



2023-2026 Strategic Plan

WOODSTOCK POLICE SERVICE

Ensuring the *safety and well-being*
of all members of the community.

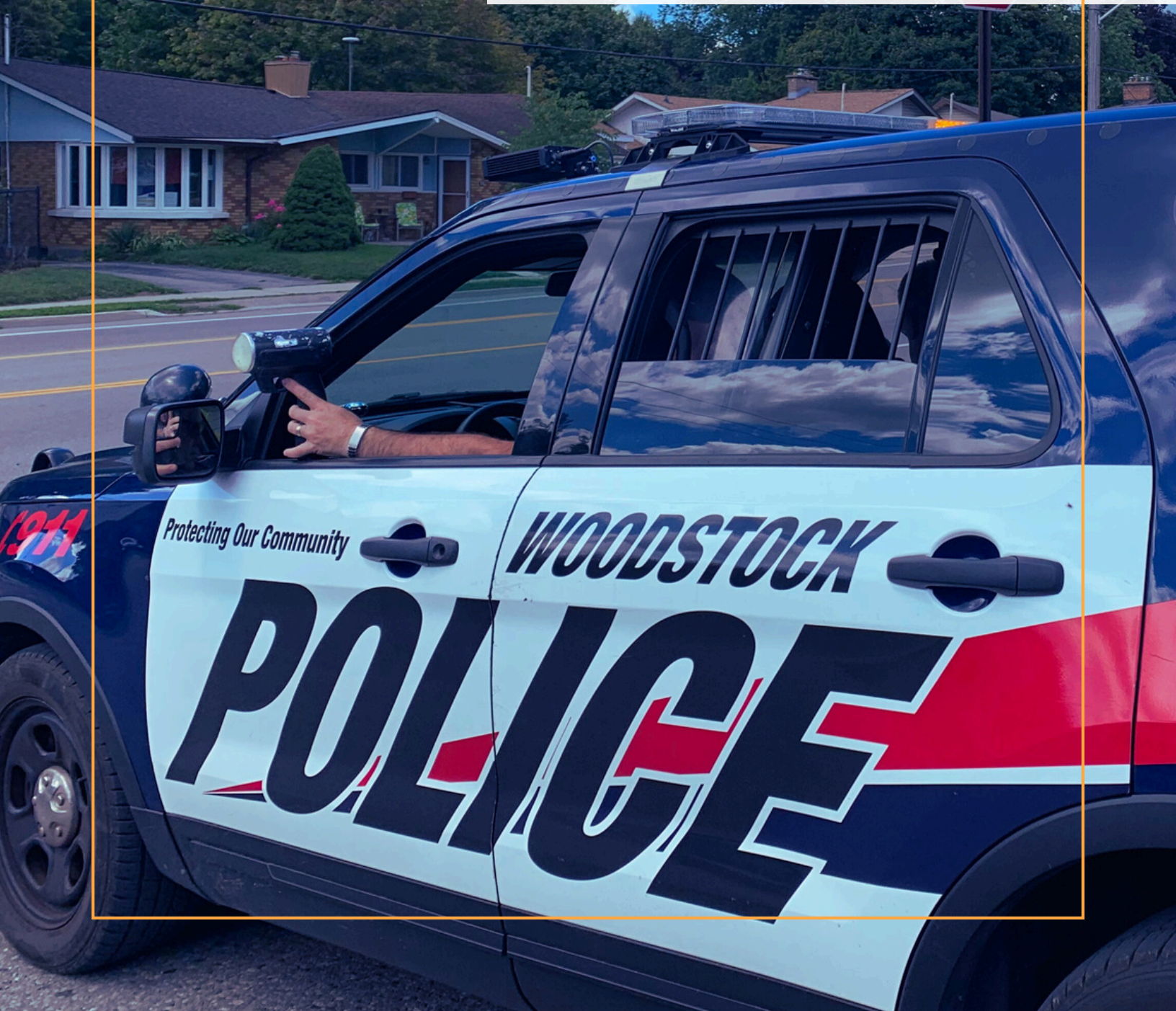


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- ◆ Respecting the rights of our citizens as guaranteed by the Charter of Rights & Freedoms and the Human Rights Code.
- ◆ Providing a professional and fulfilling work environment that encourages the personal and professional development of our members.
- ◆ Sharing the responsibility of preventing crime and improving quality of life with members of the community.
- ◆ Being responsible with the financial resources provided to us through the budget process.
- ◆ Developing creative solutions to policing concerns through established partnerships within the community.
- ◆ Treating Victims of crime with respect and understanding their needs.
- ◆ Ensuring the safety and security of citizens through preserving the community's peace and preventing crime.
- ◆ Discharging our duties faithfully, impartially and according to law.
- ◆ Striving to excel in every aspect of policing.

Declaration of Principles

Ensuring the safety and well-being of all members of our community.
ACCOUNTABILITY | EXCELLENCE | INTEGRITY | PROFESSIONALISM | TEAMWORK

Chair Ken Whiteford



From the Board Chair

We all do planning, either formally or informally, during each and every day of our lives. For an organization such as the Woodstock Police Service Board (WPSB), planning goes beyond day-to-day operations and moves into the realm of long term, usually involving multiple years, instead of days and months. This type of planning is commonly referred to as “strategic”.

Under the provisions of the Police Service Act, the Board is obligated to ensure that strategic planning is done and presented to the public and the organization (the Woodstock Police Service) in the form of a Strategic Plan.

It is with this background in mind that the current Board is pleased to present its Strategic Plan for the years 2023-2026.

In the past, our strategic plans have had the aim of informing the reader as to how the Service will provide adequate and effective policing services to the community of Woodstock. This task has usually involved community surveys of citizens and businesses as well as surveys of the people that actually provide the services. This pattern has been followed again in the preparation of the document that you are about to review but a major new component of the exercise is the introduction to Ontario of the new Community Safety and Policing Act which will be effective on April 1, 2024.

The Board has to be mindful of this new legislation since it will have a dramatic effect on policing in the province and represents an underlying factor in the achievement of what the Board considers to be the key priorities for the Service over the next three years.

The Board is confident that the priorities that you see outlined in this Plan can be achieved since we are building on a firm foundation of accomplishment under the leadership of our current senior management team and more specifically the Chief of Police, Rod Wilkinson. Chief Wilkinson has been instrumental in working with the Board to ensure the attainability of the priorities outlined in this Plan and thereby over the next three years, enhance the kind of police service that the residents of Woodstock have come to expect.

A sincere thank you to the members of the Service, the members of the public and the members of the business community of Woodstock for your contributions to the ground work for this Plan. It is essential that the Board knows where we stand today and what needs to be done to make the service even better considering how the city is growing both in the diversity of its residents and geographically.

The Board sincerely appreciates the support that has been evident from the community over the years for our police service and we will do everything that we can to ensure that your confidence in the service is well founded as we embark on the realization of our and your Strategic Plan.



From the Chief

I am pleased to present the 2023-2026 Strategic Plan for the Woodstock Police Service. Following a process of internal and external consultations with the community, our community partners, and our members, a number of Strategic Priorities and Organizational goals were identified. This Strategic Plan will serve as a collaborative framework in providing quality policing to the community of Woodstock over the next three years.



Chief Rod Wilkinson

The Woodstock Police Service continues to adapt and modernize in an evolving landscape of expectations and priorities. Members of the Woodstock police Service strive to make our community safe and a great place to live, work and play.

Providing a healthy workplace that supports our members mental health and wellness plays an important role in overall service delivery to the community and is addressed not only through the provision of support services, but also by providing a diverse, progressive, fair and inclusive workplace. Taking care of those working for you, will have a better impact on those taking care of the community they serve. By respecting and valuing our members, we enable them to be committed to organizational goals in their service delivery to our community.

We have identified three strategic priorities for the next 3 years: Our Principles, Our People, and Our Performance. We remain committed to providing a high standard of policing services to all of our citizens.



Deputy Chief Nick Novacich



Inspector Heidi Becks



Inspector Jamie Taylor

Background for Woodstock Police Service Strategic Plan

The Police Services Act states that plans should cover ten fundamental areas of policing:

- Community Patrol
- Community Satisfaction
- Assistance to Victims
- Property Crime
- Emergency Calls for Service
- Youth Crime
- Violent Crime
- Road Safety
- Criminal Investigations
- Crime Prevention

The first step in building a plan and setting our priorities for our next three years is hearing from Our Community and Our Members.

PLAN DEVELOPMENT

The 2023-2026 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 (Federal and Provincial, including the Police Services Act and Adequacy Standards)
 - The proposed Comprehensive Ontario Policing Services Act
 - Relevant Case Law
- A review of the 2020-2022 WPS Strategic Plan
- Internal and External surveys conducted
- Review of Oxford Community Safety and Well-Being Plan

INTERNAL/EXTERNAL SURVEYS

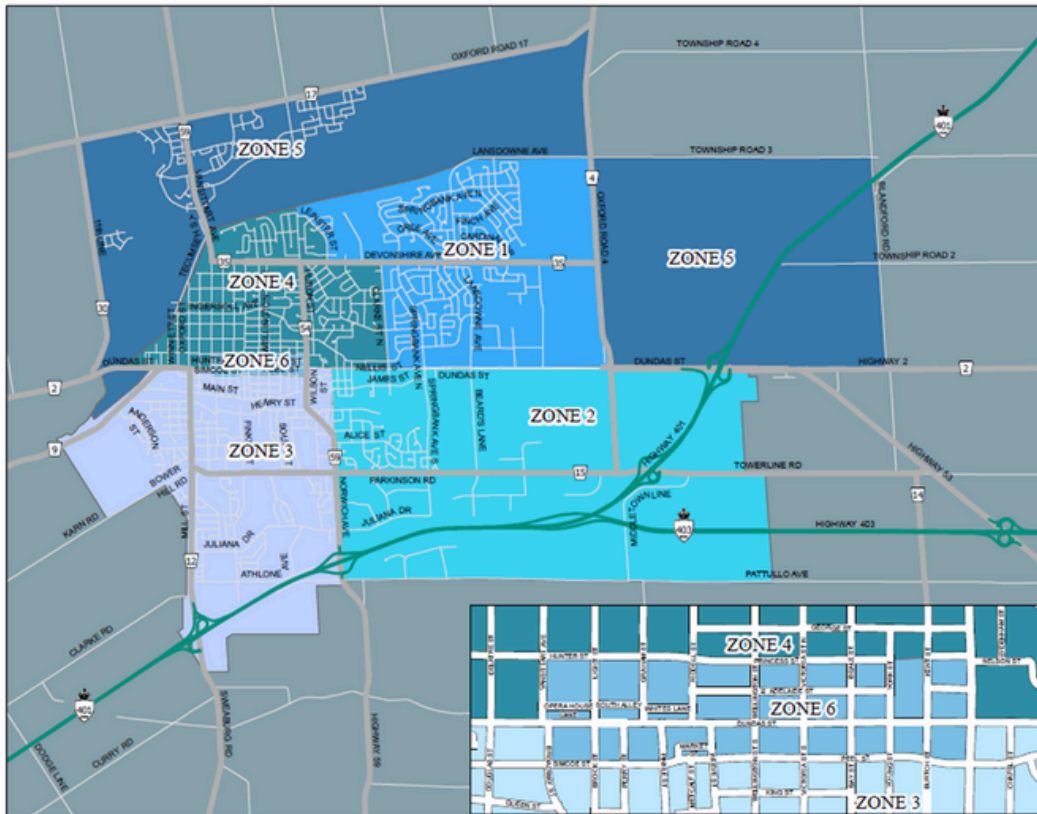
In the preparation of this plan, Oracle Poll Research Firm was engaged to conduct internal and external consultations and surveys to identify the issues that matter most to the residents of Woodstock and WPS members.

- 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
- 93 open online survey was conducted
- Surveys were sent to a number of community stakeholders and responses received from The Children's Aid Society of Oxford County, Oxford County Community Health Care and Ingamo Family Homes Inc.
- An internal email survey of 130 WPS members was conducted with a response rate of 45%.

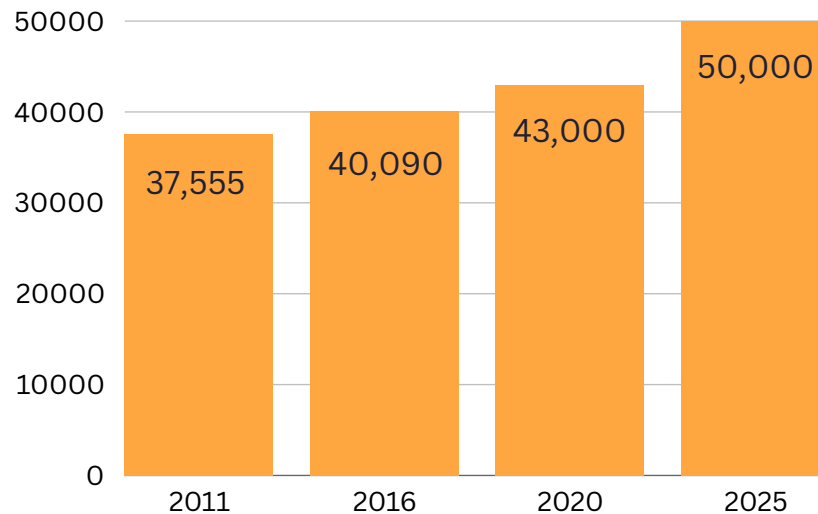
WPS & Our Community

The city of Woodstock is located in Southwestern Ontario, Canada with a population of approximately 49,000 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

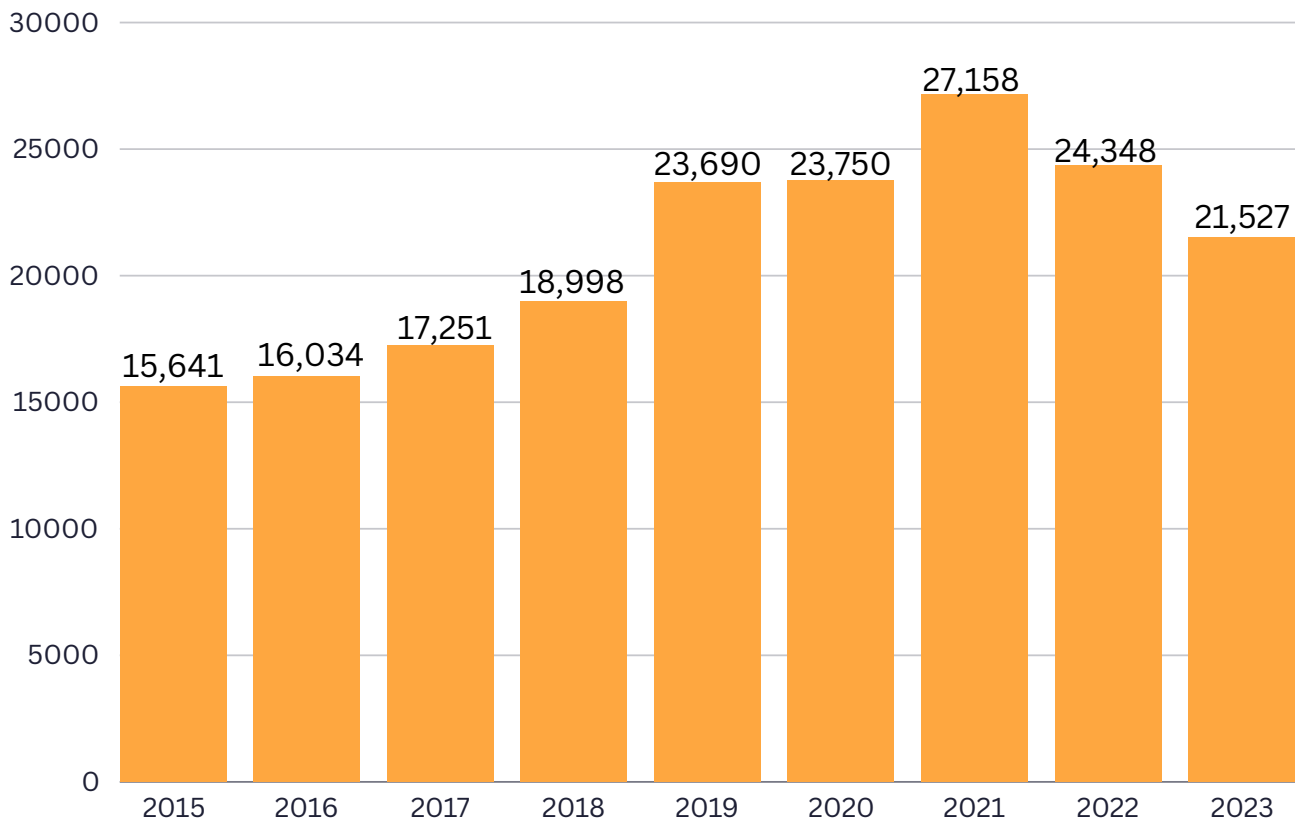


ANNUAL BUDGET

The budget for the Woodstock Police Service is \$19,430,909.

CHANGE IN DEMAND ON SERVICE

The below chart represents a change in “demand for service” over the last eight years. Our call volume has increased 63% over the last five years.



34

Police Vehicles



96

Sworn Officers



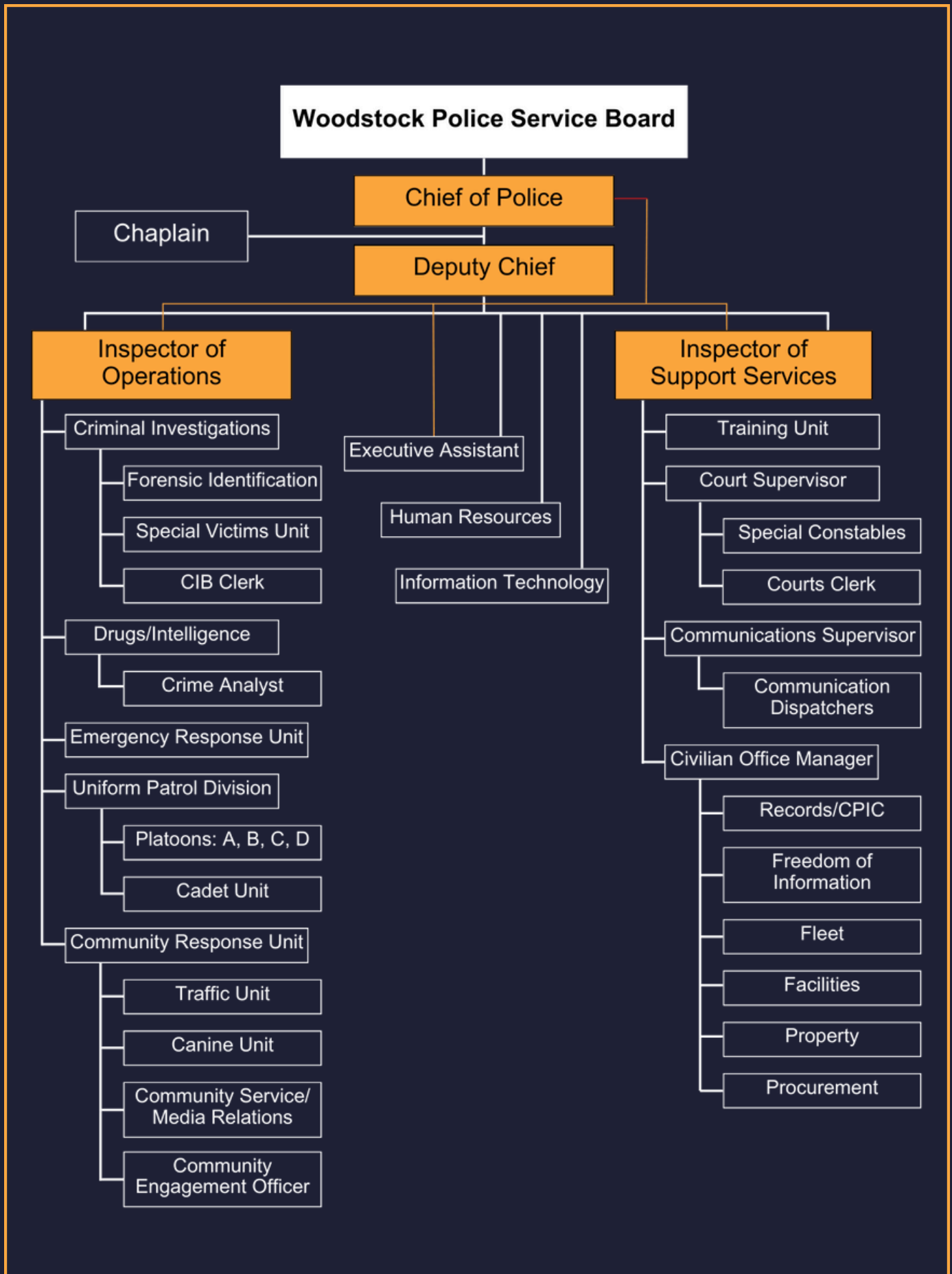
50

Civilians



67

Average Hours of
Training per Officer



What Our Community & Members Tell Us

CRIME & 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 or bike patrol downtown is needed
- Homelessness is a concern
- Traffic Safety and impaired driving remains a high priority
- 71% of respondents felt totally safe in the city
- 67% 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 developing efficiencies.
- Community stakeholders and diverse communities seek greater collaboration and engagement
- Need to leverage more 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 2023-2026

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