

Saint John Police Force

STRATEGIC PLAN

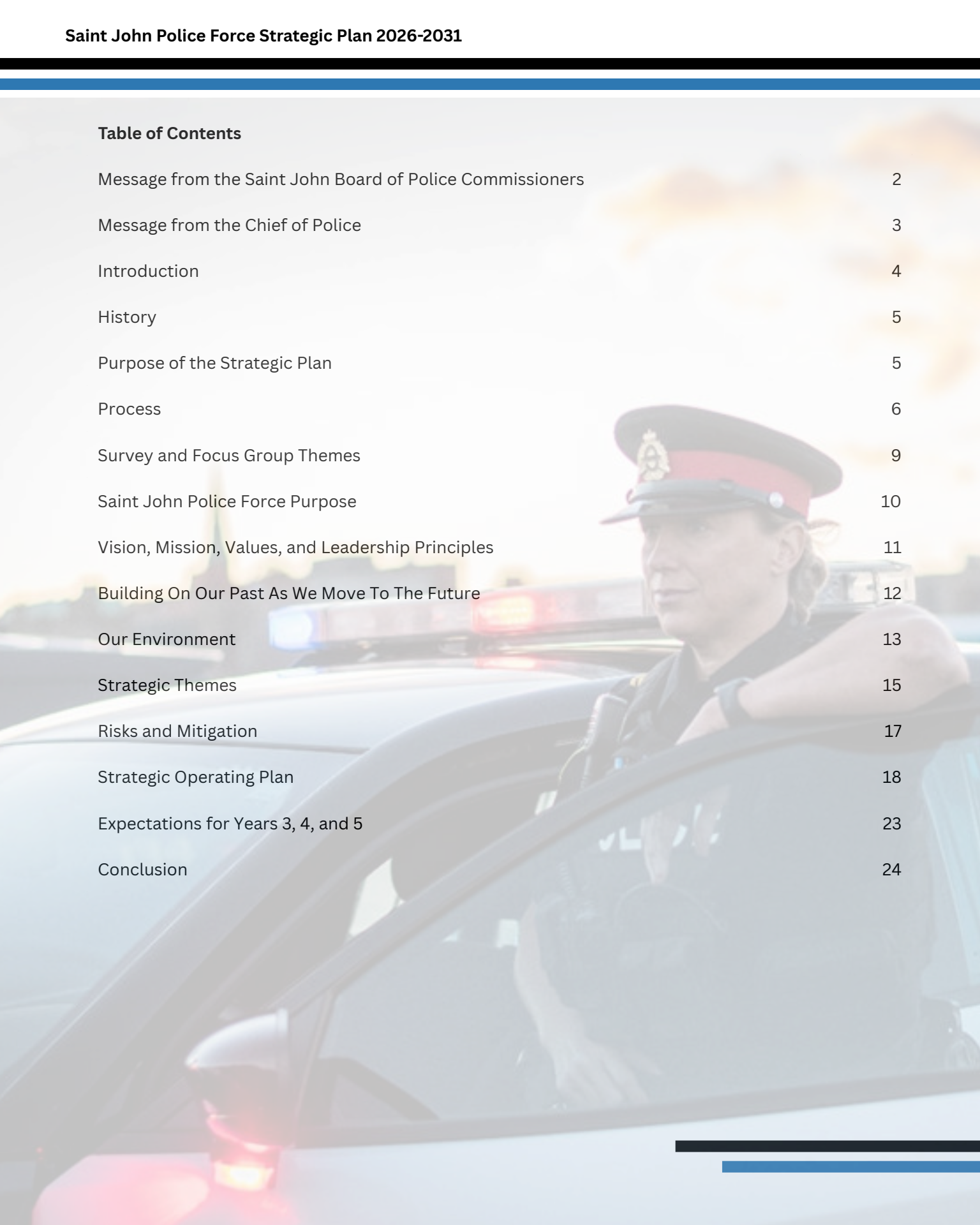
2026-2031

The background of the page features a large, faded crest of the Saint John Police Force. The crest is shield-shaped with a yellow border. At the top is a crown. Below the crown is a shield divided into four quadrants: top-left (red with a white fish), top-right (blue with a white sun and trees), bottom-left (red with a white fish), and bottom-right (red with a white fish). Two yellow moose are flanking the shield. Below the shield is a blue banner with the text 'SAINT JOHN' in white. Below that is another blue banner with 'POLICE FORCE' in white. At the bottom of the crest, the word 'POLICE' is written in white capital letters.

POLICE

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Message from the Commission

On behalf of the Saint John Board of Police Commissioners, I am pleased to present to you the Saint John Police Strategic Plan 2026-2031.

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.

The Saint John Board of Police Commissioners meets its requirement of oversight by regularly measuring performance and ensuring accountability of the Saint John Police through our monthly meetings, financial reports, strategic plan updates and the dashboard.

The Saint John Police continue to navigate the complex situations within our community. Increasing foot patrols, engaging with businesses and residents, and continuing to consult with social services and the non-profit sector are some of the ways that the Saint John Police is working collaboratively on addressing the increasing needs of our community. Initiatives that were born out of our current plan include the Sponsorship program, Community Engagement, Operational Efficiency, Financial Sustainability, Quick Reaction Team (QRT), On-line reporting, technology and equipment upgrades, training initiatives just to name a few.

The Saint John Board of Police Commissioners acknowledge the dedication, compassion, and professionalism of those who work for the Saint John Police (sworn and civilian) to ensure Saint John remains a safe, secure, healthy community.

Sincerely,
Tamara Kelly, Chair
Saint John Board of Police Commissioners

Members of the Saint John Board of Police Commissioners for 2025:

Chair Tamara Kelly	Commissioner Michael Costello	Councillor Greg Norton
Vice Chair Katelin Dean	Commissioner Charles Bryant	Mayor Donna Reardon
Secretary Maike White		

Message from the Chief of Police

The Saint John Police is dedicated to providing the finest policing service delivery model to our community

Our 2026-2031 Strategic Plan provides a solid foundation of a service delivery mandate by underscoring our relentless commitment to our vision, mission, values, and leadership principles.

We remain steadfast in our resolve to enhance the safety and well-being of all those we serve.

The 2026-2031 Strategic Plan builds on our past success while providing a roadmap for the ever-changing and complex issues we live in today.

This plan serves our members and the community focusing on shared responsibilities, priorities, and collaboration.

Our initiatives, objectives, measurements, and targets ensure accountability and transparency in our service.

We will face many challenges as a police organization and as a community. This strategic plan does not ensure success but positions us to tackle any challenge with the confidence of preparation while allowing flexibility and adaptability in our service.

Professional excellence, built on a foundation of guiding principles coupled with an unyielding commitment to serve our community.

Yours in leadership,
Robert M. Bruce
Chief of Police



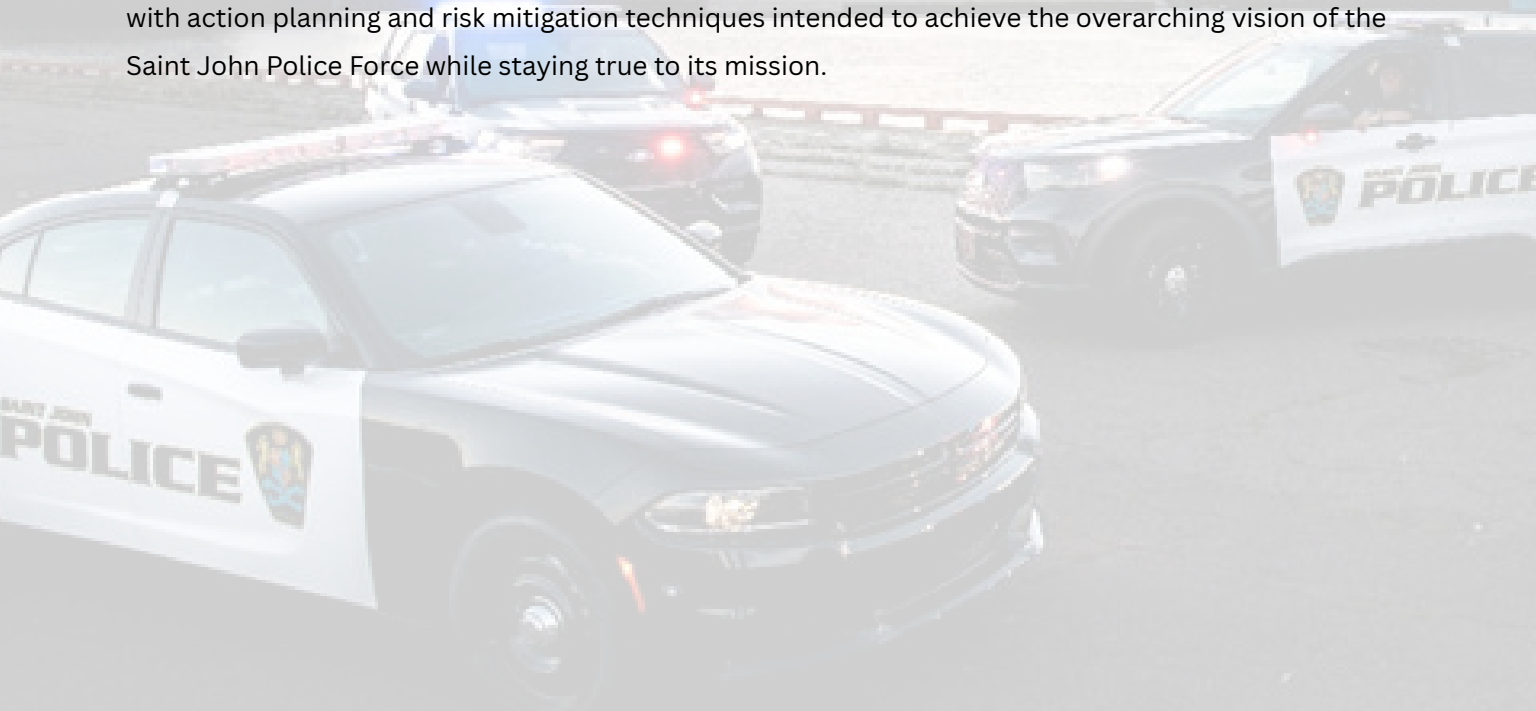
Introduction

This five-year strategic plan acknowledges the ever-increasing expectations for the role of policing in our community beyond traditional law enforcement, such as responding to social trends, working with community partners and public sector agencies to address issues on the front line and keeping up with rapidly changing technology and human resources practices in a fiscally constrained world.

Members of the Saint John Police Force provide leadership and play a role as partners in our community through crime prevention and public education; the organization's many services, programs, and activities help ensure that we have a safe community.

This document represents an intention to advance the Saint John Police Force's reputation by developing goals and measurements that are ambitious but attainable, and fiscally responsible yet continue to improve the quality of service to the Saint John community. The strategic priorities herein will be developed within the capacity and capability available currently within the organization, and as required, using outside resources. This plan will also build on the many strengths of the Saint John Police Force and focus the organization's energy on issues it is positioned to address.

This document provides guidance on the implementation of the proposed strategy. This is accomplished with action planning and risk mitigation techniques intended to achieve the overarching vision of the Saint John Police Force while staying true to its mission.



History

As one of the oldest police departments in the country, the Saint John Police Force has been an integral part of the Saint John community and contributes significantly to the safety and wellbeing of our community's residents.

The core focus is crime reduction, emergency response, public order, victim services, and law enforcement, and the foundation for how they work is based on community engagement.



Purpose of the Strategic Plan

To be progressive, any publicly accountable organization, such as policing, must be ready and willing to continuously examine and analyze environmental trends, community needs, employee needs, etc. to inform its strategic priorities.

Recognizing that our environment is constantly changing, the organization has developed a five-year strategic plan by setting clearly defined goals, measurements, and strategic agenda/operating plans to respond to environmental forces and opportunities to guide efforts in the advancement of the Saint John Police Force.

This plan is grounded in Saint John Police Force's fundamental responsibilities to serve, protect, and promote public safety by providing professional, responsive, and dependable police services. The objectives were chosen to elicit agile and proactive responses to a city that is growing and changing in ways that creates new demands on its police force.

Process

The current strategic plan (2021-2026) is centered around five main strategic themes: 1) Engage Our Community, 2) Financial Sustainability, 3) Operational Efficiency, 4) Improve Our Brand, and 5) Focus On Talent Development. Chief Robert Bruce began building the 2026-2031 Strategic Plan in September of 2024. He highlighted four critical elements that were required in preparing the 2026-2031 Strategic Plan and a process to accomplish same: Community Engagement, Employee Engagement, Board of Police Commissioners Engagement, and Building on the Foundation already in place. Receiving feedback from community members, stakeholders, Board of Police Commissioners, and our employees required a multi-facet approach to maximize participation and best reflect diversity.

Community Engagement:

- Utilize the Chief's three advisory committees
- Board of Police Commissioners Town Halls
- Environmental scan

Employee Engagement:

- Chief's committees
- Divisional meetings
- Priority setting exercise
- Internal survey
- Command session

Board of Police Commissioners' Engagement:

- Board meetings – evaluations
- Command Board sessions

Building on the Foundation:

- Command dissect the Saint John Police 2021-2026 Strategic Plan for success and failures
- Board of Police Commissioners to dissect the Saint John Police 2021-2026 Strategic Plan for success and failures
- Prepare a document that captures the highlights of efficiencies

The process for the development of the new five-year strategic plan included the following steps:

Step One: Planning with Command Team

In January 2025, Command met to review all year-end debriefs gathered from employees and categorized the information to look for ways to implement organizational priorities and to use the information to support potential themes.

The Saint John Police also commissioned the Centre for Criminal Justice Studies and Policing Research at the University of New Brunswick to assist with gathering employee and community input to provide a current perspective on the work of the Saint John Police and their perceptions of public safety needs and organizational priorities.

Step Two: Internal and External Surveys

From consultations between Saint John Police Force Command and the Centre for Criminal Justice Studies and Policing Research, two surveys were developed to gather data for the 2026-2031 Strategic Plan: an internal and an external survey.

The internal survey was developed to gather input from sworn and civilian employees of the Saint John Police. For ease of use, ensuring anonymity and accessibility for all, the internal survey was made available to employees via an email invitation that contained the online link to the survey, or through a print copy should one be requested. The internal survey focused on numerous themes including job satisfaction, employee wellbeing, as well as employees' perception of the quality and nature of the organization's community engagement, financial sustainability, operational efficiency, general areas of improvement, brand improvement and talent development as prioritized in the previous strategic plan. There were 88 internal surveys completed.

The external survey was made available to the public who lived or worked in the City of Saint John via an online link and shared on social media or in print format made available at local public libraries, from the front lobby of the police station, or from the Nick Nicolle Community Centre. The external survey focused on numerous themes, including perceived police legitimacy and competencies, perceptions of the quality and nature of community engagement, operational efficiencies, and general areas of desired improvement for the Saint John Police and/or policing in their communities. There were 173 external surveys completed.

Step Three: Roundtables

In addition to the surveys, nine roundtables were hosted; five for the general public, two for non-profit organizations, and two for Saint John Police employees to provide their unique input and expand on survey responses. However, no employees attended the hosted roundtables made available to them. Thirty-three people attended the roundtables.

Step Four: Strategic Planning Process

The Saint John Police Force's Command team undertook a priority setting exercise and a strategic planning exercise.

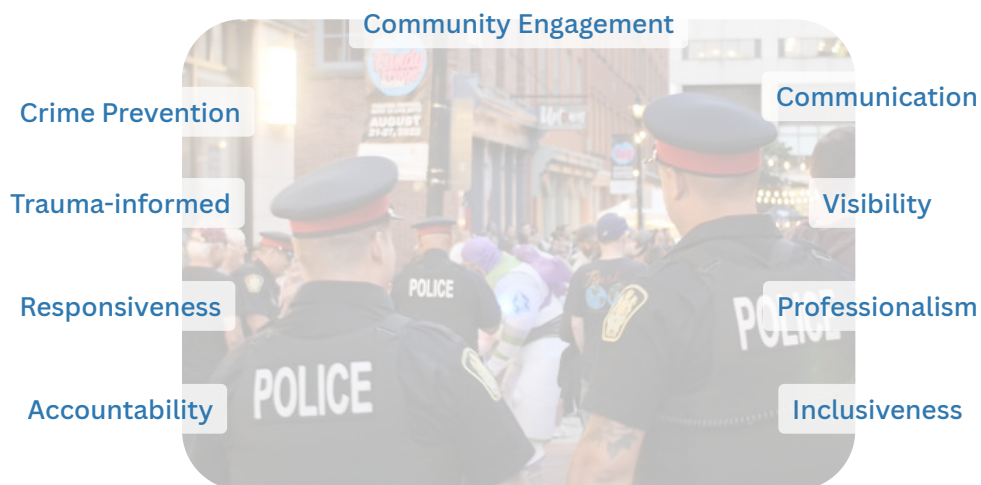
This process included appreciative inquiry and analysis through strategic priority identification, environmental scanning, strategic priority and action planning that led to the development of a strategic plan centered on five strategic themes:

- 1) Community Engagement
- 2) Professional Policing Service Delivery
- 3) A Healthy Resilient Organization
- 4) Financial Accountability
- 5) Innovative Human Resource Management

This Strategic Plan reaffirms the essential role of the Saint John Police Force, the commitment of the Commission and Command to work together to achieve the strategic priorities identified in this plan.

Survey and Focus Group Themes

Key themes that came out of the focus groups and the public survey include:



Some of the areas of improvement identified in the surveys and focus groups that need to be addressed or changed include:

Community Engagement

- Increase public engagement, especially with youth and vulnerable citizens
- Responsiveness to public complaints
- Support to victims
- Increase visibility with more foot patrols
- Ongoing training in de-escalation/crisis intervention

Communication

- Improve communication with the public/media
- Use multiple social media channels to reach diverse groups
- Be transparent and timely with information
- Proactive and good news stories

Mental Health and Officer Wellness

- Healthy, well-supported officers make for effective service
- Trauma-informed training for supervisors
- Resilience building
- Early intervention
- Hiring of more officers to meet demands and reduce workload burden

Saint John Police Force Purpose

The Saint John Police Force is unique in that we believe safety is best achieved through a collaborative working relationship between trained police officers and residents of the community. We see ourselves as partners with the people of Saint John in enhancing safety, security, and quality of life by enforcing the law and preventing crime.

These ideas are put most clearly in our current mission statement:

**Providing policing services to those who live, work, and visit the city,
by engaging with the community, upholding the law, and preserving public safety**

We believe in equal respect for all, and in earning the trust of the community we serve and protect.

We believe in the value of leadership from all our employees, it is not based on rank or title.

We believe in professional and moral integrity, anchored by respectful, honest, fair, considerate, and ethical behaviour.

We believe in a work environment that is flexible and offers capacity for creative and innovative solutions.

We believe in open channels of communication, where teamwork leads to shared problem solving and decision-making.

We believe in building a trusting relationship with the community we serve, based on a common respect for the value of human life; respect for diversity and equality; and respect for human rights and freedoms.

We believe in investing in our people—with a commitment to both a healthy workplace and continuous training.



VISION

Together a safe, secure, healthy community

MISSION

Providing policing services to those who live, work, and visit the city, by engaging with the community, upholding the law and preserving public safety

VALUES

Leadership, Accountability, Professionalism, Inclusiveness, Integrity, Valour

LEADERSHIP PRINCIPLES

- Set the example by being the example
- Make sound, ethical decisions demonstrating integrity
- Be accountable for your attitude and actions
- Seek opportunities to learn, grow and develop
- Treat everyone fairly with respect and dignity
- Inspire others to lead beyond their own perceived limits
- Be relentless in the pursuit of excellence and resilient in the face of adversity
- Maintain a high level of professional, operational state of readiness
- Exceed the expectations of those you serve
- Serve with honour, commitment, integrity, compassion, courage and distinction every day

Building On Our Past As We Move To The Future

The Saint John Police Force is dedicated to providing the highest quality of service to the community. They strive to be a proactive, trusted partner by building strong relationships with the community all in an effort to enhance the quality of life for the residents of Saint John. The Saint John Police Force is known for its strong commitment to the community through engagement and strong connections within Saint John. Appreciating accomplishments enables a focus on the positive and easy identification of attributes, behaviours, and achievements that can be leveraged in moving forward.

Below is a breakdown of accomplishments that can be leveraged throughout the strategic plan and those accomplishments that can now be operationalized:

Accomplishments	
Leverage	Operationalize
<ul style="list-style-type: none"> • Implemented Quick Reaction Team (QRT) • Implemented a new Record Management System • Building cohesive partnership with police and community partners • Seeking innovative ways of doing business • Succession planning • Leadership development • Developed a solid budget with cost-saving targets • Enhance media communications • Openness and transparency to do better and be better • Driving talent management • Best practices and process around National Police Standards being put in place • Best practice to ensure effective service delivery • Developed an informed leadership team in corporate best practices at the executive level 	<ul style="list-style-type: none"> • Hired 8 members in the last year • New policies and standard operating procedures • Improved fleet management • Resilient command team • Better structure to alleviate workload • Empowerment of management team – giving people authority of positions – people feel empowered to do job and executing to full extent – leads to happier work life – feeling valued that you contribute – leads to pride, feeling better about self, sense of being part of the team • Demonstrated resiliency and adaptability • Created a new case management hub to streamline case management processes • Advisory committee transparency and inclusivity in the community • Proactively addressing mental health, drug and homeless issues within the city

Our Environment

The Saint John Police Force is a partner with the people of Saint John in enhancing safety, security, and quality of life by enforcing the law and preventing crime. One of the defining characteristics, and strengths of the Saint John Police Force lies in the strong connections it has with the community, community partners, businesses, all levels of government, and with its members.

The strategic pillars outlined in this report are influenced by the changing environmental factors that surround the Saint John Police Force. The organization must intentionally scan the environment to respond to the changes within policing the business environment, the regional economy and the community. The environmental analysis focused on the following key areas:



Regulatory Government Standards

- Community oversight structure – how council/police act can work together
- Role of police in addressing public safety in the City
- Relationship between municipal, provincial & federal government – role clarity
- More consultation with end users after implementation of a new policy
- Lack of consistency – 20 years behind policing standards – changes needed at the provincial level
- Saint John Police Force voice not being heard – need to influence more

Community Social Trends

- Lack of mental health/addiction resources
- Healthcare system challenge – affects policing – constraint on resources
- Demand for accountability
- Community and social trends not as adaptable as it has once been – decrease in government support
- Increase in social media
- Diversity and inclusion demands
- More engaged in community – community expectations

Technology

- Upgrading technology/cost
- Expertise in organization
- Lack of recognized Major Case Management software creates operational and administrative burdens
- No control on technology – City of Saint John owns the technology
- Significant cost to keep up with technology

Workforce

- Different expectations - generational wants/needs
- Transient – able to move around thanks to technology
- Negative portrayal of police - deterrent for young people to choose profession
- Aging workforce
- Lack of bilingual candidates
- Due to contractual obligations filling overtime vacancies and work life balance is challenging
- Resiliency

Industry Trends

- Pressure to be all things to all people
- Rising costs of policing
- Media controlling the narrative
- Community diversity
- Pressure on budgets
- People management and managing time off
- Collaboration between police and other organizations to meet changing community needs

Strategic Themes

Strategic priorities are the long-term, broad, measurable strategies or priority areas that the Saint John Police Force will focus on for the next three to five years to address critical issues and close the gap between the current state and future vision. They determine where we need to focus our time and energy to deliver our mission and achieve our vision. These priorities are cross-disciplinary or cross-functional and should apply to all areas of the organization. The priorities serve as the guideposts and framework for setting annual goals.

Throughout the strategic planning process, key themes arose. These themes have provided the base by which the Strategic Operating Plan has been developed.



Community Engagement

Community engagement is the cornerstone of effective, modern policing. Working collaboratively to address the expectations and demands of our community, promoting decision-making, and problem solving while building and fostering relationships to ensure community confidence and trust. Engagement also supports coordinated responses to social challenges, ensuring that policing strategies are compassionate and community informed.

Community engagement takes a reactive enforcement approach into a collaborative partnership that promotes safety, understanding, and shared responsibility.

Professional Policing Service Delivery

Upholding the highest standards of integrity, accountability, fairness, and respect in the course of our duties.

Providing consistent public safety practices in building a safe, secure, healthy community measured by actionable analytics.

By maintaining ethical leadership, fostering community partnerships, and committing to continuous improvement, professional policing ensures that services are delivered with consistency, compassion, and a strong sense of responsibility to the public.

A Healthy Resilient Organization

In a profession that is high stress, and the nature of the work can involve exposure to trauma, high pressure and complex decision-making, employees must feel supported, valued, and equipped to manage the demands of their role while maintaining well-being and performance.

Ensuring our workforce is physically well, mentally strong, emotionally balanced, and adaptable to change and stress. Enhancing our ability to perform effectively and sustainably over time.

Financial Accountability

Protect and manage public financial resources we have been entrusted with to police our community properly, with transparency and in accordance with law, policies, and ethical standards.

In policing, financial accountability means keeping accurate records, adherence to approved budgets, and showing that the expenditures directly support the strategic priorities and community needs.

Innovative Human Resource Management

Continuously seek out best practices to enhance our recruitment, selection, training, development, evaluation and employee retention. Ensuring the right people with the right skills are in the right roles working efficiently to meet our public safety demands.

Fostering a supportive culture that helps employees grow and utilize their skills to better serve the community is critical in meeting future challenges, including the recruiting and retention of employees. Training and professional development are key to meeting the increasing challenges of modern police work and to ensure organizational evolution and success while enabling leadership at every level.

Risks and Mitigation

There are potential areas of risk that may impede the achievement of the strategic priorities set forth in this report. The following is a review of those risks and potential mitigation approaches to alleviate the impact of the risks.

	Likelihood of Occurring	Impact	Mitigation
Collective Agreement Constraints	High	High	Evaluate other police models
Public Perceptions	Medium	High	Communications strategy
Efficiencies and Effectiveness	High	High	Demonstrate outward support of the Chief
Cultural Change	High	High	Retirement incentive Engage younger Internal communications plan Tone at the top
Executive Turnover	High	High	Support the Chief Succession plan
Board Turnover	High	Medium	Orientation of Council Use Board competencies skill matrix Ensure contribution/add value Education of Commissioners (Canadian Association Police Governance) Education of Council
Financial	High	High	Augment the financial structure

Strategic Operating Plan

Building on recent accomplishments and beginning to think forward into the future of the Saint John Police Force, a strategic operating plan for the next year has been designed to guide leadership through the first few steps in achieving their goals.

Operational Efficiency Plan: 24 Months				
Community	Community Engagement			
	Working collaboratively to address the expectations and demands of our community, promoting decision-making and problem solving while building and fostering relationships to ensure community confidence and trust.			
	Initiatives	Objectives	Measures	Targets
	<ul style="list-style-type: none"> • Quick Reaction Team • Advisory Committees • Neighborhood Officers • Priority Neighbourhoods • Foot Patrols • Traffic Initiatives • Community Meetings and Events • Youth Resource Officer • Public Awareness (monthly media) • Analyzing Trends (social/criminal/traffic) • Community engagement versus community policing 	Increase number of QRT members	<ul style="list-style-type: none"> • Presented in 2026 budget for two new members 	Monthly review
		Advisory Committees	<ul style="list-style-type: none"> • Fit for Duty and Chief’s Advisory Committee • Clothing and Equipment Committee • Youth Leadership Advisory Committee • Community action group 	Quarterly meetings Bi-annual review
		Healthy Me		
		Community Visits and Events		
		Foot Patrols		
		Traffic Initiatives		
		School Tours		<ul style="list-style-type: none"> • Eight schools
Public Awareness				
Utilizing Analytics				
Enhance Neighbourhood Officer Program			<ul style="list-style-type: none"> • Attend as many community events and visits, school tours, and public awareness beyond what is done by QRT 	Quarterly review
Educate our members on what community engagement means and how to implement it		<ul style="list-style-type: none"> • 12 traffic initiatives per year 	Quarterly review	
		<ul style="list-style-type: none"> • Community survey 	Annual review	
		<ul style="list-style-type: none"> • Shift briefings, divisional meetings, training videos 	Annual review	

Operational Efficiency Plan: 24 Months				
Internal	Professional Policing Service Delivery			
	Upholding the highest standards of integrity, accountability, fairness and respect in the course of our duties. Providing consistent public safety practices in building a safe, secure, healthy community measured by actionable analytics.			
	Initiatives	Objectives	Measures	Targets
	<ul style="list-style-type: none"> Professional Policing Excellence (PPE) Technology Roadmap Enhance timeliness of Media Relations with investigations and callbacks Audits of operations Transparency to the community Direct connection to the mission/vision/values Visibility Public awareness and education 	Review policies and standard operating procedures	<ul style="list-style-type: none"> Professional Policing Excellence (PPE) measurables 	Monthly review
		Utilizing the best technology to serve the community	<ul style="list-style-type: none"> Look at innovative best practices 	Annual review
		Implement the Safe Neighbourhood Camera Registry	<ul style="list-style-type: none"> Camera registry 	Implementing and will report in 6 months
Effective use of criminal record checks		<ul style="list-style-type: none"> Auxiliary callbacks 	Quarterly review	
Clearance rates		<ul style="list-style-type: none"> Responding to media in a timely manner Enhancing our professional public image of officers at community events Keeping the community informed on current topics 	Monthly review	
Internal debriefs				
Audits of operations				
Enhance media relations				

Operational Efficiency Plan: 24 Months				
	A Healthy Resilient Organization			
	Ensuring our workforce is physically well, mentally strong, emotionally balanced and adaptable to change and stress. Enhancing our ability to perform effectively and sustainably over time.			
Learning and Growth	Initiatives	Objectives	Measures	Targets
	<ul style="list-style-type: none"> Fit for Duty Health/Wellness Assessments Educational sessions Dedicated Wellness Coordinator Dedicated Disability Manager Enhance peer support Self-awareness education and health screening Building a culture of resilience 	Hold information sessions for awareness and engagement of members	<ul style="list-style-type: none"> Hold quarterly information sessions Monitor Attendance 	Quarterly review
		Fit for Duty meetings	<ul style="list-style-type: none"> Track how many are sent out Track how many people have participated 	Annual review
		Wellness Committee meetings		
Return to work meetings	<ul style="list-style-type: none"> Assess applicants to develop 	Annual review		
Internal messaging				
	Research viability of health/wellness assessments			
	Step-by-step process to resiliency and early intervention			

Operational Efficiency Plan: 24 Months				
Financial	Financial Accountability			
	Protect and manage public financial resources we have been entrusted with to police our community properly with transparency and in accordance with law, policies, and ethical standards.			
	Initiatives	Objectives	Measures	Targets
	<ul style="list-style-type: none"> Streamline processes Review most efficient way to track assets Efficiency of procurement Education/ training for senior managers 	Research and seek opportunities on efficiency process	<ul style="list-style-type: none"> Reduction in time from request to payment 	Quarterly review
		Executive delegation	<ul style="list-style-type: none"> Hiring of IT person 	Annual review
		Best practices procurement	<ul style="list-style-type: none"> Reduction in costs with major vendors 	Quarterly review
Good corporate citizenship		<ul style="list-style-type: none"> Executive Leadership in Policing financial module 	Annual review	
		<ul style="list-style-type: none"> Remain within allotted yearly budget 	Annual review	

Operational Efficiency Plan: 24 Months

Innovative Human Resource Management

Continuously seek out best practices to enhance our recruitment, selection, training, development, evaluation and employee retention . Ensuring the right people with the right skills are in the right roles working efficiently to meet our public safety demands.

External	Initiatives	Objectives	Measures	Targets
	<ul style="list-style-type: none"> • Performance Management Review/General Information Forms/Feedback • Organizational needs analysis • Leadership development • Review promotional process • Early intervention • Transparent and consistent dialogue • Review process of reporting mechanism • Conceptual change to the organization through exposure 	Effective and timely Performance Management Review/GIF/Feedback	• Having each member complete a learning development plan	Annual review
		Create needs analysis	• Whiteboard, leadership development, reading list	Quarterly review
		Continue to provide leadership opportunities	• Review all leadership development plans and provide timely feedback	Quarterly review
		Succession planning	• Executive Leadership in Policing program	Annual review
		Putting the right person in the right job	• Exchange program	Quarterly review
		Health and wellness early intervention		
		Human Resource dialogue		
		Review all HR processes for efficiency and effectiveness		
		Informal coaching/mentoring		

Expectations for Years 3, 4, and 5

Year - 3	Year - 4	Year - 5
<p>Conduct Gap Analysis on Deliverables</p> <p>Closure Plan</p> <p>Continuation and Lay Foundation for Remaining 24 Months</p> <p>Overlay Technology</p>	<p>Complete Execution</p> <p>Identify Outstanding Issues from Year 1, Year 2, and Year 3</p> <p>Redirect and Build Priorities for Year 5</p>	<p>Targeted Process Improvement</p> <p>Priorities Established for Next Plan</p>



Conclusion

As the Saint John Police Force considers its future, it must reflect on its values and draw upon current resources to execute this strategic plan and continuously assess and demonstrate the effectiveness of addressing issues and concerns. The strategic plan focuses on the major themes that were identified throughout the process as keys to continuing the quality work the Saint John Police Force prides itself on.

Execution of this plan will require actions to be facilitated by the leadership team. Critical to the success of this plan will be the accountability process (follow-up and follow-through), the transparency of communication, and the celebration of success by the entire team as goals are achieved.

The Saint John Police Force leadership is committed to the successful communication and implementation of the strategic plan. Each action plan, in support of strategies, objectives and goals, will have dedicated accountability within the Saint John Police Force to ensure its successful execution. The strategic plan will be reviewed and updated on an annual basis.

