



Windsor Police Service

ANNUAL REPORT

2022



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

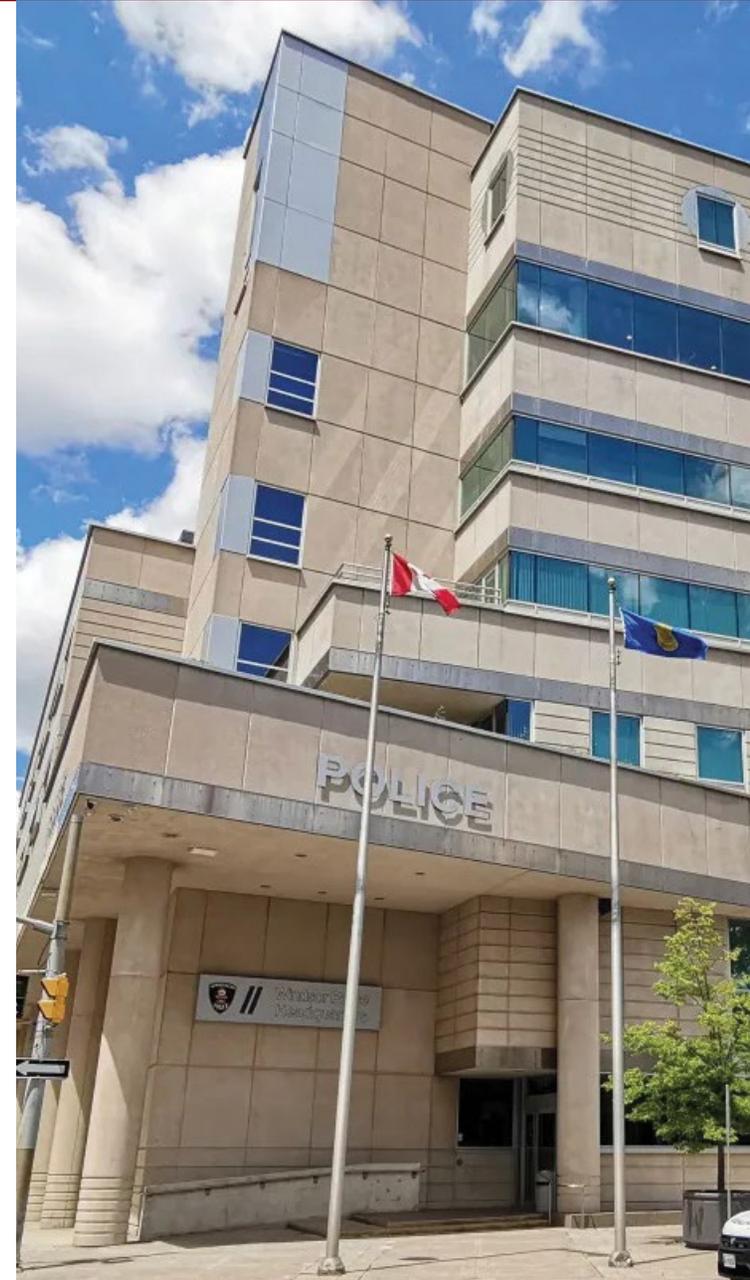
We are creative in developing effective policy and inventive practices; investing in our people and technologies to provide industry-leading service.

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.



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 2022 Annual Report of the Windsor Police Service.

2022 was a year of significant change for both the Windsor Police Service (WPS) and the Windsor Police Services Board (WPSB). The beginning of the year involved a fair amount of uncertainty following two years of obstacles and challenges brought about by the COVID-19 global pandemic. As restrictions began to lift and a sense of optimism emerged, we maintained a cautious and methodical approach to lessening our organization's pandemic protocols as we reestablished routines.

Despite those initial challenges and uncertainties, both the WPSB and WPS remained steady in our commitment to offering outstanding community support through effective policing and governance within our evolving and expanding city, and across areas of the surrounding region.

In February, the City of Windsor was the site of an illegal occupation at the foot of the Ambassador Bridge which disrupted trade and commerce between the United States and Canada. The Board and Service came together swiftly during this time to present a united front and end the blockade through a safe, measured and responsible response. Our joint efforts made Windsor a success story in terms of how the complex situation was navigated.

Last year also brought to a successful conclusion the 2020-2022 Strategic Plan and the development of a strong and effective new Strategic Plan for 2023-2026. As always, the WPSB remains dedicated to continuous improvement and innovation and we look forward to pushing for progress alongside the WPS as we move forward into 2023.

2022 was a year of evolution as Pamela Mizuno retired from her role as Chief of Police, and the WPSB saw the departures of three Board members including Vice Chair Aldo DiCarlo, Rino Bortolin and Denise Ghanam. At the end of the year, we warmly welcomed back Councillor Jo-Anne Gignac as Vice Chair for the Board.

As the year progressed, we launched a thorough recruitment process to select a new leader of the WPS. After a wide-ranging public consultation process and extensive international search, the Board was pleased to announce that they had selected Jason Bellaire to serve as the next Chief of the Windsor Police Service.

The Board wishes to express our deepest gratitude to, and pride in all members of the WPS; from front-line officers protecting community safety and well-being every day, to Administrative staff leading the way, to every civilian member whose behind-the-scenes work makes everything function smoothly and efficiently. The Board recognizes each of you for the important role you play within the organization and the broader community you serve.

This year brings an opportunity for the Board to deliver on the 2023-2026 Strategic Plan, and to move forward with the many impactful initiatives it maps out.

Meet the Board



1. Aldo DiCarlo, Vice-Chair WPSB

2. Rino Bortolin

3. Robert de Verteuil

4. Denise Ghanam

5. Joanne Gignac (effective December 6, 2022)

MESSAGE FROM THE CHIEF OF POLICE



Jason Bellaire
Chief of Police

On behalf of the Windsor Police Service, I am pleased to present our 2022 Annual Report. This report serves as an update on our progress, achievements and challenges over the past year, including completion of a number of the priorities noted in our 2020-2022 Strategic Plan.

I would like to highlight a few of our major achievements, including:

- WPS Equity, Diversity and Inclusion Plan and Wellness Plan both approved and adopted.
- Enhanced data analytics dashboards capabilities to track key performance metrics.
- Creation of Corporate Communications Unit for strategic communications and transparency.

I was pleased to be appointed as Chief of Police following Chief Pamela Mizuno’s retirement in the early part of 2022. I look forward to leading our organization by embracing a community-focused, collaborative and data-driven strategy. This strategy will include modernizing our structure, service delivery and appearance. The diversity of our communities is a large part of what makes this area so attractive and vibrant. We will become a better organization by emphasizing a philosophy and practice that espouses equity, diversity and inclusion.

I would like to thank all of our Windsor Police Service members for their continued professionalism and dedication to duty. 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.

the Leadership Team



Frank Providenti
Deputy Chief
Operational Support



Jason Crowley
Acting Deputy Chief
Operations

Superintendents:

Tim Berthiaume (retired
October 2022)
Brendan Dodd
Dan Potvin
Karel Degraaf (Acting)

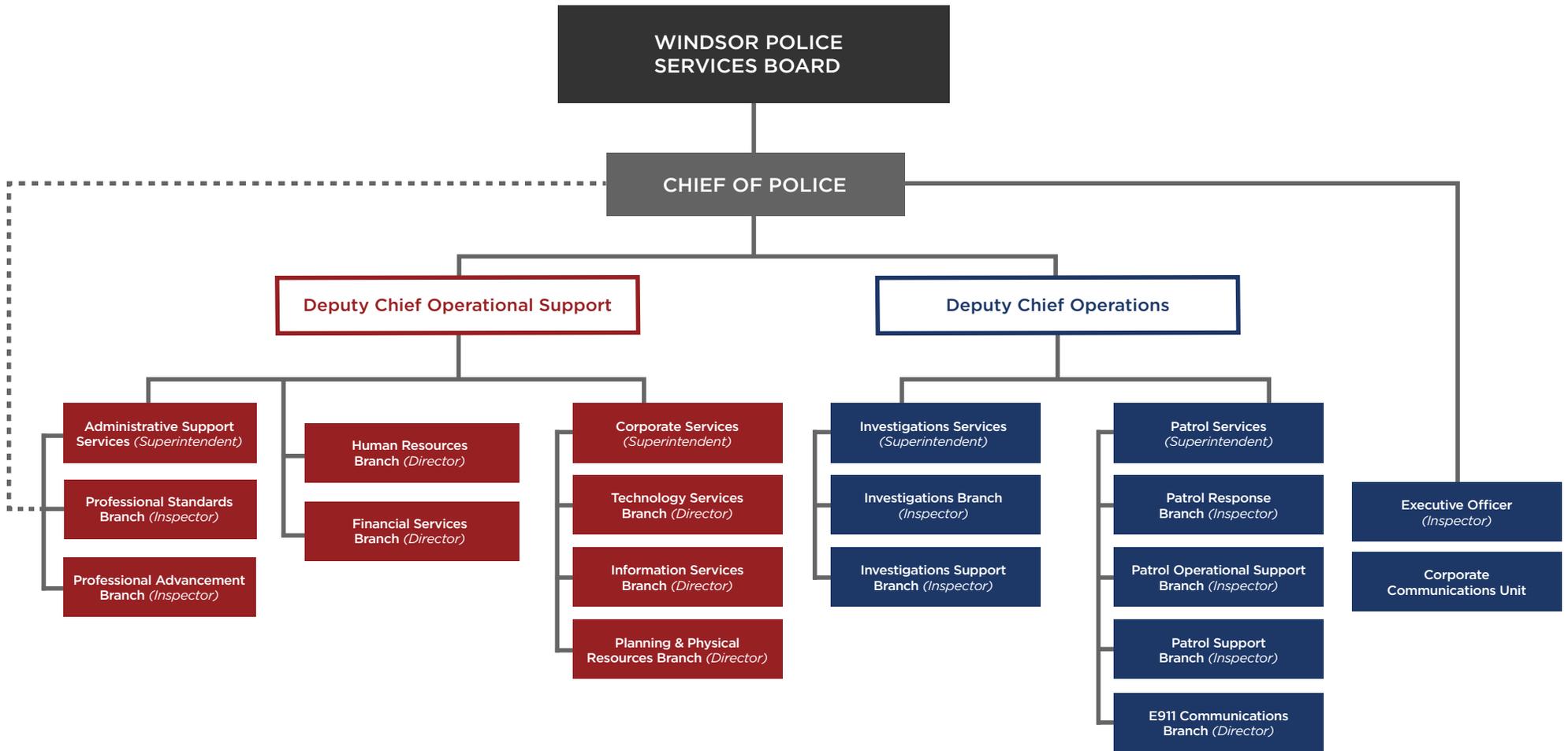
Inspectors:

Andrew Randall
Ken Cribley
Jill Lawrence
Dave Deluca
Marc Murphy
Jen Crosby
Ed Armstrong

Directors:

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

2022 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. Amherstburg is situated South of Windsor on the banks of the Detroit River at the mouth of Lake Erie.



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

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 Collisions
2022: **4,358** | 2021: **4,374**

Total Provincial Offences Notices
2022: **10,025** | 2021: **13,371**

DETENTION UNIT

Provides temporary confinement of individuals involved in the judicial process

Total Prisoners Booked
2022: **5,150** | 2021: **4,982**

CITY CENTRE PATROL UNIT (CCP)

Dedicated to policing the downtown core of the City

Total Actions
2022: **9,964** | 2021: **10,329**

PROBLEM ORIENTED POLICING UNIT (POP)

Provides a rapid response to address issues based on crime trends

Total Actions
2022: **4,675** | 2021: **4,543**

PRIORITY 1 RESPONSE TIME

2022: **10 min. 54 sec.**
2021: **9 min. 15 sec.**

↑ 18% INCREASE (over 2021) **↑ 6% INCREASE** (over 5 year average)

5 year average (2017-2021) **10 min. 17 sec.**

MARINE UNIT

Vessel Stops
2022: **82** | 2021: **136**

Enforcement Actions
2022: **79** | 2021: **136**

POLICE DOG UNIT (PDU)

Total number of PDU calls
2022: **1,053** | 2021: **1,249**

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
2022: **2,011** | 2021: **2,163**

MOBILE CRISIS RAPID RESPONSE TEAM (MCRRT)

Calls attended
(Dispatched, Patrol Request, Assist Patrol)
2022: **997** | 2021: **1,093**

Apprehensions
2022: **35** | 2021: **42**

COMMUNICATIONS CENTRE

TOTAL CALLS RECEIVED:
410,707

1125 PER DAY

↑ 7% INCREASE
(over 2021)

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

911 CALLS RECEIVED:
117,179

321 PER DAY

↑ 10% INCREASE
(over 2021)

TOTAL CALLS FOR SERVICE:
121,665

334 PER DAY

↓ 1.9% DECREASE
(over 2021)

21,603

Emergency Response:
Life-threatening situation
PRIORITY 1

7,081

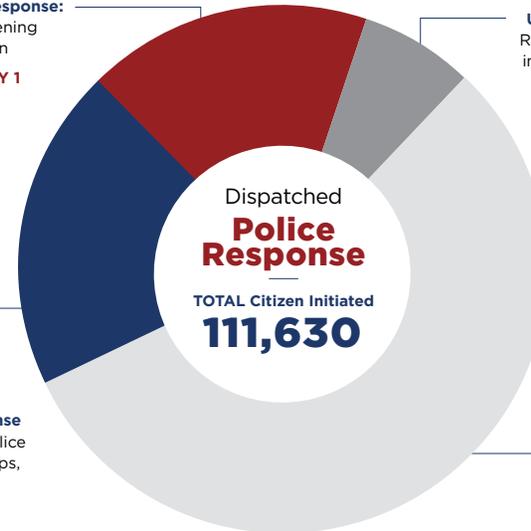
Urgent Response:
Requires immediate intervention but no threat to life or bodily harm
PRIORITY 2

17,211

Regulatory Response
Events requiring police presence (follow-ups, traffic escort)
PRIORITY 4

68,039

Routine Response
Urgent or emergent response not required dispatched within 1 hour
PRIORITY 3



Emergency 911 Centre

The Emergency 911 Centre is the Primary Public Safety Answering Point (P-PSAP) serving the City of Windsor and the Town of Amherstburg. All 911 calls are routed to our P-PSAP for police, fire and ambulance. If the call requires Police response, we maintain control. If the call requires Ambulance or Fire, the call is transferred to the appropriate agency. In addition to 911, our Centre answer all non-emergency calls for these jurisdictions.

Celebrating 40 Years of 911 Service in Windsor

On September 7, 2022, we celebrated the 40th anniversary of our Emergency 911 Centre. It was on this date back in 1982 that the Windsor Police Service officially launched the three-digit emergency telephone service. Before the 911 number was created, people had to dial "0" for assistance or find the number of their nearest police station - options less than ideal for scenarios where every second counts. At the time, the team consisted of just 21 calltakers who handled requests by phone and inputting data on a card and sliding the card to the dispatcher.

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



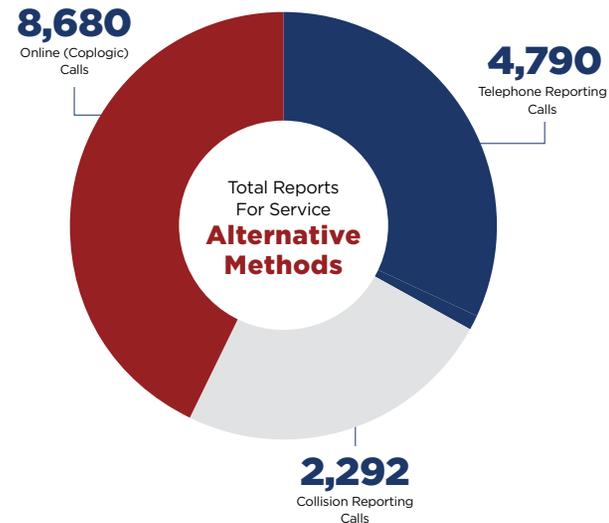
DID YOU KNOW?

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.



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.



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. With the lifting of most COVID-19 restrictions our officers were able to return to regular in-person attendance at community events including the Ford Fireworks display, the Canada Day parade, Open Streets, Bright Lights and the Santa Claus Parade.

In February, the WPS Auxiliary was mobilized by the Chief of Police to assist with the Ambassador Bridge blockade. Auxiliary officers assisted in the logistics and coordination of support measures for WPS and outside agency members. The Windsor Police Auxiliary Unit continues to be a valuable resource to the Windsor Police Service and is relied upon to supplement service delivery in the Community.

90
MEMBERS

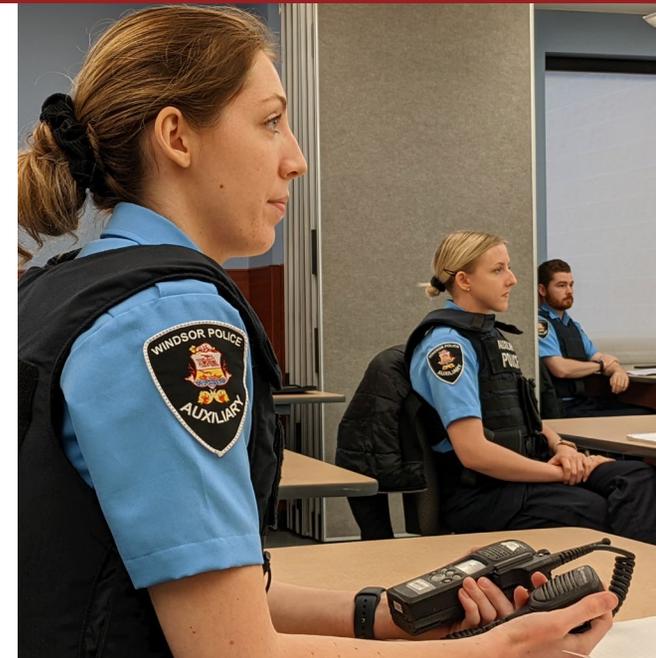
8074.25
PARK PATROL HOURS

870
OCCURRENCES
Legislation Enforcement
(Liquor offences, disorderly behavior, graffiti, vandalism, smoking violations)

17 
OFFICERS
Obtained full time employment
in law enforcement

2439
VOLUNTEER HOURS

52
SPECIAL EVENTS



INVESTIGATIONS DIVISION

VIOLENCE LEADING TO DEATH

	2022	2021
Homicide	2	7
Manslaughter	0	3
Violence causing death	1	1
Attempt Murder	10	5

CRIMES AGAINST PERSONS:

2,964

↑ 9.78%

INCREASE (over 2021)

5 year average **2,706**

CRIMES AGAINST PROPERTY:

11,624

↑ 5.18%

INCREASE (over 2021)

5 year average **11,796**

YOUTH RELATED CRIMES:

254

↑ 11.89%

INCREASE (over 2021)

5 year average **295**

FIREARMS SEIZED:

477

↓ 9%

DECREASE (over 2021)

5 year average **470**

CRIME GUNS:

128

↓ 18%

DECREASE (over 2021)

2021: **157** | 2020: **126**

CRIME GUN DEFINITION

(according to Statistics Canada definition):

- 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 or not a firearm should be classified as a crime gun as a result of the investigation.

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	2021	2022	CRIME STATISTICS	2021	2022
Dispatch Generated Incidents (CAD Calls)	5,813	5,906	Homicide/Attempted Murder	0	0
Self-Generated Walk-in Incidents	N/A	0	Robbery (All)	2	2
Reports	1,769	1,689	Break and Enter	41	40
Arrests	149	143	Theft Over \$5000	5	3
PROVINCIAL OFFENCES			Theft Under \$5000	62	72
Traffic Offences	1,996	2,161	Possession of Stolen Property	6	6
Part III Summons	78	97	Fraud	70	60
Liquor Offences	4	3	Mischief	50	61
Other Provincial Offences	25	48	Assaults (All)	50	71
COMMUNITY OUTREACH ACTIVITIES			Drugs	8	2
Community Service Calls	N/A	63	Firearms	9	1
Persons in Crisis	218	169	Arson	2	2
COAST Follow Ups	534	524	Impaired Operation	21	15
			Federal Statutes	0	2
			Other Criminal Code	141	56
			Total Criminal Offences	467	393

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

"In September 2022 the Amherstburg Detachment bid farewell to the Officer in Charge, Staff Sergeant Lisa Cheney as she retired from her 27 year career in policing. The River Book Shop graciously hosted a farewell open house in appreciation for her service and to welcome the Detachment's new OIC, Staff Sergeant Brian Caffarena.



COST OF POLICING

2022 BUDGET AT A GLANCE

Approved Net Budget	\$96,977,437
Actual Revenues	
Grants	\$8,266,455
Permits, Fees, Charges	\$784,001
Recovery of Expenses	\$15,567,268
Other Miscellaneous Revenue	\$339,773
Total Actual Revenues	\$24,957,497
Actual Expenditures	
Minor Capitol	\$6,784,761
Operating & Maintenance	\$2,987,666
Purchased Services	\$5,837,279
Salaries & Benefits	\$101,169,482
Transfers to Reserve Funds	\$3,293,448
Utilities, Insurance, Taxes	\$1,241,438
Total Actual Expenditures	\$121,314,074
Net Surplus	\$620,860

GRANTS RECEIVED IN 2022

Community Safety & Policing - Local	\$1,687,242
Community Safety & Policing - Provincial (Guns)	\$61,418
Community Safety & Policing - Provincial (SSNAPP)	\$118,823
Internet Child Exploitation	\$275,985
Intimate Partner Violence	\$65,925
Proceeds of Crime - Guns and Gangs	\$100,000
Proceeds of Crime - Technical Cooperative	\$82,547
Reduce Impaired Driving Enforcement	\$42,894
Federal Internet Child Exploitation	\$17,713
Ontario's Strategy to End Human Trafficking	\$17,400
Victim Support Program	\$100,000
Youth in Policing Initiative	\$15,879
Total Grants Received	\$2,585,826
Court Security and Prisoner Transportation Program	\$5,680,630
Total Grants and Uploads	\$8,266,456

2022 CAPITAL PROJECTS (BUDGET)

Police Fleet Replacement/Refurbishment	\$1,268,000
Corporate Radio Infrastructure	\$3,100,000
Other Capital Projects	\$1,765,000
Total Capital Budget	\$6,133,000

TOTAL ACTUAL
REVENUES
\$24,957,497

TOTAL ACTUAL
EXPENDITURES
\$121,314,074

TOTAL GRANTS
AND UPLOADS
\$8,266,456

PROFESSIONALISM IN POLICING

155

LETTERS OF APPRECIATION FOR OVER 200 OFFICERS AND 16 CIVILIANS



11

COMMENDATIONS/ INTERNAL RECOGNITIONS FOR 38 OFFICERS AND 7 CIVILIANS



A Job Well Done

2022 NEW COMPLAINTS RECEIVED

Public Complaints	85
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2022 DISPOSITION OF PUBLIC COMPLAINTS

Customer Service Resolution	3
Screened Out	47
Screened In	35

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



"It's not every day that you come across someone who you feel truly cares about you as an individual but that is how we felt with the Windsor Police Officers. 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."

"Thank you to everyone at Windsor Police for their diligence, compassion, and excellent service to the community."

- Citizens of Windsor



RECOGNITION, REMEMBRANCE, AND PROMOTIONS

2022 Retirees

Lisa Morse
Kathy Henry
Leigh-Anne Riberdy
Ann Forbes
Jeremy Souchuk
Chris MacKenzie
Paul Gratton

Greg Chemello
Scott Lamont
Gary C Williams
Pamela Mizuno
Mary Ann Papineau
Susan McCormick
Angus McKenzie

Paul Smith
Morgan Evans
Donald Brown
Lee Ross
Antonio Garro
Timothy Berthiaume
Jack Greenway

Roberto Diluca
Margaret O'Brien
Lisa Cheney
Anne Campeau
Kyle Hartley

Exemplary Service Medal 20 Years

Norman Armstrong
Jason Dejong
Ronald Grossett
Robert Hanna
Jacqueline Khoury

Heinrich Penner
Kristina Stannard
Jon-Michael Woods
Daniel McKee
Scott Roberts

Shannon Tennant
Christopher Peltier
Gregory Seguin
Jeffery Tremblay

30 Years Sworn

Donald Brown
Margaret O'Brien

Civilian Service 20 Years

Lisa McKee
Monique Talbot

30 Years

Michele Papic

2022 Promotions

Sergeant

Del Bal
Raymond Hamlin
Peter Gacanin

Robert Durling
Liyu Guan
Scott Roberts

Warren Levack
David Connor
Fady Feghali
Darius Goze

Staff Sergeant

Patti Pastorius
Kenneth Price



Members In Memoriam

Joseph Gibala
John "Jack" Shuttleworth
John "Frank" Garbutt
Michael Lenehan
David Stannard
David McGeouch
John Ajersch



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 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.

The following section details the progress made in the 2022 Annual Report period toward the Strategic Plan's goals and objectives in this, the final year of the 2020 - 2022 WPS Strategic Plan. 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.



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	GOAL 1.2	GOAL 1.3
<p>Promote Community Trust and Support</p>	<p>Strive for Equity, Diversity and Inclusion in Delivery of Policing Services</p>	<p>Pursue Community Partnerships and Regional Collaboration</p>
<p>Desired Outcome:</p>		
<p>To increase trust and satisfaction levels as experienced and reported by community stakeholders.</p>	<p>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>To improve community safety and maximize the efficiency of service delivery for the WPS and the agencies and communities with whom we partner.</p>
<p>Actions Taken & Goal Progress:</p>		
<ul style="list-style-type: none"> • Inaugural Youth Community Consultative Committee Meeting held • Community outreach and youth engagement via annual Camp Brombal week • Formed and commenced meetings of Community Consultative Committee (five meetings in 2022) to provide recommendations to WPS leadership for evaluation / implementation; ongoing engagement related to recruitment, communications strategies, and equity, diversity and inclusion initiatives. • Continued implementation of enhanced information security policies and operational/ business continuity best practices, including increased reporting to WPS Board on IT Security safeguards 	<ul style="list-style-type: none"> • Enhanced delivery of “Project Unite” in which Community Services officers delivered presentations in the community and to WPS officers on the impact of racism and unconscious bias • WPS Equity, Diversity & Inclusion (EDI) Strategic Plan adopted and approved for action • WPS Equity, Diversity & Inclusion (EDI) Advisory Committee established with inaugural meetings held (Q1 2023) • Continued collection and reporting of race-based data in Use of Force Reports, as well as collection of race and identity based data for WPS hiring and recruiting efforts 	<ul style="list-style-type: none"> • 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 • Shared Joint Backup NG911 Emergency Communications Centre (JBECC) substantially completed in 2021 with final interior outfitting and shared infrastructure procurements and installations made throughout 2022 (shared by WPS & Windsor Fire & Rescue Services) • Commenced 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 • Finalized renewal of Windsor Radio System Sharing Agreement with Canada Border Services Agency (CBSA) • Implemented numerous ongoing Joint Forces Operations agreements, including BEST (Border Enforcement Security Task Force), ROPE (Repeat Offender Parole Enforcement) , Cannabis Enforcement and Provincial Weapons Enforcement Unit • Finalized costings and tri-partite agreement (Q1 2023) with City of Windsor and Town of Amherstburg for the expansion of Shared Public Safety Radio System Services to the Town of Amherstburg • 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

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.

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.

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.

Desired Outcome:

Actions Taken & Goal Progress:

- Virtual and in-person Recruitment sessions were held at numerous locations, including the University of Windsor and St. Clair College; 519 Connect podcast was continued to connect with community members
- WPS Equity, Diversity, & Inclusion (EDI) Coordinator worked with EDI Consultant to draft the WPS EDI Strategic Plan which was approved for action in May 2022
- WPS EDI Advisory Committee formed to facilitate enact WPS EDI Strategic Plan initiatives
- Enhanced and expanded recruitment tracking and reporting processes, including race and identity based information collection
- Continued ongoing initiative to expand issued technology and communications equipment to all WPS members as required, sustainment provisions in place
- Work began on development of the 2023 WPS Census which will be delivered internally by Q4 of 2023

- A joint WPS and Windsor Police Association (WPA) working group conducted and delivered year over year results on the 2022 WPS Employee Consultation Survey
- Conducted numerous employee engagement and recognition sessions with Senior Leadership Team across the organization
- On boarded new Director of Corporate Communications to oversee an expanded unit dedicated to enhancing internal and external communications
- WPS Equity, Diversity, & Inclusion (EDI) Coordinator worked with EDI Consultant to draft the WPS EDI Strategic Plan which was approved for action in May 2022
- WPS EDI Advisory Committee formed to facilitate enact WPS EDI Strategic Plan initiatives
- A joint internal (WPS & WPA) committee worked with a 3rd party consultant to evaluate current promotional processes; in 2023 implementation will commence for a revised WPS Promotional Process at all ranks

- WPS Health and Wellness Coordinator developed a formalized WPS Wellness Strategy which was approved in 2022
- Expanded usage of PeerConnect Employee Wellness App
- Officer Critical Incident Reintegration Training curriculum was developed with the first course conducted in Q1 of 2023
- 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
- 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

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:

- Board approvals obtained for staffing enhancements in WPS Emergency 9-1-1 Centre; personnel to be on boarded Q1 2023
- Continued deployment of 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.
- Implemented enhanced data analytics reports to better track and manage key performance indicators for service delivery, including Priority One Response Time, and Officer Wait Times at hospital
- Installed and implemented Next Generation 9-1-1 (NG911) compliant call handling infrastructure (for WPS primary and backup E911 Centres) in advance of mandated transition to NG911 Systems
- Transition commenced to new a new third party operator for the WPS Collision Reporting Centre (CRC); Accident Support Services International (ASSI) to commence CRC Operations Q2 2023

- Active Transportation School Safety Initiative: A successful pilot study was completed in 2022 that involved the identification and comprehensive safety auditing of designated walking and bicycling routes to/from elementary schools by students; local school boards have committed to a continuance of the process that will include other schools outside of the pilot study locations
- Partnered with City of Windsor to win further 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 expended in support of enforcement activities which have been actively on going throughout the grant period
- High Visibility Foot & Bike Patrol Deployments: Numerous specialty unit deployments were made to identified problem areas, which also included public awareness postings regarding enforcement and crime prevention actions carried out
- \$1.5M Grant secured for implementation of Automated License Plate Recognition (ALPR) equipment for WPS Patrol fleet (Q3 2023)

- Continued to implement recommendations from the WPS Patrol Continuous Improvement Working Group (PCIWG) whose mandate is 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; initiatives included analysis of District & Zone boundaries, and officer scheduling and deployment enhancements
- 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)
- Continued work to expand existing data analytics capacity by identifying highest impact organizational performance metrics and building automated reports and dashboards for those metrics;
- Instituted regular structured "Organizational Priorities" meetings with Patrol Division supervisors to review all key performance indicators via detailed analytic reports
- Implemented Community CCTV Camera Registry (online portal) to enhance investigative capacity to identify and retrieve evidentiary video
- Implemented Criminal E-Intake processes to modernize information submission to courts for the laying of charges
- Substantial completion of capital improvements to WPS Indoor Firing Range to modernize and enhance firearms training practices

2022 NOTABLE EVENTS AND HIGHLIGHTS



Ambassador Bridge Blockade

On Monday, February 7th, 2022, hundreds of citizens gathered at the Ambassador Bridge in protest of the federal and provincial Covid-19 mandates. This resulted in the block of all Canadian bound traffic and caused all bridge operations to come to a complete stop.

The Windsor Police Service oversaw this event for three days, until resources from various police agencies were deployed to Windsor and assisted with the clearing of the blockade. At the peak of the operation, approximately 530 officers from agencies across Ontario were called to assist. An integrated command team consisting of members of both the Windsor Police Service and Ontario Provincial Police oversaw the entire operation throughout the illegal occupation. The bridge was reopened on February 14, 2023.



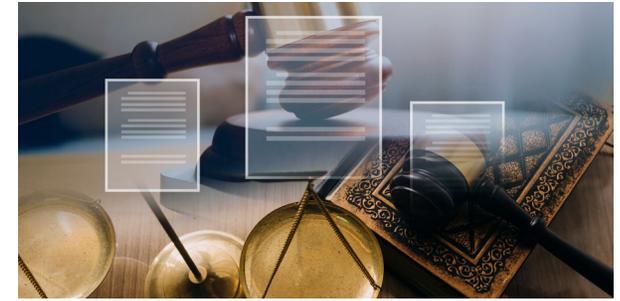
Superbowl Shooting

WPS Case 22-28835

On Saturday April 9, 2022, a physical altercation between parties occurred inside the Superbowl Bowling Alley, located at 10000 Tecumseh Road East.

The altercation continued into the parking lot, and escalated into several gunshots being fired from a vehicle, towards parties who were congregating in front of the establishment. This resulted in five (5) victims receiving non-life threatening gunshot wounds. The suspect vehicle then fled the scene.

The investigation lead to five (5) parties being charged with Attempt Murder (X5), Reckless Discharge of Firearm, and Occupy Motor Vehicle with Firearm. Another party was charged with Accessory After the Fact - Attempt Murder. This was one of Windsor's largest mass shootings in recent years and attributes to the increase in Attempt Murder charges referenced in the Investigations Division statistics.



Criminal E-Intake

In February 2022, after months of collaboration with the Ministry of the Solicitor General the Windsor Police Service went live with Criminal e-Intake. This initiative was started in 2020 and required a cross sectional project team consisting of members of Information & Technology Services, Information Services and Investigations. This project modernized the way in which charge and warrant packages are sworn to before a Justice of the Peace. Criminal e-Intake is a courts application that fully integrates to the records management system and allows for the Windsor Police Service to send and receive charge packages digitally. The implementation of this program has significantly improved efficiency and has eliminated the need for a central informant to appear in person before the court every day.

2022 NOTABLE EVENTS AND HIGHLIGHTS



EDI Strategic Plan

In 2022, the Windsor Police Service approved and adopted an Equity, Diversity and Inclusion (EDI) Strategic Plan. This Plan provides a framework to guide the implementation of EDI best practices and principles. It considers the identified barriers and through an EDI Action plan how these can be addressed to ensure a more equitable and inclusive police service for all.

WPS Wellness Strategic Plan

The WPS has committed to promoting wellness in the workplace. The development of the Wellness Strategic Plan integrates wellness principles and priorities into policies and practices, thereby advancing organizational goals.

Despite the fact that employees in law enforcement are required to respond to highly stressful situations, stigma continues to be a significant barrier to care for members experiencing a mental health issue. The WPS recognizes that an overarching wellness program must not only be reactive, but also preventative and include initiatives designed to address concerns before they manifest into significant issues.

Plans are available on the WPS website:
www.windsorpolice.ca/about/publications



Windsor Police Service Employee Consultation Survey

From July 28th to August 21st, 2022 the '2022 WPS Employee Consultation Survey' was available for completion by interested members. WPS employees were invited to anonymously share their thoughts with organizational leadership via 10 questions covering several distinct areas. Our intent was to provide our members with an opportunity to candidly share their views, and to have the information gained via survey responses serve to guide us as we seek to improve how we deliver services both for our members, and for our community. The previous Employee Consultation Survey was conducted in 2020.

Comparison of reported Overall Workplace Satisfaction Level between the 2020 and 2022 WPS Employee Consultation Survey

2022: Weighted Average: 6.81 out of 10

2020: Weighted Average: 6.43 out of 10

Percentage Change from 2020 to 2022: 5.9% Increase in reported overall workplace satisfaction.



Community Satisfaction Survey

In late 2022, the Windsor Police Service contracted Forum Research Inc. to survey the communities of Windsor and Amherstburg. The focus of the survey was to determine priorities, needs and an assessment of service delivery. Residents of both communities were surveyed by phone (landline and mobile).

Highlights of the results:

- 74% of respondents are satisfied with the overall performance of the WPS.
- 56% of residents surveyed believe the police in Canada are doing a good or excellent job, 70% of Windsor respondents believe that the Windsor Police are doing a better job compared to the police in Canada in general.
- The top five types of services the public rated as most important were:
 1. Assistance to Victims of Crime (89%)
 2. Impaired operation of a conveyance (by alcohol/drug/cannabis) initiatives (89%)
 3. Crime prevention strategies (88%)
 4. Downtown policing (88%)
 5. Drug enforcement & education (87%)
- 88% of respondents feel the WPS is a very professional organization.

The complete survey results can be found on the WPS website:
www.windsorpolice.ca/about/publications

FIVE YEAR SUMMARY

	2018	2019	2020	2021	2022		2018	2019	2020	2021	2022
Motor Vehicle Accidents (MVA)	5246	6106	4454	4374	4358	Crimes Against Person Violations					
MVA Non - Reportable	72	156	317	224	95	Total	2,454	2,468	2,858	2,700	2,964
MVA - Injury	1264	1161	1025	1015	887	Crimes Against Property Violations					
MVA - Fatal	10	9	5	6	8	Total	12,930	12,641	10,480	11,052	11,624
Provincial Offence Notices Issued	17824	26748	19524	16502	12959	Total Other Criminal Code Violations					
Traffic Unit	11172	15654	11226	7173	7533	Total	3,029	3,240	2,513	2,628	2,000
Suspended Drivers	654	793	329	623	110	Total Criminal Code					
Prohibited Drivers	35	34	68	43	84	Total	18,413	18,349	15,851	16,380	16,588
Bus Watch Letters Sent	37	38	18	3	5	Youth Crime Related Stats					
Road Watch Letters Sent	133	26	8	23	5	Total Young Persons Committing Violent Crime	158	172	146	115	156
RIDE Statistics						Total Young Persons Committing Property Crime	131	114	76	43	62
Vehicles Stopped	8600	7837	4847	8433	4741	Total Young Persons Committing Other Crime	53	58	52	49	34
Suspensions Issued	14	44	13	12	8	Total Young Persons Committing Drug Crime	16	4	15	16	2
Impaired/80 mg or more	10	16	10	7	3	Total Youths in all Offence Category	358	348	289	223	254
Other Criminal Charges	2	0	10	8	7	Complement					
Roadside Tests	2	0	10	8	118	Police Officers (Sworn)	444	490	501	501	501
Liquor Licence and Control Act (LLCA)	0	3	1	8	3	Civilians	142	147	150	153	154
Workload						Cadets	18	21	14*	19*	30*
Calls for Service	110,272	125,019	116,217	124,114	121,665						
Calls to 9-1-1	31,289	33,647	32,504	35,926	41,097						

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

HONOUR IN SERVICE

WINDSOR POLICE SERVICE

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