

## **OPEN AGENDA**

Date: August 20, 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 to discuss matters that it is of the opinion falls under Section 44 of the Community Safety and Policing Act.

- 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 Delegations
  - 7.1 Lorraine Grenier
- 8.0 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.

- 8.1 Confirmation of Minutes: June 18, 2025 (p. 1)
- 8.2 2025-269: OAPSB Annual Conference (p. 6)

- 8.3 2025-271: Letters of Appreciation Statistics January June (p. 8)
- 8.4 2025-278: Administrative Review SIU 25-OCI-032 (p. 29)
- 8.5 2025-280: Motorola Managed Services Contract P25 Voice Radio (p. 31)
- 8.6 2025-288: Summary of Procurement Awards Q1 (p. 34)
- 8.7 2025-287: Pre-Budget Approval for 2026 Ford Canada Vehicle Procurements (p. 41)
- 8.8 2025-300: Auxiliary Resignations (p. 45)
- 8.9 2025-301: Special Constable Appointment (WLU) (p. 47)
- 8.10 2025-302: WRPS Special Constable Reappointment (p. 51)
- 9.0 Business Arising from the Minutes
- 10.0 Correspondence
  - 10.1 Written Material Received from L. Grenier (p. 55)
- 11.0 Police Service Board Reports
- 12.0 Chief of Police Reports
  - 12.1 2025-268: Strategic Business Plan 2024-2027 Progress Report #3 (p. 93
  - 12.2 2025-274: June 2025 Financial Variance Report (p. 109)
  - 12.3 2025-275: Police Reported Crime Statistics in Canada, 2024 (p. 127)
  - 12.4 2025-296: 2025 Canada Day Operational Report (p. 148)
  - 12.5 2025-272: Community Safety and Well Being Feature: IPV / GBV Hub Model Service Delivery (p. 152)
- 13.0 Monthly Chief of Police Report (verbal)
- 14.0 New Business
- 15.0 Future Agenda Items
- 16.0 Information Items
  - 16.1 Upcoming Public Input Sessions on Budget: Sept. 29<sup>th</sup> and Oct. 27<sup>th</sup>
- 17.0 Adjournment



## **OPEN MINUTES**

Date: June 18, 2025

Location: Zoom

In Attendance:

Ian McLeanChairKaren RedmanVice ChairJim SchmidtMemberTony GiovinazzoMemberKaren Quigley-HobbsMemberSandy ShantzMember

Mark Crowell Chief of Police
Jennifer Davis Deputy Chief
Eugene Fenton Deputy Chief

Meghan MartinExecutive AssistantAshley RomitzAdministrative AssistantHank ZehrPolice Services Advisor

Regrets:

Doug Craig Member

## 1.0 Meeting Called to Order

Chair McLean called the meeting to order at 8:31 a.m.

## 2.0 Motion to Go Into Closed Session

Moved by K. Quigley-Hobbs

Seconded by J. Schmidt

That the Board Convene in Closed Session to discuss matters that it is of the opinion falls under Section 44 of the Community Safety and Policing Act.

Carried.

## 3.0 Motion to Reconvene in Open Session

Moved by S. Shantz

Seconded J. Schmidt
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: May 21, 2025
- 7.2 Confirmation of Minutes: June 11, 2025

## 7.3 2025-251: Community Consultations with the Police Service Board

That the Waterloo Regional Police Service Board host two virtual Community Consultation sessions regarding the development of the Waterloo Regional Police Service Budget (2026) in September and October, 2025.

## 7.4 2025-245: Administrative Review (SIU 24-OCI-556)

#### 7.5 2025-256: Auxiliary Resignations

That the Waterloo Regional Police Service Board discontinue the designations for the following Waterloo Regional Police Service (WRPS) Auxiliary members who have resigned or retired from their positions.

**Auxiliary Members:** 

- 1. Rachel ZMIGRODZKI
- 2. Janine NOORLOOS
- 3. Abed HUSSEIN

## 7.6 2025-258: WRPS Special Constable Renewals

That the Waterloo Regional Police Services Board approve the following Special Constable reappointment pursuant to section 92 of the *Community* 

Safety and Policing Act, 2019 and subject to the restrictions and conditions set out in the certificate of appointment attached to this report:

Waterloo Regional Police Service Special Constable:

#### 1. David LINJACKI

## 7.7 2025-259: WLU Special Constable Appointment Amendment

That the Waterloo Regional Police Services Board approve the amendment of the following Special Constable appointment form pursuant to section 92 of the *Community Safety and Policing Act, 2019*:

Wilfrid Laurier University Special Constable:

## 1. CAYABAN, Erik

Moved by K. Redman Seconded by S. Shantz

That the Consent Agenda including the Open Session Minutes of May 21, 2025 and June 11, 2025 and Reports 2025-251, 2025-245, 2025-256, 2025-258, and 2025-259 be approved as presented.

Carried.

## 8.0 Business Arising from the Minutes

There was no business arising from the Minutes.

## 9.0 Correspondence

9.1 Correspondence from the Regional Municipality of Waterloo, May 22, 2025 2026 Plan and Budget Process and Principles

## 10.0 Police Service Board Report

There was no Police Service Board Report.

## 11.0 Chief of Police Reports

## 11.1 2025-248: Community Safety and Well Being Feature: Action Table Update IPV, GBV, MMIWG2S+

M. Williams presented report 2025-248 for information. As outlined, this survey information provides a basis for dialogue around the Action Table and within the community to find opportunities to create pathways to services, align funding priorities and programs to better serve those who have been impacted, or are at risk of being impacted by IPV, GBV and MMIWG.

## 11.2 2025-227: WRPS Annual Report

Chief Crowell presented report 2025-227, noting that the WRPS Annual Report will be published online on June 18, 2025.

Vice Chair Redman recognized the initiatives taken by WRPS to ensure newly recruited Sworn and Civilian members are well supported and championed.

# 11.3 2025-264: Update on the Waterloo Region Public Safety Communications Centre (PSCC)

Inspector Brosseau presented report 2025-264 for information. The Board was encouraged by the conversations taking place within the community and between partner organizations to improve the overall coordination between emergency services.

## 12.0 Monthly Chief of Police Report (Verbal)

Chief Crowell provided an overview of recent shooting incidents. Canada Road Safety Week was acknowledged and resulted in 214 total charges. WRPS participated in the Law Enforcement Torch Run on May 29, 2025 in support of the Special Olympics. The Chief for a Day contest winners reported for duty on June 10, 2025. Chief Crowell recognized the three Chorus members that received the King Charles III Coronation medals.

Chair McLean noted that the Police Service Board Members participated in an education session at Headquarters in June, learning more about the Investigative Services unit. This was a helpful exercise.

#### 13.0 New Business

There was no New Business.

## 14.0 Future Agenda Items

There were no Future Agenda Items.

#### 15.0 Information Items

There were no Information Items.

## 16.0 Adjournment

Moved by J. Schmidt Seconded by K. Quigley-Hobbs That the meeting be adjourned at 12:26 p.m. **Carried.** 

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Board Chair	Executive Assistant



#### Recommendation

For information.

## Report

The Ontario Association of Police Service Boards (OAPSB) hosted their annual conference in London, ON from June 3-5. M. Martin attended from the Waterloo Regional Police Service Board.

Presentations were given by the Inspectorate of Policing, the OAPSB, and various police services and staff to highlight strategic decision making, leadership concepts, meeting the needs of the community, and innovation.

Breakout sessions were utilized to share a number of governance priorities with smaller groups, such as critical thinking, recruitment, understanding police culture, and media training.

All presentations can be found on the OAPSB Member Portal website.

## **Strategic Business Plan**

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

## **Our Commitment to Public Safety**

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- ☑ Deliver exceptional services that meet local community needs
- ☐ Base actions on evidence

## Financial and/or Risk Implications

Attendance costs were included in the Board's 2025 Operating Budget.

## **Attachments**

Nil.

## Prepared By

Meghan Martin, Executive Assistant to the Police Service Board

## Approved By

Ian McLean, Board Chair

	Letters of Appreciation Statistics January to June 2025					
	<b>TO:</b> The Waterloo Regional Police Service Board	FROM: Branch	<b>DATE:</b> 08/20/2025			
Recommendation	1					
For information or	ıly.					
Summary						
and e-mails expre	gional Police Service (WRPS ssing appreciation for the firs plice agencies) and 25 from i	t half of 2025: six				
the community via website allows me	o be accolades and positive responsible responsible. Social media (i.e. Twitter an embers of the community to place Office of the Chief of Police onth.	d Facebook). In a provide complimen	ddition, the WRPS its through an online			
Report						
N/A						
Strategic Busine	ss Plan					
The above report	aligns with the following Stra	tegic Business Pla	an 2024-2027 objectives:			
Our Commitment	t to Public Safety					
☐ Reduce Violent	Crime and Recidivism					
☐ Deliver exception	onal services that meet local	community needs				
☐ Base actions or	n evidence					
Our Connections	•					
☐ Conduct improv	ved and intentional outreach					
⊠ Communicate a	and engage					
☐ Adopt a people	-centred service delivery mod	del				

## **Our Members**

009

**Open Report: 2025-271** 

☐ Create opportunities
☐ Manage change
☐ Foster a positive workplace
Our Resources
☐ Provide safe, accessible, and welcoming facilities
☐ Embrace modernization
☐ Be future-ready
Financial and/or Risk Implications
Nil
Attachments
<ul> <li>Sample letters and/or emails from January to June 2025</li> </ul>
Prepared By
Melissa O'Connell, Executive Assistant, Office of the Chief of Police
Approved By
Mark Crowell, Chief of Police



Officer Ashley Teeter. What can I say, this officer responded to an accident I was involved in at around 4:00 a.m. on New Year's Day by an impaired driver and from the moment she arrived I felt safe and that everything was under control. She did her job professionally and methodically and made sure everyone made it home safely that night. Instead of going through the normal emotions of loss and confusion Officer Ashley Teeter took the chaos and turned it into calmness. Truly a hard quality to find nowadays. You're lucky to have her WRPS she's a great police officer.





Good Evening. I had the misfortune of finding my brother, deceased today in his apartment . I was spoken to by three officers and was treated very professionally and respectfully. Officer Rachel Henderson was left to work through the final details and I have to say she made one of the worst days of my life less horrible. She was compassionate, understanding, patient and so very helpful. I couldn't have made it through without her. There is far to much criticism put toward officers these days and I want you to hear something good and how much I appreciate having your services in our city. Thank you just doesn't seem enough. Take care

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Commendation for Officers M. Wilson and J. Hoffman

I would like to extend my heartfelt gratitude to Officers M. Wilson and J. Hoffman from the Waterloo Regional Police Service for their exceptional service. As a barista and supervisor at , I have encountered several challenging situations with individuals disrupting our business, particularly during morning hours.

Each time I have reached out for assistance, Officers Wilson and Hoffman have responded promptly, professionally, and effectively. Their swift action in addressing these issues has been invaluable in maintaining a safe and welcoming environment for both our staff and customers.

Their dedication and commitment to community service truly make a difference, and I deeply appreciate their efforts. Please convey my sincere thanks and admiration for their outstanding work.

Thank you for having such excellent officers on your team.



## January 10, 2025

Officer who visited us was an exceptional representative of the police department. He visited our home to discuss a disturbing incident of physical abuse against my child at school. From the moment he arrived, Officer was empathetic, professional, and genuinely concerned about our well-being. He listened attentively to our account of the incident, asked thoughtful questions, and provided valuable guidance on the next steps.

Ministry of the Solicitor General

Ministère du Solliciteur général

Ontario Police College

Collège de police de l'Ontario

10716 Hacienda Road Aylmer West ON N5H 2R3 10716 Rue Hacienda Aylmer Ouest ON N5H 2R3

Telephone: (519) 773-5361 Facsimile: (519) 773-5762 Téléphone: (519) 773-5361 Télécopieur: (519) 773-5762



February 3, 2025

DO25-12

Chief Mark Crowell Waterloo Regional Police Service 200 Maple Grove Road Cambridge, ON N3H 5M1

Dear Chief Crowell,

The Ontario Police College (OPC) held a Crisis Negotiator Training Course on December 16 - 20, 2024. The Waterloo Regional Police Service was kind enough to provide Sergeant Nate Robinson to assist with the course instruction.

The course included crisis negotiation team roles, responsibilities, communication skill techniques, incident response terminology, concepts, command structure, negotiation terminology, and realistic scenario-based training.

Sgt. Robinson's knowledge and experience provided students with a clear understanding of crisis negotiation theory, concepts, and tactics, which supported the scenario-based hands-on training approach for students to practice negotiation skills utilizing the latest technologies. As well, his ability to assist with many of the logistical aspects benefited the overall delivery of the course.

On behalf of the OPC, I would like to thank the Waterloo Regional Police Service, and Sgt. Robinson for his subject matter expertise and leadership in the delivery of the OPC Crisis Negotiator Tactical Course.

Yours sincerely,

Paul Hebert

Director, Ontario Police College

c: S. Havill, Specialized Police Operations - OPC Instructor



St. Andrew's Kitchener 54 Queen St. N. Kitchener, ON N2H 2H2 519-578-4430 standrewskw.com

January 30,

Chief Mark Crowell 2025 Waterloo Regional Police Service 200 Maple Grove Rd. Cambridge, ON N3H 5M1

Re: The Ceremonial Band

Dear Chief Crowell,

On December 2nd St. Andrew's Presbyterian Church and The Ceremonial Band of the Waterloo Regional Police Service provided a Holiday Concert to the local community with proceeds from the Concert supporting The Canadian Foodgrains Bank, comprised of nearly 30 Christian denominations, whose mission is to end world hunger.

We are pleased to advise you that together we raised \$2,578.10 for The Canadian Foodgrains Bank. It was a privilege for St. Andrew's to work with The Ceremonial Band of the Waterloo Regional Police Service to raise funds that will work toward a world without hunger.

We are delighted that the 2024 Holiday Concert marks the 17th year that the Concert Band has provided a Christmas fundraiser at St. Andrew's. We hope to have the opportunity to partner with The Band again.

Sincerely,

Larry Rechsteiner, for

Team Outreach

St. Andrew's Presbyterian Church

54 Queen St, N.

Kitchener, ON

N2H 2H2

February 27, 2025

Officer Brian Jessome was extremely polite, professional and helpful during my contact with him. He was very reassuring and provided me with much welcomed advice and next steps. He also provided me with contact information to assist in resolving my issue and protecting myself from further issues.

February 27, 2025

Constable Joe Cox was excellent. He went above and beyond, was great to speak with and took some time to talk about policing in my part of the community. I wish all police interactions were with an officer with this good of an attitude. I'm grateful that he was assigned the call.

February 27, 2025

The care, communication and overall demeanour and professionalism with the officers, dispatch, and also from the original case investigation are above and beyond what any women going through this could expect. You can tell the sensitivity and other training and genuine empathy with boundaries is clearly unique in this task force. Thank you very much for helping me feel validated, supported and protected. My children and I thank you



Toronto Office:

441 Jarvis Street, Toronto, ON M4Y 2G8

Tel: 416-546-2103 Fax: 416-546-2104

E-mail: ijohnstone@johnstonecowling.com

London Office:

284 Dundas Street, 3rd Floor, London, ON N6B 1T6

Tel.: 226-663-2427 Fax: 226-663-4610

March 7, 2025

## **Delivered Via Mail:**

Mark Crowell Chief of the Waterloo Regional Police Service 200 Maple Grove Road, Cambridge, ON N3H 5M1

Mark.Crowell@wrps.on.ca

Dear Chief Crowell:

Re: Ontario Association of Chiefs of Police - Labour Conference February 2025

I'd like to thank you for your participation in the Navigating a Complex Workforce – How to Make Policing the Place to Be for the Next Generation of Police Employees panel at the 2025 OACP Labour Conference.

This conference has been a success over a number of years, and it is only through the contributions of people like yourself that continue to ensure its success. Again, thank you for your generous contribution of time and effort, as well as the travel required to attend the conference.

Wishing you all the best for 2025.

Yours truly,

Ian B.Johnstone, B.Sc., LL.B., LL.M.

Partner

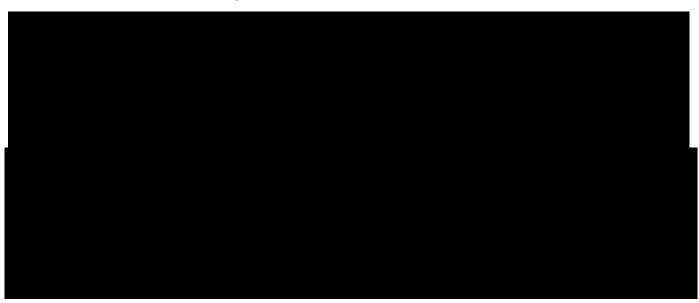
Johnstone & Cowling LLP



I would like to take a moment to compliment Officer Issack De Mello, who attended our property at the searching for a missing person. His professionalism, calm demeanor, and respectful approach were truly outstanding. My family and I were genuinely impressed and grateful for the way he handled the situation with care and compassion.

Officer De Mello exemplified the Waterloo Regional Police Service's motto, "People Helping People," through his dedication and commitment to ensuring community safety, even in the middle of the night. It was clear to us that he takes great pride in serving and protecting the community.

Please extend our heartfelt thanks and appreciation to Officer De Mello for his outstanding service.



Ministry of the Solicitor General

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10716 Hacienda Road Aylmer West ON N5H 2R3 10716 Rue Hacienda Aylmer Ouest ON N5H 2R3

Telephone: (519) 773-5361 Facsimile: (519) 773-5762 Téléphone: (519) 773-5361 Télécopieur: (519) 773-5762



April 23, 2025

DO25-25

Chief Mark Crowell Waterloo Regional Police Service 200 Maple Grove Road Cambridge, ON N3H 5M1

Dear Chief Crowell,

The Ontario Police College (OPC) held a Crisis Negotiator Training Course on February 24 – March 7, 2025. The Waterloo Regional Police Service was kind enough to allow Sgt. Amanda Hennig to assist with the course instruction during the first week of the program.

The course included crisis negotiation team roles, responsibilities, communication skills, techniques, crisis management theories, incident response terminology, concepts, command structure, resources and personnel, negotiation terminology, techniques, tactics and guidelines, Military Veterans Program, psychology of conflict management and traumatic bonding.

Sgt. Hennig's knowledge and experience provided students with a clear understanding of crisis negotiation theory, concepts, and tactics, which supported the scenario-based hands-on training approach for students to practice negotiation skills utilizing the latest technologies.

On behalf of the OPC, I would like to thank the Waterloo Regional Police Service, and Sgt. Amanda Hennig for her subject matter expertise and leadership in the delivery of the OPC Crisis Negotiator Training Course.

Yours sincerely,

Paul Hebert

Director, Ontario Police College

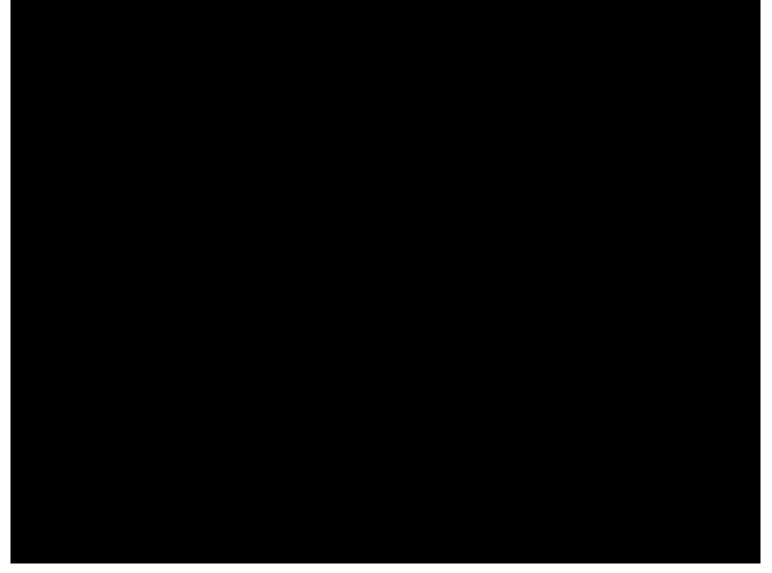
c: Deputy Director Michael Barnhart, Ontario Police College Chief Instructor Tom Berczi, Ontario Police College Instructor Sharon Havill, Ontario Police College

## May 2, 2025

The communications specialist was extremely professional and expressed empathy with the situation and thanked me for calling regarding the incident . The officers attending the incident also ensured that I knew what was to follow explained everything very clearly after the fact. They also thanked me for calling in the incident as many don't explaining issues of domestic abuse go ignored as others tend not to want to get involved. Thank you to all WRPS staff for all that you do every day

## May 16, 2025

My incident involved someone with special needs that was not respecting privacy and boundary issues. Officer Craveiro was able to discover where he lived and went to talk with the family to reiterate the rules, explain how his actions were unknowingly threatening, and offered all sorts of support services. Officer Craveiro handled the situation with kindness and compassion, and then followed up with me letting me know what had been done and what to do in the future if it happens again.



To: Constable Breen McArthur, Constable Sybley, Constable Rose, and their Supervisor

Dear Constable Breen McArthur, Constable Sybley, Constable Rose, and Supervisor,

I am writing to express my deepest gratitude for the incredible support you provided to me and my family during a very difficult time in our lives.

Thanks to your compassion and commitment, we now have a roof over our heads. Your efforts in contacting the proper resources and guiding us through the process made all the difference. We were in a vulnerable position, and your kindness and professionalism gave us not only shelter, but also hope and reassurance.

It means so much to know that there are officers like you serving our community—people who genuinely care and go above and beyond their duty to help those in need. You treated us with dignity and respect, and for that, we are forever grateful.

Please also extend our heartfelt thanks to your supervisor, whose leadership clearly fosters such compassion and community dedication within your team.

From my family to yours—thank you for making a real and lasting difference in our lives.

Dear WRPS Team,

On behalf of the Knights of Columbus organizing team for the 8<sup>th</sup> Annual KW Trivia Challenge, I would like to extend our heartfelt thanks for your generous sponsorship and support of this year's event.

Thanks to your contribution, we are thrilled to share that we raised an incredible \$22,000 for **Tiny Home Takeout!** Your generosity directly supports their mission to provide nutritious meals and build stronger community connections through compassion and dignity.

The night was filled with energy, friendly competition, and a wonderful sense of community. Everyone had a fantastic time, and none of it would have been possible without sponsors like you. Your support helped us not only reach but exceed our fundraising goals — and create an evening that will be remembered by all who attended.

Thank you once again for partnering with us and for helping make a meaningful difference in our community

Warm regards,

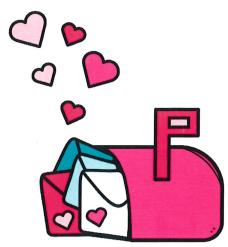
Mac Graham

**Event Coordinator** 



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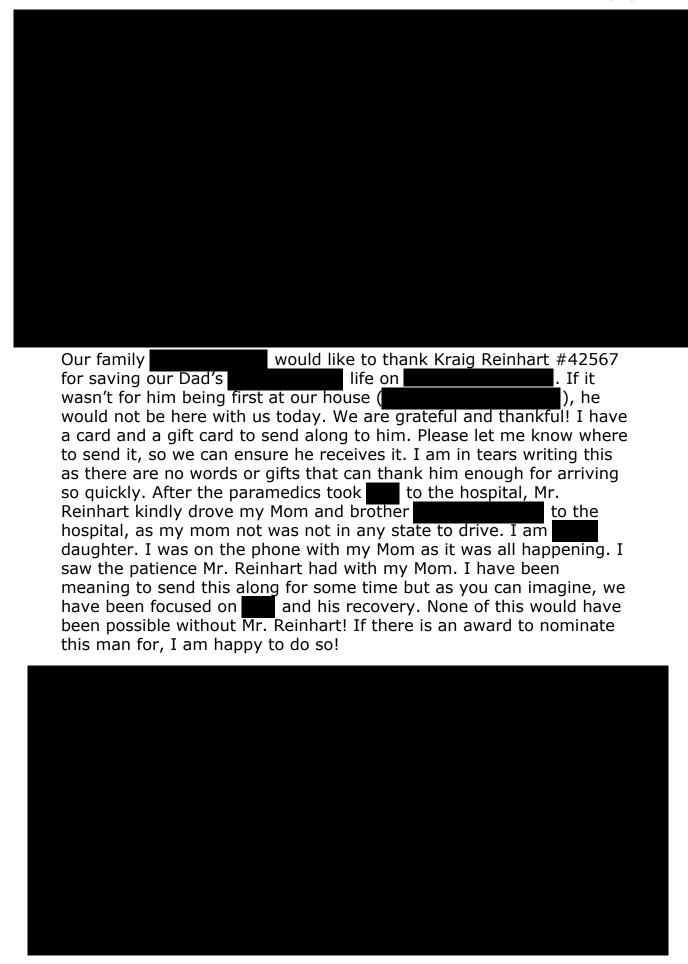


I'd like to express my gratitude for Constable Gringrich, A. (badge number 1708) who followed up with me regarding a family-related incident that I had called in. His professionalism, patience, and understanding throughout the conversation made a significant impact on my ability to process the situation.

He acknowledged the challenges of these situations and gave me clear, practical guidance on what steps to take if further incidents occur. More importantly, he encouraged me to stay diligent and reassured me that contacting the police in future situations would be appropriate — this is something that meant a lot, given the circumstances.

His calm and honest approach helped me feel heard and supported without judgment. In a time of emotional intensity, Constable Gringrich reflected the kind of integrity and care that defines excellent policing.

I appreciate his time, and I hope this note helps acknowledge the positive impact he had.



# Administrative Review of Special Investigations Unit (SIU) 25-OCI-032



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

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

**DATE:** 08/20/2025

#### Recommendation

For information only.

## Summary

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

On January 25, 2025, members of the Waterloo Regional Police Service (WRPS) had an interaction with a member of the public who was in crisis and had committed several criminal offences. As a result of the interaction, the SIU investigated the incident.

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

## Report

On January 25, 2025, WRPS officers were dispatched to a residence on Doon Village Road, in the City of Kitchener in relation to a male who was reportedly in crisis and had attempted suicide. Prior to police arrival, the male left the scene. A Comprehensive Ground Search was authorized to locate the male. A Remotely Piloted Vehicle (RPV) and a Canine Unit attended with to assist in the search. The male was eventually located by officers in the backyard of a neighbouring unit.

Grounds were formed to apprehend the male under the *Mental Health Act* as well as for several criminal offences. Officers attempted to arrest the male who actively resisted. Physical force was used to arrest him and the male complained of facial injuries. After an assessment at the hospital, the male was released with several right-side facial fractures.

As a result of the interaction, the SIU was notified and invoked their mandate. One officer was designated as a *Subject Official* and remained on active duty. Seven officers were designated as *Witness Officials* and remained on active duty.

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

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

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

## **Strategic Business Plan**

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

Our Commitment to Public Safety
□ Reduce Violent Crime and Recidivism
☐ Deliver exceptional services that meet local community needs
Financial and/or Risk Implications
Nil
Attachments
Nil
Prepared By
Staff Sergeant Jodi Chessell, Professional Standards Branch
Approved By

Mark Crowell. Chief of Police



# MOTOROLA MANAGED SERVICES CONTRACT P25 VOICE RADIO

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

**FROM:** Voice Radio Unit

**DATE:** 08/20/2025

#### Recommendation

That the Waterloo Regional Police Services Board accept the quote of Motorola Solutions Inc. (Motorola) for the Managed Services for the P25 Voice Radio System for the Waterloo Regional Police Service (WRPS) for a period of five (5) years commencing August 1, 2025 and expiring July 31, 2030, in the estimated amount of \$5,626,303 plus all applicable taxes as set out in report #2025-280 dated August 20, 2025; and

That the Board authorizes the Chief Purchasing Officer to enter into any necessary agreements in form and content acceptable to the Board's lawyer.

## **Summary**

The Voice Radio system is used by emergency services (police, fire and ambulance) and other municipal agencies (e.g., by-law, light rail transit). The Board took over operations of the former Voice Radio system in 2019 from the Region of Waterloo, and the development and implementation of a new P25 system was completed in 2020.

The Voice Radio system provides a key communication tool for the Service and the eight other municipalities in the Region of Waterloo – in particular for the Fire Departments: Cambridge, Kitchener, New Dumfries, Waterloo, Wilmot, Woolwich.

The Waterloo Regional Police Service (WRPS) entered into a five (5) year \$8.6M Managed Services Contract with Motorola from August 1, 2020 to July 31, 2025 (report #2020-070). This had two components including subscriber gear preventative maintenance and a managed solutions program including support and maintenance as well as system administration.

As this contract term has ended, negotiations began with Motorola to renew with updated requirements. Since the initial contract, WRPS has bolstered their staffing responsible for operating and maintaining the radio system from two to four FTEs, including a manager. With the new capacity and skillsets of this new staff, this allowed WRPS to negotiate a revised renewal contract with a reduced scope-of-work and dependency on the vendor.

#### Report

The Managed Services contract developed in 2020 was specific to the new P25 Voice Radio system with the level of required support for the number of users. It used a combination of

high-tech support and WRPS managing the resources to provide the availability that emergency services and others require from the system.

The five-year term renewal sought with Motorola includes essential services that will work in conjunction with the new WRPS staff to provide collaborative support and maintenance for the system. While some services and scope have been retained by WRPS, Motorola will still be retained to provide services such as:

- Annual system preventative maintenance
- Annual software and patch upgrades
- Security software updates
- 24x7 infrastructure on-site service response
- System remote monitoring
- 911/radio system voice logging support
- Remote technical support

The rationale for sole sourcing this contract with Motorola is because this is a proprietary system with specific functions and features inherent to Motorola only. The infrastructure and end user gear work together to provide the total solution. Only qualified and trained Motorola personnel or technicians can work on any Motorola system. This would be an extension of the existing contract for the system supplied by Motorola.

Specifically, Section 21 (1) of the Board's Purchasing By-Law purchase by negotiation (commonly referred to as "sole source") by the Chief Purchasing Officer, is permitted where:

21 (1) (g) the extension of an existing or previous contract would prove more cost effective or beneficial for the Board;

(i) the acquisition is required or is beneficial in regard to the standardization of goods or services for the Board.

The single source recommendation is permitted under s. 21 (1) (g) and (i) and requires Board approval given the monetary value.

## Strategic Business Plan

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

## Our Commitment to Public Safety

□ Reduce Violent Crime and Recidivism
$\ensuremath{\boxtimes}$ Deliver exceptional services that meet local community needs
☐ Base actions on evidence

#### **Our Resources**

- ☐ Provide safe, accessible, and welcoming facilities
- ⊠ Be future-ready

## Financial and/or Risk Implications

The five-year payment plan to Motorola is:

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Infrastructure	967,895.00	1,007,870.00	1,419,405.00	1,093,049.00	1,138,084.00	5,626,303.00
Plus non-	17,034.95	17,738.51	24,981.53	19,237.66	20,030.28	99,022.93
refundable HST						
Total	984,929.95	1,025,608.51	1,444,386.53	1,112,286.66	1,158,114.28	5,725,325.93

Terms included with the renewal state that if the annual Canadian Consumer Price Index (CPI) is greater than 3% in any given year, Motorola will increase future maintenance prices by the amount that exceeds the 3%.

The Voice Radio budget is included within the charge back model, which is charged to each agency based upon their proportion of end user gear. The net amount, including cost recovery from agencies, impacts the WRPS Budget.

The proposed 2026 Budget includes the Motorola Managed Services renewal prices and was approved by the Voice Radio Governance Committee on August 8, 2025. The overall proposed Voice Radio 2026 Budget will not increase from 2025 levels.

#### **Attachments**

Nil

## **Prepared By**

Kirsten Hand, Director, Finance and Assets

Martin McCulloch, Manager, Voice Radio

## **Approved By**

Mark Crowell, Chief of Police



## **Summary of Procurement Awards – Q2 2025**

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

FROM: Finance and Assets Branch **DATE:** 08/20/2025

### Recommendation

For information only.

## **Summary**

This report provides an update for Q2 2025 for new contracts through direct bidding opportunities or via the Police Cooperative Purchasing Group (PCPG), Grand River Cooperative Procurement Group (GRCPG), Region of Waterloo (ROW), Ontario Education Collaborative Marketplace (OECM) and other cooperative purchasing groups.

## Report

On December 18, 2023, the Waterloo Regional Police Service Board approved an updated Purchasing By-law through report #2023-213. The By-law, which came into effect on January 1, 2024, authorizes the Chief of Police and Chief Procurement Officer (CPO) to award certain Request for Tenders (RFTs), Request for Proposals (RFPs) and Consultant Proposals based on specified criteria. Administrative awards allow for an efficient and timely procurement process. A summary report is submitted on a quarterly basis to the Waterloo Regional Police Service Board outlining all RFTs, RFPs and Consultant Proposals approved by the Chief of Police and CPO. The criteria for approval levels are set out below:

## **ACQUISITIONS**

Up to **\$25,000**: the CPO or an authorized employee may acquire the goods or services on his or her own authority.

**\$25,001 - \$150,000**: the CPO may acquire the good or services on his or her own authority, where reasonably possible at least three quotes were obtained.

**\$150,001 - \$1,000,000**: the CPO shall advertise for tenders and the Chief shall have the authority to accept a tender provided it is compliant and it has the best overall cost. Notwithstanding subsection (2) of this section, only the Board shall have the authority to accept a tender if,

a) the tender with the best overall cost that is compliant exceeds the budget for the acquisition of the goods or services and approval from the Board to increase the budget is desired.

**\$1,000,001:** in value and greater, the CPO shall acquire the goods or services by advertising for tenders and the Board shall have the authority to accept the tender provided it is compliant and has the best overall cost.

#### **REQUEST FOR PROPOSALS**

**Up to \$150,000:** the CPO may approve a RFP provided it is compliant and best meets the criteria of 12(1) of this By-law.

**\$150,001 - \$1,000,000:** the Chief shall have the authority to accept a RFP provided it is compliant and best meets the criteria of 12(1) of this By-law. Notwithstanding subsection 14 (1) of this section, only the Board shall have the authority to accept a proposal if,

(a) the proposal that best meets the criteria as established pursuant to subsection 12(1) of this By-law exceeds the budget for the acquisition of the goods or services and approval from the Board to increase the budget is desired.

Over \$1,000,001: the Board shall have the authority to accept a RFP provided it is compliant and best meets the criteria of 12(1) of this By-law.

#### **CONSULTANT PROPOSALS**

**Up to \$150,000:** the CPO may acquire the services of a Consultant on his or her own authority that in his or her judgement is in the best interests of the Board.

**\$150,001 - \$500,000:** the Deputy Chief and/or Chief shall have the authority to accept a consultant proposal if it is compliant and best meets the criteria of 18(1) (a) of this section.

Over \$500,001: the Board shall have the authority to accept a consultant proposal if it is compliant and best meets the criteria of 19(1) (a) of this section.

#### **PURCHASE BY NEGOTIATION**

For purchases that have a value in excess of \$150,001, but less than \$500,001, the Chief shall have the authority to accept a proposal provided best meets the criteria as established pursuant to subsection 21 (1) of this By-law. Any purchase made under this criteria will be reported to the Board on a quarterly basis through the Purchasing Awards board report.

Notwithstanding subsection (1) of this section, the CPO shall submit any negotiated acquisition, with the exception of a negotiated acquisition to extend or renew an existing software licence or maintenance agreement that is included within the program budget, to the Board for approval if the value of the acquisition exceeds \$500,001.

#### ACQUISITION OF GOODS AND SERVICES FROM GOVERNMENT BODIES

The CPO may acquire any goods or services from a federal, provincial or municipal body,

ministry, agency, board, corporation or authority when similar goods or services are not available from other sources.

#### **CO-OPERATIVE PURCHASING**

The CPO may enter into arrangements with any government body, ministry, agency, group purchasing organization (GPO), board, corporation or authority on a co-operative or joint basis for the acquisition of goods or services where there are economic advantages in so doing that are in the best interests of the Board and the method of acquisition to be used is a public and competitive method.

The CPO shall submit any co-operative purchasing to the Board for approval if the budget is exceeded for the acquisition of the goods or services.

Please reference Appendix A for a list of all formal bids led by the Waterloo Regional Police Service or where the Waterloo Regional Police Service participated.

#### **Tariff Implications**

The trade situation, the status of tariffs and the foreign exchange rate continue to be monitored both in terms of how it may impact our procurement, and budget implications. All awarded vendors included in this Q2 2025 report are Canadian based. On April 16, 2025 the United States Remission Order (2025) was put in place. The Order provides relief for goods imported into Canada by or on behalf of listed Canadian public or private entities in the public health, health care, public safety, and national security sectors for a six-month period from April 16 to October 15, 2025, and retroactively for goods imports since March 4, 2025. Remission can be claimed to waive the payment of tariffs at the time of importation, and importers may seek a refund for tariffs already paid. We continue to monitor and review potential future implications.

At this time the impact to the Operating Budget is not expected to be material in relation to the total Budget due to the composition of the Operating Budget being over 90% staffing related. Areas that could be impacted once the interim tariff relief for Canadian law enforcement is lifted are ammunition, OC spray, fleet, firearms, facility construction and information technology. With the changing landscape, we continue to monitor impacts on both 2025 and projected 2026 financials and operations.

#### Strategic Business Plan

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

#### **Our Members**

#### **Our Resources**

- ⊠ Be future-ready

#### Financial and/or Risk Implications

All of the below contracts will be contained within the Operating or Capital Budget, as required. Tariff implications will continue to be monitored.

#### **Attachments**

Appendix A – List of Awarded Bids

#### **Prepared By**

Scott Agnello, Manager, Materials Management & Fleet Kirsten Hand, Director of Finance and Assets

#### **Approved By**

Mark Crowell, Chief of Police

Appendix A – List of Awarded Bids (April 1, 2025 to June 30, 2025)

Bid Number, Name & Description	List of Bidders (Successful Bidder Indicated in Bold)	Bid Price (Excludes HST)	Financial Implications
Supply Ontario Vendor of Record (VOR) # 19435 Workplace Print and Services  Supply Ontario established a Vendor of Record (VOR) arrangement for Workplace Print and Services to support day-to-day government operations.  The VOR will provide a managed print environment aimed at enhancing workplace productivity. This includes deploying efficient printing solutions, conducting detailed print and fleet assessments, and adopting data-driven decision-making approaches. Term of the contract is March 1, 2025 to February 28, 2030 with one (1) two (2) year option to renew. WRPS's contract begins May 1, 2025.	Ricoh Canada Inc.	\$176,831.30	Cost including net HST: \$179,944  Funding source: Operating Budget

Bid Number, Name & Description	List of Bidders (Successful Bidder Indicated in Bold)	Bid Price (Excludes HST)	Financial Implications
Durham Regional Police Service RFQ # 180325-26  This Request for Quote (RFQ) is for the supply and delivery of law	Militaur Corporation  Vincent Lau  911 Supply Inc.	<b>\$2,035.00</b> \$2,435.00 \$7,195.00	Cost including net HST: \$2,071  Funding source: Operating
for the supply and delivery of law enforcement door stoppers as further described in Appendix A – Scope of Work and Specifications. Agencies who have expressed interest in participating in this contract are: Durham Regional Police Service, Waterloo Regional Police Service, Halton Regional Police Service, London Police Service, and the Barrie Police Service. Term of contract is from April 10, 2025 to April 10, 2027 with one (1) one (1) year option to renew.	911 Supply Inc.	\$7,195.00	Budget
P2025-06 Employee and family Assistance Plan	Homewood Health (Canada) Ltd.	\$12,150.00	Cost including net HST: \$12,364
This Request for Proposal (RFP) is to seek a provider of all required Employee and Family Assistance Programs (EFAP) that	1000513282 Ontario Inc.  Dalton Practice Management Ltd.		Funding source: Operating Budget

Bid Number, Name & Description	List of Bidders (Successful Bidder Indicated in Bold)	Bid Price (Excludes HST)	Financial Implications
the Waterloo Regional Police Service (WRPS) requires. The contract is for a period of three (3) years commencing July 1, 2025 and ending June 30, 2028, with	Green Shield Canada Members Health		
an option to renew for three (3) additional two (2) year periods.	Social Service Bureau of Sarnia Lambton Incorporated		
	Sun Life Telsu Health (Canada) Ltd.		



# Pre-Budget Approval for 2026 Ford Canada Vehicle Procurements

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

FROM:
Finance and Assets
Branch

**DATE:** 08/20/2025

#### Recommendation

That the Waterloo Regional Police Services Board approve the pre-budget procurement of fifteen (15) Ford Canada vehicles for an estimated value of \$1,439,000.00 with thirteen (13) being scheduled for replacement with funding from the Vehicle Reserve and two (2) being additional units in 2026 funded by the Police Regional Development Charges Reserve.

#### Summary

The acquisition of fifteen (15) vehicles is to be undertaken in accordance with the Waterloo Regional Police Service's (WRPS) Purchasing By-law. The draft 2026-2035 capital plan will be prepared to reflect the recommended vehicles and equipment for 2026. These thirteen (13) vehicles are scheduled for replacement in the vehicle replacement capital project #50000 at an estimated cost of \$1,213K to be funded from the vehicle reserve. In addition, two (2) vehicles will be purchased to support the expansion of eighteen (18) sworn resources through the 2025 budget in the growth vehicle capital project (#50004) at an estimated cost of \$226K funded by Regional Development Charges (RDC).

The purpose of this report going to the August 20, 2025 Police Services Board meeting is that Ford Canada has advised that any vehicles required by March 31, 2026 must be ordered by September 15, 2025. The vehicles in this report will be Ford Explorer Police Interceptor SUV's and Ford Transit vans. A report will go to a later Police Service Board meeting requesting pre-budget approval for the balance of the 2026-2035 fleet capital plan as per our normal practice.

Commencing with the 2022 fleet procurement cycle, the plan was that all WRPS marked patrol SUVs will be Hybrid Ford Explorers to allow for a reduction in fuel usage and greenhouse gas emissions. Currently there is no pure electric option available for police pursuit-rated patrol vehicles. Since 2023 Ford has not been able to allocate 100% of our requests with Hybrids so the result has been most years only up to 40% was able to be procured as Hybrids. Ford has indicated that the 2026 allocation will be 100% for the first time since 2022. Our budget request is based on the cost to procure and outfit Hybrid Explorers. WRPS will have fifty-six (56) hybrid vehicles in our front-line fleet by the end of 2025.

#### Report

In September 2003, Regional Council approved a vehicle procurement cycle which called for the procurement of vehicles in the fall of the preceding year with delivery for most vehicles occurring during the January-May time frame of the year of procurement. Specialized vehicles, with longer delivery times, will be delivered throughout the year. This approach ensures that vehicles are delivered in a timely manner to meet operational requirements in the year they are due for replacement. It also serves to reduce costs and enable vehicle deliveries and conversions to be scheduled to fit the availability of limited staff resources. Pending approval, replacements for the vehicles listed in Appendix A will be procured by September 15, 2025 and delivered by March 31, 2026 at which time funds will be expended.

The 2026 Police Cooperative Purchasing Group (PCPG) pricing program is anticipated to commence on August 1, 2025.

To avoid longer lead times for delivery and availability of supply, it is imperative for WRPS orders to be placed as early as possible.

The capital plan is based on an average useful service life for all vehicles determined through the life cycle models established by WRPS Fleet and the Region of Waterloo's (ROW) Fleet Management in consultation with program area staff. The procurement cycle for 2026 was initiated in May 2025 and as part of the process, WRPS and ROW Fleet Management staff completed a detailed evaluation of the vehicles, including mechanical and body condition inspections, operating cost and operational requirements, and utilization. The evaluation provided the initial information to determine which of the vehicles should be replaced and/or could be deferred or deleted from the fleet. The Budget process is currently under way and the Capital review has not yet been completed, so at this time we are requesting pre-budget approval for Ford Canada vehicle orders only to meet the order deadlines. A report will come later for pre-budget approval for the total vehicle replacement plan.

#### Strategic Business Plan

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

#### **Our Members**

#### **Our Resources**

- 因e future-ready

#### Financial and/or Risk Implications

Thirteen (13) Ford vehicles are scheduled for replacement in capital project #50000 at an estimated cost of \$1,213K to be funded from the vehicle reserve.

In addition, two (2) vehicles will be purchased to support the expansion of eighteen (18) sworn resources through the 2025 budget in the growth vehicle capital project (#50004) at an estimated cost of \$226K funded by regional development charges (RDC).

#### **Attachments**

• Appendix A – 2026 Ford Canada Vehicle Procurement Plan

#### **Prepared By**

Scott Agnello, Manager, Materials Management and Fleet Kirsten Hand, Director of Finance and Assets

#### **Approved By**

Mark Crowell, Chief of Police

Appendix A
Summary – 2025 Ford Canada Vehicle Procurement Plan
(Budget values in \$000s)

Branch/Division	Туре	Budget	Units
Investigative Services	Van	\$440	4
Investigative Services Total		\$440	4
Neighbourhood Policing- Patrol	Utility	\$646	7
Neighbourhood Policing Total		\$646	7
Operational Support	Truck	\$185	2
	Utility	\$168	2
Operational Support Total		\$353	4
Grand Total		\$1,439	15



#### Recommendation

That the Waterloo Regional Police Service Board discontinue the designations for the following Waterloo Regional Police Service (WRPS) Auxiliary members who have resigned or retired from their positions.

#### **Auxiliary Members:**

- 1. Nathaniel ROBB
- 2. Jerry YOUNG
- 3. Brianna BETTRIDGE
- 4. Nick TOWES
- 5. Tiago FERNANDES
- 6. Anup KAUR

#### **Summary**

This report is in support of a recommendation to the Board that they discontinue the appointment designation for the above members who have resigned or retired from their position with WRPS.

#### Report

In accordance with the *Community Safety and Policing Act*, the Ministry's former role in appointing and re-appointing Auxiliary members and Special Constables has been transferred to the Police Service Board. In addition to this, the Board is now responsible for being notified of all resignations and retirements of all active Auxiliary and Special Constable members.

It is therefore recommended the above members no longer hold designations as Auxiliary members.

#### **Strategic Business Plan**

The above report aligns with the following Strategic Business Plan 2024-2027 objectives
Our Commitment to Public Safety
□ Reduce Violent Crime and Recidivism
□ Deliver exceptional services that meet local community needs
☐ Base actions on evidence
Financial and/or Risk Implications
Nil
Attachments
Nil
Prepared By
Sarah Mitchinson, Human Resources Assistant
Approved By

Mark Crowell, Chief of Police



#### Recommendation

That the Waterloo Regional Police Services Board approve the following Special Constable appointments pursuant to Section 92 of the Community Safety and Policing Act:

Wilfrid Laurier University Special Constables:

- 1. Corey ROSS
- 2. Jaimee JEFFRIES

#### **Summary**

Wilfrid Laurier University is seeking conditional approval of the above Special Constable designations.

#### Report

The above candidates have successfully completed and maintained all required training; and they meet all professional qualifications required for the position of Special Constable. These candidates have successfully passed security screening and a thorough background investigation.

Based on the information we have; the above candidates are recommended to be appointed as Special Constables as set out in the approved application.

#### **Strategic Business Plan**

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

#### **Our Commitment to Public Safety**

- ☐ Reduce Violent Crime and Recidivism
- ☑ Deliver exceptional services that meet local community needs

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#### Financial and/or Risk Implications

The salary and benefit costs associated with the appointment of University Special Constables will be covered by their respective university.

#### **Attachments**

- Certificate of Appointment Corey Ross
- Certificate of Appointment Jaimee Jeffries

#### **Prepared By**

Sarah Mitchinson, Human Resources Assistant

#### **Approved By**

Mark Crowell, Chief of Police

#### **Certificate of Appointment as Special Constable**



Pursuant to the provisions of Section 92 of the *Community Safety and Policing Act*, the appointment of \_\_\_\_\_ as a special constable for the purpose of:

s hereby approved in	
O The Province of Ontario OR O the Mun	nicipality of
Specifics of Area	<ul> <li>Sponsoring Police Service</li> </ul>
The geographic jurisdiction of the applicant shall be limited to; 1. The properties under the control of the University and situated boundaries of the Region of Waterloo. 2. The properties under the control of the University, Colleges or institutes federated or a University and situated within the boundaries, if and to the extent that the assistance of a University Special Constable is requered rederated of affiliated institutions. 3. The Region of Waterloof for the purpose of transporting persons detained in custody to a W	d within the affiliated with the saled by any such waterloo Regional Police Service  Waterloo Regional Police Service
tederated of affiliated institutions. 3. The Region of Waterloo for the purpose of transporting persons detained in custody to a W Police Facility, hospital or psychiatric facility.	O Name of Employer
and the appointed has for the nurnose of this appoi	
and the appointee has, for the purpose of this appoint	ntment:
<ul> <li>the status of peace officer; and</li> <li>nolice officer powers as contained in the follows:</li> </ul>	ing Inviolation Continue
<ul> <li>police officer powers as contained in the follow</li> </ul>	
Highway Traffic Act	○ Yes ○ No
Liquor Licence and Control Act	O Yes O No
Mental Health Act	O Yes O No
Motorized Snow Vehicles Act	O Yes O No
Trespass to Property Act	O Yes O No
Youth Criminal Justice Act	O Yes O No
Cannabis Control Act	O Yes O No
Other (please specify):	○Yes ○No
	Oleoresin Capsicum Spray
Approval has been granted by the Waterloo Regional P	Police Services Board
on	Name
Waterloo Regional Police Service	Title
Amainted on	
Appointed on:(date of appointment)	Chair (or designate), Police Services Board (Signature)
at (place of appointment)	Name (Please Print)
	Date of Signature

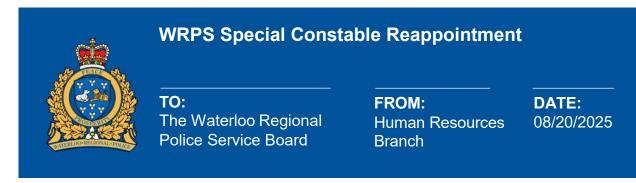
# WATERLOO REGIONAL POLICE SERVICES BOARD

#### Certificate of Appointment as Special Constable

Pursuant to the provisions of Section 92 of the Community Safety and Policing Act, the appointment of <u>Jaimee Jeffries</u> as a special constable for the purpose of:

Searching, guarding and controlling of prisoners; providing security at premises or places occupied or utilized as courts or police facilities; service of legal documents and execution of warrants and other court orders; service of summonses and subpoenas; collecting DNA samples and fingerprints and photographing prisoners; transportation of prisoners.

s hereby approved in			
The Province of Ontario OR  the Municipality	of		
Specifics of Area	$\circ$	Sponsoring	g Police Service
The people's juvinious of the spiciaus shall be inhed to, 1. The proportion under the control of the University and shared-which he boundaries of the Report of Waters. The proporties which is ceited of the University, Calegar to extract the States during the University and stated with the boundaries, if and to the enter that the assistance of a University Spicial Constable is requested by any such federated of which detending including it. A Watership Report of Watership entering the Constant in contain by a Watership Report of Report of Watership Report of Report of Watership Report of Re		Waterloo F	Regional Police Service
Police Facility, hospital or psychiatric facility.	<b>(•)</b>	Name of E	mployer
	Wilfrid	Laurier Un	iversity
and the appointee has, for the purpose of this appointment:			
the status of peace officer; and			
police officer powers as contained in the following legi	_		Sections
Highway Traffic Act	O <sub>A</sub>	es No	Manufacture and a second a second and a second a second and a second and a second and a second and a second a
Liquor Licence and Control Act	<b>⊙</b> Y	es O No	31(2), 42(2), 43(2), 46(1), 48(1), 55(1.1), 56(4), 61(1)(2), 62
Mental Health Act	$\mathbf{O}^{Y}$	es <b>O</b> No	_17
Motorized Snow Vehicles Act	$O_{\lambda}$	es 💽 No	
Trespass to Property Act	$\mathbf{O}^{Y}$	es <b>O</b> No	9(1)(2)(3), 10
Youth Criminal Justice Act	$\mathbf{O}^{Y}$	es <b>O</b> No	6(1)
Cannabis Control Act	$\mathbf{O}^{Y}$	es 🔘 No	12(3), 14, 16(1)(2), 17(1)(2), 19
Other (please specify):	$O^{\gamma}$	es 💽 No	
This appointment does permit the carriage of Oleoresi his appointment is valid for a period of 5 years or until the	earliest of:		prointed is no longer in the
1) or 2) the date at which the ceases to perform the duti-		employ o	opointee is no longer in the of
2030 /08 /20 YYYY MM DD above; or		Wilfrid	
H. J. Walder L. B. Control B. France			Laurier University
pproval has been granted by the Waterloo Regional Police Ser	vices Board		Laurier University
			Laurier University
Waterloo Regional Police Service	Name		Laurier University
Waterloo Regional Police Service  Appointed on:	Name Title		Laurier University
Waterloo Regional Police Service  Appointed on:  (date of appointment)	Name Title		
Materloo Regional Police Service  Appointed on:  (date of appointment)	Name Title	nate), Police Ser	
n  Waterloo Regional Police Service  Appointed on:  (date of appointment)	Name Title Chair (or desig	nate), Police Ser	



#### Recommendation

That the Waterloo Regional Police Services Board approve the following Special Constable reappointment pursuant to section 92 of the *Community Safety and Policing Act, 2019,* and subject to the restrictions and conditions set out in the certificate of appointment attached to this report:

Waterloo Regional Police Service Special Constable:

#### 1. Samantha JEFKINS

#### Summary

This report is in support of a recommendation to the Board that they approve the reappointment for the above Waterloo Regional Police Service Special Constable.

#### Report

In accordance with the new *Community Safety and Policing Act, 2019*, the Ministry's former role in appointing and re-appointing Special Constables was transferred to the Police Service Board effective April 1, 2024.

The above candidate has successfully completed and maintained all required training; and they meet all professional qualifications required for the position of Special Constable. This candidate has successfully passed security screening and a thorough background investigation.

Based on the information we have; the above candidate is recommended to be reappointed as Special Constable as set out in the approved application.

#### Strategic Business Plan

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

#### **Our Commitment to Public Safety**

- ☐ Reduce Violent Crime and Recidivism
- □ Deliver exceptional services that meet local community needs

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☐ Base actions on evidence
Our Connections
□ Conduct improved and intentional outreach
□ Communicate and engage
☐ Adopt a people-centred service delivery model
Our Members
☐ Focus on holistic wellness
□ Create opportunities
☐ Manage change
Our Resources
☐ Provide safe, accessible, and welcoming facilities
☐ Embrace modernization
☐ Be future-ready
Financial and/or Risk Implications
The salary and benefit costs associated with the appointment of the Waterloo Regional Police Service Special Constable has been included in the 2025 operating budget.
Attachments
Certificate of Appointment - Samantha Jefkins
Prepared By
Sarah Mitchinson, Human Resources Assistant
Approved By
Mark Crowell Chief of Police

# WATERLOO REGIONAL POLICE SERVICES BOARD

#### Certificate of Appointment as Special Constable

Pursuant to the provisions of Section 92 of the Community Safety and Policing Act, the appointment of Samantha JEFKINS
as a special constable for the purpose of:

Searching, guarding and controlling of prisoners; providing security at premises or places occupied or utilized as courts or police facilities; service of legal documents and execution of warrants and other court orders; service of summonses and subpoenas; collecting DNA samples and fingerprints and photographing prisoners; transportation of prisoners.

is hereby approved in					
The Province of Or	ntario OI	R ( ) the Municip	ality of		
Specifics of Area			•	Sponsorin	g Police Service
				Waterloo I	Regional Police Service
			$\circ$	Name of E	:mpioyer
and the appointee has,	for the purp	ose of this appointm	ent <sup>.</sup>		
<ul> <li>the status of peace</li> </ul>		• •	one.		
-		ined in the following	legislation:		Sections
Highway Traffic Ac		ou iii uio roiiottiiig	<u> </u>	′es <b>(</b> No	
Liquor Licence and			$\sim$	′es ( )No	
Mental Health Act			~.	es No	47
Motorized Snow Ve	ehicles Act		~	es (iii) No	17
Trespass to Prope			_	es ONo	0/4)/0)/0) 40
Youth Criminal Jus	•		~	es ( )No	9(1)(2)(3), 10
Cannabis Control A			~	es No	11 10(1)(0) 17(1)(0) 10
Other (please spec			$\sim$	es ( No	14, 16(1)(2), 17(1)(2), 19
This appointment is valid	id for a perio	t the carriage of Oled d of 5 years or until to 2) the date at which	he earliest of:		opointee is no longer in the
2030 ,08 ,2	Ω.	eases to perform the	duties outlined	employ	of
	at	pove; or		Waterl	loo Regional Police S
Approval has been grante	ed by the Wa	terloo Regional Police	Services Board		
Waterloo	Regional Poli	ce Service	Title		
Appointed on:					
Appointed on.	(date of appo	intment)	Chair (or desig	nate), Police Se	rvices Board (Signature)
	(date of appo	intment)	Chair (or desig	nate), Police Se	rvices Board (Signature)
at	(date of appo		Chair (or desig		rvices Board (Signature)
					rvices Board (Signature)

WRPS Board Meeting

August 20, 2025

Delegation

Lorraine Grenier

WRPS BOARD MEETING-August 20, 2025 - 10:30am

Good morning, Chairman McLean and members of the Board:

#### "Welcome to Kitchener, clean as a Kitchen"

63 years ago, my family and I drove into the city, and I will never forget this sign. Coming from a remote simple life in Saskatchewan, I suffered "immediate culture shock". I am a product of my environment; I am vulnerable, and I am angry.

Attached are two videos: 1. Victoria School and Victoria Park summer of 2024

2. LRT Platform at Charles and Queen Street July 28, 2025

I am a senior and live in nonprofit affordable housing directly across from \*\*Victoria Park. The complex has two Buildings – \*\*Victoria School and David Street. We have drug crime, and violence. I cannot move; this is my housing.

1. Victoria Park and washroom, Victoria School and Gaukel Block

I have included a list of police occurrences for \*\*Victoria Park, \*\*Victoria School and assaults on myself in the park and in the complex. These are all my calls, there are many more from tenants and residents in this community. Police inform us repeatedly to contact Ward Council and to date, "no support", Also listed are the occurrences (calls to police) regarding a drug addicted tenant that screams and yells, (you are all going to die, I am going to cut your throats). This tenant launches projectiles off the balcony into the courtyard. An officer told us last summer, 83 calls to police for this tenant and I am sure it is now over 100 plus. It is not safe for us to go into the courtyard. Victoria School bleeds Drug crime onto Victoria Park and 35 David Street (Complex). In 2018 I did a petition within Ward 9 on the Illegal drug crime inside the Victoria Park washroom which continues today creating a health and safety risk to the public trying to enjoy the park with their families.

I have included email and doc re: \*\*Gaukel Block. Gaukel Block is not safe because of the large (Gang) Group. This group occupied Victoria Park for 3 plus years. I emailed the city endless times to remove all the picnic tables from the Clock Tower area and finally after a violent attack on one of their own (July 31, 2024) the tables were removed. Currently the Group occupies Gaukel Block; Drinking, drugging, selling, screaming, fighting, intimidating the public by throwing racial slurs and public urination and defecating.

As well, I have included an email I sent on April 13, 2024, via <a href="mailto:pulcinfo@wrps.on.ca">pulcinfo@wrps.on.ca</a>
outlining my concerns-drug crime in the park and in my complex. I received a response from Executive Support Officer-Office of the Chief April 16, 2024, who redirected my letter to Community Engagement and Wellbeing Branch. April 16, 2024, I received an email from Patrol Platoon A Officer, asking me how I would like to communicate. I responded On April 16, 2024, I indicated that email would be a good method to communicate. I also indicated that my main concerns were \*\*Victoria School and \*\*Victoria Park asking, "What are your thoughts on a community meeting with the tenants". Another email to Engagement Officer on July 20, 2025, and no response to date. I have been communicating with this Officer since April 16, 2024, and have yet to receive any correspondence. The situation at \*\*Victoria School, \*\*Victoria Park and \*\*Gaukel Block is unsafe. Many of us do

#### 2. FOI WRPS Report - calls to Victoria Park

I filed a request for a WRPS Report (calls to Victoria Park 2021-2023). Included is a copy of the report, also a CTVnews report outlining a delegation on June 24, 2024, to City of Kitchener council by WRPS, outlining police concerns regarding lifting restrictions on alcohol in Victoria Park. Police Officer explained there were "5,366 calls to Victoria Park'.

## 3. Bill 6-Safer Municipalities Act 2025

Illegal drug consumption in St. John's Soup Kitchen, Shoppers Drug Mart, City Hall washrooms, Tim Hortons, Dollarama, CMHC Laneway, and the library washrooms and on Public Transit. Illegal drug consumption is everywhere, inside and outside.

Bill 6 - when?

Public illegal drug consumption is an elevated risk to public health and safety - e.g. Toxic Smoke and drug induced psychosis. I have engaged members of my community who want

WRPS Board Meeting-August 20, 2025

page 3

enforced immediately.

Bill 6 - when?

"wait and see approach"??

- Southern Ontario including Toronto, have already started using enhanced powers given to them by the province.

Attached is a post to Kitchener Centre constituents from MP for Kitchener Centre, indicting that 11,000 plus calls to police to DTK. Also, another post, indicating that there is up to 75% of homeless are addicted to substances. MP Deridder is rallying for urgent reforms to Canada's bail system, specifically to better protect the public from high risk repeat violent offenders: repeal Bill C75 and Bill C5, "we need to stop the revolving door, it is time for bail reform".

Included is a "Council for Ward 9 Newsletter", asking community support to rescind Bill 6 and an email I sent to Ward 9 Council questioning why Council member would want to put Constituents at risk to toxic smoke from dangerous illegal drugs and the dangerous behavior (psychosis) from people that use toxic drugs in public places and spaces. No response to date.

"Some municipalities have learned the hard way that attempting to simply place Individuals into so called "affordable housing" in existing residential areas doesn't work". "drugs and violence soon followed and that is the problem".

I live in non-profit affordable housing, it is dangerous. You never hear in the media about the underbelly of community housing. Every day, I watch the downtown the park and my housing slowly die. I cannot have my grandchildren visit me at this complex or the park, it is not safe.

Thank You

Lorraine Grenier Constituent - Ward 9 / Kitchener Centre Community Service Officer can we organize a meeting please.

*	From	A.S- Tls	staff Serg -eng. officer
*	Cc Bcc		

Hi



The situation behind the Clock tower at Victoria Park and on Gaukel St has worsened over the last year and a half since the picnic tables were removed from the park area by the Clocktower.

MP DeRidder reported to the community on social media that there were over 11,000 calls to Kitchener downtown location in 2024.

Multiple discussions with officer, Ed Earl stating Waterloo regional police we're going to crack down on the alcohol and illegal drug abuse and crime in these areas, and the threat to the community safety.

The Victoria Park neighbourhood residents are diverted to access King St via Ontario Street to avoid Gaukel and Clocktower is unacceptable. We are diverting ourselves using our common sense that the area is unsafe.

July 19, 2025 there was another violent attack in this location.





Alcohol consumption in this area is illegal. Continuous drinking, alcohol, drugging, selling drugs, violent aggressive behaviour, intolerable language, fighting, spitting, hacking, urinating defecating -why regional police are allowing this to continue, we don't understand.

That group has terrorized and occupied the park and this location for the last four years. They are now bringing small children with them, exposing them to the behaviour.

Safer communityies Act 2025

Bill 6.

The consumption of illicit drugs in public areas and spaces is illegal.

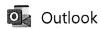
Trespassing as well...

City Of kitchener has municipal /policy code. Intimidation, alcohol consumption. Illegal behaviour.

Policy 1-495 intimidation

Policy 1-495 preventing others from the lawful use and enjoyment of the property

Policy 1-495 threatening others



# GAUKEL Block

Fwd: Victim injured during buy-and-sell meetup in downtown Kitchener



From

Date Sun 2025-07-20 7:14 PM

То

July 20/2025

People can no longer walk through there safely

Sent from my iPhone

Begin forwarded message:

From:

Date: July 20, 2025 at 6:57:33 PM EDT

To:

Cc:



Subject: Victim injured during buy-and-sell meetup in downtown Kitchener

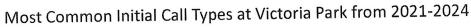


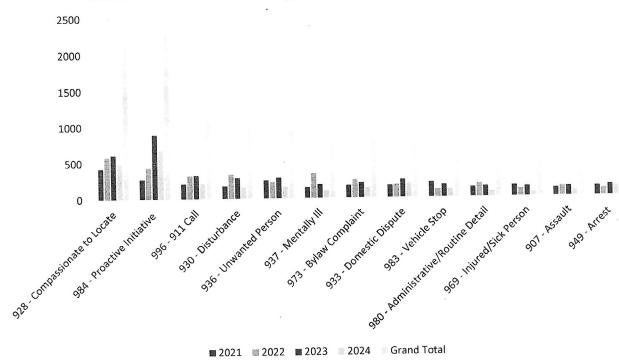
at Joseph Street and Gaukel Street, near Victoria Park, on Wednesday afternoon.

https://www.ctvnews.ca/kitchener/article/victim-injured-during-buy-and-sell-meetup-in-downtown-kitchener/

Sent from my iPhone

# Access to Information - File #250630

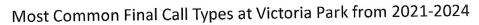


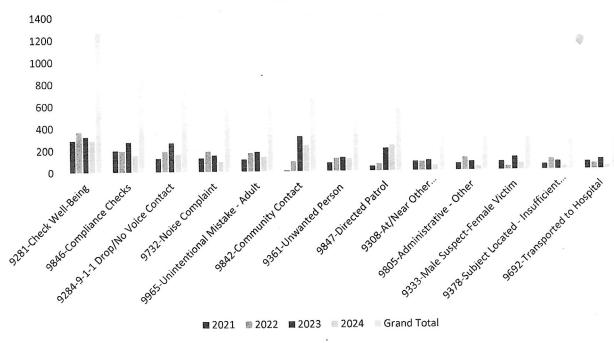


When assessing initial call types, we see that the most common call types at Victoria Park between 2021 and 2024 were 928 – Compassionate to Locate calls. These calls typically reflect wellbeing checks, where individuals may be calling for police to check up on someone they've seen at the park. This is followed by Proactive Initiative calls. Other common calls to highlight include Disturbance, Unwanted Person, and calls related to Mental Illness.

In 2024, there was a decrease in the number of Calls for Service for all of the call types observed in the graph. It may be that, going forward, other call types will be represented in the graph above.

1





When looking at final call types, we see that 9281 – Check Well-Being calls were the most common, with over 1200 calls occurring in the date range specified (2021-2024). Again, this likely reflects individuals calling for police to check up on someone they've seen at the park who may need assistance.

\*Please Note that call types are organized by Grand Total across 2021-2024, and may not necessarily represent the top 10 call types within any given year.

Below, you can find details about selected call types which were identified as relevant to a bylaw change that was proposed in 2024, but that did not pass:

Count (2021-2024)
112
112
48
83

	2021	20221	20231	2024	Granu Iotai
Count of Final Call Type	291	368	323	289	1271
9281-Check Well-Being		194	273	154	
9846-Compliance Checks	200			163	
9284-9-1-1 Drop/No Voice Contact	124			94	
9732-Noise Complaint	127	189	150		
9965-Unintentional Mistake - Adult	112	171	182	136	
9842-Community Contact	10	93	319	240	
	78	117	128	112	435
9361-Unwanted Person	44		207	236	554
9847-Directed Patrol	87		95	49	317
9308-At/Near Other Institutional/Public Property			82	34	
9805-Administrative - Other	66				
9333-Male Suspect-Female Victim	80		121	64	
9378-Subject Located - Insufficient Grounds for Apprehension	53	103	77	31	
	74	56	97	34	261
9692-Transported to Hospital	1346	1787	2319	1636	7088
Grand Total	1540	1 270.		L	

Kitchener council defers decision to allow alcohol in city parks

Date Fri 2025-08-01 12:33 PM

То

- June 24, 2024.



### **Response from WRPS**

In a statement to CTV News, Waterloo Regional Police expressed concern that the pilot project could result in more criminal activity and disturbances, especially involving youth.

"Region-wide, alcohol-related offences continue to strain WRPS resources while compromising public safety – this includes a 19 per cent increase in impaired driving charges in the region in 2023," a spokesperson said. "Further, WRPS has concerns about the consequences related to an increase in WRPS and City of Kitchener bylaw response and enforcement. Significant WRPS resources are already devoted to responding to alcohol and crowd-related issues in public areas across the region."



Police explained there were 5,366 calls for service in Victoria Park between 2021 and 2023.

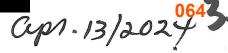
They added that they're willing to work with the city and community partners on the development and implementation of "collaborative solutions."

https://www.ctvnews.ca/kitchener/article/kitchener-council-defers-decision-to-allow-alcohol-in-city-parks/

Sent from my iPhone

>> Sent: Saturday, April 13, 2024 12:47 PM





>> Subject: Community Service Officer can we organize a meeting please.

>>

>> A ATTENTION A

>> This email originated from outside Waterloo Regional Police Service. Please avoid clicking links or opening attachments from external senders unless you are certain it is safe to do.

>>

>> You don't often get email from

Learn why this is important

>>

>> A ATTENTION A

>> This email originated from outside Waterloo Regional Police Service. Please avoid clicking links or opening attachments from external senders unless you are certain it is safe to do.

>> Good Afternoon:

>>

>> >>

>> I am a resident of Victoria Park Community and live on David Street in City of Kitchener housing across the street from Victoria Park.

>>

>> Crime is out of control in our housing at 25 Joseph Street and in Victoria Park. Tenants are afraid and reporting to the landlord the is City and Police is futile.

>>

>> Drug dealing at the clocktower, the main washroom, and an area at the Queen Victoria monument is ongoing and out of control. The presence of these large groups is intimidating and the verbal abuse to the community is daunting. The warm weather is coming and the situation will again become out of control. Selling drugs, using drugs, in the park has to stop! We can no longer bring our children and grandchildren here anymore. The park washroom is dangerous!!

>>

>> The crime in the school house 25 Joseph St is ongoing and in spite of reporting to the landlord and the police it continues on and on. Selling drugs, smashing windows, people crawling in and out of windows, breaking doors, sleeping in the laundry rooms, people screaming and fighting and needles and glass pipes. The constant traffic at all hours is distroying our housing and community. Some units have 10-15 people that are not on the lease selling drugs. Meth, fentanyl and crack. We are not stupid we see this on a daily basis.

>>

>> People just dont know what to do anymore.

>> Can you provide me with information on how to organize a meeting with a Community Service Officer which would include concerning tenants.

>>

>>

>> Regards



Kit. Gentre >> Constituent

5/22/25, 12:54 PM

the balcony he threw out barbeque the other day and a bong, and a bottle of ketchup he almost hit the woman in the head below him, there are children that play down there in the courtyard

He screams. I have a knife. I'm going to kill you. I'm gonna stab you. You're gonna die.! This makes people really nervous and keeps us up all night. I have a large dog. All he does is bark when this happens. This has been reported to Housing many many times nothing is getting resolved! There are many issues here. It's very unsafe. We had people living in the fifth floor laundry room for two months at the Joseph Street building. They have broken all the doors inside. You don't need to use a fob anymore to do your laundry.



Email is good. I just want to articulate a method that all the tenants have a voice with the police.

Sent from my iPhone

TLS.

On Apr 16, 2024, at 10:22 AM, wrote:

**Good Morning** 

My name is Tim, a patrol officer working in the downtown core area of Kitchener. I received a copy of your email this morning that you sent on April 13<sup>th</sup> outlining your concerns about Victoria Park and the surrounding areas.

Firstly, I am so sorry you are having to deal with this. We all should be able to walk in our own community and park without having to worry about seeing illegal activity or being the victim of it.

Obviously, the police can't be everywhere, nor do I think you are expecting that, however, it doesn't mean that we as police can't try to direct our resources into areas that would be most beneficial.

I have been asked by my Staff Sargeant to touch base with you to see what your thoughts are on how we can best deploy our resources.

Let me know if you would like to meet in person, a phone call, or continue to correspond by email.

Thanks again for your help in trying to clean up our community.

Tim.



Outlook

WRPS correspondence to me as a result to a letter I wrote to the chief of police

From

Date Fri 2025 05-02 6.11 PM

To

Apr. 16/2024

Thank you for your email.

I have forwarded your concerns to the Inspector of Central Division and the Inspector of our Community Engagement and Wellbeing branch.

There are ongoing discussions between WRPS and the City of Kitchener regarding proposed solutions.

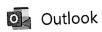


Thank you,



Staff Sergeant – Executive Support Officer Office of the Chief of Police Waterloo Regional Police Service 519-570-9777 ext. 8713

Sent from my iPhone



Victoria Park

Comm. Eng. Officer T.L.S.

From

Date Tue 2024-04-16 10:22 AM

**>** T

**Good Morning** 

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Thanks again for your help in trying to clean up our community.

Tim.



Cst. Tim ANE-SMITH #1328 Central Division Patrol Platoon A 519-570-9777 ext 4499 Waterloo Regional Police Service T.L.S.

# my response to TLS

Re: Victoria Park

From

66

Date Tue 2024-04-16 10:51 AM

To

Community Eng. Officer



Good morning thank you for your response

The schoolhouse on Joseph Street and the building on DAVID Street are owned by the city of Kitchener



There are a large number of people in that building 25 Joseph that don't live there. There is one unit that has at least 15 people in there and there are two others just like it. I have some friends that live there. They tell me that these units are full of drug dealers and Gang activity.

The situation at that building bleeds onto my building, which is 35 David Street owned by the city as well

The park is also a situation and the washroom down there. I just came in from a walk with my dog and it's full of people in there doing drugs, injecting selling they even drove all their bicycles in there. One guy had a dog.!

A young father got out of his car with his two-year-old daughter wanting to use it and he had to leave?



The tenants have reported to the city Kitchener housing and to the police activity that's going on inside the building. It's criminal. They're jumping in and out of the windows at night. They're parking their drug dealer cars in front of our building. They stand outside and throw rocks at the windows of a particular unit. A tenant comes and opens the fire escape door and let them all inside the building.

I thought we could have a community service officer conduct a meeting with the tenants in the community in these two buildings. We have a large room behind the Pharmacy in the building that we have used for tenant meetings. A number of years ago, James Mitchell community service officer held a meeting in there for the tenants experiencing a lot of criminal activity in the building and outside the building and in the park.

People have been attacked!

What are your thoughts on having a community meeting at the building?

I'm only one voice I thought maybe some of the tenants would like to express their concerns to Officer. There are a lot of seniors living in here and a lot of hard-working people with children.

unit faces the courtyard, third-floor balcony across from my bedroom. There's a meth addict who comes out there, screaming in the middle of the night. It goes on day after day he throws things over

Re: Victoria Park

From

Date Wed 2024-04-24 11:20 AM

Hi

I'm looking forward to our discussion



L.G.

Sent from my iPhone

On Apr 16, 2024, at 10:51 AM,

wrote:

Good morning thank you for your response



The schoolhouse on Joseph Street and the building on DAVID Street are owned by the city of Kitchener

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2

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My unit faces the courtyard, third-floor balcony across from my bedroom. There's a meth addict who comes out there, screaming in the middle of the night. It goes on day after day he throws things over the balcony he threw out barbeque the other day and a bong, and a bottle of ketchup he almost hit the woman in the head below him, there are children that play down there in the courtyard

He screams. I have a knife. I'm going to kill you. I'm gonna stab you. You're gonna die.! This makes people really nervous and keeps us up all night. I have a large dog. All he does is bark when this happens. This has been reported to Housing many many many times nothing is getting resolved! There are many issues here. It's very unsafe. We had people living in the fifth floor laundry room for two months at the Joseph Street building. They have broken all the doors inside. You don't need to use a fob anymore to do your laundry.

Email is good. I just want to articulate a method that all the tenants have a voice with the police.

4.6.

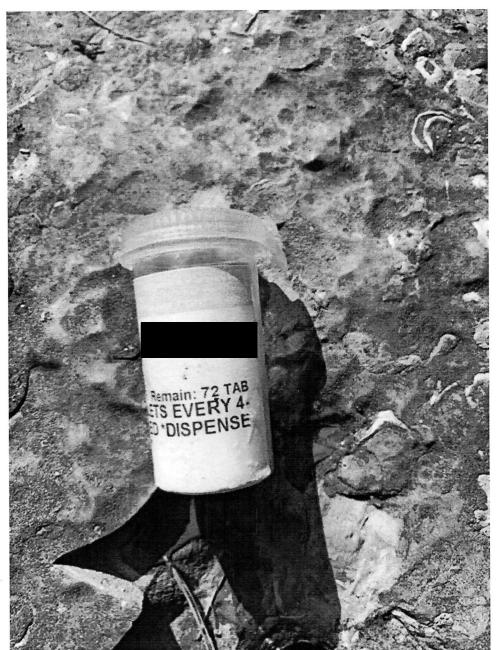
Sent from my iPhone

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Firstly, I am so sorry you are having to deal with this. We all should be able to walk in our own community and park without having to worry about seeing



Clock Tower

11 Safe Supply



Sent from my iPhone

Alict Wellness.



### This is Dilaudid eight safe supply

Pate Wed 2024-09-18 10:58 AM

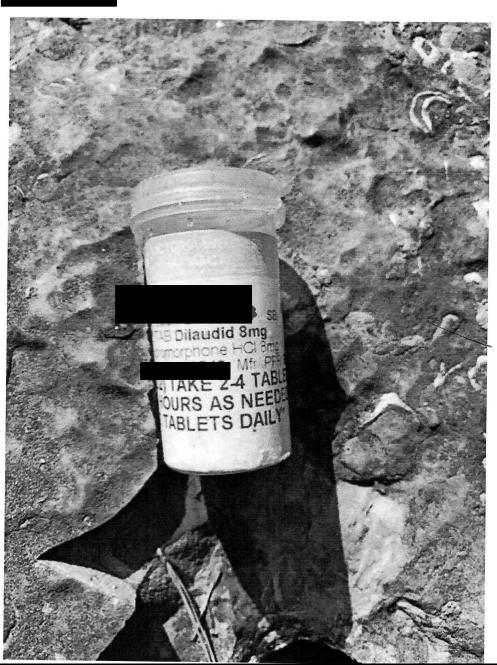
K

To

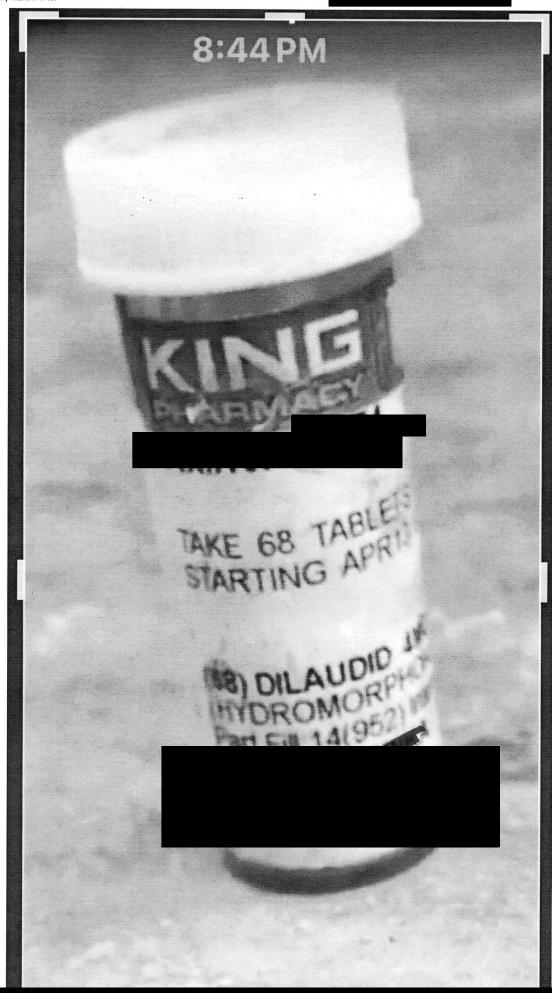
Всс

At the pond by the clock tower

11 Safe Supply



Well mss



King
Phorm

Assault on myself

Sept 18, 2024 WA-24247725

at the plet

Victoria Park - a frequent visitor to the emergency exit St 25 Joseph Street attempt to steal my purse, punched me in the chest. 5 witnesses say the man is a meth addict

Dec 15, 2022 WA-22-292546

assaulted in the hallway by a tenant the security camera was not working (35 David Street)

Aug 12, 2019 WA-1918929|\*\*

charged and convicted, 12 month peace bond/probation (35 David Street two witnesses are tenants)

May 21, 2021 WA-21113231

non stop harassment (35 David Street)

\*\*\*peace bond

Nov 14, 2021 WA-21265560

Apr 26, 2022 WA-22092349

Aug 16, 2022 WA-22196278

Police say the landlord must do their part.

Vic-Park

July 15/2024 7:02pm.

- Group - hit me waterbottle. WA-24185797.

# Victoria School

### 25 Joseph Street Emergency Exit – dangerous drug crime

Police say the landlord must do their part.

May 4, 2024 WA-24113629

attempt to trespass

May 26, 2024 WA-24135256

attempt to trespass

oD. On the Staircase of.

Criminal activity from Nov. 2023 to date. No response nor resolution from KH Inc. The situation is ongoing.

Police DART May 24, 2024 (attached)

WA- 21005 99

Police DART May 30, 2024

\*\*\*\*\*\*units are again occupied same tenants....

says to not walk on that side of the street by the emergency staircase exit...for safety reasons

July 15/2024 Apr. 27/2025 WA-25103903. 5:30pm 0.D- Hasty Mart. - Came from Vic-School May 25/2024 -WAZ4134284

- unwanted person.

May 29/2024 - WA-25133195

- unwanted person.

# lictoria School

This unit is directly across from my unit one floor up. He is continuously violent screaming and yelling at all hours of the day and night.

"you are all going to die, I have a knife and I am going to cut your throats", he also throws objects of the balcony ie. BBQ, plates, forks, knives, spoons, glass jars, drug bongs, shoes and boots etc. The units below have walkouts, as well as small children. It is a miracle he has not seriously injured someone! Some of these items hit my window directly across, many times in the middle of the night. My dog and I cannot sleep. In spite of countless reports to the landlord and police, the situation is ongoing. KH Inc deflects and will not take responsibility.



WRPS say over 80 calls plus 20 arrests for violence.





May 1, 2024 WA-24111119 4:20pm

May 1, 2024 WA-24098494

May 1, 2024 WA-23272046

May 19, 2024 WA-24127433 10:32am

Apr 23, 2024 WA-24103649 1:10am, 1:55am, 2:20am, 3:42am, 4:12am, 5:55am, 6:12am

8:14am

Apr 17, 2024 WA-24098491 3:48pm

Oct 2, 2024 WA-24262186 4:10am

Oct 30, 2024 WA-24285827

Nov 10, 2024 no police #

Feb 2, 2025 no police #



No resolution or a response from KH Inc. to date. The situation is ongoing.

# Victoria School



Contact Us Main menu

• Emergency: 911

• Non-Emergency: <u>519-570-9777</u>

Online Reporting

Report Online How Do I...

Drug Crime. as Joseph. St.

(attached p.3 Forma Schodule A)

## Waterloo Regional Police Charge Two for Drug Trafficking Related Charges WA-21100599 (921)

Show More

Posted on May 24, 2024



**Waterloo Region, Ontario** – Members of Waterloo Regional Police Service's Direct Action Response Team (DART) have arrested and charged two males after completing a drug-trafficking investigation in Kitchener.

On May 24, 2024, at approximately 6 a.m., DART members with the assistance of the Emergency Response Team, completed a search warrant at a residence in the area of Joseph Street and David Street.

Police seized a large quantity of suspected fentanyl, methamphetamine, crack cocaine, cannabis, hydromorphone pills, and dilaudid pills. Police also seized a large sum of Canadian currency, cellular devices, weapons, drug trafficking paraphernalia, and suspected stolen property.



Guns.

Catt p3 Form 2 Schedute A)

As a result of the investigation, a 49-year-old male and a 41-year-old male were charged with numerous criminal offences, including:

- Five counts of possession of drugs for the purpose of trafficking
- One count of possession of cannabis for the purpose of selling
- · One count of possession of a credit card.

Both males were held in police custody for a bail hearing.

WA24100599 (921)

### **Media Inquiries:**

Waterloo Regional Police Service
Public Information Unit
519-570-9777 (WRPS) ext. 8188
publicinfo@wrps.on.ca (mailto:publicinfo@wrps.on.ca)

To receive our Media Releases, subscribe here: <a href="https://www.wrps.on.ca/subscribe">https://www.wrps.on.ca/subscribe</a> (<a href="https://can01.safelinks.protection.outlook.com/?">https://can01.safelinks.protection.outlook.com/?</a>

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For updated information and crime prevention tips, visit our Website

(https://can01.safelinks.protection.outlook.com/?

(https://can01.safelinks.protection.outlook.com/?

 $\frac{url=https\%3A\%2F\%2Ftwitter.com\%2FWRPSToday\&data=04\%7C01\%7CBRADLEY.HICKEY\%40wrps.on.ca\%7C56b7b12c3}{5a24976960808d958686f59\%7Ccc90d6f827f5441b918b6afaa192496b\%7C0\%7C637638027826182595\%7CUnknown\%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0\%3D\%7C1000\&sdata=CdhileR9TV0NBPAkr8fdGm64RExfxfrDcqgE%2FqACjmE%3D&reserved=0), Facebook}$ 

(https://can01.safelinks.protection.outlook.com/?

Victoria Park – WRPS OCCURENCES 2024-2025 (my calls only)

\*\*\*\*\*As of August 2024, the city removed all the picnic tables, and the Gang relocated to Behind the clocktower and to Gaukel Block. (multitude of emails to get the city to comply)

\*\*\*Gang – a large group of black males occupy this area of the park; verbally assaulting the public, intimidated, urinating, defecating, drinking, drugging, fighting, assaulting.

August 24,2025 WA-24223730

****(endless conce	orn for public safety)  Attached
May 30,2025	Woman arrested trafficking, assault, forcible confinement (DART)
June 25,2025 WA-25158648	Woman screaming inside washroom consuming illegal drugs
April 14,2025 WA-25092637	Gang – fighting yelling, alcohol and drugs
April 18, 2024 WA-25096134	Gang – drinking and fighting, alcohol and drugs
June 17,2025 WA-24157868	Gang – intoxicated, yelling, fighting
July 2024 WA-24183103	Gang-intoxicated, yelling and fighting  attached
July 31, 2024 WA-24201316	Gang attack and assault – violent beating in serious condition

Gang - Loud disturbance, fighting



Petition started over drug use at Victoria Park washrooms

From

Date Sun 2025-08-03 9:56 AM

To

# Petition started over drug use at Victoria Park washrooms

Kitchener

Jublished: September 17, 2018

https://www.ctvnews.ca/kitchener/article/petition-started-over-drug-use-at-victoria-park-washrooms/

Sent from my iPhone

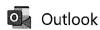
Promblem ongoing to date 2025

- cameras
- security check 3 x Day

\* Safety issue for unwary

public.

assaults + robberies



WRPS Arrest Waterloo Male After an Assault in Victoria Park | Waterloo Regional Police

From
Date Sun 2025-08-03 10:51 AM
To

# WRPS Arrest Waterloo Male After an Assault in Victoria Park

Posted on: Tuesday June 3

Location: Kitchener

Occurrence #: WA24201316

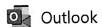
Waterloo Regional Police are investigating an assault that occurred in the area of Victoria Park in Kitchener.



On July 31, 2024, at approximately 7:15 p.m., police responded to reports of a 42-year-old male who was assaulted and left unconscious in the park.

https://wrps.ca/news/wrps-arrest-waterloo-male-after-assault-victoria-park

Sent from my iPhone



# may 31 DART in Park

### Arrested a woman Victoria Park

From

Date Sun 2025-08-03 6:41 AM

To

May 2025

Police have arrested a woman wanted for a number of charges including trafficking, assault and forcible confinement.

On Friday, officers with the Waterloo Regional Police Service were on bike patrol in Kitchener's Victoria Park when they spotted and arrested the woman.

She was wanted for assault with a weapon, assault causing bodily harm and forcible confinement in connection to an incident that happened in Kitchener on March 20.

Police said the woman had also driven way from police in a stolen vehicle during another incident on April 30. Due to that incident, she was wanted for possession for the purpose of trafficking, taking a vehicle without consent, flight from an officer, operation of a conveyance while prohibited, dangerous operation, possession of property obtained by crime over \$5,000 and possession of property obtained by crime under \$5,000.

During her arrest, officers said they seized suspected fentanyl, methamphetamine, cocaine and prescription drugs. Police said the approximate street value of the substances comes in at \$12,300.

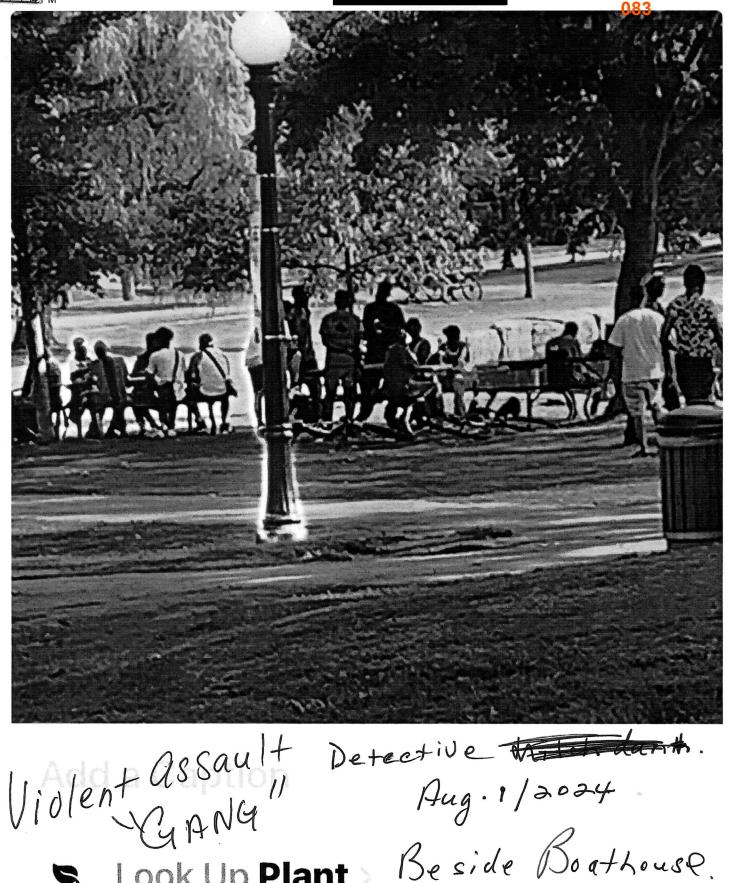
The 40-year-old woman was also charged with four counts of possession of a schedule I substance for the purpose of trafficking and possession of break-in instruments.



Wanted woman arrested and drugs seized at Kitchener's Victoria Park

ctvnews.ca

Sent from my iPhone

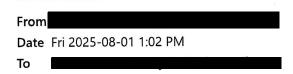


Look Up Plant > Be side Boathouse.





### Bill-6 safer municipalities act 2025



Bill 6 in Ontario, also known as the <u>Safer Municipalities Act</u>, <u>2025</u>, focuses on addressing public drug consumption and encampments. It includes the <u>Restricting Public Consumption of Illegal Substances Act</u>, <u>2025</u>, which prohibits consuming illegal substances in public places and allows police to issue directions and seize substances. Additionally, it amends the <u>Trespass to Property Act</u> to include aggravating factors for repeat offenders in encampments.

Here's a more detailed breakdown:

Key Components of Bill 6:

## Restricting Public Consumption of Illegal Substances Act, 2025:

This Act, if passed, would prohibit the consumption of illegal substances in public places, with exceptions.

### **Public Place Definition:**

The Act defines "public place" broadly, including any place the public has access to, as well as structures like tents used as dwellings in public places without legal permission.

### **Police Powers:**

Police officers and other prescribed officers can issue directions to individuals they believe are consuming illegal substances in public places, including:

- Ceasing consumption.
- Leaving the public place.

- Providing personal information (name, date of birth, address).
- Seizing and destroying substances believed to be illegal.

### Trespass to Property Act Amendments:

These amendments add aggravating factors to be considered by courts when dealing with trespassers, particularly those involved in encampments, such as continuous trespassing and likelihood of reoffending.

### Penalties:

Violations of the Restricting Public Consumption of Illegal Substances Act could result in fines of up to \$10,000 or imprisonment for up to six months. BILAW 25

### **Encampment Removals:**

The legislation is intended to help with the removal of encampments by providing tools to address public drug consumption and trespassing.

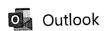
### Criticism of Bill 6:

- Some critics argue that the bill focuses on enforcement rather than addressing the root causes of homelessness and substance use.
- The Canadian Civil Liberties Association (CCLA) has raised concerns that the bill criminalizes vulnerable individuals and may not be effective in addressing the homelessness crisis.
- The Association of Municipalities of Ontario (AMO) supports investments in affordable housing, mental health and addiction supports, and income security as alternatives to enforcement.
- Some worry about the potential impact of increased policing and incarceration on individuals Experiencing homelessness...

https://www.google.com/search?

q=bill+6&client=safari&sca\_esv=580517d0dba8f8da&source=hp&ei=HOyMaJnfErio0PEPI5XY2Ac&oq =bill+6&gs\_lp=EhFtb2JpbGUtZ3dzLXdpei1ocCIGYmlsbCA2MgUQABiABDIFEAAYgAQyBRAAGIAEMgUQ ABIABDIFEAAYgAQyBRAAGIAEMgUQABIABDIFEAAYgARI\_CFQiwtYnh5wAngAkAEAmAGfAaAB5wWqAQ MwLja4AQPIAQD4AQGYAgigAs8GqAlewglCECnCAgsQKRiABBixAxiDAclCBhApGBYYHslCChAAGAMY6g IYjwHCAgoQLhgDGOoCGI8BwgIREC4YgAQYkQIYxwEYigUYrwHCAgsQABiABBiRAhiKBcICCxAuGIAEGLE DGIMBwqlOEAAYqAQYsQMYqwEYiqXCAhEQLhiABBixAxjRAxiDARjHAclCFhAuGIAEGLEDGEMYxwEYiqUY <u>ial IVpvHCAaaOARiARRhDGlaEwalOECAVaAOVOviHARiKRRivAclCEvAuGlAEGEMVvwEVial IVial IVpw</u>HCA

0





'You definitely can't arrest your way out of this': northeastern Ontario police not rushing to use new powers | CBC News

Prom Date Tue 2025-08-05 10:44 PM

While many police forces in southern Ontario cities, including in Toronto, have already started using enhanced powers given to them by the province to clear homeless encampments, police in northeastern Ontario cities say they are taking more of a "wait and see approach."

Last week, the Ontario legislature passed Bill 6, the Safer Municipalities Act, which gives police the power to more easily clear encampments on public property by issuing fines, as well as arresting people for trespassing and public drug use.

https://www.cbc.ca/news/canada/sudbury/bill-6-encampment-enforcement-police-1.7557410

Sent from my iPhone

1:40





Kit. Centre

The solution is not stigma. The solution is compassion, and treatment. We must expand access to mental health support, strengthen rehabilitation programs, and ensure no one falls through the cracks. I recently had the opportunity to speak with members of the outstanding **Waterloo Regional Police Service** (WRPS), who shared that in 2024 alone, they responded to over 11,000 incidents in our downtown core. Since January 2025, WRPS has been actively collaborating with our Business Improvement Association (BIA) on several public safety initiatives aimed at addressing these challenges and enhancing community well-being. To further support these efforts, we must take a firm stance on crime by repealing the soft-on-crime provisions in Bills C-5 and C-75. These policies have



Sent from my iPhone

- Drug Crime
- DTK
- Vic. Park

- Safety Embassadors - not capable - dangerous



kellyderiddermp LETTER TO THE

EDITOR: Addiction and Trauma Are Key Issues for Homeless People

A recent letter in the Waterloo Region Record sheds light on a heartbreaking reality: up to 75% of unsheltered individuals are living with addiction and mental illness. These are not just policy challenges — they are human ones, and they deserve thoughtful, long-term solutions.

As your MP, I'm committed to working toward a full-circle approach that addresses the root causes and supports real recovery:

- End taxpayer-funded "safe supply" drug programs that keep people trapped in addiction
- Give judges the ability to mandate rehabilitation and mental health treatment, instead of cycling people through jails or shelters
- Invest in real recovery, not just rhetoric — with support for detox,



### The record Morrice

From I

Date Sat 2025-08-02 10:46 AM

To

July 31,2025

kellyderiddermp

Kitchener Centre

1320°C Thursday, July 15

WATERLOO REGION RECORD

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Opinion

on

te sports

Conference source e

Columnists Editorials Contributors Letters to the Editor Editorial Cartoons

#### ADDICTION, TRAUMA ARE KEY ISSUES FOR HOMELESS PEOPLE

Former Kitchener Centre MP Mike Morrice has characteristically used one issue in an effort to advance another.

There is rhythm in doing so, however, it does nothing to truly help the most vulnerable. The encampments that have sprung up are due, in large part, to serious drug addiction and mental-health issues that are only now beginning to receive the attention they deserve.

Too often, those who are suffering the most are used as political pawns. Instead of debating the merits of tax incentives, investment trusts, and private ownership, how about acknowledging that up to 75% of unsheltered people need urgent mental-health supports?

Yes, the federal government certainly bears much of the blame for overcrowding in our cities, and for pushing people out of shelters and onto the streets. At the same time, some Ontario municipalities have learned the hard way that attempting to simply place individuals into so-called "affordable housing" in existing residential areas doesn't work. The drugs and violence soon followed, and that's the problem.

And, as to Morrice describing himself as the "housing critic" for the Green Party, that's too funny. With a caucus of two members, who was assigned all the other duties?

Addiction, trauma are key issues for homeless people

Re: Three ways to end chronic homelessness, July 26

Former Kitchener Centre

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Dean Hickey, Kitchener

No nable affordable

affordable

Arugst

Violence.

Fwd: Bill 6-June/July 2025 Ward 9 Newsletter

From

Date Sat 2025-08-02 10:56 AM

To

Sent from my iPhone

Begin forwarded message:

From:

Date: June 29, 2025 at 11:32:21 AM EDT

To:

Subject: Bill 6-June/July 2025 Ward 9 Newsletter

Sent from my iPhone

Begin forwarded message:

From:

**Date:** June 28, 2025 at 6:08:05 PM EDT

C --

Cc:

Subject: Bill 6-June/July 2025 Ward 9 Newsletter

Ward 9 D.C

ward 9 D.C.



Hi

It concerns me why you would want open air drug use in our public spaces and places-It's so dangerous.!!

Ward

The park washroom has been a hotspot since 2014!

I have two little grandchildren and I do not want them exposed to public consumption of illegal toxic drugs. It's bad enough that it's in my face everywhere I go in this community.

I've lived down here for 14 years and open air drug use is totally unacceptable. Open air drug use in the last "five years", has become out of control. It is

rampant on King St, Tim Hortons, Dollarama, library, shoppers drug Mart and City Hall washrooms...

I've had fentanyl smoke blown in my face walking out of Tim Hortons, and shopping inside Dollarama, and at the library washroom!

I am very happy that Bill 6 is now in effect. Open air consumption of toxic drugs in our communities is dangerous!!

Psychotic behaviour it's dangerous to everyone where someone is consuming, illicit toxic drugs.

Waterloo Regional Police are enforcing this legislation. They are patrolling the park and they are patrolling King St. The safer streets and community act is enforced 100% and I will do everything I can as a constituent of Kitchener Centre to support this. The community in Ward 9 and Victoria Park neighbourhood are very happy that the police are patrolling here every day.



### The community in Kitchener Centre, 100% supports Bill 6!!!"

The Hart Hub is operating with four times the funding of a drug injection site. It's time for treatment and recovery.

The services are available to anyone addicted to any substance.

HART - homeless, addiction, recovery, treatment.

"Bill 6: Safer Communities Act" - 2025



the Act prohibits the consumption of an illegal substance in a public place.

Regards

# Constituent Kitchener centre Ward 9

Sent from my iPhone



Sent from my iPhone

### Reflection

I was off for the month of May due, first, to my daughter's two week

hospital stay and then a scheduled two-week vacation. I have done my

best to catch up since returning at the end of May. I apologize for

my slow responses, but believe I have now caught up. Council takes a

break in July, so the next newsletter will come out in August. I hope to see

you out in the community over the next month.

One item I am still reflecting on is how we as a municipality might

put pressure on the Provincial government to rescind **Bills 5, 6** and 17. I

know there is continued pressure from the community calling on

municipalities to take a stand. I will be working on this over the next

month and welcome your feedback.

One thing we have witnessed under the current Provincial government is

that with enough pressure they have been know to reconsider/rescind

their decisions.

83.

**Open Report: 2025-268** 



## Strategic Business Plan 2024-2027 Progress Report #3

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

**FROM:** Strategic Services

**DATE:** 08/20/2025

#### Recommendation

For information only.

### **Summary**

The Waterloo Regional Police Service (Waterloo Regional Police Service) is halfway through Year two of four of the 2024-2027 Strategic Business Plan (SBP). Guided by our Vision, Mission, and Values, WRPS is working towards four Goals representing Our Commitment to Safety, Our Connections, Our Members, and Our Resources. More specifically, these Goals are comprised of 13 Objectives with 31 associated Strategies. The shorter-term activities, Tactics, are documented internally in the form of Action Plans adhering to SMART principles. WRPS is committed to regular updates on the progress of these member and community inspired priorities while satisfying our legislative requirements. This report provides general planning and specific progress updates, while the attachment provides progress narratives.

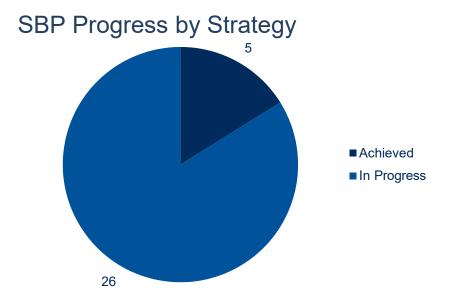
#### Report

Recall that towards WRPS' desired future state, activities are organized into four levels: Goals, Objectives, Strategies, and Tactics. Goals and Objectives both represent the relevant and feasible *what* WRPS is going to do, and these two layers have been published in the 2024-2027 Strategic Business Plan. Strategies and Tactics are more specific and delve into *how* WRPS is going to do it. The Strategies are meant to be selective, reach-ahead initiatives, unique to this cycle, stemming from scanning evidence, and are explicitly listed in the included attachment. Tactics are internal, shorter-term "to-do" lists and take the form of Action Plans which have been chunked into quarterly and yearly targets. To reach these targets, Champions have identified which position(s) in the Service will be doing the work or coordinating the work with supports. Being the most specific layer, Tactics in the Action Plans are naturally the most adaptable and responsive layer of the planning framework, revisited over the course of the SBP.

#### **Progress Updates**

Regular SBP updates are important in providing information to guide Board decision-making, to develop budgets and operating plans, and to assess the performance of the Chief and the Service. Positions Accountable, with Champion oversight, are responsible for providing these regular updates in an online progress reporting tool unique to WRPS. These include status updates, if applicable, and narrative details. Strategy owners are

coached to reference their intended, meaningful actions in their narrative. It follows that as of the end of June 2025, five Strategies were completed with 26 remaining in progress. Twelve more Strategies are anticipated to be completed in Year 2 (2025).



Achievement Highlights (4 new)

Goal: Our Commitment to Safety

Objective: To reduce violent crime and recidivism.

Strategy 1.1.2: By forging stronger investigative collaborations to reduce harm caused by organized crime.

The Criminal Intelligence Unit continues to collect information and develop intelligence into the identified OC portfolio groups. These groups are identified out of the CISO Provincial Threat Assessment (PTA) and in response to Provincial/Regional trends. Proactive intelligence led projects continue to occur consistently from our Intelligence and Drugs and Firearms Units. The goal will be to focus on PTA targets that have been identified to be the biggest threat to the public safety of Waterloo Region and beyond. IBASE Charts are created by the Criminal Intelligence Analysts in support of Intelligence Services projects and Criminal Intelligence Reporting.

KPIs: # of projects, wiretaps, part VI projects, joint-partner projects, intelligence reports, threat assessments, weapons seized; convictions registered and length of sentencing Means/Ends Matrix Tags: (High) crime rates; clearance rates; trust and confidence in police; (Medium) crime severity; court outcomes

**Open Report: 2025-268** 

Goal: Our Connections

Objective: To communicate and engage.

Strategy 2.2.1: By enhancing our external communication strategy. Strategy 2.2.2: By enhancing our internal communication strategy.

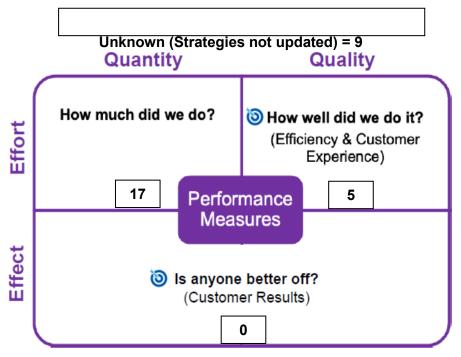
Goal: Our Members

Objective: To manage change.

Strategy 3.3.2: By ensuring organizational projects implement a consistent change management framework.

Change Managers ensure the optimal adoption of new practices by those impacted (embracing new ways of working, realization of forecasted benefits). Strategic Services has developed a Change Management Framework and curated a number of tools to approach change with intention. The materials draw from evidence-based best practices and are designed to be flexible, scalable, and action-oriented. As endorsed by the Project Governance Committee (PGC) in Fall 2024, everyone can start thinking about change management, earlier. Moving forward, projects approved by the PGC will require a Change Management Screening Form to be filled out by the Project Sponsor and Project Manager. Strategic Services will be available to conduct assessments and use additional tools to support change success. The Tactics are complete. The metrics that will continue to be monitored include: improving the Autonomy and Decision-Making and Recognition and Respect morale domains to 70% agreement with being involved in decisions and being consulted on change; and that organizational attributes typically identified as challenges in risk assessments (i.e. change saturation, shifting priorities, success mindset, with a score of 4 or 5) are mediated to neutral or positive scores. The change management framework will be featured in a special positive organizational psychology police edition of the journal Organization Development Review in December 2025. KPIs: 100% of projects approved by the PGC use the change management framework; Risk Assessment change management tool results mediated over time Means/Ends Matrix Tags: (High) Member Survey repeat measures; open-ended themes

### SBP Progress by Quantity and Quality



Mark Friedman, "Trying Hard is Not Good Enough" p. 68

Seventeen Strategies are in the quantity/effort stage with owners providing descriptions about what and how much is being done. Those Strategies are still "in progress". The owners of the five Strategies that have been marked as "complete" have confidently carried out the Tactics, so more effort is not required, but KPI check-ins (medium-term, indicators accessible at the unit level) are required for future progress reporting. It may take until Year 3 or 4 of the SBP to evaluate the potential effect of the efforts, drawing on long-term indicators collected Service-wide or even at the national level.

#### **Next Steps**

Two years have passed since conducting the environmental scanning that informed this SBP, though data is key to ensure the plan remains a compelling document to guide the organization (McIntyre, 2023). Operationally, WRPS should collect select data in the Fall in conjunction with strategic communication to enhance plan reporting at year-end. As described in PSB report 2024-188, "driver cards" (Foresight and Futures Tools for Strategic Planning – a case study presentation, Kusibab, 2024) are succinct one-pagers to quickly communicate the original problem and the progress that has been made since. These are not intended to replace comprehensive full reports, instead this is an alternative format to suit a general audience (both external and internal). A release-a-day across September would cue an October data collection avoiding the pitfall of asking again without evidence of action.

Internally, it is possible to have more frequent touchpoints with members on a rolling basis, either targeted to those directly impacted by particular efforts or randomly sampled

if efforts are applicable to the whole Service as a bridge to full evaluations. The medium can be catered to what we know about member communication preferences.

Externally, there are a variety of mediums. WRPS working groups suggested mirroring recruitment events for visibility. The customer service app SpidrTech has the potential to reach 3000+ community members in a year (as a quarter of respondents indicate interest in engaging with WRPS further). EDI and community partnership connections are opportunities. Evidence-based engagement practices include joining existing meetings to meet people in their spaces or using community liaisons with existing trusted relationships to gather information on the Service's behalf. (Beyond Inclusion, Simon Fraser University, 2020; A Public Engagement Framework, Lenihan, 2009). Public touchpoints to offer a QR code to a survey during a limited campaign could include:

- Website
- Social media
- External newsletter
- Digital publications (e.g. Annual Report)
- End slide of public presentations
- External work signatures
- Posters at other public events (not just WRPS hosted)

As the SBP is in full implementation with an eye shifting to impact (e.g. "What are we celebrating by the end of this year?"), common failure points and barriers to execution will be monitored (The Resilience Blueprint, International Association of Strategy Professionals, conference 2025).

### Strategic Business Plan

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

#### **Our Connections**

□ Communicate and engage

#### **Attachments**

- SBP Progress Report: Mid-Year 2
- Presentation SBP Progress Update Mid-Year 2

#### **Prepared By**

Amanda Franceschini, Strategic Planner, Strategic Services Branch

#### Approved By

Mark Crowell, Chief of Police

Strategic Focus	Goal	Objective	Accountable Person	Status	Timeline	Update
Our Commitment to Safety	1. Reduce violent crime and recidivism	111. By a crime suppression strategy grounded in Stratified Policing.	Sloden Lackovic	In Progress	2025	
		112. By forging stronger investigative collaborations to reduce harm caused by organized crime.	Greg Hibbard	Completed	2024	The Criminal Intelligence Unit continues to collect information and develop intelligence into the identified Organized Crime (OC) portfolio groups. These groups are identified out of the CISO Provincial Threat Assessment (PTA) and in response to Provincial/Regional trends. Proactive intelligence led projects continue to occur consistently from our Intelligence and Drugs and Firearms Units. The goal will be to focus on PTA targets that have been identified to be the biggest threat to the public safety of Waterloo Region and beyond. IBASE Charts are created by the Criminal Intelligence Analysts in support of Intelligence Services projects and Criminal Intelligence Reporting.
		113. By addressing repeat and/or prolific offenders	Greg Hibbard	In Progress	2025	A new Offender Management Unit (OMU) Bail Compliance Team has been proposed and approved for implementation. Three new members have been selected to increase OMU's ability to perform surveillance and enforcement.  Crime Suppression prolific offender management is coordinated out of the OMU and assigned and actioned through the Divisional CSAR's. The Provincial Bail Reform Dashboard has now been implemented and is accessible by all frontline and investigative units.
	2. Deliver exceptional services that meet local community needs	121. By building better capacity for and analysis of proactivity.	John Goodman	In Progress	2025	Crime Suppression is driven by the data and strategies and approaches to addressing crime and disorder in the community is driven by the data.
	,	122. By implementing a community- centric deployment approach and enhanced alternative responses.	John Goodman	In Progress	2025	Crime suppression strategy is implemented and is addressing this objective.
		123. By continuing to create an annual comprehensive road safety action plan that identifies trends, risks, and priorities.	Scott Griffiths	In Progress	2027	
	3. Base actions on evidence	131. By using data analytics to support strategic decision-making.	Amanda Williams	In Progress	2027	Drug Strategy has been drafted and approved by ELT and Legal Services. Legal Services is drafting guidance for members related to Bill 6 (Safer Municipalities Act) on public consumption of illegal substances that will be linked to the Drug Strategy. Forthcoming will be the internal and external launch of the strategy, and corresponding evaluation plan.  The YES was submitted for consideration to IASP's Goodman Award of Excellence, and asked to resubmit once the plan was more mature (e.g., impact could be determined).

		132. By supporting members to use analytical tools, synchronized with data governance.	Amanda Williams	In Progress	2027	We are beginning to activate metrics for Crime Suppression. In terms of program evaluation, we have designed a retrospective comparison study to examine the impact of crime bulletins on suppressing criminal activity (hot spots). In terms of monitoring impact, we are beginning to determine the metrics needed for daily/weekly/monthly reporting with the goal of standardizing and facilitating reporting (e.g., providing data visualization tools). When academic partnership requests come into WRPS, we are making connections with impacted areas to determine knowledge needs that can be addressed through the proposed work to encourage uptake of findings. We have yet to realize success with this approach - but will continue this tactic until the end of the year. A data glossary has been created for commonly used (and misused) data sources, which is in the final draft stage.
		133. By creating and maintaining academic and justice sector partnerships.	Amanda Williams	In Progress	2027	The activities outlined in the previous update are ongoing, with no substantial change.
Our Connections	1. Conduct improved and intentional outreach	211. By developing a Youth Engagement Strategy.	Aaron Mathias	In Progress	2027	
		212. By integrating an Equity, Diversity, and Inclusion Plan.	Geraldine Stafford	In Progress	2027	
		213. By developing community partnerships and agency relationships to achieve collaborative outcomes.	Geraldine Stafford	In Progress	2026	
	2. Communicate and engage	221. By enhancing our external communication strategy.	Cherri Greeno	Completed	2027	
		222. By enhancing our internal communication strategy.	Cherri Greeno	Completed	2027	
	3. Adopt a people-centred service delivery model	231. By enhancing engagement, feedback, and information exchange opportunities between the Service and community.	Sloden Lackovic	In Progress	2025	
		232. By enhancing the quality of our interactions with the public.	Sloden Lackovic	In Progress	2026	
Our Members	1. Focus on holistic wellness	311. By supporting members through all stages of their career journey	Tanya Morose	In Progress	2025	
		312. By empowering all of our members to be leaders of member wellness	Tanya Morose	In Progress	2025	

2. Create opportu	nities  321. By providing a variety of engaging career pathways and volunteer opportunities to attract the very best talent in our community	Diane Kelly	In Progress	2026	Career goals, continuous feedback and performance cycle has started. Q1 of the cycle completed June 30, 2025. Members accessing sample career pathway information in HXM.
	322. By developing and optimizing our talent	Molly Kimpel	In Progress	2025	Civilian career development working group drafting final recommendations for August 2025.
3. Manage chang	331. By providing training and resources to enable members to effectively manage change	Erin Vandahl	In Progress	2025	As presented to the Senior Leadership Team in March 2025, the Change Management site is live on the internal projects page. It has a library of self-serve resources for all members to access. Primarily, there is a Change Management Checklist (for anyone introducing something new to a team) to help identify any gaps in the approach which could lead to coaching or custom resources. Complementary to that, there are videos, empathy maps, models of success/failure points, training/lesson plans, and communication plans. Early indicators of success include website hits and various WRPS teams requesting change management presentations. There is room to promote the site more widely and schedule learning opportunities. Metrics that will continue to be monitored include improved member survey repeat measure scores in the domains of Autonomy and Decision-Making and Recognition and Respect.
	332. By ensuring organizational projects implement a consistent change management framework	Amanda Franceschini	Completed	2025	Change Managers ensure the optimal adoption of new practices by those impacted (embracing new ways of working, realization of forecasted benefits). Strategic Services has developed a Change Management Framework and curated a number of tools to approach change with intention. The materials draw from evidence-based best practices and are designed to be flexible, scalable, and action-oriented. As endorsed by the Project Governance Committee (PGC) in Fall 2024, everyone can start thinking about change management, earlier. Moving forward, projects approved by the PGC will require a Change Management Screening Form to be filled out by the Project Sponsor and Project Manager. Strategic Services will be available to conduct assessments and use additional tools to support change success. The change management framework will be featured in a special positive organizational psychology police edition of the journal Organization Development Review in December 2025. While the tactics are complete, the metrics that will continue to be monitored include: 100% of projects follow the framework; repeat measures in the member survey indicate 70% agreement with being involved in decisions and being consulted on change; and that organizational attributes typically identified as challenges in risk assessments (i.e. change saturation, shifting priorities, success mindset, with a score of 4 or 5) are mediated to neutral or positive scores.
4. Foster a positiv workplace	e 341. By implementing an Organizational Culture Strategy	Beth Houston	In Progress	2025	In April, the manager of Organizational Culture and Development was removed from the Human Resources Branch and placed under the Professional Development and Organizational Culture Division. This position becomes the first role dedicated to the Organizational Culture Unit. The manager is actively working on developing an Organizational Culture strategic plan, which will be presented to the Executive Leadership Team in the fall of 2025.

		342. By celebrating the contributions of our members	Beth Houston	In Progress	2025	Conversations continue in this area, to determine how best to celebrate our members. This will be integrated as part of GROW@wrps There is the possibility that WRPS looks to host a major awards gala with community and charity components in the upcoming years. Additionally, WRPS purchased two tables at the OWLE awards gala in May and celebrated a WRPS member who received a major award from OWLE. Work is ongoing towards planning the 2025 WRPS awards night in October.
		343. By enhancing respect in the workplace	Beth Houston	In Progress	2025	The organizational culture team is delivering a one-hour session during academic training days throughout 2025. Topics include the importance of people focused leadership and the associated skills and is creating excellent dialogue with members throughout these sessions.
Our Resources	1. Provide safe, accessible and welcoming facilities	411. By optimizing existing spaces to best meet organizational and community needs	Chris Gibson	In Progress	2027	Implementation of CSAR (Crime Suppression Analysis and Response) was completed, and on schedule in the spring of 2025. Positive feedback was received on the new setups for the approx. 130 Members who were relocated across the Facilities. The South Community Room was refreshed with a new kitchenette, boardroom table and chairs, as well as new lights, ceiling, painting, and carpet. Also at South Division, wall wraps were installed in the Briefing Room displaying WRPS' Mission/Vision/Values, as well as a historical mural of Policing in Cambridge. These refreshes at South have been well received. At Headquarters, the Gym flooring was complete, with a new overhead door being installed with some deficiencies remaining at this time. We are preparing to order the wall crest and sign to enhance the newly painted walls showing WRPS branding. Also at HQ, the Enhancement to the Digital Content and Special Events area is complete. Additional desks (3) have been added for the Digital Disclosure Team, and Human Resources expanded into their new space earlier this year.
		412. By constructing a Regional Public Safety Communications Centre, incl. backup and 3rd floor Central renovations	Jamie Brosseau	In Progress	2027	The PSCC project is currently in the functional programming stage but will progress to schematic design very soon. Additional time was taken to ensure the program for the facility (number and size of spaces) is correct, as this will reduce scope changes later on that affect could affect cost and schedule. The project is about 1 month behind schedule, but that could still be recouped in other phases. Benchmarking for the facility was completed in June with informative site visits at locations in Ontario, as well as British Columbia and Tacoma, Washington. The WRPS continues to pursue partnerships in the facility with local Fire Departments and the Ministry of Health. The renovation to the 3rd Floor of Central Division has launched with CIMA+ being selected as the design architect. The project is in the schematic design phase. Initial stakeholder consultations will conclude this week and full design will begin from there. The timelines for this project have not changed, with occupancy expected in 2026. The Professional Standards Unit and the Administrative Support Branch have been confirmed to be the two programs moving to Central.

2. Embrace modernization	421. By establishing a project management and prioritization strategy	Jeannine Chapeskie	Completed	2024	The new project governance framework is in place and has been communicated to the membership. The Project Governance committee is meeting regularly to assess new projects. The Project Coordinator from Strategic Services will continue to monitor the the new process to ensure the desired outcomes are achieved and assess if any changes are required.
	422. By identifying and utilizing technological resources that improve efficiency and promote public safety	Jamie Sheridan	In Progress	2026	Following an RFP process, an enotes vendor has been selected. The IMU team is conducting user acceptance testing of the solution. The team plans to begin a phased pilot of the solution starting at the end of the summer.
3. Be future-ready	431. By forecasting long-term organizational growth that includes staffing, fleet, equipment, and facilities	Kristen Hand	In Progress	2027	The Facilities Master Plan was approved and incorporated into the approved 2025 Operating and Capital budget (including the 10 year fleet forecast). A long-term electric fleet strategy has now been incorporated into the 2026 Budget ten-year capital forecast. A consultant has been obtained to assist WRPS complete their Dynamic Staffing Strategy which is a multi-phase project to co-build and implement a set of dynamic simulation models to better forecast staffing needs. The initial use of these tools will be for our frontline patrol operations as a part of the 2026 Budget process, followed by the Communications and Investigative Services departments in subsequent future budget cycles.
	432. By ensuring the financial resources to support organizational growth	Brennan Reniers	In Progress	2027	Completed 2025 Q1 Quarterly Financial Report and Forecast. Proposed 2026 Operating and Capital Budget Estimates are being developed. Enhanced Financial Analysis and Reporting was implemented in 2024 for the 2023 Year end results. The WSIB payroll processing change was incorporated into the new WRPA collective agreement and implementation will be in January 2026. Total Payroll responsibilities transition from the Region is work in progress and is anticipated to be completed in the fall of 2025.

### STRATEGIC BUSINESS PLAN 2024-2027

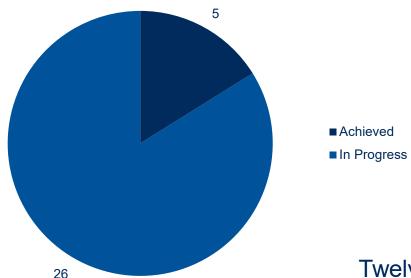
Progress Update Mid-Year 2

PSB Report 2025-268 Amanda Franceschini, Strategic Services



# Progress Mid-Year 2

### **SBP Progress by Strategy**

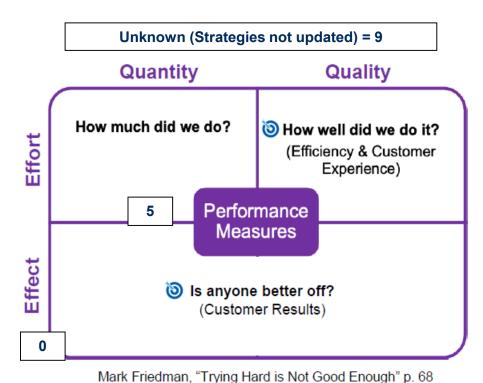


Twelve more Strategies are anticipated to be completed by the end of Year 2 (2025).

# Achievement Highlights

- Strategies Completed (4 new)
  - Forging stronger investigative collaborations
  - Enhancing external communication strategy
  - Enhancing internal communication strategy
  - Ensuring organizational projects implement a consistent change management framework

# Quantity/Quality



### Next Steps: Enhancing Engagement

#### Fall 2025

- Integrating strategic communication with data collection
  - Steady, limited release of "driver cards" to link origins with actions and cue respondents
  - Internally
    - Targeted and random
    - Catered to communication preferences
  - Externally
    - Mirroring recruitment events for visibility
    - Customer service app, CommunityConnect
    - EDI and community partnership connections → community liaisons
    - Public touchpoints for digital sharing







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

FROM: Finance Unit, Finance and Assets Branch **DATE:** 08/20/2025

#### Recommendation

For information only.

#### **Summary**

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

#### Report

#### **Operating Variance Results**

Attached to this report, in Appendix A, is the June 2025 Operating variance report for the Waterloo Regional Police Service (WRPS). Total year-to-date expenditures for 2025 are \$132,126K or 91.9% of the approved budget, while revenues are \$13,590K or 100.5% of approved budget. The total net levy for June 2025 is \$118,536K or 91.1% of the approved budget. The Operating Budget is forecasting a positive variance to plan of approximating \$1,610K or 0.6% of the full year 2025 budget. However, there are many variables that may impact this forecast including level of overtime, recruitment projections and spend variability.

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

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

Staffing Costs (\$K)						
	Actuals	Budget	Variance			
Full-time Salary & Wages	71,392	79,619	8,226			
Part-time Salary & Wages	801	1,065	264			
Overtime	3,714	2,034	(1,679)			
Paid Duties	554	414	(140)			
Sick Leave Payout & Continuance	162	550	388			
Benefits	29,793	32,231	2,438			
Total Staffing Costs	106,416	115,913	9,497			

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

5100,000:	
	Operating Variances
Salaries and Wages	Under budget by a combined \$8,490K due to lower salaries because cost of living increases, new contractual agreement adjustments, and civilian market evaluation adjustments retroactive to January 1st have not yet been processed. These adjustments are expected to be processed in the second half of 2025. There are also savings from maternity/paternity leaves and staffing levels being below authorized levels year-to-date. Staffing levels are expected to be at complement by the fall.
Overtime	Over budget by \$1,679K due to overtime hours primarily due to staff shortages. Overtime hours are 73,314 year-to-date, a decrease of 22,590 hours or 24% over the same period from 2024, with 93% of overtime hours in the Neighbourhood Policing and Investigations Division. The WRPS created an overtime working group in 2024 that has been diligently implementing strategies to reduce overtime levels.
Paid Duty	Over budget by \$140K due to increase in Sale of Police Services (see General Police Revenue).
Sick Leave Payout and Continuance	Under budget by \$388K due to lower than expected retired eligible members (must be hired before August 15, 2005) getting a sick leave payout and/or continuance to date.
Benefits	Under budget by \$2,438K due to lower OMERS, group medical, LTD, and WSIB than budgeted. This was partially offset by higher EI.
Materials and Supplies	Under budget by \$732K due to lower uniform replacement and fuel costs to date, and timing of firearm supply purchases. The cost of fuel decreased due to the elimination of the federal carbon tax on April 1st, 2025.
Maintenance and Repairs	Over budget by \$104K due to higher radio communication equipment maintenance.
Small Equipment	Over budget by \$435K due to higher grant or recovery funded equipment purchases, partially offset by lower computer hardware purchases for Emergency Services Co-operative Ontario (ESCO).
Services	Under budget by \$311K due to lower other purchased services and investigation expenses than planned, partially offset by higher insurance costs.
Fees	Under budget by \$326K due to lower consulting and counselling expenses than planned, partially offset by higher licensing fees.
Communication Costs	Under budget by \$420K due primarily to lower telecommunication costs (cellular and data lines) and emergency 911 expenses (delay in NG911 implementation).
Meetings, Training and Conferences	Under budget by \$487K due to lower conference, meeting and staff training than budgeted. Most of these expenses typically happen in the second half of the year.

	Operating Variances
Interdepartmental Charges	Under budget by \$298K due primarily to the Regional Community Safety and Well-Being Plan position not yet hired, and lower fleet maintenance costs.
General Police Revenue	Sales of Police Reports (police record checks) is over budget by \$105K, Police Services (paid duty) is over budget by \$210K and Police Miscellaneous is over budget by \$496K due to higher cost recoveries for expenses incurred.
Ministry Grants	Under budget by \$544K due primarily to the timing of the Community and Safety Policing (CSP) grant program expenditures and revenues. Miscellaneous Provincial Grants is over budget by \$254K due to additional provincial grant recoveries than budgeted (Hate Crime Extremism Investigative Team, Mobile Crisis Response Team and The Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet). The Court Security and Prisoner Transportation cost upload funding is under budget by \$299K year to date due to a \$599K reduction in the grant from the prior year which will be a negative impact to the full year budget.
ESCO – Fire Revenue	Under budget by \$222K due to the Emergency Services Cooperative Ontario – Fire expenses being lower than budgeted due primarily to a staff vacancy and unspent. ESCO - Fire was previously known as Fire Services (FRIDE).

#### **Capital Variance Results**

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

As of July 8, 2025, \$8,723K or 28% of the total budget, has been spent on capital expenditures including facility, information technology and lifecycle replacement of equipment and fleet costs. An additional \$13,430K of funds are committed to be spent. Therefore, \$22,152K or 71% of the budget has been spent or is committed against to date.

It is estimated that 78% or \$24,391K of the full year budget will be spent by the end of 2025 with \$6,693K of funds forecasted to be carried forward to 2026 and \$202K in forecasted savings.

Capital Variances					
Fleet	Vehicle Replacement #50000: Year to date actuals total \$2,814K, representing 65% of the budget. This includes regular lifecycle replacement of fleet vehicles and associated outfitting costs. 53 vehicles have been replaced year-to-date based upon 66 that are budgeted to be replaced in 2025 (65 replacements from 2025 budget and one carried forward from 2024 budget).				

#### **Capital Variances**

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

By the end of the year, WRPS expects to deploy 67 hybrid or electric fleet vehicles. 56 hybrid marked patrol SUVs, seven special duty or administrative hybrid vehicles and four special duty electric vehicles. Three hybrid vehicles will be removed from fleet and auctioned off by end of year as they have reached their end of useful life. WRPS requested that all marked patrol purchases going forward will be hybrid SUVs, however, Ford has confirmed, due to supply issues, WRPS will need to purchase some gasoline models. Hybrid and electric vehicles are being considered for other non-patrol areas.

Year-to-date, Information Technology has spent \$1,899K, and an additional \$2,245K of funds committed to be spent in 2025 for information technology capital projects. Year-to-date actuals and committed funds amount to \$4,145K or 71% of total budget.

Included in the 2025 Information Technology Budget is:

- The implementation of an automated asset solution at North Division and an automated evidence solution at South Division, these systems were implemented at the new Central Division.
- Fingerprinting hardware and software for the Emergency Services Cooperative Ontario (ESCO) which is phased over 2024 and 2025.
- Information Technology NICE logger hardware and software for the Communications Centre.
- Phase two and the completion of the Human Resource Information System (HRIS) in partnership with the Region of Waterloo.
- Expansion of Body-Worn Video (BWV) expansion to Central Division.
- Implementation of Next Generation 9-1-1 (NG911), which received grant funding of \$1,454K (after final report back) in 2024/2025 that will assist the funding of the project.
- Video conferencing capabilities projects.

#### Information Technology and Voice Radio

	0 111/11
	Capital Variances     The Ontario Closed Circuit Television (CCTV) capital project #50078 received grant funding from the provincial government
	of \$100K that will assist the funding of the project.  Voice Radio communications equipment for WRPS, year to date spending amounts to \$130K or 57% of total budget. Radio communication equipment was purchased for the Crime Suppression Analysis and Response Team.
Facilities Refresh, Equipment and Furniture:	To date, \$1,376K of expenses have been incurred and \$765K is committed to be spent in 2025, amounting to \$2,141K. Facilities refresh includes minor renovations, furniture replacement and site improvements. Equipment includes the lifecycle replacement of specialized police equipment and information technology equipment.  Additional equipment and furniture monies have been budgeted in project #50060 and #50061 to support the sworn member expansion.
Facilities Program Area	Facilities program area has spent \$1,340K year-to-date on program area building renovations/additions and has \$7,119K of funds committed to complete outstanding capital projects within the facilities program area.  Included in the 2025 Budget is:  • The move to new Central Division (200 Frederick Street) occurred in November 2023 with the project concluding in 2024. \$330K was carried forward from 2024 for the installation of solar panel (photovoltaics) power capacity.  • Renovations were completed on the third floor at Central Division to move the backup Public Safety Communications Centre from 134 Frederick Street (old Central) in project #50051. In addition, the remaining area will be designed to ease facility capacity pressures at the Headquarters building. Year-to-date spend amounts to \$707K and additional funds of \$655K are committed to be spent in 2025. Of the 2025 Budget, \$461K is funded from the NG911 grant.  • A public-use dual head electric vehicle charging station at South Division and a non-public dual head unit in the Central garage to support the electric vehicle pilot has been installed in 2025. Year-to-date spending is \$53K, with an additional \$10K committed to be spent. WRPS also has public electric vehicle charging stations at Headquarters and North Division available for use, and a non-public station in the North Division garage to support the electric vehicle pilot for WRPS' service vehicles.  • Planned security enhancements for 2025 are underway; includes concluding the expansion of a standardized Genetec

#### **Capital Variances**

security system across all facilities to replace an existing system that is at end of life, additional security camera installations, and planning for upgraded vehicle protection bollards starting at the Headquarters campus. A 10-year plan as been developed to implement prioritized recommendations from security assessments at all facilities. Year-to-date spending amounts to \$198K with \$40K of funds committed to be spent.

- The design for the addition of Uninterrupted Power System (UPS) units is underway for the Investigative Services and South Division facilities and the project is expected to conclude in 2026.
- A design consultant (Dialog) has been selected for the Waterloo Region Public Safety Communications Centre (PSCC). Design meetings to produce the functional program are underway. The PSCC is planned to be completed in 2030.
- Monies are included for facility renewal of the newly branded Community Centre on the Headquarters campus.

#### Facilities Managed Capital Renewal

Required lifecycle replacement to existing building envelopes are included in Facilities Renewal projects. To date, \$1,052K has been spent on capital renewal projects and an additional \$2,967K of funds are committed to be spent in 2025, which amounts to \$4,018K (or 77%) of the Facilities Managed Capital Renewal budget. The budget includes monies for upgrade of heating, ventilation and air conditioning (HVAC) systems, generator upgrade and replacement at Headquarters and South Division and building condition assessments.

Savings from Police Headquarters Renewal #75016 will fund the deficits in Firearms Training Facility Renewal #75012 roof assessment, Police South Division Renewal #75013 dehumidification construction, Police Investigative Services Renewal #75017 HVAC replacement, and Police Reporting Centre Renewal #75018 ventilation projects.

#### **Strategic Business Plan**

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

#### **Our Resources**

- ☑ Provide safe, accessible, and welcoming facilities
- ⊠ Be future-ready

#### Financial and/or Risk Implications

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

#### **Attachments**

- Appendix A Statement of Expenditure and Revenue for the period ending June 30, 2025
- Appendix B Statement of Revenue Details for the period ending June 30, 2025
- Appendix C Capital Variance Report for the period ending July 8, 2025.

#### **Prepared By**

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

#### **Approved By**

Mark Crowell, Chief of Police

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

	2025	2025	2025	%	2025	2024
	YTD	YTD	Variance	Variance	Annual	YTD
	Actuals	Budget	(over) / under	(over) / under	Budget	Actuals
EXPENDITURES						
Full-time Salary & Wages	71,392,451	79,618,788	8,226,337	10.3%	159,237,530	69,468,563
Part-time Salary & Wages	800,897	1,064,784	263,887	24.8%	2,129,558	555,728
Overtime	3,713,604	2,034,252	(1,679,352)	(82.6%)	4,068,472	4,870,572
Paid Duties	554,002	413,628	(140,374)	(33.9%)	827,250	408,804
Sick Leave Payout & Continuance	162,272	550,002	387,730	70.5%	1,100,000	415,305
Benefits	29,792,984	32,231,448	2,438,464	7.6%	59,185,962	28,047,027
Staffing Costs	106,416,209	115,912,902	9,496,693	8.2%	226,548,772	103,765,999
Allowances	272,642	289,590	16,948	5.9%	578,990	236,562
Materials & Supplies	1,402,081	2,133,708	731,627	34.3%	4,267,418	1,587,325
Maintenance & Repairs	1,615,365	1,511,340	(104,025)	(6.9%)	3,022,626	1,253,765
Small Equipment	1,195,307	760,710	(434,597)	(57.1%)	1,521,407	808,824
Services	2,661,310	2,972,146	310,836	10.5%	5,942,634	2,484,392
Fees	6,399,218	6,725,109	325,891	4.8%	10,391,221	6,220,651
Rents	496,958	513,342	16,384	3.2%	1,026,653	463,881
Financial Expenses	4,021,467	4,014,341	(7,126)	(0.2%)	6,144,584	4,019,923
Communication Costs	920,567	1,340,808	420,241	31.3%	2,681,613	974,451
Meetings, Training & Conferences	815,419	1,302,054	486,635	37.4%	2,604,080	544,092
Interdepartmental Charges	1,121,318	1,419,192	297,874	21.0%	2,838,395	1,302,465
Interfund Transfers (Reserves)	4,413,327	4,413,327	0	0.0%	9,741,000	2,466,675
Interfund Transfers (Insurance)	375,258	386,091	10,833	2.8%	1,158,236	337,701
Other Operating	25,710,236	27,781,758	2,071,522	7.5%	51,918,857	22,700,707
Total Expenditures	132,126,445	143,694,660	11,568,215	8.1%	278,467,629	126,466,706
REVENUES						
General Police Revenue	3,431,595	2,556,066	875,529	34.3%	5,112,144	2,919,905
Ministry Grants	5,404,451	5,948,310	(543,859)	(9.1%)	11,896,608	6,468,812
ESCO - Police Revenue	2,144,466	2,129,412	15,054	0.7%	4,258,821	2,228,764
ESCO - Fire Revenue	282,489	504,720	(222,231)	(44.0%)	1,009,427	478,474
Voice Radio System Recoveries	779,005	779,010	(5)	(0.0%)	1,558,009	809,634
Interfund Contributions (RDC)	1,430,058	1,430,058	0	0.0	1,805,779	1,425,644
Interfund Contributions (Reserves)	118,242	179,274	(61,032)	(34.0%)	358,540	71,316
Total Revenue	13,590,306	13,526,850	63,456	0.5%	25,999,328	14,402,549
NET LEVY	118,536,139	130,167,810	11,631,671	8.9%	252,468,301	112,064,157
IAT I TTA I	110,330,133	130,107,010	11,031,071	0.5/0	232,400,301	112,004,137

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

	2025	2025	2025	%	2025	2024
	YTD	YTD	Variance	Variance	Annual	YTD
	Actuals	Budget	over / (under)	(over) / under	Budget	Actuals
REVENUES						
Accounts Receivable Administration	1,215	0	1,215		0	2,006
FOI Fees	11,877	10,002	1,875	18.7%	20,000	7,613
Sale of Police Reports	904,876	799,998	104,878	13.1%	1,600,000	933,806
Alarm Revenue	98,370	75,000	23,370	31.2%	150,000	82,302
Reclaimed Witness Fees	397	252	145	57.5%	500	105
Sale of Police Services	759,820	550,002	209,818	38.1%	1,100,000	480,353
Reclaimed Costs Prisoners	10,880	10,998	(118)	(1.1%)	22,000	22,313
Police Miscellaneous	573,595	77,856	495,739	636.7%	155,719	236,485
Reporting Centre Reports	0	0	0	0.0%	0	125
Found Monies	2,742	0	2,742		0	11,453
Donations	83,253	0	83,253		0	86,393
Auction of Unclaimed Property	6,100	19,998	(13,898)	(69.5%)	40,000	7,312
Infrastructure Recovery Fee	437	0	437		0	2,006
EV Charging Stations Revenue	4,572	0	4,572		0	3,044
Miscellaneous External Charges	797,205	835,704	(38,499)	(4.6%)	1,671,409	858,331
General Administration	176,256	176,256	0	0.0%	352,516	186,258
General Police Revenue	3,431,595	2,556,066	875,529	34.3%	5,112,144	2,919,905
Victim Services Program	68,097	77,142	(9,045)	(11.7%)	154,278	66,381
RIDE Program	4,612	20,802	(16,190)	(77.8%)	41,600	3,969
Community Policing Grants	1,330,542	1,801,548	(471,006)	(26.1%)	3,603,091	2,276,154
Area Firearms Officer Grant	90,039	91,956	(1,917)	(2.1%)	183,915	88,535
Miscellaneous Provincial Grant	1,545,958	1,292,256	253,702	19.6%	2,584,510	1,369,164
Court Security Upload Funding	2,365,203	2,664,606	(299,404)	(11.2%)	5,329,214	2,664,608
Ministry Grants	5,404,451	5,948,310	(543,859)	(9.1%)	11,896,608	6,468,812
FCCO Delice Deversor	2 4 4 4 4 6 6	2 420 442	45.054	0.70/	4 250 024	2 220 762
ESCO - Police Revenue	2,144,466	2,129,412	15,054	0.7%	4,258,821	2,228,763
ESCO - Fire Revenue	282,489	504,720	(222,231)	(44.0%)	1,009,427	478,474
Voice Radio System Recoveries	779,005	779,010	(5)	(0.0%)	1,558,009	809,634
Interfund Contributions (RDC)	1,430,058	1,430,058	(61,022)	0.0%	1,805,779	1,425,644
Interfund Contributions (Reserves)	118,242	179,274	(61,032)	(34.0%)	358,540	71,316
Total Revenue	13,590,308	13,526,850	63,458	0.5%	25,999,328	14,402,549

Appendix C: Capital Variance Report for the period ending July 8, 2025

Project # Description	2025 Budget	Actuals	Commitments	Actuals and Commitments	Budget Remaining	Percent Remaining %
PROGRAM AREA CAPITAL	2023 Buuget	Actuals	Communicities	Communicine	Remaining	70
Fleet:						
50000 Police Vehicles and Equipment	4,312,735	2,813,851	333,889	3,147,741	1,164,994	27%
50004 Police Vehicles - Growth	238,670	112,437	-	112,437	126,233	53%
Information Technology:	,	•		,	-	
50001 Automated Asset and Evidence Solution	601,044	-	-	-	601,044	100%
50003 ESCO	1,219,682	_	1,219,682	1,219,682	-	0%
50005 Information Technology	297,734	184,944	112,790	297,734	-	0%
50017 HRIS	902,827	435,142	81,083	516,225	386,602	43%
50018 Body Worn and In Car Video	466,475	185,227	1	185,227	281,248	60%
50025 Next Generation 911	2,123,509	1,093,911	831,784	1,925,695	197,814	9%
50030 Video Conference	50,000	170	1	170	49,830	100%
50078 Ontario CCTV	200,000	-	-	-	200,000	100%
Voice Radio:						
50011 Voice Radio Equipment	228,369	130,329	1	130,329	98,040	43%
Facilities Refresh, Furniture and Equipment:						
50047 Facilities Refresh and Furniture	518,596	296,447	120,575	417,022	101,574	20%
50060 Police Furniture - Growth	85,000	-	17,397	17,397	67,603	80%
50048 Police Equipment	3,789,104	1,079,103	614,179	1,693,281	2,095,823	55%
50061 Police Equipment - Growth	444,073	-	13,174	13,174	430,899	97%
Facilities:						
50046 New Central Division (200 Frederick St.)	330,165	66,605	22,794	89,399	240,766	73%
50051 Central Division Renovation	2,877,515	707,139	655,013	1,362,152	1,515,363	53%
50063 Electric Vehicle Charging Stations	58,843	53,127	9,591	62,718	(3,875)	-7%
50068 Facility Security Upgrades	420,314	197,777	39,530	237,307	183,007	44%

Project # Description	2025 Budget	Actuals	Commitments	Actuals and Commitments	Budget Remaining	Percent Remaining %
50074 UPS Installation	926,178	795	11,936	12,731	913,447	99%
50076 Public Safety Communications Center	5,804,870	314,234	6,379,777	6,694,011	(889,141)	-15%
50077 Community Centre	198,987	-	-	-	198,987	100%
Total Program Area Capital	26,094,690	7,671,236	10,463,194	18,134,431	7,960,259	31%
FACILITIES MANAGED CAPITAL RENEWAL						
75012 Firearms Training Facility Renewal	-	-	3,038	3,038	(3,038)	
75013 Police South Division Renewal	801,958	269,922	570,111	840,033	(38,075)	-5%
75014 Police North Division Renewal	1,385,647	12,800	20,876	33,676	1,351,971	98%
75016 Police Headquarters Renewal	2,997,912	537,598	2,306,582	2,844,180	153,732	5%
75017 Police Investigative Services Renewal	-	215,212	41,708	256,920	(256,920)	
75018 Police Reporting Centre Renewal	5,896	15,975	24,199	40,174	(34,278)	-581%
Total Facilities Managed Capital Renewal	5,191,413	1,051,508	2,966,514	4,018,022	1,173,391	23%
Total	31,286,103	8,722,744	13,429,708	22,152,453	9,133,650	29%



# JUNE 2025 FINANCIAL VARIANCE REPORT

August 20, 2025

## Operating Budget – June 2025

### YTD Results (\$K)

	Actuals	Budget	Variance	2024 Actuals
Expenditures				
Staffing Costs	106,416	115,913	9,497	103,766
Other Operating	25,710	27,782	2,072	22,701
Total Expenditures	132,126	143,695	11,568	126,467
Revenues	13,590	13,527	63	14,403
Net Levy	118,536	130,168	11,632	112,064

- Net levy is 91.1% of the approved budget year to date.
- Forecast surplus of \$1,610K or 0.6% of the approved budget.

## Staffing Costs – June 2025

### (\$K)

	Actuals	Budget	Variance
Full-time Salary & Wages	71,392	79,619	8,226
Part-time Salary & Wages	801	1,065	264
Overtime	3,714	2,034	(1,679)
Paid Duties	554	414	(140)
Sick Leave Payout & Continuance	162	550	388
Benefits	29,793	32,231	2,438
Staffing Costs	106,416	115,913	9,497

- New contractual agreement and civilian job evaluation adjustments have not yet been processed, to be completed in second half of 2025.
- Savings from maternity/paternity leaves and staffing levels below authorized levels.
- Overtime over budget due to staff shortages. Overtime hours have decreased by 22,590 or 24% from the same period 2024.
- Benefits have lower OMERS, medical, LTD, and WSIB. Partially offset by higher Elenca

## Other Operating / Revenue

### Under budget to date

- Materials and Supplies
- Services
- Fees
- Communication Costs
- Meetings, Training and Conferences
- Interdepartmental Charges
- Ministry Grant Revenues
- ESCO Fire

### Over budget to date

- Maintenance and Repairs
- Small Equipment
- General Police Revenue

## Capital Budget – July 8, 2025

- \$8,723K or 28% of the capital budget spent, with an additional \$13,430K committed
- Forecasting \$6,693K to be carried forward to 2026 and \$202K in savings.
- Fleet 53 vehicles purchased
- Information Technology projects:
  - Automated Asset and Evidence
  - ESCO Fingerprinting Hardware and Software
  - NICE Logger Hardware and Software Expansion
  - Human Resource Information System Phase Two
  - ➤ Body-Worn and In-Car Video Central Division
  - ➤ Next Generation 911 (NG911)
  - Video Conference
  - Voice Radio Communications Equipment
  - Closed Circuit Television (CCTV)

## Capital Budget

- Facilities projects:
  - ➤ New Central Division solar panel installation and 3<sup>rd</sup> Floor renovations
  - Backup Public Safety Communications Centre
  - Electric Vehicle Charging Stations South and Central Divisions
  - Security Enhancements
  - Uninterrupted Power System (UPS) for Investigation Services building and South Division
  - Public Safety Communications Centre (PSCC)
  - Community Centre at HQ
  - Renewal Projects



## Thank You

Questions?





#### Police-Reported Crime Statistics in Canada, 2024

**TO:** The Waterloo Regional Police

Service Board

FROM:

Office of the Chief of Police, Strategic Services Branch

DATE:

08/20/2025

#### Recommendation

For information only.

#### Summary

On July 22, 2025, Statistics Canada released their report "Police-reported crime statistics in Canada, 2024". This annual Juristat presents findings from the 2024 Uniform Crime Reporting (UCR) Survey. The UCR survey has collected information on all criminal incidents reported by Canadian police services since 1962.

In order to make comparisons across police services and over time, crime counts are based on the most serious violation in a criminal incident. This annual publication explores trends in the volume and severity of police-reported crime at the national, provincial/territorial and census metropolitan area (CMA) levels, and is available here: <a href="https://doi.org/10.1001/journal.org/">The Daily — Police-reported crime statistics in Canada, 2024 (statcan.gc.ca)</a>. The accompanying infographic is available here: <a href="Police-Reported Crime">Police-Reported Crime in Canada, 2024</a>.

On the July 22 release date, the 2024 Police Reported Crime statistics became available in Statistics Canada's "crime and justice" data tables at <a href="https://www.statcan.gc.ca/">https://www.statcan.gc.ca/</a>. This release includes data tables related to police-reported hate crime and cybercrime.

This Police Services Board report summarizes key crime statistical trends in 2024 and the four previous years for the 12 largest municipal police services in Ontario, including Waterloo Regional Police Service (WRPS) (Table 1).

Table 1: Twelve Largest Municipal Police Services in Ontario, 2023

Police Service	Total Number of Police Officers	Resident Population	Police Officers per 100,000 Population
Windsor Police Service	496	260,643	190.3
Toronto Police Service	5,078	3,025,647	167.8
Greater Sudbury Police Service	279	171,446	162.7
Niagara Regional Police Service	754	496,059	152.0
Peel Regional Police Service	2,190	1,517,448	144.3
Hamilton Police Service	816	597,010	136.6
London Police Service	594	448,051	132.6
Ottawa Police Service	1,409	1,071,868	131.5
Durham Regional Police	978	745,580	131.2
York Regional Police	1,595	1,224,244	130.3
Waterloo Regional Police Service	773	633,828	122.0
Halton Regional Police Service	746	627,200	118.9

Source: Police Personnel and Selected Crime Statistics, Municipal Police Services. Statistics Canada Table 35-10-0077-01.

#### Report

#### **Crime Rates**

The crime rate is a measure of the actual volume of police-reported crime per 100,000 persons. In 2024, the police-reported total crime rate (excluding traffic violations) decreased across Canada (-4%) and Ontario (-1%). Of the 12 largest municipal police services in Ontario, four had an increased crime rate and eight had a decreased crime rate. The largest increase was in Niagara Region (+4%) and the largest decrease was in Greater Sudbury (-10.2%). In Waterloo Region, the crime rate decreased -2.7% to 5,548.2 incidents per 100,000 population. In 2024, Waterloo Region had the third highest overall crime rate among the 12 largest municipal police services in Ontario (Figure 1).

#### **Total Crime Severity Index**

The Crime Severity Index (CSI) measures the volume and severity of police-reported crime in Canada, and has a base index value of 100 for 2006. This index includes all Criminal Code (CC) violations, including both violent crimes against persons and crimes against property. In 2024, the CSI decreased across Canada (-4.1%) and Ontario (-1.4%). Of the 12 largest municipal police services in Ontario, three had an increased CSI and nine had a decreased CSI. Peel Region experienced the largest increase (+8%) and Greater Sudbury experienced the largest decrease (-12.8%). In Waterloo Region, the CSI decreased -4% (from 76 to 72.7) between 2023 and 2024. This CSI value was the second highest among the 12 largest municipal police services in Ontario (Figure 2).

#### **Violent Crime Severity Index**

The volume and severity of violent crime (Violent CSI) remained relatively stable both nationally (-1% to 99.9) and provincially (+1.9% to 81.3) in 2024. Of the 12 largest municipal police services in Ontario, seven had an increased Violent CSI and five had a decreased Violent CSI. The largest relative increase was in Peel Region (+17.1%) and the largest relative decrease was in Halton Region (-19.3%). In Waterloo Region, the Violent CSI decreased -1.75% from 92.6 in 2023 to 91.4 in 2024. Waterloo Region ranks fourth among comparable police services and had the fifth largest percent decrease (Figure 3).

#### **Non-Violent Crime Severity Index**

The Non-Violent CSI considers both property crime and other CC violations such as drug offences. The volume and severity of non-violent crime (Non-Violent CSI) decreased nationally (-5.7% to 69.8) and provincially (-3.3% to 53). Of the 12 largest municipal police services in Ontario, only three had an increased Non-Violent CSI and nine had a decreased Non-Violent CSI. Again, Peel Region experienced the largest increase (+2.6%) and Greater Sudbury experienced the largest decrease (-10%). In Waterloo Region, the Non-Violent CSI decreased -5.7% from 69.4 in 2023 to 65.8 in 2024. Waterloo Region had the second highest Non-Violent CSI among the 12 largest municipal police services in Ontario. It also had the fourth largest percent decrease in this group (Figure 4).

#### **Weighted Clearance Rates**

The weighted clearance rates represent the proportion of criminal incidents solved by police, whereby the criminal incidents are weighted by their seriousness. For example, the clearing of homicides would contribute more to the weighted clearance rate than the clearing of mischief. Nationally, the total weighted clearance rate improved by 2% to 35.5 and the non-violent clearance rate improved by 3.1% to 25.2. Across Ontario, the total weighted clearance rate improved by 1.8% to 38.8 and the non-violent clearance rate improved by 2% to 26.7. The violent weighted clearance rates remained stable at the national and provincial levels and were 53.7 and 58.4 respectively.

Relative to the 12 largest municipal police services in Ontario, Waterloo Region ranks low in the overall weighted clearance rate (10<sup>th</sup>), violent weighted clearance rate (12<sup>th</sup>), and non-violent weighted clearance rate (6<sup>th</sup>). The weighted clearance rates in Waterloo Region were below the provincial and national levels. In 2024, WRPS's total weighted clearance rate was 32.1 (+3.9%), the violent weighted clearance rate was 44.7 (+2.1%), and the non-violent weighted clearance rate was 25.1 (+4.5%). The year-over-year improvements in total weighted clearance rates and non-violent clearance rates exceeded both the national and provincial increases (Figures 5-7).

#### Waterloo Regional Police Service Crime Suppression Strategy

WRPS's Crime Suppression Strategy is designed to reduce incidents that impact public safety in our Region. For the last couple of years, the Service has focused particularly on reducing robbery, break and enter, and firearms offences (using firearm in commission of offence, discharge firearm with intent, and pointing a firearm). While robbery violations increased at nearly the same rate as across the rest of the province (+1.8% to 55.3 robberies per 100,00 people in Waterloo Region compared to +2% to a rate of 54.7 across Ontario), the number of firearms offences decreased significantly. Across Ontario, the rate of firearms offences increased +22.2% to 10.6 violations per 100,000 population while

they decreased in Waterloo Region by -27.4% to a rate 9.1. This decrease in firearms offences is the greatest decrease among the 12 largest municipal police services in Ontario. (Source: Statistics Canada table 35-10-0180-01.)

The national decrease in CSI is largely attributed to an overall decrease in break and enter violations (-11%), which is has the highest weighting for non-violent crimes. In Waterloo Region, a decrease in the number of break and enters also contributed to a decrease in overall non-violent CSI. Across Ontario, the rate of break and enter violations decreased by -5.3%; among the 12 largest municipal police services in the province, Waterloo Region saw its rate of break and enters decrease by -17.8%, second only to Greater Sudbury. The 2024 rate of break and enter violations of 288.7 per 100,000 persons is the lowest in Waterloo Region in over 20 years. (Source: Statistics Canada table 35-10-0180-01.)

#### Conclusion

Police-reported crime reflects many factors that extend beyond the rise in criminal activity, such as the community's trust in reporting to police, the ease and services available when reporting, available police resources, police service priorities, crime prevention measures, targeted enforcement practices, and other avenues of reporting crime that are not relayed to the police. Moving forward, strategic enforcement, the encouragement of citizen reporting, and public education will continue.

#### Strategic Business Plan

☐ Embrace modernization

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

The above report alighs with the following Strategic Business Flair 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

□ Be	future	e-ready
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#### Financial and/or Risk Implications

Nil

#### **Attachments**

- Attachment 1 Police-Reported Crime Statistics, 2024 Figures 1-7
- Presentation Police Reported Crime, 2024

#### **Prepared By**

Erin Vandahl, Strategic Planner, Strategic Services

Dr. Hasan Siddiqui, Data Analyst EDI, Strategic Services

Jen Davis, Deputy Chief, Neighbourhood Policing and Investigations

#### **Approved By**

Mark Crowell, Chief of Police

#### Attachment 1 – Police-Reported Crime Statistics 2024, Figures 1-7

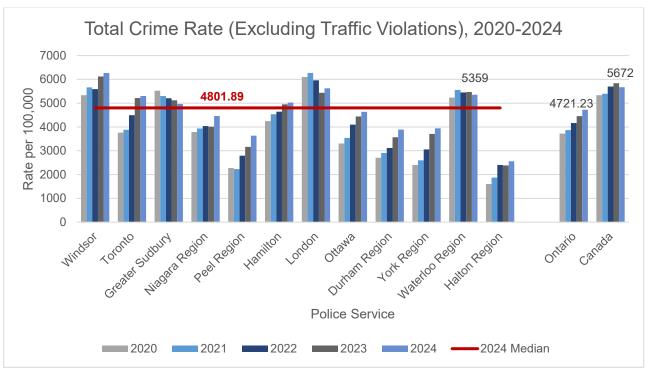


Figure 1: Total crime rate (excluding traffic) per 100,000 persons for the 12 largest municipal police services in Ontario, 2020-2024. Source: Statistics Canada Tables 35-10-0180-01 and 35-10-0177-01.

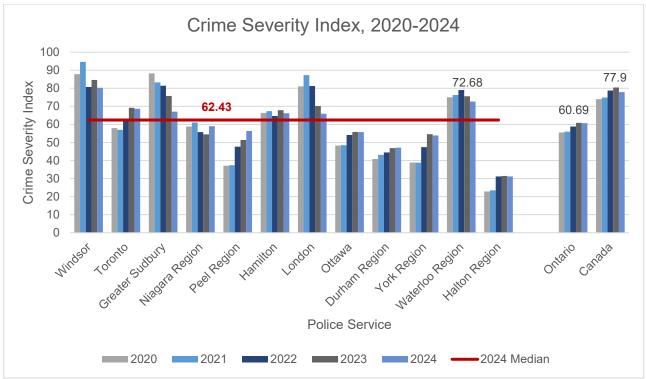


Figure 2: Crime severity index for the 12 largest municipal police services in Ontario, 2020-2024. Source: Statistics Canada Tables 35-10-0188-01 and 35-10-0026-01.

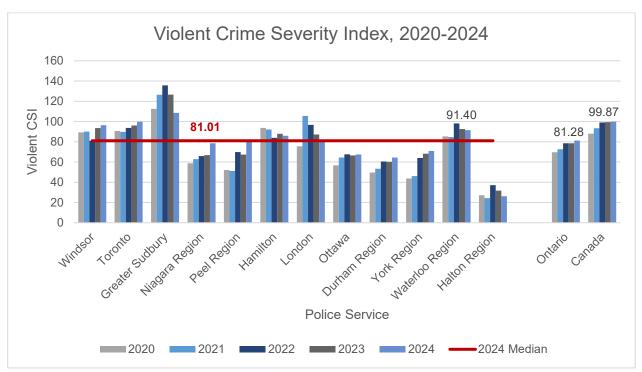


Figure 3: Violent crime severity index for the 12 largest municipal police services in Ontario, 2020-2024. Source: Statistics Canada Tables 35-10-0188-01 and 35-10-0026-01.

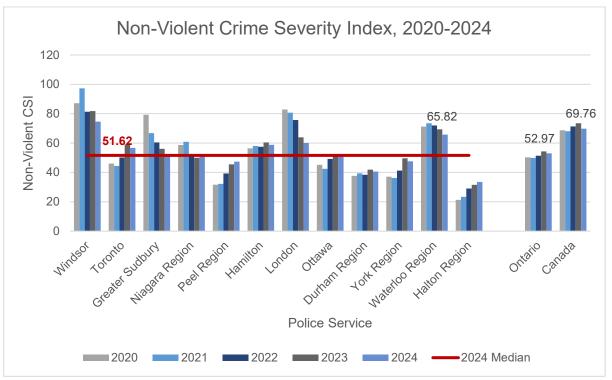


Figure 4: Non-violent crime severity index for the 12 largest municipal police services in Ontario, 2020-2024. Source: Statistics Canada Tables 35-10-0188-01 and 35-10-0026-01.

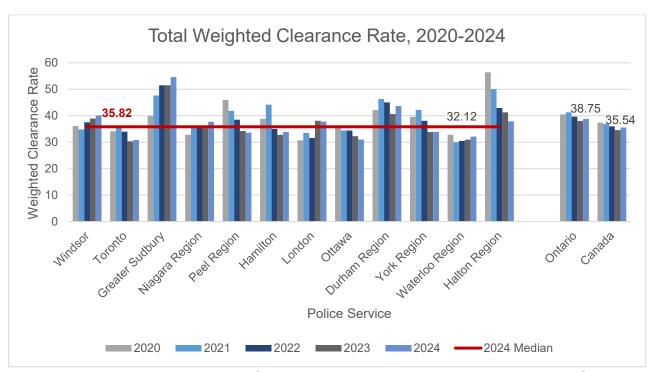


Figure 5: Weighted clearance rate for the 12 largest municipal police services in Ontario, 2020-2024. Source: Statistics Canada Tables 35-10-0188-01 and 35-10-0026-01.

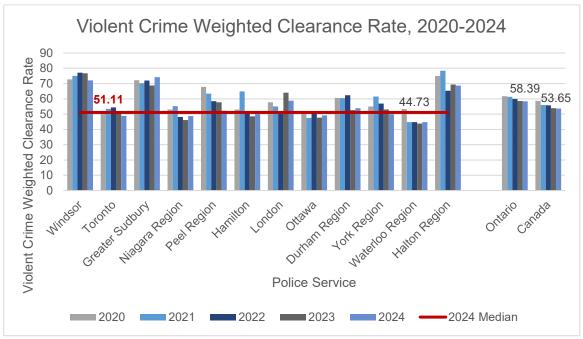


Figure 6: Violent weighted clearance rate for the 12 largest municipal police services in Ontario, 2020-2024. Source: Statistics Canada Tables 35-10-0188-01 and 35-10-0026-01.

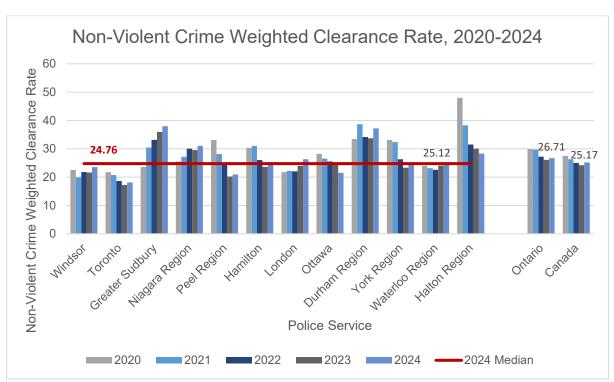


Figure 7: Non-violent weighted clearance rate for the 12 largest municipal police services in Ontario, 2020-2024. Source: Statistics Canada Tables 35-10-0188-01 and 35-10-0026-01.



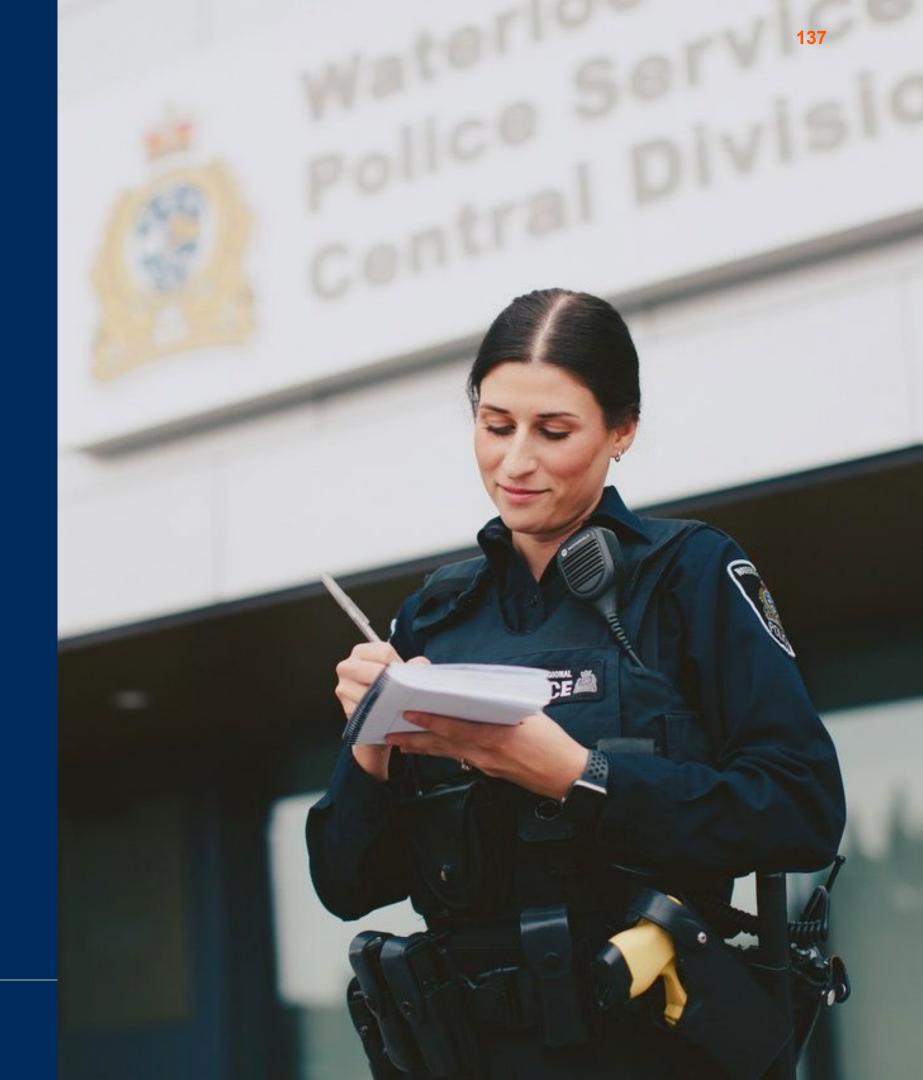
## Police Reported Crime, 2023

Police Services Board Report 2025-275 August 20 2025

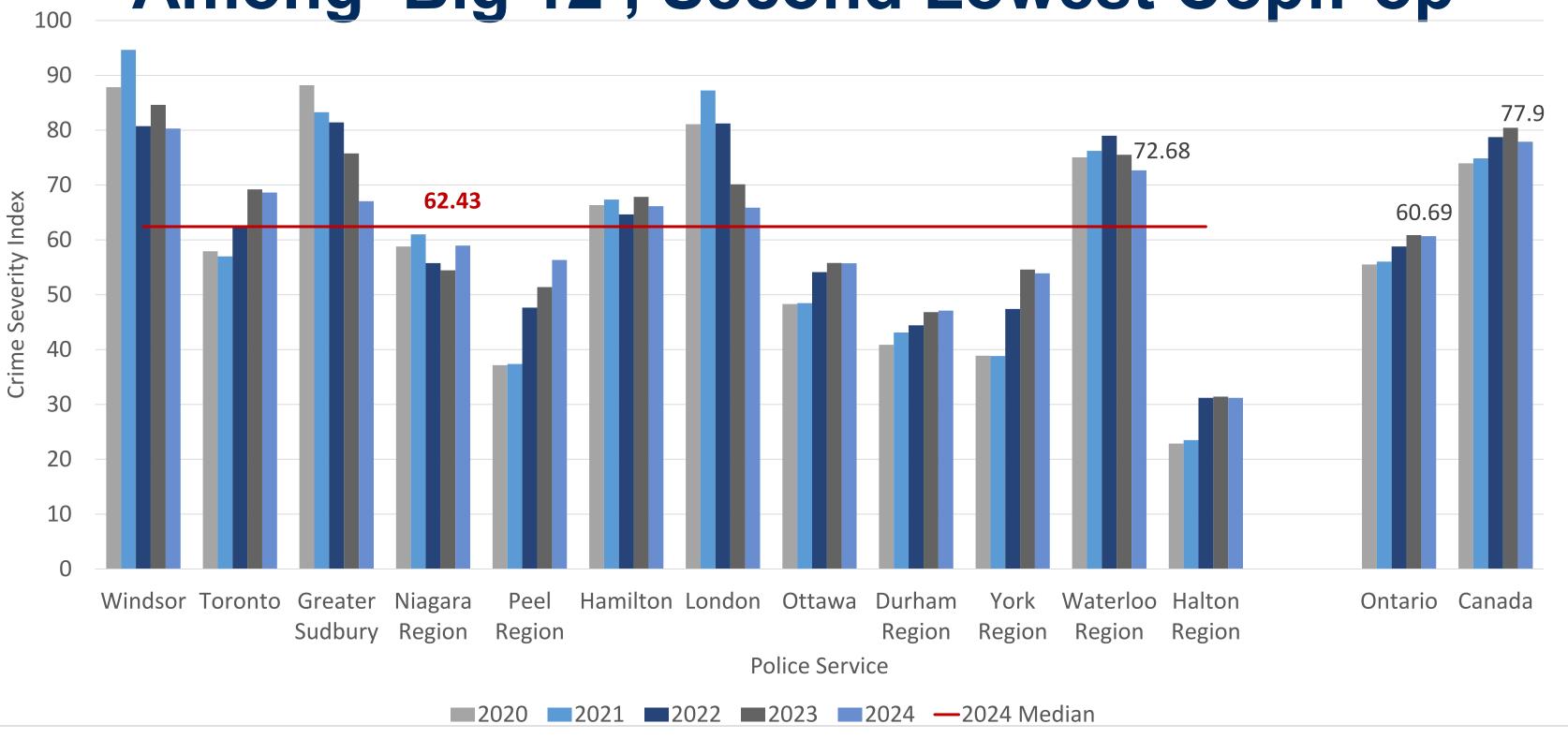


## Overview

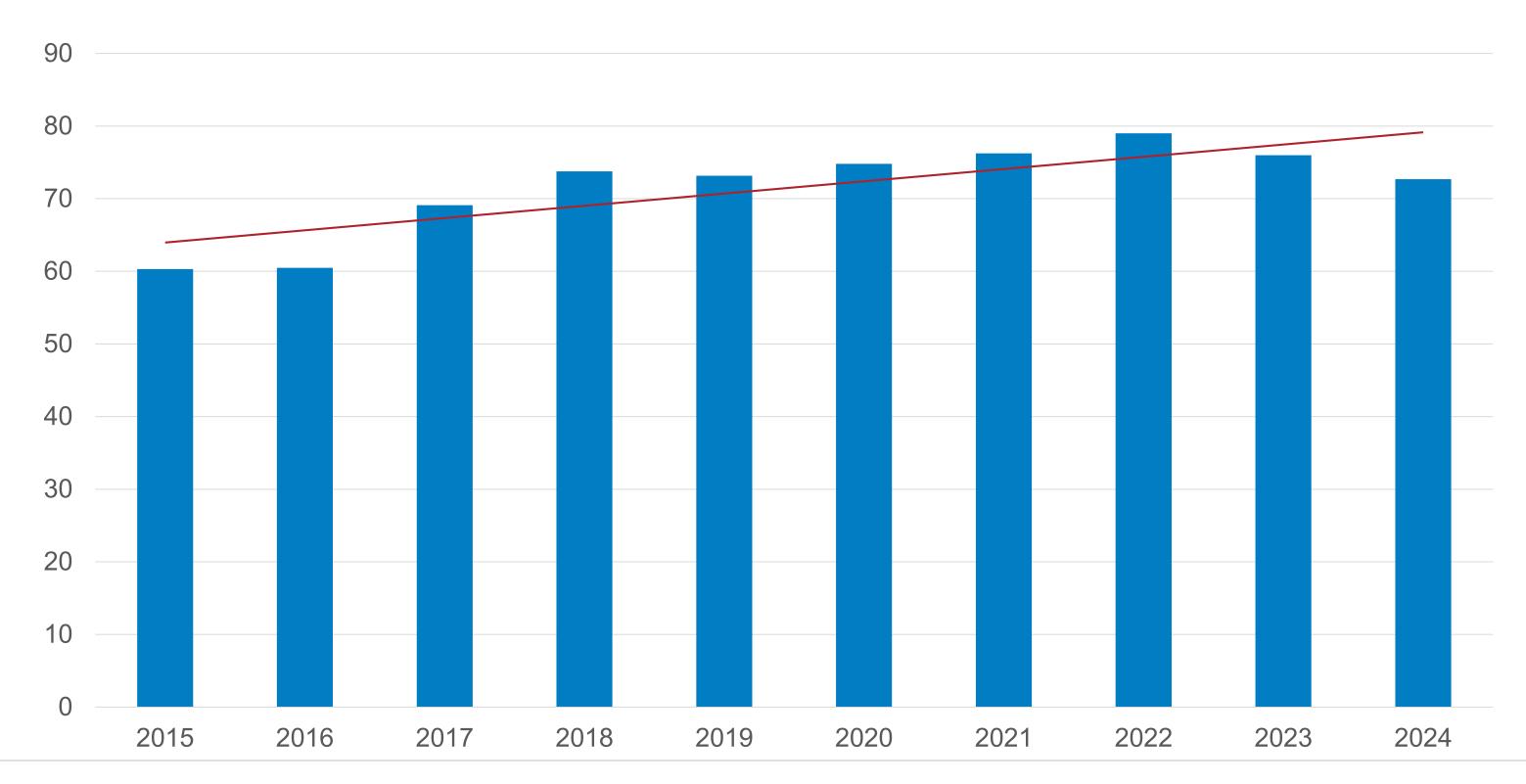
- On July 22, 2024, Statistics Canada released the "Police-reported crime statistics in Canada, 2024" Juristat report and data tables.
- Police-reported crime
  - Rates (per 100,000)
    - Volume of crime
  - Crime Severity Index (CSI)
    - Volume and severity of crime
  - Weighted clearance rates
    - Incidents solved by police, weighted by severity



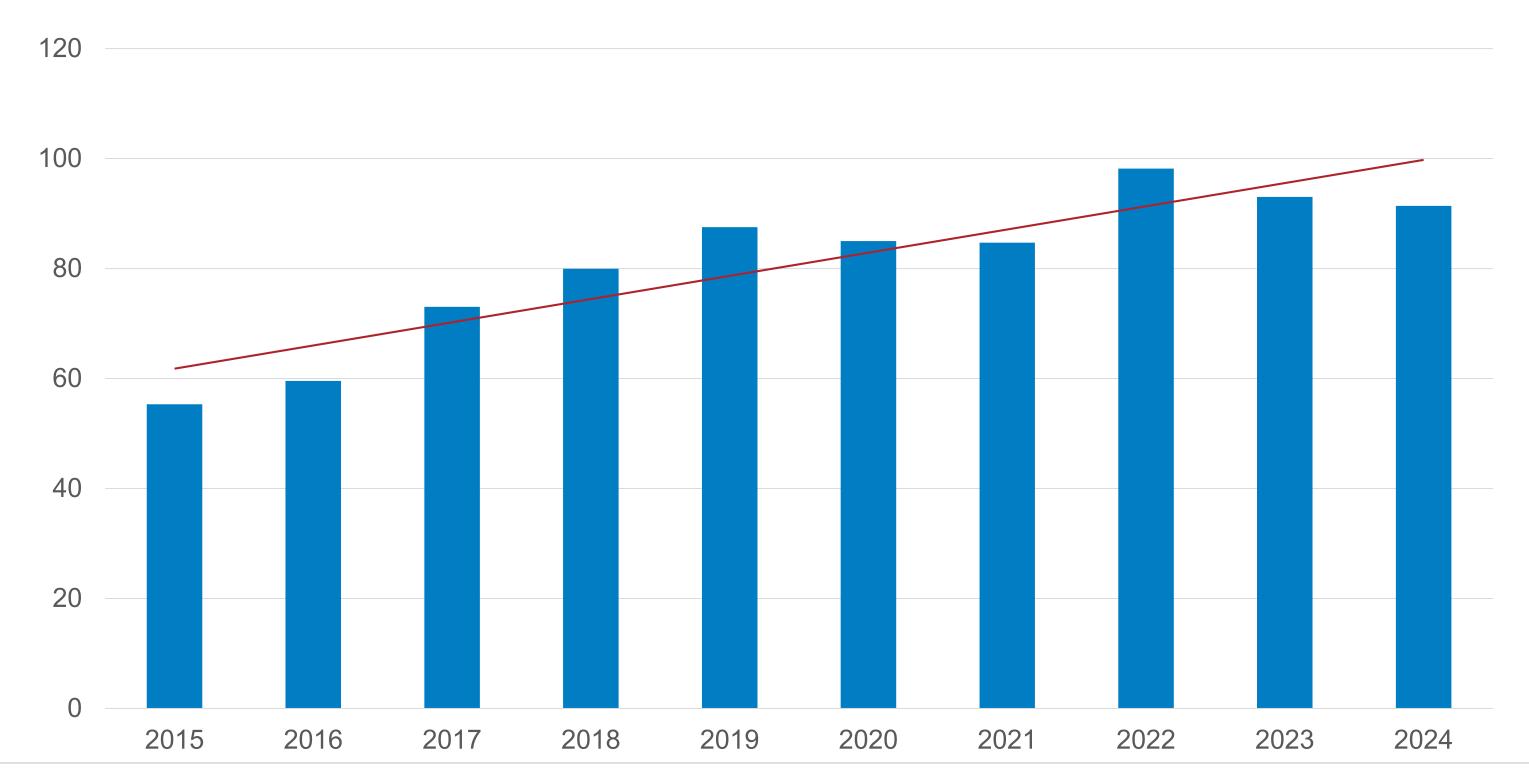
# CSI in Waterloo Region Second Highest Among 'Big 12', Second Lowest Cop:Pop



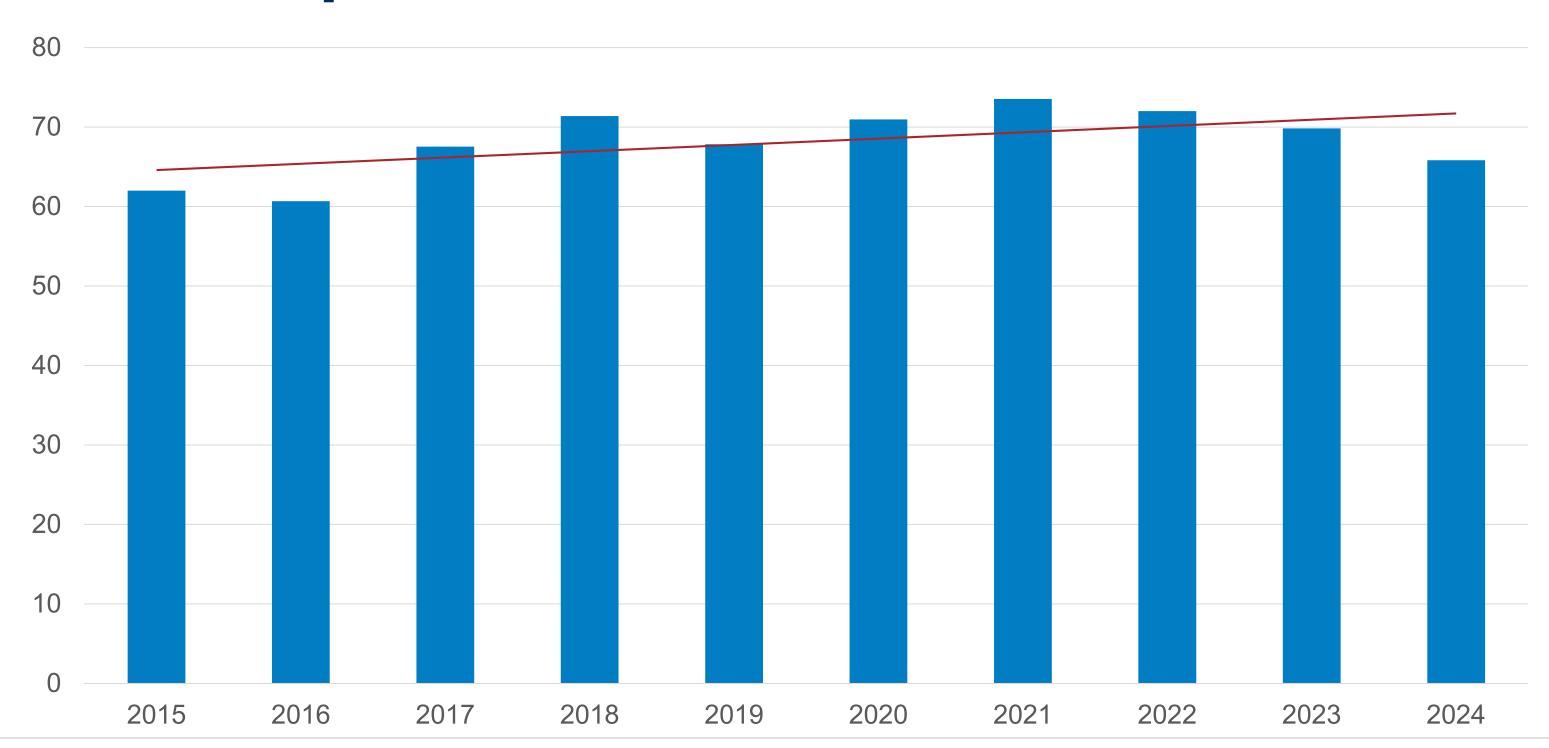
# CSI in Waterloo Region Decreases for Second Consecutive Year



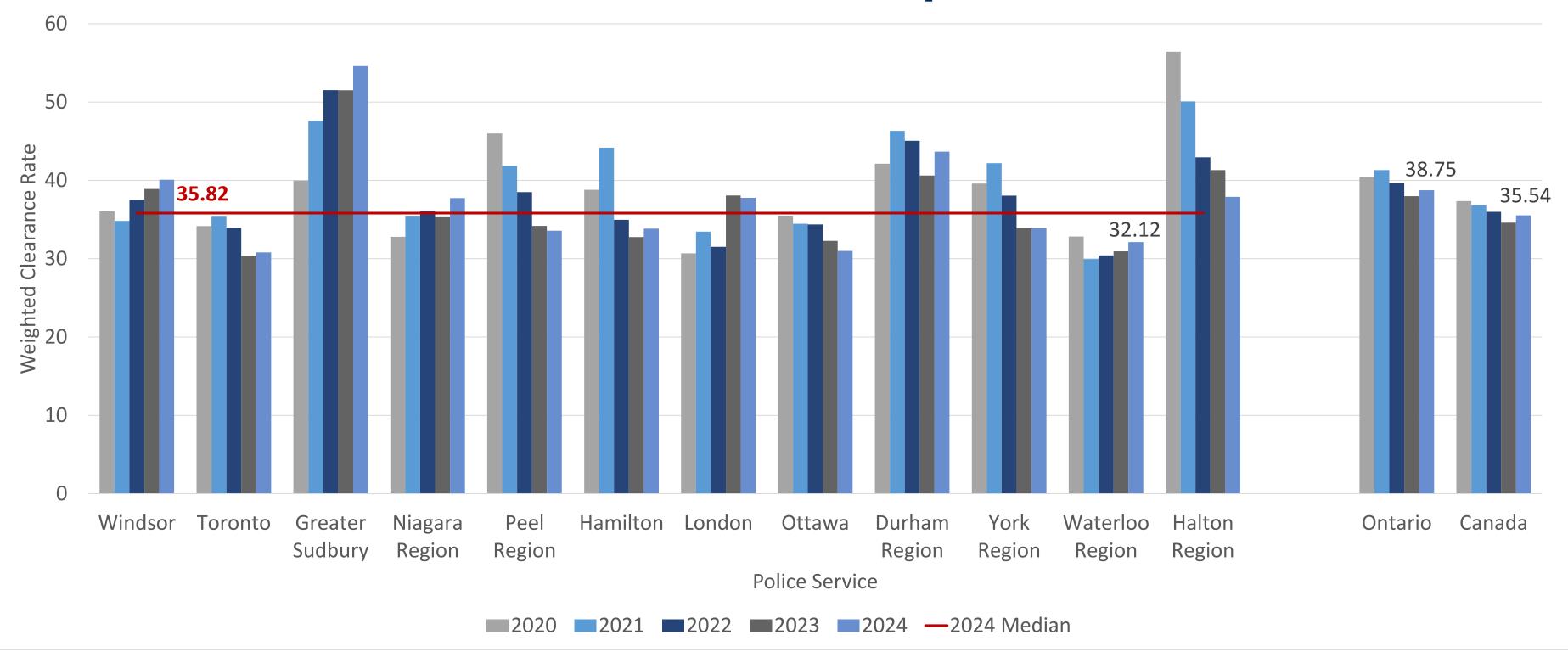
## Violent CSI in Waterloo Region Decreases for Second Consecutive Year



# Non-Violent CSI in Waterloo Region Drops Below Pre-Pandemic Level



# WRPS Clearance Rates Continue to Improve, Remain Below Comparators



## **WRPS Crime Suppression**

	Waterloo Region		Ontario		Canada	
Violation	2024 Rate per 100,000	% Change from 2023	2024 Rate per 100,000	% Change from 2023	2024 Rate per 100,000	% Change from 2023
Firearms Violations	9.1.	-27.4%	10.57	+22.21	13.17	+1.68
Robbery	55.3	+1.8%	54.7	+2.04	58.17	-2.09
Break & Enter	288.7	-17.8%	218.66	-8.43	293.14	-10.57

- Firearms violations decreased by 27% in Waterloo Region despite increases nationally and provincially
- Robbery violations increased slightly and are just above the provincial rate per 100,000 population
- The rate of **break and enter** violations in Waterloo Region is the lowest in over 20 years!

## Proactive Strategies

- Enhanced Crime Suppression strategy
  - Gun violence
  - Break & enters
  - Robbery
- Action planning to address short- and long-term crime trends
  - Offender-focused strategies
  - Location-focused strategies
  - Community-focused strategies
- Leverage data and evidence-based solutions
- Efforts are documented and evaluated against goals

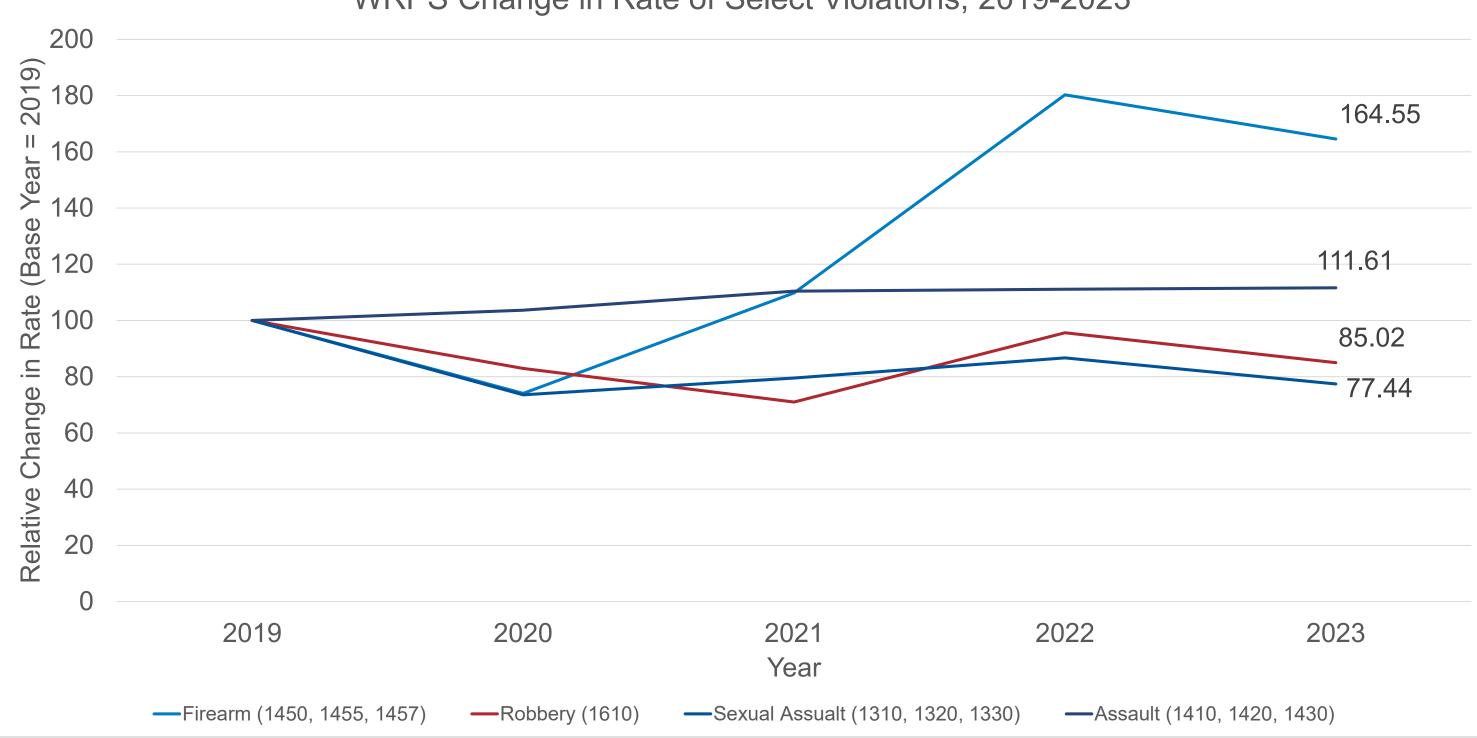


## Thank You

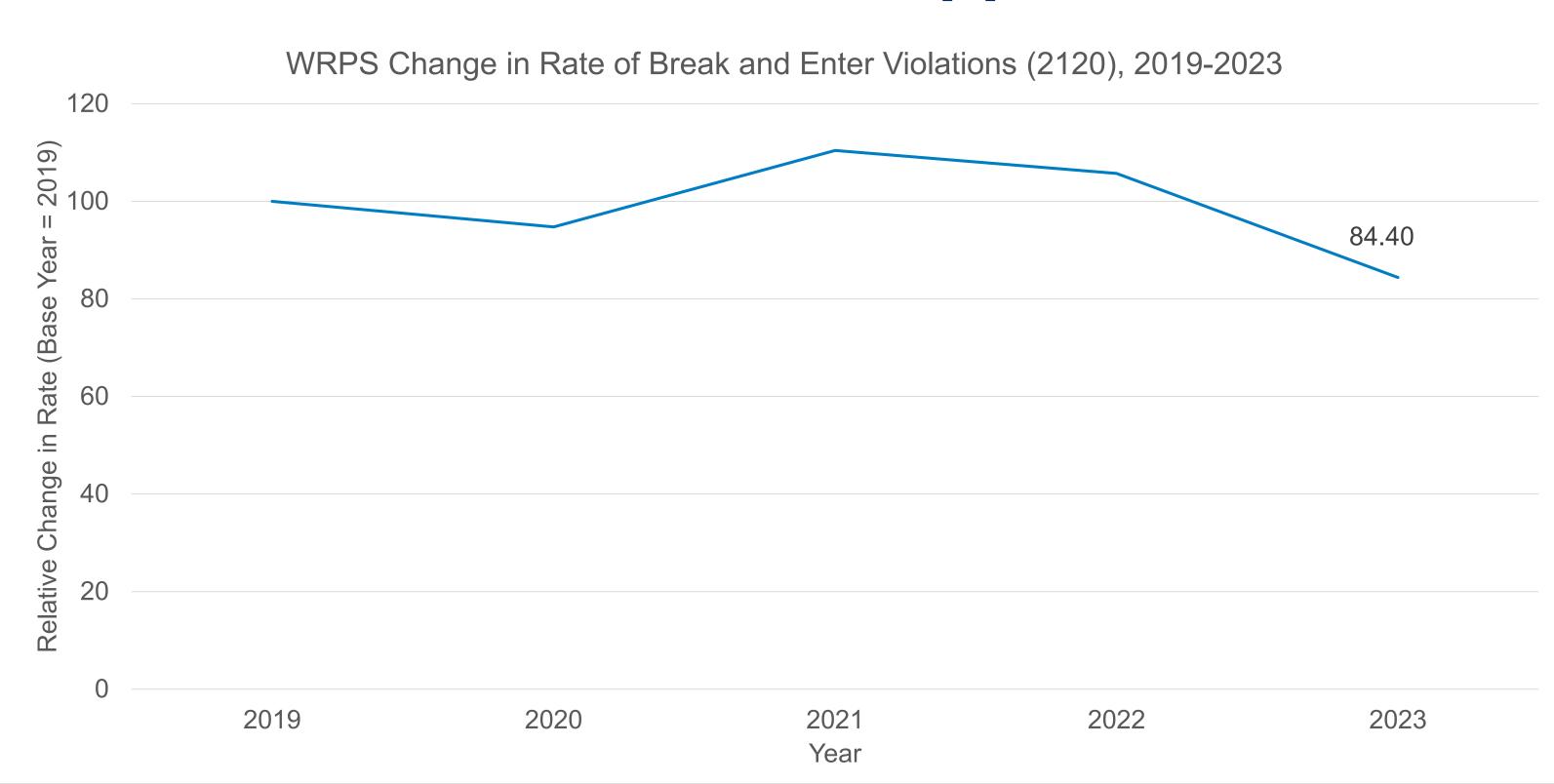


# WRPS Violent Crime Suppression, 2019-2023

WRPS Change in Rate of Select Violations, 2019-2023



## WRPS Non-Violent Crime Suppression, 2019-2023





#### 2025 Canada Day Operational Report

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

FROM: Emergency Services & Public Safety Unit, Operational Support **DATE:** 08/20/2025

#### Recommendation

For information only.

#### **Summary**

Over the past several years, on Canada Day and Victoria Day, celebrations are planned in the cities and townships throughout the Region of Waterloo. Of concern, are increasing incidents of youth from the community discharging fireworks in an unsafe manner in places where the public is present, and/or using fireworks as weapons specifically in and around Victoria Park in the City of Kitchener, but also elsewhere throughout the Region. These actions pose a serious risk to the surrounding community as well as the participants themselves. On Victoria Day, Monday, May 19, 2025, increased police and Kitchener Bylaw Enforcement members had difficulty in attempting to deter these dangerous activities that were occurring simultaneously in different areas.

Along with local partners, the Waterloo Regional Police Service (WRPS) undertook extensive operational planning and preparations for the 2025 Canada Day Victoria Park gathering. The joint operational planning included partnership with the City of Kitchener Municipal Enforcement Services and Region of Waterloo Paramedic Services. The Canada Day Victoria Park gathering and subsequent incidents placed a significant resource strain on all vital emergency resources.

Canada Day events Region-wide resulted in 25 charges laid and 52 calls for service, of which 10 were citizen generated. Total police costs for Canada Day events were \$85,750. This figure does not encompass Paid Duty Officers hired by the municipalities.

#### Report

#### Total Deployment Overview:

To ensure that adequate resources were in place, agencies conducted operational planning for the evening of Tuesday, July 1, 2025. Beginning in 2023, Victoria Park has

been the location of youth gathering and discharging fireworks on Victoria Day and Canada Day. This trend continued in 2024, and the crowd size increased significantly for Victoria Day 2025. Additional WRPS members staffed the park on Victoria Day, however the size of the crowd and terrain of the park created difficulty in identifying individuals involved in these actions.

WRPS members from the Crime Suppression Analysis & Response Unit, Public Order Unit, Project Team, and General Investigations Unit were subsequently assigned to assist Neighbourhood Policing resources on Canada Day.

#### 2025 Fireworks Incidents:

On July 1, 2025, Victoria Park once again became the location of a large crowd gathering with fireworks. Dedicated WRPS members, Kitchener By-law Enforcement Members, and Region of Waterloo Paramedic Services were deployed in order to mitigate the risks associated to public safety and impacts on critical emergency service response throughout the Region.

At approximately 5:00 p.m., youth began gathering in the park and were observed to be in possession of fireworks. Between this time and 11:45 p.m., WRPS members interacted with the youth, investigating Criminal Code of Canada, Trespass to Property Act and Bylaw offences. WRPS members seized fireworks from at least eight (8) attendees. These included youth as young as 12 years old, and an adult.

At approximately 9:45 p.m., WRPS members began to systematically disperse the youth from Victoria Park, while filtering them away from Kitchener City Hall, where an estimated 30,000 members of the public had gathered to observe the pyrotechnics display hosted by the City of Kitchener.

By approximately 11:00 p.m., Victoria Park had been cleared and several groups remained in the residential neighbourhood surrounding the park. By 11:45 p.m., the remaining groups had left the area.

#### Total Summary for Incidents and Charges:

Criminal arrests at Victoria Park included two for outstanding warrants, one for an Attempted Robbery in relation to an incident at a fireworks vendor, one for Fail to Comply, one for Weapons offences, one for throwing lit fireworks into a crowd. Additional arrests were made under Provincial statutes and were processed with a Provincial Offence Notice or warnings/diversions.

The below statistics capture the charges and incidents for the entire Canada Day deployment for the Region July 1, 2025, for WRPS only.

Charge	July 1, 2025
Liquor Licence Act	2
Criminal Code/CDSA	7
Bylaw *	0
Trespass to Property Act	12
Cannabis Control Act	1
Total Charges	25
Arrests	10
Diversion / Warning	5
Calls for Service	10
Total Occurrences	52

<sup>\*</sup>Kitchener Bylaw Enforcement had over 15 members assigned to this event and took the lead on laying Bylaw charges.

There was a total of four (4) arrests for Criminal Code offences and six (6) for various provincial offences during the operational period.

There exists ongoing concern with the high level of risk, cost, and strain put upon all community members and emergency service partners, for these annual events.

Continued collaboration and operational planning will occur with all interest holders to mitigate costs and risks for these, and similar, events across the Region.

#### **Strategic Business Plan**

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

#### **Our Commitment to Public Safety**

- ☑ Deliver exceptional services that meet local community needs
- ⋈ Base actions on evidence

#### **Our Connections**

- □ Conduct improved and intentional outreach
- □ Communicate and engage
- ☑ Adopt a people-centred service delivery model

#### **Our Resources**

□ Be future-ready

#### Financial and/or Risk Implications

Total event costs for the full Canada Day event as well as increased staffing for July 1, 2025, were approximately \$85,750. These costs are allocated as follows:

	Cost
Overtime	\$19,100
On-Duty Salaries	\$63,250
Planning & Analysis	\$3,000
Logistics	\$400
Totals	\$85,750

These costs reflect costs associated with policing the Canada Day events within the Region. These costs do not include Paid Duty Officers hired by Municipalities.

#### **Prepared By**

Jason Mulholland, Inspector, Operational Support Division, Field Support

#### **Approved By**

Mark Crowell, Chief of Police



## Community Safety & Wellbeing Update: IPV/GBV Hub Model Service Delivery

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

**FROM:**Community Safety Partnerships

**DATE:** 20/08/2025

#### Recommendation

N/A

#### Summary

This report provides an analysis and comparison of rates of victimization associated with intimate partner violence and gender-based violence in municipalities using a hub model of service delivery versus municipalities using a de-centralized approach.

#### Report

In 2023, the Region of Waterloo declared Intimate Partner Violence, Gender-Based Violence and Missing & Murdered Indigenous Women & Girls an epidemic and was also identified as a key priority under the Community Safety & Wellbeing Plan (CSWP).

In the Region of Waterloo, many survivors of these forms of violence are supported by resources and programming based within the Family Violence Project (FVP), a collaboration between numerous co-located agencies providing seamless wrap around support, advocacy, education and preventative programs:

- Camino Wellbeing + Mental Health
- Child Witness Centre
- Family and Children's Services
- WRPS Intimate Partner Violence Unit & Senior Support Team
- Sexual Assault Domestic Violence Treatment Centre
- Sexual Assault Support Centre of Waterloo Region
- Victim Services of Waterloo Region & Victim Services (WRPS)
- Victim Witness Assistance Program
- Women's Crisis Services of Waterloo Region

Leadership from this group acts as the cornerstone to the associated CSWP action table.

Previously reported to the Police Services Board and shared to action table members, were the StatsCan figures indicating a high rate of IPV victimization in Waterloo Region as compared to the rest of Ontario (*figure 1*). Similarly in 2023, Waterloo Region experienced a higher rate of victimization per 100,000 people for human trafficking (4.6) than the

National average (1.4).

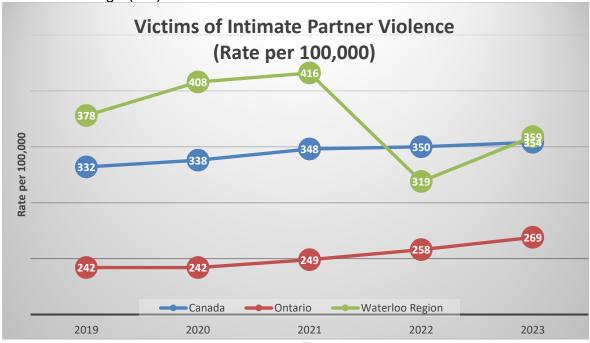


Figure 1

To contextualize these rates, an analysis was conducted on rates of IPV/GBV victimization per 100,000 people in municipalities who are using hub service delivery model similar to the FVP. These rates are reflected using StatsCan census-metropolitan area (CMA) information acquired specifically for this report.

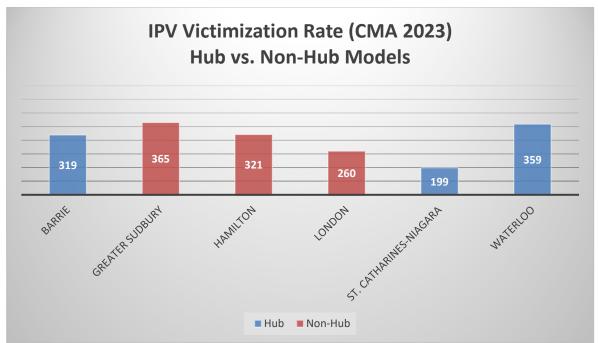


Figure 2

Figure 2 demonstrates 2023 IPV victimization rates are lower for CMAs with IPV/GBV support hub models (Waterloo, St. Catharines-Niagara<sup>1</sup>, Barrie<sup>2</sup>; *rate* = 292 victims per 100,000 people) versus those without (Greater Sudbury, Hamilton, London; *rate* = 315 victims per 100,000).

However, when assessing victimization rates for Gender-Based Violence, we observe the opposite trend. CMAs with hub models average 267 Gender-Based Violence victims per 100,000 people, while CMAs without hub models average 249 victims per 100,000 people (see *Figure 3*).

IPV and GBV are issues that are significantly under reported to police and other systems of support. The FVP and the hub model of service delivery allows for the provision of industry leading trauma informed approaches to care. Co-located services create multiple pathways to support, reporting, and a client care continuum that centres survivor needs. Additionally, co-location gives FVP partners the ability to pilot and implement innovative programs (e.g. Early Intervention and Engaging Men), quickly identify trends and leverage multiple points of information to develop responsive evidence-based policy and programs.

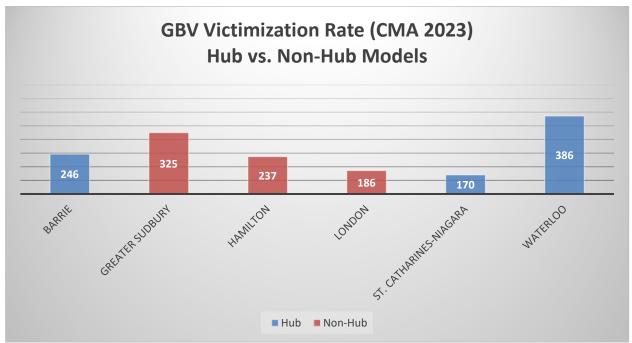


Figure 3

<sup>&</sup>lt;sup>1</sup> The Coalition to End Violence Against Women is a collaboration between 27 organizations in Niagara Region.

<sup>&</sup>lt;sup>2</sup> Barrie Police Service is part of a partnership with the Child Advocacy Centre, which takes professionals from a variety of fields (crown attorneys, police, doctors, social workers, etc.) who collaborate to provide wrap around support to sexual abuse victims.

#### **Upcoming Initiative**

Building upon the Region of Waterloo International Airport's partnership with #NotInMyCity, WRPS has committed to deliver the anti-human trafficking training provided by this organization to all WRPS members. This training module will equip both sworn and civilian professional members with the ability to identify the risk factors and recognize the signs of human trafficking, aiming to prevent, disrupt and end human trafficking in our Region. WRPS will continue to promote this vital information and training to our partners through the Community Safety and Wellbeing Plan.

#### **Strategic Business Plan**

The above report aligns with the following Strategic Business Plan 2024-2027 objectives
Our Commitment to Public Safety
□ Reduce Violent Crime and Recidivism
□ Deliver exceptional services that meet local community needs
☐ Base actions on evidence
Our Connections
□ Conduct improved and intentional outreach
⊠ Communicate and engage
☐ Adopt a people-centred service delivery model
Our Resources
⊠ Provide safe, accessible, and welcoming facilities
☐ Embrace modernization
☐ Be future-ready
Financial and/or Risk Implications
N/A
Attachments
Presentation – Community Safety & Wellbeing Update
Prepared By
Aaron Mathias, Inspector, Community Safety Partnerships
Dr. Hasan Siddiqui, Data Analyst, Strategic Services
Approved By

Mark Crowell, Chief of Police



Community Safety & Wellbeing Update

Intimate Partner Violence
Gender Based Violence
Missing & Murdered Indigenous
Women & Girls 2S+

2025 - 272 August 20, 2025

Presented By:

Aaron Mathias, Inspector Community Safety Partnerships



## **Our Priorities**

- Addressing Mental Health & Addictions Needs Together
- Combatting Hate
- Creating Safe & Inclusive Spaces
- Intimate Partner Violence, Gender Based Violence,
   Missing & Murdered Indigenous Women and Girls 2S+





- Ol Incident Response
  Critical and non-critical response
- Prevention
  Proactively reducing

identified risks

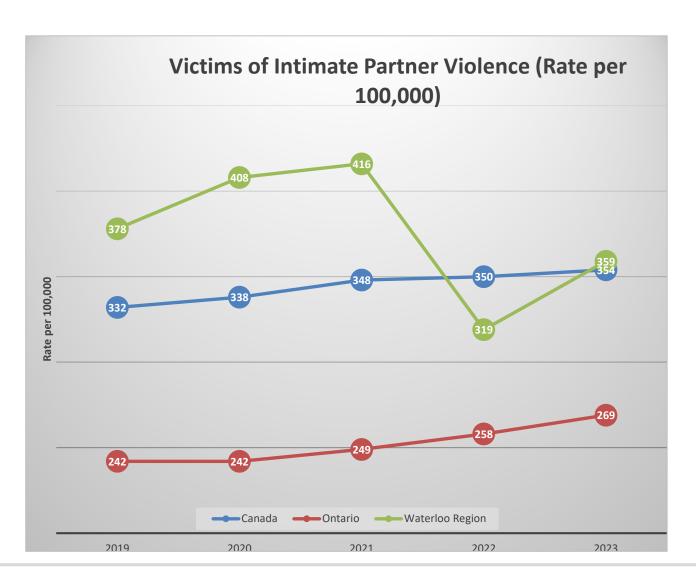
- O2 Risk Intervention

  Mitigating situations of elevated risk
- O4 Social Development
  Promoting and maintaining
  community safety and
  wellbeing

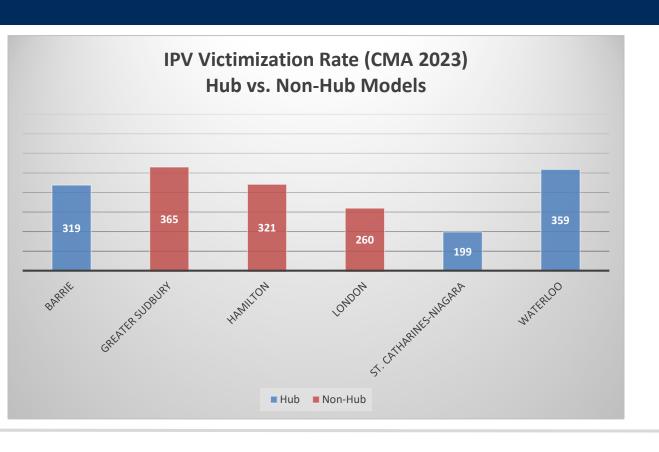


### **IPV** Rates of Victimization

- Per StatsCan Waterloo Region experiences higher rates of IPV victims than both National and Provincial levels.
- 2019 vs. 2023 comparison shows the following increases across the 5 year trend:
  - National (+14.6%)
  - Provincial (+20%)
  - Waterloo Region (+10%)

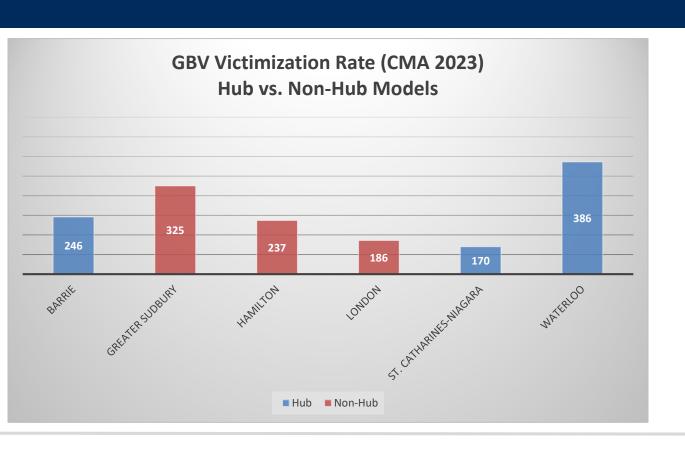


# IPV Victimization Rate Hub vs. Non Hub Models



- Census Metropolitan Areas with hub models demonstrate lower rates of IPV victimization.
- Average of 292 victims versus 315 per 100,000.

# **GBV Victimization Rate Hub vs. Non Hub Models**



- CMA's with hub models report higher rates of victimization when examining GBV.
- Average of 267 victims vs. 249 per 100,000.

## **Upcoming Initiative**

 #NotInMyCity is an organization committed to raising awareness and taking action to prevent, disrupt and end human trafficking across Canada.

- WRPS has committed to delivering anti-human trafficking training to all members.
- Promote these resources through CSWP.



HUMAN TRAFFICKING IS THE FASTEST GROWING CRIME IN CANADA

# TOGETHER WELL CAN LENGTH LENGT





# Thank You

Questions?

