

Windsor Police Service

STRATEGIC PLAN

2023 - 2026



A low-angle photograph of a modern, multi-story police building. The building features a mix of grey and light-colored panels and large windows with blue-tinted glass. Two flagpoles are positioned in the foreground; the left one holds a Canadian flag, and the right one holds a blue flag. The word 'POLICE' is prominently displayed in large, white, three-dimensional letters on the building's facade. The sky is clear and blue.

POLICE

TABLE OF CONTENTS

MEET THE BOARD	4
MESSAGE FROM THE BOARD CHAIR AND CHIEF	5
VISION, MISSION AND CORE VALUES	6
WPS STRATEGIC PLAN	7
PLAN DEVELOPMENT METHODOLOGY	8
CONSULTATIONS AND CONSIDERATIONS	9
STRATEGIC PRIORITIES	10
THE TOWN OF AMHERSTBURG	14
CONTACT	15

WINDSOR POLICE SERVICES BOARD AND SENIOR LEADERSHIP TEAM



Mayor Drew Dilkens
Chair, WPSB



Joanne Gignac
Vice-Chair WPSB



Sophia Chisholm



Robert DeVerteuil



Provincial Appointee
To Be Named



Michael Prue
WPSB Advisor

The Leadership Team



Jason Bellaire
Chief Of Police



Frank Providenti
Deputy Chief
Operational Support



Jason Crowley
Acting Deputy Chief
Operations

Superintendents:

Brendan Dodd
Dan Potvin
Karel Degraaf (Acting)

Inspectors:

Andrew Randall
Ken Cribley
Jill Lawrence
Dave Deluca
Marc Murphy
Jen Crosby
Ed Armstrong

Directors:

Melissa Brindley
Matt Caplin
Bryce Chandler
Gary Francoeur
Dawn Hill
Barry Horrobin
Laura Smith

MESSAGE FROM THE WINDSOR POLICE BOARD CHAIR AND CHIEF OF POLICE



Drew Dilkens
Mayor, City of Windsor

We are pleased to present the Windsor Police Service's 2023-2026 Strategic Plan. This strategic plan will guide our work over the next four years as we strive to make our community a safer and better place.

Developed jointly by the Windsor Police Services Board and Windsor Police Service, this plan reflects and supports the unique needs, perspectives and experiences of the people of Windsor and Amherstburg. Information and feedback provided by our community members, community partners and team members helped us to shape our priorities and refine our goals.

At the heart of our plan is our commitment to Our Principles, Our People and Our Performance. Our Principles and values will guide our members as they perform their duties. We are nothing without Our People – and so we will develop a diverse, engaged, and resilient team that is ready to protect and serve. Lastly, we will improve Our Performance by being more responsive and adaptive to the ever-evolving needs of our community.

We recognize the opportunities and challenges ahead of us, and we are committed to earning and maintaining the trust and confidence of our community.

On behalf of everyone at the Windsor Police Service and the Windsor Police Services Board, thank you for your trust and confidence.

Drew Dilkens
Chair, Windsor Police Services Board



Jason Bellaire
Chief of Police

Jason Bellaire
Chief of Police

OUR VISION, MISSION AND CORE VALUES

Our Vision

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.



WINDSOR POLICE SERVICE STRATEGIC PLAN 2023-2026

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 also foundational to the development of the Strategic Plan. The priorities and organizational goals detailed in the 2023-2026 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 (Forum Research Inc.)
- Community Consultation Meetings
- Stakeholder Consultations

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, Windsor Essex Regional Community Safety and Well-Being Plan, Ontario Civilian Police Commission [OCP] Recommendations)

WPS Board Approvals

- High Level Priorities & Goals (Approval of Draft)
- Final Approval of 2023-2026 Strategic Plan

CONSULTATIONS AND CONSIDERATIONS

Informing 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
- 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 (random sampling of community members in both Amherstburg and Windsor)
- Engagement of major stakeholders and community partners including, but not limited to, 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.
- 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



STRATEGIC PRIORITIES

Organizational Goals

OUR STRATEGIC PRIORITIES



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:

1. OUR PRINCIPLES

1.1

Promote Community Trust & Support

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

Performance Indicators:

- Annual Community Satisfaction Survey Results

Key Programs & Initiatives:

- Implementation of WPS EDI Strategic Plan
- Implementation of WPS Communications Strategic Plan
- Implementation of WPS Wellness Strategic Plan
- Engagement with Community Consultative Committee
- Engagement with Youth Community Consultative Committee
- Expanded Community Services Outreach
- Infrastructure, Security and Disaster Recovery Program

1.2

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

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 from prejudice and bias.

Performance Indicators:

- Annual Community Satisfaction Survey Results
- Race-Based Data Collection and Analysis

Key Programs & Initiatives:

- Implementation of WPS EDI Strategic Plan
- Implementation of WPS Communications Strategic Plan
- Engagement with Community Consultative Committee
- Engagement with Youth Community Consultative Committee
- Alignment with Provincial Race-based Data Collection and Analysis Best Practices

1.3

Pursue Community Partnerships & Regional Collaboration

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

Performance Indicators:

- Annual Community Satisfaction Survey Results
- Number of Collaborative Partnerships
- Crime & Clearance Rates, Occurrence Report Data

Key Programs & Initiatives:

- Regional Information Systems Sharing
- Regional Emergency Communications & Dispatch
- Alternative Mental Health Response Strategies (Mobile Crisis Rapid Response Team [MCRRT], Community Outreach and Support Team [COAST], Expedited Hospital Transfer of Care Pilot Project)
- Engagement with Windsor Essex Regional Community Safety and Well-Being Plan Partners

STRATEGIC PRIORITIES

Our People

We will recruit and develop a diverse, engaged, and resilient team that is trained, equipped, and always ready to effectively meet the ever-changing needs of our community.

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

2. OUR PEOPLE

2.1

Recruiting and Staffing for an Effective and Diverse Workforce

Desired Outcome: Our organization is effectively staffed and comprised of employees who are reflective of the community we serve. Our members bring the breadth of knowledge, experience and perspective 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

Key Programs & Initiatives:

- Implementation of WPS EDI Strategic Plan
- Implementation of WPS Communications Strategic Plan
- Implementation of WPS Recruiting & Staffing Plan

2.2

Skilled, Prepared, Ready: Trained & Equipped to Meet Tomorrow's Needs

Desired Outcome: Our organization and its members have the skills, training, and equipment needed to respond to the evolving policing needs of our community, including the shared demands of protecting international infrastructure within our borders. Through continuing investments in training excellence, equipment, and enhancing our emergency management capabilities, we are prepared to effectively mitigate all threats and challenges that may impact our community.

Performance Indicators:

- Annual Community Satisfaction Survey Results
- Annual Employee Consultation Survey Results
- Crime & Clearance Rates, Occurrence Report Data

Key Programs & Initiatives:

- WPS Training Centre Expansion & Capital Investment Program
- Training Centre Curriculum Modernization & Continuous Improvement Program
- Emergency Response Plans & Protocols
- Incident Command Program
- Public Order Unit & Police Liaison Teams Implementation
- Enhanced Performance Management Program (PMP)
- Continued Investment in Modernized Equipment & Technology

2.3

Member Wellness through Equity, Inclusion & Engagement

Desired Outcome: Our organization is a progressive, fair, and inclusive workplace that is responsive to the needs of our employees. Our members trust that they will be treated with respect, integrity and compassion, and that their employer values and supports them. We will work together to mitigate the physical and mental demands of our members' work. We communicate openly with our employees, and they are engaged and committed to shared organizational goals and values.

Performance Indicators:

- Reduced Sick Time (LTD, WSIB)
- Increased use of EAP/Peer Support Programs
- Annual Employee Consultation Survey Results

Key Programs & Initiatives:

- Implementation of WPS EDI Strategic Plan
- Implementation of WPS Wellness Strategic Plan
- Implementation of WPS Communications Strategic Plan
- Internal Employee Engagement Committees (Eg. Patrol & Investigations Divisional Working Groups, Joint Committees for Scheduling & Promotional Process)

STRATEGIC PRIORITIES

Our Performance

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

We will strive to continuously enhance public safety and reduce loss due to crime and disorder; we will work to enhance the safety of our roads, trails and public spaces for all citizens who use them. Our performance and service delivery will be aligned with the needs and expectations of our community. We will recognize the impact of Climate Change on our community and work to mitigate its effects. By focusing on this priority we seek to achieve the following Organizational Goals:

3. OUR PERFORMANCE

3.1 Provide Responsive and Effective Service Delivery

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. We will reduce the impact of our operations on our climate, and be prepared to effectively respond to more frequent and severe climate change related weather events.

Performance Indicators:

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

Key Programs & Initiatives:

- Incident Command Program
- Emergency Response Plans & Protocols (Incl. AlertReady Integration)
- Public Order Unit & Provincial Liaison Teams Implementation
- Alternative Mental Health Response Strategies
- Climate Change Mitigation Programs
- Cross-sectoral Initiatives (Situation Table, Community Safety & Well-Being Planning, Substance Misuse & Mental Health Response)

3.2 Enhance Community Safety and Reduce Victimization and Loss

Desired Outcome: By focusing on core police functions and responsibilities, the WPS maximizes actual and perceived public safety by preventing and reducing crime, apprehending criminals and making our roads and public spaces safer for all citizens; 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

Key Programs & Initiatives:

- Road Safety Initiatives
- Active Transportation Safety Initiatives
- Noise Reduction Initiatives
- Problem Oriented Policing Deployments
- School Zone Safety Programs
- Crime Prevention Through Environmental Design (CPTED)
- Collaboration Initiatives
- Community focused Communications Enhancements
- Community Safety Roundtables
- Neighbourhood Officer Program

3.3 Pursue Continuous Improvement and Innovation

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:

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

Key Programs & Initiatives:

- Implementation of Organizational Priorities Program
- Implementation of WPS Continuous Improvement Working Groups in all Divisions
- Implementation of WPS Analytics & Decision Support Program
- Implementation of NG911 Program
- Digital Evidence Management & CCTV Program
- Microsoft 365 Transition Program
- Data Driven Resource Deployments

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

AMHERSTBURG DETACHMENT

532 SANDWICH STREET, AMHERSTBURG, 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



Report Online

You now have the option to report select occurrences online.

www.windsorpolice.ca

You can use the system to report:

- Theft from or mischief to vehicles
- Theft of or damage to property
- Frauds & scams
- Drug activity
- For businesses - shoplifting
- Roadwatch/traffic complaints
- Sexual assaults
- Noise complaints



Provide an Anonymous Tip

Contact Crime Stoppers

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

www.crimestoppers.ca

WINDSOR POLICE SERVICE

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