



Public Agenda

Date: Thursday September 23, 2021

Time: 1:30 – 2:00 pm

Location: Zoom Video Conference

1. Call to Order
2. Declarations of Conflict & Pecuniary Interest by Members
3. Approval of Agenda
4. Approval of Minutes – In Camera Minutes July 21, 2021
5. Business Arriving from the Minutes
6. Delegations
7. General Reports
 - 7.1. OCPC Final Report
 - 7.2. Professional Standards Branch
 - 7.3. Section 32
 - 7.4. Crime Stoppers
 - 7.5. Crime Statistics
 - 7.6. Collection of Identifying Information In Certain Circumstances (CIICC) Report
 - 7.7. MCRRT Statistics and Referral Tracking
 - 7.8. ROA/EMCPA Enforcement Statistics
 - 7.9. Amherstburg Policing Activities Report
 - 7.10. All Chief Memos
8. Policy Items
 - 8.1. WPS Board Policy Review - Report Back
9. Financial Matters
10. Human Resources
 - 10.1. Retirements
11. Communications
12. New Business
 - 12.1. 2022 Board Meeting Schedule
 - 12.2. 2020 Crime Severity Index (CSI) Report
13. Adjournment
 - 13.1. Next Regular Public Meeting: October 21, 2021



Public Meeting Minutes

Date: Thursday July 22, 2021

Time: 1:00pm

Location: Zoom Video Conference

PRESENT:

Mayor Drew Dilkens, Chair

Mayor Aldo DiCarlo, Vice Chair

Councillor Rino Bortolin

Mr. Robert de Verteuil

Ms. Denise Ghanam

Chief Pamela Mizuno

Deputy Chief Frank Providenti

Deputy Chief Jason Bellaire

REGRETS:

RECORDER: Sarah Sabihuddin, Administrative Director

1. General

1.1. Call To Order

The Chair called the meeting to order at 1:40pm

2. Regrets

None

3. Disclosure Of Pecuniary Interest And The General Nature Thereof

None

4. Approval of Minutes Of The Regular Public Meeting – May 20, 2021

Moved by Ms. Denise Ghanam, seconded Mr. Robert de Verteuil, to APPROVE the PUBLIC Meeting Minutes as presented. CARRIED

5. Business Arriving from the Minutes

6. Delegations

6.1. 2021 OWLE Leadership Award Recipient -

Chief Mizuno presented the OWLE Leadership Award

The OWLE Leadership Award is a provincial award that is presented annually to a female member of law enforcement. Windsor Police Staff Sergeant Sue Garrett-Bural was selected as this year's recipient of the OWLE Leadership Award.

6.2. St. John Ambulance Lifesaving Awards

The St. John Ambulance Life-saving Awards Program was established over 30 years ago to acknowledge those who have administered first aid while saving or attempting to save a life.

Gold Level Award - Presented to Sergeant Matt Capel-Cure, Constable BJ Wiley and EMS Paramedic Kenneth Jacobs

Sliver Level Award - Presented to Constable Kaitlyn Leffelhoc and Constable Mo Mroue

Certificate of Commendation- Presented to Constables Fast and Constable Alexi Bircakovic

6.3. Dennis R. Latten Award

The Police Association of Ontario (PAO) awards the Dennis R. Latten Award to recognize long-standing excellence to the police association community. Chief Mizuno was pleased to advise that Windsor Police Constable Jason Dejong was recently presented this award by the PAO to recognize his dedication and commitment to the membership of the Windsor Police Service.

7. General Reports

7.1. OCPC Update

Moved by Mr. Robert de Verteuil, seconded Councillor Bortolin, to RECEIVE the information as presented in Section 7.1 CARRIED

7.2. Professional Standards Branch

Moved by Mr. Robert de Verteuil, seconded Councillor Bortolin, to RECEIVE the information as presented in Section 7.2 CARRIED

7.3. Crime Stoppers

Moved by Councillor Bortolin, seconded Ms. Denise Ghanam, to RECEIVE the information as presented in Section 7.3 CARRIED

7.4. Crime Statistics

Moved by Mayor Aldo DiCarlo, seconded Councillor Bortolin, to RECEIVE the information as presented in Section 7.4 CARRIED

7.5. Referral Tracking

Moved by Ms. Denise Ghanam, Mayor Aldo DiCarlo, to RECEIVE the information as presented in Section 7.5 CARRIED

7.6. ROA/EMCPA Enforcement Stats

Moved by Mr. Robert de Verteuil, seconded Ms. Denise Ghanam, to RECEIVE the information as presented in Section 7.6 CARRIED

7.7. Amherstburg Policing Activities Report

Moved by Ms. Denise Ghanam, seconded Councillor Bortolin, to RECEIVE the information as presented in Section 7.7 CARRIED

7.8. MCRRT Statistics Report

Councillor Bortolin: I am wondering how much more information we are gathering about this that is not included in these statistics? Further, is information being shared at community-based tables that the WPS sits at?

Deputy Bellaire: We are tracking things like hospital wait times for our officers; we are tracking geographic details and other information. Gathering this information will help us to be able to make data based decisions. Any information that we are able to share we are sharing.

Moved by Mr. Robert de Verteuil, seconded Mayor Aldo DiCarlo, to RECEIVE the information as presented in Section 7.8 CARRIED

7.9. Naloxone Quarterly Report

Councillor Bortolin: Do we share locations of these incidents with other community tables?

Deputy Bellaire: Yes. We share what we can so we can help others addressing these issues in the community.

Moved by Mr. Robert de Verteuil, seconded Ms. Denise Ghanam, to RECEIVE the information as presented in Section 7.9 CARRIED

7.10. Use of Force - Quarterly Report

Moved by Mr. Mayor Aldo DiCarlo, seconded Councillor Bortolin, to RECEIVE the information as presented in Section 7.10 CARRIED

7.11. POP and CCP Quarterly Statistics

Moved by Mr. Robert de Verteuil, seconded Ms. Denise Ghanam, to RECEIVE the information as presented in Section 7.11 CARRIED

7.12. All Chief Memos

Moved by Councillor Bortolin, seconded Mayor Aldo DiCarlo, to RECEIVE the information as presented in Section 7.12 CARRIED

8. Policy Items

None

8.1. WPS Board Policy Review Plan 2021-2022

Councillor Bortolin asks if the Board can receive regular updates on this and things move forward.

Moved by Councillor Bortolin, seconded Vice Chair Aldo DiCarlo, to APPROVE the WPS Board Policy Review Plan as presented. CARRIED

8.2. Policy 2021- 05: Grant Applications - Delegation of Signing Authority

RESOLVED THAT	the Windsor Police Services Board APPROVES 2021-05 Policy: Grant Applications Delegation of Signing Authority and confirms that this policy come into effect as of July 22, 2021.
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FURTHER RESOLVED THAT the Windsor Police Services Board REVIEWS this policy every 3 years.

Moved by Councillor Bortolin, seconded Vice Chair Aldo DiCarlo, to APPROVE Policy 2021-05 as presented.
CARRIED

8.3. Update: Community Safety and Policing Act, 2019

Moved by Mr. Robert de Verteuil, seconded Councillor Bortolin, to RECEIVE the information as presented in Section 8.3. CARRIED

9. Financial Items

9.1. H1 WPS Board Financial Statement

Moved by Councillor Bortolin, seconded Vice Chair Aldo DiCarlo, to APPROVE H1 WOS Board Financial Statement as presented. CARRIED

10. Human Resources

10.1. Retirement

RESOLVED THAT	The Windsor Police Services Board ACCEPTS the retirement of Shelly Shadd from the Windsor Police Service.
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RESOLVED THAT	The Windsor Police Services Board ACCEPTS the retirement of Inspector Ronald Le Clair from the Windsor Police Service.
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RESOLVED THAT	The Windsor Police Services Board ACCEPTS the retirement of Kristine Fielding from the Windsor Police Service.
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Councillor Bortolin recognizes the retirements and thanks Shelley Shadd, Inspector Ronald Le Clair and Kristine Fielding for their service to the community.

Moved by Mr. Robert de Verteuil, seconded Councillor Bortolin, to RECEIVE the retirements. CARRIED

10.2. Promotions

RESOLVED THAT	The Windsor Police Services Board ACCEPTS the retirements of Staff Sergeant Jeffery Mailloux and Constable Neil McEachrane from the Windsor Police Service.
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11. Communications

11.1. Request for Donation - Fibromyalgia Association Canada

Moved by Ms. Denise Ghanam, seconded Councillor Bortolin, to RECEIVE the information as presented.
CARRIED

11.2. Information: The Independent Civilian Review into Missing Person Investigation

Moved by Mr. Robert de Verteuil, seconded Ms. Denise Ghanam, to RECEIVE the information as presented. CARRIED

11.3. 2020-2021 John Hughes Memorial Scholarship Recipient

Moved by Ms. Denise Ghanam, seconded Councillor Bortolin, to RECEIVE the information as presented. CARRIED

12. New Business

12.1. City Council Resolution 99/2021

Chair, Mayor Drew Dilkens provided context around the request and indicated that this would add the WPS accounts under the Auditor General's scope of practice.

Proposed resolution:

RESOLVED THAT	The Windsor Police Services Board approves the City's Auditor General to include the Windsor Police Service for consideration in developing their audit plan subject to all applicable legislation.
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Moved by Mr. Robert de Verteuil, seconded Ms. Denise Ghanam, to APPROVES the City's Auditor General to include the Windsor Police Service for consideration in developing their audit plan subject to all applicable legislation. CARRIED

12.2. Delegation Report Back: Waived Volunteer Record Check

Chair, Drew Dilkens exists meeting 1:55pm. Vice Chair, Mayor Aldo DiCarlo takes on role of Chair for remainder of the meeting.

At the May WPS Board meeting a delegation representing community groups made a presentation and request for the Board to consider reducing fees associated with obtaining police clearances for community volunteers.

Councillor Bortolin thanked DC Providenti and the team for a very fulsome and detailed report.

Vice Chair, Mayor DiCarlo offered thanks for the recommended compromise with the fingerprinting option. Further, it was requested that the Administrative Director reach out to the Ministry on behalf of the Board to seek additional information regarding the OPP process for covering fees for volunteers.

RESOLVED THAT	The Windsor Police Services Board DENY the request to waive the fees for records checks submitted by volunteers of registered non-profit groups and charities
FURTHER RESOLVED THAT	The Windsor Police Services Board APPROVES waiving the Windsor Police Service fee for finger printing services required to verify identify as part of the Vulnerable Sector Criminal Record Check for volunteers of registered non-profits and charities.

12.3. NG911 Telephone System

RESOLVED THAT	the WPS Board AUTHORIZE the Chair of the Board to sign and execute the agreements required with Comtech Solacom Technologies, Inc., for NG911 telephone systems and five-years monitoring, support and maintenance at the primary and back-up E911 communications centres, for a pre-net-tax cost of \$847,761.18, subject to satisfactory review as to form by the City Solicitor, as to technical content by the Director of E911 and the Director of Technology Services, and as to financial content by the Director of Finance;
AND FURTHER RESOLVED THAT	the WPS Board APPROVE a 5% contingency (\$42,388.06) to be used in the unlikely event that project change orders are required with Comtech Solacom Technologies Inc.;
AND FURTHER RESOLVED THAT	the WPS Board AUTHORIZE that the Chief can execute Statements of Work changes and Change Orders with Comtech Solacom Technologies Inc.;
AND FURTHER RESOLVED THAT	the WPS Board AUTHORIZE the Chair of the Board to sign and execute the agreements required with Comtech Solacom Technologies, Inc., should the Windsor Fire and Rescue Service choose to utilize this solution, subject to incremental costs being funded by the Windsor Fire and Rescue Service and/or the Corporation of the City of Windsor, subject to satisfactory review as to form by the City Solicitor, as to technical content by the Director of E911 and the Director of Technology Services, and as to financial content by the Director of Finance.

Moved by Ms. Denise Ghanam, seconded Councillor Bortolin, to RECEIVE the information as presented.
CARRIED

13. Adjournment

There is no further business, the meeting adjourned at 2:02 PM

13.1. Next Meeting September 23, 2021

Moved by Mr. Robert de Verteuil, seconded Ms. Denise Ghanam to adjourn meeting.

SARAH SABIHUDDIN
ADMINISTRATIVE DIRECTOR

APPROVED THIS 23 DAY OF SEPTEMBER 2021.

MAYOR DREW DILKENS, CHAIR
WINDSOR POLICE SERVICES BOARD



WINDSOR POLICE SERVICE

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PAMELA MIZUNO
Chief of Police

FRANK PROVIDENTI
Deputy Chief

JASON BELLAIRE
Deputy Chief

chief@windsorpolice.ca
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August 6, 2021

Via email: law@thomaslockwood.ca

Mr. Thomas J. Lockwood, Q.C.
External Counsel
Ontario Civilian Police Commission
15 Grosvenor Street, Ground Floor
Toronto, ON M7A 2G6

Dear Mr. Lockwood,

In the Conclusion of the OCPC Report on the Investigation into complaints received from members of the Windsor Police Service, the Commission requested a report from the Windsor Police Service and Windsor Police Services Board on the implementation of the 37 recommendations contained within the report.

I am pleased to provide a Final Report (attached) detailing the completion of twenty-six of the thirty-seven recommendations, and outlining steps that will be taken to complete the remaining recommendations by early 2022.

Please feel free to contact me if you have any questions.

Sincerely,

Pamela Mizuno
Chief of Police

Windsor Police Service and Windsor Police Services Board Report to the Ontario Civilian Police Commission on Implementation of the 37 Recommendations contained in the Report of the Commission dated August 7, 2020.

Executive Summary

In 2018, the Ontario Civilian Police Commission ("Commission") received five complaints from members of the Windsor Police Service ("Service"). These complaints raised issues regarding treatment of some members by the Service, as well as broader systemic matters. The complaints contained a variety of allegations against the Service's senior leadership and the Windsor Police Services Board ("Board").

Following a comprehensive review by the Commission, some of the complaints were investigated. The investigation's Terms of Reference identified the following issues:

1. Whether the promotional processes, particularly to administration rank positions, are fair and transparent and whether the Board exercises appropriate oversight of those promotional processes;
2. Whether the hiring processes relating to the potential hiring of relatives are fair and transparent;
3. Whether the Board is appropriately informed about administration issues relating to its mandate, including the promotional processes involving candidates for senior administration;
4. Whether there has been improper interference in specific legal proceedings and whether any such interference has been initiated, encouraged, and/or sustained by the current administration of the Service and/or the Board;
5. Whether a poisoned work environment has been created, encouraged, and/or sustained by the current administration of the Service in relation to workplace policies and/or accommodation requests ;
6. Whether the Service has fair and transparent processes to address workplace harassment and human rights complaints; and
7. Whether the Board is fulfilling its statutory oversight role in relation to items 5 and 6.

While it reported that the Service had taken significant steps to address various issues, including accountability, the Commission noted that there was still progress needed to address the systemic problems identified during the investigation. The Commission made 37 recommendations to the Board and Service and directed each to report on the implementation of the recommendations (or credible alternatives) within one year of the release of the Report.

The Windsor Police Service and Windsor Police Services Board have made significant progress in addressing the thirty-seven recommendations made by the Ontario Civilian Police Commission. To date, the Service and Board have completed 26 of the recommendations. Considerable progress has been made in the remaining 11 recommendations.

In order to address some of the issues noted in the Commission's review, the Service hired external consultants. Senomi Solutions (specializing in equity, diversity, and inclusion), and Crestview Strategy (specializing in communications). The Service is currently seeking a consultant to address employee assessment initiatives.

Senomi Solutions conducted a survey of the membership, as well as both individual and "town hall" style sessions with members in order to collect essential data. The EDI consultant is also reviewing WPS policies, procedures and practices with an eye to eliminating any barriers to EDI in the workplace. Once concluded, Senomi Solutions will provide both a report outlining the survey results and recommendations to the Service.

Crestview Strategy has completed the initial stages of the consulting process and is evaluating the current overall communication strategy of the WPS. They will provide the Service with recommendations for enhancing and developing a comprehensive internal and external organizational communications strategy, including the development of a focused media strategy.

The process to hire an Employee Assessment Initiatives consultant is in the final stages. Once hired, the consultant will review and implement a field-tested promotional process that evaluates existing competencies and will proactively address equity and diversity within the Service.

The Community Consultation Committee has been formed and established. This committee is expected to be a resource to obtain community-based recommendations for enhanced service delivery and improved relationships with marginalized groups. The members of this committee have also been engaged by Senomi Solutions Inc., the EDI consultant, to provide community input into EDI solutions within the Service.

The review of policy documents and Service directives related to the OCPC recommendations has culminated in the development of progressive hiring practices, conflict of interest management, and duty rotation schedules. Mandatory reporting guidelines are now in place to ensure that the Board is aware of the impact and effectiveness of the Service's practices, procedures, and policies.

Several of the remaining recommendations are nearly completed and include minor policy changes and reviews. The external consultants will be working with the Service to provide clear direction and guidance to eliminate the identified systemic issues and EDI barriers. Other initiatives are considered long-term with the ability to change the culture of the entire Service for the benefit of members of the Service.

The Service and Board provide the following update on the progress to date of each of the 37 Recommendations.

RECOMMENDATION 1

The Commission recommends that a policy be created that provides direction on whether and when an investigation should be done externally or internally. At present, the decision whether to investigate matters internally or externally is mainly uninformed by existing policies or procedures. Sometimes, matters must be dealt with externally to enhance the appearance of accountability, professionalism, and fairness in the minds of those directly affected or the public. Decision-making around how an investigation will be conducted should be guided by a list of factors and clear direction on how certain types of cases must be dealt with (pp. 12-14).

RESPONSIBILITY: Service

STATUS: Completed

RELATED RECOMMENDATIONS: 1, 4, 5, 27

ACTION PLAN:

Create a list of factors and directions to guide decision-making on whether and when certain types of cases should be referred to an external agency for investigation. This direction will be added to the existing Service Directive 141-02 Conflict of Interest.

Recommendations 1, 4, and 5 are related and each requires amendments to the Service and Board Conflict of Interest policies. The Commission has recommended amendments to Board Policy AR-AI021 and the inclusion of complementary procedures in the Service Conflict of Interest Directive. The Service's list of factors and directions will be reviewed to align with the amended Board Policy AR-AI021.

ACTION TAKEN:

The Board Policy AR-AI021 Conflict of Interest; Chain of Command and the Executive Command Reporting Structure has been reviewed and amended in accordance with Recommendation 5.

The Service has developed a list of factors and directions that reflect and complement the Board Policy amendments. The Directive provides a list of circumstances where members must, in consultation with their supervisor, determine if a conflict exists in an investigation, and if so, determine the appropriate next steps, including who (supervisor, higher ranking officer) should

conduct the investigation and/or follow up. The Directive also provides a list of considerations to determine the need to assign an investigation to an external agency.

Windsor Police Service Directive 141-02 Conflict of Interest was amended on July 19, 2021¹ and provides the following procedures:

3.2 Investigations: a member, when involved in the investigation of an incident or complaint involving:

- a. Any member or former member of the Windsor Police Service including, the Chief or Deputy Chief;*
- b. Any members of other Law Enforcement Agencies;*
- c. An Employee of the City;*
- d. A family member of an employee of the Windsor Police Service; or*
- e. A friend, neighbor or close acquaintance;*

shall follow the following procedures:

- i. If attendance at the incident or complaint is not immediately required for any reason or not urgent in nature, and the matter involves a member in an elevated position or rank at the Windsor Police Service, consult with a supervisor and determine if consideration should be given to assigning the investigation to an external agency (see 3.4(e));*
- ii. Immediately enforce any legislation in order to protect evidence, statutory obligations, or the Members sworn duties, which include arrest;*
- iii. Immediately inform their supervisor of the situation;*
- iv. With their supervisor determine if an actual, potential or assumed conflict of interest exists or will exist, either personally or by association and determine the most appropriate course of action to be taken; and*
- v. At the completion of their investigation consult with the monitoring supervisor and discuss the investigative outcome.*

3.3 Supervisors: Upon becoming aware and determining a conflict of interest involving the investigation of an incident is actual, apparent or potential, or where it may be reasonably assumed exists or will exist, either personally or by association with a Member of this Service, Former Member of this Service or Member of another Law Enforcement Agency, an employee of the City, a family member, friend, neighbor or close acquaintance, a supervisor shall:

¹ All Service Directives are posted on an internal website, and members are notified about all Directive updates via email. All Service members have a Service email address and are expected to check their email regularly and no less than twice per working day.

- a. *If attendance at the incident or complaint is not immediately required for any reason or not urgent in nature, and the matter involves a member in an elevated position or rank at the Windsor Police Service, consult with a supervisor and determine if consideration should be given to assigning the investigation to an external agency (see 3.4(e));*
- b. *Determine if there was an immediate need to enforce any legislation in order to protect evidence, statutory requirements or the Members sworn duties and ensure or direct the Supervisor or Member to act on the requirements or duties;*
- b. *Determine the most appropriate course of action to be taken or if the matter should be assigned to a service member or higher ranking officer who was/or is not involved in the matter for investigation and/or follow-up;*
- c. *Ensure investigations involving a Member of this Service or a Member of another Law Enforcement Agency, are conducted by the supervisor or another member holding a rank higher than the subject member;*
- d. *Monitor investigation to ensure compliance with stated rationale of the Conflict of Interest Directive;*
- e. *Immediately notify the Duty Inspector of the circumstances surrounding the incident.*
- f. *At the conclusion of the investigation review with the investigating member and discuss the investigative outcome.*

3.4 Duty Inspectors: Upon becoming aware or determining that a conflict of interest involving the investigation of a Member of this Service or Member of another Law Enforcement Agency, an employee of the City, a family member, friend, neighbor or close acquaintance, a duty inspector shall:

- a. *If attendance at the incident or complaint is not immediately required for any reason or not urgent in nature, and the matter involves a member in an elevated position or rank at the Windsor Police Service, consult with a supervisor and determine if consideration should be given to assigning the investigation to an external agency (see 3.4(e));*
- b. *Determine if there was an immediate need to enforce any legislation in order to protect evidence, statutory requirements or the Members sworn duties and ensure or direct the Supervisor or Member to act on the requirements or duties;*
- c. *Determine if there is a need to assign the matter to a service member who was/or is not involved in the matter for investigation and/or follow-up;*
- d. *Ensure investigations involving a Member of this Service or a Member of another Law Enforcement Agency, are conducted by the supervisor or another member holding a rank higher than the subject member;*
- e. *With consultation of the Senior Command, consider the need to assign the investigation to an external agency due to,*
 - a. *the severity of the allegation,*
 - b. *a heightened conflict of interest,*

- c. where it may be necessary to ensure transparency,
- d. to remove potential biases,
- e. Or any other instance deemed appropriate as the case may be.

FOLLOW-UP / NEXT STEPS:

Service Directive 141-02 Conflict of Interest is scheduled for review by the responsible manager every 3 years to ensure the Directive remains current, and is in compliance with relevant legislation, the *Ontario Human Rights Code* and Board policies. The risk assessment and review schedule are reassessed as well as conflicts with other Service Directives. The review also takes into consideration Ministry and other best practices.

Service Directive 141-02 Conflict of Interest was amended on July 19, 2021. Although the Directive was only recently amended, it is worth noting that since August 2020, the Service has assigned 4 criminal investigations where there was a real or perceived conflict of interest to an external agency.

RECOMMENDATION 2

In addition to a policy or procedures on how such investigations should be conducted, the Commission recommends that the Windsor Police Services Board ("Board") consider what its expectations are for Board members whose family members face criminal charges. In this context, the Board's policy on its own conflicts of interest should be re-examined (p. 14).

RESPONSIBILITY: Board

STATUS: Completed

ACTION PLAN:

Amend the Board Procedural By-law to include language around this recommendation.

ACTION TAKEN:

On April 22, 2021, the Board approved Board By-law 2021-01, which provides the following:

12 DISCLOSURES OF CONFLICT/PECUNIARY INTEREST

12.4 A Member shall be deemed to be in a conflict of interest where the Member, or a person(s) in his/her Immediate Family, are the known subject of a criminal investigation or criminal charges by the Windsor Police Service. A Member shall immediately notify the Board of any such known conflict of interest. The Member shall be required to resign from the Board where the

criminal investigation or criminal charges against the Member, or a person(s) in his/her Immediate Family, are conducted or issued by the Windsor Police Service. The Member shall not be required to resign from the Board where the criminal investigation or criminal charges are carried out by an external police service.

FOLLOW-UP / NEXT STEPS:

On July 22, 2021 the Board approved the WPS Board Policy Review Plan 2021 – 2022 Project Plan. This plan seeks to review all board policies and bylaws and collate them into a public document to be posted on our website and social media channels. This project is tracking for completion by the end of 2021.

The Board is also committed to conducting regular reviews of its policies and bylaws.

RECOMMENDATION 3

The Commission recommends that the Windsor Police Service create a policy that addresses the surreptitious recording of conversations by its members of other members, where such recording is unrelated to an official investigation (p. 19).

RESPONSIBILITY: Service

STATUS: Completed

ACTION PLAN:

Conduct a scan of other police services for best practices. Consider these best practices and create/amend policies to address the surreptitious recording of conversations by members, where such recording is unrelated to an official investigation.

ACTION TAKEN:

As stated on page 19 of the Report, The Windsor Police Service agrees with the Commission that surreptitious taping unrelated to an official investigation can potentially poison a work environment. The Service conducted a scan of Ontario police services and found three police services had direction concerning this issue within existing policies. Instead of creating a new policy, Service Directive 141-01 Conduct Requirements was amended on January 11, 2021 and provides the following policy statement:

G. Surreptitious Recordings

Members shall not photograph, audio record, or video record other members, including supervisors, in the workplace, without their knowledge and consent.

FOLLOW-UP / NEXT STEPS:

Service Directive 141-01 Conduct Requirements is scheduled for review by the responsible manager every 3 years to ensure the Directive remains current, and is in compliance with relevant legislation, *Ontario Human Rights Code* and Board policies. The risk assessment and review schedule are reassessed as well as conflicts with other Service Directives. The review also takes in to consideration and Ministry or other best practices.

RECOMMENDATION 4

The Commission recommends that the Service's Conflict of Interest Directive 141-02 identify those circumstances in which the Service is to refer investigations to an external agency or Service. It should also identify circumstances in which the Service's own officers must respond to an incident. The Service's Directive fails to adequately address investigations concerning the Chief or Deputy Chiefs. The Services Directive should complement a policy developed by the Board that provides direction to the Service (pp.23-24).

RESPONSIBILITY: Service

STATUS: Completed

RELATED RECOMMENDATIONS: 1, 4, 5, 27

ACTION PLAN:

Create a list of factors for consideration to guide decision-making on whether and when certain types of cases should be referred to an external agency for investigation. This direction will be added to the existing Service Directive 141-02 Conflict of Interest. The Service will also include guidance regarding investigations concerning the Chief or Deputy Chiefs, complementing Board Policy AR-AI021.

Recommendations 1, 4, and 5 are related and each requires amendments to both the Service and Board Conflict of Interest policies.

ACTION TAKEN:

The Board Policy AR-AI021 Conflict of Interest; Chain of Command and the Executive Command Reporting Structure has been reviewed and amended in accordance with Recommendation 5.

The Service has developed a list of factors and directions that reflect and complement the Board Policy amendments. The Directive provides a list of circumstances where members must, in consultation with their supervisor, determine if a conflict exists in an investigation, and if so, determine the appropriate next steps, including if an officer/investigation should respond to the scene considering the nature of the call, and who (supervisor, higher ranking officer) should conduct the investigation and/or follow up. The Directive also provides a list of considerations to determine the need to assign an investigation to an external agency.

Service Directive 141-02 Conflict of Interest was amended on July 19, 2021 and provides the following procedures:

3.2 Investigations: a member, when involved in the investigation of an incident or complaint involving:

- f. Any member or former member of the Windsor Police Service including, the Chief or Deputy Chief;*
- g. Any members of other Law Enforcement Agencies;*
- h. An Employee of the City;*
- i. A family member of an employee of the Windsor Police Service; or*
- j. A friend, neighbor or close acquaintance;*

shall follow the following procedures:

- vi. If attendance at the incident or complaint is not immediately required for any reason or not urgent in nature, and the matter involves a member in an elevated position or rank at the Windsor Police Service, consult with a supervisor and determine if consideration should be given to assigning the investigation to an external agency (see 3.4(e));*
- vii. Immediately enforce any legislation in order to protect evidence, statutory obligations, or the Members sworn duties, which include arrest;*
- viii. Immediately inform their supervisor of the situation;*
- ix. With their supervisor determine if an actual, potential or assumed conflict of interest exists or will exist, either personally or by association and determine the most appropriate course of action to be taken; and*
- x. At the completion of their investigation consult with the monitoring supervisor and discuss the investigative outcome.*

3.4 Supervisors: Upon becoming aware and determining a conflict of interest involving the investigation of an incident is actual, apparent or potential, or where it may be reasonably assumed exists or will exist, either personally or by association with a Member of this Service, Former Member of this Service or Member of another Law Enforcement Agency, an

employee of the City, a family member, friend, neighbor or close acquaintance, a supervisor shall:

- a. If attendance at the incident or complaint is not immediately required for any reason or not urgent in nature, and the matter involves a member in an elevated position or rank at the Windsor Police Service, consult with a supervisor and determine if consideration should be given to assigning the investigation to an external agency (see 3.4(e));*
- b. Determine if there was an immediate need to enforce any legislation in order to protect evidence, statutory requirements or the Members sworn duties and ensure or direct the Supervisor or Member to act on the requirements or duties;*
- g. Determine the most appropriate course of action to be taken or if the matter should be assigned to a service member or higher ranking officer who was/or is not involved in the matter for investigation and/or follow-up;*
- h. Ensure investigations involving a Member of this Service or a Member of another Law Enforcement Agency, are conducted by the supervisor or another member holding a rank higher than the subject member;*
- i. Monitor investigation to ensure compliance with stated rationale of the Conflict of Interest Directive;*
- j. Immediately notify the Duty Inspector of the circumstances surrounding the incident.*
- k. At the conclusion of the investigation review with the investigating member and discuss the investigative outcome.*

3.5 Duty Inspectors: Upon becoming aware or determining that a conflict of interest involving the investigation of a Member of this Service or Member of another Law Enforcement Agency, an employee of the City, a family member, friend, neighbor or close acquaintance, a duty inspector shall:

- a. If attendance at the incident or complaint is not immediately required for any reason or not urgent in nature, and the matter involves a member in an elevated position or rank at the Windsor Police Service, consult with a supervisor and determine if consideration should be given to assigning the investigation to an external agency (see 3.4(e));*
- b. Determine if there was an immediate need to enforce any legislation in order to protect evidence, statutory requirements or the Members sworn duties and ensure or direct the Supervisor or Member to act on the requirements or duties;*
- c. Determine if there is a need to assign the matter to a service member who was/or is not involved in the matter for investigation and/or follow-up;*
- d. Ensure investigations involving a Member of this Service or a Member of another Law Enforcement Agency, are conducted by the supervisor or another member holding a rank higher than the subject member;*
- e. With consultation of the Senior Command, consider the need to assign the investigation to an external agency due to,*

- a. *the severity of the allegation,*
 - b. *a heightened conflict of interest,*
 - c. *where it may be necessary to ensure transparency,*
 - d. *to remove potential biases,*
 - e. *Or any other instance deemed appropriate as the case may be.*
- f. *Monitor investigation to ensure compliance with stated rationale of the Conflict of Interest Directive;*
 - g. *As soon as practicable notify the Superintendent – Patrol Response or in his/her absence notify the Deputy Chief - Operations.*
 - h. *In the event that a call for service of a criminal nature involving the Chief of Police or an immediate family member of the Chief of Police, the Duty Inspector and/or Staff Sergeant will immediately notify the Deputy Chiefs of the call.*
 - i. *In the event that a call for service of a criminal nature involving a Deputy Chief of Police or an immediate family member of a Deputy Chief of Police, the Duty Inspector and/or Staff Sergeant shall immediately notify the Chief of Police of the call.*
- 3.6 *Chief / Deputy Chief - Upon being notified of a call for service involving an individual holding an Executive Command position with the Windsor Police Service the Chief or Deputy Chief shall:*
- a. *Determine if there was an immediate need to enforce any legislation in order to protect evidence, statutory requirements or the Members sworn duties and ensure or direct the Supervisor or Member to act on the requirements or duties*
 - b. *Upon reviewing the totality of the circumstances surrounding the matter and in consultation with the senior supervisor on scene, consider attending the scene to ensure appropriate level of command presence.*
 - c. *Absent any exceptional circumstances, any further response and/or investigation beyond the initial response and the need to enforce any legislation in order to protect evidence, statutory requirements or the Members sworn duties and to ensure or direct the Supervisor or Member to act on the requirements or duties will be referred to an external agency.*
 - d. *Notify the Chair of the Windsor Police Services Board as soon as practicable.*
 - e. *Upon request by the Chair, assist in establishing communication between the Chair of the Windsor Police Services Board and an assisting external agency.*
 - f. *The Chief or Deputy Chief not involved in the original call for service shall act as a liaison with the external agency.*

FOLLOW-UP / NEXT STEPS:

Service Directive 141-02 Conflict of Interest is scheduled for review by the responsible manager every 3 years to ensure the Directive remains current, and is in compliance with relevant

legislation, *Ontario Human Rights Code* and Board policies. The risk assessment and review schedule are reassessed as well as conflicts with other Service Directives. The review also takes in to consideration and Ministry or other best practices.

RECOMMENDATION 5

The Commission recommends the Board amend Policy AR-AI021 and the Chief create complementary procedures or amend the existing Directive based on the commentary contained in this Report. The current Policy does not provide meaningful policy guidance to the Chief (p. 26).

RESPONSIBILITY: Board

RELATED RECOMMENDATIONS: 1, 4, 5, 27

STATUS: Completed

ACTION PLAN:

Review and amend Board Policy AR-AI021 based on the commentary included in the Report.

ACTION TAKEN:

The Board engaged McTague Law Firm LLP to assist with the Policy amendments and review and revise the Policy.

This recommendation focused on amending the Board policy to provide meaningful guidance to the Chief on issues the Service Directives should address, including:

- The Policy should explicitly refer to an external agency, and consider the options available for external investigations and the role assigned to the Chief in establishing communication between the Board Chair and an external agency;
- The Policy should be clear on the role, if any, of the Chief in an investigation involving the Deputy Chiefs or on the role, if any, of the Deputy Chiefs in an investigation involving the Chief; and
- The Policy should provide real direction to the chief on critical components to be included in procedures, such as the initial response to a call for service and different approaches to a call for service depending on the nature of the call or the type of criminality suspected.

Board Policy AR-AI021 Conflict of Interest; Chain of Command and the Executive Command Reporting Structure was amended on July 22, 2021 in accordance with Recommendation 5 and includes the following:

1. Establishment of Directive(s)

The Chief of Police shall establish appropriate directives for the Windsor Police Service regarding responding to calls for service and/or investigating allegations of a criminal nature related to Windsor Police Services members holding Executive Command Positions and their Immediate Family. In particular, the directive will:

- *Establish procedures to direct the Windsor Police Service in the event of calls for service and/or allegations of a criminal nature related to those holding Executive Command Positions or their Immediate Family, including contact protocols. Specifically, these procedures should address:*
 - a) *Internal Service notifications to the Chief and/or Deputy Chiefs*
 - b) *The role of the Chief in an investigation of an allegation of a criminal nature involving the Deputy Chief, including the immediate need to enforce any legislation or statutory requirements and the assignment of the investigation to an external agency absent exceptional circumstances.*
 - c) *The role of the Deputy Chief in an investigation of an allegation of a criminal nature involving the Chief, including the immediate need to enforce any legislation or statutory requirements and the assignment of the investigation, beyond the initial response, to an external agency absent exceptional circumstances.*
 - d) *Notifications by the Chief and/or Deputy Chiefs to the Windsor Police Services Board as soon as practicable.*
- *set out the circumstances where the initial response to a call for service and/or the investigation of allegations of a criminal nature related to those holding Executive Command Positions or their Immediate Family will be referred to an external agency, having regard to the urgency of the situation, the nature of the call for service and the type of criminality suspected.*

2. Windsor Police Services Board Protocol

- a) *Upon being notified by the Chief of Police or Deputy Chiefs of Police of a call for service and/or allegations of a criminal nature regarding the Chief of Police, Deputy Chief of Police or an Immediate Family member that requires investigation by an external agency, the Chair of the Windsor Police Services Board shall request assistance from another municipal police service, the Ontario Provincial Police or request the Ontario Civilian Police Commission assign the Chief of Police of another police force to cause the complaint to be investigated promptly. The Chair shall not request assistance from the Chief of Police in establishing communication with an external agency in cases involving the Chief of Police.*
- b) *The Windsor Police Service Board may request that an external agency, such as another police service, the Ontario Provincial Police or the Ontario Civilian Police Commission, conduct a review of the Windsor Police Service's response to any call for service and/or allegations of a criminal nature related to those holding Executive Command Positions or their Immediate Family to ensure that the response and investigation were appropriate.*

Service Directive 142-01 Conflict of Interest was amended to complement the Board Policy and address the concerns related to this recommendation.

FOLLOW-UP / NEXT STEPS:

On July 22, 2021 the Board approved the WPS Board Policy Review Plan 2021 – 2022 Project Plan. This plan seeks to review all board policies and bylaws and collate them into a public document to be posted on our website and social media channels. This project is tracking for completion by the end of 2021.

The Board also passed a resolution on July 22, 2021 to review Policy AR-AI021 every 3 years.

Service Directive 141-02 Conflict of Interest is scheduled for review by the responsible manager every 3 years to ensure the Directive remains current, and is in compliance with relevant legislation, *Ontario Human Rights Code* and Board policies. The risk assessment and review schedule are reassessed as well as conflicts with other Service Directives. The review also takes in to consideration and Ministry or other best practices.

RECOMMENDATION 6

The Commission recommends that the Board and Service develop a communications strategy and related procedures around investigations of the Chief or Deputy Chiefs and analogous situations. Those procedures should be captured in the appropriate policy, Directive, or procedures (p. 27).

RESPONSIBILITY: Board, Service

STATUS: In-progress. Anticipated completion is the end of October 2021.

RELATED RECOMMENDATIONS: 10, 35

ACTION PLAN:

The Board will amend Board Policy AR-AI021 to incorporate a communications strategy and procedures around investigations of the Chief or Deputy Chiefs and analogous situations.

The Service will develop a communications strategy and related procedures around investigations of the Chief or Deputy Chiefs and analogous situations. Directive 141-02 Conflict of Interest and Directive 831-01 Media Relations, and all other appropriate Directives will be amended to reflect any new/revised policy and procedures.

The Service will engage an independent contractor to provide recommendations for the communications strategy and related procedures.

ACTION TAKEN:

On September 24, 2020, at a regular Board meeting, the Board passed a resolution authorizing the Chief of Police to engage an independent contractor with expertise in public relations to evaluate the current communications strategies, provide recommendations for the enhancement and/or development of a comprehensive internal and external organizational communications strategy; and assist in the implementation of the media strategy.

On February 25, 2021, the City of Windsor issued RFP 55-21 - Windsor Police Service Communications Strategy Consultant, which closed on April 13, 2021. The Evaluation Committee was convened with City Purchasing and Crestview Strategy was selected as the successful proponent. The initial stages of the consulting process have occurred. Completion is estimated at nine months from the time of initial consultation.

Board Policy AR-AI021 Conflict of Interest; Chain of Command and the Executive Command Reporting Structure has been reviewed and amended in accordance with Recommendation 5 and includes the following:

Windsor Police Services Board Protocol

The Chair of the Windsor Police Services Board will be responsible for issuing any public communications about a call for service and/or allegations of a criminal nature related to those holding Executive Command positions and, in so doing, will comply with and

Windsor Police Service directives and all applicable privacy, criminal, or police services laws or regulations.

FOLLOW-UP / NEXT STEPS:

Once the current Service communications strategies have been evaluated and recommendations for the development of a comprehensive internal and external communications strategy have been identified:

- The communications strategy will be implemented, evaluated and revised as required and outlined in the strategy; and
- The applicable Service Directives will be amended and regularly reviewed as per the Directive review schedule.

On July 22, 2021 the Board approved the WPS Board Policy Review Plan 2021 – 2022 Project Plan. This plan seeks to review all board policies and bylaws and collate them into a public document to be posted on our website and social media channels. This project is tracking for completion by the end of 2021.

The Board also approved a resolution on July 22, 2021 to review Policy AR-AI021 Conflict of Interest every 3 years.

RECOMMENDATION 7

The Commission recommends the Service re-evaluate its promotional process on a regular basis, in consultation with the Association and the membership at large (p. 31).

RESPONSIBILITY: Service

STATUS: Completed

ACTION PLAN:

Include the WPS Promotional Process Advisory Committee as an advisory body in respect to decisions regarding the Service's promotional process. The Windsor Police Association (WPA) will retain membership on the Promotional Process Advisory Committee. With the exception of the WPA Administrator position, all members of the WPA are active Service members.

The Promotional Process Advisory Committee will be required to review the appropriate Directive and the promotional process regularly in addition to the scheduled Directive review

by the Human Resources Director. Service Directive 352-01 will be amended to reflect the items listed above.

Include questions around the Sworn Promotional Process in the 2020 Windsor Police Service Employee Consultation Survey.

ACTION TAKEN:

On September 24, 2020, the Board passed resolutions to notify the Windsor Police Association (WPA) that it intends to rely on a strict reading of Article 03-08(a) as it pertains to promotion decisions effective for the 2022 Promotional Process and to instruct the Chief of Police to include the Promotional Process Committee as an advisory body in respect of decisions regarding the promotional process.

In October 2020, the Board notified the WPA of the above two Board Resolutions.

On January 11, 2021, Service Directive 352-01 – Promotional Process was updated to reflect the Board resolutions and to provide for a regular review of the promotional process as follows:

II. Policy Statement:

A. Definitions:

4. Promotional Process Advisory Committee – a committee comprised of members from the Windsor Police Service and the Windsor Police Association

S. Review of Promotional Process

1. The Promotional Process Advisory Committee shall:

- 1. consider and provide input in respect of all aspects of the processes being undertaken for promotion within the sworn ranks below the rank of Superintendent of the Windsor Police Service;*
- 2. consult with the general membership periodically regarding significant changes to the Promotional Process through survey and post-process feedback;*
- 3. Shall re-evaluate the promotional process annually at the conclusion of each promotional process cycle.*

In December 2020, the Service conducted an Employee Consultation Internal Survey. The questions used in the survey were drawn from the previous internal employee survey, which was completed in August 2012 and included six questions regarding the Sworn Promotional Process.

Moving forward, the Service will use an expertly designed internal consultation survey. On September 24, 2020, the Board passed a resolution authorizing the Chief of Police to enter into negotiations with and engage a third-party vendor to develop internal and external surveys to be conducted at regular intervals, which will work to promote public confidence and to accurately assess the views of the Service's employees and promote morale.

FOLLOW-UP / NEXT STEPS:

The Promotional Process Advisory Committee currently is comprised of eight members of the Service Senior Leadership and Windsor Police Association (WPA). Once the successful proponent of RFP 43-21 Windsor Police Service - Employee Assessment Initiatives Consultant (see Recommendation 8) is identified, they will be consulted on the composition of the Promotional Process Committee, the consideration of increasing membership on the committee and developing Terms of Reference for the Committee.

The Promotional Process Advisory Committee, which includes members of the WPA formally met once in 2020; however, the Committee, was consulted in August 2020 concerning significant changes to the promotional process around seniority points and examination scores for the 2021 and 2022 processes.

Candidates entering the promotional process must have a valid promotional exam mark. Concerns around holding the exam safely during COVID and a lack of preparation time due to the exam delay, led the Service to propose to the WPA to remove the exam score requirement for the 2021 process. The WPA agreed to the proposal.

The Service also proposed to the WPA the removal of seniority (length of time with the Service) as a distinct scoring category from the Level A - Constable to Sergeant Promotional Process, the first level of promotion. This change was proposed to address issues identified in the OCPC Report, specifically Recommendations 11 and 16 where the Commission recommended the Service develop a strategic plan for increasing the racial diversity and representation of women in the Service and identifying barriers to recruitment and promotion. The WPA ultimately agreed with this change to the promotional process.

The Service has made progress in recent years in recruiting women and members representing the diversity of our community. The proposed change would remove a significant barrier and allow all promotional candidates, including those recently hired candidates with less seniority, to compete on a level playing field. The change was also in line with the processes for the other levels of promotion, where seniority is not considered.

The WPA was also included in the selection process for the proponent for the RFP 43-21 Employee Assessment Initiatives Consultant (see Recommendation #8) and assisted in reviewing the RFP 35-21 – regarding the Equity, Diversity, and Inclusivity (EDI) Consultant.

The membership at large was consulted in the 2020 Employee Consultation Survey on the promotional process. Moving forward, the Service will engage a third party vendor to design internal and external consultation surveys, with the goal to launch the surveys by mid-2022. The survey will be used to obtain members' views on a range of issues including those identified in the Report.

Service Directive 352-01 Promotional Process is scheduled for review by the responsible manager every 3 years to ensure the Directive remains current, and is in compliance with relevant legislation, *Ontario Human Rights Code* and Board policies. The risk assessment and review schedule are reassessed as well as conflicts with other Service Directives. The review also takes in to consideration and Ministry or other best practices.

RECOMMENDATION 8

The Commission recommends that the Service examine, in a comprehensive way, the competencies for promotion. As police services move from more traditional, paramilitary models to community-based policing, they must evaluate the emphasis placed on certain competencies in preference to others (p. 32).

RESPONSIBILITY: Service

STATUS: In-Progress. Anticipated completion in March – April 2022 (7 – 10 months from selection of consultant).

RELATED RECOMMENDATIONS: 8, 9

ACTION PLAN:

Contract an external vendor to review and implement a promotional process that evaluates existing competencies and is proactive in addressing equity and diversity in the Service for 2022 Promotional Process.

ACTION TAKEN:

On September 24, 2020, the Board approved a resolution authorizing the Chief of Police to enter into negotiations with, and engage, a third-party vendor to review and implement a field-

tested and legally defensible promotional process that evaluates existing competencies and is pro-active in addressing equality and diversity within the Service.

On March 18, 2021, City of Windsor RFP 43-21 - Windsor Police Service - Employee Assessment Initiatives Consultant was posted and closed on April 30, 2021. The closing date was extended from April 12 at the request of a vendor. The consulting services to be provided are outlined in the agreement, and the implemented promotion process must include the following:

- external review of industry best practices and research within the Service through the participation of membership (interviews/surveys/Etc.) to establish the appropriate attributes that are key to building a successful police service;
- comprehensive examination and evaluation of all existing competencies used in the Service Promotional Process and suitability to a community-based policing environment;
- implementation of changes to existing competencies and overall processes to ensure;
- increase of diversity within the Service's rank structure, including the identification and correction of any systemic barriers in the promotion process for female and diverse members;
- successful promotion of individuals with the capabilities and attributes to achieve business success;
- training for individuals in the promotional process to allow for succession planning for next-level leaders;
- creation and implementation of research-based profiles for the ranks of Sergeant, Staff Sergeant, Inspector, and Superintendent, based on established or revised competencies that will be used to measure individual candidates' potential and readiness for promotion and identify training opportunities to develop and enhance future leadership potential;
- creation and implementation of a promotion process that provides a consistent benchmark and tools to evaluate promotional candidates;
- creation and implementation of a communications strategy regarding recommendations and implementation of changes to the existing promotional process;
- development and implementation of a training program to provide information regarding competencies used in the promotional process; and
- a procedure to provide all candidates with post-process debriefing, including strengths and areas for development.

The Evaluation Committee convened with City Purchasing to identify the successful proponent. The selection of the successful candidate (RFP 43-21) is in the final stages. It is anticipated that the proponent will be named shortly, and that work will begin by August 2021.

FOLLOW-UP / NEXT STEPS:

Once the vendor is selected and a suitable promotional process has been developed in accordance with the vendor agreement the Service will:

- Report to the Board the progress and outcome of the promotional process consultation work;
- Implement and evaluate the promotional process as recommended by the selected vendor and in consultation with the Promotional Process Advisory Committee;
- Annually review the Promotional Process in accordance with Directive 352-01 Promotional Process (see Recommendation #7); and
- Review Service Directive 352-01 Promotional Process every 3 years as scheduled to ensure the Directive remains current, and is in compliance with relevant legislation, *Ontario Human Rights Code* and Board policies. The review should also take into consideration any Ministry or other best practices.

RECOMMENDATION 9

The Commission recommends the Board play an important role in overseeing how the Service re-evaluates how competencies are weighed and evaluated (p. 33).

RESPONSIBILITY: Board

STATUS: In-progress. Anticipated completion in March – April 2022 (7 – 10 months from selection of consultant).

RELATED RECOMMENDATION: 8, 9

ACTION PLAN:

Authorize the Chief to contract a third-party vendor to review and implement a promotional process that evaluates existing competencies and is proactive in addressing equity and diversity within the Service.

Review the work of the consultant and the Service and provide the necessary feedback for the re-evaluation of competencies of the promotional process to ensure the move from more

traditional paramilitary models to community-based policing is reflected in the emphasis placed on the competencies for promotion.

ACTION TAKEN:

On September 24, 2020, the Board authorized the Chief to enter into negotiations and engage a third-party vendor to review and implement a field-tested and legally defensible promotional process that evaluates existing competencies and is pro-active in addressing equity and diversity within the Service.

The selection of the successful candidate (RFP 43-21) is in the final stages. It is anticipated that the proponent will be named shortly, and that work will begin by August 2021.

FOLLOW-UP / NEXT STEPS:

Once the vendor is selected and work has begun on a suitable promotional process that is in accordance with the vendor agreement:

- The Board will review the work of the Consultant and the Service and provide the necessary feedback for the re-evaluation of competencies of the promotional process.

RECOMMENDATION 10

The Commission recommends the Service do a much better job of communicating with its officers and civilian employees about its decision-making around promotions as part of an ongoing dialogue (p. 33).

RESPONSIBILITY: Service

STATUS: In-progress. Anticipated completion in March – April 2022 (7 – 10 months from selection of consultant).

RELATED RECOMMENDATIONS: R.6, R.8, R.11

ACTION PLAN:

Task the Promotional Process Advisory Committee to determine how we might best achieve ongoing dialogue (training, policy, debriefs, survey of membership) with the membership regarding the Service's decision-making on promotions.

Include internal communications around promotions as part of the services to be provided for the Employee Assessment Initiatives Consultant RFP as follows:

- external review of industry best practices and research within the Service through the participation of the membership (interviews survey/etc.) to establish the appropriate attributes that are key to building a successful police service
- creation and implementation of a communications strategy regarding recommendations and implementation of changes to the existing promotional process;
- development and implementation of a training program to provide information regarding competencies used in the promotional process; and
- A procedure to provide all candidates with post-process debriefing, including strengths and areas for development.

ACTION TAKEN:

The Promotional Process Advisory Committee met in May 2021. The Committee discussed:

- the raw scores in relation to assessing the impact of the removal of seniority points;
- the issues brought up by candidates during the promotional process debrief meetings, including the perceived positive and negative aspects of the promotional process;
- removing the 360 evaluation component;
- the current status of the RFP 43-21 - Windsor Police Service - Employee Assessment Initiatives Consultant

The Service has taken steps to improve communication with its members regarding the Promotional Process, including the following:

- On January 11, 2021, Service Directive 352-01 Promotional Process was amended to ensure WPA participation through the Promotional Process Advisory Committee.
- The Promotional Process Advisory Committee formally met once in 2020. However, the Committee, which includes the WPA, was consulted concerning significant changes to the promotional process around seniority points and examination scores for the 2021 and 2022 processes.
- In 2019 and 2020, Promotional Process training was offered to all candidates, and several sessions were provided to accommodate members' work schedules.
- Since 2015 Promotional Process Debrief meetings have been offered to all candidates and scheduled at the candidates' request. In 2021, a standardized format was used to provide candidates with better information regarding their performance in the process. SERVICE Directive 352-01 Promotional Process currently requires feedback to be provided to candidates if requested; the Directive will be further amended to include specific requirements for the debrief meeting following their participation in the promotional process.

- All members who participated in the 2021 promotional process debrief meetings were asked questions about both the Promotional Process training and the process itself; results are being collated and will be discussed with the Promotional Process Advisory Committee.
- The Civilian Promotional Process is governed by the Unit B Collective Agreement. Civilian members are offered the opportunity to attend a debrief meeting to provide candidates with information regarding their performance in the process.
- All members of the Promotional Process Advisory Committee, including Windsor Police Association members, are included in the RFP selection process.

As stated in Recommendation 8, City of Windsor RFP 43-21 - Windsor Police Service - Employee Assessment Initiatives Consultant was posted and closed on April 30, 2021. The Windsor Police Association provided input into the RFP document, including the proposed deliverables. The selection of the successful candidate (RFP 43-21) is in the final stages. It is anticipated that the proponent will be named shortly, and that work will begin by August 2021.

FOLLOW-UP / NEXT STEPS:

Once the vendor is selected and a suitable promotional process has been developed in accordance with the vendor agreement, the Service will:

- Implement and evaluate the promotional process as recommended by the selected vendor and in consultation with the Promotional Process Advisory Committee;
- Annually review the Promotional Process in accordance with Directive 352-01 Promotional Process (see Recommendation #7);
- Review Service Directive 352-01 Promotional Process every 3 years as scheduled to ensure the Directive remains current, and is in compliance with relevant legislation, *Ontario Human Rights Code* and Board policies. The review should also take into consideration any Ministry or other best practices; and

RECOMMENDATION 11

There is underrepresentation of female sworn officers in the Service. The Commission recommends that the Board and the Service create a new strategic plan, with outside expert assistance, for recruiting women as a high priority. The strategic plan must identify existing barriers to recruitment and new ways to overcome those barriers. For example, the Commission recommends the Service consider waiving the fees for job applicants who take physical tests (pp. 33-34).

RESPONSIBILITY: Board, Service

STATUS: In-progress. Anticipated completion in October 2021

RELATED RECOMMENDATIONS: 10, 11, 12, 13, 15, 16, 18, 26

ACTION PLAN:

The Service will create a new strategic plan in consultation with outside expertise for recruiting women as a high priority and candidates who represent the community's diversity.

The Board will approve the Chief to enter into negotiations with and engage a third-party vendor to develop a strategic plan to recruit and promote women and candidates representing the diversity of the community we serve.

The Commission recommended the Service consider waiving the fees for job applicants who take physical tests. In January 2020 and new Ontario Association of Chiefs of Police (OACP) Constable Selection System (CSS) was introduced in Ontario. The Service requires police cadet applicants to have a valid OACP CSS certificate. The cost of obtaining the certificate is \$250 and the certificate remains valid for one year from the date it was received. The Service is not able to waive the fees for applicants as the CSS is administered by the OACP; however, the Service will explore ways to waive or reduce the fees for applicants if presented with the opportunity to do so.

ACTION TAKEN:

On September 24, 2020, The Board passed the following resolution to approve the Chief of Police to enter into negotiations with and engage a third-party vendor to develop a strategic plan to recruit and promote women and candidates representing the diversity of the community we serve.

The City of Windsor RFP 35-21 - Equity, Diversity, and Inclusivity (EDI) consultant was published, with a closing date of March 8, 2021. There were no responses to the RFP.

According to section 111 of the City of Windsor Purchasing Bylaw (93-2012), as there were no responses to the competitive process, the Service was permitted to directly award a contract to purchase the deliverables as a Sole Source. The Service undertook a process to research and engaged a third-party vendor following the City of Windsor Purchasing Bylaws.

On May 3, 2021, the Service contracted the services of Senomi Solutions Inc. The consulting services provided are outlined in the agreement and include the following:

- Creation and deployment of a professionally-designed Equity, Diversity and Inclusivity (EDI) survey to obtain reliable information from the community and/or membership regarding EDI issues as outlined in the 2020 OCPC Report to inform a strategic plan regarding EDI in the Service.;
- Data collection and analysis following the deployment of the EDI survey, focus groups, and one-on-one interviews to provide information and feedback regarding a strategic EDI plan for the Service.; and
- Creation of a strategic EDI plan for the Service, including processes that will promote and achieve measurable outcomes, internal equality, diversity, and inclusivity throughout the Windsor Police Service.

The project is anticipated to take approximately 3-4 months. The first meeting was held with the consultant on May 12, 2021.

On June 10, 2021, Senomi Solutions launched an EDI survey to the membership via email. To obtain the best data, Senomi Solutions created and conducted the survey, independent of the Windsor Police Service. The email sent to each member contained a link to complete the survey and provided information on the purpose and confidentiality of the survey, and the distribution and use of the collected information. The email also invited members to participate in town hall sessions grouped by Service members' position/rank and individual one-on-one consultations for data collection purposes.

In advance of the survey launch, the Service posted internal communications encouraging participation in the survey and providing information on the purpose and confidentiality of the survey and how the information collected would be used and distributed.

The membership survey closed on June 30, 2021. Although the results are not yet known, Senomi Solutions has reported back that in their opinion the response rate to the survey was very good, they had several requests for one-on-one consultations and they were pleased with the attendance at the Town Hall sessions.

Senomi Solutions will also be working with the WPS Community Consultative Committee members to collect data from individuals outside the organization.

Senomi Solutions is concurrently reviewing Service policies and procedures to identify and remove barriers to EDI in the workplace. Upon completion of the survey, town halls, and policy review, Senomi Solutions will provide a report to the Service, including recommendations. This report is expected in August. The Service will then assess and implement the recommendations.

FOLLOW-UP / NEXT STEPS:

Once Senomi Solutions has completed the required work, the Service will:

- Implement, in consultation with the Service EDI Coordinator, the processes included in the strategic EDI plan as provided by Senomi Solutions;
- Maintain the EDI Initiatives on an ongoing basis;
- Assess the outcomes of the initiatives/processes that were implemented, including the recruitment and promotion of women and diverse candidates to determine the effectiveness of the initiatives/processes in achieving the identified goals; and
- Amend and regularly review the applicable Service Directives as per Directive 160-01 Directives/Memorandums/Orders.

RECOMMENDATION 12

The Commission recommends that this strategic plan must form part of a larger conversation about the role of women within the Service. The Service has yet to prove that officers are truly made accountable for discriminatory conduct (pp. 34-35).

RESPONSIBILITY: Service

STATUS: In-progress. Anticipated completion in October 2021.

RELATED RECOMMENDATIONS: 11, 12, 13, 15, 16

ACTION PLAN:

Create a new strategic plan in accordance with Recommendation 11 and use the consultant's recommendations and the strategic plan to inform the next steps in ongoing internal culture change for the role of women in the Service.

Review Directives, data, reporting, communications, training, and any other area identified as impacting organizational culture surrounding the role of women within the Service and identify areas of change.

ACTION TAKEN:

As outlined in Recommendation 11, on May 3, 2021, the Service contracted the services of Senomi Solutions Inc. The consulting services provided are outlined in the agreement and include the following:

- Creation and deployment of a professionally-designed EDI survey to obtain reliable information from the community and/or membership regarding EDI issues as outlined in the 2020 OCPC Report to inform a strategic plan regarding EDI in the Service.;
- Data collection and analysis following the deployment of the EDI survey, focus groups, and one-on-one interviews to provide information and feedback regarding a strategic EDI plan for the Service.; and
- Creation of a strategic EDI plan for the Service, including processes that will promote and achieve, with measurable outcomes, internal equality, diversity, and inclusivity throughout the Windsor Police Service.

On June 10, 2021, Senomi Solutions launched an EDI survey to the membership via email. To obtain the best data, Senomi Solutions independently launched and conducted the survey. The email sent to each member contained a link to complete the survey and provided information on the purpose and confidentiality of the survey, and the distribution and use of the collected information. In addition, Senomi Solutions Inc. conducted town hall sessions with Service members and individual one-on-one consultations for data collection purposes.

The membership survey closed on June 30, 2021. Senomi Solutions reported back that in their opinion the response rate to the survey was very good, they had several requests for one-on-one consultations and they were pleased with the attendance at the Town Hall sessions.

Senomi Solutions will also be working with the WPS Community Consultative Committee members to collect data from individuals outside the organization.

Senomi Solutions is concurrently reviewing Service policies and procedures to identify and remove barriers to EDI in the workplace. Upon completion of the survey, town halls, and policy review, Senomi Solutions will provide a report to the Service, including recommendations. This report is expected in August. The Service will then assess and implement the recommendations.

In accordance with the action plan for this recommendation to review Directives identified as impacting organizational culture surrounding the role of women within the Service and identify areas of change, and to hold members accountable for discriminatory conduct, Service Directive 361-04 Workplace Violence, Harassment and Sexual Harassment was revised and includes the following:

3. Workplace Violence and Harassment Program & Procedures

3.6 The following principles will guide the Service in addressing allegations of Workplace Harassment and/or Discrimination:

1. *complaints and incidents of Workplace Harassment and/or Discrimination, whether raised by the victim or a witness to the alleged harassment, will be acted upon promptly, impartially, judiciously, and with an appropriate level of discretion and confidentiality;*
2. *maintaining confidentiality during investigations shall not supersede the Service's obligation to investigate complaints and incidents by providing sufficient details to those involved in the investigation of a complaint and providing the Respondent(s) with a right to have the complainant(s) identified during an investigation;*
3. *any threat or act of reprisal or retaliation against a member who makes a complaint, either formally or informally, or against any participant in the investigation of a complaint is strictly prohibited and shall be considered as a violation of this Directive, the Code, and the OHSA, and will be subject to appropriate disciplinary action up to and including termination;*
4. *any member who files a complaint maliciously, or in bad faith, including complaints that are intentionally vexatious, and intentionally false, or which contain allegations that are found to be intentionally false or frivolous, will be subject to disciplinary action up to and including termination;*
5. *under no circumstances shall any disciplinary action, in a substantiated case of Workplace Harassment and/or Discrimination:*
 1. *penalize the complainant;*
 2. *Penalize a member who witnesses an incident and makes a report or files a complaint in good faith.*

Harassment Training has been provided to new employees, initially when they join the Service. The Service has prepared an online training module which was uploaded to our online training provider, Canadian Police Knowledge Network (CPKN) in July 2021. Amended Directive 361-04 Workplace Violence, Harassment and Sexual Harassment has been posted and the training module has been launched. The mandatory training is expected to be completed by all members by October 31, 2021.

FOLLOW-UP / NEXT STEPS:

Once Senomi Solutions has completed the required work, the Service will:

- Implement, in consultation with the Service EDI Coordinator, the processes included in the strategic EDI plan as provided by Senomi Solutions;
- Maintain the EDI Initiatives on an ongoing basis;
- Use the consultant's recommendations and the strategic plan to inform the next steps in ongoing internal culture change for the role of women in the Service;

- Assess the outcomes of the initiatives/processes that were implemented, including the recruitment and promotion of women and diverse candidates to determine the effectiveness of the initiatives/processes in achieving the identified goals;
- Amend and regularly review the applicable Service Directives as per Directive 160-01 Directives/Memorandums/Orders; and
- Further review Directives, data, reporting, communications, training, and any other area identified as impacting organizational culture surrounding the role of women within the Service and identify areas of change.

The Service Equity, Diversity, and Inclusivity (EDI) Coordinator position, which was established in January 2020, will play a key role in the implementation of the EDI strategy as well as the ongoing assessment of the internal culture change for the role of women in the Service. One of the vital job functions is to liaise with the Training Branch to promote, advise, and support curriculum development to teach and lead the Service to think critically about cultural diversity and equity and execute programming aimed at advancing diversity and inclusion.

RECOMMENDATION 13

The Commission recommends that the Service should more formally engage the community, perhaps through an advisory group, in developing a partnership to recruit Women. Its strategic plan should develop ways in which to engage female Service members in this process, beyond how they are currently involved. Such engagement might take place through committee work, and anonymous surveys. The strategic plan should be made available to the public (p. 34).

RESPONSIBILITY: Service

STATUS: In-progress. Anticipated completion in September 2021.

RELATED RECOMMENDATIONS: 11, 12, 13, 15, 16

ACTION PLAN:

Establish an internal and external advisory committee to formally engage the community and female Service members in developing partnerships to recruit women.

Use the consultant's recommendations and the strategic plan developed in accordance with Recommendation 11 to inform the work of the internal and external committees.

ACTION TAKEN:

The Service Equity, Diversity, and Inclusivity coordinator was tasked with creating an internal EDI Advisory Committee.

On January 23, 2021, an external, community-based Windsor Police Service Community Consultative Committee (WPS CCC) was established. The Committee's Terms of Reference and a Request for Letters of Application were approved by Board, and on January 29, 2021, the Service published a Request for Applications for the WPS CCC.

Letters of applications were received from 177 eligible community members. A member of the community and the Windsor Police Service EDI Coordinator were consulted concerning the selection of applicants. Together with the Windsor Police Services Board, the Windsor Police Service Senior Administration reviewed the applications and selected the members of the WPS CCC.

The first meeting of the Windsor Police Service Community Consultative Committee was held, where the committee's Terms of Reference were discussed. A second meeting is scheduled for September 15, 2021. At this point, a Co-chair will be selected, and results from the EDI survey and CCC input will be discussed to generate potential community-based recommendations.

FOLLOW-UP / NEXT STEPS:

Upon completion of the work by Senomi Solutions, the EDI Coordinator will use the recommendations of the consultant to:

- Establish and chair an internal advisory committee to formally engage the membership with respect to EDI in the Service and the recruitment of women and members representing the diversity of the community; and
- Inform the work of both the internal and external committees;

The EDI Coordinator will use the recommendations of the internal and external committees to inform the design, development and reporting of proactive equity, diversity, and inclusivity strategies to the Director, Human Resources, and the Senior Leadership Team that support the equity, diversity, and inclusivity strategic plan.

RECOMMENDATION 14

The Commission recommends that the new Diversity, Inclusion and Equity Coordinator should figure prominently in the development of a new strategic plan for recruiting women. The priority to be given to this work would also support a line of direct reporting to the Chief or Deputy Chief (pp. 34-35).

RESPONSIBILITY: Service

STATUS: Completed

ACTION PLAN:

Ensure the Equity, Diversity, and Inclusivity (EDI) Coordinator will play a vital role in developing a new strategic plan for recruiting women and will be assigned to assist the external consultant in developing the plan.

Ensure the EDI Coordinator will continue to report to the Chief's Executive Officer and Human Resources Director.

ACTION TAKEN:

Since the inception of the EDI Coordinator position in January 2020, the assigned member has reported directly to the Chief's Executive Officer and the Human Resources Director.

The Equity, Diversity, and Inclusivity (EDI) Coordinator has assumed a key role in the development of a new strategic plan for recruiting women and has been assigned to work with the external consultant. The Equity, Diversity, and Inclusivity Coordinator key job functions include the following:

- *Research best practices regarding Equity, diversity, and inclusivity for police service and/or first responders for review by Director, Human Resources to form part of a strategic equity, diversity, and organizational inclusivity strategy; assist in the development of goals and objectives to meet the organizational strategy*
- *Responsible for designing, developing, and reporting proactive equity, diversity, and inclusivity strategies to the Director, Human Resources, and the Senior Leadership Team that supports the equity, diversity, and inclusivity strategic plan.*
- *Develop metrics for measuring the effectiveness of equity, diversity, and inclusivity initiatives for the purposes of reporting to the Senior Leadership Team and the Windsor Police Services Board.*
- *Responsible for assisting with police recruitment and communication strategies to attract qualified candidates representing the culturally and ethnically diverse Windsor-Essex communities.*
- *Liaise with the Inspector in charge of Training Branch, Sergeant in Community Services, and Public Information officer regarding recruitment opportunities.*

FOLLOW-UP / NEXT STEPS:

Once Senomi Solutions has completed the required work, the EDI Coordinator will:

- Assist with the implementation of the processes included in the strategic EDI plan as provided by Senomi Solutions;
- Maintain the EDI Initiatives on an ongoing basis;
- Use the consultant's recommendations and the strategic plan to inform the next steps in ongoing recruitment strategies and internal culture change for the role of women in the Service as per the EDI Coordinator's key job functions;
- Assess the outcomes of the initiatives/processes that were implemented, including the recruitment and promotion of women and diverse candidates to determine the effectiveness of the initiatives/processes in achieving the identified goals; and
- Liaise with the Training Branch to promote, advise and support curriculum development to teach and lead the Service to think critically about cultural diversity and equity and execute programming aimed at advancing diversity and inclusion.

The Service Equity, Diversity, and Inclusivity (EDI) Coordinator position, which was established in January 2020, has figured prominently in the Service's EDI work to date. During the EDI survey conducted by Senomi Solutions, the EDI coordinator, Sergeant Yvonne Ouimet played a key role in promoting and encouraging member participation in the survey. Recognizing the importance of having support from the WPA for the EDI survey, Sergeant Ouimet engaged the WPA in order to achieve their broad support for the survey. The EDI Coordinator will continue to play a key role with the ongoing assessment of the internal culture change for the role of women in the Service.

RECOMMENDATION 15

The Commission recommends that the Board and Service be proactive in addressing equity within the Service. For example, exit interviews should be conducted, in confidence, with every departing officer and employee. The Service should employ anonymous surveys, expertly designed, as another tool in that evaluative process. This proactive approach should form part of the Service's strategic plan for recruitment (p.36).

RESPONSIBILITY:

STATUS: In-progress. Anticipated completion in September 2021.

RELATED RECOMMENDATIONS: 11, 12, 13, 15, 16, 35

ACTION PLAN:

Exit interviews will be conducted with all members departing the Service.

An internal employee consultation survey will be conducted annually and will be expertly designed.

ACTION TAKEN:

Since August 2019, exit interviews have been offered to active members departing the Service either through retirement or resignation. In 2019 and 2020 the Chief's Administrative Assistant offered an exit interview to all departing members and arranged the meetings with those who accepted. In 2021, the Chief's Administrative Assistant advises departing members that the Chief would like an exit interview and arranges the meetings. The member is provided a list of questions for their consideration as discussion topics before the meeting. The Chief, or in her absence a Deputy Chief, conducts the interview, in confidence, with the departing member.

In December 2020, the Service conducted an Employee Consultation Internal Survey. The questions used in the survey were drawn from the previous internal employee survey, which was completed in August 2012.

On September 24, 2020, the Board passed a resolution authorizing the Chief of Police to enter into negotiations with and engage a third-party vendor to develop internal and external surveys to be conducted at regular intervals, which will work to promote public confidence and to accurately assess the views of the Service's employees and promote morale.

As was outlined in Recommendation 11, the Service contracted Senomi Solutions Inc. to provide consulting services that includes surveying the membership as follows:

- *Creation and deployment of a professionally-designed EDI survey to obtain reliable information from the community and/or membership regarding EDI issues as outlined in the 2020 OCPC Report to inform a strategic plan regarding EDI in the Service; and*
- *Data collection and analysis following the deployment of the EDI survey, focus groups, and one-on-one interviews to provide information and feedback regarding a strategic EDI plan for the Service.*

On June 10, 2021, Senomi Solutions launched an EDI survey to the membership via email. To obtain the best data, Senomi Solutions independently launched and conducted the survey. The email sent to each member contained a link to complete the survey and provided information on the purpose and confidentiality of the survey, and the distribution and use of the collected

information. In addition, Senomi Solutions Inc. conducted town hall sessions with Service members and individual one-on-one consultations for data collection purposes.

The membership survey closed on June 30, 2021. Senomi Solutions reported back that in their opinion the response rate to the survey was very good, they had several requests for one-on-one consultations and they were pleased with the attendance at the Town Hall sessions.

FOLLOW-UP / NEXT STEPS:

Since August 2019 fifty seven active members have retired or resigned from the Service and 63% of these members have participated in a confidential exit interview. The rate of participation was 30% in 2019 and 66% in 2020. Since the change in process, the rate of participation increased to 78% in 2021. Exit interviews have been incorporated into the Service's retirement/resignation processes and will remain as a permanent part of the process.

Once Senomi Solutions has completed the required work, the Service will

- Engage a third-party vendor to develop internal and external surveys, which may include pulse and life-cycle surveys, to be conducted at regular intervals;
- Deploy the surveys at regular intervals; and
- Use the survey results to inform initiatives to recruit and promote women and diverse candidates.

RECOMMENDATION 16

The Commission recommends that the Service be equally proactive in addressing the racial diversity of its workforce. The Commission expects the new Diversity, Inclusion and Equity Coordinator to play an important role in developing a proactive strategy to increase diversity within the Service (pp. 36-37).

RESPONSIBILITY: SERVICE

STATUS: Completed

RELATED RECOMMENDATIONS: 11, 12, 13, 15, 16, 35

ACTION PLAN:

Recommendations 11 through 15 are related to gender in the Service. The strategic plan currently being developed and the work being completed with respect to these recommendations will also focus on increasing diversity within the Service.

The EDI Coordinator will play an essential role in developing a proactive strategy to increase diversity within the Service and is assigned to assist the external consultant in developing the plan.

ACTIONS TAKEN:

On May 3, 2021, the SERVICE contracted the services of Senomi Solutions Inc. The consulting services provided are as outlined in the agreement and include the following:

- *Creation and deployment of a professionally-designed EDI survey to obtain reliable information from the community and/or membership regarding EDI issues as outlined in the 2020 OCPC Report to inform a strategic plan regarding EDI in the Service.;*
- *Data collection and analysis following the deployment of the EDI survey, focus groups, and one-on-one interviews to provide information and feedback regarding a strategic EDI plan for the Service.; and*
- *Creation of a strategic EDI plan for the Service, including processes that will promote and achieve, with measurable outcomes, internal equality, diversity, and inclusivity throughout the Windsor Police Service.*
- *EDI Initiatives will be implemented and maintained on an ongoing basis. Annual surveys will be deployed to measure continued progress and determine areas for improvement.*

The Equity, Diversity, and Inclusivity Coordinator key job functions include the following:

- *Research best practices regarding Equity, diversity, and inclusivity for police service and/or first responders for review by Director, Human Resources to form part of a strategic equity, diversity, and organizational inclusivity strategy; assist in the development of goals and objectives to meet the organizational strategy*
- *Responsible for designing, developing, and reporting proactive equity, diversity, and inclusivity strategies to the Director, Human Resources, and the Senior Leadership Team that supports the equity, diversity, and inclusivity strategic plan.*
- *Develop metrics for measuring the effectiveness of equity, diversity, and inclusivity initiatives for the purposes of reporting to the Senior Leadership Team and the Windsor Police Services Board.*
- *Responsible for assisting with police recruitment and communication strategies to attract qualified candidates representing the culturally and ethnically diverse Windsor-Essex communities.*
- *Liaise with the Inspector, Training Branch, the Sergeant, Community Services, and Public Information officer regarding recruitment opportunities.*

FOLLOW-UP / NEXT STEPS:

Once Senomi Solutions has completed the required work, the Service will:

- Implement, in consultation with the Service EDI Coordinator, the processes included in the strategic EDI plan as provided by Senomi Solutions;
- Maintain the EDI Initiatives on an ongoing basis;
- Assess the outcomes of the initiatives/processes that were implemented, including the recruitment and promotion of women and diverse candidates to determine the effectiveness of the initiatives/processes in achieving the identified goals; and
- Amend and regularly review the applicable Service Directives as per Directive 160-01 Directives/Memorandums/Orders.

The Service Equity, Diversity, and Inclusivity Coordinator position, which was established in January 2020, will play a key role in the implementation of the EDI strategy. One of the vital job functions is to liaise with the Training Branch to promote, advise and support curriculum development to teach and lead the Service to think critically about cultural diversity and equity and execute programming aimed at advancing diversity and inclusion.

RECOMMENDATION 17

The Commission recommends that the Service re-evaluate whether physical tests for the TAC Unit can be further modified in a way consistent with provincial adequacy standards to remove unnecessary barriers for women (p. 37)

RESPONSIBILITY: Service

STATUS: In-progress. Anticipated completion in September 2021.

RELATED RECOMMENDATIONS: 11, 18

ACTION PLAN:

Review local and Provincial standards to identify and remove any unnecessary barriers for women.

EDI Consultant, EDI Coordinator, and Human Resources Director to review if a physical demands analysis is required for the Emergency Services Unit position.

ACTION TAKEN:

Staff Sergeant Sue Garrett-Bural who oversees the Emergency Services Unit (ESU), was assigned to review the physical test required for the ESU. She provided a report concerning this recommendation, which included the following information:

In 2017, the Staff Sergeant of the Emergency Services Unit recommended and implemented an amendment to the physical fitness test for the emergency services unit to ensure compliance with federal legislation.

The recommendation considered the legal case law regarding bona fide occupational requirements and bona fide justifications under the Canadian Human Rights Act. As a result, Section 10 – body drag of the ESU Job Specific Obstacle Course was reduced to a shorter distance. 'Research and practice both demonstrate that there is almost no likelihood that a tactical officer would encounter a situation where an ESU officer in the City of Windsor would rescue carry another officer in the fashion depicted and across the distance set out in the ESU Job Specific Obstacle Course. The distance of 70 metres was amended to 50 metres.

In summary, Police Adequacy and Effectiveness Standards (ER-002 Tactical Units pg. 4/10 3(e)) states that the Chief of Police should ensure that the police service's skills development and learning plan for tactical units include "annual re-qualification to an approved task-specific fitness standard, including reasonable assistance in facilitating members' compliance; with the standard." Provincially, there is no standard tactical task-specific fitness standard. Each Service has developed its own task-specific fitness testing. The Service's "TAC unit" has reviewed the stages of the testing and can validate each stage with several case numbers of incidents where that task-specific skill was executed. The next stage would be to have an independent, non-biased consultant attend and evaluate the current Service fitness test to confirm that it is task-specific.

As outlined in Recommendation 11, Senomi Solutions Inc. was contracted by the Service on May 3, 2021, and they will be consulted concerning this recommendation.

FOLLOW-UP / NEXT STEPS:

The review conducted did not identify any further modifications that could be made to the physical fitness test for ESU to remove unnecessary barriers for women.

The Human Resources Director will consult with the EDI consultant to establish if a physical demands analysis is required for the Emergency Services Unit position.

The physical fitness test requirements for ESU are posted on the internal Infonet and available for all members to review. The testing process is reviewed every two years. The review takes

into consideration the Police Adequacy and Effectiveness Standards and any Ministry or other best practices.

RECOMMENDATION 18

The Commission recommends that there is more to be done to make the TAC Unit truly inclusive. One approach is to create a formal mentoring initiative to encourage and assist members, particularly women, who express interest in joining the TAC Unit. Such a formal mentoring program could also form part of a larger plan to encourage women to apply for promotion and overcome remaining barriers (pp. 37-38).

RESPONSIBILITY: Service

STATUS: In-progress. Anticipated completion in September 2021.

RELATED RECOMMENDATIONS: 11, 12, 13, 15, 17

ACTION PLAN:

Review Directive, ESU recruitment process, and ESU selection process to identify barriers for women seeking transfer into the unit.

Develop a mentoring initiative as part of the strategic plan that includes a mentoring program concerning new officers and promotion. The project should consider ESU recruitment specific to female recruitment.

EDI Consultant, EDI Coordinator, and Human Resources Director will consider this recommendation in developing the strategic plan from Recommendation 11.

ACTION TAKEN:

Staff Sergeant (S/Sgt) Sue Garrett-Bural was assigned to review and provide a report with respect to Recommendation 18. S/Sgt Garrett-Bural provided a report that outlined the following potential initiatives:

- 1. Operational Support Recruitment Program*

It is recommended that a formal 'TAC unit' recruitment program be implemented.

Prior to a Tactical Selection Process, 'TAC unit' information sessions would be held. The sessions would ensure all officers are aware of the roles and responsibilities of a tactical officer by

reviewing directives, standard operating procedures, and selection process requirements. Sessions would be open to all qualified members interested in a position.

A set time would be available for a women-only session. During the information session, interested members would also have an opportunity to complete an obstacle course and perform tasks with 'TAC' equipment. Members of the 'TAC unit' would be available to answer and assist any member participating in the event.

In the women-only information sessions, I would recommend sending an invitation to female TAC unit members of other services to attend and assist.

The OCPC report specifically addresses the representation of women on the 'TAC unit.' However, in general, Services have seen a decline in the number of candidates interested in operational support positions. There is a need to introduce and encourage members to consider a position in Operational Support which includes but is not limited to, TAC unit' and includes explosive disposal unit, police dog unit, marine unit, remotely piloted aircraft system unit, command bus, crisis negotiation team, and traffic units.

There is a need to encourage and assist members, particularly women, to consider positions in all Service Operational Support specialty units. It is recommended that a recruitment program is implemented for specialty units with information sessions specifically for women.

The program could be a one-day event where all specialty units are set up, and members rotate to each station of interest.

1. Containment Team

The Service should reconsider the implementation of a patrol services containment team.

In 2015, an expression of interest was issued for the position of Constable: Patrol Services, Containment Team. The new position involved

- a two-week training course,*
- physical testing, and*
- a minimum of a two-year commitment to the team.*

Members of the team would be responsible for providing containment to serious events as required and general patrol duties when not tasked with containment duties. Four to five containment members would be assigned to each platoon in patrol.

Physical testing was conducted, but the program stopped there and was not implemented.

The establishment of a containment team would provide an opportunity to introduce members to training and equipment related to emergency response perimeter control and containment. 'TAC unit' members would be responsible for the training and physical conditioning.

This will provide an opportunity for members to work directly with 'TAC unit' members. The transition into an ESU Selection Process would be a natural progression.

Representation of women on the containment team would provide them with fundamental training required by members of the 'TAC unit.' Women would be introduced and participate in 'TAC unit' physical training that allows members to successfully achieve the annual re-qualification of the 'TAC unit' task-specific fitness standard. In the process, a mentor would be identified to assist any member that wishes to become a member of the 'TAC unit.' This will ensure that there is compatibility with the mentor.

1. Operational Support Mentoring Program

As a result of the operational support recruitment program and containment team unit, a mentor would be selected for a candidate interested in a position on the 'TAC unit.' Supervisors would observe candidates, speak to their supervisors and then identify a compatible member of the 'TAC unit' as a mentor.

On March 11, 2021, and March 18, 2021, the Service held ESU Recruitment Information sessions to provide an overview of the roles and responsibilities required of ESU officers and the physical fitness phase requirements (OPC pin test and obstacle course) of the selection process. During these information sessions members were able to observe and attempt the physical component of the ESU application process and ask questions about the job duties and responsibilities of an ESU officer at the Service. An Information session specifically for interested female members was scheduled on both dates. A total of seven females attended the information sessions. While there were no female applicants for the position in the 2021 selection process, the number of women who attended the session and expressed interest in applying for the unit in future processes is promising.

In 2021, the ESU selection phase that takes place over five days was moved from the Cedar Springs military facility to the Windsor Police Service (WPS) Training Centre. Prior to this change, all candidates aspiring to become a member of ESU were required to attend the Cedar Springs training facility on an overnight basis for the entire five day duration. The Cedar Springs training facility is in a relatively remote location and the accommodations consist of one long open barracks divided in half by a wall running the length of the barracks. The barracks house all attendees at the facility. The WPS Training Centre is able to accommodate the required

training exercises but now allows all candidates to return to their residence at the end of each day, benefitting all potential candidates.

As was outlined in Recommendation 11, Senomi Solutions Inc. was contracted by the Service on May 3, 2021, and will be consulted with respect to this recommendation.

FOLLOW-UP / NEXT STEPS:

Once Senomi Solutions has completed the required work, the Service will:

- Continue to hold recruitment information sessions for ESU and provide mentoring for women interested in joining the Unit;
- Consider expansion of recruitment efforts for all Operational Support Units, specifically for female candidates;
- Continue to consider opportunities for establishing a containment team to introduce and potential ESU candidates;
- Implement, in consultation with the Service EDI Coordinator, the processes included in the strategic EDI plan as provided by Senomi Solutions;
- Maintain the EDI Initiatives on an ongoing basis;
- Assess the outcomes of the initiatives/processes that were implemented, including the recruitment of women to ESU to determine the effectiveness of the initiatives/processes in achieving the identified goals; and
- Amend and regularly review the applicable Service Directives as per Directive 160-01 Directives/Memorandums/Orders.

RECOMMENDATION 19

The Commission recommends that consideration should be given to a duty rotation regime that:

- a. lengthens the tenure for certain officers within certain units to reflect the considerations noted in the Report, including the value in cultivating expertise in specialized areas and the time and financial resources needed to cultivate that expertise.**
- b. creates certain "anchor positions within units that is, recognizes that a certain number of high-performing officers within a unit remain critical to the Service's success;**
- c. recognizes the impact that some late-career rotations may have on officers and morale; and**
- d. also recognizes that compelling officers to seek accommodation to address an overly rigid rotation protocol can have a negative impact on morale (p. 39).**

RESPONSIBILITY: Service

STATUS: Completed

ACTION PLAN:

Amend Directive 342-02 Duty Rotation to reflect OCPC recommendations and considerations that were already being discussed by the Service.

ACTION TAKEN:

Deputy Chief Frank Providenti has been assigned to review Directive 342-02 Duty Rotation and has taken the following steps:

S/Sgt Scott Jeffrey attended the Strategic Police through Action and Character (SPAC) course at the Canadian Police College (CPC). As part of the course, candidates must prepare a business case on a topic relevant to the officer's police service. S/Sgt Jeffrey's project focused on internal duty rotation, which was reviewed and considered by DC Providenti.

A review of Service Directive 342-02 Duty Assignment Rotation was conducted by Deputy Chief Providenti, which included consultation with Service members and the WPA, and the Directive was amended as follows:

II. POLICY STATEMENT

D. Duty Assignment Durations:

All duty assignment durations have been amended from a fixed assignment period to a range, and increases the time to account for the time needed to cultivate expertise in specialized areas, which is critical to the units success

G. Duration of duty assignments as set out above shall be based primarily on operational need and job performance. Rotation out of departments will be based on the discretion of the Transfer Committee, which shall consider operational need, the assignment range as noted in s. D and s. E as well as, Job Performance and any requests for extension by Unit Supervisors

III. PROCEDURES

A. The Superintendents, in consultation with the Deputy Chiefs:

- 2. For transfer of Constables, Sergeants and Staff Sergeants the Superintendents shall consider factors including, but not limited to:*

n) Recognize and consider the impact on a member when assessing a late-career rotation.

FOLLOW-UP / NEXT STEPS:

Service Directive 342-02 Duty Assignment Rotation is scheduled for review by the responsible manager every 3 years to ensure the Directive remains current, and is in compliance with relevant legislation, *Ontario Human Rights Code* and Board policies. The risk assessment and review schedule are reassessed as well as conflicts with other Service Directives. The review also takes in to consideration and Ministry or other best practices.

RECOMMENDATION 20

The Commission recommends that the selection process for Chief and Deputy Chief be designed to ensure that the Board is fully aware of potential issues. This is true whether the applicant is a candidate from within or outside the Service. This can be done in a variety of ways that remain compatible with the Police Services Act. For example, candidates for the Chief or Deputy Chief positions should respond to a standardized series of questions that probe whether there are any issues (outstanding complaints, prior history, disputes with other officers etc.) that might reflect adversely on the Service or its reputation, or the candidate's character.

RESPONSIBILITY: Board

STATUS: Completed

RELATED RECOMMENDATIONS: 20, 21, 22

ACTION PLAN:

Create a policy to ensure the selection process for the positions of Chief and Deputy Chief identifies any potential issues with applicants.

ACTION TAKEN:

On July 22, 2021 the Board approved Policy 2021-04 Process of Selecting Chiefs and Deputy Chiefs. The Board Policy includes the following procedures:

2. PROCEDURE

2.1 *The Board will establish the requirements for the positions of Chief of Police and Deputy Chief of Police by which the job posting shall be created and candidates will be assessed. These will include:*

- *A list of essential qualifications and experience necessary for consideration for the role of Chief of Police or Deputy Chief of Police; and*
- *A list of competencies that shall be used to screen candidates, develop interview questions and assess candidates.*

2.2 *Recruitment for the position(s) of Chief of Police or Deputy Chief of Police will be posted internally within the Windsor Police Service and externally on various online job boards and appropriate publications.*

2.3 *All candidates, whether internal or external will be treated in the same manner and proceed through the same objective process.*

2.4 *The Board will determine the composition of the Selection Committee. The Board may also engage an external recruitment service to support any step in the recruitment and selection process.*

2.5 *The role of the Selection Committee will be to develop the job posting based on the skills, experience and competencies established by the Board. They will also screen candidates, develop interview questions, interview and assess candidates and conduct reference checking of identified candidates.*

2.5.1 *All individuals of the Selection Committee will be instructed on the importance of recognizing biases, the purpose and components of the objective recruitment process, and the structured screening and interview process.*

2.6 *The Windsor Police Services Board may engage a third-party to consult the public with respect to the qualities and characteristics of a new Chief of Police or Deputy Chief of Police to assist in the development of the job posting and subsequent interview questions.*

2.7 *Application Screening*

- a) Applicants will be screened based on the selection criteria outlined in the job posting. Those that meet the criteria will be invited to continue in the recruitment process including in-person interviews.*
- b) Individuals selected for interviews will be required to submit a completed Attestation Form which will ensure a full review of the candidates work history and identify any areas for further review.*

2.8 *Interviews*

- a) *Structured interviews will be conducted by the Selection Committee using predetermined interview questions for all candidates. This goal of this objective assessment is to confirm experience and education, other complementary skills, and overall values fit for Windsor Police Service based on the competencies and qualifications listed in the job posting.*
- b) *Interview questions will be a mixture of behavioural and situational to help determine the candidate's suitability for a leadership role within the Service. The same interview questions will be used for each candidate interviewing for the same role.*
- c) *The candidates Attestation Form will be reviewed with them as part of the Interview Process. Any areas of concerns will be identified and may generate additional questions. These questions will be compliant with the Human Rights Code, and other relevant legislation.*
- d) *If required, a second interview may be scheduled with short-listed candidates. This interview may be informed with behavioral assessments previously conducted with short-listed candidates.*

2.9 References Checks

- a) *Confidential reference checking will be conducted and may include a candidate's current commanding officer, former commanding officer, colleagues or subordinates. The identification of references will be done in a manner that does not adversely impact the candidate's current employment. A candidate may also be requested to provide recent performance evaluations, commendations, or records of discipline as part of the overall assessment of their suitability for the position.*

2.10 Selection

- b) *Upon completion of the recruitment process, the Selection Committee will make a recommendation to the Board. The ultimate decision rests with the Board. An offer of employment will be drafted by the City of Windsor Legal / Human Resources Department and presented to the candidate.*

FOLLOW-UP / NEXT STEPS:

On July 22, 2021 the Board approved the WPS Board Policy Review Plan 2021 – 2022 Project Plan. This plan seeks to review all board policies and bylaws and collate them into a public document to be posted on our website and social media channels. This project is tracking for completion by the end of 2021.

The Board also approved a resolution on July 22, 2021 to review Policy 2021-04 Process of Selecting Chiefs and Deputy Chiefs every 3 years.

RECOMMENDATION 21

The Commission recommends that the Board closely question candidates on their answers. The Board should also obtain legal advice from its counsel on how to probe these issues and obtain relevant information about candidates in a way compatible with existing legislation. The process should ensure the Board has an accurate sense of how applicants are regarded within the Service. This can be done in a variety of ways that also, to the extent possible, respect confidentiality. (p. 43).

RESPONSIBILITY: Board

STATUS: Completed

RELATED RECOMMENDATIONS: 20, 21, 22

ACTION PLAN:

Create a policy to ensure the selection process for the positions of Chief and Deputy Chief identifies any potential issues with applicants, allows the Board to probe these issues, and question candidates on any identified issues. The policy should also provide for a process to understand how candidates are regarded within their current organization.

ACTION TAKEN:

On July 22, 2021 the Board approved Policy 2021-04 Process of Selecting Chiefs and Deputy Chiefs. The Board Policy includes the following procedures:

2. PROCEDURE

2.1 *The Board will establish the requirements for the positions of Chief of Police and Deputy Chief of Police by which the job posting shall be created and candidates will be assessed. These will include:*

- *A list of essential qualifications and experience necessary for consideration for the role of Chief of Police or Deputy Chief of Police; and*
- *A list of competencies that shall be used to screen candidates, develop interview questions and assess candidates.*

2.2 *Recruitment for the position(s) of Chief of Police or Deputy Chief of Police will be posted internally within the Windsor Police Service and externally on various online job boards and appropriate publications.*

2.3 All candidates, whether internal or external will be treated in the same manner and proceed through the same objective process.

2.4 The Board will determine the composition of the Selection Committee. The Board may also engage an external recruitment service to support any step in the recruitment and selection process.

2.5 The role of the Selection Committee will be to develop the job posting based on the skills, experience and competencies established by the Board. They will also screen candidates, develop interview questions, interview and assess candidates and conduct reference checking of identified candidates.

2.5.1 All individuals of the Selection Committee will be instructed on the importance of recognizing biases, the purpose and components of the objective recruitment process, and the structured screening and interview process.

2.6 The Windsor Police Services Board may engage a third-party to consult the public with respect to the qualities and characteristics of a new Chief of Police or Deputy Chief of Police to assist in the development of the job posting and subsequent interview questions.

2.7 Application Screening

- a) Applicants will be screened based on the selection criteria outlined in the job posting. Those that meet the criteria will be invited to continue in the recruitment process including in-person interviews.
- b) Individuals selected for interviews will be required to submit a completed Attestation Form which will ensure a full review of the candidates work history and identify any areas for further review.

2.8 Interviews

- a) Structured interviews will be conducted by the Selection Committee using predetermined interview questions for all candidates. This goal of this objective assessment is to confirm experience and education, other complementary skills, and overall values fit for Windsor Police Service based on the competencies and qualifications listed in the job posting.
- b) Interview questions will be a mixture of behavioural and situational to help determine the candidate's suitability for a leadership role within the Service. The same interview questions will be used for each candidate interviewing for the same role.
- c) The candidates Attestation Form will be reviewed with them as part of the Interview Process. Any areas of concerns will be identified and may generate additional questions. These questions will be compliant with the Human Rights Code, and other relevant legislation.

d) *If required, a second interview may be scheduled with short-listed candidates. This interview may be informed with behavioral assessments previously conducted with short-listed candidates.*

2.9 *References Checks*

a) *Confidential reference checking will be conducted and may include a candidate's current commanding officer, former commanding officer, colleagues or subordinates. The identification of references will be done in a manner that does not adversely impact the candidate's current employment. A candidate may also be requested to provide recent performance evaluations, commendations, or records of discipline as part of the overall assessment of their suitability for the position.*

2.10 *Selection*

a) *Upon completion of the recruitment process, the Selection Committee will make a recommendation to the Board. The ultimate decision rests with the Board. An offer of employment will be drafted by the City of Windsor Legal / Human Resources Department and presented to the candidate.*

FOLLOW-UP / NEXT STEPS:

On July 22, 2021 the Board approved the WPS Board Policy Review Plan 2021 – 2022 Project Plan. This plan seeks to review all board policies and bylaws and collate them into a public document to be posted on our website and social media channels. This project is tracking for completion by the end of 2021.

The Board also approved a resolution on July 22, 2021 to review Policy 2021-04 Process of Selecting Chiefs and Deputy Chiefs every three years.

RECOMMENDATION 22

The Commission recommends that the Board's selection process for Chief and Deputy Chiefs, including the type of due diligence done in relation to each candidate—as opposed to their identities or personal information-- should be known more broadly. This transparency would assist in dispelling misinformation about these processes (p. 43).

RESPONSIBILITY: Board

STATUS: Completed

RELATED RECOMMENDATIONS: 20, 21, 22

ACTION PLAN:

Create a policy to ensure the Service and community is aware of the type of due diligence the BOARD undertakes with respect to the selection process for the positions of Chief and Deputy Chief.

ACTION TAKEN:

On July 22, 2021 the Board approved Policy 2021-04 Process of Selecting Chiefs and Deputy Chiefs. The Board Policy includes the following procedures:

2. PROCEDURE

2.1 *The Board will establish the requirements for the positions of Chief of Police and Deputy Chief of Police by which the job posting shall be created and candidates will be assessed. These will include:*

- *A list of essential qualifications and experience necessary for consideration for the role of Chief of Police or Deputy Chief of Police; and*
- *A list of competencies that shall be used to screen candidates, develop interview questions and assess candidates.*

2.2 *Recruitment for the position(s) of Chief of Police or Deputy Chief of Police will be posted internally within the Windsor Police Service and externally on various online job boards and appropriate publications.*

2.3 *All candidates, whether internal or external will be treated in the same manner and proceed through the same objective process.*

2.4 *The Board will determine the composition of the Selection Committee. The Board may also engage an external recruitment service to support any step in the recruitment and selection process.*

2.5 *The role of the Selection Committee will be to develop the job posting based on the skills, experience and competencies established by the Board. They will also screen candidates, develop interview questions, interview and assess candidates and conduct reference checking of identified candidates.*

2.5.1 *All individuals of the Selection Committee will be instructed on the importance of recognizing biases, the purpose and components of the objective recruitment process, and the structured screening and interview process.*

2.6 *The Windsor Police Services Board may engage a third-party to consult the public with respect to the qualities and characteristics of a new Chief of Police or Deputy Chief of Police to assist in the development of the job posting and subsequent interview questions.*

2.7 *Application Screening*

- a) *Applicants will be screened based on the selection criteria outlined in the job posting. Those that meet the criteria will be invited to continue in the recruitment process including in-person interviews.*
- b) *Individuals selected for interviews will be required to submit a completed Attestation Form which will ensure a full review of the candidates work history and identify any areas for further review.*

2.8 *Interviews*

- a) *Structured interviews will be conducted by the Selection Committee using predetermined interview questions for all candidates. This goal of this objective assessment is to confirm experience and education, other complementary skills, and overall values fit for Windsor Police Service based on the competencies and qualifications listed in the job posting.*
- b) *Interview questions will be a mixture of behavioural and situational to help determine the candidate's suitability for a leadership role within the Service. The same interview questions will be used for each candidate interviewing for the same role.*
- c) *The candidates Attestation Form will be reviewed with them as part of the Interview Process. Any areas of concerns will be identified and may generate additional questions. These questions will be compliant with the Human Rights Code, and other relevant legislation.*
- d) *If required, a second interview may be scheduled with short-listed candidates. This interview may be informed with behavioral assessments previously conducted with short-listed candidates.*

2.9 *References Checks*

- a) *Confidential reference checking will be conducted and may include a candidate's current commanding officer, former commanding officer, colleagues or subordinates. The identification of references will be done in a manner that does not adversely impact the candidate's current employment. A candidate may also be requested to provide recent performance evaluations, commendations, or records of discipline as part of the overall assessment of their suitability for the position.*

2.10 *Selection*

- a) *Upon completion of the recruitment process, the Selection Committee will make a recommendation to the Board. The ultimate decision rests with the Board. An offer of employment will be drafted by the City of Windsor Legal / Human Resources Department and presented to the candidate.*

FOLLOW-UP / NEXT STEPS:

On July 22, 2021 the Board approved the WPS Board Policy Review Plan 2021 – 2022 Project Plan. This plan seeks to review all board policies and bylaws and collate them into a public document to be posted on our website and social media channels. This project is tracking for completion by the end of 2021.

The Board also approved a resolution on July 22, 2021 to review Policy 2021-04 Process of Selecting Chiefs and Deputy Chiefs every three years.

RECOMMENDATION 23

The Commission recommends the Service develop a new Accommodation Directive that should avoid the flaws in the existing Directive identified by the Commission and capture the paradigm shift described in the Report (p. 49).

RESPONSIBILITY: Service

STATUS: Completed

ACTION PLAN:

Develop a new Directive 310-02 to avoid the flaws in the existing Directive identified by the Commission and capture the paradigm shift in how accommodation requests are dealt with by the Service, as described in the report. The Service has shifted to dealing with accommodation requests on more of a case-by-case basis, rather than only considering placement in certain available accommodated positions within a unit.

ACTION TAKEN:

On April 30, 2021, an amended Directive 310-02 Accommodation was adopted by the Service to address the flaws identified by the Commission. The new Directive includes the following:

1. *Creating the Accommodation Plan:*

6.1. Responsibility – The process of accommodating individuals is a shared obligation of the Windsor Police Service, the employee, and the Windsor Police Association. Management staff

should be the first point of contact for employees when requesting an accommodation. Together, in consultation with Human Resources and considering information from health care practitioners (where appropriate), they will work to determine the most appropriate form(s) of accommodation to meet the needs of the individual.

6.2. Subject to the specific responsibilities and procedures set out in Article 7 herein, the Windsor Police Service shall create an accommodation plan and attempt to determine methods of achieving the requirements for success in the position in alternate manners. In the creation of the accommodation plan, the Windsor Police Service shall:

- 1. Identify the need and/or receive the request for accommodation.*
- 2. Work with its employees to obtain all relevant information, as may be required, to ensure that all restrictions and/or functional abilities are identified.*
- 3. Determine the objectives for performance in the current role and potential barriers.*
- 4. Convene a meeting with the necessary parties, including the member requesting accommodation, the supervisor, the Director, Human Resources, and any other required individuals to review the request for accommodation.*
- 5. Create a plan for achieving the objectives in an alternate manner.*
- 6. Examine the options for accommodation, and select the most appropriate avenue for accommodation.*
- 7. Put the accommodation plan (including any return to work plan) in writing to be signed by the member requesting accommodation and the Director, Human Resources (or designate).*
- 8. Implement the accommodation process.*
- 9. Provide training as appropriate.*
- 10. Review and revise based on the accommodated individual's circumstances, operational needs, and other feedback.*
- 11. Create an Emergency Response Plan for employees who may need assistance in the event of an emergency.*

6.3. If an employee cannot be accommodated in their current position, the Human Resources department, working with appropriate Windsor Police Service members, the employee, and the Windsor Police Association, will attempt to place the employee in another available position.

6.4. Where the employee is placed in an alternate position, the Windsor Police Service shall ensure that the employee has the requisite qualifications and skillset necessary for success in the position, is capable of performing the tasks associated with the position and that the alternate work is acceptable.

6.5. Appropriate accommodations may include, but are not necessarily limited to:

1. *Work station adjustments;*
2. *Job redesign;*
3. *Modifications to organizational policies and practices;*
4. *Technical aids;*
5. *Human support;*
6. *Provision of materials in alternative formats;*
7. *Building modifications;*
8. *Counseling and referral services;*
9. *Temporary or permanent alternative work;*
10. *Modification of performance standards while retaining core job requirements;*
11. *Leaves of absence;*
12. *Changes to scheduling or hours of work.*

6.6. *An Accommodation Plan may include the following:*

1. *A statement of the member's relevant limitations and needs, including any necessary assessments and information from experts or specialists, bearing in mind the need to maintain the confidentiality of medical reports;*
2. *Arrangements for necessary assessments by experts or professionals;*
3. *Identification of the most appropriate accommodation short of undue hardship;*
4. *A statement of goals and specific steps to be taken to meet them;*
5. *Clear timelines for the provision of identified accommodations, including check-in points for re-assessment, and;*
6. *A mechanism for review and re-assessment of the accommodation plan as necessary;*
7. *Criteria for determining the success of the accommodation plan; and*
8. *An accountability mechanism for both the Service and member requesting the accommodation, which will be identified within the accommodation plan.*

FOLLOW-UP / NEXT STEPS:

Service Directive 310-02 Accommodation is scheduled for review by the responsible manager every two years to ensure the Directive remains current, and is in compliance with relevant legislation, *Ontario Human Rights Code* and Board policies. The risk assessment and review schedule are reassessed as well as conflicts with other Service Directives. The review also takes in to consideration and Ministry or other best practices.

RECOMMENDATION 24

The Commission recommends the Director - Human Resources regularly report in writing to the Chief (and the appropriate senior leadership) on accommodation, workplace harassment

and other human resources issues. This report should include the Director's review of the impact and effectiveness of existing Directives, practices, procedures and policies and include recommendations on change. The Board should receive regular reports in writing on these same topics (p. 49).

RESPONSIBILITY: Service

STATUS: Completed

RELATED RECOMMENDATIONS: 24, 25, 28, 33

ACTION PLAN:

Review and update Directive 112-01 Mandatory Reports to include a Human Resources report on accommodation and other human resources issues. Identify which reports the Board should receive and the frequency.

Require the impact and effectiveness of existing Directives, practices, procedures, and policies to be included in the Human Resources report.

ACTION TAKEN:

In January 2021, Directive 112-01 Mandatory Reports was updated to include an Annual Human Resources report to the Chief of Police and the Board, which will include a review by the Director on the impact and effectiveness of existing Directives, practices, procedures, and policies, and a Quarterly Human Resources report to the Chief of Police and the Board on human resources issues. Currently, all harassment matters and civilian disciplinary matters are reported to the Deputy Chief, Operational Support, when they occur; written monthly summaries are also provided.

FOLLOW-UP / NEXT STEPS:

Service Directive 112-01 Mandatory Reports is scheduled for review by the responsible manager every three years to ensure the Directive remains current, and is in compliance with relevant legislation, *Ontario Human Rights Code* and Board policies. The risk assessment and review schedule are reassessed as well as conflicts with other Service Directives. The review also takes in to consideration and Ministry or other best practices.

RECOMMENDATION 25

The Commission recommends the training initiatives must be fully documented and form part of the Directors reporting obligation. His reports should include detailed descriptions of

- a. **Training provided to new members;**
- b. **New training or refresher training available for supervisors and other members and whether and to what extent such training is compliant with the existing or a new Accommodation Directive; and**
- c. **Aggregated data on who has actually received such training, to ensure member compliance.**

It is also important that competency questioning related to all promotional levels include case scenarios around accommodation, workplace harassment and related issues (p.50).

RESPONSIBILITY: Service

STATUS: Completed

RELATED RECOMMENDATIONS: 8, 24,

ACTION PLAN:

The Human Resources Director reporting obligations with respect to training in the area of accommodation, workplace harassment, and other human resource issues will be included as part of the mandatory reporting requirement in R.24.

Formalize in Directive 352-01 Promotional Process the current practice of including competency questions related to case scenarios around accommodation and workplace harassment issues (Recommendation 8).

ACTION TAKEN:

In January 2021, Directive 112-01 Mandatory Reports was updated to include an Annual Human Resources report to the Chief of Police and the Board, which will include a review by the Director on the impact and effectiveness of existing Directives, practices, procedures, and policies, and a Quarterly Human Resources report to the Chief of Police and the Board on human resources issues.

The Annual Human Resources report will include descriptions of the training provided to members on accommodations, workplace harassment, and other human resource issues, the compliance of the training with Service Directives, and data on member compliance with training courses.

Human Rights training (including civility in the workplace) is available to all members online through the Canadian Police Knowledge Network (CPKN) learning management system, which allows the Service to track which employees have completed the necessary training.

Harassment Training has been provided to new employees, initially when they join the Service. The Service has prepared an online training module which was uploaded to our online training provider, Canadian Police Knowledge Network (CPKN) in July 2021. Amended Service Directive 361-04 Workplace Violence, Harassment and Sexual Harassment has been posted and the training module has been launched. The mandatory training is expected to be completed by all members by October 31, 2021.

All training will be reviewed in the third quarter of each year to determine whether there are any individuals who have not completed annual training requirements.

Directive 352-01 Promotional Process, Appendix C was amended and includes the following:

Promotional Process – Oral Interview:

1. *One question from the following category will be included in the Oral Examination for Levels A, B, and C:*

- *Accommodation, workplace harassment, discrimination, civility, and other related issues.*

FOLLOW-UP / NEXT STEPS:

The Human Resources Annual Report will be submitted to the Board at the January 2022 regular Board meeting and annually thereafter in accordance with Directive 112-01 Mandatory Reports.

Service Directive 112-01 Mandatory Reports and 352-01 Promotional Process are scheduled for review by the responsible manager every three years to ensure the Directives remains current, and is in compliance with relevant legislation, *Ontario Human Rights Code* and Board policies. The risk assessment and review schedule are reassessed as well as conflicts with other Service Directives. The review also takes in to consideration and Ministry or other best practices.

The training provided by Human Resources on Accommodation, Harassment and any other human resource issues will be scheduled for review in conjunction with the applicable Directive to ensure the training remains current, and is in compliance with relevant legislation, *Ontario Human Rights Code* and Board policies.

RECOMMENDATION 26

The Commission recommends that the stigma and policing culture concerning accommodations be recognized, addressed through education and training, and overcome. That culture should also be addressed through measures taken by the Service to acknowledge the value of work being done by accommodated officers, while mindful of their privacy interests (p. 51).

RESPONSIBILITY: Service

STATUS: Completed

RELATED RECOMMENDATIONS: 11, 23, 26

ACTION PLAN:

Develop education and training pertaining to the stigma concerning accommodation.

Develop strategies to acknowledge the value of work being done by accommodated members.

ACTION TAKEN:

Service Directive 310-02 Accommodation provides for training for all members with respect to Accommodation as follows:

1. Training:

9.1. All members shall receive initial training on their rights, responsibilities, and related legal liabilities.

9.2. All members acting in a Supervisory or Management capacity will receive training and education regarding:

- 1. Their responsibilities and related legal liabilities, which may arise from the Code amendments, Human Rights Tribunal Decisions, and this Directive; and*
- 2. Their responsibilities and related legal liabilities, under the Ontarians with Disabilities Act, 2001 and the Human Rights Code.*

9.3. All training programs will be evaluated regularly to assess their adequacy and effectiveness in meeting the objectives of this Directive or Directive 310-01 Human Rights.

AODA training and Human Rights training (including civility in the workplace) has been rolled out online through the CPKN learning management system, which allows the Service to track which employees have completed the necessary training.

The Service Sergeant Mentoring Program was first held in-house in January 2019. This course is provided in addition to the Ontario Police College Front Line Supervisor Course. The curriculum included a discussion regarding the value of work performed by accommodated members. Consideration is being given to expanding this program to other ranks. The latest program ran from March 22 to April 1, 2021.

Harassment Training has been provided to new employees, initially when they join the Service. The Service has prepared an online training module which was uploaded to our online training provider, Canadian Police Knowledge Network (CPKN) in July 2021. Amended Service Directive 361-04 Workplace Violence, Harassment and Sexual Harassment has been posted and the training module has been launched. The mandatory training is expected to be completed by all members by October 31, 2021.

FOLLOW-UP / NEXT STEPS:

Service Directive 310-02 Accommodation is scheduled for review by the responsible manager every two years to ensure the Directive remains current, and is in compliance with relevant legislation, *Ontario Human Rights Code* and Board policies. The risk assessment and review schedule are re-assessed as well as conflicts with other Service Directives. The review also takes into consideration any Ministry or other best practices.

The training provided by Human Resources on Accommodation, Harassment and any other human resource issues will be scheduled for review in conjunction with the applicable Directive to ensure the training remains current, and is in compliance with relevant legislation, *Ontario Human Rights Code* and Board policies.

The Service recognizes the importance of recognizing and addressing the stigma and policing culture concerning accommodations and the Service will continue to expand opportunities to acknowledge the value of the work done by accommodated officers. The paradigm shift in dealing with accommodations as identified in Recommendation 23, is one example of how the Service is addressing the culture around accommodations.

RECOMMENDATION 27

The Commission recommends that any lack of confidence in the Service's processes for handling workplace harassment be addressed through the following measures, some of which have been implemented or are in the process of being implemented:

- a. The creation of a new Workplace Harassment Directive that is fair and transparent, and that gains legitimacy, in part, through the active involvement of a Review**

Committee (which includes Association representation) in how complaints are dealt with.

- b. The assignment of workplace harassment investigations to a small cadre of investigators trained in workplace harassment investigations**
- c. The assignment of an investigator or investigative team to a particular complaint on a rotating basis, if at all possible, to minimize concerns about how investigators are selected for certain investigations**
- d. A process that provides for the possibility of external investigators in appropriate circumstances and for a mechanism for the affected parties to raise conflict of interest issues over the selection of a specific investigator. The draft Directive incorporates both suggestions. Under the draft Directive, the Chief retains the discretion not to direct an external investigation even in the face of a Review Committee's recommendation to the contrary. In the Commission's view, the Review Committee and the Chief should work together to develop some written guidance, with Board oversight and involvement, on when an external investigation is warranted. This recommendation parallels the Commission's earlier recommendation on how sensitive criminal investigations should be dealt with**
- e. Education and training of all civilian employees and all sworn officers, regardless of rank on workplace harassment, discrimination, civility and related issues. Such education and training must take place**
 - i. initially, when employees join the Service;**
 - ii. for all employees when new policies and processes are introduced (as they will be through the new Workplace and Harassment Directive); and,**
 - iii. at regular intervals after that. Those intervals should be set out in writing in the applicable Directives.**
- f. It is equally important that an understanding of these issues form a part of the promotional evaluation process for candidates for supervisory positions (pp. 52-53)**

RESPONSIBILITY: Service

STATUS: Completed

RELATED RECOMMENDATIONS: 8, 27, 28, 29, 30

ACTION PLAN:

Amend current Directive 361-04 Workplace Harassment in consideration of OCPC recommendations, including:

- Assign workplace harassment investigations to a small group of training workplace harassment investigators on a rotating basis.
- Provide training upon hire and at regular intervals on workplace harassment, discrimination, civility, and related issues.
- Formalize in Directive 352-01 Promotional Process the current practice of including competency questions related to case scenarios around accommodation and workplace harassment issues (R.8).

ACTION TAKEN:

Service Directive 361-04 Workplace Violence, Harassment and Sexual Harassment was amended to address the issues identified in the recommendation as follows:

1. The Directive was amended in consultation with the WPA and Senior Leadership Team. While the Commission recommended the active involvement of a review committee, the WPA was not amendable to participating in a review committee that determined whether a complaint by one of its members against one of its members would move forward.
2. Workplace harassment investigations are currently assigned only to those members who have training in workplace harassment investigations. The Service currently has eight trained investigators.

Directive 361-04 Workplace Violence, Harassment and Sexual Harassment includes the following:

Workplace Violence and Harassment Program & Procedures

3.4 The Service shall provide appropriate training in Workplace Harassment and/or Discrimination investigative techniques and report writing for Members who will be involved in investigating complaints of Workplace Harassment and/or Discrimination.

- 1. It is the current practice of the Service to assign investigators or investigative teams to a complaint on a rotating basis if at all possible, to minimize concerns about how investigators are selected for certain investigations.*
- 2. The Directive includes the following provisions to provide for an external investigator and a mechanism for the affected parties to raise conflict of interest issues:*

6.57 It is the responsibility of the Investigators, Complainant, and/or Respondent to declare any existing or potential conflict with respect to the composition of the Qualified Investigative Team to the Director, Human Resources.

6.58 If the Director, Human Resources, in consultation with the Inspector, Professional Standards Branch, determines that an external investigation may be necessary because due to a reasonable apprehension of bias that cannot be mitigated by assigning an internal investigator, they shall forthwith deliver this recommendation, together with a detailed rationale, to the Chief of Police for review. The Chief of Police will then exercise discretion to appoint an internal or external investigator or appoint such other individual as is deemed appropriate to investigate the formal Workplace Harassment and/or discrimination complaint.

Responsibilities of Members

3.11 Members shall participate in any training provided related to Workplace Harassment and/or Discrimination and shall apply the specific procedures outlined in this Directive.

Harassment Training has been provided to new employees, initially when they join the Service. The Service has prepared an online training module which was uploaded to our online training provider, Canadian Police Knowledge Network (CPKN) in July 2021. Amended Service Directive 361-04 Workplace Violence, Harassment and Sexual Harassment has been posted and the training module has been launched. The mandatory training is expected to be completed by all members by October 31, 2021.

Directive 352-01 Promotional Process, Appendix C was amended and includes the following:

2. Promotional Process – Oral Interview:

One question from the following category will be included in the Oral Examination for Levels A, B, and C:

- *Accommodation, workplace harassment, discrimination, civility and other related issues*

FOLLOW-UP / NEXT STEPS:

Service Directive 361-04 Workplace Violence, Harassment and Sexual Harassment is scheduled for review by the responsible manager every three years to ensure the Directive remains current, and is in compliance with relevant legislation, *Ontario Human Rights Code* and Board policies. The risk assessment and review schedule are reassessed as well as conflicts with other Service Directives. The review also takes in to consideration and Ministry or other best practices. The corresponding training module will be reviewed in conjunction with the Directive.

Service Directive 352-01 Promotional Process is scheduled for review by the responsible manager every three years to ensure the Directive remains current, and is in compliance with

relevant legislation, *Ontario Human Rights Code* and Board policies. The risk assessment and review schedule are reassessed as well as conflicts with other Service Directives. The review also takes in to consideration and Ministry or other best practices.

RECOMMENDATION 28

The Commission recommends that the Board be provided with detailed information about the Service's education and training programs so it can exercise its oversight responsibilities (p. 53).

RESPONSIBILITY: Service

STATUS: Completed

RELATED RECOMMENDATIONS: 24, 27, 28

ACTION PLAN:

The Human Resources Director reporting obligations with respect to training in the area of accommodation, workplace harassment, and other human resource issues will be included as part of the mandatory reporting requirement in R.24.

ACTION TAKEN:

In January 2021, Directive 112-01 Mandatory Reports was updated to include an Annual Human Resources report to the Chief of Police and the Board, which will include a review by the Director on the impact and effectiveness of existing Directives, practices, procedures, and policies, and a Quarterly Human Resources report to the Chief of Police and the Board on human resources issues.

The Annual Human Resources report will also include descriptions of the training provided to members on accommodations, workplace harassment, and other human resource issues, the compliance of the training with Service Directives, and data on member compliance with training courses. Currently, all harassment matters and civilian disciplinary matters are reported to the Deputy Chief, Operational Support, when they occur; written monthly summaries are also provided.

FOLLOW-UP / NEXT STEPS:

The Human Resources Annual Report will be submitted to the Board at the January 2022 regular Board meeting and annually thereafter in accordance with Directive 112-01 Mandatory Reports.

Service Directive 112-01 Mandatory Reporting is scheduled for review by the responsible manager every three years to ensure the Directive remains current, and is in compliance with relevant legislation, *Ontario Human Rights Code* and Board policies. The risk assessment and review schedule are reassessed as well as conflicts with other Service Directives. The review also takes in to consideration and Ministry or other best practices.

RECOMMENDATION 29

The Commission recommends a mechanism be created that enables advisors to report, without undermining confidentiality, on the extent to which their services are even being used and challenges in their work (p. 54).

RESPONSIBILITY: Service

STATUS: Completed

RELATED RECOMMENDATIONS: 27, 28, 29, 30

ACTION PLAN:

Amend Directive 361-04 to create a mechanism that enables advisors to report on the extent to which their services are being used and the challenges in their work.

ACTION TAKEN:

Directive 361-04 Workplace Violence, Harassment, and Sexual Harassment was amended to include the following:

Responsibilities of Workplace Violence / Harassment Advisors

3.20 Advisors shall provide a monthly report to the Director, Human Resources, regarding the extent to which they are being consulted and any challenges they observe regarding the implementation or execution of this Directive.

Harassment Training has been provided to new employees, initially when they join the Service. The Service has prepared an online training module which was uploaded to our online training provider, Canadian Police Knowledge Network (CPKN) in July 2021. Amended Service Directive 361-04 Workplace Violence, Harassment and Sexual Harassment has been posted and the training module has been launched. The mandatory training is expected to be completed by all members by October 31, 2021.

FOLLOW-UP / NEXT STEPS:

Service Directive 361-04 Workplace Harassment is scheduled for review by the responsible manager every 3 years to ensure the Directive remains current, and is in compliance with relevant legislation, *Ontario Human Rights Code* and Board policies. The risk assessment and review schedule are reassessed as well as conflicts with other Service Directives. The review also takes in to consideration and Ministry or other best practices. The corresponding training module will be reviewed and amended in conjunction with the Directive.

RECOMMENDATION 30

The Commission recommends that the Service explicitly address how it reconciles the advisors' duty of confidentiality with the Service's obligation to end workplace harassment when it is ongoing, either in the new Directive or through education and training (p. 55).

RESPONSIBILITY: Service

STATUS: Completed

RELATED RECOMMENDATIONS: 27, 28, 29, 30

ACTION PLAN:

Amend Directive 361-04 to address how it reconciles the advisors' duty of confidentiality with the Service's obligation to end workplace harassment when it is ongoing.

Provide training to service members and harassment advisors to address the advisors' role and confidentiality and privacy.

ACTION TAKEN:

Directive 361-04 Workplace Violence, Harassment, and Sexual Harassment was amended to include the following:

Responsibilities of Workplace Violence / Harassment Advisors

2.18 Advisors shall follow up with any member who seeks advice or information regarding this Directive. If the matter has not been resolved and appears to constitute a valid claim of harassment, bring the matter forward to their supervisor for investigation, as may be appropriate in the circumstances.

Workplace Violence and Harassment Program & Procedures

3.5 The Service shall provide training to Workplace Violence and Harassment Advisors to provide guidance on the interpretation of the policies and procedures of this directive.

Responsibilities of Members

3.11 Members shall participate in any training provided related to Workplace Harassment and/or Discrimination and shall apply the specific procedures outlined in this Directive.

Harassment Training has been provided to new employees, initially when they join the Service. The Service has prepared an online training module which was uploaded to our online training provider, Canadian Police Knowledge Network (CPKN) in July 2021. Amended Service Directive 361-04 Workplace Violence, Harassment and Sexual Harassment has been posted and the training module has been launched. The mandatory training is expected to be completed by all members by October 31, 2021.

FOLLOW-UP / NEXT STEPS:

Service Directive 361-04 Workplace Violence, Harassment and Sexual Harassment and corresponding training module are scheduled for review by the responsible manager every three years or as required to ensure the Directive remains current, and is in compliance with relevant legislation, *Ontario Human Rights Code* and Board policies. The risk assessment and review schedule are reassessed as well as conflicts with other Service Directives. The review also takes in to consideration and Ministry or other best practices.

RECOMMENDATION 31

The Commission recommends that the Board develop some guidelines on the considerations that should inform its decision-making around human rights settlements. There should be a regular review by the Board of ongoing human rights complaints and the lessons learned in individual cases. When a human rights complaint reveals a larger issue to be addressed, the Service and the Board must be transparent in acknowledging the existence of that issue to the Service's members as a whole, and in identifying how the Service and/or Board have addressed the issue (p. 55).

RESPONSIBILITY: Board

STATUS: Completed

ACTION PLAN:

Board to engage McTague Law Firm LLB to create a new policy to address the recommendation.

ACTION TAKEN:

On April 22, 2021, the Board approved Policy 2021-03 Disclosure of Human Rights Claims and Proceedings. The new policy includes the following:

1. *The Windsor Police Services Board strives to implement fair and transparent policies and processes to ensure a high degree of public trust in the Windsor Police Service and its members, as well as a high degree of trust from members of the Windsor Police Service.*
2. *To this end, it is the policy of the Windsor Police Services Board, with respect to human rights claims and proceedings against the Windsor Police Service and/or the Windsor Police Services Board, to require the Chief of Police to:*
 - a) *Inform the Windsor Police Services Board of any human rights claims or proceedings against the Windsor Police Service and/or the Windsor Police Services Board as well as, in particular, allegations set out therein that could reveal systemic or recurring human rights issues;*
 - b) *Keep the Windsor Police Services Board apprised of any and all developments relating to human rights claims or proceedings against the Windsor Police Service and/or the Windsor Police Services Board including, without limitation, the ongoing costs of same;*
 - c) *Inform the Windsor Police Services Board of any offers to settle human rights claims or proceedings against the Windsor Police Service and/or the Windsor Police Services Board; and*
 - d) *Obtain authorization from the Windsor Police Services Board prior to making or accepting any offers to settle human rights claims or proceedings against the Windsor Police Service and/or the Windsor Police Services Board.*
3. *In considering any potential settlement of a human rights claim or proceeding, the Board shall consult with the Chief of Police and legal counsel and give consideration to the following:*
 - *The relative strengths and weaknesses of the claim or proceeding;*
 - *The anticipated costs of defending the claim or proceeding;*
 - *The recommendations from the Chief of Police in regard to the claim or proceeding;*
 - *The legal advice from legal counsel in regard to the claim or proceeding;*
 - *How any prior similar claims or complaints were dealt with;*
 - *Whether the proposed settlement encourages public trust in the Windsor Police Service;*
 - *Any other consideration that the Board determines to be relevant to the specific claim or proceeding.*

4. *The Windsor Police Services Board shall regularly review ongoing human rights claims or proceedings to ascertain the existence of potential systemic or recurring human rights issues. The Board will strive to address any identified potential systemic or recurring human rights issues in a transparent manner, having regard to any relevant legislative or legal restrictions, with the Chief of Police and members of the Windsor Police Service as a whole, and identify how the Board and/or Service will address the issue identified.*

FOLLOW-UP / NEXT STEPS:

On April 22, 2021 the Board approved Policy 2021-03 Disclosure of Human Rights Claims and Proceedings and passed a resolution to review every three years.

On July 22, 2021 the Board approved the WPS Board Policy Review Plan 2021 – 2022 Project Plan. This plan seeks to review all board policies and bylaws and collate them into a public document to be posted on our website and social media channels. This project is tracking for completion by the end of 2021.

RECOMMENDATION 32

The Commission recommends that the Board receive governance training and education, designed with Ministry involvement or input as soon as possible (p. 55).

RESPONSIBILITY: Board

STATUS: Completed

RELATED RECOMMENDATIONS: 32, 33

ACTION PLAN:

Engage the Ministry of the Solicitor General to look into options for board governance training and education for all Board members in early 2021.

ACTION TAKEN:

Board governance training and education session scheduled and completed with the Ministry of the Solicitor General, Public Safety Division, External Relations Branch on January 21, 2021.

FOLLOW-UP / NEXT STEPS:

The Board will engage the Ministry of the Solicitor General to conduct governance training and education sessions for new members of the Board and as required.

RECOMMENDATION 33

The Commission recommends that the Board must play a critical role in asking the hard questions required to ensure that the Service is not merely "checking off the right box" or responding to issues in a less than effective way (p. 56).

RESPONSIBILITY: Board

STATUS: Completed

RELATED RECOMMENDATIONS: 32, 33

ACTION PLAN:

Amend Directive 112-01 Mandatory Reporting to include reports to Board to provide the Board with relevant information in order for the Board to respond to issues in an effective way.

ACTION TAKEN:

Service Directive 112-01 Mandatory Reports was updated and provided to the Board as information on January 21, 2021. The Directive identifies reports required either by statute or to ensure that relevant performance measures are periodically measured and reported. The receiver and frequency of the report are also identified.

The regular Board Meeting agenda format has been revised and streamlined to ensure that members of the Board have an opportunity to ask questions regarding any agenda items. As well, a standing item, "Communications," was added to the agenda so that Board members can request the Chief address issues of concern, such as significant current events in the community. Questions or topics are submitted to the Chief in advance of the meeting and are included on the agenda.

FOLLOW-UP / NEXT STEPS:

In consultation with and at the request of the Board, update and amend Service Directive 112-01 Mandatory Reports to ensure the Board is provided relevant information in a timely manner to ensure the Service is responding to issues in an effective way.

RECOMMENDATION 34

The Commission recommends that senior leaders recognize that they must not only avoid direct involvement in hiring or promotional decisions respecting their relatives, but any indirect involvement. This includes inquiring about how their relatives fared in the process or

expressing views about the merits of their relatives' candidacy to those involved in the process (p. 59).

RESPONSIBILITY: Service

STATUS: Completed

ACTION PLAN:

Review Directive 325-02 Employment Relationship Policy and any other applicable Directives, and make amendments to address the recommendation.

ACTION TAKEN:

Directive 141-01 Conduct Requirements, Directive 325-02 Employee Relationship Policy, and Directive 320-01 Recruitment Selection Process, were amended and include the following:

Directive 141-01 Conduct Requirements

C. Terms and Conditions of Service

9. A member of the Service shall not interfere with any hiring or promotional process respecting their relatives, either directly or indirectly. This includes making any inquiries about the process, making any inquiries about how their relative fared in the process or expressing views regarding the merits of their relatives' candidacy to those involved in the process. (see also Directive 325-02)

Directive 325-02 Employment Relationship Policy

II. Policy Statement

G. No administrator, manager, or member of the Windsor Police Service shall interfere with any hiring or promotional process involving an immediate relative, either directly or indirectly. This includes making any inquiries about the process, making any inquiries about how their relative fared in the process or expressing views regarding the merits of their relatives' candidacy to those involved in the process.

Directive 320-01 Recruitment and Selection Process

II. Policy Statement

L. No person involved in any stage of the Recruitment process involving an immediate relative of an active or retired member of the Windsor Police Service shall disclose, directly or indirectly, any information regarding the candidate's progress through the system or merits of their candidacy.

The amended Directives were provided to the Board at the January 2021 Board meeting for information.

FOLLOW-UP / NEXT STEPS:

Service Directives 141-01 Conduct Requirements, 325-02 Employment Relationship Policy and 320-01 Recruitment and Selection Process are scheduled for review by the responsible manager every three years to ensure the Directive remains current, and is in compliance with relevant legislation, *Ontario Human Rights Code* and Board policies. The risk assessment and review schedule are reassessed as well as conflicts with other Service Directives. The review also takes in to consideration and Ministry or other best practices.

RECOMMENDATION 35

The Commission recommends that the Service's senior leadership and the Board need to adopt additional measures to accurately assess the views of the Service's employees and promote morale. They include several measures earlier identified in relation to more specific systemic issues. The recommended measures are:

- a. An anonymous survey of the Service's employees. It should be professionally designed to ascertain their views on the range of issues raised by fellow employees during this Review. Its design should be informed, in part, by the issues set out in this Report.**
- b. Exit interviews of every departing employee to be conducted by the Chief or if necessary, the Deputy Chiefs**
- c. The survey and the exit interviews should inform additional steps to be taken to promote good morale.**
- d. The development of a robust communications strategy, including greater dialogue between the Chief/ senior leadership and employees about the Service's direction. Misperceptions persist at the Service due to poor communication, at times, between senior leadership and all employees.**
- e. True training for supervisors on how to be supervisors. Some of the systemic issues identified in this Report could have been mitigated if supervisors had a better understanding of how to supervise those under their command. The Commission supports enhanced training for supervisors, including presentations on how to have difficult conversations with those under their command. It also supports regular**

meetings between supervisors and those under their command. These will enhance these relationships, increase accountability and avoid some of the concerns expressed by officers who met with the Commission. The challenge is to avoid simply "checking a box" by adopting inadequate training or education of supervisors on how to be supervisors. The inadequacy of this training was identified as an issue by a number of senior officers. The Service must also promote sustainable performance management through policies and procedures on what performance management looks like, along with appropriate Board oversight with defined deliverables and measurements for success.

These measures, together with implementation of the other recommendations in this Report, viewed cumulatively, should assist in addressing the Service's morale. They are all designed to promote a respectful, harassment-free workplace that values equity and diversity, ongoing communication between senior leadership and the Service's members with appropriate supervision and oversight (pp. 60-61).

RESPONSIBILITY: Service

STATUS: In-progress. Anticipated completion in October 2021

RELATED RECOMMENDATIONS: 6, 15

ACTION PLAN:

Engage a vendor to develop an internal survey to be conducted at regular intervals and informed by the issues set out in the OCPC report.

Exit interviews will be conducted with all members departing the Service.

Develop a communications strategy, in consultation with an independent contractor with expertise in communications, for internal and external communications.

Continuous evaluation of Sergeant mentoring program and expansion of the program to other ranks.

Continuous evaluation of Performance Management Program (PMP).

ACTION TAKEN:

In December 2020, the Service launched an Employee Consultation Internal Survey. The questions used in the survey were drawn from the previous internal employee survey, which was conducted in August 2012.

Moving forward, the Service will use an expertly designed internal consultation survey. On September 24, 2020, the Board passed a resolution authorizing the Chief of Police to enter into negotiations with and engage a third-party vendor to develop internal and external surveys to be conducted at regular intervals, which will work to promote public confidence and to accurately assess the views of the Service's employees and promote morale.

In addition, as was outlined in Recommendation 11, the Service has contracted the services of Senomi Solutions Inc. The consulting services to be provided are as outlined in the agreement and include the following:

- Creation and deployment of a professionally-designed EDI survey to obtain reliable information from the community and/or membership regarding EDI issues as outlined in the 2020 OCPC Report to inform a strategic plan regarding EDI in the Service.;
- Data collection and analysis following the deployment of the EDI survey to provide information and feedback regarding a strategic EDI plan for the Service.; and
- Creation of a strategic EDI plan for the Service, including processes that will promote and achieve, with measurable outcomes, internal equality, diversity, and inclusivity throughout the Windsor Police Service.

The project is anticipated to take approximately 3-4 months. The first meeting was held in May 2021.

Since August 2019, exit interviews have been offered to active members departing the Service either through retirement or resignation. In 2019 and 2020 the Chief's Administrative Assistant offered an exit interview to all departing members and arranged the meetings with those who accepted. In 2021, the Chief's Administrative Assistant advises departing members that the Chief would like an exit interview and arranges the meetings. The member is provided a list of questions for their consideration as discussion topics before the meeting. The Chief, or in her absence a Deputy Chief, conducts the interview, in confidence, with the departing member.

On September 24, 2020, the Board passed a resolution authorizing the Chief of Police to engage an independent contractor with expertise in public relations to evaluate the current communications strategies, provide recommendations for the enhancement and/or development of a comprehensive internal and external organizational communications strategy; and assist in the implementation of the media strategy.

On February 25, 2021, the City of Windsor issued RFP 55-21 - Windsor Police Service Communications Strategy Consultant, which closed on April 13, 2021. Crestview Strategy was hired as the successful proponent. The initial stages of the consulting process have occurred with an estimate of nine months from the time of consultation to the implementation process.

The Service Sergeant mentoring program was first held in-house in January 2019. This course is provided in addition to the Ontario Police College Front Line Supervisor Course. The curriculum includes a segment on how to have difficult conversations. Consideration is being given to expanding this program to other ranks. The latest program ran from March 22 to April 1, 2021.

Directive 352-02 Performance Management Program (PMP) was implemented on September 11, 2019. The Administrative Support Superintendent is tasked with the ongoing review and maintenance of the PMP to identify gaps and ensure compliance with the program.

FOLLOW-UP / NEXT STEPS:

The Service will engage a third party vendor to design internal and external consultation surveys, with the goal to launch the surveys by mid-2022. The survey will be used to obtain members' views on a range of issues including those identified in the Report.

Since August 2019 fifty seven active members have retired or resigned from the Service and 63% of these members have participated in a confidential exit interview. The rate of participation was 30% in 2019 and 66% in 2020. Since the change in process, the rate of participation increased to 78% in 2021. Exit interviews have been incorporated into the Service's retirement / resignation processes and will remain as a permanent part of the process.

Once the current Service communications strategies have been evaluated and recommendations for the development of a comprehensive internal and external communications strategy have been identified:

- The communications strategy will be implemented, evaluated and revised as required and outlined in the strategy; and
- The applicable Service Directives will be amended and regularly reviewed as per the Directive review schedule.

The Service Sergeant mentoring program was first held in-house in January 2019 and was developed to address some of the systemic issues identified in the Report. This course is constantly being evaluated by both attendees and facilitators to ensure the course meets the needs of the participants and the Service in providing the necessary training for supervisors. Consideration will continue to be given to expanding this program to other ranks.

Directive 352-02 Performance Management Program (PMP) was implemented on September 11, 2019. The Administrative Support Superintendent has been tasked with the ongoing review and maintenance of the PMP to identify gaps and ensure compliance with the program. Information sessions are being held in September 2021 to update and inform all Service

supervisors on the recent amendments to the Directives identified in this report. These sessions will include a PMP component to reinforce and address any concerns with the Service's program.

Service Directive 352-02 Performance Management Program (PMP) is scheduled for review by the responsible manager every three years to ensure the Directive remains current, and is in compliance with relevant legislation, *Ontario Human Rights Code* and Board policies. The risk assessment and review schedule are reassessed as well as conflicts with other Service Directives. The review also takes in to consideration and Ministry or other best practices.

RECOMMENDATION 36

The Commission recommends that the Service reinforce with its supervisors that members are fully entitled to seek employment elsewhere, and that there is no place for pejorative comments about those members based on their desire to depart. Such comments or similar harassment or reprisal activity should be appropriately dealt with (pp. 62-63).

RESPONSIBILITY: Service

STATUS: Completed

RELATED RECOMMENDATIONS: 27, 35

ACTION PLAN:

Review Directive 364-01 Workplace Harassment and amend to reinforce with members that members are fully entitled to seek employment elsewhere, and pejorative comments constitute harassment.

Include this same reinforcement in Workplace Harassment training.

ACTION TAKEN:

Service Directive 361-04 Workplace Violence, Harassment and Sexual Harassment was amended to address the issues identified in the Commission's recommendations. The Directive includes the following with respect to harassment and reprisal:

2. Definitions

For the purposes of this Directive, the following terms are defined as follows:

2.13 Examples of Harassment: Conduct that constitutes Workplace Harassment and/or Workplace Sexual Harassment includes, but is not limited to:

j) repeated pejorative comments / conduct to, or about, members who wish to seek employment with an organization other than the Windsor Police Service;

3. Workplace Violence and Harassment Program & Procedures

3.6 The following principles will guide the Service in addressing allegations of Workplace Harassment and/or Discrimination:

a) complaints and incidents of Workplace Harassment and/or Discrimination, whether raised by the victim or a witness to the alleged harassment, will be acted upon promptly, impartially, judiciously, and with an appropriate level of discretion and confidentiality;

c) any threat or act of reprisal or retaliation against a member who makes a complaint, either formally or informally, or against any participant in the investigation of a complaint is strictly prohibited and shall be considered as a violation of this Directive, the Code and the OHSA, and will be subject to appropriate disciplinary action up to and including termination;

Responsibilities of Members

3.11 Members shall participate in any training provided related to Workplace Harassment and/or Discrimination and shall apply the specific procedures outlined in this Directive.

Harassment Training has been provided to new employees, initially when they join the Service. The Service has prepared an online training module which was uploaded to our online training provider, Canadian Police Knowledge Network (CPKN) in July 2021. Amended Directive 361-04 Workplace Violence, Harassment and Sexual Harassment has been posted and the training module has been launched. The mandatory training is expected to be completed by all members by October 31, 2021.

FOLLOW-UP / NEXT STEPS:

Service Directive 361-04 Workplace Harassment is scheduled for review by the responsible manager every 3 years to ensure the Directive remains current, and is in compliance with relevant legislation, *Ontario Human Rights Code* and Board policies. The risk assessment and review schedule are reassessed as well as conflicts with other Service Directives. The review also takes in to consideration and Ministry or other best practices.

RECOMMENDATION 37

The Commission recommends that any relevant policy or procedures merely remind anticipated references that they do not speak for the Service and that this should always be reflected when providing a reference. There is no need for any policy, procedure, or practice that only permits a Service member to provide a reference with the Chief's approval (p. 63).

RESPONSIBILITY: Service

STATUS: Completed

ACTION PLAN:

Amend Directive 141-01 Conduct Requirements to address this recommendation.

ACTION TAKEN:

On January 11, 2021, Service Directive 141-01 Conduct Requirements was updated to remind anticipated references they do not speak for the Service. The Directive was provided to the Board for information on January 21, 2021.

Directive 141-01 Conduct Requirements includes the following:

II. Policy Statement

F. Testimonials and Advertisements:

Unless authorized by the Chief of Police, members shall not:

4. Utilize police letterhead or insignia, or otherwise represent or speak for the Service when providing any written or verbal reference or recommendation:

a) to any person concerning a current or former member,

b) to any person concerning a non-member of the Service.

FOLLOW-UP / NEXT STEPS:

Service Directive 141-01 Conduct Requirements is scheduled for review by the responsible manager every 3 years to ensure the Directive remains current, and is in compliance with relevant legislation, *Ontario Human Rights Code* and Board policies. The risk assessment and review schedule are reassessed as well as conflicts with other Service Directives. The review also takes in to consideration and Ministry or other best practices.

Conclusion

The Windsor Police Services Board and Windsor Police Service have completed 26 of the 37 recommendations made by the OCPC. All remaining recommendations have seen significant progress with the expectation that they will be completed in early 2022.

The OCPC Investigation and the resulting recommendations compelled the Windsor Police Service and Windsor Police Services Board to look into the way business was being conducted with respect to the seven identified themes. The initiatives and policies that subsequently emerged are long-term in scope and have the ability to change the culture at the Windsor Police Service for the betterment of our membership and the community. The Windsor Police Service remains committed to furthering the progress identified in this report and into the future.

Tribunals Ontario
Ontario Civilian Police Commission

15 Grosvenor Street, Ground Floor
Toronto ON M7A 2G6
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Tribunaux décisionnels Ontario
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August 16, 2021

Via Email: pmizuno@windsorpolice.ca

Pamela Mizuno
Chief of Police
Windsor Police Service
150 Goyeau St., P.O. Box 60
Windsor, Ontario N9A 6J5

Dear Chief Mizuno:

On behalf of the Ontario Civilian Police Commission ("Commission"), I would like to thank you for the copy of the Final Report, detailing the completion of 26 of the 37 Recommendations in the Commission's Report, along with an outline of the steps which the Windsor Police Service ("Service") and the Windsor Police Services Board ("Board") will be taking to complete the remaining Recommendations by early 2022.

The Service and the Board are to be commended for their efforts.

Sincerely,

A handwritten signature in cursive that reads "Thomas J. Lockwood per: DAB".

Thomas J. Lockwood, Q.C.
External Counsel,
Ontario Civilian Police Commission
c.c. Sean Weir



**WINDSOR
POLICE
SERVICE**

Chief's Executive Office

Chief P. Mizuno
Deputy Chief F. Providenti
Deputy Chief J. Bellaire

MEMORANDUM

Date: September 24, 2021

To: Windsor Police Services Board

From: Deputy Chief Frank Providenti

Re: Professional Standards Report – July & August, 2021

Attached are the reports outlining the complaints and external recognition for the month of July & August, 2021.

Submitted for your information.

A handwritten signature in black ink, appearing to read "Frank Providenti".

Frank Providenti

Deputy Chief, Operational Support

FP/mo

MONTHLY BOARD REPORT - July 2021

SYNOPSIS OF July 2021 COMPLAINTS

In July 2021, the Professional Standards office addressed the following number of complaints:

9	New Complaints Received in July 2021
31	Complaints Carried Over From 2019/2020 & Previous Months in 2021
Of the	40 total complaints handled in July 2021:
7	Complaints From 2019/2020/ 2021 (Jan-June) Closed in July 2021
6	Complaints Opened & Closed in July 2021
1	Complaint From 2019 Carried Into August 2021
7	Complaints From 2020 Carried Into August 2021
19	Complaints From 2021 Carried Into August 2021

Break Down & Classification of New Complaints

CHIEF COMPLAINTS-(CH)	1
PUBLIC COMPLAINTS-(PC)	7
SERVICE/POLICY COMPLAINTS-(SP)	1

**WINDSOR POLICE SERVICE
PROFESSIONAL STANDARDS**

July 2021 MONTHLY BOARD REPORT

EXTERNAL RECOGNITION

Sergeant Paul Maziak

An email sent in by a Windsor resident commended the actions of Sergeant Paul Maziak as his patient demeanor helped calm her down in a very stressful situation. It was because of him that she could conduct herself with composure.

Constable Ken Burt and Constable Brandon Coburn

A Social Worker from the Windsor Essex County Children's Aid Society wanted to extend her appreciation for the efforts of Constable Ken Burt and Constable Brandon Coburn during their interaction with a domestic violence victim. Their knowledge and kind support provided the education and help this young mother needed in order to keep her and her baby safe.

S/SGT Jeff Mailloux, S/SGT Marc Murphy, SGT Ken Price, Constable Carol Bender and Constable Doug Prince

An Instructor of the Ontario Police College sent a letter acknowledging his appreciation for the help he received in executing the Sexual Assault Investigators training course. S/SGT Jeff Mailloux, S/SGT Marc Murphy, SGT Ken Price, Constable Carol Bender and Constable Doug Prince were named in particular, as they went out of their way to assist and handle any request thrown at them. To have such dedicated individuals within this Police Service is a testament to those members that uphold the core values of Windsor Police.

Constable Georgeo Ahad

Chatham-Kent Chief of Police, Gary Conn wanted to recognize Constable Georgeo Ahad for his integral assistance in articulating details and translating information regarding an abuse investigation. Constable Ahad contributed very positively to discussions, investigative strategies and decisions. He was extremely valuable in providing great insight and cultural understanding and was proven to be a true team player.

Constable Stephanie Birch and Constable Courtney Hunt

An acting supervisor for the 911 Communications Centre wanted to recognize the cooperative efforts of Constable Stephanie Birch and Constable Courtney Hunt as they assisted in clearing multiple calls for service while assigned to the Crib. As many units were tied up on a high priority call, both officers alleviated the pressure of dispatch trying to cover calls and lessened the waiting time for Citizens. It is because of their sense of teamwork and dedication that makes them a valuable part of this Service.

Constable Michael Jurilj

On July 21, 2021, Constable Michael Jurilj, while working in Amherstburg, provided key information to the officers in Windsor that were dealing with a gun call. Constable Jurilj quickly found some pertinent information and relayed it to dispatch in order to protect the officers who were moving in to contain the area. His prompt collaboration helped with the arrest of this suspect and protected the officers from the potential risk that existed. This is a great example of what working together can do.

Sergeant Todd Pearce

While off duty, Sergeant Todd Pearce found himself to be a vital source of help for an elderly female who suffered a medical emergency while dining out. The Vice Commodore of the Windsor Yacht Club wrote in to provide his account of witnessing Sergeant Pearce bring a woman back to life. Sergeant Pearce's immediate response and intuitive thinking is the reason this elderly woman is alive today. He used a defibrillator and provided first aid without hesitation, and breathed life back into her. This is the action of a hero and an honourable person that truly makes a difference.

Constable Katrina Henderson

A local Complainant called into the 911 Centre to pass on her gratitude for Constable Katrina Henderson's help in ensuring the safety of her son. She is more than grateful.

Constable Jeff Danby and Constable Arjei Franklin

A letter of appreciation was sent in to acknowledge the professional and caring manner in which Constable Jeff Danby and Constable Arjei Franklin handled a ten year old child that was suffering from a mental health crisis. A worried Grandmother stated that Constable Danby and Constable Franklin diffused the reaction of her Grandson and helped return him safely to his mother.

A handwritten signature in black ink that reads "J Crosby". The signature is written in a cursive style with a large initial "J" and a stylized "Crosby".

Staff Sergeant Jennifer Crosby
Professional Standards.

MONTHLY BOARD REPORT - August 2021

SYNOPSIS OF August 2021 COMPLAINTS		
In August 2021, the Professional Standards office addressed the following number of complaints:		
9	New Complaints Received in August 2021	
27	Complaints Carried Over From 2019/2020 & Previous Months in 2021	
Of the	36	total complaints handled in August 2021:
2	Complaints From 2019/2020/ 2021 (Jan-July) Closed in August 2021	
2	Complaints Opened & Closed in August 2021	
1	Complaint From 2019 Carried Into September 2021	
7	Complaints From 2020 Carried Into September 2021	
24	Complaints From 2021 Carried Into September 2021	

Break Down & Classification of New Complaints	
CHIEF COMPLAINTS-(CH)	1
PUBLIC COMPLAINTS-(PC)	7
SERVICE/POLICY COMPLAINTS-(SP)	1

**WINDSOR POLICE SERVICE
PROFESSIONAL STANDARDS**

August 2021 MONTHLY BOARD REPORT

EXTERNAL RECOGNITION

Staff Sergeant Sean Bender, Staff Sergeant Paolo DiCarlo, Sergeant Mike Paterson, Sergeant Rob Hallett, Sergeant Joe Faddoul, Sergeant Gary Williams, Acting Sergeant David Repko, Constable Tyler McPhedran, Constable Surgeet Gill, Constable Andrew Crossett, Constable Jordan Caron, Constable Marcin Gajewski, Constable Abraham Nyamadi, Constable Michael Brisco, Constable Corey Cowan, Constable Michelle Pelaccia, Constable Michael Rettig, Constable Rylan Salmon, Constable Mark Andreychuk, Constable Phillip Kolody, Constable Matt Cincurak, Constable Sean Richardson, Constable Kristina Garswood, Constable Randy Spratt, Constable Robert Hanna and Constable Darius Goze

Superintendent Jason Crowley issued a **Divisional Commendation** recognizing the above noted officers for their dedication, teamwork and investigative skills during a fatal hit and run accident involving a 7 year old little boy. The scene was difficult and raw and the investigation was extensive. However, all officers remained composed and professional, and it was because of their dedication to duty and compassion, that led to finding the person responsible. The officers were able to provide closure for this family and a sense of justice.

Constable Patrick Ryan

A local citizen wanted to acknowledge the efforts of Constable Patrick Ryan for the time he took to explain certain procedures of the Windsor Police. His information was very clear and helped provide her with a better understanding of the duties of the Windsor Police.

Constable Trevor Crevatin

A letter of appreciation was sent in by a Windsor resident commending Constable Trevor Crevatin's help on the morning of August 4th, 2021. The citizen was on his way home from work when he met up with his wife on the side of the Expressway because her vehicle had stalled. If it wasn't for Constable Crevatin's quick arrival and his assistance in using his vehicle to divert the oncoming traffic, the writer of this appreciation letter is convinced that it was only a matter of time before a distracted driver collided with his wife's vehicle. Constable Crevatin's involvement greatly reduced the stress of the situation and both he, and his wife are grateful that an incredibly polite and kind officer came to assist them in that early morning.

Constable Peter Piasentin and Constable Jason Lemire

While working in the Marine Unit, Constable Piasentin and Constable Lemire were commended by a group of boaters who needed help after experiencing a jarring mechanical failure. The concern, knowledge and quick action of Constable Piasentin and Constable Lemire prevented the vessel from crashing into the canal wall which was a plausibility once larger vessels entered the area. The author of this email, was also impressed by their humility and was even more swayed in writing this letter of recognition because he wanted to acknowledge how deserving they are for the service they provided that day.

Constable Brent Glavin

A complainant contacted the 911 Centre to thank Constable Glavin and his team for their efforts in helping find his missing nephew. In particular, Constable Glavin handled the call with true professionalism and compassion and he is truly grateful that his nephew was found safe and received the help that he needed.

Constable Henry Penner, Constable Andrew Yacoub and Constable Kandice Scott

On July 27, 2021, a Windsor citizen experienced the heartbreaking loss of her mother while she was at home. The unexpected loss left her feeling overwhelmed with grief, but the respectful, compassionate and sincere support Constable Henry Penner, Constable Andrew Yacoub and Constable Kandice Scott provided helped her get through that very long night. The thoughtful gesture of bringing trays of coffee and donuts along with expressing their deepest condolences, reinforced the feeling that they really cared about her family and proved these officers are some of Windsor's finest.

Sergeant Gary Williams

The Executive Director of the Downtown Windsor Business Association sent a letter of appreciation for the support provided in making the annual Cruise event such a success. The detailed strategy and traffic plan outlined by Sergeant Gary Williams made a huge difference in the cruisers' experience and brought life back into the city as the streets lined with many spectators and downtown businesses prospered with patrons.

Constable Tony Holmes and Constable John Moynahan

Constable Tony Holmes and Constable John Moynahan were recognized for their diligent work in finding a lost family bird and securing it so the owner could bring it home. The owner is truly grateful.

Constable Nicholas Perioris, Constable Joshua Koptie and Constable Samuel Dipasquale

A local citizen wanted to thank Constable Nicholas Perioris, Constable Joshua Koptie and Constable Samuel Dipasquale for the increased presence they have provided which helped mitigate the issues she had been having with her Air BNB renters. It is because of their dedication that the issues have stopped and she can now feel comfortable maintaining her rental plan.

Constable Adam Karpenko and the Windsor Police Service

A thank you card was sent in to extend appreciation for Constable Adam Karpenko's consideration in attending a female's residence in order to provide a next of kin notification. It meant the world to her to know that she was able to find closure in knowing what had happened to someone she cared about. Her gratitude extended to all members of the Windsor Police who deserve nothing but admiration for the work that gets done by the people of this service.

Inspector James Farrand and Constable Bonnie Dominey

A letter was sent in by a Windsor Chaplain who was a witness to the kind and quick action of Inspector James Farrand and Constable Bonnie Dominey. During the planning of a funeral service for a former Windsor Police member, a sentimental photograph led to a request to have the now retired forensic vehicle parked in the lot of the funeral parlour during the ceremony. This simple gesture was a true gift to this grieving family at a very difficult time as it represented so much of the person they loved. The family is grateful for the kind memory and the efforts Inspector Farrand and Constable Dominey made to honour one of their own.

Inspector Jim Farrand, Inspector Marc Murphy, Staff Sergeant Chris Werstein, Constable Dave McCubbin, Constable Del Bal, Constable Doug Prince, Constable Sean Gazdig, Constable Pete Gacanin, Constable Mark Kloppenburg, Constable Ryan Breault and the Training Branch Administrative Assistant, Shelley Ross

An internal memo was sent by the Chief of Police, Pamela Mizuno, outlining the exceptional work completed by the above members that helped Officers meet full compliance in the Use of Force Training, mandated by the Ministry of the Solicitor General. The collective effort put forth by all, with a short turn-around time, exemplifies the continued dedication and commitment of the people here at Windsor Police.



Staff Sergeant Jennifer Crosby
Professional Standards.



**WINDSOR
POLICE
SERVICE**

Chief's Executive Office

Chief P. Mizuno
Deputy Chief F. Providenti
Deputy Chief J. Bellaire

MEMORANDUM

Date: September 15, 2021

To: Windsor Police Services Board

From: Deputy Chief Frank Providenti

Re: Professional Standards Report – Section 11 Review for SIU-OVI-057

Attached are the reports outlining a Section 11 Review for SIU-OVI-057 – Public Agenda.

Submitted for your information.

A handwritten signature in black ink, appearing to read "Frank Providenti".

Frank Providenti

Deputy Chief, Operational Support

FP/mo

**WINDSOR POLICE SERVICE
PROFESSIONAL STANDARDS BRANCH**



SECTION 11 REVIEW: SIU 20-OVI-057

COMPLAINANT:

Injured Male

INCIDENT DATE:

March 14, 2020

INVESTIGATED BY:

Sergeant Charles Campbell

Executive Summary

This review is pursuant to section 11 of Ontario Regulation 267/10 made under the Police Services Act as the incident that gave rise to this review occurred prior to the Special Investigations Unit Act coming into force. It will review the applicable policies of the Service, the services provided and the conduct of its members. Certain recommendations, where noted, were made because of this review and are addressed within this report.

Background

On March 14, 2020 at approximately 4:52 p.m. the Windsor Police Service notified the Special Investigations Unit (SIU) of injuries to the Complainant that resulted from a motor vehicle collision between the Subject Officer (SO) and the Complainant (WPS event #20-24662). The notification to the SIU is a legislated requirement in circumstances where a civilian sustains serious injuries that are a result of an interaction with a police officer.

It was determined that the facts in issue regarding the events with respect to the injuries to the Complainant met the threshold as laid out in the Police Services Act. The information provided to the SIU caused them to invoke their mandate and commence an investigation into the actions of the designated Windsor Police Service officer in accordance with section 113(5) of the Police Services Act, R.S.O. 1990, c. P.15.

Section 11 of Ontario Regulation 267/10 made under the Police Services Act requires the Chief of Police to commence an investigation forthwith into any incidents in which the SIU invokes its mandate. Assigned to this investigation was Sergeant Charles Campbell of the Windsor Police Service Professional Standards and Risk Management Unit. This report is based on a factual review of the events, the actions of the involved officers and a review of applicable Windsor Police Service policies.

Methodology

Identified for review and detailed in the scope of review section are applicable directives and policies administered by the Windsor Police Service. A review was to ensure compliance with the Police Services Act of Ontario and regulations including the Ontario Policing Standards and overall policing best practices.

Scope of Review

This review pursuant to section 11 of Ontario Regulation 267/10 made under the Police Services Act will review the applicable policies of the Service, the services provided and the conduct of its members.

Examined in relation to this incident were the following Windsor Police Directives:

- Windsor Police Directive 716-01 – Special Investigations Unit
- Windsor Police Directive 330-01 – In Service Training
- Windsor Police Directive 820-01 – Motor Vehicle Collision Investigations
- Windsor Police Directive 721-01 – Police Vehicles
- Windsor Police Directive 863-01 – Supervisory Response
- Windsor Police Directive 141-01 – Conflict of Interest

Involved Persons

- Complainant – Injured male giving rise to the SIU investigation
- Subject Officer – Windsor Police Service; SIU Subject Officer
- Sergeant Charles Campbell – Windsor Police Service Professional Standards
- Staff Sergeant Jennifer Crosby – Windsor Police Service Professional Standards
- Inspector Ken Cribley – Windsor Police Professional Standards
- Mr. Allen Eaton – SIU; lead investigator

Summary

On March 14, 2020, at approximately 12:27 p.m. the Subject Officer was dispatched to a 911 call for service regarding intimate partner violence involving a weapon. the Subject Officer was in a fully marked Windsor Police vehicle with the emergency lights and siren activated and was traveling eastward along Tecumseh Road East.

As the Subject Officer approached the intersection of Tecumseh Road East and Roseville Garden Drive, he slowed and then entered into the intersection against the red light. At the same time, the Complainant was in the middle of a left-hand turn to proceed

westbound onto Tecumseh Road from Rose-Ville Garden. The driver's side of the Complainant's vehicle was broadsided by the front of subject officer's police vehicle. Both vehicles were sent spinning by the force of the impact, coming to rest in the intersection.

Subject Officer exited his vehicle to check on the Complainant while other first responders made their way to the scene. The Complainant was transported to the hospital where he was diagnosed and treated with three fractured ribs.

Because of the injuries sustained to the Complainant, the Windsor Police Service, as required by section 113(5) and pursuant to O. Reg. 267/10 S.3 of the Police Services Act contacted the SIU. The officer was designated as the Subject Officer.

On February 23, 2021, the SIU notified Chief Pamela Mizuno that pursuant to section 11(4) of O. Reg 267/10 their investigation was complete and a report had been filed with the Attorney General. The SIU indicated that there were no grounds in the evidence to proceed with criminal charges against the Subject Officer.

Policy Review

Special Investigations Unit

Windsor Police Service Directive 716-01 – Effective Date 2017-04-24

Rationale:

The Police Services Act (Part VII) establishes the Special Investigations Unit of the Ministry of the Solicitor General. Its mandate is to cause investigations to be conducted into circumstances of serious injuries and deaths that may have resulted from criminal offences committed by police officers.

S. 113(9) of the Act requires members of the Windsor Police Service to cooperate fully with members of the Special Investigations Unit. Regulation 267/10 addresses the conduct and duties of police officers with respect to SIU investigations. The purpose of this directive is to ensure that members of the Service fulfill their legislated duty to cooperate with the SIU.

Ontario Regulation 267/10 made under the Police Services Act states in section 11(1):

The Chief of Police shall also cause an investigation to be conducted forthwith into any incident with respect to which the SIU has been notified,

subject to the SIU's lead role investigating the incident. Section 11(4) provides the authority to make the report available to the public.

Findings:

The policy met Ministry guidelines at the time of the incident. All officers involved in this incident adhered to and were in full compliance with this directive. However, in December of 2020, the *Special Investigations Act* came into force making the directive obsolete.

Recommendation: Although this directive was up to date at the time of the incident, as part of this Section 11 review, it was identified that the Special Investigations Directive 716-01 no longer reflects the legislation in place. It is recommended that this directive be updated to reflect the *Special Investigations Unit Act* and amend the policy and procedures accordingly.

Update: On March 04 2021, Directive 716-01 'Special Investigations Unit' was updated to reflect the new standards and legislation prescribed in the new Special Investigations Unit Act (SIUA). This Directive was approved and signed by the Deputy Chief of Operational Support and remains current.

In Service Training

Windsor Police Service Directive 330-01 – Effective Date: 2018-04-24

Rationale:

The objective of the In Service Training directive is to develop and maintain the knowledge skills and abilities of the members of the Windsor Police Service. This will be achieved through a succession of training programs, consistent with provincial government established adequacy standards, or as designated by the Chief of Police. This directive addresses the responsibility of members for career development, skills development and learning.

The purpose of this directive is to establish and clarify the responsibility of members to attend and participate in in-service training programs.

Findings:

The policy meets Ministry guidelines and all officers involved adhered to and were in compliance with this directive. It was also noted that the Subject Officer had received in service training and successfully completed a refresher in the area of Police Vehicle Operations in October of 2015.

Recommendations: During the Section 11 review it was found that the In-Service Training directive was due for review in May of 2020. It is recommended that this directive be reviewed and updated as necessary.

Update: On May 21 2021, Directive 330-01 'In Service Training' was reviewed and updated. This Directive was approved and signed by the Deputy Chief of Operational Support and remains current.

Motor Vehicle Collision Investigations

Windsor Police Service Directive 820-01 – Effective Date: 2018-10-01

Rationale:

The Highway Traffic Act legislates that police services are required to investigate and report motor vehicle collisions. The requirements to fulfill these duties are significant in terms of police resources and time management.

The purpose of this directive is to provide members with the process and procedures to follow when investigating motor vehicle collisions.

Findings:

At the time of this incident this directive was up to date. The policy meets Ministry guidelines and all officers adhered to and were in compliance with this directive.

Recommendations: Although this directive was up to date at the time of the incident, the Section 11 review identified that there was no policy in place in regards to conducting a member involved collision investigation parallel to a Special Investigations Unit investigation. It was noted that the six month statute of limitations in which to charge Subject Officer with a Highway Traffic Act offence had expired due to lengthy delays caused by the Special Investigations Unit investigation.

Update: On June 14 2021, Directive 820-01 'Motor Vehicle Collision Investigations' was updated to address gaps which were identified as it relates to member involved collisions resulting in the Special Investigations Unit invoking their mandate. The new policy directs the Staff Sergeant – Traffic and Patrol Support, to liaise with Professional Standards in an effort to monitor the progress being made with the SIU as it relates to the six month statute of limitations. This Directive was approved and signed by the Deputy Chief of Operations and remains current.

Police Vehicles

Windsor Police Service Directive 721-01 – Effective Date: (updated) June 5th 2020

Rationale:

For employee and public safety, all police vehicles shall be operated in accordance with the Highway Traffic Act of Ontario, its Regulations, and in accordance with all Windsor Police Services policies and procedures.

All police vehicles should be regularly inspected for defects, should contain sufficient safety equipment, and should be free of foreign items, which may be used as weapons or cause injury.

Police Vehicles include all vehicles owned or under lease by the City of Windsor that are part of the Windsor Police Service Fleet, or those supplied by other governmental agencies provided and intended for undertaking police/law enforcement duties.

Findings:

There is an expectation of the police service and the public that police officers will abide by the provisions of the Highway Traffic Act in the course of their day to day duties and this directive speaks to that ongoing obligation. Although the Subject Officer was responding to a 911 call, he was required to follow the rules of the road, with the exceptions afforded to police officers when responding to emergencies. This Directive was up to date at the time of the occurrence. The policy meets Ministry guidelines and there are no recommendations regarding changes to the policy because of this review.

Supervisory Response

Windsor Police Service Directive 863-01 – Effective Date: 2017-04-10

Rationale:

Adequacy standards regulations require the establishment of processes and procedures on supervision that set out the circumstances where a supervisor must be notified of an event and where the supervisor must attend at or become involved in an event. These requirements are also imbedded in the event specific directives.

Findings:

At the time of this incident this directive was up to date. The policy meets Ministry guidelines and there are no recommendations regarding changes to the policy

because of this review. All officers adhered to and were in compliance with this directive.

Conflict of Interest

Windsor Police Service Directive 141-02 – Effective Date: 2017-03-12

Rationale:

Members of this service will at times be faced with but not limited to situations or a requirement to act either by statute or position, where the party affected maybe another member of the Service, member of another law enforcement agency, an employee of the City, a family member, friend, neighbour or close acquaintance and a potential, perceived or otherwise, conflict of interest may arise.

In addition, conflict of interest situations may exist where members of this service have knowledge or information available, which may benefit the member directly or indirectly.

The intention of this directive is to ensure clear policy and the application of a fair and equitable procedure exists, balanced with the immediate enforcement of any legislation in order to protect evidence, statutory obligations or our members' sworn duties.

This policy applies to both sworn as well as civilian members of this service and nothing in this directive precludes a member of the Windsor Police Service from performing their sworn duties.

Findings:

The policy met with Ministry guidelines at the time of the incident. All officers adhered to and were in compliance with this directive.

Recommendations: During the Section 11 review it was found that the Conflict of Interest directive was due for review in March of 2020. It is recommended that this directive be reviewed and updated as necessary.

Update: Directive 141-02 'Conflict of Interest' is currently under review at the Board level. An updated version of this Directive is anticipated within the following weeks.

Services

The PSB Investigator reviewed the services provided by the Windsor Police members who attended the incident. The review found no issues with the services that were provided by these members.

Conduct

On March 14 2020, the Subject Officer was dispatched to a 911 call about intimate partner violence involving weapons and property damage. While en route, the Subject Officer, driving a marked WPS police vehicle slowed, then entered into the intersection of Tecumseh Road and Rose-Ville Garden Drive with his lights and sirens activated, but against the red light.

At the same time, the Complainant was making a left turn from Rose-Ville Garden Drive to the westbound lane of Tecumseh Road. The Subject Officer collided with the driver's side of the Complainant's vehicle, causing serious injuries to him.

From the evidence available in both the SIU investigation and a parallel traffic collision investigation completed by the Windsor Police Service, the Subject Officer entered into the intersection traveling at approximately 46 km/h against the red light for eastbound traffic and collided with the Complainant.

Although the SIU Director indicated that there were no reasonable grounds to believe that the Subject Officer committed a criminal offence in connection with the injury sustained by the Complainant, he was satisfied that the collision was the fault of the Subject Officer and that he drove dangerously as he traveled east along Tecumseh Road. The evidence showed that the Subject Officer failed in his obligation to come to a complete stop at the red light at Rose-Ville Garden and his requirement to proceed only when it was safe to do so.

The SIU investigation also showed that Subject Officer failed to stop at a previous intersection prior to entering against a red, indicating to the Director that the cause of the collision at Rose-Ville Garden was more than just a momentary lapse of judgment.

Despite the multiple infractions of the Highway Traffic Act of Ontario, the Director believed that there were enough extenuating considerations at play to render the officer's conduct as less than a marked deviation from a reasonable level of care. This was based on the fact that the Subject Officer was traveling to a 911 call for service involving an assault and weapons. The Director also noted that the speeds of the officer, considering

the nature of the call he was attending to, were not grossly excessive. The fact that the emergency lights and siren were activated was also taken into consideration.

In the final analysis, the Director was persuaded that the Subject Officer drove dangerously and in doing so, directly caused or contributed to the collision. However, it was not a marked deviation from a reasonable level of care and therefore no criminal charges would issue.

Code of Conduct, Police Services Act

The conduct of the officer, specifically his driving behavior in this case is clearly at the root of the events that led to up to the collision. Without question, the officer was at fault for the collision and had committed offences contrary to the Highway Traffic Act of Ontario in doing so. Had the SIU investigation been completed earlier, the Subject Officer would have faced charges under the Highway Traffic Act, at minimum, for failing to stop for a red light. However, in the case at hand, the six month limit as prescribed in the Provincial Offences Act to issue a summons or initiate a proceeding against the Subject Officer has expired.

The question remains then, does the officer's conduct reach the threshold of misconduct according to the Police Services Act. In this case, there is indication that it did.

Regardless of the situation that gave rise to the 911 call, the officer was bound by both the provisions of the Highway Traffic Act of Ontario and Windsor Police Service policy that dictate that he follow the prescribed rules of the road. The Highway Traffic Act provides exemptions for speed restrictions and an exemption allowing first responders to proceed through a red traffic control light with the caveat that they come to a complete stop first, and proceed only when it is safe to do so. The Subject Officer did not do so in this case and the evidence of the SIU is that the officer failed to come to a stop not only prior to being involved in the collision, but also at a previous intersection, before proceeding on the red light. There is also an indication that it was likely that the requirement to stop at several other intersections was not obeyed, but that information could not be confirmed due to the timing of GPS and the traffic control signal data.

The transgressions of the Highway Traffic Act and WPS policy, as the SIU director put it, were more than just a momentary lapse of attention. There is clear indication that the driving pattern of the Subject Officer showed a disregard for his responsibility to follow the law and Windsor Police policy. With this in mind, the officer failed in his responsibility to carry out a lawful order in that he did not abide by provisions of Windsor Police Directive 721-01 – Police Vehicles section III (A) (5) in that he did not operate his vehicle

in compliance with the Highway Traffic Act of Ontario. It was not was a singular mistake; there was a pattern of driving violations that led up to and then resulted in the collision and the injuries that were sustained by the Complainant.

Conclusion

While it is clear on the evidence relied upon by the Special Investigations Unit that the Subject Officer was at fault for the traffic collision, they concluded that there were no reasonable grounds to lay a criminal charge.

The specific violation of the Highway Traffic Act of Ontario is set out in section 144(18) where it states that every driver approaching a traffic control signal showing a red indication shall stop and not proceed until a green indication is shown. There is an exception for police officers and emergency response vehicles at subsection 20, where the driver of an emergency vehicle, after stopping the vehicle, is permitted to proceed before a green indication, if it is safe to do so. The officer did not come to a complete stop as he was required to do.

It has been identified that the officer's conduct met the threshold for misconduct under the Police Services Act, Code of Conduct. The matter has been addressed through the internal, divisional conduct and work performance management process. Accordingly, this file is closed.

Respectfully Submitted,



Sergeant Charles Campbell

Professional Standards
Risk Management Unit
Windsor Police Service

Staff Sergeant Jennifer Crosby

Professional Standards
Risk Management Unit
Windsor Police Service

Inspector Ken Cribley

Professional Standards
Risk Management Unit
Windsor Police Service



**WINDSOR
POLICE
SERVICE**

Chief's Executive Office

Chief P. Mizuno
Deputy Chief F. Providenti
Deputy Chief J. Bellaire

MEMORANDUM

Date: August 01, 2021

To: Windsor Police Services Board

From: Deputy Chief Jason Bellaire

Re: July & August 2021 Crime Stoppers Statistics Report

Dear Chair and Members of the Board,

Please see the attached July & August 2021 Crime Stoppers Statistics Report.

Submitted for INFORMATION.

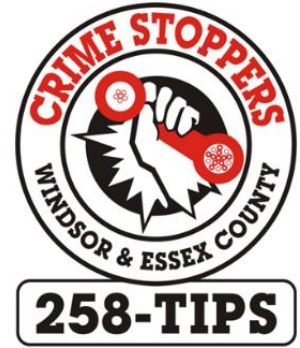
Sincerely,

A handwritten signature in black ink, appearing to read "J. Bellaire".

Jason Bellaire
Deputy Chief, Operations
Windsor Police Service

Windsor & Essex County Crime Stoppers

Police Coordinator Report
July 1st – July 31st, 2021



Overview

- The Coronavirus Disease (Covid-19) hit many world Countries including Canada and Windsor and Essex County limiting much of our community involvement to media and social media venues.
- Crime Stoppers continued to receive normal Tip volume despite the Pandemic that swept the area.

Program Education and Community Events

- Take Back Your Drugs July 17th, 2021 at Devonshire Mall.
- Crime Stoppers Golf Tournament taking place Thursday, August 26, 2021 at Roseland Golf Club.

AM800

“Crime of the Week” report with AM800 radio recorded every Monday which airs every Tuesday morning and afternoon.

- July 5th - Stolen vehicle- Windsor Police Service
- July 12th - Arson Investigation- Windsor Police Service
- July 19th - Arson Investigation- LaSalle Police Service
- July 26th - Fraud Investigation- Windsor Police Service

St. Clair College-Media Plex

- Recorded weekly through Zoom – Crime of the Week. Concluded until September.
- Recorded a segment on Fentanyl and Crime Stoppers that will run weekly on Cogeco News throughout the summer.

Social Media

- Daily/Weekly Facebook, Twitter and Instagram posts

Crime Stoppers Upcoming Calendar

- On-going bicycle Auction on Govdeals.com from which proceeds are received by Crime Stoppers program

Should you wish a Crime Stoppers Police Coordinator to attend an upcoming meeting or event in your community, please feel free to contact our office.

Windsor Police Coordinator Lauren Brisco - 519-255-6700 ext 4493

OPP Police Coordinator Sarah Werstein - 519-255-6700 ext. 4496

This statistical report is reflective of July 1st – 31st, 2021

Crime Stoppers tip information was distributed to the following agencies during this period.

Windsor Police Service
WPS - Amherstburg Detachment
Ontario Provincial Police
LaSalle Police Service
Ministry of Revenue and Finance
Windsor & Essex County Health Unit- Tobacco Enforcement
Crime Stoppers-Chatham Kent
Crime Stoppers Toronto
RCMP
CBSA
Ministry of Natural Resource and Forestry
ROPE
Windsor Police Criminal Intelligence Unit – Cannabis Enforcement

Attached documents include:

Police Coordinators Report
Monthly Statistical Report
Tip Summary Report

This Report was Prepared By:

Constable Lauren Brisco- Windsor Police Coordinator

TOTAL POPULATION REPRESENTED – 398,718 (2019 CENSUS)

POPULATION (CITY) – 217,188
POPULATION (COUNTY) – 126,314
POPULATION (LASALLE) – 33,180
POPULATION (AMHERSTBURG) – 22,036

**SI on Statistical Report is “Since Inception” – 1985



Windsor - Essex County Crime Stoppers - Statistical Report

Filter Date: July 2021 Run Date: 2021/08/03

Statistic	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Tips Received	200	137	144	145	165	150	162	0	0	0	0	0
Tip Follow-ups	162	119	150	160	145	113	131	0	0	0	0	0
Arrests	14	6	10	7	1	2	2	0	0	0	0	0
Cases Cleared	13	4	5	4	1	5	3	0	0	0	0	0
Charges Laid	2	48	41	22	4	13	13	0	0	0	0	0
Fugitives	0	0	0	0	0	0	0	0	0	0	0	0
Administrative Discipline	0	0	0	0	0	0	0	0	0	0	0	0
# of Rewards Approved	6	5	3	6	3	2	4	0	0	0	0	0
Rewards Approved	\$1,950	\$1,450	\$650	\$1,550	\$400	\$500	\$2,025	\$0	\$0	\$0	\$0	\$0
# of Rewards Paid	0	0	0	0	0	0	0	0	0	0	0	0
Rewards Paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
# of Weapons Recovered	1	0	3	1	0	0	1	0	0	0	0	0
# of Vehicles Recovered	0	0	3	0	0	1	0	0	0	0	0	0
Property Recovered	\$0	\$0	\$11,800	\$1,000	\$0	\$18,000	\$40,300	\$0	\$0	\$0	\$0	\$0
Cash Recovered	\$11,016	\$0	\$37,550	\$680	\$1,150	\$0	\$28,456	\$0	\$0	\$0	\$0	\$0
Drugs Seized	\$17,800	\$0	\$7,572	\$525	\$34,910	\$0	\$2,490	\$0	\$0	\$0	\$0	\$0
Total Recovered	\$28,816	\$0	\$56,922	\$2,205	\$36,060	\$18,000	\$71,246	\$0	\$0	\$0	\$0	\$0

Statistic	Q1	Q2	Q3	Q4	YTD	SI
Tips Received	481	460	162	0	1,103	57,965
Tip Follow-ups	431	418	131	0	980	18,412
Calls Received	0	0	0	0	0	3,138
Arrests	30	10	2	0	42	6,976
Cases Cleared	22	10	3	0	35	10,349
Charges Laid	91	39	13	0	143	9,873
Fugitives	0	0	0	0	0	625
Administrative Discipline	0	0	0	0	0	3
# of Rewards Approved	14	11	4	0	29	1,809
Rewards Approved	\$4,050	\$2,450	\$2,025	\$0	\$8,525	\$1,240,085
# of Rewards Paid	0	0	0	0	0	921
Rewards Paid	\$0	\$0	\$0	\$0	\$0	\$813,102
# of Weapons Recovered	4	1	1	0	6	530
# of Vehicles Recovered	3	1	0	0	4	31
Property Recovered	\$11,800	\$19,000	\$40,300	\$0	\$71,100	\$13,337,081
Cash Recovered	\$48,566	\$1,830	\$28,456	\$0	\$78,852	\$546,393
Drugs Seized	\$25,372	\$35,435	\$2,490	\$0	\$63,297	\$53,268,218
Total Recovered	\$85,738	\$56,265	\$71,246	\$0	\$213,249	\$67,151,692

Windsor - Essex County Crime Stoppers Tip Summary Report

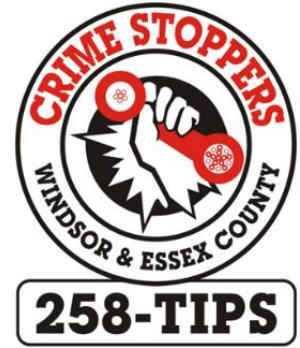
Created Date: 2021/07/04 to 2021/08/03

Offense Type	Count
Animal Cruelty	3
Arson	0
Assault	5
Breach of Condition	3
Break and Enter	6
By Law	0
Child Abuse	1
COVID-19	0
Cybercrime	0
Disqualified Driving	1
Drugs	59
Elder Abuse	0
Fraud	5
Highway Traffic Act	10
Hit and Run / Fail to Remain	0
Homicide	1
Human Smuggling	0
Human Trafficking	1
Illegal Cigarettes	0
Immigration	0

Impaired Driver	0
Indecent Act	1
Liquor (sales to minors, sales without licence)	0
Mischief	2
Missing Person	1
Possession of Stolen Property	3
Prostitution/Morality	1
Repeat Impaired Driver	2
Robbery	1
Sexual Assault	4
Stolen Vehicle	2
Suspended Driver	0
Suspicious Activity	9
Terrorism	1
Test Tip	0
Theft	6
Warrant	3
Weapons	4
<i>Other</i>	17
<i>Unknown</i>	1
Total	153

Windsor & Essex County Crime Stoppers

Police Coordinator Report
August 1st-31st, 2021



Overview

- The Coronavirus Disease (Covid-19) hit many world Countries including Canada and Windsor and Essex County limiting much of our community involvement to media and social media venues.
- Crime Stoppers continued to receive normal Tip volume despite the Pandemic that swept the area.

Program Education and Community Events

- Crime Stoppers Golf Tournament at Roseland Golf Club – August 26th

AM800

“Crime of the Week” report with AM800 radio recorded every Monday which airs every Tuesday morning and afternoon.

- August 2nd – Suspicious Marine Activity
- August 9th – Sexual Assault – WPS
- August 16th – Theft in 3000 Block of Howard Ave – WPS
- August 23rd – Theft of truck on Oriole Pk. Dr. Lakeshore – OPP
- August 30th – Arson 1600 Block of McDougall - WPS

St. Clair College-Media Plex

- Recorded weekly through Zoom – Crime of the Week. Concluded until September.
- Recorded a segment on Fentanyl and Crime Stoppers that will run weekly on Cogeco News throughout the summer.

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Should you wish a Crime Stoppers Police Coordinator to attend an upcoming meeting or event in your community, please feel free to contact our office.

Windsor Police Coordinator Lauren Brisco - 519-255-6700 ext 4493
OPP Police Coordinator Sarah Werstein - 519-255-6700 ext. 4496

This statistical report is reflective of August 1st – 31st, 2021

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Windsor Police Service
Chatham-Kent Crime Stoppers
Crime Stoppers of Newfoundland and Labrador
WPS - Amherstburg Detachment
Ontario Provincial Police
LaSalle Police Service
Ministry of Revenue and Finance
Windsor & Essex County Health Unit- Tobacco Enforcement
Crime Stoppers Toronto
RCMP
CBSA
Ministry of Natural Resource and Forestry
ROPE
Windsor Police Criminal Intelligence Unit – Cannabis Enforcement

Attached documents include:

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Tip Summary Report

This Report was Prepared By:

Constable Sarah Werstein – OPP Police Coordinator

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Filter Date: August 2021 Run Date: 2021/09/01

Statistic	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Tips Received	200	137	144	145	165	150	162	112	0	0	0	0
Tip Follow-ups	162	119	150	160	145	113	131	85	0	0	0	0
Arrests	14	6	10	7	1	2	2	12	0	0	0	0
Cases Cleared	13	4	5	4	1	5	3	3	0	0	0	0
Charges Laid	2	48	41	22	4	13	13	51	0	0	0	0
Fugitives	0	0	0	0	0	0	0	0	0	0	0	0
Administrative Discipline	0	0	0	0	0	0	0	0	0	0	0	0
# of Rewards Approved	6	5	3	6	3	2	4	1	0	0	0	0
Rewards Approved	\$1,950	\$1,450	\$650	\$1,550	\$400	\$500	\$2,025	\$450	\$0	\$0	\$0	\$0
# of Rewards Paid	0	0	0	0	0	0	0	0	0	0	0	0
Rewards Paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
# of Weapons Recovered	1	0	3	1	0	0	1	4	0	0	0	0
# of Vehicles Recovered	0	0	3	0	0	1	0	0	0	0	0	0
Property Recovered	\$0	\$0	\$11,800	\$1,000	\$0	\$18,000	\$40,300	\$2,950	\$0	\$0	\$0	\$0
Cash Recovered	\$11,016	\$0	\$37,550	\$680	\$1,150	\$0	\$28,456	\$1,510	\$0	\$0	\$0	\$0
Drugs Seized	\$17,800	\$0	\$7,572	\$525	\$34,910	\$0	\$2,490	\$177,000	\$0	\$0	\$0	\$0
Total Recovered	\$28,816	\$0	\$56,922	\$2,205	\$36,060	\$18,000	\$71,246	\$181,460	\$0	\$0	\$0	\$0

Statistic	Q1	Q2	Q3	Q4	YTD	SI
Tips Received	481	460	274	0	1,215	58,076
Tip Follow-ups	431	418	216	0	1,065	18,497
Calls Received	0	0	0	0	0	3,138
Arrests	30	10	14	0	54	6,988
Cases Cleared	22	10	6	0	38	10,352
Charges Laid	91	39	64	0	194	9,924
Fugitives	0	0	0	0	0	625
Administrative Discipline	0	0	0	0	0	3
# of Rewards Approved	14	11	5	0	30	1,810
Rewards Approved	\$4,050	\$2,450	\$2,475	\$0	\$8,975	\$1,240,535
# of Rewards Paid	0	0	0	0	0	921
Rewards Paid	\$0	\$0	\$0	\$0	\$0	\$813,102
# of Weapons Recovered	4	1	5	0	10	534
# of Vehicles Recovered	3	1	0	0	4	31
Property Recovered	\$11,800	\$19,000	\$43,250	\$0	\$74,050	\$13,340,031
Cash Recovered	\$48,566	\$1,830	\$29,966	\$0	\$80,362	\$547,903
Drugs Seized	\$25,372	\$35,435	\$179,490	\$0	\$240,297	\$53,445,218
Total Recovered	\$85,738	\$56,265	\$252,706	\$0	\$394,709	\$67,333,152

Windsor - Essex County Crime Stoppers Tip Summary Report

Created Date: 2021/08/01 to 2021/08/31

Offense Type	Count
Animal Cruelty	1
Arson	2
Assault	0
Breach of Condition	1
Break and Enter	2
By Law	2
Child Abuse	0
COVID-19	0
Cybercrime	2
Disqualified Driving	1
Drugs	40
Elder Abuse	1
Fraud	2
Highway Traffic Act	9
Hit and Run / Fail to Remain	2
Homicide	1
Human Smuggling	0
Human Trafficking	2
Illegal Cigarettes	2
Immigration	1

Impaired Driver	2
Indecent Act	0
Liquor (sales to minors, sales without licence)	1
Mischief	1
Missing Person	0
Possession of Stolen Property	0
Prostitution/Morality	0
Repeat Impaired Driver	1
Robbery	4
Sexual Assault	1
Stolen Vehicle	1
Suspended Driver	3
Suspicious Activity	8
Terrorism	0
Test Tip	0
Theft	9
Warrant	0
Weapons	6
<i>Other</i>	4
<i>Unknown</i>	1
Total	113



**WINDSOR
POLICE
SERVICE**

Chief's Executive Office

Chief P. Mizuno
Deputy Chief F. Providenti
Deputy Chief J. Bellaire

MEMORANDUM

Date: August 01, 2021

To: Windsor Police Services Board

From: Deputy Chief Jason BELLAIRE

Re: **July and August 2021 Crime Statistics**

Dear Chair and Members of the Board,

Please find attached the monthly Crime Statistics for July and August 2021. Submitted for INFORMATION.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Bellaire".

Jason Bellaire
Deputy Chief, Operations
Windsor Police Service



Crime Statistics July, 2021

Aug 11, 2021
Michael MENZEL
Intelligence Analyst, WPS

*Unless otherwise noted, all crime statistics in this report are compiled using the "all violations" methodology. These statistics should not be compared with those provided by the Canadian Centre for Justice Statistics (CCJS), a division of Statistics Canada. This published data measures only the most serious offence related to an incident. In addition, the CCJS includes the number of offences reported by the Windsor Detachment of the Royal Canadian Mounted Police with the Windsor Police Service crime statistics. The CCJS data should be used for comparisons between policing jurisdictions as all data is compiled using the same reporting methodology

***Unless otherwise stated, the crime statistics are shown as a combination of City of Windsor and the Town of Amherstburg**

Overall Crime

There were 1647 total Criminal Code violations in July of this year. This total represents 174 more violations than were reported in the same month of last year (increase of 11.81%) This total also represents an increase of 46 violations from the 1601 reported last month (increase of 2.9%).

Violent Crime

There were 283 incidents of violent crime in July, a decrease of 41 compared to July 2020. This figure also represents an increase of 38 from last month.

Seasonal Variations – Violent Crime

The following categories illustrate the differences in seasonal numbers broken down by Violent Crime offence:

- There were no homicides in July 2021.
- There were 23 *Sexual Assaults-Non Family* cases reported in July, 7 more than last July and the same as last month.
- *Domestic (family) assaults* were reported 71 times, 12 less than reported in July of last year, and 5 more than last month.
- There were 7 *Assault Police* cases in July, 5 more than last year and 6 more than last month.
- *Criminal Harassment* cases were reported 8 times in July, the same as last year and 3 more than last month.
- *Other Violent violations* (Threats, Harassing phone calls, etc.) were reported 70 times in July, 11 less than last year, and 7 more than last month.
- There were 3 cases of *Sexual Assaults-family*, 6 less than last July, and 2 less than last month.
- *Assaults Non-Family* cases were reported 93 times, 16 less than last year and 32 more than last month.
- The number of *Robberies and Attempt Robberies* for July of this year amounted to 8. There were 16 Robberies and Attempts reported in the same month last year. The 8 Robberies and Attempts is 12 less than last month. (see accompanying chart). Of the 8 robberies;
 - 1 robbery involved a firearm
 - 2 robberies were with 'other weapon'

- 5 robberies other
- 0 attempt robbery

Property Crime

There were 1152 property crimes reported in July of this year, 231 more occurrences than in July of last year (increase of 25.08%) and 68 more than was reported last month.

Seasonal Variations – Property Crimes

The following categories illustrate the differences in seasonal numbers broken down by Property Crime offence:

- *Arson* – 5 reported in July 2021, 2 more than last year.
- *B&E's and Attempts* – 167 reported in July 2021, 70 more than the total in July 2020 and 6 less than last month. Of the 167 B&E's and Attempts reported;
 - 45 were to businesses
 - 57 were to dwellings
 - 48 were to “other buildings or places”
 - 4 were unlawfully in a dwelling
 - 13 were attempts
 - 0 B&E involving a firearm
- *Theft under \$5000* – 395 reported in July of this year, 87 more than July of last year and 76 more than last month.
- *Thefts from Motor Vehicles* – 161 incidents reported in July of this year, 10 more than last July, and 11 less than last month (see accompanying chart).
- *Possession of Stolen Goods* – 20 occurrences reported in July of this year, 9 less than the same month last year and the same as last month.¹
- *Fraud* – 125 incidents of Fraud were reported in July of this year, 5 less than July 2020, and 2 more than last month.
- *Mischief* – 154 occurrences of Mischief were reported for July of this year, 10 more than last year and 17 less than last month.
- *Vehicle thefts or attempts* – 113 thefts or attempt thefts of motor vehicles, 60 more than July 2020 and 23 more than what was reported last month.
- *Theft Over \$5000* – there were 12 occurrences of Theft Over reported in July, 6 more than July 2020 and 2 more than last month.

¹ Although counted toward the total property crime numbers, a decrease in possession of stolen goods is a negative enforcement indicator as it occurs as a result of an arrest and seized of stolen goods

There were 32 *Firearms/Offensive Weapons* offences reported in July of 2021, 8 more than last year and 6 more than last month.

“*Other Criminal Code*” offences (consisting mostly of Breach offences) were reported 180 times, 24 less than what was reported in July of last year and 66 less than last month.

There were 390 *Domestic* calls responded to in July of 2021. This total is 29 more than last month.

Youth Related Crime

There were 11 occurrences where Young Persons were charged in July of 2021. Of the 11 occurrences,

- 4 were a crime of violence ,
- 0 were property related offence,
- 0 were for Drug Offences
- 2 were “other Criminal Code” offence
- 5 were for other offences

Traffic Related Statistics

There were 476 occurrences involving motor vehicles in July 2021, 47 less than the same month last year (9% decrease). Of the 476 occurrences;

- 5 involved Dangerous Operation
- 24 involved Impaired/Operate over
- 10 involved fail to stop/drive prohibited
- 0 involved Street Racing
- 101 involved HTA offences
- 336 Involved MVA/CRC accidents

Windsor Police Service Monthly Crime Statistics



	# of Occ July 2021	# of Occ July 2020	Violation Inc/Dec	% Inc/Dec	YTD July 2021	YTD July 2020	YTD Violation Inc/Dec	YTD % Inc/Dec	Current Year Monthly Average	# Cleared by Charge July 2021	%Cleared by Charge July 2021	Total Cleared July 2021	Total %Cleared July 2021	YTD Clearance %	Previous 5 Year average for the month of July	Previous 5 Year average for YTD up to the month of July
Total Criminal Code	1647	1473	174	11.81%	9,841	9,475	366	3.86%	1,406	493	30%	619	38%	40.23%	1,590	9,538
Windsor	1,605	1,398	207	14.81%	9,550	9,201	349	3.79%	1,364	479	30%	600	37.38%	40.29%	1,564	9,415
Homicide	0	0	0	0%	3	2	1	50%	0	0	0%	0	0%	100.00%	0	2
Manslaughter	0	0	0	0%	3	1	2	200%	0	0	0%	0	0%	100.00%	0	0
Violence Causing Death	0	0	0	0%	1	1	0	0%	0	0	0%	0	0%	100.00%	0	1
Attempt Murder	0	0	0	0%	4	3	1	33%	1	0	0%	0	0%	100.00%	1	3
Sexual Assaults - Family	3	9	-6	-67%	30	28	2	7%	4	1	33%	2	67%	73.33%	7	30
Sexual Assaults - Non Family	23	16	7	44%	111	98	13	13%	16	8	35%	19	83%	70.27%	16	103
Assault - Family	69	81	-12	-15%	374	405	-31	-8%	53	58	84%	64	93%	96.79%	50	354
Assault - Non Family	88	102	-14	-14%	487	518	-31	-6%	70	58	66%	77	88%	86.04%	79	432
Assault Peace/Police Officers	7	2	5	250%	19	10	9	90%	3	7	100%	7	100%	100.00%	2	21
Robberies & Attempts	7	15	-8	-53%	80	110	-30	-27%	11	4	57%	5	71%	56.25%	19	103
Criminal Harassment	6	7	-1	-14%	52	51	1	2%	7	3	50%	5	83%	78.85%	9	57
Other Violent Violations	65	77	-12	-16%	396	404	-8	-2%	57	44	68%	58	89%	81.31%	55	343
Total Crimes Against Person	268	309	-41	-13.27%	1,560	1,631	-71	-4.35%	223	183	68%	237	88%	84.55%	238	1,449
Arson	5	3	2	67%	48	22	26	118%	7	0	0%	0	0%	12.50%	5	25
Break and Enters & Attempts	165	93	72	77%	935	855	80	9%	134	20	12%	23	14%	17.43%	155	930
MV Thefts & Attempts	112	51	61	120%	474	423	51	12%	68	11	10%	14	13%	12.45%	72	405
Thefts > 5000	11	6	5	83%	57	35	22	63%	8	2	18%	2	18%	19.30%	7	41
Thefts < 5000	390	296	94	32%	2,026	1,806	220	12%	289	31	8%	49	13%	13.33%	357	2,015
Theft from MV < 5000	156	134	22	16%	886	930	-44	-5%	127	2	1%	4	3%	3.27%	191	1,065
Possess Stolen Goods	20	27	-7	-26%	128	210	-82	-39%	18	14	70%	18	90%	89.06%	32	200
Fraud	119	120	-1	-1%	818	894	-76	-9%	117	15	13%	18	15%	14.55%	118	749
Mischief	150	135	15	11%	941	872	69	8%	134	40	27%	52	35%	34.01%	143	891
Total Crimes Against Property	1128	865	263	30.40%	6,313	6,047	266	4.40%	902	135	12%	180	16%	17.28%	1,081	6,321
Prostitution	0	0	0	0%	0	0	0	0%	0	0	0%	0	0%	0.00%	0	0
Firearms/Offensive Weapons	32	23	9	39%	182	130	52	40%	26	30	94%	30	94%	86.81%	19	121
Other Criminal Codes	177	201	-24	-12%	1,495	1,393	102	7%	214	131	74%	153	86%	85.62%	226	1,525
Total Other Criminal Code	209	224	-15	-6.70%	1,677	1,523	154	10.11%	240	161	77%	183	88%	85.75%	245	1,646



	# of Occ July 2021	# of Occ July 2020	Violation Inc/Dec	% Inc/Dec	YTD July 2021	YTD July 2020	YTD Violation Inc/Dec	YTD % Inc/Dec	Current Year Monthly Average	# Cleared by Charge July 2021	%Cleared by Charge July 2021	Total Cleared July 2021	Total %Cleared July 2021	YTD Clearance %	Previous 5 Year average for the month of July	Previous 5 Year average for YTD up to the month of July
Total Criminal Code	1647	1473	174	11.81%	9,841	9,475	366	3.86%	1,406	493	30%	619	38%	40.23%	1,590	9,538
Amherstburg	42	75	-33	-44.00%	291	274	17	6.20%	42	14	33%	19	45.24%	38.14%	26	123
Sexual Assaults - Family	0	0	0	0%	2	2	0	0%	0	0	0%	0	0%	100.00%	0	1
Sexual Assaults - Non Family	0	0	0	0%	0	5	-5	-100%	0	0	0%	0	0%	0.00%	0	2
Assault - Family	2	2	0	0%	13	12	1	8%	2	2	100%	2	100%	100.00%	1	7
Assault - Non Family	5	7	-2	-29%	18	20	-2	-10%	3	5	100%	5	100%	94.44%	2	7
Assault Peace/Police Officers	0	0	0	0%	0	1	-1	-100%	0	0	0%	0	0%	0.00%	0	0
Robberies & Attempts	1	1	0	0%	1	3	-2	-67%	0	0	0%	1	100%	100.00%	0	1
Criminal Harassment	2	1	1	100%	5	4	1	25%	1	1	50%	2	100%	80.00%	0	2
Other Violent Violations	5	4	1	25%	18	16	2	13%	3	4	80%	5	100%	77.78%	2	6
Total Crimes Against Person	15	15	0	0.00%	57	63	-6	-9.52%	8	12	80%	15	100%	89.47%	5	26
Arson	0	0	0	0%	1	1	0	0%	0	0	0%	0	0%	0.00%	0	0
Break and Enters & Attempts	2	4	-2	-50%	23	27	-4	-15%	3	0	0%	0	0%	34.78%	2	15
MV Thefts & Attempts	1	2	-1	-50%	18	6	12	200%	3	0	0%	0	0%	0.00%	1	3
Thefts > 5000	1	0	1	0%	3	1	2	200%	0	0	0%	0	0%	0.00%	0	0
Thefts < 5000	5	12	-7	-58%	32	47	-15	-32%	5	0	0%	1	20%	15.63%	3	22
Theft from MV < 5000	5	17	-12	-71%	43	25	18	72%	6	0	0%	0	0%	9.30%	4	7
Possess Stolen Goods	0	2	-2	-100%	4	3	1	33%	1	0	0%	0	0%	75.00%	1	2
Fraud	6	10	-4	-40%	44	35	9	26%	6	0	0%	1	17%	9.09%	5	19
Mischief	4	9	-5	-56%	28	44	-16	-36%	4	1	25%	1	25%	21.43%	2	17
Total Crimes Against Property	24	56	-32	-57.14%	196	189	7	3.70%	28	1	4%	3	13%	15.31%	19	86
Prostitution	0	0	0	0%	0	1	-1	-100%	0	0	0%	0	0%	0.00%	0	0
Firearms/Offensive Weapons	0	1	-1	-100%	7	3	4	133%	1	0	0%	0	0%	85.71%	0	2
Other Criminal Codes	3	3	0	0%	31	18	13	72%	4	1	33%	1	33%	77.42%	2	10
Total Other Criminal Code	3	4	-1	-25.00%	38	22	16	72.73%	5	1	33%	1	33%	78.95%	2	11



	# of Occ July 2021	# of Occ July 2020	Violation Inc/Dec	% Inc/Dec	YTD July 2021	YTD July 2020	YTD Violation Inc/Dec	YTD % Inc/Dec	Current Year Monthly Average	# Cleared by Charge July 2021	%Cleared by Charge July 2021	Total Cleared July 2021	Total %Cleared July 2021	YTD Clearance %	Previous 5 Year average for the month of July	Previous 5 Year average for YTD up to the month of July
Total Criminal Code	1647	1473	174	11.81%	9,841	9,475	366	3.86%	1,406	493	30%	619	38%	40.23%	1,590	9,538

Windsor

Drugs	27	11	16	145%	221	247	-26	-11%	32	24	89%	27	100%	97.74%	35	241
Other Federal Charges	6	2	4	200%	40	17	23	135%	6	2	33%	3	50%	72.50%	6	45
Provincial Statutes	32	35	-3	-9%	172	255	-83	-33%	25	1	3%	4	13%	34.88%	61	429
Traffic Criminal Code	22	14	8	57%	153	116	37	32%	22	21	95%	21	95%	90.85%	22	167
Traffic HTA	100	121	-21	-17%	579	821	-242	-29%	83	51	51%	51	51%	55.96%	152	1,055
Others	16	15	1	7%	107	112	-5	-4%	15	13	81%	15	94%	97.20%	6	52
Total Other Offences	203	198	5	2.53%	1,272	1,568	-296	-18.88%	182	112	55%	121	60%	68.55%	282	1,989

Amherstburg

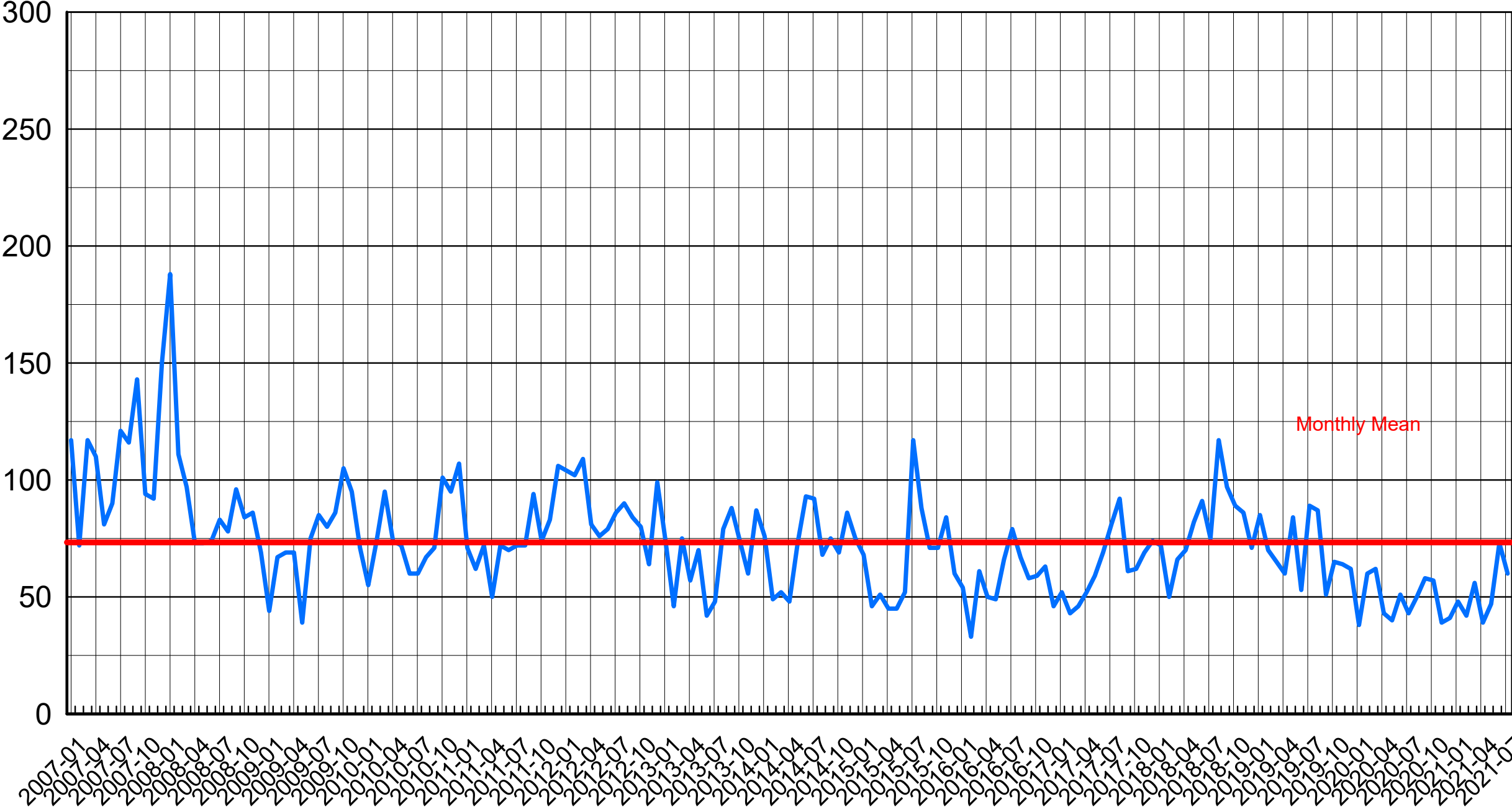
Drugs	0	0	0	0%	4	1	3	300%	1	0	0%	0	0%	75.00%	0	1
Other Federal Charges	0	1	-1	-100%	0	3	-3	-100%	0	0	0%	0	0%	0.00%	0	1
Provincial Statutes	1	2	-1	-50%	6	16	-10	-63%	1	0	0%	0	0%	16.67%	0	6
Traffic Criminal Code	1	1	0	0%	7	5	2	40%	1	1	100%	1	100%	85.71%	0	2
Traffic HTA	1	7	-6	-86%	27	49	-22	-45%	4	1	100%	1	100%	48.15%	3	20
Others	0	0	0	0%	6	8	-2	-25%	1	0	0%	0	0%	100.00%	0	3
Total Other Offences	3	11	-8	-72.73%	50	82	-32	-39.02%	7	2	67%	2	67%	58.00%	4	32

Motor Vehicle Occurrence Reports

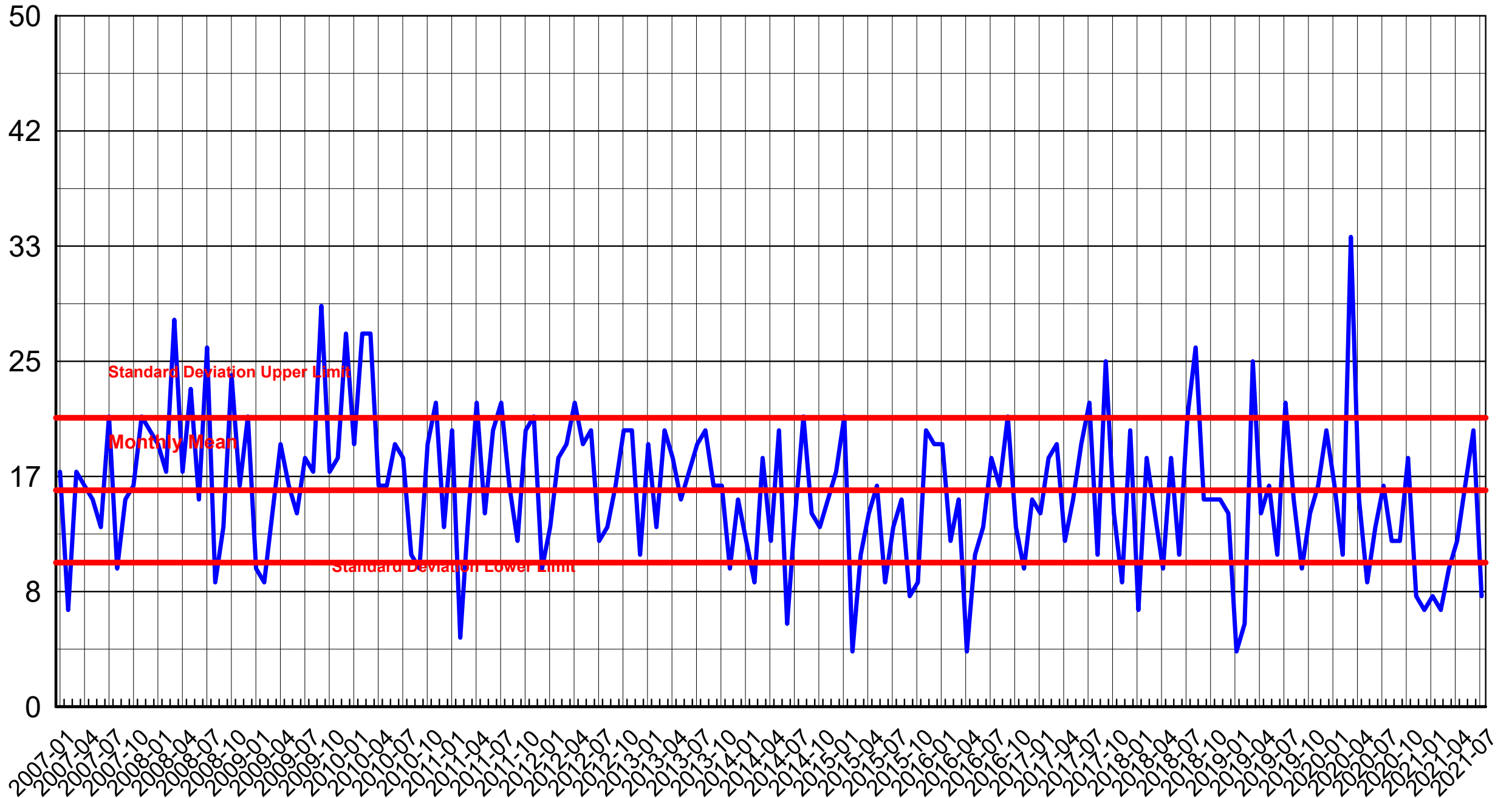
	July 2021	July 2020	Percentage Change	YTD 2021	YTD 2020	Percentage Change
AMHERSTBURG						
Dangerous Operation	1	0	0%	3	1	200%
DANG OPER MV,VESSEL,AIRCRAFT	1	0	0%	1	1	0%
DANGEROUS OP MV EVADE POLICE	0	0	0%	1	0	0%
DANGEROUS OPERATION CBH	0	0	0%	1	0	0%
Impaired/Operate Over	0	0	0%	9	10	-10%
FAIL/REFUSE COMPLY DEMAND ALCO	0	0	0%	1	2	-50%
FTC WITH DEMAND (DRUGS)	0	0	0%	1	0	0%
IMPAIRED OPERATION - DRUGS	0	0	0%	2	2	0%
IMPAIRED OPERATION CBH (ALCOH)	0	0	0%	1	0	0%
OPERATE WHILE IMP (ALCOHOL)	0	0	0%	4	6	-33%
Fail to Stop/Drive Prohibited	0	1	-100%	1	2	-50%
DRIVING WHILE PROHIBITED	0	0	0%	1	1	0%
FAIL TO REMAIN/CRIMINAL CODE	0	1	-100%	0	1	-100%
HTA Offence	1	7	-86%	27	49	-45%
CARELESS DRIVING HTA	1	2	-50%	13	13	0%
DRIVE SUSPENDED HTA	0	1	-100%	6	25	-76%
FAIL TO REMAIN/HTA/OTHER	0	4	-100%	8	11	-27%
MVA/CRC Occurrences	19	20	-5%	101	116	-13%
CRC MVA NON-REPORTABLE	0	0	0%	1	1	0%
CRC MVA REPORTABLE	2	2	0%	4	4	0%
MVA-FATAL	0	0	0%	0	1	-100%
MVA-INJURY	3	0	0%	17	10	70%
MVA-NON-REPORTABLE	0	3	-100%	4	7	-43%
MVA-REPORTABLE	14	15	-7%	75	93	-19%
WINDSOR						
Dangerous Operation	4	1	300%	47	41	15%
DANG OPER MV,VESSEL,AIRCRAFT	4	1	300%	34	23	48%
DANGEROUS OP MV EVADE POLICE	0	0	0%	10	15	-33%
DANGEROUS OPER CAUSING DEATH	0	0	0%	0	1	-100%
DANGEROUS OPERATION CBH	0	0	0%	3	2	50%
Impaired/Operate Over	24	20	20%	161	145	11%
FAIL/REFUSE COMPLY DEMAND ALCO	1	1	0%	10	10	0%
FTC WITH DEMAND (DRUGS)	1	0	0%	6	7	-14%
IMPAIRED OPERATION - DRUGS	8	5	60%	53	31	71%
IMPAIRED OPERATION CBH (ALCOH)	0	0	0%	1	2	-50%

	July 2021	July 2020	Percentage Change	YTD 2021	YTD 2020	Percentage Change
OPERATE IMPAIRED (UNSPECIFIED)	0	0	0%	1	0	0%
OPERATE IMPAIRED ALCOHOL/DRUGS	1	0	0%	7	7	0%
OPERATE WHILE IMP (ALCOHOL)	13	14	-7%	83	88	-6%
Fail to Stop/Drive Prohibited	10	8	25%	52	42	24%
DRIVING WHILE PROHIBITED	3	4	-25%	26	31	-16%
FAIL TO REMAIN/CRIMINAL CODE	7	4	75%	26	11	136%
FAIL TO STOP CAUSING DEATH	0	0	0%	0	0	0%
HTA Offence	100	121	-17%	579	822	-30%
CARELESS DRIVING HTA	15	12	25%	61	72	-15%
DRIVE SUSPENDED HTA	40	53	-25%	245	390	-37%
FAIL TO REMAIN/HTA/OTHER	45	56	-20%	273	360	-24%
MVA/CRC Occurrences	317	345	-8%	2,031	2,411	-16%
CRC MVA NON-REPORTABLE	5	17	-71%	71	144	-51%
CRC MVA REPORTABLE	157	178	-12%	1,020	1,286	-21%
MVA-FATAL	1	0	0%	2	2	0%
MVA-INJURY	85	88	-3%	508	525	-3%
MVA-NON-REPORTABLE	5	14	-64%	40	45	-11%
MVA-REPORTABLE	64	48	33%	390	409	-5%
Total	476	523	-9%	3,011	3,639	-17%

Residential B&E's by Month



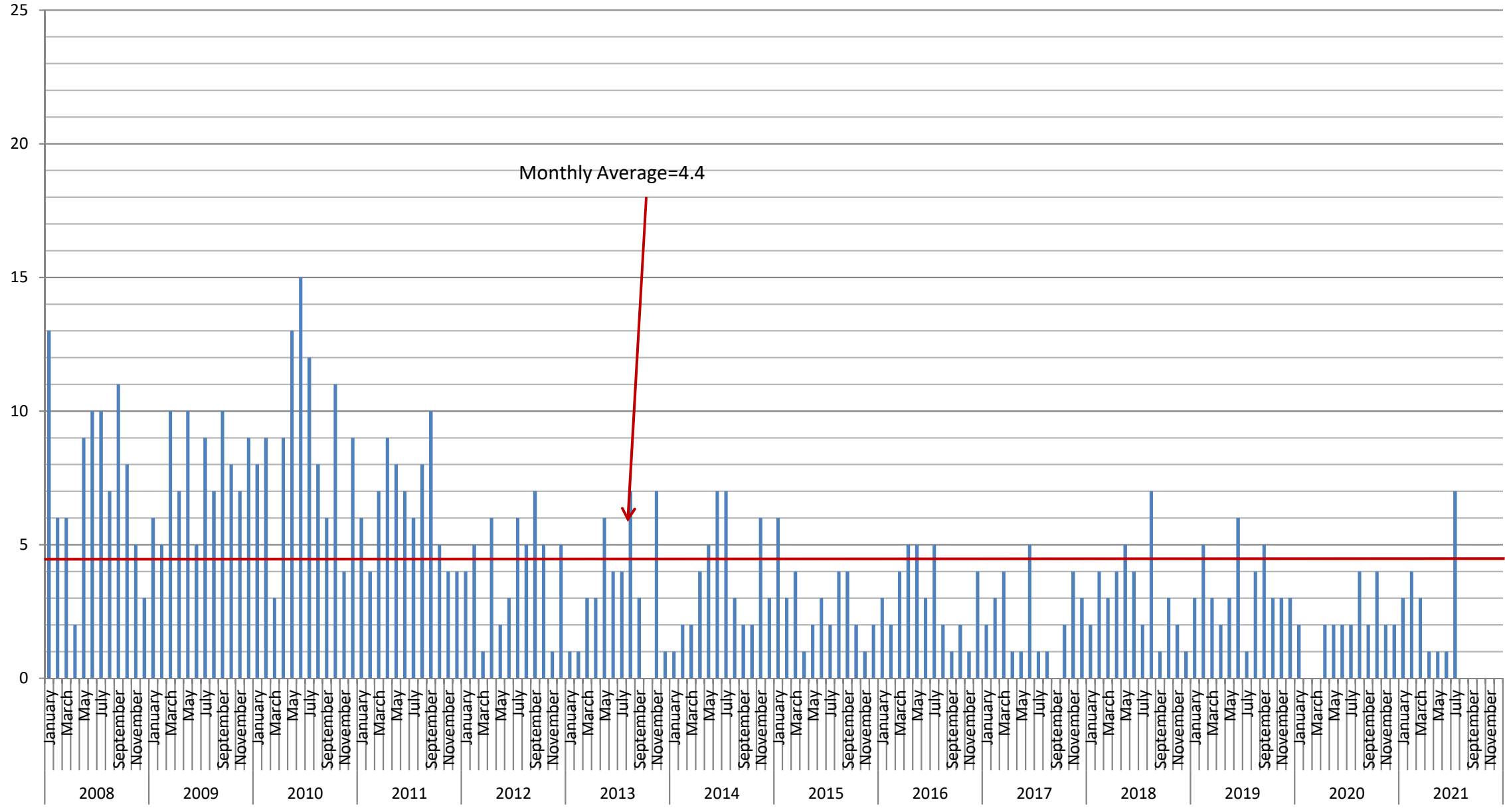
Robberies by Month



Young Offenders Charged for the Month of July, 2021

	Junior Male	Senior Male	Total Male	Junior Female	Senior Female	Total Female	Total YO
Total Crimes Against Person	0	4	4	0	0	0	4
ASSAULT W/WEAP/CBH/CHOKING FAM	0	2	2	0	0	0	2
THREATS - UTTER TO PERSON	0	2	2	0	0	0	2
Total Other Criminal Code	0	0	0	0	2	2	2
BREACH/BAIL CONDITIONS	0	0	0	0	1	1	1
FAIL TO ATTEND COURT	0	0	0	0	1	1	1
Total Other Offences	0	5	5	0	0	0	5
CHILD ABUSE COMPLAINTS	0	2	2	0	0	0	2
FAMILY ARGUMENT/COMPLAINT	0	2	2	0	0	0	2
TRAFFIC OFFENCES-OTHER	0	1	1	0	0	0	1

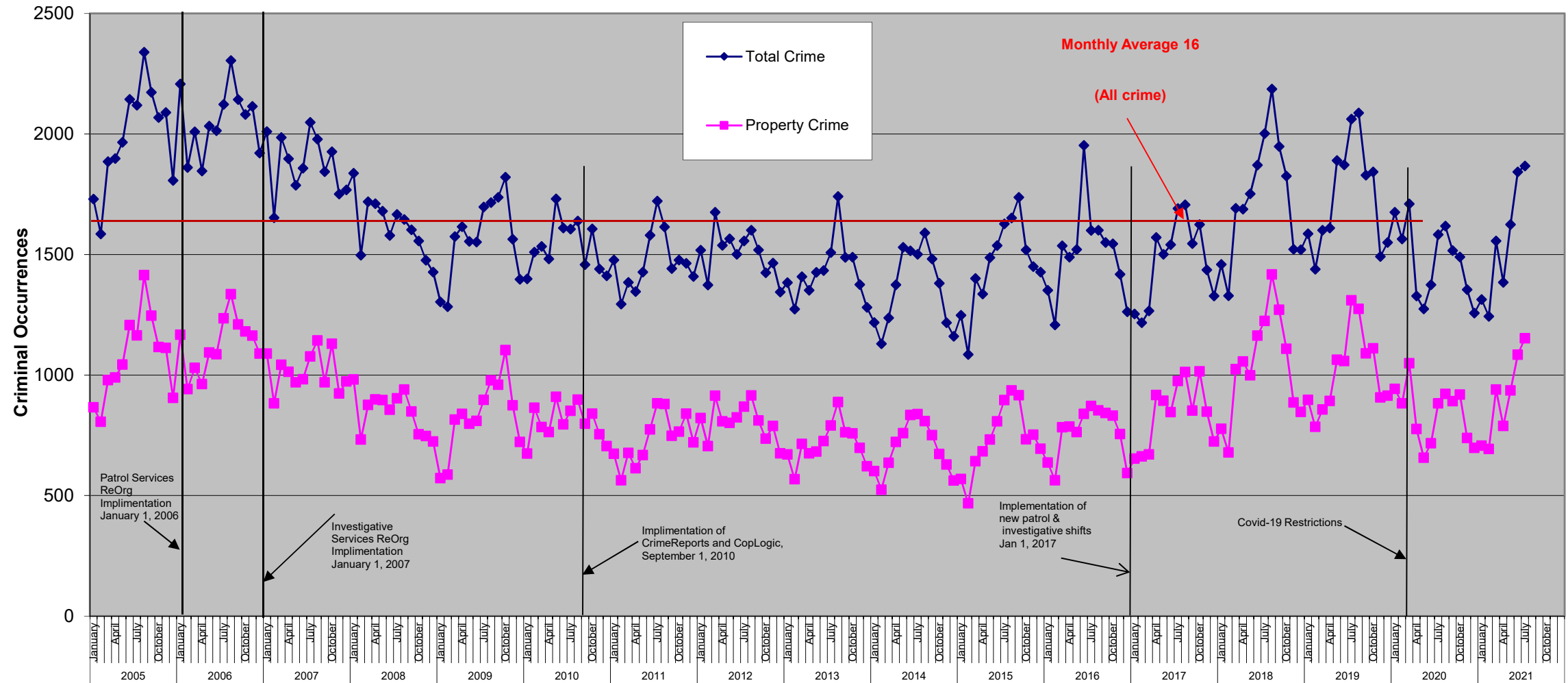
WPS Reported Incidents of Assault Police Officer



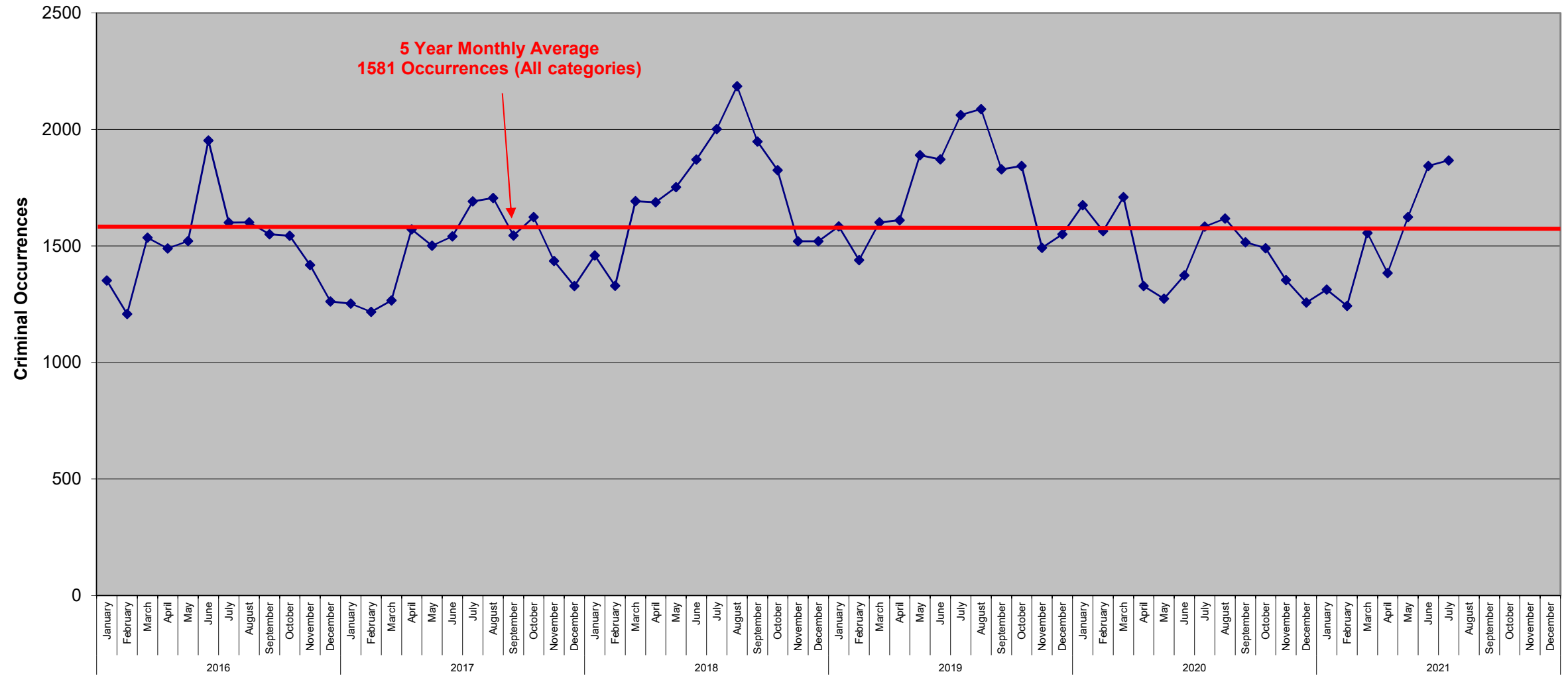
Source: WPS Versadex RMS

Compiled by: Intelligence Analyst, M. Menzel

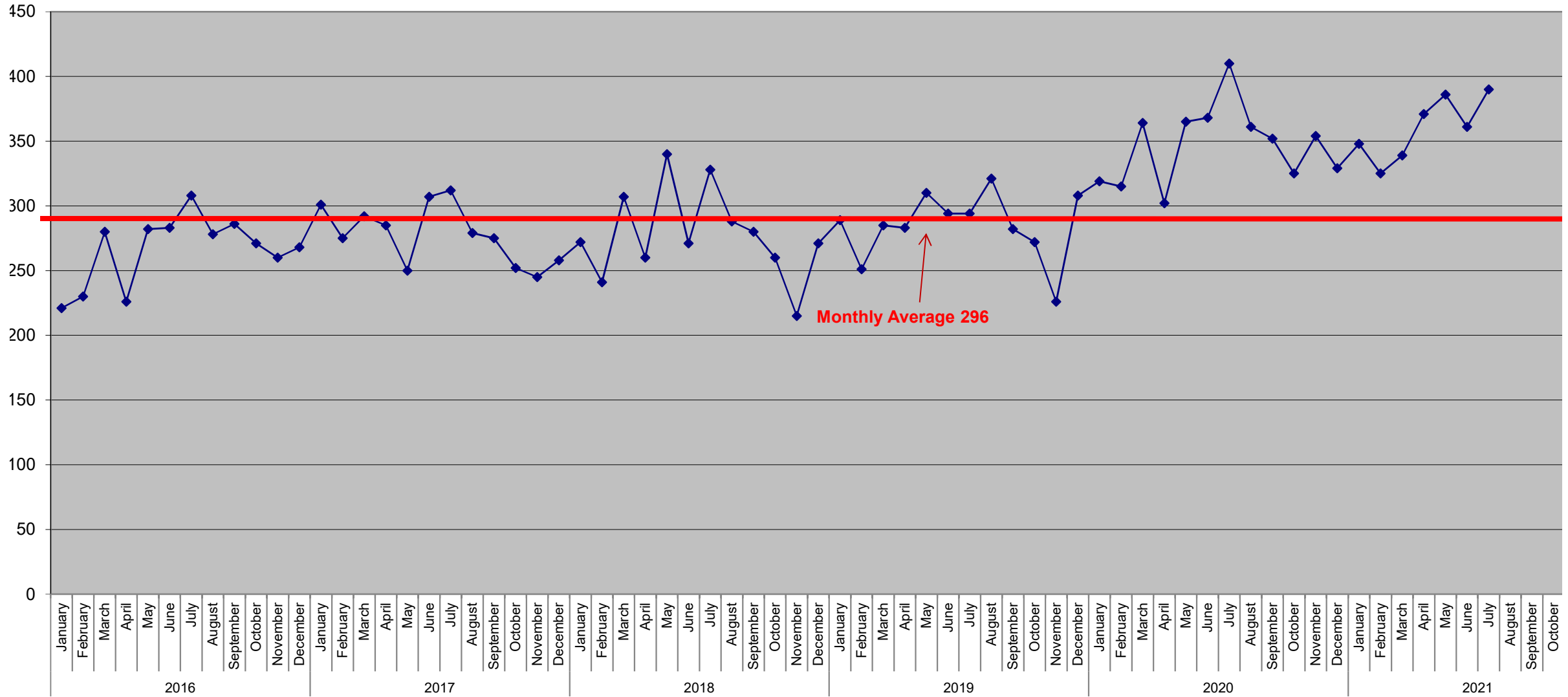
Criminal Occurrences Reported to the WPS, by Month, Since 2005



Criminal Occurrences by Month-Previous 5 years to present

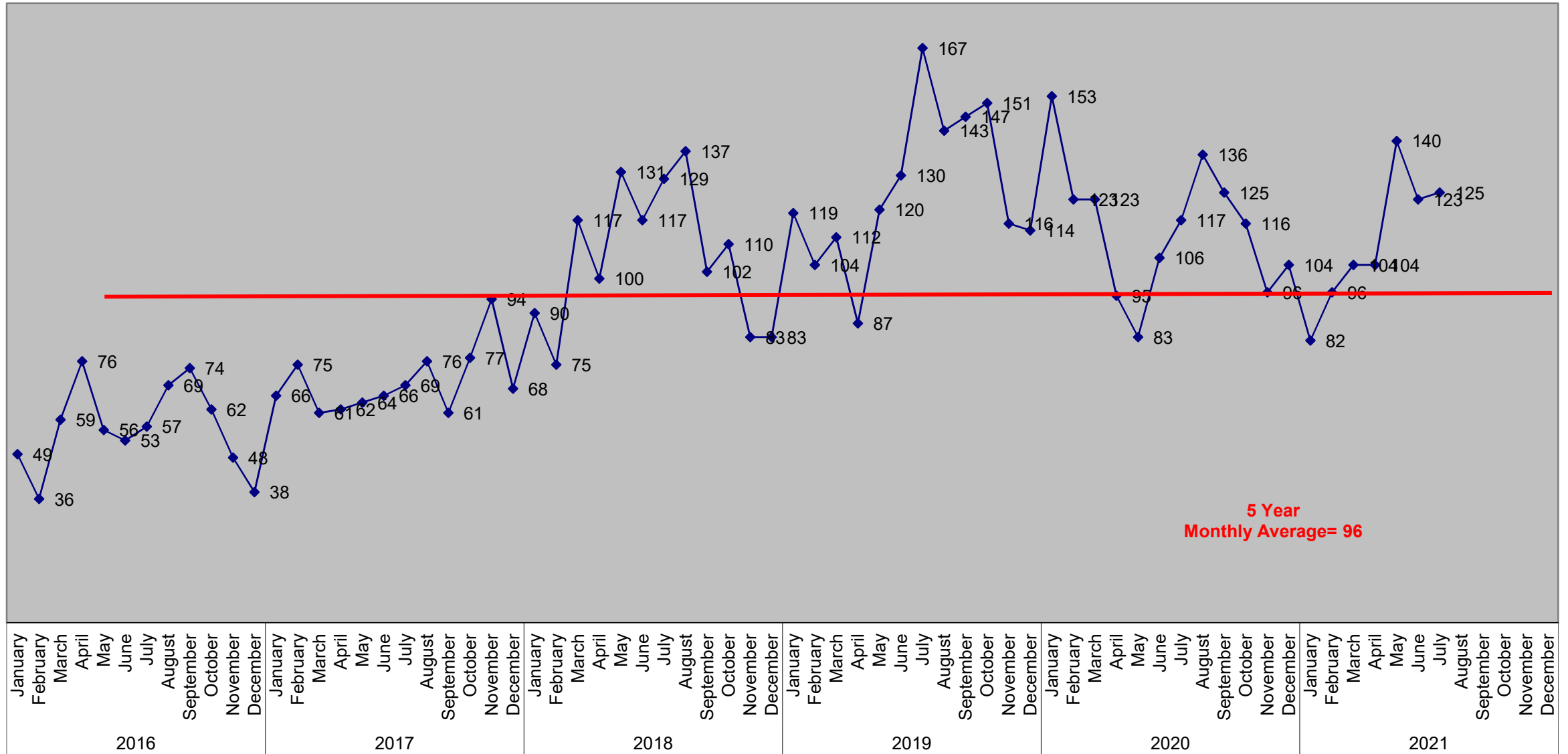


Domestic Related Occurrences per Month Past 5 Years with Average

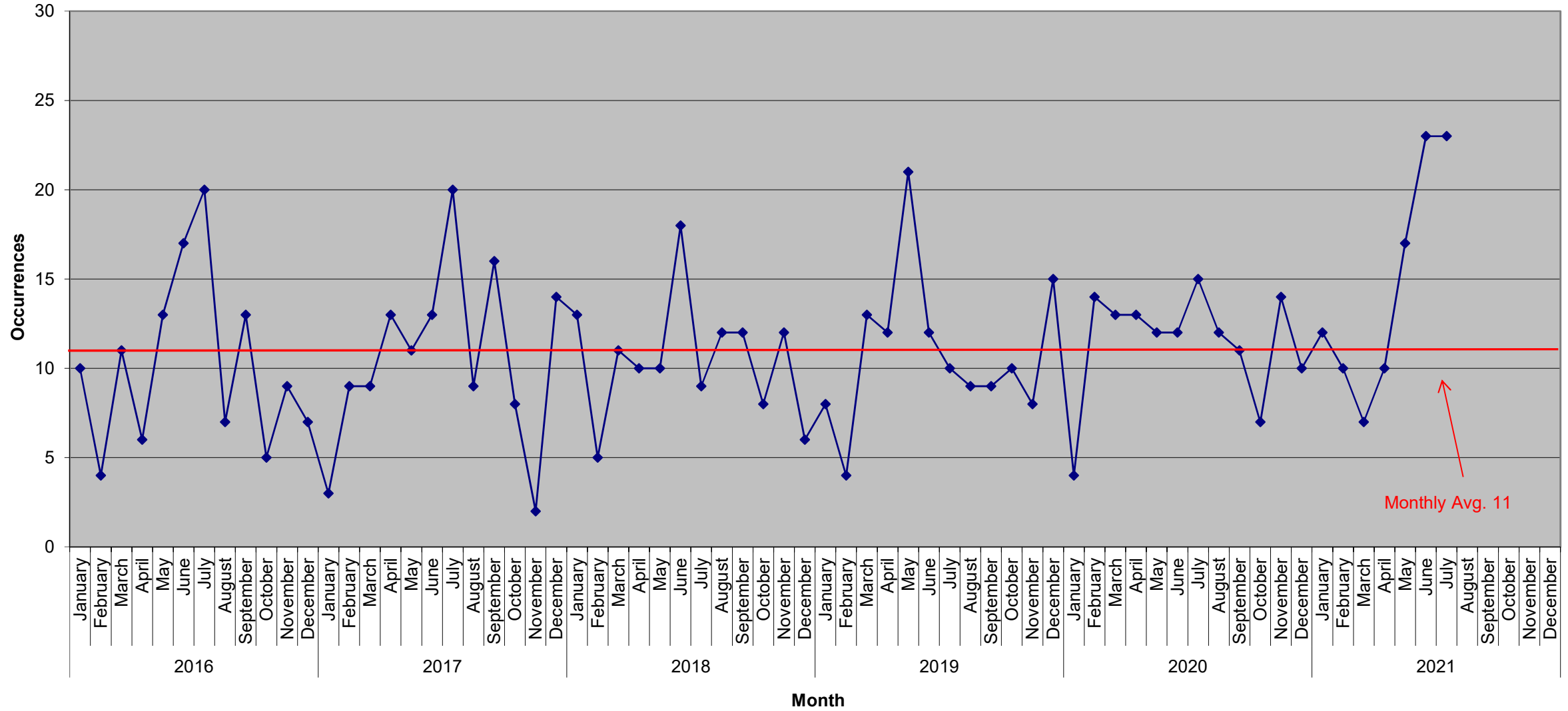


*Domestic Complaints now contains:
 9999-111 - Domestic Complaints
 9999-223 - Intimate Partner Complaint
 9999-224 - Family Argument/Complaint

Fraud Incidents (UCR 2160) per Month-Previous 5 years

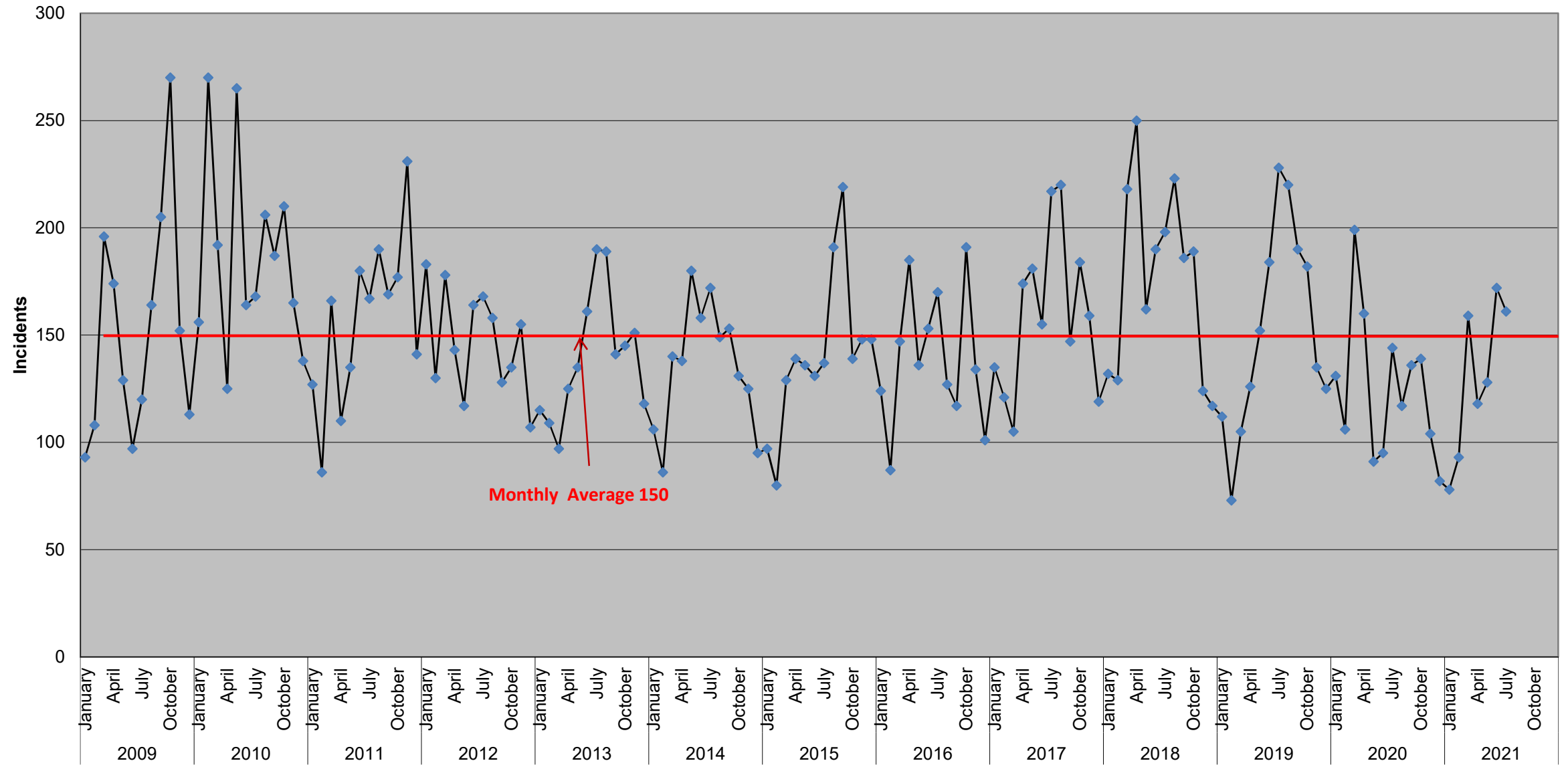


All Non-Family Sexual Assaults per Month-Last 5 years with Average

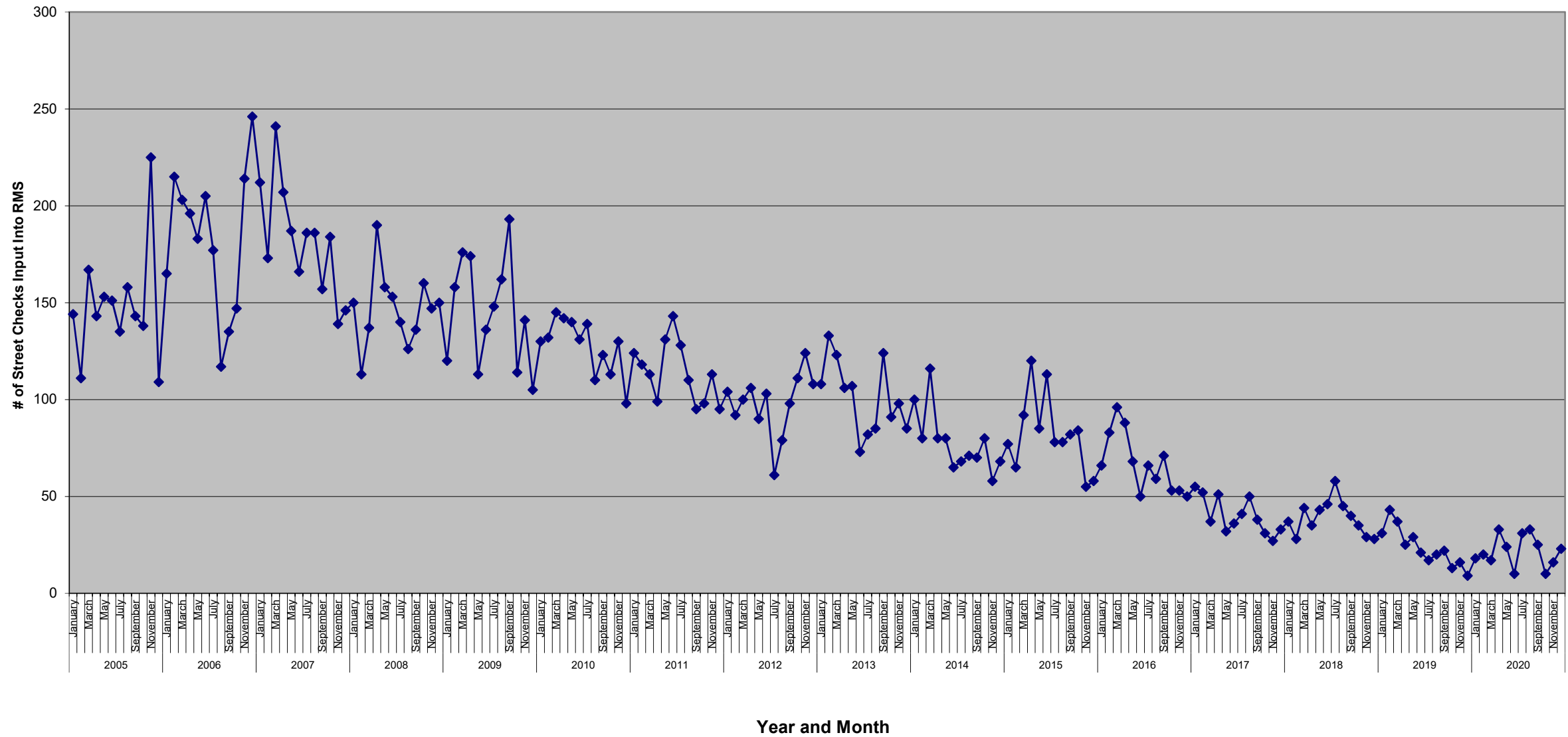


Monthly Avg. 11

Thefts From Motor Vehicles-Reported to WPS



Street Checks Generated per Month by WPS





Crime Statistics August, 2021

**September 12, 2021
Michael MENZEL
Intelligence Analyst, WPS**

*Unless otherwise noted, all crime statistics in this report are compiled using the "all violations" methodology. These statistics should not be compared with those provided by the Canadian Centre for Justice Statistics (CCJS), a division of Statistics Canada. This published data measures only the most serious offence related to an incident. In addition, the CCJS includes the number of offences reported by the Windsor Detachment of the Royal Canadian Mounted Police with the Windsor Police Service crime statistics. The CCJS data should be used for comparisons between policing jurisdictions as all data is compiled using the same reporting methodology

***Unless otherwise stated, the crime statistics are shown as a combination of City of Windsor and the Town of Amherstburg**

Overall Crime

There were 1374 total Criminal Code violations in August of this year. This total represents 95 less violations than were reported in the same month of last year (decrease of 6.47%) This total also represents a decrease of 273 violations from the 16471 reported last month (decrease of 16.6%).

Violent Crime

There were 221 incidents of violent crime in August, a decrease of 84 compared to August 2020. This figure also represents a decrease of 62 from last month.

Seasonal Variations – Violent Crime

The following categories illustrate the differences in seasonal numbers broken down by Violent Crime offence:

- There were no homicides in August 2021.
- There were 15 *Sexual Assaults-Non Family* cases reported in August, 4 less than last August and 8 less than last month.
- *Domestic (family) assaults* were reported 64 times, 7 less than reported in August of last year, and 7 less than last month.
- There was 1 *Assault Police* cases in August, 3 less than last year and 6 less than last month.
- *Criminal Harassment* cases were reported 9 times in August, 7 less than last year and 1 more than last month.
- *Other Violent violations* (Threats, Harassing phone calls, etc.) were reported 51 times in August, 12 less than last year, and 19 less than last month.
- There was 1 case of *Sexual Assaults-family*, 5 less than last August, and 2 less than last month.
- *Assaults Non-Family* cases were reported 65 times, 49 less than last year and 28 less than last month.
- The number of *Robberies and Attempt Robberies* for August of this year amounted to 15. There were 12 Robberies and Attempts reported in the same month last year. The 15 Robberies and Attempts is 7 moree than last month. (see accompanying chart). Of the 15 robberies;
 - 0 robbery involved a firearm
 - 6 robberies were with 'other weapon'

- 9 robberies other
- 0 attempt robbery

Property Crime

There were 984 property crimes reported in August of this year, 23 more occurrences than in August of last year (increase of 2.39%) and 168 less than was reported last month.

Seasonal Variations – Property Crimes

The following categories illustrate the differences in seasonal numbers broken down by Property Crime offence:

- *Arson* – 9 reported in August 2021, 5 more than last year.
- *B&E's and Attempts* – 156 reported in August 2021, 38 more than the total in August 2020 and 11 less than last month. Of the 156 B&E's and Attempts reported;
 - 41 were to businesses
 - 70 were to dwellings
 - 19 were to “other buildings or places”
 - 1 was unlawfully in a dwelling
 - 25 were attempts
 - 0 B&E involving a firearm
- *Theft under \$5000* – 331 reported in August of this year, 32 more than August of last year and 64 less than last month.
- *Thefts from Motor Vehicles* – 120 incidents reported in August of this year, 3 more than last August, and 41 less than last month (see accompanying chart).
- *Possession of Stolen Goods* – 17 occurrences reported in August of this year, 5 less than the same month last year and 3 less than last month.¹
- *Fraud* – 133 incidents of Fraud were reported in August of this year, 27 less than August 2020, and 8 more than last month.
- *Mischief* – 151 occurrences of Mischief were reported for August of this year, 28 less than last year and 3 less than last month.
- *Vehicle thefts or attempts* – 63 thefts or attempt thefts of motor vehicles, 11 more than August 2020 and 50 less than what was reported last month.

¹ Although counted toward the total property crime numbers, a decrease in possession of stolen goods is a negative enforcement indicator as it occurs as a result of an arrest and seized of stolen goods

- *Theft Over \$5000* – there were 4 occurrences of Theft Over reported in August, 6 less than August 2020 and 8 less than last month.

There were 21 *Firearms/Offensive Weapons* offences reported in August of 2021, 4 more than last year and 11 less than last month.

“*Other Criminal Code*” offences (consisting mostly of Breach offences) were reported 148 times, 38 less than what was reported in August of last year and 32 less than last month.

There were 350 *Domestic* calls responded to in August of 2021. This total is 40 less than last month.

Youth Related Crime

There were 11 occurrences where Young Persons were charged in August of 2021. Of the 11 occurrences,

- 5 were a crime of violence ,
- 0 were property related offence,
- 0 were for Drug Offences
- 0 were “other Criminal Code” offence
- 6 were for other offences

Traffic Related Statistics

There were 543 occurrences involving motor vehicles in August 2021, 1 more than the same month last year (.2% increase). Of the 543 occurrences;

- 10 involved Dangerous Operation
- 37 involved Impaired/Operate over
- 10 involved fail to stop/drive prohibited
- 0 involved Street Racing
- 105 involved HTA offences
- 381 Involved MVA/CRC accidents

Windsor Police Service Monthly Crime Statistics



	# of Occ Aug 2021	# of Occ Aug 2020	Violation Inc/Dec	% Inc/Dec	YTD Aug 2021	YTD Aug 2020	YTD Violation Inc/Dec	YTD % Inc/Dec	Current Year Monthly Average	# Cleared by Charge Aug 2021	%Cleared by Charge Aug 2021	Total Cleared Aug 2021	Total %Cleared Aug 2021	YTD Clearance %	Previous 5 Year average for the month of Aug	Previous 5 Year average for YTD up to the month of Aug
Total Criminal Code	1374	1469	-95	-6.47%	11,263	10,952	311	2.84%	1,408	373	27%	468	34%	39.19%	1,638	11,178
Windsor	1,344	1,413	-69	-4.88%	10,941	10,622	319	3.00%	1,368	361	27%	455	33.85%	39.23%	1,613	11,030
Homicide	0	0	0	0%	3	2	1	50%	0	0	0%	0	0%	100.00%	0	3
Manslaughter	0	0	0	0%	3	1	2	200%	0	0	0%	0	0%	100.00%	0	0
Violence Causing Death	0	0	0	0%	1	1	0	0%	0	0	0%	0	0%	100.00%	0	1
Attempt Murder	0	0	0	0%	4	3	1	33%	1	0	0%	0	0%	100.00%	1	4
Sexual Assaults - Family	1	6	-5	-83%	33	34	-1	-3%	4	0	0%	0	0%	72.73%	4	34
Sexual Assaults - Non Family	15	19	-4	-21%	127	118	9	8%	16	7	47%	12	80%	69.29%	13	117
Assault - Family	63	70	-7	-10%	438	475	-37	-8%	55	56	89%	61	97%	96.58%	55	409
Assault - Non Family	60	108	-48	-44%	552	631	-79	-13%	69	29	48%	46	77%	85.14%	75	508
Assault Peace/Police Officers	1	4	-3	-75%	20	14	6	43%	3	1	100%	1	100%	100.00%	4	24
Robberies & Attempts	15	11	4	36%	94	121	-27	-22%	12	9	60%	9	60%	56.38%	16	118
Criminal Harassment	9	14	-5	-36%	61	65	-4	-6%	8	6	67%	7	78%	81.97%	9	65
Other Violent Violations	50	62	-12	-19%	442	466	-24	-5%	55	29	58%	41	82%	81.45%	51	394
Total Crimes Against Person	214	294	-80	-27.21%	1,778	1,931	-153	-7.92%	222	137	64%	177	83%	84.31%	226	1,676
Arson	9	4	5	125%	57	26	31	119%	7	0	0%	0	0%	10.53%	6	31
Break and Enters & Attempts	150	113	37	33%	1,087	968	119	12%	136	12	8%	17	11%	16.19%	166	1,096
MV Thefts & Attempts	63	50	13	26%	539	473	66	14%	67	2	3%	4	6%	11.69%	74	479
Thefts > 5000	4	10	-6	-60%	61	45	16	36%	8	1	25%	1	25%	18.03%	9	50
Thefts < 5000	330	292	38	13%	2,353	2,098	255	12%	294	30	9%	41	12%	12.71%	369	2,384
Theft from MV < 5000	119	115	4	3%	1,012	1,045	-33	-3%	127	4	3%	6	5%	3.56%	183	1,248
Possess Stolen Goods	17	22	-5	-23%	150	232	-82	-35%	19	16	94%	16	94%	89.33%	33	233
Fraud	130	154	-24	-16%	966	1,049	-83	-8%	121	8	6%	11	8%	13.15%	127	876
Mischief	147	166	-19	-11%	1,086	1,038	48	5%	136	32	22%	40	27%	32.87%	159	1,050
Total Crimes Against Property	969	926	43	4.64%	7,311	6,974	337	4.83%	914	105	11%	136	14%	16.54%	1,127	7,447
Prostitution	0	0	0	0%	0	0	0	0%	0	0	0%	0	0%	0.00%	0	0
Firearms/Offensive Weapons	20	15	5	33%	204	145	59	41%	26	16	80%	20	100%	88.24%	20	141
Other Criminal Codes	141	178	-37	-21%	1,648	1,572	76	5%	206	103	73%	122	87%	85.19%	240	1,765
Total Other Criminal Code	161	193	-32	-16.58%	1,852	1,717	135	7.86%	232	119	74%	142	88%	85.53%	260	1,906



	# of Occ Aug 2021	# of Occ Aug 2020	Violation Inc/Dec	% Inc/Dec	YTD Aug 2021	YTD Aug 2020	YTD Violation Inc/Dec	YTD % Inc/Dec	Current Year Monthly Average	# Cleared by Charge Aug 2021	%Cleared by Charge Aug 2021	Total Cleared Aug 2021	Total %Cleared Aug 2021	YTD Clearance %	Previous 5 Year average for the month of Aug	Previous 5 Year average for YTD up to the month of Aug
Total Criminal Code	1374	1469	-95	-6.47%	11,263	10,952	311	2.84%	1,408	373	27%	468	34%	39.19%	1,638	11,178
Amherstburg	30	56	-26	-46.43%	322	330	-8	-2.42%	40	12	40%	13	43.33%	37.89%	25	147
Sexual Assaults - Family	0	0	0	0%	2	2	0	0%	0	0	0%	0	0%	100.00%	0	1
Sexual Assaults - Non Family	0	0	0	0%	0	5	-5	-100%	0	0	0%	0	0%	0.00%	1	2
Assault - Family	1	1	0	0%	14	13	1	8%	2	1	100%	1	100%	100.00%	1	7
Assault - Non Family	5	6	-1	-17%	23	26	-3	-12%	3	3	60%	3	60%	86.96%	3	10
Assault Peace/Police Officers	0	0	0	0%	0	1	-1	-100%	0	0	0%	0	0%	0.00%	0	0
Robberies & Attempts	0	1	-1	-100%	1	4	-3	-75%	0	0	0%	0	0%	100.00%	0	1
Criminal Harassment	0	2	-2	-100%	5	6	-1	-17%	1	0	0%	0	0%	80.00%	0	3
Other Violent Violations	1	1	0	0%	19	17	2	12%	2	1	100%	1	100%	78.95%	1	7
Total Crimes Against Person	7	11	-4	-36.36%	64	74	-10	-13.51%	8	5	71%	5	71%	87.50%	6	31
Arson	0	0	0	0%	1	1	0	0%	0	0	0%	0	0%	0.00%	0	0
Break and Enters & Attempts	6	5	1	20%	29	32	-3	-9%	4	0	0%	1	17%	31.03%	2	17
MV Thefts & Attempts	0	2	-2	-100%	18	8	10	125%	2	0	0%	0	0%	0.00%	1	4
Thefts > 5000	0	0	0	0%	3	1	2	200%	0	0	0%	0	0%	0.00%	0	1
Thefts < 5000	1	7	-6	-86%	33	54	-21	-39%	4	0	0%	0	0%	15.15%	3	24
Theft from MV < 5000	1	2	-1	-50%	44	27	17	63%	6	0	0%	0	0%	9.09%	1	9
Possess Stolen Goods	0	0	0	0%	5	3	2	67%	1	0	0%	0	0%	80.00%	0	2
Fraud	3	6	-3	-50%	47	41	6	15%	6	0	0%	0	0%	2.13%	4	22
Mischief	4	13	-9	-69%	32	57	-25	-44%	4	1	25%	1	25%	21.88%	4	21
Total Crimes Against Property	15	35	-20	-57.14%	212	224	-12	-5.36%	27	1	7%	2	13%	14.15%	15	101
Prostitution	0	0	0	0%	0	1	-1	-100%	0	0	0%	0	0%	0.00%	0	0
Firearms/Offensive Weapons	1	2	-1	-50%	8	5	3	60%	1	0	0%	0	0%	75.00%	0	2
Other Criminal Codes	7	8	-1	-13%	38	26	12	46%	5	6	86%	6	86%	78.95%	3	13
Total Other Criminal Code	8	10	-2	-20.00%	46	32	14	43.75%	6	6	75%	6	75%	78.26%	4	15



	# of Occ Aug 2021	# of Occ Aug 2020	Violation Inc/Dec	% Inc/Dec	YTD Aug 2021	YTD Aug 2020	YTD Violation Inc/Dec	YTD % Inc/Dec	Current Year Monthly Average	# Cleared by Charge Aug 2021	%Cleared by Charge Aug 2021	Total Cleared Aug 2021	Total %Cleared Aug 2021	YTD Clearance %	Previous 5 Year average for the month of Aug	Previous 5 Year average for YTD up to the month of Aug
Total Criminal Code	1374	1469	-95	-6.47%	11,263	10,952	311	2.84%	1,408	373	27%	468	34%	39.19%	1,638	11,178

Windsor

Drugs	27	35	-8	-23%	249	282	-33	-12%	31	23	85%	25	93%	97.19%	41	283
Other Federal Charges	10	4	6	150%	51	21	30	143%	6	3	30%	3	30%	64.71%	7	51
Provincial Statutes	41	33	8	24%	208	288	-80	-28%	26	1	2%	5	12%	29.81%	66	495
Traffic Criminal Code	27	27	0	0%	181	143	38	27%	23	23	85%	25	93%	91.16%	24	190
Traffic HTA	101	110	-9	-8%	682	931	-249	-27%	85	19	19%	19	19%	51.03%	149	1,204
Others	28	24	4	17%	135	136	-1	-1%	17	27	96%	28	100%	97.78%	9	61
Total Other Offences	234	233	1	0.43%	1,506	1,801	-295	-16.38%	188	96	41%	105	45%	65.21%	296	2,284

Amherstburg

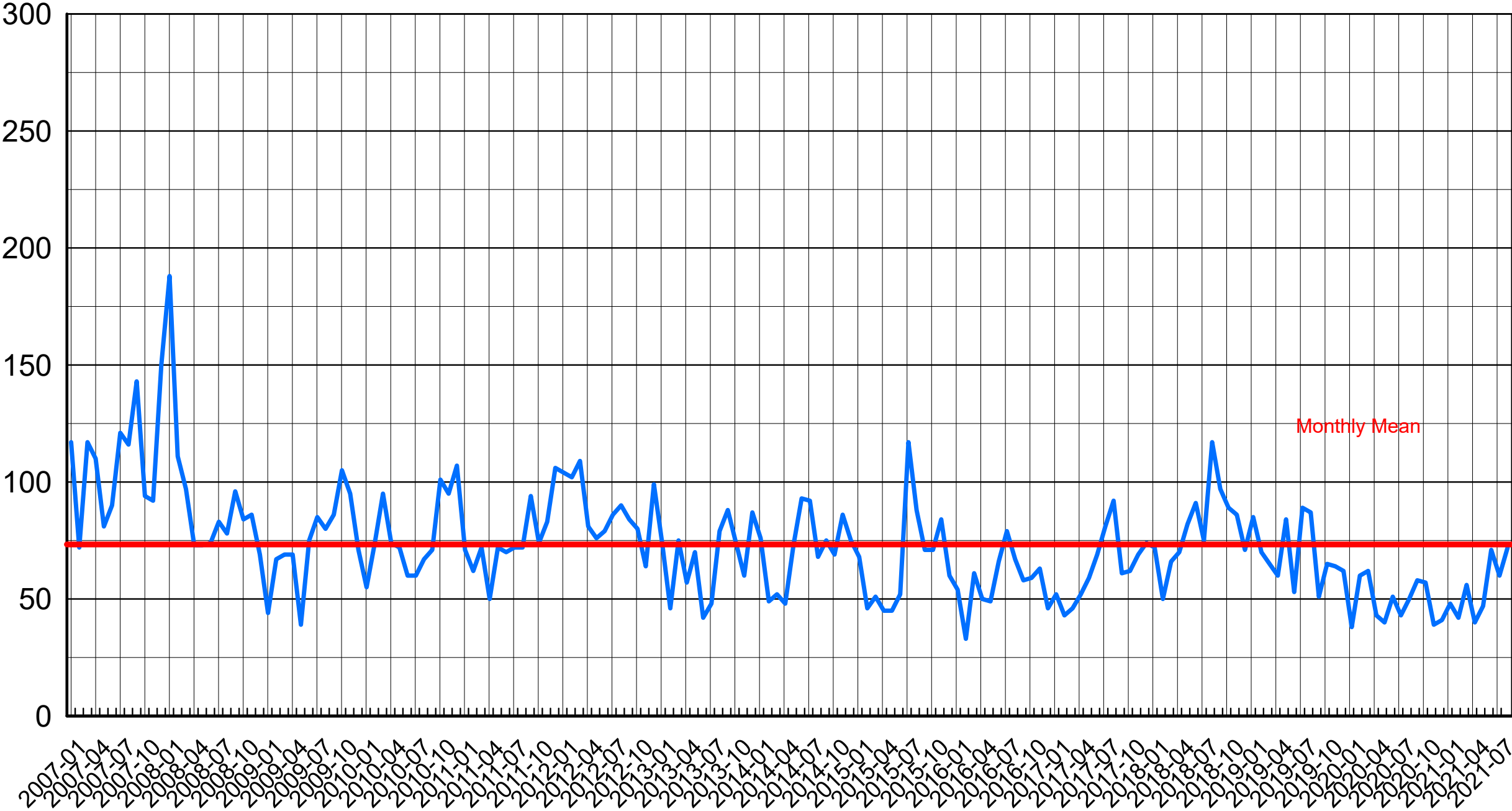
Drugs	0	0	0	0%	4	1	3	300%	1	0	0%	0	0%	75.00%	0	1
Other Federal Charges	0	1	-1	-100%	0	4	-4	-100%	0	0	0%	0	0%	0.00%	0	1
Provincial Statutes	3	3	0	0%	9	19	-10	-53%	1	0	0%	0	0%	11.11%	1	8
Traffic Criminal Code	0	0	0	0%	7	5	2	40%	1	0	0%	0	0%	85.71%	1	2
Traffic HTA	4	4	0	0%	31	53	-22	-42%	4	3	75%	3	75%	51.61%	2	22
Others	2	1	1	100%	8	9	-1	-11%	1	2	100%	2	100%	100.00%	1	3
Total Other Offences	9	9	0	0.00%	59	91	-32	-35.16%	7	5	56%	5	56%	57.63%	5	37

Motor Vehicle Occurrence Reports

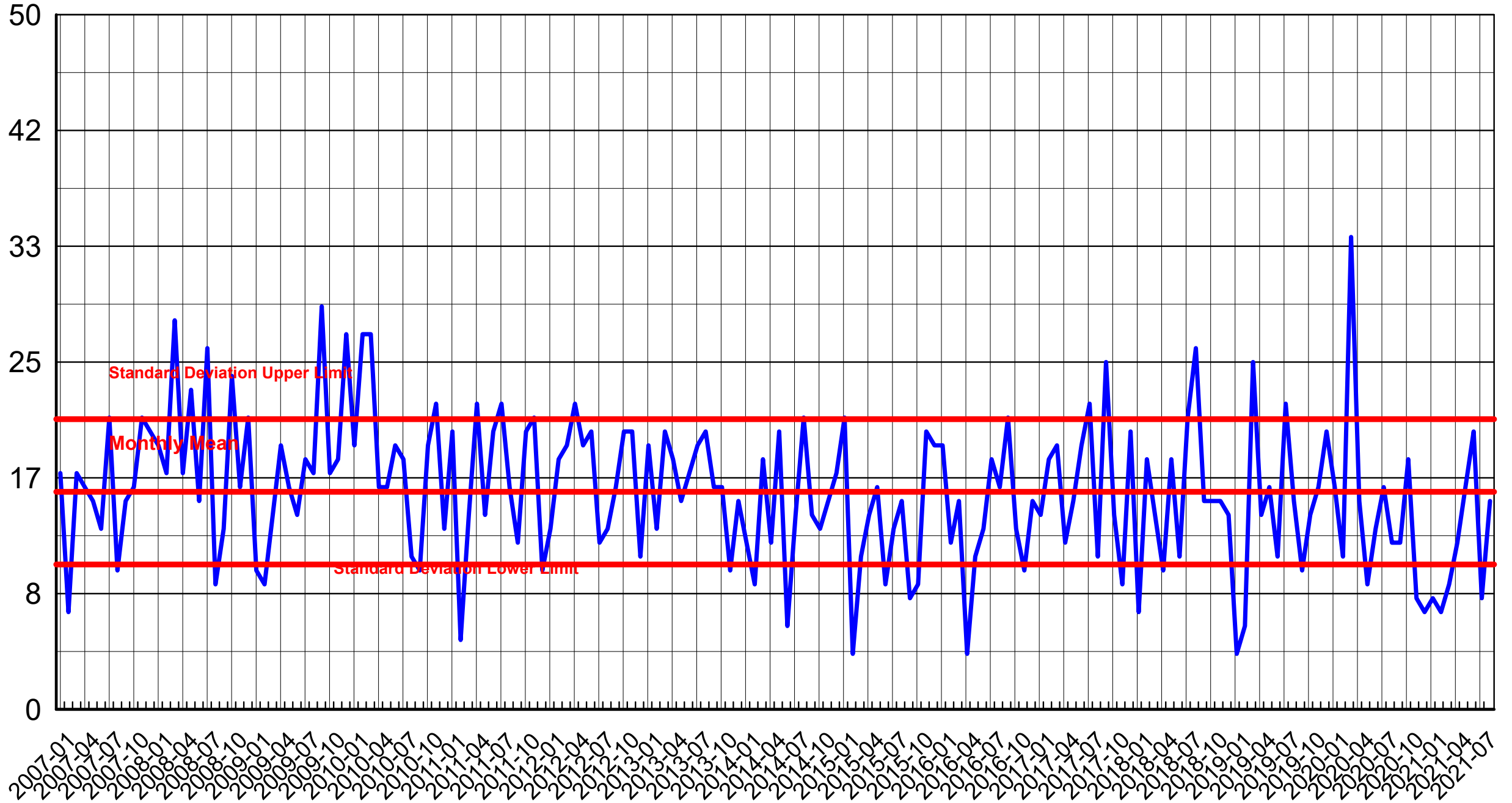
	August 2021	August 2020	Percentage Change	YTD 2021	YTD 2020	Percentage Change
AMHERSTBURG						
Dangerous Operation	0	0	0%	3	1	200%
DANG OPER MV,VESSEL,AIRCRAFT	0	0	0%	1	1	0%
DANGEROUS OP MV EVADE POLICE	0	0	0%	1	0	0%
DANGEROUS OPERATION CBH	0	0	0%	1	0	0%
Impaired/Operate Over	2	1	100%	11	11	0%
FAIL/REFUSE COMPLY DEMAND ALCO	0	0	0%	1	2	-50%
FTC WITH DEMAND (DRUGS)	0	0	0%	1	0	0%
IMPAIRED OPERATION - DRUGS	0	0	0%	2	2	0%
IMPAIRED OPERATION CBH (ALCOH)	0	0	0%	1	0	0%
OPERATE WHILE IMP (ALCOHOL)	2	1	100%	6	7	-14%
Fail to Stop/Drive Prohibited	0	0	0%	1	2	-50%
DRIVING WHILE PROHIBITED	0	0	0%	1	1	0%
FAIL TO REMAIN/CRIMINAL CODE	0	0	0%	0	1	-100%
HTA Offence	4	4	0%	31	53	-42%
CARELESS DRIVING HTA	1	1	0%	14	14	0%
DRIVE SUSPENDED HTA	2	2	0%	8	27	-70%
FAIL TO REMAIN/HTA/OTHER	1	1	0%	9	12	-25%
MVA/CRC Occurrences	16	15	7%	118	131	-10%
CRC MVA NON-REPORTABLE	0	0	0%	1	1	0%
CRC MVA REPORTABLE	0	1	-100%	5	5	0%
MVA-FATAL	0	0	0%	0	1	-100%
MVA-INJURY	4	4	0%	21	14	50%
MVA-NON-REPORTABLE	3	0	0%	7	7	0%
MVA-REPORTABLE	9	10	-10%	84	103	-18%
WINDSOR						
Dangerous Operation	10	3	233%	57	44	30%
DANG OPER MV,VESSEL,AIRCRAFT	8	2	300%	42	25	68%
DANGEROUS OP MV EVADE POLICE	1	1	0%	11	16	-31%
DANGEROUS OPER CAUSING DEATH	0	0	0%	0	1	-100%
DANGEROUS OPERATION CBH	1	0	0%	4	2	100%
Impaired/Operate Over	35	34	3%	196	179	9%
FAIL/REFUSE COMPLY DEMAND ALCO	3	3	0%	13	13	0%
FTC WITH DEMAND (DRUGS)	1	0	0%	7	7	0%
IMPAIRED OPERATION - DRUGS	7	8	-13%	60	39	54%
IMPAIRED OPERATION CBH (ALCOH)	0	2	-100%	1	4	-75%

	August 2021	August 2020	Percentage Change	YTD 2021	YTD 2020	Percentage Change
OPERATE IMPAIRED (UNSPECIFIED)	0	0	0%	1	0	0%
OPERATE IMPAIRED ALCOHOL/DRUGS	2	0	0%	9	7	29%
OPERATE WHILE IMP (ALCOHOL)	22	21	5%	105	109	-4%
Fail to Stop/Drive Prohibited	10	14	-29%	63	56	13%
DRIVING WHILE PROHIBITED	4	8	-50%	31	39	-21%
FAIL TO REMAIN/CRIMINAL CODE	6	6	0%	32	17	88%
FAIL TO STOP CAUSING DEATH	0	0	0%	0	0	0%
HTA Offence	101	110	-8%	682	932	-27%
CARELESS DRIVING HTA	10	14	-29%	72	86	-16%
DRIVE SUSPENDED HTA	30	43	-30%	275	433	-36%
FAIL TO REMAIN/HTA/OTHER	61	53	15%	335	413	-19%
MVA/CRC Occurrences	365	361	1%	2,404	2,772	-13%
CRC MVA NON-REPORTABLE	2	22	-91%	77	166	-54%
CRC MVA REPORTABLE	182	161	13%	1,207	1,447	-17%
MVA-FATAL	0	0	0%	2	2	0%
MVA-INJURY	92	84	10%	600	609	-1%
MVA-NON-REPORTABLE	9	9	0%	49	54	-9%
MVA-REPORTABLE	80	85	-6%	469	494	-5%
Total	543	542	0%	3,566	4,181	-15%

Residential B&E's by Month



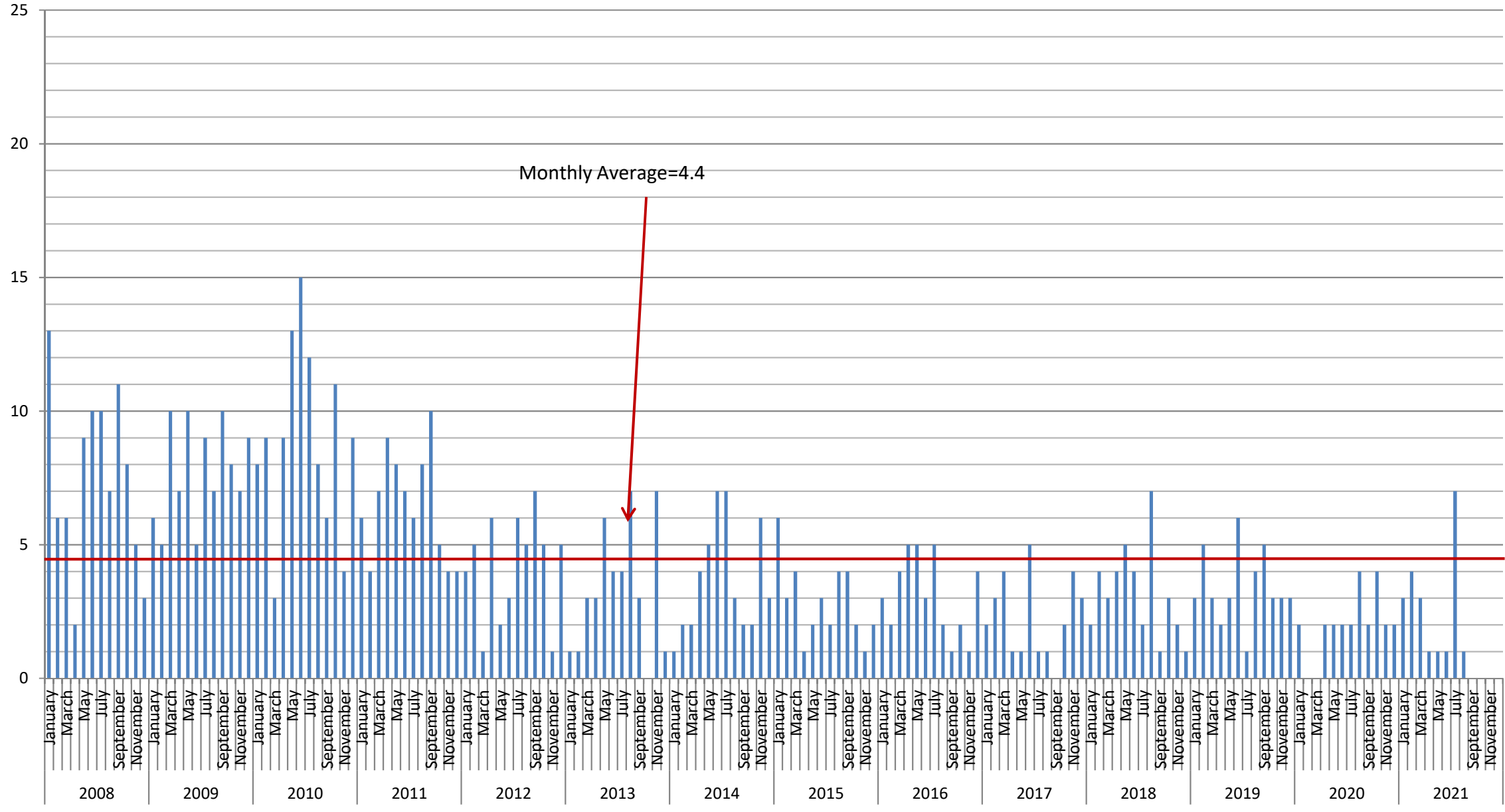
Robberies by Month



Young Offenders Charged for the Month of August, 2021

	Junior Male	Senior Male	Total Male	Junior Female	Senior Female	Total Female	Total YO
Total Crimes Against Person	5	0	5	0	0	0	5
ASSAULT LEVEL I FAMILY	1	0	1	0	0	0	1
ASSAULT LEVEL I NON-FAMILY	2	0	2	0	0	0	2
ASSAULT W/WEAP/CBH/CHOKING FAM	1	0	1	0	0	0	1
THREATS - UTTER TO PERSON	1	0	1	0	0	0	1
Total Other Offences	2	3	5	0	1	1	6
CHILDRENS AID REFERRALS	1	0	1	0	0	0	1
POLICE TOW	0	1	1	0	0	0	1
STUNT DRIVING	0	1	1	0	0	0	1
TRAFFIC OFFENCES-OTHER	1	0	1	0	1	1	2
YOUTH CRIMINAL JUSTICE ACT	0	1	1	0	0	0	1

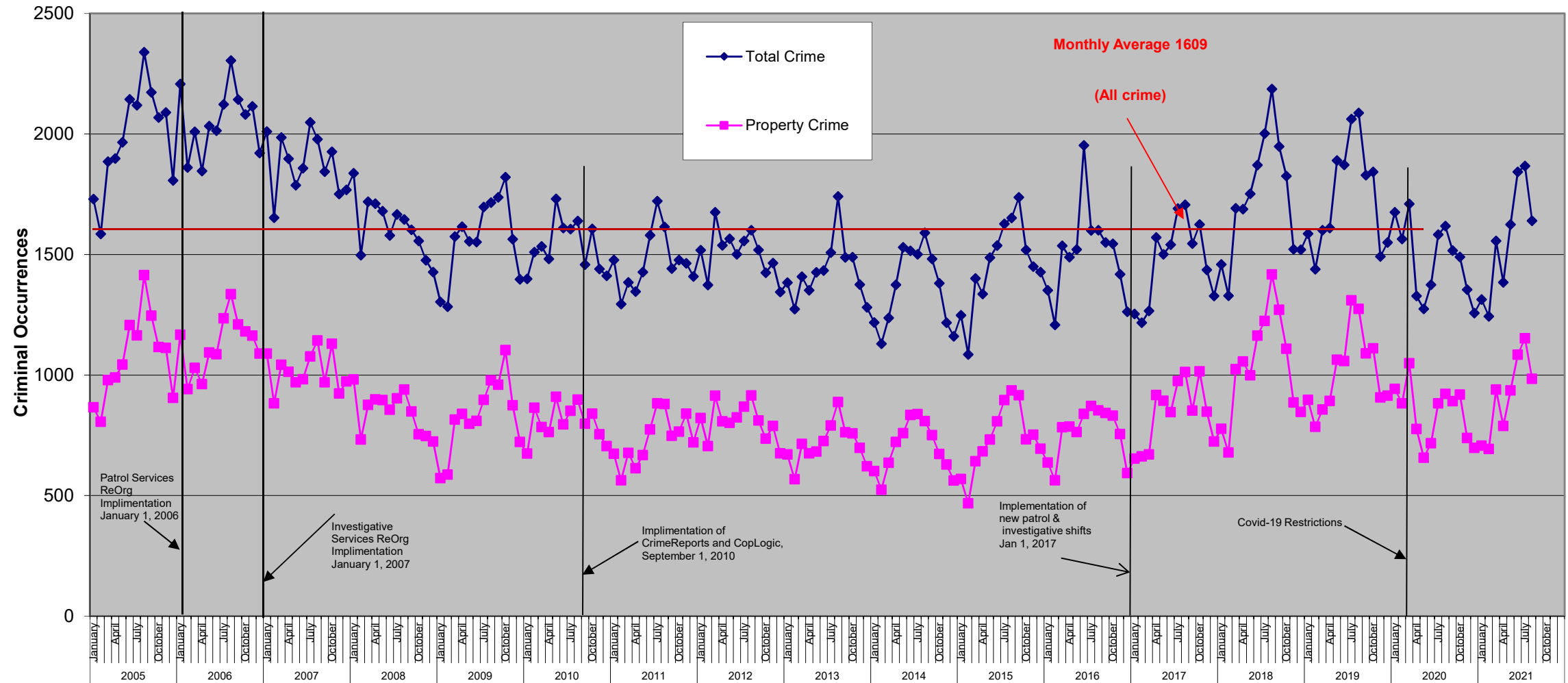
WPS Reported Incidents of Assault Police Officer



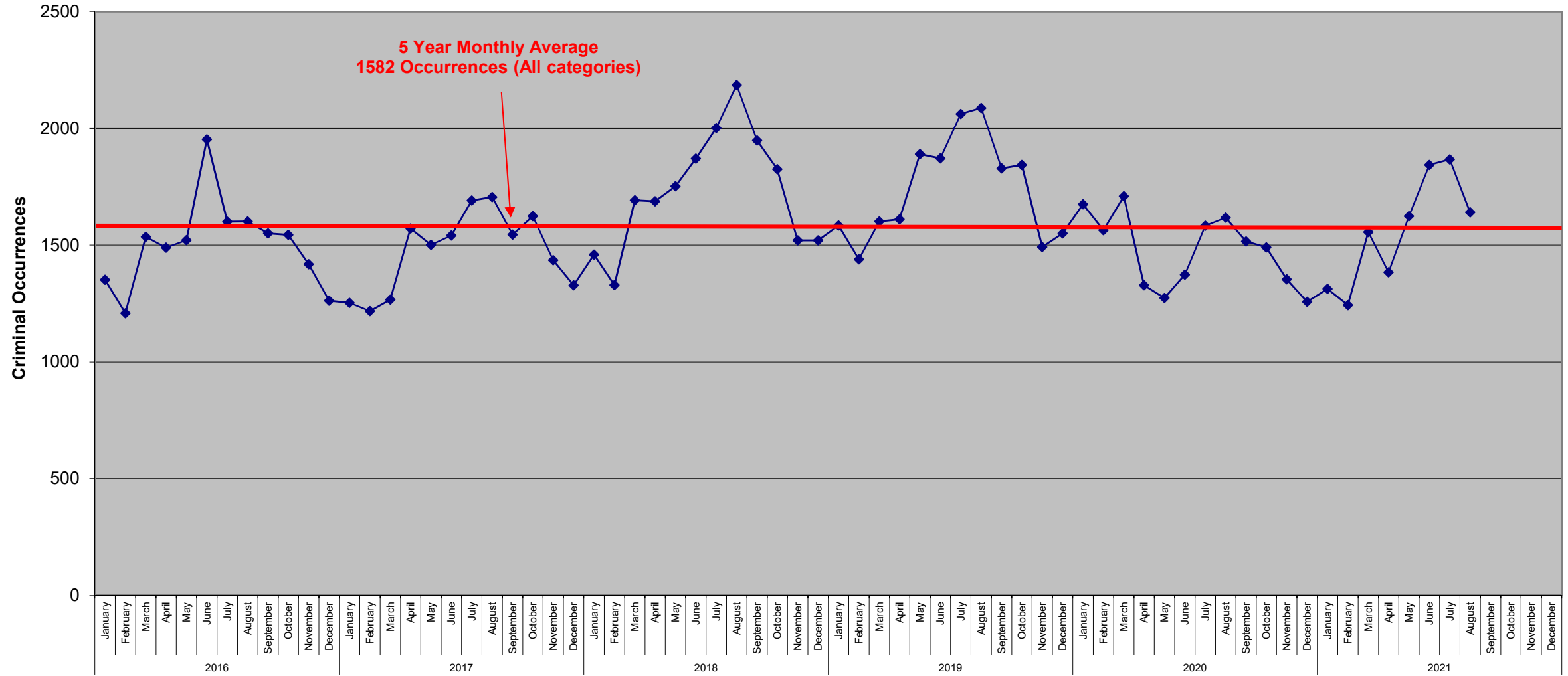
Source: WPS Versadex RMS

Compiled by: Intelligence Analyst, M. Menzel

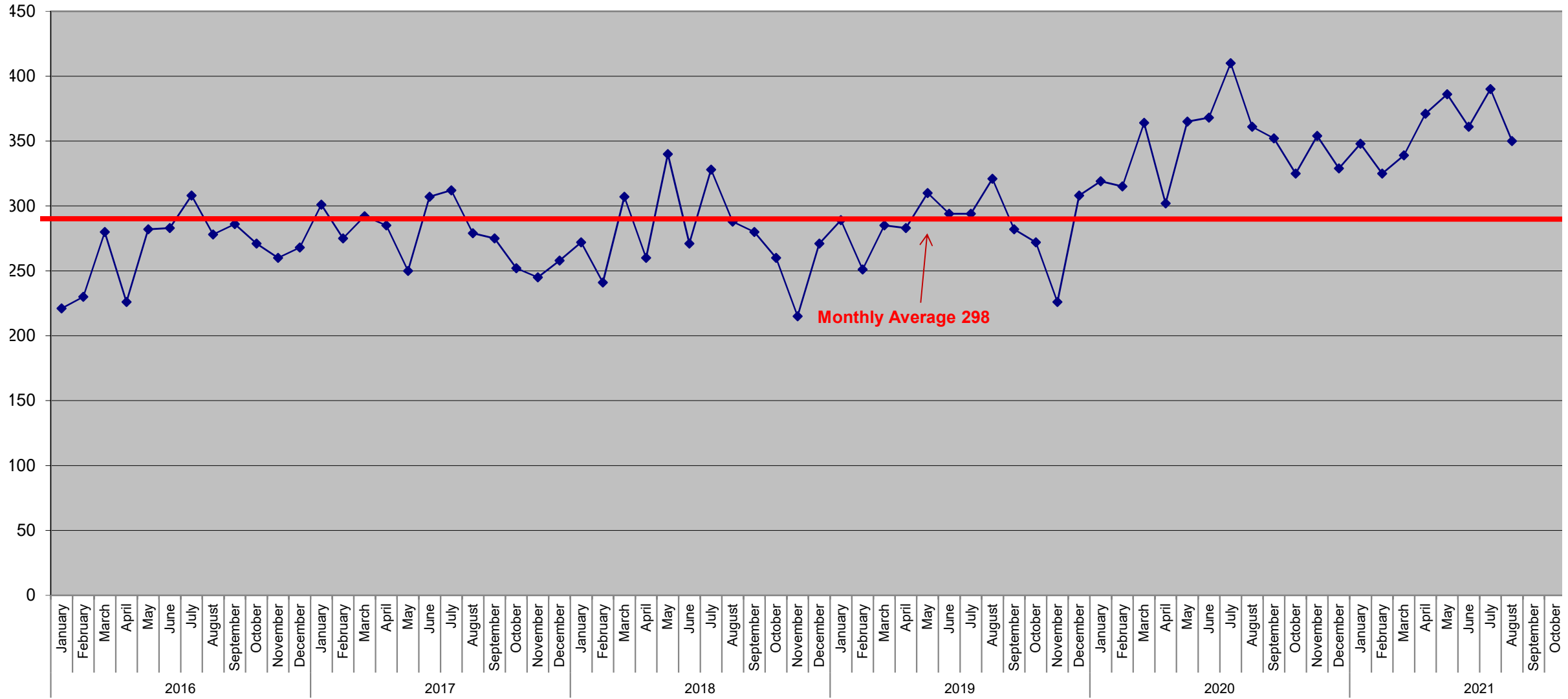
Criminal Occurrences Reported to the WPS, by Month, Since 2005



Criminal Occurrences by Month-Previous 5 years to present

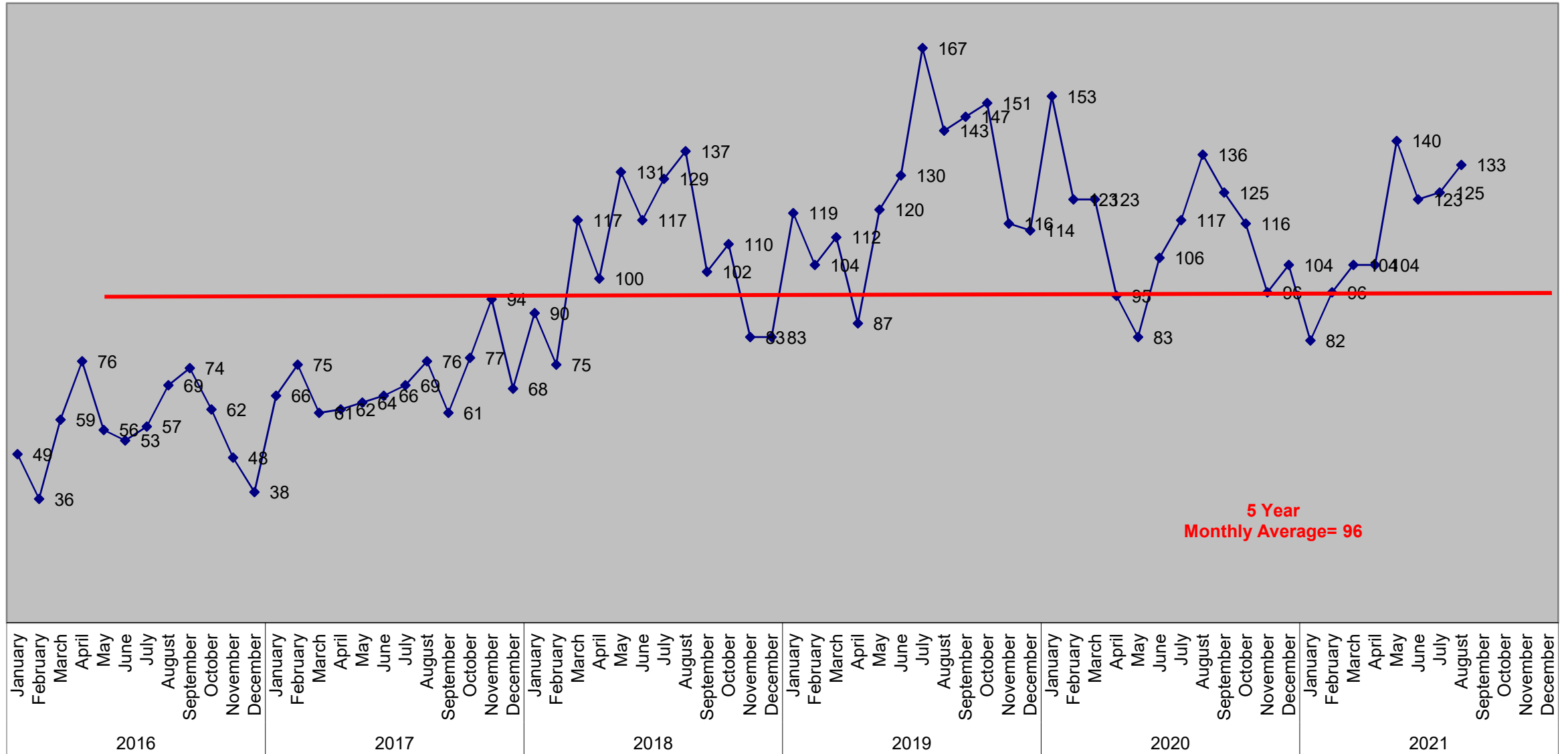


Domestic Related Occurrences per Month Past 5 Years with Average

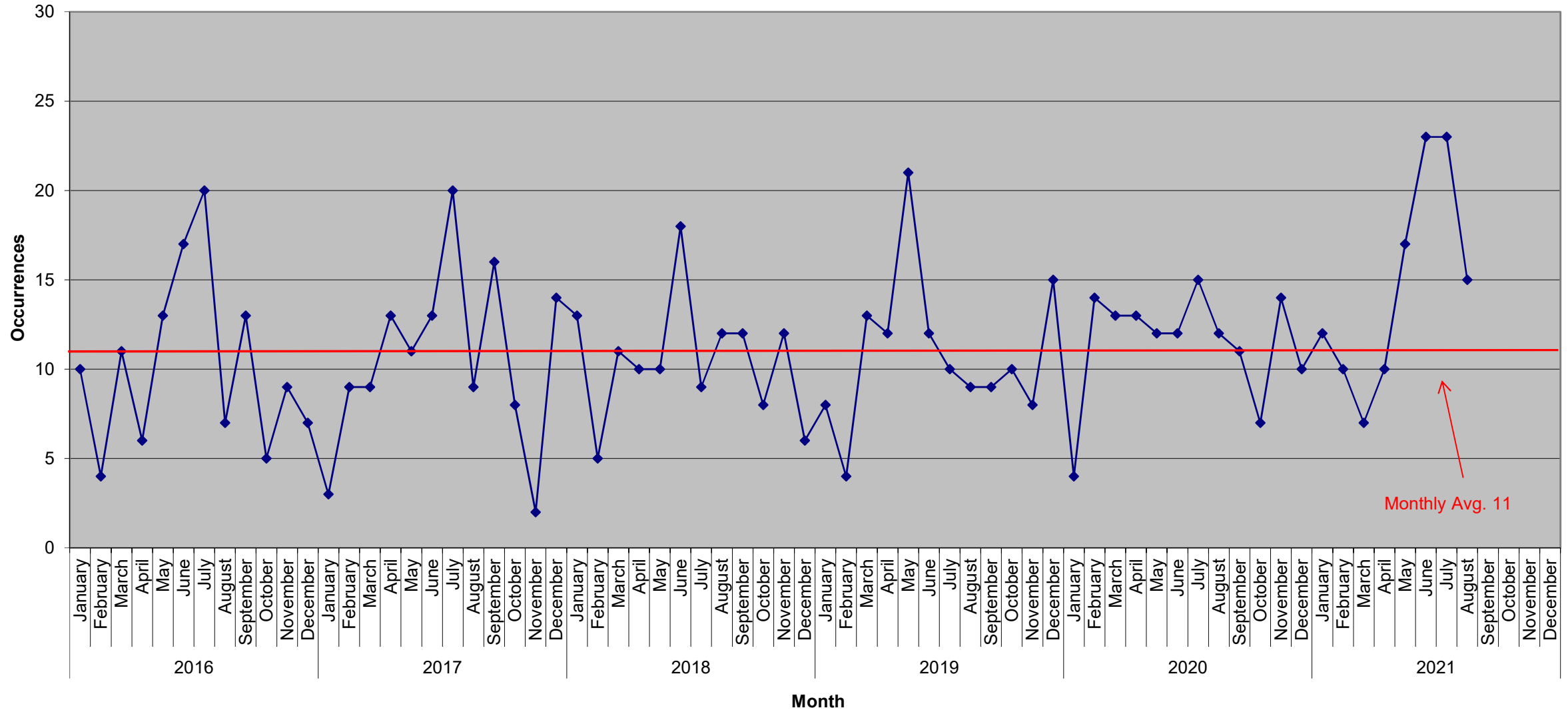


*Domestic Complaints now contains:
 9999-111 - Domestic Complaints
 9999-223 - Intimate Partner Complaint
 9999-224 - Family Argument/Complaint

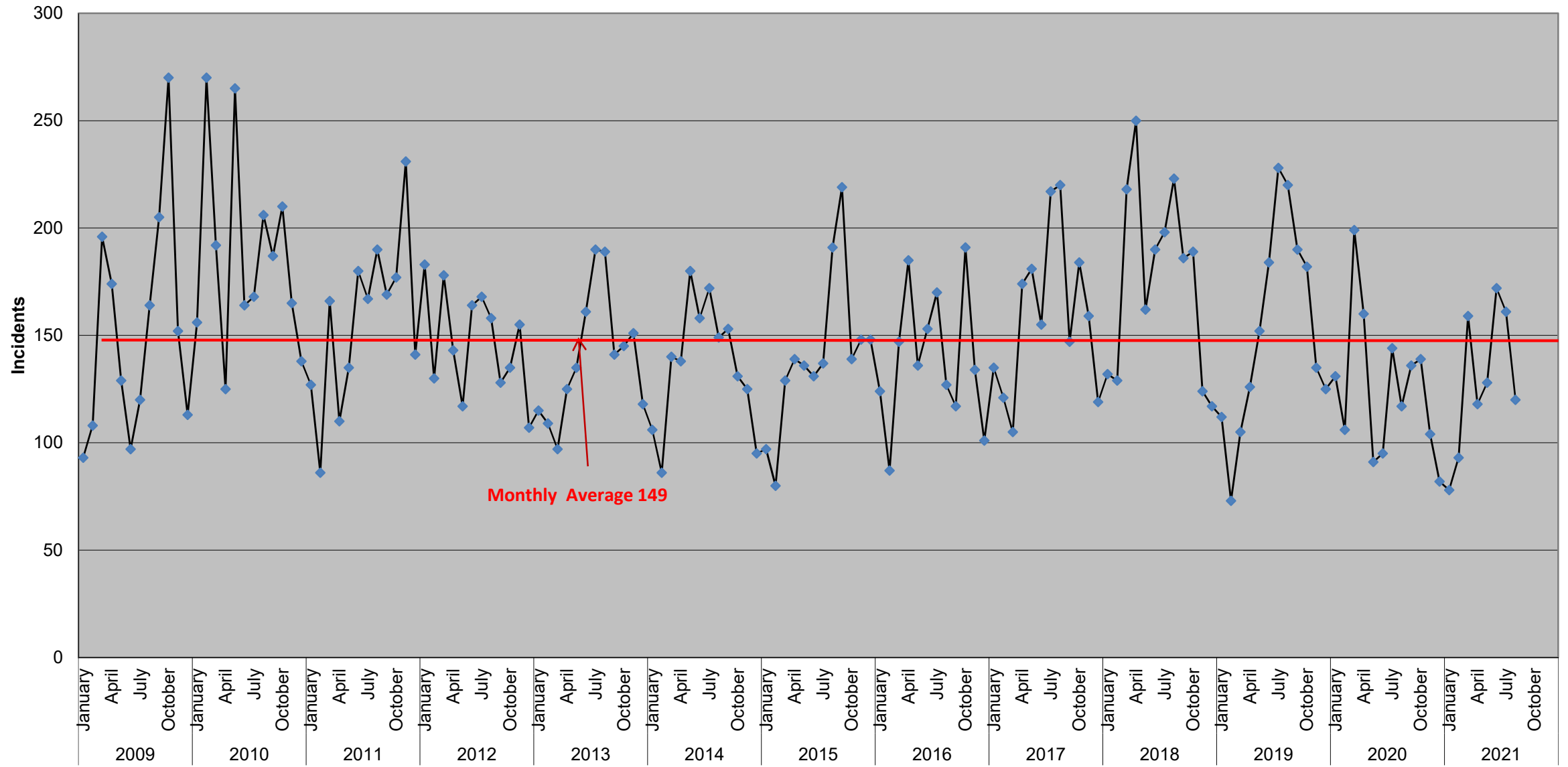
Fraud Incidents (UCR 2160) per Month-Previous 5 years



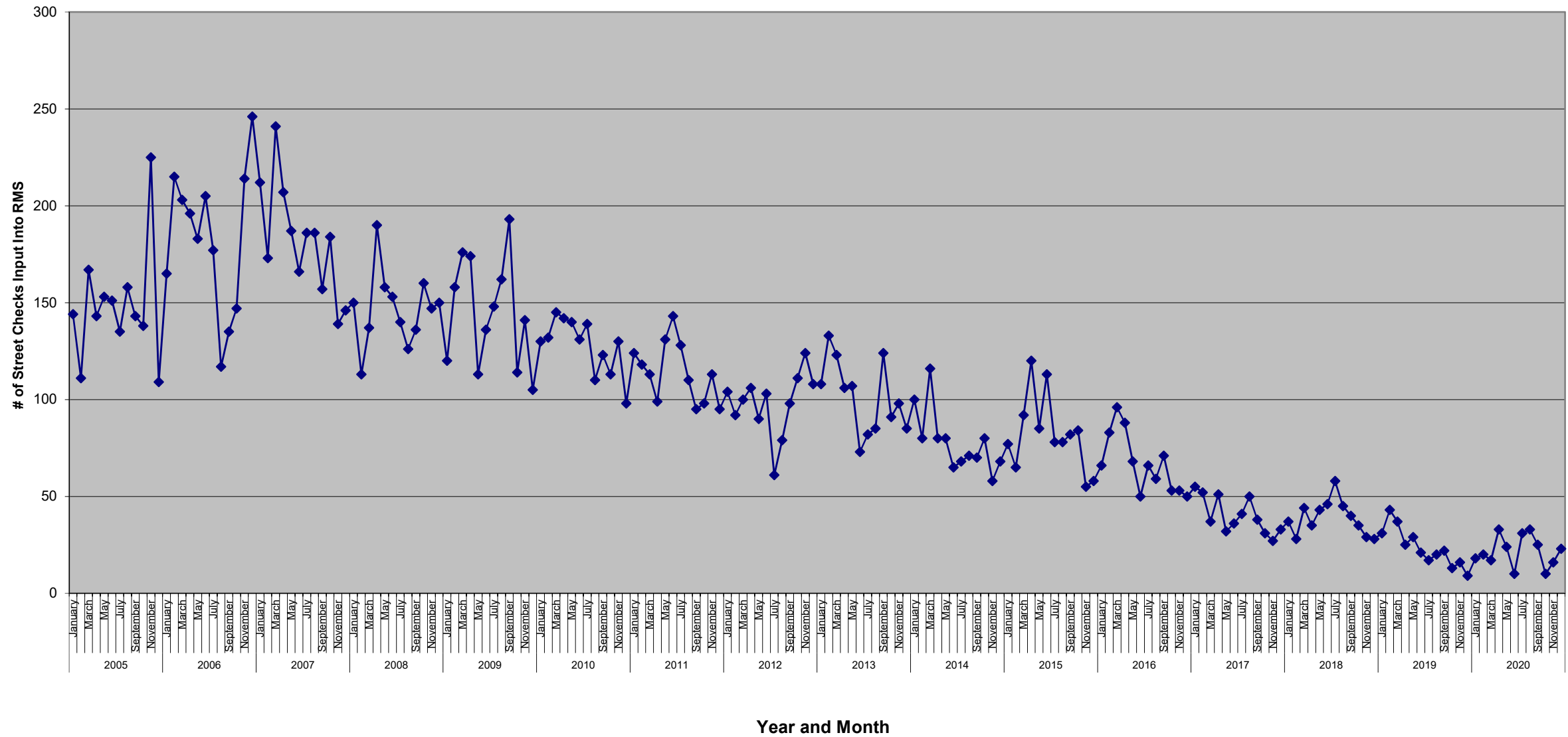
All Non-Family Sexual Assaults per Month-Last 5 years with Average



Thefts From Motor Vehicles-Reported to WPS



Street Checks Generated per Month by WPS





**WINDSOR
POLICE
SERVICE**

Chief's Executive Office

Chief P. Mizuno
Deputy Chief F. Providenti
Deputy Chief J. Bellaire

MEMORANDUM

Date: September 14, 2021

To: Windsor Police Services Board

From: Inspector Steve Wortley

Re: **Regulated Interaction – 2020 Review**

Please find attached the Audit of Regulated Interactions – Collection of Identifying Information in Certain Circumstances – 2020 Review. Submitted For Information.

Thank you,
Steve Wortley
Inspector, Investigations Support
Windsor Police Service

Audit of Regulated Interactions – 2020

See attached Appendix 'A' for a summary of all 2020 Regulated Interactions.

Required Reporting

- a) Number of attempted collections: 2
- b) Number of attempted collections where identifying information was gathered: 2
(100%)
- c) Number of individuals from whom identifying information was collected: 4

- d) Number of times RIGHTS WERE GIVEN: **0 (0%)**
- e) Number of times REASONS GIVEN: **0 (0%)**
- f) Number of times NO RECEIPT GIVEN (DECLINED): **0 (0%)**
- g) Number of times NO RECEIPT OFFERED (COMPROMISE): **0 (0%)**
- h) Number of times NO RECEIPT OFFERED (PRE-EMPTED): **0 (0%)**

- i) Number of attempted collections MALE: **7 (100%)**
- j) Number of attempted collections FEMALE: **0 (0%)**

- k) Number of attempted collections by AGE GROUP¹:

Age	Attempts
0-9	0
10-19	4
20-29	3
30-39	0
40-49	0
50-59	0
60-69	0
70-79	0
80+	0

¹ The age of the individual, as perceived by the officer, was used in the determination of age where applicable.

l) Number of attempted collections by RACE² (perceived):

Race	Attempts
White	4
Black	2
Visible Minority	0
Not Specified	0
Latin American	0
South Asian	0
Southeast Asian	0
West Asian	0
Arab	1
Chinese	0
Filipino	0
Korean	0
Japanese	0
Multiple Ethnicity	0
First Nation	0
Métis	0
Inuit	0

m) Number of attempted collections by neighborhood (District)³:

D1	D2	D3	D4	D5	Amherstburg
0	0	1	0	0	1

² The National Household Survey definition was used to determine the specific perceived visible minority categories (RACE) as mandated by Ontario Regulation 58/16, Section 14(2)(4)1.

³ The City of Windsor is comprised of five (5) separate districts. Each district is divided into two (2) or more zones. In total, there are 12 zones in the City. Due to the minimal number of attempted collections (13) in 2017, the data has been displayed by District alone. An analysis by zone at this time would yield insignificant data to accurately speak to any trend in a particular zone.

Inquiring into Suspicious Activities to Detect Offences	0 (0%)
Gathering Information for Intelligence Purposes	0 (0%)
Inquiring Into Offences That Have Been or Might Be Committed	2 (100%)
Total	2

n) Reasons for Interaction:
Traffic Stops.

o) Rights Given Exemption:

Compromise the safety of an individual (including an officer)	0 (0%)
An on-going police investigation might be compromised	0
A confidential informant might be identified	0
Risk of disclosing the identity of a person contrary to law (e.g. YCJA)	0
Null (no data available)	2 (100%)
N/A – where rights were given	0
Total	2

p) Receipt Offer Exemption:

Compromise the safety of an individual (including the officer)	0
Pre-empted to a call	0
Pre-empted to an emergent situation at or near location	0
Null (no data available)	2
N/A - where receipt was offered	0
Total	2

q) Receipt Given Exemption:

No offer was made	2 (100%)
Declined	0
Compromised Safety of an Individual (including officer)	0
Pre-empted to a call	0
Pre-empted to an emergent situation at or near location	0
Null (no data available)	2
N/A – where receipt was given	0
Total	2

r) Number of Municipal Freedom of Information and the Protection of Privacy requests related to street checks: **0**

- s) Number of Professional Standards complaints (both public and Chief's complaints) resulting from or related to street checks and their outcome: **0**
- t) Proportionality of Regulated Interactions, by Race, compared to Windsor specific census data⁴:

Race	Windsor Population Percentages <i>based on 2016 population of 213,985</i>	Windsor-Regulated Interactions (%)
White	73.08%	57%
Black	4.99%	29%
Visible Minority	26.92%	0%
Not Specified	0.61%	0%
Latin American	1.25%	0%
South Asian	4.5%	0%
Southeast Asian	1.57%	0%
West Asian	0.6%	0%
Arab	7.53%	14%
Chinese	3.43%	0%
Filipino	1.38%	0%
Korean	0.15%	0%
Japanese	0.05%	0%
Multiple Ethnicity	0.86%	0%
First Nations	1.26%	0%
Métis	1.16%	0%
Inuit	0.04%	0%

⁴Census data for 2016, specific to the Windsor area, was obtained from Statistics Canada to address the issue of proportionality. Statistics Canada data for 2020 has not yet been published.

Race	Amherstburg Population Percentages <i>based on 2016 population of 21,936</i>	Amherstburg- Regulated Interactions (%)
White	95.19%	75%
Black	1.62%	0%
Visible Minority	3.51%	0%
Latin American	0.21%	0%
South Asian	0.21%	0%
Southeast Asian	0.11%	0%
West Asian	0.07%	0%
Arab	0.34%	25%
Chinese	0.48%	0%
Filipino	0.16%	0%
Korean	0.05%	0%
Japanese	0.00%	0%
Multiple Ethnicity	0.11%	0%
First Nations	1.80%	0%
Métis	1.82%	0%
Inuit	0.00%	0%

Financial Implications

At this point in time, the associated cost undertaken by the Windsor Police Service in regards to this regulation is minimal. It is simply the time required to review all street checks.

Methodology

Regulated Interactions from January 1, 2020 to December 31, 2020 were included in this sample. Both occurrences involved interactions with multiple individuals during traffic stops and were treated as separate incidents, Regulated Interactions for each specific person based on the circumstances for each individual is reported. One Traffic Stop had four persons present and the other Traffic Stop had three persons present.

Age groupings (sorted by decade for ease of capturing range) were based on the age of the individual as perceived by the officer.

Appendix 'A'

Audit of Regulated Interactions - 2020

	OCC #	Gender	Zone	Perceived Racial Group	Date of Birth	Perceived Age	Rights		Reason		Receipt			
							Given	<i>If no, exemption given</i>	Given	<i>If no, exemption give</i>	Offered	<i>If no, exemption given</i>	Given	<i>If no, exemption given</i>
1-a)	20-22849	Male	Amherstburg	White	03-02-28	17	no	no	no	Traffic Stop	no	no	no	Rejected
1-b)	20-22849	Male	Amherstburg	White	03-01-30	17	no	no	no	Traffic Stop	no	no	no	Rejected
1-c)	20-22849	Male	Amherstburg	White	03-09-11	17	no	no	no	Traffic Stop	no	no	no	Rejected
1-d)	20-22849	Male	Amherstburg	Arab	03-07-09	17	no	no	no	Traffic Stop	no	no	no	Rejected
2-a)	20-22874	Male	3	Black	95-07-05	25	no	no	no	Traffic Stop	no	no	no	Rejected
2-b)	20-22874	Male	3	Black	95-07-05	25	no	no	no	Traffic Stop	no	no	no	Rejected
2-c)	20-22874	Male	3	White	95-01-04	25	no	no	no	Traffic Stop	no	no	no	Rejected



**WINDSOR
POLICE
SERVICE**

Chief's Executive Office

Chief P. Mizuno
Deputy Chief F. Providenti
Deputy Chief J. Bellaire

MEMORANDUM

Date: September 14, 2021

To: Windsor Police Services Board

From: Deputy Chief Jason Bellaire

Re: Referral Tracking (Community Support Referrals) & MCRRT for July and August 2021

Please find attached updated 2021 Referral Tracking (Community Support Referrals) & MCRRT for July & August 2021. Submitted For Information.

Thank you,

A handwritten signature in black ink, appearing to read "JBellaire".

Jason Bellaire
Deputy Chief Operations
Windsor Police Service

JB/mo



SERVICE REFERRAL REPORT

Windsor Police Service

Community Support Referrals By Agency

Rank	Referral Agency	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total YTD
1	DOWNTOWN MISSION	23	25	3	6	15	23	18	17	10	140
2	COMMUNITY CRISIS CENTRE	1	6	7	11	13	17	7	7	7	76
3	WATER WORLD		2	2	1	5	8	7	7	7	39
4	WINDSOR REGIONAL HOSPITAL - OUELLETTE CAMPUS		3	5	1	7	8	2	2	1	29
5	THE SANCTUARY	7	1		6	2	3	4	1		24
6	WINDSOR REGIONAL HOSPITAL - MET CAMPUS	3	2	2	3	2	2				14
7	SALVATION ARMY		1	1	3	3	1	1	3		13
8	CANADIAN MENTAL HEALTH ASSOCIATION			1	2	2	1	1			7
9	SAFE BEDS	1					1	1	1	2	6
10	WITHDRAWAL MANAGEMENT SERVICES		1		2			1	1		5
11	AQUATIC CENTRE		1	2							3
	FAMILY SERVICES OF WINDSOR ESSEX COUNTY					1			1	1	3
	GERIATRIC MENTAL HEALTH OUTREACH TEAM						2	1			3
	MARYVALE				1		2				3
	WELCOME CENTRE				2			1			3
12	COAST				1	1					2
	EMS-VPN						2				2
	GENERAL PSYCHIATRIC CLINIC						2				2
	HOTEL DIEU GRACE HEALTHCARE				1	1					2
	ONTARIO COURT OF JUSTICE					1	1				2
	TEEN HEALTH CENTRE			1		1					2
13	BRENTWOOD RECOVERY HOME							1			1
	CITY CENTRE WALK-IN CLINIC				1						1
	COMMUNITY LIVING						1				1
	DR FAMILY PRACTICE						1				1
	ESSEX COUNTY M.H.R.U.						1				1
	HIATUS HOUSE								1		1
	HOME AND COMMUNITY CARE SUPPORT SERVICES						1				1
	HOUSING INFORMATION SERVICES					1					1
	LEGAL AID OF ONTARIO						1				1
	MENTAL HEALTH AND ADDICTIONS URGENT CLINIC							1			1
	MULTICULTURAL CLUB					1					1
	REGIONAL CHILDREN CENTRE						1				1
	REGIONAL CHILDREN'S CENTER								1		1
	SANDWICH COMMUNITY HEALTH CENTRE					1					1
	SEXUAL ASSAULT CRISIS CENTRE							1			1
	WINDSOR ESSEX COMMUNITY HEALTH CENTRE						1				1
	WINDSOR PUBLIC LIBRARY			1							1
	WINDSOR REGIONAL CHILDRENS CENTRE							1			1
Total Referrals By Month		35	42	25	41	57	82	46	42	28	398



SERVICE REFERRAL REPORT
Windsor Police Service

Community Support Referrals By Agency

MCRRT Referrals	July	August
Total PICs Apprehended by WPS	123	117
PIC Released Patrol	64	37
PIC Admitted Patrol	42	53
Admission Rate Patrol	40%	59%
PIC Released MCRRT	3	3
PIC Admitted MCRRT	4	2
Admission Rate MCRRT	57%	40%
Coast Follow Up from Patrol	206	173

Acronym	Description
MCRRT	Mobile Crisis Rapid Response Team
PIC	Person In Crisis
MHUACC	Mental Health And Addictions Urgent Care Center
WRH	Windsor Regional Hospital

MCRRT Referral Agencies	July	August
WRH - Ouellette	4	0
Mental Health and Addiction Clinic	1	0
Community Crisis Centre	2	5
Safe Beds	1	1
Salvation Army	1	0
Family Services Windsor Essex	0	1

MCRRT Patrol Statistics	July	August
Dispatched MCRRT Calls	72	67
Apprehensions	7	5
Patrol Requested MCRRT	20	8
Social Worker Assessments	48	34
Assist Patrol On Calls	21	15



SERVICE REFERRAL REPORT

Windsor Police Service

PROTECTED B

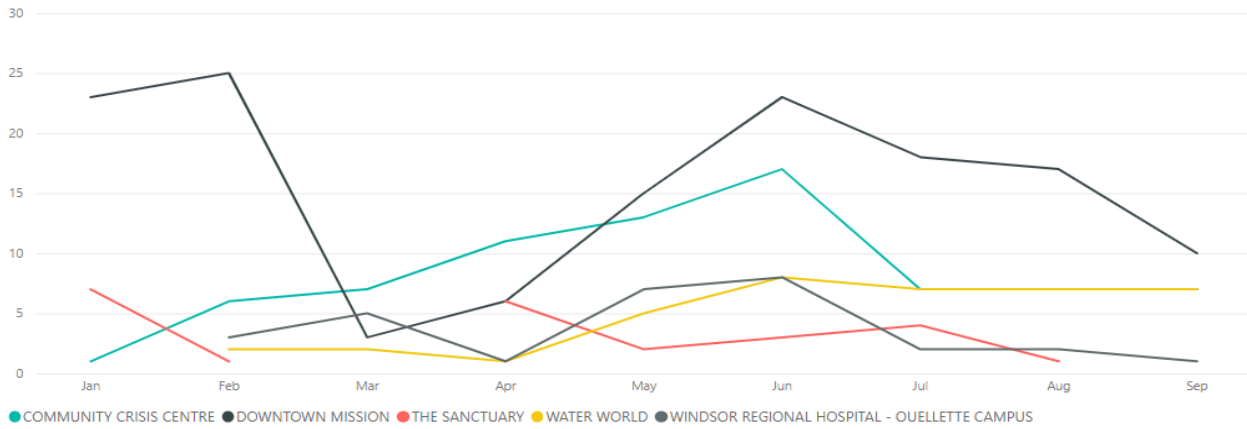
All

2021

Community Support Referrals By Top 5 Agencies

Rank	Referral Agency	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1	DOWNTOWN MISSION	23	25	3	6	15	23	18	17	10
2	COMMUNITY CRISIS CENTRE	1	6	7	11	13	17	7	7	7
3	WATER WORLD		2	2	1	5	8	7	7	7
4	WINDSOR REGIONAL HOSPITAL - OUELLETTE CAMPUS		3	5	1	7	8	2	2	1
5	THE SANCTUARY	7	1		6	2	3	4	1	
Total Referrals By Month		31	37	17	25	42	59	38	34	25

Top 5 Referral Agencies By Month



Community Support Referrals By Agency

Year Month	2021	
	Total	%
Jan	35	8.79%
Feb	42	10.55%
Mar	25	6.28%
Apr	41	10.30%
May	57	14.32%
Jun	82	20.60%
Jul	46	11.56%
Aug	42	10.55%
Sep	28	7.04%
Total Referrals By Month	398	100.00%



**WINDSOR
POLICE
SERVICE**

Chief's Executive Office

Chief P. Mizuno
Deputy Chief F. Providenti
Deputy Chief J. Bellaire

MEMORANDUM

Date: September 3, 2021

To: Windsor Police Services Board

From: Deputy Chief Jason Bellaire

Re: **ROA/EMCPA Enforcement Stats for July and August 2021**

Please find attached ROA/EMCPA Enforcement Stats report for the months of July and August 2021 as per the WPS Information Services Department.

Thank you,

A handwritten signature in black ink, appearing to read "JBellaire".

Jason Bellaire
Deputy Chief Operations
Windsor Police Service

JB/mo

Reopening Ontario & EMCPA Enforcement Statistics

July 2021

	Regulation	Border Closure Restrictions	Failing to Comply with other Phase 1 Restrictions	Social Gathering	Masks	Non-essential Business open	Stay at Home Order (O. Reg 265/21)	Total all violations
Part III Summonses Issued	O. Reg 82/20							
Part I Offences	O. Reg 82/20							
Written Warnings Issued	O. Reg 82/20							
Verbal Warnings Issued	O. Reg 82/20							
Totals		0	0	0	0	0	0	0

Covid Related Calls to E911 Centre

50

O. Reg 82/20 For enforcement of regulations relating to "Stage 1" reopening, i.e. either the closure of places of business or compliance with restrictions on businesses in areas listed in Schedule 1 to Ontario Regulation 363/20 (Stages of Reopening) made under the Act. O. Reg. 413/20, s. 3.

- Stay at home order expired for Windsor/Essex effective February 16, 2021
- Windsor/Essex moved from Grey-lockdown to Red-Control zone effective February 18, 2021
- Windsor/Essex moved back to Emergency Brake Status (Grey Lockdown) effective Apr 3, 2021
- Stay at home order in effect as of April 7, 2021
- Additional restrictions and extension of stay at home order as of April 17, 2021
- Provincial Re-opening Step One effective June 11, 2021
- Provincial Re-opening Step Two effective June 30, 2021
- Provincial Re-opening Step Threee effective July 16, 2021

Reopening Ontario & EMCPA Enforcement Statistics

August 2021

	Regulation	Border Closure Restrictions	Failing to Comply with other Phase 1 Restrictions	Social Gathering	Masks	Non-essential Business open	Stay at Home Order (O. Reg 265/21)	Total all violations
Part III Summonses Issued	O. Reg 82/20							
Part I Offences	O. Reg 82/20							
Written Warnings Issued	O. Reg 82/20							
Verbal Warnings Issued	O. Reg 82/20							
Totals		0	0	0	0	0	0	0

Covid Related Calls to E911 Centre

39

O. Reg 82/20 For enforcement of regulations relating to "Stage 1" reopening, i.e. either the closure of places of business or compliance with restrictions on businesses in areas listed in Schedule 1 to Ontario Regulation 363/20 (Stages of Reopening) made under the Act. O. Reg. 413/20, s. 3.

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- Additional restrictions and extension of stay at home order as of April 17, 2021
- Provincial Re-opening Step One effective June 11, 2021
- Provincial Re-opening Step Two effective June 30, 2021
- Provincial Re-opening Step Three effective July 16, 2021



**WINDSOR
POLICE
SERVICE**

Chief's Executive Office

Chief P. Mizuno
Deputy Chief F. Providenti
Deputy Chief J. Bellaire

MEMORANDUM

Date: September 9, 2021

To: Windsor Police Services Board

From: Deputy Chief Jason Bellaire

Re: July & August 2021/ Q3 Amherstburg Statistics – Public Agenda

Please find attached the July & August 2021/ Q3 Amherstburg Statistics.

Submitted for INFORMATION – Public Agenda.

Thank you,

A handwritten signature in black ink, appearing to read "JB", with a horizontal line extending from the end.

Jason Bellaire
Deputy Chief Operations
Windsor Police Service

JB/mo

Third Quarter - 2021 Policing Activities Report

Windsor Police Services - Amherstburg Detachment

	Jul-20	Jul-21	% Change	Aug-20	Aug-21	% Change	Sep-20	Sep-21	% Change	2020 YTD	2021 YTD	YTD % Change
CALLS FOR SERVICE												
Dispatch Generated Incidents (CAD Calls)	530	528	0	537	497	-7%	518			3683	3986	8%
Self-Generated Walk-in Incidents	0	N/A	N/A	N/A	N/A	N/A	N/A			N/A	N/A	N/A
Reports	193	126	-35%	170	128	-24%	146			1201	1254	4%
Arrests	15	13	-13%	7	15	114%	13			69	116	68%
PROVINCIAL OFFENCES												
Traffic Offences	106	220	108%	71	164	131%	143			617	1565	154%
Part III Summons	0	3	0	1	9	100%	3			30	60	100%
Liquor Offences	0	0	0	2	0	-100%	0			6	4	-33%
Other Provincial Offences	0	0	0	0	4	100%	0			0	10	100%
TOTAL												
COMMUNITY OUTREACH ACTIVITIES												
Community Service Calls	0	0	0	0	0	0	0			N/A	N/A	N/A
Persons in Crisis	18	16	-11%	19	21	11%	22			169	142	-16%
COAST Follow Ups	49	40	-18%	68	50	-26%	46			449	370	-18%

MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Services Boards

FROM: Richard Stubbings
Assistant Deputy Minister
Public Safety Division

SUBJECT: Unmarked Burials at Indian Residential Schools

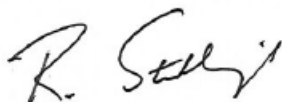
DATE OF ISSUE:	August 6, 2021
CLASSIFICATION:	General Information
RETENTION:	Indefinite
INDEX NO.:	21-0092
PRIORITY:	Normal

The Government of Ontario has committed to working with Indigenous communities to support the identification, investigation, protection and commemoration of Indian Residential school burial sites across the province. There were 18 federally recognized Indian Residential Schools that operated throughout the province. At this time, we are uncertain to date how many sites will be explored. As we do this work, we will respect the wishes of Indigenous communities and endeavor to support them as best we can.

If you have any questions about searches and findings at Indian Residential Schools within Ontario, please contact the Ontario Chief Coroner/Ontario Forensic Pathology Service: Julia.noonan@ontario.ca 416-407-4271, on behalf of Dr. Dirk Huyer, Chief Coroner for Ontario.

Our thoughts are with the Indigenous leaders, families, and communities grieving across the country who have been retraumatized by the confirmation of the unmarked burials over the last two months. Support is available for anyone through the National Indian Residential School Crisis Line which can be contacted toll-free at 1-866-925-4419.

Sincerely,



Richard Stubbings
Assistant Deputy Minister
Public Safety Division

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

Ministry of the Solicitor General

Public Safety Division

25 Grosvenor St.
12th Floor
Toronto ON M7A 2H3

Telephone: (416) 314-3377
Facsimile: (416) 314-4037

Ministère du Solliciteur général

Division de la sécurité publique

25 rue Grosvenor
12^e étage
Toronto ON M7A 2H3

Téléphone: (416) 314-3377
Télécopieur: (416) 314-4037



MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Services Boards

FROM: Richard Stubbings
Assistant Deputy Minister
Public Safety Division

SUBJECT: **Class A Manual Transmission Restriction
Implementation Date Change**

DATE OF ISSUE:	August 9, 2021
CLASSIFICATION:	General Information
RETENTION:	Indefinite
INDEX NO.:	21-0093
PRIORITY:	Normal

Further to All Chiefs Memo 21-0068, sent on June 10, 2021, the Ministry of Transportation has requested that we share an update on the implementation of the Class A manual transmission restriction in Ontario.

For further information, please review the attached memo from Assistant Deputy Minister Shelley Unterlander. If you have any questions, please contact Kim MacCarl, Manager, Driver Program Development Office at (416) 459-4044 or by email Kim.MacCarl@ontario.ca.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Stubbings".

Richard Stubbings
Assistant Deputy Minister
Public Safety Division

Attachment

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

MEMORANDUM TO: Richard Stubbings
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division
Ministry of the Solicitor General

FROM: Shelley Unterlander
Assistant Deputy Minister
Transportation Safety Division
Ministry of Transportation

DATE: August 4, 2021

RE: **Class A Manual Transmission Restriction - UPDATE**

This memorandum is a follow-up to the letter you received in June 2021 regarding changes to enhance road safety by introducing a Class A Manual Transmission Restriction.

Please be advised that the Ministry of Transportation (MTO) has changed the implementation date from July 19, 2021 to July 1, 2022, to ensure that all truck driver training schools are ready to transition to manual training if they so choose, and to adequately prepare students of truck driver training schools for their road tests.

Effective July 1, 2022, individuals completing the Class A or Class A restricted (AR) road test in a vehicle with an automatic transmission, including semi-automatic and automated-manual transmissions, will be restricted from operating Class A/AR vehicles with a manual transmission and only permitted to operate automatic, semi-automatic and automated-manual transmission Class A/AR vehicles. This restriction will be added to their driver record and will appear on the front of the driver's licence card as "REST/COND G" and "Restr Class/Categ. Avec restr" on the back of the card. The restriction applies to Class A/AR only and will not apply when operating lower-class vehicles (e.g., Class G/D).

For regulatory and enforcement purposes, a motor vehicle has a manual transmission if it is equipped with,

- (a) a driver-operated clutch that is activated by a pedal or lever; and
- (b) a driver-operated gear-shift mechanism that is operated by hand or foot and does not use the assistance of automation.

For greater certainty, a semi-automatic transmission or an automated-manual transmission is not considered to be a manual transmission.

.../2

New Class A/AR applicants will continue to have the option to attempt their Class A /AR road test with any type of transmission. If individuals wish to operate manual transmission Class A/AR vehicles or wish to remove the Class A/AR manual transmission restriction, they must pass the Class A/AR road test in a vehicle with a manual transmission.

Once the road test is passed, these individuals will be permitted to operate Class A/AR vehicles with manual, automatic, semi-automatic or automated-manual transmissions and they will not have a restriction added to their driver's licence.

Individuals who hold a Class A /AR licence prior to July 1, 2022 may continue to drive Class A/AR automatic, semi-automatic, automated-manual or manual transmission vehicles. However, if Class A/AR holders are required to complete a Class A /AR road test as of July 1, 2022 (e.g., Ministry-Required Testing) and complete the road test in an automatic, semi-automatic or automated-manual transmission vehicle, the restriction will be added to their driver's record and driver's licence.

Individuals that fail to comply with the Class A manual transmission restriction will be in contravention of section 32(9) of the Highway Traffic Act, which makes it an offence for a driver to fail to comply with a licence condition. Section 32(10.1) makes it an offence for an owner to permit a driver to drive a vehicle contrary to a licence condition.

I would ask that you please bring this memorandum to the attention of the appropriate members of your organization. If anyone would like to discuss this change, they may contact Kim MacCarl, Manager, Driver Program Development Office at (416) 459-4044 or email Kim.MacCarl@ontario.ca.

Thank you for your assistance in communicating these changes.



Shelley Unterlander
Assistant Deputy Minister
Transportation Safety Division
Ministry of Transportation

Ministry of the Solicitor General

Public Safety Division

25 Grosvenor St.
12th Floor
Toronto ON M7A 2H3

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MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Services Boards

FROM: Richard Stubbings
Assistant Deputy Minister
Public Safety Division

SUBJECT: Amendments to the *Firearms Act*

DATE OF ISSUE:	August 9, 2021
CLASSIFICATION:	General Information
RETENTION:	Indefinite
INDEX NO.:	21-0094
PRIORITY:	Normal

At the request of the Chief Firearms Office, I am sharing a communication regarding changes from *An Act to Amend Certain Acts and Regulations in Relation to Firearms* (formerly Bill C-71) which came into effect July 7, 2021.

For further information, please review the attached memo from Chief Firearms Officer A.J. (Andrew) Ferguson.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Stubbings".

Richard Stubbings
Assistant Deputy Minister
Public Safety Division

Attachment

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

Ministry of the Solicitor General

Chief Firearms Office

50 Andrew St. S, Suite #201
Orillia ON L3V 7T5
Tel.: 705-329-5522
Fax: 705-329-5623
Email: CFOON@cfp-pcaf.ca

Ministère du Solliciteur général

Bureau du contrôleur des armes à feu

50 Rue Andrew S., Suite #201
Orillia ON L3V 7T5
Tél.: 705-329-5522
Télééc.: 705-329-5623
Courriel: CFOON@cfp-pcaf.ca



File Reference 677 25 10

July 7, 2021

MEMORANDM TO: Richard Stubbings
Assistant Deputy Minister
Public Safety Division

FROM: A.J. (Andrew) Ferguson
Chief Firearms Officer

SUBJECT: *An Act to Amend Certain Acts and Regulations in Relation to Firearms*
(former Bill C-71) in Effect July 7, 2021

I am writing to make you aware of the changes effected by the *An Act to Amend Certain Acts and Regulations in Relation to Firearms* and to request your assistance in sharing this with the policing community.

Effective July 7, 2021, the amendments to the *Firearms Act* include:

- Mandatory lifetime background checks for licence applicants which will be completed by the Canadian Firearms Program and Provincial Chief Firearm Offices; and
- Changes to the automatic Authorization to Transport (ATT) for restricted and prohibited as conditions of a licence for certain routine and lawful activities.

The changes under Bill C-71 remove four (4) transportation activities, leaving the following two provisions as conditions on a firearms licence, valid within the holder's province of residence:

1. To and from a section 29 approved shooting range;
2. To transport a newly acquired firearm

A CPIC/CFRO query will confirm whether an individual has been granted the above authorizations to transport as a condition on their licence. The Chief Firearms Office (CFO) for the Province of Ontario is available to confirm CFRO searches regarding these licensing conditions. The CFO is open Monday to Friday between the hours of 08h30 and 16h30. Law enforcement can also contact the CFO at 705-329-5522.

Sincerely,

A handwritten signature in black ink, appearing to read "AJ Ferguson", enclosed within a large, hand-drawn oval. The signature is written over the printed name and title of the signatory.

A.J. (Andrew) Ferguson
Superintendent - CFO Bureau Commander
Chief Firearms Officer for the Province of Ontario

/clt
Attachment

MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Services Boards

FROM: Richard Stubbings
Assistant Deputy Minister
Public Safety Division

SUBJECT: Responding to Animals Left in Hot Motor Vehicles

DATE OF ISSUE:	August 11, 2021
CLASSIFICATION:	General Information
RETENTION:	Indefinite
INDEX NO.:	21-0095
PRIORITY:	Normal

As you are aware, the Ministry of the Solicitor General has been undertaking work to enhance the response to animals in critical distress in motor vehicles. I want to take this opportunity to thank you for your submission of occurrence data in response to All Chiefs Memo 21-0058, which has provided further insights into the frequency and outcomes of occurrences involving animals left in motor vehicles across Ontario.

The Ontario government strongly urges everyone to take the necessary precautions to keep their pets safe and protected during the hot summer months, including making sure that pets are not left unattended in a vehicle. Animals can be put at risk of serious illness and possibly death as a result of being left in a vehicle during hot weather

Temperatures inside a vehicle can quickly become much hotter than the temperature outside. The most dramatic rise in temperature occurs within the first 10 minutes that a vehicle is idle. Even at an outdoor temperature of only 25°C, the inside temperature of a car can reach 34°C in as little as 10 minutes and up to 50°C by the time an hour has passed.

The public are advised to call 911 if they see an animal in a hot car and are concerned that the animal's life is in immediate danger. Members of the public are advised not to attempt entering a vehicle in these situations.

Pursuant to the *Provincial Animal Welfare Services Act, 2019* (PAWS Act), police officers, First Nations Constables, and animal welfare inspectors may enter motor

vehicles to remove animals in critical distress. Where they have reasonable grounds to believe that an animal is in critical distress, police officers and First Nations Constables have the authority under section 29 of the PAWS Act to enter places including motor vehicles. Critical distress is defined in the PAWS Act as “distress requiring immediate intervention in order to prevent serious injury or to preserve life”.

Should an animal be removed from a motor vehicle and taken into possession by a police officer or a First Nations Constable, section 60 of the PAWS Act applies and notification to an animal welfare inspector must occur promptly. Police officers and First Nations Constables may do so by contacting the Ontario Animal Protection Centre at 1-833-9-ANIMAL (1-833-926-4625) and requesting to speak with the inspector on call.

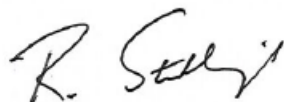
You may be aware that the *Fire Protection and Prevention Act, 1997* also provides authority for firefighters to enter motor vehicles to rescue and remove animals in distress, noting that municipal councils set the levels of fire protection services which may include the rescue of animals in motor vehicles.

Firefighters, in accordance with their fire department’s Standard Operating Guideline, may contact the local police service of jurisdiction for assistance when rescuing and removing animals from motor vehicles (e.g., assistance in determining if charges should be laid).

I ask that you share this memorandum with police officers and First Nations Constables who may be exercising powers under the PAWS Act and communications and dispatch personnel in your respective public safety answering points regarding 911 calls for service in relation to animals in hot cars.

We appreciate your continued partnership to help safeguard animal welfare in Ontario.

Sincerely,



Richard Stubbings
Assistant Deputy Minister
Public Safety Division

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Services Boards

FROM: Richard Stubbings
Assistant Deputy Minister
Public Safety Division

SUBJECT: **Centre of Forensic Sciences Town Hall Meeting
Invitation**

DATE OF ISSUE:	August 23, 2021
CLASSIFICATION:	General Information / For Action
RETENTION:	Indefinite
INDEX NO.:	21-0097
PRIORITY:	Normal

The Centre of Forensic Sciences (CFS) is proud of the high quality and timely forensic science services it provides to its clients in support of the administration of justice and Ontario public safety programs. The CFS continues to engage with its clients to obtain outcome-based feedback about its services, including scientific investigations and legal proceedings.

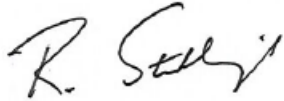
I am pleased to announce that the CFS will be holding a Town Hall meeting on Thursday, October 14, 2021 from 10:00 am to 11:30 am. This event will enable senior leaders to provide their strategic perspective on CFS' transformational initiatives, and the ability of the CFS to meet client's evolving investigative and litigative needs.

This event will be held virtually on the Microsoft Teams platform. It will include presentations from Senior Managers at the CFS on strategic and transformational initiatives and an interactive consultation session where clients can provide targeted feedback.

This invitation is sent to senior leaders in policing, representatives from the Office of the Chief Coroner, Ontario Forensic Pathology Service, Office of the Fire Marshal and Emergency Management, Ministry of the Attorney General Criminal Law Division, the Special Investigations Unit and the Criminal Lawyers Association.

Please send the names of your organization's staff representatives that will be attending this event by September 15, 2021 to Janet Benedict via email (Janet.Benedict@ontario.ca) or phone by calling (647) 329-1324.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Stubbings". The signature is written in a cursive, slightly slanted style.

Richard Stubbings
Assistant Deputy Minister
Public Safety Division

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

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MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Services Boards

FROM: Richard Stubbings
Assistant Deputy Minister
Public Safety Division

SUBJECT: **Annual Inspections of Mobile Cranes and Concrete
Pumps**

DATE OF ISSUE:	August 3, 2021
CLASSIFICATION:	General Information
RETENTION:	Indefinite
INDEX NO.:	21-0085
PRIORITY:	Normal

At the request of the Ministry of Transportation, I am sharing a communication regarding a regulatory requirement related to annual inspections of mobile cranes and concrete pumps.

For further information, please review the attached memo from Assistant Deputy Minister Shelley Unterlander. If you have any questions, please contact Sue Doleneć, Team Lead, Carrier Program Development Office, Ministry of Transportation at 289-219-0540 or by email at Susan.Doleneć@ontario.ca.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Stubbings".

Richard Stubbings
Assistant Deputy Minister
Public Safety Division

Attachment

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

Ministry of Transportation

Transportation Safety Division

87 Sir William Hearst Avenue
Room 191
Toronto ON M3M 0B4

Ministère des Transports

Division de la sécurité en matière de
transport

87, avenue Sir William Hearst
bureau 191
Toronto ON M3M 0B4



MEMORANDUM TO: Richard Stubbings
Assistant Deputy Minister
Public Safety Division
Ministry of the Solicitor General

FROM: Shelley Unterlander
Assistant Deputy Minister
Transportation Safety Division
Ministry of Transportation

DATE: July 1, 2021

SUBJECT: Annual Inspections of Mobile Cranes and Concrete Pumps

The purpose of this memorandum is to advise the policing community about a regulatory requirement related to annual inspections of mobile cranes and concrete pumps.

Changes effective July 1, 2021.

As previously communicated, mobile cranes and concrete pumps have been exempted from the requirement to display an annual inspection sticker since 2017 when certain vehicles were reclassified from road-building machines to commercial motor vehicles.

[Regulation 611](#) (Safety Inspections) under the [Highway Traffic Act](#) has been amended to revoke the exemption.

The requirement for all mobile cranes and concrete pumps to display an annual inspection sticker as outlined in [Section 85](#) of the *Highway Traffic Act* came into force **July 1, 2021**.

All mobile cranes and concrete pumps must display a valid annual inspection sticker as of **July 1, 2021**. Mobile cranes that meet the definition of an "off-road mobile crane" found in [Ontario Regulation 398/16](#) (Road-Building Machines) continue to be exempt from this requirement.

Thank you for your assistance in communicating this change.

If members of the law enforcement community would like to discuss this change, they may contact Sue Doleneć, Team Lead, Carrier Program Development Office, Ministry of Transportation at 289-219-0540 or by email at Susan.Doleneć@ontario.ca.

As always, thank you for your assistance and support.

Sincerely,

A handwritten signature in black ink, appearing to read "Shelley", written in a cursive style.

Shelley Unterlander
Assistant Deputy Minister
Transportation Safety Division

MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Services Boards

FROM: Michelina Longo, for
Rick Stubbings
Assistant Deputy Minister
Public Safety Division

SUBJECT: 2021-22 to 2022-23 **Mobile Crisis Response Team
Enhancement Grant - Call for Applications**

DATE OF ISSUE:	August 30, 2021
CLASSIFICATION:	General Information
RETENTION:	October 13, 2021
INDEX NO.:	21-0098
PRIORITY:	Normal

I am pleased to advise you that the Ministry of the **Solicitor General (ministry)** is now accepting applications **for the new Mobile Crisis Response Team (MCRT) Enhancement Grant for the 2021-22 to 2022-23 grant cycle**. This grant is available to municipal and First Nation police services, as well as Ontario Provincial Police (OPP) detachments.

The grant intends to enhance already existing MCRTs as part of the government's plan to build a more comprehensive and connected mental health and addictions system. Funding will be provided to police services to increase the full-time equivalent count of mental health and addiction workers on their existing MCRTs. This will support the on-going need for more mental health assistance on calls for service and better leverage local mental health expertise.

Municipal and First Nations police services can submit a maximum of one application per police service. OPP detachments can submit a maximum of one application per detachment. **The maximum funding request for each project is \$120,000 per fiscal year for a total of \$240,000 over two years.**

.../2

Please note that grant funding is subject to the ministry receiving the necessary appropriation from the Ontario Legislature.

Enclosed is an application package for the MCRT Enhancement Grant. Please note that the completed application must be submitted to the Ministry by e-mail to Shamitha.Devakandan@ontario.ca **no later than 4:00pm EST on October 13, 2021.** Submissions that are late, incomplete or not accompanied by the required documents requested by the Ministry will not be considered for funding. No exceptions will be permitted.

Lastly, please direct all inquiries regarding the MCRT Enhancement Grant or application process to Shamitha at Shamitha.Devakandan@ontario.ca.



Michelina Longo, for
Rick Stubbings
Assistant Deputy Minister
Public Safety Division

Attachments

Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety



Ministry of the Solicitor General

2021-22 – 2022-23

**Mobile Crisis Response
Team Enhancement Grant**

Application Instructions and Guidelines

INTRODUCTION

The Ministry of the Solicitor General (ministry) is pleased to present the 2021-22 – 2022-23 Mobile Crisis Response Team (MCRT) Enhancement Grant. This document includes important information on the eligibility criteria, assessment criteria as well as the grant process.

Police officers are increasingly being called upon to respond to complex situations involving individuals experiencing a mental health and/or addiction crisis. Through MCRTs, police services and mental health and addiction workers partner to support the de-escalation and stabilization of these situations.

Expanding mobile crisis services will help those in crisis get the mental health supports they need, while ensuring police and their community partners can work more effectively together and keep everyone safe while handling these types of calls.

Through the MCRT Enhancement Grant, funding will be provided to police services to increase the Full Time Equivalent (FTE) count of mental health and addiction workers on their existing MCRTs. This will support the on-going need for more mental health assistance on calls for service, and better leverage local mental health expertise.

Note: The term MCRT is used throughout this document as a generic naming convention to refer to all collaborative programs between police and mental health and/or addictions partners to respond to mental health and/or addictions crisis situations in the community, including but not limited to Mental Health Engagement and Response Team, Community Outreach And Support Team, and Mental Health Response Unit and Mobile Crisis Intervention Team.

ELIGIBILITY CRITERIA

Who is Eligible?

- Municipal and First Nation police services, as well as Ontario Provincial Police (OPP) detachments with an existing MCRT.

Number of Application Submissions and Funding Amounts:

- Municipal and First Nations police services can submit a maximum of one application per police service. OPP detachments can submit a maximum of one application per detachment.
- Maximum funding for each project is \$120,000 per fiscal year for a total of \$240,000 over two years.
 - Consideration for additional funding may be given depending on geography and local service system features that impact service delivery costs.

What is Eligible?

- Funding can be used for costs associated with the additional FTE counts of a mental health and/or addiction worker(s).

*Note: Police call centres supporting crisis diversion are **not** eligible for this grant. There may be additional funding opportunities to support these initiatives in the future.*

Eligible Budget Items:

- Salaries and benefits
- Orientation and Training
- Equipment (e.g., cell phone, laptop, printer, software)
- Other (e.g., recruitment, office supplies, cell phone usage, travel expenses)

Note: Funding can only be used for costs associated with the additional FTE counts of mental health and addiction worker. It will not cover expenses for existing FTEs of the MCRT.

Project Timeline:

- Funding is provided on a one-time basis only. Applicants will have until March 31, 2023 to complete their project once funding decision has been made. It is anticipated that the ministry will notify applicants of its funding decision in September 2021. Please take this into consideration when planning for your project.

OUTCOMES & PERFORMANCE INDICATORS

All successful applicants will be required to report to the ministry on both provincial and local outcomes.

Provincial Outcomes:

To consistently demonstrate provincial outcomes, the ministry will require funding recipients to report back on provincially-identified outcomes and performance indicators twice a year. Specifically, the ministry has identified the following provincial outcomes as well as a list of associated performance indicators for each outcome for this grant program. It is mandatory for recipients to report on all below-noted outcomes.

1. Outcome: Increased capacity to respond to mental health and addictions crisis calls.

Associated Indicators:

- a. # of mobile crisis response teams
- b. # of FTE dedicated to MCRT
- c. % of MCRT FTEs who are social workers and mental health specialists (i.e. not police officers)
- d. # of hours that the MCRT operate per week
- e. # of shifts that the MCRT operate per day
- f. # of total mental health and addictions calls received by the police service per month

- g. # MCRT interactions per month

2. Outcome: Improved response to mental health and addictions crises.

Associated Indicators:

- a. Average amount of time that it took for MCRT to respond to the call (this is to measure how long it takes for the specialized team to arrive to a call)
- b. Average amount of time MCRT spent with the individuals/families to address the crisis (this is to measure how long the team spends at the call)
- c. # of mental health assessments conducted by MCRT
- d. # of follow-up visits/assessments conducted by MCRT

3. Outcome: Increased diversion from hospitals and apprehensions.

Associated Indicators:

- a. # of mental health apprehensions where MCRT accompanies individual to hospital
- b. % of individuals put on Form 1 (of those persons taken to the Emergency Department where MCRT were engaged)
- c. # of referrals to community services
- d. # of arrests under the Mental Health Act
- e. # of criminal justice diversions (away from criminal justice system e.g. mental health court diversion)

Please note that **local data** should be used to demonstrate performance on provincially-identified outcomes.

Local Outcomes:

In addition to the provincially-identified outcomes, applicants will be required to identify local outcomes and performance indicators that reflect your specific initiative.



TIP: Expected **Outcomes** are the positive impacts or changes your activities are expected to make in your community.

Additional Information:

- A performance **indicator** is an observable, measurable piece of information (i.e., numeric result) about a particular outcome, which shows to what extent the outcome has been achieved.
- **Quantitative** indicators are numeric or statistical measures that are often expressed in terms of unit of analysis (e.g., frequency of, percentage of, ratio of, variance with).
- **Qualitative** information is non-measurable information that describes attributes, characteristics, properties, etc. It can include descriptive judgments or perceptions (e.g., program participants' verbal or written feedback) measured through an open-ended questionnaire or an interview.
- **Baseline** data is information captured initially to establish the starting point against which to measure the achievement of outcomes.
- **Target** is the planned result to be achieved within a particular time frame. Along with the baseline, this provides an anchor against which current performance results can be compared. Reasonable targets are challenging but achievable.

APPLICATION REVIEW

The MCRT Enhancement Grant Review Committee, comprised of representatives from within and outside the ministry, will review all eligible proposals and make funding recommendations to the Solicitor General for approval. Should the application meet the eligibility criteria, your proposal will be assessed based on the following criteria:

1. Demonstrated Need
2. Project Workplan/Activities
3. Partnerships
4. Performance Measures
5. Budget

ASSESSMENT CRITERIA

Please review the following Assessment Criteria carefully. It outlines important information that must be addressed for each question and must be followed when completing your application. Please ensure you answer each component of every question.

1. Demonstrated Need (3 Points)

How did you determine that there is a need for the proposed project in your community?

- ✓ Include data on your existing MCRT and highlight the positive outcomes/results of the team.
- ✓ Provide current and reliable statistics and evidence to demonstrate the need to enhance your current MCRT. Statistics/evidence may originate from Juristat Canada, local police, schools, etc. or through local findings (e.g., community consultations, conducting a gap analysis).
- ✓ Identify factors limiting your police service's ability to implement the enhancement. Explain why additional funding is beyond your current local capability.

2. Project Workplan/Activities (6 points)

Provide a comprehensive outline of the activities that will be implemented as part of the project.

- ✓ Indicate the key milestones for your project.
- ✓ Describe in detail all the activities that are associated with achieving the key milestones.
- ✓ Clearly indicate the fiscal year your activities will be taking place (i.e., 2021/22, or 2022/23) as well as approximate timelines for your activities within each fiscal year.

3. Partnership (4 points)

Provide an overview of the partnerships that will be utilized for your project by completing the chart outlined in the application.

- ✓ **Name:** Indicate the name of the agency/organization(s) that will be involved in the delivery of the project.
- ✓ **Contact Information:** The name, position, phone number and email of the primary contact(s) within the agency/organization(s).
- ✓ **Role:** Describe each partner's role and how they will contribute to the success of your project.
- ✓ **Description:** Provide a brief description of the agency/organization, including the sector that it belongs to.

Note: Preference may be given to applications that include strong multi-sectoral partnerships.

4. Budget (3 points)

Using the budget sheets provided, clearly itemize all expenditures associated with the project for each fiscal year of the grant cycle.

- ✓ Clearly itemize all expenditures under the appropriate category.
- ✓ Include a description for each budget item in the corresponding column, ensuring they align with the design and delivery of this specific project.

5. Performance Measures (6 points)

Indicate the expected outcomes and associated performance metrics for your project.

- ✓ Identify the provincial outcomes. All outcomes are mandatory.
- ✓ Select all associated performance indicators for each selected provincial outcome.
- ✓ Outline the locally-identified outcomes for your project.
- ✓ Outline your locally-identified performance indicators that will demonstrate that local outcomes have been achieved.
- ✓ Indicate the baseline data from which you will be able to assess change.
 - *Note: Data from the year prior can be used as baseline data*
- ✓ Indicate the targets you will use to assess achievement of provincially-identified and locally-identified outcomes.
- ✓ Identify which partner will collect each indicator and how often.

Note: Please refer to the Outcomes and Performance Indicators section on pages 2-3 of this document for a list of provincially-identified outcomes and associated performance indicators and for helpful tips on developing appropriate performance measures.

CONTRACTUAL AGREEMENT

As part of the terms of funding, the ministry will enter into a contractual agreement with successful applicants. Funds will only be released to the organization after the contractual agreement is signed between the organization and the ministry. The grant must be used in Ontario for the purposes described in the approved application and according to the terms of the contractual agreement.

Standard government procedures regarding grants will be followed. The contractual agreement will outline:

- purposes for which the grant funding will be used;
- commitments to be undertaken or specific activities to support the application;
- interim and final reporting dates, including performance measures; and
- funding disbursement schedule.

LENGTH OF APPLICATION FORM

Application forms have character limits in each section. Please adhere to these limits.

Please do not include any attachments or website addresses as part of your response. They will **not** be reviewed.

APPLICATION SUBMISSION

An electronic version of your completed application form and budget sheets must be submitted to the ministry in their **original format (NOT a scanned version) by email**. Please submit them to Shamitha.Devakandan@ontario.ca.

In addition to the above, please scan the signed copy of the completed application form and submit by email to Shamitha.Devakandan@ontario.ca.

Ministry staff will acknowledge the receipt of your submission, either through an email response or an automatic reply message within five business days. Please follow up if you do not receive the confirmation.

APPLICATION DEADLINE

Your completed application form and budget sheets must be submitted to the ministry by **4 p.m. EST on October 13, 2021**.

Out of fairness to all applicants, submissions that are late or incomplete will not be considered for funding. No exceptions will be permitted.

If possible, applicants are recommended not to wait until the last day to submit their application and/or request support from ministry staff. As the volume of emails and phone calls tend to be very high on the application due date, there may be a delay in getting a response.

ASSISTANCE

For questions related to the MCRT Enhancement Grant, please contact Shamitha Devakandan at Shamitha.Devakandan@ontario.ca. Please note that ministry staff will not be reviewing applications prior to their submission.

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**MOBILE CRISIS RESPONSE TEAM (MCRT)
ENHANCEMENT GRANT
DETAILED PROJECT BUDGET**

YEAR 1 (2021-2022)						
Name of Police Services Board:						
Initiative Name:						
Instructions:						
1. Please complete both tabs of the budget sheet for each fiscal year (2021-22 and 2022-23).						
2. Do not create your own budget sheet in another format - it will not be accepted.						
3. Please refer to the 2021-22 - 2022-23 Mobile Crisis Response Team Enhancement Grant Application Instructions and Guidelines for allowable budget items.						
4. You may request up to \$120,000 per fiscal year.						
5. Please include a description of each budget item in the Description column.						
6. Once your budget sheet has been approved, all changes must be approved by the Ministry of the Solicitor General.						
#	Budget Item	Description	Contribution from other sources		Ministry \$ Requested	Total
			Other Government Funding	In-Kind Donation		
SALARIES & BENEFITS						
1			\$0.00	\$0.00	\$0.00	\$0.00
2			\$0.00	\$0.00	\$0.00	\$0.00
3			\$0.00	\$0.00	\$0.00	\$0.00
4			\$0.00	\$0.00	\$0.00	\$0.00
5			\$0.00	\$0.00	\$0.00	\$0.00
6			\$0.00	\$0.00	\$0.00	\$0.00
7			\$0.00	\$0.00	\$0.00	\$0.00
8			\$0.00	\$0.00	\$0.00	\$0.00
9			\$0.00	\$0.00	\$0.00	\$0.00
10			\$0.00	\$0.00	\$0.00	\$0.00
<i>Personnel Sub-Total</i>			\$0.00	\$0.00	\$0.00	\$0.00
ORIENTATION & TRAINING						
1			\$0.00	\$0.00	\$0.00	\$0.00
2			\$0.00	\$0.00	\$0.00	\$0.00
3			\$0.00	\$0.00	\$0.00	\$0.00
4			\$0.00	\$0.00	\$0.00	\$0.00
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6			\$0.00	\$0.00	\$0.00	\$0.00
7			\$0.00	\$0.00	\$0.00	\$0.00
8			\$0.00	\$0.00	\$0.00	\$0.00
9			\$0.00	\$0.00	\$0.00	\$0.00
10			\$0.00	\$0.00	\$0.00	\$0.00
<i>Training Sub-Total</i>			\$0.00	\$0.00	\$0.00	\$0.00
EQUIPMENT (e.g., cell phone, laptop, printer, software)						
1			\$0.00	\$0.00	\$0.00	\$0.00
2			\$0.00	\$0.00	\$0.00	\$0.00
3			\$0.00	\$0.00	\$0.00	\$0.00
4			\$0.00	\$0.00	\$0.00	\$0.00
5			\$0.00	\$0.00	\$0.00	\$0.00
6			\$0.00	\$0.00	\$0.00	\$0.00
7			\$0.00	\$0.00	\$0.00	\$0.00
8			\$0.00	\$0.00	\$0.00	\$0.00
9			\$0.00	\$0.00	\$0.00	\$0.00
10			\$0.00	\$0.00	\$0.00	\$0.00
<i>Equipment Sub-Total</i>			\$0.00	\$0.00	\$0.00	\$0.00
OTHER (e.g., recruitment, office supplies, cell phone usage, travel expenses)						
1			\$0.00	\$0.00	\$0.00	\$0.00

2			\$0.00	\$0.00	\$0.00	\$0.00
3			\$0.00	\$0.00	\$0.00	\$0.00
4			\$0.00	\$0.00	\$0.00	\$0.00
5			\$0.00	\$0.00	\$0.00	\$0.00
6			\$0.00	\$0.00	\$0.00	\$0.00
7			\$0.00	\$0.00	\$0.00	\$0.00
8			\$0.00	\$0.00	\$0.00	\$0.00
9			\$0.00	\$0.00	\$0.00	\$0.00
10			\$0.00	\$0.00	\$0.00	\$0.00
Other Sub-Total			\$0.00	\$0.00	\$0.00	\$0.00
Total (YEAR 1)			\$0.00	\$0.00	\$0.00	\$0.00

**MOBILE CRISIS RESPONSE TEAM (MCRT)
ENHANCEMENT GRANT
DETAILED PROJECT BUDGET**

YEAR 2 (2022-2023)						
Name of Police Services Board:						
Initiative Name:						
Instructions:						
1. Please complete both tabs of the budget sheet for each fiscal year (2021-22 and 2022-23).						
2. Do not create your own budget sheet in another format - it will not be accepted.						
3. Please refer to the 2021-22 - 2022-23 Mobile Crisis Response Team Enhancement Grant Application Instructions and Guidelines for allowable budget items.						
4. You may request up to \$120,000 per fiscal year.						
5. Please include a description of each budget item in the Description column.						
6. Once your budget sheet has been approved, all changes must be approved by the Ministry of the Solicitor General.						
#	Budget Item	Description	Contribution from other sources		Ministry \$ Requested	Total
			Other Government Funding	In-Kind Donation		
SALARIES & BENEFITS						
1			\$0.00	\$0.00	\$0.00	\$0.00
2			\$0.00	\$0.00	\$0.00	\$0.00
3			\$0.00	\$0.00	\$0.00	\$0.00
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7			\$0.00	\$0.00	\$0.00	\$0.00
8			\$0.00	\$0.00	\$0.00	\$0.00
9			\$0.00	\$0.00	\$0.00	\$0.00
10			\$0.00	\$0.00	\$0.00	\$0.00
<i>Personnel Sub-Total</i>			\$0.00	\$0.00	\$0.00	\$0.00
ORIENTATION & TRAINING						
1			\$0.00	\$0.00	\$0.00	\$0.00
2			\$0.00	\$0.00	\$0.00	\$0.00
3			\$0.00	\$0.00	\$0.00	\$0.00
4			\$0.00	\$0.00	\$0.00	\$0.00
5			\$0.00	\$0.00	\$0.00	\$0.00
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8			\$0.00	\$0.00	\$0.00	\$0.00
9			\$0.00	\$0.00	\$0.00	\$0.00
10			\$0.00	\$0.00	\$0.00	\$0.00
<i>Training Sub-Total</i>			\$0.00	\$0.00	\$0.00	\$0.00
EQUIPMENT (e.g., cell phone, laptop, printer, software)						
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7			\$0.00	\$0.00	\$0.00	\$0.00
8			\$0.00	\$0.00	\$0.00	\$0.00
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10			\$0.00	\$0.00	\$0.00	\$0.00
<i>Equipment Sub-Total</i>			\$0.00	\$0.00	\$0.00	\$0.00
OTHER (e.g., recruitment, office supplies, cell phone usage, travel expenses)						
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7			\$0.00	\$0.00	\$0.00	\$0.00
8			\$0.00	\$0.00	\$0.00	\$0.00
9			\$0.00	\$0.00	\$0.00	\$0.00
10			\$0.00	\$0.00	\$0.00	\$0.00
Other Sub-Total			\$0.00	\$0.00	\$0.00	\$0.00
Total (YEAR 2)			\$0.00	\$0.00	\$0.00	\$0.00

Instructions: The ministry has identified the following recipients to report on all below-noted outcomes. In a reflect your specific initiative. Metrics can only be ans

Police Service Name:

Project Name:

Provincial outcomes and performance indicators

<i>Expected Outcomes</i>
<i>Increased capacity to respond to mental health and addictions crisis calls.</i>
<i>Improved response to mental health and addictions crises.</i>

Increased diversion from hospitals and apprehensions.

Local outcomes and performance indicators (this

Expected Outcomes

MOBILE CRISIS RE E PERF

g provincial outcomes as well as a list of associated performance indicators for each outcome. In addition to the provincially-identified outcomes, applicants will be required to identify local outcomes covered by applicants using whole numbers, not text.

Performance Measures

(must report on ALL indicators)

<i>Performance Indicators</i>	<i>Baseline</i>	<i>Target (expected future performance)</i>
<i># of mobile crisis response teams</i>		
<i># of FTE dedicated to MCRT</i>		
<i>% of MCRT FTEs who are social workers and mental health specialists (i.e. not police officers)</i>		
<i># of hours that the MCRT operate per week</i>		
<i># of shifts that the MCRT operate per day</i>		
<i># of total mental health and addictions calls received by the police service per month</i>		
<i># MCRT interactions per month</i>		
<i>Average amount of time that it took for MCRT to respond to the call (this is to measure how long it takes for the specialized team to arrive to a call)</i>		
<i>Average amount of time MCRT spent with the individuals/families to address the crisis (this is to measure how long the team spends at the call)</i>		

# of mental health assessments conducted by MCRT		
# of follow-up visits/assessments conducted by MCRT		
# of mental health apprehensions where MCRT accompanies individual to hospital		
% of individuals put on Form 1 (of those persons taken to the Emergency Department where MCRT were engaged)		
# of referrals to community services		
# of arrests under the Mental Health Act		
# of criminal justice diversions (away from criminal justice system e.g. mental health court diversion)		

section Police Service can add local Performance Measures as they see fit)

<i>Performance Indicators</i>	<i>Baseline</i>	<i>Target (expected future performance)</i>

<i>Responsibility (who will collect the data)</i>	<i>Frequency (how often will data be collected)</i>

Ministry of the Solicitor General

Public Safety Division

25 Grosvenor St.
12th Floor
Toronto ON M7A 2H3

Telephone: (416) 314-3377
Facsimile: (416) 314-4037

Ministère du Solliciteur général

Division de la sécurité publique

25 rue Grosvenor
12^e étage
Toronto ON M7A 2H3

Téléphone: (416) 314-3377
Télécopieur: (416) 314-4037



MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Services Boards

FROM: Richard Stubbings
Assistant Deputy Minister
Public Safety Division

SUBJECT: Crisis Call Diversion

DATE OF ISSUE:	July 22, 2021
CLASSIFICATION:	General Information
RETENTION:	Indefinite
INDEX NO.:	21-0080
PRIORITY:	Normal

At the request of the Ontario Provincial Police, I am sharing a communication regarding the Crisis Call Diversion (CCD) program, which embeds a mental health crisis worker into a Communications Centre.

For further information, please review the attached memo from Commissioner Thomas Carrique and accompanying program guide. If you have any questions or would like to request French versions of materials, please contact Lisa Longworth at Lisa.Longworth@opp.ca.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Stubbings".

Richard Stubbings
Assistant Deputy Minister
Public Safety Division

Attachments

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety



Thomas Carrique

Commissioner Le Commissaire

File #: OPP-7900

MEMORANDUM TO: Richard Stubbings
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division
Ministry of the Solicitor General

FROM: Thomas Carrique
Commissioner
Ontario Provincial Police

SUBJECT: Crisis Call Diversion: A Guide for Development and
Implementation in Police Communications Centres

DATE: June 24, 2021

RE: Crisis Call Diversion: A Guide for Development and Implementation in Police Communications Centres

As we know, police are too often the default emergency response for mental health issues, but are not always the best suited to address this health matter. Police working in collaboration with mental health and addiction experts provides for improved community safety and well-being outcomes for individuals experiencing crisis where police are called upon to respond.

The Crisis Call Diversion (CCD) program embeds a mental health crisis worker into a Communications Centre. Crisis Call Diversion responds to calls involving individuals who may be experiencing a crisis and who consent to speak to a crisis worker. The CCD program has been assisting individuals who call in with a variety of acute crisis situations including, but not limited to, mental health or substance abuse issues, relationship conflicts, and family concerns.

The program leverages the partnership between a communications operator and a professional mental health crisis worker to provide phone-based support to callers. The crisis worker provides support interventions, assists in connecting individuals to community services, educates and assists in helping people understand pathways to care when in crisis, and assists to reduce future police interaction.



Crisis Call Diversion: A Guide for Development and Implementation in Police Communications Centres

Page two

The attached implementation guide provides a roadmap for undertaking the development and implementation of a CCD program. While each police service and their respective health partner may differ, this may act as a guide for establishing core components and common approaches for similar practices in Ontario to divert non-emergent crisis calls involving mental health, away from unnecessary police interactions.

The Ontario Provincial Police would like to express gratitude to all members of the CCD Working Group for their commitment and hard work in developing and implementing a pilot project, as well as the supplementary development and implementation guide.

Attachments:

- Crisis Call Diversion: A Guide for Development and Implementation in Police Communications Centres

For further information or French versions of materials please contact:

Lisa Longworth
Program Analyst/Provincial Mental Health
Lead Community Safety Services
Ontario Provincial Police
lisa.longworth@opp.ca

519-535-0439

Yours truly,



Thomas Carrique, O.O.M.

CRISIS CALL DIVERSION

A Guide for Development & Implementation
in Police Communications Centres



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ACKNOWLEDGEMENTS

- Ministry of the Solicitor General
- Canadian Mental Health Association – Elgin Middlesex Branch
- Canadian Mental Health Association – Oxford Branch
- York Regional Police
- Houston Police Department, TX

The Ontario Provincial Police (OPP) would like to express gratitude to all members of the Crisis Call Diversion (CCD) Working Group for their commitment and hard work in developing and implementing this pilot program, as well as the supplementary development and implementation guide. The CCD core working group met weekly over the course of six weeks and dedicated intensive time and effort to ensure success. Other members of the OPP, specifically from Legal Services, Corporate Communications and Strategy Management Bureau, Business Management Bureau and our Healthy Workplace Team, also provided consultation and invaluable guidance and expertise throughout the development and review of this document.

OPP – Community Safety Services (CSS)

Inspector (ret.) Angie McCollum, Executive Lead
Staff Sergeant Julie Randall
Lisa Longworth, Project Manager
Kate Fountain, Research Analyst

OPP – Communications & Technology Services Bureau

Chief Superintendent Karen Meyer, Executive Lead
Nicole Borkowski, Project Manager (Technology)

OPP – Provincial Communications Centre London (PCCL)

Superintendent Stuart Bertram, Commander
Staff Sergeant Michael McConnell, Operations Manager
Katy Milne, Communications Operator
Lynne Morrow, Communications Operator
Sergeant Julie McLeod, Supervisor
Sergeant Rafal Schubert, Admin Sgt

OPP – West Region

Sergeant James Morrow, Frontline Officer

Canadian Mental Health Association

Lori Hassall, CMHA Elgin-Middlesex
Brianna Geddis, CMHA Elgin-Middlesex
Andrea Lajdecki, CMHA Elgin-Middlesex
Sarah Aalbers, CMHA Oxford

DISCLAIMER

This document is intended for information purposes only. It does not provide direction to other police services or their respective health partners. It does not provide legal or medical advice. If you have a health question, you should consult a physician or other qualified health care provider. If you have a legal question, you should consult a lawyer.

The information in this document is provided “as is” without any representations or warranties, express or implied. Her Majesty the Queen in right of Ontario (HMQ) makes no representations or warranties in relation to any information in this document. HMQ does not warrant that the information in this document is complete, accurate or up-to-date.

ONTARIO PROVINCIAL POLICE (OPP)

The OPP is one of North America's largest deployed police services with more than 5,800 uniformed officers, 2,400 civilian employees and 1000 auxiliary members. It is the largest police service in Ontario and the second largest service in Canada. The OPP provides essential services that ensure the safety and security to over two million residents in the Province of Ontario.

As part of our commitment to interacting with all people in Ontario with respect, compassion and fairness, the OPP have engaged their community mental health and addiction partners and persons with lived experience in order to continue to develop, improve, expand and enhance the least intrusive programs and services to support those living with mental health and substance use challenges.

PROVINCIAL COMMUNICATIONS CENTRES

The OPP operate five Provincial Communications Centres (PCCs) across Ontario. These centres provide telecommunications services 24 hours per day, seven days per week to answer 911 emergency and non-emergency calls for service, as well as administrative call taking to communities throughout Ontario. The PCCs also provide dispatching services for frontline uniform members and radio watch clients.

Communicators play a vital role in ensuring that the right response is dispatched to whatever emergency situation arises. Our PCCs employ just under 600 members throughout Ontario, consisting mainly of civilian communications operators that are led by uniform supervisors. Communications operators respond to over two million calls every year, many of which may involve individuals experiencing mental health and/or addiction related crisis, and are an integral part of ensuring public and officer safety.

SECTION ONE: OVERVIEW

COLLABORATIVE PARTNERSHIPS

Police are too often the default emergency response for mental health issues, but are not always the best suited to address this health matter. Therefore, police working in collaboration with mental health and addiction experts will more often provide improved community safety and well-being outcomes for individual experiencing crisis where police are called upon to respond.

The Crisis Call Diversion (CCD) pilot program expands on these partnership and sets a stage for future collaborations across Ontario. It is important to understand that integrated response models such as Mobile Crisis Response Teams (MCRT) and CCD models involve police calls for service, and that the integration of health partners must maintain a focus on the existing infrastructure in place for emergency response call taking and dispatching. Future outlook should involve non-police call centres and innovative pathways to build new or integrated non-police response infrastructure. However, until such time as these exist, similar to OPP MCRT, these models are responding to police calls for service where police are ultimately responsible for public safety.

The OPP are proud to be a collaborative partner with multiple stakeholders across Ontario, both provincially and within local communities. We have had the opportunity to partner with our municipal police counterparts, Ministries, hospitals, nursing stations, and community mental health providers across the province to develop integrated response models and comprehensive police-hospital transitions.

These well-established and trusted partnerships are the cornerstone of this work. Shared understanding and communication related to our respective sectors, responsibilities, health partner scope of practice, police authorities, and a relationship built on trust and respect of equal consideration within the collaboration are critical for success. By working with our trusted community partners, police can continue to develop alternate approaches to service delivery with our communities, devising coordinated solutions for positive outcomes. We are better together.

MOBILE CRISIS RESPONSE TEAMS

One of the ways in which the OPP has been working toward these outcomes is through their collaborative efforts working with health partners to develop Mobile Crisis Response Teams (MCRT) in detachments across Ontario. These teams involve police officers and mental health and addictions service providers responding together to a mental health and/or addictions related crisis where police have been called to respond.

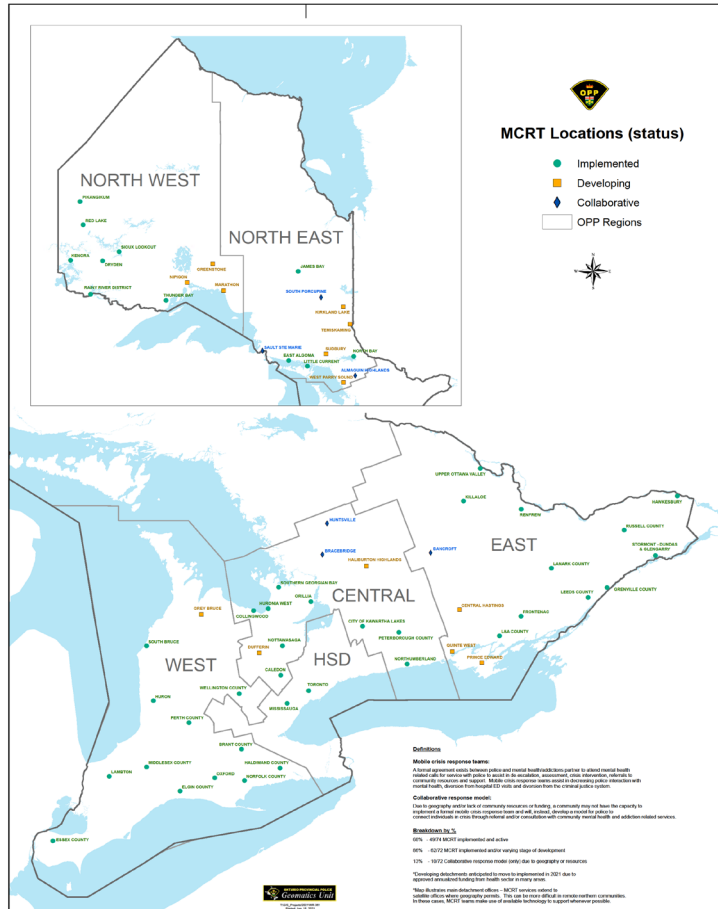
These teams help to de-escalate crises at the scene, divert individuals from traumatic, costly and often unnecessary emergency department visits and/or criminal justice system involvement whenever appropriate, as well as support individuals by connecting them to local services in the community. While some standardization exists for these teams within the OPP to ensure core components and common approaches, each OPP detachment works with their community to develop an MCRT team that meets their unique needs based on geography, populations, language and culture. Available community resources, partnership and funding options are also considerations in the type of MCRT that are implemented in any community.

For some OPP detachment areas, a less formal collaborative model may be implemented due to geographical or resource challenges.

The map on the right provides an overview of the various stages of OPP MCRT development across Ontario.

Since 2019, the OPP has been engaged in the ongoing development of increasing our organizational common approach to these teams across Ontario. This includes core components such as agreements, data collection, type of model and improving standard operating procedures.

As we have continued to see these teams flourish and expand, we recognized the value in pursuing enhanced and innovative models that integrate police and health care sectors toward joint response and diversion from unnecessary police involvement. This has included the development and implementation of crisis call diversion.

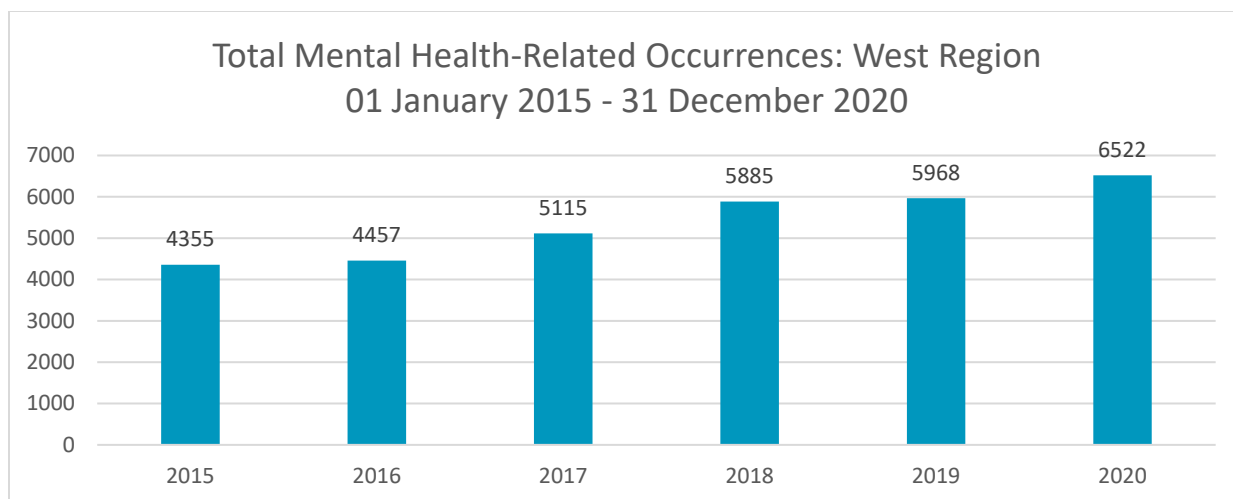


CRISIS CALL DIVERSION PROGRAM

Building on the success and established processes both within the OPP and throughout Ontario related to MCRT, the OPP developed and implemented a Crisis Call Diversion (CCD) pilot program between November 2, 2020 and March 31, 2021 at the Provincial Communications Centre in London (PCCL) in the OPP’s West Region.

OPP West Region is located in southwestern Ontario, the geographic area of Ontario extending from the Bruce Peninsula and Lake Huron on the north, the Lake Huron shoreline on the west, the Lake Erie shoreline on the south, and neighbouring the Toronto-Hamilton-Niagara Golden Horseshoe region on the east. There are 14 West Region detachments as noted in the map above.

The OPP, through our PCCs, receive a wide variety of call types, mental health calls for service are increasing year after year. This could be due to a number of different variables such as an overall increase in general awareness of mental health (both police and community members), an increase in population as a whole, an increase in the amount of mental health-related awareness training, and changes regarding the way police collect data and report on mental health-related occurrences (e.g. the addition of uniform crime reporting – UCR codes and sub-codes). Since 2015, there was a 50% increase in mental health-related occurrences in OPP West Region, where this pilot program was implemented.



Note: Source is Niche RMS Custom Query EX_101 (Non-FN, All Offence Levels, Actual); data extracted Friday March 19, 2021.

This program relies on an existing positive collaborative relationship with the Canadian Mental Health Association (CMHA) Elgin-Middlesex, CMHA Oxford, and multiple OPP bureaus including, but not limited to, Community Safety Services, Communications and Technology Services Bureau, West Region and Healthy Workplace Team. Funding for this pilot program was provided by the Ministry of the Solicitor General (SOLGEN).

The OPP CCD pilot was a five month program to embed mental health and addiction crisis workers within the PCCL. The crisis workers involved with CCD are experienced and qualified mental health and addiction specialists who can offer an additional layer of support for callers experiencing crisis. Through the partnership, the CMHA was able to hire six (6) full-time equivalent crisis workers on a rotating schedule to provide one (1) crisis worker onsite at the PCC 24/7 – 7 days a week. These crisis workers are set up with a Computer Aided Dispatch (CAD) system set amongst the communication operators. A process was established for communications operators to identify CCD appropriate calls, offer the CCD service to the caller, and conference the crisis worker directly onto the call with the individual in crisis and the call taker.

The crisis workers provide the initial critical support to callers who are in crisis for the purpose of:

- offering immediate de-escalation and support to those experiencing a mental health crisis;
- diverting non-emergent police mental health-related calls for service, where alternative services may be more appropriate in low-acuity situation;
- decreasing the volume of non-emergent mental health-related calls for service for the OPP;
- reducing the use of police personnel for non-emergent responses when appropriate; and
- helping individuals experiencing mental health crises by offering better pathways to meet their needs and supporting the de-stigmatization of mental health issues.

This document provides a roadmap for undertaking the development and implementation of a CCD program. While each police service and their respective health partner may differ, this may act as a guide for establishing core components and common approaches for similar practices in Ontario to divert non-emergent crisis calls involving mental health, away from unnecessary police interactions.

IMPACTS OF CRISIS CALL DIVERSION

In any given year one in five people in Canada will personally experience a mental health problem or illness, and from adolescence to middle age, suicide is one of the leading causes of death in both men and women (Mental Health Commission of Canada, 2020). In recent years, significant efforts have been made to enhance collaboration and break down silos, however system navigation continues to be a daunting task for individuals in distress. Police have a critical role to play when responding to, and interacting with, an individual experiencing a mental health and/or addiction related crisis. When police are the default for people seeking support, there are many times when a professional health care-led option would be more suitable.

Research and anecdotal evidence demonstrates that a healthcare response creates more positive and appropriate outcomes for individuals experiencing mental health and/or addiction distress, compared to that of a police response. However, despite call for action to the contrary, we continue to see an increase in activation of first responder services for this population. Now, more than ever, there is a need for creative solutions to reduce police response and increase healthcare interventions for individuals experiencing crisis that works within the existing infrastructure.

The benefit to providing integrated mental health and addiction response to individuals in crisis not only supports those in need, but it also allows first responder partners to focus on community requests requiring a justice response. Similar to MCRT and other programs that see officers with mental health crisis workers, CCD provides an opportunity at the onset of the call to offer collaborative intervention and support. While the CCD pilot program data is provided within this document for fulsome quantitative outcomes, an overview of qualitative positive impacts are covered below.

Warm Transfer Conference Call

A consent based, warm transfer conference call provides a more relaxed and comfortable approach for the caller. The crisis worker is then able to enquire deeper into the caller's situation and determine what type of mental health and/or addiction services or human services that may better suit the individual's needs rather than police involvement.

Comprehensive Risk Assessment

Crisis workers involved in the CCD program are able to provide an additional layer of assessment, beyond the initial communications operator, by completing a brief clinical risk assessment to best determine the nature of the caller's crisis.

De-escalation

Crisis workers involved in the CCD program are professionally trained and experienced to provide empathy, build rapport, and explore de-escalation and coping strategies to assist the caller through their time of crisis. When required, the crisis workers may implement de-escalation techniques prior to first responders arriving on the scene, creating a safer environment for the first responders, the caller and the general public. The crisis worker may provide additional call details that can be communicated in real time to the frontline in order to better equip first responders when appropriate. The crisis workers are able to offer alternative services which may be more appropriate for the situation, thereby decreasing the volume of non-emergent mental health and/or addiction related calls for service for the OPP.

Safety Planning and Follow-Up

Crisis workers are trained to collaborate with the callers experiencing crisis, and are invited onto the call with the callers consent. They may establish and implement safety plans to assist the caller in ensuring their safety in the moment, and down the road. The crisis workers involved in the CCD program offer the caller follow up services from their agency, and will do so with consent from the caller, in order to reduce future need for emergency response and ensure improved long term outcomes for the caller.

Resources and Referrals

Crisis workers have direct access through police to multiple different resources and referral options both within the OPP and externally. They have knowledge of the local MCRT teams, community health and social services, health care, and outpatient mental health resources or crisis services. They are able to connect the caller to these services which may serve the caller to avoid future crises or interactions with police. System navigation support to meet the needs of the caller, and the offer for follow up services are a key component of long term positive outcomes.

SECTION TWO: HOW IT WORKS

STAFFING RECRUITMENT AND RETENTION

Skill Sets

Crisis workers should have a minimum of two years' experience directly supporting individuals experiencing a mental health related crisis, along with relevant education. Crisis workers should hold a strong understanding of crisis intervention theory and mental health knowledge. Prior experience of providing telephone intervention is an asset, as those staff will bring a unique clinical skillset and comfort level to supporting those in acute distress over the telephone.

Supporting individuals on the telephone requires rapidly building rapport with callers by activating empathic listening and validation skills, while continuously assessing the caller's level of risk. Considerable experience providing de-escalation is critical as it is one of the most common crisis intervention skill used during 911 calls.

Crisis workers need to be well-versed and confident in both suicide and homicide risk assessment. The communications centre receives calls from all ages, so experience and a comfort level working across the lifespan is important. As a goal of the program is to reduce officer time spent on a call or a frontline diversion response when possible, crisis workers need to be creative in safety planning, pulling on an individual's strengths, resilience, as well as internal and external resources to create a plan for the individual to remain safe.

Crisis workers need to be resourceful and familiar with resources in a wide-region, as well as be able to navigate those resources while speaking with callers.

As the crisis workers are co-located at the communications centre, crisis workers are joining a multi-layered team. Staff will be supported by two leadership teams; their direct supervision team with CMHA and the PCC supervisors while on shift. It's imperative that staff are respectfully assertive, independent workers, have strong interpersonal skills and ethical boundaries. Crisis workers who have previously demonstrated the ability to work well independently and have shown resilience in prior roles, have excelled in this program.

Recruitment/Retention

The likelihood of retaining crisis workers needs to be considered during the initial stages of recruitment and throughout the recruitment stage. There is a lot of behind the scenes work for candidates to be hired and trained for this program. Interview questions should explore an individual's future career goals and aspirations. Inquire with candidates whether they see themselves being satisfied with a career in this program. It is highly recommended that you put in the effort beforehand, during the recruitment stage, to explore these types of conversations, with the goal of reducing the amount of turn over you may experience in a crisis program. It may be challenging to retain qualified staff during pilot programs due to the short-length of the contract.

While recruiting, explore candidates concerns (if any) about being co-located with communications staff and working within a policing environment. Those who have prior experience working with police in a MCRT or Crisis Response Team may be an asset to a CCD team. Demonstrated experience building positive relationships on teams is invaluable.

While there is no direct relief shift in the CCD schedule, it is important to have a relief pool of staff who have wide availability to be able to work all shifts (i.e. nights, days, weekends, and weekdays). This will assist with covering sick calls and planned time off. Typically, CMHA Crisis Services has relied on cross training staff to jump into various roles as needed. Restrictions related to the additional level of police check requirement and the technology training required for the CCD role creates barriers in pulling in staff from other programs last minute. For this reason a relief pool with flexibility is essential.

It is important to be mindful of the timeline during recruitment due to the level 4 security clearance that is required by OPP prior to any staff members beginning training with CCD program.

Employee Complement

The CCD pilot program team consists of six full-time equivalent staff, three part-time staff and relief members. The two full-time day staff rotate between day and afternoon shifts. The two full-time night staff permanently work night shifts. Part-time staff work a combination of weekday and weekends, rotating between day and afternoon shifts. One of the part-time staff is a backfill position for the team lead. Based on this experience, it is not recommended to have a designated relief shift in the schedule as it often results in vacant shifts.

Designating a team lead supports the program in a variety of ways. The team lead works 50 percent frontline shifts which allows that staff to better grasp the nature of the role and any challenges faced by staff. The team lead completes weekly documentation reviews and meets with staff on a regular basis. The team lead role supports our follow-up process, allowing a consistent staff to be taking the lead of providing follow-up call support. It is important to ensure that while co-located at the PCC there is a CMHA leadership presence as often as possible. This may involve leadership flexing shifts to connect with the weekend, evening and night staff. The private space provided for CMHA leadership is helpful for providing confidential support to staff.

[Tool 1: CCD Crisis Worker Job Description](#)

TRAINING AND ORIENTATION

OPP Training

Pilot program training sessions were held for OPP communicators and supervisors. Boardroom training sessions offered information on what constitutes a crisis and provided information on the background and purpose of the CCD program. The roles and responsibilities of all members involved in the program were discussed.

Call flows for four different types of responses and what the call flow would look like were laid out:

- Coordinated response (the crisis worker is engaged in the call but an officer response is still required);
- Diverted response (crisis worker is engaged in the call and an officer response is not required);
- Escalated response (the call starts off as a diverted response and escalates to requiring officers; and

- De-escalated diverted response (the call starts off requiring an officer response but the caller is ultimately assisted by the crisis worker and an officer response can be cancelled).

The facilitators role-played using the consent scripts and presented various scenarios where the CCD pilot program would be utilized.

Virtual information sessions were held regionally, inviting all applicable OPP command staff, OPP mental health liaisons and their respective MCRT health partners. As the program expands, any respective First Nations policing partners supported by the OPP will also be engaged to participate. These virtual sessions offered background information and an overview of the CCD program. They provided an opportunity for a question and answer period, which assisted in alleviating any concerns and provided clarity of what the CCD program offers and what it does not offer.

After the internal training CMHA provided to their staff members, the OPP invited CMHA into the PCC for a one-day training session. This session included a tour of the OPP building, the PCC and the areas that CMHA members would access daily (kitchen, locker room, gym etc.). In-class training consisted of all the same components that were trained to the OPP members, as well as when/where to report for their shift, any general housekeeping rules (scent free policy, food/beverage policy, dress code etc.). CMHA staff were provided with an operations manual outlining the technical components. The OPP's Healthy Workplace Team shared a presentation about the internal OPP support resources available for our members should a communicator reach out to them for support. The training day ended with CMHA staff sitting at their assigned console and role playing through a few calls, providing hands on experience of how a call would flow start to finish. Remaining CMHA members had rotated through the opportunity to sit in and observe call takers and dispatchers perform their duties.

CMHA Training & Orientation

CMHA, in consultation with the OPP, developed an orientation check-list to ensure all portions of training were covered. Staff members were required to sign off on the topics covered.

Crisis workers received two days of internal CMHA training prior to the OPP training day. This training was guided by the CMHA CCD Clinical Operations Manual that was developed in consultation with the OPP and integrates CMHA policies, procedures and clinical guidance with the OPP processes of CCD.

Internal CMHA training for crisis workers involved in CCD focuses on the therapeutic approach, risk assessment, crisis intervention, de-escalation techniques, coping strategies and safety planning. It also includes a review of system navigation processes and an overview of appropriate regional resources. The team anticipates collaboratively adding resources to a directory that they have created for different communities within the region. Training was also provided in regards to documentation processes and relevant software utilized by this CMHA branch (iCarol). Standard CMHA training includes trauma and violence informed care, psychosocial rehabilitation, harm reduction and diversity training. Additional training included relevant topical readings and presentation materials, clinical video training included topics such as de-escalation, intimate partner violence, duty to report and violence and homicide risk assessment.

As the training continues to be developed incorporating review of important topics such as vicarious trauma and compassion fatigue are key. This is important as it begins the conversation between

staff and leadership, reinforcing the importance of self-care and encouragement of frontline staff to seek support as needed.

Once the CCD pilot program launched, coaching and job shadowing opportunities were provided by the call takers to the crisis workers. This provided critical opportunity for the crisis workers to spend time with call takers to understand the call process.

Regular team meetings are scheduled with crisis workers involved with the CCD pilot program to provide opportunities to identify future training needs, quality improvement recommendations and de-identified case studies.

Training Considerations

Pandemic or special circumstance impacts and considerations

- Special circumstances may arise, such as the COVID-19 pandemic experienced during the implementation of this pilot program. It was critical to connect with both the health partner and police occupational health and safety members to ensure appropriate measures were taken during training to protect all involved. Additional training was developed to provide guidance related to both OPP and CMHA pandemic protocols.

Balance between clinical and police

- It is helpful that the first two days of on-board training for crisis workers is focused on health agency policies, procedures, purpose of the program and the reminder of the orientation emphasises PCC space and processes. This provides the opportunity for a paced introduction to working with police, processes and language, which may be different than what crisis workers are used to from prior experiences. It also provides an opportunity of CMHA to explain expectations and how the PCC training will proceed and gives space for internal discussions that will ensure the crisis workers feel prepared going into a new work space co-located with police.

Trainers

- Internal agency training for crisis workers was provided by the CMHA Crisis Manager and Team Lead of the CCD program. The OPP Community Safety Services Provincial Mental Health Lead joined this training to provide an introduction to working with the OPP and police culture. Trainers were chosen based on extensive experience working in the mental health field, as well as their experience and understanding in developing the CCD pilot program. OPP trainers included provincial communications operators, OPP Healthy Workplace Team representatives, and Communications and Technology Service Bureau experts.

[Tool 2: CCD Crisis Worker Orientation Checklist](#)

[Tool 3: CCD Communications Operator and Crisis Worker Training Outline](#)

LEVERAGED TECHNOLOGY AND WORKFLOW - OPP

Computer Aided Dispatch

The OPPs uses a Computer Aided Dispatch (CAD) system built by Hexagon. It features streamlined tools to field calls, create and update events, and manage resources for multiple jurisdictions. It allows for agency specific workflows and enables key capabilities, including unit recommendations,

records and criminal data base queries. Frontline members have access to a Mobile for Public Safety (MPS) application which allows them to view incidents in real time.

By leveraging the technology and programming available through our vendor, as well as our CAD Support team, the OPP was able to develop specific CCD program workflows. To maintain the confidentiality of police related calls, the crisis workers have specialized CAD programming which limits their capabilities and permissions. Crisis workers have the ability to view events that they are engaged with but do not have access to Location of Interest information (historical event information associated to a caller or address), the OPP's Records Management System (RMS) or Canadian Police Information Centre (CPIC) information.

When the communications operators enter a specialized macro into CAD, it populates a copy of the original event onto the crisis workers CAD screen and the communications supervisors CAD screen. The crisis worker is able to view event information such as the caller's name, location and the event remarks entered by the call taker. As the crisis worker communicates with the caller, the call taker continues to update the CAD event with any relevant information responding officers may require.

To assist in incident management and situational awareness, diverted calls populate in a "CCD" tab and are not seen on a dispatchers pending event screen. An event can be upgraded to be dispatched or downgraded to be diverted at any time.

Once a call is complete, the original event is retained in the OPPs Niche Record Management System (RMS). Diverted events do not require any administrative workload for frontline officers and are processed through an automated records management data entry system. To avoid duplicate entries in RMS, the copied event is cleared and retained within CAD only.

Telephony System

The OPP currently operates with the Avaya CS1000 (CS1K) telephony system, distributed by Combat. To support the CCD program, additional skillsets were programmed into the CS1K, allowing the communications operator to route the caller through the Automatic Call Distribution (ACD). Crisis workers log into the phones using a specific skill set and their availability is displayed on the Symon reader board. Call takers can easily view when the crisis workers are logged in, available to take a call or already on an existing call.

Communications operators utilize a no-hold conference to the crisis workers CCD skillset to connect the caller to the crisis worker. Depending on the nature of the call, the call taker can then remain on the line while the crisis worker engages with the caller, updating the CAD event with relevant information that is then communicated to the frontline through the dispatcher or, if a frontline police response is not required, release the caller to the crisis worker to continue to receive support.

In order to support the transition from Canada's current 911 network to Next generation 911, the OPP will be migrating over to the Avaya Collaboration Pod in the near future. CCD programming was a factor in the design.

Ancillary Computer

The crisis workers require access to their own CMHA internal software applications to be able to support callers in crisis and fulfill CMHA reporting responsibilities. CMHA provided a list of the required applications which were cleared by our Chief Security Office and installed on an ancillary desktop computer alongside the CAD desktop. All OPP applications were removed.

LEVERAGED TECHNOLOGY AND WORKFLOW - CLINICAL

Health care providers across Ontario utilize a variety of software applications for documentation and record keeping. CMHA utilizes the iCarol software system, while other community health partners may use something different. Regardless, the partners may leverage the software for consistent reporting and documentation.

The partners worked together to determine the most relevant data to determine success and inform future practices or enhancements. As noted above, the OPP leveraged their own OPP technology, while CMHA worked with the OPP to build a CCD component into their iCarol system. This reporting build provides a monthly report to the PCC to share the data gathered from the CMHA. Crisis workers collect de-identified demographics fields such as age, gender identified and LGBT+2S community information. Future outlook may include the health partner collecting ethno-cultural data provided as a category, as this has been recommended and supported through consultation with the Ontario the Human Rights Commission, and comprehensive consultations with racialized community partners. Having the health partner (not police) collect this the de-identified and aggregate data would be considered for the sole purpose of improving health related crisis response service delivery in this type of model.

The software was set up to capture clinical categories such as the presenting issues, presenting symptoms, substances identified, interventions used, and referrals made. It is important to have fairly detailed lists which provides great context in terms of supervision and enhancing training. This process allows CMHA to analyze those areas to enhance training materials to reflect the type of calls the team is often receiving. It further provides opportunities to explore who is being supported, and possibly what types of calls where CCD is not being engaged, but could be in the future.

CMHA provided a further break down of the type of call to identify whether it was a mental health and/or addiction focused call, with a crisis, support or information lens. This, again, provides an opportunity to enhance future training based on the data collected, as well as to provide context for the type of support being provided to callers.

Technology was leveraged for system navigation and referrals using both internet resources and relevant resource sites and e-mail. Specifically, crisis workers utilize a no-reply e-mail system to provide e-mail resources and information to callers upon their consent, as individuals may not have the means of recording the information the crisis worker is providing them during the call.

The technology provided by the OPP for the CCD pilot program, combined with the existing software utilized by CMHA, provides an opportunity to leverage the most up-to-date information technology for reporting, clinical documentation and system navigation for the purpose of referral.

STANDARD OPERATING PROCEDURES

Provincial Communications Centre

Any type of call can have a component of mental health. The PCC Standard Operating Procedures (SOPs) allow a communicator to use their discretion and conference in the PCC crisis worker on any type of call where the caller may benefit from crisis support. This is regardless of whether the event is diverted away from the frontline or requires a police response.

A crisis worker may be engaged on any type of call; however, a police response may not be diverted and shall have an officer(s) respond if the call includes any indication of being emergent in nature, has any actions which may endanger the caller or a member(s) of the public, has any risk of self-harm or harm to others, has a criminal act that has been implied or committed, has any indications of intimate partner violence and/or requires medical attention.

The OPP communications operator is required to remain on the line for the entirety of the call when a police response is required. This allows the communications operator to update the CAD event as appropriate. Due to the technical limitations of call transferring and conferencing calls that originated on the Bell 9111 Network, call takers must remain on the line for all 911 calls until the call is complete to avoid locking up the line.

Callers are never persuaded or forced to speak to a crisis worker. If a caller declines the services of a crisis worker at any time, the call taker will process the call as usual.

[Tool 5: CCD OPP Standard Operating Procedure Outline](#)

Mental Health Partner (Canadian Mental Health Association)

Crisis Workers involved in the CCD program remain members of their health organization. All employee management and oversight remain the responsibility of the health partner. Therefore, the policies and procedures for the crisis workers are determined and maintained by the CMHA for their employees.

As CCD is a new program for the CMHA to participate in, they developed a CCD Clinical Operations Manual in collaboration with the OPP. This manual integrates the CMHA policies and procedures specific to the CCD program.

[Tool 6: CCD Clinical Operations Manual Outline](#)

RISK MANAGEMENT

The most important element when considering risk management is to acknowledge the collaborative partnership by taking the necessary time to understand the scope and authorities of both the police and health sectors before moving forward. To simplify, what we ‘can do’ and what we ‘cannot do’ within the confines of our respective organizations or sectors. A shared understanding of each partner’s obligation under relevant legislation and respective policies or standard operating procedures is essential to reduce the risk of communication and conflict. It ensures that the related processes put in place to manage risk, protect Human Rights, and manage privacy and information sharing are considered from each partner’s perspective. Below are some of the key considerations for risk management of Crisis Call Diversion.

Formal Agreement

The OPP and the CMHA entered into a formal Memorandum of Understanding which was reviewed and approved by the necessary branches and/or bureaus of each organization, as well as their respective legal counsel. This agreement was modelled after the OPP Memorandum of Understanding template for OPP MCRT, which has been reviewed by the Office of the Information and Privacy Commissioner, and legal counsel from both the Ministry of Health and the Ministry of the Solicitor General.

[Tool 7: Memorandum of Understanding Template](#)

Privacy and Information Sharing

Responsibilities and parameters regarding confidentiality and disclosure of information should be clearly outlined in the MOU and should also be incorporated into training and orientation. It is suggested that the MOU and any relevant policies and procedures be reviewed and approved by the applicable privacy leads in each organization. Policies should be developed in accordance of specific legislation related to PHIPA, MFIPPA and FIPPA. Considerations to be addressed include, but are not limited to:

- Responsibility of each organizations to keep information collected confidential
- Safe storage and disposal of any private information
- Collection, retention, use and disclosure practices
- Discretion to refuse to share information outside what is required by law
- Required consents to disclose information, except permitted or required by law
- Documentation
- Limitations to accessing information
- Application respective standards and/or policies and procedures to comply with privacy legislation
- Notifications related to privacy breach or loss of information

Occupational Health and Safety (OHS) Considerations

It is advised that the health and safety specialists of each organization connect and review protocols to ensure a shared understanding of approaches in respect to OHS. Respective leadership should be included to ensure the appropriate OHS protocols are embedded in the operations manual and orientation and training for staff and leaders. Orientation to the protocols for the Crisis Call Diversion site should be provided to all crisis staff working in CCD. Processes to ensure timely communication regarding health and safety concerns to leadership and staff should be established. In respect to pandemic planning this could include the notification of positive cases on site, ensuring that crisis staff and CCD staff are informed as appropriate. Where protocols vary between organizations, health and safety specialists and leadership should have clear processes to ensure shared understanding of variation, including how that will be communicated to staff. This may include issues such as varying interpretation of the necessity to wear masks and goggles within individual workspaces.

Consent Process

To mitigate risks associated with engaging a crisis worker when a caller has called a police line, a built in layered approach for consent was established within the SOPs. The caller must provide consent to engage with the crisis worker, must consent to and acknowledge that the call will continue to be recorded as all police calls are, must consent to not having the police respond and must consent for the OPP to release from the line, allowing the caller to continue speaking to the crisis worker on their own. To assist the communications operators and crisis workers, consent scripts were created and are available for use. The consent process ensures that both partners are receiving the appropriate permission required for this program while ensuring the safety and rights of callers.

[Tool 8: CCD Consent Script](#)

Security Checks

Ensuring appropriate security clearance prior to the start of a Crisis Call Diversion Program is critical due to the information sharing implications. A security clearance checklist is another step toward protecting an individual's privacy, and engaging in professional standards for safeguarding shared information.

While different police services may classify differently, for the OPP, a level four (4) security check of crisis workers was required for crisis workers engaged in this program. A police contact was assigned (OPP-PCC) to provide the health partner the necessary forms, guidance, scheduling appointments, facilitating the Oath of Secrecy, and assistance in document submission.

Member Support

The OPP has a dedicated Healthy Workplace Team committed to a vision of a healthy, safe and inclusive workplace where members are supported in achieving their potential. Through compassion and integrity, the OPP are committed to making a positive difference for each and every member of our organization.

The Healthy Workplace Team is a resource to support OPP members and their families. This support may be hands on, through psychologists, social workers, care navigators, fitness liaisons or peer support, as well to referrals to external partners and service providers. This team is committed to working with OPP members to find the best fit for the presented needs. There are numerous support programs and services that can be accessed independently or through the support of a crisis worker.

Applying lessons learned from the work of OPP Mobile Crisis Response Teams, it is understood that embedding mental health professionals into police detachments created an opportunity for officers to establish a natural trust with health care colleagues. Working together every day provided an opportunity for officers to feel comfortable de-briefing with the worker after a challenging call or even sharing challenges that they may be facing in their personal life.

While there is an important role for professional boundaries in such circumstances, the OPP wanted to ensure that these naturally occurring conversations could be had in a safe and supportive manner that would open the door to share information about the OPP resources offered through the Healthy Workplace Team.

The same opportunity presented within the development and implementation of CCD where the communications operators and the officers working in the Provincial Communications Centre may reach out to the crisis workers. Therefore, the Healthy Workplace Team assisted in the development and delivery of training for the crisis workers. This training acknowledges the naturally occurring relationship and trust building and possibility that members may seek out crisis workers to share their professional or personal challenges. More specifically, the focus of the training was on outlining the internal mental health and wellness supports that are available to OPP members including officers, civilians, auxiliaries, retirees and their families. Additionally, the training includes any programs and external partnerships that exist for members to utilize outside of the OPP.

Overall, the training provided by the Healthy Workplace Team was delivered to the crisis workers to support the provincial communications operators call takers and dispatchers who often experience a lack of closure on difficult calls and may not have the same opportunities for closure or de-brief with the officers they supported on those calls. The purpose of the training is to ensure that if required,

the crisis workers will be equipped with the appropriate and up to date services and supports for the call takers should they need it either related to work or life challenges.



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**PCC MEMBERS SUPPORTED
FROM PROGRAM START**

DATA AND ANALYTICS

Quantitative Data

To measure the successes of the CCD pilot program, various data sources are utilized. Analytics are reported back on a weekly and monthly basis.

Weekly Report

- The weekly report is a high level brief synopsis that contains the total number of police dispatched events in the region and a breakdown of the total number of CCD events, inclusive of coordinated responses (both frontline police and crisis worker engagement) and diverted responses (no requirement for frontline police engagement). The types of events that the crisis workers are involved in are also analyzed. The quantitative analysis provided in the report is produced from our internally developed Business Intelligence Cube, which includes data pulled from the OPP's Daily Activity Reporting (DAR), CAD and our Niche Records Management System. The weekly report also includes a breakdown of specific police event types that crisis workers were engaged with (i.e. mental health related calls, intimate partner violence related calls, suicide related calls, family dispute related calls)

Monthly Report

- The more fulsome monthly report includes all of the above plus the number of hours of internal member support, how many times crisis worker support was declined by the caller and how many times the crisis worker was unavailable to offer assistance due to being unavailable (on break, on an existing call etc.). This data is collected locally at the PCCs. The monthly report also includes analytics captured by CMHA through their internal reporting software. This data includes a roll up of presenting issues, presenting symptoms, substance use, intervention techniques, referrals offered and demographics such as age and gender identified.

Because of varied call types and the duration of time spent on scene, the number of on scene frontline hours saved is difficult to measure. Mental health related calls are a small percentage of the event type's crisis workers have been engaged with. The COVID-19 pandemic added a new layer of complexity to mental health related calls for service. A baseline was set using the average amount of time it takes to complete a mental health call using analytics from 2019, however, to provide an accurate comparison to current call times, expansion of the CCD program throughout the province and time for further engagement of the program is required.

Feedback from the end users (communications operators, crisis workers, frontline members) is always encouraged. At the end of the six month pilot, qualitative data was collected in the form of a survey sent to all end users, requesting insight into the program.

Qualitative Data

On every CCD call, the crisis worker offers the caller the option of follow up services from their organization (CMHA). If the caller engages in a follow up, there is an opportunity for a qualitative survey to be delivered. An example of this might be the Ontario Perception of Care survey or something similar that can offer insights and feedback from persons with lived experience.

Impacts of CCD on the frontline officers is perhaps the most difficult to measure with accuracy. Therefore, qualitative experience is an invaluable way in which to determine frontline impacts. The CCD pilot program implemented a qualitative survey for OPP PCC members, frontline officers, and crisis workers to complete to obtain each organization's member experience and/or impact. The survey was anonymous to allow for honest feedback. In the future, it is recommended to consider a pre-survey to determine any concerns and make adjustments accordingly, and a post-survey to determine impacts.

Qualitative information can also be gathered in the event that a crisis worker leaves the program for any reason. In this case, the health partner supervisor and the PCC supervisor have an opportunity to engage in a joint exit interview, encouraging the staff to bring forward any concerns or recommendations on various aspects of the program (i.e. environment, supervision, training enhancements, lessons learned, and recommendations). There was one such opportunity during the CCD pilot program, which offered a significant amount of insightful feedback for partners and the program enhancements moving forward.

[Tool 9: CCD Data and Analytics Checklist](#)

SECTION THREE: OUTCOMES

PILOT PROGRAM QUANTITATIVE DATA

Data collected from November 2, 2020 to March 31, 2021



CRISIS WORKER ENGAGEMENT

316

NUMBER OF CALLS THAT INVOLVED CRISIS SUPPORT

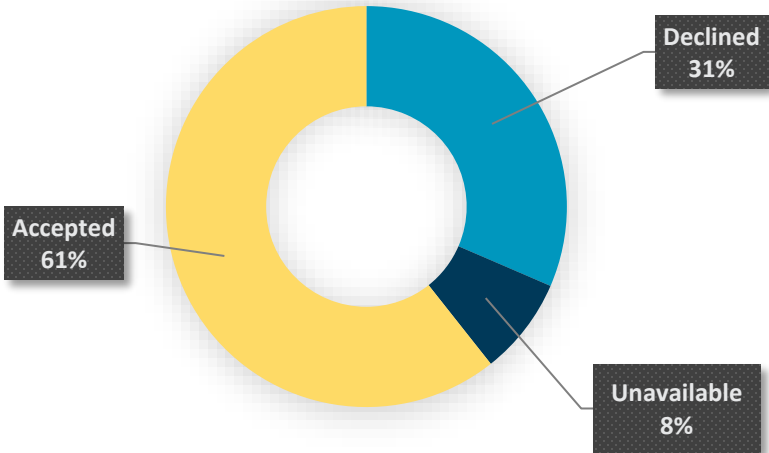


DIVERTED CALLS

45

NUMBER OF CALLS DIVERTED FROM FRONTLINE POLICE INTERACTION

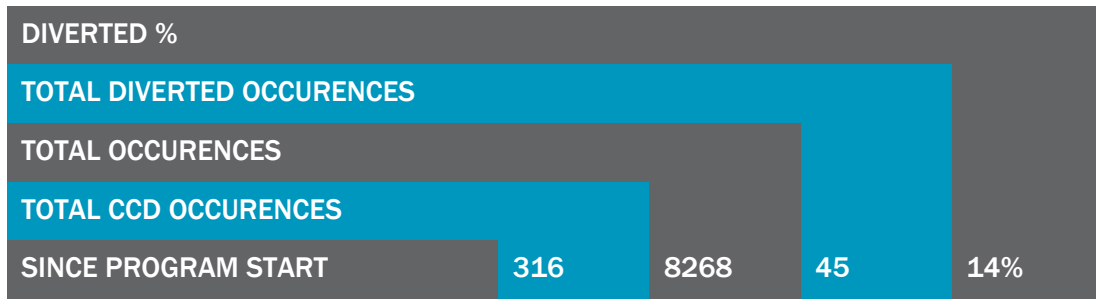
Crisis Worker Accepted/Declined/Unavailable



When a call meets CCD criteria, the communications operator offers the individual the option to speak to a crisis worker to ensure that consent is obtained to engage in the service.

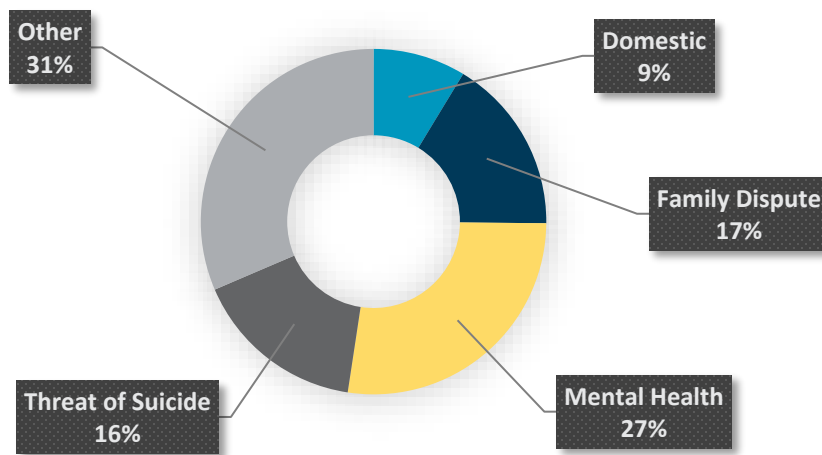
This graphs illustrate the number of times an individual declines the service as well as any time that a crisis worker was unavailable to take the call i.e. on break.

Provincial Communications Centre CCD Summary Overall Calls

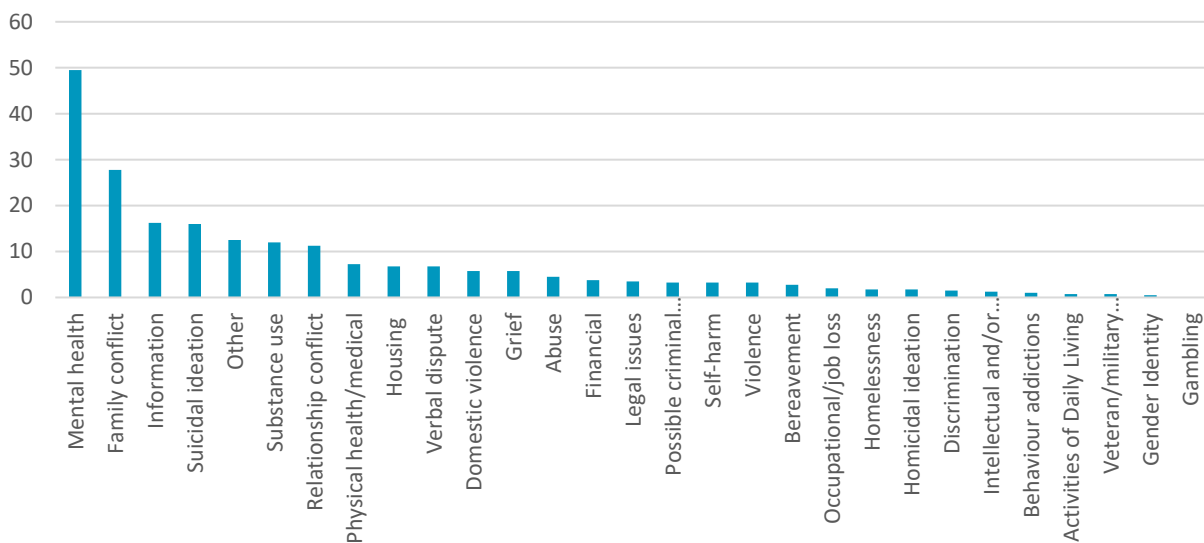


Event Types

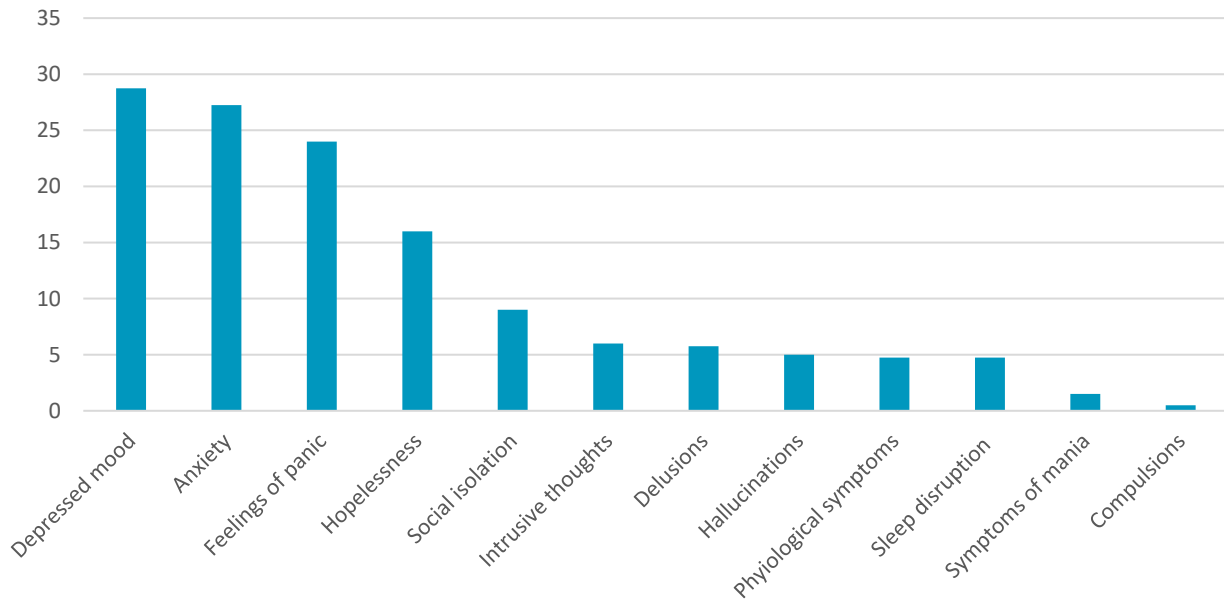
Any OPP event type can have an underlying issue that may benefit from crisis support. This table illustrates the various OPP event types where crisis workers have been engaged to assist.



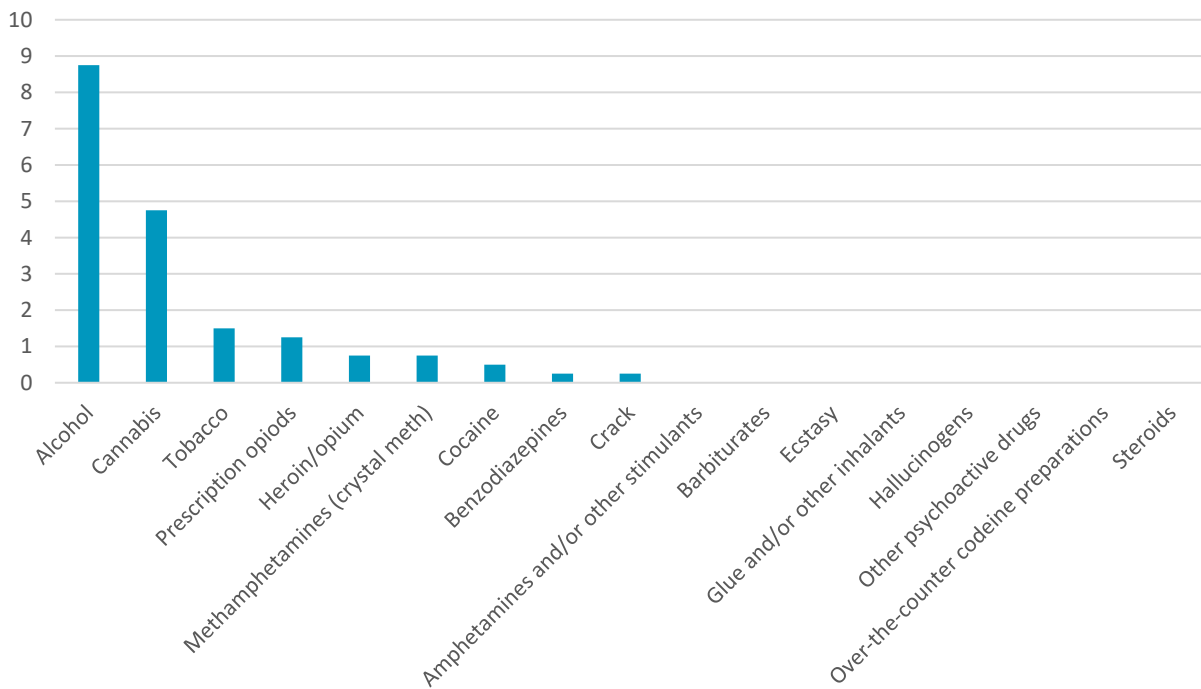
Presenting Issues Identified



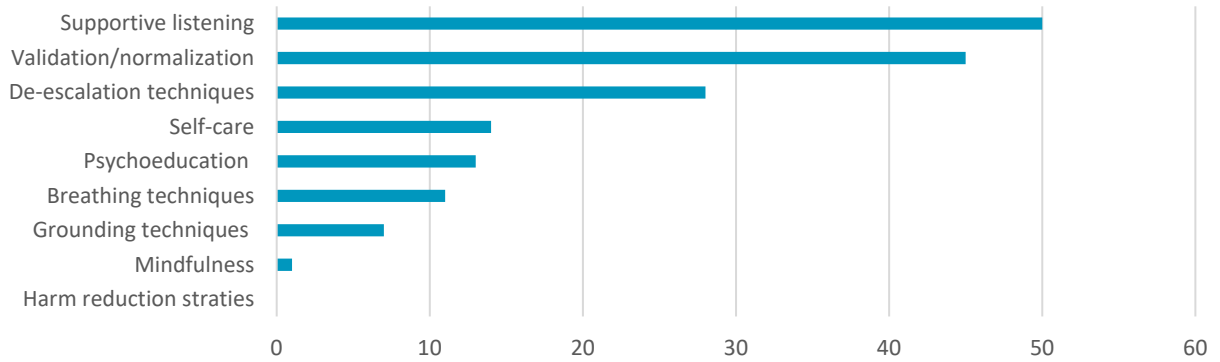
Presenting Mental Health Issues Identified



Substance Use Identified



Intervention Techniques

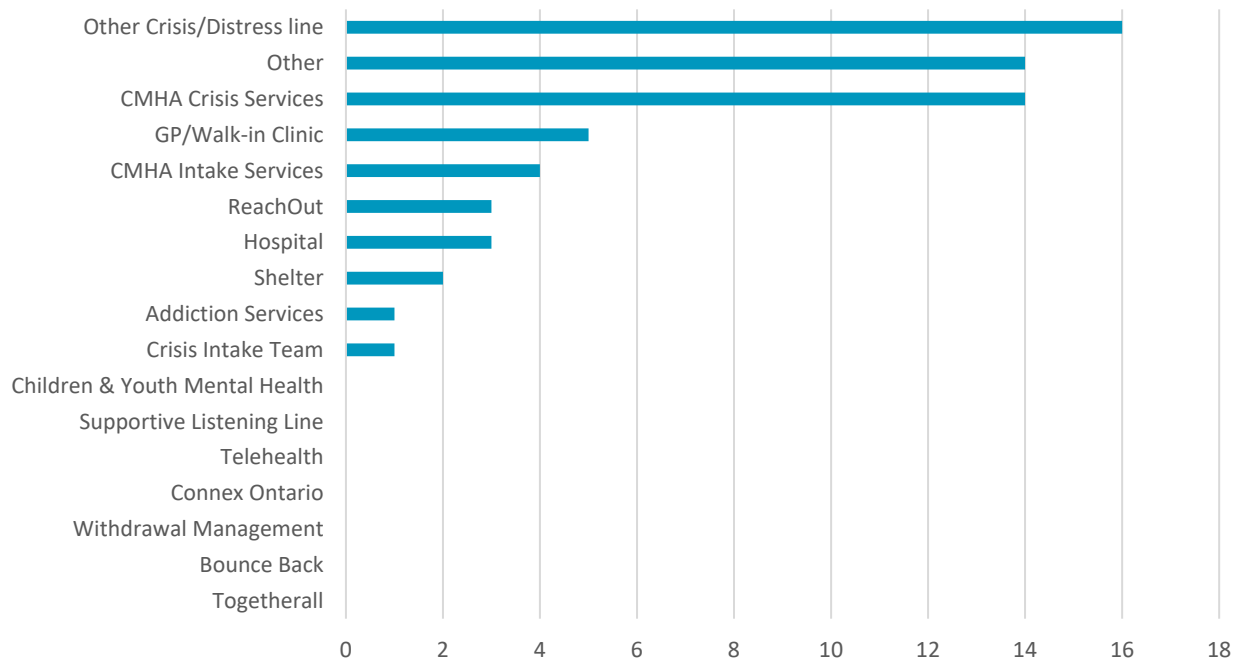


Referrals

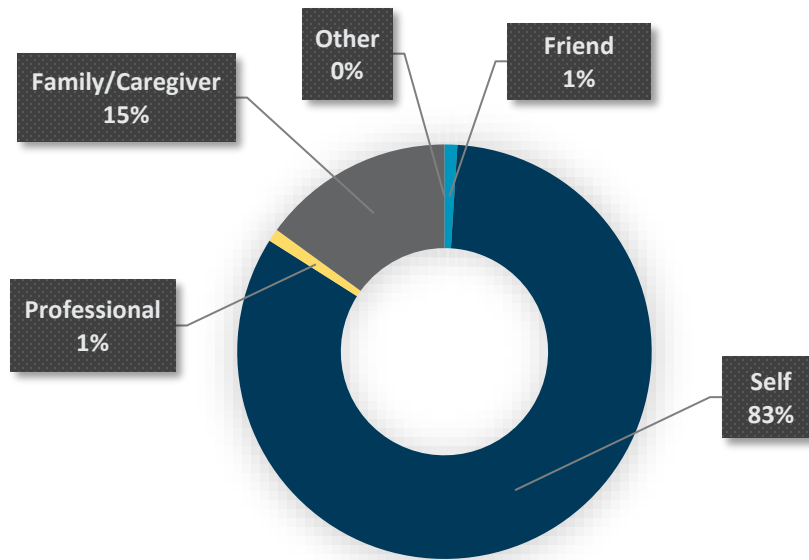


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COMMUNITY REFERRALS AND/OR FOLLOW UP CALLS MADE FROM PROGRAM START

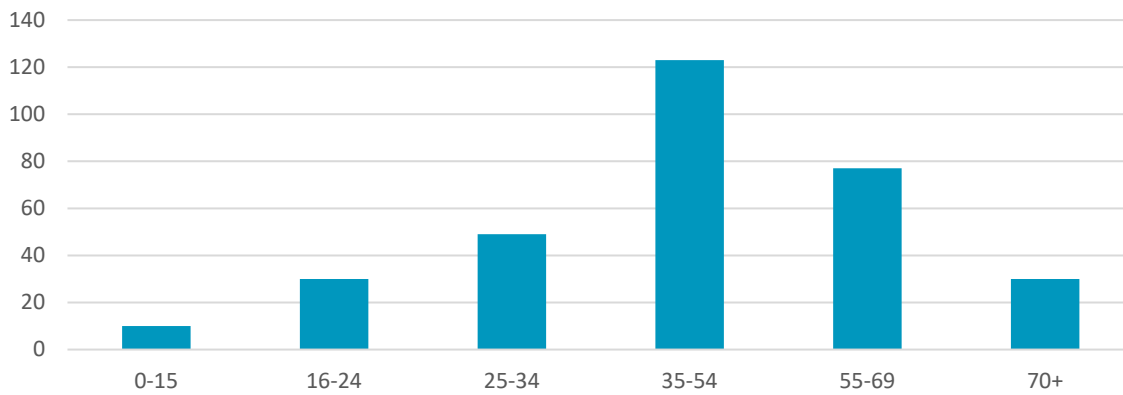


Caller Type

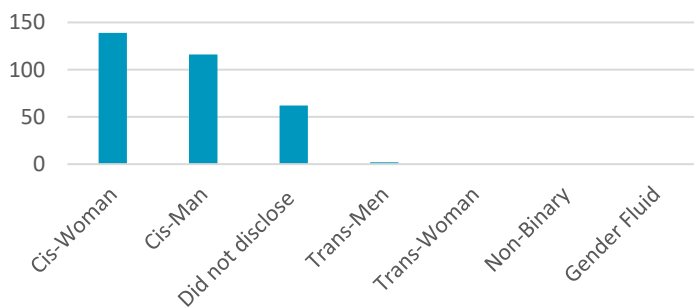


Demographics Identified Since Program Start

AGE



GENDER IDENTIFIED



LGBTQ+2S IDENTIFIED

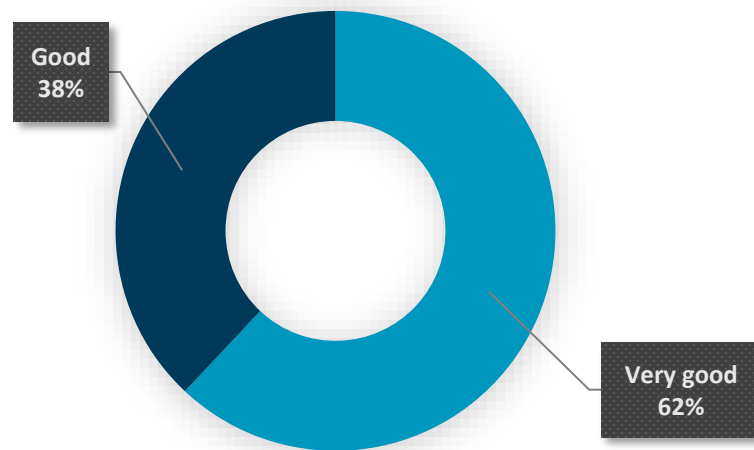
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PILOT PROGRAM QUALITATIVE DATA

Client Experience: Follow-up Satisfaction Survey

Those callers who requested or consented to a follow up support call from the health partner, were asked if they would be willing to complete a brief satisfaction survey. Callers were asked:

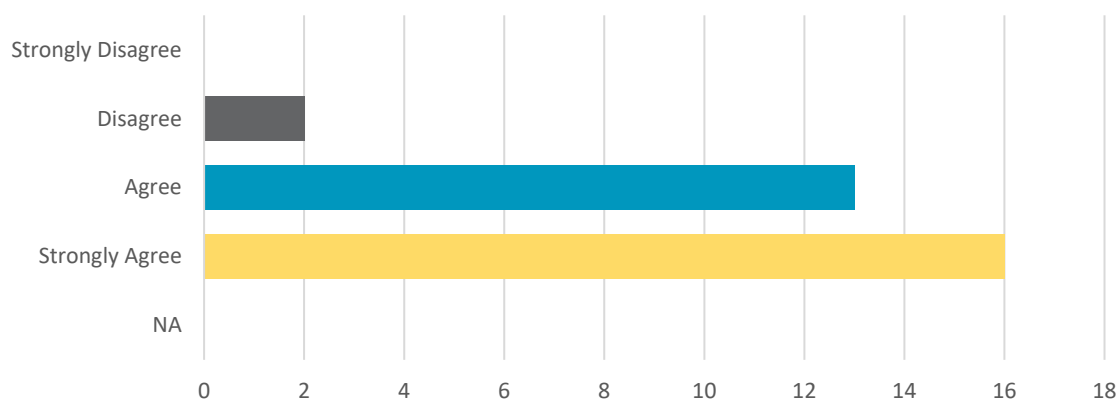
“On a scale of 1 to 5, 5 being very good and 1 being very bad, how would you rate your overall experience with the Crisis Call Diversion Program?”



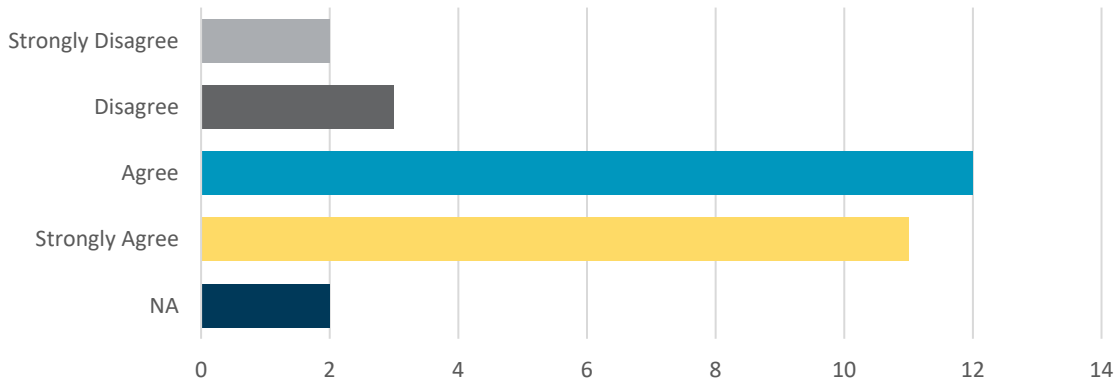
POST-PILOT EMPLOYEE SURVEYS

Provincial Communications Operators

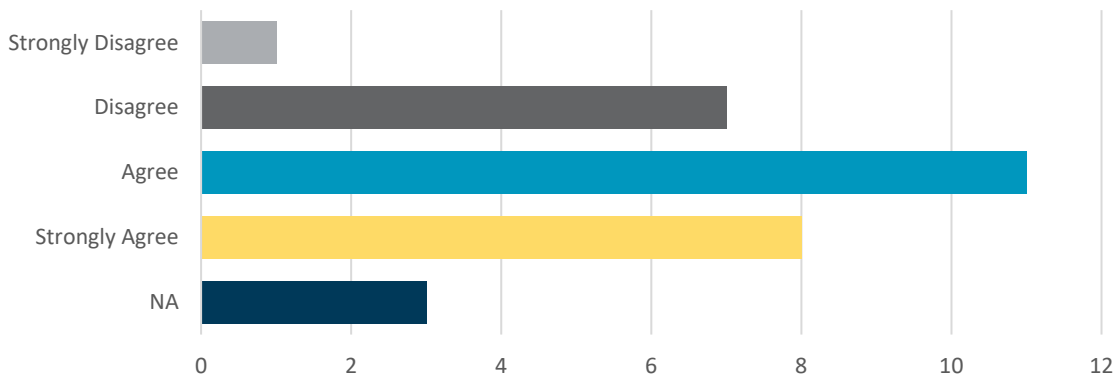
I have a good understanding of the reason and rationale for embedding crisis workers for CCD in PCCL.



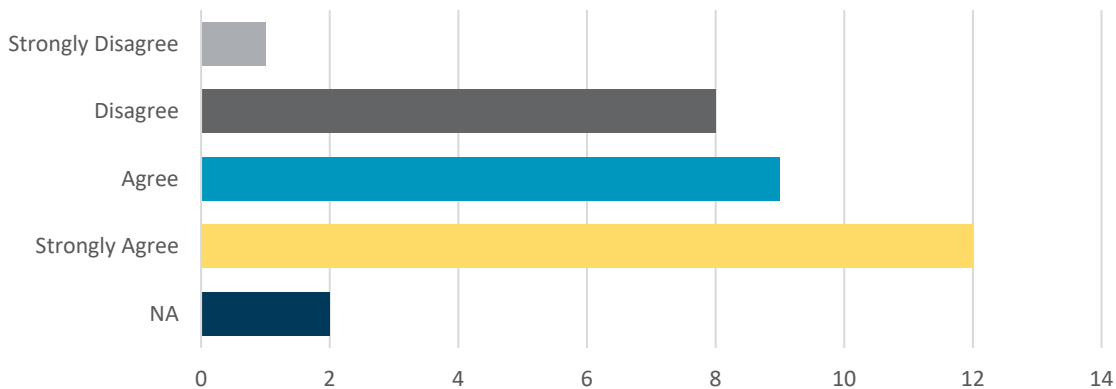
I feel comfortable engaging CCD Crisis Workers in the calls I take at the PCC.



The CCD program is a benefit to my role as a communications operator.



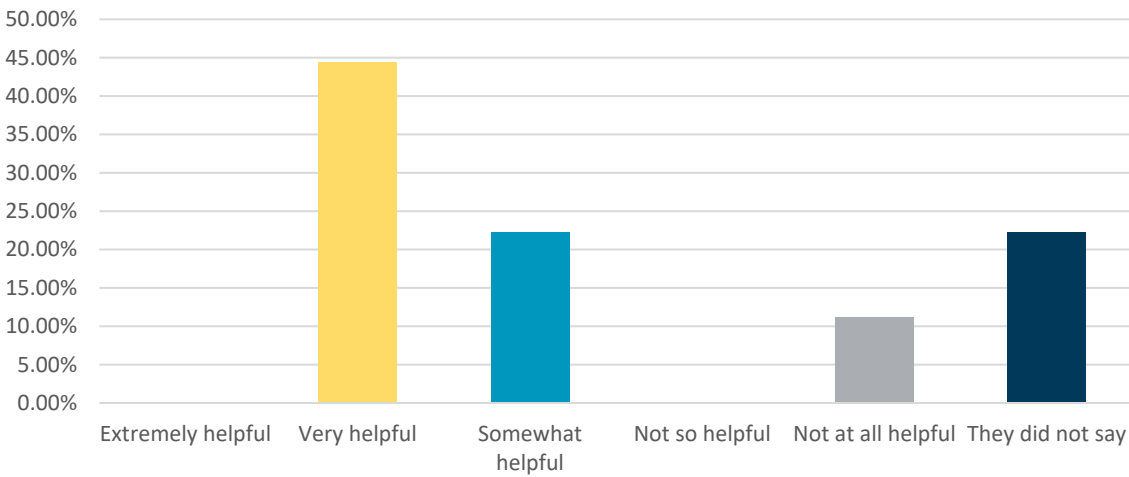
In my experience, the CCD program has been a benefit to the callers engaged.



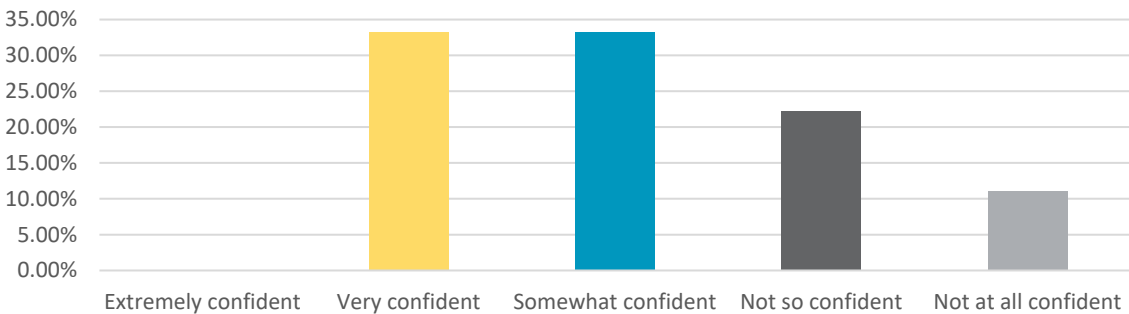
“I’ve used CCD many times. Only a couple call have been diverted from police, however, I still feel it is a strong benefit to callers.”

Frontline Officers

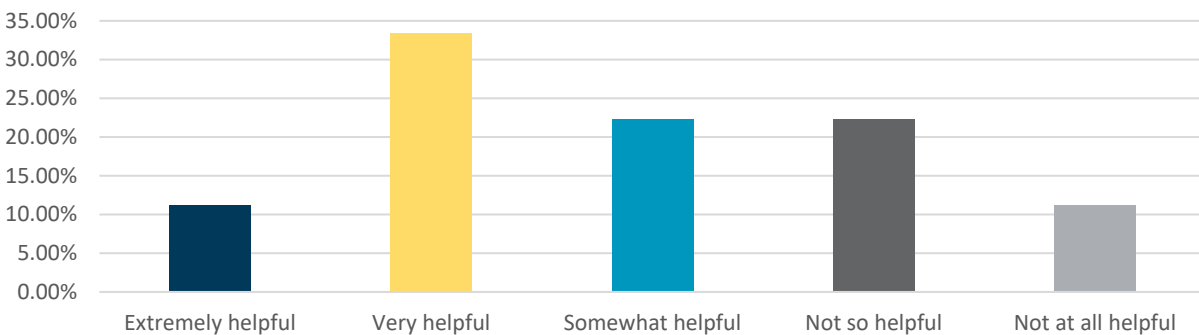
How did the individual in crisis describe speaking with the CCD crisis worker in terms of helpfulness?



How confident are you that the engagement of the CCD crisis worker decreased the amount of time you spent at that call?



Overall, how helpful was the CCD program to you based on your experience to date?



“The CCD model is a good one! There could be more enhancements to it to follow up and link with mobile crisis response teams in that area.”

CRISIS CALL DIVERSION SCENARIOS

Scenario 1: Non-emergent - Diverted Call

An individual in their 20's called police. After speaking with the communications operator, the individual was offered CCD services and, upon consent, the crisis worker was conferenced in to speak with them. The caller identified that they reside with their parents and having an argument with mother and other family members. The individual reported that the call to police was out of panic, fearful that the mother would kick the individual out in the middle of the night and they would have no place to stay. Caller contacted OPP to have police attend to mediate the situation.

The crisis worker obtained consent to speak with the callers' mother and was able to speak with all parties, validate concerns and assist the family to come up with a plan. The mother agreed to allow her adult son to stay for the night. Both caller and mother agreed that police were no longer needed to attend. Community resources were provided to the family and police were diverted.

Scenario 2: Emergent - Supported Apprehension

A local crisis centre contacted the OPP to advise that they had been speaking to an adult on the local crisis line. The caller reported that they were at a waterfall and planning to jump. The crisis centre staff also indicated that the caller was known to have attempted to die by suicide in the past. The caller hung up on the crisis centre staff, who immediately alerted the OPP with a general location of the individual. Police attended the location but were initially unable to locate the individual.

While police were searching for the individual, they called 9-1-1 and stated the same situation that had been relayed by the crisis centre. CCD services were offered, and upon consent, the crisis worker conferenced in to speak with them. The crisis worker was able to de-escalate the situation to the point where the caller provided their location and police were able to locate the individual. The caller was provided support and reassurance from the crisis worker, and officers were able to apprehend the individual, uninjured, and transport them to the local hospital for treatment and further connection to services.

POLICE AND PARTNER EXPERIENCES

Police Experience

"The Crisis Call Diversion Program provides critical timely intervention and support to callers in crisis by embedding professionally trained crisis workers directly into our Provincial Communications Centres. The collaboration between OPP Communicators and Crisis Workers enhances both public and officer safety. I am proud to work for an organization that looks beyond policing and has made a commitment to support a better response to individuals and families experiencing a mental health and/or addiction related crisis."

- A/SUPERINTENDENT HEATH CRICHTON, COMMUNICATIONS AND TECHNOLOGY SERVICES BUREAU, OPP

"Collaboration is challenging and messy....and if it isn't, then you are probably doing it wrong. This particular collaboration brought together several worlds –communications, IT, health, social services, and police - and being very technical in nature, it was additionally challenging and complex. This required high octane collaborative engagement, partnership development, and commitment to

the end goal of reducing police interactions with individual experiencing mental health challenges. It was a privilege to work with such an incredible group of passionate individuals to accomplish this goal.”

- **LISA LONGWORTH, COMMUNITY SAFETY SERVICES, OPP**

“The Crisis Call Diversion (CCD) program has been a positive addition to PCC London. The well trained CMHA crisis workers have taken a burden from our call takers, by providing those members of the public, calling in crisis with skilled intervention dialogue and techniques that our CO2’s were not trained for. I believe the service we provide the public has been greatly improved upon with the addition of the CCD program. The CMHA staff themselves have been welcomed with open arms by all members of the PCC and become a part of our team. I also want to acknowledge the support the CCD members have provided our CO2’s on a 1:1 level. When asked, the CCD members have provided a number of our staff brief personal support and referrals on mental wellness matters and that has been a bonus with this program.”

- **INSPECTOR STUART BERTRAM, COMMANDER, PROVINCIAL COMMUNICATIONS CENTRE - LONDON**

“The collaboration between internal bureaus of the OPP and CMHA was amazing and truly instrumental to a successful outcome. The Crisis Call Diversion Program provides a better response to mental health calls and enhances both public and officer safety. I am honoured to have had the opportunity to be involved in the design and launch of such a valuable program”.

- **NICOLE BORKOWSKI, COMMUNICATIONS AND TECHNOLOGY SERVICES BURUEAU, OPP**

“The OPP and CMHA created an incredible partnership! It has been a privilege to be part of the initial conversations, training and then to watch the program in action everyday on the floor. Looking forward to helping this program grow into every OPP Communications Center for the benefit of the communities we serve.”

- **LYNNE MORROW, PROVINCIAL COMMUNICATIONS OPERATOR (C03) - LONDON**

Partner Experience

“From a healthcare perspective, working with police has been a humbling experience. Police and caller takers are an inspiration; the volume of calls they tend to, their calm demeanor, patience and genuine concern for individuals’ well-being is incredible. Throughout the project, the OPP have continued to be supportive and responsive whenever new situations have come up. The OPP CCD pilot program was a team effort across the board and all players remained enthusiastic to see this program succeed. The future outlook for this work is positive and it is an excellent option to divert individuals away from police response in non-emergent situations, offering improved pathways for those in crisis.”

- **LORI HASSALL, DIRECTOR OF CRISIS AND SHORT-TERM INTERVENTIONS, CMHA ELGIN-MIDDLESEX**

“The most important part of the program is allowing the callers to feel as though they still have a say in their crisis. By providing a solid bouncing board and resources in an attempt to divert from police response, we are able to give callers the tools to work through future crises that may arise with similar features. We tailor our resources to their needs in real time, and can help to create safety plans that allow them to remain in their homes or in community, as opposed to relying on already overwhelmed justice or hospital systems. Even with the calls where police still attend the scene, we strive to de-escalate the caller prior to their arrival so the initial adrenaline rush has dissipated and they are able to truly engage with the supports being provided by police. As we know, crisis can be scary and can lead to a caller feeling like everything is out of their control. This program allows us to start giving some of that control back.”

- VICTORIA SHANKS, CRISIS WORKER, CMHA ELGIN-MIDDLESEX

“When people call into 9-1-1, it may be one of the most distressing moments in their life. With working together, the call takers ensure emergency services are dispatched while our crisis workers provide enhanced therapeutic response and specialized assessment.”

- BRIANNE GEDDIS, CRISIS MANAGER, CMHA ELGIN-MIDDLESEX

“Not every call is a diversion, but every call is an opportunity to connect and provide assistance.”

- ALEX HOFFMAN, CRISIS WORKER, CMHA ELGIN-MIDDLESEX

SECTION FOUR: RESOURCES

TOOL 1: CCD CRISIS WORKER JOB DESCRIPTION

Department:	Crisis Services	Revised: DD/MM/YYYY Approved: DD/MM/YYYY
Subject:	Crisis Worker, Crisis Call Diversion Program Full-time & Part-time (All Shifts)	Approved by: Director of Crisis Services

Job Summary

The Crisis Call Diversion program is a partnership between “*insert health partner*” and the “*insert police service*”; the Crisis Worker will work in collaboration with callers in order to de-escalate, assess risk, provide crisis intervention, and refer callers to appropriate services.

The Crisis Worker will complete follow up work to ensure action plans are effective, de-escalation and safety continues, and linkage to service referrals are successful. The Crisis Workers will be positioned at the Communications Centre to work with call takers and dispatch to divert non-imminent risk mental health calls away from a police response and toward a more appropriate mental health response.

Reporting Relationship

Reports to the Director, Crisis Services through the designated Manager; with support provided by the “*insert police service*” onsite at the Communications Centre.

Job Description and Primary Responsibilities

Assessment in collaboration with the caller:

- Utilize active listening skills and provide empathetic listening to callers over the phone
- Establish a therapeutic relationship to maximize the benefits of engagement between the staff person and the caller
- Operate from a trauma and violence informed perspective
- Accurately and thoroughly assess appropriate calls using Crisis Call Diversion assessment tools including rapid response, risk assessment, de-escalation, stabilization, and referral to determine individual needs and level of risk
- Ensure assessment incorporates cultural and ethnic factors
- Work collaboratively with the caller to learn more about their mental health issue and explore and share alternative options to emergency services
- Assess the adequacy of resources/supports currently available to the individual
- Engage and work collaboratively with emergency services when it is determined that additional intervention is required

Information and Referrals:

- Provide prompt, accurate, empathetic responses to requests for information about the availability of services for mental health and/or addiction services to individuals, their family members and friends, as well as health and social service professionals
- Provide health teaching and information regarding a variety of coping techniques & strategies
- Provide information regarding resources found within both the broader mental health and addiction system & community in general
- Identify, develop and maintain good links with a wide range of community resources
- Maintain up-to-date knowledge or resources relevant to individuals-served including other mental health and addiction services, entitlement and benefit programs (e.g. ODSP, Ontario Works, housing supports, etc.)
- Work collaboratively with local crisis response teams to ensure coordinated care is provided to callers, and promote a positive working relationship with the “*insert police service*” Communications Centre team members and leadership.

Record Maintenance, Confidentiality, and Documentation:

- Maintain dual records, recording both in the format required by, and in accordance with the documentation and record storage policies and procedures of, “*insert police service*” as well as in the format required by, and in accordance with documentation and record storage policies of, “*insert health partner*”.
- Adhere to the privacy policies of, and privacy legislation respecting, “*insert police service*”, and “*insert health partner*” collection and disclosure of information, undertaking responsibility for maintaining awareness of the unique differences between the privacy frameworks of municipal services and health services.
- Follow both “*insert police service*” and “*insert health partner*” policies and procedures regarding scheduled time off, call-ins, and other attendance issues including arriving to work on time and leaving work on time.

Collaboration:

- Participates as an active member of a multi-disciplinary team
- Contributes to a positive team environment for all program areas
- Attends and actively participates in staff and group meetings
- Acts as a resource to other staff
- Provides support and encouragement to other staff as needed (e.g. assistance with challenging individuals, coverage for vacation, sick time)
- Shares responsibility for work load
- Participates in public education and advocacy
- Works collaboratively with colleagues to provide a seamless, person-centered approach for service delivery and to support other staff as needed
- Perform other duties as required

Job Specifications

Requirements & Qualifications:

- A degree in Nursing (BScN or Masters), OR Social Work (BSW or MSW), OR Occupational Therapy OR Counselling (Masters of Counselling, Masters of Education in Counselling Psychology, Masters of Education in Counselling) preferred and current registration with the corresponding college preferred
- Ability to effectively identify problems and offer appropriate resources, referrals and information to assist the individual in resolving the crisis
- Experience in telephone-based risk management, lethality assessment and crisis intervention, preferably more than three years' experience
- Strong knowledge of appropriate mental health, addiction, problem gaming / gambling and other community resources for system navigation and referral
- Demonstrated experience with risk assessments and crisis support
- Knowledge of relevant legislation including the Mental Health Act and PHIPA
- Ability to communicate effectively with dignity and respect
- Training in crisis intervention and resolution including ASSIST and First Aid/CPR an asset
- Knowledge of iCarol web-based software system is an asset
- Ability to utilize basic Word and Excel documents
- Ability to navigate multiple computer systems
- Ability to interpret and strategically utilize data
- Effective time management and organizational skills
- Proficient in verbal and written communication
- Detailed and organized
- Excellent information retention skills
- Demonstrated ability to work effectively as part of a team
- Flexibility to work shifts in a 24/7 operation
- Current, clear Police Vulnerable Sector Check (PVSC)
- Successful completion of *"insert police service"* security clearance
- Ability to attend work regularly
- Bilingual in both official languages is an asset

Hours of Work:

- **For full-time:** 70 hours per two-week period
- **For part-time:** 35 hours per two-week period (for 0.5 FTE positions) and 28 hours per two-week period (for 0.4 FTE positions)
- **For "Days" positions:** Hours will be scheduled in rotating shifts including days, afternoon, evening, and scheduled weekends

- For “Nights” positions: Hours will be scheduled for the overnight hours of operations and will include scheduled weekend shifts

I acknowledge that I understand the responsibilities and requirements of my position as a Crisis Worker as outlined in the job description above.	
NAME:	
DATE:	
SIGNATURE:	

TOOL 2: CCD CRISIS WORKER ORIENTATION CHECKLIST

Staff Name				
Role (circle)	Full-time Nights	Full-time Days	Part-time	Relief
Training/Shadow Dates with “insert health partner”				
Training/Shadow Dates with “insert police service” Communication Centre				

Topics	Date	Manager/Team Lead/Delegate	Employee
“Insert police service” Communication Centre site tour/program overview:			
Training with “insert police service” <ul style="list-style-type: none"> • Swipe card • IT User set up/ID/Password 			
“Insert Health Partner” Human Resource Orientation:			
<ul style="list-style-type: none"> • HR Orientation • IT User set up/ID/Password 			
CMHA Online/In-person Training			
Online: <ul style="list-style-type: none"> • Defusing hostile clients • Infection prevention & control • Occupational health & safety awareness for workers in Ontario 			

<ul style="list-style-type: none"> • Understanding human rights (AODA Edition) • WHIMIS 2015 incl. GHS for workers and supervisors • Workplace violence and harassment (Ontario Bills 168 & 132) 			
<p>In person:</p> <ul style="list-style-type: none"> • ASIST 11 • CPI • Psychosocial Rehabilitation • First Aid/CPR • Compassion Fatigue • Hybrid Training • Motivational Interviewing • Trauma and Violence Informed Training 			
Review of CMHA Human Resource Policies			
<i>“Insert health partner” Policy and Procedures</i> <i>Code of Ethics</i> <i>Conduct and Behaviour and Safe Space</i> <i>Conflict of Interest</i> <i>Attendance, Lateness and Absenteeism</i> <i>Privacy, Collection, Use and Disclosure and Security</i>			
Crisis Call Diversion Overview			
Crisis Call Diversion Operations Manual Review			
Program PowerPoint Training			
Crisis Intervention and Risk Assessment PowerPoint Training			
Resources (by county) <i>L:drive/departments/crisis/oppcrisiscalldiversion/resources</i>			
Referrals <ul style="list-style-type: none"> • Smartsheet internal and community referrals • CCD follow-up call smartsheet referral • CCD no-reply e-mail resource process 			
iCarol Training Session (or insert health partner software here)			

<ul style="list-style-type: none"> • CCD Form Training – iCarol CCD Program Guide • Contacts <ul style="list-style-type: none"> ○ Searching for Past Contacts ○ My Recent Contacts ○ Drafts ○ Profiles - how to create a profile- add a repeat caller ○ Finding past contacts in caller's profile ○ Call Form ○ Searching a client's past contacts during a call ○ Making a Referral • Documentation Standards Review 			
CRMS Training Session			
<ul style="list-style-type: none"> • Client search and finding relevant information • Risk Factors 			
Additional Items for Review			
Trauma and Violence Informed Care			
Homicide Violence Risk Assessment Part 1 & 2			
Supporting People Living with Domestic Violence			
De-Escalating Potentially Violent Situations			
ASK Workshop Child and Youth Risk Assessment Narrative			
Duty to Report			

TOOL 3: CCD COMMUNICATIONS OPERATOR AND CRISIS WORKER TRAINING

The following includes an overview of the topics addressed in training and orientation for both the communicators (CO2/CO3) and the crisis workers supporting the Crisis Call Diversion program.

Note: If the crisis worker was new to the health organization, they were provided more extensive internal training per normal agency policy prior to the CCD specific training.

PCC Member Training

Training sessions for communications operators were approximately 1.5 hours that took place over several days due to shift schedules to ensure that all members were provided training. This training was provided by the peer communications operators (CO2/CO3) and the OPP Communications and Technology Services Bureau Lead. Support was provided by the health agency crisis manager as needed.

- Welcome and introductions
- Understanding crisis
- Program background
- Roles and responsibilities: Crisis worker, call taker, dispatcher, PCC supervisor
- Healthy Workplace Team – how crisis workers can provide brief support
- CCD schedule and console
- CCD process (scripts, conference calls, consent based services, criteria, call flow)
- Privacy and information sharing, confidentiality and security
- Data and analytics
- Scenario based training

Crisis Worker Training

Day One: Training provided by the health partner crisis manager, with support/assistance by the OPP Provincial Mental Health Lead where appropriate.

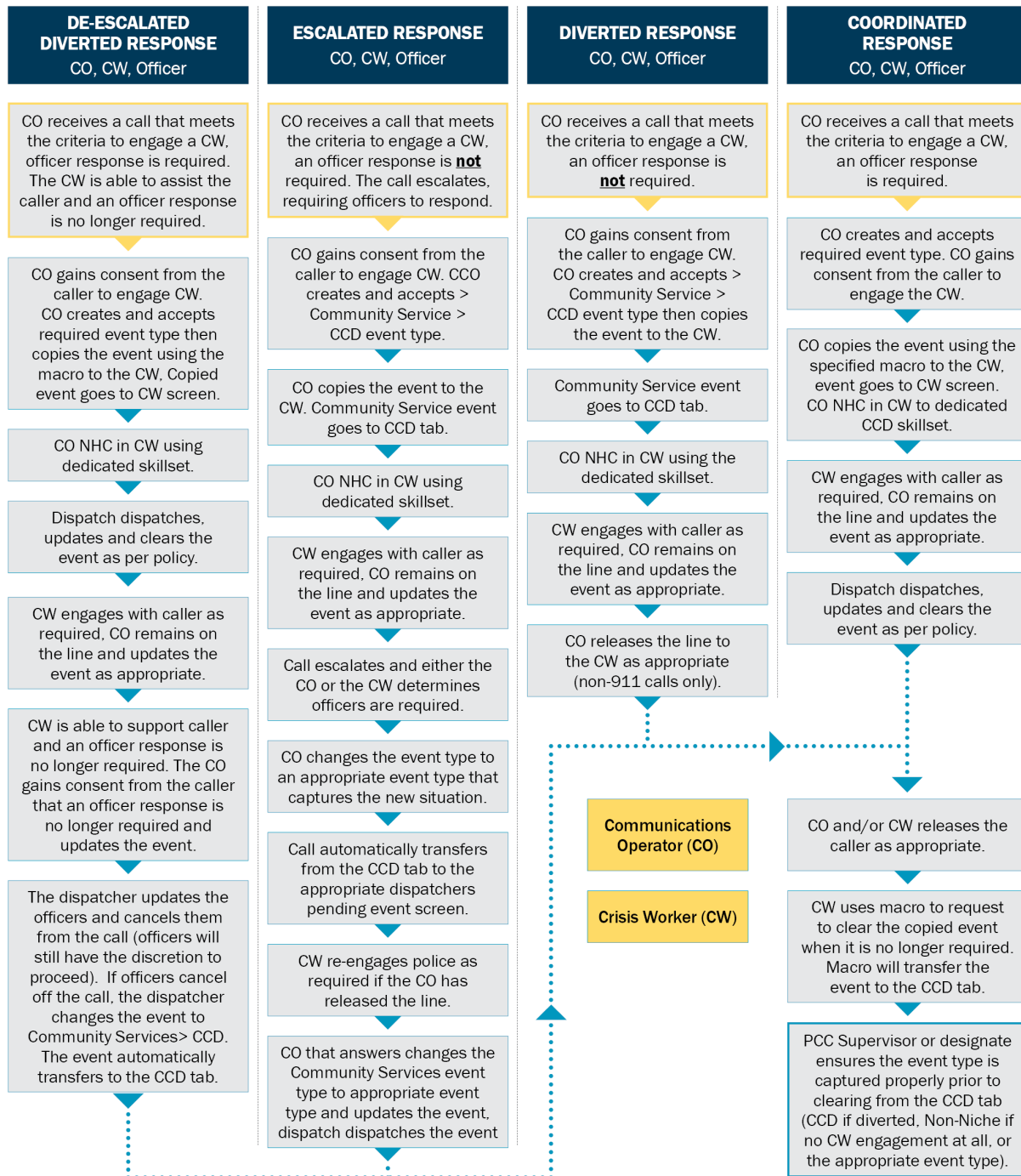
- Team introductions
- Program background
- Program goals and objectives
- Working with police: cultural similarities and differences
- Crisis worker roles and responsibilities
- Understanding the conference call process
- Program policies and procedures
- Privacy and information sharing
- System navigation resources
- Making referrals
- Documentation and data collection
- A day in the life: what will a CCD shift look like
- Scenario based training
- Joint occupational health and safety

Day Two: Training provided by the Provincial Communications Operators (CO2/CO3) and the OPP Communications and Technology Services Bureau Lead.

- Welcome and introductions: The OPP and PCC
- Site orientation and housekeeping (layout, lockers, gym, lunch room, quiet room, office, parking, etc.)
- Working with police (common terms, acronyms, culture)
- PCC policies and procedures (reporting for shift, attire, ergonomics, evacuations)
- PCC and CCD process (scripts, conference calls, consent based services, criteria, call flow)

- Computer Aided Dispatch training
- Shadow coaching
- Hands on role playing training
- Joint occupational health and safety

TOOL 4: CCD CALL FLOW



TOOL 5: CCD STANDARD OPERATING PROCEDURES OUTLINE

A standard operating procedures practice guide was established to outline the guidelines and criteria for supporting the Crisis Call Diversion Program.

Background and Scope:

To support an increase in mental health and addiction related calls and reduce unnecessary police interactions with mental health for non-emergent calls by diverting to more appropriate community crisis services, CMHA Crisis Workers will be embedded into the PCC 24/7, 356 days a year.

The main purpose of the Crisis Worker will be to:

- support the PCC Communicators in dealing with callers in crisis
- offer immediate de-escalation techniques and support to callers in crisis
- offer callers in crisis available community resources and referrals
- reduce on scene time for frontline members by de-escalating situations prior to emergency services arrival
- divert non-emergent calls away from the frontline

Criteria:

A communications operator may conference in a Crisis Worker for any call type where the caller may benefit from crisis support or support for community referrals.

Call Diversion

Consent shall be obtained from the caller that an officer response is not required prior to diverting a call.

A call may not be diverted and shall have an officer respond if it includes any of the following conditions:

- is emergent in nature
- actions which may endanger the caller or members of the public
- risk of self-harm or harm to others
- a criminal act has been implied or committed
- indications of an intimate partner/domestic dispute
- medical attention is required

If a caller refuses the assistance of the Crisis Worker at any time and/or requests to speak to the call taker only, a call for service shall be entered as appropriate and police dispatched. Callers should never be pressured into speaking to a Crisis Worker.

Although the Crisis Worker is an expert in mental health, the OPP communicators and officers will assess the need for officer involvement and ultimately dictate whether an officer response is required.

TOOL 6: CCD CLINICAL OPERATIONS MANUAL OUTLINE

The following is an outline of the clinical operations manual created by the health partner. These include organizational policies and procedures for regular crisis response programming, and embeds new processes and policies for crisis workers specifically working with Crisis Call Diversion. While the police do not have input into the regular operating procedures of the health partner, anything developed specific to CCD included joint discussions and decision making.

Contents:

PROGRAM DESCRIPTION

- Program Goals
- Philosophy
- Vision, Values, Mission
- Crisis Call Diversion Program Working Group
- Location & Schedule
- Introduction to Crisis Assessment and Intervention

POLICY AND PROCEDURES

- Staff Orientation
- Start and End of Shift Expectations
- Confidentiality, Privacy and Information Sharing
- Call Transfer Script
- Conference Process and Inclusion/Exclusion Criteria
- Follow-Up Call
- Supporting PCC
- Documentation
- Sick/Absent Coverage Process
- Requesting Vacation and Time Off
- Breaks
- Inclement Weather
- On-Call CMHA Manager

APPENDIX

- Appendix 1: Schedule
- Appendix 2: Orientation
- Appendix 3: OPP PCC Support Tracking
- Appendix 4: Staff Contact List

TOOL 7: CCD MEMORANDUM OF UNDERSTANDING TEMPLATE

Crisis Call Diversion Program MEMORANDUM OF UNDERSTANDING

BETWEEN

“Insert Police Service”

(Hereinafter referred to as the *“insert acronym or police”*)

AND

“Insert Health Partner Agency Name”

(Hereinafter referred to as the *“insert acronym or health partner”*)

(Collectively, *“the Parties”*)

PREAMBLE

As we develop an increased awareness and understanding of the challenges of a person struggling with mental health and/or addiction issues, it is important to develop initiatives which strive to address their needs and lead to increased wellness and quality of life, connection to community and inclusivity. According to the Mental Health Commission of Canada, every day, 10 people in Canada die by suicide and 1 in 5 persons in Canada will experience a mental health problem, crisis or illness.

Often times when persons experiencing mental health and/or addictions crisis do not know where to seek help, the police end up as the default crisis line for support or assistance. This often leads to increased contact with police which may result in unnecessary visits to an Emergency Department, or involvement with the criminal justice system.

While these individuals may call police when experiencing challenges, not all are experiencing a crisis that requires police attendance, but rather they could be helped by a mental health professional. The *“insert police service”* and the *“insert health partner”* have committed to a partnership that will strive to divert non-emergent mental health-related crisis calls away from unnecessary police interactions.

The Crisis Call Diversion program will embed a mental health professional (Crisis Worker) at the *“insert police service”* Communications Centre to support this work. This Memorandum of Understanding (MOU) has been developed to govern the partnership between the *“insert police service”* and the *“insert health partner”*. The Agreement will serve to set out the conditions and procedures for the operation of the Crisis Call Diversion Program, the responsibilities of the partnering agencies, and to regulate the exchange of information between the partners.

WHEREAS the partners named on this Agreement, and their applicable bureaus, agree to work collaboratively to develop and implement a Crisis Call Diversion Program for the duration of this MOU;

AND WHEREAS this Agreement establishes the procedures and responsibilities of the “*insert health partner*” and the “*insert police service*” to cooperate to provide resources, equipment, supplies for the development and operation of a Crisis Call Diversion Program to divert crisis calls involving mental health and/or addiction related matters to the “*insert health partner*” Crisis Workers embedded at the Communications Centre.

THE PARTIES THEREFORE AGREE TO THE FOLLOWING:

1. Definitions

- 1.1 Insert all relevant definitions relating to the program, particularly where acronyms are utilized to ensure understanding throughout.

2. Statutory Authorities

- 2.1 The Parties shall each apply their respective standards and/or policies and applicable legislation to the administration, technical and physical safeguarding of information exchanged pursuant to the administration of the CCD and the performance of this MOU, including but not limited to:
- a) The Personal Health Information and Protection Act (PHIPA)
 - b) The Freedom of Information and Protection of Privacy Act (FIPPA)
 - c) Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)
 - d) The Police Services Act (PSA)
 - e) Any other applicable provincial legislation.

3. Goals and Objectives

- 3.1 The parties agree to the following goals and objectives of the Crisis Call Diversion program will be to:
- a) Offer immediate de-escalation and support to individuals experiencing a mental health and/or addictions-related crisis; and
 - b) Divert non-emergent police mental health and/or addictions-related calls for service where alternate services may be more appropriate in low acuity situations; and
 - c) Decrease the volume of non-emergent mental health and/or addictions-related calls for service for the “*insert police service*”; and
 - d) Reduce the use of these personnel for non-emergent responses when appropriate; and

- e) Help individuals experiencing a mental health and/or addictions-related crisis by offering better pathways to meet their needs, and supporting the de-stigmatization of mental health and/or addictions-related; and
- f) Provide comprehensive evaluation of outcomes; and
- g) Complete a formal evaluation of this program.

4. Administration and Management

- 4.1 Outline general administration and management roles, as well as information related to regular meetings of those persons providing management and supervision of the program.

5. Roles and Responsibilities of the “insert police service”

- 5.1 This section may include the roles and responsibilities of both the leadership of the organization e.g. program management for development and implementation, as well as the front-line roles and responsibilities.
- 5.2 Keeping in mind, in this section, due to existing infrastructure of emergency response and duties of the police, the overall roles and responsibilities of the police call centre or communications operators does not change, but rather some new processes will be introduced e.g. CCD flowchart.

6. Roles and Responsibilities of the “insert health partner”

- 6.1 Reference an appendix related to the roles and responsibilities of the health partner ([see Tool 1](#)).

7. Training

- 7.1 The “insert police service” and the “insert health partner” will mutually agree upon training requirements developed and delivered by the “insert police service” and the “insert health partner”. Crisis Workers shall successfully complete all required training as stipulated by the “insert police service” or as mutually agreed upon.
- 7.2 The “insert health partner” shall be responsible for ongoing clinical training and information to the Crisis Workers assigned to the CCD program.
- 7.3 The “insert police service and respective member wellness bureau” will develop and deliver training for the Crisis Workers for the purpose of ensuring that, if required, the Crisis Workers will be equipped with the appropriate services and supports for the communicators should they need the information related to their work or life challenges.
- 7.4 The “insert police service” shall be responsible for providing all Crisis Workers assigned to the CCD program full “insert police service” related training and orientation, inclusive of the equipment/technology that they will use for service delivery.

7.5 The Parties shall jointly develop information to be provided to their respective organizations to support effective communication and education to their employees about the CCD program.

7.6 Both Parties shall maintain their own internal training expectations per their respective organizations

8. Independent Contractor

8.1 This Agreement shall not serve to create a partnership, an association, a joint venture, or an employer-employee or agency relationship among the Parties.

9. Financial Arrangements

9.1 This section will be determined by the financial structure of the parties' CCD program and should be carefully outlined in this section. An attached budget may be included as an appendix.

10. Term and Termination

10.1 Outline the start date or if Agreement is valid as of signing date, how often the agreement will be reviewed e.g. annually for re-signing. In addition, determine manner in which the Agreement may be terminated and what notice will be provided e.g. 30 days, 90 days and method of notice.

11. Confidentiality/Disclosure of Information and/or Documents

11.1 The "*insert police service*" and the "*insert health partner*" shall keep confidential, at all times, any information or documents collected, retained, used or disclosed during the MOU, including any personal information and/or personal health information (collectively "Information or Documents").

11.2 The "*insert police service*" and the "*insert health partner*" shall take reasonable and necessary steps to securely retain, store and dispose of the Information or Documents in accordance with applicable privacy requirements and best practices.

11.3 The "*insert police service*" and the "*insert health partner*" shall only collect, retain, use and disclose the Information or Documents for the purpose of carrying out the objectives of this MOU in accordance with applicable privacy legislation.

11.4 The Parties acknowledge that, absent a disclosure required by law, each may, at its discretion, refuse to disclose to any person(s) any Information or Documents for any reason including but not limited to:

- a) The protection of client/patient personal information, including personal health information
- b) The protection of the confidentiality of a third party's information or informants

- c) The prevention of the interference with, or the disclosure of, law enforcement information, investigations or techniques; and
 - d) Otherwise in accordance with the laws of the Province of Ontario
- 11.5 The “*insert health partner*” shall not disclose personal information, including personal health information, to police officers relating to the clients of CCD outside of the express consent of the individual to whom the information relates, except to the extent the disclosure is permitted or required by law.
- 11.6 Any person calling police for a mental health and/or addictions-related matter who is offered Crisis Call Diversion services will be advised that the call is being recorded as per legislative practices of an emergency response communications centre, and the services offered by the Crisis Worker will continue to be recorded. The services will be provided based on the individual’s consent to engage in services in accordance with applicable privacy legislation, and, as such, any person has the right to decline the services.
- 11.7 Each Party shall take reasonable steps to ensure that only designated Crisis Workers, designated police officers, communicators and analytics support members carrying out duties and responsibilities under the CCD program, and those permitted by law, shall have access to any Information or Documents exchanged in the course of the administration of the CCD and that access is only provided where it is needed in the performance of those duties and responsibilities and the access is permitted or required by law, including but not limited to PHIPA, MFIPPA and FIPPA.
- 11.8 The Parties shall each apply their respective standards and/or policies and procedures to the administration, technical and physical safeguarding of Information or Documents exchanged pursuant to the administration of CCD program and the performance of this MOU, provided they comply with PHIPA, MFIPPA, FIPPA, PSA, and other applicable legislation.
- 11.9 Each Party shall immediately provide notification to the other in the event of any loss, theft or unauthorized access, use or disclosure of personal information and/or personal health information of which “*insert police service*” or “*insert health partner*” staff may become aware.
- 11.10 The Parties shall ensure that their respective employees, agents or sub-contractors, if any, to which any personal information and/or personal health information may be disclosed, agree to the same restrictions and conditions to which the Parties are subject under this MOU.
- 11.11 All Parties acknowledge that during the performance of the MOU, each Party may have access to information of a confidential or proprietary nature of another Party that is provided to the other for the purposes of this MOU (excluding personal information and personal health information), which shall be known as “Business Information.” It is essential to the conduct of each Party’s business that the Business Information be kept confidential.

- 11.12 All such Business Information shall be deemed to be and remain the sole property of the Party that produced or generated the same. No Party during the term of this MOU and/or at any time thereafter shall, directly or indirectly, use the Business Information or disclose the Business Information except with the prior written approval of the Party to whom the information belongs or as otherwise authorized by law.
- 11.13 Crisis Workers are strictly prohibited from accessing or viewing Location of Information (LOI) and/or Canadian Police Information Centre information. Any breach may lead to disciplinary action, up to and including dismissal.

12. Notification of incidents/requests

- 12.1 The *“insert police service”* and/or the *“insert health partner”* shall provide immediate notice to the other party of any request for disclosure that may impact the other Party before making any such disclosure.
- 12.2 More specifically, the *“insert police service”* or the *“insert health partner”* shall immediately inform the other, as soon as possible, of any request under the applicable access to information and/or privacy legislation, or other lawful authority, for information and/or documents provided pursuant to this Agreement. The Party responsible for handling any such request shall consult with the other party, and the other Party shall provide assistance. The Party responsible for handling any such request shall endeavor to protect the information and/or documents from disclosure to the extent permitted by law.
- 12.3 The *“insert health partner”* requests for audio recordings related to health care related quality control/improvement or qualitative evaluation shall be provided in writing to the *“insert police service communications centre Commander”*, who retains the sole discretion regarding both fulfilling the request and the manner in which the request may be satisfied.
- 12.4 The *“insert police service”* shall notify the *“insert health partner”* of all requests for audio recordings received by the police in which a Crisis Worker was engaged.
- 12.5 Any requests for audio recordings by the *“insert health partner”* for any other purpose not referred to above shall be made by the *“insert health partner CEO”* in writing to the *“insert police service communications centre Commander”*.

13. Professional Conduct/Conflicts of Interest

- 13.1 It is understood that each Party to this Agreement shall comply with the applicable rules of ethics, professional codes of conduct, and conflict of interest rules applicable to its employees.

14. Intellectual Property

- 14.1 All intellectual property developed in accordance with this Agreement shall be the property of the parties named on this agreement.

15. Equipment

- 15.1 Any communications and technology equipment provided by the “*insert police service*” will remain the property of the “*insert police service*”.
- 15.2 The “*insert police service*” shall be responsible for the maintenance of the provided communication and technology equipment. It is the responsibility of the Crisis Worker to report any issue with this equipment to the Communications Centre Supervisor to ensure timely and efficient repairs.
- 15.3 Training related to the operation of the communication equipment and technology will be provided by the “*insert police service*”. The Crisis Workers shall adhere to all policies and procedures related to the operation and care of the communication and technology equipment provided.
- 15.4 Crisis workers will not be permitted to have any electronic devices on the Communications Centre floor including but not limited to cell phones, tablets, voice recorders, cameras, Blackberries, laptop computers (“*insert health partner*” Manager and Supervisor excluded), e-books, headphones/earbuds and USB flash drives/external hard drive, or any other device identified by the “*insert police service*” Commander regardless of whether or not the device is designed or used to transmit, receive or record voice, data (text) and/or images or can be connected to the internet/intranet or any other communication network or computer within the PCC.

16. Representatives

- 16.1 Include representatives from the respective agencies who will be involved as the administrative contacts for this program. This information should include name, title, phone, e-mail, physical address, and fax.

17. Insurance/Indemnification

- 17.1 Include responsibilities related to claims, tribunals, legal proceedings and insurance in this section. Indemnification responsibilities for police and health partner may differ dependent upon their oversight body e.g. a Board of Directors or a Government Ministry.

18. Evaluation

- 18.1 All Parties shall participate in collecting comprehensive de-identified and aggregate data from their respective organization databases as set out in the evaluation plan for the CCD program. ([See Tool 9](#))
- 18.2 All Parties agree to share ongoing de-identified and aggregate data and analytics monthly as part of an ongoing evaluation process during the CCD program for the purpose of monitoring practices and informing quality improvements.
- 18.3 All Parties agree to share de-identified aggregate data upon completion of the CCD program for the purpose of analysis, synthesis and reporting for comprehensive evaluation.

19. Dispute Resolution

- 19.1 The Parties undertake to foster the resolution of disputes arising from the interpretation or application of this Agreement in a spirit of conciliation, cooperation, and harmony. A conflict resolution plan/process may be attached as a Schedule.
- 19.2 In the event of a dispute arising from the interpretation or operation of this Agreement, it shall be referred to the Representatives set out above who shall attempt to resolve the matter.

20. Amendments

- 20.1 This Agreement may be amended by the mutual consent of the Parties. In order to be valid, any amendments to this Agreement must be made in writing, dated and signed by the Parties.

21. General

- 21.1 This Agreement shall be governed by and interpreted in accordance with the laws in force in the Province of Ontario.
- 21.2 Should any provision of this Agreement be declared null, void or inapplicable by a competent court, all other provisions of this Agreement not related to the provision declared null, void or inapplicable shall retain full force and effect; moreover, the Parties agree to remedy such nullity, invalidity or inapplicability as soon as possible so that this Agreement's objectives can be achieved.

22. Notice

- 22.1 Any notice, request, information or any other document required with respect to this Agreement shall be deemed to be served if mailed or transmitted by fax or email. Any notice sent or transmitted by fax or email shall be deemed to have been received one business day after it was sent; any mailed notice shall be deemed to have been received five (5) business days following its mailing.
- 22.2 All correspondence shall be sent to the following:
 - a) *"insert representatives from partner organizations noted above in Representatives"*.

23. Signatories

- 23.1 This section should include signatures from most relevant leadership of each party. Prior to signing the Agreement, both parties should ensure that their respective legal teams and privacy officers have reviewed the document.

TOOL 8: CCD CONSENT SCRIPT

When an individual calls police, they have an expectation of the emergency response that they will be provided. A Crisis Call Diversion programs provides an additional opportunity to offer alternate crisis response services for non-emergent calls where a mental health professional may be of assistance. It is critical that the caller understands the services being offered, the process in which this will occur and that the caller has the right to accept or decline the services.

Each call involving a Crisis Worker shall have 2-4 types of consent (as applicable to call scenario):

ALWAYS

- 1) Communications Operator - Consent to engage Crisis Worker**
- 2) Crisis Worker - Consent that call is recorded**

AS APPLICABLE

- 3) Communications Operator - Consent that a police response is not/no longer required**
- 4) Communications Operator - Consent for OPP communications operator to disconnect from the call**

It was determined that as long as the four types of consent (as applicable) are verbalized in some manner, there is no need to have the scripts read verbatim, however, the scripts will be available on CAD to read verbatim should a call taker choose to utilize these.

1) Communications Operator - Consent to Engage Crisis Worker

Communications Operator - *"I have a "insert health partner" Crisis Worker here in the Communications Centre that may be able to offer you some additional support or community resources. Do I have your consent to conference them into our call and I'll remain on the line?"*

Communications Operator transfers to CCD skillset Crisis Worker

Call Beeps in Crisis Worker's ear

Crisis Worker - *"Hi, this is "name/title" from "insert health partner (e.g. Canadian Mental Health Association)"*

Communications Operator - *"Hi, I have (individual's name) on the line. She/he's given me the ok to conference you into the call. (give brief description of call) Go ahead (crisis workers name)"*

2) Crisis Worker - Consent that call is recorded

Introduction *"Before we start, I need to advise you that our conversation is still being recorded as all police calls always are. Do I have your consent to proceed?"*

3) Communications Operator - Consent that a police response is not/no longer required

If police are already dispatched *"...it sounds like the Crisis Worker is able to provide you with the assistance you need. Do I have your consent to cancel the police from responding?"*

If the call is diverted from the beginning *"...it sounds like the Crisis Worker is able to provide you with the assistance you need. Do I have your consent to not send the police and leave you to continue speaking with the Crisis Worker?"*

4) Communications Operator - Consent for OPP call taker to disconnect from the call

If the call is being diverted away from frontline and the call taker doesn't feel it is necessary to remain on the line..."(callers name) because the police are not (no longer) responding, is it ok if I disconnect from this call and let you continue speaking to the Crisis Worker on your own?"

TOOL 9: CCD DATA AND ANALYTICS CHECKLIST

Data is collected and provided in two different reports; a weekly report and a monthly report. The report includes data collected by the appropriate partner, ensuring that police are collecting police data and that the health partner is collecting health related data.

Weekly Report

The weekly report is a brief overview of the week and contains OPP specific data consisting of:

- Total number of events that had Crisis Worker engagement
- Total number of events in the region
- Total number of events that were completely diverted away from the frontline and handled by a Crisis Worker
- Diverted calls percentage
- Percentage of the various OPP events types that had Crisis Worker engagement
- Synopsis of each diverted event

Note: While the OPP do have the ability to collect mental health related calls specifically through the inter-RAI Brief Mental Health Screener (BMHS®), this program specifically uses event type analytics as some calls do not originate as mental health, but rather identified as some other event (e.g. family conflict, theft, etc.)

Monthly Report

A monthly report is generated to provide more fulsome analytics, and contains data captured by both OPP and CMHA. This report provides a side-by-side comparison of the monthly totals to the totals since the pilot launch. The monthly report includes the same data as the weekly report as well as:

- Total number of PCC members provided support by the Crisis Workers
- Presenting issues identified
- Presenting mental health issues identified
- Substance use identified
- Intervention techniques used
- Referrals provided
- Demographics identified including age, gender and LGBTQ+2S
- The number of times an individual declined support services and the number of times a crisis worker was unavailable to provide support

Final Report

Similar to the final pilot program report, an annual report will include a broader range of data collected by all parties, but most will come from the health partner. Addition qualitative data is included here from a quality improvement perspective. As the program evolves, and lessons are learned, this checklist may grow to include all information noted above as well as:

- Caller type
- Caller satisfaction (based on consent-based follow up)
- Front-line officer satisfaction survey and questionnaire
- Communications operators satisfaction survey and questionnaire
- Crisis worker satisfaction survey and questionnaire
- Any additional de-identified and aggregate data that would be useful in quality improvement and innovation for crisis response

CONTACT

For more detailed information about the OPP Crisis Call Diversion Program and related tools, please direct inquiries to:

Lisa Longworth

Program Analyst/Provincial Mental Health Lead

Community Safety Services

lisa.longworth@opp.ca

519-535-0439

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MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Services Boards

FROM: Richard Stubbings
Assistant Deputy Minister
Public Safety Division

SUBJECT: Update on POA Modernization and Streamlining
Initiatives

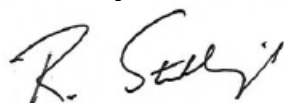
DATE OF ISSUE:	July 20, 2021
CLASSIFICATION:	General Information
RETENTION:	Indefinite
INDEX NO.:	20-0079
PRIORITY:	Normal

At the request of the Ministry of the Attorney General, I am sharing a communication regarding an update on modernization initiatives and court recovery in Provincial Offences Act (POA) courts throughout the Province of Ontario.

One change includes a temporary provision that expires July 21, 2021 in relation to formal early resolution courts using previous offence notices.

For further information, please review the attached memo from Assistant Deputy Attorney General Beverly Leonard. If you have any questions, please contact Wendy Chen, Manager of the Ministry's POA Unit, at JUS.G.MAG.POASupport@ontario.ca or (437) 244-8733.

Sincerely,



Richard Stubbings
Assistant Deputy Minister
Public Safety Division

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

Attachment

Ministry of the Attorney General

Court Services Division
Office of the Assistant Deputy
Attorney General

McMurtry-Scott Building
720 Bay Street, 2nd Floor
Toronto ON M7A 2S9
Tel.: 416 326-2611
Fax.: 416 326-2652

Ministère du Procureur général

Division des services aux tribunaux
Bureau de la Sous-procureure générale
adjointe

Édifice McMurtry-Scott
720, rue Bay, 2^e étage
Toronto ON M7A 2S9
Tél. : 416 326-2611
Télééc. : 416 326-2652

MEMORANDUM

Date: June 17, 2021

To: Richard Stubbings
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division
Ministry of the Solicitor General

From: Beverly Leonard
Assistant Deputy Attorney General
Court Services Division
Ministry of the Attorney General

Subject: **Update on POA Modernization and Streamlining Initiatives
(Proclamation of Clerk of the Court Amendments and Updated
POA Forms)**

I am writing to provide an update on modernization initiatives and court recovery in *Provincial Offences Act* (POA) courts throughout the Province of Ontario, and specifically to announce the implementation of the following improvements.

Summons

On June 16, 2021, O. Reg 475/21 was filed to permit provincial offences officers to serve Part III summonses on individuals within the province by registered mail, courier, or email. It will also permit service on a recipient's licensed lawyer or paralegal, where applicable.

This change will permit new efficiencies going forward and will help minimize health risks associated with in-person contact during the pandemic. The regulation can be viewed [online](#).

Proclamation of Clerk Amendments

Bill 177, the *Stronger, Fairer Ontario Act (Budget Measures), 2017*, and Bill 229, *Protect, Support and Recover from COVID-19 Act (Budget Measures), 2020*, introduced

amendments to the *Provincial Offences Act* (POA) aimed at modernizing and streamlining POA court processes.

Effective November 1, 2021, amendments that provide for clerks of the court to assume some functions formerly performed by justices of the peace will come into force through Orders in Council.

Currently, a defendant who is issued a ticket and fails to exercise an option on the back of the ticket (i.e., plead guilty by paying the fine, request an early resolution meeting with a prosecutor, where available, plead guilty with submissions as to penalty, or request a trial) within 15 days of being served the ticket is deemed not to dispute the charge. A judicial official then reviews the ticket and if it is “complete and regular on its face”, a conviction is entered and the set fine is imposed, which becomes due after 15 days. Should a defendant require more time to pay the fine, they may make an application to a justice for an extension of time to pay.

Beginning November 1, 2021, clerks of the court, rather than justices of the peace, will:

- grant, but not deny, an extension of time to pay a fine. If the clerk is not satisfied that the application should be granted, the clerk must forward the application to a justice of the peace to make the determination whether to grant or deny the request for an extension, and
- review the POA ticket and, if the ticket is not defective as determined by regulation, enter a conviction and impose a set fine where a defendant has failed to respond to the ticket and is deemed not to dispute.

The Attorney General has made a regulation prescribing the characteristics that make a certificate of offence defective. The regulation can be viewed [online](#).

Implementing these amendments is a key part of the ministry’s efforts to streamline and modernize POA court processes and enable a more efficient use of judicial resources.

Updated POA Forms

In addition to Bills 177 229, Bill 197, the *COVID-19 Economic Recovery Act, 2020*, amended the POA to further enable the enhanced use of remote appearances in POA proceedings and eliminate the requirement for defendants in formal early resolution courts to attend court to file a Notice of Intention to Appear.

Bill 197 included a provision in the POA that temporarily allows formal early resolution courts to continue using previous offence notices that do not advise defendants of this option and do not contain an option to request a trial on the face of the offence notice. This provision will expire July 21, 2021.

As an interim measure until the new ticket books are in place, the Attorney General has prescribed the content of a temporary insert to be distributed with all Early Resolution Offence Notices, including the Red-Light Camera, Automated Speed Enforcement and School Bus Arm Offence Notices, under Ontario Regulation 108/11 Forms. These

inserts communicate to the defendant that they do not need to attend court in person to request a trial and that early resolution meetings may take place by electronic method regardless of distance to the courthouse.

Municipal POA Courts in early resolution court locations must ensure that provincial offences officers in their area can begin using the prescribed temporary insert when issuing a ticket effective July 19, 2021 and until new offence notices are in place.

Effective November 1, 2021, updated POA forms, including new Offence Notices, Certificates of Offence, Part I Summons, Notice of Trial and Early Resolution Meeting Notices, will come into effect to reflect the availability of remote appearance methods for POA proceedings. In addition, Offence Notices will also advise the defendant that a clerk may enter a conviction against them, and that the defendant may apply to a justice for a review of their conviction.

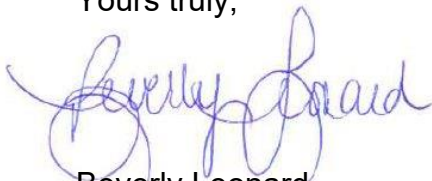
Finally, the affected affidavits of service have been updated to reflect the new options for serving the Part III summons.

Updated Part I POA forms are posted on the [Ontario Court Forms website](#). The updated affidavits of service are available through the [Court Services Division Criminal Forms Extranet](#).

I want to share my thanks and appreciation for your continued support as we continue in our efforts to modernize the POA justice system, making it easier, faster and more affordable to access justice no matter where people live. I look forward to further collaboration as we continue to implement more modernization initiatives and streamline POA court processes.

If you have any questions, or if you would like more information on these initiatives, please contact Wendy Chen, Manager of the Ministry's POA Unit, at JUS.G.MAG.POASupport@ontario.ca or (437) 244-8733.

Yours truly,



Beverly Leonard
Assistant Deputy Attorney General
Court Services Division
Ministry of the Attorney General

cc: Wendy Chen, Manager, POA Unit, Court Services Division, Ministry of the Attorney General

MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Services Boards

FROM: Richard Stubbings
Assistant Deputy Minister
Public Safety Division

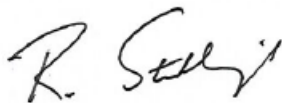
SUBJECT: **Deregulation of the Intercommunity Passenger
Transportation Vehicle Sector**

DATE OF ISSUE:	July 30, 2021
CLASSIFICATION:	General Information
RETENTION:	Indefinite
INDEX NO.:	20-0082
PRIORITY:	Normal

At the request of the Ministry of Transportation, I am sharing a communication to advise the policing community across the province about amendments to laws regulating the intercommunity passenger transportation sector.

For further information, please review the attached memo from Assistant Deputy Minister Shelley Unterlander. If you have any questions, please contact Elizabeth Marles, Manager, Vehicle Program Development Office at (647) 385-6440 (cell) or Elizabeth.Marles@ontario.ca for questions on vehicles with a carrying capacity of one to nine passengers. Other questions can be directed to Winston Leung, Team Lead, System Policy Office at (437) 223-4099 or Winston.leung2@ontario.ca.

Sincerely,



Richard Stubbings
Assistant Deputy Minister
Public Safety Division

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

Attachment

Ministry of Transportation

Transportation Safety Division

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Tel.: (647) 535-6208

Ministère des Transports

Division de la sécurité en matière de transport

87, avenue Sir William Hearst
bureau 191
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Tél. (647) 535-6208



MEMORANDUM TO: Richard Stubbings
Assistant Deputy Minister
Public Safety Division
Ministry of the Solicitor General

FROM: Shelley Unterlander
Assistant Deputy Minister
Transportation Safety Division
Ministry of Transportation

Ian Freeman
Assistant Deputy Minister
Integrated Policy and Planning Division
Ministry of Transportation

DATE: July 30, 2021

RE: **Deregulation of the Intercommunity Passenger
Transportation Vehicle Sector**

The purpose of this memorandum is to advise the policing community across the province about amendments to laws regulating the intercommunity passenger transportation sector.

As of July 1, 2021, the government repealed the *Public Vehicles Act (PVA)* and the *Ontario Highway Transport Board Act (OHTBA)*. Associated with these changes, new Passenger Transportation Vehicle (PTV) regulations were introduced under the *Highway Traffic Act (HTA)*. As well, new offences were created under the *Provincial Offences Act Regulation 950: Proceedings Commenced by Certificate of Offence* (please see Appendix 1: Amended regulations and Appendix 2: Short-Form Offence Wording).

The new and revised PTV regulations address vehicles that are used to provide intercommunity passenger transportation across municipal borders for compensation. Under the HTA, it transfers and updates public safety, insurance, customer service and reporting requirements from the PVA (see Appendix 1). Updates of interest to law enforcement include:

- Changes to vehicle safety requirements (defining emergency equipment and emergency exits requirements);
- Allowing bicycle racks to be affixed to buses within regulated length limits without a permit. Permits are required if the bicycle rack leads to the bus exceeding dimensional limits;
- Establishing weight and dimensional limits for trailers drawn by a PTV;
- Maintaining standing passenger safety requirements for buses, while prohibiting in all other vehicles; and,
- Eliminating the requirement limiting a carpool owner or lessee to operate only a single vehicle as a carpool.

Ontario also introduced new safety measures for intercommunity PTVs with capacity to seat one to nine passengers (referred to as U10). Prior to July 1, 2021, there was no specific safety regulatory regime for these vehicles. These changes include:

- Minimum driver requirements:
 - Hold a full Class G driver's licence,
 - Minimum of 18 years of age or older.
- Minimum vehicle requirements:
 - Twice-annual safety inspections at a licensed Motor Vehicle Inspection Station;
 - Updated minimum insurance requirements for U10 PTVs (\$2 million for vehicles with a capacity of one to seven passengers; and \$5 million for vehicles with a capacity of eight to nine passengers);
 - Fire extinguisher as required safety equipment;
 - Maintain a valid semi-annual safety inspection sticker on the front passenger side window;
 - Maintain a U10 PTV identifier on their vehicle permit.
- The ministry is exempting specific vehicle types from U10 PTV requirements, which mirror vehicle types that were exempted from the *Public Vehicles Act*. These include:
 - Transportation services provided as part of home care, community support services, personal support services, or on behalf of a long-term care home;
 - Carpool trips;
 - Vehicles-For-Hire (e.g. Taxicabs, Limousines, etc.) or ride-sharing (e.g. Uber, Lyft) operating within a municipal licensing regime;
 - Ambulances and patient transfer vehicles; and
 - Vehicles operated by a licensed childcare centre.
- In addition, U10 PTV requirements do not apply to any vehicle operated on a not-for-compensation basis (e.g. personal vehicles, etc.); and,
- Metrolinx, Ontario Northland Transportation Commission (ONTC), and municipal transit operators crossing municipal boundaries are exempt from U10 PTV registration requirements.

Further details can be found on the Ontario government's website [Ontario.ca](https://www.ontario.ca).

If police services would like to discuss this information in more detail, they may contact Elizabeth Marles, Manager, Vehicle Program Development Office at (647) 385-6440 (cell) or Elizabeth.Marles@ontario.ca for questions on vehicles with a carrying capacity of one to nine passengers. Other questions can be directed to Winston Leung, Team Lead, System Policy Office at (437) 223-4099 or Winston.leung2@ontario.ca.

Thank you for your assistance.



Shelley Unterlander
Assistant Deputy Minister, Transportation Safety Division
Ministry of Transportation



Ian Freeman
Assistant Deputy Minister, Integrated Policy and Planning Division
Ministry of Transportation

Attachments:

Appendix 1: List of Amended, New and Revoked Regulations

Appendix 2: Short-Form Offence Wording

Appendix 3: Vehicle Permit with U10 identifier

Appendix 4: Annual and Semi-Annual Inspection Stickers

Appendix 1: List of Amended, New and Revoked Regulations

1. Order in Council to proclaim into force Schedules 15 and 23 of Better for People, Smarter for Business Act, 2020
2. New regulation under the Highway Traffic Act (HTA), titled “Passenger Transportation Vehicles”
3. Amended Regulation 26/05 (General) under the Travel Industry Act, 2002
4. Amended Regulation 34/06 (Pre-Emptying Traffic Control Signal Devices) under the HTA
5. Amended Regulation 75/08 (Designations) under Regulatory Modernization Act, 2007
6. Amended Regulation 199/07 (Commercial Motor Vehicle Inspections) under the HTA
7. Amended Regulation 339/94 (Demerit Point System) under the HTA
8. Amended Regulation 340/94 (Drivers’ Licences) under the HTA
9. Amended Regulation 347/07 (Provincial Parks: General Provisions) under the Provincial Parks and Conservation Reserves Act, 2006
10. Amended Regulation 424/97 (Commercial Motor Vehicle Operators’ Information) under the HTA
11. Amended Regulation 587 (Equipment) under the HTA
12. Amended Regulation 611 (Safety Inspections) under the HTA
13. Amended Regulation 613 (Seat Belts) under the HTA
14. Amended Regulation 618/05 (Designation of Bus By-pass Shoulders on King’s Highway) under the HTA
15. Amended Regulation 628 (Vehicle Permits) under the HTA
16. Amended Regulation 643/05 (Carriage of Goods) under the HTA
17. Amended Regulation 829 (General) under the Niagara Parks Act
18. Amended Regulation 950 (Proceedings Commenced by Certificate of Offence) under the Provincial Offences Act
19. Revoked Regulation 982 (General) under the Public Vehicles Act
20. Amended Regulation 1023 (Parks) under the St. Lawrence Parks Commission Act

Appendix 2: Short-Form Offence Wording

MTO has removed offenses related to operating licences, and updated language in offenses to reflect new U10 PTV permits.

Items 14 and 15 in Schedule 43 (*Highway Traffic Act*) to *Regulation 950 Proceedings Commenced by Certificate of Offence* under the *Provincial Offences Act* are revoked and the following substituted:

	14	Drive motor vehicle, not in accordance with permit limitations	subsection 8 (1)
	14.1	Permit operation of motor vehicle, not in accordance with permit limitations	subsection 8 (1)
	15	Drive motor vehicle without specified permit required for use	subsection 8 (2)
	15.1	Permit operation of motor vehicle without specified permit required for use	subsection 8 (2)

Items 493 to 497.1 in Schedule 43 (*Highway Traffic Act*) are amended by striking out “public vehicle” wherever it appears in Column 1 and substituting in each case “bus”:

	493	Fail to stop at railway crossing — public vehicle	subsection 174 (1)
	494	Stop wrong place at railway crossing — public vehicle	clause 174 (1) (a)
	495	Fail to look both ways at railway crossing — public vehicle	clause 174 (1) (b)
	496	Fail to open door at railway crossing — public vehicle	clause 174 (1) (c)
	497	Cross tracks using gear requiring change — public vehicle	clause 174 (1) (d)
	497.1	Change gears while crossing railway track — public vehicle	clause 174 (1) (e)

Schedule 48 (Regulation 587 under the *Highway Traffic Act*) to *Regulation 950 Proceedings Commenced by Certificate of Offence* under the *Provincial Offences Act* is amended by adding the following items:

26.	Operate bus — improper emergency exits	subsection 19 (1)
27.	Cause or permit operation of bus — improper emergency exits	subsection 19 (1)
28.	Operate bus — improper interior lighting	section 20
29.	Cause or permit operation of bus — improper interior lighting	section 20

The Regulation is amended by adding the following Schedule:



SCHEDULE 52.1.1



Ontario Regulation 418/21 Passenger Transportation Vehicles under the *Highway Traffic Act*

Item	Column 1	Column 2
1.	Fail to provide scheduled service	subsection 7 (2)
2.	Fail to provide required notice of cancellation	subsection 7 (2)
3.	Drive passenger transportation vehicle without proper qualifications	section 8
4.	Cause or permit passenger transportation vehicle to be driven — driver without proper qualifications	section 8
5.	Cause or permit passengers to ride passenger transportation vehicle on any part other than seats	subsection 9 (1)
6.	Cause or permit passenger to stand forward of driver's seat on passenger transportation vehicle	subsection 9 (3)
7.	Drive passenger transportation vehicle — luggage or load beyond exterior body limits	subsection 10 (1)
8.	Cause or permit passenger transportation vehicle to be driven — luggage or load beyond exterior body limits	subsection 10 (1)
9.	Drive passenger transportation vehicle — insecure interior load	subsection 10 (3)
10.	Cause or permit passenger transportation vehicle to be driven — insecure interior load	subsection 10 (3)
11.	Drive passenger transportation vehicle — non-compliant fire extinguisher	section 11
12.	Cause or permit passenger transportation vehicle to be driven — non-compliant fire extinguisher	section 11
13.	Drive bus — required interior lights not lighted	section 12
14.	Cause or permit bus to be driven — required interior lights not lighted	section 12
15.	Drive passenger transportation vehicle — improper trailer	subsection 13 (1)
16.	Cause or permit passenger transportation vehicle to be driven — improper trailer	subsection 13 (1)
17.	Cause or permit passenger transportation vehicle to be driven — inadequate insurance	section 14
18.	Fail to file annual report as required	subsection 15 (4)

Schedules 79 (*Public Vehicles Act*) and 80 (Regulation 982 of the Revised Regulations of Ontario, 1990 under the *Public Vehicles Act*) to Regulation 950 Proceedings Commenced by Certificate of Offence of the Revised Regulations of Ontario, 1990 under the *Provincial Offences Act* are revoked.

Appendix 3: Vehicle Permit with U10 identifier

Ontario 		PLATE PLAQUE	
Issued pursuant to the Highway Traffic Act / Délivré en vertu du Code de la route			
PERMIT - VEHICLE PORTION / CERTIFICAT D'IMM. - VÉHICULE			
V.I.N. N.I.V.		R.I.N. N.I.T.	
MAKE MARQUE	MODEL MODÈLE	YEAR ANNÉE	BODY TYPE TYPE DE CARROSSERIE
CYL AXLES ESSIEUX	POWER CARBURANT	COLOUR COULEUR	VEH.WT. POIDS
		S.I.C./S.S.C. NO. N° DE C.I.S./C.S.	kg
NAME NOM			
ADDRESS ADRESSE			
← FOLD HERE (PLIER ICI) →			
MAILING ADDRESS ADRESSE POSTALE			
OFFICE / BUREAU	EFF. DATE / EN VIGUEUR	PERMIT NO. / N° DE CERTIFICAT	
<div style="border: 1px solid black; padding: 5px; display: inline-block;"> BARCODE </div>			Minister of Transportation Ministre des Transports

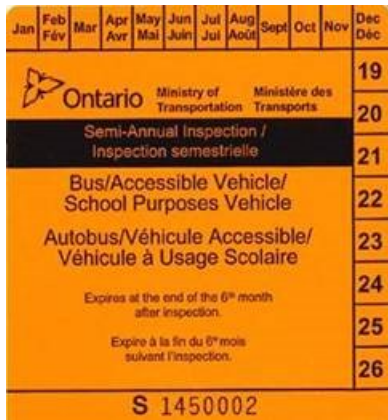
Ontario 		PLATE PLAQUE	
Issued pursuant to the Highway Traffic Act / Délivré en vertu du Code de la route			
PERMIT - PLATE PORTION / CERTIFICAT D'IMM. - PLAQUE			
V.I.N. N.I.V.		R.I.N. N.I.T.	
MAKE MARQUE	MODEL MODÈLE	YEAR ANNÉE	
VALTAG NO. N° DE VALIDATION		EXPIRY DATE DATE D'EXPIRATION	kg
CODE		REG. GROSS WT. POIDS BRUT ENR.	
<div style="border: 1px solid black; padding: 5px; display: inline-block; margin: 10px;"> U10 Identifier code here. Can coexist with another declaration code: B3K-U10 </div>			
NAME NOM			
ADDRESS ADRESSE			
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MAILING ADDRESS ADRESSE POSTALE			
OFFICE / BUREAU	EFF. DATE / EN VIGUEUR	PERMIT NO. / N° DE CERTIFICAT	
SIGNATURE			Minister of Transportation Ministre des Transports

Appendix 4: Annual and Semi-Annual Inspection Stickers

Annual Inspection Sticker:



Semi-Annual Inspection Sticker:



MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Services Boards

FROM: Richard Stubbings
Assistant Deputy Minister
Public Safety Division

SUBJECT: Risk-driven Tracking Database 2020 Annual Report

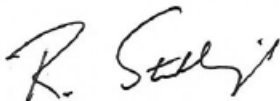
DATE OF ISSUE:	July 30, 2021
CLASSIFICATION:	General Information
RETENTION:	Indefinite
INDEX NO.:	21-0083
PRIORITY:	Normal

Please find attached the Risk-driven Tracking Database (RTD) 2020 Annual Report. As with past years, the report provides an overview of the RTD project, including provincial roll-out and 2020 data results (provincial and regional).

The RTD supports multi-sectoral risk intervention models, such as Situation Tables, by providing a standardized means of gathering de-identified information on situations of elevated risk. It is one tool that communities can use to collect risk-based data about local priority risks and evolving trends to help inform the community safety and well-being planning process.

If you have any questions about the RTD, please contact Community Safety Analysts Natalie Brull at Natalie.Brull@ontario.ca or James Lee at James.Y.Lee@ontario.ca.

Sincerely,



Richard Stubbings
Assistant Deputy Minister
Public Safety Division

Attachment

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

Risk-driven Tracking Database 2020 Annual Report

Ministry of the Solicitor General
Released: June 2021

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Introduction

Over the last decade, Ontario has made significant strides towards community safety and well-being planning through greater collaboration among sectors, improved integrated service delivery and innovative strategies. Recognizing the value of this work, the Ministry of the Solicitor General (ministry) continues to offer a number of provincial tools and resources that can support local planning efforts, including the Risk-driven Tracking Database (RTD).

The RTD is a Microsoft technology solution that the ministry provides free of charge to allow for improved opportunities for data collection, analysis and reporting for communities that have introduced multi-sectoral risk intervention models such as Situation Tables. The RTD also continues to support the legislative requirements that came into force on January 1, 2019, under the *Police Services Act*, mandating municipalities to develop local community safety and well-being plans, in consultation with various sectors, including justice, health/mental health, education, community and social services, and children and youth services. The data can help identify local trends regarding priority risks and vulnerable groups, which could inform future programs and strategies within a community safety and well-being plan.

Since the RTD project began as a pilot in 2014, its use has expanded substantially. For example, approximately 85 per cent of all Situation Tables in Ontario currently use the RTD. As part of this work, the ministry has released an RTD Annual Report each year since 2016. This provides a mechanism to highlight project milestones, report on service delivery commitments, and share provincial and regional data results. In addition, the report also outlines correlation analyses and a five-year trend analysis and a Population Category analysis, which are new components this year. Through this work, the RTD team continues to strive to ensure that those most vulnerable receive quick access to appropriate services, and addresses broader issues related to community safety and well-being.

Data considerations and limitations

When viewing this report, readers should be aware of the follow data limitations and considerations:

- Data was pulled in early 2021; numbers can change from the point the data was pulled as communities update their data.
- Some sites have more discussions than others; therefore, the provincial-level data may be skewed.
- The ranges for the Age Group data field are unequal due to the design of the system as a result of historical data that was imported. Therefore, some ranges contain boundaries that are five or six years wide, whereas others contain boundaries 10 or 20 years wide.
- The ministry consistently conducts data audits and data-cleansing procedures to ensure accuracy and integrity of the data. However, there is an inherent possibility of data errors and gaps in the database (e.g., wrongly inputted data fields, blank data fields, technical errors, etc.). Functional changes have been implemented to minimize possible data errors and gaps.
- Where there is a limited amount of data for a particular dataset, the data has been suppressed. This is noted in the report near the data where it occurs.
- Percentages may not add up to 100 per cent due to rounding and/or agencies taking multiple roles in a discussion (i.e. originating agency and assisting agency).
- The Glossary of Terms in **Appendix A** may assist in understanding some of the data results included in this report.

RTD Project Highlights

Since inception of the RTD Project in 2014, there have been several significant successes and milestones.

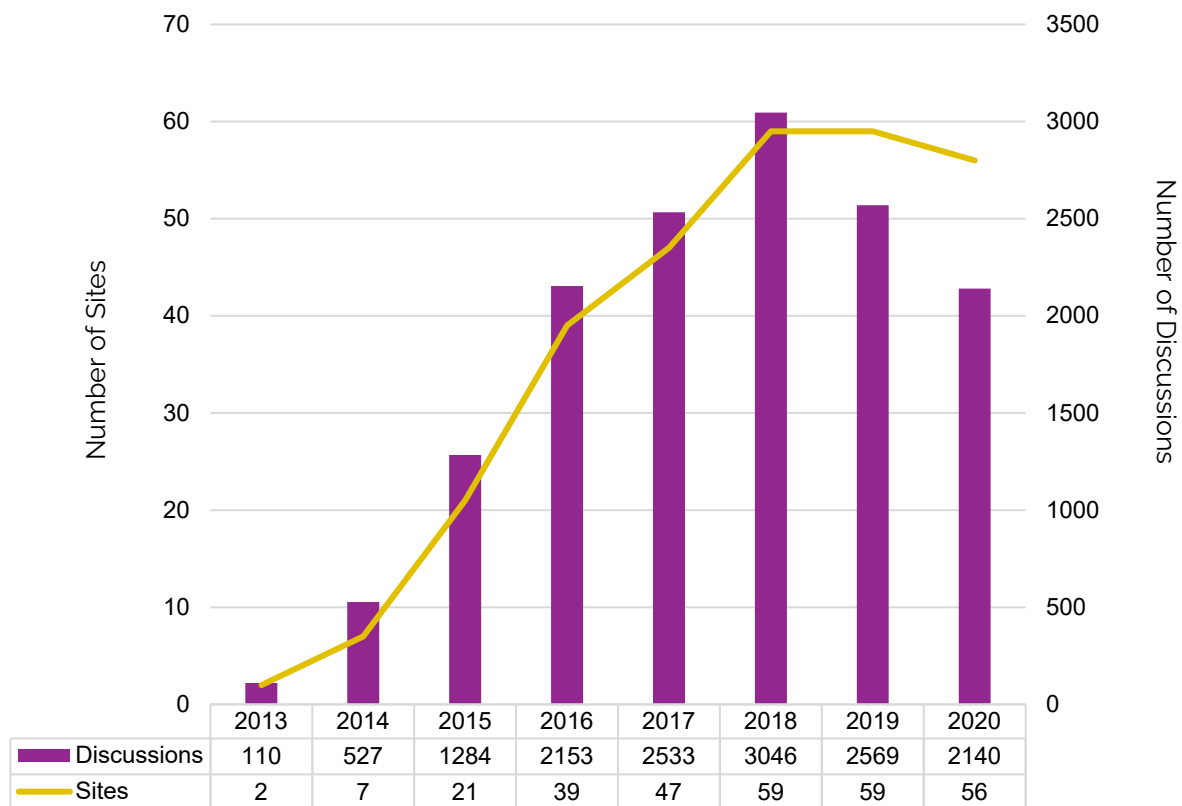

150 USERS


TRAINING DELIVERY


TECHNICAL SUPPORT

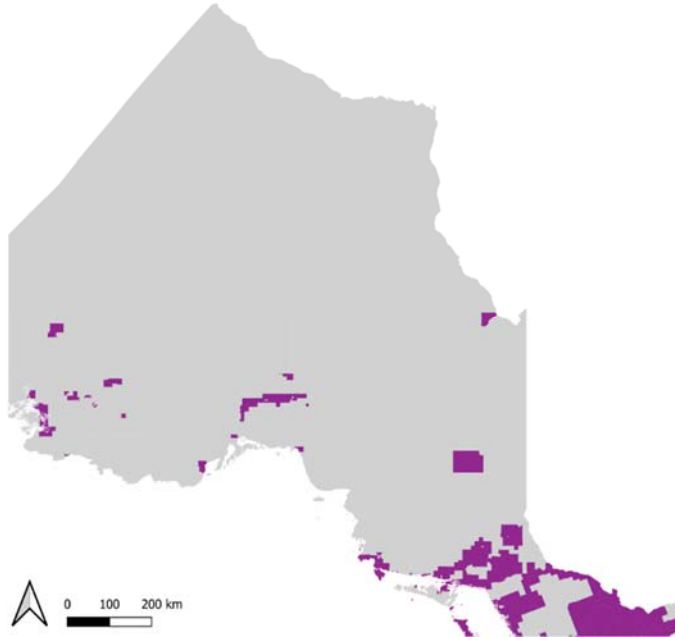

5 ANNUAL REPORTS

Year-over-Year Data Results Discussions and Sites

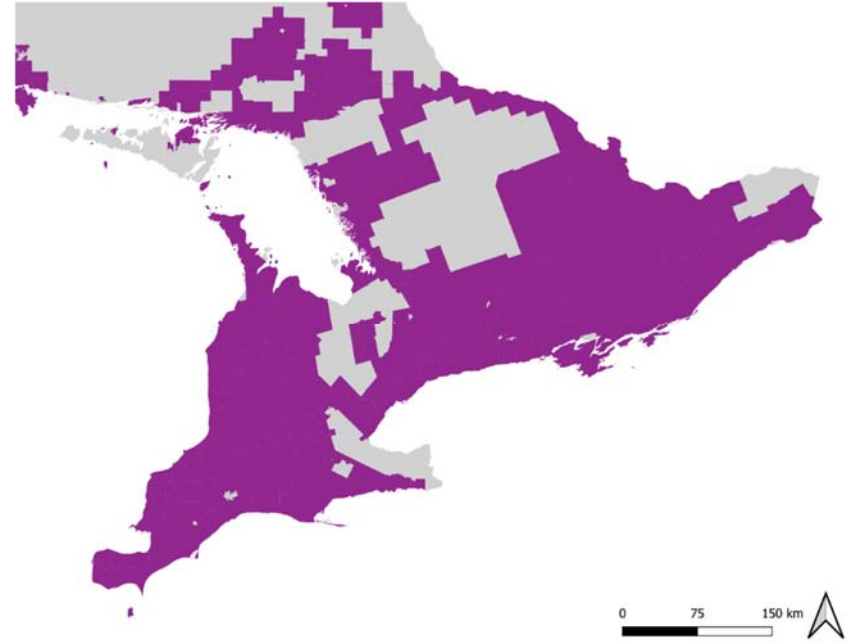


Provincial Roll-out and On-boarding

Based on the on-going success of the project, the RTD continues to be rolled out provincewide. The following maps reveal a geographical representation of RTD use across Ontario since inception of the project (2014 - 2020). For a full list of all 56 site locations that are using the RTD see **Appendix B**.



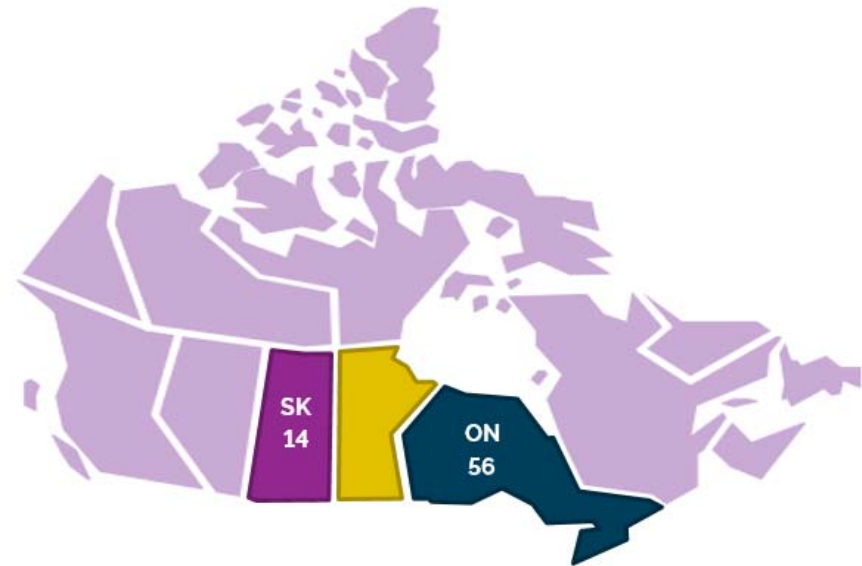
Ontario (with focus on Northern Ontario)



Ontario (with focus on Southern Ontario)

National Project

The ministry recognized the value of continuing to build a network of support for enhancing community safety and well-being across Canada and based on the success of a pilot with Saskatchewan, which included 14 sites being on-boarded, in December 2019 the RTD National Project was approved. Since then the ministry has been in consultations with other provinces, and Manitoba began the onboarding process in 2020. National level data will not be presented in this report.



RTD Training

As part of the RTD project, the ministry provides a one-day training session prior to each new site using the RTD locally. In addition, when there are new RTD users for existing sites, the ministry will extend an invitation at a forthcoming training session to ensure an easy transition.

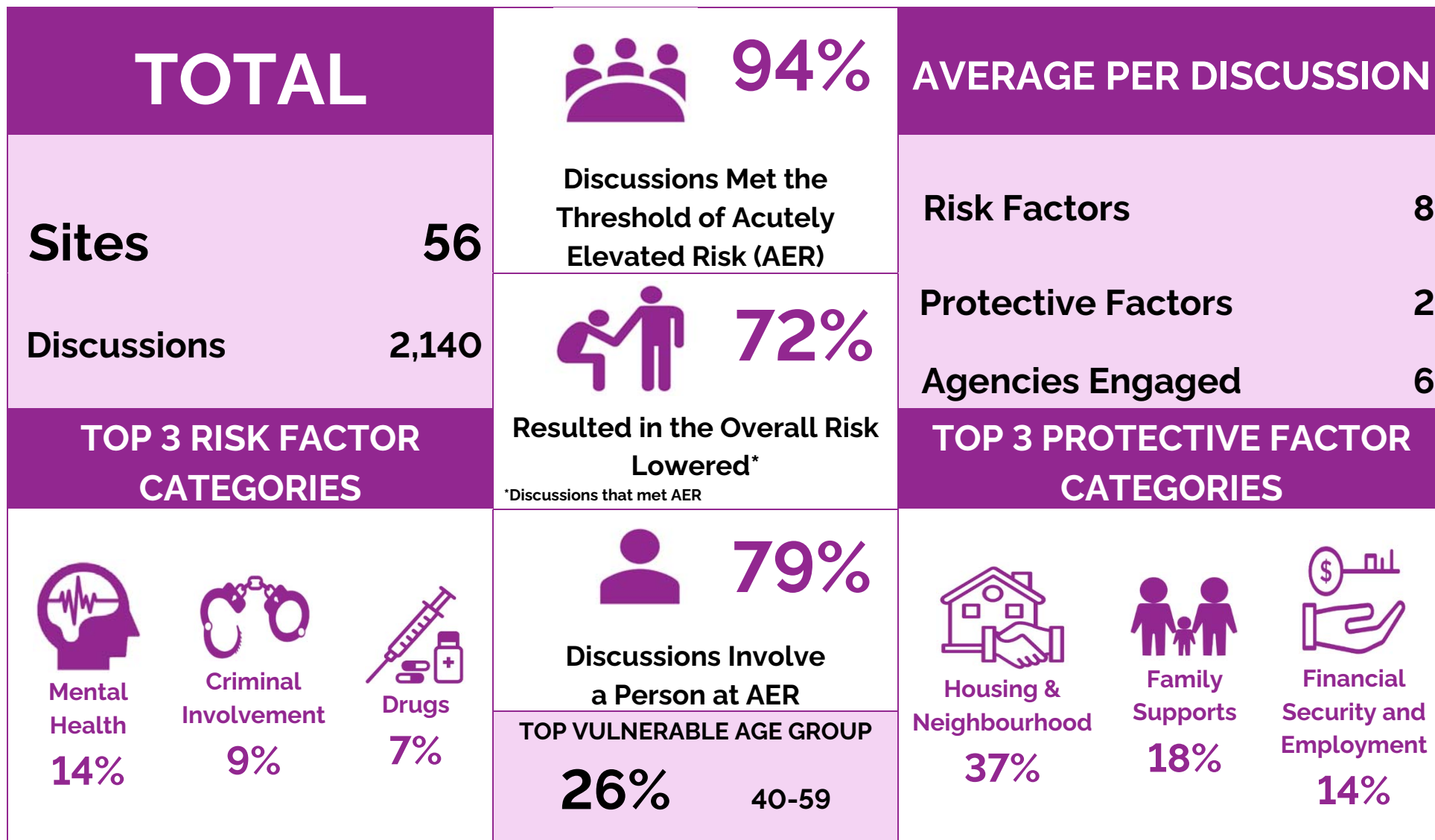
Service Level Targets

The ministry has committed to service level standards for technical support and maintenance of the database. To ensure the RTD Support Team is meeting its commitments, as outlined in the RTD Agreement, these measures are tracked and reported on annually.

		Target	Result
Technical Support	System Access	➤ 1 day	➤ 100%
	Data Field Updates	➤ 3 days	➤ 91%
Service Requests	New User Accounts	➤ 5 days	➤ 94%
Maintenance Requests	System Enhancements	➤ 2 per year	➤ 100%

Part A – RTD 2020 Annual Report Provincial Results

2020 RTD Provincial Highlights



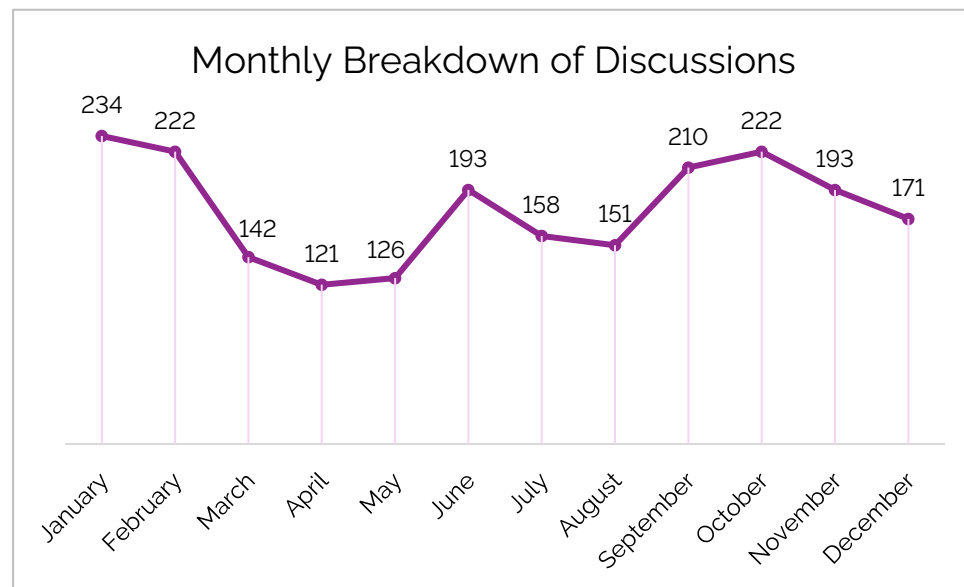
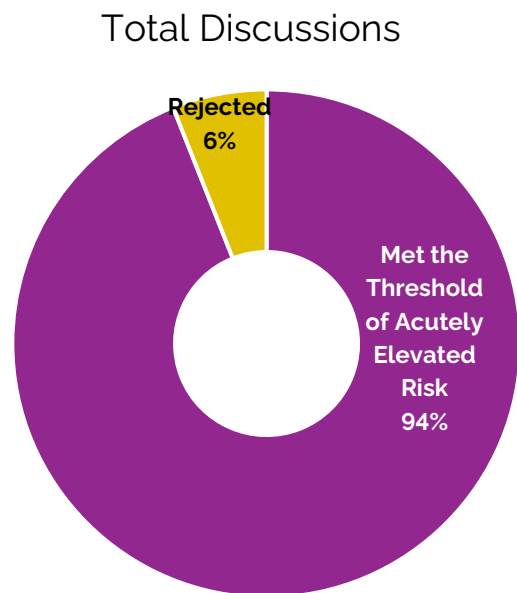
2020 RTD Provincial Data Results

As of 2020, there were 56 sites in operation using the RTD. This includes representation from all five regions across the province.

The data presented in this section is derived from the 2,140 discussions opened in 2020. This is approximately a 17 per cent decrease in the number of discussions (2,569) opened in 2019 (with 59 sites included when the 2019 RTD Annual Report was released).

It is also important to note that conclusions should not be drawn from the RTD data alone, when assessing patterns relating to community safety and well-being planning. The RTD is only one of many tools that can be used to gather data and assess trends. Communities are encouraged to leverage all available resources to assess their local priorities.

Provincial Discussion Overview



Provincial Sector Engagement

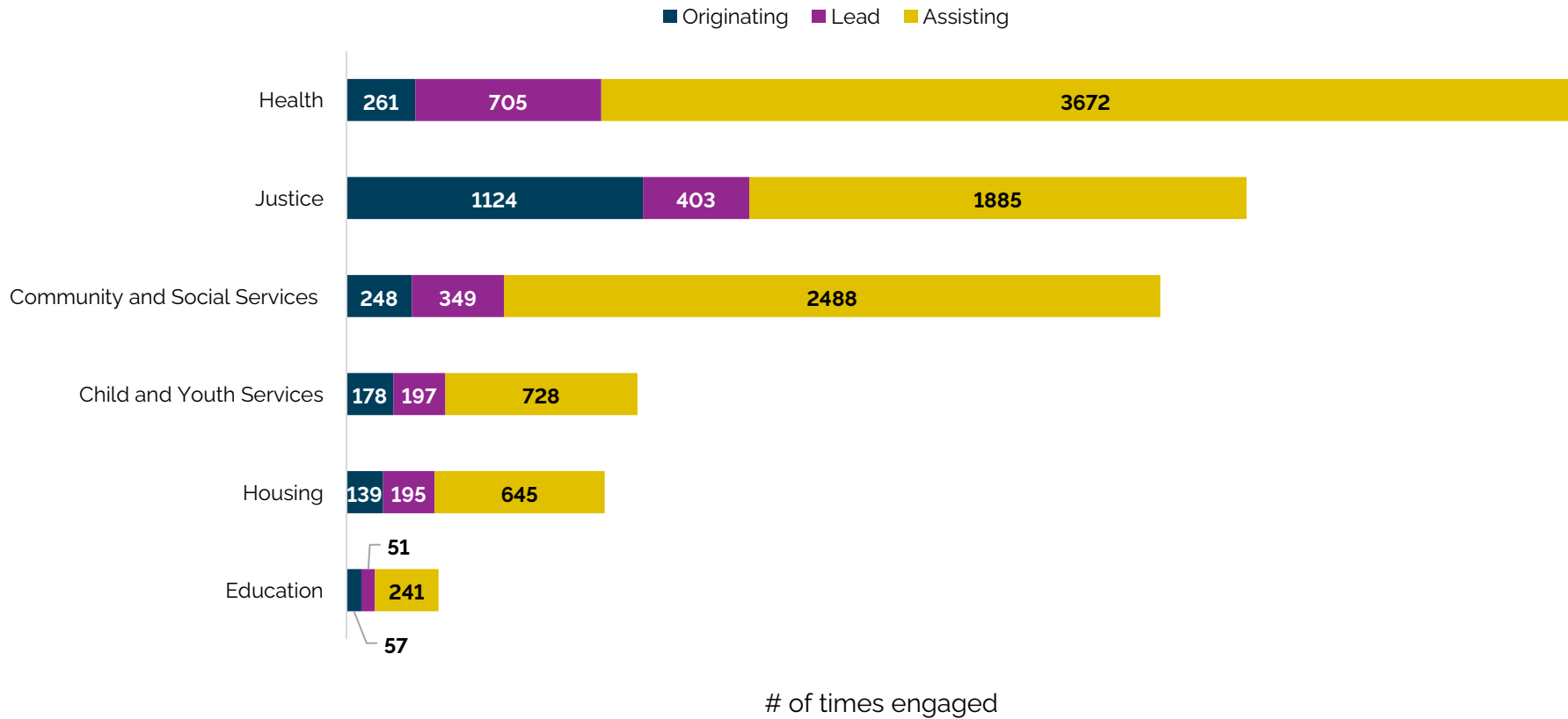
The RTD categorizes all agencies under one of six sectors outlined below, which is beneficial when conducting provincial analysis given demographic size differences. The justice and health sector consistently remain the top originating and lead sector, with variability in the top assisting sector. Often when in situations of AER, individuals seek out the most familiar resource available to them, which often tends to be from the justice sector (56 per cent). This data also confirms that once a situation of AER is discussed through a multi-agency risk-based approach, the agency identified to lead the intervention is no longer from the justice sector. It moves, more appropriately, to the sector that is best positioned to lead the process to help reduce those risks identified (for example, health; 37 per cent).



***Note:** **CSS** = Community and Social Services; **CYS** = Child and Youth Services; **EDU** = Education.

The chart below shows Overall Sector Engagement, by Originating, Lead, and Assisting Agency; demonstrating the pivotal role that assisting agencies play in the intervention process. For example, although the justice sector may not be the best positioned to lead the intervention, they're still involved in a supporting capacity.

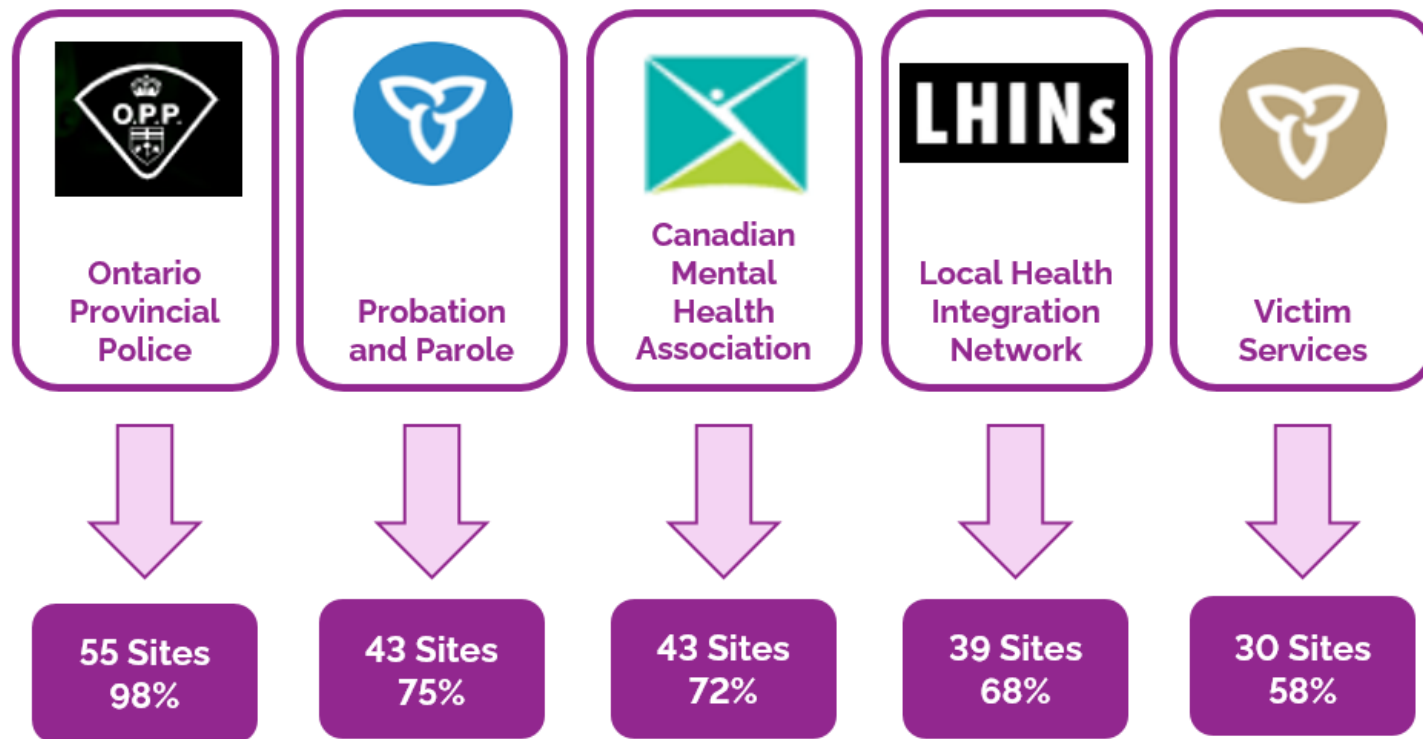
Overall Sector Engagement



Provincial Agency Engagement

As multi-sectoral risk intervention models have expanded across Ontario, a number of agencies have committed resources to participate in these local initiatives. The top five agencies engaged in 2020 are outlined below. Collection and analysis of data from agencies engaged both regularly and on an ad-hoc basis allows communities to report back to partners on the level of commitment and the shared sense of responsibility to reduce situations of elevated risk in a community, while also improving engagement when service gaps or other challenges may surface.

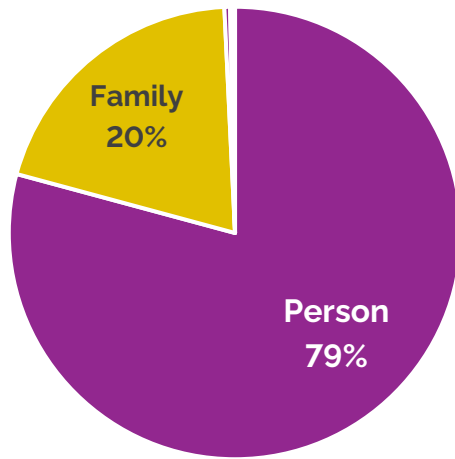
Top 5 Agencies Engaged



Provincial Socio-Demographic Data

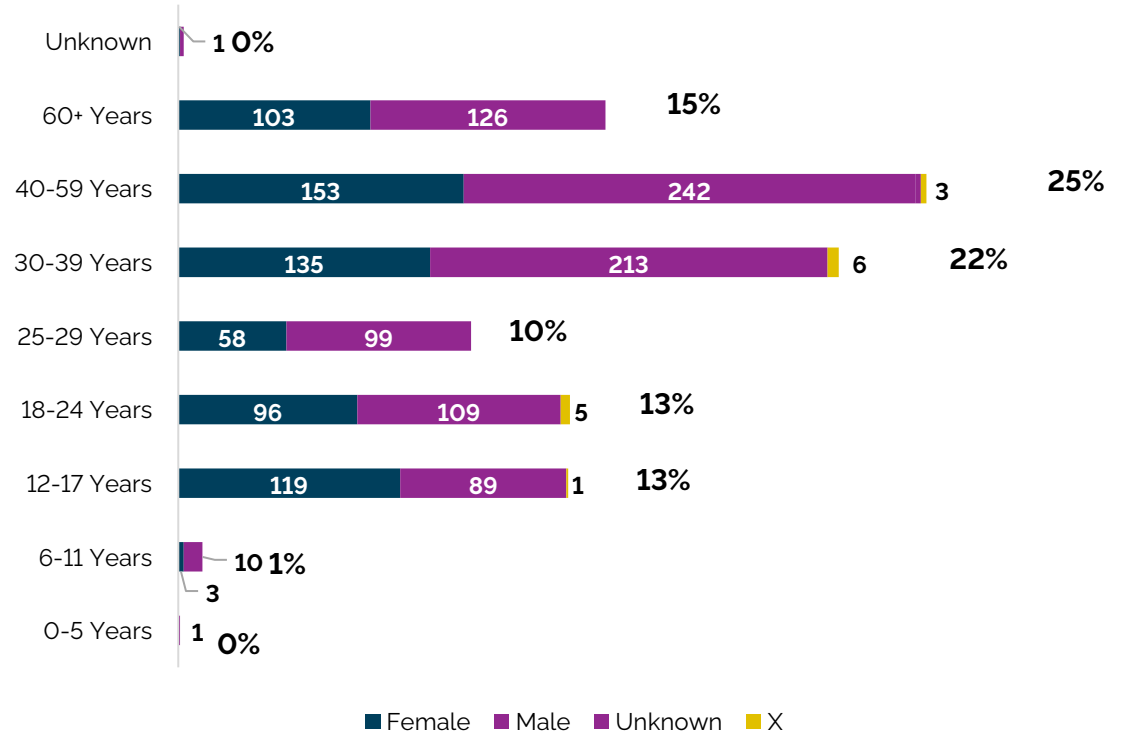
When discussing situations of AER, agency partners will identify the type of discussion as well as some de-identified socio-demographic information to assist in determining situational factors and agency engagement.

Discussion Type



Note: "Dwelling" (0.4%), "Neighbourhood" (0.2%), and "Environmental" (0.15%) Discussion Type field values also contribute to these data results.

Age Group Breakdown

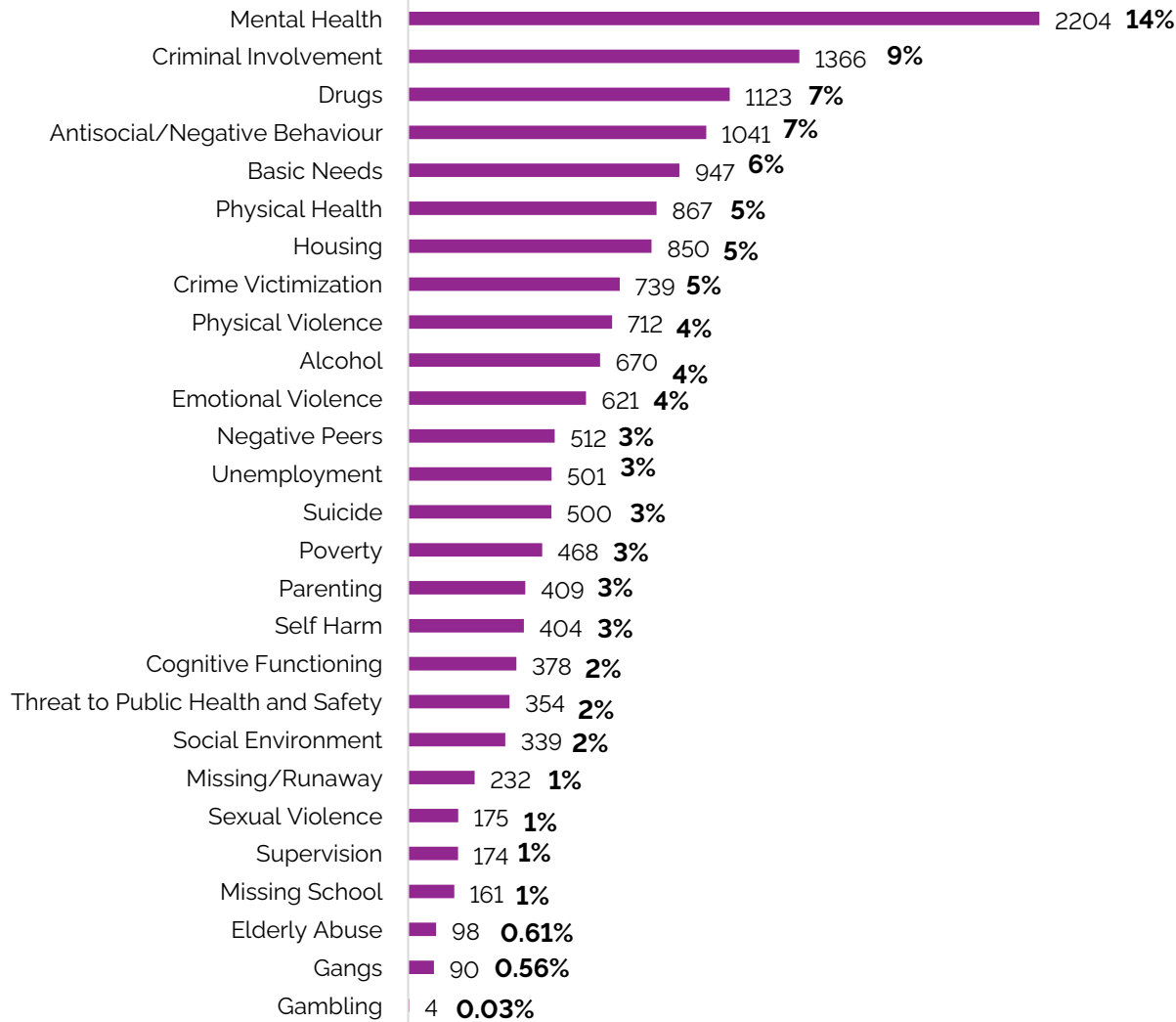


Provincial Risk Category Information

Risk information in the RTD can be analyzed in two different ways – by occurrence and by discussion. The total number of risk factors (105) roll-up into one of 27 risk categories. However, the number of risk factors in each respective category are not equal [e.g. mental health (7), criminal involvement (13), drugs (5), etc.]. Analysing the data by occurrence allows for a count of all risk factors (15,939) reported in 2020, regardless of how many times the risk factors of the same category appear in a single discussion. Comparatively risk factor analysis by discussion captures instances where risk factors included in one of 27 categories appear at least once in a given discussion. For example, analysis of provincial risk information by occurrence reveals the most predominant risk categories identified center around mental health risks (14 per cent), followed by criminal involvement (9 per cent) and drugs (7 per cent). However, instances where a risk factor appears at least once in a given discussion from each of the 27 categories reveal a different pattern centered around mental health (81 per cent), antisocial/problematic behaviour (49 per cent) and drugs (48 per cent).

It is important to note that priority risks may vary by discussion type, age group and/or sex. When looking at the dataset relative to individuals brought forward for discussion (n=1591), we have identified that, provincially, the majority of discussions specific to “person” in 2020 fell within the age group of 40-59 years (25 per cent).

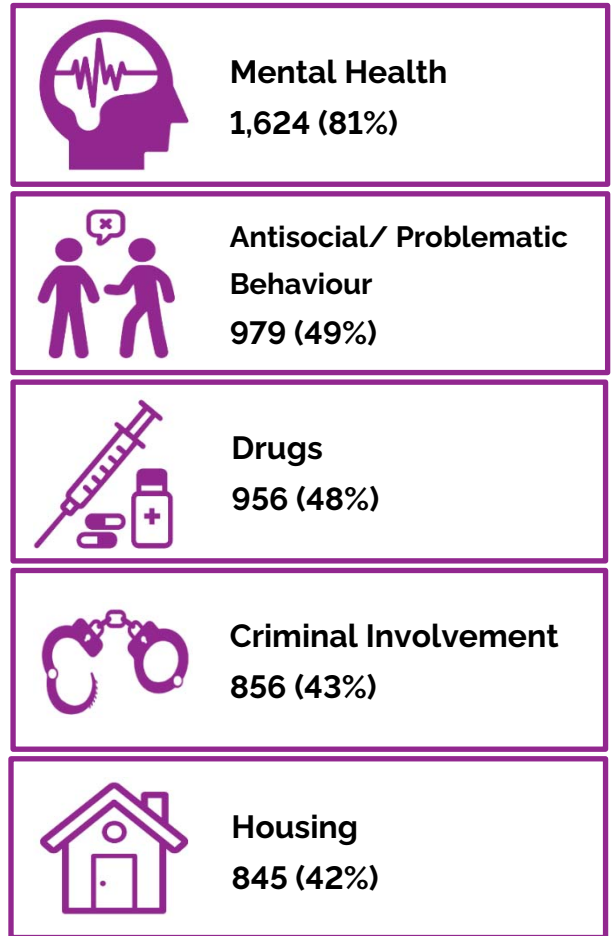
Risk Categories – By Occurrence



■ # of Risk Categories - By Occurrence

Total Risk Factors Reported = **15939**
 Average Per Discussion = **8**
 Risk Factors Identified (out of 105 risk factors) = **102**

Top 5 Risk Categories – By Discussion

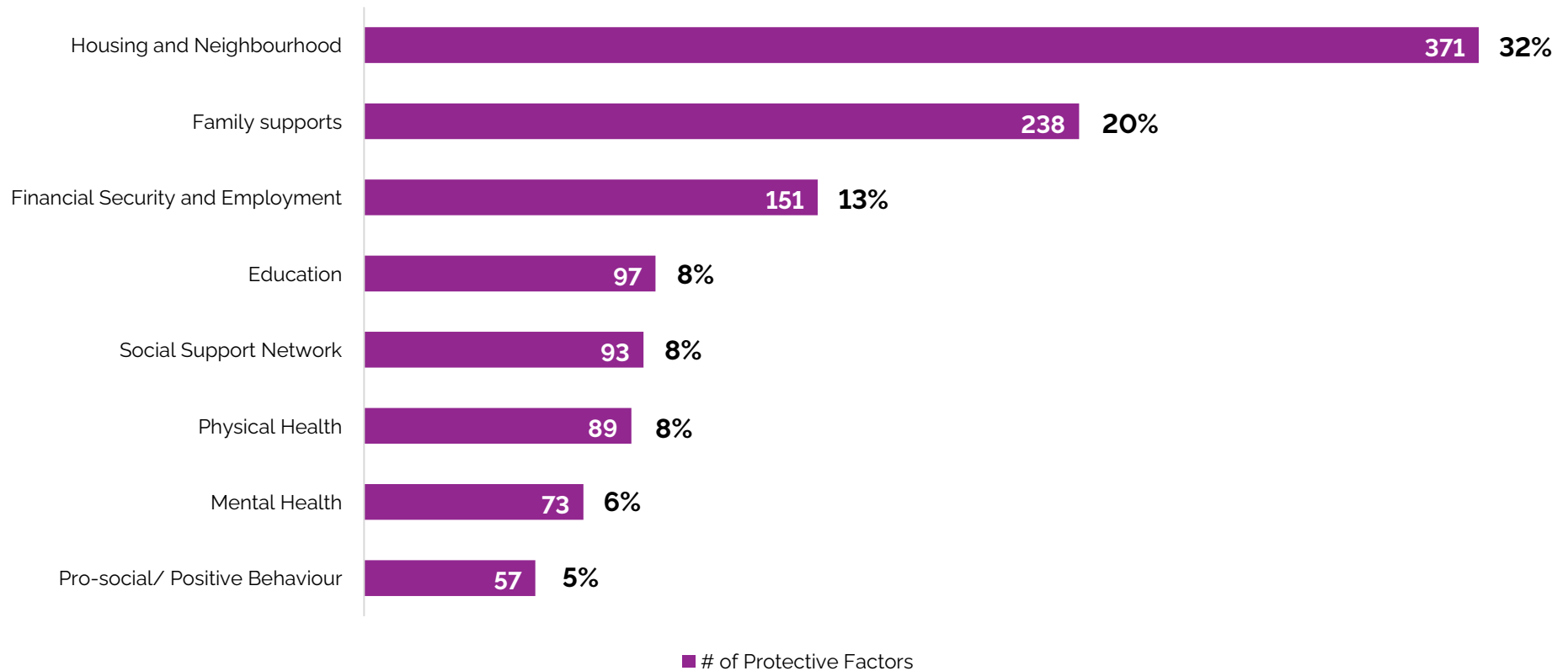


Top 5 Risk Categories by Demographics

Top Risk Categories for 40-59 Age Group		
1. Mental Health (15%)		
2. Criminal Involvement (8%)		
3. Basic Needs (7%)		
4. Physical Health (7%)		
5. Drugs (7%)		
FEMALE	MALE	X
1. Mental Health (16%)	1. Mental Health (13%)	1. Mental Health (16%)
2. Drugs (7%)	2. Criminal Involvement (9%)	2. Crime Victimization (9%)
3. Basic Needs (7%)	3. Basic Needs (8%)	3. Drugs (9%)
4. Physical Health (7%)	4. Physical Health (8%)	4. Housing (9%)
5. Criminal Involvement (6%)	5. Antisocial/Negative Behaviour (7%)	5. Antisocial/Negative Behaviour (8%)

Provincial Protective Factors

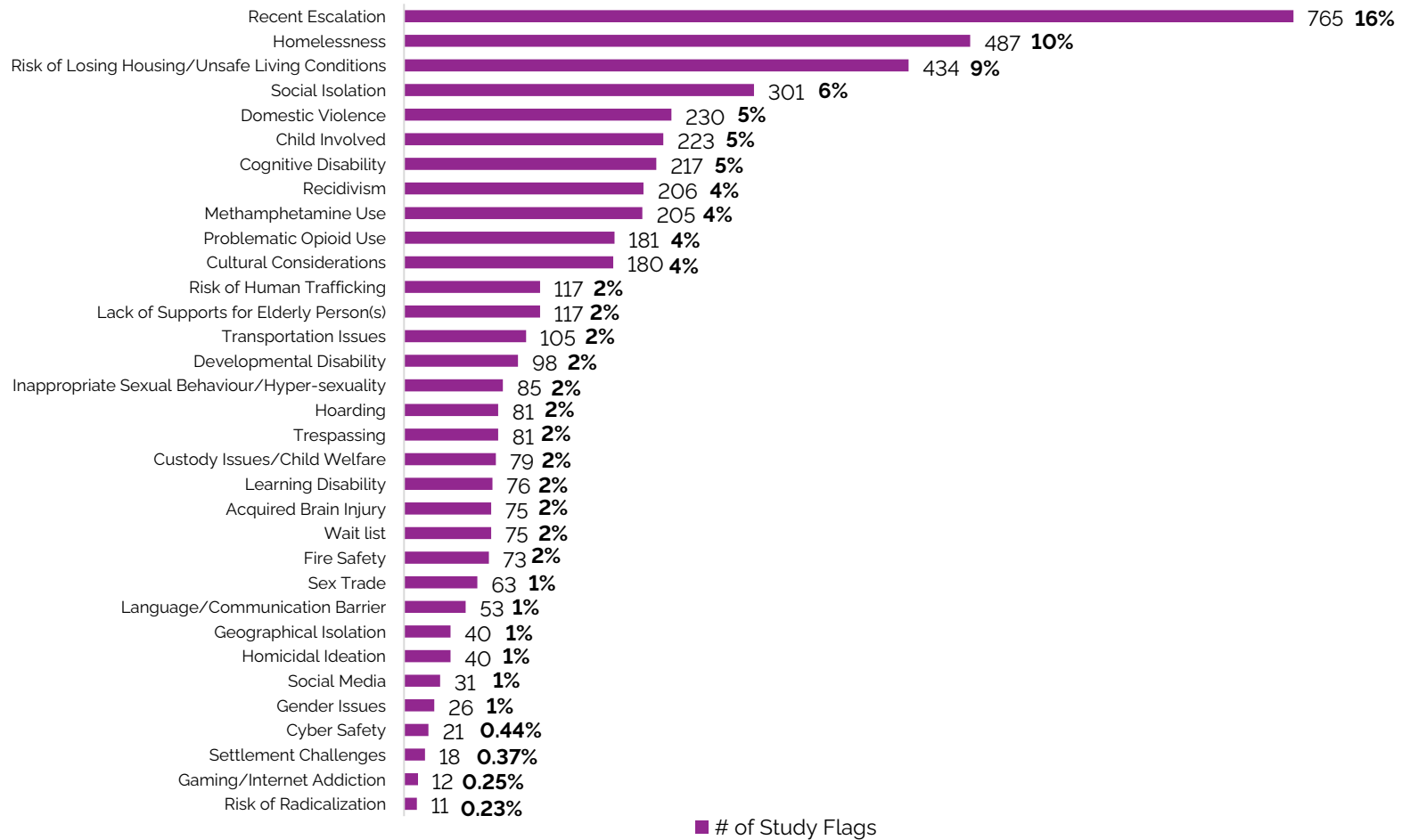
The RTD includes 51 protective factors that can be rolled up into eight protective factor groupings. Protective factor information is currently being collected by 36 sites (64 per cent) across Ontario that are currently accessing the RTD. The top two protective factor groupings provincially in 2020 were "Housing and Neighbourhood" (32%) and "Family Supports" (20%).



***Note:** Number of sites using protective factors: 36 sites.

Provincial Study Flags

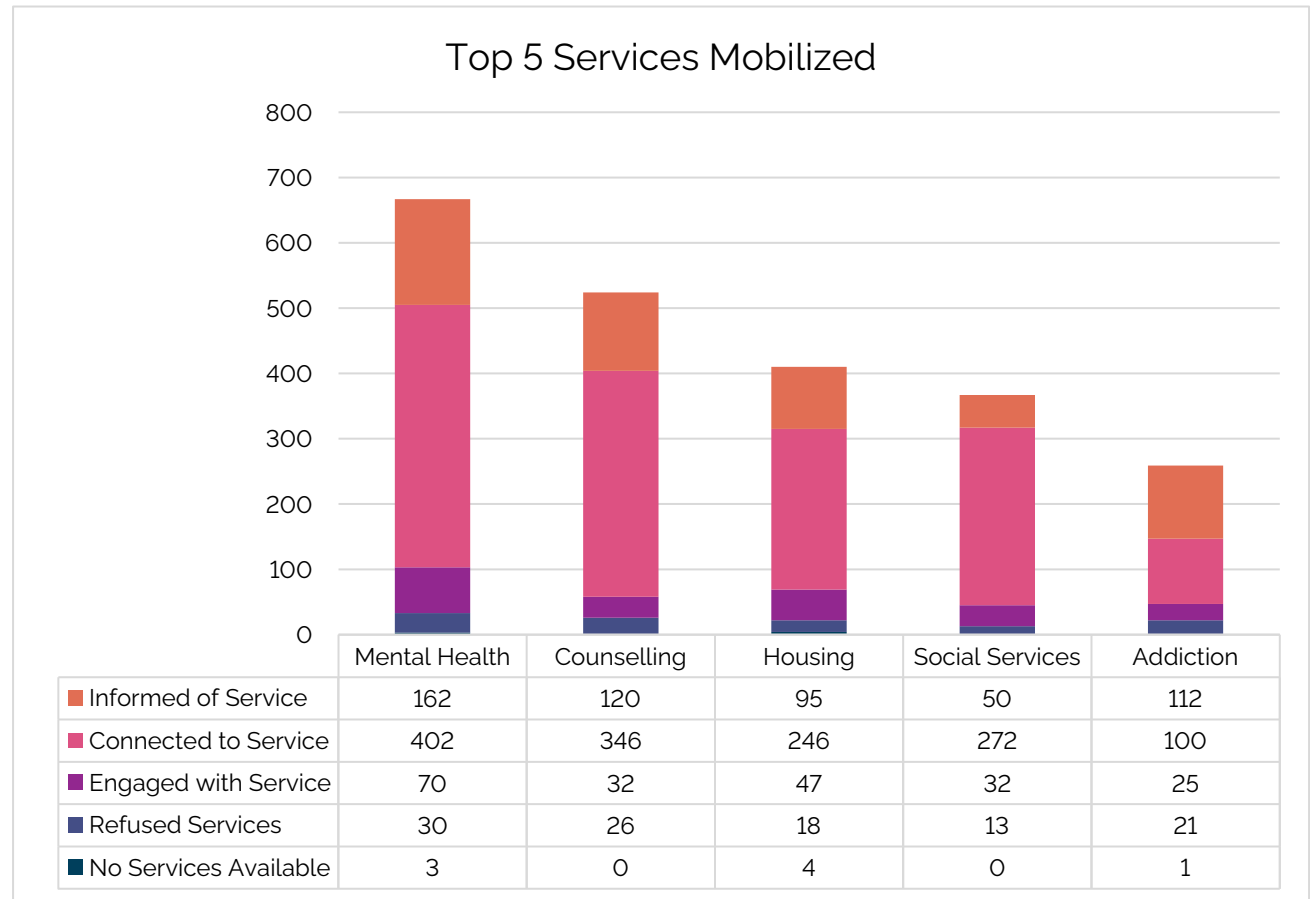
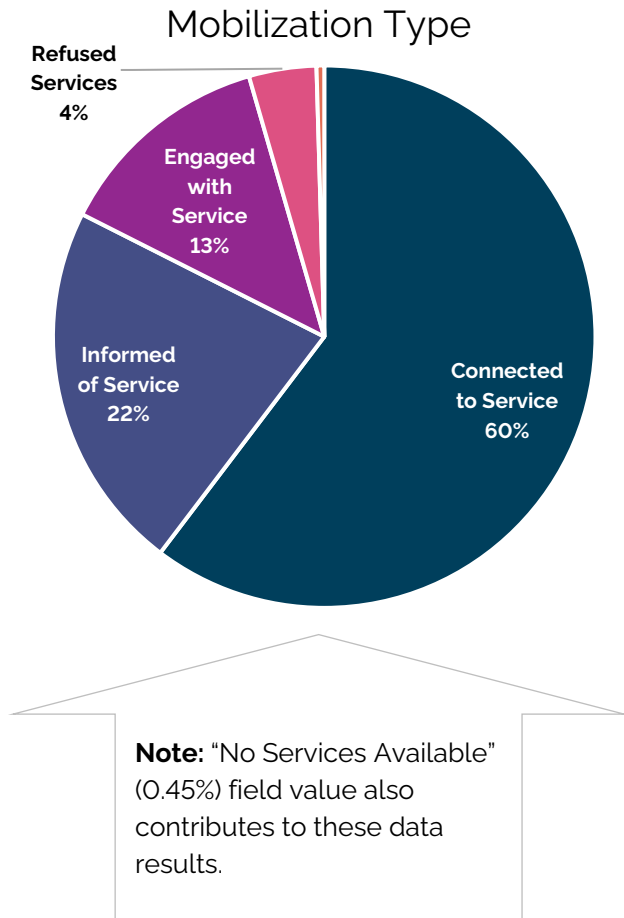
There is a total of 33 study flags values that can be collected within the RTD. In 2020, the total number of study flags reported totalled 4815. "Recent escalation" (16%) remains the highest provincially, followed by "Homelessness" (10%).



***Note:** Number of sites using study flags: 46 sites

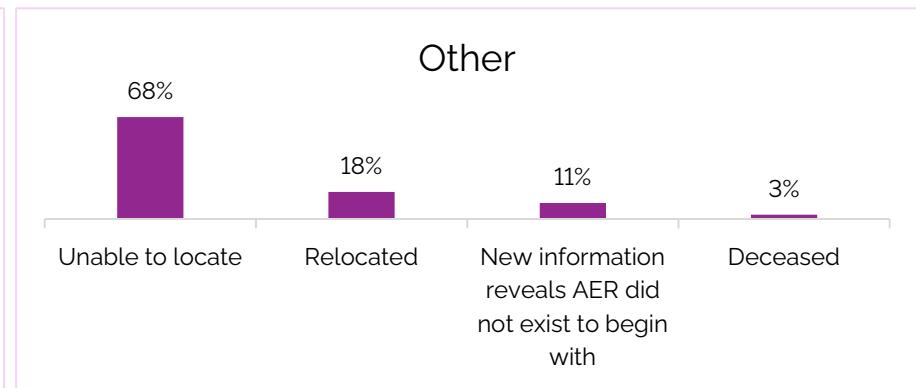
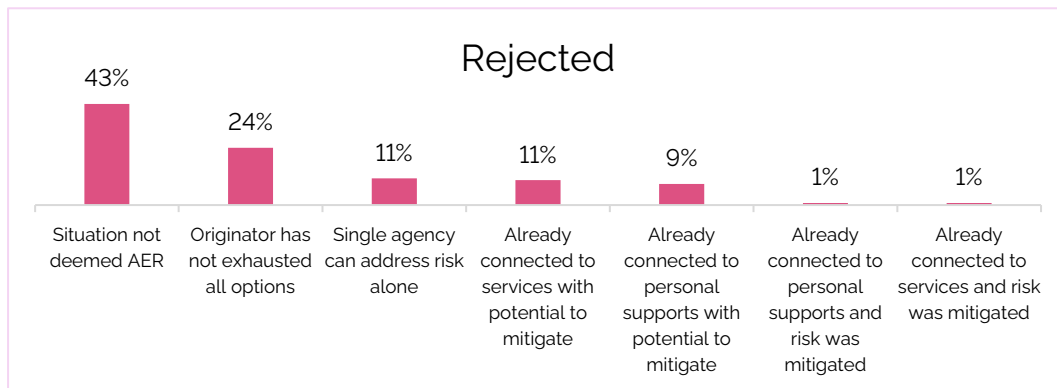
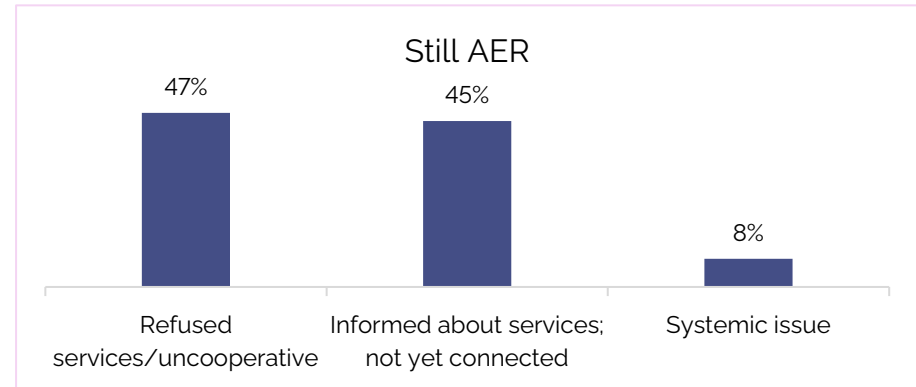
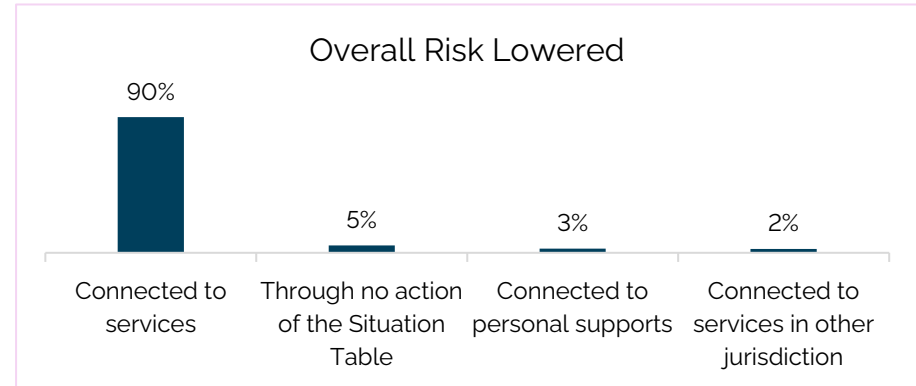
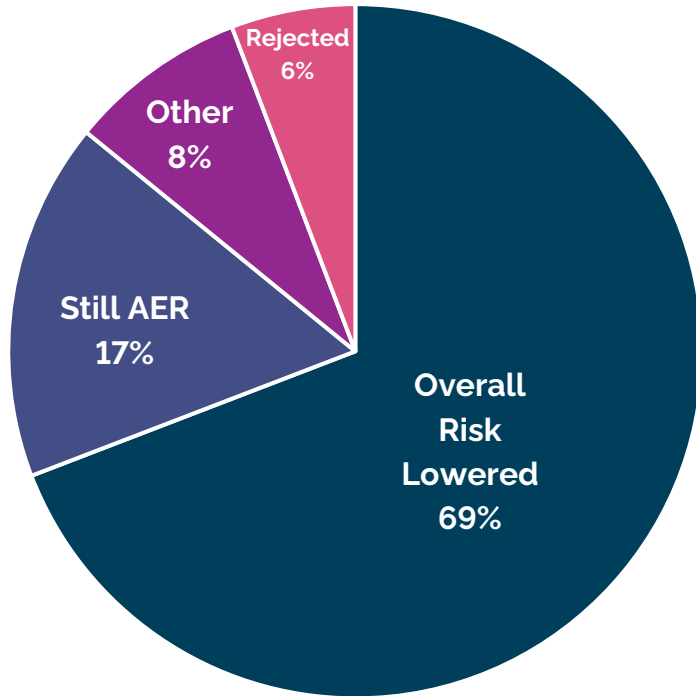
Provincial Services Mobilized

Data for the type of mobilization and services mobilized are collected from 45 sites (80 per cent) and reported back to agency partners after the intervention occurs. Provincial results most frequently reveal a connection to mental health services.








***Note:** Number of sites using services mobilized: 45 sites.

Provincial Conclusion Reasons



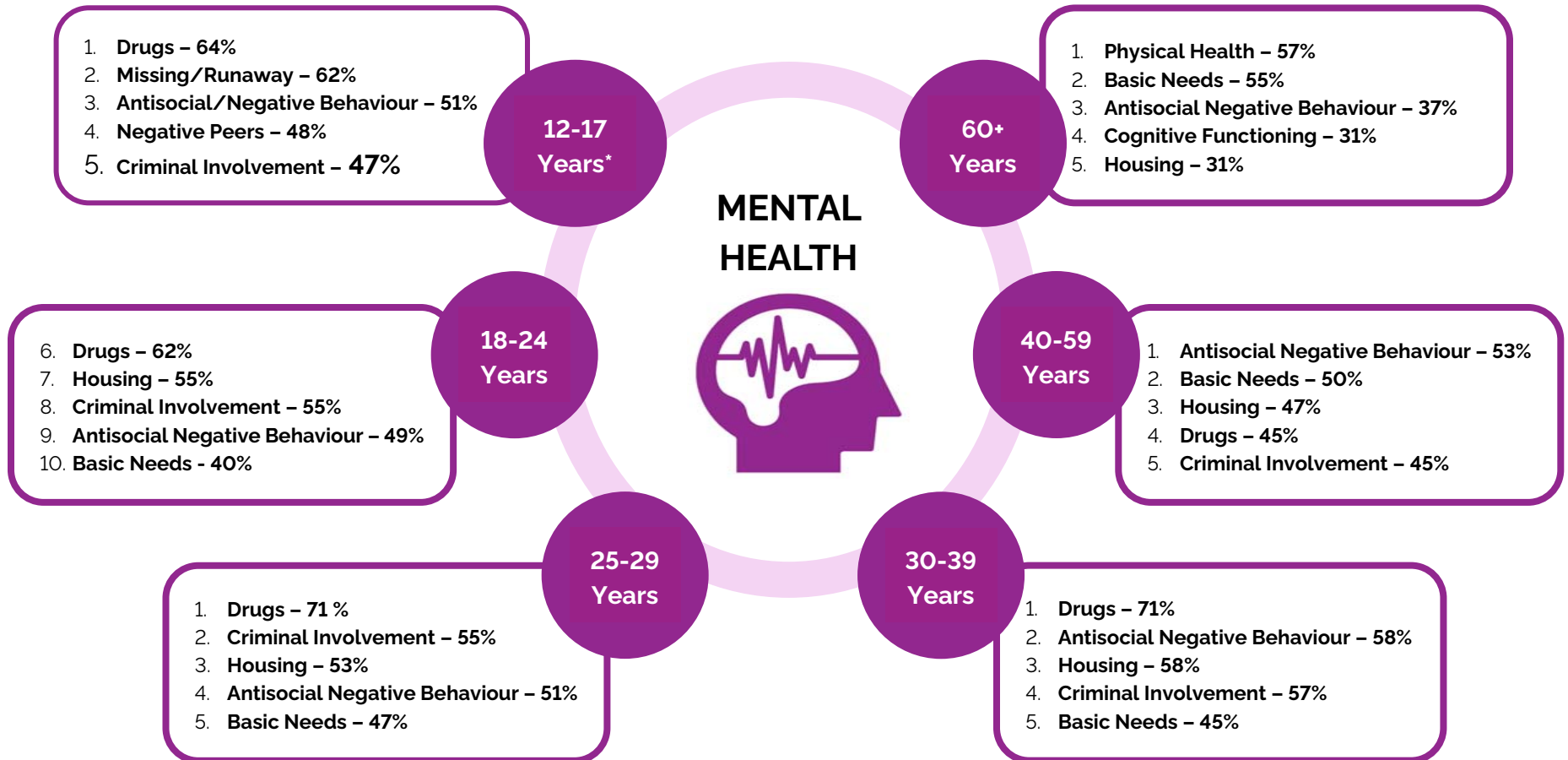
Provincial Correlating Data

Top 5 Risk Categories with Associations











Top Risk Category	1. Mental Health* 14% 	2. Criminal Involvement 8% 	3. Drugs 7% 	4. Antisocial/ Negative Behaviour 7% 	5. Basic Needs 6% 
Top Age Group	30-39 Years	30-39 Years	30-39 Years	30-39 Years	40-59 Years
Top 5 Correlating Risk Categories	1. Antisocial/ Negative Behaviour (51%) 2. Drugs (51%) 3. Criminal Involvement (45%) 4. Housing (43%) 5. Basic Needs (42%)	1. Mental Health (85%) 2. Anti-social/ Negative Behaviour (65%) 3. Drugs (64%) 4. Housing (47%) 5. Physical Violence (39%)	1. Mental Health (87%) 2. Criminal Involvement (58%) 3. Antisocial/ Negative Behaviour (56%) 4. Housing (54%) 5. Basic Needs (43%)	1. Mental Health (85%) 2. Criminal Involvement (57%) 3. Drugs (54%) 4. Housing (42%) 5. Basic Needs (41%)	1. Mental Health (84%) 2. Housing (57%) 3. Physical Health (51%) 4. Drugs (50%) 5. Antisocial/ Negative Behaviour (49%)
Top Study Flag	Recent Escalation 17%	Recent Escalation 17%	Recent Escalation 16%	Recent Escalation 18%	Recent Escalation 13%
Top Service Mobilized	Mental Health				

Top 5 Correlated Risk Categories by Age Group

Mental health was the top risk category for each of the age groups. This page outlines the risk categories that are most correlated to the mental health risk category under each age group. For example, under the 12-17 age group, the Drugs risk category appeared 64% in all discussions that had a risk factor in the mental health risk category.



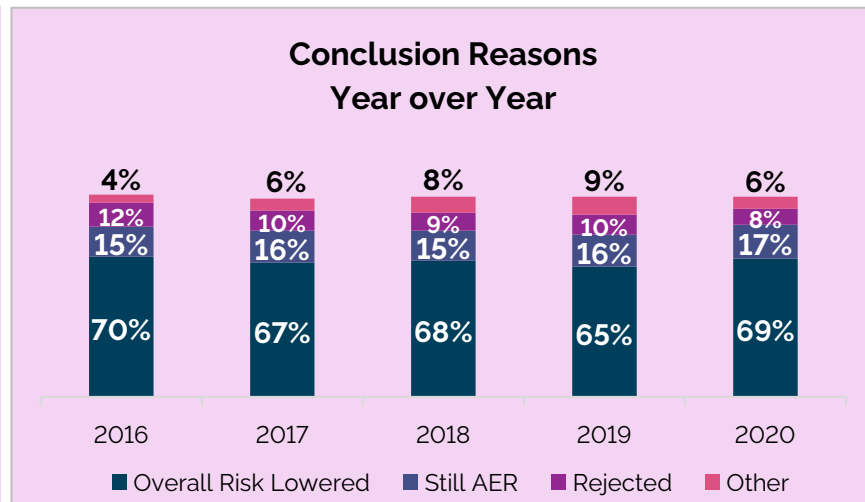
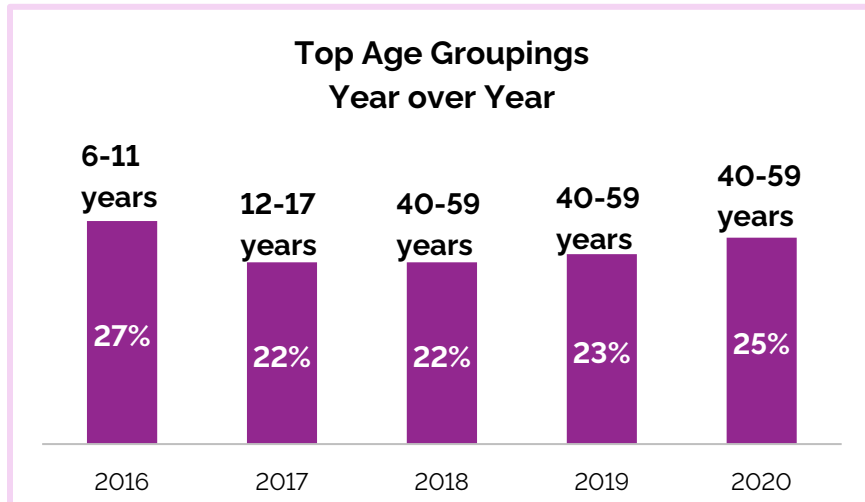
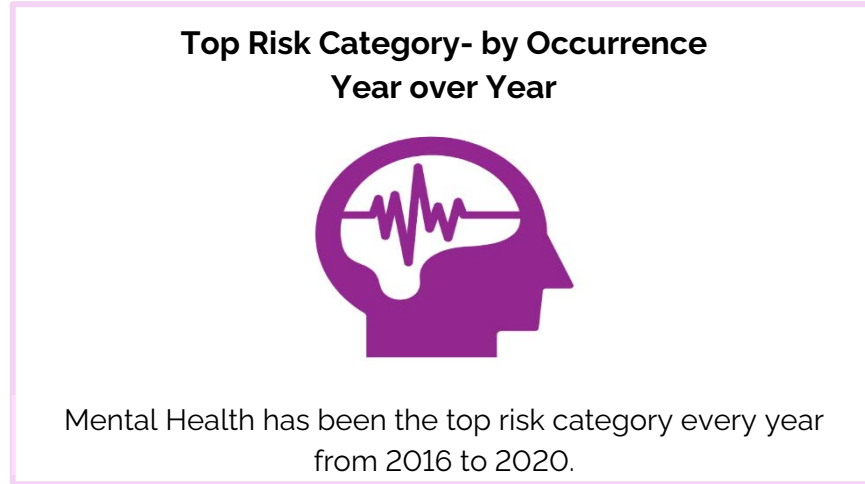
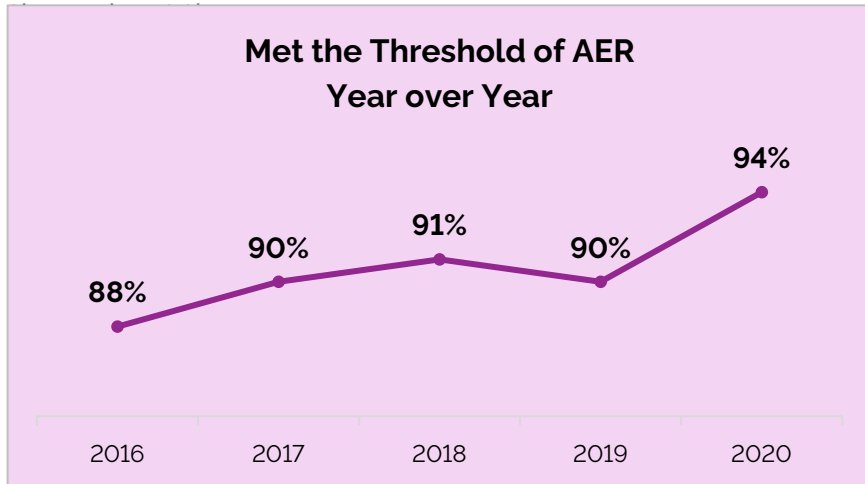
Top 5 Study Flags with Correlated Risk Categories


1. Recent Escalation*	2. Homelessness	3. Risk of Losing Housing/ Unsafe Living Conditions	4. Social Isolation	5. Domestic Violence
				
				
Mental Health 11%	Mental Health 10%	Mental Health 11%	Mental Health 12%	Mental Health 10
Antisocial/ Negative Behaviour 8%	Housing 10%	Basic Needs 8%	Basic Needs 9%	Emotional Violence 7%
Drugs 7%	Drugs 8%	Antisocial/ Negative Behaviour 7%	Physical Health 8%	Drugs 7%
Criminal Involvement 7%	Basic Needs 7%	Housing 7%	Antisocial/ Negative Behaviour 7%	Physical Violence 7%
Basic Needs 6%	Antisocial/ Negative Behaviour 7%	Drugs 7%	Housing 6%	Antisocial/ Negative Behaviour 7%

***Example:** In discussions where there is a Recent Escalation Study Flag, the Mental Health Risk Category appears 448 (11%) times.

Provincial 5 Year Trends

The following five-year trends have been observed across the RTD Annual Reports released to date (2016-2020). Discussions meeting the threshold of acutely elevated risk have increased slightly, indicating that table partners have become adept at understanding what discussions to bring to the table. The top age group represented at discussions has changed slightly



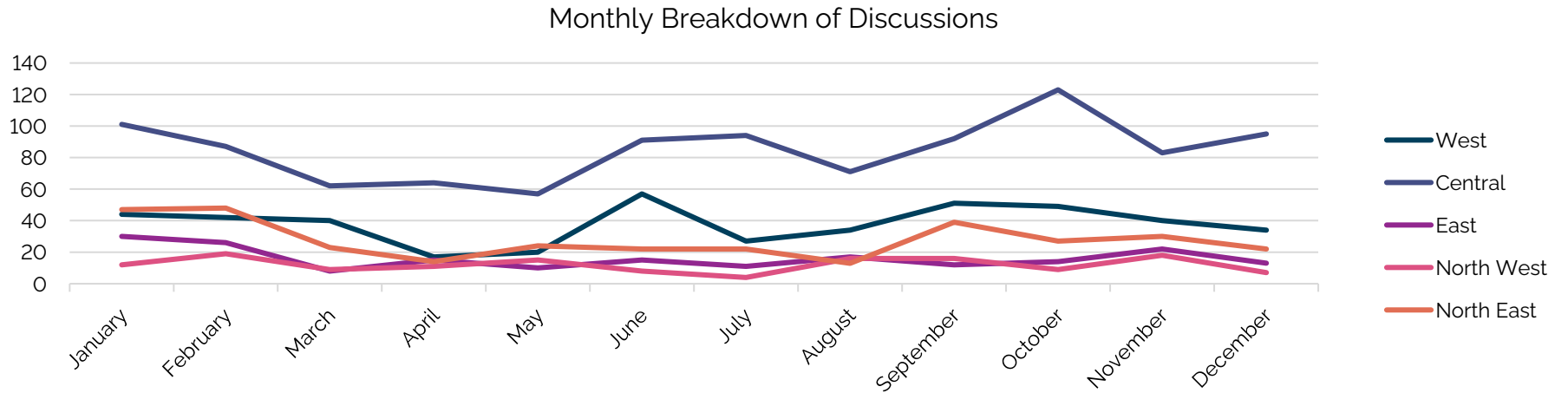


**Part B – RTD 2020 Annual Report
Regional Results**

2020 RTD Regional Data Results

As of 2020, there were 56 sites in operation using the RTD. This includes representation from all five regions across the province (12 from West Region, 18 sites from Central Region, 10 from East Region, eight from North West Region, and eight from North East Region).

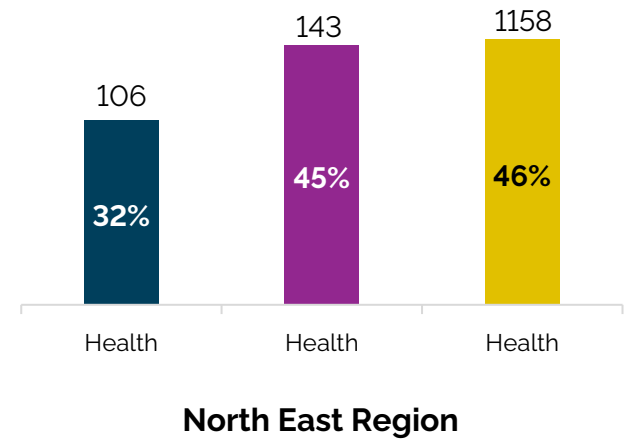
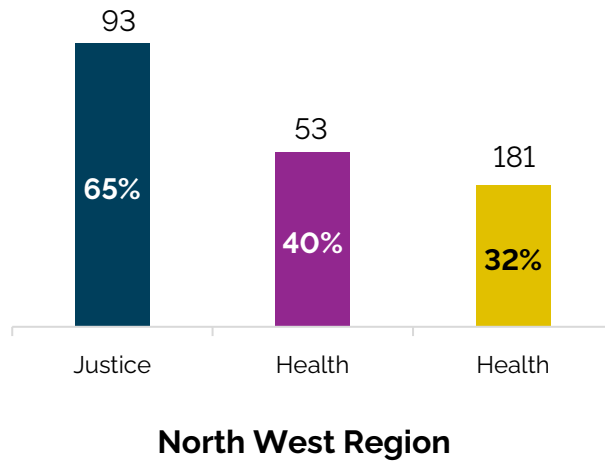
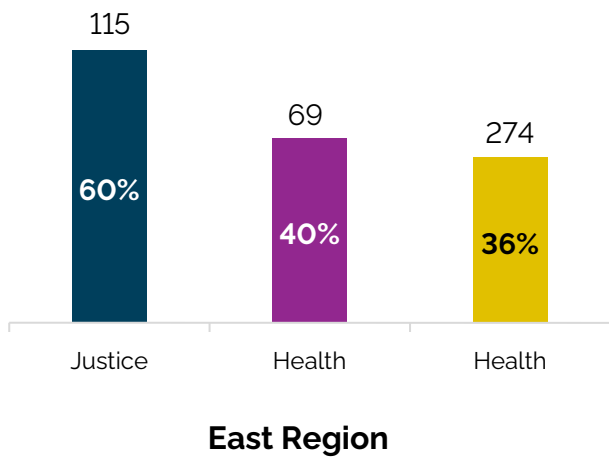
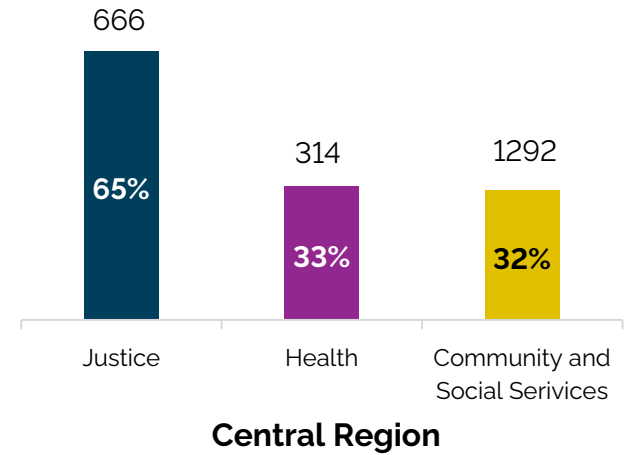
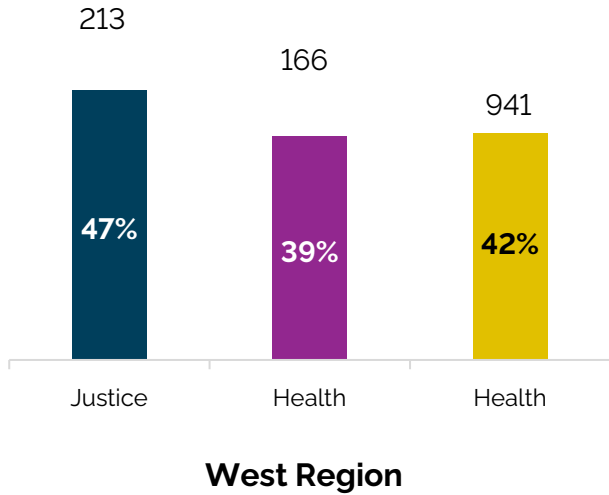
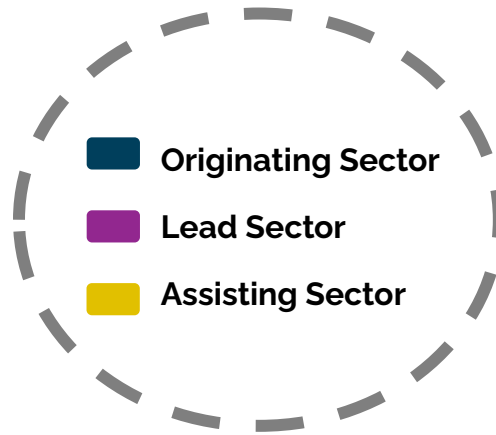
Discussion Overview



	West	Central	East	North West	North East
Sites	12	18	10	8	8
Discussions	553	1156	211	204	445
Met the Threshold	95%	95%	89%	92%	96%
Rejected	5%	5%	11%	8%	4%

Regional Sector Engagement

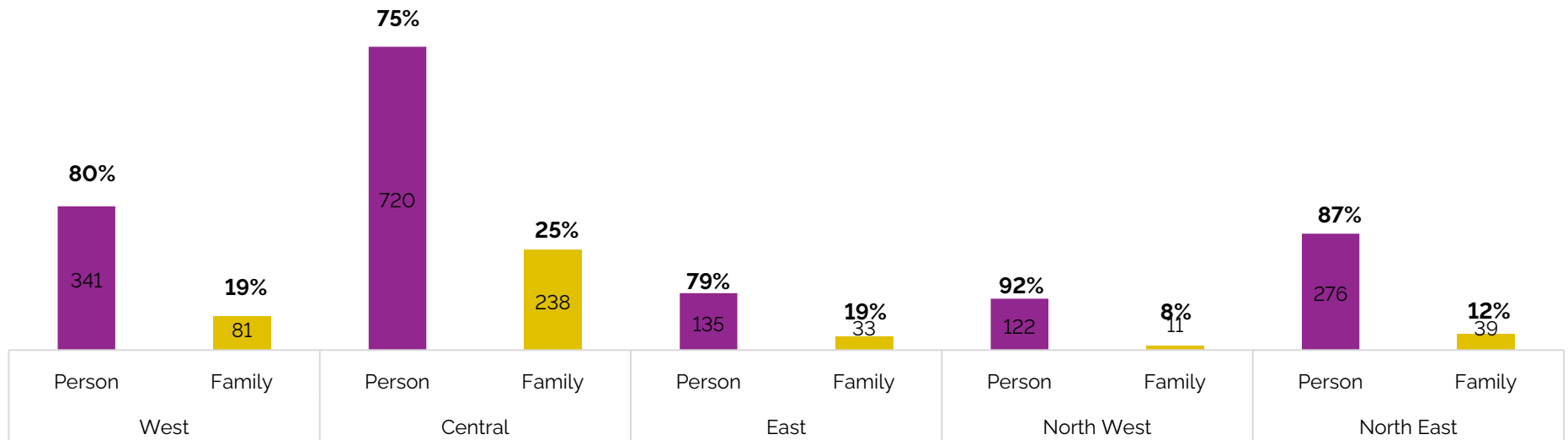
Top 3 Sectors Engaged



Regional Socio-Demographic Data

When discussing situations of AER, agency partners will identify the type of discussion as well as some de-identified socio-demographic information to assist in determining situational factors and agency engagement. The majority of Regional Discussions involve Persons with some variability in Age between Regions.

Discussion Type



***Note:** "Dwelling", "Neighbourhood", and "Environmental" Discussion Type field values also contribute to these data results in small quantities.

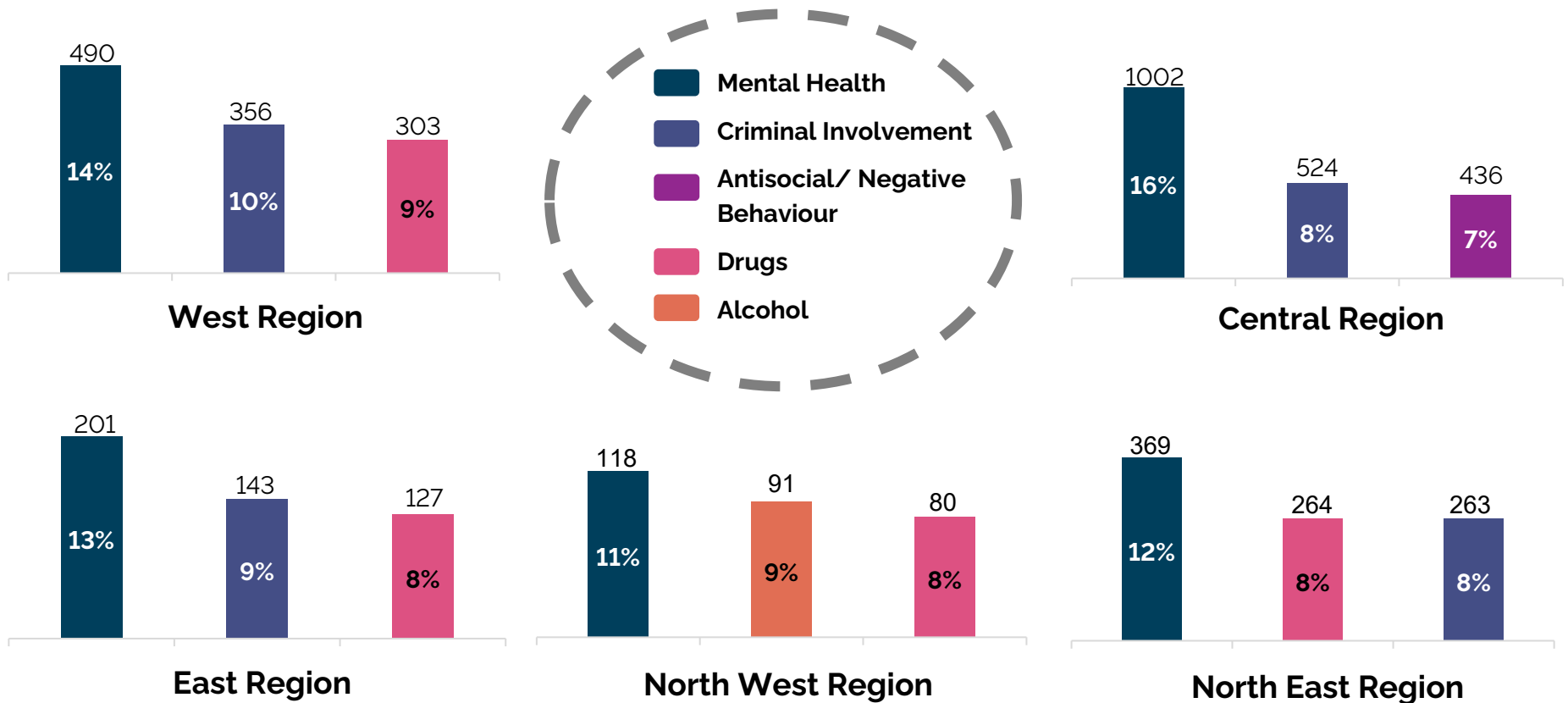
Top Age Group				
West Region	Central Region	East Region	North West Region	North East Region
40-59 Years (25%)	40-59 Years (27%)	40-59 Years (24%)	40-59 Years (26%)	30-39 Years (28%)

Regional Risk Category Information

When analyzing risk results at the regional level, there is variability among regions from both an occurrence and discussion perspective.
















Top 3 Risk Categories – By Occurrence

Analysis of risk information by occurrence reveals the following five most predominant risk categories, with mental health identified as the number one risk category across all regions.



Top 3 Risk Categories – By Discussion

Analysis of risk information by discussion, where a risk factor appears at least once in a given discussion from each of the 27 categories reveals a slightly different pattern, with mental health remaining the number one risk category across all regions.

West Region	Central Region	East Region	North West Region	North East Region
 <p>Mental Health 83% (354)</p>	 <p>Mental Health 77% (746)</p>	 <p>Mental Health 87% (147)</p>	 <p>Mental Health 70% (93)</p>	 <p>Mental Health 91% (287)</p>
 <p>Drugs 61% (261)</p>	 <p>Antisocial/ Negative Behaviour 42% (407)</p>	 <p>Drugs 59% (100)</p>	 <p>Alcohol 59% (78)</p>	 <p>Drugs 67% (212)</p>
 <p>Antisocial/ Negative Behaviour 51% (215)</p>	 <p>Housing 38% (368)</p>	 <p>Antisocial/ Negative Behaviour 58% (98)</p>	 <p>Drugs 52% (68)</p>	 <p>Antisocial/ Negative Behaviour 62% (196)</p>

Top 3 Risk Categories by Demographics

The tables below demonstrated the variance in top risk categories specific to the male and female population in the top age group identified, allowing for more targeted risk analysis relative to those most vulnerable populations in a respective region.

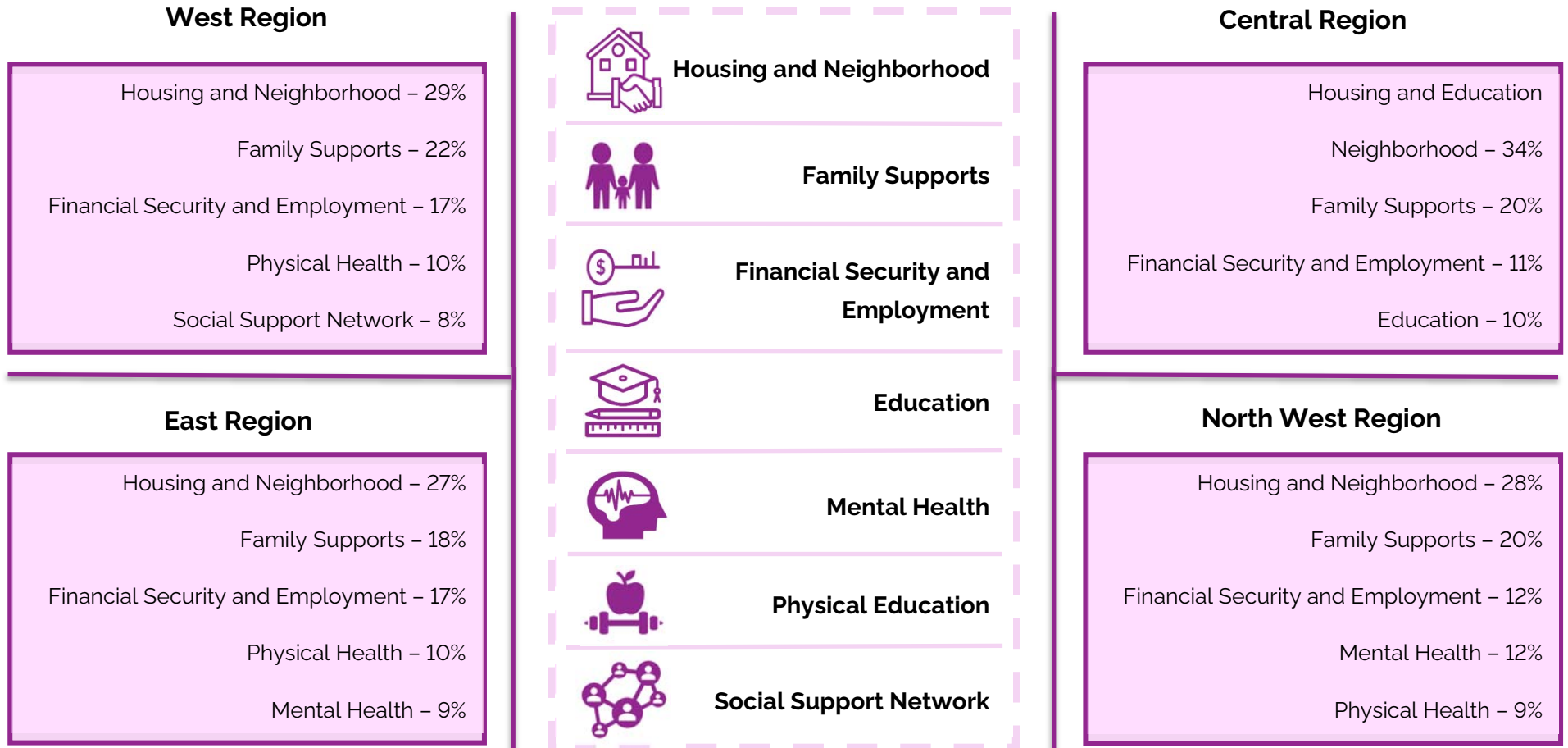
West Region		Central Region		East Region	
Top Risk Categories for 40-59 Age Group		Top Risk Categories for 40-59 Age Group		Top Risk Categories for 40-59 Age Group	
1. Mental Health (15%)		1. Mental Health (18%)		1. Mental Health (14%)	
2. Physical Health (10%)		2. Criminal Involvement (8%)		2. Criminal Involvement (11%)	
3. Criminal Involvement (8%)		3. Basic Needs (7%)		3. Antisocial/ Negative Behaviour (8%)	
Female	Male	Female	Male	Female	Male
1. Mental Health (16%)	1. Mental Health (14%)	1. Mental Health (19%)	1. Mental Health (17%)	1. Mental Health (17%)	1. Criminal Involvement (15%)
2. Physical Health (11%)	2. Criminal Involvement (10%)	2. Criminal Involvement (8%)	2. Basic Needs (9%)	2. Physical Health (9%)	2. Mental Health (11%)
3. Basic Needs (9%)	3. Physical Health (9%)	3. Crime Victimization (7%)	3. Antisocial/Negative Behaviour (8%)	3. Basic Needs (8%)	3. Antisocial/ Negative Behaviour (10%)

North West Region		North East Region	
Top Risk Categories for 40-59 Age Group		Top Risk Categories for 30-39 Age Group	
1. Mental Health (12%)		1. Mental Health (10%)	
2. Housing (10%)		2. Criminal Involvement (9%)	
3. Alcohol (8%)		3. Drugs (9%)	
Female	Male	Female	Male
1. Mental Health (17%)	1. Mental Health (10%)	1. Mental Health (10%)	1. Mental Health (11%)
2. Housing (13%)	2. Alcohol (9%)	2. Antisocial/ Negative Behaviour (9%)	2. Criminal Involvement (11%)
3. Basic Needs (9%)	3. Housing (9%)	3. Drugs (8%)	3. Drugs (9%)

Regional Protective Factors

Top 5 Protective Factors

The top two protective factors regionally in 2020 were "housing and neighbourhood" and "family supports." Given the small dataset in the North East Region, those results have been suppressed.



***Note:** North East Region results have not been reported due to low numbers.

Regional Study Flags

Top 5 Study Flags

In 2020, the total number of study flags reported totalled 4815. "Recent escalation" remains the highest regionally, except in the North West Region where "homelessness" is reported most often (16 per cent).

West Region

- "W" Recent Escalation – 18%
- Homelessness – 14%
- Risk of Losing Housing/
Unsafe Living Conditions – 10%
- Domestic Violence – 7%
- Social Isolation – 6%

Central Region

- "C" Recent Escalation – 17%
- Homelessness – 9%
- Risk of Losing Housing/
Unsafe Living Conditions – 8%
- Domestic Violence – 7%
- Social Isolation – 6%

East Region

- "E" Recent Escalation – 16%
- Homelessness – 10%
- Risk of Losing Housing/
Unsafe Living Conditions – 9%
- Domestic Violence – 8%
- Social Isolation – 6%

North West Region

- "NW" Recent Escalation – 16%
- Homelessness – 14%
- Risk of Losing Housing/
Unsafe Living Conditions – 7%
- Domestic Violence – 6%
- Social Isolation – 5%



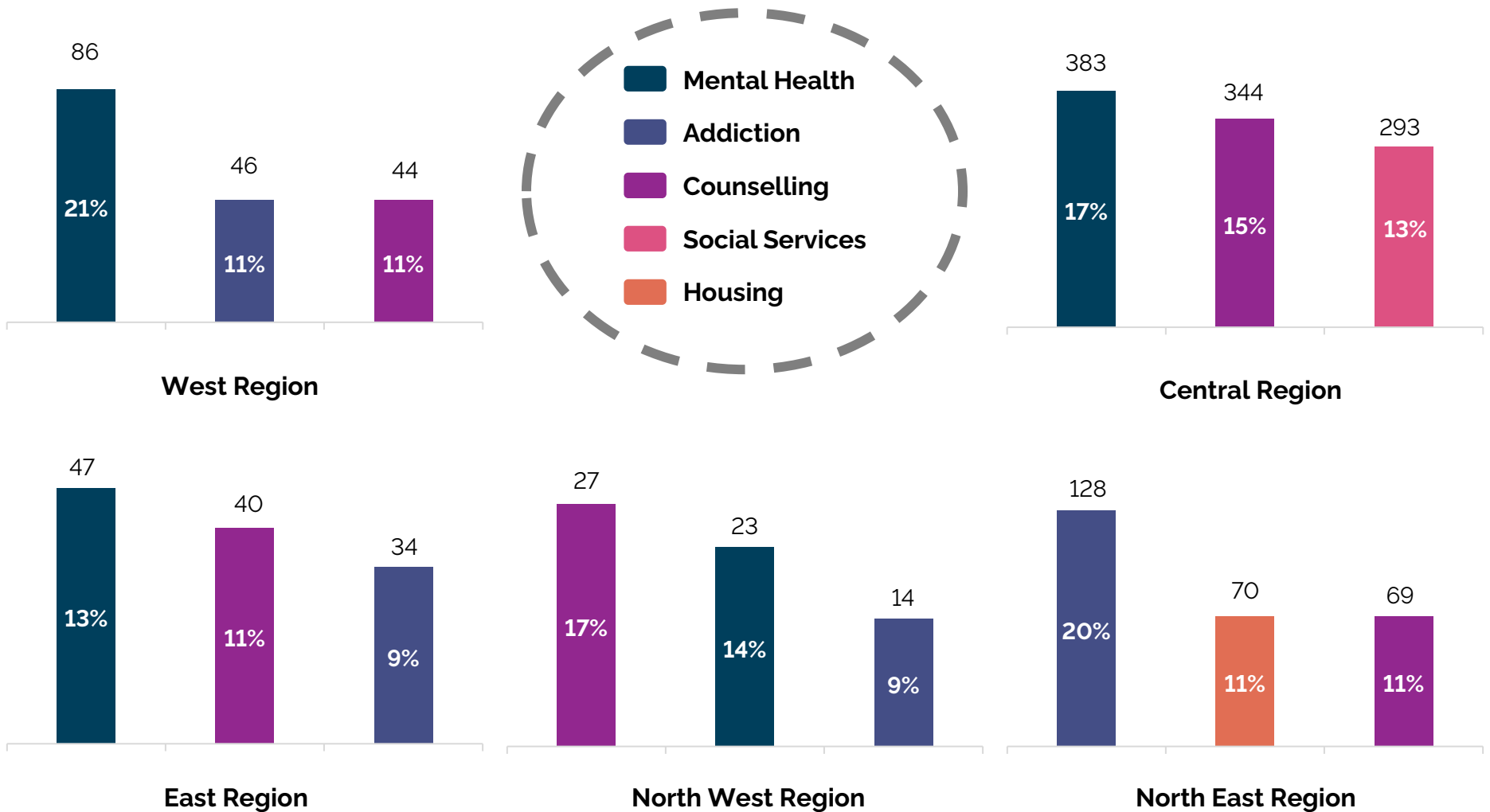
North East Region

- "NE" Recent Escalation – 13%
- Homelessness – 11%
- Risk of Losing Housing/
Unsafe Living Conditions – 10%
- Domestic Violence – 6%
- Social Isolation – 5%

Regional Services Mobilized

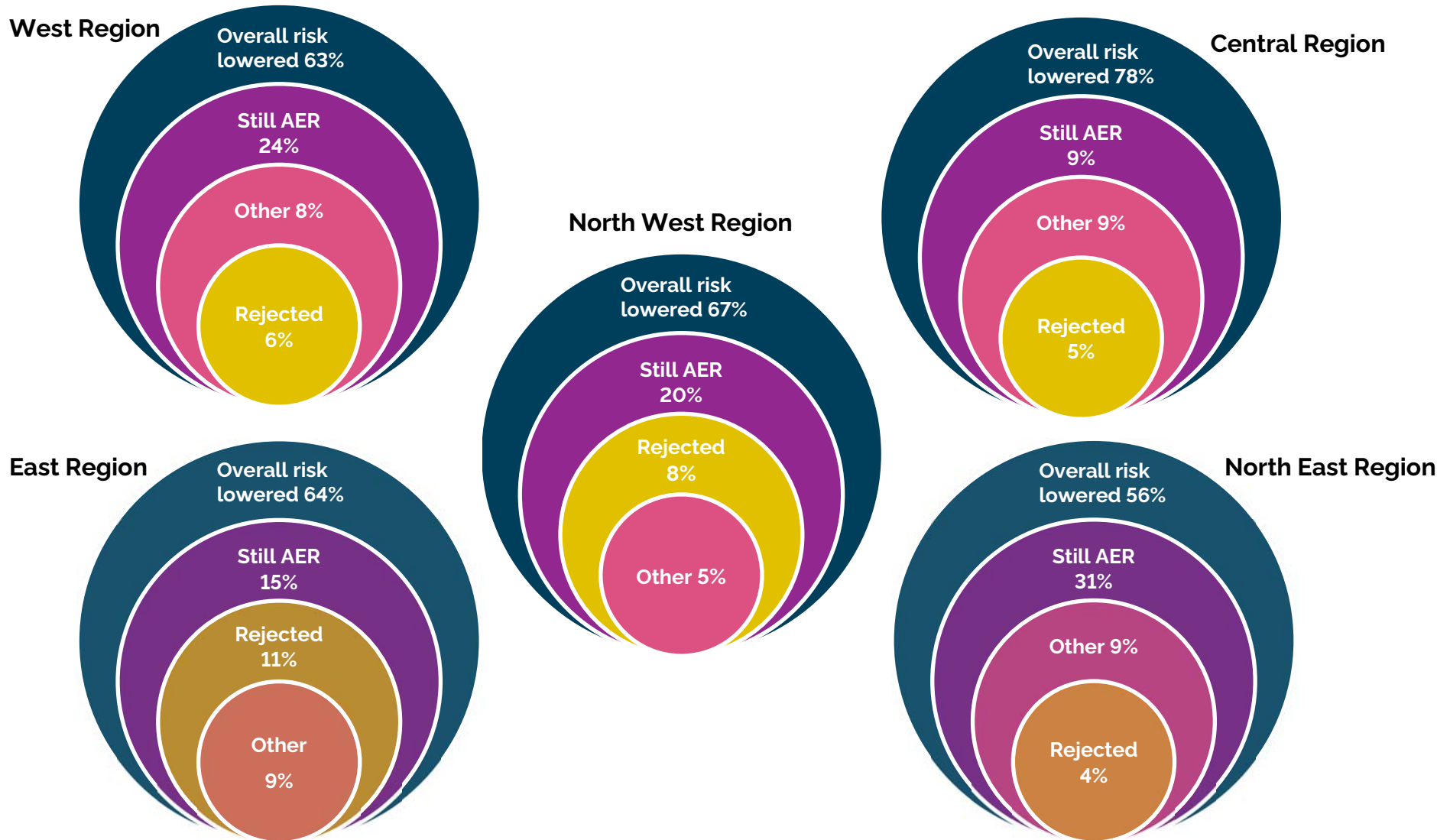
Top 3 Services Mobilized

Data for the type of mobilization and services mobilized are collected from 45 sites (80 per cent) and reported back to agency partners after the intervention occurs.



Regional Conclusion Reasons

The majority of discussions in all five regions concluded in overall risk being lowered.

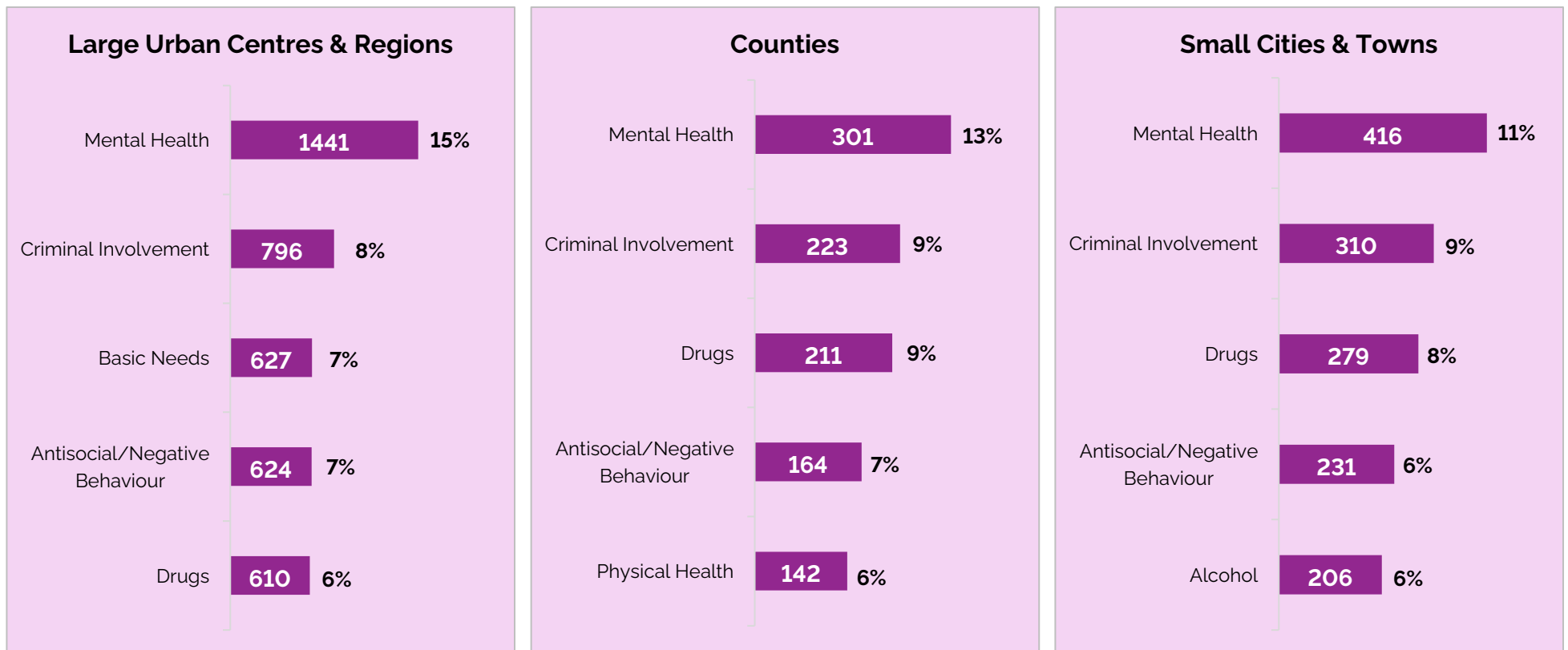


Population Category Analysis

The 56 sites in the RTD were divided into three population categories based on size according to Statistics Canada; Small Cities & Towns (19), Counties (16), and Large Urban Centers & Regions (21). See **Appendix C** for a full breakdown.

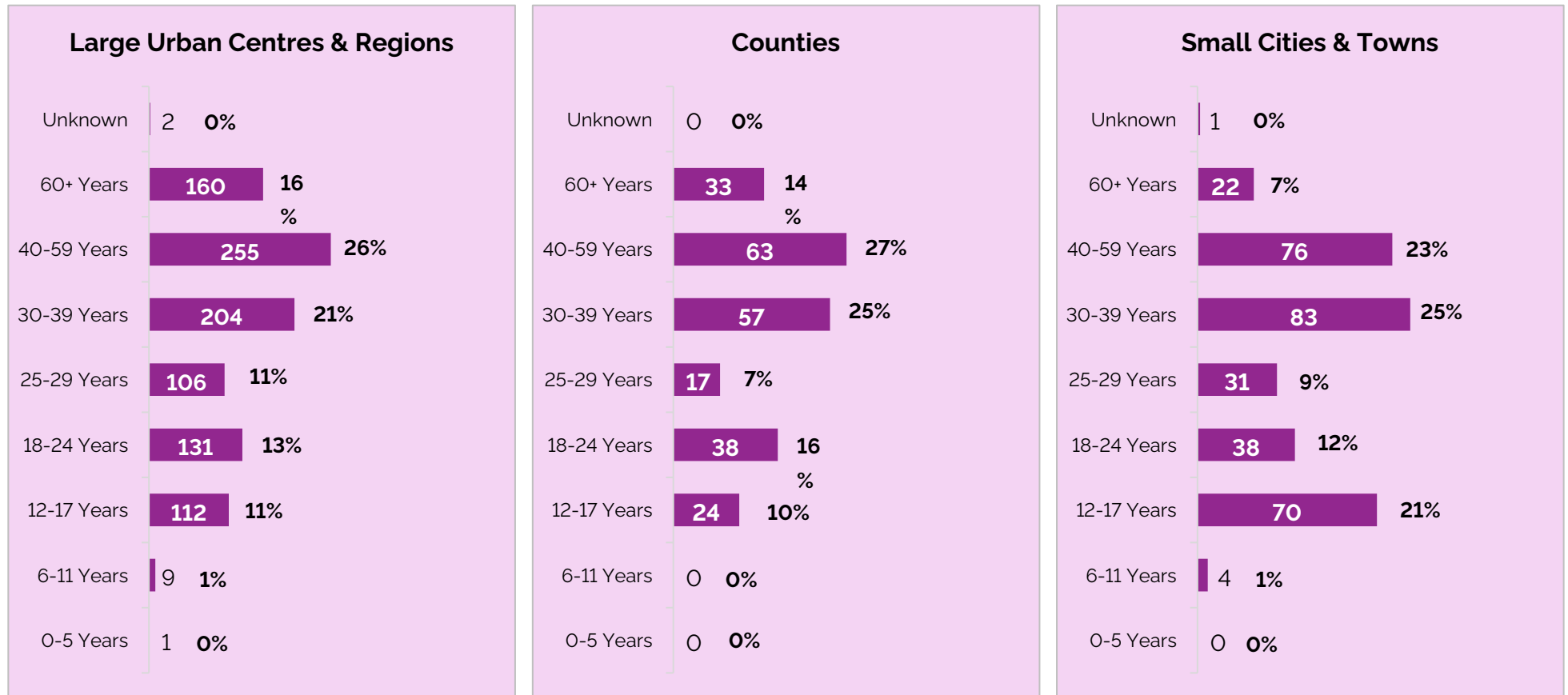
Top 5 Risk Factors by Population Category

The following charts show the top five Risk Categories by Occurrence for each Population Category. The top Risk Category is the same (Mental Health) for each Population Category, with some variation in the top five.



Socio-Demographic Data by Population Category

The following charts show the Age Groupings for each Population Category. The top age group for both Large Urban Centres & Regions and for Counties is 40-59 Years followed by 30-39 Years. The top age group for Small Cities and Towns is 30-39 Years followed by 40-59 Years, with a large proportion also in 12-17 Years group.



Conclusion

As the RTD project continues to grow, it has become the preferred software solution to support communities that have implemented multi-sectorial risk intervention models, both in Ontario and nationally. Recognizing the value of this data, the ministry remains committed to providing annual reports to ensure provincial and regional results are shared with community partners with the hope that it can help to inform broader policy and program work, including community safety and well-being planning efforts.

The ministry is optimistic that with the inclusion of additional pieces of analysis, the 2020 RTD Annual Report will allow for further understanding of priority issues experienced by those at an acute state of risk, including correlating factors. The data results also continue to demonstrate the commitment from several agencies who recognize the benefits this model has to offer and improve partnerships for future collaboration.

Through the RTD, the ministry continues to champion the significant benefits of working together toward shared outcomes that improve the quality of life for those who are most vulnerable in our communities.

To learn more about the community safety and well being planning process, please refer to the [Community Safety and Well-being Planning Framework: A Shared Commitment in Ontario](#)



Contacts

For questions regarding the RTD or its Annual Reports, please contact the ministry's RTD Support Team at SafetyPlanning@ontario.ca.

RTD 2020 Annual Report Contributors

Community Safety Analysts, Program Development Section

Natalie Brull

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Manager, Program Development Section

Emily Jefferson

Director, External Relations Branch

Michelina Longo

Appendix A – Glossary of terms

Acutely Elevated Risk (AER): Any situation negatively affecting the health or safety of an individual, family or specific group of people, where professionals are permitted in legislation to share personal information in order to eliminate or reduce imminent harm to an individual or others. Under the Four Filter Approach, the determination is made at Filter 2, whether or not the threshold of AER has been met.

Conclusion Reasons: A list of outcomes that results from a discussion at a multi-sectoral risk intervention initiative. The RTD includes 18 different conclusion reasons that are grouped into four categories.

Discussion Types: Determines what the focus of the multi-sectoral risk intervention will be on (i.e., person, family, neighbourhood, environmental and dwelling).

On-board: the planning and implementation process involved when sites are added to the RTD, including migrating historical data, testing functionality and training users.

Protective Factors: Positive characteristics or conditions that can moderate the negative effects of risk factors and foster healthier individuals, families and communities, thereby increasing personal and/or community safety and well-being. There are 51 protective factors in the RTD.

Risk Factors: Negative characteristics and/or conditions present in individuals, families and communities that may increase the presence of crime or fear of crime in a community. There are 105 risk factors in the RTD.

Services Mobilized: The services mobilized, as a result of the intervention, are collected in the RTD to help track which services were offered to and accepted by that individual or family at AER. There are five types of mobilization efforts (e.g., informed, engaged) that can be applied to 29 different services.

Study Flags: Allows multi-sectoral agency partners an opportunity to track and monitor specific trends in their community and collect information on certain conditions that may be studied locally that fall outside the scope of individual risk factors. There are 33 study flags in the RTD.

Appendix B – All Ontario site locations using the RTD

WEST REGION (12)	CENTRAL REGION (18 Sites)	EAST REGION (10 Sites)	NORTH WEST REGION (8 Sites)	NORTH EAST REGION (8 Sites)
<ul style="list-style-type: none"> • Brantford • Cambridge • Chatham-Kent • Elgin County • Grey & Bruce Counties • Huron and Perth County • Kitchener • London • Middlesex County/Strathroy • Oxford County • Simcoe-Norfolk County • Windsor 	<ul style="list-style-type: none"> • Barrie • Durham Region • Halton Region • Kawartha Lakes • North Simcoe • Nottawasaga • Orillia • Peel Region • Peterborough • Port Colbourne • Northumberland County • Toronto <ul style="list-style-type: none"> ✓ Rexdale ✓ North Scarborough ✓ Downtown East ✓ Downtown West ✓ Black Creek • York Region 	<ul style="list-style-type: none"> • Cornwall, Stormont, Dundas, Glengarry • Hastings County (Belleville, Quinte West) • Kingston & Frontenac County • Lennox & Addington County/Napanee • Leeds & Grenville County • North Hastings County • Ottawa • Perth-Lanark County • Prince Edward County • Renfrew County 	<ul style="list-style-type: none"> • Dryden • Fort Frances • Greenstone • Kenora • Nipigon • Red Lake • Sioux Lookout • Thunder Bay 	<ul style="list-style-type: none"> • Espanola • Manitoulin Island • North Bay • Parry Sound • Sault Ste. Marie • Sudbury • Sudbury East • Timmins

*Table includes only those sites operational as of December 31, 2020.

Appendix C – Breakdown of Sites by Population Category

#	Site	Population	Category	Population Category
1	Barrie	141,434	city	Large Urban Centres & Regions
2	Sudbury	161,647	city	
3	Sudbury East		city	
4	Thunder Bay	107,909	city	
5	Cambridge	129,920	city	
6	Kingston & Frontenac County	268,135	city	
7	Kitchener	233,222	city	
8	London	383,822	city	
9	Ottawa	934,243	city	
10	Toronto		city	
11	Toronto - Black Creek			
12	Toronto - Downtown East			
13	Toronto - Downtown West			
14	Toronto - North Scarborough			
15	Toronto - Rexdale			
16	Windsor	287,069	city	
17	Durham Region	645,862	region	
18	Halton Region	548,435	region	
19	Peel Region	1,381,739	region	
	Peel - Brampton			
	Peel - Mississauga			
20	York Region	1,109,909	region	
21	Chatham-Kent	102,042	region	

#	Site	Population	Category	Population Category
22	Elgin County	88,978	county	Counties
23	Grey & Bruce Counties	161,977	county	
24	Hastings County (Belleville, Quinte West)	136,445	county	
25	Huron and Perth County	136,093	county	
26	Leeds & Grenville County	100,546	county	
27	Lennox & Addington County/Napanee	50,327	county	
28	Middlesex County/Strathroy	85,912	county	
29	North Simcoe (Huron West) (Midland)	47,646	county	
30	Northumberland County	85,598	county	
31	Oxford County	110,862	county	
32	Perth-Lanark County		county	
33	Prince Edward County	24,735	county	
34	Simcoe-Norfolk County	64,044	county	
35	North Hastings County	60,000	county	
36	Renfrew County	102,394	county	
37	Cornwall, Stormont, Dundas, Glengarry	113,429	county	

#	Site	Population	Category	Population Category
38	Brantford	97,496	small city	Small cities and
39	North Bay	51,553	small city	
40	Orillia	31,166	small city	
41	Parry Sound	42,824	small city	
42	Peterborough	81,032	small city	
43	Sault Ste. Marie	73,368	small city	
44	Timmins	41,788	small city	
45	Dryden	7,749	small city	
46	Espanola	4,996	small city	
47	Fort Frances	7,739	small city	
48	Greenstone	4,636	town	
49	Kawartha Lakes	75,423	town	
50	Manitoulin Island	13,255	town	
51	Nipigon	1,642	town	
52	Nottawasaga		town	
53	Port Colbourne	18,306	town	
54	Red Lake	4,107	town	
55	Sioux Lookout	5,272	town	
56	Kenora	65,533	small city	

Ministry of the Solicitor General

Public Safety Division

25 Grosvenor St.
12th Floor
Toronto ON M7A 2H3

Telephone: (416) 314-3377
Facsimile: (416) 314-4037

Ministère du Solliciteur général

Division de la sécurité publique

25 rue Grosvenor
12^e étage
Toronto ON M7A 2H3

Téléphone: (416) 314-3377
Télécopieur: (416) 314-4037



MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Services Boards

FROM: Richard Stubbings
Assistant Deputy Minister
Public Safety Division

SUBJECT: **Updated Points of Contact for Office of the Independent
Police Review Director**

DATE OF ISSUE:	July 30, 2021
CLASSIFICATION:	General Information
RETENTION:	Indefinite
INDEX NO.:	21-0084
PRIORITY:	Normal

At the request of the Office of the Independent Police Review Director (OIPRD), I am sharing a communication regarding a new guideline with respect to publishing disciplinary hearing decisions on its website.

For further information, please review the attached memo from Stephen Leach, Independent Police Review Director.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Stubbings".

Richard Stubbings
Assistant Deputy Minister
Public Safety Division

Attachment

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

MEMORANDUM

DATE: June 14, 2021

TO: Richard Stubbings, Assistant Deputy Minister
Ministry of the Solicitor General

FROM: Stephen Leach
Independent Police Review Director
Office of the Independent Police Review Director

SUBJECT: **Publishing Disciplinary Hearings on the OIPRD Website**

I would ask that you please share the following update with the policing community.

Pursuant to s. 56 of the *Police Services Act*, the Office of the Independent Police Review Director (OIPRD) has released a new guideline (Guideline 005). The purpose of this guideline is to advise the members of the public and the policing community of the OIPRD's practices in publishing disciplinary hearing decisions on its website. This guideline is in effect as of June 3, 2021.

Police disciplinary hearings are held under the *Police Services Act* and are public proceedings held accordance with the *Statutory Powers and Procedure Act*. As you are aware, pursuant to s. 86(3) of the *Police Services Act*, the OIPRD is required to publish Chief's decisions from police disciplinary hearings by posting them on its website: <https://www.oiprd.on.ca/hearings/results-hearings/>. Effective June 3, 2021, the OIPRD does not publish appeal or review decisions issued by the Ontario Civilian Police Commission or courts. These decisions may be accessed on <https://www.canlii.org/en/> or similar platforms.

Therefore, in accordance with the provisions of the *Police Services Act*, the OIPRD will post decisions as they are provided by the chiefs or the boards, without any amendment, redaction or revisions.

The OIPRD staff will review the decisions, and if there is any concern about inadvertent and serious disclosure of privileged, sensitive or personal information, they may notify the chief, the board or the decision maker, as the case may be, for consideration. This may include, but is not limited to:

- Information protected under the *Youth Criminal Justice Act* S.C. 2002, c. 1
- Names of children and youth under the age of 18
- Names of schools and recreational teams of children and youth
- Information that may tend to disclose the identity of a confidential informant
- Sensitive medical or financial information

In these instances, the OIPRD will ask the chiefs and the boards to provide a response regarding the concerns raised. The response from the chiefs or boards shall indicate whether or not there are privacy or publication concerns, and if any subsequent amendments or redactions have been made.

- If the chief, the board or the decision maker amends, revises or redacts the decision, the OIPRD will publish the amended decision.
- If the chief, the board or the decision maker has determined that there is no privacy or publication concern and does not amend the decision, the OIPRD will publish the original decision.

The response from the chiefs in this regard will be essential for ensuring that the OIPRD fulfills its mandate under s. 86 (3) of the *Police Services Act*.

Given that the disciplinary decisions are public and must be published by the OIPRD, it is prudent for everyone involved in the disciplinary process to be mindful of privacy considerations and federal legislation. Privacy concerns or requests for a publication ban or anonymization should be raised before the hearing officers and dealt with at the hearing stage. As you are aware, the OIPRD is not a party to the hearing and does not have any authority to issue a publication ban or change a decision.

Should you have any questions or concerns, please contact oiprd@ontario.ca.

Sincerely,



Stephen Leach
Independent Police Review Director

Attachment 005 OIPRD Guideline for the Publication of Disciplinary Decisions



**Guidelines and Directive 005 –
Guideline for Publishing Disciplinary Hearing
Decisions**

Effective Date: June 3, 2021

1. Background

Pursuant to Rule 2.2 of the OIPRD Rules of Procedure, the Director may issue guidelines or practice directives at any time as the Director deems necessary to carry out his or her functions under the *Police Services Act*, or in regard to the OIPRD's practices and procedures. Where any guideline conflicts with the Rules, the Rules shall apply.

2. Purpose

The purpose of this guideline is to outline the OIPRD's procedure in reviewing and publishing the disciplinary hearing decisions on the OIPRD Website.

Police disciplinary hearings in Ontario are held under the *Police Services Act* and in accordance with the *Statutory Powers Procedure Act*, R.S.O. 1990, c. S.22 (SPPA). Under the SPPA, these hearings, which are held by the police services or the boards, as the case maybe, are open to the public. Hearing officers have the power to control the hearing procedure and can make orders with respect to the procedures and practices that apply in any particular proceeding. The complainant, the respondent officer(s) and the Chief/Commissioner are the parties to the proceeding. The Director does not participate in the hearings.

Pursuant to s. 86(3) of the *Police Services Act*, the OIPRD is required to publish decisions of the police disciplinary hearings by posting them on its website: <https://www.oiprd.on.ca/hearings/results-hearings/>. The OIPRD does not publish appeal or review decisions issued by the Ontario Civilian Police Commission or courts. These decisions may be accessed on <https://www.canlii.org/en/> or similar platforms.

3. Publication of Disciplinary Hearing Decisions

The open court principle, along with the provisions of the *Police Services Act*, guarantee public access to the police disciplinary decisions and the identity of the litigants. The OIPRD will post decisions as they are provided by the chief or the board. **The OIPRD will not amend, redact or revise the content of the decisions before publication.**

The OIPRD, however, may notify the chief, the board or the decision maker, as the case may be, if there is a serious concern about inadvertent and serious disclosure of privileged, sensitive or personal information. This may include, but is not limited to:

- Information protected under the *Youth Criminal Justice Act*
- Names of children and youth under the age of 18
- Names of schools and recreational teams of children and youth
- Information that may tend to disclose the identity of a confidential informant
- Sensitive medical or financial information

The response from the chief or board shall indicate whether or not there are privacy or publication concerns and if any subsequent amendments or redactions have been made.

- If the chief, the board or the decision maker amends, revises or redacts the decision, the OIPRD will publish the amended decision.
- If the chief, the board or the decision maker has determined that there is no privacy or publication concern and does not amend the decision, the OIPRD will publish the original decision.

Given that the OIPRD will not amend or redact hearing decisions before publication, hearing officers are encouraged to closely follow their obligations under provincial privacy laws and federal legislation in drafting decisions. Similarly, parties are reminded that any concerns or requests about publication ban or anonymization must be raised before the hearing officers.

4. Resources

[Police Services Act, R.S.O. 1990, c. P.15](#)

[OIPRD Rules of Procedure](#)

[Youth Criminal Justice Act S.C. 2002, c. 1](#)

MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Services Boards

FROM: Richard Stubbings
Assistant Deputy Minister
Public Safety Division

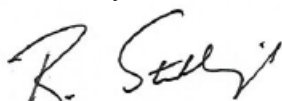
SUBJECT: **New Occupational Health and Safety Act (OHSA)
Incident Reporting Requirements Regulation**

DATE OF ISSUE:	August 4, 2021
CLASSIFICATION:	General Information
RETENTION:	Indefinite
INDEX NO.:	21-0086
PRIORITY:	Normal

At the request of the Ministry of Labour, Training and Skills Development, I am sharing a communication from the Ontario Police Health and Safety Committee (OPHSC) to help raise awareness to the policing community across the province of a new regulation under the *Occupational Health and Safety Act (OHSA)* which came into force on July 1, 2021: *Ontario Regulation 420 / 21 – Notices and Reports under Sections 51 to 53.1 of the Act – Fatalities, Critical Injuries, Occupational Illnesses and Other Incidents.*

For further information, please review the attached memo package from A/Assistant Deputy Minister Sandra Lawson.

Sincerely,



Richard Stubbings
Assistant Deputy Minister
Public Safety Division

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

Attachments

**Ministry of Labour,
Training and Skills
Development**

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Operations Division

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July 2, 2021

MEMORANDUM TO: Rick Stubbings
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division
Ministry of the Solicitor General

FROM: Jody Young
Assistant Deputy Minister
Operations Division
Ministry of Labour, Training and Skills Development

Subject: *New* Regulation under the Occupational Health and Safety Act (OHSA)
[Ontario Regulation 420 / 21 – Notices and Reports under Sections 51 to 53.1 of the Act – Fatalities, Critical Injuries, Occupational Illnesses and Other Incidents.](#)

The Ontario Police Health and Safety Committee (OPHSC) is appointed by the Minister of Labour, Training and Skills Development under Section 21 of the Occupational Health and Safety Act for the purpose of advising the Minister and making recommendations on occupational health and safety issues that affect police personnel across Ontario.

OPHSC would like to share the attached high level overview presentation with police services to help to inform police services of a ***new regulation*** under the Occupational Health and Safety Act (OHSA) which came into force on **July 1, 2021**: [Ontario Regulation 420 / 21 – Notices and Reports under Sections 51 to 53.1 of the Act – Fatalities, Critical Injuries, Occupational Illnesses and Other Incidents.](#)

O. Reg. 420/21 incorporates [the critical injury definition](#) and streamlines reporting requirements previously set out in several regulations into a single regulation that applies to all workplaces covered under the OHSA.

MLTSD is developing an electronic notification form to assist employers with meeting their reporting requirements under the *OHS*A. The Ministry is also working on updates to the Ministry's web page: [Reporting workplace incidents or structural hazards | Ontario.ca](#)

The Ministry of Labour, Training, Skills and Development is seeking the continued support of SOLGEN in raising awareness of health and safety issues by distributing this information to police personnel at all levels within the policing community.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Sandra Lawson".

Sandra Lawson for,
Jody Young
Assistant Deputy Minister
Operations Division
Ministry of Labour, Training and Skills Development

Attachment: O. Reg. 420/21 Overview presentation

***New* Reg under OHSA:
O. Reg. 420/21 *Notices and Reports
under Sections 51 – 53.1 of the Act –
Fatalities, Critical Injuries, Occupational
Illnesses and Other Incidents***

Background

- All workplaces covered by the OHSA are required to provide a written report to MLTSD and/or specified workplace parties following certain incidents or occurrences (sections 51 – 53.1, OHSA).
- From December 2020 to February 2021, MLTSD consulted on a proposal to streamline written reporting requirements set out in several regulations into a single regulation that would apply to all workplaces covered under the OHSA (to learn more visit [consultation posting](#)).

Background

- The result of this consultation led to a new regulation under the OHSA that will come into effect on July 1, 2021: [Ontario Regulation 420 / 21 – Notices and Reports under Sections 51 to 53.1 of the Act – Fatalities, Critical Injuries, Occupational Illnesses and Other Incidents](#) (O. Reg. 420/21)
- The new regulation incorporates the critical injury definition and streamlines reporting requirements into a single regulation that applies to all workplaces covered under the OHSA.

Background

As a result of O. Reg. 420/21, the following changes are made to existing regulations under OHSA:

- Regulation 834 – Critical Injury – Defined, is revoked as of July 1, 2021.
- Amendments to 9 regulations under OHSA brought about by the following amending regulations that also take effect on July 1, 2021:
 - [O. Reg. 421/21: INDUSTRIAL ESTABLISHMENTS](#)
 - [O. Reg. 422/21: MINES AND MINING PLANTS](#)
 - [O. Reg. 423/21: OIL AND GAS – OFFSHORE](#)
 - [O. Reg. 424/21: WINDOW CLEANING](#)
 - [O. Reg. 425/21: X-RAY SAFETY](#)
 - [O. Reg. 426/21: CONSTRUCTION PROJECTS](#)
 - [O. Reg. 427/21: HEALTH CARE AND RESIDENTIAL FACILITIES](#)
 - [O. Reg. 428/21: DIVING OPERATIONS](#)
 - [O. Reg. 429/21: FARMING OPERATIONS](#)

General Overview of Changes

Prior to July 1 st 2021	O. Reg. 420 / 21 (as of July 1)
<p>8 regulations prescribed reporting requirements.</p> <p>No prescribed requirements for extended coverage and farming.</p>	<p>The regulation applies to all workplaces.</p>
<p>Regulation 834 (Critical Injury – Defined)</p>	<p>The regulation includes the definition of “critically injured”, unchanged from Reg 834.</p>
<p>“Medical attention” is not defined in the OHSA or regulations.</p>	<p>The regulation includes a definition of “medical attention” to clarify when non-disabling injuries are required to be notified under section 52(1) of the OHSA.</p> <p>“medical attention” means treatment from a legally qualified medical practitioner or a registered nurse who holds an extended certificate of registration under the <i>Nursing Act, 1991</i>. (“soins médicaux”)</p>

General Overview of Changes

Prior to July 1 st 2021	O. Reg. 420 / 21 (as of July 1)
<p>Reporting provisions related to section 51 and 52 of the OHS Act are set out in:</p> <ul style="list-style-type: none">• O. Reg. 67/93 (Health Care) s5• O. Reg. 213/91 (Construction Projects) s8 – s10• O. Reg. 629/94 (Diving Operations) s11• Regulation 851 (Industrial Establishments) s5• Regulation 854 (Mines and Mining Plants) s21• Regulation 855 (Oil and Gas – Offshore) s7 – s10• Regulation 859 (Window Cleaning) s5	<p>The regulation sets out a single set of written reporting requirements for these notices / reports.</p> <p>The written reporting requirements apply to incidents involving workers only. Note: the obligation to report under section 51 of the OHS Act involving persons remains the same.</p> <p>The written reporting requirements are restricted to incidents involving motor vehicle collisions on a highway (as defined under the <i>Highway Traffic Act</i>, or on the private toll highway known as Highway 407) where (a) the worker affected was working at a project (e.g. a construction worker doing road construction) or (b) the worker affected was not travelling in the motor vehicle at the time of the collision (e.g. a tow truck driver fixing a flat tire).</p>

General Overview of Changes

Prior to July 1, 2021	O. Reg. 420/21 (as of July 1)
<p>Section 53 of the OHS Act requires notification to be given when there is a “failure of any equipment, machine, device, article or thing” at a project site, mine or mining plant.</p>	<p>The regulation specifies that the prescribed reporting requirements apply when such a failure <i>could have posed a risk to the life, health or safety of a worker.</i></p>
<p>Additional incidents triggering notification under section 53 are prescribed in:</p> <ul style="list-style-type: none">• O. Reg. 213/91 - Construction Projects (s 11)• O. Reg. 629/94 - Diving Operations (s 10)• Regulation 854 – Mines and Mining Plans (s 21)• Regulation 861 - X-Ray Safety (s13 &14)	<p>The regulation maintains the additional incidents triggering notification under section 53 and includes a single set of written reporting requirements.</p>

General Overview of Changes

Prior to July 1, 2021	O. Reg. 420/21 (as of July 1)
<p>Under section 53.1 of the OHSA, employers may be required to provide a written opinion of a P.Eng. stating the cause of the occurrence within 14 days:</p> <ul style="list-style-type: none">• O. Reg. 67/93 (Health Care) s6• O. Reg. 213/91 (Construction Projects) s12• Regulation 859 (Window Cleaning) s6	<p>The regulation maintains the requirements for section 53.1 P.Eng. written reports.</p>
<p>Record Keeping</p> <p>There is no single set of record keeping requirements that apply to section 51-53.1 reports / notices under the OHSA.</p>	<p>Record Keeping</p> <p>The regulation requires a copy of a written notice or report required under sections 51 to 53.1 of the Act to be retained for at least 3 years.</p>

Questions?

Thank You

Ministry of the Solicitor General

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Ministère du Solliciteur général

Division de la sécurité publique

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MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Services Boards

FROM: Richard Stubbings
Assistant Deputy Minister
Public Safety Division

SUBJECT: Release of the Ministry of Education's New Anti-Sex
Trafficking Policy Framework for Provincially-Funded
School Boards

DATE OF ISSUE:	August 4, 2021
CLASSIFICATION:	General Information
RETENTION:	Indefinite
INDEX NO.:	21-0087
PRIORITY:	Normal

At the request of the Ministry of Education, I am sharing a communication to advise the policing community across the province of the new anti-sex trafficking policy framework for schoolboards.

For further information, please review the attached memo from Assistant Deputy Minister Denise Dwyer. If you have any questions, please contact healthy.schools@ontario.ca.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Stubbings".

Richard Stubbings
Assistant Deputy Minister
Public Safety Division

Attachment

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

Ministry of Education

Ministère de l'Éducation

Office of the Assistant Deputy Minister

Bureau de la sous-ministre adjointe

Indigenous Education and Well-Being
Division

Division de l'éducation autochtone et du
bien-être

315 Front Street West
Toronto ON M7A 0B8

315, rue Front Ouest
Toronto (Ontario) M7A 0B8

MEMORANDUM TO: Richard Stubbings
Assistant Deputy Minister, Public Safety Division
Ministry of the Solicitor General

FROM: Denise Dwyer, Assistant Deputy Minister, Indigenous
Education and Well-Being Division

DATE: July 7, 2021

SUBJECT: **Release of the Ministry of Education's New Anti-sex
Trafficking Policy Framework for Provincially-Funded
School Boards**

I would like to inform you that the Ontario government released a new anti-sex trafficking policy framework for school boards, the *Policy/Program Memorandum no. 166: Keeping Students Safe: Policy Framework for School Board Anti-Sex Trafficking Protocols*.

The *Keeping Students Safe* policy – the first of its kind for an education sector in Canada – sets a strong foundation for Ontario school boards to build upon to create local anti-sex trafficking protocols. This new policy will ensure every school board has a plan with core components in place to protect students and empower school communities to play a key role in fighting sex trafficking and protecting children and youth from sexual exploitation. A link to the news release can be accessed [here](#).

The policy provides a strong foundation to guide Ontario school boards as they build multi-sector partnerships and collaborate to create community-centered anti-sex trafficking protocols across the province.

School board protocols must include these essential components:

- raising awareness and understanding of sex trafficking, including the urgency and complexity of combating sex trafficking

- response and support procedures for students who are at risk or being sex trafficked, or who may be grooming and recruiting other students
- training for school board employees, educators and administrators and other school staff
- establishing approaches to support accountability and evaluation

School boards are committed to working with parents/guardians, students, and local partners, such as Indigenous organizations and communities, anti-human trafficking committees, survivor led-organizations, community-based service providers, police services and child welfare agencies to develop and implement their protocols.

Depending on the complexity of effort, some school boards may seek to include response to sex-trafficking into existing police-school board protocols. School boards and police services are expected to work together to develop police-school board protocols that ensure a shared understanding of each party's roles, procedures and decision-making authority in preserving and promoting school safety.

The [Provincial Model for a Local Police/School Board Protocol](#) identifies the elements to be included in such protocols. It also sets out a school board's responsibilities to:

- notify police of school-related occurrences
- investigate incidents involving suspension or expulsion at the same time that police investigations of those incidents are underway
- contact parents when students are to be interviewed by police

School board employees will also continue to meet their obligations the *Child, Youth and Family Service Act, 2017*, and [Policy/Program memorandum 9: Duty to report Children in Need of Protection](#).

School boards will begin working with community organizations and police services to develop their local protocols, with the goal of having anti-sex trafficking protocols in place in all Ontario school boards in January 2022. Police services can expect outreach from their local school boards for continued partnership and collaboration.

I ask that you please share this information with the policing community. Thank you in advance for your contribution with this collaborative effort to help end sex trafficking of children and youth in Ontario.

If you have any questions, please contact healthy.schools@ontario.ca.



Denise Dwyer
Assistant Deputy Minister

Ministry of Education

Office of the Assistant Deputy Minister

Indigenous Education and Well-Being
Division

315 Front Street West
Toronto ON M7A 0B8

Ministère de l'Éducation

Bureau de la sous-ministre adjointe

Division de l'éducation autochtone et du
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NOTE DE SERVICE

DESTINATAIRES :

Richard Stubbings
Sous-ministre adjoint, Division de la sécurité publique
Ministère du Solliciteur général

EXPÉDITRICE :

Denise Dwyer
Sous-ministre adjointe, Division de l'éducation autochtone et
du bien-être
Ministère de l'Éducation

DATE:

le 7 juillet 2021

OBJET :

**Publication du nouveau Cadre stratégique pour la lutte
contre la traite sexuelle du ministère de l'Éducation à
l'intention des conseils scolaires financées par la
province**

J'aimerais vous aviser le gouvernement de l'Ontario a publié un nouveau cadre stratégique pour la lutte contre la traite sexuelle à l'intention des conseils scolaires, la *Note Politique/Programmes n° 166 : Assurer la sécurité des élèves : Cadre stratégique d'élaboration des protocoles des conseils scolaires pour la lutte contre la traite sexuelle.*

Le cadre stratégique *Assurer la sécurité des élèves*, le tout premier du genre pour un secteur de l'éducation au Canada, établit une base solide sur laquelle des conseils scolaires de l'Ontario pourront s'appuyer pour élaborer des protocoles locaux à l'égard de la lutte contre la traite sexuelle. Cette nouvelle politique permettra de s'assurer que chaque conseil scolaire dispose d'un plan comportant des éléments essentiels pour protéger les élèves et responsabiliser les communautés scolaires afin de jouer un rôle clé dans la lutte contre la traite sexuelle et la protection des enfants et des jeunes contre l'exploitation sexuelle. Un lien vers le communiqué est accessible [ici](#).

Elle constitue une base solide pour orienter les conseils scolaires de l'Ontario dans l'établissement de partenariats entre les secteurs et la collaboration pour créer des protocoles de lutte contre la traite sexuelle axés sur la collectivité dans la province.

Les protocoles des conseils scolaires doivent inclure les éléments essentiels suivants :

- sensibilisation et compréhension de la traite sexuelle, notamment l'urgence et la complexité de lutter contre celle-ci;
- procédures d'intervention et de soutien aux élèves qui sont susceptibles d'être victimes ou qui sont victimes de traite sexuelle, ou qui peuvent conditionner ou recruter d'autres élèves à cet effet;
- formation à l'intention des employés au sein des conseils scolaires, des éducateurs, des administrateurs et des autres membres du personnel de l'école;
- démarches pour soutenir la responsabilisation et l'évaluation.

Les conseils scolaires s'engagent à travailler avec les parents/tuteurs, les élèves et les partenaires locaux, comme des organisations et collectivités autochtones, des comités de lutte contre la traite des personnes, des organismes dirigés par des survivantes et survivants, des fournisseurs de services communautaires, des services de police et des services d'aide sociale à l'enfance pour concevoir leurs protocoles et les mettre en œuvre.

Selon la complexité de l'effort, certains conseils scolaires peuvent chercher à inclure une intervention contre la traite sexuelle dans les protocoles déjà établis entre les services de police et les conseils scolaires. Les conseils scolaires et les services de police sont censés collaborer pour élaborer ensemble des protocoles qui assurent une compréhension commune des rôles, des procédures et du pouvoir décisionnel de chaque partie dans la préservation et la promotion de la sécurité à l'école.

Le Modèle provincial de protocole local entre la police et le conseil scolaire décrit les éléments à inclure dans ces protocoles. Il décrit également les responsabilités d'un conseil scolaire, soit :

- aviser la police des incidents liés à l'école
- enquêter sur les incidents impliquant la suspension ou le renvoi pendant que les enquêtes policières sur ces incidents sont en cours
- communiquer avec les parents lorsque les élèves doivent être interrogés par la police

Les employés des conseils scolaires devront aussi continuer à respecter leurs obligations en vertu de la *Loi de 2017 sur les services à l'enfance, à la jeunesse et à la famille* et la Note Politique/Programme n° 9 : Obligation de déclarer le besoin de protection.

Les conseils scolaires commenceront à travailler avec les organismes communautaires et les services de police pour élaborer leurs protocoles locaux avec l'objectif d'avoir en place des protocoles de lutte contre la traite sexuelle dans tous les conseils scolaires de l'Ontario d'ici janvier 2022. Les services de police peuvent s'attendre à ce que leurs conseils scolaires locaux communiquent avec eux pour poursuivre leur partenariat et leur collaboration.

Je vous remercie de transmettre ces renseignements aux intervenants de la communauté policière. Je vous remercie à l'avance de votre contribution dans cet effort collaboratif visant à mettre fin à la traite sexuelle des enfants et des jeunes en Ontario.

Si vous avez des questions, veuillez envoyer un courriel à ecoles.saines@ontario.ca.



Denise Dwyer
Sous-ministre adjointe

MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Services Boards

FROM: Richard Stubbings
Assistant Deputy Minister
Public Safety Division

SUBJECT: **Revocation of Rule 17 (Reconsideration) of the OIPRD
Rules of Procedure**

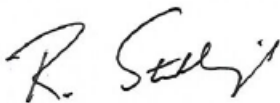
DATE OF ISSUE:	August 4, 2021
CLASSIFICATION:	General Information
RETENTION:	Indefinite
INDEX NO.:	21-0088
PRIORITY:	Normal

At the request of the Office of the Independent Police Review Director (OIPRD), I am sharing an update that Rule 17 of the OIPRD Rules Procedure was revoked effective **June 14, 2021**.

This change means the Director will deny requests to reconsider decisions arising from classifying and screening complaints, retained investigations, and requests for review, and that challenges to the Director's statutory decisions, can only occur through the judicial review application process in the Superior Court of Justice.

For further information, please review the attached memo from Stephen Leach, Independent Police Review Director.

Sincerely,



Richard Stubbings
Assistant Deputy Minister
Public Safety Division

Attachment

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

MEMORANDUM

DATE: June 14, 2021

TO: Richard Stubbings, Assistant Deputy Minister
Ministry of the Solicitor General

FROM: Stephen Leach
Independent Police Review Director
Office of the Independent Police Review Director

SUBJECT: **Revocation of Rule 17 (Reconsideration) of the OIPRD Rules of Procedure**

I would ask that you please share the following update with the policing community.

On April 15, 2020, the Court of Appeal released *Stanley v Office of the Independent Police Review Director*, 2020 ONCA 252. In this decision, the Court of appeal determined that, other than to correct a manifest error, the Director does not have common law authority to reconsider her/his statutory decisions under the *Police Services Act*, R.S.O. 1990, c. P.15. Leave to appeal this decision was subsequently dismissed by the Supreme Court of Canada on January 28, 2021.

Currently, Rule 17 of the OIPRD Rules of Procedure provides the Director with authority to reconsider all screening decisions under sections 60 and 61 of the *Police Services Act*, and all post-screening decisions such as decisions arising from retained investigations or section 71 review decisions.

Please be advised that Rule 17 of the OIPRD Rules Procedure is revoked effective June 14, 2021, which means the Director will deny requests to reconsider decisions arising from classifying and screening complaints, retained investigations, and requests for review. The only means to challenge the Director's statutory decisions is by way of a judicial review application in the Superior Court of Justice.

Should you have any questions or concerns, please contact oiprd@ontario.ca.

Sincerely,



Stephen Leach
Independent Police Review Director

MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Services Boards

FROM: Richard Stubbings
Assistant Deputy Minister
Public Safety Division

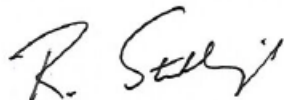
SUBJECT: **Ontario Police Health and Safety Committee Guidance
Note #14: Field Drug Testing Revision**

DATE OF ISSUE:	August 5, 2021
CLASSIFICATION:	General Information
RETENTION:	Indefinite
INDEX NO.:	21-0090
PRIORITY:	Normal

At the request of the Ministry of Labour, Training and Skills Development, I am sharing a communication to help raise awareness to the policing community across the province of revisions the Ontario Police Health and Safety Committee (OPHSC) has made to its guidance on the hazards associated with field drug testing. Change to previous guidance reflect amendments to *Reg. 833 Control of Exposure to Biological and Chemical Agents* regarding respirator programs and amendments to *R.R.O. 1990, Reg. 851: Industrial Establishments* regarding emergency eye wash treatments.

For further information, please review the attached memo and accompanying package from Assistant Deputy Minister Jody Young.

Sincerely,



Richard Stubbings
Assistant Deputy Minister
Public Safety Division

Attachments

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

**Ministry of Labour,
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July 2, 2021

MEMORANDUM TO: Rick Stubbings
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division
Ministry of the Solicitor General

FROM: Jody Young
Assistant Deputy Minister
Operations Division
Ministry of Labour, Training and Skills Development

Subject: **Guidance Note #14: Field Drug Testing - revised**

The Ontario Police Health and Safety Committee (OPHSC) is appointed by the Minister of Labour, Training and Skills Development under Section 21 of the Occupational Health and Safety Act for the purpose of advising the Minister and making recommendations on occupational health and safety issues that affect police personnel across Ontario.

This guidance note (GN) was developed to provide information to employers, supervisors, workers, joint health and safety committees and health and safety representatives about legal obligations under the *Occupational Health and Safety Act (OHSA)* and to raise awareness about the hazards associated with field drug testing. Originally distributed in 2016, the GN has been revised to reflect amendments to [Reg. 833 Control of Exposure to Biological and Chemical Agents](#) regarding respirator programs and amendments to [R.R.O. 1990, Reg. 851: Industrial Establishments](#) regarding emergency eye wash treatments.

...2

The Ministry of Labour, Training, Skills and Development is seeking the continued support of SOLGEN in raising awareness of health and safety issues by distributing the attached guidance note to police personnel at all levels within the policing community.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Sandra Lawson".

Sandra Lawson for,
Jody Young
Assistant Deputy Minister
Operations Division
Ministry of Labour, Training and Skills Development

Memorandum



June 9, 2021

To: Richard Stubbings
Assistant Deputy Minister
Public Safety Division
Ministry of the Solicitor General

From: Ontario Police Health and Safety Committee (OPHSC)
Police Section 21 - Labour and Management Co-Chairs

Re: *Guidance Note #14: Field Drug Testing*

The Ontario Police Health and Safety Committee (OPHSC) is appointed by the Minister of Labour, Training and Skills Development under Section 21 of the *Occupational Health and Safety Act* for the purpose of advising the Minister and making recommendations on occupational health and safety issues that affect police personnel across Ontario.

This guidance note was developed to provide information to employers, supervisors, workers, joint health and safety committees and health and safety representatives about legal obligations under the *Occupational Health and Safety Act (OHS Act)* and to raise awareness about the hazards associated with field drug testing. It has been revised to reflect amendments to [Reg. 833 Control of Exposure to Biological and Chemical Agents](#) regarding respirator programs and amendments to [R.R.O. 1990, Reg. 851: Industrial Establishments](#) regarding emergency eye wash treatments.

The OPHSC is seeking your support in ensuring this guidance note is distributed broadly within the policing community.

Additional police sector specific resources are available through the Public Services Health and Safety Association at: <https://www.pshsa.ca/>

Sincerely,

A handwritten signature in black ink, appearing to read "Mark Baxter".

Mark Baxter
Police Association of Ontario
Labour Co-chair Police Section 21

A handwritten signature in blue ink, appearing to read "Bryan Larkin".

Bryan Larkin
Ontario Association of Chiefs of Police
Management Co-chair Police Section 21



Ontario Police Health and Safety Committee

Guidance Note # 14

Field Drug Testing

This Guidance Note has been developed to provide information to employers, supervisors, workers, joint health and safety committees and health and safety representatives about legal obligations under the Occupational Health and Safety Act (OHSA) and its regulations. The goal is to raise awareness about the hazards associated with field drug testing of suspicious substances and to provide some suggested practices to protect the health and safety of police service workers.

Introduction

Field drug testing uses test kits to identify unknown substances. Generally, a small amount of the unknown substance is placed into a pouch or tube and a testing reagent is added. The test generally results in a colour change or other indicator that helps the officer identify the unknown substance. Several test reagents and/or a series of tests may be required to properly identify the unknown substance.

Field drug testing may, by its very nature, result in the exposure of police service workers to unknown hazardous substances. The hazardous substances can include the unknown substance being tested, the testing reagent(s) (for example some test kits contain nitric acid or sulphuric acid) and any hazardous by-products. Routes of exposure could include contact with the skin, splashes to the eyes and face and/or breathing in harmful gases, vapours or fumes. Test kits should be used, handled and stored in accordance with manufacturer's specifications.

Some unknown substances that are tested could contain sodium cyanide or potassium cyanide (e.g., as may be found at scenes of chemical assisted suicide). When these substances are mixed with the contents of some field drug test kits, there could be a violent reaction resulting in the release of cyanide gas. Staff conducting the field test and anyone in the vicinity could be at risk of exposure. Symptoms from the exposure may not manifest right away. Individuals exposed to cyanide gas or other hazardous substances must seek prompt medical attention and should notify their Designated Officer for further investigation and follow up.

Occupational Health and Safety Act - General Duty Clause

An employer under OHSA clause 25(2)(h) and a supervisor under OHSA clause 27(2)(c) are required to take every precaution reasonable in the circumstances to protect the health and safety of a worker. This includes protecting a worker from exposure to hazardous substances and hazardous by-products during field drug testing.

Information, instruction and supervision.

Under the OHSA, clause 25(2)(a), a police service employer is required to provide information, instruction and supervision to protect the health or safety of a worker. Under OHSA clause 25(2)(d), an employer is also required to acquaint a worker or a person in authority over a worker with any hazard in the work and in the handling, storage, use, disposal and transport of a chemical agent.

Under the OHSA clause 27(2)(a), a supervisor is required to advise workers of any known potential or actual health or safety dangers of which the supervisor is aware. Depending on the circumstances this may include advising workers of risks associated with exposure to hazardous substances during field drug testing.

Police service employers and supervisors should take proactive actions to ensure that workers receive timely information and training to recognize, assess and control the risks of exposure to unknown hazardous substances.

Police service employers should conduct a training needs assessment to determine which workers are permitted to perform this task and therefore require training. During this training, the procedure on field drug testing should be communicated to workers and information about who is permitted to conduct the test and when, where and how it shall be conducted, should be reinforced.

Police service employers should ensure that training is only conducted by competent instructors who are qualified to instruct based on knowledge, training and experience. Training records (initial and refresher) should be maintained.

Protective Devices and Equipment

It is important to protect police service workers from exposure to unknown hazardous substances during field drug testing. This includes but is not limited to preventing contact with the skin, splashes to the eyes and face and/or inhalation of harmful gases, vapours or fumes.

The safety data sheet for the test kit can be referred to for recommendations regarding appropriate personal protective equipment (PPE) under 'normal use'. PPE may include eye protection, skin (hand and face) protection and respiratory protection.

Keep in mind that safety data sheets only provide information on the known test reagents and not the many possible chemicals in the unknown hazardous substance being tested. The risk of exposure from the interaction of the test agent with an unknown hazardous substance remains.

Where possible, tests should be conducted in a controlled environment with local exhaust ventilation (e.g. fume hoods) and ready access to eye wash stations rather than in uncontrolled field locations.

Under the OHSA, clause 27(1)(b), supervisors have a duty to ensure any equipment, protective devices or clothing required by the employer is used or worn by workers.

Police service workers may be conducting independent field drug tests without any direct supervision. Under the OHSA, clause 28(1)(b), a worker has a duty to use or wear the PPE and other protective devices required by his/her employer. Police service workers must receive training on the care, use and limitations of the PPE.

Inspection, Care and Maintenance

Under the OHSA, clause 25(1)(b), police service employers have a duty to ensure that PPE and other equipment and protective devices provided by the employer such as fume hoods and eye wash stations are maintained in good condition. Police service employers should follow the manufacturer's specifications for the inspection, care and maintenance of equipment to ensure it is in good working condition. Equipment that is not maintained in good condition should be taken out of service.

Police service workers should participate in the pre-use inspection process and, as required under OHSA clause 28(1)(c), notify their employer or supervisor of any defects or concerns with the equipment.

Employer Reporting Requirements under the OHSA

A police service employer is required to comply with the reporting requirements under OHSA subsections 51(1) or 52(1) as applicable. Under OHSA subsection 52(2), if the police service employer is advised by or on behalf of the worker that the worker has an occupational illness or has made a WSIB claim for an occupational illness, the employer is required to provide a written notice containing prescribed information to the Ministry of Labour, Training and Skills Development (MLTSD), the joint health and safety committee and trade union within four (4) days of being advised.

Regulations made under the OHSA

Where it applies, employers have a duty under section 3 of Regulation 833 - Control of Exposure to Biological or Chemical Agents to take all measures reasonably necessary in the circumstances to protect workers from exposure to a hazardous biological or chemical agent because of the storage, handling, processing, or use of the agent in the workplace.

An employer must protect workers from exposure to a hazardous biological or chemical agent without requiring them to wear and use a respirator, unless specific circumstances set out in subsection 7(2) of Reg. 833 apply, in which case an employer shall provide, and a worker shall wear and use, a respirator appropriate in the circumstances to protect the worker from exposure to the agent. An employer who provides a worker with a respirator must comply with the Respiratory Protection Program provisions set out in

Regulation 833 - Control of Exposure to Biological or Chemical Agents. For more information refer to GN 15: Respiratory Protection Policy and Program.

Where it applies, police service employers must also comply with Regulation 860 (Workplace Hazardous Materials Information System (WHMIS)) with respect to safety data sheets, labels and training.

If the testing of the hazardous substance is done in a workplace (e.g. laboratory) to which Regulation 851(Industrial Establishments) applies, then the relevant sections of that regulation would also need to be complied with, including but not limited to:

- Section 124 requires an employer to provide as many of the following as are needed for adequate emergency treatment where the hazardous biological or chemical agent could cause injury to the eye or skin: eye wash facilities; emergency showers; antidotes, flushing fluids or washes. The emergency equipment or treatments must be clearly marked with a sign or label; be located or installed in a conspicuous place near where the hazardous biological or chemical agent is kept or used; be readily accessible to workers; and have instructions for its use displayed on the equipment or treatment or as near to it as practical.
- Section 126 requires removal of material to be done in such a way as not to cause a hazard.
- Section 130 requires a worker to be trained to use the precautions and procedures to be followed in the handling, use and storage of a biological, chemical, or physical agent that may endanger a worker's safety or health; in the proper use and care of required personal protective equipment; and in the proper use of emergency measures and procedures.

General Risk Assessment

Employers should consider conducting a general risk assessment to help them comply with their obligations under the OHSA and the regulations. The following are some questions that can be asked as part of a general risk assessment to help protect the health and safety of police service workers from hazards associated with field drug testing:

- Is there a need to conduct field drug testing or can the test be conducted later in a controlled environment?

If testing is conducted in a controlled environment:

- Are there designated appropriately controlled facilities in which to conduct this test?
- Have appropriate engineering controls been implemented to prevent exposure (i.e. adequate ventilation, local exhaust/fume hoods)?
- Are eye wash stations, emergency showers, antidotes, flushing fluids and/or washes available for adequate emergency treatment?

If testing in the field cannot be eliminated:

- Are there testing kits available that eliminate or minimize a worker's exposure to potentially hazardous by-products?
- Are the testing kits used, stored and disposed of according to the manufacturer's specifications?
- Have workers been trained to safely conduct field drug testing?
- Did the training include a practical component for workers to demonstrate competency?
- Is appropriate personal protective equipment (PPE) available?
- Are workers trained in the care, use and limitations of the PPE?
- Are first aid, emergency, spill and reporting procedures in place?

Administrative Review

- Is there a current written step-by-step procedure in place regarding field drug testing that includes a focus on worker health and safety?
- Does the procedure specify who is permitted to conduct the test and when, where and how it shall be conducted?
- Is the procedure readily available to those who require it?
- Do supervisors conduct routine checks to ensure workers are complying with the employer's procedure and enforce safe work practice where there is non-compliance?

Advancing a culture of health and safety together

Through careful assessment, planning, training, and the use of appropriate personal protective equipment and protective devices we can all work together to prevent hazardous chemical exposure during field drug testing and advance a culture of health and safety.

Acknowledgements

The Ontario Police Health and Safety Committee is made up of professionals in police services from across the province with representatives from the Police Association of Ontario; Ontario Provincial Police; Ontario Provincial Police Association; Toronto Police Service; Toronto Police Association; Ontario Association of Chiefs of Police; Ministry of Solicitor General; Ministry of Labour, Training and Skills Development; Ontario Police College; Ontario Police Health and Safety Association; Ontario Senior Officers' Police Association and Public Services Health and Safety Association. The committee also receives input from experts in the police sector. The Ministry of Labour, Training and Skills Development would like to thank the committee for their help in making this guidance note possible.

Additional Information

OPHSC Guidance Note #5: Personal Protective Equipment
OPHSC Guidance Note # 6: Clandestine Drug Labs and Marijuana Grow Operations
OPHSC Guidance Note #7: Searching Hazardous Environments
OPHSC Guidance Note #15: Respiratory Protection Policy and Program

Health and Safety System Partners

<http://www.labour.gov.on.ca/english/hs/websites.php>

This document should be shared with the workplace Joint Health and Safety Committee or Health and Safety Representative, incorporated into the workplace occupational health and safety policy and program and posted on the police service's intranet.

The Public Services Health and Safety Association may be contacted for assistance in the development and implementation of an occupational health and safety program, training and specialized services <http://www.pshsa.ca>

To report critical injuries, fatalities or work refusals call the MLTSD Contact Center at 1-877-202-0008 anytime. For general inquiries about workplace health and safety call 8:30 a.m. – 5 p.m., Monday to Friday. In an emergency, always call 911 immediately. General inquiries about workplace health and safety can also be sent to WebOHS@ontario.ca

For additional information on the requirements under the Occupational Health and Safety Act (OHSA), refer to http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_90o01_e.htm

This guidance note has been prepared to assist the workplace parties in understanding some of their obligations under the *Occupational Health and Safety Act (OHSA)* and the regulations. It is not intended to replace the OHSA or the regulations and reference should always be made to the official version of the legislation.

It is the responsibility of the workplace parties to ensure compliance with the legislation. This advisory does not constitute legal advice. If you require assistance with respect to the interpretation of the legislation and its potential application in specific circumstances, please contact your legal counsel.

While this guidance note will also be available to MLTSD inspectors, they will apply and enforce the OHSA and its regulations based on the facts as they may find them in the workplace. This guidance note does not affect their enforcement discretion in any way.

MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Services Boards

FROM: Richard Stubbings
Assistant Deputy Minister
Public Safety Division

SUBJECT: Wait Period Recommendations Prior to Use of
Approved Screening Device

DATE OF ISSUE:	August 6, 2021
CLASSIFICATION:	General Information
RETENTION:	Indefinite
INDEX NO.:	21-0091
PRIORITY:	Normal

Recent research has revealed that electronic cigarette (E-cigarette) vapours have the potential to interfere with the accuracy of Approved Screening Devices (ASDs) in certain situations, as some E-cigarette cartridges contain alcohol. When breath testing is conducted immediately after vaping alcohol-containing E-cigarettes, transient mouth alcohol may elevate ASD breath alcohol readings. This transient mouth alcohol effect is expected to dissipate within 5 minutes.

Where there is reason to suspect that a subject has been vaping, the Centre of Forensic Sciences (CFS) recommends officers wait 5 minutes from the last inhalation before administering the ASD subject test.

When there is reason to suspect recent consumption of an alcohol containing substance, non-alcoholic foods or beverages, or recent smoking, previously recommended wait periods continue to be in place as summarized below.

Suspected recent use or consumption of:	Recommended wait period
Alcohol containing substance	15 Minutes
Non-alcohol containing foods or beverages	5 minutes
Vaping	5 minutes
Smoking	2 minutes

If you have any questions please contact Randy Warren, Manager and Acting Breath Program Director, Toxicology Section, at (705) 542-8512 or by email at randy.warren@ontario.ca.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Stubbings". The signature is written in a cursive, slightly slanted style.

Richard Stubbings
Assistant Deputy Minister
Public Safety Division

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety



MEMO

DATE: September 23, 2021
TO: Chair and Members
FROM: Sarah Sabihuddin, Administrative Director
RE: WPS Board Policy Review 2021-2022

On July 22, 2021 the Board was presented with a project plan for the 2021-2022 WPS Board Policy project. In response to the request for regular updates regarding this project the information below has been provided as a project status update.

Project Tasks Completed:

1. Arranged meetings and corresponded with other Police Services Boards across Ontario to get an understanding of what other Boards have developed and are following from a policy perspective. This was done to understand if there are specific policies the WPS Board is missing or current policies that require updates.
2. Met with the WPS Police Services Advisor – Zone 6 from the Inspectorate of Policing, Ministry of the Solicitor General to discuss provincial requirements through legislation, regulations and through the Policing Standards Manual. Also discussed the potential for upcoming policy changes.
3. Completed online research of Ontario Regulation (O. Reg.) 3/99 under the Police Service Act to determine which policies the WPS Board is required to have developed.
4. Developed a WPS Board Policies Inventory tracker through Microsoft Excel which will ultimately act as our authoritative policy repository.

5. Finished a digital deep dive of existing policies which included: Board adopted policies, protocols, by-laws, guidelines and O. Reg. 3/99: Adequacy and Effectiveness of Police Services regulations.
6. Reviewed historical WPS Board and cross-referenced each existing hard copy with our digital copies to determine which need to be updated, signed, or scanned and added to the shared drive.
7. As a result of both the hard and digital search the following documents were located:
 - a. **21** Board adopted policies - categorized into the following categories:
 - i. 1 Legal
 - ii. 1 Administrative
 - iii. 8 Financial
 - iv. 11 Human resources
 - b. **96** O. Reg. 3/99: Adequacy and Effectiveness of Police Services Regulation Policies
 - c. **3** Board adopted by-laws
 - d. **2** Board adopted protocol
 - e. **1** Guideline
8. The Administrative Director has reviewed the findings with Chief Mizuno's Office to ensure all elements were captured to the best of our collective knowledge.

Next Steps:

1. Complete the development of a comprehensive list and copies of all known board policies and share with Board members for information purposes (Estimate: October Board meeting)
2. Strike a Board Policy Review Committee to identify policy gaps, review previous board resolutions to determine if policies were created once approved, create a review schedule, develop plan to rescind or rewrite outdated policies and plan for new policy requirements that will be required as part of the Comprehensive Ontario Police Services Act once implemented. (Estimate: September 23 Board meeting to strike committee)
3. Create electronic policy manual for all approved and finalized documents:
 - a. Create 2021 public policy manual and post on website. (December/January)
 - b. Create 2021 in camera policy manual and post on DiliTrust for Board members. (December/January)
4. Implement Plan for Comprehensive 2022 Policy Review re: New Legislation - Comprehensive Ontario Police Services Act, 2019 (Estimate: Q3 2022)
 - a. Keep apprised of all changes to legislation that could result in board policy changes (OASPB, Big 12...Etc.).

- b. Work with the Board Policy Review Committee who will be responsible for creating and directing the implementation plan for additional and ongoing policy review.

Proposed Resolution:

Given the project status and updated plan noted above, the following resolution is proposed for consideration to move forward with the 2021-2022 Policy Review Project.

Resolved that	<p>The WPS Board to create a Board Policy Review Committee comprised of 2 Board members and the Administrative Director for a period of one (1) year.</p> <p>This committee would specifically work to identify policy gaps, review previous board resolutions to determine if policies were created once approved, create a policy review schedule, develop a plan to rescind or rewrite outdated or missing policies and work towards a plan for new policy requirements that will be required as part of the Comprehensive Ontario Police Services Act once implemented.</p>
Further Resolved that	<p>The WPS Board Policy Review Committee report back to the Board on project progress at every scheduled meeting for the remainder of 2021 and throughout 2022.</p>

RE: RETIREMENTS – 2021

2021

Ronald Le Clair (#5887)

Date Hired: January 7, 1991

Date Retired: July 2, 2021

Years of Service: 30 Years & 6 Months

Shelley Gray (#5440)

Date Hired: January 7, 1991

Date Retired: July 31, 2021

Years of Service: 30 Years & 7 Months

Shelly Shadd (#5969)

Date Hired: August 2, 1992

Date Retired: July 31, 2021

Years of Service: 30 Years & 1 Month

Jeff Mailloux (#5895)

Date Hired: January 7, 1991

Date Retired: July 31, 2021

Years of Service: 30 Years & 7 Months

Neil McEachrane (#7297)

Date Hired: January 4, 1993

Date Retired: August 26, 2021

Years of Service: 28 Years & 8 Months

Pamela Lombardo (#11506)

Date Hired: December 5, 2004

Date Retired: August 31, 2021

Years of Service: 16 Years & 9 Months



MEMO

DATE: September 23, 2021
TO: Chair and Members
FROM: Sarah Sabihuddin, Administrative Director
RE: 2022 Board Meeting Schedule

INTRODUCTION AND BACKGROUND:

The proposed 2022 Schedule of Meetings is reflected below. The schedule adheres to the Board’s practice of scheduling meetings on Thursday afternoon. However, the schedule has been adjusted to allow for longer in-camera and public sessions. Meetings are proposed at an average interval of 6.5 weeks to allow for more content and data to be collected between meetings and subsequently shared with the Board.

DISCUSSION / ANALYSIS:

The proposed 2022 Schedule of Meetings is below. A schedule of 8 meetings throughout the year is proposed. Additional meetings may be called as necessary by the Chair of the Board.

The In-Camera meetings are scheduled to take place from 12:00 P.M. until 1:30 P.M with a scheduled break from 1:30 P.M – 1:45 P.M and the public meetings running from 1:45 P.M. – 3:00 P.M on the dates scheduled below.

- Meeting No. 01-22 Thursday, January 20, 2022
- Meeting No. 02-22 Thursday, February 24, 2022
- Meeting No. 03-22 Thursday, April 14, 2022
- Meeting No. 04-22 Thursday, May 19, 2022
- Meeting No. 05-22 Thursday, July 7, 2022
- Meeting No. 06-22 Thursday, September 8, 2022
- Meeting No. 07-22 Thursday, November 3, 2022
- Meeting No. 08-22 Thursday, December 1, 2022



WINDSOR POLICE SERVICE

Chief's Executive Office

Chief P. Mizuno
Deputy Chief F. Providenti
Deputy Chief J. Bellaire

MEMORANDUM

Date: September 10, 2021

To: Windsor Police Services Board

From: Deputy Chief Jason Bellaire

Re: Crime Severity Index Scores and Ranking for 2020

Dear Chair and Members of the Board,

Please see the attached documents that summarize the Crime Severity Index (CSI) Windsor Police Service catchment area for 2020.

Submitted for INFORMATION for the Public Agenda.

Sincerely,

Jason Bellaire
Deputy Chief, Operations
Windsor Police Service

35331 Windsor, Ont. Province: Ontario

	Police Service		
	2020	2019	% Change
Crime Severity Index	105.0	101.3	3.6
Crime Severity Index - Violent	105.6	88.1	19.9
Crime Severity Index - Non-violent	104.5	105.8	-1.3
Weighted clearance rate	33.8	35.7	---
Weighted clearance rate - Violent	69.6	73.8	---
Weighted clearance rate - Non-violent	20.8	24.3	---

CONFIDENTIAL UNTIL RELEASED

Windsor Census Metropolitan Area (CMA)

Summary analysis of 2020 crime statistics

The following **confidential** information is being provided to you, as the primary police service within your census metropolitan area (CMA), in advance of the July 27, 2021 release of national crime statistics.

Windsor CMA

Index/offence	Ranking among all 35 CMAs (1=highest and 35=lowest)
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Crime Severity Index (CSI)

Overall CSI	11
Violent CSI	14
Non-violent CSI	9

Selected Offences

Homicide	21
Robbery	9
Break and enter	9
Motor vehicle theft	11

Police services included in the Windsor CMA:

Windsor Police Service – Municipal
LaSalle Police Service – Municipal
Essex County (Lakeshore) – OPP – Municipal
Essex County (Tecumseh) – OPP – Municipal

Definition of a census metropolitan area (CMA) - A census metropolitan area (CMA) consists of one or more neighbouring municipalities situated around a major urban core. A CMA must have a total population of at least 100,000 of which 50,000 or more live in the urban core. To be included in the CMA, other adjacent municipalities must have a high degree of integration with the central urban area, as measured by commuting flows.

Why we report crime statistics at the census metropolitan area (CMA) level - While some municipal police services cover a large metropolitan area (e.g., Waterloo Regional Police Service), others are more concentrated in the urban core (e.g., Victoria Police Service). As crime rates tend to be higher in the urban core than in surrounding suburban and rural areas, reporting by CMAs allows for a comparable mix of urban, suburban and rural areas for each major city.

Crime Severity Index: Frequently Asked Questions

July 2021

What is the Crime Severity Index?

The Crime Severity Index is a measure of police-reported crime that reflects the relative seriousness of individual offences and tracks changes in crime severity. It was first introduced in 2009 and was developed at the request of the policing community to address limitations to the traditional Crime Rate. It is available back to 1998.

It complements two other measures of crime: the police-reported Crime Rate, which measures the volume of crime, and victimization survey data, which measure Canadians' experiences of crime.

In fact, three Crime Severity Indexes exist: one for overall crime, one for violent crime and one for non-violent crime. Other measures available include Indexes for police-reported youth accused and weighted clearance rates.

What are the benefits of having another measure of crime?

The problem of crime in Canada can be viewed through multiple lenses. There is no one measure that can adequately summarize all of the information desired on the extent and characteristics of crime. Different approaches serve different purposes, yet together, they provide a more comprehensive picture of crime than any one approach alone.

The police-reported Crime Rate tells us about the volume of crime coming to the attention of the justice system. It is not a measure of all crime occurring in Canada. But, it adds to our understanding of police workload and demands on the justice system.

The victimization data, for the offence types included, tell us about Canadians' experiences of crime, whether or not they are reported to the police.

The Crime Severity Index provides a different way of looking at crime in Canada. It adds to our understanding of crime because it takes into account the relative seriousness of individual offences.

The Crime Severity Index was introduced to address many of the limitations associated with the traditional police-reported Crime Rate so it provides a clearer picture of trends in crime.

For example, the offences making up the majority of the traditional police-reported Crime Rate are high-volume, less serious offences, such as mischief, minor thefts and disturbing the peace. Due to their high volume, trends in these less serious offences actually drive the trend in the overall police-reported Crime Rate, whereas trends in more serious crimes have less impact on the rate simply because they are less numerous. For example, one incident of homicide is equal to one incident of mischief in terms of the impact on the overall Crime Rate.

For the Crime Severity Index, each crime is assigned a weight depending on its seriousness and as such, serious crimes have more impact on fluctuations in the Index. For instance, weights used in the Crime Severity Index range from 6 for gaming and betting to over 7,000 for murder.

Victimization surveys have shown us that less serious crimes are less likely to come to the attention of police. Variation in reporting for less serious crimes impacts the comparability of police-reported statistics for jurisdictions. Because less serious crimes have less impact on the Crime Severity Index, its trends are more comparable.

With the Crime Severity Index, we see that serious offences have more impact than they did with the traditional Crime Rate.

For example, in 2016 for the overall Crime Severity Index, break-ins accounted for about one-quarter (23%) of the Index, compared with about 7% in the Crime Rate.¹ On the other hand, mischief accounted for about 5% of the Index, instead of 10% in the rate.

In terms of the Violent Crime Severity Index in 2016, robberies accounted for about 22%, rather than just 6% in the Violent Crime Rate. However, common assault accounted for only 9%, instead of 41% in the violent crime rate. Homicide, a very serious and relatively low-volume offence, accounted for 10% of the Violent Crime Severity Index as opposed to 0.2% of the Violent Crime Rate.

How is the Crime Severity Index calculated and are the weights updated regularly?

The seriousness of each offence is determined by using objective sentencing data from the nation's courts.

Each individual offence is "weighted" according to the severity of the sentences handed down by judges. Sentencing data come from both the adult and youth components of Statistics Canada's Integrated Criminal Court Survey (ICCS). Weights for the Index are based on the average of five years of courts sentencing data and they are updated every five years, using the most recent data available from the courts. It should be noted that outliers (atypically very long and unique sentences for a given offence) are not included in the average.

Weights are updated every five years to reflect recent sentencing practices and to account for any new *Criminal Code* offences. The CSI weights have been updated for the second time in 2018 and are applied back to 2016 data and subsequent data releases moving forward until the next update to the weights. Updated weights are not used to revise historical crime statistics.

The release of 2012 data in 2013 marked the first year of UCR data requiring updated weights. The CSI weights were most recently adjusted in 2018 and applied retroactively to UCR data back to 2016 and are applicable to all subsequent data releases moving forward until the next update to the weights. The 2018 version of the weights are based on court data from 2010/2011 to 2014/2015.

To calculate the actual weight for an offence, the incarceration rate for that offence – that is, the percentage of all convictions receiving a jail sentence – is multiplied by the average length of the prison sentence in days.

Incarceration rates and average prison sentences are calculated at the national level using five years of courts data.

¹ Note that these percentages are based on 2016 unrevised crime statistics as this document was originally distributed prior to the release of revised 2016 and 2017 crime statistics.

For example:

	% of those convicted who are sentenced to prison		Average number of days sentenced		WEIGHT
Robbery	70.0%	x	746	=	523
Disturb the peace	30.1%	x	34	=	10

Those weights are then multiplied against the volume of each offence to determine what their impact will be in the Crime Severity Index.

For example:

	Weight		Number of incidents		WEIGHTED TOTAL (Contribution to the Index)
Robbery	523	x	33,304	=	17,417,992
Disturb the peace	10	x	116,978	=	1,169,780

The results are then totaled, and divided by the population. The index is standardized to 100 nationally to facilitate comparisons. The base year is 2006.

In addition, two linkage factors are applied to data that use the updated weights (i.e. 2016 revised data and onwards) to ensure comparability of CSI values using the old and new weights (similar to the way factors are applied to spending amounts over time to ensure constant, comparable dollars that control for inflation).

What is the impact of the updated weights?

The Crime Severity Index is designed as a measure of the severity of police reported crime. If a change is made to the seriousness of a particular crime, by the introduction of a mandatory minimum sentence or other legislative change, it will and should be reflected in the Crime Index at the next regular revision of weights.

However, the degree to which the Crime Severity Index is affected by new legislation alone is not significant. In order to see a significant impact on the Index, a large change in both the volume of an offence and the weight of an offence would have to occur at the same time.

Due to their volume and severity, the top five contributors to the national Crime Severity Index are breaking and entering, robbery, fraud, mischief and theft \$5,000 or under. With the updated weights, breaking and entering and fraud are contributing more to the overall Crime Severity Index than with the previous weights, and the robbery, mischief and theft \$5,000 and under are contributing less.

For the Violent Crime Severity Index, the top five contributors are robbery, sexual assault level 1, assault level 1, assault level 2, and uttering threats to a person. With the new weights, sexual assault level 1, assault level 1 and assault level 2 all have a greater contribution to the Violent Crime Severity Index than with the previous weights. Both robbery and utter threats have a lesser contribution that with the previous weights.

For more information on how to calculate which violations are contributing to your Crime Severity Index, please contact the Canadian Centre for Justice and Community Safety Statistics at statcan.ccjs-ccsj.statcan@canada.ca.

What can the Crime Severity Index be used for?

The index gives us a different view of crime and allows us to answer questions that were not easily answerable previously, such as: Is police reported crime in Canada more serious than it was last year? Is police reported crime in my jurisdiction more or less serious than in another jurisdiction? Has police reported crime become more serious over time?

What does the Crime Severity Index tell us?

The Crime Severity Index tells us if police reported crime was relatively more or less serious than in previous years. For ease of interpretation, the index is converted to 100 for the base year, which is 2006.

For jurisdictions, the Crime Severity Index is particularly useful in determining if police reported crime has become more or less serious over time, or if police reported crime is more or less serious in one area than another.

An example of how a jurisdiction can compare itself to Canada:

In 2006, Canada's Index is 100.
If Province X has an Index of 113,
Then, compared to Canada overall, Province X's police reported crime is more serious by 13%.

A jurisdiction can also use the Crime Severity Index to determine if its own police reported crime has become more or less serious over time:

Province X has an Index of 113.
Five years ago, its Index was at 122.
So, crime severity in Province X has decreased by 7% over the past 5 years.

The Crime Severity Index can also be used to compare the level of crime severity in one jurisdiction to the level of crime severity in another jurisdiction, in a given year:

Province X has an Index of 113.
In the same year, Province Y has an Index of 85.
So, crime severity in Province X is 33% higher than in Province Y.

What is the jurisdictional impact of the index?

The value of the index in a given jurisdiction is determined by its mix of crimes; the higher the proportion of serious crimes in a jurisdiction, the higher the index.

Let's say that two jurisdictions, Province A and Province B, have roughly the same populations and number of crimes. These areas will have the same crime rate. Their Index values will differ, however, depending on their mix of crimes. For example, if Province A experiences mostly less-serious, and hence lower-weighted, crimes such as disturbing the peace and mischief, their Index value will be quite low. If Province B experiences mostly serious, higher-weighted offences, such as homicides, break-ins and robberies, their Index value will be higher.

Further, less-serious crimes, such as disturbing the peace and mischief, tend to be subject to reporting differences both by the public and by the police in various jurisdictions. The Crime Severity Index decreases the impact that these less-serious crimes have on trends, thereby improving comparisons among provinces and municipalities.

Who was involved in the development of the Crime Severity Index?

The index was created by the Canadian Centre for Justice and Community Safety Statistics at Statistics Canada in collaboration with numerous engagement partners. Representatives from provincial and federal justice departments as well as the policing and academic communities sat on a Working Group to guide the development of the Index.

Specifically, the Working Group was made up of members from the following organisations:

- Statistics Canada: CCJCSS UCR Survey and Courts Survey staff, methodologists
- Police Services: RCMP, OPP, Sûreté du Québec, Royal Newfoundland Constabulary, Toronto, Ottawa, Winnipeg, Victoria and Saint John
- Federal/provincial Justice Liaison Officers: Justice Canada, New Brunswick, Quebec, Ontario and Alberta
- Academics: Universities of Ottawa, Waterloo and Manitoba

Do the weights take into consideration "time served" in remand?

The length of time served in remand is not available from the Courts Survey, and therefore cannot be accounted for in the Crime Index weights. However, it is known to be a factor in sentencing.

Where can I obtain more information?

For more information on the Crime Severity Index and other police-reported crime statistics, please contact the Canadian Centre for Justice and Community Safety Statistics at statcan.ccjs-ccsj.statcan@canada.ca.

Data tables at various geographic levels are also available free of charge through the Statistics Canada website at www.statcan.gc.ca.

The following are methodological reports available either through the Statistics Canada website or from the Canadian Centre for Justice and Community Safety Statistics (internal reports):

- Cormak, Andrew and Tracy Tabuchi. 2020. *Updating the Police-Reported Crime Severity Index: Calculating 2018 Weights*. Statistics Canada. Working paper SSMD-2020-01E.
- Babyak, Colin, Aidan Campbell, Rose Evra and Sarah Franklin. 2013. *Updating the Police-Reported Crime Severity Index Weights: Refinements to the Methodology*. Statistics Canada. Working paper HSMD-2013-005E.
- Babyak, Colin, Asma Alavi, Krista Collins, Amanda Halladay and Dawn Tapper. 2009. *The Methodology of the Police-Reported Crime Severity Index*. Statistics Canada Catalogue no. HSMD-2009-006E/F.
- Wallace, Marnie, John Turner, Colin Babyak and Anthony Matarazzo. 2009. *Measuring Crime in Canada: Introducing the Crime Severity Index and Improvements to the Uniform Crime Reporting Survey*. Statistics Canada Catalogue no. 85-004-X.

Crime Severity Index & Weighted Clearance Rate

	2020	2019	2018	2017	2016
Crime Severity Index	105.0	101.3	116.3	95.0	88.1
Crime Severity Index - Violent	105.6	88.1	104.1	87.5	76.2
Crime Severity Index - Non Violent	104.5	105.3	120.4	97.4	92.2
Weighed Clearance Rate	33.8	35.7	32.9	34.6	34.2
Weighed Clearance Rate - Violent	69.6	73.8	71.2	68.5	68.1
Weighed Clearance Rate - Non-Violent	20.8	24.3	21.0	23.6	24.2

CMA Ranking

Ranking is among all 35 CMAs

1 = highest, 35 = lowest

	2020	2019	2018	2017	2016
Overall CSI	11	14	12	13	14
Violent CSI	14	24	16	21	25
Non-Violent CSI	9	11	12	12	14
Homicide	21	15	5	22	25
Robbery	9	16	13	9	15
Break & Enter	9	10	9	12	12
Motor Vehicle Theft	11	10	11	12	11

Windsor CMA = Windsor, Lasalle, Lakeshore, Tecumseh

Prior to 2018 Windsor CMA also included Amherstburg Police Service

Crime Severity Index

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Crime severity index	86.64	81.56	89.58	80.82	76.66	82.4	87.06	93.97	116.42	101.32	104.98
Percent change in crime severity index	-7.03	-5.86	9.83	-9.78	-5.15	7.49	5.66	7.94	23.89	-12.97	3.61
Violent crime severity index	90.59	81.2	91.6	84.14	78.35	92.76	75.29	85.97	104.19	88.08	105.6
Percent change in violent crime severity index	-11.3	-10.37	12.81	-8.14	-6.88	18.39	-18.83	14.19	21.19	-15.46	19.89
Non-violent crime severity index	85.12	81.53	88.66	79.44	75.89	78.46	91.08	96.63	120.55	105.84	104.51
Percent change in non-violent crime severity index	-5.16	-4.22	8.75	-10.4	-4.47	3.39	16.08	6.09	24.75	-12.2	-1.26

Crime Severity Index 2010-2020

