



Saint John Police Force

STRATEGIC PLAN 2021-2026
SAINT JOHN BOARD OF POLICE COMMISSIONERS
UPDATE JANUARY, 2023



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Introduction

The purpose of this report is to provide the Saint John Board of Police Commissioners with an overview on 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 provide direction, but also provide transparency and accountability with 18 initiatives, 38 objectives, 23 measurements and 22 targets as a starting point.

Engage our Community

- Chief’s Advisory Committee
 - The Chief’s Advisory Committee is meeting on a quarterly basis to provide SJPF with feedback on diversity. To date, we have consulted the Committee on issues such as recruitment strategy, body worn cameras, use of force policy and inclusiveness.

Current status – on-going

- Chief’s Community Action Group (CCAG)
 - The focus of this group is to bring together representatives with the shared mission of a safe, healthy Saint John from across a broad spectrum to proactively address the significant issues faced in the city such as homelessness, substance use, mental health, and youth poverty. The CCAG has been divided into six sub-committees.

Current status: The Chairs are expected to meet again in January to discuss short-term goals and the development of a “Hand-up Center”.

- Community Engagement Team
 - A Community Engagement Sergeant position has been created and filled.
 - Four Community Engagement Officers have been assigned to each of the priority neighbourhoods.
 - The office in the Carleton Community Center, Nick Nicole Center and PULSE are operational with the exception of some information technology infrastructure (connectivity to RMS). The East side office is still in progress.
 - Community Engagement was heavily involved in Operation Sandstorm which successfully concluded in early August.
 - Community meetings will be held in the fall of 2022.
 - Neighbourhood Officers will be trained on bicycles to augment foot patrols.
 - Meetings are being held with the Crown Prosecutors office, Court office and community partners to deal with prolific panhandlers disrupting businesses/traffic flow.

- Neighbourhood Officers act as the police liaison for Corrections in completing community assessments on clients.
- Neighbourhood Officers liaise and make referrals to the John Howard Youth Outreach Program.
- Based on their constant interactions with the community, Neighbourhood Officers gather valuable intelligence that is helpful in keeping our communities safe.

Current status – The Community Engagement Team is now participating in monthly meetings with PULSE, Waterloo Village, Crescent Valley, West Side Network, and the Harm Reduction Task Force.

All community offices are operational and regular office hours have been implemented. Walk in traffic/ engagement have been increasing.

Bicycle training for Neighbourhood Officers is tentatively forecasted for the spring.

Neighbourhood Officers have targeted panhandlers in the business district and the Community Engagement Sergeant has been communicating with business owners/ assisting with Trespass notices. Traffic Management Officers have been addressing panhandlers at the busiest intersections arising out of concerns for traffic safety.

Neighbourhood Officers have been continuously working with Corrections in completing community assessments on clients. Officers are participating in an average of three VTRAs per week.

Neighbourhood Officers will receive basic training on source recruitment and related policy.

A new school-based program “Healthy Me” is expected to be implemented and delivered by Neighbourhood Officers in the 2023 school year. 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 Samuel de Champlain to target grade 6 students. 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.)**

- Alternative Response Unit (ARU) and Online Reporting
 - A full time Alternative Response Unit was created. One position during regular business hours to address calls by phone and walk-ins. The unit is also supplemented by members on administrative duties.
 - Between January 1, 2022 – July 31, 2022, ARU diverted 901 of 29,903 calls for service from front line patrol officers.
 - Online reporting is currently in the testing phase.

Current status – We are planning to launch on-line reporting after the new website is launched in early February 2023.

For the Year 2022, SJPF handled 52,509 Calls, Traffic handled 15.1% and ARU handled 9.2%. For the Traffic Specific Call Types, SJPF handled a total of 8,134 Calls, 40.4% were handled by Traffic and 6.7% by ARU.

- Foot Patrols
 - A foot patrol schedule has been developed to ensure that foot patrols are conducted 2-3 times per week.
 - Between January 1, 2022 – July 31, 2022, 91-foot patrols have been conducted.

Current status - During the spring, summer, and fall of 2022, SJPF Command Staff conducted a total of 26 foot patrols across the five priority neighborhoods as well as the commercial shopping district.

- Traffic Management Plan
 - A total of 11 special traffic initiatives have been identified for 2022; 9 of the 11 have already been implemented at least once.
 - Between January 1, 2022 – July 31, 2022, Traffic Management Officers have responded to 4,668 traffic related calls for service. This represents 15.6% of all calls for services during that period.

Current status – All 11 special traffic initiatives were conducted in 2022. Campaigns included Distracted Driving, Seatbelt, 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.

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2022 Festive RIDE totals:

- **Vehicles through checkpoint: 6,965 Mandatory Breath Tests: 759**
- **Arrested for impaired driving: 11**
- **Arrested for refusing to provide breath sample: 1**

- **Seven Day Suspensions: 19**
 - **Suspended Driving: 3**
 - **Prohibited Drivers: 1**
 - **Vehicles towed: 27**
- Building Safer Communities Funding
 - The City of Saint John has received multi-year funding from the Federal Government. An RFP was issued to identify a candidate to manage the funds and develop proactive programming to combat guns and gangs' violence.

Current Status – The Saint John Police is represented on the Steering Committee to provide advice to the City of Saint John (CSJ). A second Request for Proposals has been issued by CSJ seeking proposals from local non-profits to fund initiatives for the prevention and intervention of gun and gang violence. Funding is set to be awarded in the first quarter of 2023.

- **Holiday in a Box**
 - The Saint John Police held their second annual Holiday in a Box campaign. The Campaign, in partnership with our five priority neighbourhoods, aimed to collect shoeboxes from the community filled with essentials and small gifts for less fortunate adults in Saint John during the holiday season. The SJPF collected these boxes, wrapped them, and they were then distributed by representatives from the five priority neighbourhoods. Our first annual campaign collected 467 boxes in 2021. We then exceeded our goals in 2022 by collecting 675 boxes and 200 additional gift cards.

Current status – completed

Operational Efficiency

- 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.

Current status – For 2022, we have received five briefing notes; four of which were approved including a proposal to the CSJ Public Safety Committee and Council to have surveillance cameras installed on the Reversing Falls Bridge, to equip all frontline officers with life-saving heavy-bleed tourniquets, to introduce four less-lethal shotguns into our frontline response that will increase our longer range less-lethal capabilities, and a proposal to backfill and conduct training for our vacant canine position as well as outside agencies. A fifth briefing note for the purchase of a drone is being finalized for review.

- Records Management System (RMS)
 - Research, pricing and planning for a new RMS is on-going. This involves on-going discussions at a provincial level for an integrated CAD solution.

Current status – SJPF is currently reviewing a proposal from Versaterm for a Records Management System (RMS)/ Computer Aided Dispatch (CAD) solution.

- Fleet Review
 - A fleet review was conducted in late 2021.
 - A Fleet and Equipment Committee has been established to ensure proper accountability and oversight of purchases and acquisition.
 - A new Jeep Gladiator recruitment and community engagement vehicle (198) is now operational.
 - A new marked transit van (124) is now operational. It has two separate pods for transport and it is equipped with video equipment for safety purposes. This unit replaces the existing transit van.
 - A total of 4 new Dodge Chargers and 4 new Ford Hybrid SUV marked vehicles have been introduced into the fleet since January 2022 to replace existing units that met their optimal replacement point.
 - Six new Ford Hybrid SUVs are ordered for 2023 with a \$5000.00 savings on each vehicle.

Current status – The following vehicles were removed from the fleet reducing the total number of assets: 118 (Ford – museum vehicle); 151 (2010 Kia Soul – MADD vehicle); 198 (Ford – former Community vehicle); 155, 156, and 157 (Three Harley Davidsons); 150 and 162 (Mitsubishi Lancers – Criminal Investigations).

With the purchase of new Hybrid SUVs, the approximate total fuel savings has been \$85K.

- Corporate Communications (Internal and External)
 - A review of Internal Communications was conducted in 2021.
 - Our Public Information Policy has been revised.
 - Our Internal Communications policy is in draft. We have streamlined how policies, HR, internal communications and training bulletins are distributed.
 - A new internal newsletter “The Source” is now released every two months to keep staff informed.
 - Our SharePoint site has been updated. All policies, news, training information, forms and other internal information is now fully accessible in a more user-friendly format.
 - We are working with the RMS vendor on a change to how BOLOs are disseminated and tracked.

- A review of our website is currently underway in preparation for the launch of on-line reporting.

Current status - Our Internal Communications policy is still in draft.

A new proposed RMS includes an integrated BOLO feature; therefore, we have decided against any upgrades to the current RMS at this time.

An agreement has been signed with a supplier for a new website. The website is expected to be launched in early February 2023 with more flexibility in terms of functionality and branding than our current solution.

We are in the final editing stages of a new recruitment video that will be launched in early 2023.

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

Current status – completed and reported to the Board.

- Efficiency Reviews
 - A total of seven efficiency reviews have been conducted including training, uniform and equipment, fleet, auxiliary program, human resources, and policy. The action items resulting from these reviews are on-going.

Current status – An efficiency review of our records department is currently underway.

An Operational Staffing review is set to begin in early 2023.

2022 Quality Assurance Reviews are underway as per New Brunswick Policing Standards. The risking activities for 2022 include Missing Persons, Exhibits, Notebooks, and Strategic Planning.

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

Current status – on-going

- Divisional Reporting
 - Each division provides a written report and verbal briefing on a weekly basis including operational and staffing updates.

Current status – 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.

Current status – completed and reported to the Board.

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

Current status – Human Resources (HR) is developing a more comprehensive analytical component for this report.

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.

Current status – 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 SJP’s new 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 will also assist the organization for succession planning.

HR is finalizing the workflow process with CSJ Information Technology (IT) Department and plans to launch the process in January 2023.

HR will continue to build upon this process with adding career mapping in 2024.

- Recruitment Strategy
 - A recruitment team has been established and is taking more proactive measures to fill current vacancies due to retirements. These measures include a media campaign, community recruitment outreach sessions, and on-going staffing processes.

Current status – This year we hired seven new police officers.

Saint John Police finalized a memorandum of agreement with the Atlantic Police Academy (APA) launching our Sponsorship Program. This program was created to

represent the diversity of our community and to fill the anticipated number of upcoming retirements. After an extensive recruitment process, four candidates in our community were selected and attended a full day orientation session at Police Headquarters before commencing APA classes in December 2022. Provided the applicants successfully complete the APA Police Science Cadet Program in good standing, SJP will be prepared to offer them permanent employment shortly after graduation which occurs in August 2023. This program eliminates a major barrier that comes with the uncertainty of no guaranteed employment at the completion of the Police Science Cadet Program.

Participated in the One Future Digital Media Marketing Placement, UNBSJ Student Placement and High School Co-op Program which saw individuals from our community placed in roles at SJP to support our communication and training departments.

- Leadership Training
 - A Chief's Leadership Development Series has been implemented with quarterly leadership sessions.
 - A Leadership Reading List has been developed and will be implemented in the coming weeks. This will be mandatory for all supervisors and those on the promotional list. It will also be available to all staff.
 - A two-week in-house supervisor/ leadership training course is currently being developed.

Current status – The syllabus for the two-week in-house Frontline Supervisor Course has been developed. Instructors are now developing their lesson plans.

Chief Bruce is exploring interest in an exchange program with the RCMP and other municipal agencies as another developmental opportunity for supervisors.

- Platoon Assignments
 - **Objective:**
 - 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 platoons' capabilities of being more self sufficient and less unit dependent.
 - **Assignments:**
 - **Media Officers** – trained in basic media relations and work closely with the Corporate Communications Officer to share newsworthy events, both internally and externally. Training from Barrie Police Service has been

provided with further training to be provided internally by S/Sgt. Sean Rocca.

- **Neighbourhood Officers** – work closely with community partners in their assigned zones (East, Central, North, West). Trained in CPTED, VTRA, Hate and Bias Crime Investigation, Intro to Human Sources, Crisis Intervention and De-escalation.
- **Traffic Management Officers** – work to address chronic traffic complaints, traffic enforcement, accidents, and impaired operation of motor vehicle detection. Trained in Lidar and stationary radar, commercial vehicle enforcement (training in September/moved from August), ATV instructors and operators, Collision Scene Management / Preservation, DUI detection. The group has 18 “Traffic Initiatives” scheduled throughout the year. They have developed their ability to do operational plans, after actions, leading their peers in these initiatives.
- **Investigational Support Officers** - provide investigational guidance and support to other members of their shift, assist Major Crime Unit (MCU) with follow-ups at the patrol level. Trained in basic investigation skills, interviewing suspects, victims, and witnesses, using trauma formed approach, PHASE interviewing, warrant course to occur when available.
- **Scenes of Crime Officers (SOCO)** – trained to forensically collect evidence in minor crime cases and to assist IDENT in larger incidents. We have received the course training standards from Ontario Provincial Police (OPP). IDENT will train the identified members per shift as per the Course Training Standards (CTS) hopefully starting this fall. IDENT is currently providing SOCOs updated refresher training on LIVSCAN (fingerprinting/photo) instrument.

Current status – Patrol Services are adding an additional four Neighbourhood Officers to provide more daily coverage in the four zones throughout the week.

In 2023, Traffic Management Officers will conduct nine priority Traffic Initiatives and will focus on addressing reported traffic complaints through a holistic problem-solving approach and directed enforcement. We receive a high volume of public complaints that require directed enforcement.

The Scene of Crime Officers (SOCO) have completed a Pre-Identification Course and will receive the SOCO course in 2023.

- 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 our new process.

Current status – in progress

- 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 the positions.

Current status – completed and reported to the Board.

Financial Sustainability

- Part-Time Policing
 - Senior Leadership are exploring the possibility of part-time policing by retired police officers. Next steps include an expression of interest to determine if a suitable pool of candidates exist in our area.

Current status – The Saint John Police Association has been notified and discussions will occur to address any concerns.

- New Financial Manager
 - A recruitment process is underway for a full-time senior financial manager to better administrate the Saint John Police budget and finances on a daily basis.

Current status – in progress

- Fleet Savings
 - Seven vehicles have been eliminated from the fleet resulting in a total annual average savings for insurance, repairs, maintenance, and fuel of \$17,191.73. The largest cost savings will be the elimination of future replacement cost of the vehicles eliminated at approximately \$225-250K in today's dollars.

Current status – completed and reported to the Board.

- Dallas Mercer Consulting
 - The Saint John Police have engaged Dallas Mercer Consulting who will 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.

Current status – in progress. Focus has also been given on building tighter disability management processes to hold all parties accountable (employees, managers, WorkSafe NB, and medical providers)

Improve our Brand

- Media Relations Team
 - A uniform member is now in charge of Corporate Communications. Our goal is to respond to ALL media inquiries and interview requests with timely, accurate and relevant information as well as be more proactive in our external communication.
 - SJPF has received positive feedback from the Board, Council and other members of the public.
 - Two staff sergeants have received training in media relations from the Ontario Media Relations Officers Network (OMRON).
 - Media officers have been assigned on each of the four shifts. They received introductory training by Barrie Police Service. Further in-house training is being developed for media officers and supervisors.
 - A new temporary administrative support position was created and is assisting Corporate Communications. This is allowing us to be more responsive and timelier with our releases.

Current status – Corporate Communications are finalizing our new recruitment video and new website design.

- Dress, Department and Professionalism Policy
 - Our new Dress, Department and Professionalism policy is in draft and currently under first review.

Current status – in progress. This policy is now in second draft.

- 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, Traffic Initiatives, Foot Patrols and Priority Neighbourhoods’ meetings.

Current status – After foot patrols concluded at the end of October, 2022 Coffee with a Cop was held throughout November 2022. Chief Bruce and Deputy Dwyer visited all five priority neighbourhoods and other officers visited all local high schools and UNBSJ. The Board was updated in early December 2022.

All other updates are reported under “Engage our Community”.

- Recruitment Strategy
 - A sponsorship program has been developed with the Atlantic Police Academy to recruit and train candidates from the local community with no prior police experience and training. The process had begun to identify suitable candidates for the January 2023 APA class.
 - January 21, 2022

- Launched social media campaign (Facebook, Twitter, Instagram)
 - On-going posts to promote recruitment
- February 17, 2022
 - First virtual recruitment session open to the general public
 - Approximately 40 participants in attendance
- March 22, 2022
 - APA visit
 - Presentation to approximately 30 cadets
 - Met with Director and staff to discuss sponsorship program
- March 25, 2022
 - Saint John Newcomers Centre
 - Virtual employment fair
- April 11, 2022
 - New Brunswick Community College, Moncton Campus
 - Constable Kate Roy of recruitment team presented to first year policing science class
- April 12, 2022
 - University of New Brunswick, Saint John Campus
 - Presentation to students and established a recruitment table outside cafeteria area to promote SJPF and address any questions
- May 10, 2022
 - High school visit
 - Samuel-de-Champlain connect course
 - Approximately 10-15 students interested in a career in policing
 - Presentation, various speakers and tour of building
- May 17, 2022
 - High school visit
 - Simonds High School
 - Approximately 40 students
 - Presentation, various speakers and tour of the building
- August 4, 2022
 - Career Fair, Area 506 Container Village
 - Women in non-traditional careers
 - Recruitment tent displaying new recruitment vehicle
- August 16, 2022
 - Big Brothers / Big Sisters
 - Presentation at Police headquarters
- August 24, 2022
 - Development of a recruitment video has begun

Current status –

- **October 6, 2022**
 - **St Malachy's High School Law Class (30 students) – recruitment presentation and tour**
- **October 19, 2022**
 - **Community Fair at NBCC**
- **October 21, 2022**
 - **Saint John High School Law Class (28 students) – recruitment presentation, various speakers and tour**
- **October 26, 2022**
 - **Harbourview High School (24 students) – Forensics Demonstration**
- **November 2, 2022**
 - **Grade 9 students from various Saint John and surrounding high schools participated in Take Our Kids to Work Day. This was a full day event with approximately 20 students. Tour of the facilities and law courts and included demonstrations from Canine Unit, Emergency Tactical Unit and the Forensic Identification Unit**
- **November 3, 2022**
 - **Career Fair at Forest Hills School**
- **November 4, 2022**
 - **Career Fair at Lakewood Heights School**
- **November 7, 2022**
 - **Divine Mercy Catholic School (18 Students) – recruitment presentation and tour**
- **November 16, 2022**
 - **Career Fair at Loch Lomond School**

Conclusion

Since the Strategic Plan was adopted by the Board in May 2022, the progress on our objectives, measurements and targets are on course. Expectations have been communicated, both internally and externally, to ensure that, as an organization, we remain focused and accountable to the Plan.