

BRANDON POLICE SERVICE

2021 Strategic Plan Report



Core Values:

- RESPECT
- PROFESSIONALISM
- INTEGRITY

Vision: COMMUNITY FIRST

Mission: COMMITTED TO COMMUNITY SAFETY

#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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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
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.	Persons and Property Crime Monitoring	<ul style="list-style-type: none"> • 2021: 942 Persons 3,282 Property • Persons Drivers: Assault ↑10%, Sexual Offences ↓25%, Robbery ↓30%, Other Crimes Against Persons ↑22% • Property Drivers: Arson ↑8%, Break and Enter ↑16%, Theft Under ↑3%, Fraud ↑25%, Theft of Motor Vehicle ↑16%
	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 sworn members of the Police Service to view and action • 762 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 • 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 • Community Engagement - Provide reports for Ward/Police Board meetings • Continued involvement with Major Crime Section (MCS) and Organized Crime Section (OCS) as well as 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 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



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
1.1 Intelligence-led Policing Strategies <i>(continued)</i>	Crime Analysis Model <i>(continued)</i>	<ul style="list-style-type: none"> • Intelligence-led extra patrols generated for specific individuals and areas <ul style="list-style-type: none"> • Increased target background reports created and shared with investigators • Increased use of Power BI analytic software to provide OCS with specific timely intelligence weekly
1.2 Modern Policing Practice 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"> • 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 27 people, unable to contact 4 • 11 completed successfully, 7 unsuccessful, 5 ongoing
	Police Service Dog	<ul style="list-style-type: none"> • Due to retirement of Police Service Dog Karma, training took place for new Police Service Dog Zeus and handler
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.	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 • 338 files opened to assist victims of crime • 1,994 contacts made with victims • 0 hours of service provided by volunteers due to COVID-19 • Work with Westman Mediation Services to provide the Restorative Justice process as another avenue for victims



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
1.3 Policing Priorities (continued)	Detention Section	<ul style="list-style-type: none"> • February 1st, 2021 Commissionaires began a contract to fulfill arrestee supervision duties at BPS • All members reassigned to the Detention Section returned to regular duties as of February 1st • 6 temporary cells were fully operational • Tender awarded to relocate the temporary cell building further west in BPS lot • A limited number of members received training on cell extraction methods and the equipment that is currently available to be used for this purpose • 2,036 adults lodged, 128 youth lodged. Total of 2,164 arrestees lodged in BPS cells
	Organized Crime Section (OCS) - Drugs	<ul style="list-style-type: none"> • 17 Controlled Drug and Substances Act (CDSA) warrants executed • 64 charges laid • Seizures: <ul style="list-style-type: none"> • Crystal Methamphetamine – 2.9 grams • Cocaine –4,005.4 grams = \$400,500 • 2.3 grams of Fentanyl • Criminally seized currency - \$2.5 million • Other Weapons - 1
	Major Crime Section (MCS) – Serious Crimes	<ul style="list-style-type: none"> • Investigated 206 files, laid 446 charges: <ul style="list-style-type: none"> • 7 Assault with a Weapon investigations • 13 Sexual Assault • 1 Break & Enter investigation • 3 Fraud Investigations • 4 Aggravated Assault investigations • 1 Robbery Investigations • 9 Firearms Seized



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1.3 Policing Priorities (continued)	Major Crime Section (MCS) – Serious Crimes (continued)	<ul style="list-style-type: none"> • 6 Firearms-related Investigations • 8 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 • Liaised with Winnipeg Police Service (WPS) Meth Task Force • Development of methamphetamine human sources • Counter Exploitation/Youth Intelligence Officer <ul style="list-style-type: none"> • Attended local and provincial intelligence meetings • Maintained a runaway database • Liaised with youth care agencies, high schools, Brandon Friendship Center, Brandon Aboriginal Youth Activity Center, Brandon Public Health, WPS Child Exploitation Unit, RCMP Missing Persons and Exploited Youth Unit • 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	Presentations increased in 2021 from 2020 as we learned to live with the pandemic. There were virtual presentations conducted as well as several traditional in person presentations. The Community Policing members and members from other sections conducted approximately 20 presentation in the community and to special interest groups. This is an increase from 2020, but still low compared to pre-COVID-19.
	Increase Police Visibility in Community	The Downtown Strategy continued with targeted foot, bike and cruiser patrols during the warmer months. Increased patrols around school zones for back to school in September.



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1.4 Community Order <i>(continued)</i>	Enhanced School Resource Presentations	Over 70 presentations provided by School Resource officers (SRO) to Brandon School Division (BSD).
	School Zone Speed Reduction	<ul style="list-style-type: none"> • Advertised 1-week educational period at the beginning of school year • 8 School Zone checkstops
	Implementation of BPS Road Safety Initiatives	<ul style="list-style-type: none"> • 19 Manitoba Public Insurance (MPI) - sponsored Roadwatch checkstops (includes - Canada Road Safety Week and Operation Impact) • 32 Distracted Driving checkstops • 15 Speed and Intersection checkstops • 3,188 Provincial Offence Notices written (Traffic = 1,911 and Shift = 1,277) • 10 calls received to 911 Reduce Impaired Driving program (RID911) • 81 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/CNU: 1 day • TRU: 18 days • CNU: 7 days • ERT successfully resolved 6 high-risk incidents
	Emergency Procedures Management	<ul style="list-style-type: none"> • Deputy Chief of Police acts as Deputy Emergency Coordinator for City of Brandon • Emergency Operations Center (EOC) opened on 2020-09-21 in response to an apartment building fire with BPS Executive members involved • 2 Table Top Training Sessions - Airport and Water Treatment Plant • Annual Review of the Brandon Emergency Plan • City Emergency Response Control Group weekly COVID-19 meetings • Held weekly COVID-19 meetings with BPS supervisors • Implement ever-changing COVID-19 safety protocols to ensure maximum safety for staff and public



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
<p>1.5 Timely Response <i>(continued)</i></p>	<p>Emergency Procedures Management <i>(continued)</i></p>	<ul style="list-style-type: none"> • COVID-19 Congregate Facility support during the downtown COVID-19 outbreak • Wildfire evacuees in 2021 • Water distribution support during 2021 heat waves
<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 • Toba Centre • Canadian Intelligence Service of Manitoba <ul style="list-style-type: none"> • 1 member seconded to this unit • 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 • Manitoba Taxation • National Weapons Enforcement Support Team <ul style="list-style-type: none"> • 1 member seconded to this unit • Provincial Criminal Property Forfeiture Bureau • RCMP National Security Enforcement Section



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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"> • RCMP Tech Crime/Integrated Child Exploitation Unit • 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"> • Enhanced member knowledge of crime trends led to coordinated investigative responses to issues of concern • 42 Internal Intelligence Bulletins • 605 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"> • The Downtown Strategy took place from May 3rd to September 30th, 2021 <ul style="list-style-type: none"> • 1,362 Downtown patrols were initiated, of which; 1239 cruiser, 62 foot, 61 bike • Result: Officer presence was noted and appreciated by citizens



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Strategic Objectives	Performance Indicators	Results
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 63 situations of acutely elevated risk presented to the Hub Table in 2020 38 situations where overall risk lowered 18 situations where acutely elevated risk remained 1 situation directly referred to Phase II 3 situations rejected and 3 situations concluded for other reasons HUB meetings were hybrid (virtual/in-person) during 2021
	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"> Strong Facebook engagement Twitter followers increase 15% Two public relation videos released
	Public Education	<ul style="list-style-type: none"> Social media post regarding crime trends such as frauds, traffic laws and by-laws Social media notification to the public regarding missing persons
2.3 Collaboration with Community Partners Enhance ongoing relationships with community partners and government agencies with a greater level of community	Crime Prevention Initiatives	Community Policing members worked in partnership with other City of Brandon departments on an approach to homelessness in the city and downtown core. This approach proved to be highly effective and humanitarian in its delivery.
	Partnership Efforts	<ul style="list-style-type: none"> 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



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
2.3 Collaboration with Community Partners (Continued)	Partnership Efforts (Continued)	<ul style="list-style-type: none"> • Police assisted Samaritan House with logistical support to ensure the success of the program • MPI-sponsored Roadwatch, Distracted Driving, School Zone Enforcement • 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
	Community Event Involvement	<ul style="list-style-type: none"> • Many regular events were cancelled due to COVID-19 • Co-op Free Fry Day & Fuel Good Day • Victoria Landing Seniors Care Summer Camp Award Ceremonies • Truth and Reconciliation week events including Teepee building ceremony • 2nd Annual Road to Resilience Mental Health Fundraiser • Virtual Polar Plunge • Prairie Thousand event to raise awareness for Wounded Warrior Canada • Hosted First Responder Wellness Fair • Hosted a Recruitment workshop targeting people from minority or marginalized groups. • Copper Shopper Event



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Strategic Objectives	Performance Indicators	Results
2.3 Collaboration with Community Partners (Continued)	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
	BPS Youth Cadet Program	<ul style="list-style-type: none"> • BPS Cadet Program did not run in 2021 due to the COVID-19 Pandemic
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.	Independent Investigation Unit (IIU)	<ul style="list-style-type: none"> • 6 matters referred to the IIU: <ul style="list-style-type: none"> • Assumed jurisdiction in 4 matters • Declined jurisdiction in 2 matters
	Law Enforcement Review Agency (LERA)	<ul style="list-style-type: none"> • 10 LERA complaints received: <ul style="list-style-type: none"> • 2 complaints filed outside the time limit • 1 complainant deceased • 2 complaints withdrawn or abandoned • 2 complaints concluded • 3 complaints still under investigation



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<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>	<p>Building Relationships</p>	<ul style="list-style-type: none"> • Brandon Bear Clan <ul style="list-style-type: none"> • 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 • 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 • BPS supplies financial support to the organizing committee • Brandon School Division <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 Federation Southwest Chapter, and Brandon Friendship Centre are all involved • BPS Indigenous Advisory Committee <ul style="list-style-type: none"> • Formed in 2018 • Consists of BPS Executive and 4 Indigenous community leaders • Truth and Reconciliation Week <ul style="list-style-type: none"> • Sunrise Ceremony • Escort & Member Walk



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
2.5 Indigenous Peoples <i>(Continued)</i>	Building Relationships <i>(Continued)</i>	<ul style="list-style-type: none"> • Sacred Fire Ceremony • Lowering of Flags for Residential School unmarked graves • Cultural Awareness & Humility Training for all BPS staff • National Indigenous Veterans Day - Police Attended Ceremony
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)	Community Policing Officers continue to present to new Canadians each month via ZOOM as opposed to in person due to COVID-19.
	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"> • 281 contacts received through website • 10 “Compliment an Officer” emails received



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Strategic Objectives	Performance Indicators	Results
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 1 experienced officer and one recruit Minority and Indigenous recruiting session held
	Civilian Member Hiring Process	<ul style="list-style-type: none"> 3 Administrative Support Unit staff hired 1 Executive Assistant hired
	Training/Professional Development	<ul style="list-style-type: none"> Training was a challenge in 2021 due to COVID-19 9 members sent away on training courses <ul style="list-style-type: none"> 1 to Regina, 1 to Anola, MB, 1 to Janesville, WI and 5 to Winnipeg BPS hosted 6 training courses 25 members and civilians delivered in different areas Numerous online courses delivered including Cultural Awareness and Humility Training 3 day mandatory in-service training for sworn members Active Response Program - 18 days total / 86 members trained Phase B Recruit Class (6 week total) - 2 BPS / 2 MFNPS 2 Instructor Workshops Less Lethal Impact Munitions Course (1 day / 7 members trained) Less lethal recertification (4 days / 8 members) Agencies worked with: Manitoba First Nations Police Service (MFNPS), Royal Canadian Mounted Police (RCMP), Rivers Police Service, Canadian Police Knowledge Network (CPKN), Canadian Police College (CPC), Red Cross, Winnipeg Police Service (WPS), National Tactical Officers Association (NTOA), Assiniboine Community College (ACC), Office of the Fire Commissioner (OFC), Saskatchewan Police College Interdiction Enforcement training with other Provincial Police Agencies Funded by Manitoba Justice and spearheaded by BPS



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3.1 Diverse and Skilled Workforce (continued)	Training/Professional Development (continued)	<ul style="list-style-type: none"> • Critical Incident Stress Debriefing for supervisors and Employee Wellness Team members
	Call Taking/Incident Reporting Training Provided	<ul style="list-style-type: none"> • Police Reporting Occurrence System (PROS) End User – 7 Courses; 18 trainees (12 BPS & 6 External) • PROS IM Course – 2 Classes; 7 trainees • CPIC Maintenance Course - 3 employees completed online
	Partnership with ACC	<ul style="list-style-type: none"> • Member seconded to administer the Police Studies Program • 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 • Assisted Police Studies Program candidates with instruction and practical scenario training
	Manitoba Criminal Intelligence Center Secondment	<ul style="list-style-type: none"> • Full time secondment and new agreement in place
	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 (HR)	<ul style="list-style-type: none"> • All competitions coordinated with City of Brandon HR 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"> • No Ride Alongs provided due to COVID-19 	



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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 • 11,466.75 hours where members acted as or relieved higher classification supervisory roles
	Succession Planning	<ul style="list-style-type: none"> • Succession planning meeting held with all supervisors in 2021
	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 • 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 • 2021 CPF funded purchases include: <ul style="list-style-type: none"> • Investigative Equipment • Emergency Response Medical Supplies • Prisoner Handling Equipment • Surveillance Equipment
	Capital Upgrades	<ul style="list-style-type: none"> • Renovations for accessibility in front lobby • Installation of perimeter fencing to increase safety • Replacement of In-Car Cameras, Workstations, Mobile Stripe Readers • Livescan Fingerprinting system • Ergonomical workstations • Continuation of Soft Body Armour replacement cycle
	Criminal Record Check Protocol	<ul style="list-style-type: none"> • Implementation of online Criminal Record Checks September 7th • 3,778 Criminal Record Checks processed (12% increase) • 601 completed online



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3.4 Cost Effective Service Delivery Promote a comprehensive fiscal planning system to address innovative cost effective service delivery as well as resourcing to meet current and future needs.	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"> 2021 Council-Approved Net Budget of \$15,249,180 Budget surplus of \$118,355 (0.8%) 5 Budget Reviews with City of Brandon Finance Department to provide updated forecasts
3.5 Environmental Stewardship Support environmental responsibility and conservation.	“Green” Initiatives within Police Headquarters	<ul style="list-style-type: none"> Low Flow Toilets Number of lights are motion activated within the building Recycling of old batteries and pens Elimination of disposable plates and cutlery Participate in the Recycling of toner program “Recycle Everywhere” containers located throughout building Water bottle refill station Geo tab - monitoring vehicles Reduction in paper files by moving to electronic



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
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 2021 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 sign out 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
4.2 Physical Wellbeing <i>(continued)</i>	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



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Strategic Objectives	Performance Indicators	Results
<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>	<p>Police Service Chaplain Program</p>	<ul style="list-style-type: none"> • Police Chaplain's 7th year of service • Over 30 personal contacts with staff to provide moral and spiritual support. Some meetings included an element of prayer. Also follow-up with members on sick leave • Elected as President of the Canadian Police Chaplain Association (CPCA) overseeing daily operations, committees, training and future initiatives, member care, promotions, chaplaincy development etc. • Chaired evening monthly CPCA Executive Officer meetings since June 2021 • Chaired the CPCA Annual General Meeting in October 2021 via Zoom • Active memberships with the CPCA, the Fellowship of Christian Peace Officers (FCPO), the Brandon Ministerial Association (BMA), the Ministers Network Canada (MNC), Glory2Glory Ministries, and the Brandon Vineyard Community Church • Maintained Christian Minister Credentials through the MNC • Composed 12 "Hitting the Mark" Chaplain messages to encourage BPS staff • Composed articles that were published in 2021 editions of the FCPO "The Peacemaker" magazine, and the CPCA "The Chaplain's Chain" newsletters • Co-created/designed and launched the new CPCA website in Feb 2021 and continue to be the webmaster and creator of additional pages of the website • Instructed students at the Ukrainian Academy of Chaplains for law enforcement agencies in May via Zoom • Received commendation for Ukrainian Academy of Chaplains in November • Presented police chaplaincy to the ACC Protective Services class in September which includes two new BPS hires



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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"> Active member of the BPS Employee Wellness Team attending meetings throughout 2021 Hosted and helped facilitate a Critical Incident Debrief for BPS employees in October
	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"> Christmas hampers 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 Work from home Flexible working hours
	Employee Wellness Team (EWT)	<ul style="list-style-type: none"> Currently consists of 6 sworn, 2 civilian and 1 Community Mental Health Professional Trained in Critical Incident Stress Management Mental Health First Aid (MHFA), Applied Suicide Intervention Skills Training (ASIST), Road 2 Mental Readiness (R2MR) - The Working Mind Removing barriers EWT maintains confidentiality Family BBQ has been replaced with family outdoor cinema and gift card raffles at Christmas



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Strategic Objectives	Performance Indicators	Results
4.3 Positive Mental Health (continued)	Employee Wellness Team (EWT) (continued)	<ul style="list-style-type: none"> • Bell Let's Talk Cookies were donated to BPS by Project Resilience 911 and distributed to employees to promote mental health awareness • Training for 2021 - Virtual Hello Hero Conference, Virtual Critical Incident Stress Congress • Promoted Project Resilience 911 Road Race event and Wellness Fair • Soup and Bread Initiative for COVID-19 positive employees
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.	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
	Employee Performance Appraisal System	<ul style="list-style-type: none"> • New appraisal system put in place for all in scope staff
	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