



Saint John Police Force

STRATEGIC PLAN 2021-2026
SAINT JOHN BOARD OF POLICE COMMISSIONERS UPDATE
JULY 2025

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Table of Contents

- Introduction2
- Engage our Community2
- Operational Efficiency.....8
- Focus on Talent Development10
- Financial Sustainability12
- Improve our Brand.....15
- Conclusion.....17

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 5 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 the end of May 2025, all initiatives, objectives, measurements, and targets have been implemented.

Engage our Community

- Community Engagement Quick Reaction Team (QRT)
 - In July 2024, a proposal for a Community Engagement 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 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 the fall of 2024, the City of Saint John provided budget approval for this initiative.

Current Status: In March 2025, we implemented the QRT with 4 full-time members. Since its inception, up to and including the month the May 2025, the QRT have accomplished the following: 62 foot patrols, 4 bike patrols, 120 business visits, attended 19 community events, arrested 56 individuals, generated 38 files, issued 64 citations, issued 44 warnings, and made 156 traffic stops.

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

Current Status: This initiative is ongoing. The Chief’s Advisory Committee met in March 2025 and will meet again in September 2025.

- 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.

Current Status: The Chief's Community Action Group last met in March 2025 where the QRT was introduced, discussed their role, and had conversations on how they can work together with stakeholders. The next meeting is to be held in September 2025.

- Community Engagement Team
 - The new Community Engagement Team was developed in 2022 consisting of one sergeant and 8 neighbourhood officers. The Community Engagement 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, 2025 up to and including May 31, 2025, the Saint John Police logged 312 proactive community events/ contacts. The Community Engagement Sergeant visits all five priority neighbourhoods on a weekly basis. Neighbourhood Officers also check in with the priority neighbourhood groups.

- Chief's Youth Leadership Advisory Committee
 - The focus of this group is to discuss 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: The Chief's Youth Leadership Advisory Committee has met twice since its inception. The initiative will be promoted again in the fall of 2025 and applications will be accepted for new members. The next meeting will be held in October 2025.

- Alternative Response Unit and Online Crime Reporting

- In August 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 are ongoing and monthly statistics are reported to the Board. Since January 2025 up to and including May 2025, 578 online reports were submitted and the Alternative Response Unit responded to 1251 calls.

- 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: Since March 2025 up to and including May 2025, there have been approximately 78 foot patrols conducted in our priority neighbourhoods.

- 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. For 2024, there were a total of 7 special traffic campaigns conducted.

Current Status: The Saint John Police Traffic Management Officers have been conducting traffic initiatives similar to past years. They have been working in partnership with Justice and Public Safety. To date, the following campaigns have been conducted from January 2025 up to and including May 2025:

- **Slow Down Move Over Campaign: April 29-May 2, 2025**
- **Aggressive Driving Campaign: May 14-17, 2025**

- 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. In 2024, Saint John Police hosted 12 student tours.

Current Status: Since January 2025 up to and including May 2025, the Saint John Police have hosted 6 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 2025 contest was held during National Police Week, May 11-17, 2025. Our 2025 Chief for a Day winner was 12-year-old Favour Ayoade.

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

Current Status: This year marks the 5th anniversary of “Holiday in a Box”. To help support this initiative, a limited-edition challenge coin was created and all proceeds of the sale of the coins are going to the campaign. We are also hosting our first “5K Pursuit – Run for a Cause” on Sunday, September 21, 2025, at Rockwood Park with all proceeds from this event going to the campaign.

- 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. 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.

Current Status: 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. During the 2024-2025 school year, 57 Chief's Difference Maker Awards were presented to middle school students in Saint John.

- **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 2024-2025 school year and presented certificates to those students who have completed the program. Nearly 950 grade 6 students from the following schools have successfully completed the Healthy Me Program:

- **Barnhill**
 - **Bayside**
 - **Beaconsfield**
 - **Centre scolaire Samuel-de-Champlain**
 - **Forest Hills**
 - **Millidgeville North**
 - **Prince Charles**
 - **Princess Elizabeth**
 - **St. John the Baptist/King Edward**
- **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 the 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 completed multiple events. This program is ongoing in 2025.

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, 2024. Policy changes have been made to reflect that police will not be direct responders to medical calls unless it meets the criteria.

Current Status: The change in medical call response began on February 1, 2025. Since its inception, up to and including May 2025, there has been an 86% reduction in police responding to medical calls that were considered suspected overdoses.

- 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. In 2024, a total of 10 briefing notes had been approved.

Current Status: There have not been any briefing notes approved from January to May 2025.

- 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 Versaterm RMS was successfully launched on April 23, 2025. Members of the Saint John Police were provided extensive training throughout the months of March and April in preparation for the launch. The internal project team remains actively engaged in addressing any questions or concerns from the members in addition to finalizing any outstanding project deliverables.

- 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: Quality Assurance of the Saint John Police was completed by New Brunswick Policing Standards in March 2025. A number of internal quality assurance reviews were also conducted by supervisors on approved screening device use, mental health assistance calls, impaired investigations, and missing or lost persons calls. Multiple recommendations were made to improve some of these processes and have been implemented in 2025.

- Chief's Fit for Duty Committee

- Our members, uniform and civilian, are our most valuable assets. 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. In the fall of 2024, 6 members (3 officers, 3 civilians) became certified as Fitness Appraisers to assist with conducting the Fit for Duty testing for Saint John Police members as part of the Chief's Fit for Duty Committee.

Current Status: The program is ongoing. As of the end of May 2025, 43 members received their Fit for Duty pin.

- 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 Staff Sergeant Executive Officer of Patrol Services.

Current Status: The committee has met 5 times since its implementation in May 2024. All vehicle damage continues to be tracked. Since the implementation of this committee, 11 incidents have been recorded. Of those, 2 incidents were deemed to be preventable, and officers were given developmental feedback.

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. A 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.

Current Status: Performance reviews are ongoing and conducted yearly.

- 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 the Saint John Police.

As part of the new provincial exchange program through the New Brunswick Association of Chiefs of Police, 2 Saint John Police members have completed their developmental terms with the RCMP.

- Executive Leadership Development Program
 - The Saint John Police continues to focus on the growth and development of our leaders and managers. This quarter we involved and partnered with the New Brunswick Community College (NBCC) to create a professional executive leadership certification that combines police specific and corporate leadership development at the executive level. On February 19, 2025, representatives from the SJP and NBCC presented at the New Brunswick Association of Chiefs of Police (NBACP), receiving positive feedback and future engagement commitments to attend and participate in the program. This program will be open for enrollment in the Summer of 2025 and courses will commence in the Fall of 2025. We have also commenced discussions with the University of New Brunswick (UNB) to expand this program.

- Professional Police Instructor Program
 - To develop leaders into effective, knowledgeable and ethical instructors who can deliver high-quality training to our members, a Professional Police Instructor Program is being created in partnership with the New Brunswick Community College (NBCC). This program focuses on enhancing instructional skills, ensuring consistency and standardized teaching, developing subject matter expertise, supporting member development, preparing instructors to serve as mentors and promoting accountability and professionalism. This weeklong course will review adult learning principles, communication, leadership, instructional techniques, classroom management, and presentation skills.

- 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 2025, 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. The feedback from this initiative was positive and the program has been implemented once again in 2025 from June to August.

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 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.

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. We managed to secure new equipment for the same cost as the outdated equipment.

- 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 Enterprise Resource Planning (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 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 issue.

- 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 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. In 2025, we were able to secure some re-imbursements from the province for the Public Safety Communications Centre.

- Enterprise Resource Planning (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

- IT spending remains a major driver of non-salary operating costs. In addition to routine software and hardware needs, several technological upgrades are now mandatory, and enhanced cybersecurity measures have become essential. These changes reflect a broader shift toward more digital and mobile policing tools. While the Canadian dollar has seen some recovery against the U.S. dollar—our primary source for many IT services and supplies—exchange rate fluctuations remain a risk. Overall, IT costs are expected to continue rising as police services adapt to modern demands, regulatory requirements, and a national trend toward bringing key IT services and infrastructure back to Canada.

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: In May of 2025, Staff Sergeant Shawna Fowler assumed the role of Executive Officer and Corporate Communications. She is currently the Public Information Officer for the Saint John Police.

In the last 3 months, saintjohnpolice.ca had 136K visitors, which is up 4.2% compared to the previous 3 months. Of interest, 81.1% of visits were through social media links, 10.7% were via organic search, and 7.4% were through direct visits to the website. The most visited pages have been our News Releases and the Report It page. The location of the majority of individuals who visit the site is Canada (95.5%) and 81.9% of individuals who visit the website do so from a mobile device. Our Facebook page currently has 24K followers (65% identify as residents of Saint John, NB). From January to the end of May 2025, our Facebook posts have received 12,715,840 views, 85,191 content interactions, and 5,473 follows. Our Instagram account currently has 826 followers. Our X account currently has 15.8K 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” on page 2 of this report 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: 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. A third camp was held on May 22, 2025, focusing on increasing our female members. The Inclusion and Diversity Recruitment camps have resulted in the hiring of 3 members.

Through our website and community engagement events, our officer sponsorship program continues to attract a significant number of applicants. On February 25, 2025, we opened Police Headquarters to our community to attract and educate interested individuals in the recruitment process for the sponsorship program. At the end of May 2025, we have hired 12 new members from the initial commencement of this program (January 2023). An additional 4 applicants have completed their training at the Atlantic Police Academy and have joined our ranks on June 13, 2025. Another 4 applicants have been selected and will commence their training on July 28, 2025, bringing the total to 20 new hires. Of the 4 applicants

selected to commence their training on July 29, 2025, one is from an Inclusion and Diversity Camp. We will also be enhancing our website to include video testimonials from our current sponsorship officers to attract future applicants.

- 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. Our recruitment process closed on February 28, 2025, for our auxiliary police program. Due to the initial lack of interest in the non-uniform position, the posting was re-opened and extended for 2 weeks. This process concluded with the selection of 3 uniform members and 3 non-uniform members. Training began in June 2025 with a graduation scheduled for July 10, 2025. Immediately following graduation, members will be deployed. We anticipate conducting another recruitment process in 2026.

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.