

Brockville Police Service

Business Plan 2018 – 2020



'Getting Back to the Community'

Joint Message from Board Chair and Chief



We are proud to present you with the 2018 to 2020 Business Plan of the Brockville Police Service. We are fortunate in Brockville as the Board, Association and Administration work closely and collaboratively. We understand that you expect the police to improve the quality of life in Brockville, keep you safe and your property secure. We also understand that you expect the police service to be efficient and sustainable for years to come. The Brockville Police Service has undergone many changes in order to streamline services and control costs associated with policing. We stand behind our people and the service they provide to our community. Partnerships with our community are what make us strong. As we move forward partnerships will continue to be our theme. It is anticipated that the policing landscape will be changing over the coming years and we look forward to working with you during this time. Community mobilization is more than just a term in Brockville, it is our communities' response to crime and community policing.

The 2018-2020 Business Plan is our tool to provide guidance and leadership to the Brockville Police Service over the coming years. Our methods of delivery in areas such as community patrol and crime prevention are addressed and information relating to our facility and information technology is identified. A strong police service is comprised of strong individuals. Keeping our employees safe and providing our staff with resources, education and equipment will assist in the delivery of excellence in policing to our community. We trust you will find the information contained in this report helpful and we look forward to working alongside you in making Brockville a safe and vibrant community.

A handwritten signature in blue ink, appearing to read 'King Yee Jr.', is located below the first paragraph.

King Yee Jr.
Chair, Brockville Police Services Board

A handwritten signature in blue ink, appearing to read 'Scott Fraser', is located below the second paragraph.

Scott Fraser
Chief of Police



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Sergeant Andrew Harvie receiving bronze medal of bravery from the Royal Canadian Humane Association presented by Her Honour the Honourable Elizabeth Dowdeswell Lieutenant Governor of Ontario.



What is a Business Plan and Why?

The Business Plan is a living document that provides the police service with direction and the community with information. It is derived from a variety of sources which include staff, the community and our partner agencies. The culmination of meetings, interviews, surveys and conversations outline where we need to be and how we need to get there.

The Police Services Act of Ontario also outlines under Ontario regulation 3/99 section 30(1) “that every police board shall prepare a business plan for its police force at least once every three years”. The Act also sets out that the plan shall address a number of issues which ultimately ensure that policing is adequate and effective.

We also commend the local people, community groups and partner agencies that assisted in deriving this document.

Mission, Vision and Values

The mission of the Brockville Police Service is to ensure safety and security through partnerships within our Community.

The Brockville Police Services Board is committed to the principle that people are our most important resource.

Statement of Principles

Accordingly, this Police Service affirms and supports its intention for and adherence to:

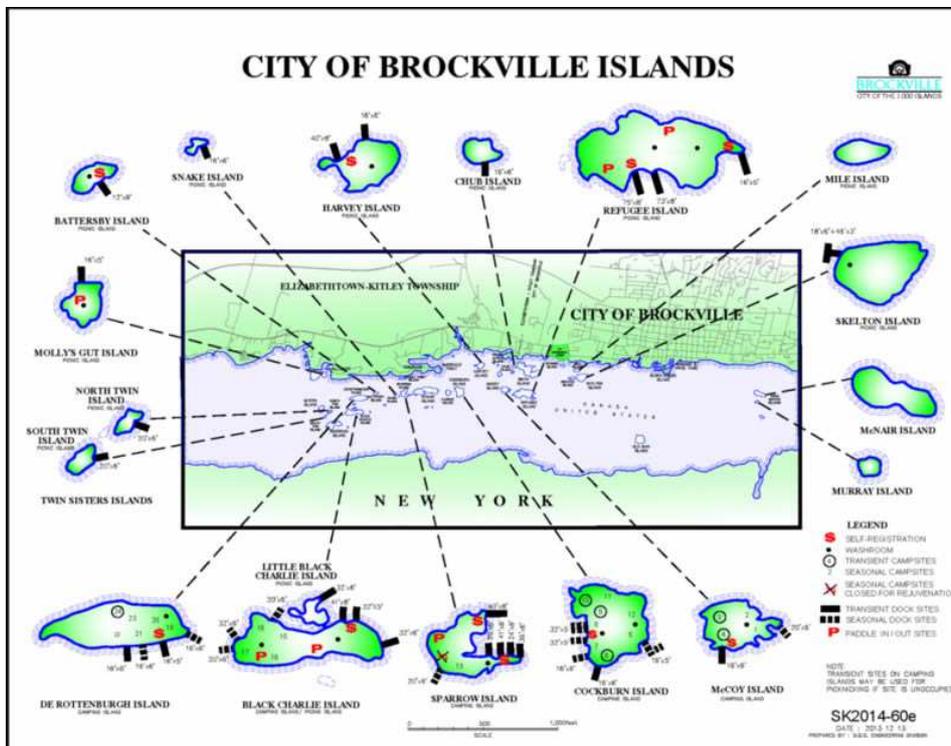
- the principles of equity and fairness embodied in the Canadian Charter of Rights and Freedoms, the Ontario Human Rights Code, and the Police Services Act
- the principles of community service and community policing embodied in the Police Services Act
- the principle of honest communication internally within the Police Service, as well as with our community
- the principle of sensitivity and compassion for victims of crime
- the principle of continuous improvement and education of members of the Police Service

Vision

The vision of the Brockville Police Service is to provide efficient and proactive community policing.



City of Brockville



Section I - Overview of Policing Environment



Traffic Safety

Traffic safety is something the Brockville Police take seriously and something the community expects. Keeping our roadways safe is a challenge as the police are unable to be everywhere all the time. The fact of the matter remains that people drive differently when there is a police car in close proximity and this is something we would like to change. We want our drivers to always drive like an officer is beside them. Disobeying red lights, speeding and distracted driving still happen too often. We are here to provide enforcement and education and it is time for drivers to take some accountability. You can choose to not look at your phone, to slow down and stop when the light turns yellow and you can choose to drive the speed limit. As we continue to enforce these laws amongst many others, we ask you to accept our challenge and become a better, safer driver!

Illicit Drugs

During our recent survey the community identified drugs as one of our top priorities. In this day and age we are seeing all kinds of chemically formulated drugs entering our communities. Brockville is not immune. The opioid crisis that is plaguing many communities is present here on a smaller scale. The transition from traditional drugs such as marijuana and cocaine to prescription drugs is prevalent in our community. Educating our youth and our community is the start of keeping people safe. With the pending legalization of marijuana and the increase in marijuana related businesses we are left with many questions and not many answers. A continued effort in the enforcement of controlled substances and ensuring the government provides a safe and responsible rollout of legalized marijuana is a step in the right direction.



Aging Population

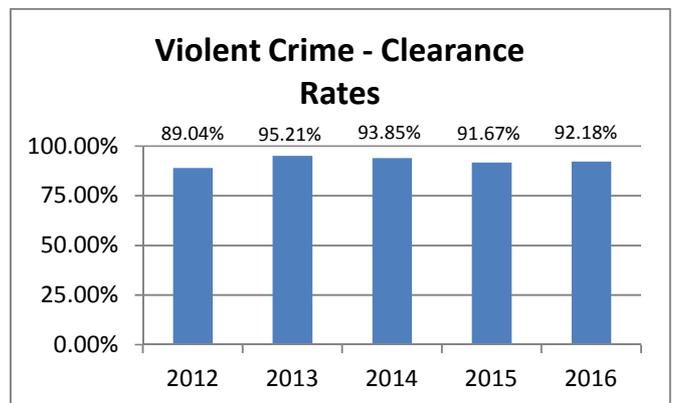
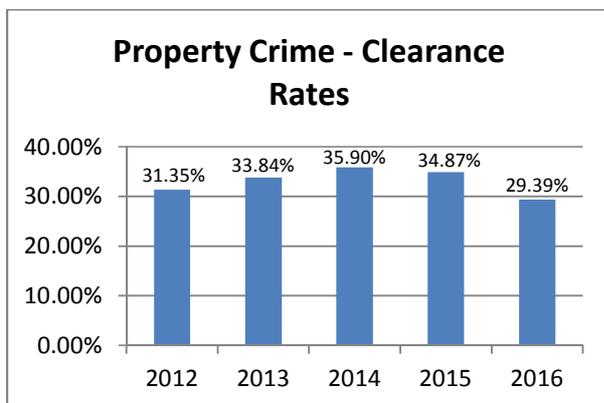
The Brockville Police Service recognizes that the population is aging. As a result changes in the delivery of policing must be made. As seniors become the target of internet, telephone and door to door scams it is imperative they be provided with the tools to assist in fighting back. Education and information is key in the prevention of crime. Frequent media advisories assists in reaching those who may not have access to the internet or social media and offering training sessions with our partners will assist in reducing victimization. Understanding that Brockville is a place that many retirees choose to call home is something we take seriously. A safe Brockville is a vibrant Brockville and will continue to do our part.

Diversity

Brockville is a location which is heavily invested in attracting immigrants from all locations around the world. As a partner with Leeds and Grenville Immigration, finding ways to attract and retain immigrant entrepreneurs is a priority. In February 2016, the City of Brockville Economic Development Department received funding to explore innovative ways to attract immigrant entrepreneurs. The community will continue to diversify and grow and as such, so will the Brockville Police. We enjoy a great relationship with the community and one can agree that diversity will make our current community stronger. The Brockville Police welcomes all newcomers to our community and we look forward to serving them for years to come.

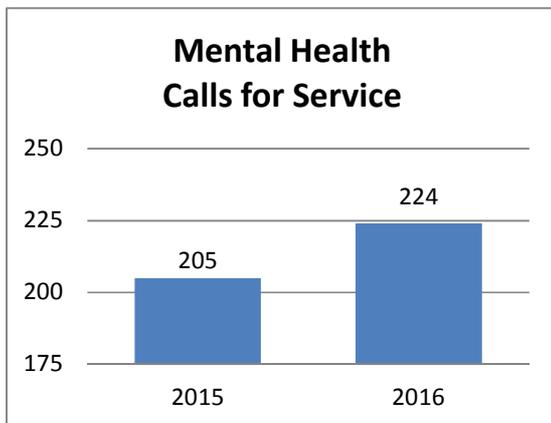
Crime Rate

Brockville, like many other communities have experienced a decline in violent crime. Technology in a way can be responsible for some of this as observed with bank robberies and the steady decline of that offence. On the other side, technology and the internet have taken over as the number one location for crime to be committed. Fraud and identity theft are two prime examples of technology based crime. These are serious crimes that have an impact on an individual’s life, however, it is not a violent offence. As crimes spread more to the internet people lose sight that crime is occurring, it is just sometimes not seen.



Mental Health

The Brockville Police Service along with most other police agencies across Canada continue to address the issues related to mental health crisis. It is important to note that the police are generally the first call as many other agencies do not provide 24 hour response. The Brockville Police response to mental health is constantly changing. We understand that most affected with mental health issues are not criminals and they require medical assistance. Continued training and partnerships with agencies such as Lanark, Leeds and Grenville Mental Health and Addictions will ensure appropriate response to crisis complaints. Our continued effort with the Brockville General Hospital regarding timely emergency room assessments is paramount in providing the community with an efficient crisis response. Furthermore, a continued partnership with our local Crisis Team and continued training such as LEAD training, ensures our Community is responding accordingly



Average Time on Call: 82 Minutes

Family Violence

Violence and in particular, family and domestic violence continue to be a priority for the Brockville Police Service. Organizations such as Interval House, the Assault Response and Care Centre, Victim Services and Victim Witness Services continue to provide excellent resources to victims. Working in collaboration with these organizations is something that is required to break the chain of family violence. Providing a location such as the Community Hub offers an opportunity to bring education and resources to those at high risk. Our continued efforts in this field, despite being a challenge, remain paramount. Educating people to the available resources and alternatives to violence will assist in reducing the number of people affected in our community. Events such as the Walk a Mile event organized by Interval House of Leeds and Grenville is a start to getting the word out.



Youth Engagement

The Brockville Police hold youth engagement as the answer to reduce to crime. If we can reach young people and assist them in making good choices, the reduction of crime will be the result. Programs such as Stingers After School, Adopt-a-Cop, Intersections, Connections and school presentations assist us in bridging the gap between police and youth. An increased presence on social media via Facebook, Instagram and Twitter has also allowed the Brockville Police to communicate with local youth. Supporting and empowering our young people will assist them in becoming caring, responsible, productive and resilient youth



Stingers After School Program Volunteers



Section II - Challenges in Policing

The Brockville Police Service remains one of the few 24/7 resources available in our community. As a result members of the Brockville Police become the first line of communication or interaction with entities not related to policing. Responding to non-criminal events such as stray or wild animal complaints and mental health related issues is now the norm. As other agencies reduce their size and role in our community, the Police are forced to fill the void.



Collaborative Approach

Unfortunately, despite our best efforts, the time of day often reflects the level of assistance provided to the police. We are fortunate to have a great relationship with our partner agencies which makes working together easy. Unfortunately not all resources are at our disposal 24 hours a day 7 days a week. As a result we have developed programs and relationship that can extend services beyond the 8 hour day. Our continued work with the CRISIS team is paramount in responding to mental health crisis. Further, recent funding in support of an embedded mental health worker at the Brockville Police Service was secured in a partnership with Lanark, Leeds and Grenville Mental Health. These two programs alone are ensuring the community receives the appropriate response and meaningful follow-up. Continued support of our Youth programs by local businesses such as M and M, Kia Brockville and AllState insurance are just a few examples of community collaboration. Continued partnerships and a collaborative response may be a challenge but it is also a necessity.



Costs

Policing is expensive. The main cost drivers are staff, training and technology. Salaries and benefits alone make up for about 90-92 percent of the policing budget. The Brockville Police utilize both Full-Time and Part-Time to offset expenses, however, operating a 24 hour service and incorporating costs associated to staffing the court still remain expensive. Mandatory training also requires financial resources to ensure we are compliant with legislation. New training such as the collection of identifying information (carding) only add to the expense and as we expect the rollout of cannabis legalization we look to the Federal Government to assist and offset costs created by the legislation. Technology also continues to increase and virtually all crimes now leave a digital footprint. The cost associated to the collection of digital evidence continues to rise which may make sustainability difficult. Our Police Services Board works closely with Administration and the Association to ensure we are as fiscally responsible as we can be without jeopardizing the community's safety. This collaborative approach is just one way to ensure we are an efficient police service.

Your View and Our View

Despite living in a great community we are not without our share of crime. The majority of residents who participated in our community survey had an overall feeling of safety. Our community ranked illicit drugs, property crime and youth crime as an area the Brockville Police should focus on. Traffic also ranked highly amongst respondents with a number of infractions such as speeding and failing to stop for red lights as examples. Forum research also conducted a survey of our community related to policing which covered areas not identified in our own survey. This was excellent information as it provided a different viewpoint and different responses.

In reviewing both surveys we identified that the majority of respondents resided in Brockville while some only had a business or were employed in Brockville. Despite an overall feeling of safety, only 48% felt very safe. We should all be able to have a feeling of safety in our community and we are accepting of the challenge to help people feel very safe. This will be a task that our business plan in its entirety will hopefully achieve. The majority of respondents were over 50 years old and also lived in the north end. Understanding we are an aging community is a tool for us as we move forward. Identifying threats to our senior population and offering prevention tips will assist in keeping a larger part of our demographic safe. Understanding that respondents also felt that crime has increased over the past 25 years in our community also provides insight to victimization and awareness of what is taking place.



Our interaction with the community and city officials has been applauded by community groups and members of the public at community events. A continued effort in building relationships is a demonstration of our commitment to this community. If we can work together and get our community to work with us we are confident we will reduce crime and improve community engagement.

Internally we are working with employees to offer the best in policing services. Ensuring platoons have the resources and training to respond to any incident is our priority. Having designated officers as mentors on each platoon will ensure uniform crime response across the board. Supervisors are working closely with their platoon members and encouraging community engagement and employee engagement. Identifying priorities and working with the community to resolve the issues is the key to reducing crime. Setting attainable goals in order to provide a sense of accomplishment is also a milestone we can achieve. We are also cognizant of our more complex investigations. As a result we have a Criminal Investigation Branch staffed with highly trained individuals who are able to support the front line with those complex and longer in duration investigations.

It is important to recognize that our service has a dedicated compliment of civilians working behind the scenes to ensure our community remains safe. Local dispatchers with knowledge of the area and individuals assist in quickly assessing and dispatching the appropriate resources. Our Special Constables continue to ensure safety of court staff, lawyers and offenders / accused persons while they are at our court facility. Our administrative staff ensures reports are entered into our records management system and support all facets of the organizations. Whether it is taxi licensing, firearm registration, bicycle registration or the safe and secure storage of evidence, our civilians are there to get the job done.

Our members continue to work in a challenging environment and go above and beyond every shift. Fatigue from working shift work and working long shifts is something we are cognizant of and something we have to constantly assess. It is important to understand that shiftwork takes members away from family and friends and as an organization, balancing family life and work schedules can be a challenge. Working in a smaller community with little movement in the organization is one of our biggest challenges. Looking into the future we plan on offering training opportunities and access to resources to balance a healthy work environment with the goal to improve employee wellness overall.



Section III - Priorities and Focus

The Brockville Police service has established their priorities and focus for the 2018 – 2020 Business Plan. The priorities established fall under a 2 pillar approach; Community and Staff.

2018 - 2020 Focus



Community - Pillar 1

The community has identified their position with regards to our priorities for the upcoming business plan cycle. In two recent surveys the following items were identified:

- Illicit Drugs
- Property / Violent Crime
- Youth Crime
- Traffic

The Brockville Police have observed an increase in illicit drugs including fentanyl. Despite the deadly effects of this drug, people continue to take the risk by using it. We are also seeing the increase of methamphetamine, cocaine, prescription and marijuana. As the country looks at legalizing cannabis we begin to get prepared for what that will bring to our community. Working with our intelligence officer and partner policing and non-policing agencies we will continue to combat this crime. Having access to rehabilitation programs and resources in our community is paramount in reducing the number of people addicted to illicit drugs. We will rely on our partners to assist with prevention in this area.

Violent crime, including domestic violence and sexual assault, remain an issue in our community. Increasing awareness of resources for victims and working with families before violence occurs is a priority. Our Community HUB is one example of providing resources to community members.

Property crime remains a crime of opportunity. We continually provide the community with trends such as theft from vehicles or vandalism via social media, print media and the radio. Collaboratively, the police and the community can prevent the majority of property crime. This is an area we will continue to expand our response.



Youth Crime is a high priority area for our service. We believe if we can reach our youth, we can prevent future crimes. It is a fact that youth are 100% of our future, so getting to them early and providing them with the tools to be a productive member of our community is our goal. Taking the opportunity for positive interactions and offering diversion programs instead of criminal charges empowers our youth. Empowerment leads to accountability and this will lead to a reduction in youth crime.

Traffic continues to be one of the biggest areas of concern for our community. The increase in vehicles on our roads and the reduction of good driving habits has led to a virtual traffic crisis. Distracted driving, failing to stop at red lights and speeding remain a growing concern.

The following goals have been established to assist in responding to the issues identified by the community:



Goals

Goal #1 - Combat Illicit Drugs

- Work with community in identifying local illicit drug locations
- Establish joint forces initiative with partner agencies, law enforcement and non-law enforcement
- Patrol and CIB joint operations supporting drug enforcement
- Utilize community strategies to reduce the number of people addicted to illicit drugs
- Continued support and input with the Harm Reduction committee

Goal #2 - Reduce Violence and Property Crime

- Educate public with regards to crime trends and prevention techniques
- Continued partnership with Lanark, Leeds and Grenville Mental Health Addictions case worker embedded at Brockville Police Service
- Early intervention with those persons coming into contact with police and support them with resources as required
- Raise awareness of the Community HUB and the resources available



Goal #3 - Reduce Youth Crime

- Continue to engage with youth and educate regarding risk factors leading to violence and crime
- Continue to provide positive opportunity to our youth via Stingers after school program, Movies in the Park and our Youth In Policing Initiative
- Continued support of the Connections program
- Continue to seek funding to support local youth initiatives
- Continue to work with School Boards and local agencies to identify youth at risk and assist with linking available resources

Goal #4 - Increase Roadway Safety

- Develop front line platoon response to traffic safety
- Increase enforcement of priority offences such as intersection safety, distracted driving and speeding
- Increase education on roadway safety via social and conventional media
- Work with community to identify safety issues and deter traffic related infractions

The Brockville Police Service will continually monitor the interactions with our community members. It is anticipated that interactions will be reduced once the appropriate agency takes carriage of an individual and assists with their issues. We will continue to bridge the gap with youth and provide them with the tools to make their future a success. Programs such as Connections, Intersections, Stingers after School and Movies in the Park are a few areas we can reinforce positive interactions. Our continued support of the Bartholomew Street HUB also provides a safe environment for families and a one stop shop for community resources. We will continue to track the number of people served, the resources accessed and the overall value of the HUB project. This will be done by working closely with partners at the United Counties of Leeds and Grenville to ensure we are meeting their expectation and needs with the HUB program. Providing officers with locations to increase visibility can be achieved through continued communication between the service and the community. Providing an easy and open communication strategy is essential.



Staff - Pillar 2

The Brockville Police Service is fortunate to have dedicated civilian and sworn staff. It is important to note that our civilian staff provide support to our front line officers and further provide the majority of security at our Court House amongst other duties. Providing Brockville with the best policing response requires our entire organizations commitment. In order to provide direction the following goals have been established:

Goal #1 - Increase Community Engagement

- Platoons will generate their priorities based on community safety issues and respond collectively
- 4 platoons will tackle priorities ensuring that community safety issues are addressed.
- Supervisors will report results on an ongoing basis to administration

Goal #2 - Provide Training and Resources

- Platoons will have a cross section of training ensuring that they are prepared to respond to any crisis that arises
- Administration will work to ensure staffing levels remain constant in order to respond to crisis
- Members will be provided opportunities as they arise in varying areas within the service

Goal #3 - Employee Wellness

- A continued effort to establish the best and most suitable shift pattern for employees
- The creation of a peer support team and peer support canine to assist during crisis along with day to day interaction with staff via the Police Chaplain program
- Ensuring that physical health and mental health needs of our staff are met



Understanding that our staff is the backbone of our organization is paramount. It is essential that we provide a safe workplace and further, provide the tools and training for our staff to complete their assigned duties. Designing a training plan will be our first priority. This will allow our officers to reach their full potential and further, provide the community with well-trained officers to respond to any call. Ensuring that each platoon has a specialist in the main areas of emergency response will provide officers a mentor on each shift. Working towards professional development and succession planning is key to a successful organization. As an organization we believe that engagement with the community is the key to reduced crime and victimization. Allowing officers and platoons to work with the community and design solutions to concerns or crime trends collaboratively is the first step to engagement.



We also understand the stress and demands that shift work places on our staff. Designing a shift pattern that works for our members, their families and the organization is a difficult task. As we are a 24 hour, 365 day operation we will continue to work towards the best shifting pattern for all concerned. We will also continue to support our staff with methods to prevent stress related injuries at the workplace. The implementation of a peer support team is a high priority for our service. We believe that the implementation of this team and access to resources in a timely fashion will assist in retaining healthy employees.



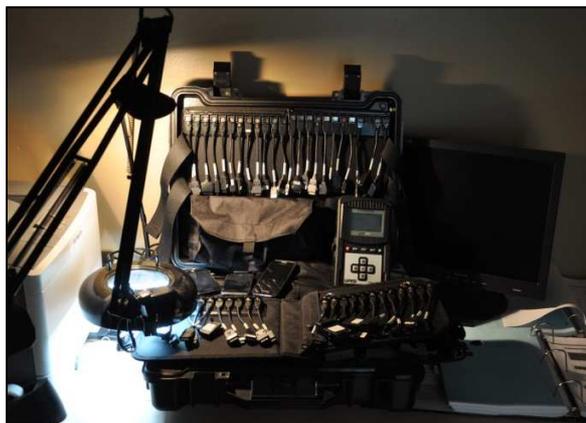
Section IV - Governance - "The Service"

The Brockville Police Services Board is responsible and accountable for the policies, procedures and finances of the Police Service. The Police Services Board is comprised of two Council members (one is usually the Mayor, unless they elect to designate another council member), two Provincial appointees and one member from the community appointed by Council for a total of five people. The Chief, Deputy Chief and members of Senior Management are accountable for the day to day operation of the Police Service. A sub-committee of the Board is struck for areas such as the Taxi By-Law, the budget and the Business Planning cycle. It is this governance that derives the Business Plan along with the community and it is utilized as a tool for the organization which provides leadership and direction to staff.

The key to a successful business plan is the acceptance and engagement of staff and the community. Educating the public as to our priorities and ensuring our members remain focused on the task at hand is paramount. Through this process the Police Service Board, Administration and the Association will be able to monitor and measure success or areas that need improvement and report back to the community. This theory is not a new theory and is something that has been practiced for years. Sir Robert Peel summed it up when he said "The Public are the Police and the Police are the Public."

Information Technology

As crime evolves, technology becomes increasingly difficult to manage and complex to investigate. The majority of crimes committed today include some form of technology. As a result we are required to remain vigilant and current with equipment and training. This becomes draining on resources and financially unsustainable. Ensuring that we can provide the court with all evidence related to a crime is a difficult task. Software upgrades and the equipment required to combat crime are a necessity and come at a cost. The Brockville Police have introduced technology to assist with the gathering of digital evidence and ensure that training is up to date. As we look to the future with the legalization of cannabis, we anxiously await the government's response to assist with technology and funding.



Goal #1 - Information Technology

- The installation of a new secure mobile/portable radio solution.
- The implementation of smartphone technology for front line officers.
- Software implementation in police vehicles to offer applications such as CPIC and HealthIM to front line officers.
- Software upgrades to assist with disclosure and the implementation of Electronic Crown Briefs.



Facilities

Maintenance vs replacement is a struggle with any facility. The Brockville Police facility is no different and we continue to balance the cost of replacing vs the cost of maintaining. We will continue our vigilance in offsetting replacement with continued maintenance. As with any infrastructure, one year may be very different than the next year. We project large scale replacements and ensure that our contractors keep us up to date with any developments to our existing equipment. The Brockville Police Facility meets our current needs and despite some necessary maintenance remains much less costly than a building replacement.

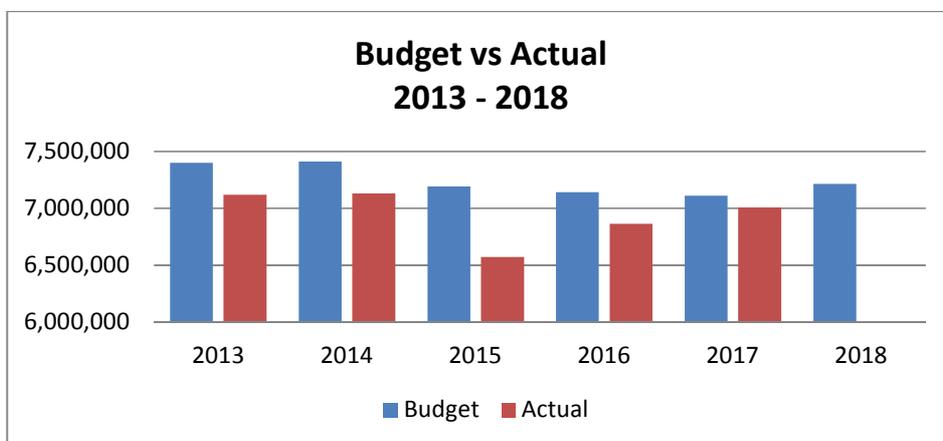


Goal #1 - Facilities Management

- Re-paving of the parking lot and repainting of the lines
- Ice dam installation to protect existing infrastructure from winter elements
- Replacement of air exchanger above the indoor range

Budget

Balancing the needs of the community and efficient operations is a challenge. Often, the community wants more than the police can offer. Despite these challenges the Brockville Police work closely with the community in order to provide excellent service for excellent value. Over the life of the past business plan, savings were identified and implemented. The reduction of full-time staff and the implementation of part-time staff was one opportunity. Reducing overtime and lost time was an organizational challenge which all members engaged in. As a result we are happy to report that despite a modest increase in spending we are still at a 2013 budget rate. We will continue to meet the financial challenges as we move forward and continue to provide the citizens of Brockville with excellence in policing services.



360° Vision

It is the Brockville Police philosophy to look at our business plan from all sides. Measuring our successes will ensure we are on the right path and also offer us an opportunity to evaluate where we need to improve. It is paramount for us to monitor crime rates in our community and crime trends. In response we will ensure that we notify the public offering solutions to assist in protecting themselves and preventing crime. Periodic surveys via social media will offer opportunities for the public to provide feedback. This in conjunction with presentations and meetings with community groups and an open door policy in the Chief's office, add an extra level of feedback avenues. Reporting crime trends quarterly to our Police Board provide the public with updated information while providing our staff with direction. Soliciting feedback from internal and external sources is the foundation of providing policing services to our community. The 2018 to 2020 Business Plan "Getting Back to the Community" provides our community with the Police Services direction both internally and externally. We look forward to executing this plan with you over the next 3 years.



Christmas Dinner at Loaves and Fishes

