



2019 - 2021 Strategic Direction



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Message from the Police Services Board



On behalf of the Aylmer Police Service's Board, I am very pleased to share with you our 2019–2021 Strategic Plan. This document outlines the direction for the Aylmer Police Service over the course of the next three years.

The goals and objectives set in this plan have been formed in consultation with our internal and external partners, community members, Town Council and members of the Police Services Board. During the preparation phase we reviewed our historical data and trends and consulted with our residents by way of community surveys.

The results and feedback we received from our citizens were very positive. However, we cannot remain idle as we move forward with our service delivery over the course of the next three years. As a team, we are entrusted by the public to maintain a high level of service and seek efficiencies in our service delivery. Strong leadership combined with our Police Service's commitment to strive to do even better, will help us to meet the increasingly complex and challenging reality of policing today.

We are confident that the citizens of the Town of Aylmer are well served by the Aylmer Police Service and its members. I would encourage all members of the public to remain engaged with your Police Service. Visit our website, check us out on Facebook and twitter or simply send us an email. I encourage each and every one of you to let us know how you feel about the service we are providing. The biggest benefit of a local police service is that it always stands ready to adapt to meet the needs of those that it serves.

Yours sincerely,

Sheri Andrews,

Chair - Aylmer Police Services Board



Message from the Chief of Police



2019 marks the beginning of our seventh Strategic Direction Planning cycle. Our vision over the course of the next three years encompasses direction and implementation of programs that will address an increasingly complex policing environment. This plan will also address emerging social issues, community engagement, officer wellness, traffic enforcement and crime trends which require alternative, innovative and collaborative approach to problem solving. Implementation of increased oversight and police accountability coupled with the amendment to the Police Services Act will necessitate all stakeholders to work together to develop community safety and well-being plans. The province has also shifted its criteria for police funding eligibility towards initiatives that improve the effectiveness, efficiency and modernization of policing services.

In order to address our service needs, we consulted extensively with our internal and external partners which included public surveys, members of our Town Council, Police Service Board members, community representatives and an identified diverse sector of our community.

Over the course of this Strategic plan, Aylmer Police Service will continue to engage key community partners to ensure our service delivery truly reflects their needs. We will work together to address issues such as mental health, addiction and social disorder. This will be accomplished by continued involvement in situation table discussions, High Risk Domestic Violence review team, and a drug treatment court, with the ultimate goal of enhancing community safety, reducing crime and lowering recidivism rates.

Recent community survey revealed that 97% of respondents felt safe or very safe in our community, 87% were satisfied or very satisfied with Aylmer Police Service ability to solve community crime and social problems and 84% of respondents were satisfied or very satisfied with the quality of service provided by Aylmer Police. The high rating of our service delivery is an indicator that we are on the right path regarding service excellence. Continuous evaluation of our service delivery, community consultation coupled with the highest professionalism and integrity of our members will ensure that we exceed service delivery expectations and provide the most cost effective police service delivery over the course of the next three years.

Sincerely;

**Zvonko Horvat
Chief of Police**



Vision

To provide the highest quality of service by being accountable, compassionate, professional and efficient in our response to diverse community needs.



Mission

To work in partnership with our community to prevent and reduce crime, safeguard public trust and improve the quality of life through dedicated and professional service delivery.



2016 Census data identifies Aylmer's population base to be 7,625 persons. Our town offers diverse property types including commercial business, light industries and they are all complimented by 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	2006	2011	2016
0 – 24	2,510	2,385	2,545
25 – 44	1,685	1,630	1,715
45 – 64	1,675	1,880	1,945
65+	1,200	1,256	1,420
TOTAL	7,070	7,151	7,625

Geography

The Town of Aylmer is strategically located in Southwestern Ontario. Highway #3 and #73 are 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 residents from the East Elgin County area. However, an urban market with a population base 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

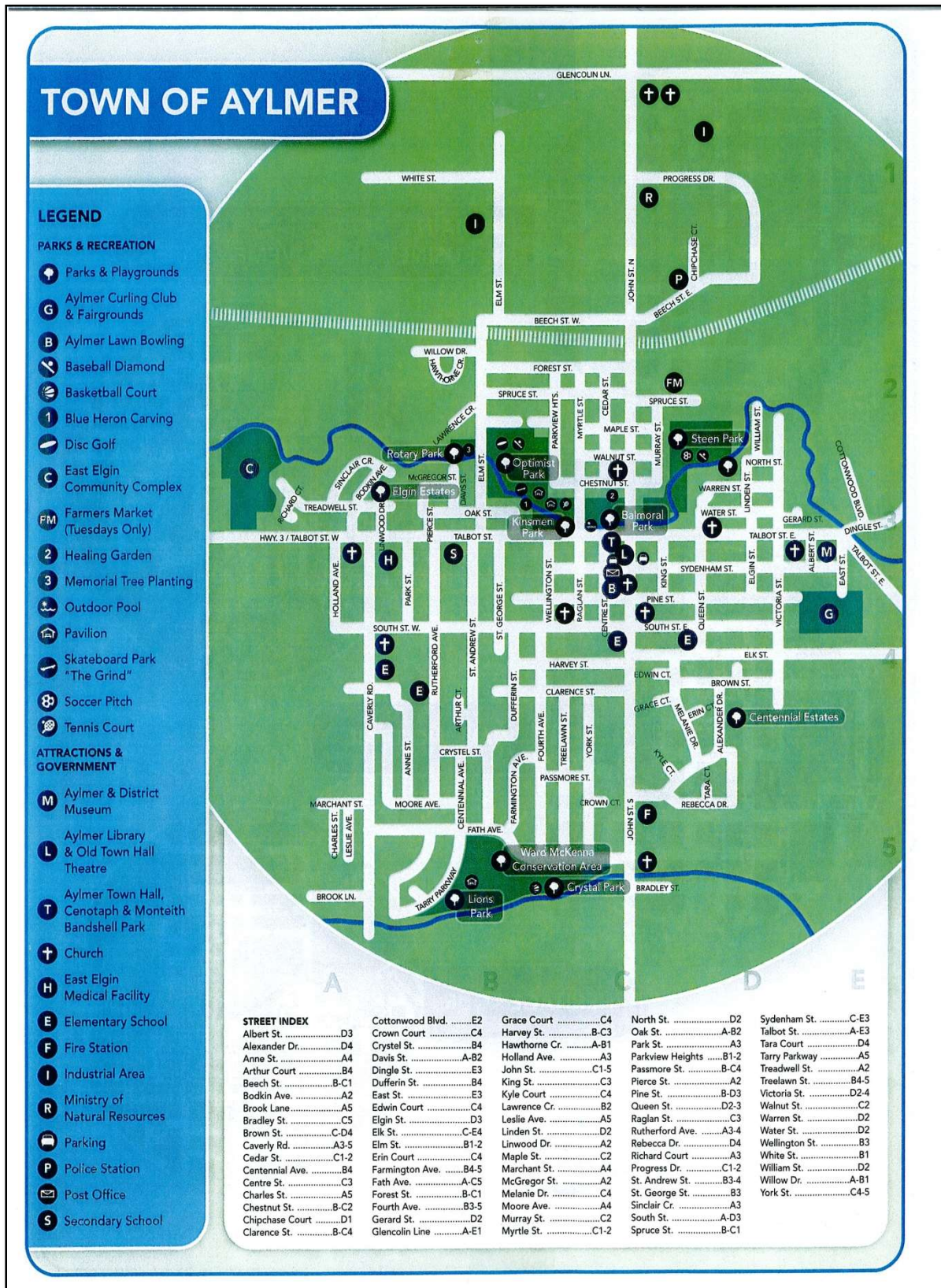
The 2016 census identified English as the predominant language spoken. Germanic languages were identified as the second highest language spoken at home.

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 and three elementary schools. There are also two faith based schools, Immanuel Christian and the Church of God.

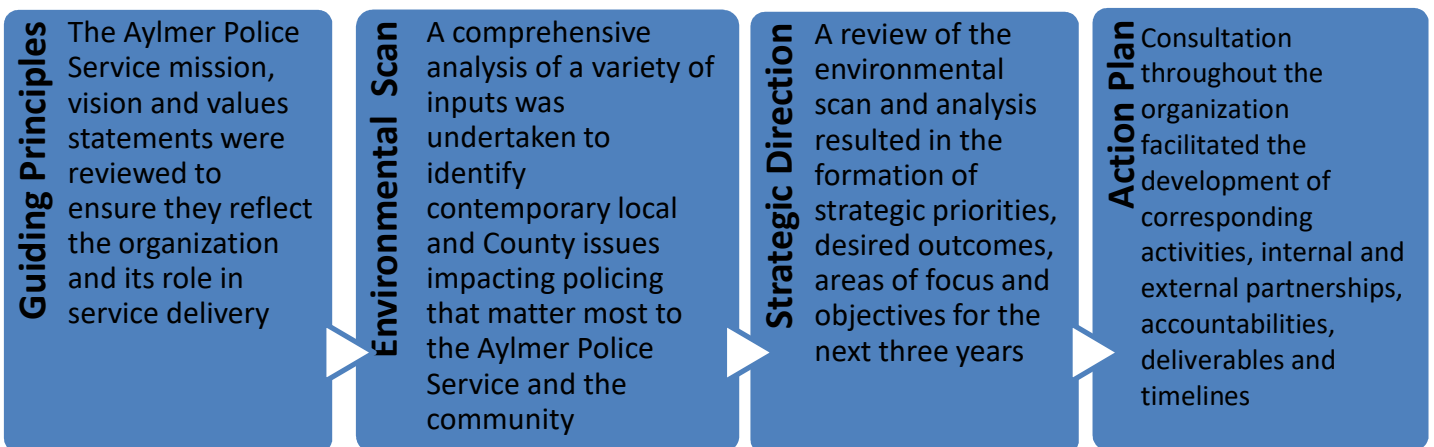
Industry

The Town of Aylmer has an industrial and agricultural base. The former tobacco plant is now a thriving innovation center with multiple businesses on site. The larger employers continue to be: Eastlink, the Aylmer Express, ICS Couriers, the Ministry of Natural Resources, the Ontario Police College, IGPC Ethanol plant, and our school boards. In addition, many Aylmer residents are employed in neighboring communities of London, St. Thomas, Ingersoll, Woodstock, and Tillsonburg.





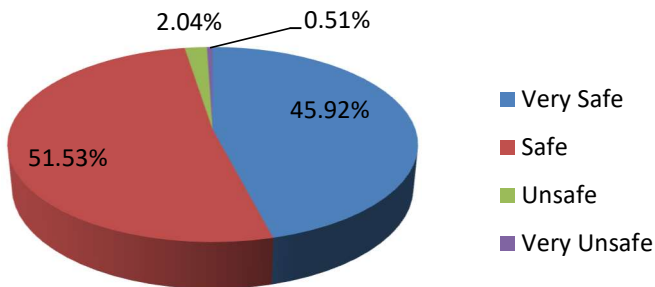
PURPOSE AND THE PROCESS





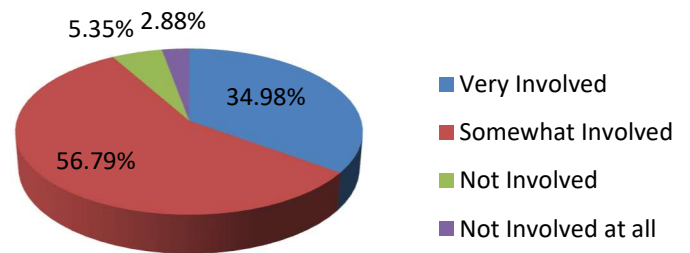
COMMUNITY CONSULTATION - SURVEY

How safe do you feel in your community?



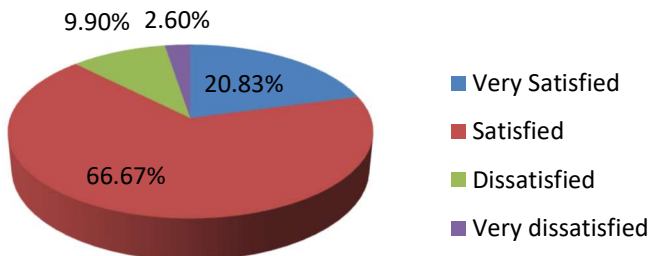
97% of residents feel safe in their community

How involved do you think Aylmer officers are in their community?



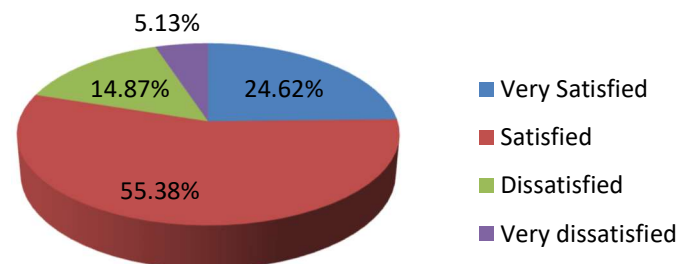
91% of residents feel officers show sufficient community involvement

How satisfied are you with officer involvement in solving community crime and social problems?



87% of residents feel officers effectively solve community crime and social problems

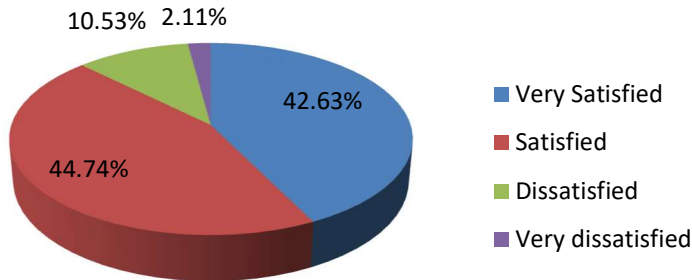
How satisfied are you with officer visibility in our community?



80% of residents are satisfied with officer visibility in the community

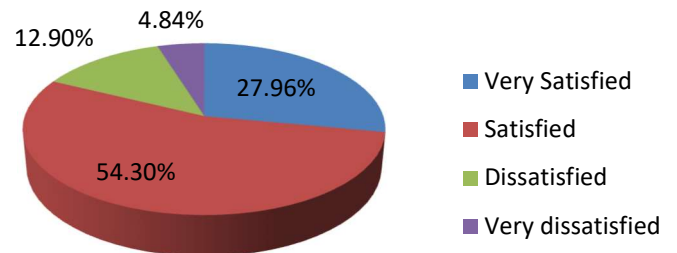


How satisfied are you with the ability to contact your local police?



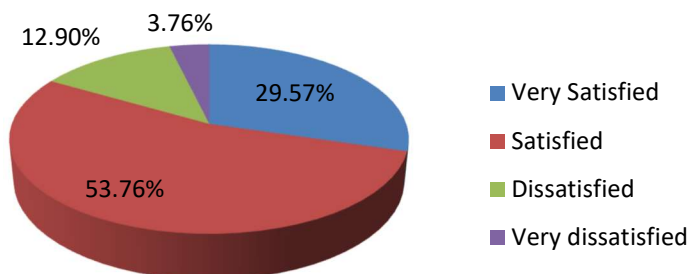
87% of residents are satisfied with the ability to contact the police

How satisfied are you with the police service's enforcement of traffic and criminal law?



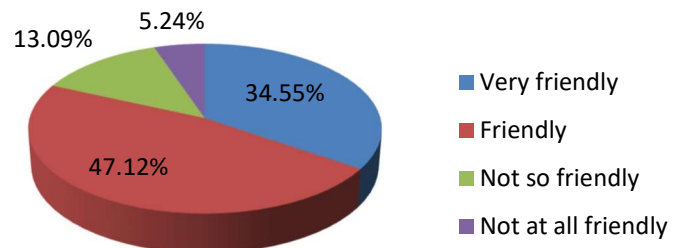
82% of residents are satisfied with Aylmer Police's enforcement of the law

How satisfied are you with the contact or interaction with local police officers/civilians?



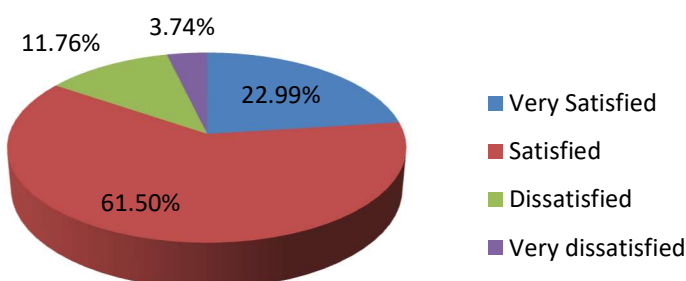
83% of residents are satisfied with the interaction between the police and community residents

Do you find Aylmer Police officers friendly and approachable?



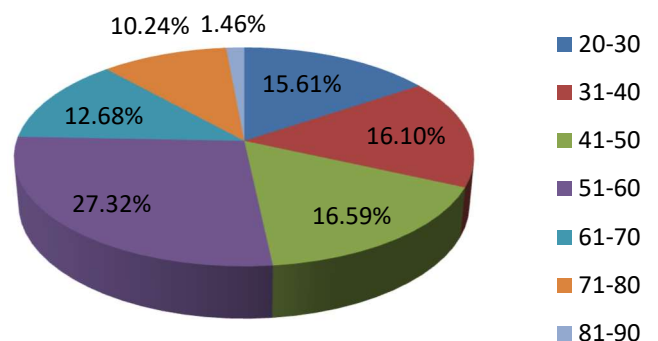
82% of residents find Aylmer Police officers friendly and approachable

How satisfied are you with the quality of service provided by Aylmer Police?



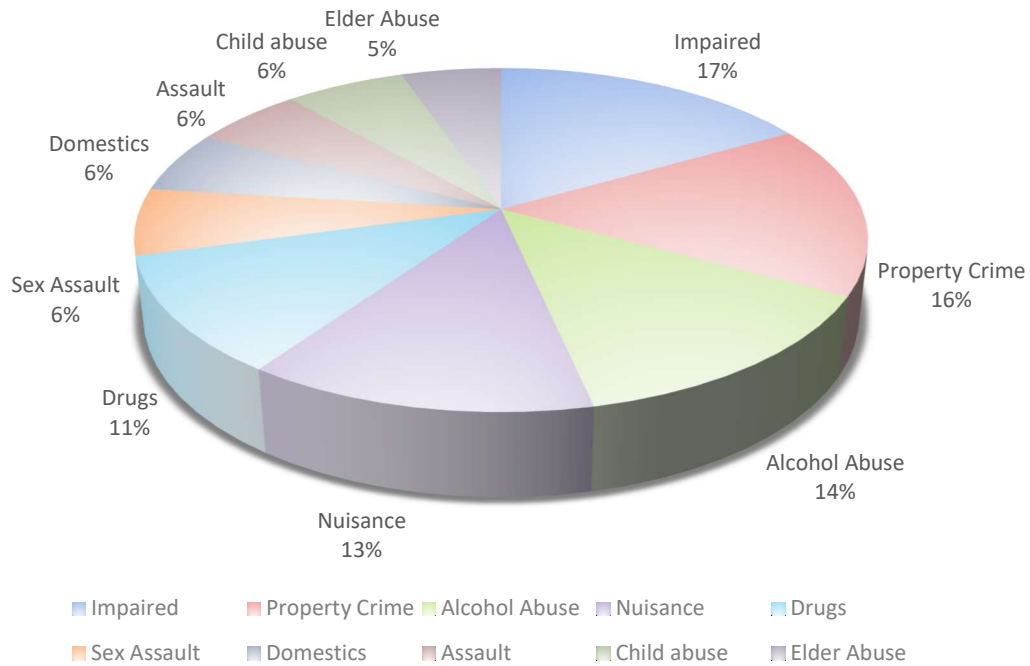
84% of residents are satisfied with the quality of service Aylmer Police provides

Age Demographic

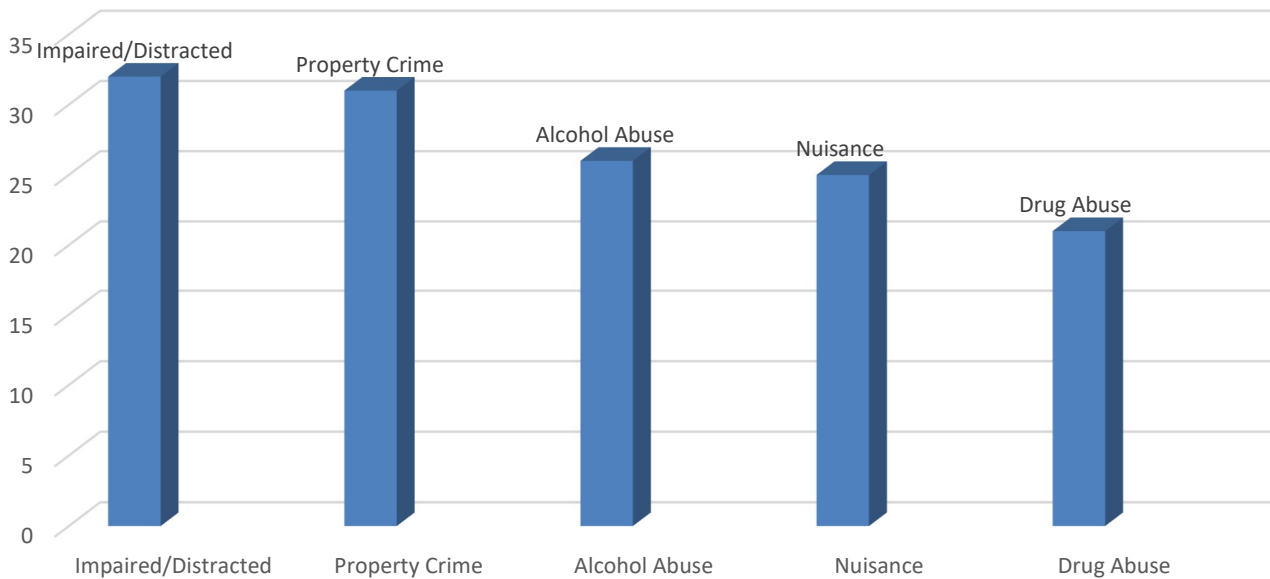




Top 10 Community Concerns



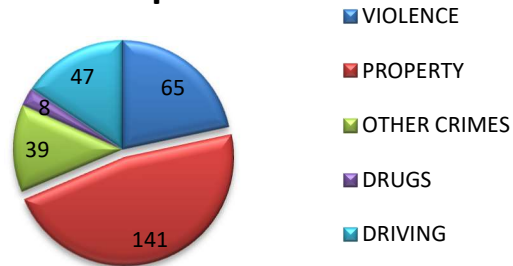
Top 5 Community Concerns



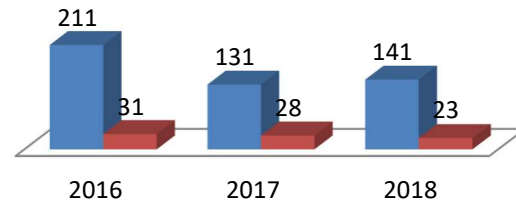


STATISTICAL ANALYSIS

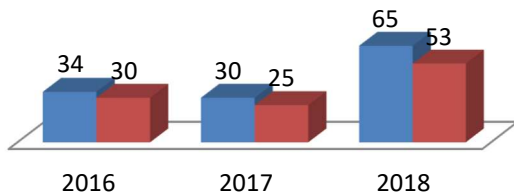
2018 Reported Crimes



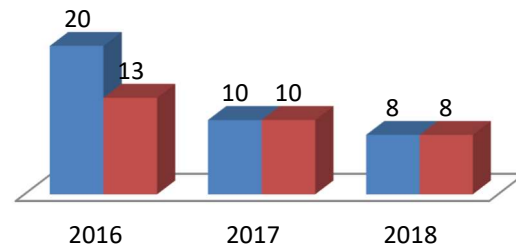
PROPERTY Clearance



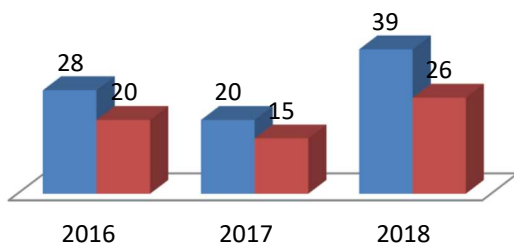
VIOLENCE Clearance



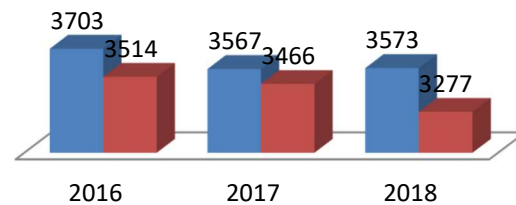
DRUGS Clearance



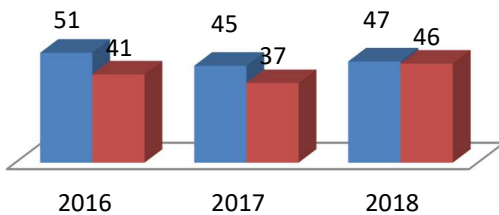
OTHER CRIMES Clearance



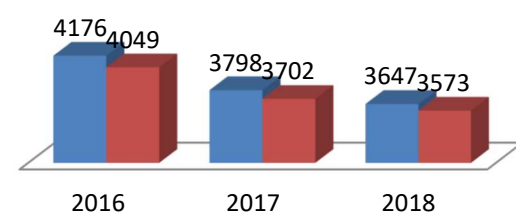
NON-OFFENCE / MISCELLANEOUS Clearance



DRIVING Clearance



ALL TYPES – Reported ALL TYPES – Actual





Calls for Service & Community Visibility

	2016	2017	2018	% Change
Total occurrences	4049	3702	3573	-3%
Beat patrol hours	290	176.25	447.75	154%
RIDE checks	25	12	140	1067%

Data tells us: Officers workload compared to calls for service has remained relatively constant over the 3 year period. The officers significantly increased their community presence via foot patrols as well as RIDE checks resulting in safer roads.



Charges

	2016	2017	2018	% Change
Highway Traffic Act	1555	1196	1455	22%
Criminal Code Traffic	8	9	10	11%
Criminal Code Non-Traffic	42	51	61	20%
Liquor License Act	9	13	17	31%
Other Careless/Suspend drive	33	34	36	5%
All Violations	1647	1303	1579	21%

Data tells us: Officers laid more charges in every sector of the enforcement and the overall officer performance has increased by 21%.

Drugs

	2016	2017	2018	% Change	Clearance rate
Possession	5	7	5	-29%	100%
Trafficking	3	2	3	50%	100%
Other Information/drugs	12	1	0	-54%	100%
Total Drugs	20	10	8	-20%	100%

Data tells us: Drug activity in our community is minimal and consistent over a 3-year period.

**Major Crimes**

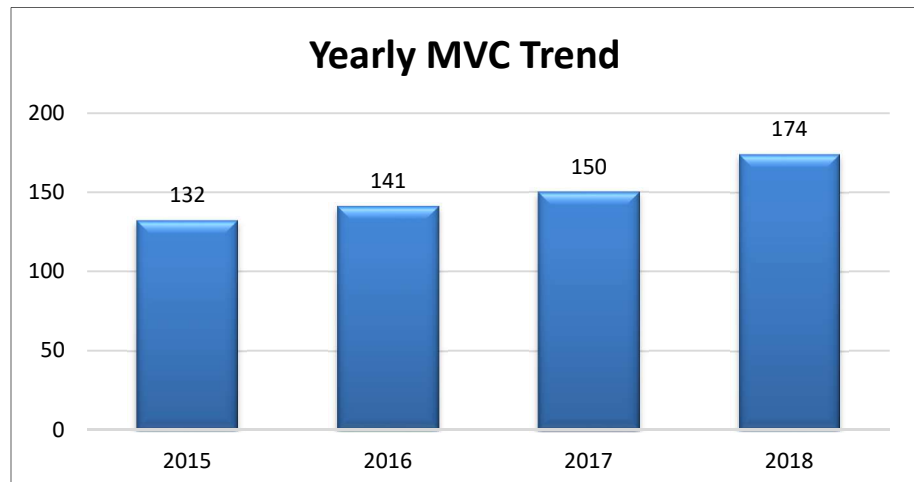
Offence	2016	2017	2018	% Change	Clearance rate
Assault with weapon/bodily harm	1	3	5	67%	100%
02-Sexual Assault	1	2	12	500%	83.3%
03-Robbery	0	0	0	00%	00%
04-Assault	18	19	28	47%	82.1%
05-Break & Enter	15	28	13	-54%	30.8%
06-Auto Theft	4	4	4	00%	25%
07-Theft Over	4	1	2	100%	50%
08-Theft Under	70	83	45	-46%	11.1%
09-Mischief	61	19	19	00%	0%
10-Fraud	46	34	32	-6%	34.4%
11-Theft from M/V	25	29	22	-24%	4.5%
Total	245	222	186	-16%	16.3%

Data tells us: *That overall major crime in our community has been reduced by 16% with a major contributor in reduction being Break and Enters and theft under calls. The significant increase in sexual assault and assault calls has been as a result of improper clearance of those calls in 2016/17 years (use of unfounded) category.*

Motor Vehicle Collisions

	2016	2017	2018	Change (%)
Motor Vehicle collisions	141	150	174	16%

Data tells us: *That our collisions have been on the rise over the past three years with a 16% increase this year over last. Of drivers who have been found at fault, majority were following too close or disobeying intersection related signs. Majority of collisions occurred at major intersections; John St. N. @ Progress, John St. S. @ South St. W, Holland Ave @ Talbot St. W and John St. @ Talbot St. The highest number of collisions involved 18-20 year old age group. Inattentiveness was the major cause of the collision and the weather condition during most collisions was favorable.*





STRATEGIC PILLARS 2019-2021

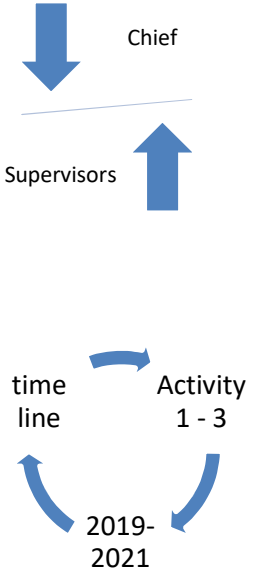
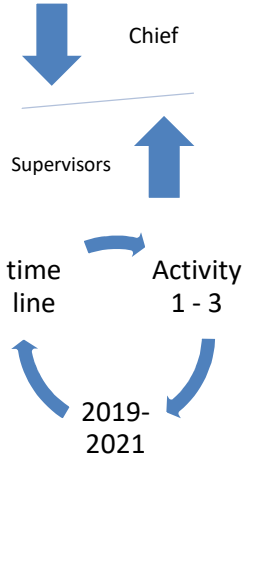




Our people and performance:

The men and women of the Aylmer Police Service are the most critical part in our ability to achieve the objective of providing modern and effective policing. A key success factor is having members who are engaged, committed and supported throughout their career.

Objective: To provide professional, dedicated and resilient workforce to our community.

Goal	Key activities	Desired outcome	Responsibility
Employee wellness	<ol style="list-style-type: none">1. Develop and review workplace practices that impact employee wellness. (Return to work, attendance management).2. Support employees in making improvements to their health through training, education and access to professional services. (Fitness testing, EAP).3. Shift Scheduling.	Healthy and engaged workforce.	
Training and development	<ol style="list-style-type: none">1. Implement effective delivery of internal and external training.2. Effective recruitment practices.3. Leadership assessment and development for succession planning.	Well trained workforce with the ability to meet the needs of the investigative excellence and front line service delivery.	



Goal	Key activities	Desired outcome	Responsibility
Performance standards	1. Review of performance indicators quarterly and address deficiencies. 2. Performance assessment and review annually. 3. On-going review of proficiency in the field.	Professional and engaging workforce.	<p>Chief</p> <p>Supervisors</p> <p>time line</p> <p>Activity 1 - 3</p> <p>2019-2021</p>

Organizational Capacity:

Aylmer Police Service proactively seeks opportunities to enhance our operational effectiveness by maximizing the use of technology. Integration of technology provides us with an opportunity to enhance our service delivery and maximize officer productivity.

Objective: *To ensure we have the required plans in place to address our needs relative to facilities, fleet and technology.*

Goal	Key activities	Desired outcome	Responsibility
Modernize our technology	1. Review of our technological needs and update our hardware and software as required. 2. Refurbish or purchase new Aylmer repeater 3. Purchase and install new audio/video equipment 4. Continue to work proactively and budget for fleet replacement as needed.	Modern and more efficient service delivery	<p>PSB/ Chief</p> <p>IST Support</p> <p>time line</p> <p>Activity 1 - 4</p> <p>Jan. - Jul. 2019</p>



Goal	Key activities	Desired outcome	Responsibility
Localized Dispatch Service	1. Negotiate exit strategy of Owen Sound Dispatch. 2. Negotiate dispatch services of St. Thomas Police Service.	Localised dispatch that is more aligned with geographical area realizing cost efficiencies.	<p>Chief</p> <p>PSB</p> <p>time line</p> <p>Activity 1-2</p> <p>2019-2020</p>
Leverage technology	1. Use of Automated Licence Plate Reader technology. (ALPR) 2. Utilize new drug detection instrument to reduce impaired operation by drug use. 3. Fully utilize Electronic Crown Brief Disclosure (SCOPE) capabilities.	Create efficiencies in court process, and enhance road safety.	<p>Supervisors</p> <p>Court Officer</p> <p>time line</p> <p>Activity 1 - 3</p> <p>2019-2021</p>



Operations - community safety:

Community consultation identified that top five priorities for our citizens included; Impaired and distracted driving, property crime, alcohol and drug abuse and nuisance calls. The areas of focus related to this strategic priority were developed to reflect these concerns as well as legislative core functions of policing.

Objective: *To enhance community safety and reduce crime by working proactively with our community partners and promote crime and collision prevention.*

Goal	Key activities	Desired outcome	Responsibility
Reduce collisions on our roadways and increase traffic safety.	<ol style="list-style-type: none">1. Conduct RIDE checks throughout the year focusing on impaired operation by drug and alcohol2. Develop operational plans for long weekend traffic initiatives with an enforcement focus of big 4 causal collision factors in line with the Provincial mandate.3. Participate in multi-jurisdictional four county traffic safety initiative4. Participate in the multi-jurisdictional Commercial motor vehicle inspections.5. Develop focused patrol initiatives in identified problem areas.	Reduction in traffic collisions resulting in safer roads with a focus on relationship building and meeting Provincial standards in traffic enforcement.	<p>The diagram illustrates the operational structure and timeline. At the top, a large blue arrow points down from 'Supervisors' to 'Front Line'. A horizontal line separates the two. Below this, a circular timeline is shown with a blue arrow pointing clockwise. The timeline is labeled 'time line' on the left, 'Activity 1 - 5' at the top, and '2019-2021' at the bottom.</p>



Goal	Key activities	Desired outcome	Responsibility
Reduction in crime by deploying effective strategies to address criminal activities through education, enforcement and analytics.	<ol style="list-style-type: none">1. Identify and address emerging crime trends utilizing technology.2. Implement pro-active focused patrols in identified crime areas.3. High visibility in the community via foot, bicycle and vehicle patrols.4. Maximize communication with our community as it relates to service and support as well as crime prevention, public safety and harm reduction (Social media)5. Partner with other law enforcement organizations in Ontario to strategically address multi-jurisdictional criminal activity.6. Follow up calls for all property related crimes.7. Collaborate with justice system partners to improve case management and quality of cases.	Reduce crime and victimization by increasing involvement of communities in problem solving and safety initiatives as well as improved information sharing with criminal justice partners.	<p>The diagram illustrates the organizational structure and timeline for the strategic plan. At the top, a blue arrow points down from 'Chief/Supervisors' to a horizontal line. Below this line, another blue arrow points up to 'Front Line'. To the right of this, a circular timeline is shown with a blue arrow pointing clockwise from '2019-2021' to 'Activity 1 - 7'.</p>



Community Engagement and Well-being:

Aylmer Police Service continues to respond to community issues that are related to social, environmental and cultural conditions. Our response is often essential for individuals who find themselves suffering from issues such as mental health, addictions, and social disorders. We recognize the importance of officer engagement and we will continue to work together with the community to develop appropriate responses to the people we serve. This includes a cross sector of our youth, seniors and culturally diverse members of our society.

Objective: Reduction in social disorder issues and re-victimization by appropriately responding to victims, vulnerable and culturally diverse groups thus enhancing public trust and confidence in police.

Goal	Key activities	Desired outcome	Responsibility
Assist individuals who are struggling with mental health, substance abuse and homelessness and are at acutely elevated risk.	1. Participate in the Elgin Group Situation table and present cases that meet the threshold of acutely elevated risk in the community.	Reduction in police contact and connecting individuals with programs and services that will improve their wellness.	<p>Chief Supervisors time line Activity 1 2019-2021</p>
To provide victims of crime and/or traumatic circumstances with immediate on-site support and referrals to available programs and services and alternative measures programs.	1. Officer to refer victims of crime to linked community agencies such as Women services, VWAP and Victim Services. 2 Participation in High Risk Domestic Violence Review Team. 3. Participation in development and implementation of Drug treatment court.	Increased victim safety and security to prevent re-victimization and recidivism and strengthen our community partnership by working collaboratively on broader community issues.	<p>Chief Front Line time line Activity 1 - 3 2019-2021</p>



Goal	Key activities	Desired outcome	Responsibility
Educate and interact with youth in our community and educational institutions.	<ol style="list-style-type: none"> 1. Officers to participate in regular school visits/walk through. 2. Officers to engage and deliver VIP program to Elementary school children. 3. Officers to develop new curriculum combining the VIP lesson plans with the new program targeting more relevant youth issues. 		<p>Supervisors</p> <p>Front Line</p> <p>time line</p> <p>Activity 1 & 2</p> <p>2019-2021</p> <p>Activity 3</p> <p>Sept. 2019</p>
Develop community safety plans as per new legislative requirement.	<ol style="list-style-type: none"> 1 Liaise with Elgin OPP and St. Thomas Police Service. 2 Participate in the review and development of plan for the Elgin County group which will encompass the safety planning for Aylmer. 3. Participate in Elgin County Leadership Forum and discussions. 	Meeting the legislative requirements and enhancing community safety through collaborative community leadership discussions and plan development.	<p>Chief</p> <p>Supervisors</p> <p>time line</p> <p>Activity 1 - 3</p> <p>2019-2021</p>



Goal	Key activities	Desired outcome	Responsibility
Enhance our relationship with culturally diverse groups in our community.	1. Liaise with culturally diverse community leaders. 2. Attend community functions. 3. Deliver presentations that represent mutual interest and understanding between police and culturally diverse population.	Improve understanding between the culturally diverse groups and Aylmer Police Service thus building trust and confidence.	<p>Chief</p> <p>Supervisors</p> <p>time line</p> <p>Activity 1 - 3</p> <p>2019-2021</p>