

**Regional Municipality of Waterloo
Strategic Planning and Budget Committee
Addendum Agenda**



Date: Wednesday, October 18, 2023
Regular Session: 1:00 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

The Strategic Planning and Budget Committee will begin immediately following the Special Council meeting.

1. Call to Order	
2. Land Acknowledgement	
4. Declarations of Pecuniary Interest under the “Municipal Conflict of Interest Act”	
5. Presentations	
*5.1 Growing with Care: Plan and Budget 2024	6
*5.2 Reserve and Reserve Fund Update	85
*5.3 WRPS Reserve and Reserve Funds	98
6. Reports	
6.1 COR-CFN-23-032, 2024 User Fees and Charges	105
7. Communications	
8. Notice of Motion	
*8.1 Councillor R. Deutschmann	127

Recommended Motion:
Whereas the Region of Waterloo council passed the following resolution on February 22, 2023:

Whereas the Police Budget is the single largest line in the Region of Waterloos operating budget;

Whereas the Police Services Act gives the Police Board exclusive authority to decide the detailed composition of the Budget and the Region of Waterloo can only either accept or reject the Police budget in its entirety;

And Whereas this budgeting arrangement is best managed between the Board and the Council on a collaborative basis;

Whereas the community needs an opportunity to provide input before the budget is finalized;

And Whereas it was until recently the practice that the Board and Chief would present their budget to Council prior to the Boards final budget approval;

And Whereas this new practice works counter to the preferred collaborative approach;

Therefore Be it resolved that the Region of Waterloo Council respectfully request that the Waterloo Regional Police Service Chief of Police:

- a. return to its past practice and present its draft annual budget to Regional Council, area municipalities, and to the community to allow time for both the Regional Council and the community to review and to provide comments prior to the Waterloo Regional Police Service Board finalizing its annual budget; and
- b. ensure that a community engagement process be included in the development of the annual budget prior to presenting its draft annual budget to Regional Council.

And whereas the Waterloo Region Police Services Board and the Waterloo Regional Police Service Chief of Police have not provided the Region of Waterloo Council with any formal response to the resolution;

And whereas the Police Services Board and the Waterloo Regional Police Service Chief of Police have not arranged to present a draft annual budget to Regional Council to allow time for Regional Council to review and to provide comments prior to the Waterloo Regional Police Service Board finalizing its annual budget, but instead intend to provide the Region of Waterloo council with an approved budget on November 22, 2023;

THEREFORE BE IT RESOLVED THAT the Region of Waterloo council express its dissatisfaction and disappointment in the lack of a formal response, and no attempt to accommodate the wishes of Region of Waterloo council, from the Waterloo Region Police Services Board and the Waterloo Region Police Service Chief of Police, as expressed in the Region of Waterloo resolution of February 22, 2023; and

BE IT FURTHER RESOLVED THAT the Waterloo Region Police Service

Board and the Waterloo Regional Police Service Chief of Police make arrangements for a presentation of the draft budget to the Region of Waterloo council prior to the finalization of the Police Services Budget and its presentation to Region of Waterloo council on November 22, 2023.

8.2 Councillor C. James

Recommended Motion:

WHEREAS the Regional Municipality of Waterloo delivers a variety of programs and services including; Children's Services; and

WHEREAS Municipalities have the power to provide grants under the Municipal Act. The Region of Waterloo has been providing grant funding since its inception in 1972. Grants are an important tool for municipalities to foster partnerships in the community; and

WHEREAS according to the 2021 Canadian Census, 101, 370 children aged 0 to 14 were counted in the region. Representing approximately 17.3% of the total population. In comparison for Canada the proportion of children was 16.3% in 2023; and

WHEREAS children and youth wellbeing and belonging are increasingly becoming a growing concern in our region; and

WHEREAS 1 in 2 youths do not feel like a valued member of our community; and

WHEREAS the well-being of children and youth has been significantly impacted by the COVID-19 pandemic; and

WHEREAS only 64.1% report a strong sense of belonging to their community, and only 26.3% report positive mental health and these stats are 15, and 54 percentage points lower than pre-pandemic levels, respectively; and

WHEREAS there is an increasing need to fill gaps that support children and youth in the community as their wellbeing and sense of belonging is an integral part of our community, and building upstream community safety; and

WHEREAS the region does not currently have a grant program that is specifically targeted to meeting the specific future needs of Children and Youth; and

WHEREAS the Police Services Act does not have any parameters on both establishing reserves with respect to the allocation of any Police surplus at the end of a fiscal year;
Therefore, be it resolved:

1. That the Regional Municipality of Waterloo establish a Child and Youth Well-being reserve fund; and
2. That the Regional Municipality of Waterloo provide the first \$500,000 of any Police Services Operating Budget surplus in any given year beginning in 2023 to the Child and Youth Well-Being Reserve; and
3. That staff be directed to develop and submit to Council a proposed terms of reference for the allocation of funds from Child and Youth Well-being Reserve to support ongoing efforts in the region to address the increasing essential needs of children and youth; and
4. This work will be in alignment to the priorities named by the pan-regional collaborative of the adults and young people that come together in the Children and Youth Planning Table and Smart Waterloo Region Innovation Lab collaborative.

8.3 Councillor C. James

Recommended Motion:

WHEREAS accessibility, collegiality and respect are priorities shared by all of Council; and

WHEREAS Council values the expert advice and analysis from Regional staff, particularly on technical or financial matters; and

WHEREAS Council should have adequate time to deliberate and consider changes to policy and budgeting; and

WHEREAS residents and media deserve adequate time for input, consideration and transparency;

THEREFORE BE IT RESOLVED THAT:

- A motion to amend the final budget will be subject to notice and must be submitted in writing to the Clerk no later than Wednesday, November 29, 2023;
- All motions to amend the final budget that are received by the Clerk by the deadline will be published in the agenda;
- A motion to amend the final budget can be further amended during the final budget meeting without requiring notice, provided that any amendments are relevant and continue to relate to the same issue which was the subject matter of the original motion to amend the final budget; and
- Any motion to amend the final budget that is not received by the Clerk by the deadline may be introduced at the meeting on December 13, 2023 provided that:
 - it is submitted to the clerk in writing; and

- the Strategic Plan and Budget Committee, without debate, dispenses with notice on the affirmative vote of at least two-thirds of the members present and voting.

9. Other Business

10. Next Meeting - November 1, 2023

11. Adjourn

Recommended Motion:

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



growing
with care

Plan and Budget 2024

Today's Purpose

1. Presenting draft operating, capital and user fee budgets
2. First of four deep dives into strategic priority areas and 2024 budget – Climate Aligned Growth
3. Opportunity to ask questions and seek clarifications
4. Review staff recommended Climate Aligned Growth service expansion lists and assess for approvals

2024 Budget Committee Review Schedule

Date	Draft agenda
Oct 4	2024 Plan and Budget context: FCM delegation; Annual Business Plan and Principles; Economic Indicators; draft 2024 Budget overview; budget review process
Oct 18*	Preliminary 2024 Budget tabled; Budget book distribution; Detailed reviews of priority areas, service expansions, capital projects; public input meeting #1
Nov 1*	Detailed reviews continue; public input meeting #2
Nov 8*	Detailed reviews continue
Nov 22	Police Services Budget presentation
Nov 29*	Detailed reviews continue; Municipal Budget Regulation; public input meeting #3
Dec 13	Final Budget Day (Committee and Council)

* Budget Committee meeting has a carryover scheduled for the following day if needed

2024 Budget Committee Review Process

Staff have prepared motions covering proposed service expansions

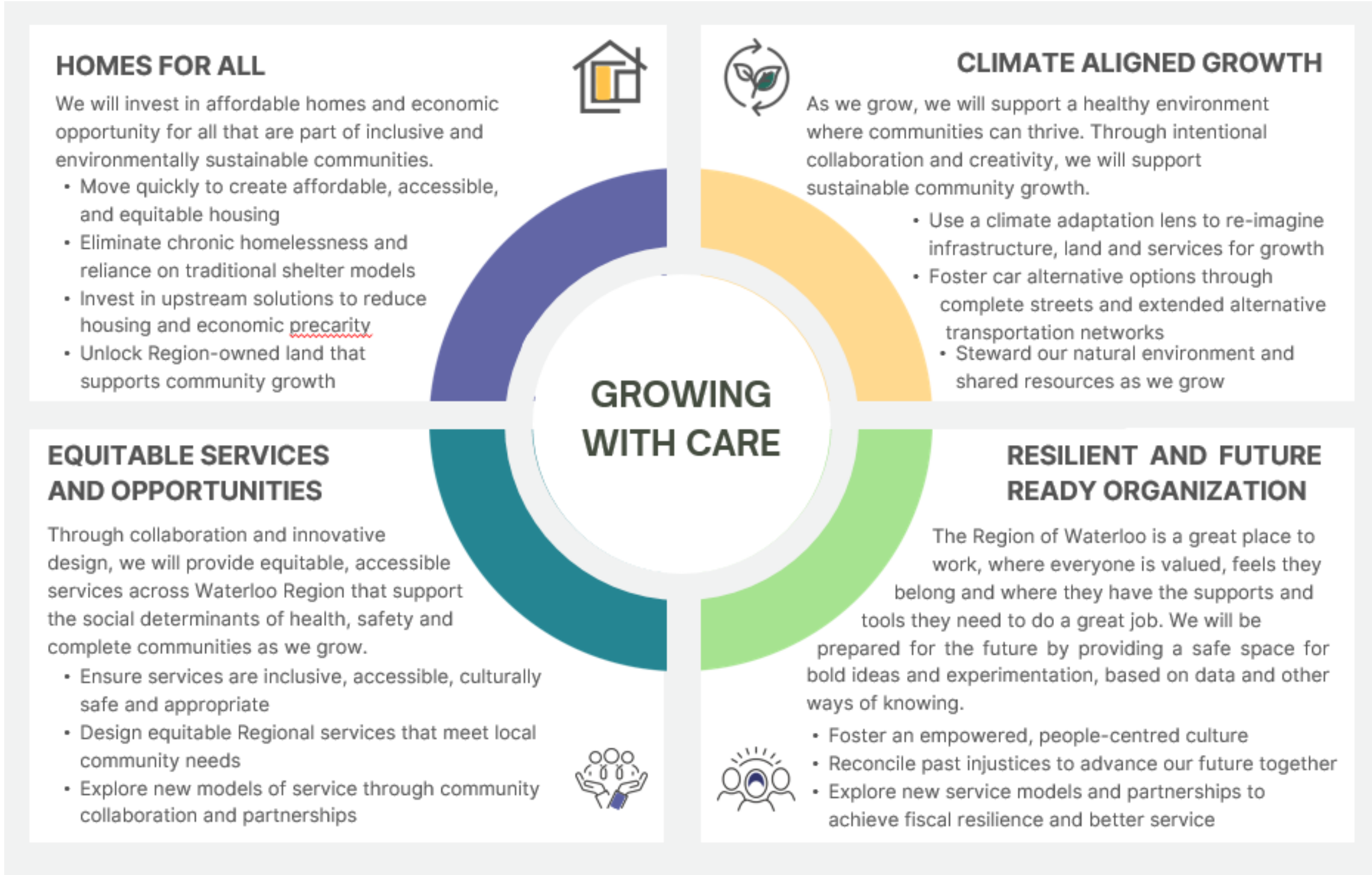
Staff will track all amendments to the Preliminary 2024 Budget

The Preliminary 2024 Budget as amended will be subject to final approval on December 13

Motions to direct staff to amend the draft budget during the review process can be altered or removed on final budget day without the need for notice or a motion to reconsider

Priorities and Objectives

Strategic Plan 2023-2027



Preliminary 2024 Operating Budget

Regional Property Tax Levy (excl. Police Services)	Preliminary Budget		
	\$M	% Levy	% Tax Impact
2023 property tax levy	\$468.8		
2024 preliminary base budget	\$506.4		
2024 preliminary base budget increase	\$37.6	8.0%	5.9%
Proposed service expansions	\$6.7		
Preliminary 2024 Tax Levy change*	\$44.3	9.5%	7.3%
<i>Assessment growth assumption</i>			<i>2.0%</i>

* Excludes the Implementation of the Plan to End Chronic Homelessness

June 6 report (COR-CFN-23-027) estimated the 2024 preliminary budget with an 11.6% levy increase and 9.7% tax impact assuming assessment growth of 1.75%

Plan to End Chronic Homelessness

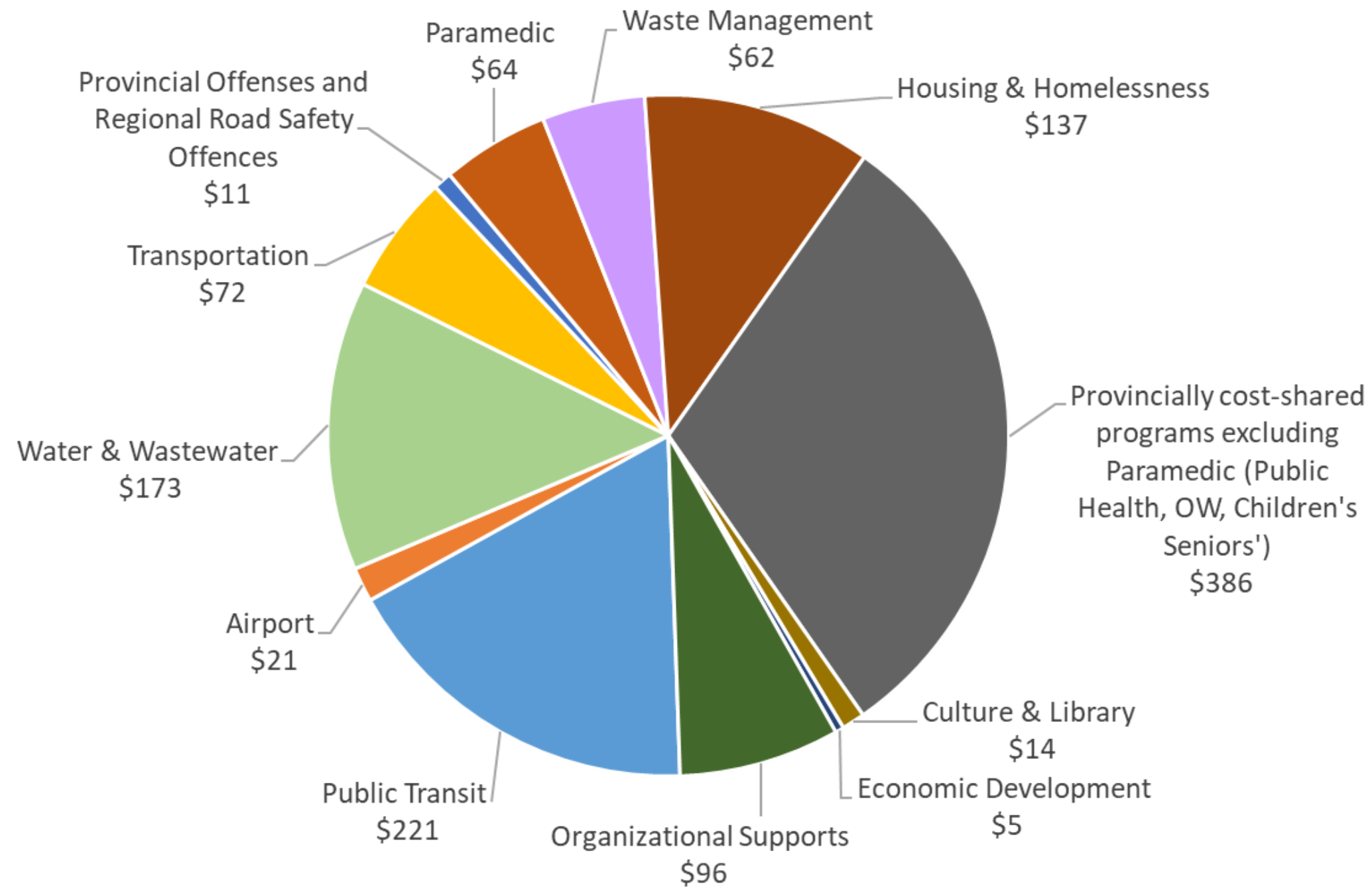
The 2024 budget position and impacts being discussed today do not include funding for the implementation of the Plan to End Chronic Homelessness

The 2024 base budget includes interim shelter solutions and other homelessness programs and funding already in place

The Plan to End Chronic Homelessness will be presented to Committee on November 7

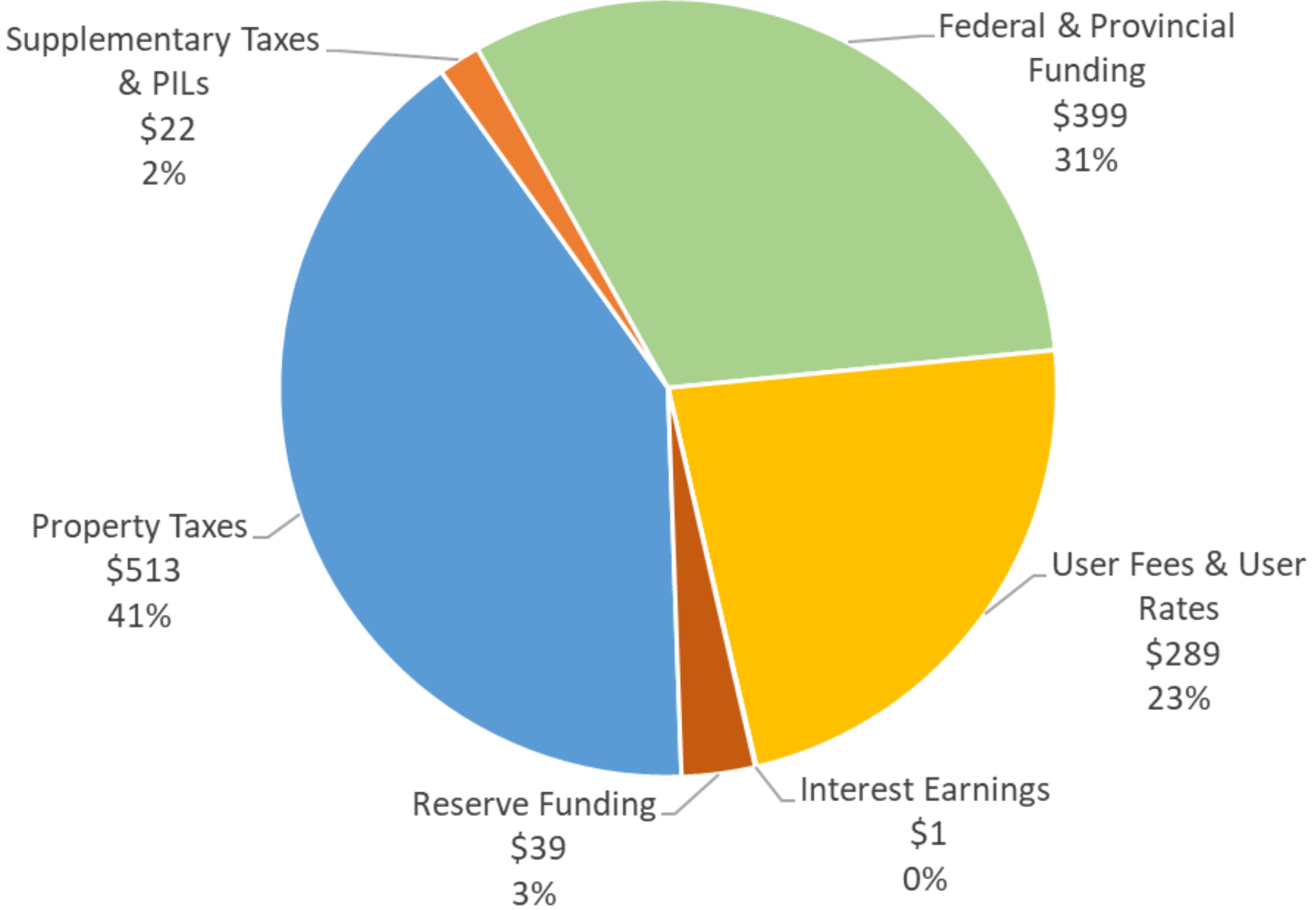
Preliminary 2024 Operating Budget

2024 Preliminary Operating Budget Expenditure excluding Police (\$1.3 B)
in \$millions



Preliminary 2024 Operating Budget (cont'd)

2024 Preliminary Operating Budget Funding & Financing (\$1.3 B)
in \$millions



Federal & Provincial Funding by Program

Program	2023 Budget (\$ millions)	2024 Budget (\$ millions)	Change
Children's Services	\$149.8	\$158.2	\$8.4
OW Allowances & Benefits	\$90.2	\$87.0	(\$3.3)
Public Health Programs	\$31.6	\$33.3	\$1.7
Paramedic Services	\$26.8	\$29.4	\$2.6
Housing Services	\$26.1	\$28.6	\$2.5
Seniors' Services	\$25.1	\$27.5	\$2.4
Employment & Income Support Admin	\$20.5	\$16.4	(\$4.1)
Transit Services	\$11.8	\$11.9	\$0.1
Other Programs	\$1.4	\$1.5	\$0.1
Total	\$383.3	\$393.6	\$10.3

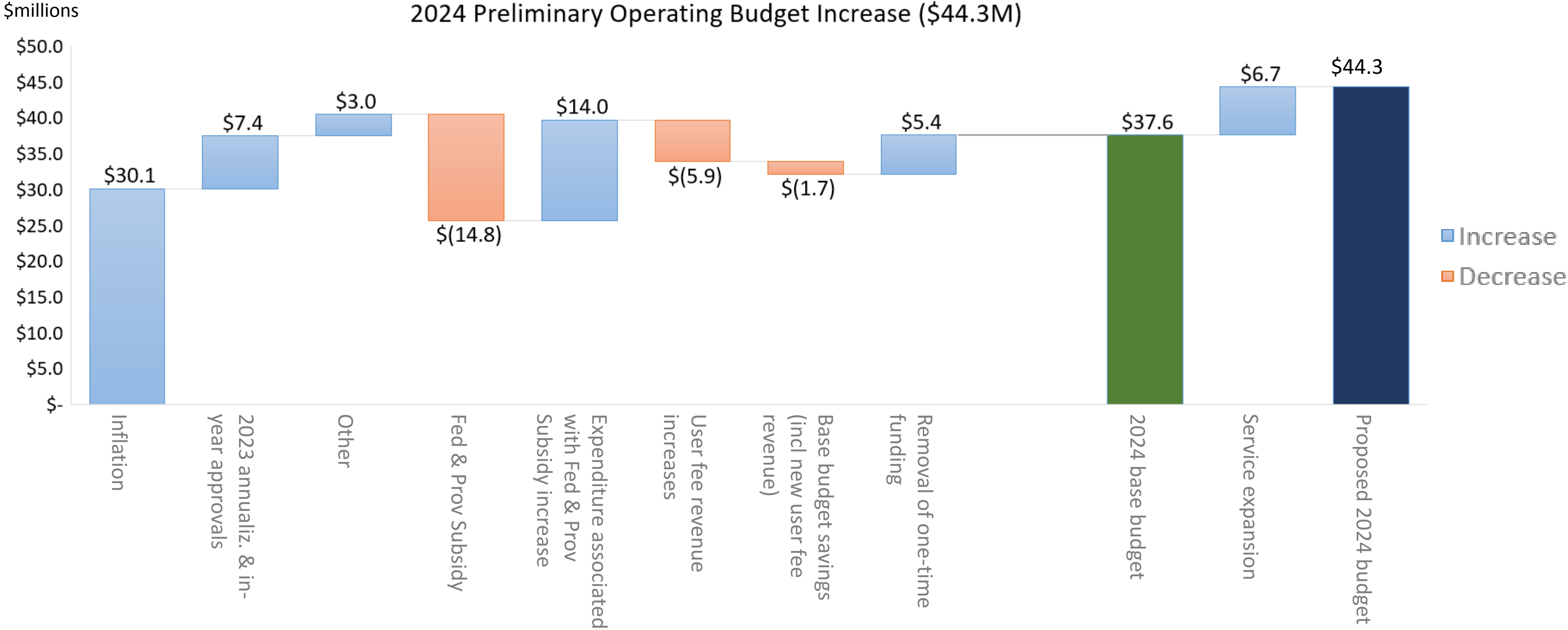
Preliminary 2024 Budget: Major Non-Tax Revenues

Budgeted non-tax revenues (\$ millions)	2023 Budget	2024 Preliminary Budget	Budget Change
Public Transit fares	\$43.2	\$54.6	\$11.4
Wastewater treatment rate revenue	\$79.9	\$84.4	\$4.6
Water supply rate revenue	\$64.7	\$68.0	\$3.3
Housing rent	\$16.2	\$17.4	\$1.2
Waste Management tipping fees	\$10.1	\$10.7	\$0.6
POA revenue	\$8.0	\$8.0	-
Automated Speed Enforcement	\$0.5	\$6.7	\$6.2
Airport operating revenues	\$10.0	\$9.3	(\$0.7)

Proposed Use of Tax Stabilization Reserve in the Preliminary 2024 Budget

Item	2024 Budget (\$ millions)
Paramedic Services 2023 expansion	\$0.86
Paramedic Services 2024 expansion	\$2.54
Fuel price increase phase-in	\$1.90
Employment Services	\$0.29
Total	\$5.58

Preliminary 2024 tax-supported operating position



Briefing Note: User Fees and Charges

Water & Wastewater Services: proposed rate increases in line with last year's projections - water supply (+3.9%), Wastewater treatment (+4.9%), Water Distribution (+2.9%), Wastewater collection (+2.9%)

Transit Services: The proposed 2024 Transit Services budget includes an average fare increase of 2.59%, with detailed increases varying by fare type, effective July 1, 2024. A deeper dive on policy matters related to Transit fare revenue is planned for November 1 as part of the conversation on Equitable Services and Opportunities .

Waste Management fees are proposed to increase on April 1, 2024. This includes tipping fees for recyclables (\$1/MT), general refuse/garbage (\$2/MT) and (\$4/MT) to the special handling load rate

Proposed changes for Airport Services include increased landing fees, land rental fees and fees for Airport Vehicle Operators and Terminal Security Access permits.

Minor changes to fees and charges are proposed for Seniors' Services, Legal Services, Cultural Services, the Region of Waterloo Library, Public Health programs and Paramedic Services.

A full list of proposed changes to user fees and charges in 2024 is included in report [COR-CFN-23-032](#) on today's agenda. Additional context regarding proposed changes to fees and charges will be provided throughout the 2024 Plan and Budget process.

Budget Efficiencies and Reductions

Efficiencies and cost savings:						
Utilities & Energy Saving Retrofits	Reviewing and adjusting staffing levels and overtime requirements	Training, conferences, meetings, mileage and travel	New user fees & revenue streams	Office supplies and minor maintenance	Consulting fees and purchased goods & services	Service level adjustments

Operating Budget Reductions (\$millions)						
	2019	2020	2021	2022	2023	Total
Operating budget savings	\$2.2	\$3.3	\$15.4	\$11.4	\$8.2	\$40.5

Budget Efficiencies and Reductions (cont'd)

Operating Budget Savings (in \$ millions)	New Fees & Revenues	Meetings, Mileage, Conferences, Training	Consulting Fees, Purchased Services	Other Efficiencies	Energy Efficiencies & Utilities	Staffing Adjustments	Service Level Adjustments incl. Service Review Savings	Total
2021 Budget	1.0	0.8	1.5	1.9	2.4	5.8	2.1	15.4
2022 Budget	0.3	0.2	1.6	2.3	1.4	2.4	3.2	11.4
2023 Budget	1.0	0.2	2.2	0.3	1.3	0.3	3.0	8.2
2024 Preliminary Budget	0.5	0.1	1.2	0.1	1.2	0.2	TBD	3.3

2024 Budget: Service Level Changes from 2023

During 2023, Council approved the following in-year service level changes which are reflected in the 2024 budget:

- Collaborative Municipal Funding for Key Cultural Institutions (PDL-CUL-23-004)
- Path Forward for Employment Ontario (CSD-EIS-23-001)
- Automated Speed Enforcement – 2023 Expansion Update (TSD-TRP-23-007) / 5-Year Expansion Plan (TSD-TRP-23-009)
- Purchase of 139 University Avenue West, Waterloo
- GRT Route 2 and 73 Service Change Mitigation (TSD-TRS-23-006)
- Paramedic Services pre-budget approval for January 1, 2024 expansion (PHP-PSV-23-006)

2024 Budget: Proposed Service Level Changes

Climate aligned growth

- Home Energy Retrofit program
- Additional transit service hours across the network for both bus and ION
- Conestoga College U-Pass service
- Transportation resources for horticulture, urban forestry, active transportation and data management
- Asset management resources to move toward corporately prioritizing capital works within the Region's asset management plan

Housing for all

- Additional resources to improve state of good repair
- Land readiness and development
- Airport resources to meet current and expansion demand
- Project managers to maintain and deliver on infrastructure projects required for a growing community

Equitable services and opportunities

- Additional service hours for Mobility Plus
- Ambulances and paramedics to meet growing community demand
- Expansion of the community paramedicine program (100% funded)
- More resources to meet the four hours of care in Seniors' (100% funded)
- More resources to implement CWELCC (100% funded)
- Resources needed to improve community safety through Automated Speed Enforcement and traffic calming

Resilient and future ready services

- HRC resources to support Labour Relations activities and employee wellbeing
- Resources to improve repair and maintenance responsiveness for Waterloo Region Housing units (no levy impact)
- Specialized Health and Safety resources for Water Services
- Resources to maintain/update the Region's Chatbot within the Service First Contact Centre
- Lobbyist Registry

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

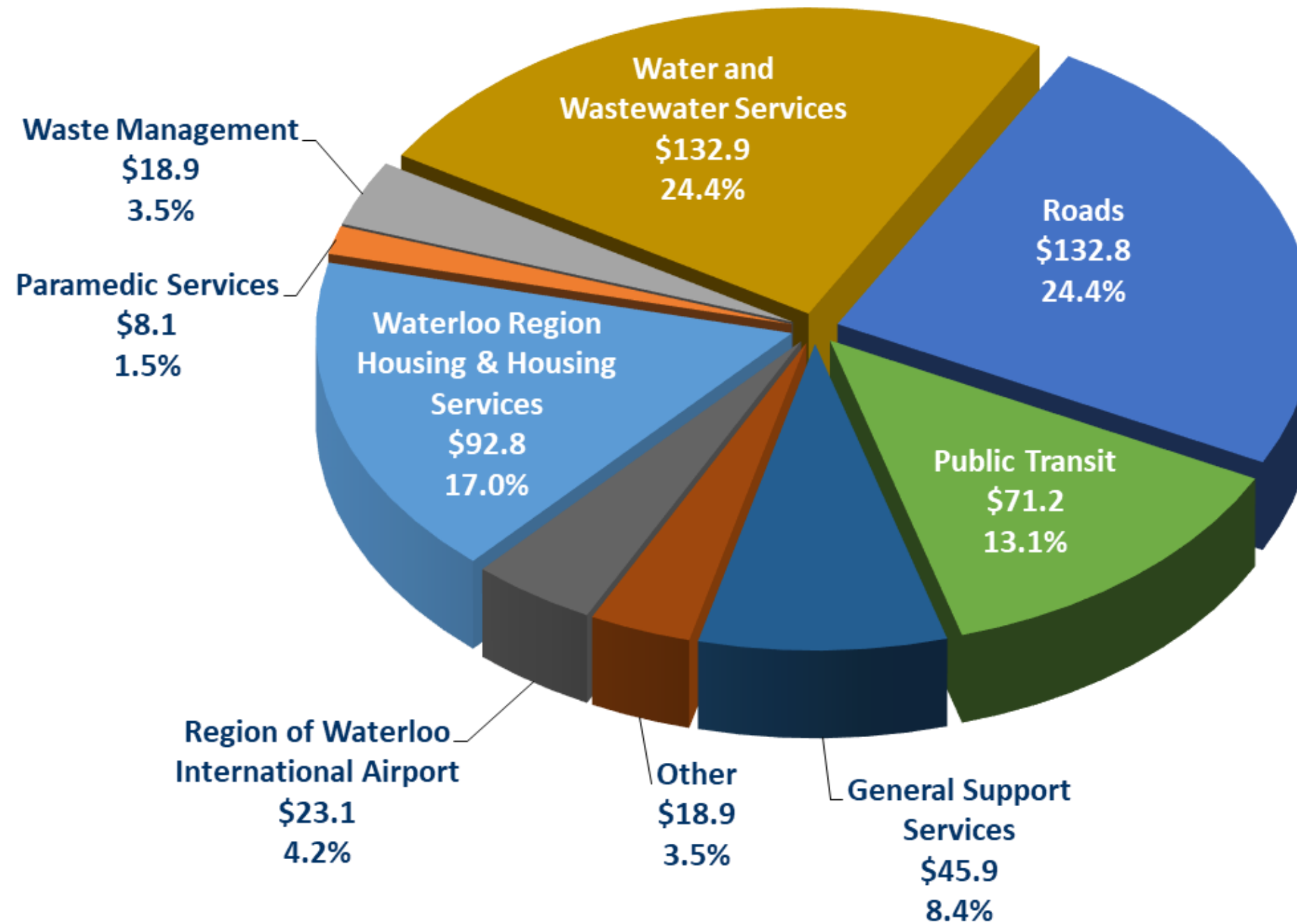
New (growth)

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

2024 Capital Budget *

(\$545 million)

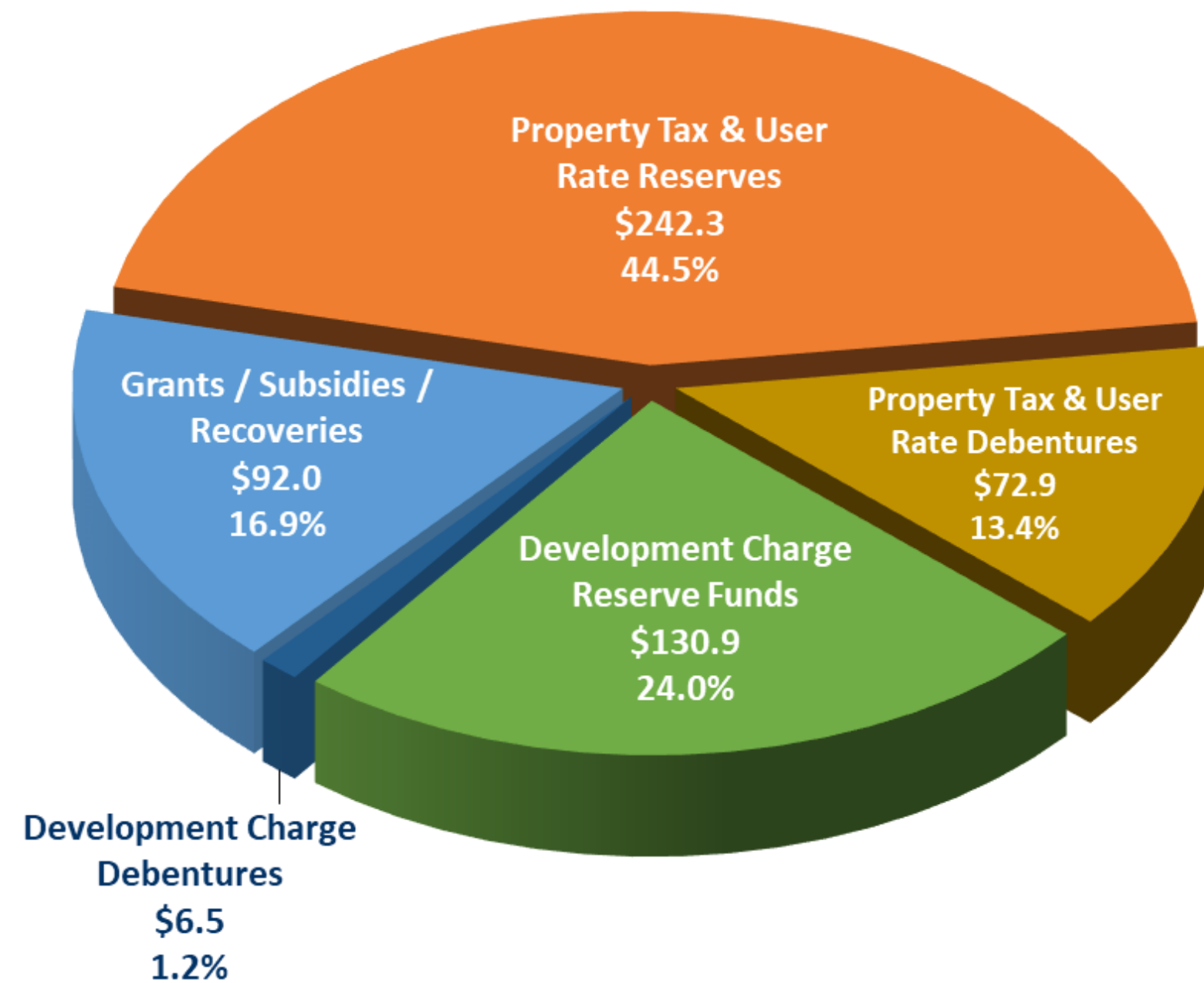
Expenditure Categories (\$ millions)



* The Police Services Board is scheduled to begin deliberations of the 2024 Waterloo Region Police Services Budget on **October 18**. Staff will provide updates that include the impact of 2024 Police Services budget in future presentations.

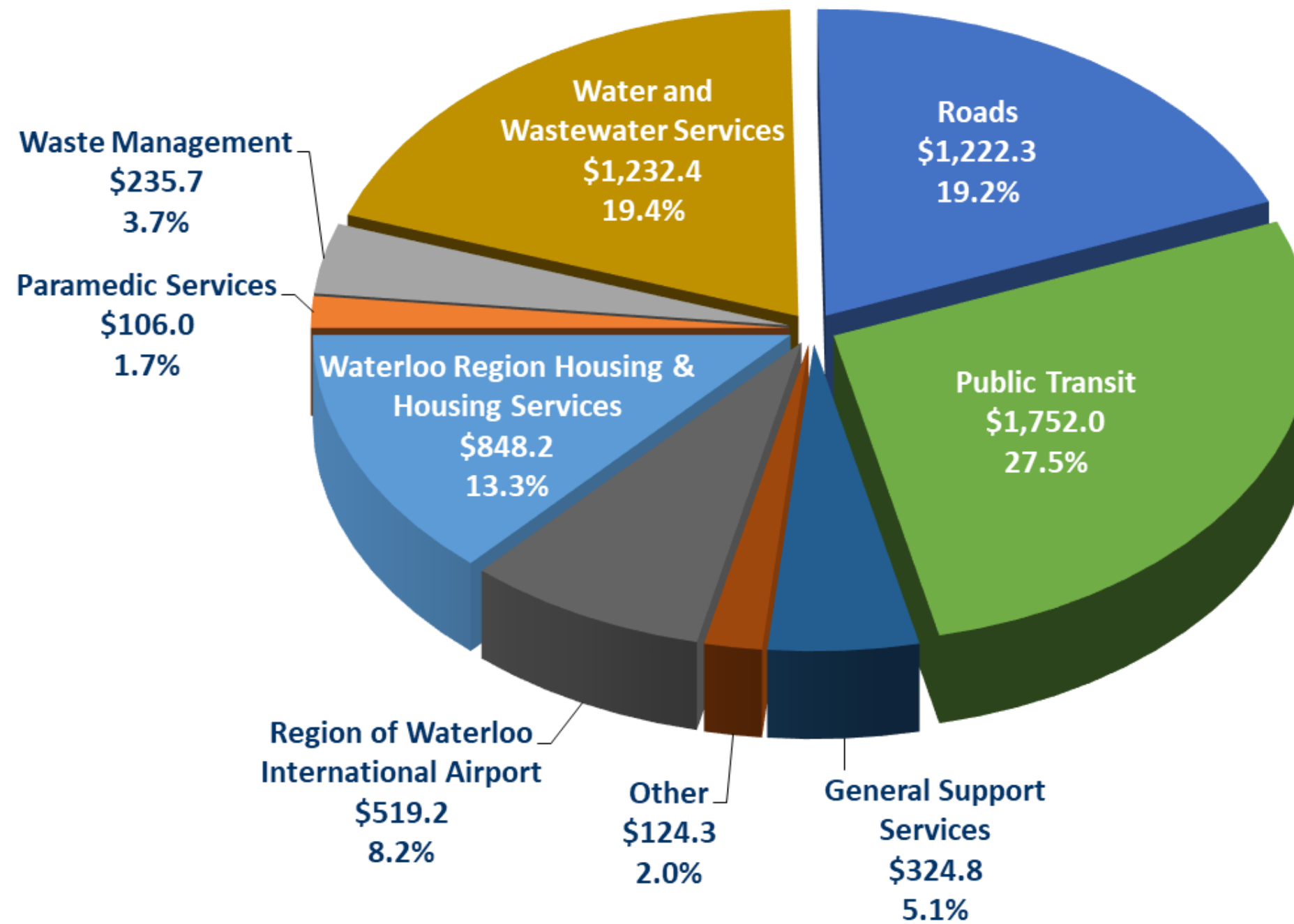
2024 Capital Budget (\$545 million)

Funding & Financing (\$ millions)



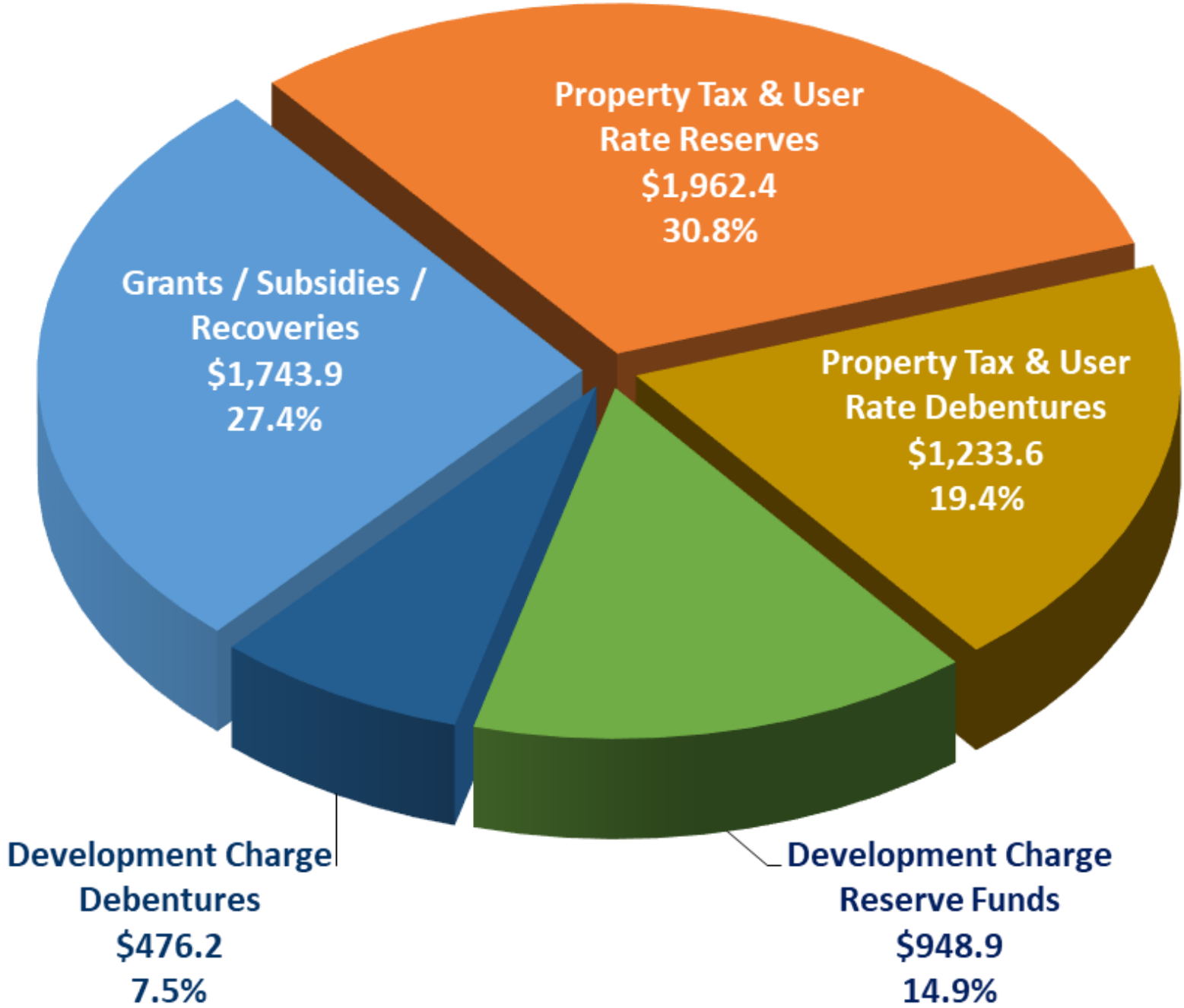
2024-2033 Capital Plan (\$6.4 billion)

Expenditure Categories (\$ millions)



2024-2033 Capital Plan (\$6.4 billion) (cont'd)

Funding & Financing (\$ millions)



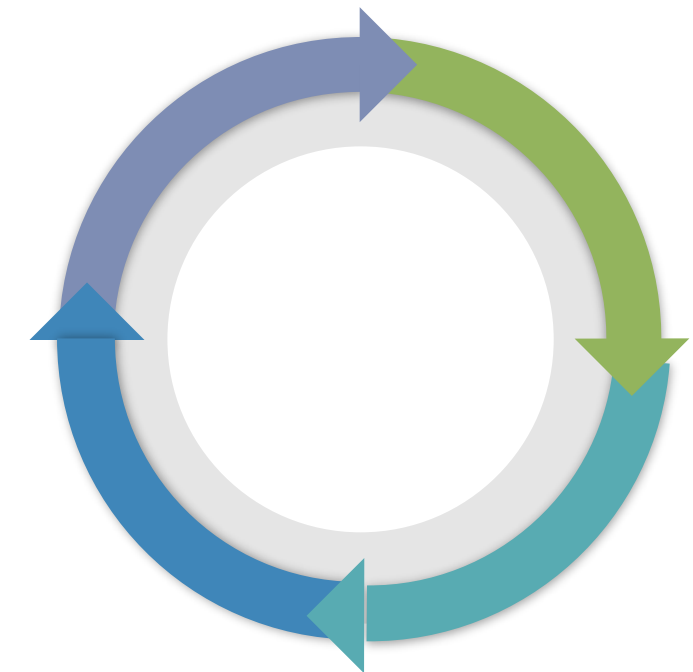


Climate Aligned Growth

As we grow, we will support a healthy environment where communities can thrive. Through intentional collaboration and creativity, we will support sustainable community growth.

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

1. **Use a climate adaptation lens to re-imagine infrastructure, land and services for growth:** Using a climate mitigation and adaptation lens, we will work collaboratively with TransformWR, area municipalities, businesses and community partners to integrate infrastructure planning and adaptation.
2. **Foster car alternative options through complete streets and extended alternative transportation networks:** By expanding equitable public and active transportation networks across the region, we will make it easier for people to get around and make climate-friendly choices.
3. **Steward our natural environment and shared resources as we grow:** We will work to protect the region's natural environment, biodiversity, trees, and water.



Climate Aligned Growth

2024 Services and Current Service Levels

A Growing Transit Network

- 60 bus routes with 280+ buses
- Conventional, specialized and ION transit services provided travel for 21m + passengers

C: \$71 M

O: \$221 M

Reducing our carbon footprint

- 812 Regional buildings and 2820 WRH units, currently valued at \$2.95 billion
- Over 800 vehicles and moving equipment, including ambulances and police vehicles

C: \$19 M

O: \$62 M

Innovation in Waste Management

- Highest landfill diversion rates in Ontario
- Over 1 million stops per month
- 4,000 homes powered by electricity from landfill gas

Asset management of vital community Infrastructure

- Stewardship and sustainability of the Region's \$7B+ asset portfolio
- Delivery of clean water and air, foundational to creating a thriving and vibrant community

Complete, Safe and Climate Resilient Transportation Networks

- 119 km of active transportation corridors for more environmentally sustainable modes of travel
- Integration of green infrastructure as critical to regional roads
- 536 signalized intersections that optimize the network and support growth

C: \$133 M

O: \$72 M

Climate and sustainability planning

- Multi-partner action for Transform WR
- Sustainable community building
- Statistical data and analytics

Protecting and providing safe water resources

- Water resource protection
- Supplying clean, safe drinking water to over 660k residents - 250 billion cups annually
- Treating 57 million cubic meters annually

C: \$133 M

O: \$154 M



Climate Aligned Growth Strategic Initiatives

1

Lower carbon emissions

2

Lower energy utilization across regional infrastructure

3

Increase use of car alternative options

4

Stewardship goals

OBJECTIVE

Use a climate adaption lens to re-imagine infrastructure, land and services for growth

Foster car alternative options through complete streets and extended alternative transportation networks

Steward our natural environment and shared resources as we grow

ACTIONS

Finalize transportation infrastructure climate resiliency strategy

Carbon Budget and Climate Action Plan

Evaluate Building Retrofit Requirements for Climate Goals

Capital Plan Development and Implementation Equity Project

Corporate Asset Management Plan Update

Increase public transit service levels and support new Conestoga College U-Pass

Continuous enhancements to ION LRT service levels and performance

Expand and electrify bus fleet

Advance Kitchener Central transit hub (KVTH)

Re-align transportation capital program through Integrated Mobility Plan

Advance standalone active transportation projects

Update the Source Protection Plan & Assessment Report

Update the Waste Management Plan and re-design and construct the Waterloo Waste Management Public Drop off

Develop a vegetation management plan along the Region's roadways

Update Water Supply Strategy to assess future water demands and sustainable water sources

Blue Box Transition

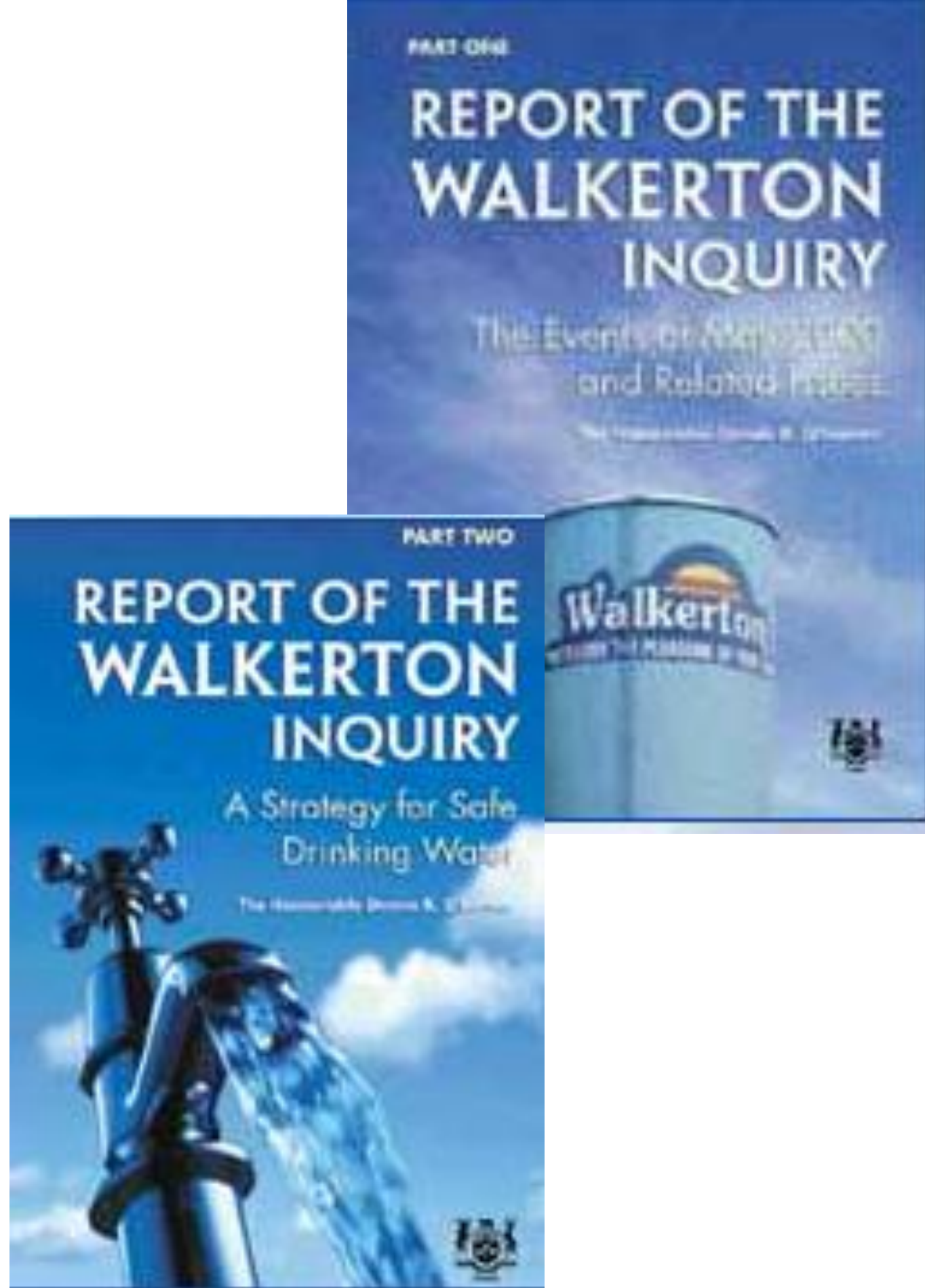
Water & Wastewater for Climate Aligned Growth

Sustainably managed water and wastewater operations and capital projects will support climate aligned growth through stewardship of our natural resources

Careful management of our groundwater, rivers and streams will ensure the Region is a healthy environment where communities can thrive.

Staff in Water and Wastewater are focused on groundwater protection, spills mitigation, river and stream health while delivering services

Water & Wastewater Services



Walkerton Tragedy

- In May 2000 the Walkerton water supply became contaminated with E. Coli
- 2,321 residents became ill & seven (7) died from their illness
- In response to this tragedy the Walkerton Inquiry identified a lack of operating, regulatory and compliance obligations

Water & Wastewater Services

Statutory Standard of Care – Section 19 SDWA

- 1) Exercise the level of care, diligence and skill in respect of a municipal drinking water system that a reasonably prudent person would be expected to exercise in a similar situation; and
- 2) Act honestly, competently and with integrity, with a view to ensuring the protection and safety of the users of the municipal drinking water system

This applies to:

Every person who, on behalf of the municipality, oversees the accredited operating authority of the system or exercises decision-making authority over the system.

Water & Wastewater for Climate Aligned Growth

Key 2024 strategic initiatives directly support climate aligned growth:

- Water Supply Strategy
- Update Source Protection Plan and Assessment Report
- Wastewater capacity studies



Water & Wastewater for Climate Aligned Growth

Needs:

- To support growth in our groundwater based community there is a need for more conscious water conservation
- Increased focus on preventative maintenance as infrastructure ages
- Staffing challenges in the industry – regulatory requirements, retirements and recruitment

Proposed Changes

- **Health and Safety Specialist**
 - Water and wastewater facilities are industrial in nature and need specialized health and safety knowledge embedded to ensure staff stay safe

Water & Wastewater Services



Water and Wastewater Infrastructure

- Water & Wastewater Services Total Asset Valuation (2019\$) \$2.53 billion
- Average Asset Condition Good



Water and Wastewater Capital Investments (cont'd)

Water 2024 - 2033 Capital Program - \$699 M	Wastewater 2024 - 2033 Capital Program - \$528 M
<p>Projects to support the Asset Management Plan - \$200 million</p> <ul style="list-style-type: none"> • Facilities Upgrades • Projects for Infrastructure Renewal 	<p>Projects to support the Asset Management Plan – \$179 million</p> <ul style="list-style-type: none"> • Pump Station Upgrades • Urban and Rural Infrastructure Upgrades
<p>Projects to support Growth - \$360 million</p> <ul style="list-style-type: none"> • Water distribution upgrades • Water treatment and storage facilities expansions 	<p>Projects to support Growth - \$323 million</p> <ul style="list-style-type: none"> • Wastewater treatment plant expansions in Wellesley and St. Jacobs

Retail Water Distribution and Wastewater Collection

North Dumfries and Wellesley

- **Water Distribution**
 - 2024 Operating Expenditure = \$3.2M
 - 2024-2033 Capital Program = \$3.2M
- **Projects include:**
 - Leak Detection
 - Distribution Studies/Remedial Work
 - Fleet Replacement
- **Wastewater Collection**
 - 2024 Operating Expenditure = \$1.7M
 - 2024-2033 Capital Program = \$2.3M
- **Projects include:**
 - Replacement & Upgrades
 - Collection Studies

Proposed Water and Wastewater volumetric rate change

	2023 approved user rate increase	2023 Rate Model - projected 2024 user rate increase	2024 Rate Model – current 2024 user rate increase (change)
Water supply	2.9%	3.9%	3.9% (0.0%)
Wastewater treatment	4.9%	4.9%	4.9% (0.0%)
Water distribution	2.4%	2.9%	2.9% (0.0%)
Wastewater collection	2.9%	2.9%	2.9% (0.0%)

2024 wholesale volumetric rate increases remain unchanged from those projected in 2023 rate models



Average Annual Household Impact Wholesale Water and Wastewater

	Rates per cubic metre		Annual Household Impact		
	2023	2024	2023	2024	Increase
Water	\$1.1598	\$1.2050	\$202.01	\$210.88	\$8.86
Wastewater	\$1.4087	\$1.4777	\$244.60	\$258.60	\$13.99

- The impacts above are for information purposes. These impacts will be captured in each area municipality's retail rates.
- Comparison of the average household impact from 2023 to 2024 assumes 2023 rate increases effective March 1st and 2024 rate increase is January 1st
- Annual average consumption is assumed to be constant at 175 m³

Retail Water Distribution & Wastewater Collection

Average Annual Household Impact

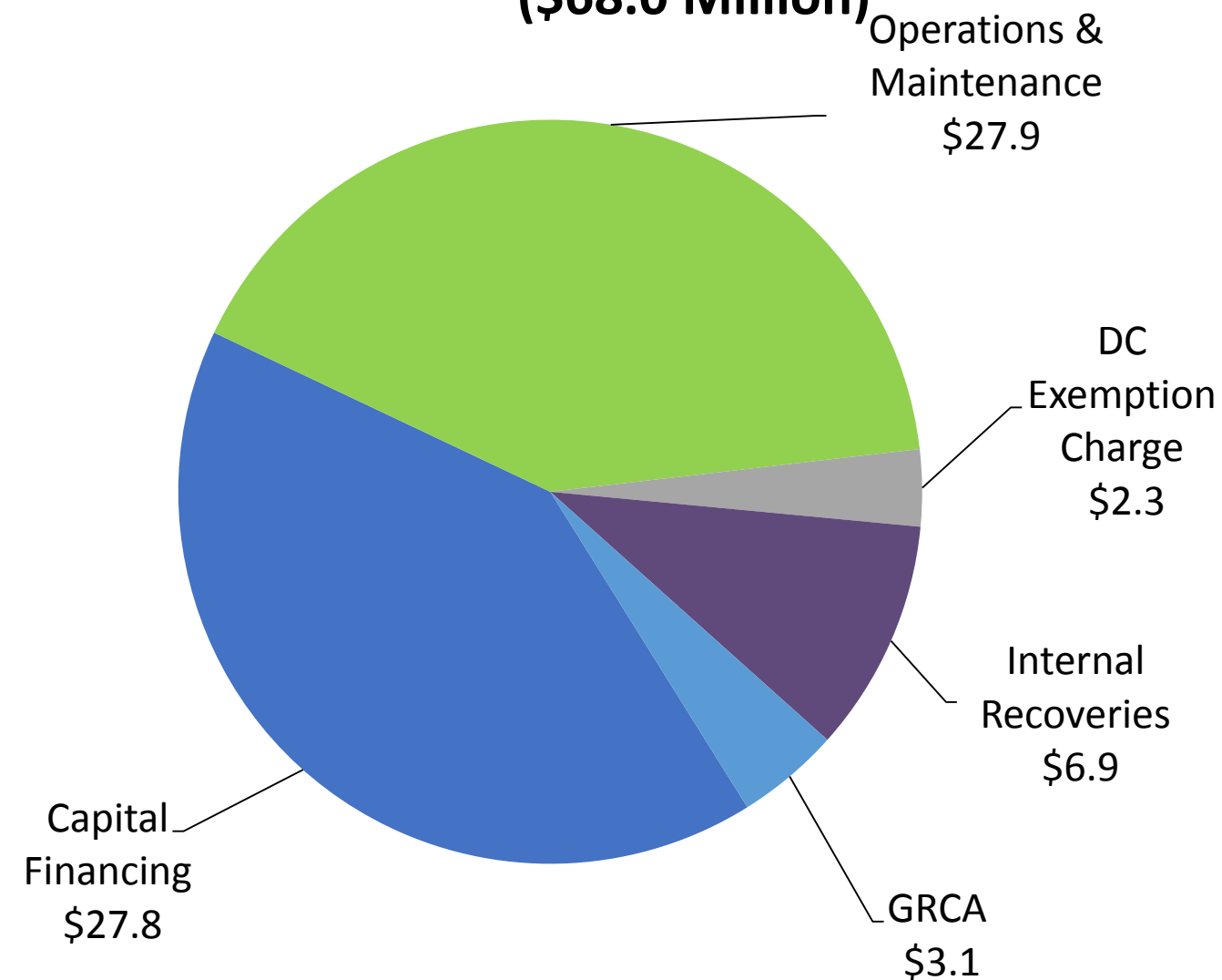
Water Distribution				Household Impact		
	2023	2024	Increase	2023	2024	Increase
Usage Rate (per m3)	\$3.28	\$3.38	\$0.10	\$571.67	\$591.50	\$19.83
Monthly Charge	\$11.00	\$11.00	\$0	\$130.00	\$132.00	\$2.00
				\$701.67	\$723.50	\$21.83

Wastewater Collection				Household Impact		
	2023	2024	Increase	2023	2024	Increase
Usage Rate (per m3)	\$2.46	42.53	\$0.07	\$428.46	\$442.75	\$14.29
Monthly Charge	\$10.00	\$10.00	\$0	\$118.00	\$120.00	\$2.00
				\$546.46	\$562.75	\$16.29

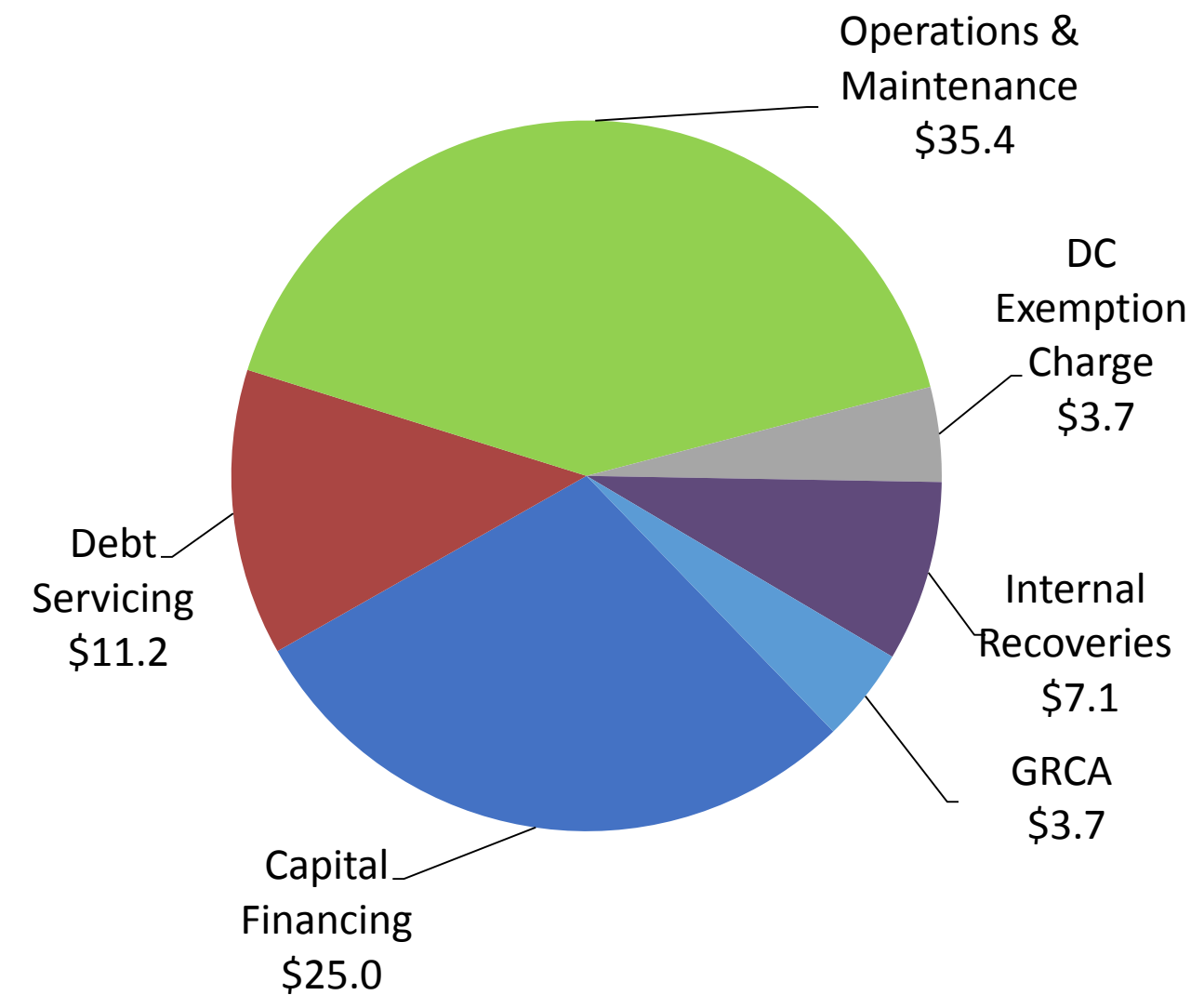
- Comparison of average household impact from 2023 to 2024 assumes 2023 rate increases effective March 1st and 2024 rate increases effective January 1st (customers in North Dumfries and Wellesley)
- Annual average consumption is assumed to be constant at 175 m3
- It should be noted that the purchase of wholesale water supply and wastewater treatment is included in water distribution and wastewater collection operating budgets and is included in the impacts noted in the table

Water and Wastewater Operating Program

Water Supply
2024 Operating Budget Expenditure
(\$68.0 Million)

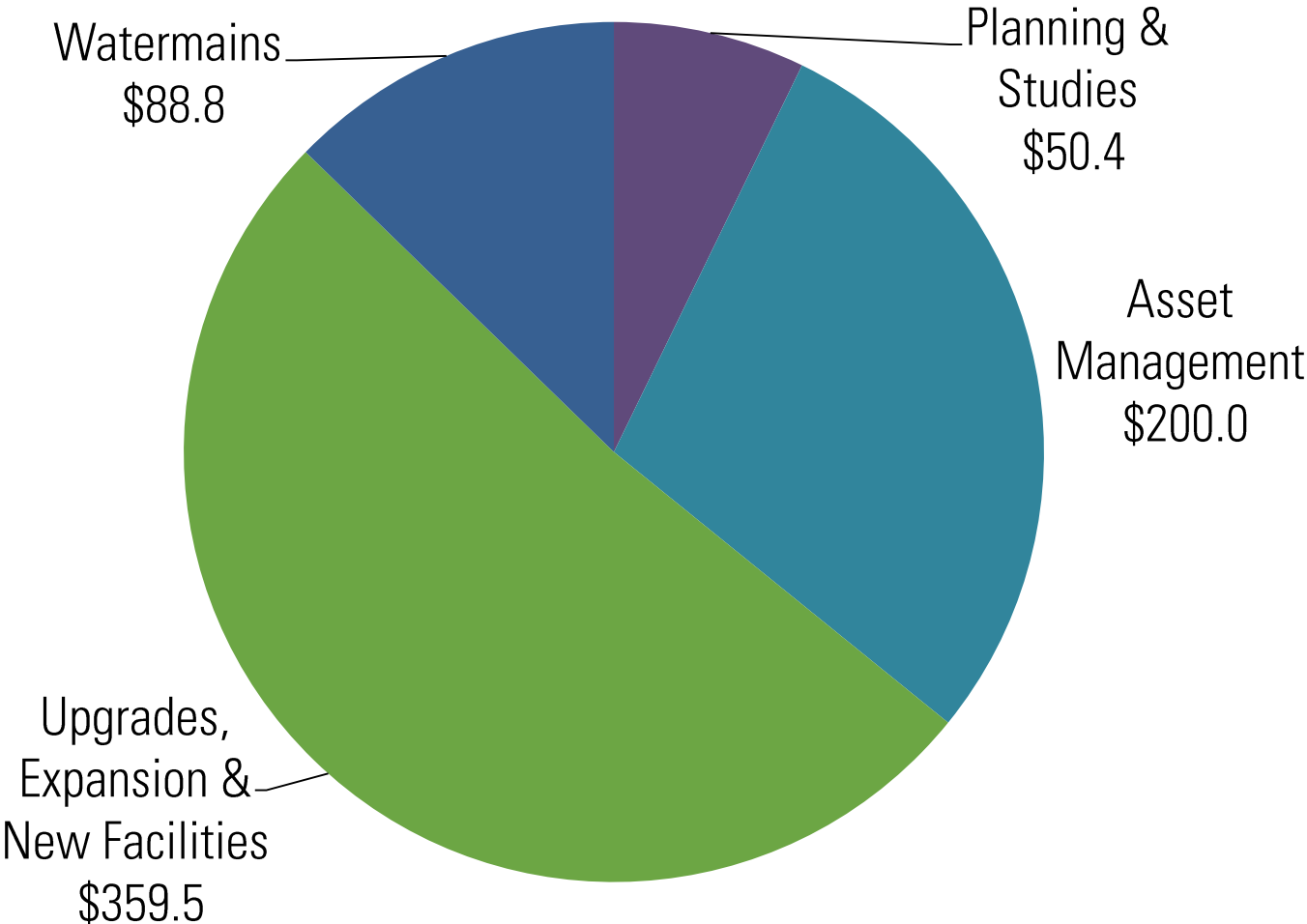


Wastewater Treatment
2024 Operating Budget Expenditure
(\$86.1 M)

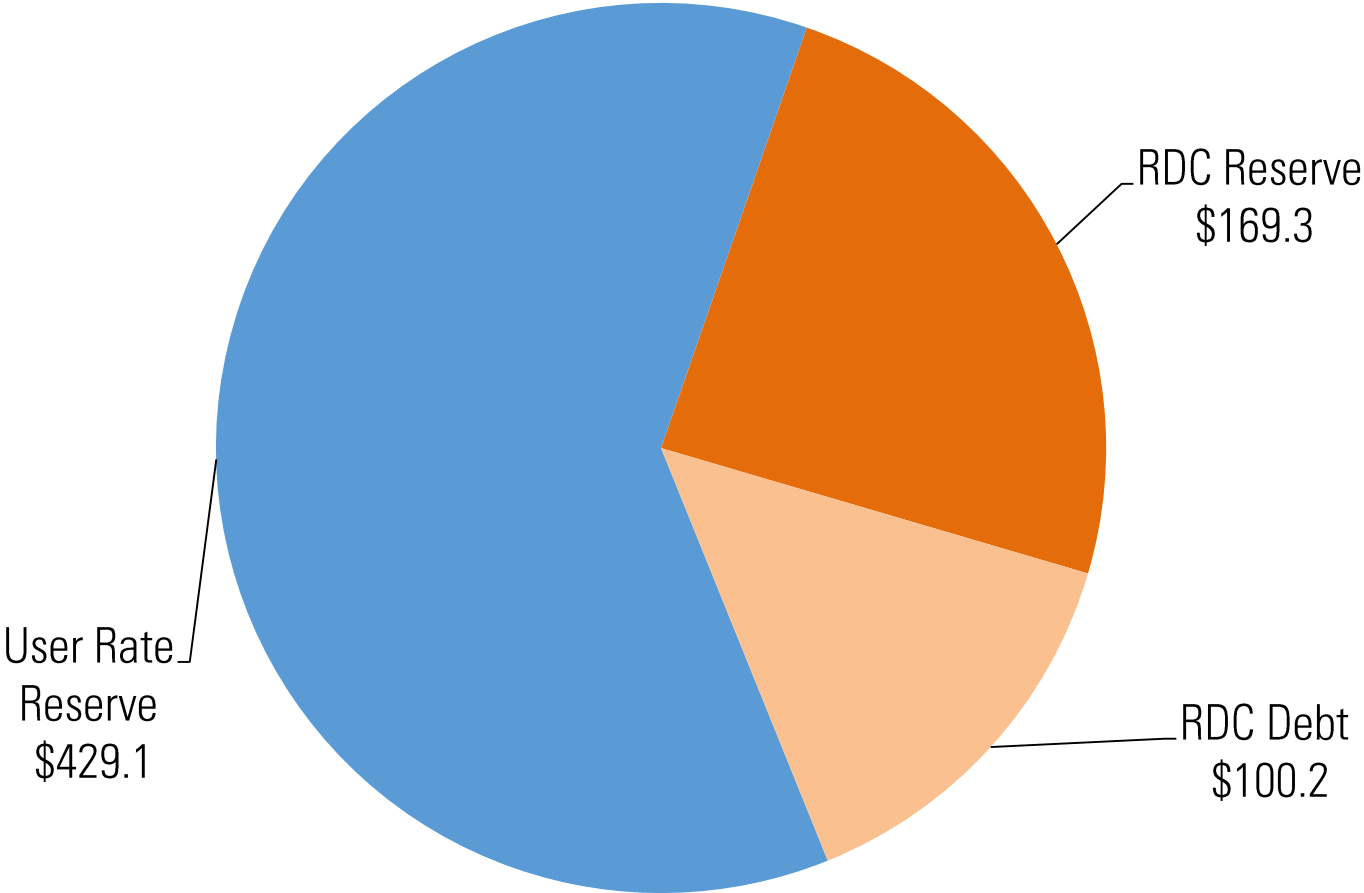


Water Supply – 10 year Capital Program

**Water Supply
2024-2033 Capital Program Expenditure
(\$698.7 Million)**



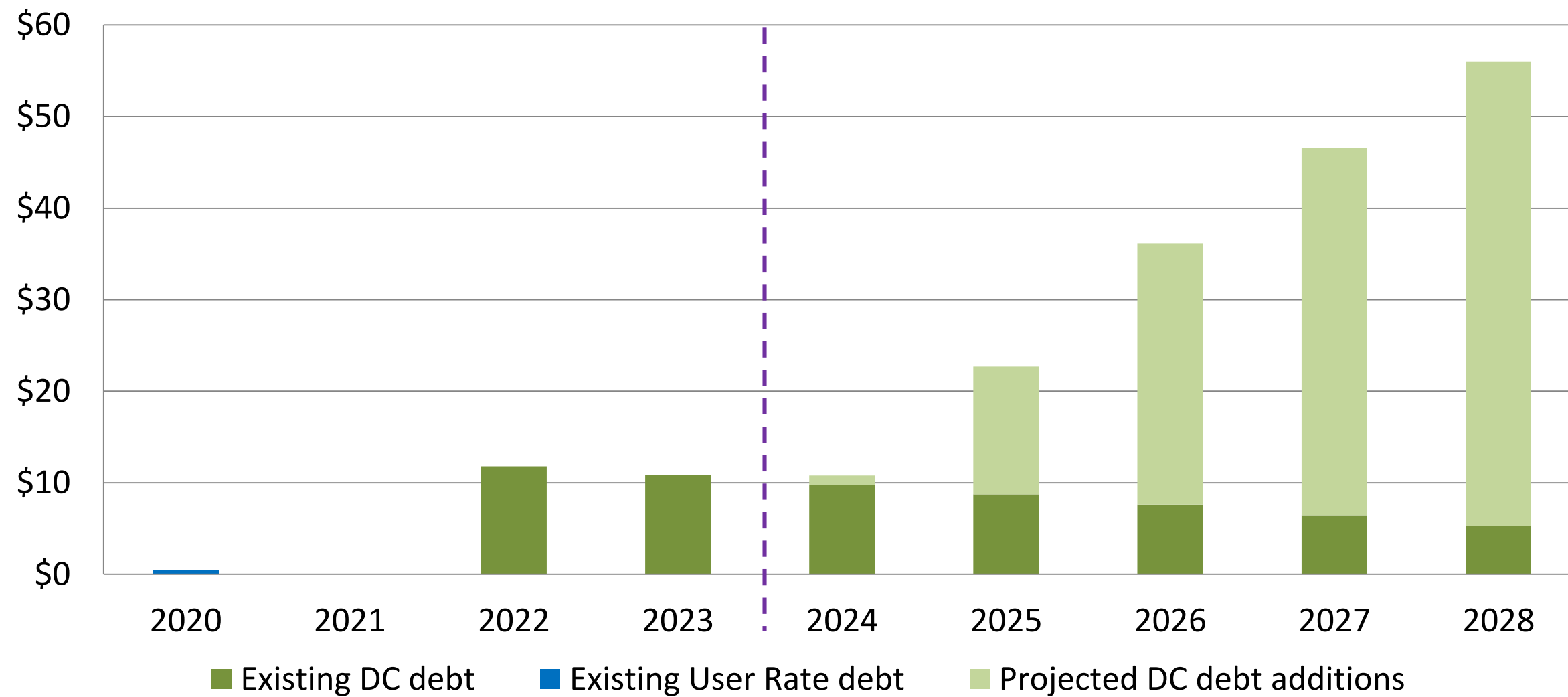
**Water Supply
2024-2033 Capital Funding and Financing
(\$698.7 M)**



Water Supply

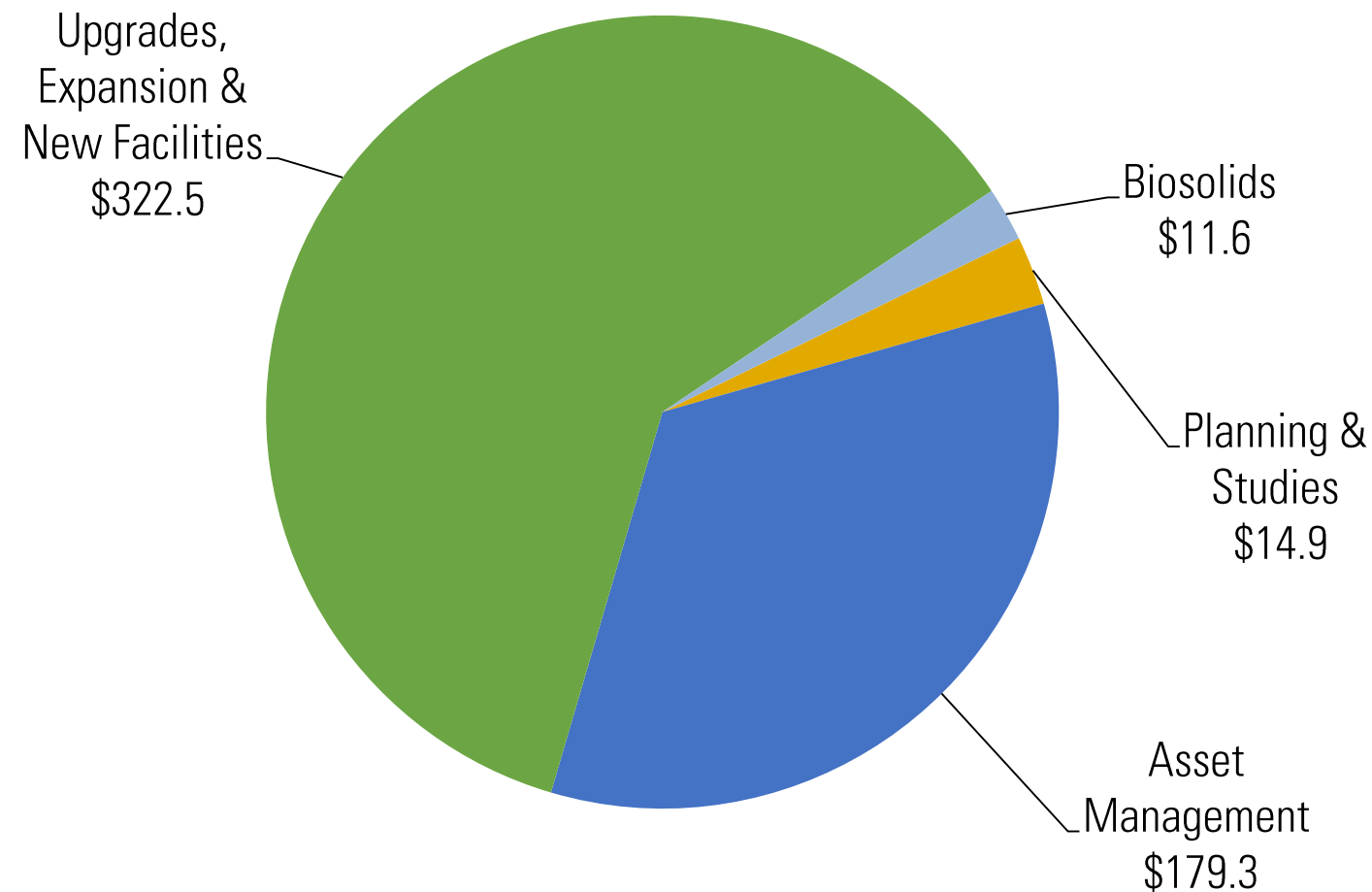
Projected debt outstanding

Water Projected Debt Outstanding
2020-2028
(\$millions)

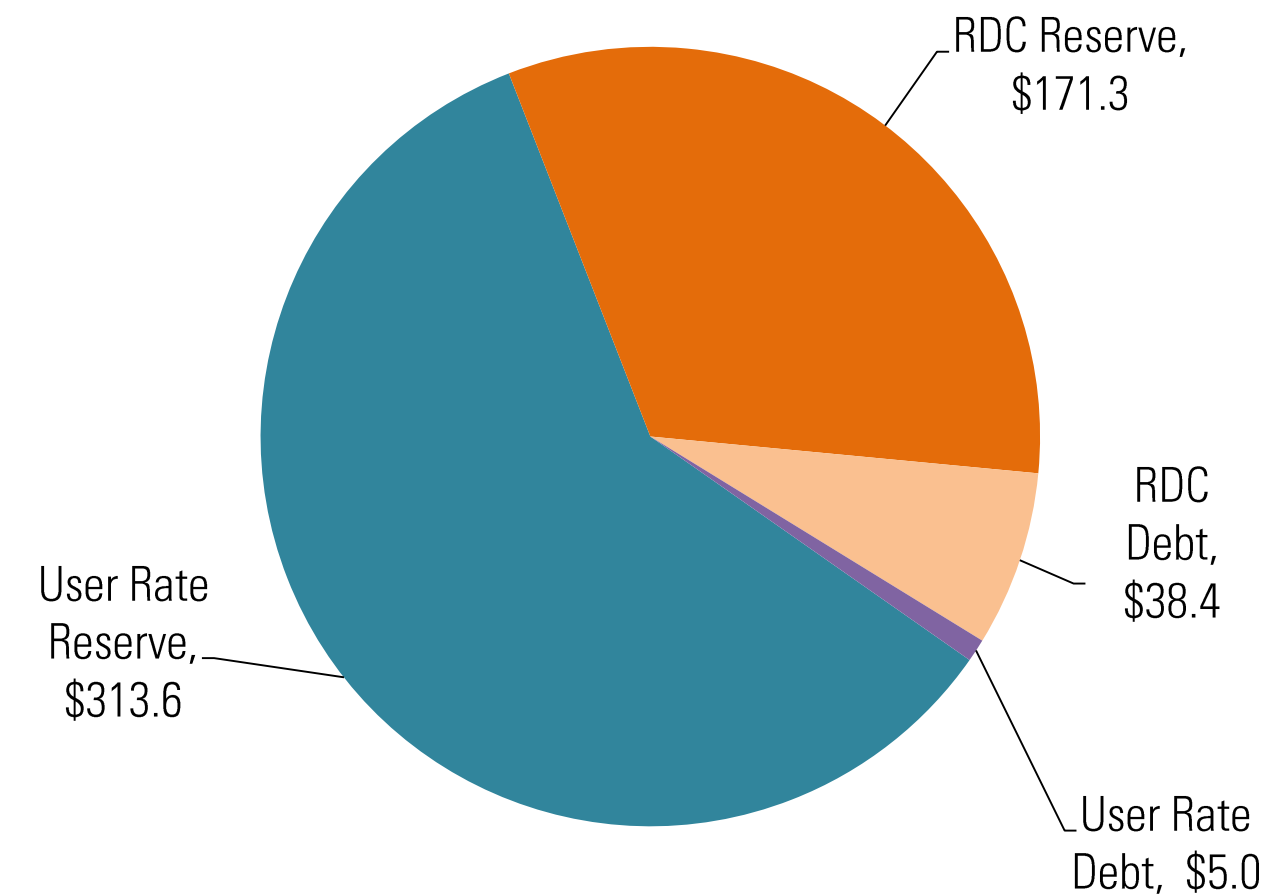


Wastewater – 10 year Capital Program

Wastewater Treatment
2024-2033 Capital Budget Expenditure
(\$528.3 Million)

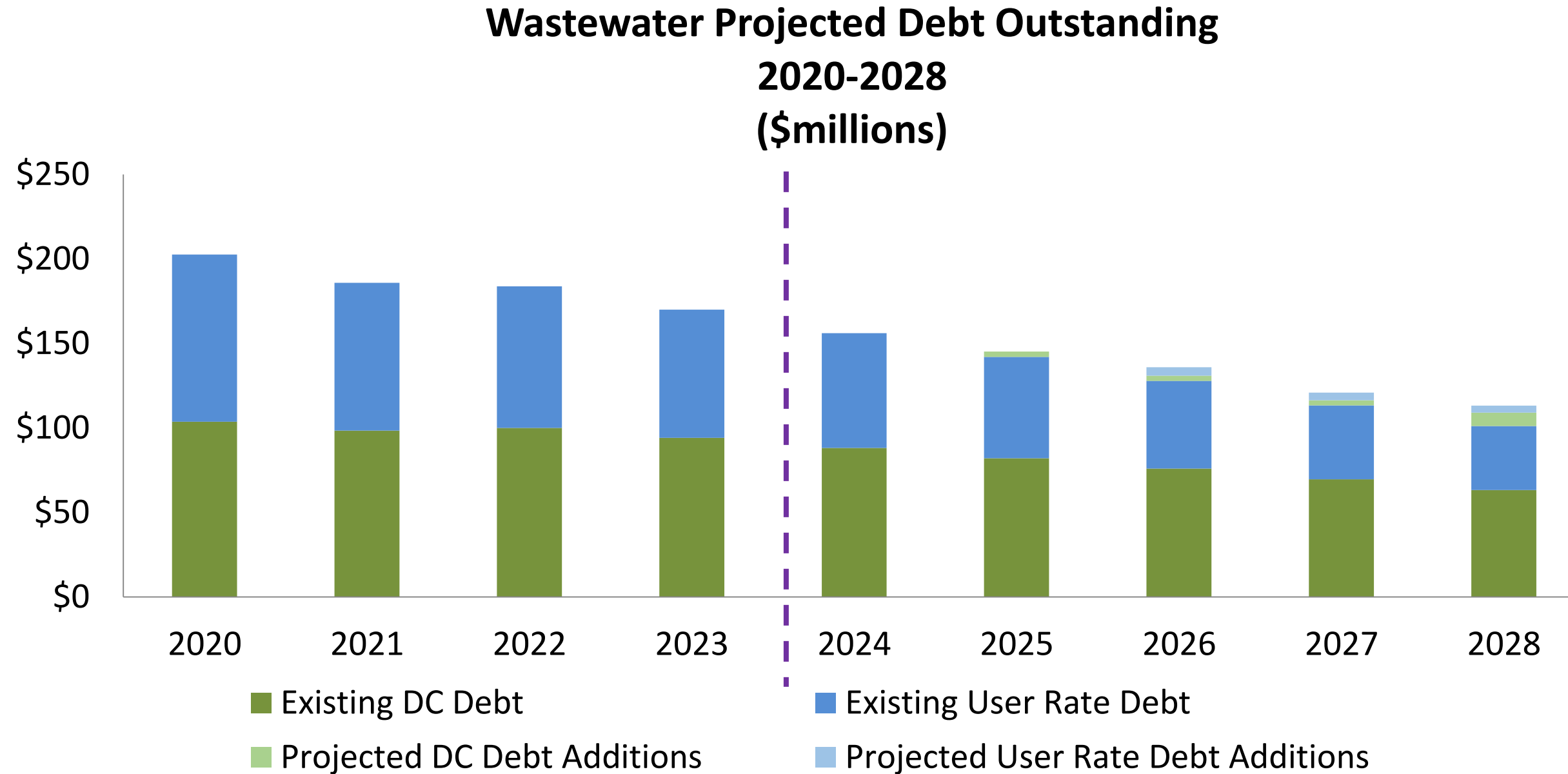


Wastewater Treatment
2024-2033 Capital Funding and Financing
(\$528.3 M)



Wastewater Treatment

Projected debt outstanding



Water & Wastewater for Climate Aligned Growth

Resolutions for Proposed Water service expansions

That staff be directed to include in the 2024 Operating Budget a service expansion for a **Health and Safety Specialist** as described in Appendix A to the 2024 budget document.

Waste Management for Climate Aligned Growth

Waste Management supports a healthy environment with a focus on the circular economy – a sustainable approach to our shared resources.

Waste diversion through environmental programs which teach people to use less, recycle more and reimagine waste as a resource help steward our natural environment.

Staff in Waste Management are focused on education, outreach, landfill management and customer service at public drop offs in Waterloo and Cambridge.

Waste Management for Climate Aligned Growth

Key 2024 strategic initiatives directly support climate-aligned growth:

- Waste Management Master Plan
- Waterloo Public Drop Off Service Transformation
- Blue Box Transition to Producer Responsibility

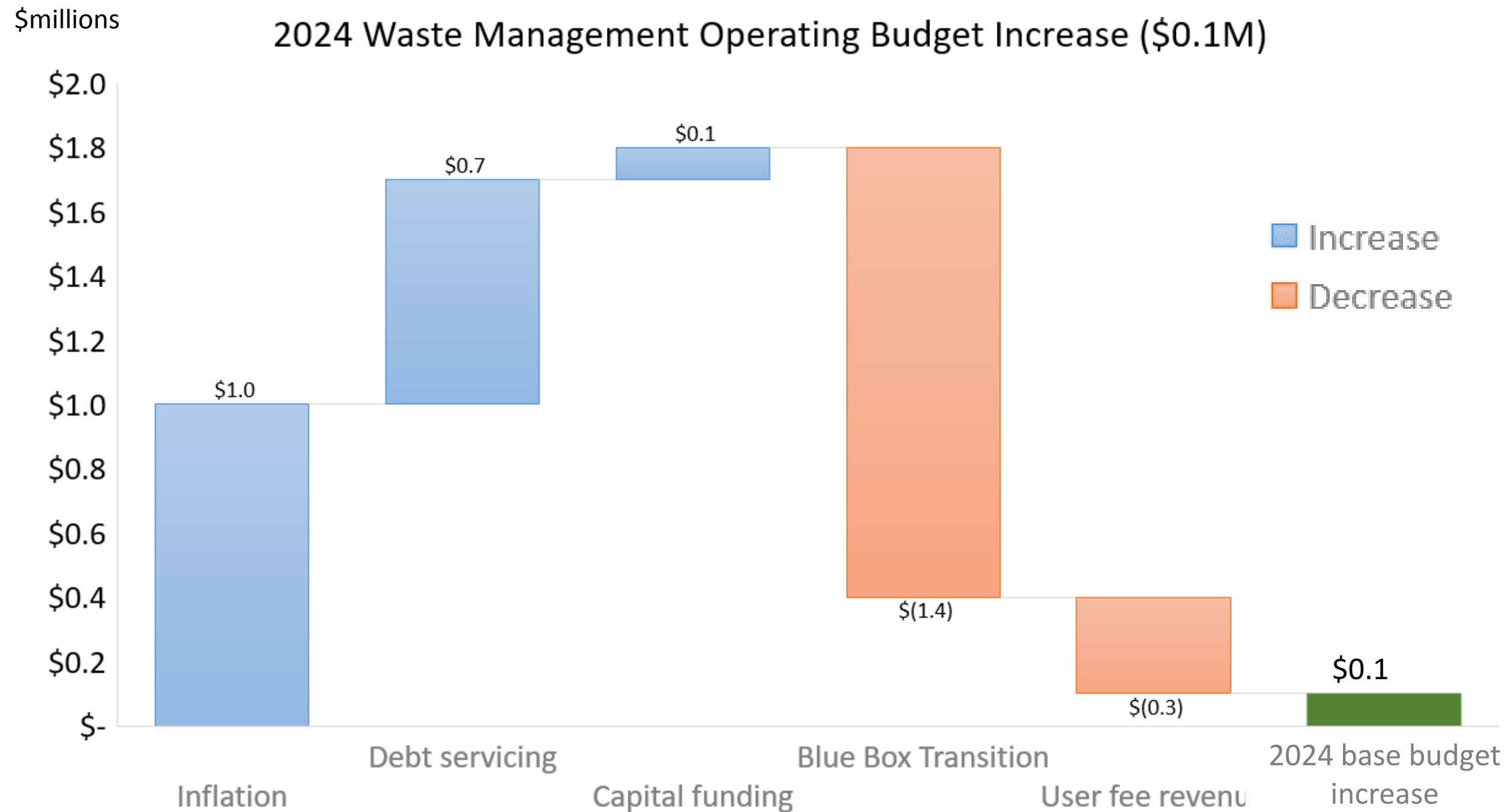


Waste Management for Climate Aligned Growth

Needs:

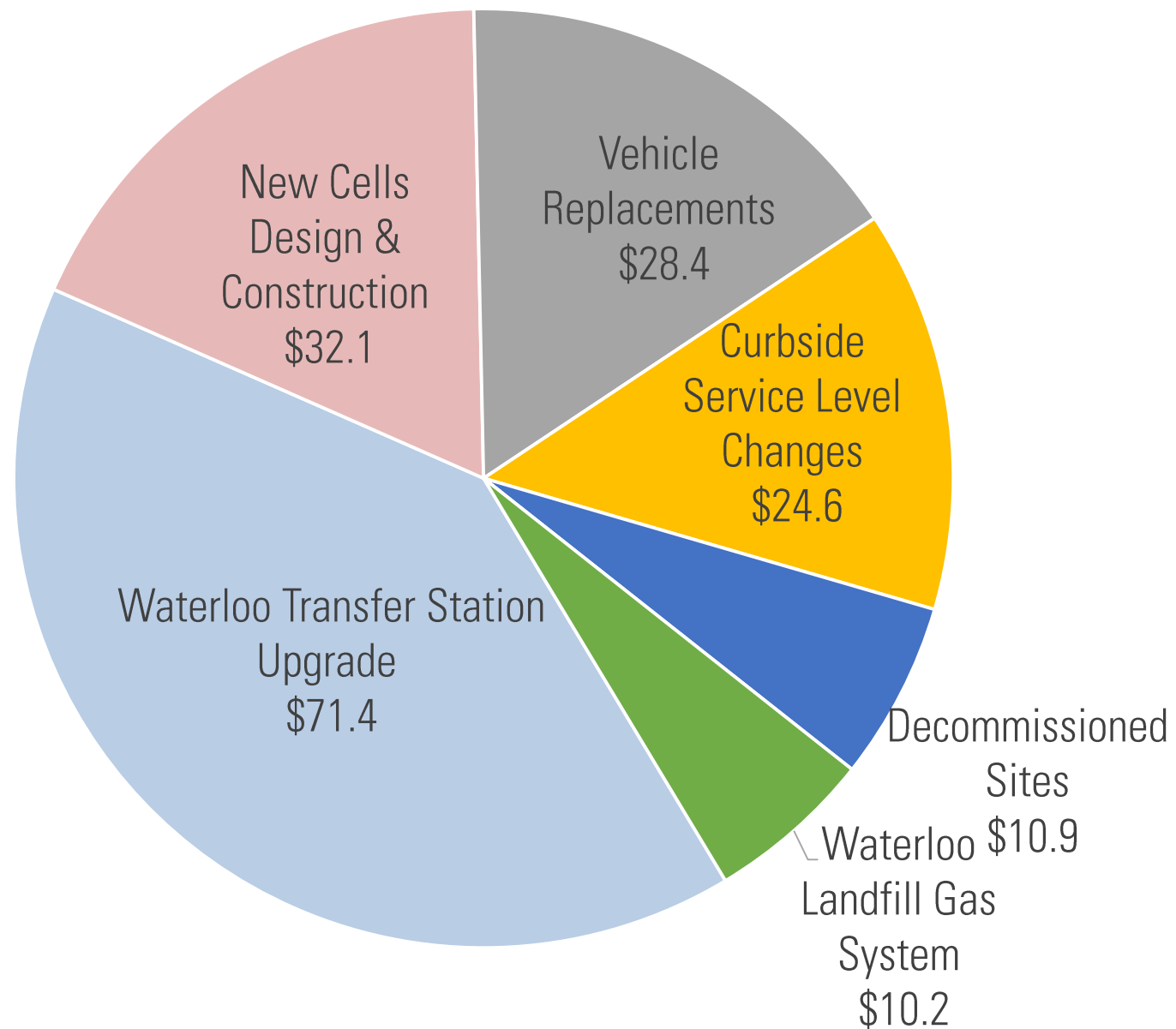
- Growing community and landfill capacity restrictions
- Provincial changes for recycling and organics management
- Federal changes for single use plastics and plastics in general

2024 Waste Management Operating Budget

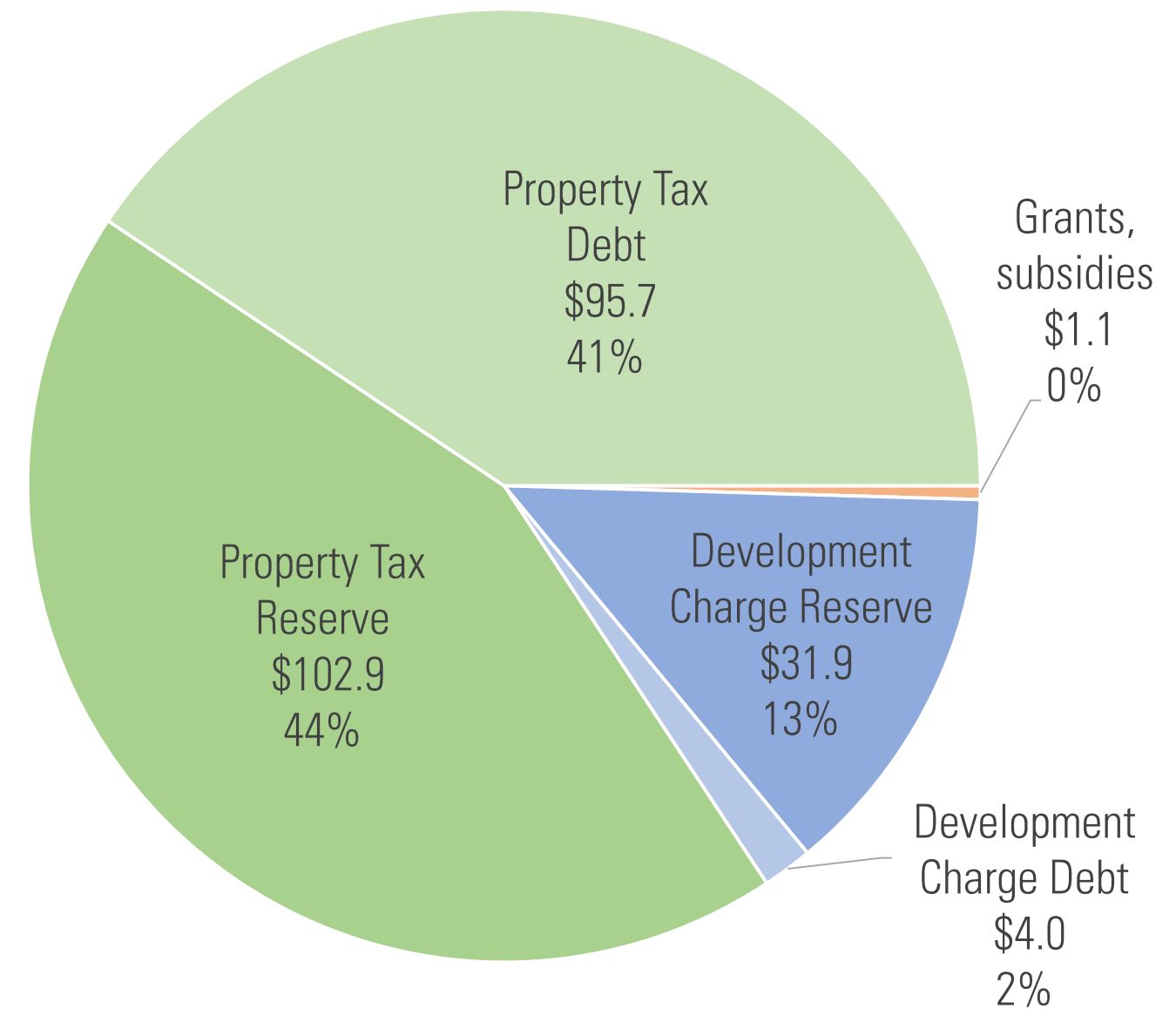


2024-2033 Waste Management Capital Program

2024-2033 Waste Management capital program expenditure (\$235.6M) in \$millions



2024-2033 Waste Management capital program funding and financing (\$235.6M) in \$millions



Asset Management for Climate Aligned Growth

Asset Management supports rehabilitation and replacement of infrastructure with a climate adaptation lens to re-imagine infrastructure for growth by incorporating a risk perspective while prioritizing capital projects for the capital plan

This approach leads to sustainable community growth as assets are replaced with modern technology and design concepts



Asset Management for Climate Aligned Growth

Needs:

- Ageing infrastructure
- Prioritization of capital financing capacity
- Data consolidation and corporate analysis

Proposed Changes:

- **Asset Performance Analyst**
 - Coordinates and analyzes all corporate data
- **Asset Management Planner**
 - Works with all departments to develop a prioritized capital plan

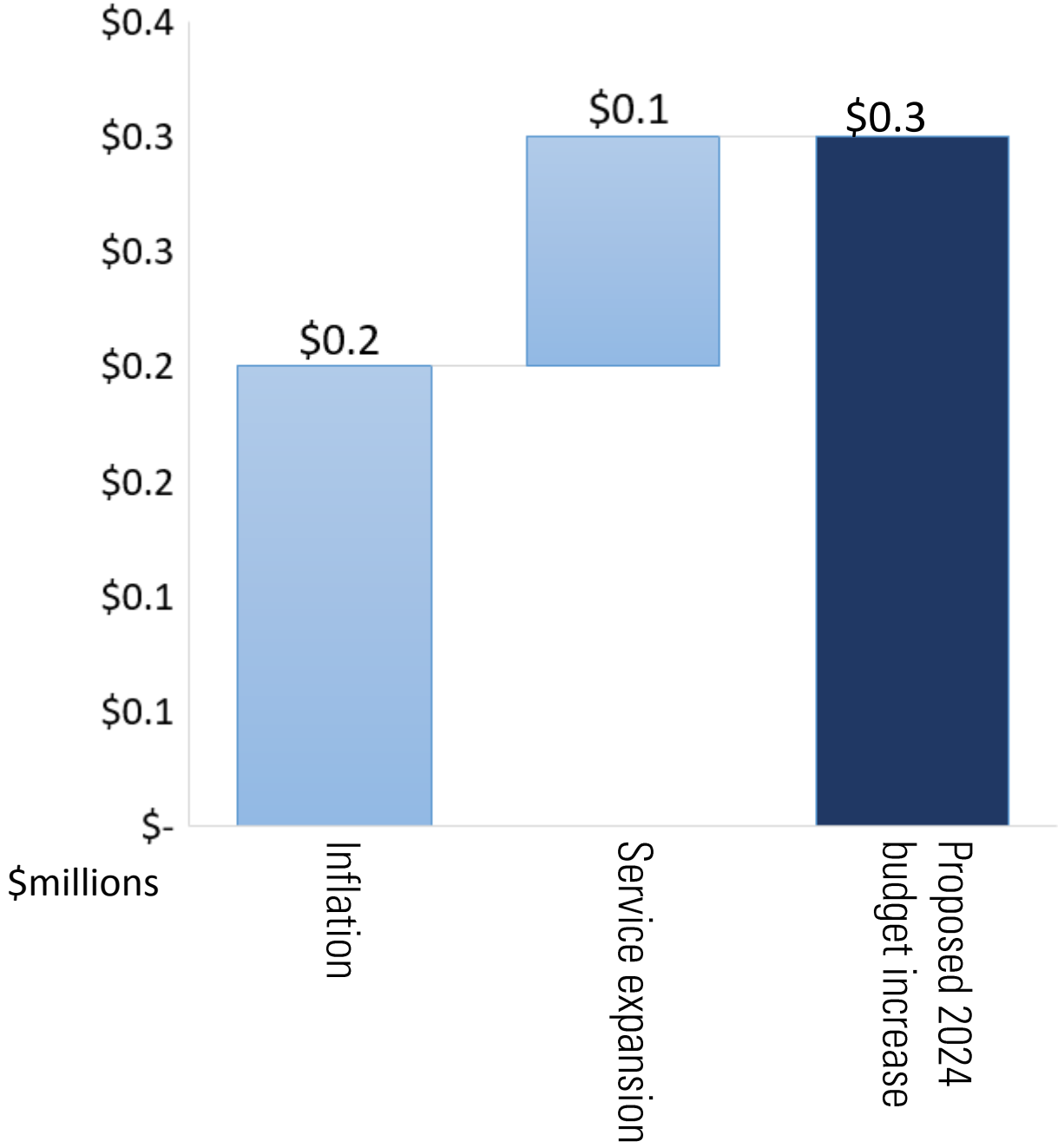
Asset Management for Climate Aligned Growth

Key 2024 strategic initiatives directly support climate-aligned growth:

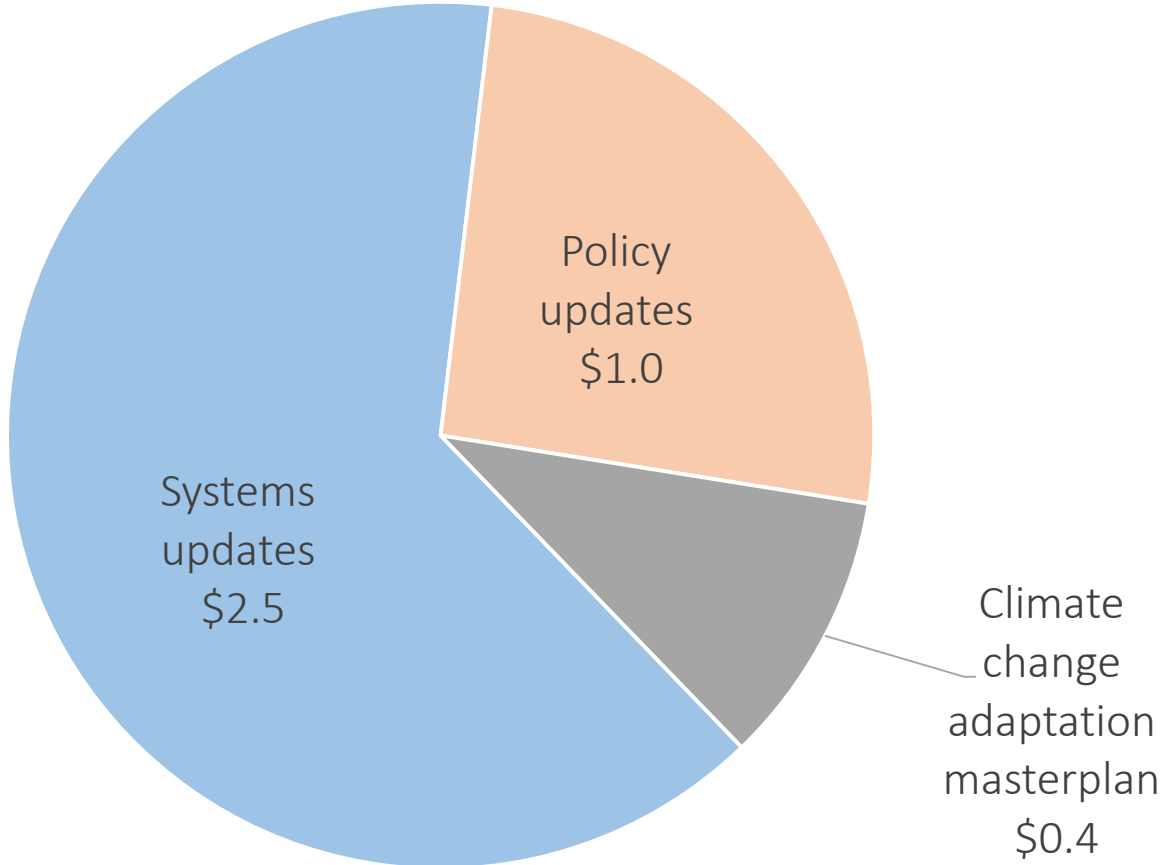
- Asset Management Climate Adaptation Master Plan
- Corporate Asset Management Plan Update

Strategic Initiatives and Asset Management

2024 Strategic Initiatives & Asset Management
Office Operating Budget Increase \$0.1M



2024-2033 Strategic Initiatives and Asset Management
capital program expenditure (\$4M)
in \$millions



The Strategic Initiatives and Asset Management capital program is funded from property tax supported reserves (67%) and user rates reserves (33%)

Asset Management for Climate Aligned Growth

Resolutions for Asset Management service expansions

1) That staff be directed to include in the 2024 Operating Budget a proposed service expansion for an **Asset Performance Analyst** as described in Appendix A to the 2024 budget document.

2) That staff be directed to include in the 2024 Operating Budget a proposed service expansion for an **Asset Management Planner** as described in Appendix A to the 2024 budget document.

Transportation for Climate Aligned Growth

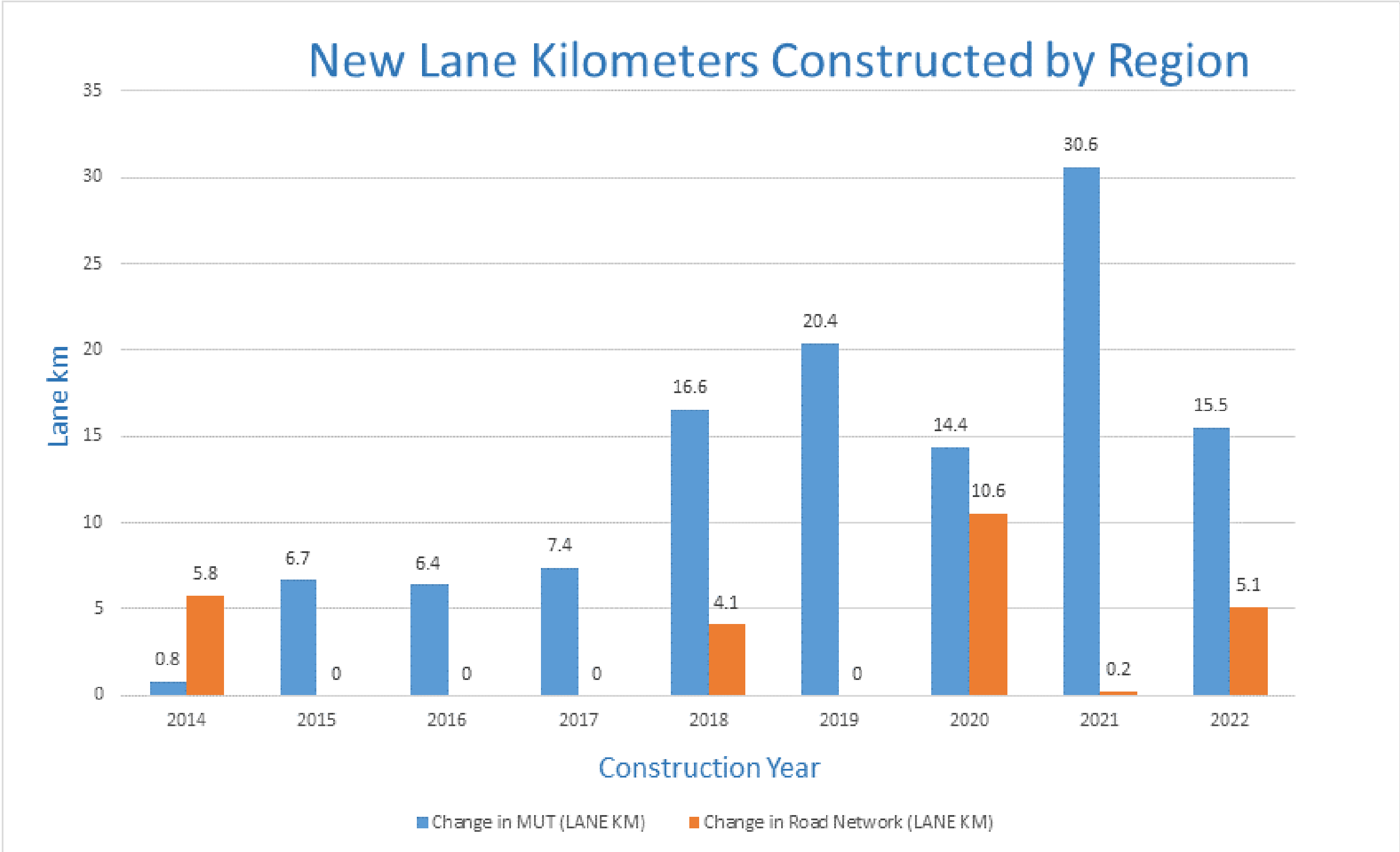
- Transportation corridors play a major role in supporting the growth of the region
- TransformWR has set ambitious targets to support low-carbon communities, which require transportation infrastructure to provide more capacity for active modes, through complete streets, active transportation projects and traffic signal optimization
- Vegetation and green infrastructure are emerging as a critical element of the transportation infrastructure, to support climate adaptation and mitigation

Transportation for Climate Aligned Growth

Key 2024 strategic initiatives directly support climate-aligned growth:

- Integrated Mobility Plan: review of the plan to align with TransformWR mode share targets, incentivize active transportation, review accessibility and service equity opportunities
- Corridor Design Guidelines: establish multi-modal context sensitive corridor design specifications for future construction work, ensure all ages and abilities active transportation facilities
- Vegetation Management Plan: review principles for creation and maintenance of the Region's green infrastructure
- Transportation Infrastructure Resiliency Plan: finalize work to define change implementation strategies across the division

Transportation for Climate Aligned Growth





Transportation for Climate Aligned Growth

Vegetation Management Service Enhancements

Objectives:

- Improve life cycle of trees and vegetation through proactive maintenance of our urban tree canopy
- Increase capacity for high risk tree removals
- Adjust approach to landscape design and maintenance in capital projects, to improve resilience to climate change, increase CO2 absorption, and reduce "heat island" impacts to the community

Proposed Changes:

- Urban forestry technician +1 FTE
- Horticulture students +1 FTE (3 part-time students) plus increase contracted services for turf management by \$100K



Transportation for Climate Aligned Growth

Transportation Network Signal Optimization

Objectives:

- Optimize intersection capacity with signal repair and timing adjustments
- Improve efficiency for pedestrian and cyclist movements through signal phasing adjustments
- Support growth by modifying signals as residents move into new developments and traffic patterns grow
- Reduce GHGs caused by idling at signalized intersections

Proposed Changes:

- Transportation Operations Traffic Signal Technicians +3 FTE



Transportation for Climate Aligned Growth

Accelerate Implementation of Active Transportation

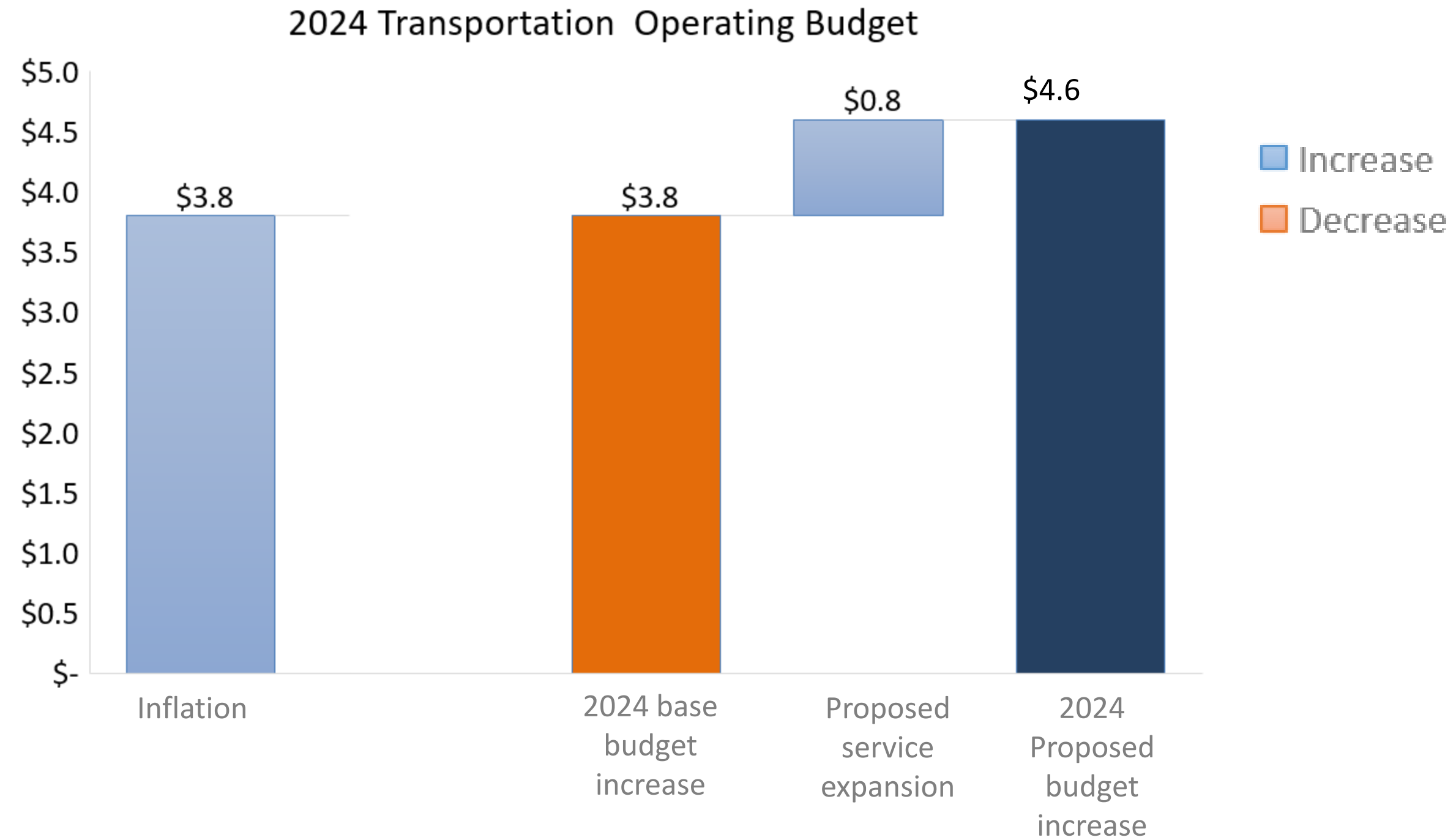
Objectives:

- Manage and advance more "standalone" active transportation projects to accelerate progress towards TransformWR objectives (mode share)
- Implement more pilot projects related to active transportation improvements such as crossrides at roundabouts, pedestrian crossings...
- Support Township Traffic Calming initiative for new residents

Proposed Changes:

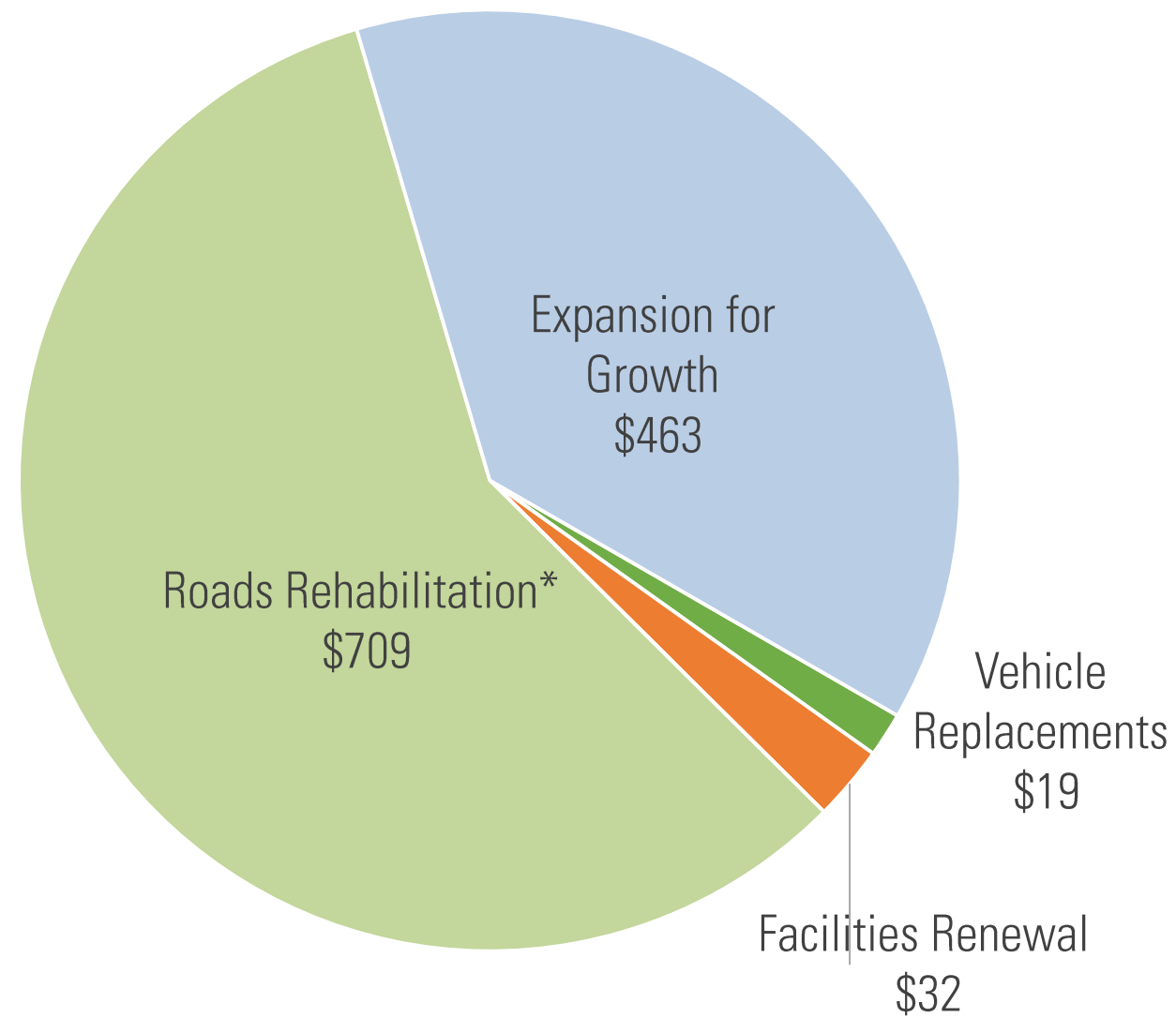
- Senior Transportation Active Transportation Planning Engineer +1 FTE

2024 Transportation Operating Budget

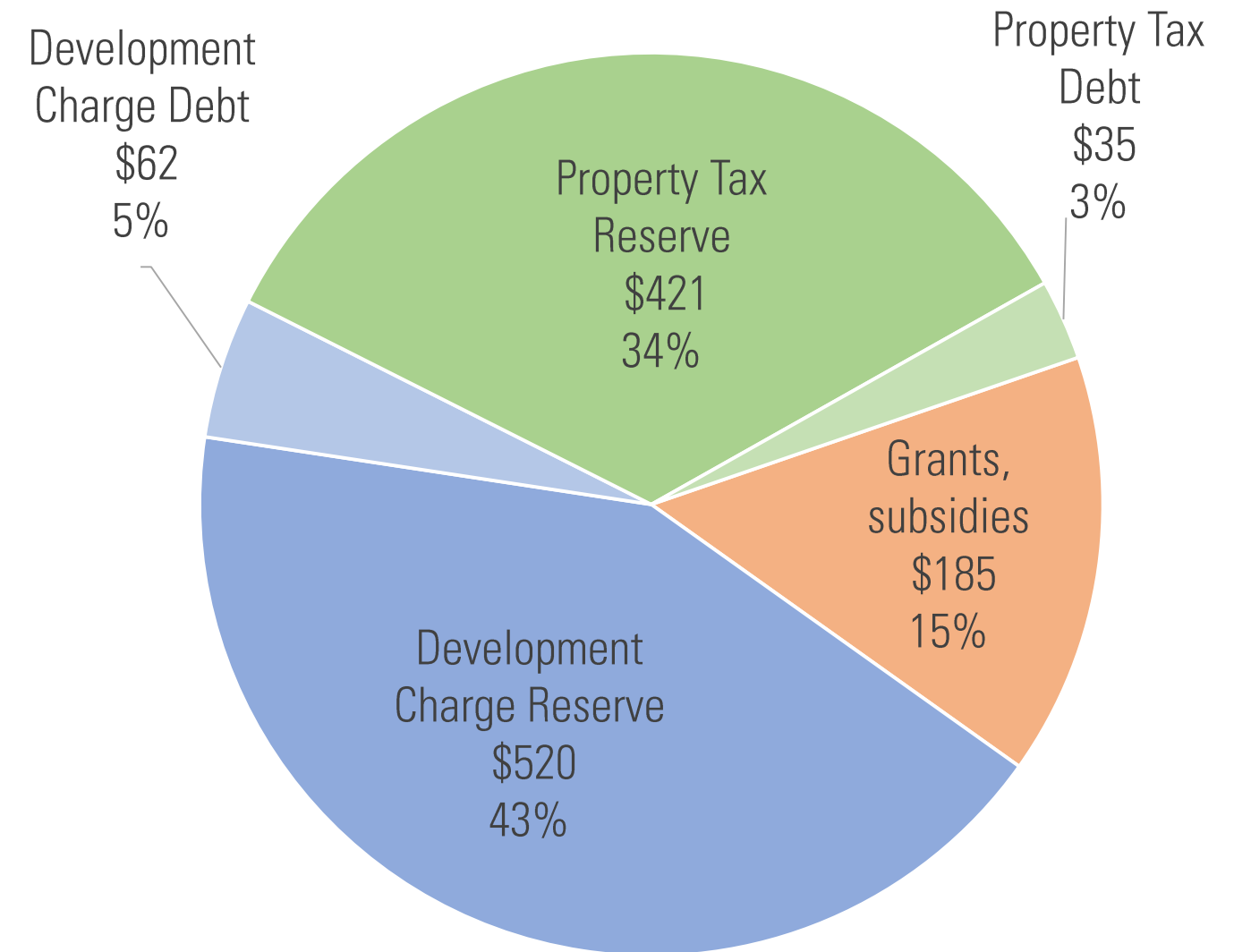


2024-2033 Transportation Capital Program

2024-2033 Transportation capital program expenditure (\$1,222M) in \$millions



2024-2033 Transportation capital program funding & financing (\$1,222M) in \$millions



* Approximately \$107M of active transportation works are embedded within Roads Rehabilitation projects (funded from Development Charges)

Transportation for Climate Aligned Growth

Resolutions for Proposed Transportation service expansions

- 1) That staff be directed to include in the 2024 Operating Budget a proposed service expansion for horticultural services as described in Appendix A to the 2024 budget document.
- 2) That staff be directed to include in the 2024 Operating Budget a proposed service expansion for urban forestry management as described in Appendix A to the 2024 budget document.
- 3) That staff be directed to include in the 2024 Operating Budget a proposed service expansion for active transportation as described in Appendix A to the 2024 budget document.
- 4) That staff be directed to include in the 2024 Operating Budget a proposed service expansion for transportation operations traffic signal technicians as described in Appendix A to the 2024 budget document.

Transit for Climate Aligned Growth

- Support regional growth and increased demand for transit, to meet TransformWR mode share targets
- Balance need for rapid expansion and electrification to reduce GHG emissions
- Continue focus on high-frequency network of 10mn or better

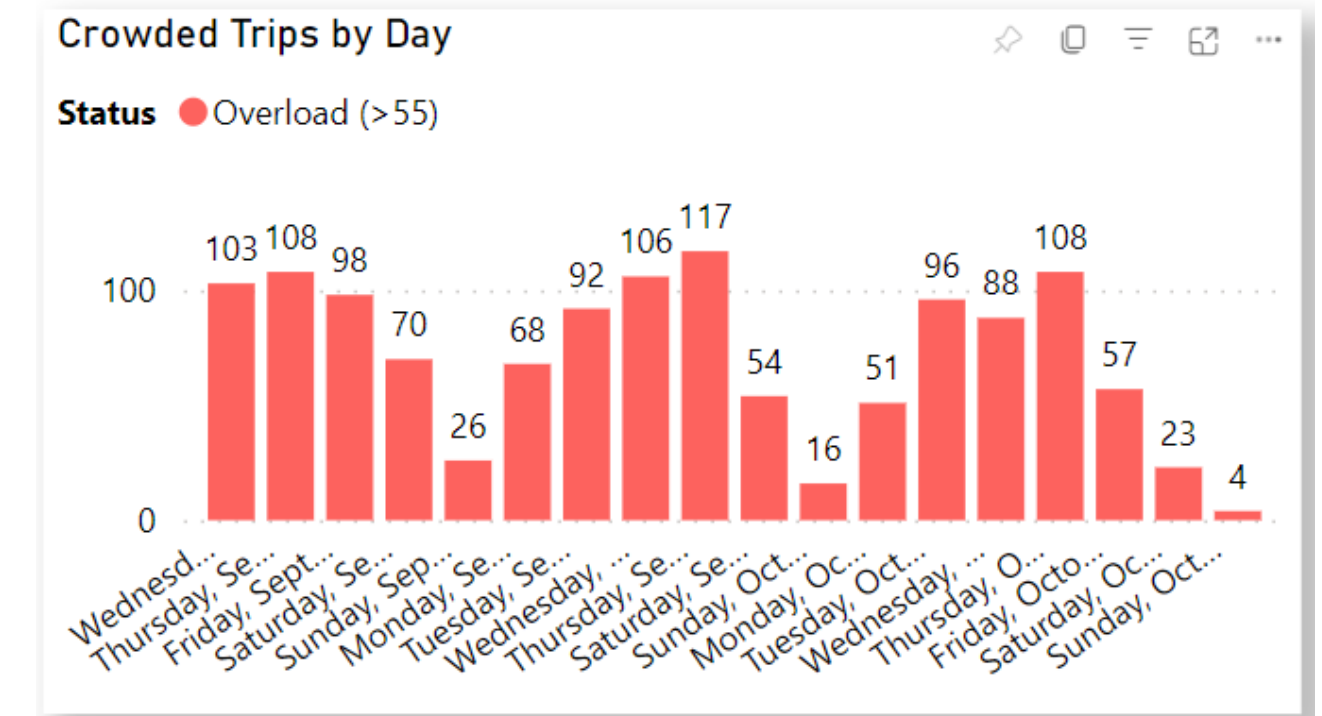
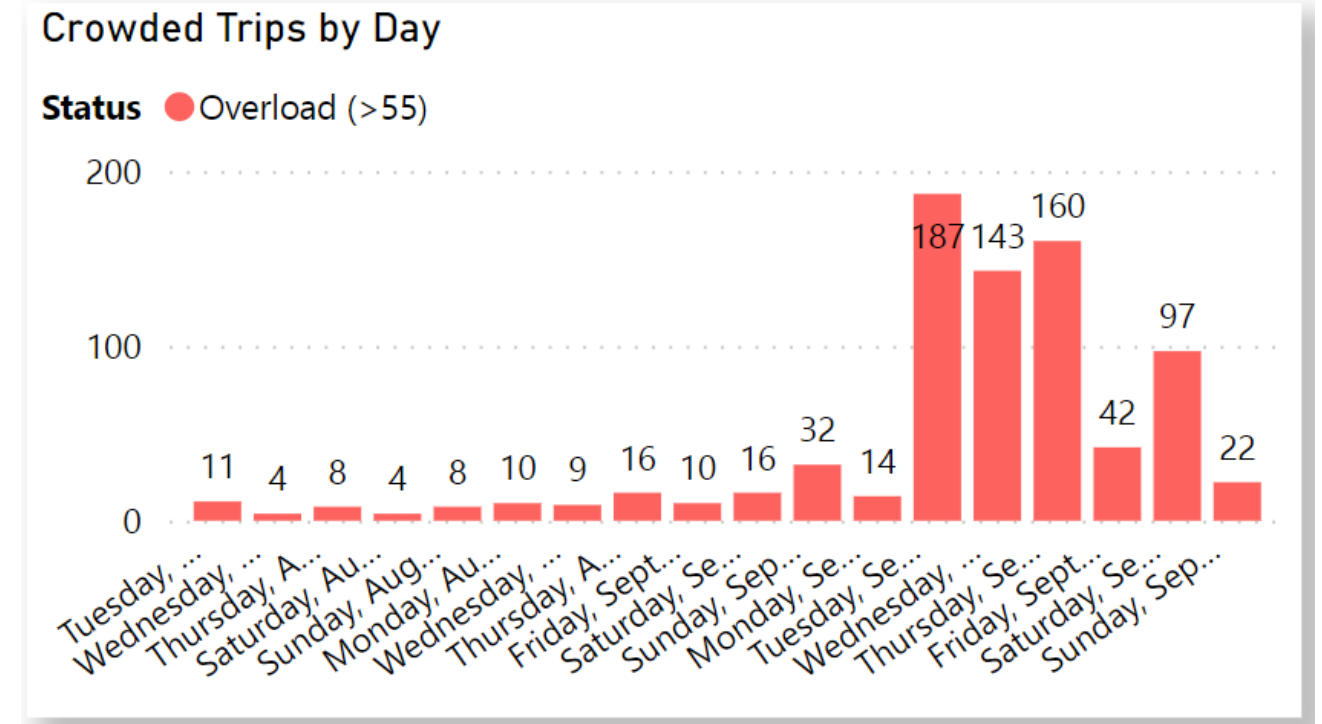
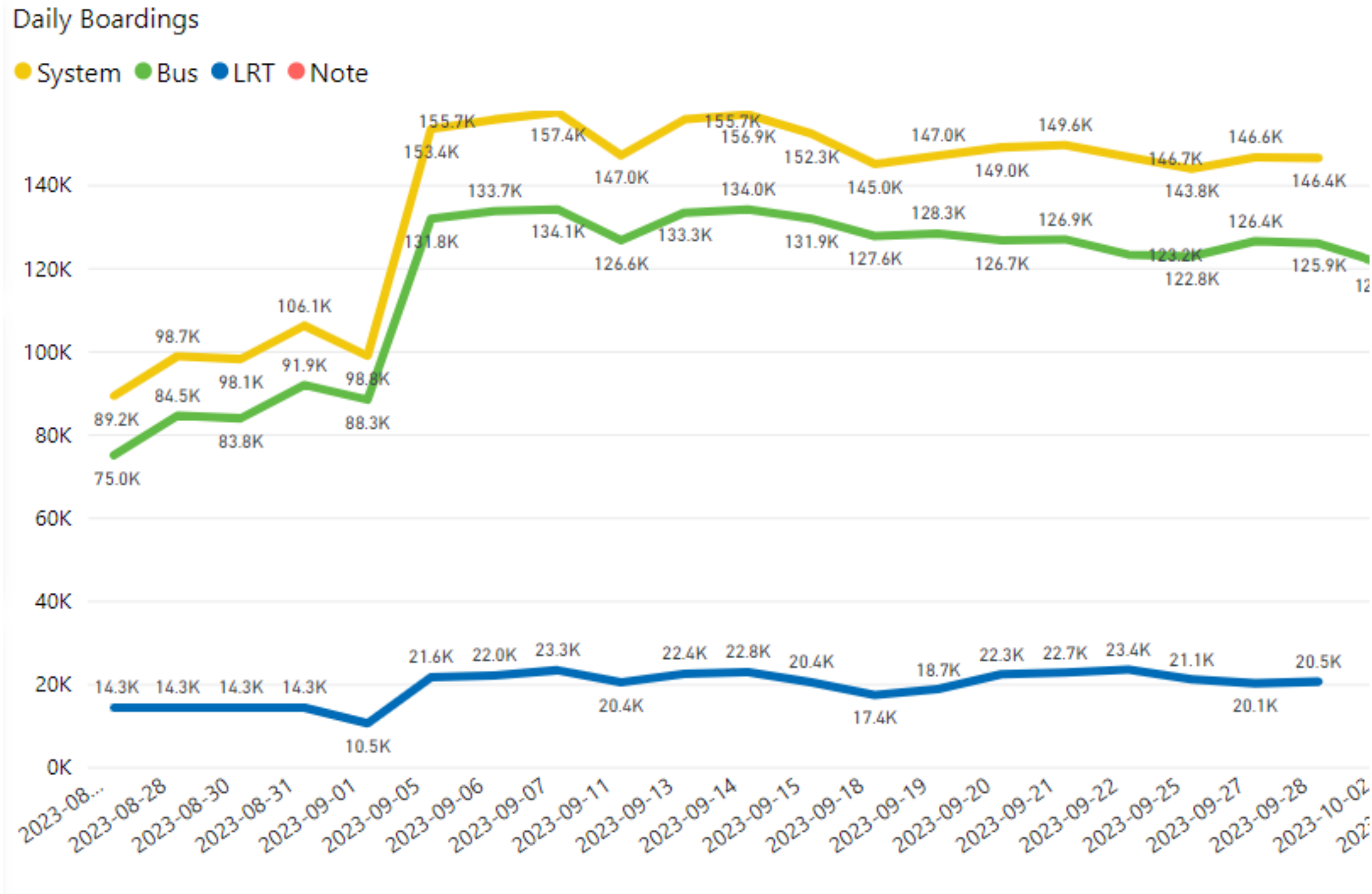


Transit for Climate Aligned Growth

Key 2024 strategic initiatives directly support climate-aligned growth:

- 2024-2030 GRT Business Plan, including proposals for a paradigm shift for specialized transit, options for bus expansion and electrification...
- Continue work with Metrolinx to advance Kitchener Central Station (KVTH)
- Advance planning and land consolidation for Breslau GO station
- Partner with Metrolinx for short-term improvements at Kitchener GO station
- Scope approach to corporate U-Pass to support economic growth and increase transit share for large employers across the Region

Transit for Climate Aligned Growth



Transit for Climate Aligned Growth

Fleet Expansion and Electrification

Objectives:

- Grow the fleet (277 conventional buses, 35 mobility buses, 15 LRVs) to support population and ridership growth for the region
- Balance fleet growth and transformation to reduce GHG emissions

Proposed Changes:

- Initiate multi-year business plan to develop fleet scenarios
- Adjust short-term fleet plan to manage supply chain risks

Conventional buses	2024	2025	2026	2027	2028
Replacement	26	42	40	66	10
Expansion	0	20	10	10	10
Refurbishment	8	-	-	-	-
TOTAL FLEET	277	297	307	317	327



Transit for Climate Aligned Growth

LRT Service Expansion

Objectives:

- Leverage existing contract to maximize LRT service and absorb ridership growth
- Rebalance frequencies to align with new demand patterns (more all-day, all-year)
- Increase winter reliability through partnership with operator

Proposed Changes:

- Increase frequencies to 8-10mn from 7am to 8pm year round
- Adjust frequencies from 15mn to 30mn from 5am to 7am and 8pm to midnight



Transit for Climate Aligned Growth

Bus Service Expansion

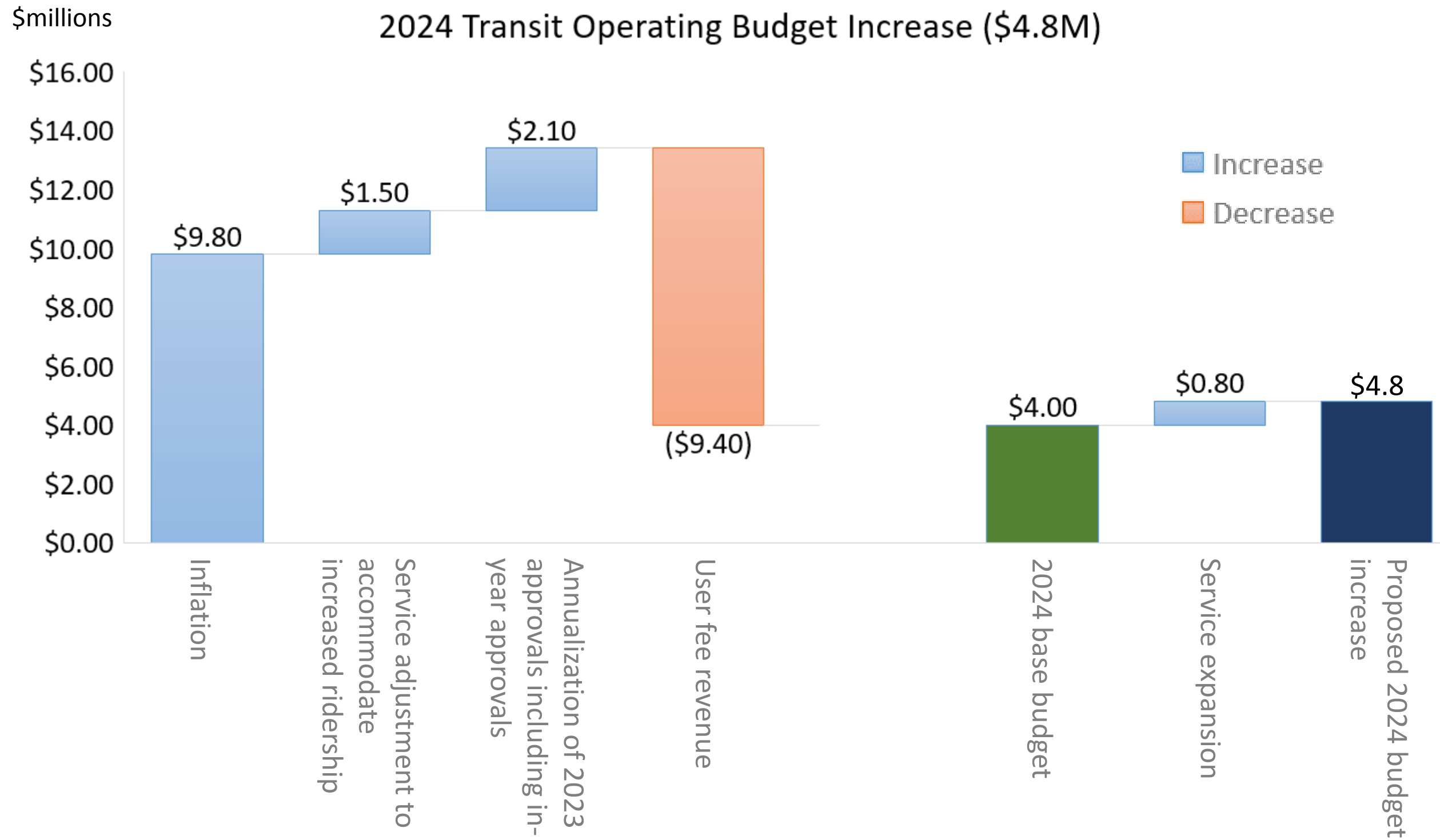
Objectives:

- Continue to grow service levels to achieve TransformWR mode share objectives
- Prepare network for Conestoga College Upass related ridership
- Develop in-year flexibility for operational adjustments to ridership and traffic changes (7,000 hrs in base budget to maintain services)

Proposed Changes:

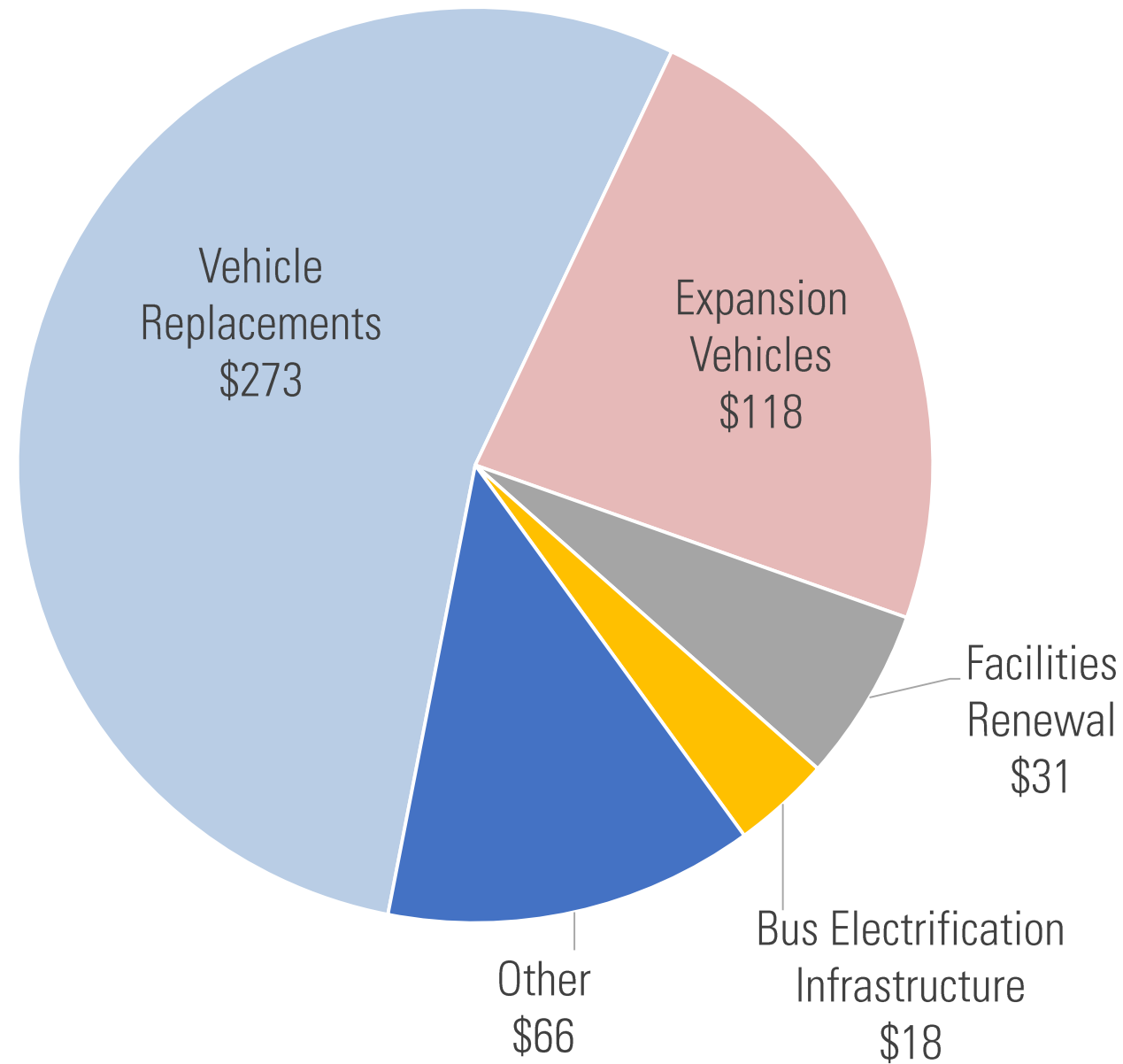
- Add 45,000 hours of bus services:
 - Support routes serving Conestoga College campuses (33,000 hours)
 - Expand service on major routes (201, 202, 204, 205...) (7,000 hours)
 - Extend services to townships (21, 79) (2,000 hours)
 - Improve response to peak demand on MobilityPlus (3,000 hours)

2024 Transit Operating Budget

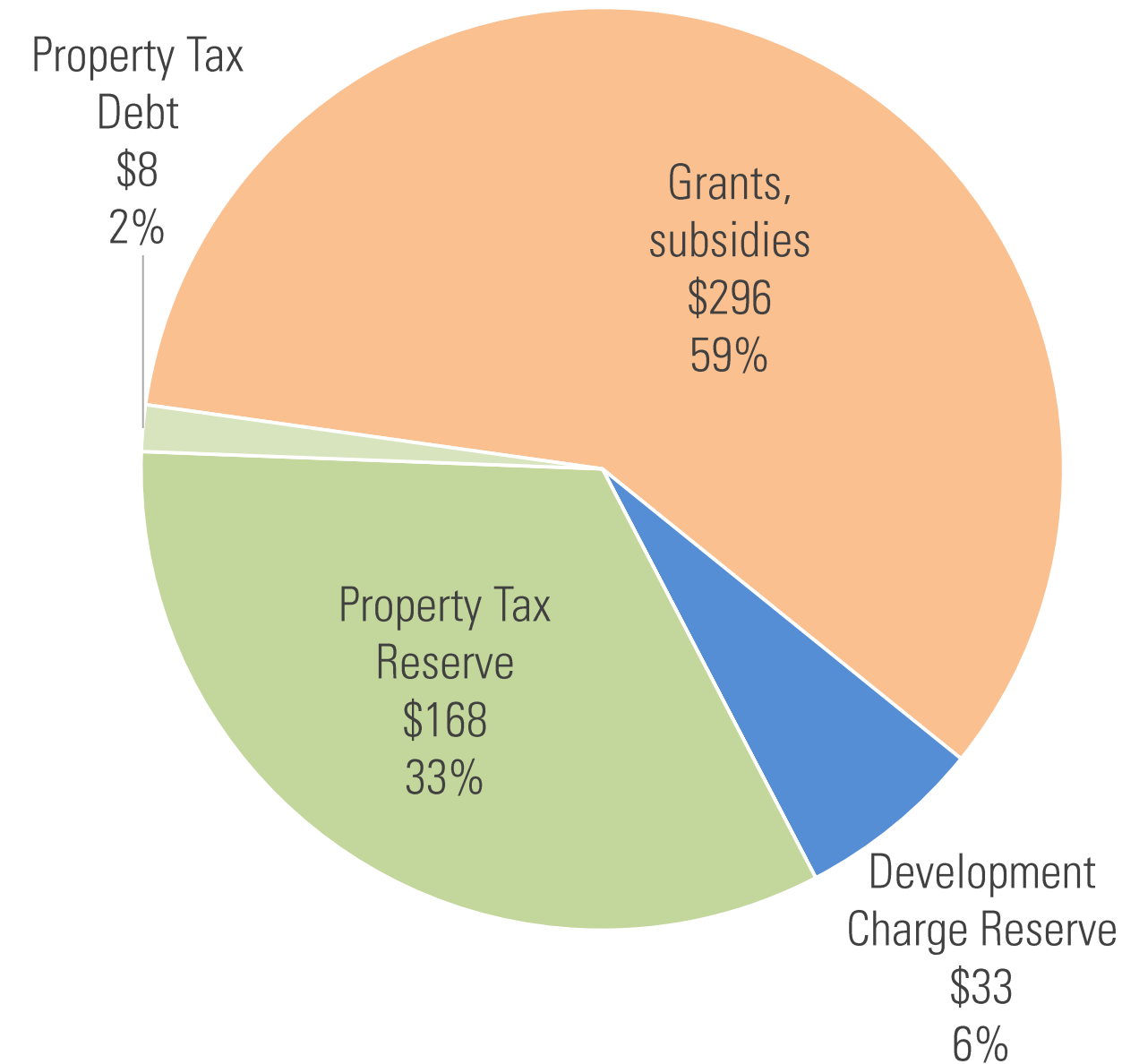


Transit 2024-2033 Capital Program

2024-2033 GRT capital program expenditure (\$506M) in \$millions

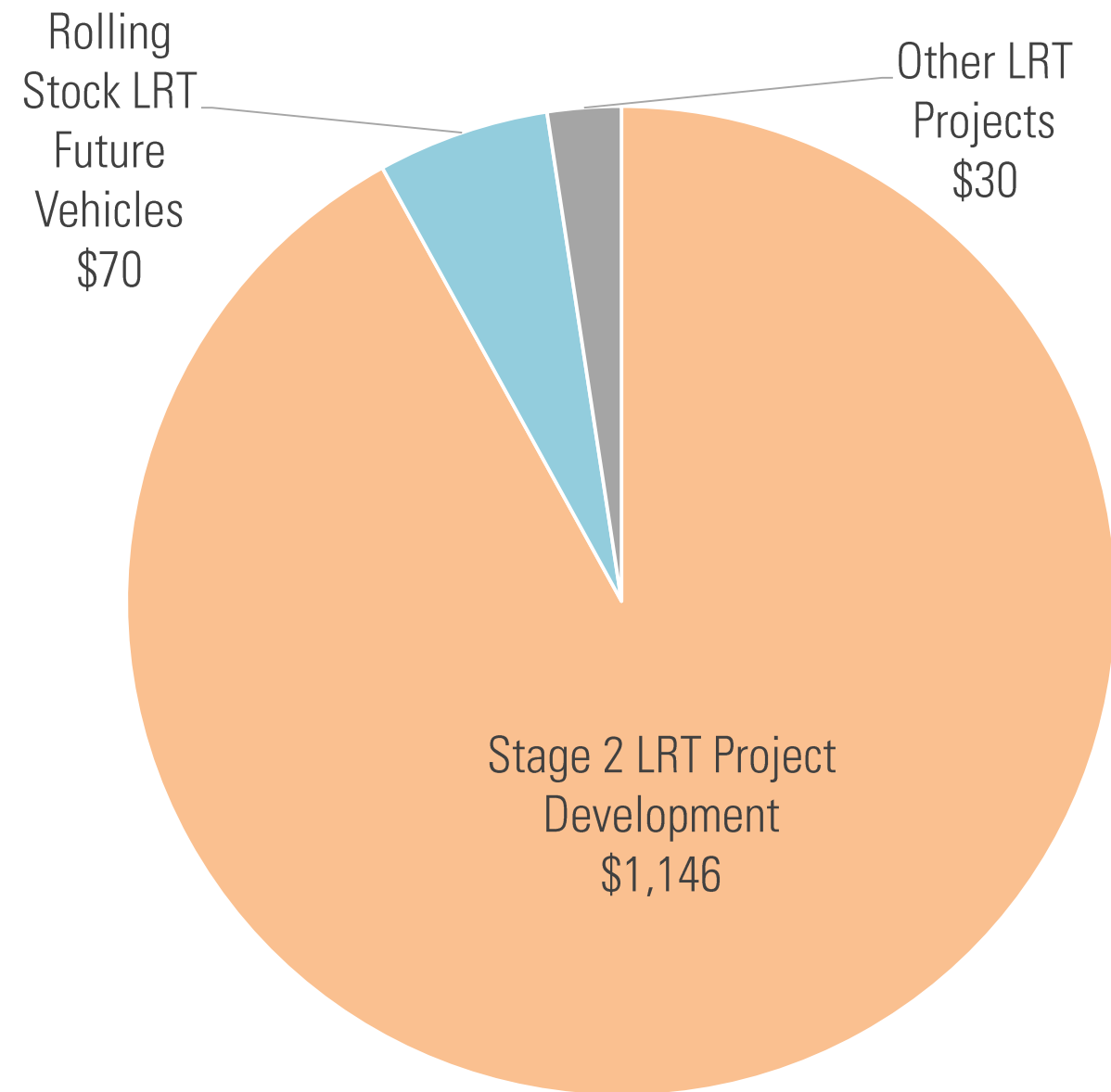


2024-2033 GRT capital program funding and financing (\$506M) in \$millions

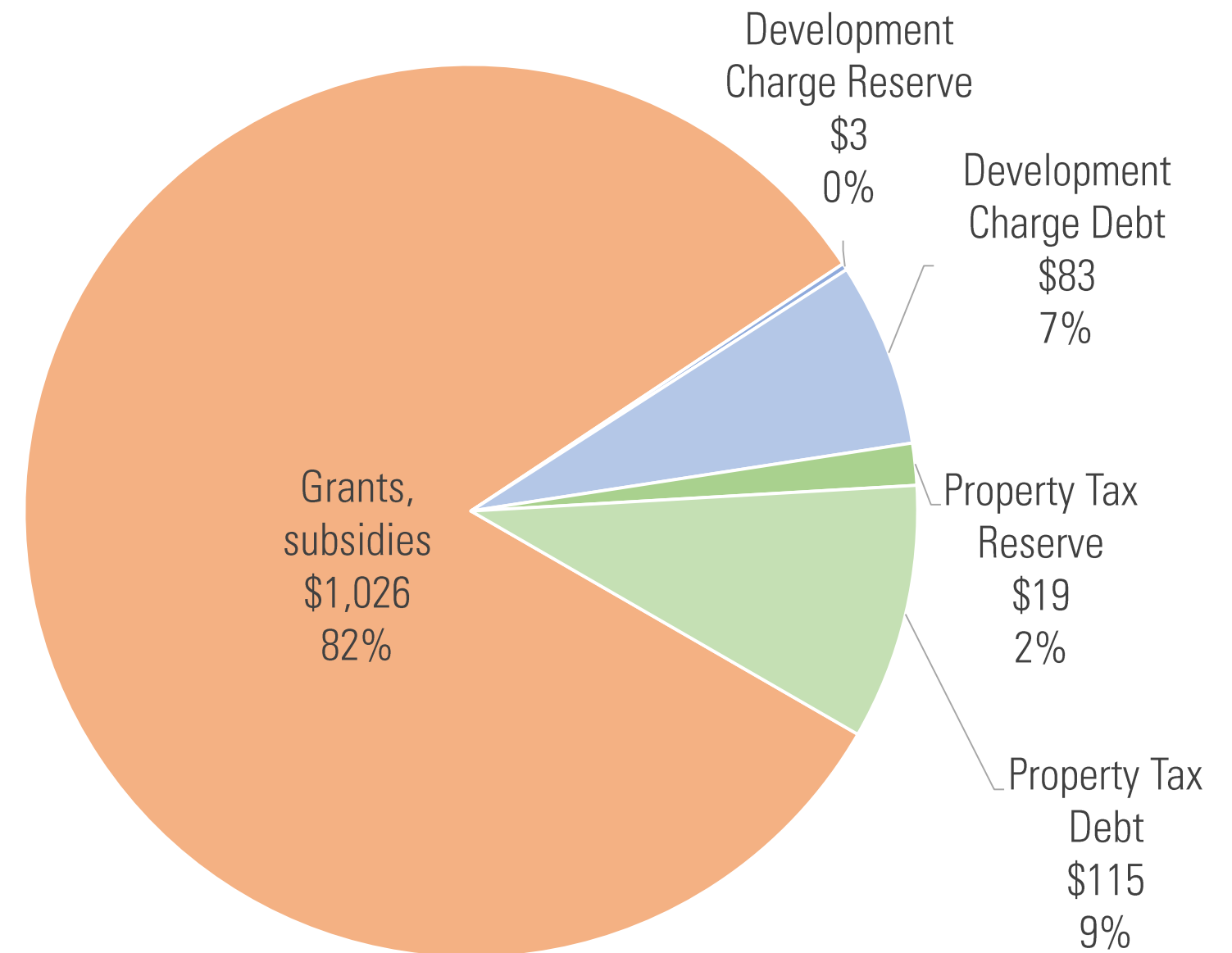


Transit 2024-2033 Capital Program

2024-2033 Light Rail Transit capital program expenditure (\$1,247M) in \$millions



2024-2033 Light Rail Transit capital program funding and financing (\$1,247M) in \$millions



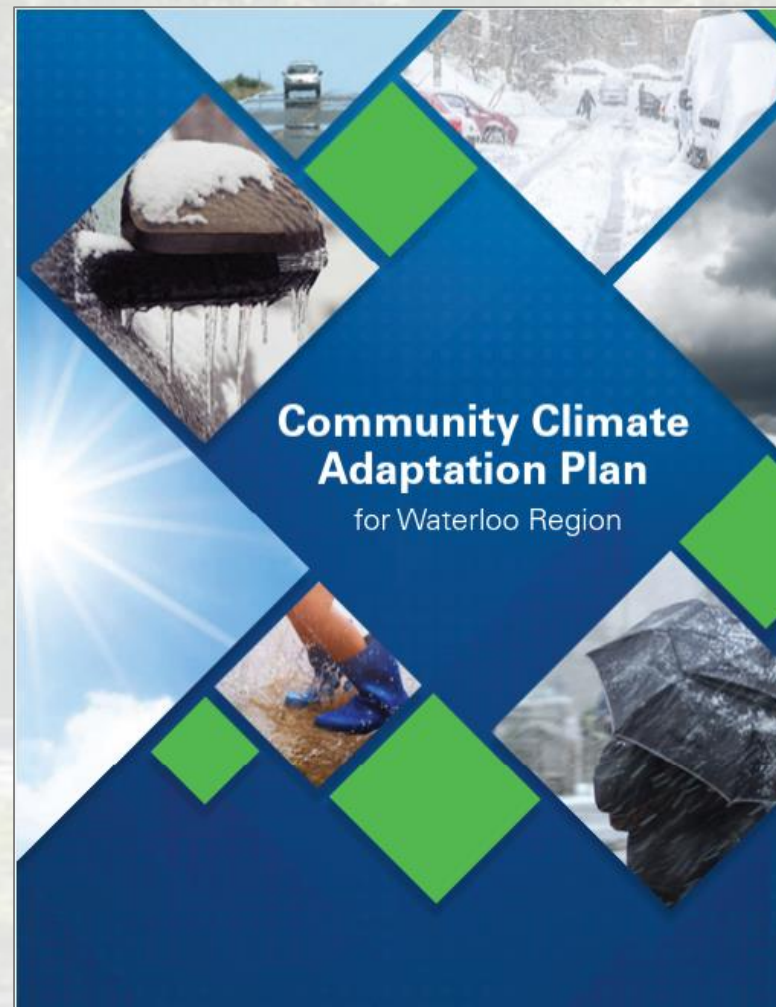
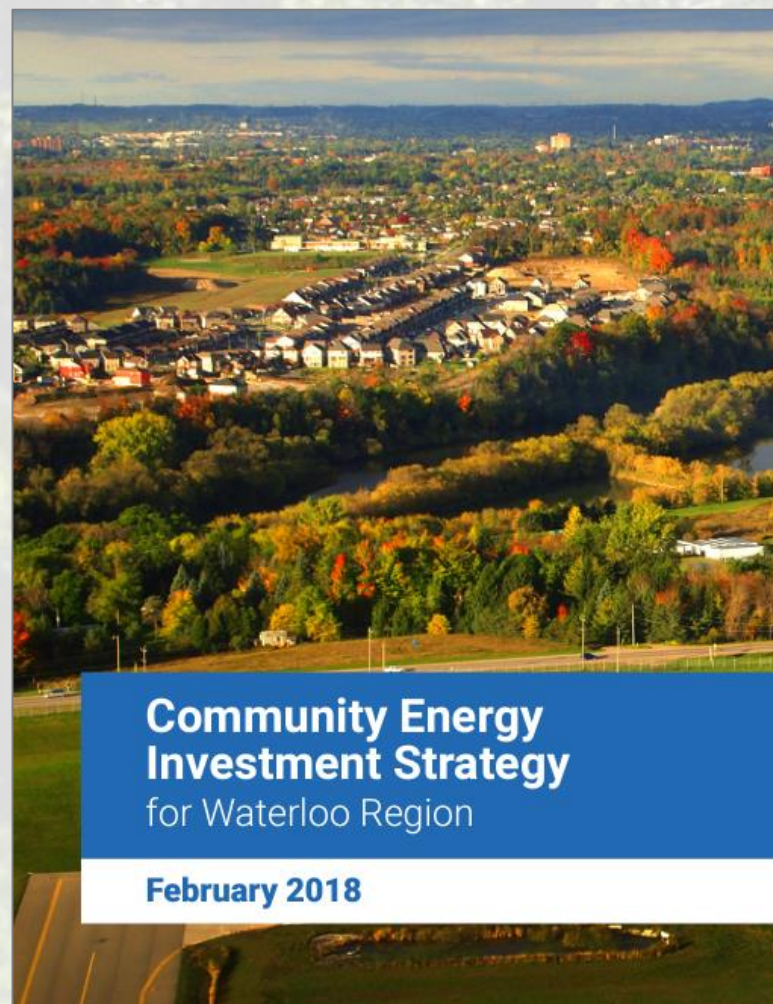
Transit for Climate Aligned Growth

Resolutions for Proposed Transit service expansions

- 1) That staff be directed to include in the 2024 Operating Budget a service expansion for Conestoga College UPass services as described in Appendix A to the 2024 budget document.
- 2) That staff be directed to include in the 2024 Operating Budget a service expansion for GRT bus service hours as described in Appendix A to the 2024 budget document.
- 3) That staff be directed to include in the 2024 Operating Budget a service expansion for ION service hours as described in Appendix A to the 2024 budget document.

Shared Action for Climate Aligned Growth

Shared Climate Action Commitments

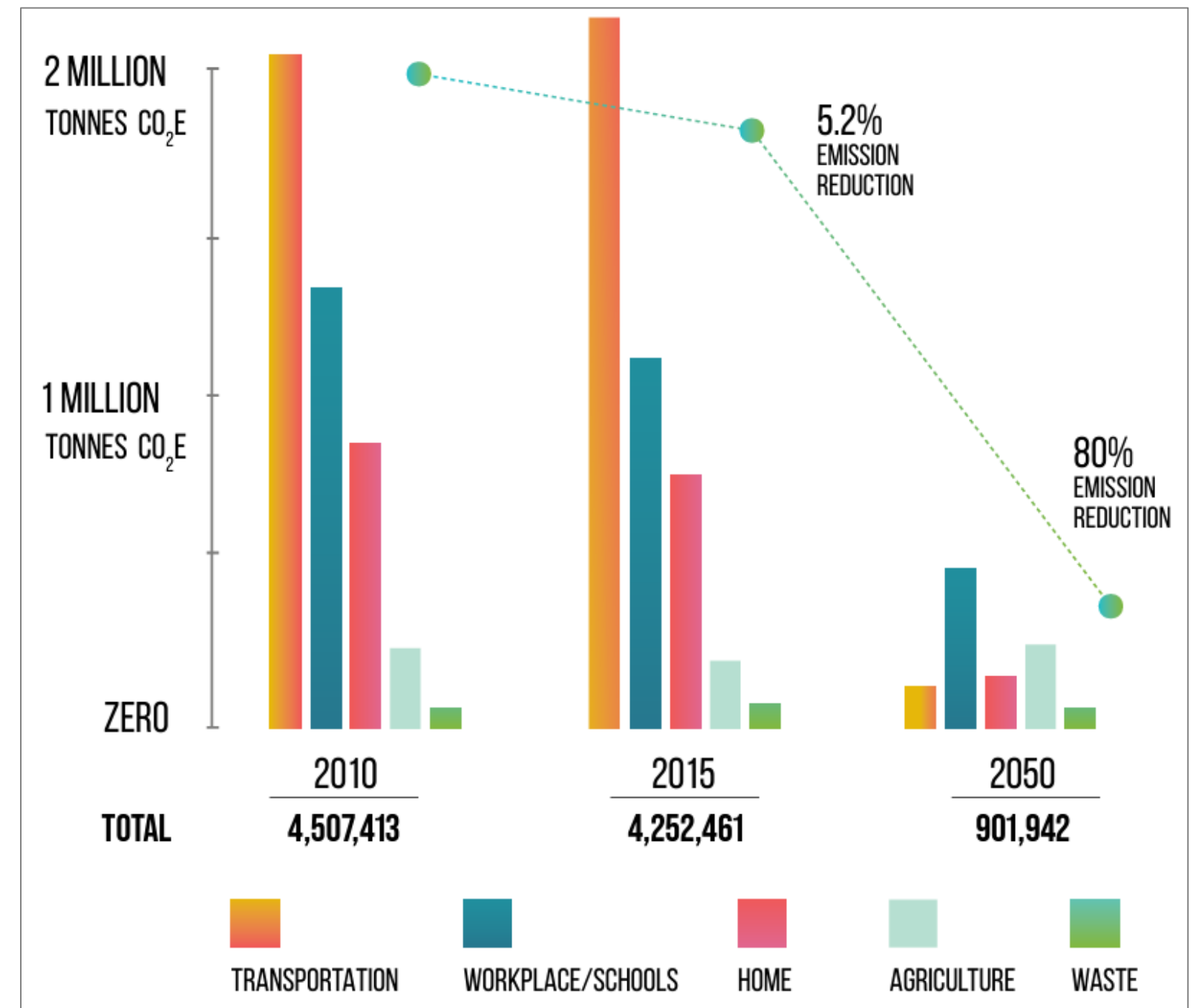


Shared Action for Climate Aligned Growth

TransformWR

TARGET: 80% reduction in greenhouse gas emissions by 2050 below 2010 levels; 30% reduction by 2030

CALLS TO ACTION: Transform the way we move; build and operate spaces; produce, consume, and waste; relate



Shared Action for Climate Aligned Growth

TransformWR

Region of Waterloo Leadership:

- Corporate Carbon Budget
- Corporate Climate Action Plan
- Corporate Energy Plan
- Integrated Mobility Plan
- Regional Official Plan Amendment
- ION Transit System and CTC Intensification
- Net zero building standards for new housing
- Bio-gas co-generation facilities

BY THE NUMBERS:

- **31%** reduction in corporate emissions since 2010
- **> 3%** of total community emissions are attributed to ROW
- **14%** reduction in community emissions since 2010



Home Energy Retrofit Pilot Program

Needs:

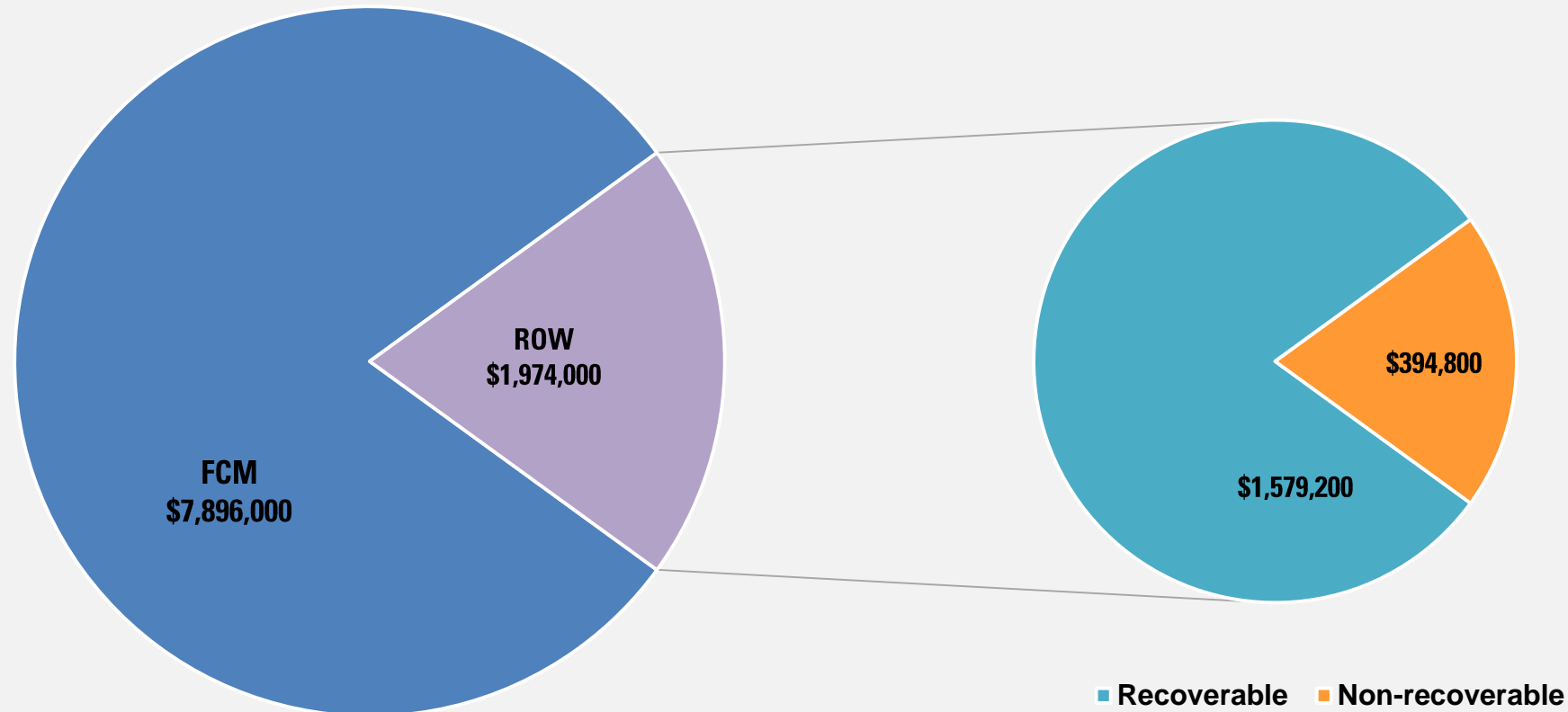
- Homes represent 18% of total community GHG emissions
- TransformWR: Decarbonize building heating and cooling, and water heating, by replacing furnaces and hot water heaters with highly energy efficient and low carbon equipment or fuel sources (Strategy 3.1)

Proposed Changes:

- **RetrofitWR: Home Energy Retrofit Pilot Program**
 - Promote and facilitate energy efficiency and renewable energy upgrades in residential buildings by providing easy and affordable financing options together with expert advice for homeowners in Waterloo Region.

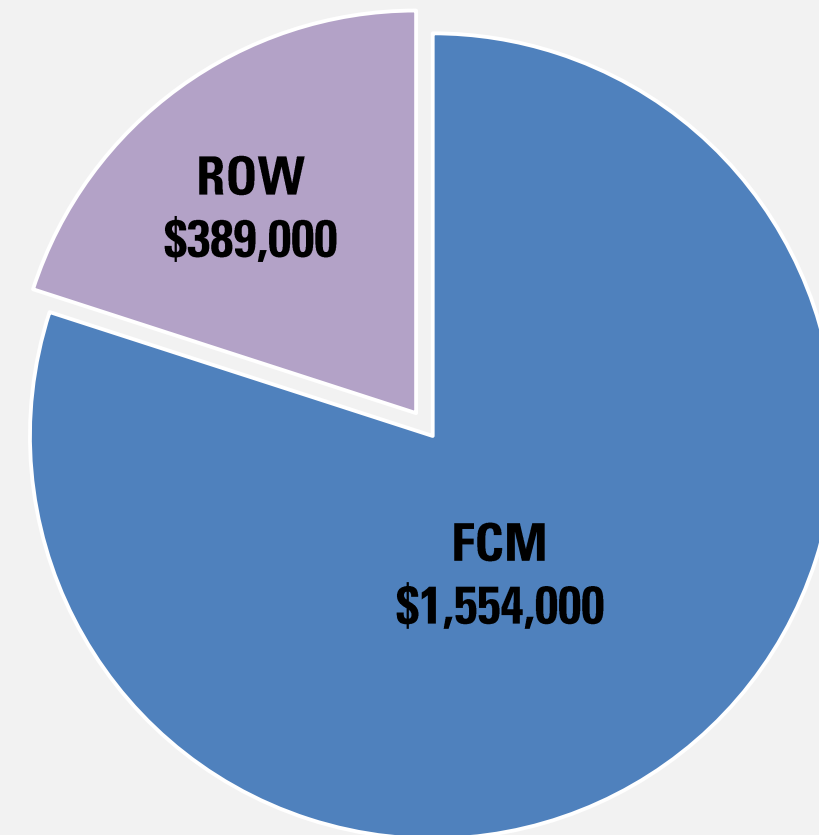
RetrofitWR: Budget Summary

Total Program Costs:



- Total 4 Year Pilot Program Costs: \$9,870,000
- 80% funds provided by FCM
- 20% funds provided by Region, most of which can be recovered as loans are repaid

2024 Program Costs:



- 2024 Program Costs: \$1,943,000
- FCM Contribution: \$1,554,000 (80%)
- ROW 2024 Expansion Request: \$389,000 (20%)

Community Planning for Climate Aligned Growth

Resolutions for Proposed Community Planning service expansions

That staff be directed to include in the 2024 Operating Budget a service expansion for the Home Energy Retrofit Program as described in Appendix A to the 2024 budget document.

Preview of Next Meeting

November 1 at 11:00 a.m.
Equitable services and opportunities

Strategic Plan and Budget Committee

Reserve and Reserve Fund Update

Wednesday October 18, 2023



Region of Waterloo

Definitions

Reserve

- Allocation of accumulated net revenue (from property taxes or other sources) set aside for a designated purpose
- Funds held in a reserve can be utilized at the discretion of Council

Reserve Fund

- Established based on a statutory requirement or defined liability payable in the future
- Usually prescriptive as to the basis for collection and use of monies in the fund.
- **Obligatory reserve funds:** required by statute or legislation - revenue received is segregated from general revenues of the municipality e.g. Regional Development Charges
- **Discretionary reserve funds:** established whenever Council wishes to set aside a certain portion of any year's revenues to finance a future expenditure or to provide for a specific contingent liability e.g. future WSIB claims

Purpose of Reserves and Reserve Funds

An essential component of municipal long term financial planning

A strong Reserve and Reserve Fund policy provides the Region with:

- A source of funding to mitigate significant fluctuations in tax rates and user rates caused by one time or emerging issues;
- A source of funding for major capital projects, thereby reducing the need for long term borrowing or significant levy and user rate increases; and
- Flexibility to deal with fluctuating cash flows

Municipal flow of funds



Surplus Allocation Policy

The Region's Surplus Allocation policy provides for the following:

- Contribution to the Working Funds reserve to a maximum balance of \$10 million;
- Contribution the Tax Stabilization Reserve to a maximum balance of \$15 million; and
- Any remaining surplus to be allocated to the General Tax Supported Capital Reserve to reduce long term borrowing requirements in the subsequent year.

Capital Reserves

Purpose:

- A source of funding for capital projects, thereby reducing the need for long term borrowing or significant levy and user rate increases
- Key component of the Asset Renewal Funding Strategy
- Integral part of supporting asset management plans required under O. Reg 588/17 - Infrastructure funding programs offered by senior levels of government require an asset management plan to be in place in order to be eligible for infrastructure program funding

Contribution targets and projections reviewed semi-annually

2022 year-end balance: \$281m

Equipment Replacement Reserves

Purpose: future replacement of >800 corporate fleet vehicles and pieces of equipment and approx. 300 GRT conventional and mobility vehicles

Contribution targets and projections reviewed semi-annually

2022 year-end balance: \$68m

Other Reserves and Reserve Funds

Stabilization and Contingency reserves

- Purpose: source of funding to mitigate significant fluctuations in tax and user rate revenue caused by one time or emerging issues
- 2022 year end balance: \$47m

Future liabilities and other

- Includes workplace safety claim and future sick leave payouts for eligible employees, Brownfield financial incentives and other
- A small portion of future liabilities is funded
- 2022 year end balance: \$29m

Regional Development Charge Reserve Funds

Purpose:

- obligatory reserve funds to segregate RDC collections, interest and funded exemptions in accordance with the Development Charges Act
- used to finance a portion of the cost of growth-related infrastructure

Two different transfers occur from RDC reserve funds:

- Capital works are financed directly from the reserve fund as costs are incurred; and
- Transfers are made to the operating budget to cover debt servicing costs in cases where debt was issued to finance the RDC-eligible portion of capital works

2022 year-end balance: \$99m (excludes RDC receivables)

Reserves and long term financial sustainability

Risks to the Region's long term financial sustainability

- 1. Capital program and asset management plan are generally underfunded
- 2. Elevated level of long term debt relative to other regions
- 3. Low reserve and reserve fund balances relative to budget, value of regional infrastructure and level of debt outstanding
- 4. Unfunded post-employment benefit liabilities and landfill closure and post-closure liabilities are significant and growing

The mitigating role of reserves and reserve funds

- The strength of the Region's balance sheet is partly dependent on sufficient reserve and reserve fund balances
- The Municipal Act requires municipalities to ensure their operating budgets are 'balanced' and that same legislation prohibits municipalities from borrowing to cover operating expenditure – this reinforces the importance of healthy reserve and reserve fund balances

Moody's credit opinion excerpts

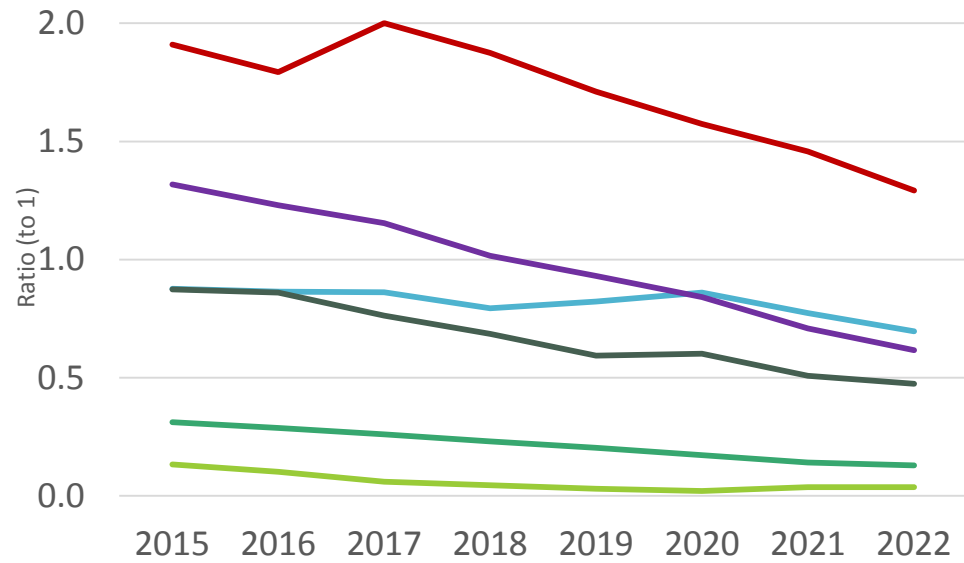
Credit risks:

- “a faster than anticipated rise in the debt burden, combined with a significant decline in the level of reserves relative to debt could lead to a downgrade in the region’s rating.”
- “liquidity metrics continue to lag peers” and “the debt burden is elevated and we project that it could rise to nearly 80% of operating revenue within the next three years, above Aaa-rated Canadian municipal median.”

Risk mitigation:

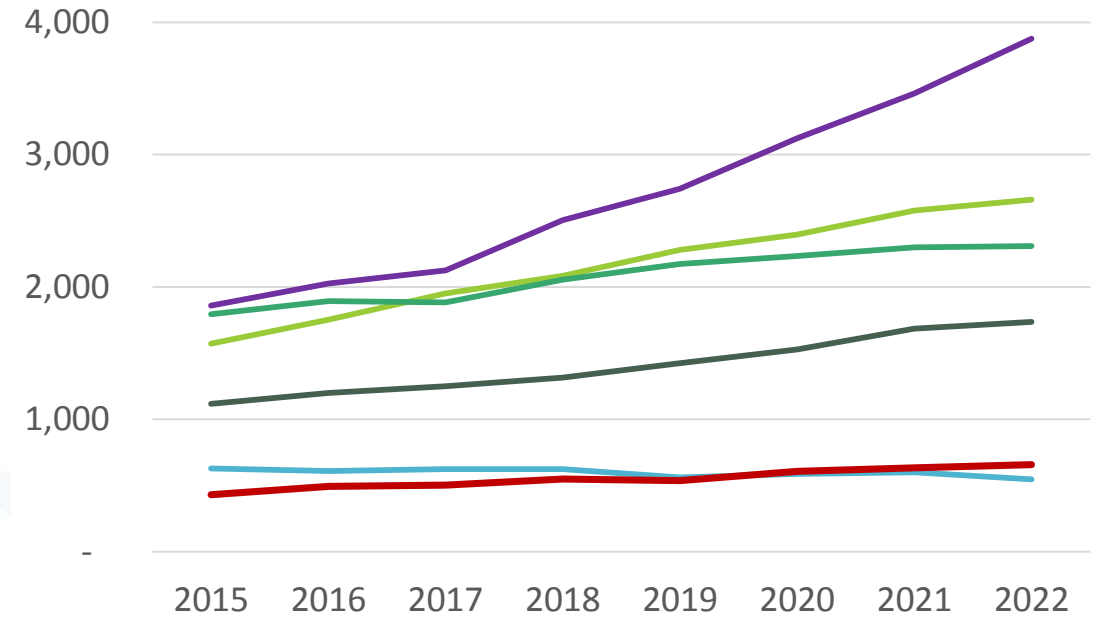
- “slower pace of debt growth as the region emphasizes other capital funding sources, including pay-as-you-go financing for capital projects.”

Debt to Reserve Ratio



- Durham
- Halton
- Niagara
- Peel
- York
- Waterloo

Reserves per Capita



- Durham
- Halton
- Niagara
- Peel
- York
- Waterloo

Reserve and Reserve funds - Key messages

An essential component of municipal long term financial planning

Risk to long term financial sustainability - Low reserve and reserve fund balances relative to budget, value of regional infrastructure and level of debt outstanding

The strength of the Region's balance sheet is partly dependent on sufficient reserve and reserve fund balances

The asset renewal funding strategy is working - the Region's debt-to-reserve ratio is falling

WRPS RESERVE AND RESERVE FUNDS

Region of Waterloo

Strategic Planning and Budget Committee

October 18, 2023



Overview

- In 2017 a WRPS Reserve and Reserve Fund Strategy was formalized which established prescribed use of each reserve
- In 2020 translated into an official Board Policy (Policy #100: Reserve and Reserve Fund Management Policy)
- Supports ROW Capital Financing Principles including:
 - Adherence to Statutory Requirements;
 - Promotion of financial stability and flexibility;
 - Provision for major capital expenditures; and
 - Reduction in the need for tax-levy funded debentures (Build operating budget and reserve capacity to finance state-of- good-repair. Focus debt on significant new infrastructure).

WRPS Reserve and Reserve Funds

- There are currently 11 WRPS Reserve and Reserve Funds totaling ~\$46M as at December 31, 2022 including:
 - Obligatory Reserve Fund (Regional Development Charges)
 - Discretionary Reserve Funds (WSIB, Sick Leave, Employee Future Benefit)
 - Stabilization Reserves
 - Other Reserves (Regional P25 Voice Radio System, Technical Investigations Cooperative)
 - Capital Replacement Reserves

WRPS Reserve and Reserve Funds

- WRPS is responsible for funding its own Reserves and Reserve Funds
- Reserve and Reserve Funds fund Capital programs, account for future liabilities (e.g. WSIB) and are held as contingency for unanticipated expenses (e.g. Operating Budget deficits)
- Reserve and Reserve funds should not be understood as “surpluses” as they are generally not available for discretionary purposes and are planned to be used towards future planned expenditures or unfunded liabilities

Status of WRPS Reserve and Reserve Funds

- Currently underfunded:
 - Vehicle Reserve forecasted to be in a deficit in 2025 of \$1M
 - Capital Reserve forecasted to be in a deficit in 2026 of \$1M
 - WSIB shortfall of \$5M
 - Sick Leave shortfall of \$35M
 - Unfunded liability for Future Employee Benefits of \$157M
- Strategies through budget process to mitigate
- Worked with ROW to decrease debt issuance for capital projects (~\$2M over the past 2 years) and reduce shortfalls for unfunded liabilities

ROW / WRPS Financial Structure

- Different financial structures exist in other municipalities, WRPS' Operating budget is responsible for funding its operations and capital program
- If one aspect is changed, the entire structure between ROW and WRPS should be reviewed (e.g. Operating Budget surplus ownership)
- Any motion to not allow WRPS to keep an Operating budget surplus will weaken the strategy to build WRPS Reserve and Reserve Fund balances which will shift funding sources to debt

QUESTIONS?



Region of Waterloo

Corporate Services

Corporate Finance

To: Strategic Planning and Budget Committee

Meeting Date: October 18, 2023

Report Title: 2024 User Fees and Charges

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 that have been incorporated into the preliminary 2024 Budget. Council may pass motions to amend proposed Regional fees and charges and associated 2024 revenue budgets at any time during the budget review process. A resolution to repeal the current Fees and Charges By-law and pass a new Fees and Charges By-law will be included with the General Budget Resolutions on December 13, 2023.

Strategic Plan:

This report supports the strategic focus area of a Resilient and Future-ready Organization.

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 2024 budget development process, all service areas have reviewed Regional user fees and charges.
- The preliminary 2024 Water and Wastewater Budget includes the following proposed rate increases effective January 1, 2024:
 - Wholesale water and wastewater rates charged to area municipalities:
 - Water Supply: 3.9%
 - Wastewater Treatment: 4.9%

- Retail rates for customers in Wellesley and North Dumfries:
 - Water distribution: 2.9%
 - Wastewater collection: 2.9%
- The proposed 2024 Transit Services budget includes an average fare increase of 2.59%, with detailed increases varying by fare type, effective July 1, 2024.
- Waste Management fees are proposed to increase on April 1, 2024. This includes tipping fees for recyclables (\$1/MT), general refuse/garbage (\$2/MT) and to the special handling load rate (\$4/MT).
- Proposed changes for Airport Services include increased landing fees, land rental fees and fees for Airport Vehicle Operators and Terminal Security Access permits.
- Minor changes to fees and charges are proposed for Seniors’ Services, Legal Services, Cultural Services, the Region of Waterloo Library, Public Health Programs, Paramedic Services and Transportation. Appendix A provides a list of fees that are proposed to be introduced or changed during 2024.

4. Background:

Section 391 of the Municipal Act authorizes municipalities to establish and maintain a list of services subject to fees or charges. By-law 23-009 (By-Law 23-009, A By-law to Establish Fees and Charges for the Regional Municipality of Waterloo and Repeal By-law 21-072, As Amended). These by-laws are updated annually to incorporate new or revised fees adopted by Regional Council.

As part of the 2024 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 2024. Certain program area fee changes are highlighted below.

a) Public Transit Fares

The proposed 2024 Transit Services budget includes an average fare increase of 2.59%, with detailed increases varying by fare type, effective July 1, 2024. Fares were last increased in July 2023. The table below outlines the 6 year history of GRT fare increases.

Year	Fare Increase (Average)
2018	0%
2019	3%
2020	0%
2021	0%

Year	Fare Increase (Average)
2022	2%
2023	2.5%
2024 (proposed)	2.59%

Proposed Transit fare changes, effective July 1, 2024, include the following (a full list of proposed changes is included in Appendix A):

Description	Current Fee	Proposed Fee	Increase
Cash Fare	\$3.75	\$4.00	\$0.25
Adult Monthly Pass	\$92.00	\$96.00	\$4.00
TravelWise Corporate Pass	\$78.20	\$81.60	\$3.40

In addition to fare updates, some policy changes are being made to enhance the fare system for customers. With an increase in the length of travel for some trips and to provide the ability for enhancements to short return trips, the allowed transfer time on a single fare would be changed from a maximum of 90 minutes to a maximum of 120 minutes. The second change would be to remove the minimum load requirement on an EasyGO farecard. Currently at least \$5.00 must be loaded on a card. Removing this will assist customers who may not be able to add \$5.00 when obtaining a card.

Additional context regarding proposed changes to Transit fees and charges will be provided and discussed at a future Strategic Planning and Budget Committee meeting during the 2024 Budget Process.

Waste Management fees and charges

Proposed fee changes within Waste Management, effective April 1, 2024, include increases to tipping fees for recyclables and general refuse/garbage and the special handling load rate. The proposed fee changes are outlined in the table below.

Description	Current Fee	Proposed Fee	Increase
Waste tipping fee	\$98.00 / MT	\$100.00 / MT	\$2.00 / MT
Recyclables tipping fee	\$49.00 / MT	\$50.00 / MT	\$1.00 / MT
Special handling fee	\$196.00 / MT	\$200.00 / MT	\$4.00 / MT

*MT - Metric Tonne

The foregoing fee changes for Waste Management are projected to increase 2024 revenue by \$381,000.

b) Airport Services fees and charges

Proposed fee changes include increased landing fees, land rental fees and fees for Airport Vehicle Operators and Terminal Security Access permits. Subject to Council approval, these fees would come into effect on January 1, 2024 and are expected to generate \$134,000 in revenue which has been reflected in the preliminary 2024 operating budget.

c) Water/Wastewater user rates

Staff are proposing a wholesale water supply rate increase of 3.9% in 2024 and a wastewater rate increase of 4.9%, effective January 1, 2024. This is consistent with the projection provided during the 2023 budget. 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 January 1, 2024 are outlined in the table below.

Description	Current Rate / m3	Proposed Rate per m3 as of January 1, 2024
Water Supply	\$1.1598	\$1.205
Wastewater Treatment	\$1.4087	\$1.4777

For retail customers in Wellesley and North Dumfries, staff propose a water distribution rate increase of 2.9% and a wastewater collection rate increase of 2.9% effective January 1, 2024. These are consistent with the projections provided during the 2023 budget.

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.

d) Other service areas

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

- **Seniors' Services:** Increases to the Regular Day Program, supportive housing lunch visit, room rentals and telephone/cable fees.
- **Legal Services:** Increases to the sale of surplus land to external party agreement, full/partial closure of Regional road application and development agreements, site plan agreements, and any amending agreements fees.
- **Cultural Services:** Increases to general admission, school admissions and membership prices, and room rentals.

- **Region of Waterloo Library:** Introduction of a public health resource kit fee and the removal of the non-residents fee.
- **Infectious Diseases, Dental and Sexual Health:** Increases for thermometers.
- **Paramedic Services:** Increases to special event coverage fees, requests for information and public access defibrillator annual maintenance fee.
- **Transportation:** Increases to fees for roads and traffic counts, permits, special signal requests and Waterloo spur agreements.

5. Area Municipality Communication and Public/Stakeholder Engagement:

Nil.

6. Financial Implications:

The estimated incremental user fee revenue increase in 2024 associated with the proposed fee changes is outlined in the table below (areas with minimal revenue changes have been excluded):

Division	Incremental 2024 revenue (\$000's)
Airport	\$134
Cultural Services	\$56
Grand River Transit	\$1,089
Legal Services	\$2
Paramedic Services	\$5
Senior Services	\$1
Transportation	\$37
Waste Management	\$381
Water Services	\$6,685
Total	\$8,390

The estimated incremental revenue identified in the table above have been incorporated into the preliminary 2024 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 December 13, 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, Corporate Finance

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
COMMUNITY SERVICES			
Seniors' Services - Sunnyside Home			
Community Alzheimer Program			
Regular Day Program	\$19.00	January 1, 2024	\$19.50
Lunch Visit (meal)	\$9.00	January 1, 2024	Delete
Family Celebration Room-Supportive Housing	\$26.00	January 1, 2024	Delete
Wellness Meeting Room	\$20.00	January 1, 2024	Delete
Franklin Meeting Room	\$20.00	January 1, 2024	Delete
Kenneth Meeting Room	\$20.00	January 1, 2024	Delete
Kenneth Administration Room	\$20.00	January 1, 2024	Delete
Kenneth Classroom/Boardroom	\$26.00	January 1, 2024	Delete
Chapel	\$26.00	January 1, 2024	\$28.00
Chapel - Meeting Room	\$26.00	January 1, 2024	\$28.00
Heritage Hall - up to 50 people	\$36.00	January 1, 2024	\$38.00
Heritage Hall - 51 to 100 people	\$61.50	January 1, 2024	Delete
Telephone - Residents (per month)	\$32.50 + long distance	January 1, 2024	\$33.00 + long distance
Cable Television - Residents (per month)	\$32.50/month	January 1, 2024	\$33.00/month
Supportive Housing			
Supportive Housing Lunch Visit (per meal)	\$9.00	January 1, 2024	\$9.25
PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES			
Legal Services			
Development Agreements, Site Plan Agreements, and Any Amending Agreements	\$850.00 + disbursements*	January 1, 2024	\$893.00 + disbursements*
Miscellaneous Agreements (e.g. Municipal Access, leases, licenses, air rights)	\$300.00 + disbursements*	January 1, 2024	\$315.00 + disbursements*

Description	Current Fee	Effective Date	Proposed Fee
& misc. real estate documents (e.g., Deeds, Quit Claims)			
Release or Partial Release of Development Agreement **	\$100.00 + disbursements*	January 1, 2024	\$105.00 + disbursements*
Certificate of Compliance	\$100.00 per agreement	January 1, 2024	\$105.00 per agreement
Due Diligence Request - per request	\$100.00 + disbursements*	January 1, 2024	\$105.00 + disbursements*
Encroachment Agreements including Temporary Tie-Back Agreements **	\$365.00 + disbursements*	January 1, 2024	\$383.00 + disbursements*
Full/Partial Closure of Regional Road	\$1,010.00 + disbursements* (+ \$2,000 deposit)	January 1, 2024	\$1,060.00 + disbursements* (+ \$2,000 deposit)
Easement Required to be Conveyed to Region as Condition of Development or Site Plan Approval	\$330.00 + disbursements*	January 1, 2024	\$347.00 + disbursements*
Land Required to be Conveyed to Region as Condition of Development or Site Plan Approval	\$165.00 + disbursements*	January 1, 2024	\$173.00 + disbursements*
Release, Partial Release or Replacement of Existing Easement, Release or Partial Release of One Foot Reserve or other Regional interest in lands if no other consideration passing	\$370.00 + disbursements*	January 1, 2024	\$389.00 + disbursements*
All ancillary and Amending documentation, including, but not limited to, Assumption Agreements related to the Affordable Home Ownership Program	\$385.00 + disbursements*	January 1, 2024	\$404.00 + disbursements*
Servicing Agreements ***	\$75.00 + disbursements*	January 1, 2024	\$79.00 + disbursements*
Surplus Land Circulation Process	\$400.00 + disbursements*	January 1, 2024	\$420.00 + disbursements*
Sale of Surplus Land to External Party ****	\$1,200.00 + disbursements*	January 1, 2024	\$1,260.00 + disbursements*
Misc. Letters (i.e. roads/access inquiry)	\$100.00 + disbursements*	January 1, 2024	\$105.00 + disbursements*

Description	Current Fee	Effective Date	Proposed Fee
Waterloo Region Housing only			
Mortgage Discharge Statement Fee for Affordable Home Ownership Program	\$100.00 + disbursements*	January 1, 2024	\$105.00 + disbursements*
Cultural Services			
Archives			
Research Time	First 15 minutes free then \$30.00/hour	January 1, 2024	First 15 minutes free then \$31.00/hour
Reproductions of Historic Images			
Commercial Use (TIFF)	\$20.00/image	January 1, 2024	\$21.00/image
High Res (TIFF)	\$20.00/image	January 1, 2024	\$21.00/image
Ken Seiling Waterloo Region Museum			
General Admission Prices			
Adults (aged 18 - 54)	\$11.00	January 1, 2024	\$12.00
Children (aged 5-12)	\$5.00	January 1, 2024	\$6.00
Family (2 adults and their dependent children)	\$25.00	January 1, 2024	\$29.00
Seniors (aged 55 and over)	\$8.00	January 1, 2024	\$9.00
School Admissions			
Education Program Admission			
1/2 day program (per child rate, one adult free per 6 students)			
Additional adults	\$5.50	January 1, 2024	\$9.00
School Fairs - Full day (per child rate, all adults free)	\$10.00	January 1, 2024	\$13.00
Memberships (per year)			
Family	\$60.00	January 1, 2024	\$67.00
Individual	\$35.00	January 1, 2024	\$39.00
Rentals			
Church Rentals (4 hour period)	\$450.00	January 1, 2024	\$664.00
Gazebo - Gazebo and Willow Green only; no Living History Village access (4 hour period)	\$450.00	January 1, 2024	\$614.00

Description	Current Fee	Effective Date	Proposed Fee
Rooms			
Grand Foyer - Saturday (4 hour period)	\$1500.00/Standard Group; \$600.00/Community Group	January 1, 2024	\$1995.00/Standard Group; \$718.00/Community Group
Grand Foyer - Standard Rate Only - per evening; Monday to Thursday	\$800.00/Standard Group	January 1, 2024	\$1,025.00/Standard Group
Exhibit Galleries in conjunction with Grand Foyer and/or Theatre rental (Fee is for group sizes up to 150. Larger groups can be accommodated at a higher fee based on the required staffing level.)	\$250.00/hr/Standard and Community Group	January 1, 2024	\$308.00/hr/Standard and Community Group
Classroom A			
Day	\$40.00/hr/Standard Group; \$25.00/hr/Community Group	January 1, 2024	\$51.00/hr/Standard Group; \$36.00/hr/Community Group
Evening/Weekend	\$75.00/hr/Standard Group; \$45.00/hr/Community Group	January 1, 2024	\$97.00/hr/Standard Group; \$66.00/hr/Community Group
Classroom B			
Day	\$30.00/hr/Standard Group; No Charge/ Community Group	January 1, 2024	\$36.00/hr/Standard Group; \$5.00/hr/Community Group
Evening/Weekend	\$50.00/hr/Standard Group; \$35.00/hr/Community Group	January 1, 2024	\$62.00/hr/Standard Group; \$46.00/hr/Community Group
Classroom C			
Day	\$20.00/hr/Standard Group; No Charge/ Community Group	January 1, 2024	\$26.00/hr/Standard Group; \$5/hr/Community Group
Evening/Weekend	\$40.00/hr/Standard Group; \$30.00/hr/Community Group	January 1, 2024	\$51.00/hr/Standard Group; \$41.00/hr/Community Group
Theatre			
Day	\$75.00/hr/Standard Group; \$50.00/hr/Community	January 1, 2024	\$97.00/hr/Standard Group; \$72.00/hr/Community Group

Description	Current Fee	Effective Date	Proposed Fee
	Group		
Evening/Weekend	\$150.00/hr/Standard Group; \$75.00/hr/Community Group	January 1, 2024	\$175.00/hr/Standard Group; \$97.00/hr/Community Group
Patio (3 hr period)	\$300.00/hr/Standard Group; \$150.00/hr/Community Group	January 1, 2024	\$409.00/hr/Standard Group; \$255.00/hr/Community Group
Curatorial Meeting Room			
Day	\$20.00/hr/Standard Group; No charge / Community Group	January 1, 2024	\$31.00/hr/Standard Group; \$10.00/hr/Community Group
Evening/Weekend	\$40.00/hr/Standard Group; \$30/hr/Community Group	January 1, 2024	\$56.00/hr/Standard Group; \$46.00/hr/Community Group
Site Rentals - Group Discounts			
Virtual school programs	Range of \$100.00-\$250.00 based on the program	January 1, 2024	Range of \$100.00-\$258.00 based on the program
Birthday Party	Range of \$12.95 - \$18.95 per person based on the theme	January 1, 2024	Range of \$12.95 - \$20.00 per person based on the theme
Willow Green or other outdoor space at Doon Heritage Village with Living History Village access during regularly scheduled daytime tours	\$500.00	January 1, 2024	\$615.00
Heritage Site Film Permit	New	January 1, 2024	\$6,000.00
Reproductions of Historic Images			
Up to 10 images per C.D.	\$30.00	January 1, 2024	\$31.00
Summer Day Camp (Weekly)	\$210.00	January 1, 2024	\$290.00
Joseph Schneider Haus			
Adults (aged 18-54)	\$6.00	January 1, 2024	\$7.00
Family (2 adults and their dependent children)	\$15.00	January 1, 2024	\$16.00
Seniors (aged 55 and over)	\$5.00	January 1, 2024	\$6.00
Virtual school programs	Range of \$100.00-	January 1,	Range of \$100.00-\$258.00

Description	Current Fee	Effective Date	Proposed Fee
	\$250.00 based on the program	2024	based on the program
Birthday Party	Range of \$12.95-\$18.95 per person based on the theme	January 1, 2024	Range of \$12.95-\$20.00 per person based on the theme
Education Program Admission			
1/2 Day Program (per child rate; one adult free per 6 students)	\$5.50	January 1, 2024	\$9.00
Full Day Program (per child rate; one adult free per 6 students)	\$10.00	January 1, 2024	\$13.00
Summer Day Camp (Weekly)	\$210.00	January 1, 2024	\$290.00
Room Rentals			
Room set-up and specialized cleaning as required (also charged for Region of Waterloo meetings)	\$50.00	January 1, 2024	\$67.00
Room cancellation fee without notice, non-refundable (also charged for Region of Waterloo meetings)	\$50.00	January 1, 2024	\$67.00
Classroom (Weekdays from 8:30 am to 4:30 pm)	\$30.00/hr standard; \$20.00/hr community groups	January 1, 2024	\$41.00/hr standard; \$26.00/hr community groups
Classroom (Weekends during public hours)	\$60.00/hr standard; \$40.00/hr community groups	January 1, 2024	\$77.00/hr standard; \$48.00/hr community groups
Classroom (Evenings after 4:30 pm)	\$30.00/hr standard; \$20.00/hr community groups	January 1, 2024	\$51.00/hr standard; \$31.00/hr community groups
Outdoor green space - during regular hours	\$95.00/hr standard; \$75.00/hr community groups	January 1, 2024	\$138.00/hr standard; \$107.00/hr community groups
McDougall Cottage			
Virtual school programs	Range of \$100.00-\$250.00 based on the program	January 1, 2024	Range of \$100.00-\$258.00 based on the program
Education Program Admission			
1/2 Day Program (per child	\$5.50	January 1,	\$9.00

Description	Current Fee	Effective Date	Proposed Fee
rate; one adult free per 6 students)		2024	
Full Day Program (per child rate; one adult free per 6 students)	\$10.00	January 1, 2024	\$13.00
Tartan Teas - per person	\$15.00	January 1, 2024	Delete and replaced by special events
Cottage Rental			
Room set-up and specialized cleaning as required (also charged for Region of Waterloo meetings)	\$50.00	January 1, 2024	\$57.00
Room cancellation fee without notice, non-refundable (also charged for Region of Waterloo meetings)	\$50.00	January 1, 2024	\$57.00
Full Day (up to 8 hours), security guard additional	\$750.00	January 1, 2024	\$923.00
Half Day (up to 4 hours), security guard additional	\$375.00	January 1, 2024	\$461.00
Full Day (up to 8 hours), security guard additional	\$400.00	January 1, 2024	\$512.00
Half Day (up to 4 hours), security guard additional	\$200.00	January 1, 2024	\$256.00
Back Porch per hour (available seasonally during hours of operation)	\$25.00	January 1, 2024	\$31.00
Region of Waterloo Library			
The member will be charged the cost of the material + a \$5.00 administration fee. Return of material within 12 months cancels the cost of the material, but not the administration fee and outstanding overdue charges. For damaged media containers or covers (e.g. for DVDs, audiobooks) there will be a \$5.00 replacement fee, but no	Cost of materials plus \$5.00 admin fee	January 1, 2024	Cost of materials plus \$5.00 admin fee Wording update: For Library items the member will be charged the cost of the material + a \$5.00 administration fee. Return of material within 12 months cancels the cost of the material, but not the administration fee and outstanding overdue charges. For damaged media containers or covers (e.g. for

Description	Current Fee	Effective Date	Proposed Fee
additional administration fee.			DVDs, audiobooks) there will be a \$5.00 replacement fee, but no additional administration fee.
For Public Health Resource kits, the member will be charged the cost of the material + a \$15.00 administration fee. Return of material within 12 months cancels the cost of the material, but not the administration fee and outstanding overdue charges.	NEW	January 1, 2024	Cost of materials plus \$15.00 admin fee
Non-residents annual fee if no reciprocal borrowing agreement is in place with their municipality	\$20.00	January 1, 2024	Delete
Photos		January 1, 2024	New - Cost Recovery
Airport Services (Region of Waterloo International Airport)			
Landing Fees*			
2,500-21,000 kg	\$8.00	January 1, 2024	\$8.25
21,001-45,000 kg	\$8.00	January 1, 2024	\$8.25
Greater than 45,000 kg	\$8.00	January 1, 2024	\$8.25
Helicopters	\$8.00	January 1, 2024	\$8.25
Land Rental Fees	Building Rate (per sq. ft.)		Building Rate (per sq. ft.)
Private	\$0.320	January 1, 2024	0.35
Commercial	\$0.320	January 1, 2024	0.35
Special Commercial	\$0.45 + maintenance fee of \$0.09 per sq. ft.	January 1, 2024	0.495 + maintenance fee of \$0.09 per sq. ft.
First Aid Training (2 days)	\$150.00	January 1, 2024	Delete
First Aid Re-training (1 day)	\$100.00	January 1, 2024	Delete
Airport Vehicle Operators Permit (A.V.O.P.)	\$50.00 (refunded upon return)	January 1, 2024	\$100 (No refund, \$250 for unreturned card)

Description	Current Fee	Effective Date	Proposed Fee
Terminal Security Access Permit (T.S.A.P.)	\$50.00 (refunded upon return)	January 1, 2024	\$100 (No refund, \$250 for unreturned card)
Key Deposit	\$50.00 (refunded upon return)	January 1, 2024	\$100 (No refund, \$250 for unreturned card)
Restricted Area Identity Card (RAIC) Fee (RAIC is valid for a period of 5 years; fee is payable upon initial application and renewal.)	\$75 initial fee, \$25 Refundable at end of term; \$50 net fee	January 1, 2024	\$100 (No refund, \$250 for unreturned card)
PUBLIC HEALTH & EMERGENCY SERVICES			
Infectious Diseases, Dental and Sexual Health			
Thermometer (cold chain)	\$91.00	January 1, 2024	\$103.00
Paramedic Services			
Special Event Coverage - Regular			
Single Paramedic plus vehicle	\$95.00 / hour; \$378.00 minimum	April 1, 2024	\$97.00 / hour; \$388.00 minimum
Two Paramedics plus vehicle	\$162.00 / hour; \$646.00 minimum	April 1, 2024	\$165.00 / hour; \$659.00 minimum
Single Paramedic	\$67.00 / hour; \$268.00 minimum	April 1, 2024	\$68.00 / hour; \$273.00 minimum
Special Event Coverage - Short Notice (Overtime - OT) - or Full Time Staff			
Single Paramedic plus vehicle	\$128.00 / hour; \$512.00 minimum	April 1, 2024	\$131.00 / hour; \$522.00 minimum
Two Paramedics plus vehicle	\$229.00 / hour; \$915.00 minimum	April 1, 2024	\$234.00 / hour; \$933.00 minimum
Single Paramedic	\$101.00 / hour; \$403.00 minimum	April 1, 2024	\$111.00 / hour; \$411.00 minimum
Special Event Coverage - Public Holiday (Overtime - OT)			
Single Paramedic plus vehicle	\$162.00 / hour; \$647.00 minimum	April 1, 2024	\$165.00 / hour; \$660.00 minimum
Two Paramedics plus vehicle	\$296.00 / hour; \$1,183.00 minimum	April 1, 2024	\$302.00 / hour; \$1,207.00 minimum
Single Paramedic	\$134.00 / hour; \$537.00 minimum	April 1, 2024	\$137.00 / hour; \$548.00 minimum
Special Event Coverage - Other			
Vehicle - Ambulance	\$28.00 / hour; \$110.00 minimum	April 1, 2024	\$29.00 / hour; \$112.00 minimum

Description	Current Fee	Effective Date	Proposed Fee
Vehicle - Emergency Response Unit (ERU)	\$28.00 / hour; \$110.00 minimum	April 1, 2024	\$29.00 / hour; \$112.00 minimum
Supervisor	\$71.00 / hour; \$289.00 minimum	April 1, 2024	\$72.00 / hour; \$295.00 minimum
Request for Information			
Ambulance Call Reports (Fee is per request; not hourly)	\$103.00	January 1, 2024	\$105.00
Public Access Defibrillator Program			
Public Access Defibrillator Annual Maintenance Fee	\$100.00	January 1, 2024	\$110.00
TRANSPORTATION SERVICES			
Transportation			
Roads and Traffic			
Collision Summaries	\$5.00	March 1, 2024	\$6.00
Count Fees			
24 Hour Speed/Volume Counts	\$5.00	March 1, 2024	\$6.00
Turning Movement Counts	\$5.00	March 1, 2024	\$6.00
Permit Fees			
Oversize Load Permits	\$55.00	March 1, 2024	\$57.00
Super Load Permits	\$185.00	March 1, 2024	\$192.00
Special Event Permits	\$45.00	March 1, 2024	\$46.00
Filming Permits	\$45.00	March 1, 2024	\$46.00
Work Permits	\$220.00	March 1, 2024	\$227.00
Special Signal Requests			
Legal Opinion Traffic Signal Requests	\$444.00	March 1, 2024	\$457.00
Signal Timing Requests	\$55.00	March 1, 2024	\$ 57.00
Synchro Network Requests	\$109.00	March 1, 2024	\$112.00
Traffic Signal Video Requests	\$137.00	March 1, 2024	\$141.00
Base Fee	\$5,000.00 + annual escalation % based on the Consumer Price	March 1, 2024	\$5,150.00 + annual escalation % based on the Consumer Price Index

Description	Current Fee	Effective Date	Proposed Fee
	Index		
Telecommunications Access Agreements	\$550.00	March 1, 2024	\$567.00
Tender Documents (paper copy)	\$35.00	March 1, 2024	\$36.00
Storm Water Network Revision Application Fee	New	March 1, 2024	\$250.00
Noise Study Assessment Fees	New	March 1, 2024	\$250.00
Waterloo Spur Agreements			
Existing Perpendicular Crossing of rail property by Municipalities/Utilities or other third parties	No annual fee subject to payment of renewal fee of \$400.00 (per agreement regardless of number of crossings) upon expiry of ten (10) year agreement	March 1, 2024	No annual fee subject to payment of renewal fee of \$412.00 (per agreement regardless of number of crossings) upon expiry of ten (10) year agreement
New Perpendicular Crossing of rail property by Municipalities/Utilities or other third parties	No annual fee subject to payment of minimum Application Fee of \$750.00 Applicants will also be responsible for payment of extra costs relating to specific applications such as consultant or third party engineering review in accordance with an estimate to be provided by the Region of Waterloo.	March 1, 2024	No annual fee subject to payment of minimum Application Fee of \$773.00 Applicants will also be responsible for payment of extra costs relating to specific applications such as consultant or third party engineering review in accordance with an estimate to be provided by the Region of Waterloo.
Application Fee	Based on Actual costs, varies by type of application, with minimum of \$750.00	March 1, 2024	Based on Actual costs, varies by type of application, with minimum of \$772.00
Grand River Transit			
Cash Fare (exact change only)	\$3.75	July 1, 2024	\$4.00
Stored Value Payment	\$2.98	July 1, 2024	\$3.00
Stored Value Payment (Affordable Transit Program (ATP))	\$1.55	July 1, 2024	\$1.50

Description	Current Fee	Effective Date	Proposed Fee
Adult Monthly Pass	\$92.00	July 1, 2024	\$96.00
Monthly Pass (Affordable Transit Program (ATP))	\$47.84	July 1, 2024	\$48.00
TravelWise Corporate Pass	\$78.20	July 1, 2024	\$81.60
Day Pass – Single or Family	\$8.50	July 1, 2024	\$8.00 (Single only)
Day Pass – Group	New Pass	July 1, 2024	\$12.00 (up to 5 travelling together)
Summer Pass (July and August)	\$156.40	July 1, 2024	\$163.20
Mobile Payment:			
Single ride*	\$3.75	July 1, 2024	\$4.00
*Day Pass (earned/capped after 2 single rides in one day)			
UPass (per school term for eligible students at Wilfrid Laurier University and University of Waterloo) (Notes: 4 - Updated)	\$113.30	September 1, 2024	\$118.97
College Pass (per 4 month term)	\$306.00	September 1, 2024	\$312.00
ENGINEERING AND ENVIRONMENTAL SERVICES			
Design and Construction			
M.O.E. Approval Fees			
Watermains	\$1,200.00	January 1, 2024	Delete
Storm and Sanitary Sewers	\$1,100.00	January 1, 2024	Delete
Waste Management			
Waterloo and Cambridge Sites			
General Refuse/Garbage (Starting April 1, 2023, the General Refuse/Garbage fee will be applicable for inert materials)	\$98.00/M.T.	April 1, 2024	\$100.00/M.T.
Special Handling Load Rate (Waterloo Site only) (includes: stumps, wire, styrofoam, asbestos, and nuisance dust)	\$196.00/M.T.	April 1, 2024	\$200.00/M.T.

Description	Current Fee	Effective Date	Proposed Fee
Recyclables (Loads must not be mixed with garbage) (All regular blue box materials, yard waste, brush, leaves, grass, appliances and scrap metal)	\$49.00/M.T.	April 1, 2024	\$50.00/M.T.
Water and Wastewater Services			
Water Rate (for Area Municipalities and not customers)	\$1.1598	January 1, 2024	1.205
Wastewater Rate (for Area Municipalities and not customers)	\$1.4087	January 1, 2024	1.4777
Retail Water/Wastewater			
Water Distribution Rate	\$3.28	January 1, 2024	\$3.38
Wastewater Collection Rate	\$2.46	January 1, 2024	\$2.53
Water meters (19 mm service)	\$155.00	January 1, 2024	\$200.00
Sewer Use By-law			
Amendment Fee for All Permits	New	January 1, 2024	\$750.00
Sewer Surcharge Formula Treatment Unit Costs per Kilogram (tax exempt)			
Rs = Total Suspended Solids (TSS) in \$/kg	\$0.65	January 1, 2024	\$0.71
Rb = Carbonaceous Biochemical Oxygen Demand (CBOD) in \$/kg	\$0.74	January 1, 2024	\$0.80
Rp = Phosphorus (P) in \$/kg	\$5.05	January 1, 2024	\$5.66
Environmental Enforcement and Laboratory Services (EE&LS)			
Private Well Tests (Offered through Public Health Only):			
Fluoride test per sample	\$19.05	January 1, 2024	\$20.20
Nitrate test per sample	\$19.05	January 1, 2024	\$20.20
Inorganic Lab Tests:			
Alkalinity	\$19.90	January 1, 2024	\$20.50
Ammonia (as N) – biosolids, cake	\$31.85 & 35.21	January 1, 2024	\$35.60
Ammonia (as N) - water	\$29.70	January 1, 2024	\$30.60

Description	Current Fee	Effective Date	Proposed Fee
Chemical Oxygen Demand	\$19.70	January 1, 2024	\$20.30
Conductivity	\$10.75	January 1, 2024	\$11.05
Dissolved Organic Carbon	\$31.60	January 1, 2024	\$32.55
Hardness - Calculation (Ca & Mg are additional)	\$6.70	January 1, 2024	\$6.90
IC parameter – individual anion - biosolid, cake	New	January 1, 2024	\$25.20
IC parameter - individual anion – water	\$19.60	January 1, 2024	\$20.20
ICP/MS Metal – individual elements - biosolid, cake	New	January 1, 2024	\$24.65
ICP/MS Metal - individual elements - water	\$19.10	January 1, 2024	\$19.65
Mercury or Silver	\$26.10	January 1, 2024	\$26.90
pH	\$9.55	January 1, 2024	\$9.85
Pre-treatment - lab filtration (groundwater / surface water)	\$7.80	January 1, 2024	\$8.05
Pre-treatment – lab filtration - wastewater, biosolids	New	January 1, 2024	\$30.90
TKN - biosolid, cake	New	January 1, 2024	\$38.90
TKN (High Level or Low Level)	\$31.85 & 33.95	January 1, 2024	\$33.90
TKN (Low Level)	\$33.95	January 1, 2024	Delete
Total Organic Carbon	\$24.10	January 1, 2024	\$24.80
Total Dissolved Solids	\$17.25	January 1, 2024	\$17.75
Total Solids (TS)	\$15.20	January 1, 2024	\$15.65
Volatile Solids (when done with TS)	\$9.00	January 1, 2024	\$9.25
Total Suspended Solids (TSS)	\$16.15	January 1, 2024	\$16.65
Volatile Suspended Solids (when done with TSS)	\$9.00	January 1, 2024	\$9.25
True Colour	\$18.40	January 1, 2024	\$18.95
Turbidity	\$17.40	January 1, 2024	\$17.90

Description	Current Fee	Effective Date	Proposed Fee
Un-ionized Ammonia	\$49.50	January 1, 2024	\$51.00
UV Transmittance	\$15.80	January 1, 2024	\$16.25
Biological Lab Tests			
Biochemical Oxygen Demand (Total OR Carbonaceous)	\$31.15	January 1, 2024	\$32.10
HPC	\$19.55	January 1, 2024	\$20.15
Membrane Filtration [Biosolids] - per test	\$44.05	January 1, 2024	\$45.35
Membrane filtration [DW] - per test	\$19.55	January 1, 2024	\$20.15
Membrane Filtration [SW/WW] - per test	\$26.95	January 1, 2024	\$27.75
Presence/Absence (Colilert)	\$17.40	January 1, 2024	\$17.90
Organic Lab Tests			
Base Neutral Semi-volatiles	\$277.05	January 1, 2024	\$350.00
Benzene, Toluene, Ethylbenzene and Xylene	\$75.00	January 1, 2024	\$77.25
Diquat/Paraquat	\$184.40	January 1, 2024	\$189.95
Glyphosate	\$243.50	January 1, 2024	\$189.95
Haloacetic Acids (5 individual compounds and total)	\$237.10	January 1, 2024	\$244.20
Metolachlor	\$157.10	January 1, 2024	\$161.80
Phenoxy Acid Herbicides	\$214.95	January 1, 2024	\$246.00
Polychlorinated Biphenyls	\$147.70	January 1, 2024	\$152.15
Schedule 24 Volatile Organic Compounds	\$126.30	January 1, 2024	\$130.10
Single VOC analyte	\$68.75	January 1, 2024	\$70.80
Trihalomethanes	\$75.35	January 1, 2024	\$77.60
VOC Target list	\$164.60	January 1, 2024	\$169.55
Field Tests and Sampling			
Routine sampling (per tap)	\$18.40	January 1, 2024	\$19.30

Description	Current Fee	Effective Date	Proposed Fee
Chlorine Residuals (field)	\$15.40	January 1, 2024	\$15.85
Dissolved Oxygen (field)	\$15.40	January 1, 2024	\$15.85
pH (field)	\$15.40	January 1, 2024	\$15.85
Temperature (field)	\$10.60	January 1, 2024	\$10.90
Turbidity (field)	\$15.40	January 1, 2024	\$15.85
Additional Services			
Drinking Water Adverse Reporting	\$38.65	January 1, 2024	\$39.80
DWIS / LRMA uploads	\$7.65	January 1, 2024	\$7.90
Municipalities/Townships - DW Weekly Program Fee	\$164.55	January 1, 2024	\$172.80
RMOW - DW Weekly Program Fee	\$428.25	January 1, 2024	\$449.65
Special sampling hourly rate (Regular)	\$64.40	January 1, 2024	\$67.60
Special sampling hourly rate (After hours, 2 hour minimum)	\$91.90	January 1, 2024	\$96.50
Subcontracted Analysis Audit and Setup	\$265.25	January 1, 2024	\$265.25
WW Operations - Monthly Coordination Fee	618.00	January 1, 2024	636.55
Notes / Additional Charges (as applicable):			
	A \$105 Premium will be applied for each day that overtime costs are incurred.	January 1, 2024	A \$108 Premium will be applied for each day that overtime costs are incurred.
Preliminary Reporting / Notification Fee (per occurrence)	New	January 1, 2024	\$5.00
Non-routine Data/Report/COC search or summary (hourly rate - min. 1 hour)	New	January 1, 2024	\$25.00
Rush priority analysis (does not apply to Biological tests) New – January 1, 2024:			
75% for 1-2 working days			
50% for 3-4 working days			

Motion regarding police budget presentation

Councillor Rob Deutschmann

As provided under the Police Services Act,
Council determines how the Police Services
Board will present its budget to Council.

What does a motion of Council mean?

- ▶ A motion is a question to be considered by council
- ▶ Once read, moved, seconded, debated and voted on, it becomes a resolution

What does a resolution of Council mean?

- ▶ A resolution of council is a **formal determination** of a motion placed before a properly constituted meeting of Council for debate and duly passed
- ▶ A **resolution is a decision of Council** and compliance is a substantial issue
- ▶ This motion is about the **lack of compliance** by the Police Services Board to the February 2023 decision of Council

Police Services Act

4 (1) Every municipality to which this subsection applies shall provide **adequate and effective police services** in accordance with its needs.

Board responsibilities

Adequate and effective policing

31 (1) A board is responsible for the provision of adequate and effective police services in the municipality

Police Services Act Estimates

- ▶ s.39 provides for the presentation of “estimates” by the board to council.
- ▶ The term “estimates” is not defined in the Police Services Act

Definition of “estimate”

- ▶ The Merriam-Webster dictionary defines “estimate” as follows:
- ▶ Noun – a rough or approximate calculation

Police Services Act Estimates

39 (1) The board shall submit operating and capital estimates to the municipal council that will show, separately, the amounts that will be required,

(a) to maintain the police force and provide it with equipment and facilities; and

(b) to pay the expenses of the board's operation other than the remuneration of board members.

Police Services Act

Council determines the timetable

- ▶ 39(2) The **format** of the estimates, the **period** that they cover and the **timetable** for their submission **shall be as determined by the council.**

Council establishes the budget

- ▶ 39(3) Upon reviewing the estimates, the council shall establish an overall budget for the board for the purposes described in clauses (1) (a) and (b) and, in doing so, the council is not bound to adopt the estimates submitted by the board.
- ▶ It's not a rubber stamp process
- ▶ Council controls the purse

Police Services Act

Council controls the PSB budget process

- ▶ Council establishes the schedule
- ▶ Police board provides the estimates
- ▶ Council establishes the budget

Police Services Act

Commission hearing in case of dispute

- ▶ 39(5) If the board is not satisfied that the budget established for it by the council is sufficient to maintain an adequate number of police officers or other employees of the police force or to provide the police force with adequate equipment or facilities, the board may request that the Commission determine the question and the Commission, shall, after a hearing, do so.

Timetable was provided by WR council

- ▶ As per s.39, the decision of Regional Council on February 22, 2023 established a timetable for the Police Services Board to follow
- ▶ That was clear and timely direction to the Police Services Board

Council direction to PSB

February 22, 2023 motion

- ▶ Therefore Be it resolved that the Region of Waterloo Council respectfully request that the Waterloo Regional Police Service Chief of Police:
 - ▶ return to its past practice and present its draft annual budget to Regional Council, area municipalities, and to the community to allow time for both the Regional Council and the community to review and to provide comments prior to the Waterloo Regional Police Service Board finalizing its annual budget; and
 - ▶ ensure that a community engagement process be included in the development of the annual budget prior to presenting its draft annual budget to Regional Council

Motion did not contravene the Police Services Act

- ▶ At the time the motion was debated, we were provided with an opinion from the Regional Solicitor
- ▶ There were no jurisdictional concerns raised and no contravention of the Police Services Act identified

The Police Services Board has failed to comply with Council's direction

- ▶ This motion was passed at committee on February 7, 2023 and at council on February 22, 2023.
- ▶ All speakers were in support of the motion.
- ▶ The PSA requires the PSB to comply with the decision of council.

Code of Conduct

Respect for decisions of Council

- ▶ s.18.3 Members may communicate a position that is contrary to that taken by Regional Council but in doing so should make clear that they are not representing the Council and refrain from making disparaging comments about other Council and demonstrate respect for Council's processes and decisions.