

# BRANDON POLICE SERVICE

## 2023 Strategic Plan Review



**Core Values:**

- RESPECT
- PROFESSIONALISM
- INTEGRITY



#1 - COMMUNITY SAFETY	#2 - COMMUNITY ENGAGEMENT & RELATIONSHIPS	#3 - SUSTAINABILITY & DIVERSITY	#4 - EMPLOYEE WELLBEING & ACCOUNTABILITY
<i>Strategic Objectives</i>	<i>Strategic Objectives</i>	<i>Strategic Objectives</i>	<i>Strategic Objectives</i>
<ul style="list-style-type: none"> <li>1.1 Intelligence-led Policing Strategies</li> <li>1.2 Modern Policing Practice</li> <li>1.3 Policing Priorities</li> <li>1.4 Community Order</li> <li>1.5 Timely Response</li> <li>1.6 Addressing Organized Crime</li> <li>1.7 Downtown Development</li> </ul>	<ul style="list-style-type: none"> <li>2.1 Community Mobilization</li> <li>2.2 Proactive Communication</li> <li>2.3 Collaboration with Community Partner</li> <li>2.4 Governance</li> <li>2.5 Indigenous Peoples</li> <li>2.6 Newly Arrived Canadians</li> <li>2.7 City of Brandon Partners</li> <li>2.8 Public Engagement</li> </ul>	<ul style="list-style-type: none"> <li>3.1 Diverse and Skilled Workforce</li> <li>3.2 Human Resource Planning</li> <li>3.3 The Tools for the Job</li> <li>3.4 Cost Effective Service Delivery</li> <li>3.5 Environmental Stewardship</li> </ul>	<ul style="list-style-type: none"> <li>4.1 Open and Transparent</li> <li>4.2 Physical Wellbeing</li> <li>4.3 Positive Mental Health</li> <li>4.4 Accountability</li> </ul>



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Strategic Objectives	Performance Indicators	Results
<p><b>1.1 Intelligence-led Policing Strategies</b></p> <p>To address areas of concerns within our community with intelligence-led directed patrols and appropriate strategies, including a sound communications strategy</p>	Persons and Property Crime Monitoring	<ul style="list-style-type: none"> <li>• 2019 947 Crimes Against Persons 3,663 Property Crimes</li> <li>• 2020 894 Crimes Against Persons 3,040 Property Crimes</li> <li>• 2021 942 Crimes Against Persons 3,282 Property Crimes</li> <li>• 2022 1,094 Crimes Against Persons 3,568 Property Crimes</li> <li>• 2023 1,122 Crimes Against Persons 3,507 Property Crimes</li> </ul> <p>Person Drivers: Sexual Offences ↑ 8%, Robbery ↓ 23%, Other Crimes Against Persons ↑ 15%, Assaults and Violent Offences ↓ 2%, Homicide ↑ 200%</p> <p>Property Drivers: Fraud ↑ 24%, Break &amp; Enter ↓ 14%, Mischief ↓ 18%, Theft Motor Vehicle ↑ 14%</p>
	High Risk / Repeat Offender Database Maintenance	<ul style="list-style-type: none"> <li>• Analysis of all releases to allow for communication of additional curfew checks for investigators</li> <li>• Enhanced internal communication of outstanding warrants of arrest and court ordered conditions via email, updated weekly for all sworn members of the police service to view and action</li> <li>• 919 Brandon Police Service and outside agency arrest warrants executed</li> <li>• 170 Brandon Police Service Warrants were executed by outside agencies</li> </ul>
	Crime Analyst Position	<ul style="list-style-type: none"> <li>• Continued sharing of monthly calls for service Crime Report which provides trend and analysis info for management and creation of quarterly reports provided to S/Sgt of each shift, Traffic/Bylaw and Crime Division</li> <li>• Community Engagement—provide reports to Ward/Police Board meetings</li> <li>• Increased involvement with Major Crimes Section (MCS), Organized Crime Section (OCS) and Crime Suppression Section (CSS) in all levels of investigations</li> <li>• Weekly communication with patrol regarding trend and location information for Persons calls for service, Social Disorder calls for service and Property calls for service, including specific information about patterns, series and trends for Break and Enters</li> </ul>



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<p><b>1.1 Intelligence-led Policing Strategies</b> (continued)</p>	<p>Data Analysis Model</p>	<ul style="list-style-type: none"> <li>Continued movement to real-time data sharing and crime analysis / trend identification</li> <li>Intelligence-led extra patrols generated for specific individuals and areas</li> <li>Continued target background reports created and shared with investigators</li> <li>Increased use of Power BI analytic software to provide OCS with specific timely intelligence weekly</li> </ul>
<p><b>1.2 Modern Policing Practice</b> A modern approach to police practice that uses techniques supported by evidence-based research</p>	<p>Intimate Partner Violence Monitoring Initiative</p>	<ul style="list-style-type: none"> <li>Increased report tracking of Intimate Partner Violence and Disputes</li> <li>Additional quality control screening and supervisory monitoring of Intimate Partner Violence reports</li> <li>Tracking calls for service for trends and referrals to Community Mobilization and Victim Services</li> </ul>
<p><b>1.3 Policing Priorities</b> To take steps to address specific crime issues that have major impacts on victims and the community, based on current research and established best practices</p>	<p>Restorative Justice</p>	<ul style="list-style-type: none"> <li>Provide offenders opportunity to earn back clean record</li> <li>Referred 28 people: Four were unable to be located, two were not accepted, nine completed successfully, three were unsuccessful and ten are ongoing</li> <li>19 offenders sent to Salvation Army John School—17 completed successfully, two not completed</li> </ul>
<p><b>1.3 Policing Priorities</b> To take steps to address specific crime issues that have major impacts on victims and the community, based on current research and established best practices</p>	<p>Victim Services Coordinator</p>	<ul style="list-style-type: none"> <li>Victim Services advocates for victims of crime and ensures they are aware of their rights. Through compassion and understanding, victims are provided information on the investigation and court proceedings, as well as any court outcome. People are contacted soon after what can be a traumatic event and given a chance to ask questions, talk about what happened to them, and obtain information about the next steps</li> <li>Victims are provided services including:               <ul style="list-style-type: none"> <li>Court process and updates after each court appearance</li> <li>Trial preparation and attendance, including meeting with the Crown Attorney</li> <li>Assistance for information on medical costs, counselling services, housing etc.</li> <li>Preparation of Victim Impact Statements, Restitution Forms, and Compensation Forms</li> </ul> </li> </ul>



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Strategic Objectives	Performance Indicators	Results
<b>1.3 Policing Priorities</b> (continued)	Victim Services Coordinator (continued)	<ul style="list-style-type: none"> <li>There were 503 files opened in 2023 to assist victims of crime</li> <li>2,118 contacts were made with victims and 37.75 hours of service provided by volunteers in 2023</li> <li>We continue to work with Westman Mediation Services to provide the Restorative Justice process as another avenue for victims other than the court system</li> </ul>
	Detention Section	<ul style="list-style-type: none"> <li>Construction continued on the permanent addition to the existing police service building</li> <li>1,968 people lodged in 2023               <ul style="list-style-type: none"> <li>1,334 male, 577 female</li> <li>157 youth</li> <li>774 people under the influence of alcohol, drug, or both substances</li> </ul> </li> </ul>
	Crime Division	<ul style="list-style-type: none"> <li>743 charges laid</li> <li>Seizures:               <ul style="list-style-type: none"> <li>Crystal Methamphetamine—797 g</li> <li>Cocaine—2605 g (2.6 kg)</li> <li>Fentanyl — 9.7 g</li> <li>Cannabis — 11.46 g</li> <li>Proceeds of Crime seized: \$49,00.00 (cash)</li> </ul> </li> <li>Project Belittle:               <ul style="list-style-type: none"> <li>Spanned March to October 2023. Led to the to the identification and collection of evidence against a drug trafficking organization involved in the distribution of kilogram levels of Cocaine in the City of Brandon and surrounding communities</li> </ul> </li> </ul>



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Strategic Objectives	Performance Indicators	Results
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<p><b>1.3 Policing Priorities</b> (continued)</p>	<p>Crime Division (continued)</p>	<ul style="list-style-type: none"> <li>• The leader of the drug trafficking organization imported kilograms of Cocaine into the City of Brandon and then trafficked the Cocaine primarily in multi-ounce quantities to sub-deal.</li> <li>• Police utilized a variety investigational techniques with assistance from the Winnipeg Police Service that helped to identify individuals involved in this drug trafficking network as well as several residences that were utilized to store drugs, cash and cryptocurrencies.</li> <li>• This investigation culminated on October 16<sup>th</sup> 2023, when the leader of the drug trafficking organization was arrested during a traffic stop outside one of his 'stash' locations. A kilogram of cocaine was located and seized from within the vehicle. Continued investigation led to the execution of five search warrants in Brandon and three seized vehicles which led to the seizure of 1153.19 grams of Cocaine, 0.62 grams of Methamphetamine, 325.19 grams of Psilocybin, 2648.19 grams of illicit Cannabis, 45 Oxycodone pills, \$23,188 Canadian currency, .308 Rifle, and a .22 caliber Rifle with a loaded 100 round drum magazine. Other seized items include drug trafficking paraphernalia, throwing knives, bear mace and a cryptocurrency account.</li> <li>• The leader of this drug trafficking organization and four of his associates have been arrested and charged with numerous offences under the Controlled Drugs and Substances Act and Criminal Code</li> </ul>		
		<table border="1" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li>• Four Assault with a Weapon investigations</li> <li>• Three Aggravated Assault investigations</li> <li>• Six Homicide investigations</li> <li>• Nine Sexual Interference investigations</li> <li>• 21 investigations relating to procuring sexual services</li> </ul> </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li>• 57 Sexual Assault investigations</li> <li>• Five firearms related investigations</li> <li>• Four Break and Enter investigations</li> <li>• 35 Fraud investigations</li> <li>• 13 Weapons related investigations</li> <li>• 155 weapons seized</li> </ul> </td> </tr> </table>	<ul style="list-style-type: none"> <li>• Four Assault with a Weapon investigations</li> <li>• Three Aggravated Assault investigations</li> <li>• Six Homicide investigations</li> <li>• Nine Sexual Interference investigations</li> <li>• 21 investigations relating to procuring sexual services</li> </ul>	<ul style="list-style-type: none"> <li>• 57 Sexual Assault investigations</li> <li>• Five firearms related investigations</li> <li>• Four Break and Enter investigations</li> <li>• 35 Fraud investigations</li> <li>• 13 Weapons related investigations</li> <li>• 155 weapons seized</li> </ul>
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Strategic Objectives	Performance Indicators	Results
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<b>1.3 Policing Priorities</b>  <i>(continued)</i>	Crime Division  <i>(continued)</i>	<p>Incidents of Sexual Exploitation continue to rise in the City of Brandon. Because of this, the Brandon Police Service (BPS) Organized Crime Section's (OCS) organized Project BLOCK, with the primary goal of make the community safer by disrupting the sex industry.</p> <p>On June 23<sup>rd</sup> and 24<sup>th</sup>, OCS conducted a two day joint operation 'John Sweep' with the Winnipeg Police Service (WPS) Counter Exploitation Unit (CEU) and the RCMP. This project concluded with 21 arrests of individuals.</p> <p>The Major Crime Unit investigated six Homicides in 2023 and laid charges in five. The first occurred on June 10<sup>th</sup>, the second on August 27<sup>th</sup>, the third on September 2<sup>nd</sup>, the fourth on November 3<sup>rd</sup>, the fifth on November 12<sup>th</sup>. The sixth homicide occurred on August 9<sup>th</sup> and remained unsolved until 2024 when an arrest was made.</p>
	Crystal Meth/Exploited Youth Strategy	<ul style="list-style-type: none"> <li>• Methamphetamine Investigator           <ul style="list-style-type: none"> <li>• Provided educational presentations to schools and public service entities including Brandon Regional Health Centre staff</li> <li>• Identified and tracked methamphetamine drug networks; development of human sources</li> <li>• Liaised with Winnipeg Police Service (WPS) Meth Task Force</li> </ul> </li> <li>• Counter Exploitation / Youth Intelligence Officer           <ul style="list-style-type: none"> <li>• Attend local and provincial intelligence meetings</li> <li>• Maintained a runaway database and liaised with youth care agencies, high schools, Brandon Friendship Centre, Brandon Aboriginal Youth Activity Centre, Public Health, WPS Child Exploitation Unit, RCMP Missing Persons and Exploited Youth Unit</li> <li>• Identified and tracked sexually exploited youth and suspected Johns</li> <li>• Conducted surveillance of target locations for sexual services</li> </ul> </li> </ul>



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
<p><b>1.4 Community Order</b></p> <p>To address safety and community well-being through education and enforcement of laws/bylaws related to our roadway, recreational areas and the community in general</p>	Increased Police Visibility in Community	<ul style="list-style-type: none"> <li>The Downtown Strategy continued with the implementation of the Cadet Program in July to assist with officer presence—foot, bike and cruiser patrols</li> <li>Increased patrols around school zones for back to school in September</li> <li>Continued working closely with the Community Housing and Wellness Coordinator and assisted with encampments</li> <li>Creation of the Downtown Business Liaison Officer position made for continued and steady engagement with businesses downtown including the Blue Door, Women’s Resource Centre, John Howard Society and the Safe and Warm Shelter</li> </ul>
	Enhanced School Resource Presentations	<ul style="list-style-type: none"> <li>77 In person presentations were provided by School Resource Officers (SROs) to schools in the Brandon School Division</li> </ul>
	School Zone Speed Reduction	<ul style="list-style-type: none"> <li>Advertised one-week educational period at the beginning of school year</li> <li>28 specific School Zone deployments – 264.5 officer hours – 165 tickets issued</li> </ul>
	Implementation of BPS Road Safety Initiatives	<ul style="list-style-type: none"> <li>22 Manitoba Public Insurance (MPI) sponsored RoadWatch Checkstops (includes Canada Road Safety Week and Operations Impact) – 626.5 officer hours – 90 tickets issued</li> <li>30 Distracted Driving Checkstops – 339.5 officer hours – 128 tickets issued</li> <li>64 Speed and Intersection Checkstops – 728 officer hours – 358 tickets issued</li> <li>1381 Provincial Offence Notices written (includes Vehicle, Equipment and Safety Inspections Regulation Act (VESIRA), The Off-Road Vehicles Act (ORVA), Cargo Securement Regulation (CSR), Driver Licensing Regulation Drivers and Vehicles Act (DLRDVA), charged two people with Impaired Driving and laid ten criminal code charges</li> <li>Total of 2398 driving related tickets issued by BPS, 1281 (58%) of those were by the Traffic Unit</li> </ul>



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Strategic Objectives	Performance Indicators	Results
<p><b>1.5 Timely Response</b></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>	Emergency Response Team (ERT) Preparedness	<ul style="list-style-type: none"> <li>Incident Commanders / Crisis Negotiator Unit (CNU) / Tactical Response Unit (TRU) / Scribes</li> <li>Tactical Response Unit (TRU) Training: 18 days, includes two joint training days with CNU and Scribe, four days with Remotely Piloted Aircraft System (RPAS) Unit. CNU Training: Seven days. Scribe Training: Two days. Two additional days for new members and instructors to complete the TRU basic course</li> <li>Two TRU deployments in March, One in June and two in December</li> </ul>
	Emergency Procedures Management	<ul style="list-style-type: none"> <li>Deputy Chief of Police filled role of Deputy Emergency Manager for the City in 2023</li> <li>January/February 2023 – Freedom Convoy activities: BPS provided updates to Public Safety Canada for situational awareness on potential convoy demonstrations being planned within the City of Brandon</li> <li>April 7/23 – Structure Fire 422 – 10<sup>th</sup> Street: Seven residents impacted who required support from the Red Cross. Emergency Management supported Patrol Staff Sergeant Tosh to look after the residents</li> <li>June 27/23 – Heavy Rain Event: City received a range of 60-100+mm. Emergency Response Control Group (ERCG) was set up virtually to access the heavy rain impact to city and determine recovery priorities</li> <li>August 10/23 – CP Train Derailment: Closure of the Daly Overpass. Smaller ERCG advised to access impacts to city services. Communications to community were established through BPS</li> <li>August 16/23 – Wildfire Evacuees – NWT: City of Brandon was a potential host to receive wildfire evacuees. Updates were provided through the ERCG for situational awareness and planning purposes.</li> <li>August 29/23 – Brandon Fire &amp; Emergency Services (BFES) Functional and Emergency Operations Centre (EOC) Activation Exercise: Simulated train derailment at 6<sup>th</sup> Street and Van Horne Ave. BFES Hazmat and BPS officers respond to Site, EOC activated to support.</li> <li>September 7/23 – Civic Services Complex Explosion: Specific ERCG personnel were brought together to access the impact and initiate short and long term recovery plans</li> <li>November 20/2023 – Structure Fire 144 – 12<sup>th</sup> Street: 11 residents displaced – eight of which were newcomers to Brandon and Brandon University students. Coordinated Red Cross support and with Police support</li> <li>November 22/23 – Planned power outage at BPS: Managed internally with support of building maintenance</li> <li>December 13/23 – Airport TTX: Supported Airport Manager with their annual exercise requirements.</li> </ul>



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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
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<p><b>1.6 Addressing Organized Crime</b></p> <p>To foster partnerships with law enforcement at all levels to address organized crime activities</p>	<p>Outside Agency Networking</p>	<ul style="list-style-type: none"> <li>• Canadian Intelligence Service of Manitoba with one member seconded to this unit               <ul style="list-style-type: none"> <li>• Canadian Integrated Response to Organized Crime, Provincial Operational Priorities, Committee, Provincial Executive Committee</li> </ul> </li> <li>• Canadian Security Intelligence Service</li> <li>• Competition Bureau</li> <li>• Federal Bureau of Investigation</li> <li>• Financial Transactions and Reports Analysis Centre</li> <li>• Integrated Border Enforcement Team / Integrated Gang Intelligence Unit</li> <li>• Liquor and Gaming Commission</li> <li>• Manitoba Corrections</li> <li>• Manitoba Justice</li> <li>• Manitoba Criminal Intelligence Centre</li> <li>• Manitoba Taxation</li> <li>• National Weapons Enforcement Support Team with one member seconded to this unit</li> <li>• Provincial Criminal Property Forfeiture Branch</li> <li>• RCMP National Security Enforcement Section</li> <li>• Canada Border Services Agency (CBSA)</li> <li>• Canadian Centre for Child Protection</li> <li>• Toba Centre</li> <li>• Winnipeg Police Service</li> <li>• Street Reach</li> <li>• RCMP Tech Crime/Integrated Child Exploitation Unit</li> </ul>
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<i>Strategic Objectives</i>	<i>Performance Indicators</i>	<i>Results</i>
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<b>1.6 Addressing Organized Crime</b>  <i>(continued)</i>	Outside Agency Networking  <i>(continued)</i>	<ul style="list-style-type: none"> <li>Municipal Police Service Intelligence Units</li> <li>Western Regional Intelligence</li> <li>Safer Communities and Neighbourhoods</li> </ul>
	Increased Use of Intelligence Resources	<ul style="list-style-type: none"> <li>657 Intelligence reports generated</li> <li>Weekly “Be On The Look Out For”, and Most Wanted &amp; Trends Report</li> <li>179 Internal intelligence bulletins</li> <li>Enhanced member knowledge of crime trends</li> </ul>

<b>1.7 Downtown Development</b>  To build on the success of the Police Service’s multi-year initiatives to work collaboratively to address the safety and wellbeing of our historical downtown area	Downtown Strategy / Downtown Beat / Community Engagement	<ul style="list-style-type: none"> <li>The Downtown Strategy took place from May 23<sup>rd</sup> to September 4<sup>th</sup></li> <li>20,313.73 kilometers were driven in the downtown core by cruisers               <ul style="list-style-type: none"> <li>Four bike patrols, 53 foot patrols, 20 encampment visits (not including collaborations attempts with the City of Brandon for Tidy Up Tuesday) and 45 purposefully created engagement dispatch tickets by Community Services members</li> </ul> </li> <li>2,318.7 staff hours (or 97 days) spent downtown using GeoTab</li> <li>Cadets started on July 4<sup>th</sup>, 2023               <ul style="list-style-type: none"> <li>33 instances where platoon was assisted by cadet involvement, freeing up 91 hours of sworn member time</li> <li>66% of their time has been foot patrols in the downtown core</li> </ul> </li> </ul>
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<p><b>2.1 Community Mobilization</b></p> <p>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</p>	<p>Community Mobilization Westman (CMW)</p>	<ul style="list-style-type: none"> <li>• Has been operating for eight years with one constable assigned to the initiative</li> <li>• 91 situations of acutely elevated risk presented to the Hub table in 2023:               <ul style="list-style-type: none"> <li>82 discussions (90.1%) met the threshold of acutely elevated risk</li> <li>62 discussions (75.6%) resulted in the acutely elevated risk being lowered</li> </ul> </li> <li>• Of persons referred, 33.3% were male and 66.7% were female; 48.8% of situations referred were families</li> <li>• On average, seven agencies engage per situation where risk threshold is met with a 16.8 day average to close a situation</li> <li>• Enhanced Support continued to develop with persons and families requiring additional and consistent support from social services being facilitated by Janis Irvine (Hub Coordinator)</li> </ul>
<p><b>2.2 Proactive Communication</b></p> <p>Explore new and effective ways of communicating vital information on community safety and policing efforts both externally and internally</p>	<p>Enhanced Social Media Presence</p>	<ul style="list-style-type: none"> <li>• Continued strong Facebook engagement with Facebook followers went up to 19,000 from 17,000               <ul style="list-style-type: none"> <li>• “Likes” are up to 15,000 from 14,000</li> </ul> </li> <li>• Increased our Twitter following to 8,922, up from 8,797</li> <li>• One public relation video released</li> <li>• News release for Project Belittle in December 2023</li> </ul>
	<p>Public Education</p>	<ul style="list-style-type: none"> <li>• Continuing social media posts regarding crime trends such as fraud, traffic laws and by-laws</li> <li>• Crimestoppers Most Wanted social media posts</li> <li>• Social media notification to the public regarding missing persons</li> </ul>





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<p><b>2.3 Collaboration with Community Partners</b></p> <p>Enhance ongoing relationships with community partners and government agencies with a greater level of community collaboration</p> <p><i>(continued)</i></p>	<p>Community Event Involvement</p> <p><i>(continued)</i></p>	<ul style="list-style-type: none"> <li>• Summer Fair</li> <li>• Participated in the Moose-hide walk to end domestic violence</li> <li>• Hosted First Responder Wellness Fair</li> <li>• National Indigenous Peoples Day (assisted with numerous duties and events)</li> <li>• Walk through and presence at the Winter Fair</li> <li>• Walk through and presence at the Shopper’s Mall</li> <li>• Engagement at multiple fundraising events: Cram the Cruiser, Bad Dogs for a Good Cause, United Way,</li> <li>• Truth and Reconciliation Week</li> <li>• Numerous presentations throughout the community including: fraud presentations for senior citizens and persons with intellectual disabilities, Welcome to Brandon/Safety presentations to Westman Immigrant Services, Safety presentations with many downtown businesses and Paladin Security</li> <li>• Bike, foot and cruiser patrols</li> <li>• Babysitting Course Presentations</li> <li>• Bike ride to Shilo with Wounded Warriors</li> <li>• Carberry Homecoming Event</li> <li>• Participated in a Lawn Bowling game at Stanley Park with the Lawn Bowling Club</li> <li>• McHappy Day</li> <li>• Multiple deliveries of food and water to the downtown transient population</li> <li>• Big Brothers and Sisters</li> <li>• Brandon School Division (BSD)</li> </ul>



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Strategic Objectives	Performance Indicators	Results
<p><b>2.3 Collaboration with Community Partners</b></p> <p>Enhance ongoing relationships with community partners and government agencies with a greater level of community collaboration</p> <p><i>(continued)</i></p>	<p>Partnerships</p>	<ul style="list-style-type: none"> <li>• Brandon Support Services</li> <li>• Child Abuse Committee</li> <li>• Child and Family Services (CFS)/Dakota Ojibway Child and Family Services (DOCFS)</li> <li>• John Howard Society</li> <li>• Liquor, Gaming &amp; Cannabis Authority of Manitoba</li> <li>• Manitoba Housing</li> <li>• National Indigenous People’s Day (NIPD)</li> <li>• Navy League of Canada Manitoba Division</li> <li>• Salvation Army and Samaritan House</li> <li>• Seniors for Seniors</li> <li>• Sexual Education Resource Centre (SERC)</li> <li>• Westman Women’s Shelter</li> <li>• Special Olympics</li> <li>• 30 x 30 Initiative</li> </ul>



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Strategic Objectives	Performance Indicators	Results
<p><b>2.4 Governance</b></p> <p>Continue to develop the governance model of the Brandon Police Service consistent with provincial legislation to ensure civilian oversight of the service, solicit community input and foster a safe and vibrant community</p>	<p>Independent Investigation Unit (IIU)</p>	<ul style="list-style-type: none"> <li>Ongoing relationships and open and transparent communication with IIU when dealing with complaints made against sworn members</li> <li>One charge was laid as a result of referrals to IIU in 2023</li> </ul>
	<p>Law Enforcement Review Agency (LERA)</p>	<ul style="list-style-type: none"> <li>Ongoing relationships and open and transparent communication with LERA when dealing with complaints made against sworn members</li> <li>No members were found to be at fault for allegations made against them in 2023</li> </ul>
<p><b>2.5 Indigenous Peoples</b></p> <p>Build on strong relationships which have been developed with Indigenous Peoples by positive and forward action on Truth and Reconciliation recommendations</p>	<p>Building Relationships</p>	<ul style="list-style-type: none"> <li>Brandon Bear Clan               <ul style="list-style-type: none"> <li>Attended Bear Clan relationship session and provided heat maps of crime in downtown area</li> </ul> </li> <li>Inspector is on the MACP Aboriginal Policing Committee and the MACP Restorative Justice Committee</li> <li>The Brandon Friendship Centre               <ul style="list-style-type: none"> <li>BPS member is on the Board of Directors</li> <li>BPS members attended the Annual General Meeting</li> <li>Members stop into the Friendship Centre Drop-In and interact with citizens there</li> </ul> </li> <li>Interprovincial Association on Native Employment (IANE) Westman Chapter               <ul style="list-style-type: none"> <li>BPS member is on the Board of Directors</li> </ul> </li> <li>Provide scholarships to Indigenous students attending post secondary school</li> </ul>



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Strategic Objectives	Performance Indicators	Results
<p><b>2.5 Indigenous Peoples</b> (continued)</p>	<p>Building Relationships (continued)</p>	<ul style="list-style-type: none"> <li>• National Indigenous Peoples Day celebration held June 21st annually               <ul style="list-style-type: none"> <li>• BPS member is on the organizing committee</li> <li>• BPS supplies financial support to the organizing committee</li> <li>• BPS members participate in Tipi Challenge and attended throughout the day</li> <li>• In 2023, BPS team won the Tipi Challenge for erecting the best Tipi</li> </ul> </li> <li>• Brandon School Division (BSD)               <ul style="list-style-type: none"> <li>• Worked with BSD to help Indigenous and all students learn about Indigenous history and complete their education</li> <li>• Work with BSD to identify students who have struggled but now are doing well. These students are given the opportunity to be part of the Copper Shopper Program</li> </ul> </li> <li>• Community Mobilization Westman (CMW)               <ul style="list-style-type: none"> <li>• Manitoba Metis Federation Brandon Friendship Centre are involved</li> </ul> </li> <li>• BPS Indigenous Advisory Committee               <ul style="list-style-type: none"> <li>• Consists of BPS Executive and four Indigenous community leaders</li> </ul> </li> <li>• Truth and Reconciliation Week               <ul style="list-style-type: none"> <li>• Sunrise Ceremony</li> <li>• Helped in Tipi Raising Ceremony</li> <li>• Members escorted &amp; walked to former Residential School Site</li> <li>• Sacred Fire Ceremony</li> <li>• Teaching on “What is Truth and Reconciliation?” and lowering of flags for residential school unmarked graves</li> </ul> </li> <li>• Cultural Awareness and Humility Training for all BPS Staff</li> </ul>



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Strategic Objectives	Performance Indicators	Results		
<b>2.5 Indigenous Peoples</b> (continued)	Building Relationships (continued)	<ul style="list-style-type: none"> <li>• Police attended ceremony for National Indigenous Veterans Day</li> <li>• Downtown Community Barbecue at Stanley Park</li> </ul>		
<b>2.6 Newly Arrived Canadians</b> To foster greater engagement of and support	Westman Immigrant Services (WIS)	<ul style="list-style-type: none"> <li>• Community Policing Officers resumed in person presentations to new Canadians each month</li> <li>• Police Chief on Brandon Local Immigration Partnership Steering Committee</li> </ul>		
<b>2.7 City of Brandon Partners</b> Build on the MOU between the City and the Brandon Police Service to deliver services in cost-effective manner and to foster communications between the two organizations	Shared Resources	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Human Resources</li> <li>• Legal Services</li> <li>• Fleet Management</li> </ul>	<ul style="list-style-type: none"> <li>• Building and Grounds Maintenance</li> <li>• Community Housing &amp; Wellness</li> <li>• Police Board Support</li> <li>• Information Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Development Services/ Engineering</li> </ul>
	Emergency Services	<ul style="list-style-type: none"> <li>• Brandon Public-Safety Communications Centre (BPCC)               <ul style="list-style-type: none"> <li>• Provide police dispatching</li> <li>• BPS funds 50% of E 9-1-1 capital projects in lieu of fee for service</li> </ul> </li> <li>• Brandon Fire and Emergency Services               <ul style="list-style-type: none"> <li>• Unified command with BPS in emergency situations</li> </ul> </li> </ul>		
<b>2.8 Public Engagement</b> Continue to obtain public input, feedback	policechief@brandon.ca mailbox	<ul style="list-style-type: none"> <li>• 327 contacts received through website</li> <li>• 18 “Compliment an Officer” emails received</li> </ul>		



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Strategic Objectives	Performance Indicators	Results
<p><b>3.1 Diverse and Skilled Workforce</b></p> <p>To attract, retain and train a diverse and skilled workforce, both reflective of the community and prepared to be the leaders of the future</p>	Sworn Member Hiring Process	<ul style="list-style-type: none"> <li>Hired two experienced officers and three recruits</li> <li>Minority and Indigenous recruiting session held</li> </ul>
	Civilian Member Hiring Process	<ul style="list-style-type: none"> <li>Two Administrative Support Unit staff hired</li> <li>Four Clerical Front Desk Attendants hired</li> <li>One Victim Services Coordinator hired</li> </ul>
	Training/Professional Development	<ul style="list-style-type: none"> <li>78 Courses attended in 2023</li> <li>55 members sent away on training courses to: Winnipeg, Ottawa, Windsor, Kelowna, California, Prince Edward Island, Saskatoon, Vancouver. One officer sent to Colombia</li> <li>BPS hosted 13 training courses, and numerous online courses delivered including 4 Seasons of Reconciliation</li> <li>Three-day mandatory in-service training for sworn members</li> <li>Phase B Recruit Class (six week total) - 3 BPS / 5 MFNPS</li> <li>Less Lethal Shotgun Operators Course (28 members re-certified)</li> <li>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, MACP, IIU, LERA, MB Transport and Infrastructure, Canadian Association of Chiefs of Police (CACP), Columbia Police, Road to Mental Readiness (R2MR), Prairie Mountain Health, International Association of Chiefs of Police (IACP), Ontario Gang Investigators Association (ONGIA), Asper School of Business</li> <li>Organized Crime Presentation Day put on by the Brandon Police Service along with the help of Rivers Police Service and MACP</li> </ul>



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<p><b>3.1 Diverse and Skilled Workforce</b></p> <p>To attract, retain and train a diverse and skilled workforce, both reflective of the community and prepared to be the leaders of the future</p> <p><i>(continued)</i></p>	<p>Call Taking / Incident Report Training Provided</p>	<ul style="list-style-type: none"> <li>• Police Reporting Occurrence System (PROS) End User— four courses; five trainees (all BPS)</li> <li>• PROS Read Only Course—one course; four trainees (all external)</li> <li>• Call Taking Course—four courses; eight trainees (five BPS, three external)</li> </ul>
	<p>Partnership with ACC</p>	<ul style="list-style-type: none"> <li>• Member seconded to administer the Police Studies Program</li> <li>• Assist ACC with a review of their Police Studies Program and met with them to discuss expansion of Police Studies Program</li> <li>• Partnership for use of the Public Safety Training Centre, gym and Use of Force Simulator</li> <li>• Assisted Police Studies Program candidates with instruction and practical scenario training</li> </ul>
	<p>Work with Indigenous Agencies on Recruitment</p>	<ul style="list-style-type: none"> <li>• Inter-Provincial Association on Native Employment (IANE) notified of job openings, both police and civilian and participated in the IANE virtual career fair</li> </ul>
	<p>Work with City of Brandon Human Resources (HR)</p>	<ul style="list-style-type: none"> <li>• All competitions coordinated with City of Brandon HR following generally accepted HR practices</li> </ul>
	<p>Work with City of Brandon Aboriginal Community Coordinator</p>	<ul style="list-style-type: none"> <li>• Discussions with Aboriginal Community Coordinator on a variety of issues related to Indigenous Peoples relationships</li> </ul>
	<p>Ride-Along and Career Preparation Programs</p>	<ul style="list-style-type: none"> <li>• 34 Ride-Alongs provided from January to December (including ACC Public Safety course students and Emergency Services City employees)</li> </ul>



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Strategic Objectives	Performance Indicators	Results
<p><b>3.2 Human Resource Planning</b></p> <p>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</p>	Acting/Relieving Opportunities (DUTHIE)	<ul style="list-style-type: none"> <li>• Provided opportunity for succession planning and career development</li> <li>• 14,209.25 hours where members acted as, or relieved higher classification supervisory roles</li> </ul>
	Succession Planning	<ul style="list-style-type: none"> <li>• Succession planning meeting held with all supervisors in 2023</li> <li>• Leadership courses and training identified</li> </ul>
	Administrative Support Unit (ASU) / Clerical Front Desk Attendant (CFDA) Work Efficiencies	<ul style="list-style-type: none"> <li>• Cross training of staff in order to have replacement clerks for all positions in the Administrative Support Unit (ASU) and for Clerical Front Desk Attendants (CFDA)</li> <li>• Redistribution of tasks to balance workloads and allow a better fit for employee skillsets</li> <li>• Monthly meetings to discuss issues and ensure placement coverage for positions</li> </ul>
<p><b>3.3 The Tools for the Job</b></p> <p>Build on current planning efforts in order to address facilities, equipment and technology to meet current and future needs</p>	Criminal Property Forfeiture (CPF) / Federal Proceeds of Crime (FPOC)	<ul style="list-style-type: none"> <li>• Partnership with CPF continues to augment police equipment and training which enhances community safety</li> <li>• 2023 CPF funded purchases include:               <ul style="list-style-type: none"> <li>• Investigative Training</li> <li>• Driver Training Equipment</li> <li>• Officer Safety Equipment</li> <li>• Investigative Equipment</li> </ul> </li> </ul>
	Capital Upgrades	<ul style="list-style-type: none"> <li>• Continuous progress on the permanent Detention Unit addition</li> <li>• Replacement of, or upgrades to:               <ul style="list-style-type: none"> <li>• In-car cameras and cell phones, tasers, security cameras, and soft body armor</li> </ul> </li> </ul>



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<p><b>3.3 The Tools for the Job</b> (continued)</p>	<p>Criminal Record Check Protocol</p>	<ul style="list-style-type: none"> <li>4,730 criminal record checks processed (20% increase from 2021)</li> <li>2,898 checks completed online (58% of all checks being done)</li> </ul>	
<p><b>3.4 Cost Effective Service Delivery</b> Promote a comprehensive fiscal planning system to address innovative cost effective service delivery as well as resourcing to meet current and future needs</p>	<p>Finance Analyst</p>	<ul style="list-style-type: none"> <li>Budget Development</li> <li>Wage Modules</li> <li>Provided quarterly forecasts for Police Board</li> <li>Monthly review of Overtime</li> <li>Managing CPF payments/requests</li> <li>Managing Capital Projects for BPS</li> </ul>	<ul style="list-style-type: none"> <li>Efficiency reviews/audits</li> <li>Preparing Financial Reports for Chief/Police Board</li> <li>Managing Accounts Receivable and Accounts Payable</li> <li>Managing procurement</li> </ul>
<p><b>3.5 Environmental Stewardship</b> Support environmental responsibility and conservation</p>	<p>“Green” Initiatives within Police Headquarters</p>	<ul style="list-style-type: none"> <li>Low flow toilets</li> <li>Number of lights are motion activated within the building</li> <li>Recycling of old batteries and pens</li> <li>Elimination of disposable plates and cutlery</li> <li>Participate in the recycling of toner program</li> <li>“Recycle Everywhere” containers located throughout building</li> <li>Water bottle refill station</li> <li>Geotab—monitoring vehicles</li> <li>Reduction in paper files by moving to electronic filing</li> </ul>	



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<p><b>4.1 Open and Transparent</b></p> <p>Enhanced open, transparent and engaging communication strategies at all levels of service</p>	Platoon Lineup Briefings	<ul style="list-style-type: none"> <li>Held twice daily for platoon members</li> </ul>
	Morning Meetings	<ul style="list-style-type: none"> <li>Held each weekday for Executive and Supervisors to discuss daily planning</li> </ul>
	Executive Meetings	<ul style="list-style-type: none"> <li>Held weekly for Executive Team to discuss ongoing matters</li> </ul>
	Labour/Management Meetings	<ul style="list-style-type: none"> <li>Three meetings held in 2023 with all Executives and the Brandon Police Association to discuss strategies and issues</li> </ul>
<p><b>4.2 Physical Wellbeing</b></p> <p>Promoting employee physical wellness as well as a healthy and respectful work environment</p>	Fitness Facility	<ul style="list-style-type: none"> <li>Gym available for all staff to utilize and enable physical wellbeing</li> <li>Capital upgrades to gym equipment</li> </ul>
	Workplace Health and Safety	<ul style="list-style-type: none"> <li>12 monthly Safety Communications messages from the City of Brandon</li> <li>Three Joint Workplace Health and Safety Committee meetings held with City Departmental Management/worker teams</li> <li>One Joint Workplace Health and Safety sub committee meeting held</li> <li>Bi-monthly Inspections of police service facility and informal spot checks, as well as AED monthly checks, First Aid kit checks and restocking</li> </ul>



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<p><b>4.3 Positive Mental Health</b></p> <p>Foster and advance existing efforts within the organization to address the psychological health and wellbeing of our employees</p>	<p>Police Service Chaplain Program</p>	<ul style="list-style-type: none"> <li>• Police Chaplain Constable Bruce Ewanyshyn’s ninth year of service as BPS Chaplain</li> <li>• Over 70 personal contacts with staff to provide moral and spiritual support; some meetings included an element of prayer</li> <li>• Performed duties as President (since June 2021) of the National Canadian Police Chaplain Association (CPCA) overseeing daily operations, committees, training and future initiatives, member care, promotions, chaplaincy development, regional development. Established four regions and appointed four Regional Directors. Re-elected as CPCA President in October 2023</li> <li>• Continued to serve as Director of Region 1 for the International Conference of Police Chaplains (ICPC) representing Canadian Chaplains</li> <li>• Chaired evening monthly CPCA Executive Officer and Leadership Team meetings</li> <li>• Active member of the BPS Wellness Team; assisted with the Employee Wellness Family Skate evening to promote mental wellness</li> <li>• Invited to a Sexual Exploitation Workshop at ACC; spoke and provided the opening prayer</li> <li>• Represented BPS and the CPCA in Hockley, ON as a guest speaker at a Law Enforcement Appreciation Retreat for police couples hosted by Billy Graham Rapid Response team</li> <li>• Participated in (cyclist) and raised funds for a Mental Health Initiative namely, Project Resilience 911 cycle road race. Provided opening prayer at the kick off to the event</li> <li>• Participate in (cyclist) and raised funds for the National Ride for Mental Health through Wounded Warriors Canada on August 19th</li> <li>• Maintained active memberships with the CPCA, the Fellowship of Christian Peace Officers (FCPO), the Brandon Ministerial Association (BMA); also maintained Christian Minister Credentials through the Ministers Network Canada (MNC)</li> <li>• Serve as a ministry leader at Holy Spirit Sands Community Church in Carberry, MB</li> </ul>



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<p><b>4.3 Positive Mental Health</b></p> <p>Foster and advance existing efforts within the organization to address the psychological health and wellbeing of our employees</p>	<p>Police Service Chaplain Program</p>	<ul style="list-style-type: none"> <li>Presented police chaplaincy to the ACC Public Safety class on September 6th which included two new BPS hires</li> <li>Attended the MACP Police and Peace Officers Memorial with Inspector Hebert</li> <li>Ordained as a Reverend through Resurrection Life Ministries on October 7th</li> <li>Oversaw operations for the in-person five day Annual Training Seminar in Winnipeg. Spoke at several meetings throughout the week. Chaired the CPCA Annual General Meeting</li> <li>Represented BPS and the CPCA while presenting a two and a half hour lecture at the Ukrainian Academy of Chaplains for Law Enforcement Agencies via Zoom on October 26th</li> <li>Confirmed the delivery of 28 gently worn BPS vests to members of the National Police of Ukraine. This process commenced in 2022 and took over a year to complete. Blue Line Magazine will be publishing an article in their annual report in March 2024</li> <li>Volunteered in police uniform on December 25th at the Westman and Area Traditional Christmas Dinner. Invited to open the event and provided prayer.</li> <li>Attended meetings with city pastors through the Brandon Ministerial Association</li> <li>Composed 12 'Hitting the Mark' Chaplain messages to encourage BPS staff and composed articles that were published in 2023 editions of the national FCPO "The Peacemaker" magazine and on the CPC blog and forum pages</li> <li>Continue to maintain the CPCA website: <a href="https://www.canadianpolicechaplainassociation.com">https://www.canadianpolicechaplainassociation.com</a></li> </ul>	
	<p>Team Building</p>	<ul style="list-style-type: none"> <li>Pay It Forward Group - donate funds on a monthly basis to charity groups and people</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer time at Christmas Hampers, Salvation Army Christmas Kettle and United Way Campaigns</li> </ul>
	<p>Employee Social Activities</p>	<ul style="list-style-type: none"> <li>Participated in city internal initiatives to promote employee wellness</li> </ul>	



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<p><b>4.3 Positive Mental Health</b> (continued)</p>	<p>Alternative Work Agreements</p>	<ul style="list-style-type: none"> <li>Modified duties provided to accommodate members prior to, or returning from maternity leaves, injuries, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Agreement with the BPA association on compressed work week/modified duties</li> <li>Work from home and flexible working hours</li> </ul>
	<p>Employee Wellness Team (EWT)</p>	<ul style="list-style-type: none"> <li>Consists of eight sworn members, one civilian</li> <li>Trained in Critical Incident Stress Management (CISM), Advanced Critical Incident Stress Management (CISD), Mental Health First Aid (MHFA), Applied Suicide Intervention Skills Training (ASIST), Road 2 Mental Readiness (R2MR)</li> <li>Family skate in January</li> <li>Family Halloween Party in October</li> <li>Wings night in honour of Cst. Greg Anderson</li> <li>Reintegration Course offered in November</li> </ul>	<ul style="list-style-type: none"> <li>Four group Critical Incident Debriefs held</li> <li>Attended Badge of Life Post Traumatic Growth Conference in Ontario</li> <li>Promoted Project Resilience 911 Road Race Event, Bell Let's Talk Day and Wellness Fair</li> <li>Before Operational Stress online course offered</li> <li>Critical Incident Stress Management offered three times</li> <li>Attended peer support course through Homewood Health at Firehall</li> <li>Testimony After Trauma working group through CIPSRT</li> </ul>
<p><b>4.4 Accountability</b> Address employee accountability by ensuring work expectations are aligned to the values of the police service &amp; that a meaningful performance management system is in place</p>	<p>Operations and Support Services Responsibilities</p>	<ul style="list-style-type: none"> <li>Reviewed and revised organizational structure and provided supervisors quarterly reports on status of strategic objectives</li> </ul>	
	<p>Analysis of Managerial Responsibilities</p>	<ul style="list-style-type: none"> <li>Executive Team strategic planning session review</li> <li>Realignment of staffing between Support Services and Operations</li> <li>Quarterly reports provided to the Police Board</li> </ul>	
	<p>Appraisal Systems</p>	<ul style="list-style-type: none"> <li>Continued use of the appraisal system for all in-scope staff</li> <li>City of Brandon performance appraisal system used to complete performance assessments of out of scope Executive members of BPS</li> </ul>	