

# **Saskatoon Police Service**

## **2023 Business Plan Year End Report**

Prepared by: Corporate Strategy and Performance



**SASKATOON** —————  
**POLICE SERVICE**  
BE THE DIFFERENCE

## **Introduction**

The Saskatoon Police Service developed a 2023 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 a summary of the progress during the year on the activities in the 2023 Business Plan.

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 comparison to 2022 and the previous 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.

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**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 -Ensure that the SPS's response to property crime is appropriate and effective.						
Activities					Progress	
Update Standard Operating Procedures around arson including identifying a resource to lead this work					Ongoing Program	
Utilize awareness campaigns to educate homeowners on how to better secure their properties.					Ongoing Program	
Continue to enhance partnerships with community associations regarding communications and messaging					Ongoing Program	
Utilize awareness campaign initiatives as related to stolen vehicles.					Ongoing Program	
Improved use of Crime Analysts to be offender focused and target prolific offenders.					Ongoing Program	
Key Updates						
A Sergeant has been identified as the Fire Investigator Coordinator within the General Investigations Section (GIS). They lead training initiatives, policy updates, equipment requirements, budget requests, and engagement with SFD and the Crown Prosecutors office.						
With respect to public awareness, SPS continues to utilize public mainstream media releases, Crimestoppers, and social media posts to raise awareness regarding stolen autos, frauds, and other pertinent crimes occurring within our community						
Crime Analyst Team formalized near end of 2022. Placement of specific Analysts in Guns and Gangs, Vice/Human Trafficking, General Investigations/Break and Enter, and Drug/Crime Reduction Team. Crime Analysts provide actionable information to support enforcement and criminal apprehension strategies.						
Statistical Measures						
	5 Year Average	2022	2023	2023 Change over 2022	2023 Change over 5 Year Avg.	Trending
<b>Crimes Against Property</b>	<b>16,420</b>	<b>16,821</b>	<b>17,939</b>	<b>6.6%</b>	<b>9.3%</b>	<b>Needs Improvement</b>
Arson	103	125	168	34.4%	63.1%	Needs Improvement
Break and Enter - Residential	1,471	1,374	1,328	-3.3%	-9.7%	Improving
Break & Enter - Non Residential	1,043	1,156	1,086	-6.1%	4.1%	Improving
Break & Enter - Firearms	15	12	25	108.3%	66.7%	Needs Improvement
Theft Over \$5000	161	257	316	23.0%	96.3%	Needs Improvement
Other Theft Under \$5000	7,038	7,308	8,028	9.9%	14.1%	Needs Improvement
Theft of Motor Vehicle	990	1,102	1,080	-2.0%	9.1%	No Significant Change
Possession of Stolen Property	431	402	387	-3.7%	-10.2%	Improving
Fraud	2,056	2,194	2,226	1.5%	8.3%	Needs Improvement
Graffiti	539	260	297	14.2%	-44.9%	Needs Improvement
Mischief/Willful Damage	2,573	2,631	2,998	13.9%	16.5%	Needs Improvement
<b>Property Crime Clearance Rates</b>	<b>20.2%</b>	<b>18.8%</b>	<b>19.4%</b>	<b>3.3%</b>	<b>-4.2%</b>	<b>No Significant Change</b>

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	
Focusing on high risk offenders through the proper allocation of internal and external resources, with an emphasis on increased analytics					Ongoing Program	
Increased use of analytics and data to ensure a more focused approach on offenders and locations.					Ongoing Program	
Ensure that the SPS's response to gang-related violence is appropriate and effective					Ongoing Program	
Maximize the use of the Crime Stoppers Program					Ongoing Program	
Research and implement a comprehensive Crime Gun Strategy					Ongoing Program	
Key Updates						
High Risk Offender registration procedures now a function of Forensic Identification Unit (Constables).						
SPS partnership with the (Be On Look Out) BOLO Program Canada and SPS (Crimestoppers) to assist in locating an individual for a homicide in Saskatoon. SPS is the first police service in Saskatchewan to have a subject accepted into the National BOLO program.						
MOU agreement between Saskatchewan Firearms office and Saskatoon Board of Police Commissioners signed and work space in Forensic Identification has been identified. Goal is to have lab in place in first or second quarter of 2024						
<b>Crime Stoppers Tips</b>	In 2023, Crime Stoppers received 2,083 tips (including new and follow-up tips)					
Statistical Measures						
	5 Year Average	2022	2023	2023 Change over 2022	2023 Change over 5 Year Avg.	Trending
<b>Crimes Against the Person</b>	<b>3,878</b>	<b>4,131</b>	<b>4,431</b>	<b>7.1%</b>	<b>14.3%</b>	<b>Needs Improvement</b>
Violations Causing Death	12	12	13	8.3%	8.3%	Needs Improvement
Attempted Murder	6	5	4	-20.0%	-33.3%	Improving
Sexual Violations	438	428	481	12.4%	9.8%	Needs Improvement
Assaults	2,283	2,494	2,698	8.2%	18.2%	Needs Improvement
Kidnapping/Hostage Taking/Abduction	70	67	65	-3.0%	-7.1%	Improving
Armed Robbery	46	49	38	-22.4%	-17.4%	Improving
Robbery	288	315	399	26.7%	38.5%	Needs Improvement
Criminal Harassment/Stalking	162	190	186	-2.1%	14.8%	No Significant Change
Uttering Threats	457	441	396	-10.2%	-13.3%	Improving
Other Violent Crimes	116	130	151	16.2%	30.2%	Needs Improvement
<b>Violent Crime Clearance Rates</b>	<b>65.1%</b>	<b>64.2%</b>	<b>62.0%</b>	<b>-3.4%</b>	<b>-4.8%</b>	<b>No Significant Change</b>

<b>Goal 1 – Develop and implement effective prevention, intervention and suppression strategies to combat the changing facets of crime and its causes.</b>						
<b>Strategy 1.3 - Support Domestic Abuse Victims by ensuring that our response to domestic violence is efficient and effective</b>						
<b>Activities</b>						<b>Progress</b>
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.						In Progress
Track and monitor the types of calls to which investigators are assigned.						Ongoing Program
<b>Key Updates</b>						
Memorandum of Agreement 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 supports.						
Community Safety and Well-Being in process of having a "Common Intimate Partner Assessment Tool" created						
<b>Statistical Measures</b>						
	5 Year Average	2022	2023	2023 Change over 2022	2023 Change over 5 Year Avg.	Trending
Domestic Disturbance Calls	7,576	8,184	9,112	11.3%	20.3%	Needs Improvement
Domestic Dispute General Occurrences	408	552	566	2.5%	38.7%	Needs Improvement

<b>Goal 1 – Develop and implement effective prevention, intervention and suppression strategies to combat the changing facets of crime and its causes.</b>						
<b>Strategy 1.4 - Provide a trauma-informed response to victims of interpersonal violence</b>						
<b>Activities</b>						<b>Progress</b>
Identify and implement new measures of reporting incidents of sexual assault with the SPS.						In Progress
<b>Key Updates</b>						
SPS continued into a second year collaborating with the Saskatoon Sexual Assault & Information Centre, focusing on the Victim Advocacy Case Review (VACR). We are currently exploring options to utilize Wait Well, allowing victims of sexual assault to schedule initial appointments directly with a Sex Crimes investigator. This innovative approach aims to streamline investigations, minimizing the need for victims to repeatedly share their information, contributing to victim centred service delivery.						
<b>Statistical Measures</b>						
	5 Year Average	2022	2023	2023 Change over 2022	2023 Change over 5 Year Avg.	Trending
Sexual Violations	438	428	481	12.4%	9.8%	Needs Improvement
Commodification of Sex Activity	34	20	9	-55.0%	-73.5%	Improving

<b>Goal 1 – Develop and implement effective prevention, intervention and suppression strategies to combat the changing facets of crime and its causes.</b>						
<b>Strategy 1.5 - Timely and effective investigations targeting fraudulent activity</b>						
<b>Activities</b>						<b>Progress</b>
Continue to deliver public awareness campaigns and work with the community to enhance prevention and reduce victimization due to fraud.						Ongoing Program
Develop and Implement a Cyber Strategy including internal training and tools that the SPS could utilize in order to reduce online fraud and cyber crimes.						In Progress
Provide any national/international economic crime information to the National Crime Coordination Centre (NC3/CAFC).						Ongoing Program
Continue to prioritize investigations on a victim based approach and established policies and factors.						Ongoing Program
<b>Key Updates</b>						
Economic Crime continues to provide many public group education presentations to multiple senior villas, Saskatoon Open Door, Saskatoon Intercultural association, etc. They also provided information at "Spotlight on Seniors" trade show.						
Economic Crime Section (ECS) attended City Hall Chambers to provide City employees a fraud awareness/prevention presentation that was organized by the internal auditing department. ECS has been engaged in numerous investigations termed the "Grandparents scam". They have charged multiple suspects, which included laying of organized crime charges on one group. ECS continue to raise awareness on this current scam through media and public awareness campaigns.						
SACP has identified that a provincial cybercrime strategy is one of their priorities for 2024. SPS will be a representative on this working committee.						
<b>Statistical Measures</b>						
	5 Year Average	2022	2023	2023 Change over 2022	2023 Change over 5 Year Avg.	Trending
<b>Total Fraud</b>	<b>2,056</b>	<b>2,194</b>	<b>2,226</b>	<b>1.5%</b>	<b>8.3%</b>	<b>Needs Improvement</b>
Fraud	1,181	1,261	1,213	-3.8%	2.7%	No Significant Change
Fraudulently Obtaining Transport	39	28	20	-28.6%	-48.7%	Improving
Fraud, Internet Scam	364	472	593	25.6%	62.9%	Needs Improvement
Identity Theft	109	113	77	-31.9%	-29.4%	Improving
Fraud - Identity Fraud	304	305	295	-3.3%	-3.0%	No Significant Change
Counterfeiting Currency	54	13	27	107.7%	-50.0%	Needs Improvement
Fraud regarding Currency	6	2	1	-50.0%	-83.3%	Improving

<b>Goal 1 – Develop and implement effective prevention, intervention and suppression strategies to combat the changing facets of crime and its causes.</b>						
<b>Strategy 1.6 - Ensure that the SPS's response to reducing human trafficking and exploitation is appropriate and effective</b>						
<b>Activities</b>					<b>Progress</b>	
Proactively identify high risk sex workers and connect them with community supports / Victim Services					<b>Ongoing Program</b>	
Proactive and reative disruption of persons responsible for criminal exploitation (i.e. procurement, receiving material benefits, and trafficking)					<b>Ongoing Program</b>	
Education for police members and public on human trafficking and exploitation					<b>Ongoing Program</b>	
<b>Key Updates</b>						
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.						
The Human Trafficking Unit had a Victim Services worker embedded with them for a portion of time on a trial basis. A federal funding grant was applied for and SPS was successful in receiving funds from the Federal Department of Justice for two FTEs, a Victim Services Human Trafficking Responder and a Victim Services Human Trafficking Liason, to be implemented in 2024 and 2025.						
The Human Trafficking Unit has been working with Hospitality Saskatchewan and Saskatoon Airport authority to raise awareness on human trafficking and developing strategies to reduce it.						
SPS Human Trafficking Unit has presented at RCMP courses and Canadian Police College courses.						
<b>Statistical Measures</b>						
	<b>5 Year Average</b>	<b>2022</b>	<b>2023</b>	<b>2023 Change over 2022</b>	<b>2023 Change over 5 Year Avg.</b>	<b>Trending</b>
Trafficking in Persons	9	6	2	-66.7%	-77.8%	<b>Improving</b>
Human Trafficking	1	2	5	150.0%	400.0%	<b>Needs Improvement</b>
<b>Trafficking Clearance Rates</b>	<b>50.9%</b>	<b>12.5%</b>	<b>28.6%</b>	<b>128.6%</b>	<b>-43.9%</b>	<b>Improving</b>

<b>Goal 2 - Maintain core policing operations and address community concerns that affect public safety.</b>	
<b>Strategy 2.1 - Continue to address acutely elevated-risk situations that individuals, families, or environments face in the community.</b>	
<b>Activities</b>	<b>Progress</b>
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
Increase the use of Alternative Measures position to provide offenders with minimal criminal history opportunities to accept responsibility for crime without going to court.	Ongoing Program
Continue to work with the Safe Community Action Alliance and Community Safety and Wellbeing Program to ensure their goals and objectives are aligned	In Progress
Work with partners to expand the Police and Crisis Team (PACT) program teams.	In Progress
Review the current Equity and Cultural Engagement Unit structure and provide recommendations to support and strengthen the current program.	In Progress
<b>Key Updates</b>	
Alternative Measures/Extrajudicial Sanctions programs provide individuals who are accused of committing a Criminal Code offence an opportunity to make reparation to victims and their community. This committee meets quarterly to ensure this program is meeting the needs of the victims, the accused, and the community. In December 2023, a Sergeant in the Community Engagement Division consulted with this committee to write an Issue Paper for Saskatoon Police Service to implement mandatory consideration of pre-charge diversion referrals for low-level, summary conviction offences.	
SPS has added an additional PACT team to Patrol so there is one on every shift.	
<b>Measures</b>	
	<b>Update</b>
<b>PACT - Number of Arrest and Emergency Department Diversions</b>	In 2023 the PACT team were dispatched to 2,632 calls. Overall there have been approximately 446 Emergency Room diversions and 43 diversions from Detention. There was a total of 291 Mental Health Warrants as well.

<b>Goal 2 - Maintain core policing operations and address community concerns that affect public safety.</b>						
<b>Strategy 2.2 - Identify and reduce the availability of illicit drugs that are harmful to the community through education, prevention and enforcement tactics</b>						
<b>Activities</b>						<b>Progress</b>
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 sites benefit while minimizing any community safety issues.						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 Saskatoon's current challenges are understood and tracked.						Ongoing Program
<b>Key Updates</b>						
SPS is represented on many CACP Committees: Drug Advisory, Organized Crime and Crime Prevention-Community Safety and Well being.						
SPS has representation on many SACP Committees including Firearms, Ethics, and MMIWG.						
SPS is part of CISC National Fentanyl Working Group, Provincial Drug Task Force, a National Methamphetamine Working Group. SPS produces a monthly Overdose report and methamphetamine report in relation to possession and trafficking occurrences.						
Authorization of a further 3 Constables performing CMU relational policing reinforced the support for this style of policing, and the SPS's commitment to partnerships. U of S researchers are working with stakeholders, the SPS among them, to measure community challenges and intervention outcomes in a comprehensive way.						
<b>Statistical Measures</b>						
	<b>5 Year Average</b>	<b>2022</b>	<b>2023</b>	<b>2023 Change over 2022</b>	<b>2023 Change over 5 Year Avg.</b>	<b>Trending</b>
Meth Possession & Trafficking	433	291	197	-32.3%	-54.5%	Improving
Possession Other Illegal Drugs	176	128	88	-31.3%	-50.0%	Improving
Trafficking Other Illegal Drugs	98	104	92	-11.5%	-6.1%	Improving

<b>Goal 2 - Maintain core policing operations and address community concerns that affect public safety.</b>						
<b>Strategy 2.3 - Enhance the safety in the downtown and core neighbourhoods.</b>						
<b>Activities</b>						<b>Progress</b>
Review and enhance the City of Saskatoon Safety Plan						<b>In Progress</b>
Work with Community Support Officers (CSOs) and Alternative Response Officers (AROs) to support the Alternative Policing Strategy						<b>Ongoing Program</b>
Expand the ARO program						<b>Complete</b>
Partner with Saskatoon Tribal Council to develop a peacekeepers program						<b>Ongoing Program</b>
Support the Managed Alcohol Program (MAP) for chronic intoxicated individuals in the downtown core.						<b>Ongoing Program</b>
Continue to assist Sawēyihotān in their development of shared outreach.						<b>Ongoing Program</b>
<b>Key Updates</b>						
<p>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.</p> <p>ARO Unit growth and ongoing education to partner agencies, ensures that trained people will be available to support these community endeavors.</p> <p>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.</p> <p>Saskatoon Fire Department's takeover of the Community Support Program will be supported through operational changes to the SPS's service level agreement as necessary.</p>						
<b>Statistical Measures</b>						
	<b>5 Year Average</b>	<b>2022</b>	<b>2023</b>	<b>2023 Change over 2022</b>	<b>2023 Change over 5 Year Avg.</b>	<b>Trending</b>
<b>Downtown (DT) Crime Incidents</b>	<b>1,677</b>	<b>1,958</b>	<b>1,871</b>	<b>-4.4%</b>	<b>11.6%</b>	<b>Needs Improvement</b>
DT Crimes Against the Person	295	355	352	-0.8%	19.3%	Needs Improvement
DT Crimes Against Property	1,277	1,467	1,458	-0.6%	14.2%	Needs Improvement
DT Criminal Code Traffic Violations	34	59	21	-64.4%	-38.2%	Improving
DT Controlled Drug and Substance	71	77	40	-48.1%	-43.7%	Improving
<b>Core Neighbourhood (CN) Crime</b>	<b>5,986</b>	<b>6,121</b>	<b>6,465</b>	<b>5.6%</b>	<b>8.0%</b>	<b>Needs Improvement</b>
CN Crimes Against the Person	1,170	1,308	1,329	1.6%	13.6%	Needs Improvement
CN Crimes Against Property	4,349	4,371	4,810	10.0%	10.6%	Needs Improvement
CN Criminal Code Traffic Violations	171	223	184	-17.5%	7.6%	Improving
CN Controlled Drug and Substance Act	296	219	142	-35.2%	-52.0%	Improving
Number of Calls to the Lighthouse	1,057	1,293	1,020	-21.1%	-3.5%	Improving
Calls Dispatched to the Safe Consumption Site	N/A	202	578	186.1%	N/A	Needs Improvement
Community Support Officer Calls Dispatched	917	746	783	5.0%	-14.6%	Improving



<b>Goal 2 - Maintain core policing operations and address community concerns that affect public safety.</b>						
<b>Strategy 2.4 - Implement strategies with a focus on reducing the number of habitual runaways and missing persons.</b>						
<b>Activities</b>						<b>Progress</b>
Actively participate in Operation Runaway with Egadz. Leverage any meaningful data from the Saskatchewan Police Predictive Analytics Lab's (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.						In Progress
Identify and provide community supports to youth involved in the sex trade or at risk to human trafficking						Ongoing Program
Research best practices to support families of missing persons						In Progress
<b>Key Updates</b>						
<p>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 in early 2023. The app was designed to reduce the incidence of missing from care reports from group homes and to improve the quality of information provided to law enforcement when missing person reports are made.</p> <p>The Missing Youth Sask App is an evidence based solution to some of the capacity pressures these incidents are placing on response protocols. In collaboration with Egadz and the Ministry the SPS continues to promote widespread adoption of the app. Investigators have also began meeting regularly with managers from the Ministry to develop strategies to reduce the high incidence of habitual youth incidents.</p> <p>In October 2023 SPS Victim Services secured 2.5 years of funding from Justice Canada 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".</p>						
<b>Statistical Measures</b>						
	5 Year Average	2022	2023	2023 Change over 2022	2023 Change over 5 Year Avg.	Trending
Missing Person Occurrences	3,052	3,356	4,254	26.8%	39.4%	Needs Improvement
% of Missing Person Occurrences that are Habitual Runaways	75%	75%	76%	0.8%	1.7%	No Significant Change

<b>Goal 2 - Maintain core policing operations and address community concerns that affect public safety.</b>						
<b>Strategy 2.5 - Enhance Traffic Safety</b>						
<b>Activities</b>						<b>Progress</b>
Develop and implement the 2023 Traffic Safety Plan.						Complete
Develop a working relationship with the City regarding traffic flow and safety in Saskatoon.						Ongoing Program
Educate the public and stakeholders on the Combined Traffic Services Saskatchewan (CTSS) program.						In Progress
Develop a communications strategy for Traffic Safety						In Progress
<b>Key Updates</b>						
<p>SPS 2023 Traffic Plan has been developed with our partner agencies. The Spring enforcement drive reflected the partnership that SPS has with the RCMP and other Services across Saskatchewan. Work continues on improving communication on traffic safety both within the organization and to the public with a focus on the communicating information on the new E-scooter legislation.</p>						
<b>Statistical Measures</b>						
	5 Year Average	2022	2023	2023 Change over 2022	2023 Change over 5 Year Avg.	Trending
Traffic Collisions	4,794	4,447	4,276	-3.8%	-10.8%	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.*

<b>Goal 3 - Promote a healthy work environment and a culture of learning to ensure members reach their full potential.</b>	
<b>Strategy 3.1 - Provide relevant training that appropriately considers the needs of our people and organization</b>	
<b>Activities</b>	<b>Progress</b>
Prepare an annual training plan	<b>Complete</b>
Explore training opportunities to provide additional guidance to members on best practices during interactions with the public	<b>Ongoing Program</b>
Evaluate our training unit for the potential for centralized training	<b>Complete</b>
Implement a respectful workplace training module	<b>Ongoing Program</b>
Development of a firearms training plan for new sidearms	<b>Complete</b>
Develop an Executive Training Program that encourages life long learning	<b>Ongoing Program</b>
Implement an electronic learning management system	<b>Ongoing Program</b>
Develop a long term ethics program that provides career long education and awareness to SPS members	<b>Not Started</b>
<b>Key Updates</b>	
<p>The training plan for 2023 was submitted last fall and is available on the Public Drive for all members. As Course Training Standards are completed, they are submitted for approval. This includes Carbine and Immediate Action Rapid Deployment training.</p> <p>The Training Unit has started research regarding training opportunities for interactions with the public and are currently researching an active bystander program.</p> <p>SPS administration approved a Full Time Training Team Pilot Project for centralized training to begin in January 2024.</p> <p>The Respect Group was recommended for a respectful workplace training module and the rollout of this module will commence in early 2024.</p> <p>The Course Training Standard for the 9mm transition was completed by the Firearms Committee and was approved by SPS Administration. As the pistol capital budget had been previously approved, the transition of all pistols will take place in 2024. Firearms inventory order was placed with an anticipated delivery date of January 2024.</p> <p>SPS Training Unit will receive training from the Canadian Police Knowledge Network (CPKN) in February 2024 regarding the CPKN learning management system (LMS). Since SPS has an ongoing subscription with CPKN it was determined the setup cost would be minimal and this would be the appropriate system to implement.</p>	

<b>Goal 3 - Promote a healthy work environment and a culture of learning to ensure members reach their full potential.</b>	
<b>Strategy 3.2 - Continue to support the mental and physical wellbeing of our people.</b>	
<b>Activities</b>	<b>Progress</b>
Ensure employees have access to a variety of physical wellness programs	<b>Complete</b>
Research and develop a morale and employee engagement centered approach to the next employee survey	<b>Ongoing Program</b>
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.	<b>Ongoing Program</b>
Update the current Mental Health Strategy to include tools and applications such as Homewood Health - Headversity to build personal and organizational resilience.	<b>Ongoing Program</b>
Develop internal framework to engage and support LGBTQ2S+ employees of the SPS	<b>In Progress</b>
<b>Key Updates</b>	
<p>Employees have access to physical fitness training program design and in person training with the SPS Physical Fitness Coordinator. Employees are able to participate in Yoga, Pilates, Floor Hockey, Pickle Ball and Badminton group sessions. A local provider offers healthy meals that can be pre-ordered or purchased on sight for convenience.</p> <p>Work has been started on updating the Mental Health Strategy. Research and results from the SPS Wellness Survey in 2024 will provide more information to finalize this document.</p>	

Goal 4 - Resource a growing and diverse city to ensure our members are effective and safe.						
Strategy 4.1 - Ensure proper resource deployment.						
Activities						Progress
Review and implement best practices on how to reliably measure front line responses and workload analysis.						In Progress
Analyze structure and long term resource needs of the Communications Unit						Ongoing Program
Evaluation of SPS resource needs						Complete
Key Updates						
The SPS is currently in Year 2 of our two-year pilot project with casual calltakers.						
Saskatchewan Public Safety Agency (SPSA) has increased funding for Communications and the number of new staff members (hired in the fall) will be determined as per the finalized contract.						
Statistical Measures						
	5 Year Average	2022	2023	2023 Change over 2022	2023 Change over 5 Year Avg.	Trending
Dispatched Calls as a % of total Calls	68%	65%	65%	-0.5%	-5.2%	No Significant Change
Overall Crime Rate (Per 1,000 population)	108.6	107.7	114.7	6.5%	5.6%	Needs Improvement

Strategy 4.2 - Work toward representing the population we serve.						
Activities						Progress
Maintain the current recruitment strategy that provides initiatives to improve the Saskatoon Police Service's diversity to ensure we are a representative workplace						Ongoing Program
Implement and report on the updated Indigenous Recruitment Strategy including enhanced use of advertising, online recruiting and recruit supports						Not Started
Key Updates						
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. A virtual information session was held to reach more of the community. SPS Recruiting attended over 30 career fairs/events.						
Statistical Measures						
	2020	2021	2022	2023	2023 Change since 2020	Trending
Sworn Female Employees	178	186	192	194	9%	Improving
Sworn Indigenous Employees	62	66	72	70	13%	Improving
Sworn Persons with Disabilities	35	39	32	40	14%	Improving
Sworn Visible Minorities	28	30	32	33	18%	Improving
Statistical Measures						
	2020	2021	2022	2023	2023 Change since 2020	Trending
Service Wide Female	305	306	315	321	5%	No Significant Change
Service Wide Indigenous	68	71	78	76	12%	Improving
Service Wide Persons with Disabilities	39	41	34	42	8%	Improving
Service Wide Visible Minorities	42	43	49	47	12%	Improving

Strategy 4.3 - Development of a human resources recruiting strategy						
Activities						Progress
Conduct an audit of SPS recruiting process						Ongoing Program
Evaluation of SPS's Mental Health Strategy (COVERED IN GOAL 3; STRATEGY 3.2)						Ongoing Program
Key Updates						
SPS Recruiting Unit has eliminated the requirement for applicants to have their permanent residency for 3 years. This allows any applicant with a permanent residency to apply and compete for regular police officer or special constable positions.						



### **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.*

<b>Goal 5 - Enrich the relationships between the Saskatoon Police Service and the many diverse communities that we serve.</b>	
<b>Strategy 5.1 - Continue to engage with the Indigenous Community in a purposeful and meaningful way.</b>	
<b>Activities</b>	<b>Progress</b>
Conduct the Office of the Treaty Commissioner and Reconciliation through Treaty Implementation (TRTI) project to establish pathway forward towards TRTI.	<b>Complete</b>
Conduct an Equity and Diversity Inclusion (EDI) Audit	<b>In Progress</b>
Continue to respond to the Truth and Reconciliation Calls to Action and Missing and Murdered Indigenous Women and Girls Calls for Justice.	<b>Ongoing Program</b>
Maximize the use of our facility for cultural events aimed at building and enhancing relationships with the indigenous community including an annual round dance to be hosted at SPS Headquarters.	<b>In Progress</b>
Continue to attend and engage in Indigenous events and celebrations throughout the community.	<b>In Progress</b>
Hold a position on the Canadian Association of Chiefs of Police (CACP) Policing with Indigenous Peoples Committee and work to develop and implement best practices.	<b>Ongoing Program</b>
Continue involvement with the Indigenous Chiefs Advisory Committee and Indigenous Women Advisory Circle.	<b>In Progress</b>
<b>Key Updates</b>	
The Office of the Treaty Commissioner and Reconciliation through Treaty Implementation (TRTI) project was completed and recommendations coming from that work will be reviewed and integrated into the annual business plan for 2024 and beyond.	
The EDI Audit work was started in November 2023 and will be completed in 2024.	
The first annual Round Dance was held at SPS Headquarters in November 2023.	

<b>Goal 5 - Enrich the relationships between the Saskatoon Police Service and the many diverse communities that we serve.</b>	
<b>Strategy 5.2 - Build relationships with Youth through education, collaboration and outreach.</b>	
<b>Activities</b>	<b>Progress</b>
Develop a formalized program to engage with youth.	<b>In Progress</b>
Host youth programs at our facility and attend events in the community that engage youth.	<b>Ongoing Program</b>
Continue the Cadet Orientation Police Studies (C.O.P.S.) Program.	<b>In Progress</b>
Continue hosting the Explore YXE Event.	<b>In Progress</b>
<b>Key Updates</b>	
A new project where SPS School Resource Unit is working 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.	
The SPS will continue the Saskatoon Police Peacekeeper Cadets program.	



<b>Goal 5 - Enrich the relationships between the Saskatoon Police Service and the many diverse communities that we serve.</b>	
<b>Strategy 5.3 - Sustain and foster existing positive relationships with multi-cultural communities.</b>	
<b>Activities</b>	<b>Progress</b>
Be a member of the City of Saskatoon's Diversity, Equity and Inclusion Committee.	Ongoing Program
Ensure that the Saskatoon Police Advisory Committee On Diversity (SPACOD) has appropriate representation from all equity groups.	In Progress
Maintain relationships with settlement agencies to provide SPS support through educational and engagement.	In Progress
Participate in events which are aimed toward building diversity and inclusion in the community and within the SPS	In Progress
<b>Key Updates</b>	
<p>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. SPS hosts an annual Diversity Disco at our headquarters which is held in collaboration with other supporting agencies. This family-based dance party was created to celebrate diversity and promote strong community connections within different groups.</p> <p>Lunch and Learns are held at SPS HQ where different community groups give presentations about their culture to officers.</p> <p>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. In 2023 community partners Wakati Wa Kafrika hosted our Fireside Chat where attendees heard from an SPS member who shared his story of how he moved to Canada from his hometown in Kenya and joined the police service</p>	

<b>Goal 5 - Enrich the relationships between the Saskatoon Police Service and the many diverse communities that we serve.</b>	
<b>Strategy 5.4 - Ensure the SPS is contributing to an age-friendly community.</b>	
<b>Activities</b>	<b>Progress</b>
Inform older adults of access to Fire and Police Academy.	In Progress
Deliver educational campaigns to address personal safety, finance abuse, and physical/emotional violence against older adults.	In Progress
Crime Free Multi Housing (CFMH) to partner with multi-housing property owners and managers to provide programming to enhance security of seniors.	In Progress
<b>Key Updates</b>	

<b>Goal 5 - Enrich the relationships between the Saskatoon Police Service and the many diverse communities that we serve.</b>	
<b>Strategy 5.5 - Foster the relationship with the LGBTQ2S+ community and enhance SPS's knowledge of LGBTQ2S+ challenges related to policing.</b>	
<b>Activities</b>	<b>Progress</b>
Engage the LGBTQ2S+ Community	In Progress
Support the Annual Pride Parade by encouraging employees to participate and seeking opportunities for SPS to participate as an organization	In Progress
<b>Key Updates</b>	

<b>Goal 6 - Work with all levels of government to develop solutions to address community safety, health and social challenges</b>	
<b>Strategy 6.1 - Work with the City of Saskatoon, all levels of government, and organizations on common goals to maximize efficiency and effectiveness.</b>	
<b>Activities</b>	<b>Progress</b>
Work closely with the City to align priorities and responses	<b>In Progress</b>
Work with Saskatoon Fire and Emergency Management Office (EMO) to identify opportunities to improve community safety.	<b>Ongoing Program</b>
Continue to work with Provincial and Federal partners to ensure the development of new programs and sustain existing ones.	<b>Ongoing Program</b>
Continue to participate in committees with the Canadian Association of Chiefs of Police (CACP) and the Saskatchewan Association of Chiefs of Police (SACP) to develop best practices and strategies in community policing.	<b>Ongoing Program</b>
<b>Key Updates</b>	
<p>Provincial Gang Violence Reduction Strategy (GVRS) Committee is the Province’s response 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. The goal is to reduce street gang-related crime and violence.</p> <p>National Restorative Justice Collaborative Learning Conference (NRCLC) – Saskatchewan Delegation engaged delegations from provinces, territories and the Federal level in a collaborative process to identify key elements and commitments required to advance and realize the potential of restorative justice to transform the approach to justice in Canada.</p> <p>The primary objective of engagement on the Indigenous Justice Strategy as identified by Justice Canada is to develop a culturally appropriate strategy, informed by Indigenous ways of knowing and healing, that includes concrete recommendations for action to address systemic discrimination and the overrepresentation of Indigenous people in the Canadian Justice System.</p>	





**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.*

<b>Goal 7 - Ensure accessibility and enhance communications with the public, utilizing communication to maintain transparency and public trust.</b>	
<b>Strategy 7.1 - Coordinated Communications and Awareness</b>	
<b>Activities</b>	<b>Progress</b>
Deliver media campaigns on Missing Persons, Fraud, Patrol Response and Traffic Safety	<b>Ongoing Program</b>
Provide education and information on operational initiatives Key topics include PACT, Alternative Response Officers, Beat Blitz projects, Body Worn Cameras, Gun Amnesty Program, Victim Services, K9, Recruiting, and Traffic Awards.	<b>Ongoing Program</b>
Identify and initiate opportunities to work with key stakeholders, including Saskatoon School Boards, SGI and RCMP.	<b>Ongoing Program</b>
<b>Key Updates</b>	
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. The SPS produced an external podcast highlighting the Kandice Singbeil file.	

<b>Goal 7 - Ensure accessibility and enhance communications with the public, utilizing communication to maintain transparency and public trust.</b>	
<b>Strategy 7.2 -Enhance the current brand of the Saskatoon Police Service within the community, province and country.</b>	
<b>Activities</b>	<b>Progress</b>
Promote the Saskatoon Police Service as an employer of choice.	<b>Ongoing Program</b>
Expand the video and social media series to feature members and how they make a difference in the community.	<b>Ongoing Program</b>
<b>Key Updates</b>	
Completion of internal mental health awareness video in partnership with SACP, featuring members from SPS & RPS. Additional ongoing efforts to identify opportunities to share mental health resources and information both internally and externally.	

<b>Goal 7 - Ensure accessibility and enhance communications with the public, utilizing communication to maintain transparency and public trust.</b>	
<b>Strategy 7.3 -Maintain and enhance partnerships with media outlets.</b>	
<b>Activities</b>	<b>Progress</b>
Provide media access to Police Academy events, calls for service information and in person conversations with the Chief	<b>Ongoing Program</b>
Provide media availability through scheduled sessions with appropriate members of the SPS.	<b>Ongoing Program</b>
<b>Key Updates</b>	
Resumed the facilitation of in-person interview requests post-COVID. Ongoing maintenance of the media calls for service website (replaced access to police scanners).	

<b>Goal 8 - Foster a culture of engagement and collaboration through improved internal communications.</b>	
<b>Strategy 8.1 - Improve internal communication within the organization.</b>	
<b>Activities</b>	<b>Progress</b>
Complete an internal communications review through the use of an internal committee, including recommendations to improve internal communications moving forward.	<b>Ongoing Program</b>
Provides clear and consistent key messages on major initiatives, including district realignment, downtown safety and police reform.	<b>Ongoing Program</b>
Expand the use of video screens in key locations to provide important updates, including staff recognition in a timely manner.	<b>Ongoing Program</b>
Implement a new intranet platform to improve internal communications.	<b>In Progress</b>
Implement new initiatives to collaborate with front line staff on important changes that impact them.	<b>Not Started</b>
Integrate the work of the Equity and Cultural Engagement Unit throughout the organization by means of improved internal communication, education, and collaboration.	<b>Ongoing Program</b>
<b>Key Updates</b>	
Ongoing support to various internal stakeholders on information sharing to video monitors around the Headquarters building.	



### **OUR GOALS**

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

*Utilize technology to increase effectiveness and efficiency.*

<b>Goal 9 - Ensure sustainability by developing leading practices and maintaining an innovative service.</b>	
<b>Strategy 9.1 - Modernize the SPS's administrative processes.</b>	
<b>Activities</b>	<b>Progress</b>
Identify the challenges and benefits of FUSION Enterprise Resource Planning System (ERP)	<b>In Progress</b>
Research and implement industry standard IT Service Management practices	<b>In Progress</b>
Research an integrated, computerized system for notifying SPS members of court appearances.	<b>Complete</b>
Enhance capital project assessment.	<b>Complete</b>
<b>Key Updates</b>	
<p>The Hardware Asset Management process has been developed and will be implemented in 2024. SPS IT will continue to improve IT Service Management and delivery practices as part of its continuous improvement strategy.</p> <p>A Request for Information was issued and other research was done to identify options for a digital court notification system. As Capital Budget is required for procurement and implementation of a solution, this will be done in 2025. Budget had subsequently been confirmed. Will continue with this project in the first part of 2024; it may require hiring a software programmer to custom-build a solution.</p>	

<b>Goal 9 - Ensure sustainability by developing leading practices and maintaining an innovative service.</b>	
<b>Strategy 9.2 - Ensure the integrity of SPS policies, data and information governance.</b>	
<b>Activities</b>	<b>Progress</b>
Develop and implement an Information Governance Framework	<b>In Progress</b>
<b>Key Updates</b>	
<p>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.</p>	

<b>Goal 10 - Utilize technology to increase effectiveness and efficiency.</b>	
<b>Strategy 10.1 - Expand Body Worn-Cameras (BWC)</b>	
<b>Activities</b>	<b>Progress</b>
Develop a BWC Resourcing Strategy	<b>Complete</b>
Expand BWC Pilot to 80 cameras	<b>In Progress</b>
<b>Key Updates</b>	
A resourcing strategy has been created to staff the program throughout expansion, but work on where the BWC Program will reside in the organization needs to be completed in early 2024.	
Shipment of the last 20 cameras to be deployed in 2023 was delayed due to waiting for the latest model from Axon. These are to arrive in January 2024.	

<b>Goal 10 - Utilize technology to increase effectiveness and efficiency.</b>	
<b>Strategy 10.2 - Expand the use and application of Digital Evidence Management</b>	
<b>Activities</b>	<b>Progress</b>
Pilot e-disclosure opportunities with Public Prosecutions	<b>In Progress</b>
Develop a cloud computing strategy	<b>Not Started</b>
<b>Key Updates</b>	
The provincial working group for e-disclosure with Public Prosecutions continues to meet, but little progress has been made as there is no partner agreement signed between the Crown and the vendor for e-disclosure of BWC and other video evidence. The work to allow for electronic disclosure of court documents to the Federal Crown is complete.	
No work has been done on the Cloud Computing Strategy and this activity will move into 2024. The strategy will depend on the IT Steering & Governance Committee being in place before it can begin.	

<b>Goal 10 - Utilize technology to increase effectiveness and efficiency.</b>	
<b>Strategy 10.3 - Ensure the effective use of technology and equipment are optimized for operational and investigative solutions</b>	
<b>Activities</b>	<b>Progress</b>
Finalize the transition plan to the 9mm pistols.	<b>Complete</b>
Review options for the in-car camera system.	<b>Not Started</b>
Research an SPS online public reporting tool replacement.	<b>In Progress</b>
Research rapid DNA technology.	<b>Complete</b>
<b>Key Updates</b>	
The Course Training Standard and Block Training Plan for 9mm pistols were finalized and approved by SPS administration.	
No work was completed on the in-car camera system project. This will kick off in the second quarter of 2024 and the SPS will be gathering requirements then going directly to procurement.	
Research on an online reporting replacement was completed and the findings have been captured. The Issue Report will be finalized and presented in January 2024.	

<b>Goal 10 - Utilize technology to increase effectiveness and efficiency.</b>	
<b>Strategy 10.4 - Ensure that the current Radio and communications Network is secure, efficient and effective.</b>	
<b>Activities</b>	<b>Progress</b>
Participate in City Radio Network to ensure SPS specific needs are met.	<b>In Progress</b>
Pursue radio interoperability with RCMP	<b>In Progress</b>
Implement Stage 1 of Next Generation 9-1-1 in accordance with Provincial NG-9-1-1 Strategy	<b>In Progress</b>
<b>Key Updates</b>	
Intersubsystem Integration with the Provincial Public Safety Telecommunications Network is in the testing phase. RCMP & the Saskatchewan Public Safety Agency want to have this operating by end of March 2024.	
SPS successfully outfitted some of the radio units authorized by the RCMP to include RCMP talkgroup programming; remaining units dependent on installing OTAR (Over The Air Rekeying) capability & then getting them to RCMP radio technicians for programming.	
The NG9-1-1 Go-Live date has been moved to March 5-6, 2024 by the Province due to technical challenges with the solution. The SPS continues to work with SaskTel and the Saskatchewan Public Safety Agency to prepare for implementation. Currently outfitting the training lab with equipment to support training in time.	