

**REPORT - COMMITTEE
ON STRATEGIC RENEWAL**

**FROM THE SASKATOON BOARD OF POLICE COMMISSIONERS
TO THE SASKATCHEWAN POLICE COMMISSION**

January 19, 2006

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INTRODUCTION

On February 20, 2003, the Minister of Justice for Saskatchewan announced the appointment of the Honourable Mr. Justice D. H. Wright to conduct a Commission of Inquiry into Matters Relating to the Death of Neil Stonechild.

The purpose of the Inquiry was not to determine criminal or civil responsibility. Rather, its purpose was to conduct a public inquiry into the circumstances that resulted in the death of Mr. Stonechild, including the nature and extent of contact between Mr. Stonechild and members of the Saskatoon Police Service. The Commission was also to look into the way in which the 1990 investigation of Mr. Stonechild's death was conducted.

This report will provide an overview of the Commission into Matters Relating to the Death of Neil Stonechild and the Saskatoon Board of Police Commissioners. The report will then outline the input from numerous stakeholders within the community and will provide the Commission's strategic plan to address the recommendations coming out of the Commission Report.

Note: For the purposes of this report, the term Aboriginal refers to First Nations, Métis and Inuit people.

INTRODUCTION

HISTORY

The following are excerpts from the Commission of Inquiry into Matters Relating to the Death of Neil Stonechild.

The body of Neil Stonechild was found in the north industrial area of Saskatoon in November 1990. The original investigation determined the cause of death was probable hypothermia.

The Minister of Justice, at the request of the Saskatoon Chief of Police, requested that the RCMP undertake an investigation into the circumstances leading to the deaths of two other First Nations men that occurred in 2000. The investigation was to include a full review of related allegations that members of the Saskatoon Police Service had engaged in the practice of transporting and abandoning individuals to the outskirts of the city.

The investigation of the death of Mr. Stonechild was concluded and it was determined that there is not sufficient evidence to lay charges. However, there was evidence that Mr. Stonechild had contact with members of the Saskatoon Police Service on the day he was last seen alive.

On February 20, 2003, the Minister of Justice for Saskatchewan announced the appointment of the Honourable Mr.

Justice D. H. Wright to conduct a Commission of Inquiry Into Matters Relating to the Death of Neil Stonechild.

The purpose of the Inquiry was not to determine criminal or civil responsibility. Rather, it was to conduct a public inquiry into the circumstances that resulted in the death of Mr. Stonechild, including the nature and extent of contact between Mr. Stonechild and members of the Saskatoon Police Service. The Commission was also to look into the way in which the 1990 investigation of Mr. Stonechild's death was conducted.

Commissioner Wright designated Mr. Joel A. Hesje of Saskatoon as Commission Counsel.

The Commission of Inquiry into Matters Relating to the Death of Neil Stonechild heard testimony from 64 witnesses over the course of 43 days.

The Commission delivered a final report containing its findings and recommendations to the Minister of Justice and Attorney General of Saskatchewan on September 24, 2004. A complete set of recommendations from the Commission of Inquiry in the matters relating to the death of Neil Stonechild can be found in **Appendix A**.

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The Report of the Commission of Inquiry into Matters Relating to the Death of Neil Stonechild was released to the public on October 26, 2004. The Inquiry recommendations offered concrete direction for municipal police forces in hopes of creating a healthier, more trusting relationship between police services across the province and Aboriginal people.

The Saskatoon Board of Police Commissioners established a subcommittee, called the Committee on Strategic Renewal.

Committee Members:

- His Worship Mayor Don Atchison
- Tribal Chief Glenn Johnstone, Saskatoon Tribal Council
- Commissioner Tiffany Paulsen
- Commissioner Donna Renneberg
- Director of Justice, Saskatoon Tribal Council, Mr. Ron Wilson,

Supporting Members:

- Chief of Police, Russell Sabo
- Saskatoon City Police Association, Sgt. Kirby Harmon

The mandate of the Saskatoon Board of Police Commissioners is comprised of the following:

- A. Four recommendations that came out of the Commission of Inquiry into Matters Relating to the Death of Neil Stonechild;
- B. The five points raised at the close of the Inquiry by the Minister of Justice; and
- C. The Saskatoon Board of Police Commissioners then broadened its own mandate by formulating additional recommendations.

A. The Four recommendations that came out of the Commission of Inquiry into Matters Relating to the Death of Neil Stonechild are as follows:

- I. That Municipal Police Services in larger centers should designate an Aboriginal peace officer with the rank of Sergeant, where possible, to act as a liaison for First Nation persons and as an informal ombudsman to deal with complaints and concerns from Aboriginal and persons from minority communities.*
- II. That each Municipal Police Force provide to the Minister of Justice an annual report as to complaints about*

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police officers in its service and the disposition of the complaints.

III. That municipal peace officers receive in-depth training in race relations.

The training should include information about Aboriginal culture, history, societal and family structures. A refresher course should be provided every three years. It is important that course leaders include Aboriginal peace officers, including members of the RCMP.

IV. That a review be undertaken of the courses that police candidates currently take in both anger management and dispute resolution. Given the sometimes highly emotional and stressful conditions officers face in their work, it is important that the first responders be specially trained to react professionally and appropriately.

B.

The five points raised at the close of the Inquiry by the Minister of Justice are as follows:

- I. Ensure internal controls are in place to catch errors or omissions in investigations;**
- II. Commit the Saskatoon Police Service to objectivity, transparency and openness in pursuing allegations of police misconduct;**

III. Establish the confidence of the Aboriginal community in the Service;

IV. Restore pride in the Service by its member officers; and

V. Restore overall public confidence in the Service.

C.

The Board of Police Commissioners broadened the mandate of the Committee on Strategic Renewal and requested that the following be addressed:

- I. Steps which can be taken to develop trust among all Saskatoon citizens in the investigation and handling of complaints regarding members of the Saskatoon Police Service;**
- II. Steps which can be taken to improve recruitment and retention of Aboriginal police officers to the Saskatoon Police Service; and**
- III. Steps which can be taken to develop increased trust and respect between the Saskatoon Police Service and the various segments of the Saskatoon community.**

See **Appendix B** for the Mandate of the Committee on Strategic Renewal.

EXECUTIVE SUMMARY OF RECOMMENDATIONS

The following are the recommendations that the Saskatoon Board of Police Commissioners is making to the Saskatchewan Police Commission in response to the Commission of Inquiry into Matters Relating to the Death of Neil Stonechild.

Aboriginal Peace Officer

1. That the Chief of Police be instructed to ensure that at least one, and preferably two of the Aboriginal Liaison Officers are filled by Aboriginal members.
2. That the Chief of Police be instructed to review and report to the Board of Police Commissioners, on an ongoing basis, on the mandate and activities of the Aboriginal Liaison Officers and Cultural Resource Officers, to ensure that there is an appropriate focus on addressing the needs of the Aboriginal community and the broader multicultural community.
3. That the Chief of Police be instructed to report to the Board of Police Commissioners on the feasibility and implications of converting one of the Cultural Resource Officer positions into a Sergeant position, and by filling same with an Aboriginal officer.

4. That the Department of Justice provide additional funding to the Saskatoon Police Service for hiring three additional police constables in order to expand the role of the Aboriginal Liaison Officers and Cultural Resource Officers to act as a liaison person for First Nation persons and as an informal ombudsman to deal with informal complaints and concerns from Aboriginal people and people from minority communities.

Race Relations Training

1. That the Chief of Police report back to the Saskatoon Board of Police Commissioners on the action plan and timelines to integrate diversity training every three years.

Anger Management and Dispute Resolution

1. That based on the existing training, an analysis be completed by the Saskatchewan Police College to determine if the training is sufficient and indeed relevant. Changes to the training should be made subject to the results of the analysis and review. This review would include human relations training.

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2. That the Department of Justice encourage the availability of provincial support service agencies at the times when commonly required by the Police Service.
3. That continuous training and refresher courses be offered to the Saskatoon Police Service on a regular basis for all officers to provide ongoing support for anger management and dispute resolution.
3. That the Chief of Police be instructed to prepare and submit to the Board a recruitment plan, to address the following:
 - Provision for regular and on-going initiatives such as conducting open houses at the Police Station;
 - Having a constant presence on Aboriginal education campuses in Saskatoon to interact and form relationships with Aboriginal students and to "sell" the Saskatoon Police Service;
 - Providing practicum opportunities for First Nations students who attend University;
 - The implementation of a program similar to "Super Saturdays", whereby Aboriginal high school students from Saskatoon and adjacent Reserves attend a Saturday at the Police Station, to learn about the Police Service, to become more comfortable with police officers, and to become aware of policing as a possible career choice;
 - Participation of Police Officers in the proposed Pleasant Hill Neighborhood Activity Home;
 - Ways of expanding and enhancing the Peacekeepers Program and ensuring that it receives sustained funding;

Recruitment and Retention

1. That the Minister of Justice be requested to fund a mentoring program for the Saskatoon Police Service, similar to that of Prince Albert, in order to identify minority candidates and mentor them to remove any barriers that may exist to prevent them from being qualified, productive employees.
2. That the Saskatchewan Police Commission be requested to discontinue utilization of the Police Entrance Exam, SIGMA, and to replace it with a test that focuses not just on one facet of job performance, being the preparation of incident reports, but one that evaluates all important aspects deemed relevant to police work, and which does so in a culturally and regionally-sensitive manner.

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- The possibility of implementing a PALS (Police Athletic Leagues) Program similar to that of the Edmonton Police Service;
 - Implementation of a joint approach to recruitment of First Nations people, a model for which was worked on in 2001 by the Police Service and the Tribal Council, providing opportunities for prospective candidates and other interested people to take the physical abilities (POPAT) test on an informal basis at locations such as White Buffalo Youth Lodge, in order to familiarize people and spark interest.
4. That the Minister of Justice be requested to fund one full-time equivalent officer position, to be dedicated to administering and coordinating the existing Peacekeepers Program and the proposed PALS Program.
 5. That the Minister of Justice be requested to review *The Police Act*, with the assistance of the Saskatoon Board of Police Commissioners, to determine whether the Act contains barriers to the ability to hire, retain and move forward Aboriginal members.
 6. That the Chief of Police and the Saskatoon City Police Association, with the assistance of the Saskatoon Board of Police Commissioners and the Minister of Justice, be requested to review the Agreement between the Board and the Police Association, to determine whether the Agreement contains barriers to the ability to hire, retain and move forward Aboriginal members.
 7. That the Chief of Police be instructed to place an Aboriginal officer into the Aboriginal Recruiting Constable position which was created in the Saskatoon Police Service 2005 Operating Budget.
 8. That the Chief of Police be instructed to report on all of the fees involved in the application process, both required and discretionary, and the implications of waiving or subsidizing them in cases of financial hardship.

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Complaints Process

1. That the Minister of Justice be requested to implement the following changes to the public complaints process and that the entire process fall under the Office of the Provincial Complaints Investigator:
 - That people be able to lay complaints at several locations where they would feel comfortable asking for assistance, and have someone who already works in those offices trained to assist them in taking their complaint. The interview or mediation could also occur in this location.
 - That people be told when laying their complaint that they have the right to be interviewed about their complaint at a location of their choice, and to have a trained person with them. Also, this trained person could assist them through to the end of their complaint. That trained person would be paid for their time (or their employer reimbursed).
 - That complainants be interviewed by staff of the Complaints Investigator, rather than members of the Police Service complained of. This eliminates the perception that the police are simply investigating themselves.
- That the investigators hired by the Office of the Complaints Investigator not be former police officers. This contributes to the perception of "the police investigating the police." The hiring of First Nations and Aboriginal investigators is a priority.
- That trained mediators (who are not Police Officers) be used in situations where an informal resolution of the complaint is possible and appropriate. The mediation is to occur at a location other than the police station. The Police Chief should be provided by the Provincial Complaints Investigator with funds to hire independent mediators, when he feels it appropriate.
- That timelines be implemented for the conclusion of investigations in the complaints process. In order to ensure that the complaints resolution process can be completed within 180 days, increased staffing resources should be allocated.
- That, at the conclusion of the investigation, the complainant be advised of the reasons for the decision. This should be done in

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person by the Complaints Investigator at a location of the complainant's choosing. It is not satisfactory to just provide a letter and a phone number for the complainant to call if he or she wants more information.

- That there be an appeals process in the statute.
- 2. That the Office of the Public Complaints Investigator carry out Province-wide publicity to inform and educate the public about the changes to the public complaints process.

3. That the Federal Government be encouraged to implement, as quickly as possible, a common intake process for complaints against the RCMP and municipal police forces, and to explore any other ways of making the process common. Consideration should be given to including any contract with the RCMP for providing police service in the Province, the requirement that they must comply with the provincial standards for complaints.

STAKEHOLDER INPUT

In its efforts to gain insight regarding the issues facing the Saskatoon Police Service and its quest for change, the Committee for Strategic Renewal held 12 meetings with various individuals and representatives from organizations in the community. Below is a summary of the input from the various stakeholders.

This summary reflects the views of the various stakeholders and does not necessarily reflect the views of the members of the Committee for Strategic Renewal.

Recruitment and Retention

To gather input on recruitment and retention, the Committee heard from the following stakeholders:

- *Police Chief Dale McFee (Prince Albert Police Service)*
- *Dr. Winona Wheeler (Dean, Saskatoon Campus First Nations University of Canada)*
- *Ms. Irene Bellegarde (Director of Academic Programming, Saskatchewan Indian Institute of Technologies)*
- *Ms. Myrna Yuzicapi (Aboriginal Student Counselor/Co-Chair SIAST Aboriginal Council)*

- *Mr. Gary Mearns (Chief Human Resources Officer SIAST)*
- *Mr. George Lafond (Special Advisor on Aboriginal Initiatives, University of Saskatchewan)*
- *Ms. Helen Smith-McIntyre (Chair of the Saskatoon Police Committee on Diversity)*
- *Erich Keser (Employment Counselor, Saskatoon Open Door Society)*
- *Karen Portillo (Settlement and Integration Supervisor, Saskatoon Open Door Society)*
- *Representatives of the Saskatoon Police Service.*

Mentoring

The Committee heard about the provincially-funded, four-year officer mentoring program presently underway at the Prince Albert Police Service. This program is designed to identify minority candidates and mentor them. This mentoring program was endorsed by the local police association.

Recruit Testing

The Committee also heard from members of the Saskatoon Police Advisory Committee on Diversity about how the SIGMA Mental Abilities Test for police

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recruits is a barrier to recruitment of a diverse range of candidates.

The English language portion of the test is not based on common usage and uses American spelling. The second portion of the test is geared to cognitive ability and uses passages from the U.S. Criminal Code. This is a problem if a candidate already has some knowledge of the Canadian Criminal Code. The Police Service needs to be clear on whether it is testing mental/cognitive ability or English language/grammar. There is a need to balance the need for good working English with the value that one brings because they represent another culture. There is also a concern that people are not able to finish the test in the time allotted. Speakers said we need to value diversity or it will never make it into the hiring process.

The SIGMA test now has a tarnished reputation with new Canadians so it is difficult to get a diverse range of people to apply. However, the speakers stressed they do not want the standards lowered, or more time given to certain applicants. However, people need to be able to finish the test in order to progress to the interview stage, where a better determination of communications skills can be made. Some presenters

suggested the Saskatoon Police Service use CanTEST which is used by universities to determine a person's readiness to attend a Canadian university.

Aboriginal Recruitment and Retention

The Committee heard that there is a definite negative perception of the Saskatoon Police Service by many young First Nations and Aboriginal young people. They believe that racist behaviour is displayed by officers towards First Nations and Aboriginal people in the community and also towards fellow officers. Many young people have either had negative experiences themselves, or have heard of negative experiences of their family or friends.

The Committee also heard, however, that there are many young people who, while having a negative perception of the Saskatoon Police Service, are wanting to help to make a difference in the community and to make sure that everyone in the community feels safe with both white and aboriginal police officers.

The speakers urged the Saskatoon Police Service to work at improving its reputation with students by visiting the various campuses regularly, sharing

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lunch with students and answering their questions. It would be beneficial if police training could occur on these campuses so officers in training spend time with Aboriginal students on a daily basis.

Police officers could also make presentations to classes on campus so they can get to know the students. Recruitment specialists from the Police Service should make frequent visits to high schools to ensure K-12 students know about the options they have to be hired by the Police Service. Some students have a negative perception of the Police Service and only relationship-building will ease this. These Aboriginal leaders said continual diversity training should be instituted for police officers.

Experts on recruitment and retention of students and staff said that commitment from the top is essential if you want to attract Aboriginal candidates and help them progress in the Police Service. People need to know that Aboriginal recruitment is a long-term commitment. The over-all reputation for the employer is important when it comes to whether Aboriginal people are willing to apply for positions in the organizations. And it is important to have policies that help you monitor your progress because this is a long-term process.

The Saskatoon Police Service's Existing Recruitment Process

A representative of the Saskatoon Police Service discussed some of the barriers to recruitment that exist in the current system. Some of these barriers were the negative history of police relations with First Nations and Métis people, a negative perception of First Nations and Métis people toward policing, and the negative perception of the Police Service has meant fewer First Nations and Métis people apply for jobs as police officers.

Employment practices within the Saskatoon Police Service don't recognize the unique barriers associated with First Nations and Métis people such as poverty, addictions, physical and or mental abuse, violence and involvement with the criminal justice system. There is also a lack of culturally appropriate supports and services.

Representatives from the Saskatoon Police Service said there must be more resources injected into the recruitment process so that staff are not just processing recruits but that they can go out into the community and talk to people about the police service and offer testing at different locations. A better database is also needed in order to gather statistics,

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improve the website recruiting content and gather ideas for better forms.

Saskatoon City Police Association

The Committee met with representatives of the Saskatoon City Police Association, which is an organization that represents police officers from the rank of Special Constable up to the rank of Staff Sergeant. The Committee was advised that Saskatoon officers have been leaders in addressing major issues such as the first Aboriginal liaison programs, mobilizing the community to deal with the sexual exploitation of children, initiating youth projects such as the McNab Park Project, and taking a lead role in educating the public and the government regarding Methamphetamine addictions. They have also received national and international awards of excellence for their commitment to delivering community-guided service to all the citizens of Saskatoon.

The Saskatoon City Police Association stated that it does not condone any type of disciplinary breach by any police officer, and that any time a Police Officer does something wrong, it has an adverse effect on the entire community. The Association stated that there are processes and legislation in place to

address any allegations involving Police Officers, and those Police Officers are subject to the same laws and rules and regulations. One of the Association's legislated responsibilities is to ensure that Saskatoon Police Officers have access to the same fair and impartial judicial processes as does any citizen in Canada.

While recognizing that it is impossible to say that there is no prejudice at the Saskatoon Police Service, since there are prejudicial beliefs in every group in society, the Saskatoon City Police Association advised that it is committed to non-discrimination and equality regardless of race, religion, colour, gender or sexual orientation.

The Association indicated to the Committee that it supports the way in which the Darrell Night incident was handled, whereby the responsible officers were fired and criminal charges were laid. However the Association does not support the firing of any officers who have not been found guilty of a serious offense.

The Association acknowledged that the Saskatoon Police Service did a very poor job of investigating the circumstances surrounding the death of Neil Stonechild, and indicated that investigations into missing persons and homicides that

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occurred during that time were also done poorly. This was attributed in part to the "do more with less" attitude, meaning to generalize police duties and move away from specialized investigators.

According to the Association, the media is, in part, the reason for the low number of First Nations and Aboriginal candidates applying to the Police Service. The media is also part of the reason for the perceived conflict between the First Nations and Aboriginal communities and the Police Service.

According to the Association, many Saskatoon Police Officers feel some policies and practices have been put in place simply to address the perception created in part by the media, rather than addressing the issues at hand.

The Association indicated that Police Officers are also part of a visible minority, and referred to themselves as the "Blue People".

The Saskatoon City Police Association wants leaders in the community and the Saskatoon Police Service that are not afraid to tell the truth. Community leaders have said they are proud of the Saskatoon Police Service, but they do not address specific false or misinformed accusations that have no basis in fact.

The Saskatoon City Police Association advised that it agrees with the implementation of the recommendations from the Stonechild Inquiry, and welcomes constructive criticism of police practices, as this will lead to better practices.

The Committee asked the Association to comment regarding the issue of recruitment and training. The Association expressed agreement that the recruitment test (SIGMA) does not address all of the traits that are required for police officers. The Association also indicated that, while there is good training at Police College on how to remain calm and in control in difficult situations, this needs to be reinforced at the field officer training level and through continuous training throughout the career of the Police Officer. The Association also expressed support for the mentoring of First Nations and Aboriginal youth by Police Officers, through programs such as Big Brothers and Big Sisters.

RECOMMENDATIONS

The mandate of the Committee on Strategic Renewal is comprised of four recommendations that came out of the Commission of Inquiry into Matters Relating to the Death of Neil Stonechild; the five points raised at the close of the Inquiry by the Minister of Justice; and the three points added by the Board of Police Commissioners.

A. This section refers to the four recommendations that came out of the Commission of Inquiry into Matters Relating to the Death of Neil Stonechild.

Aboriginal Peace Officer

- 1. That Municipal Police Services in larger centers should designate an Aboriginal peace officer with the rank of Sergeant, where possible, to act as a liaison for First Nation persons and as an informal ombudsman to deal with complaints and concerns from Aboriginal and persons from minority communities.*

The Saskatoon Police Service currently has two Aboriginal Liaison Officer positions, one of which is staffed by an Aboriginal person, and one Cultural Resource Officer.

The Saskatoon Board of Police Commissioners recommends:

1. That the Chief of Police be instructed to ensure that at least one, and preferably two of the Aboriginal Liaison Officers are filled by Aboriginal members.
2. That the Chief of Police be instructed to review and report to the Board of Police Commissioners, on an ongoing basis, on the mandate and activities of the Aboriginal Liaison Officers and Cultural Resource Officers, to ensure that there is an appropriate focus on addressing the needs of the Aboriginal community and the broader multicultural community.
3. That the Chief of Police be instructed to report to the Board of Police Commissioners on the feasibility and implications of converting one of the Cultural Resource Officer positions into a Sergeant position, and by filling same with an Aboriginal officer.
4. That the Department of Justice provide additional funding to the Saskatoon Police Service for hiring three additional police constables in order to expand the role of the Aboriginal Liaison Officers and

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Cultural Resource Officers to act as a liaison person for First Nation persons and as an informal ombudsman to deal with informal complaints and concerns from Aboriginal people and people from minority communities.

Annual Report on Complaints

- II. *That each Municipal Police Force provide to the Minister of Justice an annual report as to complaints about police officers in its service and the disposition of the complaints.*

The Saskatoon Board of Police Commissioners found that each complaint against a member of the Saskatoon Police Service is forwarded to the Saskatchewan Police Complaints Investigator for investigation. The Complaints Investigator submits an annual report to the Minister of Justice.

The Commission does not see that any additional action is required.

Race Relations Training

- III. *That municipal peace officers receive in-depth training in race relations. The training should include information about Aboriginal culture, history, societal and family structures.*

A refresher course should be provided every three years. It is important that course leaders include Aboriginal peace officers, including members of the RCMP.

In response to this recommendation, it is necessary to provide a brief overview of the current training provided to both civilian and sworn members of the Police Service.

In 2002, as the result of receiving a grant from the Federal Department of Canadian Heritage, the Police Service, in partnership with Aboriginal Consulting Services, the Saskatoon Open Door Society, the Métis Nation of Saskatchewan, Métis Youth Council, the Saskatoon Intercultural Association, Saskatoon Gay and Lesbian Health Services, the Saskatoon Tribal Council, the Saskatoon Council on Aging, the Saskatoon Refugee Coalition, Amnesty International and the Saskatoon Police Service Chief's Advisory Committee on First Nations and Métis People, designed and began to deliver a three-day Diversity Training course to all employees of the Police Service and to some invited guests.

Two days of the course relates directly to Aboriginal issues while the third day addresses issues relating to the broader

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multicultural community, seniors and the gay and lesbian community. The Course Training Outline has been modified from time to time to reflect the need to address specific issues or changes in priorities. While there are no Aboriginal police officers involved in the actual delivery of the course material, program delivery is conducted by many very capable members of the Aboriginal community.

Further cultural training is mandated for regular sworn members of the Police Service at specified stages of their career. Along with training in various related subjects which will be discussed in more detail under the next recommendation, the Recruit Training Course offers cultural awareness training on a weekly basis throughout most of the course. The Junior Constables Course mandated for members with between three and five years of service provides additional training relating to cultural awareness, while the senior Constables Course mandated for regular sworn members with between six and ten years of service offers further training in this regard.

In recent correspondence from the Chairman of the Saskatchewan Police Commission, Mr. Michael Tochor advised that all municipal police service members with ten years service or less will be required under the legislation to

participate in the five-day compulsory multicultural training course offered twice a year at the Saskatchewan Police College. The Saskatoon Police Service plans to embark on a course of action that will ensure compliance with this direction as soon as possible. There are logistical issues that will need to be addressed before the Service can commit to the requirement of diversity training every three years.

The Saskatoon Board of Police Commissioners recommends the following:

1. That the Chief of Police report back to the Saskatoon Board of Police Commissioners on the action plan and timelines to integrate diversity training every three years.

Anger Management and Dispute Resolution

- IV. *That a review be undertaken of the courses that police candidates currently take in anger management, human relations and dispute resolution. Given the sometimes highly emotional and stressful conditions officers face in their work, it is important that the first responders be specially trained to react professionally and appropriately.*

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- V. That the Department of Justice encourage the availability of provincial support service agencies at the times when commonly required by the Police Service.

The Saskatoon Board of Police Commissioners has reviewed the courses that police candidates take in both anger management and dispute resolution, and the following is a summary of the findings of that review:

At the recruit level, members receive extensive training in crisis intervention/conflict resolution as outlined in the Saskatchewan Police College Syllabus for week 15. The goals of this training are to reduce police deaths and recidivism rates, increase use of community resources and the resolution of crisis in the most appropriate manner. This is set out in Chapter 4 of the Course Training Standard, entitled Crisis Intervention. To accomplish these goals, candidates receive training in the application of criminal and civil law and understanding the causes and nature of family crisis. Simulation training focuses on developing intervention skills in situations relating to domestic disputes, suicide, mental health situations, substance abuse and crisis intervention in situations involving sexual assault.

Throughout the recruit training program, related material is taught in sessions dealing with criminal law, responding to complaints, cultural relations and many others.

Chapter 8 of the Course Training Standard deals with Human Behavior.

Topics covered during this session include attitudes, prejudice and discrimination, communication, eyewitness testimony, perception, emotion and memory, psychopathology and stress. A session on Personal Development, Chapter 9 of the Course Training Standard deals with issues relating to addictions, crime and law enforcement. Particular attention is given to issues relating to police responsibility for the care of intoxicated persons, especially those in custody. The session deals with feelings of frustration and aggression resulting from contact with intoxicated people on a continuing basis.

Issues relating to human behavior are revisited in the Junior Constables Course Training Standard. As previously noted, regular sworn members of the Service are mandated to take this course when they have between three and five years service. In the Course Training Standard for the Senior Constables Course, the

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Saskatchewan Police College again teaches material related to resolving conflict. This course is mandated for regular sworn members with between six and ten years of service.

It should be noted that specific training to address inappropriate member behavior can be made available through the City of Saskatoon Employee and Family Assistance Program, or through agencies and organizations that offer the specific training being sought.

The Saskatoon Board of Police Commissioners has conducted a review of the courses that police candidates currently take in anger management and dispute resolution, as per the request of the Minister of Justice. However, the Commission feels that further steps are needed, and is further recommending the following:

1. That based on the existing training, an analysis be completed by the Saskatchewan Police College to determine if the training is sufficient and indeed relevant. Changes to the training should be made subject to the results of the analysis and review.

2. That continuous training and refresher courses be offered to the Saskatoon Police Service on a regular basis for all officers to provide ongoing support for anger management and dispute resolution.

B.

The following five points were direction given by the Minister of Justice to the Saskatoon Board of Police Commissioners.

- I. *Ensure internal controls are in place to catch errors or omissions in investigations*
- II. *Commit the Saskatoon Police Service to objectivity, transparency and openness in pursuing allegations of police misconduct.*

The Chief of Police has developed an action plan to address these two items. This action plan was approved by the Board of Police Commissioners on April 18, 2005. **See Appendix C.**

- III. *Establish the confidence of the Aboriginal community in the Service;*
- IV. *Restore pride in the Service by its member officers; and*
- V. *Restore overall public confidence in the Service.*

RECOMMENDATIONS

The Saskatoon Board of Police Commissioners is recommending a communications plan as outlined on page 24 of this report to address restoring trust and confidence in the Saskatoon Police Service.

- C.** This section addresses the three points identified by the Saskatoon Board of Police Commissioners for the Committee on Strategic Renewal.

Complaints Process

- 1. Steps which can be taken to develop trust among all Saskatoon citizens in the investigation and handling of complaints regarding members of the Saskatoon Police Service;*

Mr. John Clarke, Provincial Complaints Investigator, met with the Saskatoon Board of Police Commissioners regarding the complaints process.

The Saskatoon Board of Police Commissioners recommends the following:

1. That the Minister of Justice be requested to implement the following changes to the public complaints process and that the entire process fall under the Office of the Provincial Complaints Investigator:

- That people be able to lay complaints at several locations where they would feel comfortable asking for assistance, and have someone who already works in those offices trained to assist them in taking their complaint. The interview or mediation could also occur in this location.
- That people be told when laying their complaint that they have the right to be interviewed about their complaint at a location of their choice, and to have a trained person with them. Also, this trained person could assist them through to the end of their complaint. That trained person would be paid for their time (or their employer reimbursed).
- That complainants be interviewed by staff of the Complaints Investigator, rather than members of the Police Service complained of. This eliminates the perception that the police are simply investigating themselves.
- That the investigators hired by the Office of the Complaints Investigator not be former police officers. This contributes to the perception of "the police investigating the police." The hiring of First Nations and Aboriginal investigators is a priority.

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- That trained mediators (who are not Police Officers) be used in situations where an informal resolution of the complaint is possible and appropriate. The mediation is to occur at a location other than the police station. The Police Chief should be provided by the Provincial Complaints Investigator with funds to hire independent mediators, when he feels it appropriate.
- That timelines be implemented for complaints resolution, with a clear expectation that the time required for the process be notably reduced. In order to ensure that the process can function properly and achieve the timelines, increased staffing resources should be allocated to the complaints process.
- That an alternative address for the complainant be recorded on the complaint form.
- That, at the conclusion of the investigation, the complainant be advised of the reasons for the decision. This should be done in person by the Complaints Investigator at a location of the complainant's choosing. It is not satisfactory to just provide a letter and a phone number for the complainant to call if he or she wants more information.
- That there be an appeals process in the statute.
- 2. That the Office of the Public Complaints Investigator carry out Province-wide publicity to inform and educate the public about the changes to the public complaints process.
- 3. That the Federal Government be encouraged to implement, as quickly as possible, a common intake process for complaints against the RCMP and municipal police forces, and to explore any other ways of making the process common. Consideration should be given to including, in any contract with the RCMP for providing police service in the Province, the requirement that they must comply with the provincial standards for complaints.

Recruitment and Retention

II. Steps which can be taken to improve recruitment and retention of Aboriginal police officers to the Saskatoon Police Service;

The following are the recommendations on Recruitment and Retention:

1. That the Minister of Justice be requested to fund a mentoring program for the Saskatoon Police

RECOMMENDATIONS

Service, similar to that of Prince Albert, in order to identify minority candidates and mentor them to remove any barriers that may exist to prevent them from being qualified, productive employees.

2. That the Saskatchewan Police Commission be requested to discontinue utilization of the Police Entrance Exam, SIGMA, and to replace it with a test that focuses not just on one facet of job performance, being the preparation of incident reports, but one that evaluates all important aspects deemed relevant to police work, and which does so in a culturally and regionally-sensitive manner.

3. That the Chief of Police be instructed to prepare and submit to the Board a recruitment plan, to address the following:

- Provision for regular and on-going initiatives such as conducting open houses at the Police Station;
- Having a constant presence on Aboriginal education campuses in Saskatoon to interact and form relationships with Aboriginal students and to "sell" the Saskatoon Police Service;

- Providing practicum opportunities for First Nations students who attend University;
- The implementation of a program similar to "Super Saturdays", whereby Aboriginal high school students from Saskatoon and adjacent Reserves attend a Saturday at the Police Station, to learn about the Police Service, to become more comfortable with police officers, and to become aware of policing as a possible career choice;
- Participation of Police Officers in the proposed Pleasant Hill Neighborhood Activity Home;
- Ways of expanding and enhancing the Peacekeepers Program and ensuring that it receives sustained funding;
- The possibility of implementing a PALS (Police Athletic Leagues) Program similar to that of the Edmonton Police Service;
- Implementation of a joint approach to recruitment of First Nations people, a model for which was worked on in 2001 by the Police Service and the Tribal Council, providing opportunities for prospective candidates and other interested people to take the physical

RECOMMENDATIONS

- abilities (POPAT) test on an informal basis at locations such as White Buffalo Youth Lodge, in order to familiarize people and spark interest.
4. That the Minister of Justice be requested to fund one full-time equivalent officer position, to be dedicated to administering and coordinating the existing Peacekeepers Program and the proposed PALS Program.
 5. That the Minister of Justice be requested to review *The Police Act*, with the assistance of the Saskatoon Board of Police Commissioners, to determine whether the Act contains barriers to the ability to hire, retain and move forward Aboriginal members.
 6. That the Chief of Police and the Saskatoon City Police Association, with the assistance of the Saskatoon Board of Police Commissioners and the Minister of Justice, be requested to review the Agreement between the Board and the Police Association, to determine whether the Agreement contains barriers to the ability to hire, retain and move forward Aboriginal members.
 7. That the Chief of Police be instructed to place an Aboriginal officer into the Aboriginal Recruiting Constable position which was created in the Saskatoon Police Service 2005 Operating Budget.
 8. That the Chief of Police be instructed to report on all of the fees involved in the application process, both required and discretionary, and the implications of waiving or subsidizing them in cases of financial hardship.

Restoring Trust and Confidence

III. Steps which can be taken to develop increased trust and respect between the Saskatoon Police Service and the various segments of the Saskatoon community.

See page 24 on recommendations to increase trust and respect between the Saskatoon Police Service and the Saskatoon community.

RESTORING TRUST AND CONFIDENCE

In his response to the Commission of Inquiry into Matters Relating to the Death of Neil Stonechild, the Minister of Justice asked the Saskatchewan Police Commission to help the Saskatoon Police Service to develop a plan to establish the confidence of the Aboriginal community in the Police Service, restore pride in the service by its member officers and restore overall public confidence in the service.

A plan has been developed to inform the public and stakeholders of the recommendations and action plan proposed by the Saskatoon Board of Police Commissioners. The plan defines two distinct audiences for participation, and a communication plan for each audience:

Initial

These audiences are most affected by the recommendations and have an immediacy to know.

1. General Public

- Final report posted on Saskatoon Police Service website
- Final report at library and police stations
- Open House to share action plan

2. Aboriginal community

- Open House to share action plan
- Mail out final report to Aboriginal organizations

3. Saskatoon Police Service

- Share final report with members of the Saskatoon Police Service
- Formal training sessions on newly implemented operational procedures
- Information sessions on communications plan

Ongoing

These audiences require relationship building in order to sustain the recommendations.

Everyday interaction of Saskatoon Police Service with:

- Public
- Schools
- Aboriginal community
- Service organizations

Note: The Police positions of Community Liaison Officer, School Liaison Officer and Race Relations Officer will play a key role.

WHERE TO GO FROM HERE?

The Saskatoon Board of Police Commissioners believes there should be an implementation plan developed for the recommendations. This will ensure there are timelines and follow-up completed. It is essential that the recommendations are put into action and tested to see if they are creating the kind of healthy environment the Commission envisions for the community and the Saskatoon Police Service. It is also the responsibility of the Minister of Justice to provide financial resources that will allow the Saskatoon Police Service to accomplish the goals set out by the Minister at the close of the Commission of Inquiry into the Death of Neil Stonechild.

The Saskatoon Board of Police Commissioners will carry out a public review of the status of the action plan recommendations one year after the date of the release of the final report.

The Saskatoon Board of Police Commissioners will include the Aboriginal community in the ongoing implementation of the recommendations.

There will be an annual status report on the recommendations and a continuation of the public perception survey to measure the perception and level of confidence that the general public, the Aboriginal community and the members of the Saskatoon Police Service have of the Saskatoon Police Service.

CONCLUSION

The Saskatoon Board of Police Commissioners brought together a group of people who live together in our community. They are people from different walks of life who care about our community. The committee heard the voices of Aboriginal people, city leaders, police officers and many others who toil away each day in an effort to break down barriers that exist in our community.

As they joined together people around the table were encouraged to see that we are all working toward common goals. We are not as far apart as we thought we might be.

In the words of Saskatoon Tribal Council Chief Glenn Johnstone, "This is a sensitive and controversial issue but it's been an exercise in humanity. If we get rid of immaturity and selfishness, we can see the issues and find solutions."

His Worship Mayor Don Atchison said it this way, "Out of this process, we can develop a positive relationship with everyone in the community. This hopeful plan for the future is an example of what we can do together."

APPENDIX A

APPENDIX A

APPENDIX A

Complete Set of Recommendations from the Commission of Inquiry in the Matters Relating to the Death of Neil Stonechild.

The Commission delivered a final report containing its findings and recommendations to the Minister of Justice and Attorney General of Saskatchewan on September 24, 2004.

Recommendations

1. That the Minister of Justice undertake a thorough review of The Coroner's Act, mindful of suggestions made by Drs. Lew, Matshes, Dowling, and Emson.
2. That the Province of Saskatchewan establish an introductory program for Aboriginal candidates and candidates from minority communities for Municipal Police Services in Saskatchewan. The program could be established at the Saskatchewan Police College and be patterned after that established at the Native Law Centre. The Native Law Centre is an introductory legal studies program offered at the University of Saskatchewan since 1973 to Aboriginal students. The Centre has contributed to a significant increase in the number of Aboriginal professionals in the legal community.
3. That the Minister of Justice establish an advisory board composed of Police Service members charged with recruitment, representatives of the Aboriginal and non-Aboriginal communities and representatives from the private and public sectors who are knowledgeable about employee recruitment. The purpose of the board will be to recommend programs to encourage First Nations persons to enter Municipal Police Service.
4. That the Minister of Justice review and improve procedures established to deal with complaints from members of the public about inappropriate police conduct. Informational pamphlets should be provided in the waiting and interview rooms of all police stations in Saskatchewan explaining the complaint process. The forms should contain a section that can be removed from the pamphlet and used as a complaint form. It should contain directions as to where the form may be sent, either to a particular office in the Police Service, the Board of Police Commissioners, the Saskatchewan Police Commission, or to the Provincial Complaints Investigator charged with dealing with complaints against police.

APPENDIX A

5. That Municipal Police Services in larger centres should designate an Aboriginal peace officer with the rank of Sergeant, where possible, to act as a liaison person for First Nation persons and as an informal ombudsman to deal with complaints and concerns from Aboriginal and persons from minority communities.
6. That each Municipal Police Force provide to the Minister of Justice an annual report as to complaints about police officers in its service and the disposition of the complaints.
7. That municipal peace officers receive in-depth training in race relations. The training should include information about Aboriginal culture, history, societal and family structures. A refresher course should be provided every three years. It is important that course leaders include Aboriginal peace officers, including members of the RCMP.
8. That a review be undertaken of the courses that police candidates take in anger management and dispute resolution. Given the sometimes highly emotional and stressful conditions officers face in their work, it is important that the first responders be specially trained to react professionally and appropriately.

APPENDIX A

APPENDIX B

APPENDIX B

APPENDIX B

December 9, 2004

Mandate - Committee on Strategic Renewal, Saskatoon Board of Police Commissioners

To make recommendations to the Saskatoon Board of Police Commissioners on steps which can be taken to, in particular:

1. Ensure internal controls are in place to catch errors or omissions in investigations;
2. Ensure objectivity, transparency and openness in pursuing allegations of police misconduct which relate to the Saskatoon Police Service;
3. Establish the confidence of the Saskatoon Aboriginal community in the Saskatoon Police Service;
4. Restore pride in the Saskatoon Police Service by its member officers; and
5. Restore overall public confidence in the Saskatoon Police Service.

The mandate will include proposing steps to implement the recommendations in the Report of the Commission of Inquiry into Matters Relating to the Death of Neil Stonechild, but is intended to be wider than that.

The end product is intended to be a new strategic plan for the Saskatoon Police Service which is endorsed by Saskatoon citizens and is also acceptable to the Saskatchewan Police Commission.

The Committee will, in particular, make recommendations on:

1. Steps which can be taken to develop trust among all Saskatoon citizens in the investigation and handling of complaints regarding members of the Saskatoon Police Service;
2. Steps which can be taken to improve recruitment and retention of Aboriginal police officers to the Saskatoon Police Service; and
3. Steps which can be taken to develop increased trust and respect between the Saskatoon Police Service and the various segments of the Saskatoon community.

APPENDIX B

Membership

His Worship Mayor D. Atchison
Tribal Chief Glenn Johnstone, Saskatoon Tribal Council
Commissioner T. Paulsen
Commissioner D. Renneberg
Mr. Ron Wilson, Director of Justice, Saskatoon Tribal Council

Resource Persons:

Chief of Police, Saskatoon Police Service
Representative of Saskatoon City Police Association
City Solicitor
City Clerk/Secretary to the Saskatoon Board of Police Commissioners
Community Services Department, Community Development and Marketing

APPENDIX C

APPENDIX C

To: His Worship Don Atchison, Chairperson
Board of Police Commissioners

From: Russell L. Sabo
Chief of Police

Date: 2005 April 17

Subject: 2005/2006 Chief's Agenda for Action

File: #2005-35

Issue:

As part of the continuing commitment to moving the Saskatoon Police Service forward, the Chief's Agenda for Action has been updated for 2005/2006.

Recommendation:

The Board of Police Commissioners approve the 2005/2006 Chief's Agenda for Action.

Background:

Recognizing the issues that were developing around policing in Saskatoon in 2001, the Board of Police Commissioners took a pronounced role in attempting to address community and internal concerns. The Board conducted a series of consultations with various stakeholder groups and, as a result, determined the need for a change in direction for the Police Service. Since that time, the focus of the Police Service has been the rebuilding of relations with the community, improving communications, the introduction of change and accountability within the Service and the development of a business-based approach to managing the Police Service.

APPENDIX C

Beginning in early 2002, the Board of Police Commissioner's started utilizing the Agenda for Action as a means to establish performance criteria for the Chief, provide direction to the Service, encourage progress and introduce change within the Saskatoon Police Service. The Agenda for Action has proven to be a document that provides the Board and Chief with terms of reference that establishes priorities for the Chief to focus upon and as a measurement tool to assess the progress made.

The Agenda for Action has been based on the priorities identified as key issues for the Service. The Board has received several updates on items included in the Agenda for Action and as we moved into 2005, new issues had emerged specifically related to the release of the Stonechild Inquiry report. Several initiatives included in the initial 2005 Chief's Agenda for Action related to budgetary support by city council and, as a result of funding constraints, some of the new initiatives have been delayed for a year. Additionally, other items brought forward by the Strategic Renewal Committee of the Board have also been added to the agenda.

Using the areas of focus provided by the Minister of Justice upon the release of the Stonechild Inquiry, the direction from the Board of Police Commissioners and organizational needs as identified by the Service Administration, areas where effort must be concentrated are as follows:

1. Building Organizational Capacity to ensure controls and systems are in place to catch errors or omissions in investigations.
2. Building Organizational Capacity to ensure timeliness, objectivity, transparency and openness in pursuing allegations of police misconduct.
3. Building Communication and Organizational Capacity to establish the confidence of the Aboriginal community in the Saskatoon Police Service.
4. Building Communication and Organizational Capacity to restore pride in the Service by its member officers.
5. Building Communication and Organizational Capacity to restore overall public confidence in the Saskatoon Police Service.
6. Building Organizational Capacity to address emerging managerial issues.

APPENDIX C

Discussion:

Many of the categories listed above are items requiring a long-term commitment from both the Board of Police Commissioners and the Police Service. Having said that, it is important to note that several of the activities set out in the Agenda for Action over the past three years have worked toward addressing the above noted issues; however, additional actions are still required. The following are items identified for inclusion in the Chief's Agenda for Action for 2005/2006.

Item #1: Ensure controls and systems are in place to catch errors or omissions in investigations

One of the core functions of the Service is the conducting of investigations. The success of our investigative areas plays a significant role in the reduction of crime and the creation of a safer community. In order to maximize our investigative capacity and meet the expectations of the public, the Service must ensure controls and systems are in place to catch errors or omissions in investigations.

The need for this was clearly evident in Justice Wright's comments about the investigation into the death of Neil Stonechild, which was described as superficial and totally inadequate. It is clear that the investigation into the death of Neil Stonechild highlighted the potential consequence of error that can occur when proper supervisory review and managerial oversight are not in place relative to the completion of investigations.

Although the Saskatoon Police Service has made significant modifications to its investigative practices since 1990, the report by Justice Wright serves as a reminder of the accountability required in completing investigations thoroughly. In spite of changes that have been introduced, it is prudent for the Saskatoon Police Service to review its investigative controls and systems with a view to maximizing the organizational capacity to conduct investigations properly and prevent improper or inadequate investigations.

APPENDIX C

Timeline

Task	Date	Completed
Examine the Organizational structure of the Service to enhance the overall investigative capacity	December 2004	Yes
Participate on the Board of Police Commissioners Strategic Renewal Committee	On-Going 2005	
In conjunction with the Board of Police Commissioners, identify strategies that would enhance controls and systems designed to catch errors or omissions in investigations	On-Going 2005	
Introduce changes to the Organizational structure to improve managerial controls and produce productivity gain in the Criminal Investigation Division by dividing the area into two separate Branches (involves the deletion of other Service positions and the redeployment of an Executive Officer position from Human Resource Division to the Criminal Investigation Division).	September 2005	
Continue to pursue investigative effectiveness and, as needed, include in the budget for 2006 additional positions including a homicide Sergeant/Investigator, two Forensic Identification Section Sergeants, a Canine Sergeant and two Special Investigations Constables	January 2006	

Anticipated results:

- Improved capacity of the Service to hold officers accountable on their investigations
- Improved capacity of Criminal Investigations Division to review investigations
- Improved investigations and compliance with investigative timelines
- Improved supervision of officers in the Canine Unit, compliance with canine training standards and the introduction of a dog capable of drug or explosive detection
- Enhanced capacity to gather crime scene and forensic evidence

APPENDIX C

Item #2: Develop and Implement Strategies to ensure timeliness, objectivity, transparency and openness in pursuing allegations of police misconduct

Public confidence in the Police Service is an essential component in maintaining a safe community. A significant part of maintaining public confidence is in creating an atmosphere where all citizens are able to voice their concerns about police misconduct, recognizing that they will be taken seriously and the concerns acted upon. Accordingly, there is a need for investigations into Public Complaints, Concerns and Police Service Internal Investigation files to be conducted in a timely, open and transparent manner.

Holding staff accountable for their actions is one of the most significant contributors to the maintenance of discipline and ensuring public trust in the Police Service. During the last two years, considerable attention and resources have been utilized to address internal discipline issues as is depicted in the following chart:

	2003	2004
Public Complaints	57	68
Concerns	39	69
Internal Discipline	11	31

Of specific concern, in the number of increased complaints, is the number of files involving members holding the rank of Sergeant and Staff Sergeant. In 2003, the total number of files that involved a Sergeant or Staff Sergeant as a subject officer was 18, but this number increased in 2004 to 31 files. Investigations of Sergeants and Staff Sergeants implicated in misconduct allegations remains a concern for the Service.

APPENDIX C

Timeline

Task	Date	Completed
Work with the Department of Justice to introduce meaningful changes to the public complaints process	On-going 2005	
Pursue a goal of completing 90% of all investigations involving misconduct in a maximum of 8 months	On-Going 2005	
Audit the Internal Investigations Unit with a view to creating investigative efficiencies	October 2005	
Introduce efficiencies identified in Internal Investigations Audit	January 2006	
Continue to pursue investigative effectiveness and, as needed, include in the budget for 2006 an additional Staff Sergeant investigator position for assignment to Internal Investigation	January 2006	

Anticipated results:

- Reduce the length of time required to complete internal investigations
- Improved public confidence in the complaints process
- Improved quality of investigations in to allegations of police misconduct
- Improved perception of objectivity and openness by the Service in pursuing allegations of police misconduct

APPENDIX C

Item #3: Establish the Confidence of the Aboriginal community in the Service

The past five years has highlighted the need to improve the relationship between the Service and the First Nations and Métis communities. While the Service has been actively engaging the Aboriginal community for several years, it is evident that our efforts need to go even further. A strategy to address the confidence of the Aboriginal community in our Police Service is needed to help bridge the gap which currently exists.

This is not a short-term matter, but rather a long-term issue that requires solutions that must address public perception, Aboriginal involvement in Police Service activities, attracting Aboriginal peoples to seek a career with Saskatoon Police Service, training of Service personnel and participation of Service members in Aboriginal cultural ceremonies and activities.

Timeline

Task	Date	Completed
Place an Aboriginal officer into one of the Aboriginal Liaison positions	January 2005	Yes
Include in the 2005 budget, a Recruiting Constable position to lead the Service's efforts in Aboriginal recruiting	January 2005	Yes
Board advancement of budget request	January 2005	Yes
In partnership with Aboriginal leaders, begin focused recruiting initiatives in the First Nations communities in Saskatchewan	On-going 2005	
Approval of budget request by Council	April 2005	Yes
In conjunction with the Board, develop a customer satisfaction survey with a significant focus on obtaining feedback from Aboriginal peoples and assessing their confidence in the Police Service	June 2005	
Conduct the customer satisfaction survey	September 2005	

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Continue to conduct three-day cultural diversity training courses focusing on First Nations, Métis, immigrant community, gay and lesbian, and senior's issues	On-going 2005	
Hold quarterly meetings with the Chief's Advisory Committee on First Nations and Métis	March 2005 June 2005 September 2005 December 2005	Yes
Hire the additional resources approved in budget	September 2005	
Prepare a report to the Board on the mandate and activities of the Aboriginal Liaison Officers and Cultural Resource Officers as directed in the Strategic Renewal Committee report	September 2005	
In conjunction with the Board, develop a recruitment plan addressing issues identified by the Strategic Renewal Committee	October 2005	

Anticipated results:

- Highlight the Service's commitment to improved relations with the First Nations and Métis communities
- The hiring of more Aboriginal members
- Improved relationship with First Nations and Métis peoples
- The development of a strategy to address recruiting initiatives to attract aboriginal peoples
- Assist in restoring confidence in the Police Service
- Reduce potential of racism within the Service

APPENDIX C

Item #4: Develop Internal Relationships to restore member's pride in the Service

The Service has already begun to demonstrate inclusion and consultation as the standard practice with internal stakeholders. Even so, it is recognized that the communication with our frontline staff requires on going improvement if we are truly able to have a positive affect on the morale of our personnel.

Timeline

Task	Date	Completed
Hold semi-annual meetings between Senior Administration and the SCPA	June 2005 December 2005	
Hold semi-annual meetings between Senior Administration and the Executive Officers' Association	March 2005 September 2005	
Facilitate yearly meeting of the Board of Police Commissioners and Saskatoon City Police Association	To Be Determined	
Facilitate yearly meeting of the Board of Police Commissioners and the Executive Officers' Association	To Be Determined	
Quarterly meeting between the Chief and frontline members of the Service	January 2005 May 2005 September 2005 December 2005	Yes

Anticipated results:

- Improved relations between the members of both Associations and Service Administration
- Improved relations between both Associations and the Board of Police Commissioners
- Improved communication with internal stakeholders

APPENDIX C

Item #5: Build External Relationships to restore overall public confidence in the Service

Numerous historical events such as the Klassen/Kvello Lawsuit, the Stonechild Inquiry and the Milgaard Inquiry, coupled with questions raised as a result of the Hatcher/Munson incident, have brought into question public confidence in the Service. While mechanisms have been put into place to encourage on-going contact and an open dialogue with our stakeholder groups, there remains a need for the Service to better manage its communication with stakeholders.

Some of the current activities designed to enhance the communication with stakeholders include meetings with the community at large, community associations, special interest groups (e.g. FSIN, STC, Gay and Lesbian Society, etc), school boards, the Board of Police Commissioners, city council, city administration, and local businesses groups. It has been identified that a communication strategy and the retention of a professionally trained communication consultant would assist in building relationships and the restoration of public confidence in the Service.

Timeline

Task	Date	Completed
Include, in the 2005 budget, a Communication Consultant position to assist the Service's efforts in internal and external communications	January 2005	Yes
Board advancement of budget request	January 2005	Yes
Introduce a Board Agenda Item of Chief's Report to the In-Camera Agenda of the monthly Board meetings. This will allow for updates on items of potential interest for the Board	March 2005	Yes
Approval of budget request by Council	April 2005	Yes
Hire the Communication Consultant	June 2005	

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Review of the internal and external communications strategy	September 2005	
Semi-annual meetings with members of Council	Jan-June 2005 (spring address budget) July-Dec 2005	Yes
Attend public functions and, when requested, speak on issues identified by the public	On-going 2005	
Annual meetings of the Media Advisory Committee	June 2005	
Participation in the City Manager's weekly meetings	On-going 2005	
In conjunction with the Board, develop a customer satisfaction survey	June 2005	
Conduct the customer satisfaction survey	September 2005	

Anticipated results:

- Improved relations with City Council
- Improved relations with the media
- Enhanced communications with the Board of Police Commissioners
- Highlight the Service's commitment to working cooperatively with City Hall
- An improved police/community relationship resulting in a reduction in crime, increased public safety and an increase in public confidence in the Service
- Improved communication with external stakeholders

APPENDIX C

Item #6: Human Resources

It is necessary for the Saskatoon Police Service to address recruitment, promotional opportunities, training and development of staff, as well as succession planning in order to meet the changing demographics of our workforce. Proper management of our human resources is one of the most significant areas of internal management to be addressed in 2005 and beyond.

Timelines

Task	Date	Completed
Identify positions within the Service that could be reallocated or eliminated as part of a productivity gain specifically to allow the introduction of a Human Resource manager and the redeployment of the Inspector position to the Criminal Investigation Division	May 2005	
Report to Board on all fees involved in the application process, both required and discretionary, and the implications of waiving or subsidizing them in cases of financial hardship.	June 2005	
Implement recommendations identified in the Human Resources audit	To be Determined	
Hire the Human Resource Manager	September 2005	
Conduct an employee satisfaction survey to identify retention, training and morale issues.	September 2005	
Prepare and submit to the Board a recruitment plan addressing the issues identified in the Strategic Renewal Committee Report of April 2005	September 2005	
In conjunction with the Board of Police Commissioners develop an overall five-year vision of resource management staffing for the entire Police Service	October 2005	

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In conjunction with the Board, and the Saskatoon City Police Association, review the Agreement between the Board and the Association to determine whether the Agreement contains barriers to the ability to hire, retain and move forward Aboriginal members.	November 2005	
Implement the identified resource management vision.	To be Determined	
In conjunction with the Board, create Executive Development Opportunities for current and potential Executive Officers	December 2005	

Anticipated results:

- Improved Human Resource management
- Identification of future budgeting challenges
- Streamlining of the recruiting process
- Identifying and hiring of candidates in the employment equity target groups
- The removal of systemic barriers
- Identify issues affecting morale
- Better use of resources

Item #7: Health, Wellness and Personal Development

It is essential that senior managers are afforded the opportunity to be fully equipped with the tools and skills needed to meet the challenges facing the Service. Today, the environment surrounding the management of police organizations continues to be increasingly more complex and stressful. More than ever before, senior police managers are facing workplace challenges including growing public expectations; meeting the demands for increased accountability, managerial and operational effectiveness and efficiency; and balancing competing needs to address emerging crime issues, internal morale and labour discontent.

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All of these issues are matters that must be addressed and, in turn, place significant pressure on police managers. These pressures highlight the importance of ensuring senior management personnel maintain their personal health and wellness through proper fitness levels and also highlight the need to have senior management personnel continue to pursue educational opportunities. With this in mind, it is seen as essential that opportunities are provided to maximize personal health and wellness as well as facilitate on going education and development of senior managers. This encouragement of personal health and development are key components to maintaining a healthy workplace and a dynamic innovative management team.

Timelines

Task	Date	Completed
Encourage all executive officers to utilize an Agenda for Action to assist them in addressing emerging and on-going managerial issues as well as personal health and wellness	January 2005	Yes
Have a physical fitness assessment conducted by a recognized fitness facility	May 2005	
Establish fitness goals in conjunction with the fitness facility staff	May 2005	
Attend the CACP Conference	August 2005	
Attend a training seminar/course that serves to contribute to personal development	October 2005	
Have a follow-up fitness assessment conducted to determine fitness progress	October 2005	

APPENDIX C

Item #8: Service Audits

Over the past three years, the Service has conducted audits on a number of areas including the Finance Division, Information Service Division, Communications Section, Firearms, Lost and Found, Policing Services Division and currently is having an audit conducted of the Human Resource Division. There remains a need for the Service to continue to assess its effectiveness and efficiency in a number of other areas. In order to do this the Service, in consultation with the Board, needs to develop an Audit Plan addressing managerial audits (those areas where it would be best served to use an outside auditor) and operational audits (those areas where using in-house resources to conduct the audit would be most appropriate).

In either case, the intent is to determine if the Service is utilizing its resources in the most appropriate manner in order to deliver specific services and reduce potential risks. The audit process is used to assist in identifying performance measures and strategies, which would prove useful in helping the Service move forward in addressing issues of crime and social disorder.

Several items still requiring audit have been identified and include:

1. Public Complaints processing, investigations and discipline practices.
2. In-custody processes and detention.
3. Drug handling including drugs seized, their storage and disposal, and related policy.
4. Informant handling.
5. Use and Reporting of Force (non-lethal and lethal) and the application of the Use of Force Continuum within the Service.
6. Handling and reporting of Police pursuits. *
7. Workload and staffing of specialty and investigative units including;
 - a) Break and Enter Unit
 - b) Detention/Communications Supervision*

APPENDIX C

- c) Child Centre
- d) Commercial Crime Section
- e) Community Services Section *
- f) General Investigation Section
- g) Identification Section *
- h) Polygraph Unit
- i) Integrated Drug Unit
- j) Integrated Intelligence Unit
- k) Major Crimes Section
- l) Criminal and Domestic Violence Unit
- m) Organized Crime Investigative Unit
- n) Pawn Unit
- o) Planning Unit *
- p) Service Centre and Little Chief Station *
- q) SHOCAP
- r) Special Investigations
- s) Traffic Section
- t) Victim Services

* Recommended audits be handled by an outside auditor

The Service Administration supports completion of all of the noted audits; however, due to the significant number to be done, the Board must be involved in determining the priority that will be assigned to the completion of the Audits.

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Timelines

Task	Date	Completed
Determine a priority list for completing the required audits in consultation with the Board of Police Commissioners	June 2005	
Review of the outstanding audit of Human Resource Division with the Board of Police Commissioners Audit Committee	June 2005	
Conduct Audits according to the priority list	To be determined	

Anticipated results:

- Highlight Service effectiveness and identify potential inefficiencies in police operations
- Reduce potential liability issues for the Service

APPENDIX D

APPENDIX D

Public Input

Following the release of the Draft Report from the Committee on Strategic Renewal (as at September 8, 2005), the Saskatoon Board of Police Commissioners held a public forum on Tuesday, September 27, 2005 at the Saskatoon Centennial Auditorium, followed by another public forum on Wednesday, December 7, 2005 at the White Buffalo Youth Lodge.

The following summary of comments reflects the views of the various participants and does not necessarily reflect the views of the members of the Committee for Strategic Renewal.

Comments from the September 27, 2005 Public Meeting:

Complaint process:

- There seems to be some question as to the need for a complaint process.
- The time it takes to resolve a complaint should be shorter.
- Concern regarding complaints going unheard.
- Officers should identify themselves with their badge number when taking a complaint. (Note: The Saskatoon Police Service now has a policy requiring this action – implemented.)
- Concern that the time it takes to investigate and report on complaints may increase. (It can currently take six months or longer). It was suggested that there be a timeframe for receipt of final report.
- There should be accountability for filing false complaints. Even though there is a penalty for filing malicious complaints, this is seldom or never used.

Race Relations Training:

- Regular cultural training should be provided for all officers (include traditions, ceremonies, history).
- Race relations training has been in effect since 1990. Do the officers need to be re-certified regularly?

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Anger Management:

- There is some question whether there is an anger management problem among police officers.
- "Choice Theory" and "Wrap Around" are new theories that give people choices, and are especially good with Aboriginal culture. Suggested these be explored for use by police officers.
- Police shouldn't be "wearing" this. There need to be supports in place – a continuum of care to deal with all of the issues. Police officers need to be able to call the appropriate help 24 hours per day.
- Mobile Family Services does not have access to Social Service files. Suggest that their capability to deal with issues be increased. Need integration and free flow between agencies.
- Need an integrated service building in the core area, with all the supports right there.
- Suggested that it is not the management of the anger of police officers that is at issue, but to ensure that police officers have the skills to help members of the community deal with their own anger.

Aboriginal Peace Officer:

- Ensure positions are filled for a minimum time frame (3 to 5 years) with excellent training for new individuals coming into the position.
- Ensure Aboriginal Peace Officer meets with all required qualifications.

Other:

- The positive work done by police officers needs to be recognized.
- Aboriginal people are the only ones that have lost respect and trust in the Police Service.

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Comments from the December 7, 2005 Public Meeting:

- The Métis are a partner and have access to various agencies such as DCRE and other provincial organizations.
- We need to get past the issue of jurisdiction and constitutional wrangling and care for all citizens.
- Need more social workers – need to address issues now, and not leave it to some other agency.
- Reach out to Aboriginal organizations to start building real relationships.
- Should implement a curfew.
- Regarding jobs – people need to have a Grade 12 to get a job, and there are a lot of issues preventing Aboriginal youth from graduating from Grade 12. Need to focus on the issues that are affecting our inner-city youth.
- Complaints process needs to be improved.
- Board of Police Commissioners needs to meet in public more often. It holds too many in-camera meetings.
- There should be a curfew, but the community should decide how to impose one. Let the community come up with the rules.
- Needs to work with the communities, not just the organizations. Need to work with individuals.
- The people we are talking about are marginalized people.
- See an organization (Police) that is divided – the Police Service is trying to provide service to the community, but the Police Association has its own interests for which it fights.
- The Minister of Justice needs to look at what a municipal Police Service can do. Needs to look at Police Associations and what they should be allowed to do.
- Police officers should not do investigations of their own officers.

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- It's not just Aboriginal people, but all marginalized people who are not treated well in investigations. An example is the women who have gone missing in Vancouver. Everyone is important – everyone is a citizen of Canada.
- There is a lot of mistrust of the Police Service.
- There is a two-tier service. Aboriginal people are treated like second-class citizens, and are pushed aside.
- Because of this two-tier service, marginalized people take justice into their own hands.
- Board members need to go out into the community and speak with individual people. This forum is all right, but the cameras are intimidating. Need to talk to people.
- Métis people were not involved in the process of the Committee on Strategic Renewal. They were not approached to participate, and did not know anything was happening. The need to have a voice.
- Can't solve the issue of racism until you acknowledge that it exists. Until you acknowledge that it exists in the Police Service, you can't address it properly.
- Concern when the Police Service, through the Police Association, says that they feel they are victims – how can they improve the situation if they see themselves as victims.
- Perhaps individual police officers get angry at the justice system that doesn't work, and therefore take out this anger on the people they serve.
- Why is this not a problem in Regina? It must be the culture of this particular organization.
- An external examiner should go into the organization and its culture. Why is it so out of sync with the leadership of the organization?
- Should go into schools to hear from youth.
- Get the information regarding future meetings to service providers, so that they can communicate the information to the people they work with.
- When you consult with or contact the Tribal Council or other Aboriginal organizations, include the Métis organizations as well.

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Comments from the Saskatoon Tribal Council (dated January 13, 2006):

- Recommended that the Minister of Justice in consultation with government, the Saskatchewan Police Commission and any other designated authorities deemed appropriate amend legislation and the Police Act 1990 to exclude municipal police forces in Saskatchewan in any form to receive, investigate or participate in any investigations that it involves its police service "members".
- Recommended that where a municipal police service receives a call for service and officers dispatched do not complete a police report, mechanisms be implemented to ensure pertinent information / actions be recorded before officers are permitted to clear the call. In the case that involved the freezing death of Neil Stonechild, officers cleared the scene 21 minutes later entering only the acronym "GOA" (Gone on Arrival).