



Windsor Police Service

ANNUAL REPORT

2021



EXECUTIVE SUMMARY

Similar to 2020, 2021 was heavily defined and influenced by the COVID-19 global pandemic. The Windsor Police Service continued to adhere to safe practices established through 2020 in order to mitigate internal risk and to ensure continuity of operations throughout Windsor and Amherstburg.

Overall, the Service saw a slight increase in calls for service and overall crime stats from those reported in 2020, but generally the numbers show a slight decrease over figures from 2019. It could be expected that these trends continue to reflect the uncertainty brought with COVID-19 and the legislated public restrictions that lead to decreased community activity. Online reporting of crime nearly doubled from that reported in 2020, likely attributable to the COVID restricted access policies of Windsor Police Headquarters.

Throughout 2021 the WPS continued to provide effective and efficient policing services to the Town of Amherstburg. This partnership continues to deliver community safety benefits and other synergies to our communities.

The Service continued to make progress on the initiatives outlined in the 2020-2022 Strategic Plan. Ninety-nine distinct projects/initiatives were identified and tracked via the Strategic Plan Work Plan. Progress on each goal is outlined in this Annual Report and overall highlights include:

- Development and implementation of the Community Consultative Committee and the Youth Community Consultative Committee;
- Virtual Community Services engagement sessions (Virtual Cop, Virtual VIP, Anti-bullying, UNITE, engagement with new Canadians, recruitment outreach sessions);
- Procurement and engagement with Equity Diversity Inclusion, Communications, and Human Resources Consultants;
- Implementation of shared Multi-jurisdictional Records Management System including Computer Aided Dispatch with LaSalle Police Service ;
- Procured funding for a wide variety of initiatives, including enhanced installation of camera systems throughout the city;
- Continued development of employee wellness strategies (Wellness plan, PeerConnect App Pilot);
- Implementation and expansion of Digital Evidence Management Systems.

In August of 2020, the Ontario Civilian Police Commission (OCPC) provided 37 recommendations to the Windsor Police Service and Windsor Police Services Board following complaints from members of the WPS. The Commission directed the Service to report back within one year. The Commission's recommendations related to a broad array of issues, including organizational policies and procedures as well as how WPS leadership can improve communication both inside and outside the organization. The final report from the WPS and WPSB was submitted to OCPC in August (2021) and detailed the completion of 26 of the 37 recommendations. The remaining 11 recommendations are on track for completion in early 2022. Many of the recommendations formed the goals and objectives identified in the WPS Strategic Plan. The Windsor Police Service remains committed to furthering the progress identified in the report into the future.

COVID-19 RESPONSE

As the COVID-19 pandemic endured through 2021, Windsor Police Service continued to mitigate health and safety risks to our employees and the communities we serve. Masks, Zoom meetings, virtual presentations and temporary work-from-home opportunities were all considered.

With changing provincial and federal legislation in response to COVID-19 infection rates, our members adapted and maintained our continuity of operations, experiencing minimal disruption to public service delivery. The Windsor Police Service continued to work with Public Health and City of Windsor By-Law Enforcement Officers to educate the public and enforce the Emergency Management Civil Protection Act and the Reopening Ontario Act.

Early in the year, the widespread distribution of approved COVID-19 vaccines began. Frontline members of police services were prioritized to receive the vaccine. With the rollout of the

vaccine, safeguarding the limited supply became a concern, and our officers were tasked with providing security as it was transported throughout the City and to the mass vaccination centres. WPS officers were contracted to provide 24/7 day-to-day security at the various mass vaccination sites.

Over the course of the year, public anti-mandate protests and demonstrations occurred, impacting police resources at times. WPS publicly acknowledged the right to peacefully protest and balanced that right with the enforcement of relevant legislation at the time. The Problem Oriented Policing (POP) Unit and City Centre Patrol (CCP) Unit were both tasked with managing the fluid nature of the protests, employing a variety of tactics to allow the lawful demonstrations without negatively impacting public safety.

Members of the Windsor Police Service were almost entirely compliant with a newly implemented mandatory vaccine policy. Any staffing impacts were offset by reassignment of members from elsewhere in the organization and aimed to bolster frontline response and continuity of essential operations. Ultimately, there was effectively no adverse impact on emergency response by the Windsor Police Service.

Overall, spread of COVID-19 or outbreaks of COVID-19 remained manageable throughout the year; however, the potential of large outbreaks remained an organizational threat. Thanks to the diligence of our members adhering to the precautions and protocols that were put in place beginning in March of 2020, there was no substantial impact on service delivery. Our members and our community resolutely navigated another challenging year of the pandemic.



ENFORCEMENT ACTION	TOTAL (2020)	TOTAL (2021)
PON - Windsor Police	11	79
EMCPA/ROA Warning Tickets - Windsor Police	13	30
EMCPA/ROA Verbal Warnings - Windsor Police	18	18
PON - Bylaw	55	15
EMCPA/ROA Warnings - Bylaw	269	95
EMCPA/ROA Warnings - Auxiliary	717	0
311/WPS Calls to Bylaws	1098	1028
911 Calls for Service	1341	1873

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

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

Message from the Chair



Drew Dilkens

Windsor Police Services Board, Chair

As Chair of the Windsor Police Services Board, I am pleased to introduce the 2021 Annual Report of the Windsor Police Service.

This past year was a year like no other. It has challenged us, made us adapt to new realities and inspired us to never give up. The pandemic has been global in its scale, but personal in its impact. The past year has shown us that even in a time of great challenge that we can stand united and more committed than ever to our vision of providing adequate and effective policing to our community.

The Board will continue to push for progress alongside the Windsor Police Service as we move forward into 2022. We are very pleased with the many accomplishments made by the Service over the year, including the day-to-day work performed by the sworn and civilian members to keep our community safe. 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 WPS Board is looking forward to the continued delivery of the 2020-2022 Strategic Plan with an eye to the future and work underway for the development of our next Strategic Plan. 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 WPS Board 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 with in our community.

Meet the Board



1. Aldo Dicarlo, Vice-Chair WPSB

2. Rino Bortolin

3. Robert de Verteuil

4. Denise Ghanam

MESSAGE FROM THE CHIEF OF POLICE

I am pleased to present the Windsor Police Service 2021 Annual Report. This report provides to our community an overview of our activities as well as our progress on the goals and objectives set out in our 2020-2022 Strategic Plan. I also wish to acknowledge the recent retirement of Chief Pamela Mizuno who served our community for over 30 years. We wish her all the best in this next chapter of her life.

The Windsor Police Service garnered some significant achievements and continued to mark organizational progress on a number of the ongoing priorities contained in our Strategic Plan. Some of these achievements included:

- The formation and launching of the Mobile Crisis Rapid Response Team, providing expertise to the frontline for incidents involving persons in crisis due to mental health challenges.
- The formation of the Community Consultative Committee, providing external community-based recommendations to the Windsor Police Service
- Several technology project launches that strengthened regional interoperability with external first responder partners
- Completed the implementation of a Digital Evidence Management System (DEMS) across the Windsor Police Service, providing a significant enhancement and pivotal change in how digital evidence is captured, processed, stored and shared

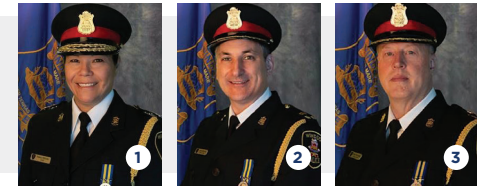
Moreover, working with the Windsor Police Services Board, the Windsor Police Service sought opportunities to improve the overall work environment for our members with the parallel intent on improving service delivery for our communities. Subsequently, new initiatives and policies emerged with the aim of positively impacting the culture at the Windsor Police Service. The Windsor Police Service remains committed to a workplace that is fair, inclusive and safe.

It should be noted that these achievements were made while navigating a global pandemic and were only possible thanks to the professionalism and commitment of our members as well as the support and collaboration with our community partners. We are committed to continuing our broad community engagement as we strive to be the safest community in Canada.

As always, we are grateful for the ongoing support of the Windsor Police Services Board, the Windsor and Amherstburg municipal councils and our communities who provide the resources and support needed to achieve our goals.

— Written by Interim Chief Jason Bellaire

The Senior Leadership Team



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

Superintendents:

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

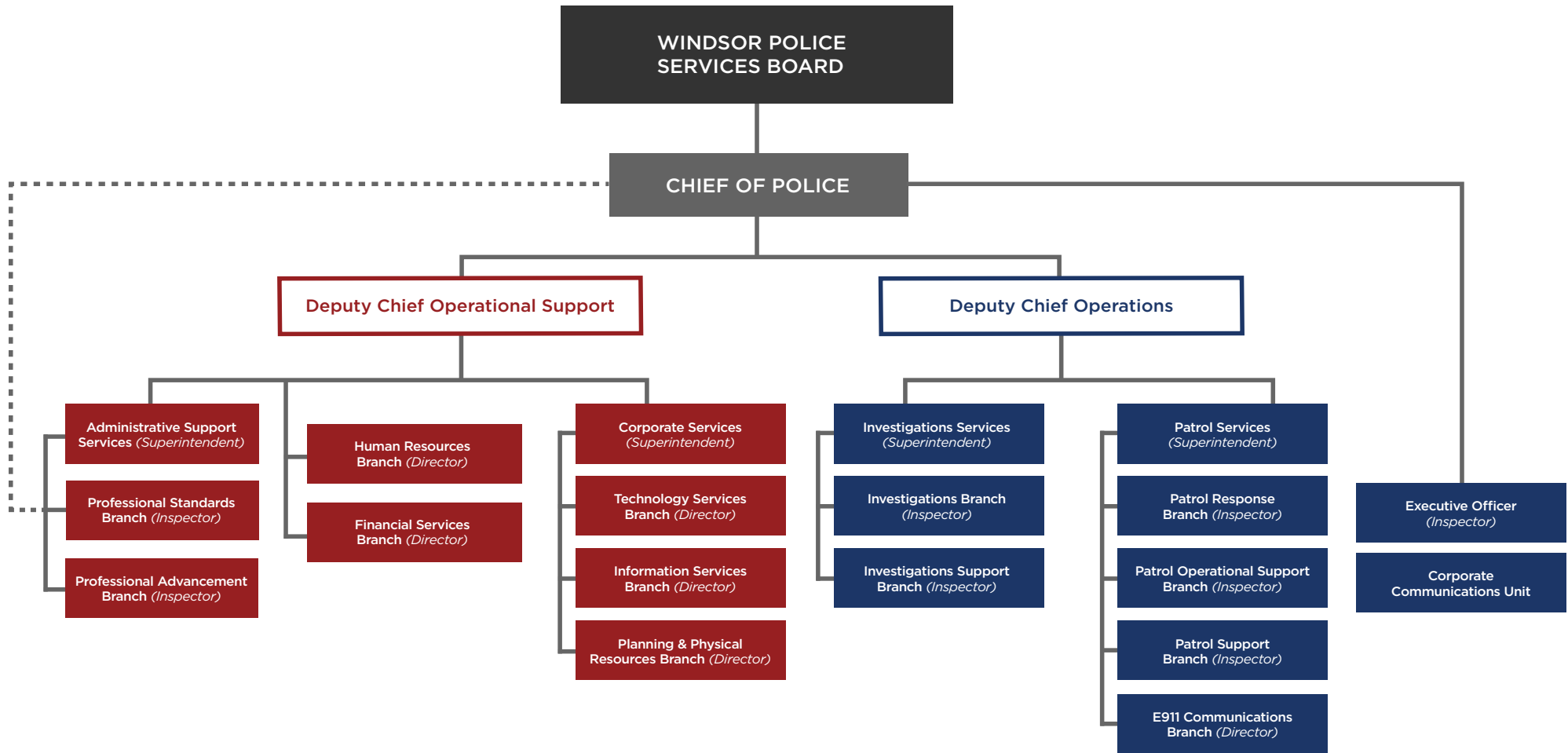
Directors:

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:

Jennifer Crosby – Patrol Support
Ed Armstrong – Professional Advancement
Jill Lawrence – Executive Officer
Marc Murphy – Patrol Response
Dave Deluca – Patrol Operational Support
Andrew Randall – Investigations
Karel DeGraaf – Investigative Support
Ken Cribley – Professional Standards

2021 ORGANIZATIONAL STRUCTURE



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:

403,432

1105 PER DAY

↑ **5% INCREASE**
(over 2020)

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

911 CALLS RECEIVED:

105,363

288 PER DAY

↑ **5% INCREASE**
(over 2020)

TOTAL CALLS FOR SERVICE:

124,114

340 PER DAY

↑ **7% INCREASE**
(over 2020)

22,511

Emergency Response:
Life-threatening situation

PRIORITY 1

7,422

Urgent Response:
Requires immediate intervention but no threat to life or bodily harm

PRIORITY 2

Dispatched
Police Response

TOTAL Citizen Initiated
113,326

17,542

Regulatory Response
Events requiring police presence (follow-ups, traffic escort)

PRIORITY 4

63,851

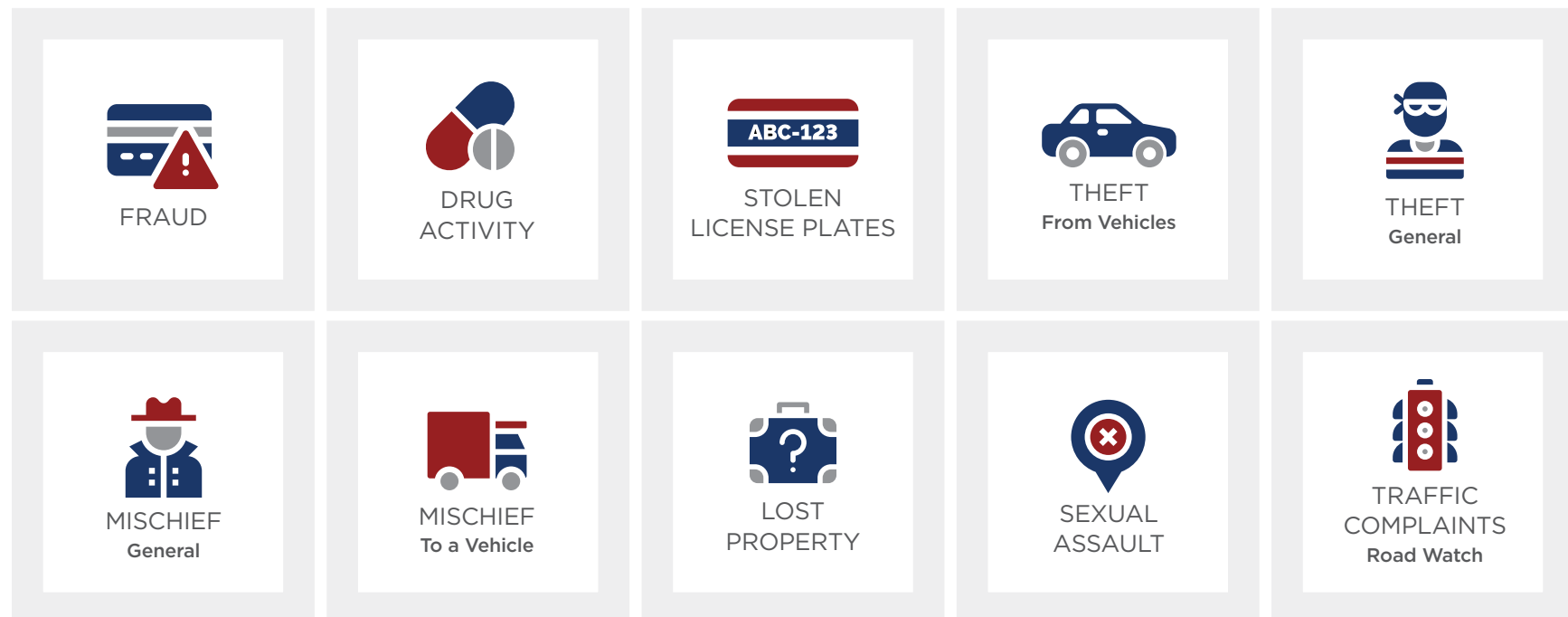
Routine Response
Urgent or emergent response not required dispatched within 1 hour

PRIORITY 3

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



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.

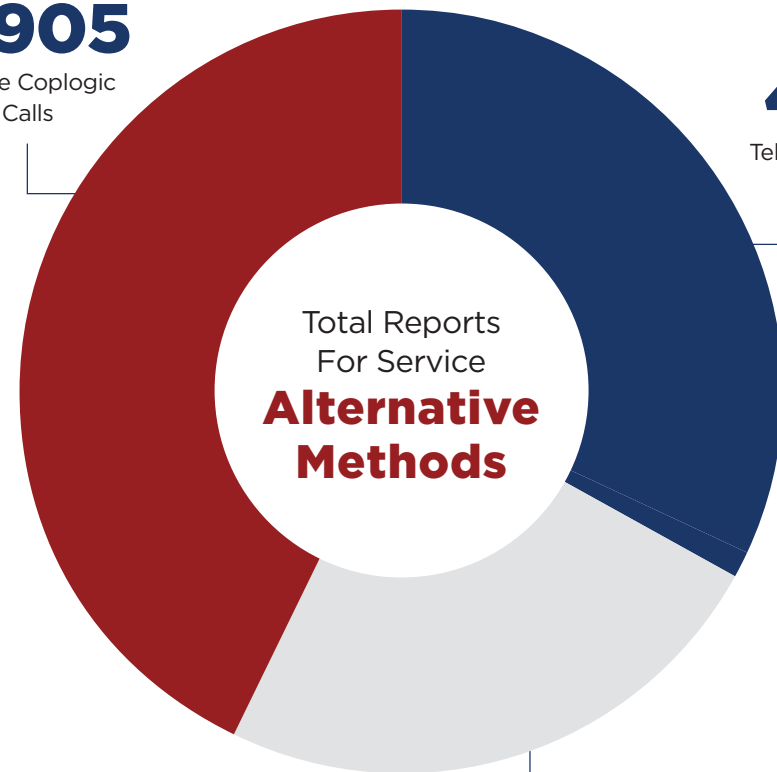


6,905

Online Coplogic
Calls

4,809

Telephone Reporting
Calls



2,355

Collision Reporting
Calls

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
2021: **4,374** | 2020: **4,454**

Total Provincial Offences Notices
2021 **13,371** | 2020: **11,226**

DETENTION UNIT

Provides temporary confinement of individuals involved in the judicial process

Total Prisoners Booked
2021: **4,982** | 2020: **4,589**

CITY CENTRE PATROL UNIT (CCP)

CCP is dedicated to policing the downtown core of the City

Total Actions
2021: **10,329** | 2020: **10,072**

PROBLEM ORIENTED POLICING UNIT (POP)

Provides a rapid response to address issues based on crime trends

Total Actions
2021: **4,543** | 2020: **4,350**

MOBILE CRISIS RAPID RESPONSE TEAM (MCRRT)

Calls attended (Dispatched, Patrol Request, Assist Patrol)
2021: **1093** | 2020: **NA***

Apprehensions
2021 **42** | 2020: **NA***

*Program launched in April 2021

MARINE UNIT

Vessel Stops
2021: **136** | 2020: **187**

Enforcement Actions
(Provincial Offences and By-laws)
2021: **136** | 2020: **170**

POLICE DOG UNIT (PDU)

Total number of PDU calls
2021: **1,249** | 2020: **1,422**

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
2021: **2,163** | 2020: **2,429**

REMOTE PILOTED AIRCRAFT SYSTEM (RPAS)

Total Actions
2021: **14** | 2020: **14**

AMHERSTBURG DETACHMENT

On January 1, 2019, the Windsor Police Service began policing the Town of Amherstburg. 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	2020	2021	CRIME STATISTICS	2020	2021
Dispatch Generated Incidents (CAD Calls)	5,508	5,813	Homicide/Attempted Murder	0	0
Self-Generated Walk-in Incidents	216	N/A	Robbery (All)	4	2
Reports	1783	1769	Break and Enter	45	41
Arrests	125	149	Theft Over \$5000	3	5
PROVINCIAL OFFENCES			Theft Under \$5000	109	62
Traffic Offences	1,149	1,996	Possession of Stolen Property	4	6
Part III Summons	49	78	Fraud	64	70
Liquor Offences	8	4	Mischief	68	50
Other Provincial Offences	0	25	Assaults (All)	58	50
COMMUNITY OUTREACH ACTIVITIES			Drugs	3	8
Community Service Calls	80	N/A	Firearms	0	9
Persons in Crisis	236	218	Arson	3	2
COAST Follow Ups	628	534	Impaired Driving	11	21
			Federal Statutes	4	0
			Other Criminal Code	223	141
			Total Criminal Offences	599	467

Community service officers were re-assigned to patrol due to the pandemic.



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 2021, 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.



90
MEMBERS



8374
PARK PATROL HOURS

1384
OCCURRENCES
Legislation Enforcement
(Liquor offences, disorderly behavior,
graffiti, vandalism, smoking violations)

15 
OFFICERS
Obtained full time employment
in law enforcement



568.50
VOLUNTEER HOURS



11
SPECIAL EVENTS

INVESTIGATIONS/ DRUGS AND GUNS UNIT

CRIMES AGAINST **PERSONS**:

2700 **7 PER DAY**

↓ 6% DECREASE
(over 2020)

CRIMES AGAINST **PROPERTY**:

11,052 **30 PER DAY**

↑ 5% INCREASE
(over 2020)

YOUTH RELATED CRIMES:

227 **0.6 PER DAY**

↓ 21% DECREASE
(over 2020)

2021 Firearms Seizure by Type

123
HANDGUNS

176
RIFLES/SHOTGUNS



39
AIR RIFLES

99
AIR PISTOLS

50
TOY GUNS



13
OTHER WEAPONS TOTAL

18
CEW



518
TOTAL WEAPONS SEIZED

DRUG AND GUN ENFORCEMENT UNIT

	2017	2018	2019	2020	2021
CDSA Charges	163	170	238	239	166
CC Charges	96	137	289	186	324
Total Charges	259	337	534	474	495
Persons Charged	74	81	84	118	91

2020: HANDGUNS 93 | RIFLES 160 | AIR RIFLES 37 | AIR PISTOLS 78 | TOY GUNS 41 | OTHER 20 | CEW (CONDUCTED ENERGY WEAPON) 17 — **TOTAL - 446**

2021 Firearm Calls for Service by Type

157
PERSONS WITH A GUN

176
SHOTS FIRED



35
FIREARM INVESTIGATION

141
FIREARMS REPORT/
SURRENDER/SEIZURE

2020: PERSONS WITH GUN 134 | SHOTS FIRED 236 | FIREARM INVEST 31 | REPORT 111

PROMOTIONS

2021 PROMOTIONS

Sergeant

Lulic Izidor Luke Harmon
Robert Hallett Jacqueline Khoury
Paul Maziak Adriano Cipolla
Derek Nurmi

Staff Sergeant

Chris Werstein
Paolo DiCarlo
Jeff Taylor
Brian Caffarena
Joe Faddoul

Inspector

Marc Murphy
Jennifer Crosby
Norman Armstrong

Ed Armstrong was promoted to the rank of Inspector on November 7, 2021 becoming the highest ranking black officer in the Service's history



RECOGNITION AND REMEMBRANCE

2021 Retirees

John Ajersch	Shelley Gray	Christine Lucier	Gar Renaud
Sean Bender	Tim Harrington	Jeff Mailloux	Sean Rogan
Caron Braunstein	Dale Harvie	Dave McCubbin	Christine Rybinsky
Anthony Coughlin	Richard Labutte	Neil McEachrane	Shelley Shadd
Chris Dupuis	Ronald Le Clair	Robert Moore	Joyce Webster
James Farrand	Vera Little	Rocco Pelaccia	Steve Wortley
Kristine Fielding	Pam Lombardo	Itza Pinell	

Recognizing Excellence 20 Years of Service

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

Recognizing Excellence 30 Years of Service

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

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

2021 BUDGET AT A GLANCE

Approved Net Budget	\$93,932,409
Actual Revenues	
Grants	\$7,719,064
Permits, Fees, Charges	\$606,598
Recovery of Expenses	\$9,868,488
Other Miscellaneous Revenue	\$664,114
Total Actual Revenues	\$18,858,264
Actual Expenditures	
Minor Capitol	\$5,113,639
Operating & Maintenance	\$2,012,620
Purchased Services	\$4,009,281
Salaries & Benefits	\$95,709,343
Transfers to Reserve Funds	\$3,269,096
Utilities, Insurance, Taxes	\$1,145,982
Total Actual Expenditures	\$111,259,961
Net Surplus	\$1,530,712

GRANTS RECEIVED IN 2021

Community Safety & Policing - Local	\$1,421,654
Community Safety & Policing - Provincial	\$80,275
Internet Child Exploitation	\$275,985
Civil Remedies	\$34,076
Proceeds of Crime - Guns and Gangs	\$100,000
Proceeds of Crime - Technical Cooperative	\$88,962
Reduce Impaired Driving Enforcement	\$42,977
Federal Internet Child Exploitation	\$105,821
Ontario's Strategy to End Human Trafficking	\$17,400
Total Grants Received	\$2,167,150
Court Security and Prisoner Transportation Program	\$5,551,914
Total Grants and Uploads	\$7,719,064

2021 CAPITAL PROJECTS (BUDGET)

Police Fleet Replacement/Refurbishment	\$1,268,000
Other Capital Projects	\$2,296,000
Total Capital Budget	\$3,564,000

TOTAL ACTUAL
REVENUES
\$18,858,264

TOTAL ACTUAL
EXPENDITURES
\$111,259,961

TOTAL GRANTS
AND UPLOADS
\$7,719,064

PROFESSIONALISM IN POLICING

106

LETTERS OF APPRECIATION FOR OVER 191 OFFICERS AND 25 CIVILIANS



4

COMMENDATIONS/ INTERNAL RECOGNITIONS FOR 36 OFFICERS AND 0 CIVILIANS



A Job Well Done

2021 NEW COMPLAINTS RECEIVED

Public Complaints	110
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2021 DISPOSITION OF PUBLIC COMPLAINTS

Customer Service Resolution	5
Screened Out	57
Screened In	48

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



I wanted to let you know that you have wonderful officers on your hands, who go above and beyond to get the job done."

"I would like to thank Windsor Police Service for their professionalism and understanding, we are very fortunate to be blessed with these officers and thanks again for your service.

- Citizens of Windsor



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

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

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

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

Work will commence in 2022 to update the WPS Strategic Plan for the next planning cycle from 2023 to 2025.



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

Strategic Priority: Our Principles

GOAL 1.1

Promote Community Trust and Support

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

- Short list of committee members submitted for Youth Community Consultative Committee selection panel
- Launched community engagement initiative “Project Deedket” during Crime Prevention Week 2021; this partnership with local fast-food chains saw Community Services officers distributing meal coupons for citizens engaging in acts of community kindness
- Implemented the WPS “Virtual Cop” Community Outreach Program to mitigate cancellation of in-person activities due to COVID restrictions; efforts included virtual VIP and Anti-Bullying programs for schools, recruitment events, and engagement with the Multicultural Council and New Canadian Centre of Excellence
- Community outreach and youth engagement via modified annual Camp Brombal week
- Formed and commenced meetings of Community Consultative Group to provide recommendations to WPS leadership for evaluation/implementation
- Continued implementation of enhanced information security policies and operational/business continuity best practices

GOAL 1.2

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

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.

- Implemented “Project Unite” in which Community Services officers delivered presentations in the community and to WPS officers on the impact of racism and unconscious bias
- Procured and engaged external Equity, Diversity and Inclusion (EDI) Consultant
- WPS EDI Coordinator worked with EDI Consultant to draft the WPS EDI Strategy for action in 2022
- Continued collection and reporting of race-based data in Use of Force Reports

GOAL 1.3

Pursue Community Partnerships and Regional Collaboration

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

- Conducted numerous place-based crime and disorder prevention strategies; these partnerships included neighbourhood safety walks, physical safety design audits and community meetings to outline principles of Crime Prevention Through Environmental Design (CPTED)
- Implemented agreement with the 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
- Shared Backup Data Centre fully operational for WPS in partnership with Windsor Fire & Rescue Services, and Corporation of the City of Windsor
- Process on-going for renewal of Windsor Radio System Sharing Agreement with Canada Border Services Agency (CBSA)
- Implemented numerous ongoing Joint Forces Operations agreements, including BEST, ROPE, Cannabis Enforcement and Provincial Weapons Enforcement Unit
- Achieved significant cost reductions by implementing a Shared Training Centre CCTV System with Department of National Defence and Corporation of the City of Windsor for the Major FA Tilston Armoury & Police Training Centre
- Partnered with City of Windsor to win grant funding to modernize the City’s Traffic Camera Network to enhance community and traffic safety
- Engaged in continued partnership with Windsor-Essex Community Opioid Substance Strategy (WECOSS)

STRATEGIC PLAN PROGRESS

Strategic Priority: 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.

- Virtual Recruitment sessions were held at the University of Windsor and St. Clair College; Recruitment video, brochures and 519 CONNECT podcast was launched to connect with community members and assist with recruitment during COVID related restrictions
- Procured and engaged external Equity, Diversity and Inclusion (EDI) Consultant
- WPS EDI Coordinator worked with EDI Consultant to draft the WPS EDI Strategy for action in 2022 regarding external EDI strategies related to recruitment
- Continued ongoing initiative to expand issued technology and communications equipment to all WPS members as required

GOAL 2.2

Provide a Responsive, Fair and Inclusive Workplace

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:

- Delivered results of 2020 WPS Employee Consultation Survey (Internal Survey, Year One Baseline)
- Conducted first “Virtual Town Hall” for WPS employees including Q & A with Chief and Senior Leadership Team
- Created Employee Engagement Committee and Patrol Working Group to enhance internal communication and recognition processes
- Procured and engaged Communications Consultant; communications work plan drafted and implementation of recommendations to follow in early 2022
- Procured and engaged Equity, Diversity and Inclusion (EDI) Consultant
- WPS EDI Coordinator worked with EDI Consultant to draft the WPS EDI Strategy for action in 2022 regarding internal EDI action plan
- Procured and engaged third-party Human Resources Consultant; the evaluation of current promotional process and competency assessments is underway
- Updated internal policies including:
 - Employee Accommodation Directive
 - Workplace Violence, Harassment, and Sexual Harassment

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.

- WPS Health and Wellness Coordinator developed a formalized WPS Wellness Strategy for final approval and implementation in early 2022
- Implemented PeerConnect Employee Wellness App
- Several in-person wellness programs and training deferred due to COVID restrictions
- Provided enhanced online training for officers and new employees that includes mental health self-awareness for first responders training, police ethics and accountability training, cybersecurity training, customer service in the policing environment, human rights training, respectful workplace training, and Violence/Harassment/Sexual Harassment training

STRATEGIC PLAN PROGRESS

Strategic Priority: Our Performance

GOAL 3.1

Provide Responsive and Effective Service Delivery

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.

GOAL 3.2

Enhance Safety, Reduce Victimization and Loss

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.

GOAL 3.3

Pursue Continuous Improvement and Innovation

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.

Desired Outcome:

Actions Taken & Goal Progress:

- Implemented the Mobile Crisis Rapid Response Team (MCRRT) to supplement and enhance the existing COAST Program (an alternative mental health response strategy). These initiatives work toward the goal of reduced Person In Crisis (PIC) interactions and enhanced service provision that is safer and better optimizes resource allocation, as more officers will be able to resume general law enforcement duties and proactive patrol.
- Ensured ongoing assessment of required service-delivery and staffing models (including remote work, physical distancing, PPE stock) to ensure operational continuity of policing services as demands of pandemic response changed
- Procured required call handling infrastructure (for primary and backup E911 Centres) in advance of mandated transition to Next Generation 9-1-1 (NG911) Systems
- Active Transportation School Safety Initiative: A pilot study comprised of six elementary schools located throughout the Windsor-Essex region is ongoing, with results to be finalized in the Spring of 2022. WPS is an active partner in this study. Pending study results, the program is anticipated to be expanded to all schools, commencing in the Fall of 2022.
- In person attendance for the "Update the Safety Village" initiative was impacted by COVID restrictions - virtual presentations created in collaboration with the Safety Village.
- Community Mobilization & Engagement initiative was implemented via deployment of Community Services Officers through neighbourhood patrols including discussions of crime prevention strategies with community members.
- Partnered with City of Windsor to procure grant funding to modernize the City's Traffic Camera Network to enhance community and traffic safety
- Enhanced Human Trafficking & Firearms Enforcement: Grant funding secured and funds fully expended; enforcement activities have been actively on going throughout the grant period. Expanded grant funding requests made for 2022-2023.
- Secured provincial grant funding to implement the "WPS CARES" Program (Windsor Police Service, Community Accessible Resource Education Support): This program improves efficiency and improves the assistance provided to victims of crime through the use of technology; smart television, website and videos in multi-languages that provides information to and about community partners for victims. These tools, along with enhanced interview environments minimize trauma to victims by enhancing recovery and providing resources available to support them
- Implemented a Patrol Continuous Improvement Working Group (PCIWG) to pursue a mandate to assess and implement a program of projects and initiatives designed to improve the efficiency and effectiveness of the Patrol Response services provided by the WPS. The working group engages broad group of employees from across the organization to improve the work environment and the services provided by the WPS
- Continued to develop and enhance data analytics solutions to measure response times, referrals to social service agencies, opioid/overdose incident tracking, impact of mental health calls for service (including police/hospital transition times)
- Completed implementation of the service-wide Digital Evidence Management System (DEMS) across the WPS, including Axon Capture, Axon Citizen and Axon Evidence subsystems; work pending in early 2022 for Interview Room integration with the Axon DEMS system

2021 STRATEGIC PLAN HIGHLIGHTS

The following are some of the major organizational milestones and strategic level initiatives that were implemented in 2021 in pursuit of the Organizational Goals outlined in the 2020 - 2022 WPS Strategic Plan:



Mobile Crisis Rapid Response Team (MCRRT)

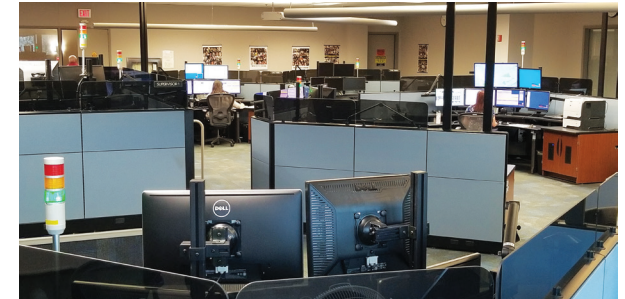
In accordance with the Service's goal to ensure responsive and effective service delivery, in April 2021, the WPS partnered with Hotel-Dieu Grace Healthcare (HDGH) to form a Mobile Crisis Rapid Response Team (MCRRT). The pairing of a mental health professional (social worker) with a WPS officer trained in Crisis Intervention Techniques (CIT), effectively allocates the available community resources to persons in crisis. The addition of a MCRRT shows the evolution of change and the adaptability of the WPS to meet the needs and expectations of our community, specifically as it relates to frontline police response to persons in crisis.



WPS CARES Program

The WPS Cares (Community Accessible Resource Education Support) is a Provincial Grant funded initiative that aligns with the Service's goal of enhancing safety, and reducing victimization & loss. Specifically, this program is aimed at expanding existing community partnerships, with the assistance of technology for victims of crimes, particularly Intimate Partner Violence. Informative videos, offered in numerous languages, are being utilized to provide resource information to victims, specific to each community agency.

This initiative not only assists some of our communities' most vulnerable victims, it strengthens our partnerships with community agencies as well. Its unique approach is an out of the box idea developed by one of our Sergeants that is engaging and innovative. A new soft interview room at WPS HQ also accompanies the videos, to ensure a comfortable atmosphere for victims



Regional Information Sharing Collaboration

In 2021, the Windsor Police Service and the LaSalle Police Service implemented several shared multi-jurisdictional information technology systems. This is a transformational regional collaboration and information sharing initiative, where police data for three municipalities - the City of Windsor, the Town of Amherstburg, and the Town of LaSalle - are now managed and shared on the same information technology systems.

2021 STRATEGIC PLAN HIGHLIGHTS



Multi-jurisdictional Homicide Investigation

This matter commenced as a Missing Person investigation. Thorough attempts to locate the Missing Person were made, without success. Approximately two months after the initial report, the Missing Person's remains were located by members of the Walpole Island community.

The Windsor Police Service and Ontario Provincial Police conducted a multi-jurisdictional Homicide investigation, which resulted in the execution of Search warrants and Production Orders in several communities across the Province. Ultimately, several parties were identified, arrested and charged for their respective roles in the Homicide.



Information Security, Technology & Business Continuity Investments

In 2021, the WPS's first geo-diverse, secondary data centre was completed and is operational. The WPS provides policing and 911 services that are vital for the community, which rely heavily on technology and electronic information. This implementation is a significant risk mitigation accomplishment that provides a level of information security and resiliency appropriate for WPS's critical operations.

Numerous other significant information and communications technology investments were made in 2021; these included radio communications hardware and infrastructure replacements as well as traffic camera and phone system upgrades. These strategic investments totaled over \$5 million dollars in procurements that were planned, budgeted and funded from a variety of sources, including provincial grant funding. These investments demonstrate the Service's commitment to information security as well as ensuring officers have access to the tools required for effective service-delivery into the future.



Digital Evidence Management System (DEMS) Implementation

The WPS, like all police services, is dealing with exponential growth in the availability of digital evidence (digital pictures, videos, audio, and related digital files). While every police service is working toward digital evidence solutions, WPS became one of the first police services in Ontario to substantially complete an implementation of an enterprise digital evidence management system (DEMS) across the entire service, including full integration with the provincial and federal crown attorneys. In addition to the core system, which provides extensive functionality and efficiencies to centrally manage the constantly increasing volume of digital evidence, all WPS officers can now capture pictures, videos and audio, in the field, directly to their smartphones and securely and immediately upload that evidence to the WPS enterprise digital evidence management system. Also, from their smartphones, officers can send a secure upload link to a member of the public, via text or email, so the witness/victim/complainant can securely upload their digital evidence directly to the WPS enterprise digital evidence management system. This project not only improves operational speed and efficiencies, it allows WPS to interact with the public in a modern and efficient manner.

FIVE YEAR SUMMARY

	2017	2018	2019	2020	2021
Motor Vehicle Accidents (MVA)	5503	5246	6106	4454	4374
MVA Non - Reportable	75	72	156	317	224
MVA - Injury	1109	1264	1161	1025	1015
MVA - Fatal	11	10	9	5	6
Provincial Offence Notices Issued	16441	17824	26748	19524	16502
Traffic Unit	11577	11172	15654	11226	7173
Suspended Drivers	638	654	793	329	623
Prohibited Drivers	33	35	34	68	43
Bus Watch Letters Sent	53	37	38	18	3
Road Watch Letters Sent	140	133	26	8	23
RIDE Statistics					
Vehicles Stopped	3784	8600	7837	4847	8433
Suspensions Issued	14	14	44	13	12
Impaired/80 mg or more	6	10	16	10	7
Other Criminal Charges	7	2	0	10	8
Roadside Tests	54	54	112	235	72
Liquor Licence and Control Act (LLCA)	0	0	3	1	8
Workload					
Calls for Service	104,091	110,272	125,019	116,217	124,114
Calls to 9-1-1	27,296	31,289	33,647	32,504	35,926

	2017	2018	2019	2020	2021
Crimes Against Person Violations					
Total	2,166	2,454	2,468	2,858	2,700
Crimes Against Property Violations					
Total	10,433	12,930	12,641	10,480	11,052
Total Other Criminal Code Violations					
Total	2,675	3,029	3,240	2,513	2,628
Total Criminal Code					
Total	15,274	18,413	18,349	15,851	16,380
Youth Crime Related Stats					
Total Young Persons Committing Violent Crime	141	158	172	146	115
Total Young Persons Committing Property Crime	115	131	114	76	43
Total Young Persons Committing Other Crime	42	53	58	52	49
Total Young Persons Committing Drug Crime	22	16	4	15	16
Total Youths in all Offence Category	320	358	348	289	223
Complement					
Police Officers (Sworn)	433	444	490	501	501
Civilians	140	142	147	150	153
Cadets	21	18	21	14*	19*
Total	594	604	658	665	673

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

HONOUR IN SERVICE

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