



SASKATOON —————
POLICE SERVICE
BE THE DIFFERENCE

ANNUAL REPORT 2025



**100-Year-Old Mystery Solved:
Woman in the Well Identified**

Photo courtesy The Star Phoenix

VISION

A safe city embracing community

MISSION

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

VALUES

Honesty | Integrity | Compassion
Fairness | Commitment
Respect | Professionalism

CONTENTS

BUDGET

6

CRIME OVERVIEW

7

HIGHLIGHTS

9

EVENTS

16

OUR PEOPLE

17

AWARDS

18

BUSINESS PLAN

20



SASKATOON POLICE SERVICE LAND ACKNOWLEDGMENT

The Saskatoon Police Service acknowledges that we live and serve on Treaty 6 Territory, which is the ancestral homeland of the Metis, Cree, Saulteaux, Dene, Dakota, Lakota, & Nakota Peoples.

As collective stewards of this land, we pay our respects to the generations before us, and we reaffirm our relationship to the land and peoples of this territory to move forward in a good way through authentic Indigenous engagement, reciprocal relations, and meaningful action towards reconciliation.



CHIEF'S MESSAGE

On behalf of everyone at the Saskatoon Police Service (SPS), thank-you for your interest in our 2025 Annual Report. This report is just one of the ways we are able to showcase some of the highlights and achievements of the past year for our Service while better connecting us with the public we serve. Our Annual Report is filled with reflections of the resilience and dedication of our members.

As 2025 came to a close, we had the benefit of both the Board of Police Commissioners and Saskatoon City Council passing the largest budget in history for the SPS. This funding will be put to good use, better serving the needs of a growing city. It also comes with a sense of obligation that I as Chief, feel deeply.

I'm proud to highlight that as a result of determination, technology and excellent police work, our Major Crime/Historical Case Unit was able to identify Alice Spence as the Woman in the Well after a 20-year investigation.

Domestic-related incidents are among our top five calls for service. In response,

our Service launched the Intimate Partner Violence Response Team in partnership with Family Service Saskatoon. This type of work reflects SPS' efforts to prioritize partnerships, innovation and trauma-informed approaches to policing.

I am proud to lead the remarkable sworn and civilian employees of the SPS. Their commitment to reconciliation was recognized by the Saskatoon Tribal Council who honoured the SPS during the first grand entry of the Every Child Matters Pow Wow. Additionally, the International Association of Chiefs of Police awarded the SPS for Excellence in Criminal Investigations for leadership, innovation and resilience throughout the investigation of the disappearance of Mackenzie Lee Trottier, which came to a close after a landfill search brought long-awaited closure to her family.

Thank you to the people of Saskatoon for your continued support as evidenced in our consultations and surveys, and to every member of our Service for your commitment to our community.





Under *The Police Act, 1990*, the Board of Police Commissioners is responsible for:

- 1** the delivery of policing services within the municipality of Saskatoon;
- 2** providing general direction, policy, and priorities; and
- 3** developing long-term plans for the SPS.

The mission of the Saskatoon Board of Police Commissioners is to strengthen the culture of community safety in Saskatoon. The Board consists of the Mayor, two City Councillors, and four community members.

2025 COMMISSION MEMBERS



Commissioner
S. Greeyes, Chair



Commissioner
K. Grier, K.C.



Commissioner
J. Lagimodiere, Vice-Chair



Commissioner
Z. Jeffries



Commissioner
J. Santos Ong



Commissioner
S. Timon



Commissioner
Mayor C. Block

The 2024-2025 Multi-Year Budget presented by the Board of Police Commissioners to City Council was approved in November 2023. The 2025 Adjusted Budget presented by the Board of Police Commissioners to City Council was approved in December of 2024. Legislation requires an annual budget approval process.

HIGHLIGHTS FROM THE 2025 APPROVED BUDGET

Growth changes in Police Strength to maintain the service response in a growing city included the addition of four Patrol Constables, three Community Mobilization Unit Constables, one Public Safety Constable, one Air Support Sergeant and 28 provincially funded positions (four 911 Communication Special Constables and 24 Safer Communities and Neighbourhoods (SCAN) Patrol Constables).

Service level changes in Police Strength included the addition of one Special Constable in Tech Crime to review devices associated with criminal offences from violence, organized crime, drug trafficking and homicide, and one Constable in the Serious Assault Unit to increase responsiveness with specially trained officers to work on complex serious assault cases.

Service level changes in Administration included the addition of one Health Professional in Human Resources to internally support mental health and wellness services in relation to traumatic encounters and one Accounting Coordinator in Finance to support budgeting, reporting and forecasting.

Operational changes included the impacts of inflation, collective bargaining and other operational expenses related to growth and service level changes in Police Strength.

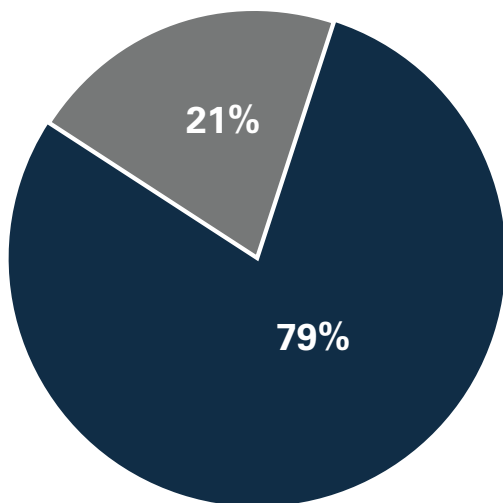
Planned capital projects utilized 66% of Saskatoon Police Service capital funds for replacing equipment and technology that are beyond the service life, and 34% for expanding equipment to support a growing City.

Capital projects in 2025 included the replacement of in-car equipment (laptops, radios, and cameras), portable radios, specialized police team equipment, computer equipment, interview room recording equipment, furniture, network infrastructure, and CCTV Security Cameras.

Capital expansion projects in 2025 included additional fleet units, network infrastructure, and body worn cameras.

2025 Fiscal Results

Compensation	\$114,653,142
All Other Expenses	\$31,072,636
Offset by Revenues of	\$ (15,646,278)
Total Net Expenditures	<u>\$ 130,079,500</u>



■ Compensation \$114,653,142	■ All Other Expenses \$31,072,636
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Savings of \$4,025,431 were transferred to the Fiscal Stabilization Reserve (27%) and Capital Reserve (73%).

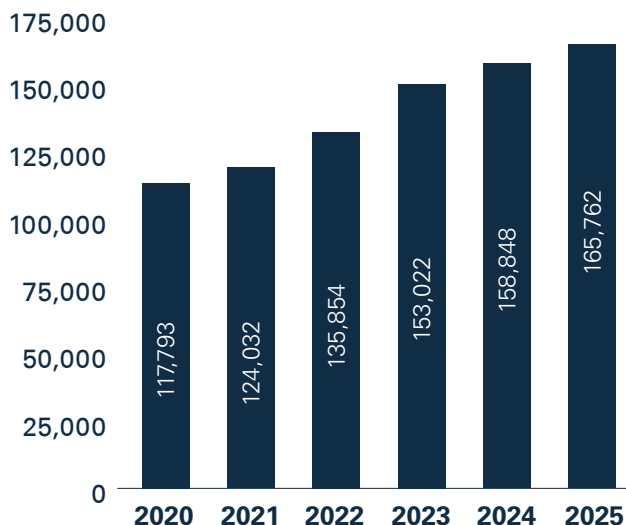


CRIME OVERVIEW

In 2025, the phone rang 320,349 times in the SPS Communications Centre, an average of 37 times a hour. Of those phone calls, 44% were 911 calls.

There were 165,755 Call for Service entries made to the SPS Records Management System (RMS). 65% of those calls resulted in a police officer being dispatched while many others were handled through telephone reporting, the SPS Call Back Unit or other avenues.

CALLS FOR SERVICE



	2025	2024	2020-24 5-Year Average
Crimes Against the Person	4,812	4,776	4,265
Homicides	8	14	12
Attempted Murder	2	2	4
Sexual Violations	428	510	457
Commodification of Sex Activity	5	10	14
Assaults	3,134	2,909	2,560
Robbery	488	523	390
Criminal Harassment/Stalking	143	157	189
Uttering Threats	445	451	454
Kidnapping/Hostage/Abduction	59	48	68
Other Violent Crimes	99	152	117
Crimes Against Property	15,225	16,483	16,142
Arson	87	121	130
Break & Enter- Residential	557	686	821
Break & Enter Residential (Detached Building)	323	434	526
Break & Enter- Non-Residential	743	716	954
Break & Enter- Firearms	7	15	15
Theft Over \$5000	216	265	222
Other Theft Under \$5000	7,225	7,741	7,031
Theft of Motor Vehicle	910	863	985
Possession of Stolen Property	318	339	360
Fraud	2,067	2,116	2,050
Graffiti	120	300	307
Mischief/Willful Damage	2,652	2,887	2,743
Total CDSA & Other Criminal Code	10,462	10,190	10,031
Controlled Drug and Substance Act (CDSA)	538	442	590
Weapons Possession	1,156	1,067	951
Firearms Related	16	40	33
Other Criminal Code	8,023	8,012	7,754
Criminal Code Traffic Violations	729	629	702



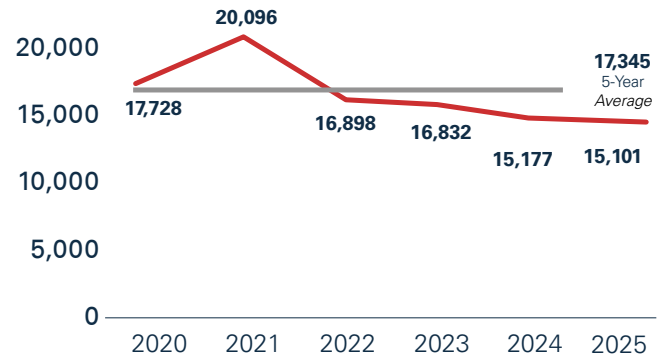
*Crime stats retrieved from SPS RMS Jan 26, 2025 and may vary over time.

The police should be contacted any time there is a vehicle accident with injuries, when criminal activity is suspected, such as impaired driving or when the vehicles are not driveable. Road safety affects the community as a whole and resulted in five fatalities in 2025.

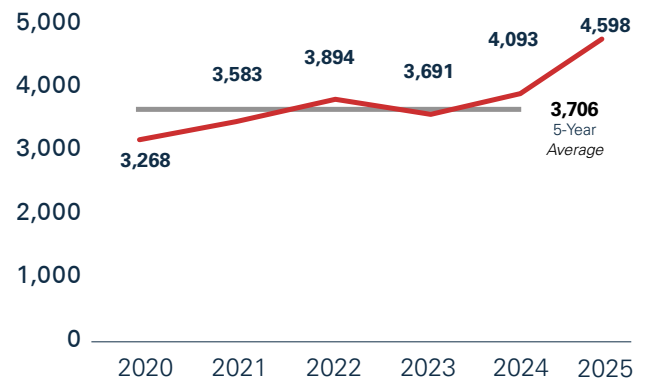


TRAFFIC SAFETY

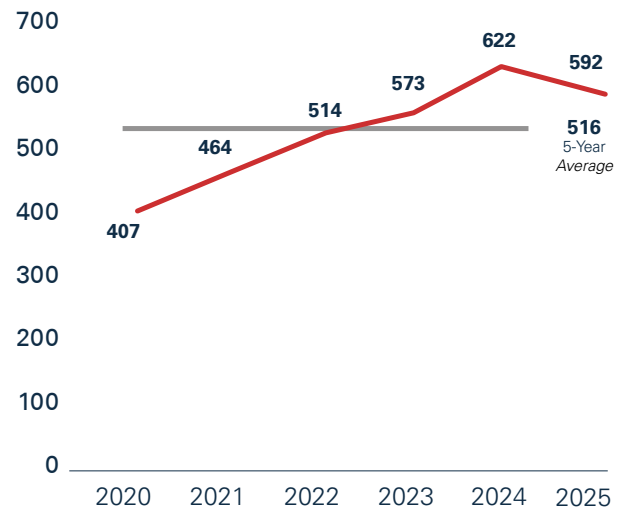
TOTAL TRAFFIC TICKETS ISSUED



COLLISIONS PROPERTY DAMAGE



COLLISIONS PERSONAL INJURY





WOMAN IN THE WELL

Saskatoon Police solve nearly 20-year-old mystery; Hundred-year-old remains identified

In Sept 2025, the SPS announced that the *“Woman in the Well”* has been identified thanks to a combination of determined investigative work and genealogical and DNA testing.

We now know that she is Alice Spence (nee Burke). Alice moved to the town of Sutherland, SK, in 1913 from St. Louis, Minnesota. The Spence family consisted of Alice, her husband Charles and young daughter Idella. A 1916 Census is the last record investigators have found indicating Alice was alive. A fire in 1918 destroyed the family’s home and later information states Charles was living with his daughter, a housekeeper and her son in 1921. Investigators believe foul play occurred resulting in Alice’s death, sometime between 1916 and

the fire in 1918. Through the development of family trees, Alice’s descendants have been located. Most of them were unaware of her and her tragic death.

The mystery began for investigators on June 29, 2006 when a site at the corner of Central Avenue and 108th Street was being excavated. Crews located an old well and a barrel containing preserved female remains. An autopsy determined the death was suspicious in nature and provided information that may help identify her. It was a miracle according to investigators. The odds of recovering the body of someone in that condition, who died so long ago are not good. “I used to say that she wanted to be found,” says Dr. Ernie Walker, a professor of anthropology and archaeology who brought his expertise to the investigation.

Over the last 19 years a number of investigators have been assigned to the case, utilizing

a variety of tools including DNA testing and historical archive information to try to determine Alice’s identity. The SPS also relied on a variety of partners, from the Department of Archaeology at the University of Saskatchewan, the Saskatchewan Coroner’s Service, the Western Development Museum, City of Saskatoon Archives and the City of Saskatoon Infrastructure Services. The critical break came when Detective Sergeant Darren Funk attended a course, which included a session on Investigative Genetic Genealogy (IGG) and met members of the Toronto Police Service's

IGG team who assisted in exploring genetic relatives and developing family trees.

“This was not just a file number— this was someone’s daughter, someone’s mother, someone who deserved to be found and to have her story told. From beginning to end, our duty is to ensure that every possible avenue of investigation is pursued. We are committed to uncovering the truth, no matter how complex or how long it takes. IGG provided us the tool to unlock Alice Spence’s story.”: Detective Sergeant Darren Funk, Historical Crime Unit.

INTIMATE PARTNER VIOLENCE RESPONSE TEAM

In a proactive effort to address high rates of intimate partner violence (IPV), the SPS launched an Intimate Partner Violence Response Team (IPVRT) in January 2025.

The IPVRT consists of a dedicated SPS constable and a Family Service Saskatoon outreach worker. The team proactively identifies and reaches out to high risk victims of IPV and develops victim-centred, tailor-made, safety-focused strategies to keep them safe.



With a focus on survivor support, prevention, and targeted intervention, the IPVRT provides follow-up, conducts routine checks on offenders, and ensures enforcement of court-imposed conditions.

IPVRT by the Numbers:

- 233 IPV victims reached
- 209 in-person home visits
- 152 direct referrals to IPV supports and programming
- 132 offender condition checks
- 30 new charges

IPVRT Partnerships:

- Family Service Saskatoon
- Sexual Assault Nurse Examiners
- Social Services
- Open Door Society
- YWCA
- Provincial Association of Transition Houses and Services
- Interval House
- Crown Prosecutors
- Community Corrections
- Mobile Crisis



INDIGENOUS STUDIES COURSES FOR NEW EMPLOYEES

In its commitment to create systemic change and engage in meaningful reconciliation that honors the truth first, the SPS is leading the country in Indigenous cultural competency education for employees. Launched in 2025, a five-day, 40-hour course, has now been taught to three recruit classes. The course includes anti-bias policing, being trauma-informed, community policing, ceremony, lived experience, the history of Indigenous people (particularly in Saskatchewan), the Treaties, The Indian Act, residential schools, the Sixties Scoop, the over representation of Indigenous people in both the justice and child welfare systems, the Stonechild Inquiry, the historical and current police-Indigenous relationship, and the role media plays in building public trust.

“

The most impactful part of the course was hearing people’s lived experience

”

Additionally, a ten-hour course, has been created and taught to special constable recruits and will be extended to include civilians so all SPS employees receive this education when they begin their SPS career.

“

I learned so much and have a new sense of respect, empathy, and compassion for the people of our city.

”

SASKATOON POLICE LAUNCH NEW WARRANT ENFORCEMENT UNIT

In March 2025, the SPS launched a Warrant Enforcement Unit (WEU) in response to recommendations from the James Smith Cree Nation and Weldon Coroner’s Inquest. WEU’s aim is to enhance community safety by addressing the significant number of outstanding Criminal Code warrants in the city. Comprised of one sergeant and four constables, the unit focuses on executing arrest warrants for individuals who have failed to appear in court or have active criminal charges. To prioritize enforcement decisions, WEU uses a systematic approach of reviewing warrants and assessing level of risk to community safety.

“

The creation of this unit reflects our commitment to community safety and effective law enforcement.

*Tony Landry, Inspector
in charge of Patrol Support.*

”

These courses were developed in response to recommendations from the Truth and Reconciliation Commission Calls to Action, MMIWG2S Calls for Justice, the Stonechild Inquiry, and the SPS’ Treaty Implementation Pathways project. The courses were created by SPS Constable Shaina Lynden. Constable Lynden is a member of Yellow Quill First Nation, holds a master’s degree in Organizational Leadership from Arizona State University and is completing a doctorate in Educational Leadership from the University of Saskatchewan.



The WEU is now a permanent SPS unit and is working in collaboration with other police units to maximize efficiency and effectiveness.

WEU by the Numbers

(March-December 2025)

- People with Warrants Investigated: 2,666
- Warrants Executed: 431
- People Arrested: 304
- New Charges Laid: 113

HIGH VISIBILITY ENFORCEMENT & CRIME DISRUPTION PROJECT

Between June 10th and 21st, 2025 a high visibility enforcement and crime disruption project was conducted within areas of increased criminal activity as part of a proactive approach to a city-wide safety plan. The project, organized by the Criminal Investigations Bureau with the support of the Special Uniform Operations Division, redeployed resources from seven different teams in a highly visible capacity to respond to in-progress violent crime and conduct priority violent offender management.

"This project is a proven example of how the right resources, in the right place, and at the right time can suppress crime in our community while removing violent offenders and dangerous weapons from our streets," says Chief Cameron McBride, "This balanced approach to community engagement and strategic enforcement through a city-wide safety plan is paramount to addressing violent crime in Saskatoon." Two analysts involved in the project earned awards for their exceptional performance, meeting tight deadlines, demonstrating exceptional initiative and problem solving.

Through a whole-of-city approach to safety, the SPS remains committed to working collaboratively with public safety and community partners to proactively address crime in our community while prioritizing investigations into outstanding warrants that involve prolific violent offenders.



PROJECT SHIELD

In response to a steady increase in retail crime, the SPS conducted multiple retail blitzes during 2025. The goal of Project SHIELD is to successfully apprehend violent and repeat offenders to reduce the risk of harm to the public and store employees/security, while mitigating financial damage incurred by businesses.

The retail blitzes were collaborative efforts among officers of the Community Mobilization, School Resource, Alternative Response, Bike, and General Investigation Units who worked closely with store Loss Prevention Officers and private security personnel.



By strengthening enforcement and collaboration with our retail partners, Project SHIELD is a commitment to ensuring retail spaces remain welcoming and retail crime offenders are held accountable.”

Doug McNeil, Inspector in charge of the Community Engagement Division



The SPS thanks our retail partners and community for their assistance throughout the blitzes.

Project SHIELD by the Numbers

- 14 Days
- 104 Arrested
- 125 Charges
- 20 Warrants Executed
- 11 Weapons Seized
- Over \$10,000 in Property Recovered

BEAR SPRAY RESPONSE

On July 30, 2025, the City of Saskatoon's Business License Bylaw was amended to directly address the sale of bear spray. These changes were the result of collaboration between the SPS and the City of Saskatoon to disrupt the unlawful use of bear spray in our city.

Changes included:

- Purchaser must be 18 years or older
- Purchaser must provide two pieces of identification
- Purchaser's ID number, name, date of birth, address, and phone number must be recorded
- Product must be stored out of view
- Only products containing manufacturer serial numbers and labels can be sold

Additionally, to address the impact of bear spray incidents on public safety and businesses, Crown Prosecutors approved the laying of Mischief Over \$5,000 charges in certain cases.

Since the bylaw went into effect, SPS officers and City Bylaw Inspectors have been working together to ensure compliance and accountability.

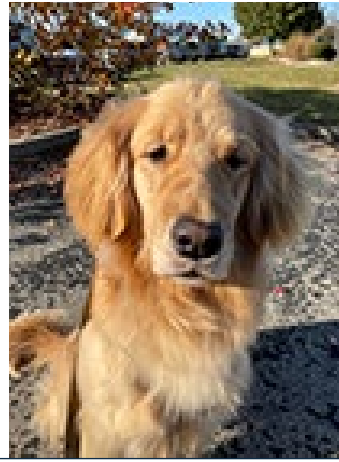


A sample of bear spray seized, stored and awaiting destruction at SPS

SPS' FIRST ELECTRONIC STORAGE DETECTION DOG

The Saskatchewan Internet Child Exploitation Unit welcomed the SPS' first Electronic Storage Detection dog, Taffy, just prior to year-end. Taffy is a purpose-trained dog specializing in the detection of hidden electronic devices for child exploitation

investigations. She also serves as a deep therapy support dog for victims of crime and members of the SPS. She hopes to receive her badge soon and work hard to earn a place in next year's annual report through investigative success.



FIRST ANNUAL COMMUNITY POLICING PERCEPTION SURVEY

In 2025, the SPS partnered with Advanis, a Canadian market research firm, to administer the Police Service Benchmarks Study. The survey provides a common data standard for measuring public attitudes toward police and will allow the SPS to benchmark across time and policing jurisdictions. The survey uses a random sampling method, ensuring a representative sample of Saskatoon's population.

Advanis conducts this survey across Canada using standardized questions developed by

Public Safety Canada and Halifax Regional Police in a study endorsed by the Canadian Association of Chiefs of Police.

The survey of Saskatoon residents was conducted in January 2025 and the results supported the development of our Strategic Plan. The results will serve as a performance baseline to measure against each year. The SPS will begin to see its year-over-year trends after the next survey is conducted in the spring of 2026.

73%

AGREE SPS OFFICERS
ACT PROFESSIONALLY

63%

AGREE SPS IS A TRUST-
WORTHY ORGANIZATION

60%

AGREE SASKATOON IS A
SAFE CITY TO LIVE IN

58%

ARE SATISFIED WITH THE
SERVICES OF THE SPS.

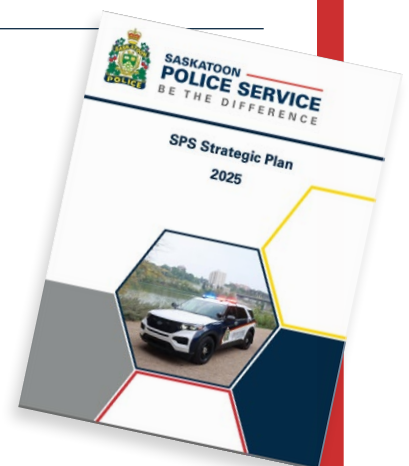
56%

BELIEVE SPS IS DOING AN
EXCELLENT OR GOOD JOB.

2025 Advanis Police Service Benchmarks SPS Focus July 2025

NEW STRATEGIC PLAN

In August 2025, we released our Strategic Plan that outlines the SPS' goals and strategic objectives to deliver on our vision, **A Safe City Embracing Community**. The development of the plan was supported through an environmental scan and by feedback gathered from Saskatoon residents and SPS employees through surveys and consultations. By listening to and incorporating the needs of our community and our people, this plan reflects what we heard and will guide our operations into the future.





EVENTS

Connecting with the community, building relationships, trust and understanding, and providing opportunities for education and feedback are integral parts of policing. Each year, the SPS plans and attends numerous events in an effort to reach all members of our increasingly diverse and growing community. Below is a list of just a few events the SPS organized and/or attended:

- Saskatoon Open Door Society Volunteer Appreciation
- SPS Pride BBQ raised \$2,259 for Camp Caterpillar
- Pride Parade
- Rock Your Roots
- STC Every Child Matters Pow Wow
- Diversity Disco
- World Refugee Day
- Pleasant Hill Community Pow Wow
- SPS Peace and Respect Awards
- Western Canadian Police Hockey Championships
- Diversity Breakfast
- SPS Feast and Round Dance
- SPS Annual BBQ





AS OF DEC 2025, THE SPS EMPLOYED 781 PEOPLE:

21

EXECUTIVES

135

SUPERVISORS

363

CONSTABLES

99

SPECIAL CONSTABLES

155

CIVILIANS

NEW DEPUTY CHIEF DALE SOLIE

In 2025, the Board of Police Commissioners promoted 36-year SPS veteran Dale Solie to Deputy Chief of Support Services. He was first hired as a Special Constable in 1989 before being sworn in as a regular member in 1990. Over the years, D/C Solie has worked in many aspects of policing including: the Bike Patrol Unit, Traffic Enforcement, as a Sergeant in Patrol, Headquarters and Traffic, and as a Staff Sergeant in Northwest Division when he was tasked with overseeing an audit of file management and court preparation. D/C Solie was a Baton instructor, member of the Public Safety Unit, member and Team Leader on the Tactical Support Unit as secondary duties. He was also an Inspector in Northwest Division, Investigative Support, Specialized Uniform Operations and Patrol Support Divisions. In 2024 D/C Solie was promoted to Superintendent in charge of Operational Support. He is a long-time member of the Executive Team and someone who is often looked to for guidance.



Deputy Chief Solie has coached football for more than a decade for Holy Cross High School. He and his wife Heather have two children: Ben who is also a member of the SPS and Nicole who recently began a career in Halifax.



Each year, the SPS honors its employees at the annual Exemplary Service Awards. 20 employees were celebrated in 2025 for their years of exemplary service at SPS. Additional members received awards such as the Chief's Commendation, Team awards and Superintendent's awards for remarkable effort and dedication to public safety. Here are just a few of the countless examples of bravery, intuition, dedication and compassion the SPS strives for every day.

CHIEF'S COMMENDATION AND TEAM AWARD

The Chief's Commendation and Team awards were awarded for the large-scale, coordinated and detail-oriented case built against a prolific and violent sex offender in Saskatoon.

Through painstaking investigative work, 24 victims of voyeurism were identified; many unaware they had even been targeted. This required not only investigative and technical skill but also compassion, ensuring victims were supported through the process. Ultimately, the investigation resulted in 49 Criminal Code charges, one of the longest sentences for voyeurism in the country and coordinated efforts with partners to implement safety measures.

This operation demanded hundreds of hours, extraordinary focus, and exceptional teamwork. The Saskatoon Police Service thanks these members for their diligence, professionalism, and steadfast commitment to justice.



SUPERINTENDENT'S AWARD: EXCEPTIONAL INITIATIVE AND PROBLEM SOLVING

The SPS had been receiving regular calls for service to support a community member who was facing extraordinary challenges. This individual was homeless, without food or shelter, and living with a physical disability. She had no support network, had been banned from local shelters, and was struggling with addiction.

Rather than simply responding to repeated calls for service, two Alternative Response Officers special constables reached out to various agencies including Social Services, where they learned the woman had family out of town, and contacted them. The family was willing to help but had no way to get her to their home.

With permission, our officers personally drove her to her family, nearly 3 hours away. Along the way, they stopped to share a meal and ice cream, offering her not just transportation, but dignity, kindness, and compassion.

Today, thanks to their actions, this female is now connected with Social Services, has family support, and has entered into addictions counselling. These officers went above and beyond the call of duty, and in doing so assisted in changing the life of a very vulnerable citizen.

SUPERINTENDENT'S AWARD: EXEMPLARY CONDUCT

Another Superintendent's Award for exemplary conduct was given after an officer lunged forward and pulled his co-worker out of the path of an impaired driver. After arriving to assist another unit with seizing a bicycle following an arrest, one officer noticed a car driving the wrong way that suddenly veered into the lane the officers were in. He immediately pulled the officer out of harm's way, in a decisive action preventing what could have been a serious, if not fatal, collision. He then pursued the vehicle which was found to be driven by an impaired driver who was later charged. This was not a high-speed chase or a dramatic rescue, it was vigilance and awareness that saved a life.

Additional awards were given out to members who saved lives and to the newly formed SPS training team for their exceptional work delivering consistent, high quality training and infrastructure to ensure proper training and support is provided to members.

2025 BUSINESS PLAN YEAR-END REPORT

The 2025 Saskatoon Police Service (SPS) Business Plan outlines the SPS' Goals, Strategic Outcomes and Initiatives planned for 2025.

This year-end update reports on the status of specific initiatives planned in 2025. The SPS made significant progress against all of the 36 initiatives identified.

2025 BUSINESS PLAN INITIATIVES

21
COMPLETE

8
ONGOING PROGRAM





7
IN PROGRESS

Much of the work is aligned to what SPS heard from employees and community members through consultations conducted between late 2024 and early 2025.

IMPLEMENT EFFECTIVE STRATEGIES TO COMBAT CRIME AND PROTECT THE PUBLIC




1.1 STRATEGIC OUTCOME

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

INITIATIVE	STATUS	KEY UPDATES
1.1.1 Implement an Intimate Partner Violence Response Team (IPVRT).	 COMPLETE	<ul style="list-style-type: none"> • IPVRT operational January 2025 • See page 10 for details
1.1.2 Pilot a Warrant Enforcement Unit (WEU).	 COMPLETE	<ul style="list-style-type: none"> • WEU operational March 2025 • See page 12 for details
1.1.3 Evaluate and strengthen city wide safety planning.	 COMPLETE	<ul style="list-style-type: none"> • Identified community safety needs and implemented safety intervention strategies or safety plans that include but are not limited to: <ul style="list-style-type: none"> → The High Visibility Enforcement & Crime Disruption Project (see page 13 for details) → Hiring additional Alternative Response Officers → Enhancing shelter safety plans → Phase 2 of the Pleasant Hill Intervention Strategy • Implemented call-transfer process to Fire Community Safety Officers for social disorder calls that do not require police.
1.1.4 Develop collaborative partnerships with key stakeholders to address retail crime and its impact on public safety.	 COMPLETE	<ul style="list-style-type: none"> • Conducted 16 days of retail blitzes in 2025 • See page 14 for details on Project Shield

1.2 STRATEGIC OUTCOME



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

INITIATIVE	STATUS	KEY UPDATES
1.2.1 Evolve partnership with the Saskatchewan Firearms Office (SFO) to address firearms used in criminal offenses.	 IN PROGRESS	<ul style="list-style-type: none"> Establishing process and procedures to take firearms used in criminal offenses to the Saskatchewan Firearms Office <ul style="list-style-type: none"> → Evaluating SPS staffing impact for this process → Updating MOU with SFO
1.2.2 Target drug dealers who continue to harm our community.	 ONGOING PROGRAM	<ul style="list-style-type: none"> The SPS' ongoing work to target drug dealers included, but is not limited to, 36 investigations resulting in charges, arrests and seizures as noted in press releases
1.2.3 Collaborate with key stakeholders to identify ways to regulate bear spray in our community.	 COMPLETE	<ul style="list-style-type: none"> Business Licence Bylaw changes approved by Council July 30, 2025 See page 14 for details

MAINTAIN CORE POLICING OPERATIONS AND ADDRESS COMMUNITY CONCERNS



2.1 STRATEGIC OUTCOME

Safer roads in our community

INITIATIVE	STATUS	KEY UPDATES
2.1.1 Enhance traffic enforcement to reduce dangerous driving.	 COMPLETE	<ul style="list-style-type: none"> Traffic Unit conducted targeted speed enforcement throughout the year New alcohol screening devices deployed; all frontline officers trained on the new device Completed two-day Saskatchewan Selective Traffic Enforcement Program in May
2.1.2 Implement a data-driven approach to traffic safety, combining education and enforcement to promote safer roads.	 COMPLETE	<ul style="list-style-type: none"> Proactive safety campaigns implemented including: <ul style="list-style-type: none"> → Canada Road Safety week → Holiday check-stops → Slow down for emergency vehicles Participated in Traffic Safety Drug Impaired Study with the U of S

2.2 STRATEGIC OUTCOME

Sustainable policing practices to meet changing community needs




INITIATIVE	STATUS	KEY UPDATES
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.	 COMPLETE	<ul style="list-style-type: none"> Deployed Patrol Wagon with experienced officers to respond to social disorder calls
2.2.2 Implement a quality assurance framework for continuous improvement.	 COMPLETE	<ul style="list-style-type: none"> Implemented increased training for Acting Administrative Staff Sergeants Developed and delivered Patrol Supervisor workshop and manual Delivered Patrol In-Service training Returned to residential Break & Enter call response in April Developed and delivered training sessions for new and existing Criminal Investigation Bureau members Service Centre hours expanded in June

GOAL 3

PROMOTE A HEALTHY WORK ENVIRONMENT AND LEARNING CULTURE




3.1 STRATEGIC OUTCOME

Enhancing the well-being of our people

INITIATIVE	STATUS	KEY UPDATES
3.1.1 Build a wellness strategy for all sworn and civilian members.	 COMPLETE	<ul style="list-style-type: none"> • Strategy created and planning for implementation • Developing communication roll out plan
3.1.2 Evaluate peer support programs based on research and best practices.	 COMPLETE	<ul style="list-style-type: none"> • Completed environmental scan of external public safety peer support programs • Completed review of existing peer supported employer programs • Standard operating procedure created • Communication materials developed
3.1.3 Design and develop educational programs to promote well-being	 COMPLETE	<ul style="list-style-type: none"> • Completed internal wellness training needs assessment • Delivered a variety of wellness learning experiences to SPS employees • Online course created to support workplace conversations about mental health and well-being

3.2 STRATEGIC OUTCOME

Training for employees on policing best practices, wellness and leadership

INITIATIVE	STATUS	KEY UPDATES
3.2.1 Evaluate training needs throughout the organization.	 ONGOING PROGRAM	<ul style="list-style-type: none"> • Conducting needs assessment to determine training gaps • Researching best practices for development of training strategies and programs • Developing and implementing training plans based on need assessment and best practice findings
3.2.2 Explore a service-wide approach to training.	 ONGOING PROGRAM	<ul style="list-style-type: none"> • Improving management of training data • Developing a training framework for the organization • Reviewing current training policies and legislation
3.2.3 Integrate leadership development across the organization	 COMPLETE	<ul style="list-style-type: none"> • Leadership seminar delivered to Patrol Bureau, Criminal Investigation Bureau and the Executive Team

GOAL 3




GOAL 4

RESOURCE TO ENSURE MEMBER EFFECTIVENESS AND SAFETY

GOAL 4



4.1 STRATEGIC OUTCOME

Enhanced recruitment and retention of employees

INITIATIVE	STATUS	KEY UPDATES
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).	 ONGOING PROGRAM	<ul style="list-style-type: none"> Developing Indigenous recruiting strategy Held first Indigenous Recruiting Event The Recruiting Unit promoted the SPS as an employer of choice through multiple career fairs, presentations and participation in community events The Equity and Cultural Engagement Unit promotes the SPS through their relationships with various organizations
4.1.2 Evaluate staffing needs across the organization to support increased operational police activity.	 COMPLETE	<ul style="list-style-type: none"> Staffing needs identified and approved for police professional personnel including HR, IT, and Central Records
4.1.3 Implement an Applicant Tracking System (ATS) to support the recruitment process	 IN PROGRESS	<ul style="list-style-type: none"> Completed research on vendors for applicant tracking system

4.2 STRATEGIC OUTCOME

A more inclusive and diverse SPS

INITIATIVE	STATUS	KEY UPDATES
4.2.1 Begin implementation of recommendations from the Equity, Diversity and Inclusion (EDI) Audit	 ONGOING PROGRAM	<ul style="list-style-type: none"> EDI Committee met quarterly and prioritized recommendations from EDI audit Established standard way of reporting status of EDI activities in the organization Completed EDI committee membership callout to fill committee positions Implemented POPAT physical support plans for new recruits Reviewed EDI training available on Canadian Police Knowledge Network Recruitment campaigns and applicant data collection are ongoing
4.2.2 Continuous improvement of communication from leadership to the Service	 COMPLETE	<ul style="list-style-type: none"> Developed and implemented Patrol Communications Strategy Implemented Spring and Fall Updates from the Chief for SPS personnel

GOAL 5

ENRICH RELATIONSHIPS BETWEEN THE SASKATOON POLICE SERVICE AND COMMUNITIES SERVED

5.1 STRATEGIC OUTCOME

Engagement with Indigenous communities in a purposeful and meaningful way

INITIATIVE	STATUS	KEY UPDATES
5.1.1 Implement the Action Plan towards Truth, Reconciliation and Treaty Implementation (TRTI)	ONGOING PROGRAM	<ul style="list-style-type: none"> TRTI Champions Committee formed to implement 23 suggestions <ul style="list-style-type: none"> → Progress to be reported in June 2026 Translation to Indigenous languages for SPS brochures is in progress Implemented 5-day Indigenous Studies program for Recruit In-Service training <ul style="list-style-type: none"> → See page 11 for details Attended events on Indigenous People's Day and created social media post

5.2 STRATEGIC OUTCOME

Strong relationships with the diverse community we serve

INITIATIVE	STATUS	KEY UPDATES
5.2.1 Continue partnerships with the school boards to deliver positive police interactions with the students	ONGOING PROGRAM	<ul style="list-style-type: none"> School Resource Unit officers are assigned to specific schools to strengthen relationships with teachers and students The School Resource Unit Sergeant is part of school board committees to enhance relationships with school administrators
5.2.2 Provide diverse support to community-based organizations	ONGOING PROGRAM	<ul style="list-style-type: none"> SPS hosts, supports and participants in many community events See page 16 for details

GOAL 5




GOAL 6

WORK WITH ALL LEVELS OF GOVERNMENT TO DEVELOP SOLUTIONS TO COMMUNITY CHALLENGES

GOAL 6

6.1 STRATEGIC OUTCOME

Sustainable solutions for community safety and social challenges






INITIATIVE	STATUS	KEY UPDATES
6.1.1 Formalize and enhance our relationships with Saskatchewan public safety agencies.	 COMPLETE	<ul style="list-style-type: none"> Identified and executed on priorities for the Police/Fire/EMO Interoperability Committee
6.1.2 Enhance interoperability between Saskatchewan public service agencies.	 COMPLETE	<ul style="list-style-type: none"> Implemented recommendations from tabletop exercise with SaskPower Implemented recommendations from live exercise with the Saskatoon Airport Sask-Alert Training completed by Public Relations and Strategic Communications staff
6.1.3 Establish interoperability agreement with the University of Saskatchewan Protective Services.	 COMPLETE	<ul style="list-style-type: none"> Renewed and updated Memorandum of Understanding with U of S Protective Services

GOAL 7

ENSURE SUSTAINABILITY BY DEVELOPING LEADING PRACTICES

7.1 STRATEGIC OUTCOME




A strong foundation for an efficient organization

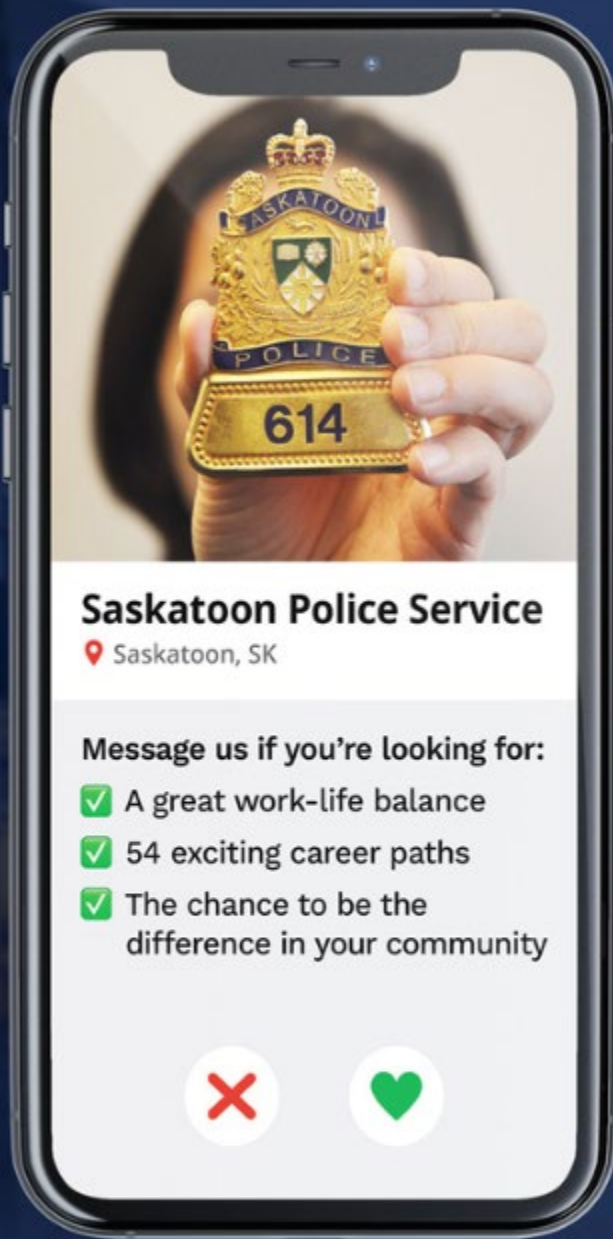
	<i>INITIATIVE</i>	<i>STATUS</i>	<i>KEY UPDATES</i>
7.1.1	Design a framework to modernize policies and procedures	 IN PROGRESS	<ul style="list-style-type: none"> Researching best practices for policy and procedures, including review of policy from other Canadian police agencies
7.1.2	Review and design improved organizational documentation and reporting.	 IN PROGRESS	<ul style="list-style-type: none"> Review and assessment of organizational documentation underway Simplifying processes and documentation to support administrative efficiency
7.1.3	Produce the 2025 Strategic Plan	 COMPLETE	<ul style="list-style-type: none"> 2025 Strategic Plan completed See page 15 for details
7.1.4	Explore opportunities and alternatives to meet the needs of a growing SPS	 IN PROGRESS	<ul style="list-style-type: none"> Assessing alternatives for additional employee parking Offsite storage to meet growth needs procured
7.1.5	Explore and assess opportunities to utilize Artificial Intelligence to improve efficiency through reduction of administrative workloads.	 IN PROGRESS	<ul style="list-style-type: none"> AI Roadmap & Guidelines Project started <ul style="list-style-type: none"> → Project charter approved → Project plan and high-level roadmap developed

GOAL 7

8.1 STRATEGIC OUTCOME

Enhanced use of technology for operational services and information sharing

INITIATIVE	STATUS	KEY UPDATES
8.1.1 Identify and assess technology options for efficient and effective community interaction and investigation.	 COMPLETE	<ul style="list-style-type: none"> Plan developed for an improved online reporting platform Software implemented to streamline reporting for vehicle pursuit/evade incidents Software solution being used to allow public to upload video to the SPS Exploring digital disclosure with the Crown
8.1.2 Explore and assess options to leverage technology for improved internal communication.	 COMPLETE	<ul style="list-style-type: none"> Business case for an internal communications platform approved <ul style="list-style-type: none"> → Implementation pending budget and resource availability
8.1.3 Implement technologies to support interagency electronic communications between the SPS and partner emergency response organizations.	 IN PROGRESS	<ul style="list-style-type: none"> The SPS is leading the City of Saskatoon’s project to link the City’s radio network with the Provincial Public Safety Telecommunications Network



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