



## OPEN AGENDA

Date: December 10, 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, 2019* for the purposes of considering the following subject matters:

- a. Personal matters about an identifiable individual;
- b. Labour relations or employee negotiations;
- c. Litigation affecting the board
- d. Advice that would be inadmissible in a court by reason of any privilege under the law of evidence;
- e. Information explicitly supplied in confidence to the board by Canada, a province or territory or a Crown agency, a Municipality or a First Nation;
- f. A position, plan, procedure, or instruction to be applied to any negotiations and;
- g. Information that s. 8 of the *Municipal Freedom of Information and Protection of Privacy Act* would authorize a refusal to disclose if it were contained in a record.

- 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: November 12, 2025 (p.1)
- 7.2 2025-399: Board Policy Review #079, #088, #093, #094 (p.6)
- 7.3 2025-397: 2026 Membership Fees - Ontario Association of Police Service Boards and Zone 5 (p.18)
- 7.4 2025-286: Procedure By-Law (p.20)
- 7.5 2025-425: Closed Circuit Television/Fixed ALPR Agreement with City of Waterloo (p. 51)
- 7.6 2024/2025 WLU Special Constables Annual Report (p. 53)
- 8.0 Business Arising from the Minutes
- 9.0 Correspondence
- 10.0 Police Service Board Reports
- 11.0 Chief of Police Reports
  - 11.1 2025-423: Race and Identity Based Data Collection Strategy Four Year Update (p. 82)
  - 11.2 2025-385: Overtime Committee Update (p. 93)
  - 11.3 2025-401: 2026 Operating and Capital Budget Estimates (p. 102)
  - 11.4 2025-396: Community and Safety Well Being Plan Action Table Update: IPV, GBV, MMIWG2S+ (p. 112)
- 12.0 Monthly Chief of Police Report (verbal)

13.0 New Business

14.0 Future Agenda Items

15.0 Information Items

[15.1 Information Package Provided to Waterloo Regional Council \(Dec 2, 2025\)](#)

(p. 129)

16.0 Adjournment



## OPEN MINUTES

Date: November 12, 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
Doug Craig	Member
Mark Crowell	Chief of Police
Jennifer Davis	Deputy Chief
Eugene Fenton	Deputy Chief
John Goodman	Deputy Chief
Meghan Martin	Executive Assistant
Hank Zehr	Police Services Advisor

### 1.0 Meeting Called to Order

Chair McLean called the meeting to order at 8:32 a.m.

### 2.0 Motion to Go Into Closed Session

Moved by J. Schmidt

Seconded by D. Craig

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  
**Carried.**

### **3.0 Motion to Reconvene in Open Session**

Moved by S. Shantz

Seconded K. Redman

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: October 15, 2025**

#### **7.2 Confirmation of Minutes: October 27, 2025**

#### **7.3 2025-309: Police Service Board Policy Review**

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

#### **7.4 2025-394: 2026 Police Service Board Workplan**

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

- 7.5 2025-356: Administrative Review of Special Investigations Unit 2025-003/ 25-OSA-216**
- 7.6 2025-375: 2025 Third Quarter Frontline Call Reduction Strategies**
- 7.7 2025-378: Mental Health Alternative Response Report- Q3 2025**
- 7.8 2025-380: WRPS Communications Centre Q3 2025**
- 7.9 2025-382: Neighbourhood Policing 2025 Q3 and Semi- Monthly Statistical Reports Notes**
- 7.10 2025-373: WRPS Intelligence Notes Q3 2025**
- 7.11 2025-374: Quarterly Use of Force Statistical Report Q3 2025**

Moved by K. Quigley-Hobbs

Seconded by J. Schmidt

That the Consent Agenda including the Open Session Minutes of October 15, 2025, October 27, 2005 and Reports 2025-309, 2025-394, 2025-356, 2025-375, 2025-378, 2025-380, 2025-382 be approved as presented;

That Reports 2025-373 and 2025-374 be moved from Chief of Police Reports to the Consent Agenda and 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 2025-373: WRPS Intelligence Notes Q3 2025**

Report 2025-373 was accepted as a Consent Agenda item.

### **11.2 2025-374: Quarterly Use of Force Statistical Report Q3 2025**

Report 2025-374 was accepted as a Consent Agenda item.

### **11.3 2025-376: Dynamic Staffing Project- ORH 5-Year Patrol Staffing Recommendations**

M. Bryant presented report 2025-376 outlining the research and recommendations for future WRPS staffing. S. Shantz asked for clarification

on how the model reflects Waterloo Region specifically. M. Bryant explained that all data used to inform the recommendations was based on information taken from the WRPS systems and recognizes the specific needs of the organization. J. Schmidt acknowledged the value in the recommended staffing levels to allow officers the time required to complete investigations.

Moved by J. Schmidt

Seconded by K. Redman

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.

**Carried.**

**11.4 2025-377: September 2025 Financial Variance Report**

K. Hand presented report 2025-377 for information. The Operating and Capital results are favourable compared to plan.

**11.5 2025-384: 2026 Traffic Services Road Safety Team**

Staff Sergeant Griffiths presented report 2025-384 for information. S. Shantz asked whether the province has announced additional funding towards road safety with the removal of speed cameras. Staff Sergeant Griffiths and Chair Redman confirmed that no funding announcements have been made. Staff Sergeant Griffiths added that WRPS will continue to work with Municipal and Township partners to ensure concerns are responded to.

**11.6 2025-386: Court Security Update**

Inspector Turner provided report 2025-386 for information. K. Quigley-Hobbs asked about the increasing expectations on Boards without increased provincial funding. Chief Crowell explained local and provincial advocacy for increased and consistent funding has been ongoing. Chair McLean requested that a report outlining the Board's call for increased and consistent funding be brought to a future meeting.

**11.7 2025-385: Overtime Committee Update**

Report 2025-385 was not discussed due to time constraints.

**11.8 2025-350: 2026 Operating and Capital Budget Estimates**

Chief Crowell and K. Hand presented report 2025-350. This will be presented to Regional Council on November 26<sup>th</sup> and a report will follow at the Board meeting on December 10, 2025.

Moved by J. Schmidt

Seconded by K. Quigley-Hobbs

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.

**Carried.**

**11.9 2025-396: Community and Safety Well Being Plan Action Table Update: IPV, GBV, MMIWG2S+**

Moved by J. Schmidt

Seconded by K. Redman

That report 2025-396 be deferred to the next Police Service Board Meeting on December 10, 2025.

**Carried.**

**12.0 Monthly Chief of Police Report**

Chief Crowell highlighted various investigations and community events.

The Board and Chief Crowell recognized Deputy Chief John Goodman who was sworn in on October 31, 2025.

**13.0 New Business**

There was no New Business.

**14.0 Future Agenda Items**

There were no Future Agenda Items.

**15.0 Information Items**

**16.0 Adjournment**

Moved by K. Redman

Seconded by S. Shantz

That the meeting be adjourned at 1:03 p.m.

**Carried.**

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Board Chair

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Executive Assistant



## Board Policy Review #079, #088, #093, #094

**TO:**  
The Waterloo Regional  
Police Service Board

**FROM:**  
Chair's Office,  
Executive Assistant

**DATE:**  
12/10/2025

### Recommendation

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That the Waterloo Regional Police Service Board approve the following policies, as provided in Board Report 2025-399:

079: Relationship with the Chief of Police

088: Major Events

093: Relationship with the Deputy Chief of Police

094: Performance Evaluation Process for the Executive Assistant and Administrative Assistant to the Police Service Board

### Summary

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Pursuant to 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

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#### Policy 079: Relationship with the Chief of Police

This policy was reviewed internally and recommended changes were made to comply with the *Community Safety and Policing Act, 2019*.

#### Policy 088: Major Events

This policy was reviewed in conjunction with the recommendation from the Inspector General of Policing that advised all Ontario Municipal Police Service Boards to implement a policy on Critical Points.

Upon review of the recommendations, it was determined that the Waterloo Regional Police Service Board's policy #088 Major Events was largely aligned with the principles. As such, an internal review was conducted to incorporate aspects of the Critical Points recommendations into the existing Major Events policy.

#### Policy 093: Relationship with the Deputy Chief of Police

This policy was reviewed internally and minimal wording changes were recommended.

#### Policy 094: Performance Evaluation Process for the Executive Assistant and

Administrative Assistant to the Police Service Board

This policy was reviewed internally and the inclusion of the Board's new Administrative Assistant role is recommended.

**Strategic Business Plan**

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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**

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Nil.

**Attachments**

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079: Relationship with the Chief of Police  
088: Major Events  
093: Relationship with the Deputy Chief of Police  
094: Performance Evaluation Process for the Executive Assistant and Administrative Assistant to the Police Service Board

**Prepared By**


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Meghan Martin, Executive Assistant to the Board

**Approved By**

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Ian McLean, Board Chair

 <p>WATERLOO REGIONAL POLICE SERVICE BOARD</p>	<b>WATERLOO REGIONAL POLICE SERVICE BOARD POLICY</b>	
<b>RELATIONSHIP WITH THE CHIEF OF POLICE</b>		
Date Approved:	October 6, 2010	
Dates Amended:	June 8, 2011 June 1, 2016 March 20, 2019 February 16, 2022 December 10, 2025	
Date to be Reviewed:	December, 2028	

### Policy of the Board

This policy sets out general rules regarding the relationship between the Board and the Chief of Police, and general expectations that the Board has of the Chief of Police.

The Board has adopted this policy to establish the way in which it will monitor the Chief's performance. Monitoring of the Chief's job performance will be against the expected job outputs for the Chief through the organizational accomplishment of the Board's Strategic Business Plan and the Waterloo Regional Police Service (WRPS) Annual Report, adherence to the *Community Safety and Policing Act* Mandated Reports to the Board and competencies outlined in the Chief of Police job description.


1. The Chief of Police is accountable to the Board acting as a body. The Board will instruct the Chief primarily, yet not solely, through written policies. Implementation and detailed operational procedure development are the purview of the Chief.
2. The Chief of Police shall ensure that all practices, activities, decisions and organizational circumstances are consistent with the *Community Safety and Policing Act* of Ontario, Ministry Standards, other relevant statutes, contractual agreements the Board has made with its bargaining units, and Board policies.
3. Only decisions of the Board, acting as a body, are binding upon the Chief. Decisions or instructions of individual Board members, officers, or committees are not binding on the Chief except in those instances when the Board has specifically authorized such exercise of authority and has advised the Chief of such authority.
4. As the Board's single official link to the organization, the Chief's performance will be considered to be synonymous with organizational performance as a whole. Consequently, the Chief's job contributions are based on performance in the following areas:
  - WRPS Annual Report;

- Board's Strategic Business Plan;
  - *Community Safety and Policing Act* Mandated Reports to the Board;
  - Chief of Police job description; and
  - Annual performance objectives with 360-degree performance feedback
5. The Board has the authority and the responsibility to meet with the Chief of Police to discuss their performance in the above-mentioned areas outside of the regular reporting that occurs.

### **Performance Review Process**

The Board will undertake an annual performance review of the Chief of Police, as a component of an overall talent management program, to assess achievements against mutually agreed upon performance objectives. In addition, the Board will complete a mid-year review with the Chief of Police to review progress to date on the performance objectives and to discuss any issues or concerns.

1. Each year the Chief and the Board will establish the Chief's performance objectives to support the effective and efficient management of the WRPS. This performance plan will also include training and development objectives to ensure ongoing growth of the Chief's skills and experiences.
2. The performance objectives will incorporate both quantitative and qualitative measures that reflect the core competencies of the position as outlined in the job description, WRPS values, WRPS Annual Report, reports mandated by the Community Safety and Policing Act and the Board's Strategic Business Plan, as well as any other documents that either side may deem relevant to the effective operation of the Service.
3. Mid-year, in closed session, the Chief will provide the Board with a progress update on their performance objectives.
4. At the end of each year, performance feedback will be gathered through a 360-degree performance feedback process based on the WRPS values and key leadership competencies. During a closed session of the Board, the Chief will provide the Board with a year-end progress update on their annual performance objectives and present their performance objectives for the next year. The Board will review the progress update and have an opportunity to provide feedback on their achievements.
5. Following the year-end performance discussion, the Board will determine the Chief's remuneration, which will take their submissions into account.
6. A summary of feedback and the remuneration will be discussed and shared, in writing, with the Chief by the Chair and Vice-Chair or designate by end of April.
7. Extensions to the agreed upon timeline may be provided by mutual agreement.

 WATERLOO REGIONAL POLICE SERVICE BOARD	<b>WATERLOO REGIONAL POLICE SERVICE BOARD POLICY</b>	
<b>MAJOR EVENTS</b>		
Date Approved:	June 3, 2015	
Dates Amended:	December 10, 2025	
Date to be Reviewed:	December, 2028	

### Policy of the Board

Information sharing between the Waterloo Regional Police Service (Service) and the Waterloo Regional Police Service Board (Board) is foundational to the Board's effective execution of its oversight responsibilities; in particular, during times of elevated organizational risk, such as when facing large-scale events, known as Major Events.

This Policy guides the Chief of Police and the Board in identifying Major Events and ensuring the flow of relevant information from the Service to the Board. This allows the Board to carry out its oversight and governance role, including creating and amending Board policies, setting priorities, asking questions and providing non-binding advice for operational matters.

The Board acknowledges there are limits to the direction that they may give to the Chief of Police, and the importance of respecting those limits. The Board is prohibited by law from directing the Chief of Police with respect to specific investigations or the conduct of specific operations. While the Board may set objectives and priorities for policing a Major Event, the Chief of Police has the authority to determine the methods by which the objective, priority or outcome will be achieved.

This Policy does not prevent or restrict the Service from exercising its policing powers and authorities in emergent circumstances to protect community safety.

### Definitions

1. **Major Event:** means a policing operation, event or matter of strategic significance that is time-sensitive and which rapidly elevates the Board's operational, financial, reputational or other enterprise risk, which calls for the Board's immediate attention and/or readiness to act. A Major Event may include, but is not limited to:
  - a. large scale operations or events for which advance planning by the Service is required;

- b. an operation or event requiring a significant commitment of police resources in excess of those ordinarily on duty;
  - c. an operation or event that requires the participation of multiple police agencies (not including joint forces operations);
  - d. a significant event sponsored by the Federal or Provincial Government;
  - e. events or operations that are likely to have a material impact on the Service's relationship with, and service to, marginalized and vulnerable communities;
  - f. events or operations that raise significant questions of public policy; or
  - g. credible external or internal complaints, including complaints regarding workplace discrimination or harassment, against individual officers and the Service and findings by other tribunals related to discrimination, where such complaints or findings raise significant systemic issues.
2. This Policy and the above definition do not apply to regular recurring events in the community (including, but not limited to, Homecoming, Oktoberfest, and St. Patrick's Day) which follow a separate process for engaging the Board.

### **Reporting on Major Events**

3. The Chief of Police shall, as soon as practicable, inform the Chair, or designate, of any situation in which the Chief of Police believes a Major Event has emerged or is likely to emerge and provide the Chair, in writing, with further information regarding the Major Event including, as appropriate:
- a. the general nature of the Major Event;
  - b. the elevated risk(s) posed by the Major Event;
  - c. relevant operational and other information necessary for the Board to understand the details of the Major Event, including an outline of the operational plan and continuity of service plans;
  - d. any plan to involve other organizations, including requests to chiefs of police for temporary assistance pursuant to section 19 of the *Community Safety and Policing Act*.
  - e. an estimate of the financial impact;
  - f. relevant legislation and other legal requirements that may apply, including the need for additional authorities; and
  - g. any ongoing considerations, including resources needed, or policy impacts.
  - h. information pertaining to requests received from other police agencies and the Service's role in those Major Events.
4. The Chair will share the information provided by the Chief of Police with Board members, all of which shall be held in the strictest of confidence.
5. The Chair, in consultation with the Board members, and in accordance with the Board's Procedural Bylaw, will determine whether there is a need to obtain additional information, create or amend Board policies and/or provide direction to the Chief of Police in accordance with the Board's policies, duties and

responsibilities including setting objectives and priorities and, if so, whether to call a Special Meeting of the Board, or to include the Major Event as an item on the Agenda of the Board's next regularly scheduled meeting.

6. The Chief of Police shall continue to update the Board through the Chair on any significant developments, including once the Chief of Police determines that the Major Event has concluded. In consultation with the Board members, the Chair may call a Special Meeting of the Board at any time or include an item on the Agenda of a regularly scheduled Board Meeting to discuss the Major Event.
7. The Chief of Police shall ensure the Board receives a final report on the Major Event in a timely manner after its completion.

*Identification of Major Events by the Board*

8. When the Chair believes, or is advised by a Board member that they believe, that a planned or anticipated event may constitute a Major Event, the Chair shall request the Chief of Police to consider whether, in their view, the event may meet the definition of a Major Event, and either report to the Board in accordance with this Policy, or provide to the Chair reasons that the event does not meet the definition of a Major Event.
9. When the Board learns of the potential for any location within the Region of Waterloo to be selected as a host city for an event sponsored by the Federal or Provincial Government, the Board shall make a formal request to the hosting government agency that it be consulted in advance of final decisions being made on matters relevant to the Service's policing functions at the event. In particular, the Board shall request information to understand the Service's role at the event, the legal framework applicable to the event's policing and other relevant matters.
10. In all cases where the Service will be involved in providing policing for a Major Event hosted by a government agency, the Service shall negotiate a framework funding agreement with the hosting agency setting out the funding and reimbursement conditions with respect to the Service's expenses associated with planning and policing the Major Event. The agreement shall be reviewed by the Board's solicitor for potential risk and financial exposure and the Board shall be a signatory to the agreement.
11. Where the RCMP will be involved in an international event for which security arrangements are required, including the participation of the Service, the Board shall encourage the Federal and Provincial Governments to enter into an arrangement under section 10.1(4) of the Foreign Missions and International Organizations Act. The Board shall seek an opportunity to provide input into the arrangement regarding the policing functions the Service can fulfill and the legal authorities upon which the Service's involvement will be based.

## Chief's Autonomy


12. Once the Board has been given the opportunity to set objectives, ask questions and provide non-binding advice in relation to operational matters, the Chief of Police will maintain the autonomy to finalize and execute the plans.
13. If, during the course of a Major Event, the Board concludes that, in its view, the Board's objectives are not being achieved, the Board shall inform the Chief of Police of its conclusion. The Chief of Police shall respond by informing the Board on corrective measures or the operational necessity of deviating from the Board's objectives. However, the Chief of Police shall remain autonomous in determining the appropriate execution of the plans in order to achieve the mission, objectives and priorities.

## Training

14. The Chief of Police shall provide training to ensure that all Senior Leaders (sworn and civilian) recognize the circumstances that may lead to a Major Event being identified.
15. The Board shall ensure that all new Board members receive training to understand the definition of a Major Event and effectively understand their responsibilities with regards to the consideration of a Major Event.
16. The Chief of Police shall ensure the Board receives information relating to the training of Senior Leaders (sworn and civilian) with respect to recognizing a Major Event. The Board may request information regarding the training of other members of the Service, to permit the Board to determine whether the training is consistent with the Board's existing policies and to give the Board an opportunity to identify any gaps in its policies that need to be addressed. Upon request, such information should include:
  - a. any material developed to aid in the training;
  - b. details concerning how the Service plans to monitor compliance with the training; and
  - c. details concerning who is required to undergo the training and what form of training is being provided.

## Public Reporting

17. Subject to operational considerations and the advice of the Chief of Police, the Board will publicly disclose, where possible to do so without risking the effectiveness of the operation or any other operations, the safety of Service members or members of the public, or any other operational considerations raised by the Chief of Police, including:
  - a. the nature of the operational matter related to a Major Event; and
  - b. any directions given to the Chief of Police related to a Major Event.

 WATERLOO REGIONAL POLICE SERVICE BOARD	<b>WATERLOO REGIONAL POLICE SERVICE BOARD POLICY</b>	
<b>RELATIONSHIP WITH THE DEPUTY CHIEF OF POLICE</b>		
Date Approved:	July 6, 2016	
Dates Amended:	May 15, 2019 February 16, 2022 December 10, 2025	
Date to be Reviewed:	December, 2028	

### Policy of the Board

This policy sets out the way in which the Board will monitor the performance of the Deputy Chief of Police (Deputy Chief).

The Board delegates the responsibility of conducting an annual performance evaluation for the Deputy Chief to the Chief of Police (Chief). The Deputy Chief's job performance will be monitored against the expected job outputs as set by the Chief through the organizational accomplishment of the following:


- Board's Strategic Business Plan;
- Waterloo Regional Police Service (WRPS) Annual Report;
- Adherence to the *Community Safety and Policing Act* Mandated Reports to the Board;
- Deputy Chief job description; and
- Annual performance objectives and 360-degree performance feedback

### Performance Review Process

As delegated by the Board, the Chief will undertake an annual performance review, as a component of an overall talent management program, of the Deputy Chief to assess achievements against expected job outputs and mutually agreed upon performance objectives. In addition, the Chief will complete a mid-year review with the Deputy Chief to review progress to date on the performance objectives and to discuss any issues or concerns.

1. Each year, following the establishment of the Chief's performance objectives to support the effective and efficient running of the WRPS, the Chief will meet with the Deputy Chief to set performance objectives and outcomes. This performance plan will also include training and development objectives to ensure ongoing growth of the Deputy Chief's skills and experiences.

2. The performance objectives will incorporate both quantitative and qualitative measures that reflect the core competencies of the position, as outlined in the job description, WRPS values, WRPS Annual Report, reports mandated by the *Community Safety and Policing Act* and the Board's Strategic Business Plan Priorities, as well as any other documents that either side may deem relevant to the effective operation of the Service.
3. Mid-year, in closed session, the Deputy Chief will prepare with the Chief and then provide the Board, with a progress update on their performance objectives.
4. At the end of each year, performance feedback will be gathered through a 360-degree performance feedback process based on the WRPS values and key leadership competencies. The Deputy Chief will prepare, with the Chief, a year-end progress update on their annual performance objectives and will present the results to the Board during a closed session, along with their performance objectives for the next year. The Chief and the Board will review the progress update and have an opportunity to provide feedback on their achievements.
5. Following the year-end performance discussion, the Board will determine the Deputy Chief's remuneration taking their submissions into account.
6. A summary of feedback and the remuneration will be discussed and shared, in writing, with the Deputy Chief by the Chief or designate by end of April.
7. Extensions to the agreed upon timeline may be provided by mutual agreement.

 WATERLOO REGIONAL POLICE SERVICE BOARD	<b>WATERLOO REGIONAL POLICE SERVICE BOARD          POLICY</b>	
<b>PERFORMANCE REVIEW PROCESS FOR EXECUTIVE ASSISTANT AND          ADMINISTRATIVE ASSISTANT TO THE POLICE SERVICE BOARD</b>		<b>Policy Number: 094</b>
Date Approved:	July 6, 2016	
Dates Amended:	April 17, 2019 February 16, 2022 May 21, 2025 December 10, 2025	
Date to be Reviewed:	December 2028	

### Policy of the Board

In order to monitor the performance of the Executive Assistant and the Administrative Assistant to the Police Service Board, the Board will undertake an annual performance review of the Executive Assistant and the Administrative Assistant, as a component of an overall talent management program. As part of the review, the Board will assess achievements against mutually agreed upon performance objectives and provide feedback related to the demonstration of the Waterloo Regional Police Service (WRPS) values and key leadership competencies. Performance objectives will be developed annually and will support the Board's Strategic Business Plan.

### Performance Review Process

1. Mid-year, in closed session, the Executive Assistant and Administrative Assistant will provide the Board with a progress update on their performance objectives.
2. At the end of each year, performance feedback will be gathered through a 360-degree performance feedback process for the Executive Assistant. Note that the 360-degree performance feedback process applies to the Executive Assistant only. During a closed session of the Board, the Executive Assistant will provide the Board with a year-end progress update on their annual performance objectives and present their performance objectives for the next year. The Board will review the progress update and have an opportunity provide feedback on their achievements.
3. Following the year-end performance discussion, a summary of feedback will be shared and discussed with the Executive Assistant by the Chair and Vice-Chair or

designate by end of April. A summary of feedback will be shared and discussed with the Administrative Assistant by the Executive Assistant or designate by end of April.

4. Extensions to the agreed timeline may be provided by mutual agreement.



## 2026 Membership Fees – Ontario Association of Police Service Boards and Zone 5

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

FROM:  
Chair's Office,  
Executive Assistant

DATE:  
12/12/2025

Recommendation

That the Waterloo Regional Police Service Board approve the 2026 Ontario Association of Police Service Board Membership Fee in the amount of \$12,102.30; and

That the Waterloo Regional Police Service Board approve the 2025 Ontario Association of Police Services Board Zone 5 Membership Fee in the amount of \$250.00.

Report

OAPSB

The Ontario Association of Police Service Boards (OAPSB) works to provide value-added services and representation on issues affecting Police Service Boards in Ontario. Its members, staff and volunteers engage in various committees and working groups providing input and perspective on the issues and decisions impacting policing and police governance. Boards are kept informed about issues through conferences, seminars, website and emails. The 2026 membership fees are provided below. There is an increase in membership fees from 2025 which have been provided for reference. The increase in fees helps their organization remain committed to supporting Boards while providing expanded tools and training to meet the expectations of the CSPA.

Service Size	2025 Membership Fees	2026 Membership Fees	HST	Annual Fee
Over 300	\$11,685	\$10,710	\$1,392.30	\$12,102.30

OAPSB Zone 5

The Waterloo Regional Police Service Board has maintained a membership in the OAPSB Zone 5, one of six zones in the Province. All Zone 5 Board members may attend Zone meetings, which are held four times per year. Zone 5 has an Executive Board and elects a Director each year to represent the interests of the Zone 5 members at the OAPSB.

The Zone 5 membership fee for 2026 is \$250. There was no increase to the membership fee from 2026.

### **Strategic Business Plan**

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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**

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Membership fees were included in the approved 2026 Police Service Board Budget.

### **Attachments**

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Nil.

### **Prepared By**


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Meghan Martin, Executive Assistant

### **Approved By**

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Ian McLean, Board Chair

	<b>Procedure By-law</b>		
	<b>TO:</b> The Waterloo Regional Police Service Board	<b>FROM:</b> Chair's Office, Executive Assistant	<b>DATE:</b> 12/10/2025

## Recommendation

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That the Waterloo Regional Police Service Board enact the Procedure By-law as presented in report 2025-286.

## Summary

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Pursuant to section 46 of the *Community Safety and Policing Act*, Police Service Boards are responsible for establishing their own rules and procedures in performing their duties under the Act. The Procedure By-law establishes the rules to govern the conduct of Board meetings and other related matters.

## Report

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In order to support the Board's governance and oversight responsibilities, a review of the current Procedure By-law as enacted under the former *Police Services Act* was conducted by the Board's Solicitor and the Executive Assistant. The By-law was updated to reflect relevant changes outlined in the *Community Safety and Policing Act* to ensure compliance. Accountability, fairness, and accessibility were driving principles throughout the review process. It should be noted that the changes were not significant and related primarily to updating references to the new *Community Safety and Policing Act*. Procedures in relation to the role of the chair, meetings, voting, motions and hearings largely remain the same.

## Strategic Business Plan

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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

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Nil.

## Attachments

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Draft Procedure By-law

**Prepared By**

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Richard Brookes, Solicitor to the Board

Meghan Martin, Executive Assistant to the Board

**Approved By**

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Ian McLean, Board Chair

**THE REGIONAL MUNICIPALITY OF WATERLOO POLICE SERVICE BOARD  
BY-LAW NUMBER 25-03**

**PREAMBLE**

A By-law to Govern the Proceedings of the Board and its Committees.

WHEREAS The Regional Municipality of Waterloo Police Service Board is to ensure adequate and effective policing is provided in the Regional Municipality of Waterloo in accordance with the needs of the population and with regard to the diversity of the population pursuant to the *Community Safety and Policing Act*, S.O. 2019;

AND WHEREAS The Regional Municipality of Waterloo Police Service Board is to establish rules and procedures in performing its duties pursuant to the *Community Safety and Policing Act*;

NOW THEREFORE THE REGIONAL MUNICIPALITY OF WATERLOO POLICE SERVICE BOARD ENACTS AS FOLLOWS:

**1. APPLICATION**

- (1) The proceedings of the Board and its Committees, the conduct of the Members and the calling of meetings will be governed by the provisions of the Act and the rules and regulations contained in this By-law.
- (2) All points of order or procedure for which rules have not been provided in this By-law will be decided by the Chair, as far as is reasonably possible, in accordance, with the rules of parliamentary procedure as contained in Robert's Rules of Order.
- (3) Should any provision of this By-law be or become in conflict with or in contravention of any statute, the provisions of the statute shall prevail and that provision(s), or any remainder thereof not in conflict or contravention, shall be read and applied, as necessarily modified.
- (4) Notwithstanding Subsection 1(1), the rules and regulations contained in this By-law may be suspended by a vote of two-thirds of the whole Board.

**2. DEFINITIONS**

In this By-law:

- (1) "ACT" means the Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1, as amended, or any successor legislation.
- (2) "BOARD" means The Regional Municipality of Waterloo Police Service Board, also referred to as the Waterloo Regional Police Service Board.

- (3) "CHAIR" means the Member elected as Chair of the Board by its Members, pursuant to the Act.
  - (4) "CHAMBERS" means the Board chambers of the Board, located in the police headquarters building.
  - (5) "CHIEF OF POLICE" means the Chief of Police for The Regional Municipality of Waterloo Police Service or his or her designate.
  - (6) "COMMITTEE CHAIR" means Chair of a Committee of the Board.
  - (7) "HEARING" means the decision-making process of the Board pursuant to sections, 88, 91, 93, 94, 200 and 212 of the Act and Part VIII.1 of this By-law.
  - (8) "MAIN MOTION" means a motion made to bring before the Board for its consideration, on any particular subject. This motion cannot be made when any other question is before the Board.
  - (9) "MEMBER" means a Member of the Board and includes the Chair.
  - (10) "MOTION TO DEFER" means a motion to delay consideration of a matter until later in the same meeting or to a future meeting of the Board or a Committee.
  - (11) "MOTION TO RECEIVE" means a motion to acknowledge the particular item, report or recommendation under consideration and to have it placed in the records of the Board with no additional action being taken.
  - (12) "MOTION TO REFER" means a motion to dispose of a question under consideration, with or without any proposed amendment, in order to seek consideration by, and, if deemed desirable, one or more reports from the Chief of Police, or other official or committee.
  - (13) "MOTION TO TABLE" means a motion to postpone without setting a definite date as to when the matter will be considered again.
- MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT* means the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990. c.M.56, as amended, or any successor legislation.
- (14) "NOTICE OF MOTION" means a written motion received by the Executive Assistant, moved by a Member, and seconded by another Member, for inclusion on an agenda of a meeting of the Board or a Committee.
  - (15) "POINT OF ORDER" means a question by a Member with the view to calling attention to any issue relating to this By-law or the conduct of the Board's

business or in order to assist the Member in understanding the Board's procedures, making an appropriate motion, or understanding the effect of a motion.

- (16) "POINT OF PRIVILEGE" means a question by a member who considers that the Member's rights, immunities or integrity or the rights, immunities or integrity of the Board as a whole have been impugned.
- (17) "PRIVILEGED MOTION" means, while not relating to the pending question, are of so great importance as to require them to take precedence of all other questions, and, on account of this high privilege, they are undebatable.
- (18) "PUBLIC HEARING" means a meeting of the Board or that portion of a meeting of the Board or any Committee of the Board which has been given authority by by-law to conduct a hearing in matters pursuant to any legislation which requires the Board to hear interested parties or to afford them an opportunity to be heard before taking action or making a decision.
- (19) "QUORUM" means a majority of the Members of the Board, or, in the case of a Committee, a majority of the Members of the Committee.
- (20) "RECORDING SECRETARY" means the individual (Executive Assistant or delegate) that records the proceedings at meetings of the Board and Committees of the Board.
- (21) "RESOLUTION" means the decision of the Board or a committee on any motion, duly passed in accordance with this By-law.
- (22) "RULES OF PROCEDURE" means the rules and regulations provided in this By-law.
- (23) "EXECUTIVE ASSISTANT" means the Executive Assistant of the Board.
- (24) "SECONDARY MOTION" means a motion the Board may make related to a main motion's consideration.
- (25) "SPECIAL INQUIRY" includes a request for detailed investigative, statistical or technical information or study or requires significant staff resource time or cost.
- (26) "SPECIAL MEETING" means a meeting called other than a regularly-scheduled meeting called pursuant to the Act or the provisions of this By-law.
- (27) "SUBSIDIARY MOTIONS" means a motion put forth to assist the Board in treating or disposing of the main motion.
- (28) "VICE-CHAIR" means the Member elected as Vice-Chair of the Board by its Members, pursuant to the Act.

### 3. DUTIES OF THE CHAIR:

It is the duty of the Chair:

- (a) to preside at all meetings of the Board;
- (b) to set and approve the agenda for all meetings of the Board;
- (c) to act as the spokesperson for the Board;
- (d) to open the meeting of the Board by taking the Chair and calling the Members to order;
- (e) to announce the business before the Board and the order in which it is to be acted upon;
- (f) to receive and submit, in proper manner, all motions presented by the Members;
- (g) to put to a vote all motions, which are moved and seconded, or necessarily arise in the course of the proceedings, and to announce the result;
- (h) to sit ex-officio as a Member of all Committees of the Board and be entitled to vote at the meetings;
- (i) to decline to put to a vote, motions which infringe the Rules of Procedure, or which are not within the jurisdiction of the Board;
- (j) to enforce the Rules of Procedure;
- (k) to restrain the Members when engaged in debate, within the Rules of Procedure;
- (l) to enforce on all occasions, the observance of order and decorum at meetings of the Board;
- (m) to call by name any Member persisting in a breach of Rules of Procedure and order the Member to vacate the Board's chambers;
- (n) to permit any question to be asked through the Chair of any employee of the Waterloo Regional Police Service in order to provide information to assist any debate when the Chair deems it appropriate;
- (o) to provide information to the Members on any matter touching on the business of the Waterloo Regional Police Service;
- (p) to rule on any points of order raised by the Members;
- (q) to provide approval for and ensure delegations comply with this By-law;
- (r) to maintain order. Where it is not possible to maintain order, the Chair may, without any motion being put, adjourn the meeting to a time to be named by the Chair;
- (s) to adjourn the meeting when the business is concluded;
- (t) to authenticate by his or her signature, as required, all by-laws, resolutions, orders, agreements and minutes;
- (u) to represent the Board at official functions or designate another Board Member to do so; and
- (v) to perform any and all other duties when directed to do so by decision of the Board, or required by the Act or other governing/authorizing legislation.

### 4. DUTIES OF THE VICE-CHAIR:

- (a) The Vice-Chair shall act as the Chair if the Chair is absent or the Chair's position is vacant.

#### 4.1 VACANCY OR ABSENCE OF CHAIR OR VICE-CHAIR

- (a) In the absence of both the Chair and the Vice-Chair at a meeting, the Executive Assistant shall call the Members to order and an Acting Chair shall be appointed by the Members present and he or she shall preside until the arrival of the Chair or Vice-Chair.
- (b) If the position of Chair becomes vacant, the Vice-Chair shall act in his or her place until the election of a new Chair in accordance with the procedures set out in this Bylaw or as directed pursuant to the Act.
- (c) If the position of Vice-Chair becomes vacant, an election of a new Vice-Chair shall take place.

#### 5. DUTIES OF THE EXECUTIVE ASSISTANT

It is the Duty of the Executive Assistant:

- (a) to serve as the administrative link between the Board, the Chief, the Board's legal counsel and labour negotiator, committees of the Board, the media and members of the community;
- (b) to organize meetings, prepare agendas for the meetings, in consultation with the Chair and the Chief, and ensure their timely distribution;
- (c) to act a Recording Secretary;
- (d) to receive all communications addressed to the Board;
- (e) to prepare and issue all communications arising from the proceedings of the Board, unless otherwise directed by the Board;
- (f) to maintain a current record of Board resolutions requiring further or future actions and to keep the Board informed of these matters;
- (g) to organize and maintain an annual calendar of monitoring and other reports to be received by the Board;
- (h) to ensure Board policies are kept up to date and are reviewed as necessary;
- (i) to preside over the election of the Chair and Vice-Chair; and
- (j) to authenticate by signature, as required, all by-laws, resolutions, orders, agreements and minutes.

### I. THE BOARD

#### 6. REGULAR MEETINGS

- (1) Regular meetings of the Board shall be held at least four times a year pursuant to the *Act* and more frequently at the direction of the Board; and shall be held at a place within the Regional Municipality of Waterloo and at a date and time as approved by the Board.

- (2) The Board, prior its first meeting of the calendar year, shall approve the schedule of regular Board meetings, subject to any amendments approved by the Board.
- (3) When scheduling regular Board meetings, the Board shall avoid statutory holidays or declared holidays or a day of religious observance that precludes the participation of any Members of the Board.
- (4) At the first Public Meeting of the Board in the year, the Board shall elect a Chair and Vice-Chair. If a Closed Session is held prior to the public meeting, an Acting Chair shall be appointed by the Board for that meeting.

## 7. SPECIAL MEETINGS OF THE BOARD

- (1) A special meeting of the Board will be convened:
  - (a) upon being summoned by the Chair; or
  - (b) upon a written request from a majority of the Members of the Board.
- (2) Upon receipt of the written request set out in Section 7(1)(b), the Executive Assistant will summon a special meeting for the purpose(s) and at the time stated in the written request.
- (3) Once received by the Executive Assistant, no Member may remove his or her name from the written request filed under this section.
- (4) Notice of all special meetings of the Board setting forth the matters to be considered will be given to all Members, by electronic mail, telephone or hand delivery, not less than forty-eight hours in advance of the meeting.
- (5) The Board will not consider or decide any matter not set forth in the notice calling the special meeting, without the consent, recorded in the minutes, of all the Members of the Board.
- (6) Notwithstanding this section, on urgent and extraordinary occasions, with the consent of the majority of all Members of the Board, recorded in the minutes, an emergency special meeting of the Board may be called by the Chair without notice to consider and deal with such urgent and extraordinary matters.
- (7) Notwithstanding any other provision contained in this section, the Chair may cancel a special meeting if he or she called the meeting. The Chair may only cancel a special meeting that was requested by the Members if a majority of the Members consent to the cancellation.

## 8. MEETINGS OPEN TO THE PUBLIC

- (1) Subject to the Act, the meetings of the Board shall be open to the public and no person shall be excluded except for improper conduct.
- (2) The Chair may expel or exclude from any meeting any person who has engaged in improper conduct at the meeting.
- (3) Notice of all Meetings, Agendas, Cancellations and Postponements shall be provided to the public and the media by posting a listing of these on the Board's web page seven days prior to the meeting and, in addition, notice and agenda may be provided to the media, and other persons requesting same, by electronic mail a seven days prior to the meeting being held; the number of days to be set by the Board in both instances, but not less than 48 hours.
- (4) The notice must include:
  - (a) the proposed agenda for the meeting; and
  - (b) either,
    - i. the record of the most recent meeting of the police service board that was open to the public, other than the record of any part of the meeting that was closed to the public, or
    - ii. instructions on how a member of the public may access the record referred to in subclause (i).
- (5) The Executive Assistant shall use reasonable best efforts to satisfy the notice provisions set out in this section. Failure of the Executive Assistant to satisfy any of the notice provisions contained in this section does not invalidate the meeting or any proceeding at the meeting.
- (6) Members of the public in attendance at a meeting shall not:
  - (a) address the Board without permission;
  - (b) interrupt any speech or action of the Members of the Board or any other person addressing the Board; or
  - (c) bring signage, placards or banners into such meetings and shall refrain from any activity or behaviour that would interfere with Board deliberations.
- (7) The Chair may cause to be expelled and exclude any member of the public who creates any disturbance, disruption in the proceedings or acts improperly, during a meeting of the Board (or have their access to the meeting terminated in the case of an electronic meeting).

## 9. MEETINGS CLOSED TO THE PUBLIC

- (1) A meeting or part of a meeting may be closed to the public if the subject matter being considered is:

- (a) the security of the property of the Board
  - (b) personal matters about an identifiable individual, including members of the police service or any other employees of the Board
  - (c) a proposed or pending acquisition or disposition of land by the Board;
  - (d) labour relations or employee negotiations;
  - (e) litigation or potential litigation affecting the Board, including matters before administrative tribunals;
  - (f) advice that would be inadmissible in a court by reason of any privilege under the law of evidence, including communications necessary for that purpose;
  - (g) information supplied in confidence to the Board by Canada, a province or territory or a Crown agency of any of them, a municipality or a First Nation;
  - (h) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
  - (i) a trade secret or scientific, technical, commercial or financial information that belongs to the board and has monetary value or potential monetary value;
  - (j) 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;
  - (k) information that section 8 of the *Municipal Freedom of Information and Protection of Privacy Act* would authorize a refusal to disclose if it were contained in a record; or
  - (l) an ongoing investigation respecting the police service board.
- (2) Notwithstanding subsection (1), a meeting or part of a meeting shall be closed to the public if the subject matter to be considered cannot be publicly disclosed pursuant to the *Municipal Freedom of Information and Protection of Privacy Act*.
- (3) A meeting may be closed to the public if the following conditions are both satisfied:
- (a) The meeting is held for the purpose of educating or training the members of the board or of the committee.
  - (b) At the meeting, no member of the board or committee considers or otherwise deals with any matter in a way that materially advances the business or decision-making of the board.

- (4) If all or part of a meeting is closed to the public, it shall be recorded in the minutes of the preceding open meeting at which the resolution to close is approved:
  - (a) the time and the fact of the holding of the closed meeting;
  - (b) the clause or clauses in subsections (1) or (2) that were relied on to justify having the meeting closed.
- (5) Minutes of all or part of a meeting which is closed will be retained in confidence by the Executive Assistant and such minutes shall not be open to inspection by any member of the public.
- (6) The minutes referred to in subsection (4) shall not record any personal information as defined in the *Municipal Freedom of Information and Protection of Privacy Act*.
- (7) During the closed meetings of the Board and subject to (6), only Board members shall be in attendance, with the exception of the Chief of Police, the Deputy Chiefs of Police and the Recording Secretary, unless those persons are specifically asked to leave, by and at the discretion of the Board Chair, for all or part of the Closed meeting.
- (8) Guests required to present on or answer questions relating to closed matter(s), Ministry appointed Police Services Advisors in the exercise of their duties, pursuant to the Act, or legal counsel may attend a closed meeting, or a portion of the closed meeting, at the invitation and discretion of the Board Chair. Subject to satisfactory confidentiality arrangements, the Board Chair may authorize, all or part, access to closed meeting agendas and/or minutes to the above invited persons, as is necessary and related to their attendance, or duties and responsibilities.

## 10. COMMENCEMENT OF THE MEETING

As soon as there is quorum after the hour set for the meeting, the Chair will take the Chair and call the Members present to order.

## 11. CHAIR ABSENT

If the Chair has indicated he or she will be absent or does not attend within fifteen minutes after the time appointed for a meeting of the Board, the Vice-Chair will act as the Chair. In the absence of both the Chair and the Vice-Chair, the Executive Assistant shall call the Members to order and an acting Chair shall be appointed from among the Members present and shall preside until the arrival of the Chair or the Vice-Chair.

## 12. NO QUORUM AT START OF MEETING

- (1) If no quorum is present to enable a meeting to commence one-half hour after the time appointed for a meeting of the Board, the Executive Assistant will, at the request of those Members present, call the roll and record the names of the Members present and the Members will stand discharged from waiting further.
- (2) If a meeting does not take place because of a lack of quorum under subsection (1), the Chair may announce a rescheduled date, time and place for such a meeting to occur.
- (3) The Executive Assistant will attempt to give notice of any meeting so rescheduled by telephone or electronic mail or as is otherwise practical within the time available.

### 13. UNFINISHED BUSINESS – QUORUM LOST

- (1) If, during the course of a meeting, a quorum is lost then the meeting will stand adjourned, not ended, to reconvene at the same time of commencement on the next following day, or at such other date, time and place as the Chair will announce.
- (2) If, in the Chair's opinion, it is not essential that the balance of the agenda be dealt with before the next regularly scheduled meeting, then the Chair will announce that the unfinished business of the Board will be taken up at its next regularly scheduled meeting.
- (3) If, during the course of a special meeting of the Board a quorum is lost or a quorum is not present when required to enable the special meeting to start or resume, then the meeting will stand adjourned, not ended, to convene or reconvene at such time and place as the Chair will announce.
- (4) The Executive Assistant will give notice of any meeting so adjourned and to be reconvened. This will be done by telephone or electronic mail or as is otherwise practical within the time available.
- (5) A Declaration of pecuniary interest does not constitute Lost Quorum.

### 14. RECORDING PRESENCE BEFORE ADJOURNMENT

When a quorum is not present as required to permit a meeting of the board to reconvene or to continue then before the Members are discharged, the Executive Assistant will call the roll and the minutes shall reflect the names of those present.

### 15. PERSONS AT THE BOARD TABLE

- (1) No person, except a Member of the Board, the Executive Assistant, the Chief of Police, the Deputies, the Regional Solicitor, or other invited persons

authorized by the Chair, will be permitted to be at the table during meetings of the Board.

- (2) All material being distributed before or during a meeting of the Board will be done so through the Executive Assistant.

## **II. ORDER OF PROCEEDINGS: AGENDAS AND MINUTES**

### **16. BOARD AGENDA**

- (1) The agenda will be prepared for approval by the Chair.
- (2) The business of the Board will be considered in the order set forth on the Agenda, provided, however, that the Chair, with the approval of the Board, may vary the order of business to better deal with matters before the Board.
- (3) The Board shall not consider any item of business that has not been distributed to the Members with the Agenda, except as authorized by the Chair, subject to a challenge by a Member, in which case it shall be decided by a majority of members of the Board present and voting.
- (4) Items under the Consent portion of the agenda are considered to be routine and non-controversial and will be approved by one motion. There will be no separate discussion of these items unless a Member requests it in which case the item will be removed from the consent motion and considered in its normal sequence on the agenda. Minutes of the meeting will include the full text of any resolutions adopted under the consent agenda portion of the meeting.

### **17. CONFLICTS OF INTEREST**

- (1) The Board shall be governed by Regulation 408/23 of the Act, and the Agenda will include a provision for Members to make a declaration of pecuniary interest.
- (2) Where a Member has any pecuniary interest in any matter and is present at a Board meeting or Committee meeting at which the matter is the subject of consideration, the Member shall;
  - (a) prior to any consideration of the matter at the meeting, disclose the interest and the general nature thereof;
  - (b) not take part in the discussion of, or vote on, any question in respect of the matter; and
  - (c) not attempt in any way, whether before, during or after the meeting, to influence the voting on any such question.

- (3) Where a meeting is not open to the public, in addition to complying with the requirements set out above, the Member shall forthwith leave the meeting for that part during which the matter is under consideration.
- (4) Where the interest of a Member has not been disclosed by reason of his or her absence from the particular meeting, the Member shall disclose his or her interest at the next meeting at which such Member attends.
- (5) The Executive Assistant shall record in reasonable detail the particulars of any disclosure of pecuniary interest made by a Member, and this record shall appear in the Minutes of that particular meeting of the Board or of Committee.

## 18. DELIVERY OF AGENDA TO MEMBERS

- (1) Not less than 48 hours prior to the time set for the meeting in advance of each regular meeting of the Board, the Executive Assistant will cause the following to be delivered electronically or by hand delivery:
  - (a) an Agenda and agenda items prepared in accordance with section 15 (1);
  - (b) the minutes of the last regular meeting and all special and Committee meetings held more than five (5) days prior to a regular meeting.

## 19. MINUTES

- (1) Minutes will record:
  - (a) the place, date and time of meeting;
  - (b) the names of the presiding Chair and the record of the attendance of the Members, executive leadership staff of the Waterloo Regional Police Service and the Recording Secretary;
  - (c) the reading, if requested, correction and adoption of the minutes of prior meetings; and
  - (d) all other proceedings of the meeting without note or comment.
- (2) Minutes of each meeting shall be submitted to the Board for approval at the next regular meeting of the Board.
- (3) If the minutes have been delivered to the Members, then the minutes will not be read, and a resolution that the minutes be adopted as if read will be in order.
- (4) After the minutes have been approved, they will be signed by the Board Chair and Executive Assistant.

- (5) The approved public minutes of the Board will be posted on the Board's website by the Executive Assistant.

## 20. COMMUNICATION AND PETITIONS

- (1) Every communication, including a petition designed to be presented to the Board, will be legibly written or printed, and will be signed by at least one person and filed with the Executive Assistant.
- (2) All communications on any subject within the jurisdiction of the Board or a Committee of the Board may be referred by the Chair without any motion or debate, subject to a motion made by a Member.

## 21. DELEGATIONS

- (1) Delegations wishing to speak to an item on the meeting agenda may be heard with the permission of the Chair provided the following requirements are met:
  - (a) the request must be received no later than noon on the business day preceding the day of the meeting;
  - (b) the request must be made to the Board's Executive Assistant;
  - (c) the request must set out the particulars of the matter and include a copy of any materials that will be presented;
  - (d) request must indicate the name, telephone number and email address (or other acceptable contact information) of the person who will speak to the matter; and
  - (e) the request must pertain to a matter that falls within the jurisdiction of the Board and the topic or content of the presentation does not contravene subsection (9) or is otherwise not permitted.
- (2) Delegations wishing to speak to an item not on a meeting agenda will only be heard at regular meetings, provided the following requirements are met:
  - (a) the request must be received no later than seven (7) Business Days before the Board meeting;
  - (b) the request must be made to the Board's Executive Assistant;
  - (c) the request must set out the particulars of the matter and include a copy of any materials that will be presented;
  - (d) the request must indicate the name, telephone number and email address (or other acceptable contact information) of the person who will speak to the matter; and
  - (e) the request must pertain to a matter that falls within the jurisdiction of the Board and the topic or content of the presentation does not contravene subsection (9) or is otherwise not permitted.

- (3) Upon receipt of the delegation request, and provided the requirements in section 21(1) or (2) are met and provided the topic or content of the presentation does not contravene subsection (9) or is otherwise not permitted, the delegation will be listed on the next appropriate agenda.
- (4) Unless otherwise directed by the Board, delegations will be restricted to ten (10) minutes and will be addressed only to the stated business. The time allotted for any delegation may be extended or reduced as considered necessary at the discretion of the Board.
- (5) Delegations may use a translator, and the translation time does not count towards the 10-minute limit.
- (6) Delegations speaking on behalf of any organization or group may be made by more than a single representative but the entire submission on behalf of an organization or group will be limited to ten (10) minutes. If a person is speaking both on his or her own behalf and as a representative of an organization or group, the entire submission will be limited to ten (10) minutes.
- (7) Upon the completion of a presentation to the Board by a delegation, any discourse between Members and the delegation will be limited to Members asking questions for clarification or obtaining additional information. Members of the Board will not enter into debate with the delegation.
- (8) Requests to speak as a delegation that do not comply with the timelines noted above will be considered by the Board and may be approved at the Board's discretion, having consideration of best and reasonable efforts of the delegation regarding the timelines.
- (9) No delegations shall:
  - (a) speak disrespectfully of or to any person;
  - (b) use offensive words or language, or gestures;
  - (c) speak on any subject other than the subject for which they have received approval to address the Board; or
  - (d) disobey the rules of procedure or a decision of the Chair.
- (10) The Chair may curtail any delegation, any questions of a delegation or debate during a delegation for disorder or any other breach of this By-law and, where the Chair rules that the delegation is concluded, the person or persons appearing shall immediately withdraw.

## 22. OUTSTANDING INQUIRIES AND MOTIONS

- (1) Any special inquiry by a Member must be made at a meeting of the Board or a Committee to the Chief of Police for response and shall be recorded in the Minutes of the meeting.

- (2) Following each Board or Committee meeting, the Executive Assistant will assign a tracking number to each outstanding item and forward in writing any inquiries or motions requiring action or a subsequent report to the Chief of Police or other person assigned (through the Chief of Police for members) responsibility for responding.
- (3) Should the request involve extraordinary staff research time and production costs, the Board or the Committee will be advised by the Chief of Police and the Board or the Committee will give direction.
- (4) The Chief of Police will respond to the inquiry in accordance with the procedure found in the provisions of the *Municipal Freedom of Information and Protection of Privacy Act* and the Act.
- (5) Unless otherwise directed by the Board, the response shall be submitted in writing to the Executive Assistant who shall forward it to the Board members or Committee members by including it in an upcoming Board or Committee agenda or by other means deemed appropriate by the Board Chair.
- (6) The Executive Assistant shall keep a record of all inquiries and motions requiring a response and shall submit a list of outstanding inquiries and motions to the Board at each regular Board meeting.

### **III. RULES OF CONDUCT AND DEBATE**

#### **23. ADDRESS THE CHAIR**

Any Member desiring to speak shall raise his or her hand and be recognized by the Chair. All comments directed to non-Members will be done so through the Chair.

#### **24. ORDER OF SPEAKING**

When two or more Members signify a desire to speak, the Chair will recognize the Member who, in the opinion of the Chair, signified first and next recognize in order the other Members.

#### **25. CONDUCT OF MEMBERS AT MEETINGS OF THE BOARD**

- (1) All Members shall adhere to the Code of Conduct for Members of Police Service Boards in accordance with the Act, this by-law and any other rule or order governing meetings of the Board.
- (2) At Board Meetings, no Member shall:
  - (a) use offensive words or unparliamentary language during Board or Committee sessions;

- (b) engage in private conversation while in the Board Meeting, or use electronic devices in a manner which interrupts the proceedings of the Board;
- (c) speak on any subject other than the subject in debate;
- (d) interrupt another Member when that Member is speaking except to raise a point of order; or
- (e) disobey this By-law, or a decision of the Chair or of the Board on questions of order or practice or upon the interpretation of the Rules of Procedure. In the case where a Member persists in any such disobedience after having been called to order by the Chair, the Chair may immediately put the question, no amendment, adjournment or debate being allowed, "that such Member be ordered to leave their seat for the duration of the meeting of the Board", but if the Member apologizes they may, by vote of the Board, be permitted to retake their seat. If the Member does not leave their seat as requested, the Chair will adjourn the meeting.

## 26. POINT OF ORDER/POINT OF PRIVILEGE

- (1) A Member who desires to address the Board on a Point of Order or Point of Privilege shall ask leave of the Chair to raise the Point.
- (2) After leave is granted, the member shall state the Point with a concise explanation to the Chair and then remain silent until the Chair has ruled upon the Point.
- (3) Thereafter, a Member shall only address the Chair for the purpose of appealing the Chair's decision to the Board.
- (4) If no Member appeals, the decision of the Chair shall be final.
- (5) The Board, if appealed to, shall call a vote, without debate, on the following question: "Shall the Chair be sustained?", and its decision shall be final.
- (6) The speaker in possession of the floor when the Point of Order or Point of Privilege was raised will have the right to the floor when the debate resumes.

## 27. SPEAK ONCE – REPLY

No Member shall speak more than once to the same question without leave of the Chair, except that a Member who has presented a substantive motion rather than an amendment, may reply.

## 28. TIME LIMIT

No Member, without leave of the Board, shall speak to the same question, or in reply, for longer than ten minutes.

## 29. QUESTIONS

- (1) A Member may require the question or motion under discussion to be read at any time during the debate but not so as to interrupt a Member while speaking.
- (2) A Member may ask a question of the Chair for the purpose of obtaining information relating only to the matter under discussion and such questions must be stated succinctly.
- (3) When questions are called for on the Agenda or a specific item is under discussion, inquiries may be made of the Chair, or through the Chair to any Member of the Board, the Executive Assistant, or the Chief of Police, concerning any matter connected with the business of the Board. However, no argument or opinion is to be offered, or facts stated, except as may be necessary to explain same. In answering or putting any such question, a Member is not to debate the matter to which the question refers.
- (4) The Chair may rule a question out of order if a Member has already asked substantially the same question in the same form.

## 30. QUESTION PUT – NO FURTHER DEBATE

After any question is put by the Chair, no Member shall speak to the question, nor shall any other motion be made until after the result is declared, and the decision of the Chair as to whether the question has been put, shall be conclusive.

# V. MOTIONS AND RESOLUTIONS

## 31. READING

Every motion when seconded shall be received and, at the request of any Member, read by the Executive Assistant, except in the cases provided for by the Rules of Procedure. However, where motions have been distributed or printed in the Agenda, recitals need not be read.

## 32. WITHDRAWAL

After a motion is read or stated by the Chair, it shall be deemed to be in possession of the Board, and it may only be withdrawn before decision or amendment with the permission of the Board.

## 33. NO DEBATE UNTIL READ

No Member shall speak to any motion until it has been received by the Chair, and the mover is entitled to speak first if the Member so elects.

#### 34. MOTION RULES OUT OF ORDER

Whenever the Chair is of the opinion that a motion or resolution is contrary to the Rules of Procedure, the Chair shall rule the motion or resolution out of order.

#### 35. NOT WITHIN JURISDICTION OF THE BOARD

A motion or resolution which requires the exercise of a power or powers by the Board which are not within its jurisdiction, shall not be in order.

#### 36. NOTICE OF MOTION

(1) Notice of Motion shall:

- (a) include the name of the mover;
- (b) be received by the Executive Assistant no later than forty-eight (48) hours before the next regular meeting of the Board;
- (c) be printed and included with or in the Agenda for that meeting;
- (d) when a Member's notice of motion has been called from the Chair in two successive meetings and not proceeded with, it shall be deemed withdrawn unless the Board otherwise decides; and
- (e) if, at the third meeting, such notice of motion is called from the Chair and not proceeded with, it shall be deemed to have been withdrawn.

(2) Any motion may be introduced without notice if the Board, without debate, dispenses with notice on the affirmative vote of at least two-thirds of the Members present and voting.

#### 37. MOTIONS

(1) The following matters and motions may be introduced orally without notice and without leave, except as otherwise provided by the Rules of Procedure:

- (a) a point of order or privilege;
- (b) presentation of petitions;
- (c) to move the question be put; and
- (d) to adjourn.

(2) The following motions may be introduced without notice and without leave, except as otherwise provided by the Rules of Procedure, and shall be in writing:

- (a) to refer or commit;
- (b) to table;
- (c) to defer (postpone);

- (d) to amend;
  - (e) to suspend the Rules of Procedure; and
  - (f) any other procedural motion.
- (3) All motions may be supported or opposed by the mover and seconder.
- (4) The mover and seconder may withdraw a motion or a Notice of Motion at any time prior to the commencement of debate.
- (5) After any matter has been decided, any Member who voted on the prevailing side may, at a subsequent meeting of the Board, move a motion for reconsideration of the matter, provided notice is given as required by this By-law, but no discussion of the matter will occur until the motion to reconsider is adopted with an affirmative vote of at least two-thirds of the Members present and voting.
- (6) No question will be reconsidered more than once at a meeting of the Board.
- (7) A motion to reconsider suspends action on the motion to which it applies until it has been decided.
- (8) If the action approved in the main motion cannot be reversed, the motion cannot be reconsidered.

## MOTIONS – ORDER OF CONSIDERATION/CRITERIA

Voting on a main motion is only in order when no secondary motions remain to be decided. Secondary motions are listed below in order from highest rank to lowest rank. All of them outrank the main motion.

			<i>Can Interrupt</i>	<i>Requires Second</i>	<i>Debatable</i>	<i>Amendable</i>	<i>Vote Required</i>	<i>Can Reconsider</i>
<b>S E C O N D A R Y</b>	<b>P R I V I L E G E D</b>	Fix the Time to Which to Adjourn		√		√	Maj.	√
		Adjourn		√			Maj.	
		Recess		√		√	Maj.	
		Raise a Question of Privilege/Order	√				Chair	
		Call for Orders of the Day	√				Chair	
	<b>S U B S I D I A R Y</b>	Lay on the Table		√			Maj.	Neg. Only
		Previous Question		√			2/3	√
		Limit or Extend Limits of Debate		√		√	2/3	√
		Postpone Definitely		√	√	√	Maj.	√
		Refer or Commit		√	√	√	Maj.	√
		Amend		√	√	√	Maj.	√
		Postpone Indefinitely		√	√		Maj.	Affirm. Only
	<b>MAIN MOTION</b>			√	√	√	Maj.	√

## IV. VOTING

### 38. VOTING

- (1) Each Member of the Board, including the Chair, has one vote only.
- (2) Except as provided elsewhere in this By-law, a motion will be deemed to have been carried when a majority of the Members present and voting have expressed their agreement with the question.
- (3) Any motion on which there is a tie vote will be deemed to be lost.

### 39. SECRET BALLOT PROHIBITED

No vote shall be taken by the Board by ballot or by any other method of secret voting.

### 40. ALL MEMBERS VOTE

Every Member present at a meeting of the Board when a question is put, including the Chair, will vote, unless prohibited by statute, in which case it will be recorded. Any Member who refuses to vote or abstains will be recorded as voting in the negative.

### 41. UNRECORDED VOTE

The manner of determining the decision of the Board on motion is at the discretion of the Chair and may be by voice, show of hands, or otherwise.

### 42. SEVERABILITY OF QUESTION

When the matter under consideration contains distinct recommendations or propositions, upon the request of any Member, a vote upon each recommendation or proposition shall be taken separately.

### 43. RECORDED VOTE

Upon the request of a Member, immediately before or immediately after a vote is taken, the votes of all Members on any question will be recorded by the Executive Assistant.

### 44. DISPUTING VOTE

If a Member disagrees with the announcement of the Chair that a question is carried or lost, the Member may, but only immediately after the declaration by the Chair, object to the Chair's declaration and require that the recording vote be taken again.

#### 45. PUTTING QUESTION – MEMBERS SEATED

When the Chair calls for the vote on a question, each Member shall occupy their seat until the result of the vote has been declared by the Chair, and a Member not in their seat shall not be entitled to vote.

### VI. BY-LAWS

#### 46. READINGS OF BY-LAWS AND RELATED PROCEEDINGS

- (1) Except as otherwise provided, no By-law, except a By-law to confirm the proceedings of the Board, if the Board so wishes to pass one, shall be presented to the Board unless the subject matter has been considered and approved by the Board.
- (2) Every By-law shall be in writing and shall be introduced upon motion by a Member. Every By-law shall only require one reading to be passed.
- (3) The Executive Assistant shall endorse on all By-laws enacted by the Board the dates of several readings, if any.
- (4) Every By-law which has been enacted by the Board shall be numbered, dated and shall be deposited in the office of the Executive Assistant for safekeeping.
- (5) The actual reading of the By-law may be dispensed with where the By-law has been circulated to Members prior to the meeting.

### VII. COMMITTEES OF THE BOARD

#### 47. COMMITTEES

- (1) Subject to the provisions of the *Act*, Committees may be established by the Board at any time as is deemed necessary for the consideration of matters within the jurisdiction of the Board.
- (2) Subject to the provision of any general or special Act, the Board, in establishing any Committee, shall set forth Terms of Reference of the Committee and such other provisions as the Board shall deem proper.
- (3) The rules governing the procedure of the Board and the conduct of Members shall be observed in all Committees so far as they are applicable and subject to any necessary modifications.
- (4) Members who are not Members of a specific committee may attend meetings of that Committee and may, with consent of the Chair of that Committee, take part in the discussion, but shall not be counted in the quorum or entitled to

make motions or to vote at these meetings. The Chair is ex officio a Member of every Committee.

- (5) Committee Members shall request assistance directly from the Chief of Police, or designate, when services are required from a member of the Waterloo Police Service to assist the Committee within its assigned mandate.
- (6) A Committee shall dissolve automatically upon submitting its final report to the Board.

## **VIII. HEARINGS**

### **48. HEARINGS**

- (1) A Hearing pursuant to section 88, 91, 93, 94, 200 and 212, of the Act shall consist solely of the written reasons for the termination, the written reply of the police officer, auxiliary member or special constable, as applicable, and the oral submissions as provided for in this Part. No other submissions, information or documents, whether oral or in writing, shall be permitted.
- (2) For greater certainty, the provisions set out in this Part are solely for the purpose of assisting the Board in making its decision pursuant to sections 91, 93, 94, 200 and 212, of the Act and nothing herein shall give any police officer, employee or special constable of the Board, as applicable, any greater rights than as set out in the Act.
- (3) In accordance with section 46 of the Act, Part III of the Legislation Act, 2006 does not apply to the Board, including the conduct of any Hearings as provided for herein.

### **49. DELEGATION OF HEARINGS**

- (1) The Board may conduct a Hearing or may delegate to a Hearing Committee that is comprised of two or more Members the authority to conduct any Hearing on behalf of the Board as provided for under the Act including the authority to make any decisions on the Board's behalf.
- (2) The decision of a Hearing Committee exercising any authority delegated to it by the Board is final. There is no appeal from the decision of a Hearing Committee, by any party, to the Board. The Board shall not take any action, including but not limited to consideration of any motion by a Member with respect to such decision, except as required in furtherance of the implementation of such decision.

### **50. PARTIES TO A HEARING**

The parties to the Hearing are the Chief of Police and the respondent police officer, employee, auxiliary member or special constable of the Board, as applicable. A party may be self-represented or represented by counsel or agent.

## 51. NOTICE OF HEARING

- (1) The Executive Assistant shall set the time and place for a Hearing and shall give notice of the Hearing to the parties in writing:
  - (a) personally;
  - (b) by electronic mail to any party who provides an electronic mail address and written consent to notice in such manner (which may be in electronic form) to the Executive Assistant; or
  - (c) by regular mail or prepaid courier to the party's most recent address known to the Executive Assistant and notice shall be deemed to have been given, unless the contrary is shown, on the fifth (5<sup>th</sup>) business day following the day on which it was mailed or on the second (2<sup>nd</sup>) business day following the day on which it was couriered, as the case may be.
- (2) A notice of a Hearing shall include:
  - (a) a reference to the statutory authority under which the Hearing will be held;
  - (b) a statement of the time, place and purpose of the Hearing;
  - (c) a statement that if the party does not attend the Hearing then the Board or Hearing Committee, as the case may be, may proceed in the absence of that party and the party will not be entitled to any further notice in the proceeding; and
  - (d) information pertaining to any deadlines for written replies by the parties.
- (3) Where a notice of Hearing has been given to a party in accordance with this By-law, and the party does not attend, the Board or the Hearing Committee, as the case may be, may proceed in the absence of the party and that party is not entitled to any further notice in the proceedings.
- (4) Oral submissions shall only be applicable, where the respondent police officer, employee, auxiliary member or special constable of the Board, as applicable, requests an opportunity to do such on the basis that their credibility is at issue.

## 52. PRODUCTION

- (1) With regard to a Hearing pursuant to sections 91, 93, 94, 200, and 212, of the Act, at least twenty-one (21) calendar days before the date of the Hearing, the Executive Assistant shall provide the police officer, auxiliary member or special constable, as applicable, with reasonable information in writing with respect to the reasons for the termination (including any submissions or law relied upon) and the police officer, auxiliary member or special constable, as applicable, may provide a written response (including any submissions or law relied upon) to the Executive Assistant and the Chief of Police, provided that

- such written response is received by the Executive Assistant and the Chief of Police by no later than ten (10) calendar days before the day of the Hearing. The Chief of Police may provide written reply (including any submissions or law relied upon) to the aforementioned written response provided that such reply is provided to the police officer, auxiliary member or special constable, as the case may be, by no later than four (4) calendar days before the day of the Hearing.
- (2) With regard to a Hearing under section 88 of the Act, at least thirty (30) calendar days before the date of the Hearing, the Executive Assistant shall provide the employee party with a copy of the two reports of medically qualified practitioners and any other written evidence, submissions and law relied upon which the Board or the Hearing Committee will consider at the Hearing and the employee may provide any written evidence, submissions and law relied upon to the Executive Assistant and the Chief of Police, provided that such written evidence is received by the Executive Assistant and the Chief of Police by no later than fifteen (15) calendar days before the day of the Hearing. The Chief of Police may provide written reply to the employee's written evidence provided that such reply is provided to the employee by no later than four (4) calendar days before the day of the Hearing.
  - (3) For the purposes of subsection (2) of this section, any written evidence of the parties may: (a) be sworn or unsworn; (b) include reports of any expert provided that such expert includes his or her curriculum vitae with the report; and (c) be a photocopy thereof provided that the Board or Hearing Committee, as applicable, is satisfied with its authenticity.
  - (4) A party may refer to case law in his or her oral submissions at the Hearing, provided that such party provides copies of such case law to the other party(ies) of the subject Hearing and to the Executive Assistant as part of their written submissions as set out in this section.
  - (5) The Executive Assistant shall provide all documentation provided by the parties to a Hearing pursuant to this section to the Board or the Hearing Committee conducting the hearing, as the case may be, at least three (3) business days prior to the Hearing.

### 53. CLOSED HEARING

- (1) The Board or Hearing Committee, as applicable, may make the determination to exclude the public from all or part of a Hearing in accordance with subsections 9(1) and (2) of this By-law.
- (2) Notwithstanding subsection (1) of this section, the Board or the Hearing Committee, as the case may be, may, after the Hearing is complete, exclude the public and the parties to deliberate in relation to its decision.

#### 54. ORDER OF PRESENTATION

- (1) Where oral submissions are being made, the order of presentation at the Hearing will be as follows:
  - (a) the Chief of Police will be invited to make an oral submission pertaining to the written documentation before the Board or Hearing Committee, as applicable;
  - (b) the police officer, employee, auxiliary member or special constable, as applicable, will be invited to make an oral submission pertaining to the written documentation before the Board or Hearing Committee, as applicable; and
  - (c) the Chief of Police will be invited to make any oral reply submissions to the submissions of the police officer, employee, auxiliary member or special constable, as applicable, that were made pursuant to subsection (2) of this section.
- (2) The Board or Hearing Committee, as applicable, may limit any oral submissions pursuant to subsection (1) of this section if the oral submissions are unduly repetitious or abusive.

#### 55. DECISION

- (1) At the conclusion of the Hearing, the Board or the Hearing Committee, as applicable, shall render its decision in writing, with reasons. The Board or the Hearing Committee, as applicable, may reserve its decision and provide its decision in writing to the parties on a later date as soon as reasonably practicable following the Hearing.
- (2) The decision of the majority of the Board or the Hearing Committee, as applicable, who presided at the Hearing shall be the decision.
- (3) A notice of decision shall be provided by the Executive Assistant to the parties to the Hearing as soon as reasonably practicable following the rendering and release of the decision by the Board or Hearing Committee. A notice of decision shall be provided in writing:
  - (a) personally; or
  - (b) by electronic mail to any party who provides an electronic mail address and written consent to notice in such manner (which may be in electronic form) to the Executive Assistant; or
  - (c) by regular mail or prepaid courier to the party's most recent address known to the Executive Assistant and the notice of decision shall be deemed to have been given, unless the contrary is shown, on the fifth (5<sup>th</sup>) business day following the day on which it was mailed or on the second (2<sup>nd</sup>) business

day following the day on which it was couriered, as the case may be.

- (4) A notice of decision by a Hearing Committee shall be provided by the Executive Assistant to the Board, for information purposes only, as soon as reasonably practicable following the rendering and release of the decision.

## 56. GENERAL

- (1) Despite anything in this Part, the Board or the Hearing Committee, as applicable, may vary the procedure provided herein in respect of any Hearing if it determines that such variance is reasonably necessary to make its decision.
- (2) A Hearing may be adjourned from time to time by the Board or a Hearing Committee, as applicable, of its own motion or where it is shown to the satisfaction of the Board or Hearing Committee, as applicable, that the adjournment is required to permit an adequate Hearing to be held.
- (3) Where any matter is not dealt with in this Part then any other provision of this By-law in relation to a meeting may apply with such necessary modification.
- (4) The Board or the Hearing Committee, as the case may be, is not required to provide minutes, transcripts or any other recording of any of the proceedings under this Part.

## **IX. ELECTION OF CHAIR AND VICE-CHAIR**

### 57. ELECTION OF CHAIR AND VICE-CHAIR

- (1) The Members of the Board will elect a Chair and Vice-Chair at the Board's first public meeting in each year. If an In-Camera Session is held prior to a public meeting, an Acting Chair shall be appointed by the Board for that meeting.
- (2) The election of the Chair and Vice-Chair shall be conducted in the following manner:
  - (a) The election of the Chair and Vice-Chair will be conducted by the Board's Executive Assistant, unless otherwise determined by the Board.
  - (b) The Executive Assistant shall call for nominations.
  - (c) Each nomination shall be regularly moved and seconded and shall have the consent of the nominee.
  - (d) Where it appears to the Executive Assistant, by asking for further nominations and receiving no response, that there are no further nominations, the Executive Assistant shall call for a motion declaring nominations closed.

- (e) Each mover and seconder of a nominee and each nominee, prior to the vote being taken, shall be permitted to speak to the nomination for not more than five minutes. The speaker is to be called upon in the alphabetical order of the nominees.
- (f) A nominee may withdraw his or her name at any time prior to a vote being called.
- (g) Where more than one nominee stands for election, a vote shall be taken.
- (h) To be elected as Chair or Vice-Chair, a nominee shall obtain a Vote of the majority of the Members present.
- (i) Where there are more than two nominees who elect to stand, if upon the first vote no nominee received the majority required for election, the name of the nominee receiving the least number of votes shall be dropped and the Board shall proceed to vote anew and so continue until either:
  - i. a nominee receives the majority required for election at which time such nominee shall be declared elected; or
  - ii. it becomes apparent by reason of an equality of votes that no nominee can be elected.
- (j) the case of a vote where no nominee received the majority required for election and where two or more nominees are tied with the least number of votes, a special vote shall be taken to decide which one of such tied nominees' names shall be dropped from the list of names to be voted on in the next vote.

## **X. GENERAL PROVISIONS**

### **58. RECORDING EQUIPMENT**

The use of cameras, recording equipment, television cameras and any other device of a mechanical, electronic or similar nature used for recording the proceedings of a meeting that is open to the public by members of the public, including the news media, are permitted, provided the recording does not interfere with the proceedings at the meeting.

### **59. PARTICIPATION BY TELECONFERENCE OR VIDEO CONFERENCE**

- (1) Board meetings may be held in person with all Members physically present, virtually with all Members participating by electronic video or teleconference, or by a combination of both. Any Member participating in the meeting by electronic video or teleconference will be deemed present for the purposes of Quorum.
- (2) When participating in a Closed meeting by electronic video or teleconference, Members must ensure the confidentiality of the Board meeting materials and video and audio proceedings at the location at which they are participating.

### **60. SIGNING OF DOCUMENTS**

Unless otherwise specified by Resolution or other by-law of the Board, the Chair and Executive Assistant shall sign all documents for and on behalf of the Board including but not limited to by-laws, resolutions, orders and agreements which have been approved by the Board.

61. REPEAL AND ENACTMENT

- (1) That By-law No. 21-03 is hereby repealed.
- (2) This By-law will come into force on the date of its enactment.

62. SHORT TITLE

This By-law may be referred to as either the “Procedure By-law” or the “Rules of Procedure”.

This By-law is hereby enacted by the Regional Municipality of Waterloo Police Service Board this 10th day of December, 2025.

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Ian McLean, Board Chair

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Meghan Martin, Executive Assistant



## Closed Circuit Television/Fixed ALPR Agreement with City of Waterloo

**TO:**  
The Waterloo Regional  
Police Service Board

**FROM:**  
Investigations and  
Operational Support  
Legal Services & Risk  
Management

**DATE:**  
12/10/2025

### Recommendation

1. That the Waterloo Regional Police Service Board (the Board) enter into an agreement with the City of Waterloo to permit the Waterloo Regional Police Service (WRPS) to install Closed Circuit Television (CCTV) cameras within the City of Waterloo; and
2. That the Board authorize the Chief of Police to execute future agreements with municipalities and government agencies for the installation of CCTV cameras in their jurisdictions, in form and content satisfactory to Legal Services.

### Report

As previously reported to the Board, the WRPS has obtained funding from the Ontario Solicitor General, through the Ontario CCTV Grant Program, to acquire new equipment and technology to better protect communities against gun and gang violence. With this funding, the WRPS has purchased CCTV cameras as an additional tool to support investigations and to enhance public safety.

The City of Waterloo is prepared to enter into an agreement with the Board to allow the WRPS to access the City's infrastructure to install and maintain CCTV cameras within the City's jurisdiction.

The agreement will allow the WRPS to install CCTV cameras with fixed Automated Licence Plate Recognition (ALPR) on the City's utility poles. The WRPS will be solely responsible for owning, installing, operating, and maintaining the cameras.

Cameras will be restricted to public locations and publicly accessible spaces within the City of Waterloo. Access to the camera footage and ALPR data will be restricted to authorized and properly trained personnel within the WRPS. This agreement has also been created in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*, as well as the recommendations made in the Privacy Impact Assessment conducted by the WRPS in November 2025.

The agreement has been reviewed by the Solicitor of the Legal Services and Risk Management Branch. There are no financial costs associated with this agreement.

### **Strategic Business Plan**

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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 Resources**

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

### **Financial and/or Risk Implications**

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The CCTV Project has a capital budget in 2025 of \$200,000, of which \$100,000 is funded from the Provincial CCTV Grant and the remaining \$100,000 is funded from the Capital Reserve.

### **Attachments**

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Nil.

### **Prepared By**

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Jennifer Davis, Deputy Chief, Investigations and Operational Support  
Emma Storey, Solicitor, Legal Services and Risk Management Branch

### **Approved By**

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Mark Crowell, Chief of Police



# Annual Report

## Special Constable Service

May 2024 – April 2025

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## **Mission Statement**

Special Constable Service is dedicated to the quality of life for students, faculty, staff, and visitors through education, prevention of crime, service, partnerships, and the protection of rights.

## **Executive Summary**

Welcome to the Wilfrid Laurier University Special Constable Service (SCS) Annual Report for 2024-25. The Service, (Appendix A) plays a key role in the University's overall operational risk management and programming strategy. This report outlines SCS's commitment to community mobilization and engagement, a supportive educational journey, crime prevention, and customer service excellence through collaboration, joint initiatives and projects dedicated to supporting a culture of safety and well-being for students, faculty, staff, and visitors.

The Special Constable Service (SCS) understands the unique culture of the campus community and is best positioned to support students and the broader university population. SCS is dedicated to working collaboratively with stakeholders across all campuses, recognizing the distinct needs of each community to achieve positive and supportive outcomes.

SCS is fully committed to the Ontario Mobilization and Engagement Model for Community Policing (OMEM), a provincial framework that emphasizes partnership, prevention, and proactive engagement to foster a safer, more secure, and healthier community.

Laurier is a multi-campus university with campuses in Waterloo, Brantford, Kitchener, and Milton. While in most situations SCS takes a supportive, educational-based, community-focused approach, Special Constables are sworn Peace Officers with authorities to enforce legislation granted by appointment through the Police Service Boards of the Waterloo Regional, and Brantford Police Services.

A key priority of Laurier's Strategic Action Plan 2024–2028 is to cultivate a campus culture rooted in wellbeing, belonging, pride, and achievement, where every student feels connected and supported in reaching their academic and personal goals. The Special Constable Service plays a vital role in fostering that environment. Each member is committed to ensuring our campus community feels welcome, valued, and safe.

The Community Safety and Policing Act (CSPA), a modern legislative framework aimed at strengthening accountability and enhancing safety across the province. The CSPA prescribes the important role of Special Constables, particularly within post-secondary institutions, reinforcing principles of fairness, equity, transparency, and effectiveness in campus policing. One of the key factors of the CSPA is legislation respecting the appointment and functions of Special Constables and the

authorization of Special Constable Employers, such as Laurier, to meet prescribed requirements to be issued government authorization to employ Special Constables.

As we move forward, the Special Constable Service remains dedicated to upholding these values and contributing to a thriving, inclusive campus community.

Laurier's commitment to professional campus safety is strengthened by support from its parent police agencies and its distinction as Canada's only IACLEA-accredited institution. IACLEA, the leading global association for campus law enforcement, represents thousands of professionals dedicated to protecting students at higher education institutions worldwide.



Laurier's Special Constable Service is actively engaged in its four-year IACLEA re-accreditation cycle, ensuring services align with evolving legislation and institutional policies. This rigorous process reflects Laurier's continued leadership as Canada's only IACLEA-accredited

institution, a distinction earned in 2020 and upheld through adherence to the Canadian Standards Manual, developed from Laurier's pioneering accreditation success. Through this reporting year, the Special Constable Service continues to respond to calls-for-service in support of the student's educational journey. These calls include reportable and non-reportable incidents.

## Introduction to Special Constable Service

The SCS Administrative Office and SCS Waterloo based operations is located at 232 King Street North, Waterloo, while in Brantford, SCS is located at 45 Market Street.

The university functions in a total of 122 buildings in Waterloo, Brantford, Kitchener, Milton, and Yellowknife. The university owns over 31 properties that are managed by Campus Living Centres (CLC), a Canadian property management service that specializes in student housing. Together, Special Constable Service members provide campus safety services for Waterloo, Brantford, Milton, and the Kitchener location, as well as other smaller Laurier-owned properties.



As they understand their campus environment best, the Special Constable Service takes a supportive, engaging and educational-based response to all situations. This approach builds trust and fosters healthy, inclusive experiences where positive outcomes are realized with those in the Laurier community and its interest-holders.

Special Constables are sworn Peace Officers as defined in the Criminal Code of Canada with a responsibility to preserve the peace and safeguard members and visitors to the Laurier community. Only, when necessary, they can enforce federal and provincial statutes, including the Criminal Code, Liquor License and Control Act, Trespass to Property Act, Mental Health Act, Cannabis Control Act, and municipal by-

laws. The Laurier Special Constable Service are granted these permissions on appointment by the Waterloo Regional, and Brantford Police Services Boards and their jurisdictional municipalities.

The Special Constable Service prides itself on collaborating with the campus community to find new and innovative approaches to keep the university community safe. The Students Union, Department of Residence, Safety, Health, Environment, & Risk Management and the Dean of Students' Office are four such integral partnerships that are embedded in the daily function of SCS. They could be considered some of the most important working relationships at Laurier.

The Special Constable Service (SCS) works in close partnership with the Dean of Students' Office and the Department of Residence to uphold student rights and responsibilities through the Non-Academic Student Code of Conduct and the Residence Student Code of Conduct. These frameworks promote accountability and acceptance while guiding students toward constructive outcomes.

Rather than defaulting to formal enforcement, SCS often applies these codes to resolve incidents in a way that supports learning and growth. This approach helps establish fair and reasonable solutions for those affected by an event, while creating meaningful learning experiences for students without the long-term consequences of legislative action.

In coordination with residence programs and other campus strategies, these codes are used to foster respectful behavior and community responsibility, reinforcing Laurier's commitment to a safe and inclusive campus environment.

Special Constable Service (SCS) members work proactively to prevent and reduce incidents of unwanted behavior across Laurier's campuses. One key strategy is active engagement through presentations, workshops, and consultations on campus safety and security issues.

To support this work, SCS members receive enhanced and ongoing training in areas critical to modern campus policing, including:

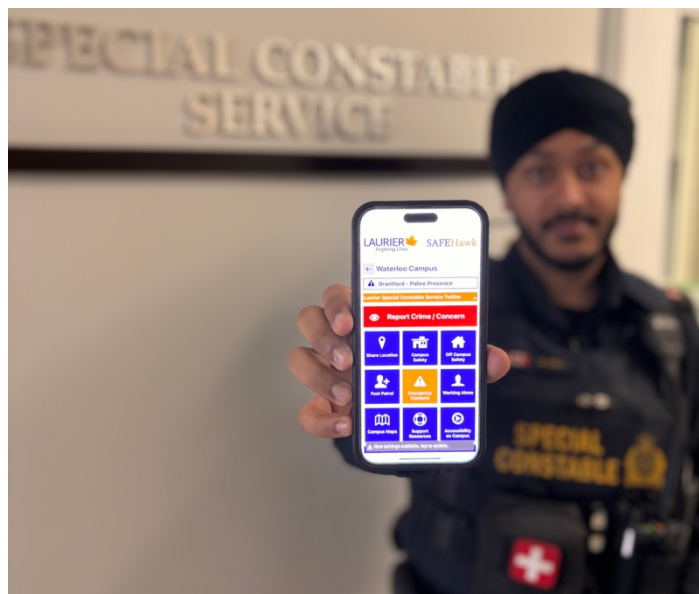
- Ontario Police College – Thematic training
- Mental Health Crisis Response Training (MHCR)
- Indigenous Awareness
- Racially Biased Policing
- Gendered Violence
- Micro-Aggression and Anti-Oppression
- Mental Health First Aid
- Cultural Safety Training
- Spousal Assault and Stalking Assessment
- Open-Source Internet Investigations

In addition to their frontline responsibilities, SCS members contribute university-wide input, education, and oversight on life safety systems, ensuring a holistic approach to campus security.

The Special Constable Service (SCS) operates a centralized Communications Centre located on the ground floor of the Student Services Building at the Waterloo campus. This Centre provides 24/7 dispatch and communication services for all Laurier campuses and affiliated locations.

Community members can reach the Communications Centre:

- Internally at extension **3333** from Waterloo, Brantford, Milton, and Kitchener
- Externally at **519-885-3333** from Waterloo and Brantford
- Via the **SafeHAWK App**



This centralized system ensures consistent, responsive support across Laurier's multi-campus environment.

## Brantford Campus Integration and Collaboration

At Laurier's Brantford campus, Special Constables and the Brantford Police Service (BPS) share space at 45 Market Street, a unique partnership that brings sworn municipal police and university Special Constables together under one roof. While



each organization maintains its own mandate, operations, and secure offices, the shared location fosters collaboration and strengthens safety and security in the downtown core.

Laurier's Brantford campus is uniquely urban-integrated, with university buildings interwoven among public and private infrastructure. In this setting, Laurier Special Constables focus on university-operated spaces, while the Brantford Police Service (BPS) handles broader community patrols and calls for service. The shared

location at 45 Market Street and strong working relationship between SCS and BPS offer several key benefits:

- **Investigative collaboration** – joint efforts on investigations when needed
- **Joint training** – shared annual training and recertification sessions
- **Co-response** – coordinated responses to specific calls

This partnership has also helped BPS gain a deeper understanding of Laurier Special Constables' student-focused approach, including the use of the Residence and Non-Academic Student Codes of Conduct. These tools guide SCS in fostering a respectful, learning-centered environment.

The relationship continues to advance, strengthening safety and the overall experience for students, faculty, and staff in the downtown Brantford district.

## Multi-Campus Commitment to Community Safety

The Special Constable Service (SCS) has served the Laurier community in Waterloo since 1968 and expanded to Brantford in 2006. SCS maintains strong, collaborative relationships with the Waterloo Regional Police Service, Brantford Police Service, and other regional and municipal emergency services to deliver professional campus safety across all Laurier locations.

SCS is fully aligned with the Ontario Mobilization and Engagement Model for Community Policing (OMEM), a philosophy focused on reducing unwanted behavior, victimization, and social disorder through proactive community partnerships. This model guides SCS in delivering services that reflect Laurier's values and policies.

Campus safety operations are governed by Memorandums of Understanding and Operational Protocols approved by the respective Police Services Boards and in compliance with the Community Safety and Policing Act (CSPA). These frameworks ensure that SCS services are consistent, accountable, and responsive to the evolving needs of the university community.



The Special Constable Service (SCS) continues to build and strengthen partnerships both within and beyond the university. These relationships are essential to the long-term sustainability of SCS's compassionate, professional, inclusive, and education-based approach to campus safety.

SCS is committed to fostering trust and confidence across Laurier's campuses. By understanding the unique characteristics and demographics of each location, and by embracing a relational approach to public engagement, SCS promotes fairness, respect, empathy, and voluntary cooperation ensuring the safety and wellbeing of the entire community.

Intentional strategies focused on relationship-building with students, faculty, staff, and stakeholders are central to SCS's mission. The service actively collaborates with Laurier Student Affairs, student associations, the Department of Residence, Dean of Students, SOAR Community Services, House of Friendship, the University Avenue Transitional Program (SHIP), and Crime Stoppers Brantford-Brant. (See Appendix C for a full list of partnerships, training, presentations, and initiatives.)

The University Avenue Transitional Program provides housing and therapeutic support for individuals experiencing chronic homelessness in the Region of Waterloo, helping them build the tools and resources needed for long-term success. SCS also supports the Indigenous Student Bursary, contributing proceeds from auctioned unclaimed property (such as bicycles and other items of value). These funds directly assist over 20 Indigenous students with financial need, helping them access postsecondary education and training.

In Brantford, SCS continues to collaborate with Crime Stoppers to launch a Student Crime Stoppers initiative, offering students a safe and anonymous way to report crimes. This educational program encourages responsible decision-making and community involvement.

SCS remains an active partner on the Waterloo and Brantford Joint Health and Safety Committees, providing valuable input on campus-wide safety concerns and life safety solutions.

## Mental Health Crisis Response Training (MHCR)

This training is designed to enhance crisis response skills, strengthen de-escalation competencies, and further professionalize the role of individuals working in complex environments. By participating the Special Constable Service will not only benefit from leading-edge training but also contribute valuable feedback that will guide the expansion of MHCR across Canada. This is a one-time pilot, expanded and offered for the first time beyond Ontario Police Services. By inviting members from a variety of organizations, like Laurier Special Constables, best practices and customization of the programming will inform next steps to a nation-wide delivery.

### The MHCR team provides:

- Full delivery of all three components (online, forum, evaluation)
- Instructors and VR equipment
- A flexible and scalable approach, relevant to sectors and professions beyond police services

This pilot provides Special Constable Service members with the chance to access the same high-quality training to be part of shaping the national expansion of MHCR.

### Key Highlights:

- Hybrid delivery: online modules + in-person scenario-based training and evaluation
- Use of Virtual Reality (VR) simulations and Laurier-trained instructors
- Grounded in the [DePICT™ framework](#) – the first validated tool to assess de-escalation competencies
- Anchored in relational policing, trauma-informed practice, and cultural safety



This Annual Report also saw the second full year of joint Block training with the Waterloo Regional Police and Brantford Police, In-Service Training Units. This important partnership facilitates mandatory Special Constable Recertification training alongside police officers and Special Constables from partnering agencies. The co-training opportunity promotes consistency, understanding, teamwork, information sharing and a chance for the Service's to better understand the role each plays in delivering community safety services.

Thanks to a fully trained in-house CPR/First Aid instructor all SCS members receive annual recertification training. Again, this year several CPTED audits have been

completed on buildings in the multi-campus setting by trained members. CPTED audits are done in collaboration with Laurier Facilities team and Safety, Health Environment and Risk Management staff.

Parent police agency Operational Protocol improvements and Police Service Board reporting continues to show tangible benefits. More real-time reporting of incidents and sharing of intelligence has enhanced the safety of those on campus but also linked to incidents in the broader community, stratified policing. These improvements continue to meet or exceed legislative requirements and align with the complexities of investigations, scrutiny, court and the demands of modern technology.

Training opportunities for Special Constable in 2024-2025 year have included, ongoing virtual Indigenous Awareness Training through Indigenous Awareness Canada, Mental Health First Aid training for new recruits, to reduce the stigma surrounding mental health and wellness and to increase resiliency. Anti-Oppression, Micro Aggression awareness training was also delivered to three new SCS members. Through interactive workshops, SCS members participated in shared experiences relating to stereotyping, colour blindness, and how these micro aggressions manifest themselves in the workplace and on campus.

Two Special Constables also attended Risk Assessment and Management of Intimate Partner Violence and Stalking training delivered by Dr. Randall KROPP on behalf of Protect International Risk and Safety Services Corp. This intensive, in-

person course focused on Spousal Assault Risk Assessment (SARA) and Stalking Assessment Management (SAM).

In 2024-25 SCS participated in three, five-week virtual Special Constable Orientation Courses through TNT Justice Consultants, a respected professional training institution, alongside candidates from other Ontario universities. This comprehensive course fulfills the mandatory training requirement outlined in section 92(1)(f) of the CSPA, and Ontario Regulation 87/24. The curriculum is crafted from the Ontario



Police College's (OPC) 62 lesson plans and includes 250 hours of virtual classroom learning, 15 hours of in-person scenario-based training, 50 hours of independent studies, tests, and assignments.

The Special Constable Service communication centre is equipped with improved access control and alarm monitoring capabilities. With the push of a button, campus doors can be locked in the event of an emergency. These enhancements provide the ability to respond more effectively while also re-investing and re-focusing resources to more proactive responsibilities.

During the winter of 2024-25 the Special Constable Service expanded its "Cold Weather Kit" initiative to include more campus partners and for the upcoming winter, onboard our Milton Campus. SCS partnered with Martin Luther College, Residence, Wellness, Facilities, and the Dean of Students Office along with SOAR Community Services and the House of Friendship to provide clothing, health, dental, non-perishable food, gift cards and personal hygiene products for those from the un-homed community during the harsh winter months. SCS partnered to gather a total of 450 donations from Laurier and the surrounding community to prepare 66 emergency cold weather kits that were distributed. Special Constables were able to provide direct support to over 21 community members in-need. The

kits consisted of mitts, socks, scarfs, toques, hygiene products and gift cards to obtain a local hot drink or meal.

As previously noted, the Solicitor General of Ontario has modernized policing in the province through legislation and regulatory changes. SCS is honoured to continue leading the way as the only Canadian university to have obtained their Certificate of Accreditation, formally certified through the International Association Campus Law enforcement Administrators (IACLEA). Achieving this certification after many years of hard work requires constant pause and reflection to review policies and procedures to accurately reflect the realities of changing legislation, parent police service mandates, institutional directives, industry best practices and often the need to pivot to meet the demands of an ever-evolving campus safety environment.

The Special Constable Service is proud to partner with the Muslim, Jewish, Palestinian and Black Students' Association to address discrimination, hate and promote positive interactions with Special Constables among Laurier's racialized community. These important collaborations have led to ongoing strategic relationships with the Black Student Caucus, Laurier International and the Wilfrid Laurier International College (WLIC) to better understand systemic barriers experienced by the BIPOC community.

SCS continues to support many of the Laurier International and Wilfrid Laurier International College (WLIC) student events, to grow and foster existing relationships while creating new respectful and professional interactions with students and faculty. These intentional opportunities promote positive and open student dialogue with Special Constables in a genuine, supportive, and non-confrontational manner.

## Calls for Service and Incident Reporting

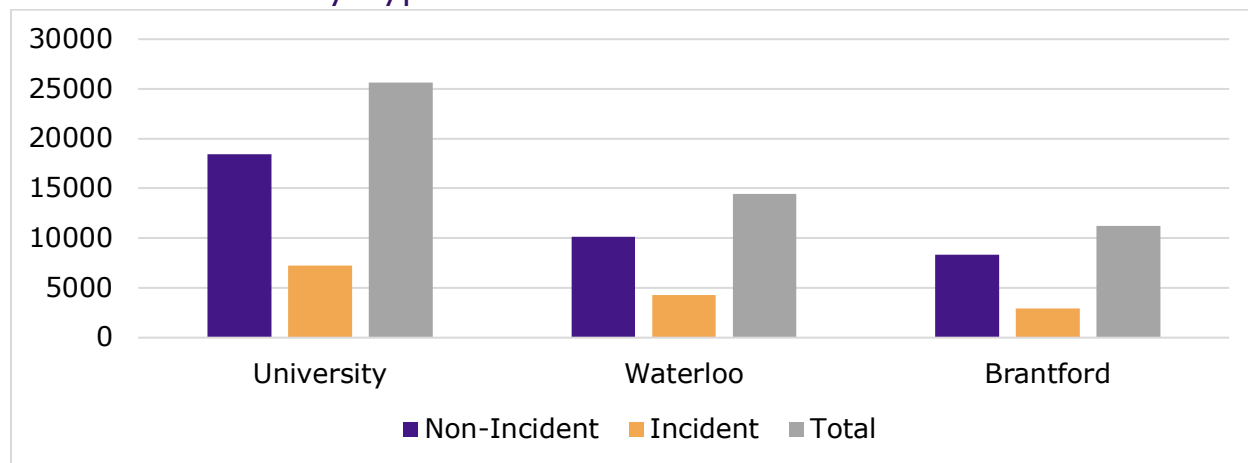
As the community and university environment continues to change, the demands placed on SCS also evolve to address the often complex, multi-faceted response to calls-for-service.

From May 2024 to April 2025, the Special Constable Service responded to a total of 25,658 calls-for-service: 14,432 for the Waterloo campus and 11,226 for the Brantford campus

Examples of these calls include incidents involving trespassing, drugs, theft, break-ins, intoxication, liquor offences, unwanted persons, by-law complaints, and property damage. Of the total calls-for-service received by SCS, 4,313 generated a formal incident report on the Waterloo campus, with 2,913 formal incident reports being generated on the Brantford campus. (Appendix E).

18,432 calls-for-service did not specifically generate a formal incident report but are the strength and foundation of the Special Constable Service's "commitment to community". These calls involved some level of response and time expenditure for SCS, such as providing room access, direction or other forms of community-minded support by on-duty constables, security guards and/or communications members to help with resolving the inquiry.

### Calls for Service by Type



These calls include reportable and non-reportable incidents which increased 19%, from 12,106 in 2023-24 to 14,432 in 2024-25 on the Waterloo campus, and a 9% decrease from 12,681 in 2023-24 to 11,226 in 2024-25 on the Brantford campus. During the same period, incident reports decreased 6% from 7,551 to 7,226.

While there are decreases in reportable incidents Special Constable Service members are challenged by more complex, protracted investigations, involving multiple witnesses and detailed court disclosure requirements. These Incident reports encompass criminal and non-criminal calls-for-service, including

cybercrime, fraud, intimate partner violence, thefts, assaults, threats, provincial offence notices, alcohol and drug violations, fire and intrusion alarms, and medical response requests.

A full breakdown by incident type and the location are available in Appendix D and Appendix E.

## **Appendix A: Service Members**

Multi-Campus

*Interim Vice-President, Finance and Administration*

Pamela Cant

*Assistant Vice-President, Student and Ancillary Services*

Dan Dawson

*Director, Special Constable Service*

Tammy Lee

*Manager, Special Constable Service*

Scott Lawson

*Sergeant: Communications and Administration, Special Constable Service*

Sean Gow

*Sergeant: Major Events and Risk Management, Special Constable Service*

Justin Korga

*Specialized Support, Special Constable Service*

Cheryl Guerriero

*Functional Analyst, Special Constable Service*

James Robertson

## Waterloo Campus

### *Patrol Sergeants*

Michelle Ferguson	Corey Ross	Maclean Shanks	Charles Stephens
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### *Constables*

William Amoah	Dave Bueschler	Harman Gill	Sarah Cashmore
Jamiee Jeffries	Jeremy Roussel	Erik Cayaban	Graham McCurdy
Stephanie Eaton	Erin Hastie		

### *Communications Operators*

Michael Vallance	Alfred Graham	Sanja Kiansky	Gerald Daniel
Alyssa Tran	Sydney Touzel	Danielle Brausen	Abigail Cochrane

## Brantford Campus

### *Patrol Sergeants*

Gino Tatasciore	Rick Tout	Furqan Mirza	Greg Mudry
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### *Constables*

Darrell Dick	Tammie Maertens	David Browne	Iqbal Dhaliwal
Niki McFarlane	Timothy Song	Lucas Gibson	Ashley Thompson
			Linden Paquette

## Appendix B: Professional Memberships

Special Constable Service is an integral member of several professional organizations:

- ASIS International Security Professionals
- Association of University Chief Security Officers (AUSCO)
- Canadian Association of Chiefs of Police (CACP)
- Canadian Association of Police Educators (CAPE)
- Canadian Police Knowledge Network (CPKN)
- Crime Prevention Through Environmental Design Ontario (CPTED)
- IACLEA Executive Development
- International Association of Campus Law Enforcement Administrators (IACLEA)
- International Association of Chiefs of Police (IACP)
- International Association of Law Enforcement Planners (IALEP)
- International Association of Property and Evidence (IAPE)
- International Association of Women Police (IAWP)
- International Police Mountain Bike Association (IPMBA)
- Ontario Association of Chiefs of Police (OACP)
- Ontario Association of College and Universities Security Administrators (OACUSA)
- Ontario Association of Police Educators (OAPE)
- Ontario Police Video Training Alliance (OPVTA)
- Ontario Women in Law Enforcement (OWLE)
- Police Fitness Personnel of Ontario (OPFA)
- Public Safety Telecommunications Canada (Instructor level)
- TNT Justice Consultants

## Appendix C: Training, Presentations and Collaborative Initiatives

- Alcohol Harm Reduction Task Force
- Athletics – sporting event support
- Motorola/RAVE – enhancements to SafeHAWK app and Alert Notification System – Shelter-in-place, Hold & Secure, Lockdown
- Brantford By-law Enforcement
- Brant County Health Unit, Naloxone and Safe needle program
- Brantford Downtown Outreach – City of Brantford & Laurier
- Brantford Police Service downtown team
- CARE Team, Dean of Students office, Waterloo, and Brantford campus
- City of Kitchener Parking Enforcement
- City of Waterloo Parking Enforcement
- Community Physical Security Advisory Group
- Community Planning & Response for St. Patrick's Day (SPD) and Homecoming
- Conestoga College Police Foundations Program
- CPTED Audits of university buildings
- C-CURE access control Training with Facilities and Management (FAM)
- Custodial and Student Safety – Work Alone, Hawk Walk policies
- DART Team of WRPS – liaison with information and intelligence sharing
- Debriefs for large events (Homecoming & SPD)
- Virtual community safety communications for Major Events, in partnership with Laurier External Relations and Homecoming Emergency Planning partners
- Event Safety and Risk Management in partnership with SHERM (Safety, Health, Environment & Risk Management)
- First Aid/CPR recertification
- Hate Crime Liaison with WRPS
- Homecoming Operations Planning & Communications Committee
- House of Friendship
- IPMBA Training Course –in cooperation with the University of Guelph Campus Community Safety Instructional Cadre
- Joint Health & Safety Committee – Multi-Campus
- Laurier International – Assistance with Emergency Meal cards
- LWSP (Laurier Work Study Program)
- Milton Campus safety and security
- Ontario University dialogue on Large Unsanctioned Street Parties
- Paladin Security
- Parking Enforcement collaboration
- Region of Waterloo Emergency Control Group
- RLAC and Don meet and greet and educational sessions, in partnership with Department of Residence

- SOAR Community Services
- Personal Safety Plan implementation for students, staff, faculty in conjunction with Safety, Health, Environment & Risk Management (SHERM)
- SCS SPD (St. Patrick's Day) operations planning meetings with internal & external partners.
- Student Union – Hawk Walk and event support
- University Avenue Transitional Housing – SHIP Waterloo
- Wilfrid Laurier International College (WLIC) – collaboration, support

## Appendix D: Incident Reports

2024/25 Incident Reports

Incident Type	Waterloo	Brantford	University
9-1-1 Dropped Calls	3	0	3
Administrative	0	0	0
Animal Complaint	5	2	7
Assault	14	6	20
Assist Other Service	263	98	361
Attempted Suicide	0	0	0
Auto Theft	0	0	0
Breach of Judicial Order	1	0	1
Break and enter	12	0	12
By-Law Complaint	89	1	90
Check Premise	977	1453	2430
Check Well-Being	66	45	111
Criminal Harassment	6	0	6
Dangerous Conditions	118	77	195
Dispute	16	6	22
Disturbance	19	12	31
Domestic Dispute	15	1	16
Driving Related Offence	22	1	23
Drugs	6	1	7
Escort	3	6	9
Extortion	2	0	2
Fire	11	9	20
Fire Alarm	98	10	108
Fraud	9	1	10
Graffiti	29	57	86
Indecent Act	5	0	5
Injured/Sick Person	161	53	214
Intoxicated Person	49	2	51
Liquor Offence	96	1	97
Lost Property	383	99	482
Mentally Ill Person	29	3	32
Missing Person	0	0	0
Parking Enforcement	878	26	904
Proactive Initiative	10	4	14

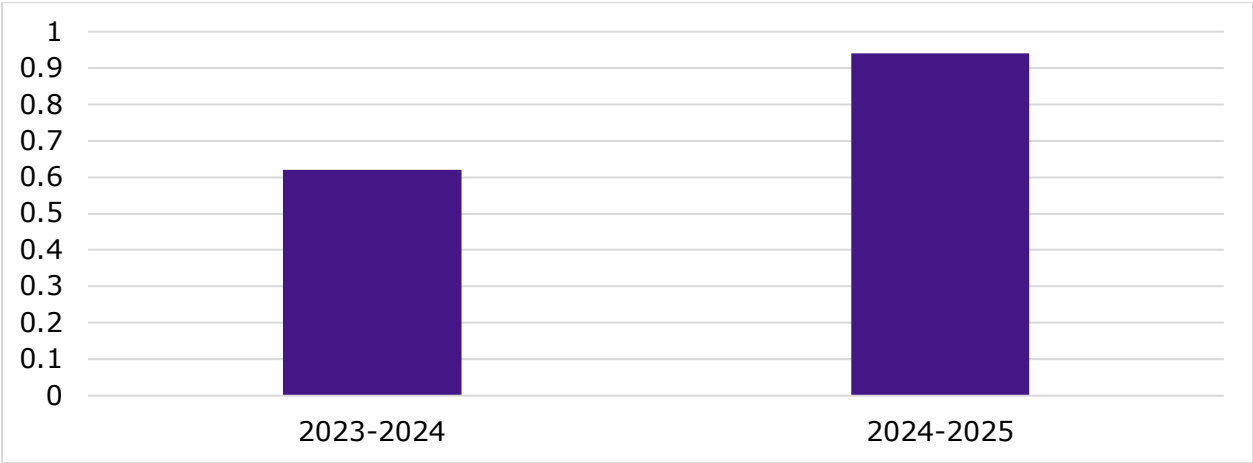
Property Damage	82	18	100
Public Mischief	0	0	0
Remove Belongings	16	3	19
Robbery	0	1	1
Sex Offence	4	1	5
Sudden Death	1	0	1
Suspicious Person	18	4	22
Suspicious Vehicle	8	1	9
Technology/Internet Crime	1	0	1
Theft Alarm	0	0	0
Theft Over \$5000	2	0	2
Theft Under \$5000	110	16	126
Threatening	14	10	24
Towed Vehicle	0	0	0
Univ. Reg. Violation	0	0	0
Unknown Call Requiring Asst.	0	0	0
Unwanted Contact	28	5	33
Unwanted Person	631	875	1506
Weapon	3	5	8
Workplace Accident	0	0	0
<b>Total</b>	<b>4313</b>	<b>2913</b>	<b>7226</b>
<b>Arrest Resulting from Incidents</b>			
Special Constable Service	41	3	44

Appendix E: Data Tables

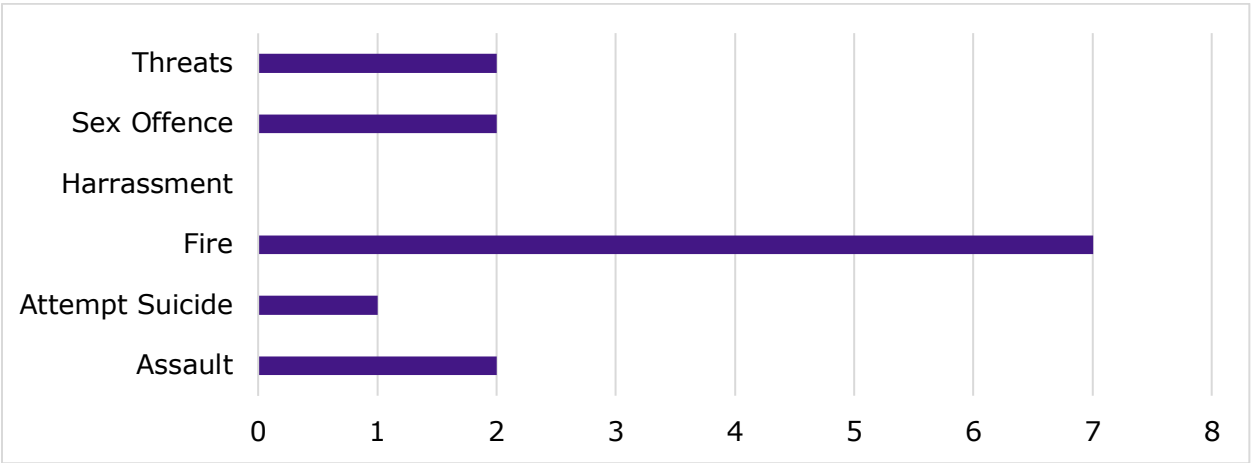
Physical Threats Incidents Reporting - Brantford

Physical threat incidents include verbal or written threats, sex offence, officer safety, harassment, fire, attempted suicide, and assault. The following comparative graphs indicate the number of physical threat incidents that took place at the Brantford Campus.

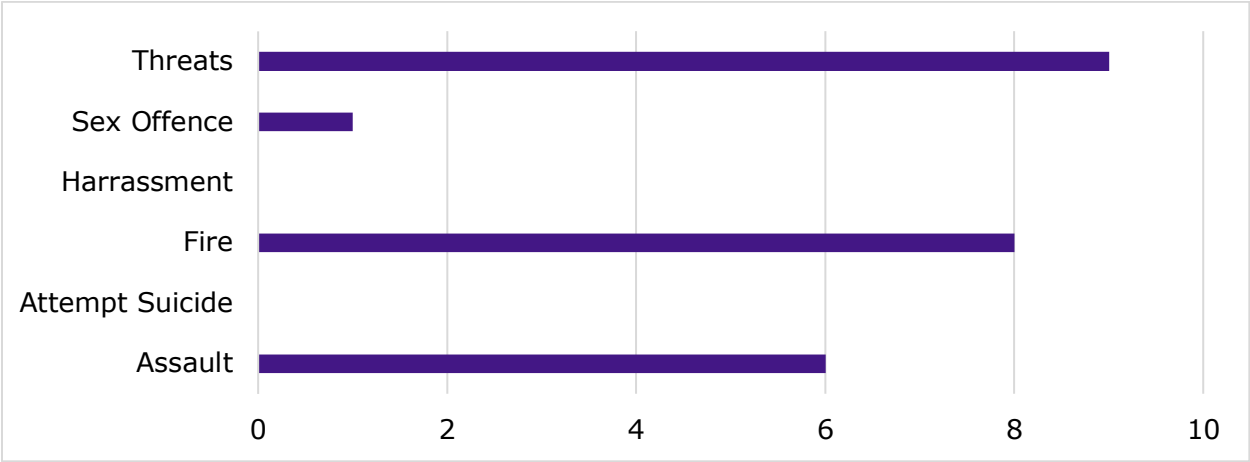
Physical Threat Incidents by Year – Avg Per 100 Students



Physical Threats Incidents Breakdown: 2023-2024



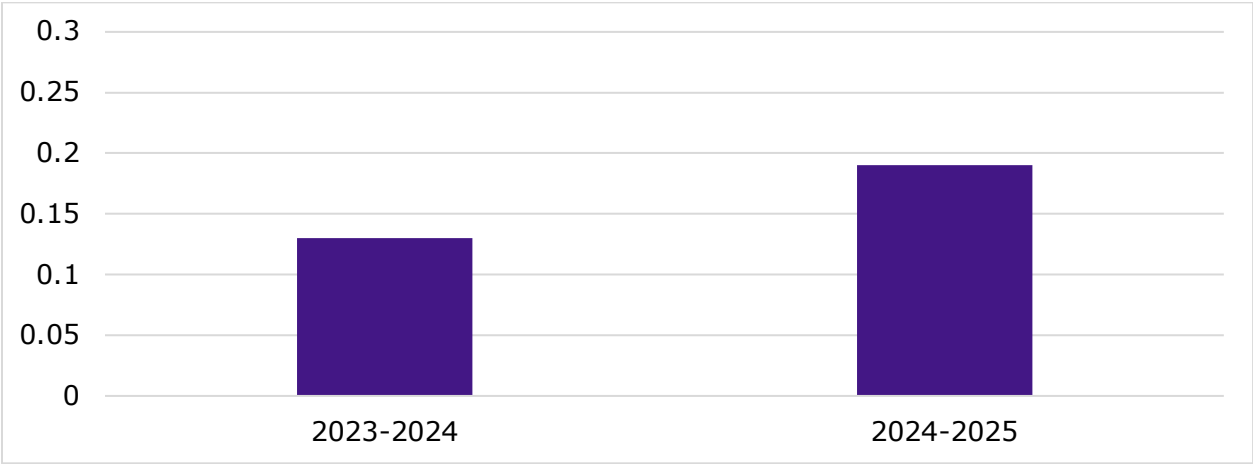
Physical Threats Incidents Breakdown: 2024-2025



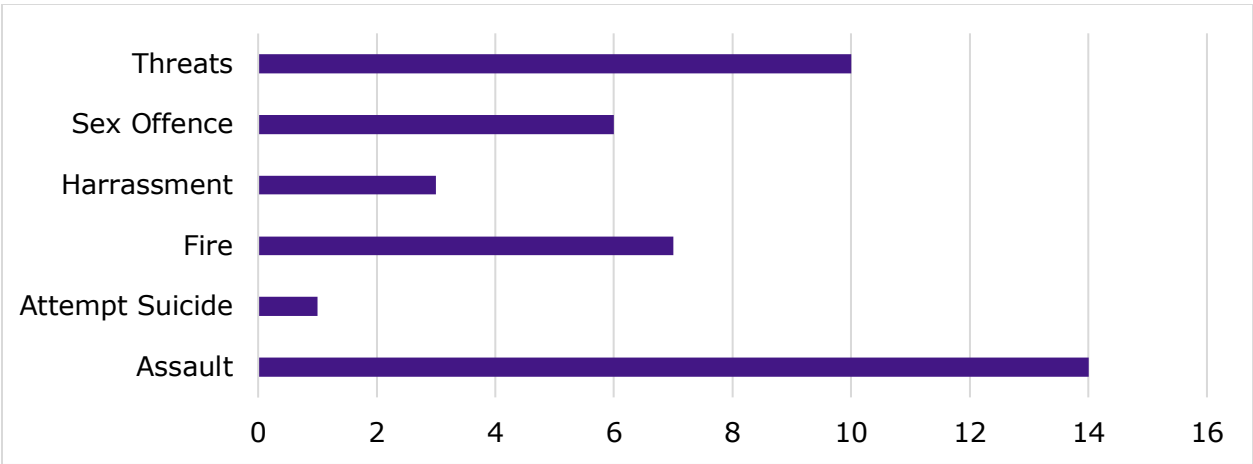
Physical Threats Incidents Reporting - Waterloo

Physical threat incidents include verbal or written threats, sex offence, officer safety, harassment, fire, attempted suicide, and assault. The following comparative graphs indicate the number of physical threat incidents that took place at the Waterloo Campus.

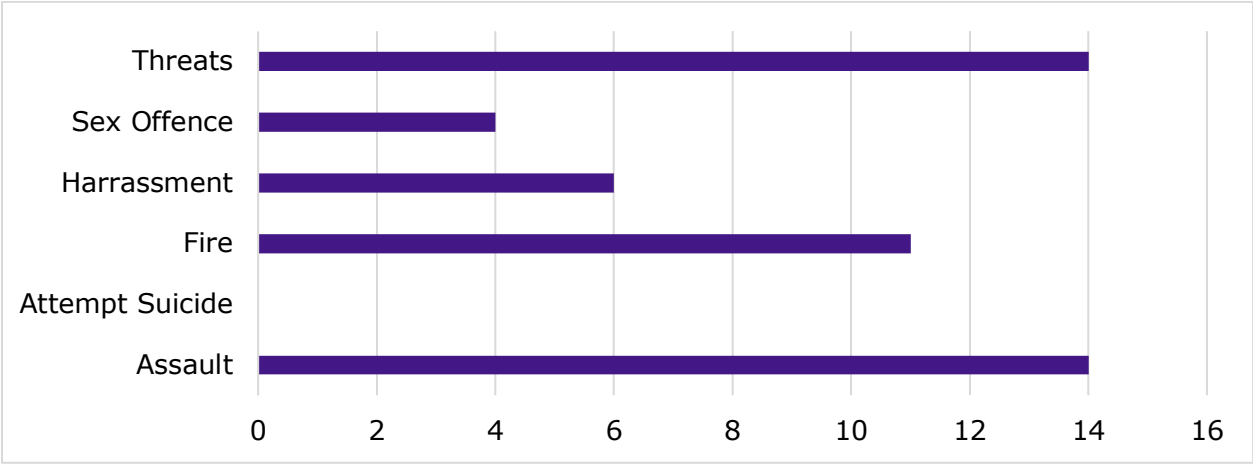
Physical Threat Incidents by Year – Avg Per 100 Students



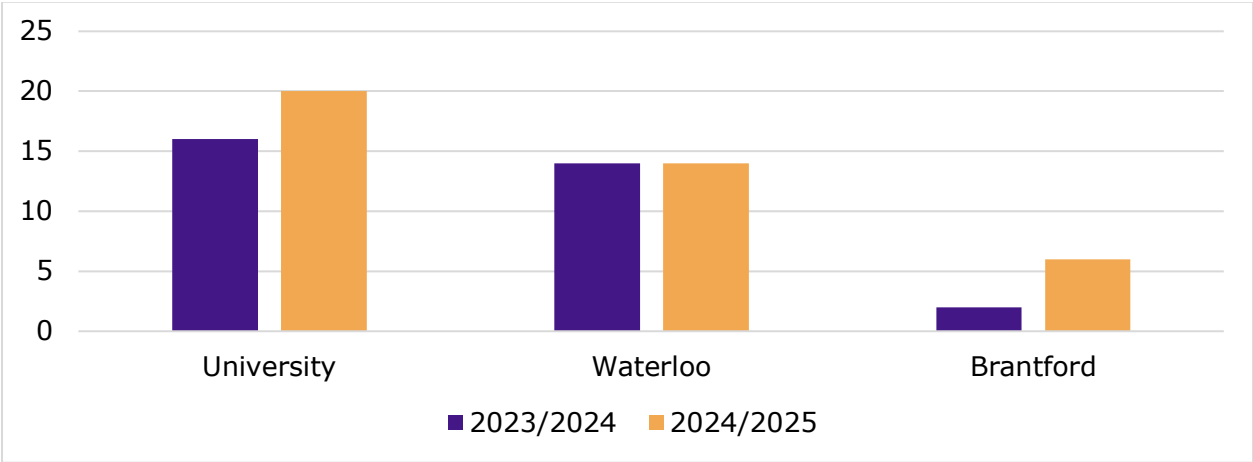
Physical Threats Incidents Breakdown: 2023-2024



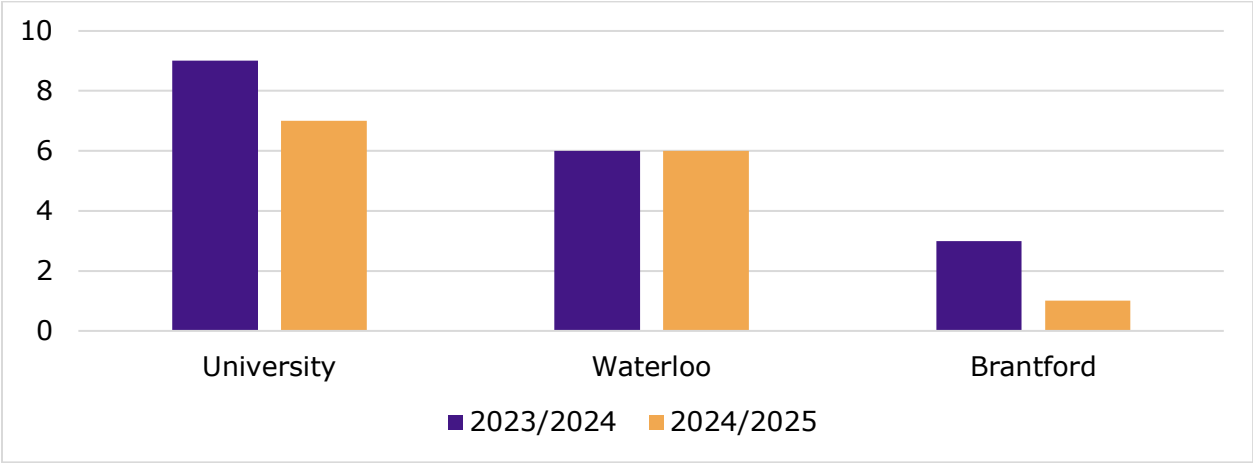
Physical Threats Incidents Breakdown: 2024-2025



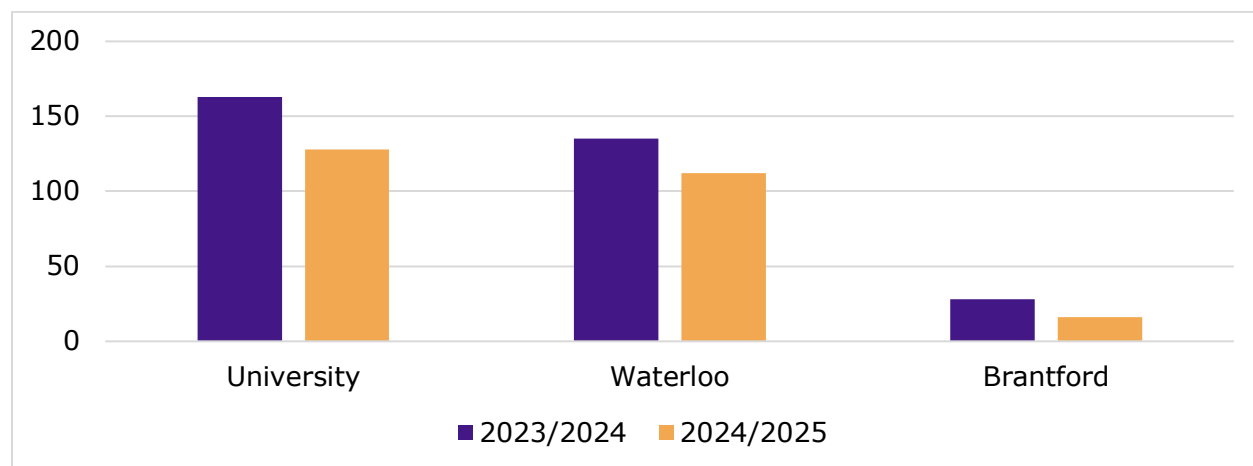
Calls for Service – Assault Incidents



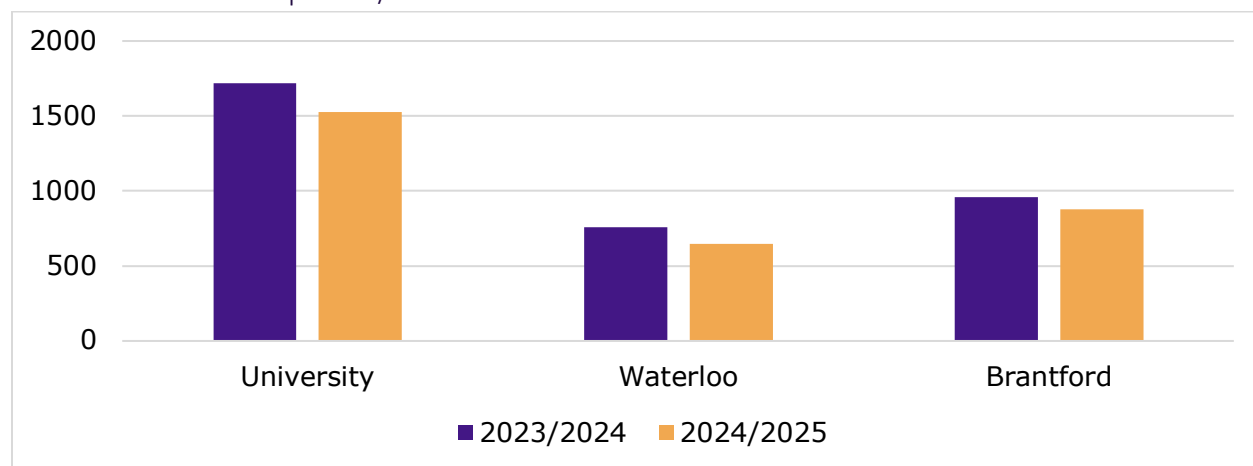
Calls for Service – Drug Incidents



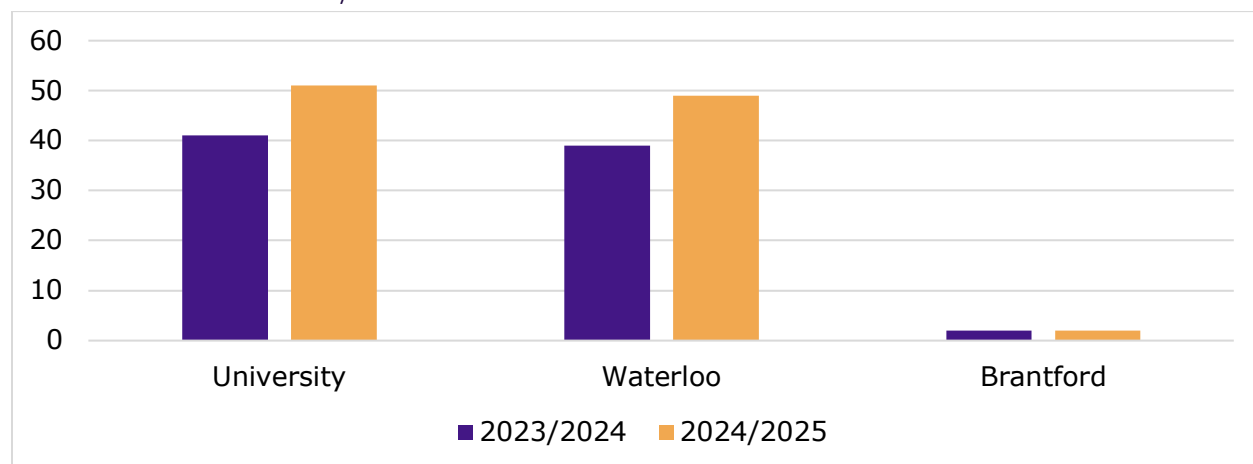
Calls for Service – Thefts Incidents



Calls for Service – Suspicious/Unwanted Person Incidents



Calls for Service – Alcohol/Intoxicated Person Incidents





WILFRID LAURIER UNIVERSITY  
**SPECIAL CONSTABLE SERVICE**  
 IS COMMITTED TO:

The prevention of crime, education, customer service, encouraging partnerships and the protection of rights which will enhance the quality of life for our students, faculty, staff and visitors.

Using the *Ontario Mobilization and Engagement Model for Community Policing* to solve and prevent crime through education and the formation of partnerships to make Wilfrid Laurier University a safer place to learn, live and work.

## WILFRID LAURIER UNIVERSITY

### WATERLOO

75 University Avenue W  
 Waterloo, Ontario  
 Canada N2L 3C5

### BRANTFORD

73 George Street  
 Brantford, Ontario  
 Canada N3T 2Y3

### KITCHENER

120 Duke Street W  
 Kitchener, Ontario  
 Canada N2H 3W8

### MILTON

555 Industrial Avenue  
 Milton, Ontario  
 Canada L9T 5E1



## Race- and Identity-Based Data Collection Strategy Four Year Update

**TO:**

The Waterloo Regional Police  
Service Board

**FROM:**

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

**DATE:**

12/10/2025

### Recommendation

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For information only.

### Summary

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The purpose of Waterloo Regional Police Service's (WRPS) Race- and Identity-Based Data Collection Strategy (RIBDCS) is to collect and examine disaggregated race-based data to identify disparities in selected policing interactions, with the goal of eliminating systemic bias in service delivery, promoting transparency and accountability, and enhancing trust in policing throughout Waterloo Region. This work is supported by our academic partners and human rights experts Drs Lorne Foster and Les Jacobs.

### Report

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WRPS monitors progress against four Goals established at the onset of this work, using data to help uncover and address systemic racism by determining:

1. The scope of the problem and whether individuals with particular social identities are disproportionately represented within selected interactions in our systems;
2. The contributing contextual factors within WRPS (i.e., policies, procedures, operational practice) responsible for patterns in the data;
3. The training needs and track what approaches to service delivery work across different communities; and
4. Serve as a starting point for conversations with community and WRPS members to strengthen trust, accountability, and transparency.

### Training and Engagement

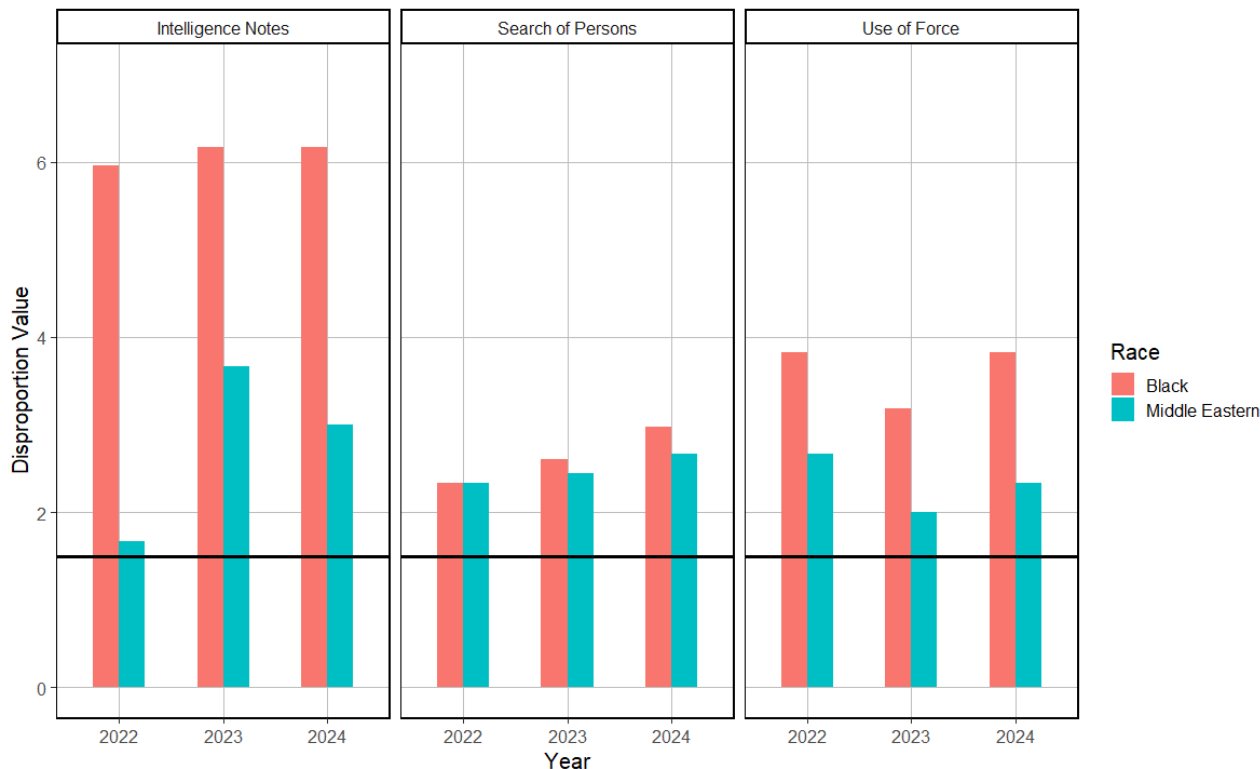
The first two years of the RIBDCS focused heavily on building service competencies. Previous reports have outlined the training developed for, and completed by, WRPS members. We continue to train new constables on RIBDCS in their Enhanced Training Sessions (delivered within the first few weeks of being on the road with a coach officer). We launched our community conversations through a series of engagement events and continue to share insights from the RIBDCS with community through public reporting and presentations.

Data quality is ever improving. The first two years focused on upgrading data collection tools, including the creation of the Niche Custody Module which supports our collection of race-based data in Search of Persons in Custody. We have identified data owners who are held accountable for the quality of race- and identity-based data collected at our Service, which aligns with best practice in data governance. Data quality is continuously monitored and we are currently addressing data gaps in Use of Force reporting.

Identifying and understanding drivers of disparity

Over the course of 2025, we have concentrated on creating the baseline for measuring the impact of our actions. In line with the Anti-Racism Directorate (*Anti-Racism Data Standards*, 2018) we have documented both disproportionate representation and racial disparities for our selected interactions. With consistency, we have observed that relative to the resident population, Black and Middle Eastern individuals are overrepresented in Intelligence Notes, Search of Persons, and Use of Force reporting (Figure 1). Year-on-year the proportional representation is relatively stable. In the next phase of the RIBDCS, we will move beyond documenting disproportions and into understanding and addressing drivers of disparity.

Figure 1: Disproportion Values for Black and Middle Eastern Individuals in Select Interactions  
2022-2024



It is noted that disproportion is singularly focused on representation compared to local resident population statistics, providing little insight into *why* certain groups are overrepresented or underrepresented in police data. The strength of our multiple benchmarking approach is that we can use racial disparity to better disaggregate data to better understand the drivers of representation.

In 2026 we will conduct comparative analyses across the four interactions that will help to identify the drivers internal and external to policing that may be responsible for observed representation. Based on these results, policy, procedure, and practice will be reviewed and changes made to address concerns. The impact of these system changes will be monitored through routine analysis and reporting.

As we move into the fifth year of the RIBDCS, the overall strategies and goals will be revisited and refreshed, if needed. The work completed to date will help in this evaluation.

### Provincial and National Leadership

WRPS and York Regional Police continue to co-lead the Ontario Association of Chiefs of Police's (OACP) race- and identity-based data strategy working group. The purpose of the working group is to develop sustainable resources that can help police services build trust in their communities by meaningfully engaging with this data initiative. As part of this work, WRPS has met with academics, other police services, and Ministry partners, to identify what work is needed to support police services related to race-based data. We have worked with the Ministry of the Solicitor General to improve data quality and to make data more accessible to police services. We have completed a needs assessment and are working to develop the concrete actions that police services can take to address identified gaps. The priority in the upcoming year will be to generate content and resources to support police services to report and use race- and identity-based data to address systemic bias.

WRPS was invited to participate in the Canadian Association of Chiefs of Police's (CACP) Special Committee on the collection of Police-reported Indigenous and Racialized Identity Data (PIRID). We also made key contributions to the Data Standards, Data Analysis and Dissemination, and Education and Awareness working groups. This short-term committee was created to support expanded race- and identity-based data collection through the Uniform Crime Reporting (UCR) Survey. Documents were released in 2025, and can be found [here](#).

To support transparency and other police services, members of the RIBDCS have presented insights based on this work at international conferences. Presentations have focused on the structure of our community engagements, which were designed inline with best practices from social psychological theory. Work related to WRPS' RIBDCS is being prepared for publication in academic research journals.

### Next Steps - Measuring Impact

Moving forward, we aim to reframe the RIBDCS to prioritize impact. This will be achieved by identifying and answering questions that matter to our local community. In doing so we aim to move beyond reporting and into a critical review of the selected interactions that lead to positive and meaningful change, where possible.

This will involve developing evaluative programs that will be effective in addressing the stable pattern of overrepresentation we see in our selected interactions. We anticipate this will adopt a multi-faceted approach involving procedural and process change, accompanied by preventative work aimed at reducing the risk of racialized individuals becoming involved in police interactions. Communication with our community and WRPS

members will remain a cornerstone of the work.

### **Strategic Business Plan**

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

#### **Our Connections**

☒ Communicate and engage

### **Financial and/or Risk Implications**

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Nil

### **Attachments**

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- Attachment 1 – Presentation: RIBDCS Four Year Update

### **Prepared By**

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Dr. Hasan Siddiqui, Data Analyst, EDI, Strategic Services  
Geraldine Stafford, Manager, Equity, Diversity & Inclusion  
Dr. Amanda Williams, Manager, Strategic Services

### **Approved By**

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Mark Crowell, Chief of Police

# RACE- AND IDENTITY-BASED DATA STRATEGY FOUR YEAR UPDATE

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Report 2025-423

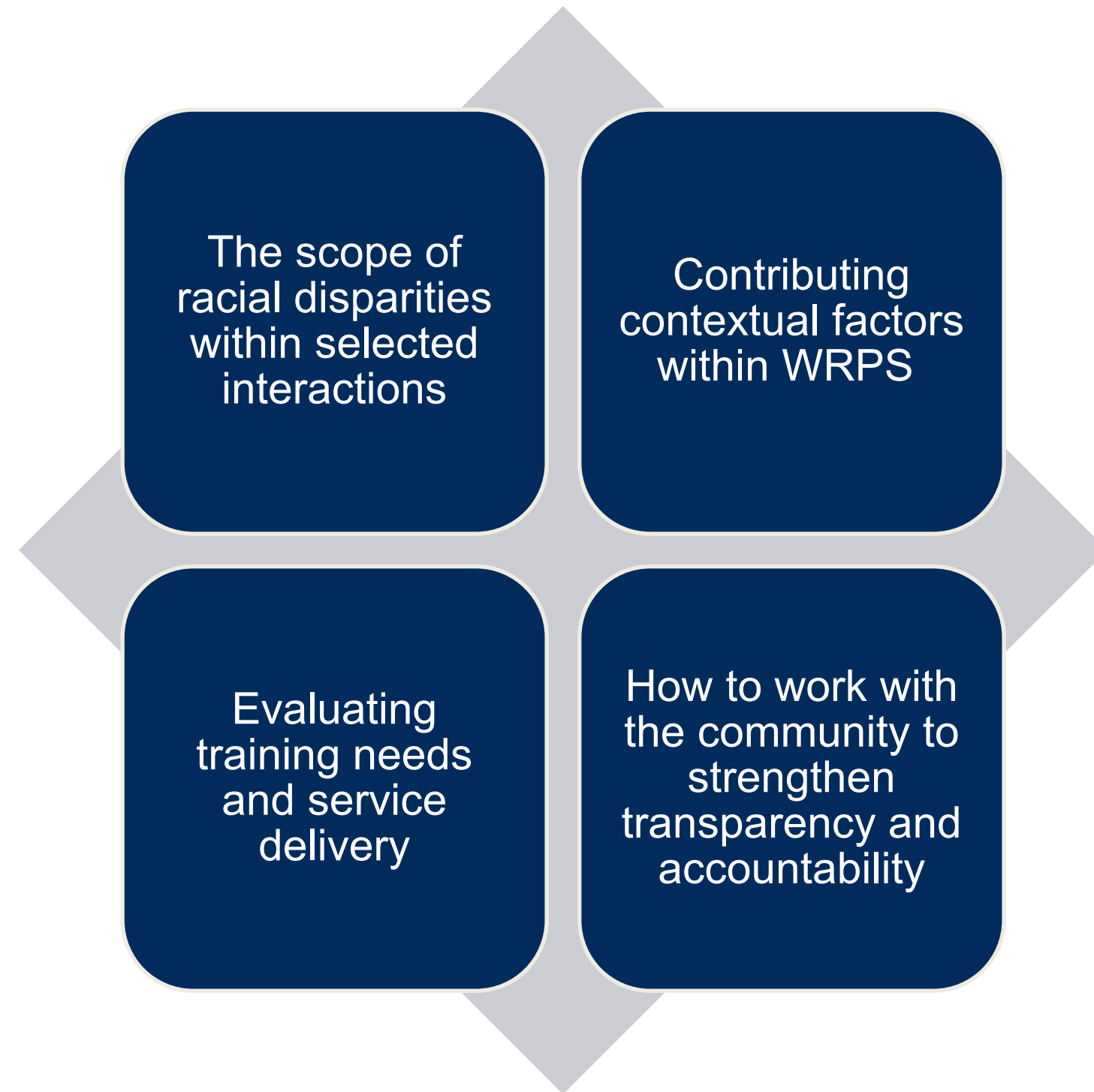
Police Services Board Meeting

December 10, 2025



# Goals of the Race- and Identity-Based Data Collection Strategy (RIBDCS)

Race-based data is one tool that can help to uncover and address systemic racism by determining:



# Training & Engagement

## Post-OPC Enhanced Training

- Audience: New Members
- Maintaining a cycle of professional excellence by communicating the needs and goals of the RIBDCS early in people's careers

## In-Service Training

- Audience: WRPS Members Civilian and Sworn
- Communicate with transparency the goals of RIBD to build internal trust and confidence

## Community Engagement

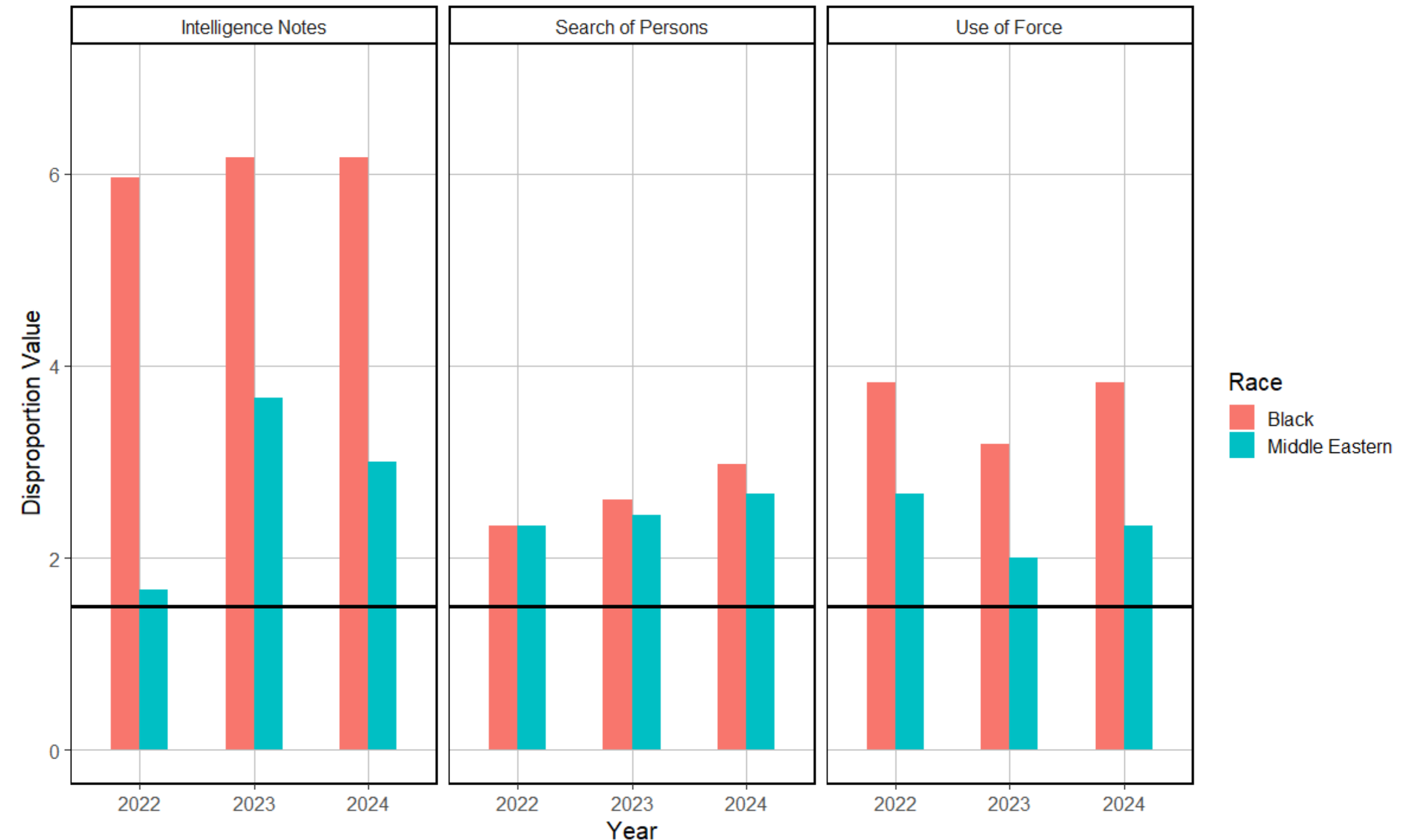
- Audience: Our Community
- In the form of larger events, Police Service Board presentations, bi-weekly check-ins, we communicate the work of RIBD to the community

# Identifying and Understanding Drivers of Disparity

Figure 1: Disproportion Values for Black and Middle Eastern Individuals in Select Interactions  
2022-2024

Using the analytic techniques recommended in the Ontario Data Standards (2018), we have consistently found overrepresentation of Black and Middle Eastern Individuals in police interactions

However, moving forward, we will conduct further analyses to better understand the drivers of disparity



# Leadership Roles

- Co-leads of the OACP's Race- and Identity-Based Data Strategy Working Group
- Members of the CACP's Police-Reported Indigenous and Racialized Identity Data (PIRID) Special Purpose Committee



Statistics  
Canada

Statistique  
Canada


# Next Steps

- Identifying and addressing the drivers of disparity:
  - Developing evaluative programs with the aim of reducing overrepresentation
  - Working with our community



# Thank You

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## Overtime Committee Update

<b>TO:</b> The Waterloo Regional Police Service Board	<b>FROM:</b> Strategic Services Branch	<b>DATE:</b> 12/10/2025
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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

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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

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The work of the Overtime Committee helps reduce overtime costs.

### Attachments

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- Presentation Overtime Committee Update

### Prepared By

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

### Approved By

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Mark Crowell, Chief of Police



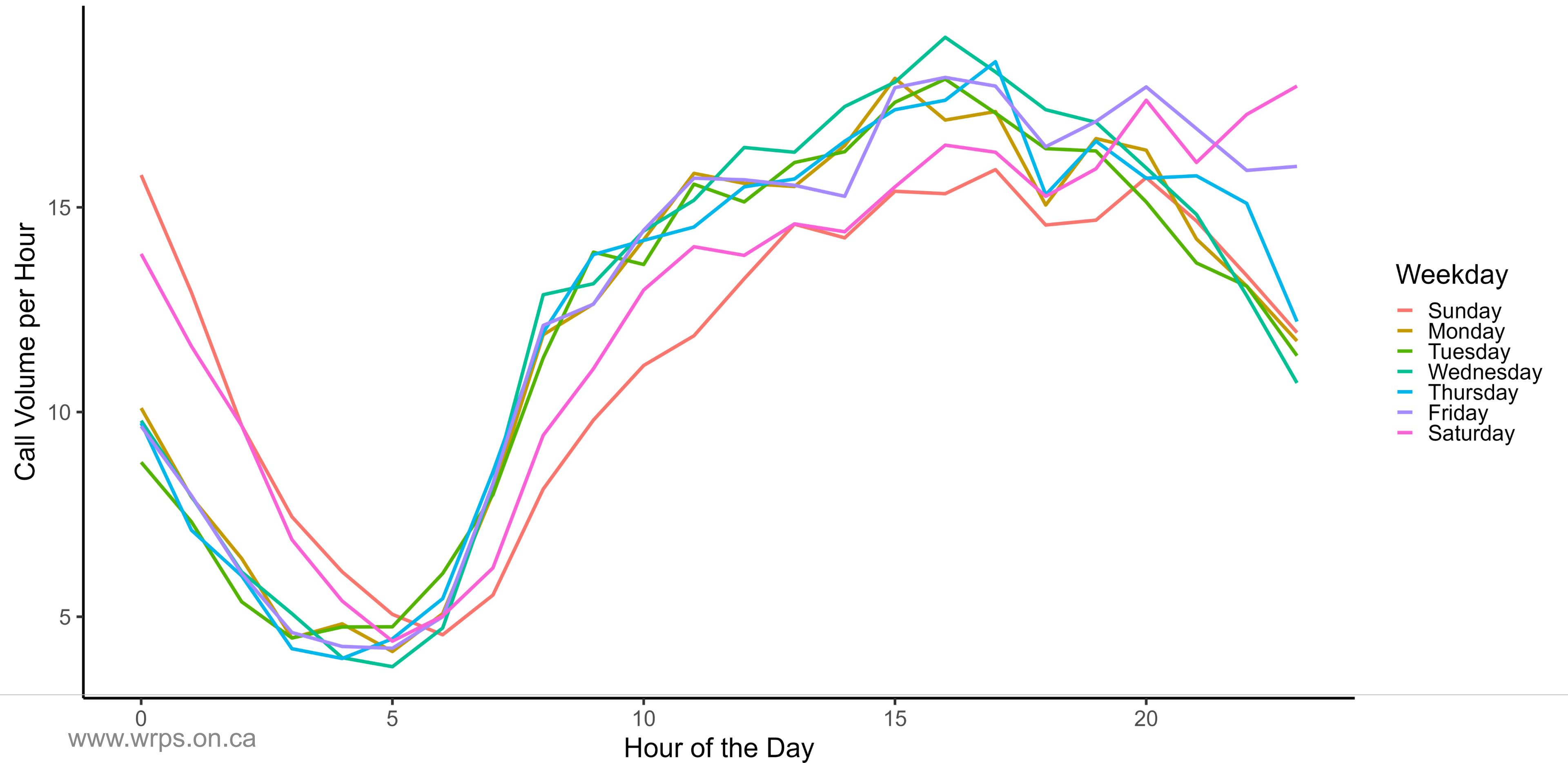
# Overtime Committee Update

Police Service Board – Open Session  
November 12, 2025

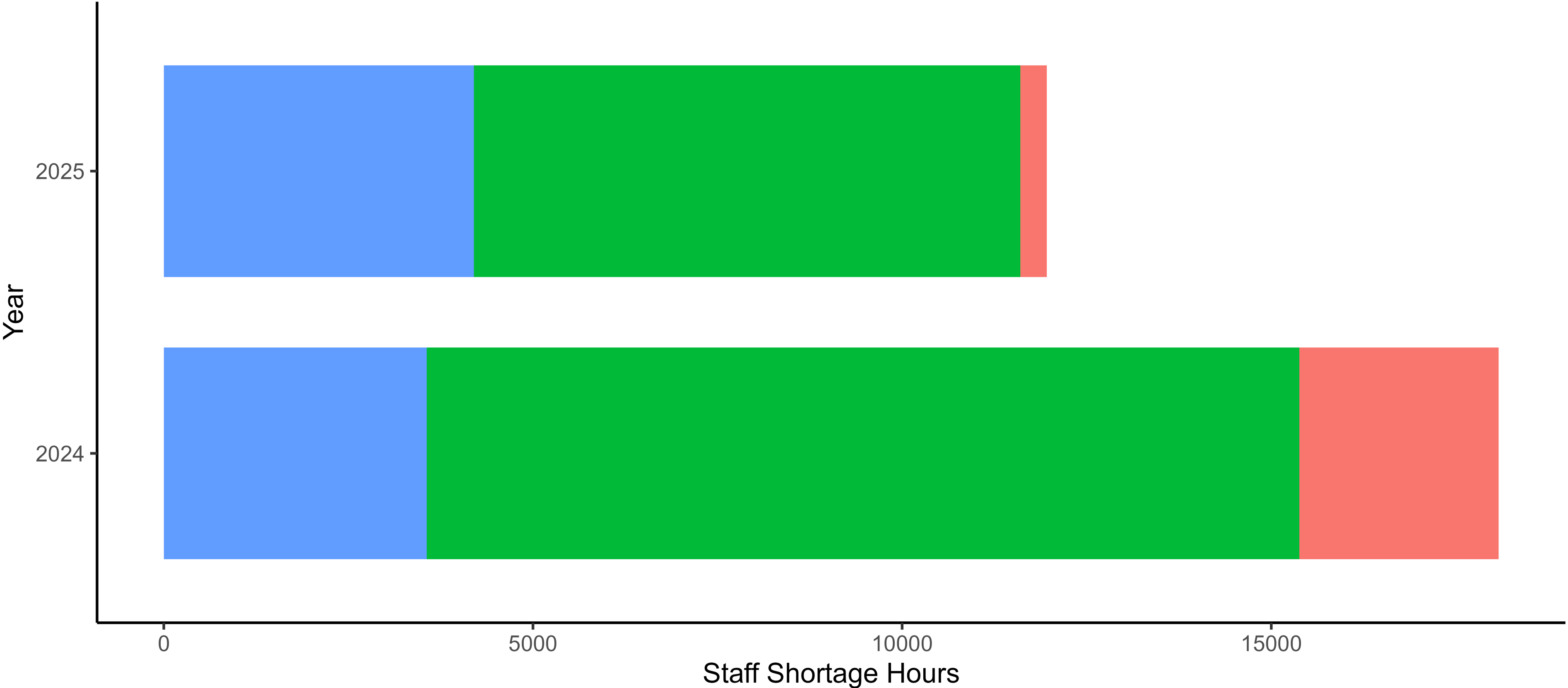
Prepared by Dr. John Fast



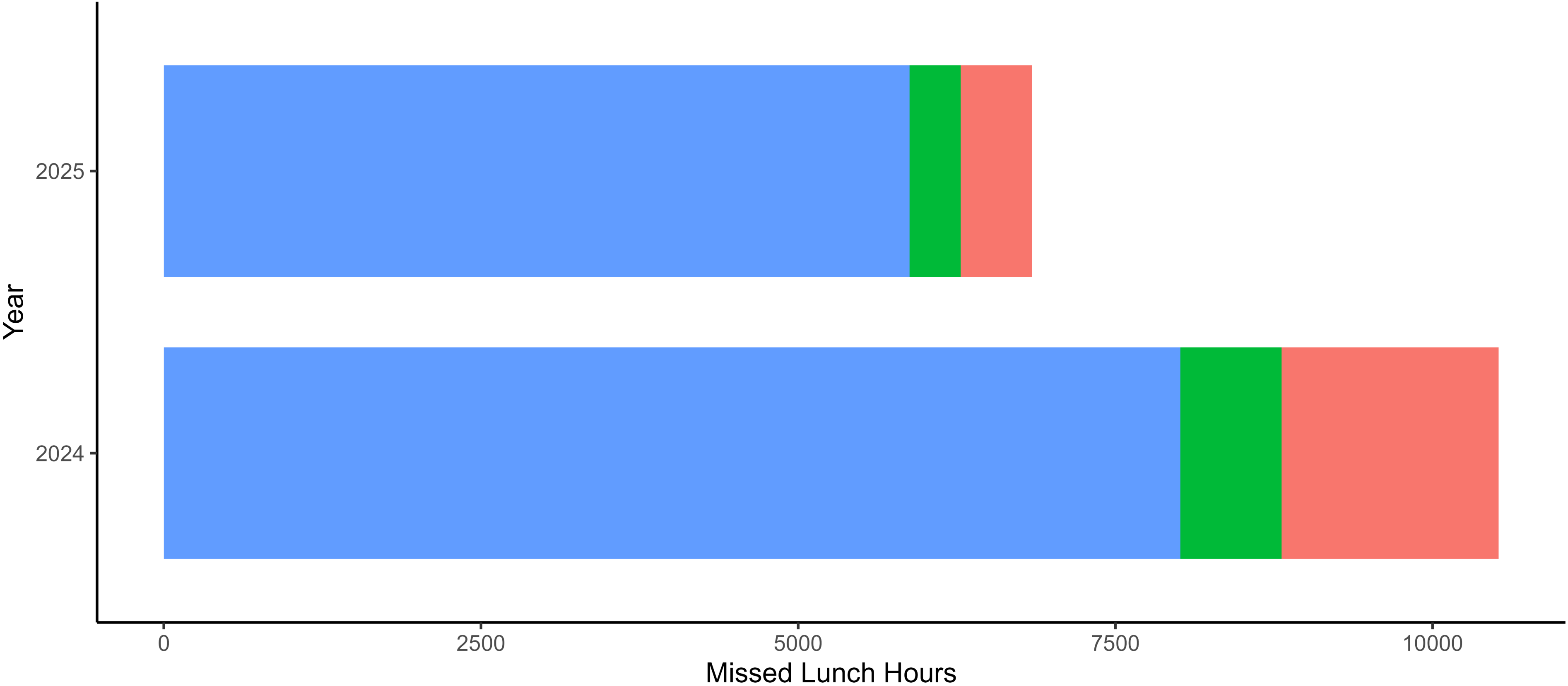
# Patrol Staff Shortage: Call Volume Patterns



# 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

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## 2026 Operating and Capital Budget Estimates

<b>TO:</b> The Chair and Members of the Waterloo Regional Police Service	<b>FROM:</b> Finance Unit, Finance and Assets Branch	<b>DATE:</b> 12/10/2025
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Recommendation

For information only.

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 presented an updated Budget Estimate for approval at the November 12, 2025 meeting (report #2025-350). As a result, the Board passed a motion approving a 2026 Operating Budget Estimate of \$272,610K (Appendix A), which was an increase over 2025 of \$20,142K or 7.98% and resulted in a tax impact of 6.75% on the police portion of the property tax bill, with assessment growth estimated at 1.15%. In addition, the Board approved a 2026 Capital Budget Estimate and the 2027-2035 Capital Forecast as summarized in Appendix C, subject to final adjustments for 2025 carry-forwards.

A presentation to the Region of Waterloo Strategic Planning and Budget Committee was completed on November 26, 2025.

The Region communicated an update to the assessment growth which increased from 1.15% to 1.5%. As a result, the 2026 Operating Budget Estimate tax impact has been lowered to 6.38% (from 6.75%).

The final Region of Waterloo approval is scheduled for December 16, 2025.

Report

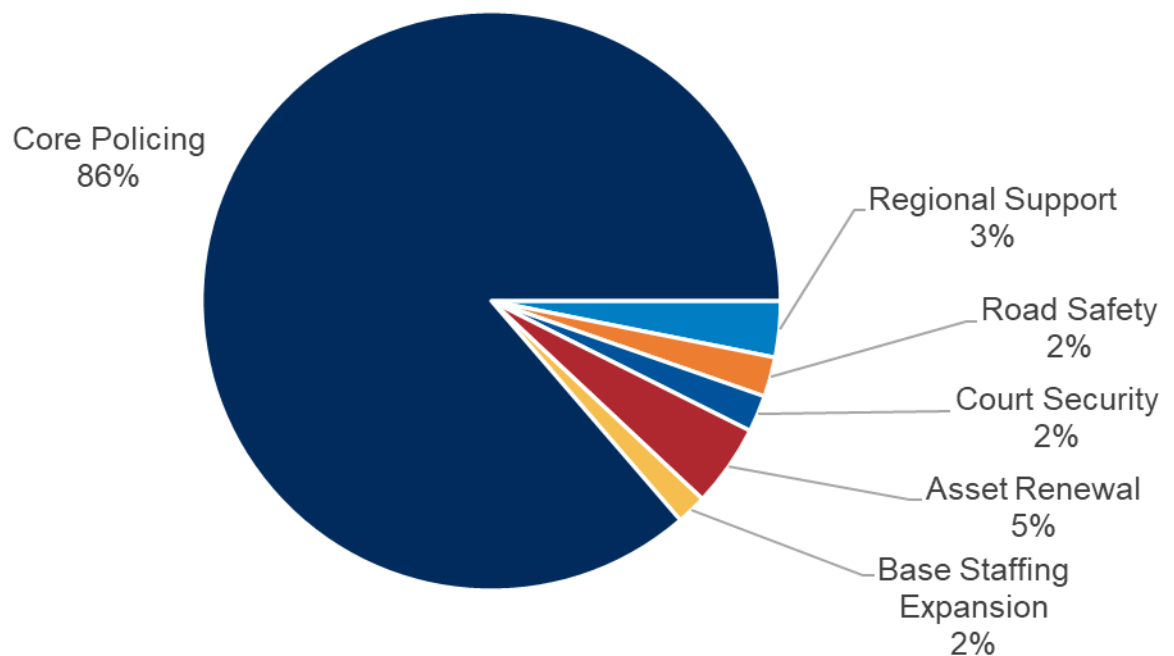
Operating Budget

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.

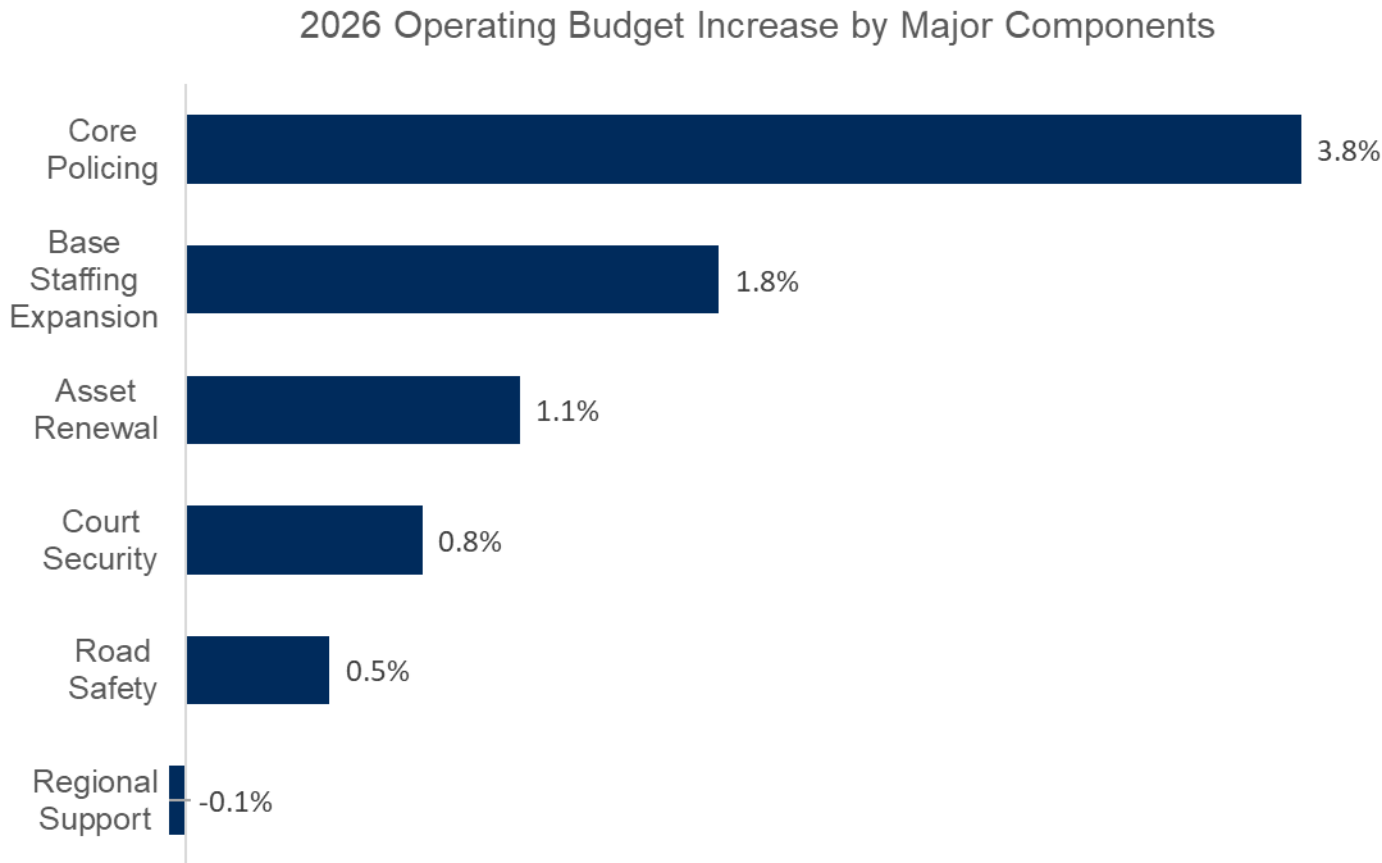
The 2026 Operating Budget Estimate (Appendix A) is \$272,610K, which is an increase over 2025 of \$20,142K or 7.98% and results in a tax impact of 6.38% on the police portion of the property tax bill, with assessment growth at 1.5%. The average regional taxes for a typical residence (\$354,500) for the police portion is approximately \$900 - an increase over 2025 of \$54. 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.

2026 Operating Budget by Component (\$272,610K)



The 2026 Operating Budget Estimate includes the addition of 55.3 FTEs as outlined in Appendix B. The WRPS has engaged the consultant Operational Research in Health (ORH) to undertake an evidence-based simulation model driven staffing plan. ORH has recommended a 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 for 2026 is 9 additional constables to Frontline Patrol which have been added under the category of “Base Staffing Expansion”. 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.

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. Phase One of the ORH consultant work for Frontline Patrol is included here.

The Asset Renewal category includes \$2.9M of increased reserve contributions of which an additional \$2.4M 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) to meet Ministry recommendations of security at the Region's courthouses. 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.

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 part way through 2026, the net unfunded amount in the 2026 Budget Estimate is still significant at approximately \$9.1M.

### **Ten Year Capital Plan**

The 10-year Capital Plan totals \$452,522K in Appendix C and includes an estimated 2025 budget carry-forward. The Capital Plan includes funds for lifecycle replacement of existing assets: vehicles, equipment, information technology hardware and software, and facility renewal. And includes future anticipated Capital Growth projects such as expanded Facilities or additional vehicles to match forecasted staff expansions because of anticipated population and workload growth.

The WRPS is committed and aligned to the Region's "pay as you go" strategy to ensure that renewal projects are funded by reserves as opposed to debt. The WRPS has not issued any debt for the past two years (2024 and 2025), nor any debt for the past five years for Capital renewal projects. Further actions include:

- 100% of Facility Renewal Capital is funded by Reserve (2026-2035).
- 100% of non-Growth Vehicle Capital is funded by Reserve (2026-2034).
- Remaining non-growth Capital projects funded by Reserve (2026-2028).

The WRPS will continue to work with the Region to limit debenture funded capital spending to improve financial sustainability.

### **Strategic Business Plan**

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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**

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The budget report as presented proposes 2026 budget information.

### **Attachments**

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- Appendix A: 2026 Operating Budget Estimate
- Appendix B: Resources
- Appendix C: 2026 – 2035 Capital Plan

### **Prepared By**

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

### **Approved By**

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Mark Crowell, Chief of Police

## Appendix A: 2026 Operating Budget Estimate

	2025		2026	
	Approved	\$	Proposed	%
	Budget	Change	Budget	Change
<b>EXPENDITURES</b>				
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%
<b>Total Staffing Costs</b>	<b>226,548,772</b>	<b>17,135,833</b>	<b>243,684,605</b>	<b>7.56%</b>
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%
<b>Other Operating</b>	<b>51,918,857</b>	<b>3,348,159</b>	<b>55,267,016</b>	<b>6.45%</b>
<b>Total Expenditures</b>	<b>278,467,629</b>	<b>20,483,992</b>	<b>298,951,621</b>	<b>7.36%</b>
<b>REVENUES</b>				
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%)
<b>Total Revenue</b>	<b>25,999,328</b>	<b>341,880</b>	<b>26,341,208</b>	<b>1.31%</b>
<b>NET LEVY</b>	<b>252,468,301</b>	<b>20,142,112</b>	<b>272,610,413</b>	<b>7.98%</b>

## Appendix B: Resources

	Sworn	Civilian	Total
<b>2025 Authorized</b>	<b>867.9</b>	<b>481.0</b>	<b>1,348.9</b>
<b>CORE POLICING:</b>			
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)
<b>Total Core Policing</b>	<b>(1.8)</b>	<b>6.5</b>	<b>4.7</b>
<b>BASE STAFFING EXPANSION</b>	<b>20</b>	<b>13</b>	<b>33</b>
<b>COURT SECURITY</b>	<b>2</b>	<b>5</b>	<b>7</b>
<b>ROAD SAFETY</b>	<b>6</b>		<b>6</b>
<b>REGIONAL SUPPORT (By-law Dispatch)</b>		<b>4.5</b>	<b>4.5</b>
<b>2026 Proposed Authorized</b>	<b>894.2</b>	<b>510.0</b>	<b>1,404.2</b>
Positions funded above	9	2	11
Police Service Board		1.5	1.5
<b>Total FTE Budgeted</b>	<b>903.2</b>	<b>513.5</b>	<b>1,416.7</b>

## Appendix C: 2026 – 2035 Capital Plan

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

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

## FUNDING & FINANCING

### Grants / Subsidies / Recoveries

Grants & Subsidies	315	315	1,346	380	3,030	699	3,749	63	63	64	65		<b>9,775</b>
Recoveries													

	Carry forward	2026 Request	2026 Total	2027	2028	2029	2030	2031	2032	2033	2034	2035	2026 - 2035 Total
<b>Development Charges</b>													
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	<b>20,215</b>
Debentures	3,732	2,800	6,532	56,342	64,000	13,264	25,475	23,075					<b>188,688</b>
<b>Property Taxes / User Rates</b>													
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	<b>23,790</b>
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	<b>65,571</b>
3981320 Voice Radio Reserve		150	150				3,400						<b>3,550</b>
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	<b>46,000</b>
General Tax Supported Capital Reserve													
Other Reserve Funds													
Contributions from Operating					67	68	62	4	24	51	25		<b>300</b>
Debentures	2,783	2,230	5,013	15,898	16,154	12,129	18,908	15,034	2,500	650	1,950	6,396	<b>94,631</b>
<b>TOTAL FUNDING &amp; FINANCING</b>	<b>10,619</b>	<b>22,866</b>	<b>33,486</b>	<b>86,966</b>	<b>94,986</b>	<b>39,789</b>	<b>63,667</b>	<b>56,352</b>	<b>17,164</b>	<b>19,410</b>	<b>16,670</b>	<b>24,032</b>	<b>452,522</b>



## Community Safety & Wellbeing Plan Action Table Update: IPV, GBV, MMIWG2S+

**TO:**  
The Waterloo Regional  
Police Service Board

**FROM:**  
Community Safety  
Partnerships

**DATE:**  
12/10/2025

### Recommendation

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For information only.

### Summary

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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

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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.

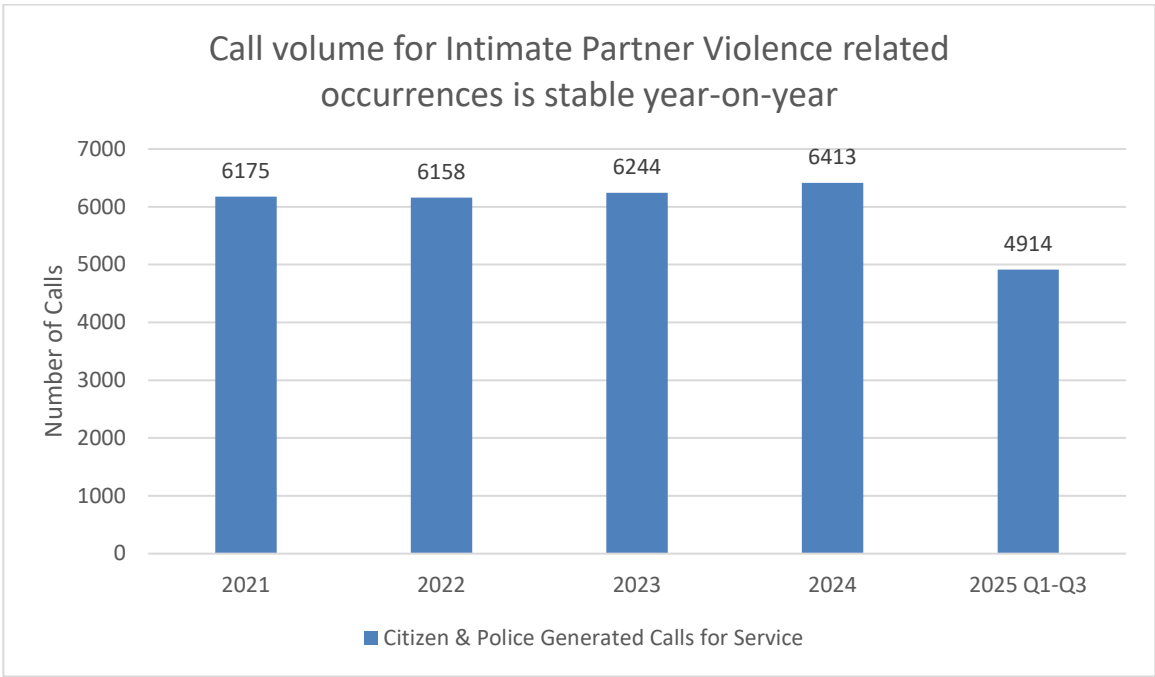


Figure 1

**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.

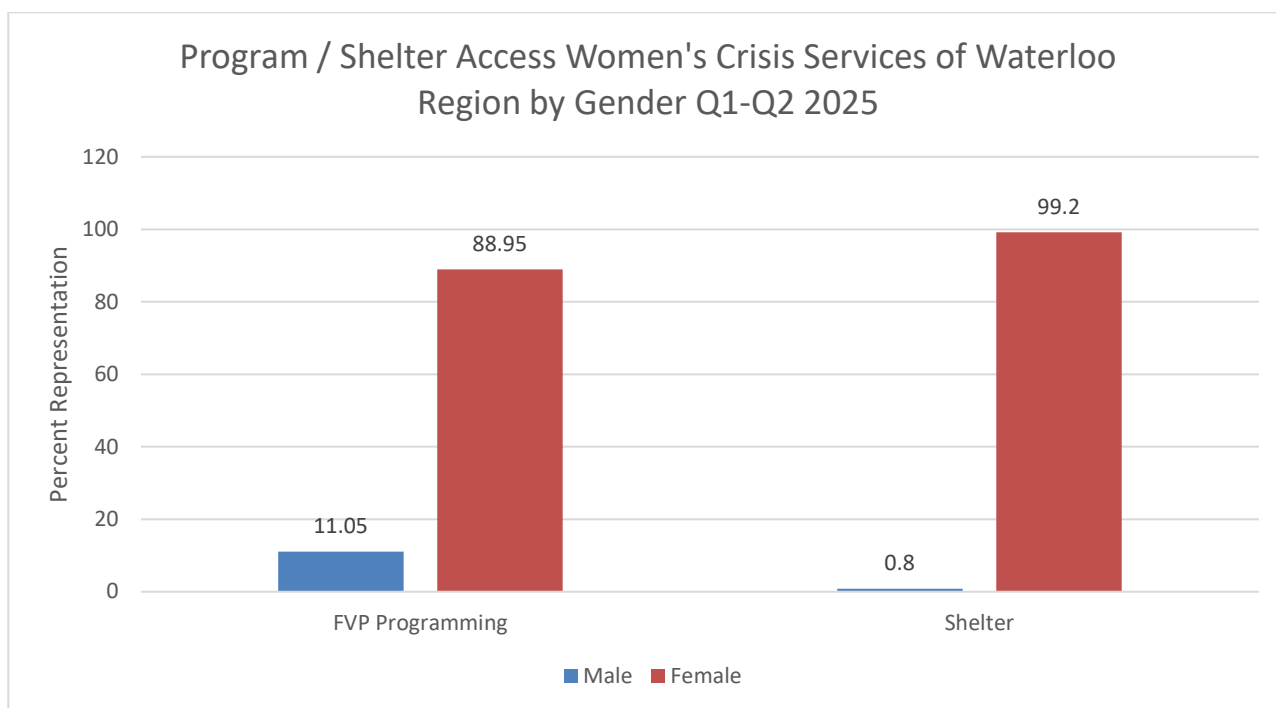


Figure 2

## 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**

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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**

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N/A

### **Attachments**

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

### **Prepared By**

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Aaron Mathias, Inspector, Community Safety Partnerships

Angela Keeley, MSW Candidate, Strategic Services

Dr. Amanda Williams, Manager, Strategic Services

### **Approved By**

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Mark Crowell, Chief of Police

# Family Violence Project: Strategic Plan 2025–2028



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



## 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 a motion 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.





## Community Safety & Wellbeing Action Table Update

Intimate Partner Violence (IPV)  
Gender Based Violence (GBV)  
Missing & Murdered Indigenous  
Women & Girls 2S+

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2025 - 396

November 12, 2025

Presented By:

Aaron Mathias  
Community Safety Partnerships

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





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



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**WATERLOO REGIONAL  
POLICE**

**01 Incident Response**  
Critical and non-critical response

**02 Risk Intervention**  
Mitigating situations of elevated risk

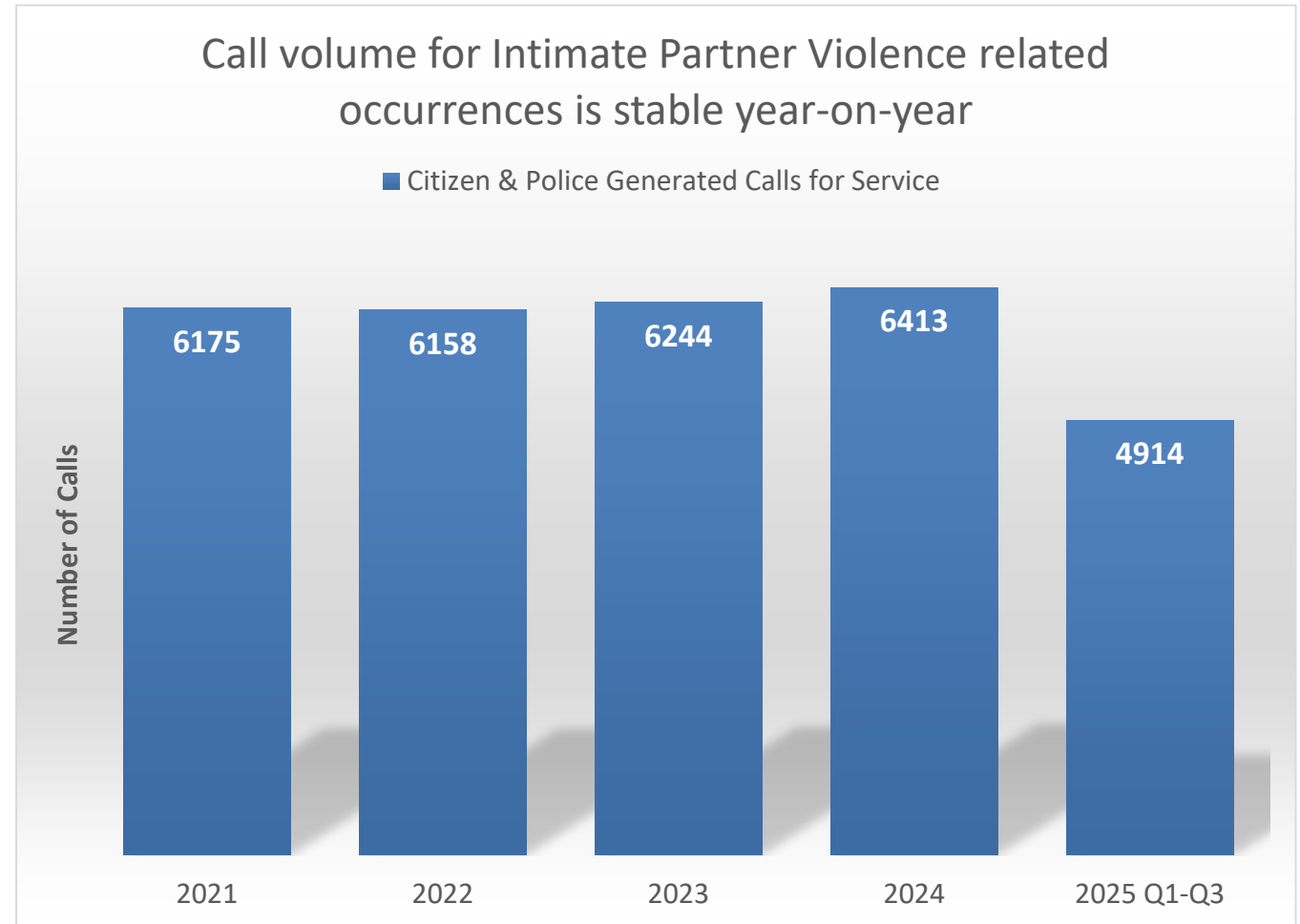
**03 Prevention**  
Proactively reducing identified risks

**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

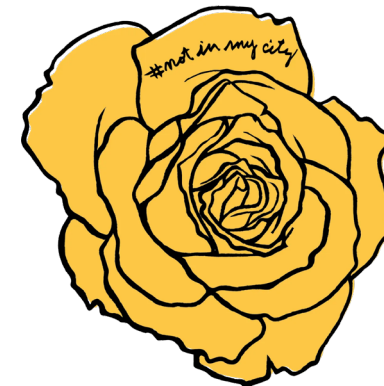
Dependents  
accessed WCSWR  
shelters

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



# New Investments in 2025



- FVP Director
- FVP Navigator



- Optimization of Client Care Pathways



# Family Violence Project: Strategic Plan 2025–2028

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

# Thank You

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Questions?



## WATERLOO REGIONAL POLICE SERVICE BOARD

December 2, 2025

Dear Members of Regional Council,

On behalf of the Waterloo Regional Police Service Board, we would like to thank you for your time on November 26<sup>th</sup> as we presented the 2026 Approved Operating and Capital Budget Estimates. Please find below, follow-up information that was requested by members of Council.

At that meeting, significant attention was placed on the Region of Waterloo's Public Safety Communication Centre (PSCC). To be built over five years, the PSCC is a generational facility that will include a modern Communications Centre and bring together the Real Time Operations Centre and Major Incident Response Centre under one roof. WRPS' vision for the PSCC is supported by consecutive expert reports since 2012 (all outlined below), as well as local dispatch reviews dating back to 2007. The PSCC will also provide essential operational capacity for the Service that will, in turn, defer other capital expenditures. As such, the Waterloo Regional Police Service Board approved a \$174 million budget in September 2024 for the PSCC.

We appreciate the fiscal constraints and competing priorities that RoW Council is facing. Since 2020, WRPS have been engaging with RoW staff to advance the PSCC project and have been diligently preparing from a financial perspective. This includes utilizing RoW's pay-as-you-go capital financing model, which includes prioritizing use of reserves and other non-debt financing options.

By approving the 2026 Budget Estimates, the Police Service Board has made it clear that the PSCC project is essential to WRPS' ongoing and future operations and emergency response capabilities. As well, the PSCC is critical for emergency preparedness in the unfortunate event of a mass casualty or mass disaster incident. For these reasons, any delay regarding this project is not an option. Additionally, every year of delay would add an extra \$5 million in costs as a result of inflationary increases.

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The Police Service Board is ultimately responsible for ensuring that the WRPS has the required facilities necessary for its 24/7 public safety operations. Under the Community Safety and Policing Act (CSPA), members of Regional Council are not permitted to disapprove specific line items in either the Operating or Capital Budget but instead are permitted to approve an overall budgetary amount. Section 50 of the CSPA further outlines the process if the Police Service Board and Regional Council do not agree on the specific budget amount required to provide adequate and effective policing in the Region of Waterloo.

As a Police Service Board, we are confident that the completed PSCC will greatly benefit all first responders, as well as current and future generations of Waterloo Region residents.

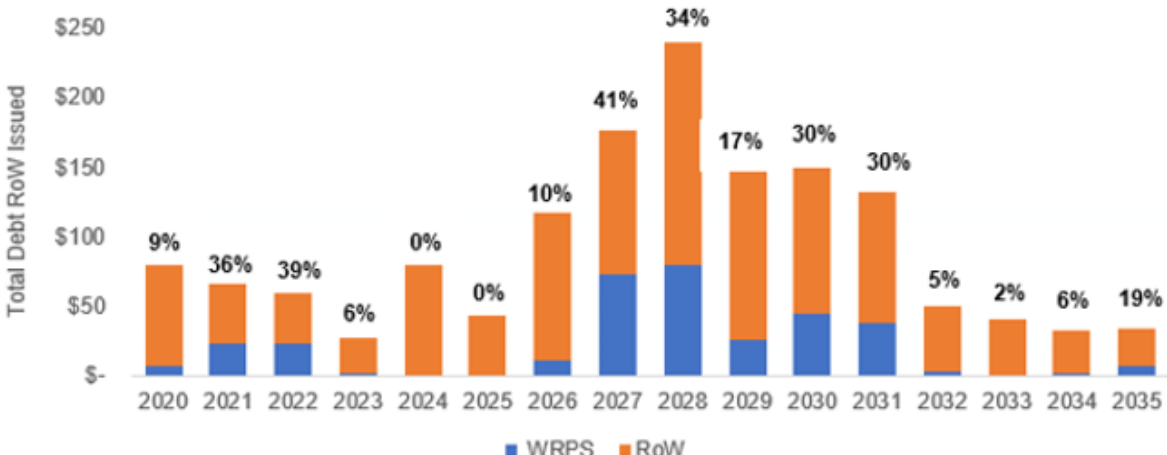
We appreciate your collective understanding on this matter.

Best,

A handwritten signature in black ink, appearing to read "Ian McLean", with a stylized flourish at the end.

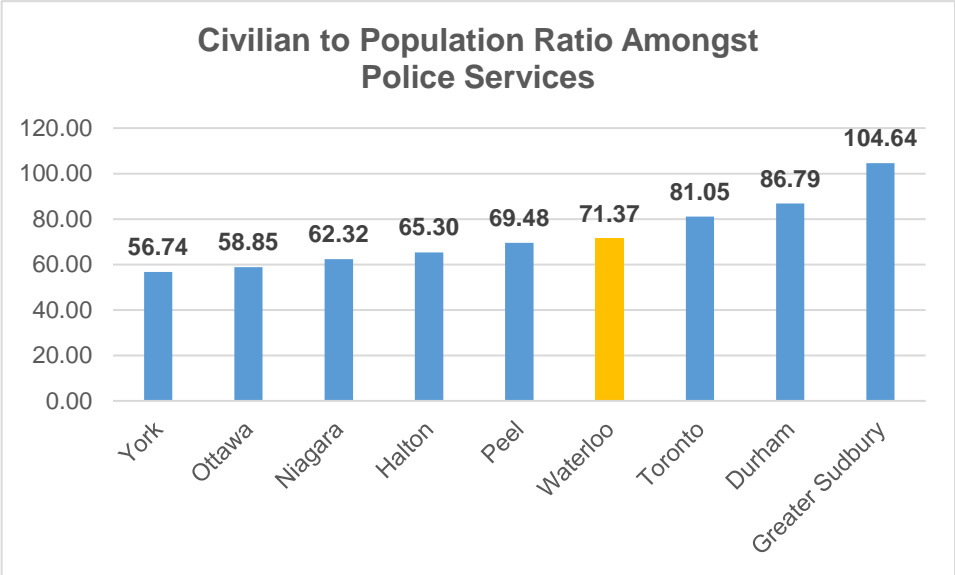
Ian McLean  
Chair of the Waterloo Regional Police Service Board

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Topic	Response																																																																				
Capital Debt Financing	<p>WRPS is committed to our shared financial arrangement with the RoW. This includes utilizing a shared capital funding approach and funding renewal projects solely through Reserves as opposed to debt. WRPS' capital plan comprises 6% of the RoW Capital Plan for 2026-2035. Collaboratively with RoW Staff, WRPS plans out all upcoming expenditures requiring debt financing for large capital projects. For example, recognizing that 2027/2028 presents challenges for debt levels, WRPS deferred \$4.4 million in capital projects beyond those years and reduced \$1.3M across the ten years. The above chart illustrates the level of debt utilized by WRPS out of the full RoW debt allocation.</p> <p style="text-align: center;"><b>WRPS' Usage of RoW's Debt Financing 2020-2035</b></p>  <table><caption>WRPS' Usage of RoW's Debt Financing 2020-2035</caption><thead><tr><th>Year</th><th>WRPS (\$)</th><th>RoW (\$)</th><th>WRPS %</th></tr></thead><tbody><tr><td>2020</td><td>10</td><td>70</td><td>9%</td></tr><tr><td>2021</td><td>25</td><td>45</td><td>36%</td></tr><tr><td>2022</td><td>25</td><td>40</td><td>39%</td></tr><tr><td>2023</td><td>0</td><td>30</td><td>6%</td></tr><tr><td>2024</td><td>0</td><td>80</td><td>0%</td></tr><tr><td>2025</td><td>0</td><td>40</td><td>0%</td></tr><tr><td>2026</td><td>10</td><td>110</td><td>10%</td></tr><tr><td>2027</td><td>70</td><td>110</td><td>41%</td></tr><tr><td>2028</td><td>80</td><td>160</td><td>34%</td></tr><tr><td>2029</td><td>25</td><td>125</td><td>17%</td></tr><tr><td>2030</td><td>45</td><td>105</td><td>30%</td></tr><tr><td>2031</td><td>40</td><td>90</td><td>30%</td></tr><tr><td>2032</td><td>5</td><td>45</td><td>5%</td></tr><tr><td>2033</td><td>0</td><td>40</td><td>2%</td></tr><tr><td>2034</td><td>5</td><td>35</td><td>6%</td></tr><tr><td>2035</td><td>10</td><td>30</td><td>19%</td></tr></tbody></table> <p>Traditionally, WRPS has not used its full respective debt allocation, which is approximately 30% of the RoW's total debt financing. From 2020-2025, WRPS accounted for <b>16%</b> of the total debt issued by RoW and is projected at <b>25%</b> in the ten-year Capital Plan.</p>	Year	WRPS (\$)	RoW (\$)	WRPS %	2020	10	70	9%	2021	25	45	36%	2022	25	40	39%	2023	0	30	6%	2024	0	80	0%	2025	0	40	0%	2026	10	110	10%	2027	70	110	41%	2028	80	160	34%	2029	25	125	17%	2030	45	105	30%	2031	40	90	30%	2032	5	45	5%	2033	0	40	2%	2034	5	35	6%	2035	10	30	19%
Year	WRPS (\$)	RoW (\$)	WRPS %																																																																		
2020	10	70	9%																																																																		
2021	25	45	36%																																																																		
2022	25	40	39%																																																																		
2023	0	30	6%																																																																		
2024	0	80	0%																																																																		
2025	0	40	0%																																																																		
2026	10	110	10%																																																																		
2027	70	110	41%																																																																		
2028	80	160	34%																																																																		
2029	25	125	17%																																																																		
2030	45	105	30%																																																																		
2031	40	90	30%																																																																		
2032	5	45	5%																																																																		
2033	0	40	2%																																																																		
2034	5	35	6%																																																																		
2035	10	30	19%																																																																		
Comparable Capital Projects	<p>In Ontario, police service buildings are built to post-disaster standards and with a heavy focus on redundancy and resiliency of systems, to ensure the facility will continue to provide critical 911 services in all but the worst of circumstances. These are standards under the National Emergency Number Association (NENA). Please find two comparable capital projects from other police services in Ontario.</p> <p><b>Region of Peel – \$368 million:</b></p> <ul style="list-style-type: none"><li>Peel Regional Police (PRP) is constructing a new replacement Operational Support Facility in Brampton. The new 296,000 square foot facility will house the PRP Communications Centre, which includes co-location with Fire Communications.</li></ul> <p><b>City of Ottawa – \$187 million:</b></p> <ul style="list-style-type: none"><li>Ottawa Police Service's (OPS) South Facility will include the 9-1-1 Communications Centre as well as their South Division operations and other support units.</li></ul>																																																																				

Topic	Response
<b>Funding of Capital Projects</b>	A recent survey of police services in Ontario noted all mid-to-large sized municipal police services receive Operating and/or Capital funding from their Municipal or Regional government. 5 Police Services did not receive funding: WRPS, the Ontario Provincial Police (different funding arrangement) and 3 small police services.
<b>PSCC Scope (75,000-SF)</b>	<p>From 2019 to 2024, expert consultants in emergency response examined and continually refined the size of the PSCC, using future population and demand for service estimations to determine space needs for 9-1-1 operations, as well as growth space for the WRPS. With each review, an expanded total square footage was recommended. For example, space and technology constraints at WRPS Central Division is why that option was not pursued. The current, approved size of 75,000 SF will accomplish the following objectives:</p> <ul style="list-style-type: none"> <li>• As WRPS buildings are at capacity and are facing significant growth pressures, which the PSCC will accommodate in the mid-term.</li> <li>• Architects RPL +VG recommended intensification of space – adding growth space to all future builds to providing capacity and flexibility</li> <li>• Accommodate future partnerships based on the long-standing vision for the PSCC.</li> <li>• Defray the need to expand the PSCC in future, which would have significant potential to disrupt critical operations.</li> </ul>
<b>Amendments in Growth Plans for the PSCC</b>	<ul style="list-style-type: none"> <li>• Using service demand modelling up to 2051, WRPS and the Region determined that it was prudent to build additional space as future renovations or expansions would be extremely disruptive to the operations of the Communications Centre.</li> <li>• The primary drivers behind the growth in the size of the PSCC were: <ul style="list-style-type: none"> <li>○ In 2021, analysis conducted by Pomax Consulting recommended a consolidated communications centre to generate cost savings over time and position the Region to offer services to other municipalities.</li> <li>○ In 2022, the figure was refined to <b>50,000 SF</b> by Apex Pro Consulting based on projected population and demand for service growth out to 2051.</li> <li>○ In 2024, RPL and +VG Architects recommended that WRPS include additional space, for a total of <b>75,000 SF</b>, to accommodate their future growth requirements, as well as space for the inclusion of potential future partnerships, and other shared service arrangements.</li> </ul> </li> <li>• WRPS facilities are currently at capacity and the cost of construction escalates approximately 5 percent year-over-year due to inflation.</li> </ul>

Topic	Response
<b>Impact of PSCC on WRPS' Capital Budget</b>	<p>The size of the PSCC is allowing for the deferral of necessary capital projects listed in the updated 2024 WRPS Facilities Master Plan. Examples of projects, which total <b>\$23.4 million</b>, that were deferred include:</p> <ul style="list-style-type: none"> <li>• The construction of a new evidence building – estimated at \$13M.</li> <li>• The expansion of Emergency Response Team facilities – estimated at \$1.3M.</li> <li>• The expansion of the Police Reporting Centre – estimated at \$2.6M.</li> <li>• The expansion of the Investigative Services building – estimated at \$6.5M.</li> </ul>
<b>Sworn Member Staffing</b>	<p>The proposed 2026 Operating Budget makes critical investments in public safety across Waterloo Region. This includes the addition of 28 uniform officers for high demand policing areas, including frontline, investigative services, road safety and court security.</p> <p>The Adequate and Effective Policing Regulation (392/23), under the CSPA, outlines the areas that a Police Service should consider when assessing its staffing complement. The Generally Applicable Standards are:</p> <ul style="list-style-type: none"> <li>• The policing needs of the community.</li> <li>• The geographic and socio-demographic characteristics of the police service's area of policing responsibility.</li> <li>• The extent to and manner in which the policing function is effectively provided in similar communities in Ontario.</li> <li>• The extent to which past provision of the policing function by the police service has been effective in addressing the policing needs of the community.</li> <li>• Best practices respecting the policing function.</li> </ul> <p>In collaboration with Operational Research in Health (ORH), WRPS has shifted away from staffing to population and instead are staffing based on workload and Regional priorities. During their examination, ORH found that that WRPS patrol constables have been busier in the last 2 years than they were at any point in the previous 5-year time period. ORH also found that from 2026-2030, calls for service are expected to increase <b>3%</b> year over year.</p>
<b>Road Safety Team</b>	<p>In 2024, a total of 22,777 road safety charges occurred in Waterloo Region. Approximately, this equates to 342,000 hours of personnel time by WRPS officers.</p>

Topic	Response																				
<b>Budget Efficiencies</b>	<p>The following provides an outline for how the WRPS 2026 Budget was developed and how staff were focused on cost containment:</p> <ul style="list-style-type: none"> <li>Starting in Spring 2026, extensive budget review processes commenced, reviewing prior year, current year, forecast for future 2 years post 2026, business case review for all “new” capital assets added and material operating budget increases.</li> <li>\$2.15 million in reductions were made to the 2026 Operating Budget estimates and \$691K of reductions to the 2026 Capital Request.</li> <li>The Staff Planning Committee required all units to do a workload analysis, review alternative service delivery methods, re-prioritization of workload and technology options before requesting any additional FTE.</li> <li>The Staff Planning Committee turned down <b>41 percent</b> of all new civilian staffing requests during the 2026 Budget Process.</li> <li>In 2026, negotiated changes to process for administering Workplace Safety and Insurance Board (WSIB) pay advancements will result in substantial savings to the operating budget.</li> </ul>																				
<b>Civilian Staffing Comparison</b>	 <p><b>Civilian to Population Ratio Amongst Police Services</b></p> <table border="1"> <thead> <tr> <th>City</th> <th>Ratio</th> </tr> </thead> <tbody> <tr> <td>York</td> <td>56.74</td> </tr> <tr> <td>Ottawa</td> <td>58.85</td> </tr> <tr> <td>Niagara</td> <td>62.32</td> </tr> <tr> <td>Halton</td> <td>65.30</td> </tr> <tr> <td>Peel</td> <td>69.48</td> </tr> <tr> <td>Waterloo</td> <td>71.37</td> </tr> <tr> <td>Toronto</td> <td>81.05</td> </tr> <tr> <td>Durham</td> <td>86.79</td> </tr> <tr> <td>Greater Sudbury</td> <td>104.64</td> </tr> </tbody> </table>	City	Ratio	York	56.74	Ottawa	58.85	Niagara	62.32	Halton	65.30	Peel	69.48	Waterloo	71.37	Toronto	81.05	Durham	86.79	Greater Sudbury	104.64
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<b>Integrated Mobile Police &amp; Crisis Team (IMPACT)</b>	<p>IMPACT consists of specially trained Mental Health Clinicians and WRPS officers to provide immediate and comprehensive care to mental health and addiction related calls. IMPACT has transformed how mental health related calls for service in the Region of Waterloo are handled by providing a collaborative, immediate, and comprehensive crisis response for individuals and their families. In 2025, WRPS helped secure three-year provincial funding for IMPACT in partnership the Canadian Mental Health Association.</p>																				

## Emergency Communications and Dispatch Expert Review

### Summary:

For almost 20 years, the Region of Waterloo has been exploring the potential for improved interoperability for Police, Fire, and Paramedic Services emergency communications. In 2011, there was a fatal helicopter crash that acted as a catalyst for change, given the issues identified in the collective response to that major incident. The following is a comprehensive collection of consultant reports on this topic, as well as relevant academic papers.

<p><b>“Helicopter Crash – November 28, 2011 Region of Waterloo International Airport”</b>  <b>(R. Larry Gravill Report, 2012).</b>  <a href="#">Link.</a></p>	<ul style="list-style-type: none"> <li>• “The exact location of the crash was known to the 9-1-1 Dispatch Centre (WRPS) AT 11:35 a.m. but not relayed to Fire and EMS until 11:46/11:47 a.m.”</li> <li>• Recommendation: “The Fire Departments, WRPS, and Waterloo Regional Emergency Medical Service, need to have one common dispatch model to ensure resources are quickly dispatched during emergencies.”</li> </ul>
<p><b>“Public Safety Answering Point Consolidation Feasibility”</b>  <b>(L.R. Kimball Report, 2014).</b>  <a href="#">Link.</a></p>	<ul style="list-style-type: none"> <li>• “Sharing of physical space enables communications between call takers, law enforcement and fire dispatchers to be virtually instantaneous. This improved communication enables field personnel to receive information more quickly and accurately which is particularly important in multi-jurisdictional incidents.</li> </ul>
<p><b>“Common Technology Platform for Police and Fire Dispatch in Waterloo Region”</b>  <b>(ApexPro Consulting, 2017)</b>          Report Attached</p>	<ul style="list-style-type: none"> <li>• “The development of a contemporary, emergency dispatch system for the Region of Waterloo – one that full integrates 9-1-1 call taking with dispatch services for police, fire and EMS – has been a recommendation advocated repeatedly by elected officials, public safety leaders, consultants and stakeholders across the Region, for over 20 years.”</li> <li>• “The separation of police, fire and EMS communications creates a disjointed environment where 9-1-1 calls are often transferred one or more times to receive required services from police, fire and EMS.”</li> <li>• “The physical, management and technological separation of communications centres hinders interoperability and coordination among agencies.”</li> </ul>
<p><b>“Planning for a New &amp; Expanded Public Safety Communication Centre”</b>  <b>(ApexPro Consulting, 2019)</b>          Report Attached</p>	<ul style="list-style-type: none"> <li>• Finding that space at Central Division falls far short of the total floor area required for all communications functions under consideration.</li> <li>• “Favour Option 3 “911/Police &amp; Fire Dispatch plus Paramedic Communications”.</li> <li>• “Current PSAPs are staffed with well trained dedicated employees. Regardless, their current separation (physically, technologically and governance) hinders interoperability, coordination and emergency response times.”</li> </ul>

<p><b>“A Review of Fire and Police Communications and Dispatch in Waterloo Region”</b> (Pomax Report, 2021). <a href="#">Link.</a></p>	<ul style="list-style-type: none"> <li>• “A co-located dispatch model is one where the agencies would be located in the same building but operate separately, whereas a consolidated model is one where all staff work for the same organization and, upon being fully trained, are able to serve as call taker or dispatcher for police, fire and ambulance.”</li> <li>• “Co-located communications centres – the police service and fire service would be located in the same building but operate separately. Technical and building infrastructure would be shared, but operations and governance would remain distinct.”</li> <li>• “A co-located communications centre may achieve some efficiencies by reducing the overall capital infrastructure, and possibly operating cost, requirements compared to separate communications centres: Meeting rooms, lunchrooms, climate control, parking, reserve power and backup power, etc.”</li> <li>• “Co-locating may have a benefit of separate communications supervisors having the opportunity to exchange ideas and working more closely, thus achieving improved efficiency and effectiveness.”</li> <li>• “There may be qualitative advantages in enhanced operational relationships and interaction since staff may be able to use common amenities.”</li> </ul>
<p><b>“911 Communications Centre Needs Assessment for Waterloo Regional Police Service”</b> (ApexPro Consulting, 2022). Report Attached.</p>	<ul style="list-style-type: none"> <li>• “The primary 911 center (Maplegrove) needs to be replaced at the earliest, if essential 911 communications and service quality are to be maintained.”</li> <li>• “WRPS and Region of Waterloo have advocated for over 25 years, for eventual consolidation of 911, police, fire, and ambulance dispatch into a fully integrated public safety communications system.”</li> </ul>
<p><b>“From Trivial to Critical. Emergent Interagency Collaboration Through Co-Location of Emergency Call Centrals”</b> (The Norwegian Directorate of Health, 2024). <a href="#">Link.</a></p>	<ul style="list-style-type: none"> <li>• “In 2017, the police, fire and health emergency call centrals in a region in Norway were co-located. This was done largely retaining their formal structures and responsibilities, which follows strict sectorial boundaries. However, the proximity afforded by co-location – placing the centrals in the same building– led to the emergence of informal interactional patterns among the operators.”</li> <li>• “Our study...shows that it formed a basis for improved collaboration and development within the centrals.”</li> </ul>