



LASALLE POLICE SERVICE

STRATEGIC BUSINESS PLAN

2022 - 2024

Dedicated to Serve

LASALLE POLICE

DEDICATED TO SERVE



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STRATEGIC BUSINESS PLANNING

In early 2021, a careful review of the objectives identified in the former 2018 – 2020 Strategic Business Plan was undertaken, the results of which were published in the 2020 Annual Report.

2021 was a year of significant transformation of the LaSalle Police Service. With the simultaneous retirements of the former Chief and Deputy Chief at the beginning of the year, the Service fulfilled its mission under the leadership of several members in acting roles and positions. Immediate focus and attention was directed to the realization of numerous short-term goals including:

- The LaSalle Police Services Board recruiting and appointing a new Chief of Police and Deputy Chief of Police;
- Coordinating internal competitions for the promotion of two Sergeants to the rank of Staff Sergeant and three Constables to the rank of Sergeant;
- Reviewing all aspects of our entire policing operation to ensure maximum effectiveness and efficiency resulting in fundamental changes to policies and processes;
- Developing a new organizational structure and chart that addresses current and future policing needs and priorities with an emphasis on succession planning;
- Justifying the reasonable need for an approved increase in staffing;

STRATEGIC BUSINESS PLANNING CONTINUED



- Improving both internal and external communication as well as community outreach and engagement;
- Facilitating and maintaining a positive and safe work environment;
- Building bridges with other Town departments, community partners, and others with mutual interests;
- Carefully scrutinizing all contracts, invoices, and expenses;
- Collaborating with the LaSalle Police Association in the revision of new collective agreements to replace the expired ones;
- Networking on a new 3-year Strategic Business Plan for the Service to replace the expired 2018-2020 Strategic Business Plan;

Although the Strategic Business Planning Committee began its work in drafting a new business plan for the Service in 2021, it was not until the beginning of 2022 that most of our fundamental organizational changes came to fruition.

In early 2022, with all members confirmed in their permanent roles, the Strategic Business Planning Committee continued their work on a new Strategic Business Plan for the Service. New performance objectives and indicators for thirteen core policing areas have been developed for the next three years to ensure the Service continues to meet the Town's policing needs and expectations.





Mission

Our sole mission is to protect the 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.

Goals & 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.

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 doing the right things for the right reasons in service to our community.

As our Mission Statement along with our Goals & 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 2022-2024 Strategic Business Plan providing guidance and accountability to our members over the next three years in our pursuit of policing excellence.



OUR HISTORY

Named after French explorer, Rene-Robert Cavalier, 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 known as Petite Côte. LaSalle's history and that of Essex County were very much entwined when they were officially identified as part of Upper Canada in 1792

One of the first roads in Ontario was laid out in Petite Cote. It was known as King's Highway No. 18 until 1997 when it was renamed County Road 20, which now stretches from LaSalle through Amherstburg and into Essex, Kingsville, and Leamington.

In 1861, the area known as the Town of LaSalle as well as a large portion of South Windsor was founded as Sandwich West Township.

On April 17th, 1924, The Town of LaSalle separated from the surrounding Township of Sandwich West and became incorporated as a Town under its visionary and first mayor, Vital Benoit. At that time the LaSalle Police Service was founded.



The Town of LaSalle (as it was known), was located on the bank of the Detroit River on what is referred to 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 as the police headquarters for three Police Officers and one small holding cell. The remaining portion of the Township of Sandwich West Township was patrolled by the Ontario Provincial Constabulary, Sandwich West Detachment.

On January 1st, 1956, the Sandwich West Police Force was established and the area was no longer patrolled by the Ontario Provincial Constabulary. 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 1959, the former Town of LaSalle went bankrupt and amalgamated back into the Township of Sandwich West. The three former LaSalle Officers joined with the Sandwich West Police Force bringing the total number of officers to one Chief, two Sergeants, fifteen Constables, and one Secretary. The force policed a population of over 26,000 residents. No longer needed, the LaSalle town hall was sold and became a bank, and later an apartment building that still stands today.



Despite the amalgamation, the residents of the old town would always refer to that area as LaSalle.



In January 1961, the Sandwich West Police Force moved into a new building built behind the Sandwich West Township Offices located 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.



On June 1st, 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" but after a vote "LaSalle" was agreed upon and adopted. The Sandwich West Police Force was disbanded and the newly minted LaSalle Police Service was formed.

On September 1st, 1991, the police building behind the 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.

Although there have been some changes in policing in LaSalle throughout our history, the LaSalle Police Service can trace its roots back to the first municipal police service established in our community on April 17th, 1924.

On April 17th, 2024, the LaSalle Police Service will reach its centennial anniversary, celebrating 100 years of dedicated service to our community.

Your LaSalle Police Service is made up of people from the community you live in. Of the 56 total members, roughly 70 % reside in the Town. Of the entire workforce, there is an even split between males and females. Of the sworn police members, there are 70 % male officers and 30 % female officers. The civilian membership consists of 81% female staff.



1956-1959



1960-1972



1972-1976



1976-1991



1991-2020



2020-PRESENT



THE ULTIMATE SACRIFICE

On August 23rd, 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, 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, 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.





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 land area of the Town of LaSalle is 64.96 square kilometres.
- According to the 2021 Census, there are 11,922 private dwellings in the Town of LaSalle which has increased from 10,793 in 2016 (Statistics Canada).
- 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.
- Highway 401 leads to the Ambassador Bridge which is the busiest international border crossing between Canada and the United States. It will also lead to the Gordie Howe Bridge international border crossing between Canada and the United States, both of which are located in close proximity to the Town of LaSalle.
- The Town of LaSalle is situated next to the City of Windsor which has a population of 229,660 and 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". Two large automotive manufacturing plants are located in the City of Windsor and many of the Town's residents work in the manufacturing industry.



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:

- COVID-19 Global Pandemic
- Human Trafficking
- Cyber Crime
- Cryptocurrency Crime
- Child Sexual Exploitation & Abuse
- Sexting & Sharing of Intimate Digital Images
- Fraud
- Violent Crime
- Terrorism – Organized & Lone Wolf Attacks
- Traditional Organized Crime & Outlaw Motorcycle Gangs



LOCAL CHALLENGES

Some of the unique challenges facing our Service include:

- Residential Development & Population Growth
- Detroit River & International Waterway Policing
- Herb Gray Parkway & 401 Highway Corridor
- Local Mega Construction Projects including the new Gordie Howe International Bridge, the twinning of the Ambassador Bridge, and a new regional hospital
- Small Coast Waterfront Project





LEGISLATIVE & 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.

Reopening of Ontario Act – New and evolving legislation responding to the ongoing COVID-19 Pandemic

Bill C-3 – New offences under the Criminal Code to protect health care providers and recipients

Bill C-75 – *Reforming Canada's Criminal Justice System*

-Release procedures

-Administration of Justice Offences

Bill C-5 – An Act to amend the Criminal Code and the CDSA (proposed on December 7, 2021).

-Requires police and prosecutors to consider other measures for simple possession of drugs such as diversion to addiction treatment programs, rather than laying charges or prosecuting individuals for simple possession of an illegal drug.

Highway Traffic Act - Increased penalties for certain offences under the Highway Traffic Act.

Enactment of the Emergencies Act – In 2022, due to ongoing public demonstrations, protests, and blockades, the Federal Government enacted the Emergencies Act to assist in response to the ongoing crisis caused by these protests.



EFFECTIVENESS & 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 & working conditions vs. Employee health & 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 versus 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.



BUSINESS PLAN DEVELOPMENT PROCESS

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 mentor, teacher, social worker, doctor, advocate, mediator, and coach. Today's officers must engage 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 and Wellness Issues
- Drug & Alcohol Addiction
- Youth Issues, Emotions & Development
- Senior & Aging Population
- Internet & Social Media Anonymity
- Digital Currencies
- Changing Legislation
- Drug Legalization
- Supply Chain Issues Related to Pandemic
- Work/School from Home
- Homelessness – encounters with homeless persons



BUSINESS PLAN DEVELOPMENT PROCESS CON'T

Development Process

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

Looking Externally

Gathering information and data about the people and community we are charged with serving and protecting including demographics, community engagement, consultation & 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 are "filtered" through the Mission, Goals & Objectives ensuring that the focus of each priority is properly grounded.

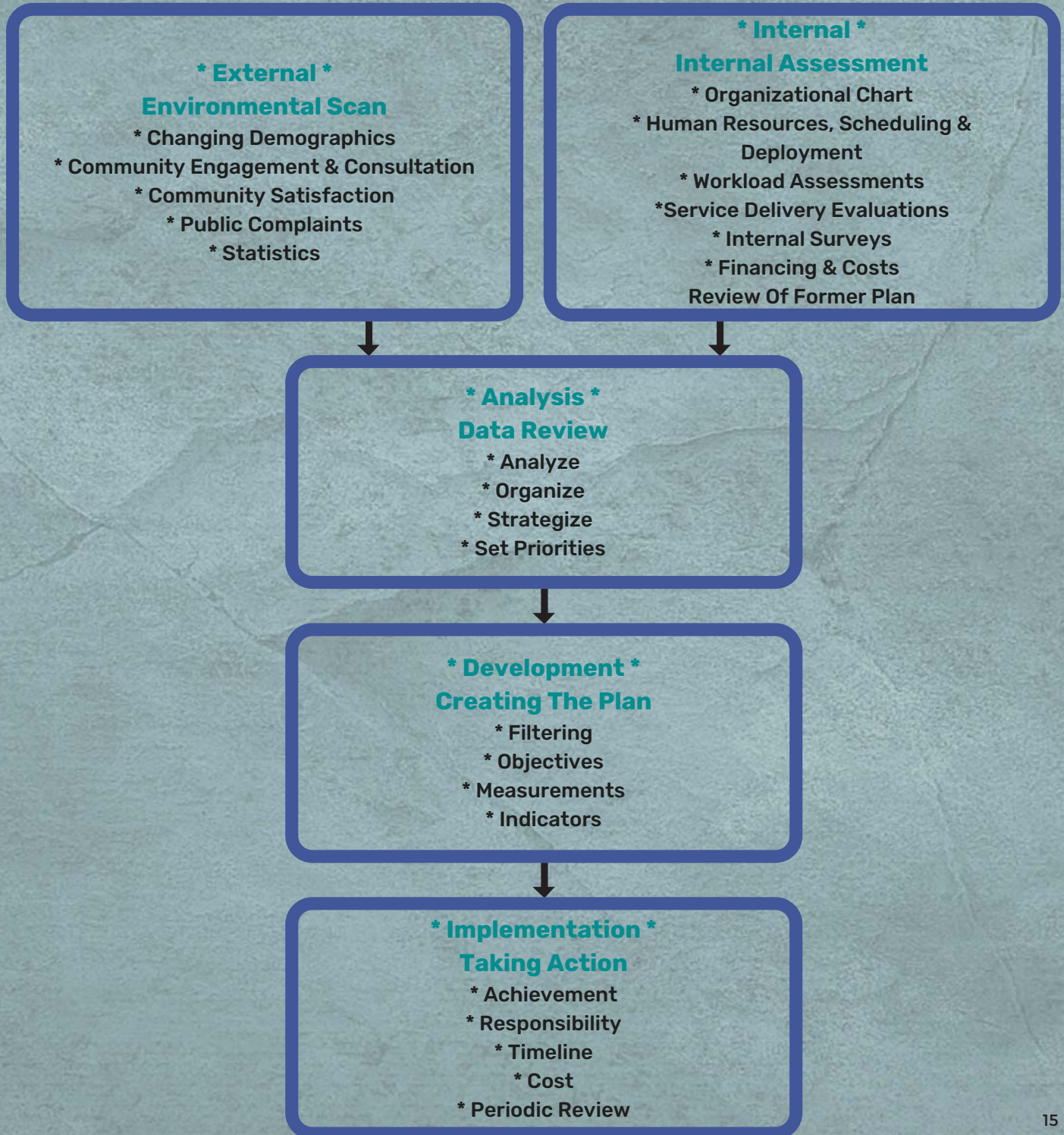
The priorities are then converted to Performance Objectives in the core areas, and methods of Measurement (Indicators) to ensure the objective can be achieved along with assigned Responsibility, Timeline, and Cost.

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.



DEVELOPMENT PROCESS FLOWCHART





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, 2021 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
- 2021 – 32,721



During the last four decades, the most rapid growth in the Town of LaSalle occurred during the late 1990s. The population of the Town of LaSalle has grown 8.4% from 2016 to 2021. This compares to the provincial average of 5.8% and the national average of 5.2%.

Of the Town's 2021 population of 32,721:

- ~ 16,060 are male
- ~ 16,660 are female
- ~ 5,520 or 16.9% are under the age of 14 years old
- ~ 6,045 or 18.5% 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 2021. However, 2.8 persons per household have remained the same since 2006. Slightly more than 51% of households in LaSalle are now 1 or 2-person households – a total of 11,922 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:

- 66% of the population is now between 15 and 64 years of age, and 18.5% is over the age of 65.
- A little over 1 in 3 LaSalle residents are now over the age of 55 – a number that reflects demographic trends being experienced across the country.
- The average age of people in the Town of LaSalle is 42.



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%.

Community Safety and Wellbeing Plan

LaSalle's top reported priorities were:

- 1) Housing and Neighbourhoods,
 - 2) Mental Health and Substance Use, and
 - 3) Education
- Respondents overwhelmingly feel safe in their community (85%)
 - Most respondents reported they trust the police (75%) and most were satisfied with the level of policing in the community (80%)
 - Most respondents reported they were unsure about their satisfaction with the community's mental health and addiction resources (40-50%). However, more respondents were unsatisfied (30%), than satisfied (20-25%)

What Does This Mean Going Forward?

As per an excerpt from the July 13th, 2021 Canadian Census, 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 services.

An article in Ontario's Long-Term Report on the Economy (2019) provides an overview of demographic trends that are impacting communities across Ontario. An excerpt from the article reads as follows:

Provincial population growth has accelerated in recent years, starting in the summer of 2016. The population of the province grew faster due to increased immigration, a rapidly growing number of non-permanent residents including international students, and positive interprovincial migration. The provincial population is projected to rise from 14.6 million in 2019 to 19.8 million in 2046. This represents an increase of 5.2 million (36 percent) over the next 27 years. Over the last 10 years, natural increase accounted for 28 percent of population growth in Ontario, and net migration for 72 percent.

QUALITY ASSURANCE



Community Satisfaction



In 2021, Community Patrol Supervisors contacted over 286 clients seeking their feedback and input using the “Customer Service Survey”. This survey, along with comments and feedback from social media platforms, provides valuable input on the quality of service provided by our Communications Centre personnel and Community Patrol Officers.

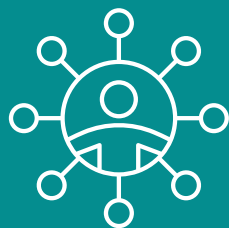
The survey consists of five questions about the client’s interaction with our members, satisfaction, and the outcome of their issue or complaint. The intent of the survey is to solicit feedback, comments, and suggestions that can assist with improving our service delivery model.

Of over 286 surveys conducted, 95% of respondents rated the overall service they received as “Excellent”, 5% of respondents rated the overall service as “Good” and no respondents rated the overall service as “Needs Improvement” resulting in a 100% positive overall satisfaction.

Crime Analysis & Statistics



Central Communications Centre



The Central Communications Centre is responsible for logging all activities by members of the Service. This includes everything from calls for service, traffic stops, property checks, court to vehicle repairs.

LPS Dispatch History 2018 – 2021 Complaint Types & Activities

Item	2018	2019	2020	2021	# Chg	% Chg
All Complaint Types & Activities	18,655	21,312	28,824	14,151	-14,673	-49.09%
➤ Total Reactive Calls & Proactive Activities	11,615	12,913	19,776	11,158	-8,618	-56.42%
➤ Reactive Calls For Service	6,045	6,522	6,482	6,703	+221	+3.41%
➤ Alarms	471	399	258	260	+2	+0.78%
➤ Driving Complaints	501	546	509	512	+3	+0.59%
➤ COVID-19	-	-	263	295	+32	+12.17%
Total 911 Calls Received	3,196	2,917	2,481	2,647	+166	+6.69%
➤ 911 Misdials	359	694	909	1,256	+347	+38.17%

Reportable Occurrences

A certain number of the occurrences are cleared as “report to follow” meaning that a report is generated to document the investigation in our Records Management System (RMS). Of these reports, certain incidents are further reportable to the Canadian Centre for Justice & Community Safety Statistics (CCJCSS) where data is collected to assess the levels of crime in Canada.



LPS RMS 2018 – 2021 Reportable Occurrences

Item	2018	2019	2020	2021	# Chg	% Chg
Total RMS Occurrence Reports	2,555	2,719	2,620	2,399	-221	-8.44%
CCJCSS Violent Occurrences	64	65	40	83	+43	+107.50%
CCJCSS Drug Occurrences	31	11	9	9	0	0%
CCJCSS Property Occurrences	498	556	404	449	+45	+11.14%
CCJCSS Other Occurrences	130	123	140	64	-76	-54.29%
Total Young Persons In Crime	136	91	35	20	-15	-42.86%
➤ Total Youths Charged	17	14	1	2	+1	+100%
➤ Total Youths Cautioned	119	77	34	18	-16	-47.06%
➤ Violent Youths Charged	8	7	1	2	+1	+100%
➤ Violent Youths Cautioned	23	8	8	9	+1	+12.50%
Total CCJSS Reportable Occurrences	723	755	593	605	+12	+2.02%
➤ Solved Rate	-	-	37.7%	35.9%	-	-1.8%
➤ Criminal Charges Laid	352	364	268	290	+22	+8.21%
Crime Severity Index (CSI) Rating	26.46	26.70	19.15	20.70	-	-
Crime Severity Index (CSI) Ranking	9/321	11/324	3/325	4/326	-	-
Victim Services Referrals	21	59	57	28	-29	-50.88%

Crime Analysis & Statistics



Traffic Management & Road Safety



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

LPS Dispatch History 2018 – 2021 Complaint Types & Activities						
Item	2018	2019	2020	2021	# Chg	% Chg
All Complaint Types & Activities	18,655	21,312	28,824	14,151	-14,673	-49.09%
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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.



LPS RMS 2018 – 2021 Occurrence Report Annual Comparison						
Item	2018	2019	2020	2021	# Chg	% Chg
Violence	463	491	373	370	-3	-0.80%
Property	499	567	406	449	+43	+10.59%
Lawless Public Behaviour	413	399	457	448	-9	-1.97%
Traffic	1,827	1,933	2,114	931	-1,183	-55.96%

Overall Crime Trends – Six Year Average



Over the six year period between 2016 and 2021, the following trends were averaged and compared:

LPS RMS Overall Crime Trends – Six Year Average				
Item	2021	Six Year Average	# Diff	% Diff
Violence	370	403.8	-33.8	-8.37%
Property	449	475.8	-26.8	-5.63%
Lawless Public Behaviour	448	432.8	+15.2	+3.51%
Traffic	931	1,825.2	-894.2	-48.99%



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.

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.

Human Resources and Scheduling

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. We do our best to make sure we have the right people in the right place.

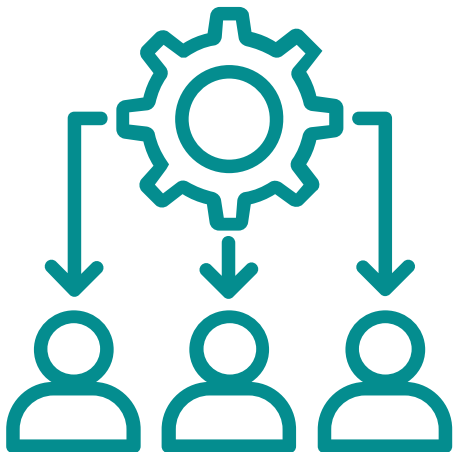




WORKLOAD ASSESSMENTS

On an annual basis, a Performance Review & 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 & 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 & Infrastructure

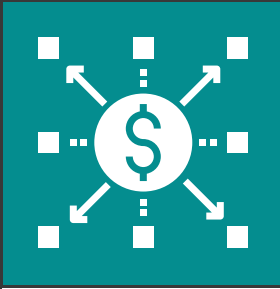
Additionally, designated members and coordinators of specialty units complete year-end reports of the activities of their respective divisions and units. These year-end reports along with statistical data are reviewed by members of Administration to determine their effectiveness and efficiency.



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.

Concerning 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 decide that it is no longer viable or worthwhile.

Financing & Costs



As with all aspects of the organization, costs are 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 2019 and 2021 are compared:

Item	2019	2020	2021	\$ Change	% Change
Actual Operating Expenses	\$7,497,261	\$7,589,645	\$8,041,208	\$451,563	+5.95%

In 2021, the Town of LaSalle reported a population of 32,721. Dividing the actual operating expenses of \$8,041,208 by the population resulted in a Per Capita Cost of Policing at \$245.75.

The LaSalle Police Service continues to consistently manage:

- One of the lowest rates of crime in Canada by municipality – Crime Severity Index – 20.70 (2021)
- A low cost of policing per capita – \$245.75 (2021)
- A low Population to Police Officer Ratio – 113 Officers Per 100,000 Population (2021)

Review & 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 are 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
- 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 2021, the LaSalle Police Service had made an application for funding from the Policing Effectiveness and Modernization (PEM) grant to create a new position of Traffic Enforcement Unit Coordinator (T.E.U.) as well as renewed the position of Community Outreach And Support Team (C.O.A.S.T.). The approved funding enabled the two designated Officers to devote their efforts full time in addressing these two significant community issues.

The T.E.U. position addresses engagement, explanation, education, and enforcement of traffic related issues within the community. The C.O.A.S.T. position offers education, awareness, support and referrals to persons and family members affected by mental health issues. Feedback for both focused initiatives has been very positive.



STRATEGIC DIRECTION

Performance Objectives

The LaSalle Police Service Strategic Business Planning Committee has highlighted specific goals on 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 the implementation of the objective.
- **Timeline** - The anticipated timeline for achievement of the objectives which are all set for the duration of this business plan.
- **Cost** - Anticipated costs and financing associated with the implementation of the objective.

1. CRIME PREVENTION



The motto of the LaSalle Police Service “Dedicated to Serve” sums up our commitment that service to our community and working with our community partners is the best way to prevent and solve crimes.

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

To enhance crime prevention, the LaSalle Police Service will:

Objective 1.1

Explore the use and implementation of the crime-mapping feature built into VERSA as a tool of public dissemination of information as necessary, depicting general crime locations within the Town.

Measurement

- Feasibility report
- Record and measure the use and success of the use of this software by investigators
- Record and measure public participation by way of information obtained from citizens, regardless of its usefulness to investigations. Public awareness and engagement are key here.

Responsibility

Administrative Staff Sergeant, CLO

Cost

Soft cost - time



Objective 1.2

In conjunction with the Town of LaSalle’s 2020-2050 Strategic Plan, explore community partnerships to assist in crime prevention initiatives within the town. Eg. Engage the Town of LaSalle to install additional lighting along the trail system to deter criminal activity or loitering in those areas.

Measurement

- Feasibility report & Cost estimate
- Implementation

Responsibility

Administration

Cost

Soft cost - time



Objective 1.3

Train more officers in CPTED – Crime Prevention Through Environmental Design and create public training or individualized advice to businesses or residents on how to apply CPTED principles to their residences or businesses.

Measurement

Number of officers trained and number of reports citing CPTED strategies provided

Responsibility

CID , CLO

Cost

Soft cost - time



2. COMMUNITY PATROL



Based on 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 we are both effective and efficient while patrolling our community.

To enhance community patrol, the LaSalle Police Service will:

Objective 2.1 Enhance Special Services to address needs in the Town by deploying them at targeted / optimal times to address community concerns.

- Measurement**
- Feasibility report & cost estimate
 - Track number of outings and community contacts

Responsibility Staff Sergeant, Admin Sergeant

Cost Wages



Objective 2.2 Maintain current and enhance overall health of Community Patrol Officers and Communicators through Health and Wellness Programs and alternative work hour arrangements.

Measurement Participation and use of programs

Responsibility LaSalle Police Administration and Peer Support Team

Cost Use of benefits already included in the collective agreement.



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. Investigators must 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.

To enhance criminal investigations, the LaSalle Police Service will::

Objective 3.4 Acquire encrypted radios or mic phones

Measurement Acquisition

Responsibility CID Supervisor, Staff Sergeant

Cost

- Cost of devices and service
- Annual fee for five devices



Objective 3.2 Enter into joint forces operations with surrounding agencies to combat crimes occurring in LaSalle and Essex County.

Measurement Number of partnerships entered

Responsibility CID Supervisor, Staff Sergeant

Cost Soft cost - personnel redeployment



Objective 3.3 Acquire equipment for surveillance and criminal intelligence gathering.

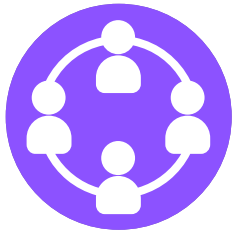
Measurement Acquisition

Responsibility CID Supervisor, Staff Sergeant

Cost Estimate - potential for grant funding



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.

The LaSalle Police Service is committed to providing the best available community-based law enforcement possible. The Service actively solicits feedback from its community members and partners to improve upon the level of community satisfaction with the service it provides. Our goal is to ensure that we maintain the confidence and respect of the community we serve.

To maintain and improve our community satisfaction, the LaSalle Police Service will:

Objective 4.1 In conjunction with the Town of LaSalle Strategic Business Plan 2020-2050 explore the development and use of available survey technology to solicit independent community feedback on police initiatives and investigations.

Measurement Feasibility report & cost estimate
Responsibility Service Delivery Committee; Deputy Chief of Police
Cost Time spent on research & development - soft cost



Objective 4.2 Explore the installation of computers in the police facility lobby to enable online reporting and access to public police related documents and forms.

Measurement Feasibility Report & cost estimate
Responsibility Service Delivery Committee; Staff Sergeant-Operations; IT Consultant
Cost Personnel redeployment - soft cost



Objective 4.3 In conjunction with the goals and objectives set out in the Community Safety and Well Being Plan - explore and maintain ongoing partnerships with other police services and community agencies to integrate services, to improve efficiencies, cost savings, and community benefit.

Measurement Acquisition
Responsibility CID Supervisor, Staff Sergeant
Cost Estimate - grant funded



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.

To maintain and improve our emergency response, the LaSalle Police Service will:

Objective 5.1 In conjunction with the Town of LaSalle Strategic Business Plan 2020-2050 and to prevent further harm from emerging, explore new training opportunities with partner agencies in responding to high-risk low-frequency emergency calls for service.

Measurement Partner MOUs; Additional Training Dates

Responsibility Deputy Chief of Police; Use of Force Trainer

Cost Equipment & travel expenses, rental fees



Objective 5.2 Train additional Officers in Emergency Response (such as Crisis Negotiation, Search Master, and Incident Command).

Measurement Increased Number of Trained Officers

Responsibility Deputy Chief of Police; Use of Force Trainer

Cost Course fees & travel costs



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 thoroughly and professionally exhausting every effort to solve the incident.

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

To prevent violent crime and enhance our response, the LaSalle Police Service will:

Objective 6.1 Maintain a front-loaded and effective response to solving crimes of violence.

Measurement Solved rate

Responsibility Staff Sergeant-Operations; CID Supervisor

Cost Manpower redeployment & managed overtime



Objective 6.2 Increase the number of trained Intimate Partner Violence Investigators.

Measurement Increased number of trained officers

Responsibility Deputy Chief of Police; Use of Force Trainer

Cost Course fees & travel costs



Objective 6.3 Monitor offenders with an intelligence-led, proactive approach.

Measurement Number of arrests/charges

Responsibility Administrative Staff Sergeant; CID Supervisor

Cost Feasibility report & cost estimate
Manpower redeployment & managed overtime



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 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, assuring the public that their complaint is just as important to us as it is to them.

To prevent property crime and enhance our response, the LaSalle Police Service will:

Objective 7.1 Enhance public education through social media on crime prevention to assist in the reduction of incidents of property crime.

Measurement Number of public information messages

Responsibility CLO

Cost Soft cost - Time



Objective 7.2 Research, develop, initiate, implement, and participate in crime prevention programs similar to CPTED and POP.

Measurement Number of crime prevention programs/initiatives created and utilized

Responsibility CLO, Staff Sergeants

Cost Soft cost - Time



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 goal of keeping them out of trouble.

To prevent youth crime and enhance our response, the LaSalle Police Service will:

Objective 8.1 Continue fostering positive relationships with local youth through programs such as B.R.A.D., VIP and LaSalle Hangout.

Measurement Number of community partnerships and programs

Responsibility Staff Sergeant-Operations; CID Supervisor; CLO

Cost Manpower redeployment & managed overtime



Objective 8.2 Train officers in VTRA – Violence Threat Risk Assessment to assist in risk assessment for schools

Measurement •Number of officers receiving accredited training
•Number of VTRA conducted or participated

Responsibility Staff Sergeant

Cost Cost of training and personnel deployment



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.

To Enhance Our Assistance to Victims, LaSalle Police will:

Objective 9.1 Ensure that proper referrals are made to agencies that provide support services for victims.

Measurement Number of Victim Services and community services referrals

Responsibility Staff Sergeant

Cost None anticipated



10. ROAD SAFETY



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

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

To enhance road safety, the LaSalle Police Service will:

Objective 10.1 Increase road safety awareness, issues, and enforcement actions within our community through presentations, interactions, and social media.

Measurement Number of presentations given to these groups and report the number of social media posts relating to traffic.

Responsibility Traffic Unit, Administrative Sergeant

Cost Soft cost - time



Objective 10.2 With the engagement of a new Traffic Enforcement Unit coordinator, gather and analyze statistics on road safety and traffic enforcement.

Measurement Gather statistics to measure enforcement as well as motor vehicle collisions on the Town roadways.

Responsibility Traffic Coordinator

Cost Soft cost - time



Objective 10.3 Continue partnering with the Town of LaSalle in their traffic calming policy to implement additional traffic calming measures in problem areas. (speedbumps or speed tables)

Measurement Report the use of these measures if acquired

Responsibility Traffic Coordinator

Cost Soft cost - time



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 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 Information Technology (IT) Plan that serves as a blueprint for leveraging technology to meet the Service's IT business needs.

To enhance information technology, the LaSalle Police Service will:

Objective 11.1 Explore different options for our website design and hosting.

Measurement Feasibility Report & Estimated Costs

Responsibility CLO

Cost Soft cost - time spent on research



Objective 11.2 Research the cost and benefits of using e-ticketing technology

Measurement Feasibility report & Estimated costs

Responsibility Staff Sergeant, Administrative Sergeant

Cost Soft cost - time



Objective 11.3 Maintain a surveillance camera registry to assist in canvassing during investigations.

Measurement Feasibility Report & Cost Estimate

Implementation of registry

Responsibility Staff Segeant & Dispatch Supervisor

Cost Soft cost - present capability in Versa RMS



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.

To enhance the police facility, the LaSalle Police Service will:

Objective 12.1 Explore the installation of enhanced security and privacy measures including booking area partition, change room/washroom partition and exterior bollards.

Measurement Feasibility report & Estimated costs

Responsibility Service Delivery Committee; Staff Sergeant-Administration

Cost Soft cost - time spent on research



Objective 12.2 Enhance employee wellness through purchases of ergonomic equipment.

Measurement Feasibility report & Estimated costs

Responsibility Staff Sergeant

Cost Cost of enhancements



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 for going above and beyond in their roles.

Regularly, 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.

To enhance resource planning, the LaSalle Police Service will:

Objective 13.1 Continue striking ad hoc service delivery committees to assess and review all aspects of policing operations.

Measurement New committee
Responsibility Deputy Chief of Police
Cost Soft cost - manpower redeployment



Objective 13.2 Explore implementing auxiliary police and special constable positions

Measurement Feasibility report and/or implementation
Responsibility Deputy Chief of Police
Cost Soft cost - time



Objective 13.3 Increased number of trained officers in the area of forensics and technology based investigations.

Measurement Feasibility report & cost estimate
Responsibility Deputy Chief of Police
Cost Cost of course



Objective 13.4 Succession planning to replace required designations and develop future leaders.

Measurement Feasibility report & cost estimate
Responsibility Deputy Chief of Police
Cost Professional development fees (course costs)



LASALLE POLICE **DEDICATED TO SERVE**



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