
From: Finance Unit
Finance and Assets Branch

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

Date: October 26, 2020
(Deferred at October 14, 2020 meeting)

Subject: Proposed 2021 Budget

Recommendation:

For information, discussion and direction.

Summary:

The 2021 Proposed Budget report provides the Police Services Board (PSB) a budget position, as of this date. The Senior Leadership Team (SLT) has performed comprehensive planning and budget reviews of their divisions, branches, units and program areas.

As of October 14, 2020, the Waterloo Regional Police Service (WRPS) 2021 operating budget estimate is \$189,200K, which represents a 5.04% increase over 2020 or a Regional net tax rate impact of 1.10%. This equates to an increase of \$22.96 per average household to \$682. The current ten-year capital forecast is also provided for review, which includes a proposed capital budget of \$37,591K in 2021, including an estimated carry forward from 2020.

On September 28, 2020, the WRPS received notification from the Office of the Regional Clerk that the WRPS is to prepare an Operating Budget with a total tax impact of 0%, up to the rate of projected 2021 inflation.

Report:

Operating Budget

Police services in Ontario must abide by the *Police Services Act* that sets out the core requirements for adequate and effective policing. The core activities identify that Ontario's police services:

1. prevent crime

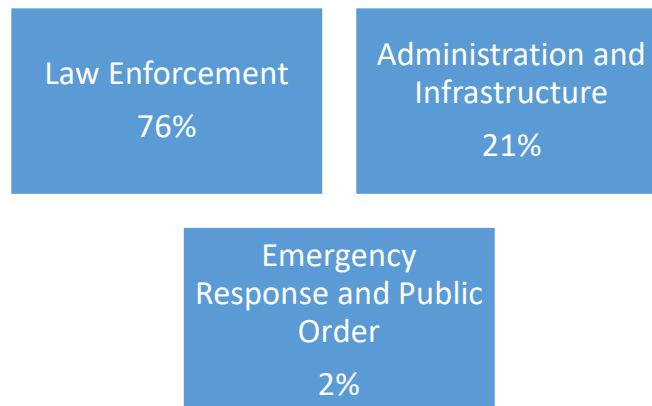
2. enforce our laws
3. help victims
4. keep public order
5. respond to emergencies

Furthermore, it identifies that municipalities must also:

6. provide the police services with the support systems, buildings and equipment they need so they can carry out their activities.

In addition, police services must abide by the Ministry of Solicitor General Policing Standards Manual which contains guidelines to help municipalities and police services understand how to follow the Act and Regulations.

Ninety nine percent (99%) of the WRPS Operating budget's focus provides the mandatory requirements under the *Police Services Act*:



Outside of the *Police Services Act*, and included in the WRPS Operating budget, is the municipality's responsibility to operate a Police Services Board which equates to approximately \$163K of the 2021 budget.

The 2021 base budget is the amount of funding required to deliver the Board's Strategic Business Plan both related to approved level of service and goals for the *2018-2020 Operations Plan*, as well as anticipated goals for the next plan year cycle. It does not include additional funding for new initiatives and/or expansion requests.

Adjustments to the base budget include an estimated contractual salary increase, contractual grade/step advancements, annualization of prior years' contractual agreements, benefit cost changes, non-compensation elements, and Region of Waterloo interdepartmental charges for facilities and fleet maintenance.

The WRPS has successfully utilized budget reviews to only bring forward budget increases required for the legislative provision of adequate and effective police services. The challenge is to identify sustainable reductions of non-essential items and services.

This can prove to be challenging with a public safety and emergency services budget whose staffing costs are over 90% of the total operating budget. The comprehensive budget review process involved analyzing all expense and revenue categories for the past three years, review of current year actuals, and evaluating additions for mandatory and non-discretionary expenses. Furthermore, the Chiefs Advisory Council has further analyzed and determined efficiencies and reductions to major budget drivers. Through these reviews, \$753K of reductions have been incorporated into the operating budget estimate and \$5,997K in the capital estimate in this report.

A review of an optimal organization structure was undertaken, which included a reallocation of existing full-time staffing complement to meet critical organizational and community needs. This organizational review resulted in no additional expansion positions requested in 2021. Nine positions were reallocated to offset positions that were identified as being needed in 2021. The reallocation included resource changes in Human Resources to support the new sworn transfer process and labour relations activities, additional investigative capacity in Human Trafficking and Child Exploitation, regionalized scheduling support for the Real Time Operations Centre (RTOC), business intelligence (BI) tools resources and support for our Human Resource Information System (HRIS). Civilianization of one police position is included in the reallocation and additional opportunities for civilianization are being explored.

In 2018, a Staffing and Workload Demand review was completed which assessed both current and future staffing requirements based upon current demands for service, legislative impacts, judicial demands and call capacity while also considering alternative service delivery options, including civilianization. To meet current workload demands, 79 full time equivalents (FTE) were required in 2019, 16 in 2020 and 39 in 2021. Considering the prioritization of the requirements, the staffing expansion in the 2019 budget was reduced to 52 FTE. Priority areas included Neighbourhood Policing to ensure that staffing is adequate to meet the growing demands for service as well as ensuring adequate support for Family Violence, Youth Protection and Sexual Assault investigations. The 2019 expansion request was reduced by alternative service delivery for collision reporting (5 FTE) and civilianization (12 FTE) for a net expansion request of 47 FTE. Due to Regional and WRPS budget pressures in 2020 and 2021, the decision was made to not include any expansion requests from this review, although it is acknowledged that the resources are required to meet the increasing demands and workload on the Service.

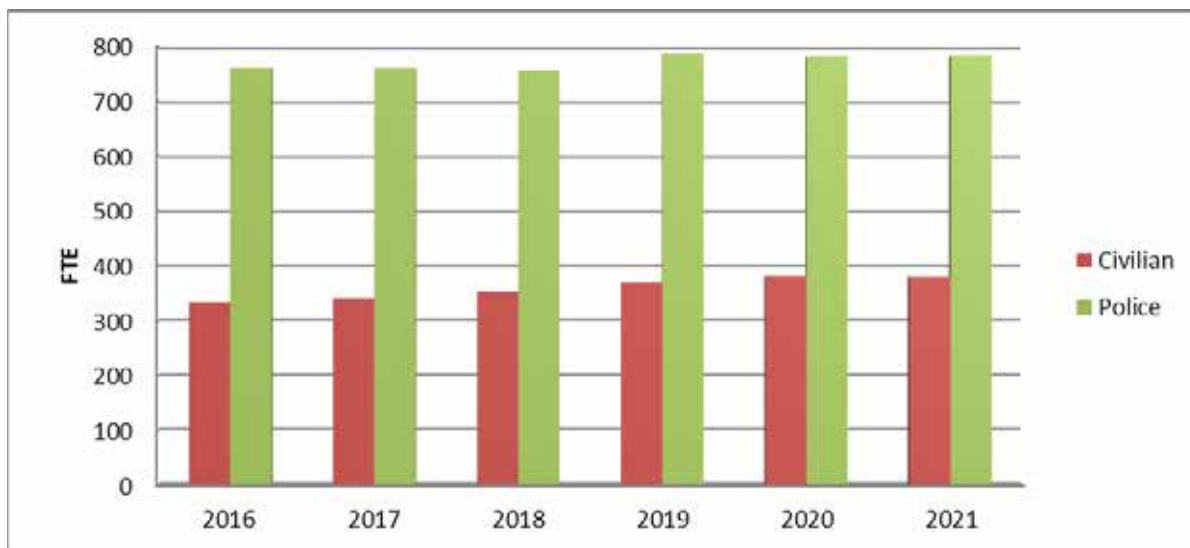
Several other reviews have been accomplished and/or are underway to determine innovative and fiscally responsible approaches to providing policing services. These reviews are included in a Continuous Improvement initiative that WRPS has undertaken over the last four years by utilizing Lean Six Sigma methodology to review various areas of the organization as well as processes to most efficiently and effectively utilize our resources. Examples, over the past number of years, include the Investigative Services, Canine Team, organizational restructuring, civilian staffing, Forensic Identification, Information Technology, Courts, Evidence Management, Communications Centre and project process reviews. All of these reviews and subsequent

recommendations, have created internal capacity to better provide services to the community while utilizing existing resources.

The below chart outlines the current resources that were included in the 2020 proposed budget.

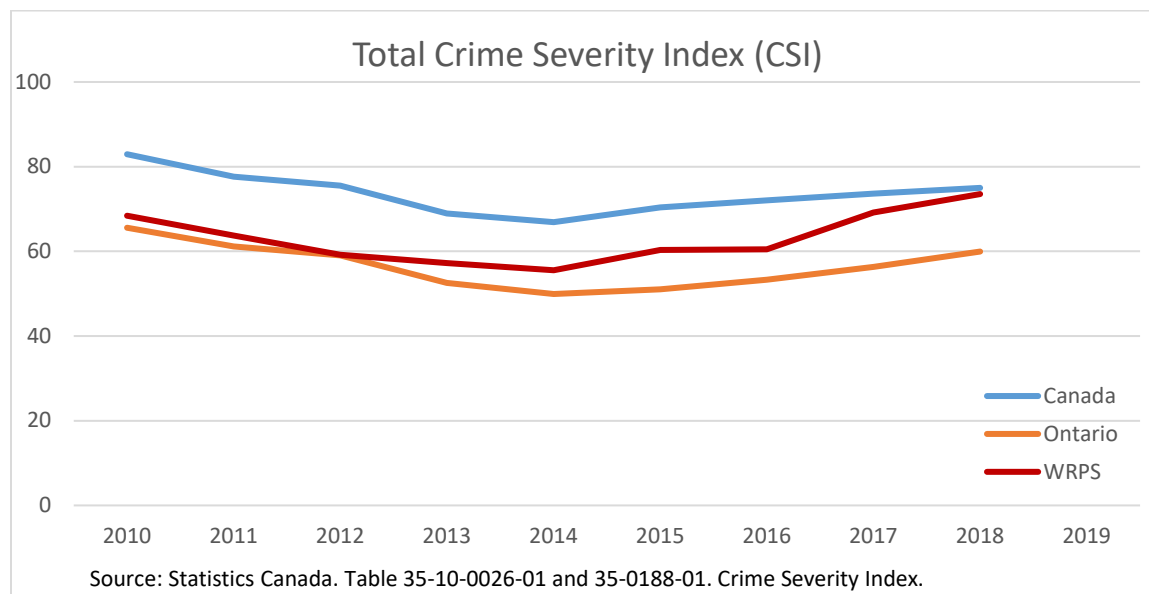
	Sworn	Civilian	Total
2020 Authorized Full Time FTE	788	380	1,168
Expansions	0	0	0
Re-allocations	(3)	1	(2)
2021 Authorized Full Time FTE	785	381	1,166
PSB Executive Assistant		1	1
Secondments	8		8
2021 Budgeted Full Time FTE	793	382	1,175
Part Time		22.7	22.7
Temporary Full Time		16.6	16.6
Total Budgeted FTE	793	421.3	1,214.3

Over the past six years, the authorized FTE increase has been minimal.



For the 2021 budget, the temporary full-time budget was increased by 0.5 FTEs in the Records Unit to ensure appropriate resources are available to backfill vacancies. This is offset by resource reductions in the part time budget of 2 FTE area across Finance, Records and Evidence Management. As a result, there is an overall reduction to the budget.

Crime severity and crime rates across Canada, Ontario and in Waterloo Region have been increasing annually since 2015. Although Statistics Canada’s release of the 2019 police-reported crime statistics is delayed this year, similar trends are anticipated.



WRPS supplements this national publication with a Criminal Offence Summary in our Annual Report based on a count of all reported violations (as compared to a count of most serious violations used by Statistics Canada). This 2019 Criminal Offence Summary shows locally that total crime counts have decreased slightly in 2019 (down by 2% from 2018). Contributing to this overall decrease are Non-Violent crimes (down 4%) and Other Criminal Code Violations (down 21%). However, more concerning, Violent Crime rose 21% in 2019. Unfortunately, this translates into 1,628 more victims than last year and is a repeat of a 20% jump in 2018. Pushing the Violent Crime rate higher were Assaults (+976 counts, up 23%), Sexual Violations (+136 counts, up 16%), Violations Resulting in Deprivation of Freedom (+46 counts, up 32%), and Other Violations (+460 counts, up 17%). Specific crimes with hundreds more incidents in 2019 included Assault Level 1 (+760), Utter Threats (+342), Assault with a Weapon (+234), and Sexual Assault Level 1 (+141). Robbery (+83) and Forcible Confinement (+52) also rose. Just over half of these 9,527 crimes were cleared (54%), which is down 17% compared to 2018.

Not all of the demands on policing services are criminal in nature, but they do still create work for our communicators and officers who aim to provide community safety. In 2019,

there were 301,771 “events” documented into a Computer Aided Dispatch (CAD) program and assigned an occurrence number. Citizen generated calls, where a member of the community calls in and we dispatch an officer(s) to respond, accounted for 118,308 (an increase of 7.5% from 2018). Some of the more frequent non-criminal call types include bylaw and driving complaints, unwanted persons, injured/sick persons, motor vehicle collisions, alarms and disputes. In 2019, the WRPS Communications Centre received between 895 and 1,000 calls a day.

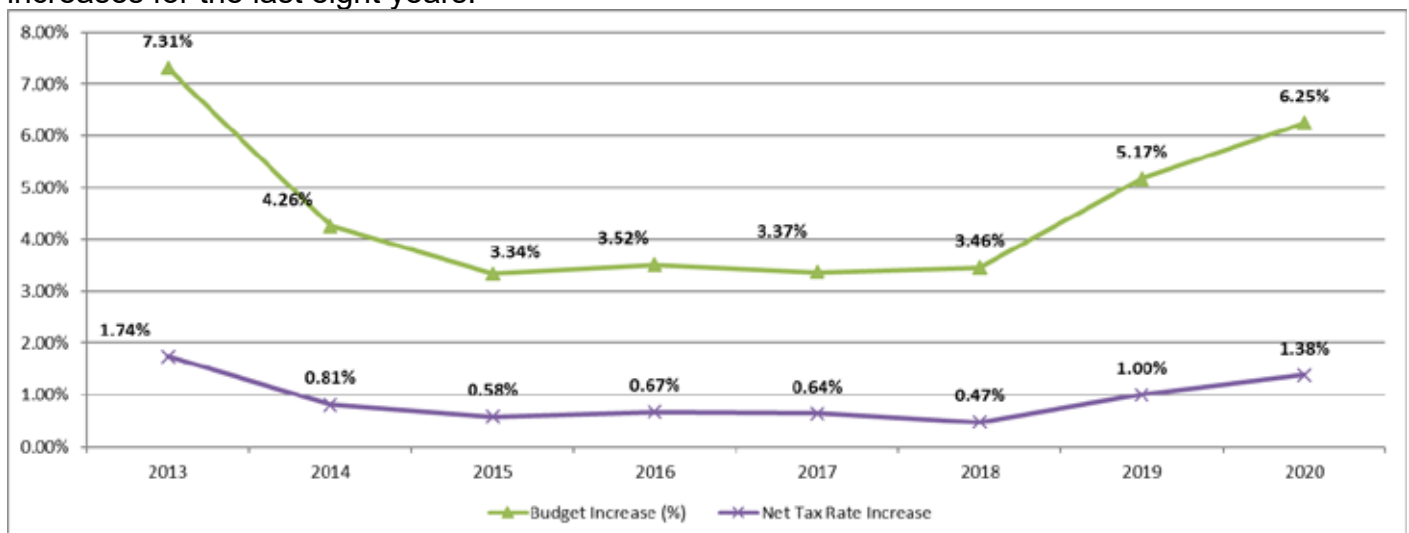
To effectively reduce the base budget further would require consideration of service level reductions. The WRPS was six months into Budget deliberations when we received notification from the Office of the Regional Clerk. We are reviewing the current, draft Budget.

As of October 14, 2020, the proposed 2021 Operating budget is \$189,200K, which represents an increase of 5.04% over 2020 or a Regional net tax rate impact of 1.10%:

	Net Budget (\$K)	Budget Increase	Tax Rate Impact	Estimated Assessment Growth	\$ per average household	Change YOY
2020 Approved	\$180,123,176	6.25%	1.38%	1.77%	\$658.60	\$28.78
2021 Proposed	\$189,199,749	5.04%	1.10%	1.50%	\$681.56	\$22.96

The Region of Waterloo is currently estimating assessment growth of 1.5% in the 2021 budget. This is subject to change as we move towards final roll close this fall.

In comparison, the following chart represents the final approved net levy budget increases for the last eight years:



The 2021 Operating budget estimate can be found in Appendix A, which identifies the expense and revenue categories at an object code level. Each object code consists of numerous separate expense accounts.

The following information explains any changes year over year above or equal to \$100K.

Salaries and Wages have increased year over year by \$3,562K, due primarily to estimated contractual salary increases/progressions, job and market evaluation impacts, annualization of market evaluation for civilian professionals in 2020, offset by adjustments to the temporary full time and part time resource needs and reduced paid duty compensation. There were no expansion positions included in the budget.

Benefits also increased by \$1,980K due to the continued enhanced Canada Pension Program (CPP), higher Workplace Safety and Insurance Board (WSIB) actuals due to presumptive legislation for first responders and post-traumatic stress disorder (PTSD), phased in increases to health and dental rates and retiree benefits.

Other Allowance and Benefits increased by \$997K as a result of an increase in sick leave payouts in the form of either a lump sum payment or salary continuance due to higher volumes of retirements and an increase in staff training expenses.

Maintenance and Repairs increased by \$909K due to a Motorola agreement to provide both maintenance and resource support to the overall Regional Voice Radio system. WRPS cost recovers from each agency that is on the voice radio platform their portion of the costs associated with operating the system. A segment of this was previously budgeted as in-house employees, but due to recruitment difficulties the decision was made to outsource this activity.

Small Equipment decreased by \$292K due to reduced PRIDE and Voice Radio requirements offset by an increase in grant funded requirements due the inclusion of two Proceeds of Crime grants. This line only includes budget required for programs that are based upon cost recovery including PRIDE, Fire Services, Voice Radio and grants. The remaining budgetary needs are included in the capital budget.

Fees decreased year over year by \$113K, due mainly to decreases in consultant use across numerous areas, a reduction in software maintenance fees recoverable from PRIDE or the Fire Services CAD project offset by an increase in software fees for WRPS to enable a mobile strategy. The WRPS will invest in a project to equip all frontline officers with smartphone technology to create efficiencies in digital evidence management.

Financial expenses increased by \$193K due to an increase in debt principal and interest charges due to the timing of debenture of capital projects upon completion related to the New Central division and the Voice Radio project (cost shared with Region). As well as

\$121K of debt issued for Regional Development Charges (RDC) which is offset in revenue by the contribution to the reserve for a net impact of zero to the overall budget.

The debt continuity schedule will be made available in November, which will include current projections for the ten-year capital plan, which, are still currently being reviewed. These numbers are subject to change due to confirmation of actual rates at the time of issue and changes to the ten-year capital plan assumptions.

Communication costs increased by \$313K from 2020 due to the mobile strategy and a realignment of PRIDE and Voice Radio costs between accounts.

Interdepartmental charges increased year over year by \$144K due mainly to a \$250K increase in the lifecycle provision to fund facility capital renewal projects to reduce the reliance on debt, increases in facilities rent and increases seen in both Region of Waterloo Facilities and Fleet Management overhead fees.

The contribution level was reduced from the Vehicle reserve and moved to the Equipment reserve. In addition, budget amounts in the operating budget (renovations, cabling, moving costs) were moved to a contribution to the Equipment reserve to better fund the facility refresh program in capital.

The revenue depicts a net decrease of \$1,109K. General Police revenue decreased by \$175K due to a reduction of false alarm attendance and thereby funding which will create additional capacity for our members to attend other calls for service, reductions in paid duty revenues (net impact zero to overall budget), elimination of collision reporting revenues (now fully outsourced to Waterloo Accident Support Services Ltd.) and the removal of one time revenue from Wilfrid Laurier University to cover costs related to providing policing service to Homecoming.

Ministry grants decreased by \$471K due to the removal of the \$350K Region of Waterloo funding transfer related to the Ontario Cannabis Legalization Implementation Fund (OCLIF) to offset costs related to Cannabis legislation. As well as reductions to the Court Security and Prisoner Transportation (CSPT) grant of \$93K realized in 2020 and assumed flat in 2021.

Fire Services cost recovery revenue is expected to decrease in 2021 by \$192K (zero impact to overall budget).

Miscellaneous Revenue is projected to go up in 2021 by \$304K due to changes in salaries of new secondment agreements, two new Proceeds of Crime grants and a new Child Exploitation grant.

Interfund Contributions to RDC will increase by \$121K, which is fully offset by the financial expenditures increase, for a net overall budget impact of zero.

The Interfund Contribution (Reserves) reduction of \$715K relates to the removal of funding from the benefit stabilization reserve required in 2020 to phase in the long-term disability plan.

Uncertainty exists for all future grant programs as the province has been reviewing their expenditures, which will inform multi-year service delivery planning. In the 2021 Budget, \$9,719K of grant revenues from the provincial government has been included, which represents 5% of the proposed total budget and would have a significant impact if not received. Appendix B outlines the current grant programs that have been included in the 2021 budget estimate. Based upon 2021 projected costs, there will be a funding shortfall of approximately \$2,512K.

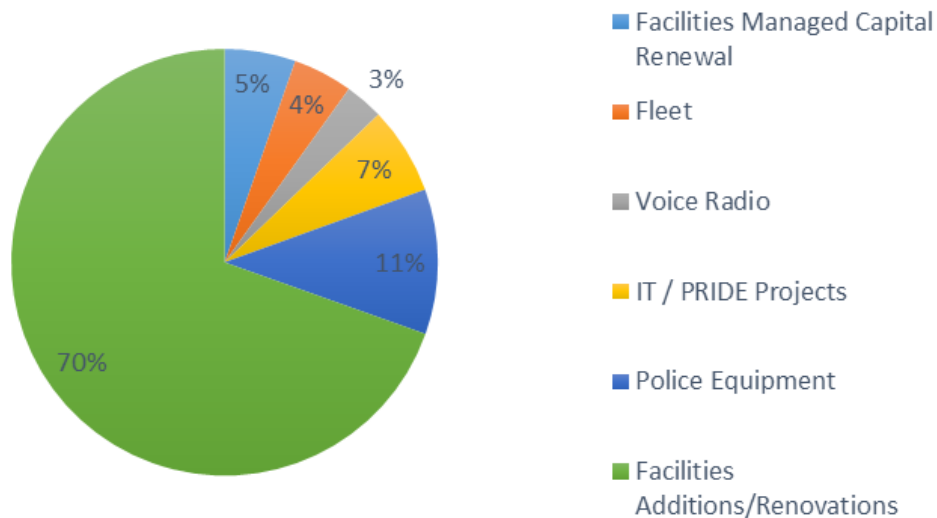
Capital Budget

The ten-year Capital Budget Forecast was reviewed with affected areas within the WRPS. The capital forecast includes planned capital improvements or lifecycle replacement on existing Facilities as well as future anticipated facility renovations / additions. A Facilities Master Plan was developed in partnership with the Region of Waterloo and was approved and incorporated into the ten-year capital forecast in March of 2018. The forecast that is presented in this report includes amended information for facility projects based upon updated timing, work capacity, changing needs and include an inflationary factor from last year's estimates.

The Capital plan also includes lifecycle and growth requests for fleet, Information Technology hardware and software, equipment and furniture. In 2017, a review of capital planning, reserve funding requirements and asset management took place, which resulted in the establishment of a reserve strategy. In September 2020, a formal reserve Board policy was approved. The changes in the capital planning process will ensure that we have appropriate funding identified to maintain adequate facilities, fleet and equipment while reducing our reliance on debt.

The ten-year capital forecast totals \$198,392K with \$37,591K being requested in 2021, which includes 2020 budget carry forward of \$8,745K. Facility related expenditures account for the majority (75%) of the request both for capital renewal and new addition/renovations primarily related to the new Central Division at 200 Frederick Street, Kitchener. Lifecycle replacement of equipment accounts for 11%, followed by fleet, voice radio and new Information Technology projects for both WRPS and PRIDE all account for remaining portions of the remaining capital. See Appendix C for the 2021 – 2030 Capital forecast.

2021 Request



50000 Police Vehicles and Equipment: The \$1,700K 2021 request assumes 39 vehicles will be replaced and no new vehicles added to the fleet. The police pursuit rated utility vehicle continues to be the standard for frontline with a new hybrid option that was introduced by Ford. WRPS has now purchased eight hybrids to add to the fleet. Work continues in partnership with the Region of Waterloo Fleet Management Unit to increase the effectiveness and cost efficiency of the fleet through green and utilization initiatives. The fleet plan is continually reviewed throughout the year based upon functional need and through this evaluation vehicles may be deferred or repurposed throughout the fleet. Utilization reviews are in progress and have already resulted in the decision to reduce one vehicle from the fleet due to low use in 2020. Requests to add three vehicles to the fleet were removed through the budget review process resulting in no change the overall fleet. The fleet reserve remains balanced to the end of 2030. Previous reserve forecasts showed the fleet reserve to be above targeted levels, therefore, monies were reallocated towards the capital reserve to further reduce the funding of projects from debentures.

50005 Information Technology: \$1,264K is requested in 2021, which includes funds for the pilot of an in-vehicle camera system, video conference capabilities, a Human Resource Information System (HRIS) in partnership with the Region, Next Generation 911 (NG911) for the Communication Centre and information management solutions. Further work is progressing to identify whether additional carry forward of budget from 2020 needs to be secured for a body worn camera and in-vehicle camera solution. Given the review of the ten-year Capital reserve forecast, additional projects have now been funded by the Capital reserve as opposed to previous assumptions that debentures would be used.

50016 Business Intelligence tools: \$1,232K is included in 2021 for the continuation of the implementation of the approved Business Intelligence solution from 2020 as well as additional infrastructure requirements in 2021.

50045 WRPS Voice Radio Infrastructure: At this time, \$1,098K is estimated to be carried forward to 2020, which represents the cost share arrangement with the Region 50/50 to fully implement the new P25 voice radio system for the Region of Waterloo.

50046 200 Frederick St, Kitchener Construction: Funds have been forecasted in 2018-2022 to fully renovate the former courthouse building to replace the current Central Division, which includes the regional prisoner management facility. Design work and demolition has been completed and a tender has been issued for construction to begin at the end of 2020. \$24,650K is scheduled to be spent in 2020.

50047 Facilities Refresh and Furniture: \$392K has been included in 2021 for the ten-year forecast for lifecycle replacement of furniture and minor facility refresh projects. In order to simplify the administration, planning and execution of these projects, multiple operating accounts have been consolidated in this project (minor renovation, moving, cabling) and the capital project title has been renamed from the previous furniture title. The previous operating accounts were transferred to being a contribution to the reserve so had no impact overall on the Operating budget. This project is funded by the Capital reserve.

50048 Police Equipment: \$4,135K is forecasted in 2021 which includes the lifecycle replacement and new requests for all police equipment including Information Technology Equipment. Major projects to be undertaken in 2021 include a mobile strategy to issue smartphones to all frontline officers to support a digital evidence management system (DEMS), lifecycle replacement of officer firearms and conducted energy weapon (CEW). This project is funded by the Capital reserve.

50052 Headquarters Parking Upgrades: Parking at the 200 Maple Grove campus has reached its capacity with parking overflowing to non-parking areas daily. The master plan identified the expansion of parking with the current schedule having the construction begin in 2020 and ending in 2021. The project is currently awaiting site plan approval. The project also includes ensuring appropriate and safe accessibility to the Police Reporting Centre from Maple Grove Road, including sidewalks and marked crossing areas. \$384K is included in the 2021 request.

50063 Electric Vehicle Charging Stations: An electric vehicle charging station was implemented at the Headquarters campus with subsequent devices being planned at the other facilities. The use of the charging station is funded by the user. \$32K is assumed in 2021. This project is funded by the Capital reserve.

50064 Magazine Explosive Storage: \$101K is included in 2021 to ensure appropriate magazine explosive storage for the Emergency Response Unit. Currently they are

being stored in Brantford, necessitating travel when needed. This project is funded by the Capital reserve.

50068 Facility Security Upgrades: A security assessment was completed at the Maple Grove campus which developed a number of recommendations for implementation. Subsequent assessments are being done at all the facilities. \$300K has been allocated in 2021 to address high priority items from these reviews including the replacement of an aging card access system which is at end of life. This project is funded by the Capital reserve.

50069 Evidence Management Facility Upgrades: An internal audit report provided recommendations to improve evidence care and control. Based upon this report, enhancements were recommended for Headquarters, South and North division where evidence is processed and stored. Based upon priority, the recommendations for South and Headquarters building are to be completed in 2020 with North being implemented over 2021 (\$281K) and 2022. This project is funded by the Capital reserve.

Facilities Managed Capital Renewal: \$2,021K is currently forecasted in 2021 which relates to lifecycle replacement of the police building components. The plan includes monies to provide for general painting and flooring projects at all buildings, exhaust fan replacement at the Police Reporting Centre, overhead door/asphalt/curb replacement at South and humidifier/asphalt replacement at North. This project is funded both by a Facilities renewal reserve and debentures. Based upon a strategy put in place by the Region, WRPS has been phasing in increases to this reserve annually to reduce the debentures required. Based upon a ten-year forecast, total level of debentures required to fund facility related renewal projects have decreased by \$1,780K over last year.

The timing of facility projects continues to be reviewed annually based upon needs and timing of existing projects. One capital project to be added which is currently under discussion between the Region and WRPS is a Public Safety Communications Centre. Original plans were to include the Communications Centre on the third floor of the New Central facility. Due to inadequacies of the site, including lack of square footage available for all partners and feasibility/cost of implementing the infrastructure required for a Communications Centre (voice radio included), the decision was made to put aside the third floor for future growth and begin the process of finding an alternate site with our partners. Conversations are on-going and initial estimates have been established. Agreement was achieved that this facility is the next priority for the WRPS based upon existing pressures of lack of adequate space at the Headquarters building for the existing Communications Centre for the police and the need to find alternate space for the backup centre, which is currently located at the old and existing Central building, whereby the Region is undergoing discussions on the future use of this space. As a result, all other projects (Training facility expansion, Headquarter renovation/addition) were moved out in the ten-year forecast to allow for the inclusion of this project.

The reserve projections for select reserves of which WRPS is responsible for and fund capital projects are provided for in Appendix D. All reserves remain in a positive balance throughout the ten-year forecast with the exception of the Capital reserve, which goes into a negative balance in 2026 upon replacement of the Voice Radio user gear for WRPS.

Based upon analysis to-date with the effort of funding more capital projects through reserves as opposed to debentures, we have been able to reduce debentures by \$2,805 for non-facility related projects for the time period of 2021 through to 2030. Work will continue to further mitigate future debt charges by funding projects through the reserves.

Strategic Priorities and/or Operations 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 preliminary 2021 budget estimates. Changes in assessment growth could impact the final tax rate impact.

Attachments:

- Presentation: 2021 Draft Operating and Capital Budget
- Appendix A – 2021 Operating Budget Estimate
- Appendix B – 2021 Grant Summary
- Appendix C – Ten Year Capital Budget and Forecast
- Appendix D – Reserve Continuity Schedules
- Appendix E – Office of the Regional Clerk’s Letter

Prepared By: Kirsten Hand, Director, Finance and Assets Branch

Approved By: Bryan M. Larkin, Chief of Police

2021 DRAFT OPERATING & CAPITAL BUDGET

October 14, 2020



Ontario Police Services Act

- Sets out core requirements for adequate and effective policing:
 1. Prevent crime
 2. Enforce our laws
 3. Help victims
 4. Keep public order
 5. Respond to emergencies
- Municipalities must also:
 - Provide support systems, buildings, equipment to carry out activities.

Ontario Police Services Act

Law Enforcement

76%

Administration and
Infrastructure

21%

Emergency Response
and Public Order

2%

WRPS - Operations Plan

- Achieves goals as set out in Board Strategic Business Plan;
- Adheres to legislative and policy requirements; and
- In addition provides governance and supports to:

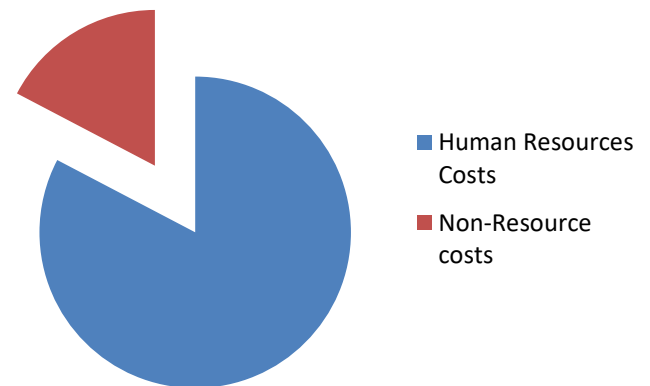


Continuous Improvement & Innovation

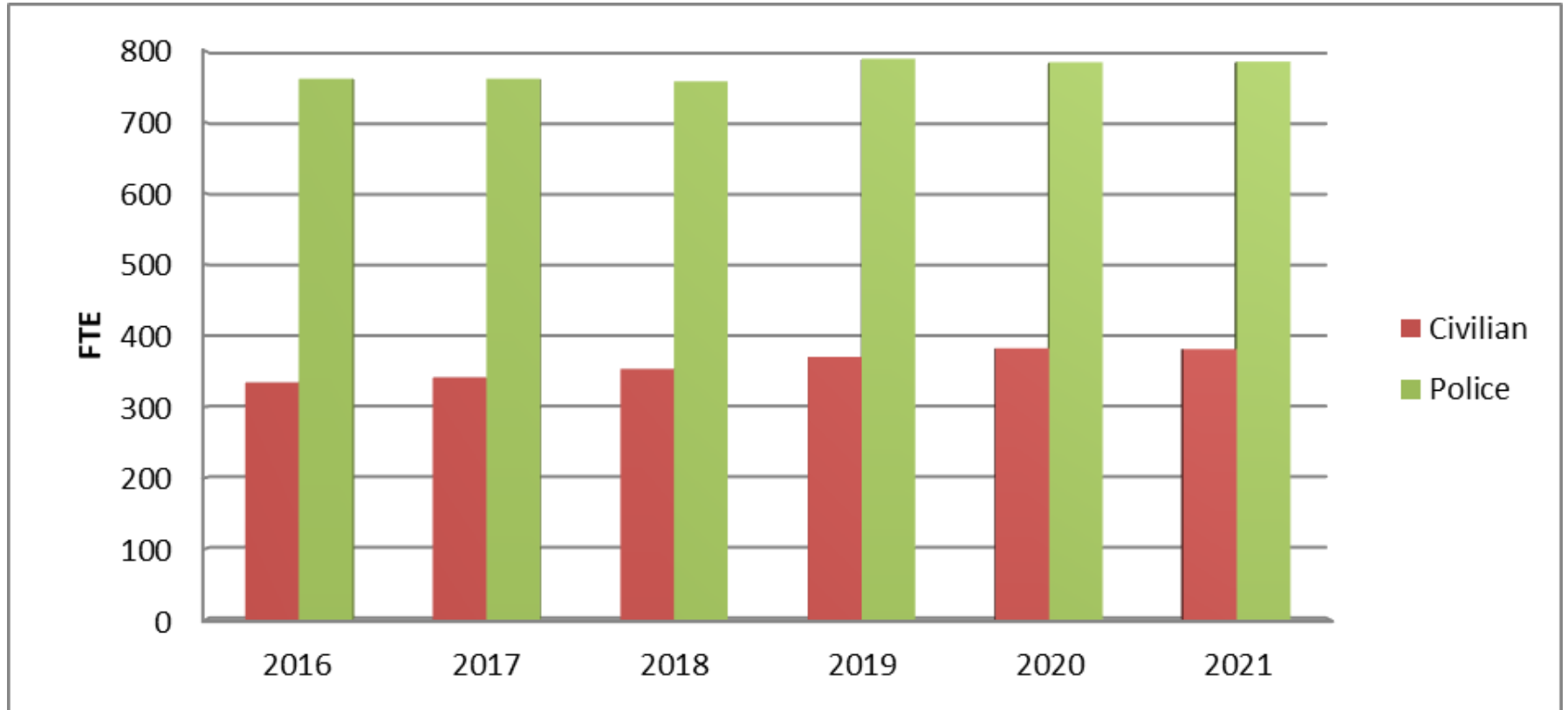
- Modernized Organizational Structure Review (2021)
- Real Time Operations Center
- Business Intelligence Tools
- Internal reviews (Lean Six) including:
 - Courts Services Branch
 - Evidence Management Branch
 - Communications Centre
 - Information Technology Services
 - Investigative Services
 - Shift Schedule
 - Series of WRPS process reviews over last 5 years

Annual Budget Process

- Senior Leaders across WRPS presented 'flat', 'reduced' & adequacy compliant budget submissions;
- Internal review resulted in \$753K reductions to the Operating Budget estimate and \$5,997K to the Capital estimate;
- 2018 Staffing and Workload Demand Plan highlights resources need to address increasing demands, workload & community expectations;
- Staffing and Workload Demand identified FTE needs of 134 positions (2019-2021)
- 2019 Budget – 47 FTE expansions
- 2020 Budget – no expansion request
- 2021 Budget – no expansion request



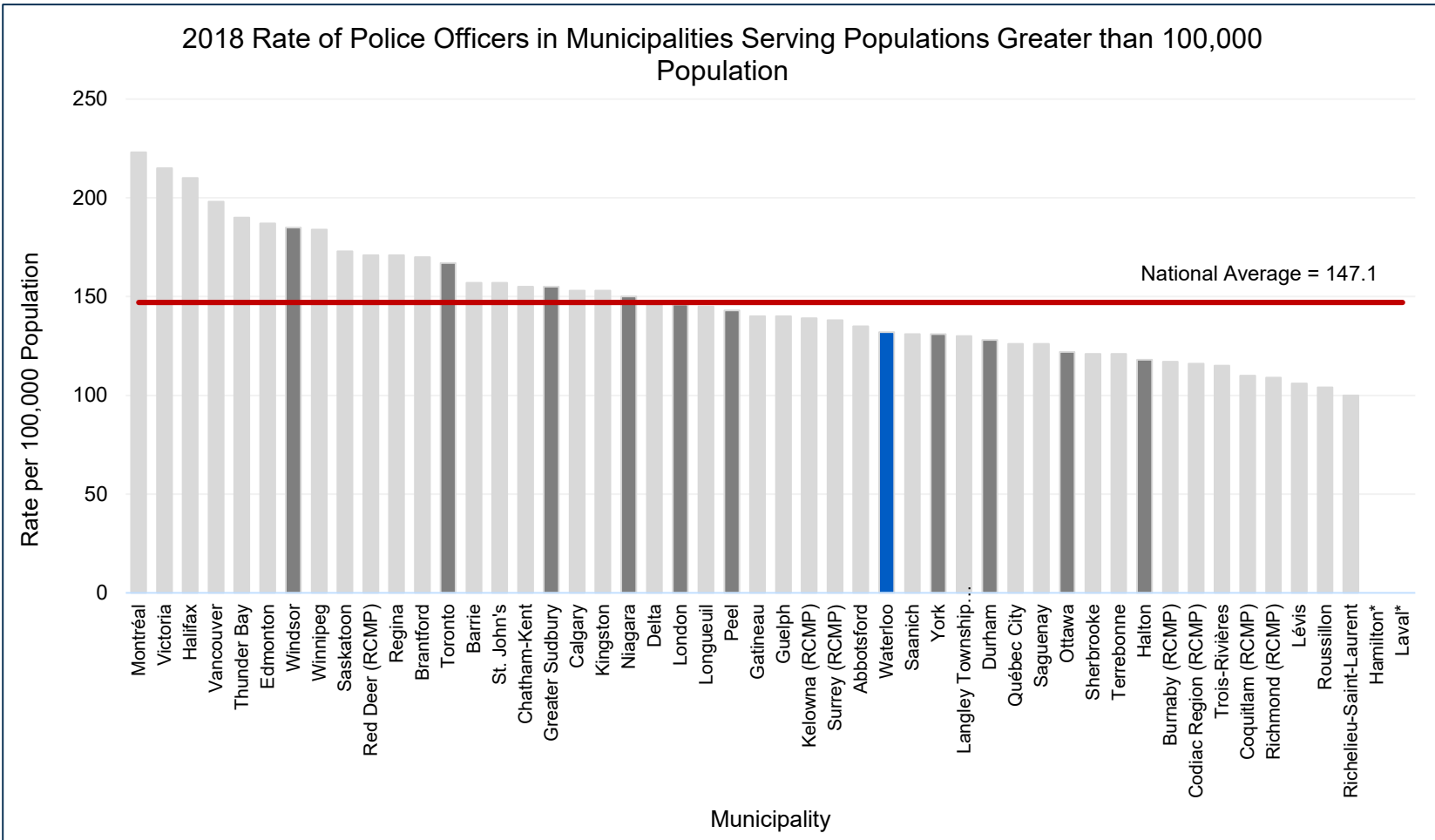
WRPS Staffing 2016-2021



Environmental Scan

- Region of Waterloo population growth;
- Expectations of Judicial System;
- Complexity of crime, including cybercrime neighbourhood;
- Rising crime severity and crime rates since 2015;
- Violent crime increases over 2018 of 21%;
- 54% of these crimes were cleared (decrease);
- Citizen generated calls increased by 7.5% over 2018;
- Average 895 -1000 calls for service a day dispatched by the Communications Centre;

Police Officers Per 100,000



Rate of police officers in municipalities serving populations over 100,000. This graph is ordered from highest to lowest rates. WRPS is highlighted in blue. The darker gray represents the top 12 largest Ontario municipal police services. No data was provided for Hamilton and Laval. (Statistics Canada Table 35-10-0077-01, 2019).

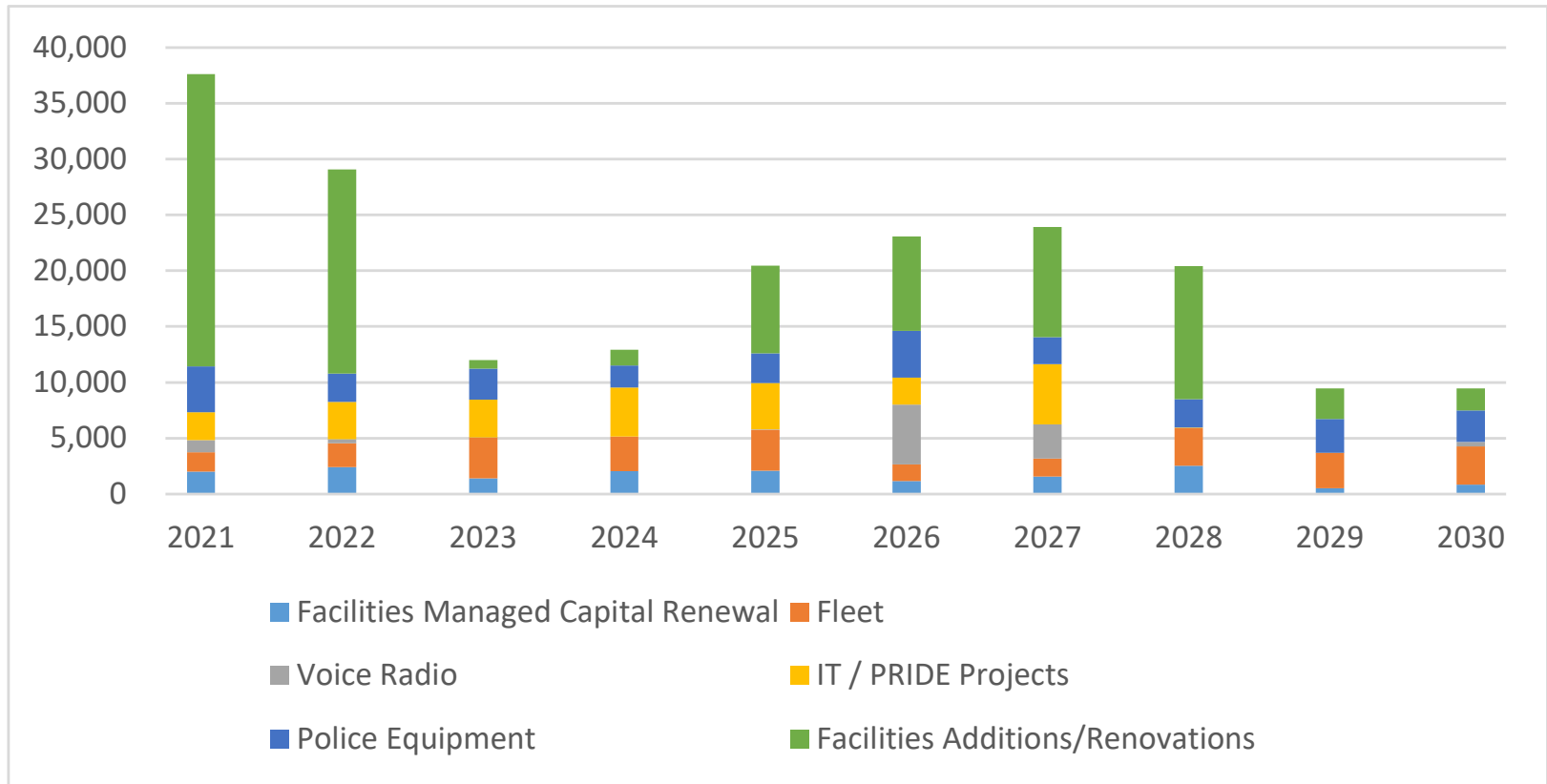
2021 Operating Budget Position

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2020 Approved	\$180,123,176	6.25%	1.38%	1.77%	\$658.60	\$28.78
2021 Proposed	\$189,199,749	5.04%	1.10%	1.50%	\$681.56	\$22.96

2021 Budget Drivers

- Estimated COLA increase;
- Annualization of 2020 contractual agreements (Market Evaluation and Long Term Disability Program);
- Enhanced CPP program, increased WSIB, Health and Dental, Retiree benefit costs;
- Sick leave Collective Agreement Financial Severance;
- Continued support for key WRPS Priorities;
 - employee wellness;
 - mobile strategy to enhance Digital Evidence Management (DEMS);
 - Training (Mandatory, Anti-Racism, Leadership)
- Reduction in cost recovery for Cannabis costs of \$350K

2021 to 2030 Capital Forecast



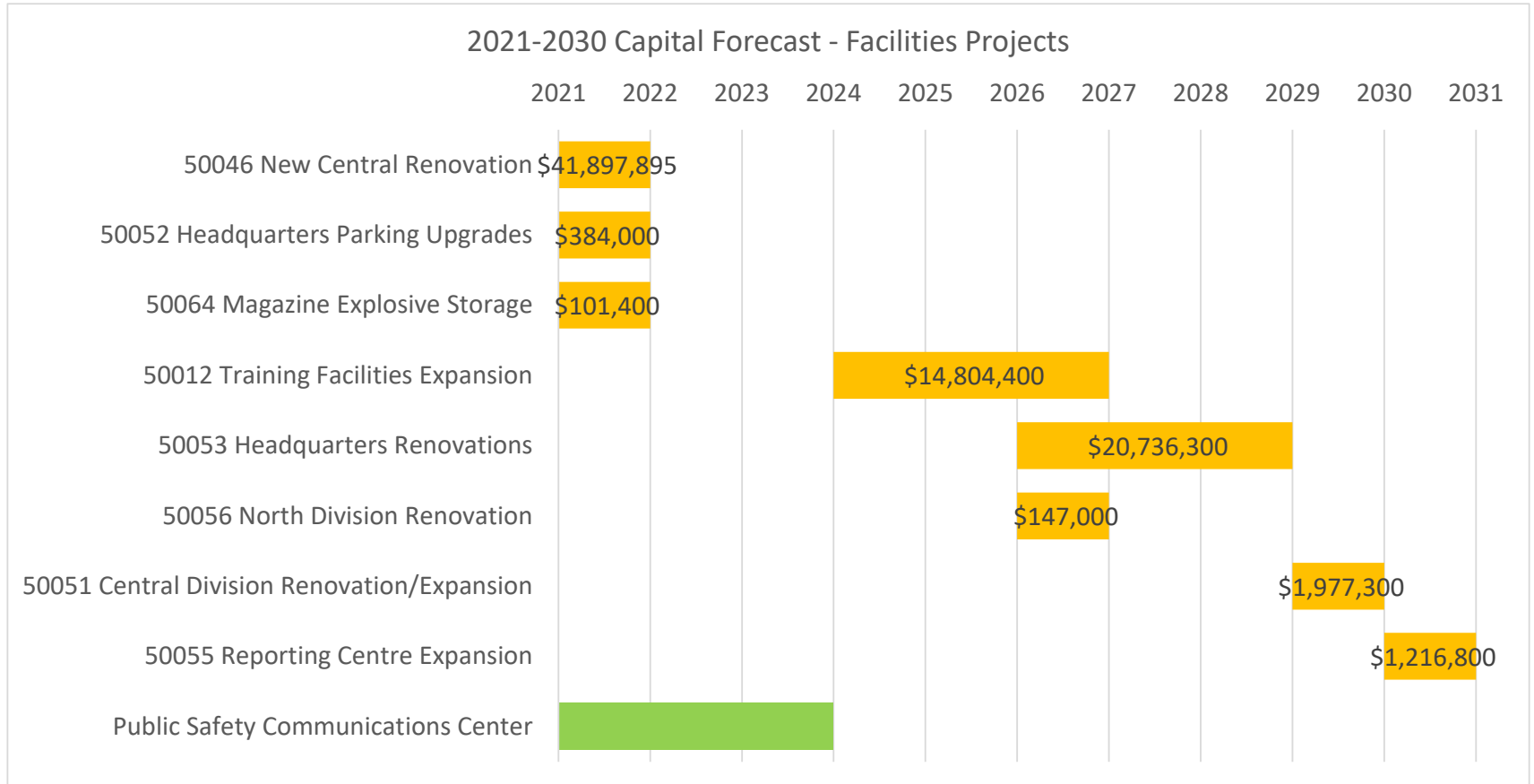
- Ten year forecast totals \$198,392K

2021 to 2030 Capital Forecast

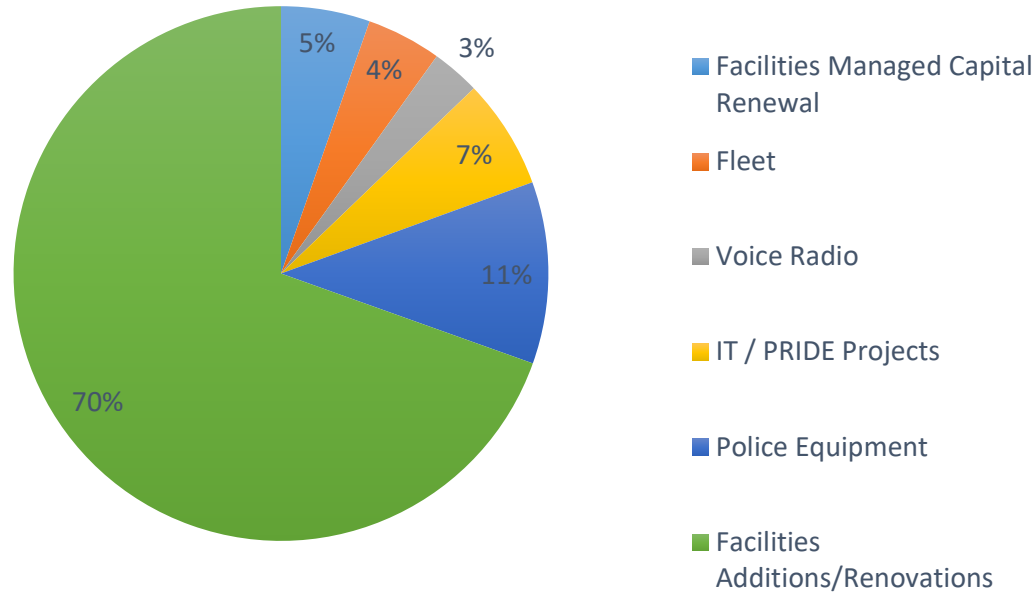
- Major projects include:
 - Completion of Voice Radio project
 - Facility Security Upgrades
 - Evidence Management Facility Upgrades
 - Automated Asset and Evidence Solution
 - Electric Vehicle charging stations
 - Magazine Explosive Storage
 - Business Intelligence Tools
 - Lifecycle replacement of fleet/equipment/furniture
 - Facility Renewal



2021 to 2030 Facilities Projects

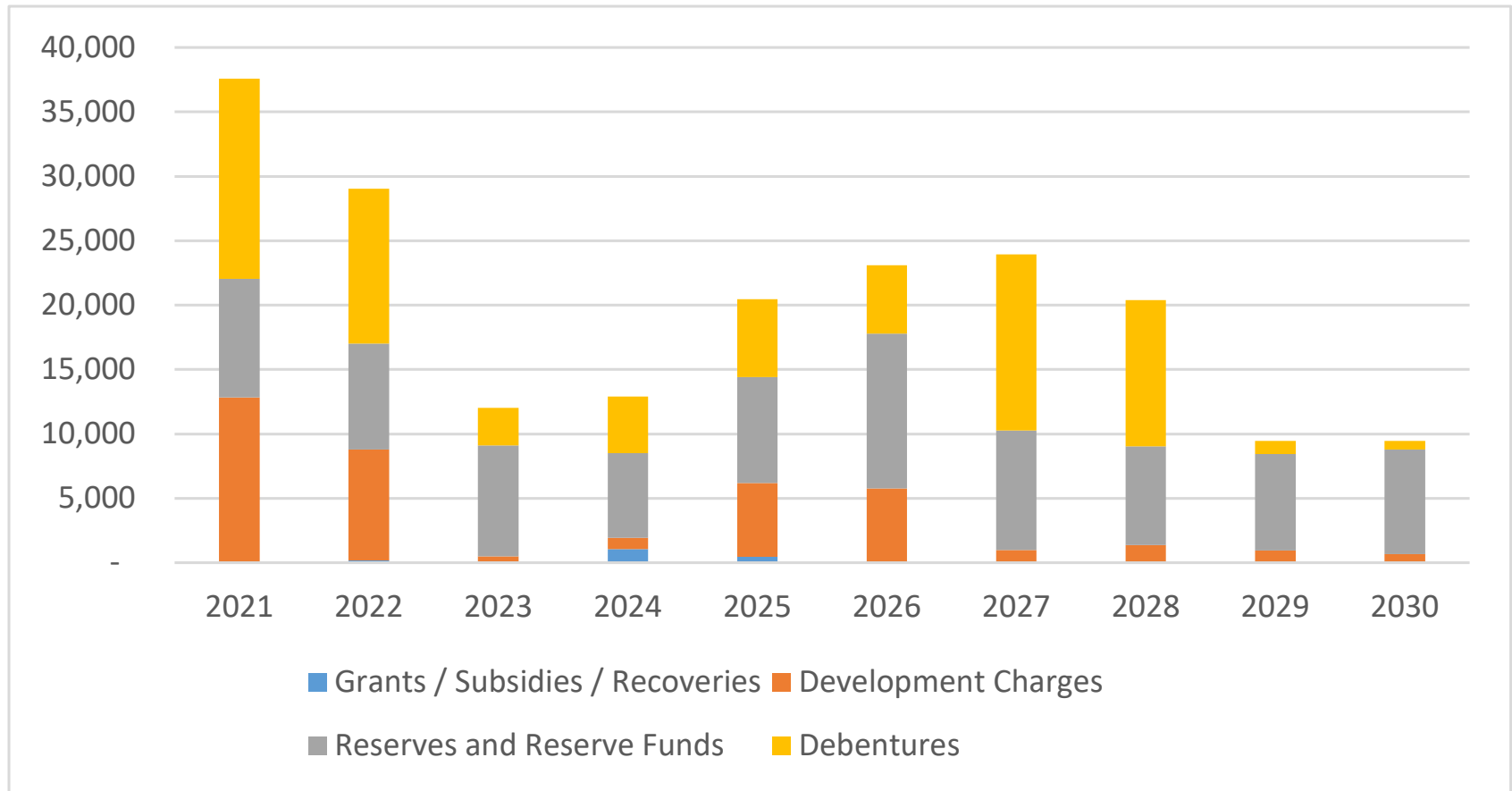


2021 Capital Request \$37,591K



- Mobile Strategy, Business Intelligence tools, HRIS, BWV & In-Car Video Pilot, NG911
- New Central Division
- 200 Maple Grove campus Parking upgrades

Funding Sources



- Continue to focus on reducing debentures

Next Steps





WATERLOO REGIONAL
POLICE

Appendix A
WATERLOO REGIONAL POLICE SERVICE
2021 Operating Budget Estimate

	2020 Approved Budget	2021 Base Budget	2021 Expansion Requests	2021 Proposed Budget	\$ Change	% Change
EXPENDITURES						
Salaries & Wages	130,213,583	133,775,589	0	133,775,589	3,562,006	2.74%
Benefits	35,989,211	37,969,146	0	37,969,146	1,979,935	5.50%
Total Staffing Costs	166,202,794	171,744,735	0	171,744,735	5,541,941	3.33%
Other Allowances & Benefits	3,940,793	4,937,445	0	4,937,445	996,652	25.29%
Office Supplies	208,439	192,589	0	192,589	(15,850)	(7.60%)
Materials & Supplies	3,145,359	3,176,277	0	3,176,277	30,918	0.98%
Maintenance & Repairs	1,192,404	2,101,708	0	2,101,708	909,304	76.26%
Utilities	0	25,620	0	25,620	25,620	#DIV/0!
Minor Vehicle Equipment	12,894	11,400	0	11,400	(1,494)	(11.59%)
Small Equipment (PRIDE and Grants only)	898,683	606,777	0	606,777	(291,906)	(32.48%)
Services	1,735,803	1,773,928	0	1,773,928	38,125	2.20%
Fees	5,560,653	5,447,298	0	5,447,298	(113,355)	(2.04%)
Rents	861,561	874,664	0	874,664	13,103	1.52%
Financial Expenses	4,432,064	4,625,430	0	4,625,430	193,366	4.36%
Communication Costs	1,275,879	1,588,707	0	1,588,707	312,828	24.52%
Meetings & Travel	607,273	591,772	0	591,772	(15,501)	(2.55%)
Interdept'l Charges From	4,218,783	4,362,298	0	4,362,298	143,515	3.40%
Interfund Tranfers (Vehicle Reserve)	2,511,089	1,935,000	0	1,935,000	(576,089)	(22.94%)
Interfund Tranfers (Capital Reserve)	2,522,360	3,284,191	0	3,284,191	761,831	30.20%
Interfund Tranfers (General Reserve)	0	0	0	0	0	#DIV/0!
Interfund Tranfers (Insurance)	816,407	830,943	0	830,943	14,536	1.78%
Interfund Tranfers (RDC)	0	0	0	0	0	#DIV/0!
Other Operating	33,940,444	36,366,047	0	36,366,047	2,425,603	7.15%
Total Expenditures	200,143,238	208,110,782	0	208,110,782	7,967,544	3.98%
REVENUES						
General Police Revenue	3,438,102	3,263,280	0	3,263,280	(174,822)	(5.08%)
Ministry Grants	8,988,413	8,517,591	0	8,517,591	(470,822)	(5.24%)
PRIDE Revenue	2,242,159	2,260,833	0	2,260,833	18,674	0.83%
Fire Services Revenue	795,838	603,488	0	603,488	(192,350)	(24.17%)
Miscellaneous Revenue	3,008,046	3,312,481	0	3,312,481	304,435	10.12%
Interfund Contributions (RDC)	832,010	953,360	0	953,360	(121,350)	14.59%
Interfund Contributions (Reserves)	715,494	0	0	0	715,494	(100.00%)
Total Revenue	20,020,062	18,911,033	0	18,911,033	(1,109,029)	(5.54%)
NET LEVY	180,123,176	189,199,749	0	189,199,749	9,076,573	5.04%

**Appendix B
2021 Grant Summary**

Grant Title	Purpose	Term	# of FTE	Projected 2021 Costs	2021 Budgeted Grant Funding	Funding Shortfall
Area Firearms Officer (AFO)	To provide an officer to be designated as a Firearms Officer within the meaning of the Firearms Act to participate with the administration of the Chief Firearms Office.	April 1, 2018 - March 31, 2021	1	\$ 163,450	\$ (163,450)	\$ -
Community Safety and Policing Grant (CSP) - Local Initiative	To support police services/boards in combating crime and keeping Ontario communities safe through Community Oriented Response and Enforcement (CORE) Teams.	April 1, 2019 - March 31, 2022	23	\$ 3,151,396	\$ (2,484,286)	\$ 667,110
Community Safety and Policing Grant (CSP) - Provincial Initiative	To support police services/boards in combating crime and keeping Ontario communities safe through Gang Intelligence and Enforcement Initiative.	April 1, 2019 - March 31, 2022	5	\$ 752,037	\$ (366,043)	\$ 385,994
Court Security and Prisoner Transportation (CSPT)	To assist municipalities in offsetting costs of providing court security and prisoner transportation.	January 1, 2019 - December 31, 2020		\$ 6,329,800	\$ (5,331,128)	\$ 998,672
Hate Crime Extremism Investigative Team (HCEIT)	Through the HCEIT WRPS and other Police Services undertake to provide specialized investigative support on matters involving hate propaganda, the promotion of genocide, hate-motivated crimes and criminal extremism, and to conduct multi-jurisdictional strategic and tactical intelligence operations targeting individuals or organized groups involved in hate crime activity and criminal extremism in the Province of Ontario.	April 1, 2017 - March 31, 2021		\$ 214,510	\$ (214,510)	\$ -
Proceeds of Crime (POC) - Front Line Policing (FLP)	A Joint Human Trafficking project in Waterloo Region and the City of Guelph.	January 1, 2020 - March 31, 2023		\$ 167,677	\$ (167,677)	\$ -
Proceeds of Crime (POC) - Front Line Policing (FLP)	Sexual Violence and Harassment Training and Public Awareness Campaign Initiative.	January 1, 2020 - March 31, 2023		\$ 99,689	\$ (99,689)	\$ -
Provincial Joint Forces Cannabis Enforcement Team	Co-ordinated provincial enforcement strategy to specifically address the enforcement of cannabis legislation in the province of Ontario.	March 23, 2020 - March 31, 2021	1	\$ 151,189	\$ (151,189)	\$ -
Reduced Impaired Driving Everywhere (RIDE)	To provide funds to offset staff costs of enhancing RIDE programs of sobriety checks.	April 1, 2019 - March 31, 2020		\$ 44,800	\$ (44,800)	\$ -
Repeat Offender Parole Enforcement (ROPE)	To provide a co-ordinated provincial strategy to specifically address the pursuit and apprehension of fugitives in Ontario.	May 13, 2013 - January 31, 2020	1	\$ 157,999	\$ (76,696)	\$ 81,303
The Provincial Strategy to End Human Trafficking	To support a coordinated approach to addressing human trafficking, creating and strengthening partnerships and building bridges to work with survivors and apprehend traffickers.	April 1, 2019 - March 31, 2021	1	\$ 150,220	\$ (34,800)	\$ 115,420
The Anti-Human Trafficking Strategy	tbd	tbd	1	\$ 170,071	\$ (122,750)	\$ 47,321
The Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet (Child Exploitation)	To support operations of providing specialized investigative support on matters involving sexual abuse and exploitation of children on the internet, which will contribute to the provincial strategy by building capacity and sustainability and supporting the establishment of a co-ordinated strategic plan among police services, crown attorneys and victim support services.	April 1, 2017 - March 31, 2021	1	\$ 196,734	\$ (144,985)	\$ 51,749
The Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet (Technical Crimes)	To support operations of providing specialized investigative support on matters involving sexual abuse and exploitation of children on the internet, which will contribute to the provincial strategy by building capacity and sustainability and supporting the establishment of a co-ordinated strategic plan among police services, crown attorneys and victim support services.	April 1, 2017 - March 31, 2021	1	\$ 179,016	\$ (143,750)	\$ 35,266
The Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet – A United Team Approach	To increase the capacity to investigating Internet Child Exploitation (ICE) investigations.	Nov 20, 2020 - Mar 31, 2021	1	\$ 150,266	\$ (45,417)	\$ 104,849
Violence Against Women (VAW) Grant	To provide funding for a counsellor and a coordinator to reduce violence against women.	January 1, 2019 - December 31, 2020	2	\$ 152,555	\$ (127,884)	\$ 24,671
TOTAL GRANTS			38	\$ 12,231,410	\$ (9,719,054)	\$ 2,512,356

Appendix C

**Waterloo Regional Police
Ten Year Capital Budget and Forecast (\$000's)
2021 - 2030**

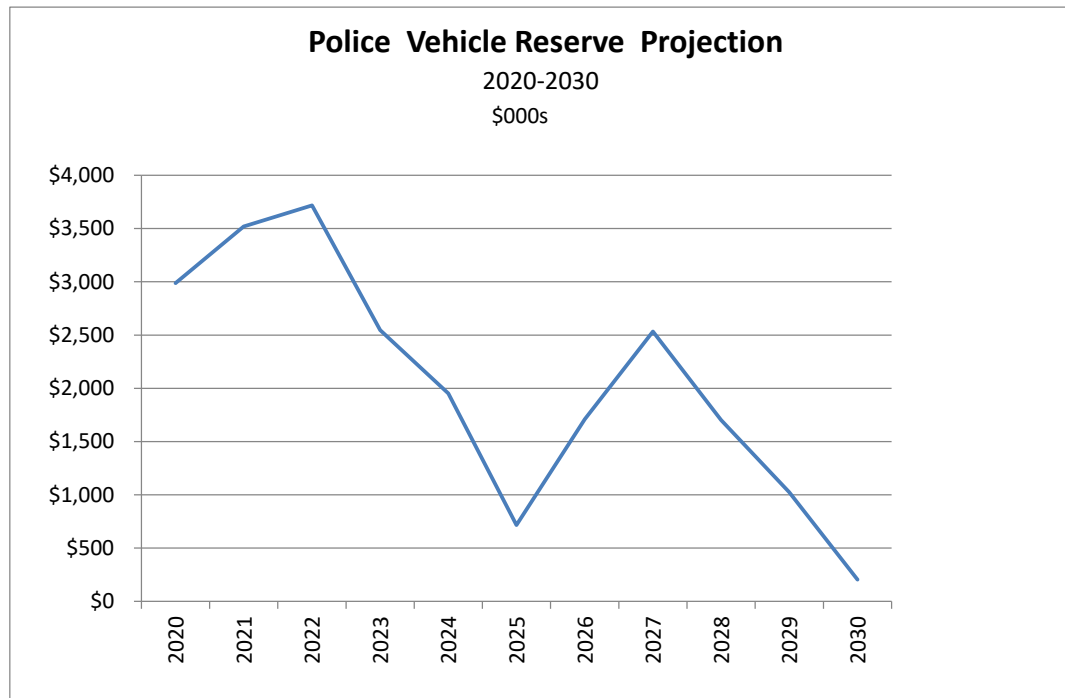
	2020 Carryforward	2021 Request	2021 Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2021 - 2030 Total
EXPENDITURE													
Program Area Capital													
50000 Police Vehicles and Equipment		1,700	1,700	2,083	3,476	2,914	3,571	1,379	1,618	3,315	3,185	3,352	26,593
50001 Automated Asset and Evidence Solution				248	233	233	118			42			875
50003 PRIDE V				417	221	2,645	1,200						4,483
50004 Police Vehicles - Growth				61	182	182	121			61		61	787
50005 Information Technology	180	1,084	1,264	2,683	2,921	1,293	2,800	2,433	5,400				18,793
50011 Voice Radio HW and SW Upgrades				350	16		45	5,359	3,039		16	395	9,221
50012 Training Facilities Expansion						608	7,098	7,098					14,804
50016 Business Intelligence Tool	1,050	182	1,232										1,232
50045 WRPS Voice Radio Infrastructure	1,098		1,098										1,098
50046 200 Frederick St Construction	5,650	19,000	24,650	17,248									41,898
50047 Facilities Refresh and Furniture		392	392	400	408	416	425	433	442	451	460	469	4,295
50048 Police Equipment	225	3,910	4,135	2,438	2,563	1,787	2,531	4,064	2,437	2,455	3,031	2,757	28,198
50051 Central Division Renovation/Expansion											1,977		1,977
50052 Headquarters Parking Upgrades	100	284	384										384
50053 Headquarters Renovations								456	9,126	11,154			20,736
50055 Reporting Centre Expansion												1,217	1,217
50056 North Division Renovation								147					147
50060 Police Furniture - Growth				18	40	38	30	25		13		13	175
50061 Police Equipment - Growth				89	204	191	153	127		64		64	890
50063 Electric Vehicle Charging Stations		32	32	40	40	40							152
50064 Magazine Explosive Storage		101	101										101
50068 Facility Security Upgrades		300	300	300	300	300	300	300	300	300	300	300	3,000
50069 Evidence Management Facility Upgrades		281	281	280									561
50070 Technical Investigations System						200							200
Total Program Area Capital	8,303	27,267	35,569	26,654	10,605	10,846	18,391	21,943	22,362	17,853	8,969	8,627	181,818
Facilities Managed Capital Renewal													
75011 Police Central Division Renewal					50	75	100	125	150	175	200	225	1,100
75012 Firearms Training Facility Renewal	10		10				179	459		12	79	135	874
75013 Police South Division Renewal		877	877	971	606	484	439	124	12	204	145	194	4,057
75014 Police North Division Renewal		435	435	12	191	52	12	18	530	818	24	14	2,105
75016 Police Headquarters Renewal	77	141	218	1,083	367	1,130	682	654	277	595	35	118	5,160
75017 Police Investigative Services Renewal	350	31	381	12	194	117	89	97	509	605	15	149	2,168
75018 Police Reporting Centre Renewal	5	94	99	324		29	290	129	92	135		12	1,110
Total Facilities Managed Capital Renewal	442	1,579	2,021	2,401	1,408	2,066	2,072	1,147	1,569	2,545	498	847	16,574
TOTAL EXPENDITURE	8,745	28,846	37,591	29,055	12,013	12,912	20,464	23,090	23,931	20,398	9,466	9,473	198,392

	2020	2021	2021										2021 - 2030
	Carryforward	Request	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
FUNDING & FINANCING													
Grants / Subsidies / Recoveries													
Grants & Subsidies				167	89	1,058	480						1,793
Recoveries													
Development Charges													
Reserve Funds	645	116	761	167	425	410	304	336		137		660	3,200
Debentures	2,769	9,310	12,079	8,451		462	5,394	5,445	1,004	1,227	969		35,031
Property Taxes / User Rates													
Reserves and Reserve Funds													
3980066 Lifecycle Reserve Police	365	702	1,067	1,430	802	451	951	493	1,039	1,121	498	847	8,700
3981300 Police Capital Reserve	464	5,968	6,433	4,707	4,332	3,226	3,719	10,157	6,617	3,248	3,807	3,921	50,165
3982340 Police Vehicles & Equipment Reserve		1,700	1,700	2,083	3,476	2,914	3,571	1,379	1,618	3,315	3,185	3,352	26,593
General Tax Supported Capital Reserve													
Other Reserve Funds													
Contributions from Operating													
Debentures	4,502	11,049	15,551	12,050	2,889	4,390	6,045	5,280	13,652	11,350	1,008	694	72,910
TOTAL FUNDING & FINANCING	8,745	28,846	37,591	29,055	12,013	12,912	20,464	23,090	23,931	20,398	9,466	9,473	198,392

Appendix D

**Police Vehicle Reserve Projection
2020-2030 capital plan
(\$000s)**

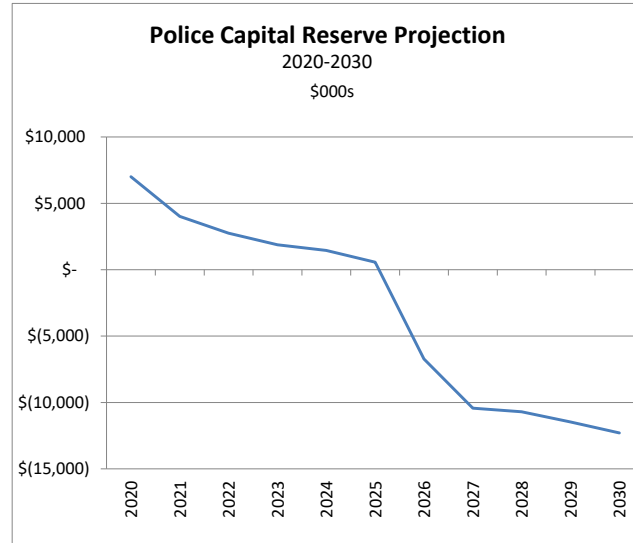
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2020-2030 Total
Opening Balance	3,063	2,988	3,519	3,717	2,547	1,953	716	1,709	2,533	1,703	1,026	
Capital Commitments - Vehicles #50000	(2,875)	(1,700)	(2,083)	(3,476)	(2,914)	(3,571)	(1,379)	(1,618)	(3,315)	(3,185)	(3,352)	(29,468)
Auction Proceeds	200	200	200	200	200	200	200	200	200	200	200	2,200
Interest earned	89	96	107	93	66	39	36	63	63	40	18	711
Contributions from operating	2,511	1,935	1,974	2,013	2,053	2,095	2,136	2,179	2,223	2,267	2,313	23,699
Closing Balance	\$ 2,988	\$ 3,519	\$ 3,717	\$ 2,547	\$ 1,953	\$ 716	\$ 1,709	\$ 2,533	\$ 1,703	\$ 1,026	\$ 204	



Appendix D

**Police Capital Reserve Projection
2020-2030 capital plan
(\$000s)**

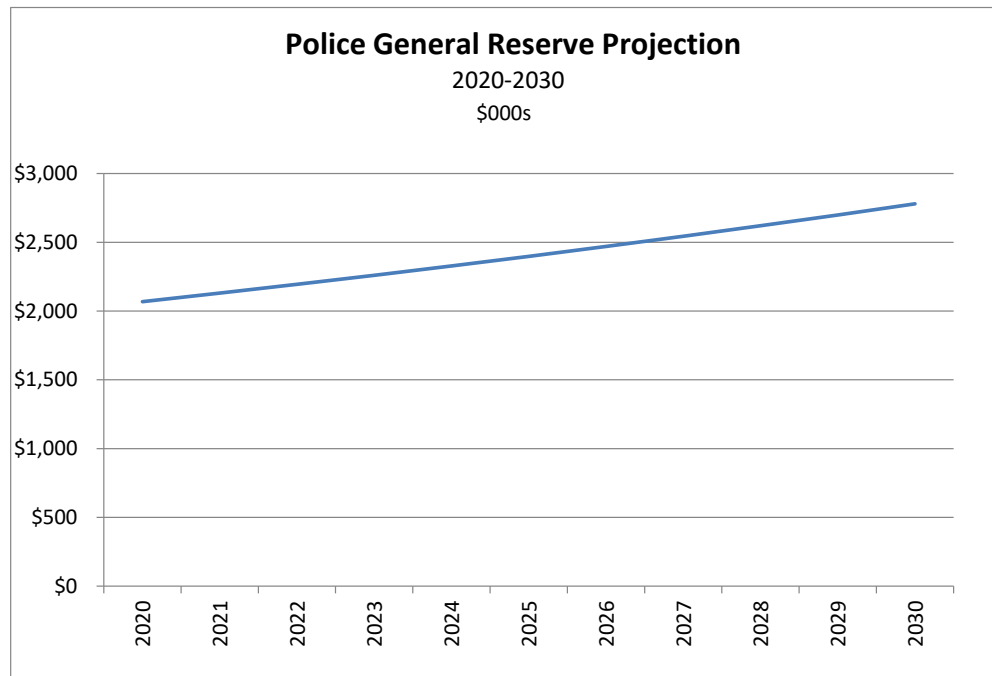
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2020-2030 Total
Opening Balance	\$ 9,869	\$7,004	\$4,019	\$2,752	\$1,881	\$1,456	\$572	\$ (6,725)	\$ (10,425)	\$ (10,698)	\$ (11,469)	
Capital Commitments - Automated Asset and Evidence Solution #50001	0	0	(248)	(233)	(233)	(118)	0	0	(42)	0	0	(875)
Capital Commitments - PRIDE #50003	0	0	(250)	(133)	0	0	0	0	0	0	0	(383)
Capital Commitments - Information Technology #50005	(1,697)	(964)	(400)	(638)	(250)	(300)	0	(400)	0	0	0	(4,649)
Capital Commitments - Voice Radio HW and SW Upgrades #50011	0	0	(350)	(16)	0	(45)	(5,359)	(3,039)	0	(16)	(395)	(9,221)
Capital Commitments - North Division #50022	(242)											(242)
Capital Commitments - HQ Security Upgrades #50044	(857)											(857)
Capital Commitments - Furniture #50047	(206)	(392)	(400)	(408)	(416)	(425)	(433)	(442)	(451)	(460)	(469)	(4,502)
Capital Commitments - Equipment #50048	(2,222)	(4,135)	(2,438)	(2,563)	(1,787)	(2,531)	(4,064)	(2,437)	(2,455)	(3,031)	(2,757)	(30,419)
Capital Commitments - Headquarters Parking Upgrades #50052	(207)	(227)	0	0	0	0	0	0	0	0	0	(433)
Capital Commitments - Equipment-Growth #50061	(30)											(30)
Capital Commitments - Electric Charging Stations #50063	(56)	(32)	(40)	(40)	(40)	0	0	0	0	0	0	(208)
Capital Commitments - Magazine Explosive Storage #50064		(101)	0	0	0	0	0	0	0	0	0	(101)
Capital Commitments - Facility Security Upgrades #50068	(530)	(300)	(300)	(300)	(300)	(300)	(300)	(300)	(300)	(300)	(300)	(3,530)
Capital Commitments - Evidence Management Facility Upgrades #50069	(160)	(281)	(280)	0	0	0	0	0	0	0	0	(721)
Capital Commitments - Technical Investigations System #50070	0	0	0	0	(200)	0	0	0	0	0	0	(200)
Contributions from operating	1,828	2,590	2,642	2,695	2,749	2,804	2,860	2,917	2,975	3,035	3,095	30,190
Contrib from RDC reserve re: recovery of Excess Capacity - IS	694	694	694	694								2,776
Contributions from the General Reserve above target level	571											571
Interest income	249	163	104	72	53	32						672
Closing Balance	\$ 7,004	\$ 4,019	\$ 2,752	\$ 1,881	\$ 1,456	\$ 572	\$ (6,725)	\$ (10,425)	\$ (10,698)	\$ (11,469)	\$ (12,295)	



Appendix D

Police General Reserve Projection
2020-2030 capital plan
(\$000s)

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2020-2030 Total
Opening Balance	2,571	2,068	2,130	2,194	2,260	2,328	2,398	2,470	2,544	2,620	2,699	
Target Balance \$2M - transfer excess to Capital Reserve	(571)											(571)
Interest Income	69	62	64	66	68	70	72	74	76	79	81	780
Closing Balance	\$ 2,068	\$ 2,130	\$ 2,194	\$ 2,260	\$ 2,328	\$ 2,398	\$ 2,470	\$ 2,544	\$ 2,620	\$ 2,699	\$ 2,780	





September 28, 2020
F05-80

Waterloo Region Police Services Board
Chair Karen Redman Sent via email to: karen.redman@wrps.on.ca
Chief Brian Larkin Sent via email to: bryan.larkin@wrps.on.ca

Dear Chair and Chief:

Re: COR-FSD-20-27, 2021 Budget Guideline and Timetable

Please be advised that the Council of the Regional Municipality of Waterloo at their regular meeting held on September 23, 2020, approved the following motion:

That the Regional Municipality of Waterloo take the following action with respect to the 2021 Budget as set out in report COR-FSD-20-27 dated September 23, 2020:

- a) **Direct staff to prepare the preliminary 2021 Tax Supported Operating Budget with a total targeted property tax impact of 0% inclusive of Police Services, with options for a total property tax impact up to the rate of projected 2021 inflation;**
- b) **Direct staff to prepare the preliminary 2021 User Rate Operating Budgets with a total targeted user rate impact of 0%, with options for a total user rate impact up to the rate of projected 2021 inflation;**
- c) **Approve the 2021 Budget Process timetable as set out in Appendix A;
and**
- d) **Forward a copy of Report COR-FSD-20-27 to the Waterloo Region Police Services Board and to the Area Municipalities in Waterloo Region.**

Please accept this letter for information purposes only; a copy of the report is attached for your reference. If you have any questions, please contact Chris Wilson, Manager, Corporate Budgets at 519-575-4757 x3544 or via e-mail at CWilson@regionofwaterloo.ca

Regards,



Kris Fletcher

Director, Council & Administrative Services/Regional Clerk

KF/vc

cc sent via email: C. Dyer, Commissioner, Corporate Services/Chief Financial Officer
C. Wilson, Manager, Corporate Budgets
J. Eggleton, Executive Assistant, Police Services Board
Jill.Eggleton@wrps.on.ca
K. Hand, Director of Finance and Assets, WRPS
Kirsten.Hand@wrps.on.ca

From: Finance Unit
Finance and Assets Branch

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

Date: November 18, 2020

Subject: **Proposed 2021 Budget**

Recommendation:

For information, discussion and direction.

Summary:

On October 14, 2020, a preliminary 2021 Operating and Capital Budget position was presented to the Police Services Board (PSB) in Report #2020-173. The proposed Operating Budget was \$189,200K, which represented a 5.04% increase over 2020 or a Regional net tax rate impact of 1.10%. This equated to an increase of \$22.96 per average household to \$682. The proposed 2021 Capital Budget was \$37,591K.

On September 28, 2020, the Waterloo Regional Police Service (WRPS) received notification from the Office of the Regional Clerk that Council directed Regional staff “to prepare a preliminary 2021 Tax Supported Operating budget with a total targeted property tax impact of 0% inclusive of Police Services, with options for a total property tax impact up to the rate of projected 2021 inflation”. Projected inflation rates from eight banking organizations ranged from 1.0% to 2.5%.

At the October 14, 2020 meeting, the Board provided direction on the next steps of the 2021 budget process:

That the Waterloo Regional Police Services Board directs the Chief of Police to provide the Board with a report at the November 18, 2020 Police Services Board meeting that provides 2-3 budget scenarios for the 2021 budget and the implications each scenario would have on operations and service levels and that the report includes an overview of the work the Waterloo Regional Police Service has done to date, and continues to do, to create efficiencies within the Service.

Report:

Operating Budget

Internal reviews since the October meeting have resulted in the following reductions to the Operating Budget:

- Regional Facilities rent charge reduction of \$126K due to maintenance and janitorial savings forecasted.
- Software maintenance expense reduction of \$85K (reduced costs with new phone system upgrade, defer training system enhancement due to replacement of a HRIS).
- Due to the expectation that several WRPS Volunteer programs will not be operating until at least late 2021 (due to pandemic), associated expenses were reduced by \$43K.
- Uniform and small equipment purchases were funded from existing current year budget valued at \$27K.
- Removal of school based program expenses of \$10K.
- Miscellaneous reduced costs as a result of procurement processes of \$8K.

This reduces the 2021 Operating budget estimate to \$188,901K or a 4.8% increase year over year.

As directed by the Board, a number of scenarios have been completed below taking into account different projections of inflation based upon the overall 2020 approved Operating Budget of \$180,123K (\$658.60 per average household).

This is in addition to assessment growth, which is now reduced to 1.4%. The impact of the reduced assessment growth is \$180K.



	Scenario #1: Inflation at 0%	Scenario #2: Inflation at 1.0%	Scenario #3: Inflation at 1.5%	Scenario #4: Inflation at 2.0%	Scenario #5: Inflation at 2.5%	Scenario #6: Inflation at 3.0%
Tax Rate Impact	0%	0.31%	0.47%	0.62%	0.78%	0.93%
\$ increase per average household	\$0	\$6.49	\$9.74	\$12.99	\$16.24	\$19.48
Budget Increase	1.4%	2.4%	2.9%	3.4%	3.9%	4.4%
Description of Reduction (\$K)						
Reduction of Staff / Service Levels	3,698	1,897	996	96	0	0
Salary Gapping (Vacancy)*	1,000	1,000	1,000	1,000	195	0
Sick Leave Gratuity (Benefits Stabilization Reserve)	600	600	600	600	600	600
Benefits (Benefits Stabilization Reserve)*	500	500	500	500	500	0
Fuel	187	187	187	187	187	0
Court Screening	115	115	115	115	115	115
	Scenario #1:	Scenario #2:	Scenario #3:	Scenario #4:	Scenario #5:	Scenario #6:

	Scenario #1: Inflation at 0%	Scenario #2: Inflation at 1.0%	Scenario #3: Inflation at 1.5%	Scenario #4: Inflation at 2.0%	Scenario #5: Inflation at 2.5%	Scenario #6: Inflation at 3.0%
	Inflation at 0%	Inflation at 1.0%	Inflation at 1.5%	Inflation at 2.0%	Inflation at 2.5%	Inflation at 3.0%
Accrued Time	50	50	50	50	50	50
Tuition	20	20	20	20	20	0
Total Reductions	\$6,256	\$4,455	\$3,554	\$2,654	\$1,753	\$852
*2022 Annualization Impact \$	1,500	1,500	1,500	1,500	695	
2022 Annualization %	0.8%	0.8%	0.8%	0.8%	0.4%	0%

A number of options exist to reduce the budget to the scenarios as presented above.

These include the reduction of staff, service delivery and increases to the existing salary gapping vacancy rate. Scenarios 4 through 6 will allow the Service to provide adequate and effective policing with minimal impact to overall service delivery.

Other municipal Board approved Police Services budgets average a 3.9% increase year over year, excluding assessment growth, and include Services such as Guelph (4.75%), Halton (4.24%) and Ottawa (4.5%).

The sick leave gratuity estimate was reviewed to determine whether the increase in 2021, which is expected to reduce again in 2022, could be funded from the benefit stabilization reserve, which is currently above its targeted balance. This option would reduce the impact on the 2021 budget by \$600K.

A number of benefits increase in 2021, including enhanced Canada Pension Program (CPP), Workplace Safety and Insurance Board (WSIB) actuals due to presumptive legislation for first responders and post-traumatic stress disorder (PTSD), phased-in health and dental rates and retiree benefits. In order to phase in these additional costs, it is proposed that an additional \$500K is funded from the benefits stabilization reserve. In the 2020 Budget, \$715K was used from the reserve to phase in the long-term disability program. Currently, the benefit stabilization is forecasted to be above the targeted balance at the end of 2020 and would be able to fund the two proposed options to reduce the 2021 budget.

In reviewing the fuel, tuition recovery program and estimates for accrued time payouts for members on the twelve-hour shift model, recommendation to reduce these items in 2021.

A request for proposal (RFP) for alternative delivery options for the court screening process are being explored and an assumption that \$115K of savings could be realized has also been proposed for inclusion in the budget estimate.

Lastly, the Region confirmed that they are able to allocate \$86K of the Safe Restart phase 1 funding they received (\$13.3M) to WRPS which can offset increased costs related to personal protection equipment (PPE) due to the pandemic.

Some of the proposed reductions will have annualization impacts on the 2022 Operating budget ranging from zero to 0.8%.

Exhaustive efforts were undertaken to examine reductions to the budget that did not involve reducing staff and/or service delivery; however, for scenarios 1 and 2, this was not possible and a reduction of staff would need to be factored in to meet the budget

numbers. The impact of scenarios 1 through 4 represent reductions to the number of police officers providing service across Waterloo Region.

The Board also asked for additional options to increase revenues through cost recovery for services provided by WRPS to other entities.

A list is provided below:

- Currently WRPS dispatches By-law Units for the City of Kitchener, the City of Cambridge and the City of Waterloo. WRPS does not receive any cost recovery for this service. Discussions could be held to explore cost recovery options which could generate approximately \$323K revenue;
- The WRPS operates the main Public Safety Answering Point (PSAP) 911 facility for the Region of Waterloo. This responsibility resides with the Region, as per the *Municipal Act*, but has been historically funded by the WRPS. The approximate cost to operate a PSAP for 2021 is \$4,888K for both operating and capital components. Discussions could be held with the Region to explore cost recovery options (Down streaming 911 Calls) as well as advance the recommended Regional consolidation of PSAP (Police, Fire), Regional Call Centre and centralized Emergency Management Operations as outlined in previous reports. Many other police services whom operate the PSAP on behalf of their municipality receive some form of funding;
- In 2019, the Region of Waterloo received \$754K of funding through the Ontario Cannabis Legalization Implementation Fund (OCLIF) from the Ontario government, which can be used to address implementation costs that directly relate to the legalization of recreational cannabis. This includes costs related to increased enforcement, increased response to public inquiries and policy development. In addition, the cities and townships of Waterloo Region received \$760K. The Region transferred \$350K of the funding to WRPS through the 2020 Budget process to offset related costs related to Cannabis legalization. WRPS could work with the Region to determine if any of the unspent funding could be further utilized to offset costs to the Police Service, who continue to address non-compliance with Federal, Provincial Cannabis Legislation;
- The WRPS currently funds a member seconded to the Regional Well-being project at a cost of \$143K, it could be explored whether cost recovery is available;
- The Region funds all paper required for paper POA tickets. When e-ticketing was implemented, the Region ceased any funding support for the e-ticketing printers. The WRPS does not receive any revenue from charges laid. A full cost recovery initiative could be explored (\$28K).

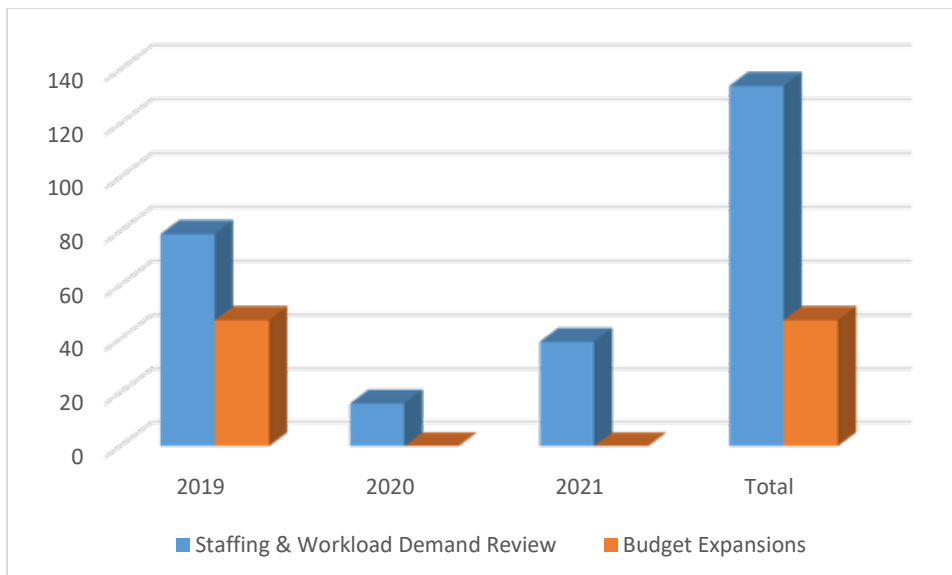
Lastly, the Board may consider the role of the WRPS in the Children’s Safety Village (CSV). The two main school boards have confirmed they will not be sending any children to the Village in the 2020/2021 school year due to the pandemic.

WRPS funds approximately \$250K including an Educator, 50% of a Coordinator (cost shared with three municipal Fire Services) and a number of facility related costs. The CSV is a separate agency, which also receives funding from other public sector and private industry organizations, although traditionally has relied on support from the WRPS, and Region of Waterloo.

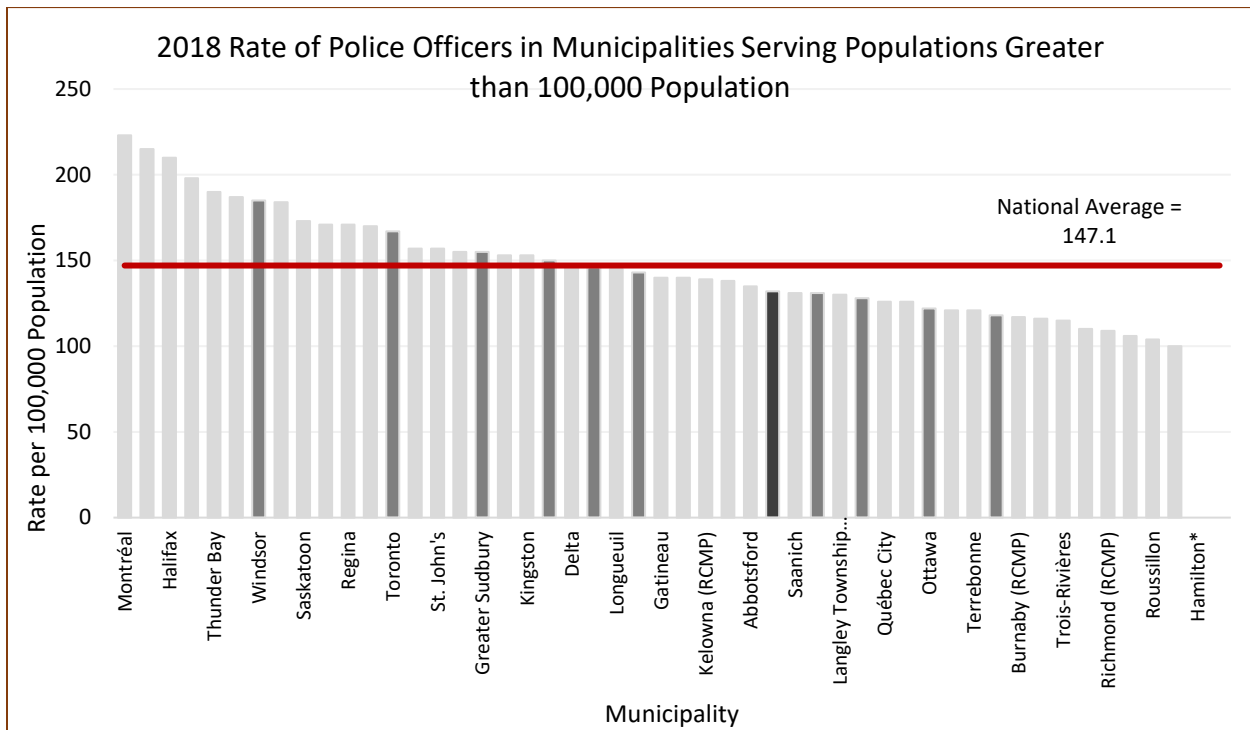
For the last five years, the Service has embarked on a Continuous Improvement initiative, which included a number of reviews using Lean Six Sigma methodology to determine innovative and fiscally responsible approaches to providing policing services.

A list of these initiatives are included in Appendix A. Project #33, a Staffing and Workload Demand review was completed which assessed both current and future staffing requirements based upon current demands for service, legislative impacts, judicial demands and call capacity while also considering alternative service delivery options, including civilianization.

Despite the approved recommendations, staffing has not kept up to pace with the associated population growth, workload demands, community and judicial demands as well as the complexity of social issues and investigating crime. From 2019 to 2021, forty-seven (47) positions were added to the budget as compared to the recommendation of one hundred and thirty four (134).



Furthermore, WRPS continues to be below the national average (ranked 30th) and has the fifth (5th) lowest rate amongst the twelve largest municipal police services in Ontario (shown in dark grey) in the Police Resources in Canada 2018 Statistics Canada report.



Capital Budget

Adjustments to the 2021 Capital request includes an increase in carry forward budget from 2020 as a result of changes in timing for various projects. It is anticipated that project spending will be delayed into the following year based upon recent information including the new Central Division, North Division window replacement, expansion of parking/sidewalks at the Headquarters campus, Information Technology projects and some Facility renewal projects.

The 2021 budget request increased by \$144K, due primarily to Facility renewal work additions related to North Division window replacement offset by the phasing of work related to the expansion of parking/sidewalks at the Headquarters campus (#50052) to 2022. Revised cost estimates received for project #50052 identified that additional money be added.

The ten-year capital forecast now totals \$201,391 in Appendix B. The Public Safety Communications Centre project continues to be discussed internally and is not yet in the ten-year capital forecast.

Strategic Priorities and/or Operations 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 preliminary 2021 budget estimates. Changes in assessment growth could affect the final tax rate impact.

Attachments:

- Appendix A – Efficiency Projects and Reviews: 2015-2021
- Appendix B – Ten Year Capital Budget and Forecast

Prepared By: Kirsten Hand, Director, Finance and Assets Branch

Approved By: Bryan M. Larkin, Chief of Police



Appendix A - Efficiency Projects and Reviews: 2015-2021

Date	Project	Problem Description	Savings/Efficiency gained
1 On-going	Reallocation of FTE (rather than adding)	Multiple reviews have taken place, which have resulted in re-allocating positions within the organization rather than adding expansion positions through the budget process.	6 positions were re-allocated in the 2020 Budget. 9 positions were re-allocated within the draft 2021 Budget.
2 2021 (TBD)	Digital Evidence Management (DEMS)	FSU currently piloting for submission of digital evidence to WRPS as a result of the Pandemic. Provincial solution to be finalized.	Operational efficiencies: Do not require an officer to physically gather electronic/digital evidence from complainant. Allows complainant to submit any digital evidence they have directly to WRPS easily.
3 2021 (TBD)	Centralized Disclosure	WRPS currently has a decentralized model, which is fragmented for case preparation and case management. With the implementation of DEMs and body-worn cameras, we must examine our processes and organizational structure for disclosure to ensure efficiency, that we are utilizing technology and keeping pace with best practices and case law requirements.	Targeted efficiencies expected are improvement in quality of briefs; minimize risk to prosecutions, and more efficient and agile workflow.

Date	Project	Problem Description	Savings/Efficiency gained
4 2020- Ongoing	Cybercrime Review (Lean Six Sigma)	In 2018, the Staffing and Workload project also identified challenges the Unit was facing with respect to workload. Given the demands placed on the unit, which has created some backlogs, a review of the Unit is necessary to create further efficiencies. Demands currently facing the unit include volume of cases, which include intake, imaging, processing, analysis and reporting of evidence.	Currently in Analyze phase. Cybercrime workload analysis being completed with recommendations forthcoming.
5 2020- Ongoing	Business Intelligence Project	The Business Intelligence (BI) Project will be developing a suite of dashboards and other tools that will allow for the timely and efficient visualization and manipulation of operational and administrative data in real-time by users from all levels of the organization.	Will be implementing BI solution to various areas of the Service over the next two years. Priority will be for front line patrol and RTOC. Improved efficiency and transparency by strategic use of information to support evidence-based decision-making.

Date	Project	Problem Description	Savings/Efficiency gained
6 2020- Ongoing	Data Management Strategy and Data Governance	WRPS has a complex system of entering and using data in a variety of different systems for different purposes. WRPS lacks a clear and transparent strategy to manage our data, which has led to poor data quality and frustration in getting accurate information when it is needed. A Data Governance Framework will provide a structure to ensure proper management and accountability for our information. The first step will be to develop a strategy for how the data will be managed at WRPS. This work will build upon the Data Integrity Project and the IT Audit.	Steering committee and working group formed with goal to have a Data Governance model and framework in place for 2021. This strategy will help support the success of the Business Intelligence project, improve officer safety and investigations by building trust and accuracy in our data, support community accountability and reporting, and mitigate organizational risk.
7 2020- Ongoing	Policy and Procedure Modernization	The current Policy and Procedure development and revision process is out of date and highly inefficient. Currently, at least 60 or 35% of the approximately 185 WRPS procedures are out of date. There are 15 procedures more than a decade past their recommended review date. Under the current process, there are lengthy delays and little accountability with no established timelines. It takes a minimum of six weeks to complete a minor procedural update and several months to revise procedures that are significantly out of date.	With the goal of mitigating organizational risk and improving efficiency, this Policy and Procedure Modernization Project aims to establish a modern, sustainable and more agile process for the tracking and revision of WRPS Policies and Procedures, build in greater ownership with senior leaders, and establish an organizational expectation for all members to remain up-to-date and knowledgeable on policy and procedures.

Date	Project	Problem Description	Savings/Efficiency gained
8 2019- Ongoing	Real Time Operations Centre (RTOC) (Lean Six Sigma)	The Real Time Operations Centre (RTOC) is a regionalized hub used to manage risk by coordinating front line and investigative resources, leveraging technology to increase situational awareness and provide actionable intelligence to field operations. Included in the RTOC is a Regional Scheduling Team (RST) which will provide scheduling consistency region-wide using TAMS and E-Rosters.	The Regional Scheduling Team was implemented in Sept 2020 utilizing re-allocated positions within the organization, increasing efficiency in scheduling and allowing S/Sgts to focus on other duties. Created consistency in management of TAMS. Goal to launch full RTOC in July 2021.
9 2019- Ongoing	Field Support Frontline Call Reduction Strategies	The Field Support Division is focusing on call reduction strategies to improve service delivery. This includes increasing the volume and type of calls handled by the Frontline Support Unit (FSU) and processes in Communications such as the expanded use of Text Blue to reduce frontline resources required for responding to dropped/silent 911 calls	<p>2019 Total incidents handled by FSU – 14,081</p> <p>2020 Total incidents handled by FSU (to end of Q3) – 9804</p> <p>Above totals include incidents handled via online reporting</p> <p>2019 Incidents diverted via Text Blue – 7505</p> <p>2020 Incidents diverted via Text Blue (to end of Q3) - 5718</p>

Date	Project	Problem Description	Savings/Efficiency gained
10 2019- Ongoing	Civilianization	Currently, civilian members comprise 33% of our entire membership and the further expansion of civilianized positions has numerous benefits. These include the strategic redeployment of officers, financial offsetting; enhanced specialization, stability and consistency; and succession planning opportunities for civilian members. There is ongoing implementation from recommendations of Staffing and Workload Demand Project and consideration for future civilianization as opportunities present.	Since the 2018 Staffing and Workload Project, a total of 20 positions have been civilianized in areas including: Communications, Court Services, Policy and Procedure Development, Strategic Services, Cybercrime, and in Training and Education.
11 2019- Ongoing	Front Desk officer Role (Lean Six Sigma)	There are issues with consistency and staffing across the Divisions with the front desk officer position. With the implementation of the Frontline Support Unit (FSU) and security requirements, a review of this function is warranted in order to better align our front desk needs and create efficiencies.	Recommendations not yet implemented due to COVID. Currently running modified hours at front desk.

Date	Project	Problem Description	Savings/Efficiency gained
12 2019 - ongoing	Operational Equipment Management Process (Lean Six Sigma)	The tracking of equipment across the organization is problematic and inconsistent. This results in difficulty finding equipment, identifying ownership and leaves the organization unable to properly quantify our operational equipment needs.	Short-term electronic tracking of operational equipment being created. Long term will involve electronic lockers with an equipment management solution at the new Central Division first.
13 2019 - Ongoing	High Priority Police reporting (Lean Six Sigma)	The current process for police reporting is resource intensive and creates duplication. The high priority dictation software system has become obsolete and is no longer supported by the company Nuance and dictation is becoming obsolete across other Police Services.	Live police reporting model pilot is scheduled for early 2021. Efficiencies expected are less administrative work and duplication for officers and information processing specialists, less tasking to Officers, compliance with disclosure process, decision-making (efficient deployment) and officer safety via real time entry and access to information.

Date	Project	Problem Description	Savings/Efficiency gained
14 2019 - ongoing	Records Check process (Lean Six Sigma)	<p>The WRPS has seen a steady increase to the volume of police record check applications since 2015. In 2018, applications for police record checks grew by 34%, requiring 1) staff overtime; and 2) processing of applications by the Unit Supervisor during peak periods. Further, large volumes of ‘foot traffic’ to the Police Reporting Centre (PRC) for police record checks have negatively impacted customer service wait-times, increasing by 11% in 2018, and has also negatively impacted the WRPS online service delivery.</p>	<p>Consistent 5-day turnaround time.</p> <p>Implementation of civilian fingerprinting right at the record check counter, improving the timelines for fingerprint appointments, taking the process from 15 minutes to 5 minutes. Fingerprint results are also received quickly, and customers can reduce the number of trips for their record check from two to one.</p> <p>Record check costs remained competitive with our comparators even with a further 2021 increase of \$5 for volunteer checks. The implementation of an improved system in 2021 will allow for electronic identification verification (EIV) and electronic returns.</p> <p>Level of service maintained for checks despite COVID.</p>

Date	Project	Problem Description	Savings/Efficiency gained
15 2019 - ongoing	Seizure of Evidence and Return to Justice (Lean Six Sigma)	A recent property audit revealed that in occurrences with seized evidence, a Report to Justice (RTJ) was not being completed consistently. In addition, the audit found 1) inaccuracies and incompleteness of seized evidence tags and reports in support of seized evidence; 2) a lack of member and Supervisor accountability for the seizure of evidence; and 3) inconsistencies between hardcopy records and entries in systems, given processes require duplicative entry by multiple parties.	Recommendations include implementing an electronic property tag and electronic lockers. Creation of a supervisor report for RTJ compliance and use of E-hub from the province to digitize RTJ submissions to the Justice of the Peace. Mitigate risk to organization by gaining compliance with the Code and liability for lost property.
16 2019 - Ongoing	Vehicle utilization review (reductions)	A review of vehicle needs is completed throughout the year, which has resulted in the reduction of vehicles from the fleet.	6 vehicles were reduced from the fleet in 2019 and 1 vehicle in 2021 to date.

Date	Project	Problem Description	Savings/Efficiency gained
17 2019	Promotional Process	Although improved since 2016, the promotional process was still taking a significant amount of time and there were many complaints regarding the toll on applicant wellness. As a result, a small group from Human Resources and Legal further streamlined the process, which was launched in late 2020.	The 2020 Staff Sergeant Promotional Process was completed in about 2 months, further cutting the time to run the whole process down to 39 business days. In addition, the labour resource demand (i.e., time spent by members involved completing tasks required to run the promotional process) was decreased by ~70%. This works out to a labour savings of 600-1500 + hours depending on number of applicants – about 600 hours saved for the 2020 Promotional Process, which was Staff Sergeants only.
18 2019	Sworn Transfer Process	Prior to 2019, there was no standard, documented process for sworn transfers. A new Sworn Transfer Process was reviewed, redesigned, and implemented to support a shift in organizational culture and improved transparency.	<p>The sworn transfer process now:</p> <ol style="list-style-type: none"> 1. Provides members with equal opportunity for sworn positions; 2. Promotes equity, inclusion, and diversity; 3. Allows members to take ownership of their careers; 4. Encourages succession planning, learning, and performance management; 5. Protects the wellness of members; and 6. Is transparent, equitable, efficient, defensible, and effectively utilizes technology.

Date	Project	Problem Description	Savings/Efficiency gained
19 2019	Forensic Ident Supervision (Lean Six Sigma)	The Staffing and Workload project identified that efficiencies could be gained by reviewing the current supervisory model in the branch.	<p>Implemented a new shift schedule in Jan 2020. Shift schedule evaluation to be done.</p> <p>Eliminated Sergeant responsibility for Fail to appear warrants.</p> <p>Other recommendations not yet implemented – streamline 980 call information, and transition to Forensic Specialist role.</p>
20 2019	Traffic Supervision model (Lean Six Sigma)	The supervisory model in the branch at the time was inefficient. Some platoons were running short by authorizing an Acting Sergeant where there may not be a need.	<p>Implemented with new shift schedule Jan 2020. Overall shift schedule evaluation to be done.</p>
21 2019	Internal Mail system (Lean Six Sigma)	Reviews of internal procedures for mail and courier delivery. With the development of best practices internally, this may affect what is delivered externally; thereby increasing security and improving timelines.	<p>Quick hits implemented including discontinuing the Sun life mailbox, mail room security upgrades and adding a second pick up at the Investigative Services building for mail and sending outgoing courier packages.</p> <p>Mail chart added at each mail drop off location.</p>

Date	Project	Problem Description	Savings/Efficiency gained
22 2019	<p>Call Management Process</p> <p>(Lean Six Sigma)</p>	<p>In extension of the work done by the Staffing and Workload Demand project, it was identified that we currently do not have a call management strategy. Greater efficiency in call management can be realized in reviewing how certain call types are handled in Communications, in Neighbourhood Policing, Investigative Services and with the role of Front-line support unit.</p>	<p>Recommendations for various call types under consideration.</p>
23 2019	<p>Uniform Crime Reporting process</p> <p>(Lean Six Sigma)</p>	<p>A review of how we process occurrences and code for UCR purposes was done to improve quality, consistency and timeliness of coding and better meet the information needs of the organization and Statistics Canada deadlines.</p>	<p>Workload analysis completed. Move from paper to electronic Dashboard with measurements to manage processing and turnaround time. Added 1 part time UCR coder. 2019 had the most occurrences that were ever coded and the Statistics Canada submission deadline was met.</p>
24 2019	<p>Verified Alarms Program (VARP)</p> <p>(Lean Six Sigma)</p>	<p>An analysis of alarm calls completed by the Staffing and Workload study found that many alarm calls are closed as false alarms or officers often arrive on scene after private security have already dealt with the call. This project aimed to gain efficiencies on the front line by reducing the number of false alarms officers are dispatched to.</p>	<p>Verified Alarm Response program was implemented in Jan 2020 and saw a reduction in attending false alarms calls by about 67 % from Jan – June 2020 compared to same time frame 2019. Stopped alarm registration function to streamline billing. Better customer service as calls are not waiting. Reduced work equating to ~1.25 FTE annually.</p>

Date	Project	Problem Description	Savings/Efficiency gained
25 2019	Collision Reporting outsourcing	As a result of a Self-Reported Collision Study in 2018 it was determined that a third-party company could assist in providing an alternative method of service delivery for motor vehicle collisions. This would result in improved customer service to our community and the ability to redeploy officers to core policing functions. This initiative also addresses a key goal of the 2018-20 Operations Plan by establishing and implementing alternative service delivery options.	<p>Reduced WRPS staffing demands by 4 Constables and 1 Records position upon implementation. This also allowed for a significant expansion in collision types that could be handled at a Collision Reporting Centre thus further reducing the call response demand on frontline resources in Neighbourhood Policing.</p> <p>2019 Collisions handled by CRC– 10,458</p> <p>2020 Collisions handled by CRC (to end of Q3) – 5267 (Volume impacted by COVID-19)</p>
26 2019	Short and long-term sick leave implementation	In January 2020, WRPS moved from a Central Sick Bank system to a short term and long-term disability (LTD) plan. Members now use their own personal sick time as their short-term disability plan and move to LTD at 70% pay if approved by Sunlife. A loan program is available for members who do not have sufficient personal sick bank balances to bridge them to LTD. The previous Central Sick Bank was bankrupt for civilian members and not sustainable in the long-term for sworn members.	There is now a modernized and sustainable income protection program for our members. Members may go into an unpaid status if not approved through Sunlife. There has been decreases in average sick time. Members are paid at 70% on LTD as opposed to 100% previously.

Date	Project	Problem Description	Savings/Efficiency gained
27 2019	Implementation of Front Line Support Unit (FSU)	Implementation from recommendations of Staffing and Workload Demand Project. The FSU became formally operational on April 1, 2019 to alleviate frontline Patrol workload and enhance customer service by selectively increasing WRPS strategic redeployment of lower priority calls for service that do not involve an immediate risk to public safety or loss of evidence.	FSU has also significantly increased in the effective use of accommodated sworn members. 72% of the Unit's current complement are accommodated members performing core police functions while diverting calls from frontline response.
28 2018- Ongoing	IMPACT	Police are not trained mental health care workers, yet police are called to respond to over 3,300 mentally ill occurrences per year. The Canadian Mental Health Association (ICMHA) Waterloo Wellington and WRPS began collaborating with their Integrated Mobile Police and Crisis Team (IMPACT) to holistically respond to police calls involving persons experiencing mental health crises.	IMPACT team staff consisting of a variety of addictions and mental health clinicians respond live to calls with police officers. In Waterloo Region, IMPACT responded to 51% of requests live in the moment. 78% of the people seen were diverted from attending a local hospital. IMPACT teams provided 102 hours of police member support.

Date	Project	Problem Description	Savings/Efficiency gained
29 2018- Ongoing	Health IM	Different partners involved in complex health care maintain unique systems, which often do not connect. HealthIM software supports first responders, during emergency mental health crisis calls. The system is designed to increase safety for both the responder and the person in crisis, improve outcomes for individuals suffering from unmanaged mental health challenges and promoted effective oversight. HealthIM facilitates communication between officers, mobile crisis teams, and community healthcare partners via a brief mental health screener application completed by officers on their mobile workstations and smartphones during a call for service.	<p>Since implementation in June 2019, a total of 3079 reports completed via HEALTH IM screener:</p> <ul style="list-style-type: none"> • 123 of these calls were Acute Crisis representing 4% of calls. • 55% apprehension rate. • Average officer wait time down to 1 hour, 11 minutes at the hospital. • 2186 Individual interactions. • 893 with more than one interaction for mental health concerns.
30 2018- Ongoing	Project Management Process Review	Organizational Restructuring Review Team recommended the Service undertake a review of how projects are prioritized, managed and staffed.	Project Management (PM) procedure created in 2019. Formation of a PM Committee to review project charters begin in early 2020. Creation of standardized templates and process to streamline how projects are documented, resourced and budgeted. Increase in organizational awareness of projects and communication.

Date	Project	Problem Description	Savings/Efficiency gained
31 2018-2019	Information Technology Audit	PriceWaterhouse Coopers (PwC) performed a review of our Information Technology Branch to identify current technology related strengths, reporting and leadership structures, gaps and opportunities and develop a growth strategy to meet future demands.	Developed a Transition Roadmap to help WRPS IT prioritize the list of initiatives to transition to a future state enabling a new way of delivering services.
32 2018	Court Services Review	The Court Services Review focused on the most efficient delivery of services and scope of WRPS responsibilities in Courts. All WRPS positions and roles in Court Services were reviewed to determine potential civilianization and or privatization, best practices across Ontario were reviewed, process improvements priorities, and clarifying core WRPS requirements for improved cooperation with the local Crown’s Office.	Roles were clarified and some efficiencies implemented such as transitioning WRPS staff from POA Court. Privatization of serving of courts documents in 2020 resulting in a reduction of 2 Full Time Equivalent WRPS staff. There is continued review of other privatization options.

Date	Project	Problem Description	Savings/Efficiency gained
33 2018	Staffing and Workload Demand	The Staffing and Workload Demand Project objectives were to: (1) Assess current and future staffing implications within our police service and policing in general, and opportunities for civilianization; (2) Assess current and future workload demands, alternative service delivery options, enhanced call management, opportunities for redeployment, and other organizational efficiencies; and (3) Create a long-term staffing plan that will enhance proactive initiatives and the wellbeing of our members and our community.	Recommendations included short- and long-term staffing requirements, a 12-hour shift schedule (which was implemented in January 2020); call management and alternative service delivery options (FSU was implemented), civilianization of specific positions, privatization considerations, and ongoing continuous improvement areas of focus. The implementation of the 12-hour shift schedule in patrol was a factor in the 50% reduction in overtime as of September 2020. In addition, 21 positions were found in the organization, which could be reallocated elsewhere to mitigate the need to add resources through the budget cycle.
34 2017- Ongoing	Salary gapping (vacancies)	A reduction is included in the budget based upon projected natural and targeted position vacancies.	\$2,480K of targeted savings through position vacancies was included in the 2020 Budget.
35 2017	Return to Work/Reintegration Improvement Process	This project included reorganization of the Abilities Management and hiring of an Occupational Health Nurse and Abilities Management Coordinator. A Committee was developed to ensure best practices for return to work were put in place. A new re-integration model and pathway was developed.	Continued decreases in member absences and accommodations since implementation in 2017.

Date	Project	Problem Description	Savings/Efficiency gained
36 2016-2018	Civilian Staffing Review (Lean Six Sigma)	Due to changes in technology, process and organizational design, there was demand for work that was not being met and we had capacity within certain positions that was in excess to the current need.	Three phases over 2 years that focus on redesign of civilian jobs so that staffing matches demand and reduced waste. All civilian positions reviewed – numerous recommendations. Multiple positions collapsed and were re-allocated to new positions required by the IS Review of 2017.
37 2016-2017	Dictation Backlog (Lean Six Sigma)	The current dictation system had a backlog of roughly 18,000 occurrences with turnaround times for non-priority WRPS incidents taking 3-4 months.	<p>24-hour turnaround on all reports since 2017.</p> <p>\$185,000 savings in wages saved by reducing duplication by Records and Officers</p> <p>Will states decreased by 67% (\$141,000 saved in Level of effort to process)</p> <p>Cycle time reduced from 181 days to 24 hours for reports.</p>

Date	Project	Problem Description	Savings/Efficiency gained
38 2016-2017	Data Integrity (Lean Six Sigma)	Data integrity is an ongoing problem that negatively impacts our ability to deliver accurate information. The error rate of personnel entering data into RMS is high specific to person and address Masterfile errors.	<p>Reduction in person and address Masterfile errors by 35%.</p> <p>Training video was created and viewed by all sworn members.</p> <p>Changes to Computer Aided dispatch stopped automatic roll of incomplete data to the Records Management system.</p> <p>Data quality now part of inbox testing in promotional process</p>

Date	Project	Problem Description	Savings/Efficiency gained
39 2016-2017	Canine program (Lean Six Sigma)	A review was done of the canine program in order to make recommendations regarding structure and utilization of the program, ongoing training needs, risk management, and interactions our PRIDE partners and other nearby agencies.	<p>Shift schedule change balanced workload to staffing. This change increased K9 availability by 60% and increased arrests related to canine by 41%</p> <p>Creation of revised policies, training requirements and acquisition of canine's established.</p> <p>A Master Trainer function was created to assist with training for WRPS and PRIDE partners.</p> <p>Electronic Activity reporting was created to allow handlers to track their training and calls without paper.</p> <p>A training video for front line on proper containment with canine was created and viewed by all sworn members.</p>
40 2016	Performance Appraisals (Lean Six Sigma)	Previous performance appraisals were long, repetitive and not embraced by members or supervisors. Appraisals are supposed to be completed yearly however in many cases they were not completed at all.	Steady increase in documented Performance Development Updates (PDUs). Encourages ongoing conversations between employees and supervisors. Compliance rate is over 75%.

Date	Project	Problem Description	Savings/Efficiency gained
41 2016	Promotional Process (Lean Six Sigma)	The promotional process took roughly 9 months from start to finish. During the assessment and interview phase, it involved all Staff Sergeants, Inspectors and Superintendents sporadically over a 3-month period. The process was lengthy and confusing for candidates and did not achieve the desired results for the candidate or WRPS.	New promotional process now takes 90 days. It now accurately assesses a candidate's knowledge, skills, abilities and leadership potential, while creating improved transparency and accountability.
42 2016	Adopt a School Program (Lean Six Sigma)	The Adopt a School program (elementary school) was not meeting the needs/ expectations of our school partners in developing youth in community safety.	Satisfaction ratings from schools went from 24% to 82%. There was 96% increase in the number of proactive school visits by front line as a result of the new model.

Date	Project	Problem Description	Savings/Efficiency gained
43 2015-2017	Investigative Services Review	An Investigative Services Review was undertaken to examine the workloads, mandates and overall structure of most of the Service’s investigative areas. The goal of the review was to provide recommendations that would create a comprehensive approach to investigations that efficiently and effectively met the varied needs of the community, complemented our Neighbourhood Policing approach, recognized the importance of interaction between investigative areas and frontline patrol and was mindful of the wellness of our members.	Most recommendations from this Review were implemented in 2017 to incorporate best practices, clarified mandates and reporting structures, formalize a fixed tenure policy, standardize the mentoring program, and initiate annual wellness screening and monitoring in investigative areas.
44 2015-2016	Vehicle Shuttling Process (Lean Six Sigma)	The system for shuttling vehicles for repair was an inefficient use of officer time. In 2013, there were 2009 incidents and 1,406 officer hours spent shuttling vehicles for repair. In 2014, there were 2001 incidents and 1,514 officer hours.	<p>Cost savings in the vendor shuttling vehicles for vehicle cleaning, \$13,600 were saved in labour cost.</p> <p>Process created that supply enhanced services from IT for computer repairs in vehicles.</p> <p>Creation of a standard operating process to follow for repairs.</p>

Date	Project	Problem Description	Savings/Efficiency gained
45 2015-2016	Electronic Disclosure (Lean Six Sigma)	Court and disclosure documents were previously completed, reviewed and delivered to Courts for prosecution in hard copy. The infrastructure to produce electronic disclosure was in place and in preparation for its use to be provincially mandated in 2016, WRPS moved to an electronic disclosure process.	Over \$48,000 savings in printing and disk costs alone and in offsite storage access fees by going electronic.
46 2015 & 2019	Lean Six Sigma (LSS) Training	In 2015, Waterloo Regional Police Service (WRPS) began its continuous improvement journey by training members in LSS and again in 2019. This entailed weeks of training while applying methodology to a real project. There are 30 members who received green belt training and 1 of those members is black belt certified.	Pool of members trained throughout the Service creates capacity that can be used for process improvement projects 23 process improvement projects have taken place across the organization using the LSS methodology.
47 2014-Ongoing	Participation in Connectivity Tables	There are individuals in our community with complex needs who are in situations of acutely elevated risk. Connectivity Tables were established in Cambridge, and in Kitchener-Waterloo to address systemic barriers that can, at times, limit the success of any one or two agencies dealing with complex cyclical issues. The tables consist of 33 partner agencies including policing, education, health, justice and social service.	The Tables provide the opportunity to mobilize services in changing patterns of recidivism and truly address the root of the issue, which often relates to mental health and substance abuse issues. Since 2014, three have been 469 situations brought to the table. Since 2014, WRPS is involved with over 81% of the situations at the tables and originates the highest percentage of cases. WRPS has both contributed and benefitted the most from Connectivity.

Appendix B

**Waterloo Regional Police
Ten Year Capital Budget and Forecast (\$000's)
2021 - 2030**

	2020 Carryforward	2021 Request	2021 Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2021 - 2030 Total
EXPENDITURE													
Program Area Capital													
50000 Police Vehicles and Equipment		1,700	1,700	2,083	3,476	2,914	3,571	1,379	1,618	3,315	3,185	3,352	26,593
50001 Automated Asset and Evidence Solution				248	233	233	118			42			875
50003 PRIDE V				417	221	2,645	1,200						4,483
50004 Police Vehicles - Growth				61	182	182	121	121		61		61	787
50005 Information Technology	530	1,084	1,614	2,683	2,921	1,293	2,800	2,433	5,400				19,143
50011 Voice Radio HW and SW Upgrades				350	16		45	5,359	3,039		16	395	9,221
50012 Training Facilities Expansion						608	7,098	7,098					14,804
50016 Business Intelligence Tool	1,050	182	1,232										1,232
50022 Replacement of North Division	401		401										401
50045 WRPS Voice Radio Infrastructure	1,098		1,098										1,098
50046 200 Frederick St Construction	6,650	19,000	25,650	17,248									42,898
50047 Facilities Refresh and Furniture		392	392	400	408	416	425	433	442	451	460	469	4,295
50048 Police Equipment	85	3,910	3,995	2,438	2,563	1,787	2,531	4,064	2,437	2,455	3,031	2,757	28,058
50051 Central Division Renovation/Expansion											1,977		1,977
50052 Headquarters Parking Upgrades	400	140	540	460									1,000
50053 Headquarters Renovations								456	9,126	11,154			20,736
50055 Reporting Centre Expansion												1,217	1,217
50056 North Division Renovation								147					147
50060 Police Furniture - Growth				18	40	38	30	25		13		13	175
50061 Police Equipment - Growth				89	204	191	153	127		64		64	890
50063 Electric Vehicle Charging Stations		32	32	40	40	40							152
50064 Magazine Explosive Storage		101	101										101
50068 Facility Security Upgrades		300	300	300	300	300	300	300	300	300	300	300	3,000
50069 Evidence Management Facility Upgrades		281	281	280									561
50070 Technical Investigations System						200							200
Total Program Area Capital	10,213	27,123	37,336	27,114	10,605	10,846	18,391	21,943	22,362	17,853	8,969	8,627	184,045
Facilities Managed Capital Renewal													
75011 Police Central Division Renewal					50	75	100	125	150	175	200	225	1,100
75012 Firearms Training Facility Renewal						179	459			12	79	135	864
75013 Police South Division Renewal	64	877	941	971	606	484	439	124	12	204	145	194	4,121
75014 Police North Division Renewal	90	724	814	12	191	52	12	18	530	818	24	14	2,483
75016 Police Headquarters Renewal	323	141	464	1,083	367	1,130	682	654	277	595	35	118	5,406
75017 Police Investigative Services Renewal	444	31	475	12	194	117	89	97	509	605	15	149	2,262
75018 Police Reporting Centre Renewal	5	94	99	324		29	290	129	92	135		12	1,110
Total Facilities Managed Capital Renewal	926	1,867	2,794	2,401	1,408	2,066	2,072	1,147	1,569	2,545	498	847	17,346
TOTAL EXPENDITURE	11,140	28,990	40,130	29,515	12,013	12,912	20,464	23,090	23,931	20,398	9,466	9,473	201,391

	2020	2021	2021										2021 - 2030
	Carryforward	Request	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
FUNDING & FINANCING													
Grants / Subsidies / Recoveries													
Grants & Subsidies				167	89	1,058	480						1,793
Recoveries													
Development Charges													
Reserve Funds	928	57	985	356	425	410	304	387	1,004	1,364	969	660	6,862
Debentures	3,259	9,310	12,569	8,451		462	5,394	5,394					32,271
Property Taxes / User Rates													
Reserves and Reserve Funds													
3980066 Lifecycle Reserve Police	603	991	1,594	1,430	802	451	951	493	1,039	1,121	498	847	9,226
3981300 Police Capital Reserve	1,092	5,884	6,975	4,978	4,332	3,226	3,719	10,157	6,617	3,248	3,807	3,921	50,979
3982340 Police Vehicles & Equipment Reserve		1,700	1,700	2,083	3,476	2,914	3,571	1,379	1,618	3,315	3,185	3,352	26,593
General Tax Supported Capital Reserve													
Other Reserve Funds													
Contributions from Operating													
Debentures	5,258	11,049	16,307	12,050	2,889	4,390	6,045	5,280	13,652	11,350	1,008	694	73,666
TOTAL FUNDING & FINANCING	11,140	28,990	40,130	29,515	12,013	12,912	20,464	23,090	23,931	20,398	9,466	9,473	201,391