



**MINUTES - OPEN SESSION MEETING
SAINT JOHN BOARD OF POLICE COMMISSIONERS
DECEMBER 9, 2025 – 4:24 P.M.
COMMUNITY ROOM ONE PEEL PLAZA /MS TEAMS**

PRESENT

Commissioners

Tamara Kelly, Chair
Katelin Dean, Vice Chair
Maika White, Secretary
Michael Costello
Donna Reardon

Absent

Greg Norton
Charles Bryant

Staff

Chief Robert Bruce
Frank Szalai, Senior Financial Manager
Daphne Waye, Recording Secretary

Media

Brice McVicar, Reporter | Brunswick News Inc.

1. Call to Order

1.1 Remarks from the Chair

Vice Chair Dean welcomed everyone to the Saint John Board of Police Commissioners' December 9, 2025, Open Session meeting and called the meeting to order. She reminded those in attendance that the meeting was being recorded in compliance with the Privacy Policy.

2. Approval of Minutes

2.1 November 4, 2025, Open Minutes

Moved by Commissioner Reardon, seconded by Commissioner Costello:

RESOLVED, that the Open Session minutes of November 4, 2025, be approved.
(O2512-01)

MOTION CARRIED UNANIMOUSLY

3. Adoption of Agenda

3.1 December 9, 2025, Agenda

Moved by Commissioner Costello; seconded by Commissioner Reardon:

RESOLVED, that the agenda distributed for December 9, 2025, be adopted.
(O2512-02)

MOTION CARRIED UNANIMOUSLY

4. Disclosure of Conflict of Interest

5. Consent Agenda

6. Delegations / Presentations

6.1 Saint John Police 2026-2031 Strategic Plan



Strategic Plan 2026-2031

Introduction



Saint John Police Five-Year Strategic Plan

Presented to the Saint John Board of Police Commissioners

By Robert M. Bruce, Chief of Police

December 9, 2025



Purpose



Recognizing that our environment is constantly changing, the strategic plan sets clearly defined goals, measurements, and strategic agenda/operating plans to respond to the complexities and demands of our community.

This foundational plan provides a robust actionable set of guideposts as we navigate the next five years.



Process



Step 1: Planning with Command Team

- Building on the success of the 2021-2026 strategic plan
- Review of all year-end debriefs gathered from employees
- Engaging the Commission of the Centre for Criminal Justice Studies and Policing Research to assist with gathering employee and community input



Process



Step 2: Internal and External Surveys

- Internal survey developed to gather input from civilian and sworn members focused on job satisfaction, employee wellbeing, employees' perception of the quality and nature of the organization's community engagement, financial sustainability, operational efficiency, general areas for improvement, brand improvement and talent development.
 - 88 internal (sworn and civilian) surveys completed



Process



- External survey was made available to the public who lived or worked in the City of Saint John. Focused on perceived police legitimacy and competencies, perceptions of the quality and nature of community engagement, operational efficiencies, and general areas of desired improvement for the Saint John Police and/or policing in their communities.
- 173 external surveys completed



Process



Step 3: Roundtables

- Nine roundtables were hosted; five for the general public, two for non-profit organizations, and two for Saint John Police employees
 - 33 people attended (no employees attended)

Step 4: Strategic Planning Process

- Command Team priority setting and strategic planning exercise
- This process included extensive inquiry and analysis through strategic priority identification, environmental scanning, strategic and action planning



Vision, Mission, 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



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



Strategic Themes



Five strategic themes identified:

1. **Community Engagement** - recognized as the cornerstone of modern policing, fostering trust, collaborative problem-solving, and coordinated responses to social challenges, thereby shifting from reactive enforcement to proactive partnership.
2. **Professional Policing Service Delivery** - commits to the highest standards of integrity, accountability, fairness, and respect, ensuring services are delivered with compassion, responsibility, and continuous improvement.

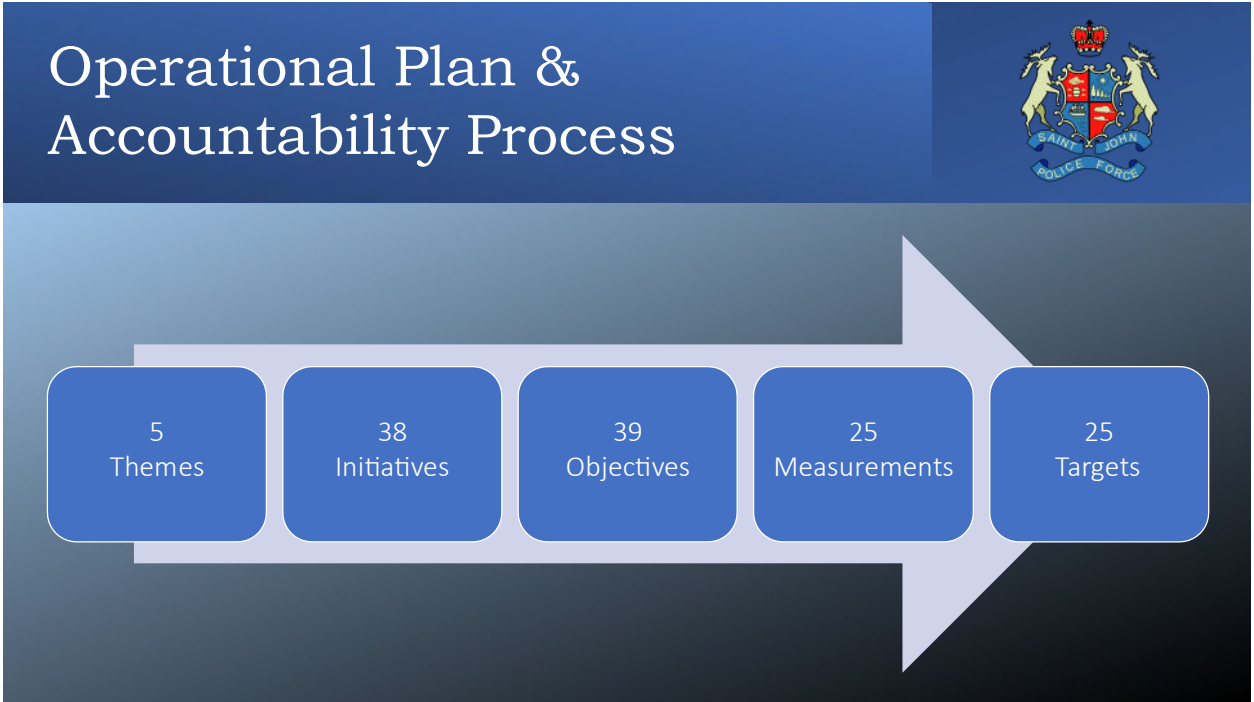


Strategic Themes




3. **A Healthy Resilient Organization** - prioritizes employee well-being in a high-stress profession, supporting physical, mental, and emotional health to strengthen sustainability and performance.
4. **Financial Accountability** - underscores responsible stewardship of public resources through transparent budgeting, accurate record-keeping, and expenditures aligned with strategic priorities.
5. **Innovative Human Resource Management** - focuses on modern recruitment, retention, training, and professional development, ensuring the right people with the right skills are in the right roles while fostering a supportive culture of growth and inclusion.






Operational Plan & Accountability Process



Community Engagement			
Initiatives	Objectives	Measures	Targets
Quick Reaction Team Advisory Committees Priority Neighbourhoods Foot Patrols Traffic Initiatives Community Meetings & Events Youth Resource Officer Public Awareness (monthly media) Analyzing Trends (social/criminal/traffic) Community Engagement vs. Community Policing	Increase # of QRT members Advisory Committees Healthy Me Community visits & events Foot Patrols Traffic Initiatives School Tours Public Awareness Utilizing Analytics Enhance Neighbourhood Officer Program Educate our members on what community engagement means and how to implement it	Presented in 2026 budget for two new members	Monthly review
		Fit for Duty Chief's Advisory Committee Youth Leadership Advisory Committee Community Action Group	Quarterly meetings Bi-annual review
		Eight schools	Four sessions per school Quarterly report
		Attend as many community events, visits, school tours, and public awareness beyond what is done by QRT	Quarterly review
		12 traffic initiatives per year	Quarterly review
		Community survey	Quarterly review
		Shift briefings, divisional meetings, training videos	Annual review



Operational Plan & Accountability Process



Professional Policing Service Delivery

Initiatives	Objectives	Measures	Targets
Professional Policing Excellence (PPE) Technology Roadmap Enhance Timeliness of Media Relations with Investigations & Callbacks Audits of Operations Transparency to the Community Direct Connection to the Mission/Vision/Values Visibility Public Awareness & Education	Review policies & standard operating procedures	Professional Policing Excellence (PPE) measurables	Monthly review
	Utilizing the best technology to serve the community	Look at innovative best practices	Annual review
	Implement the Safe Neighbourhood Camera Registry (SNCR)	Camera registry (SNCR)	Implementing & will report in 6 months
	Effective use of Criminal Record Checks	Auxiliary callbacks	Quarterly review
	Clearance Rates	Responding to media in a timely manner	Monthly review
	Internal Debriefs	Enhancing our professional public image of officers at community events	
	Audits of Operations Enhance Media Relations	Keeping the community informed on current topics	



Operational Plan & Accountability Process



A Healthy Resilient Organization

Initiatives	Objectives	Measures	Targets
Fit for Duty Health/Wellness Assessments Educational Sessions Dedicated Wellness Coordinator Dedicated Disability Manager Enhance Peer Support Self-awareness Education & Health Screening Building a Culture of Resilience	Hold information sessions for awareness and engagement of members	Hold quarterly information sessions	Quarterly review
		Monitor Attendance	
	Fit for Duty meetings Wellness Committee meetings	Track how many are sent out	Annual review
		Track how many people have participated	
	Return to work meetings Internal messaging Research viability of health/wellness assessments Step-by-step process to resiliency and early intervention	Assess applicants to develop	Annual review



Operational Plan & Accountability Process



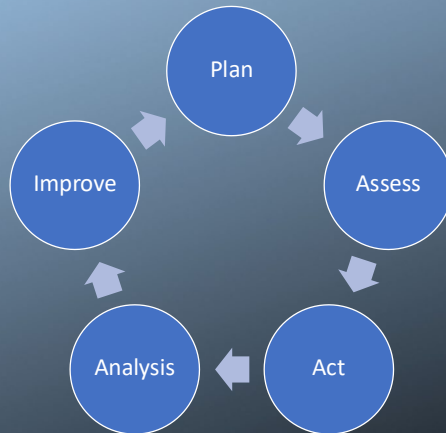
Financial Accountability			
Initiatives	Objectives	Measures	Targets
Streamline Processes Review Most Efficient Way to Track Assets Efficiency of Procurement Education/Training for Senior Managers	Research & seek opportunities on efficiency process	Reduction in time from request to payment	Quarterly review
	Executive delegation	Hiring of IT person	Annual review
	Best practices procurement	Reduction in costs with major vendors	Quarterly review
	Good corporate citizenship	Executive Leadership in Policing financial module	Annual review
		Remain within allotted yearly budget	Annual review

Operational Plan & Accountability Process



Innovative Human Resource Management			
Initiatives	Objectives	Measures	Targets
Performance Management Review/General Information Forms/Feedback Organizational needs analysis Leadership development Review promotional process Early intervention Transparent and consistent dialogue Review process of reporting mechanism Conceptual change to the organization through exposure	Effective & timely Performance Management	Having each member complete a learning development plan	Annual review
	Review/GIF/Feedback	Whiteboard, leadership development, reading list	Quarterly review
	Create needs analysis	Review all leadership development plans and provide timely feedback	Quarterly review
	Continue to provide leadership opportunities	Executive Leadership in Policing program	Annual review
	Succession planning	Exchange program	Quarterly review

Living, breathing document that will evolve over time



Conclusion



- Robust plan that builds on the success of our 2021-2026 plan
- Provides a roadmap to a stronger and more efficient service delivery model
- Presents tangible accountability and transparencies
- Supports our focus on employee wellness, financial sustainability, and community engagement
- Showcases the tireless work being done by our members, both civilian and uniform



Moved by Commissioner Reardon; seconded by Commissioner Costello:

RESOLVED, that the Saint John Police 2026-2031 Strategic Plan, be approved as presented. (O2512-03)

MOTION CARRIED UNANIMOUSLY

7. Consideration of Issues Separated from Consent Agenda

8. General Correspondence

8.1 Internal Monthly Report – November 2025

Chief Bruce reported that during the month of November there were zero (0) complaints, zero (0) complimentary correspondence and zero (0) grievances.

Moved by Commissioner Reardon, seconded by Commissioner Costello:

RESOLVED, that the Internal Monthly Report – November 2025, be received and filed. (O2512-04)

MOTION CARRIED UNANIMOUSLY

8.2 SJBPC Operating Budget – October 31, 2025

Frank Szalai, Senior Financial Manager, reported that the Police Commission's October 31, 2025, unaudited preliminary operating budget results show an overbudget position of \$160,628 year to date.

Overall wages and benefits are over budget by \$321 and goods and services are over budget by \$160,308 year to date, due to legal cost escalation.

Moved by Commissioner Reardon; seconded by Commissioner Costello:

RESOLVED, that the Saint John Board of Police Commissioners Unaudited Financial Results as of October 31, 2025, be received and filed as presented. (O2512-05).

MOTION CARRIED UNANIMOUSLY

8.3 SJPF Operating Budget October 31, 2025

Frank Szalai, Senior Financial Manager reported that the Saint John Police Force's October 31, 2025, unaudited preliminary operating budget results show a surplus of \$2,517,815 year to date.

Overall wages and benefits are under budget by \$1,975,545 and goods and services are currently under budget by \$542,270 year to date.

Detailed explanations around Wages and Benefits, as well as Goods and Services are highlighted in the submitted financial report.

Moved by Commissioner Reardon, seconded by Commissioner Costello:

RESOLVED, that the Saint John Police Force’s Unaudited Financial Results as of October 31, 2025, be received and filed as presented. (O2512-06)

MOTION CARRIED UNANIMOUSLY

8.4 PSCC Operating Budget October 31, 2025

Frank Szalai, Senior Financial Manager, reported that the Public Safety Communication Centre’s (PSCC’s) preliminary unaudited Operating Budget as of October 31, 2025, shows a surplus of \$132,908 year to date.

Overall wages and benefits are over budget by \$5,910 and goods and services are under budget by \$138,818. Detailed explanations are included in the board report submitted.

Moved by Commissioner Costello; seconded by Commissioner Reardon:

RESOLVED, that the Public Safety Communications Centre (PSCC) Unaudited Financial Results as of October 31, 2025, be received and filed as presented. (O2512-07)

8.5 Highlights of Monthly Activity Report / November 2025

Chief Bruce provided context around the information contained in the submitted report.

Activity	November 2025	YTD – 2025	YTD – 2024
Calls for Service	4,866	56,716	56,059
Incident Reports Generated	859	9,031	8,979
Violent Crimes	127	1,369	1,271
Property Crimes	222	2,520	2,963
Mental Health Act	24	299	349
Mental Health <i>RELATED</i> Calls for Service*	157	2,151	2,040
Arrests	144	1,577	1,164
Persons Charged / Charges Recommended	205	2,009	1,865
Impaired Driving	5	62	86
Motor Vehicle Collisions	189	1,633	1,825
Citations Issued (POPA)	86	1,124	1,238
Training	1,448	14,034	8,511.5
Auxiliary	221	2,032.5	1,514.5

SAINT JOHN BOARD OF POLICE COMMISSIONERS

December 9, 2025

Auxiliary Follow-Up Calls	18	76	n/a
Alternative Response Unit	25	1,679	2,104
Online Reporting	132	1,402	1,042
In-Person (Walk-Ins)	33	339	355
In-Person (Walk-Ins (Incident Reports Generated)	16	183	182

**Statistics are estimates only, due to the variability in the data collection*

QUICK REACTION TEAM (QRT):

	March	April	May	June	July	August	September	October	November	Total
Arrests - Warrants	10	6	7	8	13	6	5	0	1	56
Arrests	11	15	7	15	21	8	25	4	8	114
Files	19	9	10	24	42	22	46	13	32	217
Calls				44	43	45	53	35	53	273
Foot Patrols	35	9	15	17	20	17	23	6	26	168
Bike Patrols		3	4	5	5	5	3	0	0	25
Community Engagement	53	10	16	15	10	10	23	7	31	175
FI Check	9	7	5	10	9	10	16	4	9	79
Traffic Stops	33	33	50	47	27	40	40	24	41	335
Tickets	8	11	45	25	14	21	10	9	29	172
Warnings	15	22	7	24	9	10	13	15	12	127

**Estimated Police Unit availability time created by change in medical call response policy February – November:
approx. 282 hours and 2 mins total.**

February	March	April	May
31 h 52 mins 30s	23 h 12 m 45s	27 h 22 m 30s	27 h 36 m 38 s
June	July	August	September
24 h 12 m 9s	30 h 4m 0s	34h 1m 50s	46 h 59m 37 s
October	November		
26h 1m 18s	10h 41m 12s		

Moved by Commissioner Costello; seconded by Chair Kelly:

RESOLVED, that the Highlights of Monthly Activity Report for November 2025 and the QRT statistics for March to November 2025 be received and filed. (O2512-08)

MOTION CARRIED UNANIMOUSLY

9. New Business

10. Adjournment

Moved by Vice Chair Dean, seconded by Secretary White:

RESOLVED, that the Saint John Board of Police Commissioners December 9, 2025, Open Session meeting be adjourned. (O2512-09)

MOTION CARRIED UNANIMOUSLY

The Vice Chair declared the meeting adjourned at 4:53 p.m.

Chair Tamara Kelly

Vice Chair Katelin Dean