



AYLMER POLICE SERVICE 2025-2028 Strategic Business Plan

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A MESSAGE FROM THE AYLMER POLICE SERVICE BOARD

On behalf of the Aylmer Police Services Board, I am pleased to present the 2025-2028 Strategic Plan. This important roadmap reflects the voices of our community and the members of the Aylmer Police Service.

We are grateful to all residents who participated in the public survey, sharing their perspectives on various aspects of policing and their levels of satisfaction. Similarly, our internal survey captured valuable feedback from our sworn and civilian members. Together, these insights have shaped a forward-thinking plan that will guide effective policing in Aylmer over the next four years.

As we embark on this new chapter, we are thrilled to announce the promotion of Kyle Johnstone as Chief of Police following the retirement of Chief Zvonko Horvat. We are also pleased to welcome Chris Johnson as Deputy Chief of Police. Their leadership and dedication will be instrumental as we strive to enhance community safety and well-being.

The Board takes great pride in the commitment and professionalism of all members of the Aylmer Police Service. We are confident that, with this plan and our exceptional team, we will continue to meet the evolving needs of our community.

Thank you for your ongoing support as we work together to build a safe and thriving Aylmer.

William Barber, Board Chair

on behalf of the Aylmer Police Service Board

2025-2028



A MESSAGE FROM CHIEF KYLE JOHNSTONE

The Aylmer Police Service is proud to present the 2025-2028 Strategic Plan, a guiding document that reflects our commitment to providing adequate and effective policing in accordance with legislative requirements in Ontario. The development of this plan has been a collaboration, incorporating valuable input from the public, the Police Service Board, the Aylmer Police Service, and Town Council.

We are especially encouraged by the results of the public survey, where 89% of respondents reported feeling safe in our community. This speaks to the success of local policing and our shared vision for a secure and thriving Aylmer.

The strategic objectives of this plan—focused on visibility and community policing, engagement and outreach, facilities, resources and technology, and organizational effectiveness—will ensure that the Aylmer Police Service continues to meet the evolving needs of our residents.

We remain committed to ongoing dialogue with the community throughout the implementation of this plan to ensure our service delivery aligns with your expectations. Your feedback has been invaluable in shaping our priorities, and we extend our sincere gratitude to everyone who participated in this process.



Local policing is a cornerstone of our community, and the Aylmer Police Service is proud to serve you. Together, we will continue to build a safe and inclusive Aylmer.

Kyle Johnstone
Chief of Police
Aylmer Police Service





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.

VISION

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

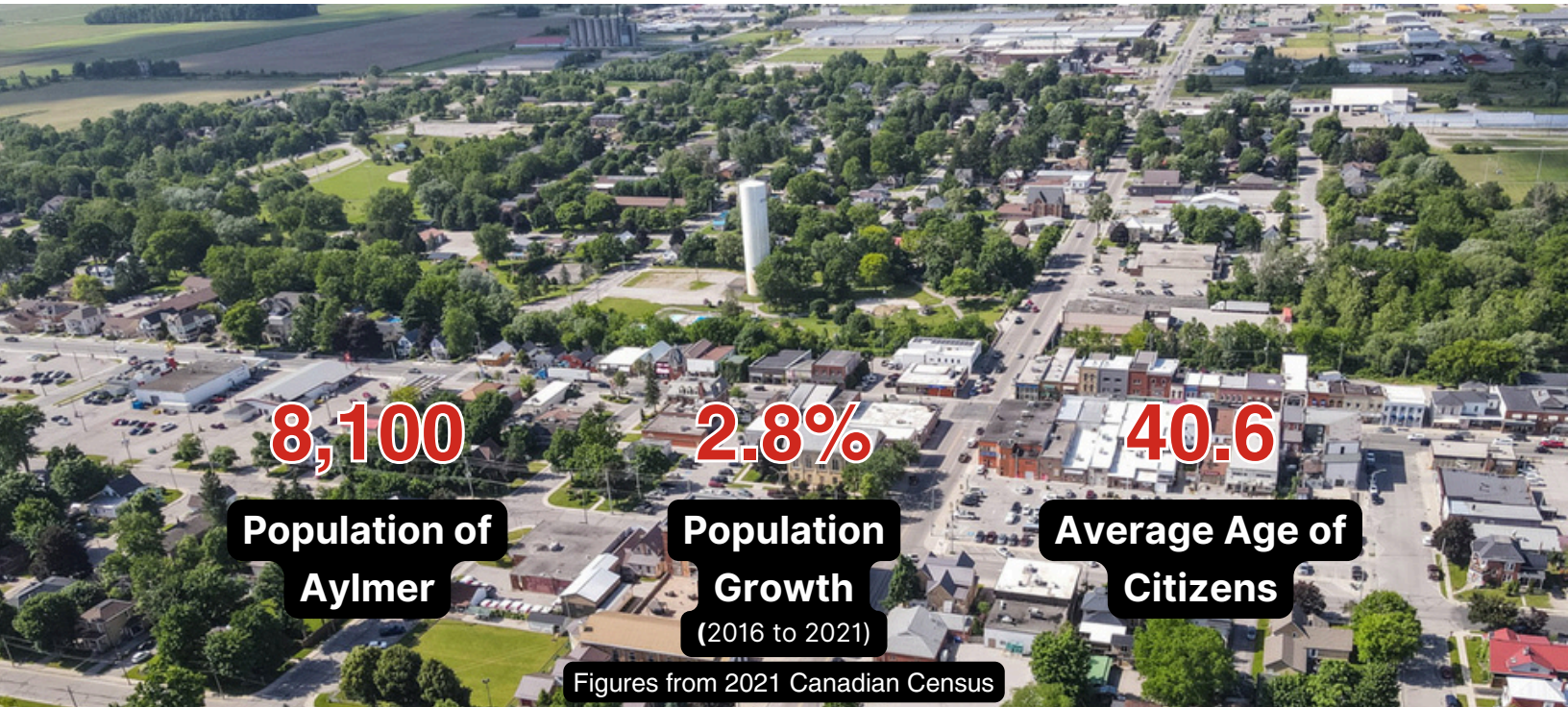
VALUES

- **Accountability** - Accepting individual and collective responsibility for our actions and achieve success as a result of what we do
- **Integrity** - Demonstrating leadership by example and choosing our thoughts and actions based on core values
- **Professionalism** - We will be above reproach and demonstrate technical competence and personal commitment to the communities we serve.
- **Compassion** - We will treat all people with empathy, respect, equity and dignity and demonstrate sympathetic understanding of those that need assistance.



AYLMER COMMUNITY

Aylmer is a southern Ontario town in Elgin County centrally located south of the 401 highway. At almost 7,700 people, the population of Aylmer makes up 8% of the population of Elgin County. Aylmer services a primary market of over 20,000 residents from the East Elgin County area.



Industry

The Town of Aylmer has an agricultural and growing industrial base. The former tobacco plant is now a thriving innovation center with multiple businesses on site. Major employers continue to be: IGPC Ethanol plant, Steelway Building Systems, ETBO Tool and Die, and North Star Windows and Doors.

Mennonite Community Connections

Aylmer is home to a vibrant Mennonite community. This community maintains its distinct cultural heritage while contributing to the fabric of local life. Recognizing the importance of representation, the Aylmer Police Service includes three auxiliary officers who speak Low German and are part of this community, fostering trust and understanding between residents and law enforcement.



AYLMER POLICE SERVICE

2024 Snapshot

HOW DOES AYLMEER POLICE SERVICE COMPARE?							
Police Service	Pop.	2024 Operating Budget	2025 Operating Budget	Budget % Increase	Total CSI	Total Officers	Pop. Per Officer
Gananoque	5,383	3,024,660	3,135,557	3.66%	45.3	14	384.5
Hanover	7,967	3,537,200	3,916,600	10.73%	95.5	14	569
Smiths Falls	9,254	5,422,088	6,925,285	21% (not yet approved)	115.1	31	298.5
West Grey	13,131	4,571,907	4,742,806	3.75%	49.4	22	596.8
Saugeen Shores	15,908	4,877,970	5,610,482	15%	55.3	21	757.5
Port Hope	17,773	6,747,091	7,163,445	6%	25.7	32	555
Aylmer	8,100	2,745,124	2,979,198	7.27%	47.8	14	578.5





CRIME SEVERITY INDEX

Crime Severity Index (CSI) – 2023

The Crime Severity Index is a weighted score produced by Statistics Canada based on the type of reported crime in a community.

Types of crime are weighted, meaning that more serious and violent crimes are given a higher individual score than crimes considered to be less serious in nature. The CSI allows for direct comparisons to be made across similarly sized communities in terms of violent crime, non-violent crime and total crime (violent and non-violent combined).

Overall CSI ↓

Violent CSI ↓

Non-Violent CSI ↓

47.8

56.3

44.7

(20.8% decrease from 2022)

(24.7% decrease from 2022)

(18.7% decrease from 2022)

Weight Clearance Rate - 2023

The Weighted Clearance Rate is a score produced by Statistics Canada based on the number of crimes being cleared by a given police service.

For the purposes of this statistic, “cleared” means the crime was solved, either by charges being laid and/or a suspect being identified. Weighted Clearance Rate allows for direct comparisons of individual police services to determine how effectively they are solving crimes in their community.

Overall
weighted clearance rate

Violent
weighted clearance rate

Non-Violent
weighted clearance rate

58.6 ↑

87.9 ↓

43.9 ↓

(19% increase from 2022)

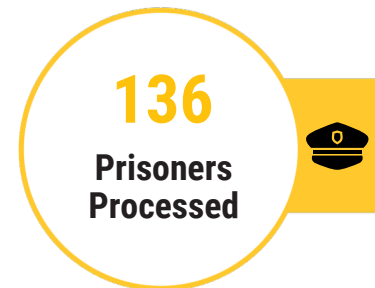
(4.2% decrease from 2022)

(68% decrease from 2022)



2024 OFFENCE BREAKDOWN

TOP 5 CRIMINAL OFFENCES	
Offence	Count
Assault Offences	52
Fail to Comply with Release Order/Probation	46
Impaired operation/Refusal	29
Possession of Property Obtained by Crime	25
Theft Under \$5,000	14

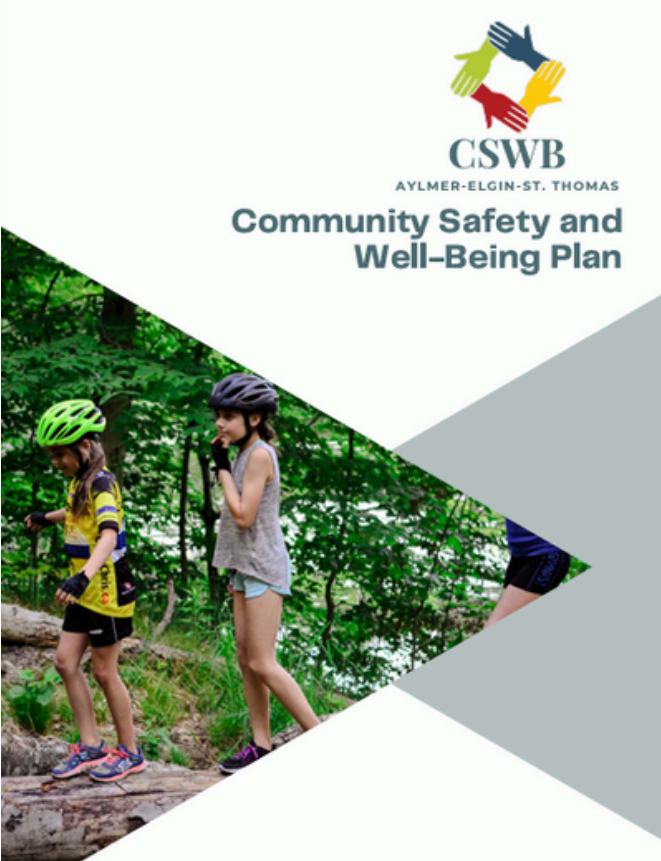


TOP 5 PROVINCIAL OFFENCES	
Offence	Count
Speeding	345
No Insurance/Fail to have insurance card	90
Disobey Stop Sign	43
Drive Under Suspension	31
Drive Handheld Communication Device	31



COMMUNITY SAFETY & WELL-BEING

Section 248 (1) of the Community Safety and Policing Act stipulates that every municipality shall prepare and, by resolution, adopt a community safety and well-being plan. The Aylmer-Elgin-St. Thomas Community Safety and Well-Being Plan was adopted in 2021.



In 2019, changes were introduced in the new Community Safety and Policing Act, which directed municipalities to develop and adopt a Community Safety and Well-Being (CSWB) Plan.

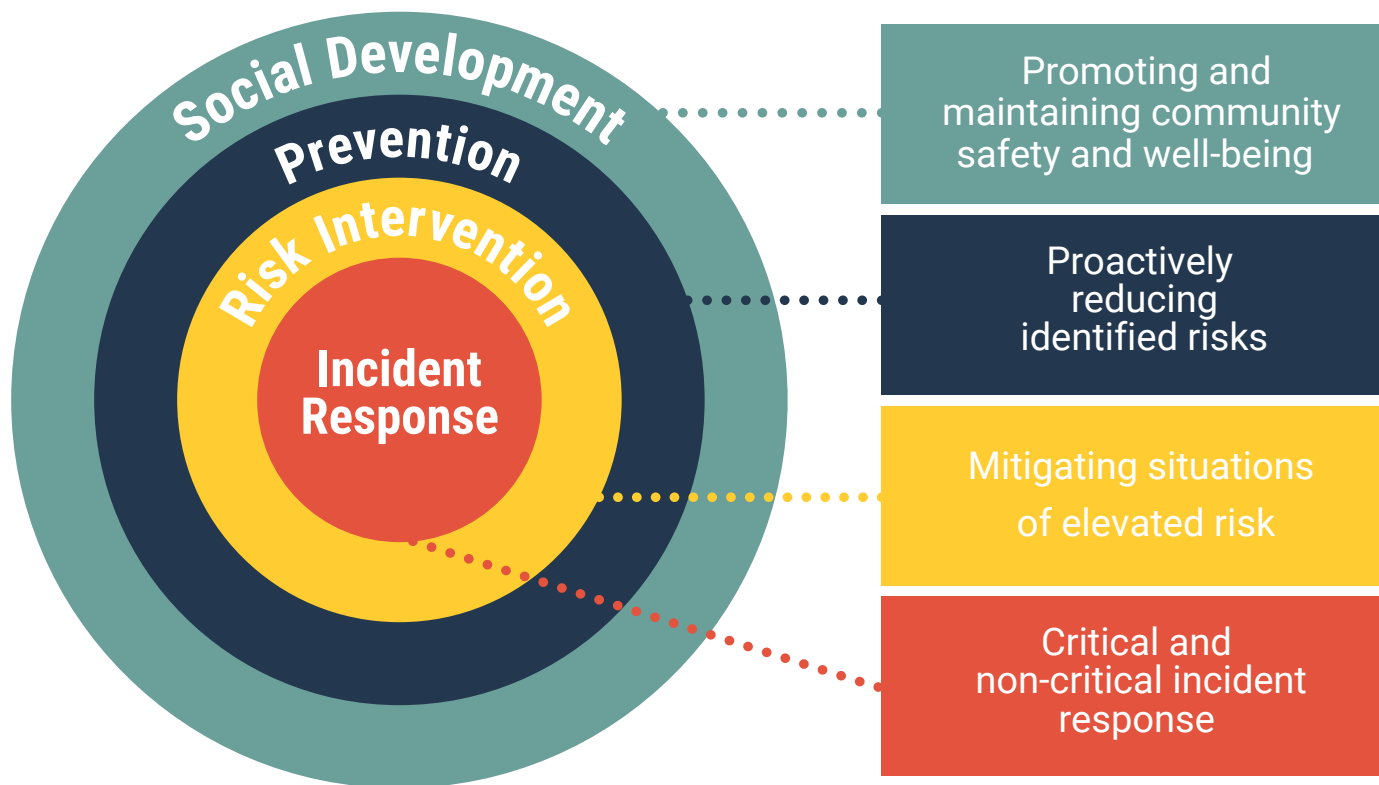
Through an understanding that no singular agency can effectively deal with the complex multi-sectoral issues that are often at the root of criminal activity, CSWB attempts to bring these community agencies together in a collaborative manner to address the four pillars of the Provincial CSWB Framework.

While the police are traditionally responsible for incident response, by working with community partners in each of the prevention, risk intervention and social development pillars, a coordinated response can be implemented.



THE PROVINCIAL CSWB FRAMEWORK

The Aylmer Police Service is committed to working with its CSWB partners to implement the four zones of the Provincial CSWB framework.



Incident Response:

Critical and non-critical incident response, or what is traditionally thought of when referring to crime and safety, including service responses such as police, fire, emergency medical services, child welfare agencies removing a child from their home, a person being apprehended under the Mental Health Act, or a school principal expelling a student.

Risk Intervention:

Mitigating situations of elevated risk by multiple sectors working together to address situations where there is an elevated risk of harm - stopping something bad from happening right before it is about to happen.

Prevention:

Proactively reducing identified risks by implementing measures, policies or programs to reduce priority risks before they result in crime, victimization or harm.

Social Development:

Promoting and maintaining community safety and well-being by bringing together a wide range of sectors, agencies and organizations to address complex social issues, like poverty, from every angle.



2025-2028 STRATEGIC BUSINESS PLAN: SURVEY RESULTS

In support of the Strategic Business Plan development process, the Aylmer Police Service conducted an online survey to invite residents to help shape the priorities for the service.

Running in tandem was an internal staff survey for both the sworn and civilian members of the Aylmer Police Service.

Community Consultations

Throughout October 2024, a public electronic survey was distributed to the community in an effort to gauge community concerns about crime and to understand community satisfaction with the Aylmer Police. The survey link was distributed through social media. A total of 111 responses were received, which amounts to approximately 1.4 percent of the Aylmer population.

Significant Findings:

- 89% of respondents feel safe in our community
- 65% of respondents rank officer involvement in our community as very involved or involved
- 85% of respondents feel it is very important or important for officers to be delivering safety message lesson plans and engaging students in schools
- 75% of respondents report being very satisfied or satisfied with officer involvement in solving community crime and social problems
- 74% of respondents are very satisfied or satisfied with officer visibility in our community
- 78% of respondents are very satisfied or satisfied with the Service's enforcement of traffic and criminal law
- 92% of respondents feel it is important for body-worn cameras to be used by Aylmer Police Service officers
- 80% of respondents would expect very good service or good service if they were to report a crime or violent incident in the future
- 82% of respondents are very satisfied or satisfied with the contact or interactions for service as provided by Aylmer Police Service
- 77% of respondents are very satisfied or satisfied with the communications and information provided by the Aylmer Police Service
- 79% of respondents are very satisfied or satisfied with the quality of service provided by Aylmer Police



Top 5 Crime or Community Issues (in order of top concern)

1. Crime against persons
2. Property crime
3. Impaired driving
4. Domestic violence
5. Drugs/substance abuse

Crime or Community Issues of Least Concern

1. Trouble with youth
2. Fraud
3. Mental health issues
4. School safety
5. Traffic issues



Common Themes Observed in Community Consultation

- The importance of **local policing** was identified by several survey respondents.
- **Increased cruiser and foot patrol at night** was identified as an area of enforcement that could be improved.
- Respondents highlighted areas of concern such as **substance abuse, theft, speeding, homelessness, and mental health.**
- **Increased public visibility** of Aylmer Police Service was identified as an important area of focus for the strategic plan. Respondents would like to see officers in **schools, at community events, hosting RIDE programs, and patrolling on foot, by car, and by bike** throughout the Town of Aylmer.
- Respondents praised Aylmer Police Service for their **increased social media presence** and expressed a desire to see this level of engagement continue.
- **School and Community Safety Zones** were identified as areas requiring increased police presence.



2025-2028 STRATEGIC BUSINESS PLAN: SURVEY RESULTS

Continued

Internal Staff Consultation

At the same time the public survey was being conducted, employees of the Aylmer Police were also provided with an electronic survey in an effort to measure internal concerns and satisfaction as well as resourcing priorities. A total of 7 members of the Aylmer Police Service completed the survey out of 14 full-time members, representing 50% percent of the complement.

Significant Findings:

- 57% of respondents feel that current communication within the department is very effective or effective
- 71% of respondent feel supported by supervisors in their role
- 57% of respondents are satisfied with current training and professional development opportunities
- 85% of respondents feel prepared to handle the challenges of their job
- 85% of respondents feel that the service's relationship with the community is excellent or good
- 42% of respondents feel they have adequate resources and equipment to perform their job effectively
- 85% of respondents describe the current workplace culture as neutral to positive

Common Themes:

- **Additional training** and refresher courses in areas such as **drug offences**, search/detention grounds, use of force, interview techniques, case briefing, **mental health, crisis intervention**, and **diversity** were identified as beneficial.
- Suggestions to improve **community relations** included **working with schools, positive ticketing**, and **increased attendance** at community events.
- **Resources** such as medical supplies, CEWs, PON printers, K9, night vision binoculars, and body armour carriers were identified as needing improvement or replacement.
- Suggestions to improve **workplace culture** included more staffing, **growth opportunities**, and acknowledging good work.
- **Addiction, domestic violence, homelessness**, and **mental health** were identified as issues that the department should focus on.



2025-2028 STRATEGIC BUSINESS PLAN OBJECTIVES

As a result of analysing the feedback from the various surveys, the following strategic goals have been identified for the 2025-2028 operating period.

Goals have been grouped together into four priority areas based on their similarity.



1 VISIBILITY & COMMUNITY POLICING



Traffic Safety & Enforcement

- Continue to conduct initiatives targeting specific violations, such as impaired driving, speeding, distracted driving, and seatbelt use.
- Leverage software to analyse accident data, helping prioritize areas for enforcement and intervention.
- Increase the presence of marked patrol cars in areas known for frequent traffic violations to act as a deterrent.
- Provide visible and proactive traffic control during large events, ensuring orderly and safe flow.
- Collaborate with Town of Aylmer Operations department to address recurring issues and improve signage or road design.

Enhancing Crime Investigation & Accountability

- Keep the public informed about major investigations without compromising operation security and enhancing transparency and trust.
- Use body-worn cameras to ensure transparency during arrests, interviews, and other key interactions. Review footage regularly to assess both officer conduct and the handling of investigations.
- Conduct regular performance reviews of officers and investigators based on case clearance rates, thoroughness, and timeliness of investigations.



1 VISIBILITY & COMMUNITY POLICING

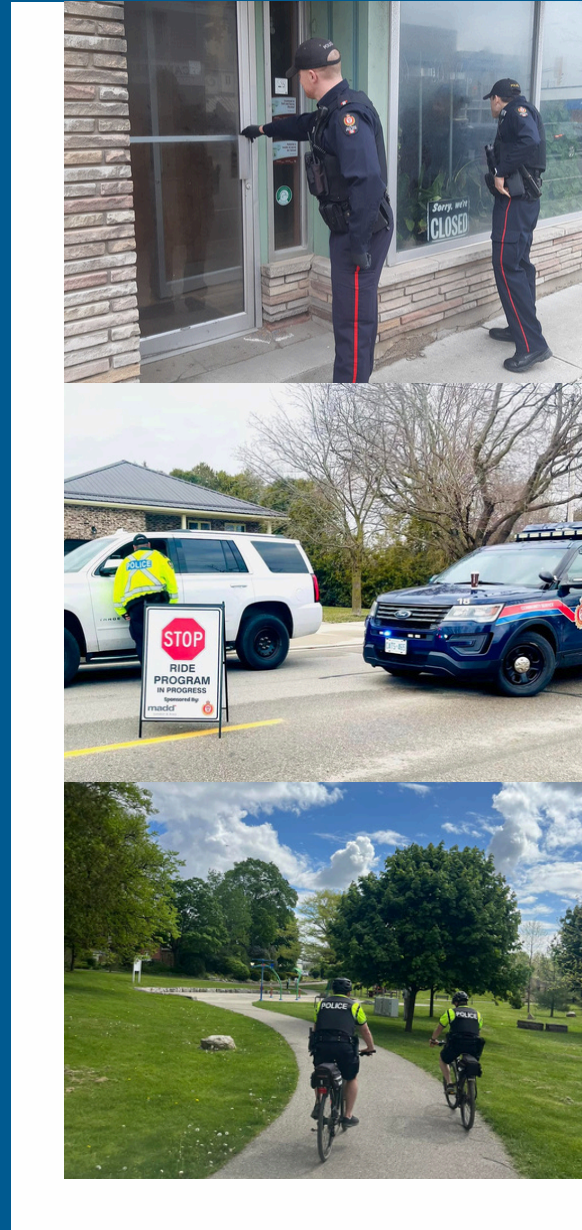


Drug Abuse & Homelessness

- Continue to exercise police-social worker partnerships to engage individuals directly and connect them to resources.
- Deploy teams trained in de-escalation and crisis intervention to respond compassionately to individuals in need.
- Partner with the Town of Aylmer and County of Elgin to share community resource referrals that list local shelters, treatment centers, and support services to share during interactions.
- Use police data to highlight the scope of homelessness and addiction as a basis for advocating for funding and services to address these issues.

Police Visibility

- Utilize foot and bicycle patrols to increase officer presence in parks, trails, and other areas where vehicles have limited access as well as in high-traffic areas, neighbourhoods, and community events to interact directly with residents.
- Park marked patrol cars in high-visibility areas to create a deterrent effect.
- Use community safety stops in neighbourhoods or near schools to increase interaction opportunities and foster a sense of security.
- Ensure vehicles carry clear labelling and messaging to reinforce supportive presence.



2 COMMUNITY ENGAGEMENT & OUTREACH



Community Safety & Well-Being (CSWB)

- Participate in CSWB initiatives with our community partners.
- Partner with probation officers to establish a local reporting location at APS to improve accessibility and increase ability to report.
- Work collaboratively with victim services.
- Strengthen connections with Mennonite Community Services to address gaps in serving certain demographics or groups of people.

Communications

- Maintain a high level of presence at community events and facilitate the hosting of APS-led events.
- Continue to use social media to promote transparency and accountability with respect to police activities.
- Facilitate proactive safety education opportunities for community members of all ages.
- Develop tools for reporting non-emergency issues, providing feedback, and accessing resources.



3 FACILITIES, RESOURCES & TECHNOLOGY



Facilities

- Ensure modern, safe and supportive workspaces for staff.
- Upgrade washroom, change room, lobby, and kitchen facilities.
- Improve the overall condition of the building to boost morale.
- Continue to explore risk mitigation strategies for prisoners in custody.

Resources

- Ensure life-cycle planning for fleet and equipment by implementing asset management best practices.
- Continue to engage in open dialogue with staff to establish collaborative internal processes that understand the equipment needs of APS members.

Technology

- Continue to explore improved technologies and tools such as body-worn cameras, radios, digital notes, intoxilyzer, tasers, and in-car printing.
- Complete upgrading of phone system and CCTV.
- Ensure staff are well trained on technology to maximize effectiveness.



4 ORGANIZATIONAL EFFECTIVENESS



Training and Development

- Provide access to training, leadership development, and pathways for advancement.
- Upgrade training in accordance with new *Community Safety and Policing Act* regulations.
- Collaborate with other law enforcement agencies or emergency services for joint exercises and knowledge sharing.
- Develop internal subject matter experts to meet future training needs and to share knowledge with colleagues.

Governance and Accountability

- Update Aylmer Police Service and Aylmer Police Service Board policies according to new *Community Safety and Policing Act*.
- Analyse current business processes to identify operational efficiencies
- Regularly train staff on changes in laws and regulations impacting policing governance.
- Facilitate opportunities for community engagement to gauge public trust, satisfaction, and areas of improvement.

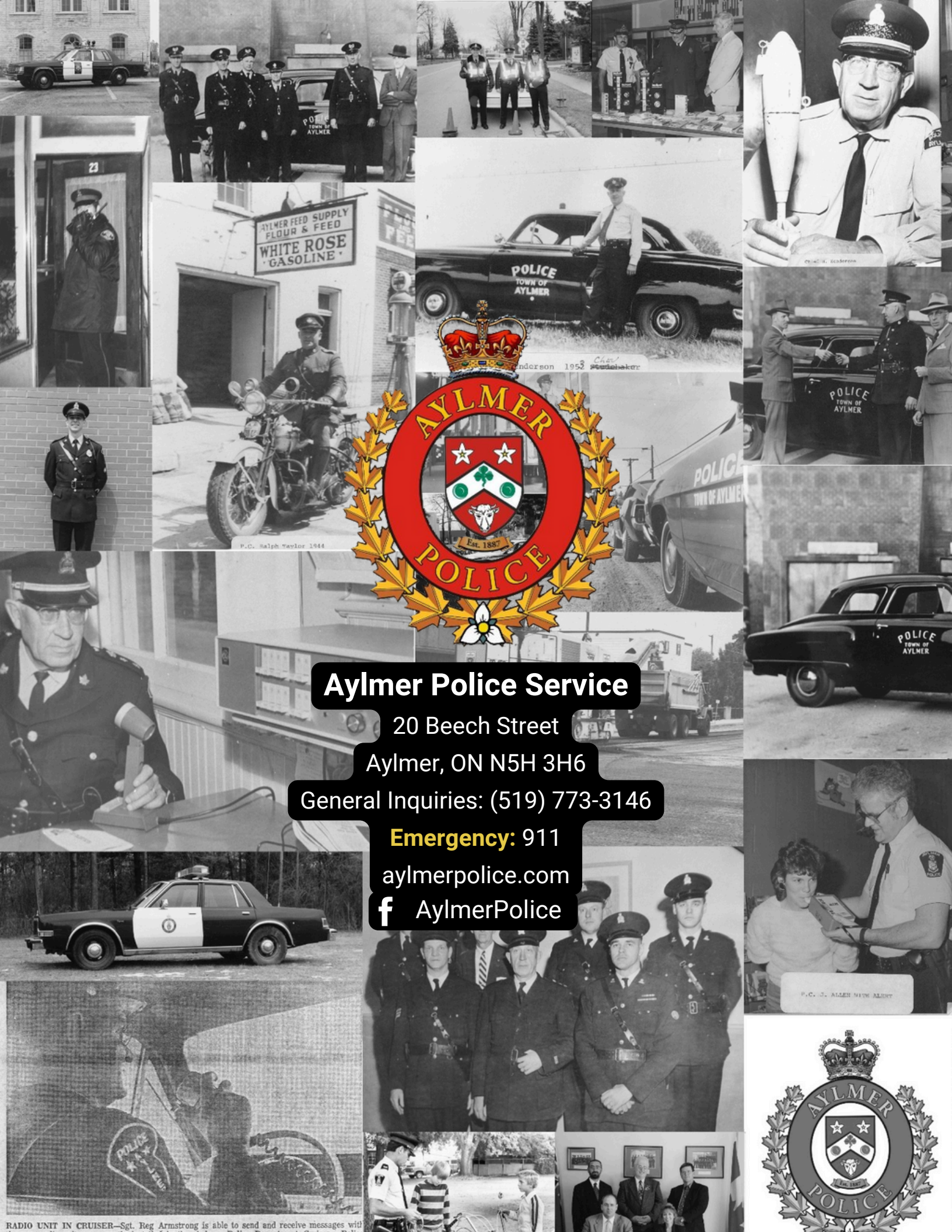
Employee Wellness

- Develop and implement peer-to-peer support networks where officers can discuss challenges with trained colleagues who understand the unique demands of policing.
- Investigate opportunities for access to additional fitness programs through local partnerships.
- Regularly acknowledge achievements through formal awards or informal praise.
- Encourage confidential access to mental health professionals specializing in trauma and stress management.

Recruiting and Retention

- Continue to partner with community organizations to recruit candidates from underrepresented groups.
- Invest in modernizing facilities, equipment, and technology to improve efficiency and job satisfaction.
- Leverage social media as a tool to showcase the benefits and career opportunities in policing.





Aylmer Police Service

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Aylmer, ON N5H 3H6

General Inquiries: (519) 773-3146

Emergency: 911

aylmerpolice.com

 [AylmerPolice](https://www.facebook.com/AylmerPolice)

RADIO UNIT IN CRUISER—Sgt. Reg Armstrong is able to send and receive messages with

P.C. J. ALLEN WITH ALBERT

P.C. Ralph Taylor 1944

Anderson 1952 Chevrolet

P.C. S. GIBSON