



Saint John Police Force

STRATEGIC PLAN 2021-2026
SAINT JOHN BOARD OF POLICE COMMISSIONERS
CLOSURE REPORT JANUARY 2026

Submitted by: Chief Robert Bruce



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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 provided direction, but also provided transparency and accountability with 18 initiatives, 38 objectives, 23 measurements, and 22 targets. As of the end of December 2025, all initiatives, objectives, measurements, and targets have been implemented.

Engage our Community

- Alternative Response Unit and Online Crime Reporting
 - In August 2021, we launched our new Alternative Response Unit (ARU). One officer during regular business hours to address calls by phone and walk-ins. The unit is also supplemented by members on administrative duties. 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

Progress:

Between January 2022 and July 31, 2022, ARU diverted 901 of 29,903 calls for service from frontline patrol officers. For the year 2022, ARU handled 9.2% of calls. Online reporting at this time was in the testing phase and was being prepared to launch once the new website was up and running in February 2023.

In March 2023, the Saint John Police launched Online Crime Reporting to divert additional non-emergency complaints away from frontline response. This brought about a significant increase in the number of monthly reports. Since it began, up to and including May 2023, there was an average of 36 reports per month. From August to October 2023, there was an average of 82 reports per month, which was a 78% increase between periods. 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.

In 2025, 1,470 online reports were submitted and the ARU responded to 1,732 calls.

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

Progress:

Since 2021, meetings have taken place on a quarterly basis. The Chief’s Advisory Committee last met in October 2025. The next meeting is set for early 2026.

- Chief’s Community Action Group
 - The focus of this group was 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. In 2022, the Chief’s Community Action Group was divided into six sub-committees

Progress:

In 2022, the Chief’s Community Action Group was divided into six sub-committees. The next meeting was to take place in January 2023 to discuss short-term goals and the development of a “Hand-up Centre”.

In October 2023, the Committee met and discussed a shared interest in creating a permanent central/on-stop shop for accessing a variety of social services, including emergency lodging for the unhoused in Saint John.

In 2024, the Saint John Police participated in a consultation for a permanent Homeless Hub to open in April 2024, on Somerset Street. Recommendations were drafted for all levels of government.

The Chief’s Community Action Group last met in March 2025 where the Quick Reaction Team was introduced, discussed their role, and had conversations on how they can work together with stakeholders. The next meeting is to be held in January 2026.

- 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.

Progress:

This new initiative was announced in the fall of 2024 and applications were received.

The initiative was promoted again in the fall of 2025. The Chief's Youth Leadership Advisory Committee has met three times since its inception. The next meeting will be held in early 2026.

- Community Engagement Team
 - The new Community Engagement Team was developed in 2022 consisting of one sergeant and eight 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.

Progress:

In 2022, four community officers were assigned to each priority neighbourhood. The Community Engagement Team had heavy involvement in "Operation Sandstorm" which concluded in the fall of 2022. Meetings were held with the Crown Prosecutors office, Court office, and community partners to deal with prolific panhandlers disrupting businesses and flow of traffic. As a result, panhandling issues were addressed in the business district and trespass notices were issued. Traffic Management Officers also addressed panhandlers at the busiest intersections arising out of concern for traffic safety. Neighbourhood officers also acted as the

liaison for Corrections Canada in completing community assessments on clients as well as making referrals to the John Howard Youth Outreach Program. Neighbourhood officers participate in an average of three Violent Threat Risk Assessments per week. By the end of 2022, the Community Engagement Team was participating in monthly meetings with PULSE, Waterloo Village, Crescent Valley, West Side Network, and the Harm Reduction Task Force. Bicycle training was forecasted for the spring of 2023 for neighbourhood officers as well as receiving basic training on source recruitment and related policy.

In 2023, the Saint John Police developed an internal community events calendar to track proactive community interactions. A new school-based program “Healthy Me” was implemented for the 2023 school year to target grade 6 students from local schools delivered by neighbourhood officers.

In 2024, the Saint John Police Community Engagement Team logged over 600 community events/contacts. The Community Engagement Sergeant visits all five priority neighbourhoods on a weekly basis and neighbourhood officers are conducting office hours in their respective neighbourhood offices.

In 2025, the Saint John Police logged 429 proactive community events/contacts. Neighbourhood officers continue to stop in regularly to the five priority neighbourhood offices.

- **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 four 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.**

Progress:

In March 2025, we implemented the QRT with four full-time members being selected. Since its inception, the QRT has accomplished the following: 173 foot patrols, 25 bike patrols, 219 community engagement events, made 120 arrests,

generated 247 files, issued 197 citations, issued 140 warnings, and made 373 traffic stops.

- **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. Foot patrols are conducted during the spring, summer, and fall months.

Progress:

In 2022, a foot patrol schedule was developed to ensure two-to-three foot patrols were conducted per week. Between January 1, 2022, and July 31, 2022, 91 foot patrols were conducted. In 2022, the Command Team alone conducted 46 foot patrols across the five priority neighbourhoods as well as the commercial shopping district.

In 2023, 42 foot patrols were conducted; 22 of which were focused on the Uptown and Waterloo Village neighbourhoods due to concerns raised about problematic activities in these areas.

Between April and November 2024, 72 foot patrols were conducted with a focus on the business district.

Between March and December 2025, there were approximately 213 foot patrols conducted in our priority neighbourhoods and business district.

- **Traffic Management Plan**

- In 2022, Traffic Management Officers were assigned to each of the four platoons in the Patrol Division.

Progress:

In 2022, 11 special traffic initiatives were conducted. Campaigns included distracted driving, seatbelts, Victoria Day Long Weekend Impaired Driving, Motorcycle Safety, Bicycle Safety, Off-road Vehicle Enforcement, Canada Day Impaired Driving, Aggressive Driving, Back to School Safety, and Festive RIDE (Reduce Impaired Driving Everywhere). Additionally, for the year 2022, Traffic Management Officers handled 15.1% of calls for service.

In 2023, a total of eight education and enforcement campaigns were conducted by our Traffic Management Officers. Saint John Police once again partnered with the New Brunswick Department for Justice and Public Safety (JPS), Kennebecasis Regional Police, and MADD.

In 2024, there were a total of seven special traffic campaigns conducted; Seatbelt Campaign, Slow Down Move Over, Motor Vehicle Safety Campaign (taxis), Distracted Driving, Aggressive Driving, Back to School Safety, and Festive RIDE.

In 2025, the Saint John Police, utilizing the Traffic Officer and Traffic Management Officers from each shift along with the help of the Quick Reaction Team, conducted traffic initiatives monthly. They have worked in partnership with JPS on a few occasions. The following campaigns have been conducted in 2025:

- Slow Down Move Over Campaign: April 29-May 2, 2025
- Aggressive Driving Campaign: May 14-17, 2025, and October 21-24, 2025
- Distracted Driving Campaign: June 9-12, 2025, and November 24-27, 2025
- Back to School Safety Campaign: September 2-5, 2025
- Off-Road Vehicle Enforcement Campaign: September 6-20, 2025
- Taxi Inspection Campaign: October 9, 2025
- Festive RIDE Campaign for the month of December 2025

The following table shows the annual comparisons for the Festive RIDE Campaign:

	2025	2024	2023	2022	2021
Vehicles through checkpoint	4,394	6,250	11,138	6,965	7,428
Breath tests conducted	692	708	1,157	759	648

Immediate Roadside Suspension (IRS) fail	15	-	-	-	-
Seven-day suspensions	11	16	28	19	8
Impaired arrests	0	8	9	11	5
Refusals	2	0	4	1	4
Vehicles impounded	30	14	16	27	16
Suspended drivers	8	1	1	3	9
Prohibited drivers	0	0	1	1	1

- 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 preventative programming to combat guns and gang violence.

Progress:

In 2023, the funding was awarded and the progress was monitored by the City of Saint John Public Safety Committee.

- 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 collect 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.

Progress:

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.

The year 2025 marked 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 went to the campaign. We also hosted our first “5K Pursuit – Run for a Cause” on September 21, 2025, at Rockwood Park and all proceeds from this event went to the campaign. In 2025, our campaign resulted in 650 boxes and 270 gift cards 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.

Progress:

Members of the Saint John Police Command Team and the Saint John Police Association have volunteered to support the annual Salvation Army Christmas Kettle Campaign between November and December yearly.

- **Student Tours**
 - 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.

Progress:

In 2022, the Saint John Police hosted 12 student tours.

In 2023, the Saint John Police hosted 11 student tours.

In 2024, Saint John Police hosted 12 student tours.

In 2025, the Saint John Police hosted 11 student tours.

- Chief for a Day Contest
 - The Saint John Police “Chief for a Day” contest is held annually during National Police Week. It is an opportunity to engage young people 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.

Progress:

On June 22, 2023, we hosted our “Chief for a Day” winner 6-year-old Sawyer Toews.

In 2024, our “Chief for a Day” winner was 6-year-old Sophia Lord who spent the day with us on June 20.

In 2025, contestants had to answer the following question in an essay format of no longer than one page: “Tell us about your hero and the positive impact they have on your life”. Our “Chief for a Day” winner was 12-year-old Favour Ayoade. The Saint John Police had a swearing-in ceremony for Chief Ayoade followed by a day of activities at Headquarters.

- 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. This initiative continues with awards being presented by Chief Bruce, or his designate, monthly as nomination forms are received by his office.

Progress:

For the 2023-2024 school year, there were a total of 45 Chief's Difference Maker Awards presented to students.

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

For the fall portion of the 2025-2026 school year, to date, seven Chief's Difference Maker Awards have been presented.

- Healthy Me Program
 - In 2023, a new school-based program "Healthy Me" was implemented. 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. This program is delivered to grade 6 students by Neighbourhood Officers. The four lessons 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.)

Progress:

For the 2023-2024 school year, a total of approximately 960 students from the following nine schools were involved in 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.

For the 2024-2025 school year, nearly 950 certificates for completing the “Healthy Me” program were handed out to grade 6 students from the same nine middle schools listed above.

- 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.

Progress:

In 2024, 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 engaged in multiple events.

In 2025, 110 employees of the Saint John Police participated in gratitude events, some of which have volunteered more than once.

Operational Efficiency

- Weekly Command Meetings
 - Command meetings have been implemented on a weekly basis, and all tasks are tracked with diary dates.

Progress:

This was reported to the Board in 2022 and has been on-going.

- Divisional Reporting
 - Each division provides a written report and verbal briefings monthly including operational and staffing updates.

Progress:

This was reported to the Board in 2022 and has been on-going.

- Managerial Oversight – Patrol Division
 - A fourth Staff Sergeant, Neal Fowler, has been identified and assigned to the Patrol Division. All four platoons now have managerial oversight.

Progress:

This was completed and reported to the Board in 2022.

In 2025, all four platoons continue to have managerial oversight.

- Sick Time Report
 - A sick time report has been developed and is disseminated regularly to all managers to track sick time and patterns.

Progress:

This was completed and reported to the Board in 2022 and has been on-going.

- Medical Calls
 - After consulting with Ambulance New Brunswick, Saint John Fire, and NB 9-1-1, all stakeholders agree that the Saint John Police 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 they meet the criteria.

Progress:

The change in medical call response began February 1, 2025. Quarterly updates have been provided to the Board. Since its inception, up to and including December 2025, there has been a 63% 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.

Progress:

In 2022, five briefing notes were received and approved.

In 2023, 20 briefing notes were approved and another 18 were in progress.

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

In 2025, there were three briefing notes approved.

- Records Management System (RMS)
 - In 2022, the Saint John Police reviewed a proposal from Versaterm for a Records Management System (RMS) / Computer Aided Dispatch (CAD) solution. On March 2, 2023, the Saint John Police entered into an agreement with Versaterm for a cloud-based RMS to replace our existing software.

Progress:

Due to the CUPE Local 486 labour disruption, the initial launch date for the new RMS was impacted.

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 engaged in addressing any questions or concerns from the members.

CPIC integration was introduced on November 27, 2025. Work is currently underway to integrate with the public safety portal.

- After-Action Debriefing Standard Operating Procedures
 - Standard operating procedures have been implemented to guide after-action debriefings of police operations to provide a platform to all members involved in a serious incident to identify operational improvement in process, operations, tactics, communication, logistics, intelligence, etc.

Progress:

Completed and reported to the Board.

- 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 have been ongoing.

Progress:

In 2022, Quality Assurance Reviews as per New Brunswick Policing Standards were underway and the risking activities were missing persons, exhibits, notebooks, and strategic planning. An efficiency review was also conducted of our Records Department.

In 2023, a Management Review of the Saint John Police was completed by New Brunswick Policing Standards. The risking activities that were reviewed were sudden death investigations, sexual-based crimes, human sources, mental health related calls for service, impaired driving, missing persons, and hazardous pursuits. An Operational Staffing Review was also conducted.

In 2024, a Management Review of the Saint John Police was completed by New Brunswick Policing Standards. Several 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 2025.

In 2025, Quality Assurance of the Saint John Police was completed by New Brunswick Policing Standards. Several 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. The recommendations that have been made to improve processes have been implemented.

- **Chief's Fit for Duty Committee**
 - **Our members, police and civilians, are our most valuable assets. Ensuring they are physically and psychologically fit is paramount. As a result of how important our health and wellbeing are, we have made Fit for Duty – a holistic approach and an official priority for our organization. In the fall of 2024, six members (three officers, three 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.**

Progress:

In the fall of 2024, six Saint John Police members became certified 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.

In 2025, 49 Saint John Police members received their Fit for Duty pin. The first test is recognized with a blue pin displaying one star, awarded and proudly displayed on the member's uniform/clothing. The second-year pin is red with two stars and is now available. To date, Chief Bruce and one fitness appraiser have received their red pin. Fit for Duty testing is ongoing.

- 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.

Progress:

The committee met five times since May 2024. In 2024, 11 incidents were recorded. Two of the incidents were deemed to be preventable, and officers were given developmental feedback.

The committee last met in November 2025. All vehicle damage continues to be tracked. In 2025, five incidents were recorded. Of those, four 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.

Progress:

In 2022, the committee performed significant research benchmarking other organizations' formal and informal performance management systems and reviewing core competencies. A new electronic performance management document was presented to the Command Team in November 2022 that is user friendly, encompasses the Saint John Police's vision, mission, leadership principles, and core values; encourages employees to take ownership of their own professional and personal development by incorporating learning and development plans which also assist the organization with succession planning.

In 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 in July 2023.

Since 2024, performance reviews are ongoing and conducted yearly on the employee's anniversary date.

- **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 but also available to all staff, a new in-house two-week Frontline Supervisor Course, and a new provincial exchange program.

Progress:

In 2022, the syllabus for the two-week in-house Frontline Supervisor Course was developed and instructors prepared lesson plans. Chief Bruce explored interest in an exchange program with the RCMP and other municipal agencies as another developmental opportunity for supervisors.

In March 2023, the first two-week Frontline Supervisor Course was held. An invitation was also sent to the New Brunswick Association of Chiefs of Police for any other agency who would like to send candidates on our course.

As part of the new provincial exchange program through the New Brunswick Association of Chiefs of Police, Inspector Marie-Eve Mackenzie-Plante of the RCMP had been temporarily assigned as Divisional Commander of Support Services with the Saint John Police for a six-month term which ended on October 20, 2023.

As of 2024, all supervisors 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, two Saint John Police members were chosen to participate and completed their developmental terms 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 (SOCO). The objectives are:
 - 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.

Progress:

In 2022, Patrol Services added an additional four Neighbourhood Officers to provide more daily coverage in the four zones throughout the week. The SOCO completed a pre-identification course and received the SOCO course in 2023.

In 2023, Traffic Management Officers were utilized to conduct nine priority traffic initiatives and focused on addressing reported traffic complaints through a holistic problem-solving approach and directed enforcement.

For 2024 and 2025, members on assignments received training specific to their respective roles.

- Revised Promotional Process – Collective Agreement

- A new promotional process has been identified through the collective bargaining process. Meetings are planned with the Saint John Police Association (SJPA) to begin implementation of the new process.

Progress:

Completed and reported to the Board.

- Revised Interviewing Process
 - There have been changes made to our internal interviewing process for job vacancies to ensure that we are drawing not only on knowledge, but also with more emphasis on experience required to fill positions.

Progress:

Completed and reported to the Board.

- 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.

Progress:

All sworn members in our specialty units participated in the Grass Roots Program in 2024 and 2025. The feedback from this initiative was positive.

- 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.

Progress:

The program commenced October 30, 2025, with 12 participants from various policing agencies across the province of New Brunswick. Seven participants represent the Saint John Police. Participants attend one full day session per month, featuring executive level guest speakers. At the end of the eight modules (June 2026), participants will receive a certificate.

- 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.

Progress:

The framework for this program has been completed and approved. The expected launch date is the first quarter of 2026.

Financial Sustainability

- Dallas Mercer Consulting
 - The Saint John Police have engaged Dallas Mercer Consulting to 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.

Progress:

In 2022, this was in progress with a focus on building stronger disability management processes to hold all parties accountable (employees, managers, WorksafeNB, and medical providers).

In 2023, contract work with Dallas Mercer Consulting was reduced significantly with the focus on finalizing two return-to-work files. A new Human Resources Administrator was hired in May 2023 to manage disability and ensure files are not dormant.

As of 2024, Human Resources assumes disability management files to ensure employees return to work in a safe and timely manner.

- **New Financial Manager**
 - A recruitment process was underway in 2022 for a full-time Senior Financial Manager to better administrate the Saint John Police budget and finances daily.

Progress:

This was completed and reported to the Board in 2023.with the hiring of Senior Financial Manager Frank Szalai.

- **Consolidation of Purchases**
 - In 2023, the Saint John Police successfully negotiated with vendors such as Grand and Toy to consolidate purchases, resulting in better pricing structures for office supplies. This approach leverages the buying power of the organization to secure discounts and more favorable terms.

Progress:

Completed and reported to the Board.

- 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 meet our cost-effectiveness criteria. Additionally, the predictable delivery schedule supports our inventory practices.

Progress:

In 2024, we ended a year-long trial with the supplier Grand and Toy. We began using the services of Amazon which led to increased cost savings.

- 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.

Progress:

The vetting process has transitioned from historical or brand-based decisions to a requirements-driven model. This ensures that all goods and services are essential and secured at the highest value for 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.

Progress:

In 2024, we secured 2023 pricing for our Canadian Police Knowledge Network (CPKN) subscription.

While we are currently managing costs effectively and staying under budget, we are seeing challenges as subscription prices escalate. We continue to evaluate these services regularly to ensure we secure the most competitive rates possible.

- Internal Cost Review and Approval Process
 - A more rigorous internal cost review mechanism has been implemented. All credit card charges 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.

- 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.

Progress:

Our financial reporting processes have been further refined, enhancing transparency and equipping managers with detailed insights for maintaining budgetary compliance. The next 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.

Progress:

Detailed analysis of financial reports was conducted in 2024 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.

In 2025, reporting processes have been further refined to provide department heads with detailed insights into wage and salary allocations, aiding in effective workforce management.

- 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.

Progress:

We continue to aggressively pursue reimbursement initiatives, notably securing provincial funding for various projects and opportunities.

- 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.

Progress:

We continue to collaborate with the City of Saint John on the Enterprise Resource Planning (ERP) system overhaul. While integration remains a priority for modernizing data handling and financial control, the latest projections indicate the project will reach fruition in 2027.

- 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.

Progress:

In 2022, a uniform member became the manager in charge of Corporate Communications with the goal of responding to all media inquiries and interview requests with timely, accurate, and relevant information as well as being more proactive in our external communication. Two Staff Sergeants received training in media relations from the Ontario Media Relations Officers Network. In addition, media officers have been assigned on each shift and received introductory training by Barrie Police Services. A new temporary administrative support position was created and is assisting Corporate Communications.

In 2023, our new website, recruitment video, and Online Reporting were launched. At that time, saintjohnspolice.ca had approximately 84K users, our Facebook page had 14.5K followers, and our Twitter account had 15.1K followers.

From April to December 2024, Acting Staff Sergeant Matthew Weir assumed the role of Manager of Corporate Communications as a developmental opportunity. In 2024, saintjohnpolice.ca had 143K visitors, our Facebook page had 19K followers, and our X account had 15.6K followers.

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 three months of 2025, saintjohnpolice.ca had 283K visitors. Of interest, 90% of visits to our website were through Facebook specifically, 7.8% were via organic search, and 4.8% were through direct visits to the website. The most visited page has been our News Releases. The geographic location of most individuals who visit our website is Canada (95.2%) and 90% of individuals who visit do so from a mobile device.

Our Facebook page currently has 26,783 followers (65% identify as resident of Saint John, NB). From June to end of December 2025, our Facebook content received 13,123,834 views, 1,829,593 interactions, and the number of net follows to our account was 2,471. Our Instagram account currently has 898 followers, an increase of 8.7% compared to the previous three months. 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 stage and is currently under review for approval.

Progress:

In progress. The Saint John Police continue 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.

Progress:

In 2022, foot patrols were conducted as well as Coffee with a Cop. Chief Bruce and Deputy Honey Dwyer visited all five priority neighbourhoods. Other officers also visited all local high schools and UNB in Saint John.

See "Engage Our Community" on page 2 of this report for the progress that took place during the 2021-2025 Strategic Plan.

- **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.

Progress:

In 2022, the Saint John Police hosted 18 recruitment sessions with high schools, post-secondary institutions, newcomers, and community career fairs. Our first three sponsorship candidates began full-time employment in September 2023.

In 2023, the Saint John Police participated and/or hosted 18 separate community engagement events that included a recruitment component, such as community meetings, career presentations, and school visits/tours. The Saint John Police also participated in Camp Courage hosted in Saint John in August 2023. This was an interactive camp offering young females and gender-diverse teens an opportunity to explore a career as a first responder. Five candidates were identified for the 2024 class at the Atlantic Police Academy (APA). Further, the APA agreed to host two classes in 2024, allowing us to fill vacancies faster through the Sponsorship Program. The recruitment team also engaged several experienced officers to be part of the staffing process.

In 2024, the Saint John Police participated and/or hosted 29 separate community engagement events for recruitment purposes. We held our first Inclusion and

Diversity Recruitment Camp in May 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 camp was held in August.

In June 2024, our five sponsorship cadets successfully passed their training at the APA and joined our ranks. Two experienced officers also joined our ranks: one in April and one in June. Four sponsorship candidates were recruited for the fall class at the APA, and four more recruits were selected for the upcoming class in January 2025.

In 2025, through our website and community engagement events, our officer Sponsorship Program continued 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.

In June 2025, an additional four applicants completed their training at the APA and joined our ranks. Another four applicants were selected and commenced their training on July 28, 2025, bringing the total to 20 new hires. Of the four applicants selected to commence their training, one was from an Inclusion and Diversity Camp.

The most recent information session, held September 11, 2025, had over 70 individuals attending. One individual from this session successfully completed our recruitment process and will be attending the APA in January 2026 with an anticipated hiring as a Police Constable in June 2026.

To grow our recruitment strategy, we launched a Recruitment Referral Program designed specifically for our frontline members to support our ongoing staffing efforts. As valued and experienced members of the Saint John Police, our frontline members are our best ambassadors. Every day, they interact with the public and potential future employees who may be a great fit for our organization. To help make it easier for members to refer interested individuals, we created referral cards that can be handed out. The card has a QR code that links to the Saint John Police career page, basic contact information for our recruitment team and a space to indicate who made the referral.

At the end of December 2025, we hired 19 new members from the initial commencement of the Sponsorship Program (January 2023). Four of these hires were a direct result of our Inclusion and Diversity Recruitment camps. Another five applicants were selected and will commence their training at the APA in January 2026 with an anticipated hiring date of June 2026.

- Saint John Police 175th Anniversary
 - The year 2024 represented 175 years of providing police 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.

Progress:

On May 10, 2024, a news release was published announcing our 175th anniversary. Challenge coins were made available for purchase to our sworn and civilian members, and all proceeds (\$2000) were donated to the Holiday in a Box Campaign.

- 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.

Progress:

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. This process concluded with the selection of three uniform members and three non-uniform

members. Training began in June 2025, and a swearing-in ceremony was held on July 10, 2025.

For the year 2025, auxiliary officers volunteered a total of 2,294.5 hours.

Conclusion

The 2021-2026 Strategic Plan was developed after considerable examination and analysis of environmental trends, self-reflection, and meaningful dialogue that began in 2020. Adopted by the Board in May 2022, expectations were communicated, both internally and externally, to ensure that, as an organization, we remained focused and accountable.

This closure report highlights the execution and progress that we have made across the five strategic themes: “Engage our Community”, “Operational Efficiency”, “Focus on Talent Development”, “Financial Sustainability”, and “Improve our Brand”. Over the past five years, we have not only met the objectives, measurements, and targets, but have shown innovation and forward-thinking with the introduction of new initiatives that reflect our commitment to our mission. Our members have demonstrated leadership through crime prevention, public education, and community partnerships to help create a safe, secure, and healthy community in Saint John.

The Saint John Police acknowledge the ever-increasing role of policing in our community beyond traditional law enforcement. Looking ahead and building on the achievements of the 2021-2026 Strategic Plan provides a roadmap to a stronger and more efficient service delivery model for the community we serve.