



## LaSalle Police Services Board

### PUBLIC MEMORANDUM

**TO:** K. Miller, Acting Clerk  
**FROM:** Mayor Ken Antaya, Chair of the LaSalle Police Services Board  
**CC:** LaSalle Police Services Board Members and Chief John Leontowicz  
**DATE:** September 18, 2018  
**RE:** 2018-2020 LaSalle Police Service Strategic Business Plan and Police Facilities Plan

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#### BACKGROUND:

Ontario Regulation 3/99, Adequacy and Effectiveness of Police Services, requires that every Board shall prepare a business plan for its police force at least once every three years. Further, as per the Protocol for the Sharing of Information between the LaSalle Police Services Board (LPSB) and the Town of LaSalle Municipal Council, the LPSB will, on or before December 31, 2001, and every three years thereafter, provide the Town Clerk with a copy of the Police Service's business plan.

As per LPSB resolution #4032/18, please find attached seven (7) copies of the adopted 2018-2020 LaSalle Police Service Strategic Business Plan (LPS SBP) and seven (7) copies of the LPS Police Facilities Plan for members of Town of LaSalle Council.

Please be advised that on Tuesday, September 25, 2018, Mayor Ken Antaya, Chair of the LaSalle Police Services Board, and Police Chief John Leontowicz shall be in attendance at Council in order to present the 2018-2020 LPS SBP and the Police Facilities Plan to members of Council and the residents of LaSalle.

If you require any further information, please do not hesitate to contact my office.



Mayor Ken Antaya  
Chair  
LaSalle Police Services Board

:tcm

Enclosures: 2018-2020 LPS SBP (7 copies)  
LPS Police Facilities Plan (7 copies)

# LaSalle Police Service

## 2018-2020

### Strategic Business Plan



*In Partnership there is Success*  
*En Partenariat, il y a du Succès*



# 2018 - 2020 Strategic Business Plan

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# 2018 - 2020 Strategic Business Plan

## Introduction

### Our History



Named after French explorer, René-Robert Cavelier, Sieur de La Salle, French settlers first established roots in the area in the mid 1700s. A mission was established in the Town of Sandwich, resulting in people settling in the Turkey Creek area. LaSalle's history and that of Essex County were very much entwined when they were officially identified as part of Upper Canada in 1792.

The original Town of LaSalle was located on the bank of the Detroit River, on what is known as the "Nautical Mile". LaSalle Town Hall, which was originally located at the corner of Front Road and Laurier Drive, had one small room in the basement used for three Police Officers and one small holding cell. The Township of Sandwich West was patrolled by the Ontario Provincial Constabulary, Sandwich West Detachment.



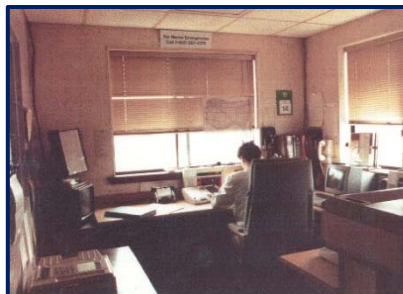
On January 1<sup>st</sup>, 1956, the Sandwich West Police Force was created. At that time, the force patrolled a large area stretching from the "Nautical Mile" all the way east to Dougall Avenue, in what is now known as South Windsor.

In 1958, the former Town of LaSalle went bankrupt. The town hall was sold to become a bank then an apartment building, which stands today. The Town dissolved into the Township of Sandwich West and the three former LaSalle Officers joined with the Sandwich West Police Force, bringing the total to one Chief, two Sergeants, fifteen Constables and one Secretary. The force policed a population of over 26,000 residents.



In January 1961, the Sandwich West Police Force moved into a new building built behind the Sandwich West Township Offices at 5950 Malden Road.

In January 1966, a large portion of the township consisting of the South Windsor area was annexed by the City of Windsor, reducing the geographical area of the Township to its current size. The police force was reduced from twenty-three Officers down to six, as most went to work for the Windsor Police Force.







# 2018 - 2020 Strategic Business Plan

## *Our History - Continued*

On June 1<sup>st</sup>, 1991, the Township of Sandwich West received provincial approval to incorporate as a Town. Several names were proposed for the new Town, including “Clearwater” and “Trillium”; and, after a vote, the name “LaSalle” was agreed upon and adopted. The Sandwich West Police Force was disbanded and the newly minted LaSalle Police Service was formed.

On September 1<sup>st</sup>, 1991, the police building behind Town Hall was updated and renovated into a modern police facility with a fully functional communications centre, sufficient office space, and holding cells. The force consisted of the Chief, one Staff Sergeant, three Sergeants, and seventeen Constables.



Over the next several years, with increased residential development, population growth, and service demands, the LaSalle Police Service continued to expand, outgrowing the limitations of the existing police building.

In 2013, a new state of the art police facility was designed and built at 1880 Normandy Street, LaSalle, Ontario. Our new facility takes into account anticipated growth projections and is expected to meet the needs of the Service for several decades.





## 2018 - 2020 Strategic Business Plan

### *The Ultimate Sacrifice*

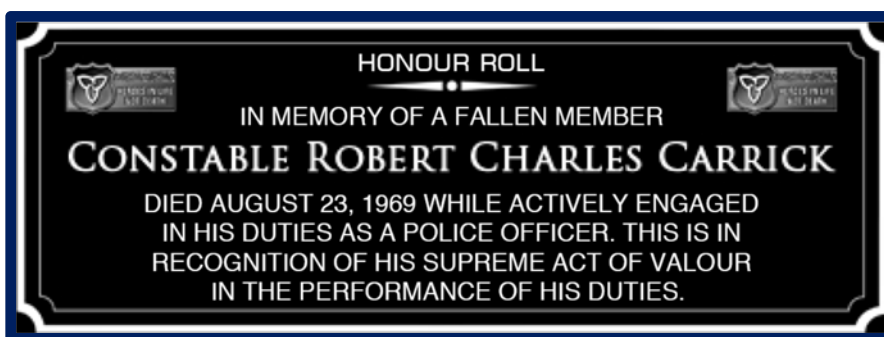
On August 23<sup>rd</sup>, 1969, Constable Robert CARRICK of the Sandwich West Police Force was fatally shot while on duty. Constable CARRICK was responding to a domestic assault occurrence at a residence on Sprucewood Avenue. On arrival, Constable CARRICK was able to get the victim and her child to safety behind his police cruiser before being fatally shot by the victim's husband.

Two other responding Officers, Constable Robert ROSS of the Sandwich West Police Force as well as Constable Alfred OAKLEY of the Windsor Police, were both shot several times in the ensuing gun battle. Both Officers survived the shooting; however, Constable ROSS lost an eye.



The shooter later gave himself up to other responding Officers. Twenty-three year old Constable Robert CARRICK was laid to rest three days later with full Police Honours. The shooter was convicted of first-degree murder, as well as attempted murder, and sentenced to capital punishment. The sentence was later commuted to life imprisonment when capital punishment was abolished. The shooter was eventually released on full parole after serving ten years in prison.

On August 22<sup>nd</sup>, 2014, after the opening of the new LaSalle Police Service facility, a memorial service was held in honour of Constable CARRICK. The memorial service culminated with the unveiling of a memorial plaque mounted in the facility lobby, honouring our fallen member.



On August 20<sup>th</sup>, 2017, the Town of LaSalle hosted a dedication service honouring Constable CARRICK's ultimate sacrifice by naming a tunnel on the Herb Gray Parkway in his memory as the "Cst. Robert C. Carrick Memorial Tunnel". You will always be remembered.







# 2018 - 2020 Strategic Business Plan

## Our Members

### LaSalle Police Services Board

Board Chair:	Mayor Kenneth ANTAYA
Vice Chair:	Deputy Mayor Marc BONDY
Board Member:	Martin KOMSA
Board Member:	Joseph GRAZIANO
Board Member:	Victoria HOUSTON
Board Secretary:	Tanya MAILLOUX

### Executive Members

<b>Chief of Police:</b>	<b>John LEONTOWICZ</b>
Deputy Chief of Police:	William SCANLAN
Staff Sergeant – Administration:	Peter CHEVALIER
Staff Sergeant – Operations:	Kevin BEAUDOIN
Executive Assistant:	Ida LAROCQUE

### Uniform Members

<u>Platoon A</u>	<u>Platoon B</u>	<u>Platoon C</u>	<u>Platoon D</u>
Sgt Jason WOODS	Sgt Christopher MATIS	Sgt Nawzad SINJARI	Sgt Michael FOREMAN
Sr PC Terry SEGUIN	Sr PC Carlo BONIFERRO	Sr PC Leigh RUMBALL	Sr PC Mauro TONIN
Sr PC James NESTOR	Sr PC Brad THONTON	Sr PC Marc WILLIAMS	Sr PC Gerald BRUN
Sr PC Corrine BRUN	Sr PC Bonnie RACINE	Sr PC Michael AGOSTINIS	Sr PC Justin PARE
PC James ROOS	PC Douglas PRINCE	PC Adam STIBBARD	PC Kristen RUGGABER
PC Chris WILLIAMS	PC Steven KIRINCIC	PC Alison HUNTER	PC Jimmi HANNA
PC David DUROCHER		PC Brett MACNEIL	PC Tyler PRATT

#### Criminal Investigation

Det Sgt. Duncan DAVIES  
Det PC Albert GIBSON  
Det PC Nicholas GOY  
Det PC Erena PESIN

#### Community & Corporate Affairs Officer

Sr PC Harbinder GILL

### Civilian Members

#### Communicators

David PETTYPIECE  
Karen LAVERGNE  
Jennifer SPENCE  
Patricia FREITAS  
Victoria ALFINI  
Natalie MALANDRUCCOLO  
Fatima SANTOS-MAJOR  
Kathryn LANGLEY  
Jennifer LEMIRE  
Teresa PARE  
Jessica DAY  
Marjon SALONEN  
Lisa HOMENICK  
Sarah CARR  
Sandra WERNER  
Michelle DUPUIS

#### Support Staff

Marlene YEARLEY  
Rachelle WENGRZYNSKI

#### Crossing Guards

Arthur ALLIN  
Vivian BROWN  
Connie DEMERS  
Kim DUROCHER  
Gino FANTINATO  
Arlis HEBERT  
Sherri-Lynn KOSCIELSKI  
Pam MOSEY  
Cindy PAUL  
Ray PRENEY  
Sammi Jo SIMAS  
Lucy WRIGHT  
Kim DROUILLARD (Alt)  
Cindy FIELD (Alt)  
Pam GIGNAC (Alt)  
Joe GIRARDI (Alt)  
Dawn HAZAEL (Alt)



# 2018 - 2020 Strategic Business Plan

## ***Our Mission***

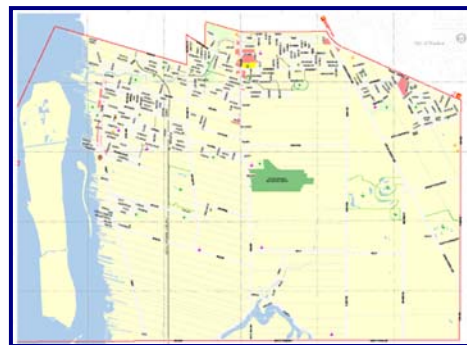
*Our sole mission is to protect lives and property of the citizens we serve, provide a safe community, improve quality of life, and prevent crime while working in partnership with the community.*

## ***Our Goals and Objectives***

*The goal of the LaSalle Police Service is to protect our community in a manner that promotes pride within our organization and with the citizens we serve, providing a professional and innovative police service. In attaining this goal, we will be committed to ensuring that we are compassionate and accountable, fostering trust with our community through integrity and mutual respect.*

## ***Policing the Unique Town of LaSalle***

The Town of LaSalle is a healthy, vibrant, and caring Ontario community with a diverse population experiencing significant growth and prosperity. Located in the northwest quadrant of Essex County, LaSalle's boundaries include the Town of Amherstburg to the south, the Town of Tecumseh to the east, the City of Windsor to the north, and the Detroit River, including Fighting Island on its western edge.



Being responsible for policing the Town of LaSalle, the LaSalle Police Service faces a host of challenges considering the following characteristics:

- ✧ The Town is comprised of residential, agricultural, and manufacturing land use and zoning.
- ✧ One of the busiest highways in North America, Highway 401, passes through the northeastern edge of the Town. The highway leads to the busiest international border crossing between Canada and the United States.
- ✧ The Town is located within 8 kilometres of the metropolitan City of Detroit, Michigan and its 5 million residents.
- ✧ The Detroit River, an international waterway, forms the Town's western boundary for approximately 7.2 kilometres. During high boating season, as many as 1,500 vessels are moored in the local marinas, in addition to heavy transient traffic from neighbouring municipalities and the United States.
- ✧ The Fermi II Nuclear Power Station in Monroe, Michigan is located nearby.
- ✧ The Town borders the City of Windsor, which is known as the "Automotive Capital of Canada". Three of the main automotive manufacturing plants are located in the City and many of the Town's residents work in the manufacturing industry.





# ***2018 - 2020 Strategic Business Plan***

## ***Global Challenges***

There are many unique and not so unique challenges that the LaSalle Police Service faces in policing the Town of LaSalle. Similar complex challenges faced by police services across the province, country and the world for that matter, include:

- ✧ Terrorism – Organized and Lone Wolf Attacks
- ✧ Traditional Organized Crime and Outlaw Motorcycle Gangs
- ✧ Violent Crime
- ✧ Cyber Crime
- ✧ Sexting and Sharing of Intimate Digital Images
- ✧ Human Trafficking
- ✧ Child Sexual Exploitation and Abuse
- ✧ Fraud

## ***Local Challenges***

Some of the unique challenges facing our Service include:

- ✧ Residential Development and Population Growth
- ✧ Detroit River and International Waterway Policing
- ✧ Herb Gray Parkway and 401 Highway Corridor
- ✧ Local Police Service Takeovers and Mergers
- ✧ Local Mega Construction Projects, including the new Gordie Howe International Bridge, twinning of the Ambassador Bridge, and a new regional hospital.

## ***More than Just Crime***

The age-old perception of a Police Officer being a crime fighter and focused solely on pursuing criminals has drastically changed. Synonyms for the modern day community Police Officer include coach, mentor, teacher, social worker, doctor, advocate, and mediator. Today's Officer must deal with the public and enforce the law in a professional and unbiased manner, sometimes complicated by one or more of the following factors:

- ✧ Mental Health Issues
- ✧ Drug and Alcohol Addiction
- ✧ Youth Issues, Emotions and Development
- ✧ Senior and Aging Population - "Silver Tsunami"
- ✧ Internet and Social Media Anonymity
- ✧ Digital Currencies
- ✧ Changing Legislation
- ✧ Drug Legalization





# 2018 - 2020 Strategic Business Plan

## Legislative and Regulatory Changes

The LaSalle Police Service is committed to complying with all new and emerging federal, provincial, or municipal legislation governing police administration and operations, including:

*Bill 175 – Safer Ontario Act* replacing the *Ontario Police Services Act* will be rolled out over the next two years. Its impact is not fully known but opens up the conversation of outsourcing traditional police operations or practices to private companies such as forensic identification services and others. The LaSalle Police Service is committed to ensuring that public safety will not be compromised for cost savings.

*O/Reg 58/16 – Collection Of Identifying Information In Certain Circumstances Regulation*, also known as “carding”, defines the limitations of Police Officers when interacting with persons in the course of a street check. Persons must be notified that they are not obliged to speak to the Officer and may be provided with a receipt of the interaction. Statistics must now be collected and reported annually.

*Bill C-45 – Cannabis Act* will come into effect on October 17<sup>th</sup>, 2018. This new law will enable the public to grow, possess, purchase, and consume cannabis products. Officers have undergone specialized training in standardized field sobriety testing to assess drivers suspected to be impaired by a drug.

## Effectiveness and Efficiency

As with every challenge, tough decisions need to be made to ensure a balance between effective and efficient policing. We ask, “What are our priorities for the next three years?” taking into account both external and internal input. Competing interests are evaluated such as:

- \* Crime abatement strategies vs. Non crime related activities
- \* Proactive vs. Reactive policing
- \* Emergency response vs. Community Policing
- \* Enforcement vs. Crime Prevention Programs
- \* Core policing vs. Downloading of responsibilities from other agencies
- \* Government oversight vs. Policing autonomy
- \* Scheduling and working conditions vs. Employee health and wellness



We then set those priorities, doing our best to assess the future needs of our community, weighing them in terms of resources, personnel, and costs. We must ask those tough questions in terms of:

- \* What can we afford to do? vs. What can't we afford not to do?
- \* Should we continue to do certain things the same?
- \* Are there areas we need to improve or do differently?
- \* What area needs more or less attention?
- \* Is there something that we should stop doing altogether?

As part of the assessment of effectiveness and efficiency, every area of our policing operation must be carefully reviewed to ensure that we are doing things right. This is where that delicate balance between effectiveness and efficiency comes in. We cannot put resources, people, and money into everything. There is always give and take. If we determine to put more into one aspect of policing, there will be less of something else. Sometimes, there is a difference of opinion as to what the priorities should or shouldn't be.



# 2018 - 2020 Strategic Business Plan

## Business Plan Development Process

### Development Process

Development of the Strategic Business Plan flows through the processes of:

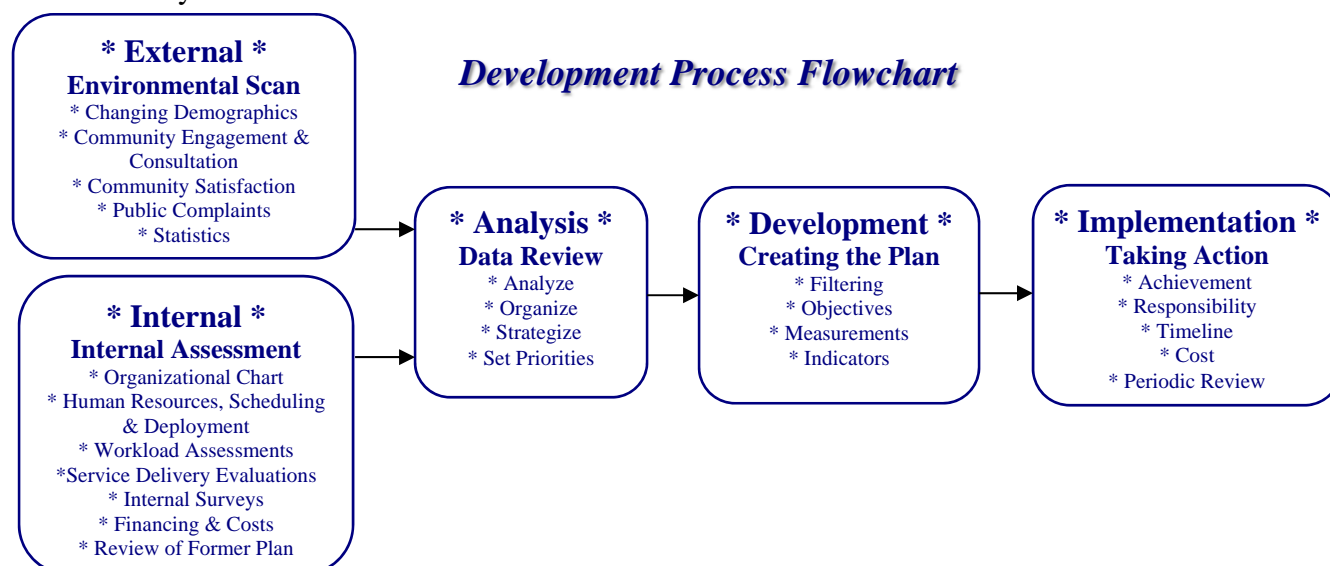
**Looking Externally** – Gathering information and data about the people and community we are charged with serving and protecting; including, demographics, community engagement, consultation and satisfaction, public complaints, data on crime trends, severity, and clearance rates.

**Looking Internally** – Gathering information and data about the organization, including an assessment of our ability to provide adequate and effective policing to our community, ensuring a review of our organizational chart, police facility, equipment needs, human resources staffing levels, scheduling and deployment, conducting interviews and surveys of staff members, ensuring fiscal responsibility, and reviewing the former or outgoing business plan.

**Analysis** – The information and data gathered from both external and internal sources are reviewed and analyzed by the Strategic Business Planning Committee to organize, strategize, and set priorities for the next three years.

**Development** – At the development stage, and simultaneously with the analysis stage, the Strategic Business Planning Committee ensures that the priorities identified in the analysis is “filtered” through the Mission Statement, Goals and Objectives, and Four Pillars, ensuring that the focus of each priority is properly grounded. The priorities are then converted to performance objectives in the core areas, methods of measurement (indicators), to ensure the objective can be achieved along with assigned responsibility, timeline and cost.

**Implementation** – During the implementation stage, action is taken on the identified performance objectives ensuring they are achieved. Action includes completing the objective in a timely manner and with the identified human and financial resources. Each objective is subject to periodic review to ensure accountability.







# 2018 - 2020 Strategic Business Plan

## Looking Externally

### Environmental Scan

As part of the Business Plan development process, information and data are gathered from a variety of sources to identify the makeup, concerns, and needs of our community and those we police. At this information gathering stage, a scan of our environment has been conducted and data collected on community demographics, through community engagement, consultation and satisfaction, public complaints, as well as statistics.

### Our Changing Demographics

From the Town of LaSalle Official Plan Review called “Moving Forward Together – Demographic Challenges” dated September 2017 and Statistics Canada, 2016 Census Profile:

#### Population Increase

The population of the Town of LaSalle has more than doubled in the last four decades as noted:

- \* 1971 – 12,110
- \* 2006 – 27,652
- \* 2016 – 30,180



During the last four decades, the most rapid growth in the Town of LaSalle occurred during the late 1990s. Since 2006, the population has grown at a slower rate, averaging 1% growth each year.

Of the Town’s 2016 population of 30,180:

- \* 14,770 are male
- \* 15,410 are female
- \* 5,500 or 18.2% are under the age of 14 years old
- \* 4,635 or 15.4% are over the age of 65 years old



#### Household Size

The average household size in the Town of LaSalle has declined significantly, from 4 persons per household in 1971 to 2.8 persons per household in 2016. One out of every two households in LaSalle is now 1 or 2 person households – a total of 5,375 households.

#### LaSalle’s Population Continues to Age

There continues to be a significant shift in the age profile of LaSalle residents, with the most notable changes being:

- \* The percentage of the population that is of school age and pre-school age has declined by over 20%.
- \* Almost 1 in 3 LaSalle residents are now over the age of 55 – a number that reflects demographic trends being experienced across the country.
- \* The percentage of young adults has decreased by over 7%, which in turn is contributing to the reduced number of pre-school and school-aged children.



# 2018 - 2020 Strategic Business Plan

## ***Our Changing Demographics - Continued***

### **Median Income**

Based on the 2016 Census Canada data of all municipalities in the Windsor/Essex region, the Town of LaSalle had the highest median household income for the 2015 calendar year of \$102,259 as compared to the economic region as a whole, which had a 2015 median household income of \$66,658. The Town of LaSalle also had the lowest percentage of persons in low income at 5.6%.

### **What Does This Mean Going Forward?**

The demographic challenges being experienced by the Town of LaSalle are also being seen in similar sized communities throughout the country. The aging of the population, smaller household sizes, the transient nature of employment, and the highly competitive environment in which we must now compete globally for investment (and for the best and brightest talent) are significant factors affecting all aspects of how municipalities and regions deliver affordable and accessible housing, health care, transportation and recreation facilities, and services.

These factors are complex and inter-related in nature; and, result from societal, lifestyle, and economic decisions which are being made by individuals and corporations on a daily basis.

Going forward, the only certainty that will likely hold true is that there will be further economic and societal changes (both opportunities and disruptions) that will require municipalities such as the Town of LaSalle to pro-actively identify, respond to, and plan for in a fiscally and environmentally responsible manner. For the Town of LaSalle to remain competitive and attractive to highly mobile millennials and to an increasing number of active seniors, the municipality must continue to evolve into an “Age-Friendly Community” that offers a broad range of affordable housing, transportation, employment options, safe and walkable neighbourhoods, vibrant and attractive town centre and waterfront districts, and high quality services. Special care and attention will be required to meet the changing needs of our growing senior population, while also providing opportunities and services that are capable of retaining and attracting a larger share of millennials.

All of this must be viewed through the lens of a rapidly changing world, where municipalities will be faced with greater challenges than they had to face in recent decades – resulting from the need to adapt to extreme weather conditions (floods and droughts) and shrinking budgetary resources that are both becoming the “new normal”. These new realities require “strategic and timely actions” to be taken and “smart policies and programs” to be put in place to allow communities such as the Town of LaSalle to continue to prosper.





# 2018 - 2020 Strategic Business Plan

## *Our Changing Demographics - Continued*

A recent article in Plan Canada (Fall 2017) provides an overview of several key demographic challenges that are impacting communities across Canada. An excerpt from the article reads as follows:

*“Silver Tsunami” “Demographic Time Bomb” – These are just some of the terms we are using to describe our aging societies across the developed world. Canada is no stranger to this phenomenon. In fact, the 2016 Statistics census reported the largest increase in the share of seniors – age 65 and over – since the census taken in 1871. Census data show that from 1971 to 2010, the proportion of seniors in the populations grew from 8% to 14%. Demographic projections estimate that seniors will represent approximately 25% of the country’s population by 2036.*

*And what about those millennials? You know, the generation born between 1981 and 2000. They currently represent about a quarter of Canada’s population and are among the most educated and culturally diverse generation we have ever seen in this country. And yet, millennials household incomes tend to be lower than other generations, not to mention their more precarious employment and more expensive (and unaffordable) housing options, leading to financial challenges and instability.*

*What do both of these demographic groups have in common? It’s not social media or fancy cars but, instead, a desire for walkable communities with access to parks, transit, commercial amenities, and affordable housing options. While demographers may be looking at the numbers and trends, it’s the planners who can directly improve the lives of seniors and millennials through more thoughtful design and stronger policy.*

*Age-friendly planning is not just limited to seniors. The kinds of places that millennials identify as ideal locations to live share many characteristics with communities that are considered models of age-friendly planning and design.”*







# 2018 - 2020 Strategic Business Plan

## Community Engagement and Consultation

In 2003, the Service created a full-time position of Crime Prevention Officer dedicated to enhancing our community crime prevention initiatives. In 2015, the position was reinvigorated into the new Community and Corporate Affairs Officer (CCAO) to enhance and support our community interaction and engagement, media relationships, and social media activities. The CCAO is essentially the face of the LaSalle Police Service, promoting the services and programs that we provide. This role ensures continuous engagement and consultation with our community partners as well as fostering a healthy and positive relationship. The two-way dialogue enables feedback from our community partners to ensure that we continue to be both effective and efficient.



Our CCAO is actively engaged with our community on social media through [Facebook](#) and [Twitter](#), as well as through our website [www.lasallepolice.ca](http://www.lasallepolice.ca). Comments posted on the sites are regularly monitored and help to gauge the community's perception and concerns.

Our CCAO is a member of many committees and boards with partner agencies, organizations, and educational institutions such as the Police Utilization Committee of Victim Services; B-RAD Committee; Windsor Essex Safety Patrol Executive Board; Joint School/Police Liaison Committee; Values Influences and Peers Executive Committee; and, the Essex County Crime Stoppers Committee.

The successes and accomplishments of the CCAO can be attributed to the support, confidence, and trust of all members of the LaSalle Police Service and our community partners.

Over the last two years, our CCAO and other members of the LaSalle Police Service have interacted and been actively engaged with our community partners in following numerous events, programs, and groups. This engagement has enabled two-way dialogue and consultation on the services and programs provided by the LaSalle Police Service, including opportunities for improved service delivery. The feedback provided by our community partners is invaluable in charting the course of our future.

Bike Rodeo  
Crimestoppers  
Customer Service Surveys  
Strawberry Festival  
LaSalle Hangout  
Police Week  
LPS Fishing Derby  
Windsor Islamic Council Appreciation Gala  
LPS Golf Tournament  
Windsor Essex County Youth Advocacy Committee  
Victim Services of Windsor & Essex County  
Villanova Co-Op Job Fair  
LEAP - Spiritual Soldiers  
St. Clair College International Students Orientation  
Opioid Strategy Leadership Committee  
Safe Schools & B-RAD  
House of Sophrosyne  
Mental Health Situation Table  
Prevent Alcohol and Risk-Related Trauma in Youth

Annual Cops Care For Kids Fashion Show  
Prov Human Services & Justice Coordinating Comm Conference  
Ontario Gang & Organized Crime Conference  
Windsor Essex Road Safety Group  
Town of LaSalle Open House  
Gordie Howe Int'l Bridge First Responders  
LaSalle Food Bank Food Donations  
Summer Cycling Safety Program  
CWATS: Fall Harvest Bike Route  
WE Opioid Strategy Leadership Committee  
Ontario 150 - Celebrate by Bike Event  
14th Annual Summit on Emergency & Disaster Planning  
OACP - LEARN / FOIPN Training Conference  
"It's Time to Talk - Opioid Awareness" Conference  
OAPE Executive Board  
Comm. Justice Services Program Advisory Committee  
Motor Vehicle Collision Working Group  
Windsor Security Intelligence Group  
Wheels On Wyandotte Car Show - Car 48



# 2018 - 2020 Strategic Business Plan

RIDE Programs  
Project BEST Human Trafficking  
Border Interoperability Demonstration Project Drill  
Special Olympics Polar Plunge  
Special Olympics Flag Raising Ceremony  
Law Enforcement Torch Run  
"Not My Kid" Community Forums  
VIP Program  
LaSalle Public School Substance Abuse Presentation  
OMRON  
Security Leaders Coalition Workshop  
Opioid Strategy Enforcement & Justice Working Group  
Project Kick-Off  
CISO Level 1 Membership  
Villanova Cook With Cops  
We Fight Human Trafficking Partnership  
Teens & Young Adults Wellness  
Marine Seafarer's Mass  
LaSalle Public School Sexting Presentation  
Safer Pharmacies Initiative  
United Way IClimb Event  
Sandwich Mental Health Presentation  
Secondary Schools "Not My Kid" Presentations  
Essex County Emergency Management  
St. Clair College Women's Enterprise Skills  
Buffalo Annual Safe School Seminar  
Border Sentinel  
Leadership Focus, Team Building & Coaching  
Community Collaborative Session  
Woodward Dream Cruise - Car 48  
Safety Village Road Safety Group  
Beavers & Scouts Visit To LPS  
School Students Visit To LPS  
Port Security Meeting  
MCSC Focus Group Meeting  
Tobacco Enforcement Joint Interagency Group Meeting  
Car Seat Clinics  
Open Analytics for Community Safety and Well Being  
Ontario Police Video Training Alliance  
Turtle Club Parade  
CMHA Breakfast of Champions  
Historical Vehicle Committee  
Strathroy Int'l Emergency Response Day - Car 48  
McHappy Day  
Blue Line Trade Show  
Annual Marine Gala  
OAFS Conference  
Ontario Police Memorial Ceremony of Remembrance  
Windsor Essex Marine Networking Night  
Crimestoppers Bail or Jail  
Partners In Addiction Committee  
Ministry of Labour Peer Support Collaborative  
South Asian Centre Annual Gala  
St. Clair College Orientation - Sikh Presentation  
Khalsa Day Parade  
Windsor Essex School Safety Patrol Association  
ESINC Information Session  
Blessing of the Fleet  
Safety Village Bike Safety Lecture  
Villanova Lock Down Drill  
Tim Hortons Response Strategy & Camp Day  
Safe Talk at CMHA Windsor  
Leverage your Intelligent Community - Cyber Security  
Police School Liaison  
Windsor Detroit Bridge Authority Focus Group  
Summit on Emergency & Disaster Planning  
Windsor Essex Pharmacy Safety Initiative  
Morris & Beverly Baker Foundation Gala  
Terry Fox Run  
Sandwich West Latchkey Program Tour of LPS  
Amherstburg Gone Car Crazy Car Show - Car 48  
CWATS Walk Ride Canada  
WDBA Focus Group  
Essex Community Services Expo  
Heart & Stroke Big Bike Event  
Sandwich Secondary School Commencement Ceremony  
John Atkinson Memorial Tunnel Dedication  
Robert Carrick Memorial Tunnel Dedication  
Roseland Rotary Club Peace School Award  
VIA Memorial Cup Event  
Detroit CYAC Tour  
AMSTEP Marine Exercises  
March For Meals On Wheels Awareness Campaign  
Amherstburg Car Show - Car 48  
Ferndale Emergency Vehicle Show - Car 48  
Reaume's Annual Fall Car Cruise - Car 48  
WECOS Leadership Committee  
Goodfellows Grocery Bagging  
LPA Kids Christmas Party  
Canada 150 Medal Ceremony  
National Canadian Police & Peace Officers Memorial  
Project Red Ribbon Campaign  
VTRA Steering Committee  
St. Clair College Community Partnership  
Windsor Express Basketball Hero's Night  
Town of LaSalle Chili Cookoff  
Remembrance Day Ceremony  
LaSalle Hangout Grand Opening  
Alzheimer's Society Safety Talk  
Stuff A Cruiser  
Community Open House at Vollmer Complex  
Opening of the RHHGP Trails  
Malden Dental Grand Opening Ribbon Cutting  
HGDH Push For Change  
Halloween Safety Talk  
CIBPA Prohibition Night - Car 48  
Hiatus House 40th Anniversary Celebration Dinner  
IACP Cross Border Summit  
OACP B2B Trade Show  
Emergency Services Introduction To New Canadians  
Crossing Guard Appreciation Breakfast  
Hogs For Hospice Ride  
Bob Probert Memorial Ride  
LPS 25th Anniversary Events  
2016 Cops & Cowboys Event  
Sandwich West Public School Picnic  
Eyes on Design Automotive Exhibition - Car 48  
Chief's Citizen of the Year Award  
Holy Cross Fun Day  
International Freedom Festival Fireworks  
Girl Guides Law Awareness Badge  
Emergency Exercise Planning



# 2018 - 2020 Strategic Business Plan

## Community Satisfaction

On a regular basis throughout the year, Community Patrol Supervisors contact clients seeking their feedback and input through our “Customer Service Survey”. This survey provides valuable input on our service delivery model provided by our Communications Centre personnel and Community Patrol Officers. The survey consists of five questions about the client’s interaction, satisfaction with our service delivery, and ability to resolve their issue or complaint. It allows for feedback from the client providing suggestions for improving our service delivery.

Over the previous three-year period, the results of the survey indicate a **99%+ positive overall satisfaction**. Here are some of the many positive words and comments received:

<i>“LaSalle Police are the best. You guys are great”</i>	
<i>“Absolutely great service”</i>	<i>“Very understanding, patient and thorough”</i>
<i>“Unbelievable job! This is the reason I moved to LaSalle. We love the community and the police service”</i>	
<i>“Aces all around to LaSalle Police”</i>	<i>“10 out of 10”</i>
<i>“I had a nice experience”</i>	<i>“Was very cordial, very professional”</i>
<i>“I feel a lot safer”</i>	<i>“Took my concern seriously and put me at ease”</i>
<i>“Genuinely cared about me”</i>	<i>“You guys are the best in the County”</i>
<i>“I don’t have to call you guys too often but when I do, I know you get here fast and take care of things the right way”</i>	



*“Thorough”*  
*“Great”*  
*“Fantastic”*  
*“Excellent”*  
*“Happy”*  
*“Fast”*  
*“Professional”*  
*“Understanding”*  
*“Patient”*  
*“Polite”*  
*“Unbelievable”*  
*“Efficient”*  
*“Wonderful”*  
*“Satisfied”*  
*“Nice”*  
*“Good”*  
*“Awesome”*  
*“Excited”*  
*“Pleased”*  
*“Grateful”*  
*“Cordial”*  
*“Supportive”*  
*“Best”*  
*“Perfect”*  
*“Thoughtful”*  
*“Outstanding”*  
*“Respect”*  
*“Amazing”*  
*“Prompt”*  
*“Impressed”*  
*“Quick”*  
*“Caring”*  
*“Compassionate”*

## Public Complaints

Over the last three years, the 36 Officers and 17 Civilian members of the LaSalle Police Service interacted with the public in the investigation of 32,780 occurrences; and, as a result:

- ✳ No public complaints were received about the policies or services provided by the LaSalle Police Service.
- ✳ Two public complaints were received about the conduct of a Police Officer and both were resolved informally.







# 2018 - 2020 Strategic Business Plan

## Statistics

### Activities and Occurrences

The table below highlights the activities and occurrences responded to and investigated by members of the LaSalle Police Service for the three-year period between 2015 and 2017.

Item	2015	2016	2017	# Change	% Change
Total LaSalle Police Activities	17,559	16,755	18,874	+2,119	+12.65%
Total LaSalle Police Occurrences	10,719	10,312	11,749	+1,437	+13.94%
Total Emergency 911 Calls	4,634	5,247	3,612	-1,635	-31.16%
RMS Occurrence Reports	2,099	2,372	2,670	+298	+12.56%
➤ Overall Solved Rate	73.04%	71.08%	74.57%	-	+3.49%
➤ Criminal Charges Laid	279	221	384	+163	+73.76%
Total Young Persons In Crime	132	105	142	+37	+35.24%
➤ Total Youths Charged	11	9	14	+5	+55.56%
➤ Total Youths Cautioned	121	96	128	+32	+33.33%
➤ Violent Youths Charged	1	3	6	+3	+100%
➤ Violent Youths Cautioned	17	15	14	-1	-6.67%
Victim Services Referrals	41	26	32	+6	+23.08%
CCJS Violent Occurrences	51	61	61	0	0%
CCJS Drug Occurrences	42	40	54	+14	+35.00%
CCJS Property Occurrences	407	423	507	+84	+19.86%
CCJS Other Occurrences	100	110	134	+24	+21.82%

### Traffic Management and Road Safety

The following table highlights the overall statistics related to traffic management and road safety.

Item	2015	2016	2017	# Change	% Change
Impaired Occurrences	8	8	13	+5	+62.50%
Motor Vehicle Collisions	317	356	365	+9	+2.53%
➤ Fatal	1*	0	1	+1	+100%
➤ Injury	28	37	45	+8	+21.62%
➤ Property Damage	236	277	256	-21	-7.58%
➤ Fail to Remain	53	42	63	+21	+50.00%
Traffic Other	60	57	132	+75	+131.58%
Total Traffic Charges	1,061	965	1,798	+833	+86.32%

### Annual Comparison

The following table highlights the annual comparison for all LaSalle Police Service reports in the areas of violence, property, lawless public behaviour, and traffic. Each of the identified areas capture data from reports that include incidents where an actual offence had occurred or where there was the potential for an offence to be committed.

Item	2015	2016	2017	# Change	% Change
Violence	324	348	378	+30	+8.62%
Property	408	427	507	+80	+18.74%
Lawless Public Behaviour	316	391	489	+98	+25.06%
Traffic	1,593	1,620	2,526	+906	+55.93%



# 2018 - 2020 Strategic Business Plan

## Looking Internally

### Internal Assessment

**Looking Internally** – Gathering information and data about the organization, including an assessment of our ability to provide adequate and effective policing to our community, ensuring a review of our organizational chart, human resources staffing levels, scheduling and deployment, conducting interviews and surveys of staff members, and ensuring all financial decisions are fiscally responsible.

### Our Commitment

The LaSalle Police Service is proud to have an engaged workforce that is committed, motivated, and willing to go the extra mile in all areas of business. We strive to work effectively, creatively, and passionately towards common goals, build trust amongst the members and with the community, demonstrate pride in all we do, and encourage a cooperative spirit. Our members dedicate themselves to do the right things for the right reasons in service to our community.

As our Mission Statement along with our Goals and Objectives indicate, the LaSalle Police Service is committed to working with all of our community partners to resolve problems and enhance the quality of life. In doing so, we have established this 2018-2020 Strategic Business Plan providing guidance and accountability to our members over the next three years in our pursuit of policing excellence.

In addition to our Mission Statement and our Goals and Objectives, and in accordance with Chief LEONTOWICZ's "Four Pillars of a Police Foundation", the Strategic Business Planning Committee shall ensure that the Business Plan is developed and "filtered" through the principles of the following:

- 1/ The safety and security of the public;
- 2/ Ensuring that the public retains confidence in their police service;
- 3/ Ensuring that the public is kept informed, actively involved, and consulted; and,
- 4/ Ensuring that public funds are used in a fiscally responsible manner.

Taking into account both external and internal sources, including the input of our community, community partners, and members of our Service, specific and realistic performance objectives and measurements have been developed to strategically address priorities focused on the following thirteen areas:

- 1/ Crime Prevention
- 2/ Community Patrol
- 3/ Criminal Investigations
- 4/ Community Satisfaction
- 5/ Emergency Response
- 6/ Violent Crime
- 7/ Property Crime
- 8/ Youth Crime
- 9/ Victim Assistance
- 10/ Road Safety
- 11/ Information Technology
- 12/ Police Facilities
- 13/ Resource Planning



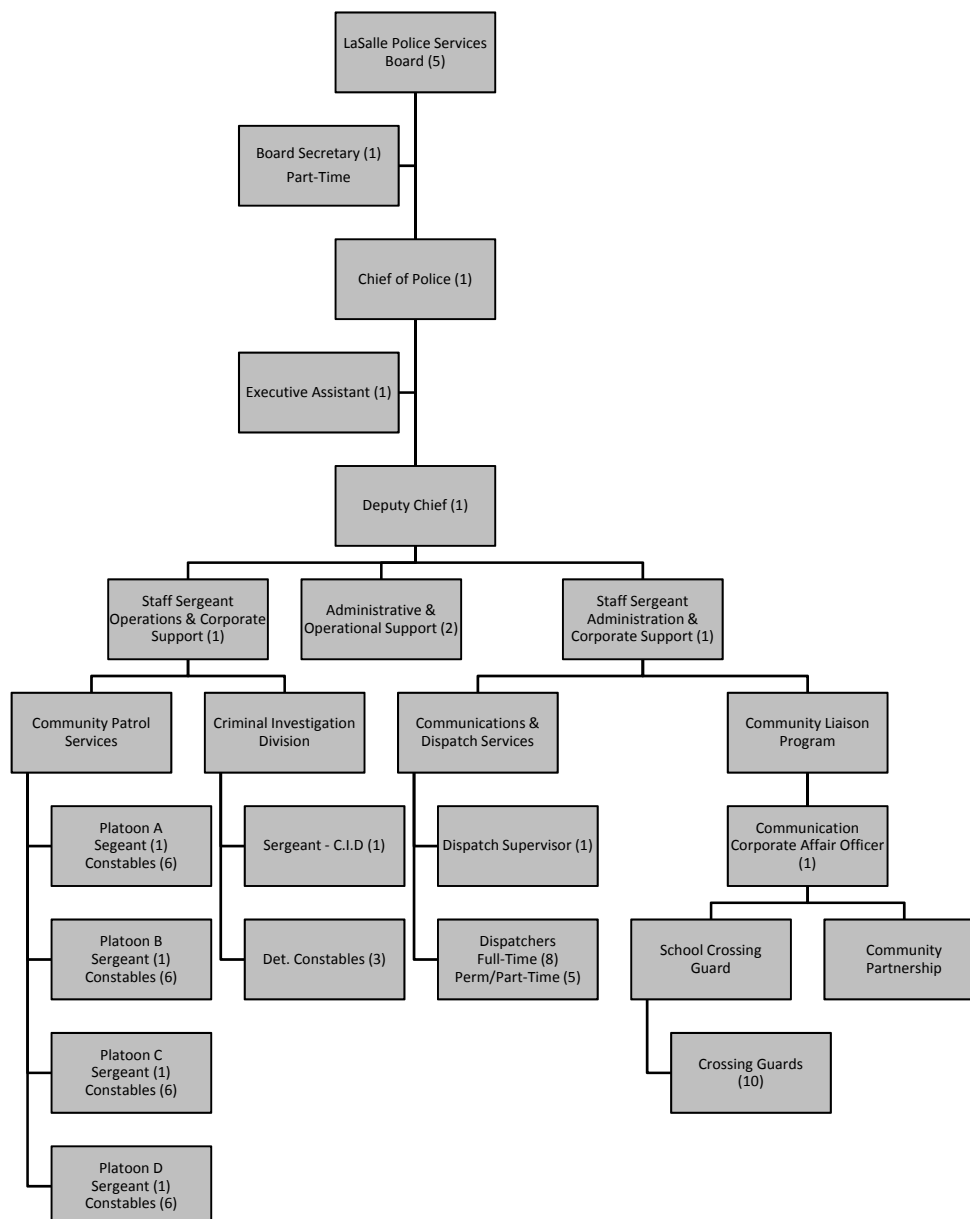


# 2018 - 2020 Strategic Business Plan

## Organizational Chart

The LaSalle Police Service is committed to ensuring that all aspects of policing the Town of LaSalle are managed and completed with **maximum effectiveness and efficiency**.

LASALLE POLICE SERVICE ORGANIZATION CHART – 2018



According to data published by Statistics Canada as well as the Town of LaSalle, the Service continues to manage:

- ✳ One of the **lowest** rates of crime in Canada by municipality – Crime Severity Index – 25.15 (2016)
- ✳ A **low** cost of policing per capita – \$214.04 (2016)
- ✳ A **low** population to Police Officer ratio – 121.1 Officers per 100,000 population (2016)





# 2018 - 2020 Strategic Business Plan

## Designations

Members of the LaSalle Police Service have taken a leadership role in their duties by “wearing many hats” reflecting their diverse responsibilities to the many different aspects of policing the community of LaSalle.

The Chief of Police has designated certain members of the Service to various positions, roles, and tasks. Each designated member shall have the necessary and appropriate knowledge, skills, abilities, and training in order to fulfill the responsibilities of their designation. Some of the various positions, roles and tasks include:

All-Terrain Vehicle Unit Officers	High School Liaison Officer
Acting Rank Officers	Historical Vehicle Committee
Armourer	Honour Guard
Audit Review Committee	Intelligence Officers
ALPR Recognition System Coordinator	Intensive Supervision Officers
Bicycle Unit Officers	Intoxilyzer Technicians
Chaplain	LPS Charity Golf Tournament Committee
Child Seat Inspectors	Major Case Management Team Members
CISO Liaison Officer	Marine Unit Officers
Coach Officers	Mental Health Support Officer
Commissioner of Affidavits	Narcan Spray Training Officer
Communicable Diseases Coordinator	OIPRD West Region Representative
Community & Corporate Affairs Officer	Police Clearance Coordinator
Conducted Energy Weapon (CEW) Instructors	Policy Development
Constable Selection System Recruiters	PowerCase Coordinator
Counter Terrorism Information Officers	Prisoner Guards
CPIC Representatives	Property & Evidence Control Officers
CPR/First Aid/Defibrillator Instructor	Public Officers
CPTED Officers	Quartermaster
Crime Analysis Specialist	Radar Instructor
Crime Prevention Coordinator	RIDE Unit Coordinator
Criminal Investigations Officers	RMS Administrator
Crisis Negotiators	Road Watch Coordinator
Critical Incident/Stress Management/Peer Counselors	Search Master
Crossing Guards	Sexual Assault Investigators
Cyber Crime Officer	Sexual Offences Against Children Investigators
Dispatch Supervisor	Special Investigations Unit Liaison
DNA Sample Collection Officers	Strategic Business Planning Committee
Diversity Liaison Officer	Supervisors
Domestic Violence Investigators	Surveillance Officers
Drug Recognition Expert	Technical Collision Investigators
Drug Resource Officer	Threat Assessment Investigator
Emergency Response/Incident Command	Torch Run/Special Olympics Coordinator
Firearms Instructor	Traffic Enforcement Coordinator
Firearms Tracing	Training Coordinators
Fleet Management	Use of Force Trainer
Forensic Identification Officers	ViCLAS Coordinator
Freedom of Information Coordinator	Victim Services Liaison
Harassment Advisors	Values, Influences & Peers Officers
Hate Crime Investigators	Wellness & Enhancement Coordinator
Health & Safety Committee	Witness Protection Liaison



# ***2018 - 2020 Strategic Business Plan***

## ***Human Resources, Scheduling and Deployment***

People are our most important resource. Investing in our people serves to foster pride and excellence. We must ensure that our staffing levels, employment conditions, deployment, and scheduling are mutually beneficial ensuring both quality of work and member contentment.

## ***Workload Assessments***

On an annual basis, a Performance Review and Evaluation Report is completed on members of the Service rating their performance and activities throughout the period. The comprehensive report is completed by the member's immediate Supervisor and provides a clear assessment of the workload of the member having regard for their rank and any other designation or additional "hat" that they may wear. The member has the opportunity to provide comments or feedback on the report.

In addition to the performance review and evaluation report, an interview is scheduled with the Deputy Chief of Police. The interview assists with maintaining an open dialogue between the upper and lower levels of the organization. At the interview, the member has the opportunity to discuss the report and assessment of their performance along with their future career development and job related interests. The member's input is considered when members of Administration meet to discuss human resources, scheduling, and deployment.

## ***Service Delivery Evaluations***

On an annual basis, the Service conducts service delivery evaluations of its core policing responsibilities in the areas of:

- \* Crime Prevention
- \* Law Enforcement
- \* Victim Assistance
- \* Public Order Maintenance
- \* Emergency Response
- \* Administration and Infrastructure



Additionally, designated members and coordinators of specialty units complete year-end reports of the activities of their respective divisions and units. These year-end reports, along with statistical data, are reviewed by members of Administration to determine their effectiveness and efficiency.

Changes or improvements to services and programs are considered when members of Administration meet to discuss human resources, scheduling, and deployment. They may also be brought forward for consideration as a performance objective in the next strategic business plan.

With regard to evaluations of service delivery, a new performance objective has been developed to create a Service Delivery Committee mandated to meet regularly to discuss and evaluate every program, service, unit, function, or aspect of our policing operation, one at a time. The intent is to ensure that every program or unit is carefully evaluated to confirm that it is fulfilling its purpose and effectiveness. The Service Delivery Committee can then make educated recommendations on whether to keep the program or unit as is, revise it, or make a determination that it is no longer viable or worthwhile.



# 2018 - 2020 Strategic Business Plan

## Internal Surveys

As part of the development of the Strategic Business Plan, a request for input is made to all members of the LaSalle Police Service on what they consider to be important over the next three years. This enables all levels of the organization a chance to have a say in the direction and priorities of the Service. The survey focuses on what is important, what they would like to see, and where we can improve.

## Financing and Costs

As with all aspects of the organization, cost is always a factor. We must remain focused on being as effective and efficient as possible, ensuring that the funding entrusted to us is appropriately spent.

Operating expenses for the LaSalle Police Service for the period between 2015 and 2017 are compared:

Item	2015	2016	2017	\$ Change	% Change
Actual Operating Expenses	\$6,234,275.87	\$6,459,582.78	\$6,721,757.17	\$262,174.39	+4.06%

In 2016, the Town of LaSalle reported a population of 30,180. Dividing the actual operating expenses of \$6,459,582.78 by the population resulted in a Per Capita Cost of Policing at \$214.04, which is among the lowest in the country.

## Review and Evaluation of the Former Business Plan

Each year of any current Strategic Business Plan, the document is regularly reviewed to ensure that the identified Performance Objectives are on track for achievement. The status of each of the identified performance objectives is then included in the Chief's Annual Report to the LaSalle Police Services Board, indicating whether the objective is or has been:

- \* In progress or ongoing
- \* Achieved
- \* Partially achieved
- \* Not achieved
- \* Deferred
- \* No longer viable or under consideration

Since the Strategic Business Plan is a three-year plan, performance objectives that may have been identified as priorities at the beginning of the plan may downgrade to lesser priority as time goes by. Objectives that have not been achieved may be deferred and carried forward into the new business plan.

By keeping in tune with community concerns and growing trends, two performance objectives from the former Business Plan were realized with the creation of two positions to address the growing opioid crisis as well as mental health issues. In 2017, the LaSalle Police Service had made application for funding from the Policing Effectiveness and Modernization (PEM) grant to create a new position of Drug Resource Officer (DRO) as well as a new position of Mental Health Support Officer (MHSO). The approved funding enabled the two designated Officers to devote their efforts full-time in addressing these two significant community issues. Both positions offer education, awareness, support, and referrals to persons and family members affected by drug addiction or mental health issues. Feedback for both focused initiatives has been very positive.



# ***2018 - 2020 Strategic Business Plan***

## ***Strategic Direction***

### ***Performance Objectives***

The LaSalle Police Service Strategic Business Planning Committee has highlighted specific goals pertaining to the core policing responsibilities in the development of performance objectives providing strategic direction to the Service, ensuring both adequate and effective police services to the Town of LaSalle for the three-year term of the Strategic Business Plan.

Performance objectives have been developed for the following thirteen core areas of responsibility:

- 1/ Crime Prevention
- 2/ Community Patrol
- 3/ Criminal Investigations
- 4/ Community Satisfaction
- 5/ Emergency Response
- 6/ Violent Crime
- 7/ Property Crime
- 8/ Youth Crime
- 9/ Victim Assistance
- 10/ Road Safety
- 11/ Information Technology
- 12/ Police Facilities
- 13/ Resource Planning



In conjunction with the identified performance objectives, the Committee has identified:

- ✳ Measurement – Measurable indicators including statistics used to ensure that the objective can be achieved.
- ✳ Responsibility – Identification of personnel responsible for overseeing implementation of the objective.
- ✳ Timeline – Anticipated timeline for achievement of the objective.
- ✳ Cost – Anticipated costs and financing associated with implementation of the objective.





# 2018 - 2020 Strategic Business Plan

## 1. Crime Prevention

The motto of the LaSalle Police Service “In Partnership There Is Success” sums up our commitment that working with our community partners is the best way to prevent and solve crime.

Our goal is to ensure that our crime prevention programs are managed in accordance with the needs and desires of our community partners.

### 1.1 Crime Prevention

Objective	<b>Explore the purchase of both a mobile and stationary public notification sign to enhance communication with the public on crime prevention and other safety and security initiatives.</b>
Measurement	Feasibility Report & Cost Estimate
Responsibility	Service Delivery Committee; Staff Sergeant-Operations; CCAO
Timeline	2018-2019
Cost	Time Spent on Research (Soft Cost)

### 1.2 Crime Prevention

Objective	<b>Explore the purchase and use of a crime-mapping program available to the public online depicting crime locations within the Town.</b>
Measurement	Feasibility Report & Cost Estimate
Responsibility	Service Delivery Committee; Staff Sergeant-Administration; CCAO
Timeline	2018-2020
Cost	Time Spent on Research (Soft Cost)



# 2018 - 2020 Strategic Business Plan

## 2. Community Patrol

Based upon the Crime Severity Index data published by Statistics Canada, the Town of LaSalle has among the lowest rates of crime and is considered to be one of the safest communities in Canada for the last several years. This achievement is due in part to the men and women of the Service who are out in the community working and engaging with our residents.

Our goal is to ensure that that we are both effective and efficient while patrolling our community.

2.1 Community Patrol	
Objective	<b>Consider resurrecting the Police Cadet Program.</b>
Measurement	Feasibility Report; Changes to Organizational Chart
Responsibility	Service Delivery Committee; Deputy Chief of Police
Timeline	2018-2020
Cost	Time Spent on Research (Soft Cost)

2.2 Community Patrol	
Objective	<b>Consider a dedicated Traffic Enforcement Officer(s) mandated to coordinate all road safety initiatives and specialty unit programs.</b>
Measurement	Feasibility Report
Responsibility	Service Delivery Committee; Deputy Chief of Police; Staff Sergeant-Operations
Timeline	2018-2019
Cost	Manpower Redeployment (Soft Cost)



## ***2018 - 2020 Strategic Business Plan***

### ***3. Criminal Investigations***

As a core responsibility of any police service, the LaSalle Police Service conducts investigations into criminal offences including major cases, crimes against persons, crimes against property, lawless public behaviour, and traffic offences. It is imperative that investigators have the necessary knowledge, skills, abilities, and training to undertake such investigations.

Our goal is to ensure that criminal investigations are conducted by highly trained investigators in a professional and thorough manner.

<b>3.1 Criminal Investigations</b>	
Objective	<b>Provide secondment opportunities for Community Patrol Officers to work in the Criminal Investigation Division (CID).</b>
Measurement	Number of Secondments or Assignments to CID
Responsibility	CID Supervisor
Timeline	Ongoing
Cost	Manpower Redeployment (Soft Cost)



## 2018 - 2020 Strategic Business Plan

### 4. Community Satisfaction

Being a community based police service, we strive to actively engage and partner with our community ensuring that they are satisfied with their policing partners. Regularly, we reach out to our community clients requesting feedback and rating the level of service in the completion of Customer Service Surveys. Knowing that the police service cannot please everyone, we strive to ensure that we are professional, thorough, compassionate, and accountable in our interaction with members of the community.

Our goal is to ensure that we maintain the confidence and respect of the community we serve.

#### 4.1 Community Satisfaction

Objective	<b>Explore the development and use of an online survey program to solicit independent feedback via e-mail on police initiatives and investigations.</b>
Measurement	Feasibility Report & Cost Estimate
Responsibility	Service Delivery Committee; Deputy Chief of Police
Timeline	2018-2019
Cost	Time Spent on Research & Development (Soft Cost)

#### 4.2 Community Satisfaction

Objective	<b>Explore the installation of computers in the police facility lobby to enable online reporting and access to surveys.</b>
Measurement	Feasibility Report & Cost Estimate
Responsibility	Service Delivery Committee; Staff Sergeant-Operations; IT Consultant
Timeline	2018-2020
Cost	Time Spent on Research (Soft Cost)





## 2018 - 2020 Strategic Business Plan

### 5. *Emergency Response*

Emergency response is one of the six core functions of any police service as defined in the *Police Services Act*. The Service has highly trained personnel in place as well as Memorandums of Understanding with neighbouring police services for the effective response to any emergency.

Our goal is to ensure that the Service maintains a state of operational readiness to effectively respond to any emergency.

<b>5.1 Emergency Response</b>	
Objective	<b>Explore new training opportunities with partner agencies in responding to high risk - low frequency emergency calls for service.</b>
Measurement	Partner MOUs; Additional Training Dates
Responsibility	Deputy Chief of Police; Use of Force Trainer
Timeline	2018-2020
Cost	Equipment & Travel Expenses, Rental Fees

<b>5.2 Emergency Response</b>	
Objective	<b>Train additional Officers in Incident Command, Emergency Response, Crisis Negotiation &amp; Search Master.</b>
Measurement	Increased Number of Trained Officers
Responsibility	Deputy Chief of Police; Use of Force Trainer
Timeline	2018-2020
Cost	Course Fees & Travel Costs



## ***2018 - 2020 Strategic Business Plan***

### **6. Violent Crime**

Violent crime refers to crimes committed against persons such as robberies, threats, and assaults. The LaSalle Police Service is committed to ensuring that all investigations into violent crime are conducted in a thorough and professional manner, exhausting every effort to solve the incident.

Our goal is to maintain a high percentage of solved investigations into crimes committed against persons.

<b>6.1 Violent Crime</b>	
Objective	<b>Maintain a front loaded and effective response to solving crimes of violence.</b>
Measurement	Solved Rate
Responsibility	Staff Sergeant-Operations; CID Supervisor
Timeline	2018-2020
Cost	Manpower Redeployment & Managed Overtime



## 2018 - 2020 Strategic Business Plan

### 7. *Property Crime*

A majority of law-abiding members of the public have limited contact with the police. Occasionally, they report crimes against their property such as a theft from their vehicle or damage to their property. The LaSalle Police Service is committed to taking any property crime complaint seriously and conducting a professional and thorough investigation, exhausting every effort to solve the incident.

Our goal is to ensure that effective and efficient investigations are conducted into offences committed against property, assuring the public that their complaint is just as important to us as it is to them.

7.1 Property Crime	
Objective	<b>Research, develop and implement ad hoc operational plans and/or projects targeting property related offences.</b>
Measurement	Number of Plans and/or Projects
Responsibility	Staff Sergeant-Operations; CID Supervisor
Timeline	2018-2020
Cost	Manpower Redeployment & Managed Overtime



## ***2018 - 2020 Strategic Business Plan***

### **8. Youth Crime**

Recognizing the evolving challenges of technology and youth, the LaSalle Police Service is committed to education, awareness, and enforcement relating to youth crime.

Our goal is to maintain and seek new ways to open dialogue with our youth, educating them about youth related issues and the law with the intention of keeping them out of trouble.

<b>8.1 Youth Crime</b>	
Objective	<b>Continue fostering positive relationships with local youth through interactive programs such as B-RAD, VIP and LaSalle Hangout.</b>
Measurement	Number of Youth Programs & Interactions
Responsibility	Staff Sergeant-Operations; CCAO
Timeline	2018-2020
Cost	Manpower Redeployment (Soft Cost)





## 2018 - 2020 Strategic Business Plan

### 9. *Victim Assistance*

The LaSalle Police Service is committed to providing assistance to victims of crime or any other tragic circumstance. The Service has a protocol agreement in place with Victim Services of Windsor and Essex County.

Our goal is to maintain a high standard of compassion, respect, and professionalism when dealing with any victim.

9.1 Victim Assistance	
Objective	<b>Increase the number of referrals to Victim Services (VS).</b>
Measurement	Number of VS Referrals
Responsibility	Staff Sergeant-Administration
Timeline	2018-2020
Cost	None Anticipated

9.2 Victim Assistance	
Objective	<b>Enhance the mandate of the Mental Health Support Officer (MHSO) to include Victim Assistance (VA) Liaison, providing ongoing support and referrals to victims.</b>
Measurement	Number of Post Occurrence Victim Contacts
Responsibility	CID Supervisor
Timeline	2018-2020
Cost	None Anticipated



## ***2018 - 2020 Strategic Business Plan***

### ***10. Road Safety***

Almost half of all police occurrence reports generated in the LaSalle Police Service's Records Management System involves a motor vehicle in one way or another. The LaSalle Police Service is committed to traffic enforcement and road safety through education, awareness, and enforcement.

Our goal is to promote good driving habits and to enforce traffic legislation to all drivers, cyclists, pedestrians, and others who use and share our roadways.

<b>10.1 Road Safety</b>	
Objective	<b>Purchase three portable speed signs, one per year.</b>
Measurement	Increased Number of Speed Signs
Responsibility	Deputy Chief of Police; Traffic Coordinator
Timeline	2018, 2019 & 2020
Cost	Estimated Cost of \$5,000 Each Year



## ***2018 - 2020 Strategic Business Plan***

### ***11. Information Technology***

Information technology is a critical component of the LaSalle Police Service's strategy for achieving its goal of being an effective and efficient police agency. We are committed to researching and using Information Technology (IT) to capture and share information, increase staff efficiency, improve program effectiveness, and improve communication with the ultimate goal of enhancing the quality of service provided to our community.

The Service has developed an IT Plan that serves as a blueprint for leveraging technology to meet the Service's IT business needs.

<b>11.1 Information Technology</b>	
Objective	<b>Explore alternative Records Management Systems (RMS) and Computer Aided Dispatch (CAD) Systems.</b>
Measurement	Feasibility Report & Estimated Costs
Responsibility	Service Delivery Committee; Deputy Chief of Police
Timeline	2018-2020
Cost	Time Spent on Research (Soft Cost)



## 2018 - 2020 Strategic Business Plan

### 12. Police Facilities

The new state of the art facility built in 2013 by the Town of LaSalle for the LaSalle Police Service is second to none. The physical work environment promotes health and wellness and provides members with a sense of pride.

The Service has developed a Police Facilities Plan to ensure that the facility meets Ministry requirements.

Our goal is to ensure that the LaSalle Police Service facility continues to adequately support the members and programs of the Service, including the sharing of office space with community partners.

#### 12.1 Police Facilities

Objective	<b>Explore the installation of enhanced security and privacy measures, including booking area partition, change room/washroom partition, and exterior bollards.</b>
Measurement	Feasibility Report & Estimated Costs
Responsibility	Service Delivery Committee; Staff Sergeant-Administration
Timeline	2018-2020
Cost	Time Spent on Research (Soft Cost)

#### 12.2 Police Facilities

Objective	<b>Explore additional opportunities for outside partner agencies to use the LaSalle Police Service facility.</b>
Measurement	Number of Facility Partnerships
Responsibility	Staff Sergeant-Administration
Timeline	2018-2020
Cost	Time Spent on Cultivating Partnerships (Soft Cost)





# 2018 - 2020 Strategic Business Plan

## 13. Resource Planning

The LaSalle Police Service recognizes that it's the people who make up our organization who are our greatest asset. Investing in our people through training, development, and promotion instills a sense of organizational and individual pride. Workers are recognized for their diligent work ethic and going above and beyond in their roles.

On a regular basis, the Service conducts workload assessments of the roles of its members along with service delivery evaluations of its core policing responsibilities. Annual performance evaluations are undertaken to highlight the activities of each member for the period. Annual and year-end reports are completed for all Service Divisions and programs, providing valuable insight into their effectiveness and efficiency.

Our goal is to ensure that the Service's organizational chart meets the evolving needs of policing the Town of LaSalle and opportunities identified for selected designations and assignments.

### 13.1 Resource Planning

Objective	<b>Conduct a Human Resource Assessment &amp; Deployment Strategy Session to assess staffing levels, deployment and future needs.</b>
Measurement	Schedule Session; Document Discussion & Recommendations
Responsibility	Administration
Timeline	2018-2019
Cost	Time Spent on Research & Strategy (Soft Cost)

### 13.2 Resource Planning

Objective	<b>Explore the development and implementation of a Chief's Award to recognize outstanding achievements.</b>
Measurement	Feasibility Report & New Policy
Responsibility	Deputy Chief of Police
Timeline	2018-2019
Cost	Token of Appreciation

### 13.3 Resource Planning

Objective	<b>Strike a Service Delivery Committee to assess and review all aspects of policing operations.</b>
Measurement	New Committee
Responsibility	Deputy Chief of Police
Timeline	2018-2019
Cost	Manpower Redeployment (Soft Cost)

# LaSalle Police Service Police Facilities Plan



## Location

The LaSalle Police Service Facility is located at 1880 Normandy St., LaSalle, Ontario, N9H 1P8, herein called “the building”.

1880 Normandy St., LaSalle, Ontario



## Legislative Requirements

The following legislative requirements can be found in the LaSalle Police Service reference manual under Part “B”, Section 6, Subsection 601.2. The LaSalle Police Service building meets or exceeds all of the legislative requirements as listed below.

- a/ all police facilities:
  - i/ meet or exceed provincial building and fire codes;
  - ii/ have sufficient space for the efficient organization of offices and equipment;
  - iii/ be adequately heated, ventilated, illuminated and, where appropriate and practical, air conditioned, when in use;
  - iv/ have lockers, separate change area, if members are required to change at the workplace, and washroom facilities, and where appropriate and practical, shower facilities; and
  - v/ have appropriate security measures and communications;
- b/ members of the police service have available:
  - i/ appropriate and secure working, records and equipment storage space; and
  - ii/ separate or private areas for interviewing purposes; and

- c/ the police service's lock-up facilities meet the following requirements:
- i/ the minimum cell size is 7' x 4'6" x 7' high;
  - ii/ fire extinguishers are secure and readily available in the lock-up area, but out of reach of the person in custody;
  - iii/ smoke and heat detectors are installed in the lock-up area;
  - iv/ toilet facilities are provided in each lock-up;
  - v/ no unsafe conditions exist, including means of attaching ligatures;
  - vi/ first aid equipment, including airway devices for mouth to mouth resuscitation, are readily available;
  - vii/ lock-ups are separate from public view;
  - viii/ confidential interviews with legal counsel can be accommodated;
  - ix/ a proper area for prisoner processing is provided;
  - x/ cell keys are in a secure location and master or duplicate keys are readily available;
  - xi/ the area where prisoners are processed and/or searched is well illuminated, secure and has no hazardous conditions present;
  - xii/ compliant with the police service's policy and procedures with respect to communicable diseases; and
  - xiii/ a means of constantly communicating with the main desk area and/or the communications centre is available.

11/ Where it is determined that the police facilities do not meet the requirements with respect to Police Facilities as outlined in Items 10 a/, b/ and c/ above, the Chief of Police should prepare a plan for the Board that sets out options and costs in order to meet the requirements.

## History

Previously, the LaSalle Police Service facility was situated at 5950 Malden Rd., LaSalle, Ontario. In August 2014, the Service moved to its current location on Normandy Street.

The new facility was designed by JP Thomson Architects, Mark Beaulieu, Principle.



Construction of the new facility began in August 2012. Piroli Construction of Leamington was in charge of construction. The facility was complete in August 2014.

## Fire Code

The LaSalle Police Service Police Facility meets or exceeds provincial building and fire codes. The facility is inspected monthly and annually by Troy Life and Fire Safety Ltd.

### **Wiley Barnes**

**Preventive Maintenance Account Manager**

**Troy Life & Fire Safety Ltd.**

**Windsor Branch**

P: 519-945-4777 ext. 222

F: 519-945-4087

C: 519-560-1162

E: wiley.barnes@troylfs.com

In 2014, a Fire Safety Plan was approved by the LaSalle Fire Service (see attached document).

The fire system is as follows:

Make: Simplex

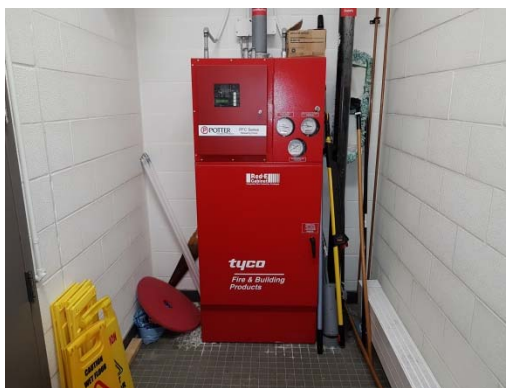
Model: 4100ES

Main Panel Location: Electrical Room (113)

Annunciator Panel Location: Front Entrance

Fire Alarm Description: Two Stage Fire Alarm System





## **Occupancy**

The LaSalle Police Service station is a one-floor standalone building. The building is surrounded by parking lots on the north, east, and partially on the west side. Normandy St. is on the south side of the building.

The structure consists of mainly offices and small rooms. Included in the building is the dispatch center for police and fire. There are six holding cells and two sally ports (garage entrances for prisoner transport) within the structure.

The LaSalle Police Service has 56 full and part-time employees and operates 24 hrs. per day. There are a minimum of two Police Communicators in the building at all times and during business hours during the week there may be as many as 20 employees in the building. The building has sufficient room to comfortably accommodate all employees at any given time. The station also has a lunch/break area and a fully equipped workout room.

## **Building Services**

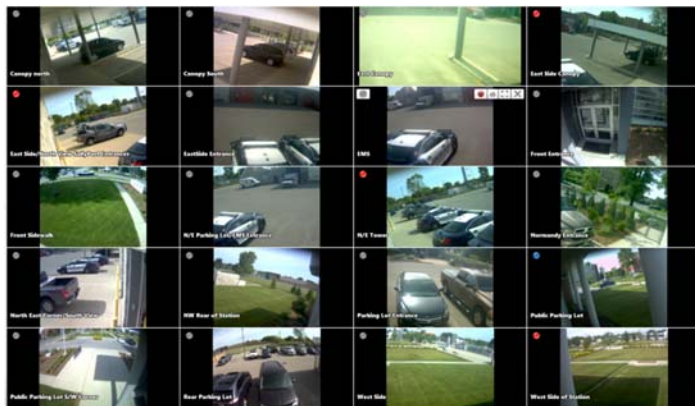
The LaSalle Police Service Head Quarters (HQ) is a modern building with up-to-date heating and cooling. All facility systems are functioning properly and suitable temperatures are maintained all year round. In 2018, a vestibule area was constructed inside the east executive entrance to prevent cold air from blowing down the hallway when the door is opened.

The heating and cooling systems are serviced by Cardinal Services Group, 519-735-6666.

The Police station is also covered by a Building Management System which allows the Town of LaSalle building facilities manager to remotely check the status of the heating and cooling systems in the building.

The building has separate change areas and washroom facilities for male and female employees. The male locker room has 33 lockers and the female locker room has 20 lockers. Both change areas have shower facilities.

The building is equipped with an Avigilon Surveillance camera system and has cameras located throughout the building, as well as around the perimeter of the exterior. There are 57 cameras throughout the interior and exterior of the station. Cameras are monitored around the clock by communications personnel.



Access to the building is gained by an issued Fob proximity device. The building is accessible to the public through the south side main entrance which is open to the lobby area Monday to Friday 8:00 a.m. to 4:00 p.m. After hours, and on weekends and holidays, the public is able to access the inside foyer. This area is under 24-hour camera surveillance. There is a buzzer and speaker inside the foyer. Members of the public are required to press a button to speak with dispatch who then allow access remotely to the main lobby area. Once inside the lobby, members of the public proceed to the dispatch window and speak with a dispatcher. Access to the interior of the building is controlled access only.

The fob/key system is manufactured by Schlage and was installed by Proable from London, Ontario. The contact at Proable is:

***Jason Landon, EHC***

consultant

T: 519.652.6766 x226

C: 519.520.5101

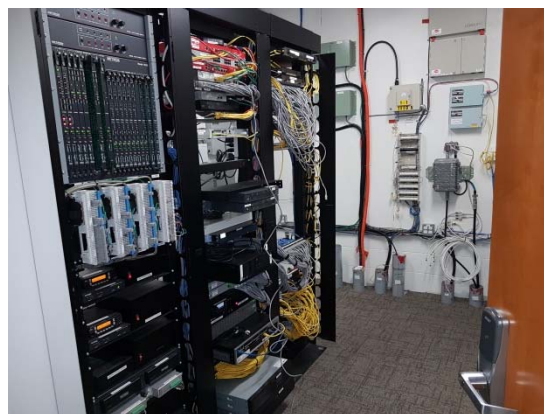
[www.proable.com](http://www.proable.com)

## **Records and Equipment Storage**

All hard copy records and files are stored either in locked filing cabinets or inside the locked restricted access file room, situated off the main hallway across from the Staff Sergeants office.



All electronic data is stored on servers, which are located in the environmentally controlled, restricted access, server room. This area houses radio equipment, servers, and hard drives which serve password protected computers throughout the building. All Internet to and from the LaSalle Police Service is strictly firewall controlled.



## Lock up Facilities

The LaSalle Police Service lock up facilities is comprised of a booking area, two sallyports, an interview room, an Intoxilyzer room, a confidential and private right to counsel room, a unisex washroom, and six holding cells. All cells exceed the minimum standard of 7' X 4'6" X 7' high and are separate from public view. The area is designed so that there is no visual contact between cells and there is a "young person" lock up that is separated by a hallway from the main cell area.

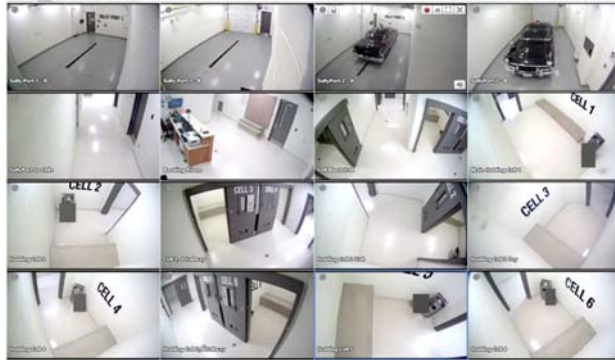
A combination stainless steel wash basin and toilet are provided in each lock up with the exception of cell 3, which is considered a "dry" cell. A dry cell would be utilized when a prisoner is being disruptive and continuously flushing the toilet, or running water, or has made attempts to clog the toilet, or has consumed evidence.



There is a large booking area that includes a Livescan Fingerprint station and mugshot area, lockers for prisoner property storage, a bench with pipe for securing prisoners if need be, and a computer booking area. This area is well illuminated and secure, and no hazardous conditions exist. There are telephones, which are able to reach dispatch in this area, as well as an intercom system. Anyone entering or exiting this area must do so by contacting dispatch through the intercom system. Communicators are then able to verify identification through video and access to the area is allowed.



The cell area is video and audio recorded at all times and there is a monitor at the booking station, which displays all cells. Remote viewing stations of the cell area are located in the Sergeant's office, dispatch, and the officers report room.



Cell keys are store securely in a drawer in the booking counter and a backup key is kept in the Sergeant's office. In the case of catastrophic failure of the power system, a master key for the cell area is kept in the S/Sergeants office in a secure but accessible location.

The lock up area has adequate smoke/heat detectors and fire extinguishers, which are secure and out of the reach of prisoners. The fire alarm system is as noted above. All fire extinguishers are kept out of the reach of prisoner and are in a secure location.

### **First Aid Equipment**

First aid equipment is available in the cell area, as well as throughout the building. Airway devices for mouth-to-mouth resuscitation are available in the cell area. A defibrillator is stationed in the main hallway, near the entrance to the cell block.

The cell area, as well as the entire LaSalle Police Service HQ, is compliant with the services Communicable Diseases policy, reference manual, Part "B", Subsection 604.



## **Communication Centre**

The LaSalle Police Service houses a dispatch centre that provides 24 hour, 7 days a week, 911 and non-emergency call taking and dispatching for one police services and three fire services:

- LaSalle Police Service
- LaSalle Fire Service
- Kingsville Fire Service
- Leamington Fire Service

The communications centre is a modern facility with three dispatch consoles, a communication supervisor's office, a kitchenette, a unisex washroom, and a small break area. The room is approximately 34' X 31', including the communication supervisors office.

## **Property/Forensic Identification Area**

The LaSalle Police Service HQ also houses a full service Forensic Identification Lab, as well as access controlled property and evidence storage area. The Forensic Identification and Property control area are negative air pressure areas and have compliant chemical fume hoods and fingerprint powder removal cabinets. Eye wash and shower stations are located in these areas as well.