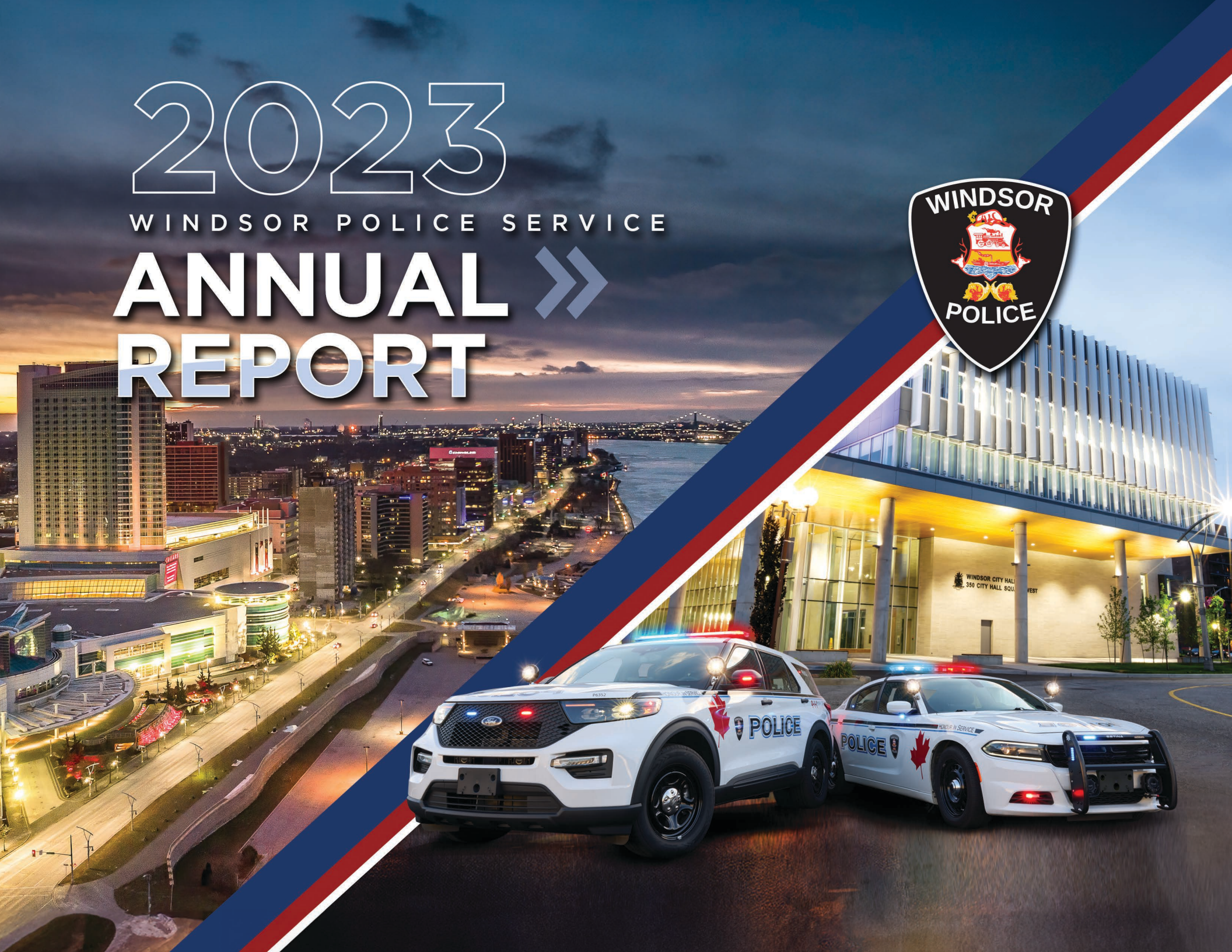
2023

WINDSOR POLICE SERVICE

ANNUAL REPORT



WINDSOR POLICE SERVICES BOARD

Message from the Chair

Drew Dilkens
Windsor Police Services Board, Chair

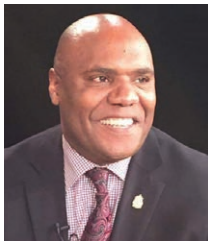
As Chair of the Windsor Police Services Board (WPSB), I am pleased to introduce the 2023 Annual Report of the Windsor Police Service (WPS).

In 2023, the WPSB appointed two new Deputy Chiefs: Jason Crowley, Deputy Chief of Operations, and Karel DeGraaf, Acting Deputy Chief of Operational Support. We congratulate these individuals and thank them for their continued service. Over the course of the year, WPSB and WPS remained steadfast in our commitment to ensuring outstanding community support through effective policing and governance within our evolving city and across the region.

Windsor-Essex is experiencing incredible economic and population growth, which presents unique opportunities and challenges. Public safety is top of mind, as all across Canada, communities are facing increasing challenges around mental health, addictions, and homelessness. This impacts our ability to create and maintain the safe neighbourhoods that are the foundation of any thriving community. Windsor is also home to an international border and the busiest trade corridor between Canada and the United States. We understand the impacts of crime and criminal activities, and the complexities associated with policing in today's world.

As we push for continuous improvement, innovation and progress moving forward into 2024, the Board expresses our gratitude and pride for all members of the WPS; from frontline officers and administrative staff, to every civilian member whose behind-the-scenes work keeps the ship steady. The Board recognizes each of you for the important role you play within the organization and the broader community you serve.

Meet the Board



Jo-Anne Gignac, Vice-Chair
Sophia Chisholm
Robert de Verteuil
John Elliott
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 pleased to present our 2023 Annual Report. This report shares key performance metrics and significant achievements from the previous calendar year, as well as progress on the priorities identified in our 2023-2026 Strategic Plan.

Throughout 2023, Windsor Police Service members served Windsor and Amherstburg with integrity and professionalism. Our Service celebrated several milestones and accomplishments in 2023, including:

- Implementing a modern analytics program that supports data-driven decision making.
- Launching the Nurse Police Team program to proactively treat people struggling with substance use challenges and alleviate the strain on hospital emergency departments.
- Dismantling a sophisticated global car theft ring, which resulted in the recovery of 138 stolen vehicles.

Thanks to a thriving and diverse community, the Windsor Police Service continues to be well positioned to attract and retain top talent. We remain committed to providing the best service delivery, while also engaging our community partners for proactive solutions to cross-sectoral issues.

I am grateful for the 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. I am also grateful for the tireless work of our members and look forward to all we will accomplish together.

Jason Bellaire
Chief of Police

The Leadership Team

Jason Crowley
Deputy Chief,
Operations

Frank Providenti
Deputy Chief,
Operational Support

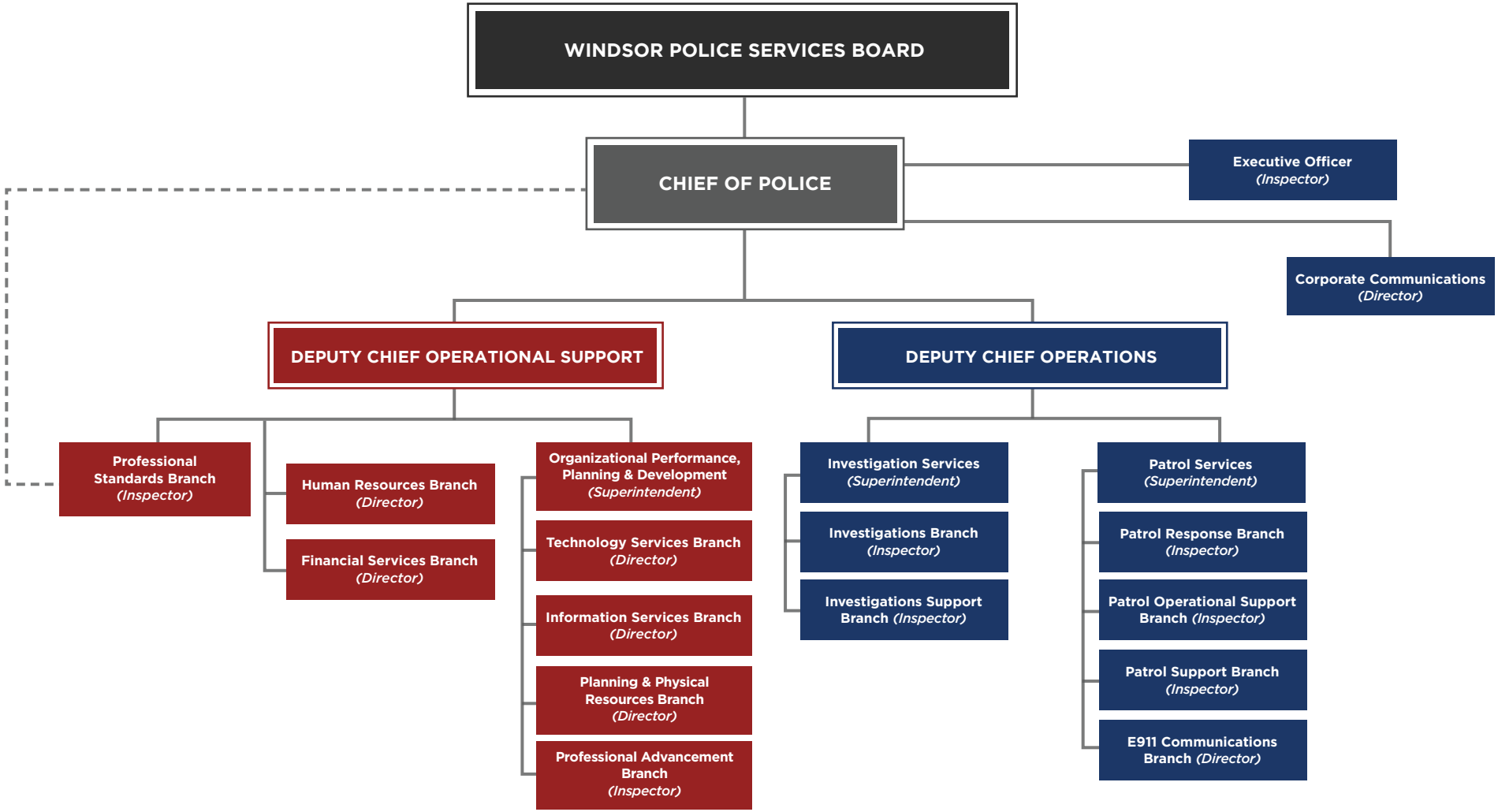
Karel DeGraaf
Acting Deputy Chief,
Operational Support

Superintendents:
Brendan Dodd
Jill Lawrence
Dan Potvin

Inspectors:
Ed Armstrong
Ken Cribley
Jen Crosby
Dave Deluca
Paolo Di Carlo
Marc Murphy
Andrew Randall

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

2023 ORGANIZATIONAL STRUCTURE



WPS OVERVIEW

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

THE CITY OF WINDSOR ONTARIO, CANADA

AMHERSTBURG ONTARIO, CANADA EST. 1796

258,000+
POLICING
POPULATION

330km
POLICING
LAND MASS

501
SWORN OFFICERS
Authorized strength

162
CIVILIAN MEMBERS
Authorized strength

21
CADETS
Authorized strength

OUR FACILITIES

Windsor Police Headquarters
150 Goyeau Street
Windsor

Amherstburg Detachment
532 Sandwich Street South
Amherstburg

Collision Reporting Centre
2696 Jefferson Boulevard
Windsor

Sandwich Community Station
3312 Sandwich Street
Windsor

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

PATROL SERVICES

TRAFFIC ENFORCEMENT UNIT

Motor Vehicle Collisions
6,406 Vehicles
47.0% increase (over 2022)

Provincial Offence Notices
13,933 Notices
39.0% increase (over 2022)

PROBLEM-ORIENTED POLICING UNIT (POP)

Total Actions
7,471 Actions
59.8% increase (over 2022)

CITY CENTRE PATROL UNIT (CCP)

Total Actions
11,173 Actions
12.1% increase (over 2022)

POLICE DOG UNIT

Calls Attended
1,045 Calls
0.7% decrease (over 2022)

MARINE UNIT

Vessel Stops
110 Vessels
34.1% increase (over 2022)

Enforcement Actions
86 Actions
8.8% increase (over 2022)

DETENTION UNIT

Prisoners Booked
5,897 Prisoners
14.5% increase (over 2022)

PRIORITY 1 RESPONSE TIME

(includes all units)

2023
11 min. & 48 sec.
9.75% increase (over 2022)

5 year annual avg.
(2019 - 2023)
10 min. & 23 sec.

NOTE:

The 2023 crime statistics presented are derived from data extracted from the Records Management System during the fourth week of February 2024, 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.

It is important to recognize that in 2023, the Windsor Police Service aligned the Crime Categories with those of Statistics Canada. However, the numbers may differ from those reported by Statistics Canada and other police services due to our practice of reporting all incident violations, not just the most serious per incident. Caution should be exercised when making comparisons of data.

CRISIS OUTREACH AND SUPPORT

The Windsor Police Service is proud to partner with the Windsor Regional Hospital and Hôtel-Dieu Grace Healthcare on important initiatives to help people in crisis.

NURSE POLICE TEAM (NPT)*

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

915 CALLS FOR SERVICE

489 MEDICAL RESOURCES PROVIDED

313 PEOPLE DIVERTED FROM EMERGENCY DEPARTMENT

94 APPREHENSIONS

70 SUBSTANCE-RELATED WOUNDS TREATED

** The NPT program launched in May 2023.*

MOBILE CRISIS RAPID RESPONSE TEAM (MCRRT)

Pairs frontline officers with mental health professionals to de-escalate encounters with people in crisis.

828 CALLS ATTENDED — **17%** decrease (over 2022)

32 APPREHENSIONS — **8.5%** decrease (over 2022)

COMMUNITY OUTREACH & SUPPORT TEAM (COAST)

Pairs frontline officers with mental health professionals to offer on-site crisis and mental health assessments to individuals in need.

1,561 NUMBER OF FOLLOWUPS — **22.3%** decrease (over 2022)

INVESTIGATIONS DIVISION

VIOLENCE LEADING TO DEATH	2022	2023
Homicide	2	3
Manslaughter	0	1
Violence causing death	1	0
Attempted murder	10	8

CRIMES AGAINST **PERSONS:**

3,734

16.1%

INCREASE (over 2022)

CRIMES AGAINST **PROPERTY:**

13,201

10.6%

INCREASE (over 2022)

YOUTH-RELATED CRIMES**:**

322

26.7%

INCREASE (over 2022)

FIREARMS SEIZED**:**

554

16%

INCREASE (over 2022)

CRIME **GUNS:***

101

21%

DECREASE (over 2022)

***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 or not 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.

WPS AMHERSTBURG DETACHMENT

Since January 1, 2019, the Windsor Police Service has provided policing services for the Town of Amherstburg. Thirty officers are dedicated to the Amherstburg Detachment and are responsible for policing the town. Additional services are also provided via the Windsor Police Service's specialized units.

AMHERSTBURG POLICING ACTIVITIES

Calls for Service	2022	2023
Dispatch Generated Incidents	5,906	8,324
Self-Generated Walk-in Incidents	0	0
Reports	1,689	2,067
Arrests	143	152
Provincial Offences		
Traffic Offences	2,161	5,261
Part III Summons	97	183
Liquor Offences	3	3
Other Provincial Offences	32	57
Community Outreach Activities		
Community Service Calls	63	150
Persons in Crisis	169	154
COAST Followups	524	558

Crime Statistics	2022	2023
Homicide/Attempted Murder	0	0
Robbery	2	2
Break and Enter	40	40
Theft Over $5,000	3	6
Theft Under $5,000	72	128
Possession of Stolen Property	6	12
Fraud	60	115
Mischief	61	72
Assaults	71	79
Drugs	2	8
Firearms	1	9
Arson	2	4
Impaired Operation	15	15
Federal Statutes	2	6
Other Criminal Code	56	53
Total Criminal Offences	**393**	**549**

WPS AUXILIARY

The Auxiliary Patrol is an integral part of the WPS and contributes in important ways to the services we provide.

Since the 1940s, WPS has depended on the selfless efforts of our Auxiliary volunteers to ensure public safety in Windsor, and more recently, Amherstburg. From patrolling parks during hot summer days to assisting with special events, their work makes our community a safer place to live and visit.

Many of our community's largest gatherings – such as the Annual Ford Fireworks, Canada Day Parade, Detroit Free Press Marathon, Bright Lights and the Santa Claus Parade – would not be possible without our dedicated Auxiliary Patrol Service.

90
MEMBERS

7,553.5
PARK PATROL HOURS

1,456
OCCURRENCES
Legislation Enforcement

(liquor offences, disorderly behaviour, graffiti, vandalism, smoking violations)

2,745
VOLUNTEER HOURS

75
SPECIAL EVENTS

11
OFFICERS
(Obtained full time employment in law enforcement)

COMMUNICATIONS CENTRE

EMERGENCY 911 CENTRE

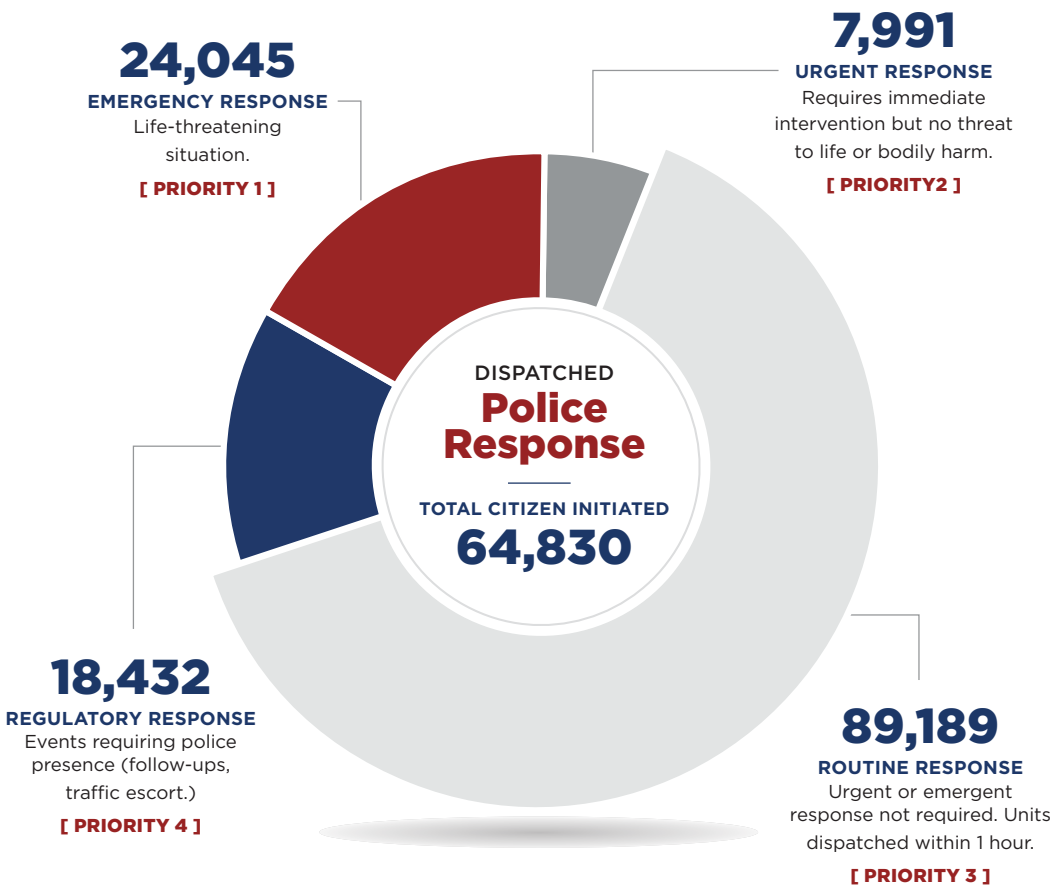
The Windsor Police Service Emergency 911 Centre is responsible for answering all 911 and non-emergency calls within Windsor and Amherstburg. Calls received for EMS or Fire are routed to the respective agencies when required.

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

TOTAL CALLS RECEIVED
456,287
1,267 PER DAY
11% INCREASE (over 2022)

911 CALLS RECEIVED
139,190
387 PER DAY
18% INCREASE (over 2022)

TOTAL CALLS FOR SERVICE
149,232
409 PER DAY
22% INCREASE (over 2022)



ALTERNATIVE REPORTING OPTIONS

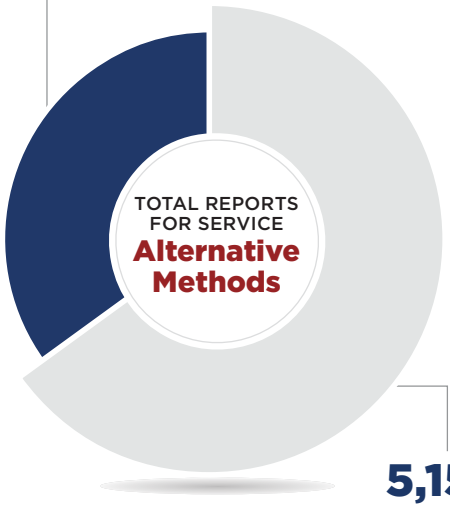
The Windsor Police Service's online reporting system and registries are great tools for the community to report a variety of crimes and information in a timely and efficient manner. Data collected is also useful for the Windsor Police Service to track and assess crime trends that can be useful in crime prevention.

ONLINE-REPORTABLE OFFENCES

- DRUG ACTIVITY
- FRAUD
- LOST PROPERTY
- MISCHIEF
- SEXUAL ASSAULT
- STOLEN LICENSE PLATES
- THEFT

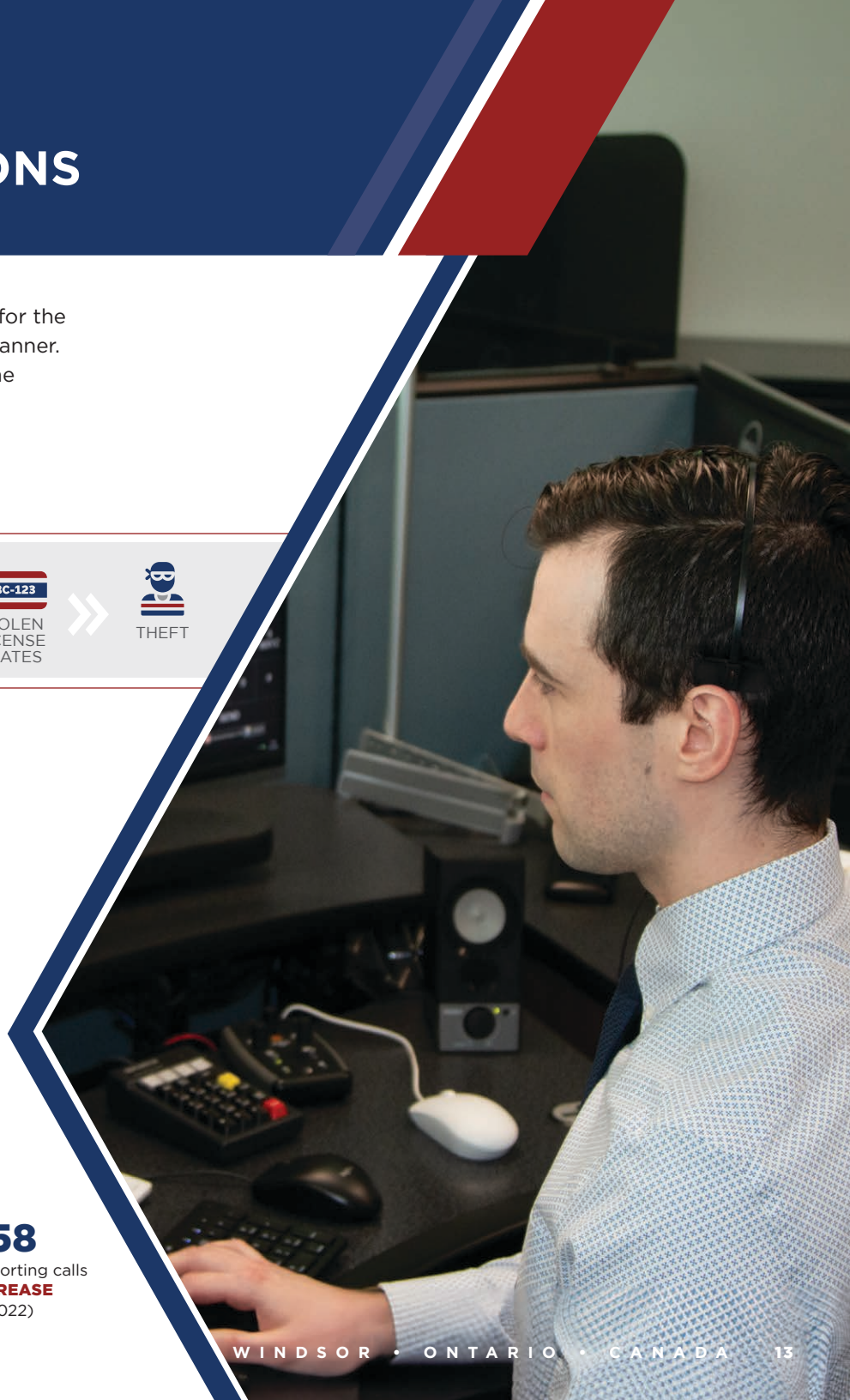
DID YOU KNOW?

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 online reporting.



9,540
Online calls (Coplogic)
9.9% INCREASE
(over 2022)

5,158
Telephone reporting calls
3.8% INCREASE
(over 2022)



COMMUNITY ENGAGEMENT

In 2023, our Community Services team continued to lead outreach efforts across Windsor and Amherstburg. Members attended cultural events and celebrations, supported charitable initiatives such as blood donations and food drives, and played a key role in the Service's recruitment efforts.

Officers also delivered educational programming to students, new Canadians, downtown residents, and other groups. Topics included intimate partner violence, fraud prevention, elder abuse, and a newly-developed presentation on personal safety. Additionally, Community Services continued to run interactive children's programming at The Safety Village in Forest Glade.

2023 HIGHLIGHTS

STUFF-A-CRUISER FOOD DRIVES
In support of Street Help, CAN-AM Urban Native Homes, and other charitable organizations.

COMMUNITY POTLUCKS
At Glengarry Housing, Bruce Park, and other downtown locations.

CRIME PREVENTION WEEK PROGRAMMING
Including safety presentations and an info booth and at Devonshire Mall.

COMMUNITY PATROLS
To engage with residents and business owners in neighbourhoods across the city.

CAMP BROMBAL
A weeklong summer camp for local children.

PROFESSIONALISM IN POLICING

88
Letters of appreciation naming 167 officers and 32 professional civilian members

+

112
Commendations/internal recognitions naming 150 officers and 23 professional civilian members

= *A Job Well Done!*

2023 NEW COMPLAINTS RECEIVED	
Public complaints	114

2023 DISPOSITION OF PUBLIC COMPLAINTS	
Early Resolution Agreement	3
Screened out	60
Screened in	51

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

"The respect and professionalism demonstrated by the members of the Windsor Police Service have been instrumental in maintaining a secure and safe environment for our stores, employees, and customers. Your dedication to upholding the highest standards of law enforcement and public safety is evident in every action taken."

- Riley Garrod,
Real Canadian Superstore

"The BIA would not be able to host its vibrant events without the Windsor Police Service's help. The public always feels safe and if there is a rare issue during an event, the officers are always quick to respond and courteous to all. We cannot thank you enough."

- Brandi Myles,
Via Italia BIA

COST OF POLICING

2023 BUDGET AT A GLANCE

Approved Net Budget	**$99,005,478**
Actual Revenues	
Grants	$10,265,837
Permits, Fees, Charges	$843,978
Recovery of Expenses	$10,685,911
Other Miscellaneous Revenue	$837,730
Total Actual Revenues	**$22,633,456**
Actual Expenditures	
Minor Capital	$6,527,307
Operating & Maintenance	$2,763,617
Purchased Services	$5,226,644
Salaries & Benefits	$102,560,599
Transfers to Reserve Funds	$3,269,096
Utilities, Insurance, Taxes	$1,364,427
Total Actual Expenditures	**$121,711,690**
Net Deficit	**$72,756**

GRANTS RECEIVED IN 2023

Community Safety & Policing - Local	$1,775,771
Automated Licence Plate Recognition Program	$1,492,628
Community Safety & Policing - Provincial (SSNAPP)	$617,055
Internet Child Exploitation	$275,985
Victim Support Program	$100,000
Proceeds of Crime - Technical Cooperative	$86,500
Proceeds of Crime - Guns and Gangs	$50,000
Reduce Impaired Driving Enforcement	$24,311
Ontario's Strategy to End Human Trafficking	$17,400
Youth in Policing Initiative	$15,806
Total Grants Received	**$4,455,456**
Court Security & Prisoner Transportation Program	$5,810,382
Total Grants & Uploads	**$10,265,838**

2023 CAPITAL PROJECTS (BUDGET)

Police Fleet Replacement/Refurbishment	$1,268,000
Other Capital Projects	$1,975,000
Total Capital Budget	**$3,243,000**

TOTAL ACTUAL **REVENUES** **$22,633,456**

TOTAL ACTUAL **EXPENDITURES** **$121,711,690**

TOTAL **GRANTS & UPLOADS** **$10,265,838**

STRATEGIC PLAN: Overview

THE 2023 – 2026 WPS STRATEGIC PLAN: AN ANNUAL REPORT ON OUR PROGRESS

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 therein.

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.

At the start of 2023 after extensive internal and community consultations, the WPS Board approved a new WPS Strategic Plan for the 2023 to 2026 planning cycle.

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 2023-2026 Strategic Plan are intended to guide every member of the Windsor Police Service as we work in service of our community. Each of the nine goals contained in the Strategic Plan seeks to achieve a desired outcome directly related to the achievement of the overall mission of the Windsor Police Service. Resources and efforts will be focused on achieving the outcomes being sought from each goal. Performance indicators will gauge our progress as we work to achieve our vision for community safety. To summarize, the top priorities identified in our Strategic Plan directly align with and enable our Vision, Mission and Values: We are driven by our values and our principles. Our people are inspired by our vision for the future. We are focused on performance as we work to achieve our mission.

The following section details the progress made in the 2023 Annual Report period toward the Strategic Plan's goals and objectives in this, the initial year of the 2023 – 2026 WPS Strategic Plan.

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:		

GOAL 1.1

- **Continued Engagement with the Community Consultative Committee (CCC):** Notable engagements included the CCC's involvement in the development and refinement of the WPS Digital Recruitment Strategy, and consultations regarding the planned pilot deployment of In-Car Camera Systems for WPS Patrol vehicles.
- Successfully on boarded two **new Corporate Communications Specialists** dedicated to enhancing external communications with the community, including a wider array of social media and community engagement platforms.
- **Community outreach and youth engagement** continues via annual Camp Brombal week, continuing partnership with The Safety Village, Stuff-a-Cruiser, DiverCity Barbeque, as well as numerous ongoing partnerships with local school boards.
- Engaged with the **Downtown Windsor Community Collaborative (DWCC)** to host a series of community engagement events and training events that were well-attended.
- Continued implementation of **enhanced information security policies and operational/business continuity** best practices, including increased reporting to WPS Board on Information Security safeguards and progress on the **WPS Infrastructure, Security and Disaster Recovery Program.** Ongoing cybersecurity awareness training provided to all WPS members.

GOAL 1.2

- **Multi-lingual Welcome Signage:** Installed key, multi-language welcome messaging/signage and graphics at our Headquarters facility to enhance service delivery for new Canadians attending our building.
- **EDI Training:** In 2023, all members of the Service have completed **Sex, Gender, and Sexuality Training,** as well as an **Accessibility Training** module. The overarching goal of these training modules is to cultivate an inclusive organizational culture, emphasizing the importance of shared knowledge and fostering inclusivity at every level of the organization.
- **WPS Equity, Diversity & Inclusion (EDI) Advisory Committee** established: Inaugural meetings held in Q1 2023. This advisory committee through their counsel and input to leadership into workplace policies led to amendments that enhanced transparency and **trust in the transfer process**. Moreover, the EDI Committee played a pivotal role in shaping decisions related to the establishment of **recruitment ambassadors**, and crafting messaging around cultural and spiritual holidays and celebrations.
- Continued collection and reporting of r**ace-based data in Use of Force Reports,** as well as collection of race and identity based data for WPS hiring and recruiting efforts.

GOAL 1.3

- **Regional Information Systems Sharing:** Signed cooperative agreement for WPS to host all **Windsor Fire & Rescue Services (WFRS)** NG911 and Computer Aided Dispatch (CAD) Software Services – **significant cost savings achieved for City of Windsor.**
- **Regional Information Systems Sharing & Dispatch:** Finalized feasibility and costing study to partner with the **LaSalle Police Service & Town of LaSalle** for WPS provision of Next Generation 9-1-1 (NG911) Public Safety Access Point (PSAP) and Dispatch services. Pending.
- **Regional Emergency Communications:** Finalized costings and entered into tri-partite agreement with City of Windsor and Town of Amherstburg for the expansion of **Shared Public Safety Radio System Services to the Town of Amherstburg.**
- **Regional Emergency Communications:** Ongoing exploration of costing and feasibility studies with City of Windsor and Town of LaSalle for the expansion of **Shared Public Safety Radio System Services to the Town of LaSalle & LaSalle Police Services.**
- Continued or expanded numerous partnerships surrounding **Alternative Mental Health Response Strategies;** these included Mobile Crisis Rapid Response Team (MCRRT), Community Outreach and Support Team (COAST), Expedited Hospital Transfer of Care (Pilot Project). Grant funding was secured to help support these innovative alternative response strategies.
- In **partnership with the Windsor-Essex County Health Unit (WECHU),** secured Provincial Grant funding for the Substance Supports in Neighbourhoods Accessed through Police Partnerships (SSNAPP) Program which assisted with funding the **Nurse Police Team (NPT) Program.**

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:		
• Implemented enhanced and **expanded recruitment tracking and reporting processes,** including race and identity based information collection. • **2023 WPS Workplace Census:** Conducted a full follow up to the 2018 WPS Workplace Census to identify demographic composition of the WPS and better track progress regarding recruiting from diverse populations (employee participation ~99.8%+). • Work progressed on a **Digital Recruitment Strategy** aimed at engaging and informing members from diverse backgrounds on benefits of a career with the WPS. Targeted release Q2 2024. • **Virtual and in-person Recruitment sessions** were held at numerous locations, including the University of Windsor and St. Clair College.	• Continued work to formalize and expand the **WPS Critical Incident Command Program.** • Commenced implementation of a **WPS Public Order Unit (POU)**: All required equipment was procured, personnel selected, and training programs were commenced in 2023. A joint training exercise was conducted involving a full POU deployment. Implementation to continue in Q1 & Q2 2024. • Implemented the **WPS Police Liaison Team (PLT)**: Members of this unit are trained to establish and maintain open and transparent lines of communication with all stakeholders who may be affected, directly or indirectly, by major events or critical incidents. PLT members also work with all involved parties in attempt to facilitate a safe and lawful environment for free speech and peaceful assembly. • **Modernized WPS Indoor Firing Range:** Completed a comprehensive reconstruction of the WPS indoor firing range, converting it from a traditional "static" style facility into a very contemporary, fully mobile, tactical style facility that greatly expands officer firearms training capability now and going forward. • Implemented new enhanced custom built **digital Performance Management Program (PMP)** platform with linkages to WPS Promotional System. This agile and comprehensive system now serves as the foundation for employee coaching, performance evaluation, and continuous staff development within WPS. • **Training Curriculum Modernization:** Numerous course syllabuses modified; implemented the WPS Leadership Development Program. • Continued investment in **modernized equipment and technology** being issued to WPS frontline officers.	• Implemented **Early Intervention Software (EIPro)** to identify members involved in potentially traumatic calls for service; EIPro system is administered by WPS Wellness Coordinator. • **WPS 2023 Employee Consultation Survey:** A joint WPS and Windsor Police Association (WPA) working group conducted the 2023 Survey and delivered year over year analysis on the 2020-2022 results. • **Enhanced Data Collection for Wellness and EDI Tracking:** Enhancing data collection efforts to better track progress in areas related to wellness and Equity, Diversity, and Inclusion. By leveraging comprehensive data, the organization aims to gain insights into the effectiveness of initiatives, measure the impact on wellness, and monitor progress towards a more inclusive workforce. • Conducted numerous **employee engagement and recognition sessions** with Senior Leadership Team across the organization. • Successfully on boarded two new Corporate Communications Specialists whose roles are dedicated to enhancing internal and external communications. • Continued use of **Internal Employee Engagement Committees** (Eg. Patrol & Investigations Divisional Working Groups, Joint Committees for Scheduling & Promotional Process). • **Officer Critical Incident Reintegration Training** curriculum was developed with the first course conducted in Q1 of 2023. • **Internal Wellness Committee** reconvened in Q1 2023 to implement Wellness Strategic Plan initiatives.

STRATEGIC PLAN PROGRESS

Strategic Priority: Our Performance

GOAL 3.1

Provide Responsive and Effective Service Delivery

Desired Outcome:

The WPS effectively responds to the needs and expectations of the citizens we serve; as those needs and expectations change, our organization changes and adapts service delivery as required. We will reduce the impact of our operations on our climate, and be prepared to effectively respond to more frequent and severe climate change related weather events.

Actions Taken & Goal Progress:

- Continued or expanded numerous **partnerships surrounding Alternative Mental Health Response Strategies:** These included Mobile Crisis Rapid Response Team (MCRRT), Community Outreach and Support Team (COAST), Expedited Hospital Transfer of Care (Pilot Project), and Nurse Police Teams (NPT). 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. Grant funding was secured to help support these innovative alternative response strategies.
- **Public Order Unit (POU) & Police Liaison Teams (PLT)** Implemented (see summary in Goal 2.2).
- **WPS Emergency 9-1-1 Centre staffing enhancements** were approved, and personnel on boarded in 2023; additional personnel to be recruited and on boarded in 2024.
- Completed installation of **electric vehicle charging stations** at our HQ, Jefferson, and Tilston Training Centre locations (grant funded). This infrastructure will facilitate the pilot acquisition of fully electrical (plug in) vehicles into the WPS fleet (Pilot Project 2024).
- Completed transition to a new third party operator for the WPS Collision Reporting Centre (CRC); **Accident Support Services International (ASSI) commenced CRC Operations** in Q2 2023 on behalf of WPS.
- Partnered with City of Windsor to win further **grant funding to further modernize the City's Traffic Camera Network** to enhance community and traffic safety. During the life of this grant program the WPS has secured over $1.8M in grant funding for these public safety assets.

GOAL 3.2

Enhance Community Safety and Reduce Victimization and Loss

Desired Outcome:

By focusing on core police functions and responsibilities, the WPS maximizes actual and perceived public safety by preventing and reducing crime, apprehending criminals and making our roads and public spaces safer for all citizens; timely and effective support is provided to minimize the impact on those who have been victimized or suffered loss.

Actions Taken & Goal Progress:

- **Bail Compliance and Warrant Apprehension Grant:** In Q4 2023 the WPS and the LaSalle Police Service (LPS) secured over $2 million dollars in grant funding, over three years, to establish a joint Bail Compliance Team. This new team will work to monitor and apprehend high-risk, repeat offenders who violate bail or community supervision conditions or have outstanding arrest warrants.
- **Prevent Auto Theft Grant:** In Q4 2023, the WPS was successful in securing a Prevent Auto Theft (PAT) Grant, resulting in approximately $1M in funding over three years. Two new constable positions were created with a focus on prevention, detection, analysis and enforcement. The officers will work closely with our community and police partners to effectively address an increase in auto theft across the province.
- **Neighbourhood Officer & Summer Downtown Safety Programs:** Using a mixture of vehicle, bike, and foot patrols, Community Services officers logged over 100 hrs every month patrolling and engaging with business owners and residents in various neighbourhoods (Downtown, Sandwich Town, Ford City, Via Italia, Ottawa Street, Wyandotte, Walkerville, Pillette, Old Riverside and Forest Glade).
- **Regional Community Safety and Wellbeing Plan:** Trained over 65 police and other community partner representatives in Crime Prevention Through Environmental Design (CPTED) and facilitated neighbourhood safety walks comprising over 100 residents and property owners in four different neighbourhoods throughout Windsor and Essex County.

GOAL 3.3

Pursue Continuous Improvement and Innovation

Desired Outcome:

The WPS leverages technology and information systems to inform decision making and optimize resource allocations and measure the impact of changes; new service delivery models are explored to adapt to changing environments.

Actions Taken & Goal Progress:

- **Expanded Use of Analytics:** As a key component of our organizational transformation toward data-driven decision making, an internally developed best-in-class business analytics system was operationalized in 2023. The system distills vast amounts of data into metrics, trends, and patterns, furnishing actionable insights that have not only modernized strategic and operational planning at WPS, they have led to immediate and long-term improvements for the community.
- Expanded use of **regular structured "CompStat" meetings** which now include Executive and Divisional Level Leadership across the WPS (Q3 2023 – Q1 2024). These meetings review crime analytics, organizational KPI's and other operational concerns across the WPS to identify actionable strategies and include **rigorous follow up to assess results.**
- Continued to implement recommendations from the **WPS Patrol Working Group (PWG)** whose mandate is to assess and implement a program of projects and initiatives designed to improve the efficiency and effectiveness of frontline uniform officers; initiatives included **analysis of District & Zone boundaries,** officer scheduling and deployment enhancements, as well as streamlining officer workload to reduce time on call by using new and existing systems (eg. Digital Evidence Management).
- Implementation of the **WPS NG911 Program** continued on schedule, including securing over $1.2M in Provincial Grants for WPS.
- $1.5M Grant secured for implementation of Automated **License Plate Recognition (ALPR) and In-car Camera (ICC)** equipment for WPS Patrol fleet (installs commenced Q3 2023).

FIVE-YEAR SUMMARY

	2019	2020	2021	2022	2023
Motor Vehicle Accidents (MVA)	**6,106**	**4,454**	**4,374**	**4,358**	**6,406**
MVA - Non Reportable	156	317	224	95	151
MVA - Injury	1,161	1,025	1,015	887	784
MVA - Fatal	9	5	6	8	10
Provincial Offence Notices Issued	**26,748**	**19,524**	**16,502**	**12,959**	**13,933**
Traffic Unit	15,654	11,226	7,173	7,533	10,352
Suspended Drivers	793	329	623	110	423
Prohibited Drivers	34	68	43	84	59
Bus Watch Letters Sent	38	18	3	5	16
Road Watch Letters Sent	26	8	23	5	3
RIDE Statistics					
Vehicles Stopped	**7,837**	**4,847**	**8,433**	**4,741**	**7,087**
Suspensions Issued	44	13	12	8	10
Impaired/80 mg or more	16	10	7	3	5
Other Criminal Charges	0	10	8	7	10
Roadside Tests	0	10	8	118	118
Liquor Licence and Control Act (LLCA)	3	1	8	3	2
Workload					
Calls for Service	125,019	116,217	124,114	121,665	149,232

	2019	2020	2021	2022	2023
Crimes Against Persons	2,633	3,116	3,042	3,215	3,734
Crimes Against Property	12,927	10,824	11,600	11,938	13,201
Total Other Criminal Code Violations	3,346	2,605	2,757	2,137	2,498
Total Criminal Code	18,906	16,545	17,399	17,290	19,433
Youth Crime Related Stats					
Young Persons Committing Violent Crime	172	146	115	156	166
Young Persons Committing Property Crime	114	76	43	62	72
Young Persons Committing Other Crime	58	52	49	34	33
Young Persons Committing Drug Crime	4	15	16	2	1
Youths in all Offence Categories	348	289	223	254	322
Complement					
Police Officers (Sworn)	490	501	501	501	501
Professional Civilian	147	150	153	154	162
Cadets	32*	14*	19*	30*	42*

*Indicates the number of new cadets hired in the year.

2023 NOTABLE EVENTS & HIGHLIGHTS

PROJECT FAIRFIELD

In 2023, Windsor Police announced the successful results of Project FAIRFIELD, an investigation into an international auto theft ring operating in Windsor and surrounding areas. This group was active across multiple jurisdictions, and stolen vehicles were being exported to countries in South America, Africa, and the Middle East. Suspects were also modifying the stolen vehicles' identification numbers (VINs) to sell them privately, a fraudulent process known as "re-vinning."

As the investigation continued, WPS engaged partners including the OPP Organized Crime Enforcement Bureau (OCEB) West, Canada Border Services Agency (CBSA), London Police Service (LPS), Peel Regional Police (PRP) and Équité Association. By August 2023, police had seized 138 stolen vehicles, $170,000 in Canadian and U.S. currency, and illicit drugs valued at over $500,000.

Project FAIRFIELD has been an extensive operation, and police continue to identify and locate stolen and re-vinned vehicles.

NURSE POLICE TEAM

In May 2023, the Windsor Police Service partnered with Windsor Regional Hospital to launch the Nurse Police Team (NPT) program. This pilot project pairs nursing professionals with frontline police officers to respond to non-emergency, substance use-related incidents. The program connects vulnerable members of the community to the supports they need and steers them away from emergency rooms and the criminal justice system.

Over the first 14 weeks of the pilot program, the nurse police teams handled 374 calls for service, referred 253 people to the appropriate community resources, and treated 36 substance-related wounds. This proactive care enabled some 147 patients to be diverted from hospital emergency rooms. Following these successful results, the three-month pilot project was extended for another six months in August 2023.

ARREST OF MALIQUE CALLOO

In July 2023, members of the Windsor Police Major Crimes Unit helped capture Malique Calloo, one of Canada's most-wanted fugitives. Our investigators, together with the OPP's Repeat Offender Parole Enforcement (ROPE) Squad, located Calloo in Michigan and worked with the U.S. Marshals Service to coordinate the arrest.

Calloo was wanted by WPS for the first-degree murder of Daniel Squalls, who was shot in the 800 block of Hanna Street East on November 28, 2022. Prior to his arrest, Calloo was added to the BOLO program's top 25 list, which identifies the most wanted suspects from across Canada.

2023 NOTABLE EVENTS & HIGHLIGHTS

LEADERSHIP DEVELOPMENT PROGRAM

In September 2023, the Windsor Police Service and University of Windsor launched the Windsor Police Leadership Development Program. This professional development program equips WPS members with practical tools, competencies, and training to excel in their careers and effect transformative change in the organization and broader community.

The program kicked off in October with the Emerging Leader Course, a one-week session developed by the University of Windsor's Continuing Education Centre and delivered to 25 sworn and professional civilian members. This session will be followed by the Executive Leadership Course in Spring 2024.

The Leadership Development Program complements the existing leadership, supervisory, and other management and executive training offerings provided through the Windsor Police Service's Training Centre and other external institutions, including the Ontario Police College and Canadian Police College.

MULTILINGUAL SIGNAGE AND TRANSLATION SERVICES

In August 2023, following consultation with key community partners, the Windsor Police Service renovated the main entrance of headquarters with multilingual welcome signage. The entrance now displays greetings in English, French, and 11 more of Windsor's most commonly used languages.

Additionally, the Service launched a new translation app for community members who struggle with English. WPS members can connect these citizens to translators, who help facilitate productive conversations and better service.

As more and more newcomers choose to come to Windsor, they deserve a supportive and collaborative approach that meets their needs. WPS is working with community partners to deliver inclusive, accessible services for all members of the community.

RETURN SUPPORT DISCUSSION PROGRAM

In December 2023, with support from a $96,954 Government of Ontario grant, the Windsor Police Service and Youth Wellness Hub Windsor-Essex announced the launch of the Return Support Discussion Program.

This initiative connects recently returned or located missing children and young people with a Youth Wellness Hub Peer Support Worker, with whom they can safely share their lived experiences and any risks or harm they faced during their missing episodes. Children and youth will also have the chance to share information that might help to safeguard them from going missing again.

Themes identified through aggregate data will be shared with police to help identify trends and proactively respond to the risks and harm children and youth face during missing episodes, including criminal activity, sexual exploitation, domestic abuse, and mental health issues. The program is the first of its kind in Canada and can be used as a prototype for other communities across the country.

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