

## **“PUBLIC AGENDA”**

**TO:** Jo Custead, Chairperson  
Board of Police Commissioners

**FROM:** Troy Cooper  
Chief of Police

**DATE:** 2021 February 08

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**SUBJECT:** 2020 Business Plan Year-End Update

**FILE #:** 2,022

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### **ISSUE:**

The purpose of this report is to provide a year-end update on the Saskatoon Police Service's 2020 Business Plan and progress made towards achieving our Strategic Priorities.

### **RECOMMENDATION:**

That the information be received.

### **STRATEGIC THEMES:**

This report provides an update on all of the Strategic Themes identified in the Strategic Plan.

### **BACKGROUND:**

The development of the 2020 – 2024 Strategic Plan marks the first time the Saskatoon Police Service (SPS) has had two documents guiding future planning:

1. The Strategic Plan that outlines five-year themes and goals we aim to achieve by 2024; and
2. The annual Business Plan provides more specific activities and performance measures under each goal included in the Strategic Plan.

This report provides a summary of the 2020 Business Plan progress and progress made towards the Service strategic goals.

### **DISCUSSION:**

In order to work towards achieving the 10 goals laid out in the 2020 – 2024 Strategic Plan, the 2020 Business Plan established 40 strategies and 121 activities to undertake in 2020. The Covid Pandemic, which began in March 2020, has had a significant impact on the SPS and its operations. While the pandemic has undoubtedly impacted the progress on many of the

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initiatives originally planned, as resources and priorities were adjusted throughout the year, the SPS was still able to make significant progress on a variety of important initiatives as outlined in this report and attachment. An overview of the 121 activities and their progress as at December 31, 2020 can be seen below:

| 2020 Business Plan Activities as at December 31, 2020 |               |               |                  |
|---|---------------|---------------|------------------|
| Not Started   | In Progress   | Complete      | Ongoing Activity |
| 8 Activities  | 34 Activities | 12 Activities | 67 Activities    |

The attached 2020 Business Plan Year-End Update provides a comprehensive review of the activities undertaken and progress towards achieving the SPS’s strategic goals. A higher-level overview of each strategic theme can be found in the remainder of this report.

### Crime and Safety

In order to address the Strategic Theme of Crime and Safety the SPS has focused most of its efforts in 2020 on:

- Strategically enhancing the police’s visible presence;
- Monitoring and focusing on prolific offenders;
- Thoroughly investigating all reports of criminal activity;
- Enhancing external communication through public awareness campaigns; and
- Partnering and leading programs that focus on the core causes of many crimes such as mental health and addictions.

In addition to the original business plan priorities under Crime and Safety identified above, Covid has had a significant impact and required the SPS to reprioritize throughout 2020. Some of the key Covid priorities under Crime and Safety in 2020 included:

- Prioritizing calls to ensure that police were available for serious situations requiring immediate intervention;
- Establishing the Call Back Unit to ensure a reporting & feedback mechanism for the public; and
- Establishment of a Tactical Operations Center to ensure continued dialogue and response to emerging trends within Saskatoon’s emergency services network.

In terms of performance measures, the Covid Pandemic has had a significant impact on human behavior and criminal activity in 2020. It is difficult to isolate the progress made on many statistical measures due to the societal impact Covid has had in 2020.

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|                                | 5 Year Average | YTD 2019 | YTD 2020 | 2020 Change over 2019 | 2020 Change over 5 Year Avg. | Trending              |
|--------------------------------|----------------|----------|----------|-----------------------|------------------------------|-----------------------|
| Crimes Against Property        | 16,887         | 17,703   | 14,622   | -17.4%                | -13.4%                       | Improving             |
| Crimes Against the Person      | 3,526          | 3,818    | 3,808    | -0.3%                 | 8.0%                         | No Significant Change |
| Domestic Disturbance Calls     | 5,757          | 5,198    | 6,450    | 24.1%                 | 12.0%                        | Needs Improvement     |
| Meth Possession & Trafficking  | 381            | 478      | 480      | 0.4%                  | 26.0%                        | No Significant Change |
| Possession Other Illegal Drugs | 212            | 144      | 202      | 40.3%                 | -4.7%                        | No Significant Change |
| Downtown (DT) Crime Incidents  | 5,819          | 5,213    | 3,877    | -25.6%                | -33.4%                       | Improving             |
| Core Neighbourhood (CN) Crime  | 11,777         | 10,941   | 9,313    | -14.9%                | -20.9%                       | Improving             |
| Missing Persons                | 2,788          | 3,146    | 2,664    | -15.3%                | -4.4%                        | No Significant Change |
| Traffic Collisions             | 6,726          | 5,638    | 3,670    | -34.9%                | -45.4%                       | Improving             |

As seen from the above, many of the performance measures that have been identified have improved as compared to 2019 as well as the 5-year average. While this is promising, it is important to note that some of these were likely significantly impacted by the Covid Pandemic, for example decreases in traffic collisions due to lower traffic volumes from more people working at home and provincial safety measures. Alternatively, increases in domestic disturbance calls may be inflated in 2020 due to the impacts of the pandemic on individual households. The SPS will continue to monitor these trends into 2021 and beyond and adjust our Business Plan as required in order to maximize the impact SPS can have on these trends.

In terms of internal performance, the SPS saw improvements to both property and violent crime clearance rates in 2020, meaning that a higher percentage of crimes committed in 2020 resulted in a charge being laid as compared to 2019 and the 5-year average.

|                                | 5 Year Average | YTD 2019 | YTD 2020 | 2020 Change over 2019 | 2020 Change over 5 Year Avg. | Trending  |
|--------------------------------|----------------|----------|----------|-----------------------|------------------------------|-----------|
| Property Crime Clearance Rates | 13.8%          | 12.5%    | 14.8%    | 18.4%                 | 7.2%                         | Improving |
| Violent Crime Clearance Rates  | 55.4%          | 59.3%    | 68.2%    | 15.0%                 | 23.1%                        | Improving |

### Our People

In order to address the goals laid out in the 2020 – 2024 Strategic Plan as outlined under the theme Our People, the Saskatoon Police Service has focused on:

- Continuing to work towards a representative workforce;
- Ensuring proper physical and mental health supports are in place;
- Provide appropriate learning and training opportunities; and
- Ensuring resources are deployed in the most efficient and effective manner possible;

In addition to the original business plan priorities under Our People, identified above, Covid has required the SPS to reprioritize and add initiatives throughout 2020. Some of the key priorities under Our People in 2020 related to Covid included:

- Enhancing our pandemic response plan to account for the unique challenges posed by Covid 19;
- Robust decontamination protocols to protect members of the SPS; and
- Increased decontamination and cleaning to ensure that officers were healthy and safe as they provide assistance within the community.

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Outside of Covid, one of the SPS’s key goals is to establish a representative workforce which continues to make sustained progress as outlined below. The 2020 year-end figures are in the process of being finalized and will be provided in a separate report on equity, diversity and inclusion to the Board in 2021. While we have seen positive trends in this area, as outlined in the following table, SPS understands there is more work to be done in order to fully achieve a representative work force.

|  | 2016 | 2017 | 2018 | 2019 | 2019 Change since 2016 | Trending  |
|--|------|------|------|------|------------------------|-----------|
| Sworn & Out of Scope Female Employees            | 185  | 189  | 193  | 204  | 10%                    | Improving |
| Sworn & Out of Scope Indigenous Employees        | 62   | 64   | 65   | 66   | 6%                     | Improving |
| Sworn and Out of Scope Persons with Disabilities | 27   | 30   | 36   | 35   | 30%                    | Improving |
| Sworn and out of Scope Visible Minorities        | 26   | 29   | 28   | 28   | 8%                     | Improving |

Another important measure in regards to this theme is to understand community satisfaction in regards to the SPS and Membership Morale. The next surveys are scheduled to be completed in 2021, however, as seen below the most recent morale survey saw a decrease of nearly 13% while community satisfaction has remained steady at 92% overall satisfaction. Pending the results of these measures in 2021, the SPS will review and make appropriate recommendations to close any gaps identified.

|  | 2009 | 2012 | 2015 | 2018                        | Change from 2009                  | Trending              |
|--|------|------|------|-----------------------------|-----------------------------------|-----------------------|
| Member Satisfaction Survey Results (Avg Morale Satisfaction)                     | 87%  | 87%  | 87%  | 74%                         | 2021 - next Employee Moral Survey | Needs Improvement     |
|  | 2011 | 2012 | 2017 | Change from 2011            |                                   | Trending              |
| Community Satisfaction Survey Results (% of Very Satisfied & Somewhat Satisfied) | 92%  | 92%  | 92%  | 2021 - next Inshtrix Survey |                                   | No Significant Change |

### Partnerships

One of the key themes of the 2020 – 2024 Strategic Plan is Partnerships, the SPS has been mainly working on the following activities in 2020.

- Enhancing engagement with the Indigenous, multi-cultural, LGBTQ2S+, youth and seniors communities;
- Work efficiently and effectively with City partners; and
- Collaborate with the Provincial Government to develop action plans to address mental health and addiction challenges.

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In addition to the original business plan priorities under Partnerships identified above, Covid has had a significant impact and required the SPS to reprioritize and add initiatives throughout 2020. Some of the key Covid priorities under Partnerships in 2020 included:

- Working with various emergency services to predict, react and prevent disruptions in service delivery during the Pandemic;
- Working with various levels of government (SPSA, Etc.); and
- Working with the Health Region & Public Health (Various roles)

Partnerships were arguably the most impacted by the Covid Pandemic in 2020. The SPS's ability to strengthen partnerships and engage with stakeholders was significantly impacted as events were cancelled, in-person gatherings limited and other safety precautions/limitations implemented. With that said, the SPS remained committed to moving forward on this theme despite the challenges. Some highlights from 2020 include:

- Indigenous Chiefs Advisory Committee held in June and September. In addition to this, Indigenous Women Advisory Circle Meetings were held in June, July, August, September and October.
- The SPS Indigenous Engagement Strategy was delayed in 2020 due to Covid and remains in the foundational steps for the engagement. Steps taken in 2020 include the issuance of a tender for a third party Facilitator which is currently under review as well as the development of a draft terms of reference.
- The SPS continues to engage with OUTSaskatoon, which included 3 meetings in 2020. In 2021, the SPS intends on engaging with the community regarding input on how bias impacts the reporting of violent crimes in their community.

While partnerships and community trust are a critical theme for the Saskatoon Police Service to successfully enhance community trust and safety, the progress made in this area is difficult to measure. The most reliable measure currently in place is the Community Satisfaction Survey which touches on key points such as community trust and satisfaction with the Service. As outlined in the previous section, community satisfaction has been consistent at 92% over the past 3 surveys and will be reviewed again following the 2021 survey.

|  | 2011 | 2012 | 2017 | Change from 2011              | Trending              |
|--|------|------|------|-------------------------------|-----------------------|
| Community Satisfaction Survey Results (% of Very Satisfied & Somewhat Satisfied) | 92%  | 92%  | 92%  | 2021 - next Insightrix Survey | No Significant Change |

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### Communication

In 2020, the Saskatoon Police Service main activities in terms of communication focused on:

- Maintaining public trust through transparent and timely external communications;
- Rebranding the Service with the “Be the Difference” slogan
- Improvements to internal communications; and
- Including internal and external stakeholders in decisions that impact them.

Unknown at the development of the 2020 Business Plan, the Covid response in 2020 has required extensive internal communication to ensure that members were up to date on policy, procedures and efforts being made by the entire organization to adjust operations to ensure members safety. Regular internal updates early on during the Covid Pandemic response were created, with input and cooperation from the Saskatoon Police Association. In addition a Questions and Answer account was developed early during Covid to answer concerns and questions directly from members.

The impact of the Saskatoon Police Service’s efforts on Communication will most notably be measured through the results of the 2021 Member Morale and Community Satisfaction surveys.

### Innovation

The SPS’s progress on Innovation in 2020 centered on the following activities:

- The continued work to implement the City-wide ERP/Fusion program on January 1, 2021;
- Preparing for the procurement, policy development and eventual deployment of a Body Worn Camera program; and
- Upgrades to the SPS Information Technology Infrastructure.

All of these initiatives are aimed at either increasing the efficiency or effectiveness of SPS’s service delivery. It is too early in many of these programs life cycles to provide meaningful performance metrics as the impacts of the Fusion Program, Body Worn Camera’s or other activities identified are still in their infancy. Once further progress is made on these initiatives, the SPS will be able to report back on any efficiencies, budgetary savings or other impacts.

### **CONCLUSION:**

2020 was an unprecedented year due to the impact the Covid Pandemic had on the SPS, the community as well as the world. However, even with this significant challenge, the SPS has made considerable progress on its 2020 Business Plan and the currently available Performance Metrics show promising trends. It is important to note, as previously stated in the report, that the Covid Pandemic has had a significant impact on the community, making it difficult to determine

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whether the performance metrics identified are sustainable or simply a result of a temporary change in behavior. The SPS will continue to monitor these trends as they relate to the pandemic and adjust our annual business plan as more data and information become available.

### **ATTACHMENTS:**

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#### 1. 2020 Business Plan Year End Update

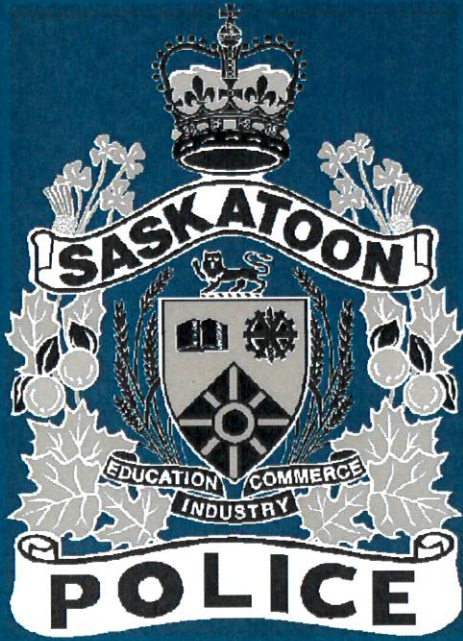
**Written by:** **Clae Hack**  
**Executive Director, Corporate and Strategic Performance**

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

**Approved by:**

  
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**Troy Cooper**  
**Chief of Police**

**Dated:** **February 9, 2021**



# Saskatoon Police Service 2020 Business Plan Year-End Update

December 31, 2020

## **Introduction**

The Saskatoon Police Service developed a 2020 Business Plan that provided strategies, activities and measures that were aimed at achieving the 10 goals as outlined in the 2020 - 2024 Strategic Plan. This document provides an update on the progress on the 2020 activities and measures.

It is important to note that the Covid Pandemic has had a significant impact in terms of delays to some initiatives due to the Saskatoon Police Service's Covid response and associated resource requirements. In addition, some of the measures need to consider the impact of Covid has had on them; for example there has been a significant reduction in Traffic Collisions in 2020, while the Saskatoon Police Service continues to provide many proactive traffic initiatives, the impact of having minimal traffic during the Covid Pandemic has also had an impact which needs to be considered when interpreting the measures.

| <b><u>Section</u></b>    | <b><u>Pages</u></b> |
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| Strategic Theme - Crime & Safety  |                |          |              |                       |                              |                       |
|---|----------------|----------|--------------|-----------------------|------------------------------|-----------------------|
| Goal 1 – Develop and implement effective prevention, intervention and suppression strategies to combat the changing facets of crime and its causes. |                |          |              |                       |                              |                       |
| Activity Overview   |                |          |              |                       |                              |                       |
| Not Started   | In Progress    |          | Complete     |                       | Ongoing Activity             |                       |
| 0 Activities  | 7 Activities   |          | 2 Activities |                       | 18 Activities                |                       |
| Statistical Measures  |                |          |              |                       |                              |                       |
|   | 5 Year Average | YTD 2019 | YTD 2020     | 2020 Change over 2019 | 2020 Change over 5 Year Avg. | Trending              |
| Crimes Against Property   | 16,887         | 17,703   | 14,622       | -17.4%                | -13.4%                       | Improving             |
| Crimes Against the Person   | 3,526          | 3,818    | 3,808        | -0.3%                 | 8.0%                         | No Significant Change |
| Domestic Disturbance Calls  | 5,757          | 5,198    | 6,450        | 24.1%                 | 12.0%                        | Needs Improvement     |
| Sexual Violations   | 377            | 489      | 404          | -17.4%                | 7.3%                         | No Significant Change |
| Total Fraud   | 1,868          | 2,040    | 1,831        | -10.2%                | -2.0%                        | No Significant Change |
| Armed Robbery   | 198            | 186      | 182          | -2.2%                 | -8.1%                        | No Significant Change |
| Robbery   | 149            | 172      | 125          | -27.3%                | -16.1%                       | Improving             |

| Strategic Theme - Crime & Safety   |                |          |            |                       |                              |                       |
|--|----------------|----------|------------|-----------------------|------------------------------|-----------------------|
| Goal 2 - Maintain core policing operations and address community concerns that affect public safety. |                |          |            |                       |                              |                       |
| Activity Overview  |                |          |            |                       |                              |                       |
| Not Started  | In Progress    |          | Complete   |                       | Ongoing Activity             |                       |
| 0 Activities   | 10 Activities  |          | 1 Activity |                       | 14 Activities                |                       |
| Statistical Measures   |                |          |            |                       |                              |                       |
|  | 5 Year Average | YTD 2019 | YTD 2020   | 2020 Change over 2019 | 2020 Change over 5 Year Avg. | Trending              |
| Meth Possession & Trafficking  | 381            | 478      | 480        | 0.4%                  | 26.0%                        | No Significant Change |
| Possession Other Illegal Drugs   | 212            | 144      | 202        | 40.3%                 | -4.7%                        | No Significant Change |
| Trafficking Other Illegal Drugs  | 81             | 70       | 126        | 80.0%                 | 55.6%                        | Needs Improvement     |
| Downtown (DT) Crime Incidents  | 5,819          | 5,213    | 3,877      | -25.6%                | -33.4%                       | Improving             |
| Core Neighbourhood (CN) Crime  | 11,777         | 10,941   | 9,313      | -14.9%                | -20.9%                       | Improving             |
| Number of calls to the Lighthouse  | 879            | 838      | 938        | 11.9%                 | 6.7%                         | Needs Improvement     |
| Missing Persons  | 2,788          | 3,146    | 2,664      | -15.3%                | -4.4%                        | No Significant Change |
| Traffic Collisions   | 6,726          | 5,638    | 3,670      | -34.9%                | -45.4%                       | Improving             |

| Strategic Theme - Our People  |             |      |              |      |                        |           |
|---|-------------|------|--------------|------|------------------------|-----------|
| Goal 3 - Promote a healthy work environment and a culture of learning to ensure members reach their full potential. |             |      |              |      |                        |           |
| Activity Overview   |             |      |              |      |                        |           |
| Not Started   | In Progress |      | Complete     |      | Ongoing Activity       |           |
| 0 Activities  | 1 Activity  |      | 3 Activities |      | 2 Activities           |           |
| Statistical Measures  |             |      |              |      |                        |           |
|   | 2016        | 2017 | 2018         | 2019 | 2019 Change since 2016 | Trending  |
| Female Employees  | 185         | 189  | 193          | 204  | 10%                    | Improving |
| Indigenous Employees  | 62          | 64   | 65           | 66   | 6%                     | Improving |
| Employees with Disabilities   | 27          | 30   | 36           | 35   | 30%                    | Improving |
| Visible Minority Employees  | 26          | 29   | 28           | 28   | 8%                     | Improving |

| Strategic Theme - Our People   |                |          |              |                       |                                   |                       |
|--|----------------|----------|--------------|-----------------------|-----------------------------------|-----------------------|
| Goal 4 - Resource a growing and diverse city to ensure our members are effective and safe. |                |          |              |                       |                                   |                       |
| Activity Overview  |                |          |              |                       |                                   |                       |
| Not Started  | In Progress    |          | Complete     |                       | Ongoing Activity                  |                       |
| 0 Activities   | 3 Activities   |          | 2 Activities |                       | 1 Activity                        |                       |
| Statistical Measures   |                |          |              |                       |                                   |                       |
|  | 5 Year Average | YTD 2019 | YTD 2020     | 2020 Change over 2019 | 2020 Change over 5 Year Avg.      | Trending              |
| Dispatched Calls as a % of total Calls   | 74%            | 73%      | 65%          | -11%                  | -12%                              | Improving             |
| Overall Crime Rate (Per 1,000 pop.)  | 31.8           | 33.4     | 29.2         | -12.6%                | -8.2%                             | Improving             |
|  | 2009           | 2012     | 2015         | 2018                  | Change from 2009                  | Trending              |
| Member Satisfaction Survey Results (Avg Morale Satisfaction)                               | 87%            | 87%      | 87%          | 74%                   | 2021 - next Employee Moral Survey | Needs Improvement     |
|  | 2011           | 2012     | 2017         | Change from 2011      |                                   | Trending              |
| Community Satisfaction Survey Results (% of Satisfied)                                     | 92%            | 92%      | 92%          | 2021 - Next Survey    |                                   | No Significant Change |

| Strategic Theme - Partnerships   |   |            |                  |
|--|---|------------|------------------|
| Goal 5 - Enrich the relationships between the Saskatoon Police Service and the many diverse communities that we serve. |   |            |                  |
| Activity Overview  |   |            |                  |
| Not Started  | In Progress   | Complete   | Ongoing Activity |
| 3 Activities   | 5 Activities  | 1 Activity | 16 Activities    |
| Other Measures   |   |            |                  |
| Measure  | Update  |            |                  |
| Completion of the Indigenous Engagement Strategy   | The SPS Indigenous Engagement Strategy was delayed in 2020 due to Covid and remains in the foundational steps for the engagement. Steps taken in 2020 include the issuance of a tender for a third party Facilitator which is currently under review as well as the development of a draft terms of reference.  |            |                  |
| Indigenous Chiefs Advisory Committee and Indigenous Women Advisory Circle meetings held.                               | Indigenous Chiefs Advisory Committee held in June and September. In addition Indigenous Women Advisory Circle Meetings were held in June, July, August, September and October.  |            |                  |
| Completion of the School Liaison Program review  | The review of the School Liaison Program is currently under review and is expected to be completed by the end of Q1 in 2021.  |            |                  |
| Number of engagement/education sessions with settlement agencies   | The SPS delivered Presentations and hosted Station Tours to newcomer groups including Global Gathering Place, Open Door Society and Sask Intercultural Association) from January to March 2020.   |            |                  |
| Number of awareness/educational campaigns targeted at seniors  | These topics are traditionally presented by School Liaison and Community Liaison Officers. The SPS participates as an exhibitor in a one day Senior's Symposium entitled "Spotlight on Seniors". This provides the SPS an opportunity to interact with thousands of seniors throughout the city who attend the show. This allows seniors to ask for questions regarding relevant topics such as personal safety and physical abuse. |            |                  |

| Strategic Theme - Partnerships   |  |              |                  |
|--|--|--------------|------------------|
| Goal 6 - Enrich the relationships between the Saskatoon Police Service and the many diverse communities that we serve. |  |              |                  |
| Activity Overview  |  |              |                  |
| Not Started  | In Progress  | Complete     | Ongoing Activity |
| 2 Activities   | 0 Activities   | 0 Activities | 3 Activities     |
| Other Measures   |  |              |                  |
| Measure  | Update   |              |                  |
| Combined Drug Strategy   | The SPS continues to explore opportunities with the Provincial and Federal Government regarding a combined Drug Strategy through our involvement with the CACP Drug Advisory Committee, Meth Sub-Committee and SACP Drug Committee.  |              |                  |
| Government Partnerships  | The SPS continues to work with the provincial and federal government to address community safety through cost shared programs. Examples include the current Federal Grant for the Strengthening Families Program, renewed Municipal Policing Agreement with the Provincial Government. |              |                  |
| Regionalization Opportunities  | The SPS continues to work with Regional Partners when requested regarding opportunities to potentially regionalize services. This initiative will be removed from the 2021 Business Plans and continue to be addressed on a request basis.   |              |                  |

| Strategic Theme - Communication  |   |              |                  |
|--|---|--------------|------------------|
| Goal 7 - Enrich the relationships between the Saskatoon Police Service and the many diverse communities that we serve. |   |              |                  |
| Activity Overview  |   |              |                  |
| Not Started  | In Progress   | Complete     | Ongoing Activity |
| 0 Activities   | 0 Activities  | 0 Activities | 8 Activities     |
| Other Measures   |   |              |                  |
| Measure  | Update  |              |                  |
| Number of Media Releases   | 895 news releases in 2020.  |              |                  |
| Number of Awareness Campaigns  | Awareness Campaigns for the SPS COVID-19 response, fraud prevention, online shopping safety, members in the community, members and their family, beat blitz, coordinated responses - mobile crisis/PACT, domestic violence resources, business security tips, Police Week, One Uniform Many Specialties; Nova Scotia RCMP video tribute, Recruiting/Women in Policing and Missing Persons Week in 2020. |              |                  |
| Number of joint efforts with the City of Saskatoon   | The SPS has worked closely with the City of Saskatoon in 2020 in relation to the Covid response to ensure resources and supplies are in place and overall response is coordinated.  |              |                  |

| Strategic Theme - Communication   |   |              |                  |
|---|---|--------------|------------------|
| Goal 8 - Foster a culture of engagement and collaboration through improved internal communications. |   |              |                  |
| Activity Overview   |   |              |                  |
| Not Started   | In Progress   | Complete     | Ongoing Activity |
| 0 Activities  | 1 Activity  | 0 Activities | 3 Activities     |
| Other Measures  |   |              |                  |
| Measure   | Update  |              |                  |
| Opportunities for Employee feedback and engagement  | <ul style="list-style-type: none"> <li>- The Saskatoon Police Service released its 2020 - 2024 Strategic Plan during Q1 of 2020. This plan was developed with extensive input from members, the Saskatoon Police Association and community stakeholders.</li> <li>- The Covid response undertaken by the SPS in 2020 was developed through consultation with the medical community, City of Saskatoon, members and the Saskatoon Police Association.</li> </ul> |              |                  |
| Number of updates / presentations held  |   |              |                  |
| Number of Initiatives Engaged on  |   |              |                  |

| Strategic Theme - Innovation  |  |              |                  |
|---|--|--------------|------------------|
| Goal 9 - Ensure sustainability by developing leading practices and maintaining an innovative service. |  |              |                  |
| Activity Overview   |  |              |                  |
| Not Started   | In Progress  | Complete     | Ongoing Activity |
| 1 Activity  | 3 Activities   | 2 Activities | 0 Activities     |
| Other Measures  |  |              |                  |
| Measure   | Update   |              |                  |
| Fusion Implementation   | No modules have been implemented yet. Implementation begins on January 1, 2021.                      |              |                  |
| Fleet Management Business Case  | Under Development  |              |                  |
| CAN-SEBP Research Projects  | Currently have 1 research agreement with CAN-SEBP regarding the impact of the Safe Consumption Site. |              |                  |

| Strategic Theme - Innovation   |   |            |                  |
|--|---|------------|------------------|
| Goal 10 - Utilize technology to increase effectiveness and efficiency. |   |            |                  |
| Activity Overview  |   |            |                  |
| Not Started  | In Progress   | Complete   | Ongoing Activity |
| 2 Activities   | 4 Activities  | 1 Activity | 2 Activities     |
| Other Measures   |   |            |                  |
| Measure  | Update  |            |                  |
| Body Worn Camera Implementation  | The preliminary research and project plan Body Worn Camera's was presented to the Senior Executive Team in June, 2020. The charter for the Body Worn Camera pilot will be written over the summer with work on the pilot expected to begin by the end of 2020 as resources are available. |            |                  |
| Digital Evidence Information System                                    | The Digital Information Management System that was originally anticipated to begin in the first half of 2020, was delayed due to the Covid response and staff turnover. It is expected that this work will begin in the second half of 2020.  |            |                  |



### **OUR GOALS**

*Develop and implement effective prevention, intervention and suppression strategies to combat the changing facets of crime and its causes.*

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

Goal 1 – Develop and implement effective prevention, intervention and suppression strategies to combat the changing face of crime and its causes

| Goal 1 – Develop and implement effective prevention, intervention and suppression strategies to combat the changing facets of crime and its causes.   |                |   |          |                       |                              |                       |
|---|----------------|---|----------|-----------------------|------------------------------|-----------------------|
| Strategy 1.1 - Develop and implement initiatives aimed at reducing property crime.  |                |   |          |                       |                              |                       |
| Activities  |                |   |          |                       | Progress                     |                       |
| Increase visible professional presence to reduce crimes of opportunity.   |                |   |          |                       | In Progress                  |                       |
| Develop an awareness campaign to educate homeowners on how to better secure their properties.   |                |   |          |                       | In Progress                  |                       |
| Partner with Community Associations regarding communications and messaging.   |                |   |          |                       | Ongoing Program              |                       |
| Utilize awareness campaign initiatives as related to stolen vehicles.   |                |   |          |                       | Ongoing Program              |                       |
| Develop a position to respond to Graffiti and the linkages between Graffiti, gangs and crime.   |                |   |          |                       | In Progress                  |                       |
| Monitor and focus on Prolific Offenders by utilizing the Break & Enter and Stolen Auto Committee.   |                |   |          |                       | Ongoing Program              |                       |
| Improved use of Crime Analysts to be offender focused and target prolific offenders.  |                |   |          |                       | Ongoing Program              |                       |
| Enhance collaboration between Patrol Division and Criminal Investigations Division (CID) in response to property crime.   |                |   |          |                       | Ongoing Program              |                       |
| Address underlying issues such as drugs, addictions and mental health.  |                |   |          |                       | Ongoing Program              |                       |
| Key Updates   |                |   |          |                       |                              |                       |
| <p>- COVID-19 has negatively affected some of the proposed strategies to increase visible presence. The Christmas Beat Blitz was coordinated through Central Division, and included added policing resources downtown. NW Division organized a Beat project for the 33rd St W business district, from December 4-19. The Community Mobilization Unit continues to provide proactive, highly visible community based policing in the area surrounding the supervised consumption site. A new vision is being cast for the downtown beats, that includes a more focused approach, and ensuring the downtown stakeholders inform the work.</p> <p>-The SPS uses intel developed by the Crime Analysts to target offenders for the Serious Habitual Offenders Comprehensive Action Program (SHOCAP), Violent Offender Interdiction Detail (VOID) and High Risk Offender Unit (HRO).</p> <p>- COVID-19 has made community presentations and other traditional methods impossible. A focus in 2021 will be exploring effective electronic media to educate the public in a meaningful way on stolen vehicles.</p> <p>- There are ongoing discussions at SPS in order to how best respond to Graffiti complaints and potential linkages to gang and crime activity. The goal is to finalize an approach to Graffiti management in 2021.</p> <p>- Success in regard to prolific offenders has led to the expansion of an offender management mandate to the Patrol Divisions. COVID-19 has hampered the ability for this initiative to progress, given that offender management is a very hands on initiative and requires frequent personal interactions. In response to this barrier, Central Division is working towards a more comprehensive model, utilizing Dr Stockdale to assist in developing a work standard and risk assessment tool, to ensure time and effort are directed towards the appropriate offenders, maximizing the potential for the programs success.</p> <p>- One of the means to improve collaboration between Patrol and Criminal Investigations is through tactical bulletins. These are a one page document that provides everything in a snapshot. 2021 will be a proving ground to determine whether this process is being utilized effectively.</p> <p>- The SPS continues to work closely with the SCAA and Crystal Meth Working Group. Since the release of the initial CMWG recommendations, the group has begun to identify additional areas for attention. In addition, the SPS sits on the advisory committee for the Sawēyhtōtān Outreach Group, whose mandate is to identify at risk individuals, and provide them with wrap around supports.</p> |                |   |          |                       |                              |                       |
| Statistical Measures  |                |   |          |                       |                              |                       |
|   | 5 Year Average | YTD 2019  | YTD 2020 | 2020 Change over 2019 | 2020 Change over 5 Year Avg. | Trending              |
| Crimes Against Property   | 16,887         | 17,703  | 14,622   | -17.4%                | -13.4%                       | Improving             |
| Arson   | 93             | 71  | 133      | 87.3%                 | 42.4%                        | Needs Improvement     |
| Break and Enter - Residential   | 1,487          | 1,651   | 1,440    | -12.8%                | -3.2%                        | No Significant Change |
| Break & Enter - Non Residential   | 986            | 1,022   | 924      | -9.6%                 | -6.3%                        | No Significant Change |
| Break & Enter - Firearms  | 20             | 27  | 7        | -74.1%                | -64.6%                       | Improving             |
| Theft Over \$5000   | 130            | 144   | 86       | -40.3%                | -33.7%                       | Improving             |
| Other Theft Under \$5000  | 7,449          | 7,855   | 5,937    | -24.4%                | -20.3%                       | Improving             |
| Theft of Motor Vehicle  | 1,084          | 931   | 924      | -0.8%                 | -14.7%                       | No Significant Change |
| Possession of Stolen Property   | 583            | 486   | 313      | -35.6%                | -46.3%                       | Improving             |
| Fraud   | 1,869          | 2,040   | 1,832    | -10.2%                | -2.0%                        | No Significant Change |
| Graffiti  | 710            | 934   | 304      | -67.5%                | -57.2%                       | Improving             |
| Mischief/Willful Damage   | 2,476          | 2,542   | 2,722    | 7.1%                  | 9.9%                         | Needs Improvement     |
| Property Crime Clearance Rates  | 13.8%          | 12.5%   | 14.8%    | 18.4%                 | 7.2%                         | Improving             |
| Other Measures  |                |   |          |                       |                              |                       |
| Update  |                |   |          |                       |                              |                       |
| Partnerships with Community Associations  |                | Maintaining relationships with Community Associations has been difficult in 2020 due to COVID-19. There is still a strong commitment to stay connected and the SPS continues to utilization of Zoom, Teams and telephone as much as possible to remain connected. |          |                       |                              |                       |

Goal 1 – Develop and implement effective prevention, intervention and suppression strategies to combat the changing face of crime and its causes

| Goal 1 – Develop and implement effective prevention, intervention and suppression strategies to combat the changing facets of crime and its causes.  |  |          |          |                       |                              |                       |
|--|--|----------|----------|-----------------------|------------------------------|-----------------------|
| Strategy 1.2 - Ensure that the SPS's response to violent crime is appropriate and effective.   |  |          |          |                       |                              |                       |
| Activities   |  |          |          |                       | Progress                     |                       |
| Target high risk known offenders by utilizing surveillance and other strategies. Work with our justice partners in SHOCAP and BECAP to actively monitor repeat offenders.  |  |          |          |                       | Ongoing Program              |                       |
| Increased use of analytics and data to ensure a more focused approach on offenders and locations.  |  |          |          |                       | Ongoing Program              |                       |
| Utilize blitz policing in identified hot spots.  |  |          |          |                       | Ongoing Program              |                       |
| Utilize the Crime Reduction Team resources locally to address violence.  |  |          |          |                       | Ongoing Program              |                       |
| Key Updates  |  |          |          |                       |                              |                       |
| <ul style="list-style-type: none"><li>- COVID-19 has impacted the ability to target prolific offenders, however significant efforts are being made to educate Patrol on the importance of offender management. The Division is actively seeking champions to take and promote this work. The end goal is to have the Patrol Analysts and Patrol officers working in cooperation, utilizing effective communication to inform the work. Utilizing SHOCAP, BECAP, SVOR and other SMEs is critical to success.</li><li>- Police presence continues to be a priority. Blitz policing has been utilized in the Downtown core, in addition to the 33rd St W business district, in a smaller scale. In addition, the Christmas Blitz continues to run, and provides a highly visible police presence. Into 2021, these projects will include a higher focus on partner participation, as we bolster relationships with the Community Support program and Saweyihtotan Outreach Group.</li><li>- Major Crime Investigators are routinely making submissions to the Violent Crime Linkage Analysis System (ViClass) to help identify serial crimes and criminals.</li><li>- Major Crime and the Guns and Gangs units work closely together for surveillance, suspect development and specific subject matter expertise on local gangs.</li><li>- SHOCAP members in the Guns and Gangs Unit conduct weekly checks on SHOCAP Individuals.</li><li>- The Guns and Gangs unit conducts approximately 360 gang compliance checks per year and make about 180 gang related arrests.</li></ul> |  |          |          |                       |                              |                       |
| Statistical Measures   |  |          |          |                       |                              |                       |
|  | 5 Year Average   | YTD 2019 | YTD 2020 | 2020 Change over 2019 | 2020 Change over 5 Year Avg. | Trending              |
| Crimes Against the Person  | 3,526  | 3,818    | 3,808    | -0.3%                 | 8.0%                         | No Significant Change |
| Violations Causing Death   | 10   | 16       | 12       | -25.0%                | 17.6%                        | No Significant Change |
| Attempted Murder   | 6  | 8        | 3        | -62.5%                | -46.4%                       | Improving             |
| Assaults   | 2,097  | 2,213    | 2,257    | 2.0%                  | 7.6%                         | No Significant Change |
| Kidnapping/Hostage Taking  | 51   | 67       | 70       | 4.5%                  | 37.3%                        | No Significant Change |
| Armed Robbery  | 198  | 186      | 182      | -2.2%                 | -8.1%                        | No Significant Change |
| Robbery  | 148  | 172      | 125      | -27.3%                | -15.8%                       | Improving             |
| Criminal Harassment/Stalking   | 94   | 108      | 207      | 91.7%                 | 119.3%                       | Needs Improvement     |
| Uttering Threats   | 424  | 439      | 458      | 4.3%                  | 8.0%                         | No Significant Change |
| Other Violent Crimes   | 47   | 65       | 77       | 18.5%                 | 62.4%                        | Needs Improvement     |
| Violent Crime Clearance Rates  | 55.4%  | 59.3%    | 68.2%    | 15.0%                 | 23.1%                        | Improving             |
| Other Measures   |  |          |          |                       |                              |                       |
| Update   |  |          |          |                       |                              |                       |
| Number of Blitz Campaigns  | The Downtown is a hotbed for criminal activity, chronic homelessness, and mental health and addictions. These issues contribute to chronic problems of intoxication, drug use, and dealing with persons suffering from mental health issues. The Beats and Bikes have been fenced into the three Business BIDS to deal with these issues. Additionally, each of the four Platoons are tasked with conducting 2 Beat Blitz's each year to address issues such as Panhandling, Intoxication, Bike and Pedestrian Safety, etc. The three Divisions as well utilize Beats when required to address some of their problems. |          |          |                       |                              |                       |

Goal 1 – Develop and implement effective prevention, intervention and suppression strategies to combat the changing face of crime and its causes

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|--|---|----------|----------|-----------------------|------------------------------|-------------------|
| Strategy 1.3 - Take Action to prevent Domestic Abuse.  |   |          |          |                       |                              |                   |
| Activities   |   |          |          |                       | Progress                     |                   |
| Increase public awareness of Clare's Laws.   |   |          |          |                       | In Progress                  |                   |
| Utilize the Province's Clare's Law training to train all SPS members.  |   |          |          |                       | Complete                     |                   |
| Utilize a victim service worker within Domestic Violence Court.  |   |          |          |                       | Ongoing Program              |                   |
| Key Updates  |   |          |          |                       |                              |                   |
| - Development of the online Training module is complete and was delivered in 2020.   |   |          |          |                       |                              |                   |
| - Victim Services provide short term support to victims of domestic violence, specifically within the first 48 hrs. and then they connect them with long term community supports. In addition, Victim Services Staff assist in creating safety plans, make referrals to safety shelters and involve outreach workers and counselors when required. |   |          |          |                       |                              |                   |
| Statistical Measures   |   |          |          |                       |                              |                   |
|  | 5 Year Average  | YTD 2019 | YTD 2020 | 2020 Change over 2019 | 2020 Change over 5 Year Avg. | Trending          |
| Domestic Disturbance Calls   | 5,757   | 5,198    | 6,450    | 24.1%                 | 12.0%                        | Needs Improvement |
| Other Measures   |   |          |          |                       |                              |                   |
|  | Update  |          |          |                       |                              |                   |
| Awareness Campaigns on Clare's Law   | The Saskatoon Police Service website has been updated to include information regarding Clare's Law and SPS has provided information to the public via Twitter, Facebook and news outlets. |          |          |                       |                              |                   |
| Staff trained on Clare's Law   | Online module developed and completed by members.   |          |          |                       |                              |                   |

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|--|----------------|----------|----------|-----------------------|------------------------------|-----------------------|
| Strategy 1.4 - Enhance communications and training to help prevent sexual offenses.  |                |          |          |                       |                              |                       |
| Activities   |                |          |          |                       | Progress                     |                       |
| Complete a report regarding different models aimed at reducing sexual offenses, including those on children. This includes review of the Philadelphia Model, Alberta Models (Sheldon Kennedy Centre) and others.   |                |          |          |                       | In Progress                  |                       |
| Develop a Trauma Informed Training model to be delivered to all members.   |                |          |          |                       | Complete                     |                       |
| Key Updates  |                |          |          |                       |                              |                       |
| - A Philadelphia Model pilot project in Regina is ongoing under direction of SACP. The SPS is following this pilot closely and awaiting outcomes to identify areas of concern. An internal report evaluating the most appropriate option moving forward to Saskatoon has been deferred until 2021.     |                |          |          |                       |                              |                       |
| - The SPS implemented an online Trauma Informed Training program in 2020. The majority of staff have completed the program and The Staff Sergeant in HR has followed up with those members that hadn't completed the required CPKN training and ensured that the mandatory training will be completed. |                |          |          |                       |                              |                       |
| Statistical Measures   |                |          |          |                       |                              |                       |
|  | 5 Year Average | YTD 2019 | YTD 2020 | 2020 Change over 2019 | 2020 Change over 5 Year Avg. | Trending              |
| Sexual Violations  | 377            | 489      | 404      | -17.4%                | 7.3%                         | No Significant Change |
| Commodification of Sex Activity  | 73             | 55       | 13       | -76.4%                | -82.1%                       | Improving             |
| Other Measures   |                |          |          |                       |                              |                       |
|  | Update         |          |          |                       |                              |                       |
| Members completed Trauma Informed Training   | Completed      |          |          |                       |                              |                       |

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|---|---|----------|----------|-----------------------|------------------------------|-----------------------|
| Strategy 1.5 - Reduce the amount of victimization due to Fraud.   |   |          |          |                       |                              |                       |
| Activities  |   |          |          |                       | Progress                     |                       |
| Develop a public awareness campaign with potential partnership with the Saskatchewan Association of Chiefs of Police (SACP).  |   |          |          |                       | Ongoing Program              |                       |
| Develop and Implement a Cyber Strategy including internal training and tools we could utilize in order to reduce online fraud and cyber crimes.   |   |          |          |                       | In Progress                  |                       |
| Prepare for the implementation of a Forensic Accountant position in 2021.   |   |          |          |                       | In Progress                  |                       |
| Increased efforts on Mail Theft (Identity Fraud). This includes continued discussions with Canada Post.   |   |          |          |                       | Ongoing Program              |                       |
| Continue the Senior Fraud Response Plan in partnership with the Saskatoon Council on Aging (SCOA).  |   |          |          |                       | Ongoing Program              |                       |
| Utilize the Crime Free Multi Housing Program to combat mail thefts.   |   |          |          |                       | Ongoing Program              |                       |
| Key Updates   |   |          |          |                       |                              |                       |
| <ul style="list-style-type: none"><li>- The Cyber Strategy is in the process of being updated and will be completed in early 2021.</li><li>- The Senior Fraud Response Plan is lead by the Economic Crime Section, who utilizes the Community Liaison Officers to provide education as requested. COVID-19 has prevented much of this work from occurring, however requests to provide educational opportunities through Zoom are accommodated.</li><li>- The Economic Crime Unit conducted presentations to new comers and seniors groups at malls, intake agencies, and seniors complexes. In addition this section works with Victim Services to support seniors who are victims of fraud. These presentations have been put on hold due to Covid.</li><li>- In order to increase the efforts on Mail Thefts, the SPS utilize a priority offender database to manage prolific offenders. Examples of this work include using analysis to determine repeat locations for mail theft, use trackers in mail in cooperation with Canada Post. and reach out to different property managers to instruct proper security techniques.</li><li>- Crime Free Multi-Housing returned to normal operations following Covid towards the end of May, 2020</li><li>- The Vulnerable Persons Unit began the implementation of the Mailbox Anti-Theft Initiative.</li><li>- Through social media and the Economic Crime Section, any new and relevant information regarding frauds, particularly if pertaining to seniors, is distributed by news releases. In addition Community Liaison and Patrol Officers attend to Seniors Complexes and provide presentations.</li></ul> |   |          |          |                       |                              |                       |
| Statistical Measures  |   |          |          |                       |                              |                       |
|   | 5 Year Average  | YTD 2019 | YTD 2020 | 2020 Change over 2019 | 2020 Change over 5 Year Avg. | Trending              |
| Total Fraud   | 1,868   | 2,040    | 1,831    | -10.2%                | -2.0%                        | No Significant Change |
| Fraud   | 1,287   | 1,259    | 945      | -24.9%                | -26.6%                       | Improving             |
| Fraudulently Obtaining Transport  | 51  | 39       | 34       | -12.8%                | -33.1%                       | Improving             |
| Fraud, Internet Scam  | 152   | 264      | 420      | 59.1%                 | 176.0%                       | Needs Improvement     |
| Identity Theft  | 56  | 112      | 111      | -0.9%                 | 97.5%                        | No Significant Change |
| Fraud - Identity Fraud  | 245   | 266      | 283      | 6.4%                  | 15.7%                        | Needs Improvement     |
| Counterfeiting Currency   | 72  | 92       | 29       | -68.5%                | -59.9%                       | Improving             |
| Fraud regarding Currency  | 5   | 8        | 9        | 12.5%                 | 87.5%                        | Needs Improvement     |
| Other Measures  |   |          |          |                       |                              |                       |
|   | Update  |          |          |                       |                              |                       |
| Awareness Campaigns   | The SPS currently leads the SACP Communications sub-committee. Member agencies of the committee focus on raising awareness about fraud as part of a multi-media fraud prevention week strategy. In 2020, the Economic Crime Staff Sergeant appeared on various news outlets in an effort to raise awareness. In addition the SPS released a video during Fraud Prevention Month called "Violet's Story" outlining an 85 year old fraud victims story in an effort to raise awareness. |          |          |                       |                              |                       |

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|--|--|----------|----------|-----------------------|------------------------------|-----------------------|
| Strategy 1.6 - Development of proactive strategies aimed at reducing victims from robberies.   |  |          |          |                       |                              |                       |
| Activities   |  |          |          |                       | Progress                     |                       |
| Early intervention including targeting prolific offenders and establishing early contact between investigators and potential suspects.   |  |          |          |                       | Ongoing Program              |                       |
| Utilize analytics and data to place officers in hot spot areas to increase visibility.   |  |          |          |                       | Ongoing Program              |                       |
| Maximize the use of the Crime Stoppers program.  |  |          |          |                       | Ongoing Program              |                       |
| Key Updates  |  |          |          |                       |                              |                       |
| <p>- The Patrol Analysts and Divisional Inspectors continue to develop offender management programs, that will be substantially implemented following COVID. The pandemic has offered time to brainstorm and look closely at the historically accepted methodology, and make it better.</p> <p>- Through COMPSTAT the SPS verify that we are identifying and sharing information between specialty sections such as SHOCAP and BECAP with Patrol. By attending meetings with CID, it is ensured that information regarding suspects and or prolific offender is shared throughout the service.</p> |  |          |          |                       |                              |                       |
| Statistical Measures   |  |          |          |                       |                              |                       |
|  | 5 Year Average   | YTD 2019 | YTD 2020 | 2020 Change over 2019 | 2020 Change over 5 Year Avg. | Trending              |
| Armed Robbery  | 198  | 186      | 182      | -2.2%                 | -8.1%                        | No Significant Change |
| Robbery  | 149  | 172      | 125      | -27.3%                | -16.1%                       | Improving             |
| Robbery Clearance Rates  | 31.3%  | 38.4%    | 49.5%    | 28.9%                 | 58.1%                        | Improving             |
| Other Measures   |  |          |          |                       |                              |                       |
|  | Update   |          |          |                       |                              |                       |
| Crime Stoppers Tips  | Crime Stoppers received 3,132 tips in 2020. Approximately \$6,600 in tips have been paid out. In 2020 Crime stoppers assisted in the following:<br>- 20 Arrests<br>- 26 Cases Cleared<br>- 93 Charges Laid<br>- 3 weapons recovered<br>- 2 vehicles recovered<br>- \$57,080 in cash recovered; and<br>- \$77,500 in drugs seized |          |          |                       |                              |                       |

## Goal 2 - Maintain core policing operations and address community concerns that affect public safety

| Goal 2 - Maintain core policing operations and address community concerns that affect public safety.   |   |
|--|---|
| Strategy 2.1 - Reduce acutely elevated-risk situations that individuals, families, or environments face in the community.  |   |
| Activities   | Progress  |
| Participate in the Hub to identify individuals, families and environments suffering from complex levels of risk that cannot be addressed by a single agency.   | Ongoing Program   |
| Support the Restorative Action Program (RAP).  | Ongoing Program   |
| Utilize the new Alternative Measures position to provide offenders with minimal criminal history opportunities to accept responsibility for crime without going to court.  | In Progress   |
| Evaluate the Strengthening Families Program, as Federal Funding is coming to an end in 2021 to determine the future of the program.  | In Progress   |
| Review the current PACT program with the goal of providing recommendations to support and strengthen and expand the current program.   | In Progress   |
| Review the current Cultural Unit structure with the goal of providing recommendations to support and strengthen the current program.   | In Progress   |
| Increase internal awareness of the Violent Threat Risk Assessment (VTRA) process.  | In Progress   |
| Review the current Crime Free Multi-Housing Program to ensure that the program activities are appropriately addressing the risks.  | In Progress   |
| Key Updates  |   |
| <ul style="list-style-type: none"> <li>- The HUB will expand its table to include Sask. Housing Authority. Adequate housing is a key issue to resolving many issues people face. Working on an MOU-Information Sharing Agreement.</li> <li>- The SPS is currently working on providing in-kind support for the RAP program by providing office space at the SPS Headquarters. This initiative will allow for the RAP and School Resource Officer program to work closer together.</li> <li>- The Alternative Measure Position was created in 2020, however, due to transfers and staff movement in the position it has seen minimal progress. Towards the end of 2020, a Permanent Sergeant has been assigned to the position and expect to build the program significantly in 2021.</li> <li>- The SPS is committed to the expansion of the PACT program in 2021. A letter of support has been sent to the Ministry of Health to continue to work towards expansion of the program.</li> <li>- The name of the Cultural Unit has been changed to Equity and Cultural Engagement Unit to better reflect its role at SPS. The development of a Public Liaison Team policy and recommendations will have that role assigned to members of the Unit. This will provide them an operational activity in support of Patrol officers at demonstrations and protests where they will use their community contacts to de-escalate the situation and provide police to organizer communications.</li> <li>- The Equity and Cultural Engagement Unit is also using its community contacts to deliver training to members on the LGBTQ2+ community in order to foster understanding between the community and the police.</li> <li>- The review of the Crime Free Multi-Housing Program is currently underway with a Board report expected in April 2021.</li> <li>- The Covid restrictions have made it difficult to provide internal education on the Violent Risk Assessment Process in 2020.</li> </ul> |   |
| Other Measures   |   |
|  | Update  |
| PACT - Number of Arrest and Emergency Department Diversions  | 2020 yearly total was 258 diversions from Emergency department and 33 diversions from arrest respectively. The PACT program was dispatched to 1639 calls in 2020.   |
| Number of Units participating in the Crime Free Multi-Housing Program  | As of December 31, 2020 there are 54 properties that have been fully certified by the Crime Free Multi-Housing Program. These 54 properties are made up of 2285 dwelling units  |
| VTRA - Number Internal Awareness/Education Initiatives   | VTRA in-service training was completed for C & D platoons prior to Covid. Training for the remainder of the Platoons has been impacted due to pandemic restrictions.  |
| Strengthening Families Report Status   | Evaluation of the Strengthening Families Program is underway including comparisons to other cities, finalizing program results, evaluating strengths and weaknesses and measures. Report is expected to be complete in early 2021 |

## Goal 2 - Maintain core policing operations and address community concerns that affect public safety

| Goal 2 - Maintain core policing operations and address community concerns that affect public safety.   |                |          |          |                       |                              |                       |
|--|----------------|----------|----------|-----------------------|------------------------------|-----------------------|
| Strategy 2.2 - Reduce the prevalence of meth and the types of offences caused by meth use.   |                |          |          |                       |                              |                       |
| Activities   |                |          |          |                       |                              | Progress              |
| Participate in the recommendations of the Safe Community Action Alliance's Crystal Meth Working Group.   |                |          |          |                       |                              | Ongoing Program       |
| Collaborate with National and Provincial Working groups aimed at providing support for the pillars of prevention, harm reduction and treatment.  |                |          |          |                       |                              | Ongoing Program       |
| Resource and develop a City drug strategy.   |                |          |          |                       |                              | In Progress           |
| Key Updates  |                |          |          |                       |                              |                       |
| <p>- Patrol Division submits monthly statistics on meth possession and trafficking charges to the SCAA, to provide perspective and a snapshot of the scope of the issues. Representatives provide input into the sub-section of work called suppression and enforcement. SPS also provides important perspectives to the areas of education and prevention. As a result of SPS and others input, a change in focus is likely to occur in 2021, with a more broad focus of drug and alcohol use. This is a direct result of changing dynamics with regard to fentanyl overdoses and increased presence of opioids in general.</p> <p>- The SPS continues to work with the CACP Drug Advisory Committee and SACP Drug Committee aimed at promoting safer and healthier communities through proactive leadership by addressing and influencing prevention, enforcement, harm reduction and treatment of substance abuse.</p> <p>- Chief Cooper sits on the Provincial Committee tasked with the creation of a Provincial Drug Strategy which continues to be under development in 2020. Once complete, a City Drug strategy will be developed that aligns with the Provincial Plan.</p> <p>- The SPS actively sits and participates with the SCAA and on the Crystal Meth working group to move forward on all recommendations made by the alliance. The SPS participates in and makes recommendations regarding Justice Issues that other partners may not be aware of or have expertise in. The SPS provides monthly Crystal Meth Possession and Trafficking stats to the Crystal Meth Working Group.</p> |                |          |          |                       |                              |                       |
| Statistical Measures   |                |          |          |                       |                              |                       |
|  | 5 Year Average | YTD 2019 | YTD 2020 | 2020 Change over 2019 | 2020 Change over 5 Year Avg. | Trending              |
| Meth Possession & Trafficking  | 381            | 478      | 480      | 0.4%                  | 26.0%                        | No Significant Change |
| Possession Other Illegal Drugs   | 212            | 144      | 202      | 40.3%                 | -4.7%                        | No Significant Change |
| Trafficking Other Illegal Drugs  | 81             | 70       | 126      | 80.0%                 | 55.6%                        | Needs Improvement     |

| Goal 2 - Maintain core policing operations and address community concerns that affect public safety.  |   |          |          |                       |                              |                       |
|---|---|----------|----------|-----------------------|------------------------------|-----------------------|
| Strategy 2.3 - Enhance the safety related to downtown and core neighbourhoods.  |   |          |          |                       |                              |                       |
| Activities  |   |          |          |                       |                              | Progress              |
| Work with the Lighthouse towards implementation of good neighbour practices.  |   |          |          |                       |                              | Ongoing Program       |
| Utilize the Downtown Summer Plan and Holiday Season Resourcing Plan.  |   |          |          |                       |                              | Ongoing Program       |
| Complete an internal report and implement (if applicable) outlining the Patrol Response Plan for Downtown Visibility.   |   |          |          |                       |                              | In Progress           |
| Work with Community Support Officers to enhance their effectiveness.  |   |          |          |                       |                              | Ongoing Program       |
| Participate with the Managed Alcohol Program (MAP) for chronic intoxicated individuals in the downtown core.  |   |          |          |                       |                              | Ongoing Program       |
| Develop and implement a deployment and training plan for officers assigned to the area of the safe consumption site.  |   |          |          |                       |                              | In Progress           |
| Review of the impact of the Safe Consumption site and associated responses utilizing our research partnership with CAN-SEBP.  |   |          |          |                       |                              | In Progress           |
| Key Updates   |   |          |          |                       |                              |                       |
| <p>- In 2020 (then) Inspector McBride was asked to participate on the Lighthouse Board. The creation of the Inter-agency Response to Downtown Safety and Saweyihtotan Outreach Group created a conflict, and McBride stepped away. This did enhance the SPS-Lighthouse relationship and provided a better level of understanding. Utilizing the Bikes and Beats, the ability to partner effectively continues to grow. Saweyihtotan will play a significant role in 2021.</p> <p>- The Downtown visibility projects of Walk with Purpose (summer) and Christmas Blitz (winter) ran in 2020. These programs are very well received by the business community, patrons and residents. In 2020 there was a shift towards focusing efforts, as opposed to exclusively providing presence. This concept will continue to develop in 2021.</p> <p>- A draft of the Patrol Response for Downtown Visibility is completed, however fine tuning and an incorporation of the alternative service delivery model will need to occur in the first quarter of 2021.</p> <p>- This relationship with the Community Support Officers continues to develop. In 2020 the Walk with Purpose Plan specifically identified a role for the CSOs, and the Bikes and Beats have been directed to both mentor, and learn from, the CSOs. Understanding each others unique role and leveraging each others strengths will continue to be a focus.</p> <p>- Through updates and information provided by the Vulnerable Persons Sergeant, Patrol members are provided the identification of those involved with the MAP program, and thereby enabling them to provide support and re-direction back to the program wherever possible. The program has also expanded due to COVID-19, to include less formal versions of the program at the Lighthouse Stabilization Unit and Travelodge Hotel.</p> <p>- The Community Mobilization Unit has made excellent headway with regard to building relationships with Prairie Harm Reduction, their clientele, and the surrounding businesses. PHR started supervised consumption on October 1st, 2020, and there has been no public outcry or tangible change to the environment for the worse. All CMU members who wanted to remain within the unit were given that opportunity, with only one leaving due to acting responsibilities.</p> <p>- As a result of the Safe Consumption Site delaying their start to October 1st, no significant analysis has been done to date.</p> |   |          |          |                       |                              |                       |
| Statistical Measures  |   |          |          |                       |                              |                       |
|   | 5 Year Average  | YTD 2019 | YTD 2020 | 2020 Change over 2019 | 2020 Change over 5 Year Avg. | Trending              |
| Downtown (DT) Crime   | 5,819   | 5,213    | 3,877    | -25.6%                | -33.4%                       | Improving             |
| DT Crimes Against the Person  | 257   | 306      | 254      | -17.0%                | -1.2%                        | No Significant Change |
| DT Crimes Against Property  | 1,445   | 1,307    | 923      | -29.4%                | -36.1%                       | Improving             |
| DT Other Criminal Code  | 3,997   | 3,514    | 2,616    | -25.6%                | -34.5%                       | Improving             |
| DT Criminal Code Traffic  | 37  | 29       | 27       | -6.9%                 | -26.2%                       | Improving             |
| DT Controlled Drug and Substance Act  | 83  | 57       | 57       | 0.0%                  | -31.7%                       | No Significant Change |
| Core Neighbourhood (CN) Crime   | 11,777  | 10,941   | 9,313    | -14.9%                | -20.9%                       | Improving             |
| CN Crimes Against the Person  | 1,150   | 1,140    | 1,091    | -4.3%                 | -5.2%                        | No Significant Change |
| CN Crimes Against Property  | 4,453   | 4,556    | 3,901    | -14.4%                | -12.4%                       | Improving             |
| CN Other Criminal Code  | 5,591   | 4,865    | 3,872    | -20.4%                | -30.8%                       | Improving             |
| CN Criminal Code Traffic  | 188   | 134      | 169      | 26.1%                 | -10.2%                       | No Significant Change |
| CN Controlled Drug and Substance Act  | 394   | 246      | 280      | 13.8%                 | -28.9%                       | No Significant Change |
| Number of calls to the Lighthouse   | 879   | 838      | 938      | 11.9%                 | 6.7%                         | Needs Improvement     |
| Calls Dispatched to the Safe Consumption Site   | 6   | 6        | 39       | 550.0%                | 509.4%                       | No Significant Change |
| Community Support Officer Calls Dispatched  | 771   | 877      | 815      | -7.1%                 | 5.7%                         | No Significant Change |
| Other Measures  |   |          |          |                       |                              |                       |
|   | Update  |          |          |                       |                              |                       |
| Meetings with Lighthouse Management   | The SPS continues to meet regularly with the Lighthouse and other Downtown Stakeholders to liaise and discuss available programming and issues that arise at the Lighthouse. The Good Neighbor practice is one of the methods of identifying ways that the Lighthouse can be seen as a viable and contributing business neighbor. |          |          |                       |                              |                       |

| Goal 2 - Maintain core policing operations and address community concerns that affect public safety.   |                |          |          |                       |                              |                       |
|--|----------------|----------|----------|-----------------------|------------------------------|-----------------------|
| Strategy 2.4 - Implement strategies with a focus on reducing the number of habitual runaways and missing persons.  |                |          |          |                       |                              |                       |
| Activities   |                |          |          |                       | Progress                     |                       |
| Actively participate in Operation Runaway with Egadz. Leverage any meaningful data from the SPPAL's Missing Person's Project.  |                |          |          |                       | Ongoing Program              |                       |
| Work with other organizations to expand the success of the Operation Runaway program.  |                |          |          |                       | Ongoing Program              |                       |
| Work with partners to update/renew current policies related to habitual runaways.  |                |          |          |                       | Ongoing Program              |                       |
| Working with the Province to expand the pilot project risk assessment to be utilized in all group homes across the Province.   |                |          |          |                       | Complete                     |                       |
| Key Updates  |                |          |          |                       |                              |                       |
| <ul style="list-style-type: none"><li>- Members of the Missing Person Unit continue to work with representatives from EGADZ as well as other agencies within Operation Runaway.</li><li>- The SPS and EGADZ continue to support and maintain the Operation Runaway Program designed to reduce the number of youth who runaway. Egadz is also currently looking at transitional housing models, to ensure at risk youth have opportunities as they get older, but still require a supported living environment. The SPS and EGADZ have presented on the positive decrease in missing reports to several different organizations throughout the province</li><li>- In service training has been conducted in 2020 to bring Patrol Constables assigned to Missing Person files additional tools and training.</li><li>- The Missing Person Unit works closely with the Public Affairs Division and the Predictive Analytic lab to assist in locating habitual runaways as well as to obtain information on missing persons.</li><li>- The Missing Person Unit was reorganized under the Major Crime Section in January 2020. This restructure has proved beneficial in file and information management when Missing Person Files transition to a Major Crime investigation.</li></ul> |                |          |          |                       |                              |                       |
| Statistical Measures   |                |          |          |                       |                              |                       |
|  | 5 Year Average | YTD 2019 | YTD 2020 | 2020 Change over 2019 | 2020 Change over 5 Year Avg. | Trending              |
| Missing Person Occurrences   | 2,788          | 3,146    | 2,664    | -15.3%                | -4.4%                        | No Significant Change |
| % of Missing Person Occurrences that are Habitual Runaways   | 73%            | 74.0%    | 73.0%    | -1.4%                 | 0.0%                         | No Significant Change |

| Goal 2 - Maintain core policing operations and address community concerns that affect public safety.  |                |   |          |                       |                              |           |
|---|----------------|---|----------|-----------------------|------------------------------|-----------|
| Strategy 2.5 - Ensure safe and efficient travel and traffic flow within the City.   |                |   |          |                       |                              |           |
| Activities  |                |   |          |                       | Progress                     |           |
| Develop and implement the annual traffic safety plan.   |                |   |          |                       | Ongoing Program              |           |
| Educate the public and stakeholders on the Combined Traffic Services Saskatchewan (CTSS) program.   |                |   |          |                       | Ongoing Program              |           |
| Raise awareness and enhance communications regarding the purpose of traffic enforcement.  |                |   |          |                       | Ongoing Program              |           |
| Key Updates   |                |   |          |                       |                              |           |
| <ul style="list-style-type: none"><li>- The SPS Traffic Plan for 2020 has been monitored and followed throughout the course of the year. The alignment of SGI's "Big 4" is the guide which was used as our section's template. Benchmarks were used to ensure that wherever possible, our goals were attained as projected.</li><li>- Due partially to COVID, SPS has not had the opportunity to educate our community about CTSS in a more in depth way, within the community. This will be a task that we will focus on in 2021, with the utilization of the Public Affairs section.</li><li>- SPS participated in the production of an SGI commercial, drawing attention to the issue of distracted driving. This is a very powerful commercial that received high recognition from the community.</li></ul> |                |   |          |                       |                              |           |
| Statistical Measures  |                |   |          |                       |                              |           |
|   | 5 Year Average | YTD 2019  | YTD 2020 | 2020 Change over 2019 | 2020 Change over 5 Year Avg. | Trending  |
| Traffic Collisions  | 6,726          | 5,638   | 3,670    | -34.9%                | -45.4%                       | Improving |
| Other Measures  |                |   |          |                       |                              |           |
| Update  |                |   |          |                       |                              |           |
| Awareness Campaigns   |                | Through Media releases and social media, the SPS Traffic Unit continues to educate the public on the benefits of traffic enforcement by issuing information pertaining to vehicle stops and concerns. |          |                       |                              |           |



### **OUR GOALS**

*Promote a healthy work environment and a culture of learning to ensure members reach their full potential.*

*Resource a growing and diverse city to ensure our members are effective and safe.*

## Goal 3 - Promote a healthy work environment and a culture of learning to ensure members reach their full potential

| Goal 3 - Promote a healthy work environment and a culture of learning to ensure members reach their full potential.   |        |   |      |      |                        |           |
|---|--------|---|------|------|------------------------|-----------|
| Strategy 3.1 - Work towards the SPS's being representative of the population we serve.  |        |   |      |      |                        |           |
| Activities  |        |   |      |      |                        | Progress  |
| Formalize the current recruitment strategy that provides initiatives to improve the Saskatoon Police Services' diversity to ensure we have a representative workplace.  |        |   |      |      |                        | Complete  |
| Key Updates   |        |   |      |      |                        |           |
| <p>- The year end statistics have not been finalized yet but there have been great strides made since 2002. For example, there has been a 120% increase of Indigenous employees since 2002. We understand there is more work required in order to achieve the Saskatchewan Human Rights Commission's goal of 14% for Indigenous people. An Indigenous Recruitment Strategy has been prepared and outlines a number of initiatives that will be taken in 2021 with the goal of increasing the number of applications and hires from target group members. Partnerships in the community, attracting suitable candidates, and providing assistance in the recruitment process will be our main focus. In 2020, 50% of the sworn members hired were from a target group. For the January 8, 2021 hires 82% were from a target group. There is a new staff member starting January 1, 2021 and this important work will be prioritized, monitored and reported on quarterly.</p> <p>- A formalized Indigenous Recruitment Strategy was developed in 2020. Initiatives from this strategy will be utilized in 2020. The strategy will be a living document and continue to grow and change as initiatives are evaluated.</p> |        |   |      |      |                        |           |
| Statistical Measures  |        |   |      |      |                        |           |
|   | 2016   | 2017  | 2018 | 2019 | 2019 Change since 2016 | Trending  |
| Sworn & Out of Scope Female Employees   | 185    | 189   | 193  | 204  | 10%                    | Improving |
| Sworn & Out of Scope Indigenous Employees   | 62     | 64  | 65   | 66   | 6%                     | Improving |
| Sworn and Out of Scope Persons with Disabilities  | 27     | 30  | 36   | 35   | 30%                    | Improving |
| Sworn and out of Scope Visible Minorities   | 26     | 29  | 28   | 28   | 8%                     | Improving |
| Other Measures  |        |   |      |      |                        |           |
|   | Update |   |      |      |                        |           |
| Recruitment Strategy Status   |        | Completed in 2020, to be implemented in 2021. |      |      |                        |           |

| Goal 3 - Promote a healthy work environment and a culture of learning to ensure members reach their full potential.   |   |
|---|---|
| Strategy 3.2 - Provide high caliber training that appropriately considers the needs of our people and organization.   |   |
| Activities  | Progress  |
| Prepare an annual Training Plan that develops our members and allows them to stay current on new legislation, new techniques and new policy.  | Complete  |
| Develop a long term ethics program that provides career long education and awareness to SPS Members.  | In Progress   |
| Key Updates   |   |
| <p>- Covid has had a significant impact on Training. The Unit has re-prioritized all training to focus on the mandatory training required for members (Firearms, Defensive Tactics and CEW). Saskatchewan Police College was completed both semesters with a number of adjustments made to delivery method and class size. Canadian Police College courses were limited and most other developmental opportunities were offered virtually or cancelled.</p> <p>- Professional Standards is in the beginning stages of evaluating the SPS current Ethics Program and recommending improvements. This work is expected to continue throughout 2021.</p> |   |
| Other Measures  |   |
|   | Update  |
| Annual Training Plan Status   | The annual training plan and calendar was completed at the beginning of 2020, however, due to Covid, this plan has been significantly adjusted in order to comply with related restrictions and budget realities. |
| Ethics Strategy Status  | Not Started   |

Goal 3 - Promote a healthy work environment and a culture of learning to ensure members reach their full potential

| Goal 3 - Promote a healthy work environment and a culture of learning to ensure members reach their full potential.   |  |
|---|--|
| Strategy 3.3 - Continue to support the mental and physical wellbeing of our people.   |  |
| Activities  | Progress   |
| Ensure employees have access to a variety of physical wellness programs.  | Ongoing Program  |
| A program that encourages staff to utilize available spiritual guidance resources such as Elders and the Chaplain to support mental wellbeing.  | Complete   |
| Update the current Mental Health Strategy.  | Ongoing Program  |
| Key Updates   |  |
| <p>- SPS's physical fitness routines have been impacted by Covid and all programming has been adjusted to follow strict Covid protocols. Although there has been a decrease to group workout options there are a number of staff that are working with our Wellness Coordinator for personal fitness training programs.</p> <p>- The Clinical Psychologist reviews options for members dealing with difficult issues. She suggests EFAP and support from Elders, Imams and Chaplains if they are looking for spiritual guidance or support. In 2021, the inclusion of Elders and the Chaplain to support members will be further utilized by the Cultural Unit to have them attend events at SPS to help build relationships and supports for members.</p> <p>- The Safeguard Program policy was revised in the spring of 2020 and several units were added to the program including PACT, Undercover Operator Program (active members only), Communications, Canine Unit, Explosive Disposal Unit, and the Crisis Negotiator Team. To date, 194 members have participated in the Safeguard Program, with 173 active participants in 2020. Of the 173 active participants, the Psychologist was able to meet with 149 of them in 2020.</p> <p>- In 2020, the Psychologist also continued to operate the Early Career Program, which includes three mandatory sessions (i.e., at three, six, and 12 months post-College) with each of the new recruits. The Psychologist spoke at the in-service training of two recruit classes and had 46 meetings with new recruits as part of this program in 2020.</p> <p>- Enhanced SPS's pandemic response plan to account for the unique challenges posed by Covid 19.</p> <p>- Robust decontamination protocols to protect members of the SPS.</p> <p>- Increased decontamination and cleaning to ensure that officers were healthy and safe as they provide assistance within the community.</p> |  |
| Other Measures  |  |
|   | Update   |
| Safe Guard Checks Completed   | <p>In 2020 the SPS completed 149 Safeguard Checks and Early Career sessions with each of the new recruits at 3, 6 and 12 months post college.</p> <p>In addition to the above 2 programs, 14 other members met with the Psychologist who were either self-referred or referred by Human Resources.</p> <p>The Psychologist also assisted in the hiring of both Special Constables (S/Cst.) and Regular Constables (Cst.) in 2020. In total, she conducted the pre-employment psychological evaluations of 10 S/Cst. candidates and 26 Regular Cst. candidates.</p> |

| Goal 4 - Resource a growing and diverse city to ensure our members are effective and safe.  |                |          |          |                              |                                   |                       |
|---|----------------|----------|----------|------------------------------|-----------------------------------|-----------------------|
| Strategy 4.1 - Ensure proper resource deployment.   |                |          |          |                              |                                   |                       |
| Activities  |                |          |          |                              |                                   | Progress              |
| Develop a short and long term plan aimed at streamlining the organizational structure of the SPS. Including the incorporation of tiered and low risk policing models.   |                |          |          |                              |                                   | In Progress           |
| Review and implement best practices on how to reliably measure front line responses and workload analysis.  |                |          |          |                              |                                   | In Progress           |
| Continue to review and adjust Committee work, both internally and with the SACP and CACP with roles and responsibilities.   |                |          |          |                              |                                   | Ongoing Program       |
| A short and long term plan to address instances where TSU callout is necessary to provide extra support for Patrol in order to maintain an optimum PAF. Added Training hours and had to backfill.   |                |          |          |                              |                                   | Complete              |
| Review the current impact of training on front line resources.  |                |          |          |                              |                                   | Complete              |
| A new plan for Patrol that uses information provided by analysts to place Members where they are needed, when they are needed and made available for other duties if required.  |                |          |          |                              |                                   | In Progress           |
| Key Updates   |                |          |          |                              |                                   |                       |
| <p>- The SPS is in the development of an Alternative Policing Model. The SPS has dedicated an Inspector to lead this program development. He has conducted significant community engagement regarding the potential roll out of a program as well as engaged with the Saskatoon Police Association. Recommendations and the roll out of the program are planned for 2021.</p> <p>- The SPS Planning Section has been researching best practice and gathering information from comparable Services across Canada in regards to a way to measure frontline responses and workloads. Early in 2021, this information will be available for presentation, and will enable informed discussion as the SPS determines what Patrol availability factor is appropriate within our context.</p> <p>- The new Collective Bargaining Agreement with the Saskatoon Police Association includes a 16 member full time TSU team with 8 additional part-time operators to be in place for January 2021. Implementation is expected to reduce the number of times TSU member training impacts Patrol Availability. The SPS will continue to monitor the impact of the change in 2021.</p> <p>- A change in deployment model is on hold until COVID-19 substantially disappears. Alternative deployment models in the face of the pandemic make any strategic changes difficult.</p> <p>- The Planning Section completed a review of training impact on patrol in 2020. The result of this review indicated that although the members receive an adequate amount of training, the vast majority of training is focused on legislative requirements. This review will continue to occur on an annual basis in order to make any required adjustments to SPS's training program.</p> <p>- Throughout the Covid Pandemic re-prioritized calls to ensure that police were available for serious situations requiring immediate intervention.</p> <p>- During Covid established the Call Back Unit to ensure a reporting &amp; feedback mechanism for the public.</p> |                |          |          |                              |                                   |                       |
| Statistical Measures  |                |          |          |                              |                                   |                       |
|   | 5 Year Average | YTD 2019 | YTD 2020 | 2020 Change over 2019        | 2020 Change over 5 Year Avg.      | Trending              |
| Dispatched Calls as a % of total Calls  | 74%            | 73%      | 65%      | -11.0%                       | -12.2%                            | Improving             |
| Overall Crime Rate (Per 1,000 population)   | 31.8           | 33.4     | 29.2     | -12.6%                       | -8.2%                             | Improving             |
|   | 2009           | 2012     | 2015     | 2018                         | Change from 2009                  | Trending              |
| Member Satisfaction Survey Results (Avg Morale Satisfaction)  | 87%            | 87%      | 87%      | 74%                          | 2021 - next Employee Moral Survey | Needs Improvement     |
|   | 2011           | 2012     | 2017     | Change from 2011             |                                   | Trending              |
| Community Satisfaction Survey Results (% of Very Satisfied & Somewhat Satisfied)  | 92%            | 92%      | 92%      | 2021 - next Inshgtrix Survey |                                   | No Significant Change |



### **OUR GOALS**

*Enrich the relationships between the Saskatoon Police Service and the many diverse communities that we serve.*

*Work with all levels of government to develop solutions to address community safety, health and social challenges.*

| Goal 5 - Enrich the relationships between the Saskatoon Police Service and the many diverse communities that we serve.  |   |
|---|---|
| Strategy 5.1 - Continue to engage with the Indigenous Community in a purposeful and meaningful way.   |   |
| Activities  | Progress  |
| Continue to engage with the Indigenous Community in a meaningful way, including:<br>1. Formalization of a potential Indigenous Engagement Strategy;<br>2. Deliver training to members which include indigenous cultural components;<br>2. Truth and Reconciliation Calls to Action; and<br>3. Missing and Murdered Indigenous Women and Girls Calls for Justice.  | In Progress   |
| Maximize the use of our facility for cultural events aimed at building and enhancing relationships with the indigenous community.   | Ongoing Program   |
| Plan and Implement an annual round dance to be hosted at the Saskatoon Police Service headquarters.   | Not Started   |
| Continue to attend and engage in Indigenous events and celebrations throughout the community.   | Ongoing Program   |
| Evaluate the recommendations from the Community Safety Knowledge Alliance (CSKA) report on features for a sustainable cross-cultural development program.   | Ongoing Program   |
| Hold a position on the Canadian Association of Chiefs of Police (CACP) Policing with Indigenous Peoples Committee and work to develop and implement best practices.   | Ongoing Program   |
| Continue involvement with the Indigenous Chiefs Advisory Committee and Indigenous Women Advisory Circle.  | Ongoing Program   |
| Key Updates   |   |
| <p>- The SPS Indigenous Engagement Strategy was delayed in 2020 due to Covid and remains in the foundational steps for the engagement. Steps taken in 2020 include the issuance of a tender for a third party Facilitator which is currently under review as well as the development of a draft terms of reference.</p> <p>- Angela Daigneault and Sgt Nowosad are active participants in the City of Saskatoon and Office of the Treaty Commissioner's Reconciliation Action and Measurement planning Pilot. City of Saskatoon piloted this program to help develop a framework for reporting and moving forward on outcomes and indicators which are linked to UNDRIP, TRC Calls to Action, MMIWG Calls to Justice, Rights of a Child, Etc.</p> <p>- Utilization of the SPS facility was impacted in 2020 due to Covid. Some events held include Justice Community Action group (started by Elder Nora Cummings) met three times at SPS and the Saskatchewan First Nation Women Commission (FSIN) Women's Secretariat held at SPS.</p> <p>- A round dance could not be implemented due to Covid restrictions in 2020.</p> <p>- the SPS ability to attend cultural events was impacted in 2020 due to Covid. Some key events we were able to participate in included July 2020: Walk for Ashley, Walking with our Angels, the 2020 Sisters in Spirit (online) and two day Wicahitowin conference which was attended by the Cultural Unit.</p> <p>- The recommendations of the Community Safety Knowledge Alliance have been reviewed and will continue to be implemented and incorporated into SPS decision making moving forward.</p> |   |
| Other Measures  |   |
|   | Update  |
| Completion of the Indigenous Engagement Strategy  | In development. See "Key Update" for further information.   |
| Number of events hosted   | Hosted events have been significantly reduced due to Covid restrictions in 2020.  |
| Number of events attended   | Covid has significantly impacted the SPS ability to attend events in 2020, however, prior to Covid members from the SPS were able to [anticipate in the Courageous Conversations about Reconciliation public event, the PWIP National Teleconference, Tipi Teachings at Wanuskewin and took in the Play Reasonable Doubt. |
| Indigenous Chiefs Advisory Committee and Indigenous Women Advisory Circle meetings held.  | Indigenous Chiefs Advisory Committee held in June and September. In addition Indigenous Women Advisory Circle Meetings were held in June, July, August, September and October.  |

Goal 5 - Enrich the relationships between the Saskatoon Police Service and the many diverse communities that we serve

| Goal 5 - Enrich the relationships between the Saskatoon Police Service and the many diverse communities that we serve.   |  |
|--|--|
| Strategy 5.2 - Continue to focus on relationships with Youth to build trust through education, collaboration and outreach.   |  |
| Activities   | Progress   |
| Continue the multicultural police cadet program for youth aged 10 - 15.  | Ongoing Program  |
| Develop a Youth Outreach program for at risk youth which includes recreational activities, relationship building with police and   | In Progress  |
| Build positive relationships through operation runaway support circles.  | Ongoing Program  |
| Review our School Liaison Program with an aim of providing recommendations to strengthen and support the existing program.   | In Progress  |
| Review the current summer student program to ensure it is achieving the goals of the program.  | Complete   |
| Co-host the Explore YXE Event.   | Not Started  |
| Host youth programs at our facility and attend events in the community that engage youth.  | Ongoing Program  |
| Continue the Youth Advisory Committee and the Cadet Orientation Police Studies (C.O.P.S.) Program.   | Ongoing Program  |
| Key Updates  |  |
| <ul style="list-style-type: none"> <li>- The SPS completed 6 Cadet classes prior to Covid</li> <li>- The SPS conducted 3 Police Presentations and Station Tours to newcomer youth groups.</li> <li>- The Explore YXE Event did not occur in 2020 due to Covid.</li> <li>- The review of the School Liaison Program is currently under review and is expected to be completed by the end of Q1 in 2021.</li> <li>- The Summer Student program was reviewed to determine if it was meeting the goals of the program. It was determined that the program has historically not met its goals which were mainly focused on recruitment of diversity candidates. The funding for this program has been reinvested in the Indigenous Recruitment Strategy.</li> </ul> |  |
| Other Measures   |  |
|  | Update   |
| Completion of the School Liaison Program review  | See "Key Updates" Section.   |
| Number of events hosted  | Hosted events have been significantly reduced due to Covid restrictions in 2020. |

| Goal 5 - Enrich the relationships between the Saskatoon Police Service and the many diverse communities that we serve.   |   |
|--|---|
| Strategy 5.3 - Sustain and foster existing positive relationships with multi-cultural communities.   |   |
| Activities   | Progress  |
| Be a member of the City of Saskatoon's Diversity, Equity and Inclusion Committee.  | Ongoing Program   |
| Maintain relationships with settlement agencies to provide SPS support through educational and engagement.   | Ongoing Program   |
| Continue SPS involvement with the Race Against Racism event.   | Ongoing Program   |
| Support the Interpreter Program to improve the quality and timeliness of interpreter services.   | In Progress   |
| Attend cultural events within the community and at religious centres.  | Ongoing Program   |
| Key Updates  |   |
| <ul style="list-style-type: none"> <li>- Covid has had a significant impact on the Saskatoon Police Service ability to engage with multi-cultural communities in 2020. With that being said the SPS did make efforts to attend events virtually and that were Covid safe as outlined below.</li> <li>- An On Line Presentations by the Cultural Unit was held for Global Gathering and Open Door Society. In addition Engagement Sessions were held regarding Black Lives Matter, Indigenous Lives Matter, Anti LGBTQ2S+ and COVID related Asian Community Concerns</li> <li>- The Race Against Racism was held over four days Sept 17,18,19,20 due to COVID restrictions. In addition Train Against Racism was held on Sept 25, which included SPS participation in an online panel discussion.</li> <li>- A review of the interpreter services is currently underway. The SPS is currently reviewing program with respect to administration, training, and ease of use for members as well as research into a on-line interpreter application called LISA (Languages in motion interpreting Services Application) to improve the timeliness that interpreter services can be provided.</li> <li>- SPS attended three Diversity, Equity and Inclusion Committee meetings with the City of Saskatoon in 2020.</li> <li>- Chief Cooper was a feature speaker at the Saskatoon Open Door Society's "Heart to Heart" with Police on September 2, 2020.</li> </ul> |   |
| Other Measures   |   |
|  | Update  |
| Number of events attended  | Covid has had a significant impact on the SPS ability to attend events.   |
| Number of engagement/education sessions with settlement agencies   | The SPS delivered Presentations and hosted Station Tours to newcomer groups including Global Gathering Place, Open Door Society and Sask Intercultural Association) from January to March 2020. |
| Measure participant numbers in the Race Against Racism event   | See "Key Update" Section.   |

Goal 5 - Enrich the relationships between the Saskatoon Police Service and the many diverse communities that we serve

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| Strategy 5.4 - Ensure the SPS is contributing to an age-friendly community.   |   |
| Activities  | Progress  |
| Inform older adults of access to emergency services and continue to host a police/fire senior's police academy.   | Ongoing Program   |
| Deliver educational campaigns to address personal safety, finance abuse, and physical/emotional violence against older adults.  | Ongoing Program   |
| Key Updates   |   |
| <p>- The SPS is still in a "holding pattern" as it relates to working with seniors within our community due to COVID, specifically with our "Seniors Police Academy". We are still waiting for Pandemic clearance prior to starting this initiative up again.</p> <p>- The SPS biggest contribution to this area is through our presentations and participation in events such as fraud, abuse and the annual "Spotlight On Seniors". These presentations and initiatives are also on hold due to outstanding Pandemic protocol. These connections with our Senior community are seen as being extremely valuable by all participants involved.</p> |   |
| Other Measures  |   |
|   | Update  |
| Number of awareness/educational campaigns targeted at seniors   | These topics are traditionally presented by School Liaison and Community Liaison Officers. The SPS participates as an exhibitor in a one day Senior's Symposium entitled "Spotlight on Seniors". This provides the SPS an opportunity to interact with thousands of seniors throughout the city who attend the show. This allows seniors to ask for questions regarding relevant topics such as personal safety and physical abuse. |

| Goal 5 - Enrich the relationships between the Saskatoon Police Service and the many diverse communities that we serve.  |  |
|---|--|
| Strategy 5.5 - Foster the relationship with the LGBTQ2S+ community and enhance SPS's knowledge of LGBTQ2S+ challenges related to policing.  |  |
| Activities  | Progress   |
| Participate in the Annual Pride Parade.   | Not Started  |
| Maintain a liaison role with Out Saskatoon through the Cultural Unit.   | In Progress  |
| Engage community through the Saskatoon Police Advisory Committee on Diversity (SPACOD).   | Ongoing Program  |
| Key Updates   |  |
| - The SPS continues to engage with OUT Saskatoon which included 3 meetings in 2020. In 2021, the SPS intends on engaging with the community regarding input on how bias impacts the reporting of violent crimes in their community. |  |
| Other Measures  |  |
|   | Update   |
| Participate in the annual pride parade  | The SPS did not participate in the Online Pride Parade in 2020 at the request of the Community. The SPS is hopeful to rejoin this event and celebration in the future. |
| Number of SPACOD Meetings/Engagement held   | SPACOD meetings occurred at SPS June and Sept. Next SPACOD meeting was scheduled for December but cancelled due to Pandemic restrictions.                              |

## Goal 6 - Work with all levels of government to develop solutions to address community safety, health and social challenges

| Goal 6 - Work with all levels of government to develop solutions to address community safety, health and social challenges   |                 |
|--|-----------------|
| Strategy 6.1 - Explore opportunities through regionalization to reduce the cost of policing and become more effective within the region.   |                 |
| Activities   | Progress        |
| Explore options and opportunities for a cost effective regionalized approach to police services.   | Ongoing Program |
| Key Updates  |                 |
| - The SPS continues to work with Regional Partners when requested regarding opportunities to potentially regionalize services. This initiative will be removed from the 2021 Business Plans and continue to be addressed on a request basis. |                 |

| Goal 6 - Work with all levels of government to develop solutions to address community safety, health and social challenges  |                 |
|---|-----------------|
| Strategy 6.2 - Work with the City of Saskatoon to align resources to maximize efficiency and effectiveness.   |                 |
| Activities  | Progress        |
| Work with the City to ensure we work together on common goals. Bylaw Enforcement, Crime Free Multi-Housing and Safer Communities and Neighbourhoods (SCAN) are some examples on where we can better understand how all these pieces fit together in order to optimize our combined responses.   | Ongoing Program |
| Key Updates   |                 |
| <ul style="list-style-type: none"> <li>- During the Covid Pandemic, the Saskatoon Police Service worked closely with the City of Saskatoon Emergency Operations Centre (EOC) in order to ensure a coordinated approach in the procurement of required supplies and services. In addition, this relationship contributed to an informed and coordinated approach to Covid between the Saskatoon Police Service and City of Saskatoon.</li> <li>- The SPS continues to work with the City of Saskatoon Special Events Committee through the Special Events Coordinator to ensure events address community safety concerns.</li> <li>- The SPS meets regularly with the Saskatoon Fire Department in order to align priorities and ensure community safety initiatives are delivered in the most effective and efficient manner possible.</li> </ul> |                 |

| Goal 6 - Work with all levels of government to develop solutions to address community safety, health and social challenges   |  |
|--|--|
| Strategy 6.3 - Collaborate with the Provincial Minister of Health/Justice to develop action to address mental health and addiction challenges.   |  |
| Activities   | Progress   |
| Explore opportunities with the Provincial and Federal Government to develop a Combined Drug Strategy.  | Ongoing Program  |
| Continue to work with Provincial and Federal partners to ensure the ongoing success and growth of cost shared programs.  | Ongoing Program  |
| Continue to participate in committees with the Canadian Association of Chiefs of Police (CACP) and the Saskatchewan Association of Chiefs of Police (SACP) to develop best practices and strategies to mental health, meth, fentanyl and traffic challenges.   | Ongoing Program  |
| Key Updates  |  |
| <ul style="list-style-type: none"> <li>- The SPS continues to explore opportunities with the Provincial and Federal Government regarding a combined Drug Strategy through our involvement with the CACP Drug Advisory Committee, Meth Sub-Committee and SACP Drug Committee.</li> <li>- The SPS continues to contribute to a variety of provincial and national committees through SACP and CACP specifically. The work of these committees has been impacted by Covid in 2020 as resources were reprioritized by participating services to address the pandemics within their communities. It is expected that the work of these committees will begin again in the second quarter of 2020.</li> <li>- The SPS continues to work with the provincial and federal government to address community safety through cost shared programs. Examples include the current Federal Grant for the Strengthening Families Program, renewed Municipal Policing Agreement with the Provincial Government.</li> <li>- The SPS is currently working on a report to the Board of Police Commissioners that will outline a variety of joint programs that are underway as well as statistics on calls for service that are not criminal in nature. It is intended that this report may lead to more discussions with provincial and federal partners on how services can be delivered in a more effective manner.</li> <li>- Worked with various emergency services to predict, react and prevent disruptions in service delivery during the Pandemic.</li> </ul> |  |
| Other Measures   |  |
|  | Update   |
| Combined Drug Strategy Status  | Opportunities to discuss and pursue this are currently being explored.   |
| CACP and SACP Committee involvement/outcomes status  | The SPS currently participates and contributes on a variety of CACP and SACP committees including Drug Advisory, Human Resources and Learning, National Strategic Communications, Organized Crime, Traffic, Policing with Indigenous Peoples and Psychological Service amongst others. |



#### **OUR GOALS**

*Ensure accessibility and enhance communications with the public, utilize communication to maintain transparency and public trust.*

*Foster a culture of engagement and collaboration through improved internal communications.*

Goal 7 - Ensure accessibility and enhance communications with the public, utilizing communication to maintain transparency and public trust

| Goal 7 - Ensure accessibility and enhance communications with the public, utilizing communication to maintain transparency and public trust.   |   |
|--|---|
| Strategy 7.1 - Awareness Campaigns.  |   |
| Activities   | Progress  |
| Effectively inform the public of the work of the Saskatoon Police Service.   | Ongoing Program   |
| Create educational content to enhance prevention and reduce victimization.   | Ongoing Program   |
| Ongoing appearances by the Chief on local media outlets.   | Ongoing Program   |
| Key Updates  |   |
| - Awareness campaigns, media releases and social media are key tools in order to maintain transparency and trust with the public. The Saskatoon Police Service continues to provide as much information as possible to keep the public informed and educated on a variety of topics. |   |
| Other Measures   |   |
|  | Update  |
| Number of Media Releases   | 895 news releases in 2020.  |
| Number of Awareness Campaigns  | Awareness Campaigns for the SPS COVID-19 response, fraud prevention, online shopping safety, members in the community, members and their family, beat blitz, coordinated responses - mobile crisis/PACT, domestic violence resources, business security tips, Police Week, One Uniform Many Specialties; Nova Scotia RCMP video tribute, Recruiting/Women in Policing and Missing Persons Week in 2020. |

| Goal 7 - Ensure accessibility and enhance communications with the public, utilizing communication to maintain transparency and public trust.   |  |
|--|--|
| Strategy 7.2 - Coordinated Communications.   |  |
| Activities   | Progress   |
| Identify and initiate opportunities to work with stakeholders of the service to ensure that communications are consistent and coordinated.   | Ongoing Program  |
| Key Updates  |  |
| - In 2020, the SPS has coordinated communications with agencies such as; City of Saskatoon, EMO, Saskatoon Fire, Regina Police Service, CACP, Canada Border Services Agency, Corrections and Policing and School Boards on topics such as; COVID-19 responses, Black Lives Matter as well as regular incident responses. |  |
| Other Measures   |  |
|  | Update   |
| Number of joint efforts with the City of Saskatoon   | The SPS has worked closely with the City of Saskatoon in 2020 in relation to the Covid response to ensure resources and supplies are in place and overall response is coordinated. |

| Goal 7 - Ensure accessibility and enhance communications with the public, utilizing communication to maintain transparency and public trust.     |  |
|--|--|
| Strategy 7.3 - Enhance the current brand of the Saskatoon Police Service within the community, province and country.                             |  |
| Activities   | Progress   |
| Develop and Implement an updated slogan and branding for the Saskatoon Police Service. Seek opportunities for brand                              | Ongoing Program  |
| Key Updates  |  |
| - The SPS Began soft-launch of BE THE DIFFERENCE brand in late summer to members as well as the public including updated logos and video series. |  |
| Other Measures   |  |
|  | Update   |
| Rebrand has been phased-in   | SPS has created a logo redesign which includes the new "Be the Difference" slogan. In addition, a soft launch of these branding changes can be seen in the annual report and SPS video introduction. |

| Goal 7 - Ensure accessibility and enhance communications with the public, utilizing communication to maintain transparency and public trust.   |   |
|--|---|
| Strategy 7.4 - Support the Board of Police Commissioners strategic goal to be the conduit between the Saskatoon Police Service and public.   |   |
| Activities   | Progress  |
| Coordinate public engagement with the Board of Police Commissioners.   | Ongoing Program   |
| Provide regular public reports to the Board of Police Commissioners.   | Ongoing Program   |
| Key Updates  |   |
| - The SPS has been working closely with the Executive Director of the Board of Police Commissioners in coordinated media availabilities amidst the Covid restrictions.<br>- Training sessions for board members that were planned regarding human trafficking and protests were delayed due to Covid and will be rescheduled when safe to do so. |   |
| Other Measures   |   |
|  | Update  |
| Preparation of Board reports   | Key reports taken to the Board of Police Commissioners in 2020 include topics such as Use of Force, Annual Diversity Report, Annual Traffic Report, 2020 - 2024 Strategic Plan and 2019 Crime Statistics, amongst others. |

Goal 7 - Ensure accessibility and enhance communications with the public, utilizing communication to maintain transparency and public trust

| Goal 7 - Ensure accessibility and enhance communications with the public, utilizing communication to maintain transparency and public trust.  |                 |
|---|-----------------|
| Strategy 7.5 - Maintain and enhance partnerships with media outlets.  |                 |
| Activities  | Progress        |
| Provide annual Media Police Academy events. Maintain the police media access to calls for service.  | Ongoing Program |
| Key Updates   |                 |
| <ul style="list-style-type: none"> <li>- The Covid restrictions have changed the way that the SPS and media interact over the past several months. The SPS has created regular media availabilities with the Chief through digital platforms during the Covid restrictions.</li> <li>- The annual media luncheon which is typically held in the fall was cancelled in 2020 due to the Covid Pandemic.</li> <li>- Planning to conduct a virtual media policy academy in 2021 is underway.</li> </ul> |                 |

## Goal 8 - Foster a culture of engagement and collaboration through improved internal communications.

| Goal 8 - Foster a culture of engagement and collaboration through improved internal communications.  |   |
|--|---|
| Strategy 8.1 - Improve communications between the executive team and front line sworn and civilian members.  |   |
| Activities   | Progress  |
| Complete an internal communications review including recommendations to improve internal communications moving forward.  | In Progress   |
| Important and timely updates will be provided in person by a member of the executive team.   | Ongoing Program   |
| Key Updates  |   |
| <ul style="list-style-type: none"> <li>- The Covid response in 2020 has required extensive internal communication to ensure that members were up to date on policy, procedures and efforts being made by the entire organization to adjust operations to ensure members safety. Regular internal updates early on during the COVID-19 pandemic response were created, with input and cooperation from the Saskatoon Police Association. In addition a Questions and Answer account was developed early during COVID to answer concerns and questions directly from members.</li> <li>- Prior to the Covid response, Parade presentations were held to provide an overview on the Saskatoon Police Service's involvement in the Enterprise Resource Planning or Fusion project in partnership with the City in order to modernize functions such as Payroll, Time &amp; Attendance and Finance.</li> <li>- The Chief held Parade Presentations early in 2020 in order to provide an annual update to all members of the service.</li> <li>- Formed an Internal Communications Review Committee with cross-section of members. Meetings will continue in 2021 and will result in the creation of recommendations to improve internal communications.</li> <li>- Seven internal monitors were installed throughout building to get important information to members in a quicker manner.</li> </ul> |   |
| Other Measures   |   |
|  | Update  |
| Opportunities for Employee feedback and  | The Covid response required extensive and ongoing engagement with members and the Police Association in order to address concerns and ensure the safety of our members. |
| Number of updates / presentations held   |   |

| Goal 8 - Foster a culture of engagement and collaboration through improved internal communications.   |   |
|---|---|
| Strategy 8.2 - Include stakeholders in decisions that impact them.  |   |
| Activities  | Progress  |
| Continue to grow and improve the current approach to implementing new initiatives, which will include collaboration with front line staff on important changes that impact them.  | Ongoing Program   |
| Key Updates   |   |
| <ul style="list-style-type: none"> <li>- The Saskatoon Police Service released its 2020 - 2024 Strategic Plan during Q1 of 2020. This plan was developed with extensive input from members, the Saskatoon Police Association and community stakeholders.</li> <li>- The Covid response undertaken by the SPS in 2020 was developed through consultation with the medical community, City of Saskatoon, members and the Saskatoon Police Association.</li> <li>- A potential adjustment to the current districts in which Patrol operate in is under development. Consultation with members will be completed prior to any implementation to ensure it reflects the needs of the community.</li> </ul> |   |
| Other Measures  |   |
|   | Update  |
| Number of Initiatives Engaged on  | See "Key Updates" section for an overview.  |
| Standing Committee's in place for implementing new initiatives.   | The SPS has a number of committee in place to engage members on potential improvements to the service. This includes the Equipment Committee and Morale Committee amongst others. |

| Goal 8 - Foster a culture of engagement and collaboration through improved internal communications.   |                 |
|---|-----------------|
| Strategy 8.3 - Create opportunities for transfers of organizational knowledge throughout the Service.   |                 |
| Activities  | Progress        |
| Create and implement communication initiatives including presentations, training, "Did you know" campaigns and other initiatives.   | Ongoing Program |
| Key Updates   |                 |
| - Multi media campaigns featuring members in the community and members with family were very well received both internally and externally. Planning a Mental Health Week series focusing on members for May 2021. |                 |



#### **OUR GOALS**

*Ensure sustainability by developing leading practices and maintaining an innovative Service.*

*Utilize technology to increase effectiveness and efficiency.*

Goal 9 - Ensure sustainability by developing leading practices and maintaining an innovative service.

| Goal 9 - Ensure sustainability by developing leading practices and maintaining an innovative service.   |   |
|---|---|
| Strategy 9.1 - Modernize the SPS's administrative processes.  |   |
| Activities  | Progress  |
| Implementation of the Fusion (ERP) Project that will modernize many of SPS's Finance, HR and Payroll processes.   | In Progress   |
| Key Updates   |   |
| <p>- HR and Finance have been working on scripting for the new system and will be as prepared as we can be for when the system goes live in January. The workload issue in HR has been addressed by assigning one senior HR Consultant and one junior HR Consultant to work on implementation. A Staff Sergeant has been transferred into the Division that will be equipped to deal with the Training component of the system.</p> |   |
| Other Measures  |   |
|   | Update  |
| Modules Implemented   | No modules have been implemented yet. Implementation begins on January 1, 2021. |

| Goal 9 - Ensure sustainability by developing leading practices and maintaining an innovative service.   |             |
|---|-------------|
| Strategy 9.2 - Ensure that the SPS is Financially Sustainable into the Future.  |             |
| Activities  | Progress    |
| Complete a Business Case regarding Fleet Management options.  | In Progress |
| Key Updates   |             |
| <p>Research is underway including reviewing the costing analyses completed by prior Director of Asset Management and Central Records. The future business case will include the comparison of status quo, police managing their own fleet and outsourcing the leasing and maintenance of all police vehicles.</p> |             |
| Other Measures  |             |
|   | Update      |
| Business Case Completed.  | In Progress |

| Goal 9 - Ensure sustainability by developing leading practices and maintaining an innovative service.   |             |
|---|-------------|
| Strategy 9.3 - Review Policies, including evaluating record retention best practices and how they compare to the Saskatoon Police Services current  |             |
| Activities  | Progress    |
| Create an Information Governance Committee to review the current state of policies and records retention and provide recommendations for improvement.   | Complete    |
| Review and test the Information Technology Disaster Recovery Plan.  | Not Started |
| Review and test Critical Incident Response Plan.  | Complete    |
| Key Updates   |             |
| <p>- The Information Governance Committee has been formed and has met several times in 2020 (delays occurred due to COVID). One of the key recommendations to be implemented in 2020 is the proactive review of current policy and procedures which is planned to be updated on a new 2-year cycle. This will ensure that policy and processes are up to date and reviewed in a timely manner.</p> <p>- The review and test of the Information Technology Disaster Recovery Plan and Critical Incident Response Plan were delayed in 2020 due to the Covid response as well as staff turnover. The Disaster Recovery Plan is planned to be deferred until 2021.</p> |             |

| Goal 9 - Ensure sustainability by developing leading practices and maintaining an innovative service.  |   |
|--|---|
| Strategy 9.4 - Utilize evidence based practices in policing.   |   |
| Activities   | Progress  |
| Partner with the Canadian Society for Evidence Based Policing (CAN-SEBP) on various research. This includes the review of the impact of the safe consumption site in 2020.   | In Progress                                       |
| Key Updates  |   |
| <p>-The SPS currently has one research agreement in place with CAN-SEBP regarding the Safe Consumption Site. Baseline stats regarding calls for service and associated charges are currently being gathered and will be compared to figures after the site has opened which will form the basis of the eventual report and analysis.</p> |   |
| Other Measures   |   |
|  | Update  |
| Number of times CAN-SEBP utilized.   | Currently have 1 research agreement with CAN-SEBP |
| Safe Consumption Site review status.   | Ongoing   |

| Goal 10 - Utilize technology to increase effectiveness and efficiency.  |             |
|---|-------------|
| Strategy 10.1 - Implement a Digital Evidence Management System.   |             |
| Activities  | Progress    |
| Implementation of the Fusion (ERP) Project that will modernize many of SPS's Finance, HR and Payroll processes.   | In Progress |
| Gather requirements, clarify target state and conduct a gap analysis for a Digital Evidence Management System.  | Not Started |
| Build or Acquire a Digital Information Management System.   | Not Started |
| An assessment on the use of body worn cameras; including an cost-benefit analysis and implementation plan.  | In Progress |
| Key Updates   |             |
| <p>- The Fusion program is set to launch on January 1, 2021. The SPS has been actively involved in development and testing throughout 2020.</p> <p>- The preliminary research and project plan Body Worn Camera's was presented to the Senior Executive Team in June, 2020. The SPS has assigned a dedicated Sergeant to the Body Worn Camera Project to lead policy development, training, change management and stakeholder engagement throughout 2021. The plan is to have a deployment of approximately 25 cameras by the end of 2021.</p> <p>- The Digital Information Management System that was originally anticipated to begin in the first half of 2020, was delayed due to the Covid response and staff turnover. It is expected that this work will begin in early 2021.</p> |             |

| Goal 10 - Utilize technology to increase effectiveness and efficiency.  |          |
|---|----------|
| Strategy 10.2 - Completion of a Strategic Plan for IT within the Service.   |          |
| Activities  | Progress |
| Complete a Strategic Plan for IT within the Service which will form the roadmap for future IT decisions, including Cloud Storage.   | Complete |
| Key Updates   |          |
| - The SPS IT Division has completed a Roadmap which outlines the key priorities for the service over the next 2 years. This plan provides expected timeframes and resource requirements for each project. |          |

| Goal 10 - Utilize technology to increase effectiveness and efficiency.  |                 |
|---|-----------------|
| Strategy 10.3 - Bridge Investigative and Operational Solutions through the application of Information Technology.   |                 |
| Activities  | Progress        |
| Develop a replacement plan for Criminal Investigation Division's technology requirements.   | Ongoing Program |
| Continue to be at the lead of technology developments in order to assist with investigations and operations.  | Ongoing Program |
| Key Updates   |                 |
| <p>- The Training Unit is ready for the training roll out for the 9mm when it is approved by the Commission. The carbine plate project for Patrol is partially complete, the plates and carriers have been received and the installation into Patrol cars is underway.</p> <p>- The Service Center Interview rooms and non-contact interview rooms have been updated in the first half of 2020. Future capital budgets include more replacements for CID technology requirements.</p> <p>- CID is rebuilding 2 drop car kits for increase efficiency of surveillance equipment and collection and adding an additional full drop car kit. This will ensure 3 complete kits are available for use as they are the most requested/used tools at present and are used extensively.</p> |                 |

| Goal 10 - Utilize technology to increase effectiveness and efficiency.   |             |
|--|-------------|
| Strategy 10.4 - Ensure that current efficiencies and technology solutions are maintained.  |             |
| Activities   | Progress    |
| 1. In Car Notebook Replacements;<br>2. Network Printer Replacements;<br>3. VOIP Phone Replacements;<br>4. Windows 10 Upgrade;<br>5. Wi-Fi Upgrade.   | In Progress |
| Key Updates  |             |
| - Due to the impact of Covid and staff turnover in 2020, the IT division had to re-adjust its priorities. The majority of these projects have been deferred until 2021, except for the Windows 10 upgrade which is nearing completion. |             |

| Goal 10 - Utilize technology to increase effectiveness and efficiency.  |              |  |             |
|---|--------------|--|-------------|
| Strategy 10.5 - Ensure that the current Radio Network is secure, efficient and effective.   |              |  |             |
| Activities  |              |  | Progress    |
| Work with the City of Saskatoon on a review of the current Radio Network which will outline recommendations to maintain and improve radio services.   |              |  | In Progress |
| Key Updates   |              |  |             |
| - The Radio Review is currently underway, which is a joint project with the City of Saskatoon. It was delayed in 2020 due to Covid and staff turnover with the City of Saskatoon. The initial stage is stakeholder engagement meetings with SPS rep's to be scheduled during winter/spring 2021. Following this engagement the City is planning on bringing a telecommunications consultant in later stage before formalizing a long-term radio strategy. |              |  |             |
| Other Measures  |              |  |             |
|   | Update       |  |             |
| Radio Network review completed.   | In Progress. |  |             |