





Saint John Police Force 2025 Annual Report

SAINT JOHN POLICE FORCE
POLICE

Together a safe, secure, healthy community

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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 2025 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 statistical reporting. The Board plays a vital role within our community providing insight to the Saint John Police. This is my final message as Chair of the SJBPC as my term expires in August 2026. I am grateful for the experience and have learned a lot working with the Chief, management team, and Board members past and present. We are a group of individuals with different skill sets and backgrounds offering our expertise to the City of Saint John because we believe in what we do and we believe in service to our community.

The Strategic Plan wrapped up in 2025. Through this process the Board was able to give feedback and monitor the many initiatives that were undertaken. Strengthening procedures and policies, establishing the Quick Response Unit (QRT), community engagement and recruitment events for new members are examples of the results of the plan. Not only did we have the completion of the plan, but we immediately started the planning for our new Strategic Plan. Surveys and community focus groups were the first step of development of the plan held in May 2025. Our community, like so many other communities, continues to grapple with homelessness, mental health, and substance use. We remain committed to addressing the needs of our community and we believe in the dedication of the members of the Saint John Police.

Thank you to all who work for the Saint John Police (sworn and civilian) for your dedication, compassion, and professionalism. Thank you to Daphne Waye and the Saint John Board of Police Commissioners for your commitment.

It takes everyone working together 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 2025:

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

From the Chief of Police



To those who live, work and visit our city,

Our resolve has never been greater in the execution of our 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, serving alongside our community members in partnership as we take on the many challenges we face is paramount.

It is our pleasure to present the Saint John Police Annual Report for 2025. This report highlights a number of proactive programs and initiatives that strengthen our service delivery model while addressing complexities we face.

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

To ensure our service delivery model continues to meet 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, the Chief's Priority Neighbourhoods Committee, and the Chief's Youth Leadership Advisory Committee, which together provide seamless support for tackling homelessness, addiction, crime reduction, and youth engagement, helping us build better understanding and trust with those we serve across Saint John.

Our recruiting efforts saw 11 uniform and 15 civilian additions.

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.

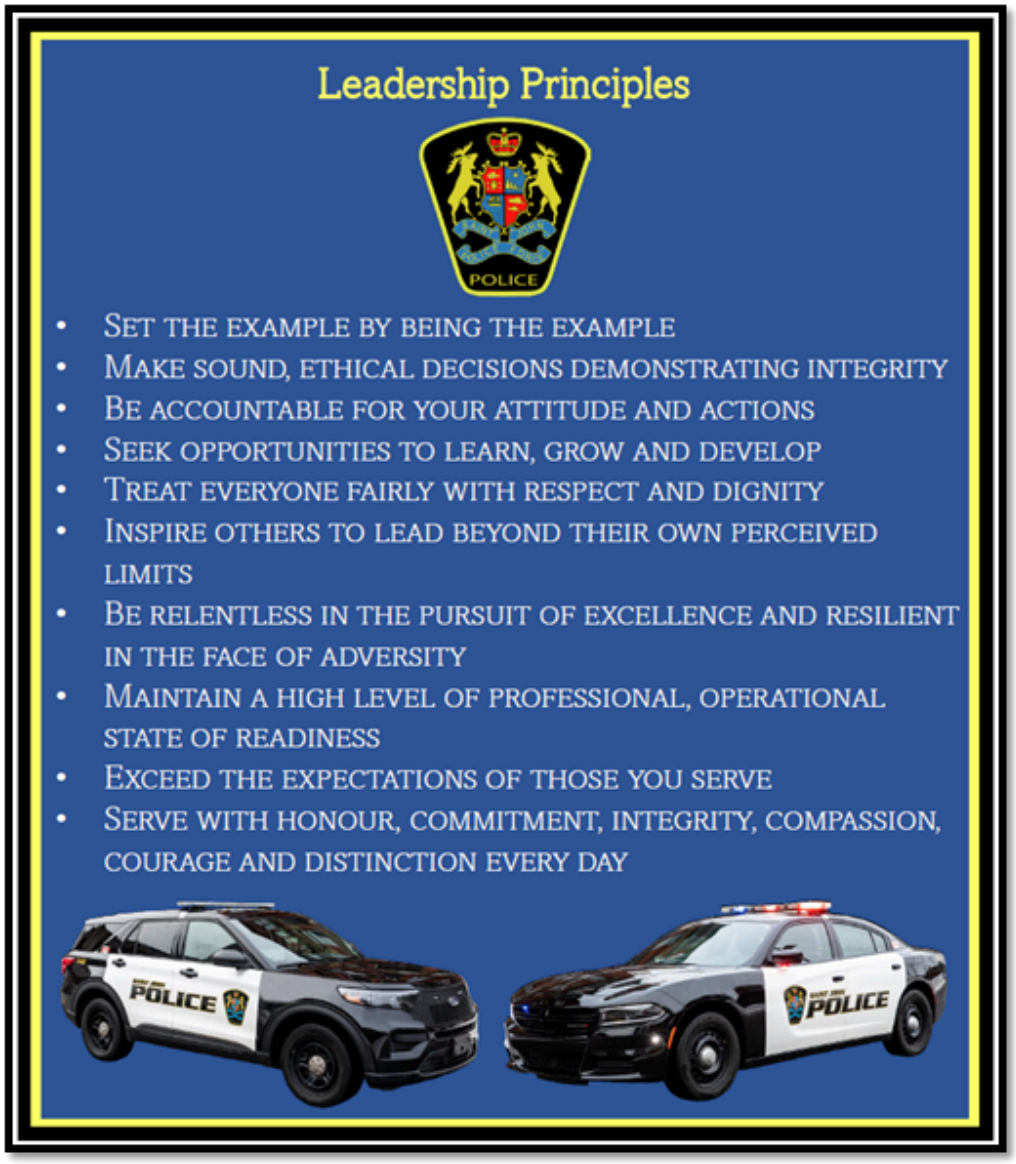
The members of the Saint John Police remain dedicated and vigilant in providing policing services that not only meet our community's expectations but exceeds them.

We are very proud and honoured to have both the opportunity and privilege to serve. We would be remiss if we did not thank our entire community for your support, collaboration, feedback and partnership in making our city one that stands united in keeping our community safe, secure and healthy.

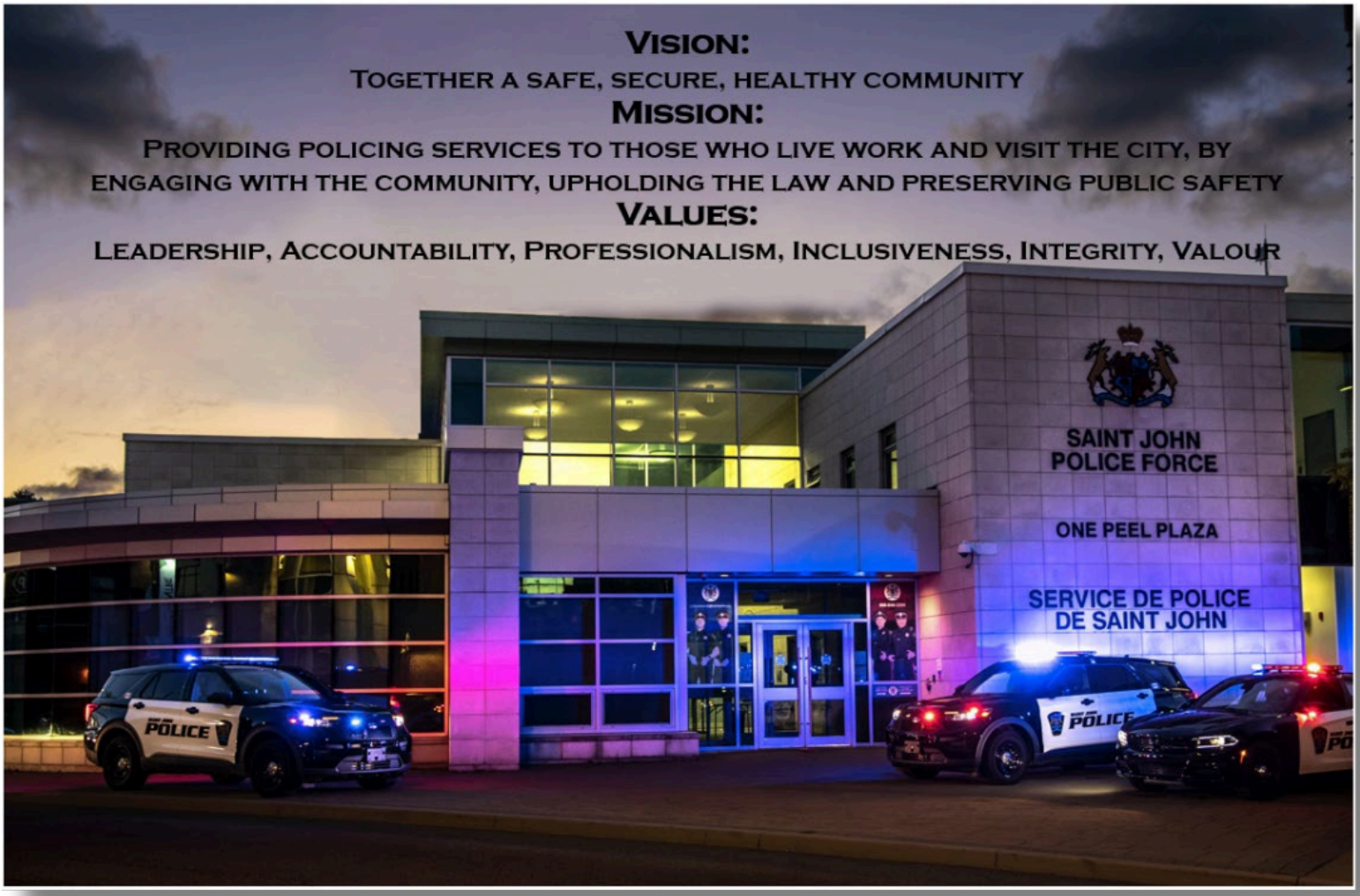
Sincerely,

R.M. Bruce, Chief of Police

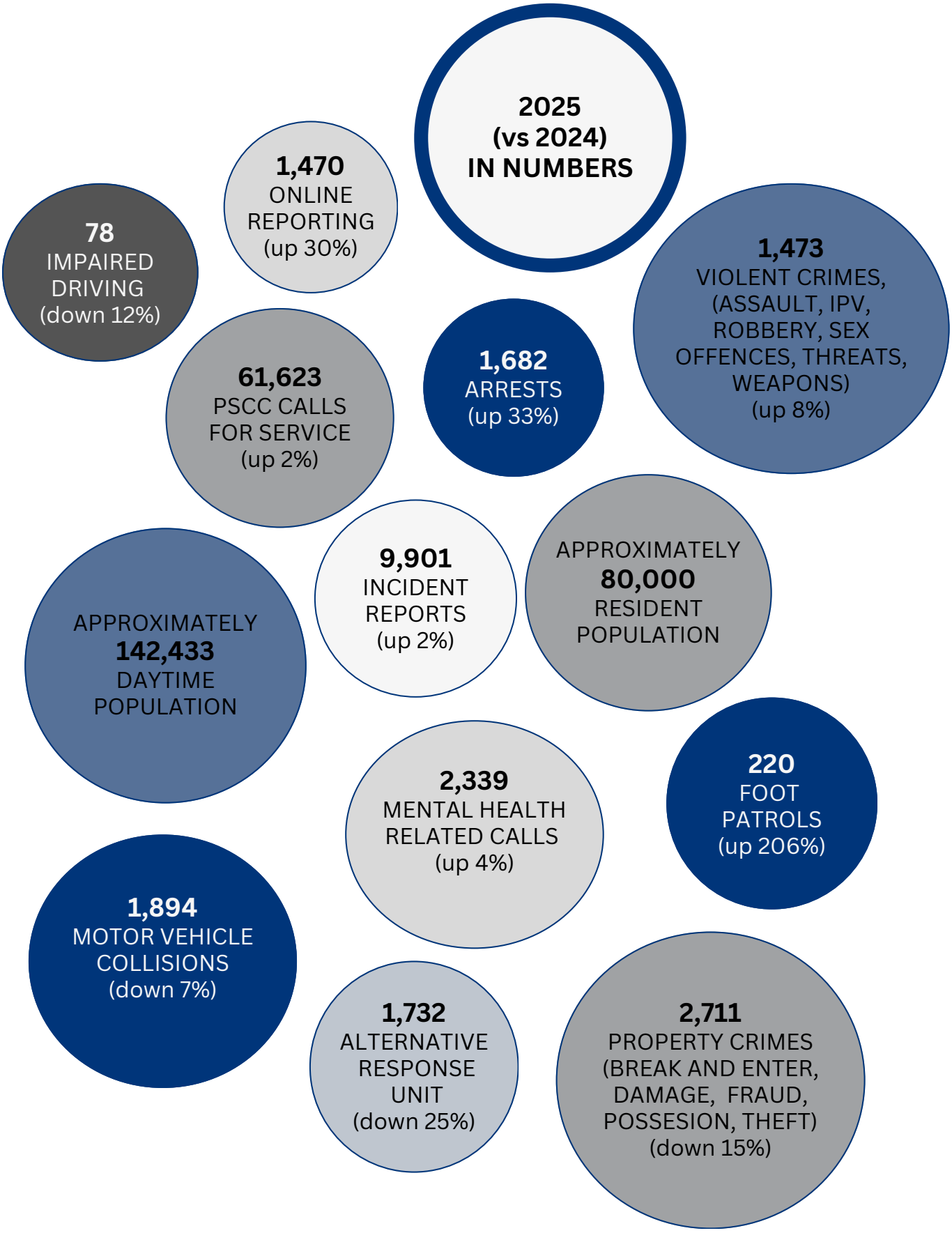
Leadership Principles



Mission, Vision, and Values



2025 Statistics and Highlights



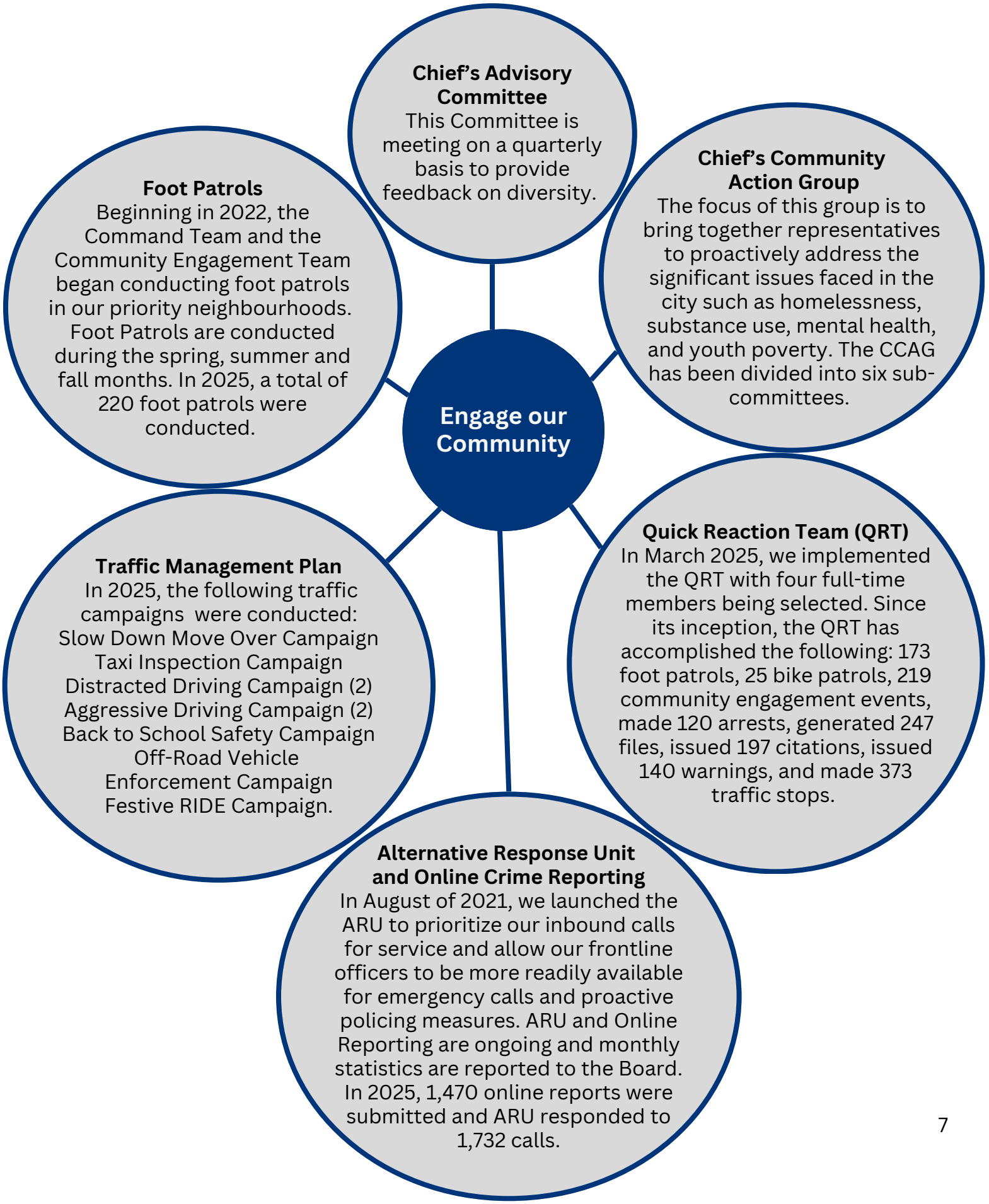
2021-2026 Strategic Plan

The 2021-2026 Strategic Plan identified five strategic themes including “Engage our Community”, “Operational Efficiency”, “Focus on Talent Development”, “Financial Sustainability”, and “Improve our Brand”. For the past five years, the strategic themes not only provided direction, but also provided transparency and accountability with 18 initiatives, 38 objectives, 23 measurements, and 22 targets. As of the end of December 2025, all initiatives, objectives, measurements, and targets have been implemented and achieved.

Five Strategic Themes



Engage Our Community



Engage Our Community

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. In 2025, we hosted 12-year-old Favour Ayoade who was sworn in and enjoyed a day of activities.

Holiday in a Box
The year 2025 marked the 5th anniversary of "Holiday in a Box". To help support this initiative, a limited-edition challenge coin was created and all proceeds of the sale of the coins went to the campaign. We also hosted our first "5K Pursuit – Run for a Cause" at Rockwood Park and all proceeds from this event went to the campaign. In 2025, our campaign resulted in 650 boxes and 270 gift cards presented to our five priority neighbourhoods.

Engage our Community

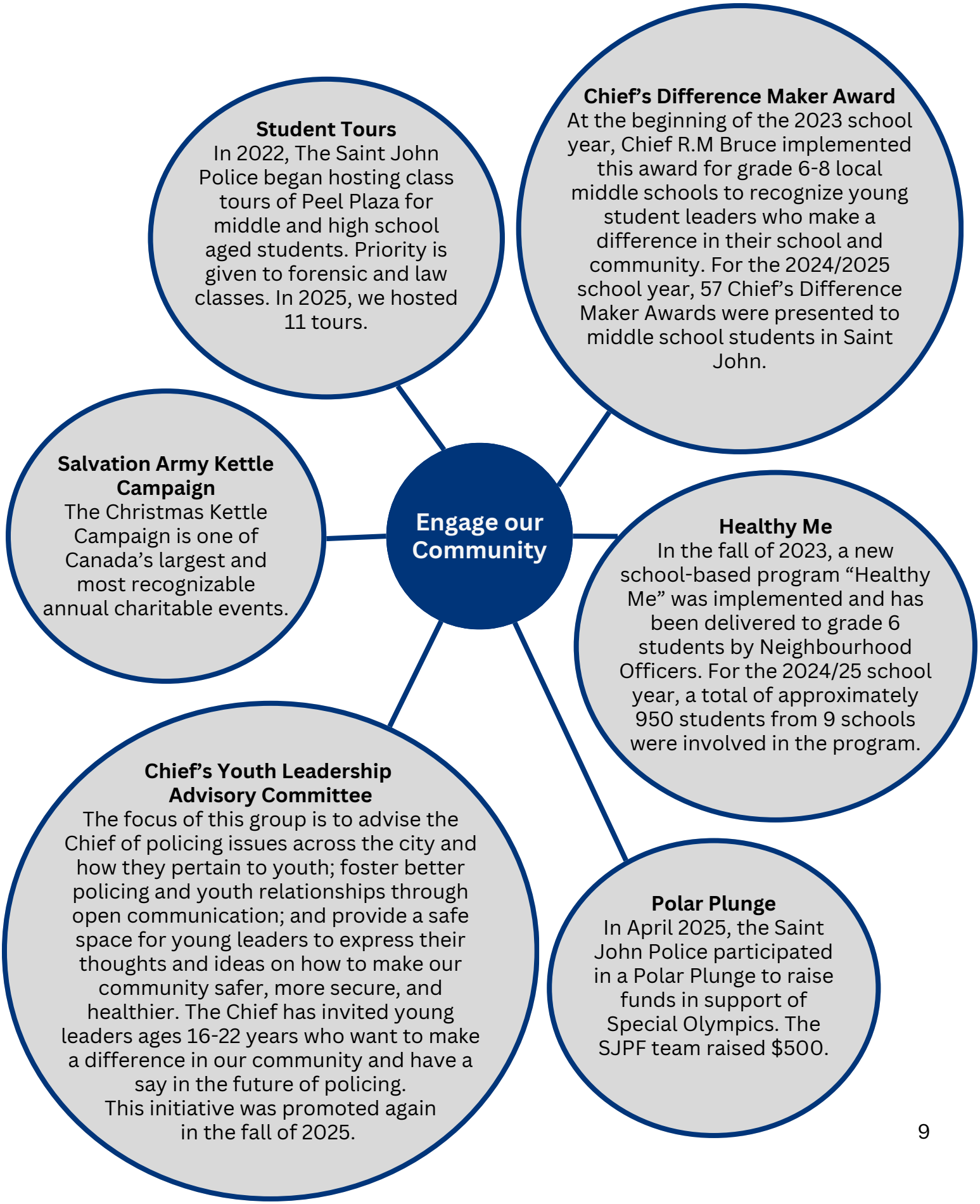
Police Gratitude
In 2025, 110 employees of the Saint John Police participated in at least one gratitude event to give back to the community.

Holiday in a Box
5th Anniversary Coin





Engage Our Community



In Our Community





















Operational Efficiency

Records Management System (RMS)

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 in preparation for the launch. The internal projects team remains engaged in addressing any questions or concerns from members. On November 27, 2025, CPIC integration was introduced.

Efficiency Reviews

A Management Review of the Saint John Police was completed by New Brunswick Policing Standards in March 2025. A number of internal quality assurance reviews were conducted on approved screening device use, mental health assistance calls, impaired investigations, and missing or lost persons calls. Recommendations were made to improve some of these processes and have been implemented.

Medical Calls

The change in medical call response began February 1, 2025. Since its inception, up to and including December 2025, there has been a 63% reduction in police responding to medical calls that were considered suspected overdoses. The estimated police unit availability time created by the change in medical call response is approximately 306 hours and 27 minutes.

Chief's Fit For Duty Committee

In the fall of 2024, six Saint John Police members 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. In 2025, 49 Saint John Police members received their Fit for Duty pin. The first test is recognized with a blue pin displaying one star, awarded and proudly displayed on the member's uniform/clothing. As of December 2025, the second-year pin which is red with two stars was available. In 2025, Chief Bruce and one fitness appraiser have received their red pin.

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. In 2025, five incidents were recorded; four incidents were deemed preventable and officers were given developmental feedback.

Focus on Talent Development

Grass Roots Program

Since 2024, all sworn members assigned to specialty units are required to complete one week during the summer months (June 1 to August 31) on shift and in uniform to answer 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.

Leadership Training

Several initiatives have been implemented to provide our members with leadership development as future leaders within the organization. Initiatives include 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, and the New Brunswick Municipal Police - RCMP Leadership Exchange Program.

Executive Leadership Development Program

The Saint John Police involved and partnered with the New Brunswick Community College to create a professional executive leadership certification that combines police specific and corporate leadership development at the executive level. The program commenced 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, for eight months, featuring executive level guest speakers. We have also commenced discussions with the University of New Brunswick to expand this program.

Platoon Assignments

Since 2022, various members in the Patrol Division have been assigned annually to specialized roles including Neighbourhood Officers, Traffic Management Officers, Investigational Support Officers, and Scenes of Crime Officers.

Financial Sustainability

Fine-tuning of Financial Reports
In 2025, reporting processes have been further refined to provide department heads with detailed insights into wage and salary allocations, aiding in effective workforce management.

Subscription Expense Review
We continue to evaluate these services regularly to ensure we secure the most competitive rates available.

Cost Distribution and Reimbursement Initiatives
The Saint John Police continues to aggressively pursue reimbursement initiatives, notably securing provincial funding for various projects and opportunities.

Internal Cost Review and Approval Process
Our financial reporting processes have been further refined, enhancing transparency and equipping managers with detailed insights for maintaining budgetary compliance. The next change will come with the introduction of the new Enterprise Resource Planning (ERP) system (project coordinated by the City of Saint John).

Enterprise Resource Planning (ERP) System Overhaul
We continue to collaborate with the City of Saint John on the ERP system overhaul. While integration remains a priority for modernizing data handling and financial control, the latest projections indicate the project will reach fruition in 2027.

Improve our Brand

Saint John Police Auxiliary Program
In December 2024, the Saint John Police Command Team approved a complete refurbishment of our Saint John Police Auxiliary Program. Our recruitment process closed on February 28, 2025. This process concluded with the selection of three uniform members and three non-uniform members. Training began in June 2025, and a swearing-in ceremony was held on July 10, 2025. For the year 2025, auxiliary officers volunteered a total of 2,294.5 hours.

Recruitment Strategy
To grow our recruitment strategy, we launched a Recruitment Referral Program designed specifically for our frontline members to support our ongoing staffing efforts. As valued and experienced members of the Saint John Police, our frontline members are our best ambassadors. To help make it easier for members to refer interested individuals, we created referral cards that can be handed out. The card has a QR code that links to the Saint John Police career page, basic contact information for our recruitment team and a space to indicate who made the referral.

At the end of December 2025, we hired 19 new members from the initial commencement of the Sponsorship Program (January 2023). Four of these hires were a direct result of our Inclusion and Diversity Recruitment camps. Another five applicants were selected and will commence their training at the APA in January 2026 with an anticipated hiring date of June 2026.

Corporate Communications (Internal and External)
In May of 2025, Staff Sergeant Shawna Fowler assumed the role of Executive Officer and Corporate Communications. She is currently the Public Information Officer for the Saint John Police. Our website and our social media platforms are continuously updated to keep our community informed.

What We Do

Administration

Chief of Police

Deputy Chief of Police

Corporate Communications

Finance

Human Resources

Policy and Risk Management

Professional Standards

Legal

Criminal Investigations

Crime Analysis

Criminal Intelligence Unit

Family Protection Unit

Forensic Identification Services

Major Crime Unit

Fraud

Street Crime Unit

Support Services

Body Worn Camera

Building

Exhibits and Property Control

Information Technology

Public Safety Communications Center

Records

Training Unit

Victim Services Unit

Quality Assurance

Patrol Services

All-Terrain Vehicle Unit

Alternative Response Unit

Auxiliary Program

Canine Unit

Court Services Unit

Community Engagement Team

Drug Recognition Experts

Emergency Tactical Services

Fleet and Equipment

Impaired Driving Coordinator

Traffic Management Officers

Quick Reaction Team

Awards and Recognition

Chief's Commendation	6
Chief's Certificate of Merit	7
Service Recognition Award	3
Team Endeavour Award	18
Chief's Challenge Coin of Excellence	1
Chief's Difference Maker Award Coin	5
Chief's Personal Challenge Coin	1
Command Leadership Coin	6
Fit for Duty Pin - 1 star/ 1 year	41
Fit for Duty Pin - 2 star/ 2 year	2
Chief's Certificate of Promotion	6
Chief's Recognition of Retirement	4
City of Saint John Years of Service Recognition Pin - Local 486 Members	6
TOTAL	**106**

Training Department

Throughout 2025, the Saint John Police continued to strengthen organizational capability through a focused and comprehensive approach to training and professional development. These efforts ensured our members remained operationally prepared, adaptable, and equipped to meet the evolving realities of modern policing.

Annual Block Training remained the cornerstone of operational readiness. All sworn members participated in structured, hands-on training that included firearms qualification, use of force decision-making, and Immediate Action Rapid Deployment (IARD) exercises. These components reinforced safe weapons handling, lawful and proportionate force application, and coordinated response to active threat situations. Scenario-based exercises were integrated throughout, emphasizing judgment under pressure, communication, and team-based tactical response. This standardized model ensured consistency across platoons while strengthening confidence and operational performance.

Enhancing medical readiness and crisis response was also a priority in 2025. Officers completed Law Enforcement First Aid training to strengthen their ability to provide immediate trauma care during critical incidents.

Continued emphasis on de-escalation further developed members' ability to manage volatile encounters safely, particularly those involving mental health crises or emotionally distressed individuals.

Leadership development and structured mentorship were expanded through the Field Training Officer Course, reinforcing high standards in recruit development and performance evaluation.

The Supervisor Course further strengthened frontline leadership capacity by focusing on accountability, personnel management, and sound operational decision-making.

Investigative competencies were advanced through training in Phased Interviewing and warrant preparation, enhancing officers' ability to obtain reliable statements and prepare comprehensive judicial authorizations that meet legal and evidentiary standards.

Technology modernization also progressed with training related to the implementation of the Versaterm Records Management System. Train-the-Trainer sessions ensured internal instructors were prepared to support organization-wide adoption, improving information management, reporting accuracy, and operational efficiency.

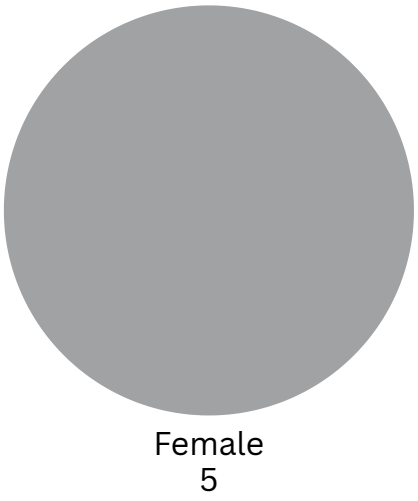
Through continued investment in professional development, tactical readiness, and leadership capacity, the Saint John Police Force remains committed to maintaining the highest standards of policing and public safety.

2025 Workforce

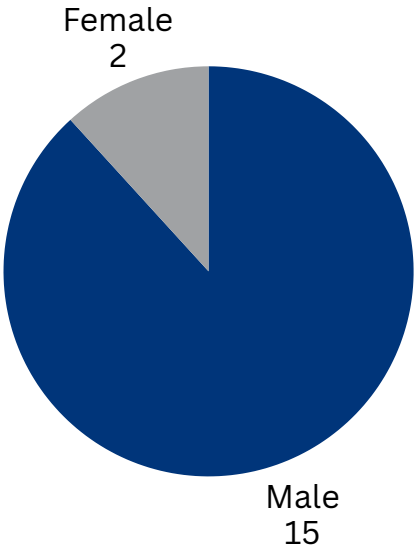
In 2025, the Saint John Police hired 11 sworn members and 17 non-uniform members. There were 15 employees who retired, resigned, or were terminated in 2025. As of December 31, 2025, the Saint John Police had a total of 193 employees both sworn and civilian.

Gender

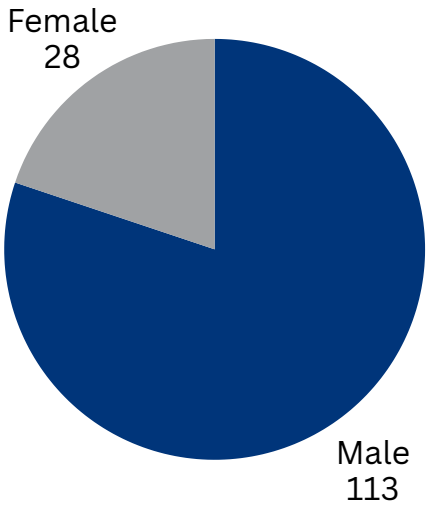
Victim Services Volunteers



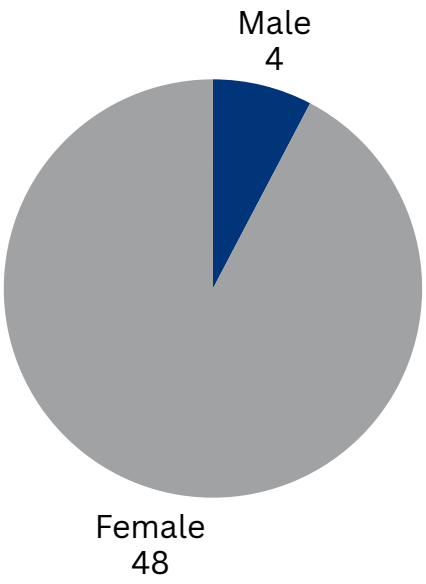
Auxiliary Members



Sworn Members



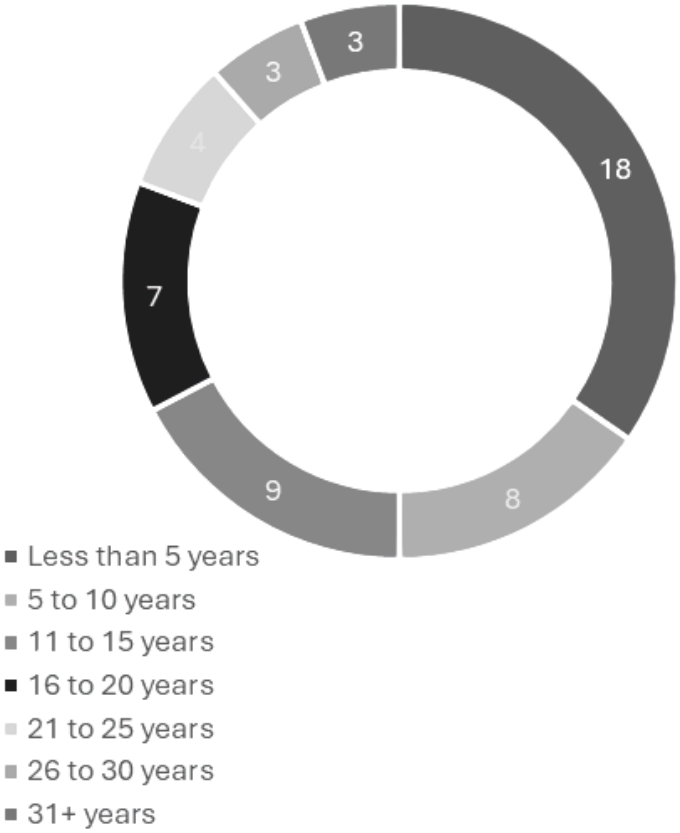
Civilian Members



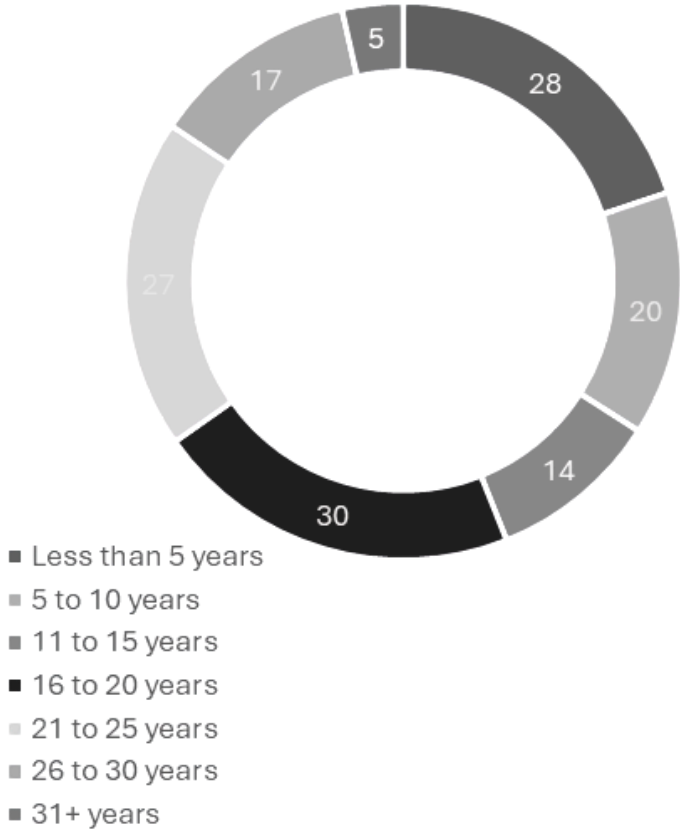
2025 Workforce

Years of Service

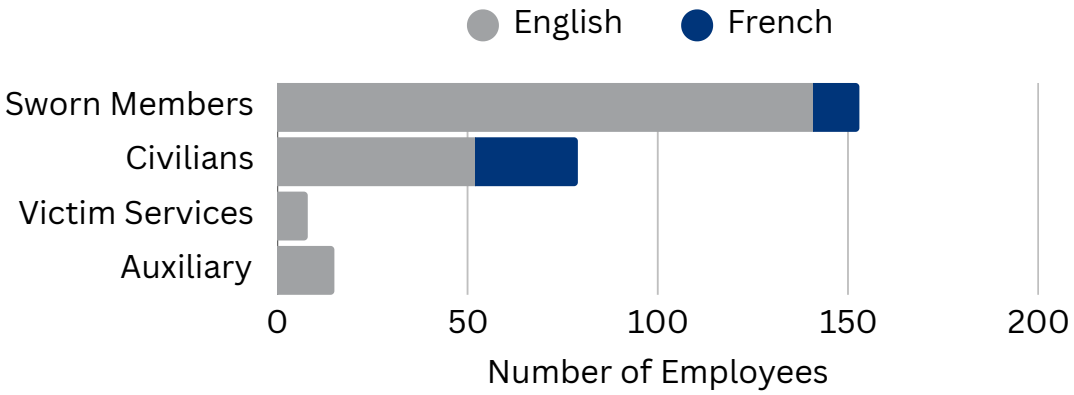
Civilian Members



Sworn Members



Language



Professional Standards

The Saint John Police office of Professional Standards is tasked with ensuring that all members 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

2025- Complimentary Correspondence: 23
2025- New Brunswick Police Act Complaints: 19 (this does not include the number of members named in a complaint)

2025 New Brunswick Police Act Files as of December 31, 2025	
Conduct Complaints	
Summary Dismissal	4
Withdrawn by Complainant	1
Informal Resolution	6
Settlement Conference	0
No Further Action (Unfounded)	2
Loss of Jurisdiction	1
Arbitration Hearing	0
Active/Open	3
TOTAL	**17**
Service Complaints	
Complaints Addressed	2
No Further Action (Unfounded)	3
TOTAL	**5**

Annual Financial Statement

Saint John Police Force
Unaudited Statement of Operations
For the Period ended, December 31, 2025

	Annual Budget	2025 Results	Variance
Salaries and Wages	18,389,128	17,061,116	1,328,011
Overtime	1,313,149	1,381,402	-68,252
Other Personnel Costs	245,895	222,030	23,865
Fringe Benefits	5,741,179	6,124,708	-383,529
Total Wages and Benefits	**25,689,352**	**24,789,256**	**900,096**
General Services	486,871	505,448	-18,578
Insurance	142,962	124,778	18,184
Professional Services	483,606	486,639	-3,033
Other Purchased Services	234,443	279,385	-44,941
Repairs and Maintenance	511,254	395,558	115,696
Rentals	1,248,951	1,388,746	-139,795
Purchased Goods	358,429	405,230	-46,801
Government Services	8,687	9,898	-1,211
Internal Charges	1,055,505	832,864	222,641
Asset Purchases	455,047	370,474	84,573
Total Expenses	**4,985,755**	**4,799,019**	**186,735**
Grand Total	**30,675,106**	**29,588,275**	**1,086,831**
Revenue	**374,800**	**509,043**	**134,243**



Together a safe, secure, healthy community