

# Regional Municipality of Waterloo

## Strategic Planning and Budget Committee

### Agenda



Date: Wednesday, January 18, 2023  
Closed Session: 1:00 p.m.  
Location: Council Chambers/Electronic

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

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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	
To be released on the addendum agenda.	
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For information.	
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6.1 2023 Preliminary Budget Book	
To be released on the addendum agenda.	
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8. Motion to go into Closed Session	
Recommended Motion:	
That a closed meeting of the Strategic Plan and Budget Committee be held on	
Wednesday, January 18, 2023 at 5:00 p.m., in accordance with Section 239 of	
the “Municipal Act, 2001”, for the purposes of considering the following subject	
matters:	

- a) personal matters about identifiable individuals related to employee negotiations
- b) employee negotiations

**9. Adjourn**

**Recommended Motion:**

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

**Region of Waterloo**

**Corporate Services**

**Corporate Finance**

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**To:** Strategic Planning and Budget Committee

**Meeting Date:** January 18, 2023

**Report Title:** 2023 Plan and Budget Overview

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**1. Recommendation**

For Information.

**2. Purpose / Issue:**

The purpose of this briefing note is to provide the Strategic Planning and Budget Committee with an overview of the 2023 Plan and Budget. This includes details of the 2023 Annual Business Plan, operating budget, the 2023-2032 capital program, and next steps.

**3. Strategic Plan:**

The annual budget aligns resources to the organization's strategic vision and numerous initiatives set out in the Corporate Strategic Plan.

**4. Report Highlights:**

- The 2023 Plan and Budget supports the six focus areas of the 2019-2023 Strategic Plan; Thriving Economy, Environment and Climate, Sustainable Transportation, Responsive & Engaging Services, Healthy, Safe & Inclusive Communities, and Our People.
- The preliminary 2023 Plan and Budget focuses on maintaining critical services during a period of unprecedented fiscal challenge and proposes investments focused on areas of top community need. These include accelerating affordable housing and implementing new initiatives to address the homelessness crisis, transit service recovery and expansion to address new ridership patterns, increased paramedic services to respond to the needs of our rapidly growing community, modernizing and improving the service experience for residents, and more.

- The preliminary 2023 operating budget expenditure for Regional Services (excluding police) is \$1.2 billion, and includes a preliminary 2023 property tax levy requirement of \$469.1 million, representing a \$48.0 million increase from 2022 (11.4% increase). The preliminary 2023 property tax impact for Regional Services (excluding police) is 9.2%, taking into account assessment growth of 1.99%. For 2023 staff have identified \$9 million of reductions that are reflected in the preliminary budget figures above.
- The 2023 budget proposes certain changes to water/wastewater rates and other user fees and charges as outlined in Report COR-CFN-23-005 on this agenda.
- The Region's 2023-2032 capital program proposes investments of approximately \$6.3 billion over ten years, with \$540 million planned in 2023. Funding for the capital program is comprised of grants/subsidies, property taxes, user rates and development charges.
- A presentation is being prepared for the first Detailed Plan and Budget Review meeting on January 18. This will include an overview of the proposed corporate operating and capital budgets as well as detailed reviews of the plan and budget for water and wastewater, public transit, homelessness and paramedic services. A link to the preliminary 2023 Budget Book, which provides details on the operating budget and capital program by division, will be made available on the Budget page of Region's website on January 13, 2023.

## **5. Background:**

### **2023 Planning Approach**

Over the past several months, staff across the organization have been reviewing strategic progress and engaging with community to establish priorities and develop the preliminary 2023 Plan and Budget. The Region's Strategic Plan guides the 2023 Plan and Budget, and staff have identified the following principles to guide the process:

- Build on 2022 approach and successes with the strategic plan as a guide.
- Invest in critical elements of organizational success; including employee wellbeing, organizational change, improving employee recruitment and retention capacity, and technological innovation to drive efficiencies.
- Review service levels to reflect changing needs and accommodate fiscal pressures.
- Review Provincial and Federal obligations that are currently funded in whole, or in part, by the property tax levy.
- Ensure adequate asset renewal funding to promote long term financial sustainability.
- Avoid strategies that will make future budgets more difficult.

The 2023 Plan and Budget Process to date has progressed through the following key stages:

- June: Council presented with strategic vision and early context around the Plan and Budget drivers and pressures.
- August/September: Staff across the organization drafted departmental and divisional business plans. This process included reviewing existing service levels and identifying efficiencies against community need and legislated expectations.
- September/October: Community engagement and communications to support development and calibration of the 2023 Plan and Budget based on community input, and preparation for Committee review on November 30<sup>th</sup>, and a review of service levels on December 14<sup>th</sup>.

### **Strategic Focus of Plan and Budget**

The preliminary Plan and Budget supports the Strategic Plan 2019-2023, building upon initiatives from 2022 and factoring in the evolving needs of community. The 2023 Plan and Budget invests in key strategic priorities that include the following areas:

- Accelerating the creation of and access to affordable housing, increasing emergency shelter capacity, implementing transitional housing and support programs, and the adoption of new hybrid/outdoor models.
- Supporting the community as it adapts to a rapidly evolving economy, addressing talent gaps, providing support for multi-sector business needs, and investing to accommodate and attract continued passenger growth and spin-off economic benefits at the Region of Waterloo International Airport.
- Addressing gaps in Public Health services experienced as a result of the pandemic, such as childhood immunization rates, and expanding Paramedic Services to meet the needs of a rapidly growing community.
- Investing in transit recovery, active transportation and micro-mobility growth, core infrastructure, an integrated mobility plan and road safety initiatives.
- Developing a new Water Supply Strategy with updated conservation programs to ensure clean, safe, and environmentally sustainable water supply.
- Reducing GHGs and embracing innovative technologies to minimize the environmental impacts of operations.
- Implementing the Community Safety and Wellbeing Plan and continued roll out of upstream approaches to Reconciliation and Equity across services.
- Improving the service experience for residents through the implementation of a new Digital Service Transformation Strategy.

Underpinning the success of the 2023 Plan will be a need to focus on:

- Accessing and advocating for stable funding from other levels of government to achieve stability in service for areas of evolving community need.
- Balancing growth with investment in asset maintenance and renewal.
- Improving talent attraction, retention and employee wellbeing
- Taking continued action on Reconciliation and Equity, Diversity and Inclusion to improve the lives of every single resident in Waterloo Region.

A more comprehensive overview of the strategic priorities and initiatives in the 2023 Annual Business Plan is included in Appendix A.

### **2023 Operating Budget**

The preliminary 2023 operating budget expenditure for Regional Services (excluding police) is \$1.2 billion with funding from senior levels of government (\$407 million), rate revenue (\$150 million), user fees and interest earnings (\$115 million), contributions from reserves (\$27 million), and supplementary tax revenue (\$22 million). The net result is a property tax levy requirement of \$469.1 million for 2023 or an increase of \$48.0 million (11.4%) over the 2022 budget. The property tax impact of Regional Services (excluding police) is 9.2% taking into account assessment growth of 1.99% in 2022.

The preliminary operating budget proposes a wholesale water rate increase of 2.9%, wholesale wastewater rate increase of 4.9%, retail water distribution rate increase of 2.4% and retail wastewater collection rate increase of 2.9%, effective March 1, 2023. Additionally an increase of \$1.00 to the monthly service charge for retail water distribution and retail wastewater collection are also proposed. User fee changes are also proposed for public transit, waste management and airport, with minor changes planned in other program areas. All proposed changes to user fees and charges are outlined in report COR-CFN-23-005 on this agenda.

Significant drivers impacting the 2023 operating budget include:

- Significant inflationary impacts on various service contracts (waste collection, light rail transit, security, winter maintenance, janitorial, etc.)
- The price of fuel
- Service expansion for Paramedic Services
- Service restoration, adjustment and expansion for Public Transit
- Homeless shelter system costs and expired provincial funding
- Annualization of 2022 service expansions and facility operations (e.g. Northfield Drive Bus Maintenance and Storage Facility, Airport expansion)
- Capital project cost escalation and associated funding

Staff undertake detailed reviews of operating budgets annually. For 2023 staff have identified \$9.0 million of reductions that are reflected in the preliminary budget figures above. This is in addition to the \$11.4 million in 2022 budget reductions and \$15.4 million in 2021 budget reductions.

## **2023-2032 Capital Program**

The Region's preliminary 2023-2032 capital program proposes investments of approximately \$6.3 billion over ten years, with \$540 million planned in 2023. The 2023 capital budget includes projects that were in progress but not completed at the end of 2022 as well as projects intended to commence during the year. Regional Council annually approves the capital budget for the current year and approves the following nine (9) years as a forecast. During the budget development process, staff have reviewed the need, timing, scope and cost of capital works and adjusted project expenditure profiles to reflect the status of existing projects, planned activity in 2023 and resource capacity, as well as to moderate debt requirements.

The Preliminary 2023-2032 Capital Plan has been impacted by cost escalation to an extent not seen in decades. Capital cost escalation has been running at 12-18% (year over year) throughout 2022. Capital project expenditure budgets have been adjusted to reflect higher costs resulting from both inflation and supply chain challenges. As capital costs increase, the need for funding from regional reserves and from long-term borrowing increases correspondingly. Compounding matters has been an increase in long-term borrowing rates, which in 2022 reached their highest point in over 10 years.

Not surprisingly, the Region's investments in capital assets are highly focused in infrastructure intensive services such as Water/Wastewater, Transportation, Housing, Waste Management, and Airport. Funding sources for capital works are limited to property taxes, user fees, development charges and senior government grants where available. The Region's Capital Financing Principles are used to develop the capital funding and financing plan. One of the key principles is to avoid or minimize the use of debt financing for asset renewal works. This allows for debt capacity to be utilized for projects associated with enhanced service levels and expanded capacity. Examples of such projects include Waterloo Region Housing Master plan projects, significant capacity-related projects within Water, Wastewater, Transportation, Public Transit, Waste Management, and Airport.

Although some progress has been made over the last few years, the capital program remains underfunded in certain program areas and requires long-term borrowing to finance both renewal works and emplacement of new infrastructure. The Region continues to implement the Capital Asset Renewal Funding Strategy which increases pay-as-you-go funding for renewal works from the operating budget until a targeted level is achieved. This strategy ultimately preserves debt capacity for financing

significant new infrastructure investments.

The recent passing of Bill 23 (More Homes Built Faster Act) will impact the funding of future growth-related capital works. Certain provisions from the Bill remain unimplemented (e.g. the province must issue a regulation outlining the services for which property acquisition will be an ineligible cost). Other changes will not be reflected until the next Regional Development Charge Background Study is completed and a new by-law is in place. As such, the development charge funding assumptions to a great extent reflect the pre-Bill 23 rules, and the full impact of the Bill will be reflected in future capital plans.

## **6. Area Municipality Communication and Public/Stakeholder Engagement:**

The Region undertakes regular community and stakeholder engagement throughout the year. The results of these engagements and the needs expressed by community through them are reflected in the 2023 preliminary Plan and Budget. In addition, staff launched a communications and community engagement campaign relating to the 2023 Plan and Budget. Preliminary findings from the engagement process that have informed the Plan and Budget for 2023 were provided on November 30, 2022 through report CAO-SPL-22-008. Additional findings will be provided through an update report to Committee on February 8, 2023.

## **7. Financial Implications:**

The 2023 preliminary Budget Book has been produced which includes 2023 operating budget and 2023-2032 capital program summaries by division. A link to the Budget Book will be made available on the Budget page Region's website on January 13, 2023. The Regional tax levy comprises an average of 55% of the residential property tax bill and 43% of the commercial/industrial tax bill. A 1% change in total regional taxes in 2023 equates to \$6.3 million, representing an increase of \$22 for a typical residence.

## **8. Conclusion / Next Steps:**

The next Strategic Planning and Budget Committee meeting is scheduled for February 1 to provide an overview of the Police Services budget. The Committee's next Detailed Plan and Budget Review meeting is scheduled for February 8. This meeting will cover program plan and budgets for Transportation, Waste Management, Airport and others, including a presentation from the Grand River Conservation Authority. Final budget approval is scheduled for February 22, 2023.



**9. Attachments:**

Appendix A: Draft 2023 Annual Business Plan Initiatives

**Prepared By:** **Jennifer Smith**, Director Corporate Strategy and Performance  
**Christopher Wilson**, Manager, Corporate Budgets

**Reviewed By:** **Cheryl Braan**, Director, Corporate Finance

**Approved By:** **Connie MacDonald**, Chief Strategy & Communications Officer  
**Craig Dyer**, Commissioner, Corporate Services/Chief Financial Officer  
**Bruce Lauckner**, Chief Administrative Officer

## **Appendix A - Draft 2023 Annual Business Plan Initiatives**

The preliminary Plan and Budget supports the Strategic Plan 2019-2023 in key areas of focus. The Plan builds upon initiatives from 2022, and factors in the evolving needs of community.

### **Thriving Economy:**

The 2023 plan includes an assessment of key infrastructure and employment lands opportunities and requirements to attract high quality jobs and investment in key sectors. A major part of the Plan includes the growth of the Region of Waterloo International Airport, which is the fastest growing airport in Canada. Attracting and retaining talent will be a significant pillar of the Plan and this goes hand in hand with leveraging Waterloo Region as a community with exceptional quality of life where everyone thrives.

2023 Plan initiatives include:

- Updating the Regional economic development strategy
- Development of a new land portfolio and site readiness process to expedite lands ready for affordable housing plan.
- Complete planning for shovel-ready lands
- International Airport Master Plan update and sustainable strategy
- Supporting museums as they recover from pandemic closures to increase visitation levels and reimagine cultural offerings.
- Regional Official Plan Review - Stage 2

### **Environment and Climate:**

In 2021, the Region along with the area municipalities committed to a greenhouse gas emission reduction target of an 80% reduction (based on 2010 levels) by 2050 (80by50) and an interim community reduction target of 50% by 2030 (50by30). As the global climate crisis accelerates and our region grows, this commitment becomes even more pressing. Making headway will mean continued commitment to sustainable planning and development practices, investments in sustainable transportation and connected communities, as well as building on successes leveraging innovative tech solutions such as extracting methane from wastewater treatment processes. State-of-the-art technology can also increase system resilience, improve data management and operations, and strengthen protections from a cybersecurity event.

The Region's core infrastructure including water and wastewater treatment facilities, housing, and roads and trails is an important driver of economic development, quality of life and social inclusion. Investments in core infrastructure allow for on-going sustainable operations. It is also important to start now to de-risk infrastructure to prepare for warmer, wetter, and wilder weather. Working with partners to protect and

steward the region's natural environment as remains a focus and also supports Reconciliation.

2023 Plan Initiatives include:

- Water supply strategy
- Blue box transition
- Develop carbon budget and corporate climate action plan
- Electric bus pilot
- Climate Adaptation Master Plan
- Implement TransformWR, a ten year plan to transition the Region from fossil fuels to clean energy

### **Sustainable Transportation:**

The Plan continues to build on creating connected communities through a 15-minute neighbourhood lens. Investments in this area focus on making it easy for people to walk, roll or cycle to meet their daily needs. This is achieved through integrated land use planning, and connected mobility planning where pedestrian and cycling networks are served by transit.

Although Grand River Transit services have seen increased ridership and service throughout 2022, there is still work to do to adjust to new ridership patterns such as increased mid-day travel.

Investment in active transportation continues with a ten-year capital program to build over 200km of active transportation connections. Hand-in-hand with this is our investment in micro-mobility, which supports environmental, and climate goals as well as being more affordable for residents.

The Plan also includes sustainable investment for the maintenance of a growing and aging portfolio of assets. Recent implementation of asset management systems is now providing a strong understanding of the state of the portfolio, and informs the careful balance that will have to be struck between daily operations, capital renewal, and growth and expansion.

2023 Plan Initiatives include:

- The GRT recovery and business plan, including the re-design of the Cambridge transit network.
- Active transportation growth, through a micro-mobility pilot as well as new guidelines and practices for cycling infrastructure.
- Advancing the King Victoria Transit Hub project to prepare the integration of two-way all day rail service, bus and LRT networks in the core.
- A new integrated mobility plan
- Advancing the extension of light rail to Cambridge, with the finalization of an updated business case, as well as limited property acquisitions to

protect the proposed alignment.

### **Responsive & Engaging Services:**

Municipal service delivery has undergone major changes over the past few years. Digital technology offers new solutions to improve service experiences for residents and businesses. Digital service delivery creates opportunities to be more cost effective as our economic context continues to add pressure to operating and capital expenses. Leveraging digital solutions also allows the organization to take advantage of hybrid working opportunities for many staff, which reduces the need for physical space and decreases costs over time. Underpinning this shift will be the imperative to engage residents in new and equitable ways as the Region transforms service from an equity, diversity and inclusion perspective to improve service offerings and quality of life for residents.

2023 Plan initiatives include:

- Creating a new Corporate Strategic Plan
- Finalizing a Digital Service Transformation Strategy
- Implementing the Corporate Accommodation Master Plan
- Increasing Data Security Measures and Policies
- Implementing a Corporate Fraud Risk Management framework
- Co-designing a Regional Corporate Engagement Framework, based on a Reconciliation and Equity lens.
- Modernizing the Region's information management systems in alignment with the Digital Service Transformation Strategy

### **Healthy, Safe & Inclusive Communities:**

The community is still facing the significant impacts of the COVID-19 pandemic. The increasing cost of living is an ever-present challenge, and residents are experiencing housing availability and affordability challenges, with increasing numbers of those experiencing chronic homelessness. There are also a growing number of residents experiencing homelessness with mental health and addictions challenges needing an all of community approach to support and meet these needs.

As the provincial service system manager for housing and homelessness, the Region is working with partners to support residents through the housing and homelessness crisis with limited resources when compared to community need. The additional provincial funding received during the pandemic to support homelessness has expired and this has added further pressures to the sustainability of services in this area. The Plan includes increased regional investment in interim housing solutions to address the current crisis, while we work on long-term sustainable solutions.

As we work to increase access to housing, the development of medium density housing

needs to be scaled up to address the missing middle of housing and increase access to all types of housing for residents.

As one of Canada's fastest growing communities, the Region is also seeing increased need for essential services such as paramedic services, access to child care, seniors services, etc.

2023 Plan initiatives include:

- Advancing Truth and Reconciliation
- Implementing the Community Safety and Wellbeing Plan which includes enhancing equity across all Regional services through investment, adapting program models and new offerings
- Growth strategy for early years and childcare system
- Canada-wide Early Learning Plan
- A plan for Building Better Futures and Ending Homelessness
- The expansion of Paramedic Services to match future growth
- Addressing Public Health service gaps
- Road Safety Plan and Automated Speed Enforcement (ASE) Plan

### **Our People:**

The Plan invests in building a workplace of the future that celebrates diversity and inclusion. The Region is building its brand as a place where current and new employees can grow their careers. Preparing for a multi-generational and changing workforce is a focus for the coming years.

As the labour market shifts, and staff retirements increase, municipal government continues to experience a severe talent shortage which is expected to continue. This affects service delivery to residents in areas such as Paramedics, Senior Care at Sunnyside, clinical staff and Transit. As the fiscal environment becomes more challenging and being competitive as an employer becomes harder. Retention and attraction strategies are a priority for the coming year.

The Region, alongside area municipalities and partner organizations have been on the front line of the pandemic for the past few years. This has affected employees, many of which are facing burnout. A continued focus on wellbeing is built into the plan.

2023 Plan initiatives include:

- Continued investment to build a modern, inclusive, diverse and respectful workplace.
- Creating comprehensive and competitive attraction and retention strategies.
- Building a safe, healthy workplace environment where employees are well and thriving.
- Innovation in digital solutions to improve the employee experience.

Overall, the 2023 Plan is ambitious, reflects evolving community needs and advances

achievement of the Region's Strategic Plan 2019-2023 in its final year.

**Region of Waterloo**

**Corporate Services**

**Corporate Finance**

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**To:** Strategic Planning and Budget Committee

**Meeting Date:** January 18, 2023

**Report Title:** 2023 User Fees and Charges

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**1. Recommendation**

For Information.

**2. Purpose / Issue:**

To provide information to Council with respect to proposed changes to user fees and charges including water/wastewater user rates as part of the preliminary 2023 Budget. Council may pass motions to amend proposed Regional fees and charges and associated 2023 revenue budgets at any time during the budget review process. A resolution to repeal the current Fees and Charges By-laws and pass a new consolidated Fees and Charges By-law will be included with the General Budget Resolutions on February 22, 2023.

**Strategic Plan:**

This report supports strategic objectives found in the Corporate Strategic Plan, and particularly section 5.4 Ensure the Region provides value for money and long term financial sustainability under Focus Area 5, Responsive and Engaging Public Service.

**3. Report Highlights:**

- Section 391 of the Municipal Act authorizes municipalities to establish and maintain a list of services subject to fees or charges. As part of the 2023 budget development process, all service areas have reviewed Regional user fees and charges.
- The preliminary 2023 Water and Wastewater Budget includes the following proposed rate increases effective March 1, 2023:
  - Wholesale water and wastewater rates charged to area municipalities:
    - Water Supply: 2.9%
    - Wastewater Treatment: 4.9%

- Retail rates for customers in Wellesley and North Dumfries:
  - Water distribution: 2.4%
  - Wastewater collection: 2.9%
  - Increase of \$1.00 to the monthly service charges for water distribution and wastewater collection.
- The proposed 2023 Transit Services budget includes an average fare increase of 2.5%, with detailed increases varying by fare type, effective July 1, 2023.
- Waste Management fees are proposed to increase on April 1, 2023. This includes tipping fees for recyclables (\$5/MT) and general refuse/garbage (\$10/MT) and the special handling load rate. The minimum fee per visit to landfill and transfer stations is proposed to increase from \$10 to \$12.
- Proposed changes for Airport Services include a new general terminal charge and an updated parking rate structure.
- Minor changes to fees and charges are proposed for Seniors' Services, Housing Services, Council and Administration Services, Cultural Services and the Region of Waterloo Library.

#### **4. Background:**

Section 391 of the Municipal Act authorizes municipalities to establish and maintain a list of services subject to fees or charges. [By-laws 21-072](#) (A By-law to Establish Fees and Charges for the Regional Municipality of Waterloo), 21-067 (A By-law to Amend the Wholesale Rates), 21-068 (A By-law to Impose the Regional Sewage Rate), 21-069 (A By-law to Impose a Water Service Rate in the Townships of Wellesley and North Dumfries), and 21-070 (A By-law to Impose a Sewage Service Rate in the Townships of Wellesley and North Dumfries) have been adopted to fulfill this requirement. These by-laws are updated annually to incorporate new or revised fees adopted by Regional Council. Through the 2023 budget process, these by-laws will be consolidated into one by-law.

As part of the 2023 budget process, all service areas have reviewed their fees and charges and, where appropriate, are proposing changes to certain fees. Appendix A provides a list of fees that are proposed to be introduced or changed during 2023. Certain program area fee changes are highlighted below.

##### **a) Public Transit Fares**

The proposed 2023 Transit Services budget includes an average fare increase of 2.5%, with detailed increases varying by fare type, effective July 1, 2023. Fares were



last increased in July 2022, and there was no increase in 2020 or 2021. The table below outlines the 5 year history of GRT fare increases.

Year	Fare Increase (Average)
2018	0%
2019	3%
2020	0%
2021	0%
2022	2%
2023 (proposed)	2.5%

Proposed Transit fare changes, effective July 1, 2023, include the following (a full list of proposed changes is included in Appendix A):

Description	Current Fee	Proposed Fee	Increase
Cash Fare	\$3.50	\$3.75	\$0.25
Adult Monthly Pass	\$90.00	\$92.00	\$2.00
Stored Value Payment	\$2.92	\$2.98	\$0.06
Stored Value Payment (Affordable Transit Program)	\$1.52	\$1.55	\$0.03
Multi-Ride Fare	\$3.25	\$3.50	\$0.25
Student Summer Pass (Jul. and Aug.)	\$150.00	\$156.40	\$6.40

In 2019 (Report TES-TRS-19-20/CSD-EIS-19-11) Council approved eliminating aged-based discounts in favour of means-based discounts provided through the Affordable Transit Program (ATP) for those living with low income. The new ATP took effect on April 1, 2020 and offers a 48% discount on fares for persons and households living below low-income thresholds. At the time, the ATP represented a major shift in GRT fare policy to providing discounts that are means-based as opposed to age-based. This allows the Region to support more low-income residents than the previous fare structure. The ATP is open to anyone in the region, including seniors and children 17 or younger, and was expanded in 2022 by increasing the eligibility cut-offs by 15%.

Staff recommend maintaining and promoting the current program. The ATP reduces the affordability barrier for riders, and is an equitable program based on need rather than age. The ATP has expanded access to affordable transit fares in the region while balancing the impact on transit revenue. Staff do not recommend further discounted fares for seniors, noting the availability of the ATP and refundable Provincial tax credits.

**b) Waste Management fees and charges**

Proposed fee changes within Waste Management, effective April 1, 2023, include increases to tipping fees for recyclables and general refuse/garbage, the special handling load rate and a change in applicable rate for inert materials to general waste. The proposed fee changes are outlined in the table below.

Description	Current Fee	Proposed Fee	Increase
Waste tipping fee	\$88.00 / MT	\$98.00 / MT	\$10.00 / MT
Recyclables tipping fee	\$44.00 / MT	\$49.00 / MT	\$5.00 / MT
Special handling fee	\$176.00 / MT	\$196.00 / MT	\$20.00 / MT

\*MT - Metric Tonne

Additionally, the minimum fee per visit to landfill and transfer stations is proposed to increase from \$10 to \$12 effective April 1, 2023.

The foregoing fee changes for Waste Management are projected to increase 2023 revenue by \$946,000.

**c) Airport Services fees and charges**

The Airport is introducing a self-serve bag drop program as part of the improvements to the terminal building. The Airport has contracted with SITA, a company with substantial experience working with airports all around the world to implement and maintain “common use” technology and infrastructure. To cover the cost of the new technology and streamlined experience, a new General Terminal Charge of \$2.00 per departing passenger is proposed to cover capital and maintenance costs of the system. Subject to Council approval this fee would come into effect on March 1, 2023 and is expected to generate \$600,000 in revenue which has been reflected in the preliminary 2023 budget.

Additional proposed fee changes include an increase to landing fees and replacement of hourly, weekly and daily parking with value, premium and short term parking. Subject to Council approval the new parking fee structure would come into effect on March 1, 2023.

**d) Water/Wastewater user rates**

Staff are proposing a wholesale water supply rate increase of 2.9% in 2023, effective March 1, 2023, consistent with the projection provided during the 2022 budget, and a wholesale wastewater treatment rate increase of 4.9% effective March 1, 2023. The rate projections from the 2022 budget process contemplated a 2023 wastewater rate increase of 3.9%. The additional increase is predominately due to inflation and additional asset renewal needs. The proposed

water and wastewater rates will assist with maintaining the long-term financial sustainability of the program.

The rates to be charged to area municipalities for water supplied and wastewater treated as of March 1, 2023 are outlined in the table below.

Description	Current Rate / m3	Proposed Rate per m3 as of March 1, 2023
Water Supply	\$1.1271	\$1.1598
Wastewater Treatment	\$1.3429	\$1.4087

For retail customers in Wellesley and North Dumfries, staff propose a water distribution rate increase of 2.4% and a wastewater collection rate increase of 2.9% effective March 1, 2023. These are consistent with the projections provided during the 2022 budget. The monthly service charge for water is recommended to increase by \$1.00 to \$11.00 and similarly for wastewater the monthly service charge is recommended to increase by \$1.00 to \$10.00. The monthly service charge assists with covering the large proportion of fixed operating costs. The table below outlines the proposed rates for customers connected to the Region's water distribution system or wastewater collection system in the Townships of Wellesley and North Dumfries effective March 1, 2023:

Description	Proposed Rate / m3	Proposed Fixed Fee / month
Water Distribution	\$3.28	\$11.00
Wastewater Collection	\$2.46	\$10.00

Additional proposed changes to fees are outlined in Appendix A relating to user rate charges to area municipalities, the rates and fixed fees for the distribution and collection systems in the Townships of Wellesley and North Dumfries, water meters (19 mm service), sewer surcharge rate and sampling fees.

#### e) Other service areas

Other minor changes to Regional fees and charges are proposed as follows:

- **Seniors' Services:** Increases to the Regular Day Program and lunch visit meal.
- **Housing Services:** Increase to the lock change or key fob replacement.
- **Council and Administrative Services:** Introduction of an application fee under Freedom of Information and Protection of Privacy.
- **Cultural Services:** Introduction of a new fee to reproduce historic images.

- **Region of Waterloo Library:** New fees for Memory Lab storage devices.
- **Community Planning -** Proposed fee exemption for affordable housing development applications with confirmed government funding.
- **Infectious Diseases, Dental and Sexual Health:** Elimination of fees for vaccine preventable diseases, increases for thermometers and contraceptive rings.
- **Paramedic Services:** Increases to special event coverage fees and requests for information.

## 5. Area Municipality Communication and Public/Stakeholder Engagement:

Nil.

## 6. Financial Implications:

The estimated incremental user fee revenue increase in 2023 associated with the proposed fee changes is outlined in the table below (areas with minimal revenue changes have been excluded):

Division	Incremental 2023 revenue (\$000's)
Airport	\$600
Grand River Transit	\$273
Waste Management	\$946
Water Services	\$4,574
<b>Total</b>	<b>\$6,393</b>

The estimated incremental revenue identified in the table above have been incorporated into the preliminary 2023 operating budget. Should Council decide to change these or any other fee or charge listed under the by-law during the budget process, the proposed changes listed herein would be updated.

## 7. Conclusion / Next Steps:

A resolution to repeal the current Fees and Charges By-law and user rate by-laws and pass a new consolidated Fees and Charges By-law will be included along with the General Budget Resolutions on February 22, 2023.

## Attachments:

Appendix A: Proposed Changes to the Fees and Charges By-Law

**Prepared By: Emily Dykeman**, Financial Analyst

**Chris Wilson**, Manager, Corporate Budgets

**Reviewed By: Cheryl Braan**, Director, Financial Services and Development Financing

**Approved By: Craig Dyer**, Commissioner, Corporate Services/Chief Financial Officer

## Appendix A – Proposed Changes to the Fees and Charge By-Law

Description	Current Fee	Effective Date	Proposed Fee
<b>COMMUNITY SERVICES</b>			
<b>Seniors' Services - Sunnyside Home</b>			
<b>Community Alzheimer Program</b>			
Regular Day Program	\$18.50	April 1, 2023	\$19.00
Transportation	\$3.25 (one-way) \$6.50 (round trip)	April 1, 2023	Delete
Lunch Visit (meal)	\$8.75	April 1, 2023	\$9.00
Cancellation without Notice - Overnight Stay. Follows the Respite Program - Overnight Stay rate	\$40.24	April 1, 2023	Follows the Respite Program - Overnight Stay rate
<b>Housing Services (Waterloo Region Housing)</b>			
<b>Parking Fees</b>			
Lock Change or key FOB Replacement	\$75.00	March 1, 2023	\$150.00
<b>PLANNING, DEVELOPMENT &amp; LEGISLATIVE SERVICES</b>			
<b>Council and Administrative Services</b>			
<b>Freedom of Information and Protection of Privacy</b>			
Application Fee	New	March 1, 2023	\$5.00
<b>Cultural Services</b>			
<b>Archives</b>			
Research Time	\$7.50 for each 15 minutes	March 1, 2023	First 15 minutes free then \$30.00/hour
Photocopies/printouts	\$0.20 per page	March 1, 2023	First 10 pages free then \$0.20/page
<b>Reproductions of Historic Images</b>			
Personal Use (JPEG)	New	March 1, 2023	no charge
Commercial Use (TIFF)	New	March 1, 2023	\$20.00/image
High Res (TIFF)	New	March 1, 2023	\$20.00/image
Commercial use handling fee per order	New	March 1, 2023	\$10.00
Audio visual digital files	New	March 1, 2023	price on request
<b>Region of Waterloo Library</b>			
<b>Media Storage and Other Supplies</b>			
DVD & case- Memory Lab	New	March 1, 2023	\$1.00
CD & case - Memory Lab	New	March 1, 2023	\$1.25
USB stick - Memory Lab	New	March 1, 2023	\$7.50

Description	Current Fee	Effective Date	Proposed Fee
<b>Community Planning</b>			
Review of Scoped Environmental Impact Statement	\$2,300	March 1, 2023	Delete
The fees listed under Community Planning do not apply to any application facilitating the creation of affordable residential development that has confirmed committed Federal, Provincial or Municipal funding to subsidize the creation of affordable housing units as per the ROP definition under a government program.		March 1, 2023	
<b>Airport Services (Region of Waterloo International Airport)</b>			
<b>Passenger Facilitation Fee</b>			
General Terminal Charge	New	March 1, 2023	\$2.00
Regular Parking - Hourly	\$5.00	March 1, 2023	Delete - Replace with Value Parking
Regular Parking - Daily	\$10.00	March 1, 2023	Delete - Replace with Premium Parking
Regular Parking - Weekly	\$70.00	March 1, 2023	Delete- Replace with Short Term Parking
Value Parking - Daily	New	March 1, 2023	\$11.00
Premium Parking - Daily	New	March 1, 2023	\$16.00
Short Term Parking - Hourly	New	March 1, 2023	3.00/hour, Max. \$24/day, 30 min. free
<b>Landing Fees*</b>			
2,500-21,000 kg	\$7.75	March 1, 2023	\$8.00
21,001-45,000 kg	\$7.75	March 1, 2023	\$8.00
Greater than 45,000 kg	\$7.75	March 1, 2023	\$8.00
Helicopters	\$7.75	March 1, 2023	\$8.00
<b>PUBLIC HEALTH &amp; EMERGENCY SERVICES</b>			
<b>Infectious Diseases, Dental and Sexual Health</b>			
<b>Vaccine Preventable Diseases</b>			
Havrix (720 iu) (Booster)	\$50.00	March 1, 2023	Delete
Havrix (1440 iu)	\$75.00	March 1, 2023	Delete
Hepatitis B	\$40.00	March 1, 2023	Delete
Twinrix (Jr)	\$50.00	March 1, 2023	Delete
Twinrix	\$75.00	March 1, 2023	Delete
Thermometer (cold chain)	\$85.00	March 1, 2023	\$91.00
<b>Contraceptive</b>			
Injection Contraceptives	\$25.00	March 1, 2023	\$34.00

Description	Current Fee	Effective Date	Proposed Fee
Oral Contraceptives (Diane;Cyclen;Yaz; Tricyclen) per pack	\$20.00	March 1, 2023	Delete
Contraceptive Ring	\$10.00	March 1, 2023	\$11.00
<b>Paramedic Services</b>			
<b>Special Event Coverage - Regular</b>			
Single Paramedic plus vehicle	\$93.00 / hour; \$371.00 minimum	April 1, 2023	\$95.00 / hour; \$378.00 minimum
Two Paramedics plus vehicle	\$160.00 / hour; \$634.00 minimum	April 1, 2023	\$162.00 / hour; \$646.00 minimum
Single Paramedic	\$66.00 / hour; \$263.00 minimum	April 1, 2023	\$67.00 / hour; \$268.00 minimum
<b>Special Event Coverage - Short Notice (Overtime - OT) - or Full Time Staff</b>			
Single Paramedic plus vehicle	\$126.00 / hour; \$500.00 minimum	April 1, 2023	\$128.00 / hour; \$512.00 minimum
Two Paramedics plus vehicle	\$234.00 / hour; \$936.00 minimum	April 1, 2023	\$229.00 / hour; \$915.00 minimum
Single Paramedic	\$99.00 / hour; \$393.00 minimum	April 1, 2023	\$101.00 / hour; \$403.00 minimum
<b>Special Event Coverage - Public Holiday (Overtime - OT)</b>			
Single Paramedic plus vehicle	\$158.00 / hour; \$634.00 minimum	April 1, 2023	\$162.00 / hour; \$647.00 minimum
Two Paramedics plus vehicle	\$290.00 / hour; \$1,160.00 minimum	April 1, 2023	\$296.00 / hour; \$1,183.00 minimum
Single Paramedic	\$132.00 / hour; \$526.00 minimum	April 1, 2023	\$134.00 / hour; \$537.00 minimum
<b>Special Event Coverage - Other</b>			
Vehicle - Ambulance	\$27.00 / hour; \$108.00 minimum	April 1, 2023	\$28.00 / hour; \$110.00 minimum
Vehicle - Emergency Response Unit (ERU)	\$24.00 / hour; \$95.00 minimum	April 1, 2023	\$28.00 / hour; \$110.00 minimum
Supervisor	\$70.00 / hour; \$283.00 minimum	April 1, 2023	\$71.00 / hour; \$289.00 minimum

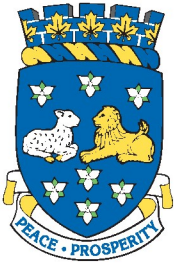


Description	Current Fee	Effective Date	Proposed Fee
<b>Request for Information</b>			
Ambulance Call Reports (Fee is per request; not hourly)	\$101.00	April 1, 2023	\$103.00
<b>TRANSPORTATION AND ENVIRONMENTAL SERVICES</b>			
<b>Grand River Transit</b>			
Cash Fare (exact change only)	\$3.50	July 1, 2023	\$3.75
Adult Monthly Pass	\$90.00	July 1, 2023	\$92.00
TravelWise Corporate Pass	\$76.50	July 1, 2023	\$78.20
<u>Mobile Payment:</u>			
Single ride*	\$3.50	July 1, 2023	\$3.75
*Day Pass (earned/capped after 2 single rides in one day)			
Day Pass - Single	\$8.50	July 1, 2023	\$7.50
Family Pass	New	July 1, 2023	\$10.00
Stored Value Payment (Adult)	\$2.92	July 1, 2023	\$2.98
Stored Value Payment (Affordable Transit Program [ATP]) Notes: 2	\$1.52/ticket	July 1, 2023	\$1.55/ticket
Corporate Stored Value	New	July 1, 2023	\$2.53/ticket
Monthly Pass (Affordable Transit Program ATP) Notes: 2	\$46.80	July 1, 2023	\$47.84
Multi-Ride Fare (Notes: 3)	\$3.25	July 1, 2023	\$3.50
Student Summer Pass (July and August)	\$150.00	July 1, 2023	\$156.40
UPass (per school term for eligible students at Wilfrid Laurier University and University of Waterloo) (Notes: 4 - Updated)	\$107.61	July 1, 2023	\$113.30
<b>Waste Management</b>			
ICI - General Refuse/Garbage	\$88.00	April 1, 2023	\$98.00
Minimum fee per visit to landfill and transfer stations	\$10.00	April 1, 2023	\$12.00
Special Handling load rate	\$176.00	April 1, 2023	\$196.00
Recyclables (Loads must not be mixed with garbage) (All regular blue box materials, yard waste, brush, leaves, grass, <del>inerts</del> *, appliances and scrap metal)	\$44.00	April 1, 2023	\$49.00
*Starting April 1, 2023, the General Refuse/Garbage fee will be applicable for inert materials			
<b>Water Services</b>			
Wholesale Water Rate (for Area Municipalities)	\$1.1271	March 1, 2023	\$1.1598
Wholesale Wastewater Rate (for Area Municipalities)	\$1.3429	March 1, 2023	\$1.4087
<b>Retail Water/Wastewater</b>			
Water Distribution Rate	\$3.20	March 1, 2023	\$3.28
Water Distribution Fixed Rate	\$10.00	March 1, 2023	\$11.00
Wastewater Collection Rate	\$2.39	March 1, 2023	\$2.46
Wastewater Collection Fixed Rate	\$9.00	March 1, 2023	\$10.00

Description	Current Fee	Effective Date	Proposed Fee
Wastewater Collection Increase for Customers only on Wastewater Collection System	Flat annual fee based on volume estimate plus 2.9%	March 1, 2023	Flat annual fee based on volume estimate plus 2.9%
Water meters (19 mm service)	\$125.00	March 1 2023	\$155.00
<b>Sewer Surcharge Formula Treatment Unit Costs per Kilogram</b>			
Rs = Total Suspended Solids (TSS) in \$/kg	\$0.54	March 1, 2023	\$0.65
Rb = Carbonaceous Biochemical Oxygen Demand (CBOD) in \$/kg	\$0.74	March 1, 2023	\$0.74
Rp = Phosphorus (P) in \$/kg	\$4.90	March 1, 2023	\$5.05
Rk = Total Kjeldhal Nitrogen (TKN) in \$/kg	\$1.34	March 1, 2023	\$1.43
<b>Hauled Wastewater Disposal Rates per Truckload</b>			
Septage (per 15 cubic meter truck)	\$173.77	March 1, 2023	\$249.12
Holding Tank (per 15 cubic meter truck)	\$86.17	March 1, 2023	\$175.32
<b>Inorganic Lab Tests:</b>			
Alkalinity	\$19.30	March 1, 2023	\$19.90
Ammonia (as N) - biosolids	\$30.90	March 1, 2023	\$31.85
Ammonia (as N) - water	\$28.85	March 1, 2023	\$29.70
Chemical Oxygen Demand	\$19.15	March 1, 2023	\$19.70
Colour Investigation	\$52.00	March 1, 2023	Delete
Conductivity	\$10.45	March 1, 2023	\$10.75
Cyanide	\$32.55	March 1, 2023	Subcontracted*
Dissolved Organic Carbon	\$30.70	March 1, 2023	\$31.60
Hardness – Calculation (Ca & Mg are additional)	\$6.50	March 1, 2023	\$6.70
Hexavalent Chromium	\$26.45	March 1, 2023	Subcontracted*
IC parameter – individual anion	\$19.05	March 1, 2023	\$19.60
ICP/MS Metal – individual elements	\$18.55	March 1, 2023	\$19.10
Mercury OR Silver	\$25.35	March 1, 2023	\$26.10
Oil & Grease – Speciated	\$41.70	March 1, 2023	Subcontracted*
Oil & Grease – Total	\$34.60	March 1, 2023	Subcontracted*
Ortho-phosphate [SW/WW]	\$32.55	March 1, 2023	Subcontracted*
Ortho-phosphate and Phosphates [DW]	\$34.10	March 1, 2023	Subcontracted*
pH	\$9.25	March 1, 2023	\$9.55
Phenol – Low Level	\$24.40	March 1, 2023	Subcontracted*
Pre-treatment – lab filtration	\$7.55	March 1, 2023	\$7.80
Sulphide	\$33.60	March 1, 2023	Subcontracted*
TKN (High Level)	\$30.90	March 1, 2023	\$31.85
TKN (Low Level)	\$32.95	March 1, 2023	\$33.95
Total Organic Carbon	\$23.40	March 1, 2023	\$24.10
Total Dissolved Solids	\$16.75	March 1, 2023	\$17.25
Total Solids	\$14.75	March 1, 2023	\$15.20
Volatile Solids (when done with TS)	\$8.75	March 1, 2023	\$9.00
Total Suspended Solids	\$15.70	March 1, 2023	\$16.15

Description	Current Fee	Effective Date	Proposed Fee
Volatile Suspended Solids (when done with TSS)	\$8.75	March 1, 2023	\$9.00
True Colour	\$17.85	March 1, 2023	\$18.40
Turbidity	\$16.90	March 1, 2023	\$17.40
Un-ionized Ammonia	\$48.05	March 1, 2023	\$49.50
UV Transmittance	\$15.35	March 1, 2023	\$15.80
Volatile Fatty Acids	\$40.70	March 1, 2023	Subcontracted*
<b>Biological Lab Tests</b>			
Biochemical Oxygen Demand (Total OR Carbonaceous)	\$32.55	March 1, 2023	\$31.15
HPC	\$18.60	March 1, 2023	\$19.55
Membrane Filtration [Biosolids] - per test	\$42.75	March 1, 2023	\$44.05
Membrane filtration [DW] - per test	\$18.60	March 1, 2023	\$19.55
Membrane Filtration [SW/WW] - per test	\$25.65	March 1, 2023	\$26.95
Presence/Absence (Colilert)	\$16.90	March 1, 2023	\$17.40
<b>Organic Lab Tests</b>			
1,4 - Dioxane	\$319.65	March 1, 2023	\$329.25
2-methyl-4-chlorophenoxyacetic acid	\$152.50	March 1, 2023	\$157.10
Amines	\$197.40	March 1, 2023	Subcontracted*
Base Neutral Semi-volatiles	\$269.00	March 1, 2023	\$277.05
Benzo(a)pyrene	\$152.50	March 1, 2023	\$157.10
Benzene, Toluene, Ethylbenzene and Xylene	\$72.80	March 1, 2023	\$75.00
Bis (2-ethylhexyl) phthalate / Di-n-octyl phthalate	\$198.45	March 1, 2023	Subcontracted*
Dioxins and Furans	\$885.05	March 1, 2023	Subcontracted*
Diquat / Paraquat	\$179.05	March 1, 2023	\$184.40
F2 – F4 Petroleum Hydrocarbons	\$99.20	March 1, 2023	Subcontracted*
Glycols	\$94.15	March 1, 2023	Subcontracted*
Glyphosate	\$236.40	March 1, 2023	\$243.50
Haloacetic Acids (5 individual compounds and total)	\$230.20	March 1, 2023	\$237.10
Metolachlor	\$152.50	March 1, 2023	\$157.10
Nitrilotriacetic Acid	\$57.25	March 1, 2023	Subcontracted*
Phenoxy Acid Herbicides	\$208.70	March 1, 2023	\$214.95
Polyaromatic Hydrocarbons	\$147.55	March 1, 2023	Subcontracted*
Polychlorinated Biphenyls	\$143.40	March 1, 2023	\$147.70
Schedule 24 Volatile Organic Compounds	\$122.60	March 1, 2023	\$126.30
Single VOC analyte	\$66.75	March 1, 2023	\$68.75
Trihalomethanes	\$73.15	March 1, 2023	\$75.35
VOC Target list	\$159.80	March 1, 2023	\$164.60
<b>Field Tests and Sampling</b>			
Routine sampling (per tap)	\$17.50	March 1, 2023	\$18.40
Chlorine Residuals (field)	\$14.65	March 1, 2023	\$15.40
Dissolved Oxygen (field)	\$19.15	March 1, 2023	\$15.40
pH (field)	\$14.65	March 1, 2023	\$15.40

Description	Current Fee	Effective Date	Proposed Fee
Temperature (field)	\$10.30	March 1, 2023	\$10.60
Turbidity (field)	\$19.15	March 1, 2023	\$15.40
<b>Additional Services</b>			
Drinking Water Adverse Reporting	\$30.55 to \$45.80	March 1, 2023	\$38.65
DWIS / LRMA uploads	\$7.15 to \$10.20	March 1, 2023	\$7.65
Municipalities/Townships - DW Weekly Program Fee	\$156.70	March 1, 2023	\$164.55
RMOW - DW Weekly Program Fee	\$407.85	March 1, 2023	\$428.25
Special sampling hourly rate (Regular)	\$61.35	March 1, 2023	\$64.40
Special sampling hourly rate (After hours, 2 hour minimum)	\$87.50	March 1, 2023	\$91.90
Subcontracted Analysis Audit and Setup	\$257.50	March 1, 2023	\$265.25
<b>Notes / Additional Charges (as applicable):</b>			
A \$105 Premium will be applied for each day that overtime costs are incurred.			
Subcontracted Analysis and Services*			
* Analytical charges will be applied as they are incurred.			
* Adverse Reporting and DWIS Upload fees will be applied as they are incurred.			



MEMBERS OF COUNCIL  
FROM THE DESK OF:

Doug Craig

150 Frederick Street, 1st Floor  
Kitchener ON N2G 4J3 Canada  
Telephone: 519-575-4581  
TTY: 519-575-4608  
Fax: 519-575-4048  
[www.regionofwaterloo.ca](http://www.regionofwaterloo.ca)

Councillor Michael Harris,

I do wish to thank you for your email of December 21<sup>st</sup> regarding the path forward on our upcoming budget. I would like to now make recommendations that will be considered for the budget both for items particular to the City of Cambridge and items that will have an affect across the Region of Waterloo.

Therefore, I have decided to put my concerns and recommendations in a memo form so they can receive the proper attention before we sit down as a council to review all aspects of the upcoming budget. It is my request that each issue that I have raised is separately dealt with as a budget item.

**Health and Social Services:**

To begin, in my own personal analysis of social issues in the City of Cambridge along with numerous discussions with various stakeholders and staff, it has become apparent that there is a lack of resources on a number of levels that I feel that need to be discussed and considered for the Cambridge community.

**Youth Shelter:**

Since Argus House has changed their working model, we have no shelter for youth in Cambridge and many stakeholders have made it clear that a majority of homeless Cambridge youth do not wish to go to Kitchener because it is not their community and as a result, they feel out of place, and a number end up on the streets.

**Women's shelter:**

The same issues arise as with the youth shelter where women do not want to access the YW in Kitchener because their supports are here in Cambridge.

**Detox beds:**

We currently do not have any detox beds in Cambridge and the frustration in trying to access the limited number of beds at Grand River Hospital turns a number of people away who are attempting to seek help.

**Bus tickets/Bus passes/ Shuttle service:**

Individuals from the Bridges need to access necessary services and appointments in the Cambridge and KW area if in the transitional process we are intent in moving people out of the shelter system.

**Outreach workers:**

There is an urgent need in assisting “The Bridges” in properly housing individuals. The Bridges has housed over 200 people since the beginning of the pandemic and they are in a critical need for two outreach workers to assist them in their continuing efforts. The issue is clear. In order to keep people housed, it is important on an ongoing basis to have supports in place once individuals graduate from the shelter space. Both a nurse and trained social worker are needed to continue the successes of the programme.

**Transitional housing:**

It has become apparent that Cambridge is in need of transitional housing and I feel as a region that we need to continue to investigate possibilities with discussions from local stakeholders of securing various buildings on the market that would accommodate those needs. Transitional housing is critical for the security of individuals and the stability that it provides so that individuals can make better choices about their lives. A public discussion should include various stakeholders in the community, especially the Bridges, and a separate dialogue should start between the Region and the Bridges regarding its future and direction in the upcoming years. The present human landscape and its challenges now involves everything from a growing senior population in shelters which is about 40% with their “unequal” medical, aging needs, to a percentage of individuals using drugs in the shelter to the need for transitional housing for those that graduate from the shelter system.

**Approaches:**

It became apparent to me that a number of the agencies that I spoke to had a story to tell of needs, challenges and frustration in their efforts to serve the vulnerable populations in their sphere of care. On reflection, it became apparent that a community discussion needs to take place in two major areas in order to stitch together singular concerns in to a more comprehensive approach to community needs.

First: I believe we need to invite a number of service providers across the region to a round table discussion on the needs of the regional community in a number of areas before the finalization of the Regional budget in order to get a more rounded view of concerns. Such providers would include but not be restricted to the Bridges, both food banks, Neighbourhood associations, John Neufeld (House of Friendship Addiction Treatment Centre), Joe and Stephanie Mancini (The Working Centre), Sandy Dietrich-Bell (oneROOF) and “SHOW” from Waterloo.

Second: We need to do a complete review of the drug strategy in the Region of Waterloo. I agree with a recent published article that stated, “We are in the midst of an ongoing drug crisis”. We cannot simply continue forward on the same pathway accepting over 100 annual overdose deaths. Let me frame a perspective. Would we simply tolerate 604 deaths over the last five years in roundabout traffic accidents with the same subdued acceptance? As one outreach worker publicly stated, “the lack of concern from the wider community about the death toll [overdoses] doesn’t make sense to her, especially when some people die without anyone to identify them”. Clearly, this needs a full council and community discussion in order to forge a more comprehensive approach towards a drug strategy.

**Cambridge Transportation:**

The truck diversion study in Cambridge was an excellent start in bringing to the attention of the regional community the traffic issues putting undue stress on the road system in the community. Along with some short-term relief from a possible ban of truck traffic in the downtown, which will come before Regional Council in March, the real need is for a completion of the by-pass for the city. Therefore, it is important to know when this is going to be completed and to strategize on how this by-pass can be accelerated in the ten-year capital forecast in order to see an earlier completion date. Also, in concert with this concern, is the need for a discussion now of a new traffic bridge crossing the Grand River at a future date.

Cambridge has no rapid transit system. Discussions around a Light Rail Transit Extension to the community along with a GO train proposal to the Guelph line need to be addressed with updated costs and complete time lines. This needs to be seen as a priority considering the fact that 150,000 regional residents have no proper access to either type of system now or apparently in the near future.

**Summary:**

I am fully aware of the challenges that are inherent in this present budget and the need to be mindful of the ability for residents to afford increases. However, I think we also need to be mindful of the human scale of concerns that now finds itself in encampments, shelters and without proper housing or rehabilitation centres to tackle the growing health needs of the regional community. The budget in my opinion should be looked at in a different perspective. The health and housing needs of our residents needs to be a major priority even if it means delaying capital projects forecasted in the coming years or if it means reducing funding in a number of items in our current budget.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Doug Craig', written in a cursive style.

Doug Craig, Regional Councillor, Cambridge

To: Chair Michael Harris  
Date: January 6, 2023  
RE: Submission for consideration in the deliberations for the 2023 Region of Waterloo Budget.

This is a request for funding to provide for security services at the oneROOF Youth Services location on Sheldon Ave., Kitchener. Since the opening of the shelter at the former Schwaben Club, there has been a noticeable increase in incidences involving adults at their shelter and the immediate neighbourhood.

oneROOF Youth Services is committed to providing for the safety, support and overall well-being of youth who are experiencing homelessness, and youth who are at-risk of homelessness, aged 12-25, in Waterloo Region.

Historically, oneROOF Youth Services has had a strict policy where they denied adults (over 25) onto property. The reasons for this include the vulnerability of the youth they support, the very real threat of sex trafficking and grooming of youth, increased drug sales, violence etc. Since the building of their Next Steps Housing Supportive Housing building, they have had to alter their policies slightly to allow for tenant guests that might be outside their mandate. However, they have maintained strict protocols for signing in of guests and limits regarding the length of visits.

Unfortunately, oneROOF has noticed a marked increase in adults wandering into their property since the opening of the Schwaben Club Shelter. The foot traffic has increased dramatically, and adults come on site totally uninvited. This has increased the incidents of violence and the issuance of No Trespass Orders; as well as complaints from youth who are feeling unsafe, staff who are reluctant and ill-equipped to deal with adults and neighbours who are demanding oneROOF keep these folks off their property. Since moving to Sheldon Ave oneROOF has worked hard to alleviate NIMBYism, but sadly it has been reawakened due to the increased adult presence in the neighborhood.

Staff, youth and neighbours are seeking security on site and to patrol the surrounding streets due to feeling unsafe and threatened by these adults.

In the month of December, oneROOF had 22 critical incidences that involved adults coming onto the property and either causing conflict with youth or with staff. A specific example of one of those incidences was an adult wanting a youth to come outside to him, and when told to leave, threw rocks through the youth's window. The adult was trying to get the youth's attention. The adult verbally threatened staff when asked to leave and told them he would "mess them up and follow them home". He claimed he could go where he pleased, and the youth was "his" and we should stay out of it.

OneROOF is seeking funding to employ 4-5 security staff to help alleviate the growing tensions and incidences of violence and/or confrontations. The preference would be to employ security guards during the day, evenings and overnight. OneROOF would prefer that existing day staff not be responsible for enhanced security, along with their regular duties.

Respectfully submitted by Councillor Rob Deutschmann



# Proposal for GRT Concessionary Transit:

1. **Children under 12 provided with free transit.** Currently, ages 0-5 are free, while 6-12 pay full fare with no option to pay for a monthly pass.
2. **Seniors over 65 to be provided with free transit on Wednesday and Sunday.** Currently, this group pays regular fare or pass rates.

## Motivations

There are many reasons that would motivate an effort to increase access to free transit for both youth and older adults and a few of them are:

- Building transit ridership addresses:
  - **Transform Waterloo Region<sup>1</sup>** Actions 1, 2, and 6
  - **United Nations Sustainable Development Goals<sup>2</sup>** 1, 3, 10, 11, and 12
- Reduced reliance on personal automobiles, with reduced associated costs. In addition, transit use increases independence as access to personal automobiles is reduced as the population ages
- Studies are showing that people outlive their ability to drive by seven to ten years. The ability to use public transit is essential for many older adults in later stages of life.
- Reduced air pollution in the region
- Transit use reduces the need for parking at destinations, while removing congestion and parking as sources of stress for drivers
- Increased equity amongst members of Waterloo Region communities by providing mobility options to those that have few
- Improve health of the community, as transit use is accompanied by increased active transportation such as walking to a bus stop.
- Reduce social isolation, while promoting community building. This is carried out by creating additional opportunities for interactions and gatherings in shopping and social environments
- By providing free public transit for children, we build transit use as a habit leading to lifelong ridership
- As our population increases, the need for climate-friendly forms of transportation continues to grow
- Waterloo Region is an outlier amongst comparable Ontario systems in not adopting more concessionary transit policy targeting demographic groups. This is supported by

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<sup>1</sup> <https://climateactionwr.ca/wp-content/uploads/2021/07/Final-TransformWR-Strategy.pdf>

<sup>2</sup> <https://sdgs.un.org/goals>

the data found in the following table. A needs-based focus carries a higher administrative overhead.

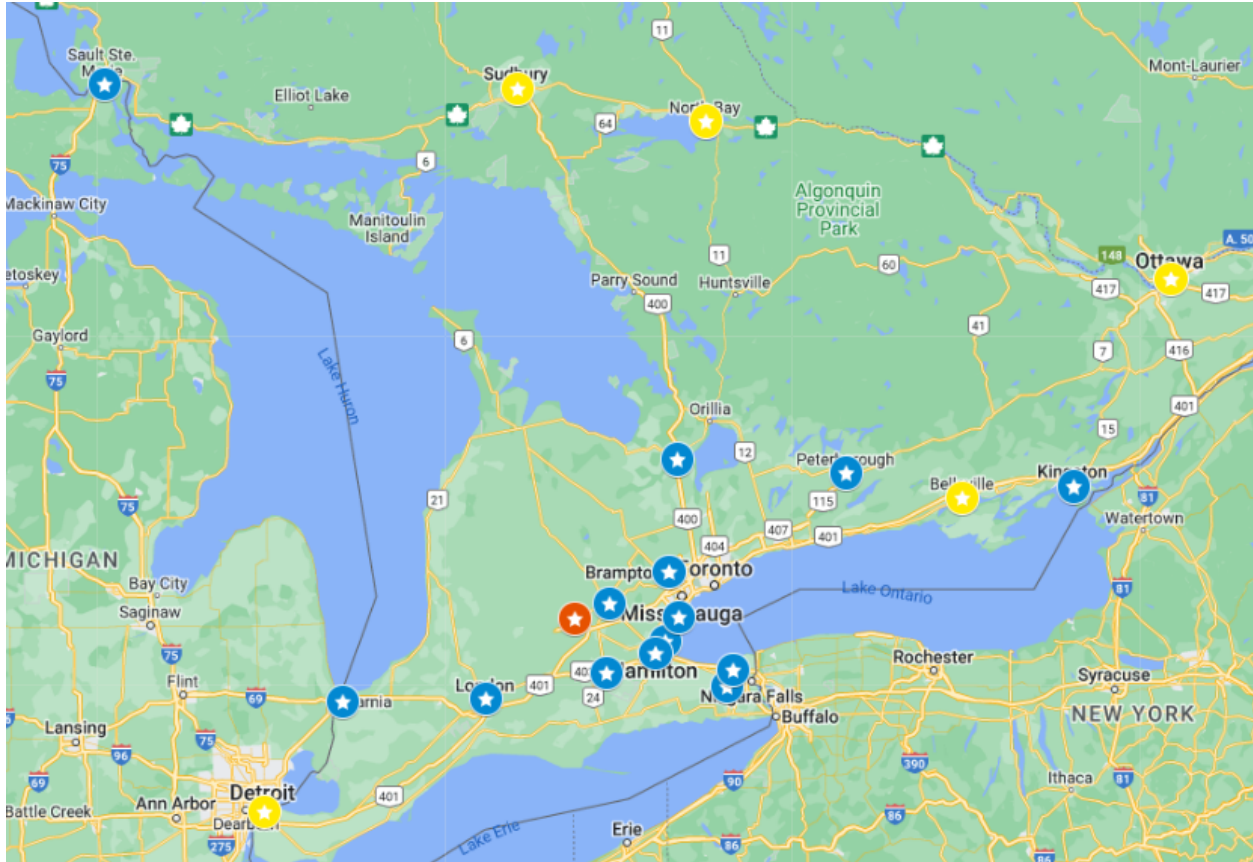
## Regional System Comparisons

It's difficult to make a broad apples-to-apples comparison of transit systems. This is because there is no universal fare/pass grid. For example, some systems have a child/adult/senior grid, while others have a child/youth/secondary/adult/senior grid. Nevertheless, the table and map below summarize the practices of 20 systems in Ontario. A few notes:

- Where a pass is expressed as a percentage, this is in relation to a standard adult cost. For example, if an adult pass is \$100 and a seniors pass is \$75, then it would be recorded as "65+, \$75 (75%)"
- Waterloo Region offers free transit for veterans that are 65+
- Brantford offers free transit for all veterans.
- Orangeville has begun a two-year pilot to evaluate free transit for all residents. It's not clear at a glance how non-residents are accommodated.
- Many systems have a parallel needs-based fare/pass structure.
- Most systems require children to be accompanied by a paying adult, but it's not entirely clear what happens for unaccompanied children.
- Most systems begin senior pricing at 65, but Sault Ste Marie and Windsor begin at 60.
- This table focuses on monthly pass prices. Only Peterborough appears to have annual and semi-annual passes, while a few others have part-month passes and weekly passes.

Transit System	Child	Seniors
<a href="#">Waterloo Region</a>	0-5 FREE 6-12 fare (100%) No pass	65+ Regular Fare
<a href="#">Barrie</a>	0-12 FREE	65+ \$53 (60%)
<a href="#">Belleville</a>	0-4 FREE 5-12 fare (67%)	65+ fare (75%) pass \$65 (100%)
<a href="#">Brampton</a>	0-5 FREE 6-12 \$84 (66%)	65+ FREE
<a href="#">Brantford</a>	0-12 FREE	65+ \$55.50 (76%)
<a href="#">Burlington</a>	0-12 FREE	65+ FREE 0900-1430
<a href="#">Guelph</a>	0-12 FREE	65+ \$68 (85%)

<a href="#">Hamilton</a>	0-12 FREE	65+ \$38.50 monthly (34%) 65+ \$385 annual pass (28%) <b>80+ FREE</b>
<a href="#">Kingston</a>	0-14 FREE	65+ \$68.75 (100%)
<a href="#">London</a>	0-12 FREE	65+ \$95 (100%)
<a href="#">Niagara</a>	0-12 FREE	65+ \$63 (74%)
<a href="#">North Bay</a>	0-12 FREE (up to 3 w/adult)	65+ \$61 (71%)
<a href="#">Oakville</a>	0-12 FREE	65+ pass \$65.40 (48%) <b>FREE on Monday</b>
<a href="#">Orangeville</a>	0+ Free	<b>0+ Free</b>
<a href="#">Ottawa</a>	0-7 FREE 8-12 fare (50%)	65+ \$47.75 (38%) <b>FREE on Wednesday and Sunday</b>
<a href="#">Peterborough</a>	0-12 FREE	65+ \$250 (annual)
<a href="#">Sarnia</a>	0-12 FREE	65+ \$60 (78%)
<a href="#">Sault Ste Marie</a>	0-12 FREE	60+ \$63.50 (86%)
<a href="#">St Catharines</a>	0-12 FREE	65+ \$57 (63%)
<a href="#">Sudbury</a>	0-4 FREE 5-12 \$56 (64%)	65+ \$56 (64%)
<a href="#">Windsor</a>	0-12 FREE	60+ \$51.40 (51%)



**In this map, the tabular data is summarized broadly. The red star is Waterloo Region. Blue Stars offer free transit for 0-12. Yellow stars sub-divide the 0-12 age group into free and paid tiers.**

## **REGION OF WATERLOO STRATEGIC PLANNING AND BUDGET COMMITTEE PROPOSAL**

Date: January 6, 2023

For: Chair Michael Harris, Strategic Planning and Budget Committee, Kitchener Regional Councillor, Regional Chair Redman and Corporate Leadership Team

From: Dorothy McCabe, Mayor of Waterloo, Waterloo Regional Councillor

### **PROPOSAL:**

A five year reduction of Grand River Transit's (GRT) fares to achieve an annual flat rate that is, at a minimum, 75% of the current 2023 annual adult fare.

### **REQUESTS:**

- For staff to provide a cost-benefit analysis including the opportunity costs associated with significantly reducing GRT fares over five years with the goal of achieving an annual flat fare rate that is at a minimum 75% of the 2023 annual adult pass.
- For Council to prioritize GRT fare reduction over five years within the upcoming Strategic Plan.
- For Council to amend the Active Transportation (AT) policy to enable the ability to create multi-use paths, trails, separated cycling paths independent of roadworks and expansion projects.
- For Council and staff to de-couple the AT budget from the roadwork capital budget to enable the prioritization of AT projects and of climate change goals.
- For Council to prioritize funding connected to climate change initiatives and goals in the budget and in the Strategic Plan.

### **ISSUE:**

Annual GRT fares are approximately \$23 million. While not insignificant, compared to the cost of a road or intersection widening and considering the positive community building impacts public transit has, covering the gradual reduction in fares is an achievable and important goal.

The annual adult fare pass is \$1,080. For families attempting to travel using annual transit passes, the cost is significant and is comparable to annual costs for a vehicle. To address affordability and climate change issues, the cost of transit fares need to drop.

Implementing an annual flat rate transit fee could significantly increase ridership thereby offsetting the revenue loss from reducing the cost of the annual passes.

Gas powered transportation is one of the largest sources of carbon emissions. To achieve the Region, local municipalities, environmental organizations and residents' climate change goals – as well as other regional goals - more targeted and urgent climate change action needs to be prioritized.

To reduce carbon emissions, to increase the equity and accessibility of our community, to reduce the significant and ongoing costs of road building, maintenance, widening and reconstruction, the Region must strategically re-align its transportation system priorities with a focus on significantly increasing GRT ridership combined with hyper-connected active transportation options.

Reducing GRT fares is a more cost effective, progressive and upstream approach as opposed to ongoing road and intersection widening. Fare reduction addresses a variety of other important, inter-connected upstream issues such as increased belonging, health, mental health, wellness, talent attraction, equity, accessibility and effective land use planning.

Reducing GRT fares strategically aligns with Regional and local municipalities' commitments to address the declared climate emergency and Council approved TransformWR's 50by30 and 80by50 goals.

#### **POTENTIAL FUNDING SOURCES:**

Some of Regional Council's AT, carbon reduction and climate change goals are at odds with roadworks projects currently in the capital budget. Understanding that capital and operating budgets should be considered separately, it is problematic and limiting to have the AT budget directly tied to the roadwork capital budget as this makes the necessary expansion of AT initiatives dependent on expensive, carbon intensive roads projects.

As per the above noted requests, it is imperative that Council and staff prioritize transportation related carbon reduction projects in its budget and its strategic planning process.

With respect to potential funding, the proposal is to stop road and intersection widening projects and reallocate these funds and the ongoing operating funding connected to those capital projects to the Active Transportation budget.

Building the LRT reduced urban sprawl by 50% and therefore saved the region an estimated \$300 M as new regional roads will not have to be built. Similarly, significantly improving GRT service will enable the Region to avoid having to build new roads.

#### **BACKGROUND:**

- **Climate Emergency:** In 2018 regional and local municipal councils declared a Climate Emergency and in 2020, councils approved TransformWR, Waterloo Region's Transition to an equitable, prosperous, resilient low carbon community with four calls to action and six transformative changes. Specifically:
  - **Transform the Ways We Move:** By 2050, most trips are taken using active transportation with the support of a robust public transportation system.
  - Five strategies were identified:

- Redesign, rebuild and maintain our transportation system to prioritize active transportation.
  - Continue to build a robust and accessible public transit system that conveniently serves people across the community.
  - Support people to walk, cycle or roll and build a culture of active transportation and public transit ridership.
  - Transition to low energy movement of commercial goods.
  - Build compact urban and settlement areas that are efficient for energy, services, infrastructure and transportation and make existing and new communities 'complete communities'.
- **Transportation** is about more than moving people and goods. Reducing fare costs is a **more cost effective financial solution** than road and intersection widening as reduced public transit fares solves multiple challenges. For example:
  - **Planning and Land development**
    - The construction of the ION reoriented development significantly and reduced sprawl by 50% which reduces regional and local municipalities' ongoing infrastructure servicing costs.
  - **Economic Development**
    - Knowledge economy talent prefers intensified, interconnected complete communities that enable live, work, play opportunities.
  - **Equity and Accessibility**
    - People of all ages, stages and abilities must be able to move through our communities with more connectedness, safety and accessible modalities
  - **Belonging and Wellness**
    - Reduced fares increase the ability of youth, in particular, to access our community. The Children and Youth Planning Table and other indexes indicate a high degree of disconnection among youth.
    - Increased use of public transit in combination with active transportation improves physical and mental health outcomes
  - **Climate Change Mitigation and Adaptation**
    - As is noted above.
- **Service Improvements** for Grand River Transit are also needed. For example, increased bus frequency to the suburbs across the region, more I-Express buses to and from Cambridge and to township locations are required and electric buses are needed.