

SASKATOON POLICE SERVICE



2020 - 2024
STRATEGIC PLAN





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Councillor
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MESSAGE FROM THE CHAIR, BOARD OF POLICE COMMISSIONERS

On behalf of the Board of Police Commissioners, I am pleased to present and support the Saskatoon Police Service (SPS) 2020-2024 Strategic Plan.

As a Commission, our mandate is to strengthen the culture of community safety in Saskatoon by providing independent police governance and oversight to ensure service delivery models provide the greatest value to our citizens. We are confident the themes identified in this plan are key to building and sustaining that culture of safety.

Each day the civilian and sworn members of the SPS work to address crime and safety challenges in our city. They do this work with the help and support of various communities and groups. These partnerships and relationships, coupled with strong communication and innovation, are imperative to improving policing services in Saskatoon, while helping to increase community safety.

At this time, we are in the midst of a worldwide pandemic and we are extremely proud of the exemplary service and leadership the SPS is demonstrating in areas like crisis management and tactical operations. The innovation in service provision, the flexibility and cooperation of staff to adjust to changing working conditions and environments, while keeping community safety top of mind for everyone, is recognized not only here at home, but by other police services in Canada.

As we enter into the next five years of this Strategic Planning cycle, we have full confidence in the ability of our service to continue its mission to make Saskatoon a healthy and safe place to live and work.

Darlene Brander
Chair, Board of Police Commissioners



MESSAGE FROM THE CHIEF OF POLICE

The Saskatoon Police Service is an industry leading organization with a proud history and a strong connection to the people we serve. Our mission statement underscores how important we feel it is to be seen as part of the community. We will use this Strategic Plan as a roadmap to work with our friends, neighbors and partners to make Saskatoon a healthier and safer place to live and work.

A united community effort helped develop the framework of our new Strategic Plan. We consulted with individuals, organizations and different levels of government to determine our path forward. We also sought input from our sworn and civilian staff. Our trusted and experienced officers understand what challenges must be addressed and what solutions might look like. They know that complex issues such as violence, mental health and addictions are driving their calls for service and they realize that to be effective we must build and maintain relationships with our community and with other service providers.

Our members perform important, meaningful work that can be difficult. The strong community support they receive makes their load lighter, and internal strategies for training, resourcing and health are planned to keep them safe and able to perform at a professional level.

Success will require innovative approaches and openness to new ideas, but our direction is clear. I am proud of the women and men of the Saskatoon Police Service and amazed each day at the difference they make in people's lives.

Thank you for your interest in our plan for the future.

Chief Troy Cooper,
Saskatoon Police Service



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**.



STRATEGIC PLANNING PROCESS

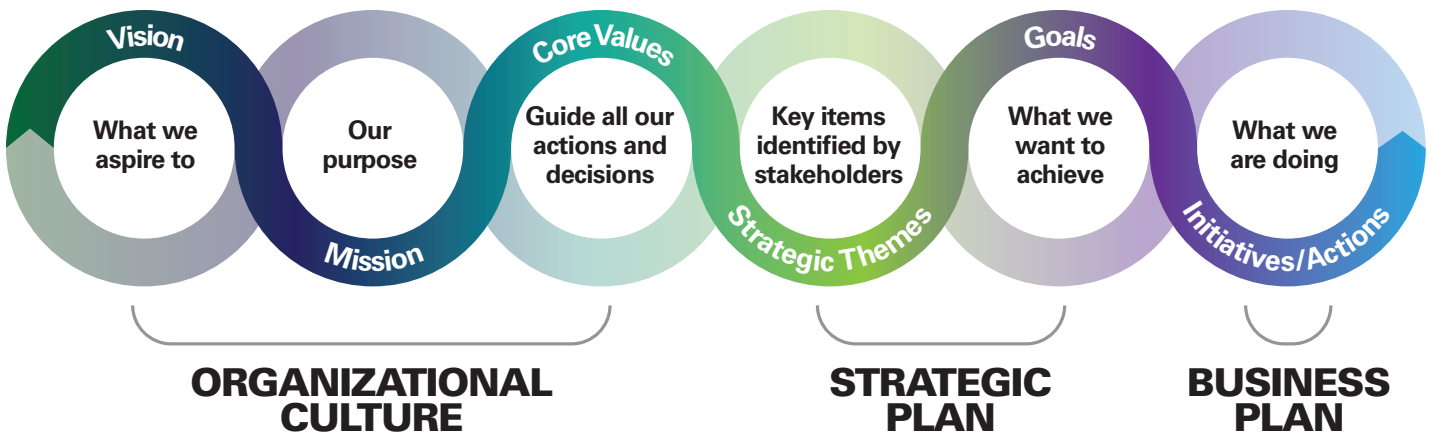
The development of the **2020-2024 Strategic Plan** marks the first time the Saskatoon Police Service has two documents guiding future planning:

1. The **Strategic Plan** outlines the five-year themes and goals we aim to achieve by 2024; and
2. The annual **Business Plan** provides more specific strategies, actions and performance measures under each goal included in the Strategic Plan

Transitioning to this new approach will benefit the Saskatoon Police Service by ensuring:

- the Service remains focused on long-term priorities set forth in the Strategic Plan;
- enough flexibility through the annual Business Plan to adapt to a growing city with emerging trends and changing environments; and
- the ability to adjust the Service’s annual strategies based on their effectiveness.

In addition to the cultural components that provide input into the Strategic Plan, the Service also considered input through community engagement, employee engagement and a variety of other channels.





SPS hosted a community consultation process on October 23, 2019 with nearly 75 stakeholders. In addition, employee input was gathered throughout the year through internal focus groups and a Service-wide employee survey.

Both employee and community engagement focused on the following questions:

- What is working in the Saskatoon Police Service?
- What is worrying about the Saskatoon Police Service?
- What does community safety mean to you?
- Where do you see opportunities for community-based organizations and the Saskatoon Police Service to work better together?

Throughout this process and after evaluation of all other inputs, the Saskatoon Police Service will focus on the following **five key themes** over the next five years:

- **Crime and Safety**
- **Our People**
- **Partnerships**
- **Communication**
- **Innovation**





CRIME & SAFETY

Addressing crime and community safety in Saskatoon is the highest priority for the SPS. SPS currently utilizes a variety of innovative programs and methods to address both crime and community safety. Community partnerships and solutions outside of traditional policing are key to addressing the root causes of crime and achieving community safety.

OUR GOALS

Develop and implement effective prevention, intervention and suppression strategies to combat the changing facets of crime and its causes.

Reducing property and violent crime as well as overall victimization is a key priority for the SPS and a variety of programs and approaches are used to address these priorities in the community. As part of the Strategic Plan, new initiatives will be explored and implemented under this goal to tackle the challenge of a changing crime landscape.

Maintain core policing operations and address community concerns that affect public safety.

Road safety, addictions and mental health issues are a few examples of community concerns that impact public safety in Saskatoon. SPS is dedicated to developing new and innovative solutions along with working with our government, business and community partners to reduce the impact of these concerns.



The SPS five-year Strategic Plan is driven by our people. The success of this plan is dependent on ensuring SPS's team is engaged and reaching their full potential.

SPS is committed to ensuring our people are professional and accountable to the highest caliber, represent the population we serve, and have the proper training and developmental opportunities to perform their duties effectively and efficiently.

OUR GOALS

Promote a healthy work environment and a culture of learning to ensure members reach their full potential.

Training, a positive work environment, and mental and physical fitness are all critical components to ensuring our people can thrive and contribute to the success of the Service. Through collaboration, programs under this goal will be continually reviewed, evaluated and adjusted to ensure they are meeting the needs of our people.

Resource a growing and diverse city to ensure our members are effective and safe.

A resourcing strategy for the SPS is vital to ensuring resources are deployed in the most effective manner. This includes the number of officers on the front lines as well as the deployment methods utilized, and the evaluation of tiered policing models.



The Saskatoon Police Service partners with a wide range of organizations, other levels of government and community groups to develop strategies that will enhance community safety.

OUR GOALS

Enrich the relationships between the Saskatoon Police Service and the many diverse communities that we serve.

Saskatoon is a diverse municipality. As a police service, we are dedicated to working with a wide range of organizations and community groups to develop strategies that will provide a safe environment within our community. Existing partnerships with Crisis Intervention, Saskatoon Tribal Council, Federation of Sovereign Indigenous Nations, the Saskatoon Health Region and various settlement agencies, among others, will continue to be critical.

Leveraging new relationships to address community concerns in an effective and coordinated manner is key to our ongoing success. We have an ongoing commitment to The Truth and Reconciliation Commission: Calls to Action, and responding to the National Inquiry into Missing and Murdered Indigenous Women and Girls Calls for Justice.

Work with all levels of government to develop solutions to address community safety, health and social challenges.

Community challenges such as mental health and addictions require involvement from all levels of government in order to develop effective and long lasting solutions. SPS is committed to continuing our conversations with a variety of government partners to ensure issues are addressed in a collaborative fashion.



COMMUNICATION

Saskatoon Police Service is committed to transparency and accountability through our communication with the public.

- **Externally**, our communication enhances public knowledge and safety.
- **Internally**, effective communication is critical to ensure all members of the Saskatoon Police Service are informed and engaged.

OUR GOALS

Ensure accessibility and enhance communications with the public, utilize communication to maintain transparency and public trust.

Communication is an important tool to ensure transparency and trust within the community.

SPS is committed to continuing to be open and transparent, and reviewing and implementing new initiatives to continually improve in this area.

Foster a culture of engagement and collaboration through improved internal communications.

Communication within the SPS is important to ensure consistency regarding organizational direction and decision making.

SPS is committed to making improvements to internal communication by closing the loop on decisions and increasing the amount of personal contact throughout all levels of the organization.



INNOVATION

Saskatoon Police Service aims to continue to be at the forefront of innovation to ensure our members are safe, effective and efficient. This includes investing in the tools and appropriate technology so that sworn and civilian staff can utilize these to their fullest potential.

OUR GOALS

Ensure sustainability by developing leading practices and maintaining an innovative Service.

An effective organization must review its structure and processes on a regular basis to ensure that in the changing world of policing - we use resources in the most efficient manner.

SPS is committed to fiscal responsibility and best practice principles to ensure resources are utilized effectively and efficiently.

Utilize technology to increase effectiveness and efficiency.

SPS has been at the forefront of new technology in recent years and is committed to continuing this trend through the ongoing review and implementation of best-in-class technology. Our members must have the best equipment and technology to do their jobs in an efficient, effective and safe manner.

***Our Vision, Our Mission
and Our Values –***



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S **SERVICE**

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