

**Brandon Police Service
Strategic Plan 2016 Overview**

Goals	1. Enhanced public safety through quality core policing services	2. Enhanced organizational development to meet future needs.	3. Promote internal and external relations through proactive strategies.	4. Ensure sustainable service through sound fiscal management.
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Goal #1 Enhanced public safety through quality core policing services.

Strategic Objectives / Actions	Performance Indicators	Results
1.1 Crime prevention, reduced victimization and criminal intervention strategies in our community.	<ul style="list-style-type: none"> ✓ Crime Prevention Education ✓ Increased police visibility at major community events, licenced premises. Also, working with event organizers and planners in advance. ✓ Canadian Breast Cancer Foundation/CIBC Run for the Cure ✓ Monitoring of persons and property crime compared to the past year 	<ul style="list-style-type: none"> ✓ 52 Presentations to the Community. ✓ 451 Community Patrols of Neighborhoods, Business Areas, Licensed Establishments, Parks, Recreation Areas, Malls & multiple Community Events leading to reduction of incidents and ensuring orderly events. ✓ Numerous operational plans prepared in advance of major events in order to ensure safety and security of attendees. ✓ Volunteer cash room security for Run for the Cure fundraiser. ✓ 2014 774 Persons 2596 Property ✓ 2015 890 Persons 2948 Property ✓ 2016 887 Persons 2820 Property ✓ The main driver of increased person's crimes was sexual assault complaints. There were 4 main things that drove the decrease in property crimes. These were Break & Enters, - 56, Arsons, - 16, Theft under - 64 and Fraud - 33. The one increase in Property crime was Property damage - 61.



	<ul style="list-style-type: none"> ✓ Enhanced School Resource Presentations. ✓ Crime Prevention Initiatives: <ul style="list-style-type: none"> ▪ Homeless Initiative ▪ Downtown Strategy ▪ Crime Prevention Tips of the Week ▪ Maintenance of an action list of “Persons of Interest” and/or high risk/repeat offenders. Regular updates to patrol thus reducing high warrant numbers. 	<ul style="list-style-type: none"> ✓ 149 presentations done by School Resource Officers and other Police Service employees to the Brandon School Division. ✓ Police Service worked on Safe and Warm initiative during winter months with Samaritan House. Homeless at risk people were registered at Safe and Warm Shelter. ✓ Police helped Samaritan House with logistical support to ensure the success of the program. ✓ Police Service worked with the Housing First Initiative as coordinated by Manitoba Metis Federation Southwest Chapter. ✓ Less community complaints received as a result of actions taken. ✓ The Downtown Strategy was implemented from May 1 to Sept 30, 2016, resulting in 1083 Downtown Patrols and a notable increase in Proactive Policing. ✓ BPS participated in the City of Brandon Multi-Departmental Tour of the Downtown area to help identify areas of concern and potential improvements. ✓ A number of meetings were held with specific Community Stakeholders to address key issues of safety and concerns. ✓ Chief met with the Downtown Business Association. ✓ 34 Crime Prevention Tips posted to BPS website and communicated to the public via media releases, Twitter and Facebook. ✓ 53 checks of those on curfews and high risk offenders who were released from corrections custody. There were an additional 21 curfew checks which resulted in breach charges being laid. ✓ 816 BPS & outside agency arrest warrants executed.
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	<ul style="list-style-type: none"> ▪ Public education in regards to thefts from yards, sheds, garages ▪ Public education in regards to crime trends, including frauds ▪ School Zone Speed Reduction <p>✓ Reduced Victimization</p> <ul style="list-style-type: none"> ▪ Intimate Partner Violence Monitoring Initiative <ul style="list-style-type: none"> ▪ Community Mobilization Westman Initiative 	<ul style="list-style-type: none"> ✓ Numerous media releases to try and educate public to secure property and the valuables therein. ✓ Good community feedback. ✓ Ward meetings; Ward maps and Crime Trends presented. ✓ Media releases and presentations with regards to high pressure fraudulent tactics. (Canada Revenue Agency, Grandparent Fraud, Attempt Computer Fraud, Ransom Ware, Tax Scams, Manitoba Hydro Fraud) ✓ New speeds zones were effective September 1st, 2014. ✓ Advertised 1-week grace period at the beginning of each school year. ✓ 58 speeding and 10 other Highway Traffic Act charges issued in 2016. ✓ Implemented March 24, 2016. ✓ Increased report tracking of Intimate Partner Violence and Disputes - charges versus non-charges (no evidence to support charges). ✓ Tracking calls for service for trends and referrals to the HUB and Victim Services. ✓ CAD calls for services = 267 ✓ Calls for service (no charges laid) = 115 ✓ Calls for service (charges laid) = 152 ✓ Referrals to the HUB = 12 ✓ Community Mobilization Hub Table went live April 28, 2015. ✓ 82 situations of acutely elevated risk presented to the Hub Table in 2016. ✓ 268 discussions were held at the Hub table between January 1st, 2016 and Dec. 31st, 2016 relative to the situations brought to the table. ✓ 60 situations where people/families were connected to services. ✓ 14 situations where people/families were advised of services. ✓ 3 situations that did not meet acutely elevated risk threshold. ✓ 1 situations where people declined assistance from the Hub.
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	<ul style="list-style-type: none"> ✓ Victim Services Coordinator 	<ul style="list-style-type: none"> ✓ Victim Services continues to provide a voice for victims and ensures they are aware of their rights. Victims are provided information on the investigation and court case. Victims are also informed about the services available to them. Victims are contact by phone, mail, or in person and provided compassion and understanding of the crime. ✓ 534 files opened to assist victims of crime ✓ 1596 contacts made with victims ✓ Victim Impact Statements – further implementation of new sections of the form provided. ✓ Continued partnership with Manitoba Justice –Victim Services to implement the National Strategy on the Canadian Victim Bill of Rights – testimonial aids and restitution process enhancements. ✓ Liaised with several victims and the Crown on a Not Criminally Responsible decision from a hostage situation from November 2015.
<p>1.2 Maximize investigative resources through risk assessment and intelligence led initiatives.</p>	<ul style="list-style-type: none"> ✓ 2015 Crime Support Investigations. ✓ Outside agency networking 	<ul style="list-style-type: none"> ✓ 9 Controlled Drug and Substance Act Search Warrants executed. ✓ 28 Individuals arrested and charged by Crime Support Unit. ✓ Seizure of: ✓ 138 grams of Cocaine - street value \$13,800.00 ✓ Psilocybin – 4.87 grams – street value of \$50.00 ✓ MDMA 16 grams of Ecstasy – street value \$320.00. ✓ Methamphetamine – 27.64 grams – street value \$700.00 Total street value of drugs \$14,870.00 as well as seized Canadian currency in the amount of \$1,540.00 ✓ CSU worked in conjunction with Public Safety Investigations on Safer Neighbourhoods and Communities on 2 separate occasions. ✓ A total of 3 Criminal Property Forfeiture investigations. ✓ Integrated Gang Intelligence Unit. ✓ Street Reach. ✓ Integrated Warrant Apprehension Unit.



	<ul style="list-style-type: none"> ✓ Increased use of intelligent resources from the local, regional, provincial and national levels including Officer Safety Alerts ✓ Various Police Operations: <ul style="list-style-type: none"> ▪ Operation Fairplay Summer Fair 2016 ▪ Operation/Project Derringer 	<ul style="list-style-type: none"> ✓ Canadian Centre for Child Protection. ✓ Royal Canadian Mounted Police Tech Crime/Integrated Child Exploitation Unit. ✓ Military Police – Department of Defence National Investigation Section. ✓ National Security Enforcement Team. ✓ Manitoba Integrated Organized Crime Task Force. ✓ Canada Border Services Agency. ✓ Enhanced member knowledge of crime trends. ✓ Lead to coordinated investigative responses to issues of concern of multiple agencies. ✓ 110 Internal Intelligence Bulletins. ✓ 12 attendances to Western Regional Intelligence Meetings. ✓ 8 meetings with Canada Border Services Agency. ✓ 25 meetings with Manitoba Integrated Organized Crime Task Force. ✓ 2 meeting with Integrated Border Enforcement Team. ✓ Summer Fair 2016 provided a family friendly environment with no major incidents. Two Members of the Crime Section worked 3 nights and made 0 arrests. ✓ Project Derringer was a joint operation that concluded in October 2016 and led to several arrests which included numerous drug and firearms related offences. ✓ 5 people linked to the drug network were charged with multiple offences including: <ul style="list-style-type: none"> • Possession for the Purpose Trafficking, • Trafficking and Conspiracy to Traffic Cocaine, Crystal Methamphetamine, Marihuana, and Psilocybin, • Possession of Prohibited or Restricted Firearms/Ammunition, • Possession of Stolen Firearms,
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	<ul style="list-style-type: none"> ✓ Crime analysis model / Intelligence Led Policing 	<ul style="list-style-type: none"> • Unauthorized Possession of Firearms, • Proceeds of Crime. ✓ Police seized the following drugs which is estimated to be in excess of \$500,000: <ul style="list-style-type: none"> • Over 3 kilograms of Cocaine, • Over 1 kilogram of Methamphetamine, • 10 pounds of Marihuana, • 2.5 kilograms of cutting agent. ✓ Police also seized the following: <ul style="list-style-type: none"> • 9 firearms, • 1 crossbow, • Over \$30,000 cash, • Numerous other items related to drug trafficking such as a cocaine press, money counter, scales, baggies, and cellular devices, • 5 vehicles as Conveyances and offence related property. ✓ Continued movement to real time data sharing and crime analysis/trend identification. ✓ More interaction on a daily basis between Members and the Crime Analyst. ✓ Patrols are more intelligence led versus random based on crime analysis. ✓ 52 special reports prepared by Crime Analyst for members, at Member's request. ✓ 11 bi-weekly Downtown Strategy Reports (May – Sept). ✓ Launched an electronic intelligence brief in the Line-Up Room for Members.
<p>1.3 Address public safety on our roadways and recreational areas through a strong policing presence, public outreach/education and enforcement initiatives.</p>	<ul style="list-style-type: none"> ✓ Partnership efforts: Work with Manitoba Public Insurance (MPI), Manitoba Association of Chiefs of Police (MACP), Manitoba Liquor and Gaming Authority (MLGA), Mothers Against Drunk Driving (MADD), Operation Red Nose, Citizens On Patrol Program and Manitoba Infrastructure and Transportation (MIT) on road safety initiatives. 	<ul style="list-style-type: none"> ✓ Roadwatch and Distracted Driving. ✓ MACP Traffic Committee worked on several traffic initiatives. <ul style="list-style-type: none"> • Speed Reduction around Emergency Vehicles. • Construction Zone. • Distracted Driving. • E-ticketing is fully operational by all Uniform Members in 2016. • School Zone enforcement initiative in September 2016. • HTA Amendments to make greater efficiency of effort.



- ✓ Implementation off BPS road safety initiatives including Roadwatch, School Zone Project, Distracted Driving, School Bus Safety Project, Trucking Compliance, Canada Road Safety Week, Operation Impact & Operation Festive Spirits, RID (Reduce Impaired Driving-Call 911), and general enforcement initiatives by patrol, traffic and operations support members.

- ✓ Traffic Safety Tips of the Week

- MPI Monthly Enforcement Calendar followed each month with a new enforcement initiative.
- Advertising efforts regarding Manitoba Road Safety Initiatives.
- Partnered with MPI for the Drug/Alcohol Impaired Driving Survey.
- ✓ Manitoba Liquor and Gaming Authority Checkstop Program December 2016.
- ✓ Worked with MADD on public education initiatives.
 - December Impaired Driver Checkstops.
 - Promotion in BPS parking lot – sale/BBQ.
- ✓ Operation Rednose kickoff and volunteer screening of 64 volunteers.
- ✓ COPPs community safety patrol efforts.
 - Voluntary hours 1467. Includes meetings by members and executives.
 - Normal patrol hours 648.
 - Special Event hours 245. Some highlights include:
 - 98 hours Princess Park Patrols.
 - 46 hours Speedwatch.
 - 32 hours Monster Mash.
 - 16 hours Citywide Clean-Up.
 - 18 hours Soap Box Derby.
 - 16 hours Salvation Army Christmas Kettle.
 - 32 hours Traveller’s Day Parade.
- ✓ 73 MPI sponsored checkstops (includes Canada Road Safety Week and Operation Impact).
- ✓ 24 Distracted Driving checkstops
- ✓ 2 Festive Spirits checkstops, including MLGA sponsorship.
- ✓ 8 School Zone checkstops.
- ✓ In excess of 100 planned and spontaneous checkstops during 2016.
- ✓ 3710 Provincial Offence Notices written.
- ✓ 126 Impaired drivers arrested.
- ✓ 163 Calls to 911 to Report Impaired Drivers.
- ✓ 247 Calls to Non-Emergency Police Number to Report Impaired Drivers.
- ✓ 37 traffic safety tips posted to BPS website and communicated to the public via media releases, Twitter and Facebook.



		<ul style="list-style-type: none"> ✓ Use of Twitter to advise public of areas and situations to avoid due to accidents and other road safety issues.
<p>1.4 Enhanced timely response to and management of all investigations, most notably emergencies and critical incidents.</p>	<ul style="list-style-type: none"> ✓ Investigation of serious crimes in 2016 ✓ Training of personnel in Critical Investigative areas ✓ Ongoing training of Emergency Response Team consisting of Incident Command, Tactical Response Unit (TRU) and Crisis Negotiation Unit (CNU) ✓ Handling of emergency procedures 	<ul style="list-style-type: none"> ✓ There were no murders and 1 attempted murder in 2016 which was successfully investigated and charges laid, compared to 1 murder and 1 attempted murder in 2015. ✓ There were 82 sexual assault reports in 2016, compared to 89 in 2015. ✓ There were 12 aggravated assaults reported in 2016, compared to 8 aggravated assaults in 2015. ✓ There were 49 reported robberies in 2016, compared to 41 robberies in 2015. ✓ A total of 32 training opportunities in which people were trained in Criminal Investigation Courses, for a total of 132 person days of training. ✓ 3 joint training days plus ongoing separate training in all units. <ul style="list-style-type: none"> ✓ Incident Commanders 7 days. ✓ TRU 16 days. ✓ CNU 6 days. ✓ Incident Commanders dealt with 2 incidents, both regarding the execution of high risk warrants. ✓ Incident Commanders attended 5 different training scenarios. ✓ In October, during a training scenario, some new communications equipment was tested. ✓ TRU was deployed on three separate occasions. All were high risk arrests and search warrant executions as part of Project Derringer. ✓ 1 civilian went to Canadian Police College to receive training as a Critical Incident Scribe. Trained personnel put together a training course and successfully trained 3 additional Scribes. ✓ Several discussions between the Scribes and Incident Commanders took place in 2016 regarding Scribes expanding their role in the Incident Command post. ✓ Deputy Chief of Police - Operations continues as Deputy Emergency Coordinator.



	<ul style="list-style-type: none"> ✓ Government funding for Emergency Response 	<ul style="list-style-type: none"> ✓ Emergency Procedures Manual updates completed in 2015. This document is a work in progress document, subject to modifications as required and was updated during 2016. ✓ 3 Table Top Exercises. ✓ Coordinating emergency responses to the Brandon School Division. (School Lockdown) ✓ 12 monthly tests of the Emergency Alert System. ✓ Refresher of all members on key emergency procedures and investigative policies in 2016. ✓ Police Member attended Brandon Emergency Support Conference. ✓ Purchases made for Tactical Response Unit from Criminal Property Forfeiture.
<p>1.5 Review service delivery methods to ensure efficiency and effectiveness to and for the public.</p>	<ul style="list-style-type: none"> ✓ Ongoing review of the organizational chart with adjustments including a review of all vacancies as they occurred ✓ Crime Analyst Position ✓ Continual reviews of management responsibilities ✓ Criminal record check revisions and planning 	<ul style="list-style-type: none"> ✓ Operations and Support are balanced. ✓ The 2nd full year of operation in 2016. ✓ Very positive impact on police service and staff. ✓ Timely information on Crime Trends and Hot Spots identified. ✓ Crime Analyst moved to Operations. ✓ Crime Analyst played key role in development of Downtown Strategy, Community Engagement Survey, and presentations to the Police Board. ✓ Streamlined responsibilities for greater efficiency. ✓ More streamlined process and more user friendly. Changed hours of operation so public had more access before and after regular working hours. ✓ Criminal record checks processed: 2016 - 4255 ✓ Continuation of "job share" for the processing clerk working well. ✓ Researching the possibility of online submissions of Criminal Record checks. There is potential for an increased revenue stream for BPS due to the fingerprint submission changes.



	<ul style="list-style-type: none"> ✓ Community Safety Officer Initiative 	<ul style="list-style-type: none"> ✓ Since the Business Plan was developed in 2015, there has been continued discussions with the Provincial Government regarding feasibility. ✓ The Community Safety Officer initiative has the potential for long-term cost savings. It has the potential to create work efficiencies with duties currently performed by Sworn Members that could be re-assigned thus creating a more cost effective service delivery model. ✓ A funding model, including support from the Provincial Government, for this initiative is still being examined.
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Goal #2 Enhanced organizational development to meet future needs.

Strategic Objectives / Actions	Performance Indicators	Results
2.1 Attract and retain a more diverse and highly skilled workforce reflective of the community.	<ul style="list-style-type: none"> ✓ Hiring process for Sworn Members ✓ Ongoing hiring process for civilian employees ✓ Partnership with Assiniboine Community College (ACC) ✓ Work with Aboriginal Agencies on recruitment 	<ul style="list-style-type: none"> ✓ Hired 2 new members reflective of the community in terms of gender and ethnicity. ✓ Continued hiring for Clerical Front Desk Attendant and Clerical Support Staff in 2016. ✓ Member seconded to Police Studies Program. ✓ All of the recent hires came out of ACC class. ✓ Assist ACC with a review of their Police Studies Program. ✓ Attend ACC graduation ceremonies for the Police Studies Course. ✓ Partnership with ACC for use of the Practical Training Centre, ACC gym and facilities to conduct annual POPAT Testing of Members. ✓ Work with ACC on “In-service” courses to meet special needs of BPS. ✓ Partnered with ACC on securing a location for Firearms Simulator Room. ✓ IANE (Inter-Provincial Association on Native Employment) notified of job openings, both Police and civilian.



	<ul style="list-style-type: none"> ✓ Work with Immigrant Services and other agencies on recruitment ✓ Work with City of Brandon Human Resources ✓ Work with City of Brandon Aboriginal Liaison Officer ✓ BPS Ride-Along and Career Preparation Programs ✓ Ongoing Police Cadet Program 	<ul style="list-style-type: none"> ✓ Partnership with IANE on their job fair event. ✓ Presentations to Westman Immigration Services Clients. In addition, engagement of new residents with discussions on a career in law enforcement. ✓ Partnered with Westman Immigration Services on the Welcome to Brandon Tour, information session and tour of the police station. ✓ Participation in Career Symposiums and Fairs including the ACC Job Fair. ✓ All competitions coordinated with City of Brandon Human Resources following generally accepted HR practices. ✓ Discussions with Aboriginal Liaison Officer on identification of Aboriginal role models in policing and on a variety of other issues related to Indigenous Peoples relationships. ✓ 80 Ride-Alongs in 2016 which includes 27 ACC Police Studies Students, 22 Career Preparation Students from the Brandon School Division and 31 Job Shadow participants to give them exposure to policing. ✓ Concentrate on trying to expose Aboriginal high school students, who participate in the Career Preparation Program, with exposure to numerous elements of the BPS. ✓ Program started November 4th, 2014 in an effort to entice the youth of Brandon to engage in learning about Law Enforcement, build a relationship with Westman youth and the Brandon Police Service (BPS). ✓ 8 cadets aged out and graduated from the program in 2016. Regular attendance of cadets was around 25 youth per Tuesday parade with 41 on paper. A number of cadets cannot attend on a regular basis due to other commitments. ✓ Numerous BPS Members attended to give presentations and to provide support and guidance to the youth involved in the program. ✓ 2016 – 2017 year – Sponsorship obtained from the Kiwanis Club of Brandon and Brandon Police Association in the Fall of 2016.
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		<ul style="list-style-type: none"> ✓ Chief of Police and other Police Service Executive Members attended in support of the program during the year. ✓ Participated in the community with Wheat Kings game, movie at the theatre, and tobogganing night at Hanbury Hill.
2.2 Promote employee wellness and a healthy work environment.	<ul style="list-style-type: none"> ✓ Workplace Health and Safety messages, meetings and inspections ✓ Fitness facility in the police station available to all staff ✓ Police Service Chaplain Program ✓ 1 position was a Job Share ✓ Team Building – Pay it Forward ✓ Internal Service Wide Social activities 	<ul style="list-style-type: none"> ✓ 12 Safety messages over the course of the year from the City of Brandon. ✓ 58 internal Safety Messages within BPS. ✓ Quarterly meetings of both in house and city wide workplace health and safety committee. ✓ 12 inspections of Police Service facility and informal spot checks. ✓ In 2016 there were 8 lost time injuries and a total of 123 lost days. ✓ In 2016, new equipment was purchased worth \$6,000. ✓ In 2016, 30% of sworn members currently use the facility an average of 3 times a week and 45% use the gym part time/casually. ✓ Upgrades to the gym have improved fitness to members and gym use has increased. ✓ New Police Chaplain's 2nd year of service. ✓ Police Chaplain attended to a Police Chaplain Conference. ✓ 11 messages to staff by the Chaplain. ✓ 8 Inspirational Services to Staff. ✓ 20+ meetings with staff in order to offer support. ✓ 5 meetings at the Brandon Ministerial Association. ✓ 10 meetings with Gatekeepers Prayer Group ✓ 2 staff share 1 full time position for the year. ✓ Internal fundraising effort whereby funds are delivered monthly to charity groups, fundraising efforts and people in need. ✓ Volunteering at Helping Hands. ✓ Efforts with The United Way. ✓ Salvation Army Christmas Kettle Drive. ✓ Operation Clean Sweep with the City of Brandon.



	<ul style="list-style-type: none"> ✓ Proposal for Job Share for Sworn Officers approved ✓ Alternative work agreement for maternity/modified duties ✓ Employee Wellness Committee 	<ul style="list-style-type: none"> ✓ Group meals include: Soup Off, Thanksgiving, Easter, Christmas, Summer & Fall Barbeques, Retirement, and Promotion events. This has improved staff morale and positive feedback has been received. ✓ Enables staff who may want to take advantage of this opportunity. ✓ Approved and in the Working Agreement which has not been utilized to date. ✓ Provides flexibility to the employees while still fulfilling the position requirements of the Police Service. ✓ Was utilized during 2016. ✓ Agreement between BPS Management and Brandon Police Association on compressed work week/light duties. ✓ Employee Wellness Committee formed, consisting of 7 BPS Members and 1 Mental Health Expert from the Community. In 2016, an additional Member was selected to join the committee. ✓ This model was developed in collaboration with the Brandon Police Association. ✓ Adoption of Critical Incident Stress Management Model. ✓ Committee presented to Police Membership at annual In-service Training. ✓ Research conducted by Organizational Development Unit on best practices for workplace mental health. ✓ 4 committee meetings held in 2016. ✓ 2 committee members attended Moose Jaw Police Service for Peer Support training. ✓ The Committee gave support to BPS employees on 20 occasions. ✓ Mental Health First Aid training courses were offered to all staff. ✓ 4 Committee members attended the Critical Incident Stress Management course. ✓ Employee Wellness Committee brochure provided to all employees. ✓ Employee Assistance Program information and contacts provided for all employees. ✓ Training opportunities researched for Road to Mental Readiness. ✓ Emotional Survival for Law Enforcement DVD and book purchased.
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		<ul style="list-style-type: none"> ✓ Presentations by Certified Athletic Therapist & Certified Strength and Conditioning Specialist to improve employee physical wellness.
<p>2.3 Foster a comprehensive training plan, including succession planning and professional development to meet organizational needs.</p>	<ul style="list-style-type: none"> ✓ Training Committee prepares a yearly training plan to maximize the effectiveness of training budget dollars allocated ✓ All training is focused on what is pertinent to job assignments ✓ Succession Planning ✓ Acting opportunities ✓ Professional development work assignments 	<ul style="list-style-type: none"> ✓ Maximization of funds in training budget. ✓ 5696 training hours. ✓ 498 person training spots. ✓ 793 training days. ✓ 85 training opportunities. ✓ 16 training centres utilized. ✓ Partnerships for training opportunities with ACC, Royal Canadian Mounted Police (RCMP), Office of Fire Commissioner (OFC), Dakota Ojibway Police Service (DOPS), Rivers Police Service, St. Anne Police Service. ✓ 6 online courses – 108 people/days. ✓ Tuition reimbursement program – 1 Member. ✓ Greater reliance on in-house and roll call training. ✓ Inspector rank re-classified, effective January 1, 2016 to Deputy Chief of Police. ✓ 1 Deputy Chief promoted in 2016. ✓ 1 Staff Sergeant promoted in 2016. ✓ 1 Sergeant promoted in 2016. ✓ Review of existing Promotion Policy and amended with consultation and input from Brandon Police Association (BPA). ✓ 2171.50 hours where BPA members covered out of scope and/or CUPE positions and 11217.50 hours represents total relieving hours by BPA members acting in a higher position within BPS. ✓ Ongoing position rotations for professional development and to meet Police Service needs.
<p>2.4 Ensure employee accountability and recognition through a meaningful performance management system.</p>	<ul style="list-style-type: none"> ✓ City wide performance appraisal system to be introduced ✓ Present use of BPS Performance Appraisal System 	<ul style="list-style-type: none"> ✓ City of Brandon performance appraisal system used to complete performance assessments of executive members of BPS at present.



	<ul style="list-style-type: none"> ✓ Research of Community Safety Officers Program ✓ Criminal Investigation Unit (CIU) Member assigned to coordinate Intimate Partner Violence tracking ✓ Future Resource Planning 	<ul style="list-style-type: none"> ✓ Research was conducted to determine if this program is feasible for the BPS. ✓ Initial report was reviewed and accepted internally. ✓ The report was shared with the Minister of Justice in 2015 and follow-up correspondence with the Minister of Justice was completed during the course of 2016. ✓ Intimate Partner Violence Response Protocol was implemented in 2016 and is tracked electronically. <ul style="list-style-type: none"> • CAD calls for services = 267 • Calls for service (no charges laid) = 115 • Calls for service (charges laid) = 152 • Referrals to the HUB = 12 ✓ The Chief has submitted a report to the Police Board as part of the Strategic Plan and Budget. This proposal outlines future increases in resources that are required for growth within the Police Service. ✓ The Chief continues to discuss additional funded positions with the Minister of Justice as well as enhanced funding for existing positions. ✓ Police Service complement increased by 1 Sworn Member for a total of 88 Sworn Members, funded by the City of Brandon.
<p>2.6 Enhanced planning in order to provide facilities, equipment and technology to meet the Police Service's needs; present and future.</p>	<ul style="list-style-type: none"> ✓ Key equipment acquisitions through Criminal Property Forfeiture funds ✓ Redevelopment of 10-year capital plan and fleet replacement plan 	<ul style="list-style-type: none"> ✓ \$166,402 obtained through Criminal Property Forfeiture funding in 2016. All items ordered and awaiting final delivery. ✓ Items will enhance police operations and investigations plus add greater efficiency in policing efforts. ✓ Capital plan revised to cover a period of 2016 to 2025. ✓ Work with Fleet Services to ensure a fiscally responsible model for fleet replacement projected out to 2032. ✓ Higher degree of efficiency in managing capital and fleet management plans. Cost savings in Police Budget being realized.



	<ul style="list-style-type: none"> ✓ In-car camera system and computer upgrades. Research of body camera underway ✓ Discussions continue on parking garage at BPS for Service Vehicles 	<ul style="list-style-type: none"> ✓ Efficiencies found by removal of less important capital expenditures from capital plan. i.e. Property Lift and Outdoor Storage Compound during 2016 Budget process. ✓ Capital Plan research for replacement of in-car camera systems beginning in 2016 and staged for 3 years, with 1/3 replacement each year. ✓ Research of, and preparation for in-car computer replacements which begin in 2017. ✓ Replacements of all future assets will be staged based on the lifespan of the equipment and expectation for greater capital budget efficiency. ✓ Capital budget proposal created for body cameras in 2019. Research continues on this initiative. ✓ Discussions have begun with City Engineering on a site location, design requirements, space allocation, etc. ✓ The parking garage for BPS service vehicles has been pushed out to the 2020 Capital Budget year.
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Goal #3 Promote internal and external relations through proactive strategies.

Strategic Objectives / Actions	Performance Indicators	Results
3.1 Development of a Community Mobilization Model to meet the Brandon context.	<ul style="list-style-type: none"> ✓ Stakeholders meeting in January 2016 ✓ On-Line training for new Community Mobilization participants ✓ Ongoing consultation with subject matter expert from Global Network for Community Safety. 	<ul style="list-style-type: none"> ✓ Human Service Providers committed to participation in the Hub and Steering Committee. ✓ Completed during January – December 2016. ✓ Ongoing during 2016.



	<ul style="list-style-type: none"> ✓ Steering Committee meetings held during 2016 ✓ Consultation with and advice given to other communities looking at HUB model or having a somewhat like model. 	<ul style="list-style-type: none"> ✓ 2 meetings held. ✓ Advice given to Thompson, Swan River, Portage la Prairie, and Thunderwing (Winnipeg).
<p>3.2 Encourage open and transparent communications at all levels within the Police Service.</p>	<ul style="list-style-type: none"> ✓ Chief's message(s) to all employees ✓ Labour-Management meetings. Ongoing dialogue between Labour and Management on a regular basis. ✓ Regular Executive/Non-Commissioned Officer (NCO) Meetings ✓ Daily morning staff meetings to recap activities of the past 24 hours ✓ Regular section unit meetings ✓ Line-up meetings held to pass on vital information to all members 	<ul style="list-style-type: none"> ✓ Messages in the following format: <ul style="list-style-type: none"> • 8 Messages from the Chief emailed to all employees. • Positive feedback from the community and membership. ✓ 1 formal meeting held between the Brandon Police Association and Management in 2016. Worked together on a number of issues in a mutually collaborative manner outside of formal meeting venue. ✓ 3 Executive/NCO meetings held in 2016. ✓ 249 meetings held. ✓ Held regularly and as required. ✓ Twice daily meetings, 365 days a year for a total of 730 line-up presentations.
<p>3.3 Utilize technology and other means to provide community safety information to the public and to increase awareness of the mandate of the Police Service.</p>	<ul style="list-style-type: none"> ✓ Daily media release through BPS website ✓ Social media, ie: Twitter & Facebook ✓ Safety messages through local print and radio media outlets 	<ul style="list-style-type: none"> ✓ Minimum of 365 releases along with special media releases as required. ✓ All media releases coordinated by the Public Information Officer and Senior NCO's of platoon and other sections. ✓ BPS Twitter Tweets: 2733 Followers: 4692 Likes: 381 ✓ BPS Facebook account. Followers: 3723 Likes: 3703 ✓ School Resource Twitter/Facebook account. Tweets: 51 Followers: 319 ✓ Safety message in local media regularly. Seasonal safety messages for a wide variety of issues including but not limited to; cellphone usage while



	<ul style="list-style-type: none"> ✓ Ward meetings ✓ Balance score card matrix. (External) ✓ Use of technology 	<p>driving, bicycle safety, back to school safety, impaired driving plus reminders on the securing of personal property in vehicles, residences and businesses.</p> <ul style="list-style-type: none"> ✓ There were 2 ward meetings plus 2 meetings of City Council attended by the Chief of Police and/or Executive. ✓ Numerous fields were tracked in 2016 and are available at http://www.brandon.ca/2016-corporate-scorecard ✓ Use of social media to communicate with followers on timely community safety issues. ie: cell phone usage, Intimate Partner Violence, missing persons and etc. ✓ A Lock/Unlock light was installed on the front doors to help the public. ✓ “Being Respectful” signs were added to the front vestibule area. ✓ New cameras were installed outside the front doors and a monitor added by the CFDA’s to monitor cameras.
3.4 Obtain public input and feedback.	<ul style="list-style-type: none"> ✓ Council Inquiries ✓ policechief@brandon.ca publically accessible email ✓ Other complaints and compliments received ✓ Community Survey 	<ul style="list-style-type: none"> ✓ 41 informal Council inquiries in 2016. ✓ There were 119 inquiries including complaints/compliments and inquiries for the year. ✓ A better tracking mechanism was instituted for 2016. ✓ 18 complaints and 15 compliments received via phone calls and regular mail. ✓ On-line survey to gauge public satisfaction with the BPS performance, and obtain suggestions/comments. ✓ To be followed up by a Public Town Hall Meeting in 2017.
3.5 Continue ongoing relationships with external partners and government agencies.	<ul style="list-style-type: none"> ✓ Partnerships with a multitude of external partners, government agencies including other law enforcement agencies 	<ul style="list-style-type: none"> ✓ ACC Police Studies Advisory Council. ✓ Brandon School Division School Resource Officer Program and other safety discussions with school administration. ✓ MIT Consultations on Construction projects impacting traffic flows. ✓ Communication Interoperability Working Group.



	<ul style="list-style-type: none"> ✓ Take Your Kid to Work Day ✓ Open House May 2016 ✓ Walk a mile in her shoes ✓ Women of Distinction Awards Banquet ✓ Anti-bullying gathering and walk – Color the World Purple 	<ul style="list-style-type: none"> ✓ Homeless Strategy for Extreme Cold Shelter Working Group/Brandon First Homeless Strategy. ✓ Staff Sergeant sits on the Prairie Mountain Health Group which includes Emergency Staff, Mental Health Staff, Crisis Mobilization, meetings 3 times a year. ✓ Member and civilian staff work at Helping Hands on a prescheduled rotation. ✓ Working with numerous Child and Family Services Agencies on youth in care. ✓ Work with U-Turn on fundraising initiatives “Cops in a Comforter” and BPS Open House May 2016. ✓ Work with administration from Brandon University, ACC and Brandon School Division on a variety of issues of mutual interest and concern. ✓ Work with the Brandon University Sexual Violence, Education and Prevention Coordinator. ✓ Provided students from the Brandon School Division an opportunity to job shadow parents in their work place. ✓ Increased transparency with the community members in regard to Police Service equipment and operations ✓ Enhanced public support of the Police Service ✓ Worked with YWCA to support this initiative bringing awareness to Intimate Partner Violence. ✓ Worked with YWCA to support this initiative to highlight the contributions of Women in the Brandon and surrounding communities. ✓ Honour Guard provided. ✓ The Chief of Police attended to Brandon University October 6, 2016 and gave remarks.
3.6 Develop strong relationships with Aboriginal and newcomer	<ul style="list-style-type: none"> ✓ Westman Immigration Services 	<ul style="list-style-type: none"> ✓ Community Policing and/or School Resource Officers attended and presented a total of 8 training sessions throughout the year which were well received.



<p>organizations and the public as a whole.</p>	<ul style="list-style-type: none"> ✓ Brandon Urban Aboriginal People’s Council (BUAPC) ✓ Brandon Friendship Centre ✓ Sisters in Spirit Walk ✓ Walking with our Sisters ✓ Inter-Provincial Association on Aboriginal Employment ✓ Orange Shirt Day ✓ Blessing of Police Service ✓ “Working with Indigenous People” training ✓ Safe and Protected in the Park is a Brandon University, Brandon Friendship Center, Manitoba Metis Federation and BUAPC initiative ✓ Kasikikidenidung Aboriginal Conference ✓ National Aboriginal Day Celebration 	<ul style="list-style-type: none"> ✓ Chief and Deputy Chief’s met with BUAPC Relations Liaison, Jason Gobeil. ✓ Police Service was presented with a Star Blanket from BUAPC to honor their partnership. ✓ Sgt. Melanson attended a total of 10 meetings in 2016. ✓ Deputy Chief Balcaen attended the Gala Dinner of the National Association of Friendship Centre. ✓ Chief gave opening remarks and walked with the Sisters in Spirit group in October 2016. ✓ Chief sits on an Organizing Committee and participated in their Commemorative Art Installation for the Missing and Murdered Indigenous Women of Canada and the USA event at Brandon University February 22nd to March 6th 2016. ✓ Police Service Deputy Chief sits on the Brandon Chapter Board and attends monthly meetings. ✓ Aboriginal Job Fair booth set up. ✓ September 30th Orange Shirt Day Ceremony held at BPS. ✓ September 30th a Spiritual Leader provided a smudge ceremony. ✓ Police Members attended a two day training session coordinated by the City of Brandon. ✓ Police Members and the Chief of Police attended to serve food to homeless and at risk people (especially Indigenous youth) as part of a research project on support of homeless Indigenous youth and all other homeless people. ✓ Police Members participated in the Aboriginal Youth Conference at ACC. ✓ Police Members participate n this event on June 21st and sponsored activities for the event.
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	<ul style="list-style-type: none"> ✓ Instructor First Nation Safety Officer Course ✓ ACC Graduation ✓ Restorative Justice ✓ Community Mobilization ✓ Champion for Aboriginal employment luncheon. 	<ul style="list-style-type: none"> ✓ BPS coordinator from ACC Police Studies class attended to Thompson and instructed in the First Nations Safety Officer Course. ✓ Aboriginal Elder said a prayer for the ACC Police Studies Graduates. ✓ BPS Member sits on Restorative Justice Committee – Westman. ✓ BPS continues to work with the Crown Attorney’s Office, John Howard Society, and Westman Mediation Services in Restorative Justice efforts to divert select cases from the court system. ✓ BPS and other human service agencies worked with Dakota Ojibway Child and Family Services, Manitoba Metis Federation Southwest Chapter, and the Brandon Friendship Centre on this initiative. ✓ BPS participated in the event.
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Goal #4 Ensure sustainable service through sound fiscal management.

Strategic Objectives / Actions	Performance Indicators	Results
4.1 Ensure financial needs meet future demands.	<ul style="list-style-type: none"> ✓ Timely, accurate and carefully thought out budget submissions ✓ Careful examination of budget submissions/cost centres/ prioritization 	<ul style="list-style-type: none"> ✓ Beginning in April Operational and Capital Budget submissions sought. ✓ 2016 submissions amongst the most thorough of any previous year. ✓ 2016 proposed Operational Budget expenditures (less wages and vehicles) lower than 2015. ✓ Cost Centre actuals and actual averages used to determine 2016 Operational Budget accounts. ✓ Complete review and prioritization of Capital Budget 2016-2025. ✓ 2016 approved budget 1.4% over the 2015 approved budget.



	<ul style="list-style-type: none"> ✓ Budget Submissions 2017 ✓ Engaging Police Board on financial issues ✓ Advocate Government and Grant Agencies for proper funding model for policing ✓ Fee for service training for partner agencies 	<ul style="list-style-type: none"> ✓ Chief worked with City Administration and Police Board to find “1 time” savings in 2016 of \$43,000. <ul style="list-style-type: none"> ✓ This was made up of savings in the vehicle operating budget. ✓ This was completed to meet a motion by City Council during the budget deliberations. ✓ There were 2 formal meetings held to formulate 2017 budget proposal: Operating, Vehicles and Capital Budgets. ✓ Several meetings held with the Director of Human Resources to formulate the Wages Model for 2016. ✓ Police Board given regular updates on the status of the Operating, Vehicle, and Capital Budget expenditures at Police Board Meetings during 2016. ✓ 2 meetings held with the Police Board to discuss budget proposal for 2017 specifically. ✓ Questions asked in the first meeting were fully addressed and the budget was formally adopted by the Police Board in the second meeting. ✓ In 2016, BPS received \$140,000.00 for traffic enforcement initiatives. Obtain significant funding from Manitoba Public Insurance, Manitoba Liquor and Gaming Authority to enhance Traffic Safety Initiatives (checkstops etc). Increase over past years. ✓ In 2016, BPS received approximately \$1.2 million for funded positions from the Provincial Government. ✓ In 2016, BPS received \$166,502 from the Department of Justice Criminal Forfeiture to fund equipment purchases which provided great relief in terms of budgetary considerations on much needed equipment. ✓ \$18,526.00 received for training outside agencies.
<p>4.2 Encourage innovative and cost effective service delivery methods.</p>	<ul style="list-style-type: none"> ✓ Work force analysis to achieve cost effectiveness ✓ Partnership with RCMP Forensic Identification Services (FIS). Increased revenue streams 	<ul style="list-style-type: none"> ✓ The 2nd full year of Crime Analyst position converted from a sworn member position. The position is clearly showing its value for the analysis of crimes and call data leading to a more efficient deployment of resources. ✓ The 4th full year with RCMP Forensic Identification Services paying rent for Members working out of BPS.



	<ul style="list-style-type: none"> ✓ Weekly monitoring and discussion during senior management meetings on overtime 	<ul style="list-style-type: none"> ✓ Allows for addressing quality control issues in terms of submissions and processing. ✓ Worked with Information Technology to make the overtime database more audit friendly. ✓ 2016 Overtime was \$410,000, which is down \$127,000 from last year.
<p>4.4 Support environmental responsibility and conservation.</p>	<ul style="list-style-type: none"> ✓ Less vehicle idling ✓ Energy conservation ✓ Recycling ✓ By-Law Officers utilize bicycles ✓ Weekly patrols 	<ul style="list-style-type: none"> ✓ Idle free zones policy followed. ✓ Supervisors monitoring and addressing. ✓ Extreme cold weather caveat in place. ✓ New Police Building contains many rooms with motion sensor lighting. ✓ Lights are turned off in rooms when not in use in Administrative areas. ✓ Parking lot equipped with energy efficient plug-ins for the block heater use. ✓ All sensitive documents shredded under supervision and paper recycled. ✓ All non-sensitive paper recycled. ✓ All recyclables from kitchen captured and recycled. ✓ The Police Service has assigned an employee to the City of Brandon Environmental Ideas Committee. ✓ Started the Composting Initiative presented by the Green Team. ✓ By-Law Officers started attending calls and doing patrols on bicycles promoting health and fitness while conserving gasoline. ✓ Deputy Chief and Staff Sergeant of Support conduct a weekly continual monitoring of the building checking on flags, lights, interior deficiencies and the overall appearance of the building.

