

## SAINT JOHN BOARD OF POLICE COMMISSIONERS

### June 9, 2026 – OPEN SESSION MEETING HIGHLIGHTS

#### **WorkSafeNB Update**

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. This defines one of the themes of the Saint John Police 2026-2031 Strategic Plan: A Healthy Resilient Organization.

To support this theme, there is a structured focus to ensure our workforce is physically well, mentally strong, emotionally balanced, and adaptable to change and stress. This includes, but is not limited to:

- Chief's Fit for Duty Committee
- Total Balance Wellness Committee
- Employee Well-Being Guide
- New Disability / Wellness Coordinator
- Professional Services Contract for an Advanced and Experienced Mental Health Professional
- Psychological Health and Safety Consultation Services through WorkSafe New Brunswick (WSNB)
- Incorporating Resiliency Programs for all members

Currently we have a number of members accessing WSNB benefits due to traumatic psychological injuries (TPI). A TPI claim is only compensable under WSNB when the member has:

Suffered an acute reaction to the traumatic event(s);

- Been diagnosed with a psychological or psychiatric condition as a result of an acute reaction to the traumatic event (s); and
- Experienced one of multiple traumatic events that arose out of and in the course of the worker's employment.

Normal work pressures or decisions of the worker's employer relating to the management and monitoring of the worker's employment do not qualify as a traumatic event. Examples of this would be performance management and / or discipline.

Currently, the average age of a member who is accessing WSNB benefits is 52 with over 20 years of experience. Forty-three percent of members on WSNB benefits can retire (9 members).



# **Saint John Police Force**

**STRATEGIC PLAN 2026-2031 - UPDATE**

SAINT JOHN BOARD OF POLICE COMMISSIONERS

JUNE 2026

Submitted by: Chief Robert M. 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 2026-2031 Strategic Plan. Throughout the strategic planning process, key themes arose. The following themes have provided the base by which the Strategic Operating Plan has been developed: Community Engagement, Professional Policing Service Delivery, A Healthy Resilient Organization, Financial Accountability, and Innovative Human Resource Management.

The strategic themes not only provide direction, but also provide transparency and accountability with 38 initiatives, 39 objectives, 25 measurements, and 25 targets.

## 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.

- **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. In March 2025, QRT was implemented with four members. In the fall of 2025, the City of Saint John provided budget approval for an additional two members to staff QRT.

Current Status:

From January to June 2026, QRT accomplished the following:

Arrests - Warrants	23
Arrests	116
Files	148
Calls	423
Foot Patrols	121
Bike Patrols	3
Community Engagement	352
FI Check	44
Traffic Stops	597
Tickets	259
Warnings	357

- **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:

The Chief’s Advisory Committee met in May 2026. They plan to meet again in the fall of 2026.

- **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 January 2026. The next meeting is to be held in September 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.

Current Status:

The Chief's Youth Leadership Advisory Committee have met in March 2026. Their next meeting is scheduled for June 2026.

- **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:

From January to end of May 2026, 524 online reports were submitted and the Alternative Response Unit responded to 119 calls for service.

- **Foot Patrols**

The Saint John Police Management Team and the QRT are proactively conducting foot patrols in our priority neighbourhoods. The purpose is 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 typically conducted during the spring, summer, and fall months.

Current Status:

From January to end of May 2026, there have been 136 foot patrols conducted.

- **Traffic Management Plan**

In 2022, Traffic Management Officers were assigned to each of the four platoons in the Patrol Division. In 2025, the Saint John Police, utilizing the Traffic Officer, Traffic Management Officers from each shift along with the help of the Quick Reaction Team have been conducting traffic initiatives similar to past years. They have worked in partnership with the New Brunswick Department for Justice and Public Safety on a number of occasions.

The following campaigns are scheduled for 2026:

Seat Belt Campaign	February 10 - 13, 2026
Aggressive Driving Campaign	March 16 - 20, 2026
Distracted Driving Campaign	April 7 -10, 2026
Road Safety Week	May 12 - 16, 2026
Slow Down, Move Over Campaign	May 25 - 28, 2026
Aggressive Driving Campaign	June 2 - 5, 2026
Roll Call Car Show	July 4, 2026
Back to School Safety Campaign	September 8 - 11, 2026
Distracted Driving Campaign	October 6 - 9, 2026
Operation Impact	TBD
Aggressive Driving Campaign	November 9 - 12, 2026
Festive RIDE Campaign	Month of December 2026

Current Status:

For the first five traffic campaigns conducted in 2026, the Saint John Police have issued 241 violations under the *Motor Vehicle Act* of New Brunswick.

- **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 2025, the Saint John Police hosted 11 student tours.

Current Status:

From January to end of May 2026, we 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. The “Chief for a Day” has the opportunity to spend the day at the Saint John Police Headquarters engaging in various activities in the month of June.

Current Status:

The 2026 contest was held during National Police Week, May 10-16, the deadline for submissions was on May 8, 2026, and we received 25 submissions. Our 2026 Chief for a Day winner is 10-year-old Jesse Fallon. We look forward to hosting Chief Fallon on June 9, 2026.

- **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. Our latest campaign in 2025 resulted in 650 boxes and 270 gift cards presented to our five priority neighbourhoods.

Current Status:

We are beginning to plan for our second “5K Pursuit – Run for a Cause” being held on September 27, 2026, at Rockwood Park. All proceeds from this event will go towards the Holiday in a Box Campaign.

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

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. As we are coming to the end of the 2025-2026 school year, 20 Difference Maker Awards have been presented.

- **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:

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

Current Status:

The following schools are currently participating in the Healthy Me Program:

- Barnhill
- Bayside
- Beaconsfield
- Samuel-de-Champlain
- Forest Hills
- Millidgeville North
- Prince Charles
- Princess Elizabeth
- St. John the Baptist/King Edward

The last session for the 2025-2026 school year is being completed and certificates to those students who have completed the program will be distributed in June 2026.

- **Senior Safety Program**

Seniors remain one of the most targeted and vulnerable segments of our community, frequently impacted by fraud, scams and personal safety concerns. In response, a six-part, 30-minute education program has been created for delivery by Neighbourhood Officers in partnership with community centres. The program's design allows seniors to attend any individual session without needing to participate in the entire series.

Current Status:

The program began in April 2026, at The ONE Change and the response from the community has been positive with great attendance.

- **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. In 2025, 110 employees of the Saint John Police participated in gratitude events.

Current Status:

The Gratitude Program is continuing for 2026. From January to end of May 2026, 27 members have attended gratitude events.

- **School Zone Safety Program**

This program began in September of 2025 where school zone safety patrols are conducted once per week with a patrol member rotating at each school zone throughout the school year to increase police presence and safety for children.

Current Status:

From January to end of May 2026, 305 school zones have been attended and 133 violations under *the Motor Vehicle Act* of New Brunswick have been issued.

## 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.

- **Medical Calls**

After consulting with Ambulance New Brunswick, Saint John 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 they meet the criteria. The change in medical call response began on February 1, 2025.

Current Status:

From January to end of May 2026, police responded to 647 medical calls for service. The estimated police unit availability created by the change in medical call response policy during this timeframe was 103 hours and 21 minutes.

- **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 briefings notes were approved. For 2025, there were three briefing notes approved.

Current Status:

From January to end of May 2026, six briefing notes have been approved.

- **Records Management System (RMS)**

On March 2, 2023, the Saint John Police entered into an agreement with Versaterm for a cloud-based records management system to replace our existing software. 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 2025 in preparation for the launch. CPIC integration was introduced on November 27, 2025.

Current Status:

Integration with the public safety portal became available on June 2, 2026. Other enhancements that are currently being worked on are e-ticketing and e-MVA. The internal project team remains engaged in addressing any questions or concerns from the members.

- **Efficiency Reviews**

The Saint John Police completed quality assurance reviews for five risking activities in 2025: Body Worn Cameras, Intimate Partner Violence, Care and Handling of Detainees, Road Safety, and Human Sources.

Current Status:

The outcome of the audits along with recommendations were sent to NB Policing Standards in March 2026. Educational briefings and updated processes are being implemented with a diary date of July 2026.

- **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 last met in May 2026 and plan to meet again in September. All vehicle damage continues to be tracked. From January to end of May 2026, we have had 10 incidents. Of those, one incident was deemed to be preventable, and the officer was given developmental feedback.

- **Safe Neighbourhood Camera Registry**

On November 3, 2025, the Saint John Police Force launched the Safe Neighbourhood Camera Registry (SNCR). This free, voluntary program allows residents and businesses to notify police if they have outward-facing exterior security cameras on their property.

Participation in the registry helps officers quickly identify potential sources of video footage in areas where incidents have occurred, supporting more efficient evidence gathering, and streamlining investigations.

Current Status:

At present, 93 residential cameras and 46 business cameras are registered in the system. Bilingual business cards have also been produced for distribution to help encourage additional registrations.

- **Corporate Communications (Internal and External)**

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

### Current Status:

From January to end of May 2026, saintjohnpolice.ca had 314.8K visitors, which is down 31% compared to the previous period. Of interest, 83% of visits to our website were through Facebook specifically, 7% were via organic search, and 5% were through direct visits to the website. The most visited page has been our Homepage followed by Criminal Record Check and then our News page. The geographic location of the majority of individuals who visit our website is Canada (98%) and 68% of individuals who visit do so from a mobile device.

Our Facebook page has 28,482 total followers (63.6% identify as resident of Saint John, NB). From January to June 2026, our Facebook content received 1,124,763 views and the number of net follows to our account was 100. Our Instagram account currently has 983 followers, an increase of 9% compared to the previous reporting period. Our X account currently has 15.8K followers.

A Corporate Communications Committee was approved by Command at the end of March 2026. The first committee meeting will be held in June 2026.

- **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. In December 2024, the Saint John Police Command Team approved a complete refurbishment of our Saint John Police Auxiliary Program. In 2025, an auxiliary recruitment process concluded with the selection of three uniform members and three non-uniform members.

### Current Status:

From January to end of May 2026, auxiliary officers volunteered a total of 920.25 hours. We anticipate conducting another recruitment process for the auxiliary program in 2026.

- **Professional Policing Excellence**

The Professional Policing Excellence (PPE) model is a strategic framework designed to reinforce organizational accountability, strengthen the use of analytics, and drive consistent, mission-focused leadership across our organization. The implementation of PPE began in April 2025 in the Patrol Services Division where we have seen a significant improvement in divisional effectiveness.

Current Status:

Patrol has already implemented scheduled accountability sessions supported by a standardized matrix and this approach was expanded to the Criminal Investigation Division in May 2026.

- **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:

This program will be implemented once again from June to August 2026.

## 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.

- **Chief's Fit for Duty Committee**

Our members, sworn 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 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. In 2025, 49 members received their Fit for Duty pin.

Current Status:

We currently have five Fitness Appraisers. The pin testing is ongoing. From January up to the end of May 2026, 18 people have achieved their Fit for Duty pin.

- **The Total Balance Wellness Committee**

This committee recognizes the importance of promoting health and wellness for Saint John Police employees and strives to support employees' personal and organizational wellness across all levels. The Total Balance Wellness Committee develops, promotes, and advocates for resources and support that encourage and maintain psychological and physical health in the workplace.

Current Status:

The committee last met in March 2026 where they discussed growing the peer support program and having a third-party mental health provider as an additional resource. They plan to meet again in June 2026.

- **Employee Well-being Guide**

The Saint John Police is committed to a healthy, resilient organization that prioritizes employee well-being in a high-stress profession supporting physical, mental and emotional health to strengthen sustainability and performance.

Current Status:

One-page posters outlining various member supports have been posted around the building, discussed at shift briefings and sent out to employees to bring awareness to the resources available to them.

- **Disability / Wellness Coordinator**

A new position was created and posted for a two-year term. This position will proactively coordinate disability management files, assessing any barriers to ensure timely, effective and successful return-to-work plans. The Disability and Wellness Coordinator will collaborate with internal and external partners to ensure compliance with applicable legislation while promoting a culture of health and wellness in coordinating Workplace Wellness programs.

Current Status:

Posting closed April 12, 2026, and submissions are being reviewed.

- **Professional Services – Advanced and Experienced Mental Health Professional (Psychologist)**

The Saint John Police is looking for an advanced and experienced mental health professional who can provide three levels of mental health care for all police members, both sworn and civilian – urgent, crisis, and non-crisis mental health care. In addition, this professional would be qualified to conduct psychological assessments.

Current Status:

Human Resources is working closely with the City of Saint John Procurement Department in creating requests for a proposal.

- **Psychological Health and Safety Consultation Services through WorkSafeNB**

WorkSafeNB consultants presented to the Senior Command Team and Human Resources to review and discuss training resources.

- **Research of Resiliency Programs for Employees**

Discussions have occurred at Senior Command regarding resiliency programs for managers and all members of the Saint John Police.

### Current Status:

Human Resources is reaching out to other policing agencies on programs they utilize to promote resiliency in the workplace. A Canadian Police Knowledge resiliency course is now available, will be circulated to all members, and required to complete.

## 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.

- **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 shift to a requirements-driven procurement model continues to deliver value. Recent efforts have reinforced disciplined purchasing practices, including identifying cost-effective alternatives such as lightly used equipment and achieving measurable savings on select acquisitions.

- **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:

Strong cost control remains a priority. While we continue to manage within budget, pressures from rising subscription-based services persist. Ongoing reviews are ensuring services remain necessary, optimized, and competitively priced.

- **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:

Reporting continues to evolve, with further refinement of financial insights available to leadership. This supports better workforce and resource planning, while also improving overall transparency and decision-making.

- **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:

Efforts to offset costs through external funding remain in focus. We continue to actively pursue and secure grant opportunities, including recent provincial funding, to reduce impacts on both operating and capital budgets.

- **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.

Current Status:

Collaboration with the City continues on the ERP modernization initiative. While timelines remain aligned with a projected 2027 implementation, the focus in the past year has been on ensuring the system will enhance financial controls, reporting capabilities, and data integration across functions.

- **Administrative Savings and Innovation**

This initiative is intended to build internal capacity to identify efficiencies, streamline workflows, and support longer-term cost containment.

Current Status:

The Administrative Savings Project progressed this year, including the introduction of foundational AI training for the leadership team.

## 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.

- **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 2026, patrol assignments were evaluated and adjusted. Members on assignments continue to receive training specific to their respective roles.

- **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:

The Saint John Police continue to invest in and support member growth and development by recognizing when performance exceeds, meets, or falls below expectations in relation to their department, conduct and/or behaviour. Performance reviews are ongoing and conducted yearly.

General Information Forms (GIFs) are used throughout the organization to provide clear, concise, and most importantly timely feedback supported by appropriate documentation. These forms are an important tool in ensuring consistent communication between

supervisors and members regarding performance and expectations. Originally introduced in January 2022, GIFs have been widely adopted, with over 600 forms submitted across all divisions to date. Since the inception of the form, the following statistics have been observed: Exceeds Standards (71%), Meets Standards (17%) and Below Standards (12%).

- **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:

Through our website, social media accounts and community engagement events, our officer sponsorship program continues to be successful and attract a significant number of applicants from diverse backgrounds. Since its launch in 2023, we have hired 24 individuals from our community. This includes the five applicants who joined our ranks on June 1, 2026, and will be sworn in on June 12, 2026. An additional three applicants have been selected to commence their training at the Atlantic Police Academy in July 2026 with an anticipated hiring date of December 2026.

On February 9, 2026, our recruitment team attended a career fair and on February 26, 2026, hosted an information session at Police Headquarters.

To augment the sponsorship program in backfilling vacancies, we have been actively recruiting for lateral transfers since March 2026. By attending shift briefings, the recruitment team continues to engage our frontline members in promoting our Recruitment Referral Program.

We will also be enhancing our website in 2026 to include video testimonials from our current sponsorship officers to answer frequently asked questions and attract future applicants.

- **Leadership Training**

Several initiatives have been developed and implemented to provide our members with leadership training to develop future leaders within the organization. This includes; 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:

As part of the provincial exchange program through the New Brunswick Association of Chiefs of Police, a Saint John Police member will be starting a developmental term with the RCMP in June 2026.

- **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.

Current Status:

The program commenced on 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.

Current Status:

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

- **Educational and Professional Development Policy**

The Saint John Police invest a great deal of time, effort, energy, and cost into the education and professional development of our members, to enhance personal growth and development. However, there are times when members wish to pursue development opportunities beyond those offered by the organization. To support this initiative, the Saint John Police will be providing a once-per-year supplement to enhance personal growth and development through Employee-Initiated Education/Training. This support is subject to established selection criteria and guidelines outlined in the Education and Professional Development Policy, which was circulated on March 27, 2026, Force Directive 2026-014. All members are encouraged to review this policy, along with the accompanying Educational Bursary Request Form, in detail to identify possible education, development needs, and resourcing programs relevant to their position.

## Conclusion

Since the Strategic Plan was adopted by the Board on December 9, 2025, 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 next Board update is anticipated for September 2026.