

2.01

**SAINT JOHN BOARD OF POLICE COMMISSIONERS
OPEN SESSION – MINUTES
JANUARY 12, 2021 – 5:00 P.M.
WEBEX MEETING**

PRESENT

Commissioners

Edward Keyes, Chair
Douglas Jones, Vice Chair
Michael Costello, Secretary
Gary Sullivan
Maik White
Katelin Dean
Tamara Kelly

Staff

Chief Stephan Drolet
Deputy Chief Tony Hayes
Craig Lavigne, Asst. Comptroller Finance, CSJ
Doug Evans, Legal Counsel
Daphne Waye, Recording Secretary

Media

Nathalie Sturgeon, Brunswick News
Brad Perry, CHSJ / Wave News

1. Call to Order

The Chair welcomed everyone to the January 12, 2021 Open Session meeting and called the meeting to order, and thanked Vice Chair Jones for setting it up.

2. Approval of Minutes

- 2.01 Minutes of October 6, 2020**
- 2.02 Minutes of December 9, 2020.**

On motion of Commissioner Kelly
Seconded by Vice Chair Jones

***RESOLVED, that the minutes of the October 6th and December 9th, 2020 Open Session meetings of the Saint John Board of Police Commissioners, be approved.
(O2101-01)***

Question being taken, the motion was carried.

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3. Adoption of Agenda – January 12, 2021

On motion of Commissioner Sullivan
Seconded by Secretary Costello

RESOLVED, that the Agenda for the January 12, 2021 meeting of the Saint John Board of Police Commissioners be adopted. (O2101-02)

Question being taken, the motion was carried.

4. Disclosure of Conflict of Interest

4.01 There were no members in conflict of interest with any item on the Agenda.

5. Consent Agenda

5.01 That the letter dated November 19, 2020 from the Minister of Justice and Public Safety, Province of New Brunswick reappointing Maiké White as the Provincial Representative to the Saint John Board of Police Commissioners effective November 10, 2020 for a term of three years, be received and filed.

On motion of Vice Chair Jones
Seconded by Secretary Costello

RESOLVED, that the recommendation set out in the consent agenda respectfully be adopted. (O2101-03)

Question being taken, the motion was carried.

6. Delegations and Presentations

6.01 Police Use of Force (National Use of Force Framework) – Inspector Mike Young

See attached presentation

6.02 Strategic Planning – The Chapman Group

See attached presentation

7. Consideration of issues Separated from Consent Agenda

7.01 There were no issues separated from the Consent Agenda.

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8. General Correspondence

8.01 Internal Monthly Report / October, November and December 2020

Chief Drolet reported that during the month of October, 2020 there were zero (0) complaints, zero (0) complimentary correspondences and zero (0) grievances. He also gave verbal updates around the Internal Monthly Reports for November and December.

On motion of Commissioner Sullivan
Seconded by Secretary Costello

RESOLVED, that the Internal Monthly Reports for October, November and December 2020 by Chief Drolet be received and filed. (O2101-04)

Question being taken, the motion was carried.

8.02(a) Highlights of Monthly Activity – September 2020

The Calls for Service processed by the PSCC for the SJPF only for the month of September were 4,645 calls; Incident Reports (Police Files generated as a result of Calls for Service / not all calls result in files) - 818 reports for September; Arrests – 126 files for September; Violent Crimes (Assault, Robbery, Weapons Offences, Threats) - 65 files for September; Mental Health Act – 21 files for September; Mental Health *RELATED* Calls for Service (Incidents related to or caused by mental health issues) – 118 files for September; Property Crimes (Theft, Break & Enter, Possession of Stolen Property, Mischief) – 207 files for September; Impaired Driving – 4 files for September; Motor Vehicle Accidents – 150 files for September; Tickets Issued (POPA) – 114 tickets for September; Training – 1,346 hours for September; Community Room – 0 hours for September; Auxiliary – 63 hours for September.

8.02(b) Highlights of Monthly Activity – October 2020

The Calls for Service processed by the PSCC for the SJPF only for the month of October were 4,638 calls; Incident Reports (Police Files generated as a result of Calls for Service / not all calls result in files) - 797 reports for October; Arrests – 110 files for October; Violent Crimes (Assault, Robbery, Weapons Offences, Threats) - 66 files for October; Mental Health Act – 37 files for October; Mental Health *RELATED* Calls for Service (Incidents related to or caused by mental health issues) – 142 files for October; Property Crimes (Theft, Break & Enter, Possession of Stolen Property, Mischief) – 171 files for October; Impaired Driving – 7 files for October; Motor Vehicle Accidents – 153 files for October; Tickets Issued (POPA) – 132 tickets for October; Training – 1,527 hours for October; Community Room – 0 hours for October; Auxiliary – 91.5 hours for October.

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WEBEX MEETING**

Commissioner Sullivan mentioned that it is early into the launch of the Integrated Mobile Crisis Response Team (MCRT) which just launched on October 19, 2020 but he asked the Chief how it was working out. Chief Drolet responded that Dr. Mary Ann Campbell would be invited to attend the next meeting for an update.

On motion of Commissioner Kelly
Seconded by Commissioner Dean

RESOLVED, that Items 8.02 (a) and 8.02 (b) Highlights of Monthly Activity Reports September and October 2020 be received and filed. (O2101-05)

Question being taken, the motion was carried.

8.03 Police Commission Budget Financial Results

Due to the significant IT cyber-attack on the City of Saint John the report was unavailable.

8.04 Overview of SJPF Financial Results

Due to the significant IT cyber-attack on the City of Saint John the report was unavailable.

8.05 Overview of PSCC Financial Results

Due to the significant IT cyber-attack on the City of Saint John the report was unavailable.

On motion of Commissioner Sullivan
Seconded by Commissioner Dean

RESOLVED, that the Police Commission Budget and Overviews of the SJPF and PSCC Financial Budget reports be deferred to next months' meeting. (O2101-06)

Question being taken, the motion was carried.

8.06 Proposed SJBPC 2021 Meeting Schedule

The proposed SJBPC 2021 Meeting Schedule was presented to the board with meetings scheduled for the *second* Tuesday of the month, with the exception of the July meeting which will be held the *third* Tuesday of the month to bridge the gap to the September meeting as there is no August meeting pursuant to the By-Laws of the board.

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On motion of Secretary Costello
Seconded by Commissioner Sullivan

RESOLVED, that the Proposed Saint John Board of Police Commissioners 2021 Meeting Schedule be approved. (O2101-07)

Question being taken, the motion was carried.

8.07 Election of 2021 Officers

At the January 12, 2021 Committee of the Whole meeting the following members were elected to serve as the Executive for 2021. The following information now requires ratification in Open Session.

Chair: Edward W. Keyes, Q.C.
Vice Chair: Douglas Jones
Secretary: Michael Costello

On motion of Commissioner Sullivan
Seconded by Vice Chair Jones

RESOLVED, that Edward W. Keyes, Q.C., be elected as Chair, Douglas Jones be elected as Vice Chair and Michael Costello be elected as Secretary pursuant to Section 11 of the 2012 By-Laws Respecting the Procedures of the Saint John Board of Police Commissioners for a period of twelve months and they shall be the signing officers for the Board and sit on the Executive Committee be ratified in Open Session. (O2101-08)

Question being taken, the motion was carried.

The meeting was adjourned at 6:33 p.m.

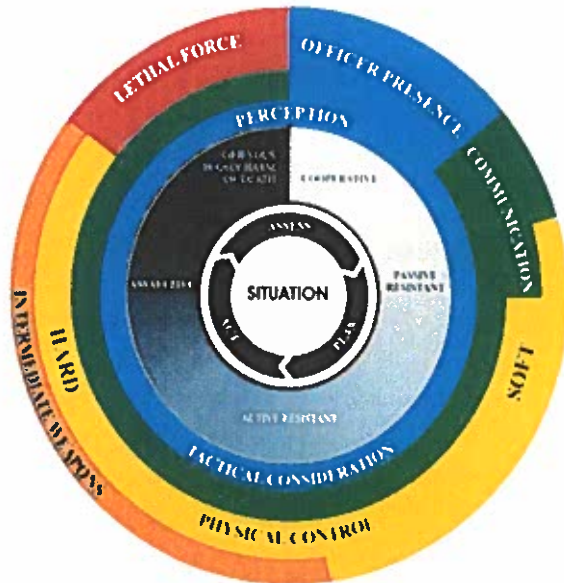
Chair Edward W. Keyes, Q.C.

Vice Chair Douglas Jones

Police Use of Force

National Use of Force Framework

National Use of Force Framework



National Use of Force Framework

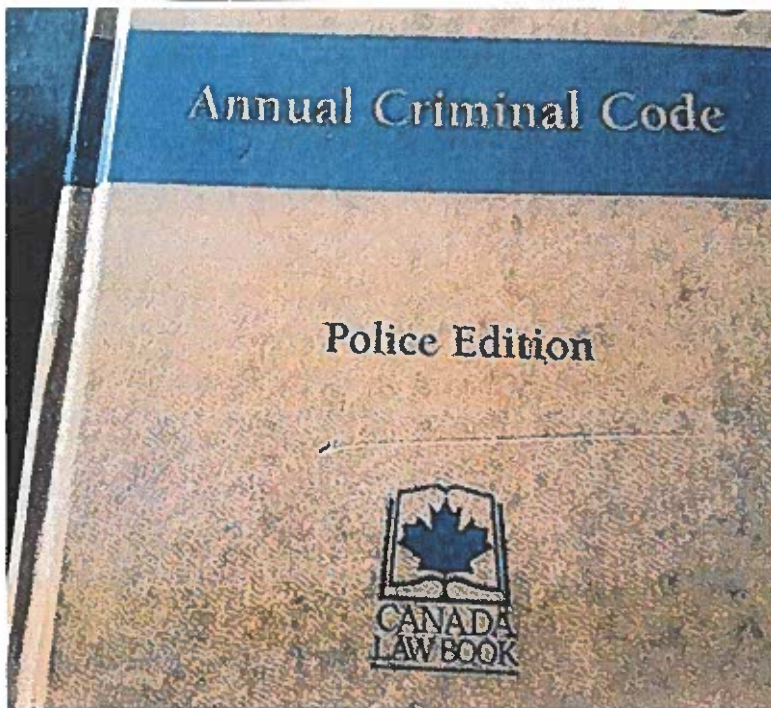
Model developed in 1999 at request of Canadian Association of Chiefs of Police (CACP).

Graphical model that would be dynamic, support officer training, facilitate professional and public understanding of officer use of force.

Bring together into one framework all the best theory, research and practice about officer use of force.

A reference tool when making decisions and explaining officer actions.

Represents the process by which an officer assesses a situation and acts in a reasonable manner to ensure officer and public safety.



Framework does not justify an officer's actions

- CCC s.25– Protection of persons acting under authority
- CCC s.26– Excessive force
- CCC s.27– Use of force to prevent commission of offence

Main Reasons Force Options May Be Necessary For Police Use



Six Basic Principles Underlying the U of F Framework:

The primary responsibility of a peace officer is to **preserve and protect life**.

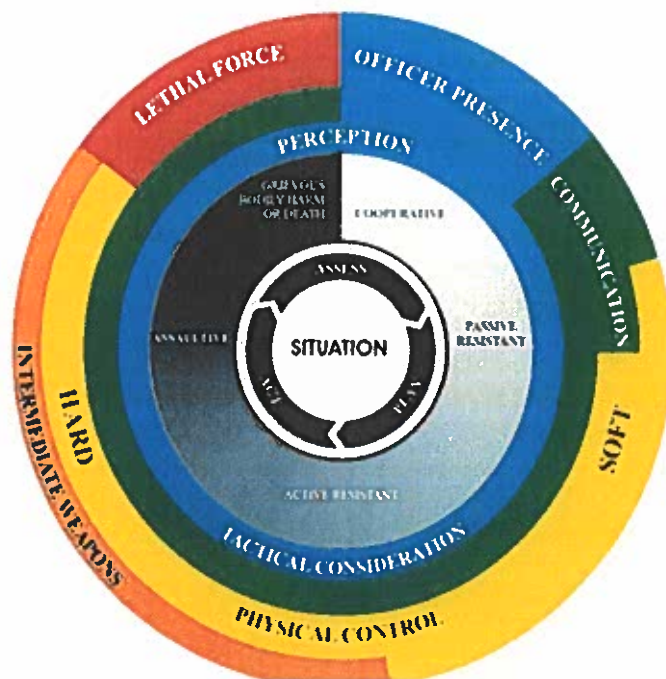
The primary objective of any use of force is to **ensure public safety**.

Police officer safety is essential to public safety.

The Framework **does not replace or augment the law**, the law speaks for itself.

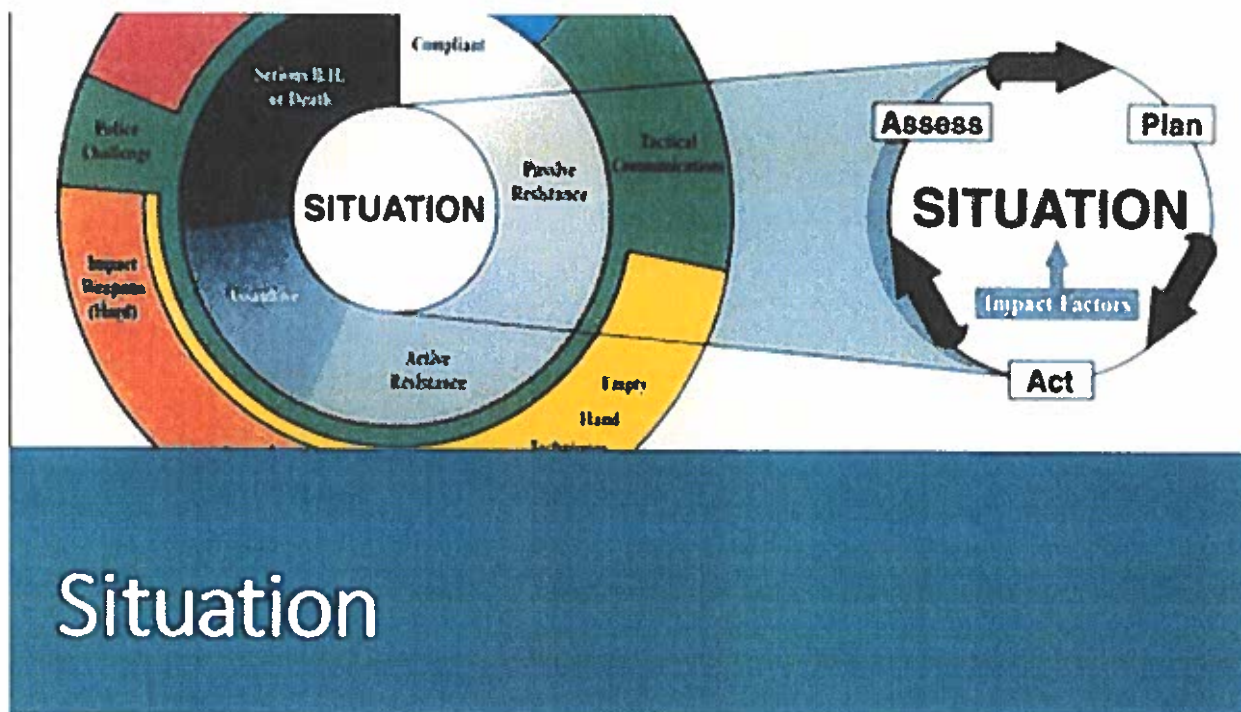
The Framework was **constructed in consideration of (federal) statute law/current case law**.

The Framework is **not intended to dictate policy to any Agency**.



This graphic representation of the National Use of Force Framework is used to assist in the explanation of the decision process used by police officers relating to use of force.

At the center of the Model is the Situation. Around the Situation are three arrows depicting the constant process of Assessing, Planning and Acting. The shades of grey, as you move out from the center, depict the subjects behavior, and then the multi-colored rings represent the response options available to the officer.

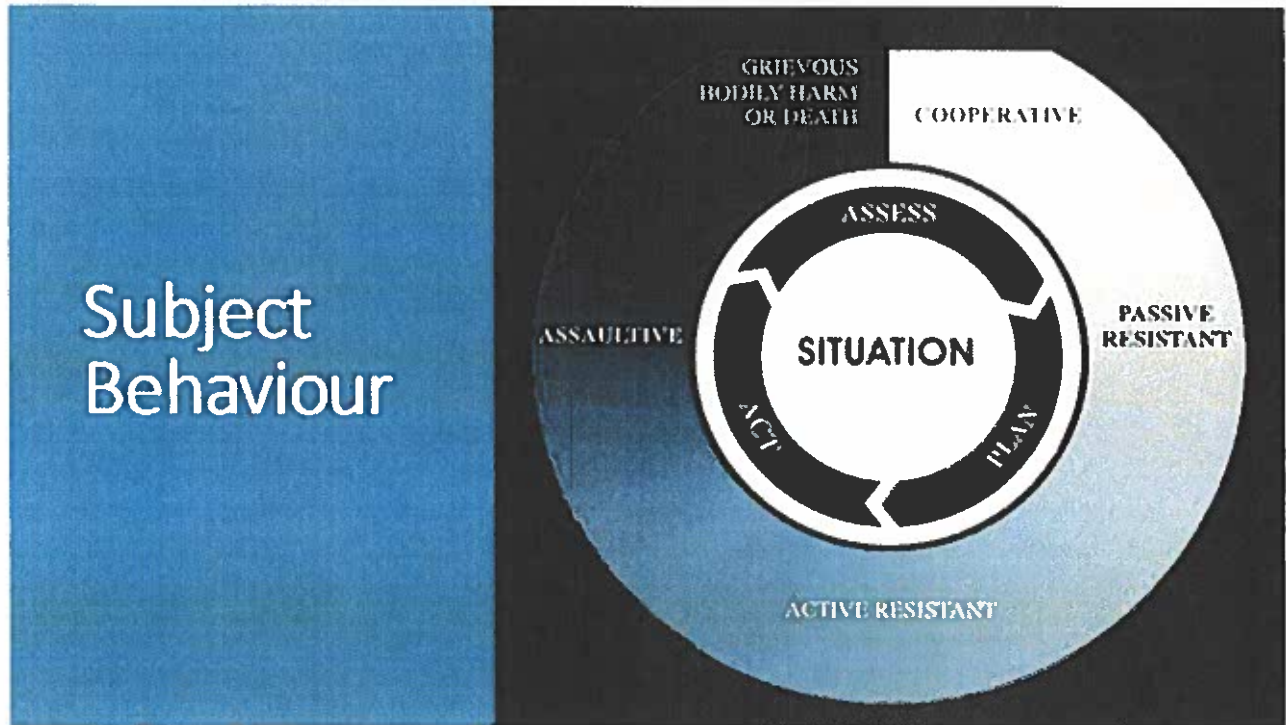


At the core of any use of force incident is the situation in which it occurred. The situation is dependent on numerous and varying factors. Some examples:

- Nature of the call (information available to the responding officer)
- Environmental (weather conditions, lighting conditions, temperature)
- Geographic (location, inside vs. outside, ground surface, presence of hazards)
- Subjects involved (number or people involved, presence of bystanders, drug or alcohol impairment, and knowledge of suspect / CPIC etc.)
- Weapons (available to subject, available to officer)
- Availability of resources (back up, k-9, specialized units)
- Officer involved (skills, abilities, perceptions)
- Time and distance (immediate action, create distance? escape routes)
- Potential attack signs (ignoring, repetition questioning, aggressive/emotional venting, ceasing all movement, aggressive stance, removing of articles etc.)

From the moment the officer is first made aware of the situation until the situation is resolved, the officer is in a consistent cycle of Assessing, Planning, and Acting, in reaction to the situation.

- The situation
- Subject behavior
- Officer's perception / Tactical considerations



The situation is going to play a major role in police response.

A more important role is going to be the Subjects behavior. A subject's behavior is going to drive the police response because the police are responding to the displayed behavior.

Subject behavior is traditionally classified as being: **Cooperative, Passive Resistant, Active Resistant, and Assaultive or likely to cause Grievous Bodily Harm or Death.**

Cooperative: is described as following the officer's direction and complying with instructions.

Passive Resistant: is described as a person who is not complying with commands, but is not doing anything to actively resist the officer. (Physical inactivity, verbal refusal)

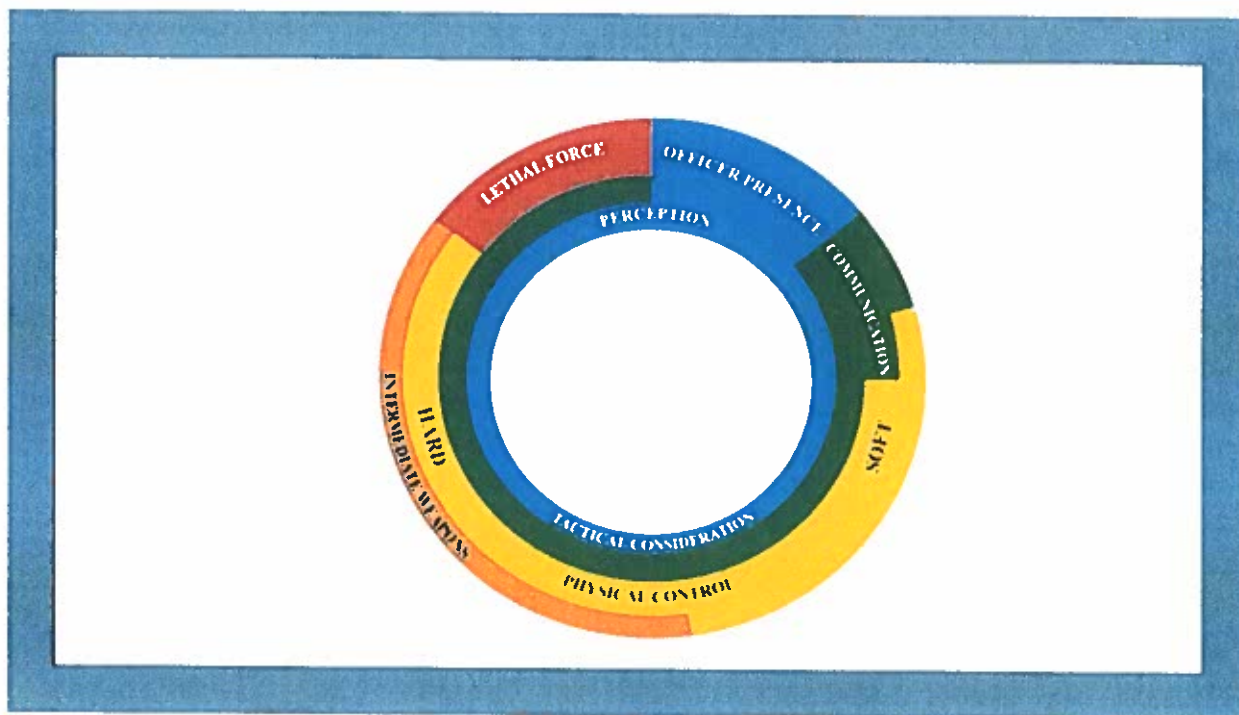
Active Resistant: is described as actions that are taken to actively resist the officer but do not include assaultive acts or threats towards the officer or others. (Pulling away, walking/running away, escape custody)

Assaultive behavior: includes physical assault or threats of assault directed towards the officer or other parties present. (Kicking, punching, includes aggressive body language that signals the intent to assault)

Grievous Bodily Harm or Death: includes acts or threats intended to cause serious bodily harm or death to an officer or others present.

As the graphic model demonstrates these can blend into one another and can make interpretation problematic. For example, a subject who is following the instructions of the officer but is heightened verbally and says something like "I could beat you if I wanted to".

The subject's behavior can also change rapidly during the interaction going from one category to another with little warning. The process of Assessing, Planning and Acting is also taking into consideration the Subject's behavior.



Based on the assessment of the situation and the subject's behavior, the officer has to choose the most appropriate response.

These responses are: **Officer Presence, Communication, Soft Physical Control, Hard Physical Control, Intermediate Weapons, and Lethal Force.**

Officer Presence can include how the officer is positioning, the number of officers on scene, the type of unit, uniform or equipment presented. Along with Officer Presence we have to factor in Perception and Tactical Considerations. These can vary significantly because they reflect the uniqueness of the officer/officers involved.

Communication: can include tactical verbal communications, de-escalation/crisis intervention communication as well as non-verbal. Communication also important when applying compliance technique

Soft Physical Control: can be best described as physical intervention techniques that are not likely to cause injury. (Restraining techniques, joint locks, non-resistant handcuffing)

Hard Physical Control: is best described as physical intervention techniques that have a greater risk of causing injury to the subject. (Empty hand strikes such as punches and kicks, elbow, knee). LVNR is situated on high end (last resort technique)

Intermediate Weapons: are intervention tools that are considered to be less than lethal or considered less likely to cause grievous bodily harm or death to a subject. (Baton, aerosol spray, gas-muzzle blast, CS, ferrets, Arwen, Taser, sock rd)

Lethal Force: encompasses force options that have a high likelihood of causing Grievous Bodily Harm or Death to a subject. * change target area – ARWEN etc.

As the graphic suggests these responses can vary from lower level responses to higher level responses moving towards Lethal Force.

National Use of Force Framework



When we put the model back together again it gives us a little better perspective of how all of these factors relates to one another.

Throughout every encounter, officers have to continually Assess the Situation and Subject Behavior, and then Plan the best response and then Act on that plan, and then assess how the actions impacted the situation and subject behavior and plan based on that information.

This whole process can occur very quickly or can be a drawn out. The speed of the process is dictated by the situation and the subject's behavior and the ability of the officer to compute the information.

The Assess, Plan, Act process is constant from initial response to the situation to the conclusion.

Saint John Police Force

Strategic Planning Project

THE
CHAPMAN
GROUP

PEOPLE · PURPOSE · STRATEGY

About Us

The Chapman Group

By investing in yourself and your team, you invest in your future and we want to help.

We are a human resource management consulting firm specializing in developing human resource strategies and HR programs, including helping businesses deliver on performance goals, facilitate change and build leadership capability.

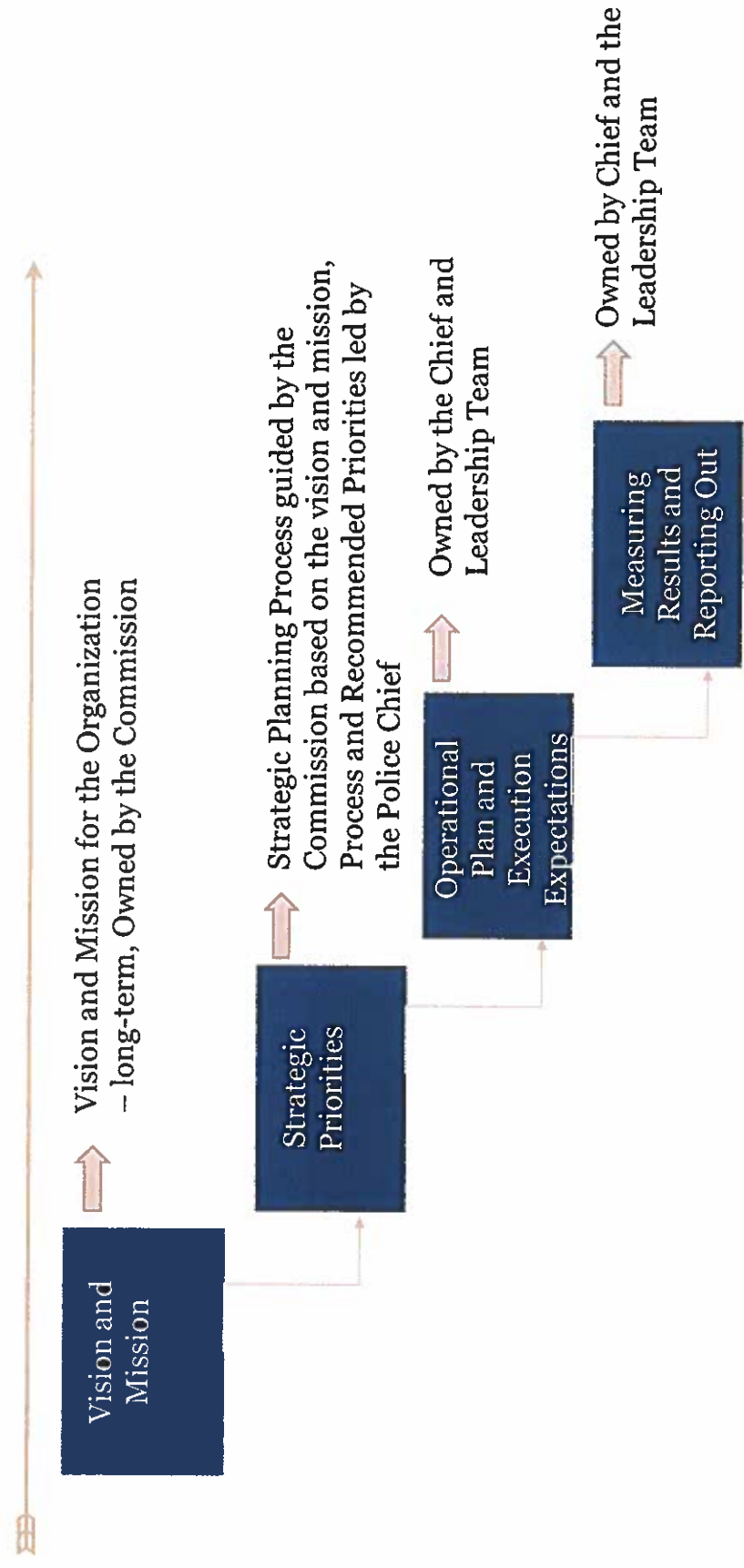
LMI Canada (Leadership Management International)

Aim High.

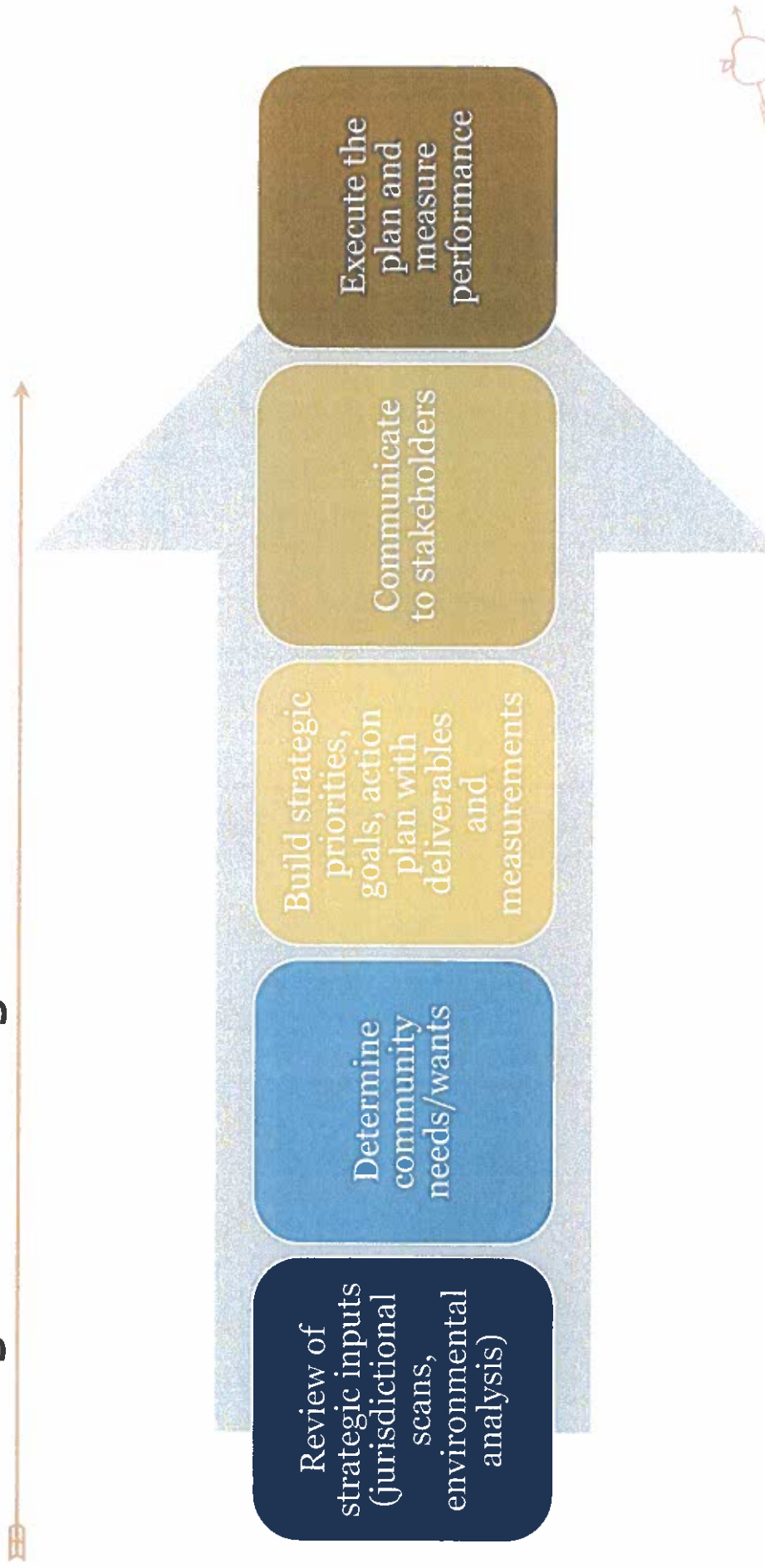
LMI Canada helps leaders and organizations realize more of their potential. People are at the heart of everything we do; we help them to achieve slight-edge changes in attitude and behaviour that translates into enhanced individual performance, increased leadership awareness, and measurable business results.



Organizational Strategy and its Owners



Strategic Planning Process



Action Plan Part 1

Area	Action	Timing
Review strategic inputs	Gather all current documentation and provide to The Chapman Group Complete the jurisdictional scan and provide outputs to The Chapman Group	Complete
Community Needs Assessment	Review of all documentation completed to date including, the jurisdictional scan output Working Session: <ul style="list-style-type: none"> ▪ Stakeholder identification ▪ Communication planning ▪ Engagement strategy and timeline Develop and execute Focus Groups: <ul style="list-style-type: none"> ▪ Develop questions ▪ Book dates ▪ Send out invitations (email, phone, etc.) ▪ Execute 	Complete Draft Complete
	Develop and execute Survey: <ul style="list-style-type: none"> ▪ Develop questions and design the survey ▪ Send out survey Analysis of results from focus groups and survey	In Progress In Progress
		Feb-March

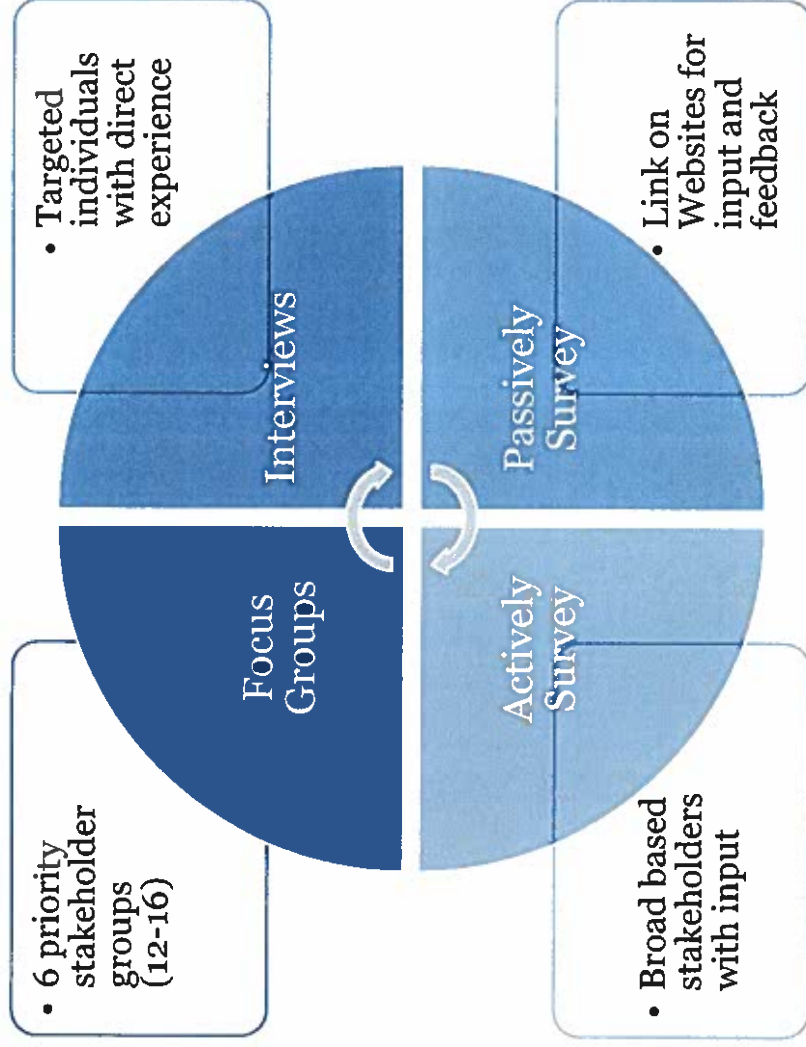


Action Plan Part 2

Area	Action	Timing
Strategic Planning	#1 Working session with the Leadership team: <ul style="list-style-type: none"> develop strategic priorities based on outcomes of the Needs Assessment alignment on communication plan to all stakeholders 	March
	#2 Working session with the Leadership Team: <ul style="list-style-type: none"> review and gather feedback on the identified strategic priorities review the role of the Leadership Team in progressing the strategic priorities alignment on the communication plan to all stakeholders 	March
Strategic Plan Documentation	Working session with the Commission: <ul style="list-style-type: none"> review and gather feedback on the identified strategic priorities review the role of the Commission in progressing the strategic priorities alignment on the communication plan to all stakeholders 	March
	Completion of Document: <ul style="list-style-type: none"> compilation of strategic plan draft, operating plan, scorecard review and approval 	March - April
Communication	Build Communication Plan and Execute on It <ul style="list-style-type: none"> Stakeholder messaging and channel development Measure results 	March - May
Execute Plan and Accountability	Determine accountability process and cadence of check-ins to measure results	March - onward



Stakeholder Engagement Strategy



Next Steps



- ❖ Invitations sent to focus group attendees and hosted sessions
- ❖ Survey links go live and set up with partner organizations and websites
- ❖ Schedule strategic planning workshops

