



Saint John Police Force 2024 Annual Report



TOGETHER A SAFE,
SECURE,
HEALTHY
COMMUNITY

Saint John Police Force – 2024 Annual Report

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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 2024 Annual Report.

The SJBPC 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 continues 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. The current strategic plan is wrapping up and we are starting the information gathering for the next strategic planning period. Initiatives that were born out of our current plan include the Sponsorship program, QRT, on-line reporting, technology and equipment upgrades, training initiatives to name a few. We look forward to seeing how we can better address the changing needs of our city.

Thank you to Chief Bruce for his continued stewardship of the Saint John Police. Your ability to bring innovative ideas and solutions to address community needs are greatly appreciated and acknowledged. Thank you to Daphne Waye who keeps the Board going, your assistance and corporate knowledge is an asset to us and the community. We would like to acknowledge Deputy Chief Honey Dwyer for her service to the Saint John Police, the Saint John Police Board of Police Commissioners wish her well in her retirement.

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 2024:

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

From the Chief of Police

To our community,

Keeping our community safe, secure, and healthy continues to be a collaborative effort. Serving alongside our community members in addressing the complexities of today's environment gives us a great sense of pride.

Once again, it is our pleasure to present the Saint John Police Annual Report.

Not unlike previous years, we continue to build public trust and confidence through various proactive programs and initiatives that enhance our community engagement footprint through proactivity, relationships, and partnerships solidifying our commitment to those who live, work, and visit Saint John.

We have built on existing programs such as our Sponsorship Program, the Inclusion and Diversity Recruitment Camps, our Neighbourhood Officer and Auxiliary Officer Programs, while building new and exciting initiatives such as the Medical Call Response Pilot Project, and the Community Engagement Quick Reaction Team.

To ensure our service delivery model meets the demands placed upon us and to stay in touch with community members, we have built on our existing committees such as the Chief's Community Action Group, the Chief's Advisory Committee, and the Chief's Priority Neighbourhoods Committee - which focus on providing seamless support for tackling homelessness, addiction, and crime reduction - by adding the new Chief's Youth Leadership Advisory Committee to help build better understanding and trust with Saint John youth.

Our recruiting efforts saw seven (7) uniform and twelve (12) civilian additions as well as an overhaul of our volunteer Auxiliary Program which will build on our community engagement model.

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 members 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.

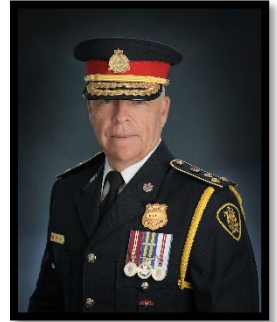
With the continued evaluation/review/reflection and adjustments to our service delivery model within the boundaries of our budget and resources, we strive to better serve you. Community safety through engagement remains our top priority.

The members of the Saint John Police remain dedicated and vigilant in not only providing policing services that meet our community's expectations but exceeds them.

We are very proud and honoured to have both the opportunity and privilege to serve.

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:

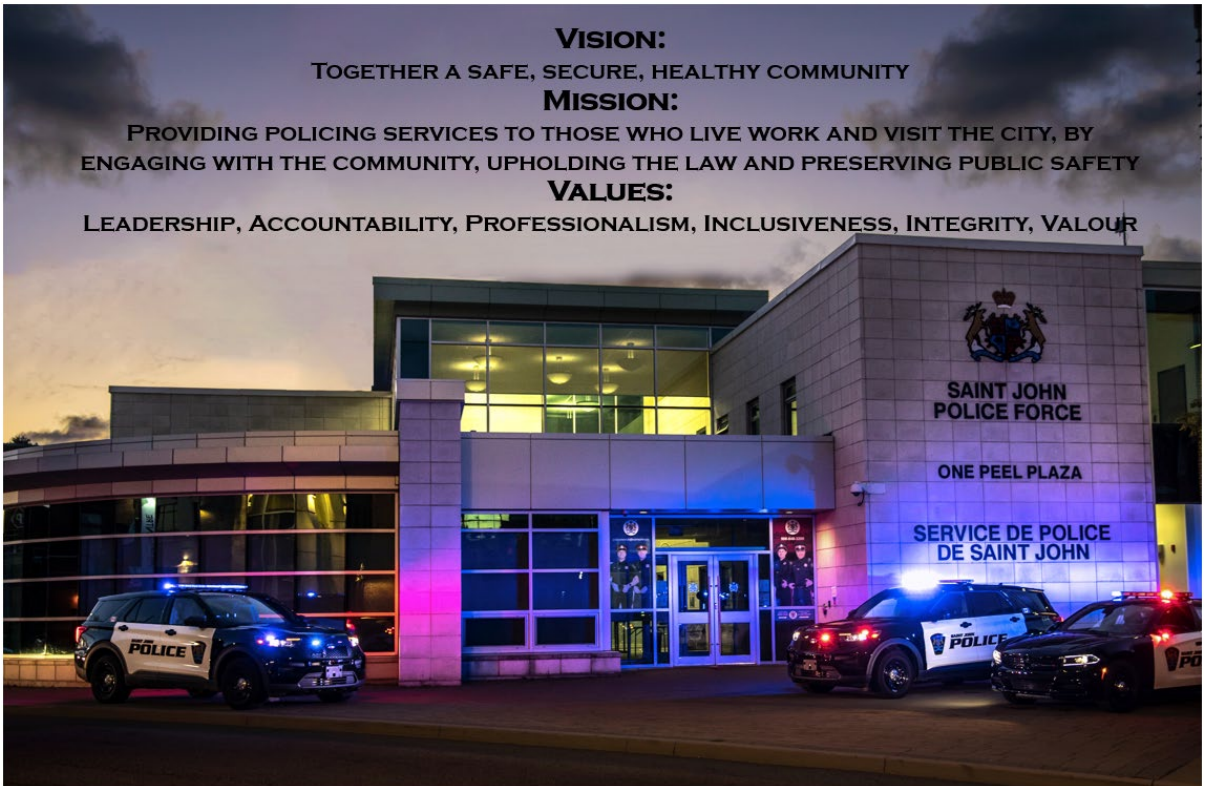
TOGETHER A SAFE, SECURE, HEALTHY COMMUNITY

MISSION:

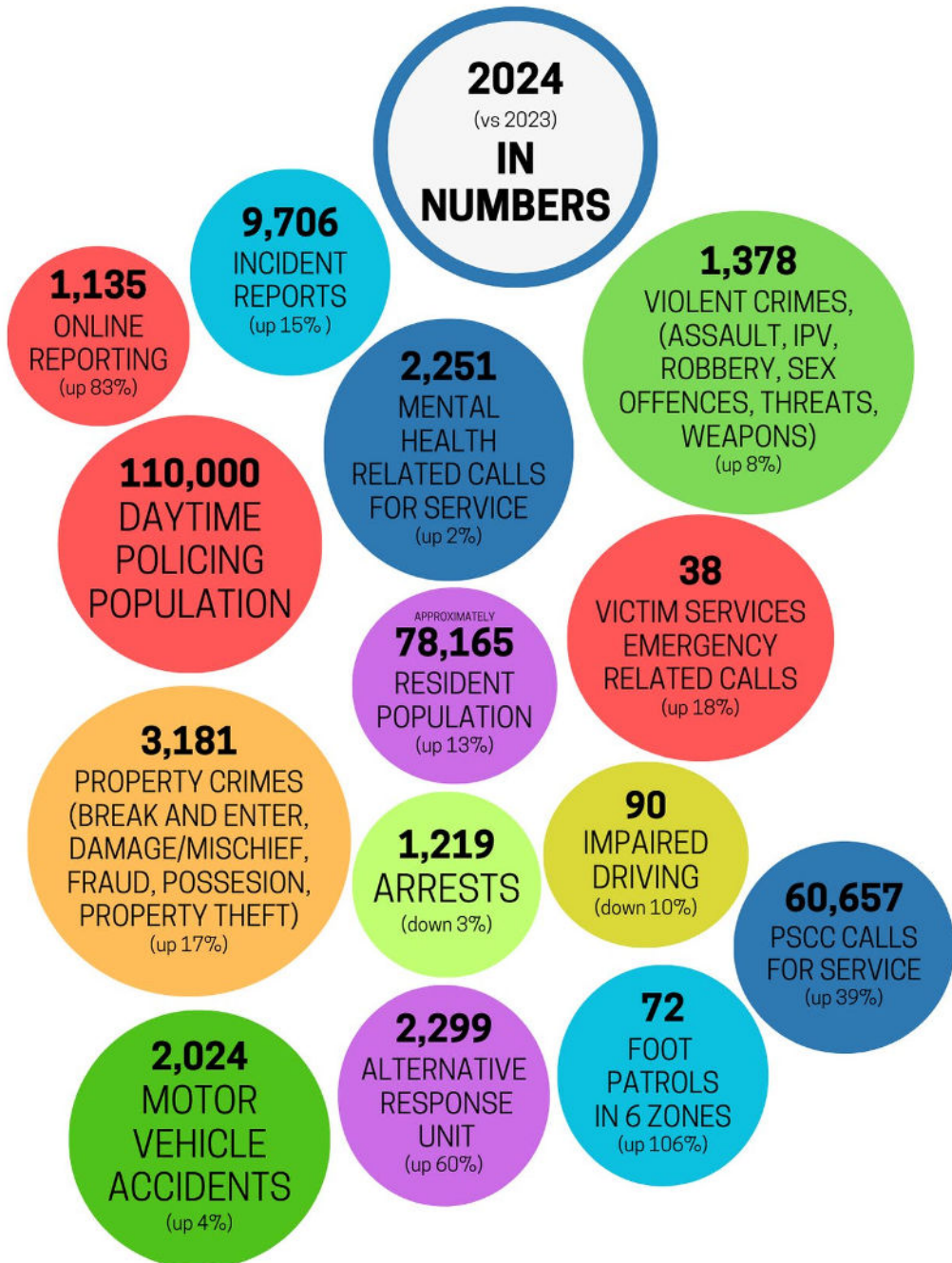
PROVIDING POLICING SERVICES TO THOSE WHO LIVE WORK AND VISIT THE CITY, BY ENGAGING WITH THE COMMUNITY, UPHOLDING THE LAW AND PRESERVING PUBLIC SAFETY

VALUES:

LEADERSHIP, ACCOUNTABILITY, PROFESSIONALISM, INCLUSIVENESS, INTEGRITY, VALOUR



2024 Statistics and Highlights



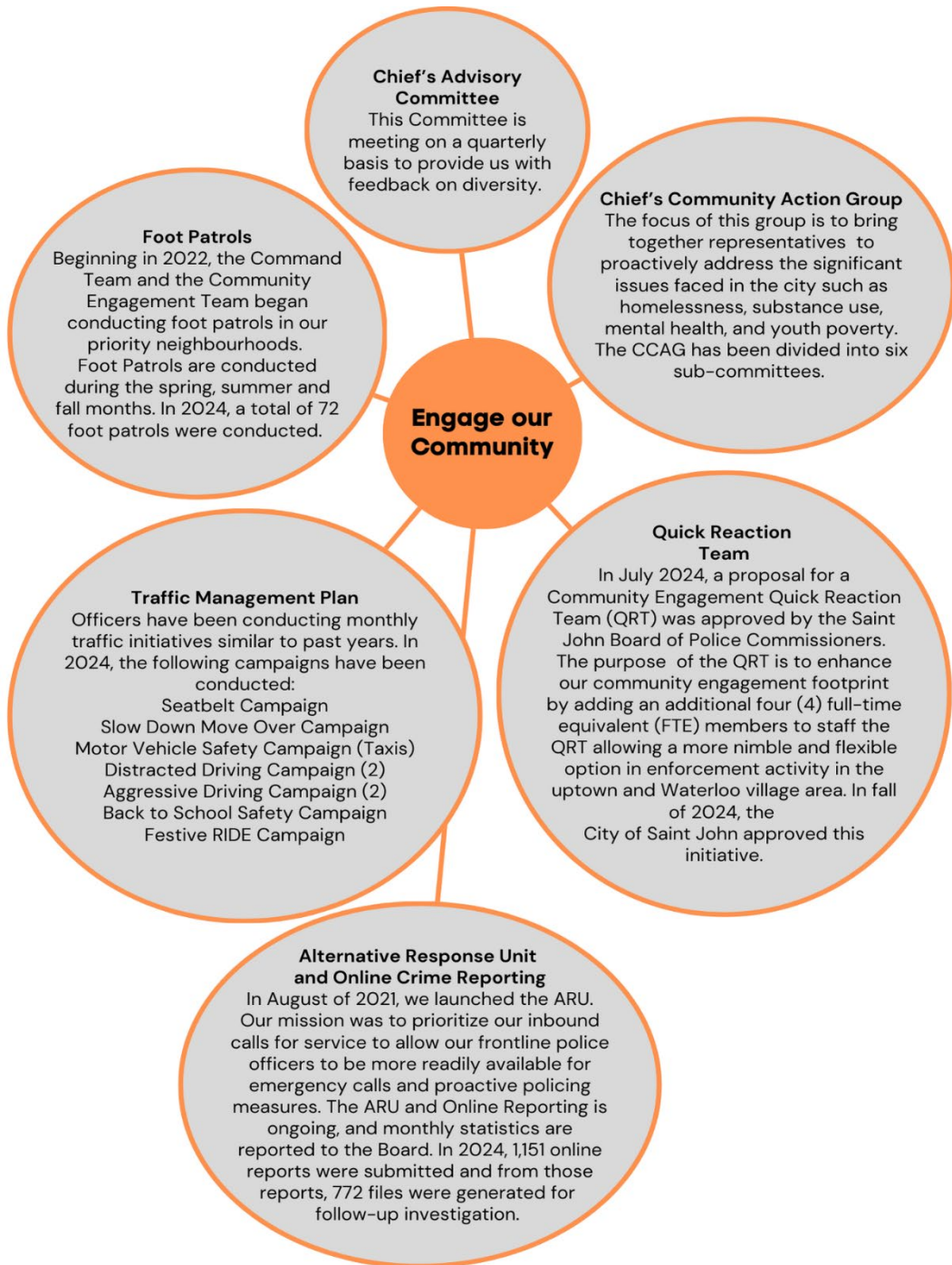
2021-2026 Strategic Plan

The purpose of this report is to provide the Saint John Board of Police Commissioners (Board) with an overview of the progress of the 2021-2026 Strategic Plan. The plan identified five strategic themes including “Engage our Community”, “Operational Efficiency”, “Focus on Talent Development”, “Financial Sustainability”, and “Improve our Brand”. The strategic themes not only provide direction, but also provide transparency and accountability with 18 initiatives, 38 objectives, 23 measurements, and 22 targets as a starting point. As of December 2024, all initiatives, objectives, measurements, and targets have been implemented.

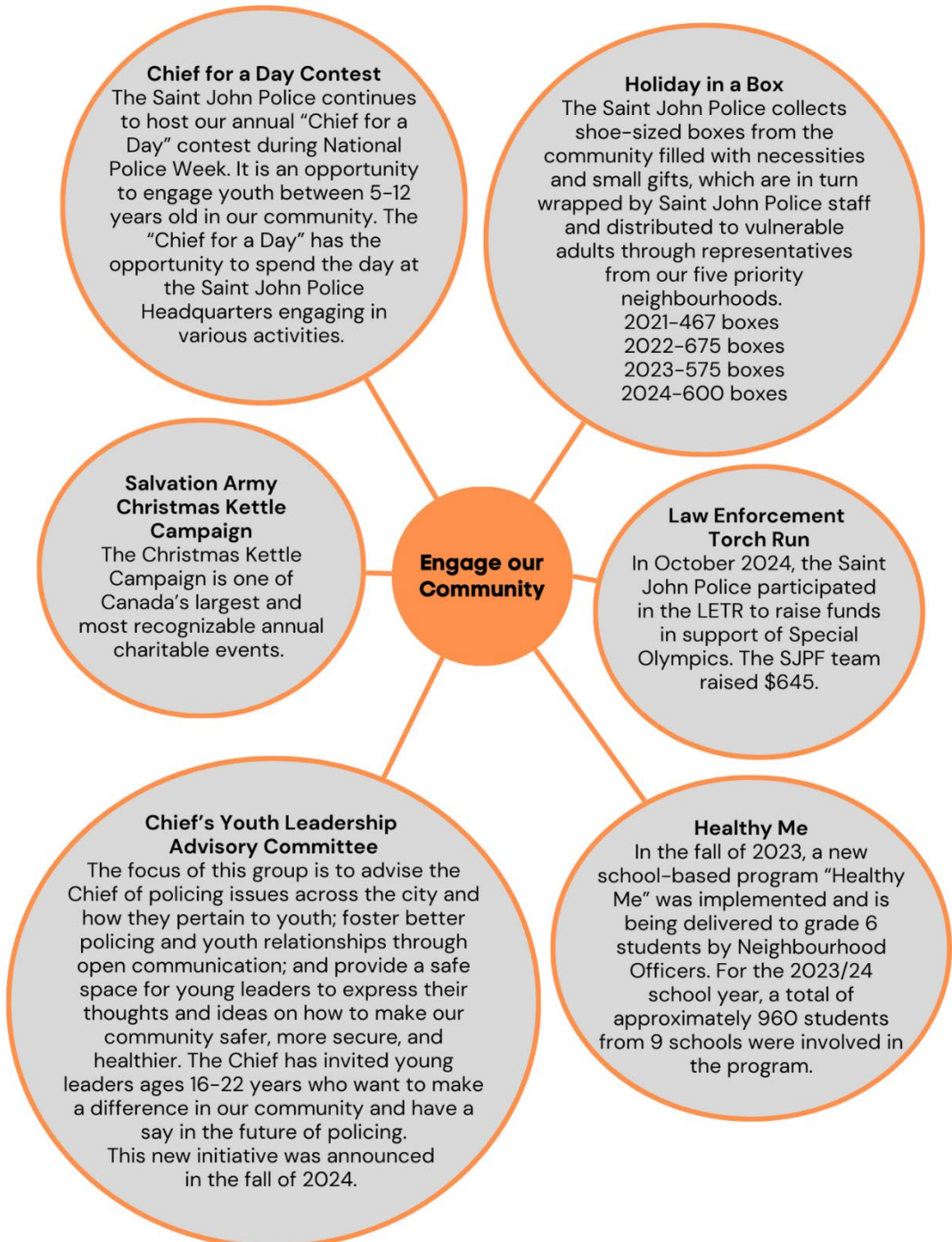
5 Strategic Themes



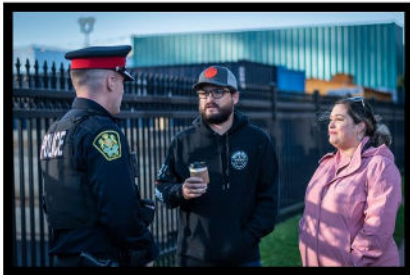
Engage our Community



Engage our Community



In Our Community



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.

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

Records Management System (RMS)

In March 2023, the Saint John Police entered into an agreement with Versaterm for a cloud-based records management system to replace our existing software.

Training is scheduled for the month of March and April 2025. The internal project team continues to meet regularly to ensure the software is fully operational in preparation for the training.

Efficiency Reviews

A Management Review of the Saint John Police was completed by New Brunswick Policing Standards in March 2023. A number of internal quality assurance reviews were also conducted by supervisors on sudden death investigations, sexual-based crimes, human sources, mental health related calls for service, impaired driving, missing persons, hazardous pursuits, and notebooks. Multiple recommendations were made to improve some of these processes and have been implemented in 2024.

Chief's Fit For Duty Committee

In the fall of 2024, six (6) Saint John Police members (3 officers, 3 civilians) became certified as Fitness Appraisers to assist with conducting Fit for Duty program testing for Saint John Police members as part of the Chief's Fit For Duty Committee. To date, all appraisers and members of the Emergency Tactical Services (ETS) group successfully completed the test, along with Chief Bruce and four (4) new police officers. The program rollout is underway, with the next wave of testing at the end of February 2025.

Sick Time Report

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

Focus on Talent Development



Financial Sustainability

Amazon Business Integration

An Amazon business account has been set up to streamline procurement processes. This platform allows preferred suppliers to be selected and ensures that items selected meet our cost-effectiveness criteria. Additionally, the predictable delivery schedules support our just-in-time inventory practices.

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 expenditures and aligns purchases with organizational priorities.

The Multi-Angle Review process has been expanded. Emphasis is now placed on requirements-driven purchases over historical or brand-based decisions, using new methods to ensure maximum value for stakeholders and taxpayers.

Subscription Expense Review

Ongoing expenses, particularly subscription-based services, are regularly evaluated to confirm that they remain necessary and that the Saint John Police benefits from the most competitive rates. This ensures that the organization pays only for what is needed and at the best available price. We managed to secure 2023 pricing for our Canadian Police Knowledge Network subscription for 2024.

Internal Cost Review and Approval Processes

A more rigorous internal cost review mechanism has been implemented. All credit card charges now undergo an approval process that includes scrutiny by the Senior Financial Manager. This adds a layer of accountability and ensures that expenses are justified and within policy guidelines.

Financial Sustainability

Rising Information Technology (IT) Costs

As a significant part of the non-salary operating expenses, IT spending continues to rise, in line with national trends. The adoption of new technologies such as digital evidence management systems and modern records management systems are driving the costs, reflecting the broader national increase in policing costs due to technological advancements. In addition to the rising IT costs, another contributing factor to the cost escalation in the IT field is the weakening Canadian Dollar vs US Dollar, as a large part of the IT solutions we use are from the USA. Foreign Exchange movements were not favorable in 2024 and, looking ahead, continue to be a challenge

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 out relevant costs. Additionally, the organization has engaged in initiatives that offer guaranteed reimbursements, particularly for projects such as undercover operations supported by the province.

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.

Improve our Brand

CORPORATE COMMUNICATIONS (INTERNAL AND EXTERNAL)

From April 2024 to December 2024, Acting Staff Sergeant Matthew Weir assumed the role of Manager of Corporate Communications as a developmental opportunity. Because of the success of having a Public Information Officer, a similar opportunity will be provided so the great strides we have made in communications continues.

DRESS AND DEPARTMENT

The Saint John Police continues to emphasize, through policies, procedures and messaging, the importance of professionalism inside and outside the workplace.

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. Since January 2024, Saint John Police has participated and/or hosted at least 29 separate community engagement events that had some recruitment component. This included community meetings, Inclusion and Diversity camps, career presentations, and school visits and tours.



SAINT JOHN POLICE 175TH ANNIVERSARY

The year 2024 represents 175 years of providing policing services to people who live, work, and visit our great city. To commemorate this anniversary, we have commissioned 175 special anniversary challenge coins to honour the women and men who have served this city as members of the Saint John Police with Valor, Accountability, Inclusiveness, Integrity, and professionalism.

On May 10, 2024, a news release was published announcing our 175th Anniversary. Challenge coins were made available for purchase to our sworn and civilian members and all proceeds were donated to the Holiday In A Box Campaign.

This amounted to \$2000.00 towards Holiday in a Box.

SAINT JOHN POLICE AUXILIARY 25TH ANNIVERSARY

The year 2024 also represents 25 years for the 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. Hiring for the program is scheduled to start in January 2025.

What We Do

Administration

Chief of Police
Deputy Chief of Police
Corporate Communications
Finance
Human Resources
Legal

Support Services

Court Services Unit
Body Worn Camera
Building, Fleet and Equipment
Exhibits and Property Control
Information Technology
Public Safety Communications Center
Records
Training Unit
Victim Services Unit
Policy and Risk Management
Professional Standards

Criminal Investigations

Crime Analysis
Criminal Intelligence Unit
Family Protection Unit
Forensic Identification Services
Major Crime Unit
Fraud and Polygraph
Street Crime Unit

Patrol Services

All-Terrain Vehicle Unit
Alternative Response Unit
Auxiliary Program
Canine Unit
Community Engagement Team
Drug Recognition Experts
Emergency Tactical Services
Impaired Driving Coordinator
Public Order Unit
Traffic Management Officers
Quick Reaction Team

Awards and Recognition

Chief's Commendation	1
Letter of Commendation – Citizen	16
Service Recognition Award	5
Chief's Letter of Recognition	5
Team Endeavour Award	18
Chief's Challenge Coin of Excellence	13
Command Leadership Coin	1
Chief's Personal Challenge Coin	1
Fit For Duty Pin – 1 star /1 year	6
Chief's Certificate of Promotion	7
Chief's Recognition of Retirement	5
City of Saint John Years of Service Recognition Pin – Local 486 Members	15
Note of Recognition / Appreciation	17
TOTAL	110

Training Department

The Saint John Police made significant advancements in officer development and specialized training throughout 2024, ensuring our members remain highly skilled, adaptable, and prepared for the evolving challenges of modern policing. As part of Phase 2 Block Training, all officers participated in advanced scenario-based training designed to reinforce critical decision-making, tactical proficiency, and response protocols. This department-wide initiative enhanced operational effectiveness and standardized best practices across all units.

A key focus this year was on expanding instructor certification and leadership development. We successfully trained new instructors for Crisis Intervention Training, equipping them to guide officers in effectively de-escalating mental health crises and high-stress situations. In addition, frontline leadership was strengthened through the Frontline Supervisors Course, preparing officers for supervisory roles and enhancing decision-making under pressure.

Technical and operational skills were further refined through specialized courses, including Alcohol Screening Device operation to ensure compliance with impaired driving enforcement protocols, and the Field Trainer Course, which reinforced mentorship capabilities within the department. The Expert Trauma Interviewing Course provided officers with advanced techniques to conduct sensitive and effective interviews with victims and witnesses of violent crimes. Investigative expertise was bolstered with training in Phased Interviewing, improving officers' ability to gather accurate and reliable information during interrogations.

To stay ahead of emerging challenges, members attended the Use of Force Expert Conference, gaining insights into the latest legal standards, tactics, and best practices in the use of force application. Tactical capabilities expanded with Drone Pilot Training, allowing officers to integrate aerial surveillance technology into operational planning.

Training Department

Technology played a key role in our training initiatives, with Versaterm Train-the-Trainer sessions ensuring instructors are prepared for the role out of our new Records Management System.

Recognizing the importance of crisis response, officers completed Violence Threat Risk Assessment (VTRA) Training, strengthening our ability to assess and respond to potential threats within our schools and community. Leadership preparedness was further reinforced with Critical Incident Commander Training, ensuring command staff are equipped to lead complex, high-risk incidents with confidence and precision.

Through these extensive training programs, the Saint John Police remains committed to continuous professional development, equipping our officers and civilian members with the expertise and leadership skills necessary to uphold the highest standards of policing and public safety.

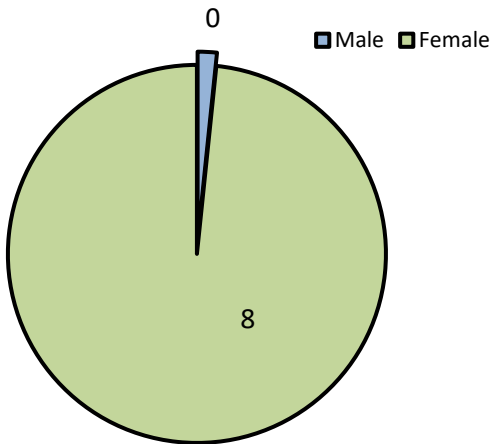


2024 Workforce

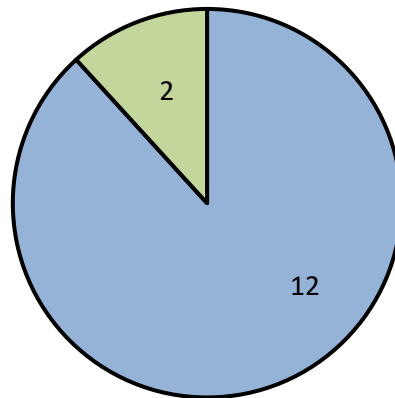
Our five (5) sponsorship cadets successfully passed the training component at the Atlantic Police Academy and joined our ranks on June 3, 2024. Two (2) experienced officers also joined our ranks. At the end of December 2024, all four (4) sponsorship candidates that were recruited for the August 2024 Atlantic Police Academy class are on track to graduate in January 2025. We also have four (4) new sponsorship candidates starting at the Atlantic Police Academy in January 2025.

Gender

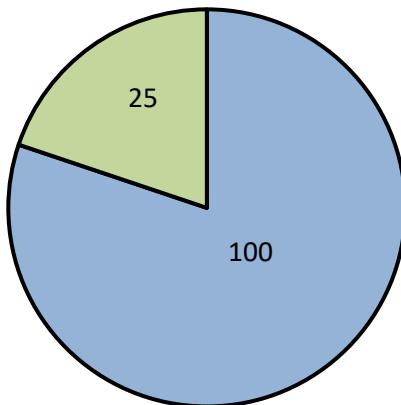
Victim Services Volunteers



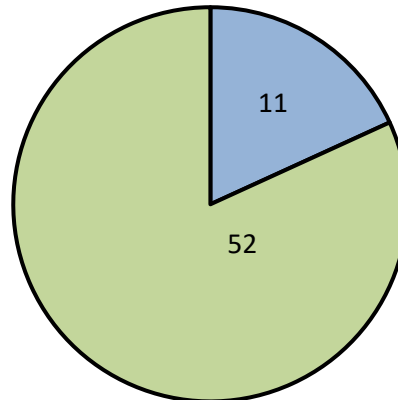
Auxiliary Members



Sworn Members



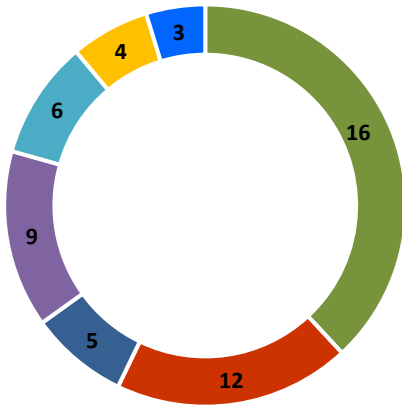
Civilian Members



2024 Workforce

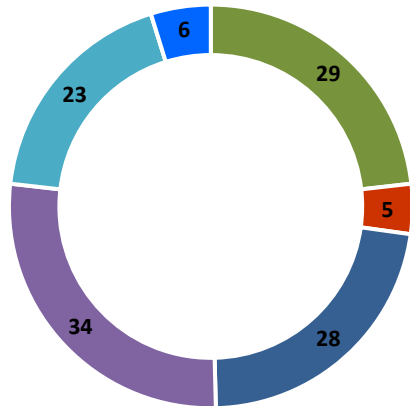
Years of Service

Civilian Members



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

Sworn Members



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

Language

Saint John Police Members	English	French
Sworn	113	12
Civilians	35	28
Victim Services	8	0
Auxiliary	14	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 behaviour, 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

2024 – Complimentary Correspondence 16 compliments

2024 – New Brunswick Police Act Complaints 13 complaints (7 conduct files / 6 service files)

2024 New Brunswick Police Act files (conduct & service) as of December 31, 2024)	
Conduct	7
Service	6
TOTAL FILES	13
Conduct complaints	
Summary Dismissal	
Withdrawn (by complainant)	
Informal Resolution	1
Settlement Conference	
No Further Action (unfounded)	5
Files outstanding	1
TOTAL FILES	7
Service complaints	
No Further Action (unfounded)	2
Complaint Addressed	4
TOTAL FILES	6

Annual Financial Statement

Unaudited Statement of Operations For the Period ended, December 31, 2024

		Annual Budget	2024 Results	Variance
Salaries and Wages	Salaries and Wages	17,744,308	17,142,361	601,947
Overtime	Overtime	1,264,547	1,333,327	-68,780
Other Personnel Costs	Other Personnel Costs	236,551	196,087	40,464
Fringe Benefits	Fringe Benefits	5,292,219	5,499,290	-207,071
Total Wages and Benefits		24,537,625	24,171,065	366,560
General Services	General Services	502,657	432,414	70,243
Insurance	Insurance	125,476	201,442	-75,966
Professional Services	Professional Services	466,889	601,027	-134,138
Other Purchased Services	Other Purchased Services	229,283	357,092	-127,809
Repairs and Maintenance	Repairs and Maintenance	500,004	379,161	120,843
Rentals	Rentals	1,221,468	1,313,319	-91,851
Purchased Goods	Purchased Goods	350,640	398,661	-48,021
Government Services	Government Services	8,496	9,637	-1,141
Internal Charges	Internal Charges	1,029,912	795,636	234,276
Asset Purchases	Asset Purchases	445,646	429,812	15,834
Total Expenses		4,880,471	4,918,200	-37,729
Grand Total		29,418,096	29,089,265	328,831
Revenue		309,800	616,985	307,185
Non-Operational Income		0	790,898	790,898

Disclaimer:

Non-operational Income: WorkSafeNB wage recoveries are presented as a separate line item in the Financial Statements. This amount, related to non-operational activities, distinct from regular revenue streams. This item continues to be non-budgeted due to its nature.



TOGETHER A SAFE, SECURE, HEALTHY COMMUNITY