



OPEN AGENDA

Date: June 18, 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: May 21, 2025 (p. 1)

7.2 Confirmation of Minutes: June 11, 2025 (p. 7)

7.3 2025-251: Community Consultations with the Police Service Board (p. 9)

7.4 2025-245: Administrative Review (SIU 24-OCI-556) (p. 12)

- 7.5 2025-256: Auxiliary Resignations (p. 14)
- 7.6 2025-258: WRPS Special Constable Renewals (p. 16)
- 7.7 2025-259: WLU Special Constable Appointment Amendment (p. 18)
- 8.0 Business Arising from the Minutes
- 9.0 Correspondence
 - 9.1 Correspondence from the Regional Municipality of Waterloo, May 22, 2025
2026 Plan and Budget Process and Principles (p. 21)
- 10.0 Police Service Board Reports
- 11.0 Chief of Police Reports
 - 11.1 2025-248: Community Safety and Well Being Feature: Action Table
Update IPV, GBV, MMIWG2S+ (p. 22)
 - 11.2 2025-227: WRPS Annual Report (p. 38)
 - 11.3 2025-264: Update on the Waterloo Region Public Safety Communications
Centre (PSCC) (p. 40)
- 12.0 Monthly Chief of Police Report (verbal)
- 13.0 New Business
- 14.0 Future Agenda Items
- 15.0 Information Items
- 16.0 Adjournment



WATERLOO REGIONAL
POLICE SERVICES
BOARD

OPEN MINUTES

Date: May 21, 2025

Location: Zoom

In Attendance:

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

1.0 Meeting Called to Order

Chair McLean called the meeting to order at 8:30 a.m.

2.0 Motion to Go Into Closed Session

Moved by D. Craig

Seconded by K. Quigley-Hobbs

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 J. Schmidt

That the Board reconvene at in Open Session.

Carried.

4.0 Territorial Acknowledgement

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

There were none were declared.

6.0 Closed Session Recommendations (if any)

There were no Closed Session recommendations.

7.0 Consent Agenda Items

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

7.1 Confirmation of Minutes: April 16, 2025

7.2 Confirmation of Minutes: May 5, 2025

7.3 2025-217: Police Service Board Policy Updates: #081, #083, #084, #085, #087, #094, #097

That the Waterloo Regional Police Service Board approve the following policies, as provided in Board Report 2025-217:

081: Bias Neutral Policing

083: Chief of Police Travel and Expense Reimbursement

084: Board Communications and Stakeholder Engagement

085: Policy and Procedure Management

087: Information Exchange Between the Board and the Chief

094: Performance Evaluation Process for Executive Assistant to the Board

097: Use of Board Resources for Election Purposes

7.4 2025-090: Frontline Call Reduction Strategies Q1

7.5 2025-219: Neighbourhood Policing Q1

7.6 2025-223: Mental Health Alternative Response Q1

7.7 2025-241: 2025-26 Anti Human Trafficking Provincial Strategy Funding Agreement with the Solicitor General Operating as the Ontario Provincial Police

That the Waterloo Regional Police Services Board enter into a funding agreement with the Solicitor General, operating through the Ontario Provincial Police (OPP), to receive 2025-2026 Anti-Human Trafficking Provincial Strategy funding.

7.8 2025-235: WLU Special Constable Appointment

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

Wilfrid Laurier University Special Constable;

1. HASTIE, Erin

7.9 2025-230: Auxiliary Resignations

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

Auxiliary Members:

- 1. SUGG, Brian**
- 2. FREEMAN, Victoria**
- 3. HAMBLBY, Jeff**
- 4. SMALL, Ryon**

7.10 2025-238: Internal Audit Plan

That the Board receive and endorse the 2025-2027 Internal Audit Plan.

7.11 2025-218: Intelligence Notes Q1

7.12 2025-220: WRPS Communications Centre Q1

Moved by K. Redman

Seconded by K. Quigley-Hobbs

That the Consent Agenda including the Open Session Minutes of April 16, 2025 and May 5, 2025 and Reports 2025-217, 2025-090, 2025-219, 2025-223, 2025-241, 2025-235, 2025-230, 2025-238, 2025-218, 2025-220 be approved as presented.

Carried.

8.0 Business Arising from the Minutes

There was no business arising from the Minutes.

9.0 Correspondence

There was no correspondence.

10.0 Police Service Board Report

There was no Police Service Board Report.

11.0 Chief of Police Reports

11.1 2025-099: Annual Conestoga College Scholarship

Deputy Chief Davis presented report 2025-099 for information. Rylan Pedersen was the recipient of this year's scholarship and was congratulated by the Board.

11.2 2025-063: Waterloo Region Vulnerable Person Registry

Staff Superintendent Goodman, Deputy Chief Davis and J. Allison presented report 2025-063 for information. T. Giovinazzo questioned the increase in utilization since 2021, Staff Superintendent Goodman explained that education was provided to school boards and agencies in 2021 and monitoring of the program commenced at that time.

11.3 2025-222: Variance Report

K. Hand presented report 2025-222 for information. Chair McLean asked for clarification on the year end forecast, K. Hand stated that WRPS is forecasting a surplus at this time, but is working through more detail.

11.4. 2025-221: Reserve and Reserve Fund Update

K. Hand presented report 2025-221. Chair McLean asked about the managing risks of WSIB claims in hand. K. Hand outlined that contributing to reserves is a good step, as is increasing through an incremental fashion during the budget process.

Moved by J. Schmidt

Seconded by D. Craig

That the Waterloo Regional Police Service Board approve the revised target reserve and reserve fund contributions and balances as set out in Report #2025-221

Carried.

Moved by T. Giovinazzo

Seconded by S. Shantz

That the Waterloo Regional Police Service Board approve the transfer of \$886,596.49 from the General Reserve to the Capital Reserve.

Carried.

11.5 2025-094: 2026 Budget Timelines

K. Hand outlined the upcoming budget timelines schedule. Chair McLean requested a report on past public input sessions and any subsequent recommendations be brought forward in June.

11.6 2025-232: Award of C2025-05 Consultant Selection – Dynamic Staffing Solution

K. Hand presented report 2025-232. This project will aim to forecast future staffing needs for the purpose of creating a long-term sustainable staffing strategy.

Moved by D. Craig

Seconded by J. Schmidt

That the Waterloo Regional Police Services Board accept the Consultant Selection of Operational Research in Health (ORH) Limited, for C2025-05 Consultant Selection – Dynamic Staffing for a contract period commencing May 1, 2025 to May 31, 2027 with no options to renew in the estimated amount of \$508,000.00, plus all applicable taxes as set out in report #2025-232, dated May 21, 2025.

Carried.

11.7 2025-210: Human Experience Management Project Closure Report

W. Peckham presented report 2025-210 for information. The Board congratulated this team on the successful project and requested a future report that showcases measurable progress.

11.8 2025-226: Community Safety and Well Being Feature: External Sexual Assault Reviews 2024-2025

Inspector Lambert provided report 2025-226 for information. Vice Chair Redman acknowledged this initiative, and asked about formal feedback received from any of the groups. Inspector Lambert outlined the reviews process and how it assists with a pulse check on the service.

12.0 Monthly Chief of Police Report

Chief Crowell highlighted various investigations and upcoming events (WRPS Annual Open House May 10, 2025).

13.0 New Business

There was no New Business.

14.0 Future Agenda Items

There were no Future Agenda Items.

15.0 Information Items

There were no Information Items.

16.0 Adjournment

Moved by J. Schmidt

Seconded by S. Shantz

That the meeting be adjourned at 12:39 p.m.

Carried.

Board Chair

Executive Assistant



WATERLOO REGIONAL
POLICE SERVICES
BOARD

OPEN MINUTES

Date: June 11, 2025

Location: 200 Maple Grove, Cambridge, ON

In Attendance:

Ian McLean	Chair
Karen Redman	Vice-Chair
Sandy Shantz	Member
Jim Schmidt	Member
Doug Craig	Member
Mark Crowell	Chief of Police
Eugene Fenton	Deputy Chief of Police
Jennifer Davis	Deputy Chief of Police
Meghan Martin	Recording Secretary

Regrets:

Karen Quigley-Hobbs	Member
Tony Giovinazzo	Member

1.0 Meeting Called to Order

Chair McLean called the Meeting to order at 2:00 p.m.

2.0 Motion to Go Into Closed Session

Moved by D. Craig

Seconded by K. Redman

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

Carried.

3.0 Motion to Reconvene in Open Session

Moved by J. Schmidt

Seconded S. Shantz

That the Board reconvene at 4:02 p.m. in Open Session.

Carried.

4.0 Adjournment

Moved by K. Redman

Seconded by D. Craig

That the meeting be adjourned at 4:02 p.m.

Carried.

Board Chair

Executive Assistant



Waterloo Regional Police Service Budget, 2026 – Community Consultations with the Police Service Board

TO:

The Chair and Members of
the Waterloo Regional
Police Service Board

FROM:

Chair's Office,
Executive Assistant

DATE:

06/18/2025

Recommendation

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

Summary

The Police Service Board recognizes the value of public input when identifying and prioritizing community needs and how these impact the development of the annual Budget. As such, public input sessions have been utilized in 2023 and 2024 to engage with community members and the Police Service Board will again be seeking feedback on the upcoming 2026 Budget.

Report

Developing the annual police Budget is a key component of the Police Service Board's mandate under the *Community Safety and Policing Act (2019)* and is a critical step in ensuring that future service delivery meets community expectations. This vision can only be achieved through meaningful and respectful collaboration with local partners. In addition to the Budget public input process, the Police Service Board also receives public input through the Strategic Business Plan process, which in turn informs the annual Budget priorities.

Community Consultations have historically been scheduled in the fall, during the Budget development quarter at Waterloo Regional Police Service. These Special Board meetings are held entirely in Open session and shared publicly on YouTube. Interested parties are directed to request to appear as a delegation on the Police Service Board's website, and have the opportunity to provide additional information for the meeting package in advance. Delegates are allotted five minutes to share their input with the Board. Submitting a written report is an option for those that are unable to attend virtually. Meetings are scheduled during both the day and the evening.

In 2023 and 2024, notice of the Community Consultations was shared on social media and the Board's website, and was also communicated via email to various community partners.

In 2023, these meetings were held on October 26th and November 6th. In total, 11 individual delegates addressed the Board.

In 2024, these meetings were held on September 20th and October 28th. In total, 7 individual delegates addressed the Board.

Following the Community Consultations, the Board incorporated the feedback received into Budget discussions with Waterloo Regional Police Service, helping to inform and refine the final Budget draft. For example, one presenter recommended further reductions be made to the 2025 Budget increase. Throughout the Budget process, the Board did authorize \$5 million in reductions by the November 2025 Police Service Board meeting.

Recommendations for upcoming Community Consultations include:

- Encourage greater public participation by advertising the Community Consultations with a Police Service Board news release as well as utilizing Waterloo Regional Police Service social media channels to raise public awareness.
- To better inform discussion, hold one consultation prior to the first review of the 2026 Budget (October 2025 Police Service Board meeting) and one consultation afterwards.
- For those not able to present at a meeting, encourage members of the public to provide written submissions with input regarding the Budget.

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

Financial and/or Risk Implications

N/A

Attachments

N/A

Prepared By

Meghan Martin, Executive Assistant to the Police Service Board
David Mullock, Manager, Government Relations

Approved By

Mark Crowell, Chief of Police



Administrative Review of Special Investigations Unit (SIU) 24-OCI-556

TO:
The Waterloo Regional
Police Service Board

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

DATE:
06/18/2025

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 December 26, 2024, members of the Waterloo Regional Police Service (WRPS) had an interaction with a member of the public who was in crisis. As a result of the interaction, the SIU investigated the incident.

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

Report

On December 26, 2024, WRPS officers responded to the Kitchener Train Station, located at 126 Weber St W, Kitchener, to assist a male who was in crisis and was standing on top of a large steel girder – the steel girder is a divider that separates rail traffic. Two officers arrived and approached the male with the intent of assisting him.

The officers did not have the opportunity to negotiate with the male. As the officers approached, he made the decision to jump from the top of the steel girder into the path of an oncoming locomotive. As a result of the impact the male suffered significant injuries. The officers began lifesaving measures, including the application of a tourniquet. Paramedic Services arrived and transported the male to hospital via air ambulance, he survived the incident but sustained life altering injuries.

As a result of the interaction, the SIU was notified and invoked their mandate. One officer was designated as a *Subject Official*, and he remained on active duty. The second officer was designated as a *Witness Official*, he also 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 evidence to proceed with criminal charges.

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 member 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 Service Board.

The Professional Standard Branch conducted a section 81 investigation. It included a review of the SIU Director's Report and investigation, *WRPS Mentally Ill, Developmentally Disabled, Emotionally Disturbed Persons*, 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

Eddie Lewis, Inspector, Professional Standards Branch.

Approved By

Mark Crowell, Chief of Police

			AUXILIARY RESIGNATIONS		
TO: The Waterloo Regional Police Service Board		FROM: Human Resources		DATE: 06/18/2025	

Recommendation

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

Auxiliary Members:

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

Summary

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

Report

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

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

Strategic Business Plan

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

Our Commitment to Public Safety

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

Financial and/or Risk Implications

Nil

Attachments

Nil

Prepared By

Sarah Mitchinson, Human Resources Assistant

Approved By

Mark Crowell, Chief of Police



WRPS Special Constable Reappointment

TO:
The Waterloo Regional
Police Service Board

FROM:
Human Resources
Branch

DATE:
06/18/2025

Recommendation

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

Waterloo Regional Police Service Special Constable:

1. David LINJACKI

Summary

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

Report

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

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

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

Strategic Business Plan

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

Our Commitment to Public Safety

☐ Reduce Violent Crime and Recidivism

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

Our Connections

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

Our Members

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

Our Resources

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

Financial and/or Risk Implications

The salary and benefit costs associated with the appointment of the Waterloo Regional Police Service Special Constable has been included in the 2025 operating budget.

Attachments

Nil.

Prepared By

Sarah Mitchinson, Human Resources Assistant

Approved By

Mark Crowell, Chief of Police



WLU Special Constable Appointment Amendment

TO:
The Waterloo Regional
Police Service Board

FROM:
Human Resources

DATE:
06/18/2025

Recommendation

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

Wilfrid Laurier University Special Constable:

- 1. CAYABAN, Erik**

Summary

This report is in support of a recommendation to the Board that they approve the amendment of the above Wilfrid Laurier University Special Constable Certificate of Appointment.

Report

The above Special Constable was originally appointed by the Board on April 16, 2025. However, due to an administrative error, the submitted appointment form contained a mistake in the spelling of the candidates first name.

To prevent this issue in the future, Human Resources has implemented process changes requiring both Wilfrid Laurier University and the University of Waterloo to verify and provide proof of the correct spelling when submitting applications.

It is therefore recommended that the Board approve the amendment of the Certificate of Appointment with the correct spelling.

Strategic Business Plan

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

Our Commitment to Public Safety

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

Our Connections

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

Our Members

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

Our Resources

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

Financial and/or Risk Implications

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

Attachments

- Amended Certificate of Appointment for Cayaban, Erik

Prepared By

Sarah Mitchinson, Human Resources Assistant

Approved By

Mark Crowell, Chief of Police



Certificate of Appointment as Special Constable

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

is hereby approved in

☐ The Province of Ontario OR ☐ the Municipality of

Specifics of Area

The geographic jurisdiction of the applicant shall be limited to: 1. The properties under the control of the University and situated within the boundaries of the Region of Waterloo. 2. The properties under the control of the University, Colleges or Institutes federated or affiliated with the University and situated within the boundaries, if and to the extent that the assistance of a University Special Constable is requested by any such federated or affiliated institutions. 3. The Region of Waterloo for the purpose of transporting persons detained in custody to a Waterloo Regional Police Facility, hospital or psychiatric facility.

☐ Sponsoring Police Service

_____ Waterloo Regional Police Service

☐ Name of Employer

and the appointee has, for the purpose of this appointment:

- **the status of peace officer**; and
- **police officer powers** as contained in the following legislation:

Sections

- | | |
|----------------------------------|--|
| Highway Traffic Act | <input type="radio"/> Yes <input type="radio"/> No |
| Liquor Licence and Control Act | <input type="radio"/> Yes <input type="radio"/> No |
| Mental Health Act | <input type="radio"/> Yes <input type="radio"/> No |
| Motorized Snow Vehicles Act | <input type="radio"/> Yes <input type="radio"/> No |
| Trespass to Property Act | <input type="radio"/> Yes <input type="radio"/> No |
| Youth Criminal Justice Act | <input type="radio"/> Yes <input type="radio"/> No |
| Cannabis Control Act | <input type="radio"/> Yes <input type="radio"/> No |
| Other (<i>please specify</i>): | <input type="radio"/> Yes <input type="radio"/> No |

subject to the following restrictions/conditions:

- ☐ This appointment does not permit the carriage of a firearm.
- ☐ This appointment does permit the use of a baton
- ☐ This appointment does permit the carriage of Oleoresin Capsicum Spray

This appointment is valid for a period of 5 years or until the earliest of:

- | | | |
|-------------------------------------|---|--|
| 1) _____ | or 2) the date at which the appointee ceases to perform the duties outlined above; or | 3) the appointee is no longer in the employ of |
| _____ / _____ / _____
YYYY MM DD | | |

Approval has been granted by the Waterloo Regional Police Services Board

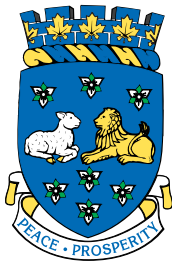
on _____

_____ Waterloo Regional Police Service

Name

Title

Appointed on: _____ (date of appointment)	_____ Chair (or designate), Police Services Board (Signature)
at _____ (place of appointment)	_____ Name (Please Print)
	_____ Date of Signature



REGIONAL MUNICIPALITY OF WATERLOO

OFFICE OF THE REGIONAL CLERK

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TTY: 519-575-4608
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www.regionofwaterloo.ca

May 22, 2025

Waterloo Regional Police Service Board
Meghan Martin, Executive Assistant
Meghan.Martin@wrps.on.ca

Dear Ms. Martin:

Re: COR-CFN-25-009, 2026 Plan and Budget Process and Principles

Please be advised that the Council of the Regional Municipality of Waterloo at their regular meeting held on May 21, 2025, approved the following motion:

That the Regional Municipality of Waterloo take the following action with respect to the 2026 Plan and Budget as set out in report COR-CFN-25-009 dated May 6, 2025:

- a. Approve the 2026 Plan and Budget review timetable as set out in Appendix A;**
- b. Forward a copy of Report COR-CFN-25-009 to the Waterloo Region Police Services Board and to the Area Municipalities in Waterloo Region.**
- c. Direct staff to present a business case with any budget increases that includes increased FTEs.**

Please accept this letter for information purposes only. If you have any questions please contact Nicole Neil, Director Corporate Finance nneil@regionofwaterloo.ca

Regards,

William Short, Director Council and Administrative Services/Regional Clerk

cc: Area Municipalities in Waterloo Region



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

TO:
The Waterloo Regional
Police Service Board

FROM:
Community Safety
Partnerships

DATE:
06/18/2025

Recommendation

For information.

Summary

This report provides preliminary results of a provider survey to help inform the ongoing efforts of the Intimate Partner Violence, Gender Based Violence, Missing & Murdered Indigenous Women & Girls 2S+ (IPV, GBV, MMIWG2S+) Action Table.

Report

In 2023, the Region of Waterloo declared Intimate Partner Violence, Gender Based Violence and Missing & Murdered Indigenous Women & Girls an epidemic, and also a priority under the Community Safety & Wellbeing Plan (CSWP). The action table dedicated to creating action under the priority has recently completed two items:

1. Messaging and training regarding use of the term 'femicide'.
2. A survey of agencies providing IPV/GBV/MMIWG resources in the Region of Waterloo.

2025 Provider Survey

In January 2025, the IPV/GBV/MMIWG Action Table distributed a voluntary provider survey to agencies providing services related to these forms of violence, and who were not members of the Family Violence Project.

The purpose of the survey was to better understand the system of providers in the community and where they are located, understand our collective service capacity and identify potential service improvement pathways between agencies. Given the increasing trendline outlined in figure 1, gathering this knowledge is an important step in aligning available resources.

A total of 24 agencies were sent the survey, 11 responded. The responses reflect agency information from 2024.

Intimate Partner Violence, Increasing Trendline

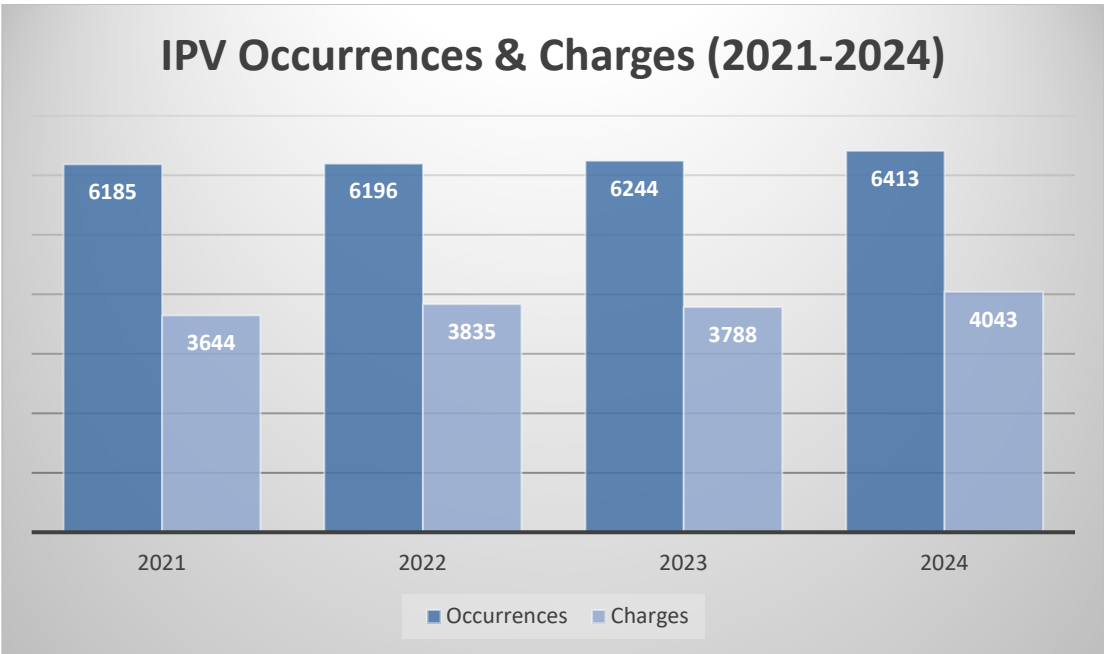


Figure 1

Between January 1 and December 31, 2024, the Waterloo Regional Police Service (WRPS) received 6413 IPV related calls for service and laid 4043 total criminal charges for IPV related incidents; representing a 2.8% increase in police reported incidents and a 6.7% increase in total charges over the previous year. (figure 1)

Additionally, as of March 31, 2025 (Q1) WRPS recorded 1512 IPV related calls, representing a minor decrease in incidents over the previous year (1588).

Service Location By Municipality

According to survey respondents, 11 separate organizations deliver programming and services in 29 unique locations across the Region, with the majority of services being located in Kitchener (13), Cambridge (6), and Waterloo (3). (figure 2)

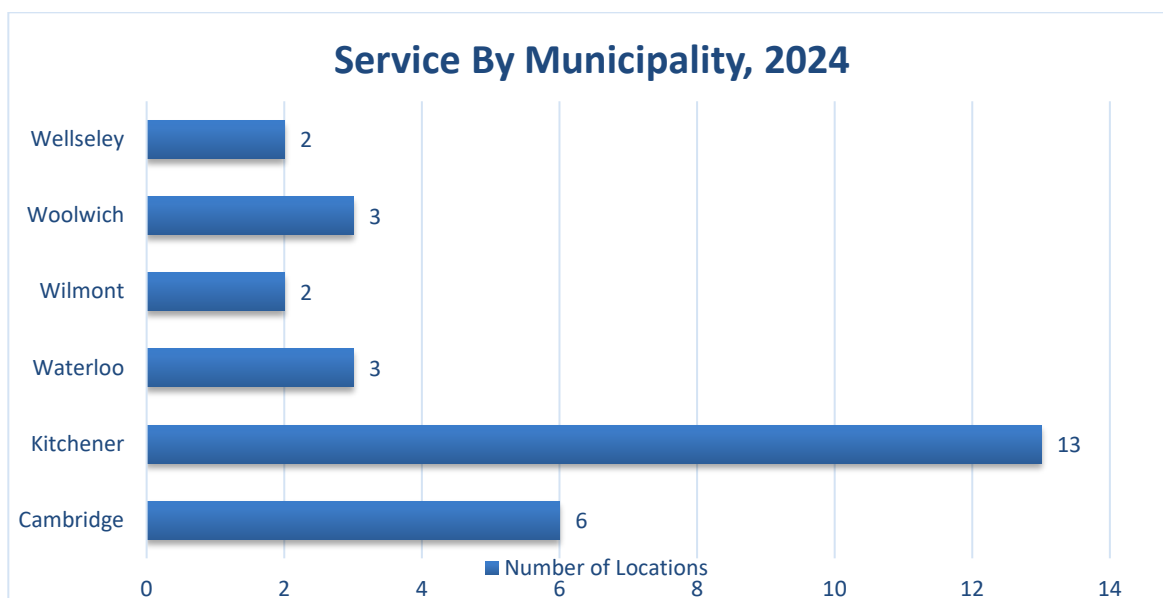


Figure 2

2024 Total Clients Served

In 2024, respondents provided services to a total of 4803 adults, 1836 children and reported partnerships with 26 agencies or organizations.

Additionally, the 11 respondents deliver 31 IPV/GBV/MMIWG related programs. The top three program types are: education/awareness (11), counselling (8), connection (4). (figure 3)

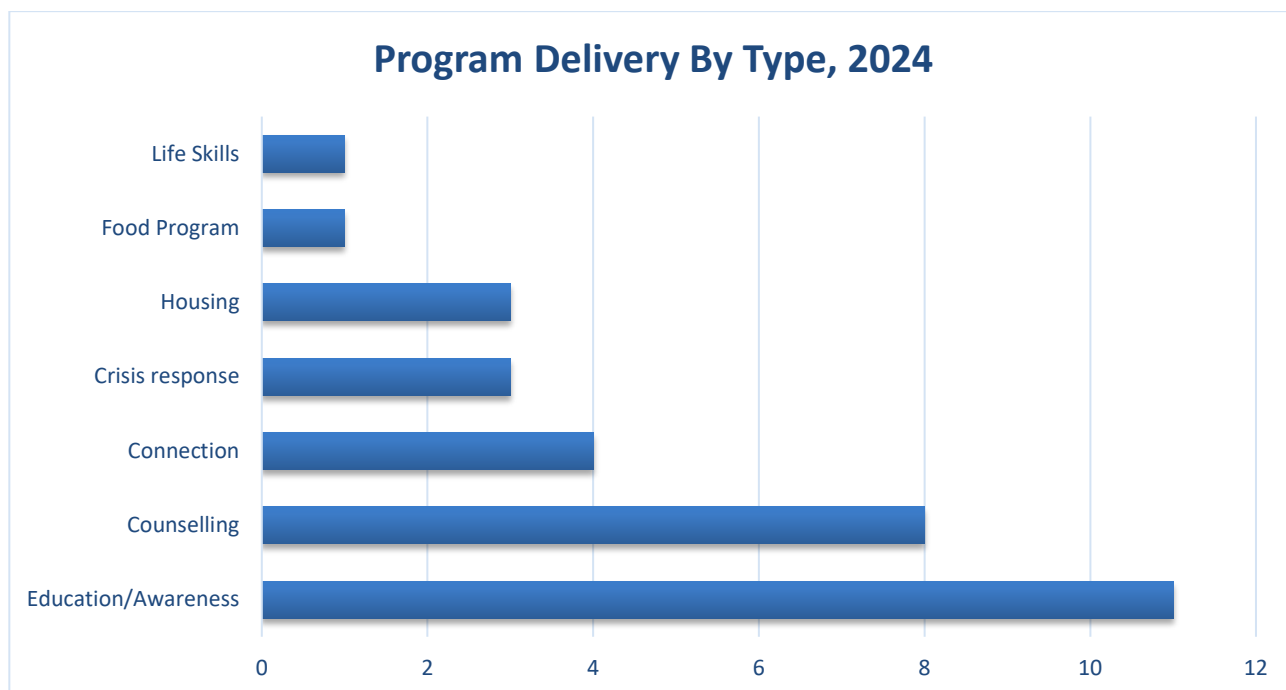


Figure 3

Programs Aligned with Provincial CSWP Framework

Survey responses were coded for alignment with Ontario’s Community Safety & Wellbeing Plan Framework. The 31 programs delivered cover various levels of intervention from primary response, crisis/risk, intervention, prevention and social development. In line with provincial guidance, the focus of programming was an upstream approach; the majority of programs fell within areas of social development (36%) and intervention (28%). The least resources were located in primary response (4%). (figure 4)

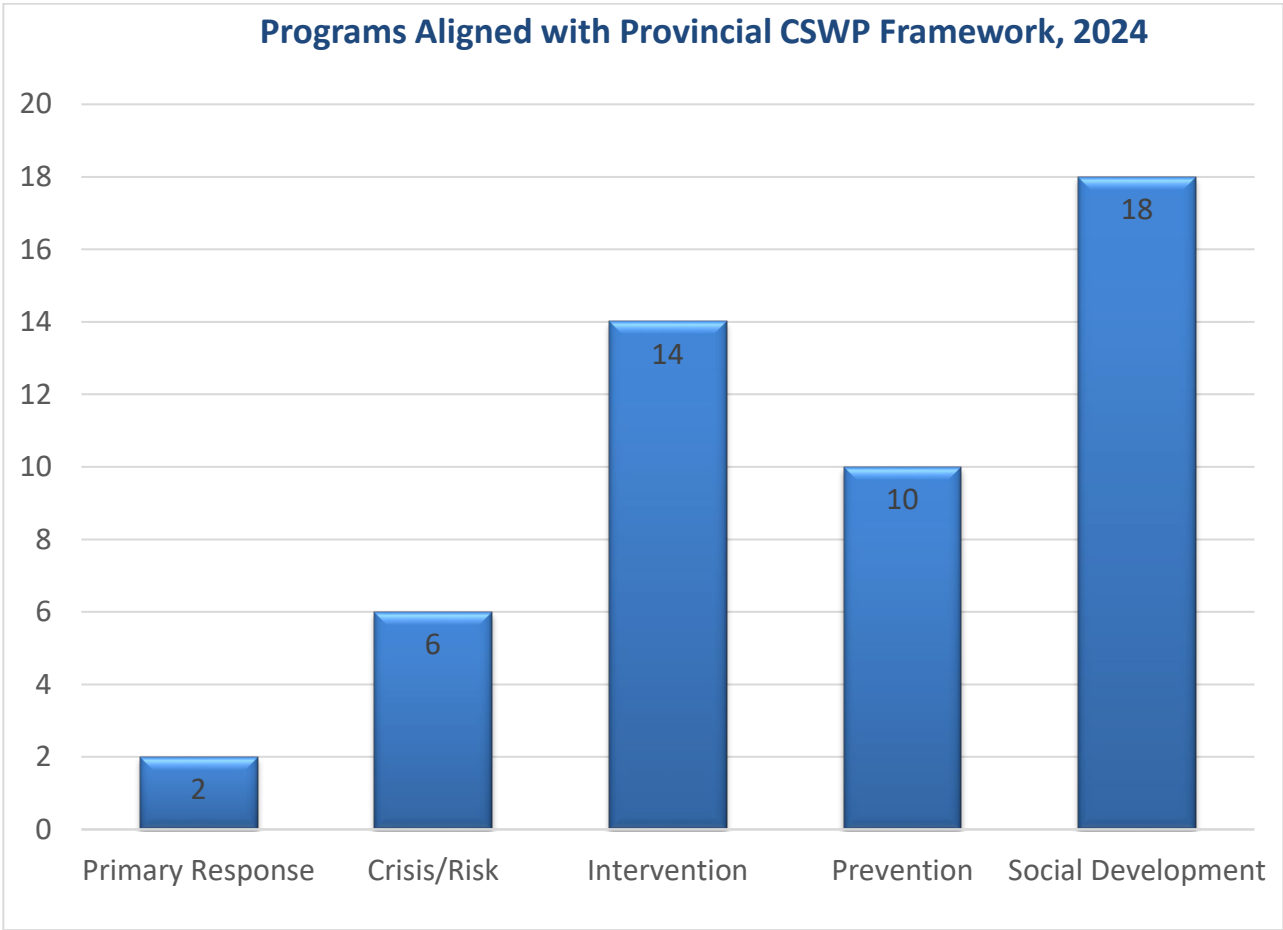


Figure 4

Programs Aligned with Regional CSWP Framework

Agencies were requested to map their programs and services onto the Region of Waterloo Community Safety & Wellbeing Plan Framework. The 31 programs and services delivered by 11 agencies aligned to the CSWP a total of 62 times in multiple areas; the top two areas of alignment were Truth and Reconciliation and Circles of Support at 21%. (figure 5)

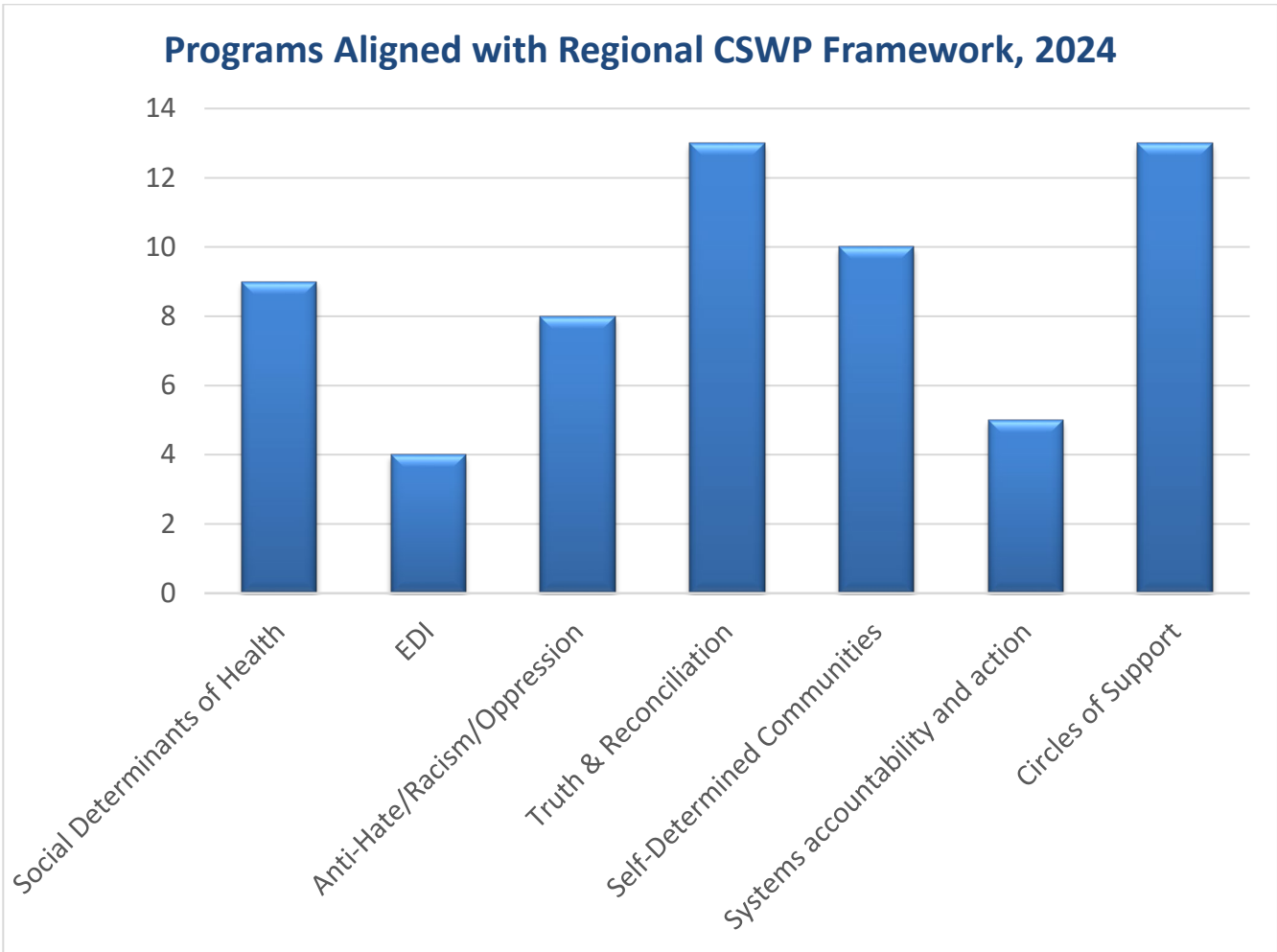


Figure 5

Program Funding Type

Survey responses indicated that the of the 31 programs delivered, 48% (15) of them are dependent on grant funding, 9 programs were delivered with base funding, 6 programs are considered unfunded, and 1 program indicated that it utilized both grant and base funding. (figure 6)

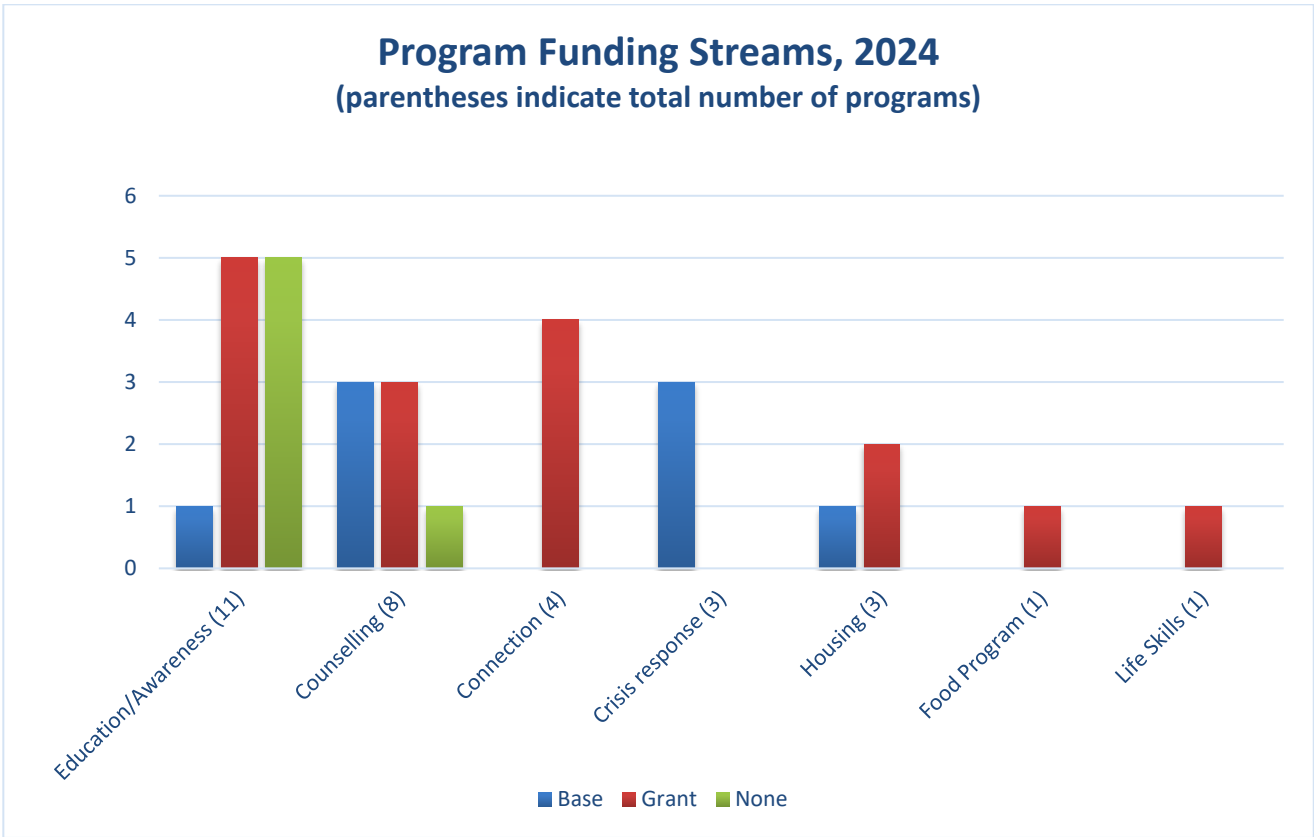


Figure 6

Conclusion

Based on the information provided by the 11 responding agencies, the services available in the Region of Waterloo are well connected to the provincial and regional CSWP Frameworks. A large portion of programming is focused in the areas of education and awareness, alongside social development, while primary responses and crisis interventions are lower amongst these agencies. Lastly, 68% of these programs are either grant dependent or unfunded.

This survey information provides a basis for dialogue around the Action Table and within the community to find opportunities to create pathways to services, align funding priorities and programs to better serve those who have been impacted, or are at risk of being impacted by IPV, GBV and MMIWG.

Strategic Business Plan

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

Our Commitment to Public Safety

- ☒ Reduce Violent Crime and Recidivism

Our Connections

- ☒ Communicate and engage

Financial and/or Risk Implications

N/A

Attachments

- Presentation: Community Safety & Wellbeing Action Table Update

Prepared By

Aaron Mathias, Inspector, Community Safety Partnerships
Dr. Amanda Williams, Manager, Strategic Services.

Approved By

Mark Crowell, Chief of Police



Community Safety & Wellbeing Action Table Update

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

2025 - 248

June 18, 2025

Presented By:

Amanda Williams, PhD
Strategic Services

www.wrps.on.ca



Our Priorities

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



WATERLOO REGION

Community Safety & Wellbeing Plan



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



Provider Survey

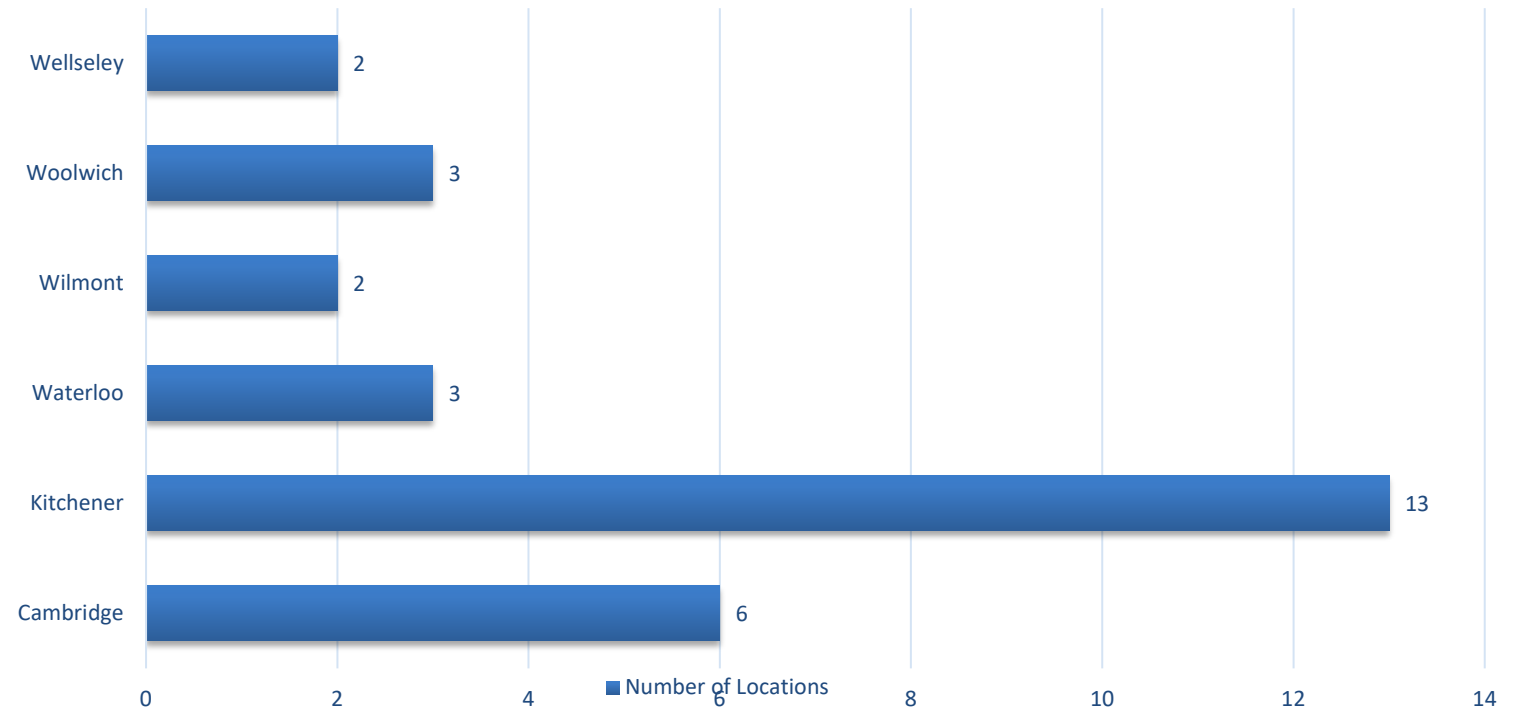
Developing a landscape of Regional services provides a number of benefits

- Understand the system of providers in the community and where they are located
- Understand our collective service capacity
- Creates service improvement opportunities and potential pathways between agencies

Survey Responses: Service by Municipality

The 11 responding agencies provide services in 29 unique locations across the Region of Waterloo.

Services By Municipality, 2024

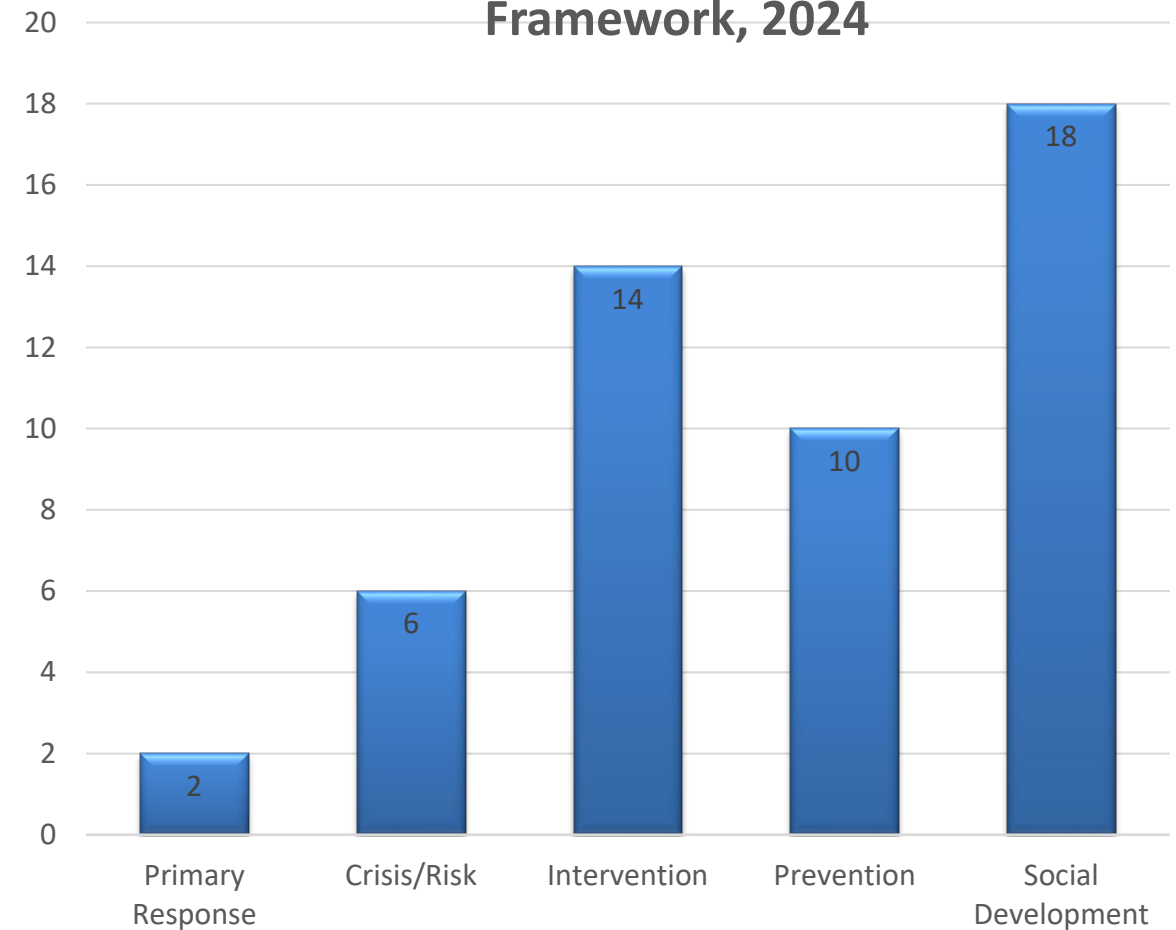


Provincial CSWP Alignment

31 Total programs have multiple points of alignment, with a focus on upstream intervention.

- Social Development 36%
- Intervention 28%
- Prevention 16%
- Crisis/Risk Intervention 12%
- Primary Response 4%

Programs Aligned with Provincial CSWP Framework, 2024

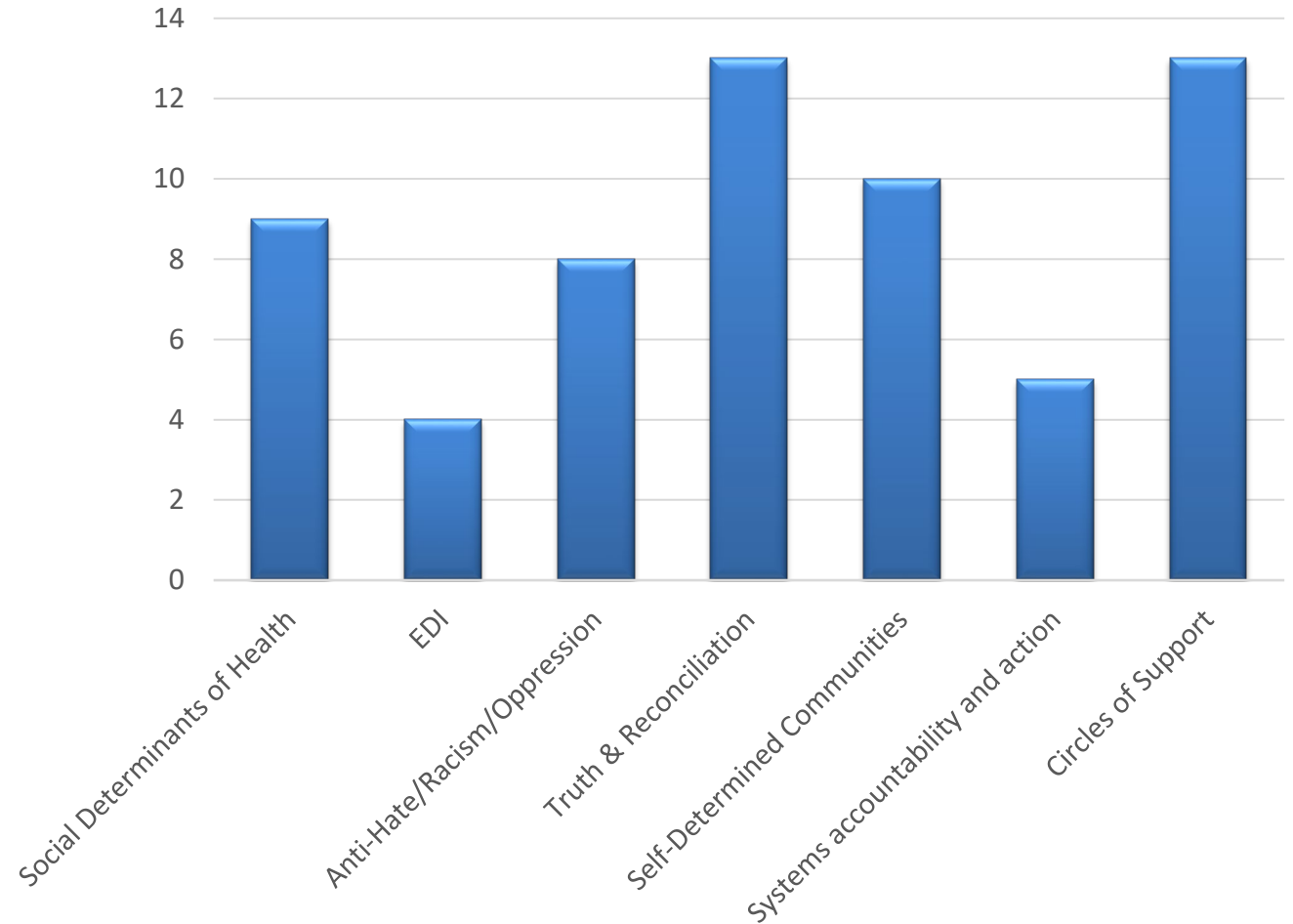


Regional CSWP Alignment

31 programs indicated multiples alignments to the CSWP Framework

- Truth & Reconciliation 21%
- Circles of Support 21%
- Self-Determined Communities 16%
- Social Determinants of Health 15%

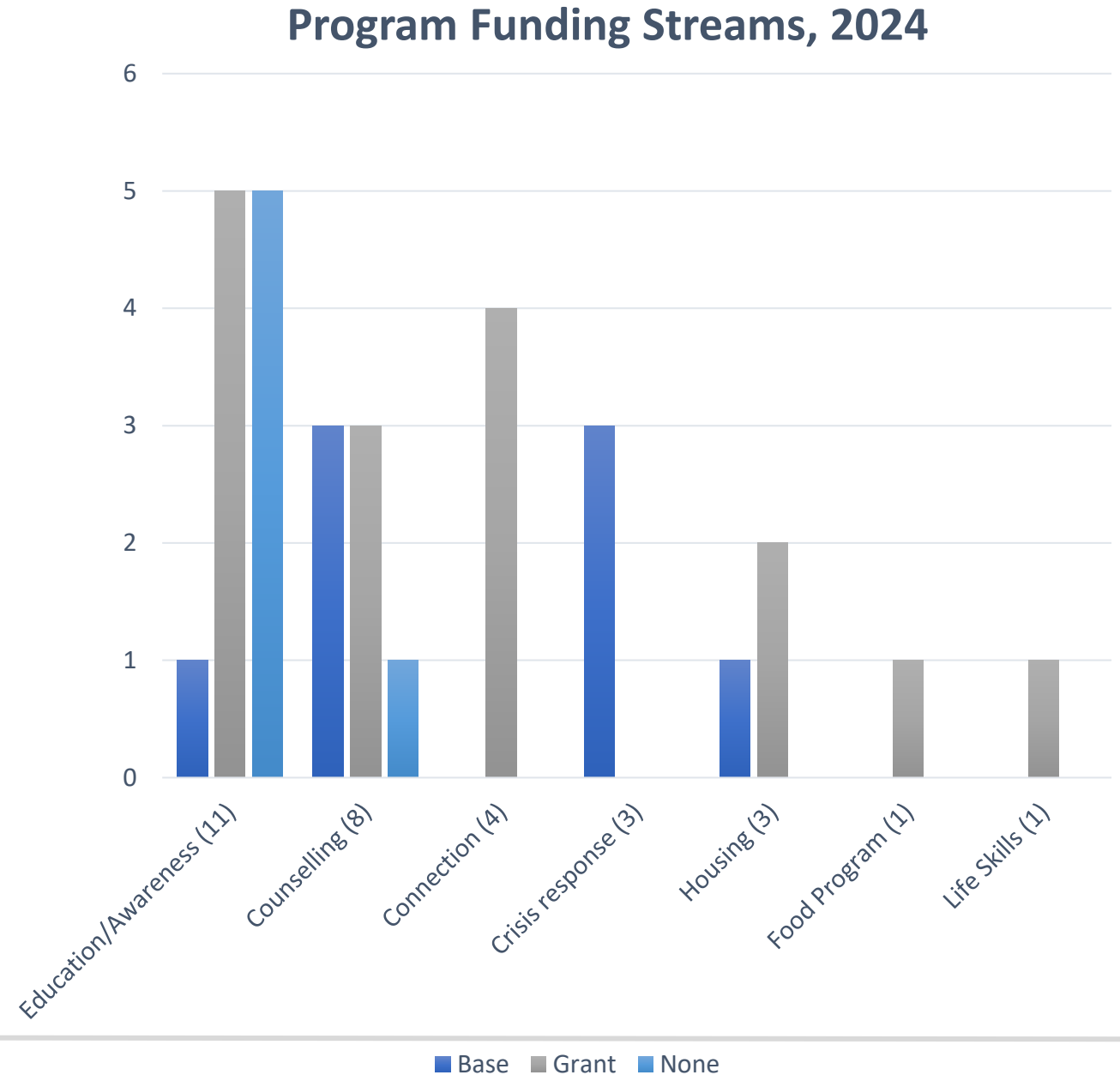
Programs Aligned with Regional CSWP Framework, 2024



Programs & Funding

Survey responses indicated that of 31 total programs delivered:

- 48% depend on grant funding
- 29% have base or secure funding
- 19% are considered unfunded



Summary

- Aligned programs with CSWP framework
- Education, training, social development programs are well represented
- 68% of programs grant funded or unfunded
- Less resources noted in areas of primary response and crisis intervention



Thank You

Questions?



Waterloo Regional Police Service's 2024 Annual Report

TO:
The Waterloo Regional
Police Service Board

FROM:
Corporate Affairs

DATE:
06/18/2025

Recommendation

For information only.

Summary

The following report highlights the 2024 Waterloo Regional Police Service (WRPS) Annual Report.

Report

The WRPS 2024 Annual Report highlights the work our members do each and every day to keep the residents of Waterloo Region safe and well. This report provides a behind-the-scenes look into policing and showcases the commitment of our members – from frontline officers, communicators, investigators, and civilian professionals.

The WRPS 2024 Annual Report will be officially launched on June 18, 2025 on the WRPS website.

Strategic Business Plan

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

Our Commitment to Public Safety

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

Our Connections

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

Our Members

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

Our Resources

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

Financial and/or Risk Implications

Nil

Attachments

Nil

Prepared By

Cherri Greeno, Director, Corporate Affairs

Approved By

Mark Crowell, Chief of Police



Update on the Waterloo Region Public Safety Communications Centre (PSCC)

TO:
The Waterloo Regional
Police Service Board

FROM:
Finance and Assets

DATE:
6/18/2025

Recommendation

For information only.

Summary

As part of our Capital Budget, the Public Safety Communications Centre (PSCC), was approved by the Police Service Board in 2023. Upon completion in 2029, the PSCC will be a 75,000 square foot multi-story facility featuring a modern Real Time Operations Centre and a Major Incident Support Centre. The facility will provide the necessary space to continue delivering 9-1-1 services to a rapidly growing regional population and will be designed with a focus on employee health and wellness, as well as the integration of advanced technology. The PSCC project has the potential to set a new standard for emergency services communications, not only in Ontario, but across Canada.

Additionally, the Police Service Board directed Waterloo Regional Police Service (WRPS) to collaborate with local emergency first responders (seven Fire Departments and Region of Waterloo (RoW) Paramedic Services) to explore the potential for a co-located PSCC. A co-located dispatch model is defined as “one where the agencies would be located in the same building but operate separately.”¹ Importantly, with Next Generation 9-1-1 (NG9-1-1) coming online, and placing significant technical and resource demands on both Primary and Secondary Safety Answering Points (PSAPs), it is a prudent time to collaboratively examine innovative dispatch arrangements.

Report

Co-Located Dispatch Model and Calls for Service:

WRPS, in collaboration with the RoW, is currently exploring the possibility of co-locating Police, Fire, and Paramedic Services 9-1-1 communications into a single facility. Through this process, WRPS’ singular focus is to provide the best public safety outcomes for residents in the Region. Co-location has the opportunity to provide significant benefit to emergency response service delivery, allowing for improved daily interoperability and enhanced coordination to large scale incidents or emergencies. This initiative is supported by findings from several consultant reports commissioned since 2014, as well as reviews of local dispatch structure and operations, conducted by emergency service leaders in the Region, dating back as far as 2007.

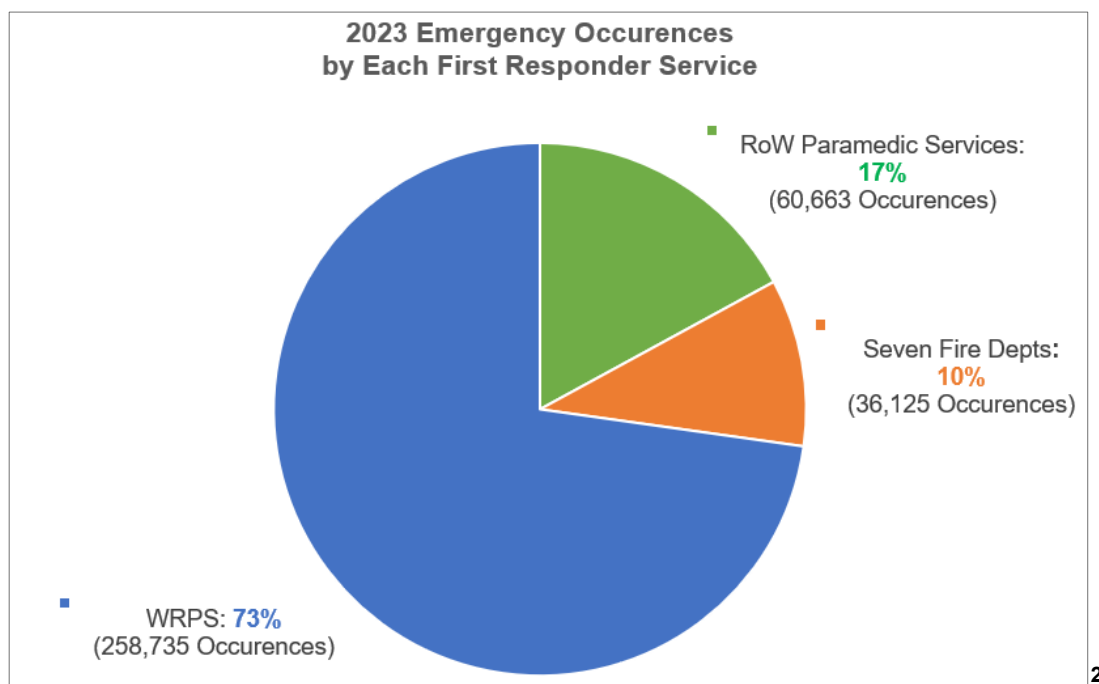
¹ “A Review of Fire and Police Communications and Dispatch in Waterloo Region,” Pomax Consulting (2021).

Open Report: 2025-264

WRPS serves as the main PSAP for the RoW. In this capacity, WRPS routes incoming 9-1-1 calls to secondary PSAP centres for the RoW Paramedic Services, seven local fire departments, and to the Ontario Provincial Police (OPP). This current model leaves room for improvement in emergency response coordination. In the Region, three separate emergency centres receive and dispatch calls for service.

Police Calls	Paramedic Calls	Fire Calls
WRPS (PSAP) 200 Maple Grove Road, Cambridge.	Cambridge Central Ambulance Communications Centre (Secondary PSAP) 15 Reuter Drive, Cambridge.	Kitchener Fire Department (Secondary PSAP) Dispatching for all seven local Fire Departments – 270 Strasburg Road, Kitchener.

The following is a breakdown of the unique Calls for Service (Occurrences) that each of WRPS, RoW Paramedic Services, and the seven Fire Departments responded to in 2023:



Recent Developments Regarding the PSCC:

The following are recent updates regarding the development and construction of the PSCC:

- Led by the project team, the process of functional programming has commenced, which includes designing explicit space requirements for the future building, preparing the time frame for construction, and examining regulatory issues such as zoning and building code requirements.

² 2023 Data from the following sources: WRPS: CAD Calls; Row Paramedic Services: CAD Calls; Seven Fire Depts: CAD Calls.

Open Report: 2025-264

- Dialog Architects, who previously designed the new WRPS Central Division, has been selected as the architectural firm that will design the PSCC.
- Barkwell Holland Group, consultancy leaders in the field of emergency communications and dispatch, are currently leading a study to examine the benefits of co-location with Fire Departments and RoW Paramedic Services within the PSCC.
- The new Backup Public Safety Communication Centre is now complete at WRPS Central Division and will be used as a key training facility for new call takers and dispatchers and as a launching ground for new NG9-1-1 technology, expected to go live in late 2025 (text to 9-1-1 in 2025, followed by photo and video to 9-1-1 in several years).

The Barkwell Holland Group study is an opportunity to thoroughly evaluate the co-located model approach with a renowned expert in the field of emergency communications and dispatch. An invitation to participate in this study during Summer 2025 has been shared with all seven local Fire Departments, RoW Paramedic Services, and Guelph-Wellington and Dufferin Paramedic Services.

Potential Benefits of Co-Location:

Projected benefits of a co-located model include:

- Improved Coordination and Interoperability – Overall increased cooperation and communication between partner agencies as a result of being in the same facility, leading to improved service.
- Incident Command – Timely establishment of major incident command amongst first responders during the initial phases of a large-scale emergency event.
- Enhanced Operational Awareness – The PSCC will feature a next generation Real Time Operations Centre and a Major Incident Support Centre that will facilitate improved information and intelligence sharing, and situational awareness for all partners present
 - These centres will feature advanced technology, including a robust Remotely Piloted Aerial Systems (RPAS) program, Closed Circuit Television (CCTV) and Automated Licence Plate Reader (ALPR) network access, advanced weather mapping, evacuation plans, etc.
- Cost Efficiency – Partners will pay one fee in a lease arrangement based on cost recovery, saving capital and operating costs from operating their own facilities.
- State-of-the-art Facility – The PSCC will be located in a secure location on WRPS Headquarters in proximity to mission critical infrastructure, and will be equipped with the latest advanced technology.
- Shared Procurement – Sourcing new technology could be done in partnership, resulting in the collective ability to obtain better technology at greater savings, with more timely and consistent upgrades (such financial efficiencies are currently being realized through ESCO - the Emergency Services Cooperative of Ontario).
- Health and Wellness – The PSCC is being designed with a focus on employee health, wellness, and resilience, and to be adaptable to new and emerging technologies that will enhance service delivery over generations.

Next Steps:

Currently, the PSCC is currently in the Design Phase of the overall construction and project management process. In the coming months, WRPS will be bringing together emergency service teams through the Barkwell Holland Group study to measure analytics and outcomes of a co-located model. Our end goal is to enhance public safety service delivery to all citizens across Waterloo Region.

Description	Time Period
Design Phase	Q4 2024 – Q4 2026
Construction Phase	Q4 2026 – Q3 2028
Occupancy	Q4 2028 – Q1 2029

Strategic Business Plan

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

Our Commitment to Public Safety

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

Our Connections

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

Our Resources

- ☒ Be future-ready

Financial and/or Risk Implications

N/A

Attachments

N/A

Prepared By

Jamie Brosseau, Inspector, Finance & Assets, Public Safety Communications Centre

Approved By

Mark Crowell, Chief of Police