



# PUBLIC AGENDA

## SASKATOON BOARD OF POLICE COMMISSIONERS

Thursday, February 20, 2025, 1:00 p.m.  
Committee Room E, Ground Floor, City Hall

### COMMISSIONERS:

Commissioner S. Greyeyes, Chair  
Commissioner J. Lagimodiere, Vice-Chair  
Commissioner K. Grier  
Commissioner Z. Jeffries  
Commissioner J. Santos Ong  
Commissioner S. Timon

Submissions providing comments and/or requesting to speak will be accepted for public meetings using the [online form](#) on the Saskatoon Board of Police Commissioners website. If your submission includes a request to speak, you will be contacted by a representative from the City Clerk's Office with further information.

Pages

### 1. MINUTES/DELEGATIONS/PRESENTATIONS

#### 1.1 Call to Order

The Chair will call the meeting to order on Treaty 6 Territory and the Traditional Homeland of the Métis People and confirm roll call.

#### 1.2 Confirmation of Agenda

##### Recommendation

That the agenda be confirmed as presented.

#### 1.3 Declaration of Conflict of Interest

#### 1.4 Adoption of Minutes

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##### Recommendation

That the minutes of the public Board of Police Commissioners meeting held on January 23, 2025, be adopted.

#### 1.5 Delegations

1.6 Chair's Report

1.7 Chief's Report

1.8 Environmental Scan

2. CORRESPONDENCE/CITY COUNCIL REFERRALS

3. ROUTINE/STATISTICAL REPORTS

3.1 Out of Scope Salary Increases 2023 - 2026 9 - 19

A report of the Chief of Police is provided.

**Recommendation**

That the Board authorize the same salary increases and benefit changes for 2023, 2024 and 2025 for SPS Out-of-Scope employees that have been negotiated for the Exempt Staff Association (ESA) out of scope employees with the City of Saskatoon.

3.2 2024 Year End Business Plan Report 20 - 36

A report of the Chief of Police is provided.

**Recommendation**

That the information be received.

3.3 2024 Year End Financial Report 37 - 43

A report of the Chief of Police is provided.

**Recommendation**

That the Board review the results and approve the contribution of \$1,631,168 to the SPS Fiscal Stabilization Reserve and approve the contribution of \$90,000 to the SPS Renovations Reserve.

4. RESPONSES TO BOARD REFERRALS

5. OTHER

6. BOARD INQUIRIES/NOTICES OF MOTION

**7. IN CAMERA SESSION**

**Recommendation**

That the Board move *In Camera* to consider matters exempt to the public under its Governance Policy No. 12.4, Section 10(2) of *The Saskatoon Board of Police Commissioners Bylaw No. 7531*, Section 27(15) of *The Police Act, 1990*, and Section 16(1)(b) and (d), 21 and 28 of *The Local Authority Freedom of Information and Protection of Privacy Act*.

**8. RISE AND REPORT**

**9. ADJOURNMENT**



## **PUBLIC MINUTES**

### **BOARD OF POLICE COMMISSIONERS**

**Thursday, January 23, 2025, 1:00 p.m.  
Committee Room E, Ground Floor, City Hall**

**PRESENT:** Commissioner J. Lagimodiere, A/Chair  
Commissioner Mayor C. Block  
Commissioner S. Greyeyes, via teleconference  
Commissioner K. Grier  
Commissioner Z. Jeffries  
Commissioner J. Santos Ong  
Commissioner S. Timon

**ALSO PRESENT:** Chief C. McBride  
Deputy Chief D. Pringle  
SPS Solicitor A. Smith  
SPS Executive Director M. Arscott  
BPC Solicitor S. Edmondson  
BPC Communication Consultant L. Nyirfa  
City Clerk A. Titemore  
Secretary P. Walter

#### **1. MINUTES/DELEGATIONS/PRESENTATIONS**

##### **1.1 Call to Order**

A/Chair Block called the meeting to order on Treaty 6 Territory and the Traditional Homeland of the Métis People and confirmed roll call.

##### **1.2 Appointment of Chair and Vice-Chair**

City Council, at its Regular Business Meetings held on November 27, 2024 and December 18, 2024 made the following appointments:

###### Appointed to the end of 2025

- Councillors Jeffries and Timon

###### Reappointed to the end of 2026

- Shirley Greyeyes

The Board was requested to appoint a Chair and Vice-Chair for 2025. Commissioner Greyeyes was appointed Chair and Commissioner Lagimodiere was appointed Vice-Chair for 2024.

**Moved By:** Commissioner Lagimodiere

That the Board of Police Commissioners appoint Shirley Greyeyes as Chair for 2025.

In Favour: (7): Commissioner Lagimodiere, Commissioner Mayor Block, Commissioner Greyeyes, Commissioner Grier, Commissioner Jeffries, Commissioner Santos Ong, and Commissioner Timon

**CARRIED UNANIMOUSLY**

**Moved By:** Commissioner Greyeyes

That the Board of Police Commissioners appoint John Lagimodiere as Vice-Chair for 2025.

In Favour: (7): Commissioner Lagimodiere, Commissioner Mayor Block, Commissioner Greyeyes, Commissioner Grier, Commissioner Jeffries, Commissioner Santos Ong, and Commissioner Timon

**CARRIED UNANIMOUSLY**

Commissioner Greyeyes excused herself from the meeting at 1:20 p.m.

Commissioner Lagimodiere assumed the Chair.

### **1.3 Confirmation of Agenda**

**Moved By:** Commissioner Santos Ong

That the agenda be confirmed as presented.

In Favour: (6): Commissioner Lagimodiere, Commissioner Mayor Block, Commissioner Grier, Commissioner Jeffries, Commissioner Santos Ong, and Commissioner Timon

Absent: (1): Commissioner Greyeyes

**CARRIED UNANIMOUSLY**

#### **1.4 Declaration of Conflict of Interest**

There were no declarations of conflict of interest.

#### **1.5 Adoption of Minutes**

**Moved By:** Commissioner Santos Ong

That the minutes of the public Board of Police Commissioners meeting held on December 19, 2024, be adopted.

In Favour: (6): Commissioner Lagimodiere, Commissioner Mayor Block, Commissioner Grier, Commissioner Jeffries, Commissioner Santos Ong, and Commissioner Timon

Absent: (1): Commissioner Greyeyes

**CARRIED UNANIMOUSLY**

#### **1.6 Delegations**

##### **1.6.1 Dion Waniandy - General Policing Concerns**

A request to speak from Dion Waniandy, dated January 3, 2025, was provided.

It was noted Mr. Waniandy was not present.

#### **1.7 Chair's Report**

#### **1.8 Chief's Report**

Chief McBride provided a verbal report on the following:

- Constable Jamie Ong and his daughter, Kherington, ran a fundraiser campaign with SPS staff for the Jim Pattison Children's Hospital Foundation and raised over \$8,000.
- January 18, 2025 - Attended Champions for Change Gala hosted by The People Bridge Advocacy.
- January 25, 2025 - Participating in the 2025 Polar Plunge located at Cabela's.
- January 28 to 30, 2025 – Attending the National Chiefs of Police round table meeting.

- January 31, 2025 – Feast and Round Dance event.
- February 6, 2025 – Deputy Chief Pringle will be attending a panel discussion as part of Black History Month.
- Saskatoon Police Service has partnered with Advanis to conduct a public external satisfaction survey.
- Community Consultation is scheduled for February 27, 2025.
- Constable Shaina Lynden developed a week-long indigenous studies course for the new recruits coming back from Police College.
- Superintendent Pellerin will be retiring January 31, 2025. James Oliver will be promoted to Superintendent and Doug McNeil will be promoted to Inspector, February 1, 2025.

**Moved By:** Commissioner Grier

That the information be received.

In Favour: (6): Commissioner Lagimodiere, Commissioner Mayor Block, Commissioner Grier, Commissioner Jeffries, Commissioner Santos Ong, and Commissioner Timon

Absent: (1): Commissioner Greyeyes

**CARRIED UNANIMOUSLY**

### **1.9 Environmental Scan**

## **2. CORRESPONDENCE/CITY COUNCIL REFERRALS**

## **3. ROUTINE/STATISTICAL REPORTS**

### **3.1 Appreciation to the Saskatoon Police Service**

A report of the Chief of Police was provided.

Chief McBride introduced the item. Director of Public Relations & Strategic Communications Edwards presented the report.

Deputy Chief Pringle responded to questions of the Board along with Chief McBride and SPS Executive Director Arscott.

**Moved By:** Commissioner Santos Ong

That the information be received.

In Favour: (6): Commissioner Lagimodiere, Commissioner Mayor Block, Commissioner Grier, Commissioner Jeffries, Commissioner Santos Ong, and Commissioner Timon

Absent: (1): Commissioner Greyeyes

**CARRIED UNANIMOUSLY**

### **3.2 Saskatoon Police Service 2025 Business Plan**

A report of the Chief of Police was provided.

Chief McBride introduced the item. Director of Police Information and Planning Stewart presented the report with a PowerPoint.

Chief McBride responded to questions of the Board along with Deputy Chief Pringle and SPS Executive Director Arscott.

**Moved By:** Commissioner Timon

That the information be received.

In Favour: (6): Commissioner Lagimodiere, Commissioner Mayor Block, Commissioner Grier, Commissioner Jeffries, Commissioner Santos Ong, and Commissioner Timon

Absent: (1): Commissioner Greyeyes

**CARRIED UNANIMOUSLY**

### **3.3 Update on Office of the Treaty Commissioner Truth, Reconciliation and Treaty Implementation Project**

A report of the Chief of Police was provided.

Chief McBride introduced the item. SPS Executive Director Arscott presented the report and responded to questions of the Board along with Chief McBride.

**Moved By:** Commissioner Santos Ong



That the information be received.

In Favour: (6): Commissioner Lagimodiere, Commissioner Mayor Block, Commissioner Grier, Commissioner Jeffries, Commissioner Santos Ong, and Commissioner Timon

Absent: (1): Commissioner Greyeyes

**CARRIED UNANIMOUSLY**

**4. RESPONSES TO BOARD REFERRALS**

**5. OTHER**

**5.1 2025/2026 Canadian Association of Police Governance (CAPG) Membership Renewal**

An invoice from the Canadian Association of Police Governance, dated January 9, 2025, was provided.

**Moved By:** Commissioner Jeffries

That the Canadian Association of Police Governance (CAPG) membership be renewed at the cost of \$5,545.00.

In Favour: (6): Commissioner Lagimodiere, Commissioner Mayor Block, Commissioner Grier, Commissioner Jeffries, Commissioner Santos Ong, and Commissioner Timon

Absent: (1): Commissioner Greyeyes

**CARRIED UNANIMOUSLY**

**6. BOARD INQUIRIES/NOTICES OF MOTION**

**7. IN CAMERA SESSION**

**Moved By:** Commissioner Santos Ong

That the Board move *In Camera* to consider matters exempt to the public under its Governance Policy No. 12.4, Section 10(2) of *The Saskatoon Board of Police Commissioners Bylaw No. 7531*, Section 27(15) of *The Police Act, 1990*, and Section 16(1)(b) and (d), 21 and 28 of *The Local Authority Freedom of Information and Protection of Privacy Act*.

In Favour: (6): Commissioner Lagimodiere, Commissioner Mayor Block, Commissioner Grier, Commissioner Jeffries, Commissioner Santos Ong, and Commissioner Timon

Absent: (1): Commissioner Greyeyes

**CARRIED UNANIMOUSLY**

The public meeting recessed at 2:07 p.m.

## **8. RISE AND REPORT**

The Board convened *In Camera* at 2:30 p.m. with the following in attendance:

- All Board members (with the exception of Commissioner Greyeyes)
- SPS Administration
- Board Solicitor Edmondson
- Communications Consultant Nyirfa
- City Clerk Tittlemore
- Secretary Walter

SPS Administration left the meeting at 3:58 p.m. with the exception of Chief McBride

Chief McBride left the meeting at 4:16 p.m.

Board Solicitor Edmondson left the meeting at 4:41 p.m.

Commissioner Timon left the meeting at 4:58 p.m.

Communications Consultant Nyirfa left the meeting at 5:01 p.m.

The Board completed its *In Camera* session at 5:02 p.m. and reconvened publicly to rise and report, as follows:

**Moved By:** Commissioner Santos Ong

1. That the Board of Police Commissioners request the City Clerk advertise for the vacancies on the Retirement Plan for Employees of the Saskatoon Board of Police Commissioners (Original) and the Saskatoon Police Pension (New); and
2. That the information and discussion remain *In Camera* under its Governance Policy No. 12.4, Section 10(2) of *The Saskatoon Board of Police Commissioners Bylaw No. 7531*, Section 27(15) of *The Police Act, 1990*, and Sections 16(1)(b) and (d), 21 and 28 of *The Local Authority Freedom of Information and Protection of Privacy Act*.

In Favour: (5): Commissioner Lagimodiere, Commissioner Mayor Block, Commissioner Grier, Commissioner Jeffries, and Commissioner Santos Ong

Absent: (2): Commissioner Greyeyes, and Commissioner Timon

**CARRIED UNANIMOUSLY**

## **9. ADJOURNMENT**

The meeting adjourned at 5:04 p.m.

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Commissioner J. Lagimodiere, A/Chair

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P. Walter, Board Secretary



**SASKATOON** \_\_\_\_\_  
**POLICE SERVICE**

**TO:** Shirley Greyeyes, Chair  
Board of Police Commissioners

**FROM:** Cameron McBride  
Office of the Chief

**DATE:** 2025 February 07

**SUBJECT:** Saskatoon Police Service Out-of-Scope Increases

**FILE #:** 19,004

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**ISSUE:**

To approve recommended compensation and benefits for Out-of-Scope employees of the Saskatoon Police Service (SPS).

**RECOMMENDATION:**

That the Board authorize the same salary increases and benefit changes for 2023, 2024 and 2025 for SPS Out-of-Scope employees that have been negotiated for the Exempt Staff Association (ESA) out of scope employees with the City of Saskatoon.

**STRATEGIC PRIORITY:**

This report is in support of the Our People strategic theme of the 2020 – 2024 Strategic Plan.

**DISCUSSION:**

There are currently 45 Out-of-Scope employees at SPS. The positions include executive directors, directors, managers and police professionals across the organization. The City of Saskatoon has recently reached an agreement with ESA for a term of six (6) years from January 1, 2023 to December 31, 2028. They have agreed upon the following changes to the Memorandum of Agreement (see Attachment 1 for details):

**I. Salary Increases**

The monetary settlement is as follows:

|                 |                |
|-----------------|----------------|
| January 1, 2023 | 0.00% increase |
| January 1, 2024 | 2.50% increase |

## **“PUBLIC AGENDA”**

|                 |   |
|-----------------|---|
| January 1, 2025 | 2.50% increase  |
| January 1, 2026 | 2.50% increase  |
| January 1, 2027 | 2.50% increase (additional 0.50% for targeted Market Adjustments) |
| January 1, 2028 | 2.50% increase (additional 0.50% for targeted Market Adjustments) |

### **II. Health and Dental Plan Redesign**

Changes made to the health and dental plans are anticipated to reduce the current annual Health and Dental costs. Final calculation of the cost reduction will be influenced by the final design of the plan, costs of the plans in the marketplace at the time of the selection process, the distribution of employee option selections in the new plan and plan utilization in the first year.

### **III. Salary Administration**

The City is in the process of updating the current Exempt Employees Salary Administration Policy. In addition, the City will be conducting a market review of salaries to determine their market competitiveness.

In 2025, the Saskatoon Police Service will be conducting a market review of salaries with other Saskatchewan municipal police services and similar industries. SPS will use this work determine market competitiveness and make recommendations to address any identified gaps. Any impact of this assessment will affect salary expenditures in 2026 and beyond.

### **IV. Disability Benefits**

As of July 1, 2025, or a date determined through the RFP process, a new disability plan will be introduced.

## **CONCLUSION:**

Historically, the practice within SPS has been to mirror the benefits, including any salary increases, bargained for ESA. We are requesting to continue with this practice for 2023, 2024 and 2025. For 2026, we will be making recommendations for out-of-scope salary bands based on the results from the market review.

## **ATTACHMENT:**

1. Memorandum of Agreement (see Attachment 1 for details):

|                     |  |
|---------------------|--|
| <b>Written by:</b>  | <b>Aria Bueckert, Director of Human Resources</b>              |
| <b>Reviewed by:</b> | <b>Michele Arscott, Executive Director, Corporate Services</b> |
| <b>Approved by:</b> | <b>Cameron McBride, Chief of Police</b>                        |

**Memorandum of Agreement**

BETWEEN

THE CITY OF SASKATOON  
(hereinafter called "The City")

**SASKATOON EXEMPT STAFF INC.,**  
(hereinafter called "The Association")

September 17, 2024  
Errors and Omissions Excepted

The Association and the City agree to the following changes to the April 28, 2021  
Memorandum of Agreement:

### Term

This agreement shall be in effect from January 1, 2023, and continue until December 31, 2028.

### Wages

January 1, 2023 – Employees shall receive a 0.00% increase.

January 1, 2024 – Employees shall receive a 2.50% increase.

January 1, 2025 – Employees shall receive a 2.50% increase.

January 1, 2026 – Employees shall receive a 2.50% increase.

January 1, 2027 – Employees shall receive a 2.50% increase (additional 0.50% for targeted Market Adjustments).

January 1, 2028 – Employees shall receive a 2.50% increase (additional 0.50% for targeted Market Adjustments).

### Health and Dental Redesign

Changes made to the health and dental plans are anticipated to reduce the current annual Health & Dental costs. Final calculation of the cost reduction will be influenced by the final design of the plan, costs of the plans in the marketplace at the time of the selection process, the distribution of employee option selections in the new plan and plan utilization in the first year.

Any remaining cost reductions attributable to the City's contribution will be allocated for deficit elimination, plan improvements, and/or applied to a targeted market adjustment in 2026.

Any remaining cost reductions attributable to the ESA's contribution will be allocated for plan improvements and/or applied to a targeted market adjustment.

### Terms and Conditions

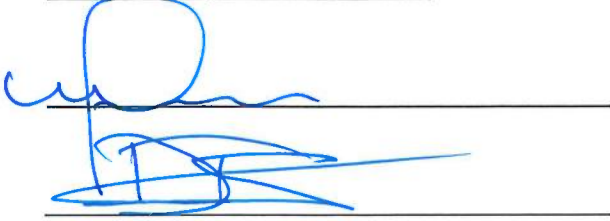
The Memorandum of Agreement between ESA and the City shall be replaced with the redesigned Exempt Staff Terms and Conditions of Employment as discussed on August 29, 2024.

### Retroactivity

Retroactivity of wages and benefits, as set out in the Offer for Settlement, are limited to exempt employees actively employed by the City, including employees who retired during the applicable period or who are on furlough or an approved leave of absence during the applicable period, as at the date the tentative agreement is signed by both parties.

Signed this 23 day of September, 2024.

**For the City of Saskatoon:**



**For ESA:**





**MEMORANDUM OF UNDERSTANDING**

between

THE CITY OF SASKATOON  
(hereinafter referred to as "The City")

And

SASKATOON EXEMPT STAFF INC.,  
(hereinafter referred to as "The Association")

**Re: Salary Administration**

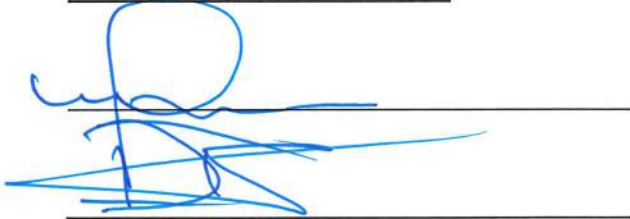
The City is in the process of updating the current Exempt Employees Salary Administration Policy. In addition, the City will be conducting a market review of salaries to determine our market competitiveness. The intention is to develop a plan, subject to available funding, to address any identified gaps beginning January 1, 2026.

The cost of the targeted market adjustments shall not exceed the cost reductions obtained through the benefits redesign, (anticipated to be approximately 1%) in addition to the funds set aside from the General Economic Increases in, 2027 (0.50%) and 2028 (0.5%).

In the event that the funds available to address the identified gaps are not sufficient; the City will develop a market adjustment strategy that will either ensure equal distribution of the market adjustment among all classifications with an identified need or those classifications identified as having the greatest identified need first.

Signed this 23 day of September , 2024.

**For the City of Saskatoon:**



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**For ESA:**



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September 12, 2024

Mr. Craig Senick  
President  
Exempt Staff Association

Dear Craig:

**Re: LEISURE PASS SUBSIDY FOR CITY EMPLOYEES**

The City agrees to maintain a 50% subsidy for all Individual and Family Leisure passes to increase employee utilization of City leisure facilities. This does not include bulk tickets.

The City is prepared to continue to support the pilot program for the term of this Memorandum. For the duration of the pilot, the Exempt Staff Association agrees to promote and encourage the benefits of this pilot to its members.

The City reserves the right to terminate this pilot by providing the Association thirty (30) days written notice.

Yours truly,



Dustin Truscott  
Manager, Total Rewards

**MEMORANDUM OF AGREEMENT**  
between  
**THE EXEMPT STAFF ASSOCIATION (ESA)**  
and  
**THE CITY OF SASKATOON**

**RE: Health & Dental Benefit Plan Redesign**

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During the discussions of the renewal of the 2020 – 2022 Memorandum of Agreement the City and the Exempt Staff Association raised a number of issues related to the design and cost of the current Health & Dental plans.

The City confirmed its intention to develop a Request for Proposal (RFP) for the provision of a Health & Dental Plan for all Unions and/or Associations interested in participating in the Plan.

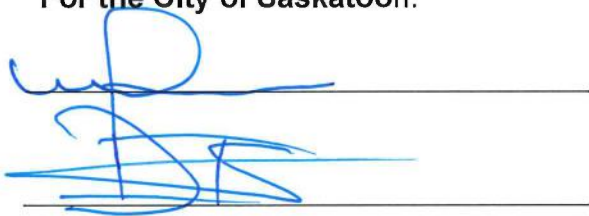
The Exempt Staff Association confirms they will participate in the RFP process based on the following principles:

1. The plan design will provide for a Health and Dental flex plan model that provides for a minimum of four (4) flex plan options.
2. ESA agrees to work with the City and other participatory Unions and/or Associations on the design for each of the options.
3. Flex Plan Option 2 will be the plan used to determine the maximum agreed to funding allocation.
4. Any funding shortfall for Flex Plan Option 1 and Flex Plan Option 2 will be eliminated through changes in Flex Plan Option plan design.
5. Flex Plan Options that are superior to Flex Plan Option 2 (i.e., Options 3 or Option 4) will be funded by employee contributions only.
6. The Flex Plan Option 1 and Flex Plan Option 2 will be funded on an aggregate cost sharing arrangement of 60% Employer/40% Employee.
7. The cost of the initial benefit plan design (Option 1 and Option 2) will not result in an increase in the aggregate cost to ESA's contributions. The current contribution rates will be revised to reflect contribution rates that are more typical Single, Couple and Family contribution rates in health dental insurance plans (i.e., Single rate of x, Couple rate of 2x, Family rate of 3.2 to 3.5x) which will result in a change in an individual employee's contribution.
8. The cost of the initial benefit plan design (Option 1 and Option 2) will not result in an increase in the aggregate cost to the Employer's contribution.
9. Any funding shortfall related to Flex Plan Option 1 and Flex Plan Option 2 will be eliminated through plan design changes prior to implementation.

- 10. In the event there are surplus funds available after achieving the applicable employers' contribution level of 60%, the employer's surplus will revert to the employer for the purpose of offsetting the cost of the assumed liability set out in paragraph 12, any remaining funds are intended to be used for future benefit and salary improvements for exempt employees.
- 11. The methodology for funding Life and AD&D benefits will be maintained but the required contributions are subject to change by the Carrier.
- 12. In recognition to the changes the LTD elimination period, it is understood that any liabilities in relation to Blue Cross will become the responsibility of the City, to a maximum of \$200,000.

Dated this 23 day of September, 2024.

**For the City of Saskatoon:**



Two blue ink signatures are written over two horizontal lines. The top signature is a cursive 'W.D.' and the bottom signature is a more complex cursive signature.

**For ESA**



A blue ink signature, which appears to be 'Andrew Roberts', is written over two horizontal lines.

**MEMORANDUM OF AGREEMENT**  
**between**  
**THE EXEMPT STAFF ASSOCIATION (ESA)**  
**and**  
**THE CITY OF SASKATOON**

**RE: Disability Benefits**

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As at July 1, 2025, or a date determined through the RFP process, a new disability plan will be introduced.



1. The Exempt Staff Association Sickness and Disability will change from the current maximum of 365 days of continuous illness (elimination period) to a maximum of 182 days of continuous illness (elimination period). The employee shall receive one hundred (100%) percent of their regular salary for the 182 days of continuous illness (elimination period).
2. LTD benefits will be covered by an updated employee paid insured LTD plan.
3. The LTD plan will contain the following terms:
  - Permanent exempt employees under age 65 are eligible for LTD on the first of the month following the completion of three months of employment. Unless otherwise agreed to, employees hire prior to April 1, 2025 will not be required to serve the waiting period
  - The LTD plan will be 100% employee funded.
  - The new LTD plan will provide an improved benefit to ESA employees. This will result in greater earnings for disabled employees, increasing from a \$60,000 maximum to \$120,000 maximum:

| <b>New Proposed plan</b>  | <b>Current Plan</b>        |
|---|----------------------------|
| Non-Taxable   | Non-Taxable                |
| Graded (65% on first \$4,500 of monthly salary, 55% of next \$3,000, 45% of excess) | 60% benefit                |
| \$10,000 Maximum  | \$5,000 Maximum            |
| 182 day Elimination Period  | 365 day Elimination Period |

Dated this 23 day of September, 2024.

For the City of Saskatoon:

For ESA

  
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**SASKATOON**  
**POLICE SERVICE**

**TO:** Shirley Greyeyes, Chairperson  
Board of Police Commissioners

**FROM:** Cameron McBride  
Chief of Police

**DATE:** 2025 February 07

**SUBJECT:** 2024 Business Plan Year-End Report

**FILE #:** 2,022

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**ISSUE:**

The purpose of this report is to present the Saskatoon Police Service (SPS) 2024 Business Plan year-end update.

**RECOMMENDATION:**

That the report be received as information.

**STRATEGIC THEMES:**

The 2024 Business Plan outlines the SPS’ Goals, Strategies and Activities for 2024 in the following Strategic Themes:

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

**DISCUSSION:**

The year-end update reports on the status of activities planned in the 2024 Business Plan to support the SPS’ vision: *To continually improve community safety*. The SPS made significant progress against 36 of the 43 activities identified in the 2024 Business Plan.

| <b>2024 Business Plan Activities</b> |                    |                        |                 |
|--------------------------------------|--------------------|------------------------|-----------------|
| <b>Deferred or Cancelled</b>         | <b>In Progress</b> | <b>Ongoing Program</b> | <b>Complete</b> |
| 7 Activities                         | 10 Activities      | 10 Activities          | 16 Activities   |

## “PUBLIC AGENDA”

Some of the activities completed include, but are not limited to:

### **Crime and Safety**

- Developed an Intimate Partner Violence response team
- Developed a Warrant Enforcement Unit
- Implemented a Human Trafficking Response Team
- Expanded the Community Mobilization Unit
- Deployed an additional 40 Body Worn Cameras

### **Our People**

- Implemented a Peer-Support Reintegration program
- Improved communication of mental health and well-being resources available to employees
- Completed an Equity Diversity and Inclusion audit

### **Partnerships**

- Connected and engaged with our diverse community through participation in numerous events

### **Communication**

- Supported the Board of Police Commissioners recruitment for a new Chief of Police

### **Innovation**

- Formed the Information Technology Steering and Governance Committee
- Transitioned to the new Next-Generation 9-1-1 system

## **CONCLUSION:**

The Saskatoon Police Service made considerable progress on activities outlined in the 2024 Business Plan to support our vision *to continually improve community safety*.

## **ATTACHMENT:**

1. Saskatoon Police Service 2024 Business Plan Year End Report

**Written by:** Tanya Stewart, Director, Police Information and Planning  
**Reviewed by:** Michele Arscott, Executive Director, Corporate Services  
**Approved by:** Cameron McBride, Chief of Police





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

2024 Business Plan

# Year-End Report



*To Continually Improve Community Safety*

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# Introduction

The Saskatoon Police Service (SPS) is pleased to present the 2024 Business Plan Year-End Report with updates on the SPS' strategies and activities to continually improve community safety.

The SPS acknowledges the Saskatoon Police Service is on Treaty 6 Territory and the Homeland of the Métis. The Service values the diverse community we serve. In 2024, we were honoured to participate in ceremonies and celebrations such as the Calling Home Ceremony, the 14<sup>th</sup> annual Diversity Breakfast and, for the first time since 2017, the Pride Parade. We believe building trust with community members is a key to community safety and begins with shared experiences and understanding.

In 2024, the SPS' focus on improving community safety included developing new programs to better support victims and hold offenders accountable. These initiatives included the creation of the Intimate Partner Violence Response Team and Warrant Enforcement Unit pilot project which will both be operational in 2025. With federal funding, we also implemented the Human Trafficking Response Team which has already made a difference in the lives of trafficked victims and survivors.

With increasingly complex and challenging social issues and the landscape of community safety changing, we expanded our Community Mobilization Unit to better respond to the needs of communities with a whole of city approach that balances empathy with accountability.

The achievements detailed in this report were made in addition to conducting business as usual. In 2024, this included almost 158,800 calls for service of which over 105,000 calls were dispatched, an increase of 6.5% from 2023.

The SPS invites you to read the 2024 Business Plan Year-End Report for further highlights and insights to the work done by the SPS professionals who are dedicated to serving the community of Saskatoon and being the difference.



# Saskatoon Police Service

## Overview

### **Vision**

To continually improve community safety.

### **Mission**

As part of the community, we will provide a service based on excellence to ensure a safe and secure environment.

### **Core Values**

The Saskatoon Police Service adheres to its core values that guide our work.

#### ***Honesty***

We will be reputable, adhering to truthfulness and being free from deceit.

#### ***Integrity***

We will lead by example, being incorruptible and doing the right thing regardless of the pressures or personal risk we face.

#### ***Compassion***

We will be mindful of the distress of others and demonstrate a sympathetic understanding in our desire to assist them.

#### ***Fairness***

We will demonstrate impartiality, being free from self-interest, prejudice or favouritism.

#### ***Commitment***

We will show dedication to the goals of the Service and to our personal development and wellness as we persist in our endeavors to consult, work with and serve the community.

#### ***Respect***

We will recognize the right of all people, regardless of their personal situation, to live without ridicule, and as such we will display courteous regard for people in every situation.

#### ***Professionalism***

We will be above reproach and exhibit a proficient, conscientious, and business-like demeanor in dealing with those we serve.

# Crime and Safety

Addressing crime and community safety in Saskatoon is the SPS' highest priority.

**Goal 1: Implement effective strategies to combat crime and protect the public.**

| <b>Strategy 1.1 Improve public safety through partnerships with municipal, provincial and national stakeholders</b>   |                        |  |
|---|------------------------|--|
| <b>Activity</b>   | <b>Status</b>          | <b>Key Updates</b>   |
| 1.1.1 Develop an Integrated Preventative Response Team to support identifying and managing intimate partner violence.   | <b>Complete</b>        | <ul style="list-style-type: none"> <li>In collaboration with Family Service Saskatoon (FSS), developed an Intimate Partner Violence (IPV) Response Team to launch in 2025                             <ul style="list-style-type: none"> <li>IPV team consists of 1 Constable and 1 FSS outreach worker</li> </ul> </li> </ul> |
| 1.1.2 Work with the Government of Saskatchewan to explore opportunities to increase offender management strategies that target and monitor prolific and serious repeat offenders and supports the Federal Government's recent bail reform provisions. | <b>Complete</b>        | <ul style="list-style-type: none"> <li>Warrant Enforcement Unit developed consisting of 1 sergeant and 4 constables to pilot in 2025                             <ul style="list-style-type: none"> <li>Will take a tiered approach to identifying and arresting wanted persons</li> </ul> </li> </ul>                         |
| 1.1.3 In partnership with the federal Department of Justice, develop and implement the Victim Services Human Trafficking Response Team Project.   | <b>Complete</b>        | <ul style="list-style-type: none"> <li>Implemented the Victim Services Human Trafficking Response Team consisting of a Human Trafficking Responder and Human Trafficking Liaison</li> </ul>  |
| <b>Strategy 1.2 Continue to create strategies to disrupt gun violence, gang activity and illicit drug and human trafficking.</b>  |                        |  |
| <b>Activity</b>   | <b>Status</b>          | <b>Key Updates</b>   |
| 1.2.1 Create more opportunities for collaboration amongst all SPS policing divisions to address local and regional crime issues.  | <b>Complete</b>        | <ul style="list-style-type: none"> <li>Established monthly operational crime reduction meetings consisting of executives from the Patrol and Criminal Investigations Bureaus</li> </ul>  |
| 1.2.2 Target drug dealers who continue to harm our community's most vulnerable while advocating for harm reduction with treatment solutions.  | <b>Ongoing Program</b> | <ul style="list-style-type: none"> <li>The Crime Reduction Team and Drug Unit continue to focus on investigations targeting methamphetamine, fentanyl and cocaine drug traffickers</li> </ul>  |
| 1.2.3 Strengthen focused enforcement efforts on gang members posing the greatest threat to public safety through investigations and intelligence.   | <b>Ongoing Program</b> | <ul style="list-style-type: none"> <li>The Guns and Gangs Unit continues enforcement efforts on gang members involved in criminal activity such as robbery, extortion, aggravated assaults and firearm offences</li> </ul>   |
| 1.2.4 Coordinate with community partners and other provincial and national law enforcement agencies, to share information and discuss innovative strategies to combating serious and organized crime.   | <b>Ongoing Program</b> | <ul style="list-style-type: none"> <li>The Superintendent of the Criminal Investigations Bureau represents the SPS at a Provincial and National level on the Canadian Association of Chiefs of Police Organized Crime Committee and the Canadian Integrated Response to Organized Crime Committee</li> </ul>                   |

**Goal 2: Maintain core policing operations and address community concerns**

| <b>Strategy 2.1 Resource SPS divisions based on community needs and crime trends</b>   |                        |   |
|--|------------------------|---|
| <b>Activity</b>  | <b>Status</b>          | <b>Key Updates</b>  |
| 2.1.1 Expand the Community Mobilization Unit (CMU) and add more Patrol officers.   | <b>Complete</b>        | <ul style="list-style-type: none"> <li>Expanded the CMU to 8 officers by adding three in 2024 and two at the beginning of 2025.</li> <li>Secured funding through the province's Safer Communities and Neighbourhoods initiative to add an additional 24 patrol officers in 2025 with more to follow in 2026</li> </ul>  |
| 2.1.2 Seek additional funding for the Police and Crisis Team (PACT) program.   | <b>In Progress</b>     | <ul style="list-style-type: none"> <li>The SPS has four PACT teams. Three are funded by the Provincial government</li> <li>The SPS continues to seek additional Provincial funding</li> </ul>   |
| 2.1.3 Modernize equipment used in police operations; continue to roll out the body-worn camera program.  | <b>Ongoing Program</b> | <ul style="list-style-type: none"> <li>The SPS deployed 40 Body Worn Cameras in 2024 for a total of 120</li> </ul>  |
| <b>Strategy 2.2 Research and innovate policing methods</b>   |                        |   |
| <b>Activity</b>  | <b>Status</b>          | <b>Key Updates</b>  |
| 2.2.1 Wherever possible develop partnerships with other organizations and academics actively conducting research to identify and implement best practices in policing and crime reduction. | <b>Ongoing Program</b> | <ul style="list-style-type: none"> <li>The SPS has an ongoing research agreement with a Professor of Criminology from Wilfred Laurier University</li> </ul>   |
| 2.2.2 Coordinate investigative data quality work across divisions.   | <b>Complete</b>        | <ul style="list-style-type: none"> <li>Project Foundation was implemented to enhance officer foundational knowledge and overall performance through training                             <ul style="list-style-type: none"> <li>The training forms part of the five-week in-service training for new recruits and Field Training Officer workshops</li> </ul> </li> </ul> |
| 2.2.3 Identify opportunities to leverage existing tools for mobile access and improved communication across the Service  | <b>Deferred</b>        | The SPS is working on the pre-requisite technology projects (Microsoft 365 separation; Teams rollout) with the City to enable these tools   |

### **Crime and Safety Highlight:**

The Victim Services Human Trafficking Response Team (HTRT) was implemented in summer 2024 and is federally funded through Justice Canada for two and a half years. The two-person team consists of:

- The Human Trafficking responder who works alongside the SPS Vice Unit investigators to provide immediate and specialized support to victims of human trafficking and assist them in navigating and understanding the justice system, therefore increasing the chance of conviction, and
- The Human Trafficking Liaison who works with community partners to develop a tool-kit for prosecutors and first responders to enhance the detection, investigation and prosecution of human trafficking incidents in Saskatoon and throughout the province.

As an example of their crucial work, in 2024, after a days long process of offering support to a human trafficking victim, the HTRT built enough trust with a victim for her to accept their help. The HTRT provided the victim with food, shelter, and clothing and connected her to Hope Restored, an organization that supports victims of human trafficking. With encouragement from the HTRT, the victim, who at first did not want police involvement, provided a statement to SPS investigators which resulted in charges laid against the trafficker. The HTRT arranged transportation so the victim could return to her home. The victim, who was provided with a phone by the HTRT, continues to reach out to the HTRT for support.



# Our People

The success of the SPS is driven by our people.

**Goal 3: Promote a healthy work environment and learning culture**

| <b>Strategy 3.1 Maintain supports for mental and physical wellbeing of our people.</b>   |                    |  |
|--|--------------------|--|
| <b>Activity</b>  | <b>Status</b>      | <b>Key Updates</b>   |
| 3.1.1 Develop and implement a Reintegration Program for SPS members provide proactive support for officers involved in critical incidents. | <b>Complete</b>    | <ul style="list-style-type: none"> <li>▪ The Peer-Support Reintegration program was implemented in the summer                             <ul style="list-style-type: none"> <li>▪ Standard operating procedures and process documentation created to support program</li> </ul> </li> <li>▪ Program has successfully reintegrated members after critical incidents</li> </ul> |
| 3.1.2 Improve communication of mental health and well-being resources available to employees.  | <b>Complete</b>    | <ul style="list-style-type: none"> <li>▪ Dedicated wellness section added to the SPS Intranet homepage</li> <li>▪ QR code created to access mental health support information</li> <li>▪ Infographic materials and resources distributed in poster format and on internal monitors</li> </ul>  |
| 3.1.3 Implement an improved Mental Health Strategy for SPS.  | <b>In Progress</b> | <ul style="list-style-type: none"> <li>▪ A Wellness Strategy and Action Plan for 2025-2030 was completed</li> <li>▪ It includes wellness model, framework and action plan</li> </ul>   |
| <b>Strategy 3.2 Use training opportunities to provide additional guidance to members on best practices and leadership</b>                  |                    |  |
| <b>Activity</b>  | <b>Status</b>      | <b>Key Updates</b>   |
| 3.2.1 Participate in the development of SACP's work on ethics in policing training.  | <b>Deferred</b>    | <ul style="list-style-type: none"> <li>▪ Development of SACP's work on ethics in police training is deferred as other priority areas are being focused on</li> </ul>   |
| 3.2.2 Implement a Learning Management System (LMS).  | <b>Complete</b>    | <ul style="list-style-type: none"> <li>▪ LMS was implemented in June</li> <li>▪ LMS improved efficiency and effectiveness of tracking employee training completion, training delivery and development of new training</li> </ul>   |



**Goal 4: Resource to ensure member effectiveness and safety**

| <b>Strategy 4.1 Improve the representation of Saskatoon’s diverse population within SPS.</b>   |                    |   |
|--|--------------------|---|
| <b>Activity</b>  | <b>Status</b>      | <b>Key Updates</b>  |
| 4.1.1 Complete an Equity, Diversity and Inclusion (EDI) Audit.   | <b>Complete</b>    | <ul style="list-style-type: none"> <li>The SPS partnered with an external consultant to complete a comprehensive assessment and visioning for the Service’s EDI activities</li> </ul>   |
| 4.1.2 Identify existing demographics related to Saskatoon’s diverse community, particularly within the visible minority groups, to highlight potential areas of opportunity for SPS. | <b>Cancelled</b>   | <ul style="list-style-type: none"> <li>Work to identify existing demographics to highlight potential areas of opportunity for the SPS will be integrated with and prioritized as part of the implementation of the SPS’s EDI recommendations</li> </ul> |
| 4.1.3 Implement an Applicant Tracking System (ATS) to support the recruitment process.   | <b>In Progress</b> | <ul style="list-style-type: none"> <li>The SPS researched options for potential Applicant Tracking Systems (ATS).</li> <li>The work to identify and implement the appropriate system will be completed in 2025</li> </ul>                               |

**Our People Highlight:**

The SPS partnered with external consultant, CultureAlly, to complete a comprehensive assessment and visioning for the Service’s Equity, Diversity and Inclusion (EDI) activities. This work included gaining a full understanding of the current state of EDI at the SPS. This was done through different modes of data collection, completion of assessments, and audit benchmarking against similar organizations in the police sector. The work included the development of a comprehensive plan that included recommendations across five areas of the SPS:

- Recruitment and Selection
- Performance Management
- Training and Development
- EDI Governance and Integration
- Workplace Policy and Culture

The SPS will work collaboratively with staff in the Service to create and implement activities to address the recommendations within the report. The results of the EDI audit are available in the [Board of Police Commissioners’ August 2024 Meeting Public Agenda](#)

# Partnerships

The SPS partners with a wide range of organizations, various levels of government and community groups to develop strategies to enhance community safety.

**Goal 5: Enrich the relationships between Saskatoon Police Service and communities served**

| <b>Strategy 5.1 Continue to engage with Indigenous communities in a purposeful and meaningful way.</b>   |                        |   |
|--|------------------------|---|
| <b>Activity</b>  | <b>Status</b>          | <b>Key Updates</b>  |
| 5.1.1 Begin implementation of actions identified in the Office of the Treaty Commissioner's Truth and Reconciliation Treaty Implementation Framework.              | <b>Ongoing Program</b> | <ul style="list-style-type: none"> <li>Implementation of the actions identified in the Office of the Treaty Commissioner's Truth and Reconciliation Treaty Implementation Framework is ongoing</li> <li>A report on the SPS' progress was presented to the Saskatoon Board of Police Commissioners in January 2025</li> </ul> |
| <b>Strategy 5.2 Build meaningful purposeful relationships with the older adults, youth, ethno-cultural, and gender diverse communities.</b>                        |                        |   |
| <b>Activity</b>  | <b>Status</b>          | <b>Key Updates</b>  |
| 5.2.1 Implement a partnership between athletes and police to educate youth about the effects of substance use.   | <b>In Progress</b>     | <ul style="list-style-type: none"> <li>The SPS continues to work in collaboration with Huskie Athletics to find ways to engage with youth regarding the prevention of drug use and learning about available community supports</li> </ul>   |
| 5.2.2 Build on community policing opportunities through the Community Engagement Division by continuing to connect with Saskatoon's growing and vibrant community. | <b>Ongoing Program</b> | <ul style="list-style-type: none"> <li>The Service continues engaging with diverse communities in Saskatoon</li> <li>Attended and hosted numerous events throughout the year</li> </ul>   |
| <b>Strategy 5.3 Integrate a broad-based internal understanding of equity, diversity, and inclusion as a foundation for police service delivery.</b>                |                        |   |
| <b>Activity</b>  | <b>Status</b>          | <b>Key Updates</b>  |
| 5.3.1 Coordinate the delivery of situational awareness education for SPS officers by sharing experience gained in the Community Engagement Division.               | <b>Deferred</b>        | <ul style="list-style-type: none"> <li>Deferred to 2025 as SPS builds capacity in this area</li> </ul>  |

**Goal 6: Work with all levels of government to develop solutions to community challenges**

| <b>Strategy 6.1 Foster long-term stability of solutions established for community safety and social challenges</b>                                 |                        |  |
|--|------------------------|--|
| <b>Activity</b>  | <b>Status</b>          | <b>Key Updates</b>   |
| 6.1.1 Expand the depth and reach of the Restorative Justice program which includes pre- and post-charge diversion programs.                        | <b>Ongoing Program</b> | <ul style="list-style-type: none"> <li>▪ <i>Restorative Justice program training and resources provided including:</i> <ul style="list-style-type: none"> <li>▪ <i>Parade presentations outlining opportunities to use pre-charge diversion more frequently</i></li> <li>▪ <i>Training for sergeants to ensure alternative measures are considered by constables</i></li> <li>▪ <i>Resource documents provided to constables to guide them through the alternative measures process</i></li> </ul> </li> </ul> |
| 6.1.2 Implement the Public Safety Interoperability Committee which includes Saskatoon Fire Department, Emergency Management Organization, and SPS. | <b>Complete</b>        | <ul style="list-style-type: none"> <li>▪ <i>The Public Safety Interoperability Committee continued with representation from the SPS</i> <ul style="list-style-type: none"> <li>▪ <i>Committee meets every other month</i></li> </ul> </li> <li>▪ <i>The SPS participated in 5 cross-training exercises</i></li> <li>▪ <i>A number of SPS members took courses provided by the Emergency Management Organization</i></li> </ul>   |

**Partnerships Highlight:**

Throughout 2024, the SPS continued to build meaningful relationships with the communities by attending and hosting a number of events including, but not limited to:

- March 21 Hosted the 14<sup>th</sup> annual Diversity Breakfast to mark the International Day for Elimination of Racial Discrimination
- May 3 Hosted a Calling Home Ceremony to honour all MMIWG2S+ persons and loved ones left behind
- June 3-5 Attended the Canadian Association of Chiefs of Police Symposium on MMIWG2S+ held at Wanuskewin
- June 19 Hosted the 4th Annual Pride BBQ
- July 18 - 20 Attended Back to Batoche celebrations
- June 21 Attended National Indigenous Peoples Day events
- June 22 Participated in the Pride Parade in uniform for the first time since 2017
- July/August School Resource Unit (SRU) participated in summer sports camps organized by the Saskatoon Open Door Society (SODS)
- August 29 In collaboration with our community partners, hosted the Diversity Disco
- October 4 Hosted and participated in the Sisters in Spirit Vigil
- November 1-3 Attended the FSIN Cultural Celebration and Pow Wow

# Communication

The SPS is committed to transparency and accountability through our communication with the public.

## **Goal 7: Utilize communication to maintain transparency and public trust**

| <b>Strategy 7.1 Provide responsive, timely, trustworthy, collaborative communication</b>   |                    |  |
|--|--------------------|--|
| <b>Activity</b>  | <b>Status</b>      | <b>Key Updates</b>   |
| 7.1.1 Become authorized users for SaskAlert, the Saskatchewan Public Alerting Program (including Amber Alerts).  | <b>In Progress</b> | <ul style="list-style-type: none"> <li>▪ Public Relations and Strategic Communication staff took online training</li> <li>▪ Full authorization is pending in-person testing organized by the Saskatchewan Public Safety Agency</li> </ul>                      |
| 7.1.2 Coordinate SPS internal and external communications with the Saskatoon Board of Police Commissioners to support the recruitment of a new police chief. | <b>Complete</b>    | <ul style="list-style-type: none"> <li>▪ Supported the Board of Police Commissioners recruitment for a new Chief of Police</li> <li>▪ A Stakeholder Engagement Process was conducted to solicit feedback from sworn and civilian members of the SPS</li> </ul> |

## **Goal 8: Culture of engagement and collaboration through internal communications**

| <b>Strategy 8.1 Strengthen internal communication and awareness</b>  |                    |   |
|--|--------------------|---|
| <b>Activity</b>  | <b>Status</b>      | <b>Key Updates</b>  |
| 8.1.1 Develop internal communication plans to support information sharing to all staff on new strategic initiatives. | <b>In Progress</b> | <ul style="list-style-type: none"> <li>▪ The SPS shares information with employees through a number of channels including intranet, directives, email and internal monitors throughout the building</li> <li>▪ Internal feedback from employee surveys and committees was gathered to gauge and improve the effectiveness our communication strategies</li> </ul> |

### **Communication Highlight:**

In September, the SPS released the video, [Anatomy of a Homicide](#), to raise awareness and create understanding in regard to the SPS' response to critical incidents, including homicides. The video, using mainly body worn and dash camera footage of a 2022 homicide, details the large amount of police resources needed to investigate a homicide, particularly in the initial response so that officers can quickly secure the scene, protect victims and bystanders and preserve evidence.

# Innovation

The SPS aims to continue to be at the forefront of innovation to ensure our members are safe, effective and efficient.

## Goal 9: Ensure sustainability by developing leading practices

| Strategy 9.1 Engage in activities that foster a culture of innovation and continuous improvement.   |                 |  |
|---|-----------------|--|
| Activity  | Status          | Key Updates  |
| 9.1.1 Evaluate a hybrid vehicle pilot project for police operations.  | Complete        | <ul style="list-style-type: none"> <li>The SPS has three hybrid vehicles in its marked fleet                             <ul style="list-style-type: none"> <li>There has been a noticeable decrease in gasoline consumption for these units</li> </ul> </li> <li>The SPS will continue to include hybrid vehicles in its fleet as vehicles become available</li> </ul>  |
| 9.1.2 Create a framework for a cross-organization team approach to developing creative solutions for continuous improvement.              | Ongoing Program | <ul style="list-style-type: none"> <li>The use of after-action reviews was expanded to include major events at the SPS</li> <li>The After-Action Committee for a sworn member's death resulted in major changes to the SPS' policy and action on mental health and wellness</li> </ul>   |
| 9.1.3 Build the foundation for the 2025 and beyond strategic plan.  | Complete        | <ul style="list-style-type: none"> <li>Strategic planning foundation developed:                             <ul style="list-style-type: none"> <li>Internal Consultation completed in Fall 2024</li> <li>Employee morale survey completed in December 2024</li> <li>Partnered with Advanis to complete Citizen Police Perception Survey in January 2025</li> <li>Community Consultation planned for February 2025</li> </ul> </li> </ul>     |
| 9.1.4 Develop and implement an Application Portfolio Management program.  | In Progress     | <ul style="list-style-type: none"> <li>The development of an Application Portfolio Management program is in progress with phase one to be completed in the first quarter of 2025</li> </ul>  |
| 9.1.5 Develop a framework to evaluate opportunities and risks presented by the introduction of new technologies and existing ones at SPS. | Complete        | <ul style="list-style-type: none"> <li>The Information Technology (IT) Steering and Governance Committee was formed and meets quarterly                             <ul style="list-style-type: none"> <li>The Committee guides the technological direction of the SPS, provides oversight and accountability for IT investments and helps ensure that money spent and work done in IT meets the needs of the Service</li> </ul> </li> </ul> |

**Goal 10: Utilize technology to increase effectiveness and efficiency**

| <b>Strategy 10.1 Engage in activities that foster a culture of innovation and continuous improvement.</b>                    |                        |  |
|--|------------------------|--|
| <b>Activity</b>  | <b>Status</b>          | <b>Key Updates</b>   |
| 10.1.1 Replace the current online reporting system with one that is more effective and user friendly for the public.         | <b>In Progress</b>     | <ul style="list-style-type: none"> <li>▪ Identified a viable replacement vendor and have met with their management and technical team</li> <li>▪ The project has been submitted and accepted by the IT Governance Committee</li> <li>▪ The business case document was submitted mid-December</li> </ul>  |
| 10.1.2 Move to the new Next-generation 9-1-1 (NG9-1-1) system as part of the first phase of the national NG9-1-1 initiative. | <b>Complete</b>        | <ul style="list-style-type: none"> <li>▪ The SPS transitioned with the rest of the Saskatchewan Public Safety Agency Sask911 to NG911 in October 2024                             <ul style="list-style-type: none"> <li>▪ This is the first phase of NG911 changes</li> <li>▪ Next phases in the coming years will include Real-Time-Texting and video sharing during live 9-1-1 calls</li> </ul> </li> </ul> |
| 10.1.3 Pursue radio interoperability with the Provincial Public Safety Telecommunications Network and expanding access.      | <b>In Progress</b>     | <ul style="list-style-type: none"> <li>▪ City and Provincial technicians are working on an end-state solution for full interoperability</li> <li>▪ The MOA to govern this project is already in place</li> </ul>   |
| <b>Strategy 10.2 Explore improved technologies and approaches for information sharing.</b>                                   |                        |  |
| <b>Activity</b>  | <b>Status</b>          | <b>Key Updates</b>   |
| 10.2.1 Develop a roadmap to digitizing paper-based forms and manual approval processes.                                      | <b>Deferred</b>        | <ul style="list-style-type: none"> <li>▪ Explored with IT Steering and Governance Committee</li> <li>▪ Determined there is broader work required before project is initiated</li> </ul>  |
| 10.2.2 Initiate a transition to Digital Court Notifications.   | <b>Deferred</b>        | <ul style="list-style-type: none"> <li>▪ The SPS did a request for information                             <ul style="list-style-type: none"> <li>▪ Responses received did not meet our needs</li> </ul> </li> <li>▪ Currently focused on training new Court Notifications staff before we reinstate</li> </ul>  |
| 10.2.3 Increase use of digital evidence management and disclosure tools.   | <b>Ongoing Program</b> | <ul style="list-style-type: none"> <li>▪ Work is ongoing and moving forward with our partners</li> </ul>   |
| 10.2.4 Develop a strategy to guide the use of cloud computing services at the SPS.   | <b>Deferred</b>        | <ul style="list-style-type: none"> <li>▪ This activity has been deferred in favor of developing AI Guidelines and exploring how the secure use of AI can improve efficiencies</li> </ul>   |
| 10.2.5 Develop options for a media intelligence tool or platform.  | <b>In Progress</b>     | <ul style="list-style-type: none"> <li>▪ Contract with a media intelligence provider signed in early 2024 which the SPS is using to engage, monitor and analyze relevant media</li> </ul>  |

### ***Innovation Highlight***

SPS implemented a new initiative called “Community Request” which allows members of the public to email or text information to officers through a secure link. This process has made information sharing efficient, easy and accessible for both the public and the SPS. It has also bypassed the need to download the information onto USBs or disks which then has to be physically delivered to or picked up by an officer. These uploads are stored on the SPS Evidence secure site.





**SASKATOON** \_\_\_\_\_  
**POLICE SERVICE**

**TO:** Shirley Greyeyes, Chairperson  
Board of Police Commissioners

**FROM:** Cameron McBride  
Office of the Chief

**DATE:** 2025 February 07

**SUBJECT:** 2024 Year End Financial Report

**FILE #:** 2,018

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**ISSUE:**

The 2024 fiscal year for the Saskatoon Police Service (SPS) ended December 31, 2024. A report has been prepared summarizing the overall Operating and Capital Budget performance, including a commentary regarding major variances between budget and actual results.

**RECOMMENDATION:**

That the Board review the results and approve the contribution of \$1,631,168 to the SPS Fiscal Stabilization Reserve and approve the contribution of \$90,000 to the SPS Renovations Reserve.

**STRATEGIC PRIORITY:**

Innovation – To accommodate Innovation, the SPS must ensure it is financially sustainable. This report is provided to the Board to ensure awareness and understanding of the financial resources the Service consumed in delivery of its mandate and how that compared to the approved budget.

**DISCUSSION:**

The attached report summarizes the 2024 Financial Results of the SPS.



## **“PUBLIC AGENDA”**

### **CONCLUSION:**

The SPS appreciates the support of the Board in providing policing services as part of the community and contributing to a culture of community safety within the City of Saskatoon.

The SPS is returning no funds to the City of Saskatoon this year.

### **ATTACHMENT:**

1. 2024 Year End Financial Report
2. Capital Project Summary Report

**Written by:** Earl Warwick, Director of Finance and Asset Management  
**Reviewed by:** Darren Pringle, Deputy Chief, Operations  
**Approved/submitted by:** Cameron McBride, Chief of Police



**SASKATOON** 

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**POLICE SERVICE**  
BE THE DIFFERENCE

# 2024 YEAR END FINANCIAL REPORT SUMMARY

## PART A: OPERATING BUDGET

### Performance Overview

The Saskatoon Police Service (SPS) ended fiscal 2024 with a **balanced budget**, meaning a variance of zero versus budget. This is largely due to transfers made to the SPS Fiscal Stabilization Reserve in the amount of \$1,631,168 and in the amount of \$90,000 to the SPS Capital Reserves. Total revenues were \$3,435,000 (26.71%) more than budgeted while total expenditures were \$1,713,800 (1.27%) over budget including an over expenditure of \$3,552,800 in staff compensation costs and an under expenditure in expenditures other than staff of \$1,839,000.

| <b>SASKATOON POLICE SERVICE</b>                           |                       |                       |                    |               |
|---|-----------------------|-----------------------|--------------------|---------------|
| <b>2024 OPERATING BUDGET - YEAR END ACTUALS vs BUDGET</b> |                       |                       |                    |               |
|   | 2024 Actual           | 2024 Budget           | Variance           | %Variance     |
| <b>Revenues</b>   |                       |                       |                    |               |
| General Revenue   | 2,897,550             | \$2,612,600           | 284,950            | 10.91%        |
| Prov. Of Sask. Revenue                                    | 12,494,152            | 10,098,500            | 2,395,652          | 23.72%        |
| Gov't Of Canada Revenue                                   | 905,707               | 151,300               | 754,407            | 498.62%       |
| <b>Total Revenues</b>                                     | <b>16,297,409</b>     | <b>12,862,400</b>     | <b>3,435,009</b>   | <b>26.71%</b> |
| <b>Expenditures</b>                                       |                       |                       |                    |               |
| Staff Compensation  | 108,716,528           | 105,163,700           | (3,552,828)        | -3.38%        |
| Operating Costs   | 24,615,238            | 25,948,300            | 1,333,062          | 5.14%         |
| Debt Charges  | -                     | -                     | -                  |               |
| Cost Recovery   | (689,596)             | (170,700)             | 518,896            | -303.98%      |
| Transfer to Reserves                                      | 3,527,371             | 3,514,400             | (12,971)           | -0.37%        |
| Transfer to/from Stabilization Reserve                    | 1,631,168             | -                     | (1,631,168)        | Not budgeted  |
| Transfer to Capital Reserves                              | 90,000                | -                     | (90,000)           | Not budgeted  |
| <b>Total Expenditures</b>                                 | <b>137,890,709</b>    | <b>134,455,700</b>    | <b>(3,435,009)</b> | <b>-2.55%</b> |
| <b>Total Net Budget</b>                                   | <b>\$ 121,593,300</b> | <b>\$ 121,593,300</b> | <b>\$ -</b>        | <b>0.00%</b>  |

### Revenues

2024 revenues were \$3,435,000 (26.71%) more than budgeted.

Provincial Government funding was \$2,395,600 higher than budgeted. The increased funding was primarily related to: the Province providing funding of \$1,117,800 to support the Operation Magpie search; the Province increasing funding and adding 4 funded positions to the SPS Communications department; and, among other things, a general increase to help offset inflationary increases in salaries on funded positions.

Federal Government revenue was \$754,400 more than anticipated. Increased Federal Government revenue was primarily attributed to funding recognized when the Predictive Analytics program ended and funded resources for a new Federal Human Trafficking program, among other smaller sources of funding.

General Revenue, was \$285,000 over budget. The biggest reason for this was Criminal Record Check revenue exceeding budget, again, among other smaller items.

## Expenditures

Total expenditures were \$1,713,800 (1.27%) more than budgeted, including staff compensation which exceeded budget by \$3,552,800 (3.38%), and expenditures other than staff compensation where spending was \$1,839,000 (6.28%) under budgeted amounts.

### Staff Compensation

Staff compensation was over budget by \$3,552,800. The largest driver for this was overtime expenses exceeding budget by \$2,655,000. The balance was additional costs resulting from the SPA Binding Arbitration Decision offset by sick and maternity leave savings, some vacancy savings and other small savings elsewhere in the Compensation budget.

Of the \$2,655,000 that overtime exceeded budget, \$822,300 of the costs related to the Operation Magpie search. Overtime expenses include Recoverable Overtime, which was under budget by \$76,300 due to there being less Special Duty Overtime booked than had been budgeted. This reduction in expense had a corresponding reduction in Special Duty Revenue.

Of the total Overtime expense, Patrol incurred 31%, Criminal Investigations consumed 30% and Operational Support accounted for 38% with some small values elsewhere. Of the same total, 71% related to callout and 22% related to overtime.

As noted, the largest portion of overtime expense was for callout. Callout generally occurs when Patrol members need to be called out to support activities beyond currently available resources; when Criminal Investigations must attend complex investigations; and, for our Operational Support units, such as the Tactical Support Unit or the Public Safety Unit. Overtime expenses for Project Magpie were most often of the callback variety and primarily coded to the Public Safety Unit, which resides within the Operational Support line.

### Expenditures other than Staff Compensation

Expenditures other than staff compensation were under budget by \$1,839,000 for a variety of reasons.

Fuel and vehicle rental from City-Fleet were \$677,100 under budget. The largest portion of this was fuel savings of \$544,300. This generally resulted from fuel prices not being as high as budgeted. These results will be like City results for the same line item.

Cost recovery exceeded budget by \$518,900. This is a negative expense category where being over budget contributes to more savings by the Service. Some of the biggest savings were in Asset Management where the costs of a data colocation facility were paid for by the Service and the City's share of the expense was recovered by the Police Service through this account. Savings were also recognized in this account for money that had been set aside in 2023 to help fund the Operation Magpie search in 2024.

Further savings were \$147,700 in Construction & Maintenance expenses with some planned renovations not taking place in 2024. Additionally, savings of \$127,800 resulted from a reduced cross-charge from the City for Insurance expenses.

### Transfer to the SPS Fiscal Stabilization Reserve

This is the fourth year the Fiscal Stabilization Reserve is in use. SPS chose to make a \$1,631,200 contribution to this reserve for 2024, bringing the total available to \$2,566,600.

### Transfer to SPS Capital Reserves

SPS has capital needs that continue to grow and capital reserves that are constantly under pressure to meet those needs. Specifically, SPS HQ needs renovations to make the most efficient use of the space available. \$90,000 has been added to the Renovation Reserve in anticipation of capital renovation expenses exceeding what had previously been set aside.

### Conclusion

The Saskatoon Police Service ended the year with a balanced budget. Funds added to the Fiscal Stabilization Reserve are anticipated to be needed to balance the 2025 Operating Budget.

## **PART B: CAPITAL BUDGET**

Capital budget performance for fiscal 2024 has been summarized as follows:

### Completed Projects

20 capital projects were completed in 2024 with expenditures totaling \$4,689,100. All projects were completed within budget and \$271,200 net funding has been returned to the Police reserves. Returning those funds to the Police capital reserves is welcome as there may be over expenditures in 2025 related to the lower Canadian dollar and the potential for tariffs to add expense into capital projects that was not anticipated when budgeting took place.

### Cancelled Projects

No capital projects were cancelled in 2024.

### Active Projects

52 capital projects with approved funding of \$17,867,700 remain active. 37 projects were carried over from previous years. All projects are at varying stages of completion. Six projects are trending to be over budget, though we will do our best to manage expenditures within approved budgets. The remainder are expected to be within budget. There are sufficient funds within the respective capital reserves to cover over-expenditures as required.

The majority of the active projects are linked to capital replacement including approximately \$5,045,400 related to technology and \$3,751,897 for equipment. The following is a breakdown of active projects by expenditure type.

| <b>2024 Active Capital Projects - Expenditure Type</b> |              |                     |                      |
|--|--------------|---------------------|----------------------|
| <b>Capital Replacement</b>                             |              |                     |                      |
| Radio  | 13.8%        | 2,473,202           |                      |
| Equipment  | 21.0%        | 3,751,897           |                      |
| Technology   | 30.1%        | 5,384,400           |                      |
| Facilities   | 6.8%         | 1,212,000           |                      |
|  | <b>71.8%</b> | <b>\$12,821,499</b> | <b>\$12,821,499</b>  |
| <b>Capital Expansion</b>                               |              |                     |                      |
| Radio  | 0.0%         |                     |                      |
| Equipment  | 1.7%         | 309,600             |                      |
| Technology   | 15.2%        | 2,714,613           |                      |
| Facilities   | 1.2%         | 221,000             |                      |
| General  | 10.1%        | 1,801,020           |                      |
|  | <b>28.2%</b> | <b>\$ 5,046,233</b> | <b>\$ 5,046,233</b>  |
|  | <b>100%</b>  |                     | <b>\$ 17,867,732</b> |

**On-Hold Projects**

There are no projects categorized as on-hold.

(Capital Project Summary Report Attached)