

BRANDON POLICE SERVICE

2022 Strategic Plan Review



Core Values:

- RESPECT
- PROFESSIONALISM
- INTEGRITY



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
<i>Strategic Objectives</i>	<i>Strategic Objectives</i>	<i>Strategic Objectives</i>	<i>Strategic Objectives</i>
<ul style="list-style-type: none"> 1.1 Intelligence-led Policing Strategies 1.2 Modern Policing Practice 1.3 Policing Priorities 1.4 Community Order 1.5 Timely Response 1.6 Addressing Organized Crime 1.7 Downtown Development 	<ul style="list-style-type: none"> 2.1 Community Mobilization 2.2 Proactive Communication 2.3 Collaboration with Community Partner 2.4 Governance 2.5 Indigenous Peoples 2.6 Newly Arrived Canadians 2.7 City of Brandon Partners 2.8 Public Engagement 	<ul style="list-style-type: none"> 3.1 Diverse and Skilled Workforce 3.2 Human Resource Planning 3.3 The Tools for the Job 3.4 Cost Effective Service Delivery 3.5 Environmental Stewardship 	<ul style="list-style-type: none"> 4.1 Open and Transparent 4.2 Physical Wellbeing 4.3 Positive Mental Health 4.4 Accountability



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
<p>1.1 Intelligence-led Policing Strategies (continued)</p>	<p>Data Analysis Model</p>	<ul style="list-style-type: none"> Continued movement to real-time data sharing and crime analysis / trend identification Intelligence-led extra patrols generated for specific individuals and areas Continued target background reports created and shared with investigators Increased use of Power BI analytic software to provide OCS with specific timely intelligence weekly
<p>1.2 Modern Policing Practice A modern approach to police practice that uses techniques supported by evidence-based research</p>	<p>Intimate Partner Violence Monitoring Initiative</p>	<ul style="list-style-type: none"> Increased report tracking of Intimate Partner Violence and Disputes Additional quality control screening and supervisory monitoring of Intimate Partner Violence reports Tracking calls for service for trends and referrals to Community Mobilization and Victim Services
	<p>Restorative Justice</p>	<ul style="list-style-type: none"> Provide offenders opportunity to earn back clean record Referred 37 people, unable to contact three <ul style="list-style-type: none"> 23 completed successfully, six unsuccessful, eight ongoing
	<p>Police Service Dog (PSDU)</p>	<ul style="list-style-type: none"> Continued training of new Police Service Dog Zeus and handler
<p>1.3 Policing Priorities To take steps to address specific crime issues that have major impacts on victims and the community, based on current research and established best practices</p>	<p>Victim Services Coordinator</p>	<ul style="list-style-type: none"> Victim Services advocates for victims of crime and ensures they are aware of their rights. Through compassion and understanding, victims are provided information on the investigation and court proceedings, as well as any court outcome. People are contacted soon after what can be a traumatic event and given a chance to ask questions, talk about what happened to them, and obtain information about the next steps Victims are provided services including: <ul style="list-style-type: none"> Court process and updates after each court appearance Trial preparation and attendance, including meeting with the Crown Attorney Assistance for information on medical costs, counselling services, housing etc. Preparation of Victim Impact Statements, Restitution Forms, and Compensation Forms



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1.3 Policing Priorities (continued)	Victim Services Coordinator (continued)	<ul style="list-style-type: none"> • There were 428 files opened in 2022 to assist victims of crime • 2,463 contacts were made with victims and 58.77 hours of service provided by volunteers in 2022 • Work with Westman Mediation Services to provide the Restorative Justice process as another avenue for victims other than the court system
	Detention Section	<ul style="list-style-type: none"> • Construction began on a permanent addition to the existing police service building • 1,996 people lodged in 2022 <ul style="list-style-type: none"> • 1,380 male, 616 female • 134 youth • 842 people under the influence of alcohol, drug, or both substances
	Crime Division	<ul style="list-style-type: none"> • 178 charges laid • Seizures: <ul style="list-style-type: none"> • Crystal Methamphetamine—1,401 g • Cocaine—10,689 g (11kg) • Fentanyl — 23.5g, • Cannabis — 1,142 g • Proceeds of Crime seized: \$473,830.00 (cash) • Project Banish: Included in the numbers above. Initiated by the Organized Crime Section (OCS) and spanned nearly the entire course of 2022. Led to the seizure of over 9kg of Cocaine, valued at nearly 1 million dollars and the seizure of \$440,000.00 in cash and vehicles, two handguns and one replica, and further led to laying 57 different charges on eleven different targets



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1.3 Policing Priorities <i>(continued)</i>	Crime Division <i>(continued)</i>	<ul style="list-style-type: none"> 12 Assault with a Weapon investigations 12 Aggravated Assault investigations One Murder/Manslaughter Nine Sexual Interference investigations 16 investigations relating to procuring sexual services 	<ul style="list-style-type: none"> 53 Sexual Assault investigations 61 firearms related investigations 18 Break and Enter investigations 33 Fraud investigations 103 Weapons related investigations 155 weapons seized
	Crystal Meth/Exploited Youth Strategy	<ul style="list-style-type: none"> Methamphetamine Investigator <ul style="list-style-type: none"> Provided educational presentations to schools and public service entities including Brandon Regional Health Centre staff Identified and tracked methamphetamine drug networks Liaised with Winnipeg Police Service (WPS) Meth Task Force Development of methamphetamine human sources Counter Exploitation / Youth Intelligence Officer <ul style="list-style-type: none"> Attend local and provincial intelligence meetings Maintained a runaway database and liaised with youth care agencies, high schools, Brandon Friendship Centre, Brandon Aboriginal Youth Activity Centre, Public Health, WPS Child Exploitation Unit, RCMP Missing Persons and Exploited Youth Unit Identified and tracked sexually exploited youth / and suspected Johns Conducted surveillance of target locations for sexual services 	



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<p>1.4 Community Order</p> <p>To address safety and community well-being through education and enforcement of laws/bylaws related to our roadway, recreational areas and the community in general</p>	<p>Increased Police Visibility in Community</p>	<ul style="list-style-type: none"> • The Downtown Strategy continued with targeted foot, bike and cruiser patrols during the warmer months and used GeoTab as a means of calculating officer presence and involvement • Increased patrols around school zones for back to school in September • Worked closely with the Community Housing and Wellness Coordinator and assisted with encampments • Steady engagement with businesses downtown included the Blue Door, Women’s Resource Centre, John Howard Society and the Safe and Warm Shelter
	<p>Enhanced School Resource Presentations</p>	<ul style="list-style-type: none"> • In person presentations resumed and were provided by School Resource Officers (SROs) to schools in the Brandon School Division
	<p>School Zone Speed Reduction</p>	<ul style="list-style-type: none"> • Advertised one-week educational period at the beginning of school year • 28 specific school zone deployments totaling 112 hours dedicated to school zone enforcement
	<p>Implementation of BPS Road Safety Initiatives</p>	<ul style="list-style-type: none"> • 26 Manitoba Public Insurance (MPI) sponsored RoadWatch Checkstops (includes Canada Road Safety Week and Operations Impact) • Two Checkstops where we partnered with MPI for a voluntary drug & alcohol roadside survey to provide information for a Provincial Overview • 21 Distracted Driving Checkstops • 64 Speed and Intersection Checkstops • 2,868 Provincial Offence Notices written (Traffic = 1,743 / Shift = 1,125) • 167 calls to report impaired drivers (75 of them 911 calls)



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<p>1.5 Timely Response</p> <p>To provide a timely and professional response to and management of all investigations, but most notably to emergency situations and critical incidents</p>	<p>Emergency Response Team (ERT) Preparedness</p>	<ul style="list-style-type: none"> • Incident Commanders / Crisis Negotiator Unit (CNU) / Tactical Response Unit (TRU) / Scribes • Tactical Response Unit (TRU) Training: 18 days, includes two joint training days with CNU and Scribe • Crisis Negotiator Unit (CNU) Training: Seven days • Scribe Training: Two days • ERT successfully resolved one high-risk incident related to Project Banish
	<p>Emergency Procedures Management</p>	<ul style="list-style-type: none"> • Deputy Chief of Police fills role of Deputy Emergency Manager for the City • COVID-19 - January - March: Emergency Response Control Group (ERCG) met virtually • 2022 Spring Flooding : March - June 2022: Multiple Colorado lows activated the Emergency Operations Centre (EOC) for preparation on two occasions, overland flooding impacted a number of City areas creating closures, ERCG met virtually for situational updates • Flood evacuees: May 5 – June 24: City of Brandon was a host community for up to 250 flood evacuees from Peguis First Nation, Grand Rapids First Nation and Sioux Valley First Nation; Emergency Manager (EM) / Brandon Police Service (BPS) / Brandon and Fire Emergency Services (BFES) met regularly for situational updates • Wildfire evacuees: July 16 - August 24: City of Brandon- Emergency Manager/BPS/Brandon Fire and Emergency Services (BFES) was a host community for up to 400 wildfire evacuees from Mathias Colomb FN, Pukatawagan FN; EM/BPS/BFES met regularly for situational updates • Structure Fire - December 18: Initiated the evacuation of 10 residents - A warming space (Cultural Center) was stood up by EM-Emergency Social Services to support the impacted individuals until they could return home. • Planned and implemented a warming space to expand capacity for the Samaritan House for the winter months for some of our most vulnerable. Late October - December 2022 - ERCG key departments involved in planning as well as operations • Chemtrade - August 30: Environmental Exercise: Participation from Brandon Emergency Support Team (BEST) members • Koch Industries - September 1: Environmental Exercise: Participation from BEST members



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<p>1.6 Addressing Organized Crime</p> <p>To foster partnerships with law enforcement at all levels to address organized crime activities</p>	<p>Outside Agency Networking</p>	<ul style="list-style-type: none"> • Canadian Intelligence Service of Manitoba with one member seconded to this unit <ul style="list-style-type: none"> • Canadian Integrated Response to Organized Crime, Provincial Operational Priorities, Committee, Provincial Executive Committee • Canadian Security Intelligence Service • Competition Bureau • Federal Bureau of Investigation • Financial Transactions and Reports Analysis Centre • Integrated Border Enforcement Team / Integrated Gang Intelligence Unit • Liquor and Gaming Commission • Manitoba Corrections • Manitoba Justice • Manitoba Criminal Intelligence Centre • Manitoba Taxation • National Weapons Enforcement Support Team with one member seconded to this unit • Provincial Criminal Property Forfeiture Branch • RCMP National Security Enforcement Section • Canada Border Services Agency (CBSA) • Canadian Centre for Child Protection • Toba Centre • Winnipeg Police Service • Street Reach • RCMP Tech Crime/Integrated Child Exploitation Unit
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<p>1.6 Addressing Organized Crime (continued)</p>	<p>Outside Agency Networking (continued)</p>	<ul style="list-style-type: none"> Municipal Police Service Intelligence Units Western Regional Intelligence Safer Communities and Neighbourhoods
	<p>Increased Use of Intelligence Resources</p>	<ul style="list-style-type: none"> 724 Intelligence reports generated Weekly “Be On The Look Out For”, and Most Wanted & Trends Report 134 Internal intelligence bulletins Enhanced member knowledge of crime trends

<p>1.7 Downtown Development</p> <p>To build on the success of the Police Service’s multi-year initiatives to work collaboratively to address the safety and wellbeing of our historical downtown area</p>	<p>Downtown Strategy / Downtown Beat / Community Engagement</p>	<ul style="list-style-type: none"> The Downtown Strategy took place from May 24th to September 25th 25,803.72 kilometers were driven in the downtown core by cruisers <ul style="list-style-type: none"> 48 purposefully created community engagement reports by Community Services members 2,478.28 hours (or 103 days) spent downtown using GeoTab 31 bike patrols Community events attended and facilitated by BPS include: <ul style="list-style-type: none"> Community Barbecue in Stanley Park Touch a Truck Children’s County Fair Cruise Night(s)
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<p>2.1 Community Mobilization</p> <p>Build on the success of the collaborative Community Mobilization Westman model, dealing with people at acutely elevated risk, but most especially our youth at high risk</p>	<p>Community Mobilization Westman (CMW)</p>	<ul style="list-style-type: none"> • One constable assigned to Community Mobilization Initiative • The long-term goal is better service delivery in conjunction with other human services providers in the region to address people at an acutely elevated risk • 80 situations of acutely elevated risk presented to the Hub table in 2022: <ul style="list-style-type: none"> • 57 situations where overall risk lowered and 12 situations rejected and one situation concluded for other reasons • 10 situations where acutely elevated risk remained while nine situations were referred to Enhanced Support after involvement with the HUB table • HUB meetings returned to in-person format in the Spring of 2022 • On average, seven agencies engage per situation where risk threshold is met with a 19 day average to close a situation
<p>2.2 Proactive Communication</p> <p>Explore new and effective ways of communicating vital information on community safety and policing efforts both externally and internally</p>	<p>Enhanced Social Media Presence</p>	<ul style="list-style-type: none"> • Continued strong Facebook engagement with Facebook followers went up to 17,000 from 15,000 <ul style="list-style-type: none"> • “Likes” are up to 14,000 from 13,750 • Increased our Twitter following to 8,797, up from 8,394 • Three public relation videos released • News release for Project Banish
	<p>Public Education</p>	<ul style="list-style-type: none"> • Continuing social media posts regarding crime trends such as fraud, traffic laws and by-laws • Social media notification to the public regarding missing persons



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<p>2.3 Collaboration with Community Partners</p> <p>Enhance ongoing relationships with community partners and government agencies with a greater level of community collaboration</p> <p><i>(continued)</i></p>	<p>Community Event Involvement</p> <p><i>(continued)</i></p>	<ul style="list-style-type: none"> • 3rd Annual Road to Resilience Mental Health Fundraiser • Polar Plunge in Rivers with Rivers Police Service (RPS) and Rivers/Daly Fire Department • Prairie Thousand event to raise awareness for Mental Health and Wounded Warrior Canada • Hosted First Responder Wellness Fair • Hosted a Recruitment workshop targeting people from minority or marginalized groups • Monster Mash • Copper Shopper Event • First Annual BPS sponsored community BBQ • Welcome to Canada Presentations • Women’s Resource Centre Liaison • Working Alone Presentations • Babysitting Course Presentations • Downtown Cruise Night/Super Run Event • Career Fair/Recruiting Workshop • Polar Plunge • Kids Country Fair • 7th Street Health Access Liaison • Restorative Justice Committee • McHappy Day • Fraud Presentations • Crime Prevention Through Environmental Design (CPTED)



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<p>2.3 Collaboration with Community Partners</p> <p>Enhance ongoing relationships with community partners and government agencies with a greater level of community collaboration</p> <p><i>(continued)</i></p>	<p>Partnerships</p>	<ul style="list-style-type: none"> • Big Brothers and Sisters • Brandon School Division (BSD) • Brandon Support Services • Child Abuse Committee • Child and Family Services (CFS)/Dakota Ojibway Child and Family Services (DOCFS) • John Howard Society • Liquor, Gaming & Cannabis Authority of Manitoba • Manitoba Housing • National Indigenous People’s Day (NIPD) • Navy League of Canada Manitoba Division • Salvation Army and Samaritan House • Seniors for Seniors • Sexual Education Resource Centre (SERC) • Westman Women’s Shelter • Special Olympics



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<p>2.4 Governance</p> <p>Continue to develop the governance model of the Brandon Police Service consistent with provincial legislation to ensure civilian oversight of the service, solicit community input and foster a safe and vibrant community</p>	<p>Independent Investigation Unit (IIU)</p> <p>Law Enforcement Review Agency (LERA)</p>	<ul style="list-style-type: none"> • Ongoing relationships and open and transparent communication with IIU when dealing with complaints made against sworn members • No charges were laid as a result of referrals to IIU in 2022 • Ongoing relationships and open and transparent communication with LERA when dealing with complaints made against sworn members • No members were found to be at fault for allegations made against them
<p>2.5 Indigenous Peoples</p> <p>Build on strong relationships which have been developed with Indigenous Peoples by positive and forward action on Truth and Reconciliation recommendations</p>	<p>Building Relationships</p>	<ul style="list-style-type: none"> • Brandon Bear Clan <ul style="list-style-type: none"> • Attended Bear Clan relationship session and provided heat maps of crime in downtown area • Inspector is on the MACP Aboriginal Policing Committee and the MACP Restorative Justice Committee • The Brandon Friendship Centre <ul style="list-style-type: none"> • BPS member is on the Board of Directors • BPS members attended the Annual General Meeting • Interprovincial Association on Native Employment (IANE) Westman Chapter <ul style="list-style-type: none"> • BPS member is on the Board of Directors



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<p>2.5 Indigenous Peoples (continued)</p>	<p>Building Relationships (continued)</p>	<ul style="list-style-type: none"> • Provide scholarships to Indigenous students attending post secondary school • National Indigenous Peoples Day celebration held June 21st annually <ul style="list-style-type: none"> • BPS member is on the organizing committee • BPS supplies financial support to the organizing committee • BPS members participate in Tipi Challenge and attended throughout the day • Brandon School Division (BSD) <ul style="list-style-type: none"> • Worked with BSD to help Indigenous and all students learn about Indigenous history and complete their education • Community Mobilization Westman (CMW) <ul style="list-style-type: none"> • Dakota Ojibway Child and Family Services (DOCFS), Manitoba Metis Federation Southwest Chapter and Brandon Friendship Centre are all involved • BPS Indigenous Advisory Committee <ul style="list-style-type: none"> • Consists of BPS Executive and four Indigenous community leaders • Truth and Reconciliation Week <ul style="list-style-type: none"> • Sunrise Ceremony • Helped in Tipi Raising Ceremony • Members escorted & walked to former Residential School Site • Sacred Fire Ceremony • Teaching on “What is Truth and Reconciliation?” and lowering of flags for residential school unmarked graves • Cultural Awareness and Humility Training for all BPS Staff • Police attended ceremony for National Indigenous Veterans Day



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<p>2.5 Indigenous Peoples (continued)</p>	<p>Building Relationships (continued)</p>	<ul style="list-style-type: none"> Discussions with Aboriginal Community Coordinator on a variety of issues related to Indigenous Peoples relationships 	
<p>2.6 Newly Arrived Canadians To foster greater engagement of and support</p>	<p>Westman Immigrant Services (WIS)</p>	<ul style="list-style-type: none"> Community Policing Officers resumed in person presentations to new Canadians each month 	
<p>2.7 City of Brandon Partners Build on the MOU between the City and the Brandon Police Service to deliver services in cost-effective manner and to foster communications between the two organizations</p>	<p>Shared Resources</p>	<ul style="list-style-type: none"> Finance Human Resources Legal Services Fleet Management 	<ul style="list-style-type: none"> Building and Grounds Maintenance Community Housing & Wellness Police Board Support Information Technology
	<p>Emergency Services</p>	<ul style="list-style-type: none"> E 9-1-1 Communications Centre <ul style="list-style-type: none"> Provide police dispatching BPS funds 50% of E 9-1-1 capital projects in lieu of fee for service Brandon Fire and Emergency Services <ul style="list-style-type: none"> Unified command with BPS in emergency situations 	
<p>2.8 Public Engagement Continue to obtain public input, feedback</p>	<p>policechief@brandon.ca mailbox</p>	<ul style="list-style-type: none"> 447 contacts received through website 27 "Compliment an Officer" emails received 	



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<p>3.1 Diverse and Skilled Workforce</p> <p>To attract, retain and train a diverse and skilled workforce, both reflective of the community and prepared to be the leaders of the future</p>	Sworn Member Hiring Process	<ul style="list-style-type: none"> Hired one experienced officer and one recruit Minority and Indigenous recruiting session held
	Civilian Member Hiring Process	<ul style="list-style-type: none"> Two Administrative Support Unit staff hired One Financial Officer hired
	Training/Professional Development	<ul style="list-style-type: none"> 61 members sent away on training courses with 20 online courses delivered <ul style="list-style-type: none"> One to Chilliwack BC, two to Halifax NS, two to Morden MB, three to Niagara Falls ON, five to Ottawa ON, four to Regina SK, two to San Antonio Texas, three to San Diego California, two to Shilo MB, one to Toronto ON, one to Vancouver BC, and 32 to Winnipeg MB BPS hosted 17 training courses to BPS Staff as well as outside agencies Phase B Recruit Class - two BPS / three Manitoba First Nations Police Service (MFNPS) / one Rivers Police Service (RPS) Less Lethal Shotgun Operators Course (13 members trained and 15 members re-certified) Agencies worked with: MFNPS, Royal Canadian Mounted Police, RPS, Canadian Police Knowledge Network, Canadian Police College, Winnipeg Police Service, National Tactical Officers Association, Assiniboine Community College, Office of the Fire Commissioner, Saskatchewan Police College Initial Critical Incident Response - 72 members trained Patrol Officer Emergency Medical Support - 4 members trained Tactical Emergency Medical Support - 1 member trained Carbine Operator Course - 4 members



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<p>3.1 Diverse and Skilled Workforce</p> <p>To attract, retain and train a diverse and skilled workforce, both reflective of the community and prepared to be the leaders of the future</p> <p><i>(continued)</i></p>	<p>Call Taking / Incident Report Training Provided</p>	<ul style="list-style-type: none"> • Police Reporting Occurrence System (PROS) End User— two courses; 10 trainees (five BPS and five external) • PROS Supervisor Course <ul style="list-style-type: none"> • One course; two trainees (both BPS)
	<p>Partnership with ACC</p>	<ul style="list-style-type: none"> • Member seconded to administer the Police Studies Program • Assist ACC with a review of their Police Studies Program and met with them to discuss expansion of Police Studies Program • Partnership for use of the Public Safety Training Centre, gym and Use of Force Simulator • Assisted Police Studies Program candidates with instruction and practical scenario training
	<p>Work with Indigenous Agencies on recruitment</p>	<ul style="list-style-type: none"> • Inter-Provincial Association on Native Employment (IANE) notified of job openings, both police and civilian
	<p>Work with City of Brandon Human Resources (HR)</p>	<ul style="list-style-type: none"> • All competitions coordinated with City of Brandon HR following generally accepted HR practices
	<p>Work with City of Brandon Aboriginal Community Coordinator</p>	<ul style="list-style-type: none"> • Discussions with Aboriginal Community Coordinator on a variety of issues related to Indigenous Peoples relationships
	<p>Ride-Along and Career Preparation Programs</p>	<ul style="list-style-type: none"> • Program reinstated in May after being cancelled due to COVID-19 • 11 Ride-Alongs provided from May to December



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<p>3.2 Human Resource Planning</p> <p>To develop a human resources plan to address increasing demand for services in a growing community, but also one that continues to address efficiency of effort</p>	<p>Acting/Relieving Opportunities</p> <hr/> <p>Succession Planning</p> <hr/> <p>Administrative Support Unit (ASU) / Clerical Front Desk Attendant (CFDA) Work Efficiencies</p>	<ul style="list-style-type: none"> • Provided opportunity for succession planning and career development • 14,209.25 hours where members acted as, or relieved higher classification supervisory roles <hr/> <ul style="list-style-type: none"> • Succession planning meeting held with all supervisors in 2022 • Leadership courses and training identified <hr/> <ul style="list-style-type: none"> • Cross training of staff in order to have replacement clerks for all positions in the Administrative Support Unit (ASU) and for Clerical Front Desk Attendants (CFDA) • Redistribution of tasks to balance workloads and allow a better fit for employee skillsets • Monthly meetings to discuss issues and ensure placement coverage for positions
<p>3.3 The Tools for the Job</p> <p>Build on current planning efforts in order to address facilities, equipment and technology to meet current and future needs</p>	<p>Criminal Property Forfeiture (CPF) / Federal Proceeds of Crime (FPOC)</p> <hr/> <p>Capital Upgrades</p>	<ul style="list-style-type: none"> • Partnership with CPF continues to augment police equipment and training which enhances community safety • 2022 CPF funded purchases include: <ul style="list-style-type: none"> • Investigative equipment • Emergency response medical supplies • Prisoner handling equipment • Surveillance Equipment <hr/> <ul style="list-style-type: none"> • Continuous progress on the permanent Detention Unit addition • Replacement of, or upgrades to: <ul style="list-style-type: none"> • In-car cameras and cell phones, tasers, security cameras, and soft body armor



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Strategic Objectives	Performance Indicators	Results	
<p>3.3 The Tools for the Job (continued)</p>	<p>Criminal Record Check Protocol</p>	<ul style="list-style-type: none"> 4,450 criminal record checks processed (20% increase from 2021) 2,606 checks completed online (58% of all checks being done) 	
<p>3.4 Cost Effective Service Delivery Promote a comprehensive fiscal planning system to address innovative cost effective service delivery as well as resourcing to meet current and future needs</p>	<p>Finance Analyst</p>	<ul style="list-style-type: none"> Budget Development Wage Modules Provided quarterly forecasts for Police Board Monthly review of Overtime Managing CPF payments/requests Managing Capital Projects for BPS 	<ul style="list-style-type: none"> Efficiency reviews/audits Preparing Financial Reports for Chief/Police Board Managing Accounts Receivable and Accounts Payable Managing procurement
	<p>Fiscal Management</p>	<ul style="list-style-type: none"> 2022 Council-Approved Net Budget of \$16,068,405 Five Budget Reviews with City of Brandon Finance Department to provide updated forecasts 	
<p>3.5 Environmental Stewardship Support environmental responsibility and conservation</p>	<p>“Green” Initiatives within Police Headquarters</p>	<ul style="list-style-type: none"> Low flow toilets Number of lights are motion activated within the building Recycling of old batteries and pens Elimination of disposable plates and cutlery Participate in the recycling of toner program “Recycle Everywhere” containers located throughout building Water bottle refill station Geotab—monitoring vehicles Reduction in paper files by moving to electronic filing 	



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Strategic Objectives	Performance Indicators	Results
<p>4.1 Open and Transparent</p> <p>Enhanced open, transparent and engaging communication strategies at all levels of service</p>	Platoon Lineup Briefings	<ul style="list-style-type: none"> Held twice daily for platoon members
	Morning Meetings	<ul style="list-style-type: none"> Held each weekday for Executive and Supervisors to discuss daily planning
	Executive Meetings	<ul style="list-style-type: none"> Held weekly for Executive Team to discuss ongoing matters
	Labour/Management Meetings	<ul style="list-style-type: none"> Two meetings held in 2022 with all Executives and the Brandon Police Association to discuss strategies and issues
<p>4.2 Physical Wellbeing</p> <p>Promoting employee physical wellness as well as a healthy and respectful work environment</p>	Fitness Facility	<ul style="list-style-type: none"> Gym available for all staff to utilize and enable physical wellbeing Capital upgrades to gym equipment
	COVID-19 Safety	<ul style="list-style-type: none"> Provided all staff with appropriate PPE (masks, face shields, goggles, gloves, smocks) Provided additional sanitizing stations and supplies to ensure safe surfaces throughout the facility, workspaces and fleet Promoted work from home arrangements for staff Added additional safety protocols to protect staff and public visitors and implemented measures for physical distancing between workspaces
	Workplace Health and Safety	<ul style="list-style-type: none"> 12 monthly Safety Communications messages from the City of Brandon Three Joint Workplace Health and Safety Committee meetings held with City Departmental Management/worker teams One Joint Workplace Health and Safety sub committee meeting held Bi-monthly Inspections of police service facility and informal spot checks, as well as AED monthly checks, First Aid kit checks and restocking



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Strategic Objectives

Performance Indicators

Results

4.3 Positive Mental Health

Foster and advance existing efforts within the organization to address the psychological health and wellbeing of our employees

Police Service Chaplain Program

- Police Chaplain Constable Bruce Ewanyshyn’s eighth year of service as BPS Chaplain
- Over 50 personal contacts with staff to provide moral and spiritual support; some meetings included an element of prayer. Conducted follow-up with members on sick leave, and provided spiritual care through numerous hospital visits with an officer with Stage Four cancer in preparation for death
- Performed duties as President (since June 2021) of the National Canadian Police Chaplain Association (CPCA) and chaired evening monthly CPCA Executive Officer & Leadership Team meetings (since June 2021)
- Represented BPS and the CPCA while presenting a two hour lecture at the “Ukrainian Academy of Chaplains for Law Enforcement Agencies” via Zoom on February 10th
- Conducted CPCA Leadership Team meetings and training in Airdrie, AB on May 3rd and 4th including developing a strategic plan
- Sworn in as newly appointed Director of Region One for the International Conference of Police Chaplains (ICPC) and began duties as the Director of Region One on May 3rd
- Organized and hosted two CPCA Webinars and participated in and raised funds for a Mental Health initiative namely, Project Resilience 911 cycle road race on May 15th
- Raised funds in May to support the efforts of chaplains serving police officers in Ukraine which included funds for replacement police uniforms for officers attacked during a missile strike, and fuel and supplies for police chaplains to continue field operations
- Provided prayer for the National Ride for Mental Health, fundraised and participated as a member of the BPS cycling team “BPS Road Rockets” on August 14th placing 4th overall in the race
- Presented police chaplaincy to the ACC Protective Services class on September 7th



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Strategic Objectives	Performance Indicators	Results	
<p>4.3 Positive Mental Health</p> <p>Foster and advance existing efforts within the organization to address the psychological health and wellbeing of our employees</p>	<p>Police Service Chaplain Program</p>	<ul style="list-style-type: none"> • Represented BPS and the CPCA while making a presentation regarding police chaplaincy to state authorities and leaders of religious organizations in Tbilisi, Georgia via Zoom. This took place at 5 AM on October 13th. This was the beginning of a current initiative to bring police chaplaincy to Georgia • Oversaw operations for the in-person five day Annual Training Seminar in Niagara Falls October 24th- 28th. Spoke at several venues and developed and presented a course (Police & Family) • Represented BPS and the CPCA in Kananaskis, AB as a guest speaker at a Law Enforcement Appreciation Retreat for police couples hosted by the Billy Graham Rapid Response Team on October 30th and 31st • Represented BPS and the CPCA at the “Ukrainian Academy of Chaplains for Law Enforcement Agencies • Maintain active memberships with the CPCA, the Fellowship of Christian Peace Officers (FCPO), the Brandon Ministerial Association (BMA), and the Ministers Network Canada (MNC) and serve as a ministry leader for Glory2Glory Ministries Brandon, and the Holy Spirit Sands Community Church in Carberry, MB • Maintain Christian Minister Credentials through the Ministers Network Canada (MNC) • Composed 12 ‘Hitting the Mark’ Chaplain messages to encourage BPS staff and composed articles that were published in 2022 editions of the National FCPO “The Peacemaker” magazine and on the CPCA Blog and Forum pages and continue to develop the CPCA website • Continue to develop the CPCA website https://www.canadianpolicechaplainassociation.com/ 	
	<p>Team Building</p>	<ul style="list-style-type: none"> • Pay It Forward Group - donate funds on a monthly basis to charity groups and people 	<ul style="list-style-type: none"> • Volunteer time at Christmas Hampers, Salvation Army Christmas Kettle and United Way Campaigns
	<p>Employee Social Activities</p>	<ul style="list-style-type: none"> • Participated in city internal initiatives to promote employee wellness 	



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<p>4.3 Positive Mental Health (continued)</p>	<p>Alternative Work Agreements</p>	<ul style="list-style-type: none"> Modified duties provided to accommodate members prior to, or returning from maternity leaves, injuries, etc. 	<ul style="list-style-type: none"> Agreement with the BPA association on compressed work week/modified duties Work from home and flexible working hours
	<p>Employee Wellness Team (EWT)</p>	<ul style="list-style-type: none"> Consists of eight sworn members, one civilian and one Community Mental Health Professional Trained in Critical Incident Stress Management (CISM), Advanced Critical Incident Stress Management (CISD), Mental Health First Aid (MHFA), Applied Suicide Intervention Skills Training (ASIST), Road 2 Mental Readiness (R2MR) Family skate in January Six group Critical Incident Debriefs held Attended First Responder Mental Health Conference 	<ul style="list-style-type: none"> Promoted Project Resilience 911 Road Race Event, Bell Let's Talk Day, and Wellness Fair 45 employee contacts recorded, incident follow up and personal , Before Operational Stress online course offered and purchased outdoor cinema equipment, five Dr. Gilmartin books, Mental Health Self Care for First Responders book, and two recliners for the wellness room Attended Halifax for the First Responder Mental Health Conference
<p>4.4 Accountability Address employee accountability by ensuring work expectations are aligned to the values of the police service & that a meaningful performance management system is in place</p>	<p>Operations and Support Services Responsibilities</p>	<ul style="list-style-type: none"> Reviewed and revised organizational structure and provided supervisors quarterly reports on status of strategic objectives 	
	<p>Analysis of Managerial Responsibilities</p>	<ul style="list-style-type: none"> Executive Team strategic planning session review Realignment of staffing between Support Services and Operations Quarterly reports provided to the Police Board 	
	<p>Appraisal Systems</p>	<ul style="list-style-type: none"> Continued use of the appraisal system for all in-scope staff City of Brandon performance appraisal system used to complete performance assessments of out of scope Executive members of BPS 	