



SASKATOON --- **POLICE SERVICE**

BE THE DIFFERENCE

SPS Strategic Plan

2025



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 toward reconciliation.



Contents



Land Acknowledgment 2

Message from the Chair 4

Message from the Chief 5

Overview 6

Planning Process 7

Our Work 8

Our People 9

Our Community 10



Message from the Chair

Commissioner Shirley Greyeyes

Chair, Saskatoon Board of Police Commissioners

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

As the independent body responsible for overseeing the SPS on behalf of the people of Saskatoon, we are confident in the ability of our police service to deliver on the Plan's commitments to service excellence, a safe, healthy, and engaged workforce, and community engagement and collaboration. These goals, and the objectives the service has set for each, are key to strengthening the mission of the Board – to strengthen the culture of community safety in Saskatoon.

A safe community is one where people can live, work, and play without fear or risk of injury, where racism does not exist, and where community leaders and organizations come together to plan and create programs that reduce injury and violence and improve community health and well-being.

We look forward to the implementation of this Plan and thank all the sworn and civilian members of the SPS for the hard work they do in service to our community.



Message from the Chief



Chief Cameron McBride

Chief of Police, Saskatoon Police Service

It is my pleasure to introduce the Saskatoon Police Service's (SPS) Strategic Plan.

The development of this plan was supported 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 our shared priorities and goals and will guide us in decision-making.

In an increasingly complex and polarized world, it is essential to focus on what is most important as captured in our strategic themes: Our Work, Our People, and Our Community. While there is much outside of the SPS' control, focusing on how we conduct our work, support our people, and engage with our community will have a meaningful impact. By adhering to our values and committing to service excellence, each SPS employee can influence community safety and well-being by making every interaction matter, both within and outside the walls of SPS headquarters.

The SPS Strategic Plan is evergreen and will be reviewed and refreshed on a regular and as needed basis to ensure it remains relevant in our ever-changing environment as it guides us toward our vision of *a safe city embracing community*.



Overview

SPS Strategic Plan

Vision	Mission	Values
A safe city embracing community	As part of the community, we will provide service based on excellence to ensure a safe and secure environment	Honesty • Integrity Compassion • Fairness Commitment • Respect Professionalism
Functions		

Protection of life and property | Preservation of peace and order | Prevention of crime
Detection and apprehension of offenders | Enforcement of the law

Plan			
Theme	Our Work	Our People	Our Community
Goals	<i>Community safety through service excellence</i>	<i>A safe, healthy and engaged workforce</i>	<i>Community well-being through engagement and collaboration</i>
Objectives	<ul style="list-style-type: none"> • Be visible to help community members be safe and feel safe • Provide effective response and quality service to protect community members and meet their needs • Deliver strategic and balanced enforcement to maintain public order and safety • Leverage data, analytics, and best practices to direct resources where they are most needed 	<ul style="list-style-type: none"> • Prioritize values-based leadership to promote a safe, supportive, and collaborative culture • Provide our people with wellness and professional supports to help them thrive • Build a diverse and effective workforce to uphold service excellence • Provide clear communication and equitable opportunities to support inclusion and belonging 	<ul style="list-style-type: none"> • Collaborate with partners to respond to community issues • Strengthen relationships with the communities we serve to increase shared understanding and trust • Communicate with the public to enhance awareness and engagement • Efficiently allocate public funds to effectively deliver service
Foundation	CONTINUOUS IMPROVEMENT		
	COMMUNICATION		

Planning Process



To inform and guide the development of our Strategic Plan, we asked for feedback from Saskatoon residents, community partners and SPS employees in late 2024 to early 2025. Our consultation included:

- A Community Policing Satisfaction Survey¹ through Advanis Inc.;
- A policing satisfaction survey open to the public on the SPS website;
- In-person Community Consultation Meeting with community members and members of the Saskatoon Board of Police Commissioners on their view of what is working, worrying, and their top priorities relating to community safety;
- Discussion with the Chief's Advisory Committee² and Saskatoon Police Advisory Committee On Diversity³ on perceptions of community safety;
- Informal engagement with SPS employees on what is working and worrying with the SPS and their thoughts on what the top priorities should be for the SPS; and
- SPS employee Morale Survey⁴.

Approximately 1,175 Saskatoon residents and 510 SPS employees contributed valuable feedback, generating around 5,400 comments.

An environmental scan was also conducted, involving ongoing review and analysis of internal and external factors that may impact the SPS and how policing is delivered in Saskatoon.

The SPS Strategic Plan was created by listening to the needs of our community and our people and reflecting our shared priorities and goals. This Plan will guide our decision-making and where to focus our resources.

¹ Advanis Inc. survey will be conducted annually and benchmarked nationally across other police services.

² The [Chief's Advisory Committee](#) is made up of local Indigenous and Métis Elders, the Chief of Police and numerous SPS officers from different levels of the service.

³ The [Saskatoon Police Advisory Committee On Diversity](#) consists of representatives from a cross-section of local organizations.

⁴ SPS Morale Survey is conducted every 3 years to gather feedback regarding employee experiences and sentiment.

Our Work



Our highest priority is to protect and serve our community by being where we are needed and providing service based on our values.

Our commitment: *Community safety through service excellence*

To achieve this, we will:

- Be visible to help community members be safe and feel safe
- Provide effective response and quality service to protect community members and meet their needs
- Deliver strategic and balanced enforcement to maintain public order and safety
- Leverage data, analytics, and best practices to direct resources where they are most needed

Indicators we monitor:

- Crime severity index
- Crime rates and statistics

How we will measure our progress:

- Public perception of community safety
- Public satisfaction with services provided by the SPS
- Public perception of the overall job of the SPS

What we heard:

- The prevalence of drugs, weapons, gangs, social disorder, and youth crime are the driving forces behind the public feeling unsafe particularly in public spaces.
- Police visibility in the form of foot, bike and car patrols, and specialized units that allow for relationship building, increase the public's perception of safety.
- When the public calls the SPS, they expect a timely response and that their concern, regardless of severity, will receive quality service.
- Likewise, SPS employees want adequate staffing to respond to calls safely, in a timely manner, and to provide quality service.



Our People

The health and wellbeing of our people is paramount and the SPS is committed to providing the support they need to serve the community and thrive personally and professionally.

Our commitment: *A safe, healthy and engaged workforce*

To achieve this, we will:

- Prioritize values-based leadership to promote a safe, supportive, and collaborative culture
- Provide our people with wellness and professional supports to help them thrive
- Build a diverse and effective workforce to uphold service excellence
- Provide clear communication and equitable opportunities to support inclusion and belonging

How we will measure our progress:

- Public perception that SPS officers act professionally when performing their duties

What we heard:

- SPS employees and the public agree ensuring the Service is fully staffed with healthy, well-trained and professional personnel is a high priority.
- The public indicated the quality of the SPS' service is dependent on the quality of its people. Investing in SPS personnel is key to service excellence.
- SPS personnel indicated a culture of leadership and accountability drives professionalism and contributes to employee wellness.
- SPS employees are invested in their careers and want fair and equitable opportunities for professional development and mobility within the Service.



Our Community



The SPS is committed to strengthening community relationships both formally and informally and using every interaction with the public as an opportunity to build trust.

Our commitment: *Community well-being through engagement and collaboration*

To achieve this, we will:

- Collaborate with partners to respond to community issues
- Strengthen relationships with the communities we serve to increase shared understanding and trust
- Communicate with the public to enhance awareness and engagement
- Efficiently allocate public funds to effectively deliver service

How we will measure our progress:

- Percentage of residents who agree the SPS is a trustworthy organization

What we heard:

- The public and SPS personnel agree community partners are better suited to respond to and meet the needs of vulnerable people and that a Whole of City response strategy is preferable to the SPS being the default service.
- The public and SPS personnel want opportunities to connect through formal and informal interactions to build trust and increase job satisfaction for SPS personnel.
- Community members want transparent communication about the SPS's programs, services and activities, including positive stories.
- SPS personnel want external messaging to convey the challenges of policing and support the people behind the uniform.

