



2010 - 2012 Business Plan



Message from the Chair of the Police Services Board



As Chair of the Police Services Board, it is my pleasure to present, on behalf of those who worked together to produce it, the Aylmer Police Business Plan for 2010-2013. The document in these pages is not simply what the police services are doing, but the operational plan of the vision and the goals for the next three years. As such, this represents the future focus of our police as developed by the Aylmer Police Services Board, police officers and administration and several members of our community. It is the result of many hours of careful thought, detailed discussion and precise planning. It is a blueprint for action and a guideline for performance.

The Police Services Act requires that we analyze and plan our activities in the five mandated areas of crime prevention, law enforcement, assistance to victims, public order maintenance and emergency response. You will see that this report goes far beyond these requirements. There is, for example, an analysis of past and present performance, and a summary of the perceptions of our Police Services, as revealed by our third survey, which now provides a comparison over many years.

This is a plan which we can all be proud of and one which will serve to measure our performance and our continued service to this community.

Jack Couckuyt
Chair, Aylmer Police Services Board



To the Citizens of Aylmer



Planning is now a major component of policing in Ontario. The Aylmer Police Service continues to strategically plan for our future. To that end, on behalf of the planning committee, I wish to present the Aylmer Police Services Board's fourth business plan to the citizens of Aylmer.

The planning committee has conducted several meetings, sought out public opinion, and received input from many of our stakeholders. We have again crafted a road map for the Aylmer Police and its community to move forward.

Past challenges have helped in moulding our future goals. We are continuing to grow as a police service in our ongoing efforts to address increasing demands for service. Balancing fiscal responsibility with public safety is, and will always be a constant struggle. The community survey is once again a testament to public satisfaction of our police service while still requesting certain service improvements.

As I will be leaving at the end of 2010, I can assure you that my successor and the members of the Aylmer Police will undertake to be diligent in their efforts to achieve the goals in this plan and to serve and protect the citizens of Aylmer.

Yours truly

**Bil Segui
Chief of Police**



MISSION STATEMENT

*The Aylmer Police Service
shall continually strive to protect
life and property.*

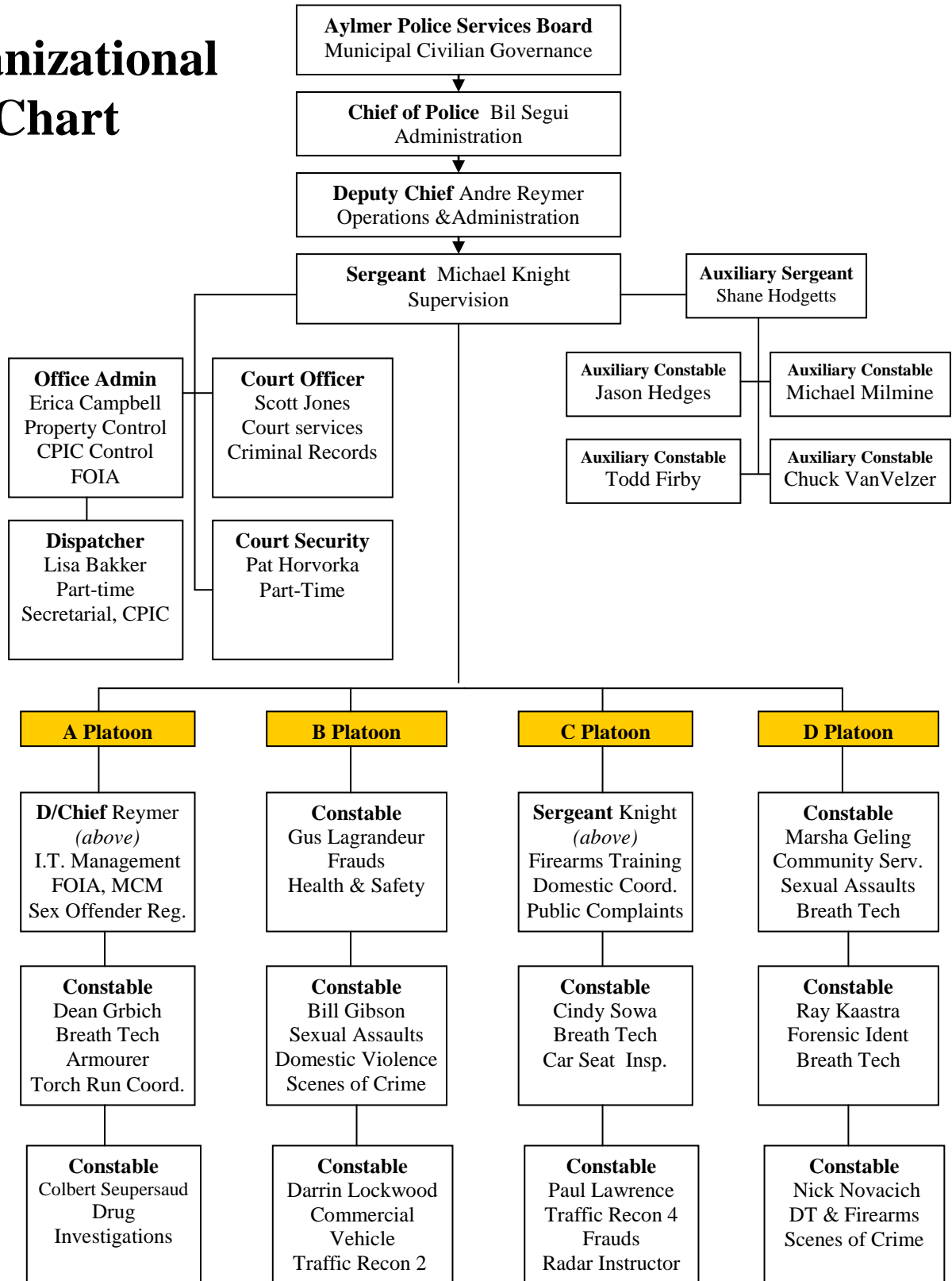
*We shall dedicate ourselves to
providing a courteous and quality
service that will be responsive to the
needs of the community.*

*The Aylmer Police Service is committed
to professionalism and the service
provided will be synonymous
with excellence.*





Organizational Chart





ENVIRONMENTAL SCAN

Population by Age

Age	1991	1996	2001	2006
0 – 24	2,239	2,668	2,670	2,510
25 – 44	1,790	1,925	1,900	1,685
45 – 64	1,130	1,280	1,455	1,675
65+	1,085	1,145	1,135	1,200
TOTAL	6,244	7,018	7,160	7,070



Multicultural Population

The 2006 census identified English as the predominant language spoken in the home and that 850 residents spoke “other” languages. The Mennonite Community speaks Low-German. An additional 45 residents identified themselves with the Aboriginal community.

Local Government

The Town of Aylmer is located within the County of Elgin and participates in the County Government. Aylmer has a seven member municipal council and the Mayor represents the Town on County Council. Elgin-Middlesex-London elects one representative to the Provincial Legislature in Toronto and one representative to the Canadian Federal Parliament in Ottawa.

Education

Public education within Elgin County falls under the jurisdiction of the Thames Valley District school Board and the London District Catholic School Board.

Elementary Schools

- McGregor Public School
- Davenport Public School
- Assumption Catholic School
- Immanuel Christian School (private)
- Church of God (private)

Secondary Schools

- East Elgin Secondary School. The high school has the largest student population in all of Elgin County and offers every course available through the public school board.

Housing

The 2006 census estimated 2695 homes in Aylmer with 765 being rental units. The average home cost was \$200,206 compared the Ontario average of \$297,479. The average rental unit cost was \$636 compared to the Ontario rate of \$801.



Geography

The Town of Aylmer is strategically located in Southwestern Ontario, Canada on Highway #3 and #73 at the midpoint between Buffalo, New York and Detroit, Michigan. 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.

Healthcare

- Doctors - 6
- Dentists - 3
- Optometrist - 2
- Chiropractors - 3
- Nurse Practitioner - 2
- Walk in Clinic - 1
- Physiotherapy
- Ultra sound services
- Long term care facilities - 2

Religious Facilities

- Protestant - 10
- Catholic – 1
- Jehovah's Witnesses - 1

Ethno-Cultural Organizations

- Mennonite Central Committee Resource Centre

Community Facilities

- Motel - 1 with 9 rooms
- Convention/Community Center - 92,000 Sq Ft plus twin ice pad arena, concessions, & meeting rooms
- performing arts - 1
- Baseball Diamonds - 3
- Taxi Service
- Swimming Pool - 1 outdoor
- Tennis Courts - 2 outdoor
- Golf Courses - 2 private
- Disc Golf Park - 1 free to public

- Horse shoe pits
- Playgrounds - 4
- Lawn bowling
- Parks - 13
- Library
- Museum
- Service Clubs - 9
- Local Real Estate Offices - 5

Communications

- Newspapers - Aylmer Express (weekly)
- Radio Station - CHPD/105.9 FM De Brigj Low-German Radio
- Amtelecom Cable T.V.
- Internet Services - Amtelecom.net

Banks/Credit Unions

- Bank of Montréal - 1
- Scotia bank - 1
- Royal Bank - 1
- CIBC - 1
- Desjardins Credit Union - 1
- Mennonite Savings and Credit Union - 1

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 Amtelecom, the Aylmer Express, ICS Couriers, the Ministry of Natural Resources, the Ontario Police College, and the two school boards. In addition, many of Aylmer residents are employed in neighbouring cities such as London, St.Thomas, and Tillsonburg where the major employer is the automotive sector.



COMMUNITY SURVEY

This was the fourth survey conducted in Aylmer since the initial one was conducted in 2000. It was contracted out to the University of Western Ontario and has been used. Each time 1000 surveys were distributed to Aylmer and area population to ensure certain 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 |
| ▪ East Elgin Secondary | 50 |
| ▪ Chamber of Commerce | 50 |
| ▪ Website – anyone | ** |

The purpose of the survey was to solicit community opinion of the service the Aylmer Police provided to them. The 2010 survey was gauged against the previous. The response rate this time was 13%.

Problems that stood out as issues in Aylmer were Drugs, Violence against Women, and Traffic Violations

Public opinion was highest on Aylmer officers being approachable, providing information, and helping victims of crime. 84% of the respondents rated the quality of service as good and excellent. An equal amount believed it was important for the Town of Aylmer to maintain the current level and type of policing.

Of all categories, Aylmer Police scored lowest in ‘providing a visible presence’, with respondents expressing their desire to see more foot patrol. Services cited as important included Apprehending Criminals, Community Policing and, Patrol in cruisers.

The 2010 demographic of respondents were 91% Aylmer residents, 54% being female with the largest age group being over 65. Respondents with post secondary education accounted for 3%, and 84% were homeowners. 7% of the respondents spoke another language other than English in their home.

- *Complete tally & comments provided as **Appendix “B”** to this plan.*



COMPARATIVE MUNICIPAL POLICE STATISTICS

Population 5,000 – 14,999 (Statistics Canada 2009)

Municipality	Population	Persons Per km²	Officers	Population per Officer	Cost per Capita \$ (2008)
Aylmer	7,461	1,199	13	574	259
Dryden	8,295	127	21	395	431
Espanola	5,402	66	13	416	328
Gananoque	5,500	784	15	367	387
Hanover	7,446	759	15	496	315
Kenora	39,398	73	35	269	495
Pembroke	14,576	1,016	29	503	323
Perth	6,143	593	15	410	380
Port Hope	12,588	61	26	484	281
Saugeen Shores	12,041	71	20	602	234
Shelburne	5,422	841	12	452	----
Six Nations Police	36,922	37	27	256	517
Smiths Falls	9,086	1,108	23	395	361
Stirling-Rawdon	5,099	18	9	567	232
Treaty Three	6,697	9	81	83	1828
West Grey	12,623	14	18	701	197
West Nipissing	13,727	7	19	722	224

ELGIN COUNTY COMPARATIVE

Population 15,000 – 49,999 (Statistics Canada 2009)

St. Thomas	38,204	1,077	66	579	227
Elgin OPP	44,407	24	42	1,057	111





OBJECTIVES OF THE AYLMER POLICE

1. To serve and protect the community;
2. To provide a safe environment for persons both in their homes and public places;
3. To ensure citizens feel secure in their community.

Core Functions of Policing

The Aylmer Police provide the six 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. |

The six core services are provided directly to the community by members of the Aylmer Police. Functions are those services which will be provided to the community, either by direct means, or through contracting out, as provided for in the Adequacy Standards Regulation.

Crime Trend comparisons (Statistics Canada)



Aylmer has a crime rate below the Provincial and National average and the clearance rates are consistently higher across all three levels as externally compared.



POLICE COVERAGE AND VISIBILITY



The Aylmer Police are mandated to provide a minimum of two police officers on patrol twenty-four hours a day, seven days a week. To best accomplish this, officers operate within a fixed schedule utilizing twelve hours shifts and a compressed forty-eight hour work week. Four platoons, each staffed with three officers, follow a successive schedule of two day shifts, two night shifts, and four days off.

One of the Officer's primary responsibilities is general patrol in one of the Service's four marked police cruisers. A routine aspect of cruiser patrol is Traffic enforcement which is either self-directed or in response to concerns or complaints reported by the public. Given that Police offer an Emergency Service, the police vehicle is the backbone of that service. It is quickly recognizable and is most appreciated when convenience gives way to efficiency, and general patrol to critical necessity.

Personal encounters with an Officer most often occur while they are on foot patrol, or 'Beat Duty'. This duty, in its many variations, may consist of downtown walking patrols, overnight door checks, liquor licence checks, school walk-throughs, or bicycle patrols. Special events, whether sports, fundraisers or any other venue hosting a large number of people, will also draw Officers in to ensure a safe and peaceful environment for the public. While Officers aim to be visible to the public as much as possible, they are also required to monitor peak pedestrian and vehicular traffic times, notably during business and school hours, an objective best accomplished by cruiser patrols.

Investigations, especially criminal, are becoming increasingly complex and often require a great degree of time. Initial response often requires a minimum of two Officers. Much of the following investigation involves interviews and information gathering, best conducted where the resources are located: at the Police Station. Similarly, Officers do much of their own data entry on computers, again, at the police station. The end result is that the investigative process, and much of the Officer's time, is spent out of the public eye.

The current Business Plan survey has identified the community's desire to see an increase in visibility of the Aylmer Police, both on the street and in the schools. The Aylmer Police will strive to maintain a satisfactory balance of foot patrol and cruiser patrol. Additionally, the implementation of an in-car computer system, will not only improve productivity, but increase police visibility within the community.





COMMUNITY BASED CRIME PREVENTION

GOAL: Raise the profile of prevention programs through community involvement

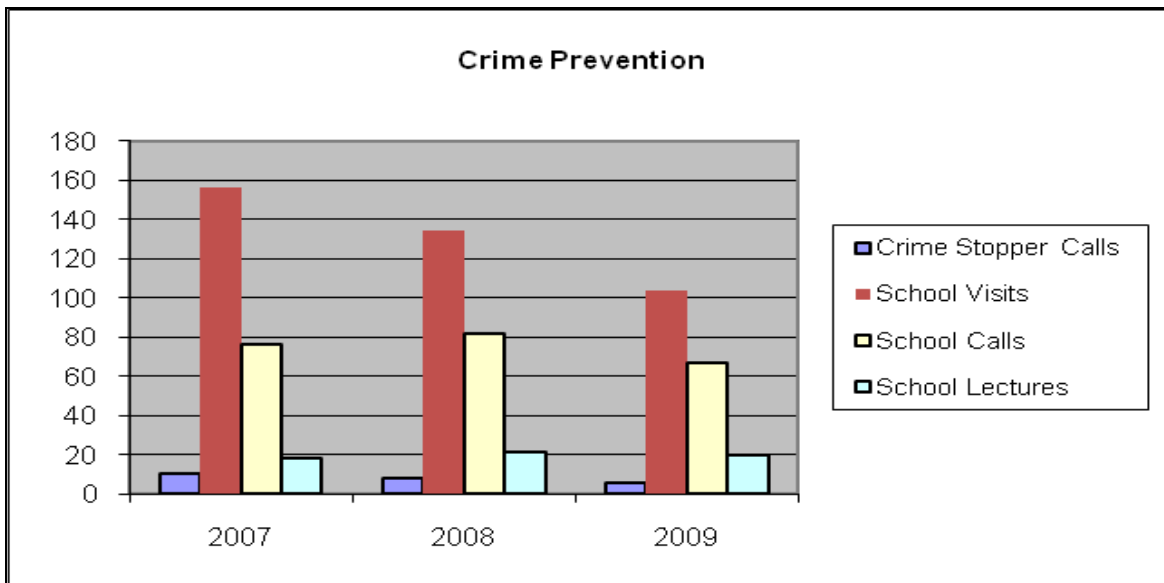
OBJECTIVES

1. Maintain and increase Crime stoppers program involvement & support
2. Maintain and increase school walk throughs & police presence in all schools
3. Promote prevention programs in the community and on website

PERFORMANCE MEASUREMENTS

1. Crime stopper call analysis
2. Track school visits & compare to calls for service from same
3. Track website hits & community events coordinated with police

Past Indicators:



Accountability: Community Services Officer, Chief



COMMUNITY PATROL

GOAL

Increase public visibility while balancing effective patrols

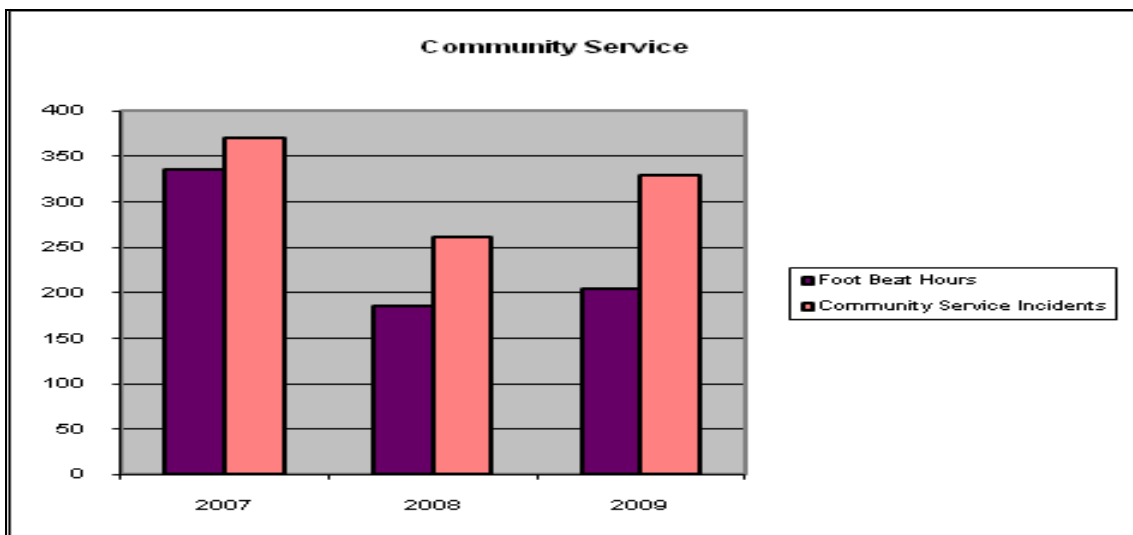
OBJECTIVES

1. Implement platoon Supervision structure
2. Increase & assign foot beat duty patrols and times
3. Continue to utilize auxiliary officers proactively to non-enforcement duties

PERFORMANCE MEASUREMENTS

1. Promote and assign Sergeants for 4 platoons supervising 2 officers each
2. Track foot beat time against prior years
3. Utilize beat duty log assignments
4. Track directed patrols on RMS as “enforcement other”
5. Proactively utilize existing Auxiliary officers hours

Past Indicators:



Accountability: patrol officers, Sergeants, & Chief



CRIMINAL INVESTIGATION SERVICES

GOAL:

Maintain and improve criminal complaint clearance rates through quality investigations.

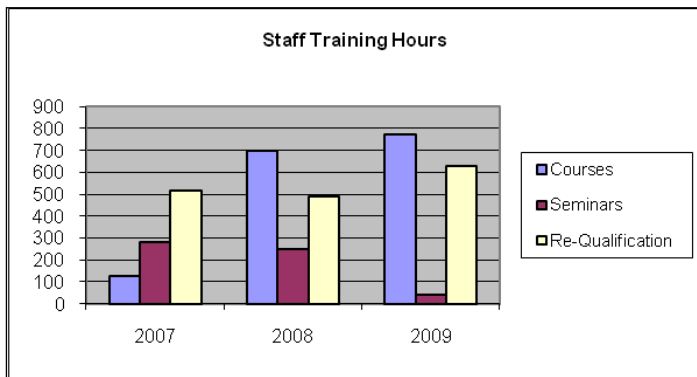
OBJECTIVES

1. Update and refresh mandated training and qualifications
2. Increase Drug Investigations as per community survey requests
3. Become formal members of CISO (Criminal Intelligence Service Ontario)

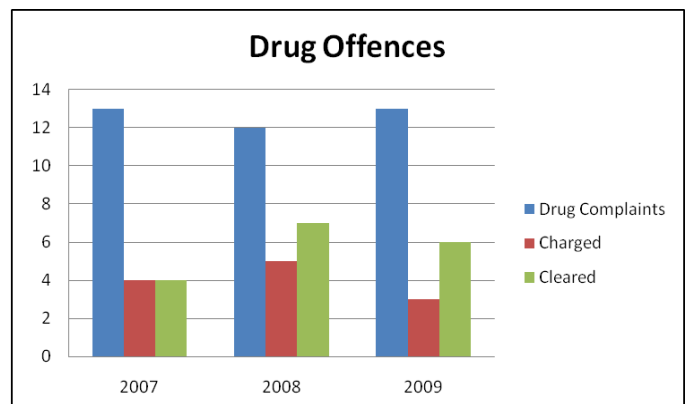
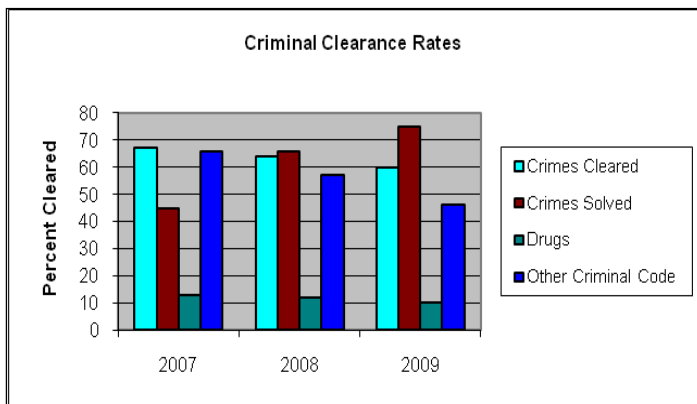
PERFORMANCE MEASUREMENTS

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

Past Indicators:



Accountability: Drug Officers
CI Sergeant, Chief





COMMUNITY SATISFACTION

GOAL

Maintain high level of community satisfaction in current level & type of policing

OBJECTIVES

1. Maintain low incidence sustained public complaints
2. Maintain high satisfaction in community surveys
3. Participate in large community events communicating building rapport

PERFORMANCE MEASUREMENTS

1. Track complaints against previous years
2. Track survey rates against prior plans
3. Track Community Service Programs participated in

SURVEY QUESTIONS	2000	2004	2007	2010
Crime levels in Aylmer				
➤ increased	40%	40%	29%	42%
➤ stayed the same	43%	37%	48%	45%
➤ decreased	11%	8%	7%	13%
Crime elsewhere				
➤ more in Aylmer	6%	6%	3%	2%
➤ the same in Aylmer	61%	47%	49%	58%
➤ less than elsewhere	24%	26%	27%	32%
Contact with Aylmer Police in past 3 years	50%	62%	63%	60%
➤ Officer was punctual	60%	50%	63%	66%
➤ Officer follow-up	40%	43%	44%	43%
Public knew an Aylmer Officer	66%	76%	86%	86%
Public recognized an officer	84%	85%	87%	89%
Feeling of Safety				
➤ at home	84%	90%	92%	97%
➤ In public/outdoors	66%	67%	75%	81%
Police quality of service				
➤ Excellent	85%	80%	74%	83%
➤ Adequate	11%	12%	18%	14%
➤ Poor	1%	1%	2%	1%

Accountability: Officers & Chief



EMERGENCY CALLS FOR SERVICE

GOAL

Maintain prompt & skilled response to emergency calls for service

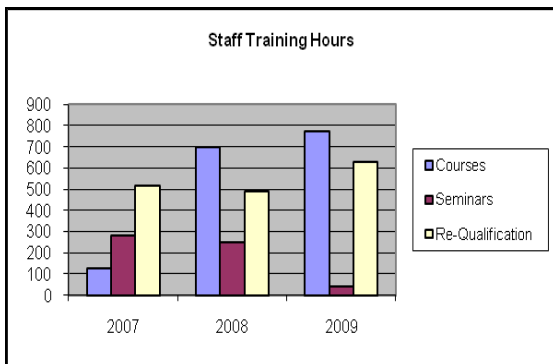
OBJECTIVES

1. Maintain Town & County Emergency Planning
2. Maintain IRD (Immediate Rapid Deployment) training

PERFORMANCE MEASUREMENTS

1. Emergency Planning meetings & training with Town and County
2. Track annual Use of Force and IRD training records

Past Indicators:



Accountability: Training Sergeant & Chief



VIOLENT CRIME

GOAL

Reduce incidents of violence through high enforcement & clearance rates

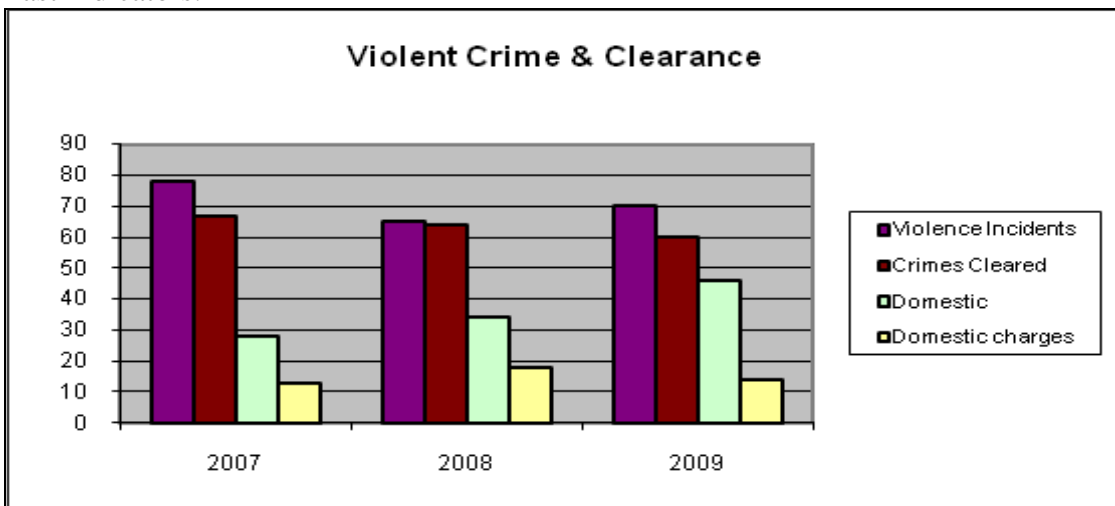
OBJECTIVES

1. Train all front line officers with Domestic Violence Investigator Module
2. Encourage reporting of violence within community
3. Support educational programs in the community
4. 100% compliance with SOR and ViCLAS regulations

PERFORMANCE MEASUREMENTS

1. Track specialized training of officers
2. Rate of violent crime over past years
3. Annual Tracking of SOR, MCM & ViCLAS-including audit results
4. Track partnership training/education initiatives
5. Promote VCARS & women shelter programs

Past Indicators:



Accountability: Sergeants, Training Sergeant, & Chief



PROPERTY CRIME

GOAL

Reduce property crimes and maintain clearance rates

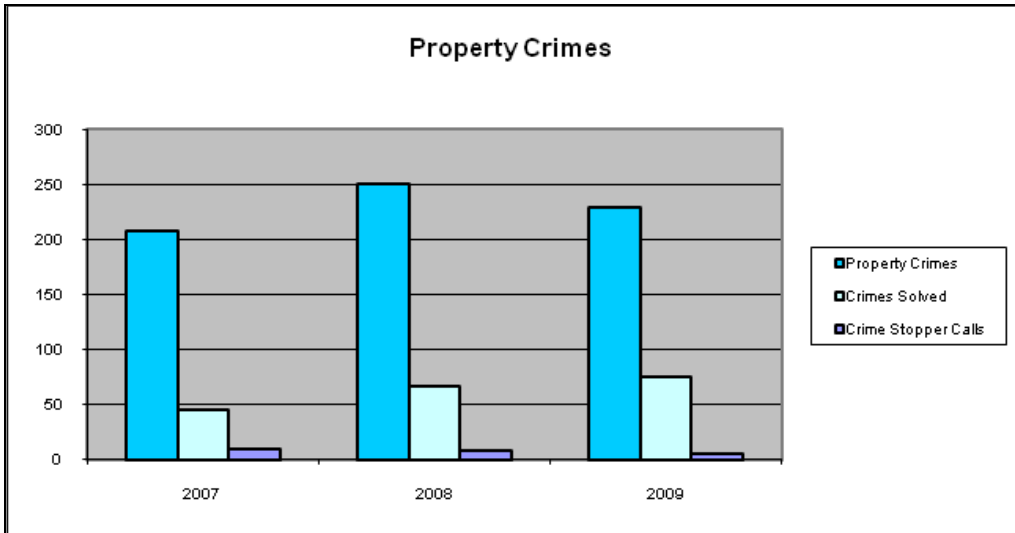
OBJECTIVES

1. Educate public on crime prevention
2. Encourage Crime Stoppers program
3. Utilize CPTED (*Crime Prevention Through Environmental Design*) program with own officers & VCARS (*Victim Crisis and Referral Services*)

PERFORMANCE MEASUREMENTS

1. Track community education programs
2. Track website hits on prevention programs
3. Rate of crime & clearance to past years
4. Crime Stopper tip increase & clearance rate

Past Indicators:



Accountability: Community Services Officer, Sergeants, & Chief



YOUTH CRIME

GOAL

Reduce Youth Crime and utilize diversion programs when possible

OBJECTIVES

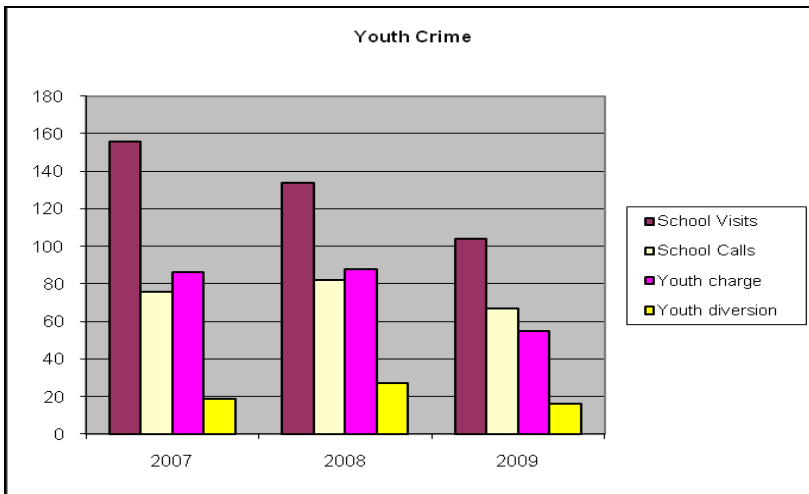
1. Maintain & increase School walk through as designed in Crime Prevention
2. Support school liaison programs offered by school boards & police
3. Increase use of Street Checks in RMS

PERFORMANCE MEASUREMENTS

1. Track school visits & compare to school calls for service to prior years
2. Track youth crime clearance rates
3. Track youth in diversion programs
4. Track school programs taught by police
5. Track RMS checks rates



Past Indicators:



Accountability: Community Services Officer, Sergeants, & Chief



VICTIM ASSISTANCE

GOAL

Raise public awareness and utilize available victim support programs

OBJECTIVES

1. Educate community on access to available victim programs
2. Utilize Crime Abatement Program with county partners
3. Ensure victims provided all material & information
4. Follow-up with victims
5. Liaise with Crown Attorney and victim support agencies

PERFORMANCE MEASUREMENTS

1. Track victim assistance referrals
2. Track community education programs offered
3. Feedback from judiciary partners and victim referral agencies
4. Track internal training on victim issues
5. Feedback from victim comment through community programs

Accountability: Domestic Violence Trainers, Sergeants, & Chief



ROAD SAFETY

GOAL

Maintain road safety through effective enforcement strategies

OBJECTIVES

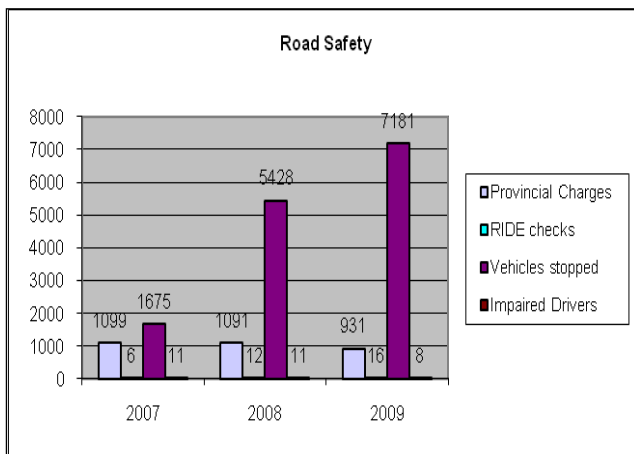
1. Increase provincial offence enforcement
2. Maintain community R.I.D.E. programs
3. Partner with other enforcement agency programs
4. Promote driver safety programs with community & private sector

PERFORMANCE MEASUREMENTS

1. Purchase RADAR Trailer
2. Track enforcement against past years
3. Track RIDE programs on & off duty
4. Track external enforcement programs



Past Indicators:



Month	Safety Program
January	RIDE
February	Car Seat Clinics
March	RIDE
April	Spring Seat Belt Campaign / RIDE
May	Bicycle Rodeo & Safety / Aggressive Driving Week
June	4 County Traffic programs / Child Safety Week
July	RADAR programs / RIDE
August	Commercial Vehicle Inspections / 4 County Traffic
September	School Bus awareness / RIDE
October	Fall Seat Belt Campaign
November	Overnight parking enforcement / RIDE
December	Holiday RIDE

Accountability: Sergeants, & Chief



INFORMATION TECHNOLOGY

Current Status

The Aylmer Police are stakeholders in OPTIC (*Ontario Police Technology Information Cooperative*). We have evolved into two joined systems CAD/RMS (*Computer Aided Dispatch/Records Management System*). The Aylmer Police also utilize CPIC (*Canadian Police Information Centre*) which allows the Aylmer Police access and maintenance to criminal records and drivers licence databases. A mobile computer solution will allow officers to stay out in the public and grant wider access to policing tools.

GOAL

Provide current and effective technology to facilitate police functions

OBJECTIVES

1. Upgrade internal network with proxy server, intrusions detection, and mail server to be compliant with OPTIC regulations
2. Initiate a mobile data terminal program for police cruisers
3. Acquire a data projector for training and community service needs
4. Maintain OPTIC partnership for CAD & RMS updates & enhancements



PERFORMANCE MEASUREMENTS

1. Assign IT contractors to source vendors & plan cycling of technology
2. Submit network report and External Threat Scans reports for OPTIC approval
3. Test single MDT pilot project for compliance and possible expansion

Accountability: IT Contractor & Chief



RESOURCE PLANNING

Aylmer Police Administration will implement resource planning by quarterly meeting with the entire staff to discuss new issues and reinforce the business plan objectives and goals. The combination of manual tracking through officer reports and computer analysis through RMS will assist in the reporting. The annual budget will reflect the financial requirements while the year-end report will detail all current and planned training schedules. The Chief of Police will issue a monthly report to the Board which includes crime trends, provincial and criminal charges, call analysis, human resource statistics, police pursuits, and public complaints. This report provides three month and year to date comparison against the previous year. A budget comparison will also be reported on monthly.

The Chief of Police will prepare an annual year end report which will include workload assessments and service delivery evaluations for the following areas:

- a) crime prevention;
- b) law enforcement, including separate assessments and evaluations for the service's
 - i) community patrol,
 - ii) communications and dispatch,
 - iii) crime analysis,
 - iv) criminal intelligence,
 - v) criminal investigation and
 - vi) investigative supports functions;
- c) providing assistance to victims;
- d) public order maintenance; and
- e) emergency response services for the six functions identified in sections 21(1) and 22 of the Adequacy Standards Regulation.

Communication

The business plan will be communicated and reinforced to the members of the Aylmer Police Service. The Plan is posted within the facility for public and officer reading. It is also posted on the website www.aylmerpolice.com and part of the Policy & Procedure available at each computer workstation. Since this is a public document it will be presented to Aylmer Town Council. The Chief and the Board will prepare an annual evaluation of the business plan to be presented to council through a year end report. Monthly Police Services Board meetings will also track plan target status. The public is always welcome at monthly Board meetings and any open presentations to council. On going public input is essential to the efficient operation of the Aylmer Police.



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 conforms to all legislative requirements. As legislation changes, the Aylmer Police will conform accordingly.

The Police Station is accessible to the public during normal working hours 9am to 5pm. From 5pm to 9am and on weekends and holidays the interior of the facility is closed to the public. There is, of course, 24 hour patrol policing with telephone availability in the lobby. The boardroom, when not in use for police purposes, is available to the public without charge.

The Police building is inspected by a Joint Health & Safety Committee as part of the WSIB (Workplace Safety & Insurance Board) requirements and 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.



GOAL

Maintain a safe and functional work environment while improving for future needs.

OBJECTIVES

1. Improve external functionality through new secure parking area

PERFORMANCE MEASUREMENTS

Paved area would provide dedicated operational parking and reallocated public and employee space

Accountability: Chief



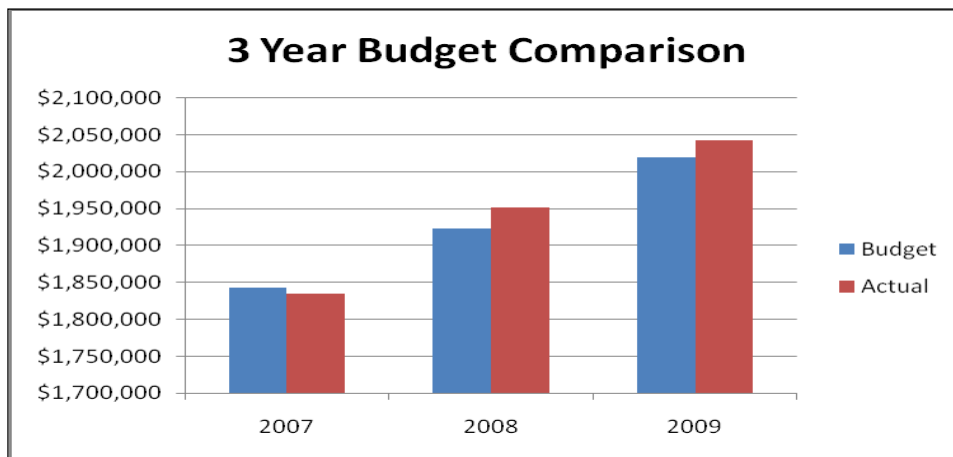
BUDGET FORECAST

A Business Plan is prepared by the Aylmer Police Services Board once every three years but the annual budget is prepared by December each year for presentation to town council. It comprises of;

- Operational (supplies, maintenance, uniforms, etc)
- Non-operational (salaries & benefits)
- Capital (cruiser & other one time purchases)

An Annual Report is completed each year summarizing the budget and comparing it to actual costs. Overall Business Plan goals & achievements are also reported.

The business plan will include the estimated cost projections **for implementing the business plan goals** for each year that the plan covers.



Estimated Business Plan capital costs include:

2010:

Server Upgrade \$3000
Projector \$1000

2011:

RADAR Sign \$8000
Pavement \$6500

2012:

In-Car Computers \$10000



Appendices

- Appendix “A” List of contact information for key personnel responsible for this plan.
- Appendix “B” 2010 Community Survey

APPENDIX “A”

CONTACT INFORMATION FOR THE AYLMER POLICE AND RELATED AGENCIES

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

(519)773-3144
(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

Chief T.B. (Bil) Segui

(519)773-3144
bsegui@aylmerpolice.com

Deputy Chief Andre Reymer

(519)773-3144
areymer@aylmerpolice.com

Jack Couckuyt

Board Chair
Aylmer Police Services Board

psb@aylmerpolice.com



APPENDIX “B”

COMMUNITY SURVEY 2010

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 2010-2012 Business Plan** will accomplish that goal.

CORE FUNCTIONS OF POLICING

The Aylmer Police provide the six legislated police services 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. |

The six core services are provided directly to the community by members of the Aylmer Police. Functions are those services which will be provided to the community, either by direct means by the Aylmer Police, or 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 01 May 2010 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	Count	Mean
Break & Enters	4.6%	21.1%	31.2%	23.9%	19.3%	109	3.32
Thefts	4.6%	16.7%	27.8%	37.0%	13.9%	108	3.39
Stolen Vehicles	6.7%	31.4%	27.6%	18.1%	16.2%	105	3.06
Vandalism	2.8%	15.9%	33.6%	22.4%	25.2%	107	3.51
Family disputes	3.9%	19.6%	28.4%	27.5%	20.6%	102	3.41
Traffic violations	2.8%	21.7%	35.8%	29.2%	10.4%	106	3.23
Drugs	2.7%	13.4%	21.4%	25.0%	37.5%	112	3.81
Liquor offences	5.6%	17.8%	35.5%	21.5%	19.6%	107	3.32
Youth Crime	4.7%	21.7%	20.8%	32.1%	20.8%	106	3.42
Assaults	7.6%	23.8%	23.8%	27.6%	17.1%	105	3.23
Frauds	9.4%	33.3%	28.1%	17.7%	11.5%	96	2.89
Robbery	5.9%	30.7%	15.8%	29.7%	17.8%	101	3.23
Noise & disturbances	11.3%	28.3%	37.7%	16.0%	6.6%	106	2.78
Intoxicated persons	7.9%	31.7%	43.6%	8.9%	7.9%	101	2.77
Violence against women	6.0%	23.0%	16.0%	26.0%	29.0%	100	3.49
Bias motivated crime	12.6%	33.3%	24.1%	20.7%	9.2%	87	2.80
Racial tensions	19.4%	32.3%	31.2%	10.8%	6.5%	93	2.53
Speeding cars	4.4%	22.1%	31.9%	23.9%	17.7%	113	3.28
Parking	21.0%	41.0%	20.0%	11.4%	6.7%	105	2.42
Police harassment	46.3%	23.2%	14.7%	9.5%	6.3%	95	2.06
By-law enforcement	18.8%	35.4%	25.0%	13.5%	7.3%	96	2.55



Other issues raised

- By-Law officer not replaced
- Enforce parking on the main street, when on the beat it would be one way to keep in touch with the citizens
- Bicycle violations – not visible at night, cutting off traffic
- Neighborhood car/garage entering and thefts
- Narcotic related offences (robbery, fraud of prescriptions)
- More visibility of police needed
- School related
- Visibility
- By-Law Enforcement

Over the past few years, do you think crime in Aylmer has:		Frequency	Percent
	Decreased	12	12.9
	Remained the same	42	45.2
	Increased	39	41.9
	Total	93	100.0

In terms of the amount of crime, how do you think Aylmer compares with other communities of similar size in the area?		Frequency	Percent
	much less crime	8	8.2
	less crime	31	32.0
	about the same crime	56	57.7
	more crime	2	2.1
	Total	97	100.0



How would you rate the performance of the Aylmer Police in carrying out the following functions?

	very poor	poor	adequate	good	excellent	Total	
	1	2	3	4	5	Count	Mean
Solving serious crime	.0%	6.1%	29.3%	47.6%	17.1%	82	3.76
enforcing the laws	.0%	3.6%	23.4%	51.4%	21.6%	111	3.91
investigating crime	.0%	6.5%	26.1%	42.4%	25.0%	92	3.86
enforcing traffic	.9%	10.3%	23.9%	47.9%	17.1%	117	3.70
preventing crime	.0%	7.8%	31.1%	39.8%	21.4%	103	3.75
providing information	2.1%	6.3%	25.3%	35.8%	30.5%	95	3.86
responding promptly to calls	1.0%	2.9%	18.6%	43.1%	34.3%	102	4.07
relating to minorities	1.3%	4.0%	28.0%	44.0%	22.7%	75	3.83
handling basic complaints	2.9%	2.9%	22.9%	44.8%	26.7%	105	3.90
protecting property	1.9%	5.7%	26.7%	43.8%	21.9%	105	3.78
providing a visible presence	3.4%	15.5%	20.7%	33.6%	26.7%	116	3.65
being approachable to talk to	.9%	4.6%	16.5%	32.1%	45.9%	109	4.17
helping victims of crime	.0%	2.4%	23.2%	39.0%	35.4%	82	4.07
keeping order on the street	.0%	1.8%	29.4%	42.2%	26.6%	109	3.94
treating people fairly	.0%	5.8%	20.4%	40.8%	33.0%	103	4.01
community relations	.0%	4.0%	23.8%	40.6%	31.7%	101	4.00
communicating with the public	1.0%	4.9%	22.5%	44.1%	27.5%	102	3.92



Are there any specific problems or crimes in Aylmer that you feel the police should be addressing?

<ul style="list-style-type: none">• Alcohol and drug use among young teens
<ul style="list-style-type: none">• Abuse of prescription narcotics (oxycontin)
<ul style="list-style-type: none">• parking downtown and failure to obey posted signs
<ul style="list-style-type: none">• careless driving in residential areas -- failure to obey STOP signs ONEWAY signs, etc. and speeding
<ul style="list-style-type: none">• drugs
<ul style="list-style-type: none">• traffic enforcement, too many times I see people speeding through stop signs without even slowing down.
<ul style="list-style-type: none">• being more visible on the streets
<ul style="list-style-type: none">• none not listed above
<ul style="list-style-type: none">• more police presence downtown during day
<ul style="list-style-type: none">• vandalism- why can Belmont have a beautiful decorated park at Christmas or St. Thomas Pinafore and ours in vandalized to the point it is virtually non-existent
<ul style="list-style-type: none">• special showing at schools with regards to bullying, drinking and driving and drugs with consequences that could follow all.
<ul style="list-style-type: none">• drugs
<ul style="list-style-type: none">• smoking around East Elgin SS. The kids do no smoke in appropriate areas
<ul style="list-style-type: none">• Lions Park is being used late at night for drinking and sex and sometimes drug drops. More police presence may reduce this through the night.
<ul style="list-style-type: none">• Vandalism in our parks and playgrounds; petty crimes; more police presence in the core area during busy times.
<ul style="list-style-type: none">• Many drivers in East Elgin do not have car insurance
<ul style="list-style-type: none">• It would be our understanding that they are addressing all crimes even parking violations
<ul style="list-style-type: none">• Drugs
<ul style="list-style-type: none">• Increasing drug use
<ul style="list-style-type: none">• Kid stealing lawn ornaments of people front lawn. People use guns in town and killing animals
<ul style="list-style-type: none">• Excessive speeding on Sydenham and Victoria Streets
<ul style="list-style-type: none">• Theft at drugstores. I know that police have been called recently. Don't know what more can be done, but am fearful for employees at these stores.
<ul style="list-style-type: none">• Kids riding bikes around after dark looking for things to steal off people's front yards
<ul style="list-style-type: none">• The violence against women amongst many of the German Mennonite community
<ul style="list-style-type: none">• Theft from auto's/auto theft seem prevalent visibility of patrol might deter
<ul style="list-style-type: none">• Drug use in EESS
<ul style="list-style-type: none">• They should be on the main street more, be more visible and not be allowed to be in a coffee shop more than 15-20 min and not be in their cars
<ul style="list-style-type: none">• Drugs, vandalism
<ul style="list-style-type: none">• Drug crimes/abuse for a small town there is a "large" problem
<ul style="list-style-type: none">• Vandalism in parks
<ul style="list-style-type: none">• Drugs, traffic enforcement
<ul style="list-style-type: none">• More attention to large trucks parking near fast food outlets such as west end Tim Horton's....many times they are parked on Talbot St.
<ul style="list-style-type: none">• Traffic not stopping at stop sign "by park" at Fath Ave and Fourth Ave
<ul style="list-style-type: none">• People going on red lights at the four corners
<ul style="list-style-type: none">• Not using stop signs; school zone speed
<ul style="list-style-type: none">• Riding bicycles on up town sidewalks, speeding vehicles
<ul style="list-style-type: none">• Youth vandalism

How important are the following services to you?



	Not at all important	Not very important	Moderate	Very important	Extremely important	Total	
	1	2	3	4	5	Count	Mean
Community Policing	.0%	2.6%	15.4%	45.3%	36.8%	117	4.16
Patrol in Cruisers	.0%	.8%	17.4%	47.9%	33.9%	121	4.15
Foot Patrol / Beat Duty	.8%	4.2%	20.8%	45.0%	29.2%	120	3.97
Bicycle patrol	7.9%	20.2%	33.3%	23.7%	14.9%	114	3.18
Apprehending Criminals	.0%	.0%	3.4%	38.5%	58.1%	117	4.55
Traffic enforcement	.0%	.0%	22.3%	55.4%	22.3%	121	4.00
Public Complaints	.0%	1.7%	25.6%	55.6%	17.1%	117	3.88
Victim Assistance	.0%	.0%	11.7%	55.8%	32.5%	120	4.21



2. How important are the following programs to you?

	Not at all important	Not very important	Moderate	Very important	Extremely important	Total	
	1	2	3	4	5	Count	Mean
R.I.D.E.	.0%	4.2%	20.2%	39.5%	36.1%	119	4.08
Neighbourhood Watch	.0%	2.5%	19.5%	51.7%	26.3%	118	4.02
Block Parents	.0%	4.3%	20.0%	48.7%	27.0%	115	3.98
School Programs	.9%	3.4%	12.8%	52.1%	30.8%	117	4.09
Violence against Women	.0%	.8%	6.4%	58.4%	34.4%	125	4.26
Crime Stoppers	1.6%	1.6%	13.0%	58.5%	25.2%	123	4.04
Youth Mentoring	.9%	3.5%	10.5%	52.6%	32.5%	114	4.12
Vehicle Safety Blitz	3.3%	8.2%	20.5%	47.5%	20.5%	122	3.74

Have you had contact with an Aylmer Police Officer within the past three (3) years?		Frequency	Percent
	no	50	40.0
	yes	75	60.0
	Total	125	100.0



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

The Officer was:	Very poor	Poor	Adequate	Good	Excellent	Total	
	1	2	3	4	5	Count	Mean
Punctual	.0%	1.4%	10.1%	30.4%	58.0%	69	4.45
Professional	.0%	1.4%	5.4%	27.0%	66.2%	74	4.58
Fair	1.4%	1.4%	11.0%	28.8%	57.5%	73	4.40
Honest	.0%	1.4%	7.2%	27.5%	63.8%	69	4.54
Neat in appearance	.0%	.0%	6.7%	28.0%	65.3%	75	4.59
Knowledgeable	.0%	1.4%	5.8%	39.1%	53.6%	69	4.45
Concerned for your issue	.0%	4.2%	15.5%	29.6%	50.7%	71	4.27
Effective	.0%	4.3%	14.5%	31.9%	49.3%	69	4.26

	No	Yes	Count
After your initial contact with the Police, did anyone from the Aylmer police provide you with information about the case status or follow-up?	57.1%	42.9%	70

	No	Yes	Count
Have you met any of the Aylmer police officers on or off duty?	13.6%	86.4%	125
Do you think you would recognize at least one Aylmer Police Officer if you saw them on or off duty?	11.1%	88.9%	126



How safe do you feel in Aylmer?	Not at all safe	Not very safe	Safe	Very Safe	Extremely Safe	Total	
	1	2	3	4	5	Count	Mean
In your home	.0%	2.4%	22.0%	47.2%	28.3%	127	4.02
Around shops & stores	.0%	.8%	31.5%	47.2%	20.5%	127	3.87
At school	.0%	.0%	36.0%	44.0%	20.0%	75	3.84
At work	.0%	.0%	27.8%	46.7%	25.6%	90	3.98
In recreational buildings	.0%	.9%	32.5%	45.3%	21.4%	117	3.87
While driving	.0%	3.2%	41.6%	39.2%	16.0%	125	3.68
While walking	.0%	4.1%	39.8%	43.9%	12.2%	123	3.64
In parks	.0%	8.4%	46.2%	34.5%	10.9%	119	3.48
In your neighbourhood	.0%	2.4%	34.7%	42.7%	20.2%	124	3.81
In the downtown	.0%	.0%	40.2%	42.5%	17.3%	127	3.77

How would you rate the quality of police service in Aylmer?		Frequency	Percent
	very poor	1	.8
	poor	1	.8
	adequate	18	14.5
	good	47	37.9
	excellent	57	46.0
	Total	124	100.0

Judging from the number of Aylmer Police Officers you see in the community, would you say there are:		Frequency	Percent
	too few officers	19	17.6
	the right number	76	70.4
	too many	13	12.0
	Total	108	100.0



How important is it to you for the Town of Aylmer to maintain its current level and type of police service?		Frequency	Percent
	not important	3	2.4
	somewhat important	10	8.1
	moderately important	9	7.3
	very important	102	82.3
	Total	124	100.0

Do you have any additional comments or concerns/
<ul style="list-style-type: none"> • Must be a reasonable cost. Currently the cost is unreasonable. Service needs to be decreased to get to a reasonable cost.
<ul style="list-style-type: none"> • Thank you for working so hard for all of us!
<ul style="list-style-type: none"> • No presence downtown except for funeral traffic
<ul style="list-style-type: none"> • Rarely see officers, cruisers usually at station Improvements needed
<ul style="list-style-type: none"> • I am not a resident of Aylmer and feel my answers would vary greatly if I were. Good community presence is evident
<ul style="list-style-type: none"> • I moved to Aylmer as a young adult and have lived here for 40 years. Having our own police service is one of the most important reasons I have remained here. When I tell people about Aylmer I always tell them about us having our own police services, especially to residents of similar sized municipalities services by the OPP.
<ul style="list-style-type: none"> • My signature was forged on a DesJardins credit union cheque back in March. So far only one call back from the Aylmer police station as to the progress of the investigations. This call back came after I had twice called in to inquire about progress in the investigation • The cost to the taxpayer of policing is exorbitantly high this complaint is universal: London, Toronto and most other centers pay dearly for police protection. Not good for engendering respect for the women and men in blue.
<ul style="list-style-type: none"> • Mostly pertaining to vandalism in the parks • Do we need video surveillance I the parks? Yes • Need parking enforced • Really need parking enforced
<ul style="list-style-type: none"> • New chief's PR skills will be an asset compared to the outgoing chief. • Once police vehicles are out of warranty they can be serviced in town!
<ul style="list-style-type: none"> • Shouldn't be paying officers to be jerks and we have jerks when they are on or off the job no matter where they are.
<ul style="list-style-type: none"> • I would like to see downtown businesses have door checks at night and see officers uptown and visible on foot I think someone has broken or stolen something they need to clean up the mess and return property in persona and apologize. • Having to clean up and see the person face to face and apologize maybe would make them think twice before doing it again • I have had four break-ins in the past and they were always been very prompt. If it was the OPP we'd be waiting and the criminals would be well on their way
<ul style="list-style-type: none"> • My only problem is the smoking around East Elgin. And how unfair certain officers are on vehicles and work equipment.
<ul style="list-style-type: none"> • no objection to coffee breaks, but not ALL ON DUTY OFFICERS AT ONCE • residents should be acknowledged when meeting officers on the street. • Youth problems cannot be resolved when officers remain in cruisers • Parks should be check not only during the day but after dark
<ul style="list-style-type: none"> • There have been acts of vandalism at home adjacent to Lion's park i.e., stones etc. thrown at houses, solar lights stolen and destroyed and thrown in the park • Excessive noise after the park is supposed to be closed as noted on the signs
<ul style="list-style-type: none"> • Aylmer could use 1 or 2 by-law enforcement officers who actually do the work of a by-law enforcement officer. Let



<p>the police do police work.</p> <ul style="list-style-type: none"> Based on the size of our community, I (we) would like to see more police presence; especially in the core areas; schools and the residential areas.
<ul style="list-style-type: none"> Does Aylmer Police service have an emergency response plan in case of a community disaster?
<ul style="list-style-type: none"> I am very pleased that Aylmer has its own police force. They do a great job and their presence in the community makes a huge difference in the safety of Aylmer's people. I have used police services in Aylmer for the past 10 years. The policemen/women were quite helpful, compassionate and good at what they do. I am very grateful to each and every one of them.
<ul style="list-style-type: none"> We can't afford this police force with all its high paid help!!! OPP might be cheaper??? And more efficient!
<ul style="list-style-type: none"> I don't feel the public should concern themselves with the number of officers. I'm sure there must be regulations to answer that.
<ul style="list-style-type: none"> I'll give you my number (519) 773-XXXX, you can call me and I'll tell you ok?
<ul style="list-style-type: none"> I am very please overall. I have had both negative and some very positive experiences. Please keep up the good work. No one is perfect – this is a give and take, I have both negligent at times
<ul style="list-style-type: none"> There should be legal 4-way stop signs at the corner of John and Sydenham Streets
<ul style="list-style-type: none"> 1-Designated crosswalks are constant "Danger Zones". People pass cars that have stopped (go around). I personally witnessed about 6 cars drive through the flashing lights when children were crossing to go to the pool in the time it took me to have a hot dog and fries last summer. That is disgraceful and lucky that no child has been killed! Same goes for the grocery store cross walk. 2-people driving scooters on the road without proper equipment. They should have to wear helmets for one thing or stay on sidewalk. 3- Bicycles and pedestrians all over the road. Back when I learned to walk around traffic and ride a bike there were rules, single file, walk against traffic, ride with traffic. Teach children to have respect and move out of the way if scooter (or person) is on sidewalk!
<ul style="list-style-type: none"> There is no reason to idle the cruisers other than personal comfort, except when at an emergency. If 3 officers and 3 cruisers can be at a coffee shop at the same time we have too many officers. Where are the fancy western style hats that are supposed to keep off their heads?
<ul style="list-style-type: none"> Should have one police officer patrol by foot the streets of Aylmer
<ul style="list-style-type: none"> I have had many meetings over the last 8-10 years due to a "dillusional neighbour". Officers did not treat this as a nuisance calls (which they were) Calls were handled politely and helpful (police records could be checked) could more press coverage be given over police force – maybe a picture occasionally would help us recognize them. I'm very thankful for our Police Force and to leave them in Aylmer
<ul style="list-style-type: none"> The only significant problem with the Aylmer Police Force is that they are undervalued by a community that takes their excellence and professionalism for granted. Until you have had the opportunity to work with other police forces – you don't realize how conscientious and dedicated our Aylmer officers truly are. In spite of the random nature of the survey I encourage you to request response from EESS and the Ethanol Plant-two largest congregated groups of people during weekdays. For these groups – which by their size likely generate a number of police calls, I am impressed by the speed of response, effectiveness and professionalism of Aylmer Police. Response time, familiarity with community members and issues would all be negatively affected if Aylmer did not have its own force-it is a great value to the community and needs to be protected! Proactive community policing through programs noted in Ques.# 7 is excellent – I would only suggest more promotion (PR) to inform the public of the time, effort and significance of these strategies! In my occupation I have worked directly with London Police Service and Aylmer (at different times). The effectiveness, excellence and value of the Aylmer Police is second to none. If I could grant additional funding to allow for more officers, cruisers, P.D. opportunities for officers and PR campaign I most certainly would and I'm not even related or working directly with you, great job! Thanks!!
<ul style="list-style-type: none"> As long time citizen of Aylmer Ontario I have noticed and have heard from other town residents that some on duty officers spend hours on end at their homes. Living around the corner from one of the officers homes I have seen the patrol car parked, left running for 3+ hours in one time span. Sometimes this happens more than one time per shift! Why?
<ul style="list-style-type: none"> I would not even be in favour of OPP taking over. Main reason I stay in Aylmer is that we have a police force in town.
<ul style="list-style-type: none"> I feel very safe at home but I have locks on gates to my backyard-if I didn't there would be trespassing.
<ul style="list-style-type: none"> I'm very satisfied with our current policing policy in Aylmer. I would hate to see anything change: examples OPP coming to town would be a shame and a step back for our community
<p>There are police officers who are socializing and visiting girlfriends on work time. In uniform with police vehicle, is this part of the job?</p>
<ul style="list-style-type: none"> No, I shall pray for you all, that no one will ever be shot. Give your work in the Lord's hands. These are the only concerns.



- We are very happy with the police service
- Just a question! Why – when there is a misdemeanor committed are some names published and others are not? And often as in accidents – the innocent name is published the guilty is not?
- Asking for assistance on cut tires was told to leave the building complaints, nothing was ever done about it. Too many officers from their home town a lot of favouritism
- The officers in Aylmer are very approachable

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?	Frequency	Percent
Female	69	54.3
Male	58	45.7
Total	127	100.0

What is the language most commonly spoken in this household?	Frequency	Percent
English	116	92.8
Other	9	7.2
Total	125	100.0

Into which of these age categories do you fall?	Frequency	Percent
16-24	4	3.2
25-34	8	6.3
35-44	19	15.1
45-54	22	17.5
55-64	30	23.8
65 and older	43	34.1
Total	126	100.0

Do you own or rent your residence?	Frequency	Percent
rent	20	15.9



own	106	84.1
Total	126	100.0

What is your highest level of education you have completed?	Frequency	Percent
elementary school	23	18.3
high school	43	34.1
college	38	30.2
university	13	10.3
post graduate	9	7.1
Total	126	100.0

Which of the following categories best describes your household income in 2009, before taxes?	Frequency	Percent
\$20,000 to \$39,999	38	48.7
\$40,000 to \$59,999	13	16.7
\$60,000 to \$79,999	14	17.9
over \$80,000	13	16.7
Total	78	100.0

What is your relationship to the Town of Aylmer? (please check all that apply)	Frequency	Percent
<input type="checkbox"/> Live in Aylmer	118	91.5
<input type="checkbox"/> work in Aylmer	44	34.1
<input type="checkbox"/> attend school in Aylmer	8	6.2
<input type="checkbox"/> shop in Aylmer	103	79.8
<input type="checkbox"/> participate in recreation in Aylmer	57	44.2
<input type="checkbox"/> own property in Aylmer	86	66.7