



— SASKATOON —
POLICE SERVICE
BE THE DIFFERENCE

2024 Business Plan

Year-End Report



To Continually Improve Community Safety

Table of Contents

- Introduction..... 2
- Saskatoon Police Service Overview..... 3
- Crime and Safety..... 4
- Our People 7
- Partnerships 9
- Communication..... 11
- Innovation 12

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 14th 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.

Strategy 1.1 Improve public safety through partnerships with municipal, provincial and national stakeholders		
Activity	Status	Key Updates
1.1.1 Develop an Integrated Preventative Response Team to support identifying and managing intimate partner violence.	Complete	<ul style="list-style-type: none"> 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"> IPV team consists of 1 Constable and 1 FSS outreach worker
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.	Complete	<ul style="list-style-type: none"> Warrant Enforcement Unit developed consisting of 1 sergeant and 4 constables to pilot in 2025 <ul style="list-style-type: none"> Will take a tiered approach to identifying and arresting wanted persons
1.1.3 In partnership with the federal Department of Justice, develop and implement the Victim Services Human Trafficking Response Team Project.	Complete	<ul style="list-style-type: none"> Implemented the Victim Services Human Trafficking Response Team consisting of a Human Trafficking Responder and Human Trafficking Liaison
Strategy 1.2 Continue to create strategies to disrupt gun violence, gang activity and illicit drug and human trafficking.		
Activity	Status	Key Updates
1.2.1 Create more opportunities for collaboration amongst all SPS policing divisions to address local and regional crime issues.	Complete	<ul style="list-style-type: none"> Established monthly operational crime reduction meetings consisting of executives from the Patrol and Criminal Investigations Bureaus
1.2.2 Target drug dealers who continue to harm our community's most vulnerable while advocating for harm reduction with treatment solutions.	Ongoing Program	<ul style="list-style-type: none"> The Crime Reduction Team and Drug Unit continue to focus on investigations targeting methamphetamine, fentanyl and cocaine drug traffickers
1.2.3 Strengthen focused enforcement efforts on gang members posing the greatest threat to public safety through investigations and intelligence.	Ongoing Program	<ul style="list-style-type: none"> The Guns and Gangs Unit continues enforcement efforts on gang members involved in criminal activity such as robbery, extortion, aggravated assaults and firearm offences
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.	Ongoing Program	<ul style="list-style-type: none"> 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

Goal 2: Maintain core policing operations and address community concerns

Strategy 2.1 Resource SPS divisions based on community needs and crime trends		
Activity	Status	Key Updates
2.1.1 Expand the Community Mobilization Unit (CMU) and add more Patrol officers.	Complete	<ul style="list-style-type: none"> Expanded the CMU to 8 officers by adding three in 2024 and two at the beginning of 2025. 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
2.1.2 Seek additional funding for the Police and Crisis Team (PACT) program.	In Progress	<ul style="list-style-type: none"> The SPS has four PACT teams. Three are funded by the Provincial government The SPS continues to seek additional Provincial funding
2.1.3 Modernize equipment used in police operations; continue to roll out the body-worn camera program.	Ongoing Program	<ul style="list-style-type: none"> The SPS deployed 40 Body Worn Cameras in 2024 for a total of 120
Strategy 2.2 Research and innovate policing methods		
Activity	Status	Key Updates
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.	Ongoing Program	<ul style="list-style-type: none"> The SPS has an ongoing research agreement with a Professor of Criminology from Wilfred Laurier University
2.2.2 Coordinate investigative data quality work across divisions.	Complete	<ul style="list-style-type: none"> Project Foundation was implemented to enhance officer foundational knowledge and overall performance through training <ul style="list-style-type: none"> The training forms part of the five-week in-service training for new recruits and Field Training Officer workshops
2.2.3 Identify opportunities to leverage existing tools for mobile access and improved communication across the Service	Deferred	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

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

Goal 4: Resource to ensure member effectiveness and safety

Strategy 4.1 Improve the representation of Saskatoon’s diverse population within SPS.		
Activity	Status	Key Updates
4.1.1 Complete an Equity, Diversity and Inclusion (EDI) Audit.	Complete	<ul style="list-style-type: none"> ▪ <i>The SPS partnered with an external consultant to complete a comprehensive assessment and visioning for the Service’s EDI activities</i>
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.	Cancelled	<ul style="list-style-type: none"> ▪ <i>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</i>
4.1.3 Implement an Applicant Tracking System (ATS) to support the recruitment process.	In Progress	<ul style="list-style-type: none"> ▪ <i>The SPS researched options for potential Applicant Tracking Systems (ATS).</i> ▪ <i>The work to identify and implement the appropriate system will be completed in 2025</i>

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

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

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

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 14th 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

Strategy 7.1 Provide responsive, timely, trustworthy, collaborative communication		
Activity	Status	Key Updates
7.1.1 Become authorized users for SaskAlert, the Saskatchewan Public Alerting Program (including Amber Alerts).	In Progress	<ul style="list-style-type: none"> Public Relations and Strategic Communication staff took online training Full authorization is pending in-person testing organized by the Saskatchewan Public Safety Agency
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.	Complete	<ul style="list-style-type: none"> Supported 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

Goal 8: Culture of engagement and collaboration through internal communications

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

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"> ▪ The SPS has three hybrid vehicles in its marked fleet <ul style="list-style-type: none"> ▪ There has been a noticeable decrease in gasoline consumption for these units ▪ The SPS will continue to include hybrid vehicles in its fleet as vehicles become available
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"> ▪ The use of after-action reviews was expanded to include major events at the SPS ▪ 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
9.1.3 Build the foundation for the 2025 and beyond strategic plan.	Complete	<ul style="list-style-type: none"> ▪ Strategic planning foundation developed: <ul style="list-style-type: none"> ▪ Internal Consultation completed in Fall 2024 ▪ Employee morale survey completed in December 2024 ▪ Partnered with Advanis to complete Citizen Police Perception Survey in January 2025 ▪ Community Consultation planned for February 2025
9.1.4 Develop and implement an Application Portfolio Management program.	In Progress	<ul style="list-style-type: none"> ▪ The development of an Application Portfolio Management program is in progress with phase one to be completed in the first quarter of 2025
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"> ▪ The Information Technology (IT) Steering and Governance Committee was formed and meets quarterly <ul style="list-style-type: none"> ▪ 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

Goal 10: Utilize technology to increase effectiveness and efficiency

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

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.

