



# Saint John Police Force

STRATEGIC PLAN 2021-2026  
SAINT JOHN BOARD OF POLICE COMMISSIONERS UPDATE  
DECEMBER 2024

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## Introduction

The purpose of this report is to provide the Saint John Board of Police Commissioners (Board) with an overview of the progress of the 2021-2026 Strategic Plan. The plan identified five strategic themes including “Engage our Community”, “Operational Efficiency”, “Focus on Talent Development”, “Financial Sustainability”, and “Improve our Brand”. The strategic themes not only provide direction, but also provide transparency and accountability with 18 initiatives, 38 objectives, 23 measurements, and 22 targets were the starting point. As of December 2024, all initiatives, objectives, measurements, and targets have been implemented.

## Engage our Community

- Community Engagement Neighbourhood Officer Quick Reaction Team (QRT)
  - In July 2024, a proposal for a Community Engagement Neighbourhood Officer Quick Reaction Team (QRT) was approved by the Saint John Board of Police Commissioners. The purpose of the QRT is to enhance our community engagement footprint by adding an additional four (4) full-time equivalent (FTE) members to staff the QRT allowing a more nimble and flexible option in serving our community while enhancing our visibility, familiarity and enforcement activity in the uptown and Waterloo village area. In fall of 2024, the City of Saint John provided budget approval for this initiative.

**Current Status: In 2025, a selection process will take place for the four (4) members and the roll out of the QRT is expected to take place in March.**

- Chief’s Advisory Committee
  - The Chief’s Advisory Committee is meeting on a quarterly basis to provide the Saint John Police with feedback on diversity. To date, we have consulted the Committee on issues such as recruitment strategy, body-worn cameras, use of force policy and inclusiveness.

**Current Status: Ongoing**

- Chief’s Community Action Group

- The focus of this group is to bring together representatives from across a broad spectrum with the shared mission of a safe, healthy Saint John to proactively address the significant issues faced in the city such as homelessness, substance use, mental health, and youth poverty. The CCAG has been divided into six sub-committees.

**Current Status: The committee last met in May 2024 and are currently drafting recommendations for all levels of government.**

- Community Engagement Team

- The new Community Engagement Team was developed in 2022 consisting of one sergeant and four neighbourhood officers. The Team is responsible for developing and maintaining strong connections and partnerships within the community, while applying current law enforcement problem-solving strategies and initiatives with a focus on crime prevention.

**Current Status: In 2023, the Saint John Police developed an internal community events calendar to track all of our proactive community contacts. Since January 1, 2024, the Saint John Police Community Engagement Team has logged over 600 community events/ contacts. The Community Engagement Sergeant visits all five priority neighbourhoods on a weekly basis. Neighbourhood Officers also conduct office hours in their respective community centers.**

- Chief's Youth Leadership Advisory Committee

- The focus of this group will be to advise the Chief of policing issues across the city and how they pertain to youth; provide feedback on policing and youth interactions; have a commitment to shared responsibility; foster better policing and youth relationships through open communication; enhance future policing initiatives through dialogue; and provide a safe space for young leaders to express their thoughts and ideas on how to make our community safer, more secure, and healthier. The Chief has invited young leaders between the ages of 16-22 years who want to make a difference in our community and have a say in the future of policing by joining the Saint John Police Chief's Youth Leadership Advisory Committee.

**Current Status: This new initiative was announced in the fall of 2024. Applications will be received until January 31, 2025.**

- Alternative Response Unit and Online Crime Reporting

- In August of 2021, we launched our new Alternative Response Unit. Our mission was to prioritize our inbound calls for service to allow our frontline police officers to be more readily available for emergency calls and proactive policing measures. In March 2023, the Saint John Police launched Online Crime Reporting to divert more non-emergency complaints away from frontline response.

**Current Status: The Alternative Response Unit and Online Reporting is ongoing, and monthly statistics are reported to the Board. In 2024, 1,151 online reports were submitted and from those reports, 772 files were generated for follow-up investigation.**

- Foot Patrols

- Beginning in 2022, the Saint John Police Command Team and Community Engagement Team began proactively conducting foot patrols in our priority neighbourhoods. The purpose was to enhance community engagement, to prevent and deter crime, and to develop a more in-depth understanding of the concerns facing these various communities in order to collectively engage in problem solving. Saint John Police Foot Patrols are conducted during the spring, summer and fall months.

**Current Status: The 2024 Foot Patrol schedule was developed and foot patrols from April to November. In total, 72 foot patrols were conducted with a focus in the business district.**

- Traffic Management Plan

- In 2022, Traffic Management Officers were assigned to each of the four platoons in the Patrol Division. For 2023, a total of 10 special traffic campaigns were identified and posted to our website.

**Current Status: The Saint John Police Traffic Management Officers have been conducting monthly traffic initiatives similar to past years. They have been working in partnership with Justice and Public Safety in 2024. To date, the following campaigns have been conducted:**

- **Seatbelt Campaign: April 8-12, 2024**
  - **Slow Down Move Over Campaign: May 6-10, 2024**
  - **Motor Vehicle Safety Campaign (Taxis): April 24, 2024**
  - **Distracted Driving Campaign: July 15-19 and November 12-15, 2024**
  - **Aggressive Driving Campaign: June 3-7 and October 14-18, 2024**
  - **Back to School Safety Campaign: September 3-6, 2024**
  - **Festive RIDE Campaign: December 5-31, 2024**
- Building Safer Communities Funding
    - The City of Saint John has received multi-year funding from the Federal Government to be awarded to a local organization to develop preventive programming to combat gun and gang violence.

**Current Status: The funding has been awarded, and the progress is being monitored by the City of Saint John Public Safety Committee.**

- Student Tours
  - Beginning in 2022, the Saint John Police began hosting class tours of Peel Plaza for middle and high school aged students. The focus of the tours is to educate and engage youth aged 13-18 years old on issues related to policing and leadership in our community. The tour also includes a brief recruitment presentation for those who may be interested in a career in policing. Priority is given to forensic and law classes. In 2022, Saint John Police hosted 12 student tours. In 2023, Saint John Police hosted 11 student tours.

**Current Status: For 2024, Saint John Police hosted 12 student tours.**

- Chief for a Day Contest
  - The Saint John Police continues to host our annual “Chief for a Day” contest during National Police Week. It is an opportunity to engage youth between 5-12 years old in our community. Students are invited to write an essay on a topic that considers the importance of leadership and community through a policing lens. The “Chief for a Day” has the opportunity to spend the day at the Saint John Police Headquarters engaging in various activities.

**Current Status: The 2024 contest was held during National Police Week, May 12-18, 2024. Our 2024 Chief for a Day winner was 6-year-old Sophia Lord.**

- Holiday in a Box
  - In 2021, the Saint John Police launched the “Holiday in a Box” campaign. The campaign is held leading up to the Christmas season. The Saint John Police collects shoe-sized boxes from the community filled with necessities and small gifts, which are in turn wrapped by Saint John Police staff and distributed to vulnerable adults through representatives from our five priority neighbourhoods. In 2021, we collected 467 boxes. In 2022, we collected 675 boxes and 200 gift cards. In 2023, we collected 575 boxes and 65 gift cards

**Current Status: In 2024, our campaign resulted in over 600 boxes and 225 additional gift cards being presented to our five priority neighbourhoods.**

- Salvation Army Christmas Kettle Campaign
  - The Salvation Army’s Christmas Kettle Campaign is one of Canada’s largest and most recognizable annual charitable events. In addition to the critical fundraising impact of the Campaign, the Christmas kettles boost the Army’s visibility and awareness. In fact, there are more than 2,000 kettle locations across Canada that support a wide range of Salvation Army programs.

**Current Status: Members of the Saint John Police Command Team and the Saint John Police Association continue to volunteer for the annual Salvation Army Christmas Kettle campaign, most recently supported in November and December 2024.**

- Chief’s Difference Maker Award
  - At the beginning of the 2023 school year, Chief Robert Bruce implemented the Chief’s Difference Maker Award for students between grades 6-8 at local middle schools. The focus is to build positive, healthy, strong relationships with our youth and to recognize young student leaders who make a difference in their school and community. Awards are presented monthly to one student at each school who is identified by the school as a student who demonstrates leadership in punctuality, good manners, kindness, and citizenship.

**Current Status:** Since this initiative began in 2023, there have been a total of 45 Chief's Difference Maker Awards presented to students throughout the school year. This initiative continues, with awards being presented by Chief Robert Bruce, or his designate, on a monthly basis as nomination forms are received by his office.

- **Healthy Me Program**

- A new school-based program "Healthy Me" has been implemented and is being delivered to grade 6 students by Neighbourhood Officers. The program was designed in 2016 by Charlottetown Police in partnership with youth workers and students to address various issues that students encounter. It has been presented and approved by the Anglophone South School District and Centre scolaire Samuel-de-Champlain. The four lessons delivered during the program include:

- Who Am I (values and what influences them, peer pressure, self-reliance, etc.)
- Coping Skills (dealing with obstacles, handling negative emotions, positive coping mechanisms, etc.)
- Unhealthy Coping (vaping, tobacco, alcohol, drugs, etc.)
- Cyberworld (dangers of social media, sharing photos, "think before you post", etc.)

**Current Status:** Neighbourhood Officers have completed the last session for the 2023/24 school year and presented certificates to those students who have completed the program. For the 2023/24 school year, a total of approximately 960 students from the following nine schools were involved in the Healthy Me program:

- **Barnhill (120 students)**
- **Bayside (200 students)**
- **Beaconsfield (80 students)**
- **Centre scolaire Samuel-de-Champlain (80 students)**
- **Forest Hills (200 students)**
- **Millidgeville North (80 students)**
- **Prince Charles (50 students)**
- **Princess Elizabeth (100 students)**
- **St. John the Baptist/King Edward (50 students)**

**The Healthy Me program is currently underway for the 2024/25 school year.**

- Saint John Police Gratitude Program
  - Announced on April 18, 2024, all sworn and civilian members of the Saint John Police will be given an opportunity to give back to their community by selecting a gratitude event to attend. A list of events was compiled by our Community Engagement Team who reached out to various community groups for a list of events and times members could attend and get involved. This is an initiative to enhance our volunteer footprint in the community we serve.

**Current Status: All sworn police officers and majority of civilian staff of the Saint John Police participated in Gratitude events. The feedback was positive and due to the success, some members have done multiple events.**

## Operational Efficiency

- Medical Calls
  - After consulting with Ambulance NB, SJ Fire, and NB 9-1-1, all stakeholders agree that SJPF should only be responding to medical calls if certain criteria are met (I.E.: police will respond if very close in proximity, or if medical call involves criminal activity or violence).
  - The Saint John Police Board of Commissioners approved the proposal on December 10<sup>th</sup>, 2024.
  - Policy changes have been made to reflect that police will not be direct responders to medical calls unless it meets the criteria.
  - We are optimistic this pilot project will be a success, and not only will there be significant cost savings for the city, there will no longer be a “doubling-up” of resources that takes police away from operational issues.

Current Status: The medical calls pilot project is set to begin on February 1<sup>st</sup>, 2025. Quarterly updates will be provided.

- Briefing Notes
  - All new proposals are submitted in formal briefing notes and reviewed for recommendation at all appropriate levels to ensure that they are in line with the strategic plan and an accurate record of decision-making is in place.

**Current Status: In 2024, a total of 10 briefings notes have been approved.**

- Records Management System (RMS)

- On March 2, 2023, the Saint John Police entered into an agreement with Versaterm for a cloud-based records management system to replace our existing software.

**Current Status: The revised launch is targeted for April 2025, with training scheduled for the month of March and April 2025. The internal project team continues to meet regularly to ensure the software is fully operational in preparation for the training.**

- Efficiency Reviews

- Since 2021, the Saint John Police has conducted numerous efficiency reviews within the organization to ensure that we are providing a cost effective and efficient service, including Corporate Communications, training, uniform and equipment, fleet, auxiliary program, human resources, and policy. The action items resulting from these reviews are ongoing.

**Current Status: A Management Review of the Saint John Police was completed by New Brunswick Policing Standards in March 2023. A number of internal quality assurance reviews were also conducted by supervisors on sudden death investigations, sexual-based crimes, human sources, mental health related calls for service, impaired driving, missing persons, hazardous pursuits, and notebooks. Multiple recommendations were made to improve some of these processes and have been implemented in 2024.**

- Chief's Fit For Duty Committee

- Our members, uniform and civilian, are our most valuable asset. Ensuring they are physically and psychologically fit is paramount. As a result of how important our health and wellbeing is, we have made Fit For Duty – a holistic approach and an official priority for our organization.

**Current Status: At the fall of 2024, six (6) Saint John Police members (3 officers, 3 civilians) became certified as Fitness Appraisers to assist with conducting Fit for Duty program testing for Saint John Police members as part of the Chief's Fit For Duty Committee. To date, all appraisers and members of the Emergency Tactical Services**

**(ETS) group successfully completed the test, along with Chief Bruce and four (4) new police officers. The program rollout is underway, with the next wave of testing at the end of February 2025.**

- Collision and Vehicle Damage Committee
  - Announced on May 29, 2024, a committee was formed in an effort to reduce preventable collisions and damage to our police vehicles. This committee is comprised of our Professional Standards Staff Sergeant, a Patrol Services Staff Sergeant, and the Support Services Staff Sergeant.

**Current Status: The committee has met five (5) times since its implementation in May 2024. All vehicle damage continues to be tracked. Eleven (11) incidents have been recorded since the implementation of this committee. Two (2) of the incidents were deemed to be preventable and officers were given developmental feedback on the incident.**

## Focus on Talent Development

- Performance Management Plan
  - A new Performance Management Committee has been established to identify and implement a new performance management plan for 2023.

**Current Status: The new performance management system has been implemented for all constables. Performance management templates for Sworn Supervisors, Management and Professional Staff and Civilians were approved and launched July 2023.**

- Leadership Training
  - Several initiatives have been developed and implemented to provide our members with leadership training to develop future leaders within the organization. Initiatives include the Chief's Leadership Development Series with quarterly updates, an annual Leadership Reading list that is mandatory for all supervisors and those on the promotional list, a new in-house two-week Frontline Supervisor Course, and a new provincial exchange program.

**Current Status: All supervisors have now completed the Frontline Supervisor Course hosted by Saint John Police.**

**As part of a new provincial exchange program through the New Brunswick Association of Chiefs of Police, a Saint John Police member completed their six-month developmental term with the RCMP. Currently, another Saint John Police member is completing a 3-month developmental term with the RCMP.**

- Platoon Assignments

- Beginning in 2022, various members in the Patrol Division have been assigned to specialized roles including Neighbourhood Officers, Traffic Management Officers, Investigational Support Officers, and Scenes of Crime Officers. The objective is:

- To provide developmental opportunities for our frontline members.
- To create a more timely and effective team approach to service delivery.
- To provide a more effective and proactive frontline service to the community.
- To establish platoon capabilities of being more self sufficient and less unit dependent.

**Current Status: In the first quarter of 2024, patrol assignments were evaluated and adjusted. Members on assignments continue to receive training specific to their respective roles.**

- Grass Roots Program

- Announced on January 29, 2024, all sworn members assigned to specialty units will complete one week between June 1, 2024, to August 31, 2024, on shift, in uniform, answering calls with our patrol members. As the years pass, many members find themselves in specialty areas and away from frontline policing. Given the complexities of policing, this is an excellent opportunity to re-engage with frontline policing, refresh patrol skills, and build relationships with our patrol members.

**Current Status: All sworn members in our specialty units participated in the Grass Roots Program during 2024.**

## Financial Sustainability

The following initiatives undertaken by the Saint John Police reflect a commitment to fiscal responsibility and the pursuit of long-term financial sustainability. The strategies implemented have laid the foundation for continued financial health, ensuring resources are managed prudently and aligned with the overall goals of the organization:

- Multi-Angle Review of Procurement
  - All requests for goods and services are thoroughly vetted to ensure that each purchase is essential, adds value, and is secured at the lowest possible cost. This comprehensive review process safeguards against unnecessary expenditure and aligns purchases with organizational priorities.

**Current Status: The Multi-Angle Review process has been expanded. Emphasis is now placed on requirements-driven purchases over historical or brand-based decisions, using new methods to ensure maximum value for stakeholders and taxpayers.**

- Subscription Expense Review
  - Ongoing expenses, particularly subscription-based services, are regularly evaluated to confirm that they remain necessary and that the Saint John Police benefit from the most competitive rates. This ensures that the organization pays only for what is needed and at the best available price. We managed to secure 2023 pricing for our CPKN subscription for 2024.

**Current Status: Regular assessments of subscription-based services continue, ensuring necessary services are maintained at the best available price. Our proactive approach to cost management remains robust.**

- Internal Cost Review and Approval Processes
  - A more rigorous internal cost review mechanism has been implemented. All credit card charges now undergo an approval process that includes scrutiny by the Senior Financial Manager. This adds a layer of accountability and ensures that expenses are justified and within policy guidelines.

**Current Status: Internal cost review mechanisms have been further enhanced. The approval process is now even more stringent, ensuring that all expenditure is justified and aligned with our financial guidelines.**

- Streamlined Financial Reporting
  - Financial reporting processes have been refined to provide department managers with detailed insights into their expenditure. This enhanced transparency equips managers with the necessary information to maintain budgetary compliance and make informed financial decisions.

**Current Status: Our financial reporting processes have been further refined, enhancing transparency and equipping managers with detailed insights for maintaining budgetary compliance. The next step change will come with the introduction of the new ERP system (project coordinated by the City of Saint John).**

- Fine-Tuning of Financial Reports
  - Further improvements to financial reports are in progress, with a focus on delivering detailed analyses of wages and salary allocations to department heads in 2024. These insights are expected to assist in workforce planning and cost management.

**Current Status: Detailed analyses of financial reports were conducted and focused on improving insights into wages and salary allocations for effective workforce planning and cost management. Saint John Police updated each process possible to make improvements where possible. Current financial and reporting tools won't allow any further insights into operations and related efficiencies. This is not a local problem—other police departments are struggling with this as well, especially now when retention and maintaining appropriate standard numbers of officers is a new problem.**

- Cost Distribution and Reimbursement Initiatives
  - The Saint John Police has effectively utilized opportunities to distribute costs where feasible, including collaborations with other agencies that have resulted in the ability to charge out relevant costs. Additionally, the organization has engaged in initiatives that offer guaranteed reimbursements, particularly for projects such as undercover operations supported by the province.

**Current Status: We continue to explore cost distribution opportunities and have implemented several successful reimbursement initiatives for various projects.**

- Dallas Mercer Consulting
  - The Saint John Police have engaged Dallas Mercer Consulting who will act in collaboration with the Return-to-Work Committee to help all parties manage WorkSafeNB and sick leave claims. The purpose is to coordinate the initial return to work and continue to manage the return in a gradual and progressive manner, until a full, safe, and timely return to meaningful and productive work has been achieved.

**Current Status: Human Resources is now case managing all disability management files to ensure employees return to work in a safe and timely matter.**

- Amazon Business Integration
  - An Amazon business account has been set up to streamline procurement processes. This platform allows preferred suppliers to be selected and ensures that items selected meet our cost-effectiveness criteria. Additionally, the predictable delivery schedules support our just-in-time inventory practices.

**Current Status: In 2024, we severed our relationship with Grand and Toy after a year-long trial in 2023, due to their inability to serve us better. This led us to using Amazon, which has led to much cost savings.**

- ERP System Overhaul
  - In collaboration with the city, the existing ERP system is being overhauled in the next years to create a more modern, efficient system. This new ERP system is designed to integrate various standalone systems into a single platform, enhancing data handling, financial control, service delivery, and operational transparency. It also supports modern technologies and moves towards a paperless environment, aligning with sustainability goals.

- Rising IT Costs

- As a significant part of the non-salary operating expenses, IT spending continues to rise, in line with national trends. The adoption of new technologies such as digital evidence management systems and modern records management systems are driving the costs, reflecting the broader national increase in policing costs due to technological advancements. In addition to the rising IT costs, another contributing factor to the cost escalation in the IT field is the weakening CAD vs USD, as a large part of the IT solutions we use are from the USA. FX movements were not favorable in 2024 and, looking ahead, continue to be a challenge

## Improve our Brand

- Corporate Communications (Internal and External)
  - A review of Internal Communications was conducted in 2021. As a result, a new Corporate Communications strategy has been implemented, including a new media relations team, internal newsletter, periodic internal fast facts, updated SharePoint site, a new website, a recruitment video, a repository for media and marketing materials, policies and procedures for media relations, media requests/interviews and communications.

**Current Status: From April 2024 to December 2024, Acting Staff Sergeant Matthew Weir assumed the role of Manager of Corporate Communications as a developmental opportunity. He is currently the Public Information Officer for the Saint John Police. Because of the excellent work carried out by Acting Staff Sergeant Weir, a similar opportunity will be provided so the great strides we have made in communications continues.**

**In the last three months, saintjohnpolice.ca had 143K visitors, which is up 2.4% compared to the previous three months. Of interest, 82.1% of visits were through social media links, 9% were via organic search, and 9.5% were through direct visits to the website. The most visited pages have been our news releases and the Join our Team page. The location of the majority of individuals who visit the site is Canada (96.6%) and 84.6% of individuals who visit the website do so from a mobile device. Our Facebook page currently has 19K followers (69.60% women and 30.40% men) and in the last 28 days, our Facebook posts have received 2,480,680 views, has a reach of 341,061, has had 28,462 content interactions and 773 follows. Our X account currently has 15.6K followers.**

- Dress, Department and Professionalism Policy

- Our new Dress, Department and Professionalism policy is in its final draft for review.

**Current Status: In progress. The Saint John Police continues to emphasize, through policies, procedures and messaging, the importance of professionalism inside and outside the workplace.**

- Community Engagement Plan

- A presentation on our Community Engagement Plan was delivered to the Board. This is a multifaceted plan including the Community Engagement Sergeant, Neighbourhood Officers, Chief's Advisory Committee, Chief's Community Action Group, Chief's Youth Advisory Committee, Traffic Campaigns, Foot Patrols, Priority Neighbourhoods meetings, Student Tours, and various community events.

**Current Status: Ongoing. See "Engage Our Community" for a full list of current initiatives.**

- Recruitment Strategy

- A recruitment team has been established and is taking more proactive measures to fill current vacancies due to retirements. These measures include media campaigns, community recruitment outreach sessions, career fairs, the creation of the Saint John Police Sponsorship Program with the Atlantic Police Academy, and the creation of a recruitment video and ongoing staffing processes.

**Current Status: Since January 2024, Saint John Police has participated and/or hosted at least 29 separate community engagement events that had some recruitment component. This included community meetings, career presentations, and school visits and tours.**

**The Saint John Police held their first Inclusion and Diversity Recruitment Camp on May 23, 2024. This camp was an innovative initiative aimed at providing underrepresented community members such as women and visible minorities with an inspiring opportunity to explore a career in policing. Through a series of engaging and interactive sessions, attendees were able to interact with officers, learn about the various roles and responsibilities within the Saint John Police, and gain hands-on experience in policing. Due to the large interest in this camp, a second Diversity Recruitment Camp was held on August 22, 2024.**

**Our five (5) sponsorship cadets successfully passed the training component at the Atlantic Police Academy and joined our ranks on June 3, 2024. Two (2) experienced officers also joined our ranks with one (1) commencing April 8, 2024, and the second commencing June 3, 2024. At the end of December 2024, all four (4) sponsorship candidates that were recruited for the August 2024 Atlantic Police Academy class are on track to graduate in January 2025. We also have four (4) new sponsorship candidates starting at the Atlantic Police Academy in January 2025.**

- Saint John Police 175th Anniversary
  - The year 2024 represents 175 years of providing policing services to people who live, work, and visit our great city. To commemorate this anniversary, we have commissioned 175 special anniversary challenge coins to honour the women and men who have served this city as members of the Saint John Police with Valor, Accountability, Inclusiveness, Integrity, and professionalism.

**Current Status: On May 10, 2024, a news release was published announcing our 175<sup>th</sup> Anniversary. Challenge coins were made available for purchase to our sworn and civilian members and all proceeds were donated to the Holiday In A Box Campaign. This amounted to \$2000.00 towards Holiday in a Box.**

- Saint John Police Auxiliary 25th Anniversary
  - The year 2024 also represents 25 years for the Saint John Police Auxiliary program. Auxiliary officers in this program volunteer their time and assist the Saint John Police by performing various tasks. These tasks often include community outreach, crime prevention initiatives, traffic control, crowd management at events, and aiding during emergencies or natural disasters. They often participate in patrols alongside a regular duty member and are a much-appreciated extra set of eyes and ears within the community. The auxiliary members have played an instrumental role in supporting a healthy relationship within the community over the past 25 years. These are men and women who are committed to making a difference and believe in having a connection to the community that will leave an ever-lasting positive impression.

**Current Status: In December 2024, the Saint John Police Command Team approved a complete refurbishment of our Saint John Police Auxiliary Program. The new program consists of the following steps:**

<b>Milestone</b>	<b>Deadline</b>
<b>Submission of Implementation Strategy and Standard Operating Procedure</b>	<b>December 9, 2024</b>
<b>Presentation of Implementation Strategy and Standard Operating Procedure</b>	<b>December 17, 2024</b>
<b>Approval of Implementation Strategy and Standard Operating Procedure</b>	<b>December 31, 2024</b>
<b>Presentation to the Board of Police Commissioners</b>	<b>January 14, 2025</b>
<b>Recruitment: Communications Strategy</b>	<b>February 14, 2025</b>
<b>Recruitment: Process</b>	<b>March 28, 2025</b>
<b>Uniform and Equipment Procurement</b>	<b>April 30, 2025</b>
<b>Training: Pre-course assignments</b>	<b>April 30, 2025</b>
<b>Training: In-class/ Hands on</b>	<b>May 30, 2025</b>
<b>Swearing In Ceremony</b>	<b>May 30, 2025</b>
<b>Operational</b>	<b>June 1, 2025</b>

**Recruitment is underway and our new program and auxiliary hires are scheduled to start in June 2025.**

## Conclusion

Since the Strategic Plan was adopted by the Board in May 2022, the progress on our objectives, measurements and targets are on course. Expectations have been communicated, both internally and externally, to ensure that, as an organization, we remain focused and accountable to the Plan.