



**2022 - 2024**  
**Strategic Direction**



## TABLE OF CONTENTS

Message from the Police Services Board	3
Message from the Chief of Police	4
Vision Statement	5
Mission Statement	5
Community at a glance	6
Community Map	7
Purpose and Process	8
Community Consultation Survey	9-11
Community Concerns	11
Statistical Analysis	12-16
Community Safety and well being	17
Strategic pillars	18
Our people and performance	19-20
Organizational Capacity	20-21
Operations – Community Safety	22-23
Community Engagement and Well Being	24-26



## Message from the Police Services Board



On behalf of the Aylmer Police Service's Board, I am very pleased to share with you our 2022–2024 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



2022 marks the beginning of our eighth 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. Additionally, our plan over the course of next three years will be aligned with the “Community Safety and Well Being” (CSWB) plan that has been implemented as part of the Government’s focus on community safety. The CSWB Plan is a roadmap that allows cross sector partnership and collaboration to make our community a safer, more inclusive place for everyone to enjoy and prosper. This plan marks a shift in focus from a reactive, response-based approach to incidents to a more proactive, holistic approach to community safety. 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 94% of respondents felt safe or very safe in our community, 88% of residents feel officers are engaged in community and 89% of residents have confidence in Aylmer Police’s ability to solve crime. 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	2011	2016	2021
0 – 24	2,385	2,545	2617
25 – 44	1,630	1,715	1792
45 – 64	1,880	1945	1900
65+	1,256	1420	1390
<b>TOTAL</b>	<b>7,151</b>	<b>7,625</b>	<b>7,699</b>

**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**

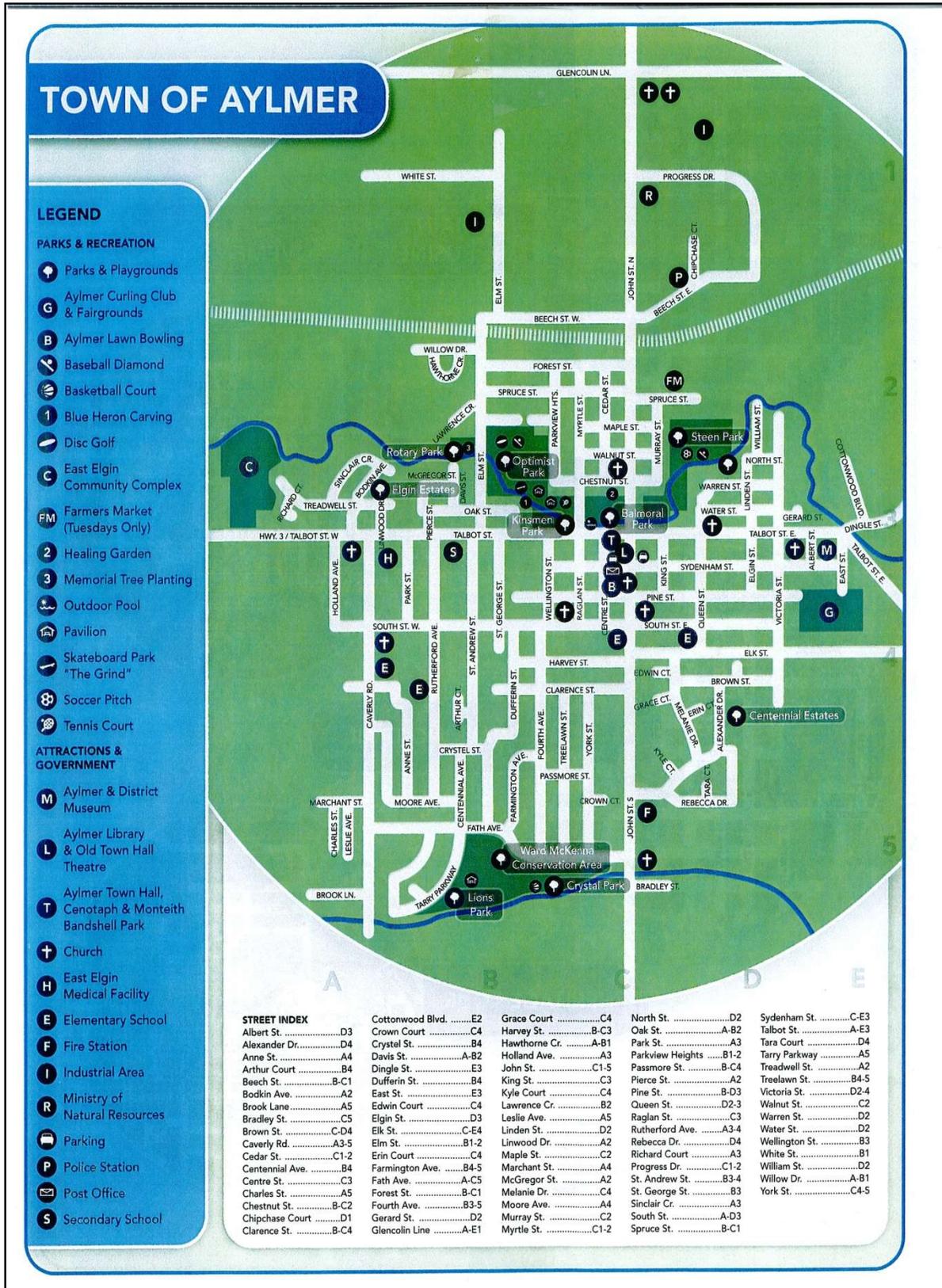
The 2021 census identified English as the predominant language spoken. Germanic languages were identified as the second highest language spoken at home.

**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.

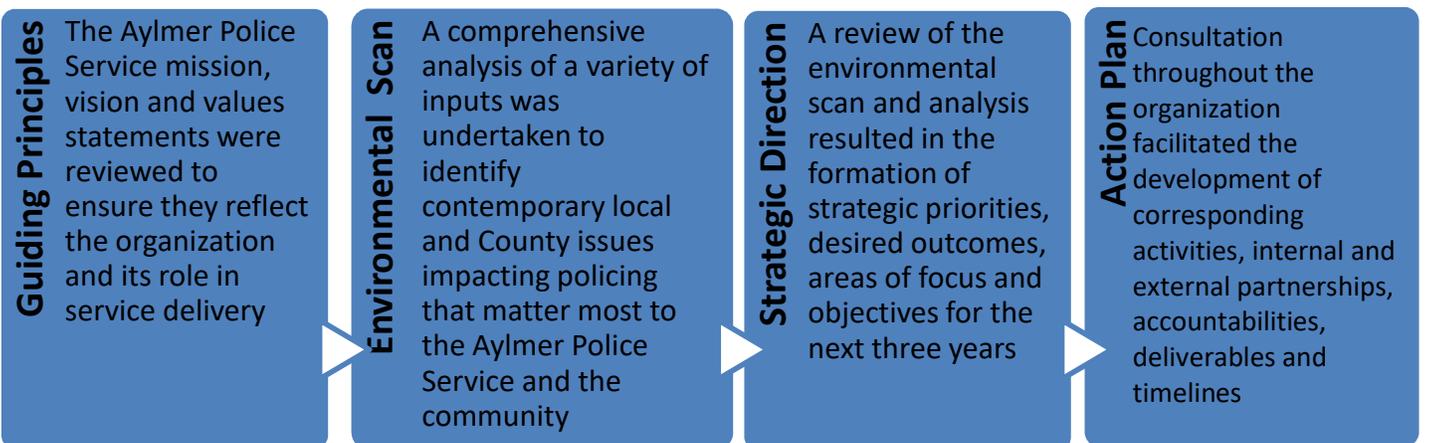
**Industry**

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.





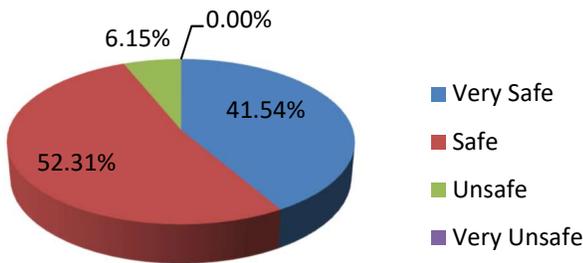
**PURPOSE AND THE PROCESS**





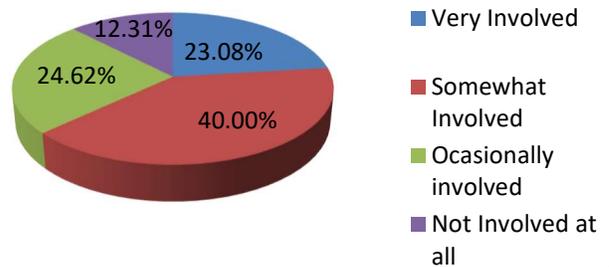
**COMMUNITY CONSULTATION - SURVEY**

How safe do you feel in your community?



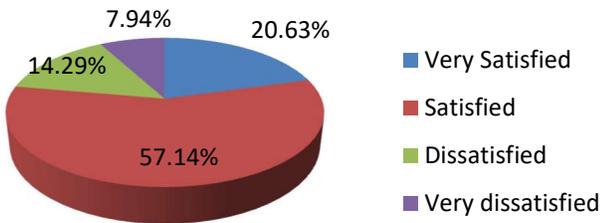
94% of residents feel safe in their community.

How satisfied are you with officer's involvement in your community?



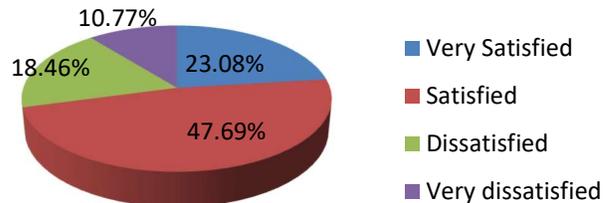
88% of residents feel officers are involved in community.

How satisfied are you with officer's ability in solving community crime and social problems?



78% of residents feel confident in officer's ability to solve crime/social problems.

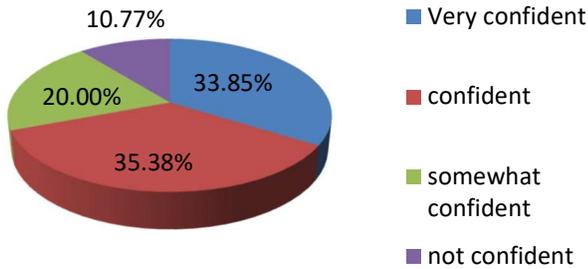
How satisfied are you with officer visibility in our community?



70% of residents are satisfied with officer's visibility.

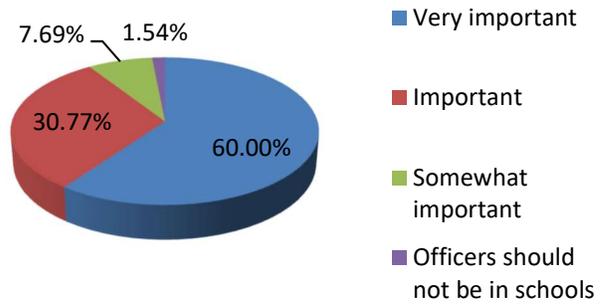


If you were to report a Crime how confident do you feel that Aylmer Police will be able to solve/resolve your incident?



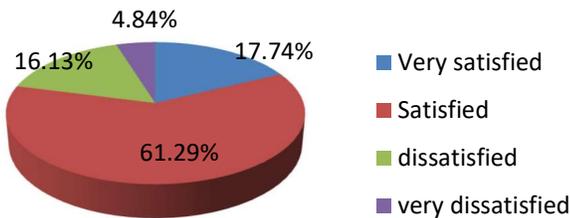
89% of residents have confidence in police ability to solve crime.

Do you think it is important for officers to be delivering safety messages or engaging students in schools?



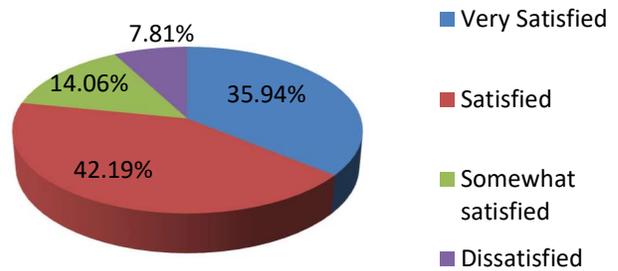
98% of residents feel officers should be in schools.

How satisfied are you with the contact/interaction and on-line services provided by Aylmer Police



78% of residents are satisfied with interaction and on-line services.

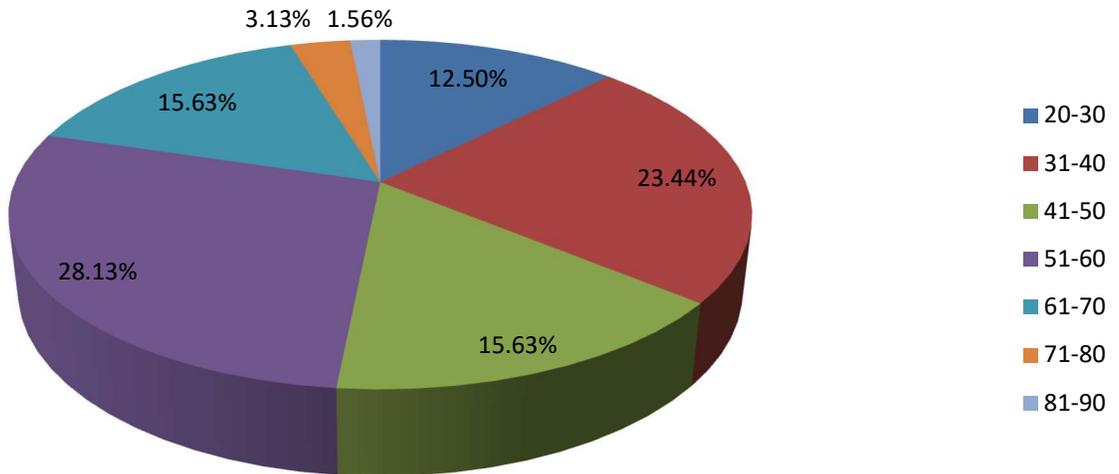
How satisfied are you with the quality of service provided by Aylmer Police?



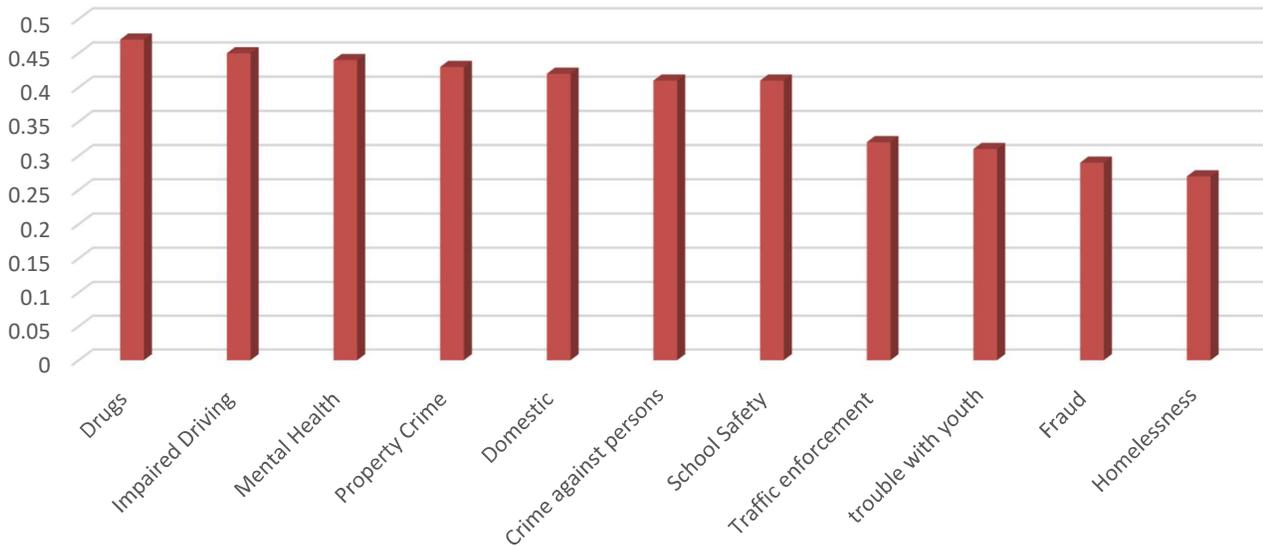
92% of residents are satisfied with quality of service.



### Age Demographic

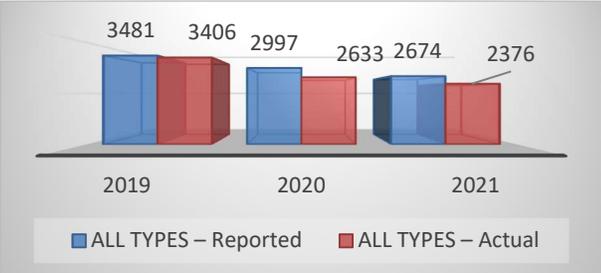
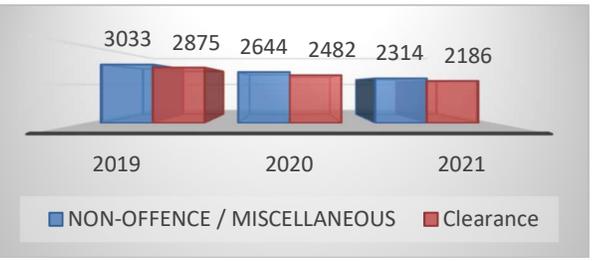
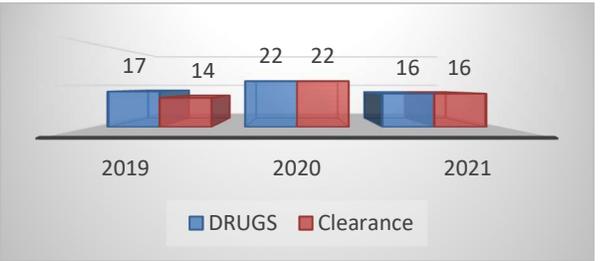
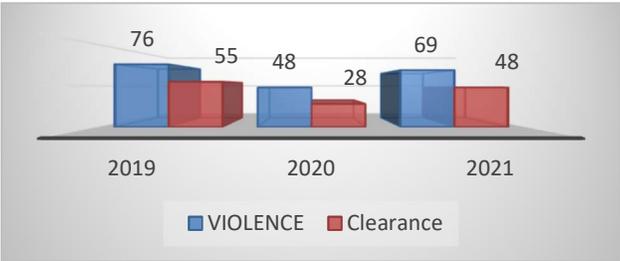
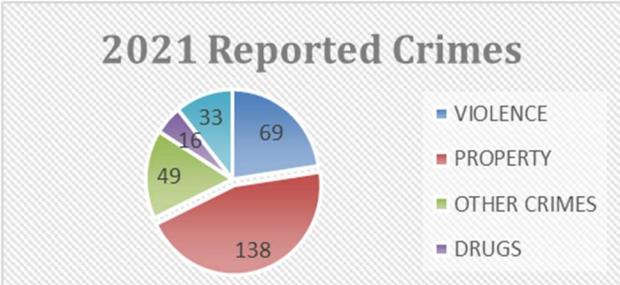


### Top community Issues





# STATISTICAL ANALYSIS





Operations;

	2019	2020	2021	% Change
Total occurrences	3405	2997	2674	-11%
Beat Patrol	400	436.75	473.75	8.5%
Bicycle Patrols	0	7	38	442%
RIDE checks	159	143	141	-1.4%
Impaired Driving	15	30	25	-17%

Data tells us: Officers workload relative to calls for service has slightly decreased over the 3-year period. The officers maintained high level of visibility in 2021 despite the global pandemic issues.





**Criminal Code & Provincial Statute Charges Laid**

	2019	2020	2021	% Change
Highway Traffic Act	350	1348	1274	-5.48%
Criminal Code Traffic	19	35	33	-5.7%
Criminal Code Non-Traffic	62	66	231	250%
Liquor License Act	38	24	24	0%
Trespass to Property			34	
Emergency Order Breach ROA			112	
Compulsory Auto Insurance			107	
All Violations	1469	1473	1815	23.2%
Data tells us: Officers maintained level of enforcement consistent with results achieved in 2020. In 2021, we processed 23.2% more charges in comparison to 2020.				



**Major Crimes**

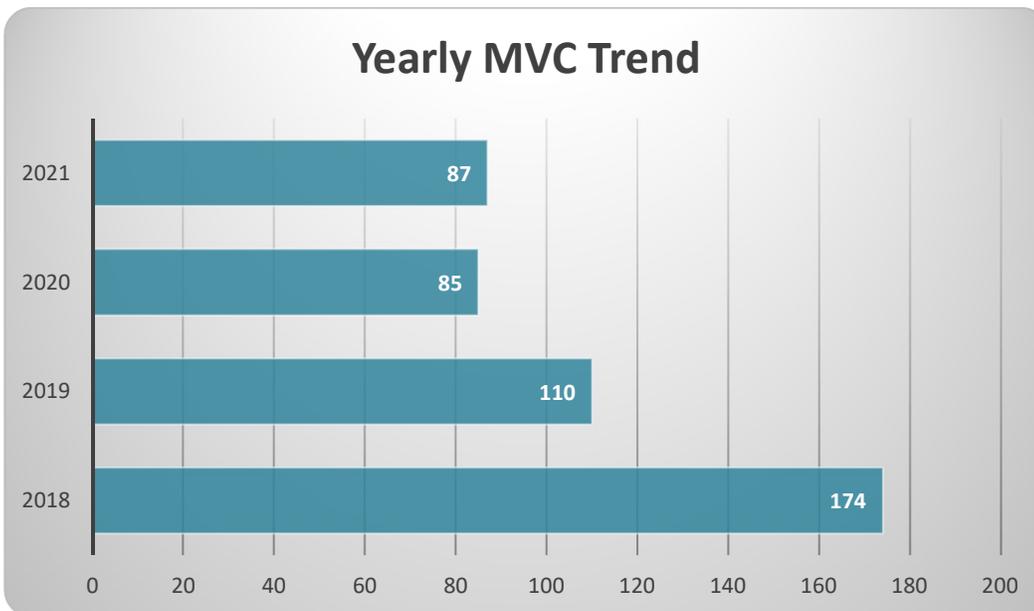
Offence	2019	2020	2021	% Change	Clearance rate
Assault with weapon/bodily harm	8	3	2	-33%	66.7%
02-Sexual Assault	11	8	12	50%	72%
03-Robbery	0	0	0	00	00
04-Assault	23	15	32	113%	81.3%
05-Break & Enter	13	16	7	-56%	28.6%
06-Auto Theft	6	10	10	0%	20%
07-Theft Over	4	1	7	600%	28.6%
08-Theft Under	48	47	40	-15%	30%
09-Mischief	23	24	35	46%	28.6%
10-Fraud	48	40	25	-37.5%	12%
11-Theft from M/V	39	33	5	-85%	0%
Total	223	197	175	-11.16%	
Data tells us: That overall major crime in our community has decreased by 11.16%. Significant increase in crime against persons in the area of sexual assaults and assault cases is of concern and will be monitored especially in the area of domestic incidents. Property crime incidents have been reduced significantly and the clearance rates for property crime is well above Provincial averages.					



Motor Vehicle Collisions

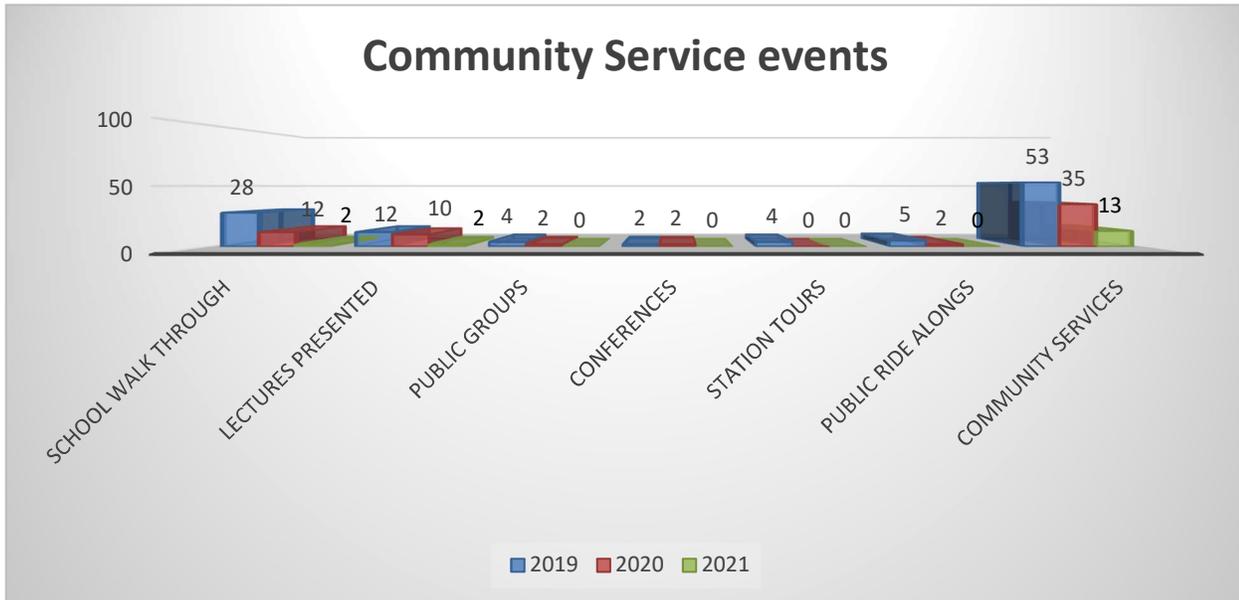
	2019	2020	2021	Change (%)
Motor Vehicle collisions	110	85	87	2.35%

Data tells us: That our efforts in the area of education, visibility and enforcement continue to be effective in reducing collisions. In 2021, the number of collisions remained constant in comparison to 2020. Most collisions occurred in July and weekly statistic indicates that most collisions occurred on Friday Between 9 am., and 6 pm. Of drivers who have been found at fault, majority were following too closely or making an improper turn. Majority of collisions occurred at major intersections; John St. @ Talbot St. Caverly @ Talbot St. West, John St. North and Progress St, and John St. South @ Talbot St. The highest number of collisions involved 19-40 and 44 – 62 year-old age group. Weather conditions during nearly all collisions was clear and roads dry.





Community Services



## Aylmer Police community partnership engagement

- ▶ Safer Communities- Elgin
 ▶ Elgin Alliance to End Violence Committee
- ▶ Elgin D.A.R.T. (Domestic Assault Review Team)
 ▶ Community Emergency Management Planning
- ▶ Crime Stoppers
 ▶ Elgin County Situation Table
- ▶ Cabinet Leaders planning and engagement
 ▶ Elgin County Drug Reduction Strategy Committee
- ▶ Domestic Violence High Risk Community Consultation
 ▶ Low German Community of Practice



**Community Safety and Well-Being Planning**

In 2009, the work of community safety and well-being planning began in Ontario with a partnership between the Ministry of the Solicitor General and the Ontario Association of Chiefs of Police.

Community safety and well-being is broader than the traditional definition of safety (i.e. crime) and is critical to ensure that community members are safe, have a sense of belonging, have opportunities to participate, and are able to meet their needs for education, health care, food, housing, income, and social and cultural expression. Ensuring this sense of safety and well-being requires a multi-sector, collaborative effort. The Police Services Act (1990) mandates every municipal council to prepare and adopt a Community Safety and Well-Being (CSWB) Plan. Under the legislation, municipalities have the discretion and flexibility to develop joint plans with surrounding municipalities. The municipalities in Aylmer-Elgin-St. Thomas are working collaboratively to develop a shared Community Safety and Well-Being Plan for all of Elgin.

**Specific to public safety, following goals and objectives have been established for police**

Goals	Objectives
<p><b>1. Increase traffic safety</b></p>	<ul style="list-style-type: none"> <li>• Educate the public about road safety programs and enforcement</li> <li>• Decrease the impact of driving under the influence</li> <li>• Decrease the impact of distracted driving and speeding</li> <li>• Increase the use of seatbelts Increase bicycle lanes throughout the city and county</li> <li>• Improve and increase the number of sidewalks and crosswalks</li> </ul>
<p><b>2. Enhance people’s wellness and sense of well being</b></p>	<ul style="list-style-type: none"> <li>• Promote downtown Aylmer as a safe place</li> <li>• Increase visits to downtown</li> <li>• Reduce victimization of people as a result of property crime</li> </ul>
<p><b>3. Encourage youth to actively participate in building a healthier community</b></p>	<ul style="list-style-type: none"> <li>• Build stronger relationships with youth</li> <li>• Use holistic strategies and a community-based multi-partner approach to encourage youth in making good, responsible decisions in order to avoid criminal activity</li> </ul>
<p><b>4. Cultivate partnerships to create resilient and safe communities</b></p>	<ul style="list-style-type: none"> <li>• Increase collaborative efforts with community partners to address social issues/root causes</li> <li>• Increase the street outreach presence of community partners</li> <li>• Enhance and increase community engagement, integrated response models and victim assistance</li> <li>• Educate the public about appropriate resources/ services, other than police services</li> <li>• Increase awareness about human trafficking</li> <li>• Promote equity, diversity and inclusion</li> </ul>



## Strategic Pillars





**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	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.	<p>Chief</p> <p>Supervisors</p> <p>time line Activity 1 - 3</p> <p>2022-2024</p>
Training and development	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.	<p>Chief</p> <p>Supervisors</p> <p>time line Activity 1 - 3</p> <p>2022-2024</p>



Goal	Key activities	Desired outcome	Responsibility
Performance standards	<ol style="list-style-type: none"> <li>1. Review of performance indicators quarterly and address deficiencies.</li> <li>2. Performance assessment and review annually.</li> <li>3. On-going review of proficiency in the field.</li> </ol>	Professional and engaging workforce.	

**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	<ol style="list-style-type: none"> <li>1. Review of our technological needs and update our hardware and software as required.</li> <li>2. Purchase new tablets for cruisers (tough books)</li> <li>3. Purchase new ALPR technology Provincial Grant</li> <li>4. Continue to work proactively and budget for fleet replacement as needed.</li> <li>5. New breathalyser machine</li> <li>6. Explore BWC for officers</li> <li>7. Purchase live scan machine</li> </ol>	Modern and more efficient service delivery	



Goal	Key activities	Desired outcome	Responsibility
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. 4. DEM integration into electronic disclosure – justice partners	Create efficiencies in court process, and enhance road safety.	<p>The diagram in the Responsibility column illustrates the roles and timeline for this goal. It features a horizontal line with a downward-pointing arrow above it labeled 'Supervisors' and an upward-pointing arrow below it labeled 'Court Officer'. Below this, a circular flow of four curved arrows connects the text 'time line' to 'Activity 1 - 4' and back to 'time line'. At the bottom of this cycle, the text '2022-2024' is displayed, indicating the duration of the activities.</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"> <li>1. Conduct RIDE checks throughout the year focusing on impaired operation by drug and alcohol</li> <li>2. Develop operational plans for long weekend traffic initiatives with an enforcement focus of big 4 causal collision factors in line with the Provincial mandate.</li> <li>3. Participate in multi-jurisdictional four county traffic safety initiative</li> <li>4. Participate in the multi-jurisdictional Commercial motor vehicle inspections.</li> <li>5. Develop focused patrol initiatives in identified problem areas.</li> </ol>	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 relationship between Supervisors and Front Line personnel. A downward-pointing blue arrow is labeled 'Supervisors', and an upward-pointing blue arrow is labeled 'Front Line'. Below this, a circular flow diagram shows 'time line' on the left, 'Activity 1 - 5' on the right, and '2022-2024' at the bottom, connected by curved arrows indicating a continuous cycle.</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"> <li>1. Identify and address emerging crime trends utilizing technology.</li> <li>2. Implement pro-active focused patrols in identified crime areas.</li> </ol>	Reduce crime and victimization by increasing involvement of communities in problem solving and safety initiatives as well as improved information	



	<p>3. High visibility in the community via foot, bicycle and vehicle patrols.</p> <p>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)</p> <p>5. Partner with other law enforcement organizations in Ontario to strategically address multi-jurisdictional criminal activity.</p> <p>6. Follow up calls for all property related crimes.</p> <p>7. Collaborate with justice system partners to improve case management and quality of cases.</p> <p>8. Implement full time crime unit to focus on Bench mark crimes and drug activities</p>	<p>sharing with criminal justice partners.</p>	<p>The diagram illustrates the organizational structure and strategic focus. At the top, a downward-pointing blue arrow is labeled "Chief/ Supervisors". Below this, a horizontal line separates the "Chief/ Supervisors" level from the "Front Line" level, which is indicated by an upward-pointing blue arrow. At the bottom, a circular flow diagram shows "Activity 1 - 8" in the center, with "time line" on the left and "2022-2024" at the bottom. Curved blue arrows connect these elements in a clockwise cycle.</p>
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**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
<p>Assist individuals who are struggling with mental health, substance abuse and homelessness and are at acutely elevated risk.</p>	<p>1. Participate in the Elgin Group Situation table and present cases that meet the threshold of acutely elevated risk in the community.</p>	<p>Reduction in police contact and connecting individuals with programs and services that will improve their wellness.</p>	<p>Chief Supervisors time line Activity 1 2022-2024</p>
<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.</p>	<p>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. 4. Support MCRT program for those suffering Mental Health crisis</p>	<p>Increased victim safety and security to prevent re-victimization and recidivism and strengthen our community partnership by working collaboratively on broader community issues.</p>	<p>Chief Front Line time line Activity 1 - 4 2022-2024</p>



Goal	Key activities	Desired outcome	Responsibility
<p>Educate and interact with youth in our community and educational institutions.</p>	<p>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>		
<p>Maintain community safety plans as per new legislative requirement.</p>	<p>1 Liaise with Elgin OPP and St. Thomas Police Service.            2 Participate in the police mandate of the implemented plan.</p>	<p>Meeting the legislative requirements and enhancing community safety through collaborative community leadership discussions and plan development.</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>The diagram in the Responsibility column shows a hierarchy with 'Chief' at the top, indicated by a downward arrow. Below the Chief is a horizontal line, and below that is 'Supervisors', indicated by an upward arrow. To the right of the Supervisors is 'Activity 1 - 3'. A curved arrow points from 'Activity 1 - 3' to a 'time line' on the left. Below the time line, another curved arrow points to '2022-2024', which is positioned between two curved arrows forming a cycle.</p>