

BRANDON POLICE SERVICE

2020 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 Partners 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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Strategic Objectives	Performance Indicators	Results
<p>1.1 Intelligence-led Policing Strategies 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"> • 2014: 774 Persons 2,596 Property • 2015: 890 Persons 2,948 Property • 2016: 887 Persons 2,820 Property • 2017: 954 Persons 3,074 Property • 2018: 1,007 Persons 3,640 Property • 2019: 947 Persons 3,663 Property • 2020: 894 Persons 3,040 Property • Persons drivers: Assault ↓5%, Sexual Offences ↓16%, Robbery ↑3%, Other Crimes Against Persons ↓5% • Property Drivers: Arson ↓20%, Break and Enter ↑1%, Theft Under ↓27%, Fraud ↓ 25%, Theft of Motor Vehicle ↓29%
	High Risk/Repeat Offender Database Maintenance	<ul style="list-style-type: none"> • Analysis of all releases to allow for communication of additional curfew checks for investigators • 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 • 990 Brandon Police Service (BPS) & outside agency arrest warrants executed
	Crime Analyst Position	<ul style="list-style-type: none"> • Creation of monthly calls for service Crime Report, which provides trend and analysis info for management and creation of quarterly Platoon reports, provided to S/Sgt of each shift



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Strategic Objectives	Performance Indicators	Results
1.1 Intelligence-led Policing Strategies <i>(continued)</i>	Crime Analyst Position <i>(continued)</i>	<ul style="list-style-type: none"> • Tracking of all COVID-19-related calls for service, all transports to Winnipeg Remand Centre, all calls for service to residential care homes and ad hoc requests for management • Community Engagement - Provide reports for Ward/Police Board meetings • Increased involvement with MCS and OCS. Created weekly Intelligence summaries • Creation of overdose database, which tracks type of drug, NARCAN use and intelligence relating to overdose • Creation of Break and Enter database, which led to identification of trends/B&Es by same individuals • Increased involvement with Organized Crime Section (OCS) which led to identification of numerous targets
	Crime Analysis Model	<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 • Increased target background reports created and shared with investigators • Increased use of Power BI analytic software to provide OCS with specific timely intelligence weekly



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
<p>1.2 Modern Policing Practice A modern approach to policing practice that uses techniques supported by evidence-based research.</p>	Intimate Partner Violence Monitoring Initiative	<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
	Restorative Justice	<ul style="list-style-type: none"> • Provide offenders opportunity to earn back clean record <ul style="list-style-type: none"> • Referred 28 people, unable to contact 3 • 14 completed successfully, 10 unsuccessful, 4 ongoing
	Automatic License Plate Reader (ALPR)	<ul style="list-style-type: none"> • Patrol/Traffic utilizing ALPR for traffic enforcement and stolen vehicle checks
	Roadside Screening Devices	<ul style="list-style-type: none"> • Each Patrol unit equipped with Roadside Screening Devices to meet new Immediate Roadside Prohibition (IRP) requirements
<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>	Victim Services Coordinator	<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. • Victims are provided services including: <ul style="list-style-type: none"> • Court process and updates • Trial preparation and attendance • Assistance on information on medical costs • Preparation of Victim Impact Statements • 294 files opened to assist victims of crime • 1,620 contacts made with victims • 45 hours of service provided by dedicated volunteers



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Strategic Objectives	Performance Indicators	Results
1.3 Policing Priorities (continued)	Victim Services Coordinator (continued)	<ul style="list-style-type: none"> • Work with Westman Mediation Services to provide the restorative justice process as another avenue for victims
	Detention Section	<ul style="list-style-type: none"> • As of April 1, Direct Lockup Agreement with Brandon Correctional Centre (BCC) terminated, BPS responsible for lodging all prisoners until remanded • Assigned a Sergeant to oversee Detention Section • 1,566 arrestees lodged between April and December • 20 members transferred to oversee prisoners 24/7 • Reduced to 16 members during summer and to 12 members in fall • Tender issued for guard services to be performed by contracted civilians • Tender issued for build of 6 temporary wet cells • Worked with Province on related costs incurred • Implemented policy for detention section, provided additional training to members and acquired equipment to ensure safety of members and prisoners • Coordinated with BCC and Sheriffs on transportation, food, and clothing
	Organized Crime Section (OCS) - Drugs	<ul style="list-style-type: none"> • 4 Controlled Drug and Substances Act (CDSA) warrants executed • 51 charges laid • Seizures: <ul style="list-style-type: none"> • Crystal Methamphetamine – 624.83 grams = \$31,241.5 • Cocaine – 834.42 grams = \$83,442.00 • Criminally seized currency - \$18,387.25 • Firearms - 1 • Other Weapons - 7



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
1.3 Policing Priorities <i>(continued)</i>	Major Crime Section (MCS) – Serious Crimes	<ul style="list-style-type: none"> • Investigated 222 major cases, laid 442 charges: <ul style="list-style-type: none"> • 8 Assault with a Weapon investigations • 12 Sexual Interference investigations • 7 Major Break & Enter investigations • 50 Sexual Services investigations • 17 Fraud investigations • \$26,490.05 Criminal Property Forfeiture • 114 Weapons seized • 8 Aggravated Assault investigations • 5 Robbery investigations • 13 Firearms-related investigations • 2 Weapons-related investigations
	Crystal Meth/Exploited Youth Strategy	<ul style="list-style-type: none"> • Methamphetamine Investigator <ul style="list-style-type: none"> • Provided educational presentation to schools and public service entities including Brandon Regional Health Centre staff • Identified and tracked methamphetamine drug networks • Liased with Winnipeg Police Service (WPS) Meth Task Force • Development of methamphetamine human sources • Counter Exploitation/Youth Intelligence Officer <ul style="list-style-type: none"> • Attended local and Provincial intelligence meetings • Maintained a runaway database • Liased with youth care agencies, high schools, Brandon Friendship Center, Brandon Aboriginal Youth Activity Center,



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Strategic Objectives	Performance Indicators	Results
1.3 Policing Priorities (continued)	Crystal Meth/Exploited Youth Strategy (continued)	Brandon Public Health, WPS Child Exploitation Unit, RCMP Missing Persons and Exploited Youth Unit <ul style="list-style-type: none"> • Identified and tracked sexually exploited youth • Conducted surveillance of target locations for sexual services
1.4 Community Order 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"> • 10 Presentations provided by members to various community groups prior to COVID-19 shutdown • Online tutorial on how to register bicycle with 529 garage
	Increase Police Visibility in Community	<ul style="list-style-type: none"> • Community Patrols of Neighborhoods, Business Areas, Licensed Establishments, Parks, Recreation Areas, Malls & multiple Community Events leading to reduction of incidents and ensuring orderly events • Prepared operational plans in advance of major events in order to ensure safety and security of attendees
	Enhanced School Resource Presentations	<ul style="list-style-type: none"> • Over 50 presentations provided by SRO and other Police Service employees to the BSD as well as SVHS and Christian Heritage schools (numbers are down due to school shut down and group size restrictions)
	School Zone Speed Reduction	<ul style="list-style-type: none"> • Advertised 1-week educational period at the beginning of school year • 24 School Zone checkstops
	Implementation of BPS Road Safety Initiatives	<ul style="list-style-type: none"> • 26 Manitoba Public Insurance (MPI)-sponsored Roadwatch checkstops (includes - Canada Road Safety Week and Operation Impact) • 22 Distracted Driving checkstops • School Bus Safety Project • 2144 Provincial Offence Notices written • Annual taxi audit • 66 impaired drivers arrested



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Strategic Objectives	Performance Indicators	Results
1.4 Community Order <i>(continued)</i>	Implementation of BPS Road Safety Initiatives <i>(continued)</i>	<ul style="list-style-type: none"> • 62 calls received to 911 Reduce Impaired Driving program (RID911) • 150 calls to non-emergency police number to report impaired drivers • Trained all members on Immediate Roadside Prohibition (IRP)
1.5 Timely Response To provide a timely and professional response to and management of all investigations, but most notably to emergency situations and critical incidents.	Emergency Response Team (ERT) Preparedness <ul style="list-style-type: none"> • Critical Incident Commanders (CIC) • Crisis Negotiation Unit (CNU) • Tactical Response Unit (TRU) 	<ul style="list-style-type: none"> • Two ERT training days in addition to separate training in all units <ul style="list-style-type: none"> • CIC: 4 days • TRU: 12 days • CNU: 6 days • ERT successfully resolved 7 high-risk incidents • Meetings with partner agencies CIC
	Emergency Procedures Management	<ul style="list-style-type: none"> • Deputy Chief of Police acts as Deputy Emergency Coordinator for City of Brandon • 3 Emergency Operations Center (EOC) opened on 2020-03-12 in response to the pandemic and remained open for the rest of the year initially having daily and then eventually weekly meetings • D/Chief ran EOC on several occasions in the absence of the City Emergency Coordinator • Emergency Alerting System activated on two occasions as a result of tornado sightings • EOC addressed emergency flood threat from record setting rains on 2020-06-30 and monitored water levels upstream until 2020-09-24 • 11 monthly tests of the Emergency Alerting System - one cancelled while monitoring the flood threat • Annual review of the Brandon Emergency Plan



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
<p>1.6 Addressing Organized Crime 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"> • Canada Border Services Agency • Canadian Center for Child Protection • Canadian Intelligence Service of Manitoba <ul style="list-style-type: none"> • 1 member seconded to this unit as a full time member • 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 Criminal Intelligence Center • Manitoba Justice • National Weapons Enforcement Support Team <ul style="list-style-type: none"> • 1 member seconded to this unit as a full time member • Provincial Criminal Property Forfeiture Bureau • RCMP National Security Enforcement Section • RCMP Tech Crime/Integrated Child Exploitation Unit



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
1.6 Addressing Organized Crime <i>(continued)</i>	Outside Agency Networking <i>(continued)</i>	<ul style="list-style-type: none"> • Safer Communities and Neighborhoods • Street Reach • Western Regional Intelligence • WPS/RCMP/Municipal Police Service Intelligence Units
	Increased Use of Intelligence Resources	<ul style="list-style-type: none"> • Local, regional, provincial, and national levels including Officer Safety Alerts • Enhanced member knowledge of crime trends led to coordinated investigative responses to issues of concern • 31 Internal Intelligence Bulletins • 838 Intelligence Reports generated
1.7 Downtown Development 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/Downtown Beat	<ul style="list-style-type: none"> • As a result of the COVID-19 Pandemic there was no Downtown Strategy <ul style="list-style-type: none"> • Overtime was allotted in September/October for members to do foot patrols for four hour time periods • Members did foot patrols and made an officer presence • Result: Officer presence was noted and appreciated by citizens • The 2021 Downtown Strategy is in the early stages of development • It is anticipated there will be new initiatives set in place with the assistance of OSCS and adherence to COVID-19 guidelines will be



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
2.1 Community Mobilization 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"> • Community Mobilization Hub Table went live April 28, 2015 • 67 situations of acutely elevated risk presented to the Hub Table in 2020 (702 all-time) • 40 situations where people/families were connected to services • 12 situations where people/families were advised of services • HUB meetings learned how to go virtual during the COVID-19 Pandemic
	Contribution to Community Mobilization Initiative	<ul style="list-style-type: none"> • 1 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
2.2 Proactive Communication 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"> • Renewed focus on Social Media content • Promoted interactive engagement with audience • Led to increased transparency, public confidence and trust • Posted several vlogs and videos of that promoted BPS image • Twitter: 417 tweets, 45,000+ profile visits, 813 new followers, 573 mentions
	Public Education	<ul style="list-style-type: none"> • Inform on new laws, police initiatives, and trends in crimes such as fraud, thefts • Education on prevention of becoming a victim, consequences of committing crimes or traffic violations • Information and education on traffic laws and by-laws • Use of Twitter to advise public of areas and situations to avoid due to accidents and other road safety issues



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Strategic Objectives	Performance Indicators	Results
<p>2.3 Collaboration with Community Partners Enhance ongoing relationships with community partners and government agencies with a greater level of community collaboration.</p>	<p>Crime Prevention Initiatives</p> <p>Partnership Efforts</p>	<ul style="list-style-type: none"> • 529 Garage Bicycle Theft Prevention <ul style="list-style-type: none"> • Registered 150 bicycles in 2020 • Bicycle thefts were up .5% in 2020 • Homeless Initiative <ul style="list-style-type: none"> • 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 • Police assisted Samaritan House with logistical support to ensure the success of the program • MPI-sponsored Roadwatch, Distracted Driving, School Zone • Manitoba Association of Chiefs of Police (MACP) Traffic Committee worked on several traffic initiatives • Highway Traffic Act Amendments to make greater efficiency of effort • Advertising efforts regarding Manitoba Infrastructure and Transportation road safety initiatives • Partnered with MPI for the Drug/Alcohol Impaired Driving Survey • Worked with Mothers Against Drunk Driving (MADD) on public awareness of the devastating results of impaired driving • Citizens On Patrol Program (COPP) community safety patrol efforts: <ul style="list-style-type: none"> • 11.5 hours Training • 67 hours other volunteering • 233 hours Patrolling



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Strategic Objectives	Performance Indicators	Results
2.3 Collaboration with Community Partners (Continued)	Community Event Involvement	<ul style="list-style-type: none"> • 156 birthday driveby's • 13 school driveby's • 5 carehome and 1 hospital driveby's • Virtual Remembrance Day Ceremony wreath laying • Coldest Night of the Year • Black Lives Matter protest marches • MADD Sign Kick Off • Opening Ceremonies - 11th Annual All Seniors Care Seniors Games • Youth Revolution
	Partnerships	<ul style="list-style-type: none"> • Brandon School Division • Brandon Support Services • Child Abuse Committee • Child and Family Services/Dakota Ojibway Child and Family Services (DOCFS) • John Howard Society • Liquor, Gaming & Cannabis Authority of Manitoba • Manitoba Housing • Salvation Army • Samaritan House • Sexual Education Resource Center (SERC) • Westman Women's Shelter



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
<p>2.3 Collaboration with Community Partners (Continued)</p>	BPS Youth Cadet Program	<ul style="list-style-type: none"> • 58 youth registered in first quarter of 2020 • Meet weekly for fun, educational programming such as crime prevention, drill, physical education, policing investigation, leadership and teamwork skill building
<p>2.4 Governance 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"> • 8 matters referred to the IIU: <ul style="list-style-type: none"> • Assumed jurisdiction in 5 matters • Declined jurisdiction in 1 matter • Assumed monitoring role in 2 matters
	Law Enforcement Review Agency (LERA)	<ul style="list-style-type: none"> • 16 LERA complaints received: <ul style="list-style-type: none"> • 2 complaints filed outside the time limit • 1 complaint outside LERA scope • 1 complaint withdrawn • 6 complaints concluded • 6 complaints still under investigation
<p>2.5 Indigenous Peoples 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"> • Brandon Bear Clan <ul style="list-style-type: none"> • Bear Clan - Assisted procurement of van and flashlights • Attended Bear Clan relationship session • Deputy Chief is on the MACP Aboriginal Policing Committee • The Brandon Friendship Centre <ul style="list-style-type: none"> • BPS member is on the Board of Directors • BPS members attended to the Annual General Meeting • Interprovincial Association on Native Employment Westman Chapter <ul style="list-style-type: none"> • BPS member is on the Board of Directors



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Strategic Objectives	Performance Indicators	Results
<p>2.5 Indigenous Peoples (continued)</p>	<p>Building Relationships (continued)</p>	<ul style="list-style-type: none"> • Provide scholarships to Aboriginal students attending post secondary school • National Aboriginal Day celebration held June 21st annually <ul style="list-style-type: none"> • BPS member is on the organizing committee • The Police Service supplies financial support to the organizing committee. • Brandon School Division Aboriginal Advisory Committee <ul style="list-style-type: none"> • BPS member is on the committee • Worked with BSD to help Aboriginal and all students learn about Aboriginal history and complete their education • Community Mobilization <ul style="list-style-type: none"> • DOCFS, Manitoba Metis Federadtion Southwest Chapter, and Brandon Friendship Centre are all involved • Dakota Nation Flag Raising at City Hall • BPS Indigenous Advisory Committee <ul style="list-style-type: none"> • Formed in 2018 • Consists of BPS Executive and 4 Indigenous community leaders • Pancake Breakfast for National Indigenous Day



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
2.6 Newly Arrived Canadians 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"> Community policing officers attended monthly to welcome and present until February. These presentations went virtual in September. Use of online request for translators. Members can request a translator for a specific date and time.
	ACC International Healthcare Students	<ul style="list-style-type: none"> Present to students on Canadian Laws and Canadian Policing
2.7 City of Brandon Partners 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"> Finance Legal Services Information Technology Building & Grounds Maintenance Human Resources Fleet Management Police Board Support
	Emergency Services	<ul style="list-style-type: none"> E911 Communications Centre <ul style="list-style-type: none"> Provide police dispatching Fund 50% of E911 capital projects in lieu of fee for service Brandon Fire and Emergency Services <ul style="list-style-type: none"> Unified command in emergency situations
2.8 Public Engagement Continue to obtain public input, feedback and action to inform policing strategies and priorities.	policechief@brandon.ca mailbox	<ul style="list-style-type: none"> 386 contacts received through website 18 “Compliment an Officer” emails received



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
3.1 Diverse and Skilled Workforce 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"> • Hired 3 experienced officers • Worked with City of Brandon IT on promotional and recruitment videos
	Civilian Member Hiring Process	<ul style="list-style-type: none"> • 2 Clerical Front Desk Attendants (CFDA) hired • 1 By-Law Officer hired • 1 internal promotions
	Training/Professional Development	<ul style="list-style-type: none"> • Training was limited in 2020 once COVID-19 became a pandemic in Canada • 32 training opportunities throughout year, most pre-COVID-19 • 11 training opportunities offered virtually • Partnerships for training opportunities: <ul style="list-style-type: none"> • ACC • RCMP • WPS • SERC-Manitoba • Office of the Fire Commissioner • Prairie Mountain Health • St. John Ambulance • City of Brandon HR Dept • Suicide Prevention & Intervention Network (SPIN)
	Call Taking/Incident Reporting Training Provided	<ul style="list-style-type: none"> • Police Reporting Occurrence System (PROS) End User – 6 Courses; 22 trainees (10 BPS & 12 External) • PROS IM Course – 1 Class; 3 trainees (all external) • CPIC Maintenance Course - 5 employees completed online CPIC training



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3.1 Diverse and Skilled Workforce <i>(continued)</i>	Partnership with ACC	<ul style="list-style-type: none"> • Member seconded to administer the Police Studies Program • 3 of 3 experienced officer hires were Police Studies Program Graduates • Assist ACC with a review of their Police Studies Program • Met with ACC to discuss expansion of Police Studies Program • Partnership for use of the Public Safety Training Centre, gym and Use of Force Simulator to conduct annual physical testing of members • Assisted Police Studies Program candidates with instruction and practical scenario training
	Work with Indigenous Agencies on recruitment	<ul style="list-style-type: none"> • Inter-Provincial Association on Native Employment (IANE) notified of job openings, both Police and civilian
	Work with City of Brandon Human Resources	<ul style="list-style-type: none"> • All competitions coordinated with City of Brandon Human Resources following generally accepted HR practices
	Work with City of Brandon Aboriginal Community Coordinator	<ul style="list-style-type: none"> • Discussions with Aboriginal Community Coordinator on a variety of issues related to Indigenous Peoples relationships
	Ride-Along and Career Preparation Programs	<ul style="list-style-type: none"> • 1 Ride-Along provided to Mental Health Professional, giving exposure to policing stressors • Concentrate on exposing Indigenous high school students, who participate in the Career Preparation Program, with exposure to numerous elements of the BPS



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3.2 Human Resource Planning 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"> • Provided opportunity for succession planning and career development <ul style="list-style-type: none"> • 13,967.25 hours where members acted as or relieved higher classification supervisory roles
	ASU/CFDA Work Efficiencies	<ul style="list-style-type: none"> • Cross training of staff in order to have replacement clerks for all positions • Redistribution of tasks to balance workloads and allow a better fit for employee skillsets • The ASU staff continue to train on CFDA duties in order to maintain their skillset in this job function • Monthly meetings to discuss issues and ensure placement coverage for positions
3.3 The Tools for the Job 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"> • The partnership with CPF continues to augment police equipment and training which enhances community safety • 2020 CPF funded purchases include: <ul style="list-style-type: none"> • Investigative Equipment • Patrol Equipment • Traffic Collision Analysis Equipment • Community Policing Camera
	Capital Upgrades	<ul style="list-style-type: none"> • New Report Dictation System • Replacement of In-Car Cameras • Forensic Computer Analysis Workstation • Pole Camera • Continuation of Soft Body Armour replacement cycle



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Strategic Objectives	Performance Indicators	Results
3.3 The Tools for the Job (continued)	Health IM	<ul style="list-style-type: none"> Used in 129 mental health-related calls Contributed to reduction in wait time for officers at Emergency Department from over 4 hours to less than 1 hour
	Automatic License Plate Reader (ALPR)	<ul style="list-style-type: none"> Grant from MPI to install APLRs on 5 Police Cars
	Roadside Screening Devices	<ul style="list-style-type: none"> Purchased additional Roadside Screening Devices so each Patrol unit is equipped with one
	Speed Reduction Signs	<ul style="list-style-type: none"> MPI provided 4 Speed Reduction Signs to install around the city
	Criminal Record Check Protocol	<ul style="list-style-type: none"> 3,371 Criminal Record Checks processed (36% decrease) Researching online Criminal Record check submission process
3.4 Cost Effective Service Delivery 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"> Budget Development Wage Modules Provided quarterly forecasts to Police Board Monthly review of Overtime Managing Criminal Property Forfeiture payments and requests Managing Capital Projects for BPS Efficiency reviews/audits Preparing financial reports for Chief/Police Board Managing Accounts Receivable and Accounts Payable Managing procurement
	Fiscal Management	<ul style="list-style-type: none"> 2020 Council-Approved Budget of \$17,198,271 Surplus recognized of \$246 (0.002%) 5 Budget Reviews with City of Brandon Finance Department to provide updated forecasts



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
<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 • Recycling of batteries, pens • Elimination of disposable plates and cutlery • Participate in the Recycling of toner program • “Recycle Everywhere” containers located throughout building



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Strategic Objectives	Performance Indicators	Results
4.1 Open and Transparent Enhanced open, transparent and engaging communication strategies at all levels of the Service.	Platoon Lineup Briefings	<ul style="list-style-type: none"> Held twice daily for a total of 730 briefings 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
	Senior Management Meetings	<ul style="list-style-type: none"> Due to COVID-19 only one meeting was held this year with all Staff Sergeants and Executive to discuss strategies and issues
	Labour/Management Meetings	<ul style="list-style-type: none"> One meeting held in 2020 with all Executives and the Brandon Police Association to discuss strategies and issues
	COVID-19 Updates	<ul style="list-style-type: none"> Weekly meetings with supervisors to provide updates Regular meetings with Provincial and City counterparts on Public Health guidelines and requirements Work with local RHA on protocols for homeless population Updates provided to all staff as available
4.2 Physical Wellbeing Promoting employee physical wellness as well as a healthy and respectful work environment.	Fitness Facility	<ul style="list-style-type: none"> Gym available for all staff to utilize and enable physical wellbeing Allowed staff to signout gym equipment while facility was closed due to COVID-19 protocols.
	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 Implemented measures for physical distancing between workspaces



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Strategic Objectives	Performance Indicators	Results
<p>4.2 Physical Wellbeing (continued)</p>	Workplace Health and Safety	<ul style="list-style-type: none"> • 12 monthly safety messages from the City of Brandon • Quarterly meetings of both BPS and city wide Workplace Health and Safety Committee • Inspections of Police Service facility and informal spot checks
<p>4.3 Positive Mental Health Foster and advance existing efforts within the organization to address the psychological health and wellbeing of our employees.</p>	Police Service Chaplain Program	<ul style="list-style-type: none"> • Police Chaplain's 6th year of service • Serving as 2nd Vice President of the Canadian Police Chaplains Association to serve remainder of the two year term 2019/2020 • Active membership in the Canadian Police Chaplain's Association (CPCA), the Fellowship of Christian Peace Officers (FCPO), the Brandon Ministerial Association, Open Bible Faith Fellowship, CMA, Gatekeepers, Brandon Vineyard, and Glory To Glory Ministries • Maintained Christian Minister Credentials through Open Bible Faith Fellowship/Ministers Network Canada • Provided prayer at Crime Stoppers Luncheon • Wrote 12 devotional messages for BPS staff • Wrote articles that were published in 2020 editions of the FCPO "The Peacemaker" magazine, and the CPCA "The Chaplain's Chain" Newsletters • Attended 5 meetings with the Brandon Ministerial Association • Hosted 2 meetings at BPS with the Gatekeepers Prayer Group • Active member of the Employee Wellness Team attending meetings • Guest speaker at a volunteer appreciation event at Brandon Correctional Centre in February • Guest speaker at a Men's Retreat Valley View Bible Camp in February



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Strategic Objectives	Performance Indicators	Results
4.3 Positive Mental Health (continued)	Police Service Chaplain Program (continued)	<ul style="list-style-type: none"> Spoke and offered prayer at Cst. Heidi Stevenson's Memorial - Run on for NS - June Spoke and offered prayer at Jesus March in October on BPS grounds Presented a course to Ukraine Chaplains via Zoom in October 30+ meetings with staff to provide moral and spiritual support Participated in evening CPCA Executive teleconference meetings throughout the year
	Team Building	<ul style="list-style-type: none"> Pay It Forward Group - members who donate funds on a monthly basis to charity groups, fundraising efforts and people in need Volunteer time at: <ul style="list-style-type: none"> Helping Hands Soup Kitchen Christmas Cheer hampers Samaritan House Food Bank Drive United Way Campaigns
	Employee Social Activities	<ul style="list-style-type: none"> Participated in City internal initiatives to promote employee wellness
	Alternative Work Agreements	<ul style="list-style-type: none"> Modified duties provided to accommodate members prior to or returning from maternity leaves, injuries, etc Provides flexibility to the employees while still fulfilling the position requirements of the Police Service Agreement between BPS and BPA on compressed work week/modified duties



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Strategic Objectives	Performance Indicators	Results
<p>4.3 Positive Mental Health (continued)</p>	<p>Employee Wellness Team (EWT)</p>	<ul style="list-style-type: none"> • Currently consists of 10 volunteer members (8 Sworn, 1 Civilian, 1 Community Mental Health Professional) all of whom can be contacted • EWT members are trained in Critical Incident Stress Management (CISM), Mental Health First Aid, and ASSIST • The EWT's priority is to assemble resources to help BPS members and their immediate family members when needed • The EWT is an instrument for reducing or removing interferences to employee wellness, both personal and professional • EWT team addresses mental health at workplace and opens a valuable dialogue to reduce the stigma surrounding mental health issues • EWT members meet with employees who are in crisis • Employees can request personal services or express concerns regarding the wellbeing of other employees • EWT maintains confidentiality • Liase with outside agencies Health Services/Peer Support • Meets at least 4 times annually • Use of Facebook page and internal emails to communicate mental health updates • Use of a private office and small library of materials for Members • Due to COVID-19 restrictions the annual family BBQ was cancelled. In lieu of the BBQ several gift cards were purchased and raffled away to • Employee Wellness Fair was held in January in lieu of Bell Let's Talk Day though it was not held on that exact date



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Strategic Objectives	Performance Indicators	Results
<p>4.3 Positive Mental Health (continued)</p>	Wellbeing Training	<ul style="list-style-type: none"> • During 2020 employees received training in: <ul style="list-style-type: none"> • Virtual Critical Incident Stress Congress • KLINIC Trauma Informed Care, Crisis Management, Suicide Intervention, and basic counselling skills • Promoted "Buddy Up Campaign" • Promoted Project Resilience 911 marathon • COVID-19 Isolation/Quarantine Checks (soup and bread for positive cases)
<p>4.4 Accountability 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.</p>	Operations & Support Services Responsibilities	<ul style="list-style-type: none"> • Reviewed and revised organizational structure • Supervisors provide quarterly reports on status of strategic objectives
	Analysis of Managerial Responsibilities	<ul style="list-style-type: none"> • Executive team strategic planning session review • Realignment of staffing between Support and Operations • Quarterly reports to the Police Board
	Out of Scope Performance Appraisal System	<ul style="list-style-type: none"> • City of Brandon performance appraisal system used to complete performance assessments of out of scope Executive members of BPS