



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



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

Vision, Mission, and Values



Values

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

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



Strategic Themes



Five strategic themes identified:



Operations Plan & Accountability Process



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Strategic
Themes

18

Initiatives

38

Objectives

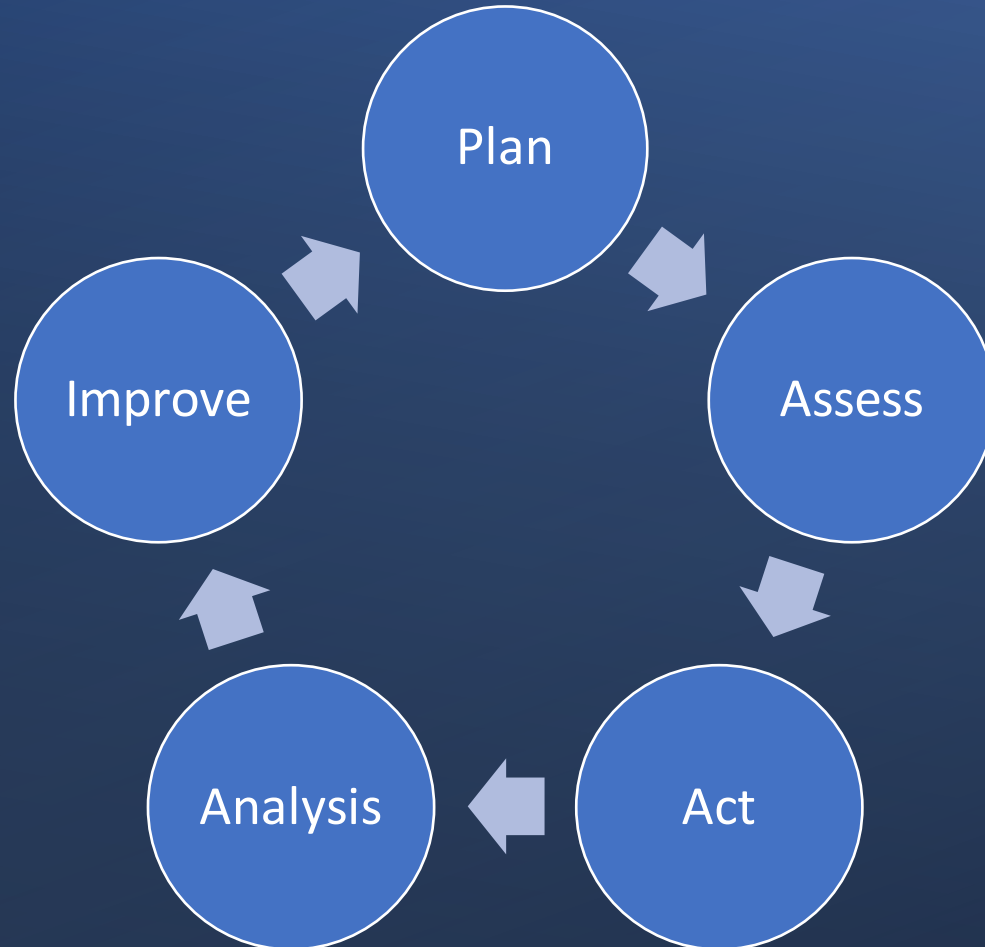
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Measurements

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Targets

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?