



Windsor Police Service

STRATEGIC PLAN

2020 - 2022





POLICE

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MEET THE BOARD

Windsor Police Services Board



Mayor Drew Dilkens
Chair, WPSB



Aldo Dicarolo
Vice-Chair WPSB



Rino Bortolin



Robert DeVerteuil



Denise Ghanam

The Leadership Team



Pamela Mizuno
Chief Of Police



Jason Bellaire
Deputy Chief
Operations



Frank Providenti
Deputy Chief
Operational Support

Superintendents:

Tim Berthiaume, Administrative Support
Jason Crowley, Investigations
Brendan Dodd, Corporate Services
Dan Potvin, Patrol

Inspectors:

Ken Cribley, Professional Standards
Karel DeGraaf, Investigations
Dave De Luca, Patrol Response
Jim Farrand, Professional Advancement
Ron Le Clair, Patrol Operational Support
Jill Lawrence, Patrol Support
Andrew Randall, Executive Officer
Steve Wortley, Investigative Support

Directors:

Melissa Brindley, Finance
Matt Caplin, Technology Services
Bryce Chandler, Human Resources
and Legal Counsel
Dawn Hill, Information Services
Barry Horrobin, Planning and
Physical Resources
Laura Smith, E911 Centre

MESSAGE FROM THE WINDSOR POLICE BOARD CHAIR

Mayor Drew Dilkens



Drew Dilkens

Mayor, City of Windsor

Together, the Windsor Police Services Board and the Windsor Police Service have developed priorities and organizational goals that reflect the needs of our community.

The 2020-2022 Strategic Plan is rooted in extensive community consultations. The plan focuses on addressing the complexities and scope of contemporary policing, and building upon our strengths. This comprehensive plan represents a key next step in our journey together. It builds on our mission, vision and values, and establishes a set of priorities for the next several years.

Each year comes with its own unique challenges, though 2020 has been a year of unprecedented obstacles and uncertainty in the face of the global pandemic. More than ever, the community has looked to law enforcement to support our health and well-being, and to set an example of strong leadership, integrity and compassion. On behalf of the Windsor Police Services Board, I applaud the efforts, commitment, and sacrifices of all members of the Windsor Police Service who are working tirelessly to serve our community during this extraordinary time of need. Their dedication to our collective safety and well-being is recognized and greatly appreciated - they continue to have our full support.

The Windsor Police Service, as always, remains dedicated to continuous improvement and innovation. This has been accomplished through the development of strong, strategic and effective business planning. I am pleased to share with you the 2020-2022 Strategic Plan. We encourage the public to become familiar with this plan that will guide decision-making and provide direction for further plans, initiatives and budgets for the Windsor Police Service in the years to come.

The environment in which our police service operates is complex and requires a collaborative response. As a team, we are all tasked with gaining and maintaining public trust and ensuring that we work to keep all members of our community — including our most vulnerable citizens — safe and secure in a world of ever-changing threats and obstacles.

It is a privilege and an honour to undertake this work.

MESSAGE FROM WINDSOR POLICE CHIEF

Pamela Mizuno



Pamela Mizuno
Chief Of Police

I am pleased to present the 2020-2022 Strategic Plan for the Windsor Police Service. Following a process of extensive internal and external consultations with the community, our partners, and our members, a number of Strategic Priorities and Organizational goals were identified. Moving forward, this document will serve as a collaborative framework in providing quality policing to the communities of Windsor and Amherstburg.

Our organization continues to adapt and modernize in an evolving landscape of expectations and priorities. Embracing those challenges on a daily basis, members of the Windsor Police Service strive to make our communities safe and thriving places to live, work and play. The health and wellness of our members 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. It is an understood principle of leadership that if you take care of those working for you, they will take care of the community they serve. By respecting and valuing our members, we enable them to be committed to organizational goals in their service to our communities.

Effective and lasting change will require resources, commitment and the guidance of fundamental principles, such as those outlined in the Plan. I would like to thank the Windsor Police Service Strategic Plan Development Committee for their contribution to this meaningful plan. Together with the Windsor Police Services Board, we have identified three strategic priorities for the next 3 years: **Our Principles, Our People, and Our Performance.**

We are privileged to have the trust and confidence of our communities. In return, we remain committed to providing a high standard of policing services to all of our citizens. I would like to acknowledge and thank everyone who participated in our community consultations and external surveys, and look forward to our future collaborations.

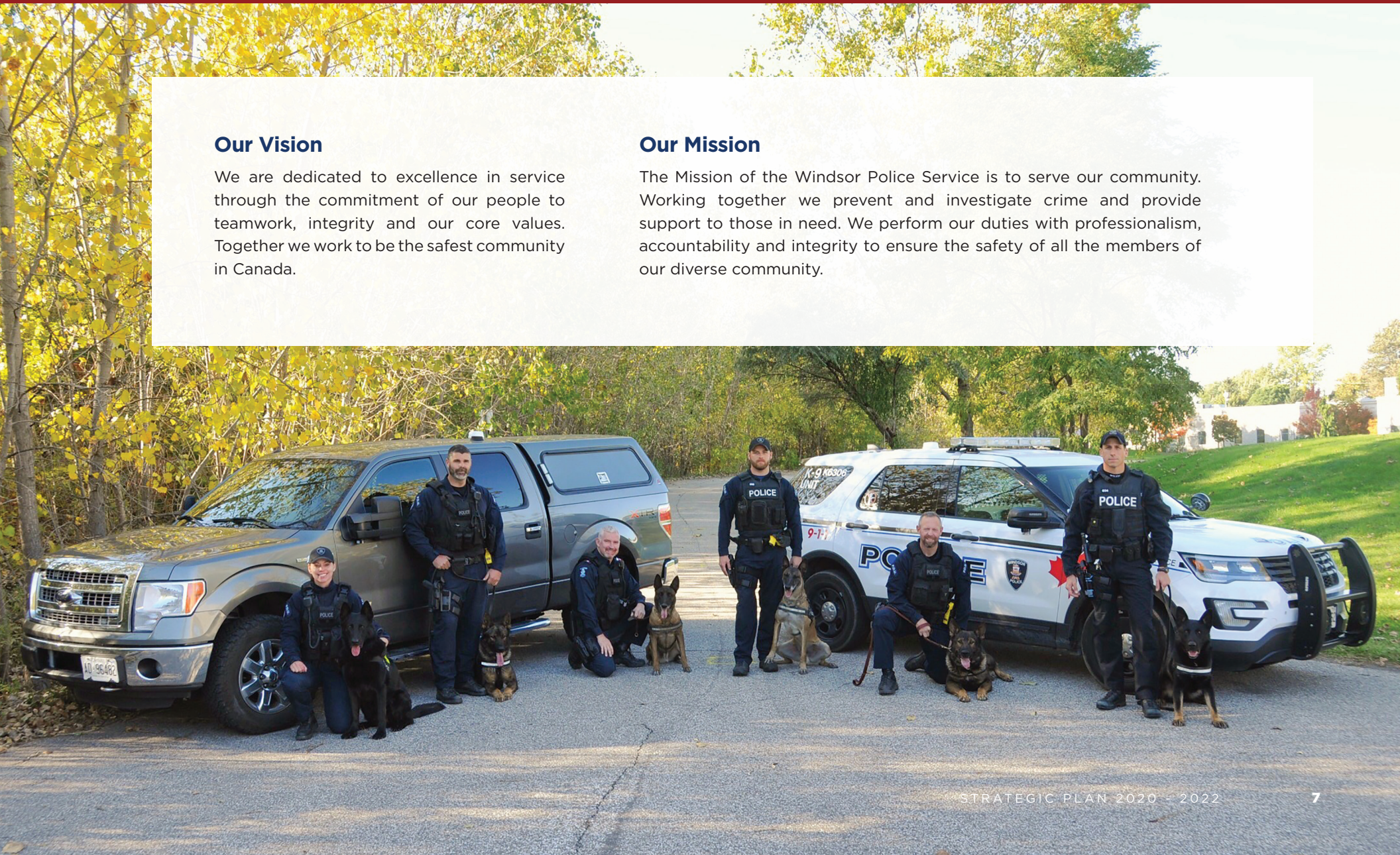
VISION AND MISSION

Our Vision

We are dedicated to excellence in service through the commitment of our people to teamwork, integrity and our core values. Together we work to be the safest community in Canada.

Our Mission

The Mission of the Windsor Police Service is to serve our community. Working together we prevent and investigate crime and provide support to those in need. We perform our duties with professionalism, accountability and integrity to ensure the safety of all the members of our diverse community.



OUR CORE VALUES



Integrity

We are committed to fair, ethical and respectful treatment of all persons within our organization and in our community.

Respect

We show respect and compassion, through deed and word, to every person.

Professionalism

We are dedicated to professionalism in appearance and conduct, and the continuing pursuit of excellence in all we do.

Accountability

We openly identify and address problems, and willingly accept responsibility for our actions.

Innovation

We are creative in developing effective policy and inventive practices, investing in our people and technologies to provide industry-leading service.

Teamwork

We all succeed by working together and in partnership with our diverse community.

Service

We are devoted to serving our community with honour, placing the needs of the community above those of our own.

STRATEGIC PRIORITIES

Organizational Goals

OUR STRATEGIC PRIORITIES



Our Principles



Our People



Our Performance

Our Organizational Goals

GOAL 1.1

Promote Community Trust & Support



GOAL 1.2

Strive for Equity, Diversity & Inclusion in Delivery of Policing Services



GOAL 1.3

Pursue Community Partnerships & Regional Collaboration

GOAL 2.1

Recruit & Develop an Effective & Diverse Workforce



GOAL 2.2

Provide a Responsive, Fair & Inclusive Workplace



GOAL 2.3

Foster Wellness & Resilience

GOAL 3.1

Provide Responsive & Effective Service Delivery



GOAL 3.2

Enhance Safety, and Reduce Victimization & Loss



GOAL 3.3

Pursue Continuous Improvement & Innovation

STRATEGIC PRIORITIES

Our Principles

The principles and values of the WPS will guide our members in the performance of our duties.

We will ensure we serve all members of our diverse community with honour, by demonstrating fairness, integrity, professionalism and partnership in all that we do. By focusing on this priority we seek to achieve the following Organizational Goals:

Our Organizational Goals

Promote Community Trust & Support

1.1

Desired Outcome: To increase trust and satisfaction levels as experienced and reported by community stakeholders.

Performance Indicators:

- Annual Community Satisfaction Survey Results

Strive for Equity, Diversity & Inclusion in Delivery of Policing Services

1.2

Desired Outcome: To ensure that the policing services we provide are delivered in a fair and inclusive manner and are, to the maximum extent possible, free of prejudice and bias.

Performance Indicators:

- Annual Community Satisfaction Survey Results
- Race-Based Data Collection and Analysis
- OCPC and OHRC Engagements & Consultations

Pursue Community Partnerships & Regional Collaboration

1.3

Desired Outcome: To improve community safety and maximize the efficiency of service delivery for the WPS and the agencies and communities with whom we partner.

Performance Indicators:

- Per Capita Policing Costs Per Case
- Annual Community Satisfaction Survey Results
- Number of Collaborative/Cooperative Partnerships

STRATEGIC PRIORITIES

Our People

We will build and support a healthy, resilient and diverse team.

Our workplace will be fair, respectful and inclusive. We will be supportive and responsive to the health and well-being needs of our employees. Our team will reflect the community we serve. By focusing on this priority we seek to achieve the following Organizational Goals:

Our Organizational Goals

Recruit & Develop an Effective & Diverse Workforce

2.1

Desired Outcome: Our organization is comprised of employees who are reflective of the community we serve, and our members have the skills and training needed to be responsive to the diverse needs of all citizens.

Performance Indicators:

- Workplace Census & Employee Demographic Data
- Annual Employee Consultation Survey Results
- Annual Community Satisfaction Survey Results

Provide a Responsive, Fair & Inclusive Workplace

2.2

Desired Outcome: Our organization has open lines of communication, is responsive to the diverse needs of our employees, and treats every member with fairness, integrity and respect; our members act and feel like they are part of a team, and are engaged and committed to shared organizational values and goals.

Performance Indicators:

- Workplace Census & Employee Demographic Data
- Annual Employee Consultation Survey Results
- OCPC and OHRC Engagements & Consultations

Foster Wellness & Resilience

2.3

Desired Outcome: Our members trust that they will be treated with compassion and integrity, and that their employer values and supports them by working together to mitigate the physical and mental demands of their work.

Performance Indicators:

- Reduced Sick Time, EAP/ Peer Support Usage
- Annual Employee Consultation Survey Results

STRATEGIC PRIORITIES

Our Performance

We will be a responsive organization that adapts and improves to meet the evolving needs of the community.

We will strive to continuously enhance public safety and reduce loss due to crime and disorder. Our performance and service delivery will be aligned with the needs and expectations of our community. By focusing on this priority we seek to achieve the following Organizational Goals:

Our Organizational Goals

Provide Responsive & Effective Service Delivery

3.1

Desired Outcome: The WPS effectively responds to the needs and expectations of the citizens we serve; as those needs and expectations change, our organization changes and adapts service delivery as required.

Performance Indicators:

- Annual Community Satisfaction Survey Results
- Crime/Clearance Rates, Occurrence Report Data
- Response Time Metrics

Enhance Safety, and Reduce Victimization & Loss

3.2

Desired Outcome: By focusing on core policing functions and responsibilities the WPS maximizes actual and perceived public safety by reducing crime and apprehending criminals; timely and effective support is provided to minimize the impact on those who have been victimized or suffered loss.

Performance Indicators:

- Annual Community Satisfaction Survey Results
- Crime/Clearance Rates, Occurrence Report Data

Pursue Continuous Improvement & Innovation

3.3

Desired Outcome: The WPS leverages technology and information systems to inform decision making and optimize resource allocations and measure the impact of changes; new service delivery models are explored to adapt to changing environments.

Performance Indicators:

- Per Capita Policing Costs Per Case
- Annual Community Satisfaction Survey Results
- Crime/Clearance Rates, Occurrence Report Data
- Response Time Metrics

WHAT IS THE WPS STRATEGIC PLAN?

Ontario regulations require every Police Services Board to prepare and adopt a Strategic Plan for the provision of policing for the communities for which it is responsible. This plan must layout the objectives, priorities and core functions of the police service. The purpose of this Strategic Plan is to identify how the Windsor Police Service will continue to provide adequate and effective policing in accordance with the needs of the diverse communities we serve in the City of Windsor and the Town of Amherstburg. Further, the Plan outlines a path forward for the Service to ensure responsiveness and continuous improvement in service delivery in order to adapt to changes in the policing environment. The Plan also serves as a guide to the members of the Windsor Police Service who work diligently towards the achievement of the organizational goals identified herein.

How does the Windsor Police Service Strategic Plan relate to our Vision, Mission and Values?

The Windsor Police Service is vision inspired, mission focused and values driven.

In addition to numerous internal and external consultations, the Vision, Mission and Values of the Service were foundational to the development of the Strategic Plan as well. The priorities and organizational goals detailed in the 2020-2022 Strategic Plan are intended to guide every member of the Windsor Police Service as we work in service of our community. Each of the nine goals contained in the Strategic Plan seeks to achieve a desired outcome directly related to the achievement of the overall mission of the Windsor Police Service. Resources and efforts will be focused on achieving the outcomes being sought from each goal. Performance indicators will gauge our progress as we work to achieve our vision for community safety. To summarize, the top priorities identified in our Strategic Plan directly align with and enable our Vision, Mission and Values: We are driven by our values and our principles. Our people are inspired by our vision for the future. We are focused on performance as we work to achieve our mission.



PLAN DEVELOPMENT METHODOLOGY



External Consultations

- Community Satisfaction Survey (Leger)
- Community Consultation Meetings
- Stakeholder Engagement Sessions

Internal Consultations

- Employee Consultation Survey
- Management Strategic Planning Sessions

WPS Strategic Plan Development Committee

- Collate Inputs & Feedback
- Formatting & Graphic Design
- Ensure Alignment w/ Related Plans
(Budgets, CSWB Plan, OCPC Recommendations)

WPS Board Approvals

- High Level Priorities & Goals (Approval of Draft)
- Final Approval of 2020-2022 Strategic Plan

CONSULTATIONS AND CONSIDERATIONS

What helped inform the priorities and goals identified within the WPS Strategic Plan?

The provision of policing services affects a broad and diverse range of stakeholders within the communities served by the Windsor Police Service. Accordingly, a wide range of internal and external consultations and engagements were conducted to ensure consideration was given to the needs and expectations of the many diverse groups, individuals, and institutions impacted by WPS operations.

- Environmental and horizon scanning
- Internal consultations and planning sessions with Windsor Police Leadership regarding organizational strengths and weaknesses, as well as potential opportunities and threats to effective service delivery
- Internal “Employee Consultation Survey” to engage both sworn and civilian members of the Service
- Face-to-face consultations with members of our communities in both Amherstburg and Windsor at community engagement meetings (Note: Occurred prior to COVID restrictions)
- Ward Meetings to identify area specific concerns
- Consultations with the Regional Community Safety and Well-being Plan development group
- An external “Community Satisfaction Survey,” administered by a third party survey firm to gauge satisfaction levels and policing priorities of random sampling of community members in both Amherstburg and Windsor
- Engagement of major stakeholders and community partners including local School Boards, Windsor Regional Hospital, Windsor Fire and Rescue Services, the Windsor-Essex County Health Unit, Canada Border Services Agency, Canadian Mental Health Association, the Southwest Detention Centre and other institutional partners.
- Technology considerations related to the development of the WPS Information Technology Plan
- Resource and Facilities considerations related to the development of the WPS Resources and Police Facilities Plan
- Report of the Ontario Civilian Police Commission on the Windsor Police Service and the Windsor Police Services Board



THE TOWN OF AMHERSTBURG:

Policing Priorities

Commencing in 2019, the Windsor Police Service entered into a contract to provide policing services to the Town of Amherstburg.

As part of the development of the WPS Strategic Plan for policing in the Town of Amherstburg, the WPS engaged in extensive community consultations with residents and other stakeholders within the Town. These engagements included hiring a third party survey firm to gauge community satisfaction levels, as well as to identify other local priorities and concerns. Additionally, other policing priorities related to the Town of Amherstburg were also identified via the attendance of the WPS Amherstburg Detachment Officer-in-Charge at all Amherstburg Town Council meetings, as well as formal representation on the WPS Board by the Mayor of the Town of Amherstburg.



These inputs informed the Windsor Police Service Strategic Plan with respect to identifying the policing priorities specific to effective service delivery for the Town of Amherstburg. The policing priorities identified by, and for, the Town of Amherstburg were found to be consistent and aligned with those identified within the City of Windsor and are therefore represented among the strategic priorities and organizational goals outlined within the overall WPS Strategic Plan.

CONTACT WINDSOR POLICE SERVICE

WINDSOR POLICE HEADQUARTERS

150 GOYEAU STREET, WINDSOR, ONTARIO



Phone

Call **911** for Emergencies

Call **519-258-6111** for non-emergency calls

Call **519-255-6700** to speak to an officer or department about specific concerns

Call **519-736-8559** for Amherstburg Detachment

AMHERSTBURG DETACHMENT

532 SANDWICH STREET, AMHERSTBURG, ONTARIO



Report Online

You now have the option to report select occurrences online.

www.windsorpolice.ca

You can use the system to report:

- Incidents involving vehicles
- Theft of or damage to property
- Frauds & Scams
- Drug Activity
- For businesses - Shoplifting



Provide an Anonymous Tip

Contact Crime Stoppers

Call Crime Stoppers at **1-800-222-8477** (TIPS)

www.crimestoppers.ca

WINDSOR POLICE SERVICE

P.O. Box 60
150 Goyeau St.
Windsor, ON N9A 6J5
(519) 255-6700
info@windsorpolice.ca

windsorpolice.ca

WPS Facebook: @Windsor.Police.Service

WPS Twitter: @WindsorPolice

WPS Instagram: @WindsorPolice

WPS Youtube: WindsorPolice

Amherstburg Facebook: @WPS.Amherstburg

Amherstburg Twitter: @WPS_Amherstburg

