2016 - 2018
Business Plan

TABLE OF CONTENTS

Message from the Police Services Board 3
Message from the Chief of Police 4
Mission Statement 5
Vision Statement 5
Organizational Chart 6
Community Survey Summary 9
Objectives of the Aylmer Police 10
Mandate 10
External Crime Statistics 11
Local Crime Statistics 12
S.W.O.T. Analysis 13
Crime Prevention 14
Community Patrol 15
Criminal Investigative Services 16
Community Satisfaction 17
Emergency Calls for Service 18
Violent Crime 19
Property Crime 20
Youth Crime 21
Victim Assistance 22
Road Safety 23
Information Technology 24
Resource Planning 25
Police Facilities 26
Budget for Business Plan 27
Acknowledgements 28
Appendix “A” – Contact Information 29
Appendix “B” – Community Survey 2016 30
DEMOGRAPHICS 45

Message from the Police Services Board

As Chair of the Aylmer Police Services Board my colleagues and I are very pleased to present the 2016–2018 Business Plan. This document outlines the direction for the Aylmer Police Service over the next three years and ensures that the needs of the Municipality are being met. During the preparation phase we considered all the comments received through the distribution of our Community Satisfaction Survey; along with input from other community stakeholders.

Policing the Town of Aylmer is a challenging task when taking into account the population and growth of the Town, Government legislation and fiscal constraints. However, based upon these responses, we were able set forth realistic goals and objectives for our Police Service that can be measured during the period covered and at the same time meet the requirements stipulated within the Police Services Act. We feel that together, as a community, we will achieve these objectives and in doing so, we will meet the needs required for a safe and productive community.

Policing in a small community such as ours may be free of some of the issues associated with larger towns and cities, but it is every bit as crucial to the safety and wellbeing of all its citizens. As a new Chair for the Police Services Board it has been a learning experience for me and I am truly impressed with the wide range of experience, expertise and training of our officers. 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

2016 marks the beginning of our sixth Business Planning cycle since our first one in 2000. 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 has continued to keep pace, providing an efficient and accountable service to the community at large.

The stakeholders that were invited to participate in this process included our own employees, Town Council, Chamber of Commerce, and our local schools. We started with a Community Survey which was followed up by meetings with the public. These civic minded individuals met frequently to help create this new community roadmap.

The community survey again identified drugs as a rising concern in Aylmer. The respondents also desired to see continued foot patrol presence on the streets and in our parks. The community again expressed a high satisfaction rating of the Aylmer Police and their desire to retain the current police model. These results also come in the wake of our current council seeking a cost from the Ontario Provincial Police. Despite that costing process, the Business Planning proceeded as required and still reflects what the community expects from its police service. Fiscal responsibility is an ever present expectation while trying to deliver a safe and efficient service to the Town of Aylmer.

The Aylmer Police encourage communication and use social media to help keep information flowing. The goals and objectives in this living document are intended to be flexible to meet the needs of our evolving community. My staff and I look forward to achieving these goals together with you.

Yours truly

Andre Reymer
Chief of Police

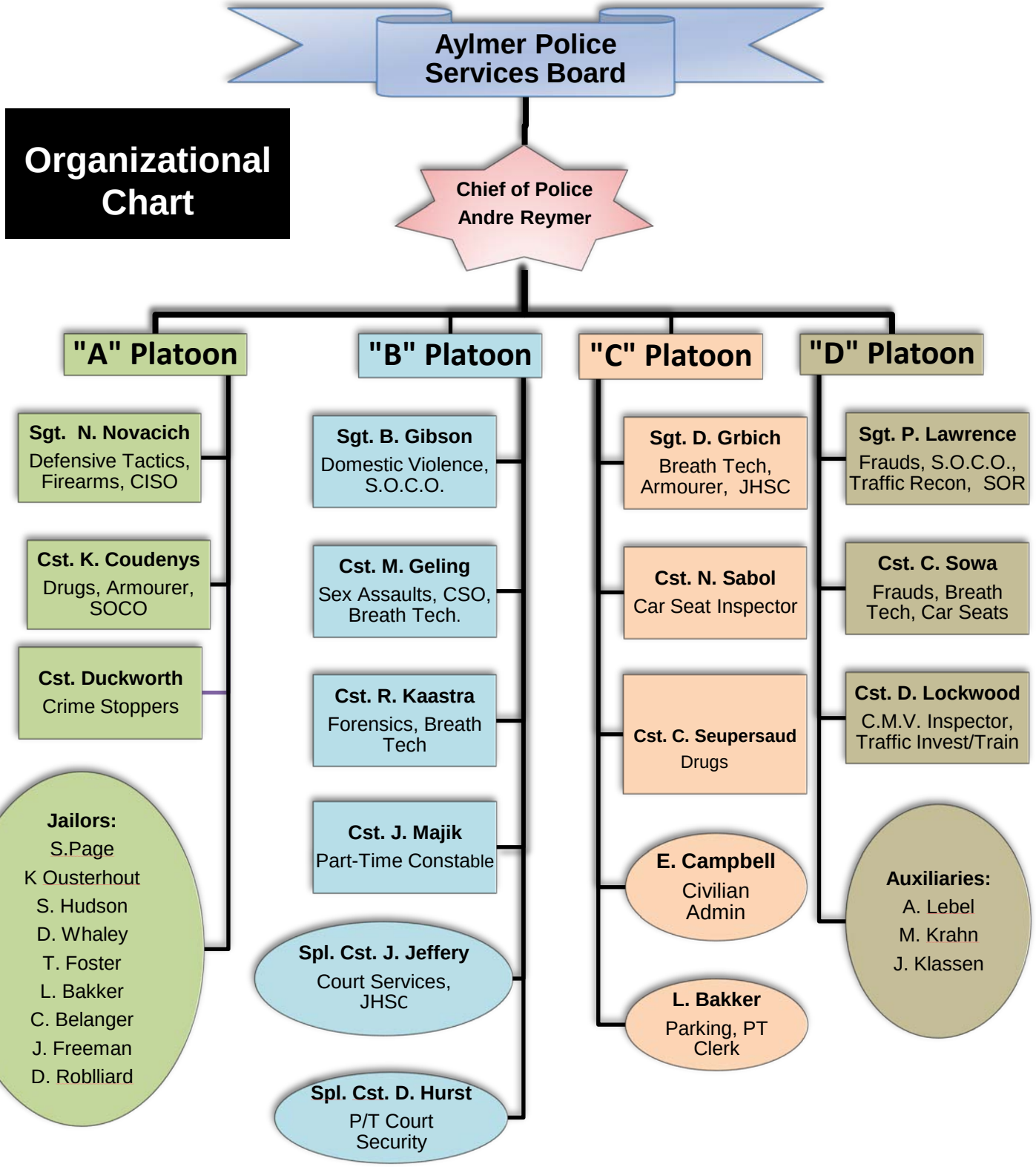
Mission Statement

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, 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



2016 Census data was being collected during the creation of this plan so we are using 2011 data. Aylmer's population was approximately 7,150 persons; however since that time our town has grown significantly in size. Our town offers a diversity of property types including commercial business, light industries and 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	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

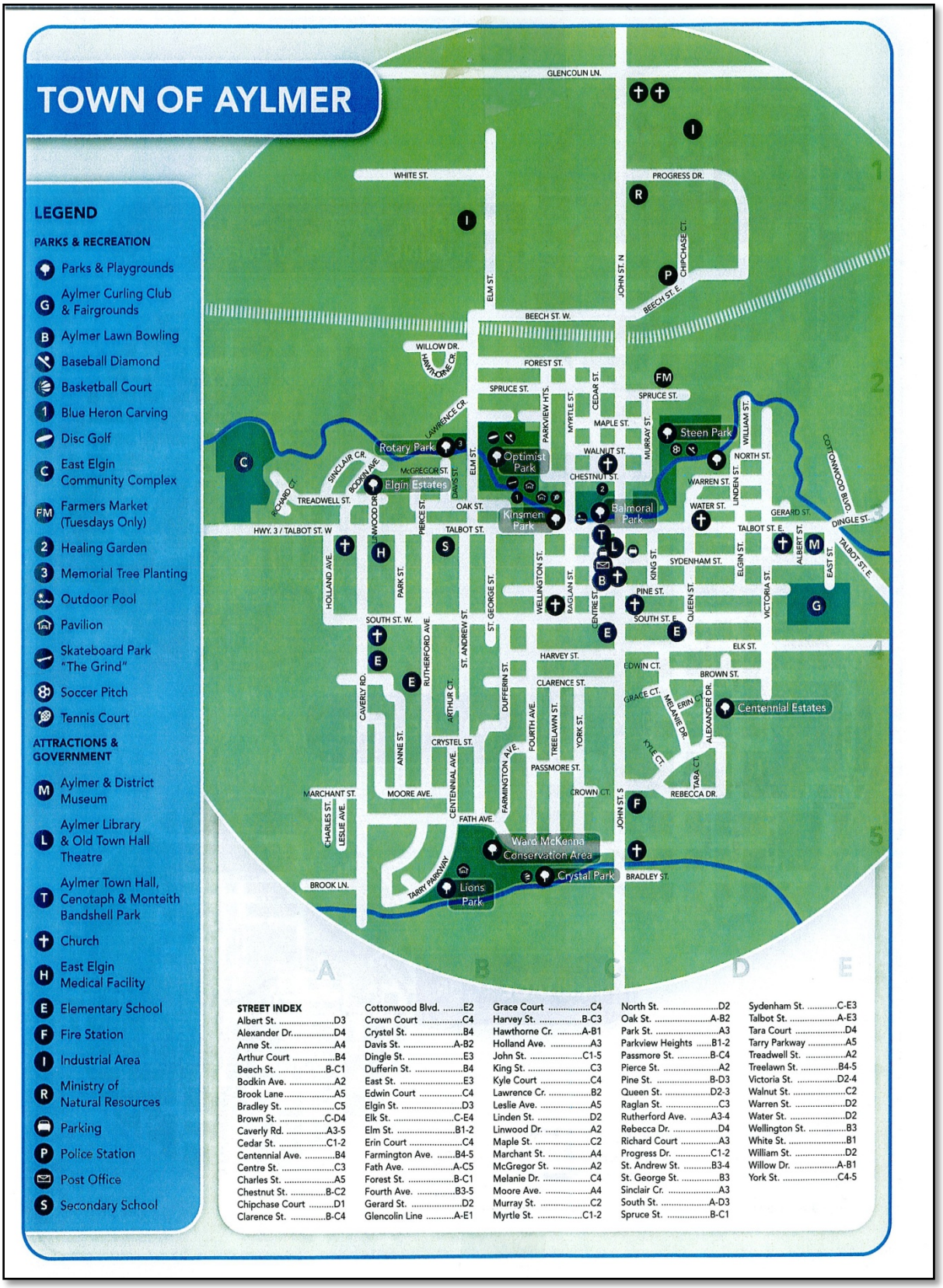
The 2011 census identified English as the predominant language spoken within the home. Further 720 residents listed their spoken language as "other". The Mennonite Community also speaks Low-German.

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 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 neighbouring communities such as London, St. Thomas, Ingersoll, Woodstock, and Tillsonburg.


TOWN OF AYLMER
LEGEND
PARKS & RECREATION
Parks & Playgrounds
Aylmer Curling Club & Fairgrounds
Aylmer Lawn Bowling
Baseball Diamond
Basketball Court
Blue Heron Carving
Disc Golf
East Elgin Community Complex
Farmers Market (Tuesdays Only)
Healing Garden
Memorial Tree Planting
Outdoor Pool
Pavilion
Skateboard Park "The Grind"
Soccer Pitch
Tennis Court
ATTRACTIONS & GOVERNMENT
Aylmer & District Museum
Aylmer Library & Old Town Hall Theatre
Aylmer Town Hall, Cenotaph & Monteith Bandshell Park
Church
East Elgin Medical Facility
Elementary School
Fire Station
Industrial Area
Ministry of Natural Resources
Parking
Police Station
Post Office
Secondary School
GLENCOLIN LN.
WHITE ST.
PROGRESS DR.
CHIPCHASE CT.
BEECH ST. E.
BEECH ST. W.
JOHN ST. N
ELM ST.
WILLOW DR.
FOREST ST.
SPRUCE ST.
CEDAR ST.
PARKVIEW HTS.
MYRTLE ST.
MAPLE ST.
MURRAY ST.
WILLIAM ST.
NORTH ST.
COTTONWOOD BLVD.
DINGLE ST.
LAWRENCE CR.
SINCLAIR CR.
BODKIN AVE.
RICHARD CT.
TREADWELL ST.
McGREGOR ST.
DAVIS ST.
WALNUT ST.
CHESTNUT ST.
WARREN ST.
LINDEN ST.
GERARD ST.
OAK ST.
PIERCE ST.
GLENWOOD DR.
HWY. 3 / TALBOT ST. W
TALBOT ST.
TALBOT ST. E.
WATER ST.
HOLLAND AVE.
PARK ST.
ST. GEORGE ST.
WELLINGTON ST.
RAGLAN ST.
CENTRE ST.
KING ST.
SYDENHAM ST.
ELGIN ST.
ALBERT ST.
EAST ST.
PINE ST.
QUEEN ST.
VICTORIA ST.
SOUTH ST. W.
SOUTH ST. E.
ELK ST.
HARVEY ST.
EDWIN CT.
BROWN ST.
CLARENCE ST.
GRACE CT.
ERIN CT.
MELANIE DR.
ALEXANDER DR.
CAVERLY RD.
RUTHERFORD AVE.
ST. ANDREW ST.
ARTHUR CT.
DUFFERIN ST.
FOURTH AVE.
TREELAWN ST.
YORK ST.
CRYSTEL ST.
ANNE ST.
CENTENNIAL AVE.
FARMINGTON AVE.
PASSMORE ST.
KYLE CT.
TARA CT.
REBECCA DR.
CROWN CT.
JOHN ST. S
MARCHANT ST.
MOORE AVE.
CHARLES ST.
LESLIE AVE.
FATH AVE.
BROOK LN.
TARRY PARKWAY
BRADLEY ST.
Rotary Park
Optimist Park
Elgin Estates
Kinsmen Park
Balmoral Park
Steen Park
Centennial Estates
Ward McKenna Conservation Area
Crystal Park
Lions Park
A
B
C
D
E
1
2
3
4
5
STREET INDEX
Albert St. D3
Alexander Dr. D4
Anne St. A4
Arthur Court B4
Beech St. B-C1
Bodkin Ave. A2
Brook Lane A5
Bradley St. C5
Brown St. C-D4
Caverly Rd. A3-5
Cedar St. C1-2
Centennial Ave. B4
Centre St. C3
Charles St. A5
Chestnut St. B-C2
Chipchase Court D1
Clarence St. B-C4
Cottonwood Blvd. E2
Crown Court C4
Crystel St. B4
Davis St. A-B2
Dingle St. E3
Dufferin St. B4
East St. E3
Edwin Court C4
Elgin St. D3
Elk St. C-E4
Elm St. B1-2
Erin Court C4
Farmington Ave. B4-5
Fath Ave. A-C5
Forest St. B-C1
Fourth Ave. B3-5
Gerard St. D2
Glencolin Line A-E1
Grace Court C4
Harvey St. B-C3
Hawthorne Cr. A-B1
Holland Ave. A3
John St. C1-5
King St. C3
Kyle Court C4
Lawrence Cr. B2
Leslie Ave. A5
Linden St. D2
Linwood Dr. A2
Maple St. C2
Marchant St. A4
McGregor St. A2
Melanie Dr. C4
Moore Ave. A4
Murray St. C2
Myrtle St. C1-2
North St. D2
Oak St. A-B2
Park St. A3
Parkview Heights B1-2
Passmore St. B-C4
Pierce St. A2
Pine St. B-D3
Queen St. D2-3
Raglan St. C3
Rutherford Ave. A3-4
Rebecca Dr. D4
Richard Court A3
Progress Dr. C1-2
St. Andrew St. B3-4
St. George St. B3
Sinclair Cr. A3
South St. A-D3
Spruce St. B-C1
Sydenham St. C-E3
Talbot St. A-E3
Tara Court D4
Tarry Parkway A5
Treadwell St. A2
Treelawn St. B4-5
Victoria St. D2-4
Walnut St. C2
Warren St. D2
Water St. D2
Wellington St. B3
White St. B1
William St. D2
Willow Dr. A-B1
York St. C4-5

Community Survey Summary

The community survey was originally developed and designed at the University of Western Ontario in London. We have used the same survey since 2000 to note changes in community responses. In each instance, 1000 surveys were distributed randomly throughout the Town of Aylmer and surrounding area to ensure all groups were covered.

The purpose of the survey was to solicit community input and opinion regarding the service provided by the Aylmer Police. This year's response to the survey that was distributed revealed a **29% increase** in responses from 2013.

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	33	14
less crime	99	**41**
about the same crime	106	**44**
more crime	2	1
much more crime	0	0
Total	240	100
Unknown/No answer	54	
Total	294	

Judging from the number of Aylmer Police Officers you see in the community, would you say there are:	#	%
Too few officers	17	7
The right number of officers	167	**69**
Too many officers	59	24
Total	243	100
Unknown / no answer	52	
Total	295	

Over the past few years, do you think crime in Aylmer has:	#	%
decreased	61	28
remained the same	129	**60**
increased	26	12
Total	216	100
Unknown/No answer	78	
Total	294	

How would you rate the quality of police service in Aylmer?	#	%
Poor	7	2
Adequate	40	14
Good	98	**34**
Excellent	140	**49**
Total	285	100
Unknown/ no answer	9	
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
2) Law Enforcement
3) Victims Assistance
4) Public Order Maintenance
5) Emergency Response
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.

Mandate

This business plan was created under the direction and requirements of Ontario Regulation 3/99 (Adequacy and Effectiveness of Police Services) of the Police Services Act. Sec. 30, which mandates:

Every board shall prepare a business plan for its police force at least once every three years. O. Reg. 3/99, s. 30 (1).

(2) The business plan shall address,

(a) The objectives, core business and functions of the police force, including how it will provide adequate and effective police services;

(b) Quantitative and qualitative performance objectives and indicators relating to,

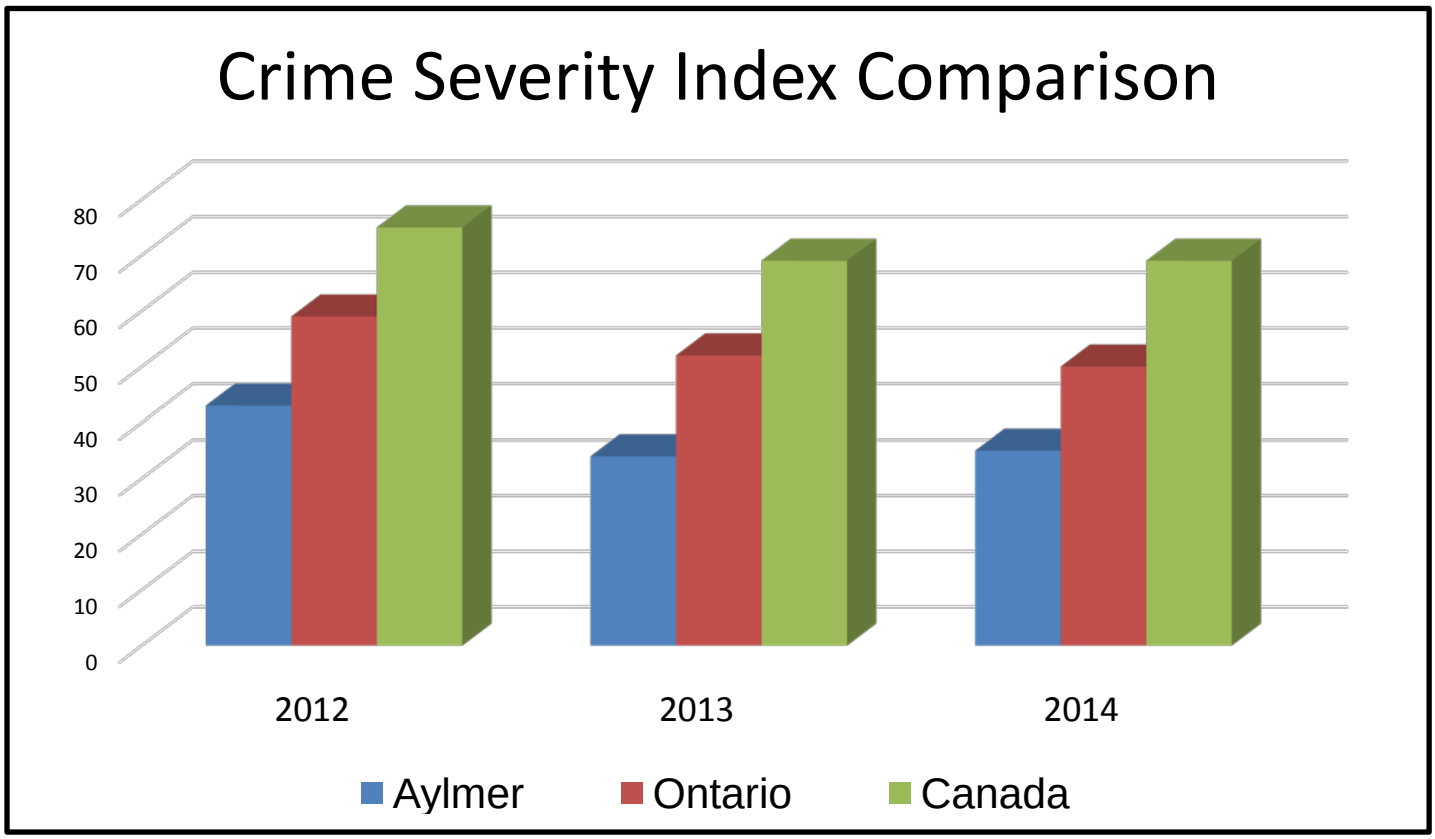
(i) The police force's provision of community-based crime prevention initiatives, community patrol and criminal investigation services,
(ii) Community satisfaction with police services,
(iii) Emergency calls for service,
(iv) Violent crime and clearance rates for violent crime,
(v) Property crime and clearance rates for property crime,
(vi) Youth crime and clearance rates for youth crime,
(vii) Police assistance to victims of crime and re-victimization rates, and
(viii) Road safety;

(c) Information technology;
(d) Resource planning; and
(e) Police facilities. O. Reg. 3/99, s. 30 (2)

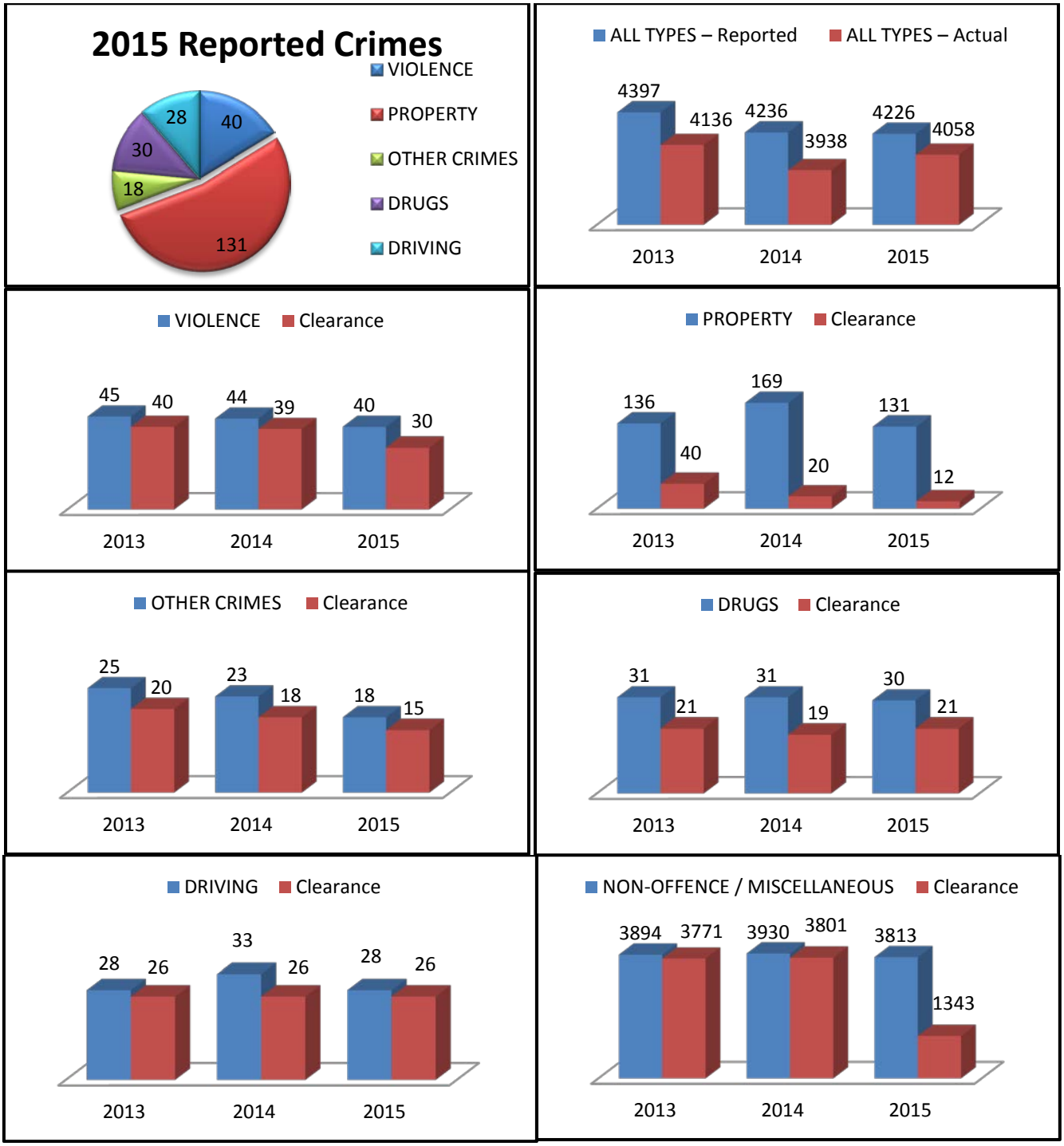
External Crime Statistics

The Canadian Centre for Justice Statistics chart below depicts a 3 year crime analysis. The comparison includes Aylmer, Ontario, and Canada. In Canada, there are two complementary ways to measure police-reported crime: the traditional crime rate and the Crime Severity Index (CSI). While both measures take into account the volume of police-reported crime, the CSI also accounts for the seriousness of crime. Both the traditional crime rate and the CSI measure crime based on the most serious violation in the criminal incident. Nationally the crime rate has been decreasing. This decline represented the eleventh consecutive decrease of the CSI, and the lowest CSI recorded since 1998 (the first year for which CSI data are available).

Aylmer's low CSI puts us in the top 12 safest communities compared to the 52 Municipal Police Services in Ontario.



Local Crime Statistics



S.W.O.T. Analysis

(Strengths, Weakness, Opportunities, Threats)

Strengths:

- High level of community respect and support - 83 %.
- Keep Aylmer as Municipal police 84 %.
- Support of Aylmer's' B I A.
- Auxiliary police program
- Committed to Community Policing
- Good blend of experience, background and age of officers
- Excellent planning, implementation and enforcement.
- Quick response times.
- Officers/Staff are well trained and equipped.
- Officers/staff are highly motivated and value driven.
- Good relationships with other police & emergency services.

Weaknesses:

- Police facility needs updating
- Budget constraints combined with reduction in grants
- Downloading of provincial responsibilities
- Complexity of regulations, laws, acts, investigations
- Increased police visibility
- Follow ups with complainant / victims

Opportunities:

- Increase interactions with Mennonite Community.
- Policing expansion into neighbouring townships
- Working with all the school boards.
- Part-Time Policing.
- Embracing emerging technology

Threats:

- OPP costing
- Financial impact on economy
- Drug activity and associated spin off crimes.
- Escalating costs associated to policing
- Ability to run larger crime projects
- Aging / senior 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 our youth and their families. We promote and support the Crime Stoppers Program in the hopes it will assist us in soliciting anonymous information from otherwise reluctant witnesses. The Aylmer Police also utilizes specially trained officers to facilitate community seminars on a wide range of issues; such as Elder Abuse and Fraud. Our Website receives in excess of 500 hits a month. This too allows an opportunity for the people to follow the information links and programs on line. As well, it provides for yet another venue to educate the community and promote some of our external crime prevention programs.

GOAL:
Raise the profile of crime prevention programs through Community involvement

OBJECTIVES

1. Maintain involvement & support in the “Crime Stoppers” program.
2. Maintain partnerships with county domestic and high risk offender committees.
3. Participate in, and be present at, events especially involving our Mennonite community.

PERFORMANCE MEASUREMENTS

1. Crime stopper call analysis & external program events.
2. Track external committee meetings and outcomes.
3. Track community events, police campaigns, and speaking engagements.

Crime Stoppers
London • Elgin • Middlesex
(800) 222-TIPS (8477)
http://www.londoncrimestoppers.com
Registered Charity Number: 11902-3711 RR0001

MCS
MENNONITE COMMUNITY SERVICES
OF SOUTHERN ONTARIO

Accountability: Community Services Officer, Sergeants, and the 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.

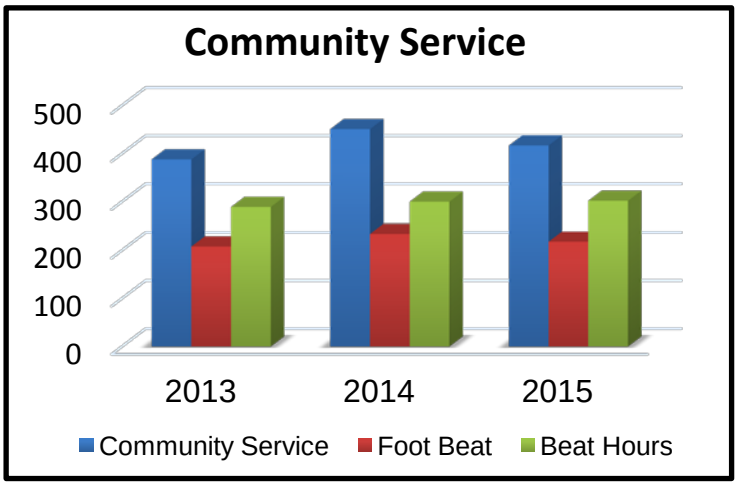
OBJECTIVES

1. Maintain foot beat duty patrols especially at peak visibility times.
2. Park patrols in summer.
3. Patrol schools at peak times including lunch walk throughs.

PERFORMANCE MEASUREMENTS

1. Track daily foot beat and bike patrol in comparison to previous years.
2. Target school times and youth activity/ events in parks and schools.

Past Indicators:



Accountability: patrol officers, Sergeants, and the Chief.

Criminal Investigative Services

Complaints of a criminal nature 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. The Aylmer Police maintains a high clearance rate of general crimes when compared with our peers. It 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.

GOAL:
Maintain and improve quality investigations through trained personnel and partnerships.

OBJECTIVES

1. Standard Field Sobriety Testing training for patrol officer targeting drug & alcohol impairment
2. Increase Drug enforcement partnerships with police peers.
3. Maintain CISO *(Criminal Intelligence Service Ontario)* participation

PERFORMANCE MEASUREMENTS

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

CISO Criminal Intelligence Service Ontario

DRUG RECOGNITION EXPERT

Accountability: Sergeants, Drug Officers, and the Chief.

Community Satisfaction

This is our sixth business plan and we are very proud of the fact that throughout the process our community surveys have continue to reveal an approval rating above 80%. This rating is not only for the performance of the Aylmer Police but also of the community's desire to maintain its own police service at its current level. Low public complaints against the service are 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:
Continue the high level of community satisfaction with the Aylmer Police

OBJECTIVES

1. Continue to maintain high level of satisfaction in community surveys and in the media.
2. Participate in community events promoting the police service & this plan.

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.

Accountability: All Officers and the Chief.

Emergency Calls for Service

Surprisingly, 911 calls only amount to twenty percent of the actual monthly calls for service but that is when the community expects prompt police response. The planning and training that is continually occurring allows for a fast and efficient response to those calls. The Aylmer Police have assisted and assessed our schools in their mandated emergency preparedness protocols. The Town of Aylmer conducts provincially mandated emergency planning that coincides with our police counter-terrorism policies. In this age of social media, the public is still encouraged to contact the Aylmer Police using direct telephone communications. Non-monitored websites are not appropriate for emergency calls. The Aylmer Police may be contacted at **519-773-3144** for police dispatch and **519-773-3146** for the business office.

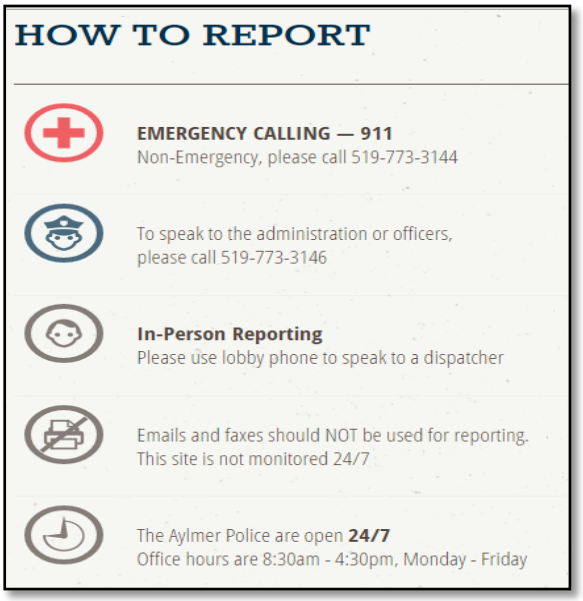
GOAL:
Ensure a prompt and professional response to emergency calls for service.

OBJECTIVES

1. Promote 3144 / 3146 telephone numbers – not social media for reporting crimes.
2. Maintain prompt response times to emergency & 911 calls.

PERFORMANCE MEASUREMENTS

1. Downtown signage of telephone numbers.
2. Track and report on monthly 911 calls and any issues arising.



Accountability: Training Sergeant, CSO Officer, and the Chief.

Violent Crime

Over the past three (3) years, the Aylmer Police have investigated an average of forty-three (43) violent crime incidents. We pride ourselves in the fact that we have an eighty-four (84%) clearance rate in relation to those reported crimes. Because of the very nature of violent crimes they tend to be the most high profile and socially concerning incidents that we deal with. These types of investigations require significant time and resources. It is incumbent upon our police service to ensure that the officers investigating such calls have the investigative skills to handle them. Compliance with the provincial databases regarding submissions for major cases, including violence and sexual offences, allows for linkages between all police agencies. Education and awareness are the keys in dealing with "Anti-Bullying". The Aylmer Police continue supporting strategies and awareness in our schools and our community.

GOAL:
Maintain the high level of clearance through a consistent response utilizing new strategies and training.

OBJECTIVES

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

PERFORMANCE MEASUREMENTS

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

Accountability: DVI Sergeant, Training Sergeant, and the Chief.

Property Crime

Property crimes are the most prevalent reported offences to police in general. The Aylmer Police have averaged 145 incidents over the past three years and been solved with a 17% clearance rate. Unfortunately, these crimes go unreported for days or weeks making investigations difficult to resolve. 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, would assist the police 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. Social media is a tool to solicit assistance in reporting and alerting the community.

GOAL:
Reduce property crimes investigations through awareness programs and technology.

OBJECTIVES

1. Educate public on crime prevention programs- “Lock it or Lose it Campaign”.
2. Downtown Video Cameras
3. Use social media to notify public & seek assistance for reporting

PERFORMANCE MEASUREMENTS

1. Promote and track programs such as *Lock It or Lose It*.
2. Seek partnerships and funding to install cameras in identified crime areas.
3. Track and report use of social media.

Accountability: Community Services Officer, Sergeants, and the 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 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. Police engagement with youth is believed to set positive goals with them.

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

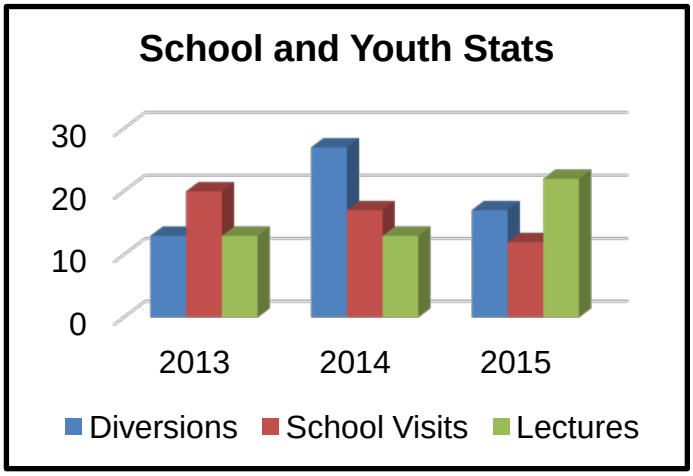
OBJECTIVES

1. Continue with school visits and schedule planned events with elementary & secondary students.
2. Maintain high levels of Youth Diversion where applicable
3. Support school liaison programs such as V.I.P. *(Values Influences and Peers)* and C.B.C *(Challenges Beliefs and Changes)*

PERFORMANCE MEASUREMENTS

1. Track school walk-throughs, and school calls for service rates.
2. Track youth crime and diversion programs.
3. Track school programs taught by police.

Past Indicators:



Accountability: Community Services Officer, Sergeants, and the Chief.

Victim Assistance

Victim assistance is an integral part of the legal process. Agencies from the justice and health sectors can facilitate victims in regaining control of their lives and aid in the 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. Contacting complainants on unsolved occurrences keeps the communication lines open in case additional relevant information is available. Keeping our officers up to date on training in regards to Mental Health concerns addresses an increased demand for that service.

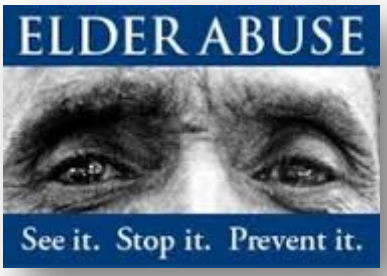
GOAL:
Improve the service provided to victims of crime through public awareness and direct contact.

OBJECTIVES

1. Implement Elgin Situation Table program with peer service providers
2. Follow-up on unsolved crimes by contacting complainants on cold calls
3. Increase Mental Health and Elder Abuse training

PERFORMANCE MEASUREMENTS

1. Report on Situations brought to the Elgin Table and success.
2. Develop a follow-up protocol for unsolved crimes
3. Track internal training on Mental Health and Elder Abuse.



Accountability: All officers, Domestic Violence Trainers, Sergeants and the Chief.

Road Safety

Road Safety is integrated part of 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 lays over 1100 traffic charges and stops an average of 5000 vehicles in RIDE *(Reduce Impaired Driving Everywhere)* programs each year. The "Top Four" driving offences identified are: Aggressive driving, distracted driving, impaired driving, and the non-compliance use of seat belts. Participating in enforcement with peer agencies in and out of our community enforces the "Top Four" strategy in focused events. The Town of Aylmer is incorporating bicycle lanes in our community using painted chevrons on the roadway. Motorists will need to be aware of these changes and learn to share the roadway. The Aylmer Police will assist in awareness campaigns and apply enforcement when and where necessary.

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

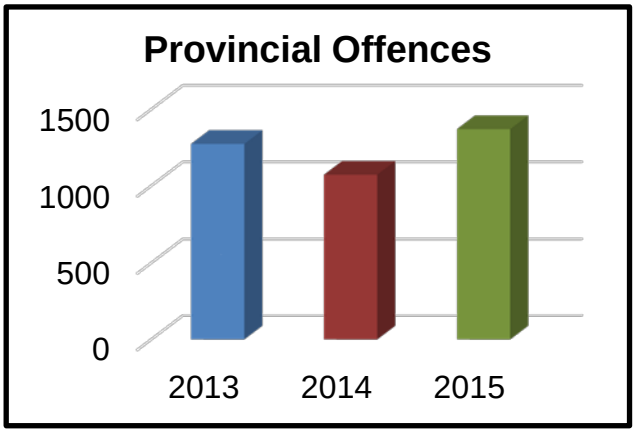
OBJECTIVES

1. Focus on speed enforcement on city limits including Commercial traffic
2. Maintain community R.I.D.E. programs.
3. Cyclist Safety and awareness promoting share the road

PERFORMANCE MEASUREMENTS

1. Set shift targets and track levels monthly enforcement.
2. Track R.I.D.E. all programs.
3. Participate and report on cyclist related programs.

Past Indicators:



Accountability: Sergeants and the Chief.

Information Technology

The Aylmer police, along with thirty other police services, are members of OPTIC *(Ontario Police Technology Information Cooperative)*. Secure radio communication is undergoing an upgrade to digital technology since the last business plan and is being completed this plan. Automated technology is improving road and public safety and grants are available for its acquisition. Keeping communication links between the public and the police will be enhanced with an automated voice mail features at the police station.

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

OBJECTIVES

1. Automatic License Plate Recognition System.
2. Complete our present radio systems to digital communications.
3. Voice Mailboxes for police staff promoting better communications

PERFORMANCE MEASUREMENTS

1. Apply for provincial funding to acquire ALPR and related systems
2. Ongoing update of current radios to digital format.
3. Voicemail through our local service provider (Eastlink)

Accountability: IT Contractor and the 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. This is key in the seamless deployment of policing to our community. Staff wellness is also an important factor in maintaining healthy productive employees.

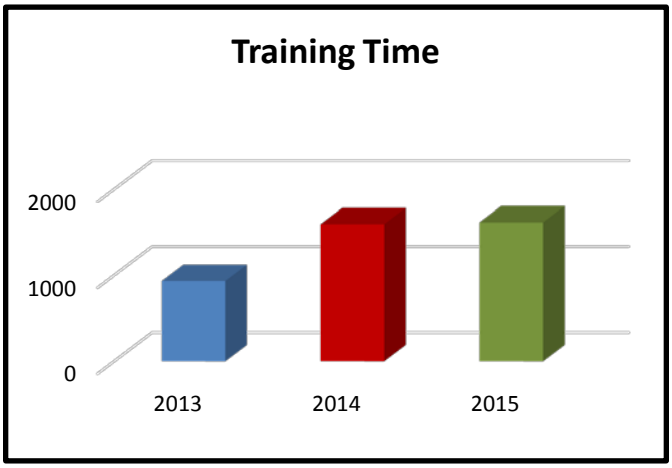
GOAL:
To develop and keep our Human Resources healthy to achieve the goals of the Aylmer Police.

OBJECTIVES

1. Inventory core skills sets and certifications of specialty officers.
2. Promote staff wellness.

PERFORMANCE MEASUREMENTS

1. Identify key trained personnel and inventory core skills.
2. Track Fitness Pin awards and shuffle the platoons annually.
3. Participate and promote training and Employee Assistance Programs



Accountability: Sergeants and the Chief.

Police Facilities

The Aylmer Police building is 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, is accessible to the public during normal working hours 8:30 a.m. to 4:30 p.m. 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 reviews the inspection report and reports the findings to the Board once every business cycle to ensure that the building meets or exceeds all items listed in section 6 of the Board's Policy AI-001.

The building is a Municipal asset and as such, the Town of Aylmer is responsible for any and all substantive improvements. In 2014, the roof potion of the building was replaced but other outstanding matters of maintenance remain unresolved. As our police service is growing so should the facility.

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

OBJECTIVES

1. Update internal layout and efficiencies with ceilings, insulation, & bathroom .
2. Update internal video system & security
3. Exterior updates of paint & cleaning

PERFORMANCE MEASUREMENTS

1. Completed projects as identified and prioritized by the Police Services Board to the Town of Aylmer

Accountability: Town Building Inspector, PSB, and the Chief.

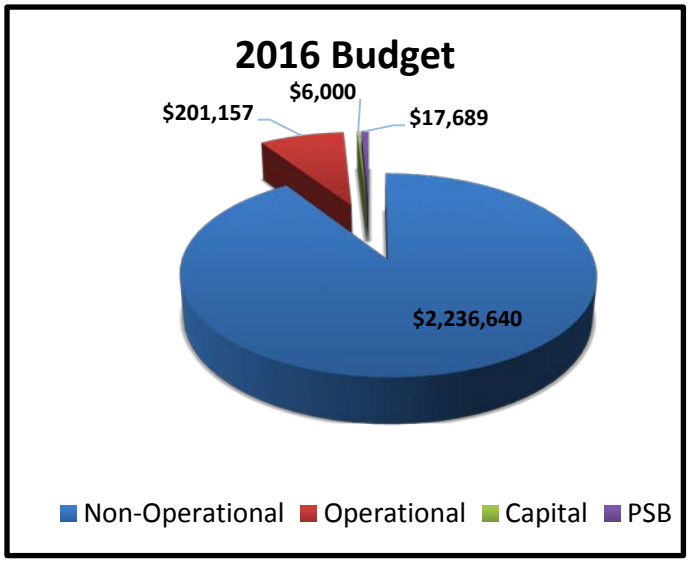
Budget for Business Plan

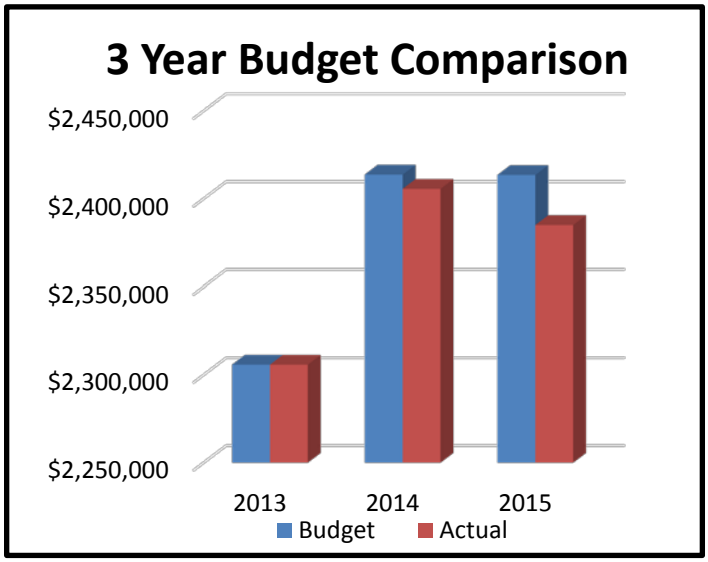
A Business Plan is prepared once every three years. It includes the estimated costs of implementing a specific goal in a specific year. The annual budget is prepared by December of each year for submission to Town Council. The costs of any Business Plan goals are incorporated in the budget for the year 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)

An 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 and objectives of this Business Plan Business over the next three years.





ESTIMATED BUSINESS PLAN EXPENSES:

2016	**Automatic Licence Place Recognition System**	**Digital Radio Completion**	**Internal Video Upgrade**
	$0 ($44,650 Grant application)	$8,000	$8000
2017	**Portable Video Cameras**	**Standard Field Sobriety Training**	
	$9,000 (3 camera kits)	$6,000 in training time	
2018	**Standard Field Sobriety Training**	**Police Station renos – *Town cost***	
	$6,000 in remaining training time	*$10,000 paint & $250,000 internal*	

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 the creation of this Business Plan. The members included Bill Murch (citizen); Bill Ungar (PSB); Marsha Geling (Police Association); Sheri Andrews (PSB Chair); Greg Currie (Mayor/PSB); Bobbi Irwin (Secretary); Michelle Duke (citizen); and Andy Anderson (PSB). We also greatly appreciate the 295 Aylmer Community respondents who returned their completed surveys 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
(519)773-3144
(519)773-3146
(519)765-1580
info@aylmerpolice.com

(Emergency Calls)
(Non Emergent Calls)
(Business/Admin Calls)
(Fax)

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

aylmerpsb@eastlink.ca

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

(519)773-3164
www.aylmer.ca

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

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

I

Andre Reymer
Chief of Police

(519)773-3146
areymer@aylmerpolice.com

Sheri Andrews
Board Chair
Aylmer Police Services Board

sandrews@town.aylmer.on.ca

Appendix "B" – Community Survey 2016

The Aylmer Police Service is conducting a random survey of the Town of Aylmer and the surrounding community to find out the opinions of the people we serve. We want your feelings about: your priorities and experiences; how well members of the Aylmer Police Service are performing their duties; and where resources and emphasis should be placed in the future..

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 2016-2018 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 www.aylmerpolice.com . You may also e-mail your request to info@aylmerpolice.com

Please return your survey by **18 DEC 2015** 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 1	Somewhat 2	Moderately 3	Very 4	Extremely Serious 5	Total	
	%	%	%	%	%	**N**	**Mean**
Break & Enters	8.8	22.6	33.3	21.8	13.4	261	3.08
Thefts	5.8	21.5	32.3	28.1	12.3	260	3.20
Stolen Vehicles	14.5	31.3	24.1	18.1	12.0	249	2.82
Vandalism	6.6	20.8	31.3	29.0	12.4	259	3.20
Family Disputes	8.4	18.8	28.4	29.2	15.2	250	3.24
Traffic Violations	8.6	19.8	37.4	22.6	11.7	257	3.09
Drugs	8.6	9.8	29.3	30.9	21.5	256	3.47
Liquor Offences	9.8	20.3	32.8	24.2	12.9	256	3.10
Youth Crime	7.2	20.4	32.0	31.2	9.2	250	3.15
Assaults	11.0	25.6	26.8	21.1	15.4	246	3.04
Frauds	15.7	26.9	29.7	19.7	8.0	249	2.78
Robbery	13.1	29.1	22.3	21.1	14.3	251	2.94
Noise & Disturbances	15.3	37.3	31.8	12.2	3.5	255	2.51
Intoxicated Persons	15.4	35.4	29.5	11.8	7.9	254	2.61
Violence Against Women	10.4	19.1	28.7	17.9	23.9	251	3.26
Bias Motivated Crime	22.5	26.6	22.5	16.5	11.9	218	2.69
Racial Tensions	26.1	27.8	23.9	15.8	6.4	234	2.49
Speeding Cars	8.2	18.3	30.6	25.0	17.9	268	3.26
Parking	24.1	33.0	24.5	11.5	6.9	261	2.44
Harassment	21.2	29.5	27.4	16.6	5.4	241	2.56
By-Law Enforcement	18.7	31.5	32.8	11.6	5.4	241	2.54

Other[1]

- Hi tech, social media, Internet etc.
- Public relations – education(schools, bike safety)
- People not obeying signs
- Cars not obeying lights and pedestrians rights
- Remove Aylmer police "MTO" roadside enforcement
- Bad, loud, distracted drivers

2. Over the past few years, do you think crime in Aylmer has:	N	%
decreased	61	28.2
remained the same	129	59.7
increased	26	12.1
Total	216	100.0
Unknown/No answer	78	
Total	294	

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	33	13.8
less crime	99	41.2
about the same crime	106	44.2
more crime	2	0.8
much more crime	0	0.0
Total	240	100.0
Unknown/No answer	54	
Total	294	

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

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

	Very Poor 1	Poor 2	Adequate 3	Good 4	Excellent 5	Total	
	%	%	%	%	%	N	Mean
Solving serious crime	1.6	4.8	25.0	41.5	27.1	188	3.88
Enforcing the laws	.8	2.4	19.5	41.4	35.9	251	4.09
Investigating crime	1.4	3.3	22.4	41.0	31.9	210	3.99
Enforcing traffic	2.3	5.8	23.0	38.5	30.4	257	3.89
Preventing crime	1.8	1.3	26.8	42.5	27.6	228	3.93
Providing information	.8	6.8	22.4	37.1	32.9	237	3.95
Responding promptly to calls	.9	3.0	17.5	33.8	44.9	234	4.19
Relating to minorities	.6	2.9	21.3	38.5	36.8	174	4.08
Handling basic complaints	.4	5.2	18.2	42.9	33.3	231	4.03
Protecting property	.8	4.9	21.3	43.0	29.9	244	3.96
Providing a visible presence	3.4	8.7	21.2	26.9	39.8	264	3.91
Being approachable to talk to	1.2	4.3	16.3	26.4	51.9	258	4.24
Helping victims of crime	2.3	2.8	17.0	38.6	39.2	176	4.10
Keeping order on the street	.8	2.5	16.5	37.6	42.6	242	4.19
Treating people fairly	1.7	2.6	13.0	39.1	43.5	230	4.20
Community relations	.8	1.6	17.3	41.2	39.2	255	4.16
Communicating with Public	1.2	3.9	20.5	40.7	33.7	258	4.02

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

- The speed at which people travel on Rutherford Avenue – too fast, never police around when it happens
- Drugs at schools
- Speeding in school designated zones

- There now seems to be a trend toward credit card fraud and Internet-based crimes towards unsuspecting seniors and the public in general from overseas
- More enforcement at stop signs, stop means stop
- Speeding through neighbourhoods, where you place your spot checks, a lot of cars tuck down side streets to avoid them
- Violence against women, drugs
- Public appearance. When there are anywhere from 3 to 5 officers sitting in a coffee shop for 45 minutes to an hour, then they need to go to a private residence after coffee which is an officer's residence, sets bad appearance
- Problems with breaking, or attempts into car parked in driveway
- Heavy truck traffic through town and speeders. Drugs in the park off Alexander Drive (drop off point)
- Drugs, theft shoplifting
- Should be walking around our three parks once in a while
- I think there are problems with theft and vandalism in certain parts of town. Perhaps increased patrols could help prevent this
- Like a former Aylmer mayor said, "if you need the Aylmer please don't go to the station but rather to Tim Hortons"
- Speed of trucks east and Talbot Street
- Drug importation – money laundering
- Drugs at EESS, texting and driving, illegible license plates
- Youth on the streets late at night causing disturbances, youth not respecting the streets and moving out of the way of traffic, especially with skateboards
- Speed on Caverly Road
- Parking on the main street for shoppers without getting ticketed. Tenants of apartments park on Main Street and should not be allowed
- Speeding, disobeying signs, bicycle rule enforcement
- We live on Harvey Street and the cars and motorcycles beat all the time even though we live near the school
- More information for citizens about violence – criminal and domestic

- More time needs to be spent by officers getting to know and mentoring troubled youth , eg foot patrols at random times to the skate park
- Traffic enforcement. Speeding, tailgating, running red lights
- Number of pets in the home – especially dogs breeding locations
- Speeding on residential streets same as last survey, nothing done
- Shorter coffee breaks
- Engage youth in police mentoring activities example kids versus cops sports league
- Traffic and truck enforcement
- B and E
- More visible presence in town, distracted drivers, could more be done to stop dogs running loose not your job but could have more input
- Talking on phone or texting while driving
- Cultural differences in the rights of women and children need to be addressed. I am uncertain what the police have done thus far but I think more would be of benefit
- Maintaining a visible presence is very important
- Speeding and tailgating
- Littering fast food materials
- Speeding transports coming through town first thing in the morning and late at night plus cars
- Substance abuse crimes. Leads to theft, violence and child endangerment, not being reported to police because it's family or don't want to get involved. Is there something we can do?
- Noise complaints, theft, and EZ ability to contact someone when needed. Seems that it's always short-staffed
- And forcing no parking in school areas
- Aylmer police do a fantastic job!
- Barking dogs, burning trash, noise
- Failed to check homes while occupants away, even when police have been informed
- As mentioned in question one truck surveillance

- Main Street traffic light. Yellow/red light runner
- Distracted drivers more patrolling needed
- More visible, rest good
- Just a little more emphasis on parking issues such as encroachment on sidewalks
- Youth involvement in drugs at the park
- Impaired and radical driving

6. How **important** are the following services to you?

	Not at all important 1	Not very important 2	Moderate 3	Very important 4	Extremely important 5	Total	
	%	%	%	%	%	**N**	**Mean**
Community Policing	.7	2.2	15.1	48.4	33.7	279	4.12
Patrol In Cruisers	.7	3.5	16.6	47.7	31.4	283	4.06
Foot Patrol / Beat Duty	.7	5.9	31.7	32.1	29.6	287	3.84
Bicycle Patrol	7.8	24.6	31.0	21.3	15.3	268	3.12
Apprehending Criminals	.0	.7	4.0	30.7	64.6	277	4.59
Traffic Enforcement	.7	1.4	22.9	44.4	30.6	284	4.03
Public Complaints	.7	1.8	21.6	47.8	28.1	278	4.01
Victim Assistance	.0	.0	7.6	42.8	49.6	278	4.42

7. How important are the following programs to you?

	Not at all 1	Not very important 2	Moderate 3	Very important 4	Extremely important 5		
	%	%	%	%	%	**N**	**Mean**
R.I.D.E.	1.1	3.2	16.4	41.4	37.9	280	4.12
Neighbourhood Watch	.7	2.6	25.9	44.5	26.3	274	3.93
Block Parents	1.9	2.7	32.7	40.0	22.7	260	3.79
School Programs	.4	1.1	19.3	45.7	33.5	269	4.11
Violence Against Women	.0	.0	10.4	44.3	45.4	280	4.35
Crime Stoppers	.7	2.2	20.1	43.9	33.1	278	4.06
Youth Mentoring	1.1	1.4	15.8	41.7	39.9	278	4.18
Vehicle Safety Blitz	3.5	8.0	27.2	35.5	25.8	287	3.72

8. Have you had contact with an Aylmer Police Officer within the past three (3) years?	**N**	**%**
no	121	41.4
yes	171	58.6
Total	292	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**	**Mean**
	%	%	%	%	%		
Punctual	.6	3.0	12.0	26.3	58.1	167	4.38
Professional	1.1	4.0	6.2	24.3	64.4	177	4.47
Fair	2.3	3.5	9.4	25.1	59.6	171	4.36
Honest	1.2	1.8	7.2	24.0	65.9	167	4.51
Neat in appearance	.0	.6	4.0	25.7	69.7	175	4.65
Knowledgeable	.0	3.5	7.6	24.4	64.5	172	4.50
Concerned for your issue	4.6	5.2	8.6	20.1	61.5	174	4.29
Effective	4.7	6.4	7.0	21.6	60.2	171	4.26

	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?	36.9%	63.1%	176
10. Have you met any of the Aylmer police officers on or off duty?	80.3%	19.7%	294
11. Do you think you would recognize at least one Aylmer Police Officer if you saw him/her on or off duty?	87.0%	13.0%	293

12. How safe do you feel in Aylmer?

	Not at all 1	Not very Safe 2	Safe 3	Very safe 4	Extremely Safe 5	Total	
	%	%	%	%	%	N	Mean
In your home	.3	.3	26.4	40.4	32.5	292	4.04
Around shops & stores	.3	.3	27.7	42.9	28.7	289	3.99
At school	.5	1.6	29.7	38.5	29.7	192	3.95
At work	.9	1.8	24.7	40.1	32.6	227	4.02
In recreational buildings	.4	.4	32.5	38.3	28.5	277	3.94
While driving	.3	4.9	34.1	40.4	20.2	287	3.75
While walking	.7	5.5	34.9	39.1	19.7	289	3.72
In parks	.7	5.3	39.1	33.8	21.0	281	3.69
In your neighborhood	.4	2.1	29.1	40.0	28.4	285	3.94
In the downtown	.3	.3	34.5	38.3	26.6	290	3.90

13. How would you rate the quality of police service in Aylmer?	N	%
Very Poor	3	1.1
Poor	4	1.4
Adequate	40	14.0
Good	98	34.4
Excellent	140	49.1
Total	285	100.0
Unknown / no answer	9	
Total	294	

14. Judging from the number of Aylmer Police Officers you see in the community, would you say there are:	N	%
Too few officers	17	7.0
The right number of officers	167	68.7
Too many officers	59	24.3
Total	243	100.0
Unknown / no answer	52	
Total	295	

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	20	6.9
Somewhat important	27	9.3
Moderately important	41	14.2
Very important	201	69.6
Total	289	100.0
Unknown / No answer	7	
Total	296	

Do you have any additional comments or concerns?

- Didn't help in anyway with my problem
- Speeding drivers at main intersection downtown. Not giving pedestrians right of way. Also at crosswalks I was almost hit while crossing by a driver, didn't slow up while the lights were still flashing
- I want policing to continue to be done by the Aylmer police. I do not want the OPP to take over policing in our community. The please do a good job policing our community. It is a safe place to live because the police do their job well
- Amount of money police officers make in Aylmer. We cannot afford to keep this for us. When approx 50% of town budget goes to police force. Also amount of time you see police vehicles parked at different homes around town
- I like knowing the officers and chief on a personal basis
- I would not want to lose that connection by giving to an external service provider. I'm willing to pay more to be provided with a locally accountable please service
- Realizing that everything cost money today we are very concerned with the cost of policing in such a small town. We appreciate the work that the police do but feel that like many things today the wages and budget are extremely out of proportion. If one reads the local police blotter in the paper it appears that serious crime is nonexistent, that's good but what cost to the taxpayers Who are trying to make ends meet while officers are making over $100,000 a year to work and what could be described as a relatively crime free, violent free area. Risk versus reward or chicken or egg theory. Which comes first? Is crime in Canada decreasing or are there more police cars in crime to decrease. There must be a financial balance
- I have only had two recent incidents where police were involved once at the station and wants in downtown Aylmer. All the officers were very professional and helpful
- I used to reside in London and I still work in London. I think the Aylmer police do an excellent job! Very visible in the community! Keep up the good work
- Aylmer please does a very good job overall. They patrol and makes the town safer than any other town
- Preferred to keep Aylmer police service as opposed to OPP
- Having a young child playing outside concerns me because of people speeding down Fath Avenue and other streets. I also enjoyed seeing ride programs pop up in several locations. However sometimes placement is not as good as it could be. As some people are able to tuck down side streets. Overall our family is very happy in Aylmer
- We don't want OPP! We are very happy with our municipal police service
- Be careful what you ask for, for those of you Aylmer residents who think the OPP would be less expensive, that may be true to start. Ask any community that has dropped their own municipal service for the OPP. They would not make that decision in hindsight
- Unbelievable amount of town people are still using cell phones while driving
- The level of policing is excellent, however it comes with a cost
- I value a locally-based police service, ready to respond to calls immediately. It is one of the chief assets of living in Aylmer. It is the reason for a decreasing crimes and continuing to keep it in check here. Note I am not related to any police person, past or present
- Municipal police thing is important. I would be willing to pay higher taxes to maintain our municipal police
- I have no concerns with our current police service, and awesome service is being provided. Thank you Aylmer police service
- Aylmer drivers are idiots! While walking or running I have almost been hit by cars backing out of driveway is at least three times each winner. I have also been struck by a car at the main intersection of John and tell bit by a stupid driver making a right-hand turn and not watching for pedestrian traffic. Riding a bike in this town borders on suicide because once again drivers are idiots! I feel bad for the Amish, I don't know how they make it through!

- I think we have an adequate number of officers but I really don't know what their case load is like
- When I say I feel safe in Aylmer, that includes other communities I visit that don't have their own force. Yet they are as safe as Aylmer. In the area of concern is the one that stands out to me is the discriminatory action I have witnessed that some of our officers have committed and they still hold a job
- Thank you for your service!
- Love the small town community service
- I have firsthand knowledge of what happens in small towns when the OPP take over. They spend all their time doing ride in traffic on highway, patrol in town is not a priority. It's why I moved to Aylmer because they have a modern police service with dedicated officers an excellent supervision. What's the service is disbanded the number of officers dedicated to the town will change. They will send an Aylmer officer or anywhere they patrol if required and leave our town without service while the officer is gone
- When you see police cruisers parked at Tim Hortons at 7:15 every morning sometimes up to four including OPP sorry old-school – was never allowed to do this years ago
- The service is good however the cost is not proportional to overall town budget. The town must look at alternatives including an immediate reduction of police budget. This includes reduction in number of officers. Only alternative is a larger force and patrol area i.e. regional police or OPP
- Students of EESS should be monitored better by police for drug use off school property i.e. parks, sidewalks in vehicles, restaurants etc. also speeding by students around school and Aylmer area very unsafe
- Too many police cars at Tim Hortons. Everyone is entitled to brakes but it makes a poor impression when several police vehicles are there at the same time. I have seen as many as four at one time
- Residence don't know the police like we used to because they are never on the street. They are always in the patrol car's and you notice different ones all the time but never know them personally
- We are very fortunate to have our own Police Department it would be a detriment to our community to lose them. There is immense value in having a local force
- Aylmer has one unprofessional or incompetent constable who needs additional training and basic public relations. This is not just sour grapes – we have heard the same complaint from others. Apart from him, Aylmer has an amazing team of officers who do a great job of working with and for the people of our community
- The pay scale for our officers is way too high for the types and amount of crime in our community. Our police need to have more of a presence out and about in town. More foot patrol and public interaction. A few officers attitudes need to change in their interactions with the public
- Dishonest
- Due to the high rate of German-speaking Mena night – we feel like the police don't communicate that well. We come from Mexico where there is a fear of police. Having a friendly face when out and about it would be appreciated. Even have small safety talks at the radio station
- Wages getting too high for the people who live here. Too high on other forces to. I don't feel an officer in Aylmer should make the same as an officer in London or Toronto
- Patrol Parks – more during school hours and dusk. Police deserve coffee breaks but now too long. Personal visits – not while on duty. Speeding – rolling stops, cell phones. Youth caught with drugs need to be reprimanded more than a warning
- I think we have far too many police officers. Local policing is nice but probably too costly
- Never see them!
- We very much appreciate having local police services in Aylmer

- Hire more like Lockwood!
- We have only lived here for two years I haven't spoken with area neighbors and most have experienced with break and enter house or cars or haven't heard of
- We realize the officers are entitled to coffee and meal breaks but cruisers sit at home's or relatives 1.5 hours at a time when they should be working
- Approximately half of Aylmer's yearly budget is policing and it increases each year. This is largely responsible for Aylmer's excess of property tax rate and cannot continue if the community is to grow
- We had come from a community that became OPP – if any resident was asked now if it was a good idea 99% would say no. We need to keep our own police force
- A police presence is the best to turn to any criminal violation. Knowing police are in town and not 1020 30 or 40 km away it's very important for safety and deterring crime
- I personally love the small safe community feel. It's perfect to raise your kids. I feel reassured to know that one police services are needed they are close by unlike if we were to be serviced by OPP
- High cost of police services. Not as efficient as could be in total cost
- Money well spent
- It is important to me that we have our own police force in order to have some say in our towns policing. Our police force does an exceptional job and is an integral part of our community identity. We have a very safe community
- I feel safe in Aylmer to me this means that the police force are doing their job well and I am very grateful that I don't need to be in constant touch with them
- So I'm not very helpful at times or not at all
- Of course not every officer is of the same level of efficiency but now overall our police service in Aylmer is admirable
- Thank you for all you do, God bless you
- I believe our police force is far too large! We can't afford them. The general public could be more integrated in helping with policing. The OPP are close enough to help too. We must cut costs in our police force. This is not against any person but we cannot afford what we have now
- I think right programs are somewhat of a waste of resources. The flashing lights can be seen from far enough away that a driver could evade the officer stop in vehicles. For the number of drunk drivers caught – is not really cost-effective
- The four corners, Talbot and John, is dangerous. Too many vehicles going through yellow and red lights. Extra caution as needed one crossing the streets, even in the crosswalks. More people should be charge with going through red lights. More drivers need to be reminded to stop for a yellow light, not speed up. Since the town has low numbers of serious, violent crimes, I believe the officers wages are much too high. They do not encounter the daily risks of violent, gang related crimes like officers in cities
- Police while on duty at Tim Hortons on West End – cruiser parked at Saxonia and no one in it because they are in tims half to three-quarter hour at times.
- More female officers ratio
- Crazy drivers cutting over sidewalks near pedestrians, handicapped people, ie corner of Talbot and John, any driveway
- I am concerned over the police budget taking nearly 50% of the tax base. Otherwise we have an excellent system. I know there are about 13 officers. Perhaps too many only because of the cost. I think that the crime level and domestic disputes etc. may not justify our present service although I think it's A1

- Want to continue to have the Aylmer police policing our community. Our family feels they do a fabulous job
- I have not heard or had myself any negative experiences with Aylmer police. Police officers make it very comfortable to approach them. The town would not be the same community if the services were changed in anyway. They are well known and familiar in our community
- Concern for speeding. There are young children and older people. Trucks and cars always speed. If more police on checking this would be a lot more safer
- I don't have many or any run-ins with the owner police but from hearing of incidents, sometimes you look the other way when an adult treated a young person unfairly by slapping them and then the police officer threatening to punish them (the youth) worse if they made a deal of it. Our young people will rebel when they see adults violating laws and the please force turns a blind eye. I know you third guilty of a lot of crimes but they must be treated fairly and with dignity if you want to help become responsible and caring adults
- Too many overpaid officers for the population of Aylmer. A town the size of Aylmer sees relatively little serious crime. Larger city police like London and Toronto work for and deserve their hundred thousand dollar plus salaries, Aylmer? Not even close. It's ridiculous for many of these small town officers to be making these overinflated salaries to police the population the size of Aylmer. Salary set should be according to per capita
- Police failed to look at traffic sign obstructions, hedges, trees, plants etc. Why do the police not make recommendations to town Council to remove obstructions?
- The amount of our taxes that go to police services. Do we want or need all these high price police. They deserve the rate of pay just not many police all the time. Also maybe the play shouldn't live where they work. That can be good and bad
- Most of the time it's the citizen that brings to the attention of the police crime etc. impaired driver, break-in, but one constable is very efficient at giving out parking tickets. When a complaint is brought to their attention, it's not their responsibility due to the area that is OPP
- Aylmer needs to maintain a municipal police service. They do a fantastic job
- I honestly think the OPP would do a better job with Aylmer not being a big town the Aylmer police should be switched to OPP. Only because we do not see a great presence of them. I see more of the new police from the college. There is a lady on our street that always complains and has a camera attached to her house. She should be charged for taping children
- Do not know how many officers there are nor do I know their work schedule. I see them frequently and believe that they have good guidance and that they carry out their duties adequately. I do not believe that police should be involved in community campaigns while on duty. On one occasion I was stopped by two police members who appeared to be on duty i.e. were in uniform and had the convenience of an idling cruiser. Their quest was to solicit funds for a charity. I would hope that they could solicit my funds one not on duty and without the cruiser
- Too many vehicles passed at Aylmer's crosswalks – daily which is against the law and dangerous. Yet I've never seen a single person ever get ticketed for it. I've even had an officer go through the crosswalk while the walker was crossing with light on
- In all instances that I have dealt with Aylmer police each officer went above and beyond my expectations to be kind, considerate and to answer any questions in person and via email. Officer Sobol in particular is an essential asset to the community and will always be highly regarded by myself and my family for her outstanding job well done on more than one occasion
- I feel our community is mostly populated by Mennonites, this town is not violent, but very pleasant and not in need of the number of officers and employees. I feel OPP coverage should be discussed as an economical option
- My house was broken into and approximately 35,000 of jewelry was taken. The officer came to the house once and never returned any more info. He went on holidays the next day. Thank you. I reported to the police station next day what we lost
- Too many officers at Tim Hortons, at their own homes and seeing out of town as well. The town pays too much for services received. OPP service should be explored

- I do not believe that the Aylmer police are what makes this town safe. I believe that it is the people of the community and all of their great qualities that make Aylmer a place that I feel no threat to my life or that I will be violated in anyway at any time. The minor traffic infraction or some person drinking and driving are the only two things I see as a danger. Both being minor in numbers. I think a small police presence is important but not one the size it is now. I love Aylmer and all of its people
- The Aylmer police force is a central to our safe community. The force must be affordable and we must not lose it
- As I commented I just moved to the community in August 2015 but from what I have seen of the police presence I do feel quite safe in the community and the small town feel is comforting
- Stop taking breaks and long meetings with other Aylmer officers at West End Tim Horton's. It's the stereotype of cops. You say you don't have time to do more foot patrol or by law-enforcement but there's lots of time for Tim's. If police need to me they can meet in town and walk and talk. I thought eliminating deputy chief position would save money. Seems more officers are making more now than under old system. Why do Aylmer police earn almost as much as Toronto police where houses cost 1 million? We don't want OPP so stop giving excuses that would allow for that to happen
- You mostly see auxiliary officers at community events. How are the regular officer so busy they can't be seen? They should be part of the community. From the amount of crime reported in the paper, it seems like for your officers are needed. The Central Hotel is closed and it all by itself must have justified one officer or more. Still no time to enforce parking bylaws downtown?
- Little Aylmer with about 7500 persons has 12 churches, six banks, no hotels. In my over 50 years here I don't remember one murder in town or one bank robbery yet the please budget is about 50% of Aylmer's. No wonder our taxes are high and the town doesn't grow
- Vehicles being broken into in Elgin estates a couple times a year. Not sure what else can be done as I see police cruisers doing drive-bys later at night
- Have only seen a little but it is quite good
- Response times are a plus, high regard for individuals, fair and equitable treatment
- We have wondered why a small town like Aylmer needs their own police station, rather than being served by the OPP service. It has causes us to question whether this could save us as Aylmer residence tax money. OPP appears to have a presence within the town obviously serving from time to time
- Is it not time for video cameras in hotspots! I live close to the band shell and when outside I hear the slop of skateboards wearing on the cement railing etc. and it is foolish to be calling the police for that reason. Maybe make a statement because the borders do not care about the signs
- I live on South Street West, all school kids use the street twice a day in high numbers. Would like to see police during those times. I think the buses go too fast. Last time a child was hit was many moons ago but it was very serious accident and it was a bus that hit her
- You have a few that could be more talkative when out among the public. I only know of one of your officers that makes a point of talking to a lot of people in public when on foot patrol

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	172	58.5
Male	122	41.5
Total	294	100.0

What is the language most commonly spoken in this household?	N	%
English	274	94.5
Other	16	5.5
Total	290	100.0
Other Language:		
French	1	
German	7	
Low German	7	
Spanish	1	

Into which of these age categories do you fall?	N	%
16 - 24	5	1.7
25 - 34	26	8.8
35 - 44	30	10.1
45 - 54	61	20.6
55 - 64	67	22.6
65 and older	107	36.1
Total	296	100.0

Do you own or rent your residence?	N	%
Rent	38	12.9
Own	257	87.1
Total	295	100.0

What is your highest level of education you have completed?	N	%
Elementary school	33	11.3
High school	78	26.8
College	118	40.5
University	41	14.1
Post Graduate	21	7.2
Total	291	100.0

Which of the following categories best describes your household income in 2009, before taxes?	N	%
Less than $10 000	16	5.7
$10 000 - $25 000	35	12.5
$25 000 - $50 000	57	20.4
$50 000 - $75 000	64	22.9
$75 000 - $100 000	45	16.1
$100 000 - $125 000	27	9.7
$125 000 - $150 000	15	5.4
Over $150 000	20	7.2
Total	279	100.0

What is your relationship to the Town of Aylmer? (please check all that apply)	N
live in Aylmer	272
work in Aylmer	115
attend school in Aylmer	19
shop in Aylmer	242
participate in recreation in Aylmer	124
own property in Aylmer	212

Thank you for helping us with our survey!