WATERLOO REGIONAL POLICE

2024 - 2027

STRATEGIC BUSINESS PLAN

People Helping People

POLICE
WATERLOO REGIONAL
POLICE

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Police Service
Central Division

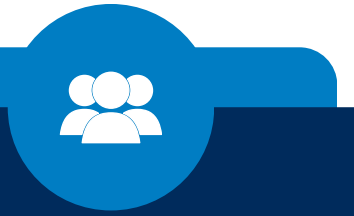
Vision

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.

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.

Letter from **Chair McLean**

On behalf of the Waterloo Regional Police Services Board, I am pleased to introduce our 2024-2027 Strategic Business Plan.

As the civilian governance body for the Waterloo Regional Police Service, the Police Services Board is proud to provide governance, oversight, and guidance to ensure effective service delivery that promotes public safety within the community.

This plan identifies four key goals: *Our Commitment to Safety, Our Connections, Our Members, and Our Resources* – areas that reflect an overall strategic commitment to efficiency, leadership, and enhanced public safety initiatives.

Collaboration between the Police Services Board and the Waterloo Regional Police Service, led by Chief Mark Crowell, is vital to ensure the successful implementation of this plan and the achievement of the objectives outlined within. The Board's role in providing guidance and measuring success, combined with the senior leadership team's dedication to Service members and to the community, will result in building a better, stronger, safer, vibrant, and more equitable Waterloo Region for all.

I would like to thank my colleagues on the Board for their commitment and dedication to governance. As well, I would like to extend my appreciation to all members of the Waterloo Regional Police Service for their commitment to *People, Partnerships, and Professional Excellence*, along with their dedication – 24/7/365 – to the citizens of Waterloo Region.

Letter from Chief Crowell

On behalf of the Waterloo Regional Police Service, I am proud to present the 2024-2027 Strategic Business Plan – a plan that was built in collaboration and partnership with our dedicated members, community stakeholders, and the citizens of Waterloo Region.

The feedback we received through focus groups and member and community surveys was instrumental in shaping our four key goals: *Our Commitment to Safety, Our Connections, Our Members, and Our Resources*.

Objectives were developed that reflect our commitment to meet the evolving needs of our dynamic community and that will help us uphold our vision that "Every person in Waterloo Region is safe and feels safe."

Our Service remains committed to enhancing our recruitment efforts to ensure members reflect the rich diversity of the community they serve. We will continue to enhance the public's trust and confidence through community engagement, communication, and education. We will also continue our efforts to build a more equitable and inclusive service that focuses on *People, Partnerships, and Professional Excellence.*

However, the success of this plan cannot be achieved alone. It relies on a shared responsibility among our governance body, our members, our community partners, and, most importantly, you – the citizens of Waterloo Region. We encourage you to provide thoughts and suggestions on how we can all strive for a future that is safer, stronger, and more equitable for all.

On behalf of the Waterloo Regional Police Service, I wish to thank the members of the Waterloo Regional Police Services Board for their oversight, governance, and guidance. I want to also thank those who provided valuable insights into the development of this plan. We look forward to continuing to work with you as we implement this plan and, in doing so, enhance public safety and well-being for those we serve.

Our Responsibilities

The Community Safety and Policing Act (CSPA) requires the following strategic plan priorities:

1. **Community Patrol, Community-Based Crime Prevention and Criminal Investigation Services**
2. **Community Satisfaction**
3. **Emergency Calls for Service**
4. **Violent Crime**
5. **Property Crime**
6. **Youth Crime**
7. **Assistance to Victims**
8. **Road Safety**
9. **Interactions with Youths, Members of Racialized Groups, and Members of First Nation, Inuit, and Méti Communities**
10. **Interactions with Persons Who Appear to Have a Mental Health Condition**
11. **Information Technology**
12. **Resource Planning**
13. **Police Facilities**

Community & Member Engagement

An important part of building the Strategic Business Plan was engaging with the community and our members.

Surveys are an opportunity to hear from a large number of participants on a large number of topics in a way that is convenient to reply. A sample of the community provided their opinions on feelings of safety, perceptions of crime, police visibility, policing priorities, trust and confidence in police, and overall police performance through an online survey that ran for approximately one month in Summer 2023. Both universal (social media) and snowball recruitment techniques (community liaisons) were used in the promotion of the survey.

A sample of our members provided their opinions on organizational culture, wellness, and communication. Participation is valued because it helps WRPS learn more about what the organization is doing well, where it can improve, and whether priorities need to be refocused.

Our Results

Our Community

- Surveys Completed
- Virtual Focus Groups

Top Priorities

- Speeding and aggressive driving
- Break and enters
- Thefts from vehicles

Our People

- Surveys Completed

Organizational Strengths

- Benefits & Compensation
- Working relationships
- Overall work happiness

Areas of Improvement

- Processes
- Staffing
- Change Management
- Communication

Our Goals

Our Commitment to Safety

We will address crime and enhance citizen safety through effective policing.

Our Connections

We will work in partnership to engage with the community and share personal insights and experiences in order to strengthen trust and confidence in the police.

Our Members

We will centre wellness, development, empowerment, and respect in all that we do to ensure that our members thrive.

Our Resources

We will optimize our resources to enhance public safety with a long-term, forward-looking lens.

Our Commitment to Safety

We will address crime and enhance citizen safety through effective policing.

To advance this outcome, over the next four years we will:

01 **Reduce violent crime and recidivism.** We will continue to apply crime prevention and enforcement strategies to fit community needs, make data-driven decisions to effectively focus resources and interventions, and measure with accountability.

02 **Deliver exceptional services that meet local community needs.** We will expand our collaborative community-police partnerships to develop equitable solutions and provide effective proactive responses to crime, together.

03 **Base actions on evidence.** We will leverage evidence-based policing practices, data analytics, and academic partnerships to direct resources at known risks to community safety in a proactive and transparent manner.

Our Connections

We will work in partnership to engage with the community and share personal insights and experiences in order to strengthen trust and confidence in the police.

To advance this outcome, over the next four years we will:

01 **Conduct improved and intentional outreach.** We will collaborate with community partners and community agencies to co-design and co-deliver culturally-appropriate services that best meet our local needs.

02 **Communicate and engage.** We will share our public safety efforts using narrative approaches shared via a variety of mediums to improve the transparency of police service delivery. We will enhance outreach with community partners to deliver effective educational public safety services.

03 **Adopt a people-centred service delivery model.** We will strengthen our quality of service to instill confidence in the police one interaction at a time.

To advance this outcome, over the next four years we will:

01 **Focus on holistic wellness.** We will be intentional in our wellness approach and focus on providing members with preventative and early support. We will implement robust and flexible programs to support members through all stages of the employment life cycle, building on strengths to achieve optimal personal and professional growth.

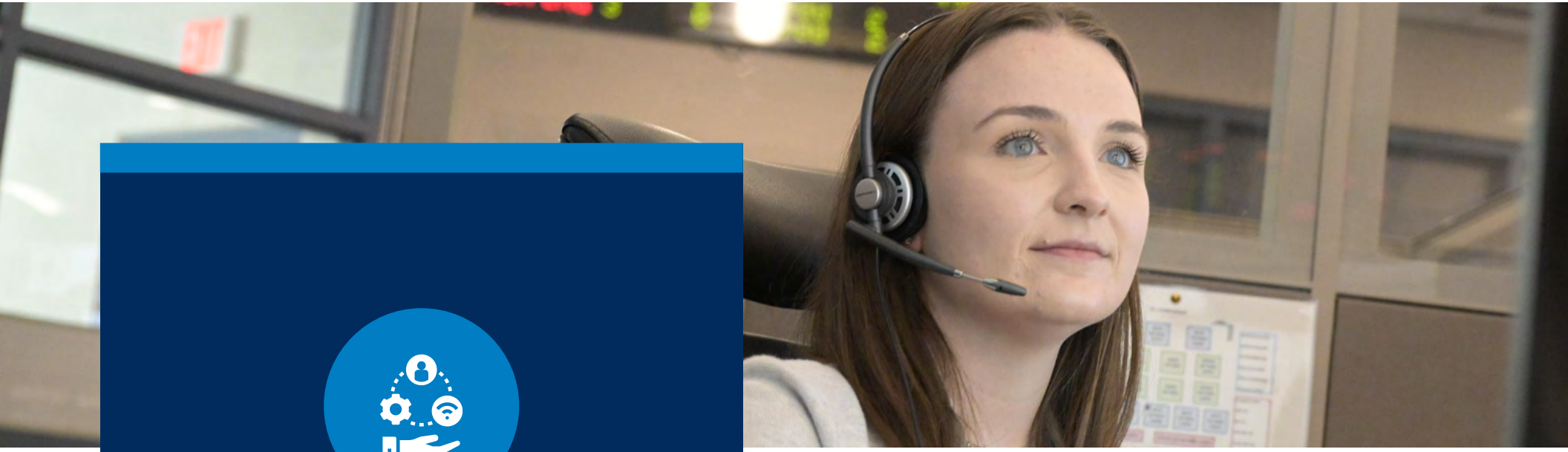
02 **Create opportunities.** We will support member development and continuous learning, leveraging the unique skillsets and diversity of our members. By striving to be an employer of choice, we will recruit and retain the very best people to serve our community.

03 **Manage change.** We will support members through organizational change and transformation with enhanced communication, engagement, and involvement.

04 **Foster a positive workplace.** We will nurture an environment where members feel valued, respected and empowered to improve member engagement and community outcomes.

Our Members

We will centre wellness, development, empowerment, and respect in all that we do to ensure that our members thrive.



Our Resources

We will optimize our resources to enhance public safety with a long-term, forward-looking lens.

To advance this outcome, over the next four years we will:

01 **Provide safe, accessible, and welcoming facilities.** We will ensure our facilities meet current and future operational needs.

02 **Embrace modernization.** We will leverage technology and adopt innovative practices and continuous improvement processes to enhance service delivery, resulting in improved member and community police performance satisfaction.

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

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.

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.

www.wrps.on.ca

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