



Saint John Police Force 2022 Annual Report



**TOGETHER A SAFE,
SECURE,
HEALTHY
COMMUNITY**

Saint John Police Force – 2022 Annual Report

1. Table of Contents	3
2. Message from the Board of Police Commission	4
3. Message from the Chief	5
4. Leadership Principles	6
5. Mission, Vision, Values	7
6. 2022 Statistics and Highlights	8
7. 2021-2026 Strategic Plan	9
8. Engage Our Community	10-11
9. Operational Efficiency	12
10. Focus on Talent Development	13
11. Financial Sustainability	14
12. Improve Our Brand	15
13. What We Do	16
14. Awards and Recognition	17
15. Training	18
16. 2022 Workforce	19-20
17. Professional Standards	21
18. Compliments and Complaints	21
19. Annual Financial Statement	22



From the Commission

On behalf of the Saint John Board of Police Commissioners (SJBPC), I am pleased to present to you the Saint John Police 2022 Annual Report.

The Saint John Police has had an excellent year increasing their visibility, community involvement and communication. The roll out of the Strategic Plan has played an important role in accountability to the community in which we live. An increased focus by Chief Robert Bruce on stakeholder engagement in complex issues such as mental health, homelessness and crime will build a stronger community that takes care of one another. The Saint John Police cannot do it alone and working together with those that are the subject matter experts allows for the appropriate response and support to those that need it the most in our community. In exercising our governance role, the Board is able to regularly measure performance and ensure accountability of the Saint John Police. The community can see these measurements provided through our monthly meetings, the strategic plan updates and the dashboard.

This year we have welcomed new sworn members to the Saint John Police, including Deputy Honey Dwyer. Deputy Dwyer arrived with a wealth of experience and expertise, a great addition to our management team. The recruitment strategy undertaken by Chief Bruce has been innovative in its approach. Recruiting the right people for the right positions ensures a healthy, effective and sustainable Saint John Police.

The Board welcomed new members Commissioner Charles Bryant and Mayor Donna Reardon to the Commission in 2022. We thank Doug Jones and Councillor Joanna Killen for their service to the Commission and wish them well in their next endeavour.

Policing is increasingly complex and changing. Accountability and new ways of addressing societal issues will continue to be an expectation of our community. We appreciate the expertise and stewardship of Chief Robert Bruce to navigate us through an ever-changing environment. We are confident in the leadership of the Chief and we know the Saint John Police is in capable hands. The Saint John Board of Police Commissioners appreciates the dedication, compassion, and professionalism of those who work for the Saint John Police (sworn and civilian) to ensure Saint John remains a great community to live in. Thank you to Daphne Waye and Doug Evans who assist the Board on a daily basis, your guidance and support is invaluable.

Sincerely,

Tamara Kelly, Chair

Saint John Board of Police Commissioners

Members of the Saint John Board of Police Commissioners for 2022:

Chair Tamara Kelly	Commissioner Michael Costello	Councillor Greg Norton
Vice Chair Katelin Dean	Commissioner Charles Bryant	Mayor Donna Reardon
Secretary Maiké White	Commissioner Doug Jones (former Chair)	Councillor Joanna Killen

From the Chief



To those who live, work and play in Saint John,

It is my pleasure to present to you the Annual Report of the Saint John Police. In this report, we focus on our community engagement over the past year. Our commitment to our community is reflected in the various initiatives we have taken, including special traffic campaigns, foot patrols, Coffee with a Cop, Holiday in a Box, Neighbourhood Officers introduced back into priority neighbourhoods and the creation of the Chief's Community Action Group, working on a collaborative approach to addressing substance use, homelessness, mental health, youth issues and discharge planning. We have also launched our new sponsorship program with the Atlantic Police Academy aimed at recruiting members from our own community with no police experience to be trained in PEI and return to work for the Saint John Police.

The mission of the police force is "Together a safe, secure, healthy community". This mission is supported by our values of Leadership, Accountability, Professionalism, Inclusiveness, Integrity and Valour. Our team of dedicated officers have worked hard to ensure that our mission and values are evident in our community engagement initiatives in order to strengthen the bonds between the Saint John Police and our community.

We are working to ensure that our community remains safe and secure, while also providing support and resources to those who need it. We hope that our report reflects our commitment to our mission and values and that it encourages our community members to continue to work together and collaborate with each other and the police force for a better future.

The actionable difference we make today will have far-reaching positive impacts on our community, now and in the future.

Sincerely,
R.M. Bruce, Chief of Police

Leadership Principles

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



Mission, Vision and Values

VISION:

TOGETHER A SAFE, SECURE, HEALTHY COMMUNITY

MISSION:

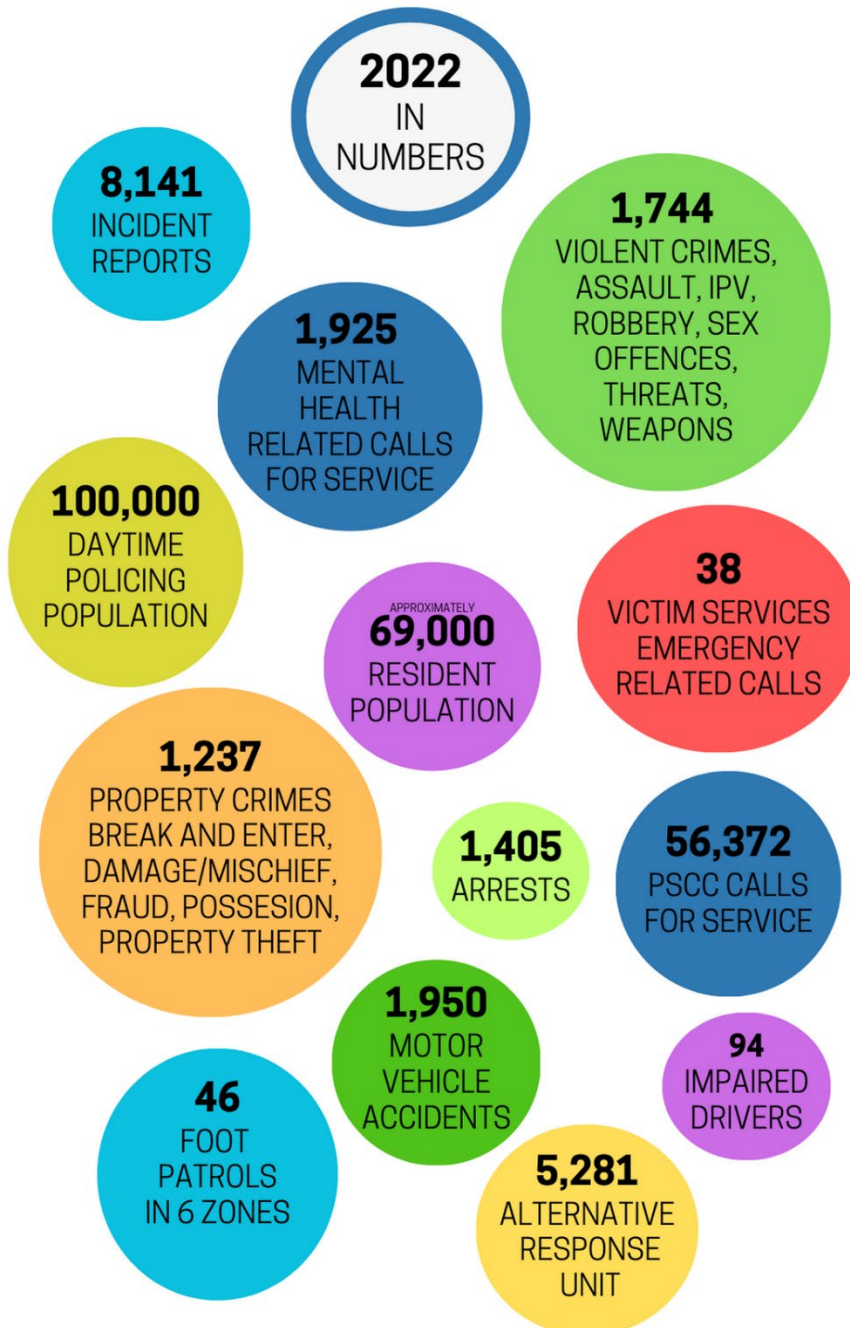
PROVIDING POLICING SERVICES TO THOSE WHO LIVE WORK AND VISIT THE CITY, BY
ENGAGING WITH THE COMMUNITY, UPHOLDING THE LAW AND PRESERVING PUBLIC SAFETY

VALUES:

LEADERSHIP, ACCOUNTABILITY, PROFESSIONALISM, INCLUSIVENESS, INTEGRITY, VALOUR



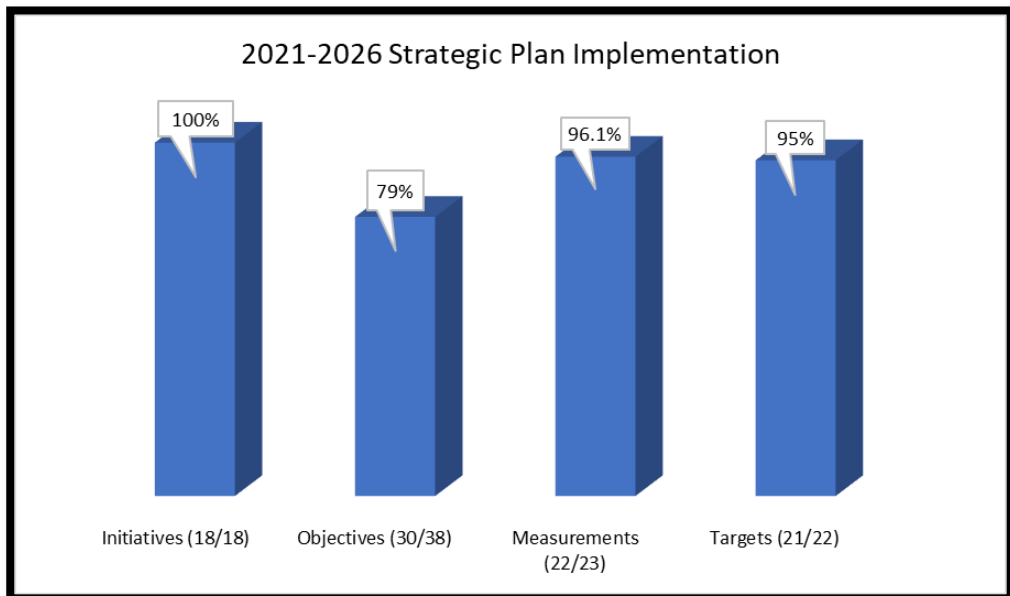
2022 Statistics and Highlights



2021-2022 Strategic Plan

The Saint John Police are two years into the implementation and execution of our five-year 2021-2026 Strategic Plan. 2022 was a significant year in terms of progress. All 18 initiatives have been implemented and the majority of objectives have been achieved.

5 Strategic Themes



Engage our Community



In Our Community



Operational Efficiency

Operational Efficiency Strategic Priority #2

Briefing Notes

In 2022, members submitted five proposals:

- Surveillance cameras for Reversing Falls Bridge to improve response and investigations
- Life saving heavy bleed techniques for front line officers
- Four less-lethal long range shotguns for frontline response
- Backfill and Training Program for canine
- Purchase of a drone for tactical response and investigations

Accountability

- Weekly Command Meeting and Divisional Reporting
- Manager assigned to each of four frontline platoons
- Sick time report to track sick time & trends
- New Performance Management Plan introduced

Records Management System (RMS)

In 2022, research costing and planning conducted to begin the transition to a new Records Management System and Computer Aided Dispatch System

Quality Assurance Reviews

In 2022, four quality assurance reviews were conducted:

- Missing Persons
- Exhibits & Property Control
- Notebooks
- Strategic Planning

After Action Reports

Standard Operating Procedure introduced to guide after-action debriefings for serious incidents to improve processes, operating tactics, communication, logistics, intelligence etc.

Efficiency Reviews

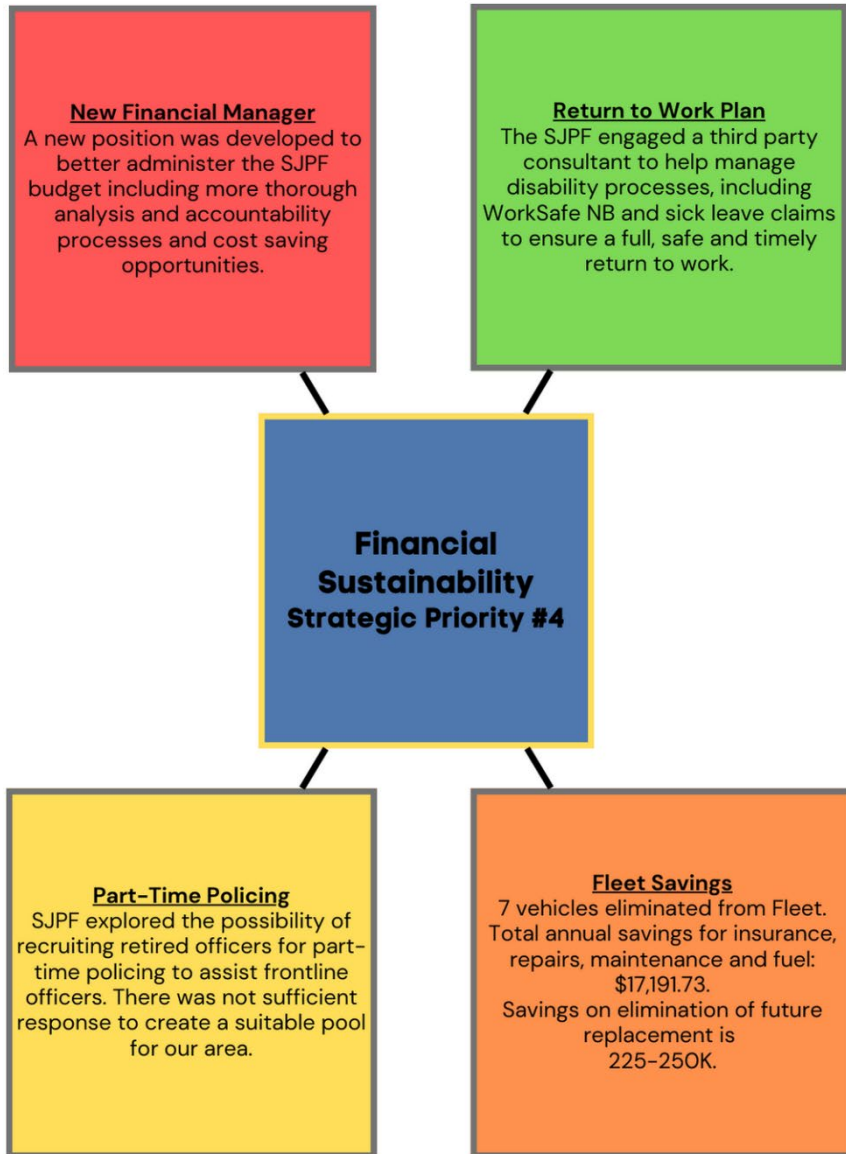
8 efficiency reviews conducted:

Training, Uniform & Equipment, Auxiliary Program, Fleet, Human Resources, Policy, Records and Operational Staffing Review.

Focus on Talent Development



Financial Sustainability



Improve our Brand

EXTERNAL COMMUNICATIONS

A new media relations team created in 2022 to increase transparency. The goal is to timely, accurately and relevant communications. We completed 485 News Releases and posted to Facebook, Twitter, Instagram and YouTube

DRESS AND DEPARTMENT

In 2022, the Saint John Police began to develop a new comprehensive dress, department and professionalism policy.

INTERNAL COMMUNICATIONS

In 2022, keeping our members informed was a priority of our Corporate Communications Strategy:

- Force Directives
- Fast Facts and Internal Communications
- Above and Beyond Submissions (members suggest new ideas)
- Issues of The Source (Internal Newsletter)

NEW WEBSITE

In 2022, the SJPF signed an agreement for the development of a new website. The site was designed and developed for launch in early 2023.

COMMUNITY ENGAGEMENT PLAN

In 2022, The SJPF developed a new community Engagement Plan and implemented 9 separate initiatives.

IMPROVE OUR BRAND
Strategic Priority #5

What We Do

Administration

Chief of Police

Corporate Communications

Finance

Human Resources

Legal

Policy and Risk Management

Professional Standards

Support Services

Court Services Unit (CSU)

Building, Fleet and Equipment

Exhibits and Property Control

Information Technology

Public Safety Communications Center
(PSCC)

Records

Training Unit

Victim Services Unit (VSU)

Criminal Investigations

Crime Analysis

Criminal Intelligence Unit (CIU)

Family Protection Unit (FPU)

Forensic Identification Services (FIS)

Major Crime Unit (MCU) including
Fraud and Polygraph

Street Crime Unit (SCU)

Patrol Services

All-Terrain Vehicle (ATV) Unit

Alternative Response Unit (ARU)

Auxiliary Program

Canine Unit (K9)

Community Engagement Team

Drug Recognition Experts (DRE)

Emergency Tactical Services (ETS)

Impaired Driving Coordinator

Public Order Unit (POU)

Traffic Management Officers (TMO)

Awards and Recognition

Chief's Commendation	2
Deputy Chief's Commendation	2
Letter of Commendation – Citizen	2
Service Recognition Award	3
Leadership Award	1
Chief's Challenge Coin of Excellence	27
Command Leadership Coin	6
Chief's Certificate of Appreciation	1
Chief's Certificate of Excellence	1
Chief's Certificate of Promotion	6
Chief's Recognition of Retirement	2
City of Saint John Civilian Service Recognition Pin	12
Note of Appreciation / Well Done	66
External – City of Saint John Certificate of Appreciation	2
External – Emergency Management Exemplary Service Award	1
External – Queen's Platinum Jubilee Medal	1
External – St. John Ambulance Life-saving Award – Silver	1
TOTAL	135

Training Department

As the Saint John Police recovers from the COVID-19 pandemic, we were back in the full swing of training for 2022. In partnership with an external consultant, a training needs analysis was conducted to prioritize current and future training needs. This is a multi-year plan to address our training needs and development going forward. Re-establishing annual block training was a main priority. Members have been given dozens of training opportunities in 2022, in collaboration with the Canadian Police College, Atlantic Police Academy, Ontario Police College, the RCMP as well as two online training hubs CPKN and OPVTA. New items that were developed in 2022 included a new training section established on SharePoint, an educational series for shift briefings and a Leadership Reading Series for all members. Saint John Police was able to send two sworn members to the Atlantic Women in Law Enforcement Conference in PEI as well as a sworn member to the CAPP SAS Conference (polygraph) in October 2022 as a guest speaker. Prioritizing future training needs, we are focusing on train the trainer opportunities. Three sworn members have become Use of Force instructors and a civilian member attended the Critical Incident Scribe training with OPP. These members have the ability to instruct other members in our organization. Training in 2022 has positioned us for a tremendous year and confident outlook for 2023.

50 courses/
conferences
attended by 170
employees

758 hours of
members
instructing

2 classes of new
officers went
through
orientation

217 hours of
online learning

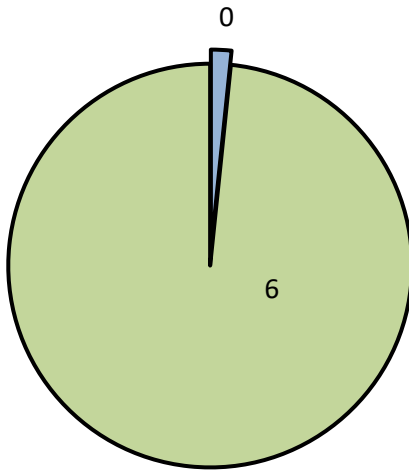
9870 hours of
training

2022 Workforce

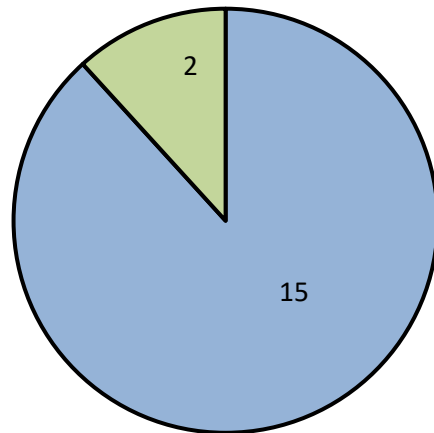
Gender

In 2022, the Saint John Police hired seven sworn members, including the Deputy Chief of Police, and four civilian members. We also saw the retirement of five members. As of December 31, 2022, the Saint John Police had 190 filled positions.

Victim Services Volunteers

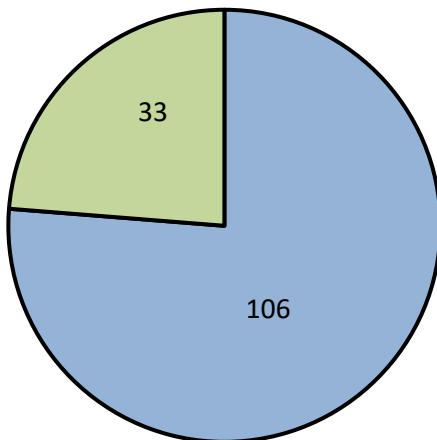


Auxiliary Members



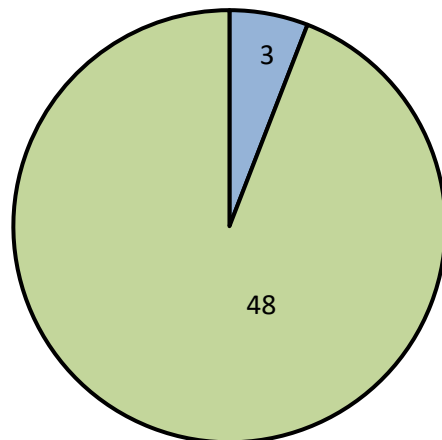
■ Male ■ Female

Sworn Members



■ Male ■ Female

Civilian Members

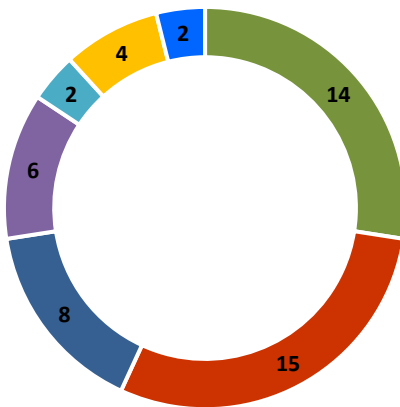


■ Male ■ Female

2022 Workforce

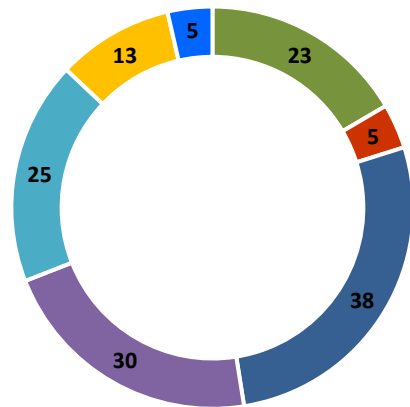
Years of Service

Civilian Members



- Less than 5 years
- 5-10 yrs
- 11-15 yrs
- 16-20 yrs
- 21-25 yrs
- 26-30 yrs
- 30+ yrs

Sworn Members



- Less than 5 yrs
- 5-10 yrs
- 11-15 yrs
- 16-20 yrs
- 21-25 yrs
- 26-30 yrs
- 30+ yrs

Language

Saint John Police Members	English	French
Sworn	116	23
Civilians	23	28
Auxiliary	17	0
Victim Services	6	0

Professional Standards

The Saint John Police Office of Professional Standards is tasked with ensuring that all members of the Saint John Police are adhering to the highest standards of professional conduct.

This includes monitoring police behavior, reviewing complaints, investigating misconduct, and providing oversight to ensure that the Saint John Police is operating in accordance with its policies and regulations.

The Office of Professional Standards also works to improve the quality of service provided by the Saint John Police and to enhance public trust.

Compliments and Complaints

2022 – Complimentary Correspondence

18 compliments

2022 – NBPC Complaints

15 complaints (11 conduct files / 4 service files)

2022 SJPF Police Act files (conduct & service) as of Mar 13, 2023	
Conduct	11
Service	4
TOTAL FILES	15
Conduct complaints	
Summary Dismissal	4
Informal Resolution	3
Settlement Conference	1
Arbitration Hearing	1
Files outstanding	2
TOTAL FILES	11
Service complaints	
Total Complaints Addressed	4

Saint John Police Force – 2022 Annual Report

Annual Financial Statement

Saint John Police Force
 Unaudited Statement of Operations
 For the Period ended, December 31, 2022

	Annual Budget	2022 Results	Variance
Salaries and Wages	16,291,122	15,422,223	868,899
Overtime	803,000	1,026,938	-223,938
Other Personnel Costs	379,434	216,100	163,334
Fringe Benefits	4,636,223	5,038,604	-402,381
Total Wages and Benefits	22,109,779	21,703,865	405,914
General Services	463,250	460,137	3,113
Insurance	80,700	113,768	-33,068
Professional Services	355,000	447,069	-92,069
Other Purchased Services	173,500	316,854	-143,354
Repairs and Maintenance	115,150	101,731	13,419
Rentals	1,065,000	1,057,839	7,161
Purchased Goods	296,350	351,185	-54,835
Government Services	8,300	8,217	83
Internal Charges	868,375	902,538	-34,163
Asset Purchases	420,150	427,387	-7,237
Total	3,845,775	4,186,726	-340,951
Surplus/Deficit	25,955,554	25,890,591	64,963
			0.25%
Revenue	525,000	475,405	-49,595

End of Report



“TOGETHER A SAFE, SECURE, HEALTHY COMMUNITY”