



2013 - 2015 Business Plan



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Message from the Police Services Board



**(F) Bobbi Irwin (Secretary), David Lapointe, Penny Tolmie
(R) John Vandermeersch, Andy Anderson, John Forsdike**

The time has arrived yet again for the Aylmer Police Services Board to develop and adopt its new three year (2013-2015) Business Plan. The members of the Aylmer Police Services Board, together with the Aylmer Police Service, are committed to working in partnership with the community to provide the best policing possible. We are called upon to build a community where residents feel safe. We must keep this objective on top of mind as we plan for the future of our community police service.

In accordance with Provincial Policing Regulations we conducted community and business surveys to identify concerns and opportunities. The Police Services Board and the Aylmer Police worked together to review the results and identify how we plan to respond. The purpose of this business plan is to show the direction that we have set into place towards achieving our vision by setting priorities for the police service based upon public input. The citizens of Aylmer continue to express their desire to be served by their current community police service. It is our goal to continue to provide the high quality community based personal policing that you have come to expect from the dedicated men and women who serve on the Aylmer Police Service.

I am confident that the members of the Aylmer Police Service will rise to the challenges that the community has set for them as expressed in this business plan. I am proud of the women and men who serve our community as members of the Aylmer Police Service. I know that this pride is shared by my fellow members of the Police Services Board and by the public at large.

On behalf of the Aylmer Police Services Board, I would like to thank all of the parties that took the time to be involved in the formulation of this Business Plan and we look forward to fulfilling the policing needs for the Town of Aylmer.

David Lapointe,

Chair -Aylmer Police Services Board



Message from the Chief of Police



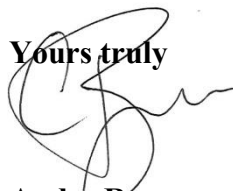
In my twenty-five years with the Aylmer Police I have had the privilege of working with, and now leading, some of the most dedicated people in policing. We have enjoyed a long and professional history in Aylmer. In 2012 the Town of Aylmer celebrated its 125th anniversary as a municipality. The Aylmer Police are equally proud to be part of that heritage.

2013 marks the beginning of our fifth Business Planning cycle. Each plan has set out goals and objectives over a three year period. Setting these goals involved a community survey and consultations with stakeholders meeting with the Police Services Board. During the growth of our community, the Aylmer Police have continued to keep pace, providing an efficient and accountable service to the community at large.

The stakeholders included our own employees, Town Council, Chamber of Commerce, and our schools. These civic minded individuals met every three weeks for hours on end. I personally appreciated the time and commitment from our stakeholders with our multiple meetings and extended discussions in preparation of this Business Plan.

The community survey identified drugs as a rising concern in Aylmer. The respondents also desired to see an increased foot patrol presence from our officers. The community again expressed a high satisfaction rating of the Aylmer Police and their desire to retain the current police model. The Aylmer Police will seek strategies and partnerships to effectively respond to identified issues. I encourage readers to view this document on our website www.aylmerpolice.com as many of our partners featured by logos or images are hyperlinked to their own websites for additional information.

This Business Plan will guide our organization forward over the next three years. The Aylmer Police will balance our time with an increased level of personal community policing to meet the needs and desires of our citizens. We will safely, effectively, and efficiently serve the Town Aylmer, and the community at large, with the consistent police service they have come to know and expect.

Yours truly

Andre Reymer
Chief of Police



Mission Statement

The Aylmer Police Service shall continually strive to protect life and property. We shall dedicate ourselves to providing a courteous and quality service that will be responsive to the needs of the community. The Aylmer Police Service is committed to professionalism and the service provided will be synonymous with excellence.



Vision Statement

We, the members of the Aylmer Police Service, are committed to excellence in law enforcement and are dedicated to the people, traditions and diversity within our community. In order to protect life and property, we will provide service with understanding, response with compassion, performance with integrity and law enforcement with vision to the future.



**Organizational
Chart**





Community Profile



The Town of Aylmer has a population of approximately 7,150 persons as of the 2011 census. We offer a diversity of property types including commercial business, light industries and a large residential base. The Town's gateway was installed in July of 2004 on John Street North and is represented by large rocks weighing 5000 pounds in total.

Pop by Age	1996	2001	2006	2011
0 – 24	2,668	2,670	2,510	2,385
25 – 44	1,925	1,900	1,685	1,630
45 – 64	1,280	1,455	1,675	1,880
65+	1,145	1,135	1,200	1,256
TOTAL	7,018	7,160	7,070	7,151

Geography

The Town of Aylmer is strategically located in Southwestern Ontario, Canada on Highway #3 and #73 at the midpoint between Windsor and Niagara Falls. Each of these major border crossings are within a 2 hour drive. Aylmer, services a primary market of over 20,000 from the East Elgin County area. However, an urban market of over 500,000 is within less than a 30 minute drive. Aylmer is a vibrant community where pride and spirit are hallmarks of our home town.

Multicultural Population

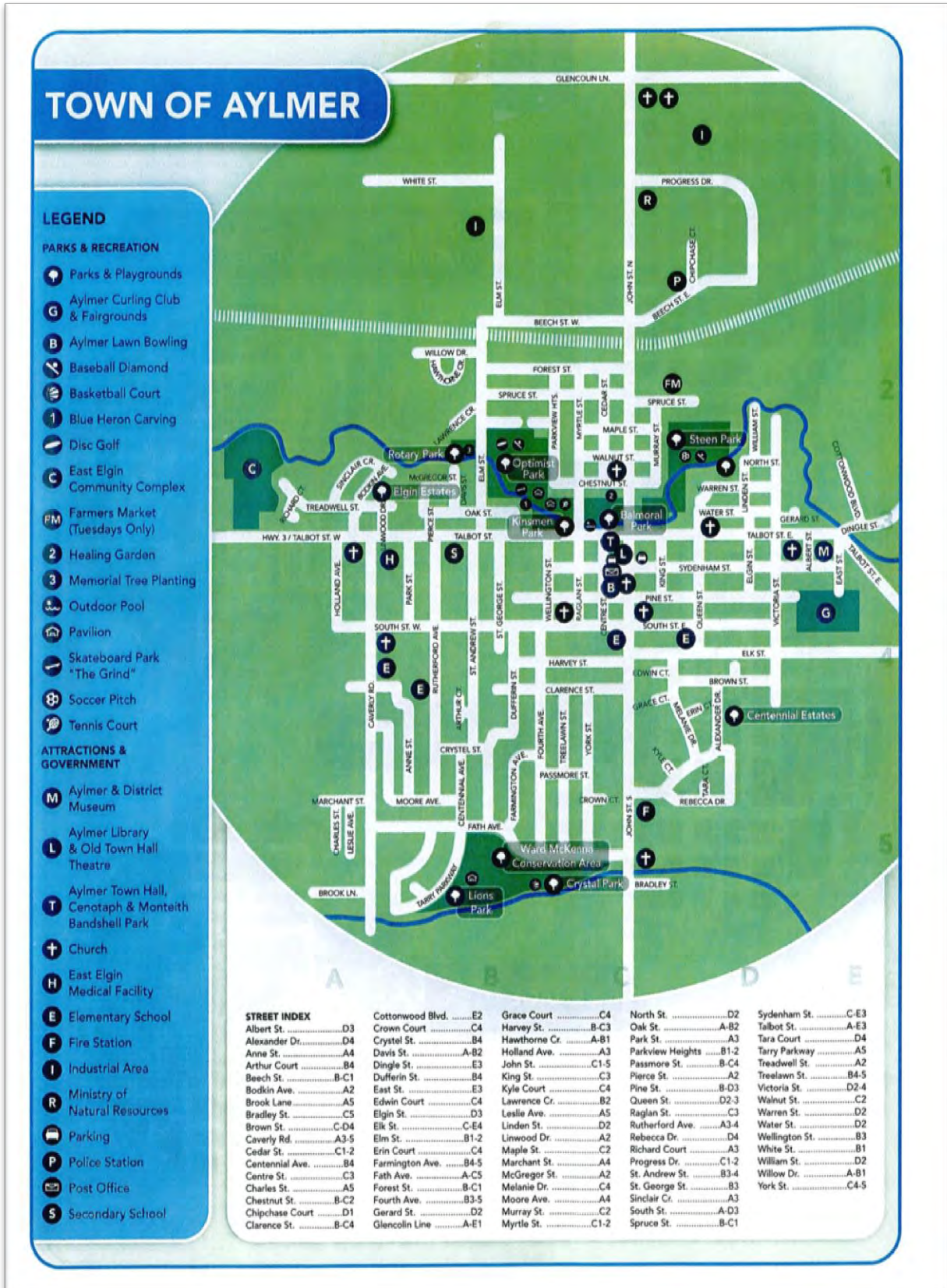
The 2011 census identified English as the predominant language spoken within home. Further 720 residents listed their spoken language as “other”. The Mennonite Community also speaks Low-German.

Education

Public education within Elgin County falls under the jurisdiction of the Thames Valley District school Board and the London District Catholic School Board. Aylmer has one large secondary school and three elementary. There are also two private schools, Immanuel Christian and the Church of God.

Industry

The Town of Aylmer has an industrial base and agricultural base. The decline of the tobacco industry has given way to an increase in vegetable crops. The larger employers are: Eastlink, the Aylmer Express, ICS Couriers, the Ministry of Natural Resources, the Ontario Police College, IGPC Ethanol plant, and the two school boards. In addition, many of Aylmer residents are employed in neighbouring communities such as London, St. Thomas, and Tillsonburg where the major employer is the automotive sector.





Community Survey Summary

This is the fourth survey conducted in Town of Aylmer since the initial one in 2000. The survey was contracted out to the University of Western Ontario to handle. In each instance, 1000 surveys were distributed throughout the Town of Aylmer and surrounding area to ensure all groups were specifically covered. The portioning was adjusted to keep the greater majority of the respondents as actual Aylmer ratepayers. It was agreed the distribution be as follows:

- Aylmer Residents 900
- Mennonite Community Services 40
- East Elgin Secondary 30
- Chamber of Commerce 30

The purpose of the survey was to solicit community opinion of the service the Aylmer Police provided to them. The 2013 survey was gauged against the previous. The response rate was **21%**.

In terms of the amount of crime, how do you think Aylmer compares with other communities of similar size in the area?	#	%
much less crime	15	10
less crime	58	40
about the same crime	73	49
more crime	2	1
much more crime	0	0
Total	148	100
Unknown/No answer	66	
Total	214	

Judging from the number of Aylmer Police Officers you see in the community, would you say there are:	#	%
Too few officers	22	13
The right number of officers	109	67
Too many officers	32	20
Total	163	100
Unknown / no answer	51	
Total	214	

Over the past few years, do you think crime in Aylmer has:	#	%
decreased	13	9
remained the same	86	61
increased	43	30
Total	142	100
Unknown/No answer	72	
Total	214	

How would you rate the quality of police service in Aylmer?	#	%
Poor	4	2
Adequate	27	13
Good	98	48
Excellent	75	37
Total	204	100
Unknown/ no answer	10	
Total	214	

- Complete tally & comments provided as [Appendix "B"](#) to this plan.



Objectives of the Aylmer Police

1. To serve & protect the community.
2. To provide a safe environment for our citizens, both at home and while they are out in public.
3. To ensure citizens feel secure in their community.

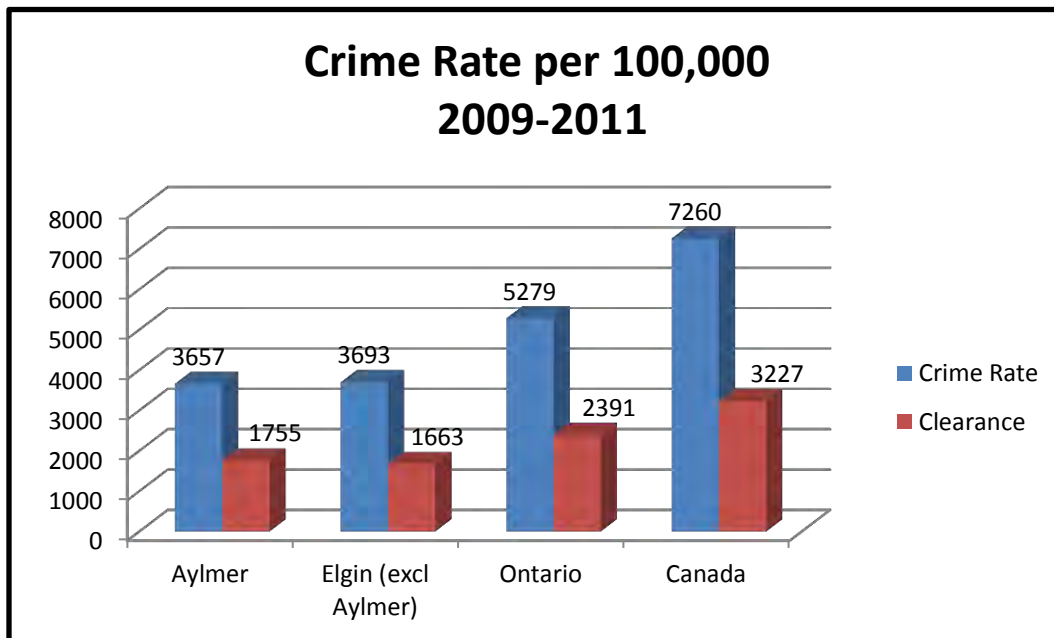
As required by [Provincial Adequacy Standards](#), the Aylmer Police provide the six core services necessary to ensure the delivery of adequate and effective policing;

- | | |
|-----------------------|-------------------------------------|
| 1) Crime Prevention | 4) Public Order Maintenance |
| 2) Law Enforcement | 5) Emergency Response |
| 3) Victims Assistance | 6) Administration & Infrastructure. |

These core services are delivered to the community by members of the Aylmer Police, either by direct means, or through contracting out, as provided for in the Adequacy Standards Regulation.

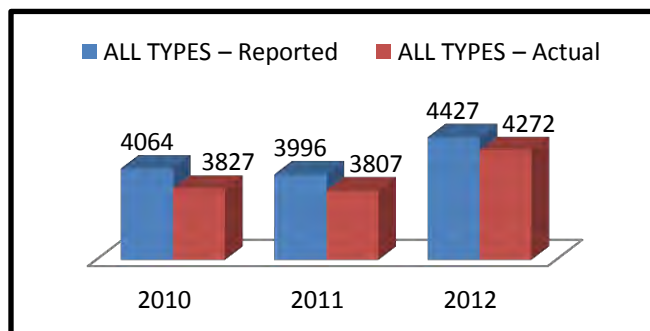
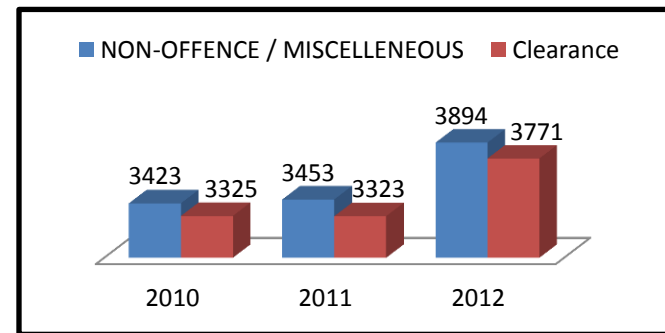
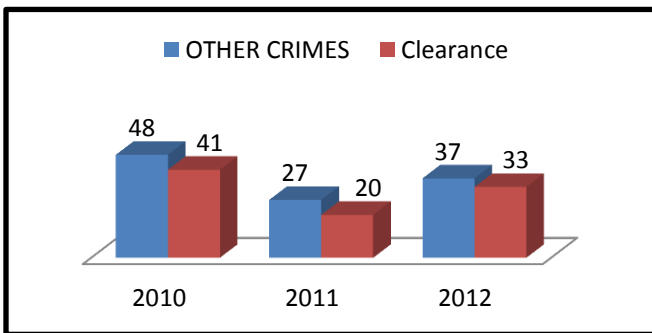
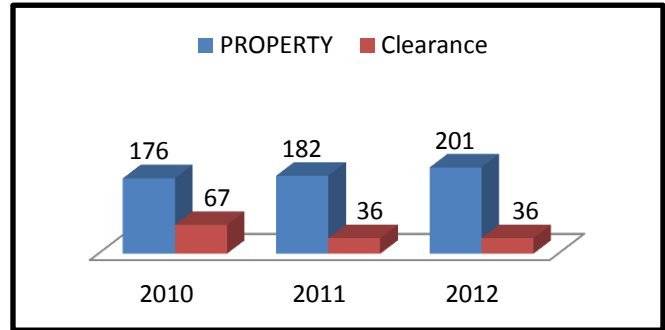
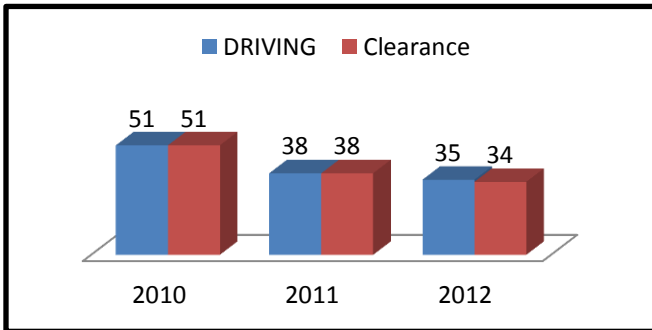
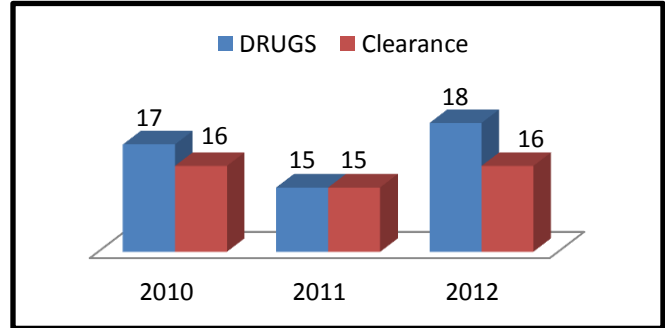
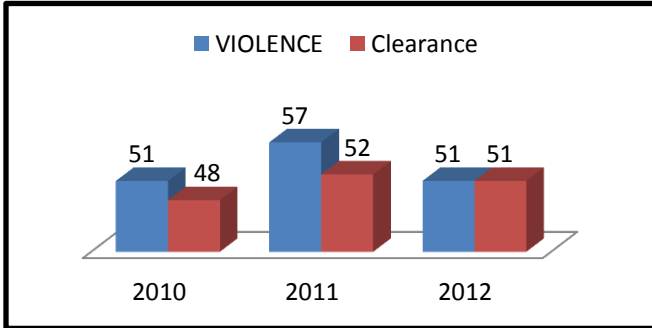
External Crime Statistics

The [Canadian Centre for Justice Statistics](#) chart below is a 3 year analysis of crime comparing Aylmer, the County, the Province, and Canada. The total crime rates were per 100,000 population and included total clearance rates. This remarked if the crime was “solved”, whether or not charges were laid. Aylmer was on par with Elgin County and below the higher tier crime rates. Aylmer’s clearance rate of 48% was also just above the average clearance rate of 45% elsewhere.





Local Crime Statistics





S.W.O.T. Analysis

(Strengths, Weakness, Opportunities, Threats)

Strengths:

- Citizen satisfaction level high 85 %.
- Keep Aylmer as Municipal police 92%.
- Support of Aylmer's B I A.
- Support from Municipal Council.
- Excellent planning, implementation and enforcement.
- Officers/Staff are well trained and well equipped.
- Officers/staff are highly motivated and value driven.
- Good relationships with O.P.P. and other municipal police & emergency services.

Weaknesses:

- Current Police facilities.
- Police visibility needs improvement.
- Sick Time, shift coverage & overtime.

Opportunities:

- Improving relations/interactions with Mennonite Community.
- Educating the Public on by law enforcement and traffic violation.
- Working closer with all the school boards.
- Pursuing ticket revenue/grant revenue.
- Part-Time Policing.

Threats:

- Economy, reduction of grants, provincial/federal downloading.
- Future budget constraints.
- Drugs, public awareness of problem, enforcement.
- Increasing traffic problems, and motor vehicle collisions.
- Aging workforce.



Crime Prevention

In an ideal world the role of the police is to be proactive rather than reactive. Since that is not always possible, the Aylmer Police relies upon Crime Prevention as one of its strategies. By engaging the community through our schools it allows us the opportunity to reinforce social values and expectations of people and our youth. We promote and support the Crime Stoppers Program in the hopes it will assist us in soliciting anonymous information from otherwise reluctant witnesses. Further, the Aylmer Police utilizes specially trained officers to facilitate community seminars on a wide range of issues; such as Elder Abuse and Fraud. On our Website we receive in excess of 500 hits a month. This too allows an opportunity for the people to follow the links and programs on line. As well, it provides for yet another venue to educate the community and promote some of our external programs.

GOAL:

Raise the profile of crime prevention programs through Community involvement

OBJECTIVES

1. Promote website links and on-line programs for crime prevention.
2. Increase involvement & support in the “Crime Stoppers” program.
3. Maintain partnerships with county domestic and high risk offender committees.
4. Participate in, and be present at, community events promoting the Aylmer Police and crime prevention.

PERFORMANCE MEASUREMENTS

1. Link to external internet safety programs and track website hits.
2. Crime stopper call analysis & external program events.
3. Track external committee meetings and outcomes.
4. Track community events, police campaigns, and speaking engagements.



Accountability: Community Services Officer, Sergeants, Chief



Community Patrol

This is performed in a number of ways including police cruiser, bicycle, and officers beat foot patrol. Effective deployment of these patrols is a matter of needs and priorities. The Aylmer Police have four cruisers and a bicycle shared amongst the twelve patrol officers. School patrols are done by officers in police cruisers and are specific to peak times; while foot patrol is ideal when the public may commonly see and interact with officers. Bicycle patrol is a hybrid allowing highly mobile visibility and enforcement opportunities as well. With a minimum two officers on duty at any given time, emphasis will be given to high visibility patrols while maintaining the ability to promptly respond to calls for service.

GOAL:
Increase public visibility while balancing effective patrols

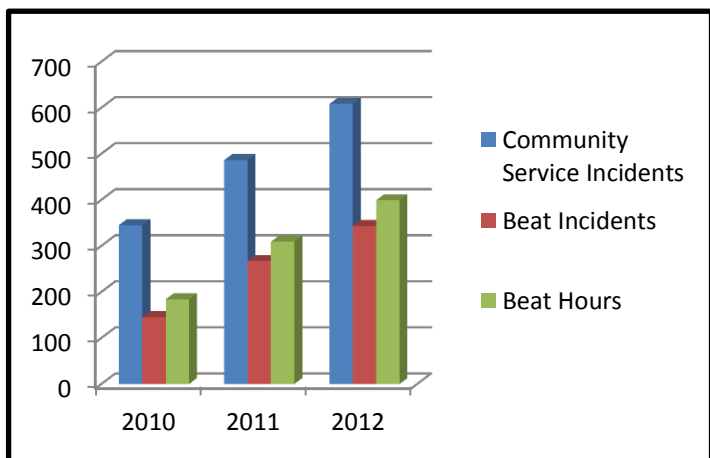
OBJECTIVES

1. Maintain foot beat duty patrols and increase durations at peak visibility times.
2. Bicycle patrols, with a second bike, and utilize Auxiliary officers to ride.
3. Dedicate school patrols in community safety zones during peak times.

PERFORMANCE MEASUREMENTS

1. Assign daily foot beat periods and track time against prior years.
2. Acquire second bike and log times as Community Service hours.
3. Mandatory patrols assigned 8:00 a.m. – 9:00 a.m. and 3:00 p.m. – 4:00 p.m. daily when schools are open.
4. Track Auxiliary hours for use in measurements 1 & 2.

Past Indicators:



Accountability: patrol officers, Sergeants, & Chief



Criminal Investigative Services

Criminal complaints within our community are, by their very nature, very time consuming for our investigating officers. The requirements, procedures, protocols, including the reporting system occupy a vast majority of their time while they are conducting such investigations. On a positive note, the Aylmer Police maintains a high clearance rate of general crimes when compared with our peers. I should be noted that the Provincial Adequacy Standards require that all investigating officers have the knowledge, skills and abilities to investigate specific occurrences. All of our officers are trained generalists, however, some have received specialized training to deal with offences/occurrences such as sexual assaults, drugs, frauds, forensic identification, and breath analysis. In order to efficiently deploy these resources we maintain a minimum of two trained officers in these key areas. Training is often conducted on duty, on-line, or in house to maximize resources. We average approximately 1800 hours annually for such training. Partnerships with our peers and intelligence organizations are also important to keep abreast of crime trends and deploy intelligence led strategies. Deployment of personnel is addressed in Resource Planning.

GOAL:

Maintain and improve criminal clearance rates through quality investigations by appropriately trained personnel.

OBJECTIVES

1. Maintain and refresh mandated criminal investigative training and qualifications.
2. Maintain consistent crime clearance rates.
3. Increase resources into Drug enforcement and investigations as recommended in the community survey.
4. Become formal members of CISO (*Criminal Intelligence Service Ontario*).

PERFORMANCE MEASUREMENTS

1. Track annual officer training.
2. Compare clearance rates to prior years.
3. Track high Drug complaints & investigation outcomes.
4. Report on CISO membership & resource advantages.



Accountability: Sergeants, Drug Officers, Chief



Community Satisfaction

In our fifth business plan and related community survey the Aylmer community has reported a consistent approval rating over 80%. This rating is not only for the current performance of the Aylmer Police but also of the Town's desire to maintain its own police service at its current level. No public complaints against the service are also a testament to our police professionalism. Maintaining this high level of satisfaction requires continuing community engagement and communication. This will be accomplished by utilizing the police website, local media and participating at public events.

GOAL:

Maintain the high level of community satisfaction with the Aylmer Police

OBJECTIVES

1. Continue to maintain a low incidence of substantiated public complaints.
2. Continue to maintain high level of satisfaction in community surveys.
3. Participate in large community events and host police open houses - building rapport.
4. Chief of Police to liaison with the Aylmer Town Council on behalf of Police Services Board.

PERFORMANCE MEASUREMENTS

1. Track public complaints against previous years.
2. Track community survey results and rates against prior plans.
3. Track Community events and open houses in which we participated.
4. Update website as required, weekly press releases, and attend Town Council meetings quarterly.

Accountability: All Officers & Chief





Emergency Calls for Service

Although 911 calls only amount to ten percent of the monthly calls for service volume that is when the community expects prompt police response. The planning and training that is continually occurring allows for a professional response for those calls. The Aylmer Police have assisted and assessed our schools in their mandated emergency preparedness protocols. Immediate Rapid Deployment training with the OPP addresses “active shooter” scenarios. This training also dovetails with the school strategies. The Town of Aylmer conducts provincially mandated emergency planning that coincides with police counter-terrorism policies. Community risk identification and mitigation is common to both the Town and Police policies. Preparing for a natural or manmade crisis will reduce the impact to the community by having emergency service workers effectively respond and help the community recover.

GOAL:

Ensure a prompt and professional response to emergency calls for service.

OBJECTIVES

1. Maintain Town & County Emergency Planning.
2. Maintain IRD (*Immediate Rapid Deployment*) officer training and security drills at local school.
3. Update Counter Terrorism policy & procedure for the Town of Aylmer.

PERFORMANCE MEASUREMENTS

1. Emergency planning meetings & training with the Town of Aylmer and the County of Elgin.
2. Track annual Use of Force, IRD training, and Code Red drills at schools.
3. Utilize Town Emergency Plan on Risk Assessment and Mitigation for Counter Terrorism Policies.



Accountability: Training Sergeant, CSO Officer, & Chief



Violent Crime

The Aylmer Police has investigated an average of fifty-three (53) violent crime incidents over the past three (3) years and have a ninety-five (95%) clearance rate. Because of the very nature of violent crimes they tend to be some of the most high profile and socially concerning incidents that we deal with. Obviously, these types of investigations require significant time and resources. It is therefore incumbent upon our police service to ensure that the officers investigating such calls have the investigative skills. Compliance with the provincial databases regarding submissions for major cases, including violence and sexual offences, allows for linkages between police agencies. Education is the key to crime prevention with our youth and in that regard the Aylmer Police will continue supporting “Anti-Bullying” strategies and awareness in our schools and our community.

GOAL:

Maintain the high level of clearance rates to violent crime through a consistent response and compliance with provincial standards.

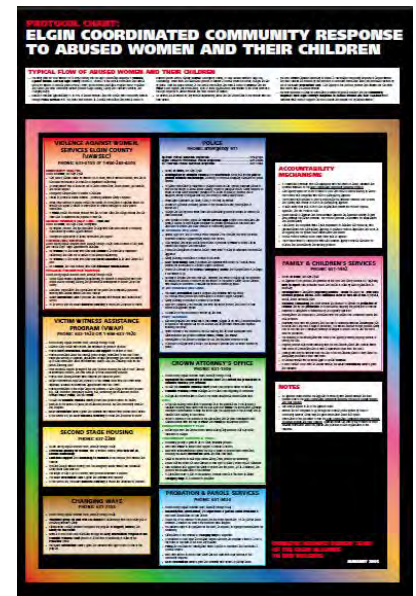
OBJECTIVES

1. Update Domestic Violence Investigator training.
2. Maintain compliance with OSOR (*Ontario Sex Offender Registry*, MCM (*Major Case Management*) and ViCLAS (*Violent Crime Linkage Analysis System*) regulations.
3. Promote Anti-Bullying strategies within our schools and community

PERFORMANCE MEASUREMENTS

1. Track Domestic Violence Investigation training for personnel.
2. Rate of violent crime over past years.
3. Annual Tracking of SOR, MCM & ViCLAS-including audit results.
4. Track school and community events designed to combat youth bullying.

Accountability: DVI Sergeant, Training Sergeant, & Chief





Property Crime

Property crimes are the most prevalent reported offences to police in general. The Aylmer Police have averaged 186 incidents over the past three years and been solved with a twenty-five (25%) clearance rate. Often these crimes go unreported for days or weeks making investigations all but futile. This is often due to complacency with buildings and vehicles being left insecure, or property left out in the open. Prompt and consistent reporting of all crime, especially property crime, will assist the police in establishing patterns, links, to assist in clearing these offences. Discouraging criminals is often as simple as locking and hiding valuables from plain sight. High crime locations can also be mitigated with the use of appropriate electronic surveillance giving the police the tools for effective investigation and prosecution. If business practices in high risk areas are altered, offenders may be discouraged.

GOAL:

Improve property crimes investigations through promotion of awareness programs.

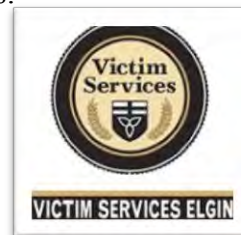
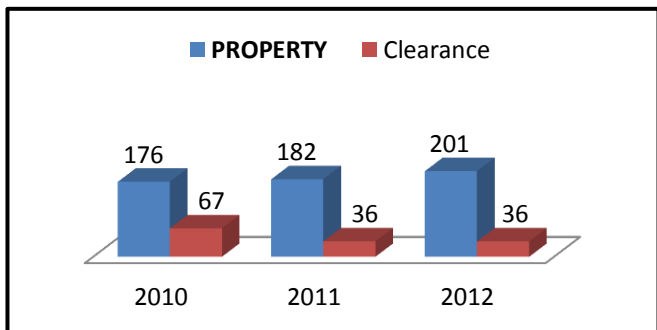
OBJECTIVES

1. Educate public on crime prevention programs.
2. Encourage prompt reporting of crimes.
3. Encourage increased security and surveillance.
4. Utilize CPTED (*Crime Prevention Through Environmental Design*) program with own officers & VCARS (*Victim Crisis and Referral Services*).

PERFORMANCE MEASUREMENTS

1. Track community education programs [Crime Prevention programs \(as per page 15\)](#).
2. Compare rate of crime & clearance to past years.
3. Promote and track programs such as *Lock it or Lose it, Pay before you Pump*.
4. Track VCARS & CPTED referrals for property crime victims.

Past Indicators:



Accountability: Community Services Officer, Sergeants, & Chief



Youth Crime

The Youth Criminal Justice Act allows for diversion of youth from the courts into meaningful programs and resources. Promoting prevention over enforcement is always our primary focus. Positive interaction with our youth comes from frequent and meaningful contacts at our schools. Programs taught in part by police include peer pressure matters at the elementary level and Drug awareness to secondary level students. Encouraging a student run “Crime Stoppers” program will provide an opportunity for the secondary students to be accountable to each other. Encouraging law enforcement as a career option is also a way to set positive goals in the youth.

GOAL:

Reduce Youth Crime through proactive school engagement and promotion of specific programs.

OBJECTIVES

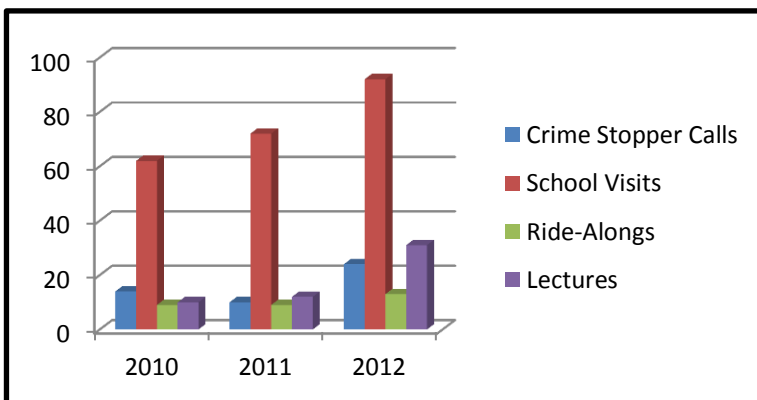
1. Promote a *student* “Crime Stoppers” Program at East Elgin Secondary School.
2. Increase school visits and schedule planned events with elementary & secondary students.
3. Promote a police career at the secondary school and offer ride-alongs to qualified applicants.
4. Increase use of appropriate diversion programs.
5. Support school liaison programs such as D.A.R.E (*Drug Abuse Resistance Education*) and V.I.P. (*Values Influences and Peers*).

PERFORMANCE MEASUREMENTS

1. Track the new “Crime Stoppers” program and its statistics internally.
2. Track school walk-throughs, lectures, and school calls for service rates.
3. Track secondary career meetings, and ride-alongs.
4. Track youth crime and diversion programs.
5. Track school programs taught by police.



Past Indicators:



Accountability: Community Services Officer, Sergeants, & Chief



Victim Assistance

Victim assistance is key in the legal process. Agencies from the justice and health sectors can facilitate victims in regaining control and recovering from a crisis. A “victim” may be anyone adversely affected by an occurrence, even if they were not directly involved. Assistance may be as simple as offering informational resources up to physically relocating someone to a place of safety. Assistance does not end at first contact; rather it is an on-going process, with multiple agencies, often after court as well. Referrals are intended to assist the individual, and may divert from them a legal process. Encouraging the public to accept available resources begins with officer training. Keeping our officers up to date on new and available resources is an ongoing process with in-service and on line training.

GOAL:

Raise public awareness of community programs and improve the service provided to victims of crime.

OBJECTIVES

1. Increase community use of available victim programs.
2. Ensure victims and persons in need are provided all material & information.
3. Increase specific officer training on victim issue.

PERFORMANCE MEASUREMENTS

1. Track victim assistance referrals (Violence Against Women Services & Victim Services).
2. Track mental health referrals and other programs offered (Canadian Mental Health & 211).
3. Track feedback through our partners (Victim Witness Assistance Program & Crown Attorney).
4. Track internal training.

Accountability: All officers, Domestic Violence Trainers, Sergeants, & Chief





Road Safety

Road Safety is integrated with Community Patrol and is the most commonly visible form of police interaction with the public. The community survey held road safety in the top 30% of concern. The Aylmer Police lay over 800 traffic charges and stop an average 5000 vehicles in RIDE (*Reduce Impaired Driving Everywhere*) programs a year. The “Top Four” driving offences are identified as a national concern. There are Aggression, Distraction, Impaired, and Seat Belt use. Participating in enforcement with peer agencies in and out of our community enforces the Top Four strategy in focused events. The Aylmer Police utilize its own personnel and equipment to combat these offences. Our equipment includes Radar and Laser guns, a Speed trailer, Alcotests, and an Intoxilyzer. Mobilization includes the use of marked and stealth vehicles, including bicycles.

GOAL:

Maintain road safety strategies through effective enforcement and participation in public programs.

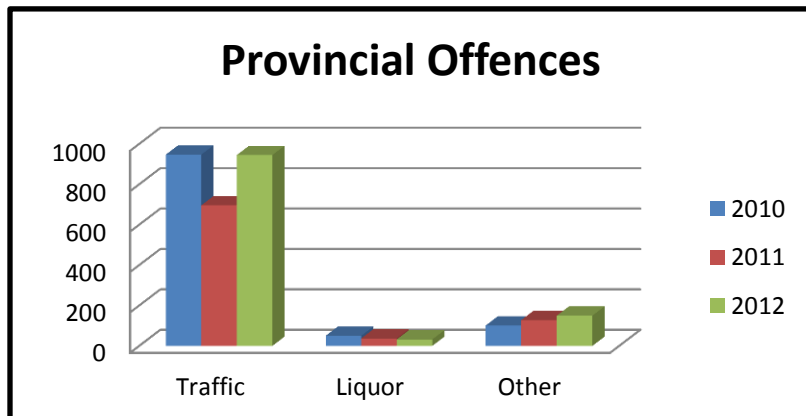
OBJECTIVES

1. Increase provincial offence enforcement through set targets for officers and platoons.
2. Maintain community R.I.D.E. programs.
3. Maintain enforcement programs with other agencies.
4. Maintain the enforcement equipment as needed.

PERFORMANCE MEASUREMENTS

1. Set shift targets and track levels monthly enforcement.
2. Track R.I.D.E. all programs.
3. Track the results of external enforcement programs.
4. Track maintenance on current equipment and make recommendations for replacement.

Past Indicators:



Accountability: Sergeants, & Chief



Information Technology

The Aylmer police, along with thirty other police services, are members of OPTIC (*Ontario Police Technology Information Cooperative*). The cooperative keeps us linked together and provides opportunities for efficient technological enhancements. Blackberry smart phones and secure Playbook tablets are a cost effective way to keep officers connected and mobile. Secure radio communication is currently performed by legacy analogue radios. Replacing radios with compatible digital units is a costs effective way to eventually transition. VOIP advancements (*Voice Over Internet Protocol*) have opened new opportunities to contract out new cost effective dispatch services. In turn, legacy computer servers may be repurposed for the Blackberry mobile computing project. The RCMP has mandated electronic RTID (*Real Time Identification*) by July 2014 eliminating paper fingerprints and improving the response to criminal and voluntary checks.

GOAL:

Provide technological enhancements to improve the efficiency of front line policing to the community.

OBJECTIVES

1. Complete the Blackberry mobile data terminal program for police cruisers.
2. Transition our present communications systems to digital communications.
3. Improve efficiency of computer aided dispatch.
4. Comply with electronic fingerprint submissions.

PERFORMANCE MEASUREMENTS

1. Integration of current smart phones with repurposed dispatch computers.
2. Ongoing replacement of current analogue radios with digital radios over the terms of the plan.
3. 24 hour Dispatch contract with another police service negating need for recurring hardware lease.
4. Acquire RCMP mandated Live or Data Scan interface through OPTIC connection.

Accountability: IT Contractor & Chief





Resource Planning

The largest resource of the Aylmer Police is its members. Effective utilization of human resources includes:

- * Keeping the officers trained and their skills sets addressed through succession planning is key in the seamless deployment of policing to our community.
- * Being reflective of our cultural demographic by seeking to recruit qualified new members from our Mennonite community.
- * Staff wellness is also important in maintaining healthy productive employees.
- * Utilizing our volunteer auxiliary officers not only enhances our Community Patrol but also offsets our overtime officers in lower priority assignments.
- * Rotating officers through the four platoons refreshes relationships and offers new mentoring opportunities. This would include the integration of new personnel and for part-time contracts.

Equipment resources support our human resources to achieve our organizational needs. Core equipment are vehicles and uniforms. Current equipment have varied life spans. New technology, as previously detailed in this plan, can replace or enhance existing models. Planned capital expenditures and will be reviewed, forecasted, and deployed efficiently.

Communication of this plan is essential for the members of the police service and the community they serve. It is a living document and the goals to be achieved will be reinforced and ongoing both internally to its members, and externally to the community.

GOAL:

To develop and deploy our resources to efficiently achieve the goals of the Aylmer Police.

OBJECTIVES

1. Inventory core skills sets and certifications of specialty officers.
2. Succession planning of human resources.
3. Promote staff wellness.
4. Maintain and enhance equipment needs.
5. Communication of the organizational goals & objectives.
6. Annual Report to Board as per the provincial regulation.

PERFORMANCE MEASUREMENTS

1. Identify key trained personnel and inventory core skills.
2. Create a 5 year succession plan for all personnel including hiring qualified part-time officers.
3. Track Fitness Pin awards and shuffle the platoons annually.
4. Develop five (5) year capital forecast for replacement and new purchase time lines.
5. Track internal and external meetings & communications.
6. Create an Annual Report to the Board for the community on the previous years' activity and goal achievement.

Accountability: Sergeants & Chief



Police Facilities

The Aylmer Police maintains our sole police facility located at 20 Beech St. E., Aylmer Ontario. The building was constructed in 1997 and conformed to all legislative requirements. The Aylmer police provide 24 hour 7 day a week police protection to the community through our station. Administrative staff, including the Chief of Police, are accessible to the public during normal working hours 8:30am to 4:30pm. The Police building is inspected by a Joint Health & Safety Committee as part of the Aylmer Police Occupational Health & Safety Policy. The Chief of Police will review and report back to the Board, at least once every business cycle, on whether the Aylmer Police meet or exceed all items listed in section 6 of the Board's Policy AI-001.

The building is a Municipal asset and as such substantive improvements are the responsibility of the Town of Aylmer. A 2012 independent engineers report identified the station roof was in need of priority repair or replacement due to age and leaks. The open concept design and block walls have not been efficient for the singular HVAC (*Heating, Ventilation, Air Conditioning*) unit. The interior high wattage pendant lighting is also inefficient and prone to expensive repairs.

GOAL:
Improve the efficiency and functionality to meet our future needs.

OBJECTIVES

1. Improve energy savings and the life cycle of the building.

PERFORMANCE MEASUREMENTS

1. Replace dated roof to stop leaks and enhance insulation.
2. Installation of suspended ceilings to improve HVAC and allow for fluorescent lighting.
3. Insulate block walls and install multiple HVAC zones in administrative area.



Accountability: Town Building Inspector, PSB, & Chief



Budget for Business Plan

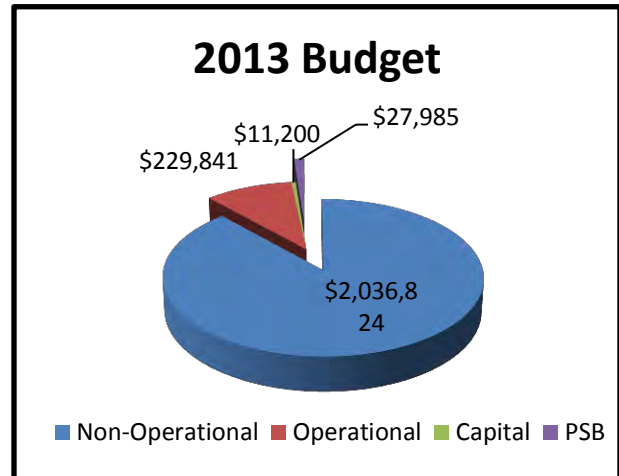
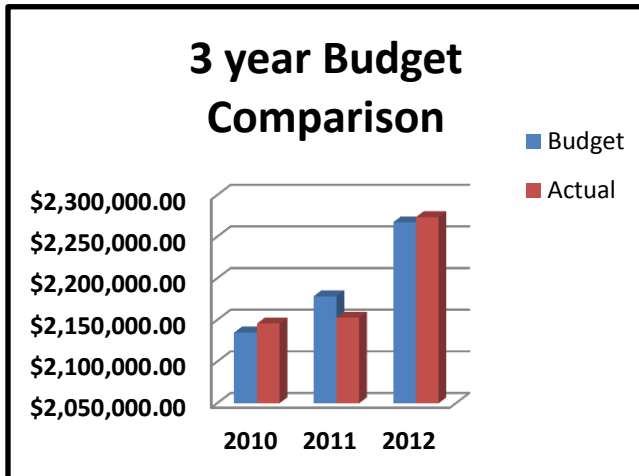
This Business Plan is prepared once every three years. It will include the estimated costs of implementing a specific goal in a specific year. The annual budget is prepared by December of each year for submission to Town Council. The costs of any Business Plan goals would be incorporated in the budget for the year they were targeted to be met. In general the budget is comprised of three areas:

1. Operational (uniforms, office supplies, utilities, etc.)
2. Non-Operational (salaries and benefits)
3. Capital (cruiser, and other onetime purchases)

The Annual Report is completed each year summarizing the activities of the Aylmer Police including Business Plan achievements and budgetary compliance.

GOAL:

To identify and budget the costs of meeting the goals of this Business Plan Business over the next three years.



ESTIMATED BUSINESS PLAN EXPENSES:

2013	Blackberry Mobile computing	Radio upgrade	
	\$20,000	\$1,500	
2014	R.T.I.D. fingerprinting	Radio upgrade	Roof replacement
	\$30,000	\$3,000	\$50,000
2015	Suspended Ceilings & Insulation	Radio upgrade	
	\$50,000	\$3,000	



Acknowledgements

The Aylmer Police Services Board and Chief Reymer would like to acknowledge and thank the members of the planning committee for their valued input into this Business Plan. The members included Gerry Richer (Deputy Mayor), Karyn Silliker (Meridian Credit Union), Keith Cameron (Immanuel Christian School), and Dean Grbich & Paul Lawrence (Aylmer Police Association). We also greatly appreciate the 214 Aylmer community respondents who returned the survey with their varied opinions of our police service. Together we have once again developed a plan for a safer Aylmer community.

Appendix “A” – Contact Information

Aylmer Police Station
20 Beech St. E.
Aylmer, Ontario
N5H 3H6

911 (Emergency Calls)
(519)773-3144 (Non Emergent Calls)
(519)773-3146 (Business/Admin Calls)
(519)765-1580 (Fax)
info@aylmerpolice.com

Aylmer Police Services Board
P.O. Box 124
Aylmer, Ontario
N5H 2R9

psb@aylmerpolice.com

Aylmer Town Hall
46 Talbot St.W.
Aylmer, Ontario
N5H 1H4

(519)773-3164
(519)765-1446 Fax
www.aylmer.ca

Ministry of Public Safety and Correctional Services -Policing Services
25 Grosvenor Street
12th floor
Toronto, Ontario
M7A 2H3

(416) 314-3000
www.mcscs.jus.gov.on.ca/english/default.html

Andre Reymer
Chief of Police

(519)773-3146
areymer@aylmerpolice.com

David Lapointe
Board Chair
Aylmer Police Services Board

council.dlapoint@eastlink.ca



Appendix “B” – Community Survey 2013

The Aylmer Police are conducting a random survey of the Town of Aylmer and the surrounding community we to find out the feelings and opinions of the people we serve on how well the Aylmer Police Service are performing their duties, and where resources and emphasis should be placed in the future. You will not be identifiable in the final report unless you wish to be, because your responses will be grouped with the responses of other respondents.

Planning has become a major component of policing over the last decade. It is only appropriate that the Aylmer Police Service strategically plan our future. We must ask ourselves a few basic questions.

1. What are the priorities and objectives of the Aylmer Community?
2. How are we going to serve and protect the community?
3. How are we going to provide a safe environment for persons both in their homes and public places?
4. How are we going to ensure that citizens feel secure in their community?
5. How and when are we going to address those priorities and meet those objectives, while remaining within legislative standards and requirements?
6. How are we going to economically reach those objectives?

With the assistance of civic-minded groups and individuals we hope that the **Aylmer Police 2013-2015 Business Plan** will accomplish that goal.

CORE FUNCTIONS OF POLICING

The legislated core functions of policing identified below are necessary to ensure the delivery of adequate and effective police services.

- 1) Crime Prevention; 2) Law Enforcement; 3) Victims Assistance;**
4) Public Order Maintenance; 5) Emergency Response; 6) Administration & Infrastructure.

These core functions are provided directly to the community by members of the Aylmer Police either by direct means, or in some situations, through contracting out, as provided for in the *Adequacy Standards Regulation RSO 03/99*.

Copies of past & present Business Plans and Annual Reports are available free through the Aylmer Police website at <http://aylmerpolice.com/stats.php> . You may also e-mail your request to info@aylmerpolice.com

Please return your survey by 20 DEC 2012 in the addressed envelope by mail or drop it off at the Aylmer Police Station.



SURVEY QUESTIONS

1. For you, please rate the seriousness of each the following problems in Aylmer.

	Not at all	Somewhat	Moderately	Very	Extremely Serious	Total	
	1	2	3	4	5	N	Avg
Break & Enters	7.1	17.4	23.9	29.3	22.3	184	3.42
Thefts	6.0	13.2	26.9	35.7	18.1	182	3.47
Stolen Vehicles	13.1	24.0	24.0	24.0	14.9	175	3.03
Vandalism	6.0	14.3	28.0	28.0	23.6	182	3.49
Family Disputes	7.6	14.0	33.7	27.3	17.4	172	3.33
Traffic Violations	5.4	17.8	28.6	31.4	16.8	185	3.36
Drugs	5.5	8.3	22.7	28.2	35.4	181	3.80
Liquor Offences	7.4	12.5	36.4	23.9	19.9	176	3.36
Youth Crime	7.0	12.2	28.5	30.8	21.5	172	3.48
Assaults	9.3	18.0	23.3	24.4	25.0	172	3.38
Frauds	12.1	24.7	25.3	23.6	14.4	174	3.03
Robbery	10.2	23.2	20.3	23.2	23.2	177	3.26
Noise & Disturbances	9.3	34.6	37.9	12.1	6.0	182	2.71
Intoxicated Persons	8.8	34.3	34.8	13.3	8.8	181	2.79
Violence Against Women	10.4	15.0	22.0	23.7	28.9	173	3.46
Bias Motivated Crime	23.0	21.7	24.3	19.7	11.2	152	2.74
Racial Tensions	21.1	27.7	20.5	18.1	12.7	166	2.73
Speeding Cars	4.2	16.1	29.2	29.2	21.4	192	3.47
Parking	26.9	30.1	21.5	12.9	8.6	186	2.46
Police Harassment	20.2	24.4	22.6	23.2	9.5	168	2.77
By-Law Enforcement	16.9	26.5	33.7	13.9	9.0	166	2.72



Other¹ (summarized)

- Bullying
- Animal Littering
- Red light & stop sign offenders
- Parking by hydrants
- Winter overnight parking
- Pedestrians not using crosswalks

2. Over the past few years, do you think crime in Aylmer has:	N	%
decreased	13	9.2
remained the same	86	60.6
increased	43	30.3
Total	142	100.0
Unknown/No answer	72	
Total	214	

3. In terms of the amount of crime, how do you think Aylmer compares with other communities of similar size in the area?	N	%
much less crime	15	10.1
less crime	58	39.2
about the same crime	73	49.3
more crime	2	1.4
much more crime	0	0.0
Total	148	100.0
Unknown/No answer	66	
Total	214	

4. How would you rate the performance Of the Aylmer Police Service in carrying out the following functions?

	Very Poor	Poor	Adequate	Good	Excellent	Total	
	%	%	%	%	%	N	Avg
Solving serious crime	.0	1.7	23.9	53.8	20.5	117	3.93
Enforcing the laws	.0	5.0	23.8	54.1	17.1	181	3.83
Investigating crime	1.4	4.3	30.4	47.1	16.7	138	3.73
Enforcing traffic	2.1	11.2	23.0	43.3	20.3	187	3.68
Preventing crime	.6	1.3	33.1	46.8	18.2	154	3.81
Providing information	1.9	2.5	29.1	41.8	24.7	158	3.85

¹ Comments are directly transcribed. Errors are in the original comments.



Responding promptly to calls	.6	2.5	19.6	37.4	39.9	163	4.13
Relating to minorities	.0	3.6	25.5	44.5	26.4	110	3.94
Handling basic complaints	.6	5.2	18.7	49.7	25.8	155	3.95
Protecting property	1.9	5.8	29.9	46.1	16.2	154	3.69
Providing a visible presence	1.6	10.4	21.8	41.5	24.9	193	3.78
Being approachable to talk to	.0	5.1	16.9	38.8	39.3	178	4.12
Helping victims of crime	.9	3.8	25.5	44.3	25.5	106	3.90
Keeping order on the street	1.1	5.2	19.0	50.6	24.1	174	3.91
Treating people fairly	1.2	5.0	21.7	47.2	24.8	161	3.89
Community relations	.0	4.3	18.9	45.7	31.1	164	4.04
Communicating with Public	.6	7.6	21.8	48.2	21.8	170	3.83

5. Are there any specific problems or crimes in Aylmer that you feel the police should be addressing?
(summarized)

- Be on foot more. Having more downtown presence.
- Bicycle enforcement
- Participating at schools and other venues to remind adults of basic laws.
- Bicycles being ridden improperly on roads
- Drug use and sales in area of town (ie. High school and parks)
- Break and enters and theft, speeding
- Bullying at all schools in Aylmer.
- Cars speeding around high school.
- Parking enforcement in the down town.
- Kids skateboarding on the roads, not respecting traffic.
- Convincing victims to report the crime when it exists. Victims are reluctant to report the crime.
- They do very well here in Aylmer. Keeping crime down and handling.
- Youth stealing from cars parked in residential drive ways.

6. How important are the following services to you?

	Not at all important	Not very important	Moderate	Very important	Extremely important		
	%	%	%	%	%	N	Mean
Community Policing	1.5	.0	14.3	48.3	36.0	203	4.17
Patrol In Cruisers	1.0	2.0	17.1	52.2	27.8	205	4.04



Foot Patrol / Beat Duty	2.5	4.5	28.6	36.7	27.6	199	3.82
Bicycle Patrol	9.4	17.8	38.7	20.4	13.6	191	3.11
Apprehending Criminals	.0	.5	6.0	30.2	63.3	199	4.56
Traffic Enforcement	.5	2.4	20.5	40.0	36.6	205	4.10
Public Complaints	.5	3.5	26.8	39.9	29.3	198	3.94
Victim Assistance	.5	2.6	8.2	33.8	54.9	195	4.40

7. How important are the following programs to you?

	Not at all	Not very important	Moderate	Very important	Extremely important		
	%	%	%	%	%	N	Avg
R.I.D.E.	1.5	3.0	15.2	40.4	39.9	198	4.14
Neighbourhood Watch	.0	2.9	20.5	48.8	27.8	205	4.01
Block Parents	1.0	7.0	23.9	39.8	28.4	201	3.88
School Programs	1.0	1.5	19.7	47.3	30.5	203	4.05
Violence Against Women	.5	2.5	12.7	44.1	40.2	204	4.21
Crime Stoppers	.5	1.5	18.6	48.5	30.9	204	4.08
Youth Mentoring	1.5	1.5	15.9	42.8	38.3	201	4.15
Vehicle Safety Blitz	2.5	9.9	33.2	28.7	25.7	202	3.65

8. Have you had contact with an Aylmer Police Officer within the past three (3) years?	N	%
no	113	53.8
yes	97	46.2
Total	210	100.0

IF YES, please think back to your most recent contact with the Aylmer Police Officer



The Officer was:	Very poor 1	Poor 2	Adequate 3	Good 4	Excellent 5	N	Avg
	%	%	%	%	%		
Punctual	.0	5.0	10.9	32.7	51.5	101	4.31
Professional	2.7	1.8	7.1	31.0	57.5	113	4.39
Fair	1.8	4.5	8.2	31.8	53.6	110	4.31
Honest	2.8	.9	7.5	30.8	57.9	107	4.40
Neat in appearance	.0	.0	3.6	29.1	67.3	110	4.64
Knowledgeable	2.8	.0	8.5	30.2	58.5	106	4.42
Concerned for your issue	5.4	4.5	8.9	26.8	54.5	112	4.21
Effective	5.6	1.9	11.2	25.2	56.1	107	4.24

	Yes	No	N
9. After your initial contact with the Police, did anyone from the Aylmer police provide you with information about the case status or follow-up?	39.0%	61.0%	105
10. Have you met any of the Aylmer police officers on or off duty?	70.8%	29.2%	185
11. Do you think you would recognize at least one Aylmer Police Officer if you saw him/her on or off duty?	79.3%	20.7%	208

12. How safe do you feel in Aylmer?

	Not at all	Not very safe	Safe	Very safe	Extremely safe	Total	
	%	%	%	%	%	Avg	N
In your home	.0	.9	28.3	43.4	27.4	3.97	212
Around shops & stores	.0	.0	33.5	44.8	21.7	3.88	212
At school	.6	1.9	32.9	43.2	21.3	3.83	155
At work	.0	1.2	28.7	45.6	24.6	3.94	171
In recreational buildings	.0	1.0	30.5	47.2	21.3	3.89	197



While driving	.0	7.6	38.4	38.4	15.6	3.62	211
While walking	.0	5.7	42.1	37.8	14.4	3.61	209
In parks	1.5	9.0	43.3	34.3	11.9	3.46	201
In your neighbourhood	.5	2.4	36.0	43.1	18.0	3.76	211
In the downtown	.0	2.4	41.0	39.5	17.1	3.71	210

13. How would you rate the quality of police service in Aylmer?	N	%
Poor	4	2.0
Adequate	27	13.2
Good	98	48.0
Excellent	75	36.8
Total	204	100.0
Unknown/ no answer	10	
Total	214	

14. Judging from the number of Aylmer Police Officers you see in the community, would you say there are:	N	%
Too few officers	22	13.5
The right number of officers	109	66.9
Too many officers	32	19.6
Total	163	100.0
Unknown / no answer	51	
Total	214	

15. How important is it to you for the Town of Aylmer to maintain its current level and type of police service?	N	%
Not important	2	1.0
Somewhat important	14	6.8
Moderately important	47	22.9
Very important	142	69.3
Total	205	100.0
Unknown / No answer	9	
Total	214	

**Do you have any additional comments or concerns?**

(the following was summarized and to remove identifiers and repetition)

- Given the low levels of crime in Aylmer and how high our rate of municipal taxation is I would expect police budgeting for Aylmer to be maintained at no more than costs of inflation and preferably look for savings/cost cutting.
- Aylmer to me is still a safe place thanks to our police. Police size - it appears (by the media) to be a cost issue. Can the tax payers afford to pay at the current levels? At the future levels? We need to balance out the male/female ratio on the force. I would like to see our very good service continue, but if this means a large increase in prop taxes, I would have to think about where cuts in our services could be made and/or additional revenues generated. eg. fines increased. Fees for officers time in schools doing community work - is this a free will program or should school boards pay for this service? Fundraising by the police force (heaven forbid)
- Cruisers are seen much too often in the Tim Horton parking lot.
- Drugs are too easy to obtain. Youth are very destructive.
- Due to costs of services would like an amalgamation of Malahide/Aylmer save on admin and policing.
- How many towns are there where the police direct traffic for funerals? Aylmer is one and I really appreciate that.
- I think the police should worry more about safety then serve certain traffic violations. "Failure to stop" is a very important one to keep, but I don't feel the need to have a ticket for running a yellow. Just a waste of our time.
- I would just like to see them down town more and in the evening walking the beat doing door checks. It is great to see them out and about.
- I'm always concerned with the amount of alcohol and drugs that is consumed by our young people. As a parent of underage teens it is an uphill battle all the time to be monitoring this situation.
- Intoxicated people sitting on benches or staggering on sidewalks day and night should be picked up and encouraged to get help - poor image for visitors and children.
- More police presence down town. Only time I feel unsafe is at the four corners. Poor drivers - advance lights are very short, which causes people to speed to get through the lights. Encourage Police to walk the beat daily at different times of day.
- Personally I feel since the cost of living in Aylmer is much less than big city Toronto, police wages in Aylmer are too high. We will come to the point we can't afford policing in Aylmer. Other small communities are already struggling with this.
- The high school area needs a lot of cruiser patrol. All problems are increasingly serious when you and your family and area are involved. There are a lot of things that go on that the public knows nothing about. Too much time spent in court for all they do. Less crime! I hope so there are very few towns our size that have a police force any more.
- They don't patrol the streets enough. They are close by when need them.
- Vehicle safety - feel there should be the MTO inspections re-introduced



DEMOGRAPHICS

Now we would like to know a little about you so that we can group your responses with those of other people who are similar to you.

What is your sex?	N	%
Female	128	61.8
Male	79	38.2
Total	207	100.0

What is the language most commonly spoken in this household?	N	%
English	203	95.8
Other	9	4.2
Total	212	100.0
Other Language:		
French	1	
German	4	
Low German	3	
Spanish	1	

Into which of these age categories do you fall?	N	%
16 - 24	2	.9
25 - 34	32	15.0
35 - 44	27	12.7
45 - 54	58	27.2
55 - 64	36	16.9
65 and older	58	27.2
Total	213	100.0



Do you own or rent your residence?	N	%
Own	137	64.6
Rent	75	35.4
Total	212	100.0

What is your highest level of education you have completed?	N	%
Elementary school	23	11.1
High school	70	33.8
College	65	31.4
University	33	15.9
Post Graduate	16	7.7
Total	207	100.0

Which of the following categories best describes your household income in 2009, before taxes?	N	%
Less than \$10 000	4	2.1
\$10 000 - \$25 000	19	10.0
\$25 000 - \$50 000	51	26.8
\$50 000 - \$75 000	40	21.1
\$75 000 - \$100 000	37	19.5
\$100 000 - \$125 000	22	11.6
\$125 000 - \$150 000	10	5.3
Over \$150 000	7	3.7
Total	190	100.0

What is your relationship to the Town of Aylmer? (please check all that apply)	N	%
live in Aylmer	210	98.1
work in Aylmer	77	36.0
attend school in Aylmer	22	10.3
shop in Aylmer	174	81.3
participate in recreation in Aylmer	91	42.5
own property in Aylmer	165	77.1

Thank you for helping us with our survey!