



SASKATOON _____
POLICE SERVICE

TO: Shirley Greyeyes, Chairperson
Board of Police Commissioners

FROM: Dave Haye
Office of the Chief

DATE: 2024 April 05

SUBJECT: Neighbourhood Safety Intervention Strategy Framework

FILE NO.: 2,001

ISSUE:

At the March 21, 2024 Saskatoon Board of Police Commissioners (BOPC) meeting the Board resolved:

That the Saskatoon Police Service Administration report back on the planned deployment of community policing resources, specifically outlining how they will impact the capacity for community policing initiatives and the ability to work differently in residential areas with disproportionate crime and victimization rates.

RECOMMENDATION:

That the report be received for information.

STRATEGIC PRIORITY:

This report encompasses two of the five priorities from the SPS 2020-2024 Strategic Plan:

Crime & Safety – develop effective strategies to combat the changing facets of crime and its causes; and address community concerns that affect public safety.

Partnerships – enrich the relationships between the SPS and communities; and work with all levels of government to develop solutions to address community safety, health and social challenges.

BACKGROUND:

At the October 19, 2023 BOPC meeting, the 2024-2025 *Police Operating Budget Estimates* were approved by the Board and forwarded onto Saskatoon City Council for consideration. Within these estimates was a request for an increase to the authorized sworn member strength of the SPS, including three officers specifically earmarked for the Community Mobilization Unit (CMU). At the same time, representatives from the Pleasant Hill Community Association attended to speak about concerns relating to their neighbourhood, one which served as an example in the city of a neighbourhood impacted disproportionately by crime and victimization rates. During the course of that meeting, a resolution was made requesting information surrounding the activities the Saskatoon Police Service (SPS) was conducting in support of community policing and what more could be done to address community safety.

This resolution led to the presentation by the SPS at the March 21, 2024 BOPC meeting of a report entitled *Current State to Future State: Community Policing to Community Governance*, which focused on the potential for transition from traditional SPS-led community policing plans to a city-led community governance plan with regard to public safety in Saskatoon. The intent behind this concept paper was to discuss emerging practices in community safety, trends which are becoming common across many Canadian municipalities. These practices focus on the development of social cohesion in neighbourhoods like Pleasant Hill, through capacity-building, facilitated through a whole-of-government approach.

What was not abandoned in that paper, however, was the ability of the SPS to maintain a leadership posture in the community safety landscape of Saskatoon. The SPS, through both internal assets and external partnerships, remains capable of fielding a variety of intervention measures in neighbourhoods experiencing disproportionate crime. Some measures are the sole purview of the police, such as the presence and deterrence that comes from reassurance patrols. Other measures are reliant upon SPS partners to provide support, with the goal of preventing certain types of crime as opposed to simply reacting to it. In all cases, these methods are characterized by being researched, measurable, and transportable from neighbourhood to neighbourhood.

DISCUSSION:

The framework follows several phases:

Phase 1 – Immediate Resource Deployment

Based upon the 2024 budget for the SPS a number of policing positions were approved:

- Patrol Constables – 4
- Community Mobilization Unit (CMU) – 3
- Alternative Response Officers (ARO) - 5

The filling of these positions and ensuring that the new staff are trained has taken some time to complete, in fact the Patrol Constables and CMU Constables are only now coming to the end of

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their recruit training at the Saskatchewan Police College. AROs have begun the field training portion of their program.

On May 1st the SPS will redeploy three Constables from Patrol to CMU. These Constables will be back-filled when the recruit training is completed at the end of May 2024. These three CMU Constables will have a focus in the Pleasant Hill neighborhood. These CMU Constables will interact with Pleasant Hill community leaders and residents in order to gain an understanding of their concerns and create responses which extend beyond a simple police response and towards a whole of city approach as proposed in the March 21, 2024 BOPC meeting of a report entitled *Current State to Future State: Community Policing to Community Governance*.

The three Pleasant Hill CMU will be able to utilize other policing resources, for example; Patrol, CMU, and Criminal Investigations in developing a response to policing issues.

This will require SPS to realign the CMU Program to include its pre-existing area and all of the Pleasant Hill neighborhood.

Phase 2 – Problem and Resource Identification (begins May 2024)

- CMU officers, supported by Community Liaison Officers (CLOs), meet with the neighbourhood Community Association to gain understanding of issues as the Association sees it.
- SPS Crime Analyst conducts assessment of affected neighbourhood looking at reported rates and for trends and patterns.
- Mapping exercise by CMU and CLO officers of civic and community-based organizations (CBOs) already involved with the affected neighbourhood.
- Community grassroots capacity for involvement is assessed: neighbourhood patrols, youth programming, drop-in centre.
- Request of the City of Saskatoon for Crime Prevention Through Environmental Design (CPTED) Report and/or Safety Audit; or update to original Reports and Audits if they have already been completed.
- CMU officers may request updates to the 2002 Local Area Plan (LAP) and 2005 Safety Audit (SA) for Pleasant Hill from Neighbourhood Safety, Planning & Development, Community Services Department, City of Saskatoon.
- CMU officers brief Patrol Support Division command team; problem and resource identification is made; Centre for Problem-Oriented Policing (POP) intervention strategies are designed.

Phase 3 – Intervention Strategy Selection and Implementation (June 2024)

- Select and staff the appropriate intervention strategies and identify outcome measures of success. Staff may be drawn from SPS units or civic and community-based partners.
- If not already part of an intervention strategy, SPS may be required to provide concurrent assistance to non-police partners addressing LAP, CPTED Reports or SA concerns.

Potential Activities may include:

CMU officers ensure intervention activities are reported to SPS Crime Analyst and Patrol Support Division command team.

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SPS Crime Analyst ensures outcomes de-confliction between Problem Oriented Policing (POP) intervention strategies and other areas of work (1500blk 20th St Research Project, etc.).

CMU officers provide security to civic departments carrying out work in accordance with identified issues requiring remediation from LAPs and SAs.

Phase 4 – Outcomes Measurement and Reporting (Sep 2024)

- SPS Crime Analyst to assess interventions results.
- CLO or CMU officers meet with neighbourhood Community Association and involved partners to report results and discuss next steps.

Assessment and Refocus

Phases 1 through 3 are reassessed following the outcomes analysis of September’s qualitative and quantitative data. Problem identification and corresponding intervention strategy selection are weighed against these conclusions, resulting in continuing unabated, continuing with modifications, or entirely new intervention strategies selected.

CMU officers conduct follow-up (post-intervention) community needs assessment with:

- Pleasant Hill Community Association;
- Pleasant Hill rooted community-based organizations (Westside Community Clinic, Prairie Harm, STC Health Centre, etc.);
- Pleasant Hill rooted or accessible grassroots organizations (Sage Clan, Chokecherry Studios, White Buffalo Youth Lodge etc.).

Patrol Support Division command team:

- Utilizes SPS Crime Analyst to analyze quantitative and qualitative intervention outcomes in Pleasant Hill; maintains or adjusts police activities as necessary;
- Reports intervention strategy findings to partner agencies, Ministries, and CBOs for response adjustment if necessary;
- Leverages CMU officer relationships with stakeholders to increase and regularize intervention strategy reporting to Pleasant Hill Community Association.

BUDGET IMPLICATIONS:

At present, SPS CLO or CMU officers work both ten and twelve hours shifts, giving a wide range of availability during day and night. The SPS Crime Analyst and the Patrol Support Division command team work straight days, four to five days a week. If required, supplemental personnel for intervention strategy activities will be drawn from Patrol, Criminal Investigations, or Operational Support. Depending upon the intervention strategies selected, SPS personnel demand may exceed capacity, resulting in extra capacity having to be generated through re-assignment, overtime, or callout. Salary and non-salary expenditures attributable to specific neighbourhood intervention strategies will be tracked by the Patrol Support Division.

CONCLUSION:

This Issue Report provides immediate resource deployment with a defined follow-up plan designed to understand and provide policing service to the Pleasant Hill community. It also identifies the need for a whole of city approach when addressing issues of Community and Safety Well-Being. In areas such as Pleasant Hill, the framework above outlines the process by which the SPS can identify community problems and available resources, select and implement POP intervention strategies, and measure and report the outcomes. The framework is scalable and transportable, able to expand or contract in size and complexity, in whichever community it is needed.

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