OPEN AGENDA

Date:        April 17, 2024, 10:30 AM
Location:   200 Maple Grove, Cambridge, Ontario / Zoom
Click here to access meeting via YouTube

1.0 Meeting Called to Order

2.0 Motion to Go Into Closed Session

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: March 20, 2024 (attached – page 1)

   7.2 Confirmation of Minutes: March 26, 2024 (attached – page 5)

   7.4 2024-080: Administrative Review of SIU Investigation (SIU #23-OCI-301)
   (attached – page 7)

   7.5 2024-106: Special Constable Appointments (attached – page 10)

   7.7 2024-099: Special Constable Appointments (attached – page 12)

   7.8 2024-097: Frontline Call Reduction Strategies (attached – page 14)
7.9  2024-095: Summary of Purchasing Awards Q1 (attached – page 16)

8.0  Business Arising from the Minutes

9.0  Correspondence

10.0 Police Services Board Reports

11.0 Chief of Police Reports
   11.1 2024-105: Use of Force Q1 (attached – page 23)
   11.2 2024-082: Innovation and Modernization (attached – page 60)
   11.3 2024-098: St. Patrick’s Day, 2024 (attached – page 68)
   11.4 2024-112: 2024-2027 WRPS Equity, Diversity and Inclusion Strategic Plan (attached – page 76)
   11.5 2024-100: Community Safety and Well Being – Intimate Partner Violence (attached – page 100)

12.0 Monthly Chief of Police Report (verbal)

13.0 New Business

14.0 Future Agenda Items

15.0 Information Items

16.0 Adjournment
OPEN MINUTES

Date: March 20, 2024
Location: 200 Maple Grove, Cambridge, Ontario

In Attendance:

- Ian McLean    Chair
- Karen Redman  Vice Chair
- Jim Schmidt   Member
- Karen Quigley-Hobbs Member
- Sandy Shantz  Member
- Tony Giovinazzo Member
- Doug Craig    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 8:41 a.m.

2.0 Motion to Go Into Closed Session
Moved by D. Craig
Seconded by S. Shantz
That the Board Convene in Closed Session to discuss matters that it is of the opinion falls under Section 35 (a) or (b) of the Police Services Act.
Carried.

3.0 Motion to Reconvene in Open Session
Moved by K. Redman
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: February 16, 2024
   7.2 Confirmation of Minutes: February 21, 2024
   7.3 2024-033: HR Dashboard Q4
   7.4 2024-079: Missing Persons Annual Report
   7.5 2024-066: Auxiliary Appointments
       That the Waterloo Regional Police Services Board approve the following Auxiliary appointments pursuant to section 53 of the Police Services Act:
       Auxiliary Constables – these were previously submitted however there was a spelling error:
       Sobrun, Dylan
       Walsworth, Matthew
   7.6 2024-068: Board Reporting Modernization

       Moved by T. Giovinazzo
       Seconded by J. Schmidt
       That the Consent Agenda including the Open Session Minutes of February 16, 2024 and February 21, 2024, and Reports 2024-033, 2024-079, 2024-066, 2024-068, 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 Services Board Report
   There was no Police Services Board Report.
11.0 Chief of Police Reports

11.1 2024-047: 2023 Highlights and 2024 Road Safety Traffic Plan
Staff Sgt. S. Griffiths presented report 2024-047 for information. Priorities for 2024 include reducing major collisions and fatalities, increasing proactive enforcement, combating impaired driving, and enforcement efforts in rural townships.

11.2 2024-071: December 2023 Variance Report
K. Hand presented report 2024-071 for information. The total operating expenditures for 2023 are $240,273K (102% of the approved budget); revenues are $26,558K (117% of approved budget). The total net levy for 2023 is $213,714K (99.8% of the approved budget).

11.3 2024-078: 2023 Search of Persons
H. Siddiqui and M. Williams presented report 2024-078 for information. Searches of Persons conducted decreased slightly in 2023 (compared to 2022). Future work will aim to better understand the patterns as outlined in report 2024-078 with the purpose of addressing systemic issues where they exist.

11.4 2024-077: Community Safety and Well Being: Combating Hate
G. Stafford, M. Williams and Inspector A. Mathias presented report 2024-077 for information. The number of police-reported hate-motivated crimes continues to rise. G. Stafford explained that every report receives the same level of response to ensure the victim feels supported. Chief Crowell added that the emergence of geo-political issues has prompted the need for a robust plan for education and intervention.

12.0 Monthly Chief of Police Report
Chief Crowell provided an update with regards to many events noting that the Polar Plunge raised $53,000 for Special Olympics Ontario. WRPS successfully mobilized a response for St. Patrick’s Day festivities. He also highlighted the focus on road safety and speed enforcement. Chair McLean commended Chief Crowell, WRPS, and the city for monitoring the safety of the community during the St. Patrick’s Day events.

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 D. Craig
That the meeting be adjourned at 12:39 p.m.
**Carried.**

Original signed by I. McLean
Board Chair

Original signed by M. Martin
Executive Assistant
OPEN MINUTES

Date: March 26, 2024
Location: Virtual Meeting

In Attendance:

- Ian McLean  Chair
- Karen Redman  Vice-Chair
- Tony Giovinazzo  Member
- Jim Schmidt  Member
- Karen Quigley-Hobbs  Member
- Mark Crowell  Chief of Police
- Kim Bellissimo  Human Resources Advisor to the Board
- Meghan Martin  Recording Secretary

Regrets:

- Doug Craig  Member
- Sandy Shantz  Member

1.0 Meeting Called to Order

Chair I. McLean called the Meeting to order at 12:35 p.m.

2.0 Motion to Go Into Closed Session

Moved by K. Quigley-Hobbs
Seconded by K. Redman
That the Board Convene in Closed Session to discuss matters that it is of the opinion falls under Section 35 (a) or (b) of the Police Services Act.
Carried.

3.0 Motion to Reconvene in Open Session

Moved by T. Giovinazzo
Seconded J. Schmidt
That the Board reconvene at 1:56 p.m. in Open Session.
Carried.
4.0 Adjournment

Moved by K. Quigley-Hobbs
Seconded by T. Giovinazzo
That the meeting be adjourned at 1:56 p.m.
Carried.

_____________________________   _______________________________
Original signed by I. McLean       Original signed by M. Martin

_____________________________   _______________________________
Board Chair                      Executive Assistant
Subject: Administrative Review of SIU Investigation (SIU #23-OCI-301)

From: Professional Development Division  
Professional Standard Branch

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: April 17, 2024

Recommendation

For information only.

Summary

On June 23, 2023, at approximately 2:56 p.m., Waterloo Regional Police Service (WRPS) officers responded to an address in the area of Avenue Road and Elgin Street North, Cambridge, for a disturbance.

A man, later identified as the Complainant, was reportedly breaking into a residence. Police officers arrived, encountered the Complainant and attempted to effect an arrest. The Complainant was non-compliant and resisted the police officers. Physical force was used and a conducted energy weapon (CEW) was deployed, and the Complainant was taken into custody.

On July 31, 2023, the Complainant was arrested by WRPS officers for weapons offences. During the arrest, the Complainant disclosed that after his June incident with the WRPS officers, he had sought medical treatment and was diagnosed with three fractured ribs.

As the origins of injury were reported by the Complainant to be from his interaction with officers, the matter was Special Investigations Unit (SIU) reportable. On July 31, 2023 the WRPS contacted the SIU. The SIU invoked their mandate.

On February 2, 2024, the SIU advised, in a letter from the Director, Joseph Martino, the file had been closed. In the Director’s view, there is no reasonable grounds in the evidence to proceed with criminal charges against the subject official.

This report summarizes the Professional Standards Branch required review pursuant to section 34 of Ontario Regulation 268/10 of the Police Service Act.
Report

On June 23, 2023, at approximately 2:56 p.m., WRPS officers responded to an address in the area of Avenue Road and Elgin Street North, Cambridge, for a disturbance. A man, later identified as the Complainant, was reportedly breaking into a family member’s residence.

Police officers arrived and began to investigate. As a result of the initial information, officers believed lawful grounds existed to arrest the Complainant. Officers encountered the Complainant on the front porch of the home. The Complainant was told that he was under arrest. The Complainant was non-compliant. During the arrest, physical force was used and a CEW was deployed. Region of Waterloo Paramedic Services responded and removed the CEW prongs. The Complainant did not complain of any injuries.

At the conclusion of the incident, the family member was reluctant to proceed with charges, and the Complainant was released unconditionally.

On July 31, 2023, the Complainant was arrested by WRPS officers for weapons offences. During the arrest, the Complainant disclosed that after his June incident with the WRPS officers, he had sought medical treatment and was diagnosed with three fractured ribs.

As the origins of injury were reported by the Complainant to be from his interaction with officers, the matter was SIU reportable. On July 31, 2023 at 12:15pm the WRPS contacted the SIU. The SIU invoked their mandate. One officer was designated as a Subject Official. Four others officers were designated as the Witness Officials. All of the officers remained on active duty.

On February 2, 2024, the SIU advised, in a letter from the Director, Joseph Martino, the file had been closed. The Director accepted that the Complainant’s injuries were probably incurred in the altercation that marked his arrest on June 23, 2023, the Director was not satisfied that they attributed to any unlawful conduct on the part of the Subject Official or the other officers. In the Director’s view, there is no basis for proceeding with criminal charges on this case.

Ontario Regulation 268/10, section 34 of the Police Services 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 if any changes are required to the policies or procedures of the service. The regulation also requires the police service to report the findings to the Police Services Board.

The Professional Standard Branch conducted a section 34 investigation. It included a review of the SIU Director’s Report, WRPS 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

Our value of Professional Excellence is driven by trust, accountability and innovation.

Financial and/or Risk Implications

Nil

Attachments

Nil

Prepared By: Eddie Lewis, Inspector, Professional Standards Branch

Approved By: Mark Crowell, Chief of Police
Subject: Special Constable Appointments – Approval

From: Member Services Division
Human Resources Branch

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: April 17, 2024

Recommendation

That the Waterloo Regional Police Services Board approve the following Special Constable appointments pursuant to section 53 of the Police Services Act:

Wilfrid Laurier University

1. CURRIE, Alice
2. ELDRED, Ryan
3. FERGUSON, Michelle
4. GOW, Sean
5. KORGA, Justin
6. LEE, Tammy
7. RUMBLE, Zach
8. STEPHENS, Charles

Summary

The Ministry of the Solicitor General has received the applications for appointment for Alice Currie, Ryan Eldred, Michelle Ferguson, Sean Gow, Justin Korga, Tammy Lee, Zach Rumble and Charles Stephens with Wilfrid Laurier University.

These candidates have successfully completed and maintained all required training; and they meet all professional qualifications required for the position of Special Constable. These candidates have successfully passed security screening and a thorough background investigation. The Ministry has approved the above-noted application contingent on the Board’s approval.

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

Nil

Prepared By: Jaimi Ferreira, Human Resources Advisor

Approved By: Mark Crowell, Chief of Police
Recommendation

That the Waterloo Regional Police Services Board approve the following Special Constable appointments pursuant to section 53 of the Police Services Act:

Special Constables – New Applications:

1. BRENNEMAN, Jonathan
2. COLORADO, Adam
3. HADIDI, Abdullah
4. MACKENZIE, Colin
5. SCHNEIDER, Megan
6. SHERWANI, Maheen
7. WALI, Sandra

Special Constables – Mobile & Forensic Analyst – Re-Appointments:

1. MEDEIROS, Kevin
2. RENDA, Geoff

Summary

The Ministry of the Solicitor General has received the applications for appointment for Jonathan Brenneman, Adam Colorado, Abdullah Hadidi, Colin Mackenzie, Megan Schneider, Maheen Sherwani and Sandra Wali as well as Kevin Medeiros and Geoff Renda who are being re-appointed as Mobile and Forensic Analyst with Waterloo Regional Police Service.

These candidates have successfully completed and maintained all required training; and they meet all professional qualifications required for the position of Special Constable. These candidates have successfully passed security screening and a thorough
background investigation. The Ministry has approved the above-noted application contingent on the Board's approval.

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

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 2024 operating budget.

Attachments

Nil

Prepared By: Jaimi Ferreira, Human Resources Advisor

Approved By: Mark Crowell, Chief of Police
Subject: 2024 First Quarter Frontline Call Reduction Strategies

From: Operational Support Division
Field Support Branch

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: April 17, 2024

Recommendation

For information only.

Summary

Alternative police service delivery models improve customer service for residents of the Region and provide an increased capacity for patrol officers to focus on providing essential policing services. For the first quarter of 2024, frontline call reduction initiatives resulted in a total of 9868 incidents being diverted from frontline patrol response.

Report

Total incidents handled via an alternative service delivery model in the first quarter of 2024 increased by 6% compared to Q1 2023.

<table>
<thead>
<tr>
<th>Call Types</th>
<th>Q1 2024</th>
<th>Q1 2023</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online Reporting</td>
<td>1049</td>
<td>1023</td>
<td>3%</td>
</tr>
<tr>
<td>Theft Under $5000</td>
<td>768</td>
<td>808</td>
<td>-5%</td>
</tr>
<tr>
<td>Driving Complaints</td>
<td>117</td>
<td>120</td>
<td>-3%</td>
</tr>
<tr>
<td>Lost/Found Property</td>
<td>258</td>
<td>286</td>
<td>-10%</td>
</tr>
<tr>
<td>Fraud and Identity Theft</td>
<td>457</td>
<td>351</td>
<td>30%</td>
</tr>
<tr>
<td>Property Damage</td>
<td>208</td>
<td>225</td>
<td>-7%</td>
</tr>
<tr>
<td>Text Blue – Communications Unit</td>
<td>1376</td>
<td>2648</td>
<td>-48%</td>
</tr>
<tr>
<td>Other</td>
<td>701</td>
<td>810</td>
<td>-13%</td>
</tr>
<tr>
<td>Self-reported Collisions</td>
<td>4934</td>
<td>3004</td>
<td>64%</td>
</tr>
<tr>
<td>Total</td>
<td>9868</td>
<td>9275</td>
<td>6%</td>
</tr>
</tbody>
</table>
Call diversion has been identified as a key priority for the police service and the FSU continue to modernize to meet this demand.

In Q1 2024, there were notable increases in fraud and identity theft (30%) reports as well as self-reported collisions (64%) reports. Overall there has been a decrease in all other reports.

In Q1 of 2024, FSU officers laid 123 charges compared to 110 in 2023 representing an 12% increase.

**Strategic Business Plan**

Frontline call reduction strategies directly support the Strategic Business Plan objectives of expanding the types of incidents and investigations handled via the Frontline Support Unit and the exploring of opportunities for alternative service delivery in all areas.

**Financial and/or Risk Implications**

Nil

**Attachments**

Nil

**Prepared By:** Matthew Halliday, Acting Inspector, Operational Support Division

**Approved By:** Mark Crowell, Chief of Police
Subject: Summary of Purchasing Awards – Q1 2024

From: Materials Management and Fleet Unit
Finance and Assets Branch

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: April 17, 2024

Recommendation

For information only.

Summary

This report provides an update for Q1 2024 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 13, 2023, the Waterloo Regional Police Services 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 Services Board outlining all RFTs, RFPs and Consultant Proposals approved by the Chief of Police and Chief Procurement Officer (CPO). The criteria for approval levels are set out below:

ACQUISITIONS

Up to $25,000: the Chief Purchasing Officer (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 Request for Proposal (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 it 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 Chief Purchasing Officer 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.

**Strategic Business Plan**

Be future-ready. We will proactively plan for long term organizational growth considering staffing, fleet, and equipment, utilizing sustainable resources while being fiscal responsible.

**Financial and/or Risk Implications**

All of the below contracts will be contained within the Operating or Capital budget, as required.

**Attachments**

Appendix A – List of Awarded Bids

**Prepared By:** Scott Agnello, Manager, Materials Management & Fleet
Kirsten Hand, Director, Finance and Assets

**Approved By:** Mark Crowell, Chief of Police
### Appendix A – List of Awarded Bids (January 1, 2024 to March 31, 2024)

<table>
<thead>
<tr>
<th>Bid Number, Name &amp; Description</th>
<th>List of Bidders (Successful Bidder Indicated in Bold)</th>
<th>Bid Price (Excludes HST)</th>
<th>Financial Implications</th>
</tr>
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<tbody>
<tr>
<td><strong>C2023-06 Consultant Selections – Facilities Master Plan</strong>&lt;br&gt;This Consultant Selection invited submissions from qualified and experienced consultants to refresh the Waterloo Regional Police Service’s (WRPS) current Facilities Master Plan for the entirety of their operations, services and facilities (including parking), which will provide a guide for planning purposes over a period of 25 years.</td>
<td>The Ventin Group Ltd (+ VG Architects)&lt;br&gt;Aecom Canada Ltd.&lt;br&gt;Jones Lang LaSalle Real Estate Services Inc. (Hunter Facilities Management Inc.)</td>
<td>$97,870.00</td>
<td>Cost including net HST: $99,600&lt;br&gt;Funding source: Capital Budget (#50075)</td>
</tr>
<tr>
<td><strong>P2023-13 Primary and Secondary Wide Area Network (WAN) Provider</strong>&lt;br&gt;This Request for Proposal (RFP) was for the service of being the Primary or Secondary Wide Area Network (WAN) provider for the Waterloo Regional Police Service (WRPS), the Police Regional</td>
<td>Rogers Communications Canada Inc. - Primary&lt;br&gt;Bell Canada - Secondary&lt;br&gt;HCE Telecom *** The Secondary Network was awarded to Bell Canada in February 2024. Primary</td>
<td>$464,491.00</td>
<td>Cost including net HST: $508,300&lt;br&gt;Funding source: Operating Budget</td>
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<td></td>
<td></td>
<td>$34,950.00</td>
<td></td>
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<tr>
<td>Bid Number, Name &amp; Description</td>
<td>List of Bidders (Successful Bidder Indicated in Bold)</td>
<td>Bid Price (Excludes HST)</td>
<td>Financial Implications</td>
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<tr>
<td>Information Data Entry (PRIDE) Partners and Kitchener Fire. The contract is for a period of three (3) years commencing September 1, 2024 and ending August 31, 2027, with an option to renew for two (2) additional three (3) year periods.</td>
<td>Network was awarded to Rogers in December 2023 and was previously reported.</td>
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<tr>
<td>P2023-18 – Director of Psychological Wellbeing</td>
<td>Trillium Health Partners (proposal #2)</td>
<td>$154,786.00</td>
<td>Cost including net HST: $157,500</td>
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<td></td>
<td>Andrew Ekblad Professional Psychology Corporation</td>
<td></td>
<td>Funding source: Operating Budget</td>
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<td></td>
<td>Jett Psychology Professional Corporation</td>
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<tr>
<td></td>
<td>Trillium Health Partners</td>
<td></td>
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<tr>
<td>Bid Number, Name &amp; Description</td>
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<td>Bid Price (Excludes HST)</td>
<td>Financial Implications</td>
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<tr>
<td><strong>Q2024-06 Supply &amp; Delivery of Flashes and Patches</strong>&lt;br&gt;This Request for Quote (RFQ) was for the supply and delivery of flashes and patches for a one year period starting April 1, 2024 to March 31, 2025 with four (4) one (1) year options to renew. The Waterloo Regional Police Service (WRPS) is the lead on this co-operative contract and members of the Police Cooperative Purchasing Group (PCPG) and Grand River Cooperative Procurement Group (GRCPG) may choose to participate. The Brantford Police Service and Hamilton Police Service have confirmed their participation in this quote.</td>
<td>Trimtag Trading Inc.</td>
<td>$30,440.75</td>
<td>Cost including net HST: $31,000</td>
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<td></td>
<td></td>
<td></td>
<td>Funding source: Operating Budget</td>
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<td></td>
<td>Emblemtek Solutions Group Inc.</td>
<td>$32,384.84</td>
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<td></td>
<td>Grant Emblems Limited</td>
<td>$39,311.24</td>
<td></td>
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<tr>
<td></td>
<td>Vanguard Protection &amp; Security Services</td>
<td>$184,987.70</td>
<td></td>
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<tr>
<td>Bid Number, Name &amp; Description</td>
<td>List of Bidders (Successful Bidder Indicated in Bold)</td>
<td>Bid Price (Excludes HST)</td>
<td>Financial Implications</td>
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<tr>
<td><strong>P2024-03 Janitorial Services – WRPS North Division</strong></td>
<td>Precise Janitorial Services Inc.</td>
<td>$81,752.76</td>
<td>Cost including net HST: $83,200</td>
</tr>
<tr>
<td></td>
<td>Dean Clean Services Inc.</td>
<td></td>
<td>Funding source: Operating Budget</td>
</tr>
<tr>
<td></td>
<td>Dexterra Group Inc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>GDI Services (Canada) LP</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Green Maples Environmental Inc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Kleenway Building Maintenance Services Inc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Regional Janitorial Services Inc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Serv-U-Clean</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>*** Note Nineteen (19) other submissions were received but did not meet the threshold to have their price schedules opened.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This Request for Proposal (RFP) was for the provision of service to provide Janitorial Services at WRPS’s North Division, located at 45 Columbia Street East, Waterloo, ON. The term of this contract is for one (1) year commencing June 1, 2024 and ending May 31, 2025 with the option to renew for four (4) additional one (1) year terms.
Subject: Quarterly Use of Force Statistical Report – Q1 2024

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

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: April 17, 2024

Recommendation

For information only.

Summary

This report provides a statistical summary of interactions with Waterloo Regional Police Service (WRPS) officers and the public where intervention with an individual or individuals met the requirements for the completion of a Use of Force Report by regulation or procedure. This report presents the Q1 2024 Use of Force incidents in the format used to present data (January 1, 2024 to March 31, 2024). To align Use of Force reporting with WRPS’ Race-Based Data Collection Strategy (RBDCS), race-centered analyses are included in this report.

Reporting requirements are outlined in the Police Services Act (PSA), Reg. 926. Additional requirements have been introduced by the Ministry of the Solicitor General on January 1, 2023 when the Modernized Use of Force Report was released. WRPS meets and significantly expands upon reporting requirements in its Use of Force Procedure, criteria for both are set out in Appendix A. This is done in an effort to better capture incidents in which intervention techniques were required in order to evaluate these and determine if there is need for further individual or Service-wide training. The combined total of incidents for which a report is required is herein referred to as reportable incidents.

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

**Overview of Q1 Use of Force Incidents**

During the first quarter of 2024, including incidents involving the humane dispatch of animals, 107 reportable incidents occurred which resulted in 161 Modernized Use of Force Reports. Please note that there may be discrepancies between the quarterly and annual report numbers. For this report, data was pulled on April 2\textsuperscript{nd}, 2024. Any Modernized Use of Force reports approved and filed for Q1 after this date are not included in this report, but will be included in the annual report.

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

There were 84,369 police occurrences and 3,782 arrests during the first quarter of 2024; both numbers were similar to Q4 in 2023. Reportable incidents increased slightly to 107 in Q1 2024 from 99 in Q4 2022. The number of Modernized Use of Force reports decreased to 161 from 174 in Q4 2022. There were 32 team Modernized Use of Force Reports completed by the Emergency Response Team versus 23 in the fourth quarter of 2022.

It is important to consider these numbers within the context of legislative and/or WRPS procedural requirements to complete a report. Reports are required, in the case of firearms and Conducted Energy Weapons (CEWs), for every incident when these are drawn and/or demonstrated in the presence of a member of the public. Handguns drawn decreased from 16 (Q4) to 10 (Q1) and pointed decreased from 23 (Q4) to 11 (Q1). Deployment of CEWs has decreased from 65 (Q4) to 43 (Q1). A firearm was discharged once during this quarter.

Eight subjects were injured this quarter, 6 were minor injuries, 1 required treatment at a medical facility, and 1 was a fatality.

Beginning on January 1, 2020, officer perception of subject race became a reportable category in Use of Force incidents. The collection and analysis of this data is part of the provincial and the WRPS commitment to transparency and accountability and supports our Equity, Diversity and Inclusion Strategic Plan (2024-2027). The race-based data related to Use of Force is integrated into the comprehensive WRPS Race- and Identity-Based Data Collection Strategy, and presented in the current report.
The Training and Education Branch will continue to monitor submissions of Use of Force Reports to ensure the accuracy of our statistics. De-escalation training will remain a cornerstone feature of our intervention training.

Report

1. Police Response

In 2023, a new Use of Force model was approved, titled the Ontario Public-Police Interaction Training Aid. This model has an increased emphasis on de-escalation and conflict prevention. Starting in 2023, all new officers were trained on the new model. By the end of 2024, all WRPS officers will be trained on the new model. Appendix B provides a description of the model. This model is the foundation of intervention training provided to officers and officers will be tested on it annually (as was the case with the previous model). The model governs all interventions with members of our community and includes officer responses which are present in all interactions, specifically Officer Presence and Communication. These elements form the foundation of de-escalation.

In the period covered by this report, WRPS officers were involved in 84,369 occurrences resulting in 3,782 arrests and 107 reportable incidents (13 of which involved the humane destruction of animals). Of note, the Use of Force Incidents (total) is not the sum of Patrol plus Team plus Animals incidents as some incidents will involve both Patrol and Team; the total removes this duplication.

Table 1. Summary of 2024 Q1 Modernized Use of Force Reports and Reportable Incidents.

| Modernized Use of Force Reports and Incidents compared to Occurrences and Arrests |
|---|---|---|---|---|---|
| | 2021 | 2022 | 2023 | 2023 | 2024 |
| **CAD Occurrences** | **Annual Statistics** | **Annual Statistics** | **Annual Statistics** | **Q4** | **Q1** |
| Occurrences | 303,809 | 323,730 | 372,165 | 84,775 | 84,369 |
| Arrests | 14,587 | 14,746 | 15,421 | 3,733 | 3,782 |
| **Modernized Use of Force Reports** | **Individual** | **Team (Special Response)** | **Animals** | **Team (Special Response)** | **Individual** | **Team (Special Response)** |
| 2021 | 441 | 94 | 30 | 93 | 199 | 93 |
| 2022 | 559 | 111 | 35 | 111 | 250 | 111 |
| 2023 | 707 | 137 | 21 | 137 | 314 | 137 |
| Q1 | 174 | 23 | 9 | 23 | 77 | 23 |
| Q4 | 161 | 32 | 14 | 32 | 107 | 32 |
In comparison to the fourth quarter of 2023, the first quarter of 2024 had 406 fewer police occurrences, but 49 more arrests. The number of Modernized Use of Force Reports submitted by officers in this quarter decreased by 13 as compared to the fourth quarter of 2023, although there were 8 more reportable incidents. Overall, there was not a dramatic difference in the number of overall occurrences, arrests, or reportable incidents between Q4 2023 and Q1 2024.

In Q1 2024, excluding reports related to the human destruction of animals, 76% of Modernized Use of Force Reports were generated by Citizen Calls for Service, 21% were generated by police (14% were generated due to Warrants, 7% were Officer Initiated calls), and 3% were generated to Assist Other Services.

In Q1 2024, force options were deployed in only about 0.1% of all police occurrences. This number has been consistent since 2020. Due to this small number, it is expected that percentage changes over time may fluctuate, sometimes significantly, for reasons which defy systematic explanation and be attributable solely to the variability of situations encountered during a specified time period.

**Q1 Use of Force Report Analysis**

Officers interacted with members of the public in 84,369 occurrences during the first quarter of 2024. In these occurrences, 3,782 arrests were made. During these interactions, reportable incidents occurred 107 times (patrol and team incidents combined, and including animal calls). In Q1 2024, 13 incidents involved the humane destruction of animals. These calls are removed from subsequent analyses and only the 94 reportable incidents involving person-subjects are reported below.
Figure 1: Number of Modernized Use of Force Reports by Incident Type, Q1 2024

Figure 1 displays the incident types which resulted in the generation of a Modernized Use of Force Report. The blue bars represent the number of Modernized Use of Force Reports involving that incident type in Q1 2024, while the grey bars represent the average number of reports per quarter associated with that incident type in 2023. In Q1 2024, Use of Force reports were most frequently generated by incidents related to “Weapons” calls, a trend consistent throughout 2023. There were more Execute Warrant call types resulting in Modernized Use of Force Reports in Q1 2024 compared to the average of the quarters in 2023.
Use of Force Options

**Table 2.** This Table provides a summary of the reported application of each individual use of force option. Special Response Team Reports and the humane destruction of an animal are not included in these numbers.

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2023</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Annual</td>
<td>Annual</td>
<td>Annual</td>
<td>Q4</td>
<td>Q1</td>
</tr>
<tr>
<td></td>
<td>Statistics</td>
<td>Statistics</td>
<td>Statistics</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Handgun</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drawn</td>
<td>50</td>
<td>59</td>
<td>47</td>
<td>16</td>
<td>10</td>
</tr>
<tr>
<td>Pointed</td>
<td>53</td>
<td>81</td>
<td>120</td>
<td>23</td>
<td>11</td>
</tr>
<tr>
<td>Discharged</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td><strong>Rifles</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drawn</td>
<td>39</td>
<td>60</td>
<td>86</td>
<td>36</td>
<td>19</td>
</tr>
<tr>
<td>Pointed</td>
<td>21</td>
<td>34</td>
<td>35</td>
<td>11</td>
<td>12</td>
</tr>
<tr>
<td>Discharged</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Oleoresin Capsicum (OC)</strong></td>
<td>3</td>
<td>2</td>
<td>8</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td><strong>Baton</strong></td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td><strong>Physical Control</strong></td>
<td>57</td>
<td>73</td>
<td>198</td>
<td>40</td>
<td>34</td>
</tr>
<tr>
<td><strong>Canine</strong></td>
<td>2</td>
<td>5</td>
<td>10</td>
<td>0</td>
<td>3</td>
</tr>
</tbody>
</table>

**Table 3.** Includes Conducted Energy Weapon (CEW) statistics.

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2023</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Annual</td>
<td>Annual</td>
<td>Annual</td>
<td>Q4</td>
<td>Q1</td>
</tr>
<tr>
<td></td>
<td>Statistics</td>
<td>Statistics</td>
<td>Statistics</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Options</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drawn only</td>
<td>99</td>
<td>111</td>
<td>48</td>
<td>15</td>
<td>11</td>
</tr>
<tr>
<td>Pointed only</td>
<td>112</td>
<td>121</td>
<td>134</td>
<td>38</td>
<td>23</td>
</tr>
<tr>
<td>Arc Displayed</td>
<td>6</td>
<td>7</td>
<td>7</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Deployed probes</td>
<td>31</td>
<td>41</td>
<td>62</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Three Point Contact</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Drive Stun</td>
<td>8</td>
<td>14</td>
<td>17</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>256</td>
<td>294</td>
<td>270</td>
<td>65</td>
<td>43</td>
</tr>
</tbody>
</table>
a. Firearms

Handguns drawn decreased from 16 in Q4 2023 to 10 in Q1 2024. This represents a 38% decrease. Handguns pointed reports decreased from 23 in Q4 to 11 in Q1. This represents a 52% decrease. Displaying of a firearm is often enough to de-escalate a situation without further force needing to be deployed.

Carbine rifles drawn reports decreased from 36 in Q4 to 19 in Q1. This represents a 47% decrease. Carbine rifles pointed reports remained about the same (11 in Q4 vs. 12 in Q1). The decrease in rifle drawn reports represents a return to a more typical quarter with respect to the number of rifle drawn reports; Q4 of 2023 was anomalously high in terms of the number of rifle drawn reports.

One firearm was discharged in Q1 2024.

b. Oleoresin Capsicum (OC)

In the first quarter of 2024, there were three applications of OC spray. The limited use of OC by patrol officers is expected and directly related to the increased use of the conducted energy weapon (CEW) as an intermediate use of force option.

c. Baton

The baton was used three times in the first quarter of 2024. This is more than what was observed for all of 2023, however, is still indicative of infrequent use of the baton. Again, the limited use of the baton by patrol officers is related to the increased use of the conducted energy weapon (CEW) as an intermediate use of force option.

d. Physical Control

The number of physical control reports decreased 15% from 40 in Q4 to 34 in Q1. The Modernized Use of Force Report expanded the fields related to reporting physical control options. Physical control options include: escorting techniques, grounding, join locks, pinning, pressure points, and strikes.

e. Conducted Energy Weapon (CEW)

The CEW is frequently used as a means to de-escalate a situation and often negates the need to use other use of force options. It also creates safe and advantageous space away from a violent or potentially deadly subject. Similar to firearms, the displaying of a CEW is often enough to de-escalate a situation (of all the times a CEW was drawn in public, it was discharged only around 20% of the time). Overall, there was a decrease in the number of CEW reports in Q1 2024 compared to Q4 2023 (65 in Q4 vs. 43 in Q1). This decrease is mostly observed with respect to CEW pointed reports (38 in Q4 vs. 23 in Q1).
f. Canine

In the first quarter of 2024, there were three instances of canine force.

2. Injuries During Intervention

Table 4. Summary of injuries resulting from officers’ intervention.

<table>
<thead>
<tr>
<th>Injuries Reported in Modernized Use of Force Reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
</tr>
<tr>
<td>Annual Statistics</td>
</tr>
<tr>
<td>Officer (minor)</td>
</tr>
<tr>
<td>Officer (serious)</td>
</tr>
<tr>
<td>Subject (minor)</td>
</tr>
<tr>
<td>Subject (serious)</td>
</tr>
</tbody>
</table>

There were two major injuries to Subjects, one of which was related to a fatal gunshot wound. The other major injury involved a subject being taken to the hospital to have a CEW probe removed.

There were an additional 6 minor injuries to Subjects in Q1. There was also one minor injury sustained by an Officer. Minor injuries refer to any injury where a Subject or Officer was treated by medical staff, but not admitted to the hospital. This would include abrasions, puncture wounds, or stitches.

3. Officer Perception of Subject Race

Table 5. This table displays the perceived race of subjects in the Use of Force incidents since January 1st 2020 when the collection of this data began.

<table>
<thead>
<tr>
<th>Perceived Race of Subject in Use of Force Reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
</tr>
<tr>
<td>Annual Statistics</td>
</tr>
<tr>
<td>Black</td>
</tr>
<tr>
<td>East/Southeast Asian</td>
</tr>
<tr>
<td>Indigenous</td>
</tr>
<tr>
<td>Latino</td>
</tr>
<tr>
<td>Middle Eastern</td>
</tr>
</tbody>
</table>
Perceived Race of Subject in Use of Force Reports

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Annual Statistics</td>
<td>Annual Statistics</td>
<td>Annual Statistics</td>
<td>Annual Statistics</td>
<td>Q4</td>
</tr>
<tr>
<td>South Asian</td>
<td>8</td>
<td>3%</td>
<td>15</td>
<td>4%</td>
<td>0</td>
</tr>
<tr>
<td>White</td>
<td>200</td>
<td>65%</td>
<td>256</td>
<td>76%</td>
<td>295</td>
</tr>
<tr>
<td>Missing**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>306</td>
<td>339</td>
<td>428</td>
<td>755</td>
<td>131</td>
</tr>
</tbody>
</table>

** Missing represents reportable incidents where perceived race was not provided

Beginning in 2023, due to changes in the Modernized Use of Force Report, WRPS began reporting on the number of perceptions of individuals of different race groups rather than the number of individuals. In situations where there are multiple officers on scene who fill out a Use of Force report, this will lead to the same individual being counted multiple times: once for each officer perception.

**Disproportion**

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

Based on the proportion of racialized individuals in the local resident population, Black (ratio of 4.06) and Middle Eastern (ratio of 4.70) individuals were overrepresented in Q1 2024 Modernized Use of Force Reports (Table 6). This replicates the pattern observed since 2020, where Black and Middle Eastern individuals were overrepresented in Use of Force data.

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1 The boundaries of the Kitchener-Cambridge-Waterloo Census Metropolitan Area (CMA) do not align with the boundaries of the Region of Waterloo. The CMA boundaries exclude the Township of Wellesley.
Table 6. Disproportion ratios for each Perceived Race category in the Modernized Use of Force Report.

<table>
<thead>
<tr>
<th>Disproportion ratios for each Perceived Race Category</th>
<th>Black</th>
<th>East/Southeast Asian</th>
<th>Indigenous</th>
<th>Latino</th>
<th>Middle Eastern</th>
<th>South Asian</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of Force Report Frequency</td>
<td>38</td>
<td>20</td>
<td>5</td>
<td>28</td>
<td>11</td>
<td>97</td>
<td></td>
</tr>
<tr>
<td>Use of Force Reports Percentages</td>
<td>19.1%</td>
<td>10.0%</td>
<td>2.5%</td>
<td>14.1%</td>
<td>5.5%</td>
<td>48.7%</td>
<td></td>
</tr>
<tr>
<td>Population</td>
<td>4.7%</td>
<td>6.8%</td>
<td>1.7%</td>
<td>2.2%</td>
<td>3.0%</td>
<td>9.7%</td>
<td>72%</td>
</tr>
<tr>
<td>Disproportion Ratio</td>
<td>4.06</td>
<td>1.47</td>
<td>1.14</td>
<td>4.70</td>
<td>0.57</td>
<td>0.68</td>
<td></td>
</tr>
<tr>
<td>Benchmark Ratio (Q1)</td>
<td>0.39</td>
<td>0.21</td>
<td>0.05</td>
<td>0.29</td>
<td>0.11</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Benchmark Ratio (2023)</td>
<td>0.26</td>
<td>0.04</td>
<td>0.01</td>
<td>0.04</td>
<td>0.11</td>
<td>0.03</td>
<td></td>
</tr>
</tbody>
</table>

**Enforcement-Action Benchmarking**

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

When considering all Use of Force data, none of the Enforcement Action benchmarking ratios exceeded the 1.5 cut-off for overrepresentation (see Table 6; Withrow et al., 2008). However, we see that all benchmark ratios increased from 2023 (Reference Annual Board Report number here see “Board Report 2024-043”). This is at least in part due to the underrepresentation of White individuals in Use of Force reports in Q1 2024. Due to fluctuations caused by small numbers, a more fulsome disaggregated analysis will be provided in subsequent Board Reports where more data is available.

4. Analysis and Future Action

The Modernized Use of Force Report remains a valuable tool in analysing officers’ actions during reportable incidents relative to legislative or procedural requirements.
While aggregate analysis is important and illuminating, it remains crucial for individual encounters to be evaluated on a case-by-case basis. Appendix C provides a catalogue of 2024 Q1 reportable incidents in chronological order. Each row represents a reportable incident and lists (a) the subjects’ perceived race (where OR is shown this indicates discrepancy of perceived race by different responding officers) (b) how the occurrence was generated (c) the type of incident (d) the subjects’ behaviour as profiled by the officer (see Appendix B) and (e) the officer response based on this behaviour.

Summary & Future Directions

Overall, in the first quarter of 2024, we saw a slight decrease in the number of Modernized Use of Force Reports completed in comparison to Q4 2023. Of the force options deployed, there were slight decreases in the number of reports involving rifles drawn and CEW pointed. However, in Q1 one firearm was discharged, which resulted in a fatality. Consistent with previous quarters, Black and Middle Eastern individuals were overrepresented in Use of Force reports.

Moving forward, Use of Force will continue to be a topic covered in community engagement events related to the Race- and Identity-Based Data Collection Strategy (RIBDCS). Part of community engagement will include discussing changes to Use of Force procedure, such as the introduction of the new Ontario Public-Police Interaction Training Aid, which will help improve understanding of police decision-making in Use of Force reportable incidents.

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

Strategic Business Plan

Consistent with our value of Professional Excellence, the above report aligns with the Strategic Business Plan 2024-2027 objective of Commitment to Public Safety.

The Race- and Identity-Based Data Collection Strategy (RIBDCS) is also aligned with WRPS’ EDI Strategic Plan:

1. In line with Commitment 1 (Total Community Engagement), community engagement is a central part of the RIBDCS. Our community engagement
plan focuses on establishing the community as partners in developing actionable solutions to trends observed within the data.

Financial and/or Risk Implications

Nil

Attachments

- Appendix A: Use of Force Report Requirement
- Appendix B: Ontario Public-Police Interaction Training Aid (2023)
- Appendix C: Raw Data from Individual Occurrences, Q1 2024

Prepared By: Eddie Lewis, Inspector, Professional Development and Organizational Culture
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Approved By: Mark Crowell, Chief of Police
Appendix A

Use of Force Report Requirement

Police Services Act, R.R.O. 1990, Regulation 926 states:

14.5(1) A member of a police force shall submit a report whenever the member,

   a) draws a handgun in the presence of a member of the public, excluding a member of the police force who is on duty, points a firearm at a person or discharges a firearm; 
   b) uses a weapon other than a firearm on another person; or 
   c) uses physical force on another person that results in an injury requiring medical attention.

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

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

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

Ontario Public-Police Interactions Training Aid (2023)

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

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

Officer & Strategic Considerations
Factors impacting perception and decision-making, including ICEN, ICELEAR, NRA, POL personal experience, skills/ability, stress, injuries, specialty units, available time.

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

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

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

Intermediate Weapons Options

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

This Training Aid is not prescriptive and does not reflect the law. An officer’s actions must be lawful, necessary, reasonable and proportional.
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<th>Report Type</th>
<th>Group Composition</th>
<th>Subject Perceived Race</th>
<th>Incident Type</th>
<th>Subject Behaviour</th>
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Report: 2024-105
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<td>Barricaded Subject or Person in Crisis</td>
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Background

• Period of reporting: January 1 to March 31, 2024

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

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

• Each *Use of Force Report* is subject to 3 layers of scrutiny:
  • (i) S/Sgt of the platoon/unit;
  • (ii) Senior Leader of the Unit/Branch/Division; and
  • (iii) Sgt in Training and Education.
Q1 Summary of Use of Force Reports/Incidents

Occurrences (84,369) and arrests (3,782) decreased slightly compared to the 4th quarter of 2023.

Use of Force incidents (107) were slightly up from previous quarter (99).

### Use of Force Reports and Incidents compared to Occurrences and Arrests

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<td>303,809</td>
<td>323,730</td>
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<td>14,746</td>
<td>15,421</td>
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0.1% of all police incidents (same since at least 2020)
Q1 Incident Types Resulting in Use of Force: 2023 vs. 2024

Figure 2: Number of Use of Force Reports by Incident Type
## Q1 Use of Force Options (excluding CEWs)

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<td></td>
</tr>
<tr>
<td>Drawn</td>
<td>36</td>
<td>50</td>
<td>59</td>
<td>47</td>
<td>16</td>
<td>10</td>
</tr>
<tr>
<td>Pointed</td>
<td>90</td>
<td>53</td>
<td>81</td>
<td>120</td>
<td>23</td>
<td>11</td>
</tr>
<tr>
<td>Discharged</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
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</tr>
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<td><strong>Rifles</strong></td>
<td></td>
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<td></td>
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<tr>
<td>Drawn</td>
<td>33</td>
<td>39</td>
<td>60</td>
<td>86</td>
<td>36</td>
<td>19</td>
</tr>
<tr>
<td>Pointed</td>
<td>45</td>
<td>21</td>
<td>34</td>
<td>35</td>
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<td>0</td>
<td>0</td>
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<td>0</td>
</tr>
<tr>
<td><strong>Oleoresin Capsicum (OC)</strong></td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>8</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td><strong>Baton</strong></td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td><strong>Physical Control</strong></td>
<td>89</td>
<td>57</td>
<td>73</td>
<td>198</td>
<td>40</td>
<td>34</td>
</tr>
<tr>
<td><strong>Canine</strong></td>
<td>6</td>
<td>2</td>
<td>5</td>
<td>10</td>
<td>0</td>
<td>3</td>
</tr>
</tbody>
</table>
CEW Use

- Procedure requires a *Use of Force Report* each time CEW removed from holster;

- Increase in CEW use is aligned with the increase in handgun use. Anytime a lethal force option is drawn, CEWs are also typically drawn as a less lethal option to support de-escalation.

### Annual Statistics

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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<tr>
<td>Drawn only</td>
<td>106</td>
<td>99</td>
<td>111</td>
<td>48</td>
<td>15</td>
<td>11</td>
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<tr>
<td>Pointed only</td>
<td>105</td>
<td>112</td>
<td>121</td>
<td>134</td>
<td>38</td>
<td>23</td>
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<tr>
<td>Arc Displayed</td>
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<td>6</td>
<td>7</td>
<td>7</td>
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<td>1</td>
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<tr>
<td>Deployed probes</td>
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<td>31</td>
<td>41</td>
<td>62</td>
<td>7</td>
<td>6</td>
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<td>Three Point Contact</td>
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<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Drive Stun</td>
<td>16</td>
<td>8</td>
<td>14</td>
<td>17</td>
<td>4</td>
<td>1</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>259</strong></td>
<td><strong>256</strong></td>
<td><strong>294</strong></td>
<td><strong>270</strong></td>
<td><strong>65</strong></td>
<td><strong>43</strong></td>
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</table>
## Q1 Summary of Subject Injuries

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Annual Statistics</strong></td>
<td>Annual Statistics</td>
<td>Annual Statistics</td>
<td>Annual Statistics</td>
<td>Annual Statistics</td>
<td>Q4</td>
<td>Q1</td>
</tr>
<tr>
<td><strong>Subject (minor)</strong></td>
<td>38</td>
<td>20</td>
<td>26</td>
<td>46</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td><strong>Subject (serious)</strong></td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>
## Q1 Officer Perception of Subject Race

### Perceived Race of Subject based in Use of Force Reports

<table>
<thead>
<tr>
<th>Race</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2023 Q4</th>
<th>2024 Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>38</td>
<td>75</td>
<td>132</td>
<td>19</td>
<td>38</td>
</tr>
<tr>
<td>East/Southeast Asian</td>
<td>4</td>
<td>10</td>
<td>19</td>
<td>5</td>
<td>20</td>
</tr>
<tr>
<td>Indigenous</td>
<td>7</td>
<td>4</td>
<td>4</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Latino</td>
<td>5</td>
<td>9</td>
<td>18</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Middle Eastern</td>
<td>14</td>
<td>35</td>
<td>57</td>
<td>5</td>
<td>28</td>
</tr>
<tr>
<td>South Asian</td>
<td>15</td>
<td>0</td>
<td>16</td>
<td>5</td>
<td>11</td>
</tr>
<tr>
<td>White</td>
<td>256</td>
<td>295</td>
<td>509</td>
<td>94</td>
<td>97</td>
</tr>
<tr>
<td>Missing</td>
<td>339</td>
<td>428</td>
<td>755</td>
<td>131</td>
<td>199</td>
</tr>
</tbody>
</table>

- **Latino**: 2021: 5, 2022: 9, 2023: 18, 2023 Q4: 1, 2024 Q1: 5
- **South Asian**: 2021: 15, 2022: 0, 2023: 16, 2023 Q4: 5, 2024 Q1: 11
Q1 Racial Disproportion

Percentage

Black | East/Southeast Asian | Indigenous | Latino | Middle Eastern | South Asian | White

Q1 2024

Resident Population
Q1 Racial Disparity

Racial Disparity Ratios in Use of Force

- Black
- East/Southeast Asian
- Indigenous
- Latino
- Middle Eastern
- South Asian

Disparity Ratio

Q1 2024 compared to 2023
Thank You

Questions?
Subject: Innovation and Modernization

From: Innovation and Modernization Unit

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: April 17, 2024

Recommendation

For information only.

Report

In February 2021, the Modernization Project team was formed in order to implement Body Worn Cameras, In-Car Cameras and the Digital Evidence Management System at the Waterloo Regional Police Service. Recognizing the value of that team, the Innovation and Modernization Unit (IMU) was formed in June 2023. The IMU mandate is to leverage new technology or practices to improve performance and efficiency for the betterment of our members.

The team is comprised of a senior leader (Inspector M. Kent), a sworn supervisor (Sergeant T. Pedersen), a project analyst (T. Koufis) and is currently in the process of hiring a project coordinator.

Since its inception, the IMU team has been focused on completing the implementation of all aspects of the Modernization Project. Some of the key deliverables associated to that project include the following:

- Training members and deploying In-Car Camera systems including Automated Licence Plate Reader (ALPR) Technology;
- Training South Division members and deploying Body Worn Camera systems to South division patrol members; and
- Continuing the Axon Capture pilot and expanding the pilot to include an Investigative Services unit.
As that project wraps up, the IMU team will begin the handoff of ongoing maintenance tasks associated to the project as the team enters into the initiation phase of the next major project.

The purpose of this report is to update the Board on the accomplishments of the IMU and to inform the Board and the public of the expansion of Body Worn Camera systems to our South Division.

**Strategic Business Plan**

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

**Goal 4: Our Resources**
- Embrace modernization
- Be future-ready

**Financial and/or Risk Implications**

Nil

**Attachments**

Presentation: Innovation and Modernization Unit

**Prepared By:** Mike Kent, Inspector, Innovation and Modernization Unit

**Approved By:** Mark Crowell, Chief of Police
Innovation & Modernization Unit

April 17, 2024

Presented by:
Insp. Mike Kent
Body Worn Camera

- Pilot concluded in October 2022
- Board authorized permanent Body Worn Camera deployment in December 2022
- North deployed 2023
- South deployed February 2024
- Central deployment scheduled for early 2025
ALPR

• ALPR is now fully implemented in frontline vehicles across the Region
• There are currently 104 vehicles equipped with ALPR technology
ALPR

- ALPR has been identified as the motivating factor leading to a number of enforcement activities for offences that may have previously gone undetected.
- These enforcement activities range from minor traffic violations to stolen vehicles.
- Significant seizures of drugs and firearms have results from investigations that began with an ALPR hit.
Looking to the Future

• eNotes
Thank You

Questions?
Subject: St. Patrick’s Day Operation, March 15-17, 2024

From: Operational Support Division
Emergency Services and Public Safety Branch

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: April 17, 2024

Recommendation

For information only.

Summary

Each year, the Waterloo Regional Police Service (WRPS) participates in joint operational planning for St. Patrick’s Day in partnership with the City of Waterloo Municipal Enforcement Services, Region of Waterloo Paramedic Services, Wilfrid Laurier University and Waterloo Fire Rescue. This year, all agencies also conducted operational planning for the entire St. Patrick’s Day weekend including Saturday, March 16, and Sunday, March 17, to ensure that adequate resources were in place. WRPS additionally increased frontline staffing on Friday evening, March 15.

St. Patrick’s Day operations resulted in 238 charges laid and 387 calls for service of which 71 were citizen generated. The number of charges laid are comparative to the 2023 St. Patrick’s Day operations, however calls for service decreased by 110, including citizen generated calls for service which decreased from 119 in 2023 to 71 in 2024.

Report

The last significant St. Patrick’s Day event took place in 2019. This resulted in an unsanctioned street gathering in the Ezra Avenue corridor that reached 33,000 people, creating a significant risk to public safety based on the density and size of the crowd on the streets. Unsanctioned street gatherings did not occur on St. Patrick’s Day in either 2020 or 2021 due to the COVID-19 pandemic, and overall calls for service and charges laid on St. Patrick’s Day in the University District were minimal over those years.
In 2022, the City of Waterloo and Wilfrid Laurier University installed fencing throughout the Ezra Avenue corridor to prevent the accumulation of large and dense crowds. All costs associated with the fencing were incurred by the City and the University. This fencing infrastructure proved effective in preventing any crowds from attending the Ezra Avenue area, however, an unsanctioned gathering occurred on Marshall Street, peaking at approximately 4000 people during the early afternoon hours on March 17, 2022, and subsequently dispersed during the early evening hours. In 2023, Marshall Street was also the location of an unsanctioned gathering with crowds peaking at approximately 8000 people.

This year, Marshall Street was again the location of an unsanctioned gathering which occurred on Saturday, March 16, in the early afternoon hours peaking at approximately 9500 people. There were no violent offences reported during the unsanctioned gathering. CCTV cameras and signage were piloted in the area of Marshall Street which may have contributed as a deterrent for violent offences.

**Charge & Incident Summary-St. Patrick’s Day**

These statistics capture the charges and incidents for WRPS only. Each agency involved in the St. Patrick’s Day deployment reports separately on their own incidents and charges.

<table>
<thead>
<tr>
<th>CHARGE</th>
<th>2023 (Mar 17-19)</th>
<th>2024 (Mar 16-17)</th>
<th>2024 (Mar 15)</th>
<th>2024 Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liquor Licence and Control Act</td>
<td>93</td>
<td>79</td>
<td>11</td>
<td>90</td>
</tr>
<tr>
<td>Highway Traffic Act</td>
<td>95</td>
<td>141</td>
<td>6</td>
<td>147</td>
</tr>
<tr>
<td>Criminal Code/CDSA</td>
<td>17</td>
<td>8</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td>Bylaw</td>
<td>6</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Trespass to Property Act</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Cannabis Control Act</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>16</td>
<td>8</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>230</strong></td>
<td><strong>238</strong></td>
<td><strong>19</strong></td>
<td><strong>257</strong></td>
</tr>
<tr>
<td>Arrests</td>
<td>18</td>
<td>10</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>Calls for Service</td>
<td>119</td>
<td>71</td>
<td>N/A</td>
<td>71</td>
</tr>
<tr>
<td>Occurrences Generated</td>
<td>497</td>
<td>387</td>
<td>N/A</td>
<td>387</td>
</tr>
</tbody>
</table>

Criminal Code/CDSA charges showed a decrease from 2023. 6 arrests were for Criminal Code offences and 4 were for various provincial offences.
Strategic Business Plan

The cooperative multi-agency operational planning process for St. Patrick’s Day aligns with the Strategic Business Plan’s focus on collaboration through the use of co-response models.

Financial and/or Risk Implications

Total event costs for the two-day St. Patrick’s Day event as well as increased staffing for Friday evening, March 15, were approximately $318,000.

These costs are allocated as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overtime:</td>
<td>$195,000</td>
</tr>
<tr>
<td>On-Duty Salaries:</td>
<td>$ 69,000</td>
</tr>
<tr>
<td>Planning &amp; Analysis:</td>
<td>$ 25,000</td>
</tr>
<tr>
<td>Logistics:</td>
<td>$ 29,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$318,000</strong></td>
</tr>
</tbody>
</table>

These costs are not specific to the unsanctioned street gathering, they reflect costs associated with policing the entire major event perimeter within the University District. These costs have increased by approximately $51,000 from 2023.

Attachments

Nil

Prepared By: Donna Mancuso, Inspector, Emergency Services & Public Safety Branch

Approved By: Mark Crowell, Chief of Police
ST. PATRICK’S DAY 2024

The following analysis provides an overview of St. Patrick’s Day festivities from March 16, 2024 at 08:30hrs to March 18, 2024 at 03:30hrs. Information was gathered from NicheRMS and Officer Activity Log Sheets. RTF, NR and cancelled occurrences have been incorporated; duplicate calls have been removed. Occurrences generated by Wilfred Laurier University (WLU), University of Waterloo (UW) and Waterloo Bylaw are included in the analysis. Filed 9-1-1 and Administrative Notice (9-1-1 Call) occurrences have been removed. Occurrences and charges generated by WLU, UW and the Traffic Branch during the time period are included in the analysis. Charges generated by Bylaw officers have been excluded. Every effort has been made to ensure the accuracy of this information; some errors may remain.

CALLS FOR SERVICE AND OCCURRENCES GENERATED

Occurrences included below were either cross referenced to the master occurrence number for the event, occurred within the St. Patrick’s Day perimeter or were identified as being related through analysis.

During the full operational period, 387 occurrences were generated of which 71 were citizen generated calls for service.

- During the March 16th/17th operational period, 282 occurrences were generated of which 55 were citizen generated calls for service.
- During the March 17th/18th operational period, 105 occurrences were generated of which 16 were citizen generated calls for service.

### Citizen Generated Calls for Service

<table>
<thead>
<tr>
<th>Occurrence Type</th>
<th>Number of Calls</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bylaw Complaint (9730)</td>
<td>19</td>
</tr>
<tr>
<td>Unwanted Person (9360)</td>
<td>10</td>
</tr>
<tr>
<td>Injured/Sick Person (9690)</td>
<td>7</td>
</tr>
<tr>
<td>MVC Property Damage (9500)</td>
<td>5</td>
</tr>
<tr>
<td>Disturbance (9300)</td>
<td>5</td>
</tr>
<tr>
<td>Compassionate to Locate (9280)</td>
<td>4</td>
</tr>
<tr>
<td>Driving Complaint (9550)</td>
<td>4</td>
</tr>
<tr>
<td>MVC Hit &amp; Run (9520)</td>
<td>2</td>
</tr>
<tr>
<td>Theft Under $5,000 (9790)</td>
<td>2</td>
</tr>
<tr>
<td>Intoxicated Person (9350)</td>
<td>2</td>
</tr>
<tr>
<td>Dangerous Condition (9390)</td>
<td>2</td>
</tr>
<tr>
<td>Break and Enter (9110)</td>
<td>1</td>
</tr>
<tr>
<td>Liquor Offence (9610)</td>
<td>1</td>
</tr>
<tr>
<td>Property (Lost and Found) (9430)</td>
<td>1</td>
</tr>
<tr>
<td>Fraud – General (9150)</td>
<td>1</td>
</tr>
<tr>
<td>Attempt Suicide (9030)</td>
<td>1</td>
</tr>
<tr>
<td>MVC Personal Injury (9510)</td>
<td>1</td>
</tr>
<tr>
<td>Theft Motor Vehicle (9130)</td>
<td>1</td>
</tr>
<tr>
<td>Offensive Weapon (9170)</td>
<td>1</td>
</tr>
<tr>
<td>Property Damage (9180)</td>
<td>1</td>
</tr>
</tbody>
</table>
### Overall Occurrence Count:

<table>
<thead>
<tr>
<th>Occurrence Type</th>
<th>Number of Occurrences</th>
<th>% of Occurrences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle Stop (9830)</td>
<td>130</td>
<td>33.6%</td>
</tr>
<tr>
<td>Liquor Offence (9610)</td>
<td>49</td>
<td>12.7%</td>
</tr>
<tr>
<td>Bylaw Complaint (9730)</td>
<td>40</td>
<td>10.3%</td>
</tr>
<tr>
<td>Unwanted Person (9360)</td>
<td>38</td>
<td>9.8%</td>
</tr>
<tr>
<td>Person Stop (9820)</td>
<td>27</td>
<td>7.0%</td>
</tr>
<tr>
<td>Proactive Initiative/Project (9840)</td>
<td>21</td>
<td>5.4%</td>
</tr>
<tr>
<td>Injured/Sick Person (9690)</td>
<td>12</td>
<td>3.1%</td>
</tr>
<tr>
<td>Disturbance (9300)</td>
<td>8</td>
<td>2.1%</td>
</tr>
<tr>
<td>Impaired Driver (9570)</td>
<td>7</td>
<td>1.8%</td>
</tr>
<tr>
<td>Compassionate to Locate (9280)</td>
<td>6</td>
<td>1.6%</td>
</tr>
<tr>
<td>Intoxicated Person (9350)</td>
<td>6</td>
<td>1.6%</td>
</tr>
<tr>
<td>MVC Property Damage (9500)</td>
<td>5</td>
<td>1.3%</td>
</tr>
<tr>
<td>Driving Complaint (9550)</td>
<td>4</td>
<td>1.0%</td>
</tr>
<tr>
<td>Vehicle/Plate Seizure (9590)</td>
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<td>1.0%</td>
</tr>
<tr>
<td>Dangerous Condition (9390)</td>
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<td>1.0%</td>
</tr>
<tr>
<td>Property (Lost and Found) (9430)</td>
<td>3</td>
<td>0.8%</td>
</tr>
<tr>
<td>Traffic – Other (9560)</td>
<td>3</td>
<td>0.8%</td>
</tr>
<tr>
<td>Arrest (9490)</td>
<td>2</td>
<td>0.5%</td>
</tr>
<tr>
<td>Theft Under $5,000 (9790)</td>
<td>2</td>
<td>0.5%</td>
</tr>
<tr>
<td>Assist Other Service (9270)</td>
<td>2</td>
<td>0.5%</td>
</tr>
<tr>
<td>Selective Traffic Enforcement Program (9540)</td>
<td>2</td>
<td>0.5%</td>
</tr>
<tr>
<td>MVC Hit &amp; Run (9520)</td>
<td>2</td>
<td>0.5%</td>
</tr>
<tr>
<td>Attempt Suicide (9030)</td>
<td>1</td>
<td>0.3%</td>
</tr>
<tr>
<td>Fire (9240)</td>
<td>1</td>
<td>0.3%</td>
</tr>
<tr>
<td>Theft Motor Vehicle (9130)</td>
<td>1</td>
<td>0.3%</td>
</tr>
<tr>
<td>MVC Personal Injury (9510)</td>
<td>1</td>
<td>0.3%</td>
</tr>
<tr>
<td>Administrative/Routine Detail (9800)</td>
<td>1</td>
<td>0.3%</td>
</tr>
<tr>
<td>Break and Enter (9110)</td>
<td>1</td>
<td>0.3%</td>
</tr>
<tr>
<td>Fraud – General (9150)</td>
<td>1</td>
<td>0.3%</td>
</tr>
<tr>
<td>Offensive Weapon (9170)</td>
<td>1</td>
<td>0.3%</td>
</tr>
<tr>
<td>Suspect Apprehension Pursuit (9580)</td>
<td>1</td>
<td>0.3%</td>
</tr>
<tr>
<td>Property Damage (9180)</td>
<td>1</td>
<td>0.3%</td>
</tr>
</tbody>
</table>
ARRESTS AND CHARGES

Ten arrests were made by WRPS and associated to the occurrences below.

- Nine arrests occurred during the March 16th/17th operational period.
- One arrest occurred during the March 17th/18th operational period.

<table>
<thead>
<tr>
<th>Occurrence</th>
<th>Number of Persons Arrested</th>
<th>Charges</th>
</tr>
</thead>
<tbody>
<tr>
<td>WA24069684</td>
<td>1</td>
<td>HTA 53(1) – Driving While Under Suspension Driver arrested on warrant</td>
</tr>
<tr>
<td>WA24070010</td>
<td>1</td>
<td>LLCA 31(1)(a) – Being Intoxicated in Public Place</td>
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<tr>
<td>WA24070124</td>
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<td>LLCA 31(1)(a) – Being Intoxicated in Public Place</td>
</tr>
<tr>
<td>WA24070125</td>
<td>1</td>
<td>CC 175(1)(a) – Cause Disturbance</td>
</tr>
<tr>
<td>WA24070162</td>
<td>1</td>
<td>CC 175(1)(a) – Cause Disturbance</td>
</tr>
<tr>
<td>WA24070226</td>
<td>1</td>
<td>CC 320.14(1)(a) – Operation While Impaired – Alcohol and Drugs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CC 320.14(1)(b) – Operation While Impaired – Blood Alcohol Concentration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HTA 48.1 – Novice Driver</td>
</tr>
<tr>
<td>WA24070582</td>
<td>1</td>
<td>LLCA 31(1)(a) – Being Intoxicated in Public Place</td>
</tr>
<tr>
<td>WA24070615</td>
<td>1</td>
<td>HTA 172(1) – Race a Motor Vehicle</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HTA 216(1) – Driver Fail to Stop When Directed by Police</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HTA 7(1)(b)(i) – Drive Motor Vehicle, Fail to Display Two Plates</td>
</tr>
<tr>
<td>WA24070682</td>
<td>1</td>
<td>CC 320.14(1)(a) – Operation While Impaired – Alcohol and Drugs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CC 320.14(1)(b) – Operation While Impaired – Blood Alcohol Concentration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CC 320.13(1) – Dangerous Operation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HTA 136(1)(a) – Disobey Stop Sign – Fail to Stop</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HTA 48.1 – Novice Driver</td>
</tr>
<tr>
<td></td>
<td></td>
<td>LLCA 42(1)(b) – Driving Motor Vehicle with Liquor Readily Available</td>
</tr>
<tr>
<td>WA24071274</td>
<td>1</td>
<td>CC 320.14(1)(b) – Operation While Impaired – Blood Alcohol Concentration</td>
</tr>
</tbody>
</table>

A total of 274 charges were laid; 238 were issued by WRPS and 36 by WLU.

- 168 charges were laid by WRPS during the March 16th/17th operational period.
- 70 charges were laid by WRPS during the March 17th/18th operational period.

<table>
<thead>
<tr>
<th>Statute</th>
<th>WRPS</th>
<th>WLU</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highway Traffic Act and Regulations</td>
<td>141</td>
<td></td>
<td>141</td>
</tr>
<tr>
<td>Liquor Licence and Control Act</td>
<td>79</td>
<td>7</td>
<td>86</td>
</tr>
<tr>
<td>Trespass to Property Act</td>
<td>-</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>Criminal Code</td>
<td>8</td>
<td></td>
<td>8</td>
</tr>
<tr>
<td>Compulsory Automobile Insurance Act</td>
<td>8</td>
<td>-</td>
<td>8</td>
</tr>
<tr>
<td>Bylaws</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Cannabis Control Act</td>
<td>1</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>238</strong></td>
<td><strong>36</strong></td>
<td><strong>274</strong></td>
</tr>
</tbody>
</table>

**Upstaffing: March 15 – 16, 2024**

Officer activity sheets indicate WRPS laid 19 charges during the period of upstaffing and included one arrest for Public Intoxication.

<table>
<thead>
<tr>
<th>Statute</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liquor Licence and Control Act</td>
<td>11</td>
</tr>
<tr>
<td>Highway Traffic Act and Regulations</td>
<td>6</td>
</tr>
<tr>
<td>Trespass to Property Act</td>
<td>1</td>
</tr>
<tr>
<td>Compulsory Automobile Insurance Act</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>19</strong></td>
</tr>
</tbody>
</table>
### Charges Issued by WRPS

<table>
<thead>
<tr>
<th>Statute</th>
<th>Number of Charges</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Highway Traffic Act and Regulations</strong></td>
<td>141</td>
</tr>
<tr>
<td>Drive Motor Vehicle, Fail to Display Two Plates</td>
<td>17</td>
</tr>
<tr>
<td>Speeding</td>
<td>11</td>
</tr>
<tr>
<td>Improper Muffler – Motor Vehicle</td>
<td>11</td>
</tr>
<tr>
<td>Drive with Window Coated – View Obstructed</td>
<td>8</td>
</tr>
<tr>
<td>Passenger – Fail to Properly Wear Seat Belt</td>
<td>7</td>
</tr>
<tr>
<td>Drive Motor Vehicle, No Currently Validated Permit</td>
<td>7</td>
</tr>
<tr>
<td>Disobey Stop Sign – Fail to Stop</td>
<td>7</td>
</tr>
<tr>
<td>Fail to Surrender Permit for Motor Vehicle</td>
<td>7</td>
</tr>
<tr>
<td>Improper or No Mudguards</td>
<td>5</td>
</tr>
<tr>
<td>Obstruct Plate</td>
<td>5</td>
</tr>
<tr>
<td>Colour Coating Obscuring Interior</td>
<td>4</td>
</tr>
<tr>
<td>Drive Motor Vehicle not in Accordance with Emissions Regulation</td>
<td>4</td>
</tr>
<tr>
<td>Insecure Load</td>
<td>3</td>
</tr>
<tr>
<td>Fail to Yield to Traffic</td>
<td>3</td>
</tr>
<tr>
<td>Driving While Under Suspension</td>
<td>3</td>
</tr>
<tr>
<td>Drive Motor Vehicle – No Licence</td>
<td>3</td>
</tr>
<tr>
<td>Defective Brakes</td>
<td>2</td>
</tr>
<tr>
<td>Change Lane – Not in Safety</td>
<td>2</td>
</tr>
<tr>
<td>Use Plate Not Authorized for Motor Vehicle</td>
<td>2</td>
</tr>
<tr>
<td>Race a Motor Vehicle</td>
<td>2</td>
</tr>
<tr>
<td>Amber Light – Fail to Stop</td>
<td>2</td>
</tr>
<tr>
<td>Novice Driver Fail to Provide Breath Sample</td>
<td>2</td>
</tr>
<tr>
<td>Driver Fail to Surrender Licence</td>
<td>2</td>
</tr>
<tr>
<td>Driver – Fail to Properly Wear Seat Belt</td>
<td>2</td>
</tr>
<tr>
<td>Improper Braking System</td>
<td>1</td>
</tr>
<tr>
<td>Unnecessary Noise</td>
<td>1</td>
</tr>
<tr>
<td>Driver Fail to Stop When Directed by Police</td>
<td>1</td>
</tr>
<tr>
<td>Passenger – Fail to Occupy Position with a Seat Belt</td>
<td>1</td>
</tr>
<tr>
<td>Follow Too Closely</td>
<td>1</td>
</tr>
<tr>
<td>Litter Highway</td>
<td>1</td>
</tr>
<tr>
<td>No Windshield Wiper</td>
<td>1</td>
</tr>
<tr>
<td>Start from Stopped Position – Not In Safety</td>
<td>1</td>
</tr>
<tr>
<td>No Horn – Bicycle</td>
<td>1</td>
</tr>
<tr>
<td>Fail to Stop at Crossover</td>
<td>1</td>
</tr>
<tr>
<td>Drive – Hand-held Communication Device</td>
<td>1</td>
</tr>
<tr>
<td>Improper Tires</td>
<td>1</td>
</tr>
<tr>
<td>Drive While Crowded</td>
<td>1</td>
</tr>
<tr>
<td>Window Obstructed</td>
<td>1</td>
</tr>
<tr>
<td>Improper Right Turn</td>
<td>1</td>
</tr>
<tr>
<td>Fail to Yield from Driveway</td>
<td>1</td>
</tr>
<tr>
<td>Drive with Passenger Not in Seating Position with Seat Belt</td>
<td>1</td>
</tr>
<tr>
<td>Drive with Passenger Not Wearing Seat Belt Properly</td>
<td>1</td>
</tr>
<tr>
<td>Fail to Sign Ownership in Ink</td>
<td>1</td>
</tr>
<tr>
<td>Vehicle Modified – Fail to Apply for New Permit</td>
<td>1</td>
</tr>
<tr>
<td><strong>Liquor Licence and Control Act</strong></td>
<td>79</td>
</tr>
<tr>
<td>Having Liquor In Open Container In Unauthorized Place</td>
<td>71</td>
</tr>
<tr>
<td>Being Intoxicated in Public Place</td>
<td>4</td>
</tr>
<tr>
<td>Person Under 19 Years Having Liquor</td>
<td>3</td>
</tr>
<tr>
<td>Driving Motor Vehicle With Open Container Of Liquor</td>
<td>1</td>
</tr>
<tr>
<td><strong>Criminal Code</strong></td>
<td>8</td>
</tr>
<tr>
<td>Operation While Impaired – Blood Alcohol Concentration</td>
<td>3</td>
</tr>
<tr>
<td>Operation While Impaired – Alcohol and Drugs</td>
<td>2</td>
</tr>
<tr>
<td>Cause Disturbance</td>
<td>2</td>
</tr>
<tr>
<td>Dangerous Operation</td>
<td>1</td>
</tr>
<tr>
<td><strong>Compulsory Automobile Insurance Act</strong></td>
<td>8</td>
</tr>
<tr>
<td>Fail To Have Insurance Card</td>
<td>6</td>
</tr>
<tr>
<td>Operate a Motor Vehicle Without Insurance</td>
<td>2</td>
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</tbody>
</table>
CHARGES: UNIVERSITY AND COLLEGE STUDENTS

The chart below highlights the institution of the person charged as indicated on officer activity sheets.

<table>
<thead>
<tr>
<th>Institution</th>
<th>Number of Persons Charged</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wilfred Laurier University</td>
<td>30</td>
</tr>
<tr>
<td>University of Guelph</td>
<td>11</td>
</tr>
<tr>
<td>University of Waterloo</td>
<td>8</td>
</tr>
<tr>
<td>Conestoga College</td>
<td>3</td>
</tr>
<tr>
<td>University of Toronto</td>
<td>3</td>
</tr>
<tr>
<td>McMaster University</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Institution</th>
<th>Number of Persons Charged</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brock University</td>
<td>3</td>
</tr>
<tr>
<td>Western University</td>
<td>2</td>
</tr>
<tr>
<td>George Brown College</td>
<td>1</td>
</tr>
<tr>
<td>York University</td>
<td>1</td>
</tr>
<tr>
<td>Humber College</td>
<td>1</td>
</tr>
<tr>
<td>Lambton College</td>
<td>1</td>
</tr>
</tbody>
</table>
Subject: 2024-2027 WRPS Equity, Diversity and Inclusion Strategic Plan

From: Office of the Chief of Police
       Equity Diversity and Inclusion Unit

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: April 17, 2024

Recommendation

Based upon the content provided, that the Waterloo Regional Police Services Board approve and adopt the Waterloo Regional Police Service (WRPS) 2024-2027 Equity, Diversity and Inclusion Strategic Plan.

Summary

Pursuant to the Community Safety and Policing Act, Police Service Board Duties and Powers; police service board duties prescribe:

37 (1) A police service board shall,
(e) prepare and adopt a diversity plan to ensure that the members of the police service reflect the diversity of the area for which the board has policing responsibility;

This provision is substantively satisfied in the Waterloo Regional Police Service (WRPS) 2024-2027 Equity, Diversity and Inclusion Strategic Plan, and specifically stated in Commitment #4 of the Plan.

Strategies and tactics and key performance indicators are in development and will be reported on bi-annually.

Report

Five Service Commitments are reaffirmed in the 2024-2027 Plan, representing an ongoing commitment and recognition of the previous work required to address systemic barriers, integrate lived experiences, and strengthen efforts towards fostering a more diverse, equitable, and inclusive police service.

Through initial expert consultation, the model was thoughtfully developed to delineate measurable Service Commitments, supported by a deliberate framework for identifying strategic priorities, goals, and actions. Additionally, the ongoing best practice of seeking input from internal members, leveraging academic partnerships and including the
continuous review of internal policies and procedures, as well as input from external community stakeholders, was an integral part of the approach to complete the EDI Plan.

The EDI Plan is intentionally designed to inspire members to individually recognize and embrace their own diversity and potential to positively shape both the work environment and the service delivered to Waterloo Region. It emphasizes community and stakeholder collaboration which will allow the Service to navigate through complex and challenging environments to effect positive change, both within the Service and the Region.

It is important to note that the EDI Plan is not a standalone plan. The EDI Plan considers a comprehensive framework of complementary plans, namely the Community Safety and Policing Act (2019), the Region of Waterloo's Community Safety and Wellbeing Plan and the 2024-2027 WRPS Strategic Business Plan as a collective that cite common goals and objectives.

The five EDI Service Commitments reaffirm key priorities for the next four years:

1. **Total Community Engagement**

   Inclusive and comprehensive involvement of community in the decision-making processes and initiatives that affect them, prioritizing equitable access for equity seeking groups.

2. **Diversity Competent Members**

   A membership that possess the skills, knowledge, and attitudes necessary to effectively engage with and support individuals from diverse backgrounds in various contexts.

3. **Access to the Diversity of Available Talent**

   The ability for WRPS to recruit, retain, and effectively embrace and utilize individuals with a wide range of skills, backgrounds, and experiences to meet organizational needs.

4. **Leadership Reflecting the Region**

   Entails that leadership mirror the diversity, values, and characteristics of the Waterloo Region community. This must commence with the hiring, promotion and retention continuum.

5. **A Secure and Supportive Workplace**

   Members must feel safe, valued, and empowered to fulfill their duties effectively, contributing to organizational success while having their individual identities respected and appreciated.
Each EDI commitment is supported by one of the 13 Strategic Business Plan Goal Objectives to ensure that these principles are integrated into a cohesive strategic direction that inherently considers equity, diversity, and inclusion.

The EDI Plan includes three Priority Areas of Focus to Build Sustainable, Respectful, and Trusting Relationships:

- **Reconciliation**

  As an appendix to the EDI Plan, the Reconciliation Plan will be developed to align to the Truth and Reconciliation Commission’s 94 Calls to Action and the Murdered and Missing Indigenous Women and Girls Report (among others) defining specific and intentional actions, outcomes, and milestones. These initiatives will identify essential policing aspects crucial for achieving concrete progress towards authentic reconciliation.

- **Addressing Racism and Discrimination**

  Guided by the Race and Identity Based Data Collection (RIBDC) Strategy, WRPS remains committed to engaging with community, to collectively address concerning trends and employ community-centered solutions. The RIBDC Strategy serves to strengthen trust and confidence in police interactions.

- **Combatting Hate**

  The Region of Waterloo through the Community Safety and Wellbeing Plan, has declared Combatting Hate as a key priority. WRPS strategies to combat hate are data-driven to effectively address root causes and ensure every person is safe and feels safe in Waterloo Region. Overcoming reporting barriers remains a priority to the Service.

Next Steps:

Through collaboration amongst all levels/ranks, action plans consistent to SMART principles (Specific, Measurable, Attainable, Relevant, and Time-bound) will be drafted. These collaborative operational plans (community informed and/or led where appropriate) will specify the “how” more specifically, through the identification of smaller milestones. The achievement of these milestones will be reported using key performance metrics through bi-annual progress reports in tandem with the Strategic Business Plan reporting cycle.

**Strategic Priorities and/or Operations Plan**

This Plan is aligned with the WRPS 2024-2027 Strategic Business Plan’s vision, mission, values, goals, and objectives. WRPS is committed to providing regular updates on the progress of the EDI Strategic Plan. This report outlines the five EDI Service Commitments and three Priority Areas of Focus of the 2024-2027 WRPS EDI Strategic Plan.
Financial and/or Risk Implications
Nil

Attachments

- 2024-2027 WRPS Equity, Diversity and Inclusion Strategic Plan

Prepared By: Geraldine Stafford Manager, Equity Diversity and Inclusion
Approved By: Mark Crowell, Chief of Police
2024-2027
Equity, Diversity, and Inclusion Strategic Plan

People Helping People
www.wrps.on.ca
EVERY CHILD MATTERS
Territorial Acknowledgement

Waterloo Region is situated on treaty land that is steeped in rich Indigenous history and home to many First Nations, Inuit, and Métis people today.

We acknowledge that this land is the traditional territory of the Haudenosaunee, Anishnaabe, and Chonnonton peoples. We recognize the enduring presence of the Indigenous people with whom we share this land today, their achievements, and their contributions to our community.

We offer this acknowledgement as an act of reconciliation between Indigenous and non-Indigenous peoples of Canada.

“Aboriginal languages are a fundamental and valued element of Canadian culture and society, and there is an urgency to preserve them...”

Truth and Reconciliation: Call To Action #14
# Table of Contents

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On behalf of the Waterloo Regional Police Service (WRPS), we are proud to present the 2024-2027 Equity, Diversity, and Inclusion (EDI) Strategic Plan.

This Plan was developed in consultation with various community groups, organizations, and internal stakeholders. It also includes a thorough examination of best practices in policing across the province. The Plan reflects WRPS’ commitment to intentional and holistic engagement with the community and with our members as we strive for continuous modernization, learning, and growth.

In 2024, we welcomed the new Community Safety and Policing Act, 2019, which highlights the importance of diversity in policing practices. It outlines specific diversity goals that remain the focus of this Plan and that emphasize WRPS’ commitment to providing effective service delivery and operational excellence to the community it serves.

The EDI Plan also acknowledges the complexities of modern policing. As such, we will continue to leverage evidence-based policing practices, academic partnerships, and collaboration between our members and the community to ensure the recommendations outlined result in meaningful and lasting change.

The EDI Strategic Plan (2024-2027) places a priority on amplifying the voices of equity seeking groups, improving accessibility, increasing representation, and integrating lived experiences into Service initiatives. Furthermore, the Plan is strengthened through consistent evaluation and measurement, allowing us to comprehensively document challenges, barriers, and successes. This systematic approach provides a clear roadmap for our journey ahead.

Your trust and partnership are invaluable in fostering open dialogue, meaningful action, and lasting change. We invite you to join us in embracing the EDI Strategic Plan, working collaboratively towards building a stronger, safer, and more vibrant Waterloo Region.

“Lived experience is valued experience.” – Geraldine Stafford, Manager, Equity, Diversity, and Inclusion
Vision

Every person in Waterloo Region is safe and feels safe.

Mission

To uphold public trust and confidence, safety, and community wellbeing through police service excellence.
The WRPS EDI Strategic Plan and the Strategic Business Plan (2024–2027) are aligned strategies that share fundamental principles, creating a synergy between both plans.

Our Values

People
People are at the centre of everything that we do. We are committed to the safety and wellbeing of the community and our members.

Partnerships
Through ongoing community and member engagement, we foster collaborative partnerships to achieve exceptional service delivery.

Professional Excellence
Our professional excellence is driven by trust, accountability, and innovation. We are caring, compassionate, and committed.
Equity, Diversity, and Inclusion Organizational Commitments

The five EDI organizational commitments build upon the foundation of predecessor plans and reaffirm key priorities for the next four years:

1. Total Community Engagement
2. Diversity Competent Members
3. Access to the Diversity of Available Talent
4. Leadership Reflecting the Region
5. A Secure and Supportive Workplace

The Equity, Diversity, and Inclusion (EDI) Strategic Plan (2024-2027) serves as the guiding framework that ensures an intentional approach to identifying and achieving Service-wide equity, diversity, and inclusion priorities and goals.

Five prevailing commitments are reaffirmed in the 2024-2027 Plan, representing an ongoing commitment and recognition of the work required to address systemic barriers, integrate lived experiences, and strengthen efforts towards fostering a more diverse, equitable, and inclusive police service.

Through expert consultation, the model was thoughtfully developed to delineate measurable service commitments, supported by a deliberate framework for identifying strategic priorities, goals, and actions. Additionally, the ongoing best practice of seeking input from internal members, including the continuous review of internal policies and procedures, as well as input from external community stakeholders, continues to be an integral part of our approach today.

This Plan is intentionally designed to inspire members to individually recognize and embrace their own diversity and potential to positively shape both the work environment and the service delivered to Waterloo Region. Through collaboration with stakeholder partners and communities, we will be better positioned to navigate through complex and challenging environments to effect positive change, both within the Service and the Region.
**Snapshot of Waterloo Region**

Waterloo Region covers approximately 1,600 square kilometres located in the heart of Southwestern Ontario’s greenbelt. Waterloo Region is part of the Haldimand Tract, which encompasses 10 kilometres on either side of the Grand River.

The use of this land was promised to the Haudenosaunee Confederation in recognition of their loyalty to the British Crown during the American Revolutionary War.

The Region is comprised of three cities, Waterloo, Kitchener, and Cambridge, and the townships of Woolwich, Wilmot, Wellesley, and North Dumfries.

**Languages Spoken**

The Immigrant Survey is a biannual, multilingual survey of immigrants who live, work and/or study in Waterloo Region.

- 91% speak more than one language
- 46% speak more than two languages

Source: 2023 Waterloo Region Immigrant Survey
Immigration Partnership of Waterloo Region

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**Population of Waterloo Region (2022)**

647,540

The Province’s Growth Plan projects that Waterloo Region’s population will reach 923,000 by 2051.

Source: Region of Waterloo, 2022
Top Five Languages Spoken at Home
(after English & French 80.3%)

1. Punjabi
2. Mandarin
3. Arabic
4. Spanish
5. Portuguese

Source: Statistics Canada, Census, 2021

Top Five Languages Requested for Interpretation

1. Arabic
2. Tigrigna
3. Spanish
4. Persian (Farsi)
5. Turkish

Source: Immigration Partnership Waterloo Region, 2023

WRPS Members Speak 40 Languages

- English
- French
- Albanian
- American Sign Language
- Arabic
- Bosnian
- Cantonese
- Croatian
- Czech
- Dutch
- Farsi
- Filipino
- German
- Gujarati
- Hindi
- Hungarian
- Italian
- Korean
- Laotian
- Mandarin
- Norwegian
- Pashto
- Patois
- Polish
- Portuguese
- Punjabi
- Romanian
- Russian
- Serbian
- Singhalese
- Slovak
- Spanish
- Tagalog
- Thai
- Turkish
- Ukrainian
- Ukranian
- Urdu
- Vietnamese
- West African Pidgin English
- Yoruba

Our Members

851 Sworn
400 Civilian
Our Commitments

Total Community Engagement
Diversity Competent Members
Access to Diversity of Available Talent
Leadership Reflecting the Region
Secure and Supportive Workforce
Strategic community engagement and close police-community relations are essential to maintain WRPS’ efficiency and effectiveness across the Region, and to ensure the ongoing safety and wellness of the community.

It is imperative that WRPS policies and practices that affect the community, where practical, are informed and led by the community, incorporating culturally appropriate communication channels for collaboration and offering critical feedback to the Service.

The Region of Waterloo’s Community and Safety and Wellbeing (CSWB) Plan will be an important catalyst to bridging engagement and communication. The CSWB Plan sets out how community partners, including police, work to improve the safety, health, and wellbeing of the Region.

Commitment #1: Total Community Engagement

WRPS is committed to:

- Engaging and fostering relationships with community; particularly diverse communities in the region, prioritizing efforts that build trust and confidence.

- Working strategically with community stakeholders to jointly develop collaboration opportunities. Creating and facilitating opportunities for dialogue about police-community relations and community priorities.

- Establishing measurable goals for monitoring community trust and establishing community and Service objectives. Reporting though the Strategic Business Plan (SBP) communication strategy on outcomes related to community engagement, trust, and confidence in WRPS.

- Reducing violence and victimization when addressing hate against diverse communities.

- Identifying ways to increase access to police and police services.

- Addressing and preventing systemic discrimination in Service programs, policies, projects, operations, and decisions; identifying and responding to barriers to community engagement.
Diversity competency involves recognizing and valuing differences, fostering respectful and inclusive interactions, and actively working to dismantle barriers and promote belonging for all individuals. It encompasses the proficiency in which members effectively understand, engage with, navigate, and value diverse perspectives, experiences, and identities. This proficiency requires ongoing learning, self-reflection, and commitment to continuous improvement in addressing diversity-related challenges and fostering an inclusive culture; resulting in improved operational ability and agility in addressing calls for service and investigating crime.

Commitment #2:
Diversity Competent Members

WRPS is committed to:

- Developing EDI learning plans tailored for various roles and levels within the Service and identify gaps where further training may be required.
- Fostering an internal culture with an intersectional approach that values diversity and the unique skills, experiences, and contributions of every member.
- Facilitating opportunities for members to cross-culturally and interculturally interact with community.
- Encouraging the participation of community to co-design and co-deliver facets of equity, diversity, and inclusion training.
- Supporting diversity competency through member knowledge of social issues, inclusive behavior, adaptability in diverse environments, and the impact of actions; identifying areas for growth and improvement in promoting diversity and inclusion.
Commitment #3: Access to Diversity of Available Talent

WRPS is committed to:


- Addressing systemic barriers by reviewing the recruitment and selection process to identify and address systemic barriers that may hinder attracting talent from diverse communities.

- Creating meaningful awareness opportunities for diverse communities to learn about joining WRPS.

- Examining diversity organizational need for every employment competition to ensure diversity and inclusion in hiring decisions.

- Establishing community liaison opportunities to create new sources of viable job candidates, fostering collaboration and inclusivity in recruitment efforts.

WRPS prioritizes recruiting qualified applicants from broadly diverse backgrounds, bringing together individuals with different viewpoints and ideas. A diverse membership will offer innovative and creative solutions to complex problems and adapt to changing market demands.

Through intentional recruitment and outreach efforts, WRPS strengthens community partnerships and positions itself as an employer of choice. It aims to showcase WRPS as an organization where representation matters, and where the membership demographic aligns with the Region’s demographics.

Improved representation enhances the delivery of effective, culturally sensitive service in Waterloo Region and fosters trust and confidence among residents. Diversity is a strength that enriches the Service and allows the membership to thrive in today’s diverse and interconnected world.
The diversity of members at all levels and ranks within our Service is a cornerstone of our strength. It not only enriches our organization but also benefits the community we serve. To ensure that leadership reflects the region, it is essential to prioritize diversity and inclusion in recruitment and promotion processes.

Embracing diversity in leadership is pivotal for our success. It opens doors to a multitude of perspectives, approaches, and innovations, enabling us to lead effectively and achieve outcomes that resonate with community; creating a more inclusive and responsive police service that mirrors the diverse needs of those we serve.

When individuals see themselves represented in leadership positions, it fosters trust and strengthens their sense of connection and belonging. This enhances the sense of accessibility to the Service and its resources, shaping expectations for its future direction, accountability and personal offerings.

Commitment #4: Leadership Reflecting the Region

WRPS is committed to:

- Developing strategies to ensure all members have equitable opportunities to build leadership capacity, with intentional efforts to retain, and promote qualified leaders.
- Attracting top talent, as an employer of choice, due to the commitment to equity, diversity and inclusion.
- Enhancing member engagement by establishing feedback mechanisms to identify and mitigate structural barriers within the promotional process.
- Establishing equitable professional mentorship and sponsorship programs to support the professional development and advancement of members.
- Placing value in institutional knowledge within the Service.
Commitment #5: Secure and Supportive Workforce

WRPS is committed to:

- Prioritizing the mental health and wellbeing of members by offering access to culturally appropriate counseling services, peer support programs, and wellness initiatives.

- Promoting community engagement to cultivate a shared understanding of needs, thereby facilitating collaborative efforts to address local challenges.

- Identifying targets and employing data-driven tools to advance equity and representation, while advocating for the inclusion of all members.

- Mentorship through formal internal service support programs, as well as leveraging mentorship opportunities within provincial police support networks (i.e. Serving With Pride, Association of Black Law Enforcers (ABLE), Ontario Women in Law Enforcement (OWLE)).

- Fostering a culture of continuous learning and improvement. Encourage regular feedback from members.

Prioritizing the safety and support of members fosters increased morale within the Service. This demonstrates that WRPS values the welfare of its members, which engenders a positive atmosphere, leading to higher job satisfaction and motivation.

A supportive Service enables members to perform at their best. When members feel safe and supported, they can focus more effectively on their duties, leading to improved performance in crime prevention and response efforts.

The fostering of trust and cooperation between members and the community is significantly enhanced when the Service demonstrates the same level of support to its members. This mutual trust is essential for effective policing and greatly improves the overall effectiveness of maintaining public safety and fortifying the relationship between WRPS and the community.
Current Environment and Calls for Change

National and global events greatly impact the work we do as we strive to provide effective and adequate policing service to the citizens of Waterloo Region.

We acknowledge the impact on local communities and are committed to working together towards understanding and positive change.

As the Region of Waterloo continues to grow and evolve, so must WRPS. Community collaboration is important to meet community needs and build sustainable and lasting relationships to effectively address concerns and improve the safety and wellbeing of all residents, visitors and newcomers (new immigrants, refugees and asylum seekers).

The 2024 – 2027 EDI plan is the roadmap to support continued transformative change. In collaboration with stakeholder partners and communities, we will be better positioned to navigate through complex and challenging environments to affect positive change – together.
**Priority Areas of Focus to Build Sustainable, Respectful, and Trusting Relationships**

**Reconciliation**

WRPS acknowledges the historical and persistent injustices inflicted upon Indigenous peoples, and how the enduring legacy of colonialism continues to affect them today. Themes of separation, cultural suppression, and femicide have deeply harmed Indigenous communities, families, and cultural ties across generations; today, adversely impacting interactions with police.

The Truth and Reconciliation Commission of Canada (TRC) was created to document the experiences and impact of families of the residential school system, as well as speak to repatriation against the historical harms that have contributed to the high levels of incarceration, systemic discrimination, and socio-economic marginalization.

The human rights crisis of violence against Indigenous women in Canada was documented through the National Inquiry into the Missing Murdered Indigenous Women and Girls (MMIWG), highlighting the persistent and deliberate violations and abuses against Indigenous women, contributing greatly to Canada’s staggering rates of violence against Indigenous women, girls, and 2SLGBTQIA+ people.

Through a critical and intentional review of the TRC’s 94 Calls to Action (CTA) and MMIWG Recommendations, WRPS is committed to advancing reconciliation and to working collaboratively with Indigenous organizations, communities, and stakeholder groups to ensure comprehensive and meaningful action.

Community-focused initiatives will be conducted from 2024 to 2027 as an extension to the Equity, Diversity, and Inclusion (EDI) plan. This will entail outlining specific and well-defined actions, outcomes, and milestones. These initiatives will identify essential policing aspects crucial for achieving concrete progress towards authentic reconciliation.
Addressing Systemic Racism and Discrimination

Neglecting to adequately address racial discrimination can result in widespread systemic repercussions. WRPS is committed to advancing human rights discussions and reducing systemic discrimination by mandating accountability and institutional change while also recognizing systemic challenges within the community and the importance of supporting lived realities of diverse communities in Waterloo Region.

WRPS’ Race and Identity Based Data Collection Strategy (RIBDC), provides insight into the legislative framework surrounding the collection of race and identity-based data, including collection principles, reporting procedures, and progress made to date. We cannot fully understand, or change, what we do not measure. This work underscores the imperative for increased awareness, transparency, and will also allow us to identify ways we can better support our members in the delivery of fair and equitable service.

WRPS remains committed to engaging with all members of our community, guided by the findings of the RIBDC, to collectively address concerning trends and iemploy community-centered solutions. The RIBDC Strategy serves to strengthen trust and confidence in police interactions.

Combatting Hate

Hate not only affects individual victims, but the entire Waterloo Region community. In 2023, through the Waterloo Region Community Safety and Wellbeing Plan (CSWB), Combatting Hate was deemed a key priority.

The framework encourages community leaders, organizations, and groups to engage in greater collaboration to build an effective and trusted network for a safe and well community. Overcoming reporting barriers remains a priority to the service.

Strategies to combat hate are data-driven to effectively address root causes and ensure every person is safe and feels safe in Waterloo Region.
Looking for a career where you can make a difference in your community?

WE’RE HIRING!

JOINWRPS.CA

The Waterloo Regional Police Service is actively recruiting police constables and civilian professionals.

Lived experience is valued experience.

We offer recruiting information sessions for members of the public who are interested in a police constable position with the Waterloo Regional Police Service throughout the year.

Visit www.joinwrps.ca or follow us on social media for upcoming dates and more information.
Subject: Community Safety & Wellbeing: Intimate Partner Violence & The family Violence Project

From: Community Safety Partnerships

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: April 17, 2024

Recommendation

For information only.

Summary

This report provides recent information regarding Intimate Partner Violence (IPV) in Waterloo Region and outlines the ongoing efforts of the Family Violence Project (FVP) to address this epidemic.

Report

In September 2023, adhering to the recommendations of the C.K.W. Inquest (2022), the Region of Waterloo declared Intimate Partner Violence an epidemic. In October 2023, Intimate Partner Violence, Gender Based Violence, and Missing and Murdered Indigenous Women and Girls were integrated as priority under the Region’s Community Safety and Wellbeing Plan (CSWP).

The importance of these actions was imperative to creating a focal point for systems and community agencies, ensuring that our collective efforts are aimed at supporting victims, families and communities affected by these forms of violence; while prioritizing a collaborative and comprehensive community-based approach with the intent of reducing and eliminating IPV.

Occurrences and Charges

During 2023, the Waterloo Regional Police Service (WRPS) received 6244 IPV related calls for service and laid 3788 total charges for IPV related incidents, remaining static from the previous year. (figure1)
Additionally, as of March 31, 2024 WRPS recorded 1588 IPV related incidents representing a 10% increase in total calls (1445) compared to the previous 4-year YTD average (2019-2023).

Distribution of total IPV (933) occurrences across WRPS Divisional boundaries remained consistent when comparing 2022 and 2023.

<table>
<thead>
<tr>
<th>Division</th>
<th>2022</th>
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<tbody>
<tr>
<td>South</td>
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<td>29.2%</td>
</tr>
<tr>
<td>Central</td>
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<td>36.3%</td>
</tr>
<tr>
<td>North</td>
<td>34.4%</td>
<td>34.3%</td>
</tr>
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**Intimate Partner Violence by Age / Gender**

Nationally and locally, IPV disproportionately affects women and girls. WRPS data from 2022 indicates that 71% of individuals involved in IPV occurrences classified as either ‘victim: crime against the person’, or ‘victim of property crime’ were female, compared to 29% who were male.

The age range most frequently represented in IPV victimization for both genders was between 20 - 50 years old; with the most frequent being individuals between 30-40 years of age. (see figure 2)
The Family Violence Project Snapshot

The Family Violence Project is a collaboration of 9 agencies working together to provide support to victims, survivors and their families, while developing initiatives to reduce family violence in Waterloo Region. Their information helps to highlight the ongoing impacts intimate partner violence.

Sexual Assault and Domestic Violence Treatment Centre of Waterloo Region

- 115 victims of IPV were seen at hospital within 12 days of being assaulted. Of these cases 82 have police involvement (29% non-reporting). (April 1, 2023 – March 31, 2024)

Women’s Crisis Services of Waterloo Region

- Emergency Shelters Anselma House and Haven House averaged monthly occupancy of 49 and 50 individuals respectively, between January 1 and December 31, 2023.
- Children comprised 42% of individuals using these two shelters between April 1, 2022 and March 31, 2023. (consistent with National rates – see Appendix B)
- Aspen Place which provides transitional housing averaged monthly occupancy of 10 individuals throughout 2023.
Child Witness Centre

- 95 children were provided services between April 1, 2023 and February 29, 2024 for IPV related incidents.

Camino Wellbeing & Mental Health

- Provided services to 1496 clients affected by gender-based violence between April 1, 2023 and March 31, 2024.

**Evidence Based Programming**

Community Safety and Wellbeing concepts call for the implementation of multi-sector and upstream focused programming. The FVP provides programming at levels of incident response, risk mitigation, prevention and social development and continue to seek innovative ways to address IPV in Waterloo Region.

The Early Intervention Program (EIP) pairs a police investigator with a crisis outreach worker who intervene with couples that have two non-criminal IPV incidents reported to police within a two-month time frame. Couples involved in the pilot phase of EIP (conducted in 2023) demonstrated an 87.9% decrease in reported IPV incidents in the two months following the intervention and 75.6% decrease in calls in the six months following the intervention. Similarly, in Q1 of 2024, EIP has shown an 88.6% decrease in reported IPV incidents in the two months following an intervention.

Building on the initial results of Early Intervention and with a continued focus on prevention, the FVP added the Engaging Men Program, which offers one on one counselling support to men who use abusive behaviour in their relationship. Of the 25 referrals made since September 2023, 60% have come from Early Intervention contacts. The goal of the program is to create healthier, safer, relationships and families and is provided at no cost to participants. Currently four part-time male clinicians are delivering this programming.

**Planning for the Future**

In February, 2024, supported by the Region of Waterloo Corporate Strategy and Strategic Initiatives Team, the FVP Steering Committee conducted strategic planning sessions to plan for sustainable growth and innovate future strategy. Planning allowed for the recognition of immediate and ongoing challenges including the necessity to reach a greater audience with important educational information, the increasing severity of violence in IPV incidents, and the ability to deliver programming to meet local community needs.

The planning process allowed for current and future work to be rooted in the recommendations and calls to action from The Truth and Reconciliation Commission, Missing and Murdered Indigenous Women and Girls, National Action Plan to End Gender Based Violence, Mass Casualty Commission and C.K.W. inquest.
Finalization of the FVP Strategic Plan continues and will set a course for the long-term sustainability of the collaborative.

**Community Safety and Wellbeing**

Founded in 2006, the Family Violence Project embodies the key concepts of Community Safety and Wellbeing, and has become the foundational piece to the CSWP IPV Action Table. The group will continue to collaborate with multi-sector partners including education, public health and community agencies to expand our Region’s collective ability and capacity to meaningfully address intimate partner violence.

**Strategic Business Plan**

**Our Connections**

- Communicate and engage

**Our Commitment to 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**

- Appendix A: Trends in police-reported family violence and intimate partner violence in Canada, 2022 *Statistics Canada*
- Appendix B: Canadian residential facilities for victims of abuse, 2022/2023 *Statistics Canada*

**Prepared By:**  Aaron Mathias, Inspector, Community Safety Partnerships  
**Approved By:**  Mark Crowell, Chief of Police
Intimate Partner Violence
In Waterloo Region

April 17, 2024

Presented by:
Aaron Mathias
Community Safety Partnerships

www.wrps.on.ca
Our Priorities

Addressing Mental Health Needs Together

Combatting Hate

Creating Safe & Inclusive Spaces

Intimate Partner Violence & Gender Based Violence
Review

• September 2023 Regional Council Declared Epidemic:
  • Intimate Partner Violence
  • Gender Based Violence
  • Missing & Murder Indigenous Women & Girls

• October 2023 Community Safety & Wellbeing Plan Steering formally adopts these as priorities.

• C.K.W Inquest recommendations #1, #10
Occurrences & Charges

- 6244 total IPV related occurrences for 2023
- 3788 total IPV related charges
- Overall 3 year trend is stable for both categories.
Call Distribution (2023)

North
34.3%

Central
36.3%

South
29.2%
IPV VICTIM FREQUENCY (2022)

Gender
- 71% Female
- 29% Male

Female
- Age 20-30 31%
- Age 30-40 32%
- Age 40-50 18%

Male
- Age 20-30 21%
- Age 30-40 29%
- Age 40-50 21%
Multi-Sector Partners

- Camino Wellbeing & Mental Health
- Child Witness Centre
- Crown Attorney’s Office
- Family and Children’s Services
- Sexual Assault and Domestic Violence Treatment Centre
- Victim Witness Assistance Program
- Women’s Crisis Services of Waterloo Region
- Waterloo Regional Police Service
  - Intimate Partner Violence Unit
  - Senior Support Team
  - Victim Services Unit
Snapshot

Sexual Assault and Domestic Violence Treatment Centre
• 115 victims of IPV were seen at hospital within 12 days of being assaulted. 82 have police involvement (29% non-reporting)

Women’s Crisis Services of Waterloo Region
• Anselma House avg.49 individuals/month
• Haven House avg.50 individuals/month
• 42% of individuals using shelters were children (2022-2023)

Child Witness Centre
• 95 children provided services for IPV related incidents

Camino Wellbeing & Mental Health
• 1496 clients affected by gender-based violence (April 1, 2023 – March 31, 2024)
Evidence Based Programs

Early Intervention
• 87.9% decrease two months after intervention
• 75.6% decrease six months after intervention

Engaging Men
• 60% referrals from Early Intervention
• 4 clinicians delivering programming

Future Plans
• Strategic Planning conducted
• Innovating the path forward
• Long term sustainability

Evidence Based Programs

Early Intervention

- 87.9% decrease two months after intervention
- 75.6% decrease six months after intervention

Engaging Men

- 60% referrals from Early Intervention
- 4 clinicians delivering programming

Future Plans

- Strategic Planning conducted
- Innovating the path forward
- Long term sustainability
Thank You

Questions?