



**SAINT JOHN BOARD OF POLICE COMMISSIONERS  
OPEN SESSION – MINUTES  
JANUARY 4, 2022 – 5:00 P.M.  
MEETING CONDUCTED BY ELECTRONIC PARTICIPATION**

**PRESENT**

**Commissioners**

Douglas Jones  
Michael Costello  
Joanna Killen  
Maike White  
Katelin Dean  
Tamara Kelly

**Staff**

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

**Media**

Michael Landry, Brunswick News  
Timothy Herd, CHSJ / Wave News

**Absent**

Greg Norton

**1. Call to Order**

Doug Jones called the January 4, 2022, Saint John Board of Police Commissioners meeting to order and mentioned that MS Teams meeting was being recorded.

**2. Approval of Minutes**

**2.01 Minutes of December 14, 2021**

On motion of Commissioner Dean  
Seconded by Commissioner White

***RESOLVED, that the December 14, 2021, Open Session minutes be approved.***  
**(O2201-01)**

Question being taken, the motion was carried.

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**3. Adoption of Agenda**

On motion of Commissioner Kelly  
Seconded by Commissioner Dean

***RESOLVED, that January 4, 2022, agenda, be adopted. (O2201-02)***

Question being taken, the motion was carried.

**4. Disclosure of Conflict of Interest**

**5. Consent Agenda**

**6. Delegations and Presentations**

**7. Consideration of Issues Separated from Consent Agenda**

**8. General Correspondence**

**8.01 SJBPC Unaudited Financial Results as of November 30, 2021**

Craig Lavigne, Senior Finance Manager reported that the Commission's preliminary November 30, 2021, financial results are anticipated to be **(\$5,187)** or **(5.09%)** negative variance. Expenditures are overbudget by **(\$861)** and wages and benefits are over budget by **(\$4,326)**. Overall year end projections show the Commission being overbudget in Wages and Benefits by **(\$3,836)** and underbudget in expenditures by \$2,388.00.

On motion of Commissioner Killen  
Seconded by Commissioner Dean

***RESOLVED, that the Saint John Board of Police Commissioners Unaudited Financial Results as of November 30, 2021, be received and filed. (O2201-03)***

Question being taken, the motion was carried.

**8.02 SJPF Unaudited Financial Results as of November 30, 2021**

Craig Lavigne, Senior Finance Manager reported that the Force's preliminary November 30, 2021, financial results are anticipated to be \$31,235 (0.14%) positive variance. Salaries and wages are underbudget by \$197,122 and expenditures are overbudget by **(\$165,887)**.

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Year-end projections are estimated to show salaries and wages to be underbudget by \$315,874, due to retirements and vacancies. Goods and services are projected to be overbudget by **(\$197,146)**. This is a result of insurance costs being overbudget by \$31,000; Computer charges due to the cyberattack being overbudget by \$52,000, computer maintenance costs being over budget by \$37,000; and other purchased services over budget by \$125,000. The revenue is estimated to be over budget by \$15,480.00.

On motion of Commissioner Costello  
Seconded by Commissioner Killen

***RESOLVED, that the Saint John Board of Police Commissioners receive, and file as presented the Saint John Police Force Unaudited Financial Results as of November 30, 2021. (O2201-04)***

Question being taken, the motion was carried.

**8.03 Public Safety Communication Centre (PSCC) Unaudited Financial Results as of November 30, 2021**

Craig Lavigne, Senior Finance Manager reported that the PSCC's preliminary November 30, 2021, financial results are anticipated to be a deficit of **(\$482,304)**, or **(44.62%)**. Expenditures are overbudget by **(\$12,000)** and wages and benefits are over budget by **(\$358,159)**.

Overall year end projections show the Centre being over budget by **(\$509,940)**. Approximately **(\$115,000)** of the shortfall related to revenue estimates. The budget was based on providing services to additional service areas; however, the onboarding of these areas will likely not occur in 2021.

Year-end estimates for wages and benefits are overbudget by **(\$376,136)** a large portion of this is salary adjustment and retroactive pay for operators which occurred in November. The remainder is due to overtime. Year-end estimates for expenditures show a deficit of **(\$18,866)**. The deficit is a result of Computer Expenditures increasing because of the cyberattack and meals being overbudget.

On motion of Commissioner Dean  
Seconded by Commissioner Costello

***RESOLVED, that the Saint John Board of Police Commissioners receive, and file as presented the Public Safety Communications Centre (PSCC) Unaudited Financial Results as of October 31, 2021. (O2201-05)***

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Question being taken, the motion was carried.

**8.04 ABC Reporting Template**

**EXECUTIVE SUMMARY**

Common Council adopted a new ABC reporting policy in 2021. The policy was put in place to standardized reporting templates and guidelines for ABC's that are required to report to the City. The policy was implemented to build more opportunity for communication and build upon the mutual understanding between ABC's and the City to promote transparency.

The Saint John Board of Police Commissioners was presented an overview of the Policy at its meeting held on September 14<sup>th</sup>, 2021, and subsequently adopted the policy.

**REPORT**

The approved ABC Policy requires that the Saint John Police report twice a year to the Public Safety Committee using a standard reporting template. There is also a requirement to present the annual report to the Committee within 160 days of December 31<sup>st</sup> year end. The overall role of the Public Safety Committee will be to review the reporting documentation, receive the presentation and make any and all recommendations to Common Council.

The standard reporting template is broken down in three areas which are Growth, Finance and Operations. Staff have compiled a comprehensive, meaningful list of KPI's to provide the Board with realistic performance measures. The goal is to drive real change, understand if initiatives are working and provide the best value for service to the citizens of Saint John.

The reporting template does have several incomplete areas of measures and reporting for the KPI's being presented. To measure the KPI's effectively there needs to be a base established. Several of the KPI's being proposed will require the online reporting system set up, various internal tracking set up and a citizen survey completed.

**Growth**

Under the growth section, the Police Force is critical in helping the city grow in population and economic growth. The city must be a safe place where the community is satisfied with Police service and the city must be able to brand itself as a safe community to attract population growth and economic growth.

The Force is focusing on Community Engagement and is moving forward with a model that will see a dedicated Neighbourhood Police Officer on each platoon. The goal is to

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engage with the community, build relationships with the community and members of the Force. Since the officer is on a platoon, there will be opportunities to reach more of the community outside the typical 9-5-day shift.

The Force will be performing more traffic enforcement as part of the platoons rather than have the previous model of a dedicated traffic unit. One of the goals with this model is to implement more traffic control measures at different times of the day, focus on key problems areas, decrease the number of complaints, and ultimately drive down collisions.

The KPI's proposed will look at measuring and providing result through a citizen survey. The first survey will be used to create a base line for community engagement, satisfaction, and safety. The baseline will be the starting point to start measuring satisfaction and safety and future surveys will show the results of the various changes being implemented. The Force will now be able to see if efforts being made are achieving the desired results.

Safer roads will be measured by tracking the number of collisions within the city and the number of complaints. The Force will be able to measure if various traffic enforcement changes are having the desired results. This KPI will also require a baseline number and measured from that point forward.

**Financial**

The Force already does a great job managing its annual budget and the monthly reports brought to the board is a very strong governance measure. One of the items that will be measured moving forward will the minimum staffing numbers per platoon. The Force has minimum staffing numbers based on contractual obligations per platoon. If the Force is below that minimum number, then overtime is often incurred to ensure minimum numbers.

This is important to measure not only because of the financial cost, but if the Force is not meeting the minimum contractual requirements, then there may be an impact on service response times, more staff burnout if too much overtime is being incurred.

Another good measure is to look at variance to budget +/- percentage. This will measure how effective the budget is being managed, if there is a trend that needs to be monitored and if action needs to be taken. The baseline on what the % variance to budget is still being determined.

**Operational**

Under the old model of policing there was an underlying service level that "no call is too small". That model just does not work in today's environment at the force. There are changes already done that is now directing calls to the Alternative Respond Unit (ARU).

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This allows the frontline staff to focus more time on criminal calls and is a better use of the resources available.

The Police Force is also moving forward with its online reporting platform. This platform will allow Citizens to report minor crimes such as theft, minor collisions through computers or mobile devices. The overall goal for the online reporting is to allow officers to focus more time on the more serious crimes and allow for the opportunity to do more proactive work rather than always being reactive.

Lastly with the changes being proposed and underway the next goal will be to focus on self-initiated calls from front line officers. In summary, this means officers will have more time to be proactive, rather than just being reactive.

The KPI's will measure how many calls are being directed to the ARU, how many reports are coming into the Force through the online platform and lastly measuring the number of officer-initiated calls.

**Conclusion**

The Forces focus on Community engagement will see a number of benefits. The goal is to increase citizen satisfaction and create safer communities for all residents. Safer communities also involve a focus on various traffic measures. The changes for how calls are responded to, how reports can be filed online and more engagement through officer-initiated calls will allow the Force to be more proactive, rather than being reactive.

The Force has put together meaningful, measurable, and reasonable KPI's that show how well operational changes, more Community engagement efforts are working and if it's achieving the desired results. The Force still has work to do to start measuring the various KPI's such as the online report system and developing the Citizen survey.

It was mentioned that the document is a work in progress, and that some of the targets could be changed once the Strategic Plan is complete, and that it does not paint a full picture of the Saint John Police Force.

On motion of Commissioner Killen  
Seconded by Commissioner Costello

***RESOLVED, that the Saint John Board of Police Commissioners approve the ABC Reporting Template as presented and forward a copy to the next Public Safety Committee. (O2201-06)***

Question being taken, the motion was carried.

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**9. New Business**

**9.01 SJBPC 2022 Election of Officers**

Mr. Jones stated that the 2022 Election of Officers for the board was held in Committee of the Whole, and the following information was ratified:

Douglas Jones, Chair  
Tamara Kelly, Vice Chair  
Katelin Dean, Secretary

He thanked both Ms. Kelly and Ms. Dean for their time and contribution to serve on the 2022 Executive Committee, and thanked Michael Costello for the years he has served as Secretary.

On motion of Commissioner Costello  
Seconded by Commissioner Killen

***RESOLVED, that the 2022 Election of Officers for the Saint John Board of Police Commissioners (Douglas Jones, Chair; Tamara Kelly, Vice Chair and Katelin Dean, Secretary) which was ratified in Committee of the Whole around, be received, and filed and forwarded to Common Council and the Public Safety Committee. (O2201-07)***

Question being taken, the motion was carried.

**10. Adjournment**

On motion of Commissioner Killen  
Seconded by Commissioner Costello

***RESOLVED, that the Saint John Board of Police Commissioners January 4, 2022, Open Session meeting be adjourned at 5:22p.m. (O2201-08)***

Question being taken, the motion was carried.

Chair Douglas Jones

Vice Chair Tamara Kelly