

January 8, 2021

Regional Chair Karen Redman  
Regional Municipality of Waterloo  
150 Frederick Street  
Kitchener ON N2G 4J3

Dear Chair Karen Redman,

Re: 2021 Waterloo Regional Police Service (WRPS) Proposed Operating and Capital Budget

On behalf of the members of the Waterloo Regional Police Service, we look forward to presenting to the 2021 proposed Operating and Capital Budget to the Finance Committee on Tuesday, January 12, 2021.

As we enter into 2021, your Police Service recognizes the various challenges that our community is facing as we look to the future of Waterloo Region. Although the financial crisis, social unrest and the continued impact of the global pandemic has created unprecedented challenges, it has also provided an opportunity for the Police Service to continue to reimagine the future of policing as well as accelerate innovation and learning while continued self-reflection.

This is a challenging time for policing, as we witness a call to action locally, provincially and nationally. The call to action includes reformation, modernization, and the evolution of public safety within our communities. The WRPS continues to be renowned for our community policing programs, policies as well as commitment to working in partnership with our diverse neighbourhoods. Your Police Service is and will continue to partner with all levels of government, social and public health as well as other institutions and our community to progress the evolution of modern day policing.

WRPS 2021 Budget preparation has undergone significant reviews including a base budget review, Senior and Mid-Leadership Team reviews as well as ongoing analysis by our Finance and Assets Branch prior to presentation to the Police Services Board. As we move into 2021, the WRPS is proposing a *2021 Net Operating Budget of \$185,387k and a Capital Budget of \$40,127k.*

Since 2014, in partnership and with the leadership of the Police Services Board, Senior Leadership Team and all members of the WRPS, we have been engaged in consistent continuous improvement projects, organizational culture change including investments in building an inclusive and diverse Service that reflects our vibrant Waterloo Region.

Equally, we have been focused on financial sustainability and have addressed, in partnership with the Board and Waterloo Regional Police Association, a series of labour relations matters that balance workplace wellness with long-term financial implications. These initiatives include a new long-term disability program, a new workplace schedule, implementation of a Regional Scheduling Team, which resulted in a 48% reduction in overtime in 2020.

In 2021, we are launching a modernized organizational structure, the Path Forward, that includes a restructuring in Investigative Services Division with a continued focus on Intimate Partners Violence, Special Victims, Youth Protection, Cybercrime, Drug Interdiction, Firearm Violence, Gang and Hate Crime Intervention and a continued focus supporting victims of property and financial crime.

The Path Forward also reimagines Neighbourhood Policing with a renewed focus on community policing, restorative justice, diversion and launches a new Community Safety and Wellbeing Branch. The newly formed Community Safety and Wellbeing Branch will develop a mandate that will see enhanced IMPACT Team, Mental Health Call diversion in the 911 Communications Centre and working with all stakeholders to advance upstream prevention models.

Our Service continues to support and work cooperatively with a number of upstream service providers and agencies in the Region - diverting the largest number of acute care intervention requests that we handle to the Regional Connectivity Tables for enhanced community care. We also continue to support and participate in a leadership role to advance Wellbeing Waterloo Region with its work to build a stronger network to improve the social determinants of health.

The primary focal point of the Path Forward is our continued commitment to addressing systemic racism within policing as well as advancing equity, inclusion and diversity within the WRPS. In 2021, the WRPS will also launch a Respect in the Workplace and Leadership Unit that will ensure we continue to advance progressive policies that builds a strong, safe workplace for all members. The Path Forward includes six key priorities that will guide our continued work as well as ensure that inclusion continues to be woven into everything that we do internally and externally.

As your Chief of Police, I want to assure you on behalf of all members that our team is energized, embracing the challenges, and committed to the future of policing which includes upstream prevention, community-led approaches to resolving complex social situations including mental health intervention, homelessness, addiction, intimidate partner and sexual violence.

We are listening; we will continue to listen to the call to action and will adapt to make our Service the best it can be to ensure a safe, healthy and thriving Waterloo Region. Our Region continues to be one of the fastest growing communities in Canada and is the tenth largest census metropolitan area in Canada. Such success also brings a series of challenges including increased demand on policing services. Since 2014, the Violent Crime rate has risen by 10% and we are currently the highest rate per capita of the Big 12 Police Services in Ontario.

It is vital that our Service is able to not only handle the substantial increase in violent crime in our community, but that we are able to handle the substantial increase in the world of cybercrime as well. The WRPS patrols two neighbourhoods, our traditional communities and the cyber community. Every day our members are patrolling the dark web, seizing, extracting, and analyzing digital evidence. We must keep on top of the newest and most reliable technology and training to ensure that we protect the most innocent and vulnerable.

Road safety continues to be a priority for our Service. Waterloo Region residents are asking for enhanced traffic enforcement across Waterloo Region, and we applaud the launch of Automated

Speed Enforcement (ASE). ASE integrated with education, road design and enforcement will ensure we continue to create a safe environment for all road users.

These are highlights of your Police Service as well as a snapshot of our Path Forward and exciting initiatives as we head into 2021.

Please find attached a series of documents to provide greater insight:

1. WRPS 2021 Briefing Package
2. WRPS 2021 Slide Deck Presentation
3. WRPS Police Services Board Budget Reports
4. WRPS 2019 Annual Report

Every single day, WRPS members across Waterloo Region face a series of unknown situations, complex calls for service and put themselves in harm's way for the greater good. I am immensely proud of the community leadership, dedication and hard work of all WRPS members.

In closing, as your Chief of Police, I want to assure you that considerable dialogue, effort and development went into the 2021 proposed WRPS Operating and Capital Budget. The WRPS recognizes the challenges facing Waterloo Region, and our proposed budget allows your Police Service to maintain the level of public safety that our community expects while creating opportunities for continued evolution and financial stability.

Thank you in advance for your continued support, and we look forward to presenting the proposed 2021 Budget as well as our continued work with Regional Council.

Yours truly,

Bryan M. Larkin  
Chief of Police

Cc. Ms. Jill Eggleton, Police Services Board  
Mr. Bruce Lauckner, CAO, Region of Waterloo