



— SASKATOON —
POLICE SERVICE
BE THE DIFFERENCE

2024 Business Plan



Continually Improve Community Safety

Message from the Chief



Chief Dave Hays

Interim Chief of Police, Saskatoon Police Service

I am pleased to present the 2024 Business Plan for the Saskatoon Police Service. This Plan follows our vision to continually improve community safety.

I would like to acknowledge that the Saskatoon Police Service is on Treaty 6 Territory and the Homeland of the Métis. The Service celebrates diversity, both within our Service and in the community.

Being reflective of the people and organizations of Saskatoon is vital to maintaining the support and trust of those we serve. We can't do it alone. We recognize the importance of our partners in making Saskatoon a safe place to live, work and visit. Maintaining those long-standing relationships and building new ones is key to the success of this Plan and tackling root-causes of community well-being.

This year, the Saskatoon Police Service is taking steps to maintain the level of service response by adding seven constables in 2024 to serve in Patrol and the Community Mobilization Unit. We also remain committed to building on the positive results we have seen with the Alternative Response Officer (ARO) and the Police and Crisis Team (PACT) programs. In 2024, we will continue to work with our partners in the provincial government, the health system, social workers, and community supports for vulnerable people.

In 2024 we will begin implementation of actions identified through a planning process conducted in 2023 with the Office of the Treaty Commissioner, Truth and Reconciliation through Treaty Implementation (TRTI) program. We will also complete a third-party Equity, Diversity and Inclusion Audit in 2024 to help us identify areas for continuous improvement with diversity and equity.

We will further enhance community safety by replacing some police equipment and technology which includes continuing to roll out the Body Worn Camera program.

As we move through 2024, we will transition to a new Chief of Police and through their leadership, undertake consultations focusing on our creation of the 2025 and beyond strategic plan for the Service.



Vision, Mission, Values, Themes

The Saskatoon Police Service (SPS) **2020 - 2024 Strategic Plan** is a critical component that sets the focus on what the Service's goals are over the next five years.

Our Strategic Plan is guided by three fundamental elements:

OUR VISION

To continually improve community safety

OUR MISSION

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

OUR VALUES

*Honesty – Integrity – Compassion – Fairness
– Commitment – Respect – Professionalism*

Our guiding elements, *Our Vision, Our Mission and Our Values* – are linked and woven into the **2020 - 2024 Strategic Plan** and annual **Business Plan**.

Themes



Indicators We Monitor

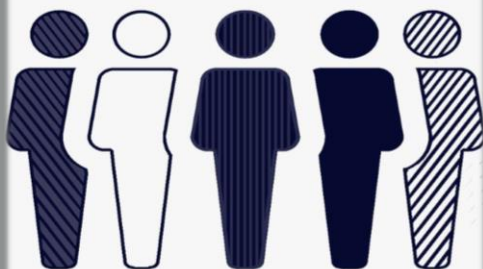
The SPS monitors external and internal indicators to track its progress in reaching its goals. Some examples of those indicators are identified below.



Crime Rates



Pre- and Post-Charge Diversions



Employee Diversity Statistics



Social Media Analytics

Crime and Safety

Under this strategic theme we look at the following indicators and measures to see what progress we are making towards our goals:

- Crimes against property
- Crimes against persons
- Illicit drug possession, overdose and trafficking
- Weapons and firearm offences
- Domestic disturbance calls
- Downtown and core neighbourhood crime
- Missing person and habitual runaway reports
- Traffic collisions
- PACT – number of arrest and emergency department diversions

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

Sworn and civilian employees of the SPS face complex circumstances that threaten community safety and well-being. It is important that the SPS addresses justice-related issues with emergency responses, proactive policing, community engagement, and partnerships.

In 2024, the SPS will continue to deliver public awareness campaigns, collaborate with national and international policing groups, and work with the community to enhance prevention and reduce victimization. The SPS will continue to connect citizens to supports as well as having proactive and reactive disruption of persons responsible for crime.

Strategy 1.1 Improve public safety through partnerships with municipal, provincial and national stakeholders

Activity 1.1.1 Develop an Integrated Preventative Response Team to support identifying and managing intimate partner violence.

Activity 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.

Activity 1.1.3 In partnership with the federal Department of Justice, develop and implement the Victim Services Human Trafficking Response Team Project.

Strategy 1.2 Continue to create strategies to disrupt gun violence, gang activity and illicit drug and human trafficking.

Activity 1.2.1 Create more opportunities for collaboration amongst all SPS policing divisions to address local and regional crime issues.



- Activity 1.2.2** Target drug dealers who continue to harm our community's most vulnerable while advocating for harm reduction with treatment solutions.
- Activity 1.2.3** Strengthen focused enforcement efforts on gang members posing the greatest threat to public safety through investigations and intelligence.
- Activity 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.

Goal 2: Maintain core policing operations and address community concerns

Core policing operations at the SPS include [Patrol](#), [Investigative Services](#), and Operational Support. The SPS maintains a visible presence in the community through its Patrol Officers, the [Traffic Unit](#), [Bike Unit](#), the [Alternative Response Unit](#), and the [Uniform Support Section](#). The [Equity and Cultural Engagement Unit](#), [School Resource Unit](#), [Vulnerable Persons Unit](#), Community Liaison Officers, and the [Restorative Justice](#) Program are components of the Community Engagement Division focused on building relationships through community policing efforts.

As part of its ongoing work in 2024, the SPS will actively deliver community policing efforts and continue to maintain a presence in the community.

Strategy 2.1 Resource SPS divisions based on community needs and crime trends

- Activity 2.1.1** Expand the Community Mobilization Unit and add more Patrol officers.
- Activity 2.1.2** Seek additional funding for the PACT program.
- Activity 2.1.3** Modernize equipment used in police operations; continue to roll out the body-worn camera program.

Strategy 2.2 Research and innovate policing methods

- Activity 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.
- Activity 2.2.2** Coordinate investigative data quality work across divisions.
- Activity 2.2.3** Identify opportunities to leverage existing tools for mobile access and improved communication across the Service.



Our People

Under this strategic theme we look at the following indicators and measures to see what progress we are making towards our goals:

- *Dispatched calls for service as a % of total calls for service*
- *Overall crime rate*
- *Employee diversity statistics*
- *Culture survey*

Goal 3: Promote a healthy work environment and learning culture

The health, safety and growth of employees is an important measure of success. The SPS recognizes the importance of safety and well-being through its training program and a variety of wellness programs. As part of ongoing activities in 2024, the SPS will use a training plan to identify training needs for each unit based on their policing activities. In addition, training will focus on leadership development and a competency framework to support members seeking more senior roles.

Strategy 3.1 Maintain supports for mental and physical wellbeing of our people.

Activity 3.1.1 Develop and implement a Reintegration Program for SPS members to provide proactive support for officers involved in critical incidents.

Activity 3.1.2 Improve communication of mental health and well-being resources available to employees.

Activity 3.1.3 Implement an improved Mental Health Strategy for SPS.

Strategy 3.2 Use training opportunities to provide additional guidance to members on best practices and leadership

Activity 3.2.1 Participate in the development of the Saskatchewan Association of Chiefs of Police (SACP's) work on ethics in policing training.

Activity 3.2.2 Implement a Learning Management System (LMS).

Goal 4: Resource to ensure member effectiveness and safety

Recruits taken on strength by SPS undergo their initial training at the Saskatchewan Police College followed by training with SPS Field Training Officers. In 2024, the SPS Recruiting section will continue to work with applicants, stakeholders, and agencies to evolve the recruitment and hiring process so that the SPS remains responsive to policing needs in the community. Following initial training, annual training is coordinated through the Human Resources Division.

Strategy 4.1 Improve the representation of Saskatoon's diverse population within the SPS.

Activity 4.1.1 Complete an Equity, Diversity and Inclusion Audit.

Activity 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.

Activity 4.1.3 Implement an Applicant Tracking System (ATS) to support the recruitment process.



Partnerships

Under this strategic theme we look at the following indicators and measures to see what progress we are making towards our goals:

- *Referrals to Pre-charge Diversion Program*
- *Referrals to Post-charge Diversion Program*

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

Strong relationships of mutual trust between the police and the Saskatoon community are foundational to maintaining public safety and delivering effective policing. Police rely on the cooperation of community members to work with the police to make Saskatoon a safe place to live, work, and visit. Maintaining those long-standing relationships and building new ones is key to the success of tackling root-causes affecting community well-being.

The SPS remains committed to Truth and Reconciliation and equity, diversity and inclusion. Several ongoing committees will be maintained throughout 2024 including the Chief's Advisory Committee, the Indigenous Women and Two Spirit+ Advisory Circle, and the Saskatoon Police Service Advisory Committee on Diversity (SPACOD). In addition, continued outreach with ethnocultural communities is aimed toward building inclusion with police.

Strategy 5.1 Continue to engage with Indigenous communities in a purposeful and meaningful way.

Activity 5.1.1 Begin implementation of actions identified in the Office of the Treaty Commission's Truth and Reconciliation Treaty Implementation Framework.

Strategy 5.2 Build meaningful purposeful relationships with the older adults, youth, ethno-cultural, and gender diverse communities.

Activity 5.2.1 Implement a partnership between athletes and police to educate youth about the effects of substance use.

Activity 5.2.2 Build on community policing opportunities through the Community Engagement Division by continuing to connect with Saskatoon's growing and vibrant community.

Strategy 5.3 Integrate a broad-based internal understanding of equity, diversity, and inclusion as a foundation for police service delivery.

Activity 5.3.1 Coordinate the delivery of situational awareness education for SPS officers by sharing experience gained in the Community Engagement Division.



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

The SPS works with municipal, provincial, and federal government partners to identify new programs and sustain existing ones. Through its Restorative Justice program in the Community Engagement Division, SPS coordinates with provincial and federal governments to provide alternatives to criminal justice.

Strategy 6.1 Foster long-term stability of solutions established for community safety and social challenges

Activity 6.1.1 Expand the depth and reach of the [Restorative Justice](#) program which includes pre and post-charge diversion programs.

Activity 6.1.2 Implement the Public Safety Interoperability Committee which includes Saskatoon Fire Department, Emergency Measures office, and SPS.



Communication

Under this strategic theme we look at the following measure to see what progress we are making towards our goals:

- *Mass media analytics*

Goal 7: Utilize communication to maintain transparency and public trust

The SPS communicates with key stakeholders through the Public Affairs and Strategic Communications Division. The Division also supports media availability through scheduled sessions with sworn police employees.

Strategy 7.1 Provide responsive, timely, trustworthy, collaborative communication

- Activity 7.1.1** Become authorized users for SaskAlert, the Saskatchewan Public Alerting Program (including Amber Alerts).
- Activity 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.

Goal 8: Culture of engagement and collaboration through internal communications

Information is provided to employees through the intranet, directives, email, and internal monitors. SPS also has several internal employee committees that meet to coordinate employee feedback and suggest areas for improvement. These efforts are designed to increase internal awareness and collaboration.

Strategy 8.1 Strengthen internal communication and awareness

- Activity 8.1.1** Develop internal communication plans to support information sharing to all staff on new strategic initiatives.



Innovation

Under this strategic theme we look at advancement of the projects identified as our measure of success.

Goal 9: Ensure sustainability by developing leading practices

The SPS administration examines internal processes with a view to achieve better results and increased efficiency through implementing leading practices. This process considers repurposing resources wherever possible to support environmental sustainability in its facilities and equipment.

Strategy 9.1 Engage in activities that foster a culture of innovation and continuous improvement.

Activity 9.1.1 Evaluate a hybrid vehicle pilot project for police operations.

Activity 9.1.2 Create a framework for a cross-organization team approach to developing creative solutions for continuous improvement.

Activity 9.1.3 Build the foundation for the 2025 and beyond strategic plan.

Activity 9.1.4 Develop and implement an Application Portfolio Management program.

Activity 9.1.5 Develop a framework to evaluate opportunities and risks presented by the introduction of new technologies and existing ones at SPS.

Goal 10: Utilize technology to increase effectiveness and efficiency

Technology in policing relates to an array of advancements for operational efficiency and outcomes. Moreover, current technology requires replacing or upgrading over time. A significant amount of this work is coordinated by the Information Technology (IT) Division at SPS. The mission of the Information Technology (IT) Division at SPS is to support people and processes with the strategic use of technology, being mindful of both the value and impact that change brings.

Strategy 10.1 Optimize the use of technology and equipment for operational and investigative services.

Activity 10.1.1 Replace the current online reporting system with one that is more effective and user friendly for the public.

Activity 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.

Activity 10.1.3 Pursue radio interoperability with the Provincial Public Safety Telecommunications Network and expanding access.

Strategy 10.2 Explore improved technologies and approaches for information sharing.

Activity 10.2.1 Develop a roadmap to digitizing paper-based forms and manual approval processes.

Activity 10.2.2 Initiate a transition to digital court notifications.

Activity 10.2.3 Increase use of digital evidence management and disclosure tools.

Activity 10.2.4 Develop a strategy to guide the use of cloud computing services at the SPS.

Activity 10.2.5 Develop options for a media intelligence tool or platform.



2024 Financial Summary

SASKATOON POLICE SERVICE 2024 OPERATING BUDGET SUMMARY				COUNCIL APPROVED
	2024 Budget	2023 Budget	Variance	%Variance
Revenues				
General Revenue	2,612,600	2,798,700	(186,100)	-6.65%
Prov. of Sask. Revenue	10,098,500	9,622,100	476,400	4.95%
Gov't of Canada Revenue	151,300	258,800	(107,500)	-41.54%
Total Revenues	12,862,400	12,679,600	182,800	1.44%
Expenditures				
Staff Compensation	105,163,700	99,089,500	6,074,200	6.13%
Operating Costs	25,948,300	23,886,000	2,062,300	8.63%
Cost Recovery	(170,700)	(176,200)	5,500	-3.12%
Transfer to Reserves	3,514,400	3,604,400	(90,000)	-2.50%
Total Expenditures	134,455,700	126,403,700	8,052,000	6.37%
Total Net Budget	\$ 121,593,300	\$ 113,724,100	\$ 7,869,200	6.92%
Total Staff - Full Time Equivalents (FTE)	739.33	725.33	14.00	1.93%

SASKATOON POLICE SERVICE POLICE CAPITAL RESERVE					COUNCIL APPROVED
	2024	2025	2026	2027	2028
Projects	\$3,643,000	\$2,908,000	\$3,793,000	\$2,939,000	\$4,409,000

