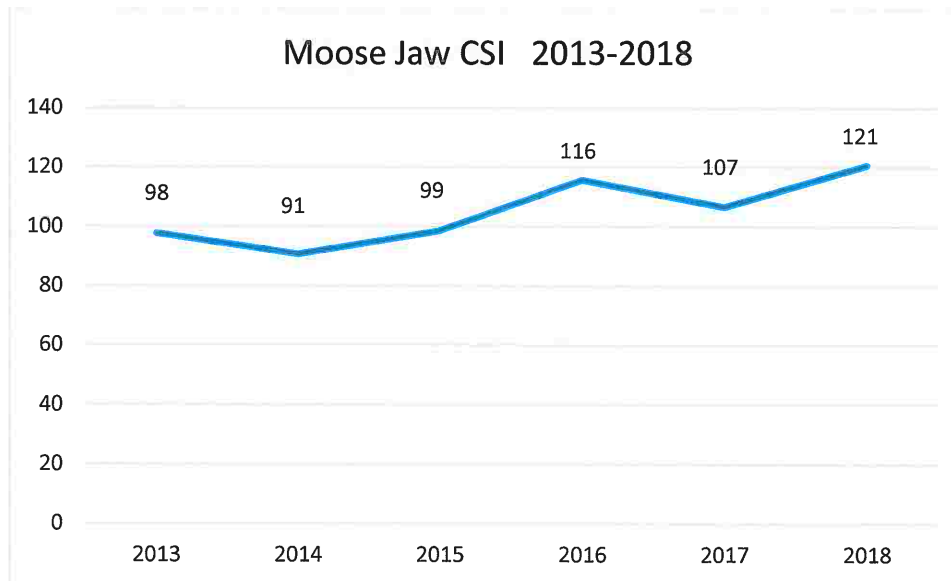


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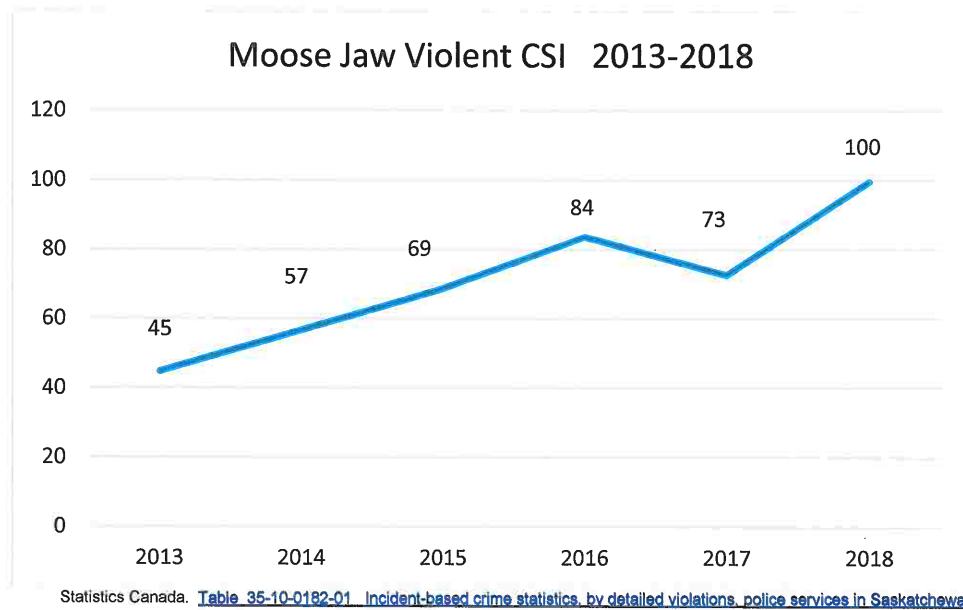
The Crime Severity Index (CSI) provides weights to different types of crime. The more serious the crime, the greater it is weighted. Moose Jaw's CSI is consistent with that of Regina and Saskatoon.



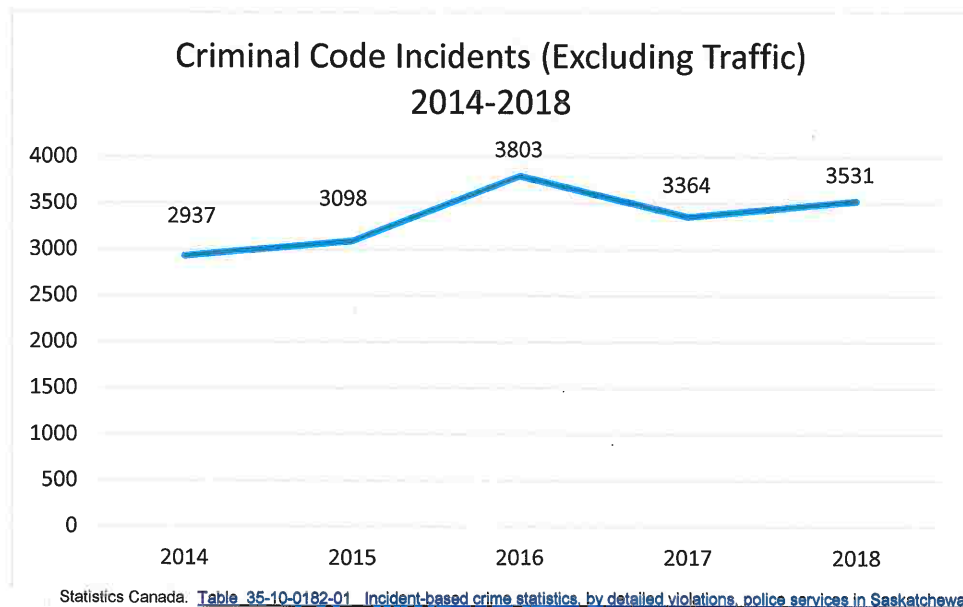
Since 2013, Moose Jaw's CSI has increased.



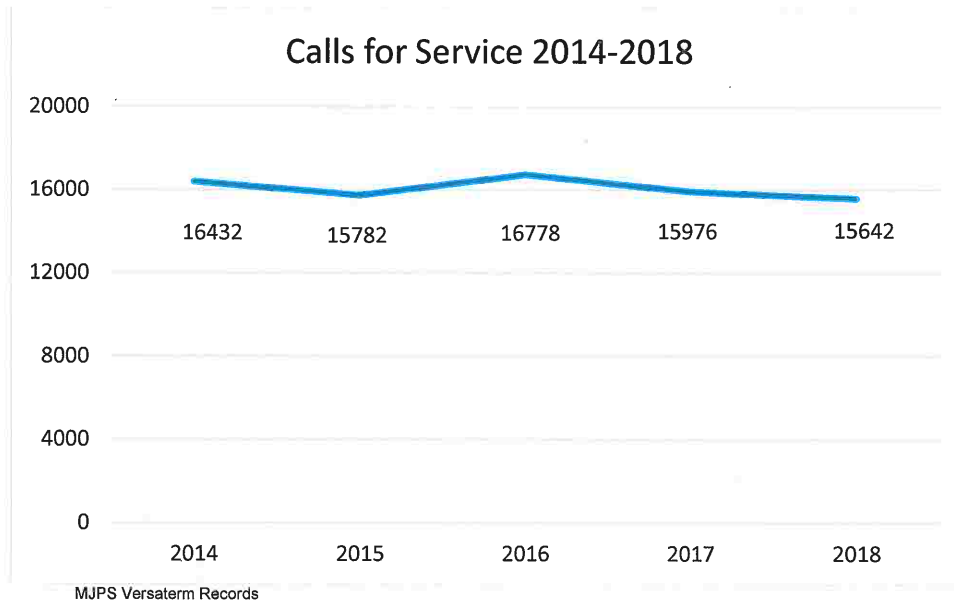
This increase in the CSI reflects an increase in the Violent Crime Severity Index. The Violent CSI has increased 122% since 2013, reflecting increases in robberies, assaults and other crimes against the person.



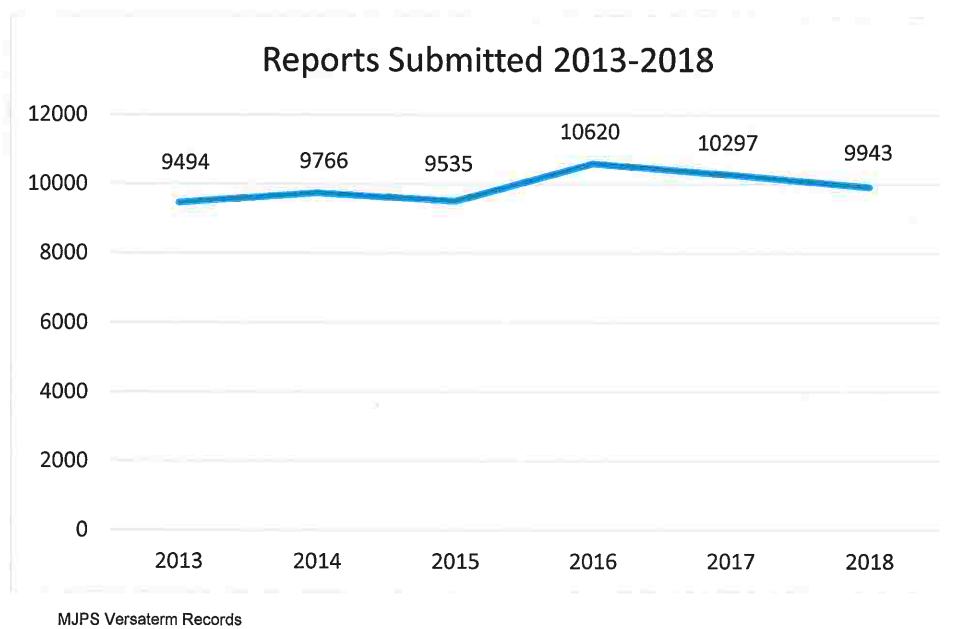
The number of reported crimes increased in 2018. Although crime response accounts for roughly one-quarter of police calls for service, many of these crime-related calls require significant subsequent investigation and court preparation, which are complex, time-consuming and circumscribed by legislated and constitutional requirements. All investigations resulting in charges require exhaustive reporting and disclosure. Investigative, records management and court support personnel provide these mandatory services.



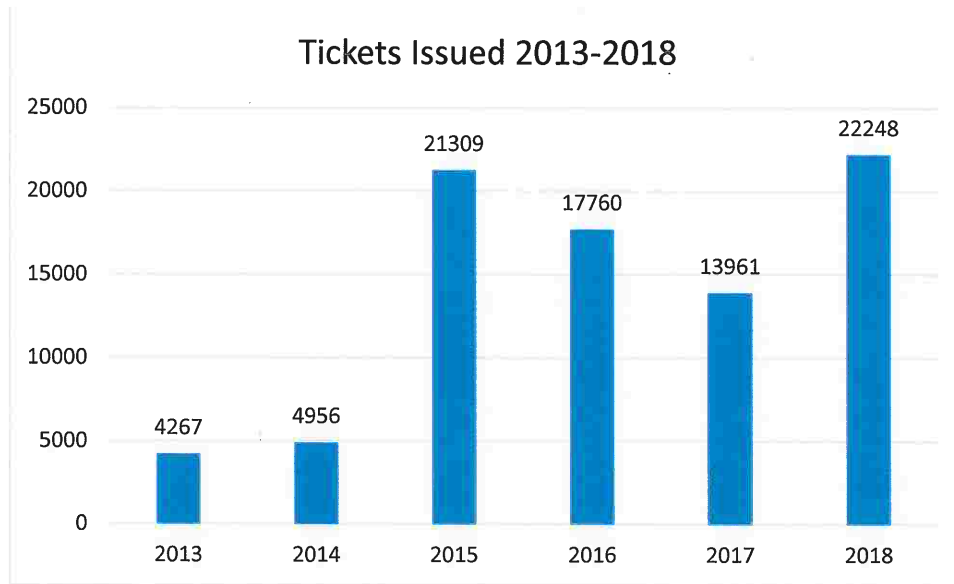
Calls for Service, which are incidents to which a police officer is dispatched, remain consistent year to year.



Although response to crime is a priority, other responses are essential elements of crime prevention and are documented in police reports. The majority of calls for service relate to situations of social disorder that, if not properly addressed, can lead to criminal activities. These calls often include responses to mental health, alcohol, drug, addictions, domestic dispute, traffic, child protection, and other disruptive situations. Reflecting this, the number of submitted reports continues to be higher than the number of criminal incidents.

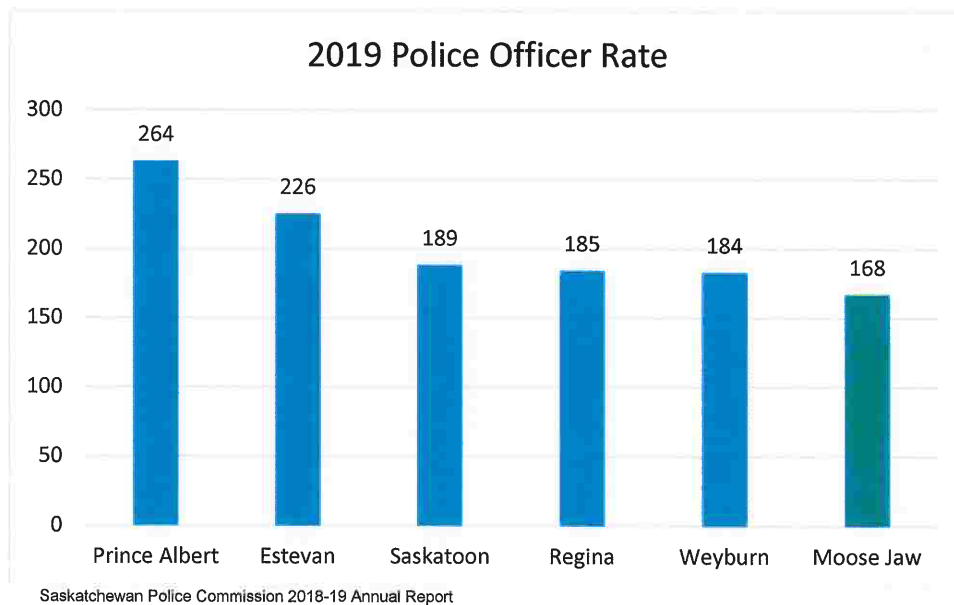


With the introduction of automated speed enforcement in 2015, the number of traffic tickets issued increased. The number of issued tickets declined in 2016 and 2017 due to a decrease in the number of violations recorded and a decrease in the number of recorded violations that were suitable for processing as a result of technical difficulties with the system. Those technical issues were corrected and the number of tickets issued increased in 2018.



MJPS ASE Data Records

In this environment, the Moose Jaw Police Service engages the community with the lowest number of officers as a percentage of the population among Saskatchewan police services.



## COMMUNITY BUILDING

Leadership and participation in efforts to enhance community wellbeing are essential in reducing crime and social disorder. The research confirms that harmonious and inclusive communities are safe communities. Moose Jaw Police Service members continue to be integral participants in community activities:

- School resource officers
- First Nations events
- Pride celebrations
- Sidewalk Days
- Law Enforcement Torch Run for Special Olympics
- Graffiti removal
- Voltage
- Remembrance Day
- Toy Run
- Riverside Mission
- Police Service Awards
- Special Olympics events
- Violent Threat Risk Assessments
- Saskatchewan Air Show

Members are involved in committee work at the local, provincial and national level to improve policing and quality of life in our community:

- Community Based Coalition
- Hub
- Powwow Committee
- Newcomers Committee
- Drug Strategy
- Crime Prevention Committee
- Saskatchewan Association of Chiefs of Police
- Canadian Association of Chiefs of Police
- Criminal Intelligence Service Canada
- Criminal Intelligence Service Saskatchewan
- Organized Crime Committee
- Traffic Safety Committee
- Selective Traffic Enforcement Program
- Saskatchewan Police College Training Advisory Committee
- Wakamow Aboriginal Community Association



## SERVICE ENHANCEMENTS

The Service has introduced a number of enhancements that continue to operate:

- Automated Speed Enforcement implementation
- Community Round Dance
- Community Sweat Lodges
- Introduction of the Intervention K-9
- Graffiti removal and prevention
- Traffic Safety and driver training program for newcomers
- Mental health program for first responders
- After hours calls for city services
- New video recording system to meet public complaint and court disclosure requirements
- Violent Threat Risk Assessments
- Enhanced employee wellness program
- Citizens Police Academy
- Moose Jaw Warriors Police Academy
- Updated parking enforcement infrastructure and processes

These activities will continue in 2020, and will be augmented by additional initiatives:

- Increased focus on traffic safety
- Regional traffic safety expansion
- Preparation for computer assisted dispatch capability
- Replacement of radio and telephone systems
- Information technology upgrades
- Incorporation of Local Authority Freedom of Information and Protection of Privacy processes
- Enhanced responses to child abuse, sexual assault, mental health intervention, serious crime, illicit drugs, and habitual offenders

This work is instrumental in maintaining public confidence in policing. Eighty-four percent of respondents in the most recent survey (2012) reported being satisfied with policing, with 'very satisfied' being the most frequent response. Prairie Research Associates and the University of Regina are currently conducting a community survey of policing in Moose Jaw; the results should be available in November.

## **INITIATIVES**

### **Police and Crisis Team**

In October of 2018, the Moose Jaw Police Service and Saskatchewan Health Authority created the Police and Crisis Team (PACT). This team joins police officers and mental health professionals on a full-time basis to provide active supports in the city and region. Two mental health professionals funded by the province work out of the police service building; one provincially-funded police officer works full-time with the PACT and is supported by other officers as needed. The Service is working with the Ministry to add another provincially-funded officer to this team.

### **South Central Child Abuse Investigation Team**

In the autumn of 2018, the Moose Jaw Police Service and Ministry of Social Services created the South Central Child Abuse Investigation Team. A social worker is stationed at the police service, working directly with police officers investigating child abuse incidents. The partnership increases the effectiveness and efficiency of investigations, enhancing positive outcomes for victims, their families, and the community.

### **Combined Traffic Services Saskatchewan**

The 2020 budget includes the continuation of the enhanced focus on traffic safety, illicit drug interdiction, and emergency responses in the city and surrounding area.

Combined Traffic Services Saskatchewan (CTSS) is a program implemented by the Ministry of Justice and Saskatchewan Government Insurance designed to increase road and community safety. It forms an operational partnership between municipal police and RCMP tasked with policing defined regions, which include the municipalities and their surrounding areas. Municipal police positions are funded by the province.

The duties of this program include four objectives:

- Improve police response to emergency calls for service, including property crimes that are in progress;
- Enhance uniform visibility and presence in rural Saskatchewan;
- Increase the enforcement of drug trafficking on Saskatchewan's roadways; and
- Enhance the safety of Saskatchewan roads by reducing the number of serious collisions and fatalities.

The Moose Jaw Police Service is an active participant in the CTSS program. Four of the five MJPS positions funded provincially are now deployed to CTSS.

### **Missing and Murdered Indigenous Women and Girls Inquiry**

The Service participated in the Missing and Murdered Indigenous Women and Girls inquiry, reviewed its files to ensure all relevant incidents were identified, and provided all relevant information to the inquiry as it moved forward. The MJPS will respond to any additional requests.

### **Local Authority Freedom of Information and Protection of Privacy Inclusion**

Municipal police services were included in the LAFOIP legislation in 2018. The Moose Jaw Police Service continues to deploy significant time and effort to ensure that business systems and processes are compliant with the legislation, appropriate infrastructure is in place, and requests are responded to as required by the legislation.

### **Cannabis Decriminalization and Regulation**

The Police Service worked at the national and provincial level to inform the regulatory framework for cannabis production, distribution and consumption. This work continues as the legislation and regulatory framework are evaluated.

### **Tactical Capacity**

The Moose Jaw Police Service has seen a significant increase in the number of incidents it responds to that require tactical intervention. The MJPS has relied on its policing partners to provide those tactical responses. However, with the increase in incidents, the Service is beginning the creation of a trained and equipped tactical team, using existing personnel, that can respond quickly and effectively to provide safe resolutions to dangerous situations.

### **Immediate Priority Officer**

The business case for an Immediate Priority Officer is attached to this report. This additional position represents a 0.31 percent increase in the 2020 operating budget.

## **FINANCIAL IMPLICATIONS**

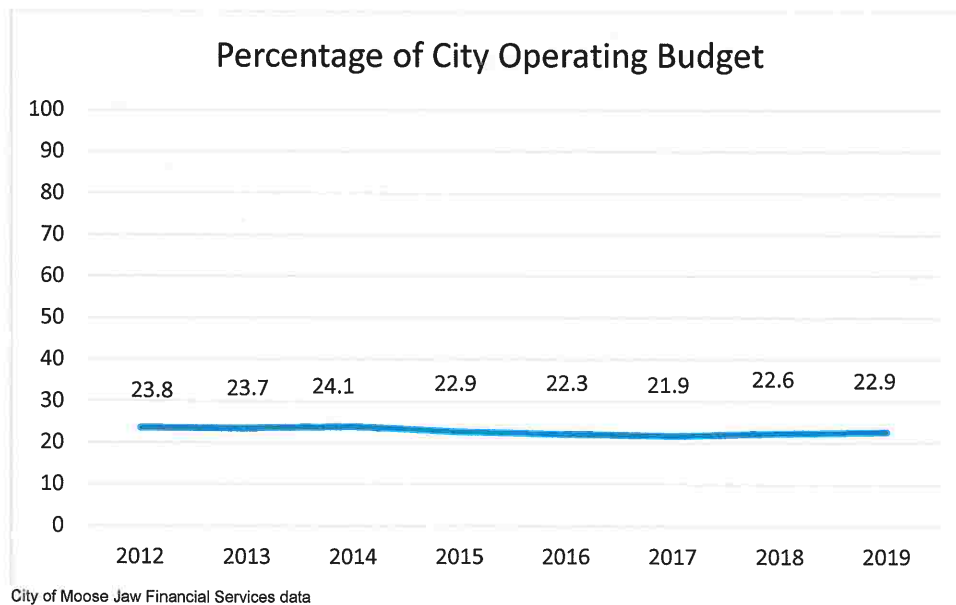
Within this environmental and operational framework, the 2020 operating budget provides for the effective and efficient delivery of policing services and incorporates new initiatives that maintain a focus on strategic priorities.

The 2020 operating budget expenditures total \$11,507,162 which reflects a 3.51% increase over 2019. With the inclusion of increased revenues, the net 2020 operating budget for the Police Service is \$10,129,563, which reflects a 3.26% increase from 2019.

<b>Moose Jaw Police Service 2020 Operating Budget</b>				
	<b>2019 Budget</b>	<b>2020 Budget</b>	<b>\$ Increase</b>	<b>% Increase</b>
<b>Operating Expenditures</b>	\$11,116,746	\$11,507,162	\$390,416	<b>3.51%</b>
<b>Revenues</b>	\$1,307,099	\$1,377,599	\$70,500	<b>5.39%</b>
<b>Net Operating Budget</b>	\$9,809,647	\$10,129,563	\$319,916	<b>3.26%</b>

The attached 2020 Budget Summary of Expenditures in Detail (Police) provides details.


The chart below identifies the Moose Jaw Police Service operating budget as a percentage of the city's operating budget in recent years.



**ATTACHMENTS:**

1. 2020 Budget Summary of Expenditures in Detail (Police).
2. Business Case for One Additional Police Officer Position Immediate Priority Officer.

Respectfully Submitted by,



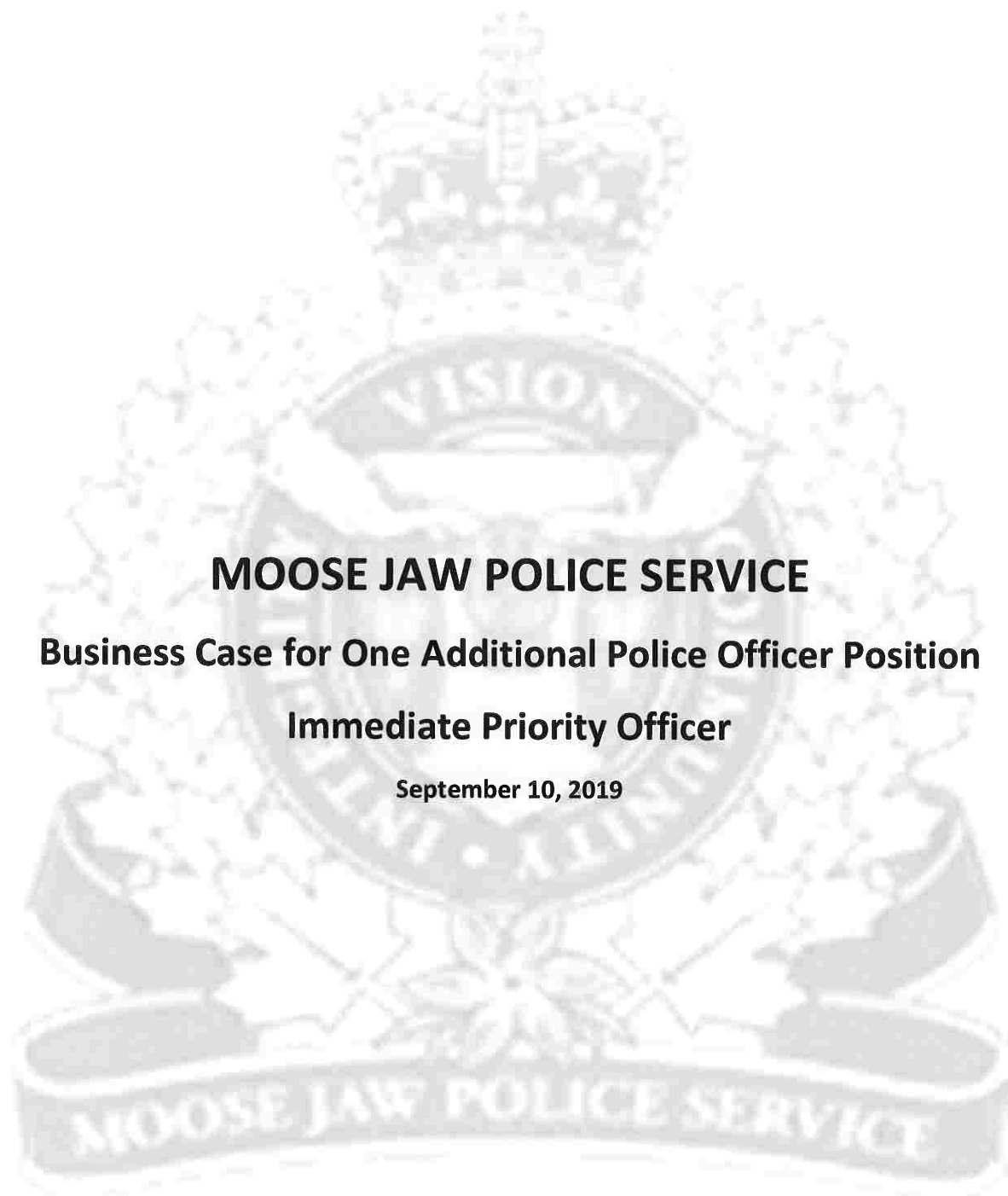
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Rick Bourassa, Chief of Police

RB/la

## Moose Jaw Police Service 2020 Operating Budget

Business Unit	Obj Acct	Description	2018 Actual	2019 Projection	2019 Budget	2020 Budget	INC (DCR)	% Change
<b>EXPENDITURES:</b>								
<b>Labour Costs</b>								
121	6002	SALARIES	\$ 7,647,352	\$ 8,052,884	\$ 8,002,884	\$ 8,276,828	\$ 273,944	3.42
121	6005	WORKER'S COMPENSATION	69,791	73,334	73,334	80,737	7,403	10.09
121	6006	CANADA PENSION PLAN	201,149	225,094	225,094	245,705	20,611	9.16
121	6007	EMPLOYMENT INSURANCE	89,420	88,270	88,270	90,017	1,747	1.98
121	6008	GROUP INSURANCE	18,187	23,097	23,097	26,618	3,521	15.24
121	6009	LONG TERM DISABILITY INS	115,785	140,820	140,820	147,590	6,770	4.81
121	6010	PENSION	550,278	609,142	609,142	662,226	53,084	8.71
121	6072	RETIREMENT CONTRIBUTION	60,000	20,000	20,000	20,000	-	-
121	6120	VICTIM SERVICES	97,003	83,599	83,599	83,599	-	-
121	6135	COMMISSIONAIRES	346,755	315,000	315,000	315,000	-	-
<b>Communications</b>								
121	6015	OFFICE EXPENSE	73,491	65,000	76,451	76,451	-	-
121	6061	COMPUTER SOFTWARE	72,176	95,000	110,000	110,000	-	-
121	6016	TELEPHONE	107,046	85,000	85,000	100,000	-	-
121	6016	RADIO SYSTEM LEASED LINES	31,339	30,000	19,000	40,000	21,000	110.53
		TELEPHONE	138,385	104,000	104,000	140,000	36,000	34.62
121	6125	RADIO COMMUNICATIONS	25,790	10,000	4,000	4,000	-	-
<b>Building/Vehicles</b>								
121	6021	BUILDING RESERVE CONT	15,000	15,000	15,000	15,000	-	-
121	6031	ELECTRICITY	58,115	71,803	71,803	74,000	2,197	3.06
121	6032	NATURAL GAS	15,083	13,700	13,700	15,000	1,300	9.49
121	6033	WATER	8,906	2,261	2,261	2,400	139	6.15
121	6040	GENERAL REPAIRS & SUPP	88,021	50,000	50,000	50,000	-	-
121	6090	CONTRACTUAL SERVICES	106,737	100,000	162,500	112,500	(50,000)	(30.77)
121	6138	MAINTENANCE	56,717	63,000	40,000	40,000	-	-
121	6139	JANITORIAL SUPPLIES	2,969	7,500	4,000	5,000	1,000	25.00
121	6121	VEHICLE MAINTENANCE	208,866	199,000	199,000	199,000	-	-
<b>Equipment Reserve</b>								
121	6020	EQUIPMENT RESERVE CNT	292,723	345,991	345,991	345,991	-	-
<b>Training/Uniforms/Other</b>								
121	6101	CLOTHING	86,072	74,000	74,000	74,000	-	-
121	6025	TRAVEL & CONVENTIONS	8,754	7,500	12,000	12,000	-	-
121	6026	EDUCATION & TRAINING	73,296	60,000	60,000	60,000	-	-
121	6027	DUES & MEMBERSHIPS	5,257	5,000	4,000	5,000	1,000	25.00
121	6028	SUBSCRIPTIONS & PUBS	3,419	2,500	2,500	2,500	-	-
121	6132	WITNESS FEES & SP EXP	174,396	150,000	130,000	130,000	-	-
121	6133	LEGAL FEES	42,713	32,000	32,000	60,000	28,000	87.50
121	6136	PRISONER MEALS	3,982	4,000	4,000	4,000	-	-
121	6137	IMPOUNDING OF VEHICLES	2,279	2,000	2,000	2,000	-	-
121	6190	CANINE UNIT	31,389	32,000	16,300	20,000	3,700	22.70
121	6199	PROVISION FOR SURPLUS(DEFICIT)	141,543	-	-	-	-	-
<b>Total Expenditures</b>			<b>\$ 10,931,799</b>	<b>\$ 11,153,495</b>	<b>\$ 11,116,746</b>	<b>\$ 11,507,162</b>	<b>\$ 390,416</b>	<b>3.51%</b>
<b>REVENUES:</b>								
50	5303	POLICING SERVICES	(227,997)	(200,000)	(160,000)	(200,000)	\$ 40,000	25.00
50	5304	CONTRIBUTION SPEED ENF.	(70,000)	(90,000)	(90,000)	(110,000)	\$ 20,000	-
50	5305	UNCLAIM/SEIZED PROP SALE	(16,138)	(500)	(500)	(1,000)	\$ 500	100.00
50	5307	PRISONER COST RECOVERY	(105,480)	(90,000)	(90,000)	(100,000)	\$ 10,000	11.11
50	5309	VICTIM SERVICES REVENUE	(83,600)	(83,599)	(83,599)	(83,599)	\$ -	-
50	5310	PROVINCIALY FUNDED POSITIONS	(687,655)	(630,000)	(630,000)	(630,000)	\$ -	-
50	5312	ALARM RESPONSE - ANNUAL FEE	(30,301)	(30,000)	(30,000)	(30,000)	\$ -	-
50	5313	ALARM RESPONSE - FALSE ALARMS	(4,355)	(8,000)	(8,000)	(8,000)	\$ -	-
50	5313	CONTRACTUAL REVENUES	(215,000)	(215,000)	(215,000)	(215,000)	\$ -	-
<b>Total Revenues</b>			<b>\$ (1,440,526)</b>	<b>\$ (1,347,099)</b>	<b>\$ (1,307,099)</b>	<b>\$ (1,377,599)</b>	<b>(70,500)</b>	<b>5.39%</b>
<b>Total Net Police Service Budget</b>			<b>\$ 9,491,273</b>	<b>\$ 9,806,396</b>	<b>\$ 9,809,647</b>	<b>\$ 10,129,563</b>	<b>\$ 319,916</b>	<b>3.26%</b>



# **MOOSE JAW POLICE SERVICE**

## **Business Case for One Additional Police Officer Position**

### **Immediate Priority Officer**

**September 10, 2019**

# **Business Case for One Additional Police Officer Position**

## **Immediate Priority Officer**

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# **Business Case for One Additional Police Officer Position**

## **Immediate Priority Officer**

### **SUMMARY**

In recent years, Moose Jaw has seen an increase in demands on its police service. Violent crimes, firearms incidents, tactical situations, and the increasing prevalence of contributing factors such as methamphetamines have taxed police resources. At the same time, provincial funding of police resources previously deployed to address these issues through prevention and serious crime investigation have been redeployed to traffic safety and other provincial priorities. This has left a gap in the police service's capacity to bring resources to bear on pressing matters; it has also contributed to an increased need to bring officers in at overtime rates to provide initial call response and provide tactical and investigative support. Although the police service has redeployed its existing resources and introduced innovations to reduce the impact of these gaps and maximize its capacity, the resource challenges and overtime requirements continue.

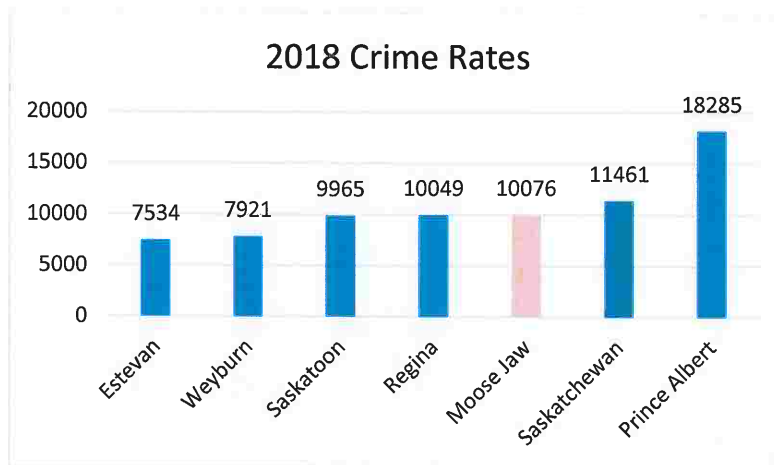
This business case presents a plan to add an additional officer to reduce overtime and enhance the police service's capacity to address serious issues facing our community.

## SECTION I

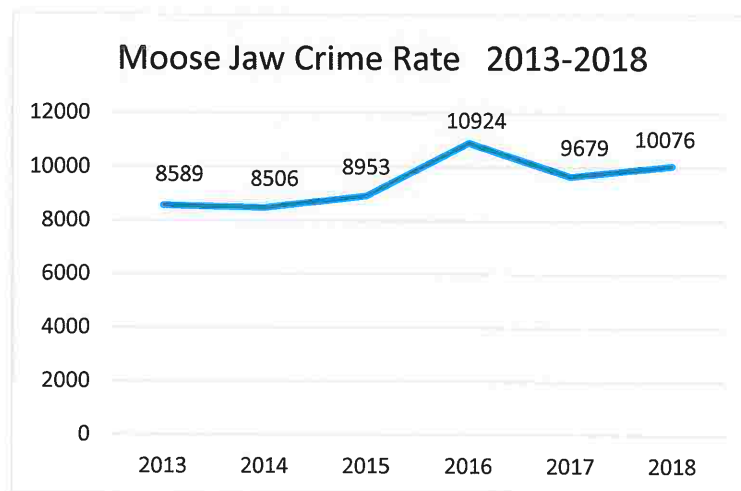
### CHALLENGES

#### A. The Environment

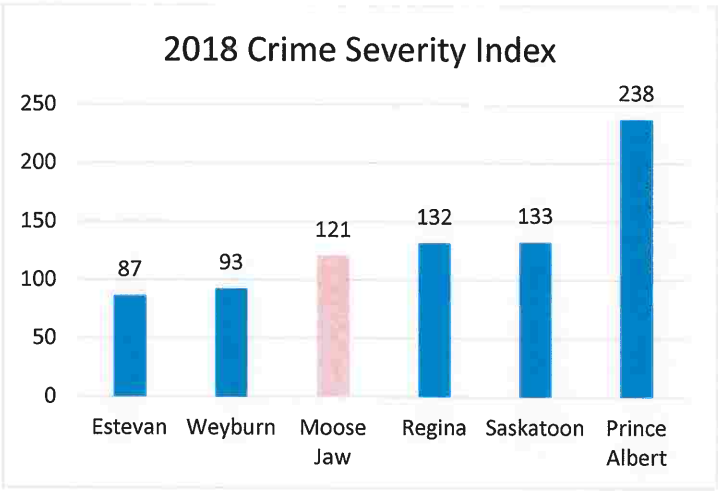
The Canadian Centre for Justice Statistics released 2018 crime data in July. Those data identify the current situation and trends across the province. Of the six major municipal police services in Saskatchewan, the Moose Jaw Police Service polices in a community with the second-highest crime rate, consistent with, but exceeding, the crime rates in both Saskatoon and Regina.



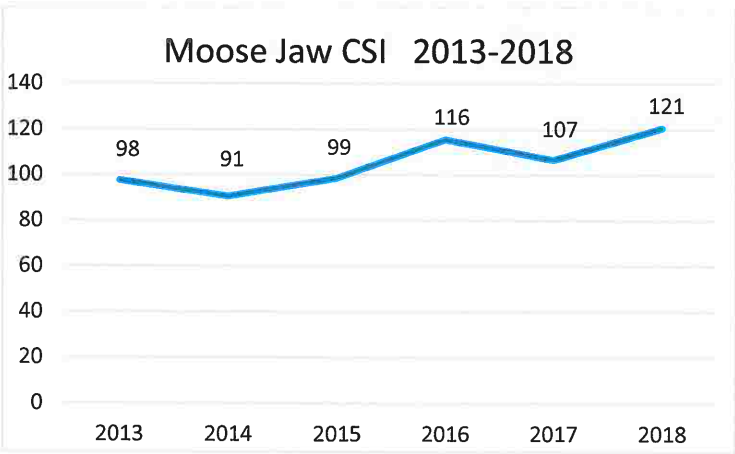
The trend is an increasing crime rate.



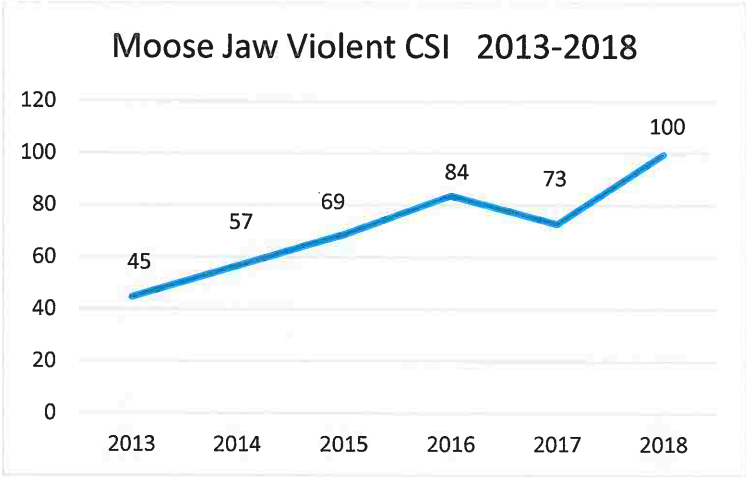
The Crime Severity Index (CSI) shows the severity of crime in Moose Jaw is consistent with that of Saskatoon and Regina.



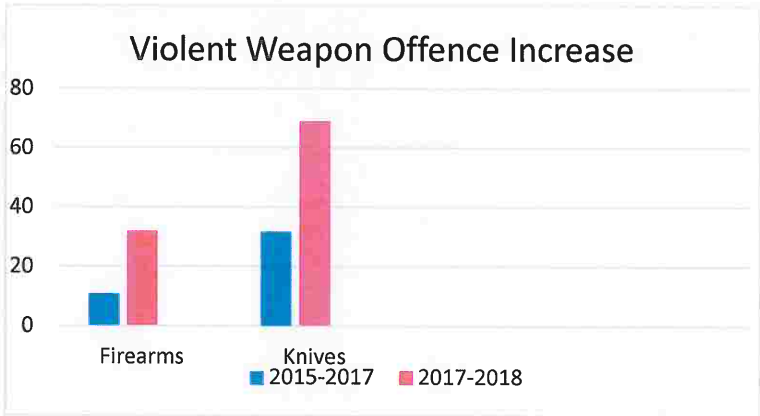
Moose Jaw’s CSI shows an increasing trend.



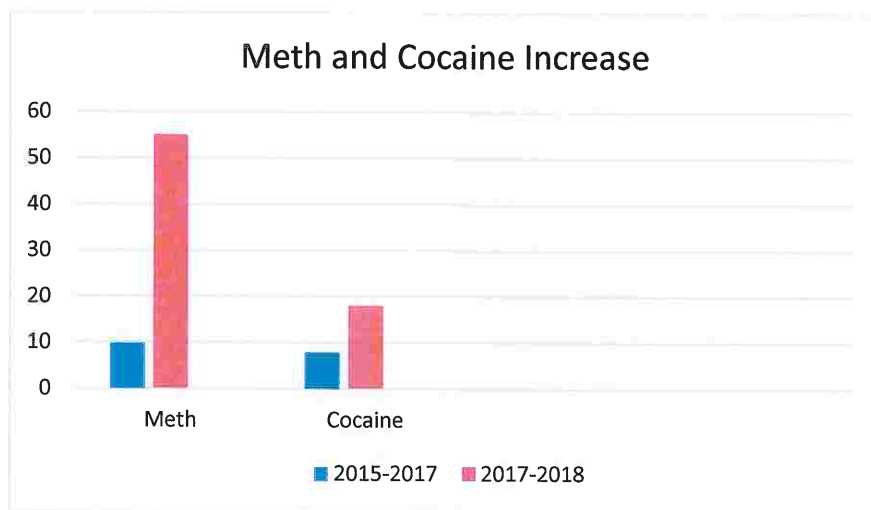
Moose Jaw's Violent CSI has more than doubled in the past six years, reflecting an increase in serious violent crime.



Since 2017, the Moose Jaw Police Service has seen an increase in violent crimes involving weapons. 32 violent offences were committed using a firearm and 69 violent offences with the use of a knife. In comparison, 2014-2016 incidents resulted in 11 violent offences with a firearm and 43 with a knife.



During the same time periods, the Moose Jaw Police Service has laid 55 charges relating to methamphetamine and 18 related to cocaine. In comparison, 2015 to 2018 there were only 10 charges relating to meth and 8 relating to cocaine:



Frontline officers are reporting an increase in contact with armed suspects reflective of the numbers indicated above. As well, officers are seeing an increase in the number of people they are encountering on the streets or detaining in cells over the past few years who are under the influence of meth and cocaine and are involved in violence.

## **B. Tactical Calls:**

As a result of this changing environment, the Moose Jaw Police Service is faced with providing careful tactical responses in order to decrease risk and increase the safety of officers and the public. Since 2017, the Moose Jaw Police Service has increased tactical considerations to numerous incidents. There are also a number of incidents such as search warrant executions for drugs and guns where tactical assistance would have and should have been considered if those resources were readily available to the Moose Jaw Police Service. The following represent recent examples of high risk incidents in Moose Jaw requiring a tactical response.

- Moose Jaw Police received a call from a male near the hospital stating that he was suicidal, had taken pills and had a gun. Gunshots and muzzle flash could be seen and heard by the officers as they arrived in the area. This prompted further tactical considerations. A perimeter was established around the open area where the suspect was believed to be. Police also initiated a hold and secure on the hospital to ensure the safety of the people in the hospital. Police further took steps to evacuate nearby businesses. Police were able to locate the suspect lying in a field. He was taken into custody without incident and transported to hospital to ensure mental health needs were met and later charged with several firearms offences. Police located a loaded shotgun and spent casings a short distance from where the suspect was found.
- Police entered into an investigation involving a sexual assault where a suspect broke into a residence armed with a shotgun, unlawfully confined a woman and attempted to sexually assault her. The suspect fled the home prior to police arrival and was tracked to a second

location. As officers began setting up a perimeter the suspect fled out the front door and encountered an officer, pointed the shotgun directly at the officer's chest and threatened to shoot if the officer drew his gun. Fortunately, the suspect did not shoot the officer, instead turned and ran. Officers set up surveillance at another residence where the suspect was known to have access to and believed to be present inside. Moose Jaw Police began preparing for additional resources including tactical support. However, the suspect exited the home prior to supports arriving. Officers challenged the suspect who was taken safely into custody without further incident.

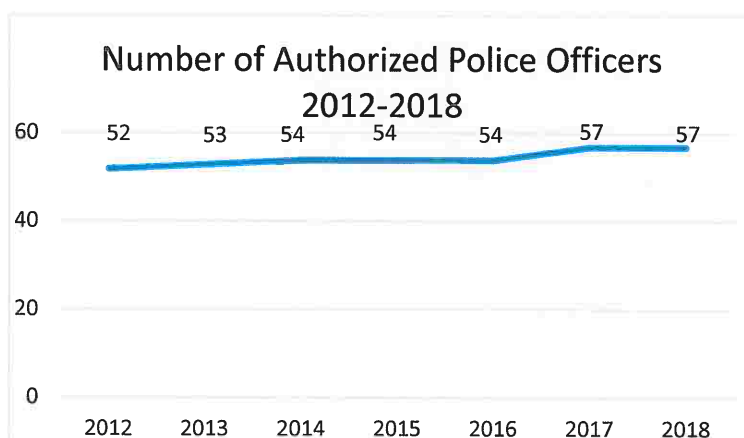
- Members of the Moose Jaw Police Service received search warrant authorization at a Moose Jaw home in relation to a homicide involving a gun. Prior to execution of the search warrant a male was noted leaving the residence and was detained. The subject was found to have a loaded handgun in his possession. The RCMP Emergency Response Team was called to assist with entry. A tactical entry was done and three additional people were taken into custody. In addition crystal meth was found in the residence.
- Police received information that a suspect known for drug activity and violence was in possession of a stolen handgun and shotgun. Due to the risk of a warrant execution on the suspect's residence, the RCMP Emergency Response Team was contacted. However, the occupants of the home exited prior to the arrival of the tactical team and had to be taken down by under-equipped members. They were taken into custody outside the residence without incident. A subsequent search resulted in the seizure of both firearms which had since had their serial numbers filed off and it is suspected that they would have been used for nefarious purposes.
- Moose Jaw Police Service executed a search warrant at a motel with the assistance of the RCMP Emergency Response Team. Suspects in the motel room had a history of violence and were on court orders prohibiting the possession of firearms. A tactical entry was performed and suspects were taken into custody without incident. Upon search of the room a stolen loaded shotgun was located. Both suspects have strong ties to the drug world.
- Police received a call that occupants of a Moose Jaw home were being held against their will and extorted. Further information was that suspects may belong to an Outlaw Motorcycle Gang. Information was also received that the suspects had firearms. The Moose Jaw Police Service initiated Incident Command protocols and the RCMP Emergency Response Team was put on standby. After a lengthy standoff, MJPS officers were able to negotiate the occupants out of the home. A subsequent search of the residence, resulted in the seizure of a firearm and in one charge related to that. Police were unsuccessful in laying further charges as occupants were uncooperative possibly out of fear of retaliation had they cooperated with police.
- Police received information that two men wanted on Canada wide warrants were hiding in Moose Jaw. The warrants were out of Edmonton and were related to firearms offences including a drive by shooting at an Edmonton business. These men were also considered armed and dangerous. The RCMP Emergency Response Team was contacted to provide assistance. A

tactical entry was subsequently made at a Moose Jaw apartment building. Two men were taken into custody without incident. A 9mm handgun loaded with hollow point ammunition was located under the bed where one of the suspects had been sleeping.

- Officers attempted to arrest a male wanted on a Canada wide warrant. The accused had a history of violence and suicidal ideologies. Upon contact, the accused fled into an apartment pursued by officers. The accused pulled a large knife and brandished it towards police then barricaded himself inside with three other people present in the suite. Police began negotiating with the accused for his surrender for approximately 9 hours before the RCMP Emergency Response Team was able to mobilize and execute an entry. Upon entry the accused attempted to slash one of the officers with the knife. The accused was taken into custody and transported to hospital with self-inflicted injuries.
- The Moose Jaw Police Service and Regina Police Service worked together over several days in attempting to locate two Moose Jaw residents with gang affiliation and with violent and weapons related histories who were wanted in connection with a violent crime spree through southern Saskatchewan including a murder that occurred in Regina. Information was received that the suspects had returned home to Moose Jaw to hide. As a result, the Regina Police investigators, SWAT team and incident command partnered with Moose Jaw Police investigators, negotiators and incident command to search and subsequently rule out a number of possible locations where the suspects were hiding. The suspects were later apprehended east of Regina following a high speed pursuit.

### C. Staffing

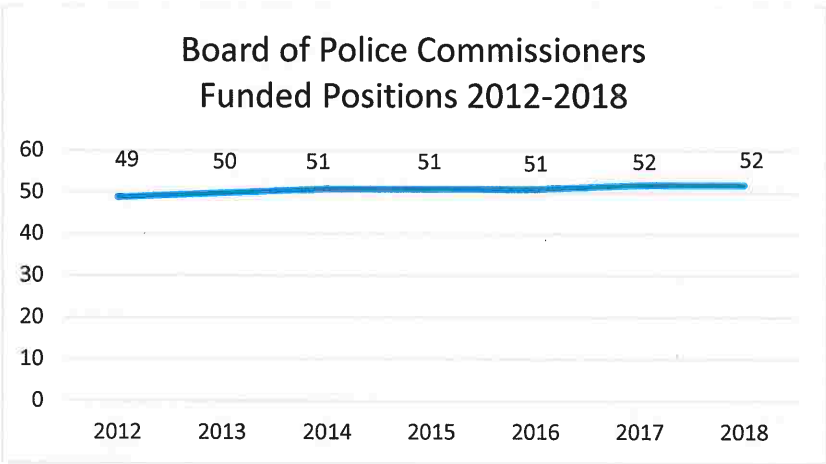
To carry out its duties and responsibilities, and meet these demands, the Moose Jaw Police Service has a current authorized strength of 57 members. This has increased from an authorized strength of 52 members in 2012.



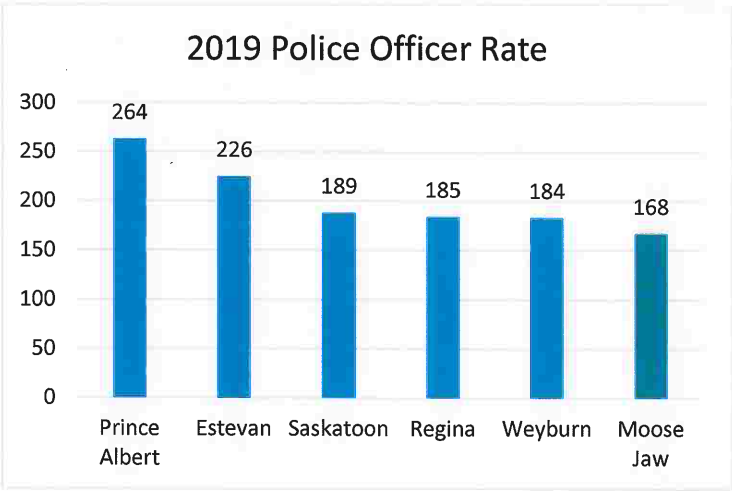
Of the 57 authorized positions, 5 are provincially funded. This increased by two positions (from 3 to 5) in 2017 to provide for 2 provincially-funded members to be deployed to Combined Traffic Services Saskatchewan (CTSS). CTSS members police in the city for 30% of the time and in the surrounding region for 70% of the time. Additionally, 2 provincially-funded positions that had been assigned to

serious crime analysis and investigation were re-deployed to CTSS in 2018, leaving a gap in operational capacity. Currently 4 of the 5 provincially-funded positions are deployed to CTSS; the 5<sup>th</sup> position is deployed the Police and Crisis Team (PACT).

The Board of Police Commissioners funds the other 52 police officer positions, which has increased from 49 in 2012.



With these additional positions, the City of Moose Jaw continues to have the lowest number of police officers on a per capita basis.



Although the approved strength is 57, the actual number of officers is often below that for a number of reasons:

**Parental Leave** – The current collective agreement provides 20 weeks of wage top up (to 85%) as a benefit. Many members take this 20 weeks, and many continue on parental leave for longer periods.



**Sick Leave/Injuries** – Over the past few years, the Moose Jaw Police Service has had members off on sick leave or injury. While members are provided with workplace accommodations at their earliest opportunity to return, these members often require non-operational accommodations due to the nature of their abilities. An increase in mental health and PTSD related injuries has also occurred with one member having applied for long term disability with little optimism of ever returning to regular duties.

**Temporary Vacancies** – MJPS has to manage temporary vacancies on a regular basis as a result of retirement, resignation, and termination. These vacancies can be up to a year as the MJPS needs to recruit new members which can take several months. Upon hiring a new member they are sent to the Saskatchewan Police College for approximately 20 weeks. Upon graduation they then continue their training in the field for a minimum of 16 additional weeks until they are fully operational. This could result in a vacancy up to 1 year before a departing member is replaced with a new fully operational member.

**Training** – due to the complexities of policing and the high level of accountability and high consequence of error, the MJPS provides mandatory legislated training to all of its members annually and has members attending required courses at the Saskatchewan Police College and Canadian Police College as well as external training opportunities to ensure highly trained and capable police officers. Some courses and training such as IDENT (16 weeks) K-9 (12-16 weeks) can be lengthy and take officers away from their normal operational duties for significant periods of time.

## **D. IMPACTS**

Because of these factors, the police service must often fill vacancies. Section 17.6(g) of the collective agreement between the Moose Jaw Police Association and the Board of Police Commissioners states the assigned strength of each patrol team shall consist of 1 Sergeant, 1 Corporal and 6 uniformed constables. Due to this section of the agreement, the MJPS is continually faced with reallocating resources from other areas to frontline patrol shifts when vacancies occur that drop shift strength below 8 members. As a result, personnel are often re-assigned from other important areas including the Criminal Investigations Section and Community and Strategic Services to patrol teams that have vacancies. This interferes with MJPS ability to be strategic and proactive due to the resource drain on these other important areas that are tasked with driving forward community involvement, special project, drug and major crime projects and investigations.

Due to the above causes of reductions in operation strength, the MJPS also suffers a financial impact in order to balance the staffing shortages with effective and safe policing resources. In 2018 members were called out 52 times to cover shift shortages totalling \$55,709.23. From January 1 to August 30, 2019, members were called out 44 times at an overtime cost of \$46,300.

## SECTION II

### ORGANIZATIONAL RESPONSES

To address these operational challenges, the police service has introduced a number of initiatives to maximize the utilization of its resources in order to be operationally effective and financially efficient:

#### A. SCENE OF CRIME OFFICERS

The police service reduced the number of members deployed to the Forensic Identification Unit from two to one by developing Scene of Crime Officers on each shift to take on forensic identification duties in addition to their regular duties.

#### B. POLICE AND CRISIS TEAM

To reduce operational demands and increase effectiveness, the MJPS and Saskatchewan Health Authority (SHA) developed and deployed its Police and Crisis Team (PACT). The SHA currently has two full-time mental health professionals assigned to the PACT. The MJPS currently has one full-time provincially-funded officer assigned to the team and has trained members on each of its shifts to fill in when the permanent member is not on duty. This complement has done exceptional work both inside the city and in the surrounding region: the Moose Jaw PACT supports rural policing services by providing services within a 100 kilometre radius of the City of Moose Jaw, thereby reducing demand on the hospital located in the City and policed by the MJPS. PACT has been successful in reducing police calls for service relating to mental health challenges, reducing hospital emergency room attendance and wait times for police, and reducing the number of individuals requiring incarceration and care in the police detention centre.

From January to July of 2019, PACT data show its effectiveness in reducing police calls for service, reducing hospital attendance, and reducing incarceration:

Month	Calls Diverted from Police to PACT	Situations Diverted from Emergency Room	Individuals Diverted from Police Cells
January	24	10	3
February	36	34	8
March	38	38	5
April	32	37	2
May	41	25	4
June	43	35	7
July	38	19	2
<b>TOTAL</b>	<b>252</b>	<b>198</b>	<b>31</b>

### **C. SOUTH CENTRAL CHILD ABUSE INVESTIGATION TEAM**

Working with the Ministry of Social Services, a joint police and social services team was developed and deployed in 2018 to increase effectiveness and efficiency in child abuse investigations, which are complex and resource-intensive. A social services professional is now stationed in the police headquarters building, providing support to police and receiving support from police, to provide more timely responses, reduce the number of redundant investigative steps and free up police resources, and increase the number of positive outcomes. This partnership has been successful in maximizing effectiveness and efficiency in resource deployment.

Since its inception, this team has responded to 58 situations.

### **D. INCREASED CANINE CAPACITY AND REDEPLOYMENT**

The police service increased the number of Canine Unit members from two to four with external funding provided for the purchase of the additional dogs. Previously, the two Canine Unit members were not assigned to a patrol shift and could not provide 24-hour coverage, requiring call out on overtime when they were not working. The four Canine Unit members are now assigned to each of the four patrol shifts, providing responses to non-canine calls for service when not engaged in Canine Unit duties. By now having 24-hour Canine Unit availability, calling out on overtime has been nearly eliminated.

### **E. INCREASING TACTICAL CAPACITY**

Working with its policing partners, the police service is in the initial stages of developing a tactical team to increase effectiveness and efficiency in its responses to high risk incidents. Other police agencies are providing training and operational policy development assistance to the Moose Jaw Police Service in this process. This enhanced capability will be developed and implemented using existing resources that will remain assigned to regular duties when not required for tactical response.

### **F. REQUEST TO THE PROVINCE FOR ADDITIONAL FUNDED POSITIONS**

The police service has begun discussions and is preparing a business case to present to the Ministry of Corrections and Policing this autumn for an additional three funded police positions. One position would be assigned to the PACT to increase its effectiveness; two positions would be deployed to serious crime, firearms, and gang suppression initiatives.

## SECTION III

### PROPOSED RESOLUTION

#### A. IMMEDIATE PRIORITY OFFICER

All of these initiatives have been implemented to maximize the financially-responsible use of existing resources in addressing increasing demands. However, even with the introduction of these efficiencies, resourcing challenges continue to require overtime expenditures to maintain minimum levels of service. The addition of one officer specifically tasked with filling gaps as they arise will reduce the overtime demands.

The proposed increase in approved strength by one officer will allow the Moose Jaw Police Service to implement a newly created position called an **Immediate Priority Officer (IPO)**. The purpose of the IPO will be to move around the various areas of the Moose Jaw Police Service to provide support and decrease overtime costs for calling out members. The IPO position can further be used as a developmental tool for newer officers as it will provide opportunities and exposure to a number of different sections within the Moose Jaw Police Service including but not limited to patrol teams A-D, the Criminal Investigations Section (CIS), Forensic Identification Section (Ident) and Community and Strategic Services (CSS).



The IPO will be assigned to different areas of the Moose Jaw Police for a duration of time. As an example, the IPO may be seconded to CIS to assist with a special project for a few months, then moved to a patrol team to fill a vacancy caused by a parental leave.

This new position will create a number of benefits including:

- Providing support to the Criminal Investigation Section for special projects
- Assisting Strategic Services in community initiatives
- Providing support to Ident
- Fill temporary vacancies on a patrol team allowing to better manage resource problems resulting from vacancies
- Reduce the potential likelihood of grievances occurring from perceived violations of the collective agreement in relation to patrol shift strength
- Provide a developmental opportunity for newer members to experience various areas of the Moose Jaw Police Service
- Reduce overtime costs.

The Moose Jaw Police Association has been consulted and supports this initiative.

Implementation of this position will include operational and financial measurements to determine success of the position. It will allow for a needs analysis for future needs of an additional IPO and potentially the creation of an Immediate Priority Team (IPT) to further enhance capabilities and further offset overtime and operational costs.

## **B. FINANCIAL IMPACTS**

In 2018, members were called out on overtime because of shortages on the shifts 52 times at a cost of \$55,700. From January 1 to August 30, 2019, members were called out due to shift shortages 44 times at a cost of \$46,300. Should this figure increase consistently, the total at year end would exceed \$60,000.

These overtime expenditures can be mitigated by the Immediate Priority Officer position. Although the exact amount of reduced overtime is uncertain, based on operational experience, it is reasonable to predict a reduction of 50 percent of overtime costs, or a projected \$30,000.

Should an additional officer be approved for 2020, that position would be filled in August at a cost of \$30,314 in 2020. This has been included in the 2020 operating budget, representing a 0.31 percent increase. In subsequent years, this position would be included in the annual operating budget at the applicable salary level.

## **SECTION IV**

### **CONCLUSION**

Taking these factors into account, increasing the authorized strength of the police service by one officer will increase operational and investigative effectiveness, provide resources to areas of strategic focus and community priorities, and reduce overtime demands.