



WINDSOR POLICE SERVICE

ANNUAL REPORT

2025



WINDSOR POLICE SERVICE BOARD

Message from the Chair



Councillor Jo-Anne Gignac
Windsor Police Service Board, Chair

As Chair of the Board, I am proud to reflect on a year of meaningful progress, strengthened relationships, and shared commitment to the well-being of our community. The year 2025 marked significant achievements across our organization, driven by collaboration, compassion, and a deep understanding of the complex issues facing our city.

This has also been a year of profound change. As we undertook the search for a new Chief of Police, we said goodbye to Chief Jason Bellaire after 31 years of dedicated leadership and service. We are deeply grateful for his steady guidance and his lifelong commitment to public safety. In 2025, we also had the privilege of welcoming Chief Jason Crowley as our new Chief of Police. We look forward to the year ahead under his leadership and the vision he brings to our organization.

Throughout the year, we worked deliberately to strengthen partnerships with community agencies, healthcare providers, and social-service organizations. These partnerships have been essential as we continue to confront the interconnected challenges of homelessness, substance use, and mental health. Together, we have advanced solutions that not only improve safety and stability but also preserve dignity and respect for those we serve.

We also saw notable operational improvements this year. Most significantly, our organization reduced response times for priority one calls, ensuring that individuals in urgent need receive timely assistance. This achievement reflects the dedication of our frontline members, the effectiveness of our deployment strategies, and our ongoing investments in training and innovation.

None of this progress would have been possible without our people. On behalf of the Board, I extend sincere gratitude to our Senior Leadership Team, and to all sworn and civilian staff. Your passion for service, professionalism, and unwavering dedication to public safety are the foundation of every achievement outlined in this report.

As we look forward, we remain committed to building a community where safety, support, and opportunity are accessible to all. The challenges ahead are complex, but our accomplishments this year demonstrate what is possible when we move forward with collaboration, accountability, and heart.

Meet the Board



Sophia Chisholm, Vice-Chair
Mayor Drew Dilkens
Robert de Verteuil
David Hammond
Councillor Jim Morrison
Rakesh Naidu
Michael Prue, Advisor

VISION, MISSION & CORE VALUES

OUR VISION

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

OUR MISSION

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

OUR CORE VALUES

Integrity

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

Respect

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

Professionalism

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

Accountability

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

Innovation

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

Teamwork

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

Service

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



MESSAGE FROM THE CHIEF OF POLICE



On behalf of the Windsor Police Service, I am proud to present our 2025 Annual Report, highlighting another year of dedicated public service and strong partnership with our community.

Throughout 2025, our members worked diligently to respond to emergencies, address crime and disorder, and reduce risks before they escalate. By focusing on timely response, data-driven enforcement, and proactive policing, we continued to protect residents, businesses, and visitors across Windsor and Amherstburg.

We also modernized how we deliver policing. We realigned our patrol district boundaries, expanded digital reporting options, and implemented Next Generation 9-1-1 (NG9-1-1) technology to improve emergency response and service delivery. Furthermore, we invested in training that emphasizes communication, de-escalation, and crisis intervention, ensuring our members are prepared to meet the evolving needs of the community while providing service that is effective and accountable.

From large-scale events to daily neighbourhood interactions, our members actively engaged the public and collaborated with community partners. These connections helped us better understand community concerns, respond effectively, and build trust while demonstrating integrity, compassion, and professionalism.

I extend my sincere thanks to our members for their unwavering commitment and to the residents of Windsor and Amherstburg for their ongoing trust and support. Together, we are building a safer, stronger, and more connected community.

Jason Crowley
Chief of Police



The Leadership Team



Karel DeGraaf
Deputy Chief,
Operational Support

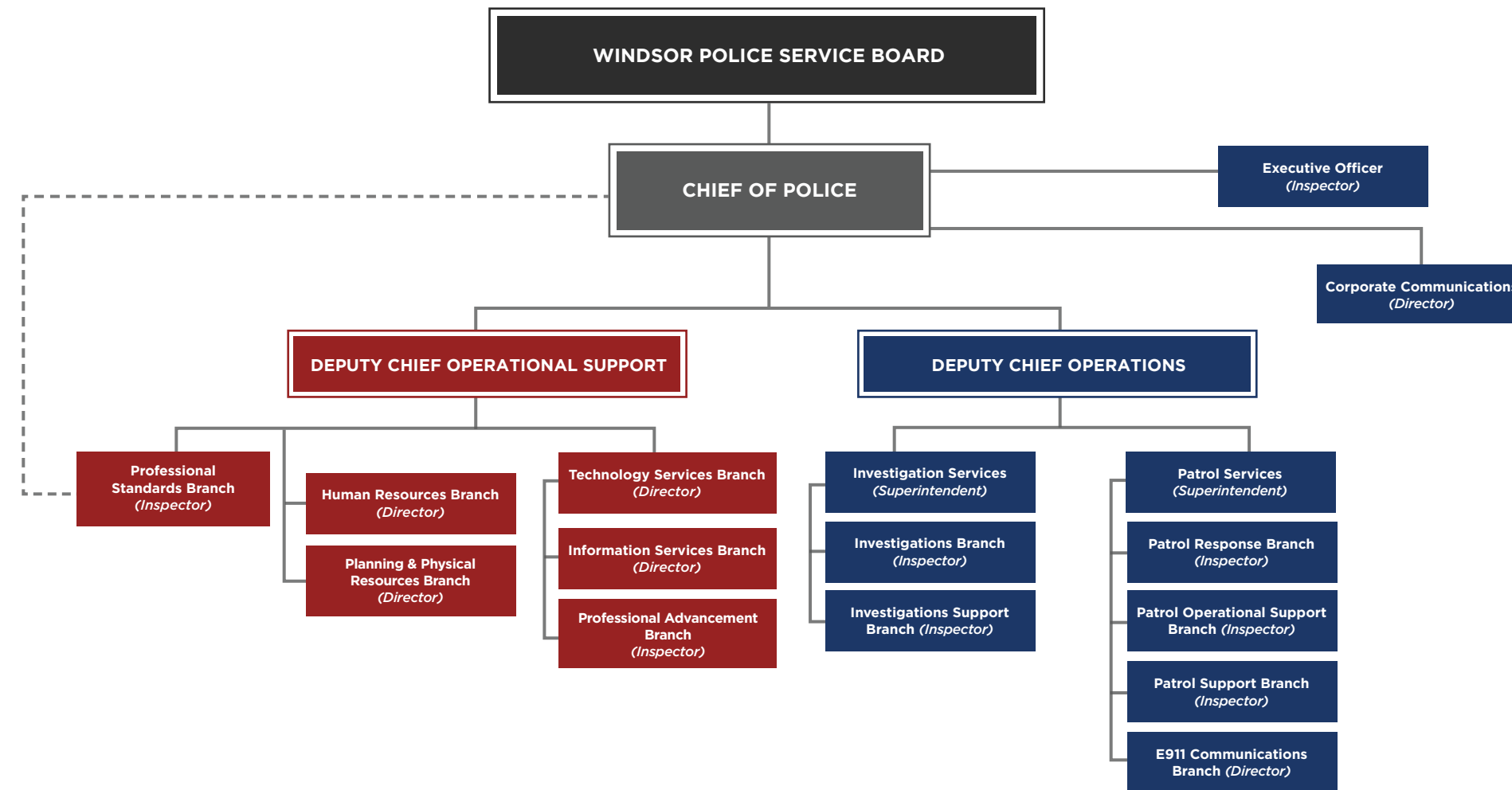
Ken Cribley
(Acting) Deputy
Chief, Operations

Superintendents:
Paolo Di Carlo
Chris Werstein

Inspectors:
Jen Crosby
Dave Deluca
Scott Jeffery
Marc Murphy
Andrew Randall
Rob Wilson
Patti Pastorius (Acting)

Directors:
Matt Caplin
Bryce Chandler
Gary Francoeur
Dawn Hill
Barry Horrobin
Laura Smith

2025 ORGANIZATIONAL STRUCTURE



WPS OVERVIEW

The Windsor Police Service provides frontline response and investigative services to the communities of Windsor and Amherstburg.



OUR FACILITIES

Windsor Police Headquarters
150 Goyeau Street
Windsor

Collision Reporting Centre
2696 Jefferson Boulevard
Windsor

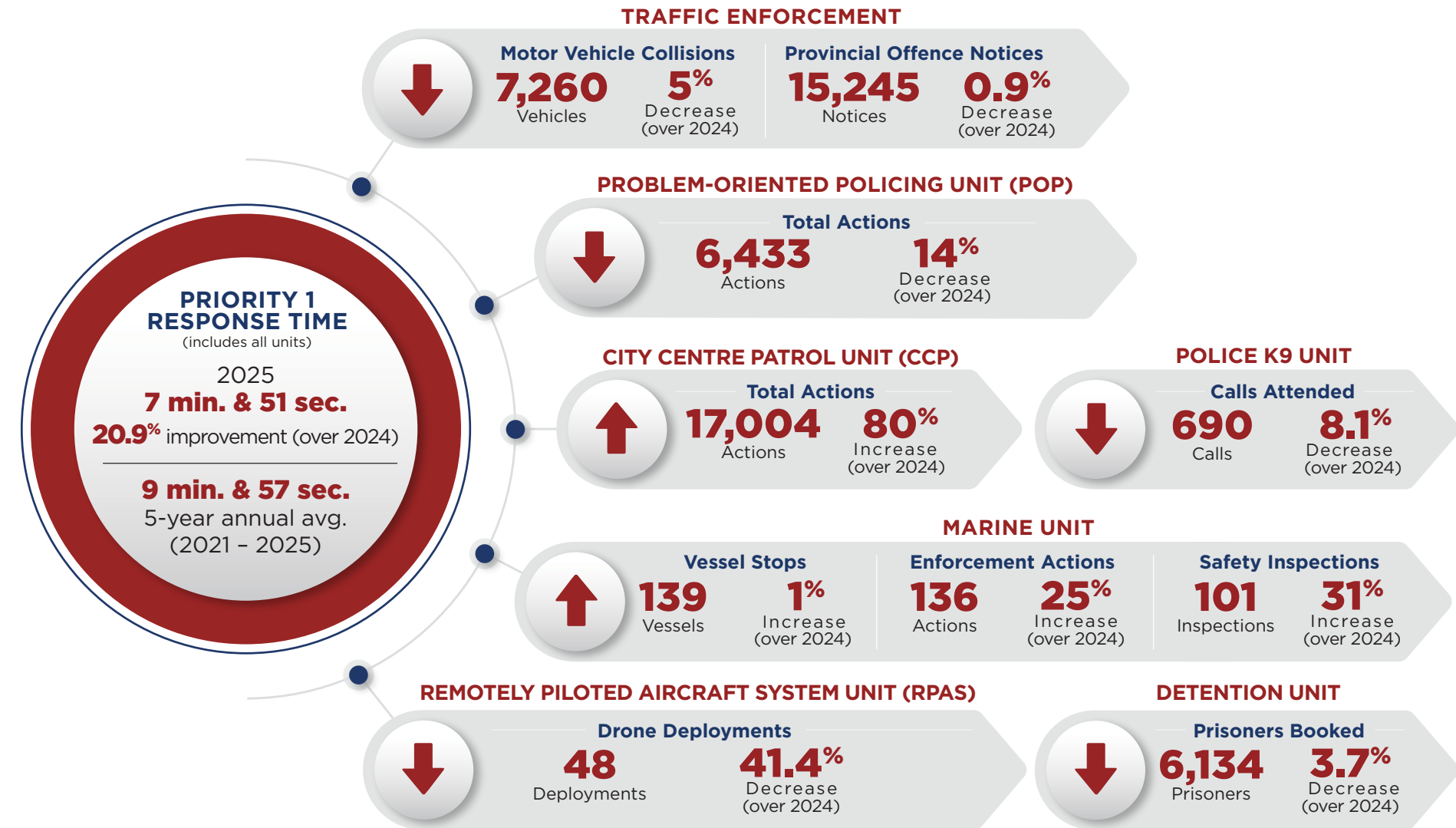
**Major F.A. Tilston
Armoury & Police Training Centre**
4007 Sandwich Street
Windsor

Amherstburg Detachment
532 Sandwich Street South
Amherstburg

Sandwich Community Station
3312 Sandwich Street
Windsor

Photo courtesy of: Kati Panasiuk

PATROL SERVICES



NOTE:

The 2025 crime statistics presented are derived from data extracted from the Records Management System, offering a "snapshot" in time. Due to factors such as incident reclassification or delayed reporting of incidents, these statistics are fluid and subject to modification. Continuous updates to the system may lead to revisions of statistics previously reported.

CRISIS OUTREACH AND SUPPORT >>

NURSE POLICE TEAM (NPT)

Pairs frontline officers with Windsor Regional Hospital nurses to respond to non-emergency, substance-related incidents.

2,968
CALLS FOR SERVICE

604
PEOPLE DIVERTED FROM EMERGENCY DEPARTMENT

140
APPREHENSIONS

202
SUBSTANCE-RELATED WOUNDS TREATED

CRISIS RESPONSE TEAM (CRT)

Pairs frontline officers with mental health professionals from Hôtel-Dieu Grace Healthcare to support individuals in crisis.

4,210
CALLS ATTENDED

290
APPREHENSIONS

INTIMATE PARTNER VIOLENCE SPECIALIST RESPONSE

Partnership with Windsor Regional Hospital and Hiatus House to provide immediate, real-time support to victims of intimate partner violence.

798
VICTIMS CONNECTED WITH ASSISTANCE

INVESTIGATIONS DIVISION

VIOLENCE LEADING TO DEATH	2024	2025
Homicide	2	4
Manslaughter	0	1
Violence causing death	1	0
Attempted murder	5	5

CRIMES AGAINST PERSONS:

3,054
↓ 5.1%
DECREASE (over 2024)

CRIMES AGAINST PROPERTY:

10,444
↓ 12.2%
DECREASE (over 2024)

YOUTH-RELATED CRIMES:

533
↑ 35.6%
INCREASE (over 2024)

DRUG SEIZURES*

FENTANYL
4,258
Grams
↓ 16.6%
DECREASE (over 2024)

COCAINE
5,733
Grams
↓ 25.8%
DECREASE (over 2024)

CRYSTAL METHAMPHETAMINE
3,403
Grams
↑ 10.8%
INCREASE (over 2024)

CRACK COCAINE
672
Grams
↓ 18.7%
DECREASE (over 2024)

OXYCODONE
3,513
Grams
↑ 55%
INCREASE (over 2024)

FIREARMS SEIZED:

617
↓ 9.6%
DECREASE (over 2024)

CRIME GUNS:**

61
↓ 9%
DECREASE (over 2024)

**CRIME GUN DEFINITION (according to Statistics Canada):

- A firearm (as defined under the Criminal Code) used or suspected to be used in the commission of a criminal offence, regardless of whether it was possessed legally;
- or a firearm that has an obliterated, altered or removed serial number.

This includes replicas, toys, 3D printed firearms, pellet, or BB guns/air guns but ONLY when they are used in a threatening, intimidating or criminal manner. This definition allows police to include weapons they believe should be included (threats, intimidation, violence), while excluding toys used in routine play. Police will determine whether a firearm should be classified as a crime gun as a result of the investigation.

* Seizure figures reflect Drugs and Guns Enforcement Unit (DIGS) investigations only and are not representative of total Windsor Police Service seizures.

WPS AMHERSTBURG DETACHMENT

Since January 1, 2019, the Windsor Police Service has been responsible for policing the Town of Amherstburg. We provide public safety to residents and businesses, respond to emergencies, and work with the community to prevent and reduce crime.

AMHERSTBURG POLICING ACTIVITIES

Calls for Service	2024	2025
Dispatch Generated Incidents	11,010	8,841
Self-Generated Walk-in Incidents	164	167
Reports	2,085	1,872
Arrests	196	383

Provincial Offences

Traffic Offences	5,846	3,395
Part III Summons	119	113
Liquor Offences	8	1
Other Provincial Offences	57	91

Community Outreach Activities

Community Service Calls	207	55
Persons in Crisis	173	157
COAST Follow-ups	518	170

Crime Statistics	2024	2025
Homicide/Attempted Murder	0	0
Robbery	0	2
Break and Enter	42	38
Theft Over \$5,000	14	24
Theft Under \$5,000	84	63
Possession of Stolen Property	10	0
Fraud	108	106
Mischief	73	28
Assaults	111	75
Drugs	2	1
Firearms	3	1
Arson	8	3
Impaired Operation	33	16
Federal Statutes	0	3
Other Criminal Code	78	93
Total Criminal Offences	566	453

WPS AUXILIARY

Auxiliary Patrol volunteers are an essential part of community safety in Windsor and Amherstburg. Working alongside sworn officers, they enhance the Windsor Police Service's presence through visible patrols, crowd management, and ongoing support of public safety initiatives.

Their role is especially important at large community events. From the Annual Ford Fireworks and the Canada Day Parade to the Detroit Free Press Marathon, Bright Lights Windsor, and the Santa Claus Parade, Auxiliary Patrol volunteers help ensure these gatherings are safe and welcoming for residents and visitors alike.



COMMUNICATIONS CENTRE

EMERGENCY 911 CENTRE

The Windsor Police Service Emergency 911 Centre is responsible for answering all 911 and non-emergency calls within Windsor and Amherstburg. Calls received for EMS or Fire are routed to the respective agencies when required.



Emergency: 9-1-1
Non-emergency: 519-258-6111

TOTAL CALLS RECEIVED

422,360

1,157 PER DAY

↓ **4.3% DECREASE**
(over 2024)

911 CALLS RECEIVED

120,080

329 PER DAY

↓ **1.7% DECREASE**
(over 2024)

TOTAL CALLS FOR SERVICE

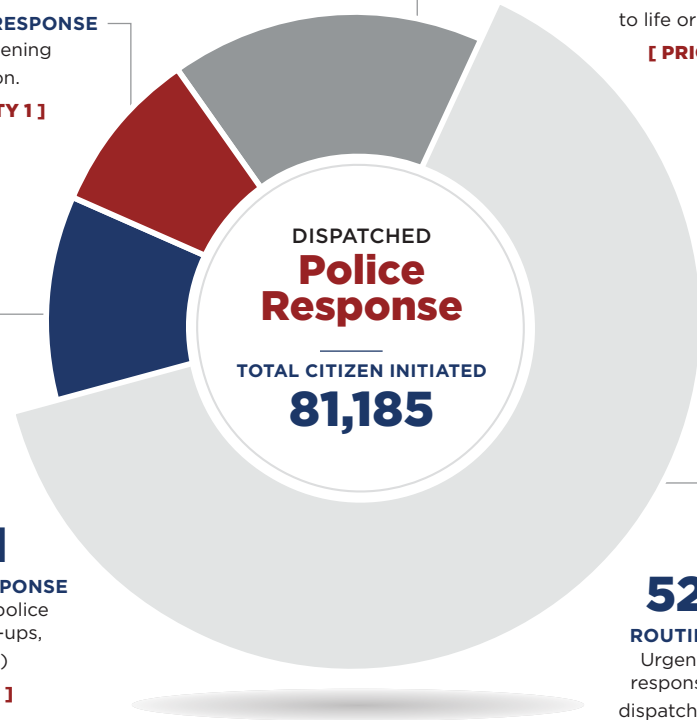
137,002

375 PER DAY

↓ **12.5% DECREASE**
(over 2024)

7,038
EMERGENCY RESPONSE
Life-threatening situation.
[PRIORITY 1]

8,641
REGULATORY RESPONSE
Events requiring police presence (follow-ups, traffic escort.)
[PRIORITY 4]



13,305
URGENT RESPONSE
Requires immediate intervention but no threat to life or bodily harm.
[PRIORITY 2]

52,045
ROUTINE RESPONSE
Urgent or emergent response not required dispatched within 1 hour.
[PRIORITY 3]

ALTERNATIVE REPORTING OPTIONS

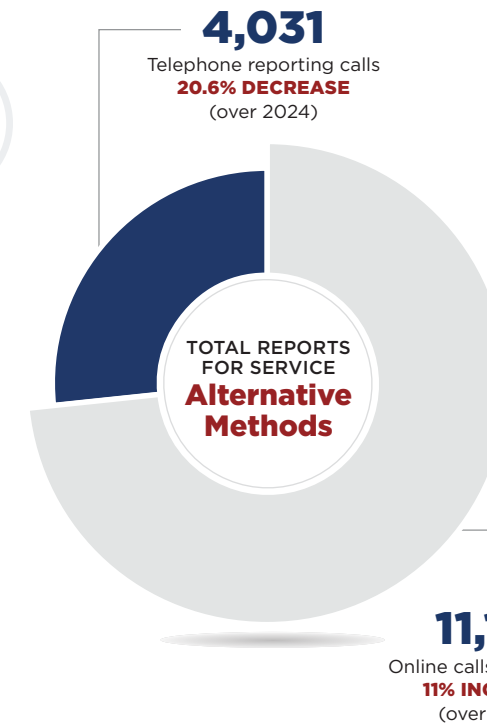
The Windsor Police Service offers online reporting and registry tools that provide the community with a convenient and efficient way to report certain crimes and share information. In addition to supporting timely responses, data collected through these tools helps us monitor and analyze crime trends to support prevention efforts.

ONLINE-REPORTING OPTIONS



DID YOU KNOW?

Not all calls require a patrol response. Many reports are handled through alternative methods that do not involve dispatching an officer. In these cases, the call-taker can assist you directly or provide information and referrals for options like telephone reporting or online reporting.



4,031
Telephone reporting calls
20.6% DECREASE
(over 2024)

11,181
Online calls (Coplogic)
11% INCREASE
(over 2024)



COMMUNITY ENGAGEMENT

In 2025, our Community Services team strengthened connections across Windsor and Amherstburg through strategic outreach, educational programs, and collaborative partnerships. The team supported diverse community needs, promoted safety awareness, and represented the police at local events, helping to build trust and foster positive relationships with the people we serve.

475 COMMUNITY FUNCTIONS  **100+** COMMUNITY PARTNERS  **21** RECRUITMENT EVENTS

2025 HIGHLIGHTS

WINDSOR-ESSEX POLAR PLUNGE

Took part in the annual event, which raised over \$81,000 in support of Special Olympics.

FIRST-RESPONDERS CAREER EXPO

Held the first-ever Windsor Police-led career fair, which drew 750 attendees and featured more than 35 public safety agencies.

POLICE WEEK

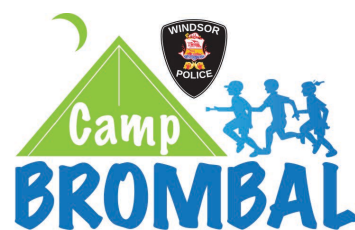
Engaged with the community through a series of public outreach events and activities to honour the service and dedication of police officers and promote public safety awareness.

CAMP BROMBAL

Hosted four-day summer camp for 41 VIP Program students, where participants enjoyed activities, built friendships, and received a free bicycle and helmet.

VIP DAY

Welcomed more than 100 students to our training facility for dynamic presentations from Windsor Police units, giving youth insight into policing roles and community engagement opportunities.



PROFESSIONALISM IN POLICING



2025 NEW COMPLAINTS RECEIVED

Public complaints	127
Complaints involving Special Constables	3

2025 DISPOSITION OF PUBLIC COMPLAINTS

Early Resolution Agreement	7
Informal Resolution Agreements	17
Screened out	79
Screened in	41

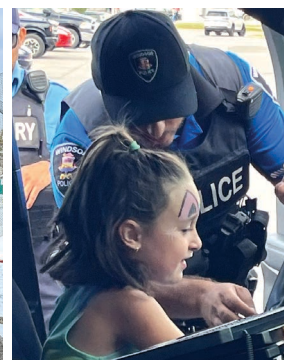
Dispositions reflect the complaints dealt with over the course of the year. May be disseminated from previous years.



“I want to express my thanks to the Windsor police officers who keep us safe every day. Their visible presence allows all of us to enjoy our downtown and riverfront safely.”

“It is comforting to know that in times of distress, Windsor police officers are always willing to lend a helping hand.”

“I just wanted to take a moment to express my deepest gratitude to you and everyone involved in making today such an incredible and unforgettable experience for my son’s birthday. I know this was not something you typically do, which makes it all the more special. Your kindness, generosity, and time did not go unnoticed, and we are beyond grateful.”



COST OF POLICING

2025 BUDGET AT A GLANCE

Approved Net Budget **\$111,034,717**

Actual Revenues

Grants	\$ 9,908,814
Permits, Fees, Charges	\$ 1,061,330
Recovery of Expenses	\$ 12,418,597
Other Miscellaneous Revenue	\$ 483,231
Total Actual Revenues	\$23,871,972

Actual Expenditures

Minor Capital	\$ 1,857,361
Operating & Maintenance	\$ 3,049,750
Purchased Services	\$ 7,143,759
Salaries & Benefits	\$ 116,543,070
Transfers to Reserve Funds	\$ 3,755,062
Utilities, Insurance, Taxes	\$ 1,453,080
Total Actual Expenditures	\$133,802,082
Net Deficit	\$ 1,104,607

GRANTS RECEIVED IN 2025

Community Safety & Policing - Local	\$ 1,864,555
Bail Compliance & Warrant Apprehension	\$ 796,743
Internet Child Exploitation	\$ 429,179
Preventing Auto Theft	\$ 297,322
Community Safety & Policing - Provincial (NPT)	\$ 208,452
Victim Support (Early Intervention and Prevention)	\$ 140,000
Reduce Impaired Driving Everywhere (RIDE)	\$ 52,391
Anti Human Trafficking	\$ 17,400
Total Grants Received	\$3,878,042
Court Security & Prisoner Transportation	\$6,030,772
Total Grants & Uploads	\$9,908,814

2025 CAPITAL PROJECTS (BUDGET)

Police Fleet Replacement/Refurbishment	\$ 1,668,000
Police Specialized Equipment	\$ 730,000
Other Capital Projects	\$ 775,000
Total Capital Budget	\$3,173,000

STRATEGIC PLAN: Overview

2023-2026 WPS STRATEGIC PLAN: AN ANNUAL REPORT OF OUR PROGRESS

Ontario regulations require every Police Service Board to adopt a Strategic Plan that guides how policing is delivered to the communities it serves. The Windsor Police Service Strategic Plan sets clear priorities, objectives, and core functions to ensure effective, responsive policing in Windsor and Amherstburg.

This plan outlines how the Windsor Police Service will continue to meet the evolving needs of our diverse communities, adapt to changes in the policing environment, and strengthen service delivery. It also provides direction to our members as they work toward shared organizational goals and continuous improvement.

HOW DOES THE STRATEGIC PLAN RELATE TO OUR VISION, MISSION AND VALUES?

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

Following internal and community consultation, the Windsor Police Service Board approved the 2023-2026 Strategic Plan in early 2023. The plan's nine goals guide decision-making, focus resources, and support our mission of community safety. These priorities directly support our Vision, Mission, and Values, guiding how we serve our communities and how we measure success.

The following section outlines progress made during the **2025 Annual Report period**, the third year of the 2023-2026 Strategic Plan.

VISION • MISSION • VALUES

TOTAL ACTUAL REVENUES
\$23,871,972



TOTAL ACTUAL EXPENDITURES
\$133,802,082



TOTAL GRANTS & UPLOADS
\$9,908,814

STRATEGIC PLAN PROGRESS

Strategic Priority: Our Principles



GOAL 1.1 GOAL 1.2 GOAL 1.3

Promote Community Trust and Support

Strive for Equity, Diversity and Inclusion in Delivery of Policing Service

Pursue Community Partnerships and Regional Collaboration

Desired Outcome:

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

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

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

Actions Taken & Goal Progress:

- **Expanded access to much-needed services through community care fairs.** Members supported and participated in community care and health fairs that brought health, social, and wellness services directly into neighbourhoods. These initiatives reduced barriers to access, supported vulnerable populations, and reinforced positive engagement by meeting community members in familiar, welcoming settings.
- **Fostered community trust through consistent, visible engagement.** Members engaged with residents through community events, presentations and outreach activities focused on dialogue, relationship-building, and visibility outside of enforcement contexts. These interactions supported mutual understanding and strengthened trust between the police and community.
- **Demonstrated sustained community support through high-profile charitable engagement.** Members participated in the Windsor-Essex Polar Plunge, which saw a record-breaking turnout of over 300 participants and raised over \$80,000 in support of Special Olympics Ontario. Active involvement in this signature event highlighted a commitment to community priorities, encouraged positive public engagement, and reinforced trust through visible, non-enforcement partnerships in local charitable causes.
- **Enhanced transparency and accessibility through proactive communication and outreach.** Members used department-managed communication platforms and community-facing initiatives to share timely information, promote safety messaging, and maintain open lines of communication with residents, supporting increased awareness, understanding, and confidence in policing services.

- **Advanced fair and consistent service delivery through problem-oriented policing initiatives.** Members applied problem-oriented policing approaches in partnership with community organizations to address safety concerns while emphasizing proportional, fair, and consistent enforcement. These initiatives focused on resolving underlying issues contributing to repeat calls for service, supporting equitable outcomes across diverse neighbourhoods.
- **Strengthened equity-informed responses through collaboration with community and social service partners.** Through integrated work with housing providers, health agencies, and social service organizations, members supported responses that prioritized safety, dignity, and appropriate referral pathways. These collaborations helped reduce unnecessary criminalization and supported fair access to services for vulnerable individuals.
- **Enhanced fairness and accountability in investigations through consistent oversight and collaboration.** Investigators worked closely with prosecutorial partners and external agencies to ensure investigations were conducted thoroughly, objectively, and in accordance with legal and ethical standards. This approach reinforced public confidence that the policing service was delivered impartially.
- **Supported inclusive and equitable service delivery through culturally responsive practices and language accessibility.** The Service leveraged the diverse skills of its members, including officers who speak languages other than English, to improve communication, understanding, and access to policing services for diverse communities. Alongside ongoing training and awareness initiatives, this approach supported respectful, inclusive interactions and helped ensure services are delivered fairly.

- **Strengthened multi-agency collaboration through integrated emergency communications.** In 2025, Windsor Fire and Rescue Services transitioned to the Windsor Police Service's Next Generation 9-1-1 systems and relocated to the WPS Emergency Communications Centre, achieving full NG9-1-1 capability. This integration enhanced coordination, interoperability, and timely emergency response across services.
- **Expanded regional and international partnerships to enhance marine safety and response readiness.** During the 2025 marine season, the WPS Marine Unit conducted joint safety inspections and training with partner agencies including the Canadian Coast Guard, Royal Canadian Navy, U.S. Coast Guard, and the Ontario Provincial Police. These collaborative efforts improved public education, compliance with international border regulations, and preparedness for catastrophic incidents on Lake St. Clair.
- **Advanced evidence-based community safety initiatives through academic partnerships.** In partnership with the University of Windsor, WPS supported a research study examining distracted driving in school zones and business improvement areas. The study's findings, published in the Journal of Transportation Research, informed traffic enforcement strategies and reinforced organizational efforts to address a key roadway safety risk.
- **Enhanced community safety through collaborative, problem-oriented policing initiatives.** Members worked alongside local retailers, housing providers, and community partners to address priority safety concerns through targeted enforcement and engagement initiatives. These partnerships supported coordinated responses to retail crime and neighbourhood safety issues while strengthening relationships with community stakeholders.

STRATEGIC PLAN PROGRESS

Strategic Priority: Our People

GOAL 2.1 GOAL 2.2 GOAL 2.3

Recruiting and Staffing for an Effective and Diverse Workforce

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

Member Wellness through Equity, Inclusion and Engagement

Desired Outcome:

Our organization is effectively staffed and comprised of employees who are reflective of the community we serve. Our members bring the breadth of knowledge, experience and perspective needed to be responsive to the diverse needs of all citizens.

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

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

Actions Taken & Goal Progress:

- **Strengthened organizational capacity through strategic recruitment and staffing efforts.** Members continued focused recruitment and staffing initiatives to maintain operational readiness and ensure appropriate staffing levels across sworn and civilian roles. These efforts supported continuity of service delivery and positioned the organization to meet current and future community needs.
- **Advanced workforce diversity through inclusive recruitment practices.** Members promoted equitable recruitment processes designed to attract candidates from diverse backgrounds, experiences, and skill sets. These practices supported the development of a workforce that better reflects the community served and brings varied perspectives to policing roles.
- **Enhanced staffing stability through coordinated workforce planning.** Members engaged in proactive workforce planning to manage retirements, attrition, and evolving operational demands. This approach supported staffing stability, reduced service disruption, and ensured critical functions remained appropriately resourced.
- **Supported organizational effectiveness by integrating civilian and specialized roles.** The continued integration of civilian expertise and specialized positions across the Service enhanced operational efficiency and allowed sworn members to focus on core policing functions. This balanced staffing model strengthened overall organizational effectiveness.
- **Strengthened operational resilience through critical infrastructure upgrades.** Members designed, procured, and installed a new high-capacity emergency generator to support a backup emergency data centre and E-911 dispatch location. This upgrade ensured continuity of operations during major incidents and power disruptions.
- **Expanded specialized training and equipment to enhance traffic enforcement and collision investigation capabilities.** The Traffic Enforcement Unit significantly increased the number of qualified Drug Recognition Experts, breath technicians, and collision reconstruction officers, while expanding access to roadside screening devices, Intoxilyzer instruments, and advanced crime scene scanning technology. These investments improved organizational readiness and frontline response capacity.
- **Enhanced preparedness through joint training and specialized operational exercises.** Members participated in coordinated marine and aerial response training with domestic and international partners, including complex extraction scenarios on Lake St. Clair. These exercises strengthened inter-agency coordination and ensured personnel are prepared to respond to high-risk, multi-jurisdictional incidents.
- **Bolstered organizational readiness through expanded operational qualifications and equipment access across frontline units.** Members continued to build service-wide capacity by increasing the number of qualified officers and ensuring broader access to specialized tools and equipment across operational units. This approach enhanced deployment flexibility, reduced reliance on limited specialists, and improved readiness to respond to complex and evolving incidents.
- **Improved workplace safety through proactive identification and mitigation of operational risks.** Throughout the year, the WPS Joint Occupational Health and Safety Committee reviewed workplace conditions and operational practices, resulting in targeted improvements to enhance member safety. These efforts supported a safer working environment and reduced the risk of injury during high-risk operational activities.
- **Enhanced member safety and well-being through facility and workspace improvements.** Modifications to operational spaces within the Detention Centre improved functionality and safety when managing higher-risk prisoners. These changes strengthened workplace safety, reduced the potential for injury, and supported members working in demanding environments.
- **Supported member wellness through visible and accessible mental, physical, and financial health resources.** Wellness-focused posters were installed throughout headquarters highlighting mental, physical, and financial well-being supports. Featuring QR codes linking directly to available resources, this initiative improved awareness, accessibility, and timely access to support services for members.
- **Strengthened engagement and trust through organizational responsiveness to member needs.** Members continued to promote an inclusive and supportive workplace by responding to employee feedback, addressing workplace concerns, and fostering open communication. These efforts reinforced trust, engagement, and a shared commitment to organizational values.

STRATEGIC PLAN PROGRESS

Strategic Priority: Our Performance



FIVE-YEAR SUMMARY

GOAL 3.1	GOAL 3.2	GOAL 3.3
Provide Responsive and Effective Service Delivery	Enhance Community Safety and Reduce Victimization and Loss	Pursue Continuous Improvement and Innovation
Desired Outcome:		
The WPS effectively responds to the needs and expectations of the citizens we serve; as those needs and expectations change, our organization changes and adapts service delivery as required. We will reduce the impact of our operations on our climate and be prepared to effectively respond to more frequent and severe climate change related weather events.	By focusing on core police functions and responsibilities, the WPS maximizes actual and perceived public safety by preventing and reducing crime, apprehending criminals and making our roads and public spaces safer for all citizens; timely and effective support is provided to minimize the impact on those who have been victimized or suffered loss.	The WPS leverages technology and information systems to inform decision making and optimize resource allocations and measure the impact of changes; new service delivery models are explored to adapt to changing environments.
Actions Taken & Goal Progress:		
<ul style="list-style-type: none"> Adapted frontline service delivery through data-driven patrol realignment. Members modernized an outdated patrol deployment model by realigning patrol districts based on current call demand and public safety data. This adaptive framework improved response times, enhanced communication, and ensured resources were aligned with evolving community needs, including increased resilience during high-demand and climate-related events. Demonstrated regional leadership in community-based safety planning. Members continued to play a leadership role in the Windsor-Essex Community Safety and Well-Being Plan by serving on the local governing committee, facilitating neighbourhood safety walks, and delivering Crime Prevention Through Environmental Design (CPTED) training to regional safety practitioners. These efforts supported coordinated, preventative approaches to community safety. Delivered targeted, problem-oriented responses to neighbourhood safety concerns. In partnership with community housing providers, officers conducted focused enforcement and engagement initiatives to address persistent safety issues in identified neighbourhoods. These operations improved community well-being through visible police presence, coordinated enforcement, and collaboration with local partners. Improved responsiveness to high-priority calls for service. Members maintained a focus on timely response to Priority One calls through operational readiness, deployment adjustments, and frontline coordination. These efforts supported faster response during critical incidents, reinforced public confidence in emergency service delivery, and ensured resources were available when immediate intervention was required. 	<ul style="list-style-type: none"> Achieved successful investigative outcomes in complex, high-impact violent crime cases. Members conducted comprehensive investigations into serious violent offences, including the homicide of David Pavao, who was initially reported missing. Through coordinated, multi-jurisdictional investigative efforts, six suspects were identified and arrested, reinforcing public confidence in the ability of officers to resolve complex cases and hold offenders accountable. Reduced repeat retail theft and associated losses through focused investigations and offender disruption. Targeted investigations led to the identification, arrest, and removal of prolific retail offenders responsible for significant financial loss and repeat victimization across multiple locations. These outcomes disrupted organized retail theft activity and resulted in measurable reductions in repeat offending. Achieved measurable reductions in intimate partner violence through coordinated, victim-centred responses. In 2025, overall intimate partner violence-related crimes against persons and assaults declined by four percent, while incidents involving threats and criminal harassment decreased by seven percent. These outcomes were supported by early intervention, focused enforcement, and strengthened partnerships with community agencies providing trauma-informed support to victims. Enhanced missing person investigations through the coordinated use of specialized investigative units, frontline officers, and service-managed digital communication tools. Members strengthened investigative responses by integrating specialized resources, coordinated frontline deployment, and strategic use of digital and social media platforms. These efforts enabled timely information sharing, accelerated investigative actions, and contributed to successful outcomes in locating missing persons while minimizing risk to vulnerable individuals. 	<ul style="list-style-type: none"> Modernized emergency communications through the successful implementation of Next Generation 9-1-1 (NG9-1-1). The Service completed the transition following extensive planning, system design, and testing. This modernization enhanced call handling capabilities, data sharing, and interoperability, strengthening the Service's ability to respond effectively to emergencies and adapt to evolving operational demands. Leveraged data-driven technology to enhance offender monitoring and operational decision-making. The development of a Bail Compliance Unit dashboard provides officers with real-time access to centralized information on high-risk individuals subject to court-ordered conditions. This capability supports proactive monitoring, improves situational awareness, and enables more informed deployment decisions, contributing to more efficient use of resources. Improved organizational efficiency through innovation in fleet management. As part of a broader fleet modernization initiative, the Service transitioned to municipally owned and maintained fuel dispensing facilities in 2025. This initiative achieved fuel cost savings of approximately 10-15% while strengthening oversight and supporting long-term operational efficiency. Enhanced traffic safety and investigative effectiveness through the implementation of automated licence plate recognition (ALPR) technology. The deployment of traffic-based ALPR systems has strengthened the Service's ability to identify stolen vehicles, support criminal investigations, and inform data-driven traffic enforcement initiatives. This technology has improved situational awareness, increased investigative efficiency, and enabled more strategic deployment of resources to enhance public safety.

	2021	2022	2023	2024	2025
Motor Vehicle Accidents (MVA)	4,374	4,358	6,406	7,644	7,260
MVA - Non-Reportable	224	95	151	162	373
MVA - Injury	1,015	887	784	665	854
MVA - Fatal	6	8	10	10	12
Provincial Offence Notices Issued	16,502	12,959	13,933	15,387	15,245
Traffic Unit	7,173	7,533	10,352	8,545	7,223
Suspended Drivers	623	110	423	335	354
Prohibited Drivers	43	84	59	201	61
Bus Watch Letters Sent	3	5	16	7	12
Road Watch Letters Sent	23	5	3	1	4
RIDE Statistics					
Vehicles Stopped	8,433	4,741	7,087	3,458	2,905
Suspensions Issued	12	8	10	1	3
Impaired/80 mg or more	7	3	5	2	0
Other Criminal Charges	8	7	10	1	0
Roadside Tests	8	118	118	21	20
Liquor Licence and Control Act (LLCA)	8	3	2	0	0
Workload					
Calls for Service	124,114	121,665	149,232	156,654	137,002

	2021	2022	2023	2024	2025
Crimes Against Persons	3,042	3,215	3,734	3,218	3,049
Crimes Against Property	11,600	11,938	13,201	11,895	10,445
Total Other Criminal Code Violations	2,757	2,137	2,498	1,750	1,968
Total Criminal Code	17,399	17,290	19,433	16,863	15,653
Youth Crime Related Stats					
Young Persons Committing Violent Crime	115	156	166	266	334
Young Persons Committing Property Crime	43	62	72	80	135
Young Persons Committing Other Crime	49	34	33	47	63
Young Persons Committing Drug Crime	16	2	1	0	1
Youths in all Offence Categories	223	254	322	393	533
Complement					
Police Officers (Sworn)	501	501	501	512	503
Civilians	153	154	162	175	173
Cadets	19*	30*	21*	33*	19*

*Indicates the number of new cadets hired in the year. Authorized complement is 5.

2025 NOTABLE EVENTS & HIGHLIGHTS



IN-CAR CAMERAS AND BODY-WORN MICROPHONES

In May 2025, Windsor Police expanded in-car cameras and body-worn microphones to all frontline patrol units, following a successful pilot program.

The devices automatically record vehicle stops and emergency calls, support officer and public safety, improve evidence collection, and enhance transparency and accountability. The cameras also offer Automatic Licence Plate Recognition technology to help identify stolen vehicles and other infractions.

This expansion reflects the Service's commitment to modernizing technology, supporting frontline officers, and maintaining public trust.



\$500,000 LIQUOR HEIST SOLVED

Windsor Police arrested eight suspects in connection with the May 2025 theft of a semi-tractor trailer containing over 1,000 boxes of liquor, valued at approximately \$500,000. The trailer was stolen from a secured facility in Windsor and found abandoned the next day in Lakeshore, with the load of liquor missing.

Through careful planning, teamwork, and diligent follow-up, the Target Base Unit successfully identified and apprehended all individuals involved, laying multiple charges including possession of property obtained by crime, possession for the purpose of trafficking, and wearing a disguise with intent to commit an indictable offence.

The operation underscores WPS's commitment to protecting the community, disrupting criminal activity, and maintaining public trust.



NG9-1-1 IMPLEMENTATION

In June 2025, Windsor Police completed the transition to Next Generation 9-1-1 (NG9-1-1), a major upgrade to the network used to manage emergency communications. The experience of calling 9-1-1 remains the same for the public, but the system now provides call-takers with advanced tools to receive accurate information and respond more efficiently.

NG9-1-1 improves the reliability and security of the emergency communications system and provides more precise location information when someone calls for help. The system also lays the groundwork for future upgrades, including the ability to share text messages, images, and video during emergencies, as well as automated text responses when a call is disconnected.

This transition was the culmination of a multi-year project involving the Emergency 9-1-1 Centre, Technology Services, and other units, with support from provincial funding.

2025 NOTABLE EVENTS & HIGHLIGHTS



PAVAO HOMICIDE INVESTIGATION

Windsor Police arrested five individuals in connection with the murder of 37-year-old David Pavao, who was reported missing in August 2025.

The Major Crimes Unit led a comprehensive, months-long investigation that included searches across Ontario. Investigators ultimately determined that Pavao was killed on or around August 14. Police laid charges against five suspects, including first-degree murder, accessory after the fact to murder, and indecent interference with a deceased body.

The investigation required coordinated efforts between multiple units, collaboration with partner agencies, and careful analysis of evidence to advance the case and bring those responsible to justice.



PARTNERSHIP WITH MAKE-A-WISH

Windsor Police partnered with Make-A-Wish Canada to help fulfill the wish of eight-year-old Aboudi, whose dream was to become a police officer.

In September 2025, Aboudi and his family arrived at headquarters in a police motorcade, where he was greeted by our Honour Guard and sworn in as an honorary Windsor Police officer. With his badge in hand, Aboudi joined members from across our Service to experience a day in the life of a frontline police officer.

This experience reflects the Service's commitment to community connection and highlights the value of partnerships that create meaningful moments for children and families facing serious challenges.



LIFELINE WINDSOR PROJECT

In November 2025, Windsor Police and community partners launched the Lifeline Windsor Project, a new initiative to improve safety along Windsor's waterfront. The project was developed to help prevent deaths by water and ensure prompt access to help for individuals in crisis.

As part of the initiative, 150 GPS-coded location markers and 13 full-service COMPASS stations were installed along the waterfront. Each station is clearly marked and includes lifebuoy rescue rings for water emergencies, GPS-coded markers to help first responders identify a caller's location, and QR codes that connect directly to 24-hour crisis support.

By combining physical safety equipment with emergency communication and mental health resources, Lifeline Windsor helps first responders arrive on-scene more quickly, intervene in crises earlier, and collaborate more effectively with community partners.

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