



# 2022 PROPOSED BUDGET

Information Package

November 2021



**WATERLOO REGIONAL**  
**POLICE**

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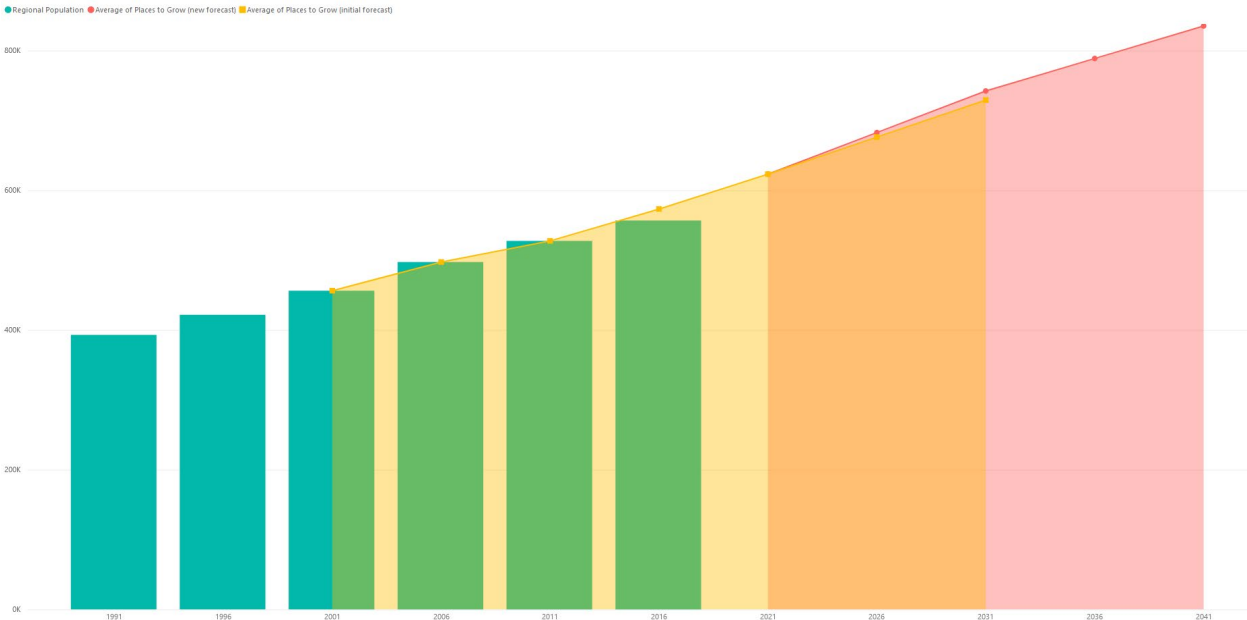
# Growing Region

The continued vitality and growth of Waterloo Region has generated increased demands on police services. Population growth and the increasing complexity of crime in our Region indicate that the demand for policing and the challenges of policing will continue to rise. According to Statistics Canada, in 2019/2020 the Kitchener-Cambridge-Waterloo Census Metropolitan Area (CMA) experienced a two per cent growth rate, and was the second fastest growing community across Canada.

**DID YOU KNOW?** 

Waterloo Region is one of the fastest growing communities across Canada.

## Population, Households, Growth



- Waterloo Region is the 10th largest CMA in Canada, with a year-end population of 617,874 as of year-end 2019, including university and college students.
- Over the past 10 years, the Region’s population has grown an average of 0.98% per year. Total household growth over the last 10 years has grown an average of 1.39%.
- The Province’s Growth Plan projects that Waterloo Region’s population will reach 742,000 by 2031.

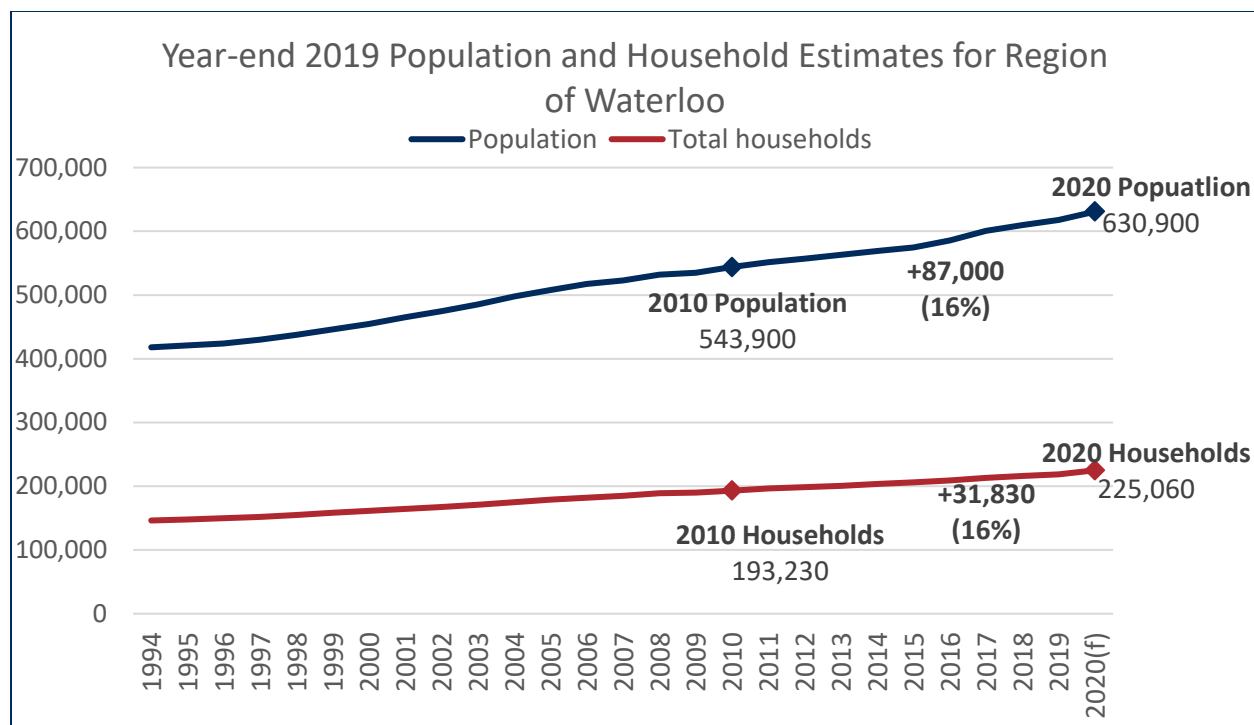


Figure 2 Year-end 2019 Population and Household Estimates for Region of Waterloo. Updated data for 2020 is not available. Source: Region of Waterloo.

Table 1 Year-end 2019 Population and Household Estimates for Region of Waterloo. Updated data for 2020 is not available. Source: Region of Waterloo.

Year	Population	Annual growth	% change	Total households	Annual growth	% change
1994	418,000	6,100	1.48%	146,280	3,190	2.23%
1995	421,100	3,100	0.74%	148,080	1,800	1.23%
1996	424,000	2,900	0.69%	149,640	1,560	1.05%
1997	430,200	6,200	1.46%	152,010	2,370	1.58%
1998	437,600	7,400	1.72%	154,950	2,940	1.93%
1999	446,200	8,600	1.97%	158,270	3,320	2.14%
2000	454,800	8,600	1.93%	161,590	3,320	2.10%
2001	465,000	10,200	2.24%	164,600	3,010	1.86%
2002	474,500	9,500	2.04%	167,530	2,930	1.78%
2003	485,200	10,700	2.26%	170,820	3,290	1.96%
2004	497,600	12,400	2.56%	175,080	4,260	2.49%
2005	507,800	10,200	2.05%	178,780	3,700	2.11%
2006	517,300	9,500	1.87%	182,200	3,420	1.91%
2007	523,100	5,800	1.12%	185,130	2,930	1.61%
2008	532,100	9,000	1.72%	188,800	3,670	1.98%
2009	535,200	3,100	0.58%	189,820	1,020	0.54%

Year	Population	Annual growth	% change	Total households	Annual growth	% change
2010	543,900	8,700	1.63%	193,230	3,410	1.80%
2011	551,600	7,700	1.42%	196,490	3,260	1.69%
2012	556,900	5,300	0.96%	198,480	1,990	1.01%
2013	563,000	6,100	1.10%	200,830	2,350	1.18%
2014	569,000	6,000	1.07%	203,660	2,830	1.41%
2015	574,700	5,700	1.00%	205,990	2,330	1.14%
2016	585,900	11,200	1.95%	209,240	3,250	1.58%
2017	600,700	14,800	2.53%	213,220	3,980	1.90%
2018	609,900	9,200	1.53%	216,220	3,000	1.41%
2019	617,800	7,900	1.30%	218,900	2,680	1.24%
2020 (f)	630,900	13,100	2.12%	225,060	6,160	2.81%

- In the last decade, the population growth rate increased by 1.5% each year. The highest rate of growth occurred between 2019 and 2020 at 2.1%.

### Total Value of New Building Permits, January-June 2012-2021

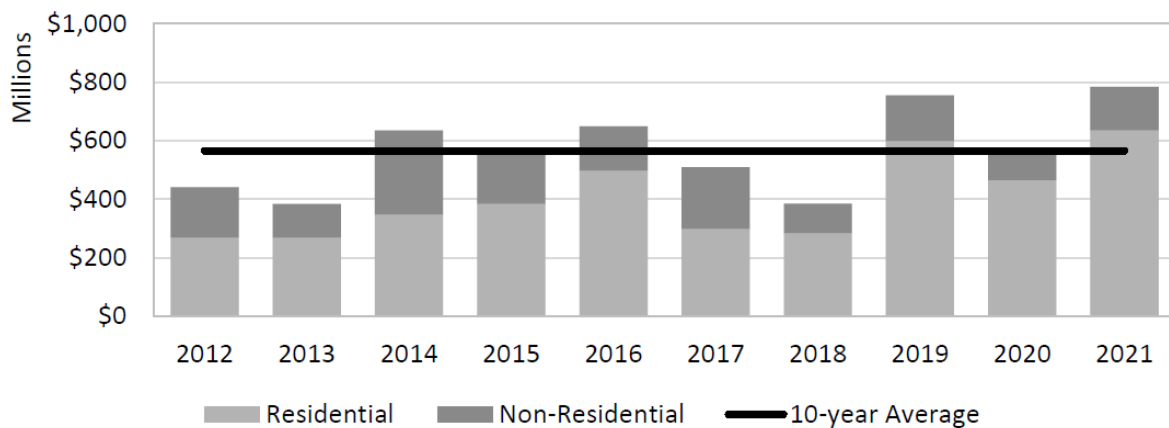


Figure 3 Total Value of New Building Permits, January-June 2012-2021. Source: Region of Waterloo, 2021.

- New building construction, as measured by building permits issued, is an indicator of the continued strength of the local economy. Building permit data is also used in population and employment growth monitoring, development charge estimations, development tracking, budgets and forecasts.
- Almost \$800 million in new building permits were issued in Waterloo Region between January and June 2021. It was the strongest first half of the past ten years, with total permit value 39% higher than the ten-year average of \$565.3 million. In both units and value, 2021 saw the strongest first-half residential growth of the past decade.

- 2,786 new residential units were added in the first six months of 2021 – a 51% increase from 2020, outperforming the ten-year average by 884 units or 46%.

## Regional Budget

The Region of Waterloo is the upper tier government in a two-tiered municipal government system. Regional government manages services such as emergency medical services (EMS) or paramedics, policing services, emergency shelters, social assistance and housing, transit, waste and water. The demands for these types of essential services grow along with the population and growth of the Region.

## DID YOU KNOW?



Over 6,000 building permits were issued throughout the Region in 2020.

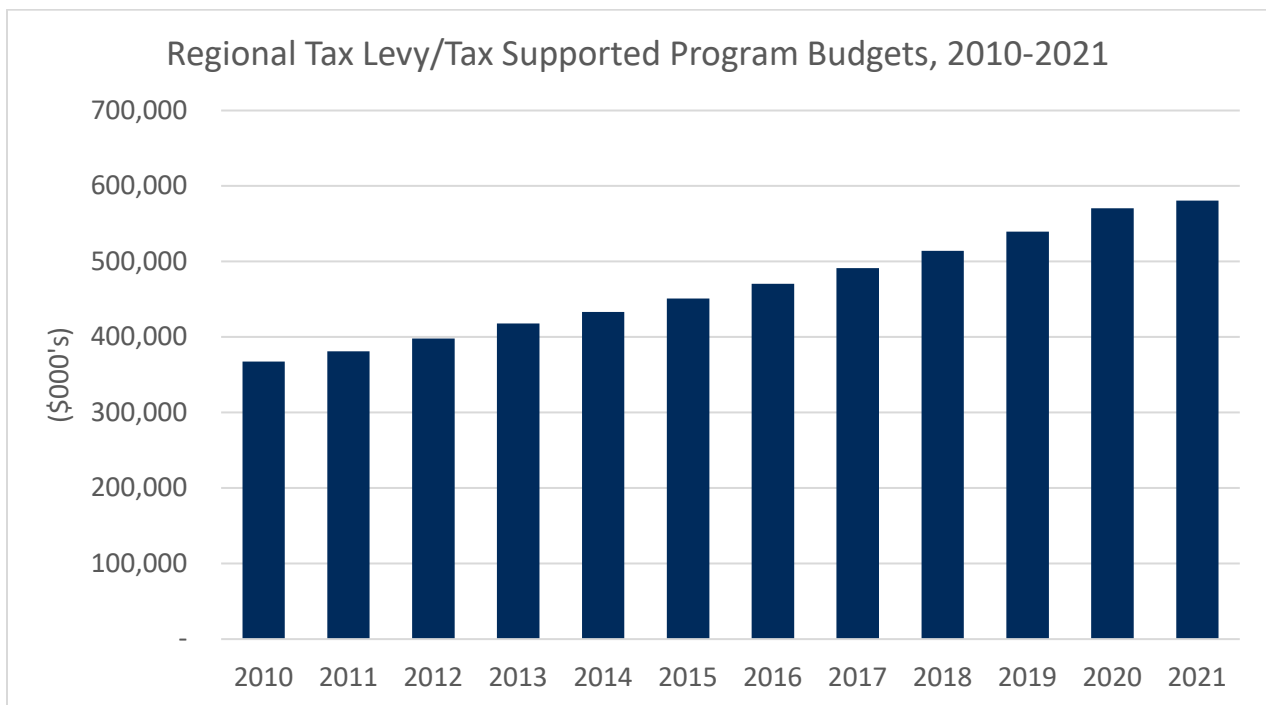


Figure 4 Regional Tax Levy/Tax Supported Program Budgets, 2010-2021. Source: Regional Budget Books.



Table 2 Regional Tax Levy/Tax Supported Program Budgets reported in hundred thousands, 2010-2021. Source: Regional Budget Books.

2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
367,624	381,035	397,903	418,123	433,198	451,142	470,729	491,128	514,368	539,805	570,472	580,816

- The Waterloo Regional Tax Levy (inclusive of WRPS) has increased steadily since 2010 by an average of 4.3%. Between 2020 and 2021, it increased 1.8%.

## Paramedic Services Budget

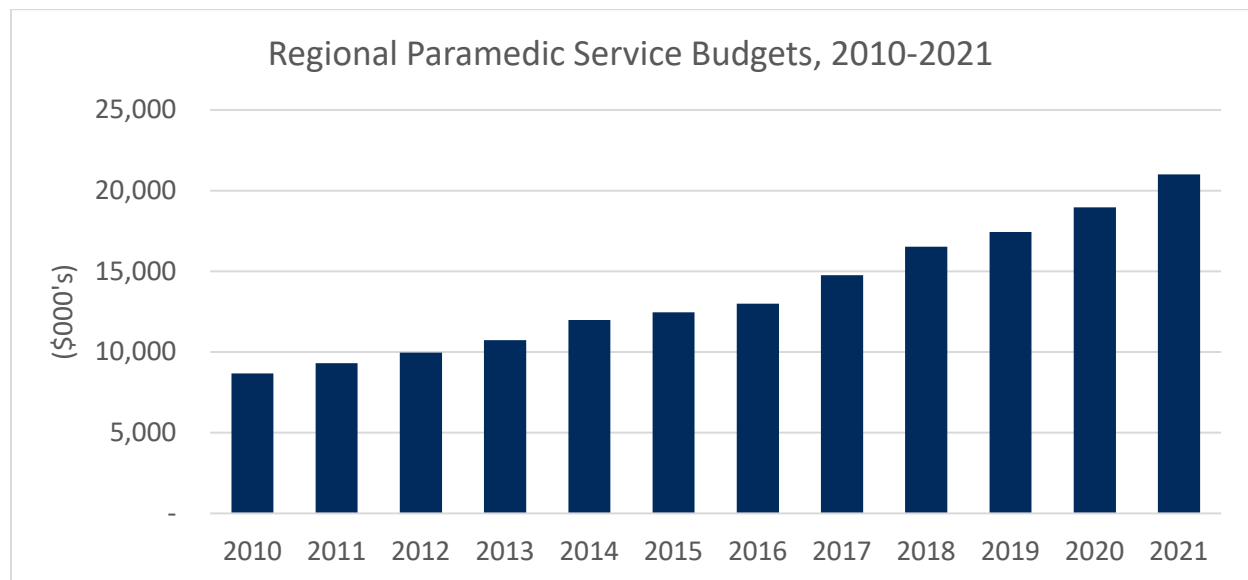


Figure 5 Regional Paramedic Services Budgets, 2010-2021. Source: Regional Budget Books.

Table 3 Regional Paramedic Services Budgets reported in hundred thousands, 2010-2021. Source: Regional Budget Books.

2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
8,666	9,312	9,954	10,732	11,979	12,454	13,001	14,765	16,523	17,438	18,959	21,004

- The Region of Waterloo Paramedic Services budget has increased steadily since 2010 by an average of 8.4%. Between 2020 and 2021, it increased 11%.



## Police Services Budget

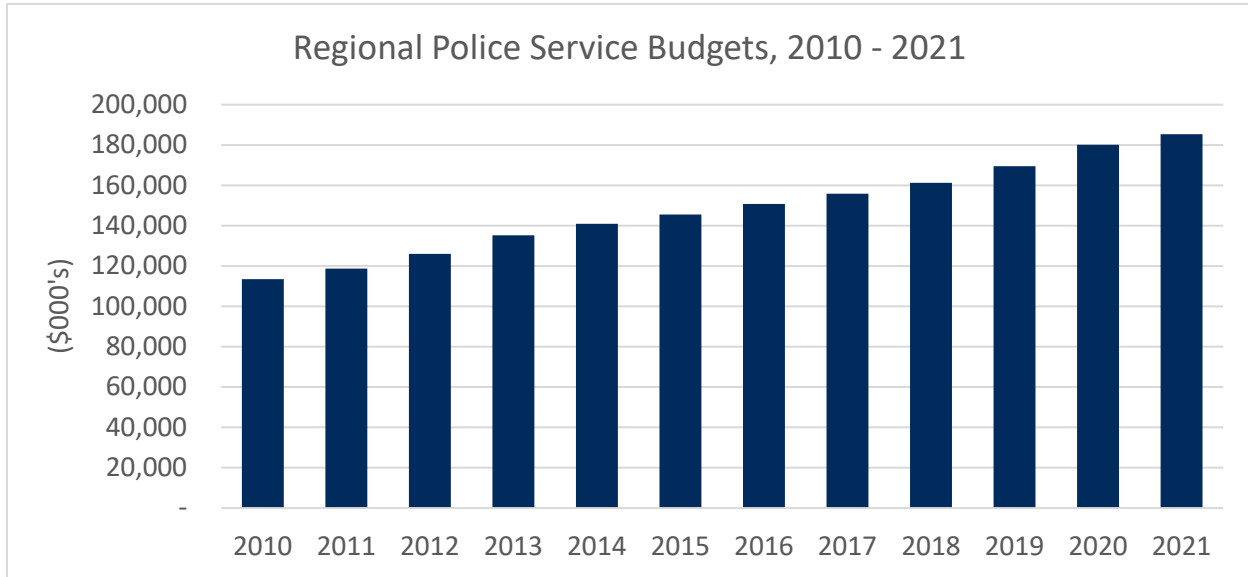


Figure 6 Regional Police Service Budgets, 2010-2021. Source: Regional Budget Books.

Table 4 Regional Police Service Budgets, 2010-2021 reported in hundred thousands. Source: Regional Budget Books.

2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
113,439	118,695	125,944	135,148	140,905	145,610	150,729	155,802	161,192	169,534	180,123	185,387

- The Waterloo Regional Police Service budget has increased steadily since 2010, by an average of 4.6%. Between 2020 and 2021, it increased 2.9%.

## Fire Services Budget

Fire Services are provided by all seven lower tier municipalities. The following graph shows their combined net cost since 2010.

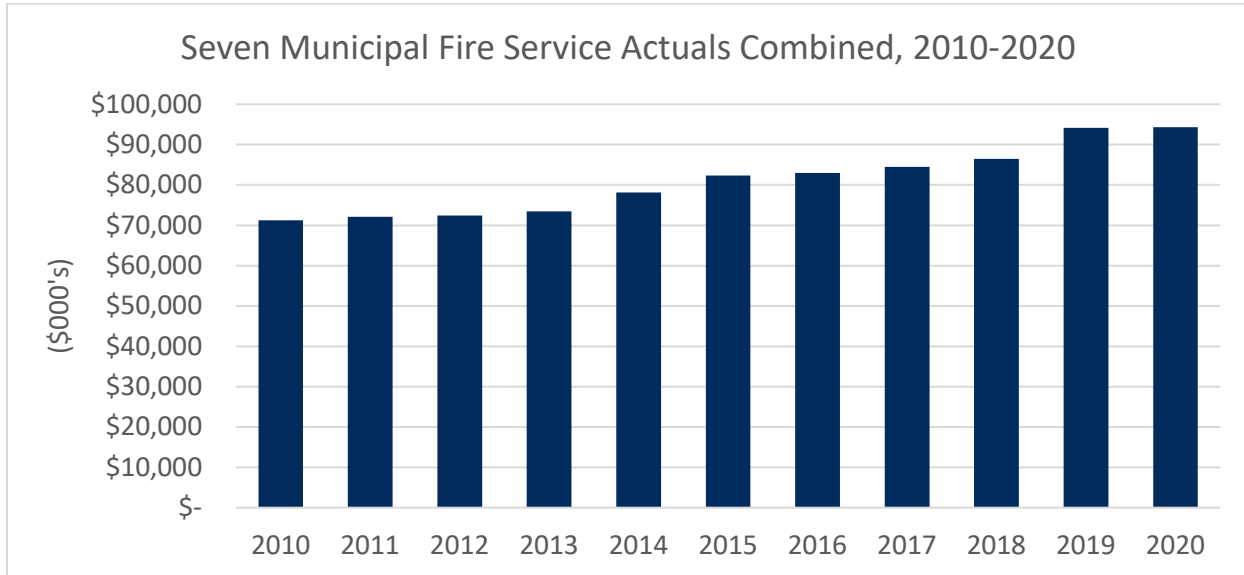


Figure 7 Seven Municipal Fire Service Actuals Combined, 2010-2020. 2021 Data is not available. Source: Municipal Financial Information Return (FIR).

Table 5 Seven Municipal Fire Service Actuals Combined, 2010-2020. 2021 Data is not available. Source: Municipal Financial Information Return (FIR).

2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
71264	72113	72457	73451	78121	82318	83005	84518	86497	94157	94338

- The combined seven fire services actuals have also increased steadily since 2010, by an average of 2.9%.
- With the exception of Kitchener Fire, all fire service actuals have increase by 5.6% between 2019 to 2020.

# Human Resources

Human resources, including salaries and benefits, account for approximately 90% of the average police budget. Attracting candidates to WRPS, consistently hiring to meet identified needs, and having members present and keeping them well are all important upstream, people-centered investments. These efforts contribute to our productivity and quality customer service while offsetting member turnover and avoiding more costly sick time, absences, and overtime.



Modernization will be an increasing focus towards managing our human resources. In support of leveraging technology and adopting innovative practices to provide modernized and effective service delivery, WRPS is implementing a new Human Resource Information System (HRIS). Stakeholder workshops and visioning sessions are helping to identify the requirements and desired functionality of the HRIS. It requires upfront investment to replace the outdated, disconnected, and obsolete systems with simpler, user-intuitive systems that integrate. The outcomes will be better data quality, improved data self-service, and enhanced human resource data reporting to support planning and decision-making. The HRIS will additionally support the tracking and diversifying of our membership.

## Staffing Levels

While regional population and total households have been increasing in Waterloo Region, the number of officers per 100,000 population has not kept pace.

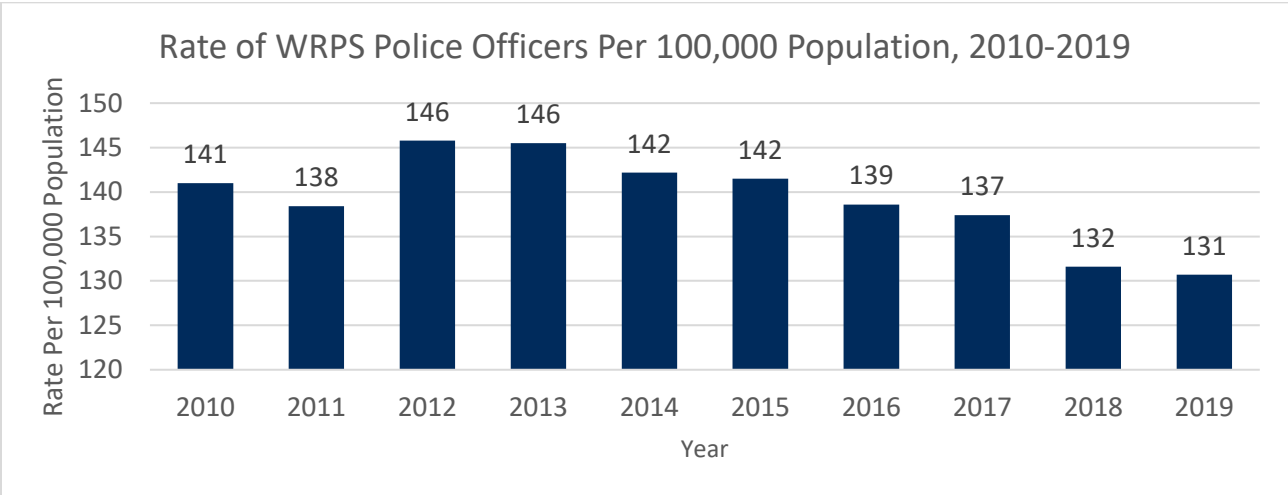


Figure 8 Rate of WRPS Police Officers per 100,000 Population, 2010-2019. Source: Statistics Canada Table 35-10-0077-01.

Table 6 Rate of WRPS Police Officers per 100,000 Population, 2010-2019. Source: Statistics Canada Table 35-10-0077-01.

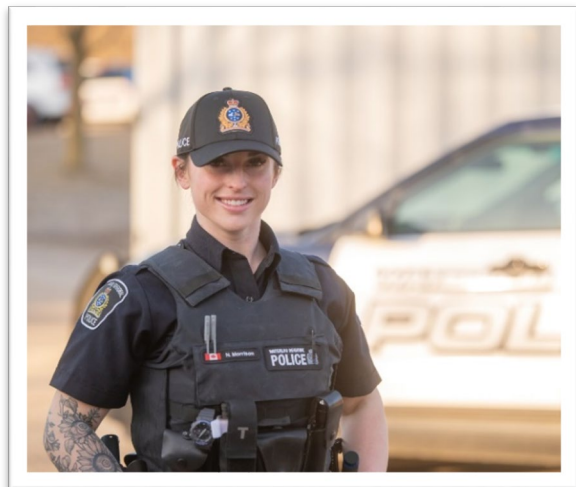
Year	Rate of Officers per 100,000 Population
2010	141
2011	138
2012	146
2013	146
2014	142
2015	142
2016	139
2017	137
2018	132
2019	131

## DID YOU KNOW?



In 2019, Waterloo Region had the lowest police officer to population rate since 2003 when there were 129.9 officers per 100,000.

- The police officer rate per 100,000 population in 2019 was down to 131, a decrease of 1% compared to the 2018 rate. This is below the national and provincial rates of 183 and 174 respectively.
- WRPS has regularly reported police officer to population rates that are lower than the national average.
- In 2019, Waterloo Region had the lowest police officer to population rate since 2003 when there were 129.9 officers per 100,000.
- By the end of Q3 2021, WRPS had 1,163 permanent full-time members; 804 police officers and 359 civilians (PSB Report #2021-158).



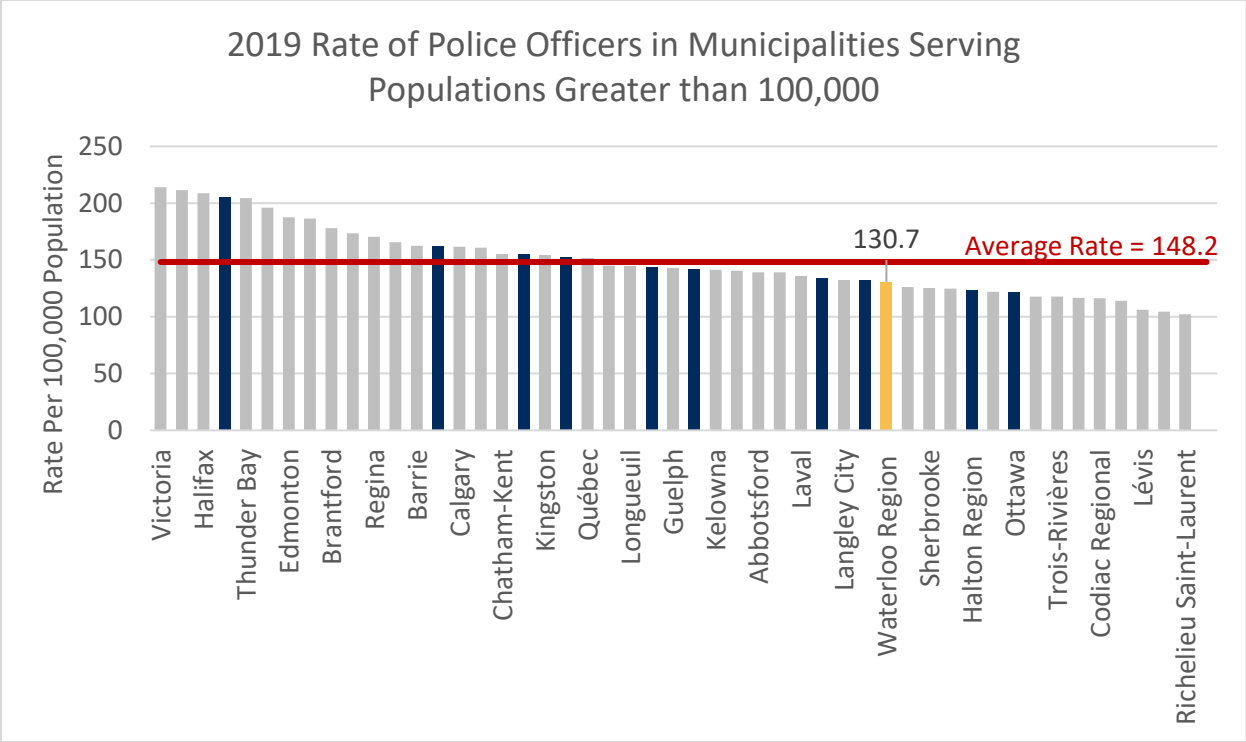


Figure 9 2019 Rate of Police Officers in Municipalities Serving Populations Greater than 100,000. Graph is ordered from highest to lowest rates. WRPS is highlighted in its own colour. The dark blue represents the top 12 largest Ontario municipal police services. No data was provided for Hamilton. Source: Statistics Canada Table 35-10-0077-01, 2020.

Table 7 2019 Rate of Police Officers in Municipalities Serving Populations Greater than 100,000. Source: Statistics Canada Table 35-10-0077-01, 2020.

Police Service	Rate (2019)	Rank (2019)	One of the Top 12 Largest Ontario police services?
Victoria	214.1	1	
Montréal	211.6	2	
Halifax	208.8	3	
Windsor	205	4	Y
Thunder Bay	204.6	5	
Vancouver	196.1	6	
Edmonton	187.6	7	
Winnipeg	186.4	8	
Brantford	178.1	9	
Saskatoon	173.4	10	
Regina	170.3	11	
Red Deer	165.6	12	
Barrie	162.5	13	
Toronto	162	14	Y
Calgary	161.8	15	
St. John's	160.8	16	
Chatham-Kent	155.5	17	
Greater Sudbury	155.2	18	Y
Kingston	154.2	19	
Niagara Region	152.4	20	Y
Québec	151.8	21	
Delta	145	22	
Longueuil	144.8	23	
Peel Region	144	24	Y
Guelph	142.5	25	
London	142.2	26	Y
Kelowna	141.5	27	
Surrey	140.5	28	
Abbotsford	139.1	29	
Gatineau	139.1	29	
Laval	135.4	31	
York Region	134.1	32	Y
Langley City	132.5	33	
Durham Region	132.2	34	Y
<b>Waterloo Region</b>	<b>130.7</b>	<b>35</b>	<b>Y</b>
Saguenay	126.3	36	
Sherbrooke	125.3	37	
Saanich	124.8	38	
Halton Region	123.1	39	Y
Terrebonne	121.9	40	
Ottawa	121.4	41	Y
Burnaby	117.8	42	
Trois-Rivières	117.6	43	
Richmond	116.5	44	
Codiac Regional	116.3	45	
Coquitlam	114.2	46	
Lévis	106.1	47	
Roussillon Region	104.4	48	
Richelieu Saint-Laurent	102.3	49	
Hamilton	N/A	N/A	

- Among the fifty police services serving municipalities with populations greater than 100,000 across Canada, WRPS continues to be below the average of 148 officers per 100,000.
- Of these 50 municipal police services, WRPS ranks 35<sup>th</sup> by rate of police officers per 100,000. (In 2018, WRPS ranked 30<sup>th</sup> by rate of police officers per 100,000 suggesting our growth is being outpaced).
- Based on geography, WRPS is the 12<sup>th</sup> largest municipal police service in Canada; 6<sup>th</sup> largest in Ontario (Statistics Canada, Table 35-10-0077-01, 2019).
- In comparison with the 12 largest municipal police services in Ontario (shown in in dark gray), WRPS has the 3<sup>rd</sup> lowest rate of officers per population.

Across recent years, WRPS has been a leader in using civilian professionals for work that does not require the authority or training of a police officer. Civilian members offer specialized skills in areas such as information technology, business and crime analytics, administration/supervision, education, and employee wellbeing.

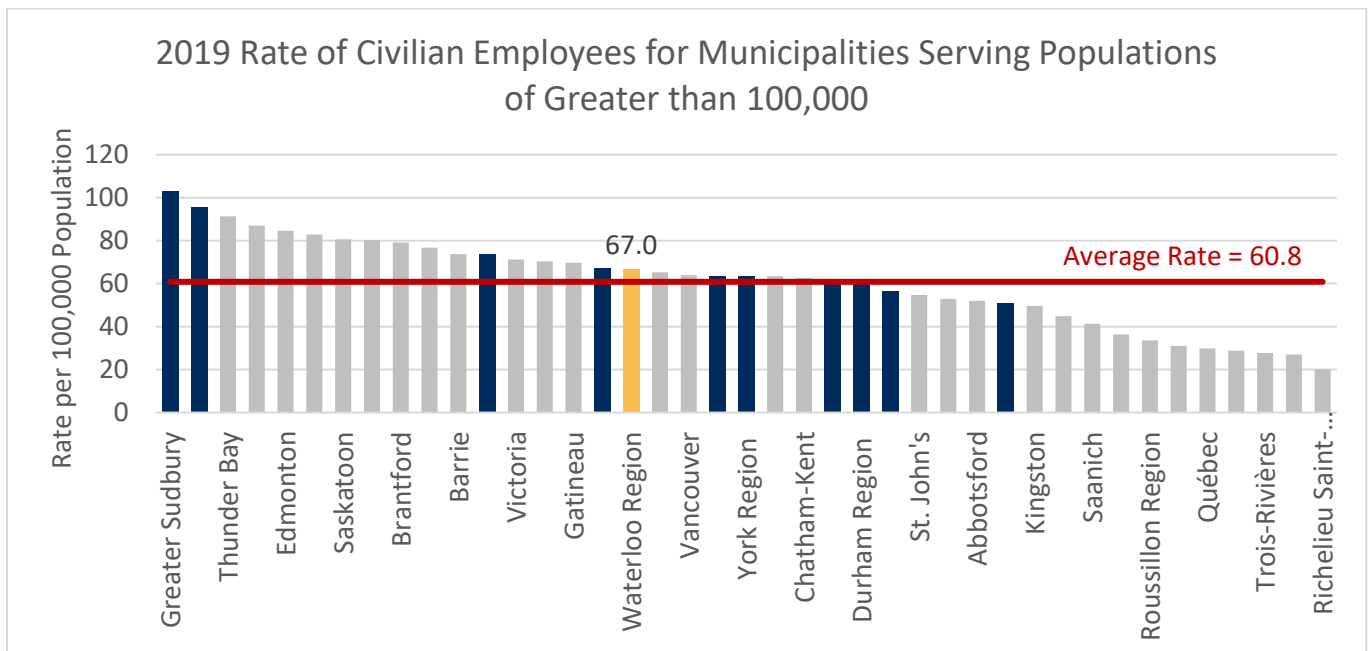


Figure 10 2019 Rate of Civilian Employees for Municipalities Serving Populations of Greater than 100,000. Graph is ordered from highest to lowest rates. WRPS is highlighted as its own colour. The dark blue represents the top 12 largest Ontario municipal police services. No data was provided for Hamilton and RCMP services were removed due to rates near zero. Source: Statistics Canada Table 35-10-0077-01, 2020.

Table 8 2019 Rate of Civilian Employees for Municipalities Serving Populations of Greater than 100,000. Source: Statistics Canada Table 35-10-0077-01, 2020.



<b>Police Service</b>	<b>Rate (2019)</b>	<b>Rank (2019)</b>
Greater Sudbury, Ontario, municipal	102.9	1
Toronto, Ontario, municipal	95.7	2
Thunder Bay, Ontario, municipal	91.3	3
Halifax, Nova Scotia, municipal	87.1	4
Edmonton, Alberta, municipal	84.7	5
Regina, Saskatchewan, municipal	82.8	6
Saskatoon, Saskatchewan, municipal	80.5	7
Delta, British Columbia, municipal	80.2	8
Brantford, Ontario, municipal	79.1	9
Winnipeg, Manitoba, municipal	76.7	10
Barrie, Ontario, municipal	73.8	11
Windsor, Ontario, municipal	73.5	12
Victoria, British Columbia, municipal	71.2	13
Guelph, Ontario, municipal	70.4	14
Gatineau, Quebec, municipal	69.7	15
Peel Region (Mississauga/Brampton), Ontario, municipal	67.2	16
<b>Waterloo Region (Kitchener), Ontario, municipal</b>	<b>67.0</b>	<b>17</b>
Montréal, Quebec, municipal	65.2	18
Vancouver, British Columbia, municipal	64.0	19
Ottawa, Ontario, municipal	63.6	20
York Region (Markham/Vaughn), Ontario, municipal	63.5	21
Calgary, Alberta, municipal	63.4	22
Chatham-Kent, Ontario, municipal	62.6	23
Niagara Region (St. Catharines), Ontario, municipal	61.6	24
Durham Region (Oshawa/Whitby/Ajax), Ontario, municipal	59.7	25
London, Ontario, municipal	56.6	26
St. John's, Newfoundland and Labrador, Royal Newfoundland Constabulary, municipal	54.7	27
Longueuil, Quebec, municipal	52.9	28
Abbotsford, British Columbia, municipal	52.0	29
Halton Region (Oakville/Burlington), Ontario, municipal	50.9	30
Kingston, Ontario, municipal	49.6	31
Laval, Quebec, municipal	44.8	32
Saanich, British Columbia, municipal	41.3	33
Terrebonne, Quebec, municipal	36.4	34
Roussillon Region, Quebec, municipal	33.6	35
Saguenay, Quebec, municipal	31.1	36
Québec, Quebec, municipal	29.9	37
Lévis, Quebec, municipal	28.8	38
Trois-Rivières, Quebec, municipal	27.8	39
Sherbrooke, Quebec, municipal	27.0	40
Richelieu Saint-Laurent, Quebec, municipal	20.1	41

- WRPS has been consistently above both national and provincial comparators when it comes to the rate of civilians per population; in 2019 WRPS had 67 civilians per 100,000 population.
- WRPS ranks 5th of the largest 12 Ontario municipal police services for the number of civilians per population.

## Overtime

Full-time employees are scheduled to work 2,080 hours over the course of a year. Part-time staffing became an option in 2014 for certain civilian areas and with the advantage of flexible scheduling has had an inverse effect on overtime.

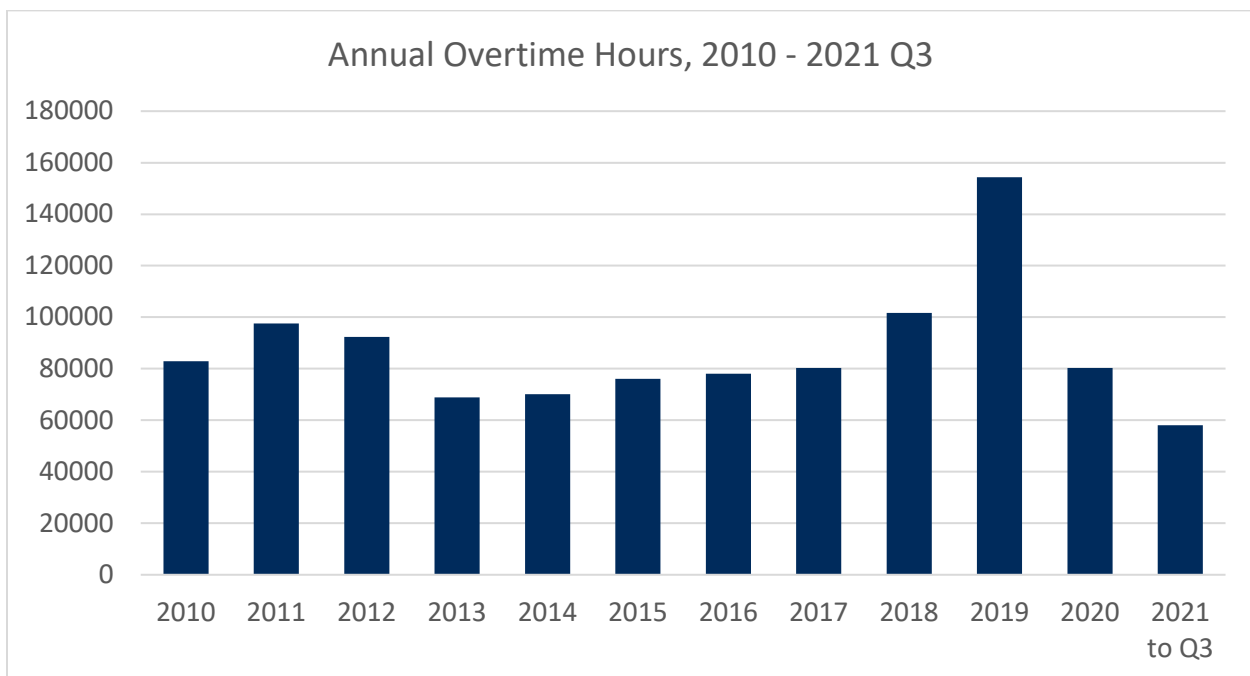


Figure 11 Total Overtime Hours, Annual, 2010-2021 Sept. 30. Source: WRPS Finance and Assets.

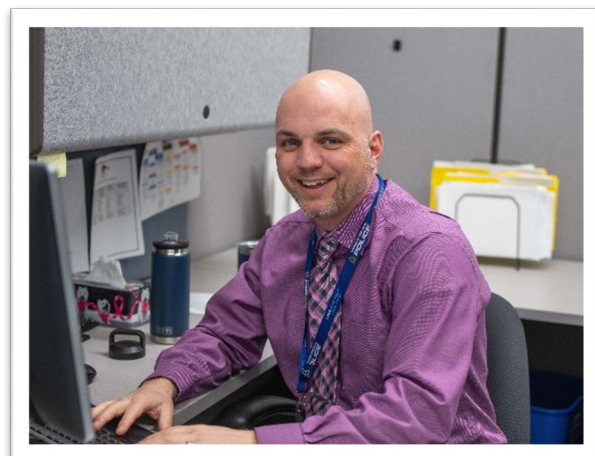
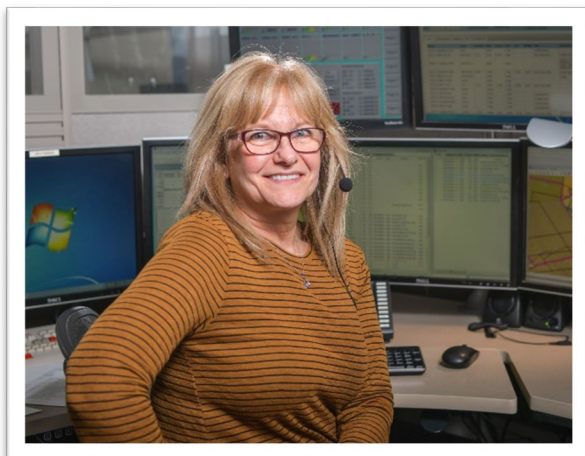


Table 9 Total Overtime Hours, Annual, 2010-2021 Sept. 30. Source: WRPS Finance and Assets.

<b>Year</b>	<b>Total Overtime Hours</b>
2010	82968
2011	97524
2012	92302
2013	68887
2014	70148
2015	76099
2016	78029
2017	80281
2018	101704
2019	154392
2020	80308
2021 to Q3	58079

Of note in recent years:

- From August 2019 to September 2020, the Voice Radio Contingency Plan placed stress on overtime demands as two officers per vehicle were deployed for safety until the new radio system was operational.
- In 2020, WRPS initiatives such as implementing a new shift schedule and launching a Regional Scheduling Team contributed to the 48% reduction in overtime compared to 2019.

Monthly overtime variations are often connected to events requiring significant resources, such as St. Patrick's Day in March and Homecoming in September.

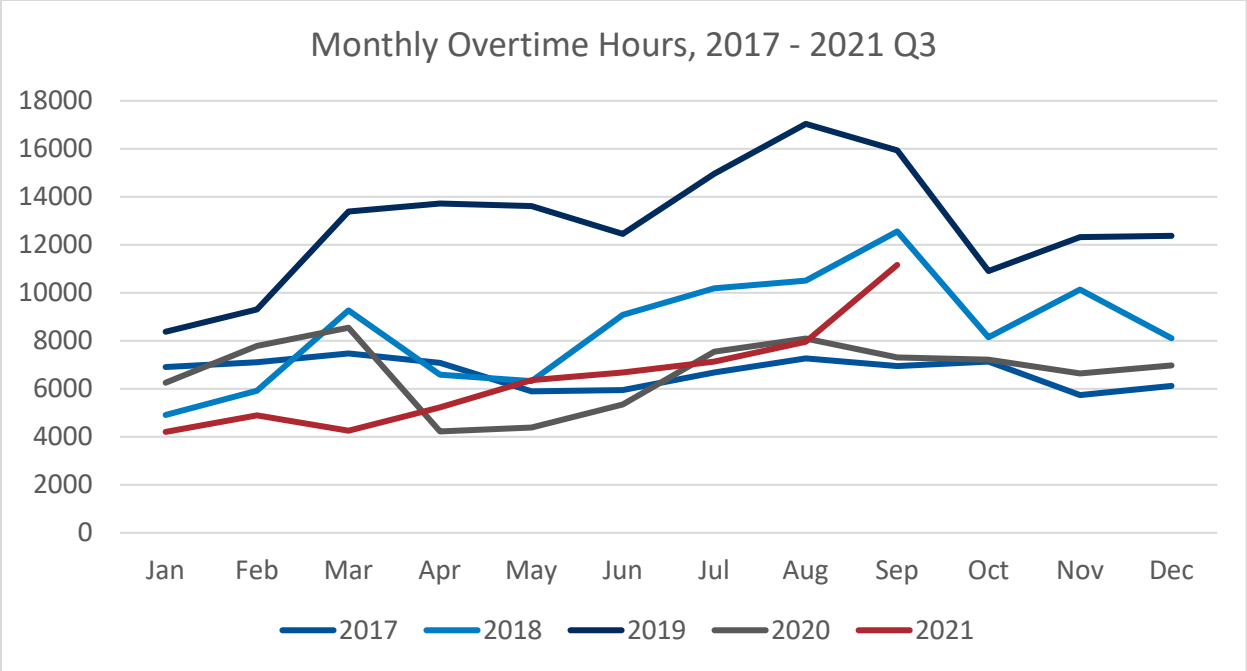


Figure 12 Total Overtime Hours, Monthly, 2017-2021 Sept. 30. Source: WRPS Finance and Assets.

Table 10 Total Overtime Hours, Monthly, 2017-2021 Sept. 30. Source: WRPS Finance and Assets.

Month	2017	2018	2019	2020	2021
Jan	6907	4909	8377	6255	4203
Feb	7101	5920	9307	7784	4889
Mar	7472	9261	13387	8545	4249
Apr	7073	6584	13721	4223	5220
May	5890	6326	13616	4385	6364
Jun	5943	9074	12450	5347	6683
Jul	6683	10182	14961	7541	7134
Aug	7267	10507	17039	8092	7954
Sep	6951	12557	15931	7303	11161
Oct	7138	8142	10901	7212	-
Nov	5738	10138	12323	6642	-
Dec	6118	8104	12379	6979	-

- The 2021 line seems less impacted by large events during months experiencing pandemic restrictions, but so far overtime trends synchronize with the increasing call volume expected yearly in Q3 and peak annual leave months.

## Recruitment

The current recruitment trend across law enforcement agencies in Ontario is to diversify the organization, which has created an extremely competitive market and the need to modernize to attract candidates. WRPS membership is more reflective of the community it serves today, but there is still room to improve. Compared to 2014, there is greater gender balance and a more representative distribution of ethnicity and sexual orientation, though visible minorities and those not born in Canada are still under-represented (Member Survey, 2020). So far in 2021, the WRPS Recruitment team has completed three live virtual recruiting sessions which have been extremely successful with participants, and a recruiting video has been produced with assistance from Corporate Communications. A Talent Acquisition Manager is a new position for 2021 that will coordinate sourcing efforts, research and seek out innovative ways of attracting and hiring diverse talent, and foster internal and external partnerships to enhance recruitment initiatives.

**DID YOU KNOW?** 

According to our 2020 Member Survey, members would endorse WRPS as a better place to work now than in 2014.

WRPS aims to fill forecasted sworn staffing needs through “intakes” of new police recruits at the Ontario Police College (OPC) four times each year. Steady consistent hiring practices offer improved opportunity for the organization’s capacity to recruit, train, and manage resources.



Figure 13 Uniform Recruitment, Totals by Quarter and by Year. Source: Human Resource Dashboards presented in PSB Reports 2020-046, 2021-044, 2021-158.

Table 11 Uniform Recruitment, Totals by Quarter and by Year. Source: Human Resource Dashboards presented in PSB Reports 2020-046, 2021-044, 2021-158.

Year	Jan	May	Sep	Dec
2019	7	19	20	22
2020	20	14	18	-
2021	12	26	23	-
2022	15			

- The average intake across 2019 and 2020 was 17.
- Average class size increased to 20 in 2021.

## Investing in a New Hire

Currently, one Sergeant and three Constables are dedicated full time to the Recruitment Unit in the Human Resources Branch. Investing in a new police officer or civilian professional is a significant commitment of time and resources, though there have been recent improvements to the process. Given all the components involved in Constable selection, one successful applicant takes approximately 56 hours of WRPS time:

- 45 minutes - Application
  - To review the application. Includes screening, contacting the applicant, obtaining further documentation. The application process has remained the same in 2021 but will likely change with the implementation of a new Human Resource Information System.
- Variable - Aerobic Fitness Test
  - Consists of a shuttle run activity.
- 1.5 hours (recently reduced from 3 hours) – Local Focus Assessment (LFA)
  - To conduct the session, review the documentation, and score. Sending documentation to the applicant for completion prior to attending the LFA has reduced the time spent by the Recruitment Unit and has increased the accuracy of the information.
- 3 hours – Local Focus Interview (LFI)
  - Now completed virtually, which has removed barriers for the applicants and removed private space challenges for the Recruitment Unit.
- 4 hours – Essential Competencies Interview (ECI)
  - In the process of being changed/updated as per the OACP-CSS. The structure will be the same, though there will be changes to the questions and grading. This was done virtually during the pandemic response but will change back to an in-person interview.
- 2 hours – Powercase, Social Media
  - May depend on the range of sources available.
- 2 hours – Psychological Assessment

- Provider was changed to CALIAN in March 2021 resulting in efficiencies, able to book candidates and receive reports faster.
- 30 minutes – Security Clearance
  - This is in reference to the Recruiters' portion only.
- 40 hours – Background
  - Included interviewing references and other checks.
- 3 hours – Home Visit

Once hired, it takes about 10 months of training before a new officer is ready to serve the community on patrol. It is an upstream investment to set the stage for quality customer service and positive outcomes for the community.

- In the Training and Education Branch, an Academic team of one Sergeant and two Constables, along with Constables trained in Practical Skills, work together to provide the WRPS police training for new recruits.
- WRPS runs three weeks of training before the OPC program.
- The OPC recruit program is 13 weeks. WRPS has at least one full time seconded officer as a liaison for new recruits at the College (with cost recovery by the Ministry of the Solicitor General).
- Following OPC, WRPS offers five additional weeks of training on practical skills, with experts from specialized areas all across the Service.
- New recruits are then paired with a qualified Field Development Officer (FDO) for at least 48 twelve-hour shifts for on-the-job training.

## Communications Centre Staffing

The Waterloo Regional Police Service's Communications Unit is the primary Public Safety Answering Point (PSAP) for the Region of Waterloo and is responsible for answering all calls to 9-1-1 for police, ambulance, and fire services. Due to the nature of their role, communicators are considered to be first responders. The National Emergency Number Association (NENA) also has a set standard that 90% of all 9-1-1 calls shall be answered within 15s. In the 2021 Q2, WRPS fell slightly short of the target with 85% of all 9-1-1 calls being answered within 15s. In 2021 (Q1 to Q3), the communications centre has fielded 236,081 calls. This total includes any 9-1-1 call, general inquiry and internal calls. The WRPS communications centre also dispatches bylaw calls for the municipal bylaw staff who use the WRPS Computer Aided Dispatch (CAD) system.

### DID YOU KNOW?



There is a national standard that 90 percent of all 9-1-1 calls shall be answered within 15 seconds.



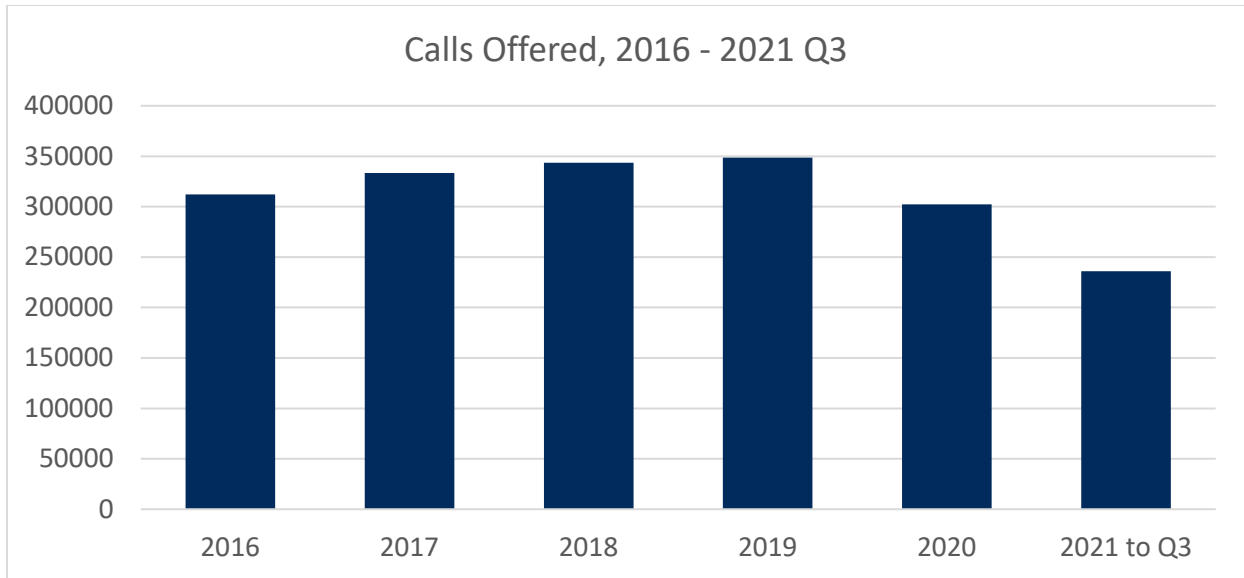
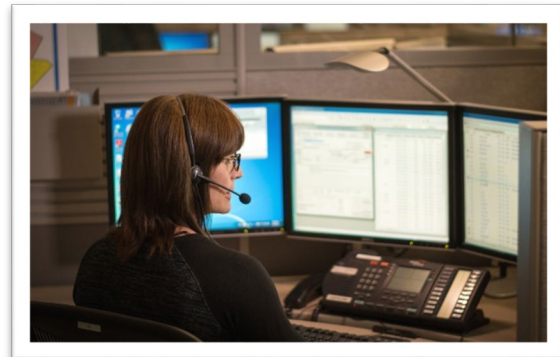


Figure 14 Number of calls received by the WRPS Communications Centre from 2016 to 2021 Q3. These calls include 9-1-1, general inquiries and internal calls. Source: WRPS

Table 12 Number of calls received by the WRPS Communications Centre from 2016 to 2021 Q3. These calls include 9-1-1, general inquiries and internal calls.

Year	Calls Offered
2016	311991
2017	333421
2018	343548
2019	348542
2020	302194
2021 to Q3	236081

The staffing of the Communications Centre must meet the requirement of 14 members per platoon to maintain a safe operating minimum and is currently staffed by a combination of full-time and part-time members. Over-time hours were at their lowest in 2017/2018, but has once again increased. On average, platoons are requesting 2 or 3 for overtime per shift to meet the current levels of demand. In addition, sick leave rose by 34% in 2020, which is equivalent to operating with 3.5 communicators absent for the entire year.



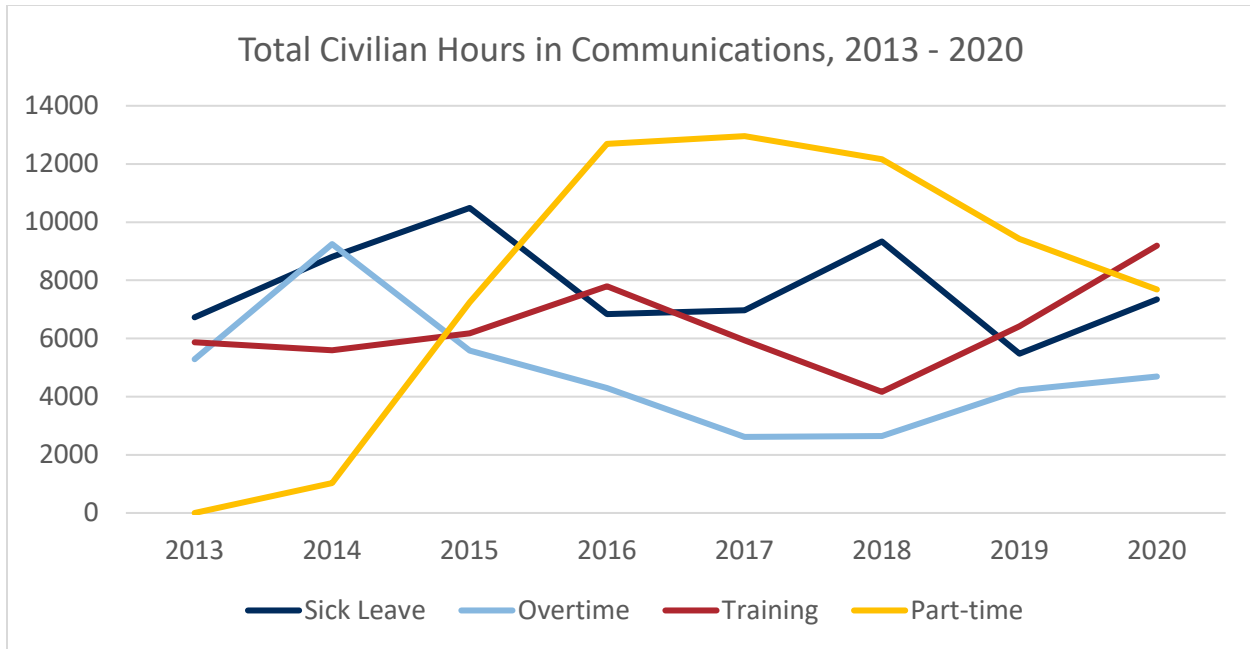


Figure 15 Total civilian hours as impacted by time strains such as sick leave, overtime, and training, and an example of time relief includes part-time staffing in Communications, 2013 to 2020. Source: WRPS.

Table 13 Total civilian hours as impacted by time strains such as sick leave, overtime, and training, and an example of time relief includes part-time staffing in Communications, 2013 to 2020.

	<b>Sick Leave</b>	<b>Overtime</b>	<b>Training</b>	<b>Part-time</b>
2013	6723	5284	5864	0
2014	8809	9246	5589	1028
2015	10489	5583	6173	7245
2016	6839	4295	7797	12693
2017	6966	2615	5939	12958
2018	9335	2651	4165	12161
2019	5477	4216	6414	9426
2020	7344	4693	9192	7680

Training for new communicators require at least six months to build up experience in call taking, but will require further training to function as both a call taker and dispatcher. For staffing purposes, it is more advantageous to have more members being cross-trained as it allows for more flexibility in staffing options. Currently in 2021 Q2, 58% of members are cross-trained. In serious incidents, it is preferable to have a dedicated dispatcher. However, due to current low staffing levels, it is now a common situation where WRPS is unable to provide a dedicated dispatcher for serious incidents.

Steady and consistent hiring practices offer improved opportunity for the organization's capacity to recruit, train, and manage resources. WRPS needs to maintain a stable pool of candidates for both full-time and part-time positions to ensure the communications centre is appropriately staffed.

## Retirements and Resignations

Retirements are based on a formula using age and years of service, enabling some forecasting on the Service's end to balance the staff turnover with the staff intake. Whereas 2019 experienced a peak in retirements (58 sworn and civilian combined - a delayed effect on human resources attributed to a wave of hires in the late 80s and early 90s), total retirements have been declining over the past two years. Typically, retirement counts are highest in Q4 of any given year.

### DID YOU KNOW?



Waves of hiring create waves of retirement about 30 years later. Slow and steady organizational growth is more efficient in the short and long term.

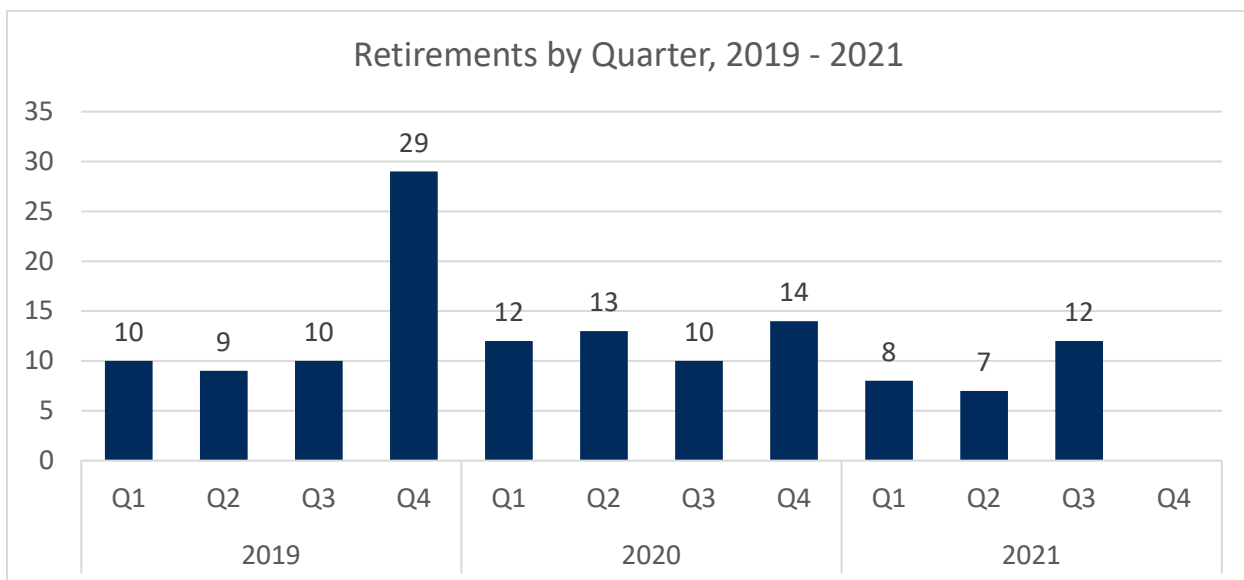


Figure 16 Retirements, Totals by Quarter and by Year. Source: WRPS Human Resources and Human Resource Dashboards presented in PSB Reports 2020-046, 2021-044, 2021-158.

Table 14 Retirements, Totals by Quarter and by Year. Source: WRPS Human Resources and Human Resource Dashboards presented in PSB Reports 2020-046, 2021-044, 2021-158.

Year	Q1	Q2	Q3	Q4
2019	10	9	10	29
2020	12	13	10	14
2021	8	7	12	

- There were 49 retirements in 2020.
- There have been 27 retirements so far in 2021. This is a lower total than the same point last year.

- Both sworn and civilian retirement rates are lower in 2021 compared to 2020. The civilian rate is again slightly higher than the sworn rate (2.78% versus 2.11%, up to end of Q3 2021).

Along with retirements, resignations are another component of staff turnover.

- Resignations have been decreasing over the past three years, with sworn rates only slightly higher than civilian rates.
- 2019 sworn rate 1.8, civilian 1.4.
- 2020 sworn rate 1.3, civilian 1.2.
- 2021 (up to end of Q3) sworn rate 0.87, civilian 0.56.

Source: WRPS Human Resources and Human Resource Dashboards presented in PSB Reports 2020-046, 2021-044, 2021-158.

## Member Wellness

Our members are our greatest resource. Recognizing that policing takes a toll on members' wellbeing, WRPS created a Wellness Unit (2017) dedicated to supporting the overall physical and mental health of our employees and their families. Because our Member Survey used repeated measures, we are able to state that our people agree greater attention is being paid to mental health and work-life balance now than before. The results further helped to identify areas of focus going forward. Members do feel more equipped to cope, though work does still impact sleep, eating habits, self-care routines, home life, and relationships. Building on holistic support for mental, physical, and nutritional health are critical for members thriving despite demands of the job.

### DID YOU KNOW?



The average number of sick days for WRPS members is declining.

What gets measured, gets managed. There are various reasons members may not be at work at full productivity. These include: i) Sick Days, varying levels of ii) Accommodations, and iii) Occupational and Non-Occupational Absences, iv) Leaves of Absence.

With a modernized short- and long-term sick leave program and other initiatives focused on member wellbeing, the average number of sick days for WRPS members is declining.

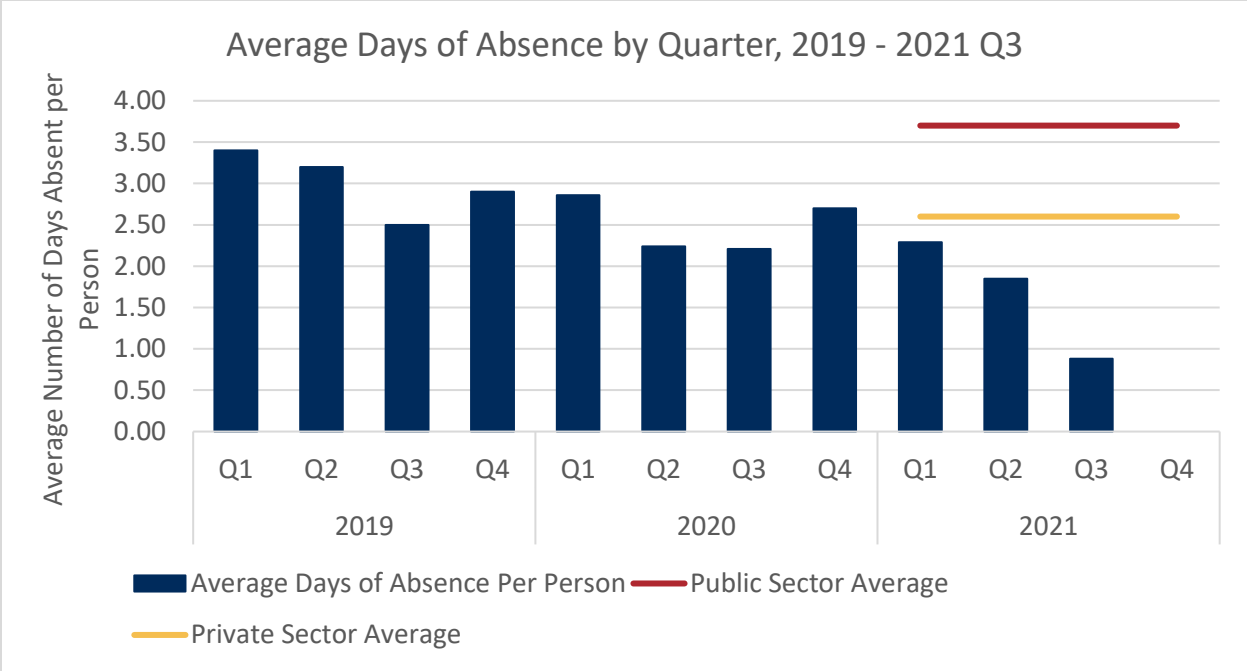


Figure 17 Average Days of Absence, by Quarter and by Year. Source: WRPS Human Resources; Human Resource Dashboard presented in PSB Report 2021-158; Statistics Canada Table 14-10-0196-01.

Table 15 Average Days of Absence, by Quarter and by Year. Source: WRPS Human Resources; Human Resource Dashboard presented in PSB Report 2021-158; Statistics Canada Table 14-10-0196-01.

	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
2019	3.4	3.2	2.5	2.9
2020	2.9	2.2	2.2	2.7
2021	2.3	1.9	0.88	

- In 2019, the average number of sick days taken per WRPS member per year was 12; lower than the public sector of approximately 15 but higher than the private sector at approximately 10.5.
- In 2021, the public sector average days of absence per quarter was 3.7 and the private sector was 2.7 days.
- Starting in 2020 and continuing into 2021, the average number of sick days has dropped even below the private sector’s average.

WRPS continues to offer accommodation options for members facing a variety of challenges to stay at work safely and sustainably or return to work, pursuant to employment law. While sick leave has been going down, it should be noted that another category recording members not at work (administrative leave) has risen over the past couple of years (approx. 18,000 hours in 2020, the equivalent of about 8-9 full-time members).

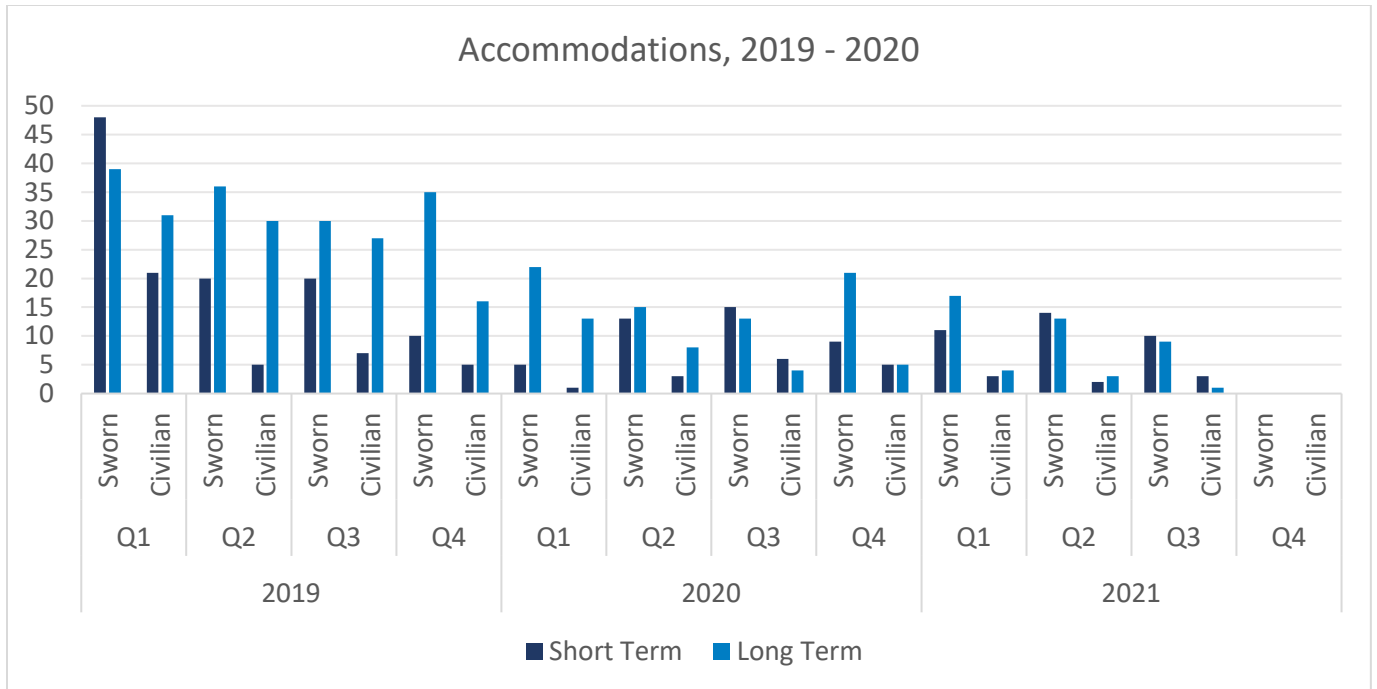


Figure 18 Accommodations, Totals by Position Type, by Quarter, and by Year. Source: WRPS Human Resources and Human Resource Dashboards presented in PSB Reports 2020-046, 2021-044, 2021-158.

Table 16 Sworn Accommodations, Totals by Quarter, and by Year. Source: WRPS Human Resources and Human Resource Dashboards presented in PSB Reports 2020-046, 2021-044, 2021-158.

Sworn	Q1		Q2		Q3		Q4	
	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term
2019	48	39	20	36	20	30	10	35
2020	5	22	13	15	15	13	9	21
2021	11	17	14	13	10	9		

Table 17 Civilian Accommodations, Totals by Quarter, and by Year. Source: WRPS Human Resources and Human Resource Dashboards presented in PSB Reports 2020-046, 2021-044, 2021-158.

Civilian	Q1		Q2		Q3		Q4	
	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term
2019	21	31	5	30	7	27	5	16
2020	1	13	3	8	6	4	5	5
2021	3	4	2	3	1	3		

- WRPS experienced a decrease in accommodations as a result of the Return to Work (RTW) improvements made in 2017 onwards, including the addition of an Occupational Health Nurse and new reintegration strategies.

- There have historically been more long-term accommodations in effect in any given year/quarter.
- A greater proportion of our members are sworn, and this is reflected in the higher counts of accommodations.
- In 2019, there were a total of 380 accommodations. In 2020, the total decreased to 158. 2021 is on track to decrease still.

The nature of policing carries an element of risk. Sometimes injuries occur on the job and result in either accommodations or absences. The absences can be physical or stress (OSI) injuries.

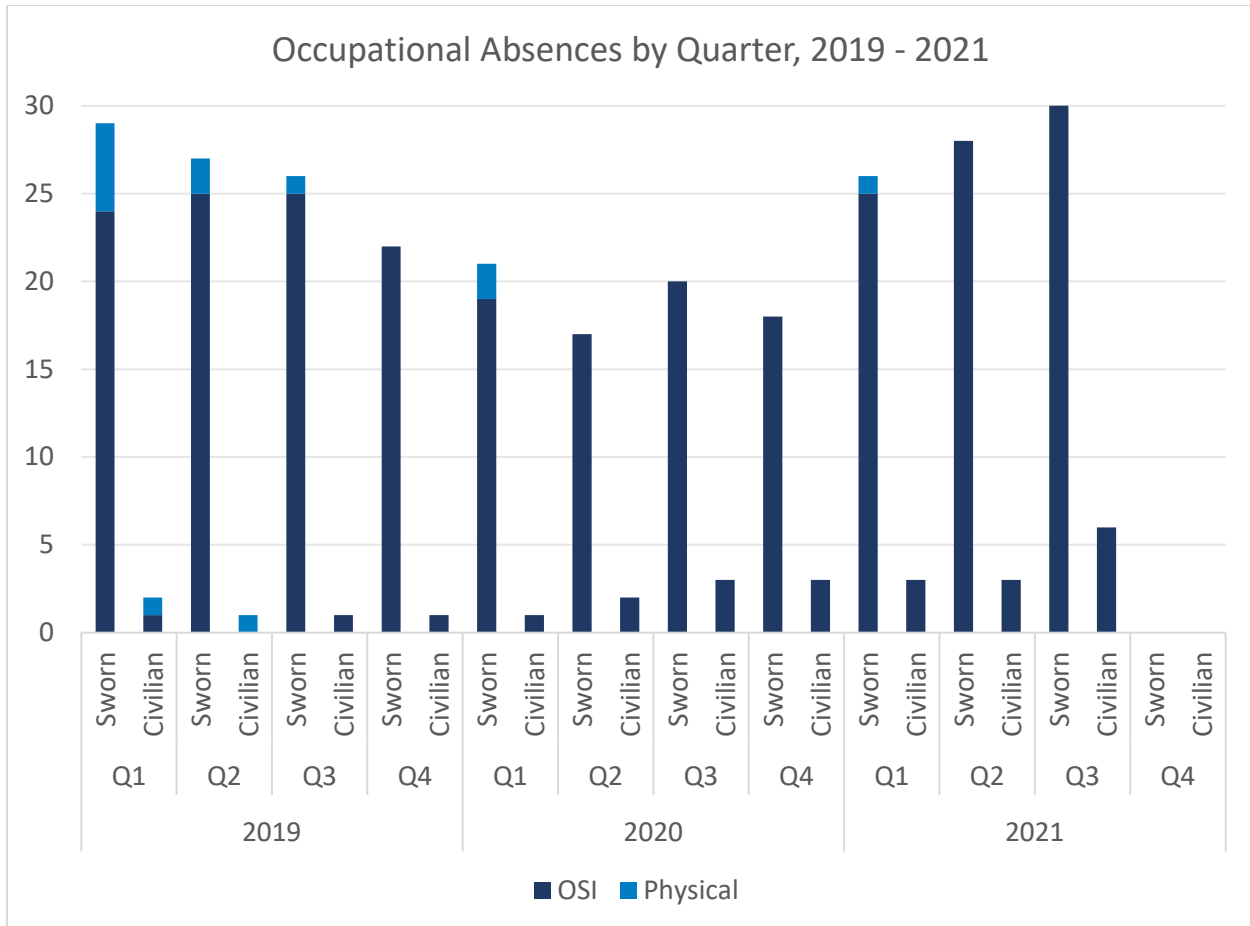


Figure 19 Occupational Absences, Totals by Injury Type, Position Type, by Quarter, and by Year. Source: WRPS Human Resources and Human Resource Dashboards presented in PSB Reports 2020-046, 2021-044, 2021-158.

Table 18 Sworn Occupational Absences, Totals by Injury Type, Position Type, by Quarter, and by Year. Source: WRPS Human Resources and Human Resource Dashboards presented in PSB Reports 2020-046, 2021-044, 2021-158.



Sworn	Q1		Q2		Q3		Q4	
	OSI	Physical	OSI	Physical	OSI	Physical	OSI	Physical
2019	24	5	25	2	25	1	22	0
2020	19	2	17	0	20	0	18	0
2021	25	1	28	0	36	1		

Table 19 Civilian Occupational Absences, Totals by Injury Type, Position Type, by Quarter, and by Year. Source: WRPS Human Resources and Human Resource Dashboards presented in PSB Reports 2020-046, 2021-044, 2021-158.

Civilian	Q1		Q2		Q3		Q4	
	OSI	Physical	OSI	Physical	OSI	Physical	OSI	Physical
2019	1	1	0	1	1	0	1	0
2020	1	0	2	0	3	0	3	0
2021	3	0	3	0	6	0		

- On average, in 2020 WRPS has had 21 members absent due to occupational injury however these numbers are 15% lower than the previous year. Occupational Stress Injuries (OSI) account for the majority of WSIB claims.

Sometimes absences are not a result of on-the-job incidents but nonetheless means a member cannot report for work either in the short-term or long-term (6 months or more). WRPS continues to track, monitor, and support members who are off work due to physical or mental health reasons.

## DID YOU KNOW?



Absences due to occupational injury are down 15%.

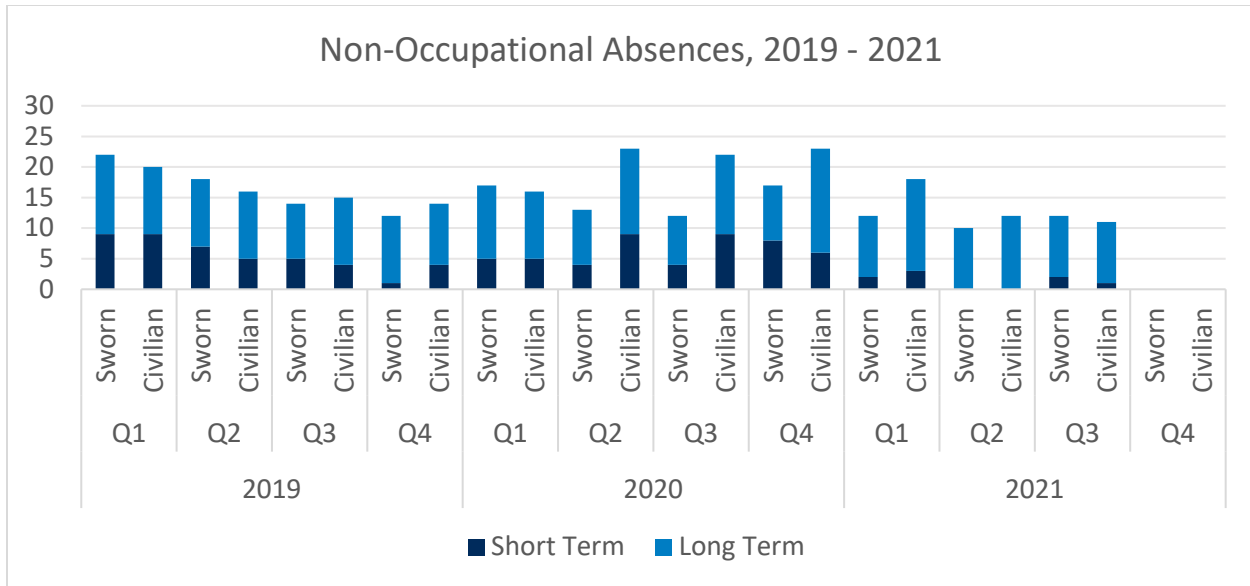


Figure 20 Non-Occupational Absences, Totals by Term Type, Position Type, by Quarter, and by Year. Source: WRPS Human Resources and Human Resource Dashboards presented in PSB Reports 2020-046, 2021-044, 2021-158.

Table 20 Sworn Non-Occupational Absences, Totals by Term Type, Position Type, by Quarter, and by Year. Source: WRPS Human Resources and Human Resource Dashboards presented in PSB Reports 2020-046, 2021-044, 2021-158.

Sworn	Q1		Q2		Q3		Q4	
	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term
2019	9	13	7	11	5	9	1	11
2020	5	12	4	9	4	8	8	9
2021	2	10	0	10	2	10		

Table 21 Civilian Non-Occupational Absences, Totals by Term Type, Position Type, by Quarter, and by Year. Source: WRPS Human Resources and Human Resource Dashboards presented in PSB Reports 2020-046, 2021-044, 2021-158.

Civilian	Q1		Q2		Q3		Q4	
	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term	Short Term	Long Term
2019	9	11	5	11	4	11	4	10
2020	5	11	9	14	9	13	6	17
2021	3	15	0	12	1	10		

- Mental health claims not related to work increased in 2020 (143 total), which could be in part due to the COVID-19 pandemic.
- 2021 is on track to record the lowest totals over the past three years (75 through Q3).

Pregnancy and Parental leaves of absence are protected statutory leaves and as such must be granted by the employer.

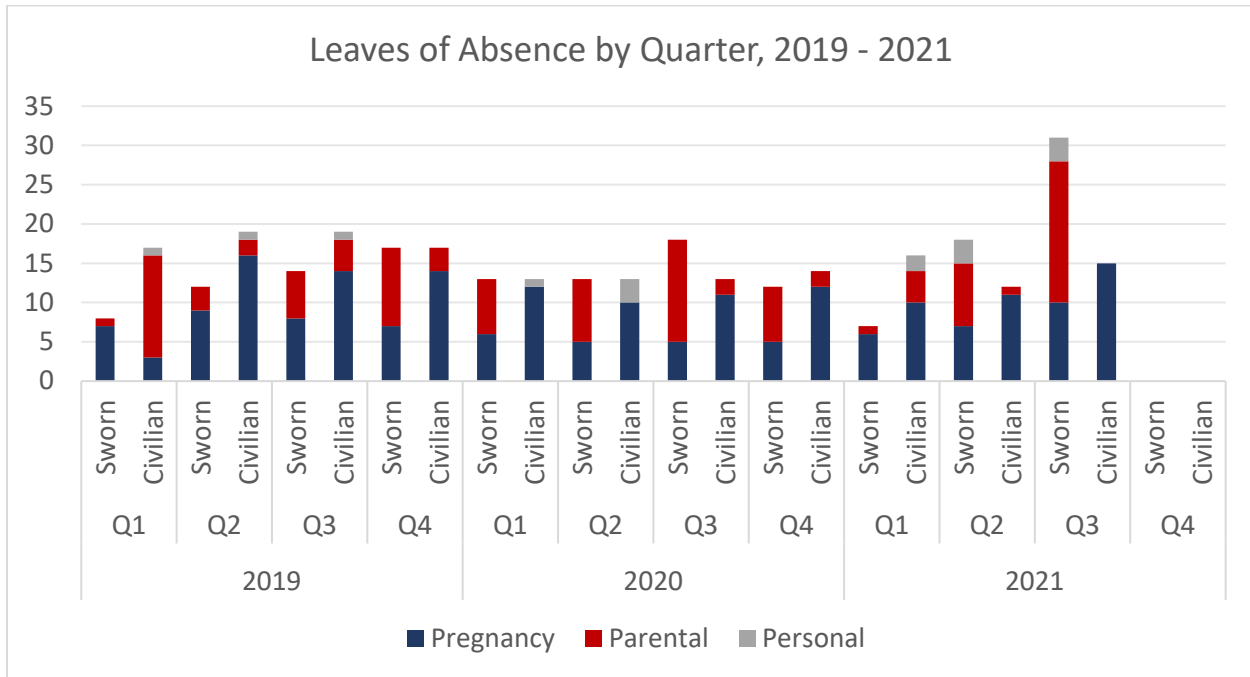


Figure 21 Occupational Absences, Totals by Leave Type, Position Type, by Quarter, and by Year. Source: WRPS Human Resources and Human Resource Dashboards presented in PSB Reports 2020-046, 2021-044, 2021-158.

Table 22 Sworn Occupational Absences, Totals by Leave Type, Position Type, by Quarter, and by Year. Source: WRPS Human Resources and Human Resource Dashboards presented in PSB Reports 2020-046, 2021-044, 2021-158.

Sworn	2019				2020				2021			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Pregnancy</b>	7	9	8	7	6	5	5	5	6	7	10	
<b>Parental</b>	1	3	6	10	7	8	13	7	1	8	18	
<b>Personal</b>						0				3	3	

Table 23 Civilian Occupational Absences, Totals by Leave Type, Position Type, by Quarter, and by Year. Source: WRPS Human Resources and Human Resource Dashboards presented in PSB Reports 2020-046, 2021-044, 2021-158.

Civilian	2019				2020				2021			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Pregnancy</b>	3	16	14	14	12	10	11	12	10	11	15	
<b>Parental</b>	13	2	4	3		0	2	2	4	1		
<b>Personal</b>	1	1	1		1	3			2			

- Total leaves of absence have been on the decline since 2019.
- More sworn members are taking the opportunity to go on parental leave.
- Parental leaves are higher across the summer months.

Health & Safety statistics are tracked towards keeping our members safe at work. Types of health and safety reported incidents include: struck/caught; overexertion/strain; harmful substances/environmental; fall; or assault.

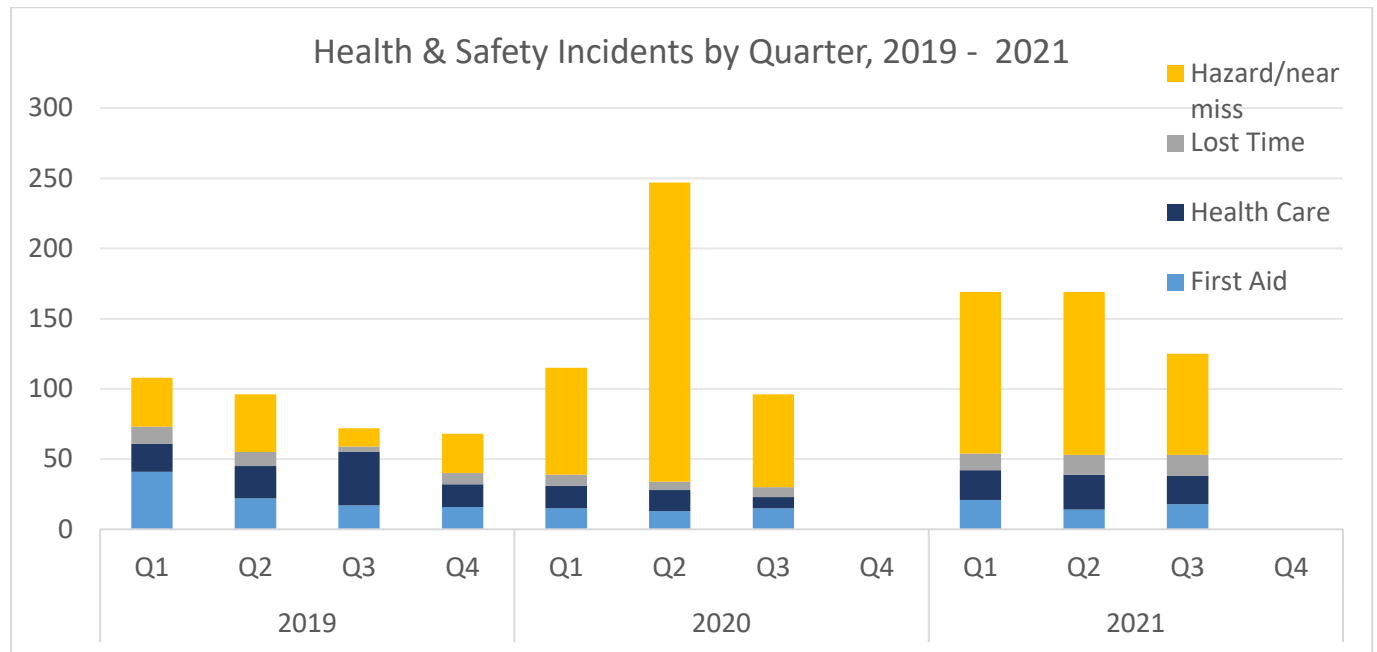


Figure 22 Health & Safety Incidents, Totals by Incident Type, by Quarter, and by Year. Source: WRPS Human Resources and Human Resource Dashboards presented in PSB Reports 2020-046, 2021-044, 2021-158.

Table 24 Health & Safety Incidents, Totals by Incident Type, by Quarter, and by Year. Source: WRPS Human Resources and Human Resource Dashboards presented in PSB Reports 2020-046, 2021-044, 2021-158.

	2019				2020				2021			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>First Aid</b>	41	22	17	16	15	13	15		21	14	18	
<b>Health Care</b>	20	23	38	16	16	15	8		21	25	20	
<b>Lost Time</b>	12	10	4	8	8	6	7		12	14	15	
<b>Hazard/near miss</b>	35	41	13	28	76	213	66		115	116	72	
<b>Total</b>	108	96	72	68	115	247	96	0	169	169	0	0

- There has been a notable increase in hazard reporting. Supervisors and members are becoming more aware of hazards and are reporting them at a greater rate. The increase in reporting is due to training and monitoring monthly duty report emails.
- The surge in Hazards for Q2 2020 is due to COVID-19 exposures.

Outreach calls are supportive acts made by the Wellness Unit in relation to on-duty incidents/significant calls that have been reviewed and flagged for stressors, and to check in with members off from work. While reactive, these calls are ultimately meant to be preventative.

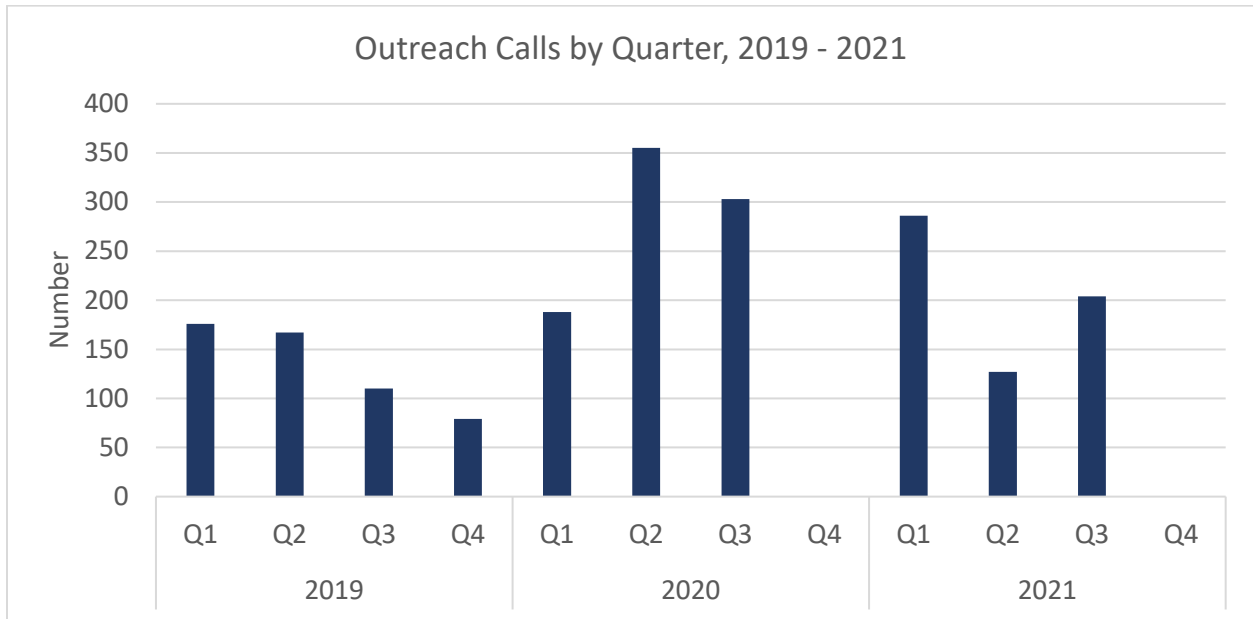


Figure 23 Outreach Calls by quarter and by year. Source: WRPS Human Resources and Human Resource Dashboards presented in PSB Reports 2020-046, 2021-044, 2021-158.

Table 25 Outreach Calls by quarter and by year. Source: WRPS Human Resources and Human Resource Dashboards presented in PSB Reports 2020-046, 2021-044, 2021-158.

	Q1	Q2	Q3	Q4
2019	176	167	110	79
2020	188	355	303	
2021	286	127	204	

- Calls to members increased in 2020, including calls to members who were off work for COVID-19 related reasons.
- 2021’s check-ins are on pace to closely meet last year’s levels.

# Increasing Call Demand and Complexity

Over the last decade, Waterloo Region has seen an increase in demand on policing services that outstrips the population growth.

## Citizen Generated Calls for Service

Citizen generated calls for service are calls where a member of the community calls in and an officer(s) is dispatched for response. These calls are a good indication of how often the public requires police assistance and what the public requires assistance for. Other occurrences include those that are initiated by an officer. Officers may initiate an occurrence for proactive work such as road safety enforcement, for reports made by partner agencies such as those from the National Child Exploitation Crime Centre, for conducting investigations such as executing warrants or collecting evidence, and more. Together, citizen generated calls for service and other occurrences make up the total number of occurrences that the Waterloo Regional Police Service addresses.

## DID YOU KNOW?



The average response time for the first officer arriving on scene to a priority one call in 2020 was 9.3 minutes in North Division, 9.7 minutes in Central Division, 9 minutes in South Division, and 13.8 minutes in the rural zones.



## Calls For Service

# 266,515

January 1, 2021 - November 15, 2021

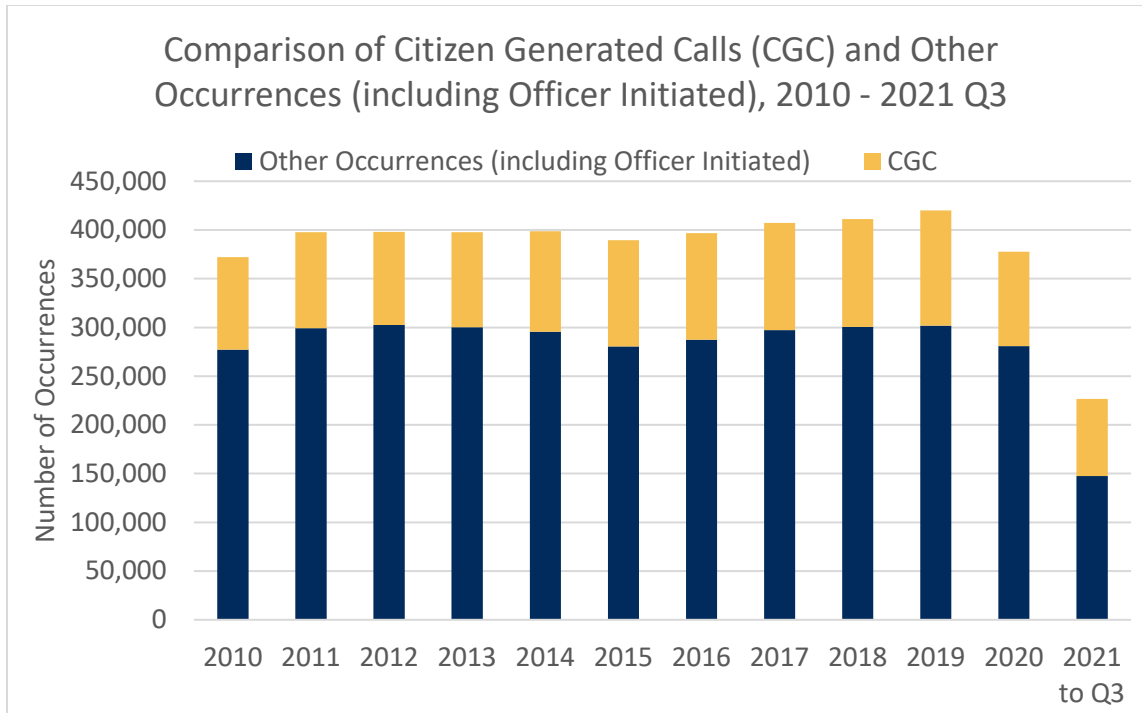


Figure 24 Citizen Generated Calls for Service and Other Occurrences (including Officer Initiated), 2010 - 2021Q3  
Source: WRPS CAD System.

Table 26 Citizen Generated Calls for Service and Other Occurrences (including Officer Initiated), 2010 - 2021Q3  
Source: WRPS CAD System.

Year	Citizen Generated Calls for Service		Other Occurrences (including Officer Initiated)		Total Occurrences
	Count	%	Count	%	
2010	94762	25%	277232	75%	371994
2011	98438	25%	299302	75%	397740
2012	95646	24%	302522	76%	398168
2013	97348	24%	300194	76%	397542
2014	102967	26%	295708	74%	398675
2015	108933	28%	280420	72%	389353
2016	109088	28%	287522	72%	396610
2017	110078	27%	297226	73%	407304
2018	110580	27%	300485	73%	411065
2019	118308	28%	301771	72%	420079
2020	97135	26%	280667	74%	377802
2021 to Q3	79233	35%	147503	65%	226736



- On average the CGCs grew 3% per year. Within the decade the largest growth of CGCs occurred between 2018 and 2019 at 7%.
- The COVID-19 pandemic has significantly reduced the number of occurrences. In particular CGCs saw an overall decrease of 18% while other occurrences fell by 7%.
- Overall the number of CGCs rose by 25% between the years of 2010 to 2019. By comparison the population of the Region grew by 16% over the same time period.
- Within the decade the most significant growth occurred between 2010 – 2011 where the total occurrences rose by 8%. Since then the total occurrences has hovered around 300000 annually with 2020 being an exception as a result of the COVID-19 pandemic.
- CGCs usually account for 24%-28% of the total cad occurrences, but so far in 2021, the total number of CGCs accounted for 35% of the total, which is the highest level it's ever been in the last decade.

## Calls for Service

Occurrences are generated to dispatch a call for service and to track demands for police services. Occurrences can be generated by calls from the public, online reports and/or initiated by an officer. The type of call is selected based on the best information available at the time. Many occurrences are not criminal in nature and do not result in a criminal charge; however, significant police resources may be required to respond. Examples of high-volume occurrences include unwanted persons, driving complaints, disputes, disturbances, intimate partner violence, suspicious persons, suspicious vehicles, missing persons, and mental health-related calls for service. Please note that in the following graphs, cancelled calls have been excluded from the sample.

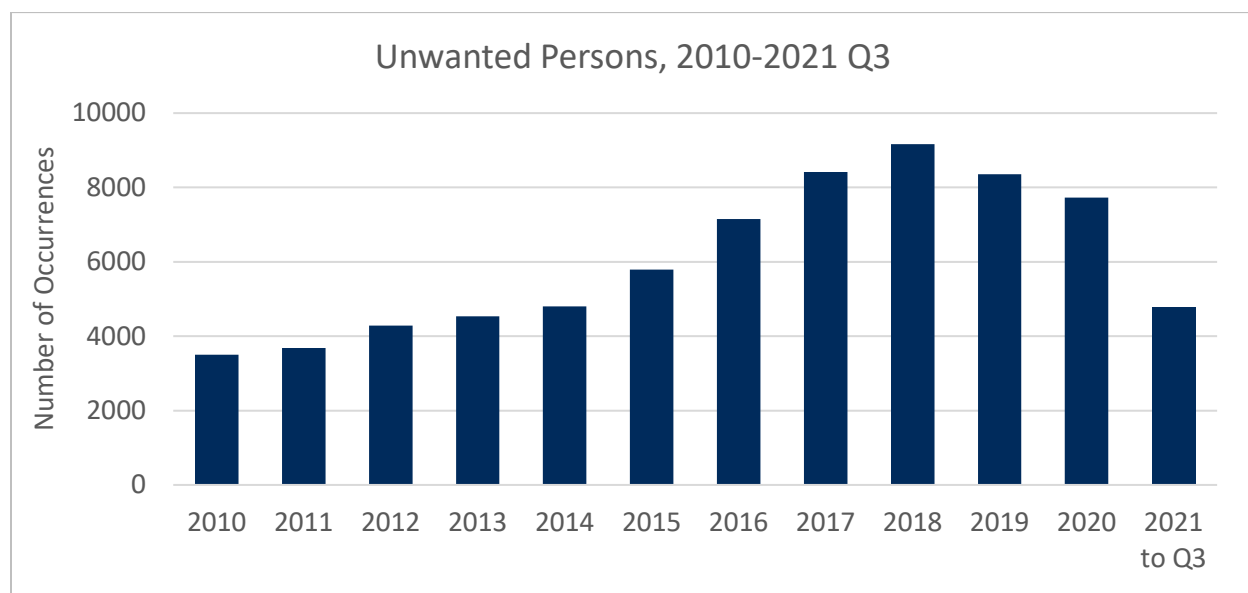


Figure 25 Unwanted Persons 2010-2021 Q3. Source: WRPS Niche RMS.

Table 27 Unwanted Persons 2010-2021 Q3. Source: WRPS Niche RMS.

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021 to Q3
Unwanted Persons	3500	3682	4288	4536	4799	5790	7148	8415	9169	8357	7725	4786

- This type of call includes unwanted persons and trespassing at commercial and residential properties as well as schools and other institutions.
- In 2019 on average an “Unwanted Person” call came into our dispatch every 59 minutes. In 2020, on average an “Unwanted Person” call came into our dispatch every 59 minutes. (Source: WRPS 2020 Annual Report.)

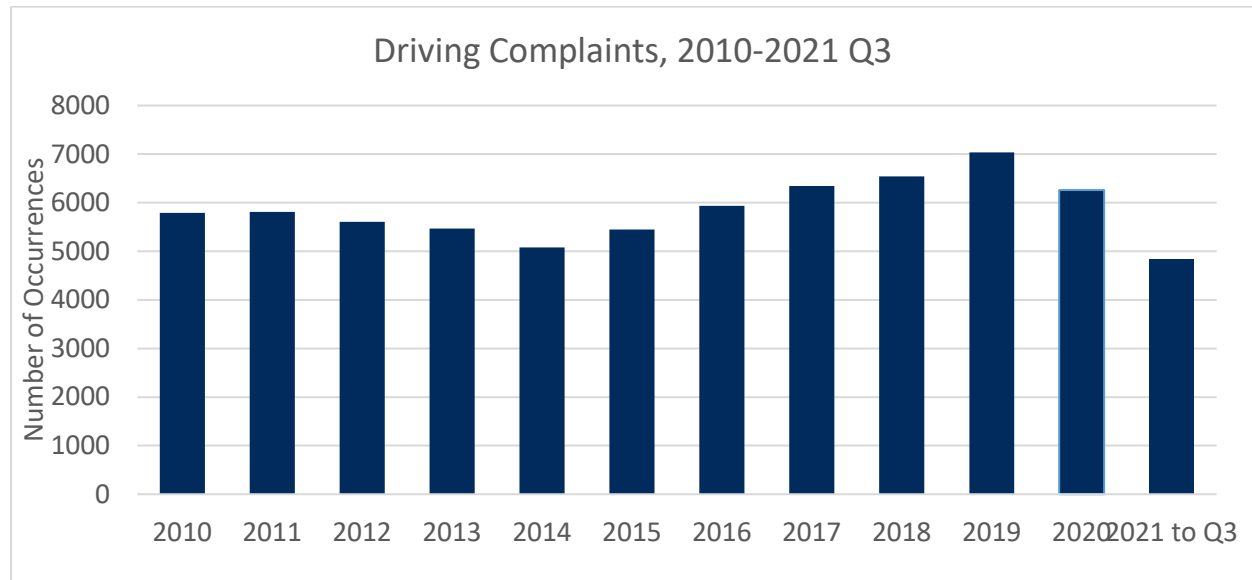


Figure 26 Driving Complaints 2010-2021 Q3. Source: WRPS Niche RMS

Table 28 Driving Complaints 2010-2021 Q3. Source: WRPS Niche RMS

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021 to Q3
Driving Complaints	5793	5809	5609	5471	5079	5447	5938	6342	6542	7038	6261	4830

- Driving complaints dropped by 11% during 2020 due to fewer drivers being on the roads earlier on during the pandemic.

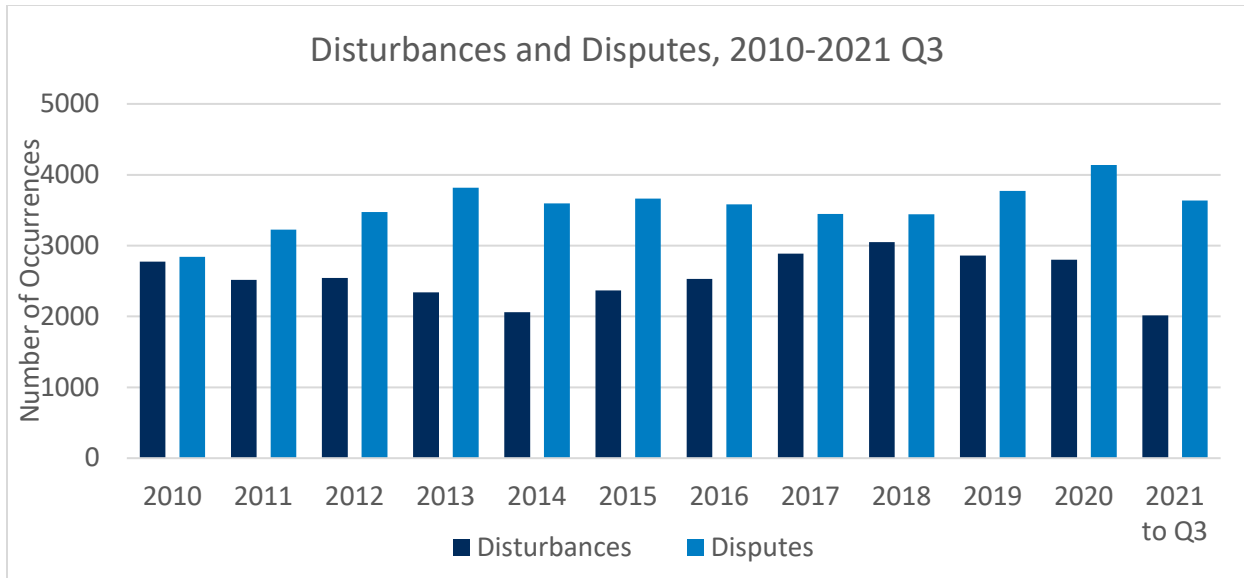


Figure 27 Disturbances and Disputes 2010-2021 Q3. Source: WRPS Niche RMS

Table 29 Disturbances and Disputes 2010-2021 Q3. Source: WRPS Niche RMS

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021 to Q3
Disturbances	2773	2518	2545	2342	2060	2368	2531	2888	3050	2859	2802	2015
Disputes	2841	3226	3475	3818	3596	3664	3580	3449	3443	3774	4137	3638

- Disturbances are usually dispatched as a priority one call and may involve a physical altercation between one or more persons. Due to the risk of injury and property damage, disturbances usually require more than one police officer to respond.
- Disputes can include neighbor or property owner/tenant disputes at commercial locations or workplaces and public demonstrations.
- Domestic or intimate partner violence familial and elder disputes are their own occurrence types.

**DID YOU KNOW?** 

In 2021, the average service time for a Dispute call is 63 minutes for each officer dispatched.

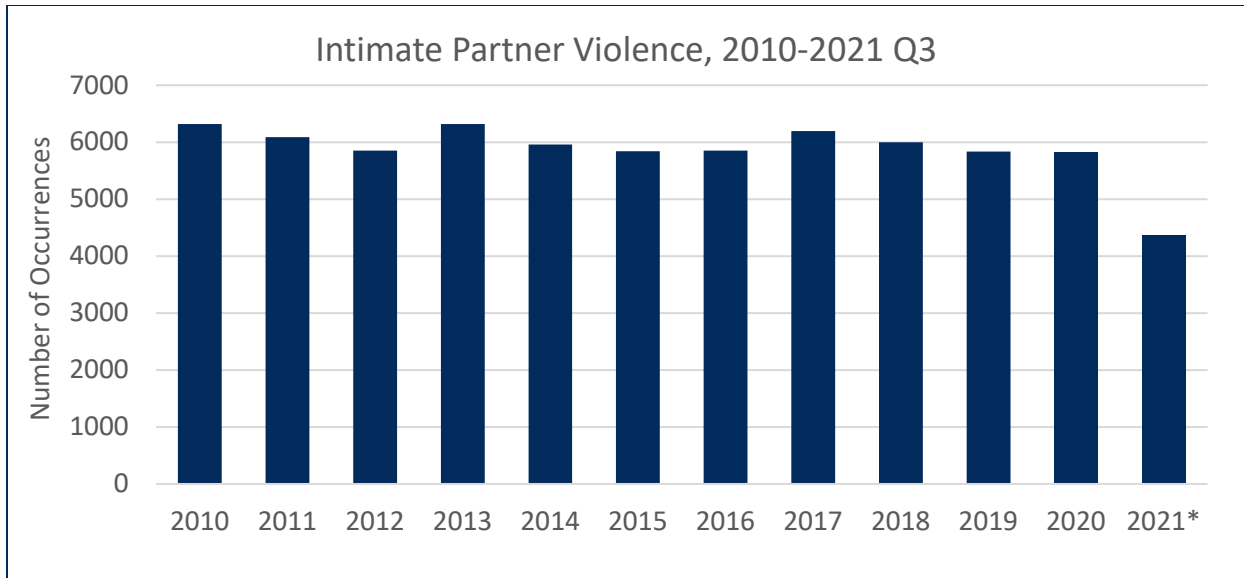


Figure 28 Domestic Disputes 2010-2021 Q3. Source: WRPS Niche RMS

Table 30 Domestic Disputes 2010-2021 Q3. Source: WRPS Niche RMS

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021 to Q3
Domestic Dispute	6320	6087	5851	6319	5959	5843	5854	6197	6000	5833	5828	4366

- Intimate partner violence (formerly referred to as domestic dispute) require a minimum of two officers to respond and often require additional response from investigators in the Intimate Partner Violence Unit.

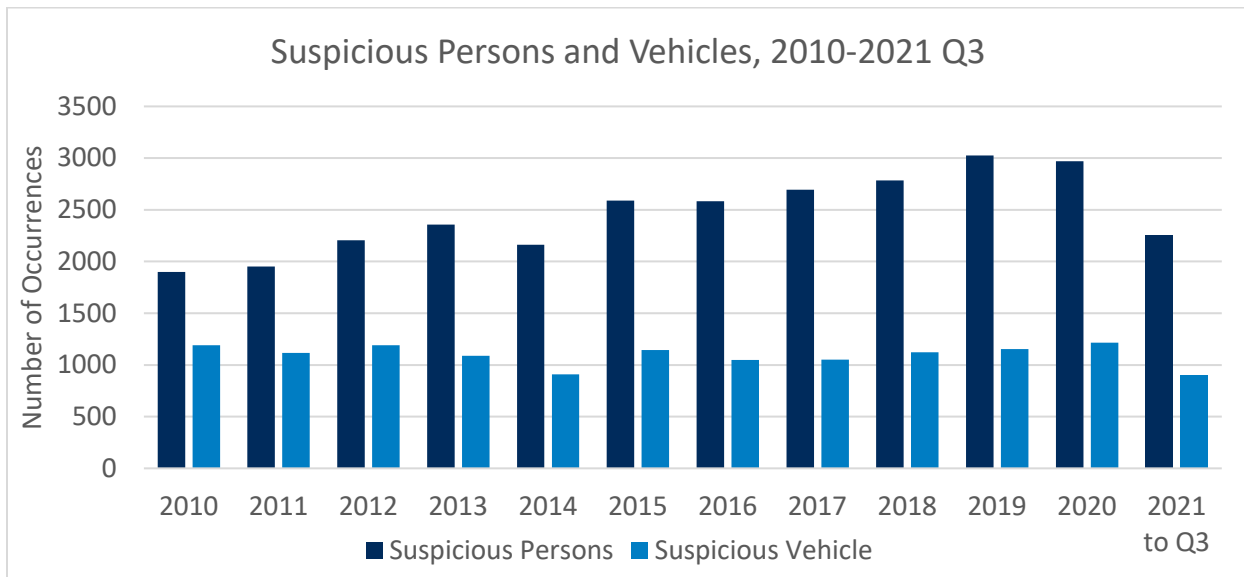


Figure 29 Suspicious Persons and Vehicles. Source: WRPS Niche RMS

Table 31 Suspicious Persons and Vehicles. Source: WRPS Niche RMS

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021 to Q3
Suspicious Persons	1899	1952	2205	2356	2162	2590	2583	2695	2785	3027	2971	2256
Suspicious Vehicles	1192	1117	1189	1087	910	1143	1048	1050	1122	1152	1216	901

- There has been a steady increase in suspicious person occurrences over the last decade with a 56% increase between 2010 and 2020. As a result of the COVID-19 pandemic suspicious person occurrences decreased by 2% between 2019 and 2020.
- Suspicious vehicle occurrences remained stable throughout the decade.

## Missing Persons

Everyday, police services across the country assist to find missing persons. Often a person reported missing is not related to illegal activity, however, police officers are uniquely positioned to work with community partners to locate and confirm the safety of persons reported as missing. In 2019, the Missing Persons Act came into effect and empowered law enforcement and service providers to more easily share information where it may assist with locating a missing person.

### DID YOU KNOW?



Between January and September 2021, the Emergency Response Unit and/or K9 Unit assisted in searches for persons with dementia five times.

Every missing person deserves a full effort to be found, especially because many missing persons are vulnerable, including youth, the elderly, individuals impacted by homelessness or who use drugs. The Missing Persons Unit regularly works with social service providers, emergency shelters, hospitals, the Canadian Mental Health Association, the Vulnerable Persons Registry, and other community partners to locate missing people as quickly as possible. The Unit will make use of internal resources such as Media Relations, the Special Response Unit, the Youth Protection Unit, Senior Support Team, General Investigations, Powercase/ViCLAS Unit, Forensic Identification Unit, and/or the Human Trafficking Unit as needed. Each person who cannot be immediately located is also added to the Canadian Police Information Centre database so that police in other jurisdictions will know that the person is reported missing should they come into contact with them. Where foul play is suspected, a missing person investigation is transitioned to a major case investigation.

In April 2021, The Independent Civilian Review into Missing Person Investigations made 151 recommendations to the Toronto Police Services Board to improve missing person investigations. Waterloo Regional Police Service has reviewed these recommendations and is continually working to improve investigative responses.

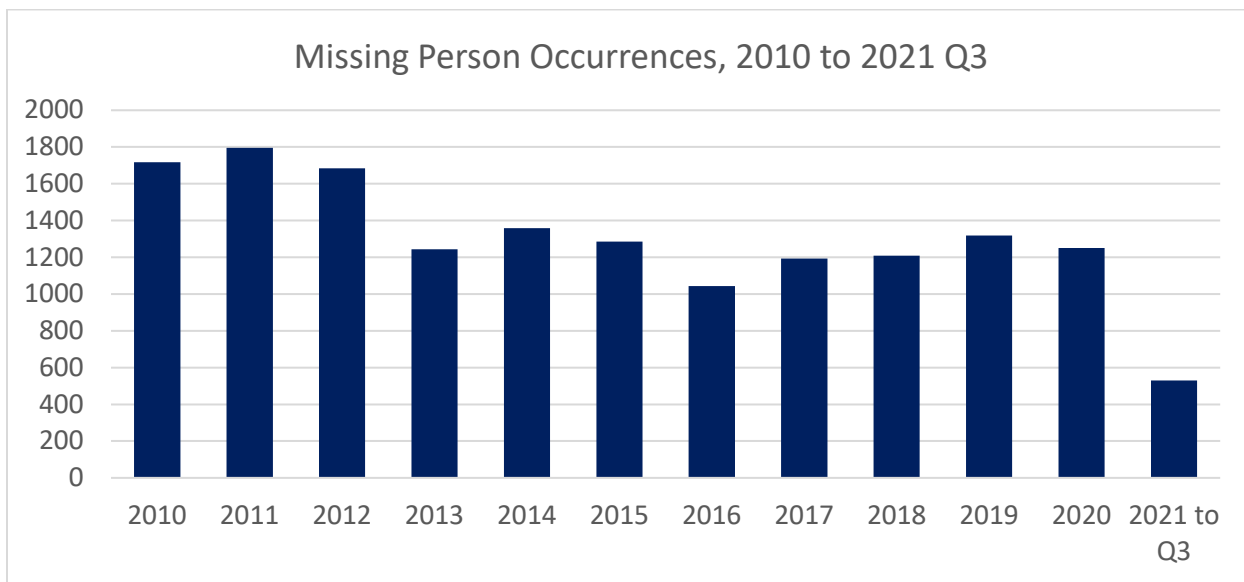


Figure 30 Missing Person Occurrences, 2010-2021 Q3. Source: WRPS Niche RMS

Table 32 Missing Person Occurrences, 2010-2021 Q3. Source: WRPS Niche RMS

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021 to Q3
Missing Persons	1795	1685	1243	1358	1286	1044	1193	1209	1319	1250	530

- There are two full-time detective constables who work in the Missing Persons Unit and one part-time sergeant who oversees the unit and is the designated Missing Persons Coordinator.
- When a missing person call comes in, the Communications Centre will first assign it to Patrol or the Field Support Unit. The Missing Person Unit will continue missing persons investigations that are not resolved by patrol, as well as attempt suicide, compassionate to locate, and other call types where a person has not been located.
- The Missing Person Unit will handle several calls per day with case durations lasting anywhere from a couple of hours to several weeks.
- The number of missing person occurrences can be impacted by reporting requirements at group homes, health services providers, and other social services who provide care for vulnerable persons.
- There are 16 historical missing person cases assigned to, monitored, and managed by the Missing Person Unit. An additional four are assigned to the Major Case Unit, where there is a suspicion of foul play. The oldest case dates back to 1978, and the most recent case is from 2019. A person must be missing for a year before they are classified as a historical case.

- Note: the numbers in the graph above exclude occurrences where people were reported as missing through other occurrence types such as compassionate to locate or attempt suicide occurrences and may exclude some missing person occurrences where only the found report was entered.

## Mental Health

Many members of our community live with mental illness and have complex needs as a result. At times, individuals may find themselves in a crisis where their safety or those around them are at risk, and the police are called to assist. Calls for service relating to mental health concerns can come to the police service through a variety of different call types. A check wellbeing call may be placed when a friend or family member is unable to reach a loved one or a call will be coded as an attempt suicide if the person has threatened to take their own life. In each situation a dispatcher and the officer closing the call will apply the occurrence type that best matches the event in order to deploy the most appropriate resources.

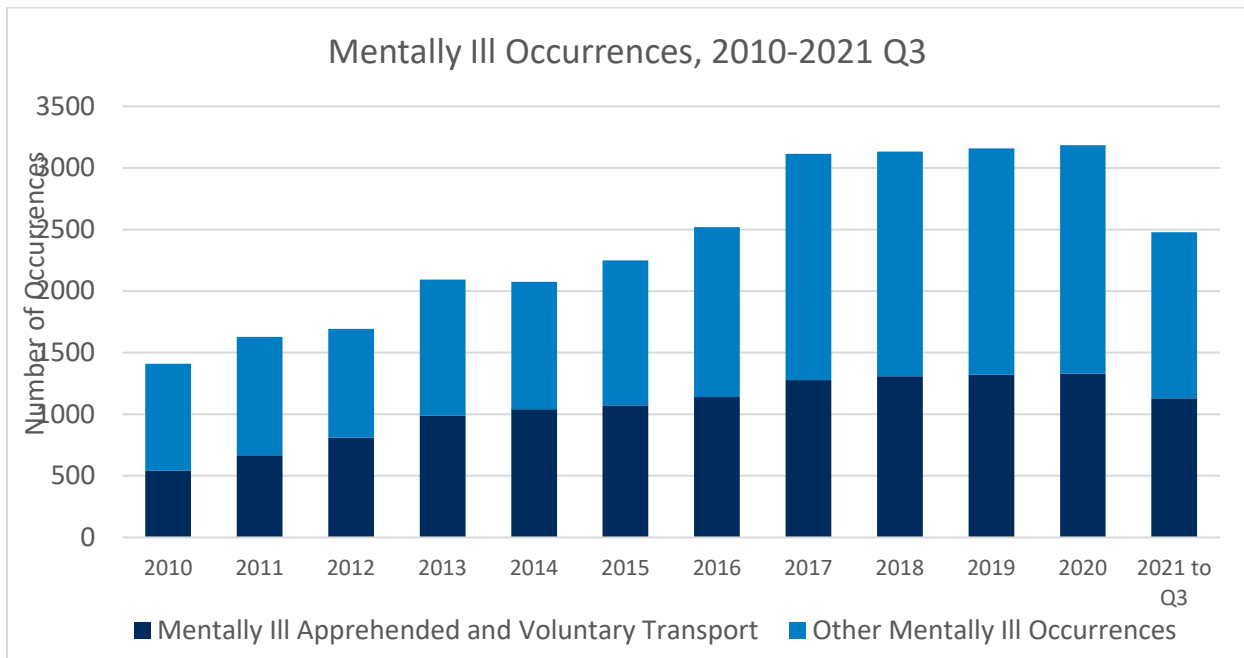


Figure 31: Mental Health Occurrences 2010 to 2021 Q3. Source: WRPS Niche RMS.

Table 33: Mental Health Occurrences 2010 to 2021 Q3. Source: WRSP Niche RMS.

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021 to Q3
Mentally III Apprehended and Voluntary Transport	543	666	809	990	1041	1072	1140	1277	1309	1323	1330	1129
Other Mentally III Occurrences	868	963	885	1104	1034	1178	1379	1837	1824	1837	1856	1350
Total Mentally III Occurrences	1411	1629	1694	2094	2075	2250	2519	3114	3133	3160	3186	2479

- Since 2017 the Waterloo Regional Police Service has received around 3000 mental health calls for service per year, the majority of which do not result in an apprehension under the Mental Health Act.
- In May of 2018 Canadian Association of Mental Health (CAMH), Waterloo Wellington, transitioned from their Specialized Crisis Team program and collaborated with WRPS with their Integrated Mobile Police and Crisis Team (IMPACT). More than half of the crisis calls received now are also responded to by the IMPACT team. With the IMPACT model WRPS and CAMH currently collectively respond to addiction mental health and crisis concern calls with coordinated mobile police and crisis response team to ensure that the most vulnerable have access to public and mental health care programs.
- During the first three quarters of 2021, 21 mental health-related occurrences required the assistance of the Emergency Response Team. These were events where an individual in crisis had barricaded themselves and threatened to harm themselves or others or where a canine search was required to locate an individual in crisis. Fortunately, in all of these occurrences, the tactical teams, crisis negotiators and search teams were able to resolve the incident successfully.



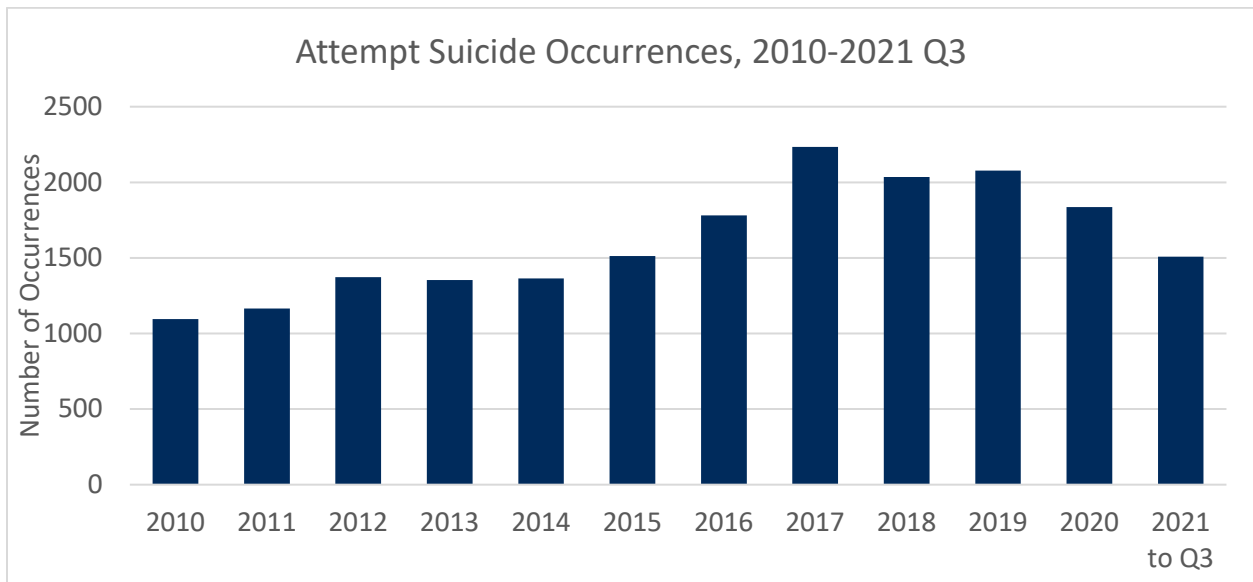


Figure 32: Attempt Suicide Occurrences 2010 to 2021 Q3. Source: WRPS Niche RMS.

Table 34: Attempt Suicide Occurrences 2010 to 2021 Q3. Source: WRPS Niche RMS.

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021 to Q3
Attempt Suicide Occurrences	1095	1166	1373	1354	1364	1512	1780	2234	2035	2077	1837	1507

- Attempt suicide occurrences closely follow the pattern of mental health occurrences and the response will often include members of the IMPACT team.
- If the current trend for attempt suicide occurrences continues for the rest of 2021 the Region will reach the most attempt suicide police occurrences generated in a year.

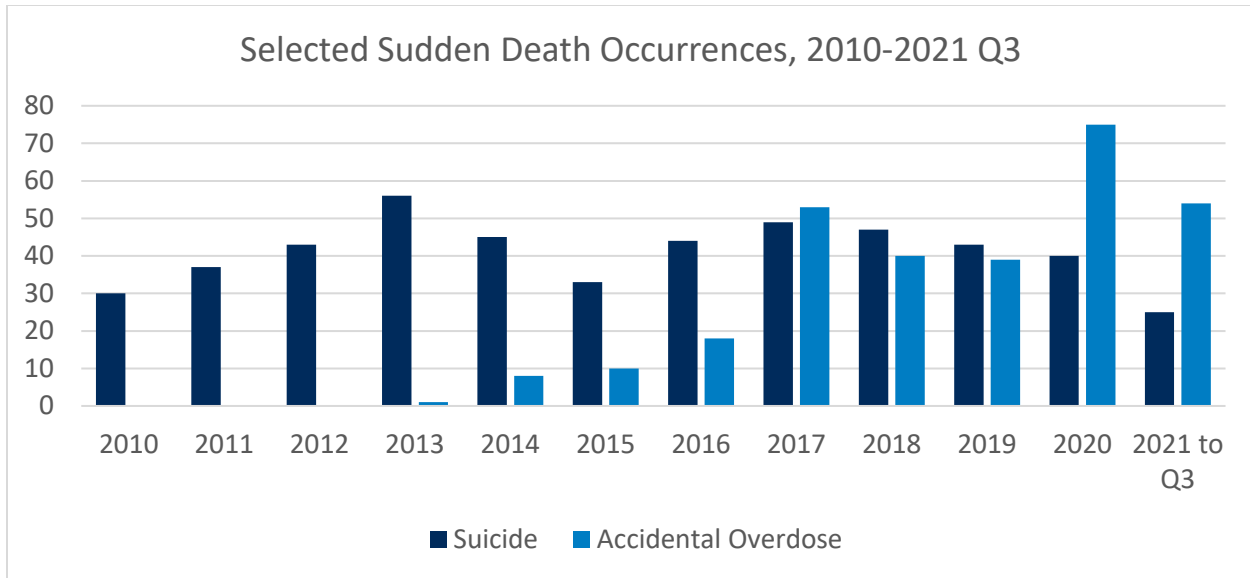


Figure 33: Selected Sudden Death Occurrences 2010-2021 Q3. Source: WRPS Niche RMS.

Table 35: Selected Sudden Death Occurrences 2010-2021 Q3. Source: WRPS Niche RMS.

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021 to Q3
Suicide	30	37	43	56	45	33	44	49	47	43	40	25
Accidental Overdose				1	8	10	18	53	40	39	75	54

- Police are often the first on scene of suicide and accidental overdose calls and are required to ensure the death is not suspicious.
- Sudden death occurrences may require a response from Patrol IMPACT team Detectives and/or Major Crime investigators as well as the Coroner.
- In 2021, on average, a patrol officer spends 162 minutes on a sudden death occurrence. This does not include time from other units that may be called out, such as IMPACT team, Detectives and/or Major Crime investigators.
- Sudden Death occurrences do not represent an official cause of death and are based on the best information available to the officer at the time of the occurrence.

WRPS works in partnership with community services providers and mental health professionals to try to get people the supports they need to recover and thrive. Depending on the nature of the call WRPS officers may make use of any one or more of the following resources:

1. IMPACT Team – Starting in May of 2018 the Canadian Mental Health Association (CMHA) Waterloo Wellington collaborated with WRPS to form the Integrated Mobile Police and Crisis Team (IMPACT). IMPACT consists of a variety of addictions and mental health clinicians who respond to live calls with police officers. IMPACT currently has 11 members providing coverage from 8am to 12am. Mentally Ill calls take up 84% of

the team's response with Attempt Suicide, Compassionate to Locate, and Domestic (Other) further comprising most of the call volume.

2. HealthIM – is an information sharing system used by police officers and hospital emergency room workers to share critical information about a person in crisis and their risk factors. This information improves the hospital intake process for the person experiencing a mental health crisis and reduces hospital wait times for both the patient and police officers.
  - From January through September 2021 1645 individuals were connected to emergency healthcare services through HealthIM, including 123 people who presented chronically, 330 people who presented more than once, and 1192 who had not previously been entered into the HealthIM system.
  - Among these individuals, 13% were voluntarily transported to hospital, 51% were involuntarily transported, 6% were apprehended under an existing order, and 29% were not transported to hospital.
  - Through the HealthIM interface, officers can also refer a situation to one of the Region's two Connectivity Tables.  
(Source: HealthIM Waterloo Regional Police Service MH Calls Report 2021-01-01 to 2021-09-30)
  
3. Connectivity Tables – are a collaborative risk-based approach to addressing situations of acutely elevated risk. There are two Connectivity Tables in Waterloo Region (Connectivity KW4 serving Kitchener, Waterloo, Wilmot, Woolwich, Wellesley, and Connectivity Cambridge North Dumfries) and include more than 30 different agencies that work together to resolve complex social issues, many of which include mental health challenges.
  - From January through September 2021, WRPS Community Resource Officers brought 18 situations to the Region's Connectivity Tables - all of which included mental health concerns among the risk factors identified.
  - Community Resource Officers assisted with 39 situations, each presenting complex risk factors that included issues such as anti-social behavior, criminal involvement, substance abuse issues, victimization, family circumstances, and more.
  - Police were engaged either as the originating agency or assisting agency in all situations.  
(Source: Connectivity KW4 and Connectivity Cambridge-North Dumfries January 1 2021 to September 30 2021 and Connectivity KW4 Annual Report 2020)

## Overdoses

The opioid crisis is a growing and evolving problem occurring nationally, provincially, and locally. In 2020, according to Statistics Canada, the Kitchener-Cambridge-Waterloo Census Metropolitan Area had the sixth highest rate of opioid-related offences at 30 offences per 100,000 population. The Waterloo Regional Police Service and Region of Waterloo Paramedic Services are collaborating to monitor suspected opioid related overdoses. The chart below includes the number of suspected opioid overdoses where police and/or paramedics have responded.

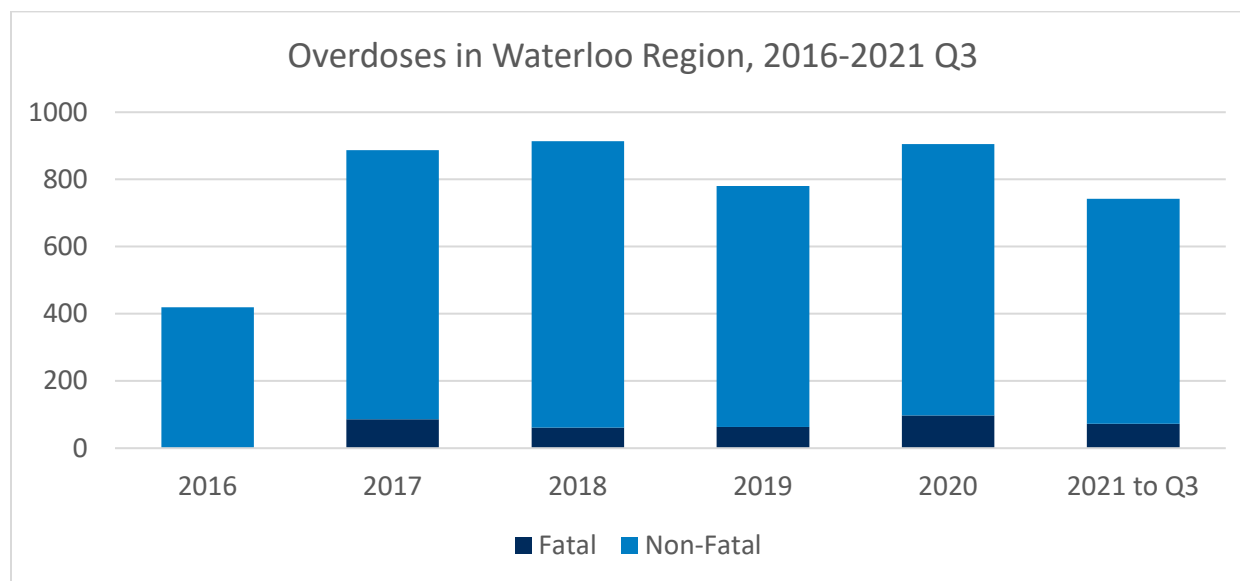


Figure 34: Overdoses in Waterloo Region 2016-2021 Q3. Source: WRPS Waterloo Region Integrated Drug Strategy.

Table 36: Overdoses in Waterloo Region 2016-2021 Q3. Source: WRPS Waterloo Region Integrated Drug Strategy.

	2016	2017	2018	2019	2020	2021 to Q3
Fatal		86	61	63	97	73
Non-Fatal	419	801	853	717	808	669
Total	419	887	914	780	905	742

- This data includes the number of suspected opioid overdoses where police and/or paramedics have responded. Fatal and non-fatal overdoses are included and the data is subject to change as findings may be preliminary.
- Fatal overdoses often require additional investigative resources and each case will have specific investigative needs depending on the situation. Officers will conduct interviews with witnesses, notify next of kin, and ensure Victim Services supports are provided. If an investigation requires a judicial

## DID YOU KNOW?



Opioids and drug trafficking was identified by Regional Council as a top concern (Community Survey, 2020 presented in PSB Report 2020-203).

authorization, additional resources are dedicated to write the application and to analyze the data collected such as phone records. The Forensic Identification Unit will also process the scene and assist with the collection of evidence. This work is essential to ensure there was no foul play and to protect other members of the community from highly lethal or contaminated drugs that may be circulating in the Region.

WRPS is a champion of the Waterloo Region Integrated Drug Strategy, working to prevent, reduce, or eliminate problematic substance use and its consequences; a partner on a community focused implementation of Consumption Treatment Sites to reduce harm; and a lead advocate for a renewed National Drug Policy to adopt a public health led diversionary approach to illicit substance use.

The Waterloo Region Integrated Drug Strategy uses overdose-related 9-1-1 calls assists in measuring the prevalence of overdoses in our community. While not all overdoses are reported to emergency services, the ones that are reported are used to help issue warnings to individuals at risk of overdose through the Overdose Monitoring Alert and Response System (OMARS). The number of Overdose Alerts issued is an indication of the increasing prevalence of especially dangerous illicit drugs being sold and used in our region. During the first three quarters of 2021, five Overdose Alerts were issued including one that noted 41 suspected overdoses within a single week and three overdose deaths that occurred within a 16-hour timeframe.

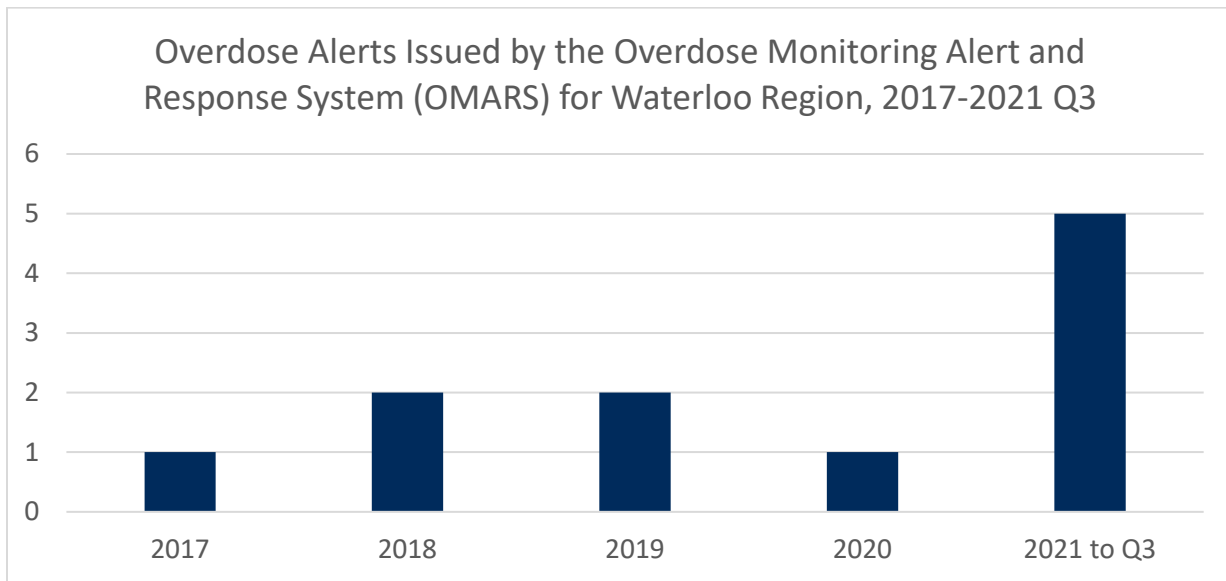


Figure 35: Overdose Alerts for Waterloo Region 2017-2021 Q3. Source: Waterloo Region Integrated Drugs Strategy.

Table 37: Overdose Alerts for Waterloo Region 2017-2021 Q3. Source: Waterloo Region Integrated Drugs Strategy.

	2017	2018	2019	2020	2021 to Q3
Overdose Alerts Issued by the Overdose Monitoring Alert and Response System (OMARS)	1	2	2	1	5

- WRPS plays a key role in notifying the public of Overdose Alerts and investigating those who are trafficking illicit drugs.
- Overdose Alerts are also distributed to those at risk of overdose through social service providers and health care providers and are available to any member of the public through a distribution list.

WRPS began equipping officers with Naloxone in January 2018. Naloxone is a life-saving drug that can temporarily reverse the effects of an opioid overdose and allow enough time to get the person medical help.

Table 38: WRPS Administered Naloxone. Source: WRPS Niche RMS.

	2018	2019	2020	2021 to Q3
Non-Fatal	36	59	45	39
Fatal	1	4	3	2
Total	37	63	48	41

- WRPS officers administering Naloxone have saved 189 lives in our community since 2018.

# Overdoses

833 Overdose calls; 84 deaths

48 Naloxone Administrations

195 Naloxone Administrations Since 2018

732 hours Non-fatal overdoses

2,100 hours Fatal overdoses

## Road Safety

Road safety has been a top community priority for over a decade. Much of the work done by the officers in the Traffic Services Unit is proactive in nature and is focused on reducing the impact the Fatal Four offences have on the community. The Fatal Four offences included: (1) Impaired driving (2) Speeding/aggressive driving (3) Seatbelts use and (4) Distracted driving. The table below discusses road safety charges laid from 2015 to 2021.

Table 39 Road Safety Charges. Sources: WRPS Traffic Services. WRPS Niche Records Management System E-MVC and Ministry of Transportation Inquiry Services System (MTO/ISS).

	2015	2016	2017	2018	2019	2020	2021 to Q3	TOTAL
Impaired Driving	825	866	860	785	803	782	554	5475
Speeding	13358	11323	11629	8854	7253	10189	10259	72865
Stunt	101	86	163	192	143	285	319	1289
Dangerous Driving	160	173	196	194	238	201	175	1337
Seatbelts	1064	874	829	762	651	555	397	5132
Distracted Driving	1614	1160	1323	1351	711	637	657	7453
Other HTA charges	17655	18788	19965	18331	15355	11363	7749	109206
CAIA	3764	3671	3794	3308	2982	2168	1806	21493
Total Charges	38541	36941	38759	33777	28136	26180	21916	224250

## DID YOU KNOW?



Of the 20 fatal injury motor vehicle collisions in the Region of Waterloo in 2020, 89 percent of them were linked to one of the Fatal Four offences (WRPS 2020 Annual Report).

## Road Safety

Impaired Driving (alcohol)	522
Impaired Driving (drug)	150
Speeding	11,331
Dangerous Driving	206
Stunt Driving	384
Seatbelts	428
Distracted Driving	705
Other	9,172






Table 40 Highway Traffic Act (HTA) Impaired Driver Suspensions. Source: WRPS Traffic Services. Ministry of Transportation Suspension and Impoundment Management System (SIMS). \*90-day suspensions that were issued and does not include suspensions completed via warrant. \*\* 90-day suspensions that were issued and does not include suspensions completed via warrant or DRE (Drug Recognition Evaluator) evaluations that were ruled out. Cancelled suspensions/impoundments are not included in this table.

	2015	2016	2017	2018	2019	2020	2021 to Q3	TOTAL
Over 50 Bac (HTA 48)	177	196	201	222	228	161	93	1278
90 Day Susp. For 80+ Or Refusal* (HTA 48.3)	460	488	455	431	412	378	244	2868
90 Day For Dre Confirmed Impaired** (HTA 48.3.1)	0	9	47	43	72	106	86	363
Other HTA Suspensions	0	4	17	24	55	82	62	244
Total HTA Suspensions	637	697	720	720	767	727	485	4753

- Drug impaired incidents have increased significantly in recent years. In 2020 officers investigated 142 incidents for impaired driving by drug and laid a total of 126 charges.
- Laying charges related to impaired driving whether due to alcohol or drugs requires specialized training and equipment; WRPS currently has 12 officers trained as Drug Recognition Evaluators.

## Average Call Response Times

Call response times are a calculated time interval in seconds between when the call is reported and when the first unit arrives. This represents the processing time in the Communications Centre plus the travel time for the first unit to arrive on-scene. Calls are prioritized to help ensure that the most urgent calls are responded to first. Regional Council identified opioid and drug trafficking as a top concern (Community Survey, 2020 presented in PSB Report 2020-203).

**DID YOU KNOW?** 

A dropped 9-1-1, even if it is done in error, is considered to be a priority 1 call.

A call type is assigned a “default” priority that represents the most common priority to which call type is dispatched. Communications staff members have the ability to upgrade or downgrade the call priority based on the information provided by the caller.

- Priority 1 – Immediate (i.e. Bomb threats, homicide, abductions, robbery)
- Priority 2 – Urgent (i.e. Domestic dispute, sudden death, attempt suicide)
- Priority 3 – Routine (i.e. sex offence, indecent act, assault, break and enter)
- Priority 4 – Delay-When Zone Officer Becomes Available (threat, theft over \$5000, theft under \$5000)



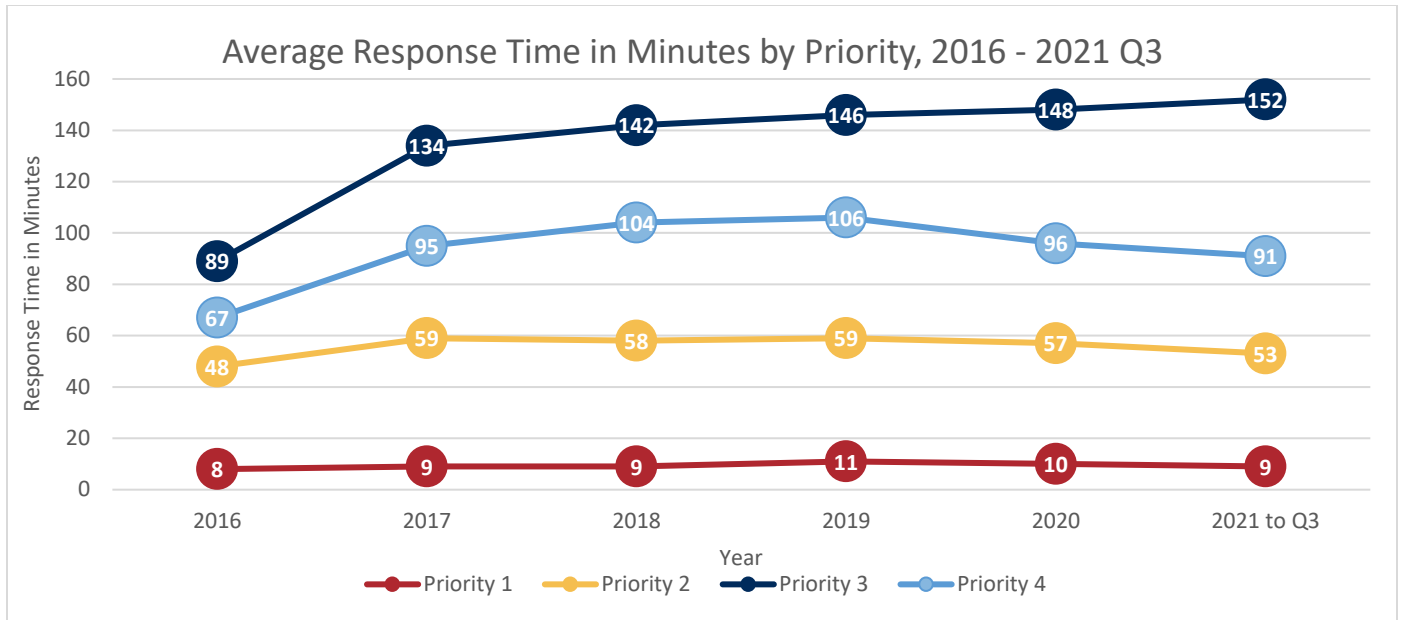


Figure 36 This graph shows the average response times in minutes of citizen generated calls for service by priority from 2016 to 2021 Q3 (January to September). The response times are reported in minutes. Source: WRPS CAD System

Table 41 This table shows the average response times in minutes of citizen generated calls for service by priority from 2016 to 2021 Q3 (January to September). The response times are reported in minutes. Source: WRPS CAD System

	Priority 1	Priority 2	Priority 3	Priority 4
2016	8	48	89	67
2017	9	59	134	95
2018	9	58	142	104
2019	11	59	146	106
2020	10	57	148	96
2021 to Q3	9	53	152	91

- Average response times have increased since 2016, with priority 3s showing the most significant increase at 71% or by 63 minutes. Average response times for priority 4s have increased by 36% or 24 minutes. Average response times for priority 1s and 2s have remained consistent, increasing by 1 minute and 5 minutes, respectively, between 2016 and 2021.
- By volume, priority 2s account for the majority of the citizen generated calls for service. Since calls cannot be cancelled unless they meet specific criteria, average response times for priority 3s are generally higher due to the backlog.
- In 2019, the Frontline Support Unit was created to alleviate frontline Patrol workload and enhance customer service by focusing on lower priority calls for service that do not involve an immediate risk to public safety or loss of evidence. This unit has helped contribute to the lowering of the average response times of priority 4s.

## Policing in a Pandemic

During the COVID-19 Pandemic, WRPS has adapted in order to continue providing a high level of service to the community. These adaptations included the creation of the Emergency Operations Centre (EOC) in March 2020. The EOC was comprised of eight dedicated staff that drafted service-wide information bulletins and directives in response to ever-changing public health and provincial guidelines, and provided direction to members who were experiencing symptoms of illness, or had a potential exposure to COVID-19. In September 2021, the EOC transitioned into the COVID Support Team, supported through the Human Resources Branch, with two dedicated staff members. Throughout 2020 and 2021, more than 115 employees transitioned to working from home, with the majority returning to the workplace by September 2021.

Many branches and units contributed to the shift in operations in numerous ways:


- Development of a COVID Screening App.
- Procurement of PPE and cleaning supplies.
- Developing an internal Vaccine procedure and assisting in the Region-wide Vaccine rollout.
- Creation of Fit for Duty flow charts.
- Screening protocols for officers responding to calls.
- Exposure documentation and managing staffing challenges.
- Adapting protocols for interviews/investigations.
- Providing regular updates to the community about COVID-19 related legislation and enforcement.
- Temporary closure of divisional facilities.

The COVID-19 Integrated Response Team (CIRT) ran from April 25, 2021 to July 14, 2021. It was comprised of 21 officers on four teams, working 7 days per week. The team worked in conjunction with bylaw and other enforcement partners to:

- Respond to complaints and calls for service regarding violations of the Reopening Ontario Act (ROA) and Emergency Management and Civil Protection Act (EMCPA), with a focus on unlawful gatherings.
- Conduct proactive inspections, education and enforcement to improve compliance with the ROA and EMCPA.
- Provide a coordinated and measured response to any pandemic-related public demonstrations.

As a result of this partnership, the CIRT team responded to 465 occurrences, and laid 125 charges. This is in addition to the COVID-19 related occurrences that patrol and by-law officers responded to before the formation of CIRT.

Additionally, members of the WRPS played a leadership role during the pandemic and the emergent need for safe Shelter Care for our most vulnerable. WRPS worked in partnership with



the City of Waterloo, Region of Waterloo Social Services, the Working Centre and House of Friendship, neighbourhood associations and businesses to ensure short- and long-term seamless transition plans for Shelter Care within our community.

# Changes in Crime

The COVID-19 pandemic had an impact on crime across Canada in 2020. Policies enacted to contain the spread of the virus also impacted opportunities to commit certain crimes. Across Canada, the total police-reported crime rate decreased by -10% in 2020 and the crime rates decreased in all of the 12 large Ontario municipal police services. The smallest decrease was seen in Waterloo Region where the total crime rate (excluding traffic) decreased by only -1% to 5,230 crimes per 100,000 persons. This decrease in total crime was driven by decreases in property crime as the Region's violent crime increased between 2019 and 2020.

## DID YOU KNOW?

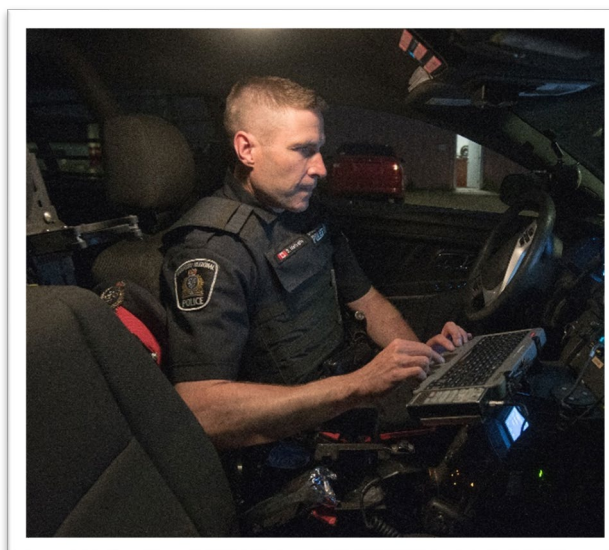


Total crime rates decreased by 10% across Canada in 2020. Of the 12 municipal police services in Ontario, the smallest decrease (-1%) was in Waterloo Region.

Crime data is only representative of what is reported to police. There are many factors which may influence police-reported crime such as: our community's willingness to report, available police resources, police service priorities, crime prevention measures, targeted enforcement practices, and other avenues of reporting crime that do not get relayed to the police.

## Total Crime Rate

The crime rate is a measure of the actual volume of police-reported crime per 100,000 persons. The overall crime rate is composed of offences grouped into three categories: (1) violent offences or crimes against persons; (2) crimes against property; and (3) other Criminal Code (CC) violations.



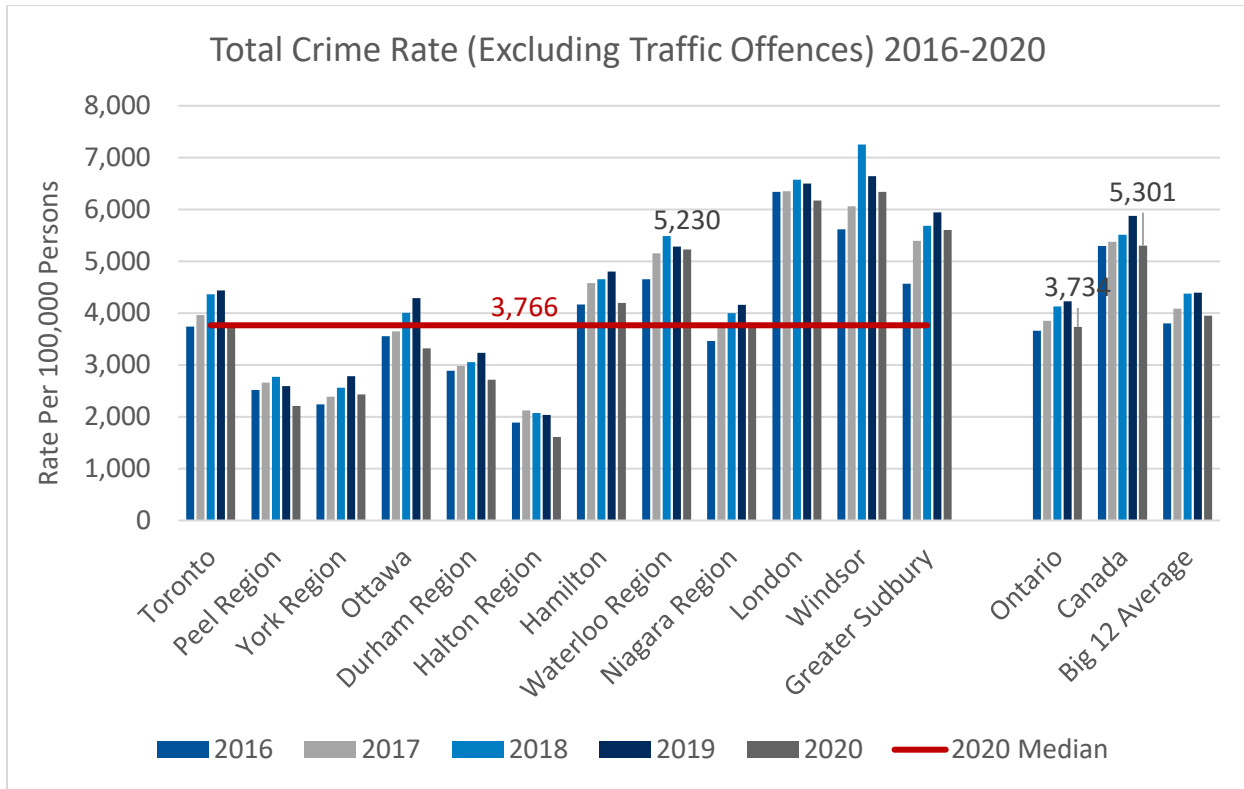


Figure 37: Total Crime Rate (Excluding Traffic) Per 100000 Population. Source: Statistics Canada Tables 35-10-0180-01 and 35-10-0177-01.

Table 42: Total Crime Rate (Excluding Traffic) Per 100000 Population. Source: Statistics Canada Tables 35-10-0180-01 and 35-10-0177-01.

	2016	2017	2018	2019	2020
Toronto	3742	3964	4365	4438	3715
Peel Region	2520	2659	2772	2591	2211
York Region	2239	2389	2563	2783	2433
Ottawa	3558	3648	4006	4288	3322
Durham Region	2888	2984	3058	3235	2717
Halton Region	1889	2123	2075	2037	1610
Hamilton	4165	4583	4654	4804	4199
<b>Waterloo Region</b>	<b>4654</b>	<b>5156</b>	<b>5487</b>	<b>5286</b>	<b>5230</b>
Niagara Region	3462	3724	4000	4158	3817
London	6341	6351	6572	6501	6173
Windsor	5617	6060	7251	6639	6340
Greater Sudbury	4569	5398	5683	5946	5608
Ontario	3662	3854	4132	4228	3734
Canada	5297	5375	5513	5878	5301

- In Waterloo Region the total crime rate (excluding traffic) decreased by -1% between 2019 and 2020 whereas all other large municipal police services saw decreases between -5 and -21%.
- The overall crime rate in Waterloo Region continues to be the fourth highest among large municipal police services in Ontario in 2020.

## Property Crime Rate

The change in total crime rate has been driven by a decrease in property crime in Waterloo Region. Since 2010 the property crime rate has remained above the Ontario rate for Waterloo Region.

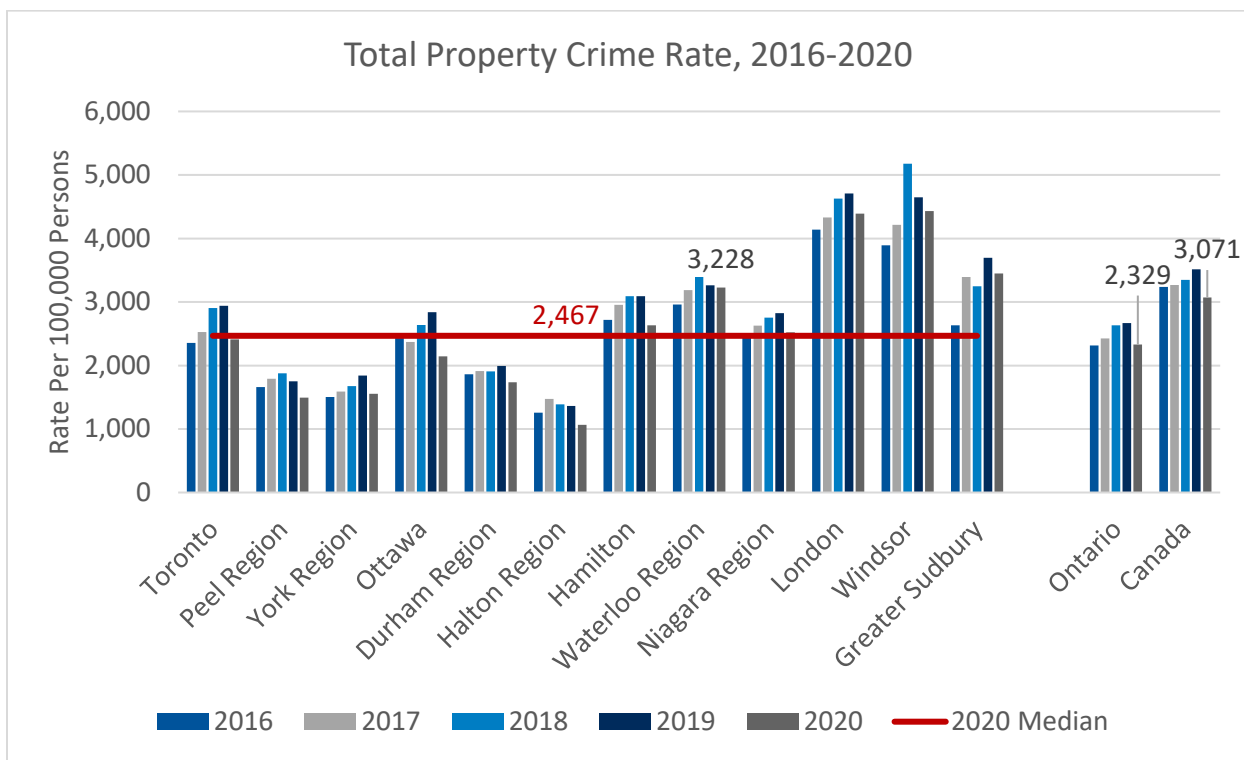


Figure 38: Property Crime Rate Per 100000 Population. Source: Statistics Canada Tables 35-10-0180-01 and 35-10-0177-01.

Table 43: Property Crime Rate Per 100000 Population. Source: Statistics Canada Tables 35-10-0180-01 and 35-10-0177-01.

	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Toronto	2353	2527	2906	2941	2413
Peel Region	1662	1789	1878	1751	1494
York Region	1502	1588	1675	1839	1555
Ottawa	2431	2371	2638	2840	2144
Durham Region	1860	1912	1909	1991	1735
Halton Region	1258	1474	1388	1365	1066
Hamilton	2717	2956	3090	3089	2632
<b>Waterloo Region</b>	<b>2962</b>	<b>3184</b>	<b>3392</b>	<b>3262</b>	<b>3228</b>
Niagara Region	2476	2625	2754	2826	2522
London	4138	4329	4628	4707	4388
Windsor	3890	4215	5178	4647	4430
Greater Sudbury	2634	3393	3248	3696	3448
Ontario	2315	2428	2630	2667	2329
Canada	3239	3265	3348	3512	3071

- The Region’s property crime rate decreased by 1% from 2019 but moved from the fifth highest rate among provincial comparators to the fourth highest as other municipalities saw a much greater decrease in property crime.
- The decrease in the property crime rate has been driven by a decrease in some high-volume property crimes, including 711 fewer Shoplifting over or under \$5,000 violations (under 2000 violations) 504 fewer Theft over or under \$5000 (under 3,100 violations), and 99 fewer Break and Enter violations (under 2,500 violations).
- Property crimes that increased in 2020 include Identity Theft (up 345 violations or 99%) and Identity Fraud (up 139 violations or 22%). (Source: Waterloo Regional Police Service Criminal Offence Summary [All Count] 2020)

## DID YOU KNOW?



Break and Enters were identified by Regional Council as a top public safety concern (Community Survey, 2020 presented in PSB Report 2020-203).

## Violent Crime Rate

While the decrease in property crime is good news for the residents of Waterloo Region, what remains concerning is the significant increase in violent crime. The violent crime rate has been increasing in Waterloo Region since 2014 and now stands well above the provincial average: there were 1,343 violent crimes per 100,000 population in Waterloo Region in 2020 and there were 898 violent crimes per 100,000 across all of Ontario.

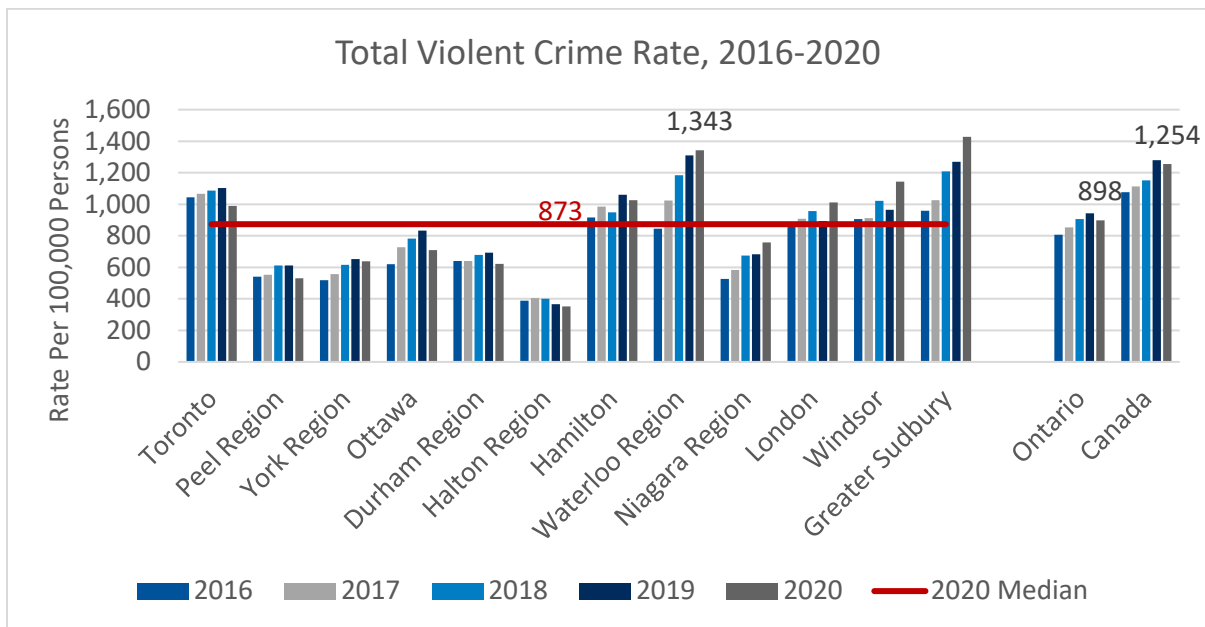


Figure 39: Violent Crime Rate Per 100000 Population. Source: Statistics Canada Tables 35-10-0180-01 and 35-10-0177-01. Table 44: Violent Crime Rate Per 100000 Population. Source: Statistics Canada Tables 35-10-0180-01 and 35-10-0177-01.

	2016	2017	2018	2019	2020
Toronto	1043	1067	1087	1104	990
Peel Region	540	552	612	612	531
York Region	517	558	617	651	638
Ottawa	619	728	783	833	709
Durham Region	639	640	679	692	621
Halton Region	388	404	401	366	353
Hamilton	916	984	948	1060	1026
<b>Waterloo Region</b>	<b>846</b>	<b>1023</b>	<b>1184</b>	<b>1310</b>	<b>1343</b>
Niagara Region	527	584	675	682	757
London	876	909	956	895	1012
Windsor	907	912	1021	964	1142
Greater Sudbury	958	1026	1208	1269	1428
Ontario	806	854	905	942	898
Canada	1076	1113	1152	1279	1254



- Waterloo Region's violent crime rate rose 3% between 2019 and 2020 and is now the second highest of the 12 largest municipal police services in the province.
- Driving factors pushing the Violent Crime rate higher were Assaults (up by 106 violations or 2%), Indecent/Harassing Telephone Calls (up by 197 violations or 246.3%), and Utter Threats to a Person (up by 154 violations or 8.4%). (Source: Waterloo Regional Police Service Criminal Offence Summary [All Count] 2020).
- The Violent Crime Rate would have been higher if it were not for the decrease in Sexual Assaults Level One (down by 129 violations or -17.6%).
- In 2020, there were eight victims of homicide, one victim of manslaughter, and seven attempted murders in Waterloo Region (Source: Waterloo Regional Police Service Criminal Offence Summary [All Count] 2020).
- During the first three quarters of 2021, there were two victims of homicide. (Source: Waterloo Regional Police Service Major Crime Unit).



## Total Crime Severity Index

Where the per capita rates look at the total number of crimes, the Crime Severity Index (CSI) measures **both** the volume and severity of police-reported crime in Canada. The CSI for Waterloo Region has remained above that of the province for more than the last decade.

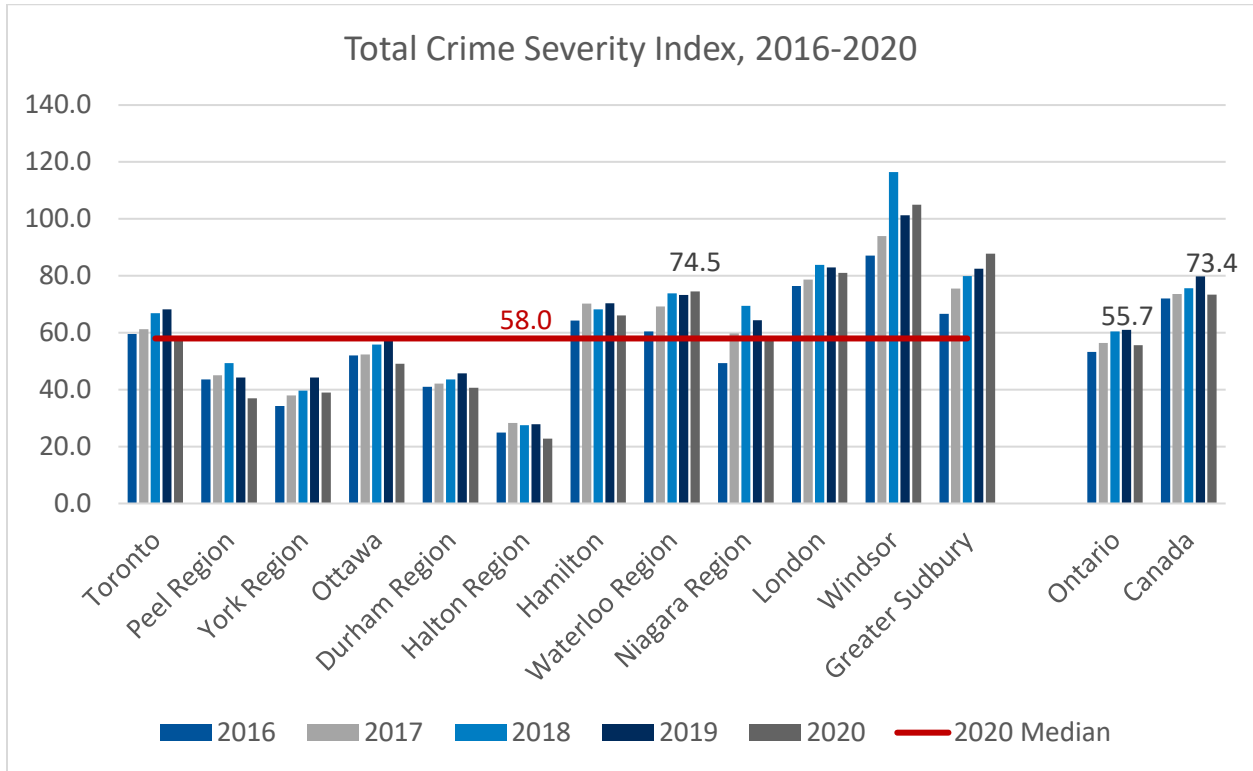
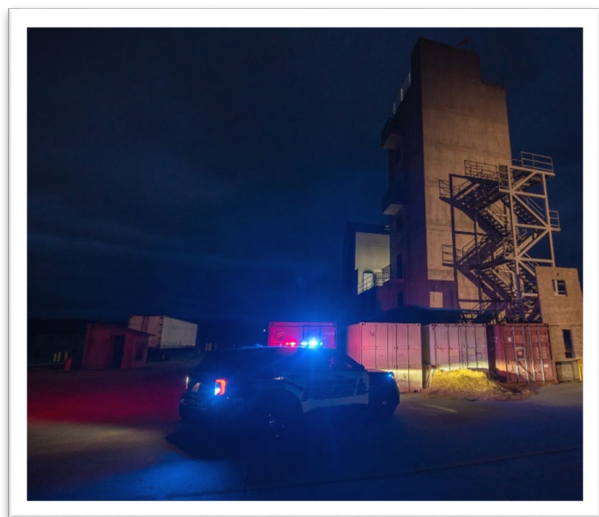


Figure 40: Total Crime Severity Index. Source: Statistics Canada Table 35-10-0188-01

Table 45: Total Crime Severity Index. Source: Statistics Canada Table 35-10-0188-01

	2016	2017	2018	2019	2020
Toronto	59.6	61.3	66.8	68.2	57.8
Peel Region	43.6	45.0	49.3	44.3	37.0
York Region	34.3	37.9	39.7	44.3	39.0
Ottawa	52.1	52.3	55.8	58.7	49.1
Durham Region	41.0	42.1	43.6	45.7	40.7
Halton Region	25.0	28.4	27.5	27.9	22.8
Hamilton	64.3	70.2	68.2	70.4	66.0
<b>Waterloo Region</b>	<b>60.5</b>	<b>69.2</b>	<b>73.9</b>	<b>73.3</b>	<b>74.5</b>
Niagara Region	49.3	59.8	69.4	64.4	58.1
London	76.5	78.6	83.9	83.0	81.0
Windsor	87.1	94.0	116.4	101.3	105.0
Greater Sudbury	66.6	75.5	79.9	82.4	87.8
Ontario	53.3	56.4	60.4	61.0	55.7
Canada	72.0	73.6	75.6	79.8	73.4

- The increase in violent crime in Waterloo Region resulted in an increase in the CSI with the index going from 73.3 in 2019 to 74.5 in 2020.
- Currently Waterloo Region’s overall CSI is the fourth highest of the other 12 large Ontario municipal police services.



## Non-Violent Crime Severity Index

The Non-Violent CSI considers both property crime and other Criminal Code violations.

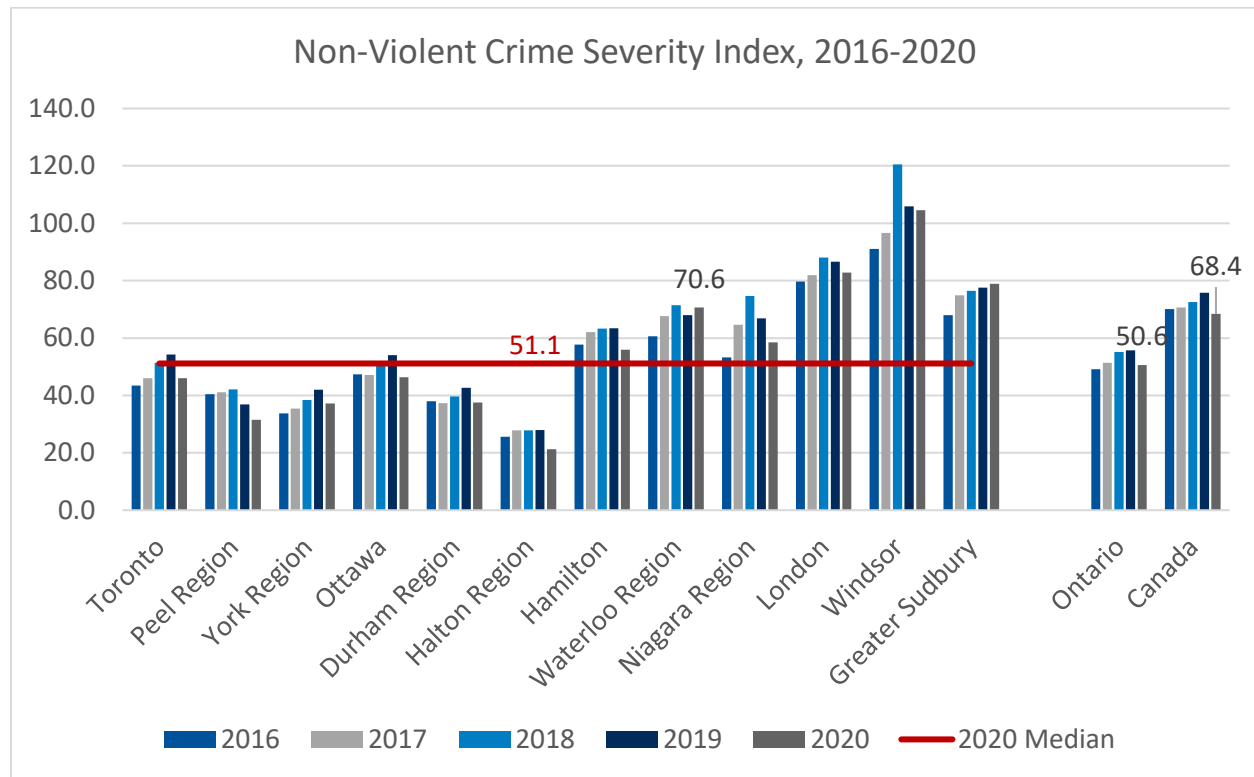


Figure 41: Non-Violent Crime Severity Index. Source: Statistics Canada Table 35-10-0188-01.

Table 46: Non-Violent Crime Severity Index. Source: Statistics Canada Table 35-10-0188-01.

	2016	2017	2018	2019	2020
Toronto	43.5	46.0	51.3	54.3	46.0
Peel Region	40.4	41.1	42.1	36.8	31.5
York Region	33.8	35.5	38.4	42.0	37.2
Ottawa	47.3	47.1	50.4	54.0	46.3
Durham Region	37.9	37.3	39.6	42.7	37.5
Halton Region	25.6	27.8	27.8	28.0	21.2
Hamilton	57.7	62.0	63.3	63.4	56.0
<b>Waterloo Region</b>	<b>60.7</b>	<b>67.6</b>	<b>71.5</b>	<b>68.0</b>	<b>70.6</b>
Niagara Region	53.3	64.6	74.7	66.9	58.5
London	79.7	81.9	88.1	86.6	82.8
Windsor	91.1	96.6	120.6	105.8	104.5
Greater Sudbury	67.9	74.9	76.4	77.6	78.9
Ontario	49.1	51.4	55.2	55.7	50.6
Canada	70.1	70.7	72.6	75.8	68.4

- The national Non-Violent CSI decreased -10% in 2020. In Waterloo Region, the Non-Violent CSI increased by 3.9%.
- Waterloo Region's Non-Violent CSI has remained as the 4<sup>th</sup> highest of the 12 largest municipal police services in Ontario, and continues to be above the median level.
- Despite the overall decrease in the volume of property crime between 2019 and 2020, the index for Non-Violent crime has increased by 4%. Greater Sudbury was the only other large Ontario municipal police service that saw an increase in its Non-Violent CSI.

## Violent Crime Severity Index

Violent Crime Severity Index measures overall volume and severity of Violent Crime. In 2020, the overall volume and severity of violent crime as measured by the national Violent CSI was -4% lower than the previous year. The Violent CSI in Waterloo Region decreased by approximately the same amount and went from 87.7 in 2019 to 84.8 in 2020 - a decrease of 3.3%.

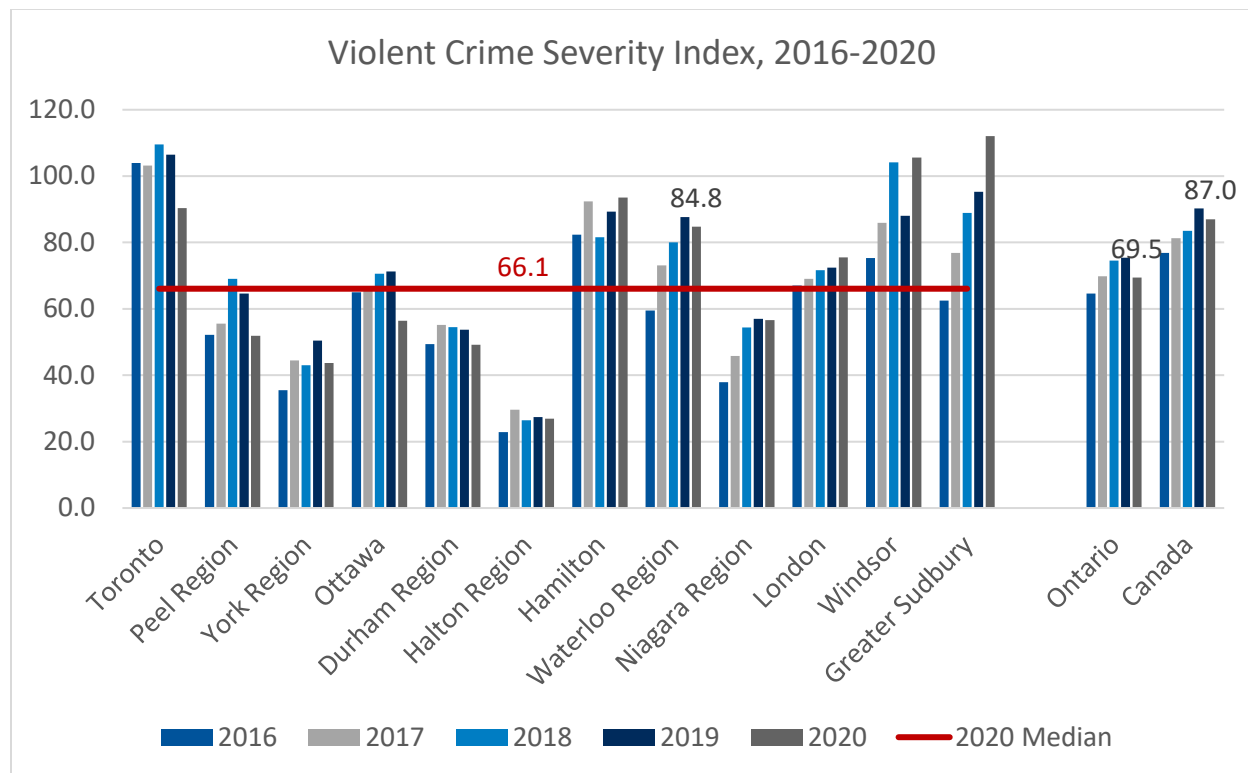


Figure 42: Violent Crime Severity Index 2016-2020. Source: Statistics Canada Table 35-10-0188-01.

Table 47: Violent Crime Severity Index 2016-2020. Source: Statistics Canada Table 35-10-0188-01.

	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Toronto	103.9	103.2	109.6	106.4	90.4
Peel Region	52.1	55.6	69.1	64.6	51.9
York Region	35.5	44.5	43.0	50.4	43.7
Ottawa	65.0	66.4	70.6	71.2	56.4
Durham Region	49.3	55.2	54.5	53.7	49.2
Halton Region	22.9	29.6	26.5	27.4	27.0
Hamilton	82.4	92.4	81.6	89.3	93.5
<b>Waterloo Region</b>	<b>59.5</b>	<b>73.1</b>	<b>80.1</b>	<b>87.7</b>	<b>84.8</b>
Niagara Region	38.0	45.8	54.4	57.0	56.6
London	67.0	69.0	71.7	72.4	75.6
Windsor	75.3	86.0	104.2	88.1	105.6
Greater Sudbury	62.5	76.9	88.9	95.3	112.1
Ontario	64.6	69.8	74.5	75.4	69.5
Canada	76.9	81.3	83.6	90.3	87.0

- In 2020, the overall volume and severity of violent crime, as measured by the national Violent CSI, was -4% lower than the previous year. The Violent CSI in Waterloo Region decreased by approximately the same amount and went from 87.7 in 2019 to 84.8 in 2020, a decrease of -3.3%.
- Waterloo Region’s Violent CSI is the 5<sup>th</sup> highest index among Ontario’s 12 largest municipal police services and continues to be above the provincial index but below the national index.

## Shootings and Firearms

Crimes involving firearms have been increasing across Canada. Waterloo Region has seen a significant increase in the number of occurrences involving guns. In 2019, WRPS developed a standard definition of a “shooting” due to the increase in volume locally and a lack of standard definition at a provincial or national level. WRPS began tracking shootings based on Toronto Police Service’s definition: “a shooting includes incidents where the victim(s) was reported to have been shot or shot at with a real firearm (firearm as defined under the Criminal Code of Canada and refers to any incident where evidence exists that a bullet(s) was discharged from a real firearm including accidental discharge (non-police), celebratory fire drive-by etc. and that it

### DID YOU KNOW?



Guns and criminal gang activity were identified by Regional Council as a top public safety concern (Community Survey, 2020 presented in PSB Report 2020-203).

excludes events such as suicide, dispatch animal, police-involved, or any event where the weapon used was not a real firearm (such as pellet gun air pistol “simulation” etc.). This definition will be incorporated into a National definition through the Uniform Crime Report (UCR) survey of Statistics Canada.

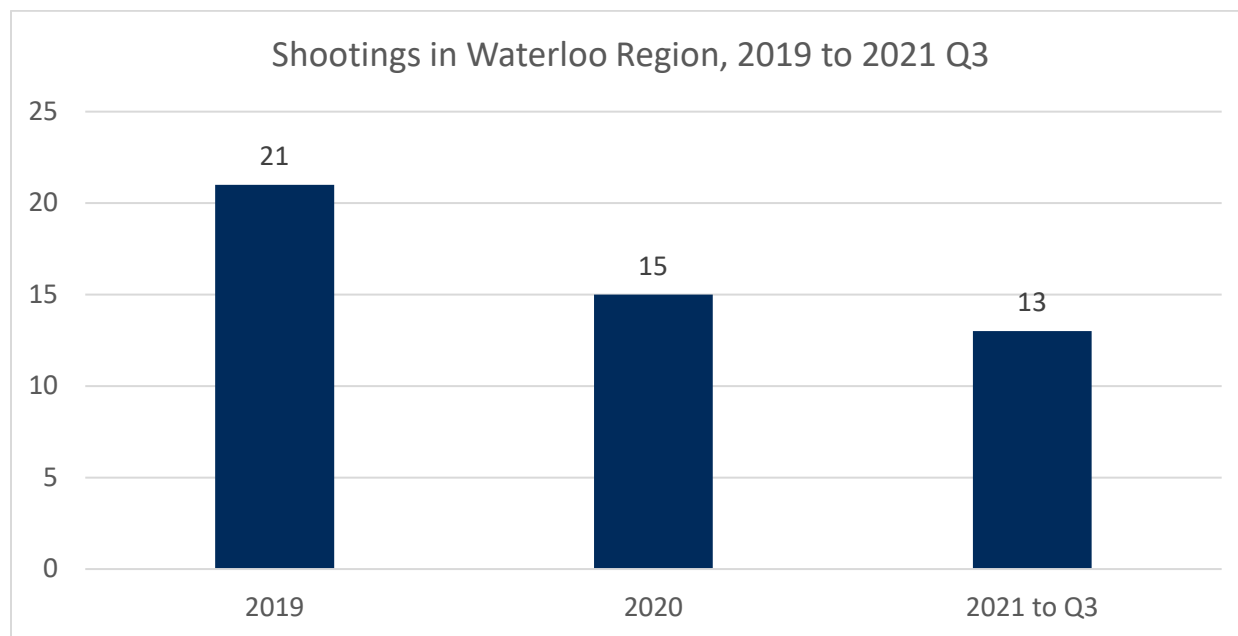


Figure 43: Count of Shootings in Waterloo Region 2019-2021 Q3. Source: WRPS Niche Records Management System.

Table 48: Count of Shootings in Waterloo Region 2019 to 2021 Q3. Source: WRPS Niche Records Management System.

	<b>2019</b>	<b>2020</b>	<b>2021 to Q3</b>
Count	21	15	13

- There were 13 shooting incidents in Waterloo Region during the first three quarters of 2021.

One important way to reduce the number of shootings is to remove firearms from circulation. The Service does this by seizing firearms related to criminal activity and accepting firearms surrendered from members of the public through the Firearms and Weapons Amnesty Program. The Amnesty program allows for members of the public to dispose of firearms ammunition and other weapons that are unwanted or that may be illegal with limited potential for criminal consequences. The program increases community safety by reducing the amount of unwanted or illegally owned weapons in the community and reducing the likelihood of them falling into the hands of criminals while providing education on firearm laws and responsibilities. The following figure and table show the number of firearms as defined by the Criminal Code of Canada, which came into the possession of WRPS since 2017.

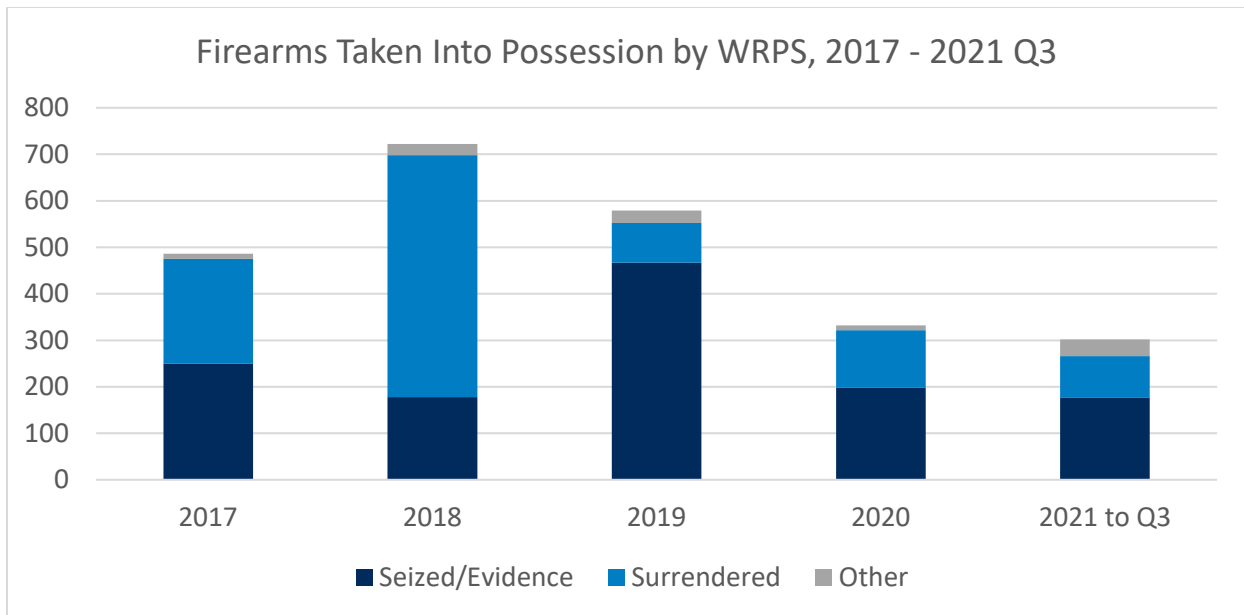


Figure 44: Firearms Taken Into Possession by WRPS 2017 to 2021 Q3. Source: WRPS Niche Records Management System.

Table 49: Firearms Taken Into Possession by WRPS 2017 to 2021 Q3. Source: WRPS Niche Records Management System.

	2017	2018	2019	2020	2021 to Q3
Seized/Evidence	250	179	468	198	177
Surrendered	225	520	86	125	89
Other	5	20	25	9	35
Total	480	719	579	332	301

- Since 2017, WRPS has taken custody of 2,400 real firearms as defined by the Criminal Code of Canada. This number does not include ammunition firearm paraphernalia imitation firearms, pellet guns, antique firearms, or prohibited weapons that the Service has also seized or that members of the public have surrendered.
- The number of firearms that come into the custody of WRPS can vary greatly as a single gun owner may surrender or have seized a large collection of guns at one time. The surrendered firearms in 2018 include a large number of guns that were submitted for destruction by a local gun store.
- The Firearms and Weapons Amnesty Program allows members of the public to surrender weapons at any time. The Service aims to run a promoted program every few

## DID YOU KNOW?



If an imitation firearm, such as B.B. gun, pellet gun, antique firearm, or toy is used in the commission of an offence, it is treated as a real firearm under the Criminal Code.



years to encourage owners of firearms to surrender unwanted and illegal weapons. The last promoted program was held in 2017 and one was held again in November 2021.

## Arrests and Charges

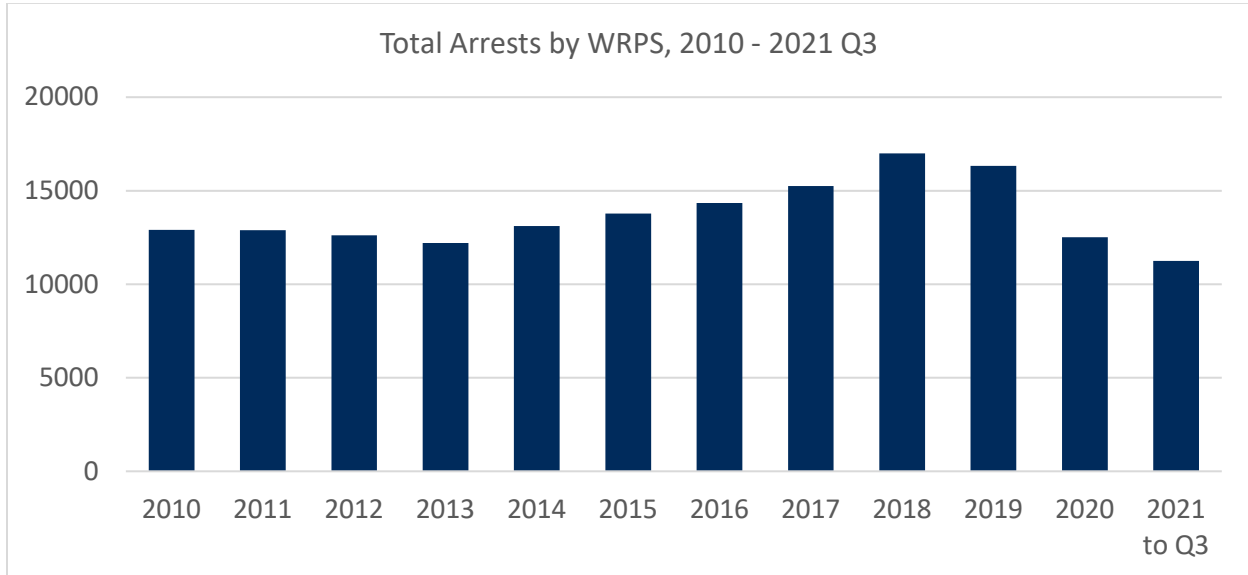


Figure 45 Total Arrests by WRPS 2010-2021. Source: WRPS Niche Records Management System.

Table 50 Total Arrests by WRPS 2010-2021. Source: WRPS Niche Records Management System.

Year	Count
2010	12905
2011	12894
2012	12619
2013	12204
2014	13120
2015	13780
2016	14344
2017	15251
2018	16997
2019	16335
2020	12507
2021 to Q3	11249

- WRPS makes an average of 13,906 arrests per year. As a result of the COVID-19 pandemic the number of arrests has fallen below 2010 levels. The total number of arrests reached its peak in 2018.

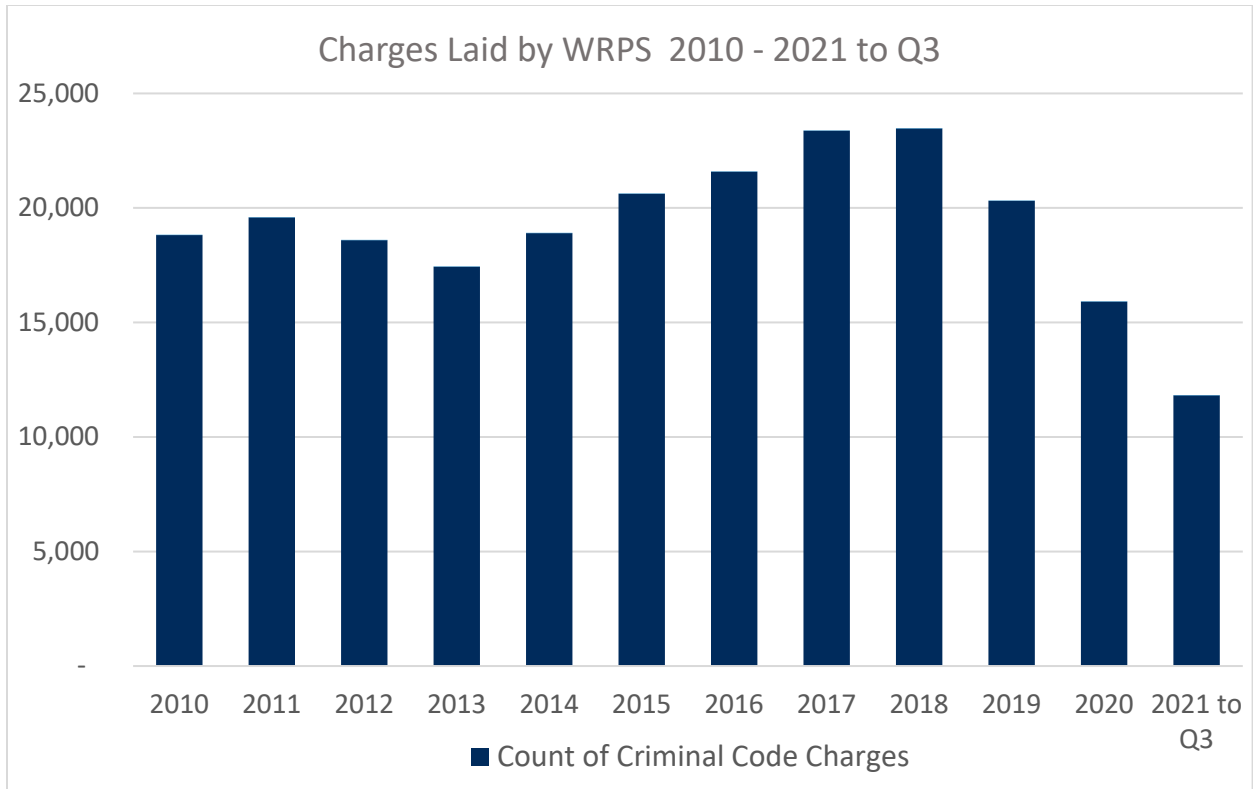


Figure 46 Charges Laid by WRPS 2010-2021 to Q3. Source: WRPS Niche Records Management System.

Table 51 Charges Laid by WRPS 2010-2021 to Q3. Source: WRPS Niche Records Management System.

Year	Count of Criminal Code Charges	% of criminal code charges to total	Total Count of All Charges
2010	18812	33%	56777
2011	19591	27%	73581
2012	18589	27%	67710
2013	17432	28%	62710
2014	18900	33%	57979
2015	20614	32%	64979
2016	21578	34%	63659
2017	23372	35%	66052
2018	23475	38%	61392
2019	20307	39%	51713
2020	15906	34%	46458
2021 to Q3	11823	33%	36048

- Since 2010 WRPS has laid over 542,000 charges.
- There is an average of 61,183 total charges per year.
- Average Criminal Code charges make up 33% of total charges.

# Increasing Investigative Complexity

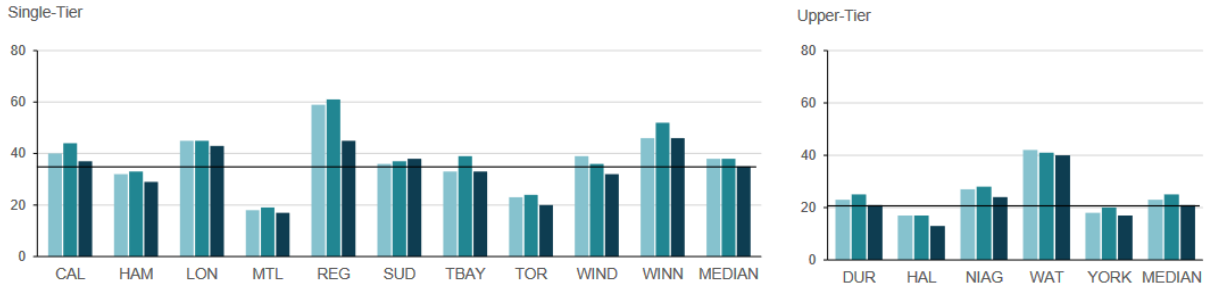
Changes in police investigations stem from changes in new and evolving law, technology, public expectations and economic conditions. Some significant recent case law has also had a profound impact on requirements complexity and time.

Technology has quickly evolved and continues to evolve at unprecedented rates. The result has been the advent of, and increased frequency in, more technical investigations. In many cases,, criminals have been able to commit crime on a large scale, and to some degree, they have been able to commit these crimes in anonymity. Internet and smart phone providers, as well as software and hardware developers, have increased security measures in order to protect their consumers. Technology devices are increasingly developed with more and more advanced encryption and privacy capabilities.

In many investigations, judicial authorization(s) is required in order to be able to investigate cases and bring evidence to court. Computers and phones contain an abundance of information for most people and often multiple judicial authorizations are required for the evidence they contain. The preparation of these judicial authorizations and the need to extract and analyze this information is time consuming. For example, officers can spend 10 hours or more on one judicial authorization depending on the complexity.

## Average Criminal Workload per Officer

The Region of Waterloo is one of 16 municipalities participating in the Municipal Benchmarking Network (MBN) Canada partnership that collects comparable data on 36 service areas to analyze, share, and inspire continuous improvement. Policing is one of these service areas. The number of reported criminal code incidents per police officer is a measure indicative of an officer's workload, although it is important to note that it does not capture many aspects of policing such as traffic or drug enforcement, proactive policing, crime prevention, or the provision of assistance to victims of crime.



Source: PLCE305 (Efficiency)

Figure 47 Number of Reported Criminal Code Incidents (Non-Traffic) per Police Officer. Source: Municipal Benchmarking Network (MBN) Canada, PLCE305. 2020 MBNCanada Performance Report, p.218.

- WRPS reported 31,654 total number of non-traffic criminal code incidents in 2020. This represents a workload of 40 incidents per officer or the 4th highest workload amongst other Canadian municipalities participating in MBNCanada. When comparing to the five upper-tier municipalities in a two-tiered system WRPS ranks 1st with the highest workload and is well above the upper-tier municipalities' median of 21 incidents per officer by 19 incidents.

## DID YOU KNOW?



WRPS officers have the fourth highest criminal workload compared to the 16 other municipal agencies participating in MBNCanada.

## Significant Crimes in Waterloo Region

Three crime types that have been increasing significantly over recent years, in both volume and investigative complexity are frauds, cybercrime, and human trafficking. According to Statistics Canada, increases in identity thefts and child pornography specifically have contributed to the increase in Waterloo Region's overall Crime Severity Index. Both of these crime types present additional complexity and investigative challenges due to the opportunities to target victims anywhere in the world via the internet.

Identity theft refers to criminals stealing someone's personal information for criminal purposes. Identity theft can be: unsophisticated such as dumpster diving and mail theft; more elaborate, such as phishing or database breaches. Identity fraud happens when criminals use stolen personal information. It is often used to commit another crime. (Source: Canadian Anti-Fraud Centre). Frauds that are reported to the Waterloo Regional Police Service may be responded to through one of four areas of the Service:

1. Where there is no financial loss, no suspects, and/or no evidence that identity theft or fraud took place, the occurrence will be handled by the Frontline Support Unit (FSU). These reports can be helpful to identify trends in identity thefts and identity frauds. The FSU officer will provide advice to the victim and encourage them to report the incident to the Canadian Anti-Fraud Centre.
2. Where the amount of money stolen is under \$25,000 and there is potential to identify a suspect, a patrol officer will investigate. This may include a patrol officer who completed the Divisional Fraud Officer training program which includes a two-day training course run by the Commercial/Social Services Fraud Unit.
3. Frauds where more than \$25,000 is lost or that are more complex are investigated by specially trained fraud investigators in the Commercial/Social Services Fraud Unit. The sergeant in the unit will conduct an intake review including meeting with the victim and assign the investigation accordingly. This unit intakes one to two new cases per week. Completion of a new case is dependent on the complexity of the investigation and may take anywhere from a few days to several months to complete.
4. The Organized Financial Crimes Unit conducts proactive investigations that are brought to the attention of police through confidential informants or through multijurisdictional police work. The unit also focuses on financial crimes conducted by organized crime groups such as identity labs.

The different approaches to investigating different types of fraud reflect the complexity involved with financial crimes. As of October 21, 2021, there were:

- 28 frauds currently under investigation by the Commercial/Social Services Fraud Unit.
- 10 frauds flagged for investigation by the Divisional Fraud Program.
- 42 fraud investigations from 2021 that were as yet unassigned for the Commercial/Social Services Fraud Unit.
- 8 fraud investigations from 2020 that were as yet unassigned for the Commercial/Social Services Fraud Unit.
- At the current rate of frauds being reported to WRPS, several cases reported in 2021 will not be investigated until 2022.
- The Commercial/Social Services Fraud Unit have four full-time investigators and the Organized Financial Crime unit has six full-time investigators.

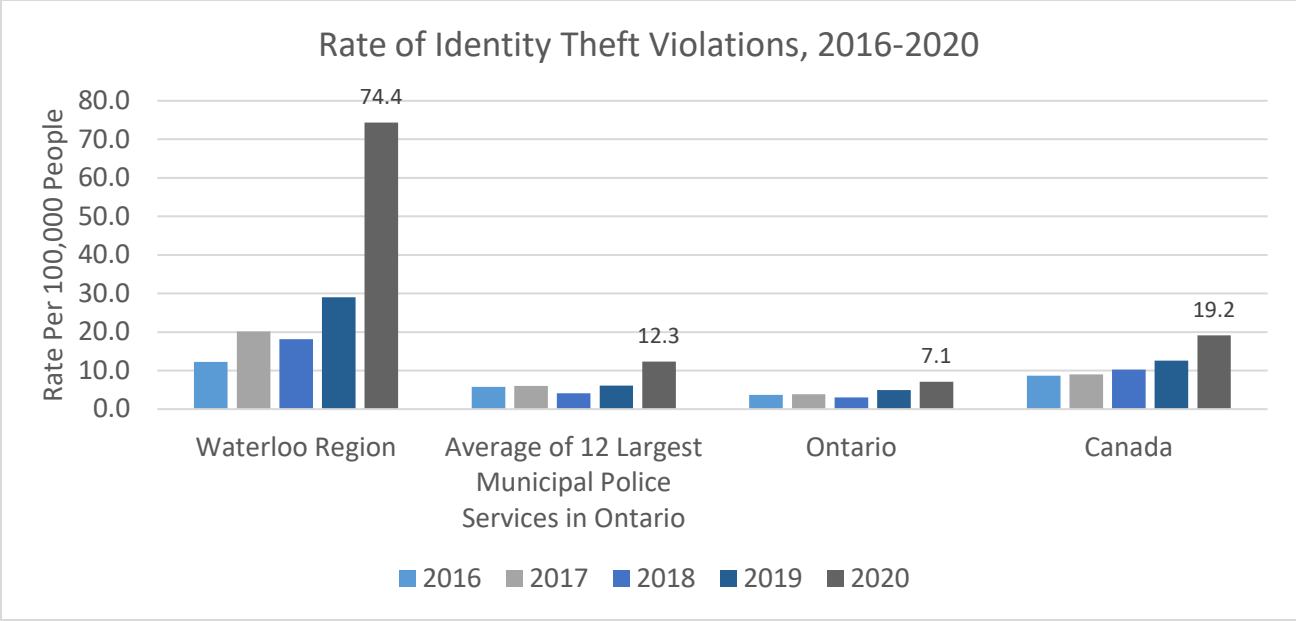


Figure 48: Rate of Violations of Identity Theft per 100000 population 2016 to 2020. Source: Statistics Canada Table 35-10-0180-01 and 35-10-0177-01

Table 52: Rate of Violations of Identity Theft per 100000 population 2016 to 2020. Source: Statistics Canada Table 35-10-0180-01 and 35-10-0177-01

	2016	2017	2018	2019	2020
Waterloo Region	12.3	20.2	18.1	29.0	74.4
Average of 12 Largest Municipal Police Services in Ontario	5.8	6.0	4.2	6.1	12.3
Ontario	3.7	3.9	3.1	4.9	7.1
Canada	8.7	9.0	10.3	12.6	19.2

- In Waterloo Region, the rate of identity theft violations per 100,000 people increased by 156% between 2019 and 2020 and is well above the average rate seen among the 12 largest municipal polices services in Ontario, as well as above the provincial and national rates.

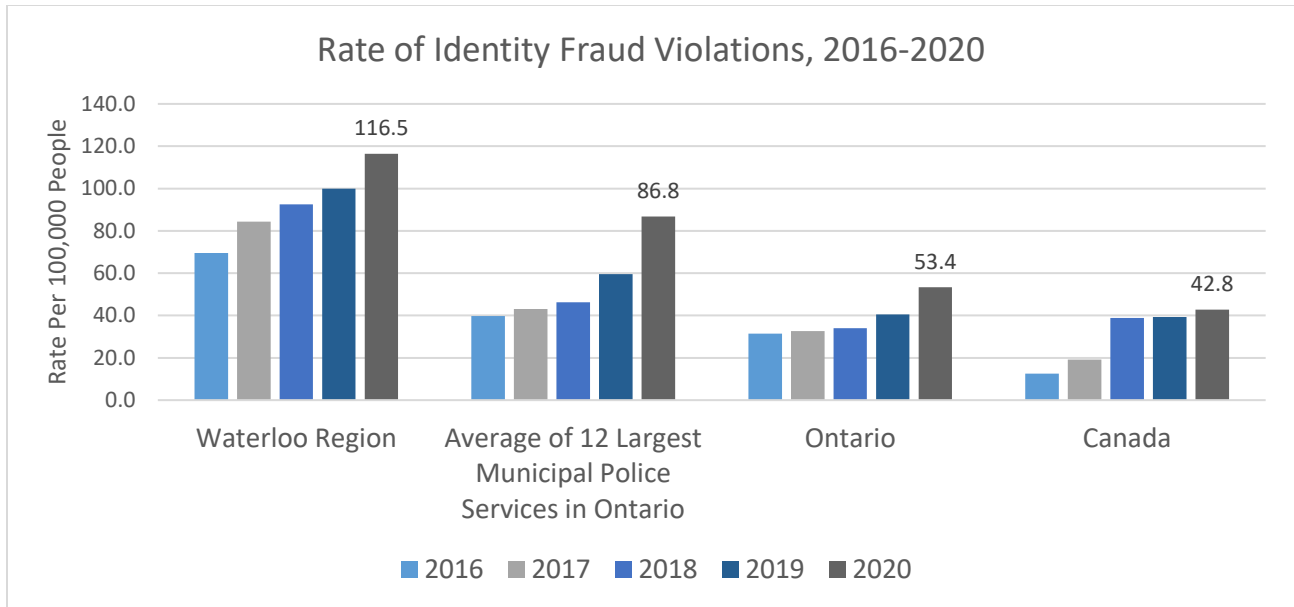


Figure 49: Rate of Violations of Identity Fraud per 100000 population 2016 to 2020. Source: Statistics Canada Table 35-10-0180-01 and 35-10-0177-01

Table 53: Rate of Violations of Identity Fraud per 100000 population 2016 to 2020. Source: Statistics Canada Table 35-10-0180-01 and 35-10-0177-01

	2016	2017	2018	2019	2020
Waterloo Region	69.6	84.4	92.5	100.0	116.5
Average of 12 Largest Municipal Police Services in Ontario	39.8	43.0	46.3	59.5	86.8
Ontario	31.4	32.6	34.1	40.5	53.4
Canada	12.6	19.2	38.9	39.3	42.8

- In Waterloo Region the rate of identity fraud violations per 100000 people increased by 17% between 2019 and 2020 and is also above the average rate seen among the 12 largest municipal polices services in Ontario as well as above the provincial and national rates.

The WRPS Cybercrime Unit provides specialized forensic investigative services and assistance to all members of the Service at any stage of an investigation in which electronic equipment and/or the internet are identified as a key element in an offence. The unit is the primary lead in internet child sexual exploitation investigations and in 2020 received 485 new internet child exploitation investigations. The majority of information about child pornography is reported to the police service through the RCMP's National Child Exploitation Crime Centre (NCECC) which is the point of contact for investigations related to sexual exploitation of children on the internet in Canada. The NCECC will, among other services, identify the location of offenders and victims of internet child exploitation and prepare packages for local law enforcement to investigate. Sadly, the backlog of NCECC tips requiring investigation is ever increasing. As of the end of Q3 2021 there were 145 tips from 2021 and 187 tips from 2020 still requiring investigative

resources. This is in addition to other sources of information about child pornography including information discovered through other police investigations and proactive work done by the Cybercrime Unit.

Locally the rate of possessing or accessing child pornography far exceeds the rates seen among the 12 largest municipal police services in Ontario, as well as the provincial and national rates.

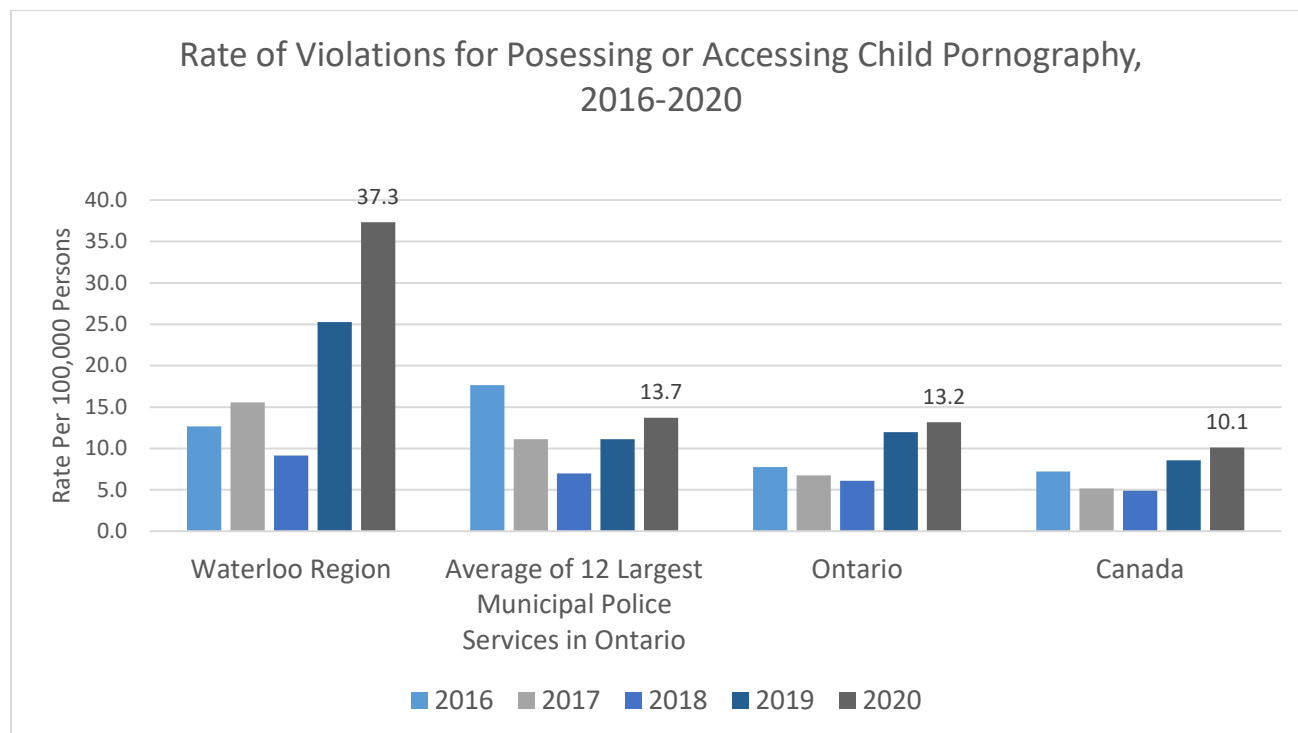


Figure 50: Rate of Violations for Possessing or Accessing Child Pornography per 100000 People 2016-2020. Source: Statistics Canada Table 35-10-0180-01 and 35-10-0177-01.

Table 54: Rate of Violations for Possessing or Accessing Child Pornography per 100000 People 2016-2020. Source: Statistics Canada Table 35-10-0180-01 and 35-10-0177-01.

	2016	2017	2018	2019	2020
Waterloo Region	12.7	15.6	9.2	25.3	37.3
Average of 12 Largest Municipal Police Services in Ontario	17.7	11.1	7.0	11.1	13.7
Ontario	7.8	6.7	6.1	12.0	13.2
Canada	7.2	5.2	4.9	8.6	10.1

- Between 2019 and 2020, the violations for possessing or accessing child pornography increased by 48%.
- In 2020, Waterloo Region had the highest rate of violations for possessing or accessing child pornography among the 12 largest municipal police services in Ontario.
- While Waterloo Region remains below the provincial and national rates for violations of making or distributing child pornography, the local rate increased by 418% between



2019 and 2020 and went from 0.7 violations per 100,000 people to 3.5 violations per 100,000 people.

- In 2020, there were over 60 unique IP addresses sharing child exploitation material in Kitchener Cambridge and Waterloo that the Cybercrime Unit was unable to initiate investigations on due to limited investigative resources.
- Increases in child pornography violations may be related to increased time that offenders and children spent online during the pandemic, improved technology to detect child pornography, and the Service consistently accounting for each report of child exploitation that comes to the Service.
- The Internet Child Exploitation Unit has four full time investigators.

## Cybercrime

**203** Cybercrime Investigations (1 FTE)

- 242 cases waiting in queue
- 173 from 2021, 69 from 2019-2020

**729** Devices Analyzed (3 FTE)

- 111 waiting in queue with a four to six month wait

**448** Video Forensic Requests (1 FTE)

- 20 waiting in queue

**178** Open Source Intelligence (1 FTE)

- 29 waiting in queue



## Internet Child Exploitation

205 New Cases

259 Devices Seized



**16.7M**  
Images Reviewed

**650,326**  
Videos Reviewed

In 2020, the Waterloo-Guelph Human Trafficking team officially launched and offers wraparound services to victims and survivors of human trafficking throughout Waterloo Region and Guelph Wellington. This joint initiative brings together partners from WRPS, the Guelph Police Service (GPS), Victim Services of Waterloo and Wellington/Guelph, and the Waterloo Region Sexual Assault and Domestic Violence Treatment Centre to offer a holistic approach to human trafficking incidents. The team conducts both reactive and proactive investigations into human trafficking and also works to proactively identify and prevent human trafficking by educating and training officers and community stakeholders such as Grand River Transit employees and the General Managers and Owners of the Regional Hotel Association.

## DID YOU KNOW?



Human Trafficking was identified by Regional Council as a top public safety concern (Community Survey, 2020 presented in PSB Report 2020-203).

- There are two full-time WRPS detective constables working on the Waterloo-Guelph Human Trafficking team as well as one from Guelph. An additional WRPS detective constable is seconded to the Provincial Human Trafficking Team led by the OPP. The Waterloo-Guelph team includes a full-time Human Trafficking Crisis Intervention Counsellor.
- In 2020, there were 104 human trafficking investigations conducted by the WRPS and a total of 45 criminal code charges laid.
- Between January and August 2021, the Waterloo-Guelph Human Trafficking Team laid 121 charges, 67 of which were in Waterloo Region alone.
- More importantly, the victim centric model being used has allowed the Human Trafficking Team to interdict, educate, and provide resources to victim of Human Trafficking. On two separate occasions, the team has interdicted with two victims who were trafficked to Ontario from out of Province. Through utilizing the wrap-around support services that this model offers (specifically through the Victim Services HT Worker), the team successfully transitioned these victims back to their families and Police/Community Resources in their home communities.

## Decreasing Clearance Rates

Clearance rates represent the proportion of criminal incidents solved by police. In 2020 WRPS's total weighted clearance rate was 33.0 (down from 35.2 in 2019) the violent weighted clearance rate was 53.4 (up from 50.8 in 2019) and the non-violent weighted clearance rate was 24.2 (down from 27.9 in 2019).

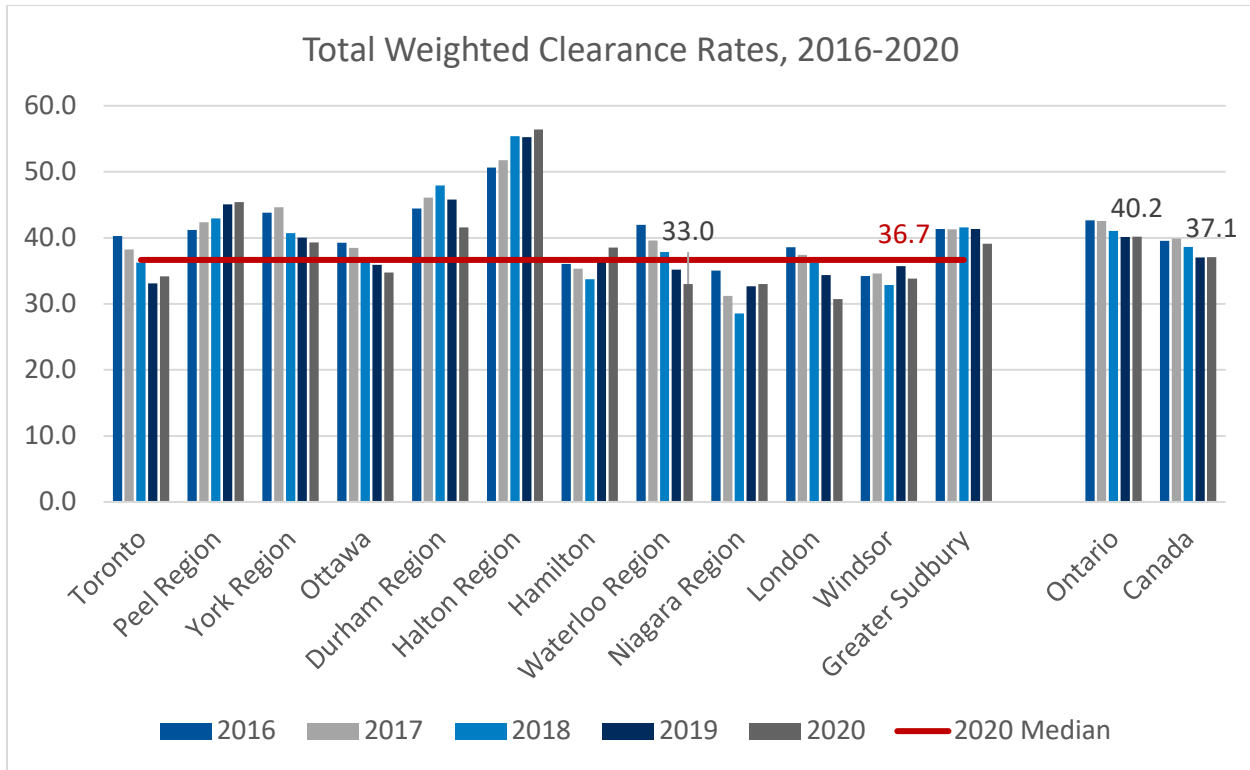


Figure 51: Total Weighted Clearance Rate 2016-2020. Source: Statistics Canada Table 35-10-0188-01

Table 55: Total Weighted Clearance Rates 2016-2020. Source: Statistics Canada Table 35-10-0188-01

	2016	2017	2018	2019	2020
Toronto	40.3	38.3	36.3	33.1	34.2
Peel Region	41.2	42.4	42.9	45.1	45.4
York Region	43.8	44.7	40.7	40.0	39.3
Ottawa	39.2	38.5	36.4	35.9	34.8
Durham Region	44.4	46.1	48.0	45.8	41.6
Halton Region	50.6	51.8	55.4	55.2	56.4
Hamilton	36.1	35.3	33.7	37.0	38.6
<b>Waterloo Region</b>	<b>42.0</b>	<b>39.6</b>	<b>37.9</b>	<b>35.2</b>	<b>33.0</b>
Niagara Region	35.0	31.2	28.5	32.7	33.0
London	38.6	37.4	36.2	34.4	30.8
Windsor	34.2	34.6	32.9	35.7	33.8
Greater Sudbury	41.3	41.3	41.6	41.3	39.1
Ontario	42.6	42.6	41.0	40.1	40.2
Canada	39.6	39.9	38.7	37.0	37.1

- As in previous years, Waterloo Region’s weighted clearance rates for all three categories (violent, non-violent, and total weighted) were below the provincial and national clearance rates, as well as below the median rate for the 12 largest municipal police services in Ontario.

- There is a direct correlation between the decreasing clearance rates and the increasing criminal workload per officer as shown in Figure 47.
- The complexity of investigations, the concern for victims, the desire for justice, and the need to prioritize the waiting workload were common themes from a review of Investigative Services. All WRPS investigative units must prioritize cases based on a threshold of criteria to be met, including: incident exigencies, active cases, and threat to victim or public safety.
- Particularly, in some investigative areas such as child exploitation there is workload for an infinite number of investigators and a very high impact on young victims in our community.

## Judicial Authorizations

A warrant is a judicial order by a Judge or Justice of the Peace that authorizes a named person to enter into a location and seize specified evidence that is relevant to an offence. The warrant permits intrusion of a person's reasonable expectations of privacy. A search warrant is a "staple" investigative tool that assists police officers in determining the nature of a criminal offence and the identity of the culprit. Proceeding by warrant ensures our Service considers and applies privacy interests and the Canadian Charter of Rights and Freedoms.



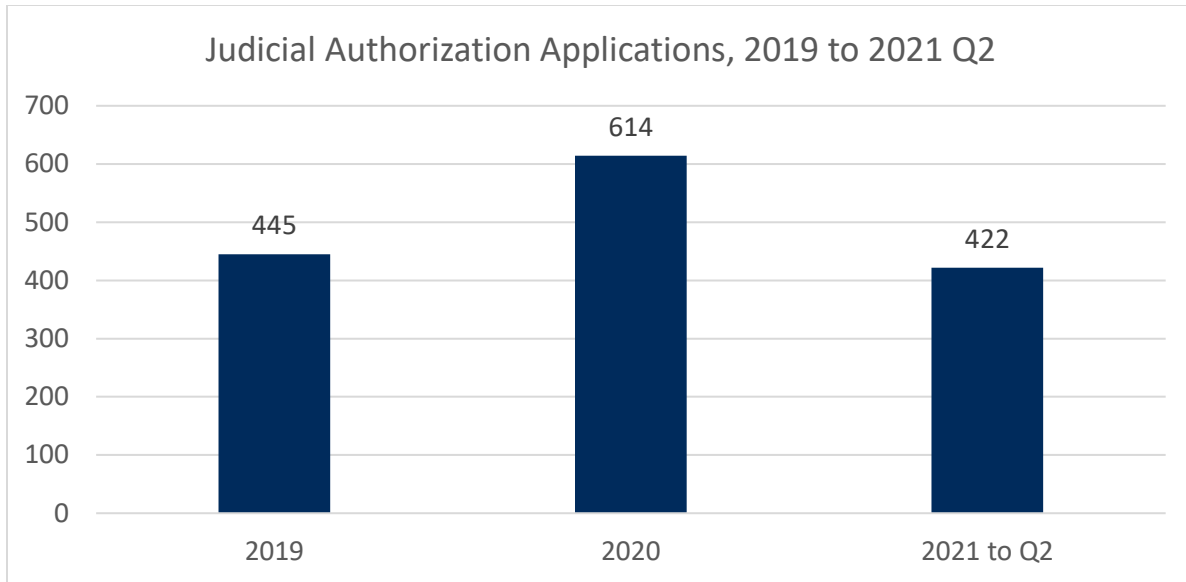


Figure 52 Judicial Authorization Applications 2019-2021 Q2. Source: WRPS Niche Records Management System.

Table 56 Judicial Authorization Applications, 2019-2021 Q2. Source: WRPS Niche Records Management System

Year	2019	2020	2021 to Q2
Number of Judicial Authorization Applications	445	614	422

- As of June 30, 2021, WRPS, has applied for 422 judicial authorizations. Assuming that WRPS applies for the same number in the second half of the year, this will represent a 37% increase over 2020.
- This significant increase is due to the number of investigations and an ever-expanding body of case law that has mandated additional judicial authorizations in scenarios where none was previously required.

There are many different types of judicial authorizations or warrants depending on the circumstances and the required evidence.

Table 57: Judicial Authorization Applications 2019-2021 Q2. Source: WRPS Niche Records Management System.

<b>Authorization Type</b>	<b>2019</b>	<b>2020</b>	<b>2021 to Q2</b>
Production Orders	135	231	178
Search Warrants (487)	107	169	123
Controlled Drugs and Substances Act (CDSA) Warrants	56	66	26
Tracking/TDR Warrants	40	57	45
Telewarrants (487.1)	25	28	23
DNA Warrants	4	17	8
Feeney Warrants	13	13	14
General Warrants	8	4	1
Public Safety Warrants (117)	2	2	0
One Party Authorizations	0	2	0
Cannabis Act Warrants	2	1	1
Provincial Offences Warrants	2	0	0
Other/Unknown	51	24	3
<b>Total</b>	<b>445</b>	<b>614</b>	<b>422</b>

- A search warrant allows entry to a particular area to search for evidence of a crime.
- A Production Order compels a person, including an organization, to disclose documents and records to an authorized peace officer.
- A *Controlled Drug and Substances Act* (CDSA) warrant is issued under the CDSA regarding drug-related investigations.
- A Feeney warrant is a warrant allowing the police to come onto a property and into a home or business to arrest the person whose name is on the warrant.
- A Tracking Warrant for Transactions and Things authorizes the police, or a person acting under their direction, to install, activate use, maintain, monitor, and remove a tracking device to track the location of transactions or the location or movement of a thing (e.g. vehicle).
- A Tracking Warrant for Individuals authorizes the police, or a person acting under their direction, to install, activate, use, maintain, monitor, and remove a tracking device to track an individual's movement by identifying the location of a thing that is usually carried or worn by the individual.
- A Transmission Data Recorder (TDR) warrant authorizes the police to obtain transmission data by means of a TDR.
- A DNA Warrant authorizes the taking of bodily substances for DNA analysis.
- A General Warrant authorizes the use of investigative techniques procedures, devices, or other things to be done that would otherwise constitute unreasonable searches.

- A One Party/Part VI Warrant relates to wiretaps and private communications.

## Case Law Regarding Technology, Warrants and Staffing

While the need to gain judicial authorization is not new, there is an ever-expanding body of case law that has mandated additional judicial authorizations in scenarios where they were not previously required, such as obtaining basic internet subscriber information (***R. v. Spencer [2014]***) and searching electronic devices seized incident to arrest (***R. v. Fearon [2014]***). These rulings impact staffing needs, workload requirements, caseloads, clearance rates, and may increase overtime. That said, with the plethora of Charter-based cases, WRPS is establishing a review team to allow for more review, communication to members (which impacts the finite and already packed training time), and implementation of required operational changes as case law develops. Below are a few examples of recent case law decisions of note that have impacted police workload:

- ***R. v. Jordan [2016]***: In this case, the court rules that cases must be heard within 18 months at provincial court and 30 months for those heard in Superior Court. Once the time period between the laying of the charge(s) and the end of trial exceeds this,, it is presumed to be unreasonable. Due to the number of investigations requiring judicial authorizations increased volume and backlogs to extract data from cell phones and the burden to meet the obligations in *R. v. Jordan* is great. COVID-19 impacts on the judicial system have increased this backlog, which will likely result in an increase in charge withdrawals alternative resolutions or pleas to lesser charges rather than scheduling trials. When trials do proceed they are more likely be scheduled at the convenience of the courts without regard for officer availability. This will result in an increase in court overtime payments.
- ***R. v. Marakah [2017]***: In this case, the court ruled that senders of electronic messages may retain an expectation of privacy over their sent messages even when these messages are viewed on a recipient's device. Ultimately, a person's privacy rights extend to their phone or device but may also extend to the phone or device of the recipient of the messages. This means that warrants are now regularly required to view these messages or retrieve data from a victim or witness' phone. Of note, this has had a significant impact on overdose death investigations where warrants are now needed to search the deceased's phone.
- ***R. v. Reeves [2018] SCC 56***: In this case, the court ruled that one person cannot waive another person's privacy interest, which limits investigators ability to proceed by way of consent when searching a shared space or device (such as family school or business computer).
- ***R. v. Yu [2019]***: In this case, the court ruled that there is a *limited* expectation of privacy in common areas of a condominium or apartment (such as the hallways) meaning police cannot undertake video or other forms of previously lawful surveillance in those areas without judicial authorization.
- ***R. v. Pascal [2020]***: In this case, the Court of Appeal has added additional first party disclosure requirements as it relates to victims and witnesses that require police to conduct



criminal records checks for all Crown victims/witnesses and disclose additional occurrence reports if requested from the Crown.

- **Special Investigations Unit Act 2019 came into effect on December 1 2020:** This Act has expanded the Special Investigations Unit (SIU)'s mandate with new timelines and additional notification for all discharges of a firearm at a person regardless if there are any injuries. It is anticipated that more matters, more claims for indemnification under the Collective Agreement, more overtime and more temporary off-lining of equipment and facilities (e.g. cells vehicles use of force options uniforms etc.) will occur while the SIU investigates.

In January 2017, a decision in *R. v. M.G.T.* was highly critical of Crown practices that did not automatically release all 9-1-1 calls as part of the initial disclosure package as required by *R. v. Stinchcombe*. Following this decision, a Memorandum of Understanding (MOU) framework was created for use as a disclosure protocol across Ontario police services. **The Provincial Framework Phase II MOU with the Ministry of the Attorney General** requires compliance with respect to:


- Disclosure of audio video and 9-1-1 calls
- New disclosure timelines to meet for certain offences (14 days for impaired operation and intimate partner violent occurrences 21 days for all others)
- Crown requests (replies within 14 days)
- Accused transcriptions
- Transcription of direct digital evidence which includes surveillance/wire taps cell phone computer aided dispatch (CAD) recording breath room and cell block audio/video and unmanned aerial vehicle recordings
- Translation of all witness statements or evidence into one of the two official languages;
- Redaction of CAD and electronic Motor Vehicle Collisions (MVCs)
- Adoption of in-car and body worn video by WRPS and its required disclosure (which will have significant staffing implications as a dedicated team is needed to ensure each video is properly redacted before being disclosed).

Any requirements for WRPS to get 9-1-1 calls, seized video, or video that is voluntarily provided attached to Crown Disclosure early in the process and in compliance with timelines is not a simple task based on volume and the need to vet the recordings to protect victims, witnesses, third party information, and potentially confidential informants. It impacts staffing and information technology costs. If WRPS does not keep pace there are risks of not only losing cases due to delay or non-compliance but also civil exposure.

It is anticipated that officers will have to attend more court days which will negatively impact our ability to meet staffing and could cause increases in overtime. If there are increasing pressures police to testify remotely, this will have resulting costs related to technology and time.

In 2022, the Community Safety and Policing Act (CSPA) will come into effect. This act replaces the Police Services Act which currently governs the police in Ontario. Under the CSPA, a new police discipline hearings tribunal has been created. There is the potential for an increased financial burden on the police service as it is still to be determined who will bear the costs of the





new tribunal or how many appeals will result from the new system. There will be additional staffing pressures as WRPS adapts to meet the requirements of the new legislation. Regulations under the CSPA continue to be drafted and their operational impact is not yet known.

## WRPS Impacts from Provincial Justice COVID-19 Measures

The impact of COVID-19 has changed the way the Provincial judicial system operates. As a result, the courthouse is not open to the public. Some in-person trials resumed in September, but have been limited. Prisoners are being held longer in WRPS custody.

- The Provincial Justice system now requires WRPS to provide facility space to hold officer testimony as officers are not allowed in the court buildings. There have been occasions where there is not enough space at court to hold this.
- Many marginalized and vulnerable members of the community have no access to technology or knowledge of using it. As a result, they are showing up at the courthouse to log onto a virtual platform in the front area of the building. WRPS Special Constables are assisting them with access to the justice system.
- WRPS Central Division is assuming additional cleaning costs due to overnight bail.
- First appearance at court for fingerprinting is cancelled. WRPS Special Constables are now driving to Headquarters to do this at the Police Reporting Centre (PRC) since people are not allowed in the courthouse. This requires an additional vehicle for Special Constables to travel to headquarters.
- Investigative officers have to do extra follow up with victims and the virtual trial process. Investigators are now coordinating with people to ensure they have proper computer requirements.
- If someone does not attend for virtual court the province is no longer issuing warrants. As a result, bench summons are being served again. On average, about 20 occur a week, which has resulted in a cost of approximately \$114,000 for this service to date.
- Due to COVID-19 fingerprinting ceased for two months at court. As a result, there are currently 90 outstanding FTA warrants with another 67 to be processed. Since July 2021 there were 361 missed appointments.
- More work is now required to support the Crown Probation/Parole or agencies that work from home. Since these agencies are working at home they do not have full access to systems so there is additional work on WRPS to schedule officers for court.
- WRPS is in the midst of re-working our Crown protocols largely due to the impact of e-disclosure and DEMS coming online. It may have financial impacts on staffing and technology for years to come.
- WRPS is also sending three Special Constables every day to the Police Reporting Centre to do COVID-19 screening for Forensic Identification.
- Due to *R. v. M.G.T* Court Services has their Digital Disclosure Unit consisting of four full time members to assist with disclosure and backlog since January (11 offence types LEVEL 1 now requires automatic disclosure of 9-1-1 recordings).
- Courts are dealing with a backlog of trials due to COVID-19. The MOU disclosure framework outlines that transcription of an accused statement. Currently WRPS has spent approximately \$24,000 on this with anticipated increases.

## Changes in Judicial System

With the relaxation of administrative charges (e.g. FTA court) and the elevated release of persons on Undertakings versus bail hearings, the Service is now seeing the same offenders more frequently. While perhaps lessening the administrative burden at the court level, this has increased the demand for policing services in the community.

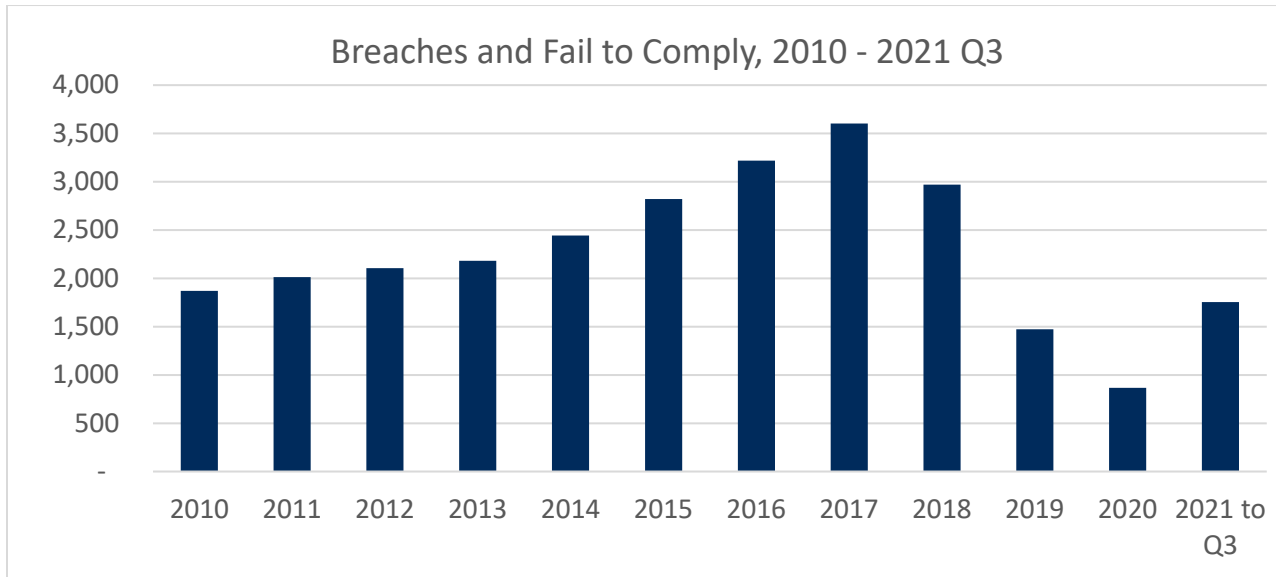


Figure 53 Breaches 2010-2021 Q3 Source: WRPS Niche Records Management System.

Table 58 Breaches, 2010-2021 to Q3. Source: WRPS Niche Records Management System.

Year	Breaches and Fail to Comply
2010	1870
2011	2011
2012	2105
2013	2180
2014	2444
2015	2821
2016	3220
2017	3603
2018	2969
2019	1471
2020	868
2021 to Q3	1753

- Since 2010 there has been a steady increase in the number of breaches with a peak in 2017 (93% increase compared to 2010).
- Declines from 2020 due to less charges being laid due to COVID-19.

# Mandatory Training

Every year there are mandatory re-certifications, cyclical offerings (such as First Aid, Collection of Identifying Information in Certain Circumstances), and training components that respond to identified need (such as equity, diversity, inclusion topics, mental health training, and new updates to case law and/or legislation). WRPS holds four days of In-Service Training (IST), two in the Spring and two in the Fall, which is a blend of practical and academic. Demands for training have been growing over time and there has been an increased reliance on online delivery to ensure enough content is covered. This content can be costly either in terms of content creation or the purchase of licensing such as the Canadian Police Knowledge Network (CPKN). Such changes to practical and academic training for police officers in recent years have spurred changes to the way WRPS conducts business.

As police are responding to changing societal expectations, expanding training requirements and the downloading of costs from other agencies, these combined factors have been a catalyst in the development of the WRPS Training and Education Plan whose measured implementation will require investment.

## Provincial and Federal Costs

The Ontario Police College (OPC) and Canadian Police College (CPC) have increased registration fees. A memo on July 10, 2019 from CPC Assistant Commissioner Serge Cote informed police services of a 40% increase in tuition fees to cover expenses. The OPC have also announced increased course costs to varying degrees depending on the course. 2021 and beyond will be affected by the providers' cost recovery initiatives.

## Practical Training Requirements

At the outset:

- Recruit training pre-OPC takes three weeks. This is to enhance the recruit's success at OPC and their overall preparedness. Post-OPC training is five weeks with more emphasis on WRPS specific information, including community education, mental health and equity, diversity and inclusion. Recruits also receive specific training through job shadowing in Traffic, General Investigations, Courts and Identification.
- Enhanced Field Development is an additional two weeks of training that occurs midway through a police recruit's set of 48 twelve-hour shifts where they are paired with a qualified Field Development Officer (FDO).
- Community engagement training occurs approximately one year following the completion of the FDO program to introduce new officers to the social infrastructure in the Region. Discussions are underway to expand this training to include introductions to a variety of community groups to enhance equity, diversity and inclusion knowledge. Gaining insight into the needs of our intersectional populations requires education and, to solidify this, practical application.

Annually, there is a large amount of mandatory, hands-on training to keep up with in order to stay qualified in the full range of intervention options, such as Use of Force, Empty Hand Techniques, and intermediate weapons.

- C8 carbine rifles were introduced in 2011 in response to active shooter situations with particular emphasis on academic institutions. Annual half-day requalification sessions and an e-learning component are required and there is a cost to purchase, maintain, and replace these firearms.
- Conducted Energy Weapons (CEW) were recommended by Coroner inquests and government reports. First introduced in 2015, WRPS gradually extended deployment of CEWs to all front-line officers in compliance with the *Police Services Act* (PSA). Initial training for CEWs takes 16 hours, including both practical training and e-learning. Annual requalification takes a half day and includes e-learning. The cost for a CEW is \$2,220 per unit with a five-year warranty. The cost of a cartridge is \$57. Annual training uses five cartridges per member. The cost of cartridges alone is approximately \$220K/year. Batteries are an additional expense (\$103 per unit) and have a five-year replacement lifecycle.

## DID YOU KNOW?



The top time-intensive, cost-intensive, mandatory training pieces include:  
i) annual Use of Force requalification,  
ii) firearms, iii) CEW training,  
iv) carbine training.

## Academic Training Requirements

Academic Training is also needed to both meet legislative requirements and shift in response to increasing societal expectations. When enhancing our members' training, WRPS ensures that the training we deliver is academically informed. In other words, is there evidence to support its effectiveness? Is it timely? Is it relevant? A significant amount of time is put into the development, testing, and revision of our content prior to its delivery.

Beyond the In-Service Training schedule, recent academic expansions include:

- In 2020, WRPS delivered Indigenous Awareness training to all members.
- In 2021, WRPS is delivering anti-Black racism training to all members.
- Our mid-leaders are being trained in fundamental leadership principles with access to a suite of additional offerings through a third-party.
- De-escalation training is receiving greater emphasis within the public safety module to better prepare and assist officers in responding to and managing the complex and volatile situations they may encounter in the course of their duties.
- Officer Intervention is receiving greater emphasis (i.e. fellow officers stopping the actions of another if they are acting inappropriately).
- In 2022, WRPS will deliver Incident Command training. This training provides a standard by which major incidents are to be responded to and managed. Course offerings will be tailored to the role (front-line, mid-leader/supervisors, Duty Officers, Major Incident Commanders). The cost of delivery is significant from a staffing

perspective. Like the other academic training expansions, this content is in response to recent events and building public safety and community relationships.

Other examples of training initiatives to meet legislative requirements and/or the needs of our community or members include:

- Standardized Field Sobriety Testing and Drug Recognition Expert for the investigation of Impaired by drug operation of a motor vehicle.
- Ongoing training for the administration of Naloxone.
- Introduction of the Cannabis Act and associated enforcement.
- Impaired driving law changes to include mandatory alcohol screening.
- The Accessibility for Ontarians with Disabilities Act (AODA).
- The Occupational Health and Safety Act specifically revisions to WHMIS and mandatory training for all members and supervisors.
- The Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).
- Appropriate Uniform Crime Reported (UCR) clearance coding of investigation specifically around sexual assault investigations.
- Trauma informed interviewing.
- Road to Mental Readiness and training involving member's mental health protection.
- Incident Management Systems (IMS) training for all uniform supervisors.
- Various training modules associated with dealing with persons with mental health conditions.
- Federal Victim Bill of Rights.
- Keeping up with Training Bulletins, which in recent years have addressed investigative complexity, including persons' right to privacy, technology, and data considerations.

## Training in a Pandemic

Due to public health restrictions, and in the interest of protecting our members, many courses have either been deferred or decisions have been made not to send members (particularly for out of town courses). This is also connected to our decision to continue the lease at Riverbend, as this additional venue allows us to not only catch up on training that we offer internally (which also includes other Services on occasion), but also to host courses for such entities as the Ontario Police College. This format gives us seats at the course (not always a guarantee) and also allows us to provide seats to neighbouring Services who often return the favour by hosting our members.

# Pivoting Organization

## Respect in the Workplace

Respect in the Workplace (RIW) was formally introduced in our 2021-2023 Strategic Business Plan as Objective 14.3 under the Police Service's Board Pillar of "People." Our commitment is to: build a portfolio that supports our members and helps them thrive at work by promoting a healthy, inclusive and respectful organizational culture; promotes early intervention and resolution to workplace matters, is built on clear communication through facilitation and respectful interactions, highlights a system of progressive response to workplace matters, and is transparent, fair and impartial. How we interact, engage and communicate with members will be reflected in what we do, as well as how we serve our community. Members will know they are valued and our actions will have a positive impact on building trust within our community. Work on the RIW portfolio began in June 2021 and while efforts are ongoing, a number of initial recommendations have been drafted outlining next steps towards implementation.

## Equity, Diversity, and Inclusion

Equity, diversity, and inclusion is an organizational priority. Initiatives such as raising the Pride flag, attending multi-cultural festivals, sitting on a Diversity Committee, recognizing achievement through a Diversity and Cultural Competencies Award, and providing training to our members are examples of intentional work that has been ongoing for more than 15 years. This focus was solidified in 2017 with the formalizing of a full-time team dedicated to Equity, Diversity, and Inclusion (EDI). This Unit began to lead the Service in actively pursuing a diverse and inclusive workforce, as well as creating equitable outcomes for our members and the community we serve. Today our EDI Unit includes both sworn and civilian members who come from a variety of backgrounds and identities, including the BIPOC (Black Indigenous and People of Colour) community, the 2SLGBTQ+ community, and the South Asian community. The team is also collectively fluent in multiple languages.

### DID YOU KNOW?



The Service's first EDI Strategic Plan was launched in 2020.

WRPS and the PSB have committed to advancing their objectives under Goal 17 of the Strategic Business Plan.

Work is well underway on the EDI Strategic Plan and its five organizational commitments:

- Total Community Engagement
- Diversity Competent Members
- Access to the Diversity of Available Talent
- Leadership Reflects the Region
- Secure and Supportive Workplace

As efforts progressed in 2021, the Unit made connections with a variety of local populations. One example is the engagement with migrant workers at Pfenning's Farm. Another example is the partnering of female members of the WRPS with female members of the Muslim community in Waterloo Region through an initiative called the "Connections" program. Through dialogue and shared experiences, we are able to learn more about each other and assure our community that the police are here to serve them 24/7/365.

Additional partnership highlights across 2021 include the EDI Unit's work with Community Justice Initiatives as well as collaborating with the Coalition of Muslim Women in addressing hate crimes and hate incidents. The EDI Unit also has a partnership with Anishnabeg Outreach in Kitchener and will be supporting their work.

A significant training achievement in 2021 was delivering Anti-Black Racism training to all members and providing more tailored and intensive training for all senior leaders.

## Academic Partnerships

The importance of evidence-based research in policing has been discussed nationally among the Canadian Association of Chiefs of Police. In support, the Waterloo Regional Police Service (WRPS) is promoting academic partnerships. We recognize the tremendous opportunity to collaborate with researchers to explore theory and develop applications that will help guide current and future approaches to policing. Increasing our breadth and depth of knowledge is a necessary step towards better decision-making and making a positive difference among our members and the community we serve.

For a consistent and mutually beneficial experience, WRPS has developed a standard approach to academic partnerships. We envision that formal arrangements will be a clear investment where partnerships i) will support the goals and objectives of our Strategic Business Plan, ii) may help guide policy changes and evaluate initiatives that will ultimately better meet member and community needs, and iii) create opportunities for police members to share and contribute their experiences, knowledge, skills and abilities. The benefit for academic researchers is that they will i) learn about the practical side of policing, ii) potentially see the application of their findings, iii) be able to train students using real data and field-work, and iv) fulfill career goals by advancing knowledge in the field that could be disseminated among the academic community. To realize these mutually beneficial outcomes, partnering does require following a process and entering into a Memorandum of Understanding (MOU).

The MOU is essential for establishing expectations going forward. It begins with a statement of purpose and follows with a clear delineation of the roles and responsibilities of each partner. It lists internal positions serving as Points of Contact and a communication plan that specifically outlines provisions for the sharing of information and the reporting of results with an emphasis on review and collaboration prior to publication. The MOU is meant to identify a primary, consistent, responsible faculty advisor/team lead who will act as the external Academic Partner. The same, or additional, Principal Investigators may be named in specific research project



submissions. The MOU is required whether it is an academic initiating a Request for Research or whether it is WRPS initiating a Research Expression of Interest.

One of the fundamental criteria that will assist WRPS in determining whether to partner on a specific research project when externally initiated (i.e. academic-led) will be if it aligns with our Strategic Business Plan. Mutually beneficial research may also include, but is not limited to, research within the Principal Investigator's area of expertise that contributes to policy and/or procedure, evaluates current programs, assists to inform operational decisions, and/or advances knowledge in the field of law enforcement.

When WRPS leads the Research Expression of Interest, the selection will be based on whether the proposal meets our identified needs. These needs will be shared in an open call with a transparent evaluation approach in place.

The first WRPS Research Expression of Interest was advertised through an open call (May 2021) to support the implementation of a race-based data collection (RBDC) strategy. The strategy is intended to produce concrete actions and accountability mechanisms to address systemic racism and discrimination, and to continue to inform the EDI Strategic Plan as mentioned above. WRPS is in discussions with academics who have extensive experience with police services and the collection and analysis of social identity data, as well as in the application of human rights principles to policy, process, and systems. Along with this investment, WRPS is recruiting for a Data Analyst who will support the RBDC strategy and EDI portfolio.

## Projects and Efficiencies over the Last Six Years

For the last six years, the Service has embarked on Project Reviews and Continuous Improvement initiatives using Lean Six Sigma methodology to determine innovative and fiscally responsible approaches to providing policing services. In 2018, WRPS implemented a Project Management procedure in order to standardize, monitor, and utilize best practices in the execution of Service projects while adhering to our continuous improvement and accountability values. In our current Strategic Business Plan, we are committed to cultivating an organization that coordinates projects resources and initiatives for effective change management. Late in 2022 we will fulfil that commitment by providing on-going training on project management best practices to our Senior and Mid leaders and to form a committee to further support a culture of innovation.

A list of over 50 initiatives undertaken since 2015, related to the current Strategic Business Plan, are included in the following table. Those with an asterisk indicate that additional information about those projects are referenced in this package.

Table 59 Project Reviews and Continuous Improvement Initiatives, 2015 to 2021. Source: WRPS Strategic Services Branch.

#	Year	Project Name	Strategic Plan Goal	Project Sponsor Area
1.	Ongoing	Reallocation of FTE	-	N/A
2.	Ongoing	Civilianization	-	N/A
3.	Ongoing	Salary Gapping	-	N/A
4.	2021	Equity Diversity and Inclusion Plan*	Goal 17	Equity Diversity and Inclusion
5.	2021	Digital Evidence Management System (DEMS)*	Goal 20	Information Technology
6.	2021	Administrative Staffing Alignment (Admin Assistant Review & Disclosure Process) *	Goal 3	Human Resources and Admin Support
7.	2021	Online Platform for Records Checks*	Goal 18	Admin Support
8.	2021	Next Generation-911*	Goal 4	Information Technology
9.	2021	Human Resources Information System (HRIS)*	Goal 4	Human Resources
10.	2021	Body Worn and In Car Video Pilot*	Goal 20	Information Technology
11.	2020	Real Time Police Reporting	-	Admin Support
12.	2020	Cybercrime Workload Review	-	Investigative Services
13.	2020	Business Intelligence Project*	Goal 5	Strategic Services
14.	2020	Data Management Strategy and Data Governance*	Goal 11	Strategic Services
15.	2020	Policy and Procedure Modernization	Goal 4	Strategic Services
16.	2019	Real Time Operations Centre (RTOC)*	Goal 5	Field Support
17.	2019	Frontline Call Reduction Strategy	-	Field Support
18.	2019	Front Desk Officer Role	-	Neighbourhood Policing
19.	2019	Operational Equipment Management	-	Finance and Assets
20.	2019	Records Check Process	-	Admin Support
21.	2019	Seizure of Evidence and Report to Justice Process	-	Admin Support

<b>#</b>	<b>Year</b>	<b>Project Name</b>	<b>Strategic Plan Goal</b>	<b>Project Sponsor Area</b>
22.	2019	Vehicle Utilization Review	-	Finance and Assets
23.	2019	2 <sup>nd</sup> Phase Promotional Process	-	Human Resources
24.	2019	Sworn Transfer Process	-	Human Resources
25.	2019	Forensic Identification Branch Supervision Model	-	Field Support
26.	2019	Traffic Branch Supervision Model	-	Field Support
27.	2019	Internal Mail System	-	Finance and Assets
28.	2019	Call Management Strategy for Patrol and Investigative Services	-	Investigative Services
29.	2019	Uniform Crime Reporting to Statistics Canada	-	Admin Support
30.	2019	Verified Alarms Program (VARP) for Alarm Calls	-	Admin Support
31.	2019	2 <sup>nd</sup> Lean Six Sigma Training	-	Strategic Services
32.	2019	Collision Reporting Outsourcing	-	Admin Support
33.	2019	Short- and Long-Term Sick Leave Implementation	-	Human Resources
34.	2019	Implementation of Front-Line Support Unit (FSU)	-	Field Support
35.	2018	Integrated Mobile Police and Crisis Team (IMPACT) for mental health calls	-	Neighbourhood Policing
36.	2018	Upgrading Voice Radio System and Infrastructure	-	Information Technology
37.	2018	Use of Health IM to capture mental health call information	-	Information Technology
38.	2018	Project Management Review	-	Strategic Services
39.	2018	Information Technology Branch Audit	-	Office of the Chief of Police
40.	2018	Court Services Branch Review	-	Strategic Services
41.	2018	Staffing and Workload Review	-	Strategic Services
42.	2017	Return to Work / Reintegration Process for Members off work	-	Human Resources
43.	2016	Civilian Staffing Review	-	Human Resources
44.	2016	Dictation Backlog Project	-	Admin Support

#	Year	Project Name	Strategic Plan Goal	Project Sponsor Area
45.	2016	Data Quality in the Records Management System	-	Information Technology
46.	2016	Canine Program Review	-	Field Support
47.	2016	Performance Appraisals	-	Human Resources
48.	2016	Promotional Process	-	Human Resources
49.	2016	Adopt A School Program	-	Neighbourhood Policing
50.	2015	Investigative Services Division Review	-	Strategic Services
51.	2015	Patrol Vehicle Shuttling Process	-	Finance and Assets
52.	2015	Electronic Disclosure of Crown Briefs	-	Court Services
53.	2015	First Lean Six Sigma Training	-	Strategic Services

## Community Engagement and Wellbeing Branch

To help meet ongoing challenges, WRPS is committed to restructuring as part of its Path Forward with a goal to establish a modernized approach to community policing. WRPS and the PSB have committed to invest in enhanced upstream community safety and wellbeing and crime prevention initiatives. Towards the Strategic Business Plan Objective 1.1 under the Board's Pillar of "Collaboration," the Community Engagement and Wellbeing Branch was launched last year and has contributed significantly to the safety of our community.

### Community Engagement Unit

This unit is responsible for creating and implementing a neighbourhood and community engagement strategy and working closely with the members of our already established Equity, Diversity and Inclusion Team to re-establish our connections to the community. These officers will serve as point contacts for the diverse communities we serve. The team also works with our various partner agencies to create a Homeless/Housing/ Shelter Care Strategy and a Youth Diversion and Restorative Justice Strategy.

This unit has been instrumental in establishing new connections in our community. In August, Community Engagement Officers attended a neighbourhood in response to disputes between area residents. Ongoing community issues were discussed, as well as initiatives that are ongoing to address them. Officers returned to the neighbourhood in the following days with art supplies for the children to continue discussion regarding the creation of community gardens in the neighbourhood and other initiatives to engage youth.

In the weeks following, a BBQ was hosted by community champions, which featured games, the sharing of a meal, along with a bird-house building activity for the children and Community Engagement officers. As a result of the work being done in this neighbourhood, and the connections made, several community members have come forward to donate bicycles to the children. Additionally, a well-known local home improvement business has reached out expressing their desire to partner in future initiatives being done in the community.

Considerable time has been invested in efforts to build authentic relationships and to work towards gaining trust within the neighbourhood. Community Engagement Officers continue to work in collaboration with community partners, such as Region of Waterloo Housing, Carizon, several churches, and youth drop-in centres to develop initiatives that will help strengthen community pride.

The relationships, which continue to be developed, and the exciting work being spear-headed by community members is a true testament that a simple conversation has the power to create lasting and meaningful change.

### **Direct Action Response Team**

As part of organizational restructuring, the former Community Oriented Response Teams from each of the Neighbourhood Policing divisions were amalgamated to create the Direct Action Response Teams (DART). DART is now deployed out of Central Division but maintains a regional focus and deployment model. The Unit consists of two teams each comprised of one sergeant and ten constables.

The mandate of DART includes providing high impact and enhanced uniform visibility that addresses high priority neighbourhood concerns, while reducing long-term operational demands through problem oriented policing, crime prevention, and enforcement.

Using various investigative tactics, DART targets prolific offenders, authors and executes various criminal code warrants, as well as works in collaboration with community partners to address safety concerns. Additionally, this team provides support to priority projects, as well as major/special events throughout the Region.

WRPS patrol officers and investigators also collaborate daily with a variety of social and public health agencies to provide victim-centric delivery of services and support - including the Special Victims Unit Youth Protection Unit Intimate Partner Violence Unit, Senior Support Unit, and Major Crime. The WRPS continues to support and participate in a leadership role to advance Wellbeing Waterloo Region - a community-led collaborative working to build a stronger network to improve the social determinants of health.

## Real Time Operations Centre

The Real-Time Operations Center (RTOC) is a regionalized hub used to manage risk by coordinating front-line and investigative resources, leveraging technology to increase situational awareness and providing actionable intelligence to field operations. Included in the RTOC is a Regional Scheduling Team (RST) that provides scheduling consistency region-wide through the Time and Attendance Management System (TAMS) and electronic Rosters. Establishing this Centre is Objective 5.2 in the Strategic Business Plan under the Board's Pillar of "Innovation."

The RTOC's goals include, but are not limited to, real-time tracking of resource reallocation calls for service, officer locations, priority calls, and overseeing unplanned major events and critical calls. They work directly with the Duty Sgt. regarding call-outs and investigative response, field sick calls directly, author duty reports, approve briefings and major incident reports, monitor news feeds, update member schedules (including WSIB/RTW/accommodated members), review warrant returns, incorporate business intelligence tools, access CCTV around the Region, and Incident Command. In addition, they ensure complex TAMS timecard compliance reviews are completed regularly to reduce potential errors or historical edits that could have a financial impact both on the Service and its members.

The RTOC will provide 24/7 consistent and equitable use of WRPS resources to serve the community best. Through the RTOC, WRPS will be able to streamline processes and expedite the collection of information analytics, allowing members to reduce time on calls for these purposes. The RTOC will rely on internal subject matter experts to enhance best practices and reduce unnecessary overtime costs. In conjunction with real-time support to WRPS members responding to calls for Service, the RST within RTOC will continue to provide consistent schedules eRosters and aid in bridging the gap between members and other areas that affect their daily duties (Training Finance HR etc.).

In order to provide consistent 24/7 coverage for the RTOC in 2022, this unit will require a Staff Sergeant and Sergeant for each of the four platoons. Each Staff Sergeant and Sergeant will follow the four-platoon model assigned to the areas of the Service the RTOC manages (currently Neighbourhood Policing and Traffic Services). This unit will monitor priority calls and ensure demands are met in the timeliest manner. Moreover, this unit will allow for the reallocation of resources across the Region to meet real-time changing demands and staffing needs across the Region.

## Administrative Support Branch

The Administrative Support Branch includes the Court Services Unit, the Evidence Management Unit and the Records / Access to Information Unit. Under the Police Services Act, police services are responsible for delivering court security for premises within their jurisdiction where court proceedings are conducted, and they are responsible for the health care and safety of persons in police custody. In addition, police services are responsible for supporting the administration of justice, ensuring cases are prepared and managed throughout the court process in a manner that inspires trust and confidence in the justice system and is fully

compliant with legislative and regulatory responsibilities, including those set out in the Canadian Charter of Rights and Freedoms. The members of the Court Services Unit diligently perform these duties in support of court operations, continuing to provide security and administrative services uninterrupted even during the pandemic.

The Evidence Management Unit is responsible for intake continuity and control and disposition/destruction of evidence and property coming into the possession of the Waterloo Regional Police Service (WRPS). Unit members have security and control over seized/found money, controlled drugs and substances, firearms ammunition, restricted/prohibited weapons, and other valuables and personal possessions. Given this mandate, security inventory and health and safety must be continually evaluated to ensure compliance with regulation and limit liability. In 2020, the Unit disposed of more than 698 kilograms of controlled drugs and substances, related paraphernalia, 695 firearms and prohibited/restricted weapons.

The Records / Access to Information (Records/ATI) Unit is responsible for the Service's primary information management systems, NICHE and CPIC, which operate 24/7 365 days a year. The Unit supports data reporting to Statistics Canada for the Uniform Crime Report (UCR). It is responsible for data quality and compliance member training police record checks access to information, privacy, and records retention. Team members ensure that the WRPS remains compliant with many legislative and regulatory responsibilities, including those under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), the Criminal Records Act, the Statistics Act, the Youth Criminal Justice Act (YCJA) and the Police Record Checks Reform Act (PRCRA).

As illustrated during the COVID-19 pandemic, Branch operations are 'mission critical' to the emergency and law enforcement functions of the police service. Our highly skilled members and technology are critical to ensuring the WRPS can deliver on its core mandate even in times of crisis. To manage existing and future expectations of our customers and our regulators as well as mitigate impacts to budget, the Administrative Support Branch continues to lead a series of continuous improvement projects to the re-prioritize workload to address resource gaps and identify process efficiencies that will better balance staff to workload demand ensure the effective oversight of our processes and support customer service excellence to the justice system and the citizens of Waterloo Region.



Table 60 Customer Service Times at Police Reporting Centre (PRC), 2017 to 2021 Q3.

<b>Activity Customer Service±</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020#</b>	<b>2021≤</b>
Average Service Time	11:25	11:08	07:45	07:43	4:01
Average Wait Time	11:38	12:55	13:05	11:47	5:35
Number of Customers	63381	63487	63713	12201	3331
# Served < 15 minutes	45654	44290	45503	9108	3057
# Served >75 minutes	262	493	914	125	3
Total Abandoned	20	13	71	23	24

±Includes all services provided at PRC including Field Support Unit Fingerprinting and Report a Collision services from queuing system.

#Numbers for 2020 are not accurate as queuing system not used after March 2020 due to COVID measures in place  
 ≤ Service levels for 2021 based on submission of all applications online. Only fingerprinting, record check pickup (since July) and Access to Information drop off occurred at the Police Reporting Centre during this time period. High abandon rate due to queuing issues.

## **Key Continuous Improvement Initiatives in Administrative Support**

### **Administrative Staffing Alignment**

Due to changes in technology processes and the digital redesign of our criminal justice system, we must look at our administrative positions to see how we can support the modernization changes such as DEMS. Currently, a review of all positions, processes, workload and workflows related to police reporting case preparation, case management, and other administrative responsibilities is underway to create efficiencies, reallocate FTE's, and improve the quality of the briefs sent to the Crown.

### **Online Record Check Platform**

In 2019, the Record Check Unit introduced new civilian fingerprinting technology to minimize wait times for our customers, and in 2020 the Record Check Unit was able to consistently process police record checks within an average of 5 business days. The WRPS provides a superior customer service experience at a reasonable fee compared to police services of similar size and service demand.

A new project is underway to introduce a new online application platform and process that will minimize in-person attendance at WRPS facilities to apply for and receive a police record check. The online platform also ensures continuity of operation in emergencies like a global pandemic. The WRPS remains committed to ongoing evaluation of its operations to ensure a standard of excellence when providing customer service to the citizens of Waterloo Region.



## Technological Infrastructure

Technology continues to evolve at unprecedented rates as computers, smartphones, and smart technology are ever-present in the daily lives of people and organizations. Technology infrastructure is a significant budgetary driver within both the operating and capital budget forecast. There are several major Information Technology (IT) projects underway so that WRPS remains current and able to ensure the security measures necessary to protect the information in our systems while balancing information access. Many IT projects have been elevated to the strategic business planning level to increase transparency and community trust using data and technology in response to public demand.

**Mobile Strategy smartphones** have been issued to all Neighbourhood Policing officers to allow:

- Officers to have more accurate and timely information
- Increased officer safety by tracking individuals as well as their vehicle
- Officers to be more efficient with tools that provides the ability to work in the field and new tools for mobile access to:
  - Computer Aided Dispatch system
  - Records Management System
  - Federal and Provincial databases
  - Digital evidence management systems
  - Platoon briefings
  - Global Positioning Systems (GPS) systems
  - Health care relate tools (HealthIM)
  - Federal Provincial and Municipal legislation in real time and
  - Policies procedures and other WRPS related information and communication.

**Voice Radio Infrastructure** requires capital funds to be carried forward from 2021 to 2022. It represents the 50/50 cost-sharing arrangement with the Region and partners to implement the new Regional P25 voice radio system fully.

- Fire agencies and WRPS have moved from a Legacy system to the latest Computer Aided Dispatch technologies to support more accurate and timely information exchange between public safety partners and the community.
- This new radio technology has enabled more secure data, increased reliability protection for sensitive data backup solutions, and enables multi-agency and multi-jurisdictional communications platforms.

**Digital Evidence Management System (DEMS)** is a provincial-led initiative that will support police, the justice system, and corrections. WRPS is one of the first adopters of this technology. This technology contributes to WRPS' goal: "To increase transparency and community trust using data and technology" under the Board's Pillar of "Trust." Some of the efficiencies gained so far include:

- Centralized management of all digital evidence, including video (internal and external) pictures, audio and forensics data to ensure continuity of digital evidence
- Tools for our community members and businesses to be able to provide timely digital information to the police service in an efficient manner and

- Tools for improved redacting of information for disclosure.

**Digital Security** is the transformation of digital security, with leading technologies, to support public safety, the community and police. An enabled cloud-based system will make the policing industry more effective and control increased costs of policing while protecting police information.

**Next Generation 911 (NG911)** is the evolution of 9-1-1 services to a more reliable and capable system replacing and upgrading 30+-year-old technology to industry-standard technology. This legislative requirement from Canadian Radio-television and Telecommunications Commission (CRTC) will transform the way 9-1-1 services are provided with:

- The ability for the public to communicate with public safety agencies (police, fire and, EMS) via a form of text messaging
- More accurate GPS data of where a community member is located
- Updated GPS data while on a 9-1-1 call
- Enhanced digital maps within Waterloo Region
- Phase III of NG911 will offer the community option to send digital data (pictures and video) to a Public Safety communications center

While legislated, it is also presented in the Strategic Business Plan and advances our overall goal “to leverage technology and adopt innovative practices to provide modernized and effective service delivery” under the Board’s Pillar of “Innovation.”

**Body Worn Video (BWV) and In Car Video (ICV)** – The pilot is currently in progress and is set to run until December 2021. To provide a more accurate, unbiased, and complete record of police encounters, foster police-community relations, transparency and accountability, and offer enhanced evidence for criminal prosecutions, many police services across Canada are equipping their police vehicles with in-car video and officers with body-worn video technology. In order to explore the benefits of such technological advancement, the Waterloo Regional Police Service (WRPS) is undertaking a Body Worn



Video (BWV) and In-Car Video (ICV) pilot project Improve relationship with our community.

- Improve relationships with our community
- Improve the best evidence for an investigation
- Interface both technologies with Provincial DEMS solution
- Improve officer training and help with situational awareness
- Foster high-quality service delivery

**Cloud-based solutions** will lessen the impact of increased budgetary challenges from obtaining more servers and physical space. Cloud-based solutions also lessen the impact by protecting and securing sensitive data, improving backup solutions, provide several new enterprise solutions, and improved document management.

**Business Intelligence (BI) platform** The first BI dashboard, Live Unit Activity, has been launched and focuses primarily on real-time dispatch data. This tool is designed to assist Patrol supervisors and the Regional Scheduling Team / Real-Time Operations Center in making decisions to allow more agile management of officer deployment and monitor events as they happen. This can result in improved service delivery and more efficient use of resources. The second dashboard, Call Analytics, is currently in development, and four others are planned for year two with a continuing strong focus on real-time information to support different users across the organization.

**Community Engagement platforms** are being developed to gather information and feedback from the community. Automated systems will capture real-time information related to a community member's incident when contacting our Communication Centre to leverage technology. This communication in real-time allows WRPS to improve customer service by reducing the need for follow-up calls, improving communication in real-time, setting expectations for service, and creating more transparency between WRPS and the community.

### **Future Public Safety Communications Centre**

The WRPS Communications Centre is beyond its capacity. There is a need to find alternate space for the primary Centre and 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. The WRPS Communication Centre currently dispatches 9-1-1 calls for municipal bylaw officers and triages emergency calls to fire or paramedics as required. In support of ongoing partnerships with other emergency service providers, the same Computer Aided Dispatch (CAD) system is shared with the centralized fire dispatch centre operated by the City of Kitchener. This shared technology platform will continue to be enhanced ultimately to create a better environment for our community, more effective information sharing via faster response times and improved data quality.

### **Review of Fire and Police Communications/Dispatch in Waterloo Region**

Another project currently underway is a Review of Fire and Police Communications/Dispatch in Waterloo Region. This joint project between the Cities of Kitchener, Waterloo and Cambridge, the Region of Waterloo, and the Waterloo Regional Police Service is exploring options and recommendations on the future provision of fire and police communications/dispatch in Waterloo Region. The review will build on improvements made in recent years, including the utilization of a common Computer Aided Dispatch (CAD) system between fire and police and the City of Kitchener's centralized fire dispatch centre. The expected outcomes of this joint project include recommendations as to the most effective, efficient and appropriate dispatch service delivery model for fire and police within a broader Public Safety Access Point (PSAP) model, including identifying short, medium, and long-term next steps.

# Police Budget

The police operating and capital budgets are set to adhere to legislation adequacy standards, Police Services Board policy and WRPS procedures. The budget is intended to ensure adequate funding exists for effective policing in Waterloo Region, ensure the Service has the resources, technology, and people necessary to meet those responsibilities and obligations, and implement the Police Services Board's priorities identified in the 2021-2023 Strategic Business Plan.

Comprehensive budget submissions planning and budget reviews were part of the 2022 budgeting process. The Office of the Chief of Police launched a special WRPS Budget Committee to conduct further reviews provide recommendations for cost avoidance, appropriate investments and cost efficiency aimed at implementing the 2021-2023 PSB Strategic Business Plan.

Police services in Ontario are governed and legislatively mandated to comply with 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, the Act identifies that municipalities shall 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 also abide by the Ministry of Solicitor General Policing Standards Manual which contains guidelines to help municipalities and police services understand how to implement and comply with the Act and Regulations.

Approximately ninety nine percent (99%) of the WRPS Operating Budget is aligned with the core mandate of the *Police Services Act*, focusing on mandatory requirements:

- Law Enforcement = 72%.
- Administration and Infrastructure = 25%.
- Emergency Response and Public Order = 2%.

## Overview of 2022 Operating Budget

The 2022 WRPS base budget is the amount of funding required to meet current public safety operations. Adjustments to the base budget include contractual salary increases, 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.

Additionally, the Regional Municipality of Waterloo has the legislative responsibility to fund the Waterloo Regional Police Services Board, and it is included in the 2022 operating budget, which equates to \$333K (2021).

### DID YOU KNOW?



The WRPS budget supports a variety of regional services such as Public Safety Answering Point; dispatching of by-law services; flood alerts; and emergency management exercises.

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

- Public Safety Answering Point (PSAP)
- 911 Communications Centre
- By-law dispatching for municipal by-law services
- Grand River Conservation Area (GRCA) and Region of Waterloo Flood Alert
- Support of ALERT Waterloo Region
- Support of Regional and Municipal Emergency Management exercises
- Regional Indigenous Initiatives and Reconciliation.
- E-Ticketing
- Leadership of the Children Safety Village (road safety cybercrime)

The WRPS supports these regionalized program areas with a budget impact of approximately \$5.8 million or 3% of the WRPS Operating Budget annually.

The 2022 WRPS base budget includes investments that support the implementation and delivery of the 2021-2023 Police Services Board's Strategic Business Plan. Furthermore, efficiencies have been layered into the budget and include facility, fleet and technology optimization.

Any additional funding is designed to be allocated for new service delivery workplace initiatives and/or expansion requests to meet the continued demands of public safety in Waterloo Region.

Since 2014 the Office of the Chief of Police has successfully used base budget reviews to only advance 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 while balancing the legislative requirements of the Police Services Act. This remains a complex and challenging task with a public safety and emergency services budget whose primary response to complex social and crime issues in delivering human services. Resource and staffing costs account for approximately 90% of the total operating budget.

The comprehensive budget review process involved:

- Analyzing all expense and revenue categories for the past three years
- Reviewing current year-to-date actuals
- Evaluating additions for mandatory and non-discretionary expenses

	2021 Approved	2022 Proposed	2023 Forecast	2024 Forecast
<b>Net Budget (\$K)</b>	\$185,387	\$197,830	\$213,207	\$222,016
<b>Budget Increase %</b> Budget Increase % incl. Assessment Growth	2.92% 1.62%	6.71% 5.14%	7.77% u/k	4.13% u/k
<b>Budget Increase (\$K)</b>	\$5,264	\$12,443	\$15,377	\$8,809

Since 2014, the Office of the Chief of Police has launched a series of continuous internal improvements and service-wide reviews, including (2014-YTD) and in 2018 a WRPS Staffing and Workload Demand Review in 2018. The review assessed both current and future resource requirements based on current demands of the WRPS legislative impacts judicial system complexities and demands as well as call capacity while also considering alternative service delivery options, including civilianization.

The 2018 Staffing and Workload Demand Review determined that in order to meet current workload demands, the following Full-Time Equivalent (FTE) positions or additional resource supports were required:



1. 2019 79 FTE
2. 2020 16 FTE
3. 2021 39 FTE
4. 2022 13 FTE

WRPS considered the prioritization of the requirements' overall impact on the Region of Waterloo 2019 Budget, and the initial request for 79 FTE was reduced to 52 FTE. Priority areas included Neighbourhood Policing to ensure adequate staffing to meet growing demands for service as well as investigative and victim support for the Family Violence Project Youth Protection Unit and Special Victims Unit.

The WRPS further reduced the 2019 expansion request through alternative service delivery for collision reporting (5 FTE) and civilianization (12 FTE) for a net expansion request of 47 FTE.

The Police Services Board approved 47 FTE (2019) and the WRPS Staffing and Workload Demand in principle subject to annual budget submissions. Recognizing regional and WRPS budget pressures through the budget deliberations, no expansion requests were included in the final 2020 and 2021 Operating Budget approvals.

As of January 1, 2022, in adherence to the WRPS Staffing and Workload Demand Review, 147 FTE are required and ought to have been added to the WRPS authorized complement budget. These resource additions would have allowed the WRPS to maintain adequate service delivery, meet workload demands, address the growing complexity of policing, address increasing crime severity, and ensure members are supported through robust internal wellness programs.

Since the 2018 Staffing and Workload Demand Review, the WRPS authorized strength has grown by 47 FTE, leaving a deficit of 100 positions as of January 1, 2022.

The WRPS recognizes the challenges of such an increase and has presented several different scenarios for the Police Services Board to consider.

The WRPS is consistently operating ongoing continuous improvement projects to determine innovative and fiscally responsible approaches to policing services. 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 Administrative staffing alignment Real-Time Operations Centre (RTOC) schedule and project process reviews. These reviews (more than 50) and subsequent recommendations have created the internal capacity to provide services to the community better while best utilizing existing resources.

## DID YOU KNOW?



No expansion requests were included in the final 2020 and 2021 Operating Budget approvals.

The below chart outlines the authorized complement in the 2021 Budget:

Table 61 Authorized Sworn and Civilian Compliment, 2021. Source: WRPS Finance Branch.

	<b>Sworn</b>	<b>Civilian</b>	<b>Total</b>
<b>2021 Authorized Full Time FTE</b>	<b>785</b>	<b>376</b>	<b>1161</b>
PSB Executive Assistant		1	1
Secondments	8		8
<b>2021 Budgeted Full Time FTE</b>	<b>793</b>	<b>377</b>	<b>1170</b>
Part Time		23.2	23.2
Temporary Full Time		16.6	16.6
<b>Total Budgeted FTE</b>	<b>793</b>	<b>416.8</b>	<b>1209.8</b>

Over the last six years, the WRPS resource growth has been minimal despite increased call demand, crime severity, legislative impact, and Regional population growth.

Based upon the latest “Police Resources in Canada, 2019” report by Statistics Canada, the police officer rate per 100,000 population for WRPS was down to 131 in 2019, a decrease of 1% compared to the 2018 rate (see also Figure 8). In 2019, Waterloo Region had the lowest police officer-to-population rate since 2003, 129.9 officers per 100,000.

Among the fifty police services serving municipalities with populations greater than 100,000 across Canada (Figure 9), WRPS ranks 35th by the rate of police officers per 100,000. In 2019, Waterloo Region had a police officer population rate below the national and provincial rates of 183 and 174, respectively. WRPS has regularly reported rates that are lower than the national and provincial average.



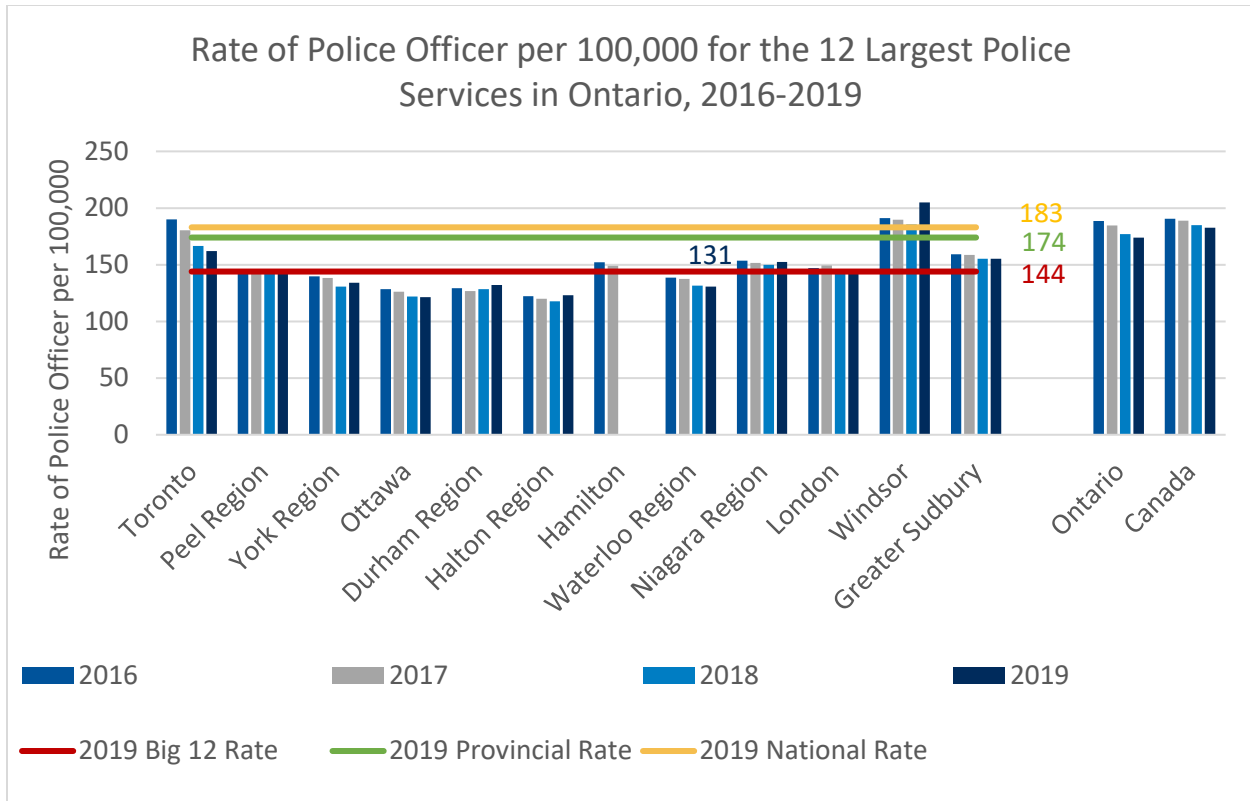


Figure 54 This graph displays the rate of police officer per 100000 for the 12 largest police services in Ontario and Canada from 2016 to 2019. 2020 data is not currently available. This graph is ordered based on the size of the police service with the largest police service being on the left. The rate for WRPS is 131 police officer per 100 000 for 2019. The provincial average is 144 and the national average is 183. Data for Hamilton Police Service has been suppressed by Statistics Canada. Source: Statistics Canada Table 35-10-0077-0.

Table 62 This graph displays the rate of police officer per 100000 for the 12 largest police services in Ontario and Canada from 2016 to 2019. 2020 data is not currently available. This graph is ordered based on the size of the police service with the largest police service being on the left. The rate for WRPS is 131 police officer per 100 000 for 2019. The provincial average is 144 and the national average is 183. Data for Hamilton Police Service has been suppressed by Statistics Canada. Source: Statistics Canada Table 35-10-0077-0.

	2016	2017	2018	2019
Toronto	190	180	167	162
Peel Region	145	143	143	144
York Region	140	138	131	134
Ottawa	129	126	122	121
Durham Region	129	127	128	132
Halton Region	122	120	118	123
Hamilton	152	149		
Waterloo Region	139	137	132	131
Niagara Region	154	152	150	152
London	147	149	146	142
Windsor	191	190	185	205
Greater Sudbury	159	159	155	155
Big 12				144
Ontario	189	185	177	174
Canada	191	189	185	183
WRPS	130	131	132	132

- Compared to the 12 largest municipal police services in Ontario, WRPS has the 3rd lowest rate of officers per population
- This is below the national and provincial rates of 183 and 174, respectively
- WRPS has regularly reported rates that are lower than the national and provincial average

In order to meet the 2019 provincial average, WRPS would need to add an additional 223 police officers, and in order to meet the 2019 Big 12 average, WRPS would need to add 49 officers. WRPS authorized complement has not grown since 2019 and is not keeping adequate pace to support the growing population and demands on policing in Waterloo Region.

## Budget Impacts and Drivers

The 2022 Budget is impacted by various contractual and inflationary pressures, including Cost Of Living Adjustment (COLA), negotiated premiums, and natural step/grade progressions.

In addition, there have been significant benefit cost increases. Due to the enhanced Canada Pension Program (CPP), long-term disability (LTD) premium increases higher Workplace Safety and Insurance Board (WSIB) actuals due to presumptive legislation and post-traumatic stress disorder (PTSD) phased-in increases to health and dental rates and retiree benefits. The most significant is the increase in WSIB costs (the three-year phased-in approach has a \$1,171K impact for 2022) and the fact that WRPS cannot replace members who are on WSIB-approved leave.

Together with the significant reduction by the Ministry of Solicitor General (\$943K) in the Court Security and Prisoner Transportation Grant (CSPT), these two drivers contribute to the base 2022 Budget increasing year-over-year.

Mitigation items included are:

- Phased-in costs for medical, dental and WSIB across a three-year horizon
- Funding from the benefits stabilization reserve
- Recently negotiated grandparenting of lifetime benefits

In addition, monies from the forecasted 2021 operating budget surplus will be transferred to offset 2022 budget increases.

The proposed 2022 operating budget and 2023/2024 forecast assuming the addition of 35 full-time equivalent sworn staffing positions is outlined below:

	2021 Approved	2022 Proposed	2023 Forecast	2024 Forecast
<b>Net Budget (\$K)</b>	\$185,387	\$197,830	\$213,207	\$222,016
<b>Budget Increase %</b> Budget Increase % incl. Assessment Growth	2.92% 1.62%	6.71% 5.14%	7.77% u/k	4.13% u/k
<b>Budget Increase (\$K)</b>	\$5,264	\$12,443	\$15,377	\$8,809

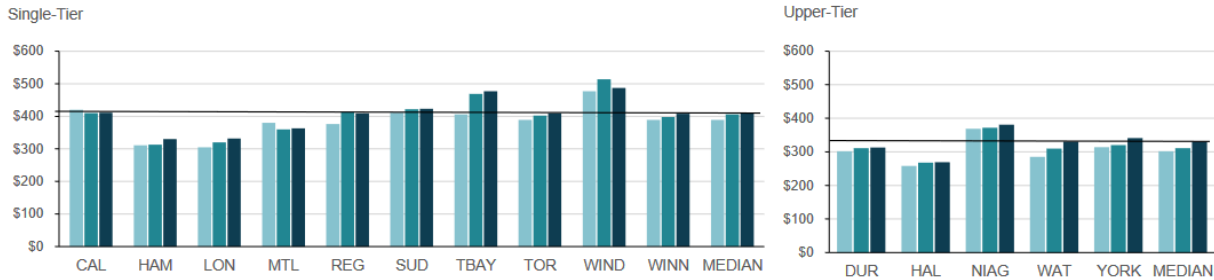
Reducing the budget further would require further decisions that come with potential changes in service delivery:

- Cease all investment in Police Services Board Strategic Business Plan objectives (provincial digital evidence management system – DEMS, body-worn video and in-car video, Real-Time Operating Centre – RTOC, race-based data collection strategy, business intelligence tools, human resource information system - HRIS).
- There is a reduction in existing FTEs and a possible reduction of response to specific calls and/or potential investigative resources/units
- Pause all promotions transfers and career development
- Explore cost recovery options from all municipalities for the provision of by-law dispatching (~\$330K) and to the Region for the public safety answering point (PSAP) operation of 911 (total cost is ~\$4996K) as well as other regionalized support services
- Cease FTE secondments that are not fully funded (total cost is ~\$3532K)
- Cease the operation of the WRPS Volunteer programs (excluding Auxiliary Program). Costs to run some volunteer programs are approximately \$70K annually and resource support from the Service
- In addition, there are two cube vans due to be replaced in 2023 for a total cost of \$170K; and
- further review of the fees and charges by-law.

The most recent review identified that Paid Duty rates are not sufficient to cover the costs of providing the Service.

- The administration rate is currently 20%, but costs are closer to 29%. The vehicle rate is \$37/hour, but costs are closer to \$53/hour
- The WRPS could reassess the fees during 2022 to determine opportunities for cost containment

# Average Police Cost per Capita



2018	\$420	\$311	\$305	\$380	\$376	\$411	\$406	\$389	\$477	\$389	\$389		\$302	\$258	\$369	\$285	\$314	\$302
2019	\$410	\$313	\$320	\$360	\$413	\$422	\$469	\$402	\$514	\$398	\$406		\$311	\$268	\$372	\$310	\$320	\$311
2020	\$411	\$330	\$332	\$363	\$409	\$423	\$477	\$409	\$487	\$408	\$409		\$313	\$269	\$381	\$331	\$341	\$331

Source: PLCE227T (Service Level)

Figure 55 Total Cost for Police Services per Capita. Source: Municipal Benchmarking Network (MBN) Canada, PLCE227T. 2020 MBNCanada Performance Report, p.217.

- The total cost for police services per capita is a measure that reflects the total cost, and includes police services prisoner transportation, and court security. Since staffing costs make up the majority of policing costs, there is a strong correlation between jurisdictions with higher levels of police staff and those with higher police costs reflected in this graph.
- Among Canadian municipalities participating in MBNCanada, WRPS has the 3rd lowest total cost per capita. This is consistent with the results of previous years.
- When comparing against upper-tier municipalities, WRPS has been consistently below the average police cost per capita. In 2020, WRPS was on par with upper-tier median.

## DID YOU KNOW?



WRPS has the third lowest total cost per capita in 2020 among Canadian municipalities participating in MBNCanada. The median cost per capita of the 15 participating agencies is \$395, compared to \$331 in Waterloo Region.

## Ten-Year Capital Budget Forecast

The capital plan includes lifecycle and growth requests for fleet Information Technology hardware and software licenses, equipment furniture, and, facilities.

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. Each year, the forecast is amended for facility projects based upon updated timing work capacity changing needs and includes an inflationary factor from last year's estimates. The Region projects a 7.7% construction inflation rate representing Stats-Canada non-residential construction increases from Q2 2020 to Q2 2021. It reflects the impacts of COVID on manufacturing and supply chains and associated construction prices.

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.

**Police Vehicles and Equipment:** Going forward, all WRPS patrol vehicles will be hybrid. This will allow for reduced fuel usage and greenhouse emissions. Hybrid and/or electric vehicles will be considered for other areas of the service. WRPS will have a minimum of thirty-two hybrid vehicles in the fleet by the end of 2022. 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.

**Automated Asset and Evidence Solution:** The proposed system will automate the current tracking and sign-out of equipment as well as provide a more secure system for the lodging of equipment and evidence across the service. The system will be phased in over multiple years across all of the facilities.

**Information Technology:** Projects include Next Generation 911 (NG911) required technology for the replacement of the Communication Centre fingerprinting technology and information management solutions.

**Voice Radio Equipment:** The project in 2022 will include repeater technology at the Courts building, mobile radio procurements, and a Communications Centre console.

**Business Intelligence tools:** The continuation of the implementation of the approved Business Intelligence solution.

**Human Resource Information System:** In partnership with the Region, an integrated HRIS will provide improved data and will automate many existing processes. In addition, many elements of the current HRIS separate platforms will reach the end of the life cycle.

**Body-Worn and In-Car Video:** Body-worn video implementation will begin in 2022.

**WRPS Voice Radio Infrastructure:** Budget will be carried forward to 2022, 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.

**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, including the regional prisoner management facility. Design work and demolition have been completed, and construction is in progress.

**Facilities Refresh and Furniture:** Lifecycle replacement of furniture and minor facility refresh projects.

**Police Equipment:** Lifecycle replacement for all police equipment, including information technology equipment.

**Headquarters Parking Upgrades:** Parking at the 200 Maple Grove campus had reached its capacity, with parking overflowing to non-parking areas daily. Phase I was completed in 2021 and included the expansion of the front parking lot implementation of sidewalks from Maple Grove and crossing areas. Phase II will include the expansion of the back parking lot.

**Growth Furniture and Equipment:** Under review are expenditures to support additional staffing positions.

**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.

**Magazine Explosive Storage:** To ensure appropriate magazine explosive storage for the Emergency Response Unit. Currently, they are being stored in Brantford, necessitating travel when needed.

**Facility Security Upgrades:** Security assessments have been completed at all police facilities, which developed a number of recommendations for implementation. The budget is included to address high priority items from these reviews, including the replacement of an ageing card access system which is at the end of life.

**Evidence Management Facility Upgrades:** An internal audit report provided recommendations to improve evidence care and control. This report recommended enhancements for Headquarters, South, and North Divisions, where evidence is processed and stored.

**Facilities Managed Capital Renewal:** Lifecycle replacement of existing police building components. This project is funded by both a Facilities renewal reserve and debentures.



The Region WRPS has been phasing in reserve contribution increases annually to reduce the debentures required based upon a strategy put in place

The timing of facility projects continues to be reviewed annually based on existing projects' needs and timing.

One critical capital project to be added, which is currently dependent upon a consultant review of fire and police communications and dispatch in the Region of Waterloo, is a Public Safety Communications Centre. 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 Division building. The Region of Waterloo is undergoing discussions on the future use of this space.

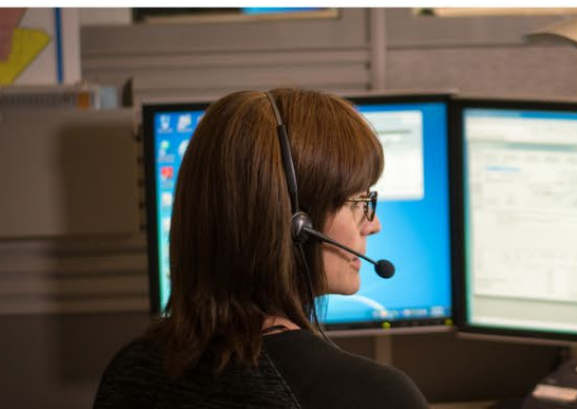
As a result, all other projects (training facility expansion, Headquarters renovation/addition) were moved out in the ten-year forecast to allow for the inclusion of this project.







**We are here for you, Waterloo Region.  
24/7/365**





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This Budget Information Package is prepared  
in support of our:

## **Mission**

To deliver effective police services while embracing collaborative partnerships and community engagement that strengthen safety and community well-being.

## **Vision**

Every person in Waterloo Region is safe  
and feels safe.

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[www.wrps.on.ca](http://www.wrps.on.ca)

