

Saint John Police Force

STRATEGIC PLAN 2021-2026



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INTRODUCTION

This five-year Strategic Plan is presented to The Saint John Police Force (SJPF) after considerable examination and analysis of environmental trends, self-reflection, and discussions that began in 2020. This plan acknowledges the ever-increasing expectations for the role of policing in our community beyond traditional law enforcement, such as responding to social trends, working with community partners and public sector agencies to address issues on the front line and keeping up with rapidly changing technology and human resources practices in a fiscally constrained world.

Members of the Saint John Police Force provide leadership and play a role as partners in our community through crime prevention and public education; the organization's many services, programs, and activities help ensure that we have a safe community.

This document represents an intention to advance the Saint John Police Force's reputation by developing goals and measurements that are ambitious but attainable, and fiscally responsible yet continue to improve on the quality of service to the Saint John community. The strategic priorities herein will be developed within the capacity and capability available currently within the organization, and as required, using outside resources. This plan will also build on the many strengths of the SJPF and focus the organization's energy on issues it's positioned to address.

This document provides guidance on the implementation of the proposed strategy. This is accomplished with action planning and risk mitigation techniques intended to achieve the overarching vision of the Saint John Police Force while staying true to its mission.

HISTORY

As one of the oldest police departments in the country, the Saint John Police Force has been an integral part of the Saint John community and contributes significantly to the safety and wellbeing of our community's residents. The core focus is crime reduction, emergency response, public order, victim services, and law enforcement, and the foundation for how they work is based on community policing.

The mission is "*Police and community working together for a safer Saint John.*" They serve and protect with respect. This bold model encourages the SJPF to think about potential gaps in service delivery, and how they can use collaboration and partnerships to enhance the service they provide.



PURPOSE OF THE STRATEGIC PLAN

The purpose of this strategic plan is to guide efforts in the advancement of the Saint John Police Force. Recognizing that our environment is constantly changing, the organization has developed a five-year strategic plan by setting clearly defined goals, measurements, and strategic agenda/operating plan to respond to environmental forces and opportunities which advance the SJPF.

This plan is grounded in SJPF's fundamental responsibilities to service and protect and promote public safety by providing professional, responsive, and dependable police services. The objectives were chosen to elicit agile and proactive responses to a city that is growing and changing in ways that create new demands on its police force.

PROCESS

The process began in 2020 with discussions with former Chief of Police Stephan Drolet and the Saint John Police Commission who identified priorities and key areas that may impact the police force in the coming five years.

Unfortunately, the timing coincided with the onset of the COVID-19 pandemic, a cyber attack on the City of Saint John that also impacted the Saint John Police Force and a new Police Chief joining the police force in July 2021. This resulted in delays in the strategic planning process.

Much of the work to inform the strategic plan was completed under the direction of Chief Stephan Drolet. This included focus groups with members of the Saint John Police Association and invited members of the community as well as a community survey. With Chief Drolet's departure, work was paused until new Police Chief Robert Bruce assumed responsibilities in July 2021.

The process included the following steps:

STEP ONE: PLANNING WITH LEADERSHIP TEAM

The SJPF Leadership Team actively participated in the planning of how information would be gathered internally and externally that would be used to inform the strategic planning process. The leadership team participated in identifying stakeholders and developing the strategy to engage stakeholders including assisting in developing and approving the survey and focus group questions.



Documents such as the 2020 Saint John Police employee engagement survey results and the 2020 City of Saint John Operational Review conducted by EY were reviewed and provided additional input and consideration to inform the process and to help build the plan.

STEP TWO: PUBLIC SURVEY

On February 2, 2021, the Saint John Police Force invited members of the community to participate in an online community survey. The electronic survey was active between February 2-26, 2021. Unfortunately, the timing of the survey coincided with the cyber attack on the City of Saint John resulting in having to make changes to the planned roll-out. Promotion of the survey was entirely through social media.

The survey was made available in both French and English. Through the assistance of community partners, the survey was also accessible in paper version at their locations. With their support with the distribution of the survey we were able to capture a wide cross-section of community members.

The community survey was designed to better understand residents' perceptions of neighbourhood concerns and satisfaction with police services in Saint John and to inform the development of a strategic plan and define the strategic priorities. The survey asked residents to provide feedback regarding overall quality of the services provided, what the police force does well, as well as recommendations and suggestions for improvement. The survey was not designed and developed with the intention to benchmark and measure the public attitude towards the Saint John Police Force.

STEP THREE: COMMUNITY PARTNER FOCUS GROUPS

In February 2021, four virtual consultation sessions were held. Over 120 community groups/community leaders were invited to participate, a total of 35 participated. The participants included Saint John residents, seniors, local business owners, not for profit leaders, public safety and community and correctional representatives, and municipally elected officials. Their feedback was instrumental in providing insights for the strategic planning process. Overall, the top five areas that the Saint John Police Force has done well include; traditional policing – safety, fire calls, missing people, emergency management operations, community policing, youth programming.

Participants were also asked if there was one opportunity right now that would further demonstrate the mission of the Saint John Police Force, the top answers included increase in community police officers, mental health response, share good news stories and Community engagement / building relationships – being present within the community.



STEP FOUR: STRATEGIC PLANNING PROCESS

The Saint John Police Force’s leadership team and the Police Commission, independent of each other, were brought together to participate in a facilitated process that included appreciative inquiry and analysis through strategic priority identification, environmental scanning, strategic priority and action planning that led to the development of a strategic plan centered on four strategic themes; (1) **Engage our Communities** (2) **Financial Sustainability** (3) **Focus on Talent Development** (4) **Operational Efficiency** and (5) **Improve our Brand**.

This strategic plan reaffirms the essential role of the Saint John Police Force and the commitment of the Commission and the Leadership team to work together to achieve the strategic priorities identified in this plan.

SURVEY AND FOCUS GROUP THEMES

Key themes that came out of the focus groups and the public survey include:



Some of the areas of improvement identified in the public survey and focus groups that need to be addressed or changed include:

Reform policing

- Get back to core vs non-core responsibilities
- More focus on crime prevention rather than crime reduction - more outcomes focussed
- More strategic

Increase diversity in workforce that represents community

- Become intentional with their staffing around diversity

Increase education and training of officers

- Build cultural awareness training for officers to decrease fear of police
- Mental health training
- Trauma sensitivity

Governance

- Police commission pro/cons and how it's organized – having it separate in overall city strategic plan, makes it challenging (complexity is an added layer)

Brand rebuilding

- Actively change the brand around policing in the region – City/Commission/Board/Union – what is role in harmonious relationships
- Pro-active communication
- Need to communicate more
- Tell good news stories



SAINT JOHN POLICE FORCE PURPOSE

The Saint John Police Force is unique in that we believe safety is best achieved through a collaborative working relationship between trained police officers, and residents of the community. We see ourselves as partners with the people of Saint John in enhancing safety, security, and quality of life by enforcing the law and preventing crime.

These ideas are put most clearly in our current mission statement:

Police and community working together for a safer Saint John.

We believe in equal respect for all, and in earning the trust of the community we serve and protect.

We believe in the value of leadership from all our employees—it's not based on rank or title.

We believe in professional and moral integrity, anchored by respectful, honest, fair, considerate, and ethical behaviour.

We believe in a work environment that's flexible and offers capacity for creative and innovative solutions.

We believe in open channels of communication, where teamwork leads to shared problem solving and decision-making.

We believe in building a trusting relationship with the community we serve, based on a common respect for the value of human life; respect for diversity and equality; and respect for human rights and freedoms.

We believe in investing in our people—with a commitment to both a healthy work place and continued training.



VISION, MISSION & VALUES

Following is the draft mission, vision, values, and leadership principles that have been developed.

Vision

Together a safe, secure, healthy community

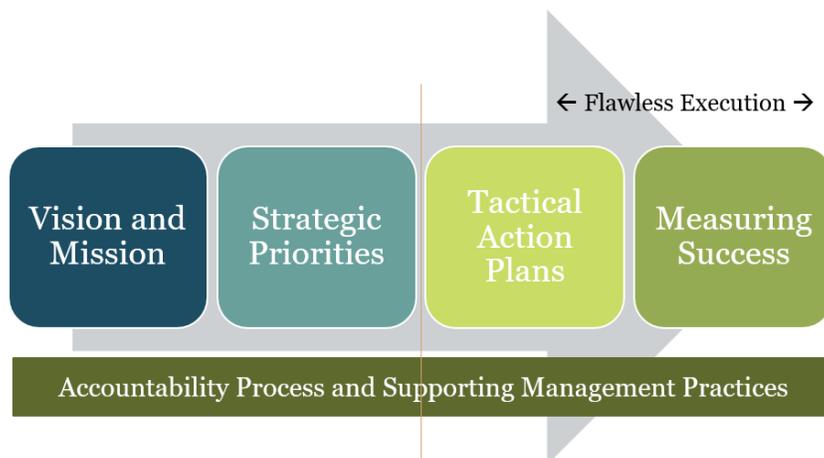
Mission

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



BUILDING ON OUR PAST AS WE MOVE INTO THE FUTURE

The Saint John Police Force is dedicated to providing the highest quality of service to the community. They strive to be a proactive, trusted partner by building strong relationships with the community all in an effort to enhance the quality of life for the residents of Saint John. The SJPF is known for its strong commitment to the community through engagement and strong connections within Saint John. Appreciating accomplishments enables a focus on the positive and easy identification of attributes, behaviours, and achievements that can be leveraged in moving forward.

Below is a breakdown of accomplishments that can be leveraged throughout the strategic plan and those accomplishments that can now be operationalized:

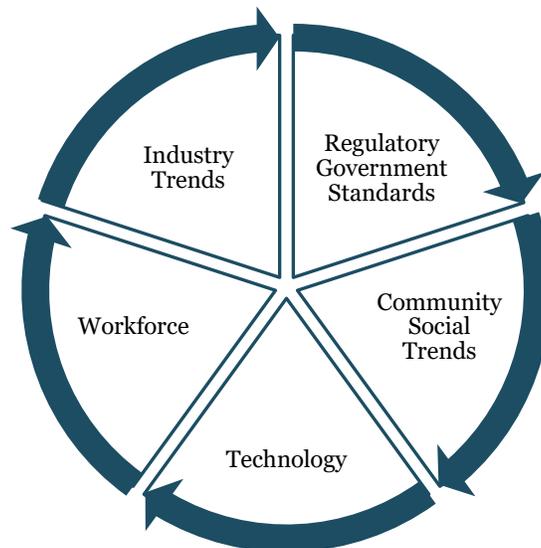
Accomplishments	
Leverage	Operationalize
<ul style="list-style-type: none"> ▪ Business continuity through cyber-attack and COVID-19 ▪ Implemented an Alternative response unit (ARU) and GIS pilot projects ▪ Increased teamwork towards mission Force became a stronger team – during pandemic ▪ Formed partnership within province in policing ▪ New ways of doing business ▪ Succession planning ▪ Leadership development ▪ Handled negative media and created a Chief’s Advisory Committee ▪ Developed a solid budget with cost-saving targets ▪ Improved media communications ▪ Openness and transparency to do better and be better ▪ New Chief leading the way by example ▪ Driving and Developing Talent ▪ Best Practices and process around National Police Standards being put in place 	<ul style="list-style-type: none"> ▪ Hired 9 members in last year ▪ New policies and SOPs ▪ Training to managers ▪ Improved fleet ▪ Instituted evidence.com for evidence ▪ Digitized overtime hiring process to reduce time and cost ▪ Executive crisis group for a stronger team ▪ Started journey on strategic plan ▪ Better structure to alleviate workload ▪ Empowerment of management team – giving people authority of positions – people feel empowered to do job and executing to full extent – leads to happier work life – feeling valued that you contribute – leads to pride, feeling better about self, sense of being part of the team ▪ Demonstrated resiliency and adaptability ▪ Identified a path forward for a new Record Management System to address case management issues ▪ Created a new case management hub to streamline case management processes Advisory committee transparency and inclusivity in the community ▪ New police commissioners ▪ Handling the loss of Police Chief and hiring a new Chief ▪ Mental health initiatives ▪ Proactively addressing mental health, drug and homeless issues within the City ▪ Acquisition of armoured vehicle ▪ NB Police Commission report addressed questions from Oland



OUR ENVIRONMENT

The Saint John Police Force is a partner with the people of Saint John in enhancing safety, security, and quality of life by enforcing the law and preventing crime. One of the defining characteristics, and strengths of the SJPF lies in the strong connections it has with the community, community partners, businesses, all levels of government, and with its members.

The strategic pillars outlined in this report, are influenced by the changing environmental factors that surround the Saint John Police Force. The organization must intentionally scan the environment to respond to the changes within policing the business environment, the regional economy and the community. The environmental analysis focused on the following key areas:



Regulatory Government Standards

- Community oversight structure – how council/police act can work together
- Role of police in addressing public safety in the city
- Relationship between municipal, provincial & federal government – role clarity
- More consultation with end user after implementation of a new policy
- Lack of consistency – 20 years behind policing standards – changes needed at the provincial level
- Saint John Police Force voice not being heard – need to influence more



Community Social Trends

- Responding to natural disasters/policing during COVID (public safety work) – pulled into things that need to be address but takes up time
- Lack of mental health/addiction resources
- Healthcare system challenge – affects policing – constraint on resources
- Demand of accountability
- Community and social trends not as adaptable as it has once been – decrease in government support
- Increase social media
- Diversity and inclusion demands
- More engaged in community – community expectations

Technology

- Recovery efforts from Cyberattack on going
- Inadequate Records Management System creates case management and interoperability issues
- Upgrading technology/cost
- Expertise in organization
- Lack of recognized Major Case Management software creates operational and administrative burdens
- No control on technology – city owns the technology

Workforce

- Different expectations (generational wants/needs)
- Transient – able to move around thanks to technology
- Negative portrayal of police deterrent for young people to choose profession
- Recruiting is difficult
- Aging workforce
- Lack of bilingual candidates
- Due to contractual obligations filling overtime vacancies, work life balance is challenging

Industry Trends

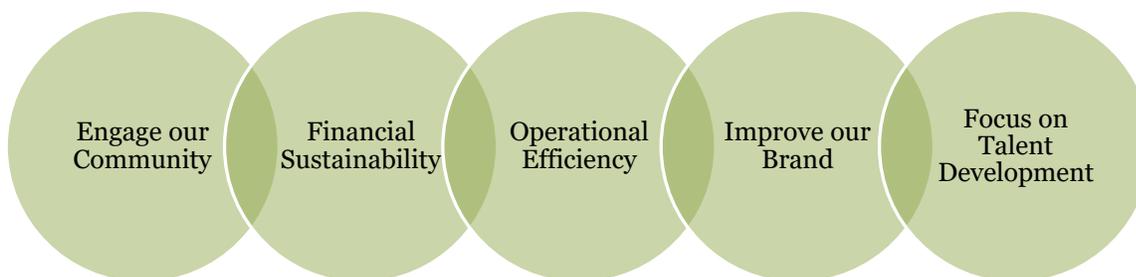
- Defund the police narrative
- Rising costs of policing
- Media telling story
- Community diversity
- Reduction of budgets



STRATEGIC THEMES

Strategic priorities are the long-term, broad, measurable strategies or priority areas that the department will focus on for the next three to five years to address critical issues and close the gap between the current state and future vision. They determine where we need to focus our time and energy to deliver our mission and achieve our vision. These priorities are cross-disciplinary or cross-functional and should apply to all areas of the organization. The priorities serve as the guideposts and framework for setting annual goals.

Throughout the Strategic Planning process, key themes arose through the consultative process. These themes have provided the base by which the strategic operating plan and action plans have been developed.



Engage our Community

Engaging our community was a recurring theme to come out of the strategic planning process. The Saint John Police Force is an extension of the community, its members are part of the community, and they contribute to the community in a variety of ways. Continuing to foster those connections is essential in building and maintaining trust-based relationships with all who live, work, play and visit the city. From business owners to a neighbour reporting a disturbance, or a community partner being there when a connection is made, SJPF can only be effective if work continues to engage and work with the community to address the unique concerns and gain further outreach into the community.



Financial Sustainability

The Saint John Police Force will continue to be good stewards of the money that has been allocated to the police force and manage this resource. By involving the right people, delegating responsibly and holding people accountable for the budget, the SJPF will ensure resources are allocated effectively and efficiently. Financial sustainability is a top priority as the SJPF strives to provide ongoing, modern services that are fit for purpose while serving an evolving Saint John community.

Operational Efficiency

The Saint John Police Force is committed to being efficient stewards of its resources while consistently striving to employ best practices in operational strategies and leadership. It's important to stay focussed on continuing to efficiently manage the resources it is given. Operational efficiency includes a focus on process improvement, eliminating waste and building strong internal management practices.

Improve our Brand

There is tremendous opportunity for the Saint John Police Force to improve its brand to be a recognized and trusted community partner, create greater community engagement, increase retention and improve recruitment. It will also ensure its mandate is known and understood by the community. It's about creating a consistent, emotional connection with members and the community. Living our values is a top priority.

Focus on Talent Development

To best serve our community we must have a strong foundation within the police force. To better prepare, develop, and retain employees, it is important to maintain healthy working relationships through open communication and positive recognition. Diversity and inclusion will be a focus to ensure the SJPF better reflects the community it serves. Implementing a new recruitment strategy and removing barriers will be imperative.

Fostering a supportive culture that helps employees grow and utilize their skills to better serve the community are critical in meeting future challenges, including the recruiting and retention of employees. Training and professional development are key to meeting the increasing challenges of modern police work and to ensure organizational evolution and success while enabling leadership at every level.



RISKS AND MITIGATION

There are potential areas of risk that may impede the achievement of the strategic priorities set forth in this report. The following is a review of those risks and potential mitigation approaches to alleviate the impact of the risks

	Likelihood of occurring	Impact	Mitigation
Collective agreement constraints	High	High	<ul style="list-style-type: none"> Evaluate other police models
Public bias	Medium	High	<ul style="list-style-type: none"> Communications strategy
Resources – to get it done	High	High	<ul style="list-style-type: none"> Demonstrate outward support of the Chief
Cultural change	High	High	<ul style="list-style-type: none"> Retirement incentive Engage younger Internal communications plan Tone at the top
Chief leaving	Low	High	<ul style="list-style-type: none"> Support the chief Succession plan
Board turnover	High	Medium	<ul style="list-style-type: none"> Orientation of Council Use Board competencies skill matrix Ensure contribution/add value Education of Commissioners (Canadian Association Police Governance) Education of Council
Legislative board dismantling	Low	High	<ul style="list-style-type: none"> Education
Financial	High	High	<ul style="list-style-type: none"> Augment the financial structure



STRATEGIC OPERATING PLAN

Building on recent accomplishments and beginning to think forward into the future of the Saint John Police Force, a strategic operating plan for the next year has been designed to guide leadership through the first few steps in achieving their goals.

Operational Efficiency Plan: 24 Months						
	Strategic Themes		Initiatives	Objectives	Measures	Targets
Community	Engage our Community	Continue to engage and work with the community proactively, increase community involvement & address the unique concerns and gain further outreach into the community Building trust with commitment	<ul style="list-style-type: none"> Chief Advisory Council Develop and implement a Community Engagement Team Alternate response and on-line registry Community Action Group (CAG) Quarterly meetings with the 5 priority neighbours Foot patrol 	<ul style="list-style-type: none"> Bring diverse groups together, engage them in current issues for advice and feedback Define Community engagement team expectations, locations, effectiveness, impact and actions High potential members Use of accommodated personnel Assessment & process improvement for implementation full-time Plan for FT employee volunteerism Take on a community challenge and show up Debrief cases (CAG) to ensure a better integrated approach to societal problem solving 	<ul style="list-style-type: none"> Advising council in November 	<ul style="list-style-type: none"> 15 people Quarterly
					<ul style="list-style-type: none"> Workload of frontline 	<ul style="list-style-type: none"> 3 Officers, 1 Sargent # of calls # neighbourhood watch
					<ul style="list-style-type: none"> 12-month pilot and expansion to days & evenings 	<ul style="list-style-type: none"> # engagements within community # of gift boxes Regular meetings with community groups
					<ul style="list-style-type: none"> One active-duty member to front of the building 	<ul style="list-style-type: none"> # of agencies touched by team # of volunteer hours
Internal	Operational Efficiency	Commit to being efficient stewards of its resources	<ul style="list-style-type: none"> Accountability mechanisms Prioritization Implementation plans 	<ul style="list-style-type: none"> Increase personal productivity Lead process and diary dates implemented Priorities, deliverables, expectations determined and defined Cross-functional implementation teams identified and executed, across the organization Constant assessment of program operations Constant assessment of opportunities to civilization non police roles 	<ul style="list-style-type: none"> On-time delivery 	<ul style="list-style-type: none"> 100% actioned items
					<ul style="list-style-type: none"> On quality, on plan, on standards 	<ul style="list-style-type: none"> # of people involved
					<ul style="list-style-type: none"> October-21 	<ul style="list-style-type: none"> Weekly command meetings Bi-monthly SLT meetings
Learning & Growth	Focus on Talent Development	Focus on employee development	<ul style="list-style-type: none"> Needs Analysis and plan for HR as part of Efficiency Review Change the promotion process assessment Elevating the standards Platoon realignment and assignment 	<ul style="list-style-type: none"> Performance management plan Succession planning Leadership development plan Front line assessment More realistic scenarios (promotions) Focus on results, behaviour & motivation Job rotation planning Succession planning Cross training 	<ul style="list-style-type: none"> Change plan identified 	<ul style="list-style-type: none"> 12-month plan in November
					<ul style="list-style-type: none"> Build & implement performance mgmt. system 	<ul style="list-style-type: none"> 1 system 5 people identified & involved
					<ul style="list-style-type: none"> Set expectations 	<ul style="list-style-type: none"> 1 NCO toolkit # of grievances
Financial	Financial Sustainability	Ensure resources are allocated effectively and efficiently, train and educate our team members to be involved in the budget, provide clarity of budget items and review accommodated members	<ul style="list-style-type: none"> Involve individuals, delegate responsibility & hold people accountable for the budget Increase the understanding of the interconnectedness of budget Breakdown of items, ability to explain and clarify costs and understand each line of budget Determine workforce requirements Review of all accommodations Review of LTD and transfer to workforce FTEs Incorporate a Financial manager to ensure a robust accountability process and assessment Assess opportunities to reduce overtime with programs such as part time policing 	<ul style="list-style-type: none"> Engagement for all team members 		
				<ul style="list-style-type: none"> Plan to get on track 	<ul style="list-style-type: none"> 12 months 100% on budget 	
				<ul style="list-style-type: none"> Increase transparency 	<ul style="list-style-type: none"> # of people involved in budget 	
				<ul style="list-style-type: none"> Assess FTEs 		
				<ul style="list-style-type: none"> Redistribution of funds 		
External	Improve our Brand	Be a recognized and trusted community partner, improve our brand to create greater community engagement, increase retention and improve recruitment Enhance Professionalism	<ul style="list-style-type: none"> Media relations Internal communication plan launched and executed Develop the vision, mission and values of the organization Recruitment strategy Professionalism policy 	<ul style="list-style-type: none"> Define, develop & execute strategy Introduce media relations team to public Determine priorities, structure, plan approval, processes for proactive/reactive planning Identify team from different areas Connect technology Engagement plan Define principles of the organization for ease of operations 	<ul style="list-style-type: none"> Stakeholder assessment 	<ul style="list-style-type: none"> 100% on plan
					<ul style="list-style-type: none"> Pulse surveys 	
					<ul style="list-style-type: none"> Brand impression 	
					<ul style="list-style-type: none"> Commission & advisory council feedback 	
					<ul style="list-style-type: none"> Rollout based on quality, quantity & time 	
					<ul style="list-style-type: none"> Ease of access and check-in 	
					<ul style="list-style-type: none"> Decision analysis based on VMV 	
					<ul style="list-style-type: none"> Develop skills matrix for board member recruitment 	



Expectations for Years 3, 4 and 5:

Year 3	Year 4	Year 5
<ul style="list-style-type: none">• Conduct Gap Analysis on Deliverables• Closure Plan• Continuation and lay the foundation for the remaining 24 months• Overlay Technology	<ul style="list-style-type: none">• Complete Execution• Identify Outstanding Issues from Years 1, 2 & 3• Redirect and Build Priorities for Year 5	<ul style="list-style-type: none">• Targeted Process Improvement• Priorities Established for Next Plan



CONCLUSION

As the Saint John Police Force considers its future, it must reflect on its values and draw upon current resources to execute this strategic plan and continuously assess and demonstrate the effectiveness of addressing issues and concerns. The Strategic Plan focuses on the major themes that were identified throughout the process as keys to continuing the quality work the SJPF prides itself on. Execution of this plan will require actions to be facilitated by the leadership team. Critical to the success of this plan will be the accountability process (follow-up and follow through), the transparency of communication, and the celebration of success by the entire team as goals are achieved.

The SJPF leadership is committed to the successful communication and implementation of the Strategic Plan. Each action plan, in support of strategies, objectives and goals, will have a dedicated accountability within the SJPF to ensure its successful execution. The Strategic Plan will be reviewed and updated on an annual basis.

