

**TO: Saskatoon Board of Police Commissioners**  
**FROM: Leanne Nyirfa, Executive Director**  
**DATE: January 13, 2022**  
**SUBJECT: 2021 Strategic Plan Status Report**

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**ISSUE:**

In the interests of public accountability and as established in the Board of Police Commissioners' Strategic Plan, at the end of each year, the Board is to report on the status of its execution of its Plan. Following is a report on the strategies and actions undertaken in 2021.

**RECOMMENDATION:**

- Approve the Saskatoon Board of Police Commissions 2021 Strategic Plan Status Report as presented and post the Report to the Board's website for public information; or
- Approve the Saskatoon Board of Police Commissions 2021 Strategic Plan Status Report with changes and post the Report to the Board's website for public information.

**STRATEGIC PRIORITY:**

The Board's current strategic plan was developed in December 2019. The plan includes key goals and objectives, strategies and actions that help to ensure the ongoing effectiveness of the Board in its roles as a conduit between the community and the Police Service, as well as in its role in providing oversight to the Saskatoon Police Service. The Board regularly reviews its plan and amends and/or updates it as required. The Status Report includes a summary of all actions and activities undertaken during the year to achieve the Board's key goals and objectives.

**Saskatoon Board of Police Commissioners  
2021 Strategic Plan Status Report**

**Mission:** To strengthen the culture of community safety in Saskatoon.

**Goal #1:** To provide effective and objective oversight of the Saskatoon Police Service.

**Objectives include:**

- An enhanced and widespread culture of community safety throughout Saskatoon.
- That the Saskatoon Police Service is regarded as the best Police Service in Canada by the community.
- The confidence of the community that a public body is effectively overseeing policing activity.

<b>Strategies:</b>	<b>Actions:</b>
<ul style="list-style-type: none"> <li>• Evaluate whether the Saskatoon Police Service has the resources required to strengthen community safety.</li> <li>• Evaluate the performance of Saskatoon Police Service in strengthening community safety.</li> <li>• Evaluate the strategic alignment of the Saskatoon Police Service with the community it serves.</li> <li>• Establish community safety outcome targets for Saskatoon Police Service.</li> </ul>	<p>Received the following reports from SPS related to resources:</p> <ul style="list-style-type: none"> <li>• 2021 Approved Capital Budget &amp; 2021 Approved Operating Budget</li> <li>• 2020 Operating Budget Year End Results</li> <li>• Saskatoon Crisis Intervention Grant Funding</li> <li>• 2020 Year End Financial Report</li> <li>• Report on Financial Operating Reserve</li> <li>• Out of Scope Salary Increases 2020-2022</li> <li>• Taser 7 Capital Budget Approval</li> <li>• 2022/2023 Preliminary Police Capital Budget Estimates</li> </ul> <p>Called a Special Board meeting to revisit aspects of the 2022/2023 Preliminary Operating Budget and approved the SPS 2022/2023 preliminary budget that increased staff by 12 positions in 2022 and 2023.</p> <p>Received the following SPS annual reports related to policing operations and public safety:</p> <ul style="list-style-type: none"> <li>• Missing Persons Report</li> <li>• Body Worn Cameras Progress Report</li> <li>• Report on Community Focused Safety</li> <li>• Annual Equity, Diversity, and Inclusion Report</li> <li>• Vulnerable Persons Unit Report</li> <li>• Air Support Unit Report</li> <li>• 2020 Evade Police Report</li> <li>• 2020 Use of Force Report</li> <li>• 2020 Contact Interview Policy Audit</li> </ul> <p>Received other relevant police governance reports:</p> <ul style="list-style-type: none"> <li>• Community Focused Safety – Partnership with Saskatoon Crisis Intervention Service</li> <li>• Children’s Freedom Rally and SPS Response to Violations of Public Health Orders</li> <li>• Downtown and Riversdale Community Safety Plan</li> </ul>

	<ul style="list-style-type: none"> <li>• SPS Media Release/Social Media Guidelines</li> <li>• Mid-Year Business Plan Update</li> <li>• Strengthening Families program</li> <li>• Ministry of Corrections, Policing and Public Safety Annual Report</li> <li>• Saskatchewan Police Commission Annual report</li> <li>• 2021 CAPG Sponsorship as Host</li> </ul>
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**Goal #2: To be a highly effective conduit between the public and the Saskatoon Police Service.**

**Objectives include:**

- An enhanced and widespread culture of community safety throughout Saskatoon.
- That the public regularly provides input on issues relevant to policing and community safety.
- That the Board of Police Commissioners is widely known as a connection point between the public and the Police Service.

<b>Strategies:</b>	<b>Actions:</b>
<ul style="list-style-type: none"> <li>• Monitor key indicators of community safety.</li> <li>• Objectively measure residents' views on community safety.</li> <li>• Actively gather input from a wide cross-section of the public on issues that impact community safety.</li> <li>• Communicate the Board's conduit role.</li> <li>• Receive reports from Saskatoon Police Service in a sequence and format that clearly conveys a community safety focus.</li> <li>• Communicate with regulators or governments on arising issues.</li> <li>• Support the efforts of external groups with a community safety focus in achieving their objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Held 11 monthly meetings and 1 special meeting open to the public, where citizens can learn about how the Commission is working together with the Saskatoon Police Service to advance community safety in meaningful and impactful ways.</li> <li>• Met virtually with over 60 community organizations representing business, Indigenous groups, youth, diversity, newcomers and cultural associations, community associations and service clubs and seniors to discuss biggest challenges facing policing and community safety, policing values, and how we can all work together to have a positive impact on community safety.</li> <li>• Received delegations from members of the public at public board meetings on topics including decriminalization of drug possession for personal use, fatal collision at 33rd St West, PPC Rally, COVID-19, and violation of public health orders.</li> <li>• Received correspondence from members of the public on various topics including anti-masking, Quint/Build Up Saskatoon, speed limits, environmental concerns, decriminalization of drug possession for personal use, ongoing mischief and vagrancy downtown, Congress of Aboriginal Peoples – request for support of Bill C-22, comment on SPS action following Freedom Rally, public health order concern, Downtown and Riversdale Community Safety Plan, downtown safety, police funding, policing in crisis/alternatives for Policing, Police and Crisis Team (PACT) funding, Support for 2021 Canadian Association of Police Governance conference, safety concerns from residents of Caswell Hill Community Association.</li> <li>• Issued public Board meeting news releases to share agenda topics.</li> <li>• Approved stat holiday for SPS to reflect on National Day of Truth and Reconciliation.</li> <li>• Attended events including Diversity Breakfast and Order of Merit Investiture.</li> </ul>

**Goal #3: To strengthen the culture of community safety through effective and efficient Police Commission governance and operation.**

**Objectives include:**

- *Recognition of the Board as an entity whose processes reflect best practices in governance.*
- *Recognition as an entity that is strategically focused.*
- *That the Board is positioned to carry out its mandate, in a highly effective manner, on a timely basis.*

Strategies:	Actions:
<ul style="list-style-type: none"> <li>• Operate the Board in accordance with its Strategic Plan.</li> <li>• Adhere to a Governance Policy that reflects strong governance practices.</li> <li>• Undertake a Board governance self-evaluation every second year.</li> <li>• Contract support services that enable the effective operation of the Board.</li> </ul>	<ul style="list-style-type: none"> <li>• Provided orientation session to new Board members</li> <li>• Updated Board's Governance Policy</li> <li>• Prepared Public Engagement and Communications Report</li> <li>• Participated in police governance training provided by the Saskatchewan Police Commission, sessions run by the Canadian Association of Police Governance (CAPG) and the 2021 CAPG Annual Conference, and various SPS operational processes and procedures.</li> <li>• Began a comprehensive review of the current Board Strategic Plan with a view to updating the plan in the future in tandem with the development of the SPS Strategic Plan.</li> <li>• Provided Board representation on the Saskatoon Police Pension Plan Board of Trustees, and Retirement Plan for Employees of the Saskatoon.</li> <li>• Approved a motion on the Decriminalization for Simple Possession of Illicit Drugs in Saskatoon, to receive follow up from SPS on evidence-based approaches to expanded harm reduction in other jurisdictions, role services and boards play in this discussion relative to government.</li> <li>• Advocated to the Minister of Mental Health and Addictions for funds for two new crisis workers for two additional PACTs.</li> </ul>