

BRANDON POLICE SERVICE

2018 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



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
-----------------------	---	---------------------------------	--

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: 989 Persons 3,634 Property • The main driver of increased persons crimes was other crimes against persons (extortion, uttering threats, criminal harassment, forcible confinement) with an increase of 18% • Four main factors drove the increase in property crimes: Fraud 40%, Theft of Motor Vehicle 30%, Possess Stolen Property 25%, and Theft Under 23%
	High Risk/Repeat Offender Database Maintenance	<ul style="list-style-type: none"> • Increased curfew/release condition checks, resulting significant increase in the number of charges laid and offenders taken back into custody. • Enhanced internal communication of outstanding warrants of arrest and court ordered conditions on a closed circuit television for all members of the Police Service to view and action • 1,181 Brandon Police Service (BPS) & outside agency arrest warrants executed
	Crime Analyst Position	<ul style="list-style-type: none"> • Increased involvement with investigators • Timely analysis on crime trends and hot spot identification • Key involvement in the development of the Downtown Strategy • Community engagement and presentations to the Police Board • Engagement with other law enforcement crime analysts and sharing of intelligence



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
------------------------------	--	--	---

<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
<p>1.1 Intelligence-led Policing Strategies <i>(continued)</i></p>	<p>Crime Analysis Model</p>	<ul style="list-style-type: none"> • Continued movement to real-time data sharing and crime analysis/trend identification • Intelligence-led extra patrols generated for high crime/areas of concern • Crime trend reports generated for investigators at their request • Electronic intelligence briefs provided to investigators including intelligence/officer safety bulletins, persons of interest, wanted persons, persons on release conditions and other timely intelligence
<p>1.2 Modern Policing Practice A modern approach to policing practice that uses techniques supported by evidence-based research.</p>	<p>Intimate Partner Violence Monitoring Initiative</p>	<ul style="list-style-type: none"> • Increased report tracking of Intimate Partner Violence and Disputes • Additional quality control screening and supervisory monitoring of Intimate Partner Violence reports • Tracking calls for service for trends and referrals to Community Mobilization and Victim Services • Computer Aided Dispatching (CAD) calls for services = 342 <ul style="list-style-type: none"> • Calls for service (no charges laid) = 156 • Calls for service (charges laid) = 186
<p>1.3 Policing Priorities To take steps to address specific crime issues that have major impacts on victims and the community, based on current research and established best practices.</p>	<p>Automatic License Plate Reader (ALPR)</p>	<ul style="list-style-type: none"> • Patrol/Traffic utilizing ALPR for traffic enforcement and stolen vehicle checks
<p>1.3 Policing Priorities To take steps to address specific crime issues that have major impacts on victims and the community, based on current research and established best practices.</p>	<p>Victim Services Coordinator</p>	<ul style="list-style-type: none"> • Victim Services advocates for victims of crime and ensures they are aware of their rights. Through compassion and understanding, victims are provided information on the investigation and court proceedings. • 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



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
-----------------------	---	---------------------------------	--

Strategic Objectives	Performance Indicators	Results
1.3 Policing Priorities (continued)	Victim Services Coordinator (continued)	<ul style="list-style-type: none"> • Preparation of Victim Impact Statements • 444 files opened to assist victims of crime • 2,092 contacts made with victims • 108 hours of service provided by dedicated volunteers • Work with Westman Mediation Services to provide the restorative justice process as another avenue for victims
	Crime Support Unit (CSU) - Drugs	<ul style="list-style-type: none"> • 21 Controlled Drug and Substances Act (CDSA) warrants executed • 168 charges laid • Seizures: <ul style="list-style-type: none"> • Crystal Methamphetamine – 661 grams = \$33,100 • Cocaine – 1,515 grams = \$151,500 • Marihuana - 10,600 grams = \$160,000 • Criminally seized currency - \$38,000 • Firearms - 10 • Other Weapons - 6
	Criminal Investigations Unit (CIU) – Serious Crimes	<ul style="list-style-type: none"> • Investigated 285 major cases, laid 534 charges, executed 37 search warrants and 48 production orders: <ul style="list-style-type: none"> • 8 Assault with a Weapon investigations • 6 Sexual Exploitation investigations • 4 Major Break & Enter investigations • 3 Sexual Services investigations • 27 Fraud investigations • 2 Attempted Murder investigations • 85 Sexual Assault investigations



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
-----------------------	---	---------------------------------	--

Strategic Objectives	Performance Indicators	Results
1.3 Policing Priorities (continued)	Criminal Investigations Unit (CIU) – Serious Crimes (continued)	<ul style="list-style-type: none"> • 4 Aggravated Assault investigations • 12 Robbery investigations • 9 Firearms-related investigations • 10 Firearm seizures
	Crystal Meth/Exploited Youth Strategy	<ul style="list-style-type: none"> • Addition of 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 • Addition of Youth Intelligence Officer <ul style="list-style-type: none"> • Attended local and Provincial intelligence meetings • Generated a runaway database • Liased 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 • Identified "Johns"



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
-----------------------	---	---------------------------------	--

<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
<p>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.</p>	Crime Prevention Education	<ul style="list-style-type: none"> • 76 Presentations to the Community
	Increase Police Visibility in Community	<ul style="list-style-type: none"> • 480 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"> • 117 presentations done by School Resource Officers and other Police Service employees to the Brandon School Division (BSD)
	School Zone Speed Reduction	<ul style="list-style-type: none"> • Advertised 1-week educational period at the beginning of each school year • 71 speeding and 19 other Highway Traffic Act charges issued
	Implementation of BPS Road Safety Initiatives	<ul style="list-style-type: none"> • 39 Manitoba Public Insurance (MPI)-sponsored Roadwatch checkstops (includes Canada Road Safety Week and Operation Impact) • 18 Distracted Driving checkstops • 13 School Zone checkstops • School Bus Safety Project • 98 planned and spontaneous checkstops during 2018 • 3,033 Provincial Offence Notices written • 6 trucking compliance & safety inspections and annual taxi audits • 3 Operation Festive Spirit checkstops • 133 impaired drivers arrested • 109 calls received to 911 Reduce Impaired Driving program (RID911) • 313 calls to non-emergency police number to report impaired drivers



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
-----------------------	---	---------------------------------	--

Strategic Objectives	Performance Indicators	Results
<p>1.5 Timely Response</p> <p>To provide a timely and professional response to and management of all investigations, but most notably to emergency situations and critical incidents.</p>	<p>Emergency Response Team (ERT) Preparedness</p> <ul style="list-style-type: none"> • 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 17 days • CNU 6 days • ERT successfully resolved 14 high-risk incidents • Trained one new CIC member and one new CNU member at Canadian Police College • Meetings with partner agencies CIC
	<p>Emergency Procedures Management</p>	<ul style="list-style-type: none"> • Deputy Chief of Police acts as Deputy Emergency Coordinator for City of Brandon • 2 City-level tabletop exercises - Airport Security & Hazardous Goods Train Derailment • 1 Provincial-level tabletop exercise - Terrorism/Mass Casualty • Coordinated emergency responses to BSD School Lockdowns • 12 monthly tests of the Emergency Alerting System • Chief and D/Chief involved in City Emergency Operations Center May 19-21 during Downtown Fires • Annual review of the Brandon Emergency Plan • D/Chief a member of Brandon Emergency Support Team (BEST) and attended meetings



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
------------------------------	--	--	---

<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 Justice Association • Manitoba Justice • National Weapons Enforcement Support Team • Provincial Criminal Property Forfeiture Bureau • RCMP National Security Enforcement Section • RCMP Tech Crime/Integrated Child Exploitation Unit



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
------------------------------	--	--	---

<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 • 64 Internal Intelligence Bulletins • 557 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	<ul style="list-style-type: none"> • Three phase strategy: <ul style="list-style-type: none"> • Phase 1: Identified the crime hot spots in preparation for the summer months • Phase 2: Conducted foot, bike, and police car patrols of the hot spots • Phase 3: Evaluated results of Downtown Strategy • 979 downtown patrols and a notable increase in proactive policing • A number of consultations were held with specific community stakeholders to address key issues of safety and concerns



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
------------------------------	--	--	---

<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 136 situations of acutely elevated risk presented to the Hub Table in 2018 97 situations where people/families were connected to services 22 situations where people/families were advised of services
	Contribution to Community Mobilization Initiative	<ul style="list-style-type: none"> 1 Sergeant assigned to Community Mobilization Initiative from Support Services 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.	Crime Prevention Tips of the Week	<ul style="list-style-type: none"> Over 70 Crime Prevention Tips posted to BPS website and communicated to the public via media releases, Twitter and Facebook
	Public Education	<ul style="list-style-type: none"> Numerous media releases to educate public to secure property and the valuables therein to deter theft Implementation of "9 o'clock - Lock It Up" initiative Ward meetings; Ward maps and Crime Trends presented Media releases and presentations with regards to high pressure fraudulent tactics. (Canada Revenue Agency, Grandparent Fraud, Attempt Computer Fraud, Ransom Ware, Tax Scams, Manitoba Hydro Fraud) Monthly "Scam Alert"
	Traffic Safety Tips of the Week	<ul style="list-style-type: none"> Over 40 traffic safety tips posted to BPS website and communicated to the public via media releases, Twitter and Facebook Use of Twitter to advise public of areas and situations to avoid due to accidents and other road safety issues



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
-----------------------	---	---------------------------------	--

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>	<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 • Members participated in Point in Time homelessness strategy • Police assisted Samaritan House with logistical support to ensure the success of the program • Fewer community complaints received as a result of actions taken
	<p>Partnership Efforts</p>	<ul style="list-style-type: none"> • 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 • Manitoba Liquor & Lotteries Operation Festive Spirit program • Worked with Mothers Against Drunk Driving (MADD) on public education initiatives <ul style="list-style-type: none"> • MADD-sponsored Mock Car Crash for High School students • MADD-sponsored December Impaired Driver Checkstops • Operation Rednose kickoff and volunteer screening of 29 volunteers



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
-----------------------	---	---------------------------------	--

Strategic Objectives	Performance Indicators	Results
2.3 Collaboration with Community Partners (continued)	Partnership Efforts (continued)	<ul style="list-style-type: none"> • Speedwatch - 8 Speed Trailer Deployments, 7 Speed recorder deployments • Citizens On Patrol Program (COPP) community safety patrol efforts: <ul style="list-style-type: none"> • 78.5 hours Training • 41 hours School Crossing Guard • 212 hours Patrolling
	Community Event Involvement	<ul style="list-style-type: none"> • 2018 Western Manitoba Science Fair • Annual Seniors Games Ceremonies • Big Brothers & Sisters Bowl for Kids • BPS Annual Monster Mash • Brandon University Homecoming • Brandon University Student's Union Take Back the Night • COPP Appreciation Ceremony • Grim Acres Head Shaving Event • Kiwanis Soap Box Derby • Meadows School Culture Day 2018 • Memorial Day Ceremony • Pedal for Paws • Remembrance Day Ceremony Wreath Laying • Riverbank Canada Day Ceremonies • Touch A Truck • Travellers Day Parade • Walk A Mile in Her Shoes • Western Manitoba Science Fair Judging



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
------------------------------	--	--	---

<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
2.3 Collaboration with Community Partners <i>(continued)</i>	Community Event Involvement <i>(continued)</i>	<ul style="list-style-type: none"> • Women of Distinction Awards Ceremony Escorts • Youth Revolution
	Partnerships	<ul style="list-style-type: none"> • Brightscape Endeavors • 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
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"> • 5 matters referred to the IIU: <ul style="list-style-type: none"> • Assumed jurisdiction in 2 matters • Declined jurisdiction in 1 matter • Assumed monitoring role in 2 matters
	Law Enforcement Review Agency (LERA)	<ul style="list-style-type: none"> • 8 LERA complaints received: <ul style="list-style-type: none"> • 2 complaints currently under investigation • 1 complaint had insufficient evidence to proceed • 1 complaint was withdrawn or abandoned • 4 complaints were out of scope



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
-----------------------	---	---------------------------------	--

Strategic Objectives	Performance Indicators	Results
<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"> • Bear Clan - supported their efforts • Patrols at the Dakota Nation Winter Fest • 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 participation in Walk a Mile in Her Shoes • 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. • Job fair • 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 • Members built Tipi for event • The Police Service supplies financial support to the organizing committee. • Executive participates in the Grand March • Members at the celebration site throughout the day showing support • Attended Brandon University All Nations Graduation Pow Wow



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
-----------------------	---	---------------------------------	--

Strategic Objectives	Performance Indicators	Results
<p>2.5 Indigenous Peoples (continued)</p>	<p>Building Relationships (continued)</p>	<ul style="list-style-type: none"> • Sisters in Spirit Walk <ul style="list-style-type: none"> • The Chief is a member of the organizing committee • Several members participated in the walk • Members floated rose petals down the river • Creating a New Legacy <ul style="list-style-type: none"> • BPS member is on the organizing committee • Attended conference on Aboriginal Mental Health & Wellness • 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 • Restorative Justice <ul style="list-style-type: none"> • Worked with the John Howard Society and Brandon Crown Attorney's Office on pre-charge referrals • Community Mobilization <ul style="list-style-type: none"> • DOCFS, Manitoba Metis Federadtion Southwest Chapter, and Brandon Friendship Centre are all involved • Deputy Chief attended and spoke at Colten Boushie rally • Chief participated in Strawberry Talking Circle • Police Executive served as resource during process leading to the first Urban Reserve within the City • Brandon Urban Aboriginal Council (BUAPC) <ul style="list-style-type: none"> • Work with BUAPC on Indigenous Sustainable Livelihood



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
-----------------------	---	---------------------------------	--

Strategic Objectives	Performance Indicators	Results
2.5 Indigenous Peoples (continued)	Indigenous Peoples Advisory Committee	<ul style="list-style-type: none"> • Formed in 2018 • Consists of BPS Executive and 4 Indigenous community leaders • Met twice throughout the year
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 immigrants • Work with Westman Immigrant Services on recruitment initiatives: <ul style="list-style-type: none"> • Presentations to WIS clients • Engagement of new residents and discussions on a career in law enforcement • Partnered with WIS on the 'Welcome to Brandon' tour, information session and tour of the police station
	Walk-throughs/Patrols	<ul style="list-style-type: none"> • Patrol members conducted walk-throughs at the Multicultural Winter Festival for relationship building • Worked with members of the local Mosque on security and safety of their facility
	Outreach	<ul style="list-style-type: none"> • Attended Brandon Islamic Centre Dinner



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
-----------------------	---	---------------------------------	--

Strategic Objectives	Performance Indicators	Results
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
	Emergency Services	<ul style="list-style-type: none"> • Human Resources • Fleet Management • Police Board Support
2.8 Public Engagement 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"> • E911 Communications Centre <ul style="list-style-type: none"> • Provide Police Dispatching • Agreement to 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
		<ul style="list-style-type: none"> • 89 emails received • 9 “Compliment an Officer” emails received



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
------------------------------	--	--	---

<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 new members reflective of the community
	Civilian Member Hiring Process	<ul style="list-style-type: none"> • 3 Clerical Front Desk Attendants (CFDA) hired • 1 internal transfer from Administrative Support Unit (ASU) to Bylaw
	Training/Professional Development	<ul style="list-style-type: none"> • 7,064 training hours • 852 person training spots • 1,164 training days • 98 training opportunities • 34 training centres utilized • 571 training hours for preparation of cannabis legislation • Specialty Unit assignments extended to maximize expertise and minimize training • Partnerships for training opportunities: <ul style="list-style-type: none"> • ACC • RCMP • WPS • Bell MTS • St. Paul Police • Suicide Prevention & Intervention Network (SPIN) • Addictions Foundation of Manitoba • Manitoba First Nations Police Service • Office of the Fire Commissioner • Rivers Police Service • St. John Ambulance • SERC-Manitoba • City of Brandon HR Dept
	Call Taking/Incident Reporting Training Provided	<ul style="list-style-type: none"> • Police Reporting Occurrence System (PROS) End User – 3 Courses; 10 trainees (5 BPS & 5 external) • Assisted 2 persons challenge the PROS End User Course (1 BPS & 1 external) • PROS ACL Course - assisted 2 persons complete the online course



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
------------------------------	--	--	---

<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
3.1 Diverse and Skilled Workforce <i>(continued)</i>	Call Taking/Incident Reporting Training Provided <i>(continued)</i>	<ul style="list-style-type: none"> • PROS IM Course – 2 Classes – 3 BPS trainees • Association of Public-Safety Communications Officials Course – 4 Classes; 9 trainees (3 BPS & 6 External) • CAD/Call-taking – 3 classes; 4 trainees
	Partnership with ACC	<ul style="list-style-type: none"> • Member seconded to administer the Police Studies Program • 2 of 3 2018 hires were Police Studies Program Graduates • Assist ACC with a review of their Police Studies Program • Attend ACC graduation ceremonies for the 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 • Partnered with ACC on “In-service” courses to meet the needs of BPS • 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 • Partnership with IANE on their job fair event
	Work with City of Brandon Human Resources	<ul style="list-style-type: none"> • Participation in Career Symposiums and Fairs including the ACC Job Fair • All competitions coordinated with City of Brandon Human Resources following generally accepted HR practices
	Work with City of Brandon Aboriginal Community Coordinator	<ul style="list-style-type: none"> • Discussions with Aboriginal Community Coordinator on identification of Indigenous role models in policing and on a variety of other issues related to Indigenous Peoples relationships



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
------------------------------	--	--	---

<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
3.1 Diverse and Skilled Workforce <i>(continued)</i>	Ride-Along and Career Preparation Programs	<ul style="list-style-type: none"> • 51 Ride-Alongs including 9 ACC Police Studies Students, 12 Career Preparation Students from BSD and 17 Job Shadow participants to give them exposure to policing • Concentrate on exposing Indigenous high school students, who participate in the Career Preparation Program, with exposure to numerous elements of the BPS
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.	Job Sharing	<ul style="list-style-type: none"> • Criminal Record Check clerk position fulfilled by 2 part-time staff
	Executive Restructure	<ul style="list-style-type: none"> • Added 2 Inspectors, removed 1 Deputy Chief, 1 Staff Sergeant • Resulted in salary savings, improved ability to meet demands of members
	Acting/Relieving Opportunities	<ul style="list-style-type: none"> • Provided opportunity for succession planning and career development <ul style="list-style-type: none"> • 415.5 hours where BPA members acted in the capacity of out of scope Executive positions • 12,408 hours where members acted as or relieved higher classification supervisory roles
	ASU/CFDA Work Efficiencies	<ul style="list-style-type: none"> • Training on file and court dispositions • Continued effort to streamline Pre-Charge Screening Section in Court Services • Redistribution of tasks to balance workloads and allow a better fit for employee skillsets • Cross training of staff in order to have replacement clerks for all positions



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
------------------------------	--	--	---

<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
3.2 Human Resource Planning <i>(continued)</i>	ASU/CFDA Work Efficiencies <i>(continued)</i>	<ul style="list-style-type: none"> • 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.	Provincial Criminal Property Forfeiture (CPF) Funding	<ul style="list-style-type: none"> • The partnership with CPF continues to augment police equipment and training which enhances community safety • 2018 funded purchases include: <ul style="list-style-type: none"> • Easy Drift Driver Training System • Night Vision Goggles • Life-saving Tourniquets • Portable Generator and Pelican Lighting • Forensic Identification Camera Lens • Surveillance Equipment • CPF, through Federal Proceeds of Crime, also funded professional fees for a Community Safety & Wellbeing in Action Initiative for Community Mobilization
	Capital Upgrades	<ul style="list-style-type: none"> • TRU Gun Sights • Police Lot Fencing • Fitness Room Equipment • Internal Camera Retention Upgrade • Renovation to accommodate drug processing • Continuation of Soft Body Armour replacement cycle • Continuation of In-Car Camera System Upgrade



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
------------------------------	--	--	---

<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
3.3 The Tools for the Job (continued)	Health IM	<ul style="list-style-type: none"> • Provincial initiative announced to implement Mental Health Act reporting guideline using Health IM software • Implementation began in 2018, with roll out in 2019
	Criminal Record Check Protocol	<ul style="list-style-type: none"> • 4,394 Criminal Record Checks processed (6% increase) • Implemented a standard operating guideline for Criminal Record Check procedures to align with other agencies • 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 • Proved 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"> • 2018 Council-Approved Net Budget of \$13,775,338 • Actuals result within 0.1% of budget • 5 Budget Reviews with City of Brandon Finance Department to provide updated forecasts



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
-----------------------	---	---------------------------------	--

<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
3.5 Environmental Stewardship Support environmental responsibility and conservation.	Green Team	<ul style="list-style-type: none"> • BPS Employee is a member of the City of Brandon Green Team Committee • 4 meetings in 2018
	“Green” Initiatives within Police Headquarters	<ul style="list-style-type: none"> • Low Flow Toilets • Number of lights are motion activated within the building • Recycling • Recycling of batteries • Elimination of disposable plates and cutlery • Participate in the Recycling of toner program • “Recycle Everywhere” containers located throughout building



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
-----------------------	---	---------------------------------	--

Strategic Objectives	Performance Indicators	Results
4.1 Open and Transparent Enhanced open, transparent and engaging communication strategies at all levels of the Service.	Chief's Message to Employees	<ul style="list-style-type: none"> Chief sent out a number of email messages to all Police Service Employees updating on relevant issues
	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"> Held twice per year with all Staff Sergeants and Executive to discuss strategies and issues
	Labour/Management Meetings	<ul style="list-style-type: none"> Three meetings held between Executives of BPS and BPA to maintain open dialogue and discuss arising issues
	Collective Agreement Renewal	<ul style="list-style-type: none"> 2017 – 2019 Collective Agreement between the Brandon Police Association and the City of Brandon
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 within station available for 24 hour use to all sworn members and civilian staff 2018 upgrades included a standard treadmill, a manual treadmill and an upright bike
	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 12 inspections of Police Service facility and informal spot checks BPS had a total of 5 lost time injuries and a total of 29 lost days



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
-----------------------	---	---------------------------------	--

<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
<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 4th year of service • 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 • Accredited Christian Minister through Open Bible Faith Fellowship • Provided prayer at various events • Wrote 12 devotional messages for BPS staff • Published articles in various media distributions • Attended 8 meetings with the Brandon Ministerial Association • Hosted 8 meetings at BPS with the Gatekeepers Prayer Group • Organized a presentation by Humboldt Broncos team chaplain for BPS members • Active member of the Employee Wellness Team • Attended a CPCA training conference • 30+ meetings with Staff to provide moral and spiritual support



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
-----------------------	---	---------------------------------	--

Strategic Objectives	Performance Indicators	Results
4.3 Positive Mental Health (continued)	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"> • City of Brandon Employee BBQ <ul style="list-style-type: none"> • All proceeds donated to Special Olympics • Fuel Good Day • Heart & Stroke Big Bike Event • Helping Hands Soup Kitchen • McHappy Day • Salvation Army Christmas Kettle Drive • Samaritan House Food Bank Drive • Tim Horton's Camp Day • United Way Campaigns
	Employee Social Activities	<ul style="list-style-type: none"> • Soup & Chilli Cook-offs • Summer & Fall BBQs • Birthday Celebrations • Thanksgiving, Easter, Christmas Dinners • Retirement & Promotion Ceremonies • Alumni Coffees • Robertson College Massage • Baby Showers
	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



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
-----------------------	---	---------------------------------	--

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 9 volunteer members (8 Sworn, 1 Civilian) including a Chaplain and a mental health professional, all of whom can be contacted 24/7 • EWT members are trained in critical incident stress management and receive ongoing mental health training • 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 WPS Behavioral Health Services/Peer Support • Brochure provided to all employees • 2nd annual Employee Wellness Team Appreciation BBQ Picnic was open to all BPS employees and their families



BRANDON POLICE SERVICE

2018 Strategic Plan Review



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
-----------------------	---	---------------------------------	--

Strategic Objectives	Performance Indicators	Results
4.3 Positive Mental Health (continued)	Wellbeing Training	<ul style="list-style-type: none"> During 2018 employees received training in: <ul style="list-style-type: none"> Applied Suicide Intervention Skills Training Mental Health First Aid Road to Mental Readiness Compassion Fatigue - SPIN Conference Aboriginal Mental Health & Wellness Conference
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"> Ongoing review of the organizational chart with adjustments including a review of all vacancies as they occurred
	Analysis of Managerial Responsibilities	<ul style="list-style-type: none"> Executive team strategic planning session review in January 2018 Realignment of staffing between Support and Operations Quarterly reports to the Police Board outlining efficiencies
	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
	BPA Member Performance Appraisal System	<ul style="list-style-type: none"> Currently using performance appraisal system that came into effect in 2003. Research of potential performance appraisal system for BPS in collaborations with the City of Brandon <ul style="list-style-type: none"> Relevant Police Sector Council competencies will be used and integrated into the City of Brandon performance appraisal system New system will have a distinct Police focus and will take advantage of extensive research and development by the Police Sector Council