



**SAINT JOHN BOARD OF POLICE COMMISSIONERS  
OPEN SESSION – MINUTES  
MAY 3, 2022 – 5:00 P.M.  
COMMUNITY ROOM, ONE PEEL PLAZA**

**PRESENT**

**Commissioners**

Tamara Kelly  
Katelin Dean  
Joanna Killen  
Greg Norton  
Charles Bryant

**Staff**

Chief Robert Bruce  
Doug Evans, Legal Counsel  
Craig Lavigne, Financial Controller, CSJ  
Daphne Wayne, Recording Secretary

**Media**

Marlo Glass, Brunswick News  
Timothy Herd, CHSJ / Wave News

**Absent**

Michael Costello  
Maika White

**1. Call to Order**

Chair Kelly called the Saint John Board of Police Commissioners May 3, 2022, Open Session meeting to order and reminded those in attendance that the meeting was being recording in compliance with the Privacy Policy.

**2. Approval of Minutes**

**2.1 Minutes of April 5, 2022**

On motion of Vice Chair Dean  
Seconded by Commissioner Kelly

**SAINT JOHN BOARD OF POLICE COMMISSIONERS  
OPEN SESSION – MINUTES  
MAY 3, 2022 - 5:00 P.M.  
COMMUNITY ROOM, ONE PEEL PLAZA**

***RESOLVED, that the April 5, 2022, Open Session minutes be approved. (O2205-01)***

Question being taken, the motion was carried.

**3. Adoption of Agenda**

On motion of Vice Chair Dean  
Seconded by Commissioner Killen

***RESOLVED, that May 3, 2022, agenda, be adopted. (O2205-02)***

Question being taken, the motion was carried.

**4. Disclosure of Conflict of Interest**

**5. Consent Agenda**

**6. Delegations and Presentations**

**Saint John Police Force – Five Year Strategic Plan 2021-2026**

Chief Bruce mentioned that Saint John will see the return of a more robust community policing program as part of its long-awaited strategic plan and will focus on measurable targets to help guide efforts in the advancement of the organization. He mentioned that the purpose of the strategic plan is to recognize that their environment is constantly changing, and the plan sets out to define goals, measurements, and a strategic agenda to respond to environmental forces, and opportunities to advance Saint John Police.

After a community survey and several focus groups, they were able to establish five strategic themes: Engaging the community is the first theme under the strategic plan, which Chief Bruce mentioned was the biggest piece. Financial sustainability is another theme that is part of the plan with incorporating a financial manager to ensure a robust accountability process and assessment, as well as assessing opportunities to reduce overtime, which can be done with a part-time policing program. The other themes include operational efficiency, focusing on development and improving the force's brand. Chief Bruce added that that the strategic plan is a living, breathing document that will evolve over time and will be reviewed quarterly and updated annually for five years.

The following is the presentation given to the police commission at the meeting:

**SAINT JOHN BOARD OF POLICE COMMISSIONERS  
OPEN SESSION – MINUTES  
MAY 3, 2022 - 5:00 P.M.  
COMMUNITY ROOM, ONE PEEL PLAZA**



## Strategic Plan 2021-2026

# Introduction

Saint John Police – Five year strategic plan prepared by the Chapman Group

Presented to the Saint John Board of Police Commissioners

By Robert M. Bruce, Chief of Police

May 3, 2022



SAINT JOHN BOARD OF POLICE COMMISSIONERS  
OPEN SESSION – MINUTES  
MAY 3, 2022 - 5:00 P.M.  
COMMUNITY ROOM, ONE PEEL PLAZA

# Purpose

Recognizing that our environment is constantly changing, the plan sets clearly defined goals, measurements, and a strategic agenda to respond to environmental forces and opportunities to advance the SJPF.



# Process

## Step 1: Planning with Leadership Team

- 2020 Employee Engagement Survey
- 2020 City of Saint John Operational Review conducted by EY
- 2021 one-on-ones with employees, board, councillors, and mayor

## Step 2: Public Survey

- February 2-26, 2021

## Step 3: Community Partner Focus Groups

- Over 120 community groups/ leaders invited
- 35 participated

## Step 4: Strategic Planning Process

- Leadership Team and Police Commission met independently of each other with the Chapman group



SAINT JOHN BOARD OF POLICE COMMISSIONERS  
OPEN SESSION – MINUTES  
MAY 3, 2022 - 5:00 P.M.  
COMMUNITY ROOM, ONE PEEL PLAZA

## Vision, Mission, and Values



### Values

**Vision:** Together a safe, secure, healthy community

Leadership

**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

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



SAINT JOHN BOARD OF POLICE COMMISSIONERS  
OPEN SESSION – MINUTES  
MAY 3, 2022 - 5:00 P.M.  
COMMUNITY ROOM, ONE PEEL PLAZA

# Strategic Themes



Five strategic themes identified:



# Operations Plan & Accountability Process



SAINT JOHN BOARD OF POLICE COMMISSIONERS  
OPEN SESSION – MINUTES  
MAY 3, 2022 - 5:00 P.M.  
COMMUNITY ROOM, ONE PEEL PLAZA

## Plan, Assess, Act, Analysis, and Improve



Living,  
breathing  
document  
will evolve  
over time

## Conclusion

- Reflect on our values
- Draw upon current resources
- Focus on 5 strategic themes
- Execution facilitated by the Leadership Team
- Accountability is critical
- Transparency of communication
- Review and update on an annual basis



How do  
we  
succeed?

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

**SAINT JOHN BOARD OF POLICE COMMISSIONERS  
OPEN SESSION – MINUTES  
MAY 3, 2022 - 5:00 P.M.  
COMMUNITY ROOM, ONE PEEL PLAZA**

**8. General Correspondence**

**8.1 Internal Monthly Report / March 2022**

Chief Bruce reported that during the month of March there was one (1) complaint, one (1) complimentary correspondence and zero (0) grievances.

On motion of Vice Chair Dean  
Seconded by Commissioner Killen

***RESOLVED, that the Internal Monthly Report / March 2022 be received and filed. (O2205-03)***

Question being taken, the motion was carried.

**8.2 SJBPC Unaudited Financial Results as of March 31, 2022**

Craig Lavigne, Financial Controller reported that the Commission's preliminary March 31, 2022, financial results are anticipated to be \$6,864 under budget. Expenditures are under budget by \$8,068 and wages and benefits are over budget by **(\$1,204)**. Expenditures are under budget due to not timing of service costs in the beginning of the year. This will most likely level out by the end of the year.

On motion of Vice Chair Dean  
Seconded by Commissioner Bryant

***RESOLVED, that the Saint John Board of Police Commissioners Unaudited Financial Results as of March 31, 2022, be received and filed. (O2205-04)***

Question being taken, the motion was carried.

**8.3 SJPF Unaudited Financial Results as of March 31, 2022**

Craig Lavigne, Financial Controller reported that the Force's preliminary unaudited March 31, 2022, operating budget results currently have a surplus of \$415,905. Overall wages and benefits are under budget by \$430,854 and can be attributed to vacancies due to retirements and wage recoveries. Goods and services are anticipated to be over budget by **(\$14,949)** due to higher fuel prices and higher insurance deductible cost to date. Overall revenue was over budget by **(\$14,890)**.

The Board and the Union have ratified the 2020-2024 Collective Agreement which will involve many retroactive payments and although there have been accruals for these

**SAINT JOHN BOARD OF POLICE COMMISSIONERS  
OPEN SESSION – MINUTES  
MAY 3, 2022 - 5:00 P.M.  
COMMUNITY ROOM, ONE PEEL PLAZA**

payments, these accruals were only estimates. Staff will have a better handle on year end wage estimated variance once all retroactive payments have been made.

Overall year end forecast shows the force being overbudget due to higher insurance deductible costs and higher fuel costs. There will still be a lot of variability around the overall cost of goods and services, particularly fuel costs. The use of forecasting allows management to best decide how to utilize funds based on current results, along with known upcoming expenditures and budget variance to guide decision making to ensure financial management of the forces annual operating budget.

Revenue is anticipated to fall short of budget due to earlier than expected Secondment that was budgeted for 2022.

On motion of Commissioner Killen  
Seconded by Commissioner Norton

***RESOLVED, that the Saint John Board of Police Commissioners receive, and file as presented the Saint John Police Force Unaudited Financial Results as of March 31, 2022. (O2205-05)***

Question being taken, the motion was carried.

#### **8.4 SJPF Operating Budget as of December 31, 2021**

Craig Lavigne, Financial Controller provided a budget update on the financial position of the Saint John Police Force as of December 31, 2021.

The Saint John Police Force continued to deal with financial challenges in 2021 due to the ongoing impacts of COVID-19 as well as the ongoing recovery of the cyber-attack that occurred in November 2020. The Force also was under new leadership with Chief Robert Bruce joining in 2021. Despite these challenges, the finances of the Force continued to be managed in an effective manner.

The Force's December 31, 2021, operating budget results is expected to have a deficit of **(\$331,824)**. The figures being provided have not been audited. Overall wages and benefits are anticipated to be over budget by **\$192,935** and can be attributed to the wage increase from the negotiation of the Police collective agreement and overtime. Goods and services are overbudget by **(\$138,889)**. The year-end variances can be attributed to rising insurance costs, computer charges and maintenance due to Cyber Attack restoration and special projects. Some of the overages in goods and services was able to be offset by savings in other areas such as training, which was underbudget due to ongoing travel restrictions.

**SAINT JOHN BOARD OF POLICE COMMISSIONERS  
OPEN SESSION – MINUTES  
MAY 3, 2022 - 5:00 P.M.  
COMMUNITY ROOM, ONE PEEL PLAZA**

Overall revenue is (\$85,450) under budget and is largely attributed to the early cancellation of a partnership with Horizon Health.

In conclusion, the Police Force will continue to manage its budget in an effective manner, finding efficiencies through various continuous improvement initiatives, focusing on areas of cost control, and managing its budget to provide best value for money for the taxpayers of Saint John.

On motion of Commissioner Killen  
Seconded by Commissioner Norton

***RESOLVED, that the Saint John Board of Police Commissioners receive, and file as presented, the Saint John Police Force's Operating Budget as of December 31, 2021. (O2205-06)***

Question being taken, the motion was carried.

**8.5 Public Safety Communication Centre (PSCC) Unaudited Financial Results as of March 31, 2022**

Craig Lavigne, Financial Controller reported that the PSCC's preliminary unaudited March 31, 2022, financial results are anticipated to be a surplus of \$639, or 0.09%. Expenditures are overbudget by (\$8,119) and wages and benefits are under budget by \$8,758. Revenue is under budget by (\$13,703) year to date and is due to timing. Year-end projections for revenue are anticipated to be on budget.

On motion of Secretary Dean  
Seconded by Commissioner White

***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 March 31, 2022. (O2205-07)***

Question being taken, the motion was carried.

**8.6 Public Safety Communication Centre (PSCC) Operating Budget as of December 31, 2021**

Craig Lavigne, Financial Controller reported that the PSCC's December 2021 financial results are a deficit of (\$492,340). Expenditures as of December 31<sup>st</sup> are overbudget by (\$16,156) and wages and benefits are over budget by (\$366,957). Revenue is under budget by (\$109,227). A large portion of the salary variance is due to a salary

**SAINT JOHN BOARD OF POLICE COMMISSIONERS  
OPEN SESSION – MINUTES  
MAY 3, 2022 - 5:00 P.M.  
COMMUNITY ROOM, ONE PEEL PLAZA**

adjustment and retroactive pay for operators which occurred in November and the remainder is due to overtime.

The expenditure deficit is due to being overbudget of meals. Shortfalls in revenue are due to the budget based on providing services to additional service areas; however, the onboarding of these areas did not occur in 2021.

On motion of Commissioner Norton

Seconded by Commissioner Killen

***RESOLVED, that the Saint John Board of Police Commissioners receive, and file as presented the Public Safety Communications Centre (PSCC) Operating Budget as of December 31, 2021. (O2205-08)***

Question being taken, the motion was carried.

**8.7 Highlights of Monthly Activity Report – March 2022**

<b>Activity</b>	<b>March</b>	<b>YTD – 2022</b>	<b>YTD - 2021</b>
Calls for Service – PSCC ( <i>processed by the PSCC for the SJPF only</i> )	4,428	12,325	13,227
Incident Reports ( <i>police files generated</i> )	725	1,780	1,303
Violent Crimes ( <i>Assault, Robbery, Weapons Offences, Threats</i> )	79	172	209
Property Crimes ( <i>Thefts, Break &amp; Enter, Possession of Stolen Property, Mischief</i> )	204	407	517
Mental Health Act	27	76	113
Mental Health <i>RELATED</i> Calls for Service	129	508	356
Arrests ( <i>Data not available for December</i> )	145	330	348
Impaired Driving	8	24	17
Motor Vehicle Accidents	145	506	459
Tickets Issued (POPA)	118	307	373
Training	710.50	1,050.50	Not available
Auxiliary	25	54.5	236
Alternative Response Unit	512	1,376	Not available

On motion of Secretary Dean

Seconded by Commissioner Bryant

***RESOLVED, that the Highlights of Monthly Activity Report: March 2022, be received and filed. (O2205-09)***

**SAINT JOHN BOARD OF POLICE COMMISSIONERS  
OPEN SESSION – MINUTES  
MAY 3, 2022 - 5:00 P.M.  
COMMUNITY ROOM, ONE PEEL PLAZA**

**9. New Business**

*At this time, the media were invited to ask questions of the board.*

**10. Adjournment**

On motion of Commissioner Killen

Seconded by Vice Chair Dean

***RESOLVED, that the Saint John Board of Police Commissioners May 3, 2022,  
Open Session meeting be adjourned at 6:00 pm. (O2205-10)***

Question being taken, the motion was carried.

Chair Tamara Kelly

Vice Chair Katelin Dean