

# People Focused, People Driven

## Information Package for 2021 Budget



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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.

## Population, Households, Growth

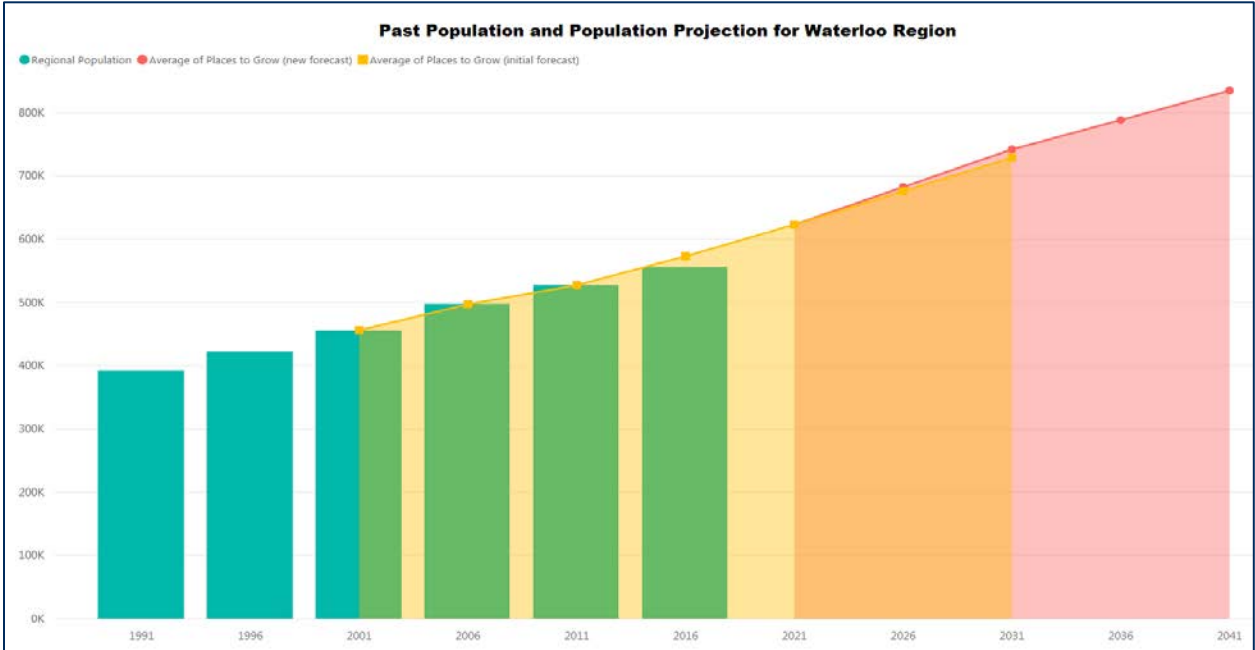


Figure 1 Past Population and Population Projection for Waterloo Region. Source: Region of Waterloo.

- Waterloo Region is the 10th largest Census Metropolitan Area (CMA) in Canada, with a year-end population of 617,879 in 2019.
- Over the past 15 years, the Region’s population has grown an average of 1.58% per year. Total household growth over the last 15 years has grown an average of 1.62%.
- The Province’s Growth Plan projects that Waterloo Region’s population will reach 742,000 by 2031.



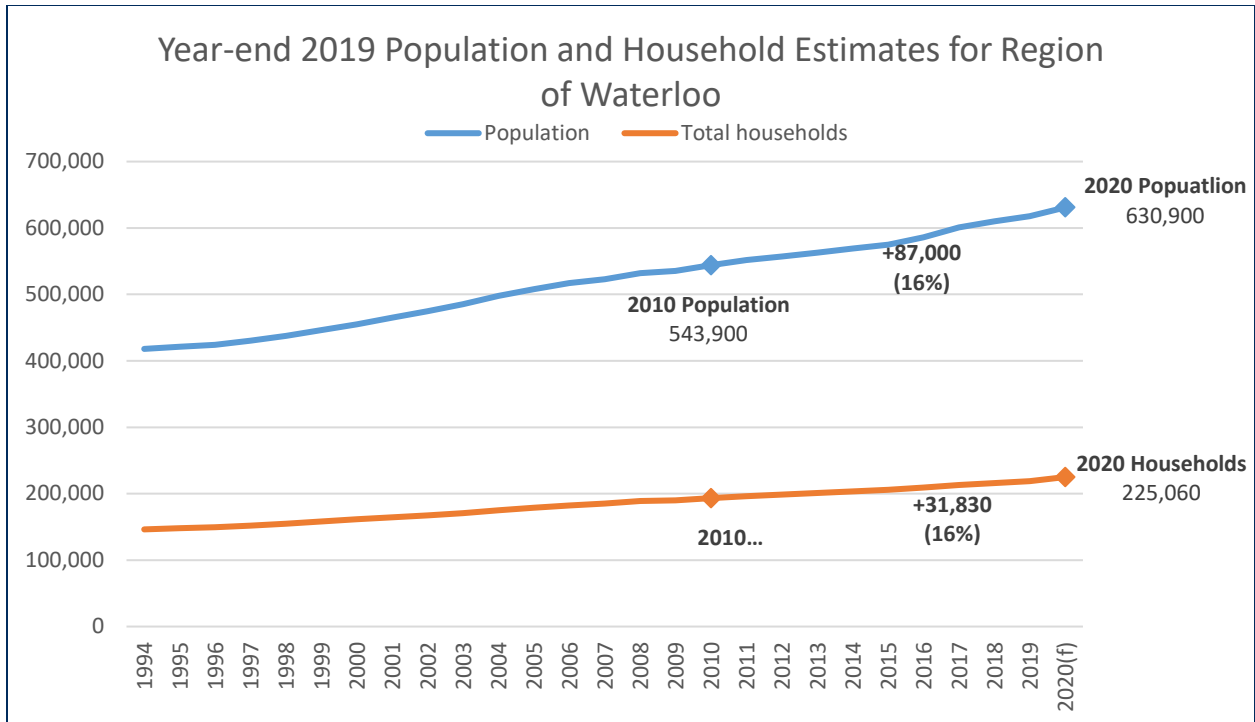


Figure 2 Year-end 2019 Population and Household Estimates for Region of Waterloo. Source: Region of Waterloo.

- 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%.

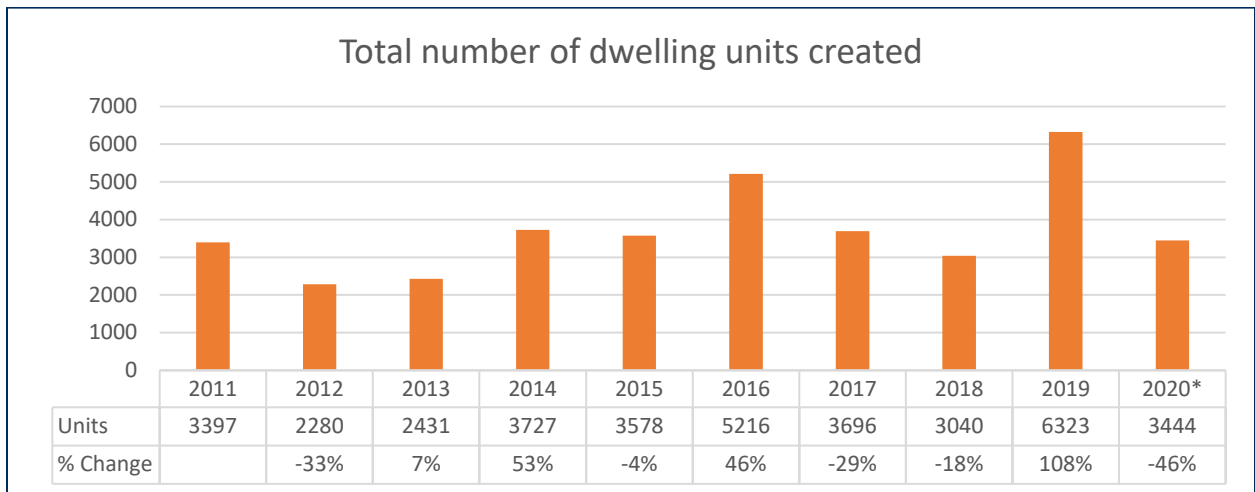


Figure 3 Total number of dwelling units created. Source: Statistics Canada, Table: 34-10-0066-01. \*Includes data up to October 2020.

- 2019 saw the highest increase to date, at 108% increase in the total number of dwelling units created.
- Between 2011 and 2019, the number of dwelling units increased by 86%, adding approximately 3750 units per year.

## 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.

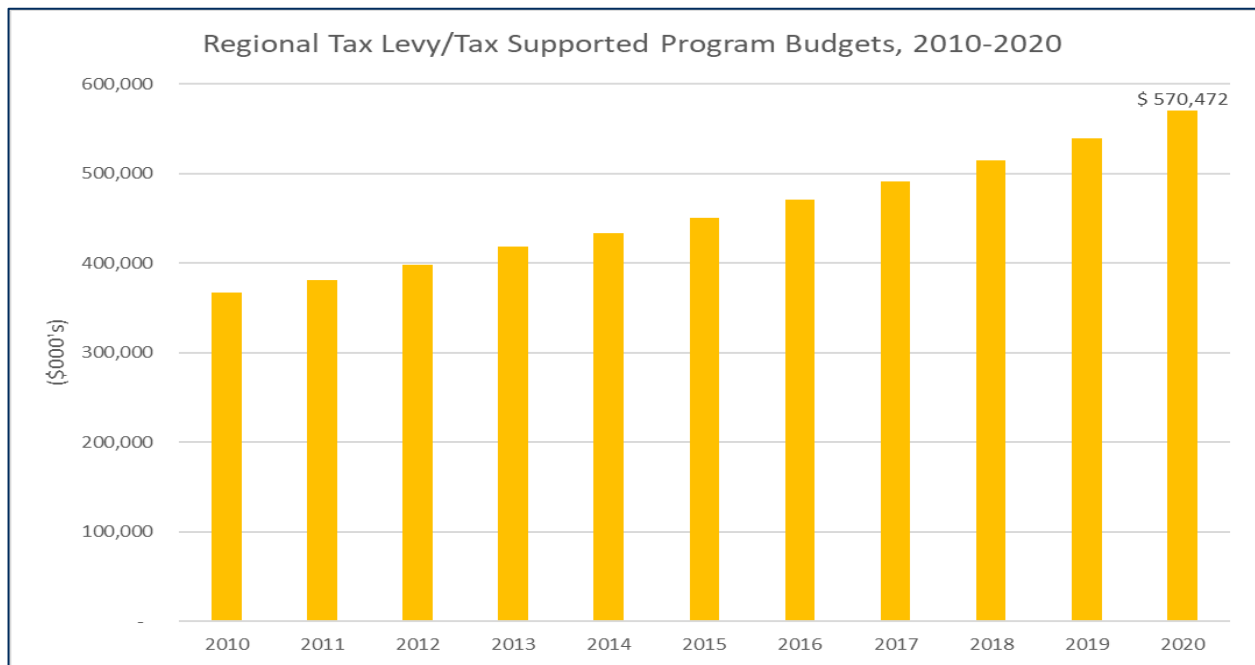


Figure 4 Regional Tax Levy/Tax Supported Program Budgets, 2010-2020. Source: Regional Budget Books.

- The Waterloo Regional Tax Levy (inclusive of WRPS) has increased steadily since 2010 by an average of 4.5%. Between 2019 and 2020, it increased 5.7%.



# Paramedic Services Budget

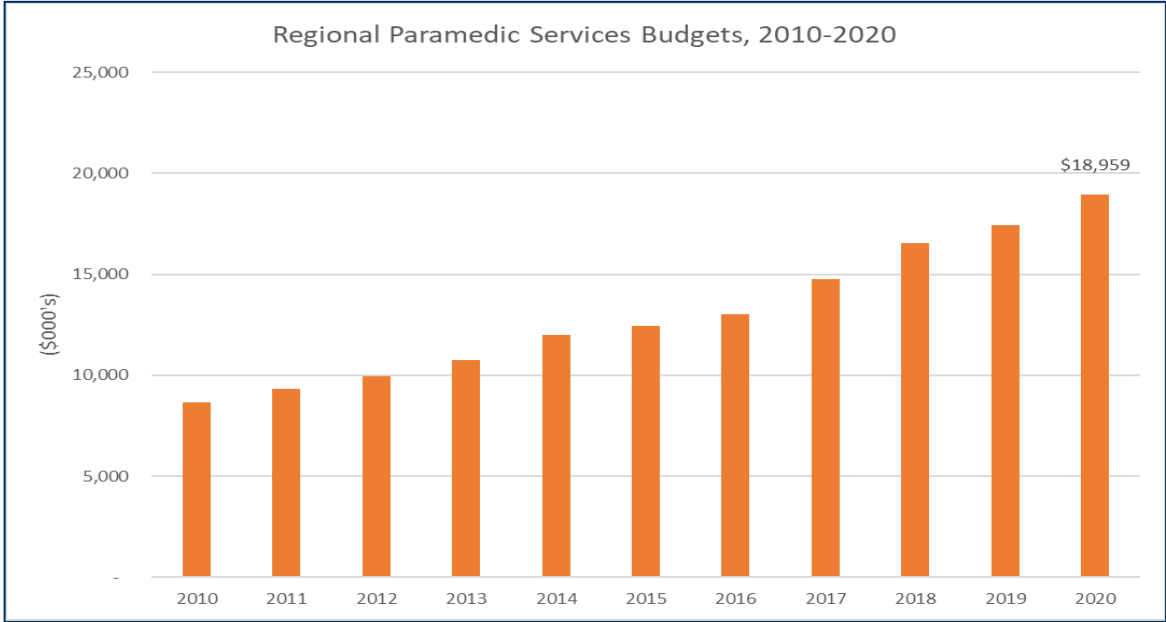


Figure 5 Regional Paramedic Services Budgets, 2010-2020. Source: Regional Budget Books.

- The Region of Waterloo Paramedic Services budget has increased steadily since 2010 by an average of 8.2%. Between 2019 and 2020, it increased 8.7%.

# Police Services Budget

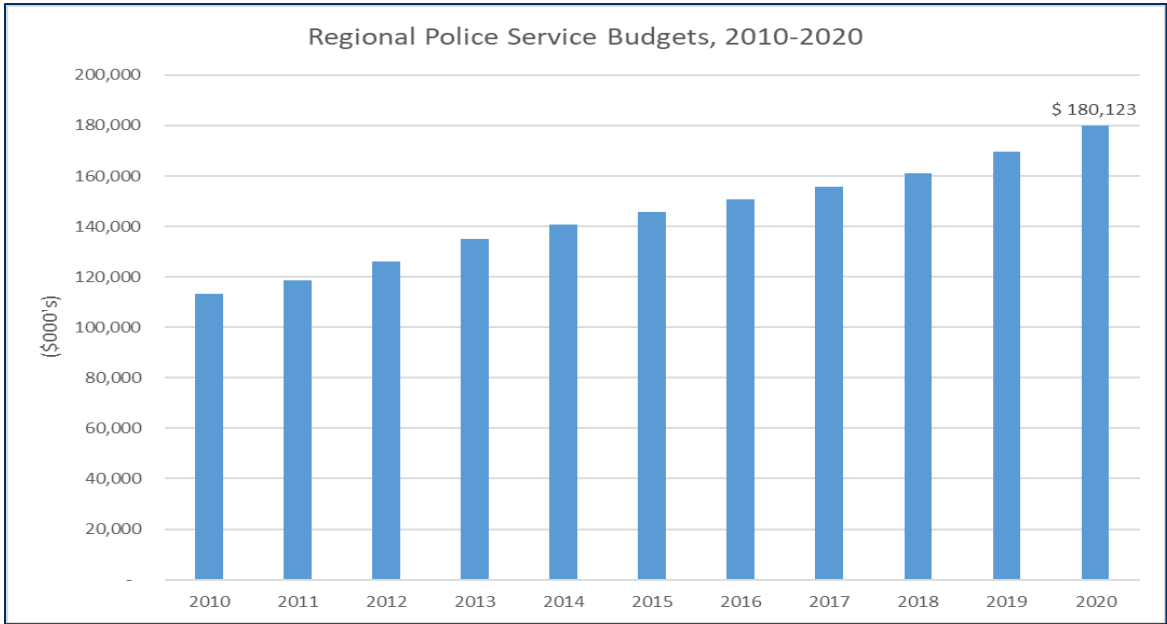


Figure 6 Regional Police Service Budgets, 2010-2020. Source: Regional Budget Books.

- The Waterloo Regional Police Service budget has increased steadily since 2010, by an average of 4.7%. Between 2019 and 2020, it increased 6.2%.



# Fire Services Budget

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

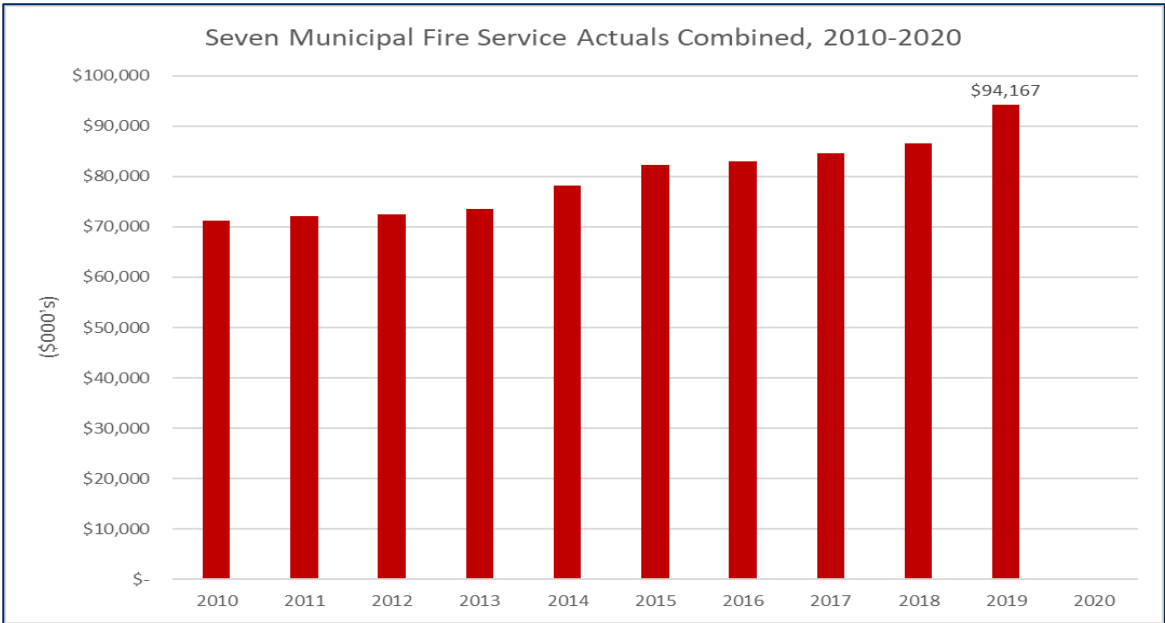


Figure 7 Seven Municipal Fire Service Actuals Combined, 2010-2020. Source: Municipal Financial Information Return (FIR).

- The combined seven fire services actuals have also increased steadily since 2010, by an average of 3.2%.
- Between 2018 and 2019, the combined fire services actuals increased 8.9% (assuming North Dumfries remained flat between 2019 and 2020 as their information is not yet updated in the FIR).





# WRPS Human Resources

Human resources, including salaries and benefits, account for approximately 90% of the average police budget. Overtime, sick time, and absences all impact the productivity and wellness of our members. Talent Acquisition, including attracting, hiring, and retaining members are important components of managing human resources, along with creating a modern culture of wellness and work-life balance.

## Staffing Levels

While the regional population and total households has been increasing in Waterloo Region, the number of officers per 100,000 population has not kept pace. In 2019, WRPS had 757 actual police officers and 388 civilians

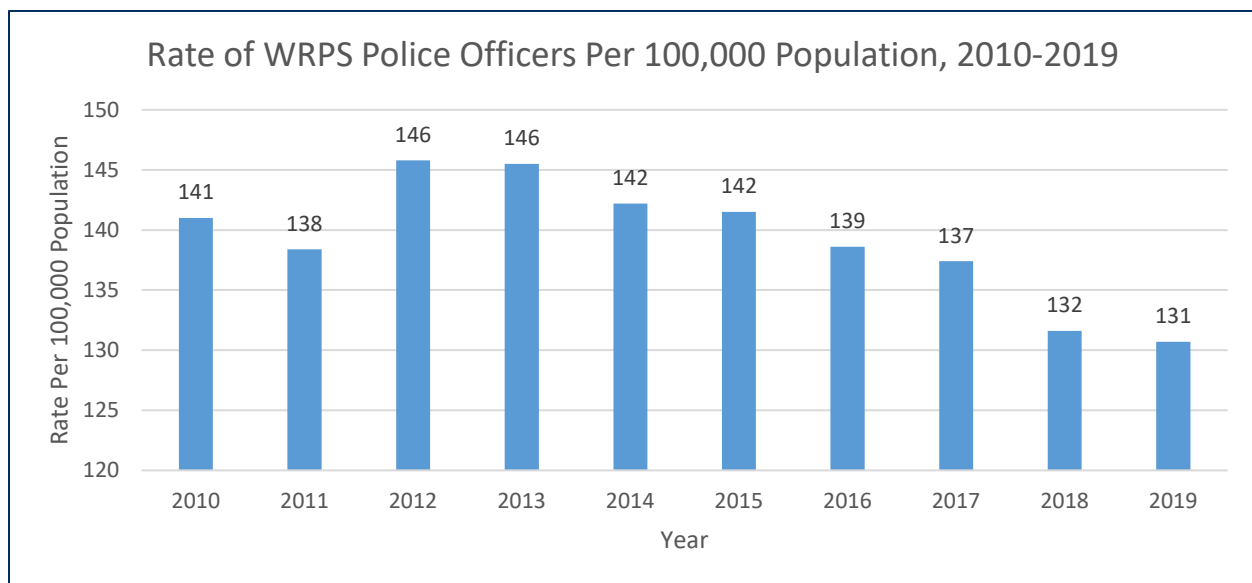


Figure 8 Rate of WRPS Police Officers per 100,000 Population, 2010-2019. Source: Statistics Canada Table 35-10-0077-01.

- 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.



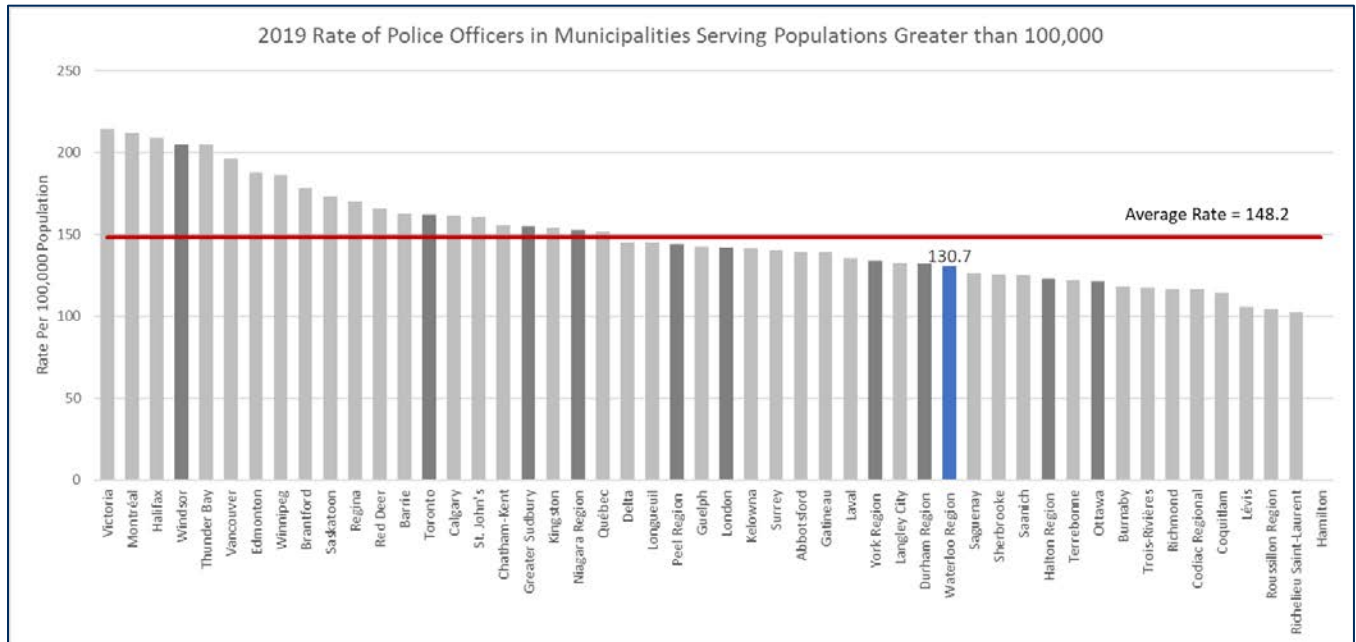


Figure 9 2019 Rate of Police Officers in Municipalities Serving Populations Greater than 100,000. Graph is ordered from highest to lowest rates. WRPS is highlighted in blue. The dark gray represents the top 12 largest Ontario municipal police services. No data was provided for Hamilton. Source: Statistics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

- 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.
- WRPS is the 13<sup>th</sup> largest municipal police service in Canada; 6<sup>th</sup> largest in Ontario.
- 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.



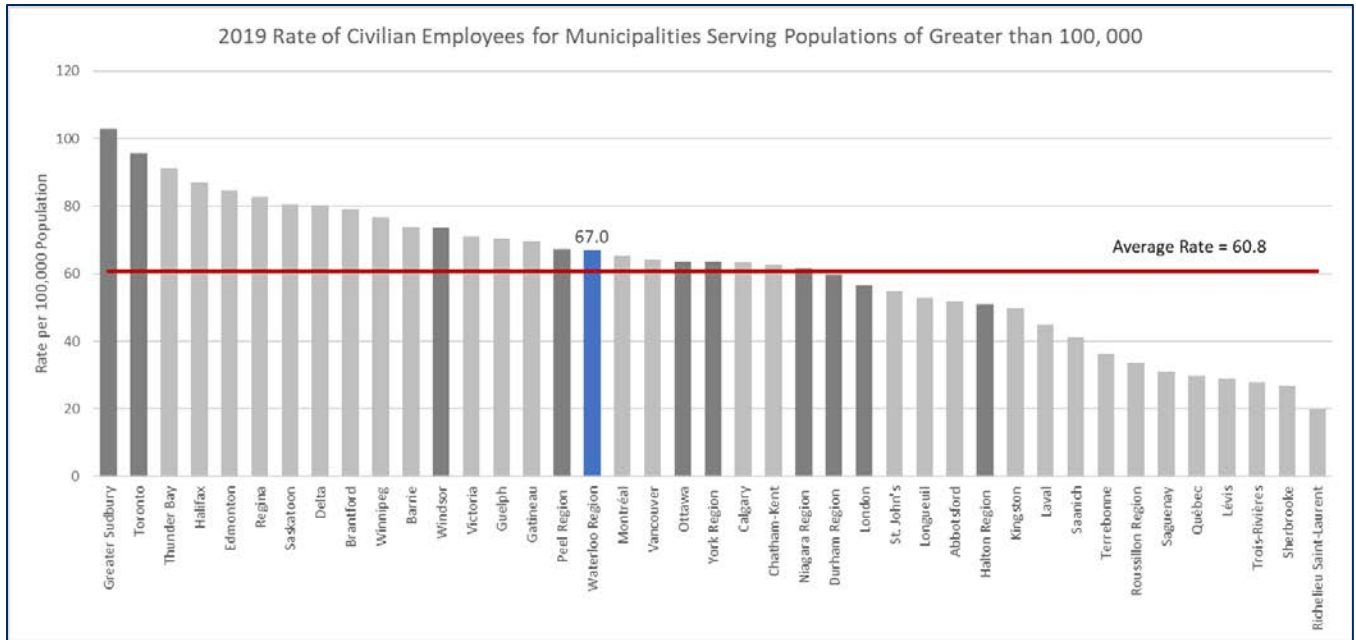


Figure 10 2019 Rate of Civilian Employees for Municipalities Serving Populations of Greater than 100,000. Graph is ordered from highest to lowest rates. WRPS is highlighted in blue. The dark gray represents the top 12 largest Ontario municipal police services. No data was provided for Hamilton and RCMP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

- Over 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, and employee wellbeing. The salaries of civilian members are generally lower than sworn members within a police service.
- 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 as shown in dark gray.



## Overtime

- Through various initiatives in 2020, such as a new shift schedule and Regional Scheduling Team, WRPS has successfully reduced overtime in 2020 by 48% to date.
- As shown in the monthly overtime graph below, overtime is often connected to events requiring significant resources such as St. Patrick's Day in March and Homecoming in September.
- The Voice Radio Contingency Plan, where two officers per vehicle were deployed for safety until the new radio system was operational, impacted overtime demands in 2019 and 2020.
- For reference, a full-time employee will work 2,080 hours over the course of a year.

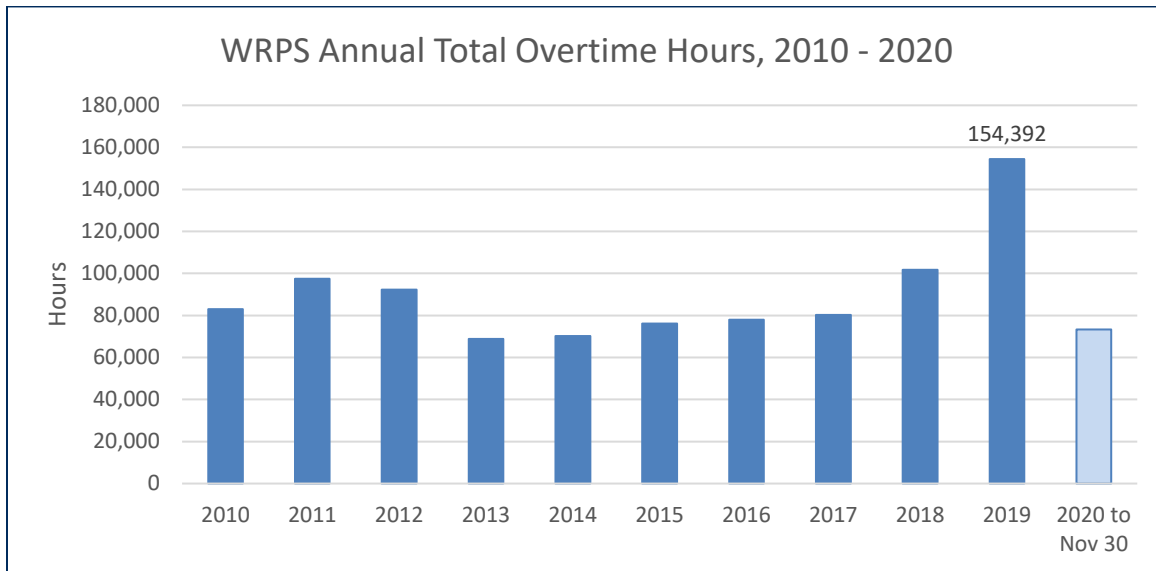


Figure 11 WRPS Annual Total Overtime Hours, 2010-2020. Source: WRPS Finance and Assets.

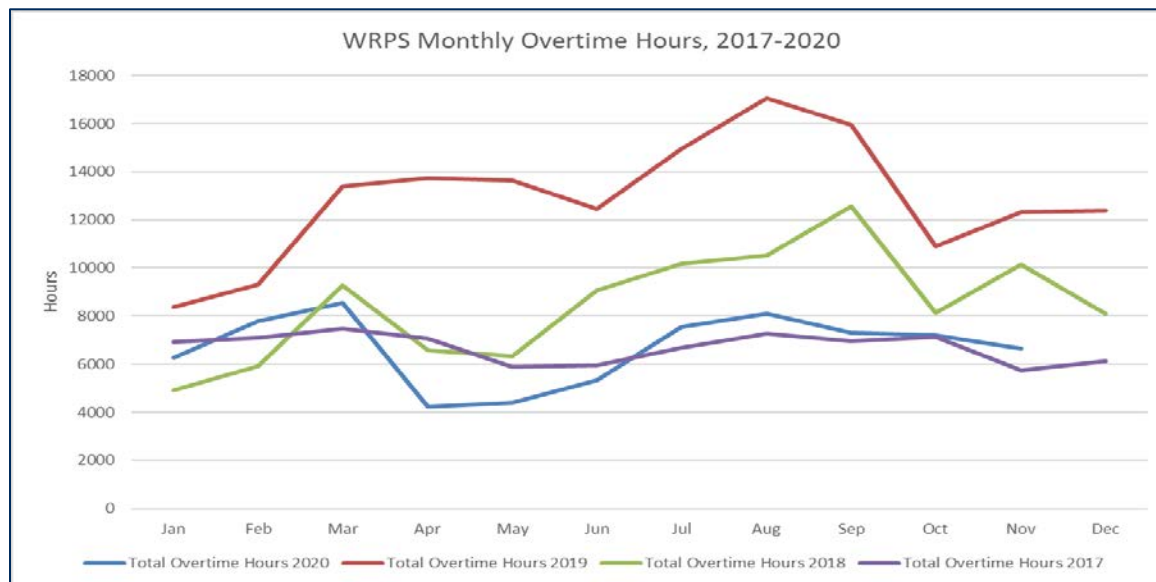


Figure 12 WRPS Monthly Overtime Hours, 2017-2020. Source: WRPS Finance and Assets.



## Staff Attrition

WRPS aims to fill allotted “intakes” of new police recruits at the Ontario Police College (OPC) four times each year.

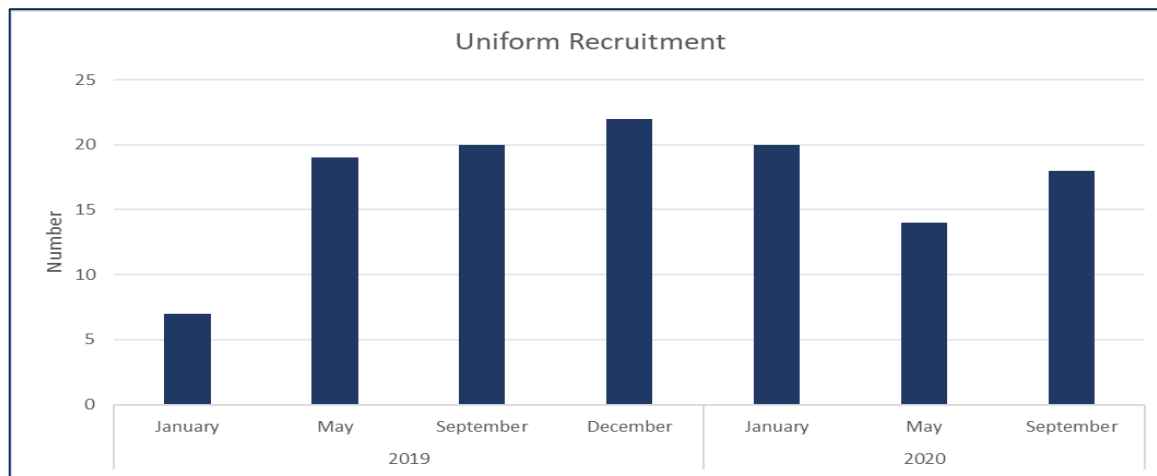


Figure 13 Uniform Recruitment. Source: WRPS Human Resources.

- The Human Resources team make great efforts in marketing our Service and the Region of Waterloo to a wide range of applicants with recruitment nights, information sessions, job fairs, and community outreach.
- Investing in a new police officer and civilian professional is a significant commitment of time and resources.

### Investing in a new Police Constable

Prior to hiring, at least 85 hours of time are committed to processing one applicant through the process and all the necessary background checks before offering a new Constable position:

- One Sergeant and three Constables are assigned and dedicated full time to recruitment in the Human Resources Branch.
- There are a variety of selection stages including a Local Focus Assessment, an Essential Competencies Interview, and background security clearances which must be passed.
- A psychological screening with a medical practitioner is arranged.
- Prior to a final job offer, a thorough background investigation is completed which includes interviewing references, conducting in-home visits, and other checks.

Once hired, it takes about 10 months of training before a new officer is ready to serve the community on patrol. It is a significant investment of time and resources:

- 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.

### Retirements

In recent years WRPS has experienced an increasing number of retirements due to a large cohort of new hires in the late eighties and early nineties.

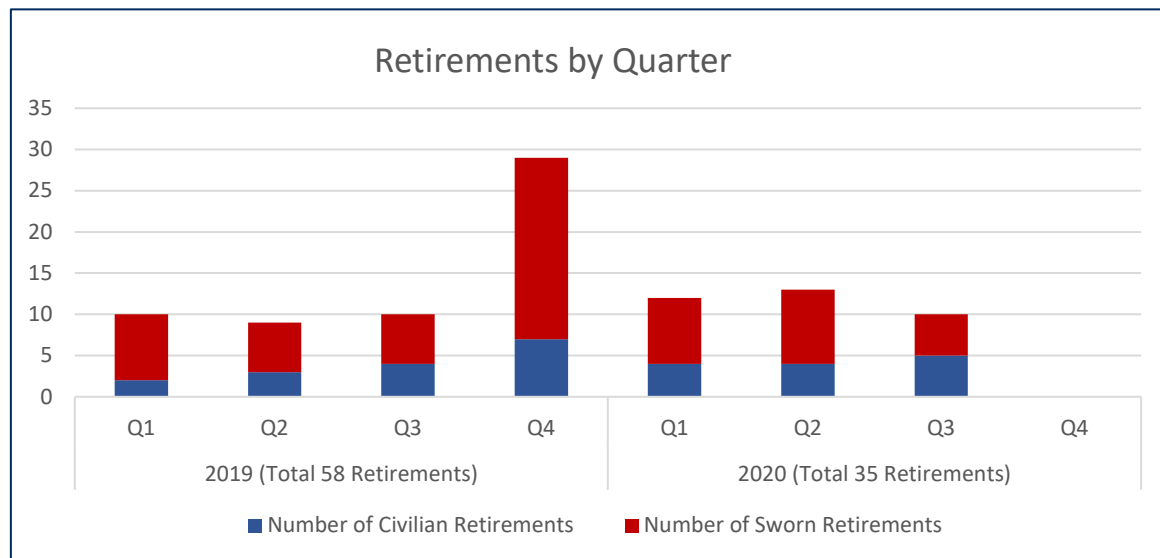


Figure 14 Retirements by Quarter. Source: WRPS Human Resources.

- Steady consistent hiring practices offer improved opportunity for the organization’s capacity to recruit, train, and manage resources.



## Member Wellness

Our members are our greatest resource, and policing takes its toll on members' wellness. In 2017, WRPS created a Wellness Unit dedicated to supporting the overall wellness of our employees and their families.

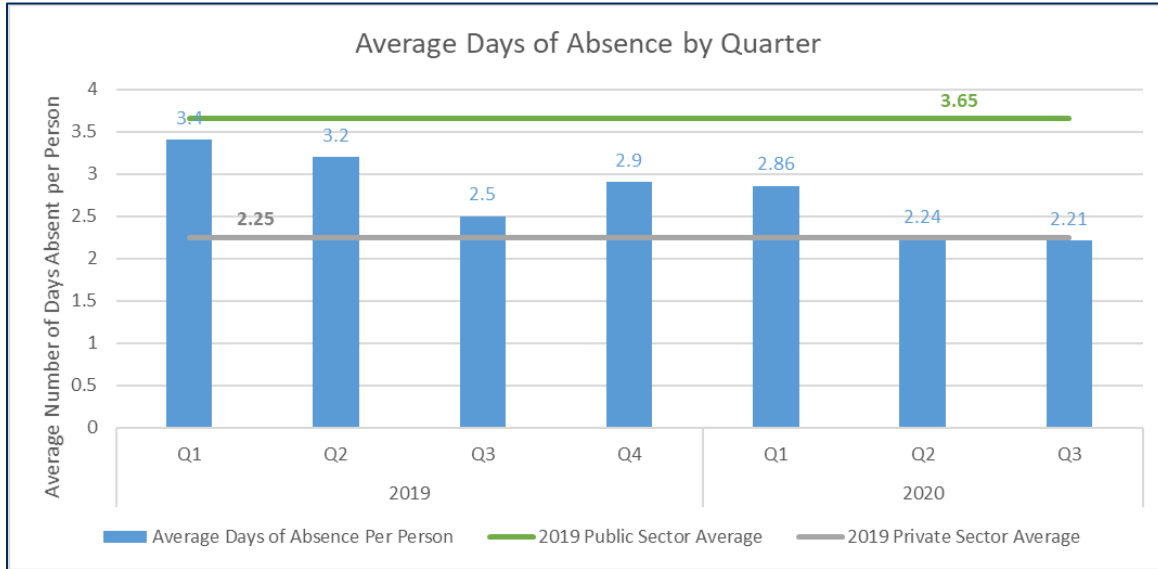


Figure 15 Average Days of Absence by Quarter. Source: WRPS Human Resources; Statistics Canada Table 14-10-0196-01.

- With a modernized short and long term sick leave program, and a focus on member wellness, the average number of sick days for WRPS members is declining and the second and third quarters of 2020 dropped below the private sector average.



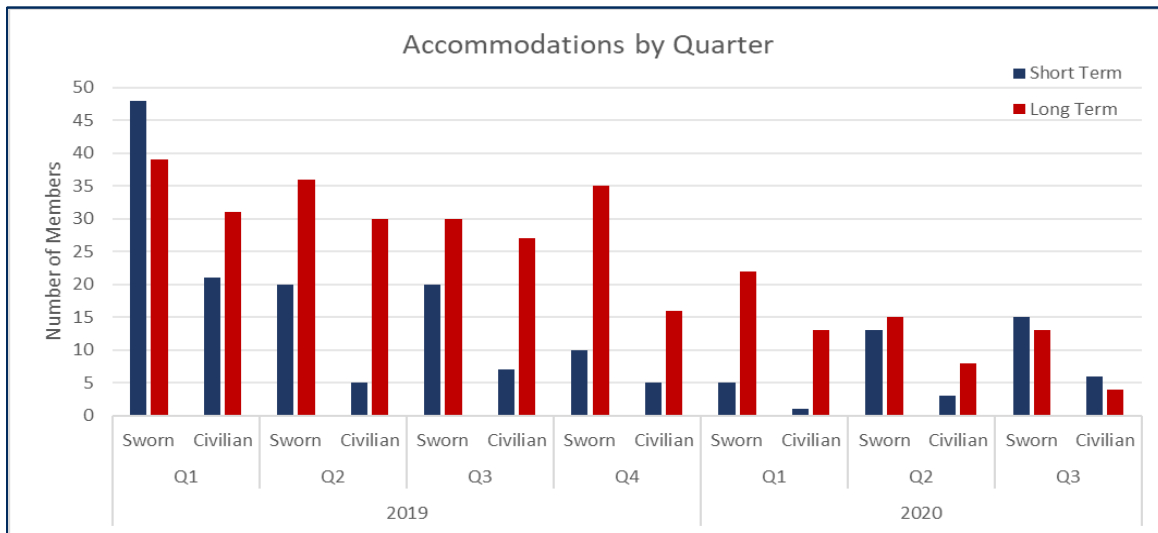


Figure 16 Accommodations by Quarter. Source: WRPS Human Resources.

- The improvements in accommodations are 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.
- WRPS continues to offer accommodation options for members facing a variety of challenges to safely and sustainably stay at, or return to, work pursuant to employment law.

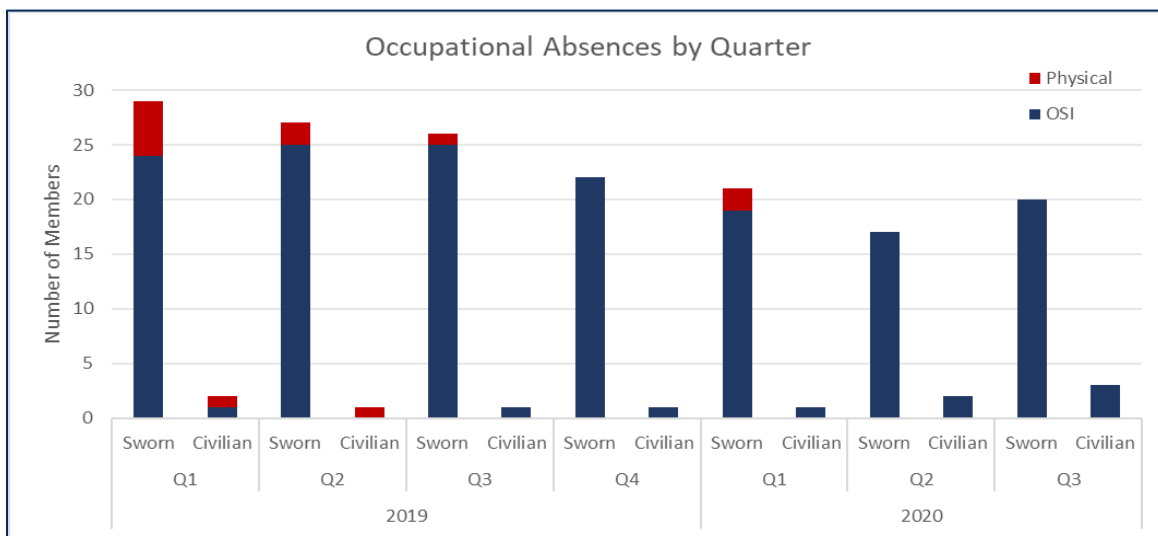


Figure 17 Occupational Absences by Quarter. Source: WRPS Human Resources.

- The nature of the policing profession comes with risks. 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.





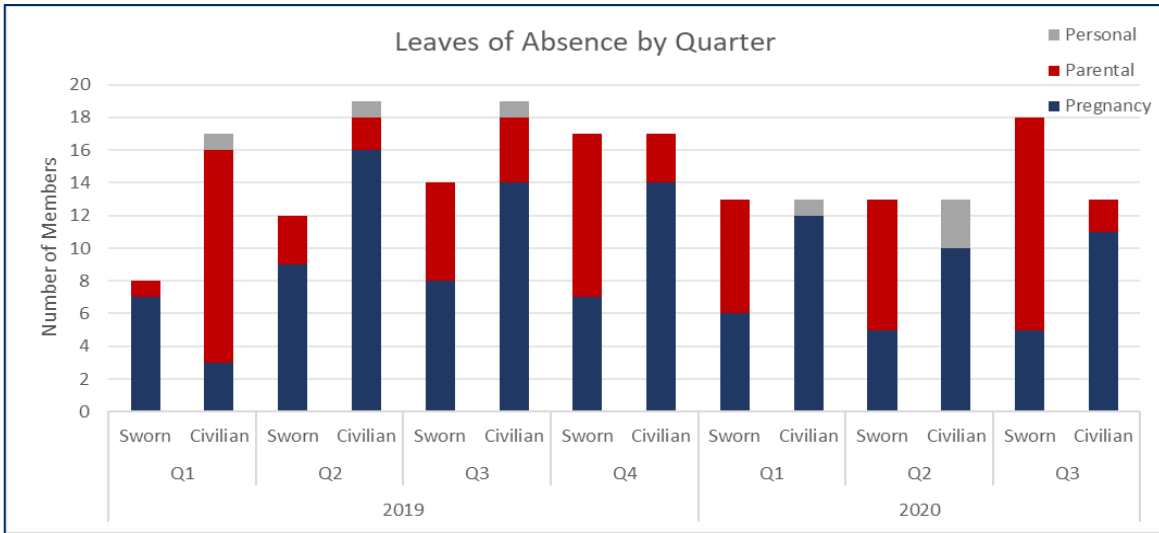


Figure 18 Leaves of Absence by Quarter. Source: WRPS Human Resources.

- Pregnancy and Parental leaves of absence are protected statutory leaves, and as such must be granted by the employer. Parental leaves tend to increase over the summer months.

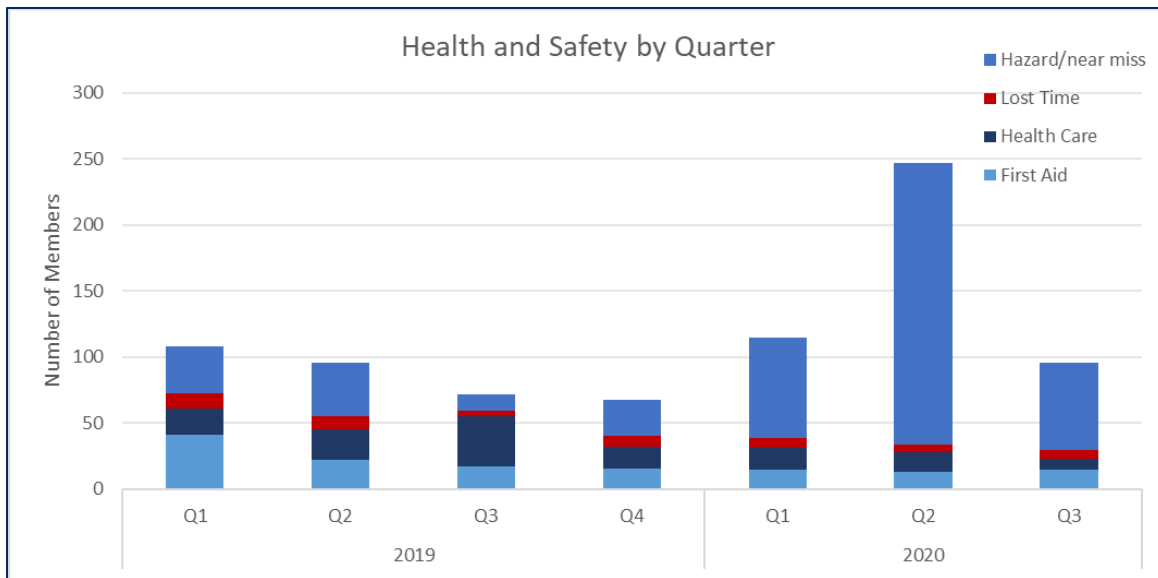


Figure 19 Health and Safety by Quarter. Source: WRPS Human Resources.

- There is 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.
- Types of health and safety reported incidents include: struck/caught; overexertion/strain; harmful substances/environmental; fall; or assault.



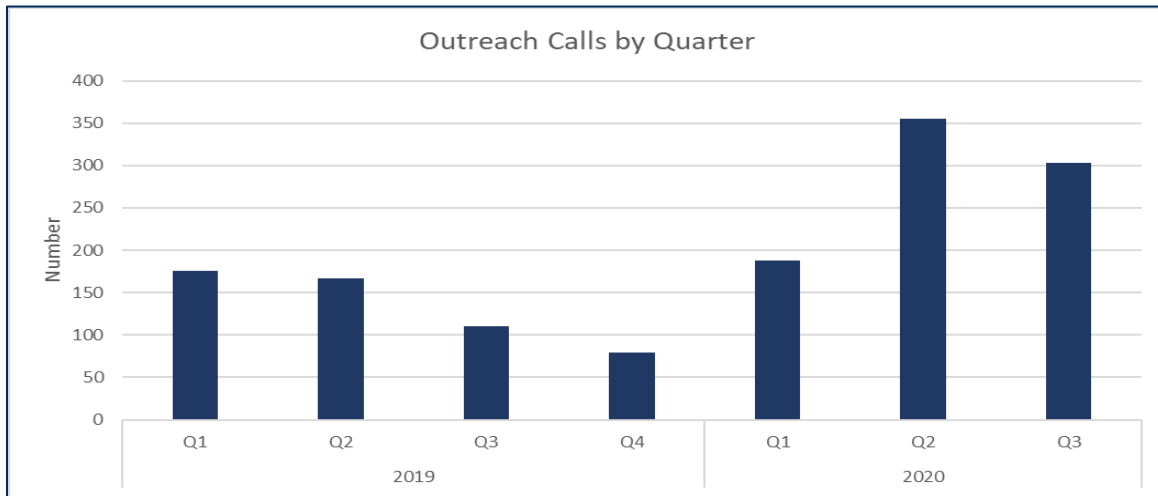


Figure 20 Outreach Calls by Quarter. Source: WRPS Human Resources.

- Outreach calls to members have increased in 2020, including calls to members who were off work for COVID-19 related reasons. These calls are made by the Wellness Unit in relation to on-duty incidents/significant calls and to check in on members off work.



# 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.

## 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 are required to respond. Examples of high volume occurrences include unwanted persons, driving complaints, disputes, disturbances, domestic disputes, suspicious persons, suspicious vehicles, and mental health related calls for service.

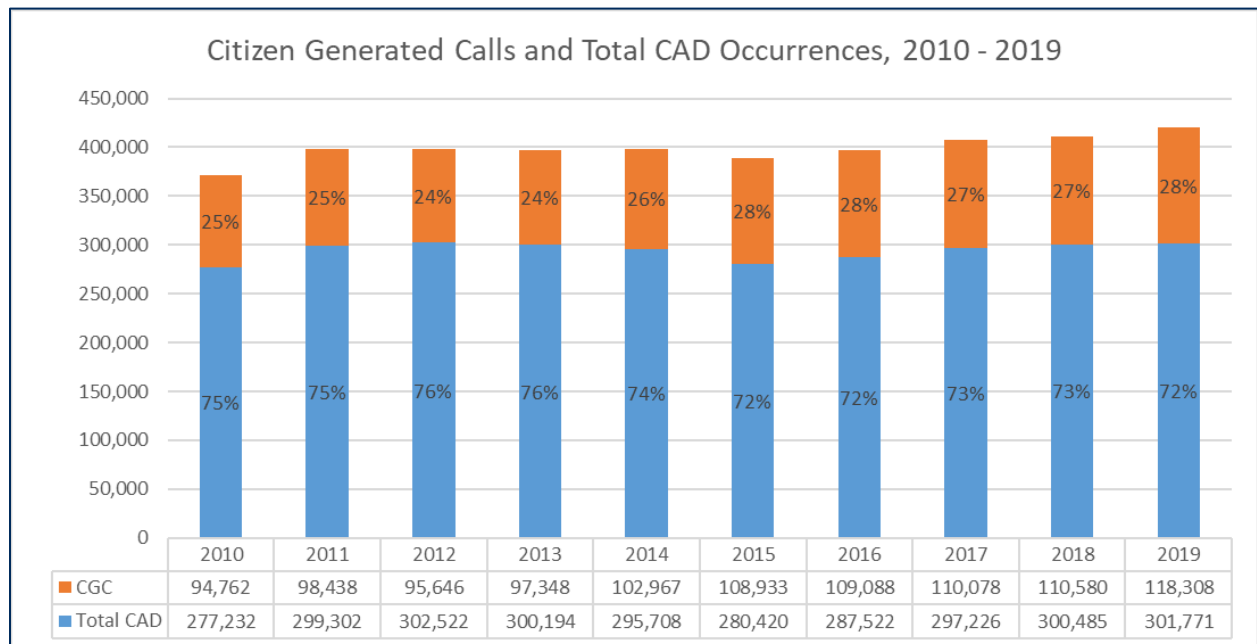


Figure 21 Citizen Generated Calls (CGC) and Total Computer Aided Dispatch (CAD) Occurrences, 2010-2019. Source: WRPS Niche Records Management System (RMS).

- The data table displays the raw totals of each type of event, while the percentages indicate the proportion of the total. For example, there were 94,762 citizen generated calls (CGCs) in 2010 or 25% of the total occurrences generated in the CAD system that year.
- On average, the CGCs grew 3% per year. Within the decade, the largest growth of CGCs occurred between 2018 and 2019 at 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 CAD occurrences rose by 8%. Since then, the total CAD occurrences has hovered around 300,000 annually.



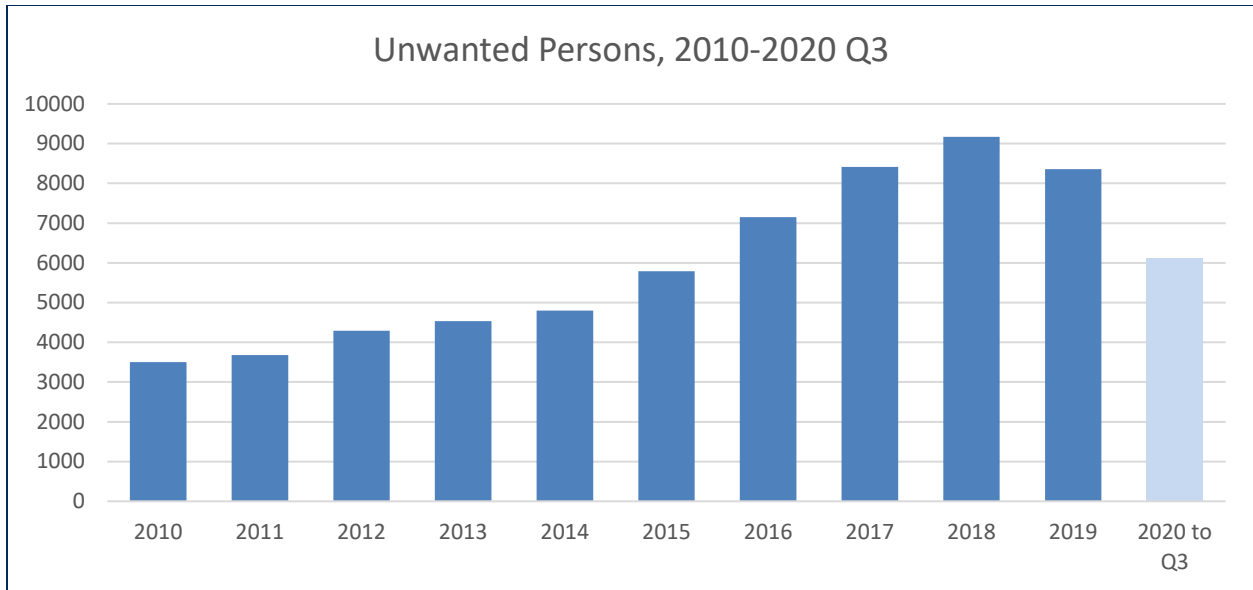


Figure 22 Unwanted Persons, 2010-2020 Q3. Source: WRPS Niche RMS as of December 1, 2020.

- 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 53 minutes. (Source: WRPS 2019 Annual Report.)

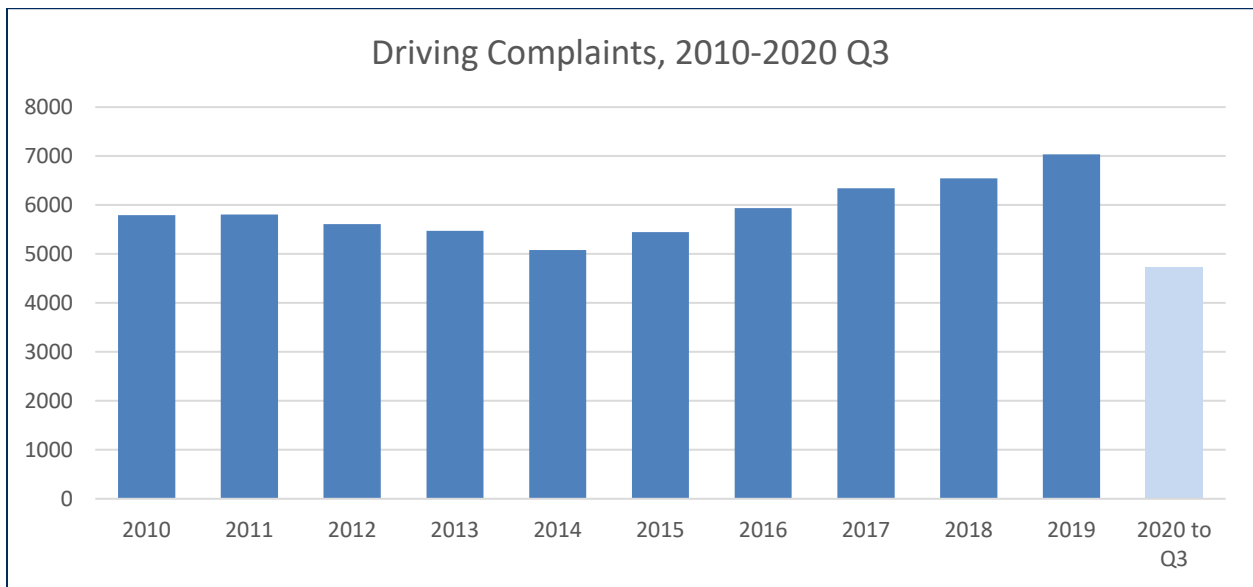


Figure 23 Driving Complaints, 2010-2020 Q3. Source: WRPS Niche RMS as of December 1, 2020.

- In 2019, on average a “Driving Complaint” call came into our dispatch every 52 minutes. It was also the call type that experienced the biggest jump in online reporting, up 26%. (Source: WRPS 2019 Annual Report.)
- Driving complaints dropped slightly during 2020 due to there being fewer drivers on the road early during the pandemic.



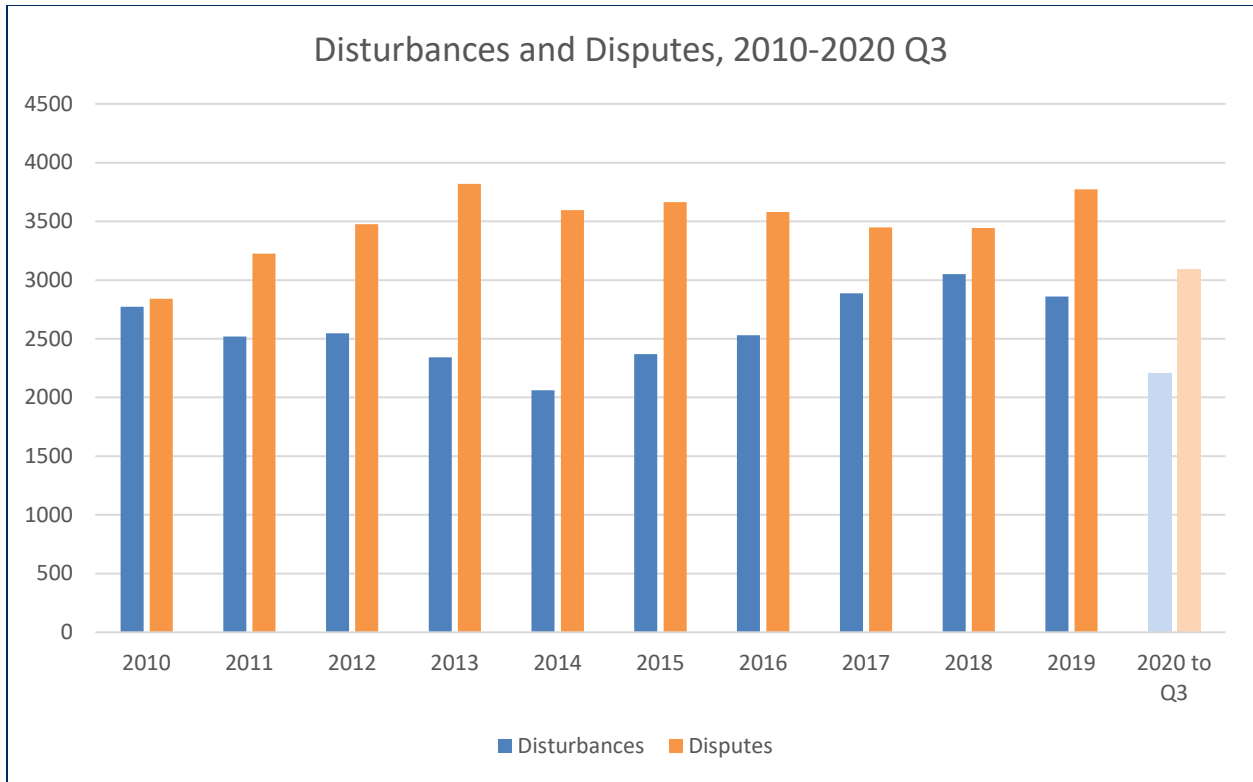


Figure 24 Disturbances and Disputes, 2010-2020 Q3. Source: WRPS Niche RMS as of December 1, 2020.

- 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 landlord/tenant disputes, disputes at commercial locations or workplaces, and public demonstrations.
- Domestic, familial, and elder disputes are their own occurrence types.



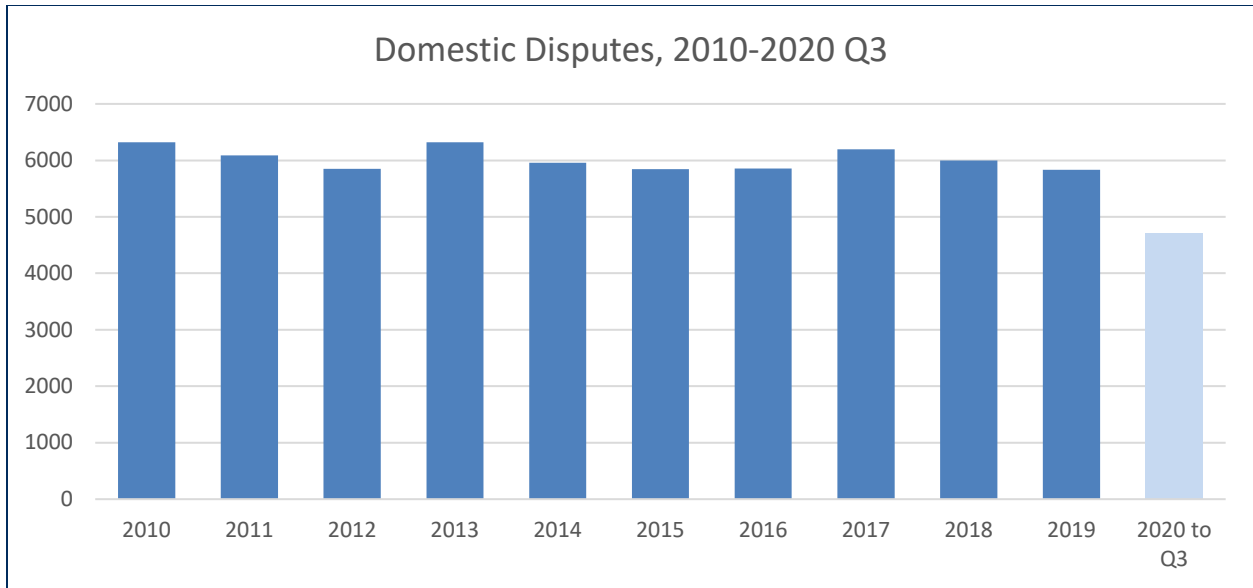


Figure 25 Domestic Disputes, 2010-2020 Q3. Source: WRPS Niche RMS as of December 1, 2020.

- Domestic disputes require a minimum of two officers to respond and often require additional response from investigators in the Intimate Partner Violence Unit.
- Domestic disputes have increased during the pandemic and are expected to exceed 2019 in number of occurrences.

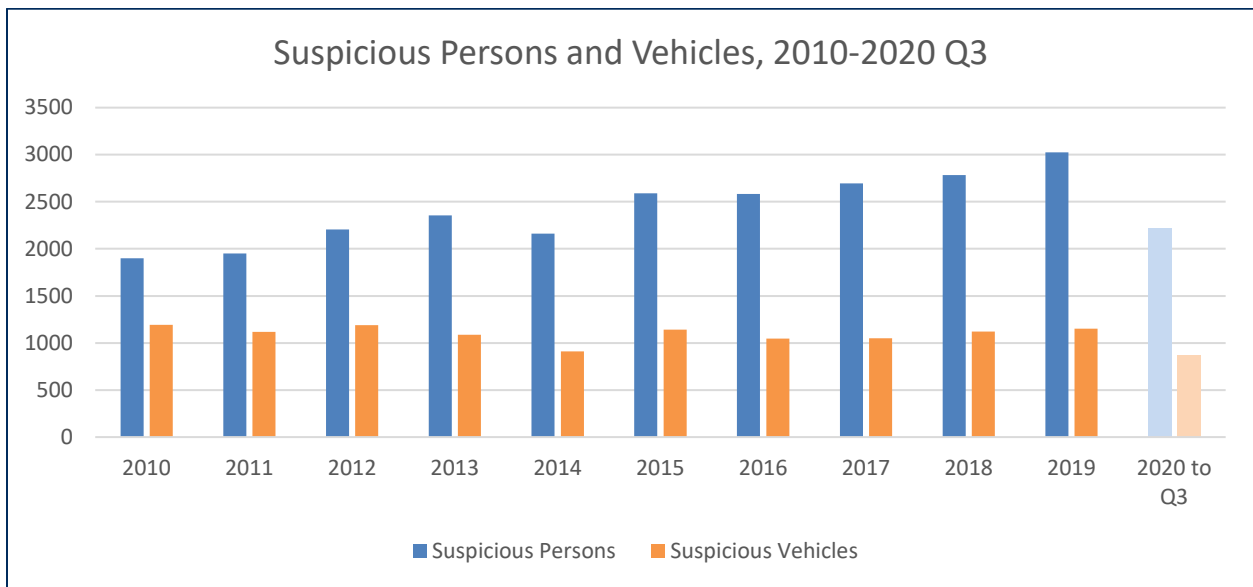


Figure 26 Suspicious Persons and Vehicles. Source: WRPS Niche RMS as of December 1, 2020.

- There has been a steady increase in suspicious person occurrences over the last decade with a 59% increase between 2010 and 2019.
- Despite there being fewer drivers on the road during 2020, suspicious vehicle occurrences are expected to be near what was seen in 2019.



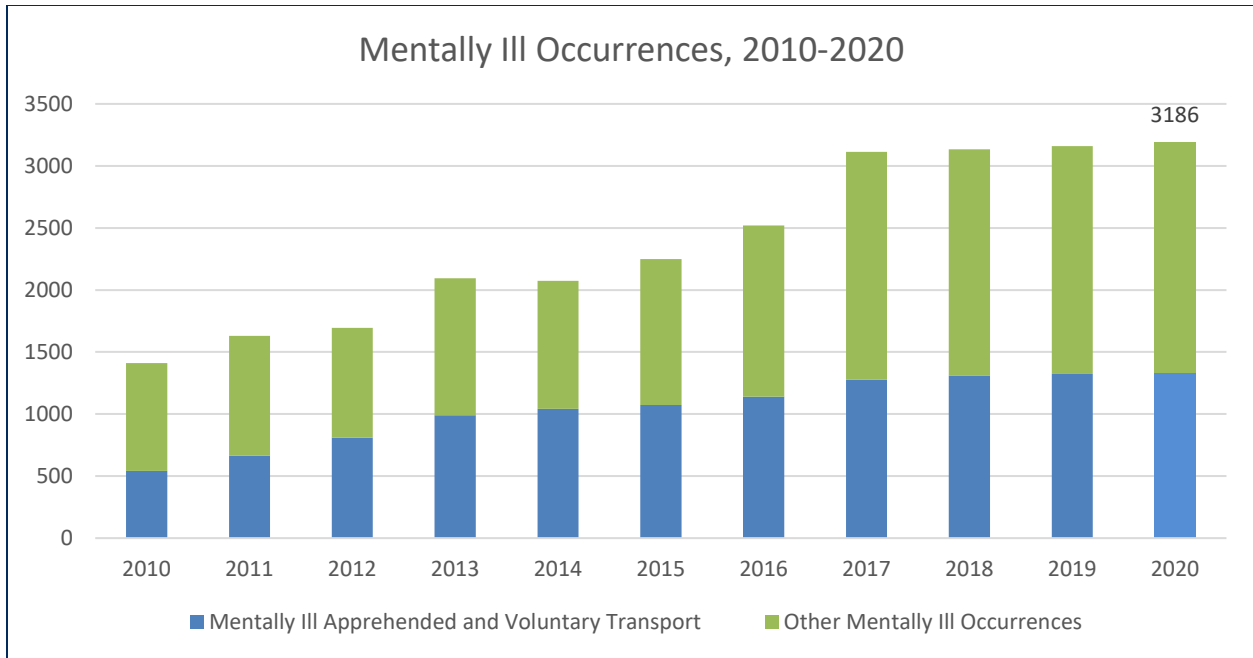


Figure 27 Mental Health Occurrences, 2010-2020. Source: WRPS Niche RMS as of January 11, 2021.

- According to the Semi Monthly Statistical Reports for September, 2020, both Unwanted Persons and Mental Health occurrences are above the five year average and expected to exceed 2019 numbers by the end of the year.
- More than half of the crisis calls received are also responded to by the IMPACT team which is a partnership between police and the Canadian Mental Health Association. More details are in the Partnerships section of this document.

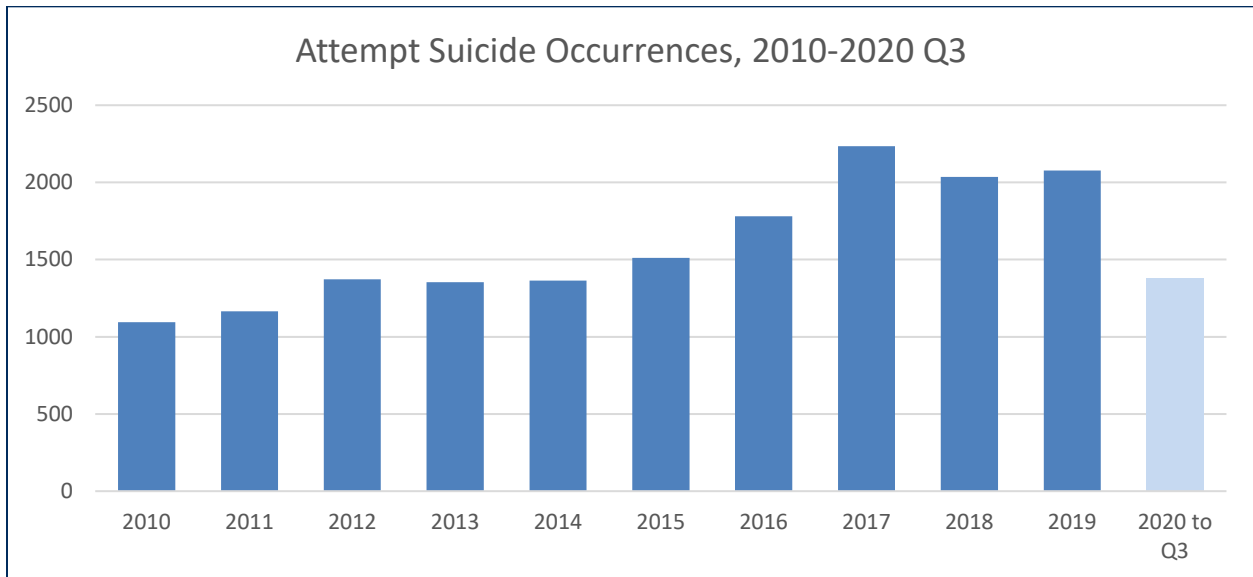


Figure 28 Attempt Suicide Occurrences, 2010-2020 Q3. Source: WRPS Niche RMS as of December 1, 2020.

- Attempt suicide occurrences closely follow the pattern of mental health occurrences and the response will often include members of the IMPACT team.



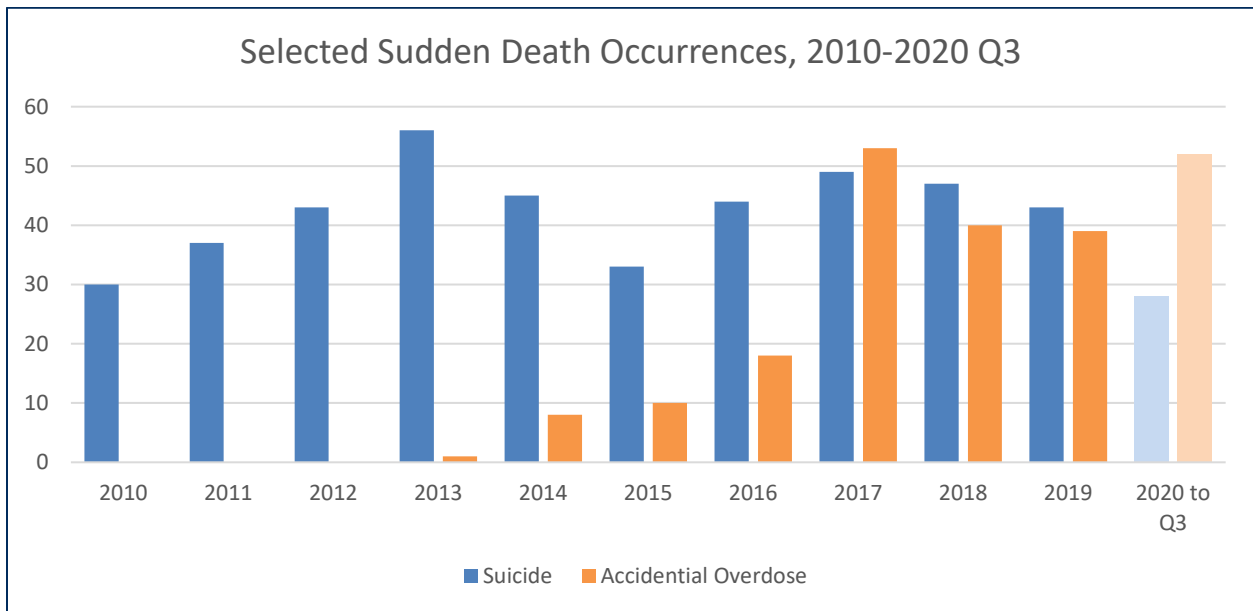


Figure 29 Selected Sudden Death Occurrences, 2010-2020 Q3. Source: WRPS Niche RMS as of December 1, 2020.

- 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 require a response from Patrol, IMPACT team, Detectives and/or Major Crime investigators as well as the Coroner.
- Sudden Death occurrences do not represent an official cause of death and is based on the best information available to the officer at the time of the occurrence.





## Overdoses

The opioid crisis is a growing and evolving problem occurring nationally, provincially and locally. 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.

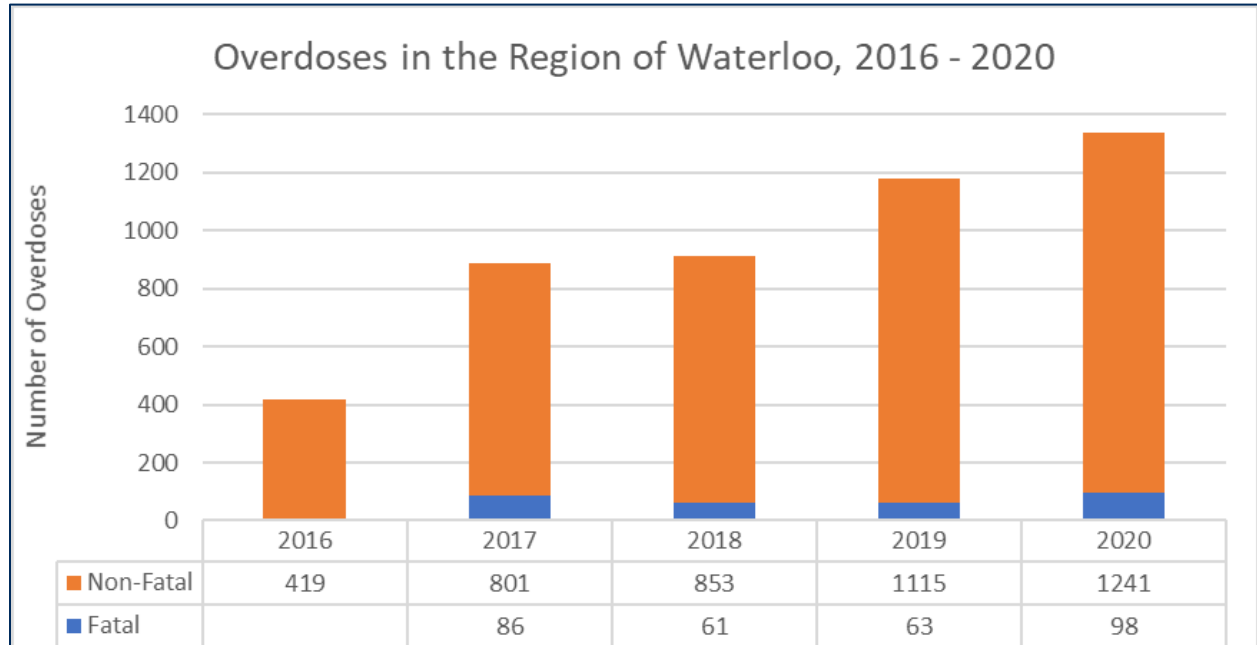


Figure 30 Overdoses in the Region of Waterloo, 2016 – 2020. Source: WRPS, Waterloo Region Integrated Drug Strategy.

- 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.
- Please note that the 2018 data on fatalities is based on preliminary data from the Office of the Provincial Coroner. The 2019 data is as reported by WRPS.

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.

WRPS Administered Naloxone			
	2018	2019	2020
Non-Fatal	36	59	45
Fatal	1	4	3
Total	37	63	48

Figure 31 WRPS Administered Naloxone. Source: WRPS Niche RMS.

- WRPS officers administering Naloxone have saved 140 lives in our community since 2018.



## 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.

Road Safety Charges							
	2015	2016	2017	2018	2019	2020	TOTAL
Impaired Driving	825	866	860	785	803	782	4,921
Speeding	13,358	11,323	11,629	8,854	7,253	10,189	62,606
Stunt	101	86	163	192	143	285	970
Aggressive Driving	5,803	5,593	5,854	5,131	3,187	2,775	28,343
Dangerous Driving	160	173	196	194	238	201	1,162
Seatbelts	1,064	874	829	762	651	555	4,735
Distracted Driving	1,614	1,160	1,323	1,351	711	637	6,796
Other HTA charges	11,852	13,195	14,111	13,200	12,168	8,588	73,114
CAIA	3,764	3,671	3,794	3,308	2,982	2,168	19,687
<b>Total Charges</b>	<b>38,541</b>	<b>36,941</b>	<b>38,759</b>	<b>33,777</b>	<b>28,136</b>	<b>26,180</b>	<b>202,334</b>

Figure 32 Road Safety Charges. Sources: WRPS Traffic Services. WRPS Niche Records Management System, E-MVC and Ministry of Transportation Inquiry Services System (MTO/ISS) as of January 4, 2021.

Highway Traffic Act (HTA) Impaired Driver Suspensions							
	2015	2016	2017	2018	2019	2020	TOTAL
Over 50 BAC (HTA 48)	177	196	201	222	228	161	1185
90 DAY SUSP. FOR 80+ OR REFUSAL* (HTA 48.3)	460	488	455	431	412	378	2624
90 DAY FOR DRE CONFIRMED IMPAIRED**(HTA 48.3.1)	0	9	47	43	72	106	277
Other HTA Suspensions	0	4	17	24	55	82	182
<b>Total HTA Suspensions</b>	<b>637</b>	<b>697</b>	<b>720</b>	<b>720</b>	<b>767</b>	<b>727</b>	<b>4268</b>

Figure 33 Highway Traffic Act (HTA) Impaired Driver Suspensions. Source: WRPS Traffic Services. Ministry of Transportation Suspension and Impoundment Management System (SIMS) as of January 4, 2021. \*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.

- Drug related impaired driver suspensions have increased significantly in recent years despite extensive public campaigns and media efforts to educate drivers on the dangers of impaired driving.
- 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.

Fatal Collisions						
	2015	2016	2017	2018	2019	2020
Yearly Total	14	11	12	9	16	19
Fatal Collisions where at Least 1 Fatal Four Offence was determined to be a Factor	11	10	5	6	13	17

Figure 34 Fatal Collisions. Source: WRPS Traffic Services as of January 4, 2021.

- When investigating a fatality, the investigating officer will spend 40-60 hours on a single fatal collision.
- In addition to the investigating officer, a team of Traffic Services officers will spend approximately 6-8 hours at the scene of the crash to investigate and gather evidence.
- 2020 has seen more fatalities on our roads than any other year since 2008 when there were 18 fatal collisions that resulted in 20 deaths. In 2020, there were 19 fatal collisions that resulted in 20 deaths.



# Changes in Crime

It should be noted that 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.

Disrupting a 4-year trend of increases, overall crime has now decreased in Waterloo Region.<sup>1</sup> In 2019, there were 37,698 counts of Total Criminal Code Violations (Excluding Traffic) which denotes crime is down 2.3% from the previous year. As can be seen in the graphs below, the decreases in crime has been driven by a drop in property crimes but Waterloo Region now has the highest rate of violent crime compared to the 12 largest municipal police services in Ontario.

## 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.

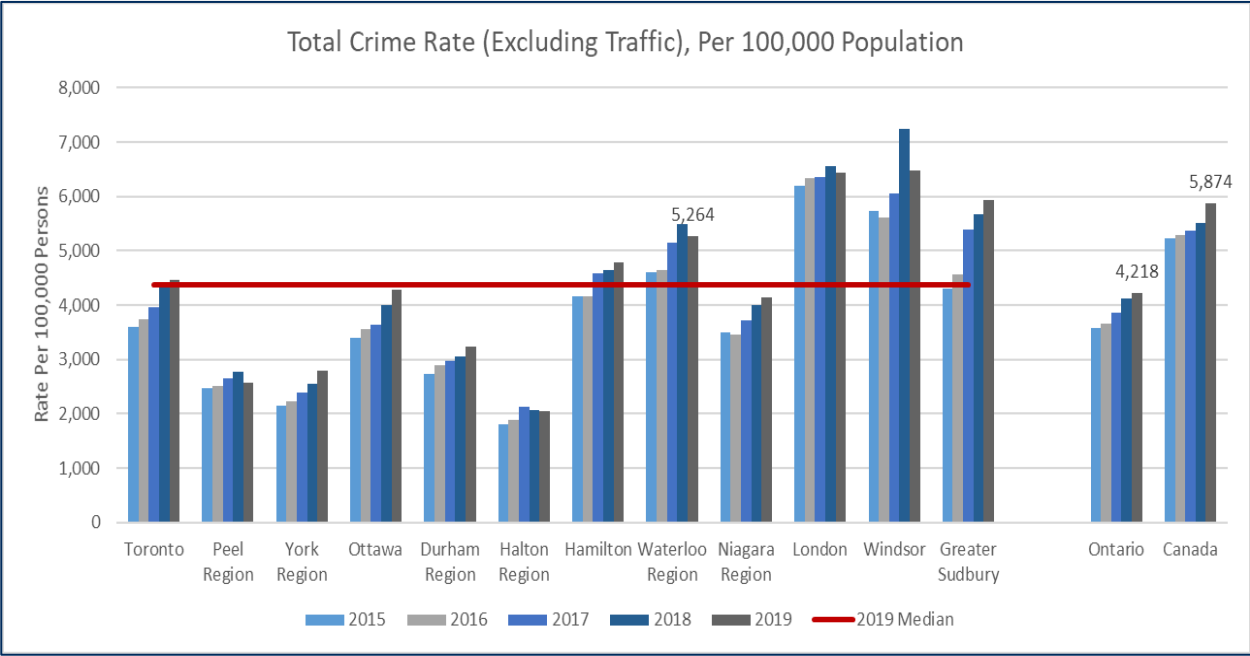


Figure 35 Total Crime Rate (Excluding Traffic), Per 100,000 Population. Source: Statistics Canada Table 35-10-0180-01.

- In Waterloo Region, the total crime rate (excluding traffic) decreased by -4%.
- Despite this decrease, of the 12 large municipal police services included in this report, the overall crime rate in Waterloo Region continues to be the fourth highest in 2019.



## 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. Waterloo Region's property crime rate decreased by 4% from 2018 but is the fifth highest of the other municipal police services.

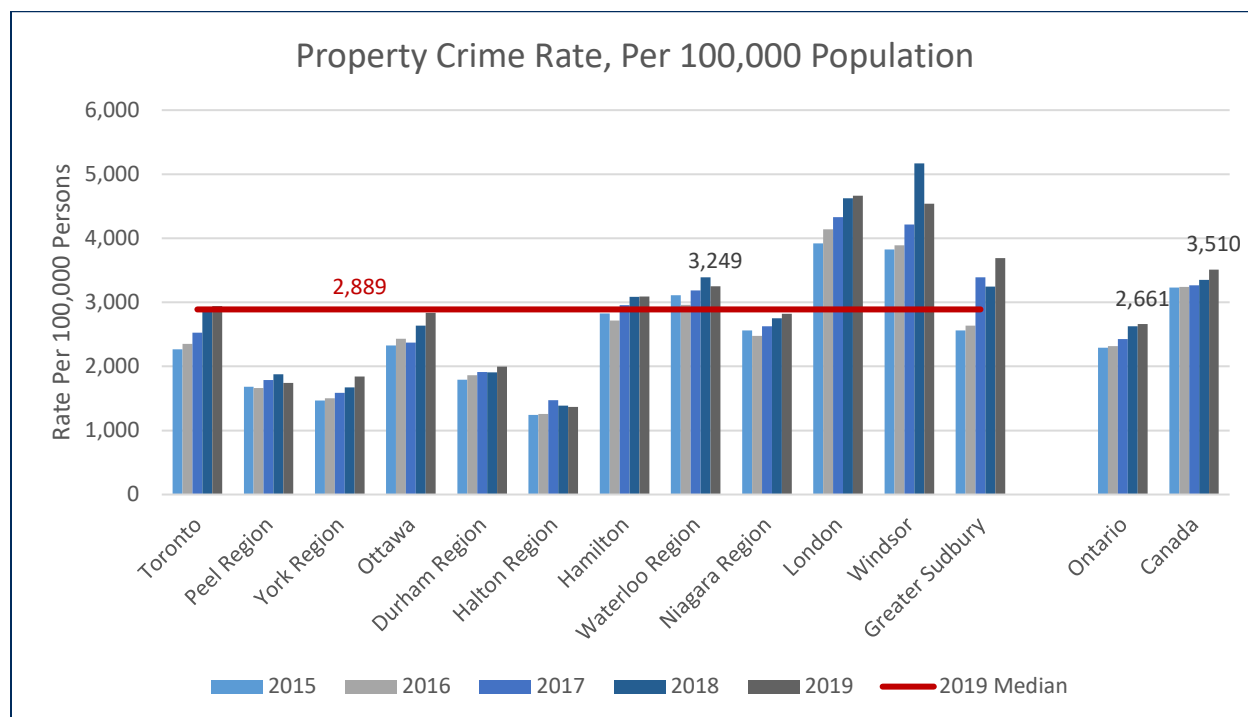


Figure 36 Property Crime Rate, Per 100,000 Population. Source: Statistics Canada Table 35-10-0180-01.

- The decrease in the property crime rate has been driven by a decrease in some high volume property crimes including 279 fewer break and enters (over 2,500 counts), 192 fewer vehicle thefts (over 800 counts), 381 fewer thefts under \$5000 (over 3,500 counts) and 236 fewer thefts under \$5000 from motor vehicles (over 3,700).
  - Two property crimes that increased in 2019 were Shoplifting \$5000 or Under (+230, up 9.6%) and Identity Theft (+77, up 28.3%), though there are still thousands of instances of Fraud (2,715) and Mischief (3,330) holding relatively steady.
  - Other Criminal Code Violations that went up include Production/Distribution of Child Pornography criminal charges went up 93.1% (+81 counts) and Possession of Weapons (up 5.4% with 530 counts). [not graphed above]
  - Possession of opioids continued to trend upwards. This crime went from eight counts in 2017 to 139 counts in 2018 to 257 in 2019. That is an 82.9% increase compared to last year. Methamphetamines is still the most frequent charge of drug Possession and is holding steady. Similarly, both Opioids and Methamphetamines experienced the highest Trafficking charges. [not graphed above]
- (Source: Waterloo Regional Police Service Criminal Offence Summary [All Count], 2019)

## Violent Crime Rate

While the decrease in property crime is good news for the residents of Waterloo Region, of great concern is the significant increase in violent crime. The violent crime rate has been increasing in Waterloo Region since 2014 and is above the Ontario crime rate.

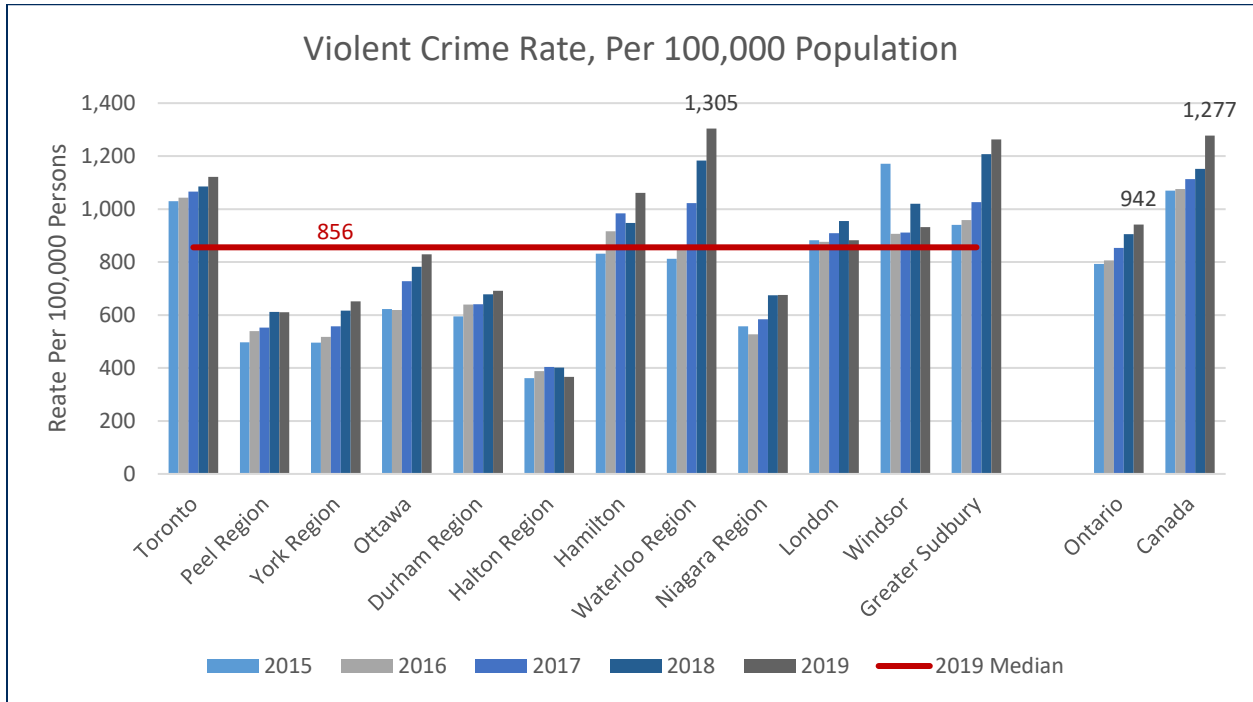


Figure 37 Violent Crime Rate, Per 100,000 Population. Source: Statistics Canada Table 35-10-0180-01.

- Waterloo Region's violent crime rate rose 10% from last year and is the highest of the 12 largest municipal police services in the province.
- The increase in violent crime translates to 1,628 more victims in 2019 than there were in 2018.
- Driving factors pushing the Violent Crime rate higher were Assaults (+976 counts, up 23.1%), Sexual Violations (+136 counts, up 15.6%), Violations Resulting in Deprivation of Freedom (+46 counts, up 32.4%), and Other Violations (+460 counts, up 17.4%). Specific crimes with hundreds more incidents in 2019 included Assault Level 1 (+760), Utter Threats (+342), Assault with a Weapon (+234), and Sexual Assault Level 1 (+141). Robbery (+83) and Forcible Confinement (+52) also rose. (Source: Waterloo Regional Police Service Criminal Offence Summary [All Count], 2019).
- In 2020, there were seven murder victims, one manslaughter victim, and eight attempted murders in Waterloo Region (Source: WRPS Major Crime).

## 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 the last decade.

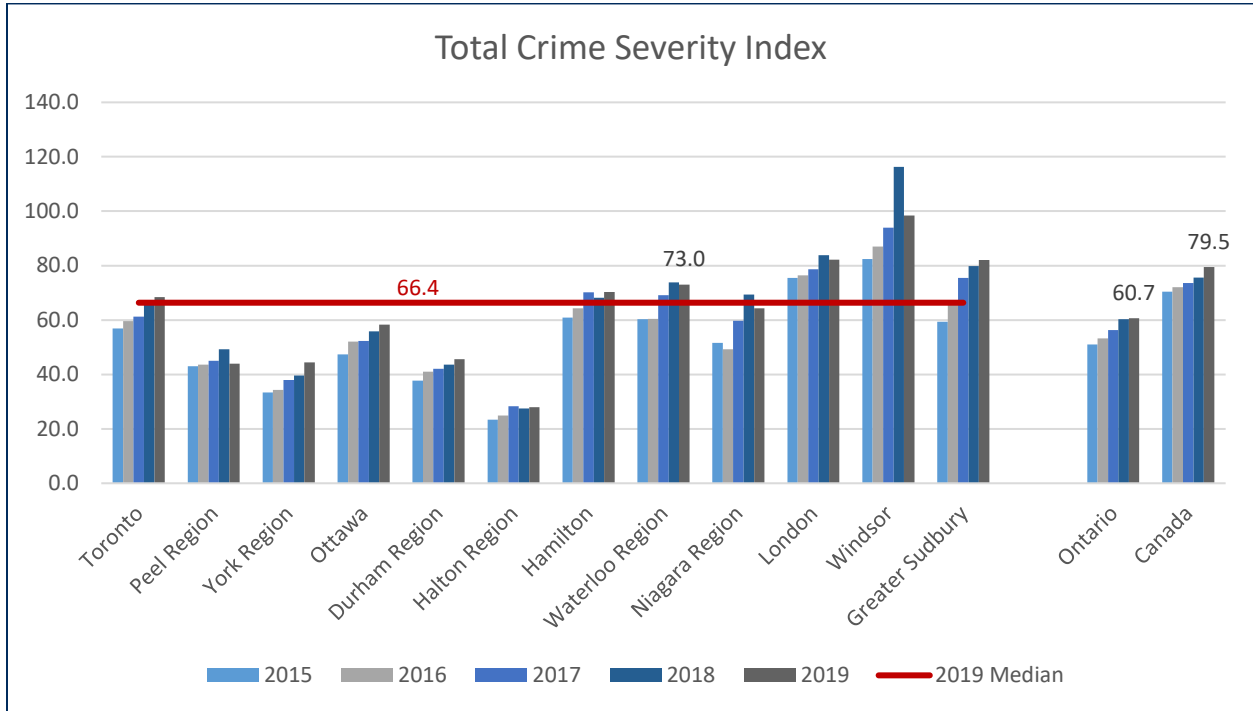


Figure 38 Total Crime Severity Index. Source: Statistics Canada Table 35-10-0188-01.

- The decrease in property crime in Waterloo Region resulted in a slight decrease with the CSI going from 73.8 in 2018 to 73.0 in 2019.
- 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 takes into account both property crime and other Criminal Code violations. The Non-Violent CSI reflects the decrease in total property crime violations discussed above.

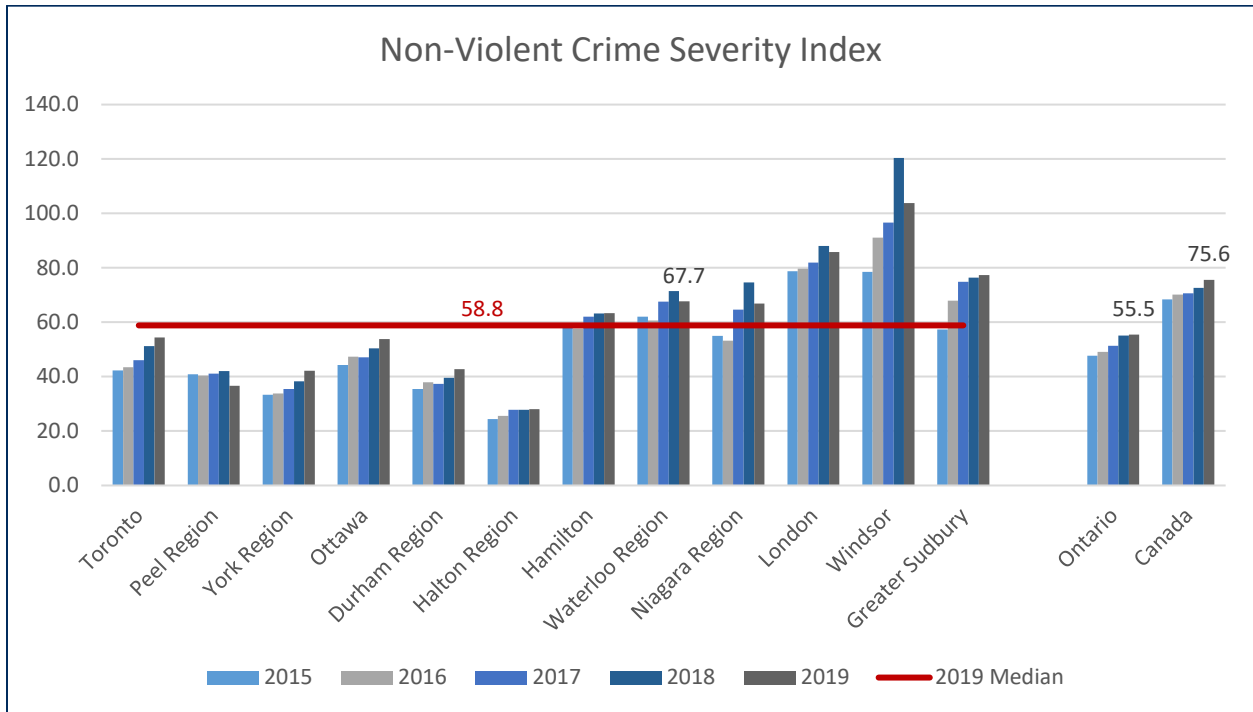


Figure 39 Non-Violent Crime Severity Index. Source: Statistics Canada Table 35-10-0188-01.

- In 2019 Waterloo Region's Non-Violent CSI also changed from being the 5<sup>th</sup> highest to the 4<sup>th</sup> highest of the 12 largest municipal police services in Ontario, and continues to remain above the median level.





# Violent Crime Severity Index

Violent Crime severity Index measures overall volume and severity of Violent Crime. The Violent Crime Severity index has been increasing since 2014.

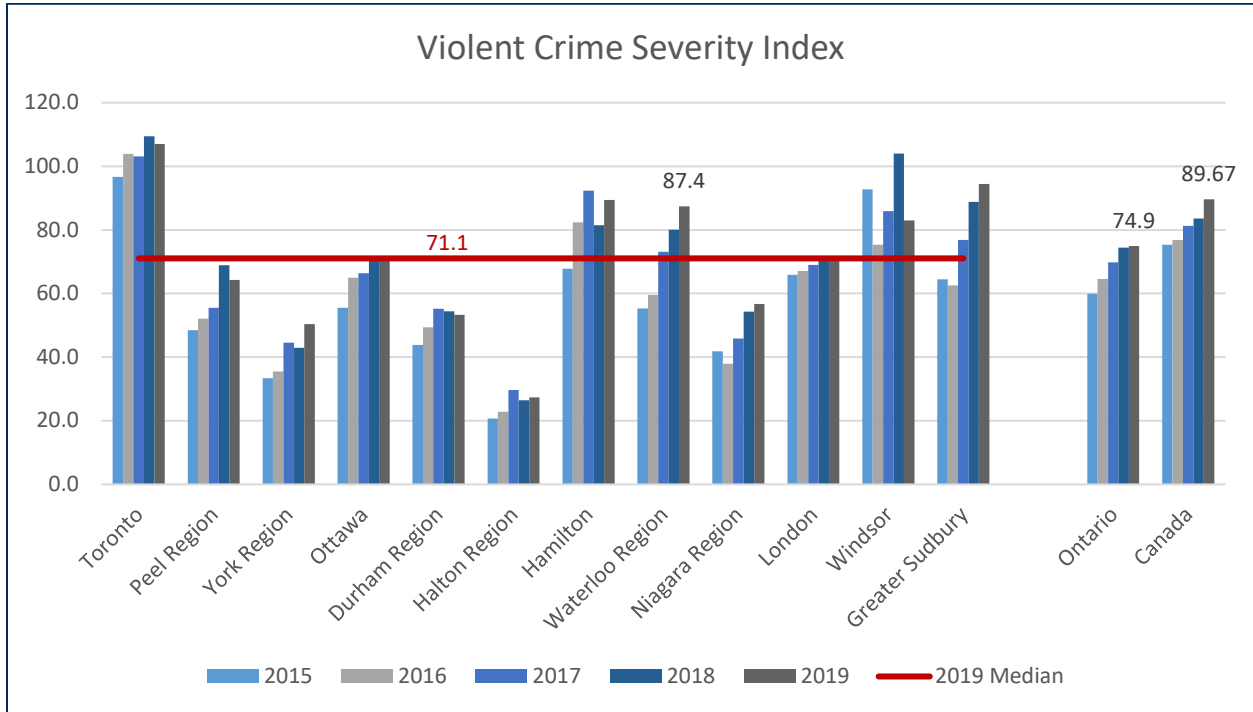


Figure 40 Violent Crime Severity Index. Source: Statistics Canada Table 35-10-0188-01.

- In 2019, Waterloo Region’s Violent CSI increased from the 5<sup>th</sup> highest index among Ontario’s 12 largest municipal police services to the 4<sup>th</sup> highest
- The Violent CSI for Waterloo Region continues above the provincial index for the third year in a row and is 7% higher than the previous year.



## Firearm Violations

Across Canada, there has been an increase in crime involving guns and this trend has been evident in Waterloo Region. One way WRPS is monitoring firearm activity is through Uniform Crime Report (UCR) criminal code violations. The following chart shows how the number of firearms violations (based on the most serious violation) have been changing over time and how WRPS compares with the other 12 large Ontario municipal police services.

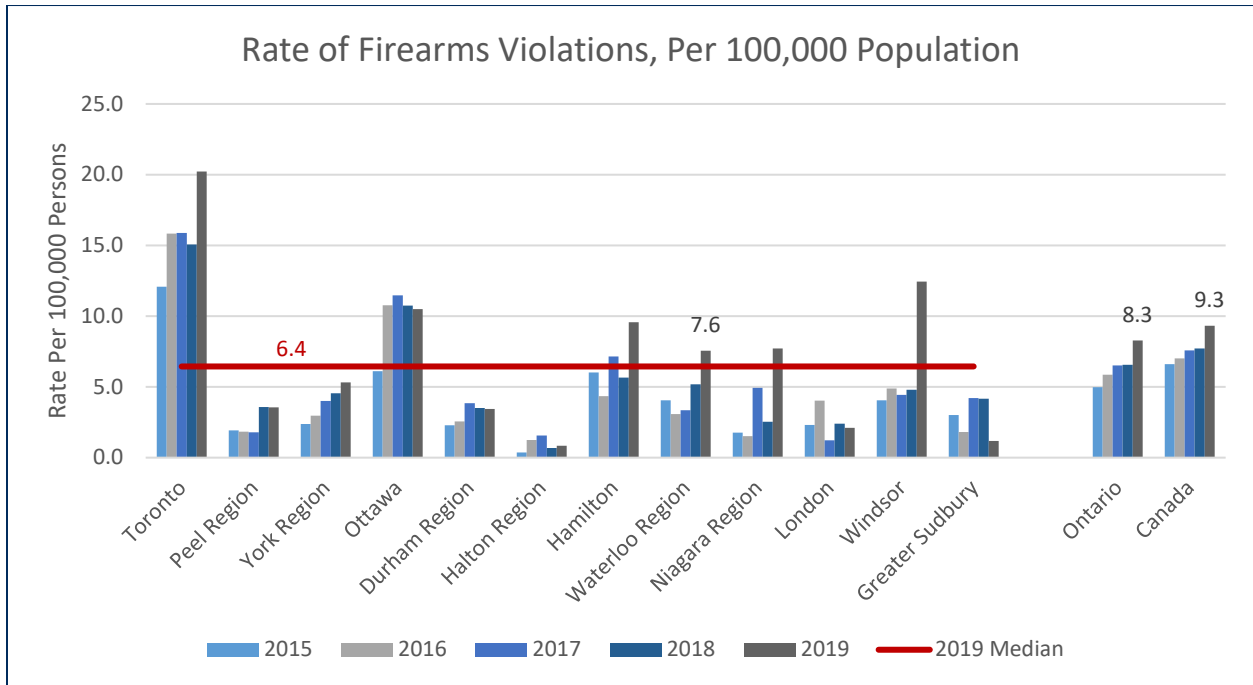


Figure 41 Rate of Firearms Violations, Per 100,000 Population. Source: Statistics Canada Table 35-10-0188-01.

- Firearms related violations include discharging a firearm with intent, using a firearm in the commission of an offence, and pointing a firearm.
- Waterloo Region saw a 46% increase in the rate of firearms violations between 2018 and 2019, bringing the rate to 7.6 firearms violations per 100,000 population.
- The rate in Waterloo Region is above the median for other large municipal police services in Ontario, and notably above the rates for other GTA municipalities including Peel Region, York Region, Durham Region and Halton Region.



## Shootings

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 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.

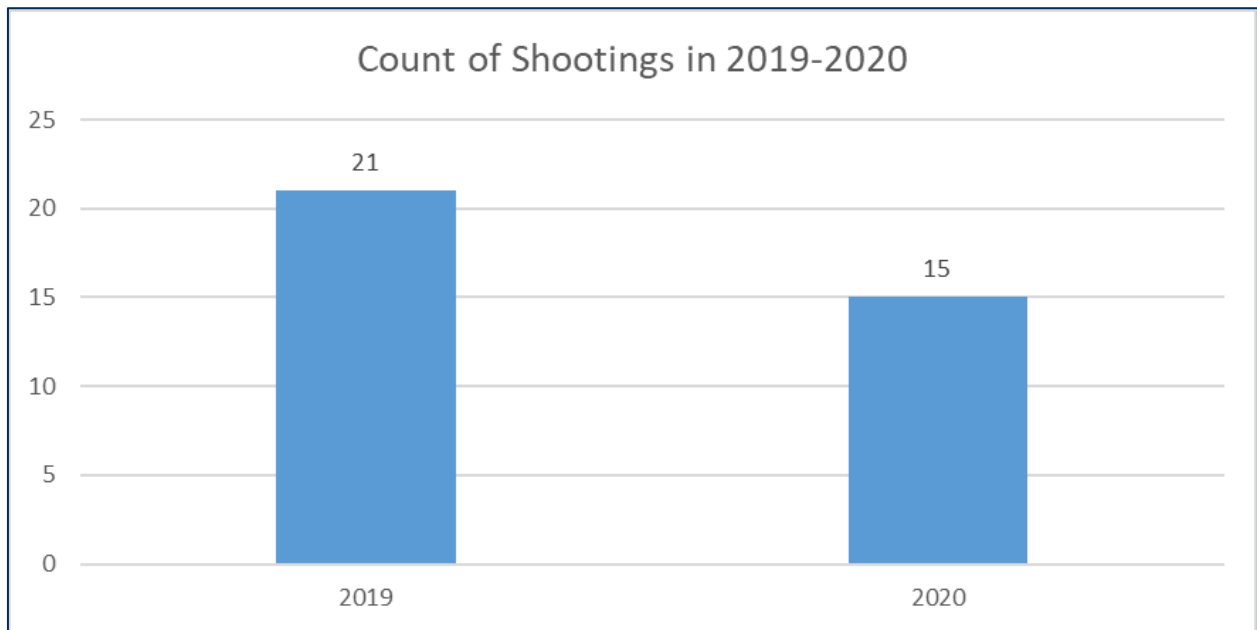


Figure 42 Count of Shootings in 2019–2020. Source: WRPS Niche Records Management System.

- There were 15 shooting incidents in Waterloo Region throughout 2020.



## Arrests and Charges

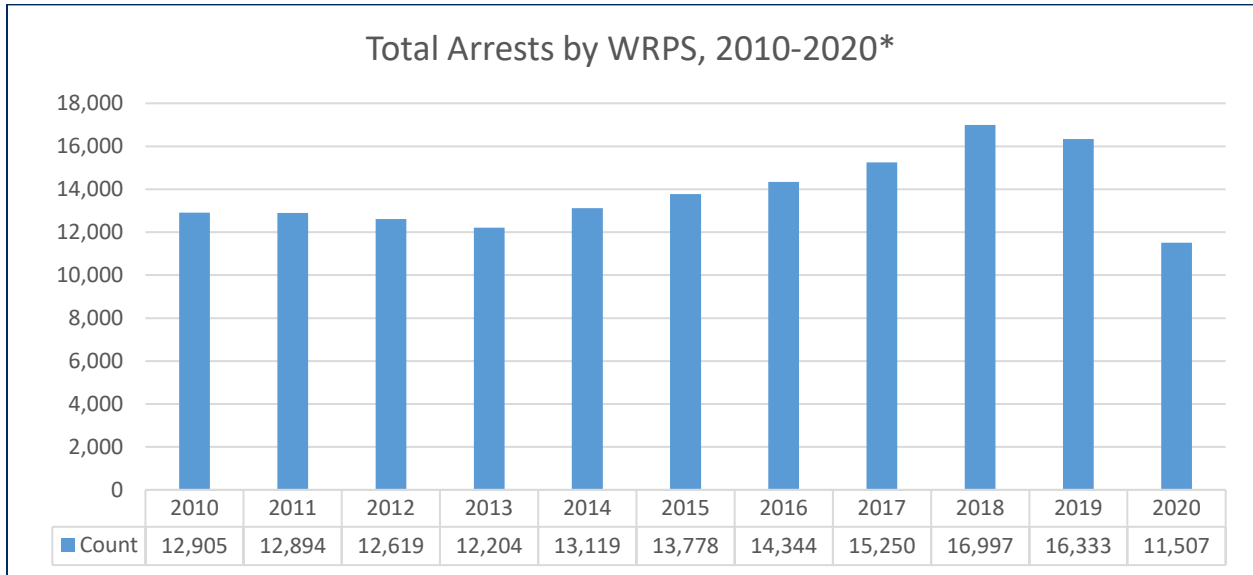


Figure 43 Total Arrests by WRPS, 2010-2020. Source: WRPS Niche Records Management System. \*2020 is as of November 30, 2020.

- WRPS makes an average of 14,044 arrests per year. Between 2010 and 2019 there has been an increase of 27% in the number of arrests.

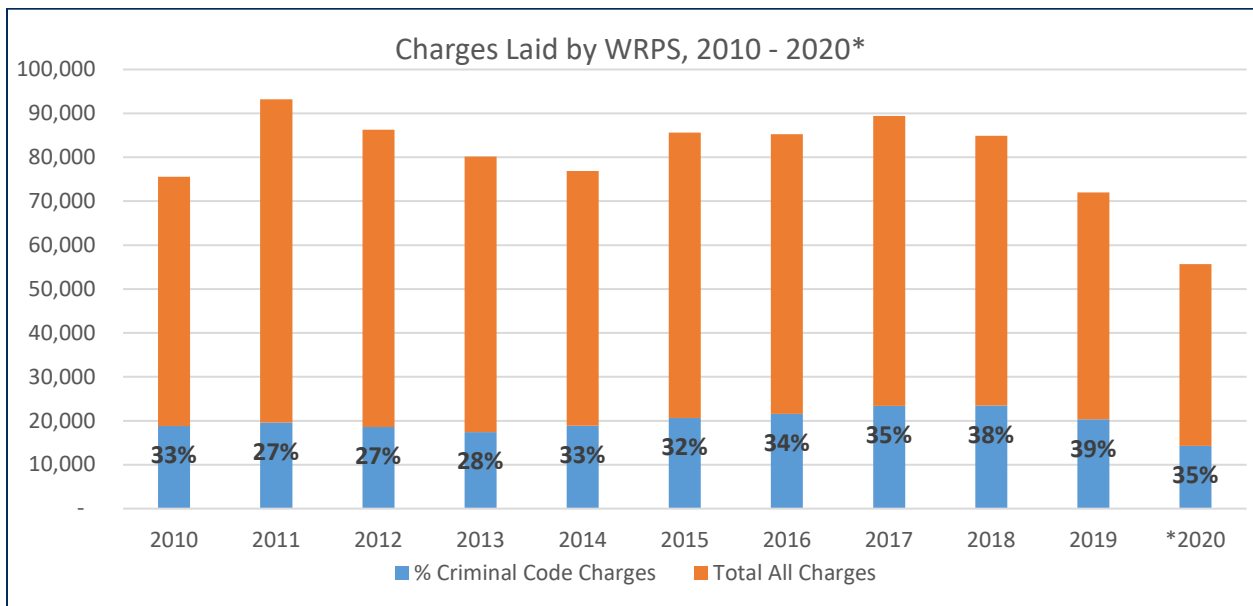


Figure 44 Charges Laid by WRPS 2010-2020\*. Source: WRPS Niche Records Management System. \*2020 is as of November 30, 2020..

- Since 2010, WRPS has laid over 537,000 charges.
- There is an average of 60,718 total charges per year.
- Average Criminal Code charges make up 33% of total charges, with steady increase since 2013 and peaking in 2019.



# 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.

Virtually every aspect of society has been touched by technology. 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, 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) are 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 up to 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.

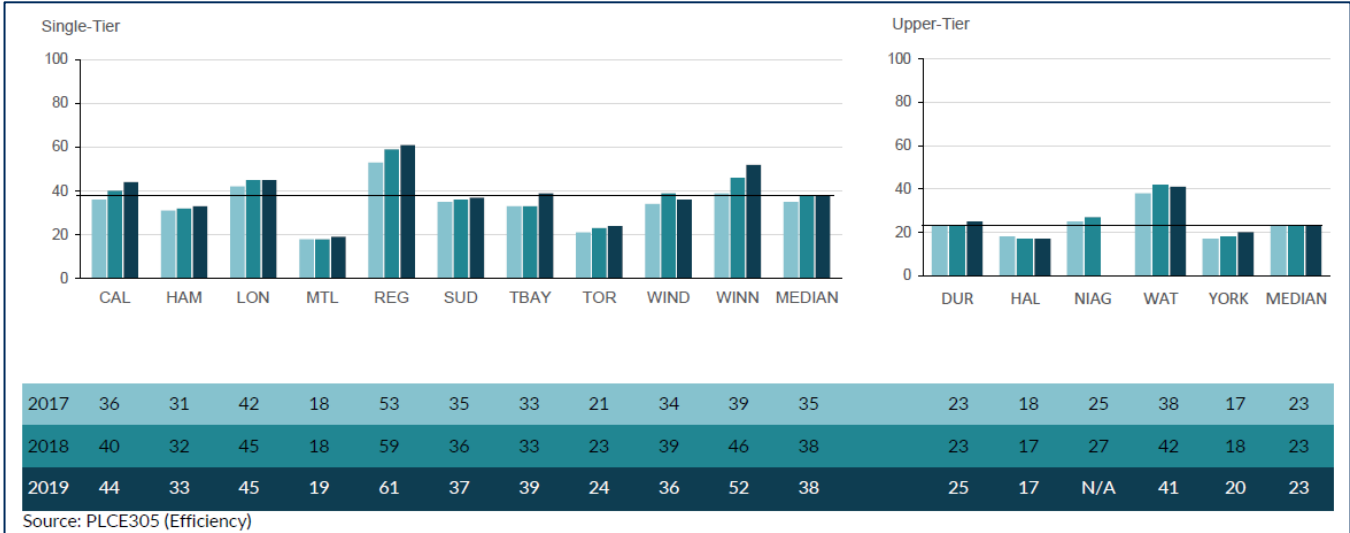


Figure 455 Number of Reported Criminal Code Incidents (Non-Traffic) per Police Officer. Source: Municipal Benchmarking Network (MBN) Canada, PLCE305. 2019 MBNCanada Performance Report, p.169.



- WRPS reported 31,345 total number of non-traffic criminal code incidents in 2019. This represents a workload of 41 incidents per officer or the 5th 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 23 incidents per officer by 18 incidents.
- Since 2010, the number of incidents per officer has increased by 13% with the largest growth occurring between 2016 to 2018.

## Decreasing Clearance Rates

Compared to the 12 other large municipal police services in Ontario, WRPS is below the median level for clearing crimes. Clearance rates represent the proportion of criminal incidents solved by police.

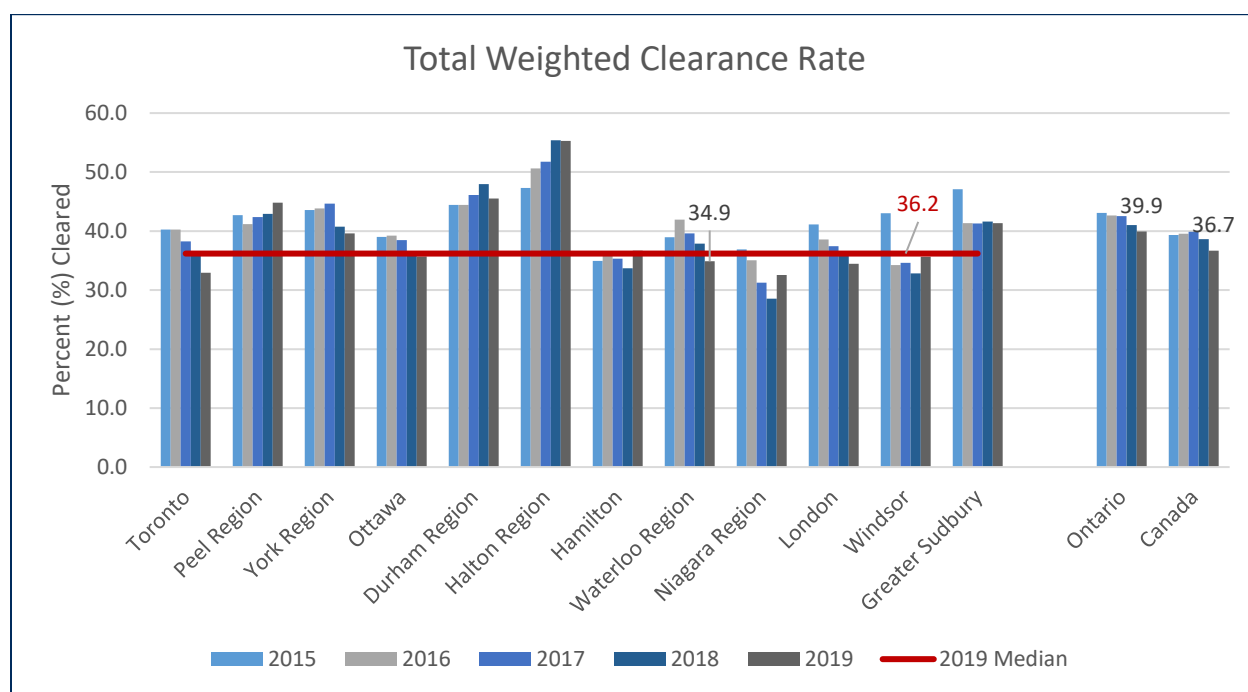


Figure 46 Total Weighted Clearance Rate. Source: Statistics Canada Table 35-10-0188-01.

- As in the previous year (2018), Waterloo Region's weighted clearance rates for all three categories (violent, non-violent and total weighted) declined again in 2019 by 8-10%.
- There is a direct correlation between the decreasing clearance rates and the increasing criminal workload per officer, as shown on the next page.
- 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 recent 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.

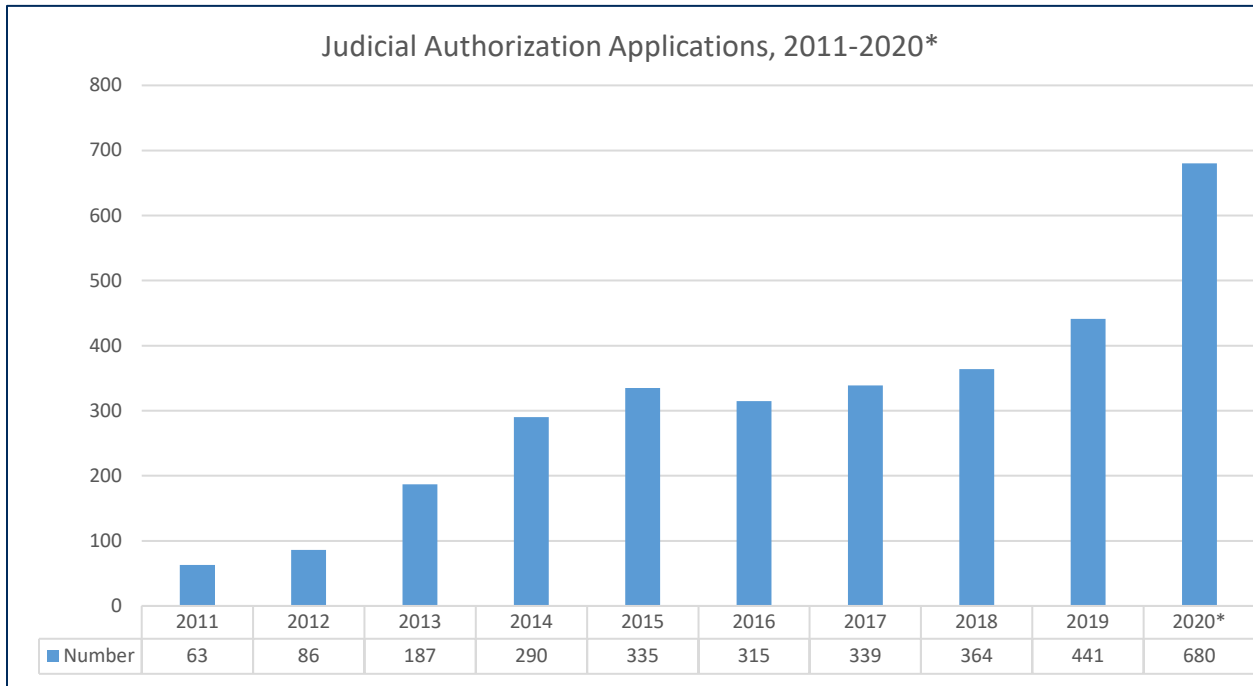


Figure 47 Judicial Authorization Applications, 2011-2020. Source: WRPS Niche Records Management System. \*The 2020 predicted year-end value is based on available data from January 1 to November 30, 2020.

- As of December 1, 2020, WRPS has applied for 625 Judicial Authorizations representing a 42% increase over the previous year.
- Since 2010 there has been a 979% increase in Judicial Authorizations.
- 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.

## Warrants

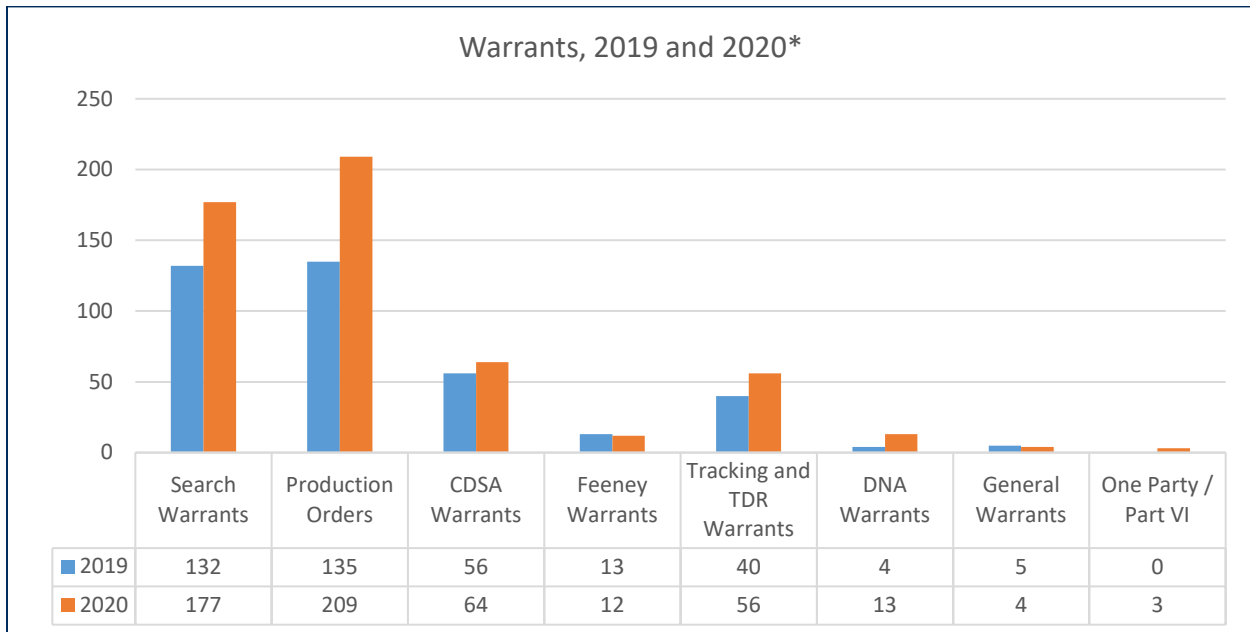


Figure 48 Warrants, 2019 and 2020. Source: WRPS Niche Records Management System. \*The 2020 predicted year-end value is based on available data from January 1 to November 30, 2020.

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

- 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 these types of 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 or 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 which has mandated additional judicial authorizations in scenarios where they were not previously required such as technology. These rulings impact staffing needs, workload requirements, caseloads, clearance rates, and may increase overtime. Below are a few examples of recent case law decisions of note:

- ***R. v. Spencer*, [2014]:** In this case, the issue was whether the police could request and obtain subscriber information from an Internet Service Provider (ISP) regarding internet subscriber information associated with an Internet Protocol (IP) address. The Supreme Court of Canada (SCC) ruled that the request for subscriber information infringed on the guarantee against unreasonable search and seizure. While the decision dealt solely with ISP's, telecommunication companies took it to mean that court orders were required for even basic subscriber data, which is something previously available from a phone book. Many other businesses and organizations are adopting a similar privacy-centric approach causing an increase in the demand for Judicial Authorizations (e.g., Production Orders). There are already examples of businesses requesting production orders for their exterior video surveillance in situations where there is no reasonable expectation of privacy or legal requirement for a court order.
- ***R. v. Fearon*, [2014]:** An officer can conduct a search without a warrant immediately after an arrest to ensure officer and public safety. In *R. v. Fearon*, the court found that only in rare and exceptional circumstances can an electronic device be searched in such a situation and that in most cases a warrant should be sought to search electronic devices.
- ***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 amount 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.
- ***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 investigator's 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 requires the 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 effective 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. Therefore, 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.) while 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 cameras by WRPS and its required disclosure; and
- It is anticipated that officers will have to attend more court days which will negatively impact our ability to meet staffing and may cause increases in overtime.

## **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, trials are no longer in person, and prisoners are being held longer in WRPS custody.

- WRPS Community Resource Officers at Central Division are now sitting in on community meetings with community partners who now run a remote Court in the community.
- The Provincial Justice system now requires WRPS to provide facility space to hold Officer testimony as officers are not allowed in the Court buildings.



- 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 and WRPS Special Constables are now assisting them with access to the justice system.
- WRPS Central Division is assuming additional cleaning costs due to overnight bail as prisoners are staying in Central Division and people are being held in cells longer creating sanitization issues.
- First appearance at Courts for fingerprinting has been 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. In one week alone, 180 summons were required. WRPS contracts this service for \$40 per summon. This additional workload is expected to increase significantly to a cost of \$800 -\$1200 a day for this change.
- The Province is trying to create hubs at libraries and city halls so those without computers can access one for Court. This creates problems with lack of security, privacy and potential COVID-19 exposure by trying to facilitate Court in a public location.
- Due to COVID-19, fingerprinting ceased for two months at Courts so people were not printed. As a result, there are now 380 Fail to Appear (FTA) warrants issued which Justices of the Peace are not signing. This has created a backlog causing significantly more work.
- WRPS Court Services requested a \$15,000 card scanner as many prisoners were in a cell because they were unable to be fingerprinted before their First Appearance. The scanner was purchased to take fingerprints on paper and load electronically so they can plead.
- 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 more work on WRPS to schedule Officers for Court, etc.
- WRPS is also sending two Special Constables every day to the PRC to do COVID-19 screening for Forensic Identification.
- Due to **R. v. M.G.T**, Court Services has assigned two Special Constables to assist with disclosure and backlog starting in January (11 offence types LEVEL 1 now require disclosure of 9-1-1 recordings).
- Courts are now dealing with a backlog of trials due to COVID-19. The MOU disclosure framework outlines that transcription of an accused statement is required that will cost WRPS a minimum off \$15,000 with anticipated increases in 2021.

## 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.

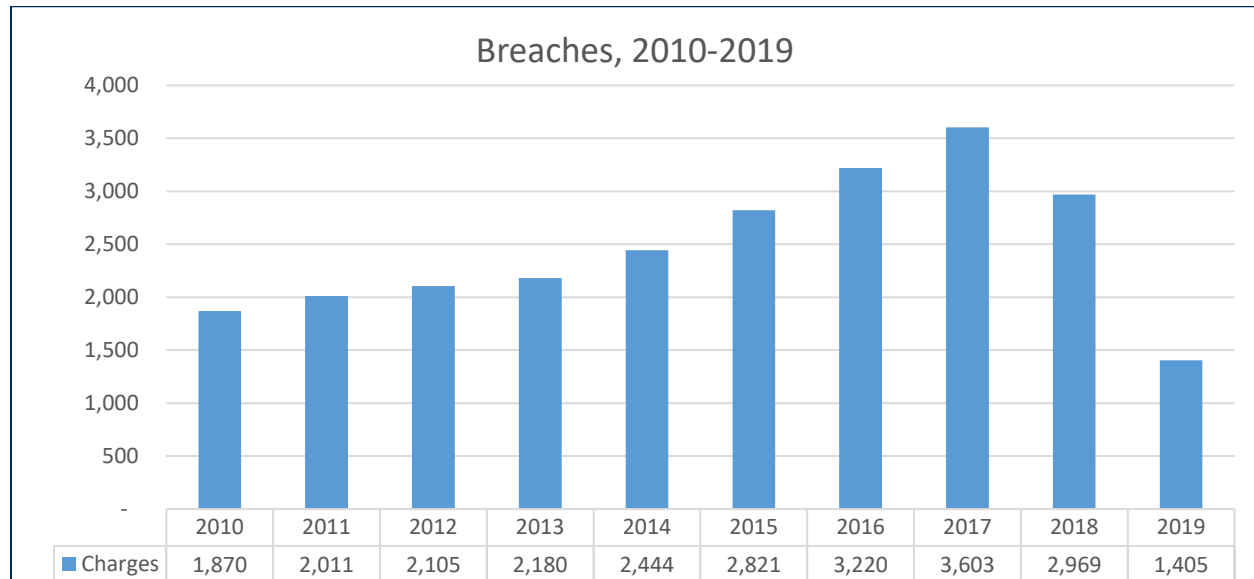


Figure 49 Breaches, 2010-2019. Source: WRPS Niche Records Management System. Includes charges for Breach of Probation Order (Specific date), Breach of Recognizance, Breach of Probation (P.O.A), Breach of Probation (between) and Breach of Conditional Sentence.

- Since 2010 there has been a steady increase in the number of breaches with a peak in 2017 (93% increase compared to 2010).

## Mandatory Training Requirements

The changes to practical and academic training for police officers over the previous years has resulted in changes to the way WRPS conducts business. In addition to the investigative burden driven by the courts, police are also responding to changing societal expectations, expanding training requirements, and the downloading of costs from other agencies.

### Provincial and Federal Costs

The Ontario Police College (OPC) and Canadian Police College (CPC) have, and will continue to, increase 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. WRPS does not know specifically what impact this will have for training in 2021 and beyond.

## Enhanced Practical Training

- C8 carbine rifles were introduced in 2011 in response to active shooter situations with particular emphasis on academic institutions. Approximately 300 officers qualified at an initial 4-day session. 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 Weapon (CEW) were introduced in 2015 to all front line officers after CEWs were recommended by Coroner inquests and government reports. WRPS extended deployment of CEWs to all front line officers in compliance with the *Police Services Act* (PSA). Prior to this, CEWs were only available to front line supervisors and the Emergency Response Team (ERT). Initial training for CEWs takes 16 hours including both practical training and e-learning. Annual requalification takes a half day, and included e-learning. The cost for a CEW is \$2220 per unit with a 5-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 5-year replacement lifecycle.
- Recruit training has increased from two weeks to 3½ weeks since 2014 prior to OPC. This is in response to greater emphasis on academic and practical training 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, inclusivity and diversity. 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 48 twelve-hours shifts 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, inclusion and diversity knowledge.

## Enhanced Academic Training

Many of the procedural changes identified as integral to Investigative Services have required a corresponding training component in one form or another. Enhanced academic training has been implemented over several years to address this increasing complexity, new legislative requirements, and changing societal expectations, for example:

- Public safety training programs have been broadened to include an enhanced de-escalation training module to better prepare and assist officers in responding to and managing the complex and volatile situations they encounter in the performance of their duties.
- Bill C-13, legislation that governs production orders, expanded from one general order to five specific orders and has required an additional day in the Search Warrant course.
- Bill C-75, legislation that governs powers of release, included changes to the Criminal Code which precipitated an additional training day.



- Training began in 2016 on the Collection of Identifying Information in Certain Circumstances, Ontario Regulation 58/16. Mandatory refresher training is now required every three years (3 hour e-learning).

Training Bulletins and additional course content for new recruits and officers is required to ensure our members are up-to-date on significant case law decisions, such as:

- The *R. v. White/Brewster/Yu* case law decision resulted in additional requirements for investigations related to entry into common areas and placement of devices.
- While being an expectation for 15 years, a more recent decision of the *R. v. Garcia/Machado* case law decision, has reconfirmed the need for completion of a Report to Justice (RTJ) on all items seized. This has added additional administrative time to investigations and court processes where property has been seized by an officer in the lawful execution of their duties.
- Recent significant case law has increased the complexity of investigations involving smart phones as they relate to a persons' right to privacy. This has been incorporated into the Constable-in-Training and Search Warrant courses.
- In response to the Supreme Court of Canada (SCC) case *R. v. Grant/Subaru/Le/Omar* regarding Investigative Detention, training has been conducted through bulletins and academic training on investigative detention and associated considerations.
- Due to the *R. v. Hamilton/Glenfiend* case law decision, a search warrant is now required to download electronic data from a motor vehicle at a collision scene.
- SCC *R. v. Spencer* case law decision now requires police to obtain a production order to request subscriber information for IP addresses. This is a large issue for Internet Child Exploitation investigations.

In addition, a number of training initiatives have been undertaken to meet legislative requirement or the needs of our community or members. Other examples 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, and
- Federal Victim Bill of Rights.

# Pivoting Organization

## Equity, Inclusion and Diversity

Equity, Inclusion and Diversity (EID) and anti-racism is an organizational and developmental priority. Since 2005, WRPS has had a team of members who sit on a Diversity Committee to bring awareness, education and inclusion to the forefront. Initiatives such as the raising the Pride flag, attending multi-cultural festivals, a Diversity and Cultural Competencies Award, and ongoing internal training are examples of work done to ensure a more diverse and inclusive organization for more than fifteen years.

The Equity Inclusion and Diversity (EID) Unit was inaugurated in 2017 as a full-time dedicated team and 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 EID Unit includes both sworn and civilian members, who come from a variety of backgrounds 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.

Over the last several years much progress has been made in the EID Unit, including the launch of internal training on a variety of topics including indigenous awareness, implicit bias awareness, and respect in the workplace. These programs have now been made mandatory for all Service members.

The first EID Plan for the Service was launched in early 2020. WRPS is passionate about our work within our organization and the community and carrying out our mandate of utilizing equity, inclusion, and diversity principles to support and help cultivate a safe and inclusive Waterloo Region.

## Efficiencies Over the Last Five Years

For the last five years, the Service has embarked on Continuous Improvement initiatives, which included reviews using Lean Six Sigma methodology to determine innovative and fiscally responsible approaches to providing policing services. A list of 47 initiatives undertaken since 2015 are included in the following table.



## WRPS Efficiency Projects and Reviews: 2015-2021

Date	Project	Problem Description	Savings/Efficiency gained
1	On-going Reallocation of FTE (rather than adding)	Multiple reviews have taken place, which have resulted in re-allocating positions within the organization rather than adding expansion positions through the budget process.	Six positions were re-allocated in the 2020 Budget. Nine positions were re-allocated within the draft 2021 Budget.
2	2021 (TBD) Digital Evidence Management (DEMS)	Frontline Support Unit (FSU) currently piloting for submission of digital evidence to WRPS as a result of the Pandemic. Provincial solution to be finalized.	Operational efficiencies: Do not require an officer to physically gather electronic/digital evidence from complainant. Allows complainant to submit any digital evidence they have directly to WRPS easily.
3	2021 (TBD) Centralized Disclosure	WRPS currently has a decentralized model, which is fragmented for case preparation and case management. With the implementation of DEMs and body-worn cameras, we must examine our processes and organizational structure for disclosure to ensure efficiency, that we are utilizing technology and keeping pace with best practices and case law requirements.	Targeted efficiencies expected are improvement in quality of briefs; minimize risk to prosecutions, and more efficient and agile workflow.
4	2020-Ongoing Cybercrime Review (Lean Six Sigma)	In 2018, the Staffing and Workload project also identified challenges the Unit was facing with respect to workload. Given the demands placed on the unit, which has created some backlogs, a review of the Unit is necessary to create further efficiencies. Demands currently facing the unit include volume of cases, which include intake, imaging, processing, analysis and reporting of evidence.	Currently in Analyze phase. Cybercrime workload analysis being completed with recommendations forthcoming.
5	2020-Ongoing Business Intelligence Project	The Business Intelligence (BI) Project will be developing a suite of dashboards and other tools that will allow for the timely and efficient visualization and manipulation of operational and administrative data in real-time by users from all levels of the organization.	Will be implementing BI solution to various areas of the Service over the next two years. Priority will be for front line patrol and Real Time Operations Centre (RTOC). Improved efficiency and transparency by strategic use of information to support evidence-based decision-making.
6	2020-Ongoing Data Management Strategy and Data Governance	WRPS has a complex system of entering and using data in a variety of different systems for different purposes. WRPS lacks a clear and transparent strategy to manage our data, which has led to poor data quality and frustration in getting accurate information when it is needed. A Data Governance Framework will provide a structure to ensure proper management and accountability for our information. The first step will be to develop a strategy for how the data will be managed at WRPS. This work will build upon the Data Integrity Project and the IT Audit.	Steering committee and working group formed with goal to have a Data Governance model and framework in place for 2021. This strategy will help support the success of the Business Intelligence project, improve officer safety and investigations by building trust and accuracy in our data, support community accountability and reporting, and mitigate organizational risk.





Date	Project	Problem Description	Savings/Efficiency gained
7 2020- Ongoing	Policy and Procedure Modernization	The current Policy and Procedure development and revision process is out of date and highly inefficient. Currently, at least 60 or 35% of the approximately 185 WRPS procedures are out of date. There are 15 procedures more than a decade past their recommended review date. Under the current process, there are lengthy delays and little accountability with no established timelines. It takes a minimum of six weeks to complete a minor procedural update and several months to revise procedures that are significantly out of date.	With the goal of mitigating organizational risk and improving efficiency, this Policy and Procedure Modernization Project aims to establish a modern, sustainable and more agile process for the tracking and revision of WRPS Policies and Procedures, build in greater ownership with senior leaders, and establish an organizational expectation for all members to remain up-to-date and knowledgeable on policy and procedures.
8 2019- Ongoing	Real Time Operations Centre  (Lean Six Sigma)	The Real Time Operations Centre (RTOC) is a regionalized hub used to manage risk by coordinating front line and investigative resources, leveraging technology to increase situational awareness and provide actionable intelligence to field operations. Included in the RTOC is a Regional Scheduling Team (RST) which will provide scheduling consistency region-wide using TAMS and E-Rosters.	The Regional Scheduling Team was implemented in Sept 2020 utilizing re-allocated positions within the organization, increasing efficiency in scheduling and allowing S/Sgts to focus on other duties. Created consistency in management of TAMS. Goal to launch full RTOC in July 2021.
9 2019- Ongoing	Field Support Frontline Call Reduction Strategies	The Field Support Division is focusing on call reduction strategies to improve service delivery. This includes increasing the volume and type of calls handled by the Frontline Support Unit (FSU) and processes in Communications such as the expanded use of Text Blue to reduce frontline resources required for responding to dropped/silent 9-1-1 calls	2019 Total incidents handled by FSU – 14,081  2020 Total incidents handled by FSU (to end of Q3) – 9804  Above totals include incidents handled via online reporting  2019 Incidents diverted via Text Blue – 7505  2020 Incidents diverted via Text Blue (to end of Q3) - 5718
10 2019- Ongoing	Civilianization	Currently, civilian members comprise 33% of our entire membership and the further expansion of civilianized positions has numerous benefits. These include the strategic redeployment of officers, financial offsetting; enhanced specialization, stability and consistency; and succession planning opportunities for civilian members. There is ongoing implementation from recommendations of Staffing and Workload Demand Project and consideration for future civilianization as opportunities present.	Since the 2018 Staffing and Workload Project, a total of 20 positions have been civilianized in areas including: Communications, Court Services, Policy and Procedure Development, Strategic Services, Cybercrime, and in Training and Education.



Date	Project	Problem Description	Savings/Efficiency gained
11 2019- Ongoing	Front Desk Officer Role (Lean Six Sigma)	There are issues with consistency and staffing across the Divisions with the front desk officer position. With the implementation of the Frontline Support Unit (FSU) and security requirements, a review of this function is warranted in order to better align our front desk needs and create efficiencies.	Recommendations not yet implemented due to COVID-19. Currently running modified hours at front desk.
12 2019 - ongoing	Operational Equipment Management Process (Lean Six Sigma)	The tracking of equipment across the organization is problematic and inconsistent. This results in difficulty finding equipment, identifying ownership and leaves the organization unable to properly quantify our operational equipment needs.	Short-term electronic tracking of operational equipment being created. Long term will involve electronic lockers with an equipment management solution at the new Central Division first.
13 2019 - Ongoing	High Priority Police reporting (Lean Six Sigma)	The current process for police reporting is resource intensive and creates duplication. The high priority dictation software system has become obsolete and is no longer supported by the company Nuance and dictation is becoming obsolete across other Police Services.	Live police reporting model pilot is scheduled for early 2021. Efficiencies expected are less administrative work and duplication for officers and information processing specialists, less tasking to Officers, compliance with disclosure process, decision-making (efficient deployment) and officer safety via real time entry and access to information.
14 2019 - ongoing	Records Check process (Lean Six Sigma)	The WRPS has seen a steady increase to the volume of police record check applications since 2015. In 2018, applications for police record checks grew by 34%, requiring staff overtime and processing of applications by the Unit Supervisor during peak periods. Further, large volumes of 'foot traffic' to the Police Reporting Centre (PRC) for police record checks have negatively impacted customer service wait-times, increasing by 11% in 2018, and has also negatively impacted the WRPS online service delivery.	Consistent five-day turnaround time.  Implementation of civilian fingerprinting right at the record check counter, improving the timelines for fingerprint appointments, taking the process from 15 minutes to five minutes. Fingerprint results are also received quickly, and customers can reduce the number of trips for their record check from two to one.  Record check costs remained competitive with our comparators even with a further 2021 increase of \$5 for volunteer checks. The implementation of an improved system in 2021 will allow for electronic identification verification (EIV) and electronic returns.  Level of service maintained for checks despite COVID-19.



Date	Project	Problem Description	Savings/Efficiency gained
15 2019 - ongoing	Seizure of Evidence and Return to Justice  (Lean Six Sigma)	A recent property audit revealed that in occurrences with seized evidence, a Report to Justice (RTJ) was not being completed consistently. In addition, the audit found 1) inaccuracies and incompleteness of seized evidence tags and reports in support of seized evidence; 2) a lack of member and Supervisor accountability for the seizure of evidence; and 3) inconsistencies between hardcopy records and entries in systems, given processes require duplicative entry by multiple parties.	Recommendations include implementing an electronic property tag and electronic lockers. Creation of a supervisor report for RTJ compliance and use of E-hub from the province to digitize RTJ submissions to the Justice of the Peace. Mitigate risk to organization by gaining compliance with the Code and liability for lost property.
16 2019 - Ongoing	Vehicle utilization review (reductions)	A review of vehicle needs is completed throughout the year, which has resulted in the reduction of vehicles from the fleet.	Six vehicles were reduced from the fleet in 2019 and one vehicle in 2021 to date.
17 2019	Promotional Process	Although improved since 2016, the promotional process was still taking a significant amount of time and there were many complaints regarding the toll on applicant wellness. As a result, a small group from Human Resources and Legal further streamlined the process, which was launched in late 2020.	The 2020 Staff Sergeant Promotional Process was completed in about two months, further cutting the time to run the whole process down to 39 business days. In addition, the labour resource demand (i.e., time spent by members involved completing tasks required to run the promotional process) was decreased by ~70%. This works out to a labour savings of 600-1500 + hours depending on number of applicants – about 600 hours saved for the 2020 Promotional Process, which was Staff Sergeants only.
18 2019	Sworn Transfer Process	Prior to 2019, there was no standard, documented process for sworn transfers. A new Sworn Transfer Process was reviewed, redesigned, and implemented to support a shift in organizational culture and improved transparency.	The sworn transfer process now:  <ol style="list-style-type: none"> <li>1. Provides members with equal opportunity for sworn positions;</li> <li>2. Promotes equity, inclusion, and diversity;</li> <li>3. Allows members to take ownership of their careers;</li> <li>4. Encourages succession planning, learning, and performance management;</li> <li>5. Protects the wellness of members; and</li> <li>6. Is transparent, equitable, efficient, defensible, and effectively utilizes technology.</li> </ol>
19 2019	Forensic Ident Supervision  (Lean Six Sigma)	The Staffing and Workload project identified that efficiencies could be gained by reviewing the current supervisory model in the branch.	Implemented a new shift schedule in Jan 2020. Shift schedule evaluation to be done.  Eliminated Sergeant responsibility for Fail to appear warrants.  Other recommendations not yet implemented – streamline 980 call information, and transition to Forensic Specialist role.
20 2019	Traffic Supervision model  (Lean Six Sigma)	The supervisory model in the branch at the time was inefficient. Some platoons were running short by authorizing an Acting Sergeant where there may not be a need.	Implemented with new shift schedule Jan 2020. Overall shift schedule evaluation to be done.



Date	Project	Problem Description	Savings/Efficiency gained
21 2019	Internal Mail system (Lean Six Sigma)	Reviews of internal procedures for mail and courier delivery. With the development of best practices internally, this may affect what is delivered externally; thereby increasing security and improving timelines.	Quick hits implemented including discontinuing the Sun life mailbox, mail room security upgrades and adding a second pick up at the Investigative Services building for mail and sending outgoing courier packages.  Mail chart added at each mail drop off location.
22 2019	Call Management Process (Lean Six Sigma)	In extension of the work done by the Staffing and Workload Demand project, it was identified that we currently do not have a call management strategy. Greater efficiency in call management can be realized in reviewing how certain call types are handled in Communications, in Neighbourhood Policing, Investigative Services and with the role of Front-line support unit.	Recommendations for various call types under consideration.
23 2019	Uniform Crime Reporting process (Lean Six Sigma)	A review of how we process occurrences and code for UCR purposes was done to improve quality, consistency and timeliness of coding and better meet the information needs of the organization and Statistics Canada deadlines.	Workload analysis completed. Move from paper to electronic Dashboard with measurements to manage processing and turnaround time. Added one part time UCR coder. 2019 had the most occurrences that were ever coded and the Statistics Canada submission deadline was met.
24 2019	Verified Alarms Program (VARP) (Lean Six Sigma)	An analysis of alarm calls completed by the Staffing and Workload study found that many alarm calls are closed as false alarms or officers often arrive on scene after private security have already dealt with the call. This project aimed to gain efficiencies on the front line by reducing the number of false alarms officers are dispatched to.	Verified Alarm Response program was implemented in Jan 2020 and saw a reduction in attending false alarms calls by about 67 % from Jan – June 2020 compared to same time frame 2019. Stopped alarm registration function to streamline billing. Better customer service as calls are not waiting. Reduced work equating to ~1.25 FTE annually.
25 2019	Collision Reporting outsourcing	As a result of a Self-Reported Collision Study in 2018 it was determined that a third-party company could assist in providing an alternative method of service delivery for motor vehicle collisions. This would result in improved customer service to our community and the ability to redeploy officers to core policing functions. This initiative also addresses a key goal of the 2018-20 Operations Plan by establishing and implementing alternative service delivery options.	Reduced WRPS staffing demands by four Constables and one Records position upon implementation. This also allowed for a significant expansion in collision types that could be handled at a Collision Reporting Centre thus further reducing the call response demand on frontline resources in Neighbourhood Policing.  2019 Collisions handled by CRC– 10,458.  2020 Collisions handled by CRC (to end of Q3) – 5267 (Volume impacted by COVID-19).



Date	Project	Problem Description	Savings/Efficiency gained
26 2019	Short and long-term sick leave implementation	In January 2020, WRPS moved from a Central Sick Bank system to a short term and long-term disability (LTD) plan. Members now use their own personal sick time as their short-term disability plan and move to LTD at 70% pay if approved by Sunlife. A loan program is available for members who do not have sufficient personal sick bank balances to bridge them to LTD. The previous Central Sick Bank was bankrupt for civilian members and not sustainable in the long-term for sworn members.	There is now a modernized and sustainable income protection program for our members. Members may go into an unpaid status if not approved through Sunlife. There has been decreases in average sick time. Members are paid at 70% on LTD as opposed to 100% previously.
27 2019	Implementation of Front Line Support Unit (FSU)	Implementation from recommendations of Staffing and Workload Demand Project. The FSU became formally operational on April 1, 2019 to alleviate frontline Patrol workload and enhance customer service by selectively increasing WRPS strategic redeployment of lower priority calls for service that do not involve an immediate risk to public safety or loss of evidence.	FSU has also significantly increased in the effective use of accommodated sworn members. 72% of the Unit's current complement are accommodated members performing core police functions while diverting calls from frontline response.
28 2018-Ongoing	IMPACT	Police are not trained mental health care workers, yet police are called to respond to over 3,300 mentally ill occurrences per year. The Canadian Mental Health Association (ICMHA) Waterloo Wellington and WRPS began collaborating with their Integrated Mobile Police and Crisis Team (IMPACT) to holistically respond to police calls involving persons experiencing mental health crises.	IMPACT team staff consisting of a variety of addictions and mental health clinicians respond live to calls with police officers. In Waterloo Region, IMPACT responded to 51% of requests live in the moment. 78% of the people seen were diverted from attending a local hospital. IMPACT teams provided 102 hours of police member support.
29 2018-Ongoing	Health IM	Different partners involved in complex health care maintain unique systems, which often do not connect. HealthIM software supports first responders, during emergency mental health crisis calls. The system is designed to increase safety for both the responder and the person in crisis, improve outcomes for individuals suffering from unmanaged mental health challenges and promoted effective oversight. HealthIM facilitates communication between officers, mobile crisis teams, and community healthcare partners via a brief mental health screener application completed by officers on their mobile workstations and smartphones during a call for service.	Since implementation in June 2019, a total of 3079 reports completed via HEALTH IM screener: <ul style="list-style-type: none"> <li>• 123 of these calls were Acute Crisis representing 4% of calls.</li> <li>• 55% apprehension rate.</li> <li>• Average officer wait time down to 1 hour, 11 minutes at the hospital.</li> <li>• 2186 Individual interactions.</li> <li>• 893 with more than one interaction for mental health concerns.</li> </ul>
30 2018-Ongoing	Project Management Process Review	Organizational Restructuring Review Team recommended the Service undertake a review of how projects are prioritized, managed and staffed.	Project Management (PM) procedure created in 2019. Formation of a PM Committee to review project charters begin in early 2020. Creation of standardized templates and process to streamline how projects are documented, resourced and budgeted. Increase in organizational awareness of projects and communication.



Date	Project	Problem Description	Savings/Efficiency gained
31 2018-2019	Information Technology Audit	PriceWaterhouse Coopers (PwC) performed a review of our Information Technology Branch to identify current technology related strengths, reporting and leadership structures, gaps and opportunities and develop a growth strategy to meet future demands.	Developed a Transition Roadmap to help WRPS IT prioritize the list of initiatives to transition to a future state enabling a new way of delivering services.
32 2018	Court Services Review	The Court Services Review focused on the most efficient delivery of services and scope of WRPS responsibilities in Courts. All WRPS positions and roles in Court Services were reviewed to determine potential civilianization and or privatization, best practices across Ontario were reviewed, process improvements priorities, and clarifying core WRPS requirements for improved cooperation with the local Crown's Office.	Roles were clarified and some efficiencies implemented such as transitioning WRPS staff from POA Court. Privatization of serving of courts documents in 2020 resulting in a reduction of two Full Time Equivalent WRPS staff. There is continued review of other privatization options.
33 2018	Staffing and Workload Demand	The Staffing and Workload Demand Project objectives were to: (1) Assess current and future staffing implications within our police service and policing in general, and opportunities for civilianization; (2) Assess current and future workload demands, alternative service delivery options, enhanced call management, opportunities for redeployment, and other organizational efficiencies; and (3) Create a long-term staffing plan that will enhance proactive initiatives and the wellbeing of our members and our community.	Recommendations included short- and long-term staffing requirements, a 12-hour shift schedule (which was implemented in January 2020); call management and alternative service delivery options (FSU was implemented), civilianization of specific positions, privatization considerations, and ongoing continuous improvement areas of focus. The implementation of the 12-hour shift schedule in patrol was a factor in the 50% reduction in overtime as of September 2020. In addition, 21 positions were found in the organization, which could be reallocated elsewhere to mitigate the need to add resources through the budget cycle.
34 2017-Ongoing	Salary gapping (vacancies)	A reduction is included in the budget based upon projected natural and targeted position vacancies.	\$2,480K of targeted savings through position vacancies was included in the 2020 Budget.
35 2017	Return to Work/Reintegration Improvement Process	This project included reorganization of the Abilities Management and hiring of an Occupational Health Nurse and Abilities Management Coordinator. A Committee was developed to ensure best practices for return to work were put in place. A new re-integration model and pathway was developed.	Continued decreases in member absences and accommodations since implementation in 2017.
36 2016-2018	Civilian Staffing Review (Lean Six Sigma)	Due to changes in technology, process and organizational design, there was demand for work that was not being met and we had capacity within certain positions that was in excess to the current need.	Three phases over two years that focus on redesign of civilian jobs so that staffing matches demand and reduced waste. All civilian positions reviewed – numerous recommendations. Multiple positions collapsed and were re-allocated to new positions required by the IS Review of 2017.



Date	Project	Problem Description	Savings/Efficiency gained
37 2016-2017	Dictation Backlog  (Lean Six Sigma)	The current dictation system had a backlog of roughly 18,000 occurrences with turnaround times for non-priority WRPS incidents taking 3-4 months.	24-hour turnaround on all reports since 2017.  \$185,000 savings in wages saved by reducing duplication by Records and Officers.  Will states decreased by 67% (\$141,000 saved in Level of effort to process).  Cycle time reduced from 181 days to 24 hours for reports.
38 2016-2017	Data Integrity  (Lean Six Sigma)	Data integrity is an ongoing problem that negatively impacts our ability to deliver accurate information. The error rate of personnel entering data into RMS is high specific to person and address Masterfile errors.	Reduction in person and address Masterfile errors by 35%.  Training video was created and viewed by all sworn members.  Changes to Computer Aided dispatch stopped automatic roll of incomplete data to the Records Management system.  Data quality now part of inbox testing in promotional process.
39 2016-2017	Canine program  (Lean Six Sigma)	A review was done of the canine program in order to make recommendations regarding structure and utilization of the program, ongoing training needs, risk management, and interactions our PRIDE partners and other nearby agencies.	Shift schedule change balanced workload to staffing. This change increased K9 availability by 60% and increased arrests related to canine by 41%.  Creation of revised policies, training requirements and acquisition of canine's established.  A Master Trainer function was created to assist with training for WRPS and PRIDE partners.  Electronic Activity reporting was created to allow handlers to track their training and calls without paper.  A training video for front line on proper containment with canine was created and viewed by all sworn members.
40 2016	Performance Appraisals  (Lean Six Sigma)	Previous performance appraisals were long, repetitive and not embraced by members or supervisors. Appraisals are supposed to be completed yearly however in many cases they were not completed at all.	Steady increase in documented Performance Development Updates (PDUs). Encourages ongoing conversations between employees and supervisors. Compliance rate is over 75%.
41 2016	Promotional Process  (Lean Six Sigma)	The promotional process took roughly nine months from start to finish. During the assessment and interview phase, it involved all Staff Sergeants, Inspectors and Superintendents sporadically over a three-month period. The process was lengthy and confusing for candidates and did not achieve the desired results for the candidate or WRPS.	New promotional process now takes 90 days. It now accurately assesses a candidate's knowledge, skills, abilities and leadership potential, while creating improved transparency and accountability.



Date	Project	Problem Description	Savings/Efficiency gained
42 2016	Adopt a School Program  (Lean Six Sigma)	The Adopt a School program (elementary school) was not meeting the needs/ expectations of our school partners in developing youth in community safety.	Satisfaction ratings from schools went from 24% to 82%.  There was 96% increase in the number of proactive school visits by front line as a result of the new model.
43 2015-2017	Investigative Services Review	An Investigative Services Review was undertaken to examine the workloads, mandates and overall structure of most of the Service's investigative areas. The goal of the review was to provide recommendations that would create a comprehensive approach to investigations that efficiently and effectively met the varied needs of the community, complemented our Neighbourhood Policing approach, recognized the importance of interaction between investigative areas and frontline patrol and was mindful of the wellness of our members.	Most recommendations from this Review were implemented in 2017 to incorporate best practices, clarified mandates and reporting structures, formalize a fixed tenure policy, standardize the mentoring program, and initiate annual wellness screening and monitoring in investigative areas.
44 2015-2016	Vehicle Shuttling Process  (Lean Six Sigma)	The system for shuttling vehicles for repair was an inefficient use of officer time. In 2013, there were 2009 incidents and 1,406 officer hours spent shuttling vehicles for repair. In 2014, there were 2001 incidents and 1,514 officer hours.	Cost savings in the vendor shuttling vehicles for vehicle cleaning, \$13,600 were saved in labour cost.  Process created that supply enhanced services from IT for computer repairs in vehicles.  Creation of a standard operating process to follow for repairs.
45 2015-2016	Electronic Disclosure  (Lean Six Sigma)	Court and disclosure documents were previously completed, reviewed and delivered to Courts for prosecution in hard copy. The infrastructure to produce electronic disclosure was in place and in preparation for its use to be provincially mandated in 2016, WRPS moved to an electronic disclosure process.	Over \$48,000 savings in printing and disk costs alone and in offsite storage access fees by going electronic.
46 2015 & 2019	Lean Six Sigma (LSS) Training	In 2015, Waterloo Regional Police Service (WRPS) began its continuous improvement journey by training members in LSS and again in 2019. This entailed weeks of training while applying methodology to a real project. There are 30 members who received green belt training and 1 of those members is black belt certified.	Pool of members trained throughout the Service creates capacity that can be used for process improvement projects.  23 process improvement projects have taken place across the organization using the LSS methodology.
47 2014-Ongoing	Participation in Connectivity Tables	There are individuals in our community with complex needs who are in situations of acutely elevated risk. Connectivity Tables were established in Cambridge, and in Kitchener-Waterloo to address systemic barriers that can, at times, limit the success of any one or two agencies dealing with complex cyclical issues. The tables consist of 33 partner agencies including policing, education, health, justice and social service.	The Tables provide the opportunity to mobilize services in changing patterns of recidivism and truly address the root of the issue, which often relates to mental health and substance abuse issues. Since 2014, three have been 469 situations brought to the table. Since 2014, WRPS is involved with over 81% of the situations at the tables and originates the highest percentage of cases. WRPS has both contributed and benefitted the most from Connectivity.





## Partnerships

As a matter of practice and policy, WRPS has always supported and worked cooperatively with a number of upstream service providers and agencies in the Region. WRPS recognizes and continues to advocate for upstream funding and a community approach to managing and resolving complex situations caused by homelessness, addiction, and domestic violence among other factors.

For example, our members divert the largest number of acute care intervention requests they handle to the **Regional Connectivity Tables** (Connectivity KW4) for enhanced community care. Since 2014, WRPS has been at the table weekly with health and social service agency representatives to provide immediate, coordinated and integrated responses to address situations facing individuals, families or communities with acute elevated risk factors. According to the Connectivity KW4 2018 Annual Report, there were 84 situations brought to the table (82 opened) and 127 people helped. Mental health, criminal involvement, and drugs were the three greatest risk categories involved. Of the 30 partner agencies involved, WRPS originated and led the highest number of situations at the table (originating 19 and leading 11).

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 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.

With the **IMPACT** model, WRPS and the Canadian Association of Mental Health (CAMH) now collectively respond to addiction, mental health and crisis concern calls with a coordinated mobile police and crisis response team. More than fifty-percent of all crisis intervention calls in Waterloo Region involved this coordinated response team to ensure that the most vulnerable have access to public and mental health care programs. In 2019/2020, IMPACT directly support 1,209 people in Waterloo Region and 78% were diverted from the hospital.

Most recently, 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 plan of Shelter Care within our community.

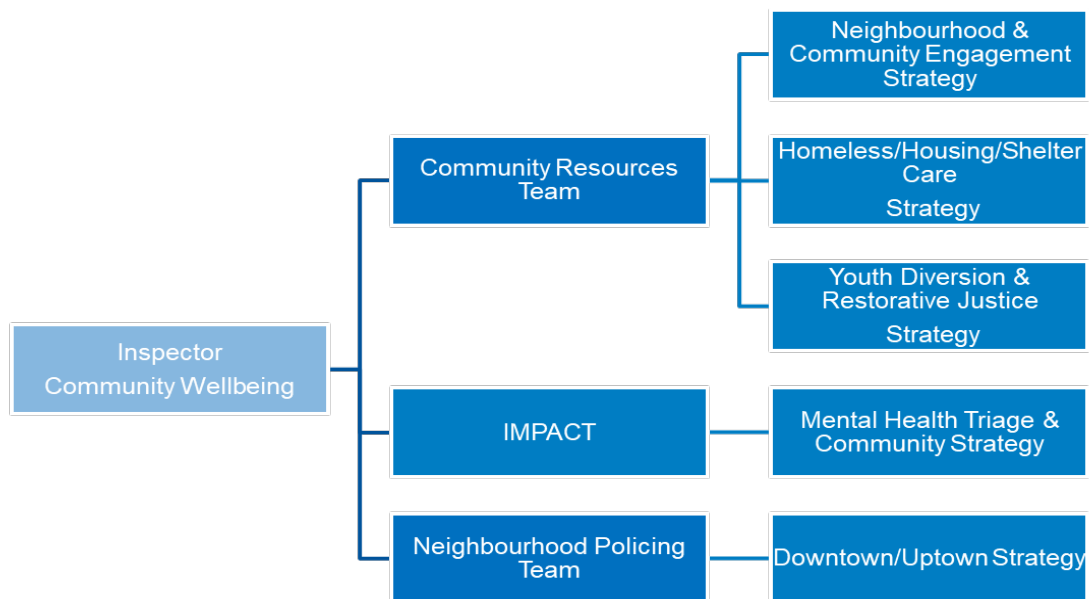
A new **Waterloo-Guelph Human Trafficking team** has officially launched and will offer wraparound services to victims and survivors of human trafficking throughout Guelph, Wellington and Waterloo Region. This joint initiative brings together partners from WRPS, the

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.

WRPS patrol officers, Community Resource officers, and investigators 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 Unit, Elder Support Unit, Major Crime, and the IMPACT Team.

## Organizational Restructuring

To help meet ongoing challenges, WRPS is restructuring as part of the Path Forward. There will be a renewed alignment within Neighbourhood Policing and Investigative Services to meet the evolving and changing demands of our community as well as modernized approach to community policing. WRPS will be launching a new **Community Safety and Wellbeing Division** (getting back to the basics of community interaction and building relationships):



The Division will be lead by an Inspector who will oversee three areas, including:

### Community Resources Team

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



## **IMPACT**

WRPS will be expanding our relationship with the Integrated Mobile Police and Crisis Team (IMPACT) to respond to mental health calls through a generous grant from the province of Ontario. WRPS will now be able to field the team between the hours of 9am-3am with a renewed focus on empathy and support. This is part of a three-year-strategy to divert mental health calls from the frontline. As well, WRPS is also embarking on a pilot project to see the addition of a mental health clinician within our Communications Centre who will have the ability to answer calls in real time and divert mental health calls from the frontline.

## **Neighbourhood Policing Team**

This team will consist of all officers currently assigned to our Community Oriented Response and Enforcement Teams (CORE) from across the Region. They will be brought together and deployed across the region as required. They will be responsible for developing and implementing policing strategies in the core areas of the region.

## **New Strategic Business Plan 2021-2023**

### **Trust and Confidence in Police**

The results of the statistically significant Community Index of Wellbeing (CIW) with over 5000 respondents indicated that 68.5% of residents in Waterloo Region are confident in the police and agree According to the Waterloo Region Community Wellbeing Survey: A Prompt for Discussion (June 2019), WRPS is doing a good job overall. In fact, the police ranked second highest in public confidence among other institutions, including the health care system, school system, and the justice system and courts. Recognizing that two policing ratings in particular needed focus and identifying that certain groups within our population were more dissatisfied with police, our environmental scanning for the 2021-2023 Strategic Business Plan placed emphasis on a deep dive of trust and confidence in police results. This was important to explore given that police contribute to the Community Vitality domain of wellbeing.

### **Environmental Scanning of our Community - Survey**

A sample of the community, many with intersectional identities from groups having less trust and confidence in police, provided their opinions through an online survey with the highest ever WRPS led crowdsourcing response rate (N=1053). Consistent with other cycles, about one third of respondents had been a victim of crime in the Region. Victims have greater concern about crime, are more likely to change their behaviour due to crime, and perceive that crime has increased in their neighbourhood (General Social Survey on Victimization, Statistics Canada, 2019). When asked “What are the three most important policing issues in your neighbourhood?” the top policing priorities had to do with road safety, drugs, and break and enters (PSB Report 2020-203, attachment).





Thinking of the number of police officers in one's neighbourhood, an increasing amount of people think there are too few (WRPS Community Survey Summaries):



In terms of trust and confidence:

- 76% agreed the police make decisions based on facts.
- 76% agreed the police treat people with respect.
- 80% generally support how the police usually act.
- 89% feel a moral duty to follow police orders and 94% would help the police if asked.

The most negative rating was:

- 55% disagreed the police provide the same quality of service to all citizens.

Areas to work on still include providing the same quality of service to all citizens and dealing with the things that matter to people in this community along with addressing crime. Yet, the CIW and the WRPS Community Survey support that the public has confidence that WRPS can do so.

A survey of Regional Council echoed that, though they would recommend additional mental health training and direct WRPS to respond less to social issues, WRPS is doing well with community involvement, should increase visibility, and should do more towards addressing community traffic concerns, break and enters, opioids/drug trafficking, and guns and gangs.

### **Environmental Scanning of our Community - Focus Groups**

To further identify policing priorities for the next three years, the WRPS in partnership with the Police Services Board, held a series of 22 hour-long virtual dialogue sessions across Fall 2020 – more than ever before as part of the planning cycle. Participants acknowledged current issues in the Region requiring police response/co-response such as: COVID-19; elevated levels of acute crisis, domestic violence, substance abuse; homelessness, poverty, unemployment, mental health; wellbeing checks; youth programming, as well as support for newcomers, international students, group homes, and seniors.

Participants also expressed specific ongoing public safety concerns: i) break and enters, ii) cybercrime, iii) domestic violence, iv) fraud, v) hate crime, vi) human trafficking, vii) missing persons, viii) prevention, ix) safety downtown and at night, x) traffic, xi) weapons, and xii) youth terms and conditions compliance. The participants articulated that if WRPS made progress to reduce these crimes/issues over the next three years, our Region would be a safer, healthier, more connected community with a greater sense of wellbeing and belonging. Moreover, relationship building infused every discussion. That demand for investment in community is one reason for the organizational restructuring, with WRPS' EID Plan to complement the developing goals of the new Strategic Business Plan.



## Public Perceptions of Police

In line with the public's emphasis on relationships, positive perceptions of police are an important factor of public safety. Willingness to report, cooperate during investigations, call if in need of assistance, and abide by laws are all affected by the public's view of police and have the potential to contribute to crime and clearance rates. This is receiving national focus and complements our local assessments. There are variations in Canadians' level of satisfaction with police performance. People living in Ontario were less likely to endorse that their local police was doing a good job across the six measures. However, as can be seen below, the Kitchener-Cambridge-Waterloo CMA's ratings exceeded both the provincial and national averages in all areas.

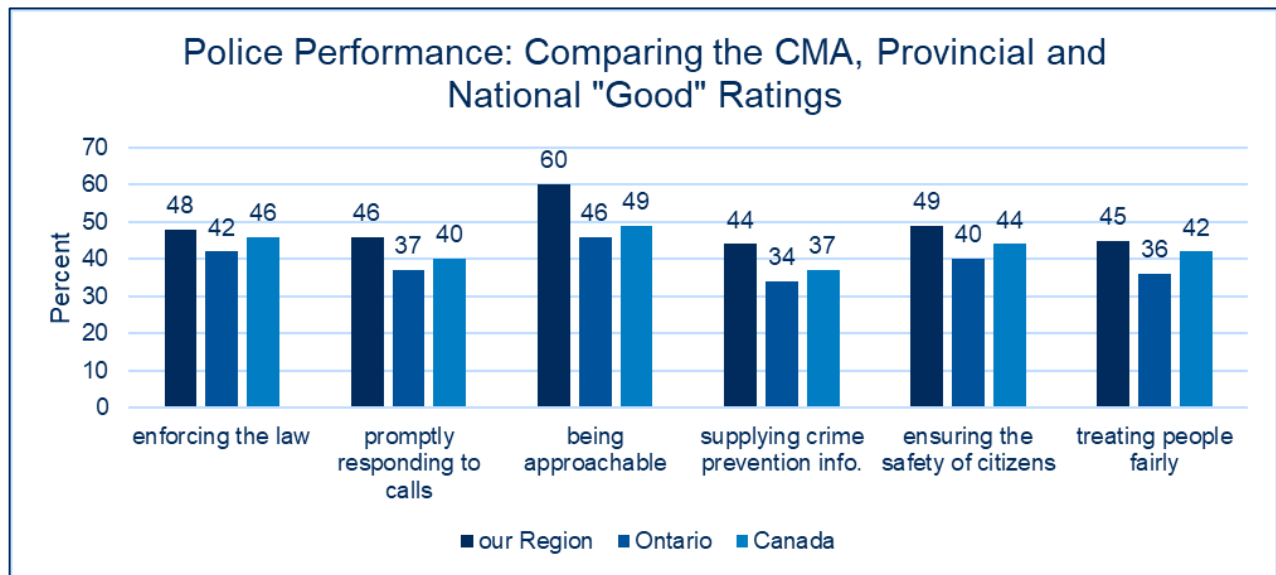


Figure 50 Police Performance: Comparing the CMA, Provincial and National "Good" Ratings. Source: Public perceptions of the police in Canada's provinces, 2019; Statistics Canada.

It would imply that continuing to invest in the WRPS is a good investment. Consequences to not supplementing resources to meet demand surface in public dissatisfaction – our ultimate shared client.



# Police Budget

The police budget is set to ensure adherence to legislation, adequacy standards, Board Policy and WRPS procedures as set out in the Ontario Police Services Act. It is intended to ensure adequate funding exists for effective policing in Waterloo Region and ensure the Service has the resources, technology and headcount necessary to meet those responsibilities and obligations, and support the 2021-2023 Strategic Business Plan.

## Average Police Cost per Capita

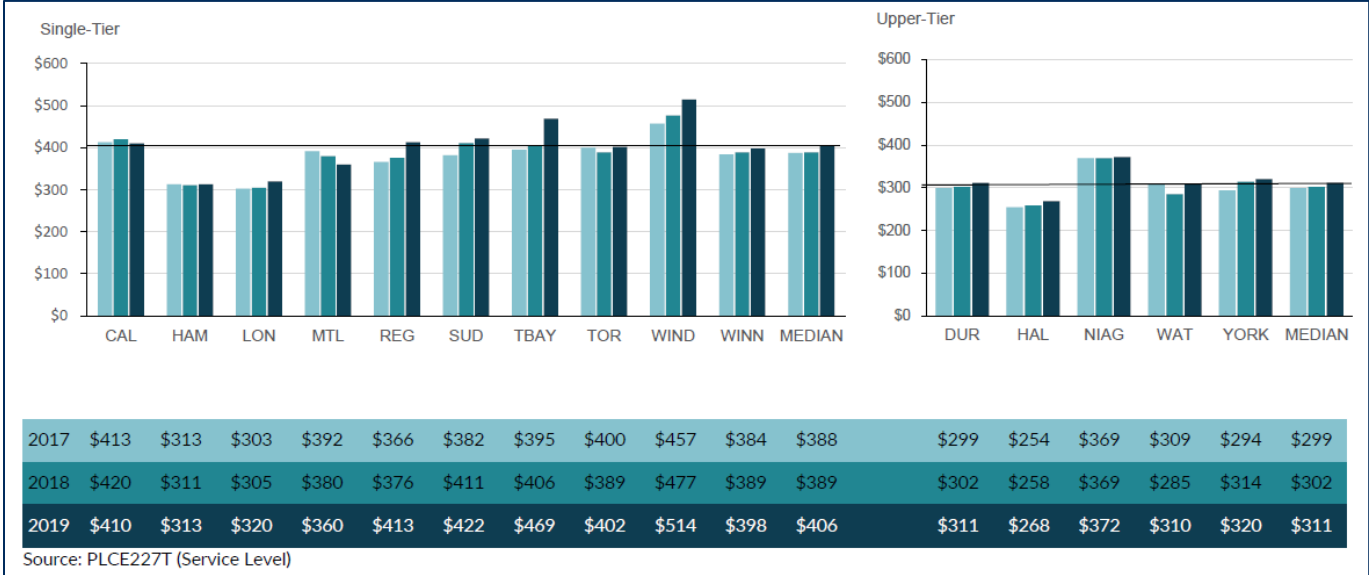


Figure 51 Total Cost for Police Services per Capita. Source: Municipal Benchmarking Network (MBN) Canada, PLCE227T. 2019 MBNCanada Performance Report, p.167.

- 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 2nd 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.



## Technological Infrastructure

Technology infrastructure is a significant budgetary driver within both the operating and capital budget forecast. Technology continues to evolve at unprecedented rates, as computers, smartphones and smart technology are ever-present in the daily lives of people and organizations. There are several major Information Technology (IT) projects underway over the next few years so WRPS remains current and able to ensure the security measures necessary to protect the information in our systems.

- **Mobile Strategy** is issuing smartphones to all frontline officers to enable:
  - 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 2020 to 2021, and represents the 50/50 cost share arrangement with the Region to fully implement the new Regional P25 voice radio system.
  - Fire agencies and WRPS have moved from a Legacy system to the latest technology.
  - 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, justice system, and corrections. This project will provide updated and efficient tools to all partners and reduce the reliance on manual and paper-based processes. Some of the efficiencies gained include:
  - Centralized management of all digital evidence including video (internal and external), pictures, audio, and forensics data,
  - Tools for our community members and businesses to be able to more effectively and timely provide information to the police service, and
  - Tools to enable improved redacting of information.
- **Transformation of digital security** with leading technologies to support public safety, the community and policing. An enabled cloud-based system will make the policing industry more effective and to control increased costs of policing.





- **Next Generation 911 (NG911)** is the evolution of 9-1-1 services to more reliable and capable system, replacing and upgrading 30+ year-old technology to industry standard technology. This 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, and
  - Phase III of NG911 will offer the community option to send digital data (pictures and video) to a Public Safety communications center.
- **Body Worn Video (BWV) – Pilot** will evaluate the potential implementation of BWV to increase transparency of engagements between officers and members of the community to:
  - Improve relationship with our community,
  - Improved evidence for an investigation,
  - Interface BWC with Provincial DEMS solution,
  - Improve officer training and help with situational awareness, and
  - Foster high quality service delivery.
- **In-Car Video (ICV) – Pilot** will evaluate the potential implementation of ICV to also increase transparency of engagements between officers and members of the community. Although the goals, objectives and benefits of ICV are similar to BWV, the technology and use of the technology fit very different needs.
- **Cloud based solutions** will lessen the impact of increased budgetary challenges by protecting and securing sensitive data, improving backup solutions, several new enterprise solutions, and improved document management.
- **Open Data** with a number of projects will create secure interfaces to share data with partners and community members to create a more effective and efficient environment for Public Safety and transparency with the community.
- **Fire and Police Partnership** will continue to be enhanced ultimately to create a better environment for our community, more effective information sharing, faster response times, and improved data quality.
- **Business Intelligence (BI)** platform will be developed to provide relevant and accurate information, drawing from many different systems, for all levels of the organization to support intelligent analysis, evidence-based decision making, and measurement and accountability.

## Future Public Safety Communications Centre

The WRPS Communications Centre is beyond its capacity and there is a need to find alternate space for the backup centre which is currently located at the old and existing Central building, whereby the Region is undergoing discussions on the future use of this space. The WRPS Communication Centre currently dispatches 9-1-1 calls for municipal bylaw officers and triages emergency calls to fire or paramedics as required. Initial budget estimates have been established and conversations are on-going with partners for a regional public safety communications centre. However, it is not yet in the ten-year capital forecast.

## Other Budget Drivers

Year over year budgetary increases are influenced by a number of factors, such as:

- **Contractual Salaries** have increased due primarily to estimated contractual salary increases/progressions, job evaluation and annualization of the market evaluation for civilian professionals in 2020.
- **Benefits** also increased due to the continued enhanced Canada Pension Program (CPP), higher Workplace Safety and Insurance Board (WSIB) actuals due to presumptive legislation for first responders and post-traumatic stress disorder (PTSD), phased in increases to health and dental rates, and retiree benefits.
- **Other Increases** include contractual retirement sick leave gratuity payments, training investments, support of the mobile strategy, continued expansion of wellness programs and loss of revenue for cannabis implementation costs.

## Budget Mitigation Strategies

### Lean Budgeting

Recognizing the need to focus limited financial resources, extensive reviews were completed and Senior Leaders submitted flat or reduced budgetary requests from the previous year:

- \$4.6 million in efficiencies were found throughout the review process.
- Salary gapping or staffing vacancies continue to offset budget needs now and in the future. Total salary gapping is now \$2.5M or 18 officers.
- Continuous improvements have resulted in 47 efficiency projects over the last five years.
- Transfer from reserves will offset increased contractual retirement benefits.

### Zero Staffing Expansion

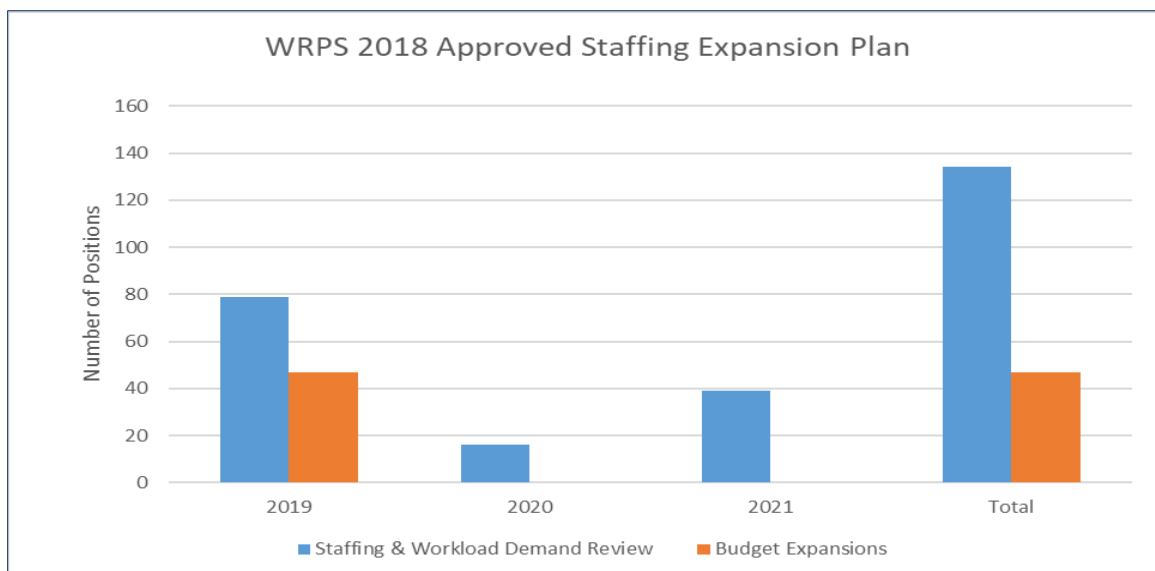


Figure 52 WRPS 2018 Approved Staffing Expansion Plan. Source: WRPS Finance and Assets.



- Since 2019, twenty sworn positions were civilianized in areas including Communications, Court Services, Policy and Procedure Development, Strategic Services, Cybercrime, and Training and Education.
- For both 2020 and 2021, no expansion of the WRPS staffing complement has occurred.
- In 2020, sixteen positions were re-allocated within authorized complement. In 2021 nine positions were re-allocated. For the past two years twenty five positions have been found within budget.

### Other Funding Sources

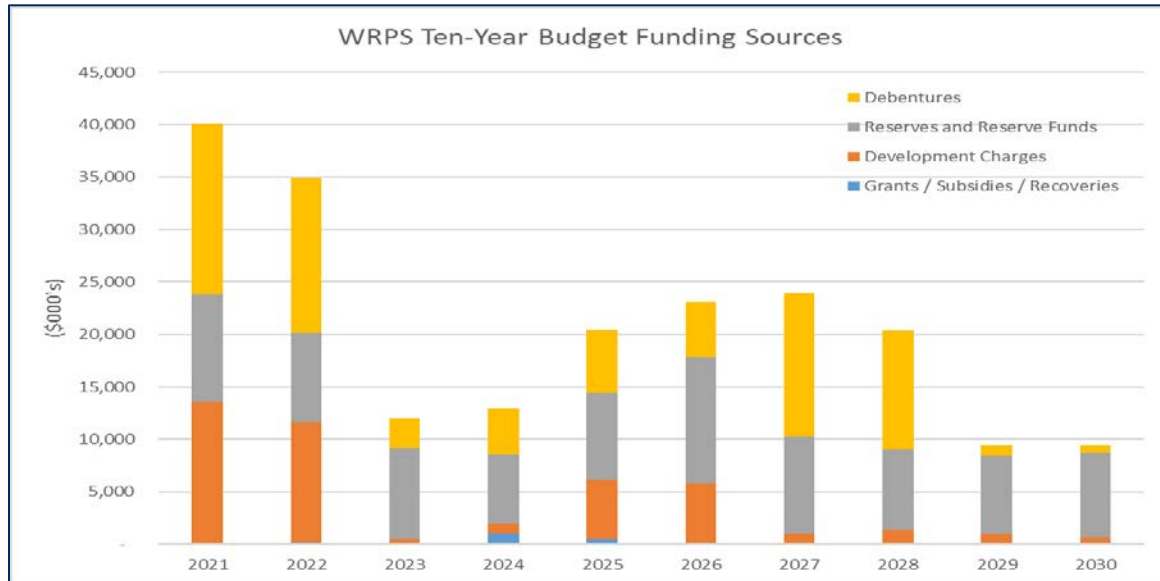


Figure 53 WRPS Ten-Year Budget Funding Sources. Source: WRPS Finance and Assets.

- Long-term funding sources are an important consideration in both the operating and capital police budgets.
- Almost \$40 million is required in 2021 to fund the capital program. A reserve strategy has been implemented to shift funding from debentures to reserves. There continues concern in regards to relying on development charge collections in the long term.
- In 2021, debentures make up 41% of the funding sources, while development charges and reserves will each account for about 34% and 26% respectively.



## Ten-Year Capital Budget Forecast

With approval from the Police Services Board, a Ten-Year Capital Forecast is planned to manage long-term financial commitments covering facility additions and renovations, fleet, police equipment, and technology projects. The new Central Patrol facility is the most significant capital investment over the next two years. 2021 includes both estimated 2020 Budget carry-forward and 2021 Budget request.

- **New Central Division** (200 Frederick St): Funds have been forecasted in 2018-2022 to fully renovate the former courthouse building to replace the current Central Division inclusive of the regional prisoner management facility. This project is funded by Regional Development Charges and debentures. Given the significant costs, WRPS removed other capital projects from last year’s ten year forecast to offset including projected expansions to the Investigative Services, Reporting Centre and South Division buildings, and the construction of a Rural North Division.
- **Police Vehicles and Equipment:** Capital funds are required to continually maintain and replace vehicles. The police pursuit rated utility vehicle continues to be the standard for frontline with a new hybrid option that was introduced by Ford. 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 such as repurposing.
- **Other capital costs** in 2021 include: facilities refresh, furniture, and lifecycle replacements; lifecycle replacement of equipment; Headquarters upgrades for appropriate and safe accessibility; Business Intelligence tools; body worn and in-car video system; electric vehicle charging stations; facility security upgrades, and evidence care and control upgrades.

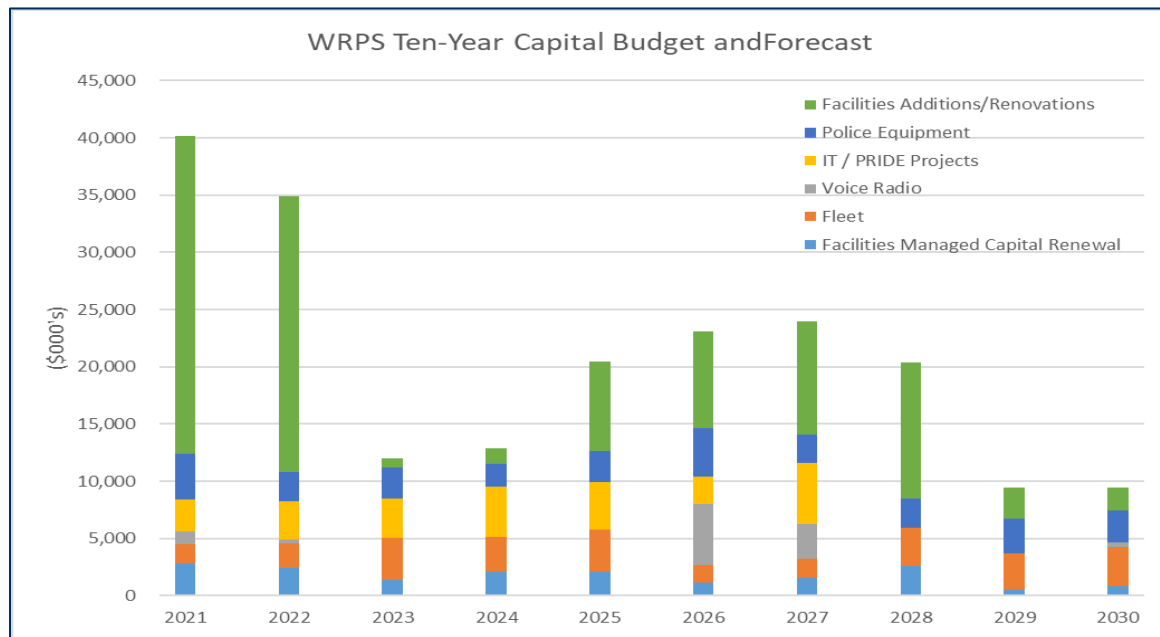


Figure 54 WRPS Ten-Year Capital Budget and Forecast. Source: WRPS Finance and Assets.



**The 2021 Capital Request**  
(including 2020 carry-forward):  
\$40,127,000

**Reductions (2021 to 2029):**  
\$7,604,000

**Reduced Debentures (2021 to 2020):**  
\$8,163,000

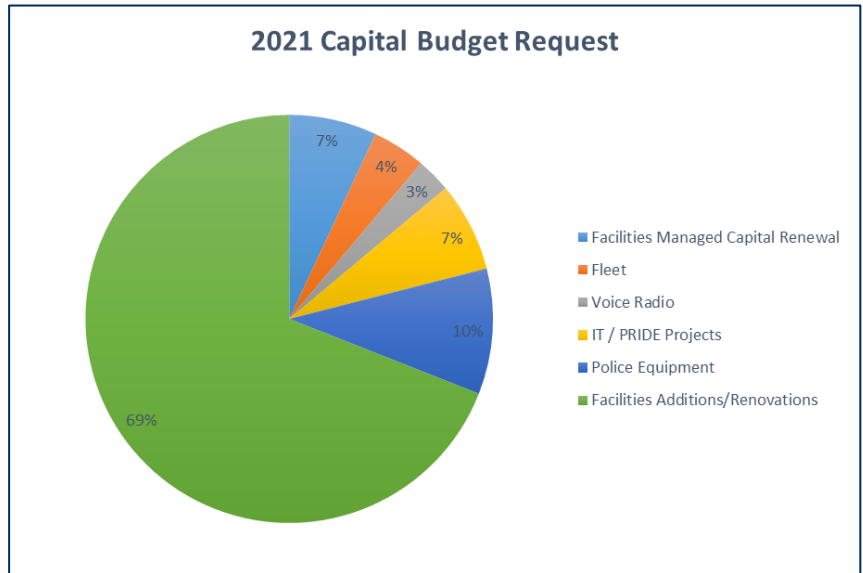


Figure 55 WRPS 2021 Capital Budget Request. Source: WRPS Finance and Assets.

## 2021 WRPS Operating Budget Position

(\$K)		
<b>2020 Budget</b>	\$180,123	
Add: Base Budget Expenditure Adjustments	5,581	
Deduct: Projected Revenue Increase	(317)	
Base Budget Increase	185,387	2.92%
Expansion Requests	\$0	
<b>2021 Budget</b>	<b>\$185,387</b>	<b>2.92%</b>

Figure 56 WRPS 2021 Operating Budget Position. Source: WRPS Finance and Assets.

- With adjustments, mitigation strategies, zero staffing increase, and a Path Forward with organizational restructuring, WRPS has reduced the 2021 operating budget position to \$185,387K or a 2.92% increase year over year.
- This equates to a property tax increase of 1.6% or \$10.54 to the average household.



## Ontario Comparators

2021 board-approved budgets and 2019 officer complement for 11 Ontario police services are displayed below. The average year over year increase, excluding assessment growth, is 3.9%.

Police Service	Number of officers	Year over year budget increase (excluding assessment growth)
Brantford	187	5.99%
Guelph	201	4.75%
Ottawa	1543	4.50%
Niagara	720	4.30%
Halton	714	4.24%
Peel	2022	3.80%
York	1543	3.65%
North Bay	98	3.22%
Hamilton	856	2.98%
<b>Waterloo</b>	<b>757</b>	<b>2.92%</b>
Barrie	240	2.65%
		3.90% average

Figure 57 2021 Board-approved budgets for eleven Ontario police services. Source: WRPS Finance and Assets based upon information as of Jan.7, 2021; Number of Officers Source: Statistics Canada Table 35-10-0077-01, 2020.

## Implications of Reduced Budget

**Alternative Service Delivery** – In the 2021 Budget there is \$4,302K of interdepartmental charges from the Region for services from the Sign Shop, Facilities, Fleet, Information Technology and Finance. \$1,000K is being contributed to the Facilities Renewal reserve to partially fund the capital program. In addition to this, Regional program support allocations are completed annually to WRPS on the Financial Information Return (FIR) schedules. The exact cost for 2020 and 2021 is not yet known. 2019 actuals were \$1,416K. There has been discussions around whether it might be advantageous to review alternative service delivery options that might provide additional efficiencies.

**Cost Recovery Options** – Section 116 of the *Municipal Act* identifies the authority given to the Region to operate an emergency communications centre.

### *Emergency communication system*

116. (1) A municipality may establish, maintain and operate a centralized communication system for emergency response purposes.



The WRPS operates the main Public Safety Answering Point (PSAP) 9-1-1 facility for the Region of Waterloo. This responsibility resides with the Region as per the *Municipal Act* but has been historically funded by the WRPS. The approximate cost to operate a PSAP for 2021 is \$4,888K for both operating and capital components. The total cost to operate the entire Communications Centre (including PSAP, dispatching services for both WRPS and City/Townships By-law) including both operating, capital and information technology elements is approximately \$12.2M for 2021.

Currently WRPS dispatches for the Cities/Townships By-law Units and does not receive any cost recovery for this service. Discussions could be held to explore cost recovery options which could generate approximately \$323K revenue.

Other cost recovery options include a review of the funding provided to non-core programs such as Children's Safety Village (approximately \$250K per year), Chorus (\$14K in the 2021 Budget for a delayed program due to the pandemic, annualized costs are \$37K) and Band (\$13K in the 2021 Budget for a delayed program due to the pandemic, annualized costs are \$32K). As well WRPS continues to fund the expense of *Provincial Offences Act* (POA) ticket printing even though all revenue is fully allocated to the Region. When e-ticketing was implemented the Region ceased the funding for the expenses associated with this activity (approximately \$28K per year). Lastly the lease arrangements in Elmira (rural north facility) and Carizon (Family Violence Project) could be reviewed for alternative facility options.



**WATERLOO REGIONAL**  
**POLICE**