Regional Municipality of Waterloo

Committee of the Whole (2022 Plan and Budget Development)

Minutes

Monday, November 29, 2021

1:15 p.m.

This meeting was held electronically


Members Absent: G. Lorentz

Motion to go into Closed Session

Moved by S. Shantz

Seconded by K. Kiefer

That a closed meeting of the Committee of the Whole (2022 Plan and Budget Development) be held on Monday, November 29, 2021 at 1:00 p.m. electronically, in accordance with Section 239 of the “Municipal Act, 2001,” for the purposes of considering the following subject matters:

a) To receive information that is subject to solicitor-client privilege

Motion to Reconvene into Open Session

Moved by K. McGarry

Seconded by T. Galloway

That the Committee of the Whole (2022 Plan and Budget Development) reconvene into Open Session.

3884146
Carried

Roll Call

The Deputy Regional Clerk conducted the Roll Call.

Land Acknowledgement

H. Jowett provided a land acknowledgement.

Declarations of Pecuniary Interest under the “Municipal Conflict of Interest Act”

None declared.

Briefing on Encampment

Bruce Lauckner, Chief Administration Officer, provided a statement regarding Regional staff’s recent clearing of a homeless encampment located on Regional property at the intersection of Charles Street and Stirling Avenue. He apologized to the residents who were affected by these actions. He noted that the community deserves to understand what occurred and that the Region will do better in the future. Rod Regier, Commissioner, Planning Development and Legislative Services, provided a timeline of events and outlined the background information that led up to the removal of the encampment.

The Committee requested a review of these procedures and a report to Council with recommendations to improve this process to provide respect and dignity.

Memo: “Police Services Act” Provisions Regarding Council Approval of Police Services Board Operating and Capital Estimates was received for information

Presentation:

Dr. Karin Schnarr, Board Member, Waterloo Regional Police Services Board provided an introduction to a presentation regarding the Waterloo Regional Police Service (WRPS) 2022 Budget; a copy is attached to the original minutes.

Chief Bryan Larkin, Waterloo Regional Police Services, provided the draft 2022 Waterloo Regional Police Service Budget and outlined initiatives in place for 2022 and beyond. He highlighted that in 2020 and 2021 there was no added positions and that over $5 million of their budget is allocated to support Regional Services, including by-law dispatching for the Cities and the Public Safety Answering Point (PSAP)/9-1-1 Communications Centre.

Kirsten Hand, Director, Finance and Assets, Waterloo Regional Police Services, provided insight into the breakdown of the budget categories.

3884146
The Committee discussed the different request amounts included in the 2022 WRPS Draft Budget and the need for additional mental health support for both WRPS members and the public.

Next Meetings:

- Wednesday, December 8, 2021, 3:00 p.m.
- Wednesday, December 8, 2021, 6:00 p.m. – Public Input Meeting #3
- Wednesday, December 15, 3:30 p.m. – Final Budget Day

Adjourn

Moved by S. Foxton

Seconded by L. Armstrong

That the meeting adjourn at 4:10 p.m.

    Carried

Committee Chair, H. Jowett

Committee Clerk, C. Gillis
Ontario Police Services Act

Sets out core requirements for adequate and effective policing:

- Prevent crime
- Enforce our laws
- Help victims
- Keep public order
- Respond to emergencies

Municipalities must also:

- Provide support systems, buildings, equipment to carry out activities.
Your Community

The Waterloo Regional Police Service proudly serves the municipalities of Kitchener, Waterloo, Cambridge, and the Townships of Wellesley, Wilmot, Woolwich, and North Dumfries.

Population: 630,000
Your Service

The Waterloo Regional Police Service is the 12th largest police Service in Canada and the 6th largest in Ontario. The Service provides frontline policing and investigative support to approximately 630,000 residents in Waterloo Region.

804 Sworn Members
359 Civilian Members
Your Service

Rate of WRPS Police Officers per 100,000 Population

Source: Statistics Canada Table 35-10-0077-01 & WRPS

WRPS Staffing

Rate of Police Officer per 100,000 for the 12 Largest Police Services in Ontario, 2016-2019
Continuous Improvement & Efficiency

Online Reporting
Police Reporting Review
Centralized Disclosure Review
Evidence Management
Court Services Review
Operational Equipment Review
Administrative Assistant Review
Real Time Operations Centre
Procurement Process
Policy and Procedure Review

Strategic Business Plan

- Achieves goals as set out in Board Strategic Business Plan;
- Adheres to legislative and policy requirements; and
- In addition, provides support to a variety of Region of Waterloo initiatives:
  - Public Safety Answering Point (PSAP) and 9-1-1 Communications Centre
  - Dispatch Services for municipal by-law services
  - Grand River Conservation Area (GRCA) and Region of Waterloo Flood Alert
  - Support of ALERT Waterloo Region
  - Support of Regional and Municipal Emergency Management exercise
  - Leadership of the Children Safety Village (road safety, cybercrime)
  - Indigenous Advisor to the Regional Chair’s office
Did You Know?
Regional Responsibilities – Support for 2022

<table>
<thead>
<tr>
<th>Service</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>By-Law Dispatching for Cities</td>
<td>$330K</td>
</tr>
<tr>
<td>PSAP/911 Communications Centre</td>
<td>$4,700K</td>
</tr>
<tr>
<td>Flood Watch, Alert WR, Regional/Municipal Emergency Management Exercises, etc.</td>
<td>$106K</td>
</tr>
<tr>
<td>Regional Indigenous Initiatives and Reconciliation</td>
<td>$149K</td>
</tr>
<tr>
<td>E-Ticketing</td>
<td>$28K</td>
</tr>
<tr>
<td>Children’s Safety Village</td>
<td>$250K</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$5,558K</strong></td>
</tr>
</tbody>
</table>

Did You Know?
Regional Responsibilities - Support

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Capital</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$2,594K</td>
</tr>
<tr>
<td>Voice Radio Manager</td>
<td>$670K</td>
<td>$249K</td>
<td>$591K</td>
<td>$112K</td>
<td>$572K</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Voice Radio Project Manager</td>
<td>$134K</td>
<td>$149K</td>
<td>$163K</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$447K</td>
</tr>
<tr>
<td>Voice Radio Consultant</td>
<td>$58K</td>
<td>$224K</td>
<td>$227K</td>
<td>$228K</td>
<td>218K</td>
<td></td>
<td></td>
<td>$954K</td>
</tr>
<tr>
<td>Total</td>
<td>$107K</td>
<td>$128K</td>
<td>$149K</td>
<td>$155K</td>
<td>$147K</td>
<td>$64K</td>
<td>$888K</td>
<td>$4,744K</td>
</tr>
</tbody>
</table>
Mitigation Strategies

Lean Budgeting

- Recognizing the need to focus on best use of financial resources to accommodate Region of Waterloo overall demands
- Senior leaders submitted flat and/or reduced budgetary requests from 2021
- $3.5 million in financial efficiencies has been found through stringent analysis and facility and technology optimization
- Salary gapping and/or staffing vacancies continue to offset budget - $2.0 million equates to 15 officers
- Transfer from reserves to offset increased benefit costs
- Utilization of 2021 operating budget surplus to offset budget increase

Zero Staffing Growth

- Since 2019, a total of 20 uniform positions have been transitioned into civilization, including positions in Communications, Court Services, Policy and Procedure Development, Strategic Services, Cybercrime, and Training and Education
- For both 2020 and 2021, there were no resource growth
- Through internal reviews, nine positions were repurposed within the 2021 Operating Budget
Ontario Police Services Act

- **Law Enforcement**
  - 72%
  - $133,220K

- **Administration and Infrastructure**
  - 25%
  - $47,253K

- **Emergency Response and Public Order**
  - 2%
  - $4,158K

- **Regional Responsibilities - Support**
  - 3%
  - $5,430K

*2021 Approved $185,387K*

---

**2022 Budget Impacts/Drivers**

- Estimated COLA increase
- Contractual impacts
- Significant Benefit cost increases (CPP, LTD, WSIB, Medical)
- Reduction by the Ministry of Solicitor General in Court Security and Prisoner Transportation Grant
- 2021-2023 Strategic Business Plan investments
- Reduction of vacancy target
- Capital reserve funding increase
### 2022 Operating Budget

**All Encompassing**

<table>
<thead>
<tr>
<th></th>
<th>2021 Approved</th>
<th>2022 Proposed</th>
<th>2023 Forecast</th>
<th>2024 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Budget ($K)</td>
<td>$185,387</td>
<td>$197,830</td>
<td>$213,207</td>
<td>$222,016</td>
</tr>
<tr>
<td>Budget Increase %</td>
<td>2.92%</td>
<td>6.71%</td>
<td>7.77%</td>
<td>4.13%</td>
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<tr>
<td>Budget Increase % incl. Assessment Growth</td>
<td>1.62%</td>
<td>5.14%</td>
<td>u/k</td>
<td>u/k</td>
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<tr>
<td>Budget Increase ($K)</td>
<td>$5,264</td>
<td>$12,443</td>
<td>$15,377</td>
<td>$8,809</td>
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</table>

+$197,830K

35 officers

### Core Services

<table>
<thead>
<tr>
<th></th>
<th>2021 Approved</th>
<th>2022 Proposed</th>
<th>2023 Forecast</th>
<th>2024 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Budget ($K)</td>
<td>$179,957</td>
<td>$192,272</td>
<td>$207,537</td>
<td>$216,233</td>
</tr>
<tr>
<td>Budget Increase %</td>
<td>2.95%</td>
<td>6.84%</td>
<td>7.94%</td>
<td>4.19%</td>
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<tr>
<td>Budget Increase % incl. Assessment Growth</td>
<td>1.65%</td>
<td>5.27%</td>
<td>u/k</td>
<td>u/k</td>
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<tr>
<td>Budget Increase ($K)</td>
<td>$5,153</td>
<td>$12,314</td>
<td>$15,266</td>
<td>$8,696</td>
</tr>
</tbody>
</table>

+$192,272K

35 officers
**Regional Responsibilities - Support**

<table>
<thead>
<tr>
<th></th>
<th>2021 Approved</th>
<th>2022 Proposed</th>
<th>2023 Forecast</th>
<th>2024 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Budget ($K)</td>
<td>$5,430</td>
<td>$5,558</td>
<td>$5,669</td>
<td>$5,783</td>
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<tr>
<td>Budget Increase %</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget Increase % incl.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Assessment Growth</td>
<td>2.09%</td>
<td>2.36%</td>
<td>2.00%</td>
<td>2.00%</td>
</tr>
<tr>
<td></td>
<td>0.79%</td>
<td>0.79%</td>
<td>u/k</td>
<td>u/k</td>
</tr>
<tr>
<td>Budget Increase ($K)</td>
<td>$111</td>
<td>$128</td>
<td>$111</td>
<td>$113</td>
</tr>
</tbody>
</table>

2.36%
$5,558K
35 officers

**2022 Capital Request**

- Ten-year forecast totals $199,349K

$48,680K
2022 to 2031 Capital Forecast

- Human Resource Information System
- Voice Radio Equipment/Infrastructure
- Business Intelligence tools
- Body-worn/In-car Video project
- Facility Construction (Frederick Street) and Security Upgrades
- Headquarters Parking Upgrades
- Electric Vehicle Charging Stations
- Magazine Explosive Storage
- Evidence Management Facility Upgrades
- Facilities Managed Capital Renewal
- Lifecycle replacement of fleet/equipment/furniture
- Public Safety Communications Centre

Funding Sources

- Continue to focus on reducing debentures
# Capital Facilities Projects

<table>
<thead>
<tr>
<th>Project Description</th>
<th>2017</th>
<th>2019</th>
<th>2021</th>
<th>2023</th>
<th>2025</th>
<th>2027</th>
<th>2029</th>
<th>2031</th>
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<tbody>
<tr>
<td>50046 New Central Renovation</td>
<td>$17,696,625</td>
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<tr>
<td>50052 Headquarters Parking Upgrades Phase 2</td>
<td>$185,625</td>
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<td>50064 Magazine Explosive Storage</td>
<td>$101,400</td>
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<tr>
<td>60012 Training Facilities Expansion</td>
<td>$15,644,600</td>
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<tr>
<td>50163 Headquarters Renovations</td>
<td>$22,301,200</td>
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<tr>
<td>50256 North Division Renovation</td>
<td>$36,400</td>
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<tr>
<td>50565 Central Division Renovation/Expansion</td>
<td>$1,220,800</td>
<td></td>
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<tr>
<td>50666 Reporting Centre Expansion</td>
<td>$316,620</td>
<td></td>
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<td></td>
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<tr>
<td>Public Safety Communications Center</td>
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</tr>
</tbody>
</table>

# Investment in Policing via Internal Efficiencies

$$16 + 12 = 28$$

- **Members in 2020**
- **Members in 2021**
- **Repurposed Positions**

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Policing Demands in Waterloo Region

Did you know?
Every two minutes and 19 seconds we receive a call for service.

Calls For Service
266,515
January 1, 2021 – November 15, 2021
Number of Reported Criminal Code Incidents (Non-Traffic) per Police Officer

External Demands

- Drugs & Violent Crime
- Road Safety
- Mental Health
- Cybercrime & Digital Evidence
- Covid-19
- Violent Crime
Internal Demands

- Absences & Accommodations
- Increased Overtime
- Judicial Complexities
- Workplace Wellness
- Training
- Covid-19

Total Crime Rate

Source: Statistics Canada Tables 35-10-0180-01 and 35-10-0177-01
Violent Crime Rate

Clearance Rates

Figure 9: Total weighted clearance rate for the 12 largest municipal police services in Ontario, 2016-2020. Source: Statistics Canada Tables 35-10-0168-01 and 35-10-0025-01.
Case: Hazelglen
Shooting Investigation
Hazelglen Shooting Investigation

- 459 Total Investigative Hours (YTD)
- $31K Total Cost (YTD)

Involved Members:
- General Investigations Unit
- Major Crime Unit
- Intelligence
- Direct Action Response Team
- Neighbourhood Policing
- Forensic Identification Unit
- Special Response Unit

Huber Street Shooting

In the first 24 hours...

- 435 Total Investigative Hours (24 hrs)
- $29K Total Cost (24 hrs)

Involved 61 members:
- ERT/Canine
- Communications
- Patrol
- Detectives
- Identification
- Major Crime
- Public Information
- Duty Sergeants
- Duty Officers

- Lancaster Street West, Kitchener
- Country Hill Drive, Kitchener
- Northumberland Street, North Dumfries
- Oversea Drive, Kitchener
- Lester Street, Waterloo
- Rutherford Drive, Kitchener
- Ingleside Drive, Kitchener
- Speedina Road West, Kitchener
- Haddington Street, Cambridge
- South Street, Cambridge
- Avalon Place, Kitchener
- Highway 85 and Bridgeport Road, Waterloo
- Highland Road West, Kitchener
- Fischer-Hallman Road and Queen’s Boulevard, Kitchener
- Huber Street, Kitchener

Shootings year to date: 15
Road Rage Investigation

- On March 8, 2021, police were called regarding a road rage incident that turned into a firearms investigation.
- The investigation led to two criminal code search warrants and public safety warrant being granted.
- Three loaded guns, including a semi-automatic pistol and 700 rounds of ammunition were located.

Involved Members:
- General Investigations Unit
- Forensic Identification Unit
- Neighbourhood Policing Patrol
- Cybercrime Unit
- Asset Forfeiture Unit

Home Invasion Investigation

- On April 22, 2021, officers responded to reports of a home invasion.
- A number of firearms were discharged, three people suffered gunshot wounds.
- Six firearms and a substantial amount of drugs were seized.
- Six individuals were charged with numerous offences.

Involved Members:
- Major Crime Unit
- General Investigations Unit
- Forensic Identification Unit
- Emergency Response Team
- Canine Unit
- Neighbourhood Policing Patrol
- Communications Centre
- Public Information Unit
- Records Branch
- Court Services
Carjacking Investigation

- On September 14, 2021, officers responded to a report of a carjacking.
- A 22-year-old male and a 19-year-old female were arrested.
- Police seized a fully loaded handgun, ammunition, and suspected cocaine and prescription medication.
- After further investigation, two prohibited devices, ammunition, and approximately $22,000 in cash was seized.

<table>
<thead>
<tr>
<th>Total Investigative Hours (YTD)</th>
<th>Total Cost (YTD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>543</td>
<td>$36K</td>
</tr>
</tbody>
</table>

Involved Members:
- Robbery Unit
- Forensic Identification Unit
- General Investigations Unit
- Neighbourhood Policing Patrol
- Communications Centre
- Public Information Unit
- Records Branch
- Court Services

Paulander Homicide Investigation

- On September 24, 2021, officers responded to the area of Paulander Drive in Kitchener after receiving a report of an injured male.
- Upon arrival, police located an 18-year-old deceased male outside near a trail in the area.
- A post-mortem examination determined the cause of death was a result of multiple stab wounds.
- The Investigation is ongoing.

<table>
<thead>
<tr>
<th>Total Investigative Hours (YTD)</th>
<th>Total Cost (YTD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,091</td>
<td>$140K</td>
</tr>
</tbody>
</table>

Involved Members:
- Patrol Unit
- Forensic Identification Unit
- Power Care Unit
- General Investigations Unit
- Canvas Team
- Search Team
- Surveillance
- Cybercrime Unit
- MCU
Powell Road Homicide Investigation

- On September 18, 2021, officers responded to a residence on Powell Road in Wellesley Township for a report of a disturbance.
- Upon arrival, officers located a one-year-old child deceased.
- A 31-year-old male has been charged with first degree murder.

Total Investigative Hours (YTD) 306
Total Cost (YTD) $20K

Involved Members:
- Patrol Unit
- Forensic Identification Unit
- Power Case Unit
- General Investigations Unit
- Wellness Unit
- MCU

Drugs Seized

- Cocaine 5,516 grams
- Methamphetamine 14,002 grams
- Heroin 452 grams
- Ecstasy/MDMA 55 grams
- Oxycodone 2,905 pills
- Fentanyl/Carfentanil 7,681 grams
- Marihuana Dried Product 88,146 grams

$4.2M Value of drugs seized
Overdoses

833  Overdose calls; 84 deaths
48   Naloxone Administrations
195  Naloxone Administrations
     Since 2018

732 hours
Non-fatal overdoses

2,100 hours
Fatal overdoses

Weapons Seized

177  Firearms seized
89   Firearms surrendered

2,400
Firearms taken into custody since 2017
Cybercrime

203 Cybercrime Investigations (1 FTE)
- 242 cases waiting in queue
- 173 from 2021, 69 from 2019-2020

729 Devices Analyzed (3 FTE)
- 111 waiting in queue with a four to six month wait

448 Video Forensic Requests (1 FTE)
- 20 waiting in queue

178 Open Source Intelligence (1 FTE)
- 29 waiting in queue

Internet Child Exploitation

16.7M Images Reviewed

205 New Cases

259 Devices Seized

650,326 Videos Reviewed
25,627
Total road safety charges this year

Road Safety

<table>
<thead>
<tr>
<th>Category</th>
<th>Charges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impaired Driving (alcohol)</td>
<td>533</td>
</tr>
<tr>
<td>Impaired Driving (drug)</td>
<td>153</td>
</tr>
<tr>
<td>Speeding</td>
<td>11,577</td>
</tr>
<tr>
<td>Dangerous Driving</td>
<td>216</td>
</tr>
<tr>
<td>Stunt Driving</td>
<td>418</td>
</tr>
<tr>
<td>Seatbelts</td>
<td>437</td>
</tr>
<tr>
<td>Distracted Driving</td>
<td>715</td>
</tr>
<tr>
<td>Other</td>
<td>11,578</td>
</tr>
</tbody>
</table>
### Human Trafficking

<table>
<thead>
<tr>
<th>Count</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>56</td>
<td>Victims/survivors helped (offered resources, education, safety planning)</td>
</tr>
<tr>
<td>67</td>
<td>Victim Quick Response Program applications to assist victims</td>
</tr>
<tr>
<td>45</td>
<td>Needs assessments</td>
</tr>
<tr>
<td>38</td>
<td>In-person follow-ups</td>
</tr>
<tr>
<td>231</td>
<td>Remote follow-ups</td>
</tr>
<tr>
<td>121</td>
<td>Charges laid from January 2021 to August 2021</td>
</tr>
</tbody>
</table>

![3,000 Average number of mental health calls per year]

3,000

Average number of mental health calls per year
**Mental Health**

Mentally Ill Occurrences, 2010-2021 Q3

- Mentally Ill Apprehended and Voluntary Transport
- Other Mentally Ill Occurrences

Source: WRPS Niche RMS

**Attempt Suicide**

Attempt Suicide Occurrences, 2010-2021 Q3

Source: WRPS Niche RMS
IMPACT

- Starting in May of 2018, the Canadian Mental Health Association (CMHA) Waterloo Wellington collaborated with WRPS to create the Integrated Mobile Police and Crisis Team (IMPACT), which is fully funded by the Ministry of Health with support from WRPS.

- IMPACT consists of a variety of addictions and mental health clinicians who respond to calls for service with frontline officers.

- IMPACT currently has 11 members providing coverage seven days a week from 8 a.m. to 12 a.m.

- Mental health calls take up 84 per cent of the team’s response with Attempt Suicide, Compassionate to Locate, and Domestic (other) further comprising most of the call volume.

- From January 2021 to November 7, 2021, members of WRPS and IMPACT were dispatched together 1,050 times.

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"I would like to express my heartfelt gratitude to the two officers who arrived at my home for a wellness check recently.

Being in the throes of a massive breakdown, I truly needed assistance. I was determined to die that morning either by summoning up enough courage to jump or overdosing. So my gratitude to them for treating me with dignity, although through restraint.

These particular officers will be remembered for giving me a chance at hope for a different outcome.

Thank you for saving my life."
Community Engagement and Well-Being Branch

Direct Action Response Team (DART)
- Provides high impact and enhanced uniform visibility presence that addresses high priority neighbourhood concerns while reducing long-term operational demands on divisional resources through problem oriented policing, crime prevention and enforcement.
- Provides support to assigned projects, and major and special events throughout the Region.

Community Engagement Unit (CEU)
- Multi-functional team which develops and supports positive and productive relationships with community members, community partners, local organizations and BIA's within the Region.
- Identify trends and situations where a proactive approach may be able to support the resolution, all while valuing and furthering the promotion of equity, diversity and inclusion.

Community Investment: 2022 Priorities and Investments
- Path Forward, Equity, Diversity and Inclusion and WRPS Strategic Business Plan
- New Communications Centre and NG911
- New Technology
- Human Resources Information System
- Precision Policing and Business Intelligence Tools
- Community Safety and Policing
- Zone/Boundary Review
- Body-worn and In-Car Video Project
- Digital Evidence Management System
IN THE COMMUNITY

People Helping People 24/7
Community Connection

- Backpack Challenge
- Back to School Safety
- Bike Safety
- Cybercrime
- Domestic Violence
- First Responder Parades
- Help is Here
- Homecoming
- Officeroween
- Open House
- Operation Freeze
- Post Positive
- Police Week
- Road Safety
- Stuff-a-Cruiser
- Summer Safety
- Winter Wear

Backpack Challenge

2,000

Backpacks, hundreds of water bottles, lunch bags and school supplies were collected and donated to families in need.
Officeroween

During the month of October 2021, WRPS launched our second annual Officeroween social media campaign.

The campaign encouraged community members to have some fun by dressing up as a police officer and sending us a photo for a chance to win a prize.

Winter Wear Campaign

During the month of November, WRPS launched their second annual Winter Wear campaign to support children and families in need.

The campaign encourages residents of Waterloo Region to share the warmth by donating new winter coats, snow pants, hats, mittens, scarves, or gift cards.
Dear Police Officers,
Thank you for coming to my city. You are heroes.
We are here for you, Waterloo Region.

24/7/365
People Helping People