

# Strategic Plan

## Prince Albert Police Service



2017-2020

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# Message from the Chief of Police

The Prince Albert Police Service has a long and proud history that began in 1886 as servants of a small town in what was then the Northwest Territories. Over the past 131 years we have grown to a professional and industry leading organization, and our commitment to community safety is stronger than ever. Our growth and development matches that of the City and we are proud to serve in a region so rich in history and culture. We believe that we are part of the community, and that our planning should reflect their priorities. The Service has consulted local groups, organizations and individuals to develop goals and priorities that will ensure public safety and help guide our decision making over the next four years. We are pleased to present the 2017-2020 Strategic Plan; our road map for success.



Troy Cooper, Chief of Police





Jerry Paskiw



Linda Greyeyes-Highway



Brent MacDonald



Patty Hughes

# Board of Police Commissioners

Mayor Dionne has been on the Board of Police Commissioners for 13 years now and is currently a member of the Canadian Association of Police Governance. He recognizes the police service provides a regional response and often refers to data that indicates 1/3 of the people we provide services to live outside the City. He continues to work with the Province to address these challenges in providing public safety services to our community.

## Roles and Responsibilities

The Board of Police Commissioners is the governing body of the Prince Albert Police Service and the vital link between the community and its police. The Board provides civilian governance, functioning much as a board of directors. As a statutory body, the Board can look to The Police Act, 1990 to determine the extent of its jurisdiction, power and duties.

The Board of Police Commissioners is the primary body for effective civilian governance of municipal policing. Board members represent the community in the delivery of essential public service. The Board consists of the Mayor, four (4) Citizens at Large and two (2) members of Council.

The mandate of the Board of Police Commissioners is to provide for the delivery of policing services within the municipality, providing general direction, policy and priorities and developing long term plans for the Prince Albert Police Service.

In consultation with the Chief of Police, the Board establishes the objectives and priorities of the Prince Albert Police Service. The Board also approves the budget as prepared and presented by the Chief of Police, prior to its submission to City Council for approval. Another important role of the Board is to negotiate and approve Collective Bargaining Agreements.



Mayor Dionne

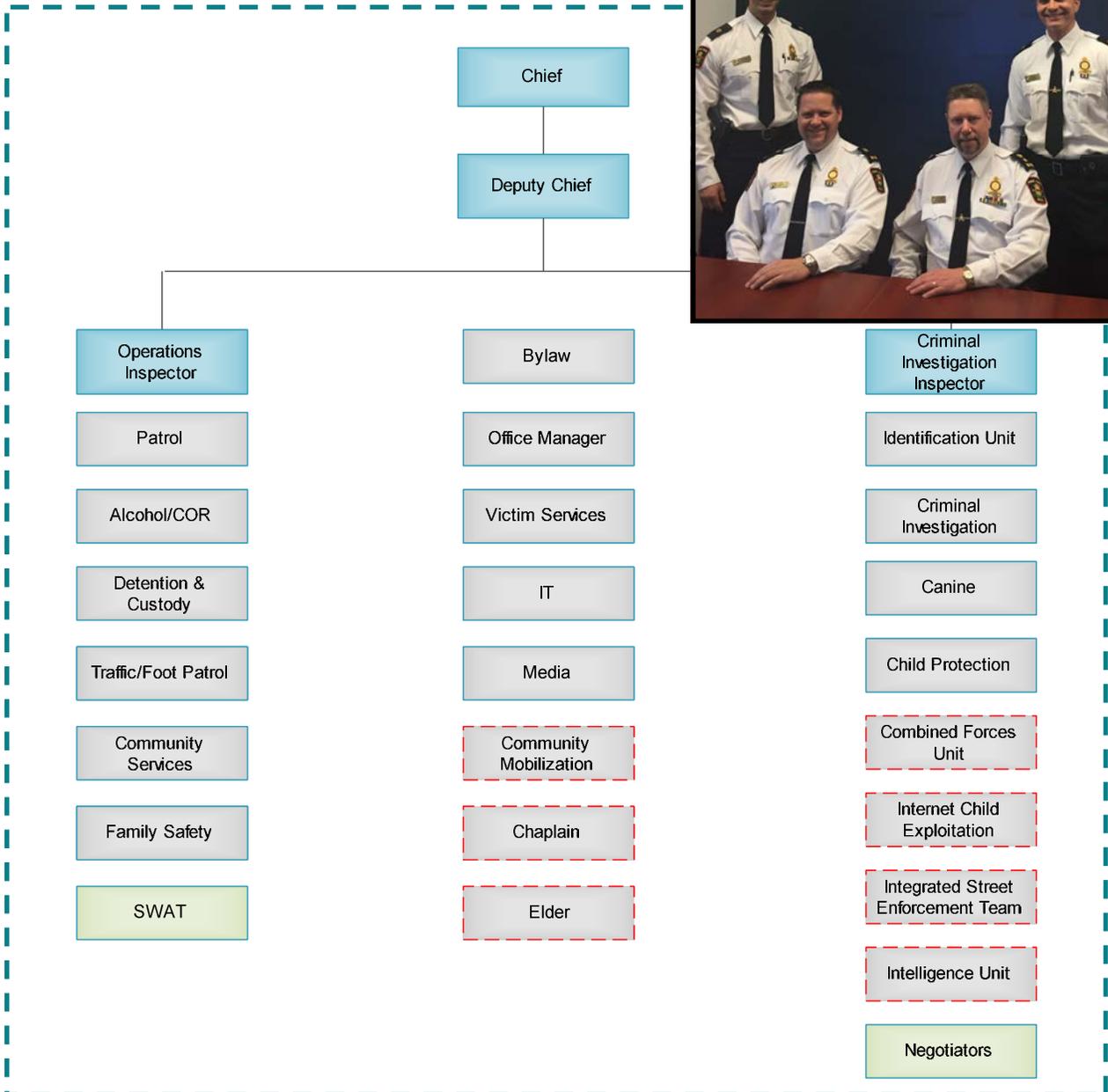


Councillor Nowoselsky



Councillor Botha

# Our Service



## Authorized Strength

**Sworn Members—93**  
**Bylaw Officers—8**  
**Civilian—34**  
**Chaplain**  
**Elder**

## Specialized Services

**SWAT**  
**Crisis Negotiators**  
**Incident Commanders**  
**Accident Re-constructionist**  
**Service Instructors**  
**Victim Services**  
**Missing Person Liaison**  
**Indigenous Resource Officer**  
**Canine**

## Rank

**Chief—1**  
**Deputy Chief—1**  
**Inspectors—2**  
**Staff Sergeants—6**  
**Sergeants—18**  
**Constables—65**

# Core Values



# Mission Statement/Brand

**“A Diverse Police Service Dedicated to  
Community Safety and Committed to Reducing Crime”**



**“With Integrity and Innovation  
We Deliver Professional Service  
to our Citizens”**

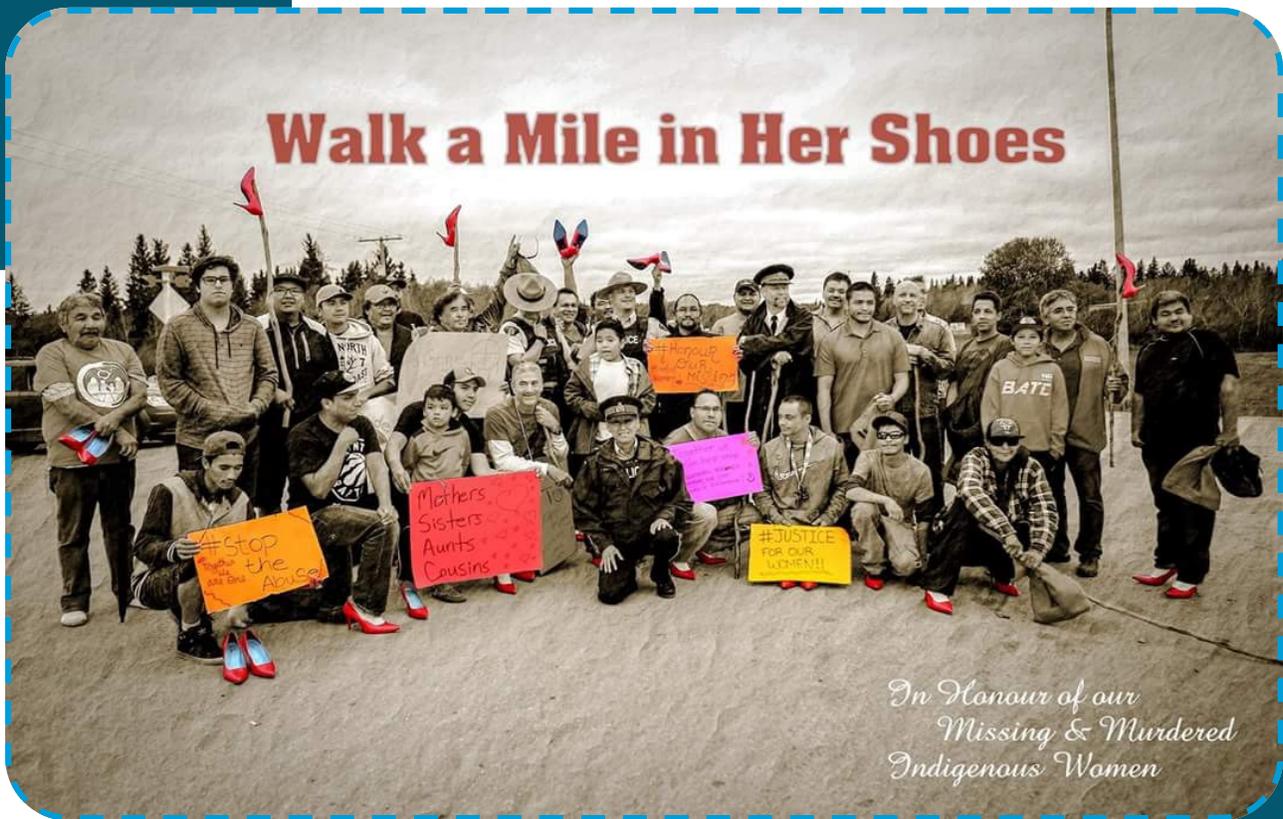
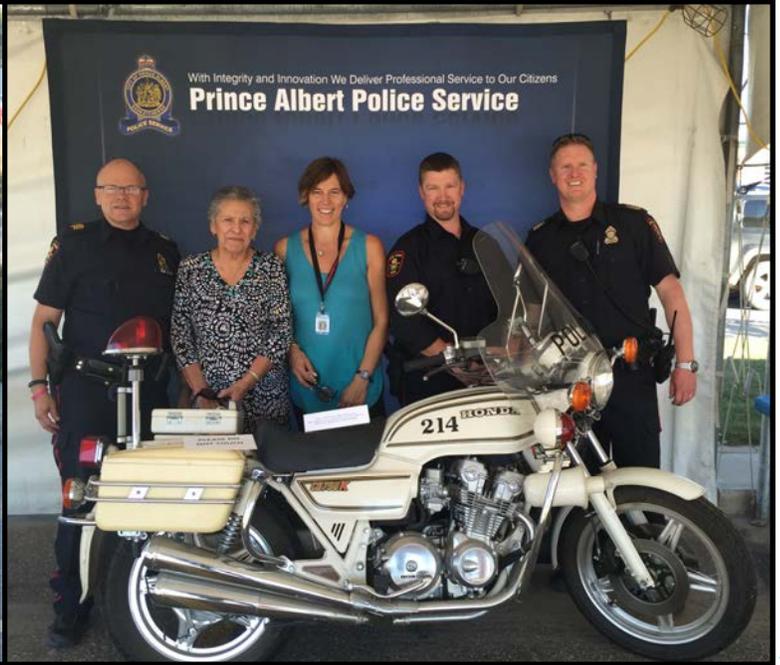
# History

The City of Prince Albert is steeped in a rich history of being the "meeting place" or "*kistahpinanihk*" in Cree. The area has always been a major gathering point that brings together a variety of people, culture, commerce and tradition from both the northern and southern parts of Saskatchewan. Since its initial inception as a trading post for the Hudson's Bay Company more than 250 years ago, the City has grown to an estimated trading region of 195,000. Prince Albert is the third largest city in the province and is located at the centre of Saskatchewan. The Prince Albert Police Service plays a critical role in assisting its provincial partners in policing the region through commitment to integrated units.

Prince Albert was named by The *Globe and Mail* in 2016 as "the most indigenous city in Canada." According to the 2011 Census data 41.5 per cent of the City's population is indigenous. The Prince Albert Police Service consciously shapes both its policy and the diversity of its organization to reflect the public it serves. The Service boasts one of the largest indigenous police forces in Canada with over one third of the force self-identifying as indigenous and all officers receive mandatory cultural training. There is also a resident Elder and a Chiefs cultural committee that plays a role in the Service.

There is also a growing contingent of newcomers to the beautiful Gateway City from other countries that bring their own unique cultural perspectives. The Prince Albert Police Service works closely with local Community Based Organizations (CBOs) to protect and serve these communities.

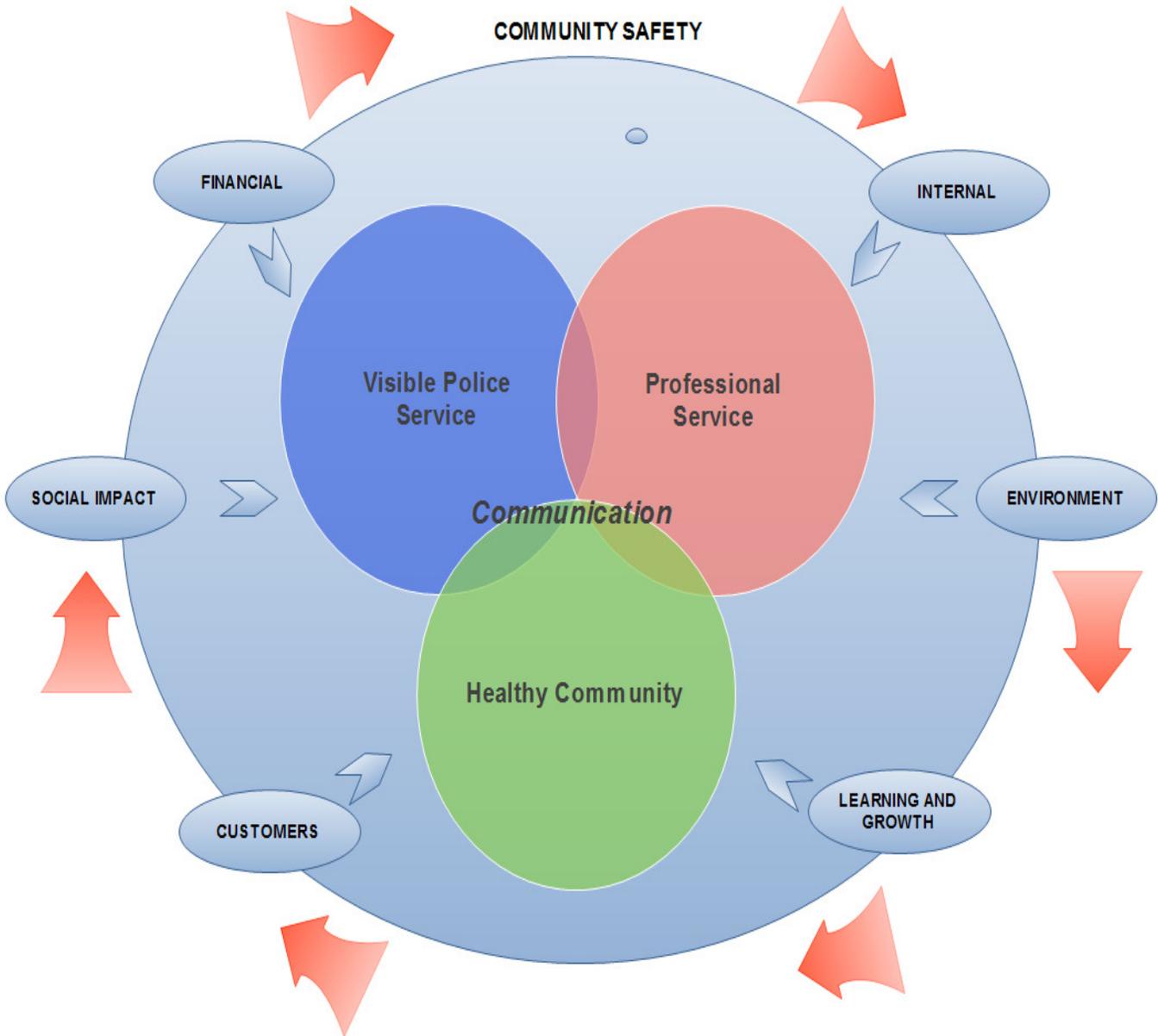




*In Honour of our  
Missing & Murdered  
Indigenous Women*

# Visualizing the Strategy

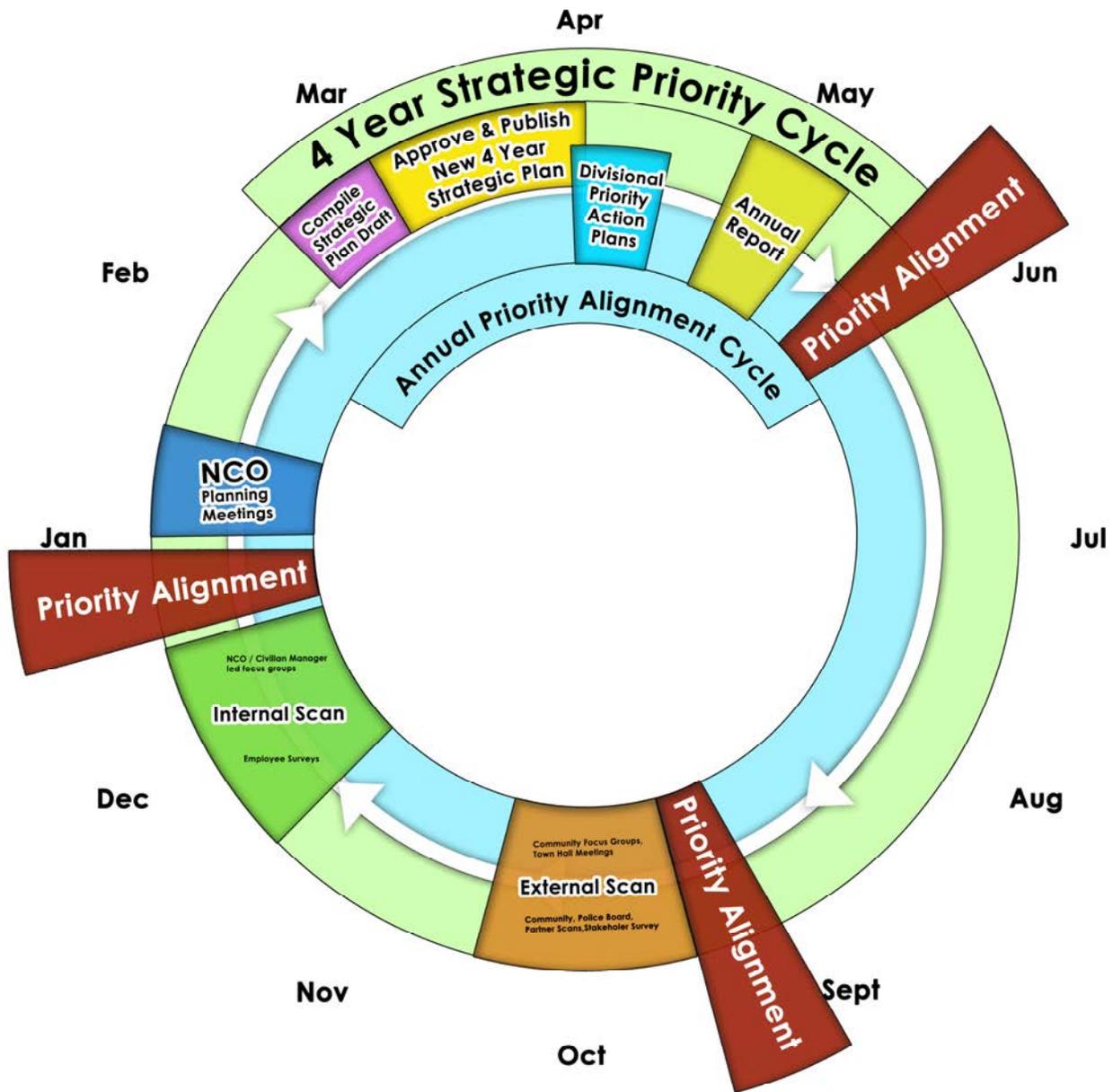
## Priority Management Map





Police Service Dog  
Febbee

# Planning Cycle



# Strategic Planning

The Prince Albert Police Service (PAPS) is a high functioning organization that recognizes the need to adapt and grow with the community we serve. The Mission Statement, Core Values and Brand identified earlier in this document set the tone for not only the selection of priorities but the activities that will be conducted to ensure those priorities are met. Recognition that factors such as diversity, integrity, innovation and professionalism all play a role in the ultimate goal of reducing crime and contributing to safer communities is paramount.

PAPS considered information obtained from members of the public at ward and community consultation meetings as well as input from partner agencies/stakeholders and internal staff when developing this plan. Although the community meetings were not specific to police there were concerns raised by members of the public which were common.

The top 4 concerns raised by the community were the need for the following:

- 1) Improved and increased communication
- 2) Increased and balanced traffic enforcement
- 3) Increased and balanced visibility
- 4) Response to social issues (addictions, homelessness)

## Map to Success



# Internal Scan

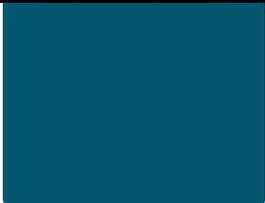
The top 4 concerns of senior staff identified through an internal review are as follows:

- 1) Lack of consistent resources for front line response due to requirement to perform non- police related functions ie) video retrieval, missing persons
- 2) Need to communicate positive messaging relating to police activities
- 3) Lack of time to engage in proactive initiatives due to high call volumes and increased complexity of investigations.
- 4) The need to engage Partners to assist in dealing with issues such as addictions, domestic violence, mental health and missing persons.....

Although the identified priorities are general in nature they are the standards which will guide the Service in the identification of measurable activities that will be implemented to ensure priorities are met. The ultimate goal of the Strategic Plan is to decrease overall crime rates and improve public safety.

## ***The 3 priorities of the Prince Albert Police Service are as follows:***

- 1. Visible Police Presence***
- 2. Healthy Community (Internal/External)***
- 3. Professional Service***



# PRIORITY #1

## VISIBLE POLICE SERVICE

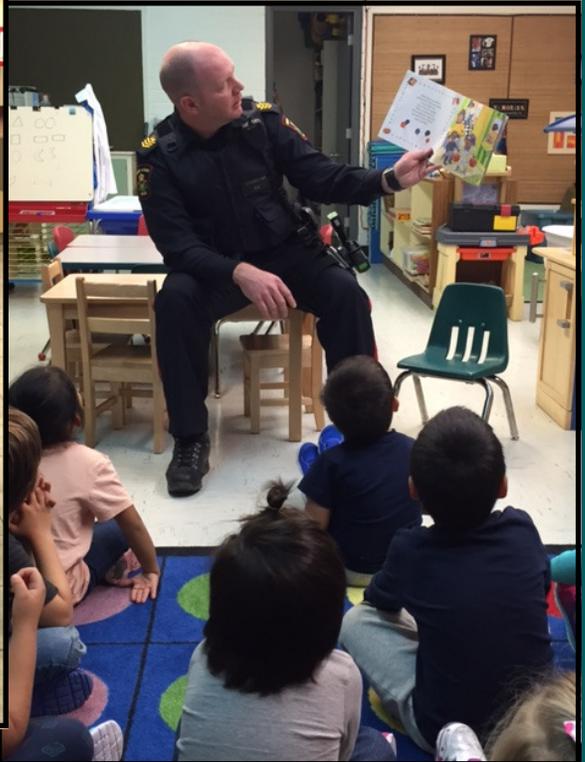
### Objectives:

1. Reduce crime using visible proactive operations
2. Increase public safety through awareness
3. Develop authentic relationships

### Performance Indicators include:

- Traffic Safety
- Communication Strategy
- Participation at Cultural Events
- Community Trust
- Technology/Social Media
- Youth Engagement
- Volunteers





# PRIORITY #2

## HEALTHY COMMUNITY

### Objectives:

1. Healthy workforce
2. Social responsibility
3. Increased community safety
4. Address root cause issues

### Performance Indicators include:

- Neighborhood Strengthening Strategy
- Domestic Violence Strategy
- Green Initiatives
- Employee Recognition
- Employee Wellness
- Community Partners
- Traffic Safety



# PRIORITY #3

## PROFESSIONAL SERVICE

### Objectives:

1. Ethical and effective operations
2. Employee development and planning (now and for the future)
3. Connectivity to Other Professions

### Performance Indicators include:

- Financial Accountability
- Interoperability
- Diversity
- Innovation
- Training and Succession Planning





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Non-Emergent Call: 306-953-4222

[www.papolice.ca](http://www.papolice.ca)

