



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

2024 Business Plan

# Mid-Year Update



*Continually Improve Community Safety*

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# Saskatoon Police Service Overview

## **Vision**

To continuously 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.

# Introduction

The Saskatoon Police Service (SPS) experienced many changes in the first half of 2024 beginning with a new Chief and two new Deputy Chiefs.

Prior to the official swearing in of Chief Cameron McBride, a change of command ceremony took place on May 15<sup>th</sup>, where Interim Chief Dave Hays officially transferred the SPS colours, which represent the authority and responsibility of the Office of the Chief of Police. All SPS members, sworn and civilian, were invited to attend this time-honoured military tradition, and the first of its kind to be held at the SPS.

Shortly after the appointment of Chief McBride, the Saskatoon Board of Police Commissioners unanimously supported Chief McBride's recommendations of Dave Hays and Darren Pringle for the Deputy Chief positions.

On Tuesday, June 25<sup>th</sup>, members of the Saskatoon Board of Police Commissioners, along with dignitaries and the SPS Honour Guard and Colour Party gathered with Chief McBride and his family as he took his Oath of Allegiance and Office, which was administered by a Court of Kings Bench Justice. It was a desire of Chief McBride and the Board to celebrate this occasion with as many SPS members as possible, so the event was held in the Gymnasium at SPS Headquarters.

*"Incoming Chief McBride, both through his achievements in his 27-year policing career and through this recruitment process, demonstrated to the Board his exceptional leadership skills, an ability to think strategically, and an absolute commitment to upholding the principles of justice and public service in our community,"* said Shirley Greyeyes, Chair of the Saskatoon Board of Police Commissioners.

The 2024 SPS Business Plan provides strategies and activities that are aimed at achieving the 10 goals within the five key themes as outlined in the 2020-2024 Strategic Plan. This document provides an update on the progress of the activities during the first half of the year in pursuit of the strategies outlined in the 2024 Business Plan.

# Crime and Safety

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

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

<b>Activity 1.1.1</b>	Develop an Integrated Preventative Response Team to support identifying and managing intimate partner violence.	<b>In Progress</b>
<b>Activity 1.1.2</b>	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>In Progress</b>
<b>Activity 1.1.3</b>	In partnership with the federal Department of Justice, develop and implement the Victim Services Human Trafficking Response Team Project.	<b>In Progress</b>

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

<b>Activity 1.2.1</b>	Create more opportunities for collaboration amongst all SPS policing divisions to address local and regional crime issues.	<b>Complete</b>
<b>Activity 1.2.2</b>	Target drug dealers who continue to harm our community's most vulnerable while advocating for harm reduction with treatment solutions.	<b>Ongoing Program</b>
<b>Activity 1.2.3</b>	Strengthen focused enforcement efforts on gang members posing the greatest threat to public safety through investigations and intelligence.	<b>Ongoing Program</b>
<b>Activity 1.2.4</b>	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>

Highlights of the effective implementation of strategies to combat crime and protect the public include the following:

The Investigative Services Division is in the process of developing an Intimate Partner Violence (IPV) Response Team that is integrated with Family Service Saskatoon (FSS). The IPV Response Team will work to provide a proactive and preventative approach to intimate partner violence. The IPV Team will be composed of a Police Officer and Outreach Worker from FSS. The objectives of the program will be to provide victim support, increased offender management and collaborate with community stakeholders. The cross-sector team will improve response to addressing the safety needs of high-risk intimate partner violence victims, their children, and the community as a whole.

In June 2024, the SPS conducted a high visibility enforcement and crime disruption project within areas of increased criminal activity in Saskatoon. The project redeployed resources in a high visible capacity to respond to in-progress violent crime and conduct priority violent offender management, resulting in over 100 arrests and several people taken into custody on various outstanding warrants. This resulted in over 40 weapons being removed from the streets alongside, drugs, ammunition, stolen property and illegal cigarettes.

SPS, as a result of receiving two and a half years of federal funding from Justice Canada, has implemented the Victim Service Human Trafficking Response Team. The team consists of two full-time positions composed of a Human Trafficking Responder and Human Trafficking Liaison.

SPS has established a monthly ongoing Operational Crime Reduction meeting that brings together executive from the Patrol Bureau and Criminal Investigations Bureau, to discuss and share information with respect to significant criminal activities occurring in the community.

The Street Crime Section of the Criminal Investigations Bureau, continues to have their investigative units target drug traffickers of methamphetamine, fentanyl, and cocaine who are supplying in the community. The Guns and Gangs Unit continues their enforcement efforts on gang members involved in criminal activity offences such as robbery, extortion, aggravated assaults and firearm offences.

The Superintendent of the Criminal Investigations Bureau represents the SPS at a Provincial and National level at the Canadian Association of Chiefs of Police Organized Crime Committee and the Canadian Integrated Response to Organized Crime Committee. Representation on these committees allows for sharing of information among law enforcement agencies and discussions on innovative strategies to combat serious and organized crime.

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

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

<b>Activity 2.1.1</b>	Expand the Community Mobilization Unit and add more Patrol officers.	<b>In Progress</b>
<b>Activity 2.1.2</b>	Seek additional funding for the Police and Crisis Team (PACT) program.	<b>In Progress</b>
<b>Activity 2.1.3</b>	Modernize equipment used in police operations; continue to roll out the body-worn camera program.	<b>Ongoing Program</b>

**Strategy 2.2 Research and innovate policing methods**

<b>Activity 2.2.1</b>	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>
<b>Activity 2.2.2</b>	Coordinate investigative data quality work across divisions.	<b>In Progress</b>
<b>Activity 2.2.3</b>	Identify opportunities to leverage existing tools for mobile access and improved communication across the Service	<b>Not Started</b>

SPS core policing operations include Patrol, Investigative Services and Operational Support and as part of the ongoing work in 2024, the SPS continues to actively deliver community policing efforts and maintain a presence in the community, including the following highlights:

In May 2024, SPS held a two-day Selective Traffic Enforcement Program as part of Canada Road Safety Week which focused on impaired driving, distracted driving, seat belt use, speeding, unlicensed driving/vehicle

registration, and vehicle equipment regulations. The program resulted in 200 tickets being issued and 100 warnings.

SPS partnered with Saskatchewan Government Insurance (SGI) and Saskatchewan Highway Patrol to conduct a one-day Light Vehicle Inspection Project focused on inspections and enforcement that resulted in issuance of 42 vehicle inspection notices and 122 violations. The project also resulted in additional tickets for other offences such as suspended driver, unregistered vehicle, driving without a license, and vehicle equipment regulations. Three drivers also tested positive for THC; resulting in their license being suspended and vehicles impounded.

SPS implemented a targeted operational plan in Confederation Suburban area intended to deter, detect and investigate activities related to theft, public intoxication and suspicious activities that resulted in 11 arrested related to mischief to property, public intoxication, and theft.

Project Foundation aims to improve officer foundational knowledge and therefore overall performance through training, as well as increased practice and oversight. Success requires collaboration from various divisions, consistent communication and long-term commitment. Work is continuing and is part of the five-week in-service training and two sessions of the Field Training Officer (FTO) workshops conducted to support the project.

SPS is in the process of deploying 40 additional body worn cameras (BWCs) which will bring the total number of BWCs in the Service to 120 and all have been updated to the latest model.

# Our People

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

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

<b>Activity 3.1.1</b>	Develop and implement a Reintegration Program for SPS members provide proactive support for officers involved in critical incidents.	<b>In Progress</b>
<b>Activity 3.1.2</b>	Improve communication of mental health and well-being resources available to employees.	<b>Ongoing Program</b>
<b>Activity 3.1.3</b>	Implement an improved Mental Health Strategy for SPS.	<b>In Progress</b>

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

<b>Activity 3.2.1</b>	Participate in the development of SACP's work on ethics in policing training.	<b>Not Started</b>
<b>Activity 3.2.2</b>	Implement a Learning Management System (LMS).	<b>Complete</b>

In promotion of our healthy work environment and learning culture, SPS has a number of initiatives underway:

SPS implemented a peer-staffed Reintegration Program to assist members after a critical incident or long-term absence from the workplace. The program consists of nine members and one coordinator and is intended to better support members with their mental health and wellness. SPS implemented this program based on its proven success in helping members in other Police Services and public safety agencies.

Mental health and wellness support for its members is a top priority for SPS, therefore a Mental Health strategy is in the process of being created based on best practices, the needs of our members, and advice from the Clinical Psychologist. In addition, SPS has improved access to mental health resources by creating a QR code for members to easily scan to access a growing repository of mental health support information. Additionally, the SPS implemented a third-party financial wellness program in support of the overall wellness of sworn and civilian members.

A joint team was formed within the Service, representing primarily sworn members, to determine what internal and external trainings were required. As a result of this joint effort, Incident Response training was rolled out for front line members.

To ensure mandatory training is provided and completed by SPS's members, a Learning Management System (LMS) has been implemented and the first course rolled out by the new LMS is Respect in the Workplace.



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

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

<b>Activity 4.1.1</b>	Complete an Equity, Diversity and Inclusion Audit.	<b>Complete</b>
<b>Activity 4.1.2</b>	Identify existing demographics related to Saskatoon’s diverse community, particularly within the visible minority groups, to highlight potential areas of opportunity for SPS.	<b>Not Started</b>
<b>Activity 4.1.3</b>	Implement an Applicant Tracking System (ATS) to support the recruitment process.	<b>In Progress</b>

The SPS partnered with an external consultant 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, audit and benchmarking, and development of a comprehensive plan that included recommendations for the SPS to achieve our long-term EDI objectives. The results of this work are available in the Board of Police Commissioners’ August 2024 Meeting Public Agenda.

# Partnerships

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

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

<b>Activity 5.1.1</b>	Begin implementation of actions identified in the Office of the Treaty Commission's Truth and Reconciliation Treaty Implementation Framework.	<b>In Progress</b>
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### Strategy 5.2 Build meaningful purposeful relationships with the older adults, youth, ethno-cultural, and gender diverse communities.

<b>Activity 5.2.1</b>	Implement a partnership between athletes and police to educate youth about the effects of substance use.	<b>In Progress</b>
<b>Activity 5.2.2</b>	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>

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

<b>Activity 5.3.1</b>	Coordinate the delivery of situational awareness education for SPS officers by sharing experience gained in the Community Engagement Division.	<b>Not Started</b>
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SPS continues to build meaningful relationships with the communities we serve.

The Service engages with Indigenous communities in Saskatoon by attending and hosting a number of events throughout the year, including:

- On May 3, 2024, SPS hosted a Calling Home Ceremony to honour all MMIWG2S+ persons and loved ones left behind.
- With June proclaimed as National Indigenous History Month, the Canadian Association of Chiefs of Police) Symposium on MMIWG2S+ was held at Wanuskewin. SPS members participated in this two-day event in and discussed how we, as a Service, can continue to walk the path forward to address the Calls for Justice for Police.
- On June 21, 2024 SPS took part in National Indigenous Peoples Day events that included the Rock Your Roots: Reconciliation Walk and Tipi Teaching in celebration of Indigenous Storytelling Month. Elder Mary Lee taught SPS members about each piece of the Tipi and explained how the 10<sup>th</sup> pole of the Tipi represents sharing and the way members can share their expertise to make a difference in the community.

SPS, in collaboration with Huskie Athletics and Sanctum, are working together to identify the problems and risks of drug use for sports, proactive factors to help prevent drug use, and learn about community supports that are available. In the fall of 2024, a video and presentation will be shared with grade 7-8 students.

On March 21, 2024 SPS hosted the 14<sup>th</sup> annual Diversity Breakfast to mark the International Day for Elimination of Racial Discrimination. The SPS continues to recognize this day as there is injustices and prejudices that are fuel by racial discrimination that take place every day. While progress continues to be made this requires a collaborative effort by all to continue to actively work to eliminate discrimination of all forms.

On June 19<sup>th</sup>, 2024 the 4<sup>th</sup> Annual Pride BBQ was hosted by SPS. All the proceeds raised from the event went to LGBTQIA2S+ youth initiatives the community.

On June 22<sup>nd</sup>, 2024 members from the SPS participated in the Pride Parade for the first time since 2017. This was a momentous display of our continued efforts to work together to promote a safe and inclusive space and to have our members feel seen, supported and celebrated with our diverse communities.

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

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

<b>Activity 6.1.1</b>	Expand the depth and reach of the Restorative Justice program which includes pre- and post-charge diversion programs.	<b>In Progress</b>
<b>Activity 6.1.2</b>	Implement the Public Safety Interoperability Committee which includes Saskatoon Fire Department, Emergency Measures Office, and SPS.	<b>In Progress</b>

The Service is committed to working with all levels of government to improve community safety.

SPS is working on a plan to implement mandatory pre-charge diversion practices for low level offences. This work is being done with community-based organizations to help reduce recidivism and the overrepresentation of Indigenous adults and youth in the Criminal Justice System.

# Communication

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

### **Strategy 7.1 Provide responsive, timely, trustworthy, collaborative communication**

<b>Activity 7.1.1</b>	Become authorized users for SaskAlert, the Saskatchewan Public Alerting Program (including Amber Alerts).	<b>Ongoing Program</b>
<b>Activity 7.1.2</b>	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>

Supporting the Board of Police Commissioners recruitment for a new Chief of Police, a Stakeholder Engagement Process was conducted to solicit feedback from sworn and civilian members of the SPS. This information was gathered by means of a survey and in-person meetings to solicit members input. Feedback to support the recruitment process for a new Chief of Police included key opportunities, personal traits, and professional skills.

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

### **Strategy 8.1 Strengthen internal communication and awareness**

<b>Activity 2.1.1</b>	Develop internal communication plans to support information sharing to all staff on new strategic initiatives.	<b>Ongoing Program</b>
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To build engagement and support collaboration, the Service has focused on a number of internal communication initiatives.

The SPS shares information with employees through a number of channels, including intranet, directives, email and internal monitors throughout the building. The SPS continues to gather internal feedback from employee surveys and committees to gauge and improve the effectiveness our communication strategies.

# Innovation

## Goal 9: Ensure sustainability by developing leading practices

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

<b>Activity 9.1.1</b>	Evaluate a hybrid vehicle pilot project for police operations.	<b>In Progress</b>
<b>Activity 9.1.2</b>	Create a framework for a cross-organization team approach to developing creative solutions for continuous improvement.	<b>Not Started</b>
<b>Activity 9.1.3</b>	Build the foundation for the 2025 and beyond strategic plan.	<b>In Progress</b>
<b>Activity 9.1.4</b>	Develop and implement an Application Portfolio Management program.	<b>In Progress</b>
<b>Activity 9.1.5</b>	Develop a framework to evaluate opportunities and risks presented by the introduction of new technologies and existing ones at SPS.	<b>In Progress</b>

The Service has engaged in a number of activities that support continuous improvement.

SPS is currently testing the use of two hybrid vehicles for police operations as part of a pilot project. The intent of this project is to decrease our environmental footprint and improve energy efficiency. The results of this initiative will be used for future vehicle capital planning.

SPS has started to develop the framework for our 2025 and beyond strategic plan. The intent is for the strategic plan to be a living document that will be updated regularly based on data and evidence. It will be developed with input from across our stakeholders, including internal staff and executives, community members, partners, and advisory groups, and the Board of Police Commissioners.

Our strategic planning process will include environmental scanning, internal planning sessions, surveys and consultation beginning in Fall 2024. External consultation and a Community Satisfaction Survey will take place in early 2025, so as not to coincide with the City of Saskatoon 2024 Municipal Election.

The Service is in the process of improving accountability and oversight of technology investment through the implementation of an information technology governance committee and framework. This approach will be used to support future technology capital budget planning.

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

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

<b>Activity 10.1.1</b>	Replace the current online reporting system with one that is more effective and user friendly for the public.	<b>In Progress</b>
<b>Activity 10.1.2</b>	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>
<b>Activity 10.1.3</b>	Pursue radio interoperability with the Provincial Public Safety Telecommunications Network and expanding access.	<b>In Progress</b>

**Strategy 10.2 Explore improved technologies and approaches for information sharing.**

<b>Activity 10.2.1</b>	Develop a roadmap to digitizing paper-based forms and manual approval processes.	<b>Not Started</b>
<b>Activity 10.2.2</b>	Initiate a transition to Digital Court Notifications.	<b>Not Started</b>
<b>Activity 10.2.3</b>	Increase use of digital evidence management and disclosure tools.	<b>In Progress</b>
<b>Activity 10.2.4</b>	Develop a strategy to guide the use of cloud computing services at the SPS.	<b>Not Started</b>
<b>Activity 10.2.5</b>	Develop options for a media intelligence tool or platform.	<b>Not Started</b>

Technology continues to evolve in the policing sector making the Service’s work more effective and efficient.

In June 2024, the SPS migrated to the Next Generation 9-1-1 (NG9-1-1) system as part of a provincial project. The NG9-1-1 is a national initiative driven by the Canadian Radio-television and Telecommunications Commission (CRTC) that sets the foundation for expanded 9-1-1 services in the coming years including Real-Time-Texting and sharing video during a live 9-1-1 call. This is phase 1 of a multi-year transformation of 9-1-1 services in Canada that will provide the SPS and other first responders with additional tools and information when receiving and handling 9-1-1 calls.

A new option of Theft Over \$5,000 was added to online crime reporting system. With the new reporting systems, it assists in analyzing trends and allocating resources where they are most effective.

SPS implemented a new initiative called “Community Request” which allows for information to be shared with officers from members of the public through a secure link is sent directly to an individual via email or text rather than having to download it on a USB or DVD. In addition to this, the evidence the public uploads are stored on the SPS Evidence secure site.