



SASKATOON POLICE SERVICE

TO: Jo Custead, Chairperson
Board of Police Commissioners

FROM: Troy Cooper
Office of the Chief

DATE: 2021 August 10

SUBJECT: 2021 Mid-Year Business Plan Update

FILE #: 2,022

ISSUE:

The Saskatoon Police Service (SPS) 2020 – 2024 Strategic Plan outlines the long-term goals for the SPS, while the 2020 Business Plan provides the annual strategies and activities aimed at achieving these goals. This report contains a mid-year update on the 2021 Business Plan progress and measures as at June 30, 2021.

RECOMMENDATION:

That the Board receive this report as information.

STRATEGIC PRIORITY:

This report supports all of the SPS' Strategic Priorities, as it is an update on the progress of 10 Strategic Goals and associated activities and measures.

DISCUSSION:

As presented to the Board of Police Commissioners on May 21, 2020 the 2020 – 2024 Strategic Plan lays out 5 broad themes and 10 Goals while the 2021 Business Plan outlines 39 Strategies and 144 Activities aimed at achieving these goals, as illustrated below:



“PUBLIC AGENDA”

Attachment 1 of this report provides an update on the mid-year progress the SPS has made on these strategic initiatives. In addition, performance measures have been included and indicate whether these measures have seen improvements, no significant changes, or improvement is needed.

It is important to note that the Covid Pandemic has had a significant impact on the SPS 2020 Business Plan from two perspectives:

1. Many initiatives have been delayed due to resource redeployments in order to respond to the Pandemic; and
2. When considering the success of certain measures, the impact of the Covid Pandemic has had on the community needs to be considered. For example, there has been a significant decrease in traffic collisions, while some of this may be related to the pro-active work the SPS Traffic Division does, the impact of reduced traffic due to the Covid Pandemic also needs to be considered.

With those considerations in mind, some of the Business Plan Highlights include:

Strategic Theme 1 - Crime & Safety

- Continued decreases in Crimes Against Property, including 7.3% and 15.8% decline over 2020 and the 5-year average, respectively;
- Crimes Against the Person increased by 3.6% and 4.5% over 2020 and the 5-year average respectively;
- Continued decrease in downtown crime incidents including a 14.0% and 28.6% decrease over 2020 and the 5-year average respectively;
- Continued decrease in core neighbourhood crime, including a 17.6% and 22.8% decrease over 2020 and the 5-year average respectively;
- Significantly decreased traffic collisions during the pandemic period, including a 40.8% decrease as compared to the 5-year average.

Strategic Theme 2 - Our People

- Continued positive progress on the Service being more representative of the local population with an 11%, 2%, 23% and 3% increase in Female, Indigenous, Disabled and Visible Minority staff over 2017, respectively;
- Continued emphasis on member mental health through the Pandemic with 79 safeguard evaluations, 18 self-referrals, 12 consultations and 21 Early Career Program sessions conducted by the in-house psychologist;
- Implementation of the Alternative Response Officer (ARO) program.

Strategic Theme 3 - Partnerships

- Indigenous engagement will be guided primarily by the Equity, Diversity and Inclusion Director position. This position is expected to be filled in late 2021; the SPS has engaged a

“PUBLIC AGENDA”

community based sub-committee to assist in the development of the job description and candidate selection.

- Office space for the RAP program was provided. The Executive Director of RAP is collaborating with the School Resource Unit;
- The Pandemic has limited the amount of engagement the SPS has been able to host or attend during the year. Typically engagement with Multi-Cultural Communities, Seniors, Indigenous Communities and Youth have transitioned to digital or been deferred to a future date;
- The SPS has been working with OUTSaskatoon on gender-based violence training for our executive and S/Sgt ranks. Queer 101 was presented by OUTSaskatoon to Inspectors and Staff Sergeants in 2021.
- 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. These meetings have been scaled back but ongoing discussions between the SPS and SFD continue over shared use of the Mobile Command Unit and shared radio channels.

Strategic Theme 4 – Communications

- Awareness Campaigns were done on the following topics:
 - Mental Health Week - Health IM;
 - Officer self-isolation stress; SPS Psychologist - #GetReal about how you feel;
 - Bell Let's Talk;
 - National Road Safety Week;
 - Calling Home Ceremony/MMIWG;
 - National Volunteer Week;
 - National Public Safety Communicators Week;
 - Creation of a Buy and Sell Exchange Zone at SPS.
- Plans are in place to hold a virtual Media Police Academy in late August/early September 2021.
- Key reports taken to the Board of Police Commissioners in 2021 include topics such as Defining the Role of Police, Use of Force, Annual Diversity Report, Annual Traffic Report, Missing Persons Report, Vulnerable Persons Report and others.
- Two meetings of the Internal Communications Focus Group have been held to date. A third is planned in August 2021. A number of recommendations have already been discussed and will be finalized in the Fall 2021.
- Public Relations and Strategic Communications created and will carry out a communications strategy for the BWC project which includes collaboration from internal and external stakeholders.

Strategic Theme 5 – Innovation

- Implementation of Fusion began on January 4, 2021. This included new systems and process changes for accounting, payroll, time and attendance, budgeting and procurement. Everyone in the Service has been impacted to some degree by this change.

“PUBLIC AGENDA”

- The Alternative Service Delivery Pilot has been implemented. Five AROs are currently trained and working independently. A sixth ARO was hired in July and is currently training.
- Body Worn Camera Program research phase is completed. RFP is prepared to be issued mid July with bids evaluated in August 2021. From there, the project will move into Phase 2 which will continue into next year. The project is on track.

CONCLUSION:

The SPS continues to make positive progress towards completing the activities outlined in the 2021 Business Plan. The result of these activities through the identified measures will take more time to determine whether they have had a positive impact or not.

ATTACHMENT:

1. Attachment 1 – Saskatoon Police Service 2021 Mid-Year Business Plan Update

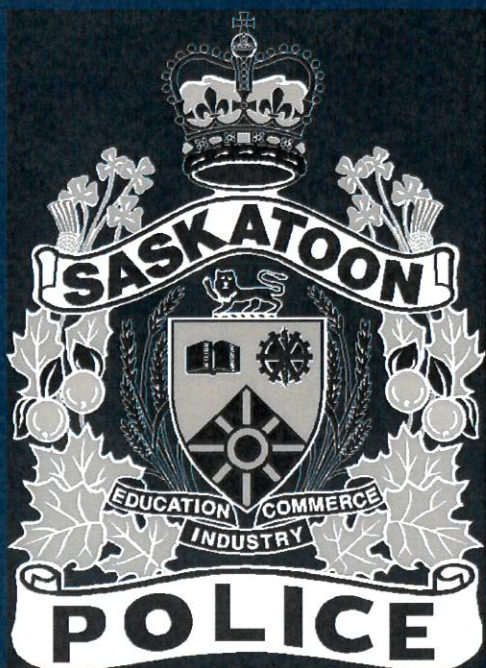
Written by: **Clae Hack**
Executive Director, Corporate and Strategic Performance

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

Approved by: 
Randy Huisman
Acting Chief of Police

Dated: **August 10, 2021**

Attachment



Saskatoon Police Service 2021 Business Plan Mid-Year Update

June 30, 2021

Introduction

The Saskatoon Police Service developed a 2021 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 thus far in 2021 on the activities and measures.

While the SPS response to COVID is winding down in mid 2021, it is important to note the pandemic has had influences on certain measurements in the Business Plan. For instance, relationship building with various community organizations has been limited due to the COVID-related public health restrictions. In all likelihood, the second half will provide additional opportunities to improve efforts in this area. While the quality of service provision did not change, some facets were adapted due to COVID to protect members of the community and SPS members. Due to this and realizing greater efficiencies, some of these adaptations will continue for the remainder of 2021 and likely into the future.

As noted within the report, various measures have been identified and labeled as improving, no significant change and needs improvement. While these labels are somewhat subjective, a threshold of 5% or more change in both comparison to prior year (2020) and against the 5 year average was utilized to determine if there was improvement or needs improvement. Changes that were less than this amount in one or both comparisons were labeled as no significant change.

<u>Section</u>	<u>Pages</u>
At a Glance	3 - 6
Update on Crime & Safety	7 - 14
Update on Our People	15 - 18
Update on Partnerships	19 - 22
Update on Communication	23 - 26
Update on Innovation	27 - 29

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	
2 Activities	7 Activities		1 Activity		21 Activities	
Statistical Measures						
	5 Year Average	YTD 2020	YTD 2021	2021 Change over 2020	2021 Change over 5 Year Avg.	Trending
Crimes Against Property	7,986	7,250	6,721	-7.3%	-15.8%	Improving
Crimes Against the Person	1,811	1,827	1,893	3.6%	4.5%	No Significant Change
Domestic Disturbance Calls	2,877	3,141	3,060	-2.6%	6.4%	No Significant Change
Domestic Disputes	190	137	168	22.6%	-11.6%	No Significant Change
Sexual Violations	200	192	206	7.3%	3.0%	No Significant Change
Total Fraud	998	928	957	3.1%	-4.1%	No Significant Change
Armed Robbery	101	95	90	-5.3%	-11.2%	Improving
Robbery	66	63	57	-9.5%	-13.9%	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 Activities		17 Activities	
Statistical Measures						
	5 Year Average	YTD 2020	YTD 2021	2021 Change over 2020	2021 Change over 5 Year Avg.	Trending
Meth Possession & Trafficking	224	291	260	-10.7%	16.1%	No Significant Change
Possession Other Illegal Drugs	101	102	115	12.7%	13.9%	Needs Improvement
Trafficking Other Illegal Drugs	42	47	65	38.3%	54.0%	Needs Improvement
Downtown (DT) Crime Incidents	842	699	601	-14.0%	-28.6%	Improving
Core Neighbourhood (CN) Crime	3,073	2,878	2,372	-17.6%	-22.8%	Improving
Number of calls to the Lighthouse	433	450	605	34.4%	39.7%	Needs Improvement
Traffic Collisions	3026	1782	1790	0.4%	-40.8%	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	
1 Activity	4 Activities		2 Activities		5 Activities	
Statistical Measures						
	2017	2018	2019	2020	2020 Change since 2017	Trending
Female Employees	189	193	204	210	11%	Improving
Indigenous Employees	64	65	66	65	2%	No Significant Change
Employees with Disabilities	30	36	35	37	23%	Improving
Visible Minority Employees	29	28	28	30	3%	No Significant Change

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	
1 Activities	3 Activities		0 Activity		1 Activity	
Statistical Measures						
	5 Year Average	YTD 2020	YTD 2021	2021 Change over 2020	2021 Change over 5 Year Avg.	Trending
Dispatched Calls as a % of total Calls	73%	69%	63%	-8.7%	-13.7%	Improving
Overall Crime Rate (Per 1,000 pop.)	32.3	29.2	28.5	-2.4%	-11.8%	Improving
	2012	2015	2018	2021	Change from 2018	Trending
Member Satisfaction Survey Results (Avg Morale Satisfaction)	90%	87%	74%	66%	-10.8%	Needs Improvement
	2011	2012	2017	Change from 2011		Trending
Community Satisfaction Survey Results (% of Satisfied)	92%	92%	92%	0%		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
4 Activities	5 Activities	0 Activities	18 Activities
Key Updates			
-The COVID pandemic hindered abilities to host large groups within The SPS facilities and to attend outside community and cultural events. The SPS intends to resume attending activities once COVID restrictions are lifted.			

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
0 Activities	3 Activities	1 Activities	3 Activities
Key Updates			
<ul style="list-style-type: none"> - The Downtown and Riversdale Safety Plan was presented to the Board of Police Commissioners in June, and it's implementation will be ongoing. - 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. - The SPS continues to work closely on the ongoing implementation of Fusion. While Phase 1 has been implemented, the SPS continues to have regular meetings with the City of Saskatoon to address system issues and deficiencies. 			

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	2 Activities	0 Activities	8 Activities
Key Updates			
<ul style="list-style-type: none"> - Website, video, presentation templates, backdrops and email signatures have been updated with the "Be the Difference" branding. Promotional materials and building signage are in the process of being updated. - So far in 2021, the SPS has coordinated events and campaigns including the following: Rotary Badge, Shield, Star Awards; assisted SPS Recruiting in developing marketing strategy; joint training with CP Rail/Fire; SACP vaccine initiative; RAP Saskatoon program; regular joint releases with the City, EMO, school boards, RCMP and SGI on investigations/operations. 			

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	2 Activities	1 Activities	3 Activities
Key Updates			
<ul style="list-style-type: none"> - Public Relations and Strategic Communications created and will carry out a communications strategy for the Body Worn Camera project which includes collaboration from internal and external stakeholders. - The Compstat Review Committee is undertaking a review of the SPS's Compstat program as a means to improve service delivery. Each subcommittee consists of SPS members from the various divisions of the SPS, with each member bring a different skill and experience set to the table. 			

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
0 Activities	5 Activities	2 Activities	2 Activities
Key Updates			
<ul style="list-style-type: none"> - Implementation of Fusion began on January 4, 2021. This included new systems and process changes for accounting, payroll, time and attendance, budgeting and procurement. Everyone in the service has been impacted to some degree by this change. SPS continues to work closely with the city to resolve outstanding issues with the system and properly configure all aspects of our collective bargaining agreements. - The Alternative Service Delivery Pilot has been implemented. 5 AROs are currently trained and working independently. A 6th ARO has been recruited and will commence employment in mid-July. 			

Strategic Theme - Innovation			
Goal 10 - Utilize technology to increase effectiveness and efficiency.			
Activity Overview			
Not Started	In Progress	Complete	Ongoing Activity
0 Activities	9 Activities	0 Activities	0 Activities
Key Updates			
- Body Worn Camera Program research phase is completed. RFP is prepared and will be issued mid July with bids evaluated in August 2021. From there, the project will move into Phase 2 which will continue into next year. The project is on track.			



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 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
Utilize awareness campaigns 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
Investigate the opportunity and benefit for developing a full time Graffiti and Arson Investigator position.						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.						In Progress
Address underlying issues such as drugs, addictions and mental health.						Ongoing Program
Key Updates						
<p>- The new Alternative Response Officers, the Community Mobilization Unit, School Resource Officer redeployment and summer Patrol support are now in full swing. These units provide an increased presence in the downtown and core Saskatoon neighbourhoods.</p> <p>- Property security awareness campaigns are being communicated by the SPS Community Liaison Officers and Divisional staff to representatives from Saskatoon's Community Associations . COVID has presented barriers in this regard, however it is expected that Community Association work will increase in the fall and should provide greater opportunities for awareness.</p> <p>- Due in part to the delayed realignment of the Communication Sergeants, the full-time Graffiti and Arson Investigator has been delayed until the end of 2021.</p> <p>- The SPS Break & Enter Committee meets regularly and monitors prolific offenders as well as enforcing conditions. The Break and Enter strategy meetings helped identify and target hotspot areas and ensured communication with uniform operations. The Stolen Auto report was reviewed and offenders with conditions are checked to ensure compliance.</p> <p>- Central Division has been developing a robust violent crime offender management program. If successful, this same approach can be adopted to the most prolific property crime offenders to enable a more efficient, targetted approach.</p> <p>- The Alternative Response Unit, Beats, and Community Mobilization Unit are the three SPS units making the most progress in addressing drugs, addictions and mental health in Saskatoon. These units work in close collaboration with community partners such as Prairie Harm Reduction, the Lighthouse, Community Support Program, and the Saweyihototat Outreach Team</p> <p>- Drug, addiction and mental health is continually being worked on by SPS units such as Violent Offender Interdiction Detail (VOID), Serious Violent Offender Response (SVOR), Serious Habitual Offender Comprehensive Action Program (SHOCAP) and the High Risk Offender Unit (HRO). The SVOR team has a weekly meeting where current offenders are discussed fully and all partners are updated with offender progress.</p>						
Statistical Measures						
	5 Year Average	YTD 2020	YTD 2021	2021 Change over 2020	2021 Change over 5 Year Avg.	Trending
Crimes Against Property	7,986	7,250	6,721	-7.3%	-15.8%	Improving
Arson	52	73	45	-38.4%	-14.1%	Improving
Break and Enter - Residential	703	711	774	8.9%	10.1%	Needs Improvement
Break & Enter - Non Residential	464	475	465	-2.1%	0.2%	No Significant Change
Break & Enter - Firearms	6	6	5	-16.7%	-21.9%	Improving
Theft Over \$5000	56	38	72	89.5%	28.1%	Needs Improvement
Other Theft Under \$5000	3,453	2,955	2,649	-10.4%	-23.3%	Improving
Theft of Motor Vehicle	521	453	403	-11.0%	-22.6%	Improving
Possession of Stolen Property	278	166	124	-25.3%	-55.4%	Improving
Fraud	998	928	957	3.1%	-4.1%	No Significant Change
Graffiti	256	153	93	-39.2%	-63.6%	Improving
Mischief/Willful Damage	1,198	1,292	1,134	-12.2%	-5.4%	Improving
Property Crime Clearance Rates	12.9%	14.4%	15.0%	4.2%	16.3%	Improving

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 Guns and Gangs Team resources locally to address violence.						Ongoing Program
Key Updates						
-BECAP detective constables have continued to work collaboratively with Saskatchewan Justice (Prosecutions), Saskatchewan Corrections and Public Safety, Saskatoon Community Corrections (Probation Services) & Saskatoon Police Service Uniform Patrol Services to target high-risk offenders.						
- CID Analysts continue to work with Criminal Intelligence Services Saskatchewan (CISS) to produce bi-weekly intelligence bulletins that provide Saskatchewan Police Officers with timely information pertaining to criminal activity. The analysts continue to liaise with municipal police agencies, RCMP and other associated organizations to capture, analyze and disseminate intelligence alerts on know subjects who pose specific risks to the public.						
- In 2021 the transfer of critical information from investigative units to Patrol has increased. Patrol is utilizing this information to focus their proactive policing efforts in the best way possible.						
- The evidence-based offender management program being developed within Central Division, if successful, may become the standard for violent offender management for all three divisions.						
- So far in 2021, there have been no blitz initiatives. Blitz policing is utilized to deter crime and increase real and perceived safety. Blitzes are typically planned around certain months of the year, certain locations, special events, or to address pockets of crime on an as-needed basis.						
- The SPS Guns & Gangs Unit has been utilizing a specific, targeted approach to eradicate illegal gang activity in the community. Social media intelligence and police intelligence report suggest that as a result of the direct action taken by the Guns and Gangs unit, a targetted gang that arose in Saskatoon in early 2021 is mostly defunct. Efforts are being made to intervene in the remaining member's lives to prevent further gang involvement.						
Statistical Measures						
	5 Year Average	YTD 2020	YTD 2021	2021 Change over 2020	2021 Change over 5 Year Avg.	Trending
Crimes Against the Person	1,811	1,827	1,893	3.6%	4.5%	No Significant Change
Violations Causing Death	5	4	4	0.0%	-23.1%	No Significant Change
Attempted Murder	3	3	5	66.7%	78.6%	Needs Improvement
Assaults	1,065	1,081	1,103	2.0%	3.6%	No Significant Change
Kidnapping/Hostage Taking/Abduction	30	29	45	55.2%	52.0%	Needs Improvement
Armed Robbery	101	95	90	-5.3%	-11.2%	Improving
Robbery	66	63	57	-9.5%	-13.9%	Improving
Criminal Harassment/Stalking	57	107	97	-9.3%	70.8%	No Significant Change
Uttering Threats	216	208	241	15.9%	11.7%	Needs Improvement
Other Violent Crimes	30	37	39	5.4%	30.0%	Needs Improvement
Violent Crime Clearance Rates	54.7%	66.8%	55.1%	-17.5%	0.7%	No Significant Change

Goal 1 – Develop and implement effective prevention, intervention and suppression strategies to combat the changing facets of crime and its causes.						
Strategy 1.3 - Take Action to prevent Domestic Abuse.						
Activities						Progress
Increase public awareness of Clare's Laws.						Ongoing Program
Continue to thoroughly investigate reports of domestic violence and provide appropriate supports.						Ongoing Program
Perform a review regarding the use of the Domestic Violence Risk Indicator Checklist.						Not Started
Utilize a victim service worker within Domestic Violence Court.						Ongoing Program
Key Updates						
- The SPS continued efforts to raise awareness of Clare's Law within the Community. A presentation to the Indigenous Women's Advisory Circle was completed on April 13th, 2021. To date, the SPS has received 7 Clare's Law applications.						
- Domestic Violence investigators are in the process of educating/training patrol staff of domestic violence calls for service.						
- The SPS has embedded three (3) Domestic Violence Case Workers within the Interpersonal Violence Section.						
Statistical Measures						
	5 Year Average	YTD 2020	YTD 2021	2021 Change over 2020	2021 Change over 5 Year Avg.	Trending
Domestic Disturbance Calls	2,877	3,141	3,060	-2.6%	6.4%	No Significant Change
Domestic Dispute General Occurrences	190	137	168	22.6%	-11.6%	No Significant Change

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 1.4 - Enhance communications and training to help prevent sexual offenses.						
Activities						Progress
Investigate opportunities to address the need and benefits for a Centre for Sexual Assaults within Saskatoon.						Ongoing Program
Review the findings of the SACP Philadelphia Model pilot project and determine the best method to implement an advocacy review committee in Saskatoon						Complete
Investigate opportunities to improve the sexual assaults complaints process that occurs at the Service Centre.						Not Started
Continue to investigate reports of child physical abuse, child neglect, child sexual abuse and sexual assaults where the victim is 16 years or older.						Ongoing Program
Provide appropriate supports and contacts for survivors of sexual assaults.						Ongoing Program
Key Updates						
<ul style="list-style-type: none"> - Meetings have been scheduled with the Saskatoon Sexual Assault & Information Centre (SSAIC) to discuss the next steps of establishing a Victim Advocate Case Review (VACR) model for Saskatoon. These meetings were planned following a review of the SACP Philadelphia Model pilot project. - Investigators from the Sex Crimes Unit and Child Centre participated in a presentation by Dr. Lori Haskell, a Clinical Psychologist on Trauma Informed-Sexual Assault investigations. This event was hosted by Saskatoon Sexual Assault & Information Center (SSAIC). 						
Statistical Measures						
	5 Year Average	YTD 2020	YTD 2021	2021 Change over 2020	2021 Change over 5 Year Avg.	Trending
Sexual Violations	200	192	206	7.3%	3.0%	No Significant Change
Commodification of Sex Activity	39	8	6	-25.0%	-84.6%	Improving

Goal 1 – Develop and implement effective prevention, intervention and suppression strategies to combat the changing facets of crime and its causes.						
Strategy 1.5 - Reduce the amount of victimization due to Fraud.						
Activities						Progress
Continue to deliver public awareness campaigns with potential partnership with the Saskatchewan Association of Chiefs of Police (SACP).						Ongoing Program
Appropriately implement the civilian resource approved as part of 2021 budget to the Fraud unit.						In Progress
Develop and Implement a Cyber Strategy including internal training and tools we could utilize in order to reduce online fraud and cyber crimes.						Ongoing Program
Increased efforts on Mail Theft (Identity Fraud). This includes continued discussions with Canada Post.						In Progress
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.						In Progress
Key Updates						
<ul style="list-style-type: none"> - The Economic Crime Unit participated with Media Relations for two weeks of the Twitter #FraudChats with the Canadian Anti Fraud Centre regarding email and text scams. - A fraud presentation was made to the SPS Elder Advisory Committee as part of Fraud Prevention Month. - The Buy and Sell Exchange Zone was established in the parking lot west of SPS HQ. The zone was established to educate the public on fraud prevention and common fraud schemes so that the public can safeguard themselves and reduce victimization. - SPS is currently in negotiations with the Saskatoon Police Association and CUPE to identify a suitable classification for an accounting clerk within the Economic Crime Section. - Most events between the SPS and the SCOA have been suspended due to COVID. 						
Statistical Measures						
	5 Year Average	YTD 2020	YTD 2021	2021 Change over 2020	2021 Change over 5 Year Avg.	Trending
Total Fraud	998	928	957	3.1%	-4.1%	No Significant Change
Fraud	647	504	432	-14.3%	-33.3%	Improving
Fraudulently Obtaining Transport	24	15	24	60.0%	0.8%	No Significant Change
Fraud, Internet Scam	104	185	248	34.1%	138.9%	Needs Improvement
Identity Theft	35	60	48	-20.0%	35.6%	No Significant Change
Fraud - Identity Fraud	142	149	180	20.8%	26.6%	Needs Improvement
Counterfeiting Currency	43	12	19	58.3%	-56.2%	No Significant Change
Fraud regarding Currency	2	3	6	100.0%	150.0%	Needs Improvement

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 1.6 - 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 offender management program developed in Central Division assists in identifying who the most prolific individuals are and enables a more efficient, targeted approach. Although not specifically targeting robbers, the individuals identified are often committing violent crime, including robberies.</p> <p>-Through the utilization of COMPSTAT, all three Divisions are tracking their hotspot reports on a regular basis, and utilizing this data to target areas of high crime through focused policing efforts. If deemed necessary, projects are developed and utilized, to provide saturation policing or targeted enforcement to deal with specific issues.</p> <p>- Crime Stoppers is active on several social media platforms and on its website. It recently coordinated a poster campaign with Saskatoon high school students. SPS members regularly seek assistance from Crime Stoppers in investigations. The patrol screensaver project was launched in May 2021.</p>						
Statistical Measures						
	5 Year Average	YTD 2020	YTD 2021	2021 Change over 2020	2021 Change over 5 Year Avg.	Trending
Armed Robbery	101	95	90	-5.3%	-11.2%	Improving
Robbery	66	63	57	-9.5%	-13.9%	Improving
Robbery Clearance Rates	35.0%	51.6%	37.3%	-27.7%	6.6%	No Significant Change
Other Measures						
			Update			
Crime Stoppers Tips			Between January to June 2021, Crime Stoppers received 1,156 tips that led to 55 charges being laid.			

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	
<p>- The SPS provides office space to RAP within the community services suite. This provides an opportunity to interact and collaborate on files as we find connections to the SRO unit. The SPS further supports the RAP program through the Badge Shield and STAR dinner put on by the Rotary Club each year (COVID excepted). SPS also provides operational funding to the RAP program.</p> <p>- The Equity and Cultural Engagement Unit (ECEU) is continually monitoring and assessing their programs to ensure that they are effective and to the unit's mission.</p> <p>- VTRA presentations began pre-COVID but were suspended due to COVID. The SPS plans to present to patrol via parades and in-service in October 2021. This would allow numerous members of the service to participate in VTRA initial response.</p>	
Other Measures	
	Update
PACT - Number of Arrest and Emergency Department Diversions	From January 1 to June 30, 2021 the PACT team were dispatched to approximately 839 calls. Overall there have been approximately 179 and 24 diversions from Emergency Department and Diversions from arrest respectively.
Number of Units participating in the Crime Free Multi-Housing Program	As of June 2021 there are 65 properties that have been certified by the Crime Free Multi-Housing Program. There are 190 total participants in the program.

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
Continue to utilize the Community Mobilization Unit around the Safe Consumption site to maximize the site's benefit while minimizing any community safety issues.						Ongoing Program
Continue to provide Drug Trafficking specific enforcement and investigations.						Ongoing Program
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 core Saskatoon's current challenges are understood and tracked.						Ongoing Program
Key Updates						
<p>- The SPS is engaged in the work of the Crystal Meth Working Group (CMWG), and has representation within the Group. The SPS provides the CMWG monthly statistics, that help the group understand trends and provides a greater understanding of drug prevalence in the community.</p> <p>- The SPS works closely with Prairie Harm Reduction, helping to provide a safe environment around the Supervised Consumption Site. The SPS provides oversight and assistance to the Saweyihotat Outreach Group. All SPS frontline staff have taken Trauma Informed Training.</p> <p>- The SPS is a part of the Provincial Level Drug Task Force Action Committee. The SPS is also involved with national-level committees that target crystal meth and fentanyl.</p> <p>- The Street Crime Section has conducted over 55 drug trafficking investigations resulting in over 90 people being charged with trafficking related offences. Large quantities of illicit drugs, cutting agents, cash and offence related property have been seized.</p>						
Statistical Measures						
	5 Year Average	YTD 2020	YTD 2021	2021 Change over 2020	2021 Change over 5 Year Avg.	Trending
Meth Possession & Trafficking	224	291	260	-10.7%	16.1%	No Significant Change
Possession Other Illegal Drugs	101	102	115	12.7%	13.9%	Needs Improvement
Trafficking Other Illegal Drugs	42	47	65	38.3%	54.0%	Needs Improvement

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 2.3 - Enhance the safety related to downtown and core neighbourhoods.						
Activities						Progress
Work with the Lighthouse, Saskatoon Tribal Council and other shelter initiatives towards implementation of good neighbour practices.						In Progress
Utilize evidence based Blitz policing in the Downtown during the summer and Holiday Season to enhance visibility in strategic locations.						Ongoing Program
Finalize and implement the Saskatoon Police Service Downtown Safety Plan.						Ongoing Program
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.						In Progress
Participate with the Managed Alcohol Program (MAP) for chronic intoxicated individuals in the downtown core.						Ongoing Program
Work with the Okihtcitawak Patrol Group (OPG) and Saweyihotan to enhance their presence and role within the community.						Ongoing Program
Review of the impact of the Safe Consumption site and associated responses utilizing our research partnership with CAN-SEBP.						In Progress
Key Updates						
<ul style="list-style-type: none">- The SPS and the Lighthouse are in the process of developing a Good Neighbour Agreement. This is targetted for completion by the end of 2021.- So far in 2021, there has been no Blitz resources applied to the downtown. This is due to the implementation of the AROs and to enable them to define their place within the Downtown. In addition, the additional Blitz members are usually applied to dates and times that correspond to community events. Most of these events have been cancelled due to COVID-19.- The Downtown Safety Plan has been released to the Board of Police Commissioners publicly. The Plan is currently being utilized to focus efforts and inform Patrol decisions moving forward.- The AROs and Community Support Officers are currently co-existing in the downtown. They have begun the process of relationship building, while defining how they can best support one another in the work.- Front line staff are aware of the benefits of MAP. SPS staff are utilizing the MAP and Lighthouse staff as an alternative to arrest and detention when MAP clients are located intoxicated in public.- SPS members provide leadership and hold roles on the boards of both OPG and Saweyihtotan.- A preliminary report on the impact of the Supervised Consumption Site is in-progress. The site has only been open since October 2020. Therefore, with less than a year of data, there will only be a glimpse into what the impact is.						
Statistical Measures						
	5 Year Average	YTD 2020	YTD 2021	2021 Change over 2020	2021 Change over 5 Year Avg.	Trending
Downtown (DT) Crime Incidents	842	699	601	-14.0%	-28.6%	Improving
DT Crimes Against the Person	136	131	142	8.4%	4.7%	No Significant Change
DT Crimes Against Property	650	524	401	-23.5%	-38.3%	Improving
DT Criminal Code Traffic Violations	18	15	11	-26.7%	-37.5%	Improving
DT Controlled Drug and Substance	39	29	47	62.1%	21.8%	Needs Improvement
Core Neighbourhood (CN) Crime	3,073	2,878	2,372	-17.6%	-22.8%	Improving
CN Crimes Against the Person	593	530	562	6.0%	-5.3%	No Significant Change
CN Crimes Against Property	2,180	2,098	1,567	-25.3%	-28.1%	Improving
CN Criminal Code Traffic Violations	95	81	76	-6.2%	-20.2%	Improving
CN Controlled Drug and Substance Act	205	169	167	-1.2%	-18.4%	No Significant Change
Number of calls to the Lighthouse	433	450	605	34.4%	39.7%	Needs Improvement
Calls Dispatched to the Safe Consumption Site	5	10	31	210.0%	520.0%	Needs Improvement
Community Support Officer Calls Dispatched	474	419	461	10.0%	-2.7%	No Significant Change

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 2.4 - 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.						In Progress
Key Updates						
<div>- SPS continues to actively participate in Operation Runaway, with SPS staff involved on the strategic and operational side of the program.</div> <div>- Members of the SPS Missing Person Unit, in cooperation with Egadz, are still lobbying the provincial government to adopt the risk assessment province-wide. The risk assessment tool is being successfully utilized locally on a regular basis.</div>						
Statistical Measures						
	5 Year Average	YTD 2020	YTD 2021	2021 Change over 2020	2021 Change over 5 Year Avg.	Trending
Missing Person Occurrences	1,418	1,294	1,273	-1.6%	-10.2%	Improving
% of Missing Person Occurrences that are Habitual Runaways	71%	72%	71%	-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
Create an issue report by working with civic partners to investigate opportunities to expand the ability to report serious driving infractions beyond police officers.						Complete
Raise awareness and enhance communications regarding the purpose of traffic enforcement.						Ongoing Program
Key Updates						
<p>- The annual Traffic Plan is complete for 2021. This document is used to inform the unit's decisions when it comes to enforcement and educational activities.</p> <p>- The CTSS regularly highlights their activities on Social Media and are preparing a "Traffic Tip Tuesday" segment describing CTSS' mission and activities. The Community Support Section S/Sgt regularly answers questions via email and Social Media concerning the activities of CTSS.</p> <p>- It was found that a specific portal for traffic reporting is not necessarily beneficial as many of the complaints received are somewhat minor in nature and the Traffic Unit lacks the resources to deal with an influx of these types of complaints. A Special Enforcement Program was proposed to have additional Traffic Unit officer called out to assist in suppressing the aggressive driving activity associated to street racing and parking lot rallies. Due to staffing issues in Patrol the Program was not approved.</p>						
Statistical Measures						
	5 Year Average	YTD 2020	YTD 2021	2021 Change over 2020	2021 Change over 5 Year Avg.	Trending
Traffic Collisions	3,026	1,782	1,790	0.4%	-40.8%	Improving



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
Implement and report on the updated Indigenous Recruitment Strategy including enhanced use of advertising, online recruiting and recruit supports.						In Progress
Utilize recently acquired POPAT Equipment to increase the likelihood recruits are successful.						Ongoing Program
Ensure recruiting activities are maintained throughout COVID by utilizing virtual means.						Ongoing Program
Key Updates						
<ul style="list-style-type: none">- The 2020 Equity, Diversity and Inclusion report was presented to the Board of Police Commissioners in April 2021. The report identifies key benefits of having a diverse organization, including bridging cultural and communication gaps and developing and improving the SPS's multi-cultural understanding.- Since January of 2021 the Service has hired 23 sworn members. 18 out of 23 hires (78.3%) were from our target groups.- Recruiting efforts have continued through COVID.- SPS completed a formalized Indigenous Recruitment Strategy in 2020, which is currently being implemented in 2021. This strategy includes the enhanced use of advertising as well as engaging Partners such as the Regina Police Service and Saskatoon Tribal Council to enhance our targetted recruitment initiatives.- The Indigenous Recruiting Officer has made numerous contacts have been made with external and partner organizations to solicit feedback and input into the hiring process and lay out the framework for future projects.						
Statistical Measures						
	2017	2018	2019	2020	2020 Change since 2017	Trending
Sworn & Out of Scope Female Employees	189	193	204	210	11%	Improving
Sworn & Out of Scope Indigenous Employees	64	65	66	65	2%	No Significant Change
Sworn and Out of Scope Persons with Disabilities	30	36	35	37	23%	Improving
Sworn and out of Scope Visible Minorities	29	28	28	30	3%	No Significant Change

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 while continuing to balance the impacts that COVID has on in-person training.	Complete
Continue to support the roll out of Fusion by providing required training and support.	Complete
Prepare for the roll out of Body Worn Camera's through the development of a training plan.	Not Started
Explore training opportunities to provide additional guidance to members on best practices during sensitive and high risk interactions with the public.	Ongoing Program
Develop a long term ethics program that provides career long education and awareness to SPS Members.	In Progress
Key Updates	
<ul style="list-style-type: none">- The 2021 Training Calendar was completed in December 2020 and has been made available on the Public Drive. The document is updated regularly with any schedule changes.- The Body Worn Camera Pilot is expected to procure the devices and associated software in the fall of 2021. Once the succesful vendor is known, a full training plan can be developed.- During block training in 2021, members received a presentation on de-escalation and tactical communication. The material reviewed effective communication strategies for use during higher risk interactions with the public. In conjunction with the presentation, members participated in reality based scenario training where they had to make use of force decisions that incorporated de-escalation/communication and other Use of Force options.- The SPS Ethics Committee was formed and had its first meeting in June 2021. Subsequent meetings are planned in the fall of 2021 to further define the mandate and mission of the Committee.	

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 while ensuring their safety by adhering to COVID prevention best practices.	Ongoing Program
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.	In Progress
Update the current Mental Health Strategy.	Ongoing Program
Key Updates	
<p>- The "Elders in Residence" has not been possible during the pandemic, but will resume when possible. The intent is to have Elders participate on a more frequent basis (1 day per week or as required)</p> <p>- The in-house Clinical Psychologist has processed 30 pre-employment evaluations. Seventy-nine project safeguard evaluations, 18 self-referrals, 12 consults, and 21 Early Career Program sessions have been conducted.</p>	

Goal 4 - Resource a growing and diverse city to ensure our members are effective and safe.

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
Finalize the development of the Alternative Policing Model and launch the pilot program in 2021.						Ongoing Program
Review and implement best practices on how to reliably measure front line responses and workload analysis.						In Progress
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.						In Progress
Prepare a review of the Divisional Crime Analysts that provides options for their positions to cover off Patrol and CID requirements.						Not Started
Review and provide recommendations to enhance the current district system and the way resources are deployed.						In Progress
Key Updates						
<p>- Five Alternate Response Officers were recruited, hired, and trained and are under the direct supervision of a senior Sergeant. The intent of the AROs are to provide a more suitable alternative model of policing that would use special constable positions instead of traditional police officers</p> <p>- The SPS is engaged in the Compstat Review Committee (CRC), with several meetings completed, more meetings scheduled, and a progress report released to the SPS Senior Executive at the end of June 2021. Findings and recommendations from the CRC are expected in late September 2021.</p> <p>- The Divisional Crime Analyst review is currently on hold. At present, there is no capacity to expand the duties of the Crime Analysts to CID.</p>						
Statistical Measures						
	5 Year Average	YTD 2020	YTD 2021	2021 Change over 2020	2021 Change over 5 Year Avg.	Trending
Dispatched Calls as a % of total Calls	73%	69%	63%	-8.7%	-13.7%	Improving
Overall Crime Rate (Per 1,000 population)	32.3	29.2	28.5	-2.4%	-11.8%	Improving
	2012	2015	2018	2021	Change from 2018	Trending
Member Satisfaction Survey Results (Avg Morale Satisfaction)	90%	87%	74%	66%	-10.8%	Needs Improvement
	2011	2012	2017	Change from 2011		Trending
Community Satisfaction Survey Results (% of Very Satisfied & Somewhat Satisfied)	92%	92%	92%	0%		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

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
Complete the Indigenous Engagement Strategy	Not Started
Continue to respond to the Truth and Reconciliation Calls to Action and Missing and Murdered Indigenous Women and Girls Calls for Justice.	Ongoing Program
Continue to work towards the implementation of an Equity and Inclusion Officer within the SPS.	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.	Ongoing Program
Continue to attend and engage in Indigenous events and celebrations throughout the community.	Ongoing Program
Hold a position on the Canadian Association of Chiefs of Police Policing with Indigenous Peoples (CACIP PWIP) 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>- PWIP Committee meetings were attended by Legal Services and the Operational Support Superintendent. Resolutions regarding Indigenous Policing were reported to the SACP on the work being done in this CACP committee.</p> <p>- A report on the SPS' actions to the TRC Calls to Action was provided to the PWIP Committee in February 2021. This report included a table of activities and actions undertaken to answer to the Calls to Action. It was part of a province wide environmental scan conducted by the Committee.</p> <p>- Indigenous engagement will be guided primarily by the Equity, Diversity and Inclusion director position. This position is expected to be filled in late 2021, the SPS has engaged a community based sub-committee to assist in the development of the job description and candidate selection.</p> <p>- ECEU is currently awaiting funding to allow them to work on a strategy with the Office of the Treaty Commissioner that will allow the service to better understand the TRC report. This will allow the organization to determine what still needs to be addressed surrounding the TRC.</p> <p>- Members of ECEU sit on the city's MMIWG2s Advisory group. The SPS participated in the 4th Anniversary of the MMIWG report by hosting a Calling Home Ceremony.</p> <p>- The COVID pandemic hindered abilities to host large groups within the SPS facilities and to attend outside community events. The SPS intends to resume attending activities once COVID restrictions are lifted.</p>	

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 education.	Not Started
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.	Complete
Provide office space for the RAP coordinator within the SPS headquarters.	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	
<p>- COVID restricted the formation of a Youth Outreach program and continuing other youth programming at the SPS HQ.</p> <p>- SPS works with the Dreambrokers and COPS program bringing kids from inner city schools in once a week for relation building purposes.</p> <p>- Office space for the RAP program was provided. The Executive Director of RAP is collaborating with the School resource unit</p> <p>- School Liaison Program was reviewed in May 2021; Both the Public and Catholic school boards are pleased with the current setup of the program and had no suggestions on changing it. The 2019 police protocol will be reviewed to determine if any changes will be made.</p> <p>- The Youth Advisory committee will resume in the 21/22 year. The COPS program should resume in Jan. 2022.</p> <p>- Due to COVID, Explore YXE did not take place. Plans are underway to offer this in the spring of 2022.</p>	

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 5.3 - 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
Ensure that the SPS Saskatoon Police Advisory Committee on Diversity (SPACOD) committee has appropriate representation from all equity groups.	In Progress
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
Investigate and implement opportunities to expand the Interpreter Program to make it more widely available to members and citizens.	Not Started
Attend cultural events within the community and at religious centres.	Ongoing Program
Key Updates	
<ul style="list-style-type: none"> - COVID has had a significant impact on the Saskatoon Police Service's ability to host or attend events and continue to build relationships with multi-cultural communities. With that being said, the SPS continued to be involved and look for opportunities to continue these relationships despite the COVID restrictions. - The SPS presented policy amendments to SPACOD to address changes in case law for searching persons held in custody. This review process is partially focused on how the SPS can properly work with gender diverse communities where they are being held in police custody. - Contract finalization is underway with Saskatoon Open Door Society and Hard of Hearing and are looking to work with language in motion for a contract to use their app, which would be available to patrol Sgts when interpreters are unavailable. 	

Goal 5 - Enrich the relationships between the Saskatoon Police Service and the many diverse communities that we serve.	
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	
<ul style="list-style-type: none"> - Due to COVID, the association with SCOA and Seniors within the community, the Police/Fire Seniors Police Academy has been halted temporarily. The intent is to continue with this program once restrictions are lifted. - The SPS and SFD intends to continue educational campaigns related to safety and personal awareness training for older adults. 	

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
Complete a report regarding the creation of an internal Gay-Straight Alliance or similar program aimed at supporting LGBTQ2S+ members and employees.	In Progress
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.	Ongoing Program
Participate in the Annual Pride Parade.	In Progress
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	
<ul style="list-style-type: none"> - COVID has had a significant impact on the SPS ability to continue to build and foster relationships due to associated restrictions. - ECEU members are working on the creation of a province-wide Facebook page to support members of the LGBTQ2S+ community within law enforcement. A BBQ fundraiser was held in June with all proceeds going to OUTSaskatoon's Saskatoon Pride Home - Participation in the Annual Pride Parade did not occur in 2021. However, the SPS is continuing to work towards improving the relationship with the gender and sexually diverse community. - The SPS has been working with OUT Saskatoon on gender-based violence training for our executive and S/Sgt ranks. Queer 101 was presented by OUTSaskatoon to Inspectors and Staff Sergeants in 2021. 	

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 - Work with the City of Saskatoon on common goals to maximize efficiency and effectiveness.	
Activities	Progress
Work with the City and other partners on common community safety goals such as the Saweyihtotan project to address downtown safety and the development of an Alternative Measures Policing Strategy.	In Progress
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.	Ongoing Program
Continue to hold interoperability meetings between SPS and Saskatoon Fire to identify opportunities to improve community safety and work more effectively together.	In Progress
Key Updates	
<p>- In 2021 an Alternatives Response Sergeant position was created to assist in the development and utilization of alternative responses.</p> <p>- The SPS sits on the Okhitcitawak Outreach Group Board, the Saweyihtotan Steering Committee, Downtown Safety Committee, Street Activity Subcommittee, and CPTED Review Committee. In addition, the Downtown and Riversdale Safety Plan was presented to the Board of Police Commissioners in June, and it's implementation will be ongoing.</p> <p>- 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. These meetings have been scaled back but ongoing discussions between the SPS and SFD continue over shared use of the Mobile Command unit and shared radio channels.</p> <p>- The SPS continues to work closely on the ongoing implementation of Fusion. While Phase 1 has been implemented, the SPS continues to have regular meetings with the City of Saskatoon to address system issues and deficiencies.</p> <p>- The SPS is currently sitting on the City Yards Relocations Committee to ensure the needs of the Service are included in the master plan that is being developed.</p>	

Goal 6 - Work with all levels of government to develop solutions to address community safety, health and social challenges	
Strategy 6.2 - 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.	Complete
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 (CACCP) 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	
<p>- In early June 2021, the annual report on Provincially-funded positions was sent to the Ministry of Corrections and Policing. The report reviewed the SPS's forty-eight provincially-funded operational positions under both the enhanced community policing and enhanced investigative positions. Discussions are ongoing about re-structuring the current Integrated Crime Reduction Team.</p> <p>- The SPS is well represented on National, Provincial, and local committees and our participation is reviewed annually, such as the Provincial Drug Task Force Action Committee and national working groups that target crystal meth and fentanyl.</p>	

Goal 6 - Work with all levels of government to develop solutions to address community safety, health and social challenges	
Strategy 6.3 - Enhance the effectiveness of the Police Foundation.	
Activities	Progress
Work with the Police Foundation to improve their effectiveness and ability to fund community safety initiatives.	In Progress
Key Updates	
- Inspector Pringle has had preliminary discussion with the Saskatchewan Police Commission and the Foundation Board. A more significant update is expected by the end of 2021.	



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
Improve public awareness on key issues through education and media campaigns. This includes key topics such as Missing Persons, Fraud and Traffic Safety.	Ongoing Program
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.	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	364 News Releases and 80 Social Media Posts from January - June, 2021
Number of Awareness Campaigns	Awareness Campaigns were done on the following topics: Mental Health Week - Health IM; officer self-isolation stress; SPS Psychologist - #GetReal about how you feel; Bell Let's Talk; National Road Safety Week; Calling Home Ceremony/MMIWG; National Volunteer Week; National Public Safety Communicators Week; Creation of a Buy and Sell Exchange Zone at SPS; Major Crime investigations - Gallagher/Trottier.

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	
- So far in 2021, the SPS has coordinated events and campaigns including the following: Rotary Badge, Shield, Star Awards; assisted SPS Recruiting in developing marketing strategy; joint training with CP Rail/Fire; SACP vaccine initiative; RAP Saskatoon program; regular joint releases with the City, EMO, school boards, RCMP and SGI on investigations/operations.	
Other Measures	
	Update
Number of joint efforts with the City of Saskatoon	The SPS has worked closely with the City of Saskatoon 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
Continue to implement the "Be the Difference" brand change through updates to communication and organizational materials.	In Progress
Continue to expand the video and social media series which outlines members and how they strive to make a difference in the community.	Ongoing Program
Key Updates	
<ul style="list-style-type: none"> - Website, video, presentation templates, backdrops and email signatures have been updated with the "Be the Difference" branding. Promotional materials and building signage are in the process of being updated. - Highlighted member stories through events and campaigns including: Mental Health Week; Jett Reis parade; Cst. Dament's presentation by St. Mary's; elementary class postcard/support campaign; Saskatoon Food Bank cookbook donation. 	

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 7.4 - 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	
<ul style="list-style-type: none"> - The SPS has been working closely with the Executive Director of the Board of Police Commissioners in coordinating media availabilities amidst the COVID restrictions. - Training sessions for board members are currently being held regarding a variety of topics to improve the Board's understanding of relevant and emerging topics within Saskatoon. 	
Other Measures	
	Update
Preparation of Board reports	Key reports taken to the Board of Police Commissioners in 2021 include topics such as Defining the Role of Police, Use of Force, Annual Diversity Report, Annual Traffic Report, Missing Persons Report, Vulnerable Persons Report and others.

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
Continue to provide regular media availability during the Pandemic through scheduled sessions.	Ongoing Program
Investigate and implement options to hold a revised Media Police Academy virtually if in-person is not an option in 2021 due to COVID.	In Progress
Key Updates	
<ul style="list-style-type: none"> - Public Relations and Strategic Communications coordinated regular media availabilities with the Chief to update the media on policing issues. Media availabilities for other SPS were also coordinated based on request. - Plans are in place to hold a virtual Media Police Academy in late August/early September 2021. 	

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
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.	Ongoing Program
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.	Complete
Important and timely updates will be provided in person by a member of the executive team.	In Progress
Key Updates	
<ul style="list-style-type: none"> - Two meetings of the Internal Communications Focus Group have been held to date. A third is planned in August 2021. A number of recommendations have already been discussed and will be finalized in the Fall 2021. - Monitors have been in place for several months and display COVID-19 and other SPS-related information throughout secure portions of the building. Content is being reviewed regularly and will be refined throughout 2021. 	

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"> - Public Relations and Strategic Communications created and will carry out a communications strategy for the BWC project which includes collaboration from internal and external stakeholders. - SPS membership Input is also being sought at the Internal Communication Focus Group on BWC and other initiatives. - The Compstat Review Committee is undertaking a review of the SPS's Compstat program as a means to improve service delivery. Each subcommittee consists of SPS members from the various divisions of the SPS, with each member bring a different skill and experience set to the table. 	

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	
<ul style="list-style-type: none"> - Public Relations and Strategic Communications coordinated Mental Health Week profiles, specialty unit profiles, social media training for SPS account holders, social media Q & A sessions for the public to ask questions of specific SPS units (such as Traffic). 	



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.	Ongoing Program
Key Updates	
<ul style="list-style-type: none"> - Implementation of Fusion began on January 4, 2021. This included new systems and process changes for accounting, payroll, time and attendance, budgeting and procurement. Everyone in the service has been impacted to some degree by this change. - Although the majority of learning has been online or hands on, training sessions were held early in 2021 for management to answer questions as they developed. - SPS continues to work closely with the city to resolve outstanding issues with the system and properly configure all aspects of our collective bargaining agreements. 	

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.	Complete
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.	In Progress
Implement the Alternative Service Delivery Pilot.	Complete
Key Updates	
<ul style="list-style-type: none"> - Recruitment of the Special Constables are underway. Following the recruitment on-site training will be required before the 5.0 Sergeant positions can be reallocated to other areas of need. - The Alternative Service Delivery Pilot has been implemented. 5 AROs are currently trained and working independently. A 6th ARO has been recruited and will commence employment in mid-July. - The fleet management business case was completed and presented to the Chief and Deputies in early 2021. At this point with the City's yards relocation project/study underway and other factors, it did not make sense to propose anything different from the status quo. SPS will continue to monitor the situation and utilize the information within this business case as needed. 	

Goal 9 - Ensure sustainability by developing leading practices and maintaining an innovative service.	
Strategy 9.3 - Ensure the integrity of SPS policies, data and information governance.	
Activities	Progress
Implement a policy review process whereby policy is reviewed pro-actively every 2 years.	Ongoing Program
Review and test the Information Technology Disaster Recovery Plan.	In Progress
Review and test Critical Incident Response Plan.	In Progress
Key Updates	
<ul style="list-style-type: none"> - A schedule has been developed to ensure that policy is pro-actively reviewed every 2 years. Several key policies have been reviewed in the first half of 2021 to ensure they are up-to date and reflective of best practice and regulations. - The Technology Disaster Recovery and Critical Incident Response Plans are being reviewed and updated over the summer with a plan to test the plan via tabletop exercise in September/October 2021. 	

Goal 9 - Ensure sustainability by developing leading practices and maintaining an innovative service.	
Strategy 9.4 - Utilize evidence based practices in policing.	
Activities	Progress
Continue to look for ways to expand the use of the Divisional Crime Analysts.	In 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	
<ul style="list-style-type: none"> - The partnership with CAN-SEBP is an on-going long-term relationship that values evidence-based research as an essential step in program development or review. - The partnership between CAN-SEBP and the SPS in relation to the safe consumption site will be revisited in October 2021, which is the one year anniversary of the site's opening. Internal evaluation of the Community Mobilization Unit and its relation to the site is underway. - Central Division is expanding the use of the analysts through the development of their scored offender management system. East Division is utilizing the analysts to monitor a new migration of vulnerable people into the 8th St corridor. NW Division has not been able to further develop the use of their analyst due to a maternity leave. - The Compstat Review Committee is undertaking a review of the SPS's Compstat program as a means to improve service delivery. The CRC is also reviewing how the Crime Analysts can be more broadly and effectively applied to the SPS. 	

Goal 10 - Utilize technology to increase effectiveness and efficiency.	
Strategy 10.1 - Implement Body Worn-Cameras and an associated Digital Evidence Management System.	
Activities	Progress
Implement a Body Worn Camera Program, including a limited deployment of approximately 25 cameras by the end of 2021.	In Progress
Build or Acquire a Digital Information Management System.	In Progress
Key Updates	
<p>- Body Worn Camera Program research phase is completed. RFP is prepared and will be issued mid July with bids evaluated in August 2021. From there, the project will move into Phase 2 which will continue into next year. The project is on track.</p> <p>- The Digital Information Management System - Phase 1 research is complete. Stakeholder engagement is 90% complete. Analysis and Phase 2-3 planning will take place in August/September 2021. The project is on track.</p>	

Goal 10 - Utilize technology to increase effectiveness and efficiency.	
Strategy 10.2 - Ensure SPS equipment, investigative and operational solutions are as effective as possible through the application of Technology.	
Activities	Progress
Continue to monitor the potential transition to the 9mm pistol. If approved provincially, an implementation plan will need to be	In Progress
Replace the current Carbine Rifles	In Progress
Purchase and equip all patrol members with Carbine Plates.	In Progress
Key Updates	
<p>- A capital budget submission has been made to purchase 9mm pistols and have them in member's hands during the 2023 Block Training.</p> <p>- Since December 8, 2020, 41 carbines have been replaced. The remaining rifles will be issued during annual qualifications in September 2021.</p> <p>- Carbine body armour storage units have been mounted in each patrol car however the plates have not yet been distributed. Distribution is anticipated to occur over the Summer 2021.</p>	

Goal 10 - Utilize technology to increase effectiveness and efficiency.	
Strategy 10.3 - Ensure the delivery of the IT Roadmap which outlines key projects.	
Activities	Progress
1. E-Collision solution with SGI; 2. In Car Computing Notebook Replacement; 3. Office 365/VOIP research and recommendation; 4. Finalize Windows 10 Upgrade;	In Progress
Key Updates	
1. E- Collision is delayed by a month and will be rolled out later in the summer 2021. 2. In-Car Notebook Replacement has started but has been delayed due to supply chain issues. Gaps were built into the project plan to accommodate most of the delay. The target completion date is still end of year but may slip into 2022. 3. A multi year plan has been developed for the Office 365/VOIP project. This plan will be worked into current and future IT roadmaps 4. Additional work was added to the Windows 10 upgrade project to accommodate additional desktop rollouts. Project is about 95% complete with remaining work scheduled into Summer 2021.	
All other projects on the roadmap for 2022 are on track to complete as forecasted.	

Goal 10 - Utilize technology to increase effectiveness and efficiency.	
Strategy 10.4 - 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 including a review of SPS internal expertise vs. City radio shop expertise.	In Progress
Prioritize the finalization of the inter-operability MOU with the RCMP.	In Progress
Continue to collaborate with the Provincial Government regarding the roll out of next generation 911 and the impact on communications.	In Progress
Key Updates	
The SPS has partnered with the City of Saskatoon in order to conduct a review of the current Radio Network. This review is awaiting the hiring of a new lead position by the City of Saskatoon.	