

**Brandon Police Service**  
Strategic Plan 2017 Overview

<b>Goals</b>	<b>1. Community Safety</b>	<b>2. Community Engagement &amp; Relationships</b>	<b>3. Sustainability &amp; Diversity</b>	<b>4. Employee Wellbeing &amp; Accountability</b>
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**Goal #1 Community Safety**

<b>Strategic Objectives / Actions</b>	<b>Performance Indicators</b>	<b>Results</b>
<p><b>1.1 Intelligence-led Policing Strategies</b></p> <p><i>To address areas of safety concerns within our community with intelligence-led directed patrols and appropriate strategies, including a sound communications strategy.</i></p>	<ul style="list-style-type: none"> <li>✓ Monitoring of persons and property crime compared to past years</li>   <li>✓ Maintenance of a high risk/repeat offender database. 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</li> </ul>	<ul style="list-style-type: none"> <li>✓ 2014 774 Persons 2,596 Property</li> <li>✓ 2015 890 Persons 2,948 Property</li> <li>✓ 2016 887 Persons 2,820 Property</li> <li>✓ 2017 954 Persons 3,074 Property</li>   <li>✓ The main driver of increased persons' crimes was sexual assault complaints. There were 4 main factors that drove the increase in property crimes. These were Break &amp; Enters 32%, Arsons 130%, Theft under 15% and Fraud 63%</li>   <li>✓ Increased curfew/release condition checks and a resulting significant increase in the number of charges laid and offenders taken back into custody</li> <li>✓ 907 Brandon Police Service (BPS) &amp; outside agency arrest warrants executed</li> </ul>
<p><b>1.2 Modern Policing Practice</b></p> <p><i>A modern approach to policing practice that uses techniques supported by evidence-based research.</i></p>	<ul style="list-style-type: none"> <li>✓ Intimate Partner Violence Monitoring Initiative</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increased report tracking of Intimate Partner Violence and Disputes</li> <li>✓ Additional quality control screening and supervisory monitoring of Intimate Partner Violence reports</li> <li>✓ Tracking calls for service for trends and referrals to Community Mobilization and Victim Services</li> <li>✓ Computer Aided Dispatching (CAD) calls for services = 355</li> <li>✓ Calls for service (no charges laid) = 141</li> <li>✓ Calls for service (charges laid) = 214</li> </ul>





	<ul style="list-style-type: none"> <li>✓ Criminal Investigations Unit (CIU) – Serious Crimes</li>   <li>✓ Exploited Youth Investigations</li> </ul>	<ul style="list-style-type: none"> <li>✓ 1 Manslaughter - 2 persons charged</li> <li>✓ 1 Attempt Murder with a Firearm – 1 person charged</li> <li>✓ 91 Sexual Assault investigations</li> <li>✓ 9 Aggravated Assault investigations</li> <li>✓ 50 Robbery investigations</li> <li>✓ 25 Firearms related investigations</li>   <li>✓ 8 charges of Sexual Exploitation</li> </ul>
<p><b>1.4 Community Order</b></p> <p><i>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.</i></p>	<ul style="list-style-type: none"> <li>✓ Crime Prevention Education</li>   <li>✓ Increased police visibility at major community events and licenced premises. Preplanning with event organizers.</li>   <li>✓ Enhanced School Resource Presentations</li>   <li>✓ School Zone Speed Reduction</li>   <li>✓ Implementation of BPS road safety initiatives including Roadwatch, School Zone Project, Distracted Driving, School Bus Safety Project, Trucking Compliance, Canada Road Safety Week, Operation Impact &amp; Operation Festive Spirits, Reduce Impaired Driving-Call 911 (RID), and general enforcement initiatives by patrol, traffic and operations support members</li> </ul>	<ul style="list-style-type: none"> <li>✓ 117 Presentations to the Community</li>   <li>✓ 420 Community Patrols of Neighborhoods, Business Areas, Licensed Establishments, Parks, Recreation Areas, Malls &amp; multiple Community Events leading to reduction of incidents and ensuring orderly events</li> <li>✓ Numerous operational plans prepared in advance of major events in order to ensure safety and security of attendees</li>   <li>✓ 92 presentations done by School Resource Officers and other Police Service employees to the Brandon School Division</li>   <li>✓ Advertised 1-week educational period at the beginning of each school year</li> <li>✓ 54 speeding and 35 other Highway Traffic Act (HTA) charges issued in 2017</li>   <li>✓ 72 MPI sponsored checkstops (includes Canada Road Safety Week and Operation Impact)</li> <li>✓ 33 Distracted Driving checkstops</li> <li>✓ 9 School Zone checkstops</li> <li>✓ In excess of 100 planned and spontaneous checkstops during 2017</li> <li>✓ 4128 Provincial Offence Notices (PON) written</li> <li>✓ 175 Impaired drivers arrested</li> <li>✓ 143 Calls to 911 to Report Impaired Drivers</li> <li>✓ 308 Calls to Non-Emergency Police Number to Report Impaired Drivers</li> </ul>



<p><b>1.5 Timely Response</b></p> <p><i>To provide a timely and professional response to and management of all investigations, but most notably to emergency situations and critical incidents.</i></p>	<ul style="list-style-type: none"> <li>✓ Ongoing training of Emergency Response Team (ERT) consisting of Critical Incident Command (CIC), Tactical Response Unit (TRU) and Crisis Negotiation Unit (CNU)</li>   <li>✓ Handling of emergency procedures</li> </ul>	<ul style="list-style-type: none"> <li>✓ Two ERT training days in addition to separate training in all units <ul style="list-style-type: none"> <li>✓ CIC 4 days</li> <li>✓ TRU 17 days</li> <li>✓ CNU 6 days</li> </ul> </li> <li>✓ ERT successfully resolved four high risk incidents</li> <li>✓ One new CIC trained at Canadian Police College</li> <li>✓ Meetings with partner agencies CIC</li>   <li>✓ Deputy Chief of Police - Operations filled role of Deputy Emergency Coordinator</li> <li>✓ 3 Table Top Exercises</li> <li>✓ Coordinating emergency responses to the Brandon School Division (School Lockdown)</li> <li>✓ 12 monthly tests of the Emergency Alerting System</li> <li>✓ Police Member attended Brandon Emergency Support Conference</li> </ul>
<p><b>1.6 Addressing Organized Crime</b></p> <p><i>To foster partnerships with law enforcement agencies at all levels to address organized crime activities.</i></p>	<ul style="list-style-type: none"> <li>✓ Outside agency networking</li> </ul>	<ul style="list-style-type: none"> <li>✓ 13 cases referred to Provincial Criminal Property Forfeiture</li> <li>✓ Integrated Gang Intelligence Unit</li> <li>✓ Street Reach</li> <li>✓ Canadian Center for Child Protection</li> <li>✓ RCMP Tech Crime/Integrated Child Exploitation Unit</li> <li>✓ RCMP National Security Enforcement Section</li> <li>✓ Manitoba Integrated Organized Crime Task Force</li> <li>✓ Canada Border Services Agency</li> <li>✓ Competition Bureau</li> <li>✓ FBI</li> <li>✓ Safer Communities and Neighborhoods</li> <li>✓ Canadian Security Intelligence Service</li> <li>✓ Winnipeg Police Service (WPS)/RCMP/Municipal Police Service Intelligence Units</li> <li>✓ Integrated Border Enforcement Team</li> <li>✓ Manitoba Corrections</li> <li>✓ Canadian Intelligence Service of Manitoba (CISM) <ul style="list-style-type: none"> <li>✓ 1 member seconded to this unit as a full time member</li> </ul> </li> <li>✓ Provincial Operational Priorities Committee</li> <li>✓ Manitoba Justice</li> </ul>



	<ul style="list-style-type: none"> <li>✓ Increased use of intelligence resources from the local, regional, provincial and national levels including Officer Safety Alerts</li> </ul>	<ul style="list-style-type: none"> <li>✓ Liquor and Gaming Commission</li> <li>✓ Enhanced member knowledge of crime trends led to coordinated investigative responses to issues of concern</li> <li>✓ 65 Internal Intelligence Bulletins</li> <li>✓ 437 Intelligence Reports generated</li> <li>✓ Collaboration with: <ul style="list-style-type: none"> <li>✓ Western Regional Intelligence</li> <li>✓ Canada Border Services Agency</li> <li>✓ Integrated Border Enforcement Team</li> <li>✓ RCMP National Security Enforcement Section</li> <li>✓ Manitoba Integrated Organized Crime Task Force</li> <li>✓ Provincial Operational Priorities Committee</li> <li>✓ Canadian Security Intelligence Service</li> </ul> </li> </ul>
<p><b>1.7 Downtown Development</b></p> <p><i>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.</i></p>	<ul style="list-style-type: none"> <li>✓ Downtown Strategy</li> </ul>	<ul style="list-style-type: none"> <li>✓ Three phase strategy: <ul style="list-style-type: none"> <li>✓ January – April Phase 1; Identifying the crime “hot spots” during the summer months</li> <li>✓ May – September Phase 2; Conducting Foot, Bike, and Cruiser Patrols of the “Hot Spots”</li> <li>✓ October – December Phase 3; Evaluation of Downtown Strategy results <ul style="list-style-type: none"> <li>✓ 1440 Downtown Patrols and a notable increase in Proactive Policing</li> </ul> </li> </ul> </li> <li>✓ A number of consultations were held with specific Community Stakeholders to address key issues of safety and concerns</li> <li>✓ Chief solicited feedback from the Downtown Business Association</li> </ul>



**Goal #2 Community Engagement & Relationships**

Strategic Objectives / Actions	Performance Indicators	Results
<p><b>2.1 Community Mobilization</b></p> <p><i>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.</i></p>	<ul style="list-style-type: none"> <li>✓ Community Mobilization Westman Initiative</li>   <li>✓ Community Mobilization Initiative</li> </ul>	<ul style="list-style-type: none"> <li>✓ Community Mobilization Hub Table went live April 28, 2015</li> <li>✓ 138 situations of acutely elevated risk presented to the Hub Table in 2017</li> <li>✓ 551 discussions were held at the Hub table between January 1<sup>st</sup>, 2017 and Dec. 31<sup>st</sup>, 2017 relative to the situations brought to the table</li> <li>✓ 79 situations where people/families were connected to services</li> <li>✓ 37 situations where people/families were advised of services</li> <li>✓ 2 situations that did not meet acutely elevated risk threshold</li> <li>✓ 7 situations where people declined assistance from the Hub</li>   <li>✓ 1 Sergeant assigned to Community Mobilization Initiative from Support Services</li> <li>✓ The long-term goal is better service delivery in conjunction with other Human Services Providers in the region to address people at an acutely elevated risk</li> </ul>
<p><b>2.2 Proactive Communication</b></p> <p><i>Explore new and effective ways of communicating vital information on community safety and policing efforts both externally and internally.</i></p>	<ul style="list-style-type: none"> <li>✓ Crime Prevention Tips of the Week</li>   <li>✓ Public education in regards to thefts from yards, sheds, garages, and vehicles</li>   <li>✓ Public education in regards to crime trends, including frauds</li> </ul>	<ul style="list-style-type: none"> <li>✓ 72 Crime Prevention Tips posted to BPS website and communicated to the public via media releases, Twitter and Facebook</li>   <li>✓ Numerous media releases to educate public to secure property and the valuables therein</li> <li>✓ Positive community feedback</li>   <li>✓ Ward meetings; Ward maps and Crime Trends presented</li> <li>✓ 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)</li> <li>✓ Monthly "Scam Alert"</li> </ul>



	<ul style="list-style-type: none"> <li>✓ Traffic Safety Tips of the Week</li> </ul>	<ul style="list-style-type: none"> <li>✓ 40 traffic safety tips posted to BPS website and communicated to the public via media releases, Twitter and Facebook</li> <li>✓ Use of Twitter to advise public of areas and situations to avoid due to accidents and other road safety issues</li> </ul>
<p><b>2.3 Collaboration with Community Partners</b></p> <p><i>Enhance ongoing relationships with community partners and government agencies with a greater level of community collaboration.</i></p>	<ul style="list-style-type: none"> <li>✓ Crime Prevention Initiatives: <ul style="list-style-type: none"> <li>▪ Homeless Initiative</li> </ul> </li>   <li>✓ Partnership efforts: Work with Manitoba Public Insurance (MPI), Manitoba Association of Chiefs of Police (MACP), Manitoba Liquor and Gaming Authority (MLGA), Mothers Against Drunk Driving (MADD), Operation Red Nose, Citizens On Patrol Program and Manitoba Infrastructure and Transportation (MIT) on road safety initiatives</li> </ul>	<ul style="list-style-type: none"> <li>✓ Police Service worked with the Samaritan House Safe and Warm initiative during winter months. Homeless at risk people were registered at Safe and Warm Shelter</li> <li>✓ Police assisted Samaritan House with logistical support to ensure the success of the program</li> <li>✓ Fewer community complaints received as a result of actions taken</li>   <li>✓ Roadwatch and Distracted Driving</li> <li>✓ MACP Traffic Committee worked on several traffic initiatives</li> <li>✓ Speed Reduction around Emergency Vehicles</li> <li>✓ School Zone enforcement</li> <li>✓ HTA Amendments to make greater efficiency of effort.</li> <li>✓ MPI Monthly Enforcement Calendar followed each month with a new enforcement initiative</li> <li>✓ Advertising efforts regarding Manitoba Road Safety Initiatives</li> <li>✓ Partnered with MPI for the Drug/Alcohol Impaired Driving Survey</li> <li>✓ Manitoba Liquor and Gaming Authority Checkstop Program December 2017</li> <li>✓ Worked with MADD on public education initiatives</li> <li>✓ MADD sponsored Mock Car Crash for High School students</li> <li>✓ December Impaired Driver Checkstops</li> <li>✓ Operation Rednose kickoff and volunteer screening of 47 volunteers</li> <li>✓ COPPs community safety patrol efforts:</li> <li>✓ Special Event hours. Some highlights include: <ul style="list-style-type: none"> <li>✓ 98 hours Princess Park Patrols</li> <li>✓ 46 hours Speedwatch</li> </ul> </li> </ul>



		<ul style="list-style-type: none"> <li>✓ 265 hours Monster Mash</li> <li>✓ 18 hours Soap Box Derby</li> <li>✓ 16 hours Salvation Army Christmas Kettle</li> <li>✓ 32 hours Traveller's Day Parade</li> <li>✓ 6 hours Samaritan House Food Drive</li> <li>✓ 54 hours Helping Hands</li> <li>✓ Soapbox Derby</li> </ul>
	<ul style="list-style-type: none"> <li>✓ Community Event Involvement</li> </ul>	<ul style="list-style-type: none"> <li>✓ Women of Distinction Awards Ceremony Escorts</li> <li>✓ Laying of wreath at Remembrance Day Ceremony</li> <li>✓ 8th Annual Seniors Games Ceremonies</li> <li>✓ Western Manitoba Science Fair Judging</li> <li>✓ Youth Revolution</li> <li>✓ Travellers Day Parade</li> <li>✓ BUSU Take Back the Night</li> <li>✓ Memorial Day Ceremony</li> <li>✓ COPP Appreciation Ceremony</li> </ul>
	<ul style="list-style-type: none"> <li>✓ Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>✓ Brightscape Endeavors</li> <li>✓ Child and Family Services/Dakota Ojibway Child and Family Services (DOCFS)</li> <li>✓ Child Abuse Committee</li> <li>✓ Manitoba Housing</li> <li>✓ Brandon School Division</li> <li>✓ Westman Women's Shelter</li> <li>✓ John Howard Society</li> <li>✓ Samaritan House</li> <li>✓ Brandon Support Services</li> <li>✓ Liquor and Gaming Commission</li> </ul>





<p><b>2.4 Governance</b>  <i>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.</i></p>	<ul style="list-style-type: none"> <li>✓ Independent Investigation Unit (IIU)</li>   <li>✓ Law Enforcement Review Agency (LERA)</li> </ul>	<ul style="list-style-type: none"> <li>✓ 9 Notifications to the IIU <ul style="list-style-type: none"> <li>✓ 3 files did not fall under the IIU jurisdiction</li> <li>✓ 3 files concluded with “No grounds to proceed with any charges”</li> <li>✓ IIU Monitoring 3 files to be concluded in 2018</li> </ul> </li>   <li>✓ 6 LERA complaints <ul style="list-style-type: none"> <li>✓ 2 files currently under investigation</li> <li>✓ 3 files concluded with “ Subject matter does not fall under section 29 of the act”</li> <li>✓ 1 file concluded as complainant no longer wishes to proceed with complaint</li> </ul> </li> </ul>
<p><b>2.5 Indigenous Peoples</b>  <i>Build on strong relationships which have been developed with Indigenous Peoples by positive and forward action on Truth and Reconciliation recommendations.</i></p>	<ul style="list-style-type: none"> <li>✓ Building Relationships</li> </ul>	<ul style="list-style-type: none"> <li>✓ Bear Clan</li> <li>✓ Walking with our Sisters <ul style="list-style-type: none"> <li>✓ Tipi Legacy - Permanent Tipi frame was installed in front of the Police Service on September 15<sup>th</sup></li> </ul> </li> <li>✓ Patrols at the Dakota Nation Winter Fest</li> <li>✓ Deputy Chief is on the MACP Aboriginal Policing Committee</li> <li>✓ The Brandon Friendship Centre <ul style="list-style-type: none"> <li>✓ BPS member is on the Board of Directors.</li> <li>✓ BPS Participation in Walk a Mile in Her shoes</li> <li>✓ BPS members attended to the Annual General Meeting</li> </ul> </li> <li>✓ Interprovincial Association on Native Employment Westman Chapter <ul style="list-style-type: none"> <li>✓ A member is on the Board of Directors</li> <li>✓ Job Fair</li> <li>✓ Provide scholarships to Aboriginal students attending post secondary school</li> </ul> </li> <li>✓ National Aboriginal Day celebration held June 21st annually <ul style="list-style-type: none"> <li>✓ A member is on the organizing committee</li> <li>✓ The Police Service supplies financial support to the organizing committee.</li> <li>✓ Executive participates in the Grand March</li> <li>✓ Members at the celebration site throughout the day showing support</li> </ul> </li> <li>✓ Sisters in Spirit Walk</li> </ul>







**Goal #3 Sustainability & Diversity**

Strategic Objectives / Actions	Performance Indicators	Results
<p><b>3.1 Diverse and Skilled Workforce</b></p> <p><i>To attract, retain and train a diverse and skilled workforce, both reflective of the community and prepared to be the leaders of the future.</i></p>	<ul style="list-style-type: none"> <li>✓ Hiring process for Sworn Members</li>   <li>✓ Training Committee prepares a yearly training plan to maximize the effectiveness of training budget dollars allocated                             <ul style="list-style-type: none"> <li>- All training is focused on what is pertinent to job assignments</li> </ul> </li>   <li>✓ CFDA Supervisor training provided</li>   <li>✓ Ongoing hiring process for civilian employees</li> </ul>	<ul style="list-style-type: none"> <li>✓ Hired 5 new members reflective of the community</li>   <li>✓ Maximization of funds in training budget</li> <li>✓ 12,264 training hours</li> <li>✓ 1400 person training spots</li> <li>✓ 1533 training days</li> <li>✓ 80 training opportunities</li> <li>✓ 31 training centres utilized</li> <li>✓ Specialty Unit assignments extended to maximize expertise and minimize training</li> <li>✓ Partnerships for training opportunities with ACC, Royal Canadian Mounted Police (RCMP), Office of Fire Commissioner (OFC), Dakota Ojibway Police Service (DOPS), Rivers Police Service</li>   <li>✓ Police Reporting Occurrence System (PROS) End User – 4 Courses – 19 People (11 BPS Members &amp; 8 Outside members)</li> <li>✓ Assisted 3 persons challenge the PROS End User Course – 2 BPS &amp; 1 Outside</li> <li>✓ PROS ACL Course – assisted 6 persons complete the online course</li> <li>✓ PROS IM Course – 2 Classes – 3 BPS Students</li> <li>✓ PROS Supervisor Course – 2 Classes – 2 BPS Students</li> <li>✓ Association of Public-Safety Communications Officials Course – 3 Classes – 5 Students</li> <li>✓ CAD/Call-taking – 3 classes – 5 students</li>   <li>✓ 5 Clerical Front Desk Attendant hired</li> <li>✓ 2 Clerical Support Staff hired</li> <li>✓ Hiring of Finance Analyst Position</li> </ul>



	<ul style="list-style-type: none"> <li>✓ Partnership with Assiniboine Community College (ACC)</li>   <li>✓ Work with Indigenous Agencies on recruitment</li>   <li>✓ Work with City of Brandon Human Resources</li>   <li>✓ Work with City of Brandon Aboriginal Community Coordinator</li>   <li>✓ BPS Ride-Along and Career Preparation Programs</li> </ul>	<ul style="list-style-type: none"> <li>✓ Member seconded to administer the Police Studies Program</li> <li>✓ Several 2017 hires were Police Studies Program Graduates</li> <li>✓ Assist ACC with a review of their Police Studies Program</li> <li>✓ Attend ACC graduation ceremonies for the Police Studies Program</li> <li>✓ Partnership with ACC for use of the Practical Training Centre, ACC gym and facilities to conduct annual physical testing of members</li> <li>✓ Partnered with ACC on “In-service” courses to meet the needs of BPS</li> <li>✓ Collaborated with ACC on the installation of the Firearms Simulator and worked toward a Resource Sharing Agreement</li> <li>✓ Assisted Police Studies Program candidates with practical scenario testing</li> <li>✓ Multiple BPS members assisted with Police Studies Program instruction</li>   <li>✓ Inter-Provincial Association on Native Employment (IANE) notified of job openings, both Police and civilian</li> <li>✓ Partnership with IANE on their job fair event</li>   <li>✓ Participation in Career Symposia and Fairs including the ACC Job Fair</li> <li>✓ All competitions coordinated with City of Brandon Human Resources following generally accepted HR practices</li>   <li>✓ 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</li>   <li>✓ 52 Ride-Alongs in 2017 which includes 10 ACC Police Studies Students, 11 Career Preparation Students from the Brandon School Division and 31 Job Shadow participants to give them exposure to policing</li> <li>✓ Concentrate on exposing Indigenous high school students, who participate in the Career Preparation Program, with exposure to numerous elements of the BPS</li> </ul>
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	<ul style="list-style-type: none"> <li>✓ 2017 Police Cadet Program</li> </ul>	<ul style="list-style-type: none"> <li>✓ Program started November 4<sup>th</sup>, 2014 in an effort to entice the youth of Brandon to engage in learning about Law Enforcement, build a relationship with Westman youth and the Brandon Police Service</li> <li>✓ Regular attendance of cadets was approximately 25 youth per Tuesday parade with 36 enrolled</li> <li>✓ A number of BPS Members attended to give presentations and to provide support and guidance to the youth involved in the program</li> <li>✓ Sponsorship obtained from the Kiwanis Club of Brandon and Knights of Columbus</li> <li>✓ Chief of Police and other Police Service Executive Members attended in support of the program during the year</li> <li>✓ Activities included attending a Wheat King game, movie at the theatre, tobogganing night at Hanbury Hill, Kiwanis Club “Push for Change”, as well as a Camping weekend</li> </ul>
<p><b>3.2 Human Resource Planning</b>  <i>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.</i></p>	<ul style="list-style-type: none"> <li>✓ Job sharing – Criminal Record Clerk Position</li> <li>✓ Hiring of New Police Chief</li> <li>✓ Acting opportunities</li> <li>✓ Promotions</li> <li>✓ Administrative Support Unit (ASU)/ Clerical Front Desk Attendant (CFDA) work efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>✓ 2 staff share 1 full time position for the year</li> <li>✓ Retirement of Police Chief Ian Grant on October 5<sup>th</sup> 2017</li> <li>✓ Deputy Chief Wayne Balcaen announced as the Chief of Police on October 30<sup>th</sup></li> <li>✓ 1516 hours where Brandon Police Association (BPA) members acted in the capacity of out of scope and/or CUPE positions. BPS members acted in a higher supervisory position for a total of 12,323 hours. These acting supervisor opportunities are consistent with the BPS succession planning model</li> <li>✓ 2 Sergeants and 2 Staff Sergeants promoted in 2017</li> <li>✓ 5 Clerical Support Assistants trained as Scribes for Incident Command. Cost savings realized when using civilian vs. police service members in emergency situations</li> <li>✓ Training on file and court dispositions</li> <li>✓ Introduced new Pre-Charge Screening Section in Court Services</li> </ul>



		<ul style="list-style-type: none"> <li>✓ Redistribution of tasks to balance workloads and allow a better fit for employee skillsets</li> <li>✓ Cross training of staff in order to have replacement clerks for all positions</li> <li>✓ Criminal Justice Information Management training completed. This allowed for updating Criminal Records in a more timely manner</li> <li>✓ The ASU staff provided with opportunities to Job Shadow the supervisor position</li> <li>✓ The ASU staff continue to train on CFDA duties in order to maintain their skillset in this job function</li> <li>✓ CFDA's attended a course on Canadian Police Information Centre (CPIC) entries in Winnipeg</li> <li>✓ A trainer from CPIC attended to BPS and provided further training to civilian staff and supervisors</li> </ul>
<p><b>3.3 The Tools for the Job</b>  <i>Build on current planning efforts in order to address facilities, equipment and technology to meet current and future needs.</i></p>	<ul style="list-style-type: none"> <li>✓ Provincial Criminal Property Forfeiture (CPF) Funding</li>   <li>✓ Safe Internet Exchange Zone</li>   <li>✓ BPS upgrades</li> </ul>	<ul style="list-style-type: none"> <li>✓ The following items were purchased in 2017: <ul style="list-style-type: none"> <li>✓ Use of Force Simulator</li> <li>✓ Ion Scanner</li> <li>✓ Ductless Fume Hood</li> <li>✓ Forensic Software</li> <li>✓ Tactical Response Unit equipment</li> </ul> </li> <li>✓ The partnership with CPF continues to augment police equipment and training which enhances community safety</li>   <li>✓ May 4<sup>th</sup> 2017 BPS initiated a safe place for residents to exchange their internet purchases in our parking lot which included an upgrade to the BPS camera system</li>   <li>✓ Phase 1 of HD Cameras in the Cruiser Cars</li> <li>✓ Upgrade of mobile workstations in the Cruiser Cars</li> <li>✓ Expansion of Carbine Rifle Program to include all frontline members</li> <li>✓ Upgraded Tasers</li> <li>✓ Upgrade Soft Body Armour</li> <li>✓ Implemented Hard Body Armour</li> </ul>



	<ul style="list-style-type: none"> <li>✓ Health IM</li> <li>✓ Criminal record check revisions and planning</li> </ul>	<ul style="list-style-type: none"> <li>✓ Research conducted in regards to leveraging technology to assist with Mental Health Act Investigations</li> <li>✓ More streamlined and user-friendly process. Changed hours of operation to allow public to have access before and after regular working hours</li> <li>✓ 4142 Criminal Record Checks processed</li> <li>✓ Researching online Criminal Record check submission process</li> <li>✓ Exploring a more user-friendly Criminal Record Check Form</li> </ul>
<p><b>3.4 Cost Effective Service Delivery</b></p> <p><i>Promote a comprehensive fiscal planning system to addresses innovative cost effective service delivery as well as resourcing to meet current and future needs.</i></p>	<ul style="list-style-type: none"> <li>✓ Hiring of Finance Analyst</li> <li>✓ BPS 2017 Budget</li> <li>✓ Vehicle Leasing Program</li> </ul>	<ul style="list-style-type: none"> <li>✓ Commenced November 14<sup>th</sup> 2017</li> <li>✓ Duties Include: <ul style="list-style-type: none"> <li>✓ Budget – Managing submissions and building budget</li> <li>✓ Wage Modules</li> <li>✓ Monthly review of all financial accounts</li> <li>✓ Monthly review of Overtime</li> <li>✓ Managing Accounts Receivable and Accounts Payable</li> <li>✓ Managing Criminal Property Forfeiture payments and requests</li> <li>✓ Managing Capital Projects for BPS</li> <li>✓ Efficiency reviews/audits</li> <li>✓ Preparing financial reports for Chief/Police Board</li> <li>✓ Managing BPS procurement</li> </ul> </li> <li>✓ 2017 Council approved net budget of \$13,111,222</li> <li>✓ BPS received a total of \$135,924.41 in 2017 from the Provincial Criminal Property Forfeiture Program</li> <li>✓ 5 Budget Reviews with The City of Brandon Finance Department</li> <li>✓ 21 Meetings to create and review the 2018 Budget</li> <li>✓ New lease agreement allowed for BPS to gain another leased vehicle for the same amount as budgeted</li> </ul>





<p><b>3.5 Environmental Stewardship</b></p> <p><i>Support environmental responsibility and conservation.</i></p>	<ul style="list-style-type: none"> <li>✓ Green Team</li> <li>✓ “Green” Initiatives within Police Headquarters</li> </ul>	<ul style="list-style-type: none"> <li>✓ BPS Employee is a member of the City of Brandon Green Team Committee</li> <li>✓ 4 meetings in 2017</li> <li>✓ Low Flow Toilets</li> <li>✓ Number of lights are motion activated within the building</li> <li>✓ Recycling</li> <li>✓ Recycling of batteries</li> <li>✓ Elimination of disposable plates and cutlery</li> <li>✓ Participate in the Recycling of toner program</li> <li>✓ Obtained “Recycle Everywhere” Containers to place around the building</li> </ul>
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**Goal #4 Employee Wellbeing & Accountability**

Strategic Objectives / Actions	Performance Indicators	Results
<p><b>4.1 Open and Transparent</b></p> <p><i>Enhanced open, transparent and engaging communication strategies at all levels of the Service.</i></p>	<ul style="list-style-type: none"> <li>✓ Workplace Health and Safety messages, meetings and inspections</li> <li>✓ Chief’s quarterly message to employees</li> <li>✓ Platoon Lineup Briefings</li> <li>✓ Weekday Morning Meetings</li> <li>✓ Executive Weekly Meetings</li> </ul>	<ul style="list-style-type: none"> <li>✓ 12 Safety messages over the course of the year from the City of Brandon</li> <li>✓ Quarterly meetings of both BPS and city wide Workplace Health and Safety Committee</li> <li>✓ 12 inspections of Police Service facility and informal spot checks</li> <li>✓ BPS had a total of 10 lost time injuries and a total of 140 lost days</li> <li>✓ Chief sent out a number of email messages to all Police Service Employees updating on relevant issues</li> <li>✓ Twice daily for a total of 730 briefings for Platoon members</li> <li>✓ Involving Executive and Supervisors to discuss daily planning</li> <li>✓ Weekly meetings with the Executive Team to discuss ongoing matters</li> </ul>



	<ul style="list-style-type: none"> <li>✓ Senior Management Meetings</li> <li>✓ Labour/Management Meetings</li> <li>✓ Collective Agreement renewal</li> </ul>	<ul style="list-style-type: none"> <li>✓ Twice per year Involving all Senior Management and Executive Members to discuss strategies and issues</li> <li>✓ Three meetings in 2017 during which both Police Service Executive and Brandon Police Association Executive meet to discuss issues</li> <li>✓ 2017 – 2019 Collective Agreement created between the Brandon Police Association and the City of Brandon</li> </ul>
<p><b>4.2 Physical Wellbeing</b>  <i>Promoting employee physical wellness as well as a healthy and respectful work environment.</i></p>	<ul style="list-style-type: none"> <li>✓ Fitness facility in the police station available to all staff</li> </ul>	<ul style="list-style-type: none"> <li>✓ In 2017, 35% of sworn members currently use the facility an average of 3 times a week and 45% use the gym part time/casually</li> <li>✓ Gym upgrades have improved fitness to members and gym use has increased</li> <li>✓ Employee Wellness Team hosted an Indoor Cycling class for all BPS employees</li> </ul>
<p><b>4.3 Positive Mental Health</b>  <i>Foster and advance existing efforts within the organization to address the psychological health and wellbeing of our employees.</i></p>	<ul style="list-style-type: none"> <li>✓ Police Service Chaplain Program</li> </ul>	<ul style="list-style-type: none"> <li>✓ Police Chaplain's 3rd year of service</li> <li>✓ Active membership in the Canadian Police Chaplain's Association (CPCA), the Fellowship of Christian Police Officers, the Brandon Ministerial Association, Open Bible Faith Fellowship, and Bethel Christian Assembly</li> <li>✓ Received Christian Minister Certificate through Open Bible Faith Fellowship in July 2017; thus being credentialed and recognized as a Christian Minister</li> <li>✓ Provided premarital counselling</li> <li>✓ Performed a wedding ceremony for a BPS Sworn Member in July 2017</li> <li>✓ Wrote 12 devotional messages for BPS staff</li> <li>✓ Led 3 inspirational services for Staff</li> <li>✓ Provided prayer at 4 public assemblies held by BPS including the Police Chief's Swearing in Ceremony</li> <li>✓ Attended 7 meetings with the Brandon Ministerial Association</li> <li>✓ Hosted 8 meetings at BPS with the Gatekeepers Prayer Group</li> <li>✓ Organized/promoted/led prayer for the 1st - First Responders Appreciation Banquet in February</li> </ul>



	<ul style="list-style-type: none"> <li>✓ Team Building – Pay it Forward</li>   <li>✓ Internal Service Wide Social activities</li>   <li>✓ Proposal for Job Share for Sworn Officers approved</li>   <li>✓ Alternative work agreement for maternity/modified duties</li>   <li>✓ Employee Wellness Team</li> </ul>	<ul style="list-style-type: none"> <li>✓ Active member of the Employee Wellness Team 2017</li> <li>✓ Attended a CPCA training conference</li> <li>✓ 15+ meetings with Staff to provide moral and spiritual support</li>   <li>✓ Employees donate funds which are delivered monthly to charity groups, fundraising efforts and people in need</li> <li>✓ Volunteering at: <ul style="list-style-type: none"> <li>✓ Helping Hands</li> <li>✓ The United Way Campaigns</li> <li>✓ Salvation Army Christmas Kettle Drive</li> <li>✓ McHappy Day</li> <li>✓ Samaritan House Food Bank Drive</li> <li>✓ Tim Hortons Camp Day</li> </ul> </li>   <li>✓ Soup Making Competition, Thanksgiving, Easter, Christmas Dinners, Summer &amp; Fall Barbeques, Baby Showers, Birthday Celebrations, Alumni Coffee Gatherings, Assisting Robertson College Massage Therapy Students in their practicum, Retirement, and Promotion events. This improves staff morale.</li>   <li>✓ Available to staff who may want to take advantage of this opportunity</li> <li>✓ Approved and in the Working Agreement</li>   <li>✓ Provides flexibility to the employees while still fulfilling the position requirements of the Police Service</li> <li>✓ Was utilized during 2017</li> <li>✓ Agreement between BPS Management and Brandon Police Association on compressed work week/modified duties</li>   <li>✓ The Employee Wellness Team (EWT) was established in 2015</li> </ul>
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	<ul style="list-style-type: none"> <li>✓ Wellbeing Training</li> </ul>	<ul style="list-style-type: none"> <li>✓ Currently consists of 10 volunteer members (7 Sworn, 3 Civilian) including a Chaplain and a mental health professional, all of whom can be contacted 24/7</li> <li>✓ EWT members are trained in critical incident stress management and receive ongoing mental health training</li> <li>✓ The EWT's priority is to assemble resources to help BPS employees and their immediate family members when needed (with the primary focus being on the BPS employee)</li> <li>✓ The EWT is an instrument for reducing or removing interferences to employee wellness, both personal and professional</li> <li>✓ EWT team addresses mental health at workplace and opens a valuable dialogue to reduce the stigma surrounding mental health issues</li> <li>✓ EWT members meet with employees who are in crisis</li> <li>✓ Employees can request personal services or express concerns regarding the wellbeing of other employees</li> <li>✓ EWT maintains confidentiality</li> <li>✓ 1st annual Employee Wellness Team Appreciation BBQ Picnic was open to all BPS employees and their families</li>   <li>✓ During 2017 employees received training in: <ul style="list-style-type: none"> <li>✓ Accessibility Legislation</li> <li>✓ Diversity in the Workplace</li> <li>✓ Applied Suicide Intervention Skills Training</li> <li>✓ Mental Health First Aid</li> <li>✓ Road to Mental Readiness</li> <li>✓ Emotional Survival for First Responders</li> </ul> </li> </ul>
<p><b>4.4 Accountability</b>  <i>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.</i></p>	<ul style="list-style-type: none"> <li>✓ Balance of responsibilities between Operational and Support Divisions</li>   <li>✓ Crime Analyst Position</li> </ul>	<ul style="list-style-type: none"> <li>✓ Ongoing review of the organizational chart with adjustments including a review of all vacancies as they occurred</li>   <li>✓ 3rd year of operation</li> <li>✓ Position moved to Crime Division - Operations</li> <li>✓ Increased involvement with Investigators</li> </ul>



	<ul style="list-style-type: none"> <li>✓ Crime analysis model / Intelligence Led Policing</li>   <li>✓ Ongoing analysis of managerial responsibilities</li>   <li>✓ Out of Scope Performance Appraisal System</li>   <li>✓ BPS Member Performance Appraisal System</li>   <li>✓ Research of potential performance appraisal system for BPS in collaborations with the City of Brandon</li> </ul>	<ul style="list-style-type: none"> <li>✓ Timely analysis on Crime Trends and Hot Spot identification</li> <li>✓ Key involvement in the development of the Downtown Strategy</li> <li>✓ Community Engagement and presentations to the Police Board</li> <li>✓ Engagement with other Service Crime Analysts/sharing of intelligence</li>   <li>✓ Continued movement to real time data sharing and crime analysis/trend identification</li> <li>✓ Intelligence led extra patrols generated for high crime/areas of concern</li> <li>✓ Crime trend reports generated for investigators at their request</li> <li>✓ Electronic intelligence briefs provided to investigators including intelligence/officer safety bulletins, persons of interest, wanted persons, persons on release conditions and other timely intelligence</li>   <li>✓ Executive Management Team review conducted in October 2017</li> <li>✓ Realignment of staffing between Support and Operations Division</li> <li>✓ Quarterly reports to the Police Board outlining efficiencies</li>   <li>✓ City of Brandon performance appraisal system used to complete performance assessments of out of scope executive members of BPS</li>   <li>✓ Currently using performance appraisal system that came into effect in 2003. This is used for all Police Service employees, except the executive members</li>   <li>✓ Relevant Police Sector Council competencies will be used and integrated into the City of Brandon performance appraisal system</li> <li>✓ New system will have a distinct Police focus and will take advantage of extensive research and development by the Police Sector Council</li> </ul>
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