



OPEN AGENDA

Date: October 15, 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 Consent Agenda Items

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

7.1 Confirmation of Minutes: September 17, 2025 (p. 1)

7.2 Confirmation of Minutes: September 29, 2025 (p. 5)

7.3 2025-265: Police Service Board Operating Budget, 2026 (p. 7)

7.4 2025-341: Police Service Board Meeting Schedule, 2026 (p. 10)

- 7.5 2025-365: Board Policy Updates #21, #61, #69, #104 (p. 12)
- 7.6 2025-369: Board Sponsorship of the Serving With Pride Event (p. 19)
- 7.7 2025-340: Administrative Review SIU 2025-002/25-OFP-164 (p. 28)
- 7.8 2025-342: Summary of Procurement Awards Q3 (p. 30)
- 7.9 2025-282: 2024 Secondary Activities Report (p. 36)
- 8.0 Business Arising from the Minutes
- 9.0 Correspondence
- 10.0 Police Service Board Reports
- 11.0 Chief of Police Reports
 - 11.1 2025-347: Public Demonstrations and Public Order Bi-Annual Report (p. 39)
 - 11.2 2025-357: Wilfrid Laurier University Homecoming 2025 (p. 42)
 - 11.3 2025-358: 2025 Safe Semester (p. 44)
 - 11.4 2025-345: 2026 Draft Operating and Capital Budget (p. 46)
 - 11.5 2025-344: Community Safety and Well Being Feature: Combatting Hate Action Table Update (p. 74)
- 12.0 Monthly Chief of Police Report (verbal)
- 13.0 New Business
- 14.0 Future Agenda Items
- 15.0 Information Items
 - 15.1 Upcoming Public Input Sessions on Budget: Oct. 27th
- 16.0 Adjournment



WATERLOO REGIONAL
POLICE SERVICE
BOARD

OPEN MINUTES

Date: September 17, 2025

Location: Zoom

In Attendance:

Karen Redman	Vice Chair
Jim Schmidt	Member
Tony Giovinazzo	Member
Karen Quigley-Hobbs	Member
Doug Craig	Member
Sandy Shantz	Member
Mark Crowell	Chief of Police
Jennifer Davis	Deputy Chief
Eugene Fenton	Deputy Chief
Meghan Martin	Executive Assistant
Hank Zehr	Police Services Advisor

Regrets:

Ian McLean	Chair
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1.0 Meeting Called to Order

Vice Chair Redman called the meeting to order at 8:30 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 T. Giovinazzo

Seconded S. Shantz

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: August 20, 2025

7.2 2025-317: YTD Police Service Board Operating Expenses

7.3 2025-321: Neighbourhood Policing Q2 and Semi- Monthly Statistical Reports notes

7.4 2025-322: WRPS Communications Centre Q2

7.5 2025-323: Frontline Call Reduction Strategies Q2

7.6 2025-324: Mental Health Alternative Response Q2

7.7 2025-339: Special Investigations Unit (24-OSA-396)

7.8 2025-310: Board Policy #112

That the Waterloo Regional Police Service Board approve policy #112 as presented in report 2025-310:

Board Policy 112: Public Complaints Pursuant to Section 107(c) and (d) of the *Community Safety and Policing Act, 2019*.

7.9 2025-334: Pre Budget Approval for 2026 Vehicle Procurements

That the Waterloo Regional Police Services Board approve the pre-budget procurement of fifty-three (53) vehicles for an estimated value of \$3,580,000.00 scheduled for replacement with funding from the Vehicle Reserve.

Moved by D. Craig

Seconded by J. Schmidt

That the Consent Agenda including the Open Session Minutes of August 20, 2025 and Reports 2025-317, 2025-321, 2025-322, 2025-323, 2025-324, 2025-339, 2025-310, and 2025-334 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 Email from J. Pearson

10.0 Police Service Board Report

There was no Police Service Board Report.

11.0 Chief of Police Reports

11.1 2025-319: Quarterly Use of Force Statistical Report

H. Siddiqui and Insp. Lewis presented report 2025-319 for information.

11.2 2025-320: WRPS Intelligence Notes Q2

H. Siddiqui presented report 2025-320 for information.

11.3 2025-314: Fees and Charges Bylaw Review

B. Reniers presented report 2025-314. Changes were outlined and will be communicated with the public through various channels and partnerships.

Moved by K. Quigley-Hobbs

Seconded by D. Craig

That the Board approve and pass the attached By-law 25-01, being a by-law to establish fees and charges for certain services and to repeal By-law 23-01, effective January 1, 2026.

Carried.

11.4 2025-326: Closed Circuit Television (CCTV) and Automatic License Plate Reader (ALPR) Project Update

Deputy Chief Davis presented report 2025-326 for information. Progress was shared for the CCTV and ALPR Project. A virtual public information session will be hosted by WRPS in early November to answer any questions the community members may have.

11.5 2025-338: Community Safety and Well Being Plan Update: Addressing Mental Health and Addiction

H. Siddiqui presented report 2025-338 for information, summarizing the work

completed by the System Transformation Team as part of the Community Safety and Wellbeing Plan.

12.0 Monthly Chief of Police Report (Verbal)

Chief Crowell provided a monthly update, highlighting various investigations such as a robbery involving an abduction in Cambridge.

Chief Crowell congratulated the Youth in Policing graduates. He also noted the progress of the N-G-911 project.

13.0 New Business

There was no New Business.

14.0 Future Agenda Items

There were no Future Agenda Items.

15.0 Information Items

15.1 Upcoming Public Input Sessions on Budget: Sept 29th and Oct. 27th

16.0 Adjournment

Moved by J. Schmidt

Seconded by S. Shantz

That the meeting be adjourned at 12:38 p.m.

Carried.

Board Chair

Executive Assistant



WATERLOO REGIONAL
POLICE SERVICES
BOARD

OPEN MINUTES – PUBLIC INPUT SESSION

Date: September 29, 2025

Location: Zoom

In Attendance:

Ian McLean	Chair
Karen Redman	Vice Chair
Jim Schmidt	Member
Doug Craig	Member
Karen Quigley-Hobbs	Member
Tony Giovinazzo	Member
Mark Crowell	Chief of Police
Ashley Romitz	Administrative Assistant

Regrets:

Sandy Shantz	Member
Jennifer Davis	Deputy Chief
Eugene Fenton	Deputy Chief
Meghan Martin	Executive Assistant

1.0 Meeting Called to Order

Chair McLean called the meeting to order at 1:04 p.m.

Motion to convene in Public Input Session

Moved by J. Schmidt

Seconded K. Redman

That the Board convene in Public Input Session.

Carried.

2.0 Delegations

None. There will be another Public Input Session on October 27, 2025 at 6:00pm for anyone who may be interested in attending.

3.0 Written Submissions

Written submissions were pre-circulated for information.

4.0 Motion to Go Into Closed Session

Moved by D. Craig

Seconded K. Quigley-Hobbs

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

Carried.

5.0 Motion to Reconvene in Open Session

Moved by D. Craig

Seconded J. Schmidt

That the Board convene in Open Session.

Carried.

6.0 Adjournment

Moved by J. Schmidt

Seconded by D. Craig

That the meeting be adjourned at 2:01 p.m.

Carried.

Board Chair

Executive Assistant

		
Police Service Board Operating Budget, 2026		
TO: The Waterloo Regional Police Service Board	FROM: Chair's Office, Executive Assistant	DATE: 10/15/2025

Recommendation

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

Summary

Each year the Waterloo Regional Police Service Board (Board) is asked to review and approve the annual operating expenses for the Board Budget. Note that staffing costs are budgeted separately by Finance.

Report

Attached you will find the proposed operating expenses for the 2026 Board Budget. The attached Budget was developed following a review of actual expenses from 2022-2024, as well as expenses incurred to date in the current fiscal year. Based on this review, the proposed budget is attached for the Board's review and consideration. Note that the proposed budget represents a 9% increase.

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

Per proposed budget.

Attachments

Proposed 2026 Board Budget – Operating Expenses

Prepared By

Meghan Martin, Executive Assistant

Approved By

Ian McLean, Board Chair

Proposed 2026 Operating Expenses - Police Service Board

	2025	Budget Change	2026	
	Approved		Budget Request	DESCRIPTION
	Budget			
EXPENSES				
7040120 Staff Training		2,000	2,000	
7060010 Office Supplies	400		400	
7150020 License and Communication Fees		10,075	10,075	eScribe subscription
7150030 Legal Fees	100,000		100,000	
7150070 Consulting Fees	20,000		20,000	
7150300 Memberships	15,000	5,000	20,000	Increased membership fees due to inflation
7300020 Information Promotion Advertising	23,000	-2,000	21,000	
7300440 Cell Phones Usage	300	200	500	
7320060 Casual Mileage	600		600	
7320080 Meetings and Other Travel	3,000		3,000	
7320140 Conferences	8,300	700	9,000	
Total Expenses Budgeted by Manager	170,600	15,975	186,575	

	Police Service Board Meeting Schedule, 2026			
	<table border="0" style="width: 100%;"><tr><td style="width: 33%; vertical-align: top;">TO: The Chair and Members of the Waterloo Regional Police Service Board</td><td style="width: 33%; vertical-align: top;">FROM: Chair's Office, Executive Assistant</td><td style="width: 33%; vertical-align: top;">DATE: 10/15/2024</td></tr></table>	TO: The Chair and Members of the Waterloo Regional Police Service Board	FROM: Chair's Office, Executive Assistant	DATE: 10/15/2024
TO: The Chair and Members of the Waterloo Regional Police Service Board	FROM: Chair's Office, Executive Assistant	DATE: 10/15/2024		

Recommendation

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

Report

Section 43(1) of the *Community Safety and Policing Act* states that, "The Police Service Board shall hold at least four meetings each year". Pursuant to Section 43(1), the Waterloo Regional Police Service Board has determined that it will meet monthly, excluding the month of July.

Strategic Business Plan

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

Our Commitment to Public Safety

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

Financial and/or Risk Implications

Nil.

Attachments

2026 Police Service Board Meeting Schedule

Prepared By

Meghan Martin, Executive Assistant

Approved By

Ian McLean, Board Chair



WATERLOO REGIONAL
POLICE SERVICE
BOARD

WATERLOO REGIONAL POLICE SERVICE BOARD 2026 MEETING SCHEDULE

Wednesday, January 21, 2026
Wednesday, February 18, 2026
Wednesday, March 18, 2026
Wednesday, April 15, 2026
Wednesday, May 13, 2026**
Wednesday, June 10, 2026**
No July Meeting
Thursday, August 20, 2026**
Wednesday, September 16, 2026
Wednesday, October 21, 2026
Wednesday, November 18, 2026
Wednesday, December 9, 2026**

3rd Wednesday of the Month. ** Exceptions noted

Generally, Board Meetings begin with a Closed Session at 8:30 a.m., followed by an Open Session. Open Board Meeting agenda packages are posted on the Board's website at the following link: <https://www.wrps.on.ca/en/about-us/police-services-board.aspx>



Board Policy Review #021, #061, #069, #104

TO:
The Waterloo Regional
Police Service Board

FROM:
Chair's Office,
Executive Assistant

DATE:
10/15/2025

Recommendation

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

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

Summary

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

Report

Policy 021: Personal Appearance

This policy was reviewed internally and no changes were recommended.

Policy 061: Police Uniform and Members' Attire

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

Policy 069: Framework for Annual Reporting

This policy was reviewed internally and no changes were recommended.

Policy 104: Electronic Monitoring

This policy was reviewed internally and the review schedule was updated to comply with policy 085 Policy and Procedure Management.

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

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

Prepared By

Meghan Martin, Executive Assistant to the Board

Approved By

Ian McLean, Board Chair

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

Policy of the Board

1. It is the policy of the Waterloo Regional Police Services Board with respect to personal appearance that:
 - a. all members of the Service present a disciplined and professional image when dealing with the members of the public;
 - b. the Chief of Police will establish procedures on personal appearance that address:
 - i. member responsibility for personal neatness and deportment;
 - ii. grooming, including the wearing of make-up, hair style and sideburn length, the wearing of moustaches, beards and goatees;
 - iii. the modification of beards and goatees if the member is required to wear any operational equipment for personal safety or to perform an assigned task;
 - iv. the wearing of beards as part of religious belief or for medical reasons; and
 - v. the wearing of adornments such as jewelry, necklaces, and accessories.



WATERLOO REGIONAL
POLICE SERVICES
BOARD

WATERLOO REGIONAL POLICE SERVICES BOARD POLICY

Policy Number: 061

Police Uniform and Members' Attire

Date Approved:	April 10, 2002
<u>Dates Amended:</u>	July 10, 2019
Date to be Reviewed:	

Policy of the Board

1. It is the policy of the Board that the Chief of Police will develop procedures that address:
 - a. the provision and use of a standardized uniform by the police service's uniformed police officers and members; and
 - b. appropriate attire for ~~Civilian~~ members not ~~issued~~ required to wear a uniform.



WATERLOO REGIONAL
POLICE SERVICE
BOARD

WATERLOO REGIONAL POLICE SERVICE BOARD POLICY

Policy Number: 069

FRAMEWORK FOR ANNUAL REPORTING

Date Approved:

June 14, 2006

Dates Amended:

March 6, 2013

Date to be Reviewed:

Policy of the Board

1. It is the policy of the Waterloo Regional Police Services Board with respect to annual reporting that:
 - a. the Chief of Police will prepare an annual report for the Board on the activities of the police service during the previous fiscal year, which includes, at minimum, information on:
 - i performance objectives and indicators set out in the business plan, and results achieved;
 - ii public complaints; and
 - iii the actual cost of police services;
 - b. the Chief of Police will make the annual report available to the public and Regional Council annually on or before June 30;
 - c. the Chief of Police will host a public information session on current policing issues in the Regional Municipality of Waterloo no less than once annually; and
 - d. the Chief of Police will provide an annual budget presentation to Regional Council as part of the regional budget process.



WATERLOO REGIONAL
POLICE SERVICES
BOARD

WATERLOO REGIONAL POLICE SERVICES BOARD POLICY

Policy Number: 104

ELECTRONIC MONITORING

Date Approved:

September 7, 2022

Date Last Amended ☐ or Reviewed ☐

Date to be Reviewed:

Preamble

In maintaining the Waterloo Regional Police Service Board's (Board) commitment to transparency, this policy protects employees' privacy by requiring details about whether, or how, employees' use of electronic devices are being monitored at the Waterloo Regional Police Service (Service).

This policy only applies to civilian members of the Service to whom Part VII.01.01 of the *Employment Standards Act, 2000* (the "Act") applies and does not apply to sworn members, pursuant to the Act.

Definitions

Electronic Monitoring: is all forms of employee monitoring that is done electronically.

Policy of the Board

1. It is the policy of the Board that the Chief of Police will:
 - a. Develop a procedure that meets the requirements of Part VII.01.01 of the Act, which outlines whether the Service electronically monitors civilian members, and if so:
 - i. Provides a description of how and in what circumstances the Service may electronically monitor employees;
 - ii. The purposes for which information obtained through electronic monitoring may be used by the Service; and
 - iii. Such other information as may be prescribed.
 - b. Ensure that all existing civilian members are provided with a copy of this Policy and associated Procedure, and any amended versions of the Policy and associated Procedure, within 30 days of approval or amendment.

- c. Ensure that all new civilian members are provided with a copy of this Policy and associated Procedure, within 30 days of a civilian member's hire date
-
- 2. ~~This policy will be reviewed annually by the Board and must include the date the policy was prepared and the date any changes were made to the policy.~~



Sponsorship Opportunity – Serving With Pride Awards Night and Gala

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

FROM:
Chair's Office,
Executive Assistant

DATE:
15/10/2025

Recommendation

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

Report

On November 15, 2025 the Waterloo Regional Police Service will be the service host for the 2025 Serving With Pride Gala. This event brings together 2SLGBTQIA+ members and allies from across Ontario to celebrate the organization and the individuals that support the 2SLGBTQIA+ community.

The Waterloo Regional Police Service Board is committed to advancing inclusion and has an opportunity to acknowledge and support 2SLGBTQIA+ police, corrections, and criminal justice personnel through a financial contribution to Serving With Pride. The recommendation of sponsorship in the amount of \$5,000 will contribute to the ongoing work of Serving With Pride to educate, advocate for, and recognize their 2SLGBTQIA+ colleagues around the province.

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

Funds available through the 2025 Board Budget.

Attachments

Serving With Pride Gala Sponsorship Guide

Prepared By

Meghan Martin, Executive Assistant

Approved By

Ian McLean, Board Chair



AWARDS NIGHT and GALA

November 15, 2025

*A night of celebration
co-hosted by*

Waterloo Regional Police Service



SPONSORSHIP PACKAGE



Message From Chief Crowell

On behalf of the Waterloo Regional Police Service (WRPS), it is an honour and privilege to announce that WRPS will be the service host for the 2025 *Serving with Pride* Gala on November 15, 2025. This is a tremendous honour for Waterloo Region as it marks the first time this event will be celebrated in Southwestern Ontario and it highlights the collaborate spirit and commitment of our policing and justice communities.

The *Serving with Pride* Gala is an annual event that brings together 2SLGBTQIA+ members and allies from across the province. It offers a space for connection, recognition, and celebration of those who lead with courage and compassion in advancing inclusion within our workplaces and communities.

Serving With Pride (SWP) is a volunteer-led, non-profit organization that plays a vital role in supporting 2SLGBTQIA+ professionals across Canada. Through advocacy, peer support and professional development, *SWP* fosters inclusive environments where members can thrive, feel seen, and be safe. Notably, *SWP*'s commitment to building capacity extends to youth through the Gala's charitable focus, resulting in generous donations to organizations such as SHIP and Camp fYrefly - both of which provide critical support to 2SLGBTQIA+ youth.

As we prepare to welcome colleagues and partners from across the province, we are seeking sponsorship support to ensure this year's Gala is a resounding success. Your contribution will directly support *Serving with Pride*'s mission and help deliver a first-class experience for attendees - while amplifying your organization's commitment to leadership, inclusion, and public service.

We would be proud to have you stand with us as a sponsor - and look forward to celebrating this landmark event together in November 2025.

Mark Crowell
Chief of Police
Waterloo Regional Police Service





Message from the Serving With Pride Committee

Thank you for your interest in sponsoring *Serving With Pride's* 2025 Awards Night & Gala. This year's event, held at Tapestry Hall in Cambridge, Ontario, promises to be both impactful and memorable as we celebrate our organization and honor the extraordinary individuals who tirelessly support the 2SLGBTQIA+ community.

Your sponsorship is crucial to the success of *Serving With Pride* and our mission to educate, raise awareness, advocate for, and recognize our 2SLGBTQIA+ colleagues in Ontario. By becoming a sponsor, you will also support our pioneering training program and our unique 2SLGBTQIA+ scholarship for law enforcement and criminal justice students, offered by a 2SLGBTQIA+ law enforcement organization.

Serving With Pride champions the rights and recognition of 2SLGBTQIA+ individuals in law enforcement, corrections, and criminal justice professions. We strive for diversity, equity, and inclusion across various sectors to ensure a welcoming and safe environment for all employees. Sponsoring the Awards Night & Gala on November 15th, 2025, is a significant opportunity to celebrate, acknowledge, and support 2SLGBTQIA+ police, corrections, and criminal justice personnel, showcasing your commitment to fostering community partnerships.

Please contact us today to make your sponsorship contribution.
Rob Chevalier at: 9808@tps.ca or 416-346-5940



Sponsorship Opportunities

Platinum Sponsor	\$10,000
10 Complimentary Tickets A Sponsorship Plaque presented by SWP Co-Chairs 4 Social Media Mentions (Facebook, X (Twitter), Instagram & LinkedIn) Logo displayed at the gala, on programs, and on the SWP website Acknowledged by name at the Gala Mention in SWP Newsletter to members	
Gold Sponsor	\$7,500
6 Complimentary Tickets 3 Social Media Mentions (Facebook, X (Twitter), Instagram) Logo displayed at the gala and on the SWP Website Mention in SWP Newsletter to members	
Silver Sponsor	\$5,000
4 Complimentatry Tickets 2 Social Media Mentions (Facebook, X (Twitter), Instagram) Logo displayed at the gala and on the SWP Website Mention in SWP Newsletter to members	
Bronze Sponsor	\$3,000
2 Complimenatry Tickets 1 Social Media Mentions (Facebook, X (Twitter), Instagram) Logo displayed at the gala Mention in SWP Newsletter to members	



Awards Night & Gala Ticket Prices



One Ticket - \$160

One Table - \$1600

(equals 10 tickets)

Contact Rob Chevalier at:

9808@tps.ca or

416-346-5940

The *Serving With Pride* Executive
and our 2SLGBTQIA+ colleagues across Ontario
would like to thank you
for your interest and continued support.



Awards Program

We are now accepting nominations for our game-changers, our heroes, and those making significant impacts in our community. We eagerly anticipate announcing our **2025 Visibility and Ally award recipients**. To submit a nomination, please contact us at info@servingwithpride.ca

Visibility Award

This award honors a police officer, corrections officer, or other law enforcement official, whether civilian or uniformed, who identifies as 2SLGBTQIA+. The recipient is an inspirational figure who tirelessly builds positive relationships and trust within their organization, the law enforcement community, and the public. They serve as a role model, support the 2SLGBTQIA+ community, uphold high ethical standards, and elevate the profile of 2SLGBTQIA+ issues and individuals within the law enforcement and criminal justice sectors.

Ally Award

This award is presented to a police officer, corrections officer, or other law enforcement official, either civilian or uniformed, who identifies as an ally to the 2SLGBTQIA+ community. The recipient is an inspirational figure who works diligently to foster positive relationships and trust within their organization, the law enforcement community, and the public. They exemplify high ethical standards, actively support the 2SLGBTQIA+ community, and enhance the visibility and importance of 2SLGBTQIA+ issues and individuals within the law enforcement and criminal justice fields.



Our Vision

The vision of *Serving with Pride* is one of an optimized work environment including diversity, integrity, awareness, and equity of 2SLGBTQIA+ employees within policing, Corrections and criminal justice professions, where there are no barriers, stereotypes or bias AND positive policing, corrections and criminal justice systems where organizations are sensitive to the unique needs of the 2SLGBTQIA+ community and consistently build bridges to better understand and serve them.



2025 *Serving With Pride* Executive: Gloria Yu, Henry Dyck, Bradley Barbour, Benjamin Cruickshank, Vanessa Gerasimow, Tyler Bell, Cass Jackson, Robert Chevalier, Noah Clouthier.
Not Present: Amanda Pfeffer, Victoria Di Caro, Mark Cowin.



Our Mission

Serving with Pride will:

- Encourage, advance, and promote 2SLGBTQIA+ policing, Corrections and criminal justice professionals.
- Provide education and awareness, crucial to providing 2SLGBTQIA+ policing, Corrections and criminal justice professionals with a safe work environment.
- Provide education, advise and awareness in which agencies can use to better understand and build bridges with their 2SLGBTQIA+ communities.
- Support 2SLGBTQIA+ policing, Corrections and criminal justice personnel to be “out” in the workplace.
- Provide a safe and supportive forum for members to network, inspire, and communicate more effectively with each other throughout the Province of Ontario.
- Support the pursuit of education by providing learning opportunities for police personnel, corrections, criminal justice professionals and allies to raise awareness and understanding of the 2SLGBTQIA+ community.
- Support 2SLGBTQIA+ youth in their pursuit of education or training in policing, Corrections or criminal justice studies, through a scholarship program.
- Acknowledge and celebrate the work of 2SLGBTQIA+ personnel through an awards program.



Our Goals

- Provide and support systemic change to ensure that 2SLGBTQIA+ members are visible and valued as equal members.
- Develop and maintain an effective 2SLGBTQIA+ employee support and networking system between Ontario-based agencies and other organizations that support our initiatives.
- Promote, develop, and initiate mentoring programs for 2SLGBTQIA+ members and allies, within our agencies and communities.
- Build bridges to promote positive relationships between 2SLGBTQIA+ members and their respective organizations and break down systemic barriers and stereotyping.
- Support the pursuit of post-secondary education by providing opportunities to 2SLGBTQIA+ youth.
- Demonstrate integrity and a positive professional image to our colleagues and the communities we serve.
- Ensure a safe and welcoming environment for all members within our respective law enforcement, Corrections and criminal justice organizations.
- Encourage, promote, and inspire future membership within our organization.

2025 Serving With Pride AWARDS NIGHT and Gala

November 15, 2025

Tapestry Hall

74 Grand Avenue, Cambridge ON

Co-hosted by Waterloo Regional Police Service



For more information or to discuss sponsorship, please contact:

Rob Chevalier

9808@tps.ca or info@servingwithpride.ca

416-346-5940



For more information or to Sponsor, please contact

Rob Chevalier
9808@tps.ca or info@servingwithpride.ca
416-346-5940

Special Investigations Unit (25-OFP-164)



TO:
The Waterloo Regional
Police Service Board

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

DATE:
10/15/2025

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 April 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 April 25, 2025, WRPS officers were dispatched to residence on Wooley Street, in the City of Cambridge in response to a domestic dispute where a male was alleged to have committed several criminal offences. Prior to police arrival, the male left the scene. Officers located the male in a nearby hotel, where he was found to be in crisis. The male was threatening suicide by holding a knife to his neck.

Grounds were formed for the apprehension of the male under the *Mental Health Act* as well as for several criminal offences. Patrol and Emergency Response Team members negotiated with the male; however, he remained resolute and surmised that if he charged at the officers, they would have no choice but to shoot him. The male stood up and walked towards the officers who deployed less lethal weapons, including Conducted Energy Weapons (CEW) and an Anti-Riot Weapon Enfield (ARWEN). The male was taken into custody and transported to hospital. He did not sustain any serious injuries. Due to the deployment of the ARWEN, the SIU was notified and invoked their mandate. One officer was designated as a *Subject Official* and remained on active duty. Three 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 member's conduct in relation to the incident, the policing provided by the members in relation to the incident and the procedures established by the Chief of Police as they relate to the incident. The Act requires the Chief of Police to report the findings on his or her investigation in accordance with Section 8 of Ontario Regulation 90/24 to the Police Services Board.

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

Strategic Business Plan

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

Our Commitment to Public Safety

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

Financial and/or Risk Implications

Nil

Attachments

Nil

Prepared By

Staff Sergeant Jodi Chessell, Professional Standards Branch

Approved By

Mark Crowell, Chief of Police



Summary of Procurement Awards – Q3 2025

TO:
The Waterloo Regional
Police Service Board

FROM:
Finance and Assets
Branch

DATE:
10/15/2025

Recommendation

For information only.

Summary

This report provides an update for Q3 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 lead 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 Q3 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

☒ Manage change

Our Resources

☒ Embrace modernization

☒ 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 (July 1, 2025 to September 30, 2025)

Bid Number, Name & Description	List of Bidders (Successful Bidder Indicated in Bold)	Bid Price (Excludes HST)	Financial Implications
T2025-09 Supply and Delivery of Closed-Circuit TV (CCTV) Cameras and Accessories This Request for Tender (RFT) is for the supply and delivery of Closed-Circuit TV (CCTV) cameras, parts, licensing, and associated mounting/power adaptor products. WRPS names the successful bidder as the Vendor of Record for a minimum five (5) year time frame with the option to renew for one (1) five (5) year term.	Telanet Canada Inc. mPower Electric Inc. Clutch Solutions CA Inc Maxtech Security Systems 6175015 Canada Inc C.E Technology Solutions Ltd. Cloud Managed Networks	\$181,750.00 \$223,984.71 \$247,273.92 \$258,772.13 \$262,621.00 \$313,327.83 \$407,731.96	Cost including net HST: \$184,949 Funding source: Capital Budget (Project 50078)
T2025-10 - Supply & Delivery of Four (4) 3/4 Ton All Wheel Drive (AWD) Commercial Vans This Request for Tender (RFT) was for the supply and delivery of four (4) 3/4 ton all wheel drive (AWD) commercial vans to the Waterloo Regional Police Service (WRPS). WRPS is creating a Vendor of Record for 3/4 ton all	Parkway Ford Sales Ltd. ***Note there were five (5) plan takers, but only two (2) submissions were received. One (1) submission was disqualified.	\$326,872.00	Cost including net HST: \$332,625 Funding source: Capital Budget (Project 50000)

Bid Number, Name & Description	List of Bidders (Successful Bidder Indicated in Bold)	Bid Price (Excludes HST)	Financial Implications
wheel drive (AWD) commercial vans with the successful bidder for a four (4) year period ending September 30, 2029.			
P2025-11 Supply & Delivery of Breaching Equipment This Request for Proposal (RFP) is for the supply and delivery of breaching equipment to the Waterloo Regional Police Service, 200 Maple Grove Road, Cambridge, Ontario.	Uniform Works Limited MD Charlton Company Ltd. Rampart International Corp. The 870 Tactical Supply Company Urban Tactical Brantford Ltd	\$71,714.70	Cost including net HST: \$72,977 Funding source: Capital Budget (Project 50048)



2024 SECONDARY ACTIVITIES REPORT

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

FROM:
Office of the Chief of
Police & Human
Resources Branch

DATE:
10/15/2025

Recommendation

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

Summary

Section 89(6) *Community Safety and Policing Act* requires the Chief of Police to submit a written report to the Board respecting any decision made regarding requests to participate in a secondary activity, with reasons.

In 2024, the Chief of Police received 40 requests to engage in secondary activities, and approved all 40 of those requests.

Report

To comply with the requirement under section 89(6) of the *Community Safety and Policing Act*, it is the practice of the Waterloo Regional Police Service to report the secondary activities of its members to the Board on an annual basis.

Section 89(1) of the *Community Safety and Policing Act* places restrictions on secondary activities as follows:

- 89 (1)** A member of a police service maintained by a police service board shall not engage in any activity,
- (a) that interferes with or influences adversely the performance of his or her duties as a member of a police service, or is likely to do so;
 - (b) that places him or her in a position of conflict of interest, or is likely to do so;
 - (c) that would otherwise constitute full-time employment for another person; or
 - (d) in which he or she has an advantage derived from being a member of a police service.

Section 89(3) of the *Community Safety and Policing Act* states that a member of a police service shall disclose to the Chief of Police any activity they propose to undertake, or are already undertaking, that may contravene any of the foregoing conditions.

The Chief of Police shall decide whether the member is permitted to engage in the activity and the member shall comply with that decision.

Over the past three years, the number of requests for secondary activities has increased. While it is difficult to determine a single factor for this increase, it is worth noting that the Human Resources Branch has provided additional training to new members to provide clarity on secondary activities when they join the Service.

The Waterloo Regional Police Service has also recently reviewed the internal process for submitting secondary activity requests and will be releasing a Service-wide Area Directive to remind all members of their obligations under the *Community Safety and Policing Act*. It is anticipated that there may continue to be an increased number of secondary activity applications going forward.

3 Year Summary of Secondary Activity Requests

2022	7
2023	25
2024	40

Of the 40 requests for secondary activities submitted in 2024, 40 were approved, with no requests denied.

Finally, the *Community Safety and Policing Act* came into force on April 1, 2024 and replaced the *Police Services Act*. The sections governing secondary activities in the *Community Safety and Policing Act* closely mirror those in the *Police Services Act*. Any requests submitted between January 1, 2024 and March 31, 2024 were reviewed in accordance with the *Police Services Act*. Any requests submitted on or after April 1, 2024, and on an ongoing basis, are reviewed in accordance with the *Community Safety and Policing Act*.

Strategic Business Plan

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

Our Members

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

Financial and/or Risk Implications

Nil.

Attachments

Nil.

Prepared By

Emma Storey, Solicitor, Legal Services Branch
Jill Eggleton, Executive Coordinator, Office of the Chief of Police
Molly Kimpel, Director, Human Resources Branch

Approved By

Mark Crowell, Chief of Police



Public Demonstrations and Public Order Bi-Annual Report

TO:
The Waterloo Regional
Police Service Board

FROM:
Emergency Services
and Public Safety Unit,
Operational Support

DATE:
10/15/2025

Recommendation

For information only.

Summary

Ensuring public safety is a specific standard set out under the *Adequate and Effective Policing (General) Regulation (O. Reg. 392/23)* of the *Community Safety and Policing Act* (CSPA). Under the Regulation, police services must maintain capacity to deploy to a public order incident in a reasonable time.

The Waterloo Regional Police Service's (WRPS) Public Order Unit (POU), formerly the Public Safety Team, was renamed in 2024 to align with provincial terminology.

Report

The POU is tasked with preserving the freedom of peaceful assembly, maintaining law and order, and ensuring public safety. It is a large-scale deployment unit for demonstrations, or large annual events. POU has experienced an upward trend in their deployment and response to local events and demonstrations.

WRPS is a member of the Provincial Western Region Hub for Public Order, working in partnership with Hamilton Police Service, London Police Service, Niagara Regional Police Service, Windsor Police Service, and the West Region Ontario Provincial Police (O.P.P.). Since 2023, WRPS has requested support from the O.P.P. to assist in managing large crowds during St. Patrick's Day and Wilfrid Laurier University's Homecoming events.

The cost for each deployment has many variables, including number of officers, duration of event, and overtime needs to ensure adequate coverage. All members participate in semi-annual training to ensure compliance to training standards. Although training occurs during scheduled shifts, it does impact frontline staffing levels and requires coordination to manage operational needs effectively.

The POU is currently staffed with 65 deployable members.

[Open Report: 2025-347](#)

The chart below highlights the notable increase in POU deployments that WRPS has experienced in the last number of years.

Year	Total POU Deployments
2025 (Year to Date)	22
2024	36
2023	27
2022	15
2021	8
2020	7

The estimated cost for all POU deployments to date in 2025, including both St. Patrick's Day and Homecoming is approximately \$320,422.

Strategic Business Plan

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

Our Commitment to Public Safety

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

Our Connections

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

Our Members

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

Our Resources

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

[Open Report: 2025-347](#)**Financial and/or Risk Implications**

In addition to deploying POU resources for many planned events, WRPS is experiencing an increase in unplanned events requiring POU resources, stemming from geopolitical or other social/political influences. As a result, the ability to appropriately forecast expected costs is difficult. With the number of events expected to continue to rise, the associated costs will also rise to ensure public safety is maintained.

Prepared By

Tanya Klingenberg, Inspector, Operational Support Division, Emergency Services and Public Safety Branch

Approved By

Mark Crowell, Chief of Police



Wilfrid Laurier University Homecoming 2025

TO:
The Waterloo Regional
Police Service Board

FROM: Emergency
Services and Public
Safety Branch

DATE:
10/15/2025

Recommendation

For information only.

Summary

Wilfrid Laurier University (WLU) Homecoming was held on Saturday, September 27, 2025. No large unsanctioned street gathering occurred within the Marshall Street and Regina Street area as has occurred in the past.

During the Homecoming event, which included the Ezra Street corridor, surrounding student neighbourhoods, and Uptown Waterloo entertainment district, officers laid 104 charges and responded to 13 citizen-generated calls for service.

Report

Homecoming planning involved multiple agencies, including Waterloo Regional Police Service (WRPS), City of Waterloo Municipal Enforcement Services, Waterloo Fire Rescue, Region of Waterloo Paramedic Services, WLU and Ontario Provincial Police.

WRPS responded to 202 occurrences specifically related to Homecoming, with 13 of those being citizen-generated calls for service, down from 26 citizen-generated calls for service in 2024. Officers generated 94% of the occurrences this year through proactive engagement and response.

A total of 104 charges were laid, which represents a slight increase compared to 2024 (3%). Four of these charges related to Criminal Code offences, a decrease from seven in 2024. All four Criminal charges were in relation to a single event.

There were five individuals arrested, a significant decrease from 2019's pre-pandemic count.

Charge & Incident Summary

The following statistics represent those of WRPS only. Each agency involved in Homecoming reports separately on their own incidents and charges. Please note that 2020 and 2021 statistics have been removed due to the pandemic.

CHARGE	2025	2024	2023	2022	2019
Liquor Licence Act	31	54	33	83	234
Highway Traffic Act/CAIA*	60	46	47	86	70
Criminal Code/CDSA**	4	7	10	11	16
Bylaw	4	2	13	2	7
Trespass to Property Act	0	14	0	0	1
Cannabis Control Act	0	0	1	0	1
Other	5	0	0	0	1
TOTAL	104	101	104	182	330
Arrests	5	4	10	11	17
Calls for Service	13	26	28	67	115
Occurrences Generated	202	169	182	298	510

**Controlled Drugs & Substances Act

* Compulsory Automobile Insurance Act

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

The cost for Homecoming was approximately \$130,732.00. These costs were allocated as follows:

Overtime Costs:	\$ 90,472.48
On-Duty Salaries:	\$ 19,113.42
Logistics:	\$ 21,146.79
TOTAL	\$130,732.69

Attachments

Nil

Prepared By

Tanya Klingenberg, Inspector, Operational Support Division, Emergency Services and Public Safety Branch

Approved By

Mark Crowell, Chief of Police



2025 Safe Semester

TO:
The Waterloo Regional
Police Service Board

FROM:
Emergency Services
and Public Safety
Branch

DATE:
10/15/2025

Recommendation

For information only.

Summary

Project Safe Semester was conducted from August 28 to September 26, 2025. In total, 760 charges were laid over this period and no large, unsanctioned gatherings occurred during this time in the University area, which includes the Ezra Street corridor, surrounding student neighbourhoods, and the Uptown Waterloo entertainment district.

Report

The Waterloo Regional Police Service (WRPS) staffing for Project Safe Semester utilized members of the Direct Action Response Team (DART) and our Public Order Unit (POU). The Operational Plan was led by our Major Events Unit (MEU) and focussed on high visibility police presence in the University area and the Uptown Waterloo entertainment district. WRPS leveraged partnerships with City of Waterloo Municipal Enforcement Services, which proved to be effective. No large unsanctioned gatherings occurred.

The 2025 Safe Semester Operational Plan allowed WRPS to engage proactively with students and residents early and establish respectful relationships leading up to Homecoming.

Charge & Incident Summary

Charge Type	Week 1	Week 2	Week 3	Week 4	Week 5 *	Totals
LLCA	47	33	31	10	15	136
HTA	50	91	61	83	49	334
TPA	0	1	1	0	24	26
OTHER	5	7	5	2	3	22
BY-LAW	4	1	0	0	0	5
CCC	31	51	41	69	29	221
CDSA	0	8	5	1	2	16
2025 Total	137	192	144	165	122	760
2024 Total	47	105	191	124	76	543
2023 Total	0	111	217	161	115	604

Charge Type	Week 1	Week 2	Week 3	Week 4	Week 5 *	Totals
2022 Total	142	231	220	153	87	833
2021 Total	60	76	89	41	77	343
2020 Total	22	84	77	57	17	257
2019 Total	65	130	88	94	97	474

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

Overtime Salaries: \$105,787

On-Duty Salaries: \$ 45,957

TOTAL \$151,744

Attachments

Nil

Prepared By

Tanya Klingenberg, Inspector, Operational Support Division, Emergency Services and Public Safety Branch

Approved By

Mark Crowell, Chief of Police

 2026 DRAFT Operating and Capital Budget		
TO: The Chair and Members of the Waterloo Regional Police Service	FROM: Finance Unit, Finance and Assets Branch	DATE: 10/15/2025

Recommendation

For information, discussion and direction.

Summary

The 2026 Waterloo Regional Police Service (WRPS) Budget report provides the Police Services Board with a 2026 Operating Budget estimate as well as a 10-year DRAFT Capital Budget forecast.

The Senior Leadership Team (SLT) has performed comprehensive budget submissions, planning and budget reviews of their program areas as part of the 2026 DRAFT Budget. The Chief's Strategic Advisory Council (CSAC) conducted further reviews and provided recommendations for cost avoidance, appropriate investments, and cost efficiency aimed at implementing the Police Services Board 2024-2027 Strategic Business Plan.

A consultation meeting with the public was available September 29, 2025 and the next one is scheduled for October 27, 2025. The next scheduled Board meeting to review and approve the Operating and Capital Budget estimates is on November 12, 2025.

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

Report

Operating Budget

The 2026 WRPS DRAFT Operating budget includes the amount of funding required to meet existing public safety operations and remain in compliance with the *Community Safety and Policing Act (CSPA)*. The Budget has been updated with contractual salary cost of living and premium changes, civilian job and market evaluation adjustments, annualization of prior years' programs, benefit cost changes, inflationary impacts, and

Region of Waterloo interdepartmental charges for facilities and fleet maintenance.

The WRPS continues to use budget reviews to only advance budget increases required for the legislative provision of adequate and effective police services, and to support the implementation and delivery of the Police Services Board's Strategic Business Plan. Starting in Spring 2025, numerous thorough reviews have taken place internally at every level to produce the Budget estimates included in this report.

Annually, the Service must balance identifying sustainable reductions of non-essential items and services with the mandated legislative requirements of the CSPA. This remains a complex and challenging task with a public safety and emergency services budget whose primary response to complex social and crime issues is the delivery of human services. Resource and staffing costs account for approximately 90% of the total Operating Budget.

The comprehensive budget review process involved analyzing all expense and revenue categories for the past three years, reviewing current year-to-date actuals, as well as evaluating additions for mandatory and non-discretionary expenses. To date, \$2,153K or 0.9% of reductions to the 2026 Operating Budget estimates and \$691K of reductions to the 2026 Capital Request have been included.

Legislative Requirements

The Government of Ontario passed Bill 68, *Community Safety and Policing Act, 2019* (CSPA) and accompanying regulations which came into effect on April 1, 2024. This Act replaced the previous *Police Services Act (1990)* and focuses on community safety, enhancing police oversight, modernizing policing and establishing consistent mandated training requirements.

Police Service Boards in Ontario are responsible in ensuring adequate and effective policing is provided, including¹:

1. Crime Prevention;
2. Law Enforcement;
3. Maintaining the public peace;
4. Emergency response;
5. Assistance to victims of crime; and
6. Any other prescribed policing functions.

Furthermore, the Board has responsibilities to provide Court Security that is separate from adequate and effective policing². A municipality that maintains a municipal board shall provide the board with sufficient funding to:

1. Comply with the Act and regulations; and

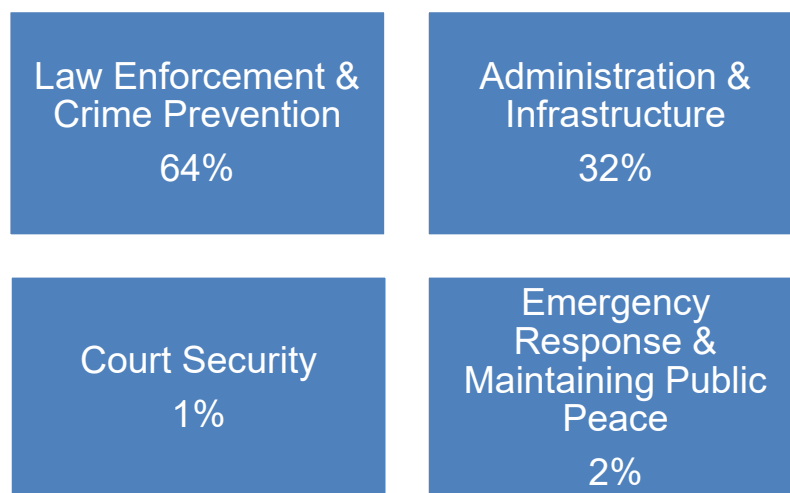
¹ CSPA 11 (1)

² CSPA Part XV

2. Pay the expenses of the board's operation, other than the remuneration of board members.³

In addition, police services must abide by guidelines published by the Ministry of Solicitor General.

Approximately 99 percent of the WRPS 2025 Operating Budget is aligned with the core mandate of the *CSPA*, focusing on mandatory requirements:



The Regional Municipality of Waterloo has the legislative responsibility to fund the Waterloo Regional Police Services Board operating expenses, which for 2026 is estimated at \$473K, and is included in the 2026 DRAFT WRPS Operating Budget.

Implementation of the new regulations of the *CSPA* have resulted in significant unbudgeted costs to police services which include:

- Downloading of discipline-related costs for the Ontario Police Arbitration and Adjudication Commission (OPAAC) to Boards over 4-years*
- New equipment and training including carbines, hard body armour, breaching tools, etc.
- The ability for the public to send in anonymous complaints
- Establishing Public Order Unit capacity / agreements which will require WRPS to add a Sergeant to the Major Events department in 2026 and replace the current Command Centre vehicle to ensure compliance
- The potential for outsourcing some responsibilities to “prescribed entities” *
- The responsibility of Boards to provide Court Security
- Section 220 Restriction of Membership in Police Associations for key civilian senior positions*

*Costs not yet known

³ CSPA 50 (1)

Currently, the known costs to implement the CSPA include:

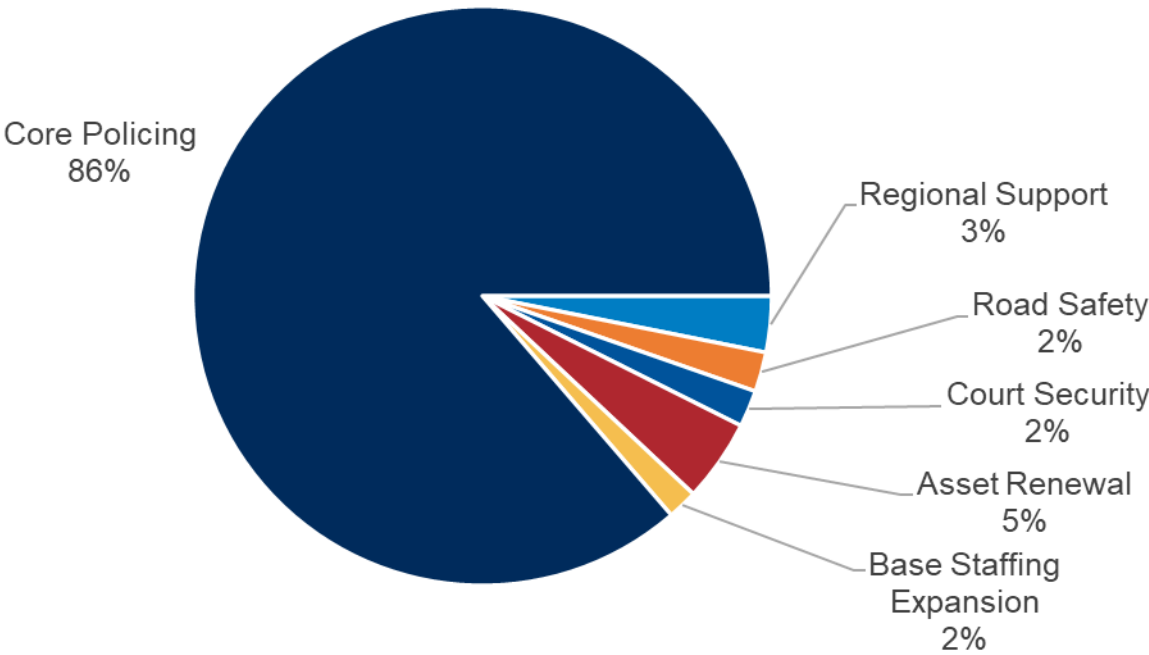
\$K	2024 Actuals		2025 Forecast		2026 Proposed	
	Capital	Operating	Capital	Operating	Capital	Operating
New Equipment and Training	38	107	1,450	192	423	57
Public Complaints		13		13		11
Establishing Public Order capacity					1,250	93
Court Security		2,646		4,166		5,598
Total	38	2,766	1,450	4,418	1,711	5,792

The Ontario Association of Chiefs of Police (OACP) passed a resolution that calls upon the Ontario government to provide funding to police services to implement the new CSPA.

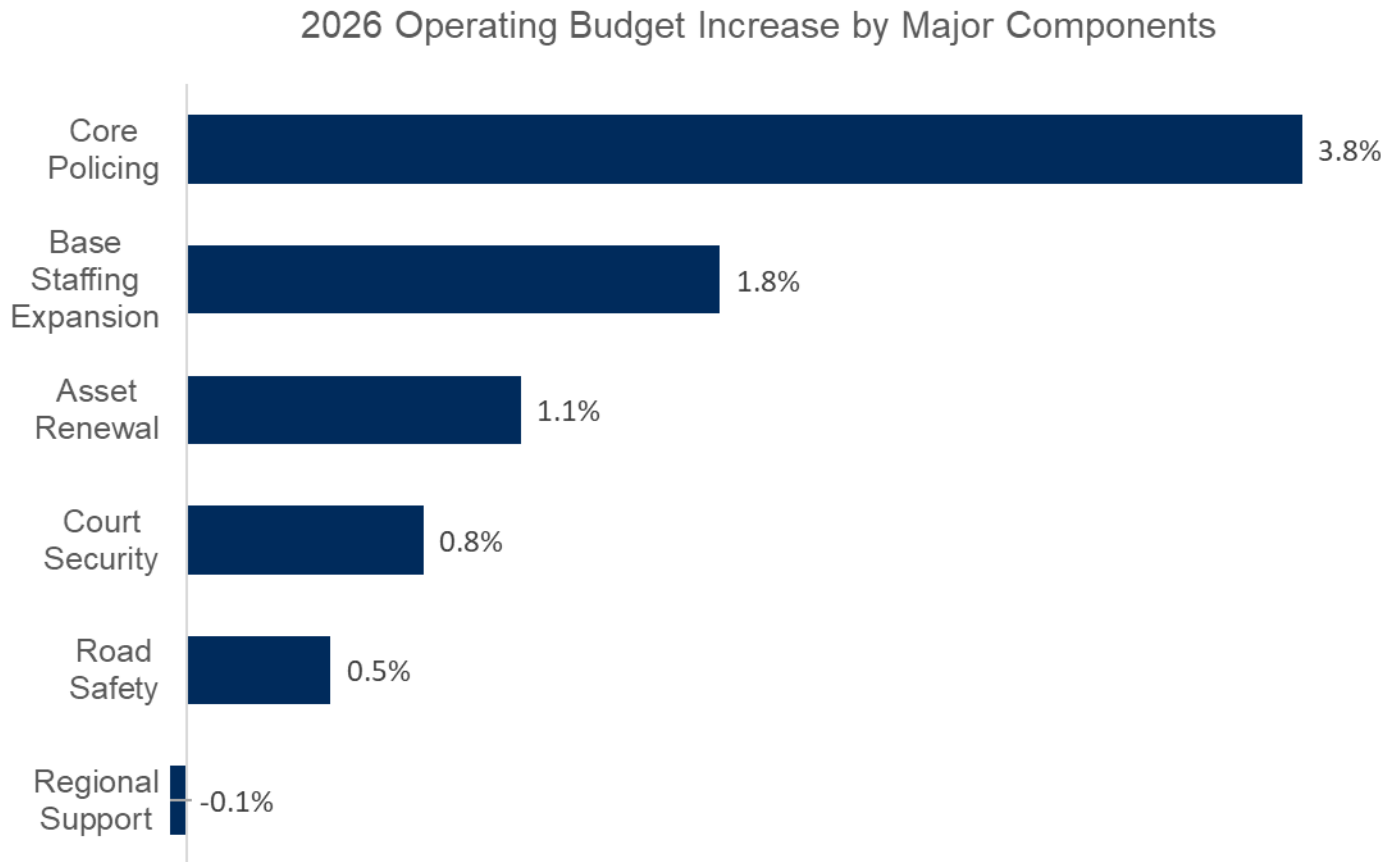
2026 Operating Budget Impacts and Drivers

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

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



The major components adding up to the 7.98% Operating Budget increase year over year are below:



Core Policing 3.8% from Total 2025 Operating Budget

The increase year over year in Core Policing for the 2026 Base Operating Budget is driven by:

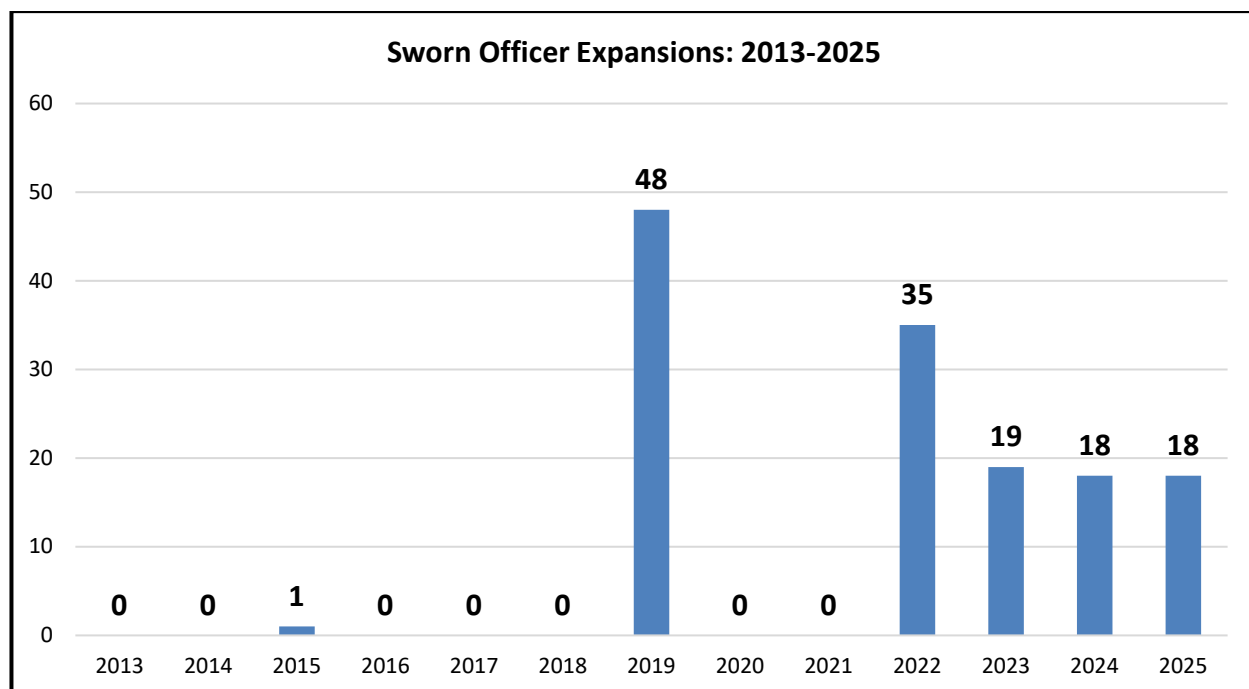
- **Contractual adjustments (1.6%):** A new Collective Agreement for the Waterloo Regional Police Association (WRPA), representing most uniform and civilian members, was ratified in April 2025. A cost-of-living adjustment (COLA), premium enhancements, and negotiated cost savings are included based on the new agreement. WRPA civilian job evaluation adjustments have also been included. The Collective Agreement for Senior Officers Association (SOA) members expired on December 31st, 2024, and an estimate of COLA has been included for these members.
- **Wellness and Benefits (1.0%):** Non-staffing expansion increases for benefit costs impact the total budget due to higher Workplace Safety and Insurance Board (WSIB) actuals due to presumptive legislation and post-traumatic stress disorder (PTSD), increases to health and retiree costs, and higher salaries. Mitigation items already included is grandparenting of lifetime benefits in 2021.

- **Non-expansion Staffing Costs (0.6%):** Includes authorized full-time equivalent (FTE) additions from cost recovery models, active staffing model, and other adjustments. More details provided in the below staffing expansion chart outlines the authorized complement FTE in the draft 2026 Operating Budget and in Appendix B: Summary of Recommended 2026 Staffing Investments.
- **Technical Investments (0.2%):** Includes a variety of new software for investigative services, traffic, and administrative functions; as well inflation or expansion for existing software maintenance agreements. Other increases for information technology costs for WRPS include interview recording technology, training development, artificial intelligence, Microsoft security upgrades, Adobe licensing and disaster recovery.
- **Other (0.5%):** Cost increases across numerous categories such as rent, fees (e.g. legal and consulting), training, and interdepartmental charges for fleet maintenance. Also includes adjustments to numerous other salary components such as overtime pay, paid duty, temporary and part-time salaries, training pay, acting rank, and settlements.
- **Revenues (-0.1%):** Increases in revenues partially offset expenditure increases in ESCO⁴, Fire Service and Voice Radio. Also, includes increases in sales of police reports (record checks), sale of police services (paid duty) funding, and miscellaneous external charges and provincial grants.

Base Staffing Expansion 1.8% from Total 2025 Operating Budget

Sworn staffing expansion has been sporadic with almost no growth from 2013 to 2018, an expansion in 2019, no growth in 2020 and 2021, and another large expansion in 2022. Given this, the Board directed WRPS to implement a sustainable and incremental staffing strategy that is aligned with workload and population growth to smooth out staffing expansions on the budget. This Dynamic Staffing Strategy will also mitigate the negative impact that past sporadic hiring will have on retirement attrition.

• ⁴ Total ESCO related expenditure increases of \$1,102K are offset by an increase in ESCO partner recoveries and external client revenue. The WRPS share of the total ESCO budget increase is \$606K.



Informed through a KPMG Neighbourhood Policing Staffing and Workload Review in 2023, the Board endorsed a multi-year sworn officer expansion strategy of 55 positions across 2023 to 2025.

To build internal capacity to provide data-driven staffing recommendations, the WRPS has retained the consulting firm Operational Research in Health (ORH) through a Dynamic Staffing Strategy to develop simulation models to produce a five-year staffing plan that can be extended into a long-term sustainable staffing strategy. Phased over three years, ORH will determine five-year staffing needs for Frontline Patrol (2025), Investigative Services (2026), and the Communications Centre (2027). WRPS will be trained to independently conduct this work in the future.

ORH has shared initial insights indicating that volume of calls for service have not only increased overtime but have become more complex with a larger number of investigations conducted by Patrol. This has resulted in longer response times to calls for service and a higher utilization of officers. Prioritizing proactive time under the crime suppression model has also impacted response times. Given increases in workload, there has been a continual reliance on overtime to ensure optimal staffing which is unsustainable from both a member wellness and financial standpoint.

The WRPS utilizes a Regional Scheduling Team to ensure minimum staffing requirements in the Neighbourhood Policing Patrol Division. An Overtime Committee has been established to implement evidence informed strategies to reduce overtime levels. As of Sept 1, 2025 overtime hours are reduced by 21% as compared to the previous year. While the WRPS will necessarily utilize overtime to deliver adequate and effective policing (e.g. to assist with major events, protests and planned operations), the reliance on overtime to meet minimum staffing levels adversely affects workplace

morale, member wellness, and is not sustainable as a long-term staffing strategy.

The proposed 2026 Operating Budget makes critical investments in public safety across Waterloo Region. This includes the addition of 20 uniform officers for high demand policing areas, including frontline and victim-focused areas. With our deep commitment to public safety, these investments are necessary now to ensure WRPS can keep pace with workload demands.

Primary Areas of Investment for 2026 Proposed Budget	
Frontline Patrol Services	Investment in frontline patrol services is required to provide adequate and effective policing to a growing population, to respond to increased calls for service, provide increased presence in both urban and rural communities; and proactively support the Crime Suppression Strategy.
Investigative Services	Investment in Investigative Services will focus on break and enter, Human Trafficking, firearms and Intelligence activities.
Public Peace	Investment in the Public Safety Team to support major events and protests.
Organizational Culture	To strengthen employee engagement and well-being, fostering a more inclusive, connected and resilient workplace.

It is recognized that for every sworn officer added to the budget, there is necessary civilian support required for that growth. Civilian professionals support officer activities in various areas and roles and are also impacted by increased workload and calls for service including supporting technology, records management, and taking calls into the Communication Centre. Expansion positions have been included within the 2026 Budget for the necessary civilian support.

Appendix B provides additional information regarding the staffing changes within the 2026 Operating Budget.

The WRPS continues to fall below the Big 12 average for authorized number of officers per 100,000 population, despite recent staffing expansions. In 2023, WRPS had 132 authorized sworn officers per 100,000 population, which is below the provincial average of 176 and the national average of 189⁵. In order to meet the Big 12 average for authorized number of officers in 2023 (148.1), WRPS would need to add an additional 50 sworn officers in 2025, over and above the 20 expansion that is currently included. To maintain this average of 148.1 officers per 100,000 residents, the WRPS would have employ 1,481 officers to be “One Million Ready” by 2050. This would require extending the existing complement (including the requested 20 FTEs in 2026) by 593 FTEs⁶.

⁵ Police Personnel and Selected Crime Statistics, Municipal Police Services. Statistics Canada Table 35-10-0077-01. See also Police Service Board Report #2024-119.

⁶ The Region of Waterloo is preparing to have a million residents by 2025. See One Million Ready – 2025 Provincial Election Priorities - Region of Waterloo.

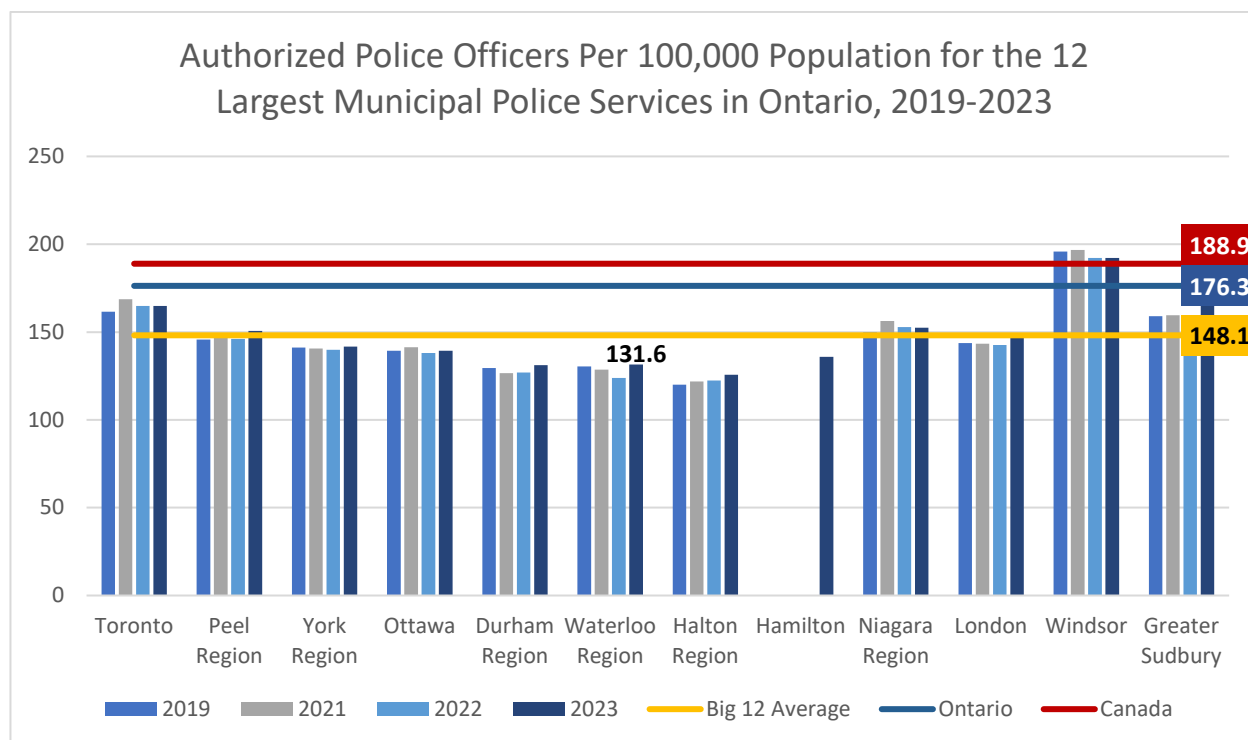


Figure 1: Authorized number of police officers per 100,000 population for the 12 largest municipal police services in Ontario, 2019-2023. The 2023 rate is also shown for Ontario and Canada. Data was not collected in 2020. Source: Statistics Canada Tables 35-10-0077-01 and 35-10-0076-01.

Asset Renewal 1.1% from Total 2025 Operating Budget

In 2017, a review of capital planning, reserve funding requirements and asset management took place, which resulted in the establishment of a reserve strategy and a formal reserve Board policy in 2020. The budget process reviews capital funding to ensure adequate reserve balances exist to maintain current facilities, fleet, and equipment, while reducing our reliance on debt.

Through report #2025-221 Reserve and Reserve Funds Update on May 21, 2025, a review was done of existing reserve balances to inform contribution levels in the 2026 Budget. The contribution to the Facility Renewal and Vehicle Reserves are as per the May recommendations. The contribution to the Capital Reserve increased by a further \$1.3M to resolve a forecasted deficit in 2026. The Voice Radio reserve contribution is made up of \$165K approved by the Voice Radio Governance Committee to address security recommendations and \$800K to put money aside for eventual replacement of the system which is cost shared with the Region of Waterloo.

\$K	2025	Increase	2026
Facility Renewal Reserve	2,743	-543	2,200
Vehicle Reserve	2,520	350	2,870
Capital Reserve	3,728	1,693	5,421
Voice Radio Reserves	0	965	965

Sick Leave	250	250	500
Future Employee Benefits	250	250	500
ESCO	250	0	250
Total Gross Costs	9,741	2,965	12,706
ESCO/VR Cost Recovery	(106)	(98)	(204)
Total Net Costs	9,635	2,867	12,502

As a result, both the Facility Renewal and Vehicle 10-year reserve forecast remains balanced. However, the Capital Reserve continues to be a concern as it has a deficit projected in 2028 of \$843K despite the increased contributions. It will be critical to continue to increase these contributions in future budget cycles and consider allocation of any Operating Budget surpluses to the Capital Reserve to mitigate these concerns. In addition, WRPS continues to assume debt to partially fund some future lifecycle replacement of existing equipment (e.g. voice radio end user gear) and information systems components. WRPS continues to review capital and reserve forecast continuity schedules to ensure appropriate contributions to reserves are made, current forecasts in Appendix D.

WRPS also acknowledges that there continues to be unfunded liability gaps even with the increases in contributions to the Sick Leave and Future Employee Benefits reserves.

Court Security 0.8% from Total 2025 Operating Budget

Under section 243 of the *CSPA*, the Board is legally required to provide court security including:

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

Court Security is mandatory, but is not included within the definition of adequate and effective policing.

A Court Security review was completed in 2023 which supported a re-allocation of staffing to other areas of WRPS due to an assumption that reduced volumes at the Court would continue into the future. Since then, volumes have rebounded to levels pre-pandemic levels and recent violent incidents across the province support an expansion of resources to Court Security. In addition, the Ministry recommended that court security is provided in all court rooms. In 2025 there was an expansion of two (2) Special Constables and one (1) Prisoner Care Supervisor. To meet increasing levels of demand, it is recommended that a further expansion of two (2) sworn members and five (5) Special Constables be added in 2026.

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

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

Road Safety 0.5% from Total 2025 Operating Budget

A full time Road Safety Team dedicated to traffic enforcement comprised of six (6) sworn Traffic officers is proposed to be added to the 2026 Operating Budget. Previously members were seconded from Patrol but this did not provide consistency and further negatively impacted frontline patrol staffing numbers.

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

To-date for 2025, there have been 11 fatal collisions resulting in 12 deaths. This compares to 13 fatal collisions and 15 deaths during the same period in 2024. 40% of fatalities in 2024 and 36% of fatalities in 2025 thus far are linked to a Fatal Four offences. There have been 64 collisions involving major injuries. These investigations involve injuries that threaten life or may have life altering outcomes. 72% of fatal collisions in 2025 have occurred in the rural townships versus 28% in the cities of Kitchener, Cambridge and Guelph. 76% of major injury collisions have occurred in our urban cities, with 24% occurring in the rural townships.

Regional Support (-0.1%) from Total 2025 Operating Budget

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

- Public Safety Answering Point (PSAP) 911 Communications Centre;
- Dispatch Services for municipal by-law services;
- Region of Waterloo Community Safety Wellbeing Plan;
- Grand River Conservation Area (GRCA) and Region of Waterloo Flood Alert;
- Support of ALERT Waterloo Region;
- Support of Regional and Municipal Emergency Management exercises;
- Support of Municipal event security; and
- Therapy Dog Program for Child and Youth Advocacy Centre.

Costs included in the 2026 DRAFT Budget to support these programs total \$9,089K.

\$K	Operating	Capital	Total
Public Safety Answering Point (PSAP) 911 Communications Centre	6,797	483	7,280
Dispatch Services for municipal by-law services	1,542	58	1,599
Region of Waterloo Community Safety Wellbeing Plan (1 FTE)	628		628
Emergency Management Support	119		119
Therapy Dog Program	15		15
Total Gross Costs	9,101	541	9,642
By-Law Dispatch Cost Recovery	(533)		(533)
Total Net Costs	8,548	541	9,089

A dedicated By-Law Dispatch model will be implemented April 1, 2026 for Kitchener, Waterloo, Cambridge and North Dumfries with cost recovery beginning July 1, 2026. This new model will include a dedicated By-Law radio channel and phone line which will improve customer service, better call triage and resource allocation.

3% of the total WRPS Operating Budget is dedicated to supporting regional initiatives.

Workload

In the August 2025 Police Service Board Report #2025-275, the WRPS Strategic Services Branch summarized information from Statistics Canada's report "Police Reported Crime Statistics in Canada, 2024".

The police reported crime rate measures the actual volume of police-reported crime per 100,000 persons. The 12 largest municipal police services are presented for comparison. In 2024, police-reported total crime rate decreased across Canada (-4%) and Ontario (-1%). Of the "Big 12" Ontario municipal police services, four had increased crime rate and eight had decreased rates. For the WRPS, the crime rate decreased (-2.7%) but had the third highest police-reported crime rate amongst the Big 12 (Figure 2).

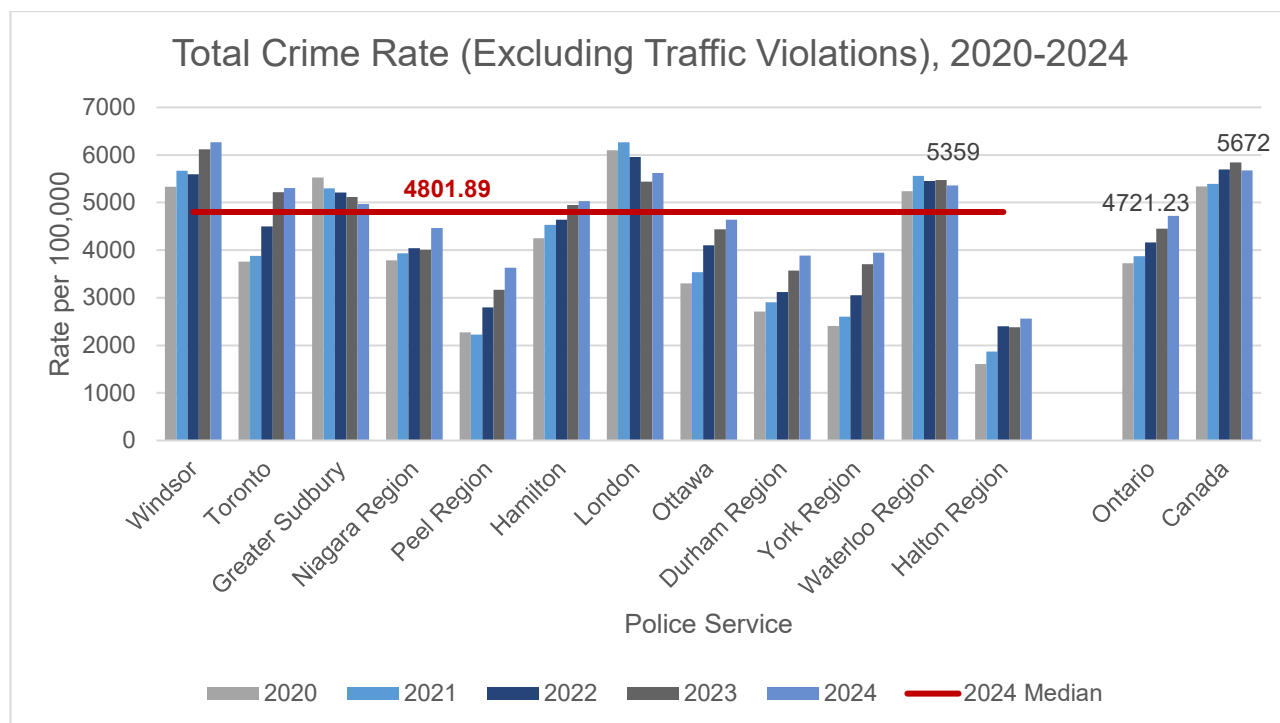


Figure 2: Total crime rate (excluding traffic) per 100,000 persons for the 12 largest municipal police services in Ontario, 2020-2024. Source: Statistics Canada Tables 35-10-0180-01 and 35-10-0177-01.

To measure both the volume and severity of crime, Statistics Canada calculates the Crime Severity Index (CSI). For the WRPS, the CSI decreased 4% from 76 to 72.7 between 2023 and 2024; Total CSI was the second highest of the Big 12 (Figure 3).

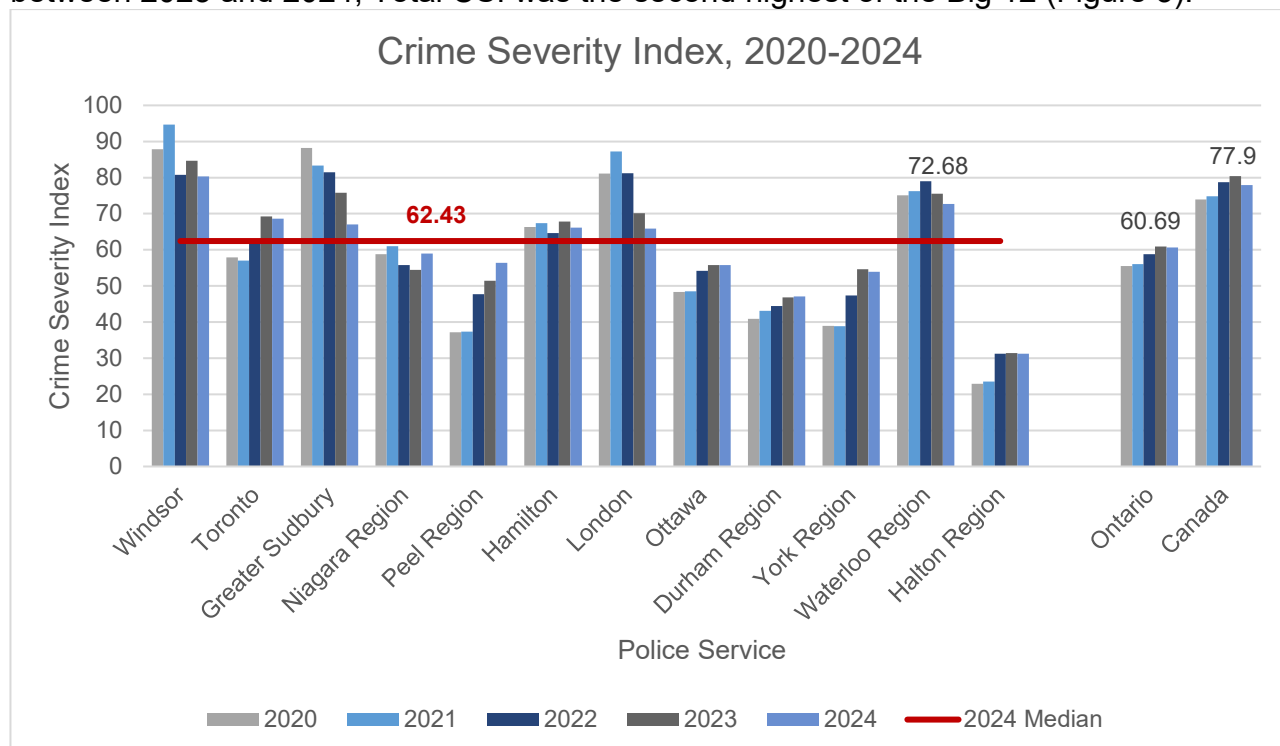


Figure 3: Total crime severity index for the 12 largest municipal police services in Ontario, 2020-2024.
Source: Statistics Canada Tables 35-10-0188-01 and 35-10-0026-01.

The WRPS' Violent CSI decreased by 2% which is partly attributed to WRPS' crime suppression strategy. The WRPS had the fourth highest Violent CSI of the Big 12 and continues to be above the provincial index (Figure 4).

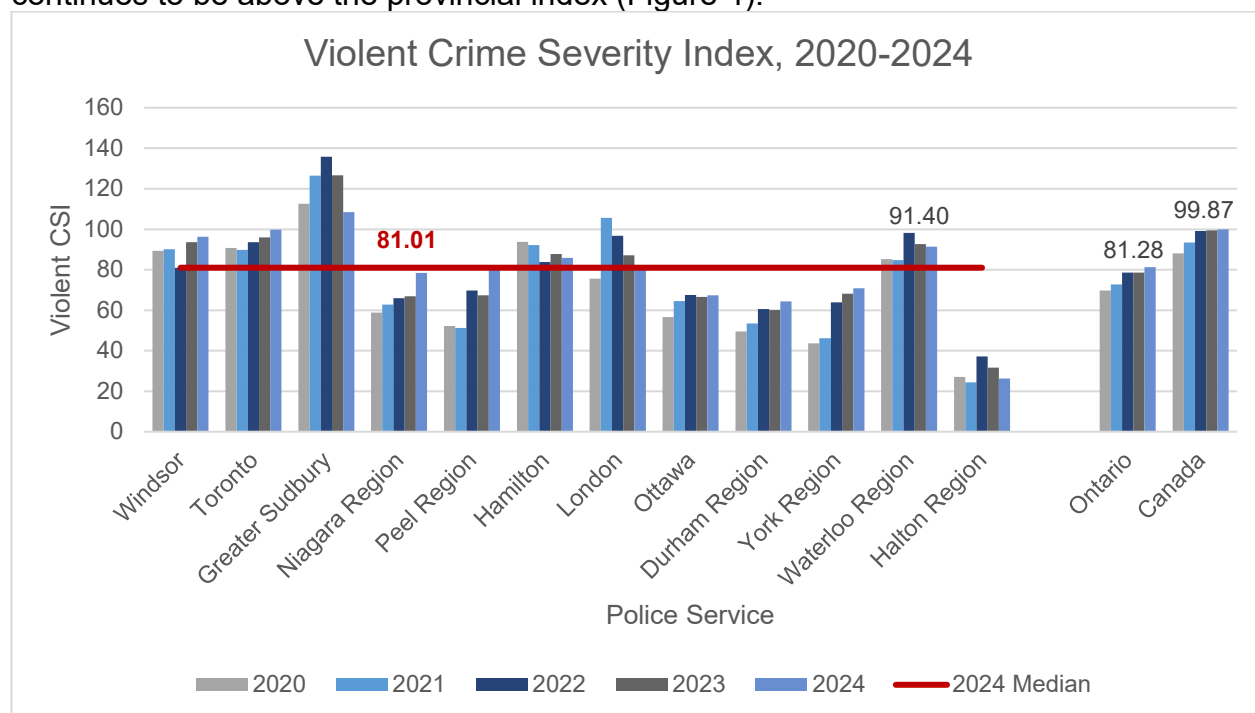


Figure 4: Violent crime severity index for the 12 largest municipal police services in Ontario, 2020-2024.
Source: Statistics Canada Tables 35-10-0188-01 and 35-10-0026-01.

Clearance rates are used to represent the proportion of criminal incidents solved by police. Like the Crime Severity Index (CSI) that measures the severity of crime, the weighted clearance rates apply a greater weight to more serious crimes. Although WRPS' clearance rates improved between 2023 and 2024, as compared to the Big 12, WRPS ranks low in clearance rates for total, violent and non-violent crime, falling below the national averages. In 2024, WRPS' total weighted clearance rate was 32.1 (+4%, Figure 5), the weighted clearance rate for violent crime was 44.7 (+2%) and the weighted clearance rate for non-violent was 25.1 (+5%). The year over year improvements in clearance rates have exceeded both national and provincial increases.

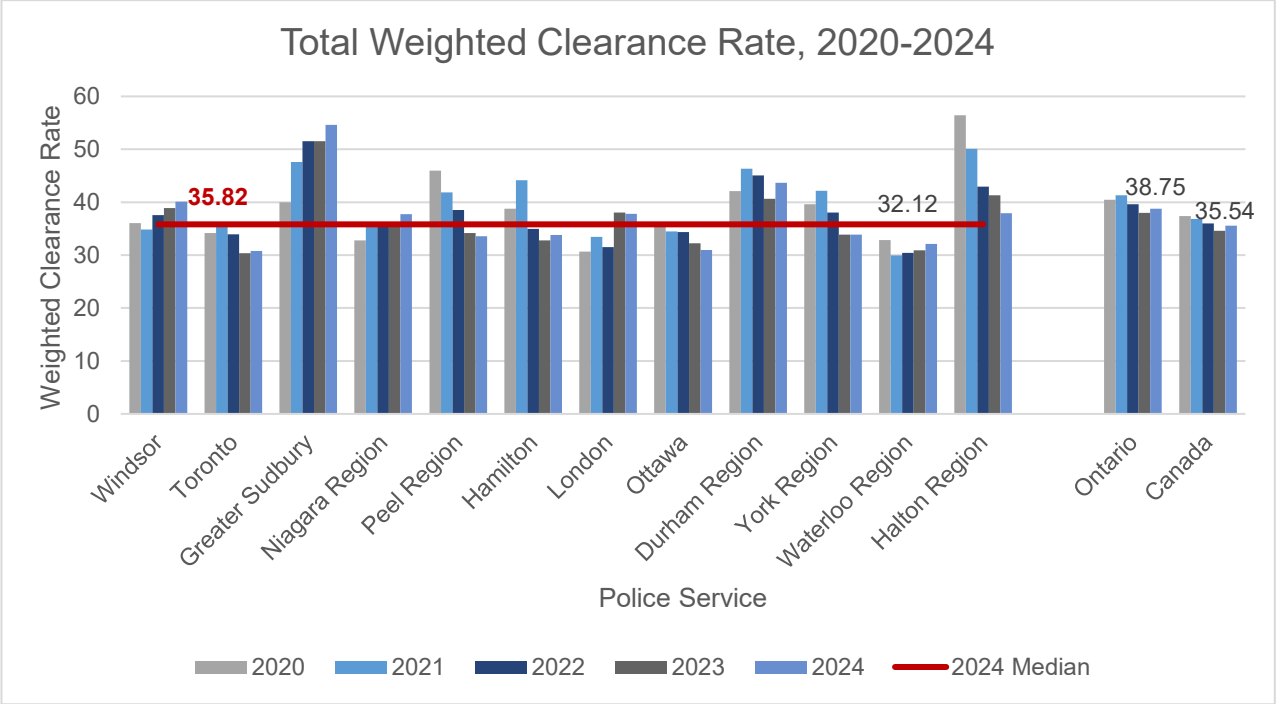


Figure 5: Violent crime weighted clearance rate for the 12 largest municipal police services in Ontario, 2020-2024. Source: Statistics Canada Tables 35-10-0188-01 and 35-10-0026-01.

Based on our comparators, the WRPS ranks in the top third for UCR violations and clearance rates per officer. The growing volume of calls for service and increasing number and complexity of criminal investigations present challenges to deliver adequate and effective policing service to a growing regional population.

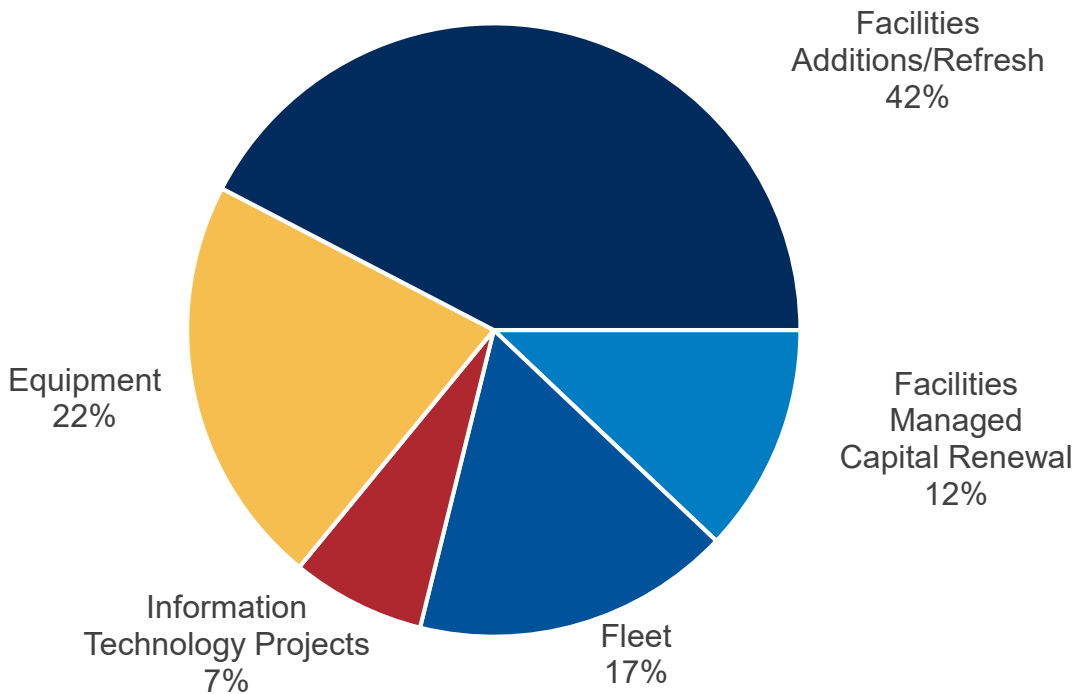
The WRPS asserts that there is a strong need to enhance the authorized complement of the Police Service annually and to include a moderate rate of annualized growth to keep pace with growing service demands in a manner that both supports workplace wellness and delivers the highest level of public safety services to the Waterloo Region.

Ten Year Capital Forecast

The 10-year capital forecast includes lifecycle and growth requests for fleet, information technology hardware and software licenses, equipment, furniture and facilities, and totals \$450,146K (Appendix C) including an estimated 2025 budget carry forward.

The 2026 Capital Request is \$22,946K, of which the majority (54%) relates to facility renewal and new addition/renovations, including the renovation of the third floor of the new Central Division at 200 Frederick Street, Kitchener, and the Waterloo Region Public Safety Communications Centre (PSCC). The remaining portions include lifecycle replacement of equipment, vehicles and Information Technology projects.

2026 Capital Request (\$22,946K)



In 2024, the Facilities Master Plan was updated and finalized, aligning with the 10-year capital forecast. This forecast includes facility projects based upon updated timelines, work capacity, evolving needs and considers an inflationary factor of 3.8% determined by the Region, which represents Stats-Canada non-residential construction price index for Toronto over Q1 2024 to Q1 2025 and reflects the actual cost increases in the construction industry for that time frame.

The Asset Replacement Reserves are primarily funded through contributions from the Operating Budget to support the lifecycle replacement of fleet, equipment and facility renewal projects, and select facility and information technology projects. However, there are concerns regarding the long-term sustainability of the Police Capital Reserve. Based on the 10-year capital forecast, the reserve is projected to enter a deficit position by 2028. The target is for all Asset Replacement Reserves is to be capable of fully funding five years of capital requirements. Appendix D provides projections for the Police Capital, Vehicle, and Facilities Renewal Lifecycle reserves, outlining anticipated asset replacements aligned with the 10-year capital forecast.

50000 and 50004 Police Vehicles and Equipment: 66 vehicles are scheduled for replacement in 2026 at an estimated cost of \$4,793K to be funded from the vehicle reserve. This request also includes the replacement of the Command Vehicle to meet the requirements of the CSPA. Both electric and hybrid vehicles are being considered, which will allow for reduced fuel usage and greenhouse emissions.

In addition, two vehicles will be purchased to support the expansion of 18 sworn

resources in the 2025 Budget in the growth vehicle capital project (#50004), funded by regional development charges (RDC), with an estimated cost of \$311K.

50001 Automated Asset and Evidence Solution: A total of \$328K is requested in 2026 to continue the automation of the current tracking and sign-out of equipment, and to enhance the security of equipment and evidence lodging across the Service. The system was initially implemented at New Central division in 2023. North Division's operational equipment locker deployment is expected to be complete by end of first quarter 2026, followed by South Division by end of 2026. South Division's evidence lodging system is anticipated to be complete by end of 2025, followed by North Division to be complete by end of 2026. The remaining facilities are estimated to be complete by end of 2027.

50003 Emergency Services Cooperative of Ontario (ESCO): \$740K is requested to replace RMS servers, network equipment, disaster recovery equipment along with computer room, staff equipment and furniture. Future projects are included to upgrade the CAD system in 2027 and/or full replacement in 2029 and the creation of a disaster recovery strategy in 2029. This was approved by the ESCO Management Committee on June 26, 2025 and is cost shared by WRPS with five other police services and two fire services.

50011 Voice Radio Equipment: \$207K is requested for WRPS Voice Radio end user gear replacement and expansions related to growth in 2026.

50025 Next Generation 911 (NG911): The second phase of the NG911 system went live as of September 4, 2025. There are no anticipated budget requests in 2026. However, any unused funds budgeted in 2025 will be carried forward to 2026 for the completion of the second phase of the project. This project will move 911 service to a digital format and allow the Public Safety Communication Centre to receive text messages. The Canadian Radio-television and Telecommunications Commission (CRTC) had originally outlined a deadline of March 2025. On February 28, 2025, the CRTC extended the NG911 transition deadline to March 31, 2027. This project is cost shared with ESCO partners, the WRPS portion is assumed to be funded by the NG911 grant. Any dollars that are not funded by the grant will be funded by the Capital Reserve.

50030 Video Conference: \$50K is estimated in 2026 to ensure all our facilities have video conference capabilities.

50045 WRPS Voice Radio Infrastructure: An allocation of \$150K has been included in 2026 Capital Budget to provide security enhancements to all voice radio tower locations, funded by the Voice Radio Reserve. This was approved by the Voice Radio Governance Committee on August 6, 2025. Future allocations for WRPS only have been included in 2030 and 2035 for the future replacement of the P25 system which is cost shared with the Region of Waterloo.

50047 Facilities Refresh and Furniture: \$491K has been included in 2026 for the 10-year forecast for lifecycle replacement of furniture and minor facility refresh projects. This also includes the infrastructure requirements to replace Conducted Energy Weapons

(CEW) in 2026.

50048 Police Equipment: \$6,170K is forecasted in 2026, which includes the lifecycle replacement for all police equipment including Information Technology equipment.

50051 Central Division Renovation/Expansion: Budget has been requested in 2026 amounting to \$3,000K as informed by the Facilities Master Plan to continue the renovation of the third floor of New Central Division to move administration functions from Headquarters to support staff growth in our facilities. It is currently in design stage.

50059 South Division Expansion: \$100K is forecasted in 2026, to begin design of South Division locker room renovations to create a gender-neutral locker room and expansion of locker capacity, project anticipated to be complete by 2027.

50060 and 50061 Growth Furniture and Equipment: Expenditures to support the additional staffing positions added to the Budget have been assumed.

50063 Electric Vehicle Charging Stations: \$90K is requested for 2026, to conduct an engineering study for additional charges at Headquarters. Along with additional chargers to be added to Central Division to continue to support WRPS' electric vehicle strategy of reducing fuel usage and greenhouse emissions.

50068 Facility Security Upgrades: Security assessments have been completed at all police facilities, which developed several recommendations for implementation. \$314K has been requested in 2026 to address high priority items from these reviews.

50070 Technical Investigations System: A request of \$209K in 2026 will support the technical investigation system.

50076 Waterloo Region Public Safety Communications Centre (PSCC): The PSCC is the next priority for the Service to address the lack of adequate space for existing and future operations, and to support the future vision of a 9-1-1 Communications Centre that would include other public safety emergency providers. On October 16, 2024, the Board approved the construction of the PSCC up to 75,000 square feet. The design phase of the project has commenced. The 2026 request amounts to \$3,500K and full project cost is estimated to be \$173.6M.

50077 Community Centre: \$10K has been forecasted for facility renewal requirements for the Community Centre building on the Maple Grove campus.

50078 Ontario Closed Circuit Television (CCTV): \$330K has been requested in 2026 to invest in CCTV and fixed Automated License Plate Recognition (ALPR) infrastructure throughout the Region. In 2025, WRPS received grant funding of \$100K to assist with the implementation of this project. However, the Ontario government has eliminated this grant program moving forward so this will be funded by the Capital Reserve.

Facilities Managed Capital Renewal: \$1,683K is currently forecasted in 2026, which

relates to lifecycle replacement of existing police building components, funded by the Facilities Lifecycle reserve.

- South Division: roof replacement
- North Division: parking garage expansion joint repairs
- Headquarters: IT garage concrete floor repairs, loading dock modifications and washroom repairs
- Reporting Centre: Overhead door replacement, emergency lighting replacement, asphalt sidewalk and curb replacement
- Central Division: Loading dock modifications

The timing of facility projects continues to be reviewed based upon needs and timing of existing projects. The WRPS is working with the Region of Waterloo to try to mitigate debentures to protect the triple AAA credit rating. Debt projections decreased for the period of 2026-2034 from last year by approximately \$670K.

In addition, WRPS has been working with the Region and a Regional Development Charges (RDC) consultant to inform the percentage of RDC funding for growth projects assumed within the current 10-year forecast.

Strategic Business Plan

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

Our Commitment to Public Safety

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

Our Connections

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

Our Members

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

Our Resources

- ☒ Provide safe, accessible, and welcoming facilities

- ☒ Embrace modernization
- ☒ Be future-ready

Financial and/or Risk Implications

The budget report as presented proposes preliminary 2026 budget information. Changes in Regional assessment growth will impact the property tax impact on the police portion of the property tax bill.

Attachments

- Appendix A: 2026 Operating Budget Estimate
- Appendix B: Summary of Recommended 2026 Staffing Investments
- Appendix C: 2026 – 2035 Capital Forecast
- Appendix D: 2024 – 2035 Asset Replacement Reserve Forecasts

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Approved By

Mark Crowell, Chief of Police

Appendix A: 2026 Operating Budget Estimate

	2025		2026	
	Approved	\$	Proposed	%
	Budget	Change	Budget	Change
EXPENDITURES				
Full-time Salary & Wages	159,237,530	11,546,204	170,783,734	7.25%
Part-time Salary & Wages	2,129,558	246,548	2,376,106	11.58%
Overtime	4,068,472	414,165	4,482,637	10.18%
Paid Duties	827,250	74,449	901,699	9.00%
Sick Leave Payout & Continuance	1,100,000	50,000	1,150,000	4.55%
Benefits	59,185,962	4,619,134	63,805,096	7.80%
Total Staffing Costs	226,548,772	16,950,500	243,499,272	7.48%
Allowances	578,990	69,636	648,626	12.03%
Materials & Supplies	4,267,418	(47,859)	4,219,559	(1.12%)
Maintenance & Repairs	3,022,626	194,631	3,217,257	6.44%
Small Equipment	1,521,407	(1,296,182)	225,225	(85.20%)
Services	5,975,134	(936,492)	5,038,642	(15.67%)
Fees	10,391,221	1,741,847	12,133,068	16.76%
Rents	1,026,653	217,274	1,243,927	21.16%
Financial Expenses	6,144,584	(79,117)	6,065,467	(1.29%)
Communication Costs	2,681,613	(10,781)	2,670,832	(0.40%)
Meetings, Training & Conferences	2,604,080	174,965	2,779,045	6.72%
Interdepartmental Charges	2,838,395	317,966	3,156,361	11.20%
Interfund Transfers (Reserves)	9,741,000	2,965,000	12,706,000	30.44%
Interfund Transfers (Insurance)	1,125,736	37,271	1,163,007	3.31%
Other Operating	51,918,857	3,348,159	55,267,016	6.45%
Total Expenditures	278,467,629	20,298,659	298,766,288	7.29%
REVENUES				
General Police Revenue	5,112,144	828,899	5,941,043	16.21%
Ministry Grants	11,896,608	(485,637)	11,410,971	(4.08%)
ESCO - Police	4,258,821	283,785	4,542,606	6.66%
ESCO - Fire	1,009,427	(108,882)	900,545	(10.79%)
Voice Radio System Recoveries	1,558,009	(123,311)	1,434,698	(7.91%)
Interfund Contributions (RDC)	1,805,779	(1,827)	1,803,952	(0.10%)
Interfund Contributions (Reserves)	358,540	(236,480)	122,060	(65.96%)
Total Revenue	25,999,328	156,547	26,155,875	0.60%
NET LEVY	252,468,301	20,142,112	272,610,413	7.98%

Appendix B: Summary of Recommended 2026 Staffing Investments

The below chart outlines the total authorized complement full time equivalent (FTE) in the draft 2026 Operating Budget:

	Sworn	Civilian	Total
2025 Authorized	867.9	481.0	1,348.9
Expansions	20	13	33
Cost Recovery Models		7.5	7.5
Court Security	2	5	7
Road Safety	6		6
Active Staffing Model		3	3
Civilianization	(1)	1	0
Other Adjustments	(0.8)	(0.5)	(1.3)
2026 Proposed Authorized	894.2	510.0	1,404.2
Positions funded above	8	2	10
Board		1.5	1.5
Total FTE Budgeted	902.2	513.5	1,415.7

Positions funded above authorized include external secondments to agencies such as the Ontario Police College.

Cost Recovery positions include ESCO, Voice Radio, and By-law Dispatch chargeback models whereby services are provided by WRPS and cost shared with a number of agencies. The total number of FTEs funded by cost recovery models within our civilian authorized count is 40.9.

Staffing Title	FTE	Description
Sworn Expansion	20.0	Primary areas of investment are Frontline Patrol, Street Crimes Team, Investigative Services, Organizational Culture and Public Safety Team.
Civilian Support Expansion	13.0	Staff to support the sworn FTE growth in areas of digital disclosure processing, records management, Human Resources, Strategic Planning, Payroll support, Technology Modernization, Cadet Program and Cybercrime Digital Forensics.
Court Security	7.0	To comply with the CSPA requirements for court security an expansion of five (5) Special Constables and two (2) Sworn FTEs have been included.
Road Safety	6.0	Investment in Public and Road Safety by enabling more proactive enforcement, faster response times, and greater community presence.

Staffing Title	FTE	Description
By-law Dispatch	4.5	Six positions will be added to the Communications Centre to support WRPS providing by-law dispatch services to the Cities and Townships. This is scheduled to start April 1, 2026 so result in a 4.5 FTE addition.
Active Staffing Model	3.0	To allow communicators on long-term WSIB leave to be backfilled to ensure that adequate resources are available to answer calls and meet National Emergency Number Association (NENA) standards in the Communication Centre. Three (3) FTEs were added in the 2025 Budget which allowed the Communications Centre to backfill three members off on long-term WSIB leaves. By adding three more, the remaining three members on WSIB leaves that can never return to Communications can be backfilled.
ESCO Annualization and Finance Support	2.0	The ESCO Board, a public safety shared services Information Technology provider to multiple police services, approved additional resources that will be cost shared by WRPS, Guelph Police Service, Stratford Police Service, South Simcoe Police Service and Brantford Police Service in 2025. Three of those positions started July 1, therefore, have an annualized impact on the 2026 Budget of 1.5. In addition, 0.5 FTE was added to fund Finance support required for the new governance structure.
Voice Radio	1.0	A Voice Radio position was approved by the Governance Committee represented by the WRPS, Region of Waterloo, Cities and Townships of the Region. Savings were realized elsewhere in the Voice Radio Budget to fund this position and there is an overall reduction the 2026 rate charged per radio count.
Civilianization	0	One sworn FTE in the Training Unit was civilianized to a civilian based upon a review of the position.
Firearms Secondment	(0.8)	Effective April 1, 2026, a Firearms secondment to the province will end.
Efficiency	(0.5)	A part-time civilian position added to the 2025 Budget has been deemed no longer required.
Total	55.3	

Appendix C: 2026 – 2035 Capital Forecast

		2026	2026										2026 - 2035 Total
	Carry forward	Request	Total	2027	2028	2029	2030	2031	2032	2033	2034	2035	
EXPENDITURE													
Program Area Capital													
50000 Police Vehicles and Equipment		4,793	4,793	3,490	4,843	3,646	4,615	2,563	6,102	5,532	4,498	5,750	45,832
50001 Automated Asset and Evidence Solution	135	328	463	339									803
50003 ESCO		740	740	3,164	315	6,542	1,644	1,145	147	149	151	153	14,150
50004 Police Vehicles - Growth		311	311	322	665	686	709	732	757	782	808	834	6,606
50005 Information Technology							2,000		2,500				4,500
50011 Voice Radio HW and SW Upgrades		207	207	220	152	4,251	6,309	2,996		81		646	14,861
50012 Training Facilities Expansion						6,500	32,500	32,500					71,500
50024 Administrative Phone System								350					350
50025 Next Generation 911					400	400		5,300					6,100
50030 Video Conference		50	50	50	50	50	50						250
50045 WRPS Voice Radio Infrastructure		150	150				4,000					6,000	10,150
50047 Facilities Refresh and Furniture		491	491	445	455	465	476	487	489	510	522	535	4,875
50048 Police Equipment		6,170	6,170	2,703	5,476	2,982	4,186	6,654	3,387	7,499	3,965	5,636	48,657
50051 Central Division Renovation/Expansion	1,812	3,000	4,812										4,812
50052 Headquarters Parking Upgrades				350						1,300	3,900	1,300	6,850
50059 South Division Expansion		100	100	650									750
50060 Police Furniture - Growth	30	45	75	70	50	50	50	50	50	50	50	50	545
50061 Police Equipment - Growth		425	425	662	473	473	473	473	473	473	473	473	4,869
50063 Electric Vehicle Charging Stations		90	90	425	38	40	126	42	90	90			941
50068 Facility Security Upgrades		314	314	321	329	336	344	352	360	368	376	385	3,485
50070 Technical Investigations System		209	209										209
50072 Disaster Recovery				200		200							400
50074 UPS Installation	626		626										626
50075 WRPS Facilities Master Plan							200						200

		2026	2026										2026 - 2035 Total
	Carry forward	Request	Total	2027	2028	2029	2030	2031	2032	2033	2034	2035	
50076 Public Safety Communications Center	2,805	3,500	6,305	70,428	80,000	10,811	3,000						170,544
50077 Community Centre	50	10	60	35	120	40		14	107		20	284	680
50078 Ontario CCTV		330	330	330	330	330	330	330	330	330	330	330	3,300
Total Program Area Capital	5,458	21,263	26,722	84,204	93,696	37,803	61,011	53,988	14,791	17,164	15,092	22,375	426,845
Facilities Managed Capital Renewal													
75012 Firearms Training Facility Renewal		29	29		12		559	586	518	469	117	12	2,303
75013 Police South Division Renewal		94	94	1,189	423	440	671	484	359	371	418	302	4,751
75014 Police North Division Renewal	700	282	982	12	230	188	172	184	282	236	195	285	2,767
75016 Police Headquarters Renewal	1,285	618	1,903	46	374	665	681	708	638	726	272	481	6,495
75017 Police Investigative Services Renewal		88	88	1,130	112	313	268	177	304	195	354	244	3,185
75018 Police Reporting Centre Renewal		559	559	391	53	267	173	127	127	53	27	135	1,912
75021 Police New Central Division Renewal		12	12	75	100	125	150	175	200	225	250	275	1,587
75022 Police Voice Radio building renewal					67	68	62	4	24	51	25		300
Total Facilities Managed Capital Renewal	1,985	1,683	3,668	2,842	1,371	2,067	2,737	2,443	2,452	2,327	1,658	1,736	23,301
TOTAL EXPENDITURE	7,443	22,946	30,390	87,046	95,066	39,869	63,747	56,432	17,244	19,490	16,750	24,112	450,146

FUNDING & FINANCING

Grants / Subsidies / Recoveries

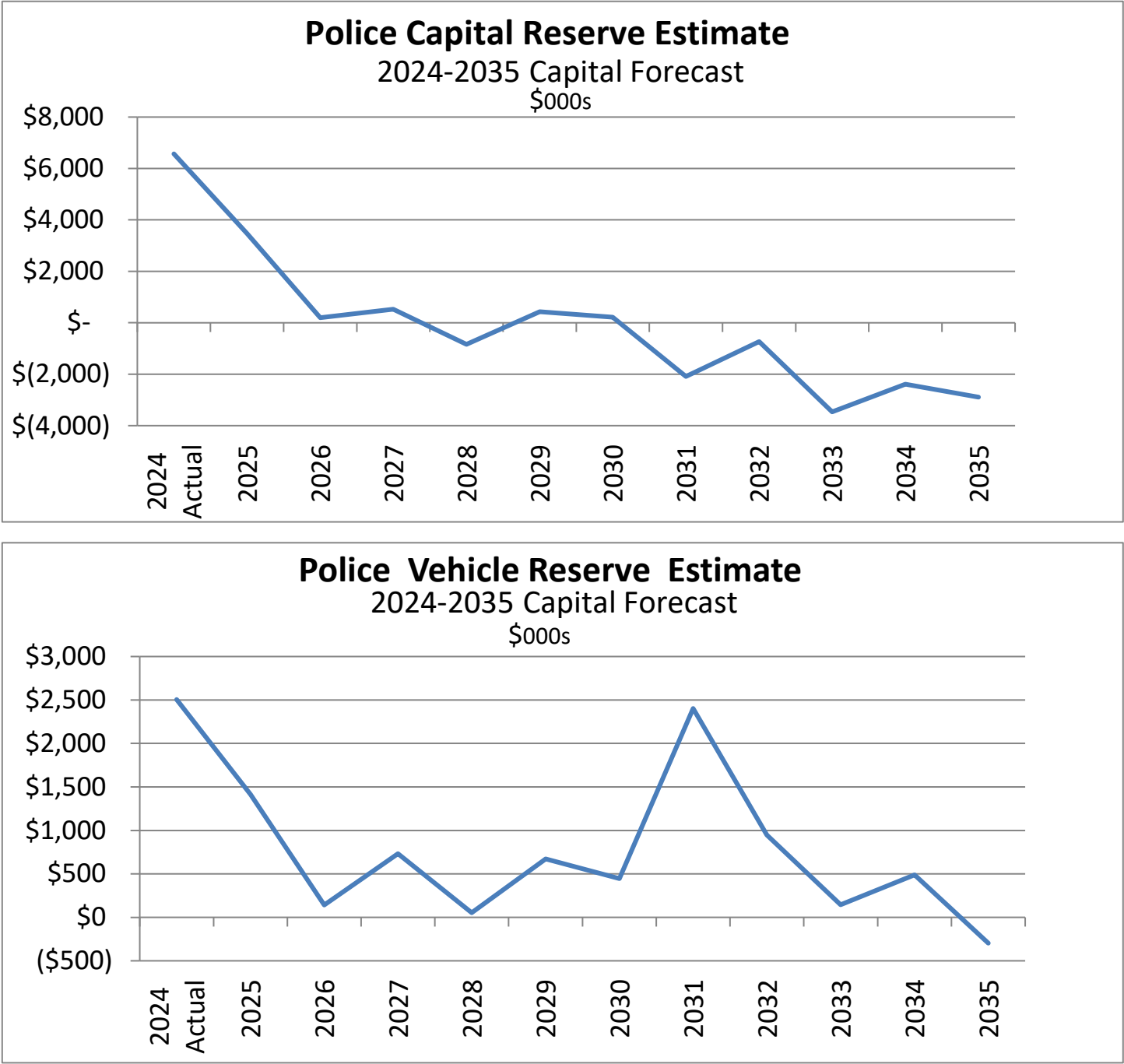
Grants & Subsidies		315	315	1,346	380	3,030	699	3,749	63	63	64	65	9,775
Recoveries													

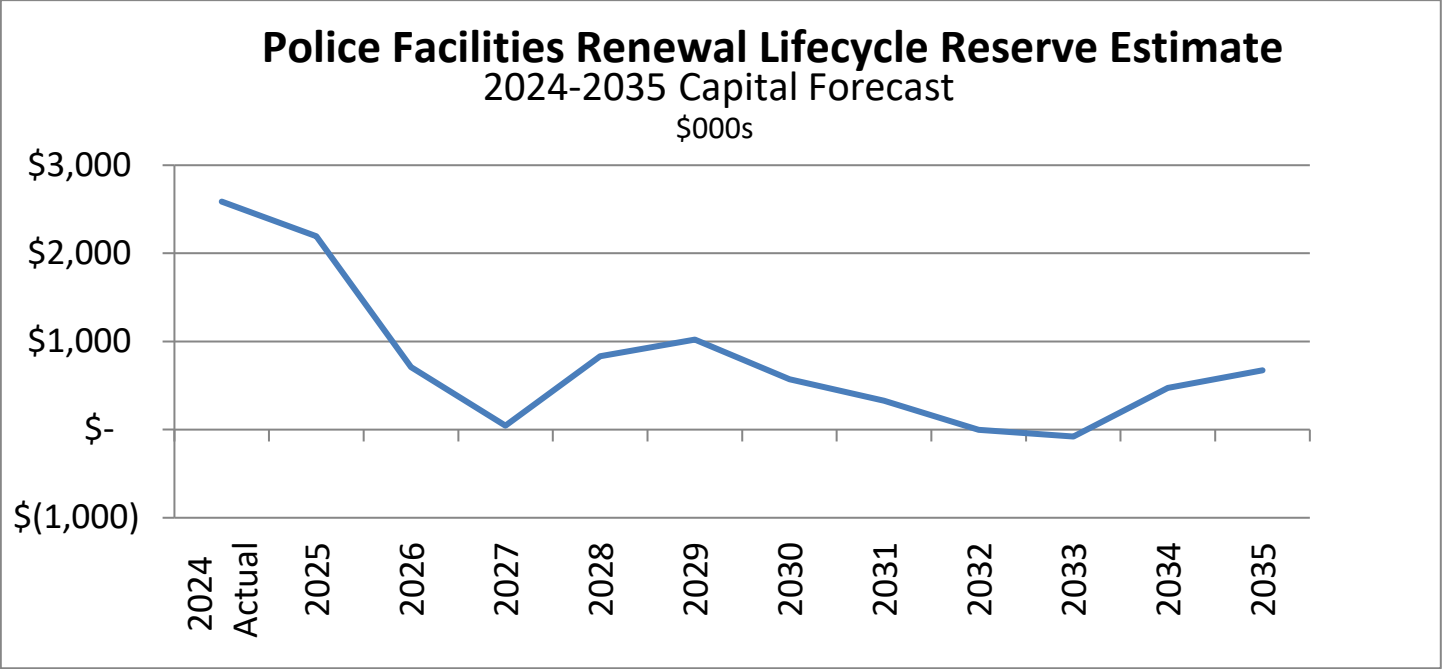
Development Charges

Reserve Funds	918	2,252	3,170	1,197	1,187	1,209	1,848	1,255	1,279	1,837	2,929	2,814	18,726
Debentures	1,374	1,715	3,089	34,510	39,200	10,238	26,170	24,700					137,907

		2026	2026										2026
	Carry forward	Request	Total	2027	2028	2029	2030	2031	2032	2033	2034	2035	- 2035 Total
Property Taxes / User Rates													
Reserves and Reserve Funds													
3980066 Lifecycle Reserve Police	2,035	1,693	3,728	2,877	1,423	2,038	2,675	2,454	2,536	2,276	1,653	2,020	23,681
3981300 Police Capital Reserve	135	8,613	8,749	5,214	7,011	4,484	6,081	8,299	4,741	8,964	5,279	6,973	65,795
3981320 Voice Radio Reserve		150	150				3,384						3,534
3982340 Police Vehicles & Equipment Reserve		4,793	4,793	3,490	4,843	3,646	4,615	2,563	6,102	5,532	4,498	5,750	45,832
General Tax Supported Capital Reserve													
Other Reserve Funds													
Contributions from Operating					67	68	62	4	24	51	25		300
Debentures	2,981	3,415	6,396	38,412	40,954	15,156	18,213	13,409	2,500	767	2,301	6,489	144,596
TOTAL FUNDING & FINANCING	7,443	22,946	30,390	87,046	95,066	39,869	63,747	56,432	17,244	19,490	16,750	24,112	450,146

Appendix D: 2024 – 2035 Asset Replacement Reserve Forecasts







Community Safety & Wellbeing: Combatting Hate Action Table Update

TO:
The Waterloo Regional
Police Service Board

FROM:
Community Safety
Partnerships
Equity, Diversity & Inclusion

DATE:
10/15/2025

Recommendation

For information only.

Summary

This report provides information on the frequency of hate-motivated crimes reported by the Waterloo Regional Police Service (WRPS) up to and including Q2 2025, and provides an update on the work completed by the Combatting Hate Action Table (CHAT) as part of the Community Safety and Wellbeing Plan. As part of the report, we will identify the problem, the scope of the work, and the progress made on identified solutions.

The data for this report includes Suspected and Confirmed hate-motivated crimes reported to WRPS up to and including Q2 2025¹. Data from previous years has been included for comparison. Data was extracted on October 2, 2025. Any hate-motivated crimes processed after that date will not be included in this report.

Report

The data in this report reflects actual and suspected criminal offenses that have been reported to the WRPS or otherwise discovered by an officer.

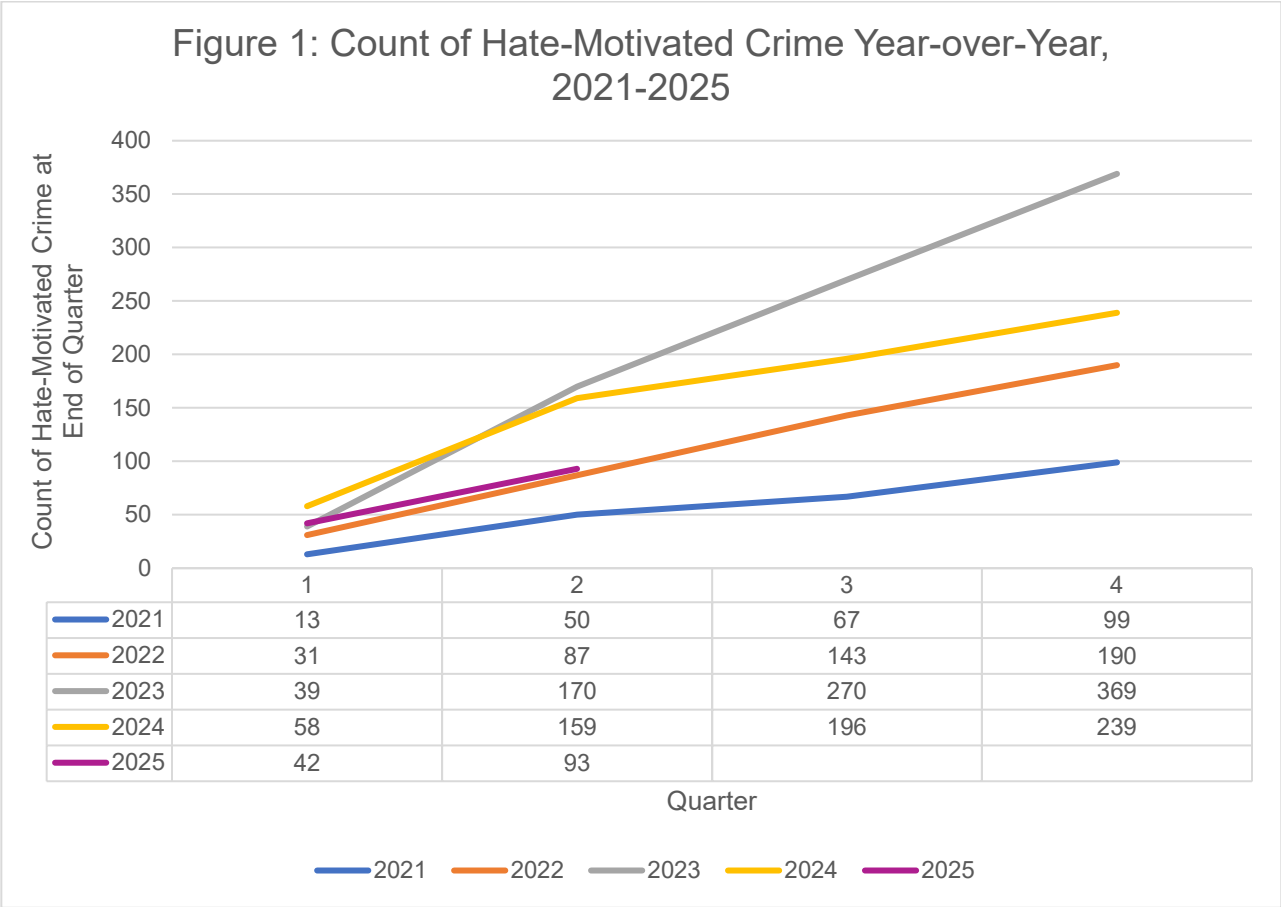
What is a hate crime?

Hate crime refers specifically to a criminal offense designated in the Criminal Code of Canada (e.g., Public Incitement of Hatred). Separately, there are *hate-motivated incidents* and *hate-motivated crimes*. A hate-motivated incident refers to an incident where an individual has demonstrated hateful behavior toward someone else on the basis of their identity, but without breaking any laws (e.g., using a racial slur). Police-reported crime motivated by hate (hate-motivated crime) refers to a criminal offense that includes a hate motivation (e.g., someone spray-paints graffiti of a swastika on private property).

¹ This report summarizes all confirmed and suspected hate motivated crime reported to WRPS. Rates may differ from national-level statistics because Statistics Canada reports only the most serious violations on a criminal occurrence.

At Issue

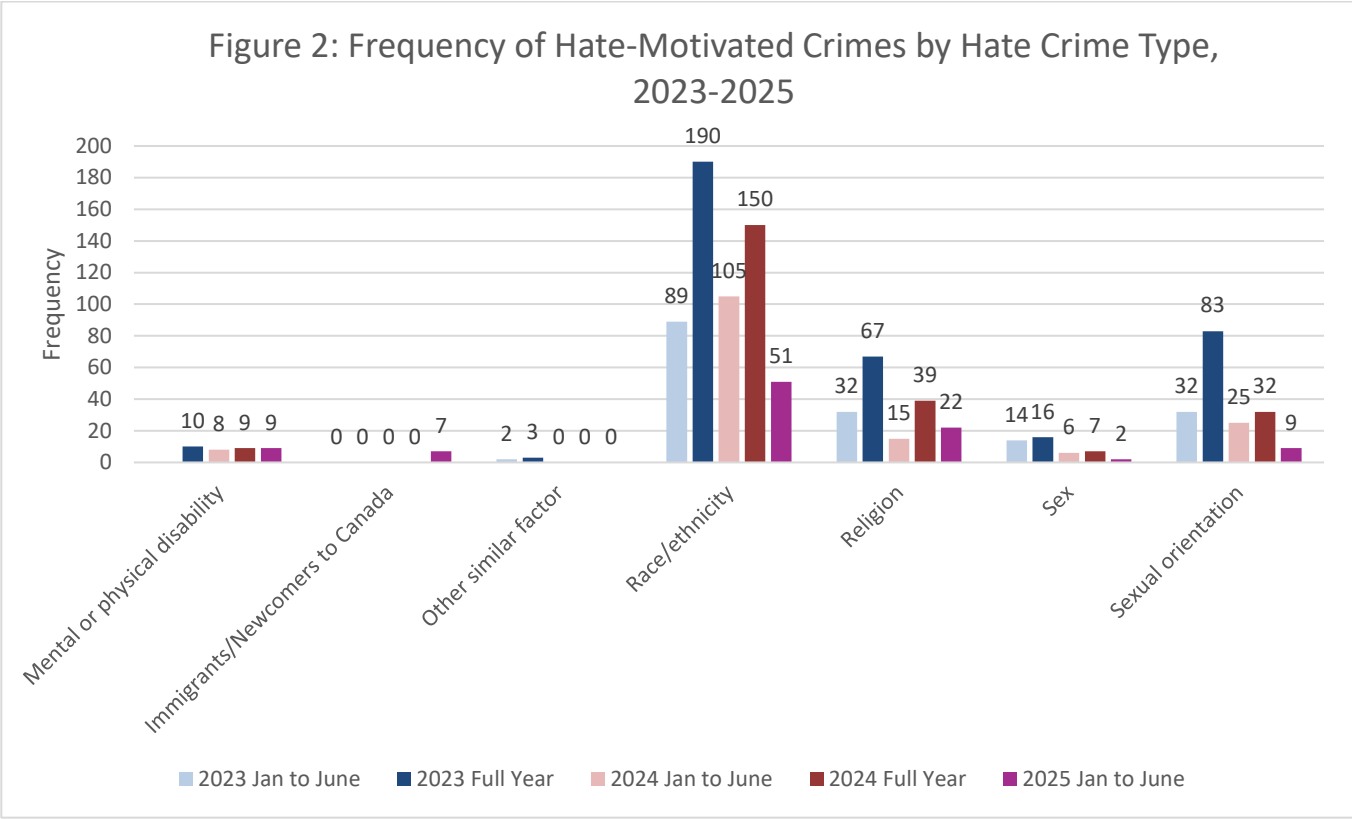
In the first two quarters of this year², there were 93 police-reported hate-motivated crimes. This is a 42% decrease from the first two quarters in 2024 (See Figure 1). This follows a 35% year-over-year drop in police-reported hate-motivated crime from 2023 to 2024. Using data from [Statistics Canada’s Police-reported Information Hub](#), the Kitchener-Cambridge-Waterloo Census Metropolitan Area had the 6th most hate-motivated crimes of all regions within Canada, and the 2nd most hate-motivated crimes per capita. Our statistics, especially when compared to other Regions in Canada, continue to indicate that hate is a pressing and significant problem in Waterloo Region.



² The data included in this report is from the Uniform Crime Reporting Survey (UCR). UCR data is not coded live, and as such the numbers for 2025 may change. Finalized 2025 data will be reported in our Annual report in March 2026.

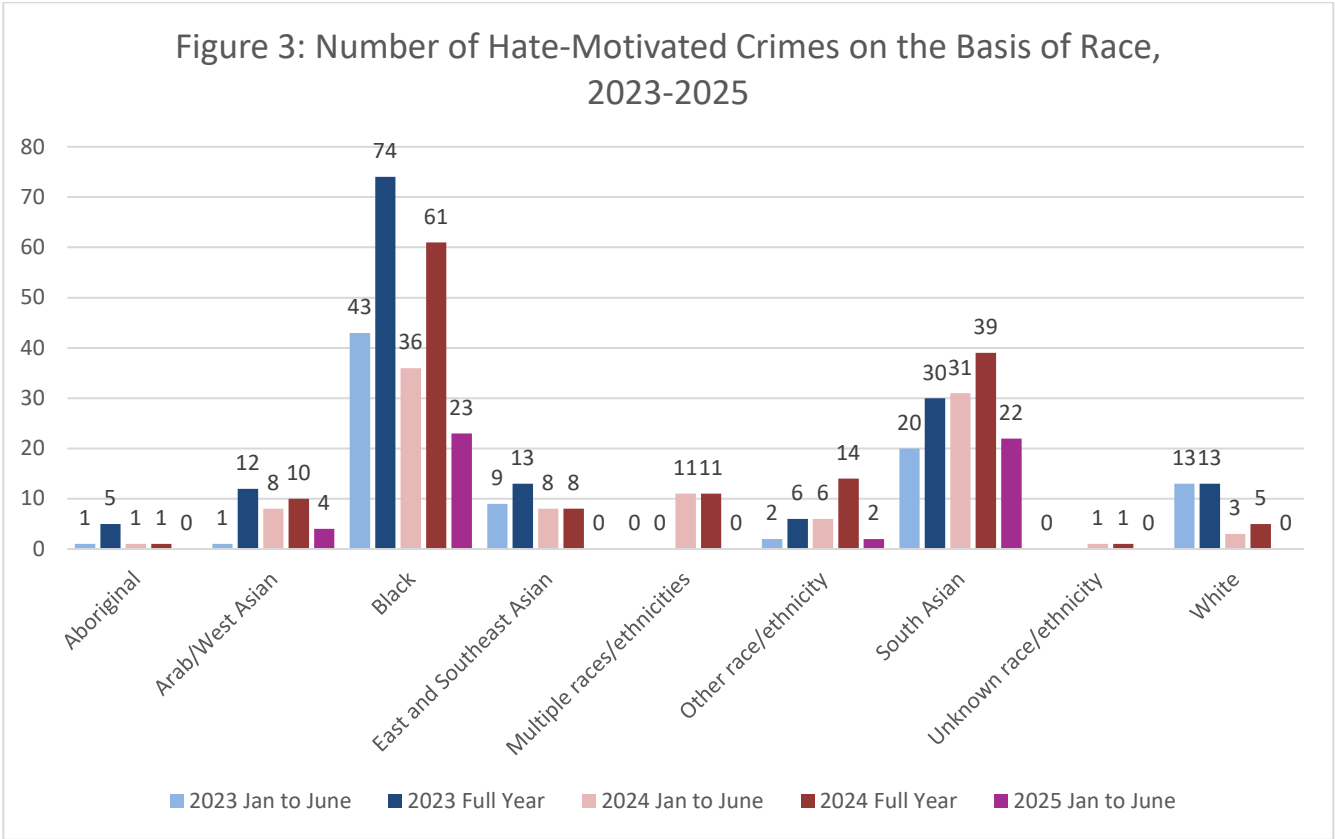
Hate-Motivated Crimes by Impacted Groups

When a hate-motivated crime is being coded for the Uniform Crime Reporting (UCR)³ Survey, information on the affected group is provided. Hate-motivated crimes are organized first by which protected ground they relate to (e.g., race, religion, sexual orientation) and then further by which specific group they target (e.g., Black, South Asian, etc.). Hate-motivated crimes in Waterloo Region are most frequently race-motivated (Figure 2). In the first six months of 2025, fewer hate-motivated crimes were reported to police, relative to the same time the year prior, for all hate crime types other than Immigrants/Newcomers to Canada, Mental or physical disability, and Religion.

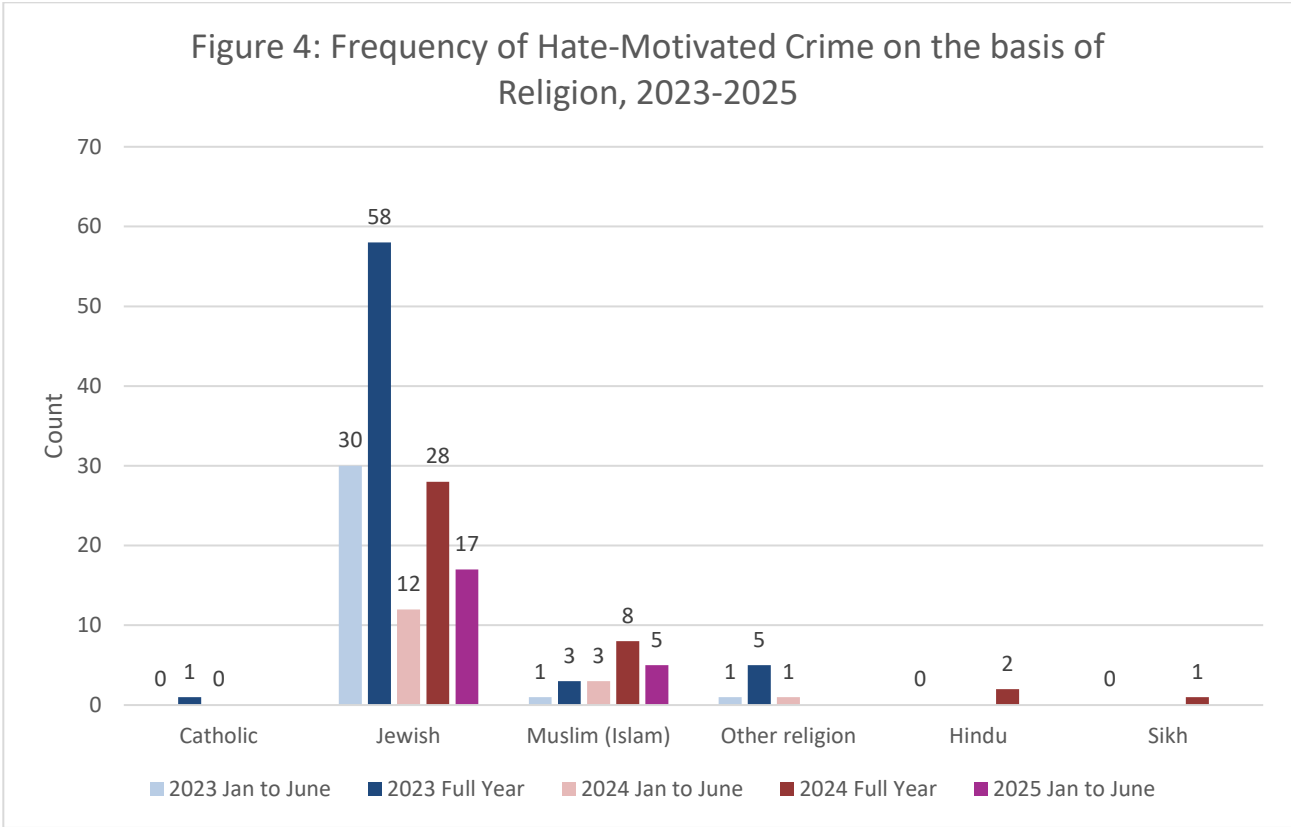


Relative to the first six months of 2024, there were fewer race-based hate-motivated crimes reported to police for all Hate Crime Motivations. Only crimes targeting Arab/West Asian and South Asian individuals are higher than the first six months of 2023. The most common targeted group continues to be the Black community, followed by the South Asian community (see Figure 3).

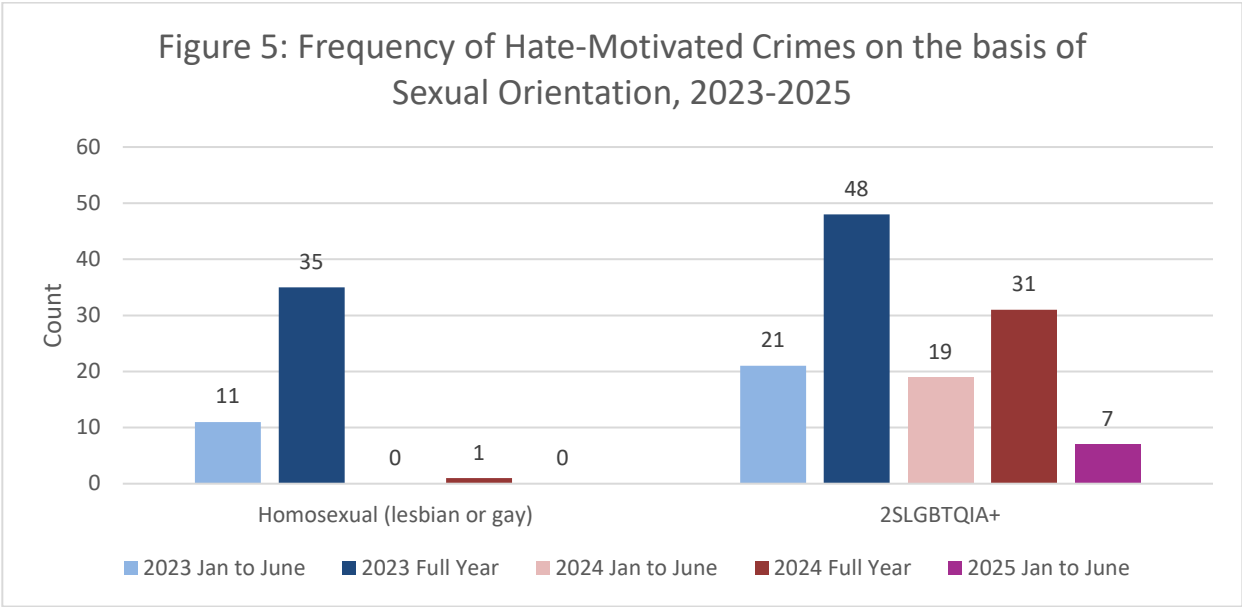
³ The Uniform Crime Reporting (UCR) Survey measures the incidence of crime in Canada. The information is provided by police services to the Canadian Centre for Justice and Community Safety Statistics (CCJCSS) division of Statistics Canada.



There were more hate-motivated crimes on the basis of Religion in the first six months of 2025 compared to first six months of 2024 (22 vs. 15; a 32% increase; see Figure 4). We observed increases in the number of hate-motivated crimes targeting Jewish and Muslim groups, relative to the same time last year.



The majority of hate-motivated crimes on the basis of sexual orientation targeted the 2SLGBTQIA+ community generally; this is most commonly represented by the taking down of Pride flags. Relative to the first six months of 2024, we observed a decrease in the number of hate-motivated crimes on the basis of sexual orientation.



Scope

As part of the Community Safety and Wellbeing Plan, partners from various grassroots and governmental organizations met to determine a holistic Region-wide response to hate-motivated crime and hate-motivated incidents. Ultimately, a campaign was designed with two central goals:

1. The development of a campaign symbolizing the Region's commitment to people's safety and feeling of belonging.
2. The development of a virtual tool to educate community on what hate is, how to respond, and resources available in the Region.

Progress

Members of the CHAT have met regularly to discuss the themes of the Anti-Hate campaign, the key messages, and the final materials associated with the campaign. The Region hired a local Indigenous designer and consultant, Katie Wilhelm, to design the materials.

The campaign materials have been finalized, and an official launch of the *We All Belong Here* campaign is scheduled for October 23rd at 1 PM at the Region of Waterloo Administration Headquarters. The campaign launch will include engaging activities, victim resources, and the unveiling of a new *We All Belong Here* GRT bus. Following the campaign launch, the CHAT will collaborate to host multiple pop-up events throughout the Region.

In 2023, the WRPS was awarded the Ministry of the Solicitor General Proceeds of Crime Grant. The Grant was awarded on the basis of developing solutions to combat hate in our Region. Grant funding was allocated to support community led and owned Community Safety and Wellbeing Plan activities and has been used to support community organizations with their own programs and a Hate Crime Conference. The remaining grant funding has been allocated the Virtual Tool, which will be a Regional website that includes information on definitions of hate, how to identify hate, how to respond, and local resources for victims of hate. The Virtual Tool will be announced as part of Phase 2 of the *We All Belong Here* campaign.

Solutions

The goal of the campaign is to deepen feelings of belongingness for all as a key feature of our Region. The goal of the campaign is to *call in* victims, bystanders, and perpetrators of hate, such that we can come together to create a Region that welcomes all. Materials related to the campaign will foreground victim experiences, and include calls to action related to the pledge against hate.

In collaboration with the Community Safety and Wellbeing Plan, WRPS has launched numerous initiatives related to Combatting Hate in our Region. In June, WRPS launched a 6-month pilot specialized Hate Crime Unit that is currently staffed by a Detective Sergeant

with training in hate-motivated crime. This Unit began as a response to the growing demand to combat hate, evidenced by the Statistics Canada's Annual police-reported hate crime report and the voices in the Combatting Hate Action Table. The Detective Sergeant supports our officers in providing better, more culturally informed, responses to hate. The Detective Sergeant also connects with police services across the province to track connections between occurrences in different regions, and track provincial trends.

The WRPS hosted its inaugural Hate Crime Conference in April 2025. The Conference was three days long, with the first two days focusing on inviting members from different police services for an opportunity of networking and education related to best practices in hate response. The final day was focused on community, with all members of the community openly invited to learn about academic, policing, and governmental, advancements in hate response.

Additionally, the Equity, Diversity, and Inclusion (EDI) Unit has hosted regular community connections related to hate-motivated crime. These community connections are an extension of the Combatting Hate Action Table, allowing additional community voices to contribute their thoughts, concerns, and perspectives on combatting hate within our region.

Strategic Business Plan

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

Our Connections

- ☒ Communicate and engage
- ☒ Adopt a people-centered service delivery model

Financial and/or Risk Implications

No Financial and/or Risk Implications.

Attachments

- Presentation: PSB 2025-344 Combatting Hate Update

Prepared By

Inspector Aaron Mathias, Community Safety Partnerships
Geraldine Stafford, Manager, Equity, Diversity and Inclusion
Dr. Hasan Siddiqui, Data Analyst, EDI, Strategic Services Branch

Approved By

Mark Crowell, Chief of Police



Community Safety & Wellbeing Action Table Update

Combatting Hate

2025-344

October 15, 2025

Presented By: Aaron Mathias,
Inspector

www.wrps.on.ca

081





WATERLOO REGION

Community Safety & Wellbeing Plan



Intimate Partner Violence, Gender Based Violence, Missing & Murdered Indigenous Women & Girls



Addressing Mental Health and Addictions Needs Together



Combatting Hate



Creating Safe & Inclusive Spaces



082
WATERLOO REGIONAL
POLICE

01 Incident Response
Critical and non-critical response

02 Risk Intervention
Mitigating situations of elevated risk

03 Prevention
Proactively reducing identified risks

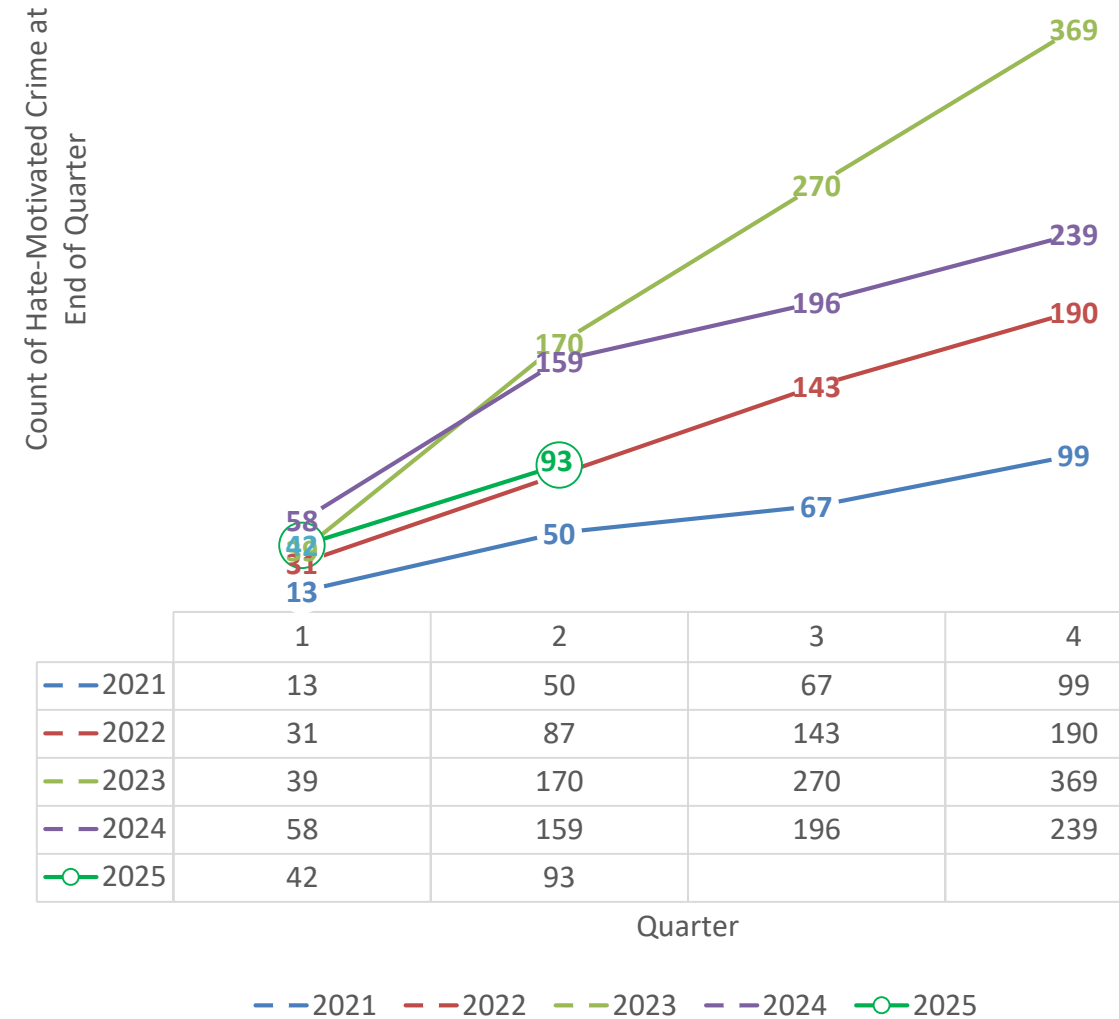
04 Social Development
Promoting and maintaining community safety and wellbeing



At Issue

- From 2021 to 2023, we observed consistent increases in hate-motivated crime
- In Statistics Canada's report on hate-motivated crime, our Region had the highest hate-motivated crime per 100,000 people in 2023, and the second highest in 2024
- In the first 6 months of 2025, race-based hate-motivated crimes were the most common, with Black and South Asian individuals the most often impacted

COUNT OF HATE-MOTIVATED CRIME YEAR-OVER-YEAR, 2021-2025



The Scope

As part of the Community Safety and Wellbeing Plan, partners from various grassroots and governmental organizations met to determine a holistic Region-wide response. Ultimately, a campaign was designed with two central goals:

1. The development of a campaign symbolizing the Region's commitment to people's safety and feeling of belonging.
2. The development of a virtual tool to educate community on what hate is, how to respond, and what resources are available in the Region.

Progress Made

- On October 23rd, the Region will unveil the *We All Belong Here* campaign, in collaboration with the Combatting Hate Action Table
- In 2024, WRPS was awarded the Ministry of the Solicitor General's Proceeds of Crime grant. Funding from this grant has been allocated to the development of the virtual tool, which will be unveiled in Phase 2 of the campaign



WATERLOO REGION

**Community Safety
& Wellbeing Plan**

Solutions

- The goal of the campaign is to build feelings of belongingness for all as a feature of our Region
- Internally at WRPS, we have committed to the combatting of hate-motivated crimes in the form of:
 - Hosting our first Hate Crime Conference in April
 - The development of a pilot Hate Crime Unit
 - Regular community check-ins on hate-motivated crime trends and statistics



Thank You

Questions?