

# BRANDON POLICE SERVICE

## 2019 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"> <li>1.1 Intelligence-led Policing Strategies</li> <li>1.2 Modern Policing Practice</li> <li>1.3 Policing Priorities</li> <li>1.4 Community Order</li> <li>1.5 Timely Response</li> <li>1.6 Addressing Organized Crime</li> <li>1.7 Downtown Development</li> </ul>	<ul style="list-style-type: none"> <li>2.1 Community Mobilization</li> <li>2.2 Proactive Communication</li> <li>2.3 Collaboration with Community Partners</li> <li>2.4 Governance</li> <li>2.5 Indigenous Peoples</li> <li>2.6 Newly Arrived Canadians</li> <li>2.7 City of Brandon Partners</li> <li>2.8 Public Engagement</li> </ul>	<ul style="list-style-type: none"> <li>3.1 Diverse and Skilled Workforce</li> <li>3.2 Human Resource Planning</li> <li>3.3 The Tools for the Job</li> <li>3.4 Cost Effective Service Delivery</li> <li>3.5 Environmental Stewardship</li> </ul>	<ul style="list-style-type: none"> <li>4.1 Open and Transparent</li> <li>4.2 Physical Wellbeing</li> <li>4.3 Positive Mental Health</li> <li>4.4 Accountability</li> </ul>



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Strategic Objectives	Performance Indicators	Results
<p><b>1.1 Intelligence-led Policing Strategies</b></p> <p>To address areas of safety concerns within our community with intelligence-led directed patrols and appropriate strategies, including a sound communications strategy.</p>	Persons and Property Crime Monitoring	<ul style="list-style-type: none"> <li>• 2014: 774 Persons 2,596 Property</li> <li>• 2015: 890 Persons 2,948 Property</li> <li>• 2016: 887 Persons 2,820 Property</li> <li>• 2017: 954 Persons 3,074 Property</li> <li>• 2018: 1,007 Persons 3,640 Property</li> <li>• 2019: 947 Persons 3,663 Property</li> <li>• Persons drivers: Assault ↓15%, Aggravated Assault ↓33%, Forcible Confinement ↓65%, Assault on a PO ↑156%, Material Benefit from Sexual Services ↑267%</li> <li>• Property Drivers: Arson ↑200%, Fraud ↑40%, Possess Stolen Property ↑20%, Shoplifting ↑14%, Theft Under from Motor Vehicle ↓32%</li> </ul>
	High Risk/Repeat Offender Database Maintenance	<ul style="list-style-type: none"> <li>• Analysis of all releases to allow for communication of additional curfew checks for investigators</li> <li>• Enhanced internal communication of outstanding warrants of arrest and court ordered conditions on a closed circuit television updated weekly for all members of the Police Service to view and action</li> <li>• 1,067 Brandon Police Service (BPS) &amp; outside agency arrest warrants executed</li> </ul>
	Crime Analyst Position	<ul style="list-style-type: none"> <li>• Creation of social media name database to assist in locating and identifying offenders on social media</li> <li>• Timely analysis on crime trends and hot spot identification</li> <li>• Increased communication with Major Crimes Section (MCS) and Organized Crime Section (OCS) with weekly intelligence reports</li> </ul>



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Strategic Objectives	Performance Indicators	Results
<b>1.1 Intelligence-led Policing Strategies</b> <i>(continued)</i>	Crime Analyst Position <i>(continued)</i>	<ul style="list-style-type: none"> <li>Community Engagement - Provide reports for Ward/Police Board meetings</li> <li>Increased involvement with Intelligence Unit and Counter Exploitation/Youth Intelligence Officer</li> </ul>
	Crime Analysis Model	<ul style="list-style-type: none"> <li>Continued movement to real-time data sharing and crime analysis/trend identification</li> <li>Intelligence-led extra patrols generated for high crime/areas of concern</li> <li>Crime trend reports generated for investigators at their request</li> <li>Electronic intelligence briefs provided to investigators including intelligence/officer safety bulletins, persons of interest, wanted persons, persons on release conditions and other timely intelligence</li> </ul>
<b>1.2 Modern Policing Practice</b> A modern approach to policing practice that uses techniques supported by evidence-based research.	Intimate Partner Violence Monitoring Initiative	<ul style="list-style-type: none"> <li>Increased report tracking of Intimate Partner Violence and Disputes</li> <li>Additional quality control screening and supervisory monitoring of Intimate Partner Violence reports</li> <li>Tracking calls for service for trends and referrals to Community Mobilization and Victim Services</li> <li>Computer Aided Dispatching (CAD) calls for services = 248</li> </ul>
	Restorative Justice	<ul style="list-style-type: none"> <li>Provide offenders opportunity to earn back clean record               <ul style="list-style-type: none"> <li>Referred 52 people, unable to contact 2</li> <li>20 completed successfully, 20 unsuccessful, 10 ongoing</li> </ul> </li> <li>17 referred to 'John School'; 16 completed successfully</li> <li>36 of 57 referrals completed successfully (63%)</li> </ul>



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
<b>1.2 Modern Policing Practice</b> (continued)	Automatic License Plate Reader (ALPR)	<ul style="list-style-type: none"> <li>• Patrol/Traffic utilizing ALPR for traffic enforcement and stolen vehicle checks</li> </ul>
<b>1.3 Policing Priorities</b> 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.	Victim Services Coordinator	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Victims are provided services including:               <ul style="list-style-type: none"> <li>• Court process and updates</li> <li>• Trial preparation and attendance</li> <li>• Assistance on information on medical costs</li> <li>• Preparation of Victim Impact Statements</li> </ul> </li> <li>• 400 files opened to assist victims of crime</li> <li>• 2,059 contacts made with victims</li> <li>• 104.25 hours of service provided by dedicated volunteers</li> <li>• Work with Westman Mediation Services to provide the restorative justice process as another avenue for victims</li> </ul>
	Organized Crime Section (OCS) - Drugs	<ul style="list-style-type: none"> <li>• 15 Controlled Drug and Substances Act (CDSA) warrants executed</li> <li>• 173 charges laid</li> <li>• Seizures:               <ul style="list-style-type: none"> <li>• Crystal Methamphetamine – 1,585 grams = \$79,250</li> <li>• Cocaine – 203 grams = \$20,300</li> <li>• Criminally seized currency - \$72,397</li> <li>• Firearms - 24</li> <li>• Other Weapons - 26</li> </ul> </li> </ul>



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
<b>1.3 Policing Priorities</b> (continued)	Major Crime Section (MCS) – Serious Crimes	<ul style="list-style-type: none"> <li>• Investigated 243 major cases, laid 471 charges:               <ul style="list-style-type: none"> <li>• 3 Assault with a Weapon investigations</li> <li>• 12 Sexual Interference investigations</li> <li>• 8 Major Break &amp; Enter investigations</li> <li>• 21 Sexual Services investigations</li> <li>• 21 Fraud investigations</li> <li>• 2 Attempted Murder investigations</li> <li>• 53 Sexual Assault investigations</li> <li>• 5 Aggravated Assault investigations</li> <li>• 6 Robbery investigations</li> <li>• 10 Firearms-related investigations</li> <li>• 2 Murder</li> </ul> </li> </ul>
	Crystal Meth/Exploited Youth Strategy	<ul style="list-style-type: none"> <li>• Methamphetamine Investigator               <ul style="list-style-type: none"> <li>• Provided educational presentation to schools and public service entities including Brandon Regional Health Centre staff</li> <li>• Identified and tracked methamphetamine drug networks</li> <li>• Liased with Winnipeg Police Service (WPS) Meth Task Force</li> <li>• Development of methamphetamine human sources</li> </ul> </li> <li>• Counter Exploitation/Youth Intelligence Officer               <ul style="list-style-type: none"> <li>• Attended local and Provincial intelligence meetings</li> <li>• Maintained a runaway database</li> <li>• Liased with youth care agencies, high schools, Brandon Friendship Center, Brandon Aboriginal Youth Activity Center,</li> </ul> </li> </ul>



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
<b>1.3 Policing Priorities</b> <i>(continued)</i>	Crystal Meth/Exploited Youth Strategy <i>(continued)</i>	Brandon Public Health, WPS Child Exploitation Unit, RCMP Missing Persons and Exploited Youth Unit <ul style="list-style-type: none"> <li>Identified and tracked sexually exploited youth</li> <li>Conducted surveillance of target locations for sexual services</li> <li>Led Sexual Services Project resulting in arrest of 24 "Johns"</li> </ul>
<b>1.4 Community Order</b> To address safety and community well-being through education and enforcement of laws/bylaws related to our roadways, recreational areas and the community in general.	Crime Prevention Education	<ul style="list-style-type: none"> <li>43 Presentations to the Community</li> <li>Provided tours of BPS station</li> </ul>
	Increase Police Visibility in Community	<ul style="list-style-type: none"> <li>Community Patrols of Neighborhoods, Business Areas, Licensed Establishments, Parks, Recreation Areas, Malls &amp; multiple Community Events leading to reduction of incidents and ensuring orderly events.</li> <li>Prepared operational plans in advance of major events in order to ensure safety and security of attendees</li> </ul>
	Enhanced School Resource Presentations	<ul style="list-style-type: none"> <li>140 presentations provided by School Resource Officers and other Police Service employees to the Brandon School Division (BSD)</li> </ul>
	School Zone Speed Reduction	<ul style="list-style-type: none"> <li>Advertised 1-week educational period at the beginning of school year</li> </ul>
	Implementation of BPS Road Safety Initiatives	<ul style="list-style-type: none"> <li>31 Manitoba Public Insurance (MPI)-sponsored Roadwatch checkstops (includes - Canada Road Safety Week and Operation Impact)</li> <li>29 Distracted Driving checkstops</li> <li>15 School Zone checkstops</li> <li>School Bus Safety Project</li> <li>3,203 Provincial Offence Notices written (6% increase)</li> <li>7 trucking compliance &amp; safety inspections and annual taxi audits</li> <li>4 Operation Festive Spirit checkstops</li> </ul>



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
<p><b>1.4 Community Order</b> (continued)</p>	<p>Implementation of BPS Road Safety Initiatives (continued)</p>	<ul style="list-style-type: none"> <li>116 impaired drivers arrested (13% decrease)</li> <li>67 calls received to 911 Reduce Impaired Driving program (RID911)</li> <li>274 calls to non-emergency police number to report impaired drivers</li> <li>Trained all members on Immediate Roadside Prohibition (IRP)</li> </ul>
<p><b>1.5 Timely Response</b> 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"> <li>Critical Incident Commanders (CIC)</li> <li>Crisis Negotiation Unit (CNU)</li> <li>Tactical Response Unit (TRU)</li> </ul>	<ul style="list-style-type: none"> <li>Two ERT training days in addition to separate training in all units               <ul style="list-style-type: none"> <li>CIC: 4 days</li> <li>TRU: 17 days</li> <li>CNU: 6 days</li> </ul> </li> <li>ERT successfully resolved 6 high-risk incidents</li> <li>Trained one new CIC member and one new CNU member at Canadian Police College</li> <li>Meetings with partner agencies CIC</li> </ul>
	<p>Emergency Procedures Management</p>	<ul style="list-style-type: none"> <li>Deputy Chief of Police acts as Deputy Emergency Coordinator for City of Brandon</li> <li>3 City-level tabletop exercises - Airport Security, Water Treatment Plant, City-Wide</li> <li>Coordinated emergency responses to BSD School Lockdowns</li> <li>12 monthly tests of the Emergency Alerting System</li> <li>Annual review of the Brandon Emergency Plan</li> <li>D/Chief a member of Brandon Emergency Support Team (BEST) and attended meetings</li> </ul>





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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
<p><b>1.6 Addressing Organized Crime</b> To foster partnerships with law enforcement agencies at all levels to address organized crime activities.</p>	<p>Outside Agency Networking</p>	<ul style="list-style-type: none"> <li>• Canada Border Services Agency</li> <li>• Canadian Center for Child Protection</li> <li>• Canadian Intelligence Service of Manitoba               <ul style="list-style-type: none"> <li>• 1 member seconded to this unit as a full time member</li> <li>• Canadian Integrated Response to Organized Crime</li> <li>• Provincial Operational Priorities Committee</li> <li>• Provincial Executive Committee</li> </ul> </li> <li>• Canadian Security Intelligence Service</li> <li>• Competition Bureau</li> <li>• Federal Bureau of Investigation</li> <li>• Financial Transactions and Reports Analysis Centre</li> <li>• Integrated Border Enforcement Team</li> <li>• Integrated Gang Intelligence Unit</li> <li>• Liquor and Gaming Commission</li> <li>• Manitoba Corrections</li> <li>• Manitoba Criminal Justice Association</li> <li>• Manitoba Justice</li> <li>• National Weapons Enforcement Support Team</li> <li>• Provincial Criminal Property Forfeiture Bureau</li> <li>• RCMP National Security Enforcement Section</li> <li>• RCMP Tech Crime/Integrated Child Exploitation Unit</li> </ul>





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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
<b>1.6 Addressing Organized Crime</b> <i>(continued)</i>	Outside Agency Networking <i>(continued)</i>	<ul style="list-style-type: none"> <li>• Safer Communities and Neighborhoods</li> <li>• Street Reach</li> <li>• Western Regional Intelligence</li> <li>• WPS/RCMP/Municipal Police Service Intelligence Units</li> </ul>
	Increased Use of Intelligence Resources	<ul style="list-style-type: none"> <li>• Local, regional, provincial, and national levels including Officer Safety Alerts</li> <li>• Enhanced member knowledge of crime trends led to coordinated investigative responses to issues of concern</li> <li>• 31 Internal Intelligence Bulletins</li> <li>• 838 Intelligence Reports generated</li> </ul>
<b>1.7 Downtown Development</b> 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.	Downtown Strategy	<ul style="list-style-type: none"> <li>• Three phase strategy:               <ul style="list-style-type: none"> <li>• Phase 1: Identified the crime hot spots in preparation for the summer months</li> <li>• Phase 2: Conducted foot, bike, and police car patrols of the hot spots</li> <li>• Phase 3: Evaluated results of Downtown Strategy</li> </ul> </li> <li>• 1,212 downtown patrols (1,089 Cruiser, 123 foot) and a notable increase in proactive policing</li> <li>• A number of consultations were held with specific community stakeholders to address key issues of safety and concerns</li> </ul>



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
<b>2.1 Community Mobilization</b> 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.	Community Mobilization Westman Initiative	<ul style="list-style-type: none"> <li>• Community Mobilization Hub Table went live April 28, 2015</li> <li>• 127 situations of acutely elevated risk presented to the Hub Table in 2019 (635 all-time)</li> <li>• 79 situations where people/families were connected to services</li> <li>• 29 situations where people/families were advised of services</li> </ul>
	Contribution to Community Mobilization Initiative	<ul style="list-style-type: none"> <li>• 1 Constable assigned to Community Mobilization Initiative</li> <li>• 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</li> </ul>
<b>2.2 Proactive Communication</b> Explore new and effective ways of communicating vital information on community safety and policing efforts both externally and internally.	Enhanced Social Media Presence	<ul style="list-style-type: none"> <li>• Renewed focus on Social Media content</li> <li>• Promoted interactive engagement with audience</li> <li>• Led to increased transparency, public confidence and trust</li> <li>• Posted several vlogs and videos of that promoted BPS image</li> <li>• Collaborated with IT department to create quality promotional videos</li> <li>• Followership increase 10% in last half of 2019</li> </ul>
	Public Education	<ul style="list-style-type: none"> <li>• Inform on new laws, police initiatives, and trends in crimes such as fraud, thefts</li> <li>• Ward meetings; Ward maps and Crime Trends presented</li> <li>• Education on prevention of becoming a victim, consequences of committing crimes or traffic violations</li> <li>• Information and education on traffic laws and by-laws</li> <li>• Use of Twitter to advise public of areas and situations to avoid due to accidents and other road safety issues</li> </ul>



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Strategic Objectives	Performance Indicators	Results
<p><b>2.3 Collaboration with Community Partners</b> Enhance ongoing relationships with community partners and government agencies with a greater level of community collaboration.</p>	Crime Prevention Initiatives	<ul style="list-style-type: none"> <li>529 Garage Bicycle Theft Prevention               <ul style="list-style-type: none"> <li>Registered 896 bicycles from inception in May to December</li> <li>Held kickoff registration in May</li> <li>Registered bicycles at Kiwani's Bike Auction and BSD locations</li> <li>Bicycle thefts were down 34% in 2019</li> </ul> </li> </ul>
	Partnership Efforts	<ul style="list-style-type: none"> <li>Homeless Initiative               <ul style="list-style-type: none"> <li>Police Service worked with the Samaritan House Safe and Warm initiative during winter months. Homeless at risk individuals were registered at Safe and Warm Shelter</li> <li>Members participated in Point in Time homelessness strategy</li> <li>Police assisted Samaritan House with logistical support to ensure the success of the program</li> </ul> </li> <li>MPI-sponsored Roadwatch, Distracted Driving, School Zone</li> <li>Manitoba Association of Chiefs of Police (MACP) Traffic Committee worked on several traffic initiatives</li> <li>Highway Traffic Act Amendments to make greater efficiency of effort</li> <li>Advertising efforts regarding Manitoba Infrastructure and Transportation road safety initiatives</li> <li>Partnered with MPI for the Drug/Alcohol Impaired Driving Survey</li> <li>Manitoba Liquor &amp; Lotteries Operation Festive Spirit program</li> <li>Worked with Mothers Against Drunk Driving (MADD) on public education initiatives</li> </ul>



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
<p><b>2.3 Collaboration with Community Partners</b> (Continue)</p>	<p>Partnership Efforts (continued)</p>	<ul style="list-style-type: none"> <li>• MADD-sponsored Mock Car Crash for High School students</li> <li>• MADD-sponsored December Impaired Driver Checkstops</li> <li>• Operation Rednose kickoff and volunteer screening of 43 volunteers</li> <li>• Citizens On Patrol Program (COPP) community safety patrol efforts:               <ul style="list-style-type: none"> <li>• 50.0 hours Training</li> <li>• 322.5 hours other volunteering</li> <li>• 358.5 hours Patrolling</li> </ul> </li> <li>• Copper Shopper Event:               <ul style="list-style-type: none"> <li>• 20 youth partnered with 20 police officers for a day</li> <li>• Collaboration with BPA, Crime Stoppers, Shoppers Mall, dozens of local businesses</li> </ul> </li> </ul>
	<p>Community Event Involvement</p>	<ul style="list-style-type: none"> <li>• 2019 Western Manitoba Science Fair</li> <li>• Big Brothers &amp; Sisters Bowl for Kids' Sake</li> <li>• BPS Annual Monster Mash</li> <li>• Children's Country Fair</li> <li>• COPP Annual General Meeting</li> <li>• Kiwanis Soap Box Derby</li> <li>• Louis Riel Day Celebrations</li> <li>• Meadows School Milk Day 2019</li> <li>• Remembrance Day Ceremony Wreath Laying</li> <li>• Riverbank Canada Day Ceremonies</li> <li>• Santa Parade</li> <li>• Special Olympics Bowling and Hockey Tournament</li> </ul>



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Strategic Objectives	Performance Indicators	Results
<b>2.3 Collaboration with Community Partners</b> (continued)	Community Event Involvement (continued)	<ul style="list-style-type: none"> <li>• Touch A Truck</li> <li>• Travellers Day Parade</li> <li>• Walk A Mile in Her Shoes</li> <li>• Western Manitoba Science Fair Judging</li> <li>• Women of Distinction Awards Ceremony Escorts</li> <li>• Youth for Christ "Cops in a Comforter"</li> <li>• Youth Revolution</li> </ul>
	Partnerships	<ul style="list-style-type: none"> <li>• Brandon School Division</li> <li>• Brandon Support Services</li> <li>• Child Abuse Committee</li> <li>• Child and Family Services/Dakota Ojibway Child and Family Services (DOCFS)</li> <li>• John Howard Society</li> <li>• Liquor, Gaming &amp; Cannabis Authority of Manitoba</li> <li>• Manitoba Housing</li> <li>• Salvation Army</li> <li>• Samaritan House</li> <li>• Sexual Education Resource Center (SERC)</li> <li>• Westman Women's Shelter</li> </ul>
	BPS Youth Cadet Program	<ul style="list-style-type: none"> <li>• 45 youth registered</li> <li>• Meet weekly for fun, educational programming such as crime prevention, drill, physical education, policing investigation, leadership and teamwork skill building</li> </ul>



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<p><b>2.4 Governance</b></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>	Independent Investigation Unit (IIU)	<ul style="list-style-type: none"> <li>8 matters referred to the IIU:               <ul style="list-style-type: none"> <li>Assumed jurisdiction in 5 matters</li> <li>Declined jurisdiction in 2 matter</li> <li>Assumed monitoring role in 1 matters</li> </ul> </li> </ul>
	Law Enforcement Review Agency (LERA)	<ul style="list-style-type: none"> <li>6 LERA complaints received:               <ul style="list-style-type: none"> <li>2 complaints currently under investigation</li> <li>4 complaints concluded</li> </ul> </li> </ul>
<p><b>2.5 Indigenous Peoples</b></p> <p>Build on strong relationships which have been developed with Indigenous Peoples by positive and forward action on Truth and Reconciliation recommendations.</p>	Building Relationships	<ul style="list-style-type: none"> <li>Bear Clan - supported their efforts</li> <li>Patrols at the Dakota Nation Winter Fest</li> <li>Deputy Chief is on the MACP Aboriginal Policing Committee</li> <li>The Brandon Friendship Centre               <ul style="list-style-type: none"> <li>BPS member is on the Board of Directors.</li> <li>BPS participation in Walk a Mile in Her Shoes</li> <li>BPS members attended to the Annual General Meeting</li> </ul> </li> <li>Interprovincial Association on Native Employment Westman Chapter               <ul style="list-style-type: none"> <li>BPS member is on the Board of Directors.</li> <li>Job fair</li> <li>Provide scholarships to Aboriginal students attending post secondary school</li> </ul> </li> <li>National Aboriginal Day celebration held June 21st annually               <ul style="list-style-type: none"> <li>BPS member is on the organizing committee</li> <li>Members built Tipi for event</li> </ul> </li> </ul>



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Strategic Objectives	Performance Indicators	Results
<p><b>2.5 Indigenous Peoples</b> (continued)</p>	<p>Building Relationships (continued)</p>	<ul style="list-style-type: none"> <li>• The Police Service supplies financial support to the organizing committee.</li> <li>• Executive participates in the Grand March</li> <li>• Members at the celebration site throughout the day showing support</li> <li>• Brandon University All Nations Graduation Pow Wow</li> <li>• Stewing It Up event</li> <li>• Sisters in Spirit Walk               <ul style="list-style-type: none"> <li>• Several members participated in the walk</li> </ul> </li> <li>• Brandon School Division Aboriginal Advisory Committee               <ul style="list-style-type: none"> <li>• BPS member is on the committee</li> <li>• Worked with BSD to help Aboriginal and all students learn about Aboriginal history and complete their education</li> </ul> </li> <li>• Community Mobilization               <ul style="list-style-type: none"> <li>• DOCFS, Manitoba Metis Federadtion Southwest Chapter, and Brandon Friendship Centre are all involved</li> </ul> </li> <li>• BPS Indigenous Advisory Committee               <ul style="list-style-type: none"> <li>• Formed in 2018</li> <li>• Consists of BPS Executive and 4 Indigenous community leaders</li> <li>• Met three throughout the year</li> </ul> </li> </ul>





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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
<b>2.6 Newly Arrived Canadians</b> To foster greater engagement of and support for newly arrived residents to Canada, as well as the organizations supporting them.	Westman Immigrant Services (WIS)	<ul style="list-style-type: none"> <li>Community Policing Officers attended monthly to welcome immigrants</li> <li>Work with Westman Immigrant Services on recruitment initiatives:               <ul style="list-style-type: none"> <li>Presentations to WIS clients</li> <li>Engagement of new residents and discussions on a career in law enforcement</li> <li>Partnered with WIS on the 'Welcome to Brandon' tour, information session and tour of the police station</li> </ul> </li> </ul>
	ACC International Healthcare Students	<ul style="list-style-type: none"> <li>Present to students on Canadian Laws and Canadian Policing</li> </ul>
	Walk-throughs/Patrols	<ul style="list-style-type: none"> <li>Patrol members conducted walk-throughs at the Multicultural Winter Festival for relationship building</li> </ul>
<b>2.7 City of Brandon Partners</b> Build on the MOU between the City of Brandon and the Brandon Police Service to continue to provide accountability to taxpayers, deliver services in cost-effective manner and to foster communications between the two organizations.	Shared Resources	<ul style="list-style-type: none"> <li>Finance</li> <li>Legal Services</li> <li>Information Technology</li> <li>Building &amp; Grounds Maintenance</li> <li>Human Resources</li> <li>Fleet Management</li> <li>Police Board Support</li> </ul>
	Emergency Services	<ul style="list-style-type: none"> <li>E911 Communications Centre               <ul style="list-style-type: none"> <li>Provide Police Dispatching</li> <li>Fund 50% of E911 capital projects in lieu of fee for service</li> </ul> </li> <li>Brandon Fire and Emergency Services               <ul style="list-style-type: none"> <li>Unified command in emergency situations</li> </ul> </li> </ul>
<b>2.8 Public Engagement</b> Continue to obtain public input and feedback and action to inform policing strategies and priorities.	policechief@brandon.ca mailbox	<ul style="list-style-type: none"> <li>720 emails received               <ul style="list-style-type: none"> <li>15 "Compliment an Officer" emails received</li> </ul> </li> </ul>



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
<b>3.1 Diverse and Skilled Workforce</b> To attract, retain and train a diverse and skilled workforce, both reflective of the community and prepared to be the leaders of the future.	Sworn Member Hiring Process	<ul style="list-style-type: none"> <li>• Hired 3 experienced officers</li> <li>• Hired 3 recruits</li> </ul>
	Civilian Member Hiring Process	<ul style="list-style-type: none"> <li>• 4 Clerical Front Desk Attendants (CFDA) hired</li> <li>• 2 Clerical Support Assistants (CSA) hired</li> <li>• 3 internal posting transfers</li> </ul>
	Training/Professional Development	<ul style="list-style-type: none"> <li>• 7,327 training hours</li> <li>• 518 person training spots</li> <li>• 916 training days</li> <li>• 68 training opportunities</li> <li>• Partnerships for training opportunities:               <ul style="list-style-type: none"> <li>• ACC</li> <li>• RCMP</li> <li>• WPS</li> <li>• SERC-Manitoba</li> <li>• Office of the Fire Commissioner</li> <li>• Prairie Mountain Health</li> <li>• St. John Ambulance</li> <li>• City of Brandon HR Dept</li> </ul> </li> <li>• Suicide Prevention &amp; Intervention Network (SPIN)</li> </ul>
	Call Taking/Incident Reporting Training Provided	<ul style="list-style-type: none"> <li>• Police Reporting Occurrence System (PROS) End User – 5 Courses; 30 trainees (6 BPS &amp; 24 external)</li> <li>• PROS ACL Course - assisted 3 persons complete the online course</li> <li>• PROS IM Course – 1 Classes – 7 BPS trainees</li> <li>• PROS Supervisor Course – 1 Class; 2 trainees (1 BPS &amp; 1 external)</li> <li>• Association of Public-Safety Communications Officials Course – 4 Classes; 8 trainees (4 BPS &amp; 4 External)</li> <li>• CAD/Call-taking – 2 classes; 4 trainees</li> </ul>



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
<b>3.1 Diverse and Skilled Workforce</b> (continued)	Partnership with ACC	<ul style="list-style-type: none"> <li>• Member seconded to administer the Police Studies Program</li> <li>• 2 of 3 experienced officer hires were Police Studies Program Graduates</li> <li>• Enrolled 3 cadets in the ACC Police Studies Program</li> <li>• Assist ACC with a review of their Police Studies Program</li> <li>• Attend ACC graduation ceremonies for the Police Studies Program</li> <li>• Partnership for use of the Public Safety Training Centre, gym and Use of Force Simulator to conduct annual physical testing of members</li> <li>• Assisted Police Studies Program candidates with instruction and practical scenario training</li> </ul>
	Work with Indigenous Agencies on recruitment	<ul style="list-style-type: none"> <li>• Inter-Provincial Association on Native Employment (IANE) notified of job openings, both Police and civilian</li> <li>• Partnership with IANE on their job fair event</li> </ul>
	Work with City of Brandon Human Resources	<ul style="list-style-type: none"> <li>• Participation in Career Symposiums and Fairs including the ACC Job Fair</li> <li>• All competitions coordinated with City of Brandon Human Resources following generally accepted HR practices</li> </ul>
	Work with City of Brandon Aboriginal Community Coordinator	<ul style="list-style-type: none"> <li>• Discussions with Aboriginal Community Coordinator on a variety of issues related to Indigenous Peoples relationships</li> </ul>
	Ride-Along and Career Preparation Programs	<ul style="list-style-type: none"> <li>• 49 Ride-Alongs including 17 ACC Police Studies Students, 22 Career Preparation Students from BSD and 10 Job Shadow participants to give them exposure to policing</li> <li>• Concentrate on exposing Indigenous high school students, who participate in the Career Preparation Program, with exposure to numerous elements of the BPS</li> </ul>



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Strategic Objectives	Performance Indicators	Results
<b>3.2 Human Resource Planning</b> 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.	Acting/Relieving Opportunities	<ul style="list-style-type: none"> <li>• Provided opportunity for succession planning and career development               <ul style="list-style-type: none"> <li>• 272 hours where BPA members acted in the capacity of out of scope Executive positions</li> <li>• 11,450.25 hours where members acted as or relieved higher classification supervisory roles</li> </ul> </li> </ul>
	ASU/CFDA Work Efficiencies	<ul style="list-style-type: none"> <li>• Continued effort to streamline Pre-Charge Screening Section in Court Services</li> <li>• Redistribution of tasks to balance workloads and allow a better fit for employee skillsets</li> <li>• Cross training of staff in order to have replacement clerks for all positions</li> <li>• The ASU staff continue to train on CFDA duties in order to maintain their skillset in this job function</li> <li>• Monthly meetings to discuss issues and ensure placement coverage for positions</li> </ul>



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Strategic Objectives	Performance Indicators	Results
<b>3.3 The Tools for the Job</b> Build on current planning efforts in order to address facilities, equipment and technology to meet current and future needs.	Criminal Property Forfeiture (CPF)/Federal Proceeds of Crime (FPOC)	<ul style="list-style-type: none"> <li>The partnership with CPF continues to augment police equipment and training which enhances community safety</li> <li>2019 CPF funded purchases include:               <ul style="list-style-type: none"> <li>Ballistic Helmets &amp; Vests</li> <li>Holsters w/ Light Mounts</li> <li>HealthIM License</li> <li>Drone</li> <li>Gas Masks</li> </ul> </li> <li>2019 FPOC funded purchases include:               <ul style="list-style-type: none"> <li>Armoured Rescue Vehicle</li> <li>Bicycle Theft Prevention Initiative</li> </ul> </li> </ul>
	Capital Upgrades	<ul style="list-style-type: none"> <li>Added 4 new Constable's Room workstations</li> <li>Implemented new electronic by-law ticketing system</li> <li>Replaced a LiveScan unit</li> <li>Replacement of in-car phones, printers, stripe readers</li> <li>Continuation of Soft Body Armour replacement cycle</li> </ul>
	Health IM	<ul style="list-style-type: none"> <li>Initial roll out HealthIM application</li> <li>Used in 78 mental health-related calls</li> <li>Contributed to reduction in wait time for officers at Emergency Department from over 4 hours to just over 1 hour</li> </ul>
	Criminal Record Check Protocol	<ul style="list-style-type: none"> <li>5,242 Criminal Record Checks processed (19% increase)</li> <li>Researching online Criminal Record check submission process</li> </ul>



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Strategic Objectives	Performance Indicators	Results
<b>3.4 Cost Effective Service Delivery</b> Promote a comprehensive fiscal planning system to addresses innovative cost effective service delivery as well as resourcing to meet current and future needs.	Finance Analyst	<ul style="list-style-type: none"> <li>Budget Development</li> <li>Wage Modules</li> <li>Provided quarterly forecasts to Police Board</li> <li>Monthly review of Overtime</li> <li>Managing Criminal Property Forfeiture payments and requests</li> <li>Managing Capital Projects for BPS</li> <li>Efficiency reviews/audits</li> <li>Preparing financial reports for Chief/Police Board</li> <li>Managing Accounts Receivable and Accounts Payable</li> <li>Managing procurement</li> </ul>
	Fiscal Management	<ul style="list-style-type: none"> <li>2019 Council-Approved Net Budget of \$14,219,562</li> <li>Surplus recognized of \$193,830 (1.36%)</li> <li>5 Budget Reviews with City of Brandon Finance Department to provide updated forecasts</li> </ul>
<b>3.5 Environmental Stewardship</b> Support environmental responsibility and conservation.	Green Team	<ul style="list-style-type: none"> <li>BPS Employee is a member of the City of Brandon Green Team Committee that meets quarterly</li> </ul>
	“Green” Initiatives within Police Headquarters	<ul style="list-style-type: none"> <li>Low Flow Toilets</li> <li>Number of lights are motion activated within the building</li> <li>Recycling</li> <li>Recycling of batteries, pens</li> <li>Elimination of disposable plates and cutlery</li> <li>Participate in the Recycling of toner program</li> <li>“Recycle Everywhere” containers located throughout building</li> </ul>



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Strategic Objectives	Performance Indicators	Results
<b>4.1 Open and Transparent</b> Enhanced open, transparent and engaging communication strategies at all levels of the Service.	Platoon Lineup Briefings	<ul style="list-style-type: none"> <li>• Held twice daily for a total of 730 briefings for Platoon members</li> </ul>
	Morning Meetings	<ul style="list-style-type: none"> <li>• Held each weekday for Executive and Supervisors to discuss daily planning</li> </ul>
	Executive Meetings	<ul style="list-style-type: none"> <li>• Held weekly for Executive team to discuss ongoing matters</li> </ul>
	Senior Management Meetings	<ul style="list-style-type: none"> <li>• Held twice per year with all Staff Sergeants and Executive to discuss strategies and issues</li> </ul>
	Labour/Management Meetings	<ul style="list-style-type: none"> <li>• Three meetings held between Executives of BPS and BPA to maintain open dialogue and discuss arising issues</li> </ul>
Collective Agreement Renewal	<ul style="list-style-type: none"> <li>• Began work on renewal of Collective Bargaining Agreement with BPA, which expired at end of 2019</li> </ul>	
<b>4.2 Physical Wellbeing</b> Promoting employee physical wellness as well as a healthy and respectful work environment	Fitness Facility	<ul style="list-style-type: none"> <li>• Gym within station available for 24 hour use to all sworn members and civilian staff</li> </ul>
	Workplace Health and Safety	<ul style="list-style-type: none"> <li>• 12 monthly safety messages from the City of Brandon</li> <li>• Quarterly meetings of both BPS and city wide Workplace Health and Safety Committee</li> <li>• 12 inspections of Police Service facility and informal spot checks</li> <li>• 5 lost time injuries for a total of 30 lost days</li> </ul>





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Strategic Objectives	Performance Indicators	Results
<p><b>4.3 Positive Mental Health</b> 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"> <li>• Police Chaplain's 5th year of service</li> <li>• Active membership in the Canadian Police Chaplain's Association (CPCA), the Fellowship of Christian Police Officers, the Brandon Ministerial Association, Open Bible Faith Fellowship, and Glory to Glory Ministries</li> <li>• Accredited Christian Minister through Open Bible Faith Fellowship</li> <li>• Provided prayer at various events</li> <li>• Wrote 12 devotional messages for BPS staff</li> <li>• Published articles in various media distributions</li> <li>• Attended 8 meetings with the Brandon Ministerial Association</li> <li>• Hosted 8 meetings at BPS with the Gatekeepers Prayer Group</li> <li>• Active member of the Employee Wellness Team</li> <li>• Attended CPCA training conference, Critical Incident Stress Management course, Critical Incident Group Debriefing Workshop</li> <li>• Travelled to Ukraine to assist in establishing a Police Chaplain Program</li> <li>• 25+ meetings with Staff to provide moral and spiritual support</li> </ul>



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Strategic Objectives	Performance Indicators	Results
<b>4.3 Positive Mental Health</b> (continued)	Team Building	<ul style="list-style-type: none"> <li>• Pay It Forward Group - members who donate funds on a monthly basis to charity groups, fundraising efforts and people in need</li> <li>• Volunteer time at:               <ul style="list-style-type: none"> <li>• City of Brandon Employee BBQ</li> <li>• Fuel Good Day</li> <li>• Special Olympics</li> <li>• Helping Hands Soup Kitchen</li> <li>• McHappy Day</li> <li>• Salvation Army Christmas Kettle Drive</li> <li>• Samaritan House Food Bank Drive</li> <li>• Tim Horton's Camp Day</li> <li>• United Way Campaigns</li> </ul> </li> </ul>
	Employee Social Activities	<ul style="list-style-type: none"> <li>• Soup &amp; Chilli Cook-offs</li> <li>• Summer &amp; Fall BBQs</li> <li>• Birthday Celebrations</li> <li>• Thanksgiving, Easter, Christmas Dinners</li> <li>• Retirement &amp; Promotion Ceremonies</li> <li>• Alumni Coffees</li> <li>• Robertson College Massage</li> <li>• Baby Showers</li> </ul>
	Alternative Work Agreements	<ul style="list-style-type: none"> <li>• Modified duties provided to accommodate members prior to or returning from maternity leaves, injuries, etc</li> <li>• Provides flexibility to the employees while still fulfilling the position requirements of the Police Service</li> <li>• Agreement between BPS and BPA on compressed work week/modified duties</li> </ul>



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Strategic Objectives	Performance Indicators	Results
<p><b>4.3 Positive Mental Health</b> (continued)</p>	<p>Employee Wellness Team (EWT)</p>	<ul style="list-style-type: none"> <li>• Currently consists of 10 volunteer members (8 Sworn, 1 Civilian, 1 Community Mental Health Professional) all of whom can be contacted</li> <li>• EWT members are trained in Critical Incident Stress Management (CISM), Mental Health First Aid, and ASSIST</li> <li>• The EWT's priority is to assemble resources to help BPS members and their immediate family members when needed</li> <li>• The EWT is an instrument for reducing or removing interferences to employee wellness, both personal and professional</li> <li>• EWT team addresses mental health at workplace and opens a valuable dialogue to reduce the stigma surrounding mental health issues</li> <li>• EWT members meet with employees who are in crisis</li> <li>• Employees can request personal services or express concerns regarding the wellbeing of other employees</li> <li>• EWT maintains confidentiality</li> <li>• Liase with outside agencies Health Services/Peer Support</li> <li>• Meets at least 4 times annually</li> <li>• Use of Facebook page and internal emails to communicate mental health updates</li> <li>• Use of a private office and small library of materials for Members</li> <li>• Received award and \$1,000 grant from Suicide Prevention Implementation Network (SPIN)</li> <li>• 3rd annual Employee Wellness Team Appreciation BBQ Picnic was open to all BPS employees and their families</li> </ul>



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Strategic Objectives	Performance Indicators	Results
<b>4.3 Positive Mental Health</b> (continued)	Wellbeing Training	<ul style="list-style-type: none"> <li>During 2019 employees received training in:               <ul style="list-style-type: none"> <li>Critical Incident Stress Management (CISM)</li> <li>Accredited Peer Support</li> <li>Critical incident Group Debriefing</li> <li>First Responder Mental Health</li> <li>Attended CISM conference in Niagra Falls ON</li> <li>SPIN Conference</li> </ul> </li> </ul>
<b>4.4 Accountability</b> Address employee accountability by ensuring work expectations are aligned to the values of the Police Service and that a meaningful performance management system is in place.	Operations & Support Services Responsibilities	<ul style="list-style-type: none"> <li>Reviewed and revised organizational structure</li> </ul>
	Analysis of Managerial Responsibilities	<ul style="list-style-type: none"> <li>Executive team strategic planning session review in January 2019</li> <li>Realignment of staffing between Support and Operations</li> <li>Quarterly reports to the Police Board</li> </ul>
	Out of Scope Performance Appraisal System	<ul style="list-style-type: none"> <li>City of Brandon performance appraisal system used to complete performance assessments of out of scope executive members of BPS</li> </ul>