

“PUBLIC AGENDA”

TO: Jo Custead, Chairperson
Board of Police Commissioners

FROM: Troy Cooper
Chief of Police

DATE: 2021 February 18

SUBJECT: 2021 Business Plan

FILE #: 2,022

ISSUE:

The purpose of this report is to present the Saskatoon Police Service’s 2021 Business Plan.

RECOMMENDATION:

That the information be received.

STRATEGIC THEMES:

This report provides an update on all of the Strategic Themes identified in the Strategic Plan and the activities planned for 2021.

BACKGROUND:

The development of the 2020 – 2024 Strategic Plan marks the first time the Saskatoon Police Service 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 that provides more specific activities and performance measures under each goal included in the Strategic Plan.

This report presents the Saskatoon Police Service’s 2021 Business Plan.

DISCUSSION:

Development of the 2021 Business Plan began in fall 2020. Superintendents engaged with their teams to review the 2020 Business Plan and have internal discussions on what worked, what didn’t work and the path forward on each goal outlined in the 2020 – 2024 Strategic Plan. Following this engagement, the remainder of the Executive Team through several meetings reviewed the engagement and updated the 2021 Business Plan.

“PUBLIC AGENDA”

Some of the key updates made to the 2021 Business Plan include:

- Safely restarting community engagement and relationship building events during the Covid Pandemic through the use of technology;
- Emphasizing our commitment and involvement with other Community Safety Organizations such as the Okihtcitawak Patrol Group and Sawêyhtotân;
- Highlighting the Body Worn Camera project as a key priority in 2021;
- Finalization and implementation of the Saskatoon Police Service’s first Alternative Policing Model; and
- Reviewing current Saskatoon Police Service models to evaluate whether there are more effective methods. This includes a review of the CompStat Model, the use of Divisional Crime Analysts and the current District Model.

These are just some of the many key updates made to the 2021 Business Plan. This Business Plan is intended to be used both as an internal and external documents to enhance transparency by outlining the Service’s key priorities as well as ensure that the Saskatoon Police Service team is aligned on expectations and the organization as a whole is moving in the same direction.

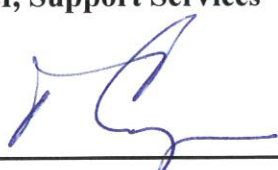
A mid-year and year-end update will be provided to the Board of Police Commissioners on the status of this plan throughout 2021.

ATTACHMENT:

1. 2021 Saskatoon Police Service Business Plan

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

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

Approved by: 
Troy Cooper
Chief of Police

Dated: **February 5, 2021**



SASKATOON --- **POLICE SERVICE**

BE THE DIFFERENCE

Saskatoon Police Service 2021 Business Plan

Crime and Safety

Goal 1 - Develop and implement effective prevention, intervention and suppression strategies to combat the changing face of crime and its causes.			
Strategy	Activities	Outcomes	Measures
Strategy 1.1	Develop and implement initiatives aimed at reducing property crime.	Increase visible professional presence to reduce crimes of opportunity.	Crime rates for stolen autos, graffiti and other property crime.
	Utilize awareness campaigns to educate homeowners on how to better secure their properties.	Utilize awareness campaigns to educate homeowners on how to better secure their properties.	Clearance rates
	Partner with Community Associations regarding communications and messaging.	Partner with Community Associations regarding communications and messaging.	Number of awareness campaigns aimed at reducing property crime.
	Utilize awareness campaign initiatives as related to stolen vehicles.	Utilize awareness campaign initiatives as related to stolen vehicles.	Number of partnerships with Community Associations
	Investigate the opportunity and benefit for developing a full time Graffiti and Arson Investigator position.	Investigate the opportunity and benefit for developing a full time Graffiti and Arson Investigator position.	
	Monitor and focus on Prolific Offenders by utilizing the Break & Enter and Stolen Auto Committee.	Monitor and focus on Prolific Offenders by utilizing the Break & Enter and Stolen Auto Committee.	
	Improved use of Crime Analysts to be offender focused and target prolific offenders.	Improved use of Crime Analysts to be offender focused and target prolific offenders.	
	Enhance collaboration between Patrol Division and Criminal Investigations Division (CID) in response to property crime.	Enhance collaboration between Patrol Division and Criminal Investigations Division (CID) in response to property crime.	
	Address underlying issues such as drugs, addictions and mental health.	Address underlying issues such as drugs, addictions and mental health.	
		Most property crime is a result of underlying issues such as drug additions and mental health. Focusing resources on this area and addressing the underlying issue should assist in reducing property crime.	
Strategy 1.2	Ensure that the SPS's response to violent crime is appropriate and effective.	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.	Violent crime rates
		Increased use of analytics and data to ensure a more focused approach on offenders and locations.	Crime Severity Index
		Utilize blitz policing in identified hot spots.	Clearance rates
	Utilize the Guns and Gangs Team resources locally to address violence.	Utilize blitz policing in identified hot spots.	Number of Blitz Campaigns
		Ensure that the Guns and Gangs Team is addressing gang violence utilizing proactive and modern techniques.	

Crime and Safety

Strategy 1.3	Take Action to prevent Domestic Abuse and thoroughly investigate it when it occurs.	Increase public awareness of Clare's Laws.	The importance of Clare's Law was under the radar with the impact of Covid in 2020. The initiative aims to enhance awareness surrounding Clare's Law and its use through communication and social media.	Domestic Abuse Rates Number of public awareness campaigns on Clare's Law Number of staff trained on Clare's Law.
		Continue to thoroughly investigate reports of domestic violence and province appropriate supports.	This activity aims to provide successful investigative outcomes when Domestic Violence occurs and ensure that survivors are given access to the best supports available.	
		Perform a review regarding the use of the Domestic Violence Risk Indicator Checklist.	This activity aims to review the use of the Domestic Violence Risk Indicator Checklist that was implemented in 2018. Depending on the results of this review, appropriate recommendations should be provided and implemented to increase use if required.	
		Utilize a victim service worker within Domestic Violence Court.	This initiative aims at continuing to utilize a resource in order to provide support for domestic abuse victims.	
		Investigate opportunities to address the need and benefits for a Centre for Sexual Assaults within Saskatoon.	The outcome for this activity in 2021 is to complete an issue report that provides research and evidence supporting the path forward for Saskatoon in relation to a Centre for Sexual Assaults.	
Strategy 1.4	Enhance communications and training to help prevent sexual offenses.	Investigate opportunities to improve the sexual assaults complaints process that occurs at the service centre.	The current service centre may be a barrier for some sexual assault victims. This action aims to provide options on how to improve the triage process at the service centre.	Number of sexual offenses Members completed Trauma Informed Training Number of awareness campaigns
		Continue to investigate reports of child physical abuse, child neglect, child sexual abuse and sexual assaults where the victim is 16 years or older.	These activities are the foundation of the Sex Crimes and Child Abuse section at the SPS. The members of this unit have specific training in order to successfully conclude investigations and provide survivors with the best supports available.	
		Provide appropriate supports and contacts for survivors of sexual assaults.		

Crime and Safety

Strategy 1.5	Reduce the amount of victimization due to Fraud.	Continue to deliver public awareness campaigns with potential partnership with the Saskatchewan Association of Chiefs of Police (SACP).	Educate the public on fraud prevention and common fraud schemes so that the public can safeguard themselves and reduce victimization.	Fraud rates. Mail thefts.
		Appropriately implement the civilian resource approved as part of 2021 budget to the Fraud unit.	A civilian resource for the Fraud unit was approved as part of the 2021 budget. This activity aims to deploy this resource to improve the department's efficiency and effectiveness.	Number of awareness campaigns.
		Develop and Implement a Cyber Strategy including internal training and tools we could utilize in order to reduce online fraud and cyber crimes.	A comprehensive Cyber Strategy with initiatives and recommendations aimed at reducing cyber crimes and frauds.	Completion of the Cyber Strategy
		Increased efforts on Mail Theft (Identity Fraud). This includes continued discussions with Canada Post.	Implement strategies aimed at reducing mail thefts through continued discussions and partnerships with Canada Post.	
		Continue the Senior Fraud Response Plan in partnership with the Saskatoon Council on Aging (SCOA).	Implementation of recommendations from the Senior Fraud Response Plan in order to reduce the victimization of seniors.	
Strategy 1.6	Development of proactive strategies aimed at reducing victims from robberies.	Utilize the Crime Free Multi Housing Program to combat mail thefts.	Work with multi housing areas in order to reduce and prevent crime within their complexes.	Robbery rates
		Early intervention including targeting prolific offenders and establishing early contact between investigators and potential suspects.	Increasing the use of analytics and focusing on prolific offenders, is aimed at reducing robberies by focusing resources on high risk individuals and locations.	Clearance Rates
		Utilize analytics and data to place officers in hot spot areas to increase visibility. Maximize the use of the Crime Stoppers program.	Continue to utilize Crime Stoppers as an effective tool to communicate, educate and solve crimes.	Crime Stoppers Statistics/Usage

Crime and Safety

Goal 2 - Maintain core policing operations and address community concerns that affect public safety.			
Strategy	Activities	Outcomes	Measures
Continue to address acutely elevated risk situations that individuals, families, or environments face in the community.	Participate in the Hub to identify individuals, families and environments suffering from complex levels of risk that cannot be addressed by a single agency.	Provide immediate, coordinated and integrated responses through mobilization of resources to address situations facing individuals and/or families with acutely elevated risk factors, as recognized across a range of service providers. Ultimately, HUB connects people to supports that they may not be aware of or know how to access on their own.	PACT - Number of Arrest and Emergency Department Divisions Number of Units participating in the Crime Free Multi-Housing Program VTRA - Number Internal Awareness/Education Initiatives Strengthening Families Report is completed.
	Support the Restorative Action Program (RAP). Utilize the new Alternative Measures position to provide offenders with minimal criminal history opportunities to accept responsibility for crime without going to court.	Achieve positive outcomes for at risk youth. Increase the usage of Alternative Measures to improve outcomes for those with minimal criminal history.	
	Continue to work with the Safe Community Action Alliance and Community Safety and Wellbeing Program to ensure their goals and objectives are aligned.	The outcome of this activity is to ensure that these two organizations are working in the same direction to solve community safety challenges in Saskatoon. This will be completed partially, through SPS's involvement in an oversight executive committee for both organizations.	
	Evaluate the Strengthening Families Program, as Federal Funding is coming to an end in 2021 to determine the future of the program.	Finalize a report that analyzes the success of the Strengthening Families Program and any associated recommendation to discontinue or continue the program.	
	Work with partners towards the goal of expanding the PACT team.	Finalize a report that provides recommendations on how to strengthen the current programs.	
	Review the current Cultural Unit structure with the goal of providing recommendations to support and strengthen the current program.	Ensure that members are informed of the benefits of the VTRA process and it is effectively deployed where applicable.	
	Increase internal awareness of the Violent Threat Risk Assessment (VTRA) process.	Provide an annual report to the Board of Police Commissioners that provides a review of the program.	
	Review the current Crime Free Multi-Housing Program to ensure that the program activities are appropriately addressing the risks.		

Crime and Safety

Strategy 2.2 Reduce the prevalence of drugs in the community and the types of offences caused by drug use.	Participate in the recommendations of the Safe Community Action Alliance's Crystal Meth Working Group.	Implement the recommendations that the SPS is involved with in order to reduce the prevalence of meth in the community.	Meth and Illegal Drug Statistics Drugs Seized Number of recommendations from the Safe Community Action Alliance the SPS has implemented or participated in.
	Collaborate with National and Provincial Working groups aimed at providing support for the pillars of prevention, harm reduction and treatment.	Continue to be engaged on national and provincial review of best practices and emerging trends.	
	Continue to utilize the Community Mobilization Unit around the Safe Consumption site to maximize the sites benefit while minimizing any community safety issues.	This activity aims to ensure a safe environment surrounding the Safe Consumption site, while maximizing its usage and associated benefits.	
	Continue to provide Drug Trafficking specific enforcement and investigations.	This activity aims to reduce the prevalence of drugs in the community through successful Drug Trafficking enforcement initiatives.	
	Continue to work with the Province regarding the development of a Provincial Drug Strategy including having SPS Crime Analysts provide local data to the Provincial Drug Task Force to ensure Saskatoon's current challenges are understood and tracked.	The outcome of this strategy is to develop a comprehensive provincial drug strategy which could be leveraged in individual municipalities to address the growing drug issues in our community.	
	Work with the Lighthouse, Saskatoon Tribal Council and other shelter initiatives towards implementation of good neighbour practices.	Work with the lighthouse, Saskatoon Tribal Council and other shelter initiatives to implement good neighbour practices with the goal of reducing calls and perceived safety concerns in the area.	
Strategy 2.3 Enhance the safety related to downtown and core neighbourhoods.	Utilize evidence based Blitz policing in the Downtown during the summer and Holiday Season-to enhance visibility in strategic locations.	Increase resources during busy parts of the year downtown in order to improve safety in this area.	Core Neighbourhood and Downtown Crime Statistics Number of calls to the Lighthouse Lighthouse Status Update Number of Blitz' in the Downtown Community Support Officers Calls Number of calls to the Safe Consumption Site. OPG Status Update
	Finalize and implement the Saskatoon Police service Downtown Safety Plan.	Implement the Downtown Safety to achieve the three goals as outlined in the plan 1. Reduce crime in the Downtown and Riversdale districts; 2. Work with partners to address non-criminal activities that impact public safety; and 3. Enhance community education	
	Work with Community Support Officers to incorporate their roles and responsibilities into the overall Alternative Policing Strategy which is in development and anticipated to be piloted in 2021.	Work directly with Community Support Officers to develop strategies to ensure their duties are considered in the development of the Alternative Policing Model.	
	Participate with the Managed Alcohol Program (MAP) for chronic intoxicated individuals in the downtown core.	Support individuals that face addiction challenges through a managed program.	
	Work with the Okitciwak Patrol Group (OPG) and Saweyihotat to enhance their presence and role within the community.	The goal of this activity is to asset the OPG and Saweyihotat in anyway the SPS can to ensure they are successful.	
	Review of the impact of the Safe Consumption site and associated responses utilizing our research partnership with CAN-SEBP.	Finalize a report that outlines the impact of the Safe Consumption Site including recommendations to improve safety in the area if applicable.	

Crime and Safety

Strategy 2.4	Implement strategies with a focus on reducing the number of habitual runaways and missing persons.	Actively participate in Operation Runaway with Egadz. Leverage any meaningful data from the SPPAL's Missing Person's Project.	Continue to work on collaborative solutions with other agencies in order to develop and implement solutions to reduce habitual runaways.	Missing Person rates
		Work with other organizations to expand the success of the Operation Runaway program.		Habitual runaway rates
		Work with partners to update/renew current policies related to habitual runaways.		Number of policies updated
		Working with the Province to expand the pilot project risk assessment to be utilized in all group homes across the Province.		Number of Partner Initiatives Participated In
Strategy 2.5	Ensure safe and efficient travel and traffic flow within the City.	Develop and implement the annual traffic safety plan.	Develop and implement a targeted traffic safety plan that focuses on the highest areas of traffic risk within Saskatoon and increase traffic safety. Educate the public on the purpose and benefits of CTSS. The outcome of this would be to enhance public safety by having processes where non-police organizations could report significant driving infractions. Educate the public on the purpose and benefits of traffic enforcement on traffic safety.	Traffic Statistics
		Educate the public and stakeholders on the Combined Traffic Services Saskatchewan (CTSS) program.		Number of awareness campaigns
		Create an issue report by working with civic partners to investigate opportunities to expand the ability to report serious driving infractions beyond police officers.		
		Raise awareness and enhance communications regarding the purpose of traffic enforcement.		

Our People

Goal 3 - Promote a healthy work environment and a culture of learning to ensure members reach their full potential.				
Strategy	Activities	Outcomes	Measures	
Strategy 3.1	Work towards the SPS's being representative of the population we serve.	Implement and report on the updated Indigenous Recruitment Strategy including enhanced use of advertising, online recruiting and recruit supports.	Completion of a strategy that outlines proposed initiatives and challenges in achieving a workforce that is representative of the local population.	Overall Employee Diversity Statistics.
		Utilize recently acquired POPAT Equipment to increase the likelihood recruits are successful.		Recruitment Strategy Implementation Status
		Ensure recruiting activities are maintained throughout Covid by utilizing virtual means.		POPAT Pass Rates
				Covid Recruitment Activity Updates
Strategy 3.2	Provide high caliber training that appropriately considers the needs of our people and organization.	Prepare an annual Training Plan that develops our members and allows them to stay current on new legislation, new techniques and new policy while continuing to balance the impacts that Covid has on in-person training.	A annual training plan is formalized to ensure training programs align with legislative and organizational requirements.	Annual training plan status
		Continue to support the roll out of Fusion by providing required training and support.	Fusion training will ensure users can effectively utilize the new system.	Fusion Training Status
		Prepare for the roll out of Body Worn Camera's through the development of a training plan.	Body Worn Camera potential deployment in 2022 requires that a formalized training plan be developed in 2021 to ensure the success of the program and policy.	Body Worn Camera Training Program Status
		Explore training opportunities to provide additional guidance to members on best practices during sensitive and high risk interactions with the public.	Through the SPS's community engagement, we heard that improving the training for officers in regards to handling sensitive and high risk interactions was important to the community and this activity aims to address that.	Training Program Development Status
		Develop a long term ethics program that provides career long education and awareness to SPS Members.	A long term plan for the service on ethics.	Ethics Strategy Developed

Our People

Strategy 3.3	Continue to support the mental and physical wellbeing of our people.	Ensure employees have access to a variety of physical wellness programs while ensuring their safety by adhering to Covid prevention best practices.	This activity aims to ensure opportunities are available for staff to maintain their physical wellbeing.	Number of Physical Wellness programs offered Participation rates.
	Ensure that Elders and Chaplains continue to build relationships within the SPS and are used as a resource for spiritual guidance by our members if required.	Update the current Mental Health Strategy.	This activity aims to have Elders and Chaplains regularly attend events and have a presence at the SPS Headquarters through the Equity and Cultural Engagement Unit.	Program Overview
			This activity aims to update the SPS's current Mental Health strategy and reduce the impact mental health challenges may have on members' personal and work life.	Number of Safe Guards Checks Completed Number of participants in the Early Career Program Mental Health Strategy Status

Our People

Goal 4 - Resource a growing and diverse city to ensure our members are effective and safe.			
Strategy	Activities	Outcomes	Measures
Strategy 4.1	Ensure proper resource deployment.	Finalize the development of the Alternative Policing Model and launch the pilot program in 2021.	Crime Rate
		Review and implement best practices on how to reliably measure front line responses and workload analysis.	Member Satisfaction Survey
		Review the current model of Compstat and compare it to industry standards and other agencies to ensure it is the most effective approach to reviewing and acting on crime trends.	Community Satisfaction Survey
		Prepare a review of the Divisional Crime Analysts that provides options for their positions to cover off Patrol and CID requirements.	Alternative Policing Model Status
		Review and provide recommendations to enhance the current district system and the way resources are deployed.	Compstat Review Status

Partnerships

Goal 5 - Enrich the relationships between the Saskatoon Police Service and the many diverse communities that we serve.			
Strategy	Activities	Outcomes	Measures
Strategy 5.1	Complete the Indigenous Engagement Strategy	The completion of the Indigenous Engagement Strategy and associated recommendations will form the basis of the Saskatoon Police Services Indigenous Initiatives over the next several years. Future Business Plans will utilize this strategy to inform activities that are undertaken in each year.	Completion of the Indigenous Engagement Strategy Number of events hosted Number of events attended
	Continue to respond to the Truth and Reconciliation Calls to Action and Missing and Murdered Indigenous Women and Girls Calls for Justice.	The Saskatoon Police Service play a major role in responding to the Calls to Action and Calls for Justice. This goal commits the SPS to responding to these.	Indigenous Chiefs Advisory Committee and Indigenous Women Advisory Circle meetings held.
	Continue to work towards the implementation of an Equity and Inclusion Officer within the SPS.	Implementation of a leadership position focused on Equity and Inclusion within the SPS will help the service address issues such as Systemic Racism and grow the service to implement best practices within this space.	
	Maximize the use of our facility for cultural events aimed at building and enhancing relationships with the indigenous community.	This activity aims to continue building the positive relationship between the Saskatoon Police Service and Indigenous community.	
	Plan and Implement an annual round dance to be hosted at the Saskatoon Police Service headquarters.		
	Continue to attend and engage in Indigenous events and celebrations throughout the community.		
	Hold a position on the Canadian Association of Chiefs of Police (CACCP) Policing with Indigenous Peoples Committee and work to develop and implement best practices.	This activity aims for the Saskatoon Police Service to continue to be at the forefront of implementing best practices between Police Services and Indigenous Communities.	
	Continue involvement with the Indigenous Chiefs Advisory Committee and Indigenous Women Advisory Circle.	This activity plans for Police to actively engage with the Indigenous Community regarding challenges, opportunities and new initiatives to improve Police Service.	

Partnerships

Strategy 5.2	Continue to focus on relationships with Youth to build trust through education, collaboration and outreach.	Covid had a significant impact on the 2020 Business Plan items in 5.2. Investigate opportunities to accomplish strategies within 5.2 using virtual environments.	The outcome is to maximize the amount of youth programming the SPS can deliver during the pandemic in a safe manner.	Number of Police Cadet Participants Completion of the School Liaison Program review Number of events hosted Number of participants in the Youth Advisory Committee
	Continue the multicultural police cadet program for youth aged 10 - 15.	Continue the multicultural police cadet program for youth aged 10 - 15.	This program aims to build stronger connections with youth through building trust, physical fitness, citizenship and culture.	
	Develop a Youth Outreach program for at risk youth which includes recreational activities, relationship building with police and education.	Develop a Youth Outreach program for at risk youth which includes recreational activities, relationship building with police and education.		
	Build positive relationships through operation runaway support circles.	Build positive relationships through operation runaway support circles.	Utilize Operational Runaway to build trust and positive relationships between Police Officers and Youth.	
	Review our School Liaison Program with stakeholders, including the current funding strategy.	Review our School Liaison Program with stakeholders, including the current funding strategy.	Provide stakeholder input into the review of the current program including funding options to potentially expand the program.	
	Provide office space for the RAP coordinator within the SPS headquarters.	Provide office space for the RAP coordinator within the SPS headquarters.	This activity aims to align the School Resource Officers with the RAP program to improve proactive response that occurs within Saskatoon Schools.	
	Co-host the Explore YXE Event.	Co-host the Explore YXE Event.	This event aims to attract young females to careers in emergency services (Police & Fire) in Saskatoon.	
	Host youth programs at our facility and attend events in the community that engage youth.	Host youth programs at our facility and attend events in the community that engage youth.	This activity aims to continue building the positive relationship between the Saskatoon Police Service and youth.	
	Continue the Youth Advisory Committee and the Cadet Orientation Police Studies (C.O.P.S.) Program.	Continue the Youth Advisory Committee and the Cadet Orientation Police Studies (C.O.P.S.) Program.		

Partnerships

Strategy 5.3	Sustain and foster existing positive relationships with multi-cultural communities.	Be a member of the City of Saskatoon's Diversity, Equity and Inclusion Committee.	This activity aims to continue building the positive relationship between the Saskatoon Police Service and multi-cultural communities.	Number of events attended Number of engagement/education sessions with settlement agencies Measure participant numbers in the Race Against Racism event
		Ensure that the SPS SPACOD committee has appropriate representation from all equity groups.		
		Maintain relationships with settlement agencies to provide SPS support through educational and engagement.		
		Continue SPS involvement with the Race Against Racism event.		
		Investigate and implement opportunities to expand the Interpreter Program to make it more widely available to members and citizens.		
		Attend cultural events within the community and at religious centres.		
		Inform older adults of access to emergency services and continue to host a police/fire senior's police academy.		
Strategy 5.4	Ensure the SPS is contributing to an age-friendly community.	Deliver educational campaigns to address personal safety, finance abuse, and physical/emotional violence against older adults.	This activity aims to continue building the positive relationship between the Saskatoon Police Service and senior community.	Number of awareness/educational campaigns targeted at seniors Number of age friendly education sessions held Number of members trained
			The goal is to reduce victimization of this age demographic through education.	

Partnerships

Strategy 5.5	Foster the relationship with the LGBTQ2S+ community and enhance SPS's knowledge of LGBTQ2S+ challenges related to policing.	Complete a report regarding the creation of an internal Gay-Straight Alliance or similar program aimed at supporting LGBTQ2S+ members and employees.	This initiative is aimed at improving the supports the SPS has in place for LGBTQ2S+ members and employees.	Review Status
		Engage the LGBTQ2S+ Community including Out Saskatoon to complete a review of the current response to hate/bias crimes. This would include how the SPS tracks and responds to these crimes.	This initiative is aimed at improving the SPS response to hate/bias crimes.	Review Status
		Participate in the Annual Pride Parade.	This activity aims to continue building the positive relationship between the Saskatoon Police Service and LGBTQ2S+ community.	Participate in the annual pride parade Number of SPACOD Meetings/Engagement held
		Maintain a liaison role with Out Saskatoon through the Cultural Unit. Engage community through the Saskatoon Police Advisory Committee on Diversity (SPACOD).		

Partnerships

Goal 6 - Work with all levels of government to develop solutions to address community safety, health and social challenges.			
Strategy	Activities	Outcomes	Measures
Strategy 6.1	Work with the City of Saskatoon on common goals to maximize efficiency and effectiveness.	Work with the City and other partners on common community safety goals such as the Sawey/Ihtotan project to address downtown safety and the development of an Alternative Measures Policing Strategy;	Better results to community safety throughout the City through a coordinated effort.
		Work closely with the City to align priorities and responses on items such as the City's Covid Response, Fusion Project, Radio Network Review and City Yards Relocation.	Better outcomes through a coordinated effort to addressing these items that incorporate the City's and SPS objectives.
		Continue to hold interoperability meetings between SPS and Saskatoon Fire to identify opportunities to improve community safety and work more effectively together.	Increased collaboration to improve community safety.
Strategy 6.2	Collaborate with the Provincial Minister of Health/Justice to develop action to address mental health and addiction challenges.	Explore opportunities with the Provincial and Federal Government to develop a Combined Drug Strategy.	These activities aim to continue building the positive relationship between the Saskatoon Police Service and other levels of government to tackle common challenges.
		Continue to work with Provincial and Federal partners to ensure the ongoing success and growth of cost shared programs.	
		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.	
Strategy 6.3	Enhance the effectiveness of the Police Foundation.	Work with the Police Foundation to improve their effectiveness and ability to fund community safety initiatives.	This activity aims at assisting the Police Foundation in navigating legislative changes to enhance the initiatives and projects they are able to fund.
			Combined Drug Strategy Status CACP and SACP Committee involvement/outcomes status
			Status update on identified initiatives.
			Interoperability Status Update
			Status Update

Communication

Goal 7 - Ensure accessibility and enhance communications with the public, utilizing communication to maintain transparency and public trust.				
	Strategy	Activities	Outcomes	Measures
Strategy 7.1	Awareness Campaigns.	Improve public awareness on key issues through education and media campaigns. This includes key topics such as Missing Persons, Fraud and Traffic Safety.	Through awareness campaigns the public will be better informed of emerging trends and ways they can safeguard themselves and their assets.	Number of Media Releases Number of Awareness Campaigns
		Provide education and information on operational initiatives in order to enhance community awareness surrounding these initiatives. Key topics include PACT, Beat Blitz projects, Body Worn Cameras and Alternative Measures Policing.		
Strategy 7.2	Coordinated Communications.	Identify and initiate opportunities to work with stakeholders of the service to ensure that communications are consistent and coordinated.	Communications from the SPS and the City will be better coordinated in order to ensure consistency and reduce potential confusion.	Number of joint efforts with the City of Saskatoon
Strategy 7.3	Enhance the current brand of the Saskatoon Police Service within the community, province and country.	Continue to implement the "Be the Difference" brand change through updates to communication and organizational materials.	The Service's current "Honour, Spirit, Vision" slogan will be updated and implemented in order to better communicate and represent the Service's goals and mission.	Status update on rebranding.
		Continue to expand the video and social media series which outlines members and how they strive to make a difference in the community.		
Strategy 7.4	Support the Board of Police Commissioners strategic goal to be the conduit between the Saskatoon Police Service and public.	Coordinate public engagement with the Board of Police Commissioners.	The Service's Administration will continue to work with the Board in order to achieve their strategic goals and ensure they are the conduit between the public.	Overview of key topics presented to the Board in 2021.
		Provide regular public reports to the Board of Police Commissioners.		

Communication

Strategy 7.5		Maintain and enhance partnerships with media outlets.	Provide annual Media Police Academy events. Maintain the police media access to calls for service.	Opportunity to engage with the media and make any updates or adjustments to our communication strategy to ensure it is meeting their needs.	Status Updates
			Continue to provide regular media availability during the Pandemic through scheduled sessions.		
			Investigate and implement options to hold a revised Media Police Academy virtually if in-person is not an option in 2021 due to Covid.		

Communication

Goal 8 - Foster a culture of engagement and collaboration through improved internal communications.				
Strategy	Activities	Outcomes	Measures	
Strategy 8.1	Improve communications between the executive team and front line sworn and civilian members.	Complete an internal communications review, through the use of an internal committee, including recommendations to improve internal communications moving forward.	Communication between the executive team and front line staff so that their engagement is sought prior to implementing changes that impact them and when decisions are made they are communicated in a timely manner.	Internal Communications Committee Update and Recommendations
		The Executive Team commits to be a key source of information and contact for members on key initiatives such as the implementation of Fusion, Body Worn Camera, Covid and other initiatives in 2021.		Fusion, Body Worn Camera's and Covid updates overview provided to members
		Video Screens will be implemented around the SPS Headquarters in key locations (Entries, Elevators, etc.) in order to provide important updates in the most timely manner possible.		Video Screen Project Implementation Status
		Important and timely updates will be provided in person by a member of the executive team.		
Strategy 8.2	Include stakeholders in decisions that impact them.	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.		Number of Initiatives Engaged on Standing Committee's in place for implementing new initiatives.
Strategy 8.3	Create opportunities for transfers of organizational knowledge throughout the Service.	Create and implement communication initiatives including presentations, training, "Did you know" campaigns and other initiatives.	This strategy aims to broaden members organizational knowledge so that they are aware of the impact that all areas of the service has on community safety.	Number of Educational Campaigns Newsletter updates

Innovation

Goal - Ensure sustainability by developing leading practices and maintaining an innovative service.				
Strategy	Activities	Outcomes	Measures	
Strategy 9.1	Modernize the SPS's administrative processes.	Implementation of the Fusion (ERP) Project that will modernize many of SPS's Finance, HR and Payroll processes.	This project will replace and modernize the Service's existing systems for HR, Payroll, Finance and Procurement. This modernization will ensure that best practices are achieved and are coordinated with the City.	Modules Implemented
Strategy 9.2	Ensure that the SPS is Financially Sustainable into the Future.	Complete a Business Case regarding Fleet Management options.	This Business Case will provide an overview of the Service's Fleet Management Options in order to provide a framework for future decisions including a potential yards relocation.	Business Case Completed.
		Implement 5.0 Special Constable Positions in Communications and ViClass as approved in the 2021 budget to redistribute the existing 5.0 Sergeant positions to other priority areas.	This initiative aims to achieve a more sustainable way of delivering ViClass and Communications service by utilizing Special Constables as opposed to Sergeant positions.	Positions Implemented
		Implement the Alternative Service Delivery Pilot.	The Alternative Service Delivery model aims to deliver policing services in a more sustainable and effective manner by using a different response model to certain calls than traditionally trained police officers.	Alternative Service Delivery Status
		Implement a policy review process whereby policy is reviewed pro-actively every 2 years.	This activity aims to ensure that policy is reviewed and updated on a regular basis.	Policies Reviewed
Strategy 9.3	Ensure the integrity of SPS policies, data and information governance.	Review and test the Information Technology Disaster Recovery Plan. Review and test Critical Incident Response Plan.	These activities will ensure that IT has appropriate responses documented and planned to mitigate the risk of service disruptions.	Disaster Recovery Plan Completed. Critical Incident Response Plan Completed.

Innovation

Strategy 9.4	Utilize evidence based practices in policing.	Continue to look for ways to expand the use of the Divisional Crime Analysts.	Expanding the use of the Divisional Crime Analysts will result in better informed operations and responses	Divisional Crime Analysts Usage Overview
		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 and research project on policing and mental health in 2021 .	This strategy will ensure that best practices and emerging trends are analyzed and inform decision making.	Number of times CAN-SEBP utilized. Safe Consumption Site review status.

Innovation

Goal 10 - Utilize technology to increase effectiveness and efficiency.				
	Strategy	Activities	Outcomes	Measures
Strategy 10.1	Implement Body Worn Cameras and an associated Digital Evidence Management System.	Implement a Body Worn Camera Program, including a limited deployment of approximately 25 cameras by the end of 2021. Build or Acquire a Digital Information Management System.	This strategy includes the deployment of a Body Worn Camera Program to improve transparency and public trust. In addition, this strategy will ensure that the Saskatoon Police Service is equipped for associated Digital Evidence Management requirements.	Status of Digital Information Management System Implementation. Body Worn Camera Implementation Status.
Strategy 10.2	Ensure SPS equipment, investigative and operational solutions are as effective as possible through the application of Technology.	Continue to monitor the potential transition to the 9mm pistol. If approved provincially, an implementation plan will need to be developed.	Transition to the 9mm pistol will result in a more operational and cost effective side arm.	9mm status update.
		Replace the current Carbine Rifles	The current carbine rifles are at the end of their useful life and require replacement.	Carbine Rifle replacement status.
		Purchase and equip all patrol members with Carbine Plates.	Equipping all patrol members with Carbine body armour plates will create a safer work environment for staff while improving SPS's response to incidents requiring their use.	Carbine plates deployed to all patrol members
Strategy 10.3	Ensure the delivery of the IT Roadmap which outlines key projects.	1. E-Collision solution with SGI; 2. In Car Computing Notebook Replacement; 3. Office 365/VOIP research and recommendation; 4. Finalize Windows 10 Upgrade;	Information Technology has a pro-active plan in place in order to ensure that current technology is maintained and modernized.	Number of replacement projects completed. Number of replacement plans in place.

Innovation

Strategy 10.4	Ensure that the current Radio and communications Network is secure, efficient and effective.	Work with the City of Saskatoon on a review of the current Radio Network which will outline recommendations to maintain and improve radio services including a review of SPS internal expertise vs. City radio shop expertise.	Work with the City to ensure that the Services' Radio Network has a pro-active plan in place to minimize future disruptions	Radio Network review completed.
		Prioritize the finalization of the inter-operability MOU with the RCMP.	Concerns regarding the lack of an ability to communicate across networks may lead to negative outcomes. This MOU will ensure the emergency services have access over each others networks if required.	MOU Completed.
		Continue to collaborate with the Provincial Government regarding the roll out of next generation 911 and the impact on communications.	Next Generation 911 will have significant impacts on the SPS and communications in particular. It is important that SPS is involved in these discussions early in order to ensure its successful implementation.	Overview of Involvement.