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As of Thursday December 22, 2011 the Leadership Team of the Windsor Police Service has been engaged (direct communication) with all members of the Service through special meetings and at line-ups. This engagement continued through the Christmas weekend, including Christmas Day.

The message delivered to all personnel was clear and consistent, namely:

- The current status quo is not the path forward for the Windsor Police Service.
- The Leadership Team is committed to ensuring the public's confidence in the Windsor Police Service. *This is critical to our success as police officers and as an organization.*
- Policing is done in partnership and with the full cooperation of our community.
- To implement positive organizational transformation input and cooperation of all employees will be required.
- Most importantly, our community will be involved in the process.
- Collectively we must renew our commitment to our core organizational values of **respect for the dignity of others, pride in service and professionalism. Going forward we embrace community expectations as the measure of our success, and they shall be the cornerstone of our culture.**
- Leadership in action is required throughout the organization. Peer to peer accountability is critical for individual and organizational success.
- The WPS has one priority today and that is renewing our community's confidence in us and trust in the service we provide. We do that by acknowledging we can provide our services with increased professionalism at every rank and in every role. Further, living and demonstrating our values and respect for others each and every day, during each call for service, and with every interaction with our community is within our control and is the path forward.

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Since this original communication the Senior Leadership Team has met daily with the goal of restoring the community's trust in the Windsor Police Service.

This process will be continuous and will engage people and entities inside and outside the organization. Forming part of an immediate response to the current environment regarding SIU reporting, additional levels of accountability, as well as structural changes within the service have been implemented. All Chiefs of Police in Ontario are required to notify the SIU in circumstances where a person suffers serious injury or death that may have resulted from criminal offences committed by police officers.

There has never been a single definition of "serious injury" defined within the confines of the legislation. As a result, the Ontario Association of Chiefs of Police (OACP) adopted a definition that is widely used in the province, including by the Windsor Police Service until very recently. The SIU has adopted the OSLER definition of "serious injury". The subtle difference between these definitions has been the cause or contributing factor in the delay in notification in three Windsor cases referred to in the recent Ombudsman Report.

The fourth Windsor case recently referenced in the report was listed as a failure to notify. Recently, Justice Patrick LeSage made recommendations in regard to matters involving SIU and police. One of his recommendations was the codification of the OSLER definition. As a result of this recommendation and the confusion caused from utilizing different definitions I have now adopted the OSLER definition into Windsor Police Service policy. This will serve to reduce ambiguity within the ranks in regard to SIU notification. Additional policy changes will include language to ensure notification under circumstances when extent of injuries may be unknown. It is important to note that this change in policy is not an SIU requirement. In addition, I met personally last Friday with SIU Director Ian Scott in Toronto for the purpose of ensuring open communication and maintaining strong relationships. Our meeting was positive and he was very supportive of the Windsor Police Service.

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At this meeting, I hand-delivered four written responses in regard to his concerns about the Windsor Police Service duty to cooperate with SIU. These incidents were recently highlighted in the Ombudsman Report. As mentioned, three are related to delay in notification and one was failure to notify.

Details:

1. In June of 2009 a collision occurred between a marked Windsor Police cruiser and a citizen. The officer was responding to a priority one call and entered an intersection with emergency lights activated after stopping. His actions caused a collision. The driver of the other vehicle complained of a sore wrist after the collision, and an ambulance attended the scene. This driver refused treatment at the scene. Three days later the driver contacted SIU directly indicating she had suffered a bone fracture in her hand in the collision.

The SIU Director wrote a letter to the Chief inquiring why the incident was not reported. I have now responded to Mr. Scott that, had we known of the injuries, we would have promptly notified SIU. Under the circumstances the Windsor Police Service was unaware of the injury and could not have possibly taken any other action.

2. In January of 2011 a male was injured while in police custody after falling due to intoxication. There was a delay in SIU notification. The delay has been attributed to interpretation of the definition of “serious injury”. I indicated in my response to Mr. Scott that with the Windsor Police Service adoption of the OSLER definition of “serious injury” the potential for delay of this type has been reduced.
3. January of 2011 a male received a broken ankle jumping out of a second story window of a motel while fleeing from police. I concur with Mr. Scott’s assessment that the delay was caused by the definition of “serious injury” being used by the Windsor Police Service at the time.

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4. In January of 2011 a male party suffered a fracture to his left humerus bone during arrest. Mr. Scott identified a delay in notification in this matter and again attributed it to the definition of serious injury being used by the Windsor Police Service at the time. Going forward with the adoption of the OSLER definition of serious injury and the planned training for all front line supervisors facilitated by Mr. Scott's staff, these types of delays will be unlikely in the future.

We have accepted Mr. Ian Scott's offer to assist in training for all supervisors. In addition Mr. Scott committed to "entering a new era in the pursuit of public confidence in policing" and has every confidence in "walking that path with the Windsor Police Service".

On the 28<sup>th</sup> of December 2011 I spoke at length with Mr. Gerry McNeilly of the Office of the Independent Police Review Director (OIPRD) for the purpose of ensuring open communication and maintaining strong relationships. Mr. McNeilly expressed his commitment to "working in partnership with police services and all citizens in the pursuit of police transparency and accountability" and that he is "pleased to work with the Acting Chief with continued cooperation and collaboration to ensure and enhance public confidence in the Windsor Police Service". In addition, Mr. McNeilly has agreed in principle to conduct a policy and service review of the Windsor Police Service pursuant to Sec 11, Ont. Reg. 267/10 of the Police Services Act (PSA) in regard to the VanBuskirk matter at my request.

The review by the OIPRD will be independent, and will provide a clear understanding of the effectiveness of current policy and service in relation to all aspects of the Dr. Abouhassan incident. Mr. McNeilly conveyed to me that there are no further misconduct investigations on the part of Windsor Police Service in relation to the VanBuskirk matter. I plan to make the details of this independent review public when available. It is my hope that this review will provide clear recommendations as the foundation for further policy enhancements to ensure public accountability by the Windsor Police Service.

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As the community is aware as a result of thorough and independent investigations conducted by both OIPRD and SIU a number of officers are facing serious allegations of misconduct currently before tribunal in relation to the VanBuskirk investigation. In addition, Dave VanBuskirk is facing criminal allegations currently before the courts. OIPRD also investigated allegations of misconduct that were not substantiated; namely an allegation of failing to notify SIU of a serious injury as per legislation. This allegation was not substantiated by OIPRD after their independent investigation.

In addition, the allegation of intimidation made by Dr. Abouhassan regarding the presence of excessive officers in the hospital while he was receiving treatment was not substantiated by OIPRD. These officers were found to be in the lawful execution of duty in relation to other matters. In addition some in attendance were officers from other police services and were present for unrelated matters.

**Moving Forward:**

A primary goal of every member of the Windsor Police Service is accountability to the community we serve to ensure community trust and confidence.

With this in mind we are collectively on the road to organizational transformation with the goal of being true to our values and committed to “Honour in Service”.

The hiring practices of the Windsor Police Service are compliant with the Provincial Constable Selection Process, and have been further enhanced by additional requirements on a local level. We are hiring the very best this community has to offer. As Acting Chief it is my duty to ensure adequate training and supervision is provided to each and every member of the service.

Training and supervision provide the key constructs to effective policing practices and accountability in pursuit of safer communities in partnership with the community.

This guiding principle is the cornerstone of the Windsor Police Service strategic plan moving forward under the following two principles or pillars:

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- Leadership
  - Open Accountable and Transparent Policing

## 1. Leadership

Leadership is required from all employees at every level. From this day forward senior officers and directors of the Windsor Police Service have been reminded they are part of the Senior Leadership Team with administration and management forming part of their functions.

Leadership in action is required moving forward. At this time, the priority of the Windsor Police Service is to restore the community's confidence in the Windsor Police Service.

The following leadership initiatives have been or will be implemented:

1. Direct personal communication by Acting Chief to sworn and civilian members within 48 hours of command change regarding expectations of moving forward.

The themes were:

- a. Leadership
- b. Accountability & Transparency
- c. The Path Forward

The development of an internal communications strategy to quickly and accurately deliver internal messages from the Acting Chief's office to all employees

2. Acting Chief's attendance at Special Investigations Unit (SIU) office to meet personally with Mr. Ian Scott.
3. Provided four letters of response to SIU regarding outstanding matters referred to in the Ombudsman Report of 2011.
4. Personal communication with OIPRD Director Gerry McNeilly and the Office of the Ontario Civilian Police Commission also took place. The purpose was to

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ensure open lines of communication and build the foundation for an enhanced relationship.

***Both Mr. Scott and Mr. McNeilly expressed full confidence in the cooperation of the Windsor Police Service.***

5. Community confidence and expectations will be reinforced in all internal and external corporate communications, written or otherwise.
6. Immediate internal video communication message to all members regarding expectations. This will be reinforced with further video messages of change, transformation and expectations in the weeks and months to come.
7. Enhanced ethics training delivered to both sworn and civilian personnel immediately by Acting Chief and Leadership Team.
8. All senior officers and directors required to provide personal leadership plan to demonstrate their commitment to the organizational goals, community expectations and personnel development.
9. Immediate implementation of policy change with regard to conflict of interest investigations. Family members will not investigate family matters. Further measures will be adopted and implemented to ensure impartial/fair and expedient investigations occur when Windsor Police Service officers report or investigate an event that affects the interest of the member or their family. Further, supervisors of members involved in such an event will notify a senior officer when they become involved in situations or investigations where there are actual, apparent or potential conflicts of interest, either personally or by association with family members.
10. Immediate implementation of policy change in regard to definition of “serious injury” in relation to SIU matters.
11. Immediate commencement of training for all supervisors facilitated by SIU with regard to new SIU policy and procedure.

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## **2. Open, Accountable and Transparent Policing**

1. Organizational commitment to transparency and openness through media and other means.
2. SIU will attend Windsor to assist in training all Windsor Police officers in procedural issues.
3. OIPRD will conduct a Section 11 review regarding the Dr. Abouhassan investigation. Adopt recommendations made by OIPRD as a result of section 11 review.
4. Assess and implement changes as required to reporting structures and responsibilities.
5. Immediate commencement of training for all supervisory staff regarding expectations, accountability and risk management, facilitated by myself and the Leadership Team.
6. Create a Public Information Officer position within the Windsor Police Service.
7. Increased access to Senior Leadership Team and operational personnel for media.
8. Redesign of website to make it easier for public to access information, including procedures to file complaints with OIPRD and SIU.
9. Improve, increase and acquire technologies that assist in this regard. Explore and adopt best solutions with regard to social media and the Internet, including a Blackberry solution for the distribution of information.
10. “Citizen Centered Approach” to service delivery organization wide. All aspects of service delivery will be reviewed, including telephone and patrol responses, front desk, main office and service counters, as well as investigation follow up counters. The community will see and hear a difference in our approach and manner in which we serve.



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11. Windsor Police Service is committed to an organizational review, including various methods of community engagement. Community engagement will form part of the organizational review and will be continuous.
  12. Immediate implementation of a new Performance Management System that is designed to monitor acceptable and unacceptable work performance. This is a tool to measure performance and supervision across the service among all ranks to ensure consistency and provide strategies for success.
  13. Mandatory mentoring program and leadership courses prior to promotion.
  14. Psychological testing for all members entering into a high risk unit as well as a requirement prior to promotion into supervisory roles.
  15. Integrity/ethics training service-wide.
  16. Relocation of the Professional Standards Branch office to an offsite location to encourage greater public accessibility.

Open and continuous communication and cooperation with civilian oversight bodies including Windsor Police Services Board, OIPRD, SIU and OCPC (Including measures previously discussed)

All structural changes in regard to policy, practices and reporting channels that impede, delay or cause confusion will be immediately addressed.

In conclusion, I want to assure the members of this community that they have a leadership team committed to delivering their expectations as we move forward in 2012. I am confident in the abilities of the men and women of the Windsor Police Service and their commitment to the goals of this organization and more importantly to the expectations of this community. I can assure you that Windsor Police will continue to deliver effective and efficient police services in partnership with all citizens in maintaining safe streets and a safe community. As an organization we are committed to changing those aspects of our culture that do not reflect the values and expectations of this community.