



SASKATOON _____
POLICE SERVICE

TO: Shirley Greyeyes, Chairperson
Board of Police Commissioners

FROM: Dave Haye
Office of the Chief

DATE: 2024 February 02

SUBJECT: 2023 Business Plan Year End Report

FILE #: 2,022

ISSUE:

The Saskatoon Police Service (SPS) 2020-2024 Strategic Plan outlines the long-term goals for the SPS, while the 2023 Business Plan contains the annual activities that are conducted to achieve these goals. This report contains a year end summary on some of the activities undertaken to further the strategy of the SPS.

RECOMMENDATION:

That the report be received as information.

STRATEGIC THEMES:

This report supports all of SPS's strategic priorities, as it is an update on the progress of the 10 strategic goals and associated strategies, activities, and measures under the five themes, which are:

- Crime and Safety;
- Our People;
- Partnerships;
- Communication; and
- Innovation.

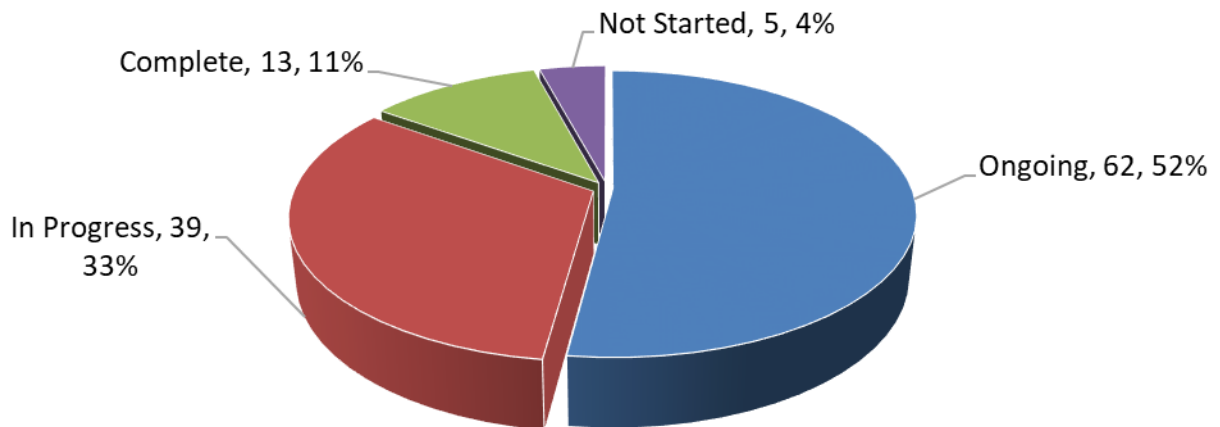
DISCUSSION:

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. The 2023 Business Plan outlines 32 strategies and 119 activities aimed at achieving these goals. Progress of these activities as at December 31, 2023 is

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shown below with 101 activities (85%) that are either in progress or ongoing and will continue beyond this plan.

Status of the 2023 Business Plan Activities as at December 31, 2023



Attachment 1 of this report provides an update on the 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.

Some of the 2023 Business Plan Highlights are shown below.

Strategic Theme 1 - Crime & Safety

Crime and Safety continues to be the core them of the SPS that incentivizes the other themes in the Strategic Plan to ensure a safe and secure environment. The following are highlights of the activities regarding Crime and Safety:

- MOU agreement between Saskatchewan Firearms office and Saskatoon Board of Police Commissioners signed and work space in Forensic Identification has been identified. The goal is to have lab in place in first or 2nd quarter of 2024;
- An MOA was updated and signed between Police and Family Services that provide greater information sharing amongst Domestic Violence Case Workers and Intimate Partner Violence Outreach Teams in hopes to provide greater support;
- SPS continued into a second year collaborating with the Saskatoon Sexual Assault & Information Centre, focusing on the Victim Advocacy Case Review (VACR);
- VICE/HT (Human Trafficking) regularly conducts reverse sting investigations to identify potential high-risk sex workers in Saskatoon. In 2023 only 22% were local residents of Saskatoon. 78% were from other provinces, primarily Ontario, BC, Alberta, and Quebec;
- SPS is part of CISC National Fentanyl Working Group, Provincial Drug Task Force, a National Methamphetamine Working Group.

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- The end of 2023 brings a close to the 2021-2023 Downtown and Riversdale Community Safety Plan, with a new and refreshed Plan emerging in the first quarter of 2024 for the new public safety landscape;
- The SPS continued in 2023 to provide strong support to community partners providing essential services, such as the Saskatoon Tribal Council with their new Kotawan residence, the emergency cold weather location at St Mary's Hall, and safety planning for the new shelters on Idylwyld Dr and Central Ave;
- SPS 2023 Traffic Plan was developed and guided Traffic officer individual and team missions as well as supported partnership initiatives;
- The Missing Persons Unit has continued to support EGADZ and the provincial government with the rollout of the Missing Youth Saskatchewan App, which was launched Q1 2023.
- In October 2023 SPS Victim Services secured 2.5 years of Justice Canada funding for Victim Services to create a Human Trafficking Tool Kit which will aim to “Identify and provide community supports to youth involved in the sex trade or at risk to human trafficking”.

Strategic Theme 2 - Our People

People are the most important strength of the SPS because they carry out the mission to provide service based on excellence to ensure a safe and secure environment. The following highlight the activities conducted regarding Our People:

- The Course Training Standard for the 9mm transition was completed by the Firearms Committee and was approved by SPS Administration;
- The Indigenous Recruiting Officer continues to make contacts with external partner organizations to solicit feedback and input into the hiring process and layout and framework for future projects;
- SPS Recruiting held an all-female POPAT to generate female applicants;
- Wellness was a focus for 2023. The SPS Clinical Psychologist conducted 227 consultations, 61 Early Career Program sessions, 210 safe guard program sessions, 125 pre-employment interviews, 58 self-referrals and produced 55 reports as requested.

Strategic Theme 3 – Partnerships

Creating and maintaining partnerships with a variety of organizations and levels of government continues to be crucial in building trust and establishing accountability with all members of the community.

Members of the SPS have either hosted or participated in many events that foster strong relationships with many of the diverse communities we serve, including the Indigenous and multi-cultural communities, LGBTQ2S+, youth and seniors.

A brief snapshot of the many events includes:

- The first annual Round Dance was held at SPS Headquarter in November 2023;

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- The EDI Audit (Equity, Diversity and Inclusion) work began in November 2023 and will be completed in 2024;
- SPS School Resource Unit worked in collaboration with other local community organizations to deliver a message to Grade 7-8 school students about the risks of drug use, prevention factors, and community supports that are available;
- SPS participates as a council member of Immigration Partnership Saskatoon which is a Local Immigration Partnership. This initiative was designed by Immigration, Refugees and Citizenship Canada (IRCC) to develop a community-based approach to facilitate the integration of newcomers into Canada
- A new initiative called Fireside Chats was introduced by the Community Engagement Division. The event centers on a personal and interactive discussion involving a moderator and a guest, in which the community audience can gain insights through the guest’s personal stories and thoughts on various topics;
- The SPS works with the Province on the Provincial Gang Violence Reduction Strategy (GVRS) Committee to help address the needs of individuals and communities impacted by street gangs in Saskatchewan. The strategy was developed to support individuals who are associated or orientated to street gangs
- National Restorative Justice Collaborative Learning Conference (NRCLC) where the Saskatchewan Delegation collaborated with other provinces and territories to identify key elements and commitments required to advance and realize the potential of restorative justice to transform the approach to justice in Canada.
- Office of the Treaty Commissioner (OTC), Truth, Reconciliation and Treaty Implementation (TRTI) Project. SPS collaborated with OTC to develop authentic and measurable indicators and initiatives that are specific to SPS for responding to the National Calls and strengthen our relationship with OTC.

Strategic Theme 4 – Communication

Effective communication is the cornerstone of any organization. The SPS continues to provide as much information as possible to keep its employees and the public informed and educated on a variety of topics. Awareness campaigns, media releases and social media are key tools in order to maintain transparency and trust with the public. It is equally important that all employees are properly informed and made aware of the strategies undertaken by the SPS so they can be effective ambassadors for citizens in the community.

Some of the highlights regarding Communication include:

- Coordinated communications for EXXPLORE Emergency Services, Fraud Prevention Month, National Public Safety Telecommunicators Week, the new Lobby Management System, etc;
- Partnered with SGI on several of their Monthly Traffic Safety Initiatives;
- Produced an external podcast highlighting the Kandice Singbeil file;
- Completion of internal mental health awareness video in partnership with SACP, featuring members from SPS & RPS;

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- Ongoing support to various internal stakeholders on information sharing to video monitors around the HQ building.

Strategic Theme 5 – Innovation

The policing landscape is often unpredictable and prone to sudden shock or disruption when we are not prepared. Innovation is a very important aspect of law enforcement that compels the SPS to forge ahead and act on new technologies, processes and operating procedures to compete in this ever-changing world.

The following highlight the progress made by the SPS regarding Innovation:

- A Request for Information was issued and other research was done to identify options for a digital court notification system;
- Background work on an Information Governance Framework was done. Implementation will be a multi-year process, beginning with the creation of an IT Steering Committee in 2024;
- The work to allow for electronic disclosure of court documents to the Federal Crown was completed;
- The NG9-1-1 Go-Live date has been moved to 2024 by the Province due to technical challenges with the solution. The SPS continues to work with SaskTel and the SPSA to prepare for implementation.

CONCLUSION:

The Saskatoon Police Service has made considerable progress with the activities outlined in the 2023 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.

SPS members continue to be the difference as they deal with very difficult situations and must remain cognizant of the safety of the public as well as themselves and their own families. Our people continue to face these challenges with innovative and effective solutions *to continually improve public safety*.

ATTACHMENT:

1. Attachment 1 – Saskatoon Police Service 2023 Business Plan Year End Report

Written by: Michele Arscott, Executive Director, Corporate Strategy and Performance
Reviewed by: Cameron McBride, Deputy Chief Operations
Approved by: Dave Hays, Chief of Police