



WOODSTOCK POLICE SERVICE BOARD

PUBLIC MEETING AGENDA

DATE: June 6, 2022

Time: 3:00 p.m.

LOCATION: Woodstock Police Service Headquarters and via Zoom

1. Call to Order
2. Welcome
3. Approval of Agenda
Recommendation: The Board approves the agenda as circulated (or with the following additions)
4. Declaration of Pecuniary Interest
5. Approval of Minutes from May 16, 2022
Recommendation: That the Board approves the minutes of May 16, 2022 as circulated.
6. Business arising from the minutes
7. Verbal Report from the Chair
8. Verbal Report from the Chief
9. Statistics/Reports – Deputy Chief
 - a. Calls for Service Statistic
 - b. Calls for Service Report
 - c. Charge Comparison
 - d. Report on Complaint Investigations
 - e. Other reports as necessary**Recommendation: That all statistics and reports under item 9 be received**
10. Financial Statements – Summary for period ending May 31, 2022
Recommendation: That the Financial Statements as presented be accepted for information
11. WPS Diversity Equity and Inclusion Plan
12. Contract Extension for 911 Services Provided to Oxford County

13. 2022 Community Survey
14. 2022 WPS Internal Needs Survey
15. Disconnecting From the Workplace Directive
16. 2021 WPS Annual Report
17. Unfinished Business
18. Closed Session
19. **Recommendation: That the Board adjourns to Closed Session at _____ pm to discuss intimate financial or personal matters or other matters may be disclosed of such a nature having regard to the circumstances, that the desirability of avoiding their disclosure in the interest of any person affected or in the public interest outweighs the desirability of adhering to the principle that proceedings be open to the public. R.S.O. 1990, c. P15, S. 35 of the *Ontario Police Services Act*.**
20. Motions arising from Closed Session
21. New Business (if necessary)
22. Date of Next Board meeting Monday, September 12, 2022 @ 3p.m. at Woodstock Police Service, via Zoom
23. Adjournment



WOODSTOCK POLICE SERVICES BOARD

The Woodstock Police Services Board met on May 16, 2022 via ZOOM and Woodstock Police Services at 3:00 p.m.

Present were: Ken Whiteford, Provincial Appointee; Deb Tait, Council Representative; Balwant Rai, Community Member; Leslie Farrell, Provincial Appointee; and Amy Hartley, WPSB EA.

Also in attendance were Chief Daryl Longworth, Kristi Lampman, Human Resources Coordinator, Hank Zehr, Zone 4 Police Advisor and Marcia Shelton, Inspector.

1. CALL TO ORDER

Ken WHITEFORD called the meeting to order at 3:03 p.m.

2. APPROVAL OF AGENDA

Moved by: Deb TAIT

Seconded by: Leslie FARRELL

Resolved that the Board approve the agenda as circulated and amended.

To include an overview of the status of budget for the PSB.
CARRIED.

3. There were no declarations of pecuniary interest.

4. MINUTES

Moved by: Leslie FARRELL

Seconded by: Deb TAIT

Resolved that the Board approve the minutes of April 11, 2022 as circulated.
CARRIED.

5. BUSINESS ARISING FROM THE MINUTES

None.

6. VERBAL REPORT FROM CHAIR

- K. Whiteford noted that he intends on attending the OAPSB Conference in Toronto on May 25-27, 2022. He mentioned to the Board members that there is still time to register if they were interested in joining.

- K. Whiteford advised that Police Week occurs from May 15-21, and that the theme this year is "Your Police Services: Helping Build Safer Communities".

7. VERBAL REPORT FROM CHIEF

- Chief Longworth also mentioned that Police Week was occurring and that he wanted to recognize those members that put in hard work and dedication every day, but also recognize those that have risked their lives for the service and are remembered during this week. On May 1, multiple members of WPS attended the Police memorial in Toronto. He indicated that there are events planned all week both in person and online. Some of these events include a recruiting fair, a cooking class for females in the community along with presentations on human trafficking and domestic violence, and an open house and station tours. On social media, a colouring contest will be held for children to design their own badge.

- Chief Longworth advised the Board that this was Road Safety week as well wherein the WPS will be partnering the MTO, OPP, and Ministry of Finance to conduct a commercial motor vehicle blitz. There has been an alarming number of unsafe transport trucks and operations lately. He indicated that on Friday, Operation Borders will be held, as well as on Wednesday and Thursday, the Four Counties Task Initiative will be held.

- NicheRMS is a strategic police analytics company that works with small to mid-sized police services. WPS submitted for and was selected by their peers as a winner. Heidi Becks has been involved with overseeing the project. This additional technology will allow WPS to track and analyze information and data to inform strategic decisions and service improvement. This cloud based platform tracks incidents, employee performance tracking, and includes a warrant tool to keep up to date on outstanding or overdue warrants. The tools built within the system will enhance employee wellness by tracking exposure to critical incidents and providing support for the members.

- Chief Longworth noted that there is a volunteer clean up occurring this coming weekend to clean up the downtown core. This event will allow for community engagement as well as cleaning up the downtown area. This

is in partnership with the Downtown BIA.

- The Internal and Community Surveys are completed and are expecting reports to be prepared by next meeting for presentation.

- On May 11, 2022, a retirement gathering was held for those members who have retired within the past couple of years. Chief Longworth explained that 25 members showed up. This event is a continued effort to provide support to retirees.

8. STATISTICS/REPORTS – Deputy WILKINSON

- A) Calls for Service Statistics
- B) Calls for Service Report
- C) Charge Comparison Report
- D) Report on Complaint Investigations
- E) Other Reports as necessary – 911 Statistics Report

Moved by: Deb TAIT

Seconded by: Leslie FARRELL

Resolved that the Board receive all statistics and reports presented in Item 8.

CARRIED.

9. FINANCIAL STATEMENTS

Moved by: Deb TAIT

Seconded by: Balwant RAI

Resolved that the Board receive the financial statements ending April 30, 2022 in Item 9.

CARRIED.

10. COMMUNITY SAFETY AND POLICING GRANT – PROVINCIAL

Moved by: Balwant RAI

Seconded by: Leslie FARRELL Resolved that the Board increase the sworn complement of WPS to 85 sworn members.

CARRIED.

11. COLLECTION OF IDENTIFYING INFORMATION

Moved by: Leslie FARRELL

Seconded by: Balwant RAI

Resolved that the Board receive the report for their information.

CARRIED.

12. UNFINISHED BUSINESS

- B. Rai asked Chief Longworth regarding the painting that was scheduled to be completed for the outside of the headquarters building. Chief Longworth noted that this was a capital purchase completed by the City and that the City is still looking for someone to complete the contract. Previously, WPS has undertaken finding someone to complete the task.

13. CLOSED SESSION

Moved by: Deb TAIT

Seconded by: Leslie FARRELL

Resolved that the Board adjourns to Closed Session at 3:46 pm to discuss intimate financial or personal matters or other matters may be disclosed of such a nature, having regard to the circumstances, that the desirability of avoiding their disclosure in the interest of any person affected or in the public interest outweighs the desirability of adhering to the principle that proceedings be open to the public. R.S.O. 1990, c.P15, s.35 of the Ontario Police Services Act.

CARRIED.

14. CLOSED SESSION RISES

Moved by: Deb TAIT

Seconded by: Balwant RAI

Resolved that the Board does now rise from Closed Session and reconvenes at 4:12 pm.

CARRIED.

15. MOTIONS ARISING FROM CLOSED SESSION - # 1 - # 6

CLOSED SESSION # 1 - CLOSED SESSION AGENDA

Moved by: Leslie FARRELL

Seconded by: Balwant RAI

Resolved that the Board approve the Closed Session Agenda as amended.

CARRIED.

CLOSED SESSION # 2 - PERSONNEL REPORTS a) STAFFING REPORT
b) STAFFING ACTIVITY

Moved by: Balwant RAI

Seconded by: Deb TAIT

Resolved that the Board receives for information the Staffing Report and Staffing Activity Report dated as of April 30, 2022.

CARRIED.

CLOSED SESSION # 3 - OVERTIME - CHIEF

Moved by: Leslie FARRELL

Seconded by: Balwant RAI

Resolved that the Board receive the monthly tracking report for information.

CARRIED.

CLOSED SESSION # 4 - STATUS OF LEGAL CASES – DEPUTY
CHIEF

Moved by: Leslie FARRELL

Seconded by: Deb TAIT

Resolved that the Board receive the updates presented in Item #4.

CARRIED.

CLOSED SESSION # 5 – OIPRD SERVICE COMPLAINT 2022

Moved by: Balwant RAI

Seconded by: Deb TAIT

Resolved that the Board accept Closed Session Report No. 05-2022 dated May 5, 2022.

CARRIED.

CLOSED SESSION # 6 – RESIGNATIONS

Moved by: Leslie FARRELL

Seconded by: Deb TAIT

Resolved that the Board receive the resignation letter as information.

CARRIED.

16. BOARD ONLY SESSION

17. NEW BUSINESS

18. Date of Next Board Meeting MONDAY, June 6, 2022 at 3pm via Zoom and at the Woodstock Police Service Headquarters.

19. ADJOURNMENT

Moved by: Deb TAIT

Seconded by: Leslie FARRELL

Resolved that the Board does now adjourn at 4:16 pm

CARRIED.

"Original Signed By"

Ken Whiteford, Chair
Woodstock Police Service Board

"Original Signed By"

Leslie Farrell, Acting Vice Chair
Woodstock Police Service Board

2022 Officer Stats

May

	HTA - Offences	Other Provincial Offence (LLA, CAIA, TPA)	Traffic - Parking Violations & Bylaw	HTA - Radar	Criminal Code	Criminal Code - Impaired Charges	Youth Criminal Justice Act	Control Drug & Substances Act	Observations	Compliance Checks <i>Total</i>	Total
Total	35	14	5	69	149	7	13	12	18	8	330
										OSOR	8

2022-06-02



2022 Report Complaint Investigations

Total Officers (actual authorized strength)	85	
Total Chief's Complaints 2022	1	
Total Public Complaints 2022	6	
- Conduct	3	
- Service	3	
- Policy		
TOTAL CHIEF INITIATED COMPLAINTS UNDER INVESTIGATION	1	
TOTAL PUBLIC COMPLAINTS UNDER INVESTIGATION	2	
<u>Allegations</u>		
Incivility/Insubordination	0	
Neglect of Duty	1	
Discreditable Conduct	4	
Excessive/Unnecessary Use of Force	1	
Unlawful/Unnecessary Exercise of Authority	1	
Unsatisfactory Work Performance	1	
Other Service Complaints - Unknown		
<u>Resolutions</u>		
Not Dealt with- Section 59 (frivolous, vexatious, bad faith, outdated, not affected)	2	
Informal Resolution without a Hearing	0	
- Conduct	0	
- Service	0	
- Policy	0	
Withdrawn by Complainant	1	
Unsubstantiated through investigation	0	
Police Service Act Hearing	0	
Lost jurisdiction	0	
Early Resolution	1	

Time: 4:42:19 PM

Woodstock Police Service Board - May 31, 2022

<u>Account</u>	<u>Description</u>	2022 BUDGET	<u>ACTUAL</u> <u>Y.T.D.</u>	DIFFERENCE	Percentage Spent
<u>Revenues</u>					
0500-63027-0000	ONTARIO - RIDE PROGRAMME	\$15,000.00	\$0.00	\$15,000.00	0.00%
0500-63028-0000	ONTARIO - VICTIM SUPPORT GRANT	98,700.00	98,700.00	0.00	100.00
0500-63033-0000	ONTARIO - COURT SECURITY COSTS RECOV.	527,577.00	0.00	527,577.00	0.00
0500-63034-0000	CRUISER COSTS RECOVERED CISO	8,000.00	0.00	8,000.00	0.00
0500-63035-0000	ONTARIO - HCEIT GRANT	7,000.00	0.00	7,000.00	0.00
0500-63036-0000	COMMUNITY SAFETY & POLICING GRANT - LOCAL	266,250.00	15,000.00	251,250.00	5.63
0500-63037-0000	COMMUNITY SAFETY & POLICING GRANT - PROV	25,000.00	39,937.50	(14,937.50)	159.75
0500-63038-0000	PROV - PROVINCIAL STRATEGY GRANT	12,750.00	12,727.35	22.65	99.82
0500-63039-0000	ONTARIO YOUTH IN POLICING GRANT	10,000.00	0.00	10,000.00	0.00
0500-63040-0000	POLICE - PROFILE SCREENING	23,000.00	7,936.50	15,063.50	34.51
0500-63042-0000	ONT STRATEGY TO END HUMAN TRAFFICKING	17,400.00	0.00	17,400.00	0.00
0500-69202-0000	TRANSPORTATION OF PRISONERS-	40,000.00	7,360.00	32,640.00	18.40
0500-69203-0000	ACCIDENT REPORTS & MISCELLANEOUS-	85,000.00	27,601.14	57,398.86	32.47
0500-69204-0000	DISPATCH SERVICES RECOVERED - VARIOUS	257,794.00	108,530.95	149,263.05	42.10
0500-69205-0000	COUNTY 911	47,092.00	0.00	47,092.00	0.00
0500-69207-0000	RECOV. FROM COUNTY COURT SECURITY	51,541.00	0.00	51,541.00	0.00
0500-69210-0000	SOCIAL SERVICES RELIEF FUND-OXFORD COUN	0.00	9,000.00	(9,000.00)	0.00
0500-69216-0000	POLICE - ALARM REVENUE	80,000.00	59,336.50	20,663.50	74.17
0500-69219-0000	REVENUE - PAID DUTY	20,000.00	3,716.45	16,283.55	18.58
0500-69220-0000	REVENUE - PAID DUTY - ADMINISTRATION	3,500.00	365.39	3,134.61	10.44
0500-69222-0000	PROV. OFFENCES COURT SECURITY	6,000.00	0.00	6,000.00	0.00
0500-69223-0000	SALE OF USED VEHICLES	0.00	18,971.94	(18,971.94)	0.00
0500-69225-0000	REFUND SURPLUS GREAT WEST LIFE	50,000.00	50,044.18	(44.18)	100.09
0500-69240-0000	TRANS FROM RESERVE RE LABOUR RELATIONS	75,000.00	0.00	75,000.00	0.00
0500-69244-0000	TRANS FROM RESERVE FOR CAPITAL PROJECTS	20,000.00	0.00	20,000.00	0.00
0500-69248-0000	SECONDMENT PAYMENTS - VARIOUS	334,295.00	38,901.83	295,393.17	11.64
0500-69262-0000	PROPERTY AUCTION PROCEEDS	0.00	140.35	(140.35)	0.00
0500-69263-0000	TRANSFER FROM INFO TECHNOLOGY RESERVE	134,000.00	0.00	134,000.00	0.00
0500-69265-0000	WSIB REIMBURSEMENTS	465,000.00	186,213.94	278,786.06	40.05
0500-69267-0000	CANADIAN TIRE JUMPSTART CHARITIES	0.00	3,101.00	(3,101.00)	0.00
0500-69508-0000	POLICE-GAIN/LOSS ON SALE OF FIXED ASSETS	20,000.00	8,017.55	11,982.45	40.09
Total Revenues		\$2,699,899.00	\$695,602.57	\$2,004,296.43	25.76%

Expenditures

0500-72211-0000	POLICE - COURT SECURITY EXPENSES	\$758,261.00	\$240,866.57	\$517,394.43	31.77%
0500-72212-0000	POLICE COMMUNICATIONS EXPENSES	\$1,659,310.00	\$610,215.30	\$1,049,094.70	36.78%
0500-72210-0000	POLICE - CIVILIAN EXPENSES	\$1,854,359.00	\$622,432.16	\$1,231,926.84	33.57%

Woodstock Police Service Board - May 31, 2022

<u>Account</u>	<u>Description</u>	2022 BUDGET	<u>ACTUAL</u> <u>Y.T.D.</u>	DIFFERENCE	Percentage Spent
0500-72220-0000	POLICE - ENFORCEMENT EXPENSES	\$12,153,901.00	\$4,628,130.48	\$7,525,770.52	38.08%
0500-72230-0000	POLICE SERVICES BOARD EXPENSES	\$101,671.00	\$32,929.15	\$68,741.85	32.39%
0500-72240-0000	POLICE - GENERAL ADMINISTRATION EXPENSES	\$2,966,687.00	\$1,042,029.62	\$1,924,657.38	35.12%
0500-72244-0000	ONTARIO YOUTH GRANT EXPENSES	\$10,000.00	\$0.00	\$10,000.00	0.00%
0500-72245-0412	VICTIMS SUPPORT GRANT EXPENSES - OTHR CH	\$63,900.00	\$73,751.84	(\$9,851.84)	115.42%
0500-72250-0000	POLICE - BUIDING MAINTENANCE EXPENSES	\$331,000.00	\$138,394.96	\$192,605.04	41.81%
0500-72298-0000	POLICE - GENERAL CRUISER EXPENSES	\$308,900.00	\$126,410.57	\$182,489.43	40.92%
	Total Expenditures	\$20,207,989.00	\$7,515,160.65	\$12,692,828.35	37.19%
	Total Revenues	(\$2,699,899.00)	(\$695,602.57)	(\$2,004,296.43)	25.76%
	Net Difference	\$17,508,090.00	\$6,819,558.08	\$10,688,531.92	38.95%

WOODSTOCK POLICE SERVICE

Reserve & Reserve Funds to
May 31, 2022

Name	January 1, 2022	2022 Contributions	Reserve Fund Interest Earned	Transfers between Funds	Expenditures	Transferred to Operating	Balance May 31, 2022
0180-52031 Sick Leave Severance Reserve Fund	764,881.31	10,000.00					774,881.31
0170-51152-0000 Insurance Loss Reserve	213,567.30	5,000.00					218,567.30
0170-51153-0000 Reserve for Legal Fees	204,313.34						204,313.34
0170-51156-0000 Reserve Building & Operations	130,343.35						130,343.35
0180-52032 Voice Radio Replacement Reserve Fund	247,489.14						247,489.14 Note: \$236,084.43 committed for radio proje
0170-51157-0000 Honour Guard Reserve	2,100.80						2,100.80
0170-51158-0000 Labour Relations Reserve	75,632.91					75,000.00	632.91
0170-51159-0000 Reserve for Information Technology	302,476.85					134,000.00	168,476.85
0170-51161-0000 Canine Unit	13,645.95						13,645.95
0170-51166-0000 Capital Projects Reserve	385,934.25					20,000.00	365,934.25
0170-51171-0000 Reserve for Specialized Services & Wellness	18,855.28						18,855.28
0170-51172-0000 Reserve for Civilian Clothing	2,273.33						2,273.33
Totals	2,361,513.81	15,000.00	-	-	-	229,000.00	2,147,513.81
Sick Leave Severance Reserve Fund							
Original Dec 31, 2021 balance	151,224.66						
Allocation of 2021 Surplus	613,656.65						
Revised Balance	764,881.31						



May 31, 2022

Board Report June, 2022 - OPEN

Re: WPS Diversity Plan

The Woodstock Police Service (WPS) strives to be reflective of the diverse community it serves. The WPS Diversity Plan has been established to enhance relationships with the diverse communities of Woodstock and to attract and retain qualified diverse candidates to the WPS. The goal is to have a membership that is representative of the community and a police service that is supportive and inclusive for all of its members.

In January, 2022, WPS conducted an employee census. The census was a voluntary, anonymous survey that asked questions about gender, ethnicity, religious affiliation and sexual orientation. The purpose of the Employee Census was to gather information on the demographic profile of our current members. The results from this census provided a necessary baseline required to measure progress in this area and to facilitate future demographic comparisons. The attached plan contains the results from the WPS Census.

Unfortunately, the full comparison demographic data for the population of Woodstock obtained from the 2021 Census will not be released by Statistics Canada until October 26, 2022. At that time the Census data for the City of Woodstock will be updated.


Recommendations:

That the Board receive the Diversity Plan.

Daryl Longworth
Chief of Police



Woodstock Police Service Directive

Directive Type Operational		Issue Number 135WPS	
Distribution: ALL MEMBERS		Subject Diversity Plan	
Replaces	Effective Date June 7, 2022	Re-evaluation Date	
Related Standards/Legislation/Directive Police Services Act, Adequacy Standards Regulation			
Approved By  Chief Daryl Longworth		Revised	
Special Instructions		Originator Chief Daryl Longworth	

Statement

The Woodstock Police Service (WPS) strives to be reflective of the diverse community it serves. The WPS Diversity Plan has been established to enhance relationships with the diverse communities of Woodstock and to attract and retain qualified diverse candidates to the WPS. The goal is to have a membership that is representative of the community and a police service that is supportive and inclusive for all of its members.

Principles

In accordance with the Ontario Police Services Act, the WPS recognizes the need to ensure that “police forces are representative of the communities they serve”.

WPS believes that a diverse police service will increase productivity, creativity and problem solving. It will broaden community engagement and result in better service to the citizens of Woodstock. A diverse service will further enhance communication with the citizens of Woodstock and throughout the police service.

WPS believes that all of its members should have the opportunity to achieve their full potential. By building a diverse police service and creating an inclusive environment for all members the WPS can champion the values of equality, diversity and social inclusion.

Woodstock Police Service Strategic Plans

Past and current WPS Strategic Plans have focused on the recruitment and retention of members that are more reflective and understanding of the community served.

Future WPS Strategic Plans will continue this focus with the objective of increasing the degree to which the WPS reflects the diverse community we serve.

Employee Census

In January, 2022, WPS conducted an employee census. The census was a voluntary, anonymous survey that asked questions about gender, ethnicity, religious affiliation and sexual orientation. The purpose of the Employee Census was to gather information on the demographic profile of our current members. The results from this census provided a necessary baseline required to measure progress in this area and to facilitate future demographic comparisons. The Employee Census will be conducted every five years.

There was a 66% response rate to the 2022 census of the total 119 sworn/civilian members and cadets deployed at the time that the census was taken.

WPS Census Highlights	2022
Female Members (sworn/civilian/cadets)	37%
Members of racial minority	9%
Members indicating religious affiliation as Christianity	47%
Members indicating no religious affiliation	46%

Members indicating affiliation with other religions	9%
Members indicating, they were heterosexual	93%
Members indicating other sexual orientation	7%

Top 7 Languages Spoken:

- English (100%)
- French (4%)
- Punjabi (1%)
- Hindi (1%)
- Urdu (1%)
- Arabic (1%)
- Vietnamese (1%)

Percentage of Racial Minority by Ethnic Group (Sworn/Civilian/Cadet)

Racial Groups	
Black	3%
Middle Eastern	1%
South Asian	3%
Southeast Asian	1%

City of Woodstock Census Fact Sheets

The City of Woodstock Census Fact Sheets from the 2016 National Household Survey indicates the following:

- Woodstock is home to 4,440 immigrants.
- Six Percent of Woodstock’s immigrants arrived between 2011-2016.
- Five percent of Woodstock reported being a visible minority.
 - Black - 1.5%

- Asian – 1.3%
- South Asian – 1%
- Latin American – 0.5%
- Southeast Asian - 0.5%
- Other – 0.3%
- Arab – 0.2%

NOTE: TO BE COMPLETED IN OCTOBER, 2022 ONCE INFORMATION IS RELEASED FROM STATISTICS CANADA 2021 CENSUS

Diversity Plan

1. Develop and deliver outreach programs with an emphasis on identifying suitable candidates and promoting the WPS as an employer of choice. Outreach will be conducted by members of the Recruiting Team. Diverse WPS officers assigned to areas outside of the Human Resources Branch will also assist with outreach opportunities:
 - Research has demonstrated that members from diverse communities are more likely to identify with a police officer from a similar background.
 - Upcoming community events shall be monitored by Senior Command and diverse members identified for attendance at these events.
 - Diverse members will be scheduled to attend events from their own or similar cultures and/or religions when possible.
2. Continue to provide diversity/cultural awareness training to all members involved in recruiting to ensure personal biases are not influencing hiring decisions. Additionally, ensure the same training occurs for Senior Officers, supervisors all managers of civilian staff who may be involved in the hiring of civilian members, to ensure they understand the benefits of a diverse workforce and are culturally aware.
3. Continue to provide diversity and inclusivity training to all members of the WPS.
4. Continue diversity employment programs targeting youth –Youth in Policing Initiative (YIPI), Kids and Kops Youth Baseball
5. Continue Secondary School Co-op program with an emphasis on mentoring any diverse students.
6. Continue to host and participate in diversity specific events such as Black History Month, International Day for the Elimination of Racial Discrimination, , and the PRIDE events.
7. Consider diversity in the selection of students at Citizen’s Academy and volunteers with the WPS Auxiliary Unit with the intent of promoting the WPS as a viable employer.
8. Develop a recruiting initiative to contact former, YIPI students, and Citizen Academy Participants reflective of diversity, to encourage careers with the WPS.

9. Review civilian member hiring practices with an emphasis on promoting civilian careers to the community. Promote civilian positions to diverse community members.
10. Host cultural open house events to invite community members to meet recruiters and civilian staff to promote employment opportunities.
11. Enhance the WPS website links to more effectively promote civilian employment opportunities:
 - Post all civilian positions
 - Testimonials from WPS diverse members
 - More information on the hiring process
12. Recruiters to attend Colleges/Universities in the greater Toronto area, or even Waterloo Region where there is a much more diverse student population. Recruiters to promote WPS and the City of Woodstock (housing market, quality of life, commuting time, excellent hospitals and schools, easy access to the GTA) to encourage diverse applicants.
13. Recruiters to attend Secondary Schools in the city of Woodstock to speak with senior students interested in a career in policing.
14. Recruiters to personally approach diverse WPS members to inquire about diverse acquaintances/family/friends that possess the appropriate skills and abilities and that may be interested in applying to the WPS in either a sworn or civilian capacity.
15. All members of the WPS will be encouraged to promote the WPS as an employer of choice and encourage applications from qualified diverse candidates.
16. Recruiters to attend mini-information or employment fairs in Woodstock whose clientele are from diverse backgrounds to educate/inform/mentor diverse individuals for sworn and civilian positions.
17. Ensure WPS attends Citizenship Court ceremonies to congratulate and welcome new Canadians.
18. Diverse members who are assigned to patrol sections will, when possible, be assigned to work in patrol areas that are identified as having a significant population of diverse citizens similar to the officer's diversity.
19. The position description of secondary school officers will be altered to ensure that these officers can act as ambassadors of our recruiting team. Recruiters will provide instruction to these officers in the area of recruiting and the importance of outreach to underrepresented groups within the community will be stressed. The proposed additions to duties are:

- Be familiar with the criteria for hiring of a police officer, the Constable Selection System requirements and WPS recruitment strategies.
- Provide recruitment information to secondary school students expressing interest in law enforcement as a career.

20. Identified community members will be contacted to act as diversity champions for the WPS. These community members will have demonstrated their belief in the value of diversity and may be able to assist the WPS with future identification of qualified applicants.

21. Establish a Diversity and Equity Committee consisting of Senior Command and WPS members representing women, persons with disabilities, visible minorities, LGBTQ2 persons and others who may not identify with those listed but represent a diverse group. The objectives of the committee will be to:

- advise the Executive on issues, procedures that affect employees in particular, members of diverse groups
- To be a resource group for women, indigenous peoples, visible minorities, LGBTQ2 employees and persons with disabilities.
- To serve as a formal mechanism to exchange ideas and address concerns related to women, indigenous peoples, visible minorities, LGBTQ2 employees and persons with disabilities.
- To assist the organization in raising general cultural and diversity awareness and understanding of issues affecting women, indigenous peoples, visible minorities, LGBTQ2 employees and persons with disabilities.
- To assist in creating an inclusive work environment by providing recommendations to the Executive on changes required to meet the demands of a changing society and work force.

Concluding Remarks

Although the main focus of the WPS Diversity Plan is on the sworn and cadet ranks, WPS recognizes the importance of having a civilian and auxiliary membership that is also representative of the community. As a result, opportunities to increase the diversity within the civilian and auxiliary ranks will continue to be researched, examined and acted upon.

The WPS Diversity Plan and available census information will be evaluated annually. This evaluation will allow successes to be capitalized on and failures to be recognized and corrected. Changes to census information will allow for target populations and rates to be adjusted accordingly. The WPS Employee Census held every five years will also provide the statistics required to further adjust target populations and rates within the police service.



May 30, 2022

Board Report June 2022 - OPEN

Re: 911 Primary Public Safety Answering Point (PPSAP) Service Contract Extension

The Woodstock Police Service presently provides 911 PSAPP services to the County of Oxford pursuant to a five-year contract that is set to expire in January 12, 2023. I have had discussions with Oxford Paramedic Services Chief Ben Addley and have negotiated the attached one-year extension which includes a 2% per capita increase. Chief Addley has indicated that the County is prepared to sign the attached agreement.

Recommendations:

That the Board authorize the Chair to sign the attached one-year extension to the current PPSAP Agreement between the County of Oxford and the Woodstock Police Services Board.

Daryl Longworth
Chief of Police

**E911 Primary Public Safety Answering Point Service
Contract Extension Agreement**

Between

The County of Oxford

And

Woodstock Police Services Board

(Hereinafter referred to as the "Parties")

WHEREAS, Oxford County Council adopted Public Health and Emergency Services Report No. PHES 2017-01, dated January 11, 2017 which introduced By-law 5899-2017 authorizing an Agreement with the Woodstock Police Services Board for the purposes of the provision of E911 Primary Public Safety Answering Point Services through the Woodstock Police Service for the term January 12, 2017 to January 11, 2022 with an option for two-years of extension.

AND WHEREAS, the Parties find it desirable to exercise the second year of extension of the Agreement as set out in paragraph 2.2.

NOW THEREFORE, the Parties agree as follows:

1. The terms of the original agreement shall remain in full effect except as noted in this agreement.
2. Further to paragraph 5.2 of the Agreement, the invoices for the January 12, 2023 to January 11, 2024 extension will be at an increase of 2% per annum over the 2022 rate as follows:

<i>Term</i>	<i>Population Projection</i>	<i>Per Capita Rate</i>	<i>Cost (Applicable taxes excluded)</i>
2023	75,440	63.67¢	\$48,033

County of Oxford:

Woodstock Police Services Board:

Michael Duben, CAO

Ken Whiteford, Chair

Ben Addley, Chief Paramedic Service

Daryl Longworth, Chief of Police

Dated this ____ day of May, 2022



May 30, 2022

Board Report – June, 2022 – OPEN SESSION

RE: *2022 Community Survey*

Between March 23-April 10, 2022, the Woodstock Police Service conducted a community survey using the questions approved by WPSB at the meeting held in February, 2022. The survey was conducted on behalf of the board by Oracle Poll Research Group using computer-assisted techniques of telephone interviewing and random number selection to conduct interviews with 325 Woodstock residents and 75 local businesses as well as by providing access to a separate online survey that was open during the data collection.

Recommendation:

That the board receives the attached report on the results of the 2022 Community Survey.

Recommendation:

That the board receive the report.

Daryl Longworth
Chief of Police



Community Policing Survey Report



April 2022

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Methodology & Logistics

Overview

The following report represents the findings of a 2022 Oraclepoll public opinion survey conducted among N=325 Woodstock residents and N=75 businesses and organizations for the Woodstock Police Service. The objective of the project was to gauge the opinions of those residing in Woodstock on a series of issues relating to policing in the community.

Original baseline data on several key indicators was established in 2016 and tracked in 2019. This 2022 survey represents the third wave or datapoint. When and where possible results are compared over time in this report.

The community was also allowed to access a separate online survey that was kept open during data collection. Results from these findings are included in a separate Excel report.

Study Sample

A total of N=325 Woodstock area residents and N=75 businesses or organizations were interviewed by telephone.

Survey Method

Surveys were conducted using computer-assisted techniques of telephone interviewing (CATI) and random number selection. The randomized residential database used was inclusive of landlines as well as cell phone only residences.

Twenty percent of all interviews were monitored and the management of Oraclepoll Research Limited supervised 100% for quality assurance.

Logistics

The surveys were conducted between the days of March 23rd and April 10th, 2022.

Confidence

The margin of error for the N=325 residential sample is $\pm 5.4\%$, $\frac{19}{20}$ times and $\pm 11.3\%$, $\frac{19}{20}$ times for the N=75 business sample.

Reporting

This report contains an executive summary of the findings from the residential and business surveys. A separate Excel report includes the results by each individual question (residential & businesses cohorts).

Residential Results

Source of Information & Website

In an open ended or unaided question, those surveyed were asked to name the main sources by which they get information about police activities in the community. Multiple responses were accepted and N=686 were provided. Below are the combined percentage total of all responses and the corresponding change (+ or -) over 2019, as well as the percentage of cases or the number of times each area was mentioned.

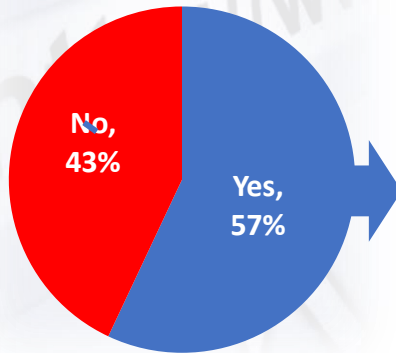
Q1. What sources do you use to obtain information about police activities in the City of Woodstock?

	% Total	% of Cases
Facebook	24% <i>(+6%)</i>	50%
Radio	19% <i>(-5%)</i>	39%
WPS internet website	17% <i>(+6%)</i>	35%
Newspaper (print & on-line)	16% <i>(-5%)</i>	35%
Twitter/Instagram	10% <i>(+5%)</i>	20%
Television	9% <i>(-4%)</i>	20%
Community social media forums	4% <i>(n/c)</i>	8%
Don't know	2% <i>(n/c)</i>	3%

When combining the total responses provided, Facebook is the most named up +6% over 2019, followed by radio which saw a drop of -5%. More said they use the WPS website (+6%), Twitter and Instagram (+5%), while less read newspapers (-5%) or get information from television (-4%).

Specific questions were then asked about the Woodstock Police Service Website. All respondents were first asked if they have ever visited the site, and those that have (N=186, 57%) were then asked two follow-up questions.

Q2. Have you ever visited the Woodstock Police Service Website?



Fifty-seven percent have visited the website, up from 44% in the 2019 survey period. Visitors were next asked two follow-up questions – the reasons for visiting (Q3) and then to rate the content (Q4).

Q3. Why did you visit the Woodstock Police Website?

To view media releases	34%
To view information about the service itself	26%
To view criminal record check and Freedom of Information request	11%
Crime updates / locations, areas etc.	6%
To use On-line reporting of crimes, feature	5%
To view the Woodstock Police Service Board meetings	5%
To view the Business Plan	4%
To view employment opportunities	3%
Contact information	2%
To view the chief's message	2%

Varied reasons were provided for visiting the website, but the most named was to view media releases, followed by viewing information about the service.

Q4. Using a scale from one being very poor to five being very good how would you rate the content or information available on the website as being interesting, useful or helpful?



Seventy-five percent provided a good or very good rating for the content of the website compared to 71% in 2019 and 67% in 2016.

Patrols

In a series of questions first presented in 2019, respondents were asked if they felt that patrols for the following three areas should be increased, decreased or remain about the same.

Q5. For each type of patrol, please advise what best expresses how you feel about the number of patrols. Should there be fewer, more or should they remain the same?

MARKED CRUISERS	Should be fewer	Should remain the same	Should be more	Unsure
2022	3%	20%	74%	3%
2019	1%	21%	72%	6%

BICYCLE	Should be fewer	Should remain the same	Should be more	Unsure
2022	1%	25%	58%	16%
2019	1%	26%	54%	19%

FOOT	Should be fewer	Should remain the same	Should be more	Unsure
2022	2%	23%	67%	8%
2019	1%	25%	64%	10%

A very low number of residents are of the opinion there should be fewer patrols. Demand remains strongest for more marked cruisers with 74% saying there should be more (+2% over 2019), followed by foot patrols at 67% (+3%). While a lower 58% stated there should be more bicycle patrols, there was an increase of +4% for this area.

Community Engagement

Respondents were asked to rate their level of satisfaction with community engagement across six communications areas or delivery methods. A five-point scale was used (1-very dissatisfied to 5-very satisfied) with the following table combining the total satisfied (4 & 5) and total dissatisfied (1 & 2) results. The percentage increase or decrease in relation to the 2019 survey are presented in parenthesis.

Q6. How satisfied are you with the Woodstock Police Service’s level of engagement with the community through each of the following?

	Total Dissatisfied	Neither satisfied nor dissatisfied	Total satisfied	Unsure
WPS website media releases	5%	16%	60% (+21%)	19%
Twitter/Instagram	4%	14%	23% (+12%)	59%
Facebook	7%	13%	56% (+19%)	24%
Newspaper	16%	19%	44% (+4%)	21%
Radio	17%	18%	47% (+2%)	18%
Television	12%	19%	41% (+5%)	28%

WPS website media releases and Facebook rated highest in terms of satisfaction with increases of +21% and +19% respectively. Next highest scored were radio and newspapers and then television. While the lowest rated was Twitter/Instagram, there was a solid improvement of +12%.

Online Reporting

Three quarters of residents said they would be now willing to use an online reporting option for non-emergency crimes, up +9% from the 66% in 2019.



Q7. The Woodstock Police Service is implementing an online reporting option for some non-emergency crimes. Would you be willing to try this service?

75% YES

Policing Priorities

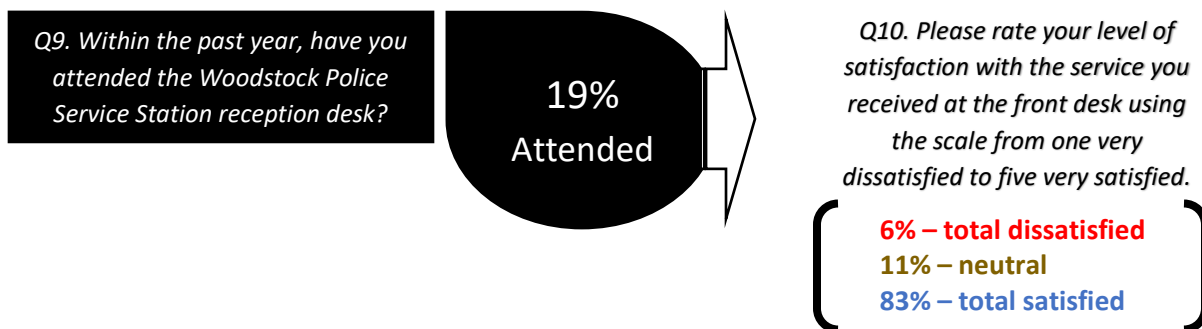
Survey participants were asked in an open ended or unaided question what they considered to be the top policing priorities that the Woodstock Police Service should focus on.

Q8. What do you feel should be the policing priorities that the Woodstock Police Service should focus on?

Drugs	26%
More patrols/ visibility / police officers	10%
Crime in the downtown	10%
Homeless	9%
Break and enters / thefts	9%
Traffic / Speeding	7%
Don't know	6%
Safety (in neighbourhoods on streets)	6%
Mental health / addictions	3%
Youth crime	2%
General Crime	2%
Crime prevention / programs	2%
Justice / punishment / sentencing	2%
Better training (mental health, wellness checks)	2%
Enforcement	2%
Violence / violent crime	1%

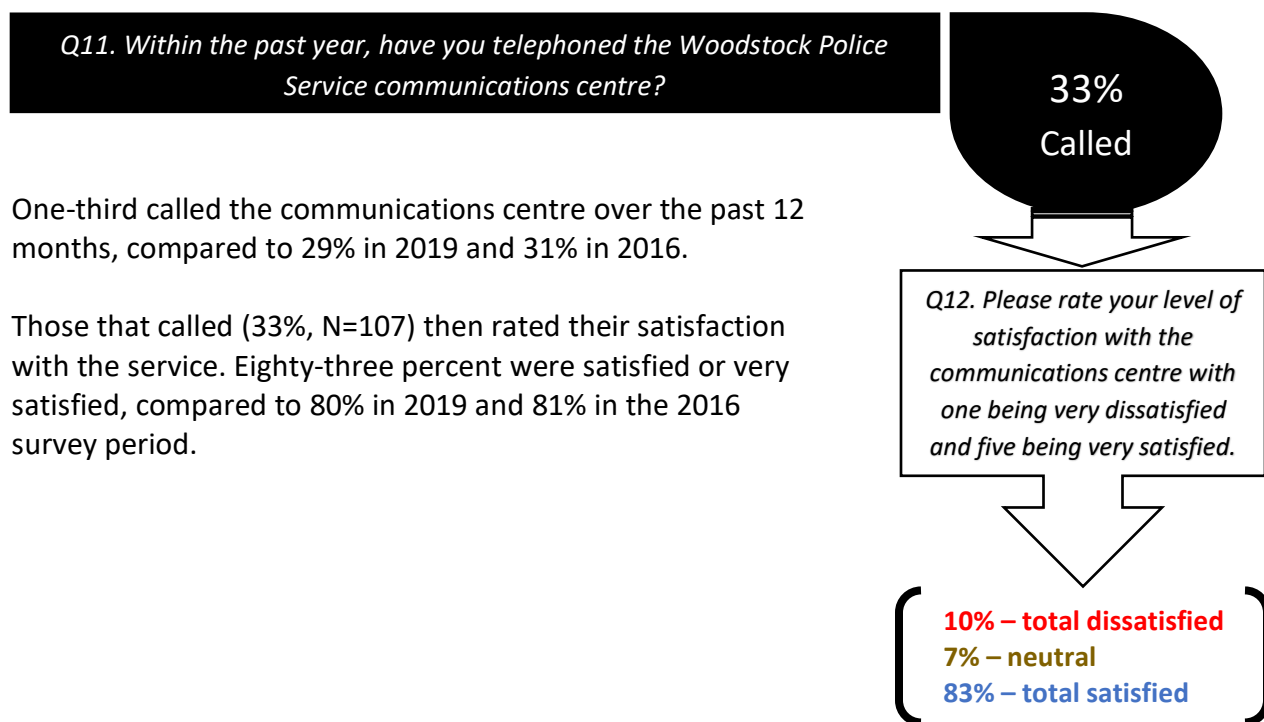
Dealing with drugs was most named by 26%, +12% more than in 2019, next followed by the need for more patrols or police visibility (+1% over 2019), crime in the downtown at (+7%) and the new issue of homelessness (not referenced in 2019). Break and enters followed (+1%), then traffic concerns (-1%) and safety (-7%).

Reception Desk



Nineteen percent attended the reception desk compared to 22% in 2019 and 31% in 2016. The 19% or N=63 were then asked to rate their satisfaction with the front desk service with 83% being satisfied or very satisfied – higher than the 79% in 2019 and similar to the 82% satisfied in 2016.

Communications Centre



One-third called the communications centre over the past 12 months, compared to 29% in 2019 and 31% in 2016.

Those that called (33%, N=107) then rated their satisfaction with the service. Eighty-three percent were satisfied or very satisfied, compared to 80% in 2019 and 81% in the 2016 survey period.

Collision Reporting Centre

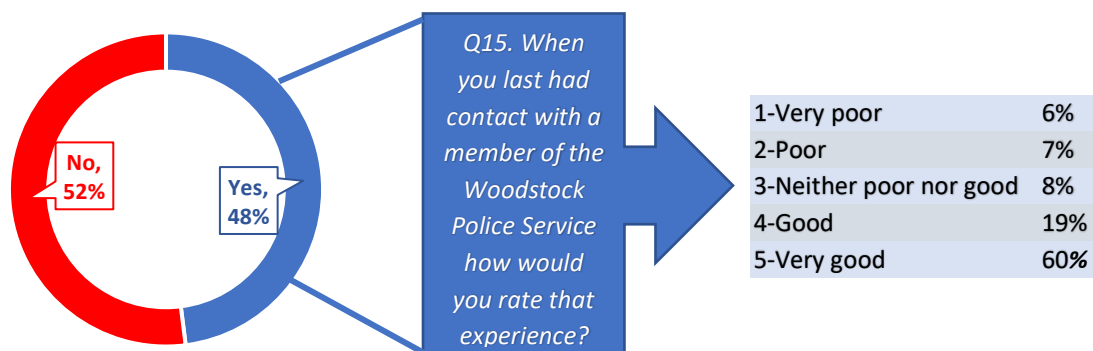
A question was asked about the Collision Reporting Centre, highlighting the fact that 73% (68% in 2019) had no experience or did not know. Among those that had a response or experience 53% were satisfied or very satisfied (49% in 2019).

<i>Q13. Please rate your level of satisfaction with the Collision Reporting Centre?</i>		
	Total Results	Excluding Don't know
1-Very dissatisfied	1%	5%
2-Dissatisfied	2%	6%
3-Neither satisfied nor dissatisfied	10%	37%
4-Satisfied	8%	29%
5-Very satisfied	6%	24%
No Experience / Don't know	73%	

Contact with Police

Forty-eight percent have had a personal interaction with a Police Officer over the past two years (44% in 2019 & 41% in 2016). When those with an interaction (48%, N=157) rated their experience 79% accorded a good or very good rating – 84% in 2019 & 82% in 2016.

Q14. In the past two years, have you personally had the opportunity to deal directly with or interact with a Woodstock Police Officer?



Police Service Satisfaction Areas

All respondents then rated the Woodstock Police Service across nine areas. Results in the table below compare the top two positive (satisfied & very satisfied) results over the three survey touch points.

Q16. Using a scale of very unsatisfied to very satisfied, please rate the Woodstock Police Service in the following areas.

	TOP TWO SATISFIED 2016	TOP TWO SATISFIED 2019	TOP TWO SATISFIED 2022
<i>Respectfulness</i>	80%	83%	82%
<i>Competency</i>	77%	74%	71%
<i>Overall Level of Service</i>	78%	75%	72%
<i>Professional Appearance</i>	88%	86%	87%
<i>Trustworthiness</i>	80%	76%	73%
<i>Response Time</i>	61%	57%	59%
<i>Visible Presence</i>	62%	58%	53%
<i>Showing Concerns for your Problems</i>	55%	56%	54%
<i>Being Approachable</i>	77%	80%	74%

Professional appearance continues to rate the highest at 87% (+1% over 2019), followed by respectfulness at 82% (-1%). The next best score was for being approachable despite a -6% decline and then the three areas of trustworthiness, overall service and competency, which all saw a -3% dip in relation to 2019. Lowest rated were response times (+2%), visible presence (-5%) and showing concern for problems (-2%) – with a high percentage being unsure of response times (59%) and showing concern (23%).

When then asked, 71% said the Woodstock Police Service does a good job in keeping the public informed about on-going issues, up +4% compared to the previous survey period.

Q17. Overall, do you feel the Woodstock Police Service does a good job keeping the public informed about on-going issues in Woodstock?

	2016	2019	2022
Yes	63%	67%	71%
No	22%	19%	13%
Don't know	15%	14%	16%

Time Allocation

Residents were asked about where they felt Police time resources should be spent. Results indicate the percentage change for “more time” compared to 2019.

Q18. Do you think the Woodstock Police Service should spend more time, less time or are they currently spending the correct amount of time on the following issues?

	MORE TIME	LESS TIME	CORRECT AMOUNT	DON'T KNOW
<i>Drug enforcement</i>	81% (+9%)	-	17%	2%
<i>Youth Crime</i>	45% (-12%)	7%	22%	26%
<i>Hate Crimes</i>	34% (+3%)	9%	29%	28%
<i>Human Trafficking</i>	64% (+15%)	1%	16%	19%
<i>General Traffic Enforcement</i>	51% (+6%)	6%	40%	3%
<i>Distracted Driving</i>	60% (+2%)	2%	34%	4%
<i>Speed Enforcement</i>	46% (+3%)	2%	45%	7%
<i>Property Crimes</i>	57% (+8%)	1%	37%	5%
<i>Impaired Driving</i>	46% (-1%)	3%	42%	9%
<i>School resources/education</i>	20% (-3%)	12%	37%	31%
<i>Downtown foot patrol</i>	71% (+4%)	1%	13%	15%

Residents want more time spent on drug enforcement at 81%, up +9% from 2019 and downtown foot patrols at 71% (+4%). Human trafficking followed at 64% with the largest percentage gain (+15%), next by distracted driving and property crimes. More time results were lower for traffic and speed enforcement as well as impaired driving, areas where a high number feel the correct amount of time is allocated, and lowest for school resources.

Visible Presence

Respondents were asked to rate their level of agreement with the following statement using a five-point scale, related to the visibility of Police in the community.

Q19. "The Woodstock Police Service officers are a visible presence in my community - I see them in my neighbourhood or daily travels."

	2019	2022
Strongly agree	14%	23%
Somewhat agree	33%	28%
Neither agree nor disagree	17%	23%
Somewhat disagree	14%	12%
Strongly disagree	17%	7%
Don't know	4%	7%

Slightly more than or 51% agreed (somewhat & strongly) that the Police are a visible presence in the community, up from 47% in 2019.

Sense of Safety

In two sets of questions, respondents rated their safety during the day and at night at various locations in the community. Results in the tables below combine the total unsafe (1 & 2) and total safe (4 & 5) responses, with the percentage change over 2022 for total safe identified. The place of work location was added as a new indicator in this survey wave.

Q20. For each of the following locations in Woodstock, how safe do you feel during daylight hours?
Please use a scale from one being very unsafe to five very safe.

SAFETY DURING DAYLIGHT	<i>Total unsafe</i>	<i>Neutral</i>	<i>Total safe</i>	<i>Unsure</i>
<i>YOUR RESIDENCE</i>	4%	11%	83% (-3%)	1%
<i>YOUR NEIGHBOURHOOD</i>	4%	13%	80% (-5%)	3%
<i>PARKS</i>	11%	24%	56% (-3%)	9%
<i>WHILE DRIVING</i>	12%	13%	67% (-3%)	9%
<i>DOWNTOWN</i>	41%	30%	28% (-20%)	1%
<i>*PLACE OF WORK</i>	14%	17%	62% (N/A)	7%

Overall, total safe scores are higher in the daytime than at night, with residents feeling safest at home or in their neighbourhood. The downtown rates lowest and the total safe score fell by -20% compared to 2019.

Q21. For each of the following locations in Woodstock, how safe you feel at night? Please use a scale from one being very unsafe to five very safe.

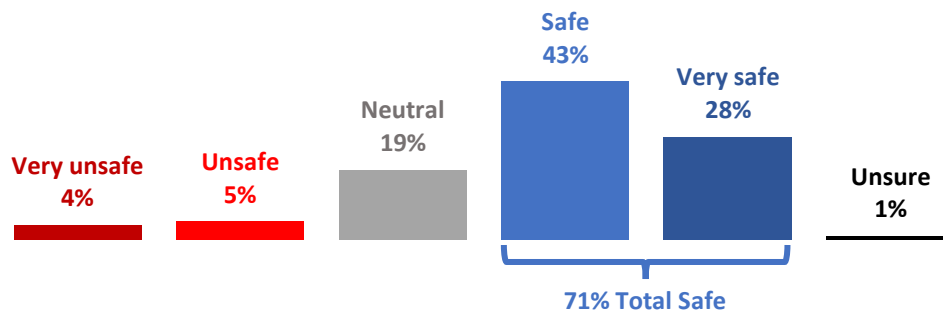
SAFETY AT NIGHTTIME	<i>Total unsafe</i>	<i>Neutral</i>	<i>Total safe</i>	<i>Unsure</i>
<i>YOUR RESIDENCE</i>	8%	19%	72% (-12%)	1%
<i>YOUR NEIGHBOURHOOD</i>	10%	26%	62% (-14%)	2%
<i>PARKS</i>	46%	30%	16% (-8%)	8%
<i>WHILE DRIVING</i>	22%	26%	44% (-15%)	8%
<i>DOWNTOWN</i>	76%	9%	14% (-6%)	1%
<i>*PLACE OF WORK</i>	26%	15%	46% (N/A)	13%

While most feel safest at home and in their neighbourhoods at night, there were drops of -12% and -14% respectively for these two areas. The driving at night total safe score also witnessed a sharp -15% decrease. The locations where safety was least felt at night was in parks and the downtown.

***Place of work results exclude the 24% that answered not applicable, or not being currently employed, retired or on disability.**

Residents were then asked to rate their overall sense of safety in the City of Woodstock using a five-point rating scale.

*Q22. Overall, how would you rate your sense of safety in the City of Woodstock?
Please use a scale from one being very unsafe to five very safe.*

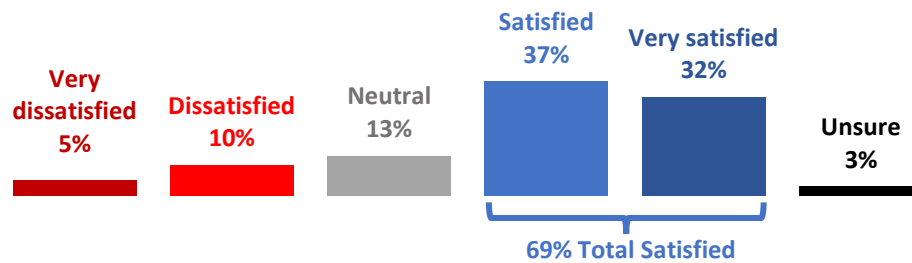


In total, 71% stated they feel safe or very safe in the City of Woodstock, lower than the 78% in 2019 and 84% in 2016.

Quality of Policing

Sixty-nine percent are satisfied with the quality of policing, compared to 75% in 2019 and 79% in 2016.

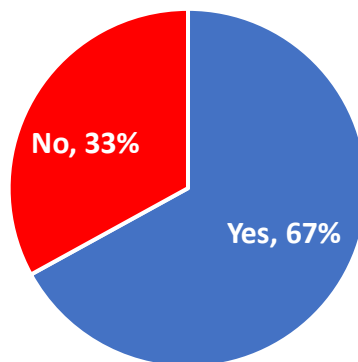
Q23. Overall, how satisfied are you with the quality of policing provided by the Woodstock Police Service? Please respond using a scale from one very dissatisfied to five very satisfied.



Tax Dollars

Two-thirds or 67% of residents feel they are getting good policing value for the taxes they pay. This compares to 81% that said they are getting good value in 2019 and 75% in 2016 .

Q24. Do you feel you are getting good policing value for your tax dollars?



Police Body Cameras

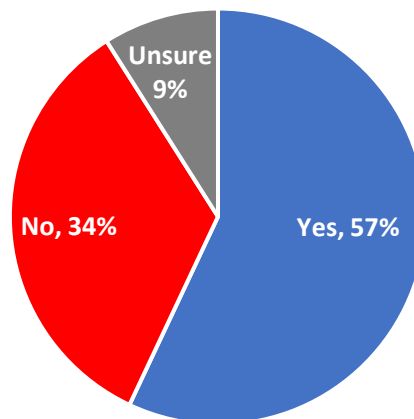
Two new questions about Police Body Cameras were asked.

Q25. "Police Body Cameras" are worn by police officers on their chest recording real-time interactions with citizens. While Police Officers are not currently equipped with Body Cameras, would you like to see all officers on patrol equipped with them?



Eight in ten residents said they would like to see all officers on patrol equipped with Police Body Cameras.

Q26. Would you be willing to have a tax increase to support the cost of the body cameras?



Despite strong backing for Body Cameras, a reduced 57% claimed that they would be willing to have a tax increase to support their cost.

Response Time

The following new set of questions are about acceptable police response times for five situations.

Q27. If you were to call the Police under each of the following situations, what would be an acceptable amount of time for an Officer to respond if there was no immediate danger to anyone:

	<i>Under 30 minutes</i>	<i>30-60 minutes</i>	<i>1-3 hours</i>	<i>Within the same day</i>	<i>Within a week</i>	<i>Unsure</i>
<i>Alarms</i>	59%	23%	7%	6%	-	5%
<i>Residential break and enter</i>	71%	18%	2%	5%	-	4%
<i>Theft</i>	29%	43%	9%	10%	5%	4%
<i>Property damage or vandalism</i>	19%	33%	21%	19%	5%	3%
<i>Municipal by-law</i>	10%	19%	18%	21%	27%	5%

Residents most want a response to alarms and break and enters within 30 minutes, while they are more willing to accept a 30–60-minute time frame for theft calls. Property damage or vandalism and municipal by-laws were seen as being less urgent and there is tolerance for same day and within the week for by-laws.

Traffic Concerns

In a new set of questioning, respondents were asked to rate their level of concern with eight traffic related areas.

Q28. Please rate your level of concern with each of the following traffic related issues in the City of Woodstock.

	<i>Not Concerned</i>	<i>Concerned</i>	<i>Very Concerned</i>	<i>Don't know</i>
<i>Impaired driving</i>	21%	47%	26%	5%
<i>Aggressive driving</i>	24%	37%	34%	5%
<i>School safety zones</i>	19%	36%	36%	9%
<i>Disobeying signs & traffic lights</i>	22%	41%	33%	4%
<i>Heavy truck safety</i>	41%	32%	18%	9%
<i>Unsafe vehicles</i>	43%	31%	22%	4%
<i>Speeding</i>	9%	28%	62%	1%
<i>Seatbelts</i>	54%	29%	9%	8%

When combining the concerned and very concerned responses, speeding rated highest at 90%, followed by disobeying signs and traffic lights at 74%, impaired driving at 73%, school safety zone violations at 72% and aggressive driving at 71%. Lower rated were unsafe vehicles (53%), heavy truck safety (50%) and especially seatbelts (38%). .

Business Results

Source of Information & Website

In an open ended or unaided question, businesses were asked to name the main sources by which they get information about police activities in the community. Multiple responses were accepted and N=126 were provided. Below are the combined percentage total of all responses and the corresponding change (+ or -) over 2019, as well as the percentage of cases or the number of times each area was mentioned.

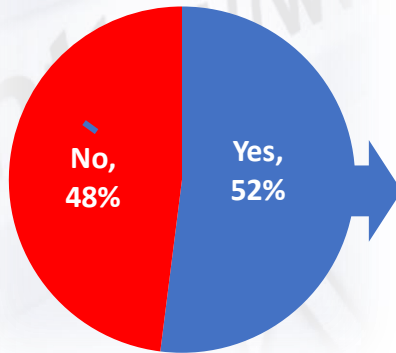
Q1. What sources do you use to obtain information about police activities in the City of Woodstock?

	% Total	% of Cases
Facebook	33% (+8)	55%
WPS internet website	24% (-1%)	40%
Newspaper (print & on-line)	17% (-3%)	28%
Radio	14% (-4%)	24%
Twitter/Instagram	10% (+8%)	16%
Television	2% (-3%)	4%
Community social media forums	1% (-2%)	1%

When combining the total responses provided, Facebook is the most named up +8% over 2019, followed by the WPS website (-1%), newspapers (-3%) and radio (-4%). There was a string increase in the percentage of those that said they use Twitter/Instagram (+8%).

Specific questions were then asked about the Woodstock Police Service Website. All respondents were first asked if they have ever visited the site, and those that have (N=39, 52%) were then asked two follow-up questions.

Q2. Have you ever visited the Woodstock Police Service Website?



Fifty-two percent have visited the website, up from 36% in the 2019 survey period and 40% in 2016. Visitors were next asked two follow-up questions – the reasons for visiting (Q3) and then to rate the content (Q4).

Q3. Why did you visit the Woodstock Police Website?

To view media releases	43%
To view information about the service itself	22%
To view criminal record check and FOI request	14%
To use On-line reporting of crimes, feature	9%
To view the chief's message	3%
To view employment opportunities	3%
To view the Woodstock Police Service Board meetings	3%
To view the Business Plan	2%

The most referenced reason for visiting the site was to view media releases, followed by viewing information about the service and to view criminal record / FOI requests.

Q4. Using a scale from one being very poor to five being very good how would you rate the content or information available on the website as being interesting, useful or helpful?



Fifty-one percent provided a good or very good rating for the content of the website compared to 56% in 2019 and 53% in 2016.

Patrols

In a series of questions first presented in 2019, businesses were asked if they felt that patrols for the following three areas should be increased, decreased, or remain about the same.

Q5. For each type of patrol, please advise what best expresses how you feel about the number of patrols. Should there be fewer, more or should they remain the same?

MARKED CRUISERS	Should be fewer	Should remain the same	Should be more	Unsure
2022	-	9%	87%	4%
2019	-	12%	81%	7%

BICYCLE	Should be fewer	Should remain the same	Should be more	Unsure
2022	-	21%	73%	5%
2019	-	33%	51%	16%

FOOT	Should be fewer	Should remain the same	Should be more	Unsure
2022	-	17%	81%	1%
2019	3%	28%	61%	10%

In the current survey period, there were no businesses of the opinion there should be fewer patrols. While support for marked cruiser patrols remains highest, there were strong increases in demand for more bicycle (+22%) and foot patrols (+20%).

Community Engagement

Respondents were asked to rate their level of satisfaction with community engagement across six communications areas or delivery methods. A five-point scale was used (1-very dissatisfied to 5-very satisfied) with the following table combining the total satisfied (4 & 5) and total dissatisfied (1 & 2) results. The total satisfied percentage increase or decrease in relation to the 2019 survey are presented in parenthesis.

Q6. How satisfied are you with the Woodstock Police Service’s level of engagement with the community through each of the following?

	Total Dissatisfied	Neither satisfied nor dissatisfied	Total satisfied	Unsure
WPS website media releases	8%	15%	58% (+13%)	19%
Twitter/Instagram	4%	25%	28% (+12%)	43%
Facebook	12%	15%	49% (+12%)	24%
Newspaper	21%	20%	39% (+8%)	20%
Radio	24%	19%	42% (-14%)	15%
Television	8%	21%	24% (-5%)	47%

WPS website media releases and Facebook rated highest in terms of satisfaction and television was lowest. Radio saw the biggest drop in satisfaction, while WPS website media releases, Twitter/Instagram and Facebook the largest gains.

Online Reporting

Seventy-three percent of businesses said they would be now willing to use an online reporting option for non-emergency crimes, up +14% from the 59% in 2019.



Q7. The Woodstock Police Service is implementing an online reporting option for some non-emergency crimes. Would you be willing to try this service?

**73%
YES**

Policing Priorities

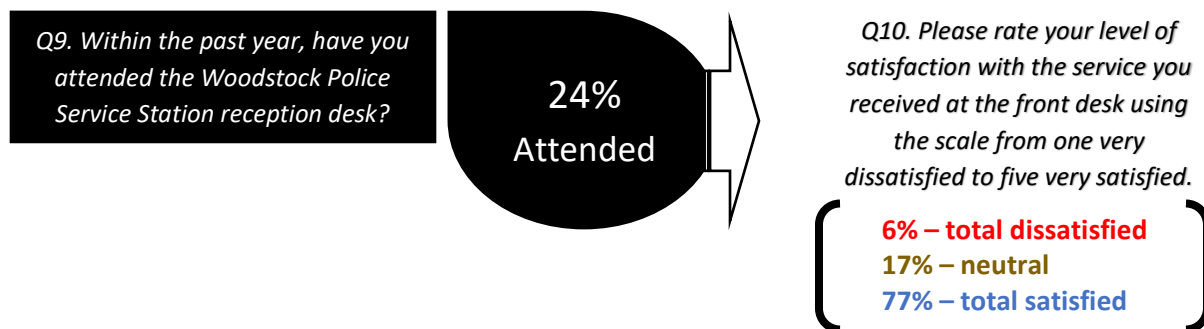
Businesses were asked in an open ended or unaided question what they considered to be the top policing priorities that the Woodstock Police Service should focus on.

Q8. What do you feel should be the policing priorities that the Woodstock Police Service should focus on?

Drugs	21%
More patrols/ visibility / police officers	20%
Break and enters / thefts	11%
Enforcement	11%
Crime in the downtown	9%
Safety (in neighbourhoods on streets)	8%
Homeless	8%
Traffic / Speeding	5%
Don't know	5%
Youth crime	1%

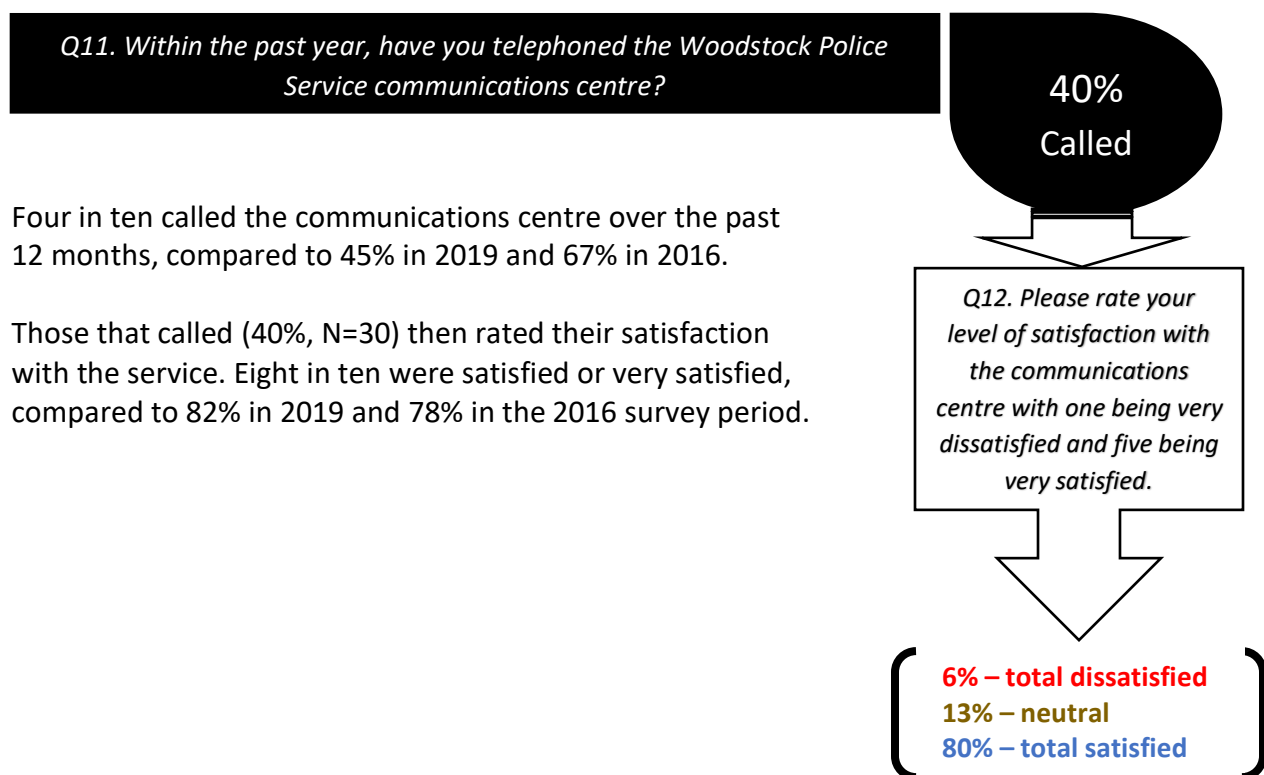
Dealing with drugs was most named by 21%, +10% more than in 2019, next followed by the need for more patrols or police visibility (+3% over 2019), break and enters/thefts (+4%) and enforcement (-1%). There were new mentions in this survey wave for the downtown and the homeless.

Reception Desk



Twenty-four percent attended the reception desk compared to 43% in 2019 and 47% in 2016. The 24% or N=18 were then asked to rate their satisfaction with the front desk service with 77% being satisfied or very satisfied – compared to the 84% in 2019 and 86% satisfied in 2016.

Communications Centre



Four in ten called the communications centre over the past 12 months, compared to 45% in 2019 and 67% in 2016.

Those that called (40%, N=30) then rated their satisfaction with the service. Eight in ten were satisfied or very satisfied, compared to 82% in 2019 and 78% in the 2016 survey period.

Collision Reporting Centre

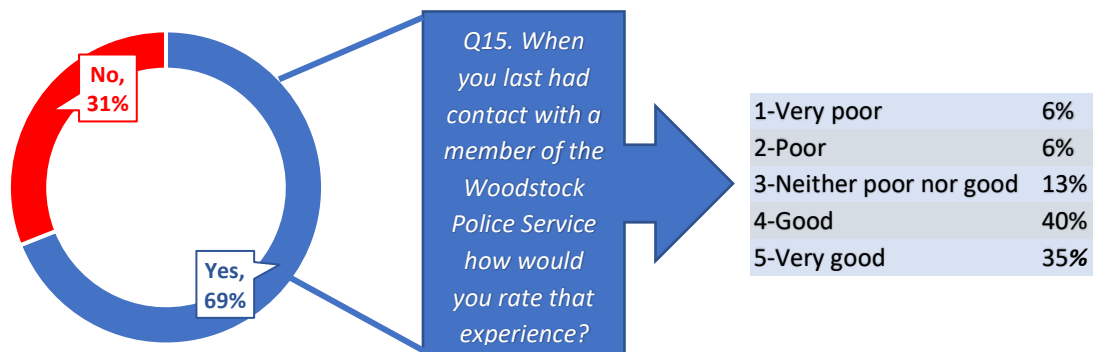
In the next question about the Collision Reporting Centre, 72% (69% in 2019) had no experience or did not know. Among those that had a response or experience 53% were satisfied or very satisfied (48% in 2019).

<i>Q13. Please rate your level of satisfaction with the Collision Reporting Centre.</i>		
	Total Results	Excluding Don't know
1-Very dissatisfied	1%	5%
2-Dissatisfied	4%	14%
3-Neither satisfied nor dissatisfied	8%	29%
4-Satisfied	8%	29%
5-Very satisfied	7%	24%
No Experience / Don't know	72%	

Contact with Police

Sixty-nine percent have had a personal interaction with a Police Officer over the past two years (77% in 2019 & 80% in 2016). When those with an interaction (69%, N=52) rated their experience 75% accorded a good or very good rating – 78% in 2019 & 85% in 2016.

Q14. In the past two years, have you personally had the opportunity to deal directly with or interact with a Woodstock Police Officer?



Police Service Satisfaction Areas

All respondents then rated the Woodstock Police Service across nine areas. Results in the table below compare the top two positive (satisfied & very satisfied) results over the three survey touch points.

Q16. Using a scale of very unsatisfied to very satisfied, please rate the Woodstock Police Service in the following areas.

	TOP TWO SATISFIED 2016	TOP TWO SATISFIED 2019	TOP TWO SATISFIED 2022
<i>Respectfulness</i>	85%	88%	79%
<i>Competency</i>	80%	87%	72%
<i>Overall Level of Service</i>	87%	83%	77%
<i>Professional Appearance</i>	89%	88%	92%
<i>Trustworthiness</i>	83%	81%	84%
<i>Response Time</i>	73%	68%	62%
<i>Visible Presence</i>	71%	67%	56%
<i>Showing Concerns for your Problems</i>	63%	69%	59%
<i>Being Approachable</i>	84%	79%	81%

Professional appearance rates the highest at 92% (+4% over 2019), followed by trustworthiness at 84% (+3%) and being approachable at 81% (+2%). The next best score was for being respectfulness despite a -9% drop and then overall service (-6%) and competency with the steepest decline (-15%). Lowest rated were response times (-6%), visible presence (-11%) and showing concern for problems (-10%) – 11% were unsure of response times and 12% for showing concern.

When then asked, 65% said the Woodstock Police Service does a good job in keeping the public informed about on-going issues, slightly (-2%) lower compared to the previous survey period.

Q17. Overall, do you feel the Woodstock Police Service does a good job keeping the public informed about on-going issues in Woodstock?

	2016	2019	2022
Yes	66%	67%	65%
No	34%	33%	35%
Don't know	-	-	-

Time Allocation

Residents were asked about where they felt Police time resources should be spent. Results indicate the percentage change for “more time” compared to 2019.

Q18. Do you think the Woodstock Police Service should spend more time, less time or are they currently spending the correct amount of time on the following issues?

	<i>MORE TIME</i>	<i>LESS TIME</i>	<i>CORRECT AMOUNT</i>	<i>DON'T KNOW</i>
<i>Drug enforcement</i>	87% (+11%)	1%	11%	1%
<i>Youth Crime</i>	42% (-14%)	2%	53%	1%
<i>Hate Crimes</i>	24% (-29%)	19%	52%	5%
<i>Human Trafficking</i>	67% (+26%)	4%	20%	9%
<i>General Traffic Enforcement</i>	8% (+4%)	17%	74%	-
<i>Distracted Driving</i>	49% (-2%)	3%	48%	-
<i>Speed Enforcement</i>	31% (+15%)	4%	65%	-
<i>Property Crimes</i>	68% (+20%)	3%	25%	4%
<i>Impaired Driving</i>	53% (-4%)	3%	44%	-
<i>School resources/education</i>	11% (-33%)	21%	52%	16%
<i>Downtown foot patrol</i>	89% (+36%)	-	11%	-

Residents want more time spent on downtown foot patrols at 89%, up a significant +36% over 2019 and drug enforcement at 87%, +11% higher. Human trafficking followed with a +26% spike, then by property crimes (+20). The biggest drops for more time were in the areas of school resources/education (-33%), hate crimes (-29%) and youth crime (-14%), where most feel the correct amount of time is being spent. Overall, while results were low for having less time being spent on the nine areas, less time results were highest for school resources/education, general traffic enforcement and hate crimes.

Visible Presence

Respondents were asked to rate their level of agreement with the following statement using a five-point scale, related to the visibility of Police in the community.

Q19. "The Woodstock Police Service officers are a visible presence in my community - I see them in my neighbourhood or daily travels."

	2019	2022
Strongly agree	13%	15%
Somewhat agree	36%	40%
Neither agree nor disagree	21%	19%
Somewhat disagree	12%	15%
Strongly disagree	12%	9%
Don't know	5%	3%

Fifty-five percent agreed (somewhat & strongly) that the Police are a visible presence in the community, up from 51% in 2019 and 47% in 2019.

Sense of Safety

In two sets of questions, respondents rated their safety during the day and at night at various locations in the community. Results in the tables below combine the total unsafe (1 & 2) and total safe (4 & 5) responses, with the percentage change over 2022 for total safe identified. The place of work location was added as a new indicator in this survey wave.

Q20. For each of the following locations in Woodstock, how safe do you feel during daylight hours?
Please use a scale from one being very unsafe to five very safe.

SAFETY DURING DAYLIGHT	<i>Total unsafe</i>	<i>Neutral</i>	<i>Total safe</i>	<i>Unsure</i>
<i>YOUR BUSINESS</i>	15%	7%	78% (-13%)	-
<i>BUSINESS NEIGHBOURHOOD</i>	20%	15%	65% (-26%)	-
<i>PARKS</i>	21%	21%	48% (-16%)	9%
<i>WHILE DRIVING</i>	5%	11%	84% (+12%)	-
<i>DOWNTOWN</i>	76%	11%	14% (-37%)	-

While daytime total safe scores are higher than those at night, there were drops in all areas except for driving that saw an increase (+12%). The largest decreases for being in the downtown (-37%) and in their business neighbourhood (-26%).

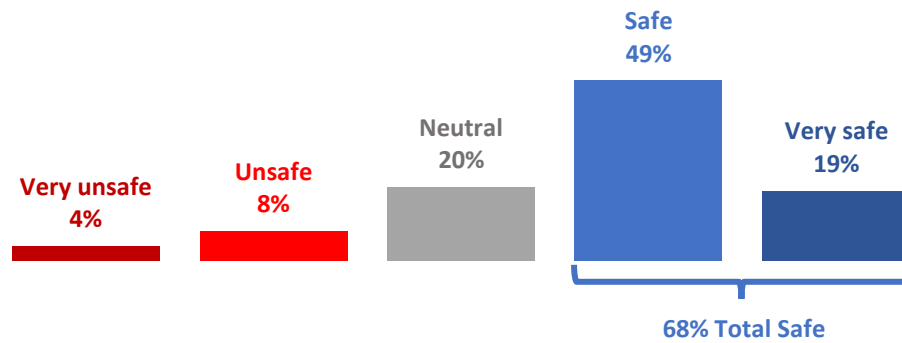
Q21. For each of the following locations in Woodstock, how safe you feel at night? Please use a scale from one being very unsafe to five very safe.

SAFETY AT NIGHTTIME	<i>Total unsafe</i>	<i>Neutral</i>	<i>Total safe</i>	<i>Unsure</i>
<i>YOUR BUSINESS</i>	16%	17%	67% (-18%)	-
<i>BUSINESS NEIGHBOURHOOD</i>	35%	9%	56% (-16%)	-
<i>PARKS</i>	70%	21%	2% (-22%)	5%
<i>WHILE DRIVING</i>	12%	31%	57% (-3%)	-
<i>DOWNTOWN</i>	73%	17%	10% (-13%)	-

Being in parks and the downtown are where respondents feel least safe, while being at their place of business is where they feel most safe, despite a -18% drop.

Businesses were then asked to rate their overall sense of safety in the City of Woodstock using a five-point rating scale.

*Q22. Overall, how would you rate your sense of safety in the City of Woodstock?
Please use a scale from one being very unsafe to five very safe.*

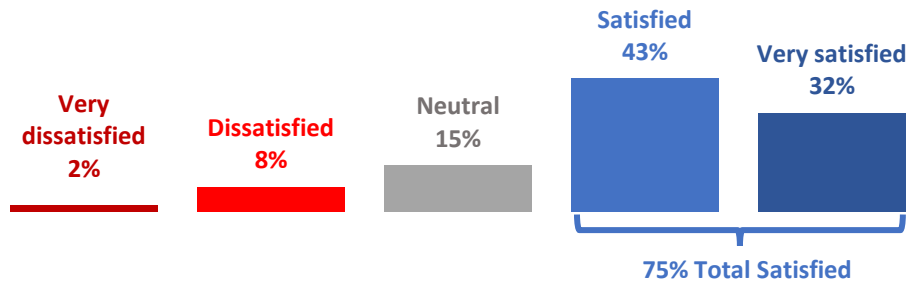


In total, 68% stated they feel safe or very safe in the City of Woodstock, lower than the 82% in 2019.

Quality of Policing

Three-quarters of businesses surveyed are satisfied with the quality of policing, compared to 86% in 2019.

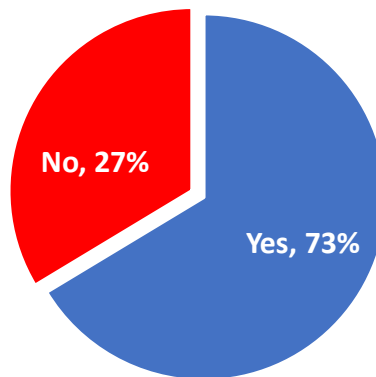
Q23. Overall, how satisfied are you with the quality of policing provided by the Woodstock Police Service? Please respond using a scale from one very dissatisfied to five very satisfied.



Tax Dollars

Seventy-three percent feel they are getting good policing value for the taxes they pay. This compares to 82% that said they are getting good value in 2019 and 73% in 2016.

Q24. Do you feel you are getting good policing value for your tax dollars?



Police Body Cameras

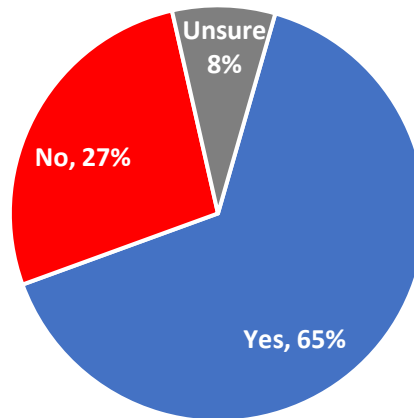
Two new questions about Police Body Cameras were asked.

Q25. "Police Body Cameras" are worn by police officers on their chest recording real-time interactions with citizens. While Police Officers are not currently equipped with Body Cameras, would you like to see all officers on patrol equipped with them?



A total of 84% of businesses said they would like to see all officers on patrol equipped with Police Body Cameras.

Q26. Would you be willing to have a tax increase to support the cost of the body cameras?



Among businesses, 65% claimed that they would be willing to have a tax increase to support their cost.

Response Time

The following new set of questions are about acceptable police response times for five situations.

Q27. If you were to call the Police under each of the following situations, what would be an acceptable amount of time for an Officer to respond if there was no immediate danger to anyone:

	<i>Under 30 minutes</i>	<i>30-60 minutes</i>	<i>1-3 hours</i>	<i>Within the same day</i>	<i>Within a week</i>	<i>Unsure</i>
<i>Alarms</i>	81%	11%	5%	3%	-	-
<i>Residential break and enter</i>	61%	23%	8%	5%	3%	-
<i>Theft</i>	40%	23%	12%	16%	9%	-
<i>Property damage or vandalism</i>	35%	19%	7%	31%	9%	-
<i>Municipal by-law</i>	11%	15%	15%	29%	31%	-

Businesses most want a response to alarms and break and enters within 30 minutes, while municipal by-laws are seen as being least urgent with six in ten naming the same day or within a week.

Traffic Concerns

In a new set of questioning, respondents were asked to rate their level of concern with eight traffic related areas.

Q28. Please rate your level of concern with each of the following traffic related issues in the City of Woodstock.

	<i>Not Concerned</i>	<i>Concerned</i>	<i>Very Concerned</i>	<i>Don't know</i>
<i>Impaired driving</i>	17%	35%	45%	3%
<i>Aggressive driving</i>	11%	52%	36%	1%
<i>School safety zones</i>	43%	25%	27%	5%
<i>Disobeying signs & traffic lights</i>	23%	52%	24%	1%
<i>Heavy truck safety</i>	49%	25%	19%	7%
<i>Unsafe vehicles</i>	48%	33%	13%	5%
<i>Speeding</i>	13%	53%	32%	1%
<i>Seatbelts</i>	64%	25%	7%	4%

When combining the concerned and very concerned responses, aggressive driving (88%) and speeding rated highest (85%), followed by impaired driving (80%) and disobeying signs and traffic lights (76%). Lower rated were school safety zones (52%), unsafe vehicles (46%), heavy truck issues (44%) and especially seatbelts (32%).



May 26, 2022

Board Report – June, 2022 – OPEN SESSION

RE: ***2022 WPS Internal Needs Survey***

In May, 2022, the Woodstock Police Service conducted an internal survey with members of the service as a part of the development process for the 2023-2026 Strategic Plan. In total, 58 members participated in the survey representing a 49% response rate. Overall, the responses suggest that the majority of the members who responded are proud of; and feel safe and supported by the organization; that work load has become more manageable; staffing levels and internal communication has improved; and member wellness in the workplace has become more of a priority. The survey does identify a number of opportunities for improvement in a number of areas.

The attached survey results will be shared with the membership and will be a valuable tool in establishing priorities and goals over the next four years as well as establishing a baseline for measurement when compared with future surveys.

Recommendation:

That WPSB accept the 2022 WPS Internal Needs Survey Report.

Recommendation:

That the board receive the report.

Daryl Longworth
Chief of Police



Internal Needs Member Survey Report



May 2022

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Methodology & Logistics

Overview

The following report represents the findings of a 2022 internal needs survey of Members of the Woodstock Police Service. The survey was administered by Oraclepoll on behalf of the Woodstock Police Service (WPS). This is a follow-up to the 2019 baseline poll conducted.

The objective of the project was to understand member perceptions on a broad range of issues related to policing in Woodstock and to measure member satisfaction. Results will be used to assist in determining strategic business plans, improving the working environment, and to help make improvements at the WPS.

Reporting

This Word report contains an executive summary of the findings, while a separate Excel document contains the results by each question.

Oraclepoll adheres to strict privacy codes and no personal identifiers will be shared with any outside party or will be reported.

Logistics

Surveys were completed between the days of April 15th and May 9th, 2022.

Survey Method

All surveys were conducted online using CAWI (Computer Assisted Web Interviewing). The Member database was provided to Oraclepoll by the WPS. An initial email invitation was sent to N=130 Members on April 15th containing a permissive access password to the survey site. Over the data collection period, four reminder notifications were sent to Members.

No financial incentives were used, and respondents were assured of confidentiality and that the information they provided was for research purposes only.

In total, N=58 Members completed questionnaires.

Sample Breakdown

The following is the sample breakdown by respondent's status with the WPS.

What is your status with the Woodstock Police Service?		
	N	Percent
Sworn	N=33	57%
Special Constable	N=3	5%
Civilian	N=22	38%
Total	N=58	100%

About the Woodstock Police Service

In the first series of questions, respondents were asked to rate their level of agreement using a five-point scale (1-strongly disagree to 5-strongly agree) with eleven statements about the WPS. Findings in the table below combines the total agree (4 & 5) results and compares them with the 2019 survey.

<i>“Please rate your level of agreement with the following statements about the Woodstock Police Service (WPS).”</i>	<i>Total Agree 2019</i>	<i>Total Agree 2022</i>
<i>Q1. Overall, the WPS does a good job of providing police services to the City of Woodstock.</i>	96%	90%
<i>Q2. I feel loyalty towards the WPS.</i>	87%	85%
<i>Q3. I am proud to work for the WPS.</i>	84%	85%
<i>Q4. I would recommend the WPS as an employer to my friends and acquaintances.</i>	72%	62%
<i>Q5. A good relationship between the WPS and community is important.</i>	99%	93%
<i>Q6. The WPS has made constructive attempts to enhance its relationship with the community.</i>	81%	82%
<i>Q7. It is important that the WPS employees be representative of the community in terms of diversity.</i>	69%	74%
<i>Q8. The WPS adapts well to the increasing diversity in the community.</i>	44%	53%
<i>Q9. The WPS needs to do more to recruit female police officers.</i>	26%	31%
<i>Q10. The WPS needs to do more to recruit diverse officers (e.g., ethnicity, language).</i>	38%	53%
<i>Q11. I feel that the WPS encourages me to identify problems and provide input.</i>	41%	47%

Agreement levels continue to be highest for the statements that a good relationship with the community is important (93%) and that the WPS does a good job of providing police service (90%), despite -6% drops in each. Results were also strong and consistent for proud to work (85%), feeling loyalty (85%) and the WPS attempting to enhance its relationship with the community (82%). The lowest agreement level at 31% was for the WPS needing to recruit more female officers.

The largest agreement decrease (-10%) was for the willingness to recommend the WPS as an employer, while the largest gain (+15%) was for the need to recruit more diverse officers.

Job & Work Environment

Next, Members were asked to rate their level of agreement using the same five-point scale (1-strongly disagree to 5-strongly agree) with eleven statements about their job and work environment. The table below presents the total agree (4 & 5) results and compares them with the 2019 survey.

<i>“Please rate your level of agreement with each of the following statements about your job and work environment.”</i>	<i>Total Agree 2019</i>	<i>Total Agree 2022</i>
<i>Q12. I am satisfied in my work.</i>	81%	85%
<i>Q13. There are opportunities for personal growth and development in my job.</i>	66%	58%
<i>Q14. I believe that I make a real contribution to the success of the WPS.</i>	76%	81%
<i>Q15. The work environment motivates me to give my very best.</i>	51%	47%
<i>Q16. My co-workers are respectful and supportive of me.</i>	71%	70%
<i>Q17. I plan to stay with the WPS until I retire.</i>	64%	79%
<i>Q18. I feel safe in my workplace.</i>	90%	84%
<i>Q19. Everyone is accepted in the workplace as an equal regardless of race, colour, gender, age, disability or sexual orientation.</i>	74%	58%
<i>Q20. My area is free from discrimination and harassment.</i>	71%	59%
<i>Q22. I am comfortable with reporting an incident of discrimination or harassment.</i>	72%	47%
<i>Q22. I am comfortable with reporting an incident of unethical behavior.</i>	70%	48%

Members most agreed that they are satisfied with their work (+4%), feel safe in their workplace – despite a -6% dip, believe they can contribute to the success of the WPS (+5%) and plan to stay until they retire which witnessed a large +15% improvement over 2019.

There were large decreases in agreement with respect to four indicators related to discrimination and incident reporting. This included a -25% decrease in feeling comfortable reporting discrimination or harassment and a -22% drop for feeling comfortable reporting unethical behaviour. Sixteen percent less agreed everyone is in the workplace is accepted as equal and -12% fewer that their area is free from discrimination.

Health & Wellness

Health and wellness issues were then covered in eleven indicators. Each statement was rated in terms of agreement using a five-point scale (1-strongly disagree to 5-strongly agree). Below are the total agree (4 & 5) results compared against the 2019 survey.

<i>“Next, rate your level of agreement with each of the following statements about health and wellness in the workplace.”</i>	<i>Total Agree 2019</i>	<i>Total Agree 2022</i>
<i>Q23. The WPS does a good job of promoting employee wellness.</i>	42%	81%
<i>Q24. I am satisfied with the current Employment Assistance Program.</i>	44%	60%
<i>Q25. The WPS provides adequate support to help members balance work, personal and family needs.</i>	42%	73%
<i>Q26. Employee morale is high.</i>	25%	26%
<i>Q27. I experience a great deal of stress in my job.</i>	56%	65%
<i>Q28. The WPS encourages employees to be physically fit.</i>	30%	79%
<i>Q29. The physical fitness facilities and equipment are adequate.</i>	61%	76%
<i>Q30. We usually have enough employees to properly staff a shift within my unit.</i>	28%	51%
<i>Q31. Patrol officers are overworked with calls for service.</i>	71%	65%
<i>Q32. CIB and Drug investigators are overloaded with investigations.</i>	15%	31%
<i>Q33. My workload is manageable.</i>	56%	62%

More than eight in ten agreed that the WPS does a good job promoting employee wellness almost doubling the result (+39%) from 2019. Other large improvements were for the WPS providing support for work balance (+31%), encouraging employees to be physically fit (+49%) and having enough employees to staff a shift (+23%) – although only roughly half agreed with the statement. While nearly two-thirds still feel patrol officers are overworked with calls, results were -6% lower.

Six in ten are satisfied with the Employment Assistance Program (+16%), more than three-quarters feel fitness facilities and equipment are adequate (+15%) and 62% that their workload is manageable (+6%). Only 31% agreed CIB and Drug investigators are overloaded with investigations, despite a more than doubling of the number (+16%), while the area with a very low level of agreement at 26% (+1%) related to employee morale being high.

Internal Communications, Programs & Systems

The following questions are about internal communications, programs, and systems. A five-point agreement scale (1-strongly disagree to 5-strongly agree) was used and below are the total agree (4 & 5) results compared to 2019.

<i>"The next set of questions relate to internal communications, programs, and systems"</i>	<i>Total Agree 2019</i>	<i>Total Agree 2020</i>
<i>Q34. Essential information flows effectively from the senior management (Inspectors, Deputy Chief, and Chief) to employees.</i>	33%	47%
<i>Q35. Essential information flows effectively from employees to the senior management (Inspectors, Deputy Chief, and Chief) to employees.</i>	27%	36%
<i>Q36. There is a good exchange of information in my work area.</i>	55%	69%
<i>Q37. I feel that there is an effective system for employees to submit their ideas.</i>	28%	31%
<i>Q38. The strategic priorities and objectives of the WPS are clearly communicated to employees.</i>	33%	36%
<i>Q39. The process for investigating public complaints is fair to WPS employees.</i>	36%	38%
<i>Q40. The process for investigating public complaints is fair to citizens.</i>	45%	50%
<i>Q41. Internal investigations are conducted impartially.</i>	16%	26%
<i>Q42. The WPS discipline procedure is applied uniformly throughout the WPS.</i>	10%	15%
<i>Q43. When I require technical help, the Information and Technology staff provides helpful and timely assistance.</i>	51%	36%

With the exception of technology staff providing helpful and timely assistance (-15%), all categories in this section saw an increase in agreement levels. The largest gains were for information flows from senior management (+14%), information exchange in their work area (+14%) and internal investigations being conducted impartially. Despite this only three indicators had majority or near majority agreement (Q36, Q40 and Q34). The biggest areas as evidenced by low agreement scores were for discipline procedures being applied uniformly (15%) and internal investigations being conducted impartially (26%).

Immediate Supervisor

Using a five-point agreement scale (1-strongly disagree to 5-strongly agree) respondents rated eleven areas related to their immediate supervisor. Below are the total agreement scores for 2022 compared to the previous 2019 survey.

<i>"The next series of questions are about your Immediate Supervisor."</i>	Total Agree 2019	Total Agree 2020
<i>Q44. Treats me with respect.</i>	79%	86%
<i>Q45. Does a good job of sharing essential information with me.</i>	69%	75%
<i>Q46. Is open to new ideas.</i>	61%	72%
<i>Q47. Gives me the support I need to do my job.</i>	72%	76%
<i>Q48. Reviews my performance with me on a regular basis.</i>	29%	66%
<i>Q49. Ensures that I understand what is expected of me in performing my job.</i>	61%	69%
<i>Q50. Distributes the work fairly.</i>	56%	66%
<i>Q51. Usually resolves problems and complaints promptly.</i>	62%	69%
<i>Q52. Gives me constructive feedback.</i>	64%	73%
<i>Q53. Can be relied upon to do what is right.</i>	66%	71%
<i>Q54. Gives me recognition when I do a good job.</i>	58%	60%

Members most feel their Immediate Supervisor treats them with respect, provides support and does a good job of information sharing (+7%, +4% and +6% respectively). The largest gain in terms of agreement of +37% was for reviewing performance on a regular basis, while the lowest rated indicator for recognition is when doing a good job at 60%.

Senior Officers Within Chain of Command – Inspectors

Seven statements related to Inspectors were then presented. A five-point agreement rating scale (1-strongly disagree to 5-strongly agree) was used and the table below compares the top two agree results with the previous 2019 survey.

<i>“The next series of questions are about the inspectors.”</i>	<i>Total Agree 2019</i>	<i>Total Agree 2022</i>
<i>Q55. Are sensitive to the problems encountered by employees.</i>	36%	62%
<i>Q56. Are genuinely interested in the well-being of all employees.</i>	43%	70%
<i>Q57. Follow through on promises made to employees.</i>	25%	45%
<i>Q58. Are open to new ideas.</i>	40%	58%
<i>Q59. Usually resolve problems and complaints promptly.</i>	27%	44%
<i>Q60. Do a good job of sharing essential information with employees.</i>	26%	54%
<i>Q61. Can be relied upon to do what is right.</i>	45%	57%

The highest agreed with statement was with inspectors being interested in the well being of all employees, a +27% gain over 2019. While results were lower for the other areas, there were significant improvements across all areas and especially for Q57, Q60, Q56 and Q55.

Senior Executive – Chief & Deputy Chief

The next seven statements related to the Senior Executive or Chief and Deputy Chief. A five-point agreement rating scale (1-strongly disagree to 5-strongly agree). The table below presents the total agree (4 & 5) results and compares them with the 2019 survey.

<i>“The next set of questions are about the Senior Executive (including the Chief and Deputy Chief).”</i>	<i>Total Agree 2019</i>	<i>Total Agree 2022</i>
<i>Q62. Are sensitive to the problems encountered by employees.</i>	53%	74%
<i>Q63. Are genuinely interested in the well-being of all employees.</i>	64%	76%
<i>Q64. Follow through on promises made to employees.</i>	31%	54%
<i>Q65. Are open to new ideas.</i>	51%	66%
<i>Q66. Usually resolve problems and complaints promptly.</i>	35%	51%
<i>Q67. Do a good job of sharing essential information with employees.</i>	43%	64%
<i>Q68. Can be relied upon to do what is right.</i>	47%	62%

Overall, perceptions of the Senior Executive are now better compared to 2019. Results are best for showing genuine interest at 76% (+12%) and being sensitive to the problems of employees at 74% (+21%). While agreement findings were lowest for resolving problems and complaints promptly (51%) and following through on promises (54%), there were +16% and +17% gains in these two areas.

Performance Management, Training & Development

Members rated their agreement with fourteen indicators related to performance management, training and development.

<i>"The following section is about performance management, training and development."</i>	<i>Total Agree 2019</i>	<i>Total Agree 2022</i>
<i>Q69. The performance appraisal process is fair and equitable.</i>	34%	57%
<i>Q70. The selection process for job vacancy competitions is fair and equitable.</i>	28%	38%
<i>Q71. Transfer decisions are made on the basis of individual skills and experience.</i>	22%	27%
<i>Q72. The promotional process is fair and equitable.</i>	25%	24%
<i>Q73. The WPS provides the training I need to do my job effectively.</i>	54%	55%
<i>Q74. The WPS encourages self-initiated continuous education.</i>	43%	54%
<i>Q75. The WPS provides me with adequate support towards self-initiated continuous education.</i>	31%	50%
<i>Q76. The quality of instruction in instructor/classroom training sessions is high.</i>	55%	52%
<i>Q77. The quality of instruction for CPKN (Canadian Police Knowledge Network) e-learning sessions is high.</i>	38%	45%
<i>Q78. The WPS provides me with the right equipment to do my work safely and effectively.</i>	48%	60%
<i>Q79. I receive adequate firearms training to handle firearms with confidence and competence.</i>	45%	38%
<i>Q80. I receive adequate training to handle encounters with persons in mental health and addictions crisis.</i>	38%	39%
<i>Q81. The WPS provides adequate diversity and inclusivity training to its members.</i>	31%	51%
<i>Q82. The WPS should have more opportunities for employees to receive specialized training.</i>	70%	62%

(The N=36 or 62% agreeing there should be more opportunities for specialized training in Q82 were asked a follow-up question.)

Please specify what type of specialized training.

Don't know (N=20)
 There is not enough training provided to individuals or to platoons as a whole.
 Proper training on the civilian side of the organization
 Ongoing training is required for Communicators to do their job.
 Mental health
 We do a poor job at succession planning.
 I believe it would be beneficial to have more training in the field of mental health, addictions and even customer service.
 From the start of employment training needs to be greatly improved upon.
 CPIC courses, escalated caller situation training, NFPA training, containment training, more training in general
 Containment - Perimeter Set up Training in Communications. Fire Training. Mental Health Training.

In terms of total agreement, improvement was most notable for performance appraisal process being fair and equitable (+23%), for the WPS providing adequate diversity and inclusivity training to its members (+20%) and the WPS providing with adequate support towards self-initiated continuous education (+19%).

Other solid gains were seen for providing the right equipment (+12%), encouraging self-initiated continuous education (+11%) and for the selection process for job vacancy competitions being fair and equitable (+10%).

Results remain lowest for the areas of a fair and equitable promotional process (25%) and transfer decisions being based on skills and experience (27%). They were also compressed for the indicators on training needed to deal with mental health/addictions crisis (39%), firearms training (38%) and a fair or equitable job vacancy selection process (38%).

Job Dimensions

Using a five-point agreement scale (1-totally dissatisfied to 5-totally satisfied) respondents rated 33 dimensions related to their job. Below are the total satisfied (4 & 5) results for 2022, compared against the 2019 findings.

"Please rate your level of satisfaction with each of the following job dimensions."

	<i>Total Satisfied 2019</i>	<i>Total Satisfied 2020</i>
<i>Q83. Salary</i>	62%	69%
<i>Q84. Benefits packages</i>	71%	76%
<i>Q85. Promotional Process</i>	32%	24%
<i>Q86. Shift Work</i>	53%	55%
<i>Q87. Hours of Work</i>	67%	74%
<i>Q88. Issued Equipment</i>	52%	48%
<i>Q89. Job Security</i>	75%	83%
<i>Q90. Opportunity for Training</i>	53%	52%
<i>Q91. The Nature of Police Work</i>	60%	49%
<i>Q92. Patrol Plan</i>	30%	34%
<i>Q93. Communications Within the WPS</i>	32%	50%
<i>Q94. Issued Uniform</i>	52%	61%
<i>Q95. Opportunity for Employee Recognition</i>	27%	41%
<i>Q96. Performance Appraisal Process</i>	22%	44%
<i>Q97. Continuing Education Opportunities</i>	34%	38%
<i>Q98. Retirement Plan</i>	56%	62%
<i>Q99. Opportunity to Meet and Help People</i>	63%	52%
<i>Q100. Variety in the Work</i>	69%	76%
<i>Q101. Independence</i>	82%	79%
<i>Q102. Discipline Process</i>	33%	31%
<i>Q103. WPS Procedures</i>	52%	50%
<i>Q104. Working Conditions</i>	67%	57%
<i>Q105. Opportunity to Assume Responsibility</i>	66%	59%
<i>Q106. Career Development Process</i>	38%	45%
<i>Q107. Sense of Belonging</i>	65%	62%
<i>Q108. Excitement in the Work</i>	66%	59%
<i>Q109. Annual Leave</i>	68%	74%
<i>Q110. Building/Facilities</i>	48%	40%
<i>Q111. Employee Awards Process</i>	20%	40%
<i>Q112. Access to Intelligence Information</i>	21%	31%
<i>Q113. Workspace Functionality</i>	48%	36%
<i>Q114. Recycling Program</i>	39%	40%
<i>Q115. Relief Periods</i>	39%	41%

There were +7% increases in satisfaction for salary and +5% for benefits, with more than three-quarters being satisfied with the latter. While shift work satisfaction remained low at 55%, there was a +7% gain in the area of hours of work to 74%, while less than half or 48% are satisfied with issued equipment. The job security rating remains strong at 83% (+8%), with results being stable and lower for the opportunity for training (52%).

Satisfaction with the nature of police work witnessed a sharp drop of -11% and the patrol plan indicator stayed stable at a low 34%. There were good gains in the areas of communications (+18%), issued uniforms (+9%), employee recognition (+14%) and especially the performance appraisal process (+22%). More or 62% (+6%) are satisfied with the employee retirement plan, while results are low in the area of continuing education (+4%), while there was a -11% drop in the opportunity to meet people score.

Satisfaction results were good for the variety of work (76%, +8%) and independence (79%, -3%), but lower for WPS procedures (50%, -2%) and especially the discipline process (31%, -2%). There were drops in the areas of working conditions (-10%) and the opportunity to assume responsibility (-7%) and while +7% more are satisfied with the career development process; the number is still only 45%. A sense of belonging remained mostly similar at 62%, the while excitement at work result dropped to 59% from 69%. A 74% majority (+6%) are satisfied with work leave, by only 40% with building facilities (+8%) and 40% with the employee awards process, despite a +20% gain. The remaining areas rated low, with access to intelligent information (+10%), relief periods (+2%) and recycling (+1%)improving (+2%) and workplace functionality (-12%) decreasing.

Better, Worse or the Same

In the final set of scored rating questions, respondents were displayed six areas and were asked if each was getting better, worse or was staying about the same. The percentage change in better results over 2019 are provided.

<i>"In each of the following areas over the past year have things changed for the better, worse or remained the same?"</i>	<i>Better</i>	<i>Worse</i>	<i>Remained the same</i>	<i>Don't know</i>
<i>Q116. Teamwork and collaboration</i>	31% (+13%)	10%	55%	3%
<i>Q117. Communication of organizational information</i>	31% (+8%)	14%	43%	12%
<i>Q118. Trust</i>	29% (+11%)	19%	48%	3%
<i>Q119. Employee ideas being put into action</i>	28% (+13%)	16%	48%	9%
<i>Q120. Transparency</i>	22% (+6%)	31%	43%	3%
<i>Q121. Respect</i>	24% (+6%)	26%	47%	3%

Overall, employees most feel things are staying the same. However, more Members now see that issue areas are better, and this is most reflected in the areas of teamwork/collaboration (+13%), ideas being put into action (+13%) and trust (+11%). Transparency and trust registered the strongest worse results (31% & 26%).

Demographics

D1. What is your position/rank?

Civilian (Non-supervisor)	34%
Constable	28%
Special Constable	2%
Civilian Supervisor, Sergeant or Staff Sergeant	5%
Senior Officer	3%
Refused	28%

D2. What is your current division?

Criminal Investigation	7%
Uniformed	25%
Support Services (Drugs, DV)	2%
FOI, Records, CPIC, Crime Analyst, IT or other Administrative Support	14%
Court Services	2%
Communications	18%
Refused	32%

D3. Are you on shift work?

Yes	48%
No	21%
Refused	31%

D4. Are you a patrol officer?

Yes	22%
No	47%
Refused	31%

D5. How many years of service have you completed?

5 years or less	29%
6 - 10 years	7%
11 - 15 years	5%
16 - 20 years	17%
21 + years	12%
Refused	29%

D6. What best describes your gender identity?

Male	26%
Female	43%
Prefer not to disclose	31%



May 30, 2022

Board Report June, 2022 - OPEN

Re: Amendments to the *Employment Standards Act* – Requirement to create “Disconnecting from Work Policy”

On April 27, 2022, the attached All Chiefs Memo #22-0045 was distributed to all Chiefs of Police and Police Services Board Chairs to advise that on December 2, 2021, the *Employment Standards Act, 2000* (the Act), was amended to create a new requirement for a “right to disconnect” policy. The Act was amended to create a new Part VII.0.1, which establishes a requirement for employers with 25 or more employees as of January 1 of the given year to have a written policy about employees disconnecting from work. This requirement applies to all municipal police services boards with at least 25 employees who are not police officers (e.g., civilian members of the police service, special constables, board support staff).

As a result, the attached Procedure WPS Directive 134WPS was developed to ensure compliance with the Act.

Recommendations:

That the Board receive the report.

Daryl Longworth
Chief of Police

MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Services Boards

FROM: Richard Stubbings
Assistant Deputy Minister
Public Safety Division

SUBJECT: Right to Disconnect Policy / Written Policy on
Disconnecting from Work

DATE OF ISSUE:	April 27, 2022
CLASSIFICATION:	General Information
RETENTION:	Indefinite
INDEX NO.:	22-0045
PRIORITY:	High

As you may be aware, on December 2, 2021, the *Employment Standards Act, 2000* (the *Act*), was amended to create a new requirement for a “right to disconnect” policy.

The *Act* was amended to create a new Part VII.0.1, which establishes a requirement for employers with 25 or more employees as of January 1 of the given year to have a written policy about employees disconnecting from work. “*Disconnecting from work*” is defined under [section 21.1.1](#) of the *Act* to mean not engaging in work-related communications, including emails, telephone calls, video calls or the sending or reviewing of other messages, so as to be free from the performance of work.

This requirement applies to all employers covered by the *Act* in relation to their employees who are subject to the *Act*, except the Crown, a Crown agency or an authority, board, commission or corporation whose members are all appointed by the Crown and their employees. It should be noted that the *Act* does not apply to a police officer or a person for whom a police officer performs work, except as provided in Part XVI (Lie Detectors).

As a result, this requirement applies to all municipal police services boards with at least 25 employees who are not police officers (e.g., civilian members of the police service, special constables, board support staff). For First Nation police services, the application of this requirement (and the *Act* generally) depends on whether the employment relationship falls within provincial jurisdiction – the *Act* does not apply to employment

relationships that fall under federal jurisdiction. This requirement does not apply to the Ontario Provincial Police, as part of the Crown.

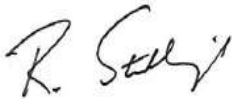
The written policy will need to be in place before March 1 of each year and must contain the date it was made, as well as the date any changes were made to it. However, employers have a grace period for 2022 and will not need to have a written policy in place until June 2, 2022.

Employers will be required to provide a copy of the written policy to each employee within 30 days of preparing the policy or, if an existing written policy is changed, within 30 days of the changes being made.

You may wish to refer to [Your guide to the *Employment Standards Act*](#) for further information regarding the written policy on disconnecting from work.

Further information on other recent amendments introduced by the *Working for Workers Act, 2021* can be found [here](#).

Sincerely,



Richard Stubbings
Assistant Deputy Minister
Public Safety Division

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

2021 ANNUAL REPORT



Woodstock Police Service



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VALUES & MISSION STATEMENTS

VALUES

Accountability ♦ Excellence ♦ Integrity
Professionalism ♦ Teamwork

MISSION

The Woodstock Police Service is dedicated to ensuring the safety and well-being of all members of the community.

WOODSTOCK POLICE SERVICES BOARD



KEN WHITEFORD
Chair
Provincial Appointee



TREVOR BIRTCH
Vice-Chair
Council Representative



LESLIE FARRELL
Board Member
Provincial Appointee



BALWANT RAI
Board Member
Community Appointee



DEB TAIT
Board member
Council Representative

WOODSTOCK POLICE SERVICE SENIOR COMMAND



DARYL LONGWORTH
Chief Of Police



ROD WILKINSON
Deputy Chief



MARCIA SHELTON
Inspector of
Support Services



PAUL HESS
Inspector of Operations



BOARD CHAIR MESSAGE

Ken Whiteford – Board Chair



MESSAGE FROM CHIEF DARYL LONGWORTH

On behalf of all of the members of the Woodstock Police Service, I am pleased to present the 2021 Annual Report. In the following pages I hope you will get to know some of the dedicated people that make up this police service and witness the outstanding work that they have performed over the past year in contributing to the safety and well-being of this community.

We entered into 2021, hopeful that the impacts of Covid-19 were behind us. Unfortunately, much like the previous year, we were forced to postpone or cancel a number of community-based programs and we had to rethink how we provide service in order to ensure our members and the public remained safe and healthy as we continued to respond to the needs of the community. The service and our members continued to adapt throughout the year in response to the fluctuating levels of provincial restrictions and the added compliance responsibilities being thrust upon us as a result of the pandemic. Our members once again demonstrated their resilience and their willingness to serve. Throughout the changing landscape and with each call, our members demonstrated leadership and made community safety and the well-being of every person a top priority.

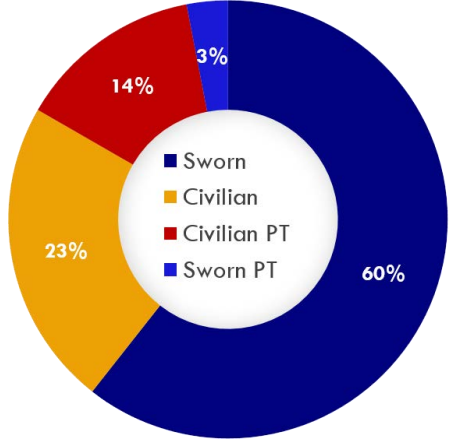
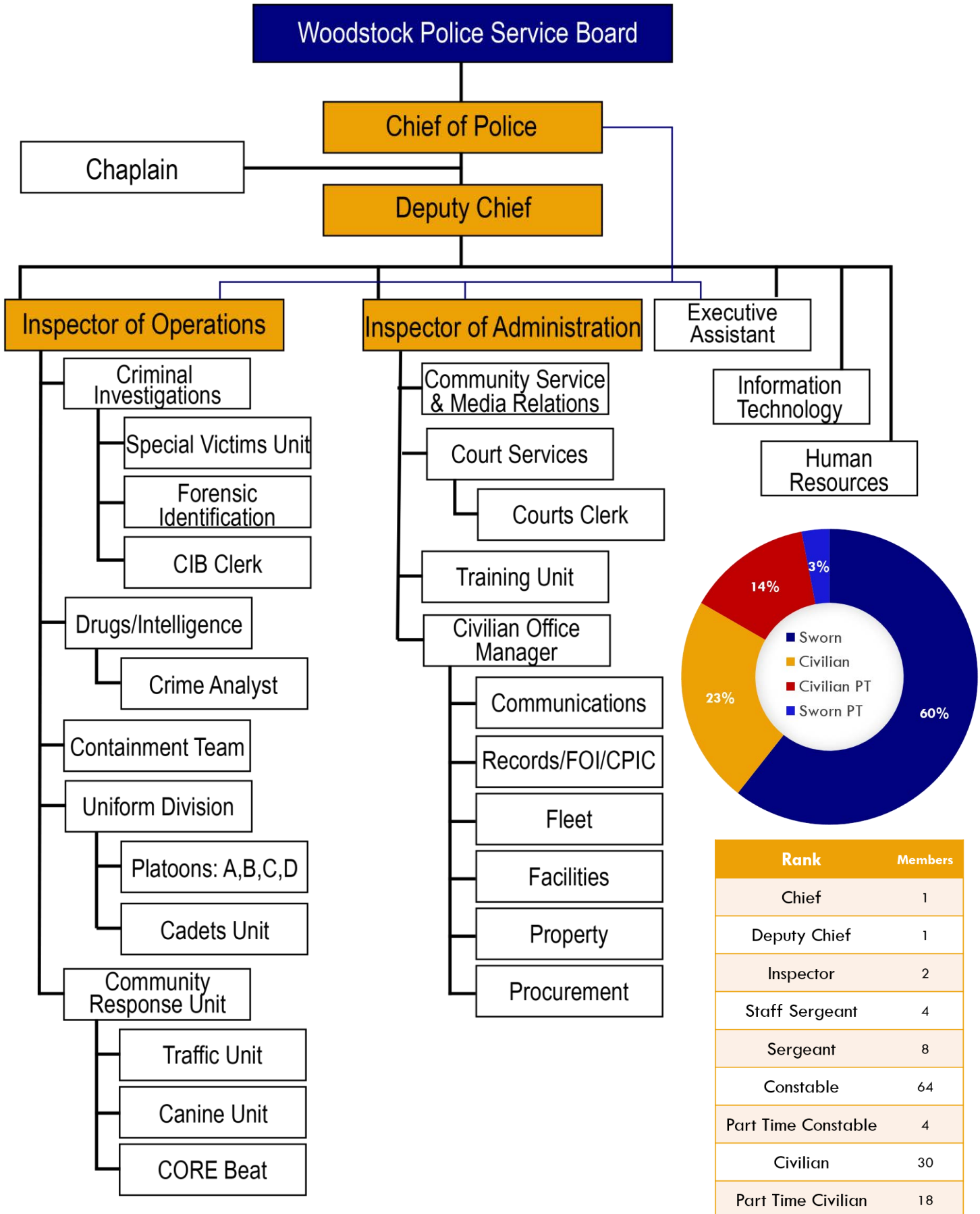
In spite of the challenges faced, this past year saw many successful outcomes to some challenging and complex investigations, thanks in large part to the dedicated professionalism of our members. We learned to engage the community in different ways and successfully launched our Youth Baseball Program, partnering police officers with local youth. In this report you will be introduced to a number of units, investigations and strategies undertaken to impact criminal activity, contribute to road safety and disrupt the deadly effects of drug trafficking alongside proactive efforts taken to engage and work with our community and community partners. There continues to be a focus internally on the mental wellness of our members.

In 2021 we said goodbye to S/Sgt Sean Kelly and S/Cst Deb Klemp, who retired after many years of exemplary service to this community. We wish them a happy and healthy retirement. We also had a number of our part-time staff and Auxiliary Officers move on to pursue other full-time opportunities. We wish them well in the future and have been happy to be a part of their career development.

The service saw significant growth in 2021 as we welcomed many new faces hired to replace those members retiring and add additional resources to allow the service to grow along with the growth of the city. Part of that growth involved the expansion of our Drug Enforcement Unit, addition of a Digital Forensics Investigator and the creation of the Community Response Unit and the Special Victims Unit.

I would like to thank our community partners, the Woodstock Police Services Board, the Woodstock Police Association and you, the citizens of Woodstock for your ongoing input and support of our members and the work that they do. I am confident that as we work together in the coming years we will continue to have a significant and positive impact on the safety and well-being of this diverse and growing community.

ORGANIZATIONAL MAKE UP

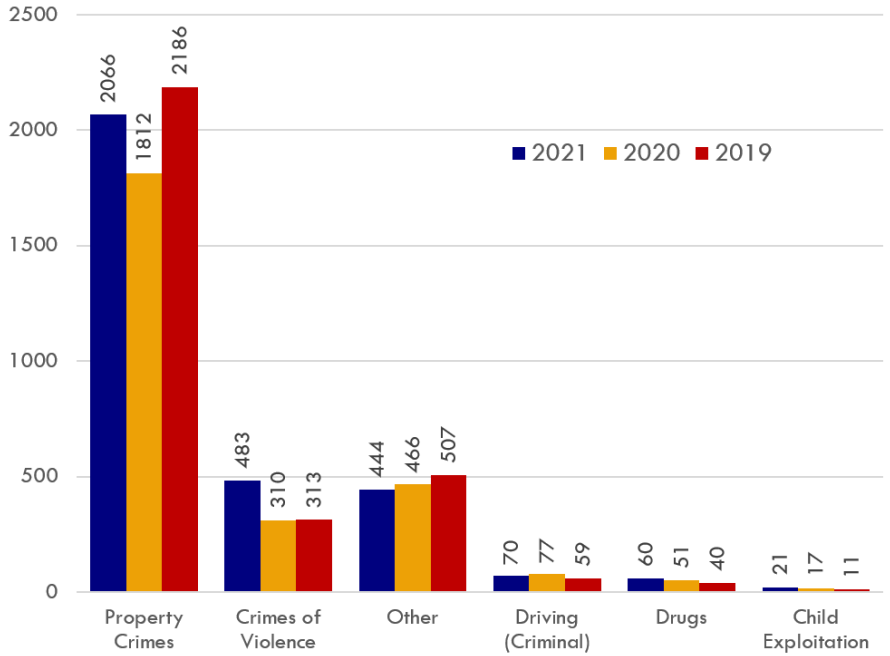


Rank	Members
Chief	1
Deputy Chief	1
Inspector	2
Staff Sergeant	4
Sergeant	8
Constable	64
Part Time Constable	4
Civilian	30
Part Time Civilian	18

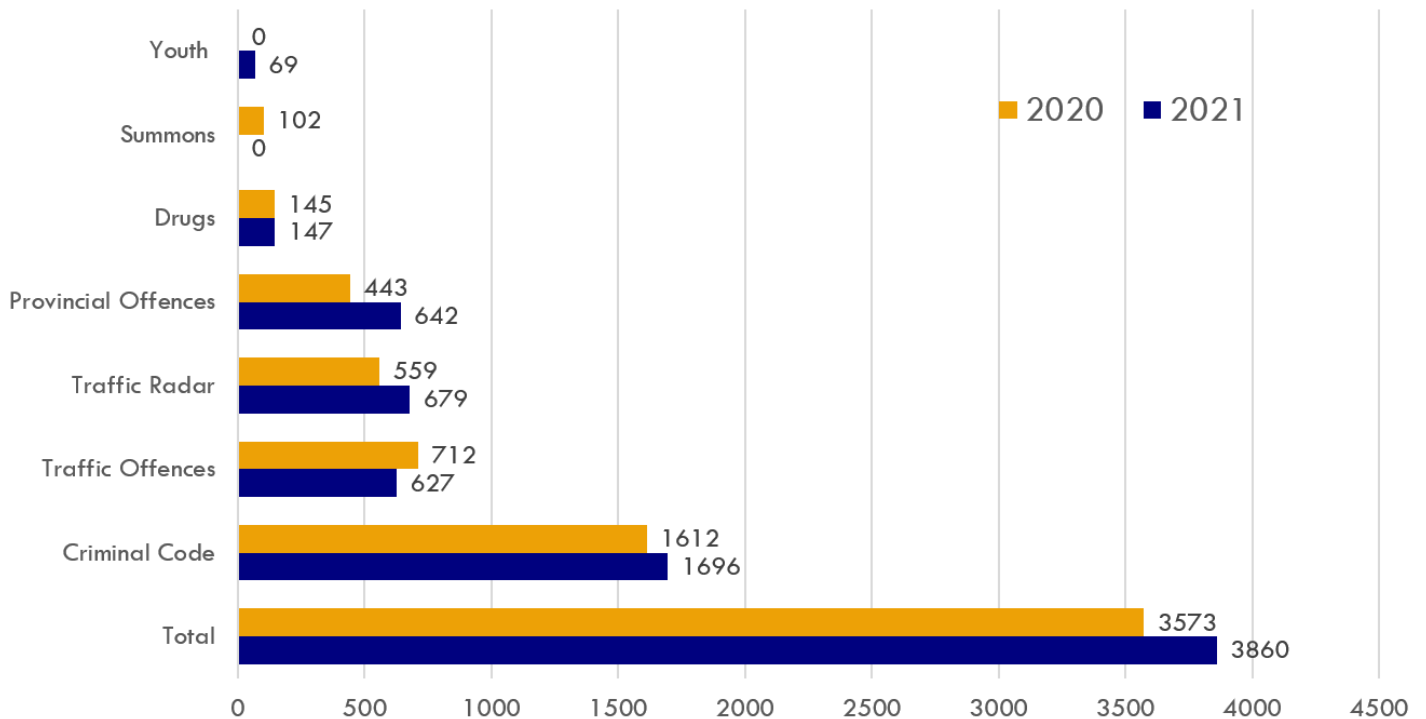
CRIME STATISTICS

The Woodstock Police Service responded to **27,158** calls for service in 2021, representing an increase of 3,408 calls, or 8.7% over 2020.

- **483 Crimes of Violence** – including all levels of assault, assault police, robbery, criminal harassment, threats, etc.
- **2,066 Property Crimes** – arson, break & enters, thefts, possession of stolen property, etc.
- **444 Other Reported Crimes** – bail violations, public disturbances, fail to attend court, breach probation, etc.
- **21 Child Exploitation Investigations** – child pornography, luring
- **60 incidents resulting in 68 arrests for 146 drug related charges** – cocaine, oxycodone, cannabis, crack, fentanyl, possession & trafficking offences
- **70 Criminal Driving Offences** – impaired driving, dangerous driving, suspect apprehension pursuits, etc.

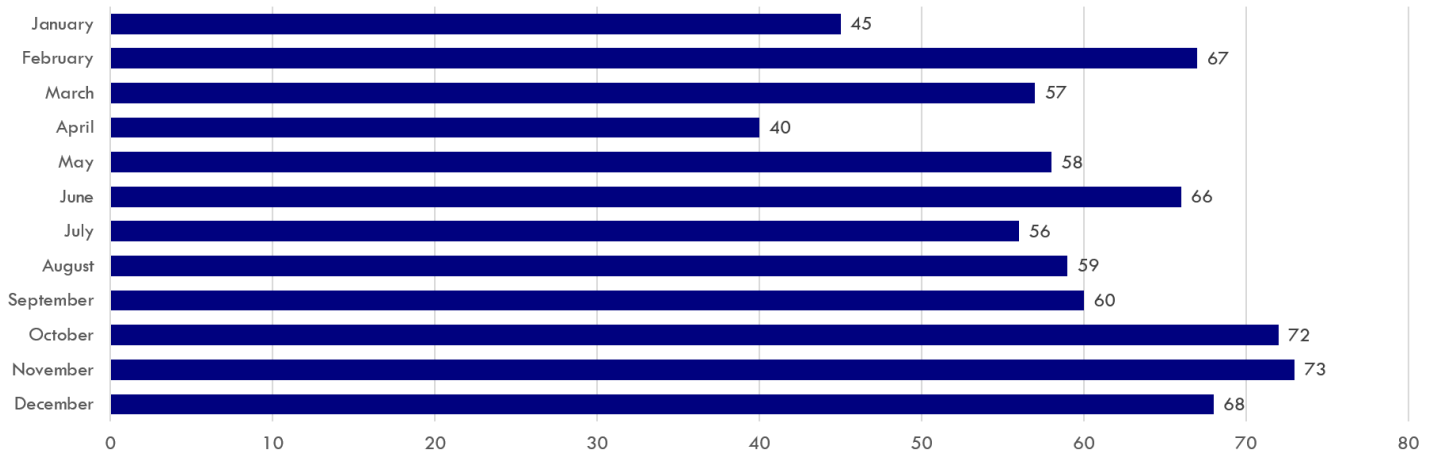


2021/2020 Charges Comparison



2021 COLLISION STATISTICS

2021 Collisions

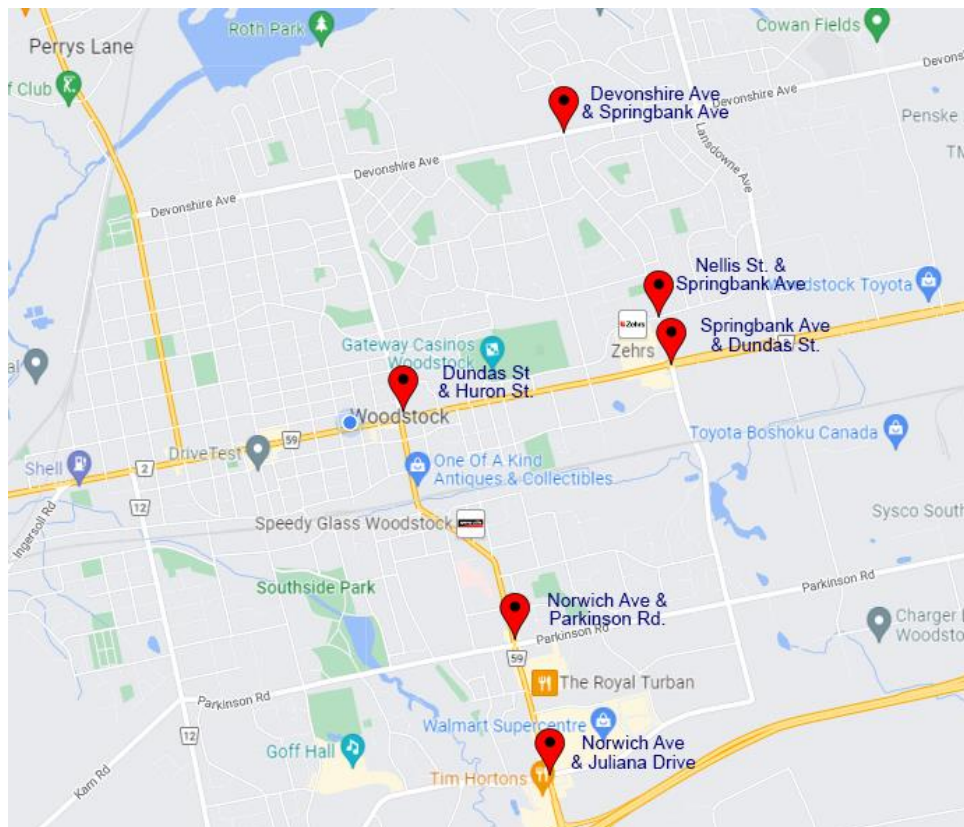


Types of Collisions	Occurrences in 2020	Occurrences in 2021
Involving Injuries	65	93
Involving Drugs and/or Alcohol	11	12
Involving Cyclists	7	11
Involving Pedestrians	8	10
Involving Fail to Remain	127	114

Total Collision Incidents: 721

Total People Involved: 1295

The plot points on the map below represent intersections with the highest number of collisions in 2021.



CRIMINAL INVESTIGATIONS BRANCH

The Criminal Investigations Branch (CIB) is a team of seven Detective Constables and one civilian office clerk that is overseen by the Detective Sergeant. CIB is responsible for the investigation of serious criminal incidents such as homicides, crimes of violence, sudden deaths, sexual offences, robberies, child exploitation, break and enters, auto thefts and major frauds.

CIB supports the front line when required and conducts proactive investigations into high risk offenders and persons on judicial release conditions. CIB follows up on and investigates tips that are reported anonymously through Crime Stoppers. One of the Detectives in CIB is assigned as the Internet Child Exploitation (ICE) Officer who works with a Digital Forensics Investigator to focus on investigations surrounding child pornography. In 2021

FORENSIC IDENTIFICATION UNIT

The Woodstock Police Service currently has two fully qualified Forensic Identification Officers. D/Cst. Michelle Wilkinson is responsible for the day to day operations of the Forensic Identification Section (FIS). Cst. Jeff McLachlan is assigned to uniform patrol and assists the FIS when required. Supporting the FIS are 12 Scenes of Crime Officers (SOCO) who collect and photograph items requiring further examination and processing. Additionally, Special Constables in the courts and cadet role are trained in the collection of DNA samples from those convicted of criminal offences.

This year the unit:

- Photographed 427 incidents (a 36% decrease from 2020*);
- Took 38,459 photographs (a 30% decrease from 2020*);
- * These decreases are in large part as a result of the use of new Digital Evidence software by patrol officers on the road who are now equipped with smart phones to take their own photos.
- Executed 53 DNA orders for the National DNA Data Bank
- Fingerprinted 213 people for Pardons, Employment, Immigration and Vulnerable Sector checks (a 280% increase from 2020)
- Fingerprinted 719 individuals for criminal charges
- Identified 12 persons from fingerprints and DNA at crime scenes.
- Conducted 10 3D scans of crime scenes

Type of Ident Officer	# of Officers
Full Time	1
Fully Trained	2
SOCO	12



SPECIAL VICTIMS UNIT

In 2021 the Woodstock Police Service obtained grant funding in order to create the Special Victims Unit (SVU) which falls under the supervision of the Detective Sergeant of the Criminal Investigations Bureau.

The mandate of SVU aligns with our commitment to improving outcomes for victims of intimate partner violence and their families, to ensure greater inclusion of our community partners in supporting victims of crime, and to foster continuous collaborative engagement and dialogue with our community partners, diverse communities, youth, elderly and vulnerable populations.

The SVU consists of two Detective Constables who are responsible for investigating crimes related to human trafficking, sex related crimes, intimate partner violence, and elder abuse while also providing assistance, acting as a resource and providing direction to victims. Members of the SVU are a point of contact for community members to assist in accessing the community supports and services in Woodstock and liaising with community partners providing victim safety and crime prevention.



Click ► button to play video.

DRUG ENFORCEMENT & CRIMINAL INTELLIGENCE

The Drug Enforcement & Criminal Intelligence Unit is a team comprised of a Detective Sergeant responsible for overseeing the unit, four Detective Constables and one Crime Analyst. This team dedicates much of their time to drug enforcement with a focus on identifying drug traffickers, disrupting their illegal activity and preparing cases for prosecution. This team is also responsible for conducting investigations into organized crime, outlaw motorcycle gangs, street gangs, hate crimes and criminal extremism.

In 2021, the Drugs & Intelligence Unit executed nine search warrants and was responsible for the seizure of 50,600 street level doses of fentanyl and other opioids, 21,170 street level doses of methamphetamine, 213 street level doses of cocaine/crack cocaine and 82 prescription narcotics. Additionally, the unit seized 22 replica firearms, 11 firearms (including two loaded handguns on the accused at the time of arrest), 9 other weapons, over 1000 rounds of ammunition and over \$10,300 Canadian currency. The unit also prepared Expert Opinion Reports, conducted surveillance of high risk offenders, provided training and participated in joint community initiatives, education and awareness. The Crime Analyst monitors crime trends, assists with Ontario Sex Offender Registrations, High Risk Offenders and compliance of offenders on judicial release.



Hate Crime/Extremism Investigative Team (HCEIT)

One member of the Drugs & Intelligence Unit participates as an active member of HCEIT. HCEIT is a joint forces operation involving a number of different police agencies that share information and target Hate Crime and Extremism.

Criminal Intelligence Service of Ontario (CISO)

The Drugs & Intelligence Unit is an active participant in the Criminal Intelligence Service of Ontario.



Biker Enforcement Unit (BEU)

One member of the Drugs & Intelligence Unit is assigned as the liaison officer with the BEU and participates and assists with investigations pertaining to outlaw motorcycle gangs throughout the province.

Provincial Weapons Enforcement Unit (PWEU)

Members of this unit will liaise with the PWEU as required for specific weapons related investigations.

CONTAINMENT TEAM

The Containment Team is made up of 12 officers of various ranks, experience and police units that have additional training and equipment to respond to and safely resolve high risk calls. The Team works with other WPS police units, to safely contain armed or potentially armed, barricaded or high-risk individuals and effect arrests. The team works with a number of highly trained negotiators and Incident Commanders. Members of the Containment Team respond to these high risk calls while on shift and on an on-call basis.

In 2021, the Containment Team participated in 8 training days, assisted in the execution of a number of search warrants and high-risk arrests and the full team was activated for 8 occurrences. Two new members were added to the team in 2021.



UNIFORM PATROL UNIT



The Uniform Patrol Unit is made up of four platoons (A, B, C & D), that patrol the city, respond to calls for service and engage with the community. Each platoon has one Staff Sergeant, one Patrol Sergeant, 9 Constables and one Cadet. Officers patrol the city in a combination of vehicle, bicycle and foot patrols.

In 2021, with a focus on the health and safety of WPS members and the public, Uniform Patrol officers continued to field non-emergency calls for service remotely via phone call if possible to limit the spread of Covid-19. When responding to calls for service in person, health and safety protocols were put in place including wearing appropriate Personal Protective Equipment (PPE) and Covid-19 screening completed by Communicators taking the calls.

The calls for service that the Uniform Patrol Unit responds to range from routine daily occurrences to more complex incidents involving a variety of social, civil and criminal issues affecting our community's quality-of-life. As many of the calls for service Uniform Patrol officers respond to are not necessarily crime related, WPS works with community partners in health and social services to address and solve problems and underlying issues such as mental health, homelessness, addictions and poverty.

Uniform Patrol officers also assist the many specialty units within WPS with their policing initiatives and investigations.

MENTAL HEALTH ENGAGEMENT & RESPONSE TEAM

MHEART is comprised of mental health professionals in partnership with the Canadian Mental Health Association – Oxford branch that respond to mental health related calls for service alongside Woodstock Police Service officers. Members of the MHEART team offer mental health support, follow up services and community referrals to members of the community who are in crisis or experiencing trauma. The MHEART team assists WPS officers by providing expertise in mental health and assisting in determining when apprehension is or is not suitable in each call they respond to.

In 2021, MHEART responded to 550 calls for service along with the Woodstock Police Service. Only 37 of these contacts ended with an apprehension, 32 of which were subsequently admitted to hospital. Follow up support was provided for 130 of these incidents. In 2021, MHEART made 651 referrals to various community supports and services.



COMMUNITY RESPONSE UNIT

In 2021, the Woodstock Police Service created the Community Response Unit (CRU). CRU consists of one sergeant and two constables. The CRU Sergeant is responsible for supervising not only the two constables within CRU, but also the Traffic Unit, Canine Unit and CORE Beat Unit.

The Community Response Unit was developed with the intentions of taking a proactive approach to policing the community with a focus on policing initiatives and targeted enforcement based on community concerns, crime trends and in identified hot spots within the city.



TRAFFIC UNIT



The Traffic Unit consists of one Constable dedicated to traffic enforcement and safety initiatives. Throughout 2021, the Traffic Unit facilitated over 40 traffic safety initiatives based on feedback and areas of concern expressed by the community through police reports and social media.

Some traffic initiatives involved partnerships with other organizations including the Ministry of Transportation, Ministry of Finance, City of Woodstock By-Law Officers and various other police services, including the Oxford County OPP. The Traffic Unit worked in tandem with the Community Service Officer during traffic safety initiatives to convey important road safety messaging to the community through video and pictures on social and traditional media outlets.

The Traffic Unit officer is a qualified Level IV Traffic Reconstruction Investigator and Drug Recognition Expert. This specialized training provides expertise in the investigation of major collisions and provides evidence of impairment by drugs rather than or in addition to alcohol. The Traffic Officer also provides training to other officers in the use of speed measuring devices.

WPS has increased their focus on speeding infractions. As a result of the combined efforts of the dedicated traffic officer and officers assigned to Uniform Patrol, there has been a significant increase radar enforcement within the city and an increase in number of speeding charges. In 2021, WPS issued 679 speeding tickets compared to 559 in 2020 and 396 in 2019.

2021 traffic initiatives:

- Operation Borders
- Operation Zero
- Project Cop on Every Corner
- Project Muffle The Noise
- Speed Enforcement
- School Zone Safety
- Commercial Motor Vehicle Inspections
- R.I.D.E. Programs
- Bylaw Parking
- Utility Trailer Blitz
- 4 County Blitz



CANINE UNIT

PSD Taz



PSD Striker



Police Service Dog Striker and handler Constable Skillings celebrated their 6th anniversary together in September 2021. PSD Striker is certified in General Service, General Detection and Narcotic Detection. The team works closely with Uniform Patrol, Containment Team, Drug Enforcement & Criminal Intelligence, Criminal Investigations Bureau, Traffic and Community Service Units.

In 2021, the Canine Unit began to expand in preparation for Striker's upcoming retirement. The Woodstock Police Service, Constable Skillings and PSD Striker welcomed PSD Taz, a one a half year old German Shepard, to the team and began the training process.

	Tracks	Building Search	Open Area	Training Days	Article Search	Demos	Canine Arrest	Patrol Arrest	Property Recovery	Call Out	Warrants	Detector Search	Narc Located	Total
1st Quarter	4	3	0	31	2	1	0	0	0	6	1	1	0	49
2nd Quarter	9	1	1	8	0	1	3	1	1	8	3	4	2	42
3rd Quarter	4	2	16	3	0	1	1	1	1	9	1	2	0	41
4th Quarter	3	0	0	21	2	2	1	0	3	8	2	2	1	45
Annual	20	6	17	63	4	5	5	2	5	25	7	8	3	177

In 2021, PSD Taz completed his General Detection and Narcotic Detection Certifications as well as the General Patrol Course and Certification. In May, PSD Striker completed his annual recertifications. In September, both PSD Striker and PSD Taz successfully completed their North American Certification in Detection and Patrol in Alpena, Michigan. After successfully completing all of his training courses and earning certifications, PSD Taz will begin servicing the City of Woodstock in 2022. PSD Striker will remain in service into 2022.



In 2021, PSD Striker assisted in several noteworthy arrests, including an arrest after tracking the suspect for 3.5 kilometers. PSD Striker also successfully assisted the Drug Enforcement and Criminal Intelligence Unit in the arrest of a male for Possession of a Schedule I Substance for the Purpose of Trafficking who fled from police on foot. While PSD Striker was deployed to help apprehend the suspect in this investigation, PSD Striker located a loaded fully automatic handgun that had been discarded by the suspect.

Due to Covid-19 restrictions, PSD Striker conducted fewer demonstrations of his skills to local community groups, day camps and community event appearances, however he and Constable Skillings attended as many as they could when the opportunity presented itself.

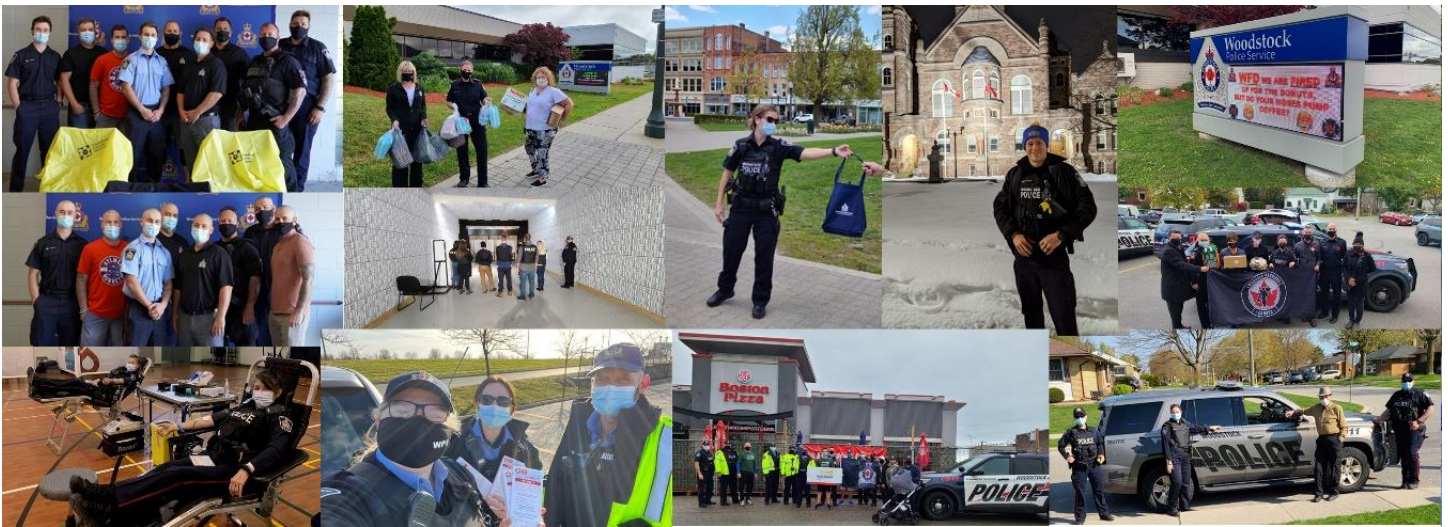
CORE BEAT UNIT

The CORE Beat Patrol Unit consists of two constables supervised by the CRU Sergeant that are responsible for focused and proactive patrols in the downtown area of the city. Their patrol zone encompasses the area of Dundas Street from Vansittart Avenue to Huron/Wilson Streets. They also patrol the side streets, alleys and everything in between Peel Street, Simcoe Street, Adelaide Street and Hunter Street. Members of the CORE Beat Unit can be found patrolling the downtown on foot and on bicycle.

This Unit works to foster relationships with downtown businesses, service agencies and the Business Improvement Area (BIA) to ensure business and agency staff, patrons and members of the community alike feel safe in the downtown area.



COMMUNITY SERVICE UNIT



The Woodstock Police Service Community Service Unit consists of one Special Constable who is responsible for engaging with the community, providing public education in safety and crime prevention, media relations, and liaise with Crime Stoppers.

In 2021, the Community Service Officer (CSO) continued to facilitate educational programming virtually and through social media due to the restrictions in place as a result of the Covid-19 Pandemic.

Some of the 2021 community events and programs attended and/or facilitated by the Woodstock Police Service include: Citizen's Police Academy, Kids & Cops Baseball program, Virtual Coffee with a Cop, Birthday Parades, Virtual Community Presentations, AmbiKare event, blood drives, Coldest Night of the Year, Torch Run for Special Olympics, Polar Plunge for Special Olympics, Cops for Cancer, Halloween Safety education, Remembrance Day ceremony, Santa's Mailbox toy collection and delivery, food drives for the Salvation Army, Tim Hortons Smile Cookie campaign, Emergency Preparedness Week, Crime Prevention Week, Halloween Safety and Back to School Safety.

The CSO is responsible for updating the public on investigations and activities happening with WPS through traditional and social media. In 2021, the CSO sent out 217 media releases to provide information to the public about safety, updates of noteworthy investigations and to seek the public's assistance in gathering information in relation to ongoing investigations.



COURT SERVICES UNIT

The Court Services Unit consists of one full time Civilian Supervisor, one Court Clerk, two full-time Special Constables, and six part-time Special Constables.

This unit is primarily responsible for security of the two facilities operating in Woodstock. Additionally, the Special Constables are also responsible for transporting prisoners between the court house, correctional facilities and WPS headquarters, issuing summons, and processing all of the charges laid by members of WPS.

TRAINING UNIT

The Woodstock Police Service Training Unit consists of a full-time Constable who is responsible for coordinating training for all members of the Woodstock Police Service. The Training Unit also has another Constable that assists the training officer on a part-time basis. In 2021, WPS purchased a grappling dummy (pictured below) in order to assist in completing Ministry required annual Use of Force training while maintaining distance and respecting Covid-19 related health restrictions.

Some of the internal training coordinated by the WPS Training Unit includes:

- Ministry mandated training
- Practical and classroom sessions on a number of legal issues
- Wellness topics
- Containment and perimeter principals
- Defensive tactics
- Bias awareness and anti-racism
- Use of force
- De-escalation tactics
- Firearms and Taser training
- CPR, First Aid and tourniquet training
- On-line training modules

Additionally, members of WPS attended virtual and in-person training courses and conferences hosted by external organizations such as the Ontario Police College, other police services and community agencies.

WPS is committed to training on a provincial level as well by providing a constable seconded to the Ontario Police College who assists with training new police recruits on a full cost recovery basis.

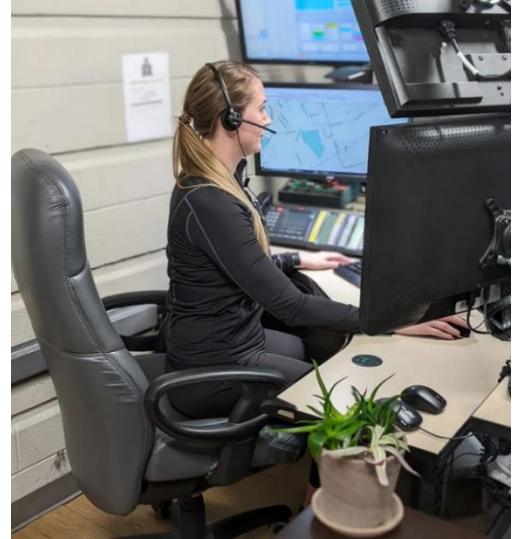


COMMUNICATIONS CENTRE

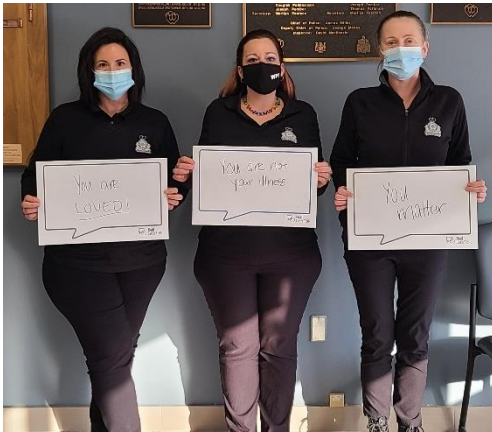
A team of ten full-time and seven part-time call-takers/dispatchers are responsible for handling the thousands of phone calls from the public over the course of the year.

The WPS Communications Centre operates as a Primary Public Safety Answering Point. Therefore, all 911 calls made within the limits of Oxford County are routed to the WPS Communications Centre. These calls are then dispatched to WPS officers or are transferred to the appropriate Communications Centre for other services (i.e. OPP, Paramedic Services). WPS Communicators also answer calls to the WPS non-emergent phone lines as well.

WPS Communicators dispatch for the Woodstock Police Service, Woodstock Fire Department, and fire departments in the Townships of Blandford-Blenheim, East Zorra-Tavistock, Norwich, South-West Oxford and Zorra.



RECORDS & CLERICAL STAFF



A team of three full-time and three part-time Civilian members make up the clerical staff who are responsible for Records Maintenance, Freedom of Information (FOI) Act requests, Security Clearances, Statistical Crime Coding, Canadian Police Information Centre (CPIC) and providing quality customer service.

In 2021, the Woodstock Police Service introduced an online police record check request service which was paramount in completing record checks while WPS headquarters doors were closed to the public during the pandemic. In 2021, when doors were open to the public, police record checks could also be obtained in person. Record checks continue to be available in-person or online by

completing an online form found on the WPS website.

In 2021, the clerical staff completed 82 FOI requests and 2633 record checks compared to the 2010 record checks completed in 2020. These numbers were once again significantly impacted by the Covid-19 pandemic and are significantly lower than previous years.

CHAPLAIN SERVICES

Reverend Jason Tucker is the Chaplain for the Woodstock Police Service. Chaplain Tucker is dedicated to helping others and serving his community. He offers chaplaincy services to members of WPS, attends day and night shift police briefings on a regular basis and will also ride along with officers to assist in responding to calls for service. Chaplain Tucker is also a member of the WPS Peer to Peer Support Team. Chaplain Tucker volunteers many hours to supporting frontline officers as well as members of the community in his role as Chaplain.

AUXILIARY UNIT

COVID-19 continued to impact the Woodstock Police Service Auxiliary Unit resulting in a reduction of requests for Community Events, a temporary suspension of Patrols and a reduction in training. Despite the challenges of 2021, our dedicated team of 18 Auxiliary members stepped up when requested and needed by WPS and the community.

Number of Hours Volunteered	
Community Events	260
Patrol	277
Training	242
Administration	78
Total	857

The year started with Auxiliary members joining the Woodstock Police Service Coldest Night of the Year Team, assisting our team to raise over \$5,500 for those homeless, hurt and hungry in our community. As the year progressed, members assisted to keep the community safe during general patrols, protests, downtown foot patrols, BIA pop up events, the fireworks display, Remembrance Day, and the Santa Claus Parade. Auxiliary members attended and supported 18 community events, attending 23 community event days.

The Auxiliary Unit commenced the year with 18 members and with the retirement of 5 Auxiliary members, the Unit completed the year with 13 members.

The year ended with a successful Fill-A-Cruiser event. Auxiliary members along with Chief Daryl Longworth and Deputy Chief Rod Wilkinson assisted the community by collecting over \$5,000 of food and cash donations filling 7 cruisers with donated food items for the Salvation Army Food Bank.



2021 OPERATIONAL EXPENSES

Category of Expenditure	2021 Budget	2021 Actual	Variance
Personnel Costs	15,293,389	15,023,364	270,025
Police Services Board	100,814	53,697	47,117
Administrative Expenses	2,294,731	2,321,985	(27,254)
Equipment and Furniture	651,760	488,192	163,568
Purchased Services	206,000	212,539	6,539
Transfers to Reserves	13,000	13,000	0
Building Maintenance and Utilities	218,350	230,755	(12,405)
Fleet	441,596	521,054	(79,355)
Total Expenditures	19,219,640	18,864,586	355,057
Revenues	2,238,014	2,513,805	275,791
Net Budget Allocation	16,981,626	16,350,781	630,845

CITIZEN COMPLAINTS

	2021	2020
Total Chief's Complaints	1	2
Total Chief Initiated Complaints Under Investigation	0	1
Total Public Complaints	12	18
Conduct	11	17
Service	2	1
Policy	0	1
Total Public Complaints Under Investigation	1	3
Allegations		
Incivility/Insubordination	0	0
Neglect of Duty	0	6
Discreditable Conduct	1	11
Excessive/Unnecessary Use of Force	0	0
Unlawful/Unnecessary Exercise of Authority	0	0
Unsatisfactory Work Performance	0	0
Other Service Complaints	0	2
Resolutions		
Deemed frivolous, vexatious, bad faith, outdate or not affected by the Office of the Independent Review Director	7	13
Informal Resolution without a Hearing	1	0
Withdrawn by Complainant	2	1
Unsubstantiated Through Investigation	2	2
Police Service Act Hearing	0	0
Lost Jurisdiction	0	0

USE OF FORCE STATISTICS

	2021	2020	2019
Use of Force Reports Submitted	31	34	57
Suspect Weapons or Perceived Weapons	23	14	44
Times Firearm Pointed	14	23	30
OC (Pepper) Spray	1	1	2
Conductive Energy Weapon (TASER) Displayed	14	9	24
Conductive Energy Weapon Deployed	3	2	7
Baton	1	0	0
Empty Hand Techniques	3	0	4

ANTI-RACISM ADVISORY COMMITTEE



In the summer of 2020, as part of our commitment to continuous, collaborative engagement with our diverse communities the Chief invited several diverse members in the city to join in forming an Anti-Racism Advisory Committee. The members selected had already demonstrated an interest in improving the relationship between the police and the diverse communities. This committee continued to meet virtually throughout 2021 to foster the relationships built and to discuss and find solutions to combat racism.

Committee Mandate

To collaborate with the Chief of Police to provide guidance and insight on ways of improving and strengthening relationships between the Woodstock Police Service and Indigenous and racialized communities in the City of Woodstock.

To provide guidance to the Chief of Police on embedding strategies and processes within the Woodstock Police Service to combat racism, engage in actions towards eliminating racism and foster a culture that seeks to understand the unique identities of all races and cultures within the community.

To learn more about the committee, to communicate with members of the committee or to express interest in being part of the committee, please visit our website.

PEER TO PEER SUPPORT TEAM

With an ongoing dedication to the wellness of WPS members, in 2021 WPS partnered with Breakwater Institute for Occupational Stress and Trauma to develop and provide training for a team of WPS members dedicated to providing peer support to their co-workers.

The Peer to Peer Support Team offers formal and informal debriefing sessions with other members of the police service by providing a safe space and listening ear to those struggling with workplace and personal stressors.



ANNUAL POLICE SERVICE AWARDS

Due to Covid-19 restrictions, the Ontario Police College (OPC) was unable to host traditional graduation ceremonies for the newly graduated police officers. In 2021, WPS included a small graduation ceremony for members of WPS who graduated from OPC over the past two years to welcome them and their families to WPS. The ceremony took place during the Annual WPS Awards Ceremony.



ONTARIO POLICE COLLEGE GRADUATES

Constable Akeem Guy



Constable Aris Ruitenbeek



Constable Brad Pelleboer



Constable Brady Simpson



Constable Darrin Johnson



Constable Jesse Van Parys



ONTARIO POLICE COLLEGE GRADUATES

Constable Pritpal Thind



Constable Miranda Rebelo



Constable Kelly Hackney



Constable Steve Pearson



Constable Brian Phan



PINCOMBE MEMORIAL AWARD RECIPIANTS

Constable Darrin Johnson



Constable Pritpal Thind



TWENTY YEARS OF SERVICE AWARD

Crime Analyst Karen Manicom



Other Recipients Unable to Attend

- Staff Sergeant Kevin Talsma
- Sergeant Karen Overbaugh
- Special Constable Debby Klemp
- Clerk Jana Brooks

THIRTY YEARS OF SERVICE AWARD

Staff Sergeant Neil Butler



PROMOTION OF RANK

Sergeant Brad Minielly



Other Members Promoted And Unable to Attend

Sergeant Adam Dicola
Sergeant Tim Pinder

ORDER OF MERIT

In 2021, Chief Daryl Longworth was appointed as a Member of the Order of Merit of the Police Forces, an honour presented on behalf of Her Majesty the Queen by the Governor General of Canada.

Chief Daryl Longworth



NEW HIRES IN 2021

Constable Steve Pearson



Constables Brian Phan & Akeem Guy



NEW HIRES

Constable Dominique Smith



Experienced Constables James Savage & Wade Baksh



PT Constable Peter Corner



Special Constable Cadet Dallas Loiselle



Special Constable Cadet Blake Nichol



PT Special Constable Courts Lucas Sims



NEW HIRES

PT Records Clerk Leslie Culbert



PT Records Clerk Denise Pacheco



PT Dispatcher Ciana Danbrook



PT Dispatcher Carley Brown



RETIREMENTS & RESIGNATIONS

The Woodstock Police Service would like to thank all of those who retired or moved on from WPS in 2021 for their hard work and dedication to serving the community and wishes them success in their future endeavours.

Departures:

- Special Constable Courts Matt Foster
- Special Constable Courts Josh Evans-Gray
- Constable Shannon Ludlow
- Constable John Murray
- Dispatcher Mariah Rennie
- Dispatcher Ashley Martins
- Dispatcher Ciana Danbrook
- Records Clerk Tania Hooda

Retirements:

- Special Constable Courts Debby Klemp
- Staff Sergeant Sean Kelly

Auxiliary Member Departures

- Eniko Gyorgy
- Josh Evans-Gray
- Michael MacKenzie
- Ashley Vanderkolk
- Brittany Butler

IN LOVING MEMORY

In 2021, the City of Woodstock lost a prominent member of the community and member of the WPS family with the passing of Retired Chief of Police Ron Fraser. WPS mourns this loss along with Chief Fraser's family, friends and the entire community.



WOODSTOCK POLICE SERVICE

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