



2020 - 2022

Woodstock Police Service Strategic Plan



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Mission Statement



Dedicated to ensuring the safety and well-being of all members of the community.

Our Values

Accountability | Excellence | Integrity | Professionalism | Teamwork



Declaration of Principles



Members of the Woodstock Police Service Believe in:

- Ensuring the safety and well-being of all citizens;
- Being fair and unbiased in the performance of our duties in accordance with the Charter of Rights and Freedoms and the Human Rights Code;
- Treating victims of crime with respect and understanding;
- Developing creative solutions to policing concerns through partnerships within the community;
- Pursuing excellence;
- Providing a professional and fulfilling work environment that ensures the wellness of our members while encouraging and supporting their personal and professional development;
- Striving to be active members and leaders in our community;
- Being fiscally responsible with the financial resources that we have been entrusted with through efficient budget management practices.



Message from the Chair



Mary Anne Silverthorn

Chair
Woodstock Police Services Board

The WPSB is a civilian board overseeing the Woodstock Police Service. Two members are appointed by the Province of Ontario and three members are appointed by City Council.

On behalf of the Woodstock Police Service Board (WPSB) it is a privilege to present the Board's 2020-2022 Strategic Plan. As the civilian governing body that oversees the Woodstock Police Service, the Board is mandated by the Police Services Act to develop a Strategic Plan which addresses how the Service will provide adequate and effective policing services to the community we serve.

This Plan, that will chart the course for the Service for the next three years was developed from internal and external consultations, and surveys. These items gathered priorities from the residents and businesses of Woodstock, as well as the members of the Woodstock Police Service. These results combined with the Chief's many conversations with community partners allows this document to build on both the past and current successes with clear direction for moving forward incorporating the input provided from these resources.

As a Board we feel that this Plan with its clearly outlined priorities reflects the feedback and reassures the citizens of Woodstock that we will focus and serve in both an effective and efficient manner. We thank all those who contributed to the formulation of this new Plan and look forward to fulfilling the commitment outlined as the Service moves through the next three years.

The Board has the utmost confidence in the leadership of our Chief of Police, his Senior Administration Team and all the men and women of the Woodstock Police Service who together will continue to work effectively, efficiently, and professionally to carry out the goals, objectives and priorities of this Plan in collaboration with the citizens of this community of Woodstock Ontario.

Thank you sincerely to all for your ongoing support of our policing efforts to maintain Woodstock as a safe and secure community.



Mayor Trevor Birtch

Vice Chair
Council Representative



Balwant Rai

Member
Community Appointee



Deb Tait

Member
Council Representative



Ken Whiteford

Member
Provincial Appointee

Message from the Chief



Chief Daryl Longworth
Woodstock Police Service

It is my pleasure to share with you the Woodstock Police Service's vision for the future. This Strategic Plan has been developed in consultation with our community and our members. It will serve as a road map over the next three years to address the effective and efficient delivery of policing services through the strategic priorities, objectives and actions plans that have been established.

The Woodstock Police Service mission, values and declaration of principles are the foundation of this plan. They reflect what we do, who we are and what we strive to achieve. Our plan recognizes that police cannot provide community safety and well-being within a vacuum. We rely heavily on partnerships and collaboration with all members and organizations within the community.

The plan also acknowledges that we can accomplish nothing without our members. We must ensure that our members are equipped with the proper resources and training. We must always be mindful of the health and psychological needs of our members and provide supports to address the challenges they face on a daily basis. I am confident that through the dedication and commitment of our members we will create the future envisioned within this plan.



Darren Sweazey
Deputy Chief



Paul Hess
Inspector of Operations

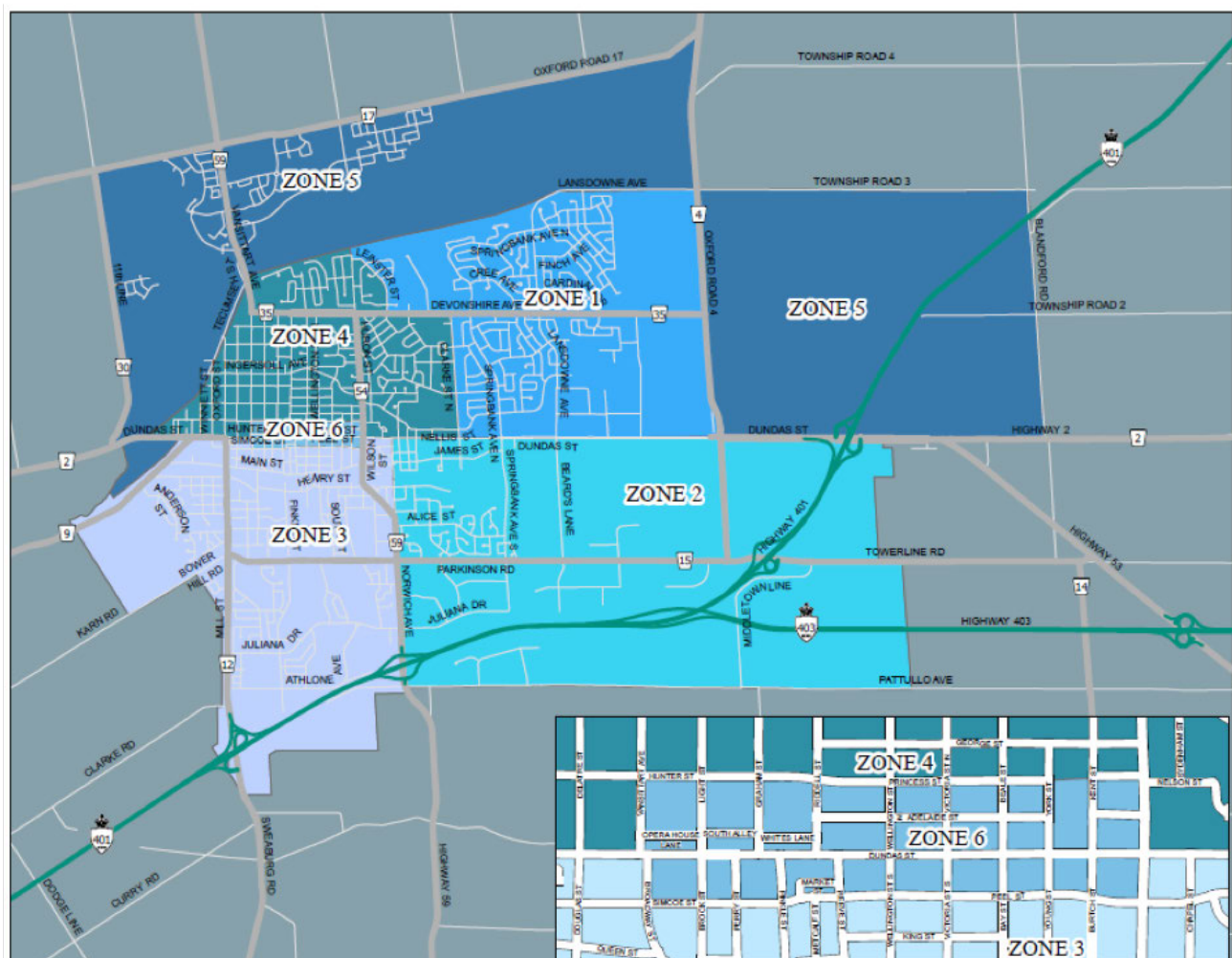


Marci Shelton
Inspector of Administration

The Woodstock Police Service and Our Community



The city of Woodstock is located in Southwestern Ontario, Canada with a population of approximately 43,000 residents. Woodstock is the seat of Oxford County, located approximately 128 km from Toronto, and 43 km from London, Ontario. The city is known as the Dairy Capital of Canada and promotes itself as “The Friendly City”.



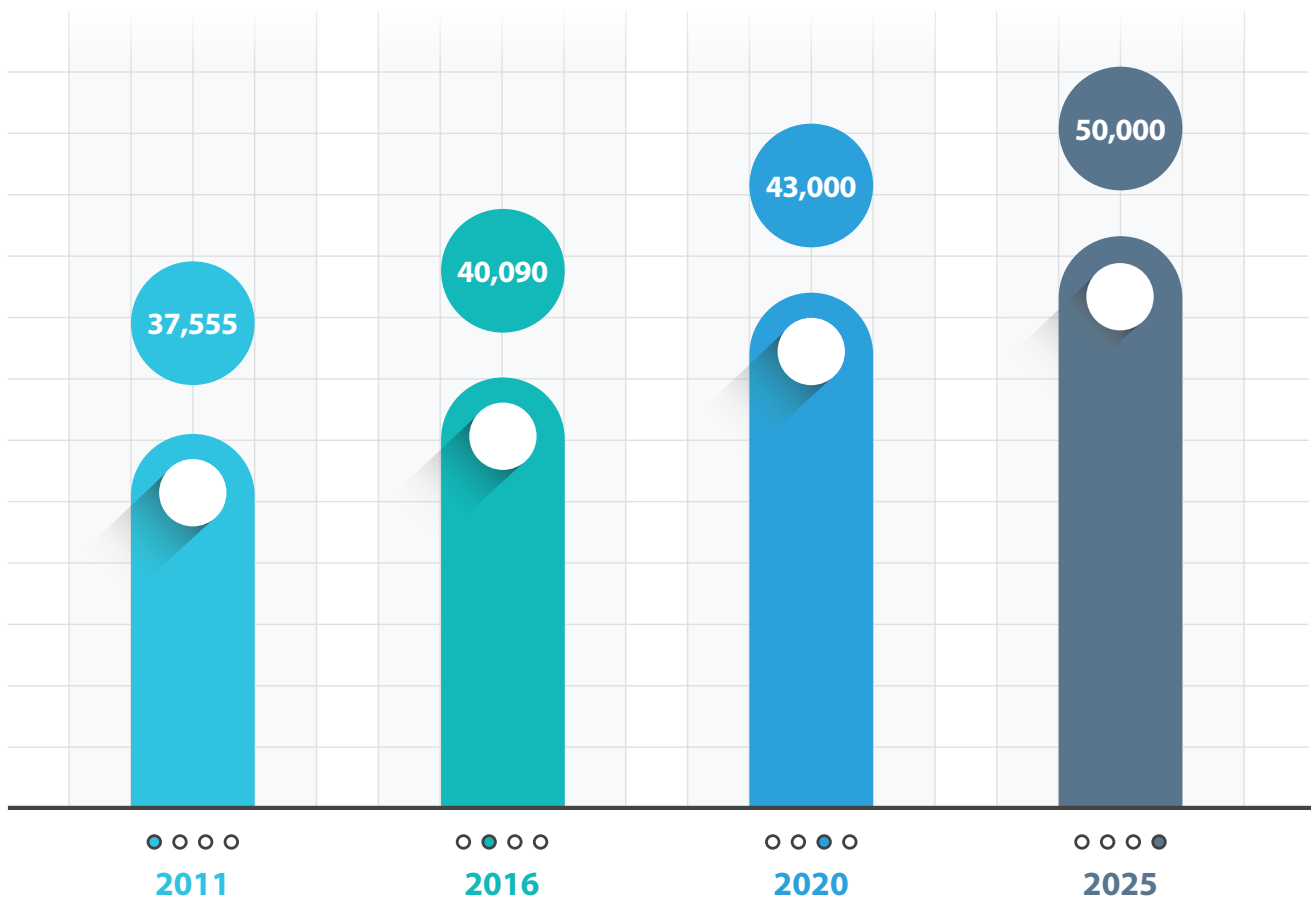
Our police service covers over 56 Square Kilometers in land which is divided into 6 different patrol zones. Officers are assigned to patrol zones based on the work load, crime analysis or events that may be occurring within the respective patrol zones at a specific time.

Anticipated Growth Rate



The city is continuing to grow with the population expected to be in excess of 50,000 by 2025.

Population Will Continue to Rise



Source:

1. Statistics Canada Census Data
2. Oxford County - https://www.oxfordcounty.ca/Portals/15/Documents/CASPO/OfficialPlan/OPR/GFELStudy_20140305.pdf

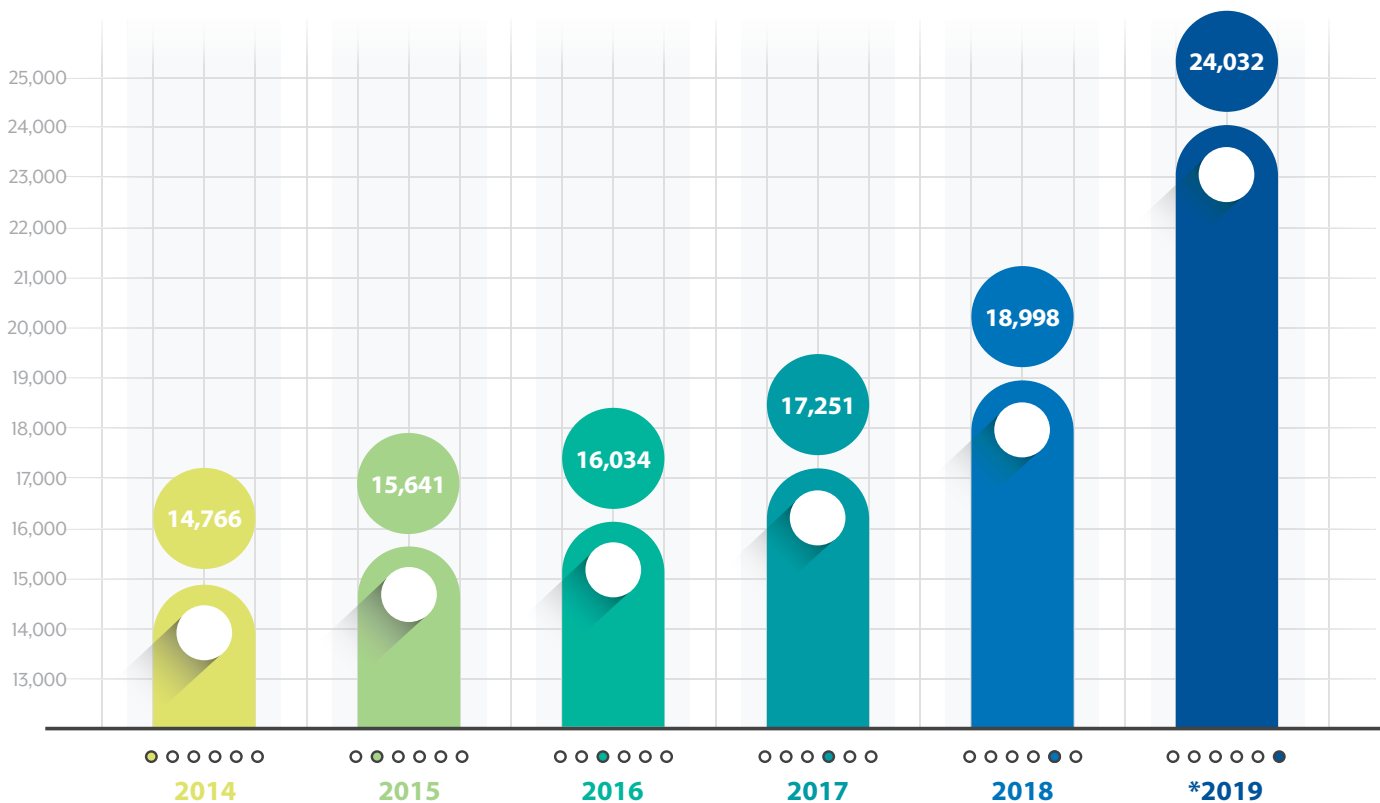
Annual Budget and Jurisdiction



The budget for the Woodstock Police Service for 2020 is **\$16,253,789**

Change in Demand on Service

The chart below represents a change in “Demand on Service” over the last 5 years. Our call volume has increased 38% over the last 5 years.



38% Increase in calls for service over the past 5 years

Operations



The information below is a current and detailed representation of the Woodstock Police Service, both sworn and civilian members.

Sworn Officers

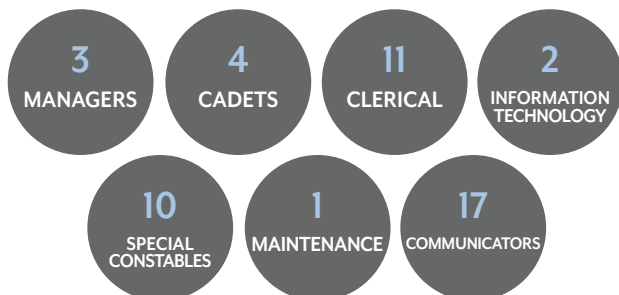


Deployed Officers

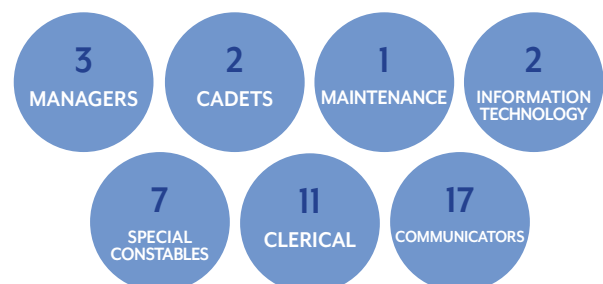


Civilian Members

Available Positions



Deployed



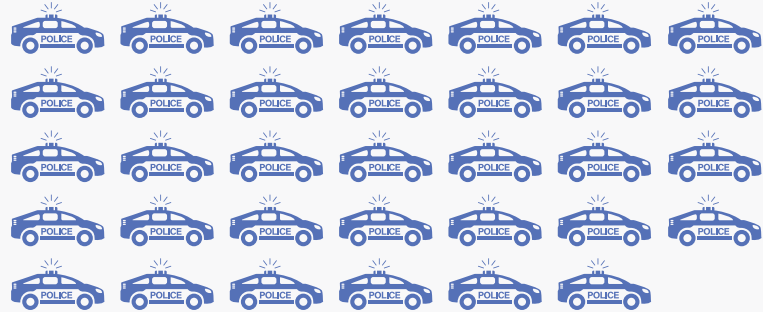
32 available positions are full-time. 16 available positions are part-time.

Operations (cont.)



Number of
Police Vehicles:

34

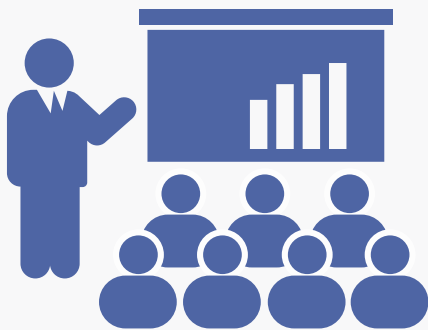


Number of Sworn
Police Officers:

75

Number of Deployed
Police Officers:

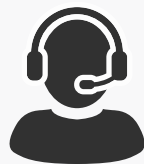
68



Average Hours of
Training per Officer:

**67 HOURS
EACH
YEAR**

2019 Calls
for Service:



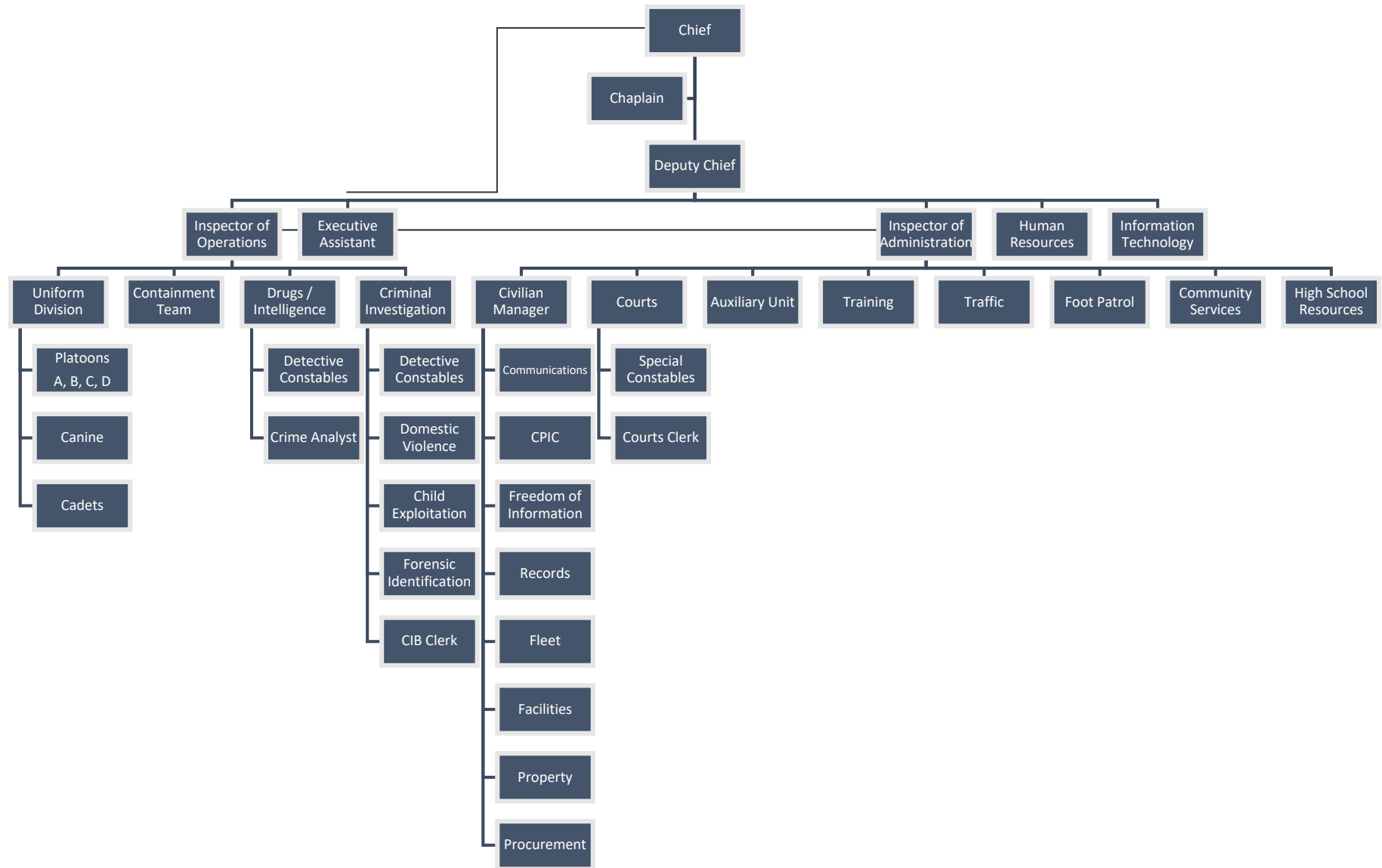
24,032

Average Number of Incidents
Reported per Day:



66

Organization Chart



Plan Development



The 2020-2022 Woodstock Police Service (WPS) Strategic Plan is our vision for the future. It is an assessment of where we are now, a vision of where we want to be in the future and a plan for how we are going to get there. In preparing this plan an environmental scan was conducted.

The scan included:

- An examination of contemporary issues in policing
 - Current Federal and Provincial Legislation (including the Police Services Act and Adequacy Standards)
 - The proposed Comprehensive Ontario Policing Services Act
 - Relevant Case Law
- A review of the 2016-2019 WPS Strategic Plan
- Internal and External surveys conducted

Internal/External Surveys

In the preparation of this plan, Oracle Poll Research Firm was engaged to conduct internal and external consultations and surveys to identify the issues that matter most to the residents of Woodstock and WPS members.

- 325 Woodstock residents were interviewed by telephone using computer-assisted techniques of telephone interviewing and random number selection;
- 75 Woodstock Businesses or organizations were interviewed by telephone using the same process
- There were 31 respondents to the open online survey
- Surveys were sent to a number of community stakeholders and responses received from The Children's Aid Society of Oxford County, the London and District Catholic School Board, Woodstock Chamber of Commerce, Southwestern Public Health
- An internal email survey of 125 WPS members was conducted with a response rate of 71%.
- Chief's conversations were held with representatives from the City of Woodstock, the Woodstock BIA, the Woodstock Chamber of Commerce, the Woodstock Public Library, the Oxford County Community Health Centre and Domestic Assault Services of Oxford.

What our Community and Members Tell Us



Crime and Public Safety

- Substance abuse is a growing concern and a top priority
- Safety in our downtown is a concern
- More patrols in general and more foot patrol downtown is needed
- Traffic Safety and impaired driving remains a high priority
- 77% of respondents felt totally safe in the city
- 81% felt they receive good policing for their tax dollar

Policing in a Changing Environment

- Health and wellness of our members is paramount
- More emphasis should be placed on using data to inform decisions and develop efficiencies
- Community stakeholders and diverse communities seek greater collaboration and engagement
- Need to leverage technology and make better use of technology
- Career development and education opportunities along with performance management improvements are important to our members

The review of the environmental scan and analysis of the results informed the development of strategic priorities which were then broken down into desired outcomes and objectives. The desired outcomes and objectives are placing a stronger emphasis on strategic and collaborative partnerships in achieving our objectives. They are also placing more emphasis on data collection and better measurement of both outputs and outcomes in order to demonstrate that we are making a difference.

Strategic Priorities 2020-2022



Strategic Priority #1

Improved Community Safety

- Enhance crime prevention and crime reduction strategies
- Reduce crime
- Enhance road safety
- Increase collaboration with community partners to address the harm associated with substance abuse
- Improve outcomes for victims of intimate partner violence and their families
- Improve emergency preparedness
- Improve perception of safety in downtown core

Strategic Priority #2

Foster a Culture of Collaboration and Engagement with the Community

- Enhance communication of key messages
- To review and revise protocols to ensure greater inclusion of our community partners in supporting victims of crime
- To develop and expand community mobilization and risk intervention opportunities
- To foster continuous collaborative engagement and dialogue with our community partners, diverse communities, youth, elderly and vulnerable populations

Strategic Priority #3

Enhance Organizational Excellence

- Improve internal communication
- Promote and enhance employee mental and physical wellness
- Enhance performance management and career development
- Leverage technology
- Enhance financial planning and budget management processes
- Implement better use of data to inform deployment strategies and develop efficiencies