



WATERLOO REGIONAL
POLICE SERVICES
BOARD

OPEN AGENDA

Date: January 18, 2023, 10:30 AM

Location: Electronic Meeting
[Click here to access meeting via YouTube](#)

- 1.0 Meeting Called to Order
- 2.0 Motion to Go Into Closed Session
- 3.0 Motion to Reconvene in Open Session
- 4.0 Elections
 - 4.1 Election of the Vice-Chair
 - 4.2 Election of the Chair
- 5.0 Territorial Acknowledgement
- 6.0 Declarations of Pecuniary Interest under the Municipal Conflict of Interest Act
- 7.0 Closed Session Recommendations (if any)
- 8.0 Delegations
 - 8.1 Mark Egers, President, Waterloo Regional Police Association (verbal)
- 9.0 Consent Agenda Items

Items on the Consent Agenda can be approved in one motion. Prior to the motion being voted on, any member of Board may request that one or more of the items be removed from the Consent Agenda and moved to the regular part of the agenda.

- 9.1 Confirmation of Minutes: December 14, 2022 (attached – page 1)
- 9.2 2023-001: Appointment of Executive Assistant (attached - page 7)
- 9.3 2023-002: Summary of Purchasing Awards – Q4 2022 (attached - page 8)

- 9.4 2023-005: Q4 and 2022 Annual Frontline Call Reduction Strategies (attached – page 16)
- 9.5 2023-006: Q4 Communication Centre Infographics (attached – page 18)
- 9.6 2023-007: 2022 Conference Expenses – Police Services Board Members (attached page 28)
- 9.7 2023-011: 2023 Membership Fees: Ontario Association of Police Services Board and Zone 5 (attached – page 30)
- 9.8 2023-012: Award of NRFP2021-05 Human Resource Information System (HRIS) (attached – page 32)
- 9.9 2023-015: Administrative Review: SIU #22-OCI-122 (attached – page 33)
- 9.10 2023-016: Administrative Review: SIU #22-OSA-126 (attached – page 36)
- 9.11 2023-017: Administrative Review: SIU #22-OSA-148 (attached – page 39)
- 9.12 2023-018: Administrative Review: SIU #22-OSA-186 (attached – page 41)
- 9.13 2023-019: Administrative Review: SIU #22-OCD-006 (attached – page 43)
- 10.0 Business Arising from the Minutes
- 11.0 Correspondence
- 12.0 Police Services Board Report
- 13.0 Chief of Police Reports
 - 13.1 2023-013: T2022-19 – Police Assisted Mental Health Screener Award (attached – page 46)
 - 13.2 2023-014: Crisis Call Diversion Program (attached – page 49)
 - 13.3 2023-004: Budget (attached – page 61)
 - 13.4 Monthly Chief of Police Report (verbal)
- 14.0 New Business
- 15.0 Future Agenda Items
- 16.0 Information Items
- 17.0 Adjournment



WATERLOO REGIONAL
POLICE SERVICES
BOARD

OPEN MINUTES

Date: December 14, 2022

Location: Electronic Meeting

In Attendance:

Karen Redman	Chair
Karin Schnarr	Vice-Chair
Doug Craig	Member
Tony Giovinazzo	Member
Ian McLean	Member
Karen Quigley-Hobbs	Member
Sandy Shantz	Member
Mark Crowell	Chief of Police
Shirley Hilton	Deputy Chief
Cathy Umphrey	Recording Secretary

1.0 Meeting Called to Order

Chair K. Redman called the Meeting to order at 8:06 a.m.

2.0 Motion to Go Into Closed Session

Moved by K. Schnarr

Seconded by D. Craig

That the Board convene in Closed Session to discuss matters that it is of the opinion falls under Section 35 (a) or (b) of the Police Services Act.

Carried.

3.0 Motion to Reconvene in Open Session

Moved by K. Schnarr

Seconded I. McLean

That the Board reconvene at 11:03 a.m. in Open Session.

Carried.

4.0 Territorial Acknowledgement

5.0 Declarations of Pecuniary Interest under the Municipal Conflict of Interest Act

There were none were declared.

Chair Redman welcomed new Police Services Board members Doug Craig and Karen Quigley-Hobbs.

6.0 Closed Session Recommendations (if any)

There were no Closed Session recommendations

Agenda Item 11.5 was advanced to the start of the Agenda.

11.5 2022-202: December Budget Deliberations

Chief Crowell provided background and context for the 2023 Draft Operating and Capital Budget and highlighted the following impacts:

- Crime severity, both violent and non-violent, in Waterloo Region has increased over the past 3 years and is greater than the Big 12 Police Services in Ontario.
- Waterloo Region has experienced an increase in violent crime and stands above the Big 12 Police Services in Ontario.
- The current officer to population ratio of 127.1 officers per 100,000 citizens is the lowest rate in a 20-year history and falls below the Big 12 Police Services ratios.

Kirsten Hand, Director of Finance recapped the 2023 budget drivers and noted that Waterloo Regional Police Services (WRPS) continues to be approximately 1/3 of the Regional property tax levy which has been consistent for a number of years.

Chief Crowell reviewed the six 2023 Expansion FTE scenarios in detail and entertained questions from the Board. Discussion took place regarding the challenges of recruitment in the current competitive environment, hiring strategies and talent cultivation, the timing of hiring and allocating the FTEs, using a multi-year plan to bridge the gap of growth and the phasing in of the 35 officers in the 2022 budget. The recommended scenario is Scenario 3 (19 FTE).

The formal recommendation to the Board in January will include a three-year plan that will be broken out further based on the today's discussion.

7.0 Consent Agenda Items

Items on the Consent Agenda can be approved in one motion. Prior to the motion being voted on, any member of Board may request that one or more of the items be removed from the Consent Agenda and moved to the regular part of the agenda.

- 7.1 Confirmation of Minutes: October 19, 2022, October 27, 2022, November 09, 2022 and December 05, 2022.**
- 7.2 2022-187: Administrative Review: SIU 22-OCI-094** – provided to the Board for information.
- 7.3 2022-198: Q3 Communications Unit Call Statistics & Answer Times** – provided to the Board for information.
- 7.4 2022-199: Oktoberfest 2022 Report** – provided to the Board for information.
- 7.5 2022-201: IMPACT Q3 2022 & Crisis Call Diversion Program Update** – provided to the Board for information.
- 7.6 2022-206: Neighbourhood Policing Q3** – provided to the Board for information.
- 7.7 2022-207: Intelligence Notes Q3** – provided to the Board for information. It was recommended that Intelligence Notes be consistent in their placement in the Agenda.
- 7.8 2022-208: MBN Canada 2021 Performance Measurement** – provided to the Board for information.
- 7.9 2022-220: HR dashboard Q3** – provided to the Board for information.
- 7.10 2022-221: 2023 Board meeting schedule** – provided to the Board for information.
- 7.11 2022-222: 2023 Annual Work Plan** – provided to the Board for information. Governance and Advocacy is to be reflected in the 2023 workplan.
- 7.12 2022-225: Promotions 2023** – provided to the Board for information.
- 7.13 2021/22 WLU Special Constables report** – provided to the Board for information.

Moved by K. Schnarr

Seconded by I. McLean

That the Consent Agenda including the Open Session Minutes of October 19, 2022, October 27, 2022, November 09, 2022 and December 05, 2022 and Reports 2022-187, 2022-198, 2022-199, 2022-201, 2022-206, 2022-207, 2022-208, 2022-220, 2022-221, 2022-222, 2022-225, and 2021/2022 WLU Special Constables Report be approved as presented.

Carried.

8.0 Business Arising from the Minutes

There was no business arising from the Minutes.

9.0 Correspondence

There was no correspondence.

10.0 Police Services Board Report

There were no Police Services Board reports.

11.0 Chief of Police Reports

11.1 2022-223: 2022 Quarterly Use of Force Statistical Report – Q3

Report 2022-223 2022 Quarterly Use of Force Statistical Report – Q3 was provided to the Board for information.

11.2 2022-215: Ontario Transfer Payment Agreement- ALPR Technology Grant

G. Melanson presented Report 2022-215 noting this is a good news story.

Moved by S. Shantz

Seconded by T. Giovinazzo

That the Board enter into an Ontario Transfer Payment Agreement dated April 1, 2022 with His Majesty the King in right of Ontario as represented by the Ministry of the Solicitor General (the “Ministry”) regarding one-time funding in the amount of \$1,794,329.00 to outfit an estimated 92 police cruisers with cameras with Automated Licence Plate Recognition (ALPR) technology to improve public safety and strengthen roadside law enforcement efforts, subject to the review and approval of the Board’s solicitor; and

That the Board authorize the Chief of Police (or delegate) to execute any reports required to be submitted under this Agreement.

Carried.

11.3 2022-217: Modernization Project Update: Body-Worn Video/In-Car Video Pilot Project Recommendations

Superintendent Morris reviewed the objectives and methodology used to evaluate the pilot project.

The opportunity to re-survey the community and stakeholders at the conclusion of the pilot project showed that support increased as the pilot project continued.

Considerations reviewed included the heavy administration cost and the possible solutions, the benefits of the ARPL grant and the significant financial and workload savings that would result from employing an integrated software.

The five report recommendations were reviewed and discussed. Chief Crowell thanked Superintendent Morris and her team for their extensive work over the last several years.

Moved by K. Schnarr
Seconded by D. Craig

1. That the Waterloo Police Services Board approve a permanent In-Car Video (ICV) program by transitioning future ALPR units into front-line In-Car Video systems region-wide; and further,
 2. That the Waterloo Police Services Board approve a permanent Body-Worn Video (BWV) program with a staggered rollout over several years:
 - a) 2022: Continued deployment of all current BWV systems;
 - b) 2023: Deploy BWV to all remaining front-line patrol members in North Division;
 - c) 2024: Deploy BWV to all front-line patrol members in South Division; and,
 - d) 2025: Deploy BWV to all front-line patrol members in Central Division; and further,
 3. That the Chief Purchasing Officer be authorized to enter into purchase by negotiation with Axon Public Safety Canada (and any related or subsidiary companies necessary) regarding the purchase of the necessary technology and/or software relating ICV and BWV for a contract period of five years commencing from January 1, 2023 to December 31, 2027 up to an estimated upset limit of \$2,500,000 plus all applicable taxes as set out in the report #2022-217 dated December 14, 2022; and further,
 4. That the Board approves the entering into the necessary agreements subject to the purchases being within budget and the approval of the agreements to the satisfaction of the Board's Solicitor; and further,
 5. That the Board authorizes the Chief Purchasing Officer to approve any increase in the negotiated purchase beyond the negotiated pricing as it relates to associated costs of BWV and ICV equipment and/or software related to any approved future expansion of staffing that requires such acquisition in subsequent years, provided the increases are within budget and otherwise in compliance with the Purchasing By-law.
- Carried.**

11.4 2022-204 Variance Update Q3

Report 2022-204 Variance Update Q3 was provided to the Board for information.

11.5 2022-202: December Budget Deliberations – was dealt with at the beginning of the agenda preceding Agenda Item 7.0.

11.6 Monthly Chief of Police Report (verbal)

Chief M. Crowell recognized the work of members dealing with complex and difficult cases and highlighted the following:

- Project MAVERICK which was part of a provincial initiative involved incredible work from the WRPS' Cybercrime-Internet Child Exploitation Team and Direct Action Response Team.
- Last week, 460 police officers from across the province were sworn in. WRPS Badging ceremony will take place on January 6th, 2023.
- The annual Ride program started on November 17th and over 4,000 vehicles have been checked to date and a number of charges laid.
- The *Stuff-A-Cruiser* campaign successfully collected 4,000 toys for the Knights of Columbus.

The Chief welcomed the two new Board members and extended wishes to the Board and Service for a safe and happy holiday.

12.0 New Business

There was no new business.

13.0 Future Agenda Items

No future agenda items were identified

14.0 Information Items

There were no information items.

15.0 Adjournment

Moved by D. Craig

Seconded by S. Shantz

That the meeting be adjourned at 12:46 pm.

Carried.

Board Chair

Executive Assistant



WATERLOO REGIONAL
POLICE SERVICES
BOARD

007
Report: 2023-001

Subject: Appointment: Executive Assistant

From: Chair's Office
Interim Executive Assistant

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: January 18, 2023

Recommendation

That Meghan Martin be appointed as Executive Assistant to the Waterloo Regional Police Services Board (Board), effective January 18, 2023, with authority according to the Procedural By-law 21-03, and;

That, effective January 18, 2023, the Board motion from the September 07, 2022 Board meeting, appointing Cathy Umphrey, Interim Executive Assistant for the purposes of execution of documents on behalf of the Board, be rescinded.

Report

Ms. M. Martin was hired to serve as the Board's Executive Assistant, effective January 16, 2023. Pursuant to procedural by-law 21-03, section 61, Signing of Documents, the Executive Assistant, in order to sign all documents for and on behalf of the Board, must be appointed by resolution of the Board.

Strategic Business Plan

As the civilian governance body for the Waterloo Regional Police Service, the Police Services Board provides governance, oversight and guidance with a view to ensuring effective service delivery to the community.

Financial and/or Risk Implications

Nil

Attachments

Nil

Prepared By: Cathy Umphrey, Interim Executive Assistant to the Board

Approved By: Karen Redman, Board Chair



WATERLOO REGIONAL
POLICE SERVICES
BOARD

Subject: Summary of Purchasing Awards – Q4 2022

From: Materials Management and Fleet Unit
Finance and Assets Branch

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: January 18, 2023

Recommendation

For information only.

Summary

This report provides an update for Q4 2022 for new contracts through direct bidding opportunities or via the Police Cooperative Purchasing Group (PCPG), Grand River Cooperative Procurement Group (GRCPG), Region of Waterloo (ROW), Ontario Education Collaborative Marketplace (OECM) and other cooperative purchasing groups.

Report

On September 12, 2018, the Waterloo Regional Police Services Board approved an updated Purchasing By-law through report #2018-142. The By-law, which came into effect on November 1, 2018 authorizes the Chief of Police and Chief Procurement Officer (CPO) to award certain Request for Tenders (RFTs), Request for Proposals (RFPs) and Consultant Proposals based on specified criteria. Administrative awards allow for an efficient and timely procurement process. A summary report is submitted on a quarterly basis to the Waterloo Regional Police Services Board outlining all RFTs, RFPs and Consultant Proposals approved by the Chief of Police and Chief Procurement Officer (CPO). The criteria for approval levels are set out below:

ACQUISITIONS

Up to \$25,000: the Chief Purchasing Officer (CPO) or an authorized employee may acquire the goods or services on his or her own authority.

\$25,001 - \$150,000: the CPO may acquire the good or services on his or her own authority, where reasonably possible at least three quotes were obtained.

\$150,001 - \$1,000,000: the CPO shall advertise for tenders and the Chief shall have the authority to accept a tender provided it is compliant and it has the best overall cost.

Notwithstanding subsection (2) of this section, only the Board shall have the authority to accept a tender if,

- a) two (2) or less tenders are submitted in response to a call for tenders; or
- b) the tender with the best overall cost that is compliant exceeds the budget for the acquisition of the goods or services and approval from the Board to increase the budget is desired.

\$1,000,001: in value and greater, the CPO shall acquire the goods or services by advertising for tenders and the Board shall have the authority to accept the tender provided it is compliant and has the best overall cost.

REQUEST FOR PROPOSALS

Up to \$150,000: the CPO may approve a Request for Proposal (RFP) provided it is compliant and best meets the criteria of 12(1) of this By-law.

\$150,001 - \$1,000,000: the Chief shall have the authority to accept a RFP provided it is compliant and best meets the criteria of 12(1) of this By-law.

Over \$1,000,001: the Board shall have the authority to accept a RFP provided it is compliant and best meets the criteria of 12(1) of this By-law.

CONSULTANT PROPOSALS

Up to \$150,000: the CPO may acquire the services of a Consultant on his or her own authority that in his or her judgement is in the best interests of the Board.

\$150,001 - \$500,000: the Deputy Chief and/or Chief shall have the authority to accept a consultant proposal if it is compliant and best meets the criteria of 18(1) (a) of this section.

Over \$500,001: the Board shall have the authority to accept a consultant proposal if it is compliant and best meets the criteria of 19(1) (a) of this section.

PURCHASE BY NEGOTIATION

Notwithstanding subsection (1) of this section, the Chief Purchasing Officer shall submit any negotiated acquisition to the Board for approval if the value of the acquisition exceeds \$150,000.

ACQUISITION OF GOODS AND SERVICES FROM GOVERNMENT BODIES

The CPO may acquire any goods or services from a federal, provincial or municipal body, ministry, agency, board, corporation or authority when similar goods or services are not available from other sources.

CO-OPERATIVE PURCHASING

The CPO may enter into arrangements with any government body, ministry, agency, board, corporation or authority on a co-operative or joint basis for the acquisition of

goods or services where there are economic advantages in so doing that are in the best interests of the Board and the method of acquisition to be used is a public and competitive method.

The CPO shall submit any co-operative purchasing to the Board for approval if the budget is exceeded for the acquisition of the goods or services.

Please reference Appendix A for a list of all formal bids lead by the Waterloo Regional Police Service or where the Waterloo Regional Police Service participated.

Strategic Business Plan

This report supports the Strategic Business Plan goal to proactively plan for long-term organizational growth and its financial requirements, aligned with the objective of responsible spending and accountability

Financial and/or Risk Implications

All of the below contracts will be contained within the Operating or Capital budget, as required.

Attachments

Appendix A – List of Awarded Bids

Prepared By: Scott Agnello, Manager, Materials Management & Fleet
Kirsten Hand, Director of Finance and Assets

Approved By: Mark Crowell, Chief of Police

Appendix A – List of Awarded Bids (October 1, 2022 to December 31, 2022)

Bid Number, Name & Description	List of Bidders (Successful Bidder Indicated in Bold)	Bid Price (Excludes HST)	Financial Implications
<p>Region of Peel RFP # 2020-191P Supply and Implementation of an Information Technology Service Management Solution</p> <p>This Request for Proposal (RFP) was issued to seek proposals from qualified vendors in order to enter into a contract with a vendor that has the right solution and capability to implement an 'out-of-the-box', cloud based Information Technology Service Management (ITSM) solution that can be configured to replace the current tool and meet the needs of stakeholder groups across the Agency. WRPS utilized the Broader Public Sector Service Providers clause in the bid document to award this contract.</p>	<p>CDW Canada Corp.</p> <p>Deloitte LLP</p> <p>Ernst & Young</p>	<p>\$242,367.00</p>	<p>Cost including net HST: \$246,600</p> <p>Funding source: Operating Budget</p>

Bid Number, Name & Description	List of Bidders (Successful Bidder Indicated in Bold)	Bid Price (Excludes HST)	Financial Implications
<p>PQ2022-16 Prequalification for the Supply & Delivery of Pursuit Rated Tires for the PCPG</p> <p>This Request for Prequalification (RFPQ) was issued in order to create a roster of qualified OEM tire manufacturers to provide pursuit rated tires to the Waterloo Regional Police Service (WRPS) and members of the Police Cooperative Purchasing Group (PCPG) on an as needed basis. The term of the roster will be January 1, 2023 to December 31, 2023 with six (6) one (1) year options to renew. PCPG members who are being named in this document and are including estimated usage include the Waterloo Regional Police Service, Peel Regional Police Service, Toronto Police Service, London Police Service, York Regional Police Service, West Grey Police Service, Niagara Police Service, Greater Sudbury</p>	<p>Bridgestone Canada Inc.</p> <p>Goodyear Canada Inc.</p>	<p>\$28,672.00</p>	<p>Cost including net HST: \$29,500</p> <p>Funding source: Operating Budget</p>

Bid Number, Name & Description	List of Bidders (Successful Bidder Indicated in Bold)	Bid Price (Excludes HST)	Financial Implications
Police Service, Hamilton Police Service, Smiths Fall Police Service and the Windsor Police Service			
<p>T2022-17 Supply & Delivery of WRPS Notebooks</p> <p>This Request for Tender (RFT) was issued for the supply and delivery of Waterloo Regional Police Service (WRPS) Notebooks to WRPS Headquarters in Cambridge Ontario. The contract shall be for a period of one (1) year commencing January 1, 2023 and ending December 31, 2023, with an option to renew for four (4) additional one (1) year periods.</p>	<p>Hall Imaging</p> <p>London Business Forms Ltd.</p> <p>Trico Packaging & Print Solutions Inc.</p> <p>Power Pixel Graphics & Printing</p> <p>M&T Printing Group</p> <p>Premier Printing Ltd.</p> <p>Millenium Printing Inc</p> <p>West Canadian Digital Imaging</p> <p>Lunar Contracting</p>	<p>\$29,410.00</p> <p>\$31,000.00</p> <p>\$36,191.00</p> <p>\$39,205.00</p> <p>\$40,688.00</p> <p>\$42,822.00</p> <p>\$51,170.00</p> <p>\$95,142.00</p> <p>\$100,000.00</p>	<p>Cost including net HST: \$29,900</p> <p>Funding source: Operating Budget</p>

Bid Number, Name & Description	List of Bidders (Successful Bidder Indicated in Bold)	Bid Price (Excludes HST)	Financial Implications
<p>P2022-13 Courthouse Security</p> <p>This Request for Tender (RFT) was issued for the provision of service to provide Courthouse Security at the Waterloo Region Courthouse, located at 85 Frederick Street, Kitchener ON N2H 0A7. The term of this contract is for one (1) year commencing February 1, 2023 and ending January 31, 2024 with the option to renew for four (4) additional one (1) year terms. WRPS was the lead on this cooperative contract and members of the Police Cooperative Purchasing Group (PCPG) may choose to participate. Agencies who have expressed interest in participating in this contract at the time of RFP issuance were: Waterloo Regional Police Service, and the Peel Regional Police Service.</p>	<p>Garda Canada Security Corporation</p> <p>Barber-Collins Security Services Ltd</p> <p>Paladin Security Group Ltd</p>	<p>\$442,480.54</p>	<p>Cost including net HST: \$450,300</p> <p>Funding source: Operating Budget</p>

Bid Number, Name & Description	List of Bidders (Successful Bidder Indicated in Bold)	Bid Price (Excludes HST)	Financial Implications
<p>Q2022-20 Bio Hazard Cleaning of WRPS Vehicles</p> <p>This Request for Quote (RFQ) was issued for the service of bio hazard cleaning of Waterloo Regional Police Service (WRPS) vehicles. The contract is for a period of one (1) year commencing January 1, 2023 and ending December 31, 2023, with an option to renew for four (4) additional one (1) year periods.</p>	<p>First Response Environmental 2012 Inc.</p> <p>Green Maple Environmental Inc.</p> <p>2781203 Ontario Inc.</p> <p>Winmar Guelph</p> <p>SQM Janitorial Services Inc.</p> <p>Woodhouse Group Inc.</p> <p>BELFOR (Canada) Inc.</p> <p>HappyJet Custom Clean</p> <p>Executive Carpentry and Renovation</p> <p>Puroclean Property Restoration</p>	<p>\$16,257.91</p> <p>\$17,630.00</p> <p>\$ 24,458.00</p> <p>\$25,125.00</p> <p>\$27,250.00</p> <p>\$27, 880.00</p> <p>\$29,145.00</p> <p>\$40,890.00</p> <p>\$72,286.00</p> <p>\$118,906.68</p>	<p>Cost including net HST: \$16,500</p> <p>Funding source: Operating Budget</p>



WATERLOO REGIONAL
POLICE SERVICES
BOARD

Subject: Q4 and 2022 Annual Frontline Call Reduction Strategies

From: Operational Support Division
Field Support Branch

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: January 18, 2023

Recommendation

For information only.

Summary

Alternative police service delivery models improve customer service for residents of the Region and provide an increased capacity for patrol officers to focus on providing essential policing services. For the fourth quarter of 2022, frontline call reduction strategies resulted in a total of 7977 incidents being diverted from frontline patrol response. For 2022, a total of 32,702 incidents were diverted to an alternative service delivery option.

Report

For Q4 2022, incidents handled via an alternative service delivery option decreased by 1.9 percent from the same period in 2021. The year over year change is essentially flat after the decrease in the number of self reported collisions, which is susceptible to weather-related fluctuations, is factored in.

For the full year, incidents handled via alternative service delivery increased by 12.7 percent. Even after removing the increase in self-reported collisions, the overall increase stands at 10.5%. This is a significant increase from the 4 percent increase that was observed in 2021, when compared to 2020.

The reporting of certain types of property damage and break and enter incidents was only introduced in Q3 2022 and is expected to have a more significant impact on frontline call reduction on an annual basis in 2023.

	Q4 2022	Q4 2021	2022 Total	2021 Total
Online Reporting	850	946	3635	3952
Theft Under \$5000	852	938	3112	3439
Driving Complaints	130	149	541	598
Lost/Found Property	243	224	918	787
Fraud and Identity Theft	272	272	1108	1254
Break and Enter	240	n/a	431	n/a
Property Damage	235	n/a	411	n/a
Other Incident Types	571	898	2976	3310
Text Blue-Communications Unit	2321	2271	10273	7840
Self-reported Collisions	2263	2432	9297	7837
Total	7977	8130	32702	29017

Strategic Business Plan

Expanding the types of incidents and investigations handled by the Front Line Support Unit and identifying opportunities for alternative service delivery are two key objectives of the Strategic Business Plan.

Financial and/or Risk Implications

Nil

Attachments

Nil

Prepared By: Tom Berczi, Superintendent, Operational Support Division

Approved By: Mark Crowell, Chief of Police



WATERLOO REGIONAL
POLICE SERVICES
BOARD

Subject: Q4 Communications Unit Call Statistics & Answer Times

From: Operational Support Division
Field Support Branch

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: January 18, 2023

Recommendation

For information only.

Summary

National Emergency Number Association (NENA) standards state that 90% of all 9-1-1 calls are to be answered within 15 seconds, and 95% within 20 seconds. With an average answer time of 21 seconds, the Communications Unit was able to meet these thresholds on 76% of overall 9-1-1 calls received in the Region of Waterloo PSAP during Q4 2022.

Report

There was a 4.8% decrease in call volume for Q4 2022 (87,774) as compared to Q3 2022 (92,156). NENA standards were met with 76% of 9-1-1 calls in Q4. By comparison, Q3 met the required thresholds on 81% of overall 9-1-1 calls. Service levels in Q4 were impacted by the training of 8 new Communicators and additional training time required for 8 existing Communicators.

A staffing and workload analysis is currently underway in the Communications Unit, to be completed in Q1 2023.

Strategic Business Plan

Improving call answer times with an emphasis on emergency calls is an identified objective of the Strategic Business Plan.

Financial and/or Risk Implications

Nil

Attachments

Emergency 911 Monthly Service Level Reports
2022 Q4 Communications Unit Infographic

Prepared By: John Costa, Staff Sergeant, Communications Unit

Approved By: Mark Crowell, Chief of Police

W.R.P.S. COMMUNICATIONS CENTRE – Q4 2022 Data (Primary Public Safety Answering Point - all 9-1-1 calls ring into this centre)

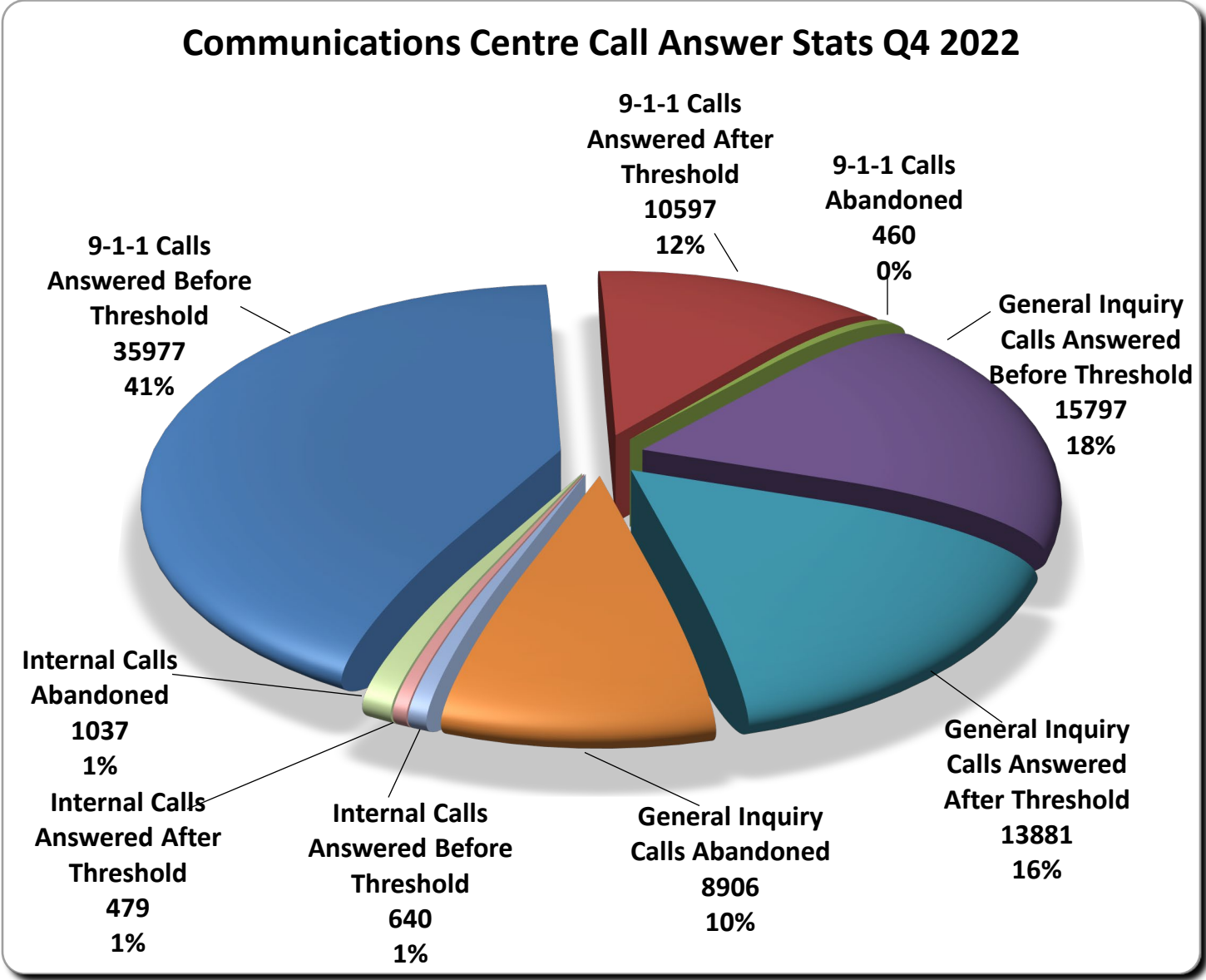
CALL TYPES

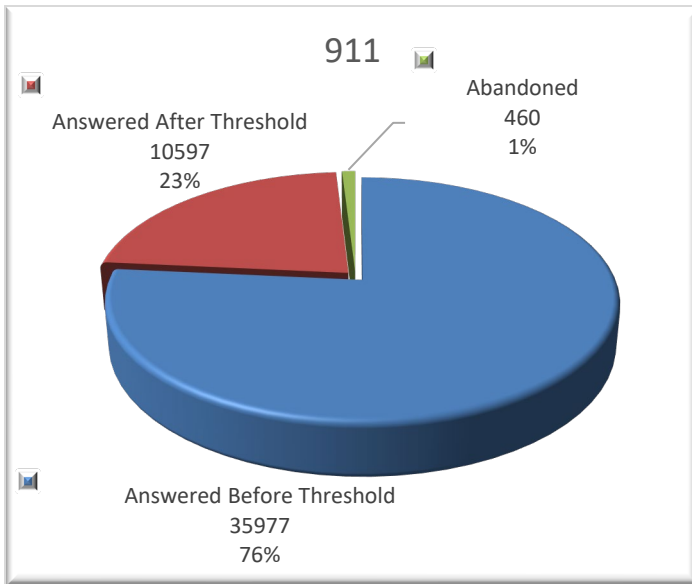
- 9-1-1** The public has dialed 9-1-1 or switchboard transfers a call deemed to be an emergency
- General Inquiry** The public has dialed a 10-digit number and has been routed through the auto attendant or transferred through switchboard.
- Internal** A WRPS member has dialed a 4-digit extension to reach Communications.

WRPS call queues have been programmed to always hold back 1 available Communicator to answer 9-1-1, to wait until 2 Communicators are available before sending a General Inquiry call to a Communicator, and to wait until 3 Communicators are available before sending an Internal call to a Communicator.

QUARTERLY TRENDS Q4 2022

There was a 4.8% decrease in call volume for Q4 2022 (87774) as compared to Q3 2022 (92156) and there was an increase from Q4 2021 (84016) of 4.3%. The NENA (National Emergency Number Association) standard is that 90% of all 9-1-1 calls must be answered within 15 seconds, and 95% within 20 seconds. With an average answer time of 21 seconds, and 24% of all 911 calls abandoned or answered after our 15 second threshold, the Communications Centre continues to work towards improving service levels. Our service levels were impacted by the training of eight new Communicators and additional training required for eight existing Communicators.





911 AT A GLANCE

WRPS Threshold = **15 seconds**

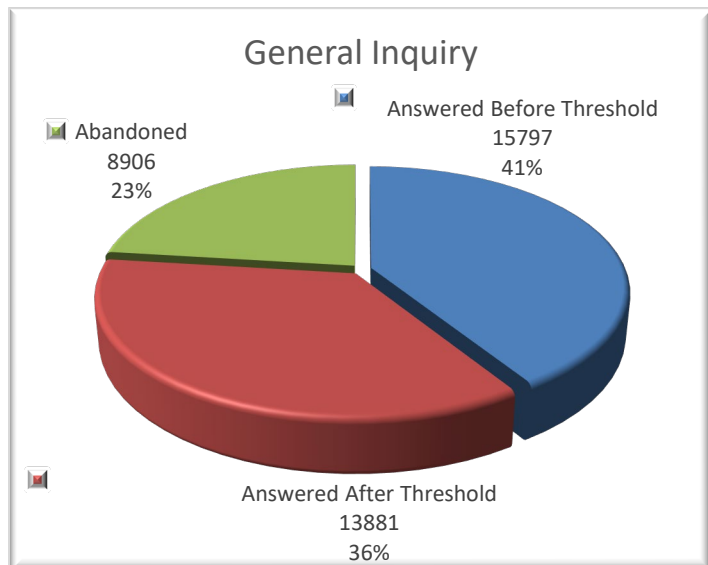
Average delay to answer = 21 seconds

All calls to Police, Fire and Ambulance through 9-1-1.

N= 47034

Q3 2022 N= 49152

Q4 2021 N= 43166



GENERAL INQUIRY AT A GLANCE

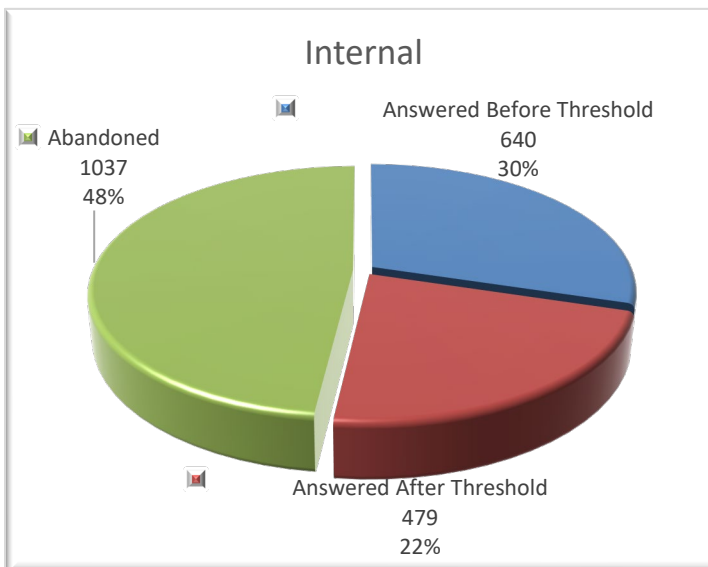
WRPS Threshold = **30 seconds**

Average delay to answer = 2 minutes 9 seconds

N= 38584

Q3 2022 N= 40348

Q4 2021 N= 37285



INTERNAL AT A GLANCE

WRPS Threshold = **45 seconds**

Average delay to answer = 3 minutes 56 seconds

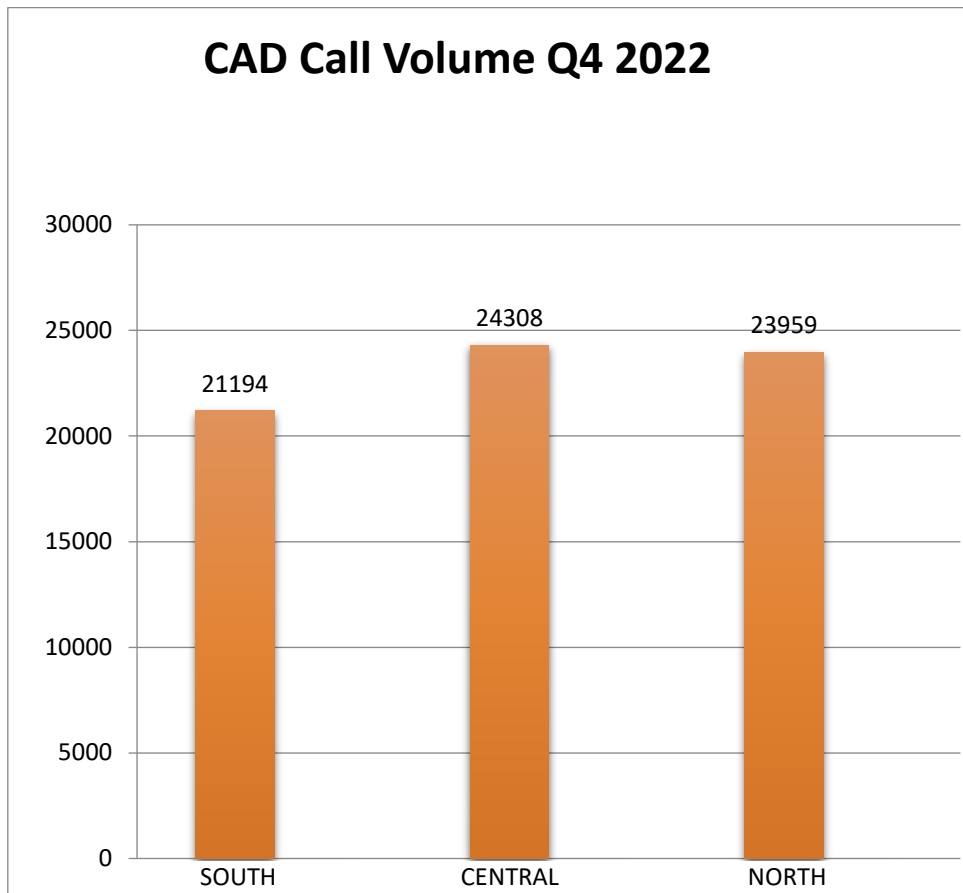
N= 2156

Q3 2022 N= 2656

Q4 2021 N= 3565

Communications Centre Dispatch Workload

CAD call volume is the only way to track Communicator workload currently. CAD calls are not a direct reflection of phones impact, as CAD occurrences are routinely generated by other members of the service, i.e. Patrol, Detectives, Traffic, and still require that a Communicator monitor the status of each call and Officer.



Divisional Areas of Coverage

South
Cambridge
North Dumfries Twp.

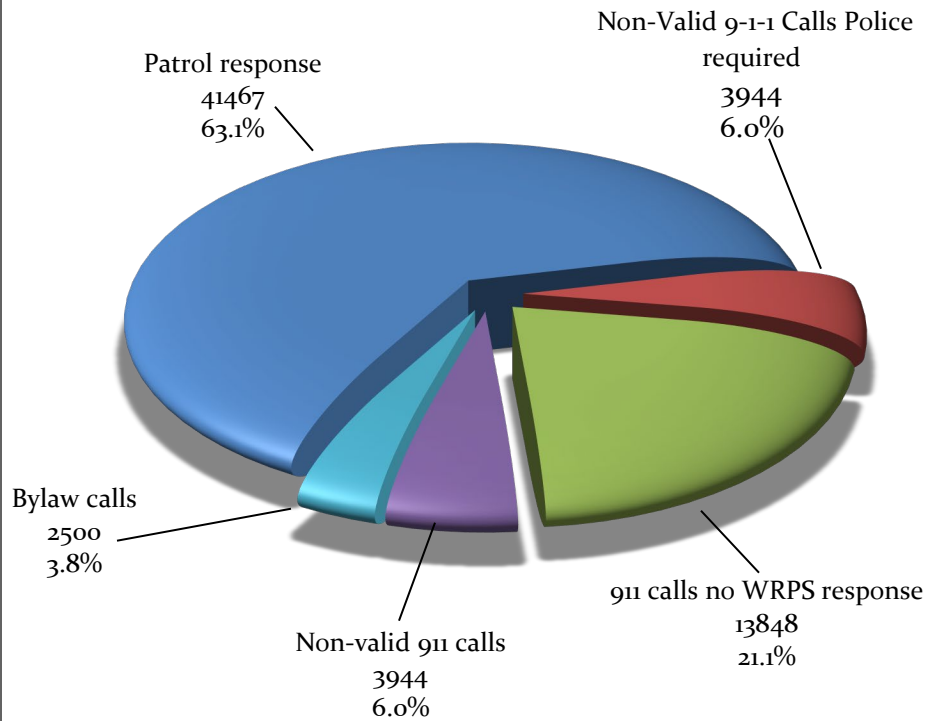
Central
Central Kitchener

North
North Kitchener
Waterloo
Wilmot Twp.
Wellesley Twp.
Woolwich Twp.

CAD Calls – Communicator Workload

Q4 2022	Q4 2021
69461	65102

2022 Q4 CAD Generated Call Volume Communications Centre Impact



Patrol Response - Citizen calls requiring patrol to attend, or calls generated by officers on patrol.

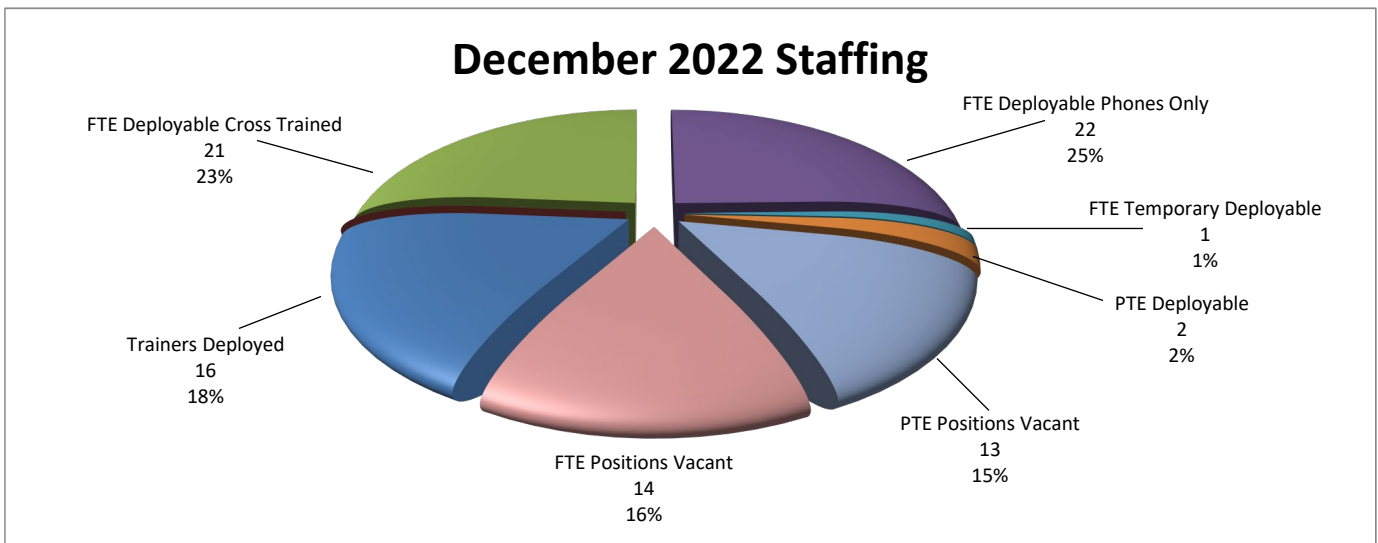
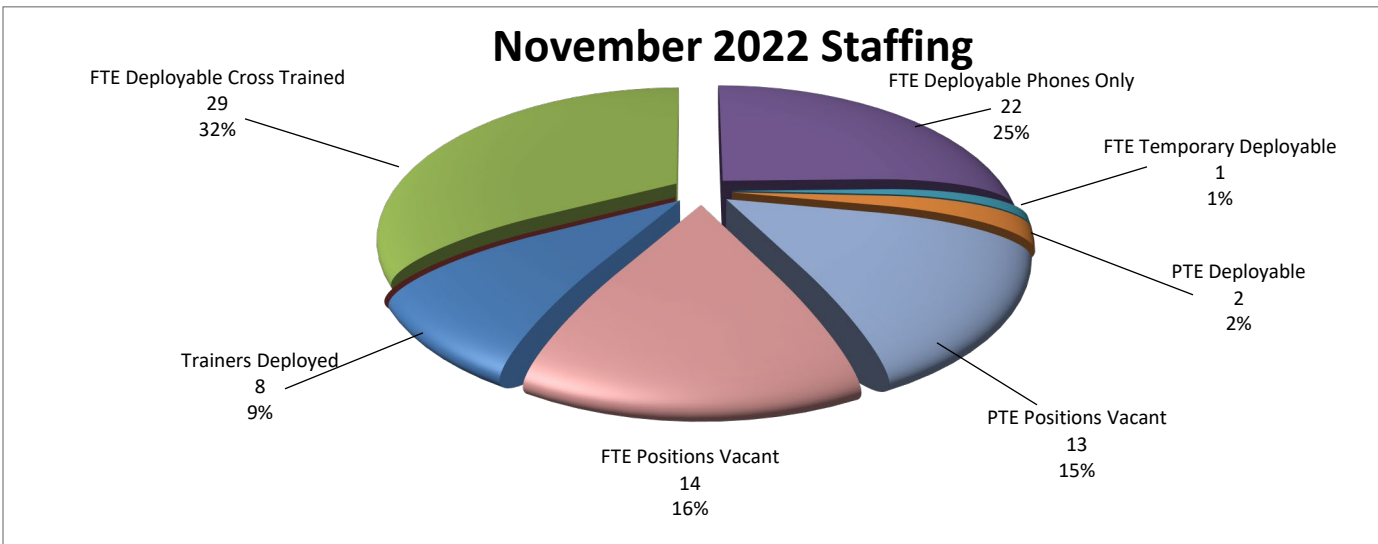
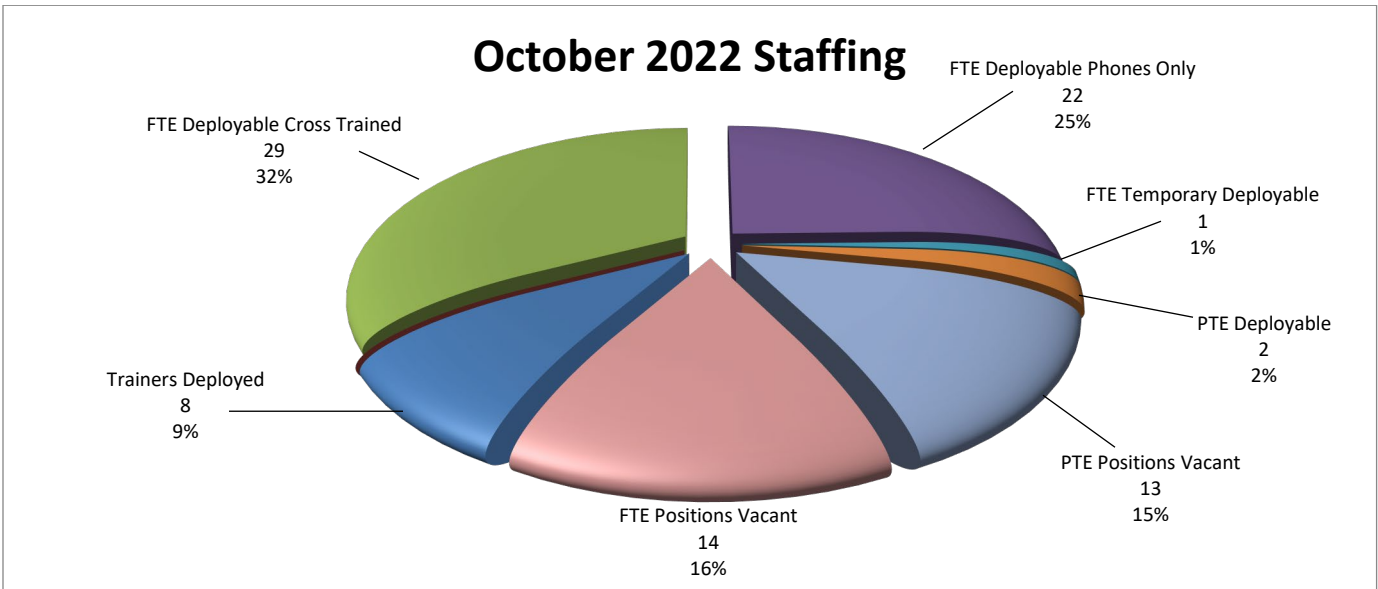
Non-Valid 9-1-1 Calls Police required - Mainly cell phone dials that are accidental in nature, i.e. pocket dial

Bylaw Calls - Citizen generated bylaw complaints on police lines, Bylaw officers dispatched by Police Communicators.

911 Calls No WRPS Response - Legitimate emergency calls that another service will attend, i.e. Waterloo Regional Paramedic Services, Cambridge Fire Department, Kitchener Fire Department, Ontario Provincial Police.

Non-Valid 911 - Telephone equipment errors, fax machines, accidental dials, unintentional calls where caller stays on the line and advises accidental.

Staffing for Q4 2022





Waterloo Regional Police Service Operational Support Communications

Emergency 911 Service Level

Date: Oct 2022

Time (AM)	Calls Offered	Service Level
12:00 - 12:30	261	82.0%
12:30 - 1:00	238	81.9%
1:00 - 1:30	240	84.6%
1:30 - 2:00	178	85.4%
2:00 - 2:30	175	91.4%
2:30 - 3:00	194	90.2%
3:00 - 3:30	154	96.1%
3:30 - 4:00	139	94.2%
4:00 - 4:30	136	95.6%
4:30 - 5:00	128	99.2%
5:00 - 5:30	126	97.6%
5:30 - 6:00	128	95.3%
6:00 - 6:30	177	92.1%
6:30 - 7:00	177	91.5%
7:00 - 7:30	206	97.1%
7:30 - 8:00	249	96.8%
8:00 - 8:30	279	94.3%
8:30 - 9:00	340	86.2%
9:00 - 9:30	332	84.0%
9:30 - 10:00	404	63.9%
10:00 - 10:30	358	75.1%
10:30 - 11:00	370	73.8%
11:00 - 11:30	384	75.8%
11:30 - 12:00	372	63.4%

Time (PM)	Calls Offered	Service Level
12:00 - 12:30	424	64.9%
12:30 - 1:00	425	56.7%
1:00 - 1:30	445	63.6%
1:30 - 2:00	425	59.5%
2:00 - 2:30	414	62.8%
2:30 - 3:00	448	56.7%
3:00 - 3:30	482	57.5%
3:30 - 4:00	510	60.2%
4:00 - 4:30	448	63.2%
4:30 - 5:00	460	63.5%
5:00 - 5:30	531	53.7%
5:30 - 6:00	541	53.8%
6:00 - 6:30	489	67.1%
6:30 - 7:00	509	65.6%
7:00 - 7:30	476	77.1%
7:30 - 8:00	483	73.9%
8:00 - 8:30	418	79.7%
8:30 - 9:00	415	81.2%
9:00 - 9:30	401	79.8%
9:30 - 10:00	416	71.2%
10:00 - 10:30	399	78.9%
10:30 - 11:00	386	76.2%
11:00 - 11:30	373	76.9%
11:30 - 12:00	306	75.8%

Legend

- Above Average ($\geq 90\%$)
- Average ($\geq 75\%$ and $< 90\%$)
- Below Average ($< 75\%$)



Waterloo Regional Police Service Operational Support Communications

Emergency 911 Service Level

Date: Nov 2022

Time (AM)	Calls Offered	Service Level
12:00 - 12:30	252	86.1%
12:30 - 1:00	200	93.5%
1:00 - 1:30	218	89.4%
1:30 - 2:00	202	92.1%
2:00 - 2:30	202	81.2%
2:30 - 3:00	164	97.6%
3:00 - 3:30	152	86.2%
3:30 - 4:00	165	94.5%
4:00 - 4:30	111	98.2%
4:30 - 5:00	93	96.8%
5:00 - 5:30	147	94.6%
5:30 - 6:00	128	93.8%
6:00 - 6:30	174	92.0%
6:30 - 7:00	194	87.6%
7:00 - 7:30	190	93.2%
7:30 - 8:00	266	92.9%
8:00 - 8:30	278	88.8%
8:30 - 9:00	345	84.3%
9:00 - 9:30	314	84.4%
9:30 - 10:00	371	77.6%
10:00 - 10:30	331	77.3%
10:30 - 11:00	382	88.0%
11:00 - 11:30	393	68.7%
11:30 - 12:00	335	72.2%

Time (PM)	Calls Offered	Service Level
12:00 - 12:30	373	68.6%
12:30 - 1:00	396	57.8%
1:00 - 1:30	418	66.0%
1:30 - 2:00	363	76.0%
2:00 - 2:30	418	66.5%
2:30 - 3:00	439	62.6%
3:00 - 3:30	432	66.0%
3:30 - 4:00	461	67.5%
4:00 - 4:30	435	69.0%
4:30 - 5:00	451	64.7%
5:00 - 5:30	480	62.1%
5:30 - 6:00	463	61.1%
6:00 - 6:30	443	72.5%
6:30 - 7:00	448	74.6%
7:00 - 7:30	405	85.9%
7:30 - 8:00	415	86.5%
8:00 - 8:30	395	87.8%
8:30 - 9:00	440	81.1%
9:00 - 9:30	381	74.5%
9:30 - 10:00	342	77.2%
10:00 - 10:30	311	80.1%
10:30 - 11:00	321	79.8%
11:00 - 11:30	228	88.2%
11:30 - 12:00	232	87.5%

Legend

- Above Average ($\geq 90\%$)
- Average ($\geq 75\%$ and $< 90\%$)
- Below Average ($< 75\%$)



Waterloo Regional Police Service Operational Support Communications

Emergency 911 Service Level

Date: Dec 2022

Time (AM)	Calls Offered	Service Level
12:00 - 12:30	256	80.5%
12:30 - 1:00	224	78.1%
1:00 - 1:30	241	84.2%
1:30 - 2:00	201	84.6%
2:00 - 2:30	198	88.9%
2:30 - 3:00	177	94.9%
3:00 - 3:30	158	89.9%
3:30 - 4:00	139	99.3%
4:00 - 4:30	143	97.9%
4:30 - 5:00	147	95.2%
5:00 - 5:30	145	93.8%
5:30 - 6:00	142	97.2%
6:00 - 6:30	165	93.9%
6:30 - 7:00	206	87.4%
7:00 - 7:30	229	96.9%
7:30 - 8:00	263	98.5%
8:00 - 8:30	277	96.8%
8:30 - 9:00	305	90.5%
9:00 - 9:30	337	83.7%
9:30 - 10:00	352	79.0%
10:00 - 10:30	381	77.2%
10:30 - 11:00	377	82.0%
11:00 - 11:30	400	75.8%
11:30 - 12:00	425	72.7%

Time (PM)	Calls Offered	Service Level
12:00 - 12:30	411	73.5%
12:30 - 1:00	467	52.0%
1:00 - 1:30	415	61.7%
1:30 - 2:00	421	63.4%
2:00 - 2:30	434	73.3%
2:30 - 3:00	417	74.8%
3:00 - 3:30	412	74.5%
3:30 - 4:00	456	70.4%
4:00 - 4:30	494	59.1%
4:30 - 5:00	456	58.3%
5:00 - 5:30	412	71.4%
5:30 - 6:00	478	74.3%
6:00 - 6:30	452	77.9%
6:30 - 7:00	406	80.8%
7:00 - 7:30	386	89.4%
7:30 - 8:00	386	85.5%
8:00 - 8:30	368	92.4%
8:30 - 9:00	389	90.0%
9:00 - 9:30	369	85.4%
9:30 - 10:00	357	90.8%
10:00 - 10:30	359	86.1%
10:30 - 11:00	330	86.1%
11:00 - 11:30	320	86.9%
11:30 - 12:00	295	78.6%

Legend

- Above Average ($\geq 90\%$)
- Average ($\geq 75\%$ and $< 90\%$)
- Below Average ($< 75\%$)



Subject: 2022 Conference Expenses – Police Services Board Members

From: Chair’s Office
Executive Assistant

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: January 18, 2023

Recommendation

For information.

Summary

Pursuant to Board Policy 082, Board Member Travel and Expense Reimbursement, Item 4 instructs the Executive Assistant as follows:

- The Executive Assistant will table a report at year-end in Open Session, outlining Board Member conference attendance and associated expenses.

Report

The following is a list of conference, summit and webinar attendance by Board members and the expenses incurred for 2022 (OAPSB: Ontario Association of Police Services Board/CAPG: Canadian Association of Police Governance/PAO: Police Association of Ontario).

Board Member	Educational Event	Dates	Cost
Rosita Tse	CAPG Webinar - virtual	January 17, 2022	28.25
Tony Giovinazzo	CAPG Webinar - virtual	January 17, 2022	28.25
Karl Kiefer	CAPG Webinar - virtual	January 17, 2022	28.25
Karin Schnarr	CAPG Webinar - virtual	January 17, 2022	28.25
Karl Kiefer	CAPG Webinar - virtual	February 14, 2022	113.00
Karl Kiefer	CAPG Webinar – virtual	April 21 2022	56.50
Sandy Shantz	CAPG Webinar - virtual	April 21 2022	56.50
Karen Redman	OAPSB spring Conference - virtual	May 26 – 28, 2022	254.25
Rosita Tse	OAPSB spring Conference - virtual	May 26 – 28, 2022	254.25
Karl Kiefer	CAPG Webinar - virtual	July 21, 2022	113.00
Karl Kiefer	CAPG Annual Conference	September 1-3, 2022	1914.38

Board Member	Educational Event	Dates	Cost
Rosita Tse	CAPG Annual Conference, virtual	September 1-3, 2022	282.50
Karen Redman	CAPG Annual Conference, virtual	September 1-3, 2022	282.50

Strategic Business Plan

As the civilian governance body for the Waterloo Regional Police Service, the Police Services Board provides governance, oversight and guidance with a view to ensuring effective service delivery to the community. Attendance at educational sessions supports the engagement of Board members in their oversight role.

Financial and/or Risk Implications

Expenses related to Board member attendance at educational sessions are included in the approved Police Services Board Budget.

Attachments

Nil

Prepared By: Cathy Umphrey, Interim Executive Assistant to the Board

Approved By: DRAFT- to be approved by Chair Redman



Subject: 2023 Membership Fees: Ontario Association of Police Services Board and Zone 5

From: Chair's Office
Executive Assistant

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: January 18, 2023

Recommendation

That the Waterloo Regional Police Services Board approve the 2023 Ontario Association of Police Services Board Membership Fee in the amount of \$7,162.46; and

That the Waterloo Regional Police Services Board approve the 2023 Ontario Association of Police Services Board Zone 5 Membership Fee in the amount of \$250.00.

Report

OAPSB

The Ontario Association of Police Services Board (OAPSB) works to provide value-added services and representation on issues affecting Police Services Boards in Ontario. Its members, staff and volunteers engage in various committees and working groups providing input and perspective on the issues and decisions impacting policing and police governance. Boards are kept up-to-date on issues through conferences, seminars, website and emails. The 2023 membership fees are provided below. Note that was an increase in membership fees from 2022 which have been provided for reference.

Service Size	2022 Membership Fees	2023 Membership Fees	HST	Annual Fee
1-10	\$699.38	\$759.62	\$98.75	\$858.37
11-30	\$1,193.20	\$1,295.82	\$168.46	\$1,464.28
31-50	\$1,454.24	\$1,579.30	\$205.31	\$1,784.61
51-100	\$3,050.96	\$3,313.35	\$430.74	\$3,744.09
101-200	\$4,449.73	\$4,832.10	\$628.21	\$5,460.61
201-300	\$5,142.59	\$5,584.85	\$726.03	6,310.88
Over 300	\$5,836.52	\$6,338.46	\$824.00	\$7,162.46

OAPSB Zone 5

The Waterloo Regional Police Services Board has maintained a membership in the OAPSB Zone 5, one of six zones in the Province. Zone 5 includes Section 10 (OPP) and Section 31 (Municipal) Police Services Boards in Southwestern Ontario. All Zone 5 Board members may attend Zone meetings, which are held four times per year. Zone 5 has an Executive Board and elects a Director each year to represent the interests of the Zone 5 members at the OAPSB.

The Zone 5 membership fee for 2023 is \$250. Note that there was no increase to the membership fee from 2022.

Strategic Business Plan

As the civilian governance body for the Waterloo Regional Police Service, the Police Services Board provides governance, oversight and guidance with a view to ensuring effective service delivery to the community.

Financial and/or Risk Implications

Membership fees were included in the 2023 approved Police Services Board Budget.

Attachments

Nil

Prepared By: Cathy Umphrey, Interim Executive Assistant to the Board

Approved By: Karen Redman, Board Chair



WATERLOO REGIONAL
POLICE SERVICES
BOARD

032
Report: 2023-012

Subject: Award of NRFP2021-05 Human Resource Information System (HRIS)

From: Materials Management and Fleet Unit
Finance and Assets Branch

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: January 18, 2023

Recommendation

For information only.

Summary

Pursuant to the approval granted by the Board on October 19, 2022, the proposal of Price Waterhouse Coopers LLP (PWC) for NRFP2021-05 Human Resource Information System (HRIS) was accepted. WRPS along with the Regional Municipality of Waterloo negotiated a contract with PWC that was signed on December 23, 2022 within the parameters set out in report #2022-180 (October 19, 2022).

Attachments

Nil

Prepared By: Scott Agnello, Manager, Materials Management & Fleet
Kirsten Hand, Director of Finance and Assets

Approved By: Chief Mark Crowell



WATERLOO REGIONAL
POLICE SERVICES
BOARD

033
Report: 2023-015

Subject: Administrative Review of SIU Investigation (SIU #22-OCI-122)

From: Professional Development and Respect in the Workplace Division
Professional Standards Branch

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: January 18, 2022

Recommendation

For information only.

Summary

On April 30, 2022, Waterloo Regional Police Service (WRPS) received a call for service in the City of Cambridge to assist with a family dispute. The Complainant was arrested as a result of the police investigation. During the interaction with officers, the Complainant suffered a Special Investigations Unit (SIU) reportable injury.

The SIU investigated the incident and determined no there was no criminal conduct by the *subject official*.

This report summarizes the Professional Standards Branch required review pursuant to section 34 of *Ontario Regulation 268/10* of the *Police Service Act*.

Report

On April 30, 2022, WRPS received a call for service in the City of Cambridge. The call for service was from a male who was having a family dispute with the Complainant and her partner. The Complainant was causing a disturbance at the residence by throwing chairs and threatening to burn the house down if police were called.

The caller requested that WRPS respond and remove the Complainant and her partner from the property. However, they had left the residence prior to police arrival.

Two WRPS officers responded to the call and located the Complainant and her partner while on the way to the residence. After speaking with the Complainant and her partner, and confirming the Complainant's father did not wish to pursue charges, the officers allowed the Complainant and her partner to continue on their way.

The two WRPS officers then attended the residence of the Complainant's father. While there, they learned there was a warrant outstanding for the arrest of the Complainant. The officers then began searching the area again for the Complainant to arrest her on the strength of the warrant. The Complainant was located a short distance away and arrested without issue, handcuffed and placed in the rear of the police vehicle.

While in the police vehicle, officers confirmed the Complainant was also breaching terms of release from another matter. When the Complainant was informed of this, she became upset. The Complainant repeatedly hit her head on the prisoner partition and was able to remove one of the handcuffs. The Complainant attempted to reach into the rear storage area of the police vehicle where her backpack had been placed. On seeing this, the officers removed the Complainant from the vehicle and a struggle ensued as they attempted to reapply the handcuffs. Once handcuffed, the Complainant resisted being put back into the police vehicle. During the struggle, the *subject official* guided the Complainant into the rear of the police vehicle and the Complainant's face struck a metal protrusion that formed part of the prisoner partition. This resulted in a laceration to the bridge of the Complainant's nose and swelling to her forehead.

Paramedics were called to the scene and transported the Complainant to Cambridge Memorial Hospital where she was diagnosed with a small fracture to the nasal bone. The Complainant was later released back into the custody of WRPS and transported to Central Division to await a Showcause Hearing.

The WRPS notified the Special Investigations Unit (SIU) and the SIU invoked their mandate. One officer was designated as a *subject official* by the SIU but remained on active duty. One officer was designated as a *witness official*.

On August 26, 2022, the SIU advised, in a letter from the Director, Joseph Martino, the file had been closed and no further action was contemplated. In the Director's view, there were no reasonable grounds in the evidence to proceed with criminal charges against the official.

Ontario Regulation 268/10, section 34 of the *Police Services Act* requires the Chief of Police to cause an investigation into any incident with respect to which the SIU has been notified. The purpose of this investigation is to determine if any changes are required to the policies or procedures of the service. The regulation also requires the police service to report the findings to the police services board.

The Professional Standard Branch conducted a section 34 investigation. It included a review of the SIU Director's Report, the WRPS *Arrest and Release, Use of Force, Use of Restraining Devices* and *Special Investigation Unit*. The investigation determined that there are no recommendations for any changes to the Service's policies and/or procedures.

Strategic Business Plan

The Professional Standards Branch advances “Integrity and Respect” while by supporting “Accountability” and transparency through the maintenance of a disciplined, professional and ethical workforce.

Financial and/or Risk Implications

Nil

Attachments

Nil

Prepared By: Julie Sudds, Staff Sergeant, Professional Standards Branch

Approved By: Mark Crowell, Chief of Police



WATERLOO REGIONAL
POLICE SERVICES
BOARD

036
Report: 2023-016

Subject: Administrative Review of SIU Investigation (SIU #22-OSA-126)

From: Professional Development and Respect in the Workplace Division
Professional Standards Branch

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: January 18, 2022

Recommendation

For information only.

Summary

On May 4, 2022, Waterloo Regional Police Service (WRPS) officers were called to a residence in the city of Cambridge for an unwanted person. The Complainant was arrested for uttering threats. During his interaction with officers, the Complainant reported he was sexually assaulted.

The SIU investigated the allegations and determined there was no criminal conduct by the *subject official*.

This report summarizes the Professional Standards required review pursuant to section 34 of *Ontario Regulation 268/10* of the *Police Service Act*.

Report

On May 4, 2022, WRPS were called to a residence in the City of Cambridge for an unwanted person inside an apartment. The Complainant wished to have an unwanted female removed from his apartment.

While on the telephone with WRPS Communications Centre, the Complainant threatened to assault the female by using his "*fist to smash her head off*" if she did not leave his residence.

Two WRPS officers responded to the call for service and developed grounds to arrest the Complainant for uttering threats. The Complainant was resistant to handcuffing, however, after an initial struggle he was handcuffed and led from the apartment. While being escorted from the building, the Complainant stated he needed to use the washroom.

The *subject official* took the Complainant to a washroom located on the main floor of the apartment building. Due to the initial struggle while handcuffing the Complainant, the *subject official* decided to leave the Complainant in handcuffs and assisted him with his clothing to use the washroom.

The WRPS officers waited outside the washroom while the Complainant was using it. The *subject official* kept his foot in the doorway to prevent the door from being shut.

Once the Complainant was finished using the washroom, the *subject official* re-entered the washroom to assist the Complainant with his clothing. The Complainant became resistant again and a struggle ensued with the Complainant falling and receiving some bruising and abrasions. The *witness official* was outside of the washroom during the struggle. Once the Complainant was taken to a cruiser outside to contact counsel, he stated he was fine. He was later released from custody on an undertaking.

On May 6, 2022, while engaging with his support worker from the Canadian Mental Health Association, the Complainant disclosed he was touched inappropriately by the *subject official* during his washroom use after his arrest on May 4, 2022. The matter was reported back to WRPS.

The WRPS notified the Special Investigations Unit (SIU) and the SIU invoked their mandate. One WRPS officer was designated as the *subject official* and remained on active duty. Two other WRPS officers were designated as *witness officials*.

On September 6, 2022, the SIU advised, in a letter from the Director, Joseph Martino, the file had been closed and no further action was contemplated. In the Director's view, there were no reasonable grounds in the evidence to proceed with criminal charges against the *official*.

Ontario Regulation 268/10, section 34 of the *Police Services Act* requires the Chief of Police to cause an investigation into any incident with respect to which the SIU has been notified. The purpose of this investigation is to determine if any changes are required to the policies or procedures of the service. The regulation also requires the police service to report the findings to the police services board.

The Professional Standard Branch conducted a section 34 investigation. It included a review of the SIU Director's Report, the WRPS *Arrest and Release, Use of Force, Prisoner Care and Control, Use of Restraining Devices* and *Special Investigation Unit*. The investigation determined that there are no recommendations for any changes to the Service's policies and/or procedures.

Strategic Business Plan

The Professional Standards Branch advances “Integrity and Respect” while supporting “Accountability” and transparency through the maintenance of a disciplined, professional and ethical workforce.

Financial and/or Risk Implications

Nil

Attachments

Nil

Prepared By: Julie Sudds, Staff Sergeant, Professional Standards Branch

Approved By: Mark Crowell, Chief of Police



WATERLOO REGIONAL
POLICE SERVICES
BOARD

039
Report: 2023-017

Subject: Administrative Review of SIU Investigation (SIU File 22-OCI-148)

From: Professional Development and Respect in the Workplace Division
Professional Standards Branch

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: January 18, 2022

Recommendation

For information only.

Summary

On June 5, 2022, Waterloo Regional Police Service (WRPS) responded to a shoplifting complaint in the City of Kitchener. The Complainant was arrested for theft. During his interaction with officers, the Complainant received a Special Investigations Unit (SIU) reportable injury.

The SIU investigated the incident and determined there was no criminal conduct by the *subject official*.

This report summarizes the Professional Standards required review pursuant to section 34 of *Ontario Regulation 268/10* of the *Police Services Act*.

Report

On June 4, 2022, the Complainant shoplifted approximately \$200.00 worth of merchandise from a store located on Ottawa Street in the City of Kitchener. The Loss Prevention Officer was unable to detain the Complainant but did file a police report along with a photograph of him.

On June 5, 2022, the Complainant was again observed in the same store by the same Loss Prevention Officer. The Complainant was observed shoplifting a cart full of merchandise. WRPS officers responded to the theft complaint. The Complainant fled the scene but was later located by members of the WRPS and arrested for theft.

During the course of the arrest, the Complainant became resistant and was guided to the ground so officers could gain physical control of him and apply handcuffs. Initially, the Complainant refused to bring his arms around to his back. As the officers attempted

to put the Complainant's arms behind his back, he pulled away and an officer heard a "pop" in the Complainant's left arm.

The Complainant was handcuffed and Paramedics were called to the scene. Paramedics transported the Complainant to St. Mary's Hospital where he was diagnosed with a dislocated elbow and a fracture to the coronoid process of the ulna. Once he received treatment, the Complainant was released back into police custody and he was taken to Central Division to await a Show Cause Hearing.

The WRPS notified the Special Investigations Unit (SIU) and the SIU invoked their mandate and an officer was designated a *subject official*.

On October 3, 2022, the SIU advised, in a letter from the Director, Joseph Martino, the file had been closed and no further action was contemplated. In the Director's view, there were no reasonable grounds in the evidence to proceed with criminal charges against the *subject official*.

Ontario Regulation 268/10, section 34 of the *Police Services Act* requires the Chief of Police to cause an investigation into any incident with respect to which the SIU has been notified. The purpose of this investigation is to determine if any changes are required to the policies or procedures of the service. The regulation also requires the police service to report the findings to the Police Services Board.

The Professional Standard Branch conducted a section 34 investigation. It included a review of the SIU Director's Report, the WRPS *Arrest and Release, Use of Force and Prisoner Care and Control* procedures. The investigation determined that there are no recommendations for any changes to the Service's policies and/or procedures.

Strategic Priorities and/or Operations Plan

The Professional Standards Branch advances "Integrity and Respect" while by supporting "Accountability" and transparency through the maintenance of a disciplined, professional and ethical workforce.

Financial and/or Risk Implications

Nil

Attachments

Nil

Prepared By: Sloden Lackovic, Inspector, Professional Standards Branch

Approved By: Mark Crowell, Chief of Police



WATERLOO REGIONAL
POLICE SERVICES
BOARD

041
Report: 2023-018

Subject: Administrative Review of SIU Investigation (SIU File 22-OSA-186)

From: Professional Development and Respect in the Workplace Division
Professional Standards Branch

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: January 18, 2023

Recommendation

For information only.

Summary

On December 17, 2021, Waterloo Regional Police Service (WRPS) officers responded to a mischief complaint in the City of Cambridge. The Complainant was arrested for mischief. During his interaction with officers, the Complainant reported the officers had sexually assaulted him.

The Special Investigations Unit (SIU) investigated the incident and determined there was no criminal conduct by the two *subject officials*.

This report summarizes the Professional Standards required review pursuant to section 34 of *Ontario Regulation 268/10* of the *Police Services Act*.

Report

On December 17, 2021, two uniform WRPS members attended a residence in Cambridge to investigate a mischief report by the Complainant's mother. She told officers her son had damaged the security cameras that she had just installed in the house. The officers had reasonable grounds to arrest the Complainant for mischief and attended his bedroom to apprehend him. During the arrest, there was a brief struggle and the Complainant was placed in handcuffs and removed from the residence. The Complainant's mother had been present.

On July 21, 2022, the WRPS notified the SIU that they had received a sexual assault allegation report from the Office of the Independent Police Review Director (OIPRD). In the report the Complainant indicated that during his arrest a male officer had pinned him on his bed, dropped his pants and straddled his face. A female officer had unholstered her firearm and placed the muzzle in his rectum.

The SIU invoked their mandate and the two officers were designated *subject officials* but remained on active duty.

On November 17, 2022, the SIU advised, in a letter from the Director, Joseph Martino, the file had been closed and no further action was contemplated. In the Director's view, there were no reasonable grounds in the evidence to proceed with criminal charges against the subject *officials*.

Ontario Regulation 268/10, section 34 of the *Police Services Act* requires the Chief of Police to cause an investigation into any incident with respect to which the SIU has been notified. The purpose of this investigation is to determine if any changes are required to the policies or procedures of the service. The regulation also requires the police service to report the findings to the Police Services Board.

The Professional Standard Branch conducted a section 34 investigation. It included a review of the SIU Director's Report, the WRPS *Arrest and Release, Use of Force, Use of Restraining Devices* and *Special Investigation Unit* procedures. The investigation determined that there are no recommendations for any changes to the Service's policies and/or procedures.

Strategic Priorities and/or Operations Plan

The Professional Standards Branch advances "Integrity and Respect" while by supporting "Accountability" and transparency through the maintenance of a disciplined, professional and ethical workforce.

Financial and/or Risk Implications

Nil

Attachments

Nil

Prepared By: Sloden Lackovic, Inspector, Professional Standards Branch

Approved By: Mark Crowell, Chief of Police



WATERLOO REGIONAL
POLICE SERVICES
BOARD

Subject: Administrative Review of SIU Investigation (SIU File 22-OCD-006)

From: Professional Development and Respect in the Workplace Division
Professional Standards Branch

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: January 18, 2023

Recommendation

For information only.

Summary

On January 11, 2022, members of Waterloo Regional Police Service (WRPS) responded to a call for service to check on the wellbeing of the Complainant. Upon police arrival, the Complainant broke the window in his high-rise apartment and jumped out resulting in a fatal injury.

The SIU investigated the incident and determined there was no criminal conduct by the *subject official*.

This report summarizes the Professional Standards required review pursuant to section 34 of *Ontario Regulation 268/10* of the *Police Services Act*.

Report

On January 11, 2022, at 12:38 a.m. members of the WRPS responded to a call for service to check on the wellbeing of the Complainant. The caller, reported her former boyfriend, the Complainant, was threatening suicide and that he would jump out of his apartment if he saw police. The Complainant, insisted, via text message, she come to see him at his apartment or he would harm himself.

Members of the Emergency Response Unit and Integrated Mobile Police and Crisis Team (IMPACT) were not available.

Four uniform members responded to the Complainant's residence, which was on the 17th floor of an apartment building in Waterloo. The officers arrived without the use of their emergency roof light equipment and parked on the side of the building opposite the Complainant's apartment to mitigate the risk of being detected.

Once inside the building they obtained a key fob from security and proceeded to the Complainant's unit. The officers tried to determine if the Complainant was inside his unit by listening at the doorway. Not hearing anyone inside they knocked on the door and called the Complainant's cell phone. Still not hearing anything and with no response from the phone call, officers knocked on the door again and called out to the Complainant. There was still no response from inside the apartment.

Officers requested the Communications Branch contact the cell phone service provider to determine if they could get a global position signal (GPS) from the Complainant's cell phone.

While waiting for the GPS information officers heard glass breaking and, within seconds, they entered the apartment using a key fob. Once inside they saw a broken window and the Complainant was observed on the ground below. Emergency Medical Services responded and the Complainant was pronounced deceased.

The WRPS notified the Special Investigations Unit (SIU) and they invoked their mandate. One officer was designated as a *subject official* and he remained on active duty. Three other officers were designated as *witness officials*.

On, May 5, 2022, the SIU advised, in a letter from Director, Joseph Martino, the file had been closed and no further action was contemplated. In the Director's view, there were no reasonable grounds in the evidence to proceed with criminal charges against the official.

Ontario Regulation 267/10, section 34 of the *Police Services Act* requires the Chief of Police to cause an investigation into any incident with respect to which the SIU has been notified. The purpose of this investigation is to determine if any changes are required to the policies or procedures of the service. The regulation also requires the police service to report the findings to the Police Services Board.

The Professional Standard Branch conducted a section 34 investigation. It included a review of the SIU Director's Report, the *Criminal Code* and WRPS *Special Investigations Unit, Mentally Ill, Developmentally Disabled, Emotionally Disturbed Persons, Crisis Negotiation, Supervision, Emergency Response and Hostage Rescue* procedures. The Integrated Mobile Police and Crisis Team (IMPACT) Memorandum of Agreement was reviewed as well. Additionally, the applicable aspects of the Communications Branch– *Standard Operating Guide* were reviewed.

The Professional Standards Branch liaised with surrounding police services including Toronto Police Service, Peel Regional Police Service and York Regional Police Service, and obtained their procedures related to persons in crisis, mental health and crisis intervention for review and comparison.

The review identified a gap in Service policies related to frontline responses to high angle locations such as apartment buildings, patios, cranes and bridges.

Consultation took place with subject matter experts from the Emergency Response Unit (ERT) and Policy Procedure and Development Unit resulting in several recommendations to changes in our response to persons in crisis at high angle locations. Changes to the *Mentally Ill, Developmentally Disabled, Emotionally Disturbed Persons*, procedure are in progress.

In addition, the Emergency Response Team (ERT) is planning on an expansion that will include 24/7 coverage. The ability for frontline officers to liaise with an ERT supervisor, Team Leader or Crisis Negotiator in these types of situations will help mitigate risk in the future.

A final recommendation is for consideration to expand the hours of coverage of the Integrated Mobile Police and Crisis Team (IMPACT).

Strategic Priorities and/or Operations Plan

The Professional Standards Branch advances “Integrity and Respect” while by supporting “Accountability” and transparency through the maintenance of a disciplined, professional and ethical workforce.

Financial and/or Risk Implications

Nil

Attachments

Nil

Prepared By: Sloden Lackovic, Inspector, Professional Standards Branch

Approved By: Mark Crowell, Chief of Police



Subject: T2022-19 - Police Assisted Mental Health Screener Award

From: Materials Management and Fleet Unit
Finance and Assets Branch

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: January 18, 2023

Recommendation

That the Waterloo Regional Police Services Board accept the tender of HealthIM Incorporated for T2022-19 - Police Assisted Mental Health Screener in the estimated amount of \$163,158.00 plus all applicable taxes for a contract period of three years commencing from March 4, 2023 to March 3, 2026 as set out in report 2023-013 dated January 18, 2023.

Summary

The Waterloo Regional Police Service (WRPS) has been using HealthIM, as a means to support neighbourhood policing while responding to calls for service involving mental health in the Region of Waterloo for since June 2019.

Prior to establishing contact with a person in crisis, responders review a brief synopsis of critical safety factors including de-escalation techniques, any known triggers and contextual information compiled from previous contact via the HealthIM app on their mobile workstation or smartphone.

Responders complete a digitized version of a Brief Mental Health Screener (BMHS). The BMHS provides rapid on-scene evaluation of risk and uses clinically validated algorithms to assist in evaluating risk of harm and determining appropriate outcomes, which can be utilized to support an officer's primary disposition.

Secure community networks facilitate wireless transmission of on scene observations to hospital, community mental health and other partner agencies. Advanced notification prior to hospital transport facilitates improved transfer of care, and a continuous accurate story of events.

HealthIM supports real-time access to de-identified aggregate response data via secure analytics portal and automated reporting. It also provides timely access to key metrics and insights for agency leadership, community partners and policy makers.

Report

Tenders were called for T2022-19 - Police Assisted Mental Health Screener and were advertised on the Ontario Public Buyers Association website and on the Board's website. The tenders were received and opened through the e-bidding system and reviewed by Materials Management and program area staff.

The following tenders were received:

HealthIM Incorporated	Kitchener, ON	\$163,158.00
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The work under this contract includes the supply and support of a software system that can be quickly implemented into the tablets and phones our frontline officers use on a daily basis. This software will help officers work with people in mental health crisis to get them the help they need while maintaining officer, subject and general population safety. The award covers the license and maintenance fees for a three (3) year period.

Purchasing Bylaw #18-02, Part IV Acquisitions, 9. states:

9. (1) Where a requirement for goods or services is estimated to exceed \$150,000 but less than \$1,000,001 in value, the Chief Purchasing Officer shall acquire the goods or services by advertising for tenders.
- (2) Where tenders are called for under this section, the Chief shall have the authority to accept a tender provided that the tender is compliant and it has the best overall cost.
- (3) Notwithstanding subsection (2) of this section, only the Board shall have the authority to accept a tender if,
 - (a) two (2) or less tenders are submitted in response to a call for tenders; or
 - (b) the tender with the best overall cost that is compliant exceeds the budget for the acquisition of the goods or services and approval from the Board to increase the budget is desired.

As only one (1) submission was received, Board approval is required.

The final date of acceptance for this tender is April 10, 2023.

Strategic Business Plan

This report supports the Strategic Business Plan goal to proactively plan for long-term organizational growth and its financial requirements, aligned with the objective of responsible spending and accountability.

Financial and/or Risk Implications

Waterloo Regional Police Service Costs

T2022-19	Three Year Term	\$163,200
Plus:	Applicable Net HST of 1.76%	<u>\$2,900</u>
Total		<u>\$166,100</u>

Note: All figures are rounded to the nearest \$100.

The proposed 2023 Information Technology Operating budget includes \$57K compared to the tender of \$55K for an one year term.

Attachments

Nil

Prepared By: Scott Agnello, Manager, Materials Management & Fleet
Jeff Allison, Coordinator Client Services, Information Technology
Kirsten Hand, Director of Finance and Assets

Approved By: Chief Mark Crowell



WATERLOO REGIONAL
POLICE SERVICES
BOARD

049
Report: 2023-014

Subject: Crisis Call Diversion Program Update

From: Neighbourhood Policing Division
Community Engagement and Wellbeing Branch

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: January 18, 2023

Recommendation

For information only.

Summary

In Support of the 2021-2023 Strategic Business Plan's goals of Innovation and Collaboration, The Waterloo Regional Police Service (WRPS), in partnership with the Canadian Mental Health Association (CMHA), developed and launched the Crisis Call Diversion (CCD) Program in November 2022.

This report and the attached presentation will provide an update of the Crisis Call Diversion Program in the two and a half months since it has been operational.

Report

In 2022, the WRPS was awarded approximately 9.3 million dollars of funding through the Community Safety and Policing Grant for the purpose of funding the work of the Community Engagement and Wellbeing Branch as well as the creation of a Crisis Call Diversion Program.

This program sees a CMHA mental health professional embedded into the Communications Centre for the purpose of diverting mental health related calls for service, which meet certain criteria, away from a traditional police response. The CCD Program currently runs from 9:00am-12:00am Monday through Friday, and 11:00am-11:00pm on the weekend.

The CCD Program officially launched on November 7, 2022. Between launch and December 31, 2022, 42 calls were diverted to the Crisis Call Diversion Program. Data suggests that 17 of the mental health related calls dispatched to CCD were resolved exclusively by CCD at that moment in time. 76% of the calls were resolved with no officer response required.

CMHA reports that 31 unique individuals were served through diversion to the CCD Program, which resulted in 65 interventions with the Crisis Response Coordinators (CCD staff). The average interaction/duration of time between callers and Crisis Response Coordinators was 22.5 minutes with additional time to complete the required documentation.

Strategic Business Plan

We are an organization whose mission is to deliver effective policing services while embracing collaborative partnerships and community engagement that strengthens public safety and community wellbeing.

From the 2021-2023 Strategic Business Plan:

Goals and Objectives: Collaboration.

To invest in enhanced upstream community safety and wellbeing and crime prevention initiatives by establishing a Community Safety and Wellbeing Branch as a primary community contact that partners to educate, support, redirect, refer and divert.

Goals and Objectives: Innovation

To leverage technology and adopt innovative practices to provide modernized and effective service delivery.

Financial and/or Risk Implications

IMPACT- the Service provides office space, furniture, Wi-Fi connection at all three urban detachments, as well as the CCD office located at Headquarters.

Funding from the Community Safety and Policing Grant provided for a three-year funding total of \$938,821.15 (year one- \$318,804.92, year two- \$306,715.02, year three- \$313,301.15). This funding allowed CMHA to hire three Full Time Employee Positions for the purpose of staffing the CCD Program. Additionally, grant funding has gone towards training and renovation of the private CCD office space.

Attachments

Crisis Call Diversion Update PowerPoint presentation

Prepared By: Beth Houston, Inspector, Community Engagement and Wellbeing Branch

Approved By: Mark Crowell, Chief of Police

WRPS Crisis Call Diversion Program

History of WRPS Mental Health Response

- ▶ 2012: Creation of Specialized Crisis Team Program
- ▶ 2017: Transition from SCT program, to the Integrated Mobile Police and Crisis Team (IMPACT) model
- ▶ 2022: WRPS received grant funding to create a Crisis Call Diversion (CCD) Program

Background for CCD

- ▶ In January of 2022, WRPS submitted a grant application for the Community Safety and Policing Grant
- ▶ WRPS received significant dollars to assist with funding the Community Engagement and Wellbeing Branch, as well as the creation of a Crisis Call Diversion (CCD) Program
- ▶ IMPACT attended approx. 12.5% of all WRPS attempt suicide calls, and 15.6% of all WRPS mentally ill calls for service. In 2022, IMPACT was dispatched 1,245 times, averaging 3-4 calls per day

Logistics

- ▶ We continue to collaborate with our partners at Canadian Mental Health Association (CMHA), and have expanded our IMPACT program to now include staffing the CCD Program
- ▶ The CCD Program sees a CMHA mental health professional embedded into the WRPS Communications Centre
- ▶ CMHA IMPACT provides CCD coverage between 9:00am-12:00am, Monday through Friday, and as 11:00am-11:00pm on the weekend. The tailoring of these hours closely aligns with the highest demand for IMPACT workers. Scheduling is data informed to increase the probability of achieving diversion targets.

- ▶ WRPS communicators/call takers screen incoming calls and those which meet a set criteria are assigned to the CMHA mental health worker within CCD
- ▶ Once the call is assigned to CCD, they can assist the individual experiencing a crisis by providing resources and tools, offering referrals, and assist them with navigating the mental health system while offering appropriate follow-ups, ideally negating the need for front line police response or any interaction with a police officer.
- ▶ If at any time during the conversation, the CCD worker determines circumstances have changed and a police response is now required, the call will be sent back to the 911 queue for dispatch
- ▶ Our goal, is a front line response diversion of 20%

Diversion Criteria

Calls Not Suitable for Call Diversion or Requires Transfer Back:

A call shall not be diverted and shall have an officer(s) respond if the call has any indication of:

- ▶ Being emergent in nature
- ▶ Imminent danger to caller, member of the public or property
- ▶ Imminent risk of self-harm or harm to others
- ▶ Actively attempting suicide and/or has a plan
- ▶ Violence or threat of violence or violent tendencies
- ▶ Involves weapons
- ▶ A criminal offence
- ▶ Drug overdose or requires medical attention
- ▶ Public Lewdness
- ▶ Domestic Violence or a domestic incident (IPV)
- ▶ A 911 call received from a crisis hotline

Diversion Rates Since Launch

Between November 7- December 31, 2022:

- ▶ 42 calls have been fielded: 13 flagged for CCD follow up, 2 re-routed to IMPACT field team, 10 re-routed to patrol, and TBD referrals to a third party.
- ▶ Data suggested that 17 of the mental health related calls dispatched to CCD were resolved exclusively by CCD in the moment, and 76% were resolved with no officer response required
- ▶ 31 unique individuals were served through diversion to CCD
- ▶ This resulted in 65 interventions between the CCD and callers
- ▶ The average interaction between CCD and callers was 22.5 minutes, with additional time to complete required documentation

Goals of the CCD Program

- ▶ Screening and diverting mental health related calls for service away from a traditional police response
- ▶ Demonstration of the Service commitment to creating alternative models of service delivery
- ▶ Improved outcomes for Clients and the Community
- ▶ Improved Community satisfaction with police response to mental health calls for service

Project Funding

Total Funding:

- ▶ Year one- April 1, 2022-March 31, 2023 is \$318,804.92
- ▶ Year two- April 1, 2023- March 31, 2024 is \$306,715.02
- ▶ Year three- April 1, 2024- March 31, 2025 is \$313,301.21
- ▶ For a total three-year CCD program spend of \$938,821.15

- ▶ This funding comes from the Community Safety and Policing Grant- local priorities stream (includes funding for both the CCD and CEWB- for a total of \$9,309,272.88 for the three years.



WATERLOO REGIONAL
POLICE



Subject: 2023 Operating and Capital Budget Approval

From: Finance Unit
Finance and Assets Branch

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: January 18, 2023

Board Recommendation

That the Waterloo Regional Police Services Board approve the Waterloo Regional Police Service (WRPS) 2023 Operating Budget net levy of \$214,060,266; and

That the Waterloo Regional Police Services Board approve the 10-Year Capital Forecast, 2023 – 2032 (Appendix G).

Summary

The population of Waterloo Region has grown significantly over the last decade; however, the number of officers per 100,000 population has declined and WRPS is well below both provincial and national averages (Appendix A). Additionally, over the last decade, the Total Crime Severity Index (CSI) in Waterloo Region has gone from 59.19 in 2012 to 79.0 in 2021, an increase of 34% (Appendix B). When compared to other large police services in Ontario, the WRPS is above the median for total CSI, violent CSI and non-violent CSI. In 2022, Waterloo Region experienced an overall increase in incidents of crime when compared to 2021, specifically with the following:

- 56 percent increase in shootings;
- 27 percent increase in weapon violations;
- 36 percent in luring cases under cybercrime; and,
- 19 percent increase in impaired driving charges (Appendix C).

As the Police Services Board is aware, KPMG recently undertook a Neighbourhood Policing Staffing and Workload Review that examined staffing needs and patrol workloads for WRPS. KPMG concluded that an increase in WRPS frontline officer complement was necessary in the coming years to address high officer case loads and declining clearance rates. The proposed 2023 budget aligns with that KPMG report by making the necessary investments in frontline services.

WRPS is recommending that the Police Services Board approve the proposed 2023 Operating Budget, which makes critical investments in public safety across Waterloo Region. This includes the addition of 19 uniform officers for high demand policing areas, including frontline and victim-focused areas. With our deep commitment to public safety, these frontline investments are necessary now to ensure WRPS is able to keep pace with population pressures and the increasing rate of crime across the Region. The recent tragic events involving police fatalities in Ontario has also underscored the importance of our commitment to WRPS member health, safety and wellbeing. Included in this proposed budget are additions to our Wellness and Recruitment Units to ensure our members remain healthy, at work, and to support meeting ambitious recruitment goals.

The WRPS is undergoing a multi-year planning, modernization and recruitment strategy aimed to keep pace with public safety realities in Waterloo Region. Once fully recruited and hired, the 35 positions approved through the 2022 Operating Budget will enhance the following areas: Frontline Patrol, Real Time Operations Centre, Emergency Response Unit, Missing Persons, Cybercrime/Child Exploitation, Human Source Management, Major Crime, Break and Enter, Auto Theft and Robbery. With a challenging recruitment environment and no staffing additions made in either 2020 or 2021, WRPS is doubling efforts towards a total Service commitment to recruitment for these positions, including the creation of a *WRPS Uniform Recruitment Steering Committee*.

Through prudent investments, the proposed 2023 Operating Budget is the next step in this multi-year strategic plan and will see 19 officers hired in WRPS priority areas (see chart below for further information).

Primary Areas of Investment for 2023 Proposed Budget	
Frontline Patrol Services	Investment in frontline patrol services is required to meet population growth, increased calls for service demand and increase presence in both urban and rural communities.
Intimate Partner Violence (IPV) Unit	IPV continues to be a national issue and affects many in Waterloo Region. In 2022, IPV investigated 1,860 cases, laying 1,463 charges. Service-wide, WRPS received 6,190 calls for IPV related service and five of six homicides in Waterloo Region were family-violence related.
Special Victims Unit, Senior Support Team, and Human Trafficking Unit	These units investigate violent crimes within Waterloo Region and require significant resources to investigate and maintain community safety. The Special Victims Unit and the Intimate Partner Violence Unit are high-volume areas that require specialized training and collaboration with community partners to ensure survivors of sexual and intimate partner violence receive the best care possible and that offenders are held accountable. These units received 889 reports in 2022.
Wellness	Investing in the Wellness Unit is an investment in both the police service and the community, resulting in healthier employees, improved retention rates, and improved recruitment efforts. With increased officer workload and use of overtime in WRPS, supporting member wellness is essential.

2023 WRPS Operating Budget

Operating Budget

The 2023 Base Operating Budget estimate is \$209,842K, which is an increase of \$14,082K or 7.19% from 2022. Nineteen sworn officers have been added to the proposed 2023 Operating Budget, which will add \$4,218K or 2.15%. As a result, the proposed Operating Budget (Appendix F) is \$214,060K or a 9.35% increase, which represents a tax impact of 7.22% on the police portion of the Regional property tax bill. **Importantly, a delayed intake of April 1, 2023, for the 19 sworn officers, which would align with the next Ontario Police College (OPC) intake, would see a budget reduction of \$1.055M, an increase year-over-year of 8.81%, and with a property tax increase of 6.69%.**

Salaries and Wages account for a 4.9% year-over-year budget increase (Appendix F). This includes items such as:

- The annualization of the 35 sworn staff expansion from 2022 and associated civilian support component;
- The addition of 19 sworn staff expansion in 2023 and associated civilian support component (full year impact);
- The addition of two civilian positions approved by the Police Regionalized Information Data Entry (PRIDE) committee;
- Cost of living adjustment (COLA), negotiated premiums, step/grade progressions; and,
- A reduction of the salary vacancy target.

Additionally, minor adjustments were made to Temporary Full-Time to reallocate money to the Base Operating budget (Appendix E).

Budget Forecast

WRPS continues to strive towards a sustainable, incremental staffing expansion strategy that is aligned with meeting the needs of the community to smooth out staffing additions. The multi-year Operating Budget and staffing forecast is below.

\$K

Year	Operating Budget	Increase	Increase	Change in Property Taxes	Sworn Officer Expansion
2023	\$214,060	\$18,300	9.35%	7.22%	19
***2023	\$213,006	\$17,245	8.81%	6.69%	(April 1, 2023) 19
2024	\$227,587	\$13,527	6.32%	n/a	18
2025	\$238,459	\$10,872	4.78%	n/a	18

***A start date of April 1, 2023 for the requested 19 officer expansion would reduce the proposed budget by \$1,055K or 0.54%, to an increase year-over-year of 8.81% and a property tax increase of 6.69%.

While this proposed budget will begin to address immediate needs, a multi-year sworn officer expansion strategy is being proposed as follows:

- 19 officers in 2023
- 18 officers in 2024
- 18 officers in 2025

This total proposed expansion of 55 officers over several years will address immediate operational and community needs and the realities of the current police officer recruitment challenges that exist locally and province-wide. Further, it would bring the WRPS officer-to-population staffing ratio closer to comparable police services in Ontario, as well as provincial and national average ratios. This proposed staffing expansion is supported by the 2022-2023 KPMG analysis to address rising violent crime, high officer case load and declining clearance rates in Waterloo Region.

The Police Services Board will receive regular updates regarding ongoing forecasting and attrition planning to ensure the success of immediate and long-term uniform recruitment efforts for 2023-2025. A cross-collaborative *WRPS Uniform Recruitment Steering Committee* has been initiated with the following focal areas: (1) Human Resources Processes, Staffing and Scheduling Optimization; (2) Outreach and Mentoring Initiatives; and, (3) Corporate Communications Planning.

Employee Cost Pressures

In addition, there has been significant benefit cost increases that impact the total budget by 2.7% year-over-year. This is due to:

- Annualization of the 35 sworn officer expansion in 2022;
- 19 sworn officer expansion in 2023;
- Enhanced Canada Pension Program;
- Higher Workplace Safety and Insurance Board actuals due to presumptive legislation and post-traumatic stress disorder;
- Phased-in increases to health and dental rates; and,
- Higher salaries and retiree benefits.

Further Budgetary Pressures

- Removal of one-time funding from the 2022 Budget, including \$1.6M from the 2021 Operating Budget surplus and \$0.5M from the benefit stabilization reserve, impacted the 2023 Operating Budget by 1.1%;
- Increased capital reserve contributions (reduce debt financing);
- Strategic Business Plan investments (DEMS, communication tools, technology);
- Partial annualization of the new Central facility;
- Overall inflation; and,
- Debt financing offset by reduced sick leave payments to eligible members.

Capital Budget

A minor adjustment was made to the 10-year Capital forecast to reflect the revised timing of the Human Resource Information System (HRIS) project #50017. However, the total 10-year Capital forecast remains at \$188,716K (Appendix G).

Regionalized Emergency Services and Programs

The WRPS also provides leadership, coordination and support to a variety of Regionalized services and programs including:

- Public Safety Answering Point (PSAP);
- 911 Communications Centre;
- Dispatch services for municipal by-law services;
- Grand River Conservation Area (GRCA) and Region of Waterloo Flood Alert;
- Support of ALERT Waterloo Region; and,
- Support of Regional and Municipal Emergency Management exercises.

Background

On November 9, 2022 (report #2022-197), four draft 2023 Operating Budget scenarios and a 10-year Capital forecast position were presented to the Police Services Board. The four draft Operating Budget scenarios ranged from a 7.19% to a 13.43% increase year-over-year based upon various sworn staffing addition scenarios.

The proposed 2023 Capital Budget was \$24,693K. On December 14, 2022 (report #2022-202), six scenarios were presented to Police Services Board that provided varying levels of sworn officer additions across a three-year horizon ranging from adding 8 to 55 sworn officers in 2023. Information was also provided around the level of resources required to deliver the *Police Services Act* (PSA) mandate and the areas of WRPS where those resources would be placed.

The proposed 2023 Capital Budget was \$31,356K. The Police Services Board requested additional information on scenario #3, the addition of 19 sworn officers in 2023, including a three-year financial forecast, recruitment information and the benefits to the community.

The presentation to Regional Council is February 1, 2023 and final Region of Waterloo approval is scheduled for February 22, 2023. Assessment growth has been finalized at 1.99%. The police portion of the property tax bill represents approximately 32% of the total tax levy for Regional services, consistent since at least 2012.

Strategic Business Plan

This report supports the Strategic Business Plan goal to proactively plan for long-term organizational growth and its financial requirements, aligned with the objective of responsible spending and accountability.

Financial and/or Risk Implications

The budget report as presented proposes 2023 budget information.

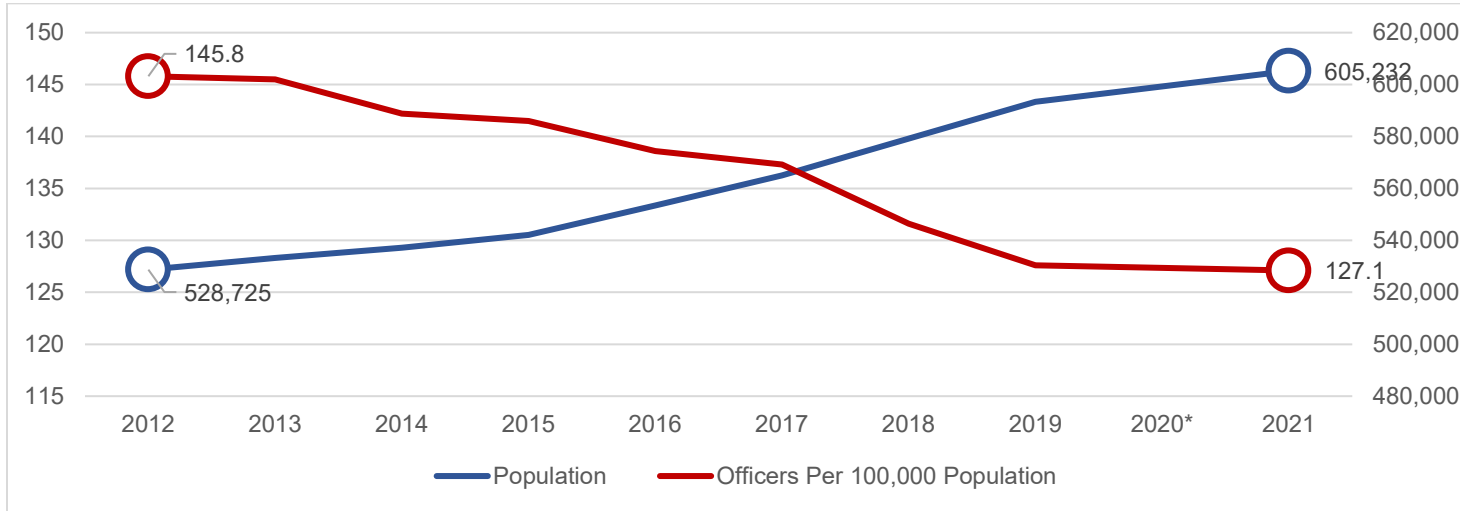
Attachments

- Appendix A: Officers Per 100,000 Population and Waterloo Region, 2012-2021
- Appendix B: Crime Severity Indexes for Waterloo Region, 2012-2021
- Appendix C: Crime Trends in Waterloo Region from 2021-2022
- Appendix D: Major Factors Impacting the Operating Budget Increase
- Appendix E: Revised FTE Complement Information
- Appendix F: 2023 Proposed Operating Budget
- Appendix G: 2023-2032 Capital Forecast

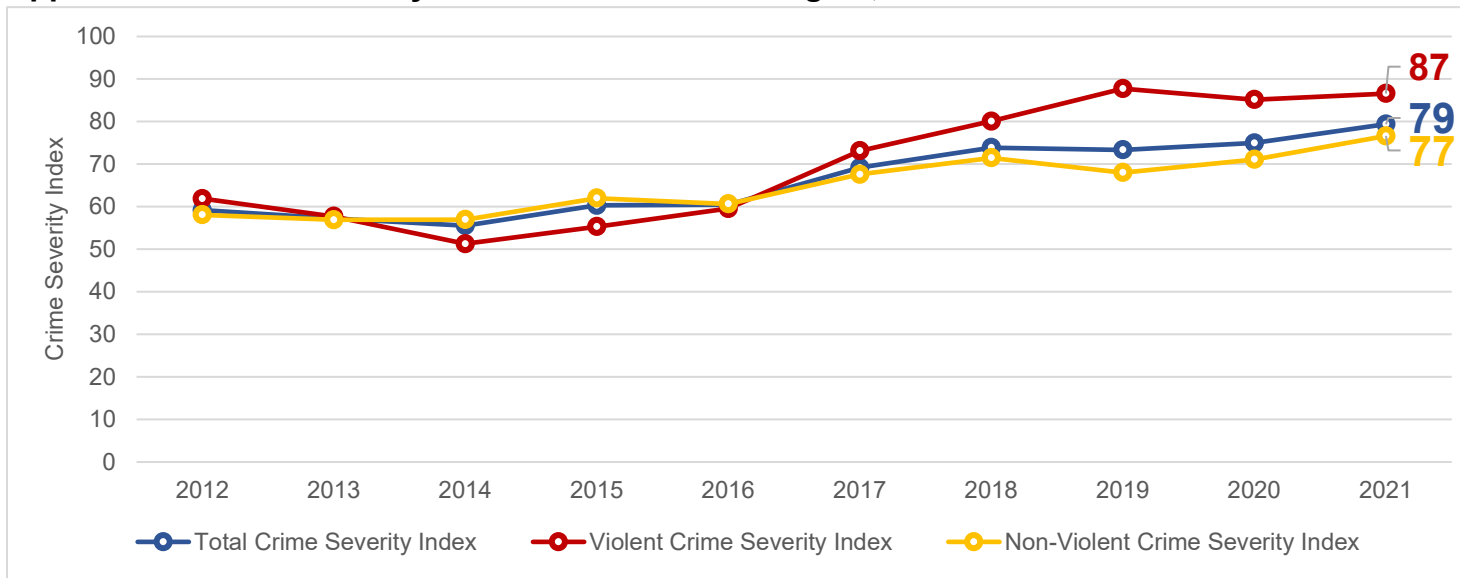
Prepared By: Kirsten Hand, Director, Finance and Assets Branch
Brennan Reniers, Manager, Finance Unit

Approved By: Mark Crowell, Chief of Police

Appendix A: Officers Per 100,000 Population and Waterloo Region, 2012-2021



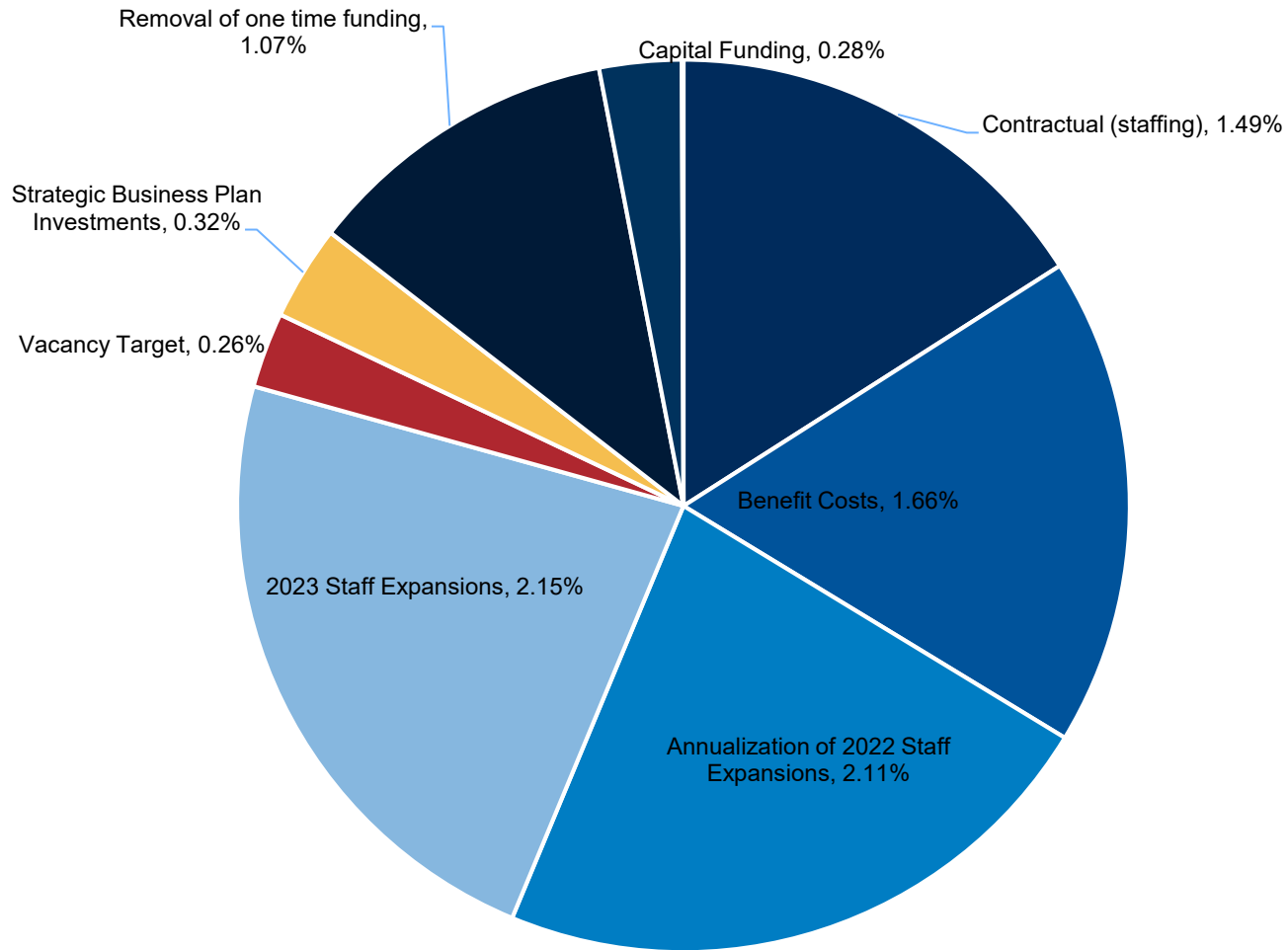
Appendix B: Crime Severity Indexes for Waterloo Region, 2012-2021



Appendix C: Crime Trends in Waterloo Region from 2021-2022 (WRPS)

Service Type	Percentage Change	2022 Data	2021 Data
Shootings	56% Increase	25	16
Weapons Violations	27% Increase	625	492
Intimate Partner Violence Calls for Service	0.7% Increase	6190	6145
Intimate Partner Violence Unit Cases	0.2% Increase	1860	1856
Child Pornography Cases	5% Increase	338	321
Luring Cases	36% Increase	19	14
Extortion Cases	43% Increase	254	178
Sextortion Cases	39% Increase	216	156
Impaired Driving Charges	19% Increase	911	769

Appendix D: Major Factors Impacting the Operating Budget Increase



Appendix E: Revised FTE Complement Information

	Sworn	Civilian	Total
2022 Authorized	818	379	1,197
Sworn Expansion	19		19
PRIDE Civilian Expansion	0	2	2
Reallocations	(4)	5	1
2023 Authorized	833	386	1,219
PSB Executive Assistant		1	1
Secondments	9		9
2023 Budgeted Resources	842	387	1,229
Part-Time (FTE)		26.1	26.1
Temporary Full-Time (FTE)		13.7	13.7

Appendix F: 2023 Proposed Operating Budget

	2022 Approved Budget	Base Budget Adj	2023 Expansion Requests	Proposed Budget	\$ Change	% Change
EXPENDITURES						
Salaries & Wages	137,080,155	6,525,075	3,026,023	146,631,253	9,551,098	6.97%
Benefits	41,380,027	4,272,478	921,138	46,573,643	5,193,616	12.55%
Total Staffing Costs	178,460,182	10,797,553	3,947,161	193,204,896	14,744,714	8.26%
Other Allowances & Benefits	4,184,194	(828,867)	0	3,355,327	(828,867)	(19.81%)
Office Supplies	188,244	(27,249)	0	160,995	(27,249)	(14.48%)
Materials & Supplies	3,026,856	360,844	270,839	3,658,539	631,683	20.87%
Maintenance & Repairs	1,219,631	(23,427)	0	1,196,204	(23,427)	(1.92%)
Minor Vehicle Equipment	14,571	592	0	15,163	592	4.06%
Small Equipment (PRIDE/Grants)	671,433	(3,441)	0	667,992	(3,441)	(0.51%)
Services	3,242,786	1,035,624	0	4,278,410	1,035,624	31.94%
Fees	7,289,572	368,534	0	7,658,106	368,534	5.06%
Rents	921,503	(4,304)	0	917,199	(4,304)	(0.47%)
Financial Expenses	5,551,677	1,037,686	0	6,589,363	1,037,686	18.69%
Communication Costs	1,711,018	(32,693)	0	1,678,325	(32,693)	(1.91%)
Meetings & Travel	574,686	3,214	0	577,900	3,214	0.56%
Interdept'l Charges From	5,909,551	326,243	0	6,235,794	326,243	5.52%
Interfund Transfers (Vehicle Reserve)	1,968,000	195,000	0	2,163,000	195,000	9.91%
Interfund Transfers (Capital Reserve)	3,384,000	100,000	0	3,484,000	100,000	2.96%
Interfund Transfers (General Reserve)	0	0	0	0	0	#DIV/0!
Interfund Transfers (Insurance)	910,491	(8,887)	0	901,604	(8,887)	(0.98%)
Interfund Transfers (RDC)	0	0	0	0	0	#DIV/0!
Other Operating	40,768,213	2,498,869	270,839	43,537,921	2,769,708	6.79%

	2022	Base	2023		\$	%
	Approved	Budget Adj	Expansion	Proposed	Change	Change
	Budget		Requests	Budget		
Total Expenditures	219,228,395	13,296,422	4,218,000	236,742,817	17,514,422	7.99%
REVENUES						
General Police Revenue	3,269,781	(114,824)	0	3,154,957	(114,824)	(3.51%)
Ministry Grants	8,044,361	279,065	0	8,323,426	279,065	3.47%
PRIDE Revenue	2,657,659	77,262	0	2,734,921	77,262	2.91%
Fire Services Revenue	586,418	43,379	0	629,797	43,379	7.40%
Miscellaneous Revenue	5,137,736	194,247	0	5,331,983	194,247	3.78%
Interfund Contributions (RDC)	1,671,784	835,683	0	2,507,467	835,683	49.99%
Interfund Contributions (Reserves)	2,100,000	(2,100,000)	0	0	(2,100,000)	(100.00%)
Total Revenue	23,467,739	(785,188)	0	22,682,551	(785,188)	(3.35%)
NET LEVY	195,760,656	14,081,610	4,218,000	214,060,266	18,299,610	9.35%

Appendix G: 2023-2032 Capital Forecast

	2022	2023	2023										2023
	CF	Req	Total	2024	2025	2026	2027	2028	2029	2030	2031	2032	- 2032
													Total
EXPENDITURE													
Program Area Capital													
50000 Police Vehicles and Equipment	215	4,114	4,329	3,549	4,677	1,701	2,438	3,147	2,253	4,002	1,712	2,888	30,696
50001 Automated Asset and Evidence Solution	197	463	660	452	391								1,503
50004 Police Vehicles - Growth	240		240	71	71	71	71	71	71	71	71	71	879
50005 Information Technology		60	60										60
50011 Voice Radio HW and SW Upgrades		323	323		150	14,105			1,396	13			15,987
50012 Training Facilities Expansion						767	8,945	8,945					18,657
50016 Business Intelligence Tool	157		157										157
50017 HRIS	619	2,314	2,932	1,681	202								4,815
50018 Body Worn and In Car Video	318	96	413	142	178								733
50024 Administrative Phone System	14	6	20							800			820
50025 Next Generation 911	501	1,063	1,564	442					800				2,805
50027 IT Security		221	221										221
50028 AFPIS/Livescan Software				700	700								1,400
50029 Automated Transcription Software					250								250
50030 Video Conference	54	20	74		300								374
50035 Information Management				680									680
50045 WRPS Voice Radio Infrastructure	350		350										350
50046 New Central Division (200 Frederick St)	5,760		5,760	359									6,119
50047 Facilities Refresh and Furniture		408	408	416	425	433	442	451	460	469	478	488	4,470
50048 Police Equipment	614	2,209	2,822	1,887	2,073	4,070	2,401	2,588	2,234	2,845	3,816	2,357	27,092
50051 Central Division Renovation/Expansion									2,492				2,492
50052 Headquarters Parking Upgrades	552	94	647										647

	2022	2023	2023										2023
	CF	Req	Total	2024	2025	2026	2027	2028	2029	2030	2031	2032	- 2032
													Total
50053 Headquarters Renovations								575	11,500	14,055			26,130
50055 Reporting Centre Expansion												1,533	1,533
50056 North Division Renovation						185							185
50057 North Division Parking Upgrades											4,889		4,889
50060 Police Furniture - Growth				13	13	13	13	13	13	13	13	13	113
50061 Police Equipment - Growth	280		280	81	81	81	81	81	81	81	81	81	1,010
50063 Electric Vehicle Charging Stations	20	80	100	40									140
50064 Magazine Explosive Storage	65		65										65
50068 Facility Security Upgrades	216	300	516	300	300	300	300	300	300	300	300	300	3,216
50069 Evidence Management Facilities Upgrades	300		300										300
50070 Technical Investigations System				200									200
50071 Body Scanner				214									214
50072 Disaster Recovery	90	76	166	600		200		600					1,566
50073 DEMS Storage							1,200						1,200
50074 UPS replacement		725	725	250									975
50075 WRPS Facilities Master Plan		140	140										140
50076 Public Safety Communications Center		3,000	3,000										3,000
Total Program Area Capital	10,562	15,712	26,274	12,077	9,810	21,925	15,890	16,770	21,599	22,648	11,360	7,731	166,084

Facilities Managed Capital Renewal

75012 Firearms Training Facility Renewal	10		10	24	626			12				124	795
75013 Police South Division Renewal	790	483	1,273	223	224	578	222	164	71	114	297	579	3,744
75014 Police North Division Renewal	215	12	227	678	125	12	265	253	12	169	266	306	2,312
75016 Police Headquarters Renewal	681	1,736	2,417	909	918	524	241	890	1,130	1,435	2,195	636	11,295
75017 Police Investigative Services Renewal	384	12	396	49	12	165	114	181	124	24	18	188	1,270
75018 Police Reporting Centre Renewal	109	430	539	211	114	272	118	35	295	13	11	16	1,624

	2022	2023	2023										2023
	CF	Req	Total	2024	2025	2026	2027	2028	2029	2030	2031	2032	- 2032
													Total
75021 Police New Central Division Renewal				50	75	100	125	150	175	200	225	250	1,350
75022 Police Voice Radio Building Renewal		19	19		12	43		11	69	86	4		242
Total Facilities Managed Capital Renewal	2,190	2,690	4,880	2,144	2,107	1,693	1,084	1,696	1,875	2,040	3,015	2,099	22,632
TOTAL EXPENDITURE	12,752	18,403	31,154	14,221	11,916	23,618	16,974	18,466	23,474	24,688	14,376	9,829	188,716
FUNDING & FINANCING													
Grants / Subsidies / Recoveries													
Grants & Subsidies													
Recoveries													
Development Charges	(3,623)	(1,509)	(5,132)	(340)	(165)	(933)	(6,963)	(7,026)	(2,651)	(1,711)	(165)	(824)	(25,908)
Reserve Funds	801	39	839	165	165	350	165	228	2,651	1,711	165	824	7,260
Debentures	2,822	1,470	4,292	176		583	6,798	6,798					18,647
	(3,623)	(1,509)	(5,132)	(340)	(165)	(933)	(6,963)	(7,026)	(2,651)	(1,711)	(165)	(824)	(25,908)
Property Taxes / User Rates													
Reserves and Reserve Funds	(4,526)	(13,087)	(17,613)	(11,125)	(10,838)	(8,354)	(6,664)	(8,770)	(7,053)	(10,383)	(9,318)	(8,132)	(98,251)
3980066 Lifecycle Reserve Police	1,399	1,922	3,321	1,644	2,095	1,651	1,084	1,685	1,806	1,954	3,011	2,099	20,350
3981300 Police Capital Reserve	2,989	6,772	9,760	5,933	4,268	5,003	3,142	3,938	2,994	4,427	4,594	3,145	47,205
3982340 Police Vehicles & Equipment Reserve	215	4,114	4,329	3,549	4,677	1,701	2,438	3,147	2,253	4,002	1,712	2,888	30,696
General Tax Supported Capital Reserve													
Other Reserve Funds													
Contributions from Operating		19	19		12	43		11	69	86	4		242
Debentures	4,525	4,068	8,593	2,755	700	14,289	3,347	2,659	13,702	12,509	4,889	874	64,315
TOTAL FUNDING & FINANCING	12,752	18,403	31,154	14,221	11,916	23,618	16,974	18,466	23,474	24,688	14,376	9,829	188,716