

Regional Municipality of Waterloo

Strategic Planning and Budget Committee

Agenda



Date: Wednesday, December 14, 2022
Closed Session: 2:30 p.m.
Location: Council Chambers

Should you require an alternative format please contact the Regional Clerk at Tel.: 519-575-4400,
TTY: 519-575-4605, or regionalclerk@regionofwaterloo.ca

Pages

1. Call to Order
2. Land Acknowledgement
3. Declarations of Pecuniary Interest under the “Municipal Conflict of Interest Act”
4. Presentations

4.1 2023 Budget - Supporting the Plan

2

5. Communications
6. Other Business
7. Adjourn

Recommended Motion:

That the meeting adjourn at x:xx x.m.



Our Budget in 2023

Building World Class

2023 Budget: supporting the Plan

Budget Committee December 14, 2022

Purpose of the Plan and Budget

- Achieve strategic and annual business plan objectives
- Establish service levels for the coming year
- Approve financial and staff resources to deliver services
- Determine property tax and user rate revenue requirements
- Set user rates, fees and charges

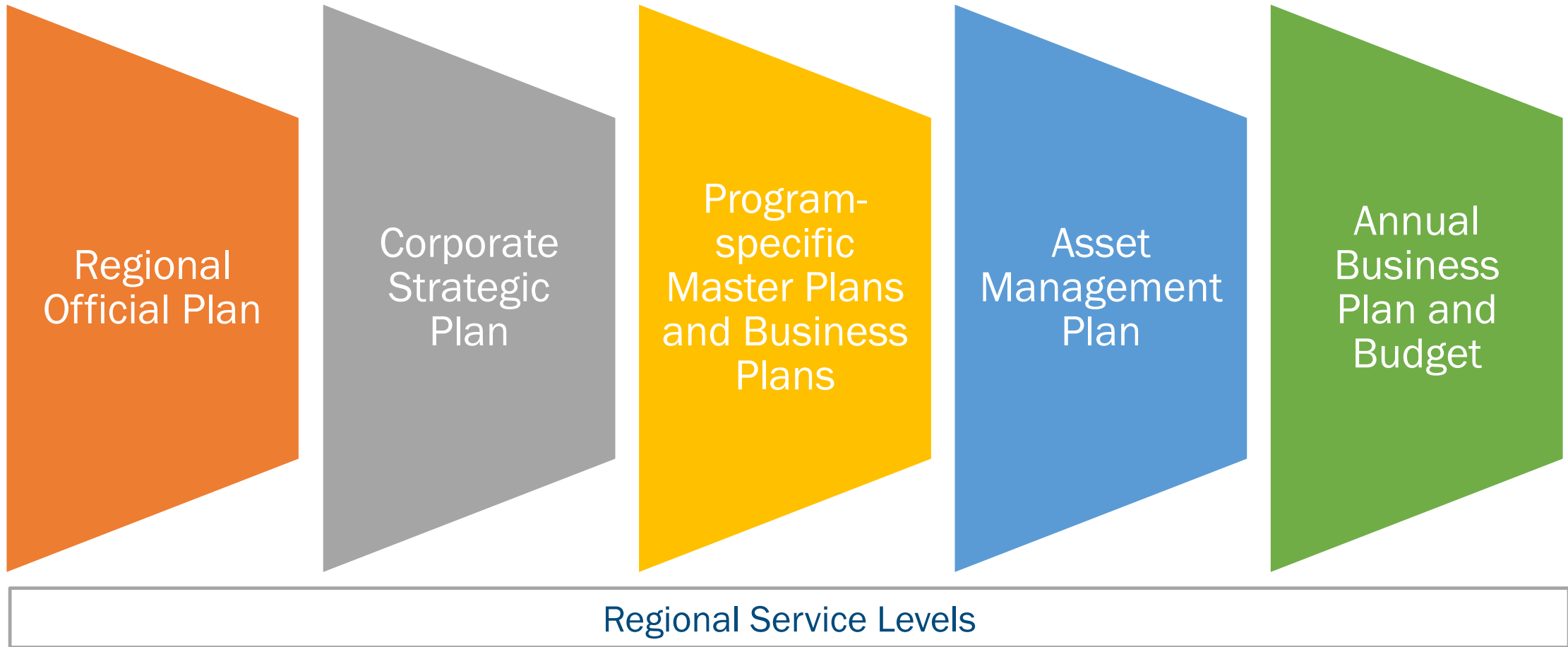
Today's Objectives

Overview of current service levels and proposed service level enhancements

Early look at the capital program

Explain tax rate pressures and the capital-operating-reserve relationship

Plan and Budget Development



Strategic Focus

REGION OF WATERLOO Strategic Focus 2019–2023

Our vision (What we aspire to)

Waterloo region: an inclusive, thriving and sustainable region of connected rural and urban communities with global reach, fostering opportunities for current and future generations.

Our mission

We serve with caring and responsible public service.

We engage by listening and responding to community needs.

We inspire by conducting ourselves with openness to enhance public trust and confidence.

Our values (How we work)

Service: Satisfy and build confidence

Integrity: Instill trust


Respect: Value and recognize

Innovation: Make ideas happen

Collaboration: Involve and engage others

To view the detailed 2019–2023 Strategic Plan or request alternate formats, visit www.regionofwaterloo.ca

 RegionWaterloo

 @RegionWaterloo

Call: 519-575-4400

For deaf and heard of hearing (TTY): 519-575-4608



Region of Waterloo

Thriving economy

- 1.1. Create a competitive business-supportive community to help attract, retain and grow employers, talent and investments in Waterloo Region.
- 1.2. Ensure an adequate and strategic supply of employment lands in the Region.
- 1.3. Support the arts, culture and heritage sectors to enrich the lives of residents and attract visitors to Waterloo Region.
- 1.4. Grow passenger air service and aviation related activities at the Region of Waterloo International Airport.

Sustainable transportation

- 2.1 Enhance the transit system to increase ridership and ensure it is accessible and appealing to the public.
- 2.2 Improve and better integrate roads and rail transportation services to and from Waterloo Region.
- 2.3 Increase participation in active forms of transportation (cycling and walking).
- 2.4 Improve road safety for all users – drivers, cyclists, pedestrians, horse and buggies.

Environment and climate action

- 3.1 Reduce greenhouse gas emissions.
- 3.2 Improve resilience to climate change and/or severe weather.
- 3.3 Direct more waste away from the landfill, improve recycling and better manage organic waste.
- 3.4 Protect our water resources (drinking water and wastewater treatment).
- 3.5 Promote the efficient use of urban land, and protect and enhance agricultural and natural areas.

Healthy, safe and inclusive communities

- 4.1 Improve child and youth wellbeing in Waterloo Region.
- 4.2 Make affordable housing more available to individuals and families.
- 4.3 Promote and enhance equity in policies, planning, services, and decision-making in order to positively impact community wellbeing.
- 4.4 Prevent and reduce problematic substance use and its consequences.
- 4.5 Enhance community safety and wellbeing in Waterloo Region.

Responsive and engaging public service

- 5.1 Enhance opportunities for public engagement, input and involvement in Region of Waterloo initiatives.
- 5.2 Provide excellent citizen centered services that enhance service satisfaction.
- 5.3 Attract, support and retain skilled, engaged and diverse employees.
- 5.4 Ensure the Region provides value for money and long term financial sustainability.

Our people

- 6.1 Let the Regional Values of Respect, Integrity, Collaboration, Innovation and Service guide our behaviour.
- 6.2 Foster opportunities for employees to be engaged, recognized and valued for their work.
- 6.3 Provide opportunities for learning and development that support all employees abilities to build and grow their career at the Region.
- 6.4 Create an environment that supports and promotes an inclusive and diverse workforce that is representative of the communities we serve.
- 6.5 Build a healthy and safe work environment that supports individual wellness and creates the capacity for all employees to be and do their best.

Sustainable Transportation

GRT bus service

- Added 365,703 kms of bus service in 2022 (projected, as compared to 2021) for a projected total of 16,113,866 kms of bus service.
- There was 7,420 hours of service added in September for a total of 772,839 service hours in 2022.
- An additional 17,118 hours is being implemented in January 2023.
- This service is over 54 routes servicing 2,579 stops with a typical peak frequency of 10 minutes on the ION bus/LRT, 15 minutes on iXpress and other core routes - and 30 minutes for most other local routes.
- Ridership is growing in the 2nd half of the year & will be close to 90% of 2019 levels, with a number of routes past 100% of 2019 levels in last quarter.
- MobilityPLUS provides a projected 48,661 annual service hours in 2022 to over 1,900 active registrants.



Sustainable Transportation

- **GRT LRT** will provide a projected 977,553 km of rail service in 2022 with 52,351 service hours at a typical peak frequency of 10 minutes.
- **Roads:** 1,800+ lane kms of regional roadways and 170 bridges requiring snow clearing, preventative maintenance, rehabilitations and reconstruction
- **Road Safety:** to enhance safety of vulnerable users near schools, 16 sites equipped with Automated Speed Enforcement
- **Active Transportation:** 300 lane-kms of on-road cycling facilities and 4km on the Spur Trail requiring snow clearing, preventative maintenance, rehabilitations and reconstruction

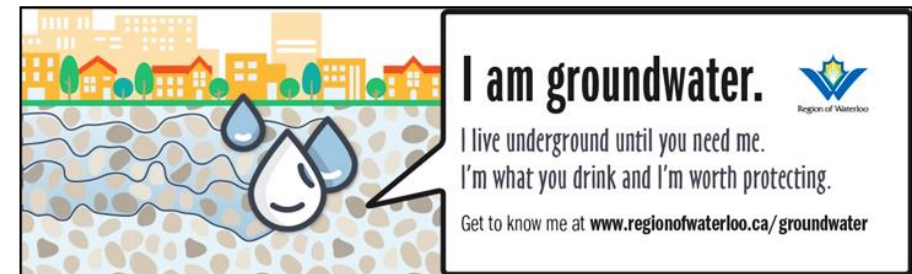


Environment & Climate Action



Water and Wastewater Services: Two – tier system providing 58 million cubic metres of clean drinking water in the Region and treating approximately 56 million cubic metres of wastewater annually to provincially mandated standards.

- Performed over 54,000 samples and tests to meet regulatory requirements and support environmental projects and programs
- Water Services Total Asset Valuation (2019\$) \$2.53 billion; average Asset Condition Good
- Manage operations of one surface water treatment plant and over 100 ground water wells
- Manage operations of 13 wastewater treatment plants.



Environment & Climate Action



Waste Management: One – tier system Providing curbside and Public Drop Services to the Region

- Bi-weekly waste pickup, weekly green and blue box pick up, seasonal yard waste
- 63% waste diversion rate; 153, 400 tonnes going to landfill
- \$3.20 per week per household (2021)

TransformWR:

- In 2018, all seven Area Municipal councils and Regional Council endorsed the target to reduce Waterloo Region's community GHG emissions by 80% of 2010 levels by the year 2050
- June 2022 - 6 Transformative Actions approved
- two specific tools to include GHG reductions as an integrated component of the Region's decision-making processes: a project-specific Climate Implications Tool, and a corporate-wide carbon budget.

Healthy, Safe, and Inclusive

- **Ontario Works:** Providing financial support and benefits to 15,135 individuals monthly, on average
- **Children's Services:** Overseeing the implementation of the federal government's Canada Wide Early Learning and Licensed Child Care program as well as a licensed childcare system with 3,050 subsidized spaces
- **Seniors' Services:** Operation of a 263 bed facility with a target of 'Four Hours of Care/Resident/Day' the province is subsidizing to achieve
- **REDI Focus:** 39 staff initiatives to transform municipal service in the areas of Childcare/Early Years, Housing Stability and Shelter System , Health Equity, arts culture and connection, Transit. Government and Governance, Community Collaborations
- Supporting 41 community organizations to undertake vital Upstream work to support the Community Safety and Wellbeing Plan



Healthy, Safe, and Inclusive



- **Housing Services:** Operation, maintenance of approximately 2,814 affordable housing units in the Region's housing portfolio; administration of rent supplement programs supporting 900+ families/individuals; coordination and financial support to over 27 non-profit and cooperative housing providers.
- **Emergency Shelter, Supportive and Transitional Housing:** Coordination and financial support for 629 spaces; planning underway for an interim transitional housing strategy that will support 325 additional individuals to finding permanent housing solutions
- **Ontario Seniors Dental Care Program (January 1-October 1, 2022)**
418 clients received dental services through Community Health Center dentists and/or through referral to dental specialists
362 clients received preventive dental services by a Registered Dental Hygienist at a Community Health Center

Healthy, Safe, and Inclusive

Paramedic Vehicle Responses: 2022 YTD 55,201 (+5,975) Year-over-year growth from 2021 to 2022 is expected to be 10.3 per cent; well above the 5-year, pre-pandemic (2015-2019) annual growth rate of 6.7 per cent.

Food Safety: (2019 data before pandemic redeployment)
Total number of food premise inspections – 7341

Immunization:

- (2018-2019 school year before pandemic redeployment)
- Number of Hepatitis B vaccine administered to students in grades 7 to 8 – 8,691
- Number of meningococcal vaccine administered to students in grades 7 to 12 – 6,070
- Number of HPV vaccine administered to students in grades 7 to 12 – 4,865

COVID Data:

- Total doses administered to Waterloo Region residents – 1,466,922
- Total doses administered by Waterloo Region clinics – 925,737
In 2022 we will have run clinics for 355 days



Thriving Economy



- **Economic Development:** There are 1,154 new homes created as part of the Building Better futures initiative. There are 826 current participants in the CYPT with 1,000 projected for 2023.
- **SMART Waterloo Region** has engaged 1,000 students in the new Innovation training, and secured 10 locations and community collaborators for community food forests with 30 locations targeted for 2023.
- In 2022, 4 mega site opportunities were identified for future employment areas.
- **In 2023, a shovel-ready plan** will be developed for these sites as well as small and medium-sized sites across the Region. Economic Development is leading economic recovery programs related to micro loans and completed the Aviation and Aerospace Strategy to ready land and support growth strategies.

Thriving Economy

- **Airport:** For 2023 estimated passenger volumes are 600,000, and the airport expects to remain in the top 20 busiest airports in Canada.
- **Library:** 90,000 patrons were welcomed across 10 library branches in 2022.
- 375,000 physical resources in the Region of Waterloo Library collection, and 450,000 items were circulated through the Region of Waterloo Library service in 2022.



Thriving Economy

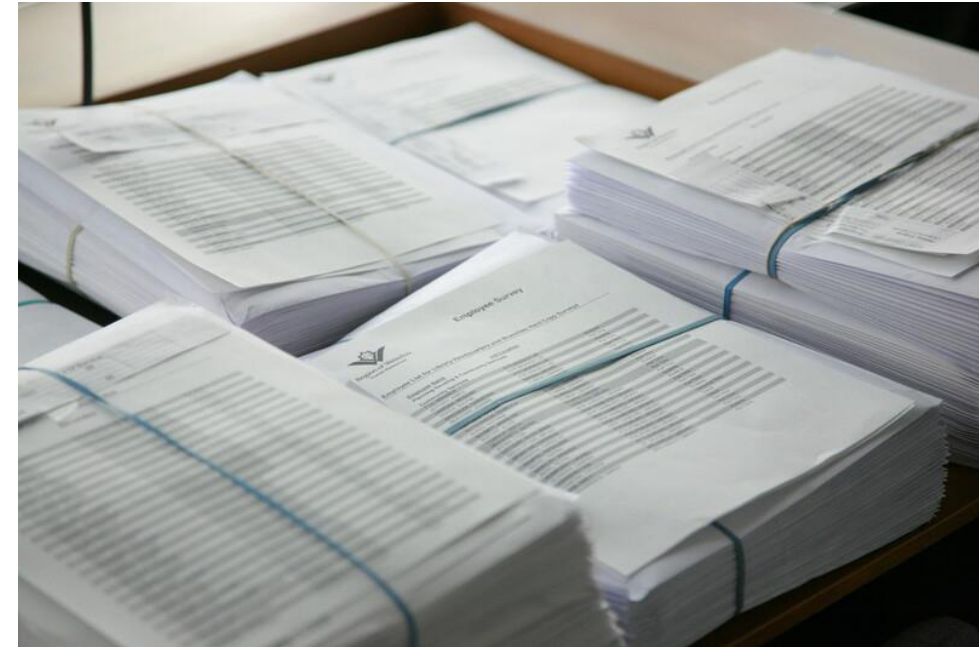


- **Culture:** 100,000 annual visitors (average) were welcomed by the 4 Region of Waterloo Museums Pre-Pandemic.
- The museums are re-emerging from pandemic closures, and visitation levels are currently at about 50% of that average and growing.
- Museum collection includes 60,000 museum objects.
- 166 new objects acquired in 2021 are cared for in the Region of Waterloo Museum Collections, 52 objects loaned to other institutions in 2021, and 261 objects borrowed from other institutions in 2021.
- 520 research requests are responded to by museum and archives staff each year.

Thriving Economy

Community Planning provides leadership in the delivery of world class communities.

- **The Policy, Data, Research, and Analytics team** provided policy leadership through adoption of ROPA 6 – accommodating 306,000 new people; 168,000 new jobs and 121,000 new homes by 2051 through creation and enhancement of 15 minute neighbourhoods
- **The Development Planning team** reviewed and commented on over 550 development applications including Draft Approval of Plans of Subdivision and Condominium of over 4,500 units in 2022
- **The Environmental Planning and Sustainability team** reviews over 60 development applications, develops and implements community and corporate climate adaptation and energy transition strategies and manages 16 Regional Forests and administers the Tree By-law with around 60 permits/year.
- **The Corridor Planning team** reviewed over 550 development applications, 285 site plan applications, 362 minor variances and issued over 63 access permits in 2022



Responsive & Engaging

- **Facilities:** 840 Regionally owned buildings
- **Fleet:** 778 vehicles ranging from police vehicles and ambulances to snow plows and heavy equipment
- **Finance:** Processing 165,000 invoices from 6,000 vendors annually; billing 4,500 water customers and 600 families receiving licensed child care; providing financial management and planning expertise to 40+ program areas
- **Legal:** Provincial Offences Act administration: Total annual number of charges filed in a year 55,000, including 5,500 red light camera and 20,000 automated speed enforcement infractions.
- **IT Security** - 24x7 protection from malware, ransomware, viruses, phishing attacks using 100+ firewalls and security appliances
- **Industrial (IoT) devices** - thousands of connected cameras, sensors, controllers, alarms and vehicles
- **IT Infrastructure** – 850 servers hosting applications and providing secure storage of data accessed by employees and the public



Responsive & Engaging



- **Service First Contact Centre** is a 24/7 operation, which is the front face of our organization to the community with staff responding to over 300,000 calls and emails annually, and in person services provided at the three primary administrative buildings.
- Our current service level standards are 80% of calls answered within 60 seconds. In 2023 we will be expanding our service channels to provide a chat-bot on the website, and interactive virtual agents.
- **Our Communications & Engagement team** works to help residents and staff connect with the Region, stay informed, and access the programs and services they need.
- This past year we facilitated **3,000+ media stories**, shared 105 stories on the website, with **11,085 unique web visitors** with a total of 19,624 pages visited. We connect with the community on Social with 9151 followers on Instagram, **84.4k followers** on Twitter and **15k followers** on Facebook. Our new newsletter has 1440 subscribers and growing.
- The Region currently has **9679 Engage subscribers** with 61 engagement initiatives live in 2022.

Our People

- Supporting 3700 regional employees through the employee lifecycle: recruitment, training and development, career planning, and retirement
- The “Find Your Way to Wellbeing” campaign underway for Regional employees, is designed to support employee mental health and resilience as we slowly transition out of the pandemic
- The Emergency Management team supported 45 Regional response activities between January 2022-November 30, 2022 where we were monitoring or engaged in responding to Area Municipal emergencies and/or Regional service disruptions.



Our People



- Ensuring the Region is attracting, supporting and retaining skilled, engaged and diverse employees who are committed to providing excellent service
- Leading transformational change and organization design, in response to current and emerging employee, organizational and community needs
- Building leadership capacity through strategic advice and resources, creating a harmonious, inclusive, and world-class employee experience
- Mitigating risk, enabling healthy, safe and inclusive internal (employee-centred) and external (citizen-centred) communities
- Delivering on business-imperative service that is both aspirational and responsive to internal and external factors influencing the Region's success
- Strengthening partnerships throughout the organization to position the Region as a progressive, innovative and inclusive employer of choice

2023 Budget

Service Expansion and the 2023-2032 Capital Program

Service Expansion in the 2022 budget

Annualization of Service Enhancements in the 2022 Budget

- Airport facility and service expansion (\$445K)
- New paramedic service resources added on July 1 (\$419K)
- Grand River Transit expanded service hours (\$823K)
- New GRT Bus Maintenance and Storage Facility on Northfield Drive (\$1,987K)
- Climate Action investments (\$119K)

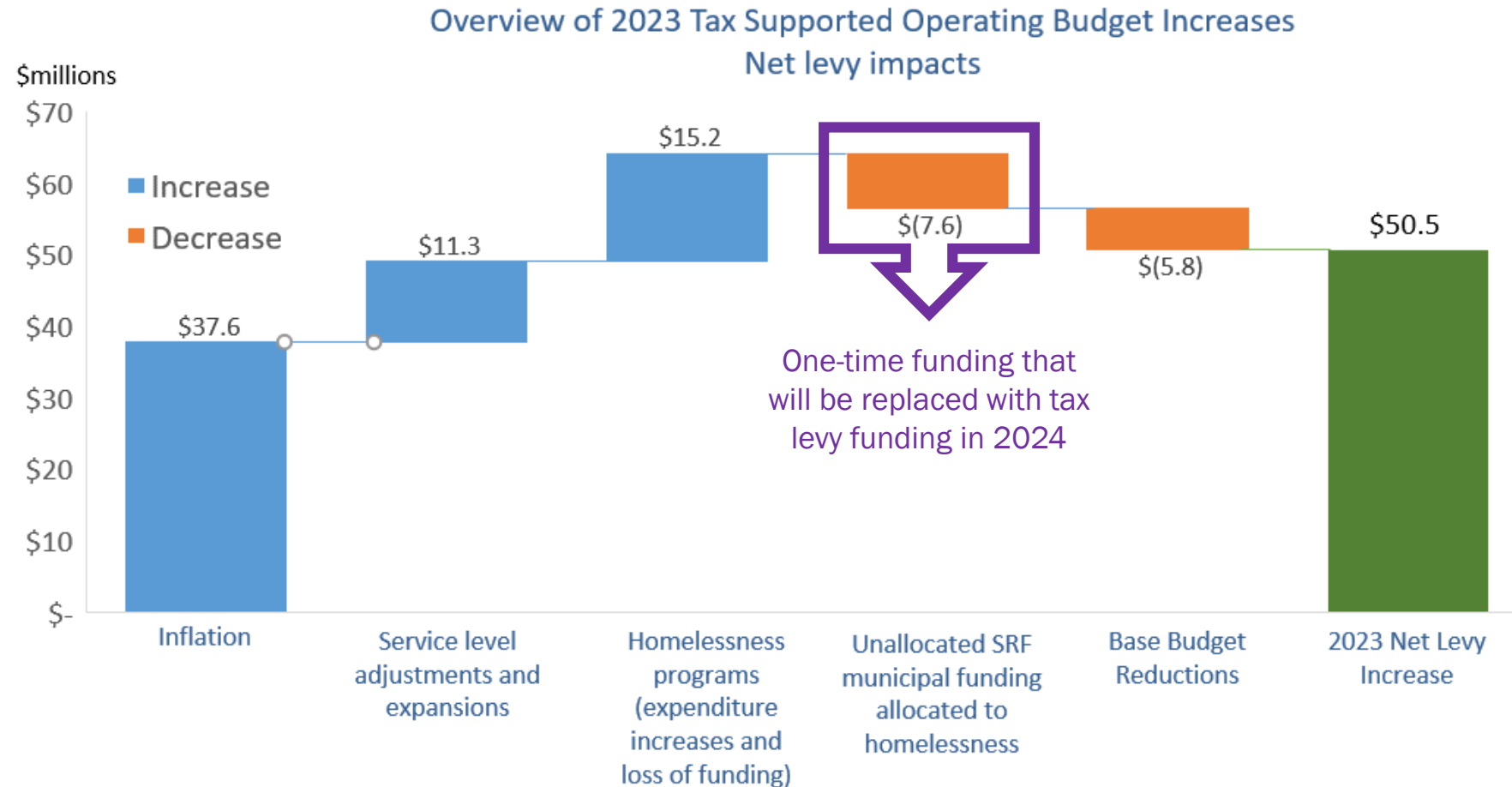
Service Expansion post 2022 budget

Service Enhancements Approved by Council Subsequent to 2022 Budget Approval

- Three 12-hour ambulances and staff effective Oct. 1, 2022, four 12-hour ambulances in July 1 of 2023, and four 12-hour ambulances planned for Jan. 1, 2024 (\$2.5M in 2023)
- GRT service hour reinstatement in fall 2022 and further service restoration as of January and April 2023 (\$3M in 2023)
- Interim housing strategies (\$8.1M in 2023)

Preliminary 2023 tax-supported operating position

- So far staff have found \$6.0M in savings or the equivalent of an 1.4% levy reduction
- To continue service delivery, manage inflation, manage growth in demand, manage provincial funding reductions, would require **an additional \$147/average household annually**



Capital program

10 year capital program

- Investments needed to keep existing assets in a state-of-good-repair and new infrastructure for population and service growth
- Funding and financing plan

Existing (renewal)

- Needs to be maintained, renewed, upgraded and replaced
- Asset Management Planning informs investments required in the 10 year capital program

New (growth)

- Required to serve our growing community
- Water and wastewater capacity, roads, facilities, vehicles and equipment
- Informed by Regional Official Plan & Master/Business plans

Major capital works - underway

Kingscourt Drive
Housing Units

Airport Terminal
renovations

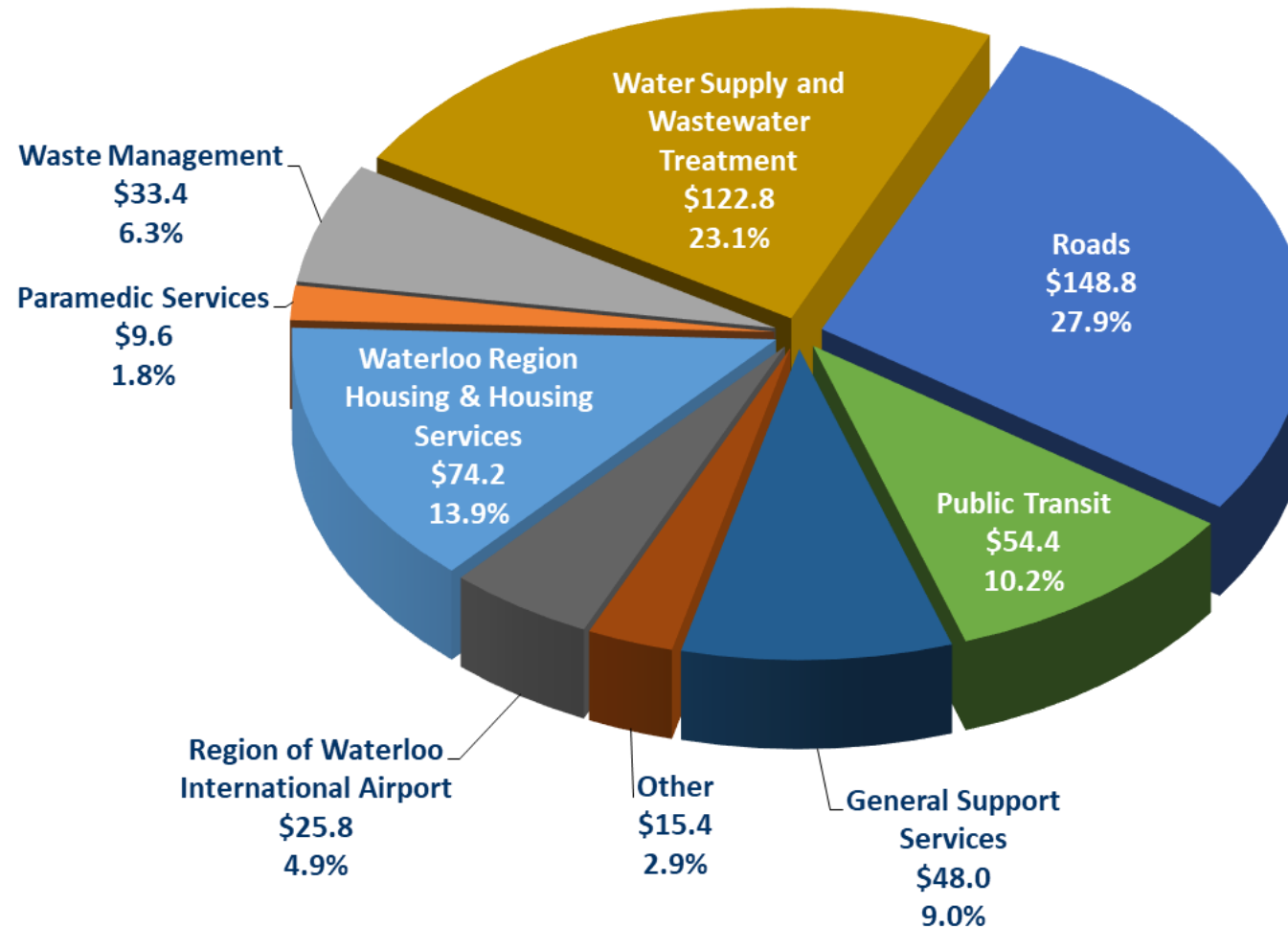
Numerous Road
and active
transportation
projects

Water and
Wastewater system
infrastructure
upgrades

Police Central
Division

Draft 2023 Capital Budget (\$532M)

Expenditure Categories (\$ millions)



Major capital investments proposed for 2023

Wilson Ave
Housing Units

KVTH Early
Works

Road
rehabilitation
and expansion
projects

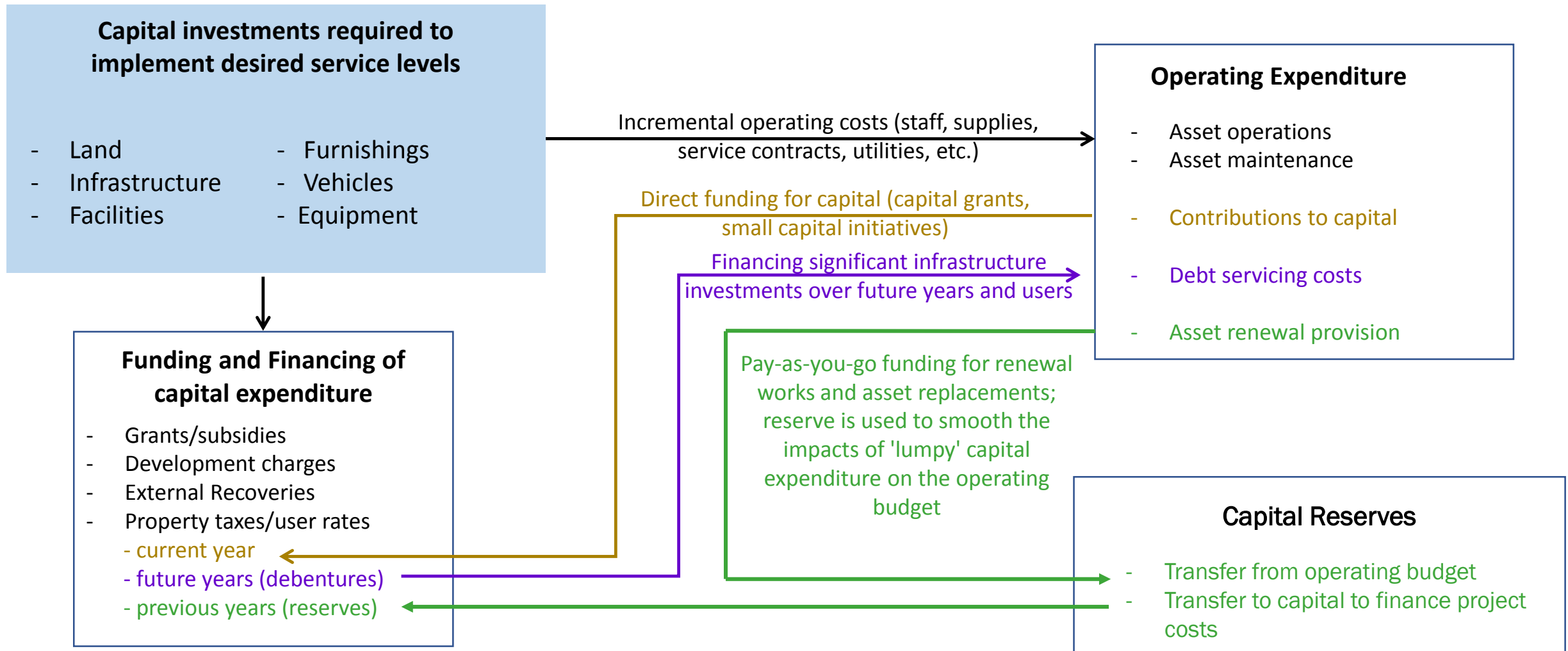
Water and
Wastewater -
capacity and
quality

New Landfill site
cell capacity

GRT Bus
replacement

Ambulances

Capital/Operating/Reserves relationship



Why there is so much pressure on property tax rates

Inflation, cost of borrowing,
utilities, service expansion,
transformational investments



Operating
costs

Sustainable renewal of existing
assets and new infrastructure to
serve a growing community

User fees,
grants &
subsidies

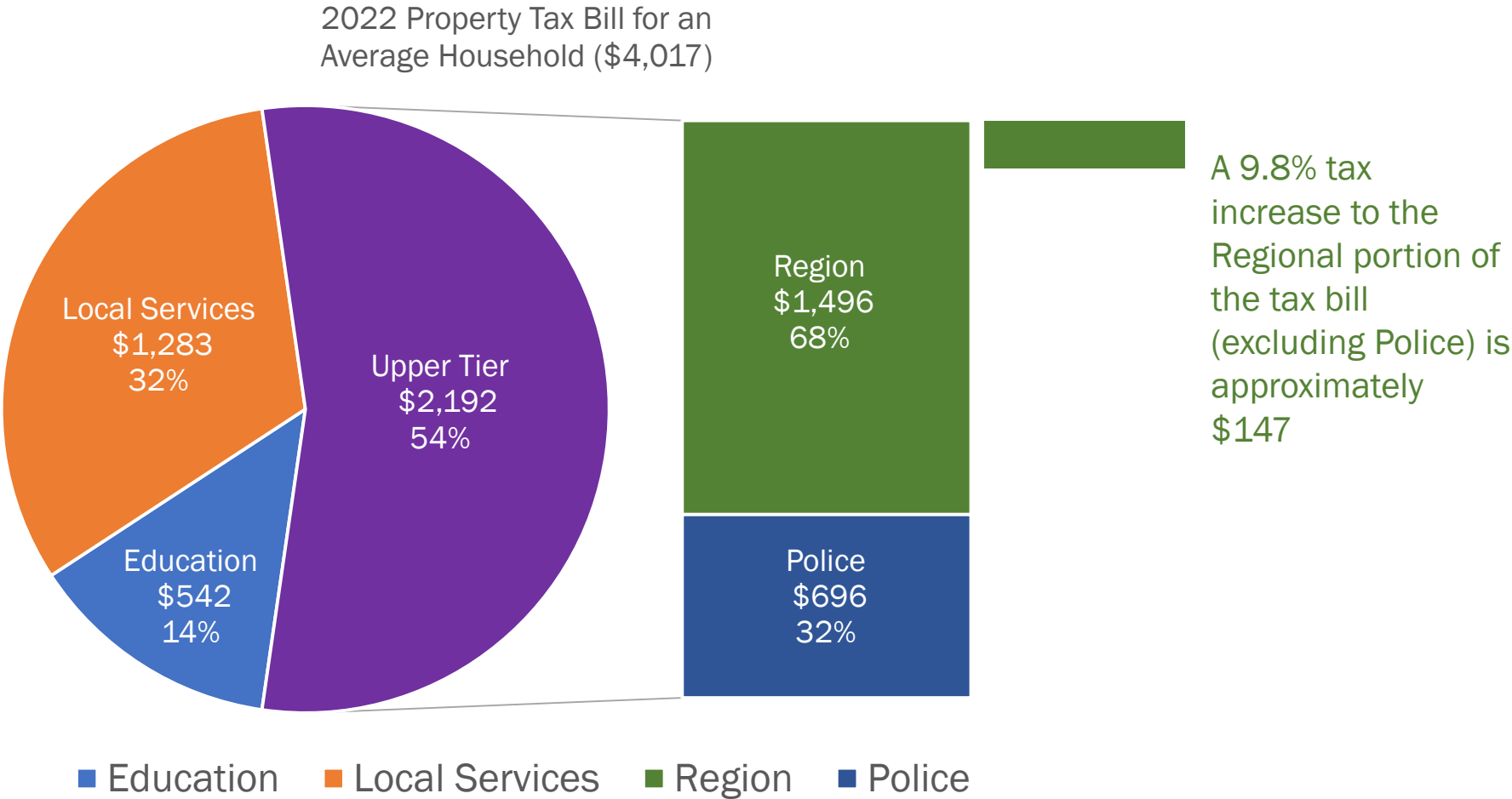


Capital funding

Property
tax rate ↑

Property assessment
Add: building activity
Less: ARB decisions, RfRs , etc.

Property Tax Increase Illustration



Why this year's budget is different



Next steps

Meeting	Revised Date	Time
Regional Plan, Operating Budget and Capital Program Overview	Nov. 30, 2022	1:00pm-5:00pm
Regional Plan, Operating Budget and Capital Program Overview #2	Dec. 14, 2022	1:00pm-5:00pm
Police Services Board Budget Approval	Jan. 18, 2023	-
Regional Operating Budget and Capital Program: Detailed Budget Review #1	Jan. 18, 2023	1:00pm-5:00pm
Public Input #1 (evening)	Jan. 18, 2023	6:30pm-9:30pm
Police Services Budget Presentation to Plan and Budget Committee	Feb. 1, 2023	1:00pm-3:00pm
Regional Operating Budget and Capital Program: Detailed Budget Review #2 GRCA presentation	Feb. 8, 2023	1:00pm-5:00pm
Public Input #2 (evening)	Feb. 8, 2023	6:30pm-9:30pm
Final Budget Day: - Approval of 2023 Operating Budget and Capital Program - Approval of user fees and charges and user rates	Feb. 22, 2023	3:00pm-6:00pm