

Windsor Police Service

ANNUAL REPORT

2020



EXECUTIVE SUMMARY

The global COVID-19 pandemic had a significant impact on the Windsor Police Service in 2020. Priorities of the Service shifted in order to protect the continuity of essential operations and continued service delivery to Windsor and Amherstburg. Acquisition and utilization of personal protective equipment (PPE) was an initial and primary focus to protect both the members of our service and our communities. Numerous deployment and operational strategies were developed and implemented to mitigate the spread of COVID-19 and to ensure our core functions would endure. These strategies included but were not limited to: members working from home, augmented deployment models (including enforcement of newly enacted legislation) and strict PPE protocols both within our facilities and when in public settings.

While members of the WPS Auxiliary were not very active in their traditional role this year due to pandemic restrictions and event cancellations, they were an essential part of the “education” piece of the newly enacted pandemic legislation by providing compliance information and serving warnings to members of the community who were trying to understand the comprehensive and sometimes complex legislation.

From 2019 to 2020, both Windsor and Amherstburg experienced an overall reduction in calls for service, motor vehicle collisions as well as crime statistics and Provincial Offences.

Despite the general reduction in overall statistics when comparing 2020 to 2019, there was an initial surge in property crimes in 2020 that mainly impacted commercial properties and business owners. The Service took this opportunity to organize with commercial property and business owners and provided specific expertise in the area of Crime Prevention Through Environmental Design (CPTED). As a result of this collaboration, statistics related to property crimes declined significantly.

Overall, there was approximately a 14% decrease in crime in 2020 from 2019. This downward statistical trend includes property crimes and crimes involving youths; however, there was an increase in crimes against persons/violent crime from 2019 to 2020. The primary crimes driving the increase in this statistic are related to family/intimate partner violence.

Lastly, 2020 commenced the latest WPS Strategic Plan. This plan focuses on three strategic priorities: Our Principles, Our People, and Our Performance. Three broad organizational goals fall under each strategic priority. This Annual Report outlines the actions taken and the progress towards achieving these identified organizational goals. This includes notable actions such as the recent agreement with the LaSalle Police Service to provide them with a shared multi-jurisdictional Records Management System (RMS) and Computer Aided Dispatch (CAD), the establishment of Health and Wellness, and Equity, Diversity and Inclusivity Coordinator positions in the Service, as well as a community based focus on recruitment.

The Windsor Police Service continues to pursue modernization. While the global pandemic has been a challenging scenario for our communities, opportunities have been recognized and embraced to increase efficiencies as well as the quality of service delivery to the communities we serve.

COVID-19 RESPONSE

In March (2020), when the World Health Organization declared the COVID-19 pandemic, the Senior Leadership Team at the Windsor Police Service immediately responded by monitoring the evolving situation. As the crisis unfolded, every effort was made to mitigate as much risk as possible to protect our workforce. Our day-to-day duties of providing law enforcement services to the citizens of Windsor and Amherstburg carried on without interruption. We focused on measures that served the health and well-being of our members so that our members could ensure the safety of our communities.

Our frontline officers worked in concert with City of Windsor By-law Enforcement Officers to educate the public and enforce ever-changing Provincial and Federal Legislation.

ENFORCEMENT ACTION	TOTAL
PON - Windsor Police	11
EMCPA/ROA Warning Tickets - Windsor Police	13
EMCPA/ROA Verbal Warnings - Windsor Police	18
PON - Bylaw	55
EMCPA/ROA Warnings - Bylaw	269
EMCPA/ROA Warnings - Auxiliary	717
311/WPS Calls to Bylaws	1098
911 Calls for Service	1341

* Auxiliary Park patrol finished Sept 6, 2020
 *Reopening Ontario Act effective July 24, 2020

Measures Taken to Mitigate Risk of Exposure to COVID-19

- Daily screening of all employees and visitors to WPS Facilities
- Closure of WPS Headquarters except for essential needs
- Promotion of online reporting, records checks and registrations
- Cancellation of all work-related non-essential travel
- Restrictions/closures of workout facilities
- Virtual court attendance
- Alternative officer deployment strategies
- Development of quarantine and self-isolation policy for employees who were exposed or tested positive to the virus
- Mandatory wearing of masks
- Virtual meetings
- Enhanced cleaning of police facilities
- Ongoing monitoring and planning with CCG and Windsor Essex County Health Unit
- Increased inventory of PPE and sanitizing solutions
- Cancellation Promotion Exam and adaptations of courses at the Ontario Police College
- COVID screening of callers requesting service by the 911 Communications Centre
- Implemented work from home strategies for any member who had the ability to carry out duties remotely



MISSION, VISION & 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.



WINDSOR POLICE SERVICES BOARD



Drew Dilkens

Windsor Police Services Board,
Chair

Message from the Windsor Police Services Board Chair

As Chair of the Windsor Police Services Board (WPSB), I am pleased to introduce the 2020 Annual Report of the Windsor Police Service (WPS).

This past year has challenged us professionally and personally in ways that we never could have expected. Throughout the COVID-19 global pandemic, the Board and Service have grown and adapted in order to move forward together. The ongoing situation globally has brought to light different needs in our community, and even new dangers faced in the line of duty. We truly appreciate the dedication and sacrifice of our police service. In spite of these uncertain times, the members of the WPS have answered the call to protect and serve our community.

As I reflect on the achievements of the past year, I know that the WPSB is looking forward to the continued delivery of the 2020-2022 Strategic Plan that will include providing adequate and effective policing in accordance with the needs of our diverse community. As the Board Chair, I know that the Board is committed to providing excellence in police oversight and governance and we look forward to continuing our work in this vital area.

The WPSB is extremely proud of all members of the WPS and we will continue to work together to provide guidance for how the Service can best meet the complex needs of all those they encounter and interact within our community.

Meet the Board



1. Aldo Dicarolo, Vice-Chair WPSB

2. Rino Bortolin

3. Robert de Verteuil

4. Denise Ghanam

MESSAGE FROM WINDSOR POLICE CHIEF

Pamela Mizuno



Pamela Mizuno
Chief Of Police

Our communities were greatly affected this year during the COVID-19 pandemic. For those families who lost loved ones and for those who died alone, we at the Windsor Police Service wish to express our sorrow and convey our condolences. There is a sadness from 2020 that will assuredly remain among all of us as time goes on.

On behalf of the Windsor Police Service, I want to thank all of the frontline medical and community supports people for their dedication, commitment and actions in doing everything possible to keep our communities safe during one of the most profoundly frightening times in world history. I also want to thank all members of the Windsor Police Service for their unwavering service to our communities. I am very proud of our members knowing that they continually put community safety first and above their own well-being.

While the COVID-19 pandemic temporarily shifted our strategic focus to ensure above all that the Windsor Police Service maintained a posture of operational continuity, it remains important to reflect on the many highlights and accomplishments of the Windsor Police Service during 2020. In the pages of this Annual Report, you will find a summary of information pertaining to operational policing activities, crime statistics and performance indicators.

Although 2020 may be historically recognized for the global COVID-19 pandemic, it will also be remembered in a positive way as a period where many in our society re-ignited the world's conscience in terms of social justice and diversity. Broad issues of systemic racism and other forms of discrimination continue to be very present in our world, country and

communities. A police service is only effective when they police in a way that espouses inclusivity, equity and diversity. The Windsor Police Service is committed to becoming better and is working to transform into an organization that equally serves everyone in our communities.

On behalf the Senior Leadership Team of the Windsor Police Service I would like to express my sincere thanks to the Police Services Board, the members of the Windsor Police Service, our community partners, and the public for their ongoing support and commitment. I remain optimistic about what lies ahead and commit that we remain steadfast in our dedication to excellence through "Honour in Service".

The Leadership Team



- 1. Pamela Mizuno**, Chief Of Police
- 2. Jason Bellaire**, Deputy Chief Operations
- 3. Frank Providenti**, Deputy Chief Operational Support

Superintendents:

Tim Berthiaume,
Administrative Support

Jason Crowley,
Investigations Services

Brendan Dodd,
Corporate Services

Dan Potvin,
Patrol Services

Directors:

Melissa Brindley, Financial Services

Matt Caplin, Technology Services

Bryce Chandler, Human Resources
and Legal Counsel

Dawn Hill, Information Services

Barry Horrobin, Planning and
Physical Resources

Laura Smith, E911 Centre

Inspectors:

Ken Cribley, Professional Standards

Karel DeGraaf, Investigations

Dave DeLuca, Patrol Response

Jim Farrand, Professional Advancement

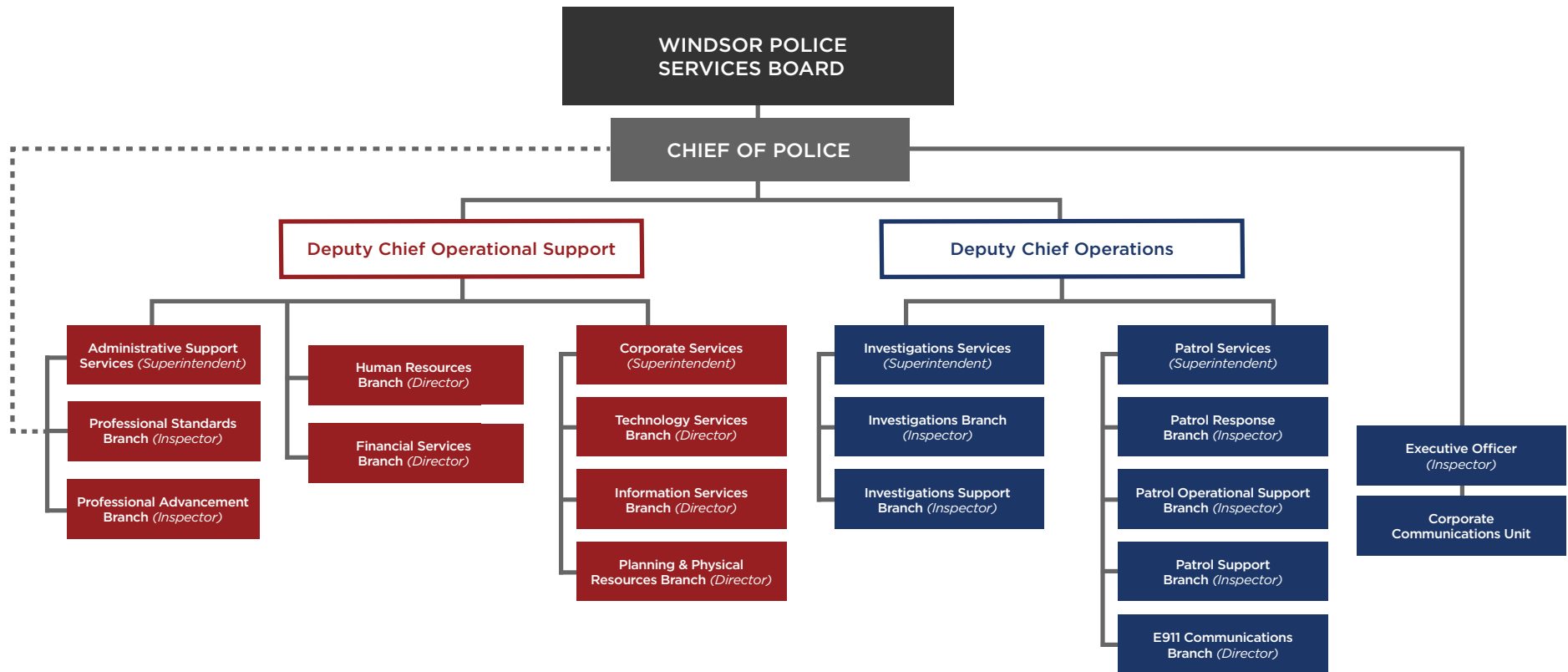
Ron LeClair, Patrol Operational Support

Jill Lawrence, Patrol Support

Andrew Randall, Executive Officer

Steve Wortley, Investigative Support

2020 ORGANIZATIONAL STRUCTURE



OVERVIEW

The Windsor Police Service provides frontline response and investigative services to the residents and visitors of the City of Windsor and the Town of Amherstburg. Geographically, Windsor is the southernmost city in Canada and lies directly across from Detroit, Michigan separated by the Detroit River.



The majority of our operational and administrative functions, including patrol deployment, investigative services, E911 Communications, fleet management, prisoner detention, records management and administration are facilitated from Police Headquarters at 150 Goyeau Street in the downtown core of Windsor, Ontario, Canada. Additionally, the Windsor Police Service operates from four other facilities:

- WPS Amherstburg Detachment at 532 Sandwich Street South in Amherstburg, Ontario; WPS officers who are dedicated to policing the Town of Amherstburg are deployed from this location
- Jefferson Operational Support Services facility located at 2696 Jefferson Boulevard housing the Traffic Enforcement Unit and the Collision Reporting Centre
- Sandwich Community Station at 3312 Sandwich Street which accommodates the Community Services Branch
- Major F.A. Tilson, VC Armoury and Police Training Centre at 4007 Sandwich Street accommodating all training functions including classroom learning, firearms, tactical, physical and canine training

COMMUNICATIONS CENTRE

TOTAL CALLS RECEIVED:

384,638

1054 PER DAY

↓ **11% DECREASE**
(over 2019)

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

911 CALLS RECEIVED:

100,457

275 PER DAY

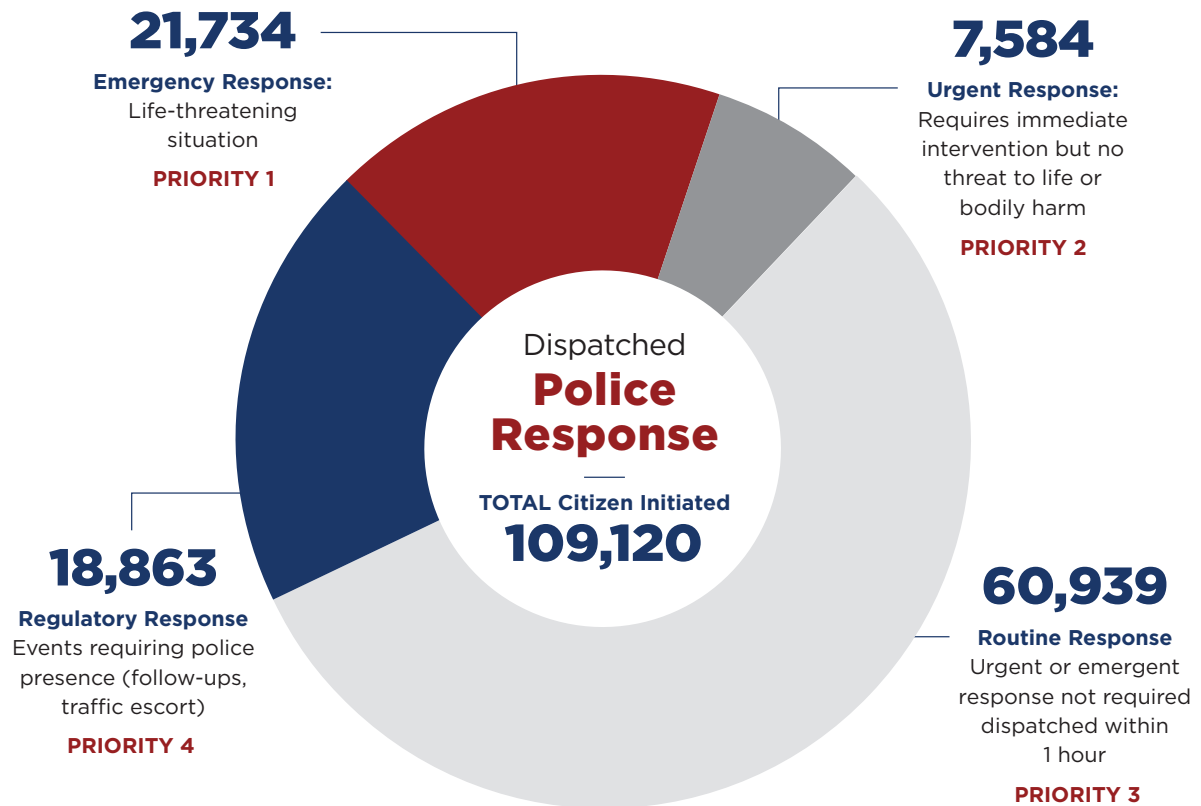
↓ **6% DECREASE**
(over 2019)

TOTAL CALLS FOR SERVICE:

116,217

318 PER DAY











↓ **6% DECREASE**
(over 2019)



ALTERNATIVE REPORTING OPTIONS

The Windsor Police Service offers various online reporting options from our website at www.windsorpolice.ca for a variety of offences that meet certain criteria. Our online reporting system and registries are a great tool for the public to report crimes and information in a timely and efficient manner. In addition, the data collected is also very useful for the Windsor Police Service to track and assess crime trends that can be useful in crime prevention.

Online Reporting Options

 FRAUD	 DRUG ACTIVITY	 STOLEN LICENSE PLATES	 THEFT From Vehicles	 THEFT General
 MISCHIEF General	 MISCHIEF To a Vehicle	 LOST PROPERTY	 SEXUAL ASSAULT	 TRAFFIC COMPLAINTS Road Watch

ALTERNATIVE REPORTING OPTIONS

DID YOU KNOW?

Many Calls are handled through an alternative method that does not require the dispatching of a Patrol Response unit. Calls may be handled by the call-taker who provides information/referrals for an alternative response such as telephone reporting and online reporting.



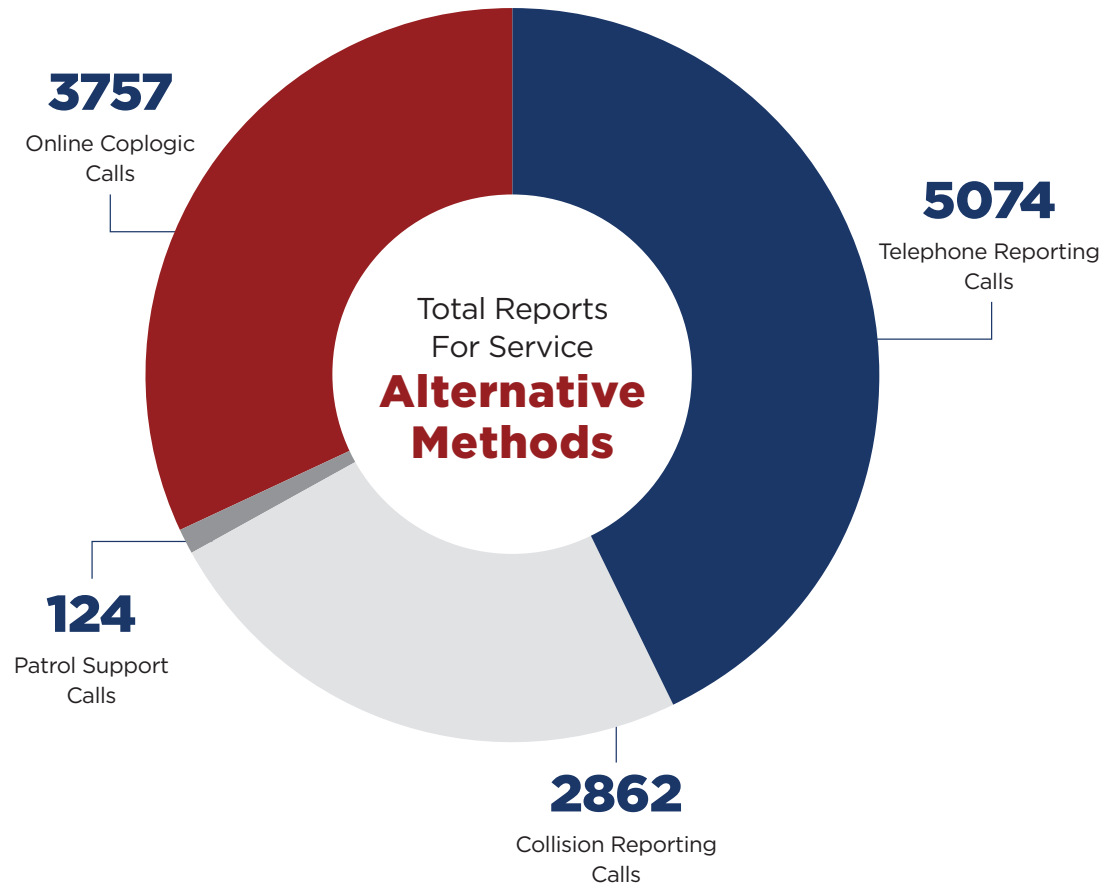
NOW AVAILABLE

In response to the Pandemic several additions to our online reporting system were implemented. We believe these additions will better assist the communities we serve and enhance the reporting of designated offences that meet certain criteria.



CONVENIENCE

Our online reporting system and registries are a great tool for the public to report crimes and information in a timely and efficient manner. In addition, the data collected is also very useful for the Windsor Police Service to track and assess crime trends that can be useful in crime prevention.



PATROL SERVICES

Patrol Services provides front-line policing to the citizens of Windsor and Amherstburg. Their core functions include crime prevention, law enforcement, assisting victims of crime, public order maintenance and emergency response.

TRAFFIC ENFORCEMENT UNIT

Total Motor Vehicle Accidents
2020: **4,454** | 2019: **6,106**

Total Provincial Offences Notices
2020: **11,226** | 2019: **15,654**

DETENTION UNIT

Provides temporary confinement of individuals involved in the judicial process

Total Prisoners Booked
2020: **4,589** | 2019: **5,976**

CITY CENTRE PATROL UNIT (CCP)

CCP is dedicated to policing the downtown core of the City

Total Actions
2020: **10,072** | 2019: **11,977**

PROBLEM ORIENTED POLICING UNIT (POP)

Provides a rapid response to address issues based on crime trends

Total Actions
2020: **4,350** | 2019: **5,662**

MARINE UNIT

Vessel Stops

2020: **187** | 2019: **174**

Enforcement Actions (Provincial Offences and By-laws)

2020: **170** | 2019: **110**

POLICE DOG UNIT (PDU)

Total number of PDU calls
2020: **1,422** | 2019: **715**

COMMUNITY OUTREACH & SUPPORT TEAM (COAST)

Officers and crisis workers combine services to follow-up and assist with referrals for individuals affected by mental illness

Total Number of Follow-Ups
2020: **2,429** | 2019: **2,715**

REMOTE PILOTED AIRCRAFT SYSTEM (RPAS)

2020: **14** | 2019: **3***

*Program launched in September 2019

AMHERSTBURG DETACHMENT

On January 1, 2019, the Windsor Police Service began policing the Town of Amherstburg after the signing of a 20 year contract. Amherstburg operates as a Detachment and separate statistics are maintained. Thirty officers are dedicated to the Detachment and are responsible for policing the town, additionally the community benefits from enhancements available to them via specialty units of the Windsor Police Service.

POLICING ACTIVITIES AMHERSTBURG DETACHMENT

CALLS FOR SERVICE	2019	2020	CRIME STATISTICS	2019	2020
Dispatch Generated Incidents (CAD Calls)	6,278	5,508	Homicide/Attempted Murder	0	0
Self-Generated Walk-in Incidents	984	216	Robbery (All)	1	4
Reports	1683	1783	Break and Enter	69	45
Arrests	193	125	Theft Over \$5000	7	3
PROVINCIAL OFFENCES			Theft Under \$5000	118	109
Traffic Offences	2,032	1,149	Possession of Stolen Property	7	4
Part III Summons	50	49	Fraud	80	64
Liquor Offences	11	8	Mischief	62	68
Other Provincial Offences	0	0	Assaults (All)	46	58
COMMUNITY OUTREACH ACTIVITIES			Drugs	8	3
Community Service Calls	272	80	Firearms	0	0
Persons in Crisis	240	236	Arson	6	3
COAST Follow Ups	333	628	Impaired Driving	13	11
			Federal Statutes	0	4
			Other Criminal Code	209	223
			Total Criminal Offences	626	599



Staff Sergeant Lisa Cheney was named the Officer in Charge of the Amherstburg Detachment in June 2020.

Photo credit: Ron Giofu - Rivertown Times

WPS AUXILIARY

The Windsor Police Auxiliary continues to be a well-regarded and supported program with a complement of officers providing service to both the City of Windsor and Town of Amherstburg. Officers are utilized to provide support at special events and park patrols. In 2020, COVID protocols halted most in-person special events decreasing the number of events attended and volunteer hours. In response to the pandemic, Auxiliary Officers were called upon to provide an enhanced role in COVID-19 regulation enforcement primarily in terms of a broader education strategy.



85
MEMBERS



8959.75
PARK PATROL HOURS

2107
OCCURRENCES
Legislation Enforcement
(Liquor offences, disorderly behavior,
graffiti, vandalism, smoking violations)

8 
OFFICERS
Obtained full time employment
in law enforcement



1078
VOLUNTEER HOURS



29
SPECIAL EVENTS

INVESTIGATIONS

CRIMES AGAINST **PERSONS**:

2858 8 PER DAY

↑16% INCREASE
(over 2019)

CRIMES AGAINST **PROPERTY**:

10,480 29 PER DAY

↓17% DECREASE
(over 2019)

YOUTH RELATED CRIMES:

289 0.8 PER DAY

↓17% DECREASE
(over 2019)



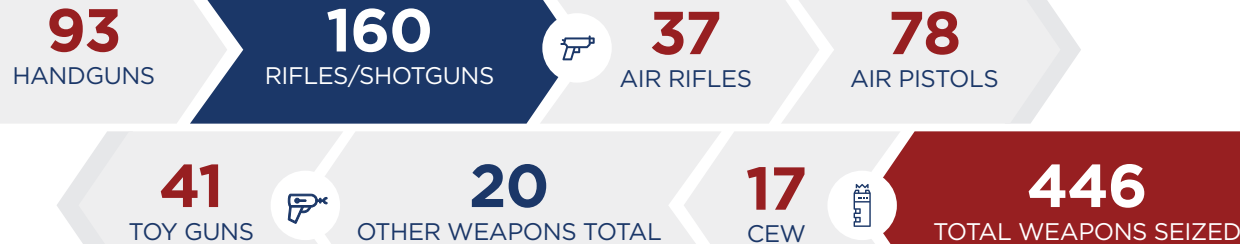
DRUGS AND GUNS UNIT

The Firearms Unit is responsible for analyzing every seized firearm that comes into possession of the Windsor Police Service. They are responsible for determining if the seized firearm falls under the definition of a firearm and attempts are made to trace the firearm's point of origin.

DRUG AND GUN ENFORCEMENT UNIT

	2016	2017	2018	2019	2020
CDSA Charges	267	163	170	238	239
CC Charges	191	96	137	289	186
Total Charges	458	259	337	534	474
Persons Charged	127	74	81	84	118

2020 Firearms Seizure by Type



2019: HANDGUNS 112 | RIFLES 177 | AIR RIFLES 40 | AIR PISTOLS 71 | TOY GUNS 40 | OTHER 22 | CEW (CONDUCTED ENERGY WEAPON) 18 — **TOTAL - 480**

2020 Firearm Calls for Service by Type



2019: PERSONS WITH GUN 139 | SHOTS FIRED 143 | FIREARM INVEST 29 | REPORT 109

PROMOTIONS

2020 PROMOTIONS

Deputy Chief	Inspector	Director	Staff Sergeant	Sergeant	
Frank Providenti	Ken Cribley	Laura Smith	Scott Jeffery	Scott Amlin	Khrystye Hamlin
Jason Bellaire	Jill Lawrence		Richard Sieberer	Jeff Taylor	Anthony Nosella
	Dave Deluca	Supervisor	Duke Ing	Marco Carbone	Christopher Shaw
Superintendent	Karel Degraaf	Sandra MacKenzie	Scott Chapman	Steve Gawadzyn	Steve Brnardic
Dan Potvin			Ed Armstrong	Yvonne Ouimet	Leah McFadden
				Michael Paterson	Kent Rice
				Kristina Gilboe	William Hodgins
				James Gendreau	Shawn Diotte
				Richard Antal	



RECOGNITION AND REMEMBRANCE

2020 Retirees

Richard Beauchamp	Lisa Gallant	James Lepine	James Suthers
Jason Belanger	Ann Heaton	Ron Malolepszy	Shelley Tremblay
Douglas Cowper	Michelle Herz	Anna May Gillis	James Westenberg
Todd Cox	Brad Hill	Mathew McGhee	Peter White
Matthew D'Asti	Deborah Hurst	Michael O'Gorman	Janine Willett
Tim Ford	John Kovacic	Lori Powers	June Windsor-McIntosh
Tammy Fryer	David Lefler	Stewart Summers	

Recognizing Excellence 20 Years of Service

Deanna Lamont	Nathan Harris	Sandra MacKenzie	Rosanna Smith
Jeff Danby	BJ Wiley	Shelley Ross	Linda Kerr
Colin Wemyss	Fred Adair	Leslie Plant-Jimmerfield	
Joe Faddoul	Karrie Koekstat		

Recognizing Excellence 30 Years of Service

Richard Beauchamp	James Westenberg	Chris Dupuis	Michelle Koutros
Jason Belanger	James Lepine	Mary Ann Papineau	Pam Fitzgerald
Todd Cox	Deborah Hurst	Anne Campeau	Shelley Lenehan
Mathew McGhee	Tammy Fryer	Robert Moore	Kristine Fielding
Michelle Herz	Matthew D'Asti	Jack Greenway	
Anna May Gillis	Janine Willett	Carol Forbes	

Retired Service Members In Memoriam

Retired Special Constable
Keith Mitchell

Retired Staff Sergeant
Donald Sampson

Retired Sergeant
Alvin Proctor

Retired Staff Sergeant
Leo Berekoff

Retired Sergeant
Len Skinner

Retired Constable
David Doidge

Retired Sergeant
Neil Lester

Retired Sergeant
Paul Linton

Retired Constable
Leo Lepage

Retired Constable
Norm Lesperance

COST OF POLICING

2020 BUDGET AT A GLANCE

Approved Net Budget	\$92,126,606
Actual Revenues	
Grants	\$7,144,806
Permits, Fees, Charges	\$569,465
Recovery of Expenses	\$9,594,971
Other Miscellaneous Revenue	\$67,381
Total Actual Revenues	\$17,376,623
Actual Expenditures	
Minor Capitol	\$4,465,664
Operating & Maintenance	\$1,820,469
Purchased Services	\$4,291,084
Salaries & Benefits	\$94,071,305
Transfers to Reserve Funds	\$3,221,096
Utilities, Insurance, Taxes	\$1,062,520
Total Actual Expenditures	\$108,932,138
Net Surplus	\$571,091

GRANTS RECEIVED IN 2020

Community Safety & Policing	\$1,421,654
Internet Child Exploitation	\$275,813
Civil Remedies	\$9,613
Proceeds of Crime	\$88,346
Reduce Impaired Driving Enforcement	\$36,954
Drug Impaired Driving Equipment	\$22,914
Federal Internet Child Exploitation	\$13,549
Ontario's Strategy to End Human Trafficking	\$17,400
Department of Justice Human Trafficking	\$8,678
Total Grants Received	\$1,894,921
Court Security and Prisoner Transportation Program	\$5,249,884
Total Grants and Uploads	\$7,144,805

2020 CAPITAL PROJECTS (BUDGET)

Police Fleet Replacement/Refurbishment	\$1,268,000
Other Capital Projects	\$1,500,000
Total Capital Budget	\$2,768,000

TOTAL ACTUAL
REVENUES
\$17,376,623

TOTAL ACTUAL
EXPENDITURES
\$108,932,138

TOTAL GRANTS
AND UPLOADS
\$7,144,805

PROFESSIONALISM IN POLICING

88

LETTERS OF APPRECIATION FOR OVER 118 OFFICERS AND 16 CIVILIANS



3

COMMENDATIONS/ INTERNAL RECOGNITIONS FOR 13 OFFICERS AND 5 CIVILIANS



A Job Well Done

2020 NEW COMPLAINTS RECEIVED

Public Complaints	87
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2020 DISPOSITION OF PUBLIC COMPLAINTS

Customer Service Resolution	1
Screened Out	37
Screened In	49

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

I'd like to take a moment to thank every officer in the Windsor Police Department for their service in being there for all citizens, especially with how hard it is dealing with the Covid-19 pandemic. The city may have gotten rough, but WPD continues to be stronger, tougher and that keeps the city and civilians safe. We appreciate each one of you officers and non-officers.

Thank you Windsor Police Department for being here for us, risking your lives to keep the community safe

-Citizen of Windsor



STRATEGIC PLAN

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

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

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

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



STRATEGIC PLAN

OUR STRATEGIC PRIORITIES



Our Principles



Our People



Our Performance

Our Organizational Goals

GOAL 1.1

Promote Community Trust & Support



GOAL 1.2

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



GOAL 1.3

Pursue Community Partnerships & Regional Collaboration

GOAL 2.1

Recruit & Develop an Effective & Diverse Workforce



GOAL 2.2

Provide a Responsive, Fair & Inclusive Workplace



GOAL 2.3

Foster Wellness & Resilience

GOAL 3.1

Provide Responsive & Effective Service Delivery



GOAL 3.2

Enhance Safety, and Reduce Victimization & Loss



GOAL 3.3

Pursue Continuous Improvement & Innovation

STRATEGIC PLAN PROGRESS

Our Principles

GOAL 1.1	GOAL 1.2	GOAL 1.3
<p align="center">Promote Community Trust and Support</p>	<p align="center">Strive for Equity, Diversity and Inclusion in Delivery of Policing Services</p>	<p align="center">Pursue Community Partnerships and Regional Collaboration</p>
Desired Outcome:		
<p align="center">To increase trust and satisfaction levels as experienced and reported by community stakeholders.</p>	<p align="center">To ensure that the policing services we provide are delivered in a fair and inclusive manner and are, to the maximum extent possible, free of prejudice and bias.</p>	<p align="center">To improve community safety and maximize the efficiency of service delivery for the WPS and the agencies and communities with whom we partner.</p>
Actions Taken & Goal Progress:		
<ul style="list-style-type: none"> • Developed and actioned Work Plan to Address OCPC Report Recommendations • Commenced development of the Community Policing Advisory Committee (CPAC) • Commenced development of the Youth Advisory Committee (YAC) • Administered the 2020 WPS Community Satisfaction Survey (External Survey, Year One Baseline) • Continued implementation of enhanced information security policies and best practices (data security, privacy and acceptable use) • Completed Phase One renovations and occupancy of WPS Operational Support Services Facility (Jefferson Blvd) – Phase Two implementation of Shared Backup E911 Dispatch Centre & Shared Backup Data Centre continuing 	<ul style="list-style-type: none"> • Implemented WPS Equity Diversity and Inclusivity (EDI) Coordinator position • Delivered Unconscious Bias Training to sworn officers • Delivered online training topics specific to Human Rights, Cultural Awareness, Customer Service, and Ethics and Accountability to members working remotely • Commenced collection and tracking of race, gender and other demographic data in WPS Community Satisfaction Survey • Commenced collection and reporting of race-based data in Use of Force Reports 	<ul style="list-style-type: none"> • Signed service delivery agreement with LaSalle Police Service for the provision of a Shared Multi-jurisdictional Versaterm Records Management System (RMS) including Computer Aided Dispatch (CAD) and mobile policing software and equipment. • Responded to the Request For Proposals (RFP) for the provision of contract policing services to the Municipality of Leamington • Implemented numerous ongoing Joint Forces Operations agreements, including BEST, ROPE, Cannabis Enforcement and PWEU • Continued ongoing discussions with regard implementing a Regional Communications & Dispatch Radio System in Windsor and Essex County • Engaged in ongoing development of the Regional Community Safety and Well Being (CSWB) Plan with the City of Windsor and regional stakeholders • Engaged in continued partnership with Windsor-Essex Community Opioid Substance Strategy (WECOSS)

STRATEGIC PLAN PROGRESS

Our People

GOAL 2.1

Recruit and Develop an Effective and Diverse Workforce

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

- Developed and issued RFP to engage an external Equity, Diversity and Inclusivity (EDI) Consultant to assist with identifying and implementing internal and external EDI strategies
- Continued to utilize and develop platforms to provide recruitment, hiring and workforce demographics
- Continued ongoing initiative to expand issued technology and communications equipment to all WPS members

GOAL 2.2

Provide a Responsive, Fair and Inclusive Workplace

Desired Outcome:

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

Actions Taken & Goal Progress:

- Administered the 2020 WPS Employee Consultation Survey (Internal Survey, Year One Baseline)
- Commenced collection and tracking of race, gender and other demographic data in 2020 WPS Employee Consultation Survey
- Enhanced implementation of the Performance Management Program (PMP) for sworn members
- Continued delivery of the Critical Incident Reintegration Program
- Developed and actioned Work Plan to Address OCPC Report Recommendations
- Ongoing internal communication updates from Chief via email to all members of the Service

GOAL 2.3

Foster Wellness and Resilience

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

- Implemented WPS Health and Wellness Coordinator position
- Commenced Phase 1 implementation of Early Intervention (EI) Pro software
- Conducted weekly Joint Health and Safety Committee meetings to specifically address COVID-related issues and keep employees informed
- Conducted monthly Joint Health and Safety Committee meetings including ongoing inspections of all Windsor Police Facilities
- Delivered online training topics specific to Mental Health Self-Awareness to members working remotely

STRATEGIC PLAN PROGRESS

Our Performance

GOAL 3.1

Provide Responsive and Effective Service Delivery

GOAL 3.2

Enhance Safety, Reduce Victimization and Loss

GOAL 3.3

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.

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.

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:

- Expanded Online Services and Reporting Options
- Continued to plan for and implement required changes in advance of mandated transition to Next Generation 9-1-1 (NG911) Systems
- Mobilized and enabled Remote Work Strategies where possible to mitigate COVID-19 risk to continuity of police operations
- Implemented secure video conferencing solutions in support of police operations during COVID-19 pandemic
- Commenced exploration of enhanced Operational Deployment and Supervisory models

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FIVE YEAR SUMMARY

	2016	2017	2018	2019	2020		2016	2017	2018	2019	2020
Motor Vehicle Accidents (MVA)	5209	5503	5246	6106	4454	Crimes Against Person Violations					
MVA Non - Reportable	102	75	72	156	317	Total	2187	2,166	2,454	2,468	2,858
MVA - Injury	1074	1109	1264	1161	1025	Crimes Against Property Violations					
MVA - Fatal	5	11	10	9	5	Total	9,486	10,433	12,930	12,641	10,480
Provincial Offence Notices Issued	17491	16441	17824	26748	19524	Total Other Criminal Code Violations					
Traffic Unit	11546	11577	11172	15654	11226	Total	2,470	2,675	3,029	3,240	2,513
Suspended Drivers	684	638	654	793	329	Total Criminal Code					
Prohibited Drivers	35	33	35	34	68	Total	14,143	15,274	18,413	18,349	15,851
Bus Watch Letters Sent	38	53	37	38	18	Youth Crime Related Stats					
Road Watch Letters Sent	143	140	133	26	8	Total Young Persons Committing Violent Crime	138	141	158	172	146
RIDE Statistics						Total Young Persons Committing Property Crime	161	115	131	114	76
Vehicles Stopped	8427	3784	8600	7837	4847	Total Young Persons Committing Other Crime	35	42	53	58	52
Suspensions Issued	19	14	14	44	13	Total Young Persons Committing Drug Crime	8	22	16	4	15
Impaired/Exceed Charges	0	6	10	16	10	Total Youths in all Offence Category	342	320	358	348	289
Other Criminal Charges	0	7	2	0	10	Complement					
Roadside Tests	133	54	54	112	235	Police Officers (Sworn)	432	433	444	490	501
Liquor Licence Act (LLA) Charges	1	0	0	3	1	Civilians	143	140	142	147	150
Workload						Cadets	19	21	18	21	14*
Calls for Service	95,042	104,091	110,272	125,019	116,217	Total	594	594	604	658	665
Calls to 9-1-1	25,744	27,296	31,289	33,647	32,504						

*Indicates the number of new cadets hired in the year.
Authorized complement for 2020 is 5

HONOUR IN SERVICE

WINDSOR POLICE SERVICE

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