



— SASKATOON —
POLICE SERVICE
BE THE DIFFERENCE

2025 Business Plan



Continually Improve Community Safety

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Message from the Chief



Chief Cameron McBride

Chief of Police, Saskatoon Police Service

I am pleased to present the 2025 Business Plan for the Saskatoon Police Service. This plan is a critical bridge to the creation of our 2025 Strategic Plan, a process which is now underway. This business plan will ensure we stay true to 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 Saskatoon Police Service is proud to be a part of and serve the diverse community of Saskatoon. We recognize and value our community partnerships and believe our combined experiences, resources and training are key for community safety, health, and well-being.

This year, the Saskatoon Police Service is taking advantage of a once-in-a-generation funding opportunity through the province's Safer Communities and Neighbourhoods initiative. This funding increase will allow us to add an additional 24 front-line police officers in 2025 to keep up with the demands of our growing city with more to follow next year. In 2025, we will continue to collaborate with our community partners to develop strategies that foster community safety.

This year's plan will also introduce two projects. In collaboration with Family Service Saskatoon, we will implement an Intimate Partner Violence Response Team to better assist victims and manage offenders. A Warrant Enforcement Unit will be piloted to apprehend persons who pose a significant risk to the community.

In 2025, the Saskatoon Police Service will continue to implement actions identified in the Office of the Treaty Commissioner's Truth and Reconciliation through Treaty Implementation framework. We will also begin the work on recommendations from the Equity, Diversity, and Inclusion audit to continue to foster a workplace environment where every voice is heard, valued, and respected.

In 2025, we will use feedback from our internal and external consultations to guide us in building our 2025 Strategic Plan.

Vision, Mission, Values

The Saskatoon Police Service (SPS) 2020-2024 Strategic Plan is a critical component that sets the focus on the Service's goals.

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*

These guiding elements, Our Vision, Our Mission, and Our Values, are linked and woven into the 2020-2024 Strategic Plan and this business plan.



2025 Business Plan Summary

THEME	GOAL	STRATEGIC OUTCOME
CRIME AND SAFETY	Implement effective strategies to combat crime and protect the public.	Collaborative public safety through partnerships with municipal, provincial and national stakeholders.
		Disruption of gun violence, gang activity and illicit drug and human trafficking.
	Maintain core policing operations and address community concerns.	Safer roads in our community.
		Sustainable policing practices to meet changing community needs.
OUR PEOPLE	Promote a healthy work environment and learning culture.	Enhancing the well-being of our people.
		Training for employees on policing best practices, wellness and leadership.
	Resource to ensure member effectiveness and safety.	Enhanced recruitment and retention of employees.
		A more inclusive and diverse SPS.
PARTNERSHIPS	Enrich relationships between the Saskatoon Police Service and communities served.	Engagement with Indigenous communities in a purposeful and meaningful way.
		Strong relationships with the diverse community we serve.
	Work with all levels of government to develop solutions to community challenges.	Sustainable solutions for community safety and social challenges.
INNOVATION	Ensure sustainability by developing leading practices.	A strong foundation for an efficient organization.
	Utilize technology to increase effectiveness and efficiency.	Enhanced use of technology for operational services and information sharing.



Indicators We Monitor

The SPS monitors safety and wellness community indicators to determine where to focus resources. Some of the indicators we monitor are:

- Crimes against persons
- Crimes against property
- Social disorder and mental health calls for service
- Domestic disturbance calls
- Missing persons reports
- Weapons and firearms offences
- Illicit drug possession, overdose and trafficking
- Traffic collisions
- Dispatched calls for service
- Violent Crime Severity Index

The SPS believes influencing safety and wellness community indicators can best be achieved through collaboration with community stakeholders to address the root causes of crime and social disorder. These indicators are reported on throughout the year in the monthly Crime Stats Reports on the SPS website, as well as Saskatoon Board of Police Commissioners reports, Statistics Canada, and internal reports.



Crime and Safety

Addressing crime and community safety in Saskatoon is the highest priority for the SPS. As Saskatoon and its citizens face increasingly complex and challenging issues, the SPS believes it is imperative to collaborate with our community partners to support a “whole of city” approach that balances enforcement, community safety, harm reduction and treatment solutions.

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

The SPS is committed to implementing new initiatives to address crime and community safety. In response to Saskatchewan’s disproportionately high Interpersonal Violence (IPV) rates, the SPS, in collaboration with Family Service Saskatoon, is launching an Intimate Partner Violence Response Team to better assist victims and manage IPV offenders. In response to the recommendation from the James Smith Cree Nation and Weldon Coroner’s Inquest, the SPS is piloting the Warrant Enforcement Unit to identify and arrest wanted persons who pose a significant and anticipated risk to the community and bring them to procedural justice.

Additionally, the SPS maintains its commitment to reduce and disrupt the availability of drugs and weapons in our community.

Strategic Outcome 1.1 Collaborative public safety through partnerships with municipal, provincial and national stakeholders

- Initiative 1.1.1** Implement an Intimate Partner Violence Response Team.
- Initiative 1.1.2** Pilot a Warrant Enforcement Unit.
- Initiative 1.1.3** Evaluate and strengthen city wide safety planning.
- Initiative 1.1.4** Develop collaborative partnerships with key stakeholders to address retail crime and its impact on public safety.

Strategic Outcome 1.2 Disruption of gun violence, gang activity and illicit drug and human trafficking

- Initiative 1.2.1** Evolve partnership with the Saskatchewan Firearms Office to address firearms used in criminal offences.
- Initiative 1.2.2** Target drug dealers who continue to harm our community.
- Initiative 1.2.3** Collaborate with key stakeholders to identify ways to regulate bear spray in our community.



Crime and Safety continued

Goal 2: Maintain core policing operations and address community concerns

It is well established that traffic enforcement and sanctions result in fewer accidents, collisions with injuries, and fatalities. The SPS is committed to combatting dangerous driving behaviors, including speeding, impaired operations, distracted driving, and aggressive driving with a focus on high-risk areas.

Since 2018, Saskatoon has experienced a 72% rise in social disorder calls. While social disorder may not always be criminal in nature, the prevalence of incidents decreases the community's quality of life and feeling of safety. The SPS is committed to developing new and different ways to alleviate the impact of social disorder on the community and its citizens.

Strategic Outcome 2.1 Safer roads in our community

- Initiative 2.1.1** Enhance traffic enforcement efforts to reduce dangerous driving.
- Initiative 2.1.2** Implement a data-driven approach to traffic safety, combining education and enforcement to promote safer roads.

Strategic Outcome 2.2 Sustainable policing practices to meet changing community needs

- Initiative 2.2.1** Develop a comprehensive evaluation framework to analyze the impacts of social disorder calls for service, focusing on community outcomes and response effectiveness.
- Initiative 2.2.2** Implement a quality assurance framework for continuous improvement.



Our People

The SPS is only as good as its people. The safety and well-being of our people is essential not only for their benefit but the benefit of their family and the community they serve. The SPS is dedicated to providing the tools, training, support and workplace environment necessary to foster the health and well-being of its members and keep them safe.

Goal 3: Promote a healthy work environment and learning culture

The SPS will continue to develop and promote mental health and wellness programs as well as provide training for members to support them in their roles. The SPS also has dedicated health, wellness, and training professionals to support members in their career and wellness journeys.

Strategic Outcome 3.1 Enhancing the well-being of our people

- Initiative 3.1.1** Build a wellness strategy for all sworn and civilian members.
- Initiative 3.1.2** Evaluate peer support programs based on research and best practices.
- Initiative 3.1.3** Design and develop educational programs to promote well-being.

Strategic Outcome 3.2 Training for employees on policing best practices, wellness and leadership

- Initiative 3.2.1** Evaluate training needs throughout the organization.
- Initiative 3.2.2** Explore a service-wide approach to training.
- Initiative 3.2.3** Integrate leadership development across the organization.



Our People continued

Goal 4: Resource to ensure member effectiveness and safety

In our ongoing commitment to fostering a workplace environment where every voice is heard, valued, and respected, the SPS will begin to work on recommendations from the Equity, Diversity, and Inclusion audit.

Additionally, the SPS has seized a once-in-a-generation Provincial funding opportunity. With it, the SPS will add 24 additional front-line police officers to share the workload and keep up with the demands of our ever-growing city.

Strategic Outcome 4.1 Enhanced recruitment and retention of employees

- Initiative 4.1.1** Strengthen the overall SPS recruitment strategy to maximize the pool of candidates to support both regular recruitment and the Safer Communities and Neighbourhoods initiative (SCAN).
- Initiative 4.1.2** Evaluate staffing needs across the organization to support increased operational police activity.
- Initiative 4.1.3** Implement an Applicant Tracking System (ATS) to support the recruitment process.

Strategic Outcome 4.2 A more inclusive and diverse SPS

- Initiative 4.2.1** Begin implementation of recommendations from the Equity, Diversity and Inclusion Audit.
- Initiative 4.2.2** Continuous improvement of communication from leadership to the Service.



Partnerships

The SPS is proud to be a part of and serve the diverse community of Saskatoon. We are dedicated to working with organizations and community groups to build relationships and develop strategies that foster community safety. We recognize that upholding strong relationships and keeping the lines of communication open is key to maintaining trust, resolving issues and coming to common understandings.

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

The SPS is committed to its journey in Truth and Reconciliation. The SPS' commitment is demonstrated through actions identified in [An Action Plan to Advance the Saskatoon Police Service's Journey towards Truth, Reconciliation and Treaty Implementation](#) ("Action Plan"). This Action Plan contains initiatives specific to the SPS for responding to the National Calls, including the Truth and Reconciliation Commission Calls to Action and the Calls for Justice arising from the National Inquiry into Missing and Murdered Indigenous Women and Girls.

The SPS also strives to provide support and a positive police presence to Saskatoon's multi-faceted community. Through the School Resource Unit, the SPS continues to partner with schools to develop positive relationships between youth and police, support positive youth development and risk reduction, and preserve public safety and prevent crime.

Strategic Outcome 5.1 Engagement with Indigenous communities in a purposeful and meaningful way

Initiative 5.1.1 Implement the Action Plan towards Truth, Reconciliation and Treaty Implementation.

Strategic Outcome 5.2 Strong relationships with the diverse community we serve

Initiative 5.2.1 Continue partnerships with the school boards to deliver positive police interactions with the students.

Initiative 5.2.2 Provide diverse support to community-based organizations.

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

The SPS works with municipal, provincial, and federal government partners in an effort to provide seamless emergency response. The SPS continues to expand and improve interoperability capabilities with other agencies.

Strategic Outcome 6.1 Sustainable solutions for community safety and social challenges

Initiative 6.1.1 Formalize and enhance our relationships with Saskatchewan public safety agencies.

Initiative 6.1.2 Enhance interoperability between Saskatchewan public service agencies.

Initiative 6.1.3 Establish interoperability agreement with the University of Saskatchewan Protective Services.



Innovation

To keep pace with the increasing complexities facing modern day policing, the SPS is committed to continuous improvement across the service including communication, processes, and technology.

Goal 7: Ensure sustainability by developing leading practices

To optimize resources and improve efficiency, the SPS reviews and assesses current technological needs, designs new processes, and explores opportunities to utilize leading technology.

Strategic Outcome 7.1 A strong foundation for an efficient organization

- Initiative 7.1.1** Design a framework to modernize policies and procedures.
- Initiative 7.1.2** Review and design improved organizational documentation and reporting.
- Initiative 7.1.3** Produce the 2025 Strategic Plan.
- Initiative 7.1.4** Explore opportunities and alternatives to meet the needs of a growing SPS.
- Initiative 7.1.5** Explore and assess opportunities to utilize Artificial Intelligence (AI) to improve efficiency through reduction of administrative workloads.

Goal 8: Utilize technology to increase effectiveness and efficiency

The SPS will explore and assess options to improve reporting services for the public as well as internal and external communication and information sharing. The SPS will also implement technologies to support communication with partner emergency response agencies.

Strategic Outcome 8.1.1 Enhanced use of technology for operational services and information sharing

- Initiative 8.1.1** Identify and assess technology options for efficient and effective community interaction and investigation.
- Initiative 8.1.2** Explore and assess options to leverage technology for improved internal communication.
- Initiative 8.1.3** Implement technologies to support interagency electronic communications between the SPS and partner emergency response organizations.



2025 Financial Summary

The 2025 budget reflects the resources that support the strategic outcomes detailed above. This budget includes an increase in funding from the province of \$2.4M mainly as a result of the Safer Communities and Neighbourhoods (SCAN) program announced on September 5, 2024. Additional provincial funding was also received for resources to support growing calls for service in our Communication Center.

As a result of increased provincial funding, twenty-four additional Constable and four Special Constable positions were added to the ten police service positions approved by Council in December 2023. Two additional resources were approved by Council, the first to provide better oversight for public protests and the second to focus on financial management and report. Funding was reallocated internally to staff an additional resource in the Air Support Unit to increase availability of this program.

In addition to the \$8.0M increase in staffing for the positions mentioned above, a further \$3.0M was added to the budget to fund the non-salary costs associated with the new positions, including equipment and vehicles and the associated operating costs.

SASKATOON POLICE SERVICE 2025 OPERATING BUDGET SUMMARY				COUNCIL APPROVED
	2025 Budget	2024 Budget	Variance	%Variance
Revenues				
General Revenue	2,746,500	2,612,600	133,900	5.13%
Prov. of Sask. Revenue	12,513,800	10,098,500	2,415,300	23.92%
Gov't of Canada Revenue	151,300	151,300	-	0.00%
Total Revenues	15,411,600	12,862,400	2,549,200	19.82%
Expenditures				
Staff Compensation	113,213,000	105,163,700	8,049,300	7.65%
Operating Costs	28,168,800	25,948,300	2,220,500	8.56%
Cost Recovery	(170,700)	(170,700)	-	0.00%
Transfer to Reserves	4,280,000	3,514,400	765,600	21.78%
Total Expenditures	145,491,100	134,455,700	11,035,400	8.21%
Total Net Budget	\$ 130,079,500	\$ 121,593,300	\$ 8,486,200	6.98%
Total Staff - Full Time Equivalent (FTE)	780.33	739.33	41.00	5.55%

