OPEN AGENDA

Date: November 12, 2025, 10:30 AM

Location: Zoom

Members of the public and other interested parties are welcome to watch the livestream of this meeting on YouTube

1.0 Meeting Called to Order

2.0 Motion to Go Into Closed Session:

That the Board convene in Closed Session pursuant to subsection 44(2) of the *Community Safety and Policing Act*, for the purposes of considering the following subject matters:

1. Personal matters about an identifiable individual;
2. Litigation affecting the Board;
3. Information explicitly supplied in confidence to the Board by Canada, a province or territory or a Crown agency of any of them, a municipality of a First Nation;
4. A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the Board;
5. Advice that would be inadmissible in a court by reason of any privilege under the law of evidence, including communications necessary for that purpose

3.0 Motion to Reconvene in Open Session

4.0 Territorial Acknowledgement

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

6.0 Closed Session Recommendations (if any)

7.0 Consent Agenda Items

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

7.1 Confirmation of Minutes: October 15, 2025 (p.1)

7.2 Confirmation of Minutes: October 27, 2025 (p. 6)

7.3 2025-309: Police Service Board Policy Review (p. 8)

7.4 2025-394: 2026 Police Service Board Workplan (p. 16)

7.5 2025-356: Administrative Review of Special Investigations Unit 2025-003/ 25-OSA-216 (p. 19)

7.6 2025-375: 2025 Third Quarter Frontline Call Reduction Strategies (p. 21)

7.7 2025-378: Mental Health Alternative Response Report- Q3 2025 (p. 24)

7.8 2025-380: WRPS Communications Centre Q3 2025 (p. 32)

7.9 2025-382: Neighbourhood Policing 2025 Q3 and Semi- Monthly Statistical Reports Notes (p. 41)

8.0 Business Arising from the Minutes

9.0 Correspondence

10.0 Police Service Board Reports

11.0 Chief of Police Reports

11.1 2025-373: WRPS Intelligence Notes- Q3 2025 (p. 54)

11.2 2025-374: Quarterly Use of Force Statistical Report- Q3 2025 (p. 84)

11.3 2025-376: Dynamic Staffing Project- ORH 5-Year Patrol Staffing Recommendations (p. 113)

11.4 2025-377: September 2025 Financial Variance Report (p.118)

11.5 2025-384: 2026 Traffic Services Road Safety Team (p.129)

11.6 2025-386: Court Security Update (p. 144)

11.7 2025-385: Overtime Committee Update (p. 157)

11.8 2025-350: 2026 Operating and Capital Budget Estimates (p. 166)

11.9 2025-396: Community and Safety Well Being Plan Action Table Update: IPV, GBV, MMIWG2S+ (p. 186)

12.0 Monthly Chief of Police Report (verbal)

13.0 New Business

14.0 Future Agenda Items

15.0 Information Items

16.0 Adjournment

WATERLOO REGIONAL
POLICE SERVICE
BOARD

OPEN MINUTES

Date: October 15, 2025

Location: Zoom

In Attendance:

Ian McLean	Chair
Karen Redman	Vice Chair
Jim Schmidt	Member
Tony Giovinazzo	Member
Karen Quigley-Hobbs	Member
Sandy Shantz	Member
Mark Crowell	Chief of Police
Jennifer Davis	Deputy Chief
Eugene Fenton	Deputy Chief
Meghan Martin	Executive Assistant

Regrets:

Doug Craig	Member

1.0 Meeting Called to Order

Chair McLean called the meeting to order at 8:33 a.m.

2.0 Motion to Go Into Closed Session

Moved by K. Quigley-Hobbs
Seconded by S. Shantz
That the Board Convene in Closed Session to discuss matters that it is of the opinion falls under Section 44 of the Community Safety and Policing Act.
Carried.

3.0 Motion to Reconvene in Open Session

Moved by J. Schmidt
Seconded K. Quigley-Hobbs
That the Board reconvene at in Open Session.
Carried.

4.0 Territorial Acknowledgement

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

There were none were declared.

6.0 Closed Session Recommendations (if any)

There were no Closed Session recommendations.

7.0 Consent Agenda Items

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

7.1 Confirmation of Minutes: September 17, 2025

7.2 Confirmation of Minutes: September 29, 2025

7.3 2025-265: Police Service Board Operating Budget, 2026

That the Waterloo Regional Police Service Board approve the Operating Expenses for the 2026 Board Budget, as presented in Board Report 2025-265.

7.4 2025-341: Police Service Board Meeting Schedule, 2026

That the Waterloo Regional Police Service Board approve the 2026 Board meeting schedule, as presented in Board Report 2025-341.

7.5 2025-365: Board Policy Updates #21, #61, #69, #104

That the Waterloo Regional Police Service Board approve the following policies, as provided in Board Report 2025-365:

021: Personal Appearance
061: Police Uniform and Members' Attire
069: Framework for Annual Reporting
104: Electronic Monitoring

7.6 2025-369: Board Sponsorship of the Serving With Pride Event

That the Waterloo Regional Police Service Board sponsor the Serving With Pride Awards Night and Gala, 2025 in the amount of $5,000.

7.7 2025-340: Administrative Review SIU 2025-002/25-OFP-164

7.8 2025-342: Summary of Procurement Awards Q3

7.9 2025-282: 2024 Secondary Activities Report

That the Waterloo Regional Police Service Board receive the 2024 Secondary Activities annual report for information pursuant to Section 89(6) of the *Community Safety and Policing Act*.

Moved by K. Redman
Seconded by S. Shantz
That the Consent Agenda including the Open Session Minutes of September 17, 2025, September 29, 2005 and Reports 2025-265, 2025-341, 2025-365, 2025-369, 2025-340, 2025-342, and 2025-282 be approved as presented.
Carried.

8.0 Business Arising from the Minutes

9.0 Correspondence

10.0 Police Service Board Report

There was no Police Service Board Report.

11.0 Chief of Police Reports

11.1 2025-347: Public Demonstrations and Public Order Bi-Annual Report

Deputy Chief Davis presented report 2025-347 for information, alongside reports 2025-357 and 2025-358.

The estimated cost for all Public Order Unit deployments to date in 2025, including St. Patrick's Day and Homecoming is approximately $320,422. Deputy Chief Davis explained that the number of deployments outlined does not provide a fulsome picture of the amount of work that happens in advance or to gain compliance from different parties.

11.2 2025-357: Wilfrid Laurier University Homecoming 2025

Deputy Chief Davis presented report 2025-357 for information, alongside reports 2025-347 and 2025-358.

11.3 2025-358: 2025 Safe Semester

Deputy Chief Davis presented report 2025-358 for information, alongside reports 2025-347 and 2025-357.

11.4 2025-345: 2026 Draft Operating and Capital Budget

Chief Crowell and K. Hand presented report 2025-345 for information and direction. The 2026 Operating Budget estimate and the 10-year DRAFT Capital Budget forecast were outlined.

The Board discussed the legislative obligation of providing court security. Chief Crowell explained that the OACP is advocating for more stable funding to plan and budget accordingly.

Chair McLean asked for information on sustainability, recognizing that the Waterloo Region is growing quickly. Chief Crowell noted that the most recent staffing plan was based on 2022 metrics and allowed WRPS to catch up. The Board will be informed of a multi year plan at an upcoming meeting, along with information on traffic services and court security budget implications.

11.5 2025-344: Community Safety and Well Being Feature: Combatting Hate Action Table Update.

Inspector Mathias provided report 2025-344 for information, and outlined data on hate crimes and hate motivated incidents and the work being done by the Combatting Hate Action Table as part of the Community Safety and Wellbeing Plan.

12.0 Monthly Chief of Police Report (Verbal)

Chief Crowell highlighted various investigations including Road Safety and Break and Enter incidents.

On September 28, 2025 members were honoured to join police services in Ontario at the Canadian Police and Peace Officers' Memorial in Ottawa.

Community events highlighted included the Willowbrae Academy Childcare Centre Family Fun Day.

13.0 New Business

There was no New Business.

14.0 Future Agenda Items

There were no Future Agenda Items.

15.0 Information Items

15.1 Upcoming Public Input Session on October 27th .

16.0 Adjournment

Moved by K. Quigley-Hobbs

Seconded by J. Schmidt
That the meeting be adjourned at 12:36 p.m.
Carried.

_____________________________ _______________________________
Board Chair Executive Assistant

WATERLOO REGIONAL
POLICE SERVICES
BOARD

OPEN MINUTES – PUBLIC INPUT SESSION

Date: October 27, 2025

Location: Zoom

In Attendance:

Ian McLean	Chair
Karen Redman	Vice Chair
Jim Schmidt	Member
Doug Craig	Member
Karen Quigley-Hobbs	Member
Tony Giovinazzo	Member
Sandy Shantz	Member
Jennifer Davis	Deputy Chief
Eugene Fenton	Deputy Chief
Meghan Martin	Executive Assistant

Regrets:

Mark Crowell	Chief of Police

1.0 Meeting Called to Order

Chair McLean called the meeting to order at 6:02 p.m.

Moved by J. Schmidt
Seconded by S. Shantz
That the Board convene the Public Input Session meeting.
Carried.

2.0 Delegations

2.1 Melissa Bowman

M. Bowman advocated for investments in housing, mental health supports, transit, youth programming, adding that public engagement should be safety, not policing.

2.2 Robert Deutschmann

R. Deutschmann encouraged WRPS to reject the use of Big 12 averages as justification for expanding the work force, noting that local needs are unique.

2.3 Mark Egers

M. Egers advocated for investment in Members and the need for staffing commitments, noting the increasing complexities of policing.

2.4 Martha Hamre

M. Hamre highlighted budget lines that have projected increases over the next ten years and requested further context for the reasoning behind them; she expressed interest in understanding how public input has shaped budget development in past years.

3.0 Written Submissions

No written submissions were received.

4.0 Adjournment

Moved by D. Craig
Seconded by J. Schmidt
That the meeting be adjourned at 6:39 p.m.
Carried.

____________________________ ______________________________

Board Chair | Executive Assistant

Board Policy Review #002, #006, #021, #060

TO:
The Waterloo Regional Police Service Board

FROM:
Chair's Office, Executive Assistant

DATE:
11/12/2025

Recommendation

That the Waterloo Regional Police Service Board approve the following policies, as provided in Board Report 2025-309:

002: Internal Task Forces
006: Vehicle Theft
021: Personal Appearance
060: Board Communications

Summary

As per policy 085: Policy and Procedure Management, Board policies must be reviewed regularly to ensure they are kept current and up to date with appropriate legislation, Ministry directives and best practices. As part of the regular review process, the attached policies have been reviewed and are being brought forward to the Board for review and consideration.

Report

<u>Policy 002: Internal Task Forces</u>
This policy was reviewed internally with no changes recommended.

<u>Policy 006: Vehicle Theft</u>
This policy was reviewed internally with no changes recommended.

<u>Policy 021: Personal Appearance</u>
This policy was reviewed internally and updates are reflected in the attachment for consideration.

<u>Policy 060: Board Communications</u>
This policy was updated to incorporate suggested language changes outlined by the Ontario Association of Police Service Boards (OAPSB) and pursuant to the *Community Safety and Policing Act, 2019.* Updates are reflected in the attachment for consideration.

Strategic Business Plan

The above report aligns with the following Strategic Business Plan 2024-2027 objectives:

Our Commitment to Public Safety

☐ Reduce Violent Crime and Recidivism

☒ Deliver exceptional services that meet local community needs

☐ Base actions on evidence

Financial and/or Risk Implications

Nil.

Attachments

002: Internal Task Forces
006: Vehicle Theft
021: Personal Appearance
060: Board Communications

Prepared By

Meghan Martin, Executive Assistant to the Board

Approved By

Ian McLean, Board Chair

WATERLOO REGIONAL POLICE SERVICE BOARD	WATERLOO REGIONAL POLICE SERVICE BOARD POLICY Policy Number: 002
INTERNAL TASK FORCES	
Date Approved:	January 12, 2000
Dates Amended:	
Date to be Reviewed:	

Policy of the Board

1. It is the policy of the Waterloo Regional Police Services Board with respect to internal task forces that the Chief of Police will:

    a. develop procedures that address the approval process and accountability mechanisms for internal task forces;

    b. ensure that every internal task force has a written and approved operational plan;

    c. appoint an internal task force manager who shall be responsible for the operational management of the internal task force;

    d. provide information in the annual report on the number of completed internal task forces established within the Service, the cost to the Service and whether they achieved their performance objectives.

WATERLOO REGIONAL POLICE SERVICE BOARD	**WATERLOO REGIONAL POLICE SERVICE BOARD POLICY** **Policy Number: 006**
VEHICLE THEFT	
Date Approved:	March 1, 2000
Dates Amended:	
Date to be Reviewed:	

Policy of the Board

1. It is the policy of the Waterloo Regional Police Services Board with respect to vehicle thefts that the Chief of Police will:

   a. develop and maintain procedures that require that investigations be undertaken in accordance with the Service's Criminal Investigations Management Plan; and

   b. ensure the timely notifications of registered owners of the recovery of stolen vehicles, except where ongoing criminal investigations may be compromised.

WATERLOO REGIONAL POLICE SERVICE BOARD	WATERLOO REGIONAL POLICE SERVICE BOARD POLICY Policy Number: 021
PERSONAL APPEARANCE	
Date Approved:	September 13, 2000
Dates Amended:	July 10, 2019
Date to be Reviewed:	

Policy of the Board

1. It is the policy of the Waterloo Regional Police Service~~s~~ Board with respect to personal appearance that:

   a. all members of the Service present a disciplined and professional image when dealing with the members of the public;

   b. the Chief of Police will establish procedures on personal appearance that address:

      i. member responsibility for personal neatness and deportment;

      ii. grooming, ~~including the wearing of make-up,~~ hair style and sideburn length, the wearing of moustaches, beards and goatees; the wearing of jewelry.

      iii. the modification of beards and goatees if the member is required to wear any operational equipment for personal safety or to perform an assigned task or where the equipment manufacturer specifies facial hair restrictions;

      iv. ~~the wearing of beards as part of religious belief or for medical reasons~~exceptions pursuant to the duty to accommodate under the Ontario Human Rights Code; and

      ~~v. the wearing of adornments such as jewellery, necklaces, and accessories.~~

WATERLOO REGIONAL POLICE SERVICE BOARD	WATERLOO REGIONAL POLICE SERVICE BOARD POLICY Policy Number: 060
~~MEDIA RELATIONS~~ BOARD COMMUNICATIONS	
Date Approved:	April 10, 2002
Dates Amended:	June 19, 2019
Date to be Reviewed:	

Introduction

The purpose of this policy is to establish clear guidelines for communication practices that promote transparency, accountability, and public trust in accordance with the Community Safety and Policing Act (CSPA). This policy applies to all Board members and designated staff involved in communication activities. ~~Waterloo Regional Police Services Board is committed to releasing information to the media in an open, timely, and accurate manner. The Board will strive to foster a positive and mutually beneficial relationship with the media.~~

The Waterloo Regional Police Service Board commits to communication grounded in the principles of transparency, respect, inclusion, and procedural fairness as required under the CSPA and Regulation 408/23. All communication must uphold the highest standards of professionalism, confidentiality, and cultural sensitivity. The Board is committed to fulfilling its obligation to publish strategic plans, annual reports, and directions to the Chief of Police in a timely and accessible manner.

Policy of the Board

Governance Media Relations

1. The Board recognizes it best serves the community by providing as much information as possible through the media, except where prohibited for legal reasons or if the release of information could jeopardize an investigation or future prosecution.

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~~1.~~2. All personal and confidential information received by the Board shall be handled in compliance with applicable privacy laws, including the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).*

~~2.~~3. Unless otherwise specified, the spokesperson for the Board is the Chair of the Board. Should the Chair be unavailable, the Vice-Chair shall be the spokesperson for the Board. Staff support will be provided to assist with the preparation and review of communications, including press releases and media statements.

~~3.~~4. In special circumstances, such as labour relations or where a Board subcommittee has been established on a specific issue, the Board may designate the member leading the negotiations, or the Chair of the subcommittee, to act as spokesperson for the Board on the subject in question.

~~4.~~5. The Board Executive Assistant may provide factual information regarding administration of the Board, or a decision of the Board, in response to an enquiry.

~~5.~~6. The Board Executive Assistant is responsible for informing the local media of the date and time of future Board meetings and news conferences held by the Board. He/she is also responsible for arranging news conferences and for coordinating joint events with the Waterloo Regional Police Service Media Relations when both the Board and the Police Service are affected.

~~6.~~7. When required, the Board Executive Assistant will serve as a liaison between the media and the Board spokesperson when requests are received for interviews or comments.

~~7.~~8. In the event individual Board members are contacted directly by stakeholders, including the media, they may not purport to speak on behalf of the Board (that is the responsibility of the Chair or Vice-Chair), unless authorized by the Board to do so, and must limit any response to their individual opinion, clearly identified as such. Board members, if approached for comment, should direct inquiries to the Board Chair.

~~8.~~9. Board media releases shall be approved by the Chair prior to release, or in his/her absence, the Vice-Chair. Board members shall be sent a copy of the release no later than the time of the release to the media. The Board will utilize appropriate platforms, including the website and social media, to engage with the community.

~~9.~~10. News conferences shall be called only at the discretion of the Chair, or in his/her absence, the Vice-Chair. Board members shall be advised of the calling of a news conference and the reason therefor prior to its taking place.

~~10.~~11. The Board spokesperson shall be careful to speak only on matters within the jurisdiction and mandate of the Board and to avoid speaking about matters that fall under the jurisdiction of the Chief of Police. The Board's role is to focus on communication related to governance, oversight, accountability, and community reassurance, while avoiding interference in operations.

~~11.~~12. If warranted by the significance and seriousness of the matter, and where practicable, the Board Chair may consult with the Board and/or Chief of Police before information is released to ensure public release is appropriate and justified, and to receive advice on the format and tone of the communication.

Operational Media Relations

1. It is the policy of the Waterloo Regional Police Service~~s~~ Board with respect to the release of operational information to the media, that falls under the purview of the Chief of Police, that the Chief of Police shall develop procedures that:

    a. identify members authorized to distribute information to the media; and

    b. outline the type of information that may lawfully be released to the media while not having a negative impact on investigations or future prosecution;

2. The Chief of Police/Service spokesperson shall be careful to speak only on matters within the jurisdiction and mandate of the Service and to avoid speaking about matters that fall under the jurisdiction of the Board.

3. If warranted by the significance and seriousness of the matter, and where practicable, the Chief of Police may consult with the Board Chair and/or Board before information is released to ensure public release is appropriate and justified, and to receive advice on the format and tone of the communication.

4. When operational matters under the jurisdiction of the Chief of Police are likely to spark significant public interest or debate, the Chief will inform, where practicable, Board members before a public statement is made.

2026 Police Service Board Workplan

TO:
The Chair and Members of the Waterloo Regional Police Service Board

FROM:
Chair's Office, Executive Assistant

DATE:
11/12/2025

Recommendation

That the Waterloo Regional Police Service Board approve the 2026 Board Work Plan, as outlined in Board Report 2025-394.

Report

The draft work plan is attached for the Board's review and consideration. The work plan includes all legislated reports, as well as operational, governance, human resources and strategic-related reports to the Board.

A Municipal election is scheduled in 2026, which will affect the timing of the WRPS budget presentations. Typically, the Board receives the upcoming year's draft Operating and Capital budgets in October. With the election taking place during that time period, the budget presentation schedule has been adjusted accordingly, beginning in November and concluding early in 2027.

In addition, the Board is asked to consider stakeholder engagement and educational opportunities. Below are excerpts from two Board policies that speak to identifying these opportunities during the development of the Board's annual work plan.

Excerpt – Board Member Onboarding and Education Policy (076):

> *Ongoing Board Training/Education will take place through inviting guest speakers to make presentations or deliver workshops on issues pertinent to board governance, board responsibilities or emerging trends in policing, with an emphasis placed on issues of a strategic nature. Educational opportunities will be considered during the development of the Board's annual work plan. Board members are also encouraged to identify educational opportunities at any point throughout the year.*

Excerpt – Board Communications and Stakeholder Engagement Policy (084):

> *The Board will periodically invite primary external partners concerned with crime prevention and/or public safety to meet informally with the Board to discuss present their concerns and priorities. A schedule of these*

presentations will be set annually as part of the Board's development of its annual work plan.

To inform itself and the public about the work and challenges of the Waterloo Regional Police Service, the Board will periodically schedule, in consultation with the Chief of Police, brief presentations to be heard at regular Board meetings from members of the Police Service in various units. A schedule of these presentations will be set annually as part of the Board's development of its annual work plan.

Strategic Business Plan

The above report aligns with the following Strategic Business Plan 2024-2027 objectives:

Our Commitment to Public Safety

☐ Reduce Violent Crime and Recidivism

☒ Deliver exceptional services that meet local community needs

☐ Base actions on evidence

Financial and/or Risk Implications

Nil.

Attachments

2026 Police Service Board Workplan

Prepared By

Meghan Martin, Executive Assistant

Approved By

Ian McLean, Board Chair

2026 Work Plan
Waterloo Regional Police Service Board

	January	February	March	April	May	June	July – no mtg	August	September	October	November	December
Governance	Chair/Vice election; 2026 conference opportunities	2026 CAPG membership fees; 2025 Board Member expenses	OAPSB Board nominations		CAPG notice of AGM and call for nominations				Board budget report (Jan.-June 2026)	2027 Board Meeting Schedule; 2027 Board Operating Budget	2027 Board Workplan	2027 OAPSB membership fees and Zone 5 fees
Human Resources		HR Dashboard Report	2025 Performance appraisal Chief, Deputies, EA; 2026 goals and objectives Chief, Deputies, EA;						Succession planning projections; Chief, Deputies, EA progress update: 2026 goals and objectives		Timelines: 2026 Performance appraisal Chief, Deputies, EA	
Strategic		Strategic Business Plan progress update						Strategic Business Plan progress update				
Legislated Reports		2025 Annual reports: Secondary employment statistics; EAP statistics; Public complaints; Suspect apprehension pursuits statistics;	Missing Persons Annual Report; Use of Force Q4	Use of force Q1		WRPS 2025 Annual Report		Use of Force Q2			Use of force Q3	2026 Evidence management audit
Operational Reports	Summary of purchasing awards Q4; Liability claims against PSB; Police-Reported Homicide 2025; CSWB feature	2025 letters of apprec. statistics; 2025 collisions involving service vehicles; Neighbourhood policing Q4; Intelligence notes Q4; Communication Centre infographics Q4; IMPACT Q4; Frontline Call Reduction Strategies Q4; Chief's Procedures Q4; 2025 Search of Persons; Regulated Interactions; Road Safety Plan 2026; CSWB feature	2025 UW Special Constables annual report; Criminal investigation fund audit; Innovation & Modernization Report; Transfer of 2025 variance to WRPS reserve fund and final variance report; Police Resources in Canada 2025; CSWB feature	Summary of purchasing awards Q1; Frontline call reduction strategies Q1; Police Reported Hate Crimes in Canada; Annual Secondment Report; Public Demonstrations & Public Order Report; CSWB feature	Chief's procedures Q1; Intelligence notes Q1; Neighbourhood policing Q1; Communication Centre infographics Q1; Reserve and Reserve Funds Update; Variance Update Q1; IMPACT Q1; External Sexual Assault Investigation Reviews 2025; 2027 budget timelines; CSWB feature	CSWB feature		Summary of purchasing awards Q2; Letters of apprec. statistics (Jan.-June 2026); Variance Update Q2; Intelligence Notes Q2; Chief's procedures Q2; Neighbourhood policing Q2; Communication Centre infographics Q2; Frontline call reduction strategies Q2; IMPACT Q2; CSWB feature	Pre-budget approval for 2027 fleet purchases; Police -Reported Crime 2025; CSWB feature	Summary of purchasing awards Q3; Public Demonstrations & Public Order Report; CSWB feature	Chief's procedures Q3; Intelligence notes Q3; Neighbourhood policing Q3; Communication Centre infographics Q3; IMPACT Q3; 2027 Budget deliberations; Variance Update Q3; Frontline Call Reduction Strategies Q3; Vulnerable Persons Registry; CSWB feature	25/26 WLU Special Constables report; Race and Identity Based Data Annual Report; 2027 Budget deliberations; CSWB feature
Items Arising												
Stakeholder Engagement					Conestoga College student scholarship				Public Input Sessions (2) re: 2027 budget			
Other board activities				Board Education						Board Education		

Administrative Review of Special Investigations Unit (SIU) 25-OSA-216

TO:
The Waterloo Regional Police Service Board

FROM:
Professional Development and Organizational Culture Division, Professional Standards Branch

DATE:
11/12/2025

Recommendation

For information only.

Summary

This report details the outcome of a Special Investigations Unit (SIU) investigation and the required investigation under section 81 of the *Community Safety and Policing Act*.

On May 16, 2023, members of the Waterloo Regional Police Service (WRPS) had an interaction with a female member of the public who was in crisis. The individual was apprehended under the *Mental Health Act*. Subsequently, she filed a complaint with the Law Enforcement Complaints Agency (LECA), alleging sexual assault during the encounter. As a result, the SIU initiated an investigation.

In a letter from Director Joseph Martino, it was determined there were no reasonable grounds in the evidence to proceed with criminal charges in this case.

Report

On May 16, 2023, WRPS officers were dispatched alongside Paramedic Services to a residence in the City of Waterloo following a report that a female member of the public was in crisis. Officer attended and developed reasonable grounds to apprehend the female. The female was transported by ambulance to Grand River Hospital. Upon arrival, she became abusive to paramedic staff and police officers and attempted to flee. The female was restrained to ensure her safety and care.

In May 2025, two years after the incident, the female filed a complaint with LECA, alleging that she was sexually assaulted by an officer during the interaction. As a result of the information contained in the complaint to LECA, the SIU were notified and invoked their mandate.

One officer was designated as a *Subject Official* and remained on active duty. A second officer was designated as a *Witness Official* and remained on active duty.

The SIU completed an investigation into the incident. In a letter from Director Joseph Martino, it was determined there were no reasonable grounds in the evidence to proceed with criminal charges in this case.

Section 81 of the *Community Safety and Policing Act* requires the Chief of Police to cause an investigation into any incident with respect to which the SIU has been notified. The purpose of this investigation is to determine the members conduct in relation to the incident, the policing provided by the members in relation to the incident and the procedures established by the Chief of Police as they relate to the incident. The Act requires the Chief of Police to report the findings on his or her investigation in accordance with Section 8 of Ontario Regulation 90/24 to the Police Services Board.

The Professional Standard Branch conducted a section 81 investigation. This included a review of the SIU Director's Report and investigation, WRPS *Mentally Ill, Developmentally Disabled, Emotionally Disturbed Persons*, *Use for Force, and Special Investigation Unit* procedures. The investigation determined that there are no recommendations for any changes to the Service's policies and/or procedures.

Strategic Business Plan

The above report aligns with the following Strategic Business Plan 2024-2027 objectives:

Our Commitment to Public Safety

☐ Reduce Violent Crime and Recidivism

☐ Deliver exceptional services that meet local community needs

☒ Base actions on evidence

Financial and/or Risk Implications

Nil

Attachments

Nil

Prepared By

Inspector Eddie Lewis, Professional Standards Branch

Approved By

Mark Crowell, Chief of Police

2025 Third Quarter Frontline Call Reduction Strategies

TO:
The Chair and Members of the Waterloo Regional Police Service Board

FROM:
Operational Support - Field Support Branch

DATE:
11/12/2025

Recommendation

For information only.

Summary

Alternative police service delivery models continue to enhance customer service for residents of the Region while providing frontline patrol officers with increased capacity to focus on essential policing services. For the third quarter (Q3) of 2025, call reduction and diversion initiatives resulted in a total of **6,806** incidents being managed through alternative service delivery initiatives.

Report

The number of incidents managed through an alternative service delivery approach in the third quarter (Q3) of 2025, saw a 2% decrease compared to Q3 2024.
Notable decreases this quarter include Online Reporting (-5.6%), LCBO Shoplifting Online Reporting (-21.9%), Theft Under $5,000 (-2%), Fraud and Identity Theft (-4.9%), Self-Reported Collisions (-4.4%).

In contrast, reporting of Lost and Found Property incidents increased (17.9%), Driving Complaints (42.9%), Property Damage (12.9%) and other call types (8.5%).

In Q3 of 2025, Frontline Support Unit (FSU) officers laid 174 criminal charges compared to 192 in Q3 of 2024, representing a 19% decrease.

Call Types	Q3 2025	Q3 2024	Percentage
*Online Reporting	1056	1118	-5.6 %
LCBO Shoplifting Online	271	347	-21.9 %
Theft Under $5000	832	849	-2.0 %
Driving Complaints	250	175	42.9 %
Lost/Found Property	198	168	17.9 %
Fraud and Identity Theft	408	429	-4.9 %
Property Damage	253	224	12.9 %
Other	661	609	8.5 %
Total Incidents Handled by FSU	**3929**	**3919**	0.3%
Self-reported Collisions	2877	3010	-4.4 %
Total Incidents Diverted via Alternative Call Handling Initiatives	**6806**	**6929**	-1.8 %
Criminal Code Charges	141	174	-19 %

Strategic Business Plan

The above report aligns with the following Strategic Business Plan 2024-2027 objectives:

Our Commitment to Public Safety

☐ Reduce Violent Crime and Recidivism

☒ Deliver exceptional services that meet local community needs

☐ Base actions on evidence

Our Connections

☐ Conduct improved and intentional outreach

☒ Communicate and engage

☐ Adopt a people-centered service delivery model

Our Members

☐ Focus on holistic wellness

☐ Create opportunities

☐ Manage change

☐ Foster a positive workplace

Our Resources

☐ Provide safe, accessible, and welcoming facilities

☒ Embrace modernization

☒ Be future-ready

Financial and/or Risk Implications

Nil

Attachments

Nil

Prepared By

Jason Mulholland, Inspector, Field Support Branch, Operational Support Division

Approved By

Mark Crowell, Chief of Police

Mental Health Alternative Response Report - Q3 2025

TO:
The Waterloo Regional Police Service Board

FROM:
Neighbourhood Policing

DATE:
12/11/2025

Recommendation

For information only.

Summary

The Waterloo Regional Police Service (WRPS) is committed to providing a high level of service delivery when dealing with individuals in crises and/or suffering from mental health, addiction and or social disorder.

Report

In May of 2018, the Canadian Mental Health Association (CMHA) Waterloo Wellington moved away from their Specialized Crisis Team (SCT) program and collaborated with the Waterloo Regional Police Service with their Integrated Mobile Police and Crisis Team (IMPACT).

The IMPACT staffing consists of a variety of addictions and mental health clinicians who respond to live calls with police officers.

IMPACT currently has eleven members whose shifts provide coverage from 8am to 12am.

The Community Mental Health (CMH) team, made up of IMPACT members, were seated in the WRPS' Communications Centre (CCD) and went live on November 7, 2022. On April 1, 2025, the program was paused as the grant funding ended.

In the Third Quarter of the 2025 calendar year, the CMH teams provided an alternative response to mental health related calls 277 times between July 1, 2025, and September 30, 2025.

This is down 9% from last quarter and down approximately 6% from the same timeframe last year.

The five most frequent call types IMPACT responded to were:

1. Mental Health
2. Compassionate to Locate (Check Well-Being)
3. Domestic Other (Child and Parent)

4. Attempt Suicide (Adult Female)
5. Attempt Suicide (Adult Male)

This accounted for 90% of all the calls they attended.

Region-wide, WRPS officers attend about 8 to 9 Mental Health calls per day and 5 to 6 Attempt Suicide calls per day.

Our CMH teams have been available 91% of the times. There were only 26 counts of resources not available.

The goal is to achieve a 20% diversion rate. The proportion of Mental Health calls attended by our mental health teams is 15%. The proportion of Attempt Suicide calls attended by our mental health units is 10%.

Across Q3 2025, 70 calls were referred to other mental health support agencies without a police response.

For 2025, we will continue to work closely with the Canadian Mental Health Association and other community partners on strategies to provide better service and response to our community's needs.

Strategic Business Plan

The above report aligns with the following Strategic Business Plan 2024-2027 objectives:

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☐ Be future-ready

Financial and/or Risk Implications

IMPACT – The Service provides office space, furniture, Wi-Fi connection and phone lines at all three urban detachments.

Funding from the Community Safety and Policing Grant provided for a three-year funding total of $938,821.15 (year one- $318,804.92, year two- $306,715.02, year three- $313,301.15). This funding allowed CMHA to hire three Full Time Employee Positions. This funding ended March 31, 2025.

Attachments

- Mental Health Alternative Response Statistics – Q3 2025

Prepared By

John W. Goodman Staff Superintendent Neighbourhood Policing and Investigations

Amanda Franceschini, Strategic Planner, Strategic Services Branch

Approved By

Mark Crowell, Chief of Police

Mental Health Alternative Response Statistics

Q3 2025

Amanda Franceschini, Strategic Services

Mental Health Alternative Response

Historically, two Canadian Mental Health (CMH) teams have provided alternative responses to mental health calls within WRPS: a field team based in each of the Divisions (IMPACT – Integrated Mobile Police and Crisis Team; since June 2018) and a phone team seated in the Communications Centre (CCD – Crisis Call Diversion; from November 2022 to end of March 2025). As this report is from July 2025 onwards, data is reflective of the sole active IMPACT.

Volume of Mental Health Alternative Response[i]

CMH provided an alternative response to mental health related calls 277 times between July 1st and September 30th, 2025. This is down approximately 9% since last quarter and down approximately 6% compared to the same time frame last year.

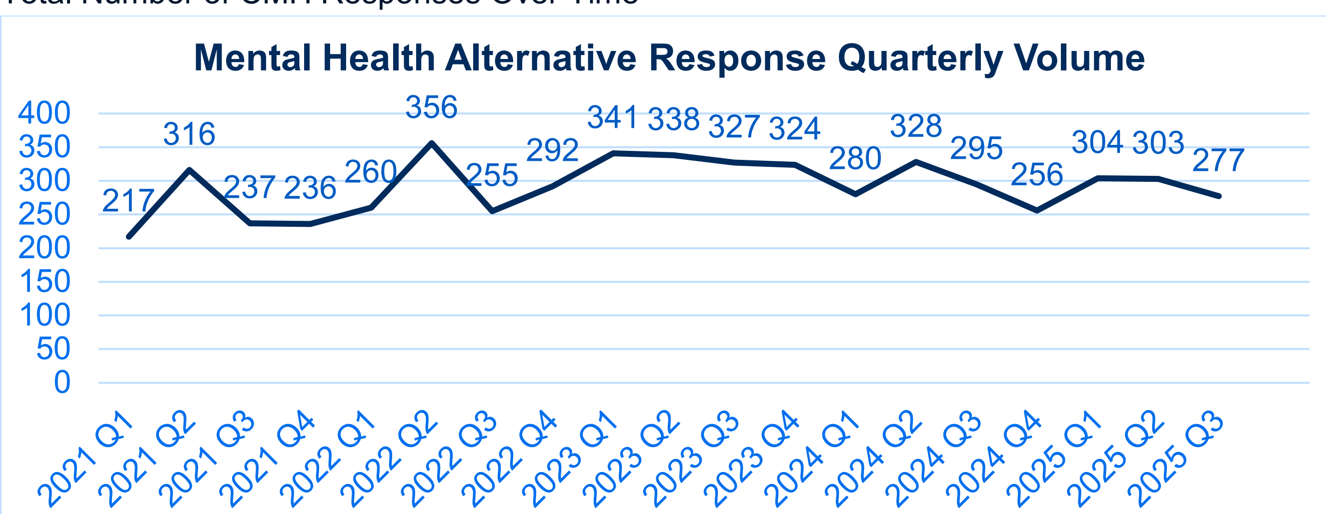
Total Number of CMH Alternative Responses – Q3 2025

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
Midnight to 3am	0	0	0	1	0	1	0	2
3 to 6 am	1	0	2	0	0	1	0	4
6 to 9 am	0	3	1	1	2	4	3	14
9am to Noon	5	6	12	13	11	6	5	58
Noon to 3pm	11	10	11	14	14	8	5	73
3 to 6pm	11	6	9	16	7	9	7	65
6 to 9pm	10	4	13	5	10	4	5	51
9pm to Midnight	1	1	2	0	2	2	2	10
Total	39	30	50	50	46	35	27	277

Each cell represents a 3-hour time block across the 3-month period. As shifts do not start before 0800, it is unclear if the early morning counts (N=9) are data quality errors or actual dispatches.

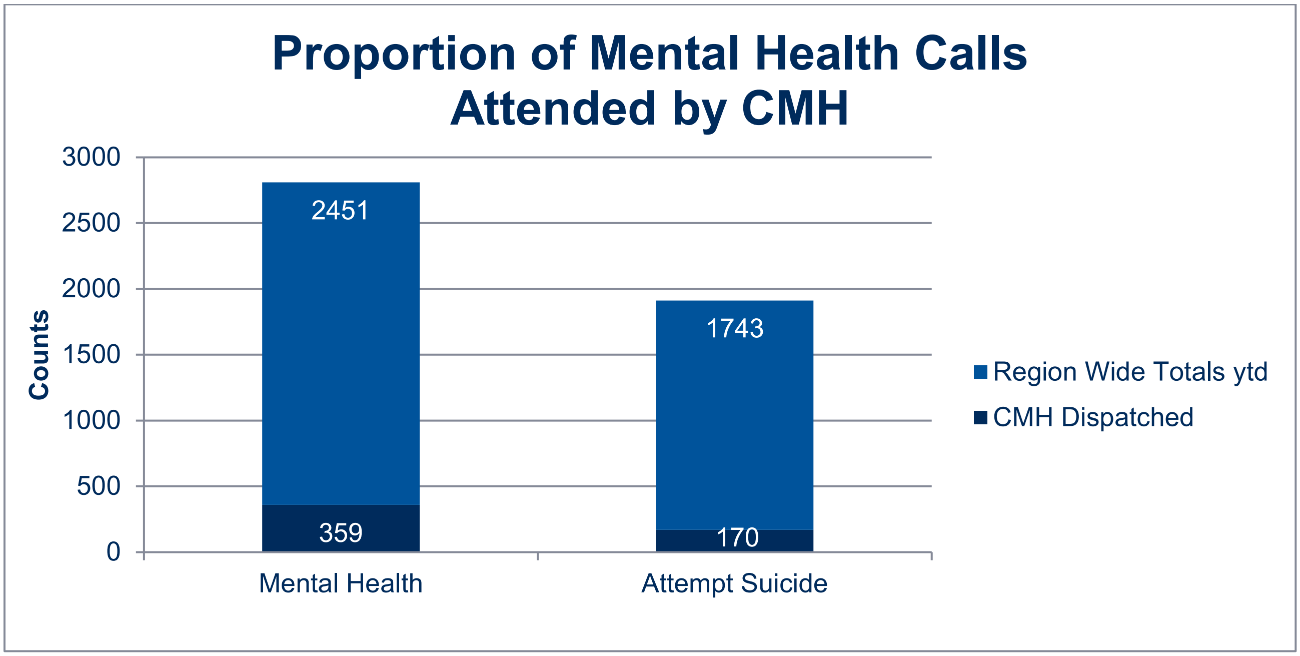
- Volume: approximately 1 dispatch in a 3-hour block in the busiest block.
- Day: about 2-4 dispatches a day; weekdays more activity.
- Time: demand peaks between 9am to 9pm, which has been consistent over time.

Total Number of CMH Responses Over Time



Proportion of Mental Health Alternative Response[ii]

Focusing on the two historically most frequent mental health related call types, see below for a summary of the proportion of those calls receiving an alternative response compared to a policing response.

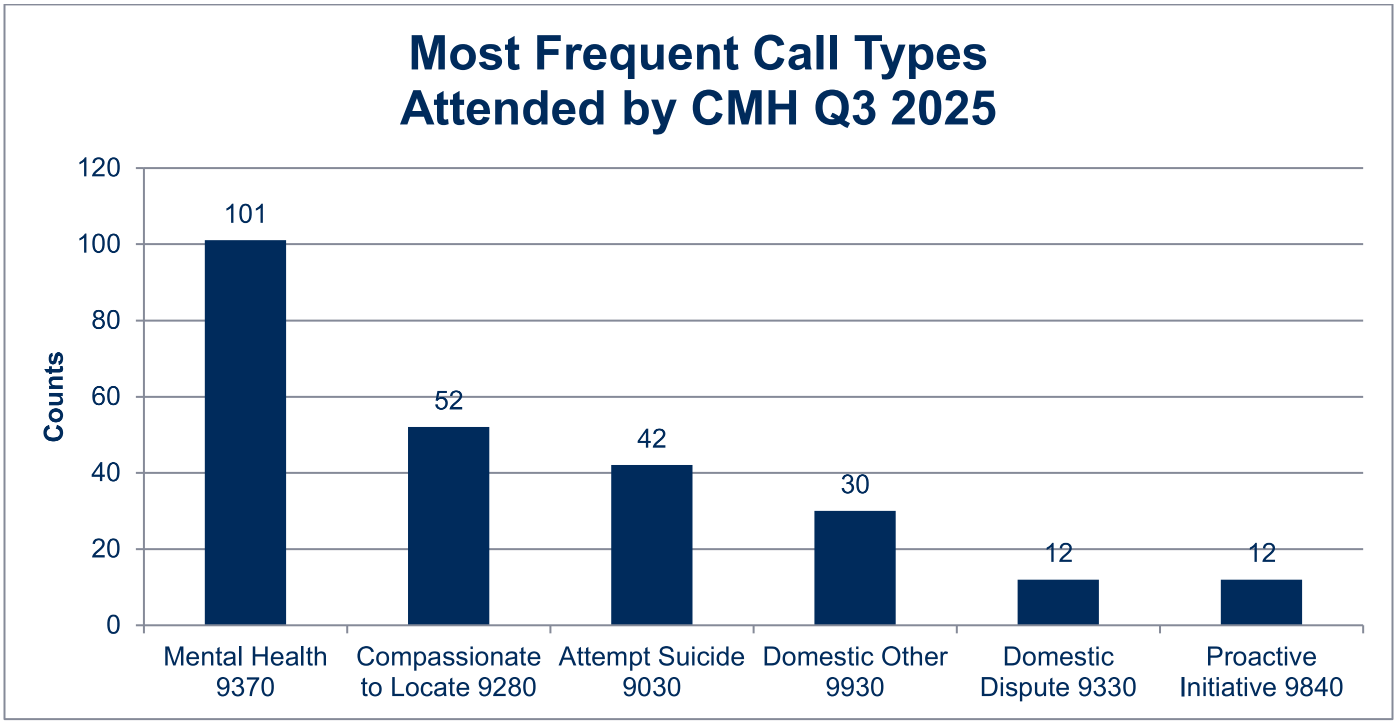


Region-wide, the volume translates into WRPS receiving 8-9 Mental Health calls per day and approximately 6-7 Attempt Suicide calls per day.

The starting goal is to achieve a 20% diversion rate, providing a 1 in 5 alternative response for calls with a mental health component.

- Proportion of Mental Health calls attended by the mental health units = 15%
- Proportion of Attempt Suicide calls attended by the mental health units = 10%

Most Frequent CMH Call Types[i]



While any call could have a mental health component, six call types made up most of the volume directed to CMH (90% of all calls), primarily Mental Health calls. Notably, Compassionate to Locate calls surpassed Attempt Suicide calls this quarter. Fifteen other call types (a smaller range than last quarter) with a cumulative 428 counts made up the remaining 10% of total volume.

Most Frequent Subtypes

Broken down even further, the top subtypes CMH have been responding to are:

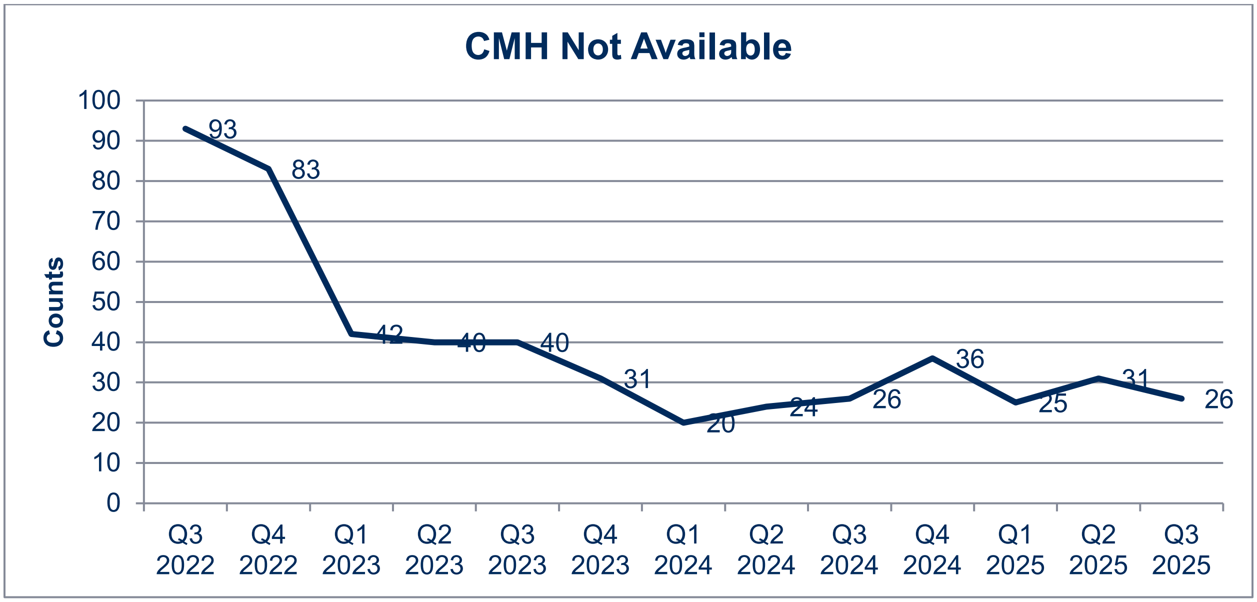
Call Type Description	Subtype Description	Total
Mental Health	Subject Located – Insufficient Grounds for Apprehension	58
Compassionate to Locate	Check Well-Being	50
Domestic Other	Child – Parent – No Reasonable Grounds	22
Attempt Suicide	Adult – Female Subject	19
Attempt Suicide	Adult – Male Subject	16

The IMPACT teams secure additional support(s) for individuals by referring them to other agencies as needed. Across Q3 2025, 70 calls were recorded by the mental health unit with the call characteristic “referral to agency”.

Not Available[iii]

WRPS members, either dispatching or being dispatched to mental health calls, are able to indicate when CMH teams were wanted but not available by selecting the call characteristic “Resources – IMPACT Not Available” from a dropdown menu.

Not Available Counts by Quarter



Over the last 3 months, the call characteristic “IMPACT Not Available” was only applied 26 times. Thus, CMH teams were available approximately 91% of the time.

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[i] WRPS Call Analytics dashboard by Unit Name “Mental Health” by date range July 1 to September 30, 2025

[ii] WRPS Call Analytics dashboard by Final Call Type by date range by Unit Name (all, “Mental Health”) January 1 to September 30, 2025

[iii] WRPS Call Analytics dashboard by Call Characteristic “Resources – IMPACT Not Available” by date range July 1 to September 30, 2025

WRPS Communications Centre Q3 2025

TO:
The Waterloo Regional Police Service Board

FROM:
Operational Support Communications

DATE:
10/15/2025

Recommendation

For information only.

Summary

The Waterloo Regional Police Service Communications Centre is a Primary Public Safety Answering Point (PSAP) which means all Region of Waterloo 9-1-1 calls are answered in this Centre including calls for Fire, Paramedic Services, and the Ontario Provincial Police Cambridge Highway Safety Division. The 9-1-1 calls requesting our partner agencies are immediately transferred to the appropriate communications centre to ensure a quick and efficient response from all emergency services.

National Emergency Number Association (NENA) standards state that 90% of all 9-1-1 calls must be answered within 15 seconds, and 95% within 20 seconds.

The Waterloo Regional Police Service Communications Centre is dedicated to community safety through cooperation with other emergency services and through the commitment to improve 9-1-1 call answer times.

On September 4, 2025, the Waterloo Regional Police Service successfully implemented the NG9-1-1 phone system through the vendor Solacom. This transition allowed Communications to utilize technology to create efficiencies in emergency call handling and the changes have improved 9-1-1 call answering times. Please note that Solacom is in the process of developing analytical software and some infographics and data after the date of September 4, 2025 may be incomplete.

Report

There was a 4.0% increase in call volume for Q3 2025 (93148) as compared to Q2 2025 (89573). This was a decrease from Q3 2024 (103381) of 9.9%. The Q3 call volume includes NG9-1-1 statistics.

The NENA (National Emergency Number Association) standard is that 90% of all 9-1-1 calls must be answered within 15 seconds, and 95% within 20 seconds. For Q3 prior to September 4, 2025, the Communications Centre had an average answer time of 10.5

seconds and was able to meet these thresholds on 87% of all 9-1-1 calls received during that time period.

NG9-1-1 was implemented on September 4, 2025 for the Waterloo Regional Police Services Communications Centre. From September 4 to September 30, 2025, the Communications Centre had an average 9-1-1 call answering time of 0.2 seconds.

Approximately 99.4% of 9-1-1 calls were answered within 15 seconds and 99.7% were answered within 20 seconds, exceeding NENA Standards.

It is anticipated that an analytics report and infographic will be available for 2025 Q4, which will include more detailed information on emergency call information however, this is still in development.

Strategic Business Plan

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☐ Be future-ready

Financial and/or Risk Implications

Nil

Attachments

- Q3 2025 – Companion Document (Infographic)
- Appendix A – Emergency 911 Service Level July 2025
- Appendix B – Emergency 911 Service Level August 2025

Prepared By

Sarah Gardner, Staff Sergeant, Communications Unit, Field Support Branch, Operational Support Division

Approved By

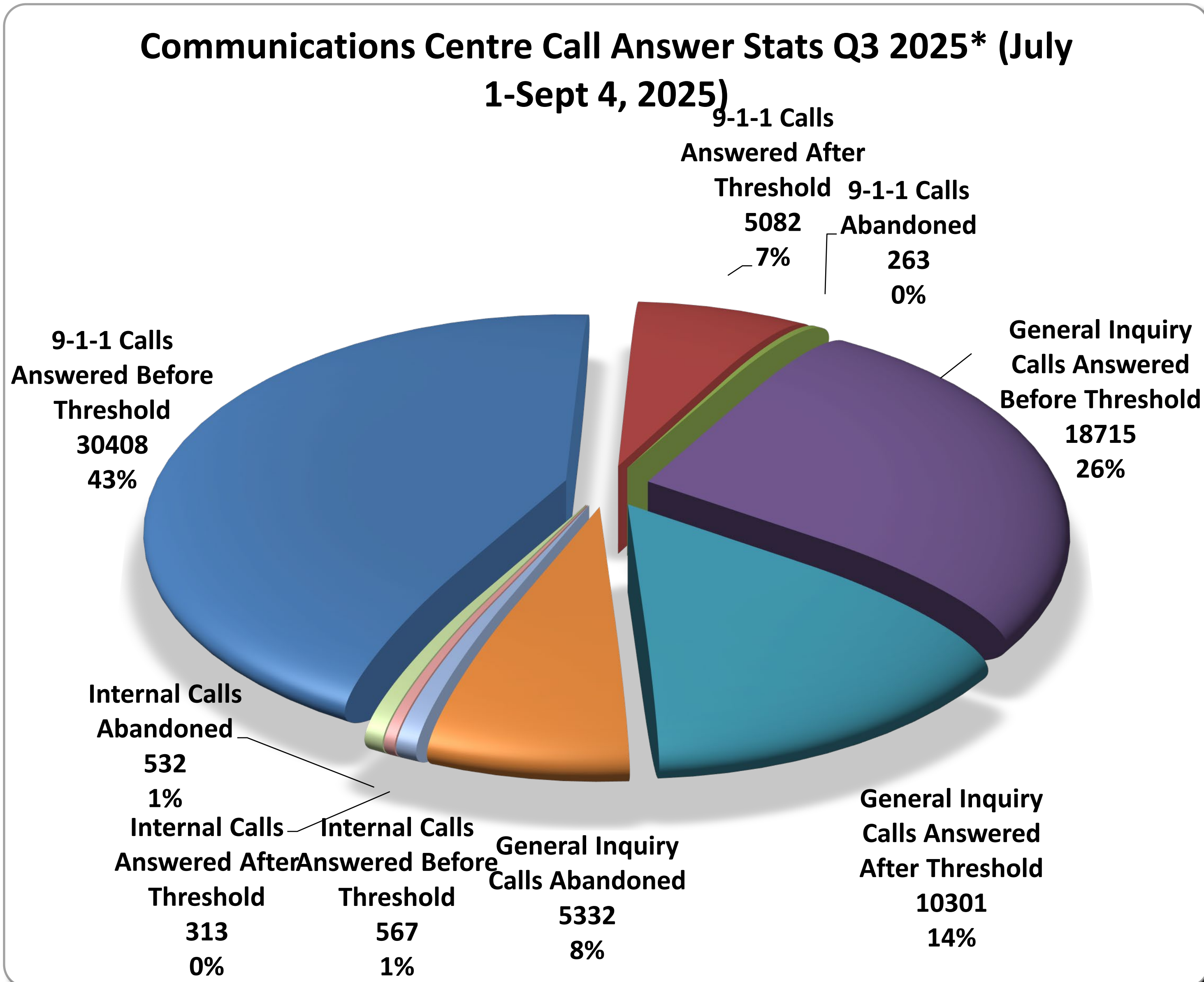
Mark Crowell, Chief of Police

W.R.P.S. COMMUNICATIONS CENTRE – Q3 2025 Data
(Primary Public Safety Answering Point - all 9-1-1 calls ring into this centre)

CALL TYPES

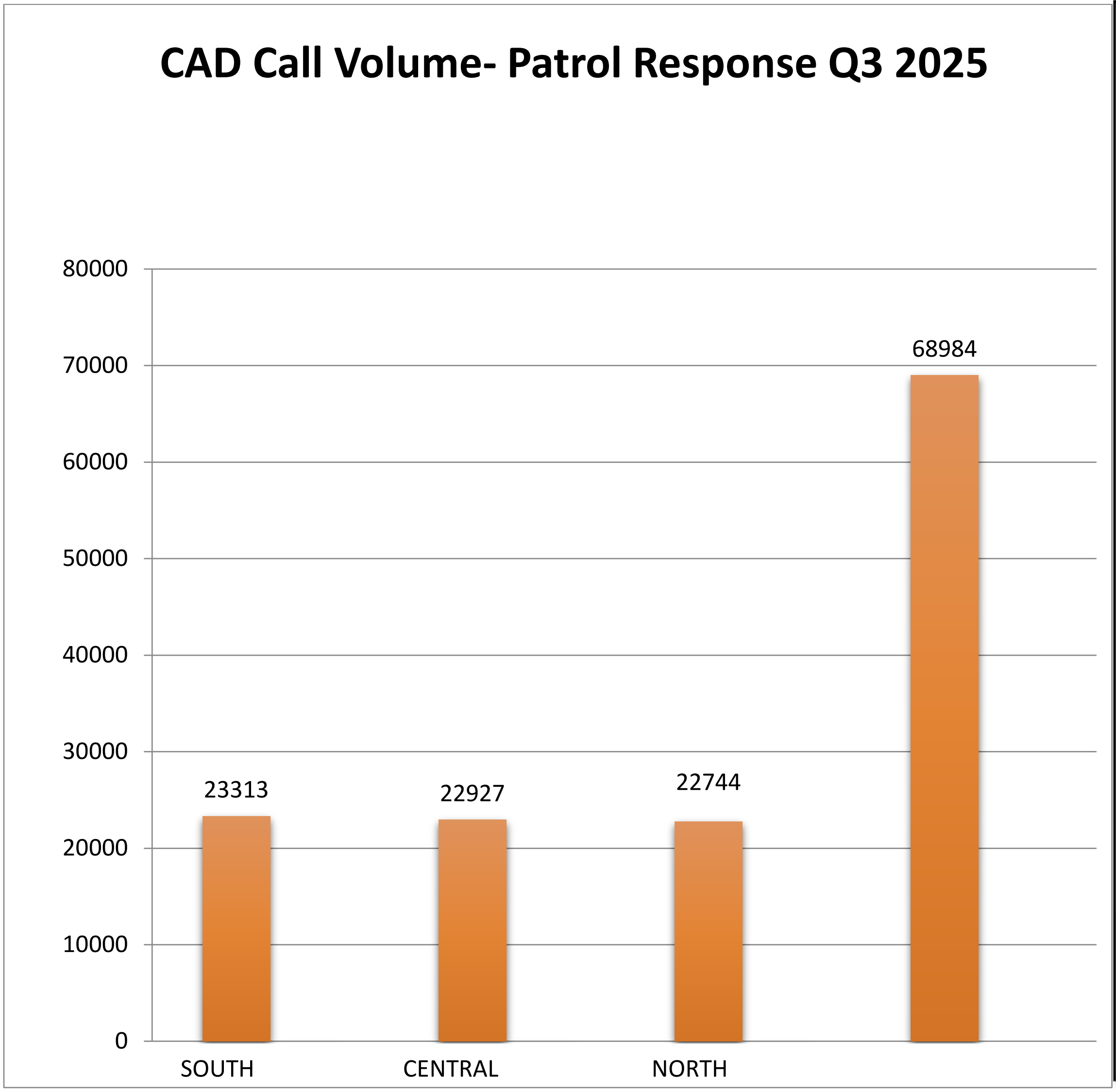
9-1-1	The public has dialed 9-1-1 or switchboard transfers a call deemed to be an emergency
General Inquiry	The public has dialed a 10-digit number and has been routed through the auto attendant or transferred through switchboard.
Internal	A WRPS member has dialed a 4-digit extension to reach Communications.

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



Communications Centre Dispatch Workload

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



Divisional Areas of Coverage

South
Cambridge
North
Dumfries Twp.

Central
Central
Kitchener

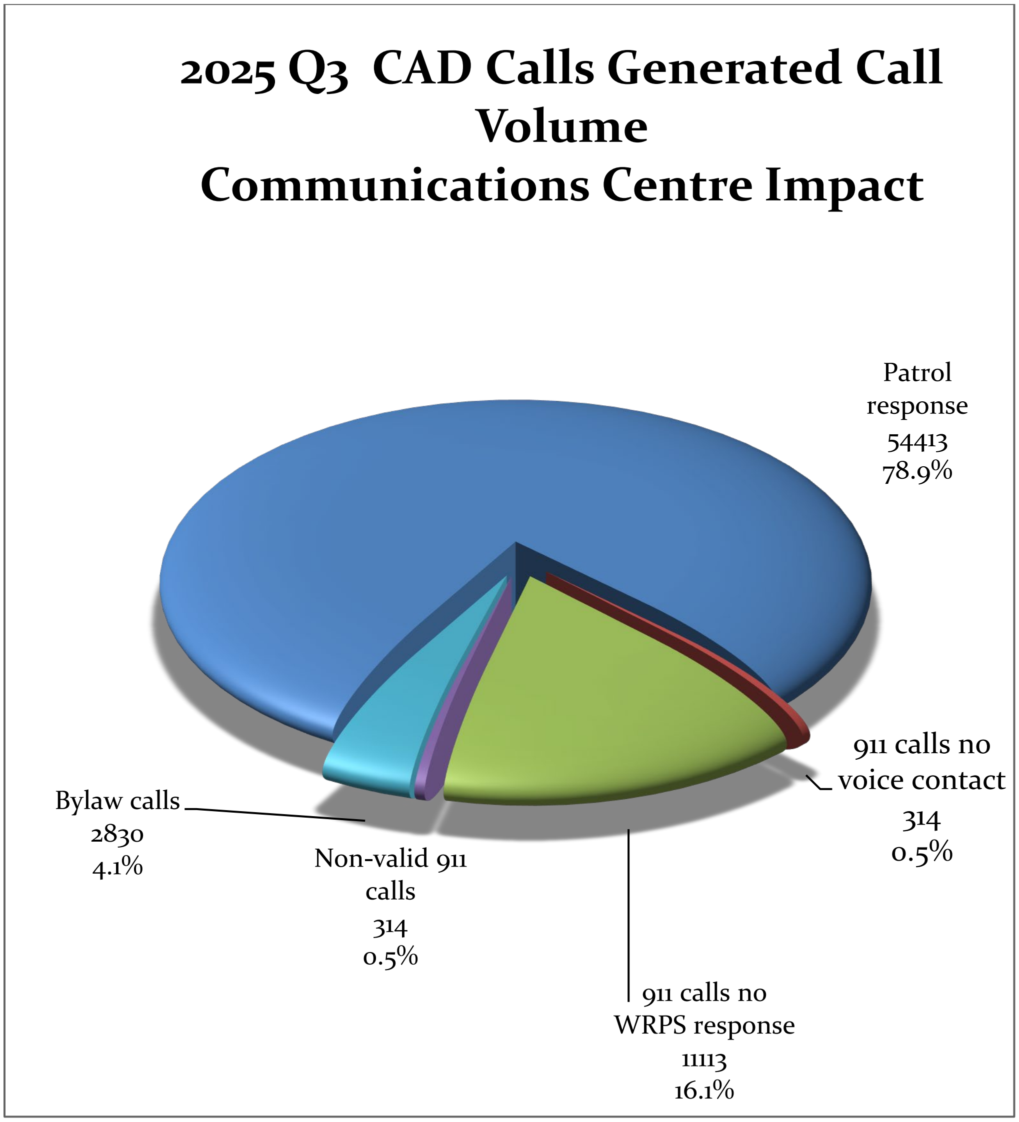
North
North
Kitchener
Waterloo
Wilmot Twp.
Wellesley Twp.
Woolwich
Twp.

CAD Calls – Communicator Workload

Q3 2025 Q3 2024

72421* 76983

***Indicates Events, including those requiring call creation and communicator intervention, but not a mobile response from officers (FSU, IDENT)**



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

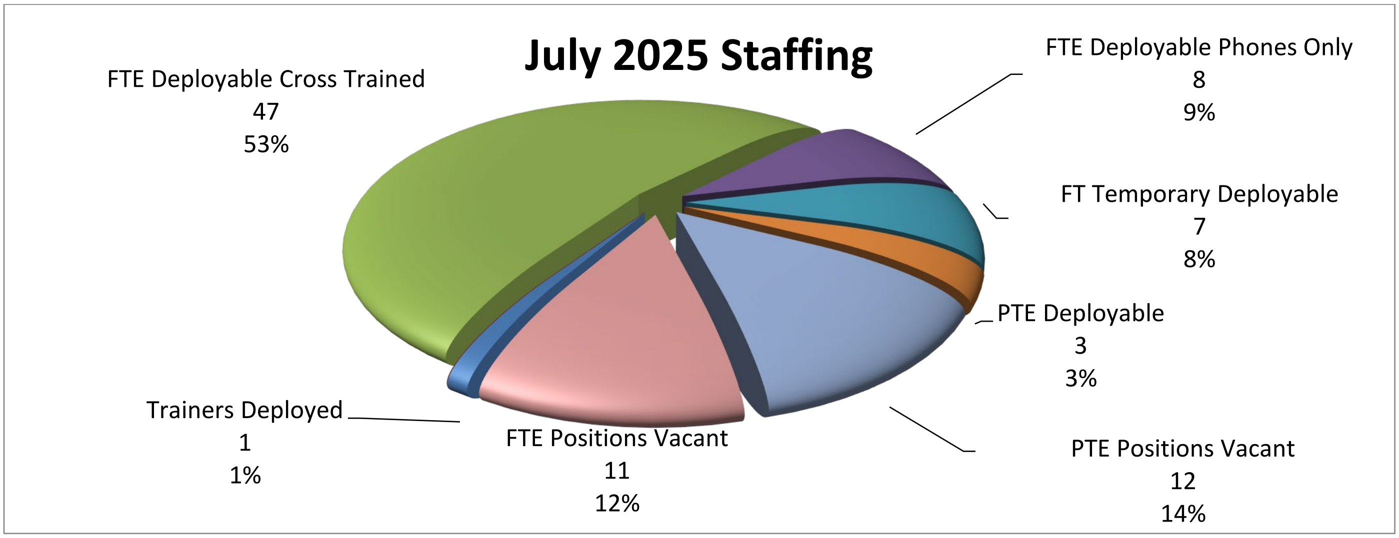
Non-Valid 9-1-1 Calls Police required - Mainly cell phone dials that are accidental in nature, i.e. pocket dial

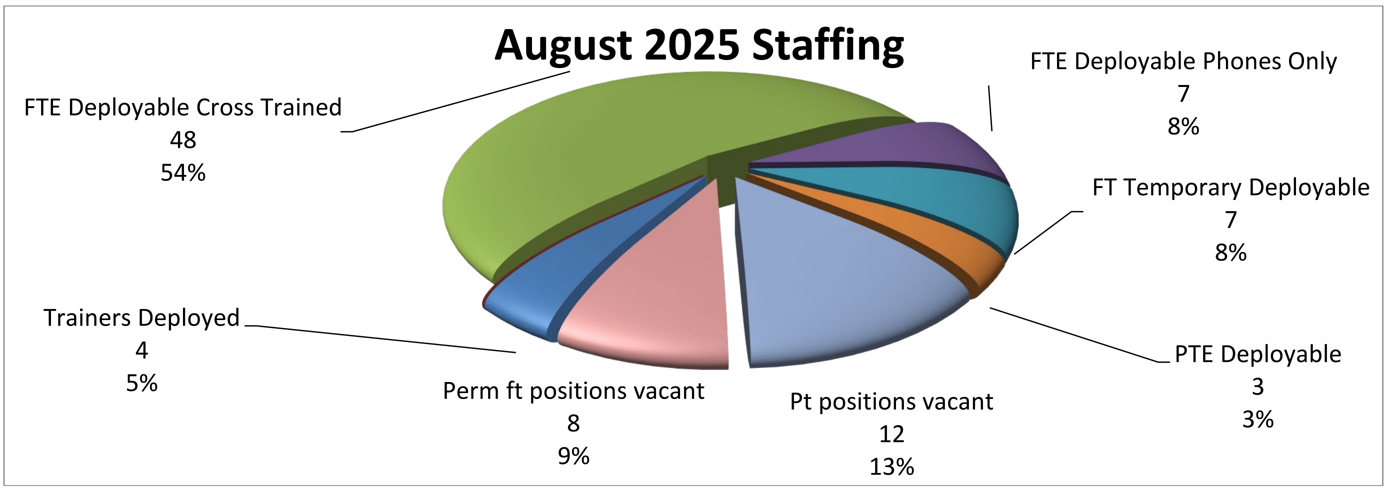
Bylaw Calls - Citizen generated bylaw complaints on police lines, Bylaw officers dispatched by Police Communicators.

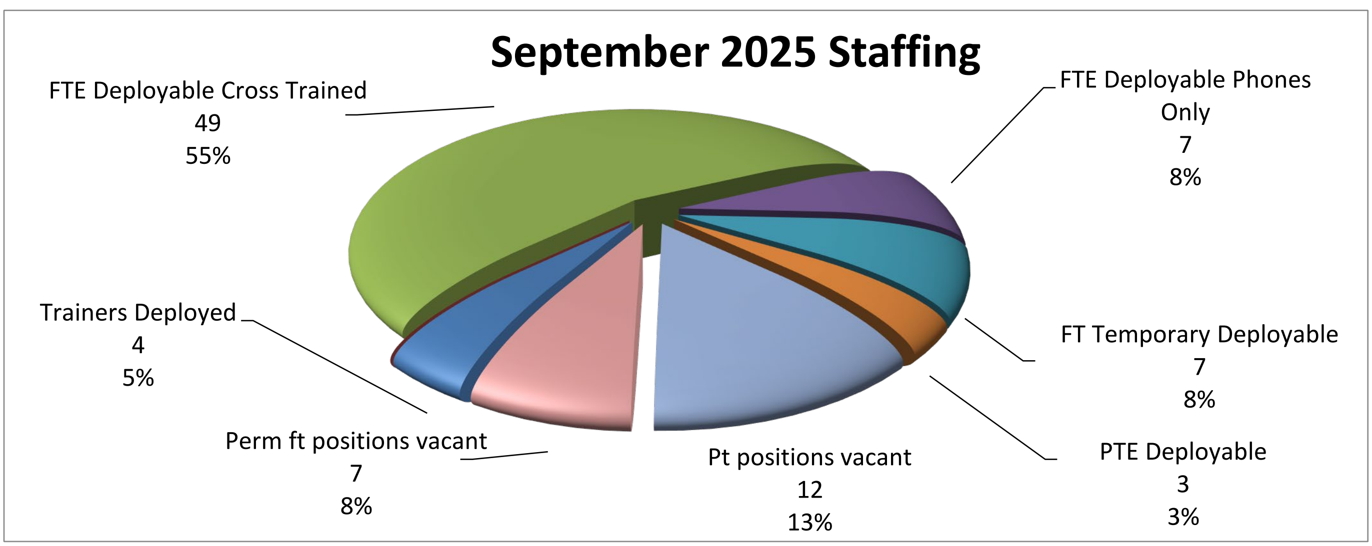
911 Calls No WRPS Response - Legitimate emergency calls that another service will attend, i.e. Waterloo Regional Paramedic Services, Cambridge Fire Department, Kitchener Fire Department, Ontario Provincial Police.

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

Staffing for Q3 2025







Waterloo Regional Police Service

Operational Support Communications

Emergency 911 Service Level

MultiDay

Date: Jul 1 2025

Time (AM)	Calls Offered	Service Level
12:00 - 12:30	272	86.4%
12:30 - 1:00	276	87.3%
1:00 - 1:30	208	89.9%
1:30 - 2:00	222	93.7%
2:00 - 2:30	194	94.3%
2:30 - 3:00	188	95.7%
3:00 - 3:30	172	97.1%
3:30 - 4:00	128	98.4%
4:00 - 4:30	133	95.5%
4:30 - 5:00	122	100.0%
5:00 - 5:30	144	96.5%
5:30 - 6:00	149	99.3%
6:00 - 6:30	152	98.0%
6:30 - 7:00	202	93.6%
7:00 - 7:30	183	100.0%
7:30 - 8:00	229	98.7%
8:00 - 8:30	279	98.2%
8:30 - 9:00	288	97.2%
9:00 - 9:30	334	90.7%
9:30 - 10:00	348	83.9%
10:00 - 10:30	406	88.9%
10:30 - 11:00	421	85.7%
11:00 - 11:30	486	83.1%
11:30 - 12:00	430	80.5%

Time (PM)	Calls Offered	Service Level
12:00 - 12:30	483	76.2%
12:30 - 1:00	483	75.4%
1:00 - 1:30	465	73.1%
1:30 - 2:00	465	78.5%
2:00 - 2:30	481	77.3%
2:30 - 3:00	463	74.9%
3:00 - 3:30	503	84.7%
3:30 - 4:00	506	75.9%
4:00 - 4:30	523	80.1%
4:30 - 5:00	494	82.6%
5:00 - 5:30	550	79.3%
5:30 - 6:00	523	88.5%
6:00 - 6:30	499	88.4%
6:30 - 7:00	504	83.9%
7:00 - 7:30	499	88.2%
7:30 - 8:00	415	85.1%
8:00 - 8:30	472	94.7%
8:30 - 9:00	426	93.0%
9:00 - 9:30	446	86.3%
9:30 - 10:00	440	83.4%
10:00 - 10:30	485	81.4%
10:30 - 11:00	429	78.1%
11:00 - 11:30	382	86.9%
11:30 - 12:00	300	89.7%

Legend

Above Average (>= 90%)

Average (>= 75% and < 90%)

Below Average (< 75%)

Waterloo Regional Police Service

Operational Support Communications

Emergency 911 Service Level

MultiDay

Date: Aug 1 2025

Time (AM)	Calls Offered	Service Level
12:00 - 12:30	284	83.8%
12:30 - 1:00	255	85.9%
1:00 - 1:30	215	92.1%
1:30 - 2:00	211	90.5%
2:00 - 2:30	175	94.9%
2:30 - 3:00	183	90.2%
3:00 - 3:30	155	95.5%
3:30 - 4:00	154	93.5%
4:00 - 4:30	138	97.8%
4:30 - 5:00	134	94.0%
5:00 - 5:30	127	97.6%
5:30 - 6:00	125	96.8%
6:00 - 6:30	165	97.6%
6:30 - 7:00	175	90.3%
7:00 - 7:30	181	100.0%
7:30 - 8:00	237	97.0%
8:00 - 8:30	268	98.1%
8:30 - 9:00	296	92.6%
9:00 - 9:30	282	84.4%
9:30 - 10:00	326	86.2%
10:00 - 10:30	417	79.4%
10:30 - 11:00	382	84.3%
11:00 - 11:30	424	71.5%
11:30 - 12:00	440	76.4%

Time (PM)	Calls Offered	Service Level
12:00 - 12:30	465	73.3%
12:30 - 1:00	455	78.0%
1:00 - 1:30	525	73.1%
1:30 - 2:00	436	75.2%
2:00 - 2:30	442	78.5%
2:30 - 3:00	496	74.6%
3:00 - 3:30	461	76.4%
3:30 - 4:00	549	76.9%
4:00 - 4:30	461	81.6%
4:30 - 5:00	487	83.2%
5:00 - 5:30	507	84.2%
5:30 - 6:00	479	83.5%
6:00 - 6:30	434	93.5%
6:30 - 7:00	447	82.3%
7:00 - 7:30	476	88.9%
7:30 - 8:00	483	86.1%
8:00 - 8:30	451	88.2%
8:30 - 9:00	494	87.7%
9:00 - 9:30	480	76.7%
9:30 - 10:00	449	84.4%
10:00 - 10:30	424	87.5%
10:30 - 11:00	385	90.4%
11:00 - 11:30	348	87.4%
11:30 - 12:00	320	84.7%

Legend

Above Average (>= 90%)

Average (>= 75% and < 90%)

Below Average (< 75%)

Neighbourhood Policing 2025 Q3 and Semi-Monthly Statistical Reports Notes

TO:
The Waterloo Regional Police Service Board

FROM:
Strategic Services

DATE:
12/11/2025

Recommendation

For information only.

Summary

To monitor the changing demands and deployment in Neighbourhood Policing, a report is prepared every quarter that highlights Citizen Generated Calls for service (totals, frequent call types) along with the percentage of calls dispatched as Priority One and calls dispatched with more than one unit. Rates of Citizen Generated Calls per day, travel times (measured from when an officer is first dispatched to when they arrive on scene), and emergency response times (measured from the time the call is created in the dispatch system to when the first officer arrives on scene) are broken out by division. High-level results of demand and deployment for the third quarter (Q3) of 2025 are presented, along with the previous two years for comparison.

For additional insight into changing trends in Neighbourhood Policing, Investigations, and Road Safety initiatives, the semi-monthly statistical reports are presented for the period of September 16-30, 2025. These reports include 2025 year-to-date totals and averages over the past five years for comparison. Most statistics are based on the volume of different occurrence types. It is important to note that these statistics are gathered from a number of different sources, occurrence totals are not the same as dispatched Citizen Generated Calls, some numbers are generated to track workload, and the numbers do not reflect Uniform Crime Reporting (UCR) coded criminal violations at this point in time.

Report

2025 Q3 Neighbourhood Policing Report

Citizen Generated Calls for service are initiated by the public whereby a member of the community calls in and Waterloo Regional Police Service (WRPS) dispatches an officer(s) to respond. Measuring these types of calls is one way to tell how often the public is asking for police to help.

It should be noted that on November 1, 2024, the WRPS Communications Centre changed the way they processed dropped, abandoned, and non-responsive 9-1-1 calls from mobile phones. Prior to this change, communicators would repeatedly attempt callbacks to the number along with using TextBlue software to send a text message to the phone number. If there was no response, a 9284 (Compassionate to Locate – 9-1-1

Drop/No Voice Contact) CAD call would be created to dispatch police officers to check the general area. This practice was shown to create inefficiencies for both Public Safety Answering Point (PSAP) and Neighbourhood Policing operations.

After November 1, 2024, 9-1-1 calls that are dropped, abandoned, or non-responsive are coded as a 9960 (Administrative Notice – 9-1-1 Call) in CAD and one callback attempt is made. The 9960 call type leverages the Automated Customer Communications (ACC) software to automatically send out a text message to the caller's phone prompting the owner of the phone to call back on 9-1-1 if there is an emergency. These changes surpass the National Emergency Number Association (NENA) standards which require a minimum of one callback. Non-responsive calls in which the communicator hears something concerning are continuing to be dispatched for a police response as a 9284 CAD occurrence.

As WRPS call taker stations receive 9-1-1, non-emergency, and internal calls, the above change in process has improved 9-1-1 call answer times, which in turn has improved how quickly police, fire, and ambulance services are dispatched to assist the community. The process change in Communications has impacted Neighbourhood Policing by no longer sending officers to check an area for a cell phone that misdialed (or 'pocket dialed') 9-1-1. This process change has reduced the total number of Citizen Generated Compassionate to Locate occurrences and Citizen Generated Calls (which by definition include calls where an officer was dispatched).

There were 26,531 Citizen Generated Calls for service in Q3 of 2025, representing a decrease of 17.1% from Q3 2024. This decrease can be partially attributed to the change in practice for handling Compassionate to Locate calls for service outlined above. If Compassionate to Locate occurrences are completely excluded, the number of Citizen Generated Calls for service decreased by 8% in Q3 of 2025 compared to Q3 of 2024.

The 1,709 Citizen Generated Calls dispatched as Priority One (which require immediate response) were down 13.4% from the third quarter of 2024 when there were 1,973 Priority One calls. Compared to Q3 of 2024, the number of calls for service with more than one unit responding decreased by 9.3% to 11,771.

The Neighbourhood Policing Quarterly Report also includes a list of the most frequent Citizen Generated Call types. Despite changes in process, Compassionate to Locate calls continue to be the most frequent call type, although they decreased by 55.9% compared to Q3 2024 (Refer to Attachment 1 - Neighbourhood Policing Quarterly Report 2025 Q3).

Compared to Q3 of 2024, daily Citizen Generated Call rates decreased in all areas by 10% or more. The greatest decrease was seen in North Division (-16.7%), which had 16.5 less calls per day on average (Table 1). The Q3 year-over-year differences in travel times for South Division and the rural zones were 36 seconds (+6.3%) and 6 seconds (-0.7%), respectively. Central Division had the greatest increase (+10.8% or 60 seconds) in the average unit travel time of all units dispatched to all priority Citizen Generated Calls. North Division saw no changes compared to Q3 of 2024 (Table 2).

Table 1: Citizen Generated Calls for Service Average Rate per Day for Q3, 2023-2025

Division	Q3 2025	Q3 2024	Q3 2023
North Division	82.2	98.7	96.4
Central Division	104.9	125.3	120.8
South Division	76.3	89.2	85
Rural Zones	17.2	20.1	18.2

Table 2: Unit Travel Time (minutes) - Average of All Units Dispatched to All Priority Citizen Generated Calls for Q3, 2023-2025

Division	Q3 2025	Q3 2024	Q3 2023
North Division	9.7	9.7	8.9
Central Division	10.3	9.3	8.7
South Division	10.1	9.5	8.6
Rural Zones	13.8	13.9	14

Emergency response times are measured as the time it takes for the first officer to arrive on scene at a Priority One call after that call was created in the dispatch system. Priority One response times in North and South Divisions improved compared to Q3 of 2024: North Division response times decreased by 3.6% to 10.6 minutes; and South Division decreased by 5.5% to 10.4 minutes. Central Division and rural zones both increased in emergency response times: Central Division increased by 2.9% to 10.6 minutes; and the rural zones increased by 5.7% to 14.8 minutes (Table 3).

Table 3: Emergency Response Time (minutes) - Average of First Unit Arriving at Priority One for Q3, 2023-2025

Division	Q3 2025	Q3 2024	Q3 2023
North Division	10.6	11.0	10.5
Central Division	10.6	10.3	10.1
South Division	10.4	11.0	9.9
Rural Zones	14.8	14.0	14.2

Semi-Monthly Statistical Reports

The Region-Wide Neighbourhood Policing Statistical Report publishes selected property, violent, mental health, public disorder, and proactive occurrence totals. The year-to-date totals up to the end of the third quarter are referenced in this section and compared to their five-year averages.

For property occurrences; Break and Enters were down by 472 (-26.6%), Theft from

Vehicles were down by 876 (-58%). Shoplifting occurrences were up by 1589 (+61.2%), and Thefts of Motor Vehicles were up by 76 (+12.0%).

For violent occurrences; Total Robberies decreased by 1 (-0.5%), driven by a decrease in Person-on-Person Robberies (down by 31, -28.4%), and Total Offensive Weapons were down by 100 (-18%). Total Assaults were up by 220 (+17.0%), Total Domestic Disputes were up by 225 (+4.8%), and Total Elder Abuse were up by 52 (+26.1%).

The majority of mental-health occurrences trended downwards; Suicides decreased by 8 (-22.2%) and Total Mentally Ill occurrences were down by 376 (-14.3%). The exception is Attempt Suicides which increased by 170 (+11.9%).

For proactive initiatives; Compliance Checks were up by 130 (+13.5%). Total Person Stops and Vehicle Stops were down by 3.9% and 16.2%, respectively. (Refer to Attachment 2 - Region-Wide Neighbourhood Policing Semi-Monthly Statistical Report September 16-30, 2025.)

The Investigative Command Statistical Report summarizes selected drug, fraud, special victims, major crime, and cybercrime occurrences as well as drug related charges. As compared to five-year averages, 117 fewer (-17.2%) *Controlled Drugs and Substances Act (CDSA)* charges were laid. General Fraud occurrences were up by 254 (+12.8%), mostly driven by growth in Internet Fraud (an increase of +34.3%). Total Counterfeit charges were up by 64 (+118.5%). Total Personal Frauds were down by 117 (-35.9%). The Special Victims Section shows Total Indecent Acts increased by 40 (+36.7%), whereas Total Human Trafficking decreased by 33 (-49.3%). The cybercrime section shows Child Sexual Abuse and Exploitation Material[1] occurrences decreased by 4 (-1.5%). (Refer to Attachment 3 - Investigative Services Semi-Monthly Statistical Report September 16-30, 2025.)

The Road Safety Statistical Report tracks Motor Vehicle Collisions (MVCs), impaired driving, driving complaints, strategic traffic enforcement program (STEP) hours, and other charges. Motor Vehicle Collisions with property damage and Hit and Run occurrences are up 31.6% and 12.3%, respectively. Driving complaints were up by 860 (+17.6%). Total Impaired Driving Charges were up by 79 (+12.7%) and there were Driving Complaints (+17.6%). (Refer to Attachment 4 - Road Safety Semi-Monthly Statistical Report September 16-30, 2025.)

Demand for police services will continue to evolve and be influenced by external factors. WRPS continues to be committed to the safety and wellbeing of the community we serve.

Strategic Business Plan

The above report aligns with the following Strategic Business Plan 2024-2027 objectives:

Our Connections

[1] Previously referred to as “Child Porn” in the *Canadian Criminal Code* (see Bill C-291).

☒ Communicate and engage

Financial and/or Risk Implications

Nil

Attachments

- Attachment 1 – Neighbourhood Policing Quarterly Report 2025 Q3
- Attachment 2 – Region-Wide Neighbourhood Policing Semi-Monthly Statistical Report September 16-30, 2025
- Attachment 3 – Investigative Services Semi-Monthly Statistical Report September 16-30, 2025
- Attachment 4 – Road Safety Semi-Monthly Statistical Report September 16-30, 2025

Prepared By

Kelsey Gilmour, Strategic Planner, Strategic Services
John Goodman, Deputy Chief of Community Policing

Approved By

Mark Crowell, Chief of Police

WRPS Quarterly Neighbourhood Policing Report - Region Wide

Time Range: Q3 July 1 to September 30

Citizen Generated Calls(CGC): Total Number

Division	Q3 2025			Q3 2024 No.	Q3 2023 No.
	% of CGC	No.	% Change from 2024		
North	29.6%	7,843	-17.8%	9,544	9,109
Central	36.9%	9,795	-17.4%	11,861	11,212
South	27.4%	7,260	-16.3%	8,671	8,004
Rural	6.2%	1,633	-16.0%	1,945	1,712
Region-Wide	100.0%	26,531	-17.1%	32,021	30,037

Citizen Generated Calls(CGC): Dispatched as Priority One

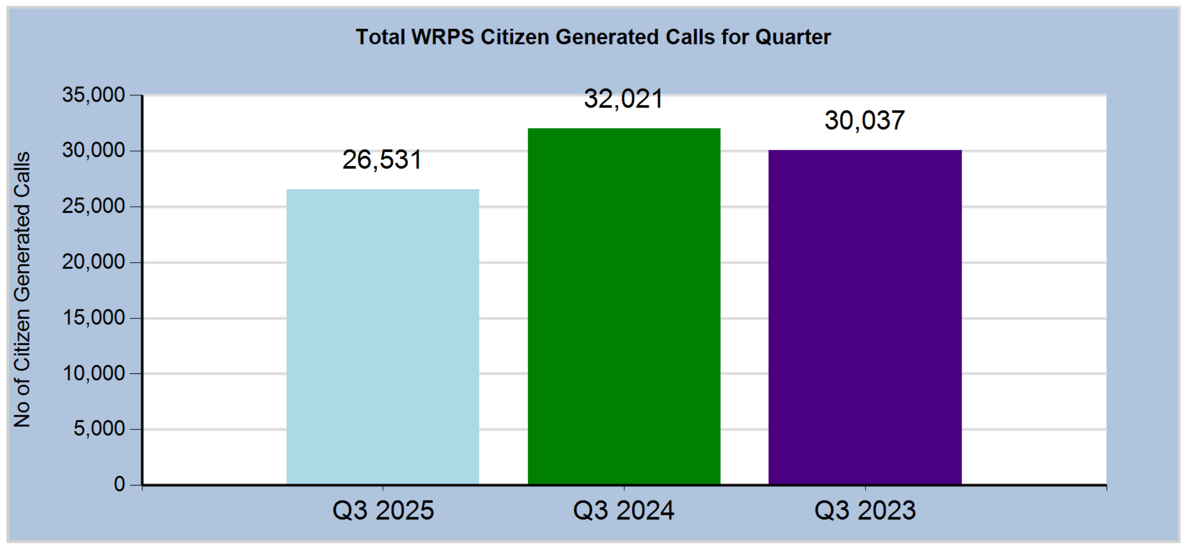
Division	Q3 2025			Q3 2024 No.	Q3 2023 No.
	% of Divisions Calls	No.	% Change from 2024		
North	6.1%	479	-12.1%	545	663
Central	6.4%	623	-9.4%	688	861
South	7.1%	516	-17.4%	625	694
Rural	5.6%	91	-20.9%	115	115
Region-Wide	6.4%	1,709	-13.4%	1,973	2,333

Citizen Generated Calls(CGC): With >1 Unit Dispatched

Division	Q3 2025			Q3 2024 No.	Q3 2023 No.
	% of Divisions Calls	Q3 2025 No.	% Change from 2024		
North	46.6%	3,655	-11.2%	4,115	3,937
Central	44.9%	4,400	-9.1%	4,838	4,889
South	42.2%	3,066	-8.6%	3,356	3,503
Rural	39.8%	650	-3.6%	674	646
Region-Wide	44.4%	11,771	-9.3%	12,983	12,975

Citizen Generated Calls(CGC): Most Frequent Types Region-Wide

Rank	Call Type	Q3 2025			Q3 2024 No.	Q3 2023 No.
		No.	% Change from 2024	Average Unit Service Time (min.)		
1	COMPASSIONATE TO LOCATE	2,694	-55.9%	47.0	6,115	7,353
2	BYLAW COMPLAINT	2,516	5.1%	35.0	2,394	2,281
3	THEFT UNDER $5000	1,548	6.1%	54.0	1,459	1,506
4	DOMESTIC DISPUTE	1,523	0.3%	124.0	1,518	1,436
5	DRIVING COMPLAINT	1,495	-0.9%	34.0	1,509	1,260
6	UNWANTED PERSON	1,392	-16.7%	42.0	1,672	1,531
7	DISPUTE	1,160	-4.3%	66.0	1,212	1,169
8	SUSPICIOUS PERSON	803	-5.5%	50.0	850	792
9	ALARM	782	18.8%	24.0	658	654
10	DOMESTIC OTHER	780	-0.1%	95.0	781	723



Region Wide Neighborhood Policing Statistical Report

047

Date: September 16 - September 30, 2025

	Neighborhood Policing	Sep 16-30 2025	Sep 16-30 Avg. 2020 -2024	Sep 2025 to Date	Sep 2024 to Date	2025 YTD	YTD Avg 2020-2024
Property Occurrences	**Number of Occurrences**						
	Break and Enter Totals*	89	95	161	166	1301	1773
	Break and Enters - Residential	45	47	77	62	597	875
	Break and Enters - Commercial	25	36	48	74	480	710
	Theft Under - Shoplifting	247	169	467	453	4184	2595
	Theft Under - Theft from Vehicles	98	138	206	183	1510	2386
	Theft Motor Vehicle	47	42	96	103	707	631
	Recovered Stolen Motor Vehicle	28	24	53	53	413	444
Violent Occurrences	**Number of Occurrences**						
	Robbery Total*	18	13	26	23	194	195
	Robbery - Commercial	8	3	13	6	99	69
	Robbery - Person on Person	9	8	11	16	78	109
	Assaults Totals *	105	91	201	184	1515	1295
	Offensive Weapons Total*	38	52	70	105	555	655
	Offensive Weapons - Possession of Weapons*	8	20	18	47	216	223
	Domestic Disputes (Intimate) Total*	237	270	490	538	4941	4716
	Domestic Others Total*	143	130	272	292	2514	2297
	Elder Abuse Total*	29	10	39	21	251	199
	Elder Abuse - Mandatory Reporting	26	5	34	14	195	110
Mental Health	**Number of Occurrences**						
	Sudden Death - Suicide	3	2	5	5	28	36
	Attempt Suicide*	78	85	158	180	1595	1425
	Mentally Ill*	130	136	239	289	2250	2626
	Mentally Ill - Apprehended w. Order	14	14	27	25	265	265
	Mentally Ill - Apprehended w/o Order	26	35	64	82	591	647
	Mentally Ill - Voluntary Transport	7	12	15	29	171	189
	Mentally Ill - GOA & Insufficient grounds	71	63	116	127	1058	1283
Public Disorder	**Number of Occurrences**						
	Unwanted Person Total*	284	303	552	602	5042	5262
	Disturbances Total*	125	141	248	269	1757	2097
	Liquor Offences Total*	68	83	162	134	325	361
	Liquor Offences - Licensed	1	2	1	6	16	17
	Intoxicated Person Total*	26	32	49	64	335	407
	Intoxicated Person - Taken into Custody	9	6	16	7	77	91
Proactive	**Number of Occurrences**						
	Person Stops Total*	85	59	165	116	990	1030
	Vehicle Stops Total*	835	859	1883	1628	16071	19186
	Compliance Checks	74	45	106	108	1094	964
	Regulated Interactions	0	1	0	0	18	7
	Intel Notes	17	26	46	88	799	728
	Other Count						
	Mandatory Victim Services Notification	25	153	69	176	1084	3252
	Suspicious Person	137	143	316	291	2127	2284
	Suspicious Vehicle	37	44	81	85	753	795

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Above 2 Standard Deviations

No Colour Code = Standard Deviation Not Calculated

* Includes Restricted Do Not Use Codes

Statistical Reports Appendices

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Neighborhood Policing Statistical Report - Central

Date: September 16 - September 30, 2025

048

	Neighborhood Policing Central Division	Sep 16-30 2025	Sep 16-30 Avg. 2020 -2024	Sep 2025 to Date	Sep 2024 to Date	2025 YTD	YTD Avg 2020-2024
Property Occurrences	**Number of Occurrences**						
	Break and Enter Totals*	23	26	42	48	380	558
	Break and Enters - Residential	10	15	17	19	190	299
	Break and Enters - Commercial	9	7	13	25	134	211
	Theft Under - Shoplifting	123	75	226	184	1882	1017
	Theft Under - Theft from Vehicles	26	49	54	66	442	901
	Theft Motor Vehicle	7	16	26	31	225	202
	Recovered Stolen Motor Vehicle	2	6	7	14	63	114
Violent Occurrences	**Number of Occurrences**						
	Robbery Total*	6	4	10	7	68	72
	Robbery - Commercial	4	1	6	2	30	21
	Robbery - Person on Person	2	2	3	5	31	45
	Assaults Totals *	33	36	65	75	580	497
	Offensive Weapons Total*	16	16	23	31	209	256
	Offensive Weapons - Possession of Weapons*	4	6	7	15	86	87
	Domestic Disputes Total*	80	92	174	191	1784	1663
	Domestic Others Total*	42	40	89	101	908	800
	Elder Abuse Total*	7	3	11	8	84	64
	Elder Abuse - Mandatory Reporting	5	2	9	6	64	34
Mental Health	**Number of Occurrences**						
	Sudden Death - Suicide	2	1	2	2	15	12
	Attempt Suicide*	38	29	64	58	572	492
	Mentally Ill*	41	48	80	88	866	1082
	Mentally Ill - Apprehended w. Order	7	4	13	6	102	117
	Mentally Ill - Apprehended w/o Order	8	11	23	18	216	254
	Mentally Ill - Voluntary Transport	0	4	1	11	58	75
	Mentally Ill - GOA & Insufficient grounds	19	22	33	44	424	534
Public Disorder	**Number of Occurrences**						
	Unwanted Person Total*	120	117	232	273	2334	2168
	Disturbances Total*	61	52	106	99	703	856
	Liquor Offences Total*	2	2	13	10	79	60
	Intoxicated Person Total*	4	9	9	17	114	150
	Liquor Offences - Licensed	0	0	0	0	8	6
	Intoxicated Person - Taken into Custody	1	2	3	2	25	39
Proactive	**Number of Occurrences**						
	Person Stops Total*	21	18	53	40	367	383
	Vehicle Stops Total*	185	242	427	402	4226	5322
	Compliance Checks	34	21	53	42	505	449
	Regulated Interactions	0	0	0	0	3	2
	Intel Notes	0	9	11	21	281	247
	Other Count						
	Mandatory Victim Services Notification	10	51	25	60	422	1204

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* Includes Restricted Do Not Use Codes

Statistical Reports Appendices

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Neighborhood Policing Statistical Report - North

Date: September 16 - September 30, 2025

049

	Neighborhood Policing North Division	Sep 16-30 2025	Sep 16-30 Avg. 2020 -2024	Sep 2025 to Date	Sep 2024 to Date	2025 YTD	YTD Avg 2020-2024
Property Occurrences	**Number of Occurrences**						
	Break and Enter Totals*	36	33	57	55	461	653
	Break and Enters - Residential	25	20	37	25	232	366
	Break and Enters - Commercial	4	11	10	19	168	223
	Theft Under - Shoplifting	66	56	128	124	1142	895
	Theft Under - Theft from Vehicles	45	47	74	50	649	867
	Theft Motor Vehicle	20	13	32	41	188	199
	Recovered Stolen Motor Vehicle	3	4	5	9	72	91
Violent Occurrences	**Number of Occurrences**						
	Robbery Total*	9	5	12	8	71	69
	Robbery - Commercial	2	1	5	3	44	26
	Robbery - Person on Person	6	4	6	5	20	36
	Assaults Totals *	51	29	85	51	509	421
	Offensive Weapons Total*	9	17	24	33	180	185
	Offensive Weapons - Possession of Weapons*	3	6	8	17	73	63
	Domestic Disputes Total*	68	86	132	170	1430	1442
	Domestic Others Total*	34	37	64	84	641	613
	Elder Abuse Total*	13	4	18	8	88	62
	Elder Abuse - Mandatory Reporting	13	2	16	5	72	34
Mental Health	**Number of Occurrences**						
	Sudden Death - Suicide	1	1	1	3	8	12
	Attempt Suicide*	19	28	44	58	547	481
	Mentally Ill*	50	50	87	119	771	837
	Mentally Ill - Apprehended w. Order	5	6	9	10	102	82
	Mentally Ill - Apprehended w/o Order	13	14	28	43	229	239
	Mentally Ill - Voluntary Transport	5	3	8	8	43	49
	Mentally Ill - GOA & Insufficient grounds	26	23	40	51	350	393
Public Disorder	**Number of Occurrences**						
	Unwanted Person Total*	114	94	213	176	1384	1479
	Disturbances Total*	43	53	94	108	629	682
	Liquor Offences Total*	65	78	146	117	219	246
	Intoxicated Person Total*	11	15	23	34	149	160
	Liquor Offences - Licensed	1	1	1	6	6	8
	Intoxicated Person - Taken into Custody	5	3	9	4	31	34
Proactive	**Number of Occurrences**						
	Person Stops Total*	48	27	86	46	350	316
	Vehicle Stops Total*	356	352	762	688	5333	6474
	Compliance Checks	23	11	27	27	303	238
	Regulated Interactions	0	1	0	0	8	3
	Intel Notes	3	12	13	54	213	286
	Other Count						
	Mandatory Victim Services Notification	7	51	21	57	286	1012

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* Includes Restricted Do Not Use Codes

Statistical Reports Appendices

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Neighborhood Policing Statistical Report - Rural

Date: September 16 - September 30, 2025

050

Category	Neighborhood Policing	Sep 16-30 2025	Sep 16-30 Avg. 2020 -2024	Sep 2025 to Date	Sep 2024 to Date	2025 YTD	YTD Avg 2020-2024
Property Occurrences	**Number of Occurrences**						
	Break and Enter Totals*	3	5	12	10	96	107
	Break and Enters - Residential	1	2	5	4	37	47
	Break and Enters - Commercial	2	2	6	3	38	44
	Theft Under - Shoplifting	1	2	4	10	78	46
	Theft Under - Theft from Vehicles	3	10	12	13	78	130
	Theft Motor Vehicle	5	2	9	7	69	67
	Recovered Stolen Motor Vehicle	1	2	1	0	13	23
Violent Occurrences	**Number of Occurrences**						
	Robbery Total*	0	0	0	0	3	4
	Robbery - Commercial	0	0	0	0	0	3
	Robbery - Person on Person	0	0	0	0	3	1
	Assaults Totals *	2	3	5	9	56	36
	Offensive Weapons Total*	1	3	2	12	29	37
	Offensive Weapons - Possession of Weapons*	0	1	0	0	3	5
	Domestic Disputes Total*	13	14	26	31	257	220
	Domestic Others Total*	11	7	23	16	125	122
	Elder Abuse Total*	3	1	4	1	21	22
	Elder Abuse - Mandatory Reporting	3	2	4	0	17	16
Mental Health	**Number of Occurrences**						
	Sudden Death - Suicide	0	0	1	0	2	3
	Attempt Suicide*	4	3	14	4	89	65
	Mentally Ill*	12	7	19	17	131	100
	Mentally Ill - Apprehended w. Order	0	2	0	1	10	11
	Mentally Ill - Apprehended w/o Order	0	3	3	7	37	27
	Mentally Ill - Voluntary Transport	0	1	0	1	9	7
	Mentally Ill - GOA & Insufficient grounds	11	3	15	8	61	47
Public Disorder	**Number of Occurrences**						
	Unwanted Person Total*	7	8	15	14	89	103
	Disturbances Total*	0	3	0	13	41	40
	Liquor Offences Total*	1	1	1	1	3	4
	Intoxicated Person Total*	0	2	2	0	4	9
	Liquor Offences - Licensed	0	1	0	0	0	3
	Intoxicated Person - Taken into Custody	0	0	0	0	0	1
Proactive	**Number of Occurrences**						
	Person Stops Total*	2	1	3	2	20	17
	Vehicle Stops Total*	75	91	212	267	2078	2287
	Compliance Checks	1	3	2	5	44	34
	Regulated Interactions	0	0	0	0	0	1
	Intel Notes	0	2	1	2	32	17
	Other Count						
	Mandatory Victim Services Notification	0	7	2	8	60	170

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No Colour Code = Standard Deviation Not Calculated

* Includes Restricted Do Not Use Codes

Statistical Reports Appendices

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Neighborhood Policing Statistical Report - South

051

Date: September 16 - September 30, 2025

	Neighborhood Policing South Division	Sep 16-30 2025	Sep 16-30 Avg. 2020 -2024	Sep 2025 to Date	Sep 2024 to Date	2025 YTD	YTD Avg 2020-2024
Property Occurrences	**Number of Occurrences**						
	Break and Enter Totals*	27	30	50	53	360	448
	Break and Enters - Residential	9	10	18	14	137	159
	Break and Enters - Commercial	10	15	19	27	139	229
	Theft Under - Shoplifting	57	35	109	135	1080	635
	Theft Under - Theft from Vehicles	24	30	66	53	331	476
	Theft Motor Vehicle	15	9	29	23	221	159
	Recovered Stolen Motor Vehicle	13	5	22	12	98	73
Violent Occurrences	**Number of Occurrences**						
	Robbery Total*	3	3	4	8	49	48
	Robbery - Commercial	2	1	2	1	25	18
	Robbery - Person on Person	1	1	2	6	22	25
	Assaults Totals *	19	23	46	49	364	334
	Offensive Weapons Total*	11	13	19	28	127	172
	Offensive Weapons - Possession of Weapons*	1	6	3	14	50	65
	Domestic Disputes Total*	76	74	158	143	1430	1359
	Domestic Others Total*	56	44	96	90	833	754
	Elder Abuse Total*	6	2	6	4	57	50
	Elder Abuse - Mandatory Reporting	5	1	5	3	42	25
Mental Health	**Number of Occurrences**						
	Sudden Death - Suicide	0	1	1	0	3	7
	Attempt Suicide*	16	24	35	60	382	381
	Mentally Ill*	27	30	53	64	479	600
	Mentally Ill - Apprehended w. Order	2	3	5	8	50	54
	Mentally Ill - Apprehended w/o Order	5	6	10	14	107	125
	Mentally Ill - Voluntary Transport	2	3	6	9	61	56
	Mentally Ill - GOA & Insufficient grounds	15	14	28	23	223	307
Public Disorder	**Number of Occurrences**						
	Unwanted Person Total*	43	83	92	139	1232	1509
	Disturbances Total*	21	31	48	49	384	516
	Liquor Offences Total*	0	2	2	6	24	49
	Liquor Offences - Licensed	0	0	0	0	2	1
	Intoxicated Person Total*	11	7	15	13	68	85
	Intoxicated Person - Taken into Custody	3	1	4	1	21	15
Proactive	**Number of Occurrences**						
	Person Stops Total*	14	13	23	28	252	311
	Vehicle Stops Total*	219	169	482	267	4421	5054
	Compliance Checks	16	9	24	34	240	239
	Regulated Interactions	0	0	0	0	6	2
	Intel Notes	0	3	7	11	251	165
	Other Count						
	Mandatory Victim Services Notification	8	40	21	51	307	836

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No Colour Code = Standard Deviation Not Calculated

* Includes Restricted Do Not Use Codes

Statistical Reports Appendices

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Investigative Command Statistical Report

052

Date: September 16 - September 30, 2025

	Investigative Command	Sep 16-30 2025	Sep 16-30 Avg. 2020 -2024	Sep 2025 to Date	Sep 2024 to Date	2025 YTD	YTD Avg 2020-2024
Drugs	**Number of Charges**						
	CDSA Charges Total	18	29	41	45	565	682
	CDSA Charges by Section						
	Section 4 Possession	6	15	13	19	219	348
	Section 5 Trafficking	12	13	28	26	346	334
	Section 7 Production	0	0	0	0	0	1
	CDSA Charges by Schedule						
	Schedule I-Cocaine/Fentanyl/Heroin/Meth	16	28	31	43	514	619
	Schedule II-Cannabis	1	1	4	1	7	6
	Schedule III-Hallucinogenics	1	0	4	0	19	18
	Schedule IV-Pills & Steroids	0	1	2	1	17	14
	Number of Occurrences						
	Drugs Total*	22	28	40	42	390	551
	Drugs - Possession	8	8	13	13	125	184
	Drugs - Trafficking, Possess for the Purpose	3	4	4	6	65	94
	Drugs - Marijuana Grow Op,Clandestine Lab	0	1	0	0	2	3
Fraud	**Number of Occurrences**						
	Fraud Financial Institution Total*	5	3	12	8	86	137
	Fraud Financial Inst. - Credit Card Fraud	4	3	10	6	68	114
	General Fraud Total *	127	99	234	271	2245	1991
	General Fraud - Utter Forged Documents	6	7	17	13	163	177
	General Fraud - False Pretences	30	32	64	100	596	544
	General Fraud - Internet Fraud	55	36	97	95	1050	782
	Counterfeit Total*	7	3	20	3	118	54
	Personal Fraud Total*	11	21	18	50	209	326
	Personal Fraud - Identity Theft	3	6	4	12	65	111
	Personal Fraud - Identity Fraud	6	13	12	35	133	207
Special Victims	**Number of Occurrences**						
	Human Trafficking Total *	2	3	2	7	34	67
	Sex Offences Total*	26	30	53	62	495	478
	Sex Offence - Sex Assault Level 1	16	19	33	39	317	305
	Indecent Acts Total*	6	8	15	17	149	109
Major Crime	**Number of Occurrences**						
	Homicides	0	1	2	0	2	4
	Attempt Homicide	0	2	0	2	2	3
Cybercrime	**Number of Occurrences**						
	Pornography Total*	26	25	53	74	270	277
	Pornography Child	26	24	53	71	256	260
	Tech Crime*	2	2	7	2	29	24

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Statistical Reports Appendices

Run at : 10/1/2025 7:55:04 AM

Road Safety Statistical Report

053

Date: September 16 - September 30, 2025

	Region	Sep 16-30 2025	Sep 16-30 Avg. 2020 -2024	Sep 2025 to Date	Sep 2024 to Date	2025 YTD	YTD Avg 2020-2024
Occurrence	**MVC**						
	MVC Property Damage - Total*	552	451	981	1086	10403	7907
	MVC Personal Injury - Total*	76	78	125	122	914	1073
	MVC Hit and Run - Total*	110	96	194	242	1939	1727
	MVC Fatality - Total*	1	1	1	2	9	11
	Impaired Driver						
	Impaired Driver - Total*	18	38	37	54	507	618
	Alcohol Impairment - Collision	3	7	5	12	105	96
	Alcohol Impairment - No Collision	7	14	16	20	199	190
	Drug Impairment - Collision	0	1	0	1	16	21
	Drug Impairment - No Collision	1	4	4	5	43	64
	Approved Screening Device - < 50mg	4	6	6	7	75	167
	Approved Screening Device - G1/G2	2	2	3	4	15	30
	Alcohol/Drug Sobriety Test - No RPG	0	1	1	2	17	24
	Refusal Roadside or Sobriety Test	1	1	1	2	17	15
	Other						
	Driving Complaint - Total*	346	324	721	733	5745	4885
Charges	**Impaired Driving Charges**						
	Impaired Driving Charges - Total (Charges Only)	19	45	49	64	699	620
	Impaired Driving	18	42	48	60	652	576
	Over 80	0	0	0	0	0	0
	Failed Roadside Test/Refusal	1	3	1	4	47	45
	Impaired Causing Injury/Death	0	0	0	0	0	3
	Other Charges						
	Distracted Driving	23	20	58	20	325	400
	Speeding	143	242	386	465	3625	6433
	Seatbelt Violations	23	32	72	34	363	344
	Suspended Drivers	19	39	43	92	709	693
STEP	**Strategic Traffic Enforcement Program Hours**						
	STEP - Total Time Spent (Hours)*	0	275	0	439	722	5286
	STEP - Total Charges*	0	227	0	305	507	4672

Below Average

Between Average and 1 Standard Deviation

Between 1 and 2 Standard Deviations

Above 2 Standard Deviations

No Colour Code = Standard Deviation Not Calculated

* Includes Restricted Do Not Use Codes

Statistical Reports Appendices

Run at : 10/1/2025 7:55:06 AM

WRPS Intelligence Notes – Q3 2025

TO:
The Waterloo Regional Police Service Board

FROM:
Office of the Chief of Police, Strategic Services Branch, Planning and Project Management Unit

DATE:
11/12/2025

Recommendation

For information only.

Summary

In accordance with the Waterloo Regional Police Service (WRPS) Intelligence Notes procedure, a summary of collected Intelligence Notes is reported on a quarterly basis. This report pertains to Intelligence Notes reported during the second quarter, from July 1, 2025 to September 30, 2025. Please note that there may be discrepancies between the quarterly and annual report numbers. The annual report includes any revisions due to updates and/or corrections that were made to data reported quarterly.

Report

It is important to note the difference between an Intelligence Note and a Regulated Interaction. Both tools are used for the documentation of persons and/or activities but differ in the way identifying information is collected. Identifying information in an Intelligence Note can be collected where no interaction takes place (passive observation), where the interaction with the person(s) was first lawful or where the identifying information is derived from a third-party source or already known by the officer. A Regulated Interaction collects identifying information by directly asking the individual.

A single occurrence may generate multiple unique Intelligence Notes. The focus of Intelligence Notes can include: persons, vehicles, or locations. In Q3 2025, officers generated 224 Intelligence Notes from 154 occurrences. Of the 224 Intelligence Notes, 94 focused on locations (1 location was listed in 2 Notes; 1 location was listed in 3 Notes; 1 location was listed in 10 Notes), 28 focused on unoccupied vehicles (1 vehicle was listed in 2 Notes; 1 vehicle was listed in 3 Notes), and 102 focused on person subjects (5 individuals were listed in 2 Notes). Any analyses related to person characteristics (e.g., race) included only the 102 Intelligence Notes focused on person subjects. Fewer Intelligence Notes were created in Q3 2025 vs Q2 2025 (264 in Q2 vs. 224 in Q3; -15%). However, almost the exact same number Intelligence Notes were created in Q3 2025 as Q3 2024 (2024: 223 vs. 2025: 224).

Intelligence Notes by Source and Rationale

The primary purpose of Intelligence Notes is to record information that assists in preventing and solving crime. Of the 224 Intelligence Notes created in Q3 2025, 41 (18%) resulted from interactions initiated by a citizen (Citizen Initiated) and 177 (79%) resulted from interactions initiated by a police officer (Police Initiated). Six Intelligence Notes (3%) did not indicate how they were initiated. Police-Initiated Intelligence Notes were most frequently created by passive observations (i.e., licence plate runs, 52 Notes) or via information already known to the officer (i.e., known person, 44 Notes; Table 1).

Table 1. Number of Intelligence Notes by Source and Category

Source	Category	Overall Number	Overall Percent	Grouped Number	Grouped Percent
Citizen Initiated	Calls for Service	33	14.7%	41	18.3%
	Suspicious Person	2	0.9%		
	Third Party Information	4	1.8%		
	Other	2	0.9%		
Police Initiated	Canvassing	5	2.2%	177	79.0%
	Directed Location	23	10.3%		
	Known Person	44	19.7%		
	Plate Run	52	23.2%		
	Traffic Stop	35	15.6%		
	Other	18	8.0%		
Unknown		6	2.7%	6	2.7%
Total		**224**	**100%**	**224**	**100%**

The majority (91%, 204 Notes) of Notes were created to capture multiple types of information within a single Intelligence Note. Intelligence Notes were most frequently created to document, at least in part, associations between locations, vehicles, and person subjects (92%, 205 Notes) followed by information related to drugs/drug trafficking (50%, 112 Notes; Table 2).

Table 2. Number of Intelligence Notes by Source and Rationale (Type of Information)

Rationale	Citizen Initiated	Police Initiated	Unknown	Total Count*
Associations	33	167	5	205
Break & Enter/Robbery	5	13		18
Drugs/Drug Trafficking	18	91	3	112
Firearms	10	28	2	40
Fraud	2	5		7
Gangs	2	13		15
Human Trafficking	2	15	1	18
Officer Safety	2	14		16
Organized/Financial Crime		6		6
Property Crime	4	54	1	59
Other	6	17		23

* Counts will sum to greater than 224 because most Intelligence Notes were created to capture information related to multiple rationales.

Person Subject Characteristics

To meet the requirements of *Ontario's Anti-Racism Act (2017),* the Data Standards for the Identification and Monitoring of Systemic Racism (2018), and WRPS' Race- and Identity Based Data Collection Strategy (RIBDCS), person characteristics for the 102 Intelligence Notes related to person subjects are reported below.

The 102 Intelligence Notes captured information related to 98 unique person subjects. Of these unique person subjects, 8 (8%) did not have a permanent residence, 8 (8%) did not have a permanent residence within the Region, and 20 (20%) had no residence information recorded.

WRPS' RIBDCS is focused on enforcement-action benchmarking, thus the number of individuals within groups was compared to an appropriate reference group. Disproportionalities are also reported by comparing the proportional group size to residential population demographics for the Kitchener-Cambridge-Waterloo Census Metropolitan Area (CMA; 2021 Census).[1,2] For both indices, ratio values greater than 1.5 indicate overrepresentation. Please note that some ratios reflect small numbers; perceived representation will be extremely sensitive to the addition (or removal) of a few Intelligence Notes per category.

Age.[3] Notes most frequently involved individuals aged 18-49 years (79%, Table 3).

Enforcement Action Benchmarking. Intelligence Notes were not equally distributed across the age groups, X^2 (6) = 49.16, p < 0.001. Equal representation across age would be reflected by having approximately 14% of Intelligence Notes (12 Notes) for each age group. Instead, 18 to 29, 30 to 39, and 40- to 49-year-olds were overrepresented, while 12 to 17 year-olds, 50 to 59-year-olds, 60 to 69-year-olds, and 70 to 79-year-olds were underrepresented.

Disproportion.[4] See Table 3 for the proportional representation of age groups based on residential population demographics. When compared against resident population, 30 to 49-year-olds were overrepresented.

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[1] The boundaries of the Kitchener-Cambridge-Waterloo Census Metropolitan Area (CMA) do not align with the boundaries of the Region of Waterloo. The CMA boundaries exclude the Township of Wellesley.

[2] Some disproportionality indices (ratios) will be over-inflated because the 2021 Census data underestimates the number of racialized and young people in the community due to both population growth and sojourners attending university.

[3] 19 Intelligence Notes involving person subjects were missing Perceived Age. As a result, they were removed from the analyses.

[4] The Perceived Age categories do not map to the Census age categories. The residential population for 12-17-year olds was approximated by combining the proportion of 10-14 and 15-19 in the local CMA. As a result, the residential population demographics for the 18-29 category will be a slight underestimate.

Table 3. Intelligence Notes (percentage of cumulative total) by Perceived Age and Source

	Age							**Total**
	12-17[4]	18-29	30-39	40-49	50-59	60-69	70-79	
Citizen Initiated	0	6	8	4	4	3	0	**25 (30%)**
Police Initiated	2	11	19	17	4	3	2	**58 (70%)**
Unknown								
Total (%)ᵼ	**2 (2%)**	**17 (21%)**	**27 (33%)**	**21 (25%)**	**8 (10%)**	**6 (7%)**	**2 (2%)**	**83 (100%)**
Population	12%	15.2%	14.6%	12.8%	12.9%	10.6%	6.8%	
Disproportion ratio	0.17	1.38	2.26	1.95	0.78	0.66	0.29	

ᵼ Missing age information from 19 Intelligence Notes, making the cumulative total 83.

Perceived Gender[5]. The majority of Intelligence Notes were on person subjects perceived to be male (73%, Table 4).

Enforcement Action Benchmarking. Intelligence Notes were not equally distributed by gender, $X^2(1) = 21.88$, $p < 0.001$. Equal representation by gender would be reflected by having approximately 50 Intelligence Notes for each gender group; men were overrepresented.

Disproportion. In Q3 2025, the proportion of Notes focusing on males did not exceed the cut-off threshold of 1.5. This is different from what was observed in Q2 and all of 2024, but mirrors the gender breakdown presented in Q1 2025.

Table 4. Intelligence Notes (percentage of cumulative total) by Perceived Gender and Source

	Perceived Gender		**Total**
	Female	Male	
Citizen Initiated	8	18	**26 (26%)**
Police Initiated	19	55	**74 (73%)**
Unknown	0	1	**1 (1%)**

[5] 1 Intelligence Note was missing Perceived Gender information. As a result, they were removed from the analysis, making the cumulative total 101.

	Perceived Gender		Total
	Female	Male	
Total (%)*	**27 (27%)**	**74 (73%)**	**101 (100%)**
Population	50.2%	49.8%	
Disproportion Ratio	0.54	1.47	

Perceived Race.[6] Intelligence Notes most frequently involved White person subjects (79 Notes, 79%) followed by Black person subjects (10 Notes, 10%; Table 5).

Disproportion. Using the proportion of racialized individuals in the residential population (2021 Census Data), Black (ratio of 2.13) individuals were overrepresented in the Q3 2025 Intelligence Notes (Table 5). The ratio for Black individuals is significantly below what was observed in Q2 2025 (ratio = 7.02). This is also the first instance in which we did not observe Middle Eastern overrepresentation in a quarterly Intelligence Notes report.

Enforcement Action Benchmarking. In line with the *Data Standards,* the proportion of White person subjects was used as the point of comparison for examining racial disparities in Intelligence Notes. Using this enforcement action benchmarking approach, there was no evidence of overrepresentation of racialized individuals. The number of Intelligence Notes for any perceived racialized group did not exceed the number of Notes involving White person subjects (all benchmark ratios < 0.15).

The percentages in Table 6 represent the proportion of Notes created for rationales, within each race group. For example, in Q3 2025, there were 10 Intelligence Notes created to document information related to individuals perceived to be Black. Of these, 90% (9 Notes) documented associations, 50% (5 Notes) documented information related to Drugs and Drug/Trafficking, and so on. When using enforcement-action benchmarking to compare the proportion of racialized individuals to White individuals for each rationale, overrepresentation was observed. These overrepresentations can be found in Table 7. Caution is needed around the interpretation of these numbers. Due to the small number of Intelligence Notes, even small changes in the number of Notes per category will drastically impact comparisons. The annual report will allow for more robust comparisons.

[6] 2 Intelligence Notes involving person subjects were missing Perceived Race and were not included in the analyses.

Table 5. Percentage of Intelligence Notes by Perceived Race, Percentage of Residential Population by Self-Identified Race (2021 Census) and Disproportionality Ratios

	Race						
	Black	East/Southeast Asian	Indigenous[ǂ]	Latino	Middle Eastern*	South Asian	White
Citizen Initiated	2				1	2	21
Police Initiated	8	1	1	2	2	2	58
Unknown							
Total	**10 (10%)**	**1 (1%)**	**1 (1%)**	**2 (2%)**	**3 (3%)**	**4 (4%)**	**79 (79%)**
Population	4.7%	6.8%	1.7%	2.2%	3.0%	9.7%	72%
Disproportion Ratio	2.13	0.15	0.59	0.91	1.00	0.41	1.10
Benchmark Ratio	0.13	0.01	0.01	0.03	0.04	0.05	

Note: Missing perceived race information from 2 Intelligence Notes, making the cumulative total 100.

ǂ Includes “First Nations,” “Metis,” “Inuit,” and “Multiple Indigenous Responses” categories from the 2021 Census

* Includes “Arab” and “West Asian” categories from the 2021 Census

Table 6. Intelligence Note Rationale (Type) by Perceived Race

	Perceived Race							**Count**
	Black	East/Southeast Asian	Indigenous	Latino	Middle Eastern	South Asian	White	
Associations	9 (90%)	1 (100%)	1 (100%)	1 (50%)	2 (67%)	4 (100%)	70 (89%)	**88**
Break & Enter/Robbery	4 (40%)					1 (25%)	6 (8%)	**11**
Drugs/Drug Trafficking	5 (50%)		1 (100%)	1 (50%)	2 (67%)	3 (75%)	37 (47%)	**49**
Firearms	6 (60%)			1 (50%)	1 (33%)		13 (16%)	**21**
Fraud				1 (50%)			5 (6%)	**6**
Gangs							8 (10%)	**8**
Human Trafficking				2 (100%)			7 (9%)	**9**
Officer Safety	4 (40%)			1 (50%)			3 (4%)	**8**
Organized/Financial Crime						1 (25%)	4 (5%)	**5**
Property Crime				1 (50%)		1 (25%)	28 (35%)	**30**
Other		1 (100%)			1 (33%)		9 (11%)	**11**

Note: Multiple rationales were typically given for an Intelligence Note therefore sums will be greater than 100

*Percentages indicate the proportion of individuals within the racial group where the Intelligence Note included the particular rationale

Table 7. Enforcement-Action Benchmarking ratios for race groups in rationales where overrepresentation was observed. Only race categories that had a minimum of 5 Notes created were included.

Perceived Race	Benchmark Ratios (Racialized Group vs. White) > 1.5
Black	Break & Enter/Robbery = 5.00 Firearms = 3.75 Officer Safety = 10.00

Intersection of Person Characteristics

The intersection of perceived race, gender, and age was examined (see Figures 1 and 2).[7] There were no observed disparities for the race and gender interaction. Black individuals in Intelligence Notes were more likely to be male than White individuals, but this did not exceed the 1.5 threshold (ratio = 1.44).

Further, Black individuals in Intelligence Notes were more likely to be between the ages 18 to 29 compared to White individuals (ratio = 7.56).

[7] For Figure 1, data from 100 Intelligence Notes were included. For Figure 2, data from 83 Intelligence Notes were included.

Figure 1: Number of Intelligence Notes by Perceived Race and Gender

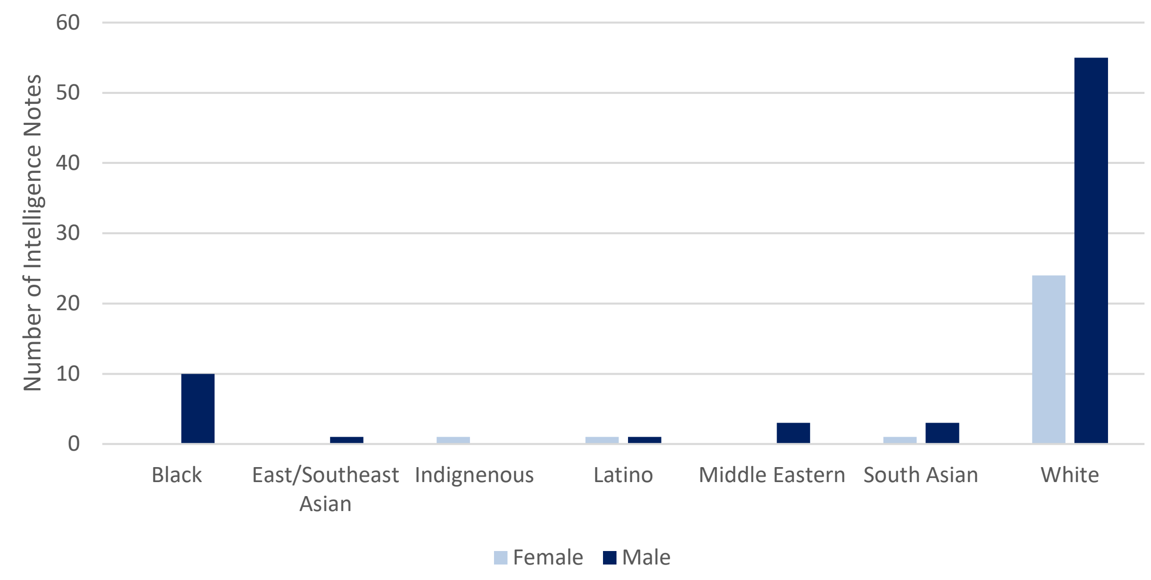
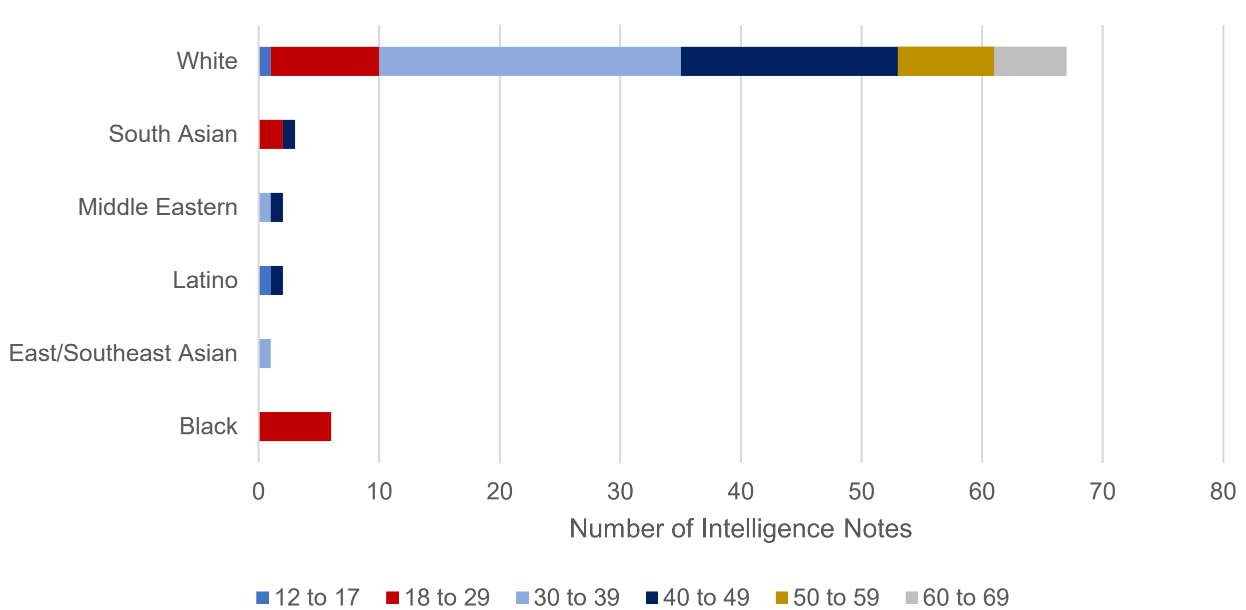


Figure 2: Number of Intelligence Notes by Perceived Race and Age



Summary

Fewer Intelligence Notes were created in the third quarter of 2025 as compared to the previous quarter. Similar to previous quarters, Intelligence Notes were most frequently created to document information about associations between people, places, and vehicles and Drugs/Drug Trafficking.

We observed overrepresentation in Intelligence Notes relating to Break and Enter/Robbery, Firearms, and Officer Safety. Racial overrepresentation was most pronounced for Black individuals aged 18 to 29 years, as compared to their White counterparts. The small number of Notes per racial categories prevents definitive statements based on quarterly data; we will continue to monitor these trends.

WRPS' Race- and Identity Based Data Collection Strategy will work towards improving our data collection and analytic practices with the goal of identifying racial disparities that might exist in police-public interactions to develop tangible actions to address those disparities. Additionally, we remain committed to consulting and collaborating with our community to identify solutions to concerning trends of overrepresentation. We are currently undergoing recruitment for a community council, which will help in this endeavor.

Strategic Business Plan

The above report aligns with the following Strategic Business Plan 2024-2027 objectives:

Our Connections

☒ Communicate and engage

Financial and/or Risk Implications

Nil

Attachments

- Attachment 1 – Appendix A: WRPS Intelligence Notes
- Attachment 2 – Presentation: Intelligence Notes Q3 2025

Prepared By

Dr. Hasan Siddiqui, Data Analyst, EDI, Strategic Services
Dr. Amanda Williams, Manager, Strategic Services

Approved By

Mark Crowell, Chief of Police

Appendix A

Summary

The WRPS *Intelligence Notes* procedure requires regular review of the Intelligence Note database. The purpose of this review is to ensure compliance with Ontario Regulation 58/16 - Collection of Identifying Information in Certain Circumstances - Prohibitions and Duties.

In an effort to release Intelligence Notes data in a timely manner, WRPS has committed to reporting on findings related to Intelligence Notes on a quarterly basis. The purpose of this review is to monitor key indicators as to whether Intelligence Notes disproportionately focus on groups based on (a) the perceived gender of the individual, (b) a particular age or (c) the perceived racialized group membership, or (d) the intersection of characteristics.

In 2023, the Intelligence Note Report Template was updated in line with recommendations made by the Race-Based Data Collection Steering Group. This appendix provides key definitions to support the information presented in the corresponding Board Report.

Methodology

Definitions:

Intelligence Note – means the documentation of officer observations or information related to person(s) and/or activities for the purpose of intelligence gathering and crime prevention where:

a. there is no interaction with the person(s) (i.e., a passive observation);
b. the interaction with the person(s) was first lawful (e.g., provincial or criminal offence/arrest) where an unrelated passive observation is made and warrants recording for intelligence purposes (e.g., the person was wearing gang colours); or
c. the identifying information is derived from a third party source or already known by the officer

Counting Occurrences

- Unique number of Intelligence Notes
    - Each Intelligence Note count represents the number of times an officer initiated the Intelligence Note process. As such, multiple subjects can be recorded under one Intelligence Note occurrence.
- Count of the number of subjects
    - This count represents the total number of subjects recorded in the Intelligence Notes. A subject may include: persons, vehicles, locations, businesses, etc.
- Count of the persons
    - This count represents the total number of individuals recorded in Intelligence Notes where a person was the subject of the note. This count is not a count of unique individuals who have an Intelligence Note recorded about them.

Source

This indicates how each Intelligence Note was generated.

- Citizen Initiated
  - Information was generated as a result of an interaction initiated by a member of the community. Examples Include:
    - Calls for Service. A member from the public calls dispatch to report an incident. An officer is dispatched to the scene. While on the scene, the officer collects information that is not directly related to the occurrence, but may be of investigative interest.
    - Suspicious Party. A member from the public provides an officer with information regarding an entity suspected to be involved in criminal activity.
    - Third Party Information. Information was provided to WRPS by a third party and an Intelligence Note on the matter was added to capture the information.

- Police Initiated
  - Information was generated as a result of an interaction initiated by a police officer. Examples include:
    - Canvassing. When interacting with members of the public for the purpose of solving crime an unrelated passive observation is documented.
    - Directed Location. Passive observations related to a location known to be associated with criminal activity.
    - Known Person. An interaction or passive observation of an individual whose identity is already known to the officer.
    - Plate Run. Passive observations related to information returned from querying a vehicle license plate in the Ministry of Transportation Ontario database.
    - Traffic Stop. Identifying information is lawfully obtained during an interaction under the Highway Traffic Act and an unrelated passive observation is documented.

Rationale for Intelligence Note

This field explains the rationale – or purpose – as to why the Intelligence Note was created. Intelligence Notes could be created for multi-faceted reasons, therefore any or all of the following options could apply to a single Intelligence Note.

- Break & Enters/Robbery
  - An Intelligence Note was recorded to capture any break and enter and/or robbery information.
- Association
  - An Intelligence Note was recorded to document links and associations between known entities of interest/criminal organizations.
- Drugs / Trafficking
  - An Intelligence Note was recorded to capture any drug/ trafficking information.

- Firearms
  - An Intelligence Note was recorded to capture any firearms information.
- Fraud
  - An Intelligence Note was recorded to capture any fraud information.
- Gangs
  - An Intelligence Note was recorded to capture any gang-related information.
- Human Trafficking
  - An Intelligence Note was recorded to capture any human trafficking information.
- Officer Safety
  - An Intelligence Note was recorded to capture any information related to officer safety.
- Organized/Financial Crime
  - An Intelligence Note was recorded to capture any organized and/or financial crime information.
- Property Crime
  - An Intelligence Note was recorded to capture any property crime information.
- Other
  - Any Intelligence Note that does not fit into the above categories. These Intelligence Notes may contain information on well-being checks, suspended drivers, etc.

Age

Person subject age was provided using age categories recommended in the Independent Street Checks Review report (Tulloch, 2018, recommendation 11.6).

Perceived Gender

This is the perceived gender of the subject. It is important to note that perceived gender data may have inconsistences. For example, the same subject can be perceived as “female”, “male”, or “unknown”, etc. depending on the officer recording the Intelligence Note.

Perceived Race

In accordance with the Ontario Data Standards for the Identification and Monitoring of Systemic Racism, 2018, officer’s perceptions of person subject race were recorded, using the provided race categories. It is also important to note that perceived racial data may have inconsistences. For example, the same subject can be perceived as “White”, “Indigenous”, “East/Southeast Asian” etc. depending on the officer recording the Intelligence Note.

Reside outside of Region

Based on the residential address information provided by the officer, a distinction is made between those who reside in the region, those who reside outside of the region, and those with no known permanent place of residence.

Aligning Analysis of Intelligence Notes with WRPS' Race-Based Data Collection Strategy

Person Subject Demographics. The Ontario's *Anti-Racism Act (2017)* and Data Standards for the Identification and Monitoring of Systemic Racism specifies that public service organizations, including those in the justice sector, must collect and report on certain types of de-identified personal information to help eliminate systemic racism and promote racial equity. WRPS has recently launched the Race-Based Data Collection Strategy to work with academic partners, members, other police services, and the local community to ensure overall compliance with the Data Standards.

Minimum requirements under the Data Standards specify the use of resident population benchmarks to identify disproportionate impacts across public sector organizations. A resident population benchmark represents the cumulative impacts of various systems, institutions, and societal dynamics that contribute to the over-representation of specific groups in particular policing outcomes. While policing contributes to this number, it is not the sole driver of observed disproportions (Foster & Jacobs, 2023). A resident population benchmark analysis asks: Is there equal representation of individuals within police data based on what would be expected from resident population demographics?"

The answer to this question is: No. When benchmarked against resident population demographics police interactions disproportionately overrepresent people based on race, gender, and age. This has been repeatedly documented across the policing sector and WRPS is no exception.

A major limitation to resident population benchmarking is that this comparison provides little insight into *why* we see disproportion. In order to better uncover and understand the police-specific drivers of disproportionate representation, WRPS' race-based analytic framework has been extended to focus on disparities.

To examine disparity, an enforcement actions benchmark analyses is used where contextual information is taken into consideration when comparing the proportionate number of individuals in groups to an appropriate reference group. To examine disproportionality, the residential population data for the Kitchener-Cambridge-Waterloo Census Metropolitan Area (CMA)[9] from the 2021 Census data was used as the benchmark.[10]

For both disparity and disproportionately indices, '1' indicates equal representation in Intelligence Notes. Although there is debate over the cut-off criteria to identify the presence of disparity, typically ratios of 1.5 or higher are used within the justice sector to flag concerning representation (Wortley, 2018).

Foster, L. & Jacobs, L. (2023). A guide for creating benchmarks for racial disparities: What should be considered in benchmarks at a medium/advanced level. February, unpublished.

[9] The boundaries of the Kitchener-Cambridge-Waterloo Census Metropolitan Area (CMA) do not align with the boundaries of the Region of Waterloo. The CMA boundaries exclude the Township of Wellesley.

[10] Some disproportionality indices (ratios) will be over-inflated because the Census data underestimates the number of racialized and young people in the community due to population growth, sojourners attending university, visitors to the Region, etc.

Disparity Indices: Age and Gender. Separate Chi-Square Goodness-of-Fit tests (X^2) were used to examine whether the observed data was spread equally across age and perceived gender categories, respectively.

Disparity Index: Race. White individuals were used as the reference group in order to allow for the interpretation of patterns that might be indicative of systemic racism (Data Standard 31). Values greater than 1 would indicate the overrepresentation of racialized individuals as compared to White individuals.

Disproportionality Indices: Age, Gender, and Race. The proportion of groups represented in the Intelligence Notes was compared to proportion of similar groups in the local residential population using the 2021 Census data. Values greater than 1 would indicate the overrepresentation of racialized individuals within Intelligence Notes as compared to the proportion of the residential population in Waterloo Region.

Results from the above analyses can be found in the Board Report.

INTELLIGENCE NOTES – Q3 2025

Police Services Board Meeting

PSB Report 2025-373

November 12, 2025

Background

Legislative Requirement

- *Ontario's Anti-Racism Act (2017);* Data Standards for the Identification and Monitoring of Systemic Racism (2018)

- Collecting Perceived Race in:
  - Use of Force
  - Regulated Interactions
  - **Intelligence Notes**
  - Search of Persons in Custody (Strip Searches)

- Data provided since 2020

Within the Police Service

Internal

Understanding The Four Drivers of Disparity

Disparity does not always equal discrimination

Officer Bias	Institutional and Cultural Practices
Person's Choices and Actions	Social and Demographic Factors

Within the Community

External

Intelligence Notes

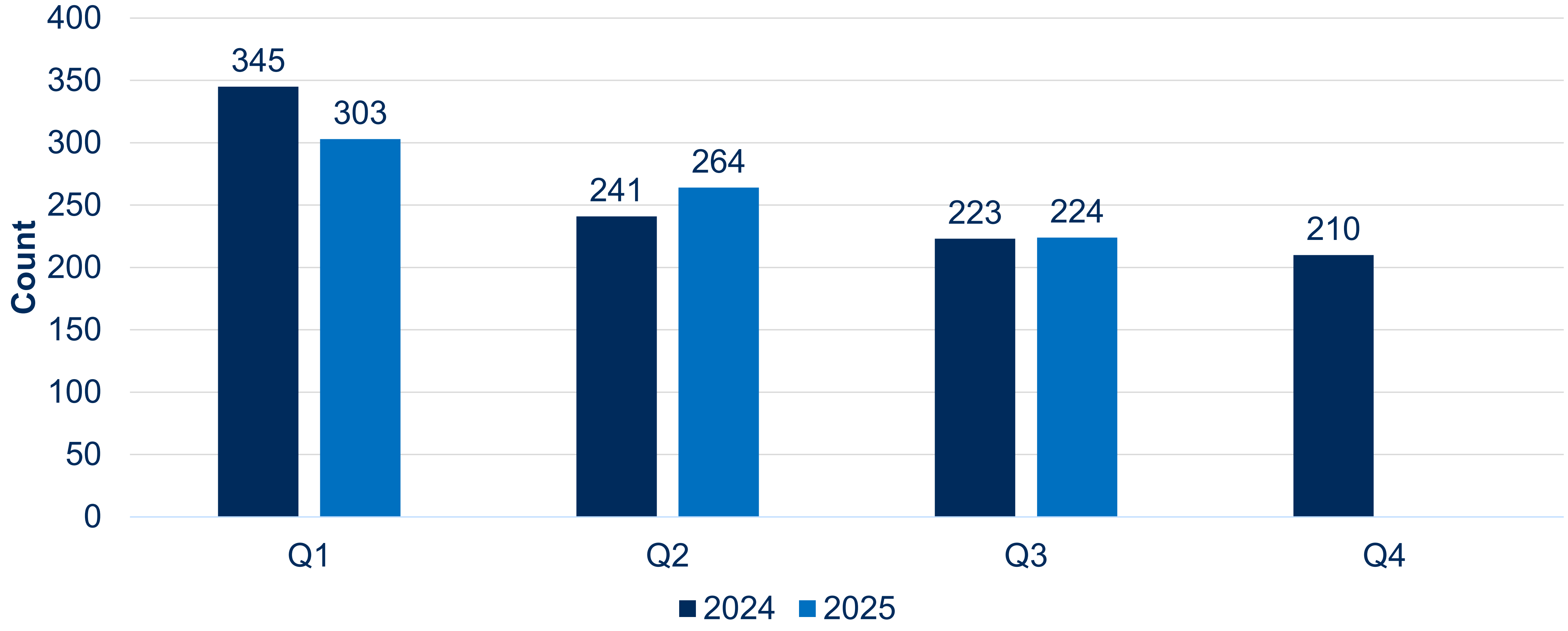
Intelligence Note: The documentation of officer observations or information of person(s) and/or activities for the purpose of intelligence gathering and crime prevention where:

i. there is no interaction with the person(s) (i.e., a passive observation);

ii. the interaction with the person(s) was lawful (e.g., provincial or criminal offence/arrest) where an unrelated passive observation is made and warrants recording for intelligence purposes (e.g., the person was wearing gang colours); or

iii. the identifying information is derived from a third party source or already known by the officer

Number of Intelligence Notes Created Per Quarter, 2024-2025

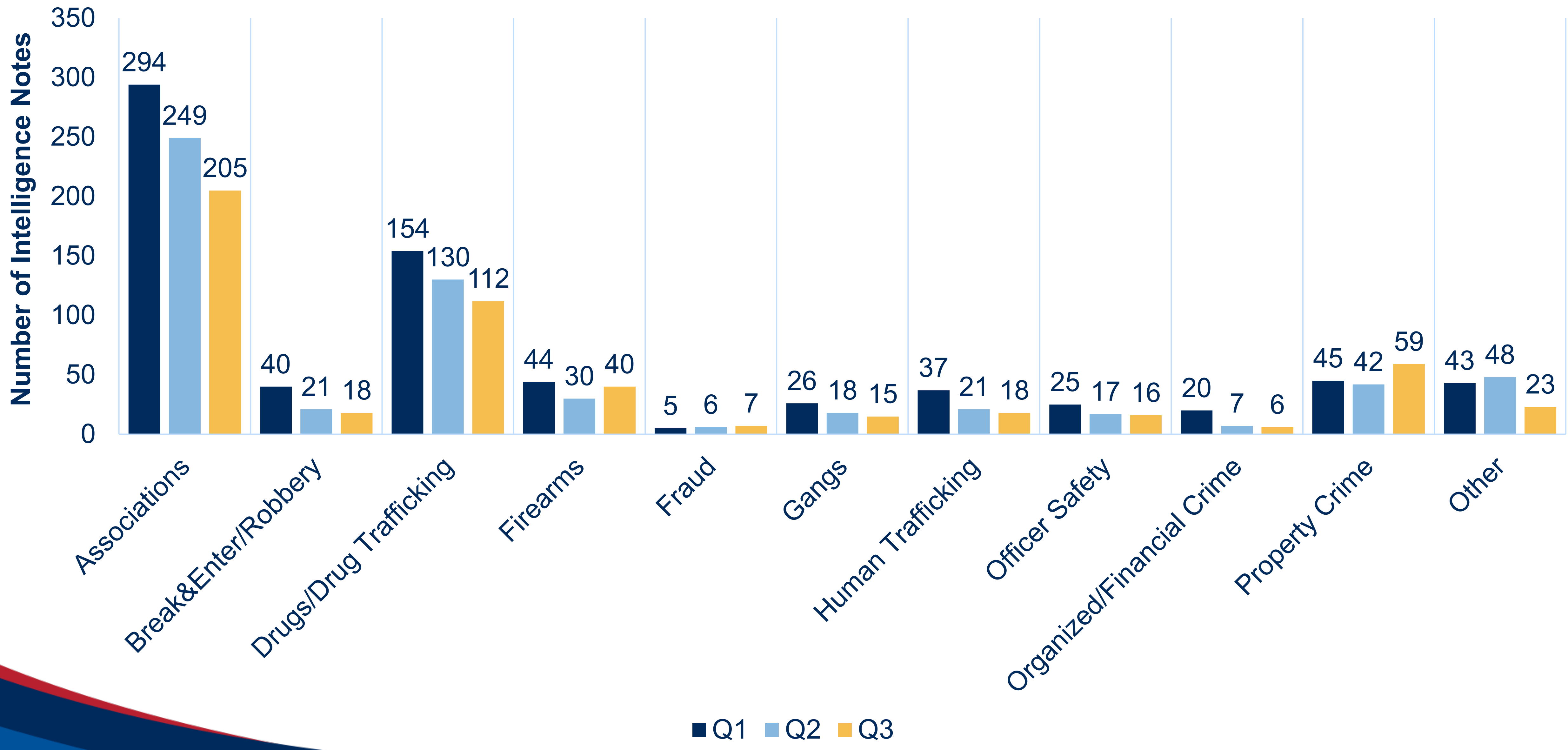


Q3 2025 Intelligence Notes

154 Occurrences → 224 Intelligence Notes

224 Intelligence Notes:
- 102 Person Subjects
- 28 Unoccupied Vehicles
- 94 Locations

Rationale for Intelligence Notes, by Quarter



RBD- Analytic Strategy

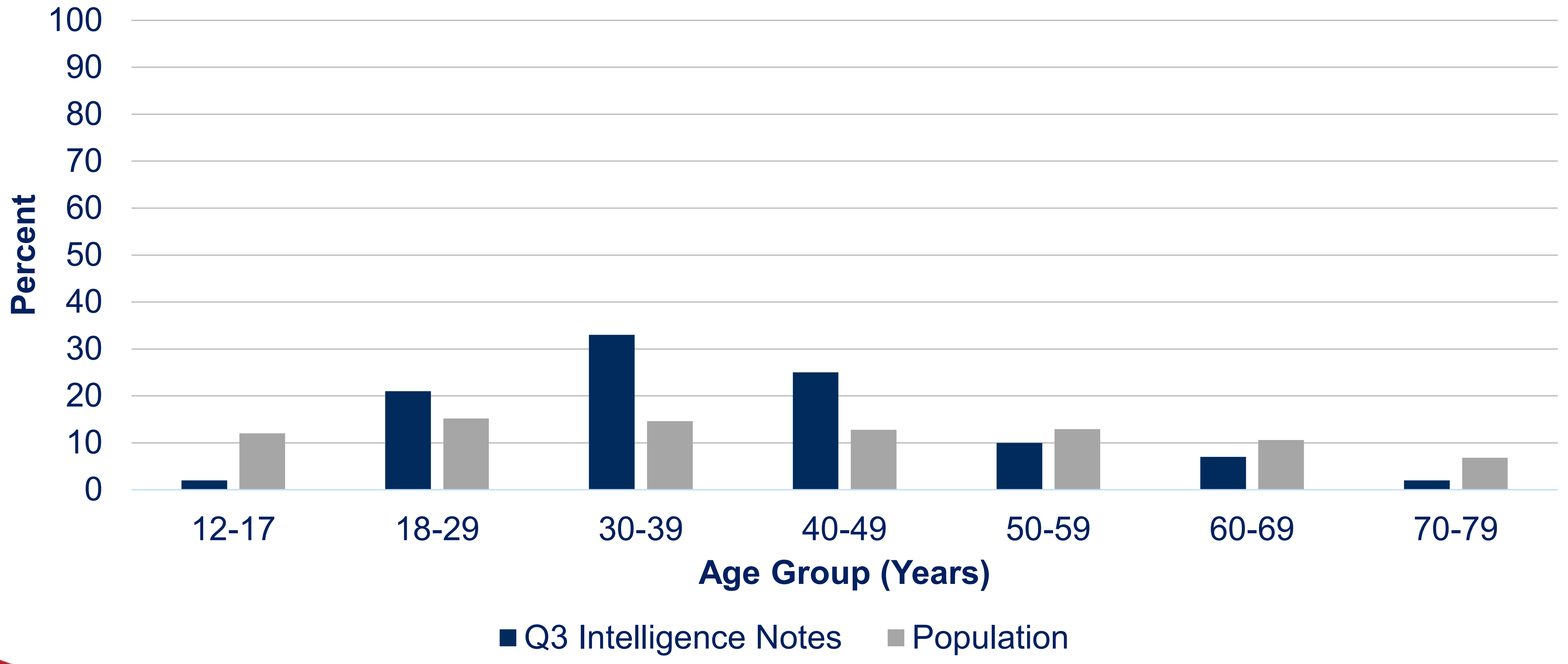
- 102 Intelligence Notes documenting Person Subjects

- **Disproportion:** Proportion of racialized groups compared to local residential population demographics
  - Assumes each person in the population has an equal chance of being included in an Intelligence Note

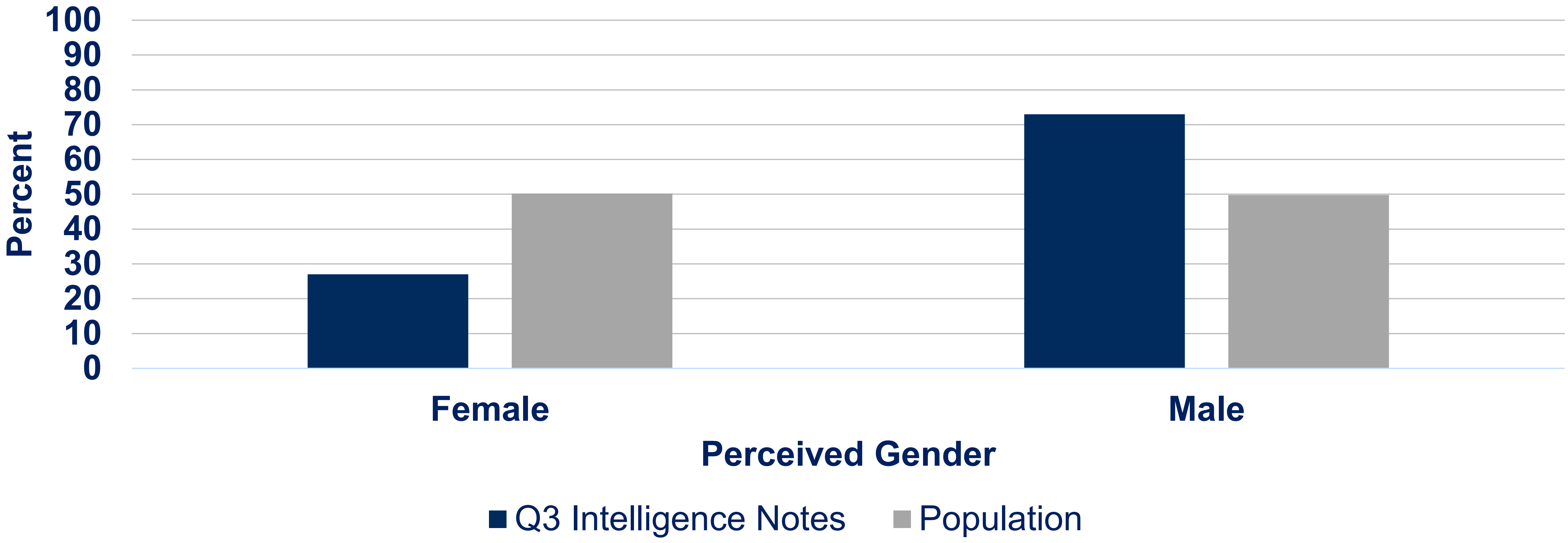
- **Enforcement-Action Benchmarking:** Proportion of racialized groups compared to proportion of White individuals within Intelligence Notes
  - Are groups represented differently within Intelligence Notes?

- Values > 1 indicate overrepresentation ($\geq$1.5 as critical cutoff)

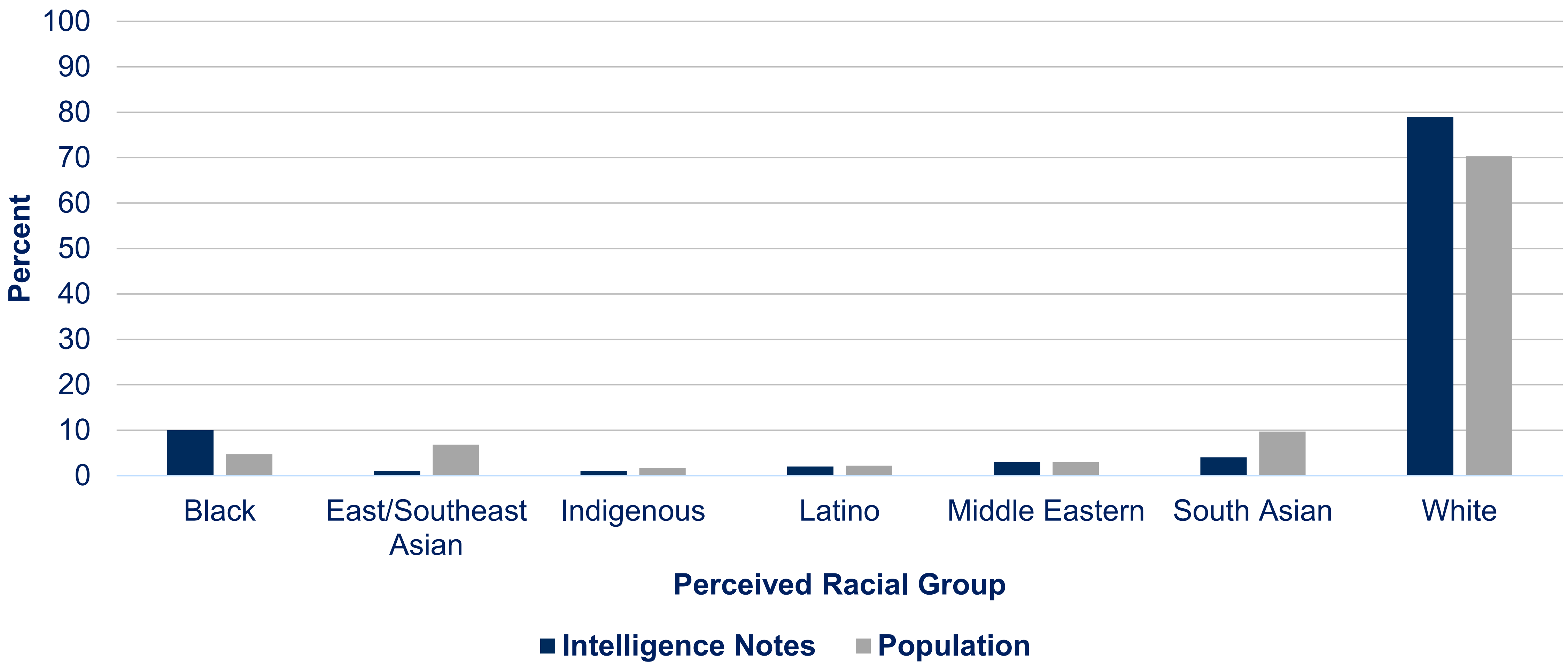
Person Subject Characteristics: Perceived Age



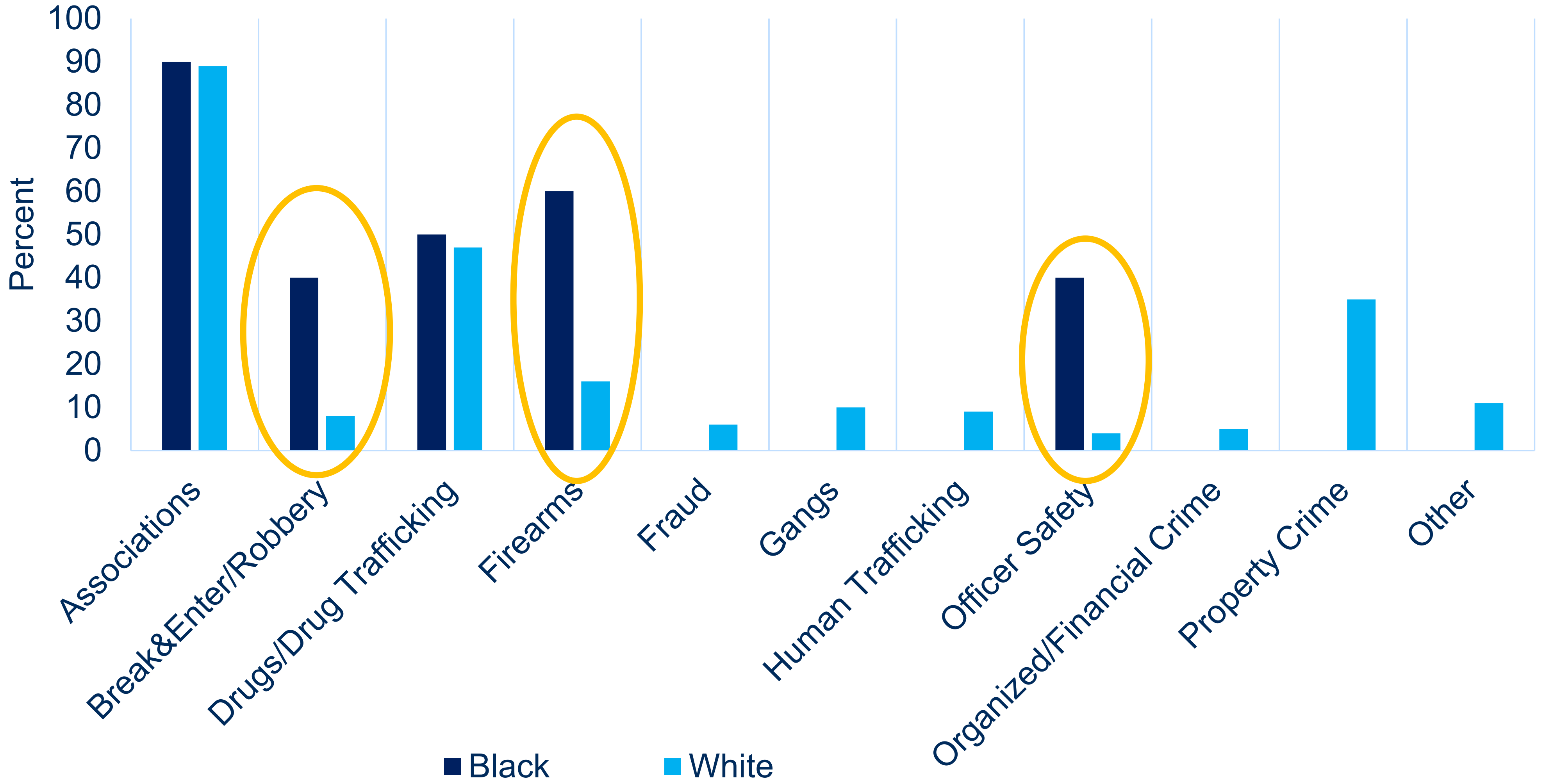
Person Subject Characteristics: Perceived Gender



Person Subject Characteristics: Perceived Race



Percentage of Q3 Intelligence Notes by Perceived Race and Rationale



Future Directions

- We have begun recruitment for WRPS' community council, who will help identify solutions related to concerning trends in the data
- This is part of best practice as recommended by the Ontario Anti-Racism Data Standards (2018)

Thank You

Questions?

Quarterly Use of Force Statistical Report – Q3 2025

TO:
The Waterloo Regional Police Service Board

FROM:
Professional Development and Organizational Culture Division Training and Education Branch

DATE:
11/12/2025

Recommendation

For information only.

Summary

This report provides a statistical summary of interactions with Waterloo Regional Police Service (WRPS) officers and the public where intervention with an individual or individuals met the requirements for the completion of a Use of Force Report by regulation or procedure. This report presents the Q3 2025 Use of Force incidents (July 1st, 2025 to September 30th, 2025). To align Use of Force reporting with WRPS' Race-Based Data Collection Strategy (RBDCS), race-centered analyses are included in this report.

Reporting requirements are outlined in *Community Safety and Policing Act (CSPA),* Regulation 391/23. WRPS meets and significantly expands upon reporting requirements in its Use of Force Procedure, criteria for both are set out in Appendix A. This is done in an effort to better capture incidents in which intervention techniques were required in order to evaluate these and determine if there is need for further individual or Service-wide training. The combined total of incidents for which a report is required is herein referred to as reportable incidents.

A reportable incident may generate several Use of Force Reports as multiple officers respond, each of whom are required to complete a Use of Force Report. Further, as officers transition from one use of force option to another in response to changes in a subject's profiled behaviour, they will document all force options deployed within their Report (e.g., an officer transitioning from a firearm to a CEW will include both force options when they complete their Report). The Emergency Response Team (ERT) is the only unit permitted to complete a Team Use of Force Report. Within a team response, modernized reporting now requires officers to submit an individual report when use of force options are discharged or when use of force results in an injury. Appendix C contains a summary of all incidents which necessitated a Use of Force Report, including those where a subject was not located or where subject race was identified through Computer Aided Dispatch (CAD) information from callers or a police data base (Niche).

Overview of Q3 Use of Force Incidents

During the third quarter of 2025, including incidents involving the humane dispatch of animals, 97 reportable incidents occurred which resulted in 184 Modernized Use of Force

Reports. Please note that there may be discrepancies between the quarterly and annual report numbers. For this report, data was pulled on October 16th, 2025. Any Modernized Use of Force Reports approved and filed for Q3 after this date are not included in this report, but they will be included in the annual report.

Each report is reviewed, and the actions of the reporting officer are analyzed by the platoon Staff Sergeant, the divisional or branch/unit Inspector, and then supervisors in the Training and Education Branch. From this review, officers were found to be using good judgment, appropriate de-escalation techniques, and intervention methods in compliance with regulation and procedure.

There were 79,522 police occurrences and 3,754 arrests during the third quarter of 2025; both numbers decreased from Q2 2025 (-6% for occurrences; -8% for arrests). While the number of occurrences decreased from Q2 to Q3, the number of Use of Force incidents increased (92 in Q2 vs. 97 in Q3; +5%). The number of Modernized Use of Force reports also increased (124 in Q2 vs. 184 in Q3; +48%). The proportion of occurrences involving use of force did not change: in Q3, 0.1% of all police occurrences involved a Use of Force incident.

It is important to consider these numbers within the context of legislative and/or WRPS procedural requirements to complete a report. Reports are required, in the case of firearms and conducted energy weapons (CEWs), for every incident when these are drawn and/or demonstrated in the presence of a member of the public. Handguns drawn increased from Q2 2025 (13) to Q3 2025 (17), while handguns pointed increased from 26 (Q2) to 37 (Q3). Deployment of CEWs increased from 36 (Q2) to 48 (Q3).

Four subjects were injured this quarter. Two subjects received medical attention by personnel at the scene, while two subjects received medical attention at a facility. One officer was injured this quarter, though did not require medical attention at the time of reporting.

Beginning on January 1, 2020, officer perception of subject race became a reportable category in Use of Force incidents. The collection and analysis of this data is part of the provincial and the WRPS commitment to transparency and accountability. The race-based data related to Use of Force that is presented in this report is integrated into the comprehensive WRPS Race- and Identity-Based Data Collection Strategy (RIBDCS). The RIBDCS supports our Equity, Diversity and Inclusion Strategic Plan (2024-2027).

The Training and Education Branch will continue to monitor submissions of Use of Force Reports to ensure the accuracy of our statistics. De-escalation training will remain a cornerstone feature of our intervention training.

Report

1. Police Response

In 2023, a new Use of Force model was approved, titled the *Ontario Public-Police*

Interaction Training Aid. This model has an increased emphasis on de-escalation and conflict prevention. As of January 1st 2025, all officers have been trained on the new model. Appendix B provides a description of the model. This model is the foundation of intervention training provided to officers and officers are tested on it. The model governs all interventions with members of our community and includes officer responses which are present in all interactions, specifically officer presence and communication. These elements form the foundation of de-escalation.

In the period covered by this report, WRPS officers were involved in 79,522 occurrences resulting in 3,754 arrests and 97 reportable incidents (5 of which involved the humane destruction of animals). Of note, the total Use of Force incidents for the quarter is not the sum of patrol (i.e., individual), team, and animals incidents because some incidents will involve both patrol and team; the total removes this duplication.

Table 1. Summary of Modernized Use of Force Reports and Reportable Incidents.

	2021	**2022**	**2023**	**2024**	**2025**	**2025**	**2025**
	Annual Statistics	**Annual Statistics**	**Annual Statistics**	**Annual Statistics**	**Q1**	**Q2**	**Q3**
CAD Occurrences[1]	303,809	323,730	372,165	347,110	81,421	84,281	79,522
Arrests	14,587	14,746	15,421	15,516	3,478	4,079	3,754
Modernized Use of Force Reports[2]	**441**	**559**	**707**	**780**	**168**	**124**	**184**
Individual	317	413	547	592	126	88	144
Team (Special Response)[3]	94	111	137	160	32	29	35
Animals	30	35	21	28	10	7	5
Reportable Use of Force Incidents	**307**	**374**	**417**	**461**	**114**	**92**	**97**
Individual	199	250	314	305	88	62	71
Team (Special Response)	93	111	137	160	32	29	35
Animals	30	35	21	28	10	7	5

[1] Data provided by WRPS Strategic Services Branch, Planning and Project Management.
[2] Since some incidents require the attendance of more than one officer and each officer must submit their own Modernized Use of Force Report, there are more reports than there are incidents.
[3] Team reports represent specialized teams which submit one Modernized Use of Force report for one coordinated incident (e.g. The Emergency Response Team). An incident involving a Team Report may also result in the submission of Individual Reports.

In comparison to the second quarter of 2025, the third quarter of 2025 had 4,759 fewer police occurrences and 325 fewer arrests. While these numbers decreased, the number of reportable incidents increased in Q3 (97) as compared to Q2 (92). The number of

Modernized Use of Force Reports submitted by officers in this quarter increased (+48%; 124 in Q2 to 184 in Q3).

In Q3 2025, excluding reports related to the human destruction of animals, 74% of Modernized Use of Force Reports were generated by Citizen Calls for Service (vs. 61% in Q2), 25% were generated by police (vs. 35% in Q2; 18% were generated due to Warrants, 7% were Officer Initiated calls), and 1% were generated to Assist Other Services.

In Q3 2025, force options were deployed in only about 0.1% of all police occurrences. This number has been consistent since at least 2020.

Q3 Use of Force Reportable Incidents Analysis

Officers interacted with members of the public in 79,522 occurrences during the third quarter of 2025. In these occurrences, 3,754 arrests were made. During these interactions, reportable Use of Force incidents occurred 97 times (including animal calls). In Q3 2025, five incidents involved the humane destruction of animals. These calls are removed from subsequent analyses and only the 92 reportable incidents involving person subjects are reported below.

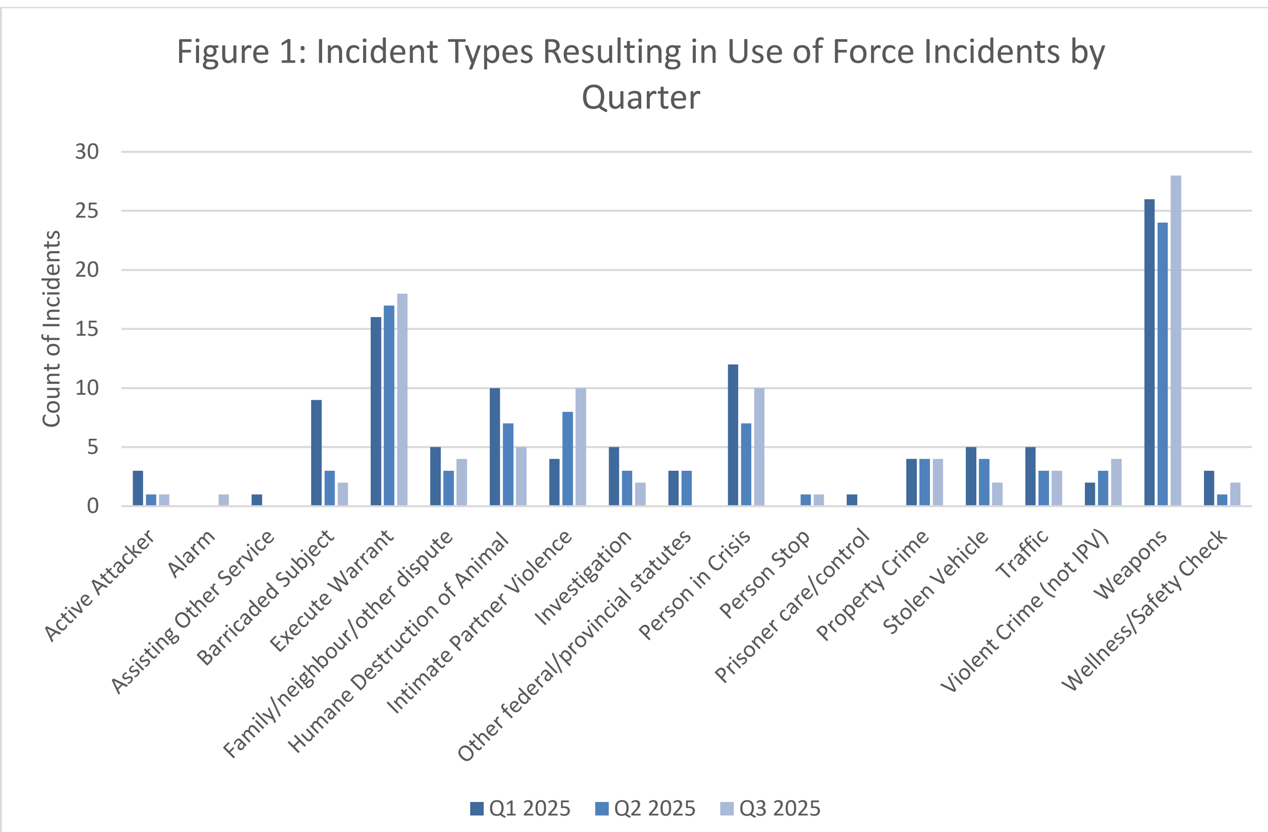


Figure 1 displays the incident types that corresponded to Use of Force reportable incidents. In Q3 2025, Use of Force incidents were most often “Weapons” calls (28 calls; 30% of all non-animal calls), a trend that continues from previous quarters and years.

Use of Force Options

Table 2. Summary of Application of Use of Force Options. Humane destruction of an animal reports are not included in these numbers.

Frequency of Use of Force Option						
	2022 Annual Statistics	**2023 Annual Statistics**	**2024 Annual Statistics**	**2025 Q1**	**2025 Q2**	**2025 Q3**
Handgun						
Drawn	59	41	54	13	13	17
Pointed	81	126	138	24	26	37
Discharged	2	2	1	0	0	0
Rifles						
Drawn	60	70	105	26	19	15
Pointed	34	80	123	22	23	31
Discharged	0	0	0	0	0	0
Oleoresin Capsicum	2	8	12	1	0	1
Baton	2	2	3	0	0	0
Physical Control	73	143	140	43	21	33
Canine	5	10	7	2	1	2

Table 3. Conducted Energy Weapon (CEW) statistics.

Frequency of CEW Options						
	2022 Annual Statistics	**2023 Annual Statistics**	**2024 Annual Statistics**	**2025 Q1**	**2025 Q2**	**2025 Q3**
Options						
Drawn only	111	53	10	8	5	7
Pointed only	121	99	106	34	18	31
Arc Displayed	7	4	3	2	2	0
Deployed probes	41	47	35	12	11	8

Frequency of CEW Options						
	2022	2023	2024	2025	2025	2025
	Annual Statistics	Annual Statistics	Annual Statistics	Q1	Q2	Q3
Three Point Contact	0	1	1	0	0	0
Drive Stun	14	8	1	2	0	2
Total	294	212	156	58	36	48

a. Firearms

Incidents with handguns drawn increased from Q2 2025 (13 incidents) to Q3 (17 incidents; +31%) while handguns pointed increased from 26 in Q2 to 37 (+42%). Carbine rifles drawn decreased from 19 in Q2 to 15 in Q3 (-21%) and carbine rifles pointed increased from 23 in Q2 to 31 in Q3 (+35%).

b. Oleoresin Capsicum (OC)

In the third quarter of 2025, OC spray was used once. The limited use of OC by patrol officers is expected and directly related to the increased use of the conducted energy weapon (CEW) as an intermediate use of force option.

c. Baton

The baton was not used in the third quarter of 2025. Again, the limited use of the baton by patrol officers is related to the increased use of the conducted energy weapon (CEW) as an intermediate use of force option.

d. Physical Control

The number of incidents where an officer employed physical control increased from 21 in Q2 2025 to 33 in Q3 2025 (+57%). This is comparable to what was reported in Q1 2025 and previous years.

e. Conducted Energy Weapon (CEW)

The CEW is frequently used as a means to de-escalate a situation and often negates the need to use other use of force options. It also creates safe and advantageous space away from a violent or potentially deadly subject. Similar to firearms, the displaying of a CEW is often enough to de-escalate a situation (of all the times a CEW was drawn in public, it was discharged 21% of the time in Q3 2025). Overall, the number of CEW reports in Q3 2025 increased from Q2 2025 (36 in Q2 vs. 48 in Q3; +33%).

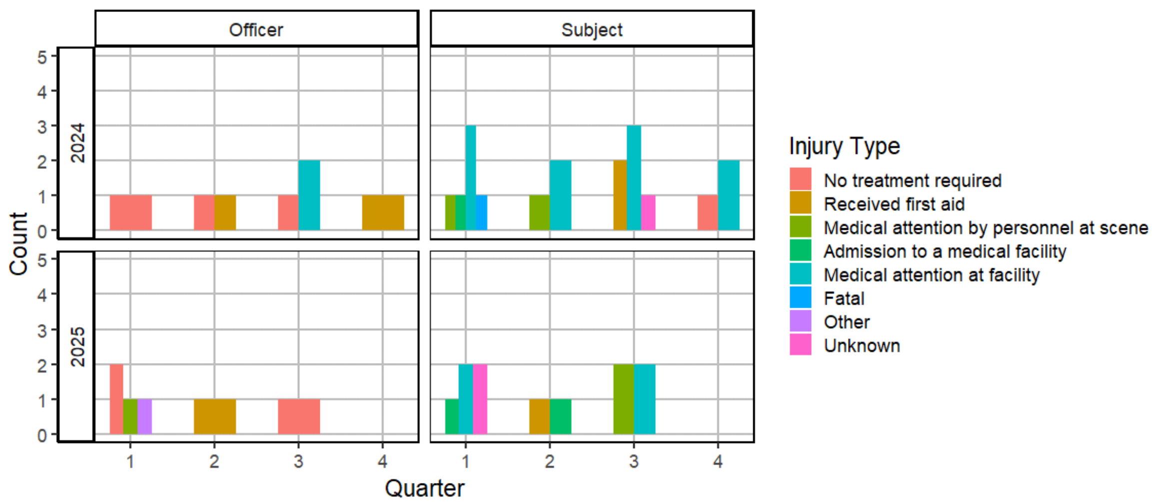
f. Canine

Canine force was used twice in the third quarter of 2025.

2. Injuries During Intervention

Starting last quarter, we began reporting our Injury statistics to align with the Ministry of the Solicitor General's Modernized Use of Force Report. In the past, we reported injuries as "Major" or "Minor". Now, injury information reflects the level of treatment that the Subject or Officer receives, to the best knowledge of the officer at the time of completing their report (see Figure 2). This provides more detailed information about the injury. Injury information can also be found at the incident level in Appendix C.

Figure 2: Injuries Reported in Modernized Use of Force Reports
2024-2025



3. Officer Perception of Subject Race

Table 4. This table displays the perceived race of subjects in the Use of Force incidents since January 1st 2022 when the collection of this data began. Percentages in the table may not add to 100% due to rounding error.

Perceived Race of Subject in Use of Force Incidents												
	2022 Annual		2023 Annual		2024 Annual		2025 Q1		2025 Q2		2025 Q3	
Black	75	18%	52	18	19%	18%	18	19%	21	26%	13	14%
East/Southeast Asian	10	2%	10	6	6%	4%	6	6%	5	6%	7	8%
Indigenous	4	1%	1	0	0%	1%	0	0%	1	1%	2	2%
Latino	9	2%	10	2	2%	4%	2	2%	2	2%	1	1%
Middle Eastern	35	8%	22	8	8%	7%	8	8%	3	4%	9	10%
South Asian	0	0%	6	3	3%	2%	3	3%	3	4%	1	1%
White	295	69%	248	57	59%	62%	57	59%	46	57%	54	60%
Undetermined*			6	3	3%	2%	3	3%	0	0%	3	3%
Total	339		355	97			97		81		90	

* Undetermined represents reportable incidents where multiple officers provided inconsistent race perceptions for the same Subject.

Disproportion

To meet the minimum requirements of *Ontario's Anti-Racism Act* (2017), *Data Standards for the Identification and Monitoring of Systemic Racism* (2018), the proportion of race perceptions of person subjects involved in reportable use of force incidents has been compared to the residential population demographics obtained from 2021 Census data.[1] Ratio values > 1.5 were used as the cut-off to identify over-representation (Lamberth, 1996; Police Foundation, 2003; Withrow et al., 2008).

Based on the proportion of racialized individuals in the local resident population, Black (ratio of 3.06) and Middle Eastern (ratio of 3.33) individuals were overrepresented in Q3 2025 Modernized Use of Force reportable incidents (Table 5). This trend has been consistently observed since we began collecting and reporting on perceived race data.

Table 5. Disproportion and Benchmark Ratios for Individuals by Perceived Race in Use of Force reportable incidents.

	Disproportion ratios for each Perceived Race Category						
	Black	East/Southeast Asian	Indigenous	Latino	Middle Eastern	South Asian	White
Person Count	13	7	2	1	9	1	54
Percentage in Use of Force Incidents	14.4%	7.8%	2.2%	1.1%	10.0%	1.1%	60.0%
Population	4.7%	6.8%	1.7%	2.2%	3.0%	9.7%	72%
Disproportion Ratio	3.06	1.15	1.29	0.50	3.33	0.11	0.83
Benchmark Ratio	0.24	0.13	0.04	0.02	0.17	0.02	

[1] The boundaries of the Kitchener-Cambridge-Waterloo Census Metropolitan Area (CMA) do not align with the boundaries of the Region of Waterloo. The CMA boundaries exclude the Township of Wellesley.

Enforcement-Action Benchmarking

To extend beyond disproportions to better understand the drivers underpinning observed overrepresentation, WRPS has engaged in a multiple benchmark strategy. Racial disparity is examined using Enforcement-Action benchmarking in order to make visible disparate outcomes at different decision-making points across the interaction. What we are asking with this analysis is, within Use of Force incidents, do racialized groups experience equal outcomes? To answer this question, the proportion of racialized individuals within a subset of interactions is compared to the proportion of White individuals, as outlined by the Data Standards (2018).[2] Ultimately, this form of analysis flags areas of potential concern for further investigation, for the purpose of informing solutions that reduce racial disproportionalities and disparities (Foster & Jacobs, 2022).

When considering all Use of Force data, none of the Enforcement-Action benchmarking ratios exceeded the 1.5 cut-off for overrepresentation (see Table 5; Withrow et al., 2008). Due to fluctuations caused by small numbers, a fuller disaggregated analysis will be provided in the annual report.

4. Analysis and Future Action

The Modernized Use of Force Report remains a valuable tool in analysing officers' actions during reportable incidents relative to legislative or procedural requirements.

While aggregate analysis is important and illuminating, it remains crucial for individual encounters to be evaluated on a case-by-case basis. Appendix C provides a catalogue of 2025 Q3 reportable incidents in chronological order. Each row represents a reportable incident and lists: (a) the subjects' perceived race (where "or" is shown this indicates discrepancy of perceived race by different responding officers), (b) how the occurrence was generated, (c) the type of incident, (d) the subjects' behaviour as profiled by the officer (see Appendix B), (e) the officer response based on this behaviour and (f) subject and officer injuries.

Summary & Future Directions

Overall, in the third quarter of 2025, we saw an increase in the number of reportable incidents and the number of Modernized Use of Force Reports in comparison to Q2 2025. There was an increase in the number of reports involving CEWs and in the number of reports involving firearms. No firearms were discharged in Q3 2025. Consistent with previous quarters, Black and Middle Eastern individuals were overrepresented in Use of Force Reports as compared to local resident populations.

In 2025, WRPS will create a community council. The community council will work collaboratively with the Service to support the development of solutions to address trends of overrepresentation. This is in line with best practice, as recommended by Ontario's Anti-Racism Directorate.

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[2] See also the Ministry of Solicitor General's *Police Use of Force: Race-based data technical report, 2023* for a discussion on calculating racial disparity indices.

While aggregate analysis is important for understanding Use of Force deployment, it is still essential to examine individual encounters on a case-by-case basis (See Appendix C). Across the Service, Use of Force Reports will continue to be reviewed on a case-by-case basis to ensure that intervention methods are in compliance with regulation and procedure. Information at the encounter level will also provide contextual information relevant to officer decision making to our Training and Education Unit. Having this information will help support training officers to achieve best practice with respect to de-escalation strategies, as well as design future training scenarios. Additionally, this information can be used to develop a better understanding of differences experienced by individuals from different racial categories. By collaborating with community, we can develop solutions that best serve to neutralize bias in policing.

Strategic Business Plan

The above report aligns with the following Strategic Business Plan 2024-2027 objectives:

Our Connections

☒ Communicate and engage

Financial and/or Risk Implications

Nil.

Attachments

- Appendix A: Use of Force Report Requirement
- Appendix B: Ontario Public-Police Interaction Training Aid (2023)
- Appendix C: Raw Data from Individual Occurrences, Q3 2025
- Presentation – Use of Force Statistical Report – Q3 2025

Prepared By

Eddie Lewis, Inspector, Professional Development and Organizational Culture
Dr. Hasan Siddiqui, Data Analyst, EDI, Strategic Services

Approved By

Mark Crowell, Chief of Police

Appendix A

Use of Force Report Requirement
Community Safety and Policing Act, Regulation 391/23 states:
13(1) Subject to sections 15 and 16 of the Regulation, a member of a police service shall submit a report to the Chief of Police whenever the member,

a) draws a handgun in the presence of a member of the public;
b) points a firearm at a person;
c) discharges a firearm;
d) uses a weapon on another person;
e) draws and displays a conducted energy weapon to a person with the intention of achieving compliance;
f) points a conducted energy weapon at a person;
g) discharges a conducted energy weapon; or
h) uses force on another person, including through the use of a horse or a dog, that results in an injury requiring the services of a physician, nurse or paramedic and the member is aware that the injury required such services before the member goes off-duty.

WRPS Use of Force Procedure, Q. Use of Force Reporting – Members. In addition to what is stated in the CSPA, the Service requires members to submit reports for the following:

1) Drawing a firearm in the presence of a member of the public, excluding a member of the Service.
2) Deploying a CEW on another person:
    a. As demonstrated force presence (i.e., overt display of the CEW with the intent to achieve compliance); and
    b. In cartridge/probe mode, three-point contact, and drive/push stun mode;
3) A police canine has inflicted injury on another person
4) This includes use of the ARWEN (Anti-Riot Weapon Enfield) by SRU

Officers are exempt from reporting use of force if performed in a training exercise, target practice at an authorized range or ordinary weapon maintenance in accordance with service procedures.

Appendix B

Conflict Prevention

The pre-emptive use of verbal and non-verbal strategies with people in situations with a potential to escalate (speeding ticket, neighbour dispute)

De-escalation

The use of verbal and non-verbal strategies intended to prevent conflict or reduce the intensity of a situation without the application of force and, if force is necessary, reducing the amount of force if viable

Assess-Plan-Act

A cognitive process applied by the officer to circumstances related to the subject/situation and impacted by perceived/actual risk, available time, and resources. This process is continuous, allowing for reassessment based on changing information.

Situation & Subject Considerations

Some factors impacting an officer's perception and decision-making of the subject and situation are: weather conditions, indoors/outdoors, number of officers/subjects, perceived subject ability (cognitive ability, skill, size, weapon), cultural awareness, gender identity.

Subject Behaviors

Cooperative: Subject complies with a lawful request

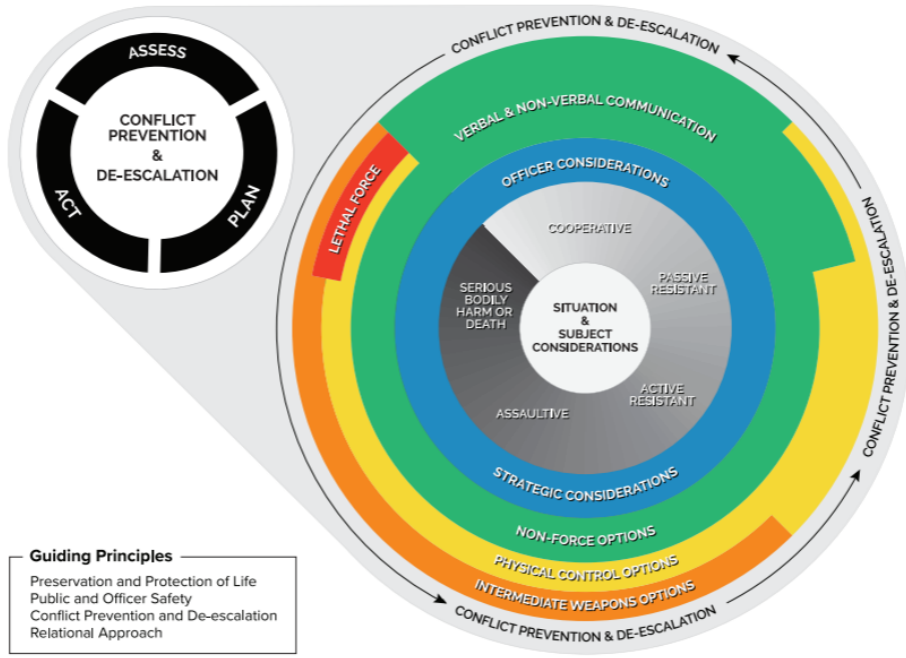
Passive Resistant: Subject refuses a lawful request, verbally and/or physically by standing still, sitting, laying down

Active Resistant: Subject pulling/pushing away, walking away, running away

Assaultive: Threatens/attempts/strikes the officer, kick, punch, spit, headbutt (no weapon)

Serious Bodily Harm or Death: The use of any weapon or technique reasonably likely to cause serious bodily harm or death

Ontario Public-Police Interactions Training Aid (2023)



Guiding Principles

Preservation and Protection of Life
Public and Officer Safety
Conflict Prevention and De-escalation
Relational Approach

The officer continuously assesses the interactions and selects the most reasonable option(s) relative to the subject and circumstances given available resources and time.

Officer & Strategic Considerations

Factors impacting perception and decision-making, including ICEN, ICLEAR, NRA, POL personal experience, skills/ability, stress, injuries, specialty units, available time

Verbal & Non-Verbal Communication

First Contact Approach: Hello, my name is
Relational Approach: I can see you are struggling, I'm here to help you.
Directive Approach: Police, don't' move!
Consistent Verbal/Non-Verbal Approach: facial and body expressions consistent with message, applies to both subject and officer

Non-Force Options

Increasing available time to delay/eliminate the need for force may be done using: Distance, Physical Presence, Isolation, Containment, Evacuation, Cover, Concealment, Reposition, Teamwork, Disengagement

Physical Control Options

Soft: controlling an arm/wrist, pressure points, barrier assist
Hard: strikes/grounding techniques

Intermediate Weapons Options

Pepper Spray, Expandable Baton, Conducted Energy Weapon, Less Lethal Shotgun, ARWEN, Shields, Canine, Horses, any other approved weapon

Lethal Force

Use of any weapon/technique reasonably likely to cause serious bodily harm or death

This Training Aid is not prescriptive and does not replace the law. An officer's actions must be lawful, necessary,reasonable and proportional.

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Appendix C

Occurrence	Generated By	Report Type	Group Composition	Subject Perceived Race	Incident Type	Subject Behaviour	Subject Weapon	Officer Response	Injuries
1	Citizen Call for Service	Individual	Individual	White	Weapons	Access to Weapon; SBHD	Handgun	Handgun Pointed	
2	Warrant	Team	Group (2)	White	Execute Warrant	Access to Weapon; SBHD	Handgun	ERW Pointed; Handgun Pointed; Rifle Pointed	
3	Citizen Call for Service	Individual	Individual	Black	Family/neighbour/other dispute; Violent Crime (not IPV)	Access to Weapon; Nature of Call; SBHD	Knife/Edged Weapon	CEW Pointed; Handgun Pointed	
4	Warrant	Team	Group (7)	White	Execute Warrant	Access to Weapon; Active Resistant; Assaultive; Nature of Call; Passive Resistant; Past History; Physical Size, Strength, or Abilities; SBHD	Handgun; Long gun; Other	CEW Pointed; ERW Drawn; Handgun Pointed; Rifle Pointed	
5	Citizen Call for Service	Individual	Individual	Middle Eastern	Intimate Partner Violence	Assaultive		CEW Drawn	
6	Citizen Call for Service	Individual	Individual	White	Weapons	Access to Weapon; SBHD	Knife/Edged Weapon	Physical Control; CEW Pointed	
7	Citizen Call for Service	Individual	Individual	Subject not seen	Active Attacker; Weapons			Handgun Pointed; Rifle Pointed	
8	Warrant	Team	Group (2)	Middle Eastern; White	Execute Warrant	Access to Weapon; SBHD	Handgun	Physical Control; ERW Drawn; Handgun Drawn; Rifle Pointed	
9	Citizen Call for Service	Individual	Individual	Black	Weapons	Access to Weapon; Nature of Call; SBHD	Knife/Edged Weapon	Rifle Drawn	
10	Warrant	Team	Group (7)	Middle Eastern	Execute Warrant	Access to Weapon; Nature of Call; Past History; SBHD	Handgun	Physical Control; ERW Drawn; Handgun Pointed; Rifle Pointed	
11	Warrant	Individual	Individual	East/Southeast Asian	Execute Warrant	Access to Weapon; Nature of Call; SBHD	Unknown type of Weapon; Vehicle	Handgun Pointed	
12	Citizen Call for Service	Team and Individual	Individual	Subject not seen	Family/neighbour/other dispute; Violent Crime (not IPV); Weapons			Handgun Drawn; Rifle Drawn	
13	Citizen Call for Service	Individual	Individual	Indigenous	Weapons	Access to Weapon; Active Resistant; Nature of Call; Passive Resistant; SBHD	Club or Impact Weapon; Knife/Edged Weapon	Physical Control; CEW Pointed	
14	Citizen Call for Service	Individual	Individual	White	Violent Crime (not IPV)	Active Resistant; Nature of Call; Physical Size, Strength, or Abilities; SBHD		Physical Control; CEW Discharged	Subject received medical attention at a facility
15	Officer Initiated	Individual	Individual	White	Person Stop	Active Resistant; Nature of Call; SBHD		CEW Pointed	
16	Citizen Call for Service	Individual	Individual	Middle Eastern	Family/neighbour/other dispute	Access to Weapon; Nature of Call; SBHD	Club or Impact Weapon	CEW Pointed	
17	Warrant	Team	Individual	Middle Eastern	Execute Warrant	Access to Weapon; Assaultive; Nature of Call; Past History; SBHD	Handgun	Physical Control; Rifle Drawn	
18	Citizen Call for Service	Individual	Individual	White	Weapons	Access to Weapon; Active Resistant; Assaultive	Club or Impact Weapon	CEW Pointed	

19	Citizen Call for Service	Individual	Individual	Black	Traffic	Active Resistant; Assaultive		Physical Control; CEW Pointed	Subject received medical attention by personnel at scene; Officer injured but no treatment required;
20	Citizen Call for Service	Individual			Humane Destruction of Animal			Rifle Discharged	
21	Warrant	Team	Individual	White	Execute Warrant	Access to Weapon; Assaultive; Nature of Call; Past History; SBHD	Aerosol; Handgun; Knife/Edged Weapon; Other; Unknown type of Weapon	Handgun Drawn; Rifle Pointed	
22	Citizen Call for Service	Individual	Individual	Black	Active Attacker; Intimate Partner Violence	Access to Weapon; Assaultive; SBHD	Knife/Edged Weapon	Handgun Drawn; Rifle Pointed	
23	Citizen Call for Service	Individual	Individual	White	Intimate Partner Violence	Access to Weapon; Assaultive; Nature of Call; SBHD	Knife/Edged Weapon; Vehicle	Physical Control; CEW Pointed; Handgun Pointed; Rifle Pointed	
24	Citizen Call for Service	Team	Individual	Subject not seen	Weapons			Rifle Drawn	
25	Citizen Call for Service	Individual	Individual	White	Alarm	Active Resistant; Nature of Call; SBHD		Physical Control; CEW Pointed	
26	Citizen Call for Service	Individual	Individual	Subject not seen	Weapons			Handgun Drawn; Rifle Drawn	
27	Citizen Call for Service	Individual	Individual	White	Property Crime	Active Resistant; Nature of Call; Past History; SBHD		CEW Pointed	
28	Citizen Call for Service	Team	Individual	Latino	Person in Crisis	Nature of Call; SBHD		ERW Drawn	
29	Officer Initiated	Team	Group (2)	White	Intimate Partner Violence	Access to Weapon; Nature of Call; Past History; SBHD	Handgun	Physical Control; Handgun Pointed	
30	Citizen Call for Service	Individual	Individual	Middle Eastern	Intimate Partner Violence	Assaultive; Nature of Call; SBHD		CEW Drawn	
31	Citizen Call for Service	Individual	Individual	Subject not seen	Property Crime			Handgun Drawn	
32	Citizen Call for Service	Individual	Individual	East/Southeast Asian	Stolen Vehicle	Passive Resistant; Physical Size, Strength, or Abilities; SBHD		CEW Pointed	
33	Citizen Call for Service	Individual	Individual	White	Family/neighbour/other dispute	Access to Weapon; Active Resistant; Assaultive; Physical Size, Strength, or Abilities; SBHD	Unknown type of Weapon	Physical Control; CEW Pointed	
34	Citizen Call for Service	Individual	Individual	White	Person in Crisis	Access to Weapon; SBHD	Knife/Edged Weapon	CEW Drawn	
35	Citizen Call for Service	Individual	Individual	White	Family/neighbour/other dispute	Access to Weapon	Handgun	Handgun Pointed	
36	Citizen Call for Service	Team	Individual	White	Weapons	Access to Weapon; Active Resistant; Nature of Call; Past History; Physical Size, Strength, or Abilities; SBHD	Handgun	CEW Discharged; Handgun Pointed; Rifle Pointed	
37	Warrant	Individual	Group (2)	White	Execute Warrant	Access to Weapon; Assaultive; Nature of Call; Past History; SBHD	Knife/Edged Weapon; Unknown type of Weapon	CEW Pointed	
38	Citizen Call for Service	Individual	Individual	White	Person in Crisis	Access to Weapon; Nature of Call; SBHD	Knife/Edged Weapon	Handgun Pointed	

39	Citizen Call for Service	Team	Individual	Subject not seen	Intimate Partner Violence			Rifle Drawn	
40	Citizen Call for Service	Individual	Individual	White	Person in Crisis			CEW Pointed	
41	Warrant	Team	Individual	East/Southeast Asian	Intimate Partner Violence	Access to Weapon; Nature of Call; SBHD	Handgun; Other	CEW Drawn; Handgun Pointed	
42	Citizen Call for Service	Individual	Individual	East/Southeast Asian	Intimate Partner Violence	Assaultive		CEW Discharged	
43	Citizen Call for Service	Individual	Individual	White	Weapons	Access to Weapon; SBHD	Handgun; Knife/Edged Weapon; Other	Rifle Pointed	
44	Warrant	Team	Individual	White	Execute Warrant	Access to Weapon; Nature of Call; SBHD	Handgun; Long gun; Unknown type of Weapon	Physical Control; ERW Drawn; Handgun Drawn; Rifle Drawn	Subject received medical attention at a facility
45	Warrant	Team	Group (2)	White	Execute Warrant	Access to Weapon; Nature of Call; Past History; Physical Size, Strength, or Abilities; SBHD	Handgun; Unknown type of Weapon	Physical Control; ERW Drawn; Handgun Pointed; Rifle Pointed	
46	Warrant	Team	Group (2)	East/Southeast Asian; White	Execute Warrant	Access to Weapon; Nature of Call; Past History; SBHD	Handgun	Physical Control; CEW Pointed; Handgun Pointed; Rifle Pointed	
47	Citizen Call for Service	Team and Individual	Individual	Black	Barricaded Subject	Access to Weapon; Active Resistant; Assaultive; Nature of Call; SBHD	Knife/Edged Weapon	CEW Discharged; ERW Drawn; Handgun Drawn; Rifle Pointed	
48	Citizen Call for Service	Individual	Individual	White	Stolen Vehicle; Violent Crime (not IPV); Weapons	Access to Weapon; Active Resistant; Nature of Call; Passive Resistant; SBHD	Club or Impact Weapon; Handgun	CEW Pointed; Handgun Pointed	
49	Assist Other Service	Individual	Individual	White	Property Crime	Access to Weapon; Nature of Call; Physical Size, Strength, or Abilities; SBHD	Club or Impact Weapon	Physical Control; Handgun Pointed	
50	Citizen Call for Service	Individual	Individual	White	Person in Crisis; Weapons	Access to Weapon; Assaultive; Nature of Call; SBHD	Knife/Edged Weapon	Physical Control; CEW Discharged; Handgun Pointed	
51	Citizen Call for Service	Individual	Group (2)	Black; Middle Eastern	Weapons	Access to Weapon; Nature of Call; SBHD	Handgun	Physical Control; Handgun Pointed; Rifle Pointed	
52	Assist Other Service	Individual			Humane Destruction of Animal			Rifle Discharged	
53	Officer Initiated and Warrant	Team and Individual	Group (3)	Black; Middle Eastern; White	Execute Warrant; Weapons	Access to Weapon; Nature of Call; Past History; SBHD	Handgun	Physical Control; CEW Pointed; Handgun Pointed; Rifle Pointed	
54	Citizen Call for Service	Individual	Group (2)	White	Property Crime	Access to Weapon; Nature of Call; SBHD	Club or Impact Weapon; Knife/Edged Weapon; Unknown type of Weapon	CEW Pointed; Rifle Pointed	
55	Citizen Call for Service	Individual	Individual	White	Violent Crime (not IPV); Weapons	Access to Weapon; Nature of Call; SBHD	Handgun; Long gun; Unknown type of Weapon	Physical Control; CEW Pointed; Handgun Drawn; Rifle Pointed	
56	Citizen Call for Service	Team and Individual	Individual	White	Person in Crisis	Access to Weapon; SBHD	Handgun	CEW Pointed; Handgun Drawn; Rifle Pointed	
57	Citizen Call for Service	Individual	Individual	South Asian	Intimate Partner Violence	Access to Weapon; Nature of Call; SBHD	Unknown type of Weapon	Physical Control; CEW Drawn; Handgun Pointed	
58	Citizen Call for Service	Individual	Individual	Middle Eastern or South Asian	Weapons	Access to Weapon; Assaultive; Nature of Call; SBHD	Knife/Edged Weapon	Physical Control; CEW Pointed; Handgun Pointed	

59	Citizen Call for Service	Individual	Individual	White	Execute Warrant	Active Resistant		Physical Control; CEW Drawn	
60	Citizen Call for Service	Individual	Individual	White	Violent Crime (not IPV); Weapons	Access to Weapon; SBHD	Handgun	Physical Control; Rifle Pointed	
61	Citizen Call for Service	Team	Individual	Subject not seen	Intimate Partner Violence			Handgun Drawn; Rifle Drawn	
62	Officer Initiated	Individual	Individual	White	Traffic	Assaultive		CEW Pointed	
63	Officer Initiated	Team and Individual	Individual	Black	Investigation	Access to Weapon; Active Resistant; Nature of Call; Passive Resistant; Past History; SBHD	Handgun; Unknown type of Weapon	Physical Control; CEW Pointed	
64	Citizen Call for Service	Team and Individual	Group (3)	Black; White	Violent Crime (not IPV); Weapons	Access to Weapon; Nature of Call; SBHD	Handgun; Knife/Edged Weapon	ERW Drawn; Handgun Pointed; Rifle Pointed	Subject received medical attention by personnel at scene
65	Citizen Call for Service	Team and Individual	Individual	White	Weapons	Access to Weapon; Nature of Call; SBHD	Knife/Edged Weapon	Handgun Drawn; Rifle Pointed	
66	Assist Other Service	Individual			Humane Destruction of Animal			Rifle Discharged	
67	Citizen Call for Service	Team and Individual	Individual	Black	Weapons	Access to Weapon; Nature of Call; Passive Resistant; SBHD	Handgun	Physical Control; CEW Pointed; Handgun Pointed; Rifle Pointed	
68	Officer Initiated	Individual	Individual	East/Southeast Asian or South Asian	Traffic	Access to Weapon; Nature of Call; Past History; SBHD	Vehicle	Physical Control; Handgun Pointed	
69	Citizen Call for Service	Individual	Individual	White	Barricaded Subject	Access to Weapon; Passive Resistant	Long gun	Physical Control; Rifle Drawn	
70	Citizen Call for Service	Team	Individual	White	Person in Crisis	Access to Weapon; SBHD	Other	CEW Drawn; ERW Drawn; Rifle Drawn	
71	Citizen Call for Service	Individual	Individual	White	Person in Crisis	Access to Weapon; Nature of Call; SBHD	Handgun; Long gun	Rifle Drawn	
72	Citizen Call for Service	Team	Group (2)	White	Intimate Partner Violence; Violent Crime (not IPV); Wellness/Safety check	Access to Weapon; Assaultive; Nature of Call; Past History; SBHD	Handgun	Handgun Pointed; Rifle Pointed	
73	Citizen Call for Service	Individual	Individual	Black or White	Investigation; Traffic	Access to Weapon; Active Resistant; Assaultive; Nature of Call; SBHD	Unknown type of Weapon; Vehicle	Physical Control; CEW Pointed; Handgun Pointed	
74	Citizen Call for Service	Individual	Individual	Indigenous	Person in Crisis	Access to Weapon; SBHD	Knife/Edged Weapon	Physical Control; Handgun Pointed	
75	Warrant	Team	Group (2)	Black; East/Southeast Asian	Execute Warrant	Access to Weapon; Nature of Call; Past History; SBHD	Handgun	CEW Pointed; ERW Drawn; Handgun Pointed; Rifle Pointed	
76	Warrant	Team	Individual	White	Execute Warrant	Access to Weapon; Nature of Call; Past History; SBHD	Handgun; Vehicle	ERW Drawn; Handgun Pointed; Rifle Pointed	
77	Citizen Call for Service	Individual	Individual	White	Violent Crime (not IPV)	Access to Weapon; Nature of Call; SBHD	Knife/Edged Weapon	CEW Pointed	
78	Citizen Call for Service	Individual	Individual	White	Wellness/Safety check	Access to Weapon; Assaultive; Physical Size, Strength, or Abilities; SBHD	Knife/Edged Weapon	Physical Control; CEW Discharged	
79	Citizen Call for Service	Team	Individual	Subject not seen	Execute Warrant			ERW Drawn; Handgun Drawn; Rifle Drawn	
80	Citizen Call for Service	Individual	Individual	White	Wellness/Safety check	Access to Weapon; Nature of Call; SBHD	Canine; Club or Impact Weapon	Rifle Drawn	

81	Citizen Call for Service	Individual	Individual	Black	Weapons	Access to Weapon; Nature of Call; SBHD	Long gun	Handgun Drawn	
82	Citizen Call for Service	Individual	Individual	Subject not seen	Weapons			Rifle Pointed	
83	Citizen Call for Service	Individual	Individual	White	Person in Crisis	Assaultive		CEW Pointed	
84	Citizen Call for Service	Individual	Individual	White	Weapons	Access to Weapon; Nature of Call; SBHD	Handgun	Handgun Pointed	
85	Officer Initiated	Team	Group (3)	Black; White	Weapons	Access to Weapon; SBHD	Handgun	Handgun Pointed; Rifle Pointed	
86	Citizen Call for Service and Officer Initiated	Individual	Individual	Subject not seen	Weapons; Wellness/Safety check			Handgun Drawn; Rifle Pointed	
87	Citizen Call for Service	Team	Individual	White	Weapons	Access to Weapon; SBHD	Long gun	Handgun Drawn; Rifle Drawn	
88	Citizen Call for Service	Team	Individual	Subject not seen	Weapons			Handgun Drawn; Rifle Drawn	
89	Citizen Call for Service	Team and Individual	Individual	White	Active Attacker; Violent Crime (not IPV); Weapons	Access to Weapon; SBHD	Handgun; Other	Physical Control; CEW Pointed; Handgun Pointed; Rifle Pointed	
90	Warrant	Team	Group (2)	White	Execute Warrant			Handgun Pointed; Rifle Pointed	
91	Citizen Call for Service	Individual	Individual	East/Southeast Asian	Person in Crisis	Access to Weapon; SBHD	Knife/Edged Weapon	CEW Pointed; Handgun Pointed	
92	Citizen Call for Service	Individual	Individual	White	Family/neighbour/other dispute	Access to Weapon; Active Resistant; Nature of Call; Past History; SBHD	Knife/Edged Weapon	Physical Control; CEW Discharged	
93	Citizen Call for Service	Individual			Humane Destruction of Animal			Handgun Discharged	
94	Warrant	Team	Group (4)	Middle Eastern; White	Execute Warrant	Access to Weapon; SBHD	Handgun	Handgun Pointed; Rifle Pointed	
95	Citizen Call for Service	Individual	Individual	White	Violent Crime (not IPV)	Active Resistant; Assaultive; Past History; Physical Size, Strength, or Abilities; SBHD		Physical Control; CEW Discharged	
96	Citizen Call for Service	Individual	Group (3)	White	Stolen Vehicle	Access to Weapon; Nature of Call; Passive Resistant; SBHD	Knife/Edged Weapon	Handgun Pointed	
97	Citizen Call for Service	Individual			Humane Destruction of Animal			Rifle Discharged	

WRPS USE OF FORCE STATISTICAL REPORT – Q3 2025

Police Services Board Meeting

November 12, 2025

Eddie Lewis, Inspector

Professional Development and Organizational Culture

Background

- Period of reporting: July 1st to September 30th, 2025

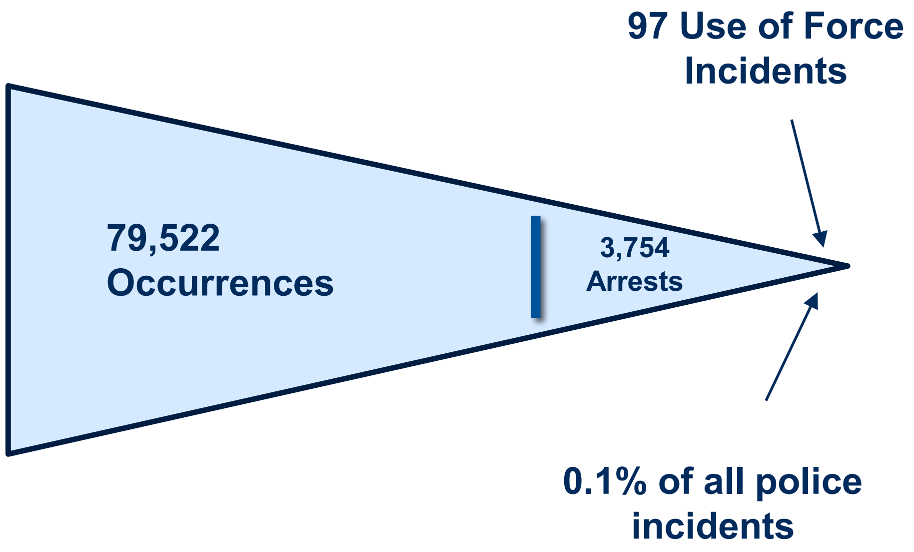
- **Reportable incidents** – Those incidents that require a *Use of Force Report* by legislation and/or WRPS Procedure;

- A reportable incident may generate several Use of Force Reports – one for each officer; and

- Each *Use of Force Report* is subject to 3 layers of scrutiny:
  - (i) S/Sgt of the platoon/unit;
  - (ii) Senior Leader of the Unit/Branch/Division; and
  - (iii) Sgt in Training and Education.

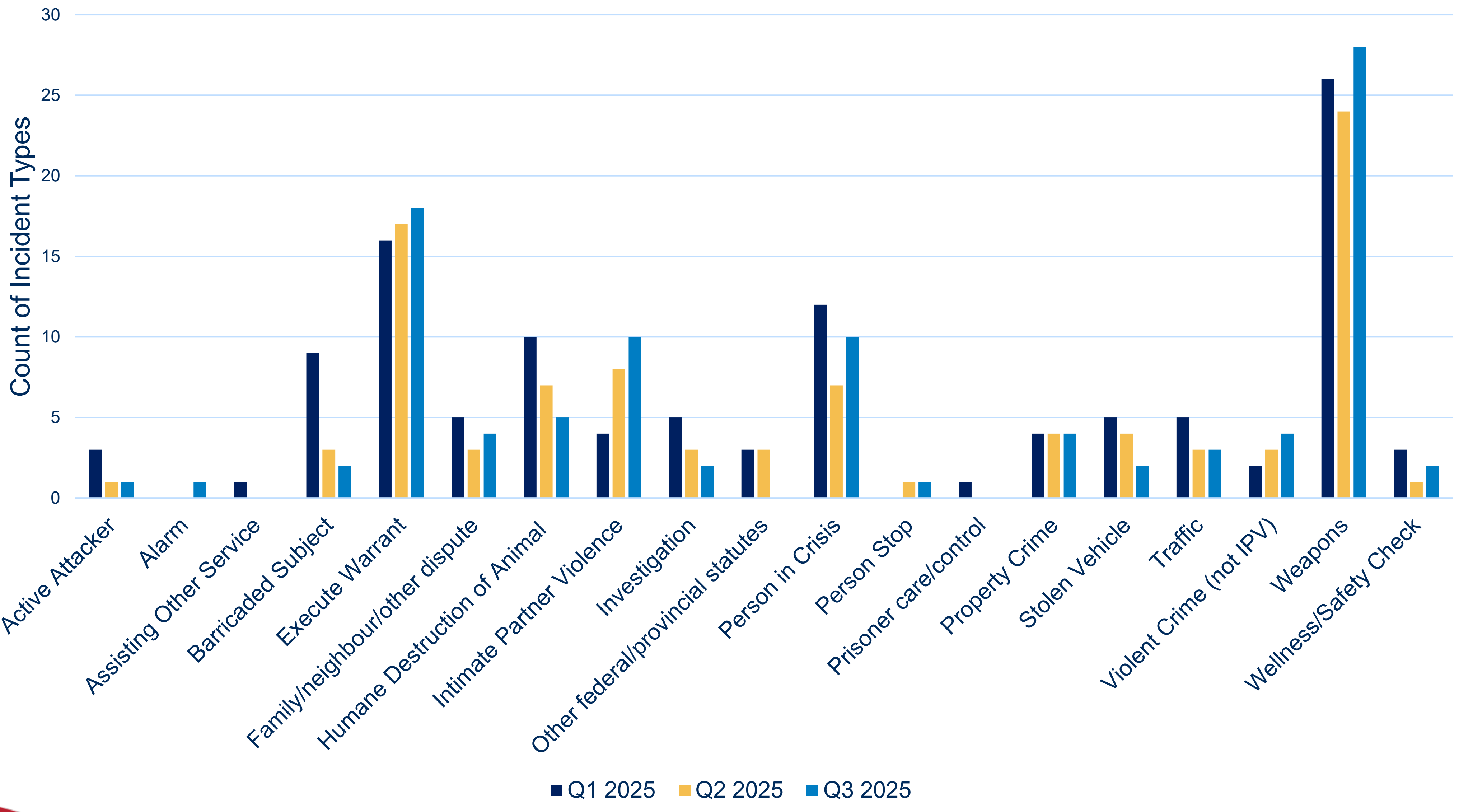
Q3 Summary of Use of Force Reports/Incidents

Use of Force Reports and Incidents compared to Occurrences and Arrests						
	2021	**2022**	**2023**	**2024**	**2025**	**2025**
	Annual Statistics	**Annual Statistics**	**Annual Statistics**	**Annual Statistics**	**Q2**	**Q3**
CAD Occurrences	303,809	323,730	372,165	347,110	84,281	79,522
Arrests	14,587	14,746	15,421	15,516	4,079	3,754
Use of Force Reports						
TOTAL	**307**	**374**	**707**	**780**	**124**	**184**
Patrol	199	250	547	592	88	144
Team (Special Response)	93	111	137	160	29	35
Animals	30	35	21	28	7	5
Use of Force Incidents						
TOTAL	**441**	**559**	**417**	**461**	**92**	**97**
Patrol	317	413	314	305	62	71
Team (Special Response)	94	111	137	160	29	35
Animals	30	35	21	28	7	5



- Occurrences (79,522) and arrests (3,754) decreased as compared to Q2 2025.
- Use of Force incidents (97) were up from the previous quarter (92)

Incident Types Resulting in Use of Force Incidents



Q3 Use of Force Options (excluding CEWs)

Frequency of Use of Force Option Use						
	2022	2023	2024	2025	2025	2025
	Annual Statistics	Annual Statistics	Annual Statistics	Q1	Q2	Q3
Handgun						
Drawn	59	47	54	13	13	17
Pointed	81	120	138	24	26	37
Discharged	2	2	1	0	0	0
Rifles						
Drawn	60	86	105	26	19	15
Pointed	34	35	123	22	23	31
Discharged	0	0	0	0	0	0
Oleoresin Capsicum (OC)	2	8	12	1	0	1
Baton	2	2	3	0	0	0
Physical Control	73	198	140	43	21	33
Canine	5	10	7	2	1	2

CEW Use

	2022	2023	2024	2025		
	Annual Statistics	Annual Statistics	Annual Statistics	Q1	Q2	Q3
Options						
Drawn only	111	48	10	8	5	7
Pointed only	121	134	106	34	18	31
Arc Displayed	7	7	3	2	2	0
Deployed probes	41	62	35	12	11	8
Three Point Contact	0	2	1	0	0	0
Drive Stun	14	17	1	2	0	2
Total	294	270	156	58	36	48

- Procedure requires a Use of Force Report each time CEW removed from holster;
- Anytime a lethal force option is drawn, CEWs are also typically drawn as a less lethal option to support de-escalation.

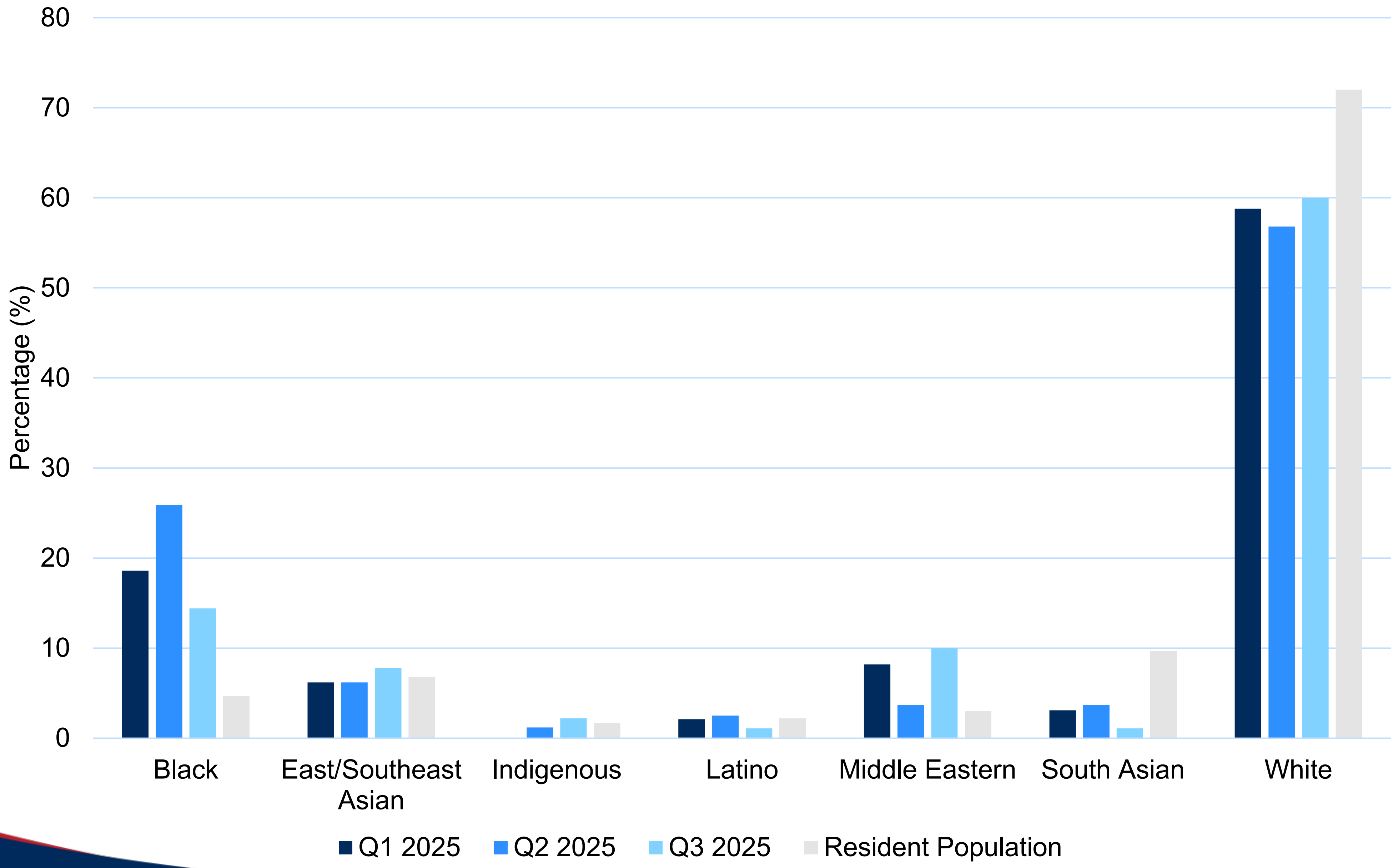
Q3 Summary of Subject Injuries

	2024	2025		
Injury Type	Annual Statistics	Q1	Q2	Q3
No treatment required	1	0	0	0
Received first aid	1	0	1	0
Medical attention by personnel at scene	2	0	0	2
Admission to a Medical Facility	1	1	1	0
Medical attention at facility	4	1	0	2
Fatal	1	0	0	0
Unknown	1	1	0	0

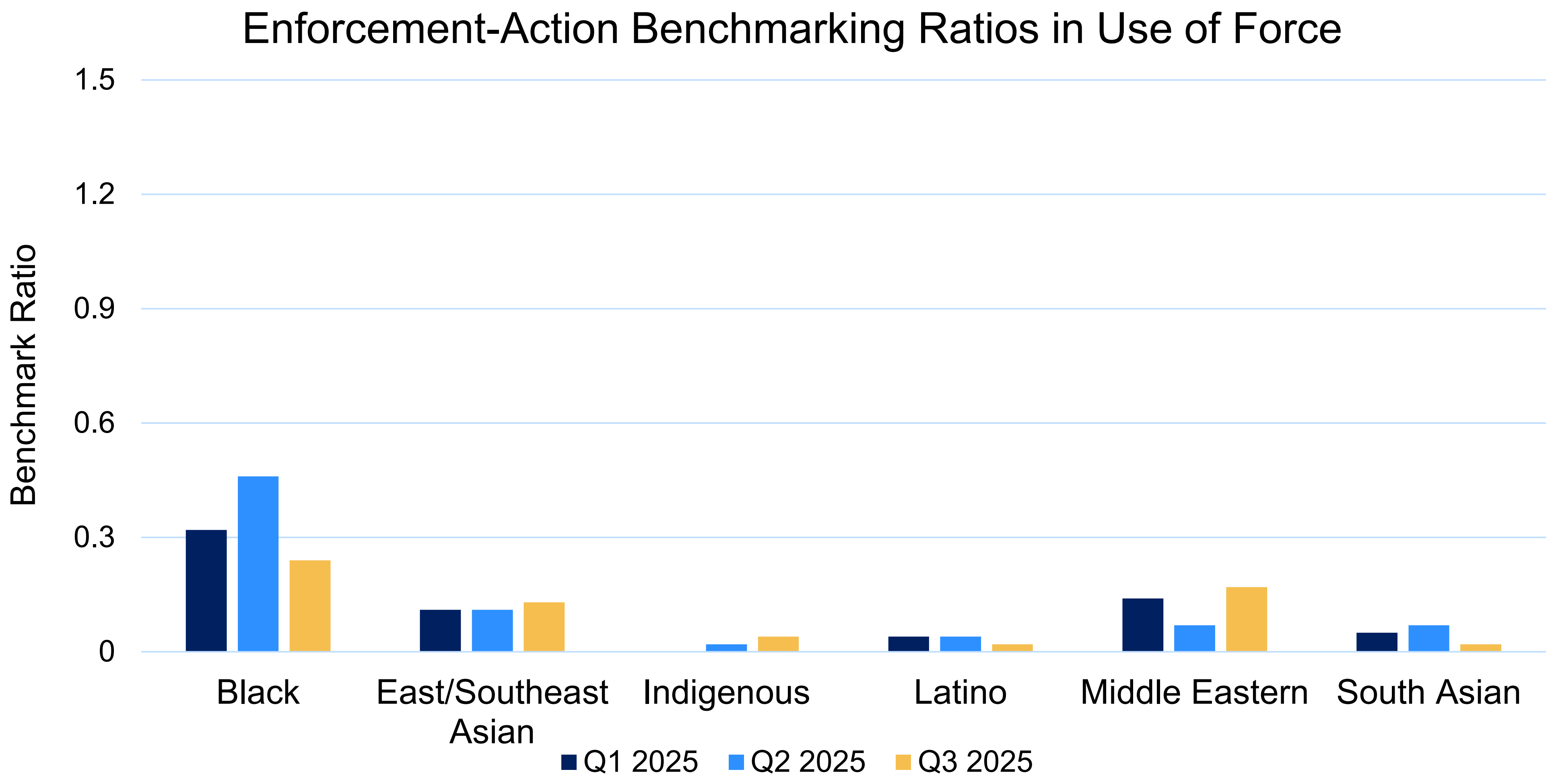
Q3 Officer Perception of Subject Race

Perceived Race of Subject based in Use of Force Reports													
	2022		2023		2024		2025						
	Annual Statistics		Annual Statistics		Annual Statistics		Q1		Q2		Q3		
Black	75	18%	52	15%	69	18%	18	19%	21	26%	13	14%
East/Southeast Asian	10	2%	10	3%	15	4%	6	6%	5	6%	7	8%
Indigenous	4	1%	1	0.3%	5	1%	0	0%	1	1%	2	2%
Latino	9	2%	10	3%	15	4%	2	2%	2	2%	1	1%
Middle Eastern	35	8%	22	6%	27	7%	8	8%	3	4%	9	10%
South Asian	0	0%	6	2%	7	2%	3	3%	3	4%	1	1%
White	295	69%	248	70%	239	62%	57	59%	46	57%	54	60%
Undetermined			6	2%	6	2%	3	3%				
Total	**339**		**355**		**383**		**97**		**81**		**90**	

Racial Disproportion



Racial Disparity



Thank You

Questions?

WATERLOO REGIONAL POLICE

Dynamic Staffing Project – ORH 5-Year Patrol Staffing Recommendations

TO:
The Waterloo Regional Police Service Board

FROM:
Strategic Services

DATE:
11/12/2025

Recommendation

That the Board approve the five-year hiring plan and adopt Operational Research in Health's (ORH) recommendations of hiring in 73 new sworn Constables by December 31, 2030 for frontline patrol officers assigned to Community Policing.

Summary

In alignment with Strategic Business Plan Goals 4.3 (Resources that are Future-Ready) and 3.1 (Focus on Members' Holistic Wellness), Waterloo Regional Police Service (WRPS) secured ORH as consultants for the Dynamic Staffing Project. The goal of this project is to use empirical data to align staffing recommendations with workload for Patrol (Phase 1), Investigative Services (Phase 2), and the Communication Centre (Phase 3).

In Phase 1, ORH examined WRPS' patrol operations and simulated them under forecasted service demands. Based on this data, a five-year hiring plan was created to address both the wellness of patrol officers and our desire for superior public service. This report presents a summary of the work completed by ORH and their recommendations for patrol staffing.

Report

About ORH

ORH are a management consultancy that use advanced Operational Research (OR) techniques to support resource planning in the public sector. They specialize in solving complex locational planning problems for the emergency services, but also carry out studies for health authorities, sports bodies, and other public sector organizations.

ORH was established in 1986, but their origins go back to the 1970s and the OR research groups were set up by the UK government to develop and apply modelling techniques within the National Health Service and local government.

From their offices in Reading, England, the company has carried out over 500 reviews for organizations around the world. They have worked with over 20 emergency service clients in Ontario, including the recent creation of a 10-year Paramedic Services Master Plan for the Region of Waterloo. In addition to WRPS, ORH are currently working with Niagara Regional Police Service and New Westminster Police Department, BC.

ORH's clients face many different challenges, but they share a need to optimize performance and deploy valuable resources in the most effective and efficient way. ORH uses sophisticated analysis and modelling techniques to deliver robust solutions that are objective, evidence-based, and quantified. ORH's experienced consultants are trained in OR, mathematics, geography and statistics, backed by technical support staff with extensive data analysis and computing experience.

ORH seeks to deliver optimal solutions adapted to each client's unique circumstances. Their consultants take a flexible yet rigorous approach, using quantitative techniques to provide independent advice.

ORH consultants have a wealth of experience working with public sector organizations and have been collaborating closely with the project team at WRPS to ensure that recommended planning solutions meet local needs in addition to being robust and sustainable.

ORH's Methodology

Analysis
ORH's experts use sophisticated analytical techniques to develop a comprehensive understanding of the relationship between demand for a service and utilization of resources. WRPS' internal service data capturing patrol officers' workload has been combined with external sources, such as travel times and population data[1], to provide a detailed quantitative profile of patrol's service provision.

Modelling
Over the last two decades, ORH has developed a suite of powerful, bespoke computer models, based on OR techniques. These are used by their consultants to improve the cost-effectiveness and to inform future staff planning for WRPS. Their approach combines optimization, simulation and rostering models, which enable the assessment of a wide range of options and ensure that WRPS is positioned to respond confidently to the many challenges we face.

Software
ORH has supplied software to WRPS that is tailored to our organizational needs. This software runs complex models designed to aid appraisal of different planning options for long-term service delivery. Though this project ORH is delivering comprehensive training to develop in-house capacity for WRPS to use these tools independently to inform future staffing decisions.

Community Policing Staffing: 2026-2030

ORH first used the requested data to determine historical workload and growth projections

[1] Including (but not limited to) data related to incidents (time/date, type, status, outcome), deployments (time/date, units, dispatch/arrival/on-scene time), crime investigations (time/date, type, outcome, time), officer status (time/date, availability, duties assigned), staffing data (staffing levels, leaves, assignments, overtime), and forecasting (Regional population projections, Regional infrastructure development, WRPS staff leave projections).

to forecast future workload up until 2030. Based on this analysis, the number of Calls for Service to which an officer was dispatched, which was projected to increase by 2.9% per year and is expected to reach just over 140,000 calls for service in 2030. Incident (e.g., travel time, time on scene) and non-incident related work (e.g., crime investigations, crime suppression activity, scene guarding, etc.) was also projected at the same rate. ORH calculated how much officer time would be needed to meet this demand to determine the recommended number of officers. Calculation of officer time involved consideration of an abstraction rate (i.e., the proportion of time when officers are unavailable to preform frontline duties due to training, leave, secondments, etc.) and utilization rate (i.e., the percentage of time on shift that an officer is busy carrying out a task). The percentage of utilization directly impacts response time and member wellness. Based on the recommendation from ORH consultants, WRPS adopted an 80% utilization rate target. In their many years of experience, the ORH consultants had determined that working above 80% utilization had negative impacts on member wellness, and initial modeling demonstrated that falling below 80% utilization had diminishing returns on response time. An 80% utilization rate balances these two priorities.

WRPS has taken a fiscally responsible approach to growth by scaling the abstraction rate to reduce reliance on overtime over time. In addition, WRPS has smoothed the requested FTEs to ensure that overtime is reduced as quickly as possible but in a manner that balances internal capacity to recruit and train new constables. This long-term strategy is overall more fiscally responsible for Waterloo Region residents, but it will take time to reduce the reliance on overtime to provide routine police services.

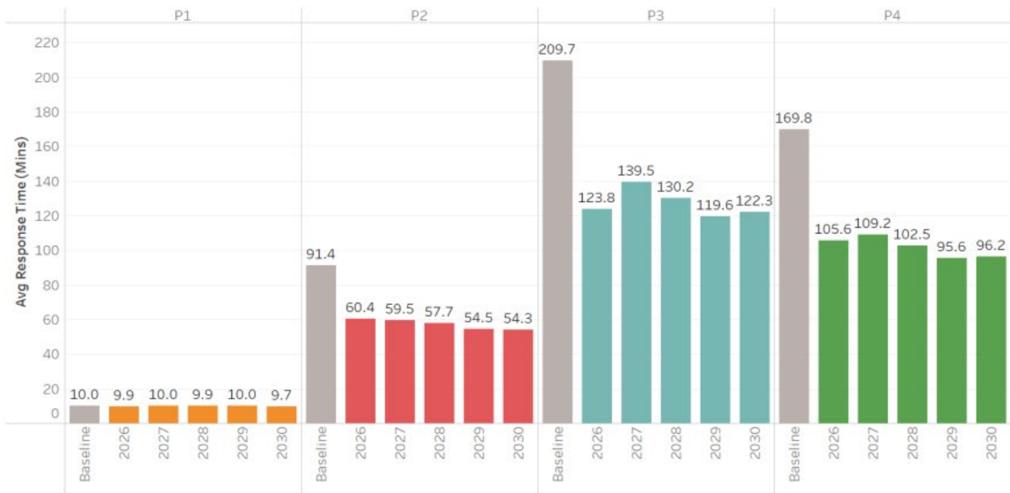
Based on a full analysis of multiple years' worth of WRPS data, ORH recommended that the number of officers assigned to patrol would need to be increased by 73 by 2030 to meet workload demands at 80% utilization and reduce reliance on overtime to deliver routine police services. To meet this target, WRPS would add 9 new FTEs in 2026, and 16 new FTEs each year after (Table 1).

Table 1. WRPS Proposed Expansion to Patrol Authorized FTEs, 2026-2030

	2026	2027	2028	2029	2030
FTE Expansion	+9	+16	+16	+16	+16

The benefit to increasing the number of patrol officers is improved service delivery, including (but not limited to) response times (Figure 1). Readjusting staffing to meet 80% utilization would see a 30-minute improvement to Priority 2 calls which is currently 50% of the Community Policing call volume, in addition to reduced response times to P3 and P4 calls. The biggest return will be seen in hitting the 80% utilization rate, further staff expansions seek to maintain this while reducing reliance on overtime to perform routine police duties.

Figure 1. Reaching the target of 80% utilization will result in improved response times to P2-P4 Calls for Service



This staffing expansion would demonstrate a fiscally responsible investment in public safety to better meet the needs of a growing region, while balancing member well-being.

Summary

In the first of three phases, ORH has used WRPS' historical data to project the future needs of Community Policing. This moves WRPS beyond officer to population comparisons with other jurisdictions to better focus on identifying the staffing levels WRPS needs to meet the workload demand created by our community. This is an objective, evidence-based, and quantified approach to identifying patrol staffing targets.

By 2030, ORH's recommendation is to create and assign 73 constables to patrol. Meeting this staffing target would move the organization to 80% utilization for patrol constables, with positive returns for member wellness and improved response times for P2-P4 calls for service.

If approved, the next step of this work is to operationalize the numbers to support a robust recruiting plan. We have developed the in-house capacity to replicate this methodology and have a skilled evaluation team that will monitor staffing and service delivery targets.

Phase 2 of the Dynamic Staffing Project will fully launch in Q1 2026, and focus on the staffing needs in Investigative Services, followed by Phase 3 in 2027 focused on the staffing needs in the Communications Centre. By developing the in-house capacity to do this work, WRPS is ensuring a sustainable approach to staffing across the organization, that is routed in evidence and routinely evaluated. Ongoing work includes integrating staffing recommendations across the phases into future budgets; monitoring to ensure WRPS is meeting staff targets; and monitoring performance metrics to ensure the accuracy of modelling projections.

Strategic Business Plan

The above report aligns with the following Strategic Business Plan 2024-2027 objectives:

Our Commitment to Public Safety

☒ Deliver exceptional services that meet local community needs

☒ Base actions on evidence

Our Members

☒ Focus on holistic wellness

Our Resources

☒ Be future-ready

Financial and/or Risk Implications

This recommendation would add 73 constables to frontline patrol.

- 9 effective January 1, 2026 – currently included in the 2026 Operating Budget
- 16 effective January 1, 2027 – 2027 Operating Budget Forecast
- 16 effective January 1, 2028 – 2028 Operating Budget Forecast
- 16 effective January 1, 2029 – 2029 Operating Budget Forecast
- 16 effective January 1, 2030 – 2030 Operating Budget Forecast

These additions will improve response times and reduce the need for overtime.

Attachments

Nil

Prepared By

Dr. Amanda Williams, Manager, Strategic Services

Dr. John Fast, Strategic Services, Strategic Planner

Kirsten Hand, Director of Finance and Assets

Eugene Fenton, Deputy Chief, Administration and Member Services

Approved By

Mark Crowell, Chief of Police

September 2025 Financial Variance Report

TO:
The Chair and Members of the Waterloo Regional Police Service

FROM:
Finance Unit, Finance and Assets Branch

DATE:
11/12/2025

Recommendation

For information only.

Summary

This report provides the Board with the Operating and Capital financial variance results as of September 30, 2025. At this time, both Operating and Capital results year-to-date are favourable compared to plan.

Report

Operating Variance Results

Attached to this report, in Appendix A, is the September 2025 Operating variance report for the Waterloo Regional Police Service (WRPS). Total year-to-date expenditures for 2025 are $200,910K or 95.3% of the approved budget, while revenues are $20,300K or 103.7% of approved budget. The total net levy for September 2025 is $180,610K or 94.5% of the approved budget. The Operating Budget is forecasting a positive variance to plan of approximating $2,272K or 0.9% of the full year 2025 budget. However, there are many variables that may impact this forecast including level of overtime, resource levels and spend variability.

Appendix A provides the Operating variance information, while Appendix B provides details of the revenue amounts received and accrued.

The following table summarizes year-to-date staffing cost variances:

Staffing Costs ($K)			
	Actuals	Budget	Variance
Full-time Salary & Wages	113,102	119,428	6,327
Part-time Salary & Wages	1,416	1,597	181
Overtime	5,864	3,051	(2,812)
Paid Duties	919	620	(298)
Sick Leave Payout & Continuance	400	825	425
Benefits	43,969	46,237	2,267
Total Staffing Costs	**165,669**	**171,759**	**6,089**

The following comments address expenditure and revenue variances of plus or minus $100,000:

Operating Variances	
Salaries and Wages	Under budget by a combined $6,508K due to timing of civilian market evaluation adjustments, partially paid and to be completed prior to year end, savings from maternity/paternity leaves and staffing levels being below authorized levels at the beginning of the year. Staffing levels are slightly above authorized complement as of October 1.
Overtime	Over budget by $2,812K due to high overtime hours primarily from staff shortages. Overtime hours are 113,773 year-to-date, a decrease of 28,515 hours or 20% over the same period from 2024, with 93% of overtime hours in the Neighbourhood Policing and Investigations Division. The WRPS created an overtime working group in 2024 that has been diligently implementing strategies to reduce overtime levels.
Paid Duty	Over budget by $298K which is offset by the positive variance of Paid Duty revenues (Sale of Police Services under General Police Revenue).
Sick Leave Payout and Continuance	Under budget by $425K due to lower than expected retired eligible members (must be hired before August 15, 2005) getting a sick leave payout and/or continuance to date.
Benefits	Under budget by $2,267K due to lower OMERS, group medical, LTD, and WSIB than budgeted. This was partially offset by higher dental.
Materials and Supplies	Under budget by $837K due to lower uniform replacement and fuel costs to date, and timing of firearm supply purchases. The cost of fuel decreased due to the elimination of the federal carbon tax on April 1st, 2025.
Small Equipment	Over budget by $481K due to higher grant or recovery funded equipment purchases, partially offset by lower computer hardware purchases for Emergency Services Co-operative Ontario (ESCO).
Services	Under budget by $877K due to lower other purchased services, because of a negotiated reduction in the Voice Radio managed services contract, and lower investigation expenses than planned, partially offset by higher insurance costs.
Fees	Under budget by $723K due to lower consulting, legal, and counselling expenses than planned.
Communication Costs	Under budget by $759K due to lower cellular data costs for in car cameras (ICC) than planned, lower telephone data line costs for ESCO than planned, and lower emergency 911 expenses (delay in NG911 implementation) to date.
Meetings, Training and Conferences	Under budget by $807K due to lower conference, meeting and staff training than budgeted. Most of these expenses typically happen in the second half of the year.

Operating Variances	
Interdepartmental Charges	Under budget by $114K due primarily to the Regional Community Safety and Well-Being Plan Executive Director position not hired until September which is funded by WRPS.
General Police Revenue	Sales of Police Reports (record checks) is over budget by $189K, Police Services (paid duty) is over budget by $654K and Police Miscellaneous is over budget by $517K due to higher cost recoveries for expenses incurred.
Ministry Grants	Under budget by $350K due to the timing of the Community and Safety Policing (CSP) grant program expenditures and revenues under budget year to date by $173K. Miscellaneous Provincial Grants is over budget by $306K due to additional provincial grant recoveries than budgeted (Hate Crime Extremism Investigative Team, Mobile Crisis Response Team and The Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet). The Court Security and Prisoner Transportation cost upload funding is under budget by $449K year to date due to a $599K reduction in the grant from the prior year, which will be a negative impact to the full year budget.
ESCO – Fire Revenue	Under budget by $374K due to the Emergency Services Cooperative Ontario – Fire expenses being lower than budgeted due primarily to a staff vacancy and lower operating expenditures. ESCO - Fire was previously known as Fire Services (FRIDE).

Capital Variance Results

The Capital variance results can be found in Appendix C. This report identifies the 2024 budget carry forward, 2025 Budget, year-to-date expenditures, and current commitments (e.g. purchase orders that have been issued) for each project.

As of October 6, 2025, $13,371K or 43% of the total budget, has been spent on capital expenditures including facility, information technology and lifecycle replacement of equipment and fleet costs. An additional $12,333K of funds are committed to be spent, where $5,855K of commitments are projected to be spent in 2026. Therefore, $25,704K or 82% of the budget has been spent or is committed against to date.

It is estimated that 65% or $20,402K of the full year budget will be spent by the end of 2025 with $10,619K of funds forecasted to be carried forward to 2026 and $265K in forecasted savings.

Capital Variances	
Fleet	Vehicle Replacement #50000: Year to date actuals total $3,654K, representing 85% of the budget. This includes regular lifecycle replacement of fleet vehicles and associated outfitting costs. 60 vehicles have been replaced year-to-date based upon 66 that are budgeted to be replaced in 2025 (65 replacements from 2025 budget and one carried forward from 2024 budget).

<table>
<tr><th colspan="2">Capital Variances</th></tr>
<tr><td></td><td>Vehicle Growth #50004: Year to date spending amounts to $112K, representing 47% of the approved budget. To support the 18 sworn member expansion in the 2024 budget, two marked patrol vehicles have been budgeted in 2025, amounting to $239K (cost of vehicle and associated outfitting costs). Please note, eligible vehicles for regional development charges (RDC) funding include patrol vehicles utilized 24-hours a day, seven days a week only.

By the end of the year, WRPS expects to deploy 67 hybrid or electric fleet vehicles. 56 hybrid marked patrol SUVs, 7 special duty or administrative hybrid vehicles and 4 special duty electric vehicles. Three hybrid vehicles will be removed from fleet and auctioned off by end of year as they have reached their end of useful life. WRPS requested that all marked patrol purchases going forward will be hybrid SUVs, however, Ford has confirmed, due to supply issues, WRPS will need to purchase some gasoline models. Hybrid and electric vehicles are being considered for other non-patrol areas.</td></tr>
<tr><td>Information Technology and Voice Radio</td><td>Year-to-date, Information Technology has spent $2,981K, and an additional $1,934K of funds committed to be spent in 2025 for information technology capital projects. Year-to-date actuals and committed funds amount to $4,915K or 84% of total budget.

Included in the 2025 Information Technology Budget is:
• The implementation of an automated equipment sign out solution at North Division and an automated evidence locker solution at South Division. These systems have already been implemented at the new Central Division.
• Fingerprinting hardware and software for the Emergency Services Cooperative Ontario (ESCO) which is phased over 2024 and 2025.
• Information Technology NICE logger (call recording) hardware and software for the Communications Centre.
• Phase two has concluded for the Human Resource Information System (HRIS) in partnership with the Region of Waterloo.
• Expansion of Body-Worn Video (BWV) expansion to Central Division.
• Implementation of Next Generation 9-1-1 (NG911), which received grant funding of $1,454K (after final report back) in 2024/2025 that will assist the funding of the project. Submitted a funding request for 2025/2026 to secure an additional $957K in grant funding.
• Video conferencing capabilities projects.</td></tr>
</table>

Capital Variances	
	• The Ontario Closed Circuit Television (CCTV) capital project #50078 received grant funding from the provincial government of $100K that will assist the funding of the project. • Voice Radio communications equipment for WRPS, year to date spending amounts to $130K. There is an additional $90K in committed funds to be spent in 2025. Year-to-date actuals and committed funds amount to $220K or 96% of total budget. Radio communication equipment was purchased for the Crime Suppression Analysis and Response Team.
Facilities Refresh, Equipment and Furniture:	To date, $2,916K of expenses have been incurred and $451K is committed to be spent in 2025, amounting to $3,367K. Facilities refresh includes minor renovations, furniture replacement and site improvements. Equipment includes the lifecycle replacement of specialized police equipment and information technology equipment. Additional equipment and furniture monies have been budgeted in project #50060 and #50061 to support the sworn member expansion.
Facilities Program Area	Facilities program area has spent $1,827K year-to-date on program area building renovations/additions and has $6,857K of funds committed to complete outstanding capital projects within the facilities program area. Included in the 2025 Budget is: • The move to new Central Division (200 Frederick Street) occurred in November 2023 with the project concluding in 2024. $330K was carried forward from 2024 for the installation of solar panel (photovoltaics) power capacity. The project is expected to receive $75K in grant funding upon its completion in 2026, which will offset the anticipated budget deficit. • Renovations were completed on the third floor at Central Division to move the backup Public Safety Communications Centre from 134 Frederick Street (old Central) in project #50051. In addition, the remaining area will be designed to ease facility capacity pressures at the Headquarters building, which is scheduled for completion in 2026. Year-to-date, spend amounts to $758K and additional funds of $245K are committed to be spent in 2025. Of the 2025 Budget, $461K is funded from the NG911 grant. • A public-use dual head electric vehicle charging station at South Division and a non-public dual head unit in the Central garage to support the electric vehicle pilot has been installed in 2025. Year-to-date spending is $59K, with an additional $12K committed to be spent. WRPS also has public electric vehicle charging stations at Headquarters and North Division available for use, and a non-public station in the North

Capital Variances	
	Division garage to support the electric vehicle pilot for WRPS' service vehicles. • Planned security enhancements for 2025 are underway; this concludes the expansion of a standardized Genetec security system across all facilities to replace the previous system that was at end of life. There have also been additional security camera installations, and planning for upgraded vehicle protection bollards starting at the Headquarters campus. A 10-year plan as been developed to implement prioritized recommendations from security assessments at all facilities. Year-to-date spending amounts to $217K with $25K of funds committed to be spent. • The design for the addition of Uninterrupted Power System (UPS) units is underway for the Investigative Services and South Division facilities and the project is expected to conclude in 2026. • A design consultant (Dialog) has been selected for the Waterloo Region Public Safety Communications Centre (PSCC). Design meetings to produce the functional program are underway. The PSCC is planned for occupancy in 2029. Currently projecting a $1,093K deficit due to existing commitments. However, $5,855K of commitments are anticipated to be spent in 2026. • Monies are included for facility renewal of the newly branded Community Centre on the Headquarters campus.
Facilities Managed Capital Renewal	Required lifecycle replacement to existing building envelopes are included in Facilities Renewal projects. To date, $1,751K has been spent on capital renewal projects and an additional $2,775K of funds are committed to be spent in 2025, which amounts to $4,526K or 87% of the Facilities Managed Capital Renewal budget. The budget includes monies for upgrade of heating, ventilation and air conditioning (HVAC) systems, generator upgrade and replacement at Headquarters and South Division and building condition assessments. Savings from Police North Division Renewal #75014 will fund the deficits in Firearms Training Facility Renewal #75012 roof assessment, Police South Division Renewal #75013 dehumidification construction, Police Investigative Services Renewal #75017 HVAC replacement, and Police Reporting Centre Renewal #75018 ventilation projects.

Strategic Business Plan

The above report aligns with the following Strategic Business Plan 2024-2027 objectives:

Our Resources

☒ Provide safe, accessible, and welcoming facilities

☒ Embrace modernization

☒ Be future-ready

Financial and/or Risk Implications

The financial position will continue to be monitored by the Finance Team throughout 2025.

Attachments

- Appendix A – Statement of Expenditure and Revenue for the period ending September 30, 2025
- Appendix B – Statement of Revenue Details for the period ending September 30, 2025
- Appendix C – Capital Variance Report for the period ending October 6, 2025

Prepared By

Kirsten Hand, Director, Finance and Assets Branch
Brennan Reniers, Manager, Finance

Approved By

Mark Crowell, Chief of Police

Appendix A: Statement of Expenditures and Revenue for the period ending September 30, 2025

	2025 YTD Actuals	2025 YTD Budget	2025 Variance (over) / under	% Variance (over) / under	2025 Annual Budget	2024 YTD Actuals
EXPENDITURES						
Full-time Salary & Wages	113,101,544	119,428,182	6,326,638	5.3%	159,237,530	104,964,735
Part-time Salary & Wages	1,416,343	1,597,176	180,833	11.3%	2,129,558	920,303
Overtime	5,863,690	3,051,378	(2,812,312)	(92.2%)	4,068,472	7,150,934
Paid Duties	918,585	620,442	(298,143)	(48.1%)	827,250	633,493
Sick Leave Payout & Continuance	400,118	825,003	424,885	51.5%	1,100,000	726,261
Benefits	43,969,165	46,236,506	2,267,341	4.9%	59,185,962	39,726,303
Staffing Costs	165,669,445	171,758,687	6,089,242	3.5%	226,548,772	154,122,029
Allowances	368,748	434,385	65,637	15.1%	578,990	365,494
Materials & Supplies	2,363,509	3,200,562	837,053	26.2%	4,267,418	2,375,300
Maintenance & Repairs	2,260,623	2,267,010	6,387	0.3%	3,022,626	1,949,310
Small Equipment	1,621,596	1,141,065	(480,531)	(42.1%)	1,521,407	982,126
Services	3,542,392	4,419,628	877,236	19.8%	5,942,634	3,781,732
Fees	7,835,306	8,558,188	722,882	8.4%	10,391,221	7,149,053
Rents	745,956	770,013	24,057	3.1%	1,026,653	654,885
Financial Expenses	4,262,601	4,256,861	(5,740)	(0.1%)	6,144,584	4,262,461
Communication Costs	1,251,973	2,011,212	759,239	37.8%	2,681,613	1,300,801
Meetings, Training & Conferences	1,145,776	1,953,081	807,305	41.3%	2,604,080	988,302
Interdepartmental Charges	2,014,661	2,128,788	114,127	5.4%	2,838,395	2,016,689
Interfund Transfers (Reserves)	7,077,156	7,077,156	0		9,741,000	4,933,350
Interfund Transfers (Insurance)	750,516	772,182	21,666	2.8%	1,158,236	675,402
Other Operating	35,240,813	38,990,131	3,749,318	9.6%	51,918,857	31,434,905
Total Expenditures	200,910,258	210,748,818	9,838,560	4.7%	278,467,629	185,556,934
REVENUES						
General Police Revenue	5,358,926	3,834,099	1,524,827	39.8%	5,112,144	4,527,854
Ministry Grants	8,572,752	8,922,465	(349,713)	(3.9%)	11,896,608	9,813,662
ESCO - Police Revenue	3,209,169	3,194,118	15,051	0.5%	4,258,821	2,755,535
ESCO - Fire Revenue	383,194	757,080	(373,886)	(49.4%)	1,009,427	485,921
Voice Radio System Recoveries	1,168,508	1,168,515	(7)		1,558,009	1,214,451
Interfund Contributions (RDC)	1,430,058	1,430,058	0		1,805,779	1,425,644
Interfund Contributions (Reserves)	177,363	268,911	(91,548)	(34.0%)	358,540	106,974
Total Revenue	20,299,970	19,575,246	724,724	3.7%	25,999,328	20,330,041
NET LEVY	**180,610,288**	**191,173,572**	**10,563,284**	**5.5%**	**252,468,301**	**165,226,893**

Appendix B: Statement of Revenue Details for the period ending September 30, 2025

	2025 YTD Actuals	2025 YTD Budget	2025 Variance over / (under)	% Variance (over) / under	2025 Annual Budget	2024 YTD Actuals
REVENUES						
Accounts Receivable Administration Fees	1,916	0	1,916	#DIV/0!	0	2,866
FOI Fees	19,236	15,003	4,233	28.2%	20,000	10,948
Sale of Police Reports	1,389,304	1,199,997	189,307	15.8%	1,600,000	1,436,755
Alarm Revenue	165,180	112,500	52,680	46.8%	150,000	139,252
Reclaimed Witness Fees	397	378	19	5.0%	500	150
Sale of Police Services	1,478,797	825,003	653,794	79.2%	1,100,000	865,411
Reclaimed Costs Prisoners	13,592	16,497	(2,905)	(17.6%)	22,000	30,479
Police Miscellaneous	633,954	116,784	517,170	442.8%	155,719	305,845
Reporting Centre Reports	0	0	0	#DIV/0!	0	125
Found Monies	2,757	0	2,757	#DIV/0!	0	18,419
Donations	94,234	0	94,234	#DIV/0!	0	105,393
Auction of Unclaimed Property	13,559	29,997	(16,438)	(54.8%)	40,000	7,868
Infrastructure Recovery Fee	1,216	0	1,216	#DIV/0!	0	2,006
EV Charging Stations Revenue	6,113	0	6,113	#DIV/0!	0	4,651
Recoveries From Write Offs	0	0	0	#DIV/0!	0	5,328
Miscellaneous External Charges	1,274,286	1,253,556	20,730	1.7%	1,671,409	1,312,974
General Administration	264,384	264,384	0	0.0%	352,516	279,387
General Police Revenue	5,358,926	3,834,099	1,524,827	39.8%	5,112,144	4,527,854
Victim Services Program	101,784	115,713	(13,929)	(12.0%)	154,278	99,948
RIDE Program	4,612	31,203	(26,591)	(85.2%)	41,600	3,969
Community Policing Grants	2,529,503	2,702,322	(172,819)	(6.4%)	3,603,091	3,503,851
Area Firearms Officer Grant	144,207	137,934	6,273	4.5%	183,915	130,565
Miscellaneous Provincial Grant	2,244,842	1,938,384	306,458	15.8%	2,584,510	2,078,418
Court Security Upload Funding	3,547,804	3,996,909	(449,105)	(11.2%)	5,329,214	3,996,911
Ministry Grants	8,572,752	8,922,465	(349,713)	(3.9%)	11,896,608	9,813,662
ESCO - Police Revenue	3,209,169	3,194,118	15,051	0.5%	4,258,821	2,755,535
ESCO - Fire Revenue	383,194	757,080	(373,886)	(49.4%)	1,009,427	485,921
Voice Radio System Recoveries	1,168,507	1,168,515	(8)		1,558,009	1,214,451
Interfund Contributions (RDC)	1,430,058	1,430,058	0		1,805,779	1,425,644
Interfund Contributions (Reserves)	177,363	268,911	(91,548)	(34.0%)	358,540	106,974
Total Revenue	**20,299,970**	**19,575,246**	**724,724**	**3.7%**	**25,999,328**	**20,330,041**

Appendix C: Capital Variance Report for the period ending October 6, 2025

Project # Description	2025 Budget	Actuals	Commitments	Actuals and Commitments	Budget Remaining	Percent Remaining %
PROGRAM AREA CAPITAL						
Fleet:						
50000 Police Vehicles and Equipment	**4,312,735**	3,653,527	206,616	**3,860,143**	**452,592**	10%
50004 Police Vehicles - Growth	**238,670**	112,437	19,916	**132,352**	**106,318**	45%
Information Technology:					**-**	
50001 Automated Asset and Evidence Solution	**601,044**	14,704	365,465	**380,170**	**220,874**	37%
50003 ESCO	**1,219,682**	508,200	711,482	**1,219,682**	**-**	0%
50005 Information Technology	**297,734**	285,234	12,499	**297,734**	**-**	0%
50017 HRIS	**902,827**	540,811	-	**540,811**	**362,016**	40%
50018 Body Worn and In Car Video	**466,475**	194,059	-	**194,059**	**272,416**	58%
50025 Next Generation 911	**2,123,509**	1,264,370	819,123	**2,083,492**	**40,017**	2%
50030 Video Conference	**50,000**	170	-	**170**	**49,830**	100%
50078 Ontario CCTV	**200,000**	173,285	25,389	**198,674**	**1,326**	1%
Voice Radio:						
50011 Voice Radio Equipment	**228,369**	130,329	89,621	**219,950**	**8,419**	4%
Facilities Refresh, Furniture and Equipment:						
50047 Facilities Refresh and Furniture	**518,596**	418,644	39,180	**457,824**	**60,772**	12%
50060 Police Furniture - Growth	**85,000**	18,355	11,727	**30,083**	**54,917**	65%
50048 Police Equipment	**3,789,104**	2,369,575	337,831	**2,707,406**	**1,081,698**	29%
50061 Police Equipment - Growth	**444,073**	109,354	62,693	**172,047**	**272,026**	61%
Facilities:						
50046 New Central Division (200 Frederick St.)	**330,165**	76,928	286,098	**363,026**	**(32,861)**	-10%
50051 Central Division Renovation	**2,877,515**	758,455	244,739	**1,003,194**	**1,874,321**	65%
50063 Electric Vehicle Charging Stations	**58,843**	59,074	12,084	**71,158**	**(12,315)**	-21%

Project # Description	2025 Budget	Actuals	Commitments	Actuals and Commitments	Budget Remaining	Percent Remaining %
50068 Facility Security Upgrades	**420,314**	216,762	24,645	**241,408**	**178,906**	43%
50074 UPS Installation	**926,178**	4,855	11,936	**16,791**	**909,387**	98%
50076 Public Safety Communications Center	**5,804,870**	706,657	6,191,563	**6,898,220**	**(1,093,350)**	-19%
50077 Community Centre	**198,987**	4,250	85,455	**89,704**	**109,283**	55%
Total Program Area Capital	**26,094,690**	**11,620,036**	**9,558,062**	**21,178,099**	**4,916,591**	**19%**
FACILITIES MANAGED CAPITAL RENEWAL						
75012 Firearms Training Facility Renewal	**-**	3,038	-	**3,038**	**(3,038)**	
75013 Police South Division Renewal	**801,958**	633,592	265,906	**899,498**	**(97,540)**	-12%
75014 Police North Division Renewal	**1,385,647**	39,541	407,549	**447,090**	**938,557**	68%
75016 Police Headquarters Renewal	**2,997,912**	816,783	2,058,264	**2,875,048**	**122,864**	4%
75017 Police Investigative Services Renewal	**-**	239,765	19,756	**259,520**	**(259,520)**	
75018 Police Reporting Centre Renewal	**5,896**	18,259	23,426	**41,684**	**(35,788)**	-607%
Total Facilities Managed Capital Renewal	**5,191,413**	**1,750,978**	**2,774,900**	**4,525,878**	**665,535**	**13%**
Total	**31,286,103**	**13,371,014**	**12,332,963**	**25,703,977**	**5,582,126**	**18%**

2026 Traffic Services Road Safety Team

TO:
The Waterloo Regional Police Service Board

FROM:
Operational Support
Traffic Services

DATE:
11/12/2025

Recommendation

For information only.

Summary

The Waterloo Regional Police Service (WRPS) Traffic Services Unit (TSU) is committed to enhancing citizen safety through effective policing and optimizing our resources to enhance public safety by providing a balance of enforcement and education for all road users.

The primary objective of the TSU is to reduce major injury collisions and fatalities by strategically targeting key issues causing them. To assist in achieving this objective, WRPS currently employs temporary monthly Road Safety Teams for nine (9) months per year, drawn monthly from uniform patrol Divisions and TSU. Unfortunately, there are times when these teams are paused due to other operational exigencies and staffing.

Recognizing that road safety is always an organizational priority, the TSU recommends the establishment of a permanent Road Safety Team within the TSU.

A permanent Road Safety Team would utilize a data-driven approach to traffic enforcement, incorporating road safety complaints from community members; priorities from our municipal partners; and collision statistics to best address road safety. The Toronto Police Service formed a similar data-driven Vision Zero Enforcement (VZET) team in 2022. The highly successful VZET team was the recipient of the 2023 OACP Traffic Safety Excellence Award (*attached*) for the work they accomplished in promoting road safety.

Report

A permanent Road Safety Team would be responsible for full time traffic enforcement duties, actioning priorities of the annual WRPS Road Safety Plan. A permanent team would result in increased visibility, responsiveness and flexibility of our resources to meet the concerns of our citizens and partners in road safety and further our goals of reducing death and injury on our roadways.

The establishment of a permanent Road Safety Team would provide organizational efficiencies in the following areas:

a) Reduced training/familiarization duplication by only acclimating a fixed group of members to Mobile Radar/Radar/Laser devices and other equipment and specialties.
b) Increased productivity by selecting members for the unit that are road safety focused and motivated to achieve success in enforcement.
c) Reduced Real Time Operations Centre (RTOC) staffing decisions by removing the need to schedule, backfill or manage Neighbourhood Policing and Investigations (NPI) rosters to accommodate the temporary secondment of patrol resources to TSU.
d) Improvement in staffing certainty for NPI supervisors by removing the need to devote a rostered member to the TSU for a monthly enforcement program.
e) Reduction in errors and improvement in case preparation as a highly knowledgeable and effective team will be subject matter experts and be able to address court/case preparation issues efficiently.
f) Given this focus, with suitably trained and equipped members, overall performance would be expected to be significantly higher than from monthly enforcement teams.

WRPS road safety efforts for Q1 – Q3, 2025 are as follows:

a) A **total of 16,441 road safety charges** were laid between Q1 and Q3, 2025 representing a 11.7% decrease compared to Q1-Q3, 2024. The decline may be attributed, in part, to the impact of poor weather conditions on road conditions during Q1 2025.
b) **36% of the total road safety charges** are related to the "Fatal Four" offences including Speeding/Aggressive Driving, Impaired Driving, Seatbelt violations, and Distracted Driving.
c) Ongoing efforts to address Impaired Driving, Distracted Driving and Seatbelt use have led to **increases in charges of 18%, 26% and 32%,** respectively, compared to 2024 statistics.
d) In 2024, the temporary monthly enforcement teams accounted for 12% of total WRPS road safety charges.

WRPS collision statistics are as follows:

a) To-date for 2025, there have been **13 fatal collisions resulting in 14 deaths**. This compares to 15 fatal collisions and 17 deaths during the same period in 2024. 40% of fatalities in 2024 and 36% of fatalities in 2025 thus far are linked to a Fatal Four offences.
b) There have been 73 **collisions involving major injuries**. These investigations involve injuries that threaten life or may have life altering outcomes.
c) **69% of fatal collisions in 2025 have occurred in the rural townships** versus 31% in the cities of Kitchener, Cambridge and Waterloo. **78% of major injury collisions have occurred in our urban cities**, with 22% occurring in the rural townships.

The proposed Road Safety Team would consist of six (6) sworn officers, assigned to the

TSU. These members would work on an established shift schedule rotation that best addresses the needs of the Service and their role in addressing road safety concerns.

Between 2003 and 2009, WRPS did employ a dedicated Road Safety Team. The total road safety charges laid by WRPS and fatal collisions since that time are as follows:

Total Road Safety Charges and Fatal Collisions with permanent Road Safety Team (2003-2009) and without (2019-2025)

Year	Permanent Road Safety Team	Total Road Safety Charges	Fatal Collisions
2003	Yes	48215	20
2004	Yes	45658	16
2005	Yes	53264	16
2006	Yes	46315	12
2007	Yes	49667	11
2008	Yes	54775	18
2009	Yes	39272	13
2010-2018	Results N/A		
2019	No	27825	16
2020	No	21207	19
2021	No	27261	15
2022	No	21121	14
2023	No	23105	12
2024	No	22777	15
2025 (to-date)	No	16441	11

The 2024-2027 Strategic Business Plan prioritizes several goals that align with the formation of a permanent Road Safety Team:

"Our Commitment to Safety"
s.2 Deliver exceptional services that meet local community needs.

- Road Safety is a high priority for citizens of Waterloo Region. The establishment of a full time Road Safety Response Team would provide effective, proactive response to the many road safety complaints that the WRPS receives daily.

s.3 Base actions on evidence.

- The Road Safety Response Team would leverage the current road safety complaints system employed at WRPS, as well as established data-driven programs such as the STEP initiative, to base their efforts on locations that are evidence based and a priority to citizens of our community.

"Our Resources"
s.2 Embrace modernization
The use of a permanent Road Safety Response Team would leverage the data gathered by WRPS relating to road safety complaints, and provide a rapid reaction unit able to

address concerns in real time, proactively addressing concerns that will increase community satisfaction with police service.

Strategic Business Plan

The above report aligns with the following Strategic Business Plan 2024-2027 objectives:

Our Commitment to Public Safety

☐ Reduce Violent Crime and Recidivism
☒ Deliver exceptional services that meet local community needs
☒ Base actions on evidence

Our Connections

☒ Conduct improved and intentional outreach
☒ Communicate and engage
☐ Adopt a people-centred service delivery model

Our Members

☐ Focus on holistic wellness
☐ Create opportunities
☐ Manage change
☐ Foster a positive workplace

Our Resources

☐ Provide safe, accessible, and welcoming facilities
☒ Embrace modernization
☐ Be future-ready

Financial and/or Risk Implications

The projected TSU budget would increase by approximately $1,235K in 2026 due primarily to the addition of six (6) sworn officers to a Road Safety Team ($1,007K) as well as other salary adjustments.

$K	2025 Budget	Increase	2026 Budget
Traffic Services Unit	4,803	1,235	6,038

Attachments

- *Press Release* – OACP Traffic Safety Excellence Award – TPS Vision Zero Enforcement Team.
- Presentation – 2026 Traffic Road Safety Team

Prepared By

Scott Griffiths, Staff Sergeant, Traffic Services Unit, Emergency Services and Public Safety Branch

Approved By

Mark Crowell, Chief of Police

The Ontario Association of Chiefs of Police is the voice of Ontario's Police Leaders.

Members of the Ontario Association of Chiefs of Police serve their communities as senior police leaders in municipal, regional, provincial, national, and First Nations police services across Ontario.

Media Release

Toronto Police Service 2022 Vision Zero Enforcement Team

Awarded the 2023 OACP Traffic Safety Excellence Award

For Immediate Release: June 13, 2023

(Kingston, ON) – The Ontario Association of Chiefs of Police (OACP) is pleased to award the 2023 OACP Traffic Safety Excellence Award to Toronto Police Service - 2022 Vision Zero Enforcement Team.

This award is presented to an individual or police organization that creates, develops, and implements Ontario's highly successful traffic safety program.

To address the growing demands from communities throughout the City of Toronto to increase road safety and support the Vision Zero Road Safety Plan adopted by the city, TPS created the Vision Zero Enforcement Team (VZET) on October 19, 2020.

The team, consisting of 16 Constables and two Sergeants, focuses on intercepting driving behaviours responsible for the most serious types of collisions across the city. As a data-driven team, they use statistical data to create a deployment schedule that covers the many communities within Toronto, focusing on areas with increased traffic issues.

The VZET group believes that its strength is found in working together as a team and focusing on complex enforcement of the BIG four offences: speeding, distracted, aggressive, and impaired driving. VZET engages in multifaceted investigations targeting aggressive drivers who have a blatant disregard for rules and road safety.

In addition to their regular enforcement, VZET is involved with other provincial, municipal, and TPS projects targeting community and complaint-driven traffic issues. Members of this team annually represent the service at street racing police service enforcement projects such as Project Erase and Project Buccaneer.

The VZET team have generated a substantial amount of data that explains the scope of traffic enforcement performed across Toronto. The following statistical breakdown highlights the efforts of the 2022 team:

- Since inception, VZET has issued 93,137 tickets.
- In 2022, VZET issued 40,987 tickets, accounting for 22% of all Highway Traffic Act tickets issued service-wide.
- More than 1 in 5 tickets issued by TPS was issued by a VZET officer.
- A total of 26,227 speeding charges have been issued.
- There were 524 Stunt driving charges issued in 2022, resulting in 7,336 days of immediate vehicle impoundments and 15,720 days of driving licence suspensions.
- A total of 3,896 distracted driving related charges were also issued, accounting for 39% of all distracted tickets issued.

The team is also active on social media posting to the various TPS Traffic Services social media platforms. Social media connects communities, other TPS members and the media to the teams' efforts and messaging about the different areas of road safety being monitored.

This annual award is made possible by the generous support from the

Canadian Automobile Association South Central Ontario.

WATERLOO REGIONAL POLICE

2026 Traffic Road Safety Team

November 12, 2025

Staff Sergeant Scott Griffiths #826
Operational Support, Emergency Services and Public Safety Branch
Traffic Services Unit

2025 Major & Fatal Collisions

- To-date for 2025, there have been **13 fatal collisions resulting in 14 deaths**. This compares to 15 fatal collisions and 17 deaths during the same period in 2024.
- 40% of fatalities in 2024 and 36% of fatalities in 2025 thus far are linked to a Fatal Four offences.
- There have been 73 **collisions involving major injuries**. These investigations involve injuries that threaten life or may have life altering outcomes.
- **69% of fatal collisions in 2025 have occurred in the rural townships** versus 31% in the cities of Kitchener, Cambridge and Waterloo.
- **78% of major injury collisions have occurred in our urban cities**, with 22% occurring in the rural townships.

Current Road Safety Efforts

- The primary objective of the Traffic Services Unit (TSU) is to reduce major injury collisions and fatalities by strategically targeting key issues causing them.
- Waterloo Regional Police Service (WRPS) currently employs temporary monthly Road Safety Teams for nine (9) months per year, drawn monthly from uniform patrol Divisions and TSU
- **16,441 road safety charges** laid between Q1 - Q3, 2025
- **36% of the total road safety charges** related to the "Fatal Four" offences.
- Efforts to address Impaired Driving, Distracted Driving and Seatbelt use have led to **increases in charges of 18%, 26% and 32%,** respectively, compared to 2024.
- In 2024, the temporary monthly enforcement teams accounted for **12% of total WRPS road safety charges**.

2026 Road Safety Team Proposal

- *Recommended establishment of a permanent Road Safety Team within the TSU.*
- Six (6) sworn officers, working on an established shift schedule rotation.
- Data driven approach to enforcement, responsive to public complaints, priorities from municipal partners and collision statistics to best address road safety.
- Shift rotation allows response to a variety of road safety concerns including school zone and time sensitive complaints as well as impaired driving interdiction.
- Rapid reaction unit, responding to locations that are evidence based and a priority to our citizens.

Road Safety Team

The establishment of a permanent Road Safety Team would provide organizational efficiencies in the areas of:

- Reduced duplication of training.
- Staffing certainty and reduced scheduling pressures.
- Removal of reliance on Community Policing members.
- Efficiency in case preparation and reduction in possible errors.
- Increased productivity from members who are focused on road safety priorities.

Road Safety Team

The 2024-2027 Strategic Business Plan prioritizes several goals that align with the formation of a permanent Road Safety Team:

"Our Commitment to Safety"

s.2 Deliver exceptional services that meet local community needs.

- Road Safety is a high priority for citizens of Waterloo Region. The establishment of a full time Road Safety Response Team would provide effective, proactive response to the many road safety complaints that the WRPS receives daily.

s.3 Base actions on evidence.

- The Road Safety Response Team would leverage the current road safety complaints system employed at WRPS, as well as established data-driven programs such as the STEP initiative, to base their efforts on locations that are evidence based and a priority to citizens of our community.

"Our Resources"

s.2 Embrace modernization.

- The use of a permanent Road Safety Response Team would leverage the data gathered by WRPS relating to road safety complaints, and provide a rapid reaction unit able to address concerns in real time, proactively addressing concerns that will increase community satisfaction with police service

Thank You

WATERLOO REGIONAL POLICE

www.wrps.on.ca

Court Security Update

TO:
The Waterloo Regional Police Service Board

FROM:
Court Services

DATE:
11/12/2025

Recommendation

For information only.

Summary

A Court Security review was completed in 2023 which supported a re-allocation of court staff to other areas of WRPS due to an assumption that the Attorney General and the judiciary would continue to mandate virtual court appearances, reducing volumes at Court. Since then, in-person volumes have rebounded to levels above pre-pandemic and recent violent incidents support an expansion of resources to Court Security. In addition, the Ministry of the Solicitor General has recommended that court security be provided on all court floors.

In 2025 there was an expansion of two (2) Special Constables (S/CST) and one (1) Prisoner Care Supervisor. It is recommended that a further expansion of two (2) sworn members and five (5) Special Constables be added in 2026 to meet present security requirements.

Report

Under section 243 of the *Community Safety and Policing Act, 2019 (“*CSPA”) the Board is legally required to provide court security including:

- Ensuring the security of judges, judicial officers, and all persons attending proceedings.
- Maintaining premises security during hours when judges and the public are present.
- Ensuring the secure custody of detainees on or about the premises, including those taken into custody at proceedings.
- Determining appropriate levels of security for all of the above.

Although providing court security is mandatory, it is not considered part of delivering “adequate and effective policing.” It is an additional expense for which the WRPS receives only partial funding from the province and is arguably separate from the budget the Region of Waterloo can challenge through arbitration under the CSPA.

On August 6, 2025, an All-Chiefs of Police memo was issued from the Ministry of the Solicitor General regarding Court Security (25-0047) (see Appendix “A”). It detailed the requests from Ontario's Chief Justices for enhanced court security measures to be adopted in all premises where court proceedings are conducted in response to recent events and growing concerns related to the safety of the public, court staff and members of the judiciary including:

- A single entrance be established for members of the public accessing the courthouse, or any premise where court proceedings are conducted.
- Anyone attending the courthouse, or any premise where court proceedings are conducted, be actively screened using metal detectors or security wands.
- A security presence on every floor of a courthouse, or any premise where court proceedings are conducted, with armed officers readily available to respond, when necessary.

Although the All-Chiefs of Police memo is a guideline only, it is the responsibility of the Board to determine the appropriate level of security to provide to the courts, on the recommendation of the Chief who must prepare a court security plan under O.Reg.399/23.

For the reasons set out in this report, the Chief of Police is recommending that the Board further increase the level of security provided at the local courthouses to meet its statutory obligation.

There has been an increase in violent incidents at courthouses across the province, including a fatal shooting recently in a northern court, causing increased concern by the judiciary. Within our own courthouses in Waterloo Region, five serious occurrences occurred in July and August including bomb threats, and prisoner escape attempts.

There has also been an increase in courtroom "duress" alarms due to escalating behaviour of prisoners and members of the public. This is partially attributed to increased mental health cases, but also a diminishing lack of respect for Court proceedings and officials.

Our local judiciary has also voiced concerns and expressed a desire for increased court security to improve response times to court incidents and increase generally visibility and presence of armed officers in the courthouse. There has been an increase in violent outbursts and several duress alarms pushed in courtrooms due to escalated behaviour of accused persons and members of the public.

There was a noticeable reallocation of our staffing in 2023 after the Court Operations Review, and a greater reliance placed on an external security company to provide courthouse security. At that time, the Attorney General and the judiciary were committed to virtual court appearances as the default. Since then, there has been a shift back to in-person court hearings. While we recently increased our staffing to address security requirements, in order to meet the recommendations in the All Chiefs of Police memo, we need to add the following staff:

Provincial Offences Court, 77 Queen Street N., Kitchener

- 1 Special Constable
- 1 Sworn Police Officer

Waterloo Region Courthouse, 85 Frederick Street, Kitchener

- 4 Special Constables
- 1 Sworn Police Officer

These staffing additions will help better address risks related to efficient and effective responses to serious incidents at the Waterloo Region Courthouse or at the Provincial Offences Court.

The Service and the Board will continue to advocate for additional and stable funding to address local court security demands.

Strategic Business Plan

The above report aligns with the following Strategic Business Plan 2024-2027 objectives:

Our Commitment to Public Safety

☐ Reduce Violent Crime and Recidivism

☒ Deliver exceptional services that meet local community needs

☐ Base actions on evidence

Our Connections

☐ Conduct improved and intentional outreach

☐ Communicate and engage

☒ Adopt a people-centred service delivery model

Our Members

☐ Focus on holistic wellness

☒ Create opportunities

☐ Manage change

☒ Foster a positive workplace

Our Resources

☒ Provide safe, accessible, and welcoming facilities

☒ Embrace modernization

☒ Be future-ready

Financial and/or Risk Implications

The Ontario government provides a Court Security and Prisoner Transportation (CSPT) grant to police services. In 2025, this was reduced by $599K to $4,730K which covers only 46% of projected 2026 Court Security costs of $10,328K. Court Security increases the overall 2026 Operating Budget by 0.8% or $2,031K.

$K	2025 Budget	Increase	2026 Budget
Expenses	8,897	1,431	10,328
CSPT Grant	(5,329)	599	(4,730)
Total Net Costs	**3,567**	**2,031**	**5,598**

Attachments

- Appendix “A” - All-Chiefs of Police memo (25-0047), dated August 6, 2025
- Presentation – Court Security Update

Prepared By

Terri Turner, Inspector of Court Services

Approved By

Mark Crowell, Chief of Police

Ministry of the Solicitor General

Public Safety Division

25 Grosvenor St.
12th Floor
Toronto ON M7A 2H3

Telephone: (416) 314-3377
Facsimile: (416) 314-4037

Ministère du Solliciteur général

Division de la sécurité publique

25 rue Grosvenor
12e étage
Toronto ON M7A 2H3

Téléphone: (416) 314-3377
Télécopieur: (416) 314-4037

Ontario

MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Service Boards

FROM: Ken Weatherill
Assistant Deputy Minister
Public Safety Division

SUBJECT: **Court Security**

DATE OF ISSUE:	**August 6, 2025**
CLASSIFICATION:	**General Information**
RETENTION:	**Indefinite**
INDEX NO.:	**25-0047**
PRIORITY:	**Normal**

In response to recent events, growing concerns related to the safety of the public, court staff and members of the judiciary, Ontario's Chief Justices request that the following enhanced court security measures be adopted in all premises where court proceedings are conducted, wherever possible:

- A single entrance be established for members of the public accessing the courthouse, or any premise where court proceedings are conducted.
- Anyone attending the courthouse, or any premise where court proceedings are conducted, be actively screened using metal detectors or security wands.
- A security presence on every floor of a courthouse, or any premise where court proceedings are conducted, with armed officers readily available to respond, when necessary.

This memo also serves as a reminder of court security provisions under the *Community Safety and Policing Act, 2019* (CSPA) and its regulations.

With respect to premises where court proceedings are conducted, section 243 of the CSPA provides that a police service board or Commissioner that has policing responsibility for an area (as per s.10 of the CSPA) is responsible for:

1. Ensuring the security of judges and other judicial officers and of persons taking part in or attending proceedings.

2. During the hours when judges, other judicial officers and members of the public are normally present, ensuring the security of the premises.
3. Ensuring the secure custody of persons in custody who are on or about the premises, including persons taken into custody at proceedings.
4. Determining appropriate levels of security for the purposes of the above in accordance with the regulations, if any.

Part XV of the CSPA also includes other provisions related to powers of person providing court security, offences and penalties. Further, as per section 13 of O. Reg. 399/23: General Matters under the Authority of the Lieutenant Governor in Council, if a police service board or the Commissioner has responsibilities referred to under section 243 of the CSPA, the chief of police of the relevant police service or the Commissioner shall,

1. Prepare a court security plan;
2. Establish procedures on court security that address supervision and training; and
3. Ensure that court security personnel have the capability to perform their functions related to court security.

With respect to the court security plan, the chief of police of the relevant police service or the Commissioner should ensure that it is up to date and responsive to current and emerging threats and reviewed, at a minimum, annually.

Further, the province supports municipalities to partially offset costs related to court security and prisoner transport through the Court Security and Prisoner Transportation Program and will continue to review and analyze performance measurement data to inform future program planning.

I hope you find this information helpful.

Sincerely,

Ken Weatherill
Assistant Deputy Minister
Public Safety Division

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

WATERLOO REGIONAL POLICE

Court Security Update

November 12, 2025

Inspector Terri Turner

CSPA Requirements

Mandatory, but not included in "adequate and effective policing"

Under s. 243 of the *Community Safety and Policing Act* (CSPA) the Board is legally required to provide court security, including:

- Ensuring the **security of judges**, judicial officers, and all persons attending proceedings.
- Maintaining **premises security** during hours when judges and the public are present.
- Ensuring the **secure custody of detainees** on or about the premises, including those taken into custody at proceedings.
- Determining **appropriate levels of security** for all of the above.

Chief:
Court Security Plan
O.Reg. 399/23

All Chiefs of Police Memo
Ministry of the Attorney General Recommendations
August 6, 2025

- A single entrance be established for members of the public accessing the courthouse, or any premise where court proceedings are conducted.

- Anyone attending the courthouse, or any premise where court proceedings are conducted, be actively screened using metal detectors or security wands.

- A security presence on every floor of a courthouse, or any premise where court proceedings are conducted, with armed officers readily available to respond, when necessary.

Judiciary Concerns and Recent Security Issues

- Complaints from the Judiciary about lack of security or slow response times to court security issues
- Urgent Court Security Meeting called in September to discuss security concerns
- 3 bomb threats made to the Courthouse in last 3 months – all investigated and deemed unfounded
- 2 incidents in July of accused breaking the glass in the prisoner's box; 1 scaled the box and ran at the Justice before being subdued
- Several Duress Alarms pushed by the Judiciary in response to escalating behaviour in Courtrooms
- 5 persons of interest identified with mental health conditions regularly attending court and causing issues (dramatic increase in mental health cases)

Current Staffing

Provincial Offences Court 77 Queen Street N., Kitchener	Waterloo Region Courthouse 85 Frederick Street, Kitchener
• 1 Special Constable	• 36 Special Constables • 2 Sworn Police Officers

Required FTEs and Financial Impact

Provincial Offences Court 77 Queen Street N., Kitchener	Waterloo Region Courthouse 85 Frederick Street, Kitchener
• 1 Special Constable • 1 Sworn Police Officer **Total of 2 S/CST's and 1 Sworn Officer**	• 4 Special Constables • 1 Sworn Police Officer **Total of 40 S/CST's and 3 Sworn Officers for building security**

$K	2025 Budget	Increase	2026 Budget
Expenses	8,897	1,431	10,328
CSPT Grant	(5,329)	599	(4,730)
Total Net Costs	3,567	2,031	5,598

Questions?

Overtime Committee Update

TO:
The Waterloo Regional Police Service Board

FROM:
Strategic Services Branch

DATE:
11/12/2025

Recommendation

For information only.

Summary

In alignment with Strategic Business Plan Goals 3.1 - Focus on Members' Holistic Wellness, and 4.3 - Resources that are Future-Ready, the Overtime Committee has initiated strategies to reduce overtime hours. These initiatives, along with new hiring, have resulted in a 21% reduction in overtime hours year-to-date (as of August 31, 2025) compared to the same period in 2024.

This report presents a summary of the work completed by the Overtime Committee and outlines future directions.

Report

The Overtime Committee has been meeting bi-monthly since the fall of 2024, and reports monthly to the Senior/Executive Leadership Team. The Overtime Committee uses data and visualization tools to identify and target areas of high overtime use in order to support member wellness and fiscal responsibility, while delivering high-quality service to our community. Over the past year, efforts have been concentrated on reducing overtime hours related to staff shortages and missed lunches.

Based on year-to-date comparisons (January 1 to August 31), Waterloo Regional Police Service (WRPS) has reduced overtime by 25,631 hours (-21%).

Patrol Staff Shortage

In 2024, hours from staff shortages were the main driver of overtime. Given that most of these hours were allocated to Patrol, the Overtime Committee realigned overtime with workload (calls for service). This resulted in prioritizing overtime to when call demand was highest. In doing so, the use of overtime was restricted to when it would most improve service delivery and balance officer workload. This change was made in consultation with the Waterloo Regional Police Association and run as a pilot from March 1, 2025, to August 31, 2025. It has been extended for the remainder of 2025.

A recent evaluation supports that overtime is now better aligned to call demand; the overtime fill rates on shifts with higher call volume has improved. When call demand was low, through the pilot, available overtime shifts decreased by 82%. In addition, WRPS has been able to grant officers more casual time off and has seen no negative outcomes in sick time or missed lunches. This realignment of overtime shifts has improved response times.

This work has been rolled into the Dynamic Staffing Project (Board Report #2025-232). Within this project, WRPS will be able to examine responsive staffing models in simulated environments, which will better inform patrol staffing levels.

Missed Lunches

Missed lunches impact member wellness. The Overtime Committee has worked to ensure members take their lunch break. First, disaggregate analysis has been used to support targeted conversations with mid-leaders on the importance of lunch breaks for member wellness. Second, guidance on the call types that can lead to missed lunches was developed and shared.

The combination of consistent communication and improved data quality has helped reduce overtime hours due to missed lunches by 34%. The Overtime Committee will continue to review missed lunches and message the importance of taking lunches directly to members.

Summary

Due to the challenging and dynamic nature of delivering high-quality police services, WRPS will always make use of overtime hours. The purpose of the Overtime Committee is to ensure our strategic goals related to member wellness and sustainable resourcing are balanced against the necessary need for overtime. In 2025, WRPS has seen a 21% reduction in overtime hours. The Overtime Committee will continue to meet regularly to minimize overtime costs and ensure that they are operationally justified.

Strategic Business Plan

The above report aligns with the following Strategic Business Plan 2024-2027 objectives:

Our Commitment to Public Safety

☒ Deliver exceptional services that meet local community needs

Our Members

☒ Focus on holistic wellness

Our Resources

☒ Be future-ready

Financial and/or Risk Implications

The work of the Overtime Committee helps reduce overtime costs.

Attachments

- Presentation Overtime Committee Update

Prepared By

Dr. John Fast, Strategic Planner, Strategic Services
John Goodman, Deputy Chief, Community Policing

Approved By

Mark Crowell, Chief of Police

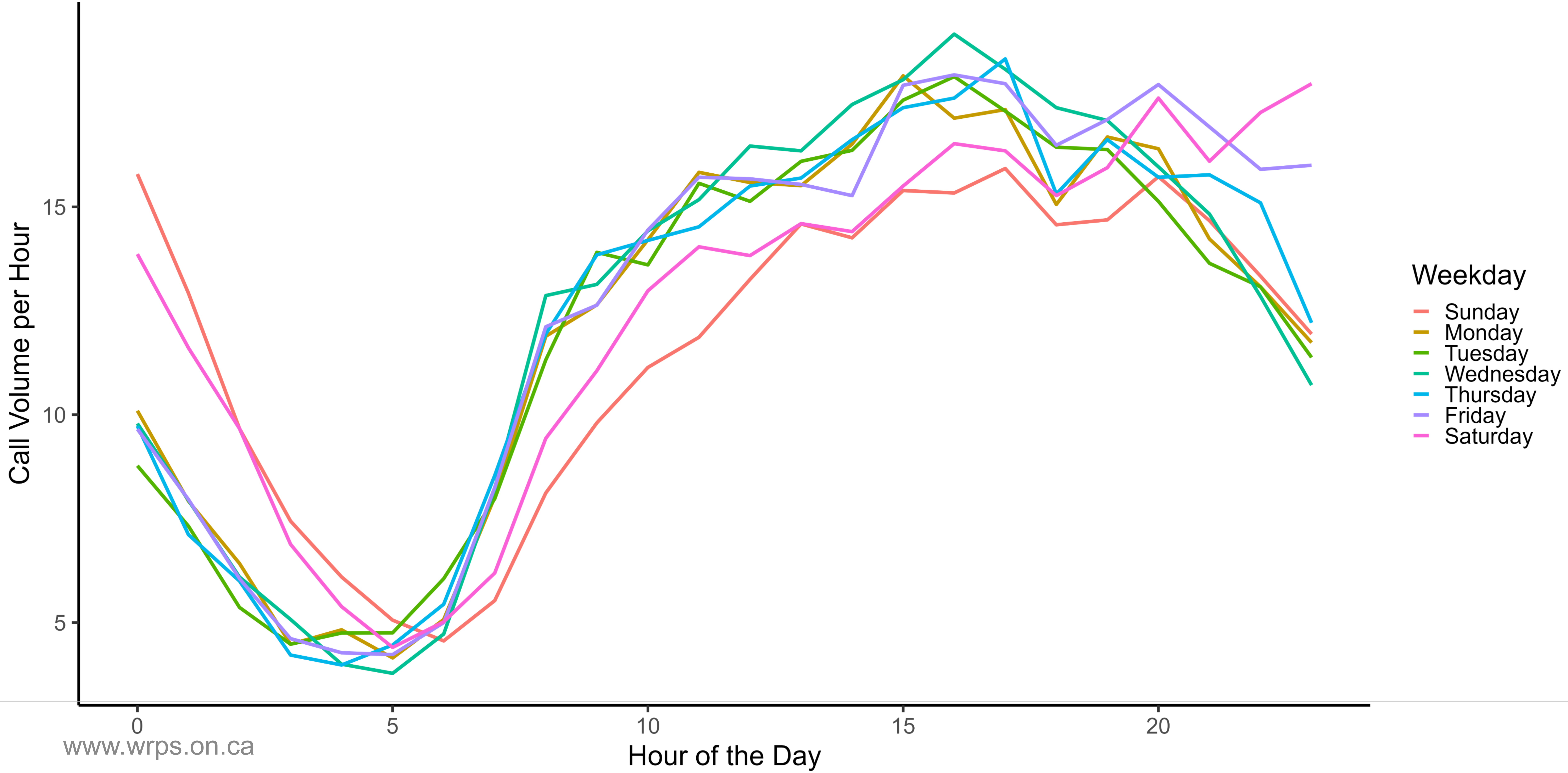
WATERLOO REGIONAL POLICE

Overtime Committee Update

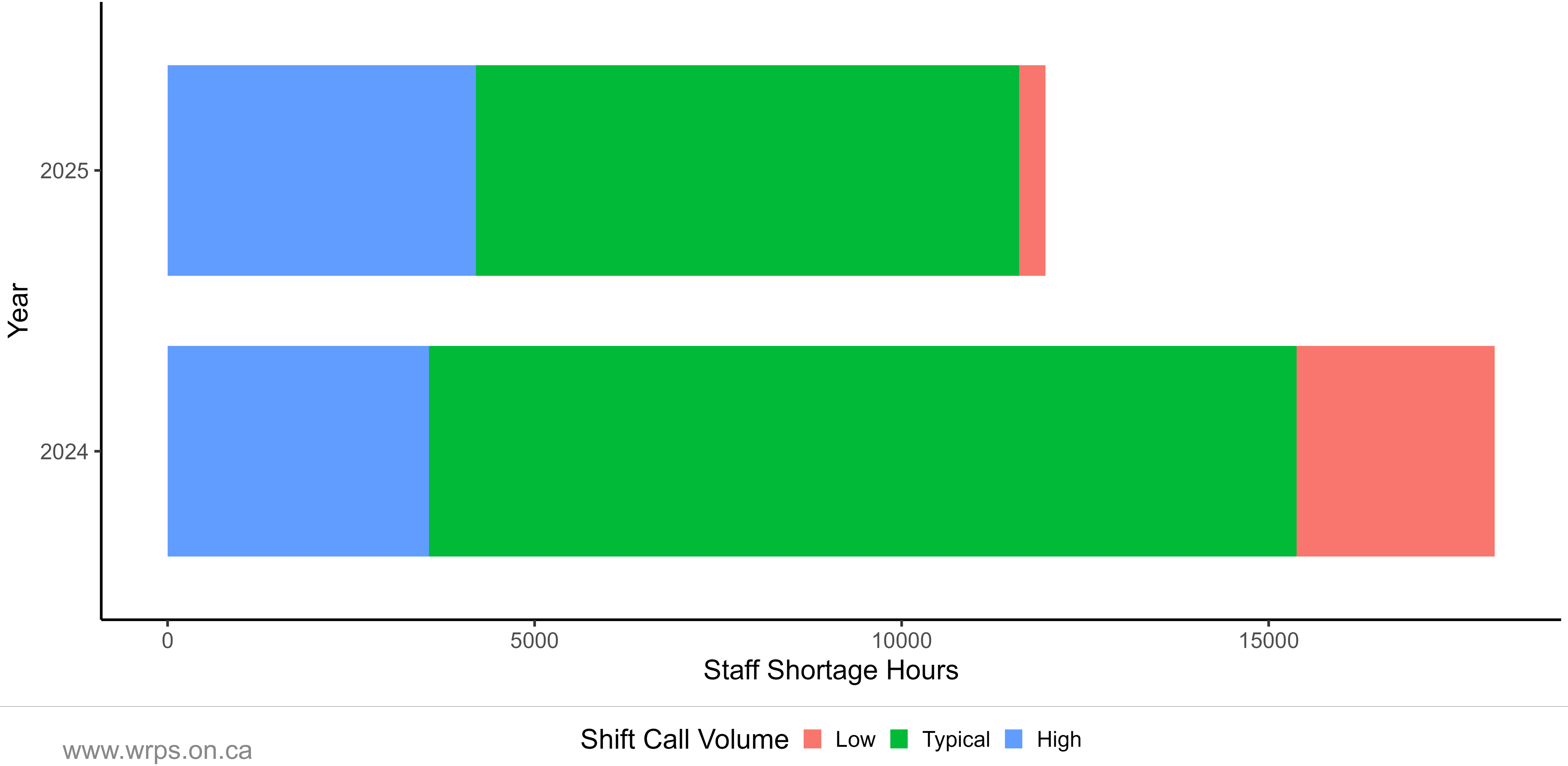
Police Service Board – Open Session
November 12, 2025

Prepared by Dr. John Fast

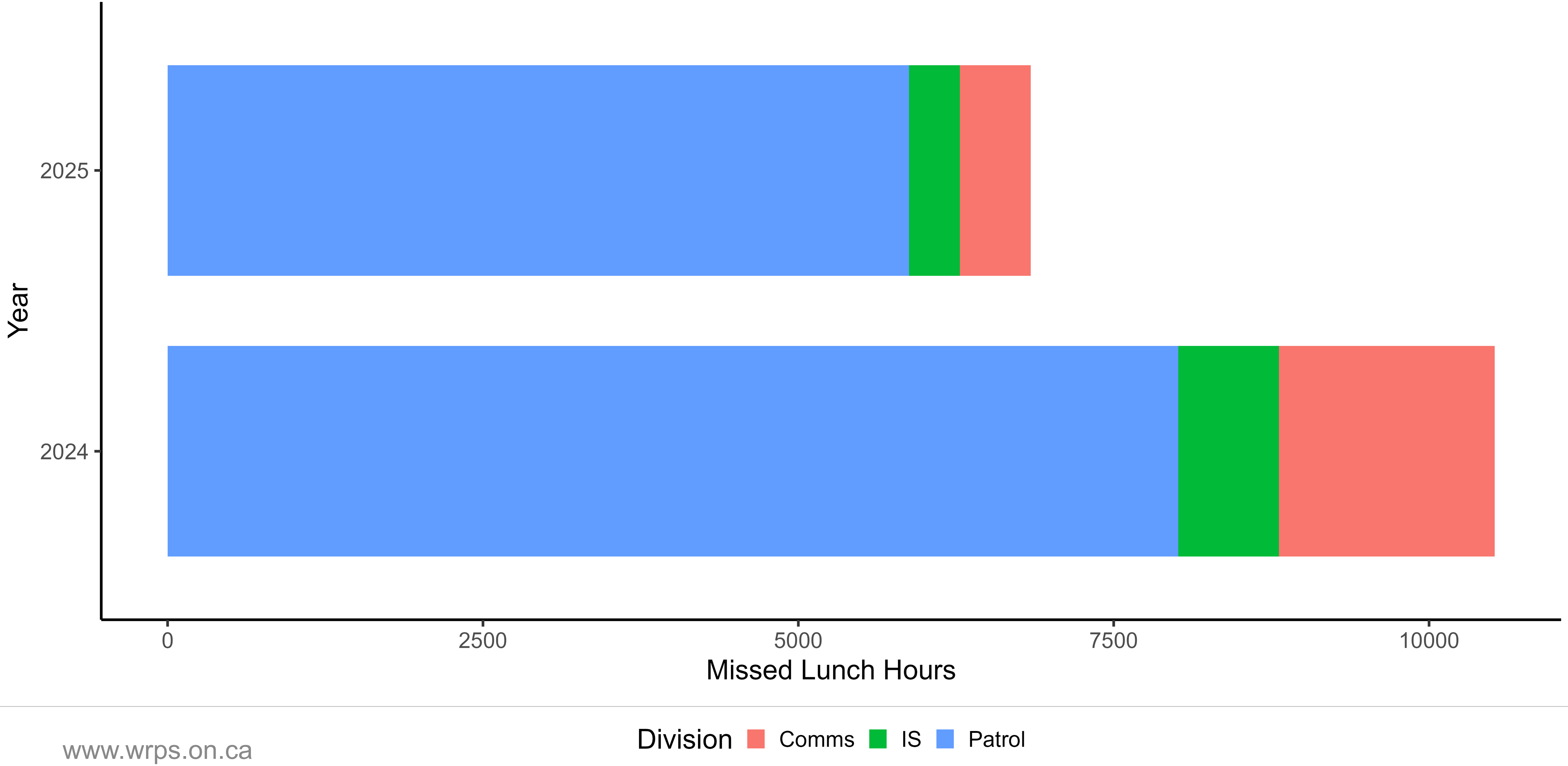
Patrol Staff Shortage: Call Volume Patterns



Staff Pilot: Comparison of Staff Shortage Overtime



Missed Lunches: Year-over-Year Comparison



Next Steps

- Patrol staff shortage
  - Continue with existing staffing adjustments
  - ORH to provide long-term overtime reduction plan

- Missed lunches
  - Continue messaging and monitoring

- Review other areas of the service

Thank You

WATERLOO REGIONAL POLICE

2026 Operating and Capital Budget Estimates

TO:
The Chair and Members of the Waterloo Regional Police Service

FROM:
Finance Unit, Finance and Assets Branch

DATE:
11/12/2025

Recommendation

That the Waterloo Regional Police Services Board approve the Waterloo Regional Police Service (WRPS) 2026 Operating Budget Estimate net levy of $272,610,413; and

That the Waterloo Regional Police Service Board approve the 2026 Capital Budget Estimate and the 2027-2035 Capital Forecast as summarized in Appendix C subject to final adjustments for 2025 carry-forwards.

Summary

On October 15, 2025 (report #2025-345), a DRAFT 2026 Operating Budget and a 10-year Capital forecast position were presented to the Police Service Board (PSB).

Consultation meetings with the public were held on September 29, 2025 and October 27, 2025.

The Waterloo Regional Police Service (WRPS) took feedback from the Board, as well as consultations with the public and are presenting a Budget Estimate for approval.

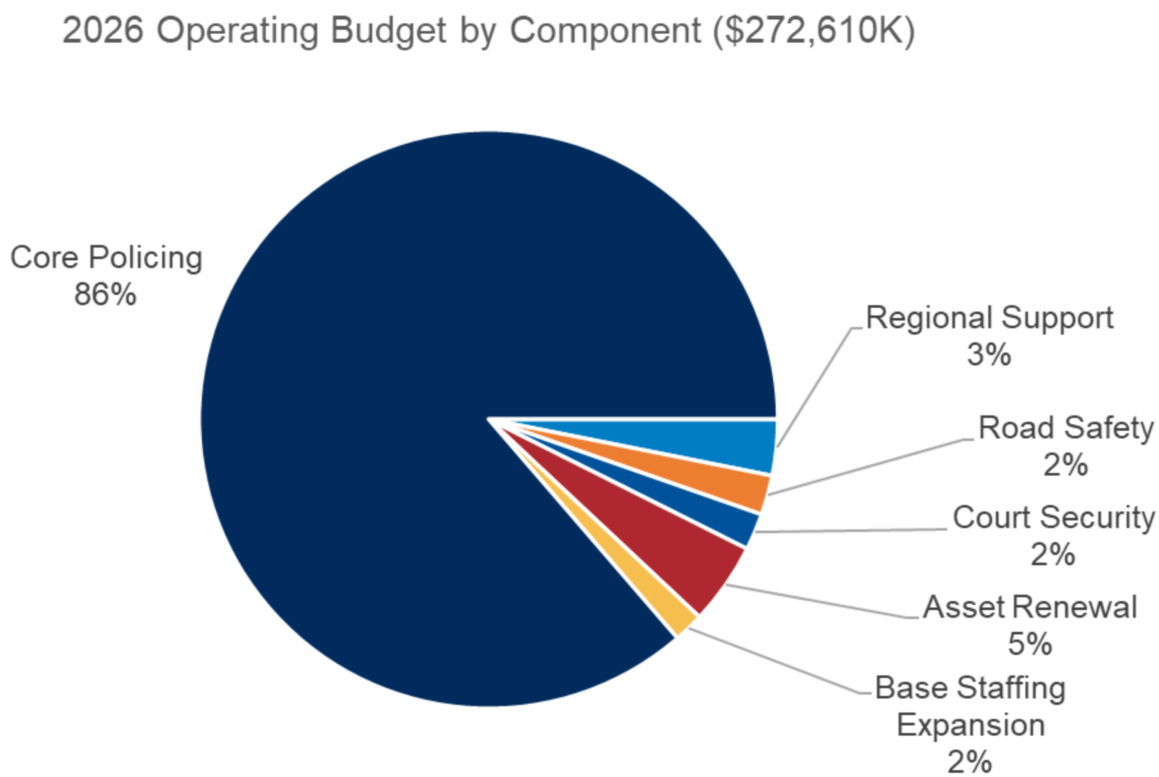
A presentation to the Region of Waterloo Strategic Planning and Budget Committee is scheduled for November 26, 2025 and final Region of Waterloo approval is scheduled for December 16, 2025. A Board meeting on December 10, 2025 will be used if required to further deliberate and approve the budget estimates.

Report

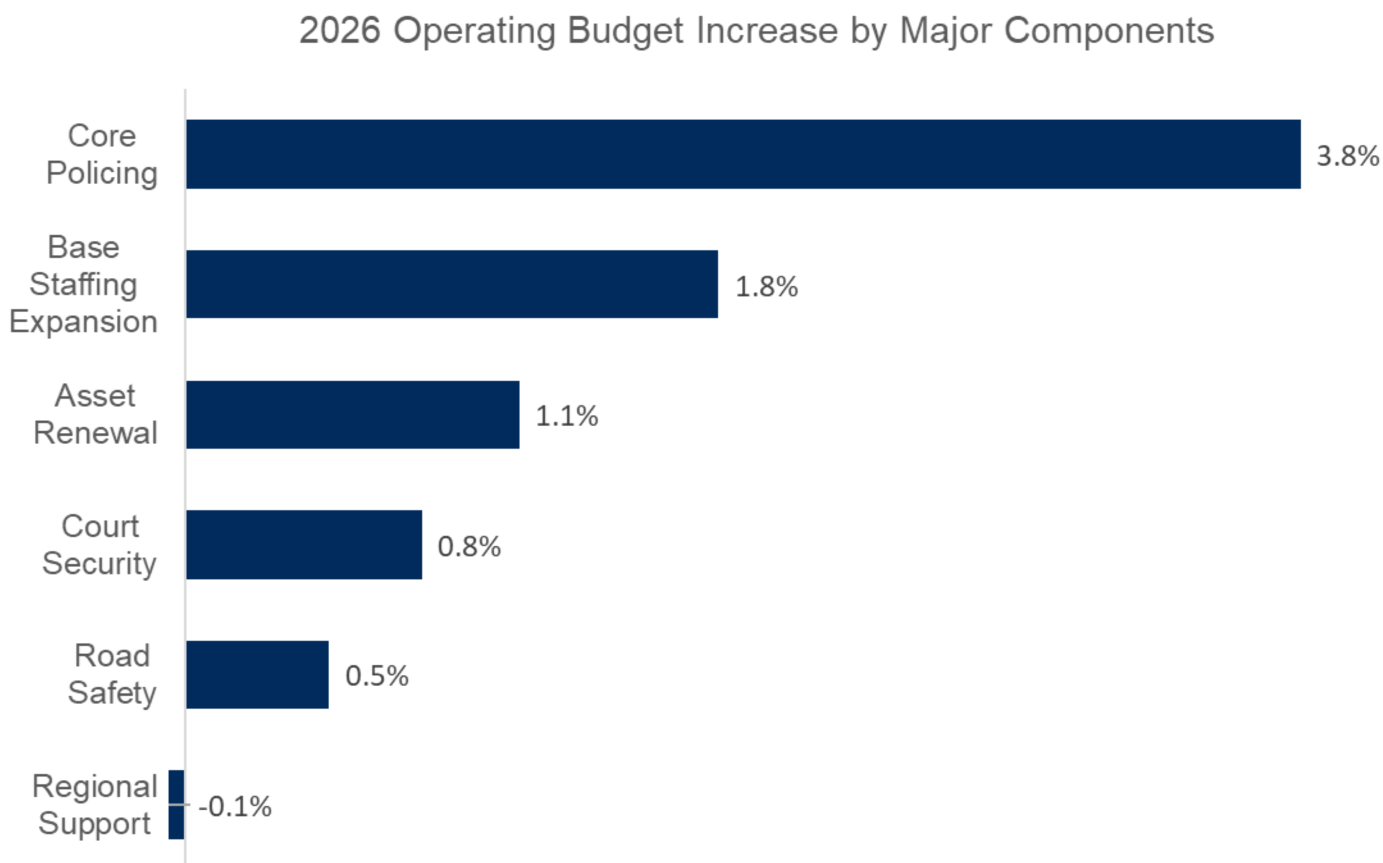
Operating Budget

The 2026 WRPS Operating Budget Estimate includes the amount of funding required to meet existing public safety operations and remain in compliance with the *Community Safety and Policing Act (CSPA).* Through extensive Budget review processes to date, $2,153K or 0.9% of reductions to the 2026 Operating Budget estimates and $691K of reductions to the 2026 Capital Request have been included.

The 2026 Operating Budget Estimate (Appendix A) is $272,610K, which is an increase over 2025 of $20,142K or 7.98% and results in a tax impact of 6.75% on the police portion of the property tax bill, with assessment growth estimated at 1.15%. The average regional taxes for a typical residence ($354,500) for the police portion is approximately $903 - an increase over 2025 of $57. The police portion of the property tax bill represented approximately 30.4% of the total tax levy for Regional services in 2025 which has decreased annually since 2021.



The major drivers adding up to the 7.98% Operating Budget increase year over year continue to be:



Core Policing includes contractual adjustments such as cost of living adjustments (COLA) and negotiated cost savings included in the new collective agreement, benefit cost increases, technical and other non-staffing cost adjustments, and 4.7 full-time equivalent (FTE) additions from cost recovery models and the active staffing model strategy.

Base Staffing Expansion represents investment needed in FTEs (20 sworn and 13 civilian) to implement a sustainable and incremental staffing strategy that is aligned with workload and population growth. Operational Research in Health (ORH) consultant work, phase One for Frontline Patrol is complete and recommends a five-year staffing plan for Community Policing (2025), Investigative Services (2026), and the Communications Centre (2027) through data modeling, termed the Dynamic Staffing Strategy.

The Asset Renewal category includes $2.9M of increased reserve contributions of which an additional $2.0M goes toward funding the Capital program and $0.5M to address unfunded liabilities of Sick Leave and Future Employee Benefits.

Court Security includes additional FTE expansions (2 sworn and 5 special constables), and reduced grant revenues which has increased the budget year over year.

A full time Road Safety Team dedicated to traffic enforcement comprised of six (6) sworn Traffic officers is included. This will assist Patrol in no longer being required to temporarily second sworn members to Traffic.

And lastly, Regional Support is WRPS Budget that supports regionalized services and programs, mainly the Public Safety Answering Point (PSAP) 911 Communications Centre. While this decreased year over year due to the implementation of cost recovery for By-Law Dispatching services starting July 1, 2026, the net unfunded amount in the 2026 Budget Estimate is still significant at approximately $9.1M.

The implementation of the CSPA continues to put pressure on the WRPS 2026 Budget with an incremental impact of $1.7M in Capital and $294K in Operating. In addition, the Board is legally required to provide Court Security in all courtrooms which required FTE expansions (2 sworn and 5 special constables) to meet recent Ministry recommendations. This investment and a reduction in the Court Security Prisoner Transportation (CSPT) grant have increased the total unfunded mandate to $5.6M which is included within the 2026 Operating Budget. The Ontario Association of Chiefs of Police (OACP) passed a resolution that calls upon the Ontario government to provide funding to police services to implement the new CSPA. The OACP also passed a resolution calling on the Ontario government to streamline grant administration requesting:

- Longer term grant timelines
- Earlier grant information to allow for proper budget creation
- Minimize non-recoverable activities
- Reduce administrative requirements for reporting while still ensuring financial accountability
- Replace funding formulas with simplified and transparent allocations
- Collaborate with municipal police services to develop and implement a funding model for the CSPT upload through a hybrid model where a base level of funding guarantees minimum operational capacity for all jurisdictions, with incremental funding adjustments tied directly to court cases, including volume and complexity of court security events, number and cumulative duration of prisoner transports, specialized security requirements and utilizes reporting mechanisms to ensure funding allocations reflect actual operational demands and cost structures

The total grant and secondment funding included in the 2026 Operating Budget Estimate can be found in Appendix B. Expenditures not fully recoverable from Grants and Secondments equal $8.7M.

Resources

The 2026 Operating Budget Estimate includes the addition of 55.3 FTE:

	Sworn	Civilian	Total
2025 Authorized	**867.9**	**481.0**	**1,348.9**
CORE POLICING:			
ESCO Cost Recovery		2	2
Active Staffing Model		3	3
Voice Radio Cost Recovery		1	1
Civilianization	(1)	1	0
Other Adjustments	(0.8)	(0.5)	(1.3)
Total Core Policing	**(1.8)**	**6.5**	**4.7**
BASE STAFFING EXPANSION	**20**	**13**	**33**
COURT SECURITY	**2**	**5**	**7**
ROAD SAFETY	**6**		**6**
REGIONAL SUPPORT (By-law Dispatch)		**4.5**	**4.5**
2026 Proposed Authorized	**894.2**	**510.0**	**1,404.2**
Positions funded above	9	2	11
Police Service Board		1.5	1.5
Total FTE Budgeted	**903.2**	**513.5**	**1,416.7**

Positions funded above authorized increased by 1 FTE (full cost recovery) and include external secondments to agencies such as the Ontario Police College (OPC).

The WRPS Staff Planning Committee (SPC) is responsible for overseeing resource allocation, including monitoring internal workforce movement and managing the staff planning cycle. The Committee ensures that staffing strategies align with both operational and organizational needs, and that appropriate budgetary resources are in place to support them. The SPC reviewed FTE expansion business cases to recommend further inclusion within the 2026 Operating Budget Estimate to the Executive Leadership Team. The business case requires departments to do a workload analysis, review alternative service delivery methods and re-prioritization of workload and technology options before requesting an additional FTE. The SPC reviewed requests for 22 civilian FTEs, however, only 13 were recommended to be included in the Budget. The total number of FTEs funded by cost recovery models within our civilian authorized count is 40.9.

The Dynamic Staffing Strategy informed by the consultant ORH has recommended a future sworn constable expansion to Community Policing of 73 officers over the next five years to align with population and workload growth.

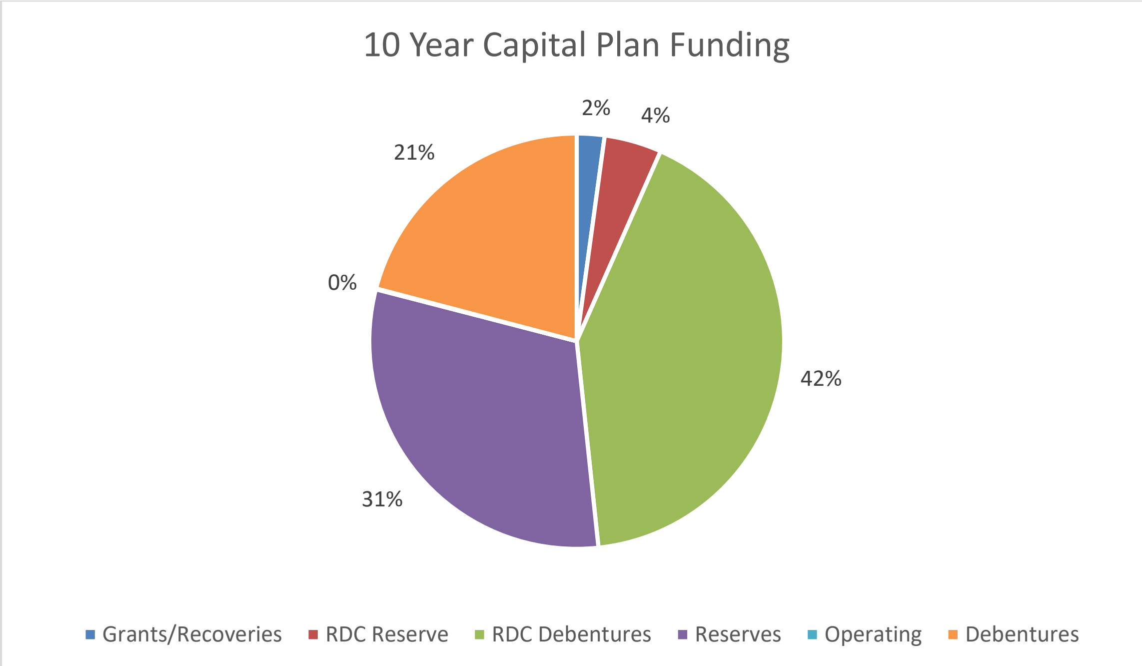
The recommendation from ORH is to add 7 constables to Frontline Patrol effective January 1, 2026. The 2026 Operating budget includes 9 new Constable FTEs for Community Policing; 7 will meet the recommendation of ORH and 2 will account for the fact that when officers are hired, they will not be assigned to Patrol for approximately six months as they complete training at OPC. Currently there are 34 members at OPC or involved in pre/post OPC training that are not able to be deployed. This results in Patrol being under authorized budgeted levels which impacts their ability to meet call demands resulting in the requirement to utilize overtime. WRPS will include staffing expansions in subsequent budget cycles over the life of the five-year Frontline Policing staffing plan both based upon the ORH total FTE forecast, ensuring that the authorized levels can be realized for Community Policing as per the consultant’s findings, and to smooth out future anticipated retirement crests. Subsequent phases of the ORH work will include Investigative Services (2027 Budget) and Communications Centre (2028 Budget) which will be factored into future budget cycles.

Ten Year Capital Forecast

Adjustments to the ten-year Capital forecast include further refinement of 2025 Budget carry forward estimates based upon a third quarter financial review of spending this year, and a reduction in the budget required for the Ontario Closed Circuit Television (CCTV) project #50078 from $330K to $250K in years 2026-2035.

WRPS has been working with the Region and a Regional Development Charges (RDC) consultant to inform the percentage of RDC funding for growth projects assumed within the current 10-year forecast. RDCs are a cost recovery mechanism to fund growth related infrastructure from new development. The prior RDC background study was finalized in 2019 and is scheduled to be updated in 2026. As a result of this review, RDC funding has been adjusted for some Facility expansion projects which has reduced future debenture related costs. Capital that is debenture funded reduced by $50M from 2026 to 2035 (excluding 2025 Carry Forward) to be now funded by RDC’s, split between $48.4M RDC debenture funded until collections can be realized and $1.3M from RDC reserves.

The WRPS continues to work with the Region to limit debenture funded capital spending (including from RDC related Debentures) to improve financial sustainability and protect the Region’s triple AAA credit rating. The total 10-year Capital Plan is funded as follows:



The 10-year capital forecast now totals $452,522K in Appendix C and the updated Capital Reserve forecasts can be found in Appendix D.

Strategic Business Plan

The above report aligns with the following Strategic Business Plan 2024-2027 objectives:

Our Commitment to Public Safety

☒ Reduce Violent Crime and Recidivism

☒ Deliver exceptional services that meet local community needs

☒ Base actions on evidence

Our Connections

☒ Conduct improved and intentional outreach

☒ Communicate and engage

☒ Adopt a people-centered service delivery model

Our Members

☒ Focus on holistic wellness

☒ Create opportunities

☒ Manage change

☒ Foster a positive workplace

Our Resources

☒ Provide safe, accessible, and welcoming facilities

☒ Embrace modernization

☒ Be future-ready

Financial and/or Risk Implications

The budget report as presented provides a 2026 Operating and Capital Budget Estimate and a 2027-2035 Capital Forecast for approval. Changes in Regional assessment growth will impact the property tax impact on the police portion of the property tax bill.

Attachments

- Appendix A: 2026 Operating Budget Estimate
- Appendix B: Grant and Secondment Summary
- Appendix C: 2026 – 2035 Capital Forecast
- Appendix D: 2024 – 2035 Asset Replacement Reserve Forecasts

Prepared By

Kirsten Hand, Director, Finance and Assets Branch
Brennan Reniers, Manager, Finance

Approved By

Mark Crowell, Chief of Police

Appendix A: 2026 Operating Budget Estimate

	2025	2026		
	Approved Budget	$ Change	Proposed Budget	% Change
EXPENDITURES				
Full-time Salary & Wages	159,237,530	11,684,801	170,922,331	7.34%
Part-time Salary & Wages	2,129,558	246,548	2,376,106	11.58%
Overtime	4,068,472	414,165	4,482,637	10.18%
Paid Duties	827,250	74,449	901,699	9.00%
Sick Leave Payout & Continuance	1,100,000	50,000	1,150,000	4.55%
Benefits	59,185,962	4,665,870	63,851,832	7.88%
Total Staffing Costs	**226,548,772**	**17,135,833**	**243,684,605**	**7.56%**
Allowances	578,990	71,032	650,022	12.27%
Materials & Supplies	4,267,418	(47,859)	4,219,559	(1.12%)
Maintenance & Repairs	3,022,626	194,631	3,217,257	6.44%
Small Equipment	1,521,407	(1,296,182)	225,225	(85.20%)
Services	5,975,134	(936,492)	5,038,642	(15.67%)
Fees	10,391,221	1,742,157	12,133,378	16.77%
Rents	1,026,653	217,274	1,243,927	21.16%
Financial Expenses	6,144,584	(79,117)	6,065,467	(1.29%)
Communication Costs	2,681,613	(10,781)	2,670,832	(0.40%)
Meetings, Training & Conferences	2,604,080	173,259	2,777,339	6.65%
Interdepartmental Charges	2,838,395	317,966	3,156,361	11.20%
Interfund Transfers (Reserves)	9,741,000	2,965,000	12,706,000	30.44%
Interfund Transfers (Insurance)	1,125,736	37,271	1,163,007	3.31%
Other Operating	**51,918,857**	**3,348,159**	**55,267,016**	**6.45%**
Total Expenditures	**278,467,629**	**20,483,992**	**298,951,621**	**7.36%**
REVENUES				
General Police Revenue	5,112,144	828,899	5,941,043	16.21%
Ministry Grants	11,896,608	(300,304)	11,596,304	(2.52%)
ESCO - Police	4,258,821	283,785	4,542,606	6.66%
ESCO - Fire	1,009,427	(108,882)	900,545	(10.79%)
Voice Radio System Recoveries	1,558,009	(123,311)	1,434,698	(7.91%)
Interfund Contributions (RDC)	1,805,779	(1,827)	1,803,952	(0.10%)
Interfund Contributions (Reserves)	358,540	(236,480)	122,060	(65.96%)
Total Revenue	**25,999,328**	**341,880**	**26,341,208**	**1.31%**
NET LEVY	**252,468,301**	**20,142,112**	**272,610,413**	**7.98%**

Appendix B: Grant and Secondment Summary

Grant/Secondment Title	Purpose	Grantor	Term	# of FTE	Projected 2026 Costs	2026 Budgeted Grant Funding	Funding Shortfall
Area Firearms Officer (AFO)	To provide an officer to be designated as a Firearms Officer within the meaning of the *Firearms Act* to participate with the administration of the Chief Firearms Office.	Ministry of the Solicitor General	April 1, 2021 - March 31, 2026	0.25	55,018	(55,018)	-
Criminal Justice Transformation (CJT) Branch Secondment	To provide support and subject matter expertise to the Criminal Justice Transformation (CJT) Branch of the Ministry of the Solicitor General as it rolls out and supports the Criminal Justice Digital Design initiative.	Ministry of the Solicitor General	October 15, 2023 - October 14, 2028	1	149,584	(149,584)	-
Community Safety and Policing Grant (CSP) - Local Initiative	To support Neighbourhood Policing to combat guns and gangs as well as decrease commercial / retail theft, aligned with the Crime Suppression Strategy and Region of Waterloo's Community Safety and Well-Being Plan by providing funding for the Direct Action Response Teams and Street Crime Unit.	Ministry of the Solicitor General	April 1, 2025 - March 31, 2026	33	5,092,597	(3,103,091)	1,989,506

Grant/Secondment Title	Purpose	Grantor	Term	# of FTE	Projected 2026 Costs	2026 Budgeted Grant Funding	Funding Shortfall
Community Safety and Policing Grant (CSP) - Provincial Initiative	To increase support for the Gangs and Hate Crime Team to combat guns and gang violence and as well as decrease hate motivated crime.	Ministry of the Solicitor General	April 1, 2025 - March 31, 2026	6.5	1,081,938	(500,000)	581,938
Court Security and Prisoner Transportation (CSPT)	To assist municipalities in offsetting costs of providing court security and prisoner transportation.	Ministry of the Solicitor General	January 1, 2025 - December 31, 2025		10,328,355	(4,730,405)	5,597,950
Guns Gangs and Violence Reduction Strategy	To provide for and allow the secondment of one uniform member and one Intelligence Analyst of the Service to the Provincial Guns and Gangs Enforcement Team to address the enforcement of gun and gang related criminality in Ontario.	Ministry of the Solicitor General	Uniform Member: June 1, 2022 - March 1, 2026; Intelligence Analyst: Oct 31, 2024 - Oct 31, 2026	2	330,723	(302,134)	28,589

Grant/Secondment Title	Purpose	Grantor	Term	# of FTE	Projected 2026 Costs	2026 Budgeted Grant Funding	Funding Shortfall
Hate Crime Extremism Investigative Team (HCEIT)	Through the HCEIT WRPS and other police services undertake to provide specialized investigative support on matters involving hate propaganda, the promotion of genocide, hate-motivated crimes and criminal extremism, and to conduct multi-jurisdictional strategic and tactical intelligence operations targeting individuals or organized groups involved in hate crime activity and criminal extremism in the Province of Ontario.	Ministry of the Solicitor General	April 1, 2021 - March 31, 2025		714,510	(714,510)	-
Preventing Auto Thefts (PAT) Grant Program	To support police services/boards in combatting and preventing vehicle thefts and associated violent crimes.	Ministry of the Solicitor General	November 22, 2023 - March 31, 2026	1	207,066	(207,066)	-
Provincial Anti Terrorism (PATS)	To provide funds to offset compensation of the seconded officer participating in the provincial Anti-Terrorism Section	Ontario Provincial Police	February 1, 2021 - Jan 31, 2028	1	192,609	(140,490)	52,119
Reduced Impaired Driving Everywhere (RIDE)	To provide funds to offset staff costs of enhancing RIDE programs of sobriety checks.	Ministry of the Solicitor General	April 1, 2024 - March 31, 2025		60,357	(46,295)	14,062

Grant/Secondment Title	Purpose	Grantor	Term	# of FTE	Projected 2026 Costs	2026 Budgeted Grant Funding	Funding Shortfall
Repeat Offender Parole Enforcement (ROPE)	To provide a coordinated provincial strategy to specifically address the pursuit and apprehension of fugitives in Ontario.	Ministry of the Solicitor General	September 2, 2024 - August 31, 2029	1	183,444	(173,812)	9,632
The Provincial Strategy to End Human Trafficking	To support a coordinated approach to addressing human trafficking, creating and strengthening partnerships and building bridges to work with survivors and apprehend traffickers.	Ministry of the Solicitor General	April 1, 2024 - March 31, 2026	1	188,026	(34,800)	153,226
The Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet (Child Exploitation)	To support operations of providing specialized investigative support on matters involving sexual abuse and exploitation of children on the internet, which will contribute to the provincial strategy by building capacity and sustainability and supporting the establishment of a coordinated strategic plan among police services, crown attorneys and victim support services.	Ministry of the Solicitor General	April 1, 2025 - March 31, 2029	1	237,154	(156,445)	80,709

Grant/Secondment Title	Purpose	Grantor	Term	# of FTE	Projected 2026 Costs	2026 Budgeted Grant Funding	Funding Shortfall
The Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet (Technical Crimes)	To support operations of providing specialized investigative support on matters involving sexual abuse and exploitation of children on the internet, which will contribute to the provincial strategy by building capacity and sustainability and supporting the establishment of a coordinated strategic plan among police services, crown attorneys and victim support services.	Ministry of the Solicitor General	April 1, 2025 - March 31, 2029	1	212,194	(143,750)	68,444
Violence Against Women (VAW) Grant	To provide funding for a counsellor and a coordinator to reduce violence against women.	Ministry of Children, Community and Social Services (with Region of Waterloo)	April 1, 2024 - March 31, 2025	2	247,869	(134,278)	113,591

Grant/Secondment Title	Purpose	Grantor	Term	# of FTE	Projected 2026 Costs	2026 Budgeted Grant Funding	Funding Shortfall
Instructors at OPC	To fund the annual salary and allowances for the Seconded Instructors	Ministry of the Solicitor General	Officer #1: September 2, 2025 - September 18, 2026; Officer #2: April 2, 2024 - April 3, 2026; Officer #3: Sept 21, 2025 - Sept 17, 2027 Officer#4: New	4	855,755	(855,755)	-
Waterloo Regional Police Association (WRPA) Secondment	To fund the salary, benefits and entitlements of WRPA President and Vice President positions	Waterloo Regional Police Association (WRPA)	Continued Commitment	2	519,953	(519,953)	-
University of Waterloo Police Secondment	To fund the salary, benefits and entitlements of the Seconded Officer as a Manager of Police and Security Operations including acting as a police advisor and liaison officer for the University and its special constables.	University of Waterloo	Continued Commitment	1	218,611	(218,611)	-
Total				**57.75**	**20,875,764**	**(12,185,997)**	**8,689,767**

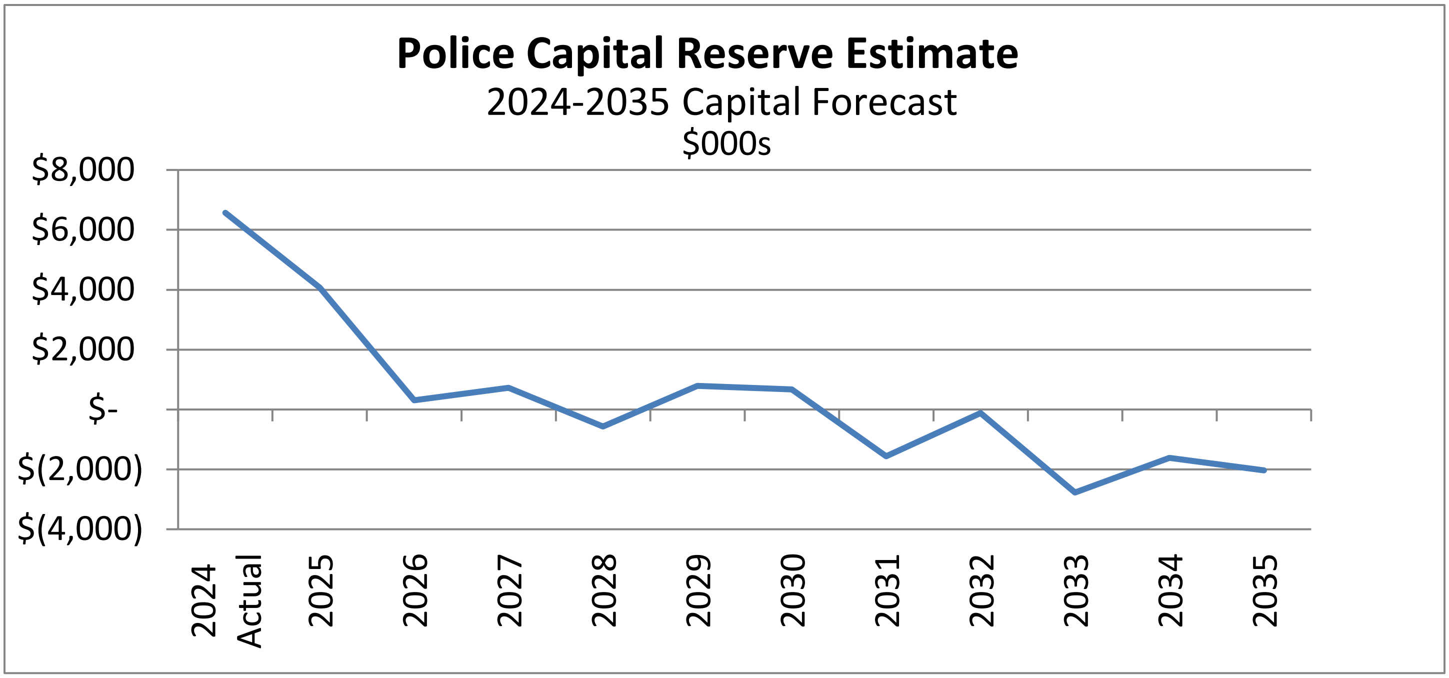
Appendix C: 2026 – 2035 Capital Forecast

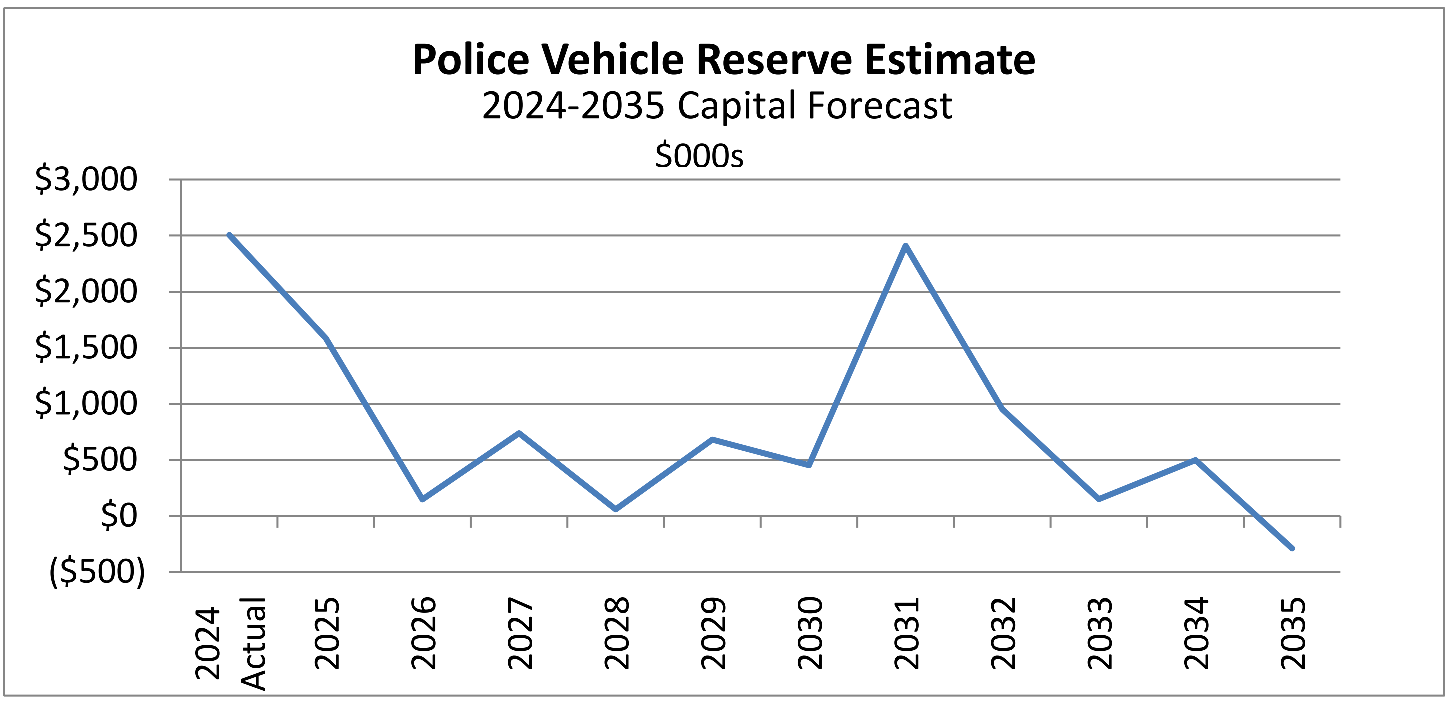
	Carry forward	2026 Request	2026 Total	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026 - 2035 Total
EXPENDITURE													
Program Area Capital													
50000 Police Vehicles and Equipment	168	4,793	4,961	3,490	4,843	3,646	4,615	2,563	6,102	5,532	4,498	5,750	**46,000**
50001 Automated Asset and Evidence Solution	135	328	463	339									**803**
50003 ESCO		740	740	3,164	315	6,542	1,644	1,145	147	149	151	153	**14,150**
50004 Police Vehicles - Growth		311	311	322	665	686	709	732	757	782	808	834	**6,606**
50005 Information Technology							2,000		2,500				**4,500**
50011 Voice Radio HW and SW Upgrades		207	207	220	152	4,251	6,309	2,996		81		646	**14,861**
50012 Training Facilities Expansion						6,500	32,500	32,500					**71,500**
50024 Administrative Phone System								350					**350**
50025 Next Generation 911					400	400		5,300					**6,100**
50030 Video Conference		50	50	50	50	50	50						**250**
50045 WRPS Voice Radio Infrastructure		150	150				4,000					6,000	**10,150**
50046 New Central Division (200 Frederick St)	136		136										**136**
50047 Facilities Refresh and Furniture		491	491	445	455	465	476	487	489	510	522	535	**4,875**
50048 Police Equipment	507	6,170	6,677	2,703	5,476	2,982	4,186	6,654	3,387	7,499	3,965	5,636	**49,164**
50051 Central Division Renovation/Expansion	2,007	3,000	5,007										**5,007**
50052 Headquarters Parking Upgrades				350						1,300	3,900	1,300	**6,850**
50059 South Division Expansion		100	100	650									**750**
50060 Police Furniture - Growth	30	45	75	70	50	50	50	50	50	50	50	50	**545**
50061 Police Equipment - Growth		425	425	662	473	473	473	473	473	473	473	473	**4,869**
50063 Electric Vehicle Charging Stations		90	90	425	38	40	126	42	90	90			**941**
50068 Facility Security Upgrades		314	314	321	329	336	344	352	360	368	376	385	**3,485**
50070 Technical Investigations System		209	209										**209**

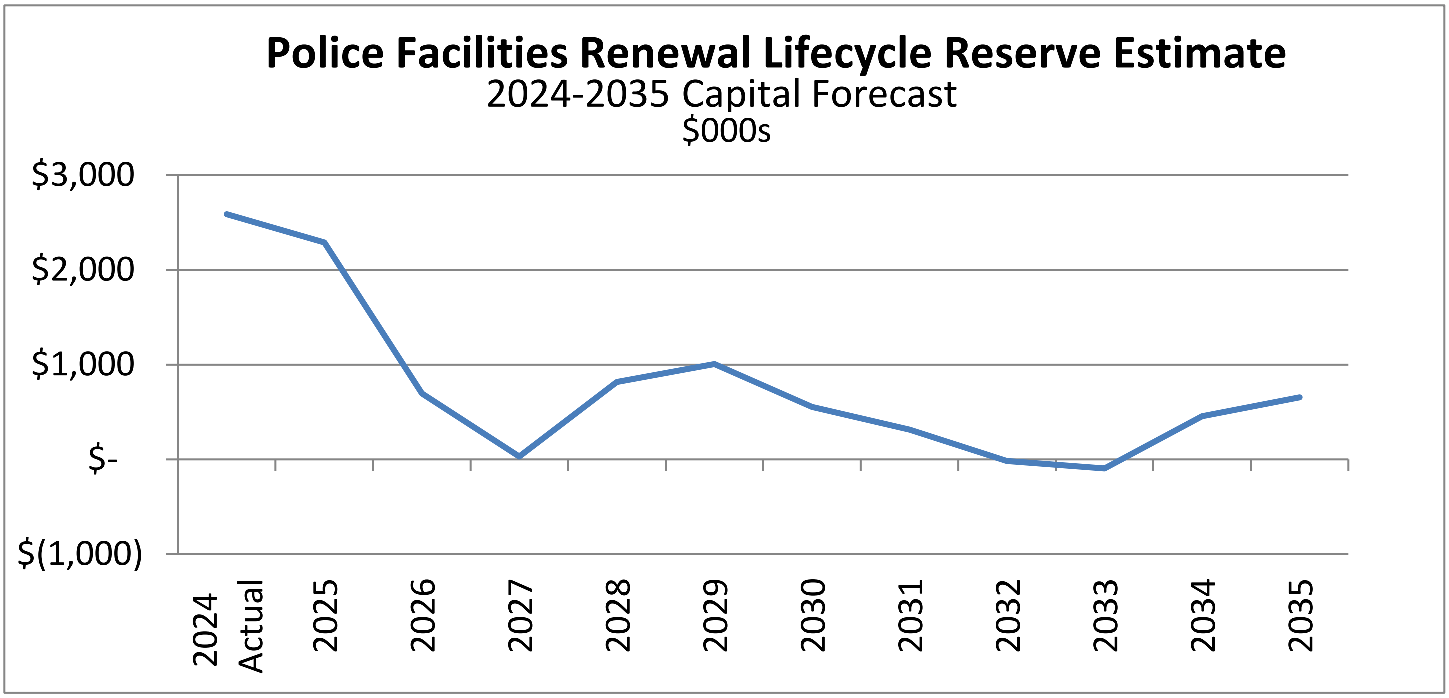
	Carry forward	2026 Request	2026 Total	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026 - 2035 Total
50072 Disaster Recovery				200		200							**400**
50074 UPS Installation	826		826										**826**
50075 WRPS Facilities Master Plan							200						**200**
50076 Public Safety Communications CentrE	4,665	3,500	8,165	70,428	80,000	10,811	3,000						**172,404**
50077 Community Centre	66	10	76	35	120	40		14	107		20	284	**697**
50078 Ontario CCTV		250	250	250	250	250	250	250	250	250	250	250	**2,500**
Total Program Area Capital	**8,541**	**21,183**	**29,724**	**84,124**	**93,616**	**37,723**	**60,931**	**53,908**	**14,711**	**17,084**	**15,012**	**22,295**	**429,128**
Facilities Managed Capital Renewal													
75012 Firearms Training Facility Renewal		29	29		12		559	586	518	469	117	12	**2,303**
75013 Police South Division Renewal		94	94	1,189	423	440	671	484	359	371	418	302	**4,751**
75014 Police North Division Renewal	680	282	962	12	230	188	172	184	282	236	195	285	**2,747**
75016 Police Headquarters Renewal	1,399	618	2,017	46	374	665	681	708	638	726	272	481	**6,609**
75017 Police Investigative Services Renewal		88	88	1,130	112	313	268	177	304	195	354	244	**3,185**
75018 Police Reporting Centre Renewal		559	559	391	53	267	173	127	127	53	27	135	**1,912**
75021 Police New Central Division Renewal		12	12	75	100	125	150	175	200	225	250	275	**1,587**
75022 Police Voice Radio building renewal					67	68	62	4	24	51	25		**300**
Total Facilities Managed Capital Renewal	**2,078**	**1,683**	**3,761**	**2,842**	**1,371**	**2,067**	**2,737**	**2,443**	**2,452**	**2,327**	**1,658**	**1,736**	**23,394**
TOTAL EXPENDITURE	**10,619**	**22,866**	**33,486**	**86,966**	**94,986**	**39,789**	**63,667**	**56,352**	**17,164**	**19,410**	**16,670**	**24,032**	**452,522**
FUNDING & FINANCING													
Grants / Subsidies / Recoveries													
Grants & Subsidies		315	315	1,346	380	3,030	699	3,749	63	63	64	65	**9,775**
Recoveries													

	Carry forward	2026 Request	2026 Total	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026 - 2035 Total
Development Charges													
Reserve Funds	1,080	2,352	3,432	1,879	1,187	1,209	1,832	1,255	1,279	1,954	3,280	2,907	**20,215**
Debentures	3,732	2,800	6,532	56,342	64,000	13,264	25,475	23,075					**188,688**
Property Taxes / User Rates													
Reserves and Reserve Funds													
3980066 Lifecycle Reserve Police	2,145	1,693	3,838	2,877	1,423	2,038	2,675	2,454	2,536	2,276	1,653	2,020	**23,790**
3981300 Police Capital Reserve	712	8,533	9,245	5,134	6,931	4,404	6,001	8,219	4,661	8,884	5,199	6,893	**65,571**
3981320 Voice Radio Reserve		150	150				3,400						**3,550**
3982340 Police Vehicles & Equipment Reserve	168	4,793	4,961	3,490	4,843	3,646	4,615	2,563	6,102	5,532	4,498	5,750	**46,000**
General Tax Supported Capital Reserve													
Other Reserve Funds													
Contributions from Operating					67	68	62	4	24	51	25		**300**
Debentures	2,783	2,230	5,013	15,898	16,154	12,129	18,908	15,034	2,500	650	1,950	6,396	**94,631**
TOTAL FUNDING & FINANCING	**10,619**	**22,866**	**33,486**	**86,966**	**94,986**	**39,789**	**63,667**	**56,352**	**17,164**	**19,410**	**16,670**	**24,032**	**452,522**

Appendix D: 2024 – 2035 Asset Replacement Reserve Forecasts






Police Facilities Renewal Lifecycle Reserve Estimate
2024-2035 Capital Forecast
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Community Safety & Wellbeing Plan
Action Table Update: IPV, GBV, MMIWG2S+

TO:
The Waterloo Regional Police Service Board

FROM:
Community Safety Partnerships

DATE:
11/12/2025

Recommendation

For information only.

Summary

This report provides a general update regarding levels of Intimate Partner Violence (IPV) and Gender-Based Violence (GBV) in Waterloo Region, and introduces the new Family Violence Project 2025-2028 Strategic Plan.

Report

Since its launch in 2006, the Family Violence Project (FVP) has been integral to supporting survivors of IPV and GBV and for its ongoing contribution to the creation of a safer community. As a founding partner, the Waterloo Regional Police Service (WRPS) has worked with its FVP partners to develop relationships and programs across the Region as a way to address the complex issue of IPV. The FVP has become the axial service provider for centralizing the IPV, GBV, and MMIWG2S+ Action Table under Waterloo Region's Community Safety and Wellbeing Plan. Through a commitment to community integration and continued program collaboration across the region, the FVP is uniquely situated to be able to sustain the ongoing response to IPV and GBV.

At Issue

The IPV Epidemic

In 2023, Region of Waterloo Council was joined by many other local municipalities in declaring Intimate Partner Violence, Gender Based Violence and Missing and Murdered Indigenous Women and Girls an epidemic, drawing needed attention to this issue. Since that time the partners of the FVP have continued to experience significant community need and growing complexities in incidents.

Police-Reported Intimate Partner Violence

Over the past five (5) years, WRPS has responded to almost 30,000 IPV-related calls for service (Figure1). The call volume remains stable, increasing by approximately 1% year-on-year. During this timeframe the WRPS has received on average 17 calls per day related to IPV. Analysis of police reported crime demonstrates that rates of victimization of IPV in Waterloo Region remain above National and Provincial levels (Statistics Canada Table 35-10-0218-01). The goal of the Community Safety and Wellbeing Plan Action Table is to better align service provision in Waterloo Region, increase involvement of community agencies in a continuum of care, and provide analysis to assist with policy and programming decisions. In partnership, the agencies that contribute to the Action Table are working to reduce victimization and increase supportive resources specific to meeting the needs of Waterloo Region.

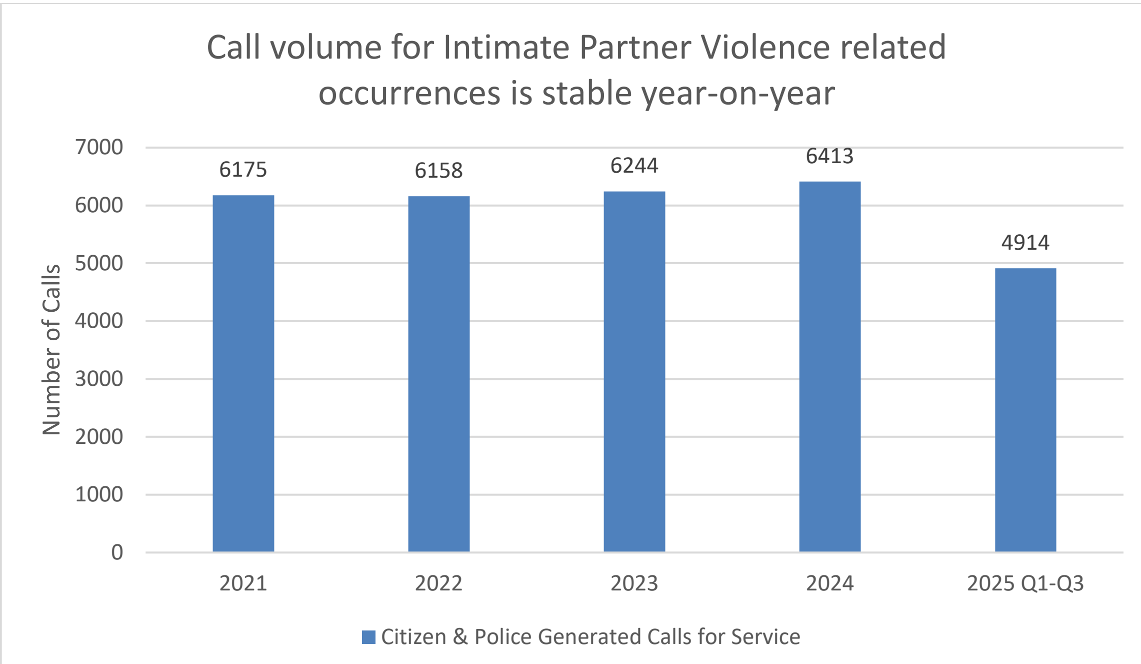


Figure 1

Addressing Community Need

There are multiple pathways to access the services and supports of the FVP. Due to high levels of community need, FVP partners operate at capacity each year. During fiscal year 2024, Womens Crisis Services of Waterloo Region (WCSWR) provided related programming to 1186 adults and 111 children. Similarly, Camino Mental Health & Wellbeing provided counselling services to 1231 individuals who experienced violence against women, sexual assault or were child witnesses, and had an additional 38 individuals on a waitlist to access support. In fiscal year 2024, Victim Services of Waterloo Region (FVP's newest partner) received a high volume of referrals related to IPV (1356 referrals), sexual violence (331 referrals), and human trafficking (74 referrals).

Services focused on incident response and risk intervention also continue to work at capacity. For example, data provided by WCSWR indicates that between January 1 and June 30, 2025, 120 individuals (with 123 dependents) were provided shelter beds. Notably, women between 29-40 years of age most frequently accessed the supports offered by WCSWR.

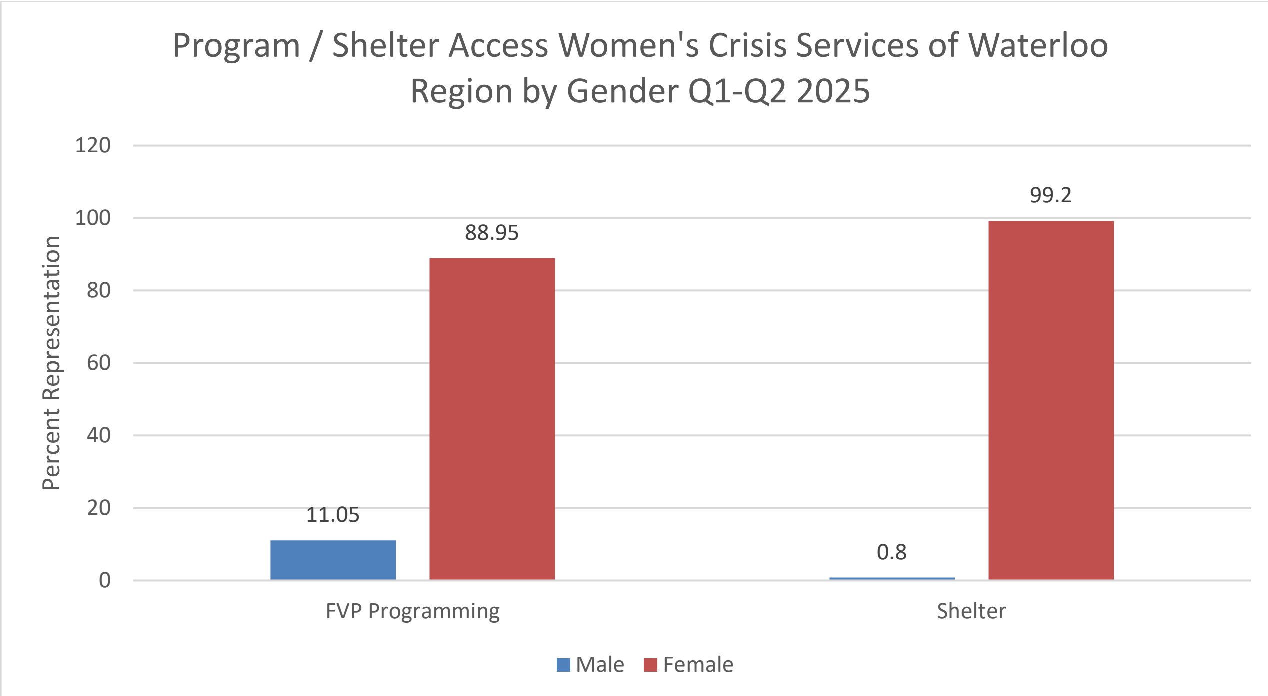


Figure 2

Progress

Family Violence Project (FVP)

The FVP is a collaborative group of agencies that aim to address the needs of survivors of IPV and GBV with wrap around services provided in a single location, focusing on support, advocacy, prevention, education and awareness. This model enhances the ability to provide consistent service to those experiencing IPV, GBV, and other intersectional experiences. However, the services offered do not match the demand as seen through police-reported statistics, particularly when considering that these forms of violence remain vastly underreported to the police.

Early Intervention Program

The Early Intervention Program (EIP) identifies intimate partners who are experiencing escalating disputes and intervenes before a criminal offence occurs. Individuals who agree to participate in the program are provided education and opportunity to connect with relevant supports, including the Engaging Men program. In the first quarter of this year, 137 were identified as candidates for the EIP intervention. The majority (126, 92%) were connected with the program. In the six months following program entry, 98 of the 126 individuals (78%) had fewer IPV-related calls compared to the six months prior to joining the program. Crucially, 61 of the 126 individuals (48%) had no further IPV-related calls six months after joining the program. Ultimately, through enhanced collaboration, the EIP was able to reduce revictimization and provide support to those at-risk of experiencing Intimate Partner Violence.

2025 – 2028 FVP Strategic Business Plan

This summer, leadership of the FVP finalized a four-year strategic plan (attached) that focuses on the following priorities:

- Increasing Reach and Impact
- Centering Survivors in Care
- Community Co-Design

Each priority area has definitive actions which will lead the agencies to improved and seamless service delivery, sustainable growth, expansion of partnerships including grassroots agencies, and elevating survivor voices to make change.

New Investments

This strategy comes online at a pivotal time for the FVP, following a significant donation representing multi-year funding from Badge of Hope, a local foundation committed to supporting victims and survivors of crime, as well as frontline service providers. The funding has led to hiring a new Director for the FVP and creating a system navigator role, both of which are critical for actioning the strategic priorities and envisioning the future of the collaborative.

Funding from the Government of Ontario was also received this summer and will be used to evolve the service delivery model and programming of the FVP over the next two years.

The FVP continues to be an industry leading model of care. These recent investments will strengthen our commitments to collaboration, the prevention of IPV and GBV, centering survivors in care and long-term organizational stability.

Strategic Business Plan

The above report aligns with the following Strategic Business Plan 2024-2027 objectives:

Our Commitment to Public Safety

☒ Reduce Violent Crime and Recidivism

Our Connections

☒ Communicate and engage

Financial and/or Risk Implications

N/A

Attachments

- Family Violence Project Strategic Plan 2025-2028
- Presentation – Community Safety and Wellbeing Action Table Update

Prepared By

Aaron Mathias, Inspector, Community Safety Partnerships

Angela Keeley, MSW Candidate, Strategic Services

Dr. Amanda Williams, Manager, Strategic Services

Approved By

Mark Crowell, Chief of Police

Family Violence Project: Strategic Plan 2025-2028

Family Violence Project
WATERLOO REGION

The Family Violence Project of Waterloo Region is a collaborative of agencies that aim to address the needs of survivors of intimate partner violence, gender-based violence, sexual violence & human trafficking, by providing seamless, wrap-around services that can be accessed all under one shared roof at 400 Queen Street South in Kitchener.

Increasing Our Reach & Impact

- Education, Advocacy & Awareness
- Sustainable Growth & Practice
- Commitment to Prevention & Early Intervention

Centering Survivors in Care

- Elevating Survivor Voices To Make Change
- Addressing Barriers to Access
- Optimizing Pathways to Care

Community Co-Design

- Advancing Reconciliation, Equity, Diversity and Inclusion
- Partnerships to Meet Community Need
- Building Trust Through Connection & Belonging

camino Wellbeing + Mental Health | sasc Sexual Assault Support Centre of Waterloo Region | Victim Services of Waterloo Region | Waterloo Region Sexual Assault and Domestic Violence Treatment Centre | Family & Children's Services of the Waterloo Region | Women's Crisis Services of Waterloo Region | Child Witness Centre | Waterloo Regional Police

Executive Summary
Family Violence Project Strategic Plan 2025 - 2028

Founded in 2006, the Family Violence Project (FVP) was Canada's first co-located collaborative model dedicated to addressing Intimate Partner Violence (IPV). Our partner agencies provide industry leading wrap-around supports to survivors of IPV and their families, while also focusing efforts towards education, advocacy, service integration and community design. The Region of Waterloo was recently named one of the most diverse communities in Canada which is reflected by our growing population and our desire to be "1 Million Ready." This continuous growth is accompanied by the concerning trend of increasing levels of IPV and GBV. This challenge presents an opportunity for the FVP evolve and grow as community members and service providers to meet the changing landscape of added complexities, and diverse community needs.

That's why, in early 2024, our partnership came together to reflect deeply on the current context and collectively chart a path forward. As a collaborative initiative, the Family Violence Project exists to strengthen coordination, improve integration, foster innovation, and support shared purpose among partner agencies working to prevent and respond to intimate partner violence and gender-based violence. It's through the collective efforts of these partners—each with their own areas of expertise—that survivors are able to access the services and supports they need. Our role is to help align these efforts, nurture trust and connection, and ensure that our collective work evolves in step with community needs.

As part of this strategic planning process we also came to a shared understanding that our mandate must expand to include gender based violence, sexual violence, sexual exploitation, and human trafficking. These forms of violence are deeply interconnected and require holistic, coordinated, and survivor-centred responses. By advancing the actions

outlined in this strategic plan we intend to reduce rates of victimization through awareness and prevention, make our services are accessible to all survivors, and to ensure those services are reflective of their unique needs and identities.

1. Increasing Our Reach & Impact

In 2023, the Region of Waterloo passed amotion declaring Intimate Partner Violence, violence against women, including indigenous women and girls and the 2SLGBTQIA+ people is an epidemic. Each year these forms of violence disproportionately affect women and girls, especially those from Indigenous and vulnerable communities. Through our ongoing work and support of the Community Safety and Wellbeing Plan, the FVP will use an accessible, innovative, all of community approach to ensure that resources are available to any individual in need, while helping to raise awareness and prevent instances of IPV & GBV.

Key Actions:

1.1 Education, Advocacy and Awareness

FVP partners will continue to provide accessible educational, personal and public safety information to ensure individuals are equipped with the knowledge they need to help themselves and help others, bringing this epidemic to the forefront of community dialogue. The FVP will use the power of our collective voices, supported by contemporary information to advocate for much needed resources and legislative change required to address the shifting landscape of IPV/GBV.

1.2 Sustainable Growth and Practice

Growing services to meet community need and unmet demand is critical to the continued longevity and success of the FVP. Expanding services and partnerships with intentionality and contemporary information,the FVP will ensure that we grow with purpose and use our resources in a sustainable way; this includes our pursuit of a space that provides room for growing services, partners and community engagement.

1.3 Commitment to Prevention and Early Intervention

Prevention and Early Intervention are key concepts to increasing our impact in our efforts to end IPV & GBV. Increasing our programming and investment in upstream resources prevents future victimization and its impacts across families, communities and generations. Using evidence-based practices we will continue to innovate, implement, evaluate and scale effective programs.

2. Centering Survivors in Care

Centering survivor voices, knowledge and experience in the design of leadership, supports and services is vital to our mission, vision and values. The programs and supports available through the FVP are trauma informed and provide each survivor with the agency and empowerment to inform their needs and transition to recovery. Through each stage of their journey we aim to foster an environment where survivors have an opportunity to heal, find strength, and to reclaim their lives.

Key Actions:

2.1 Addressing Barriers to Access

FVP partners and leadership are committed to the ongoing review and evaluation of how our services are delivered and how their delivery can be improved. By ensuring that systemic barriers are removed, points of access are increased and better pathways to support are developed the FVP will be better positioned to serve all communities, including those who are historically marginalized and under served.

2.2 Elevating Survivor Voices to Make Change

FVP partners alongside the ‘Voices Survivor Group’ will ensure that programming and leadership decisions reflect the growing complexities of the IPV & GBV landscape. It is critical that service providers embed these experiences into supports, programming and services, to make them relevant, accessible and effective.

2.3 Optimizing Pathways to Care

As our collaborative model evolves, so do opportunities for improvement. Partners are focused on improved services and communication through the increased integration of roles, technology and the larger healthcare system. By leveraging client feedback and contemporary data we aim to create effective programming, seamless pathways between providers and meaningful transitions to recovery, throughout each client care experience.

3. Community Co-Design

People and communities are at the centre of everything we do, and their knowledge and involvement are key components to building a sustainable service model. Using a dedicated engagement plan FVP partners will invite community members, survivors to co-design our how and where we engage with our communities to make a lasting impact.

Key Actions:

3.1 Advancing Reconciliation, Equity, Diversity, and Inclusion

We are committed to building services with our Indigenous and diverse communities. That means co-designing with survivors, grassroots leaders, cultural advisors, and service providers to build something that is relevant and inclusive. Together, we will create a model that reduces confusion, strengthens collaboration, and honours the full complexity of survivors' lives.

3.2 Partnerships to Meet Community Need

The FVP recognizes that a growing & diverse community requires enhanced community connections. The FVP will develop partnerships through meaningful engagement with grassroots agencies who are providing IPV/GBV services to our community, including those who are underserved, helping to build needed capacity and reflecting the diversity of Waterloo Region.

3.3 Building Trust through Connection and Belonging

In order to best serve our community, we must first build trust with Black, Indigenous, racialized, 2SLGBTQIA+, newcomer, and under housed communities who have historically been excluded or under served. We are committed to showing up differently, forming new partnerships, attending community events, and ensuring our commitments to Truth and Reconciliation are visible and actionable.

Looking Ahead

For nearly two decades our partners have provided support, created awareness and delivered vital services to survivors of Intimate Partner Violence and Gender Based Violence in Waterloo Region. We are proud of the work we have accomplished together and remain focused on the being responsive and inclusive for future needs. The partner agencies in the Family Violence Project are committed to innovative growth that reflects our Region's geography and diversity.

Family Violence Project
WATERLOO REGION

WATERLOO REGIONAL POLICE

Community Safety & Wellbeing Action Table Update

Intimate Partner Violence (IPV)

Gender Based Violence (GBV)

Missing & Murdered Indigenous Women & Girls 2S+

2025 - 396

November 12, 2025

Presented By:

Aaron Mathias
Community Safety Partnerships

WATERLOO REGION
Community Safety & Wellbeing Plan

- Intimate Partner Violence, Gender Based Violence, Missing & Murdered Indigenous Women & Girls
- Addressing Mental Health and Addictions Needs Together
- Combatting Hate
- Creating Safe & Inclusive Spaces

WATERLOO REGIONAL POLICE

01 Incident Response
Critical and non-critical response

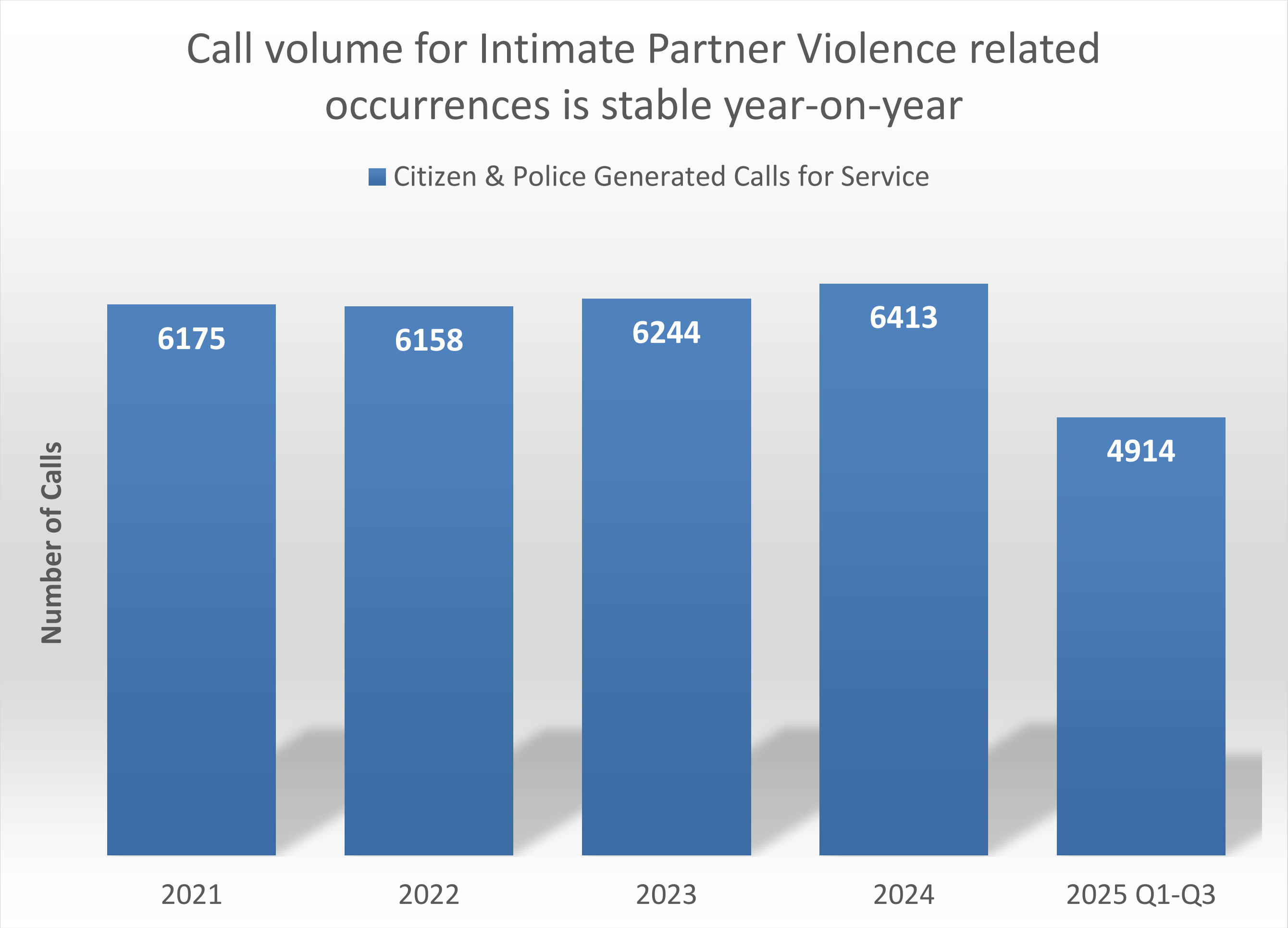
02 Risk Intervention
Mitigating situations of elevated risk

03 Prevention
Proactively reducing identified risks

04 Social Development
Promoting and maintaining community safety and wellbeing

At Issue

- Approx. 30K IPV related calls over past 5 years
- Call volume is stable, increasing by 1% year on year
- Local rates of IPV victimization remain above National and Provincial averages



Addressing Community Need

1297
Individuals accessed programs at WCSWR

1231
Individuals survivors accessed counselling at Camino

1761
Referrals to VSWR survivors of GBV

120
Individuals accessed WCSWR shelters

123
Dependents accessed WCSWR shelters

29-40yrs
Most frequent shelter access (female)

Progress Made

- Early Intervention Program (EIP) and Evidence Based Policing:
  - 78 % of individuals involved in EIP had fewer IPV-related calls
  - 48% of individuals involved in EIP had no additional IPV-related calls
- Family Violence Project (FVP) launched a new 4-year Strategic Plan to improve services, elevate survivor voices and integrate community co-design.
- Continued promotion of the *#NotInMyCity* campaign

WATERLOO REGION
Community Safety
& Wellbeing Plan

New Investments in 2025

BADGE of HOPE

- FVP Director
- FVP Navigator

Ontario

- Optimization of Client Care Pathways

Family Violence Project: Strategic Plan 2025-2028

Family Violence Project
WATERLOO REGION

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Thank You

Questions?

WATERLOO REGIONAL POLICE