

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



Date: Wednesday, December 13, 2023  
Regular Session: 10:00 a.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](mailto:regionalclerk@regionofwaterloo.ca)

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	<b>Pages</b>
<b>1. Call to Order</b>	
<b>2. Land Acknowledgement</b>	
<b>3. Declarations of Pecuniary Interest under the “Municipal Conflict of Interest Act”</b>	
<b>4. Presentations</b>	
4.1 2024 Region of Waterloo Plan and Budget	14
<b>5. Plan and Budget Engagement Overview</b>	
5.1 CAO-SPL-23-006, 2024 Plan and Budget Communications and Engagement Overview For information.	94
<b>6. Introduction of the Main Budget Motion</b>	
That the Regional Municipality of Waterloo take the following action with respect to the 2024 Plan and Operating Budget:	
• Approve the 2024 Plan as set out Appendix A of report COR-CFN-23-047 dated December 13, 2023;	
• Approve the 2024 Operating Budget for as summarized in Appendix D of report COR-CFN-23-047 dated December 13, 2023 with a net expenditure of \$1,515,724,561 and a property tax levy of \$753,307,997 in 2024; and	
• Approve the 2024 Capital Budget and 2025-2033 Capital Forecast as summarized in Appendix D of report COR-CFN-23-047 dated December 13, 2023 and subject to final adjustments for 2023 project carry-forwards.	
<b>7. Operating Budget and Capital Program</b>	
7.1 COR-CFN-23-047, Final 2024 Plan, 2024 Operating Budget and 2024-2033 Capital Program	105

**Recommended Motion:**

That the Region of Waterloo take the following action with respect to the 2024 operating budget as set out in COR-CFN-23-047 dated December 13, 2023:

- a. Increase transit fare revenue by \$500,000;
- b. Increase housing rent revenue by \$500,000; and
- c. Increase supplementary taxes by \$1,000,000.

**7.2 Item Referred from Library Committee**

**Recommended Motion:**

That the Regional Municipality of Waterloo take the following action with respect to the 2024 Region of Waterloo Libraries (RWL) Budget:

1. Approve the 2024 RWL Operating Budget with a net expenditure of \$3,548,700 and a net property tax levy of \$2,996,496;
2. Approve the 2024 RWL Library Capital Budget and 2025-2033 Capital Forecast as summarized in Appendix B of Report COR-CFN-23-042, dated November 30, 2023, subject to final adjustments for 2023 carry-forwards.

**7.3 Items Referred From Police Services Board**

**Recommended Motion:**

That the Regional Municipality of Waterloo take the following action with respect to the 2024 Waterloo Region Police Service Budget:

- a. Approve the Waterloo Regional Police Service 2024 Operating Budget with a net expenditure of \$252,409,148 and a property tax levy of \$228,428,497; and
- b. Approve the Waterloo Regional Police Service 2024 Capital Budget and 2025-2033 Capital Forecast as summarized in Appendix B of Police Services Board report 2023-198, dated November 15, 2023, subject to final adjustments for 2023 carry-forwards.

**7.4 Reaching Home funding**

**Recommended Motion:**

That the 2024 Housing operating budget for Reaching Home funding be reduced by \$240,000 and the 2024 property tax levy requirement be increased by a corresponding amount.

**7.5 Child Care Transitional Grant Funding**

**Recommended Motion:**

That the Region of Waterloo take the following action with respect to the 2024 Children's Services Operating Budget:

- a. Amend the 2024 Children's Services operating budget to reduce 2024 Transitional grant funding and adjust operating expenditure as set out in option 3, with a \$405,031 net levy impact in 2024.
- b. Adjust the CWELCC service expansion request to reduce the request by 3 FTEs with a gross expenditure and revenue reduction of \$310,110 (\$0 net levy impact); and
- c. Direct staff to report back with an implementation update in 2024 in advance of the 2025 budget.

**7.6 Item Deferred to Final Budget Committee from November 22**

7.6.1 COR-CFN-23-046, Industrial and Housing Land Readiness For Information

130

**Recommended Motion:**

**Deferral from November 22, 2023 Strategic Planning and Budget Committee:**

**Industrial Land Readiness - Interim Funding Strategy, COR-CFN-23-040**

That the Regional Municipality of Waterloo take the following action with respect to an Industrial Land Readiness Interim Funding Strategy as described in report COR-CFN-23-040 dated November 22, 2023;

- a. Establish an Industrial Land Readiness Reserve; and
- b. Direct staff to include in the 2024 Operating Budget a contribution to the Industrial Land Readiness Reserve in the amount of \$5 million to be funded by the property tax levy.

**7.7 TSD-TRS-23-012, GRT Advertising**

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**Recommended Motion:**

That the Regional Municipality of Waterloo approve the following changes to the Region's Grand River Transit advertising policy, as set out in report TSD-TRS-23-012 dated December 13, 2023:

- a. Increase the current limit of five (5) fully wrapped buses at any one time to fifteen (15), representing 5% of the fleet;
- b. Allow an additional 10% of the fleet to be wrapped (currently 27 buses), with the lower 50% of the windows uncovered; and
- c. Amend the 2024 Transit operating budget to increase advertising revenue by \$500,000.

**8. Notice of Motion**

**8.1 Councillor R. Deutschmann, Re: the Food Bank of Waterloo Region**

**Recommended Motion:**

Whereas the Region of Waterloo currently provides the Food Bank of Waterloo Region with an annual funding grant of \$744,000.00,

And whereas Kim Wilhelm, interim CEO of the Food Bank of Waterloo Region has advised Regional Council that they are seeing the highest numbers in the nearly 40-year history of the foodbank,

And whereas more people are facing impossible choices like feeding their children or pay housing costs, or by food or heat their home,

And whereas visits to the foodbank totaled 450,387 in 2022/2023, which is almost 2.5 times the number of visits in 2016/2017,

And whereas 59,000 people used the food bank program in 2022/2023, up from 30,662 people in 2016/2017

BE IT RESOLVED that the Region of Waterloo increase its annual grant to the Food Bank of Waterloo Region to \$1.5 million.

**8.2 Councillor C. James Re: Waste Management Bag Tag Fee**

**Recommended Motion:**

WHEREAS the Region of Waterloo owns an active landfill with an estimated 25-year life span; and

WHEREAS the Region of Waterloo promotes three stream sorting, with organics and recycling to minimize the amount of residual waste at the curb; and

WHEREAS the Region of Waterloo has a three-bag limit for the amount of residual waste left at the curb and a garbage bag fee for any bags over the three bag limit to encourage organics and recycling sorting; and

WHEREAS the Region of Waterloo charges \$2.00 for each bag tag to also encourage sorting;

NOW THEREFORE BE IT RESOLVED THAT the Region of Waterloo increase the Waste Management bag tag fee from \$2.00/bag to \$3.00/bag effective April 1, 2024; and

THAT the 2024 Waste Management Operating budget be amended to add \$30,000 of bag tag revenue (estimated annualized revenue of \$40,000); and

THAT the 2024 User Fee and Charge by-law be prepared accordingly.

**8.3 Councillor C. Huinink, Re: Mobility Plus Setting the Target for Undelivered Trips**

**Recommended Motion:**

Whereas 6% of the current transit operating budget is allocated to Mobility Plus; and

Whereas the current rate of undelivered trips on Mobility Plus is 5%, and has been as high as 15% historically;

Therefore be it resolved that the target rate for undelivered trips will be 2.5% for 2024; and

That staff continue to report quarterly on the rate of undelivered trips (previously called “unaccommodated trips”).

**8.4 Councillor C. Huinink, Re: Faster Software Upgrade for Mobility Plus  
Recommended Motion:**

Whereas Mobility Plus’ total capacity is determined by resources (buses and operators), and the ability to optimize and group trips across the region; and

Whereas staff are exploring an upgrade to the Mobility Plus booking and scheduling software;

Therefore be it resolved that staff report back in-year, with the necessary operating and capital investments to accelerate the implementation of the Mobility Plus scheduling software upgrade and improve the optimization and grouping of trips.

**8.5 Councillor C. James, Re: Funding for Children and Youth Programs and Services**

**Recommended Motion:**

Whereas Regional council has established a new 2023-27 strategic plan “Growing with Care” that prioritizes equitable services and opportunities for all, including for children and youth, by providing equitable, accessible, services across Waterloo Region that support the social determinants of health, safety and complete communities as we grow; and

Whereas the Regional Municipality of Waterloo delivers a variety of programs and services including; Children’s Services; 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 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 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 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 sustainable ongoing program that is specifically targeted to meeting the specific future needs of Youth.

Therefore, be it resolved that \$500,000 in annual funding be added to the 2024 Regional budget to fund specific priority initiatives that meet the future needs of Youth as has been identified through Community Services, Public Health, the pan-regional collaborative of the adults and young people that come together in the Children and Youth Planning Table, the Smart Waterloo Region Innovation Lab collaborative and The Community Safety and Wellbeing plan.

**8.6 Councillor K. Williams, Re: 2024 Discretionary Grant Funding**

**Recommended Motion:**

WHEREAS the Region of Waterloo provides funding annually for a wide range of external organizations; and

WHEREAS different organizations apply annually for varying amounts of funding; and

WHEREAS the granting landscape continues to change; and

WHEREAS the tax levy is facing increasing pressures: and

WHEREAS an overall decrease of funding across the board would relieve some financial pressures;

THEREFORE be it resolved that the Region of Waterloo reduce the tax levy supported 2024 discretionary grant funding envelopes by 20% set out in the following table:

<b>Funding stream</b>	<b>Current 2024 budget provision</b>	<b>Proposed 2024 budget reduction</b>	<b>2024 revised budget</b>	<b>2024 tax levy reduction</b>
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		<b>(20%)</b>		
Entrepreneurial Initiatives	\$76,000	-\$15,200	\$60,800	-\$15,200
"Key Cultural Institutions – Partially funded from Municipal Accommodation Tax (\$86,450) "	\$385,725	-\$77,145	\$308,580	-\$77,145
Major Arts and Culture Organizations	\$340,000	-\$68,000	\$272,000	-\$68,000
Community Environmental Fund	\$100,000	-\$20,000	\$80,000	-\$20,000
Waterloo Region Arts Fund	\$392,820	-\$78,564	\$314,256	-\$78,564
Upstream Fund	\$2,100,000	-\$420,000	\$1,680,000	-\$420,000
<b>TOTAL</b>	<b>\$3,394,545</b>	<b>-\$678,909</b>	<b>\$2,715,636</b>	<b>-\$678,909</b>

**8.7 Councillor K. Williams, Re: Funding to External Organizations in Preparation for the 2025 Budget.**

**Recommended Motion:**

WHEREAS the Region of Waterloo provides funding annually for a wide range of external organizations; and

WHEREAS different organizations apply annually, or receive annual funding; and

WHEREAS the tax levy is facing increasing pressures; and

WHEREAS an overall decrease of funding across the board would relieve some financial pressures;

THEREFORE be it resolved that Regional staff be directed to examine the Region of Waterloo's funding to external organizations in preparation

for the 2025 budget.

**8.8 Chair K. Redman, Re: Plan to End Chronic Homelessness**

**Recommended Motion:**

Whereas housing and homelessness are urgent and pressing concerns for the residents of Waterloo Region; and

Whereas the Regional of Waterloo's Building Better Futures Plan has led to a ten-fold increase in the number of affordable homes built across the community; and

Whereas the annual contribution from the regional tax levy to housing services and homelessness has increased by over \$28 million between 2021 and 2023; and

Whereas the annual contribution from the regional tax levy to housing services and homelessness has increased by 111% in three years; and

Whereas Regional Council directed staff to co-create with community partners a Plan to End Chronic Homelessness; and

Whereas the final Plan to End Chronic Homelessness is coming back to Regional Council in 2024;

THEREFORE BE IT RESOLVED THAT the Region of Waterloo make an initial investment of \$10.2 million to support the Plan to End Chronic Homelessness (inclusive of Fee for Service Requests in the Housing Stability System) in the 2024 Budget; and

That this expenditure be funded through \$7 million for the 2024 property tax levy and \$3.2 million for the Tax Stabilization Reserve; and

That staff be directed to report back by January 31, 2024 with a prioritized expenditure plan for 2024; and

That staff and co-creators present the final Plan to End Chronic Homelessness with financial investments required from other sources, including but not limited to federal and provincial governments, to Regional Council no later than April 30, 2024.

**8.9 Chair K. Redman, Re: Affordable and Attainable Housing Solutions**

**Recommended Motion:**

Whereas Canada is currently in a housing crisis; and

Whereas in July 2023, a group of local organizations and home builders launched "Build Now: Waterloo Region" to create 10,000 homes across the community; and

Whereas municipalities, all levels of government, and the broader public

sector own significant amounts of land;

Now therefore be it resolved that Regional staff continue to work with community partners, home builders and area municipalities on affordable and attainable housing solutions on publicly-owned land; and

That Regional staff bring back a joint-action plan to council no later than March 2024 for the acceleration of the creation of attainable and affordable homes on publicly owned lands across Waterloo Region.

**8.10 Councillor D. McCabe, Re: Waste Divergence Strategy**

**Recommended Motion:**

Whereas three of the Region of Waterloo's Strategic Plan pillars are Climate Aligned Growth, Equitable Services and Opportunities and Resilient and Future Ready Organization; and

Whereas it is more efficient and cost-effective to reduce and divert waste from the waste management stream than to manage it within the waste management stream; and

Whereas the provincial government has an Organics Framework with respect to the reduction and processing of organic material; and

Whereas increased diversion of all materials from the landfill will lengthen the life of the landfill and defer and/or delay the cost of expanding the landfill; and

Whereas increased diversion of organic material will reduce the emission of harmful methane gas; and

Whereas developing community programs to divert textiles and healthy food from the waste stream will support equity deserving groups, reduce waste management costs and help to reduce GHG emissions; and

Whereas with additional expertise the Region could work directly with residents, businesses and community partners to develop a waste diversion program for organics, textiles, electronics and other items that could continue to be used;

THEREFORE BE IT RESOLVED that the 2024 Plan and Budget be amended to create a Waste Diversion strategy dedicated to working directly with the residents, businesses and community partners to increase waste diversion, the goal of which is to create upstream cost savings, reduce GHG emissions and delay the cost of expanding the landfill in alignment with the Region of Waterloo's Strategic Plan pillars of Climate Aligned Growth, Equitable Services and Opportunities and

Resilient and Future Ready Organization, at a cost of \$176,000 in 2024 assuming a start date of April 1, 2024 and \$235,000 on an annualized basis for two Waste Coordinator positions, to be funded from the property tax levy.

**8.11 Councillor B. Vrbanovic, Re: A Better Tent City Funding**

**Recommended Motion:**

Whereas A Better Tent City, an alternative housing option available to residents in Waterloo Region and funded by a non-profit, charitable organization , was the initial housing option of this type in Waterloo Region; and

Whereas this organization has been denied funding on at least two occasions by the Region despite delivering services at considerably less cost than the Region; and

Whereas review of their application appears to indicate that the evaluation criteria have been met; and

Whereas A Better Tent City currently provides homes to over 50 residents at its current location where residents are offered shelter, wraparound services and other life affirming services; and

Whereas our current shelter does not have capacity to accommodate the individuals living in this community; and

Whereas Regional staff have confirmed that the likely outcome for the residents would be homelessness if the shelter ceased to operate due to lack of budget;

Therefore Be It Resolved that the Region of Waterloo, on a non-prejudicial basis provide \$236,390 in annual funding to A Better Tent City as a Regional contribution towards the housing services being provided to regional residents.

**8.12 Councillor B. Vrbanovic, Re: Funding of Regional Staff Positions**

**Recommended Motion:**

That subject to amendment once additional details are provided by regional staff, fund all new 2024 positions funded by the tax levy, fees or fines be funded at a maximum rate of 50% of the annualization for the new positions.

**8.13 Councillor B. Vrbanovic, Re: Reducing the Capital Levy**

**Recommended Motion:**

That the capital levy be reduced by the equivalent of half a per cent across 10 years of the capital budget.

**8.14 Councillor N. Salonen, Re: Waste Management Rebate for Townhome Complexes**

**Recommended Motion:**

Whereas one of the key strategic pillars of council is Equitable Services;  
and

Whereas legislatively the Region of Waterloo is not required to provide waste collection to multi-residential buildings over 6 units as they are deemed commercial; and

Whereas townhome complexes are not deemed commercial and as such are the responsibility of the Region to provide waste removal services, yet some complexes do not receive service because they do not meet the truck access criteria; and

Whereas in complexes where truck access criteria are not met, the Region had commenting authority on the plan of subdivisions prior to these complexes being built, and the Region did not make comment on complexes with no through roads in context of waste removal truck access;

Therefore, be it resolved that staff re-implement the waste management rebate for townhome complexes that do not meet the truck access criteria, and as such are unable to render our waste management collection services, beginning on January 1<sup>st</sup>, 2024.

**8.15 Councillor N. Salonen, Re: 1001 Erb's Road Shelter Location**

**Recommended Motion:**

Whereas Regional staff have requested \$3M added to the 2024 budget to create a second Hybrid Shelter in the Region; and

Whereas the current 1001 Erb's road shelter was given 2 years to operate using the current wastewater management solution which in the Building Code is defined as an interim solution; and

Whereas Regional staff identified in November 2023 that there currently is not a plan for how to effectively wind down this shelter site; and

Whereas it is reasonable to assume that with no plan to relocate, when the timeline for operating comes to a close, it will have adverse impacts to the residents using its services; and

Whereas the individual physical shelters at 1001 Erbs are moveable;

Therefor be it resolved that staff be directed to work with the Shelter operator on a wind down plan that has this shelter relocated, along with it's residents at the time of relocation, to an appropriate location no later than April of 2025; and

Further, that staff bring a report to council with this plan and new

potential identified locations no later than May of 2024 for input and final endorsement from council.

**8.16 Councillor N. Salonen, Re: Oxford Road 5**

**Recommended Motion:**

Whereas Oxford Road 5 is a boundary road between the Region of Waterloo and the County of Oxford that serves an inter-regional transportation purpose; and

Whereas Oxford Road 5 is subject to a boundary maintenance agreement between the Township of Wilmot and the County of Oxford; and

Whereas the Township of Wilmot had initially requested upload of Oxford Road 5 to the Region of Waterloo in 2010; and

Whereas the Township of Wilmot staff again requested upload of Oxford Road 5 to the Region of Waterloo in 2020; and

Whereas the current rationalization policy from the Region of Waterloo confirms this road has support to be a Regional road under the policy;

Therefore be it resolved that the Region of Waterloo immediately upload the Township of Wilmot's boundary share of Oxford Road 5.

**9. Fees and Charges**

**9.1 COR-CFN-23-048, 2024 User Fees and Charges Update**

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**Recommended Motion:**

That the Regional Municipality of Waterloo repeal By-law 23-009 (as amended), being a By-law to Establish Fees and Charges for the Regional Municipality of Waterloo, and pass a new Fees and Charges By-law including the new and adjusted fees and charges in the 2024 Budget as set out in report COR-CFN-23-048 dated December 13, 2023.

**10. Municipal Budget Regulation**

**10.1 COR-CFN-23-050, Municipal Budget Regulation**

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**Recommended Motion:**

That the Regional Municipality of Waterloo adopt report COR-CFN-23-050 dated December 13, 2023 titled "Municipal Budget Regulation" as required by Ontario Regulation 284/09.

**11. Main Budget Motion**

**Recommended Motion:**

That the Regional Municipality of Waterloo take the following action with respect to the 2024 Plan and Operating Budget:

1. Approve the 2024 Plan as set out Appendix A of report COR-CFN-23-047 dated December 13, 2023;

2. Approve the 2024 Operating Budget for as summarized in Appendix D of report COR-CFN-23-047 dated December 13, 2023 [if amended, add "**and as amended by Budget Committee on December 13, 2023**"], with a net expenditure of \$XX and a property tax levy of \$XX in 2024;

Approve the 2024 Capital Budget and 2025-2033 Capital Forecast as summarized in Appendix D of report COR-CFN-23-047 dated December 13, 2023, [if amended, add "**and as amended by Budget Committee on December 13, 2023**"] and subject to final adjustments for 2023 project carry-forwards

**12. Communications**

- |              |   |     |
|--------------|---|-----|
| <b>12.1</b>  | <b>MHBC Planning</b><br>Re: Comments on 2024 Regional Budget / Preliminary Program Budgets – River Road Extension | 169 |
| <b>12.2</b>  | <b>Waterloo Region Police Service</b><br>Re: WRPS Follow-up Correspondence with Regional Council                  | 170 |
| <b>*12.3</b> | <b>Melissa Bowman</b><br>Re: WRPS hires   | 177 |
| <b>*12.4</b> | <b>Janice Jim</b><br>Re: The Food Bank of Waterloo Region, Upstream Funding for Youth Programs, Trash Bag Tag Fee | 178 |

**13. Other Business**

**\*14. Motion to go into Closed Session**

**Recommended Motion:**

That a closed meeting of the Council be held on December 13, 2013 immediately following the Strategic Planning and Budget Committee, in accordance with Section 239 of the "Municipal Act, 2001", for the purposes of considering the following subject matters:

1. Potential litigation related to identified risks.
2. \*Personal matters regarding an identifiable individual.

**15. Adjourn**

**Recommended Motion:**

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



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# Plan and Budget 2024

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# Today's Purpose

## To approve:

- **The 2024 Annual Business Plan**
- **The 2024 Operating Budget**
- **The 2024 Capital Budget and 2025-2033 Capital Forecast**
- **The 2024 User Rates, Fees and Charges and the 2024 User Fees and Charges by-law**

# 2024 Plan and Budget Resources

- **2024 Preliminary Budget Book (including 2024 Proposed Service Expansions in Appendix A):** [https://www.regionofwaterloo.ca/en/regional-government/resources/Budget/2024\\_Preliminary\\_Budget\\_Book.pdf](https://www.regionofwaterloo.ca/en/regional-government/resources/Budget/2024_Preliminary_Budget_Book.pdf)
- **Strategic Planning & Budget Committee Agendas:**
  - [October 4, 2023](#)
  - [October 18, 2023](#)
  - [November 1, 2023](#)
  - [November 8, 2023](#)
  - [November 22, 2023](#)
  - [November 29, 2023](#)

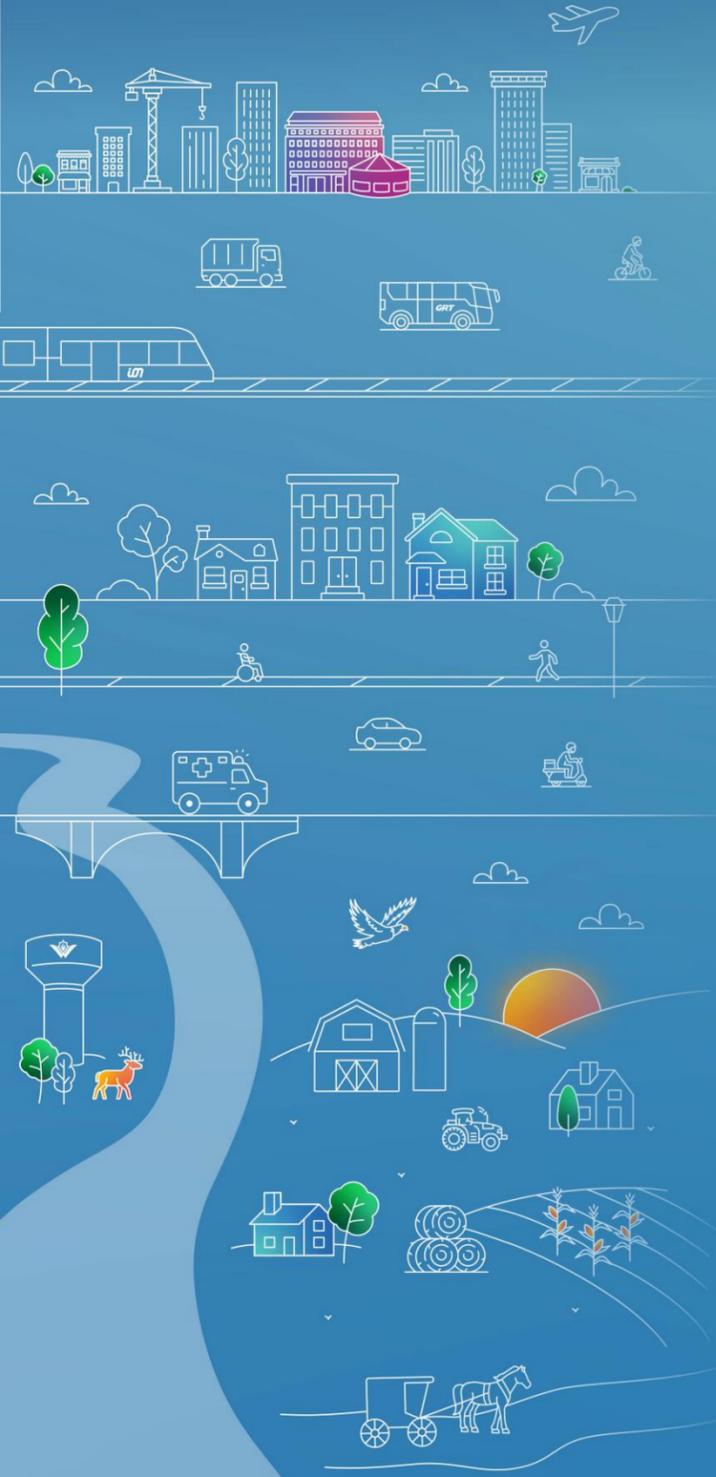
# 2024 Budget Committee Review Schedule

Date	Draft agenda
✓ Oct 4	2024 Plan and Budget context: FCM delegation; Annual Business Plan and Principles; Economic Indicators; draft 2024 Budget 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 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 , Grand River Conservation Authority presentation, Plan to End Chronic Homelessness
✓ Nov 29	Detailed reviews continue; public input meeting #3
Dec 13	Final Budget Day (Committee and Council)

# Plan and Budget 2024



# Strategic Plan 2023-2027



## Homes for all

We will invest in affordable homes and economic opportunity for all that are part of inclusive and environmentally sustainable communities.

- Move quickly to create affordable, accessible, and equitable housing
- Eliminate chronic homelessness and reliance on traditional shelter models
- Invest in upstream solutions to reduce housing and economic precarity
- Unlock Region-owned land that supports community growth

## 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.

- Use a climate adaptation 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

growing  
with care



## Equitable services and opportunities

Through collaboration and innovative design, we will provide equitable, accessible services across Waterloo Region that support the social determinants of health, safety and complete communities as we grow.

- Ensure services are inclusive, accessible, culturally safe and appropriate
- Design equitable Regional services that meet local community needs
- Explore new models of service through community collaboration and partnerships

## Resilient and future ready organization



The Region of Waterloo is a great place to work, where everyone is valued, feels they belong and where they have the supports and tools they need to do a great job. We will be prepared for the future by providing a safe space for bold ideas and experimentation, based on data and other ways of knowing.

- Foster an empowered, people-centred culture
- Reconcile past injustices to advance our future together
- Explore new service models and partnerships to achieve fiscal resilience and better service



# Community Engagement

## Purpose:

To raise awareness of the budget process and to continue the extensive dialogue that was conducted during the development of the **2023–2027 Strategic Plan, Growing with Care**. We continue to shift how the Region listens and responds to community concerns and systemic issues

## Building on:

- Equity based community conversations and relationships
- Statistically robust 2023 Plan and budget Survey (conducted Fall, 2022)
- Foundational surveys of Mini Wellbeing Survey (2022), Immigrant Survey (2023) and Youth Impact Survey (2023)

# Thousands of people reached

Awareness raised of over **100,000** people across the Region

- Over **102,000** impressions and engagement of 2.4% across X (Twitter), Instagram, Facebook and EngageWR.
- Over **10,000** reached through online newsletters.
- **1000s** of people in the spaces where engagement events were held.

Engaged with over **1,000** members of the public to hear their priorities.

- Over **400** people were engaged at **8** events in each municipality.
- Nearly **600** people were reached through the EngageWR online survey.
- Nearly **50** people delegated or registered to delegate to Council.

# Building on Foundational Surveys

## Immigrant Survey (2023) – 1,507 respondents

- While **72%** had a strong sense of belonging, **14%** were dissatisfied with their life, **10%** felt Waterloo Region was not welcoming toward immigrants, **24%** experienced discrimination or unfair treatment and **26%** felt quite isolated
- Cost of living, housing and employment were top of mind concerns

## Youth Impact Survey (2023) – 1,074 respondents

- **71%** of respondents had a strong sense of belonging to the community
- **48%** had experienced discrimination or been treated unfairly in the past year
- **55%** described their mental health as good or excellent
- **51%** felt like they were a valued member of the community

## Mini-Wellbeing Survey (2022) – 4,936 respondents

- **19%** often feel isolated from others in the community
- **64%** had a strong sense of belonging to the community
- **77%** described their mental health as good, very good, or excellent
- **51%** were quite satisfied with their life in general

# Focus on Rural and Immigrants

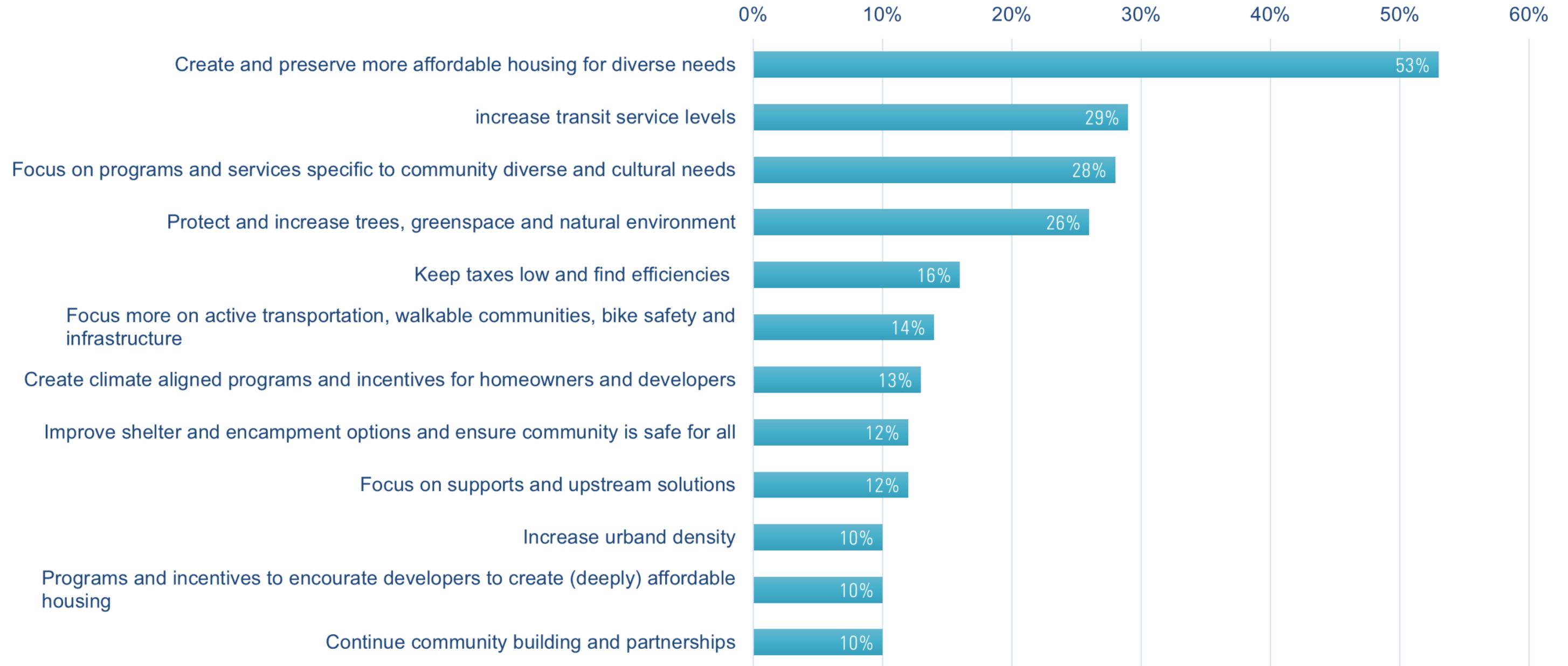
**Given the urgency of basic needs for new immigrants, the major themes were:**

- **The need for immediate, appropriate and affordable housing.**
- **The need for meaningful and sustainable employment that provides a living wage.**
- **The need for immediate and affordable childcare to enable both parents (where possible) to work to support the family's needs.**

**In rural areas, there were two main needs identified:**

- **The need for enhanced intercommunity transportation and transit.**
- **A desire to maintain the small town feel while balancing growth.**

# Priorities

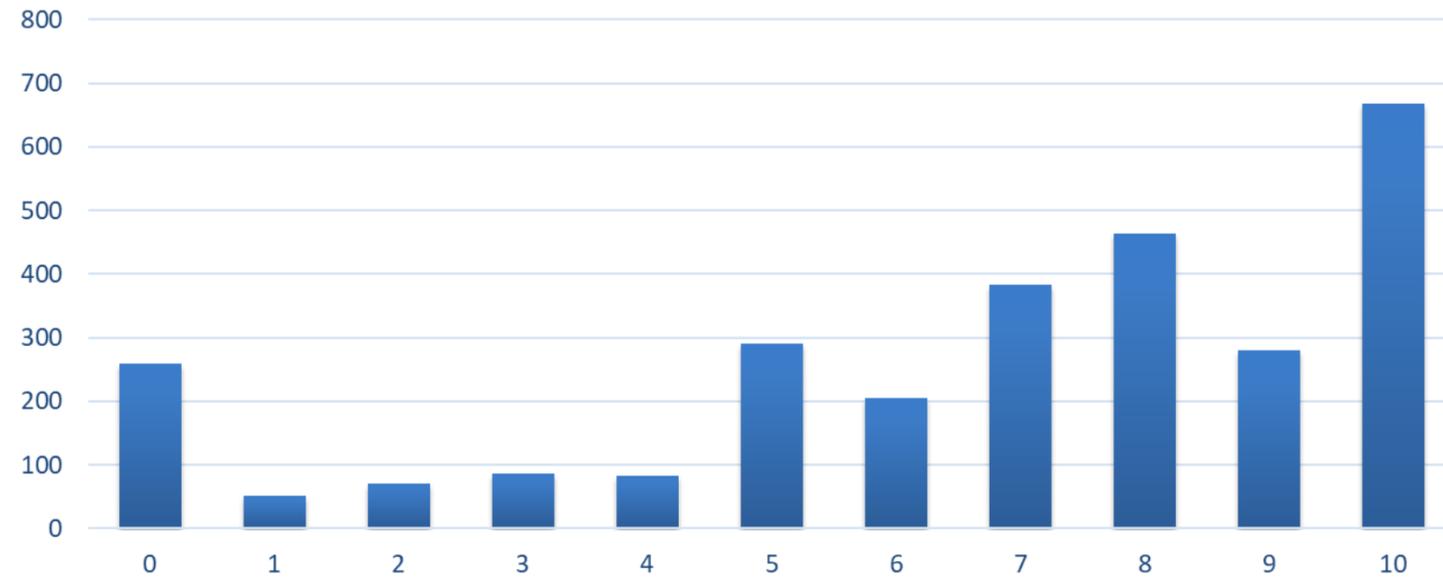


# Grand River Transit engagement

- **Between November 6 and December 1, Grand River Transit asked for feedback on its 2024 plan.**
- **Responses were gathered on four key areas: bus service, ION service, fares and advertising.**
- **Through an online survey, in-person sessions at transfer points and a virtual information session, GRT received over 2,500 responses to the survey and additional feedback in-person and online.**
- **69,955 impressions and 8,414 engagements across X (Twitter), Instagram and Facebook for a 12% engagement rate.**

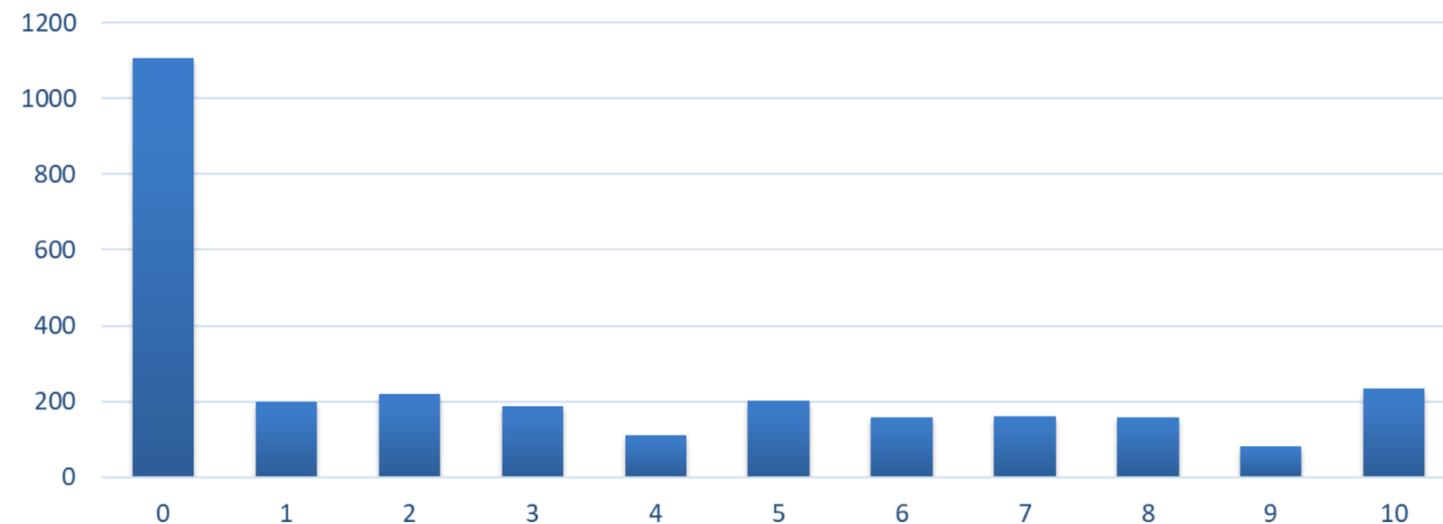
# Grand River Transit engagement

Customer Satisfaction - Bus Service Proposal



- Customers are pleased with the overall increase in service.
- Respondents feel the 45,000+ hours will address overcrowding in key areas.
- Customers who are dissatisfied, feel not enough service has been added or there are areas that remain under served.

Customer Satisfaction - ION Proposal

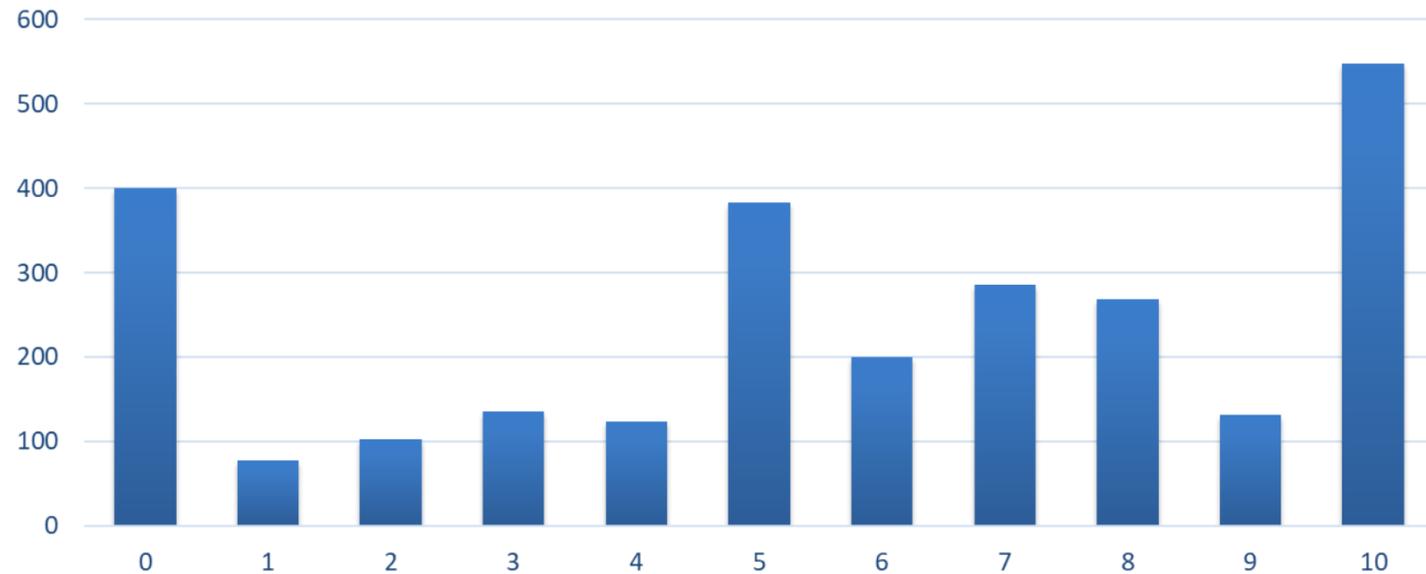


- Customers are incredibly dissatisfied with the proposal to reduce evening frequency on ION to increase daytime frequency.
- Customers feel the increase during the day, did not balance the impacts to evening frequency.
- Based on customer feedback, this proposal has been modified and will not include evening frequency reductions.

Scale: 0 - strongly against, 10 - strongly in favour

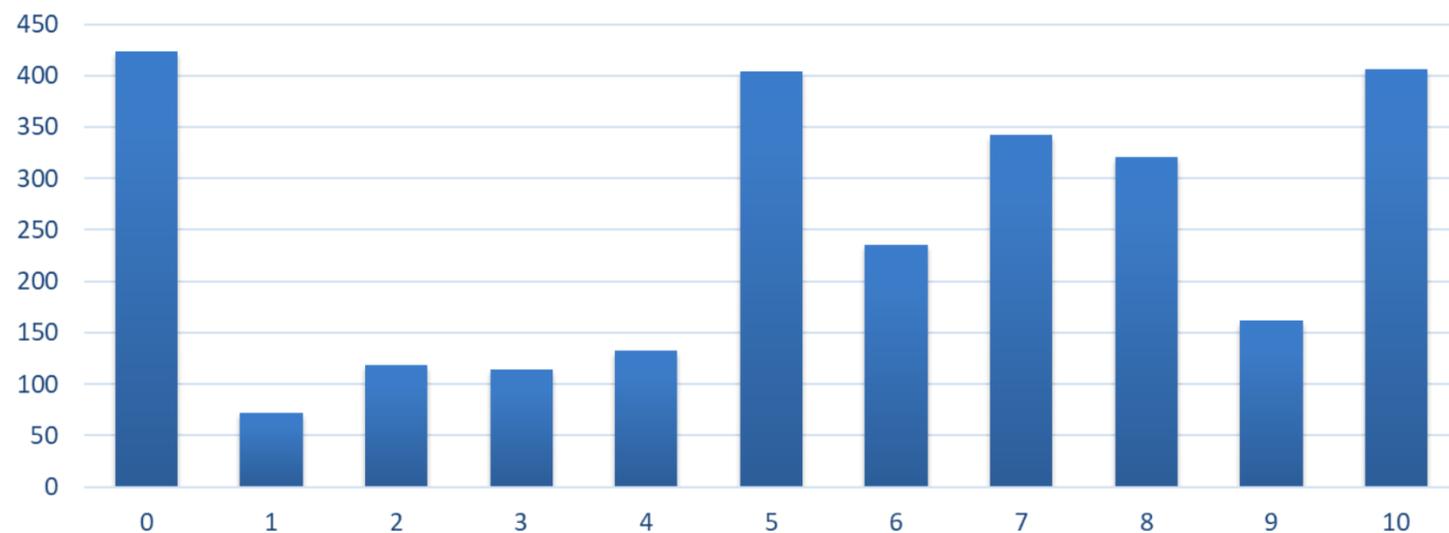
# Grand River Transit engagement

Customer Satisfaction - Advertising Proposal



- Feedback on the 2024 fare changes is mixed.
- Customers are concerned about rising fares, but appreciate the additional value from increased transfer times and the new group pass.
- The lack of senior and student fares remains a constant theme.

Customer Satisfaction - Fares Proposal



- Respondents to the survey are open to increasing advertising across the Grand River Transit fleet.
- Advertising on ION is mixed; customers are concerned about the train's image being negatively affected.
- The ability to see out of windows and interior lighting is a primary concern.

Scale: 0 - strongly against, 10 - strongly in favour

# 2024 Operating Budget Status

<b>Regional Property Tax Levy</b>	<b>Tax levy \$M</b>	<b>Region % Tax impact</b>	<b>Police % Tax Impact</b>
2023 property tax levy (direct Regional services & Police Services)	\$682.9		
<b>Direct Regional Services:</b>			
2024 preliminary base budget increase	\$37.6	5.7%	
MobilityPLUS budget housekeeping amendment (Nov. 1 <sup>st</sup> )	(\$0.3)		
Service expansions approved by Budget Committee	\$6.7		
Plan to End Chronic Homelessness (Nov. 22 – CSD-HOU-23-027 & CSD-HOU-23-028)	\$11.0		
Community Capacity Building Fund (Nov. 22)	\$1.0		
<b>2024 preliminary tax levy change for direct Regional services as of December 13<sup>th</sup></b>	<b>\$56.1</b>	<b>9.6%</b>	
<b>2024 tax levy change for Police Services (Report: 2023-198, Nov. 15<sup>th</sup>)</b>	<b>\$14.4</b>		<b>4.4%</b>
<b>Total 2024 levy increase and property tax impact</b>	<b>\$70.4</b>	<b>7.95%</b>	

# 2024 Operating Budget Position

## Region of Waterloo 2024 Operating Budget

Regional Property Tax Levy			
	Region	Police	Total
2023	\$468,826,678	\$214,060,266	\$682,886,944
2024	\$524,879,500	\$228,428,497	\$753,307,997
\$ change	\$56,052,822	\$14,368,231	\$70,421,053
<b>% change</b>	<b>12.0%</b>	<b>6.7%</b>	<b>10.3%</b>

Average Regional Taxes per \$100,000 Residential CVA			
2023	\$461	\$210	\$671
2024	\$505	\$220	\$725
\$ change	\$44	\$9	\$53
<b>% change in property taxes*</b>	<b>9.56%</b>	<b>4.43%</b>	<b>7.95%</b>

The average residential property was valued at \$354,500 based on a valuation date of January 1, 2016

\* Property tax impacts are net of assessment growth of 2.18%

# 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
The Plan to End Chronic Homelessness (CSD-HOU-23-028)	\$3.20
<b>Total</b>	<b>\$8.78</b>

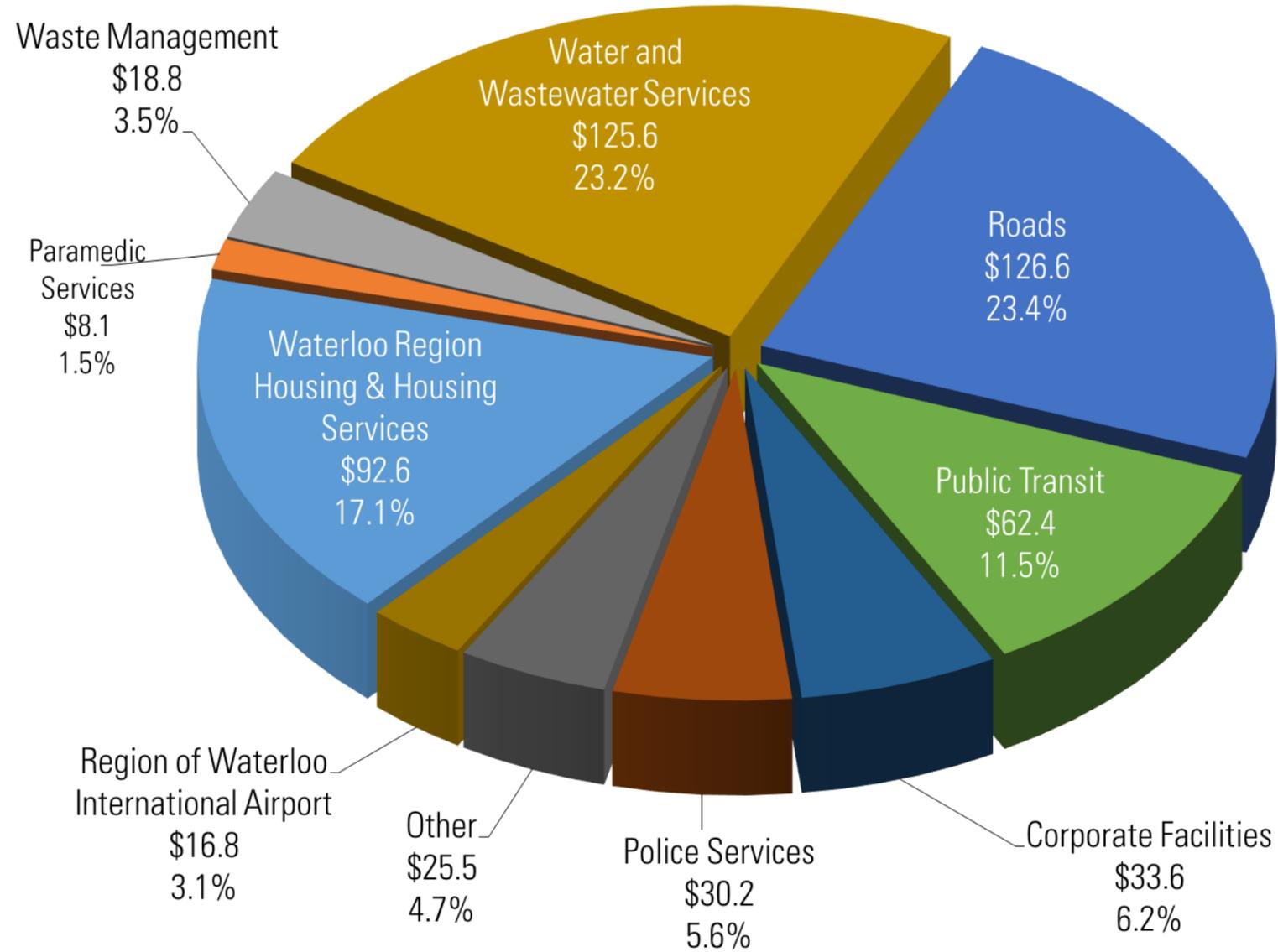
# 2024 Funding for External Organizations

Funding stream	2023 budget	2023 actual	2024 prelim. budget
Entrepreneurial Initiatives	\$76,000	\$138,000	\$76,000
Key Cultural Institutions	\$771,450	\$803,580	\$385,725
Major Arts and Culture Organizations	\$0	\$340,000	\$340,000
Community Environmental Fund	\$100,000	\$103,795	\$100,000
Cultural Drivers of Tourism (formerly Cultural Events and Festivals) Events and Festivals)	\$163,550	\$163,550	\$213,550
Capital Grant Program	\$0	\$0	\$0
Waterloo Region Arts Fund	\$392,820	\$392,820	\$392,820
Waterloo Region Heritage Foundation	\$0	\$0	\$0
Upstream Fund	\$2,100,000	\$1,984,228	\$2,100,000
Community Capacity Building Fund (2024 budget amended November 22, amended November 22, 2023)	\$2,000,000	\$2,770,177	\$1,000,000
Miscellaneous grants and partnerships	\$3,639,161	\$3,299,940	\$3,891,601
<b>TOTAL Operating Funding</b>	<b>\$9,242,981</b>	<b>\$9,996,090</b>	<b>\$8,499,696</b>
One-time capital funding from the Equity Fund	\$2,428,254	\$1,669,418	\$758,836

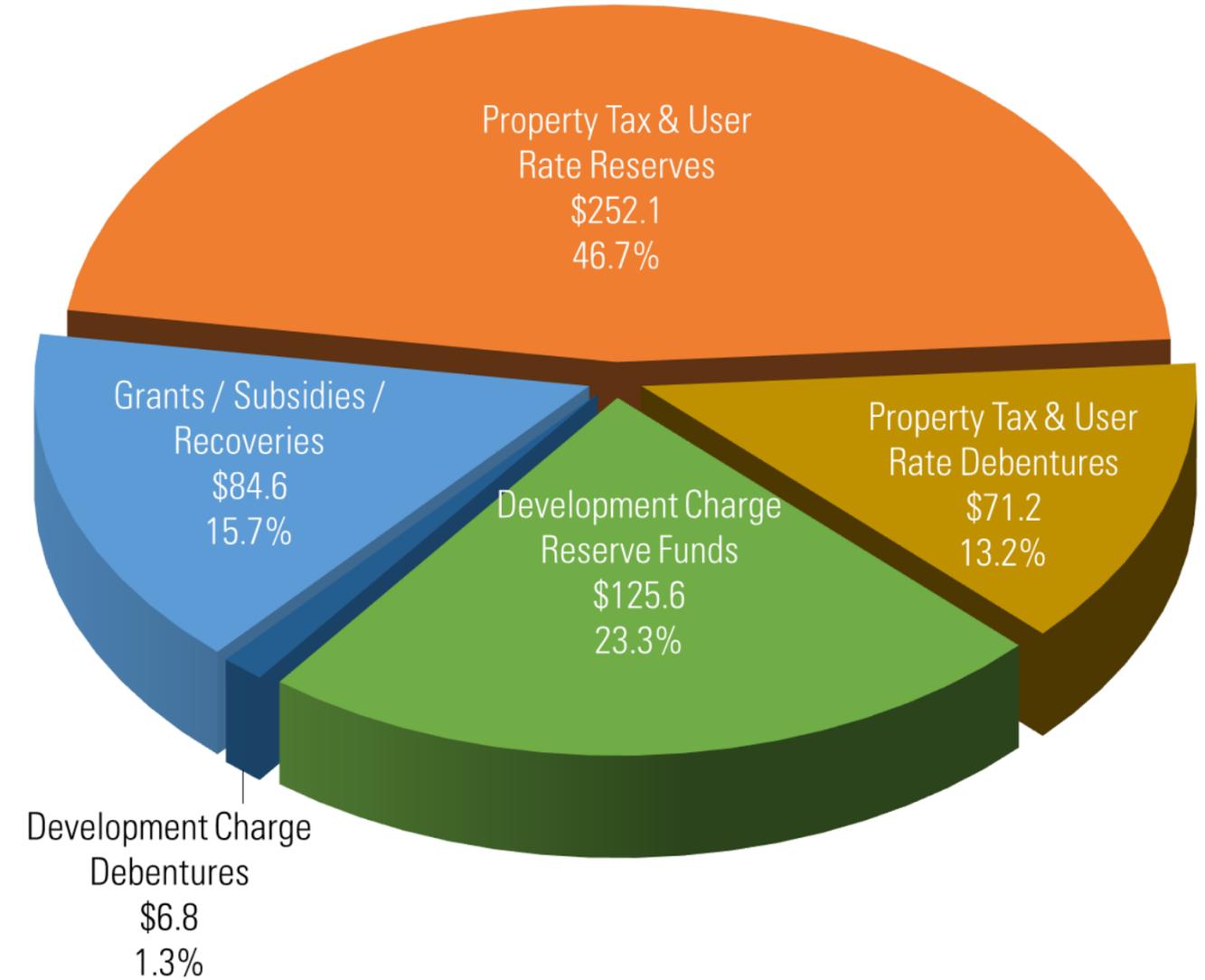
Additional details were provided in report COR-CFN-23-041 Funding for External Organizations, found on page 124 of the November 22, 2023 Strategic Planning and Budget Committee [agenda](#)

# 2024 Capital Budget as amended (\$540M)

**Expenditure Categories (\$ millions)**

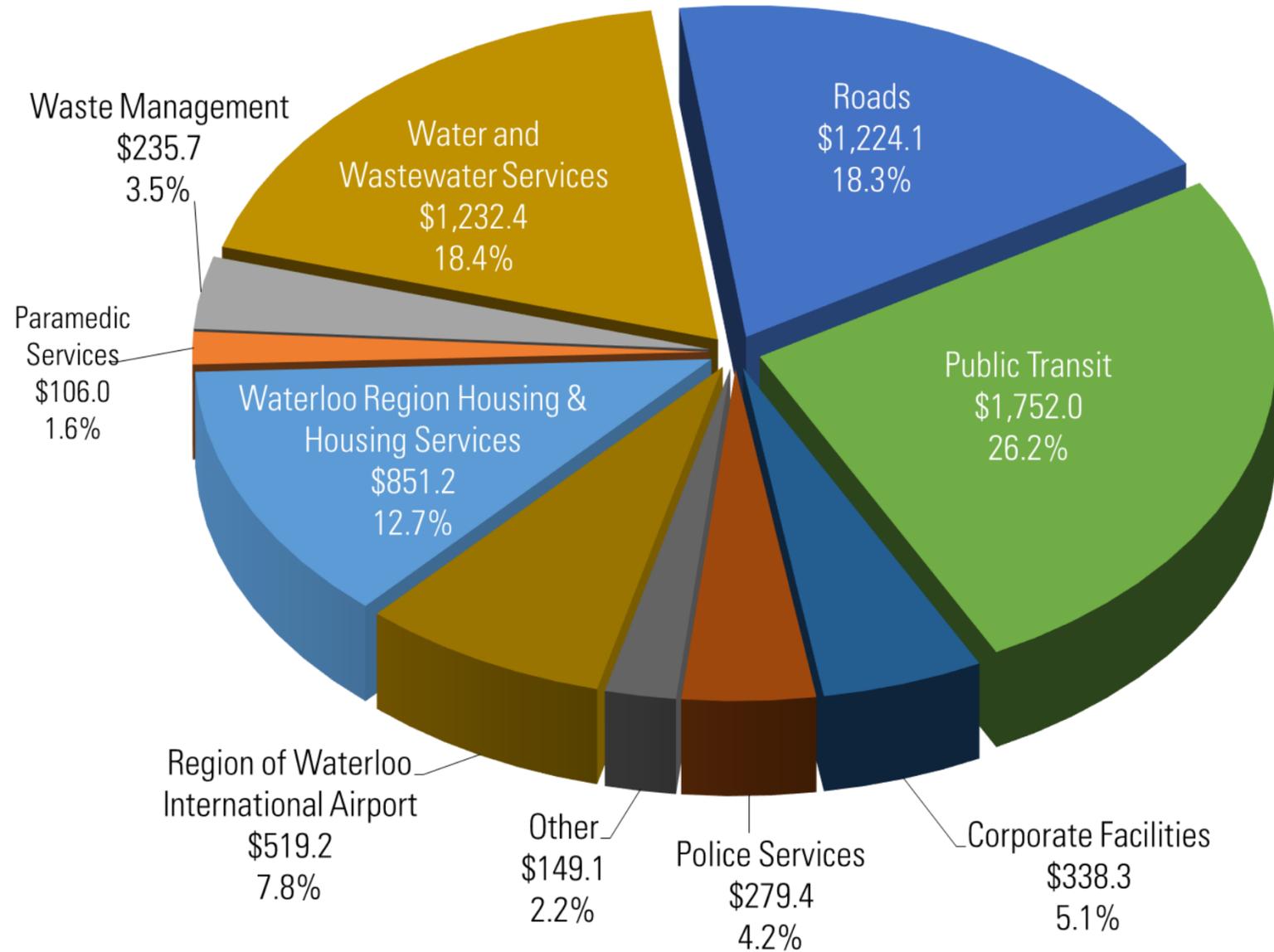


**Funding & Financing (\$ millions)**

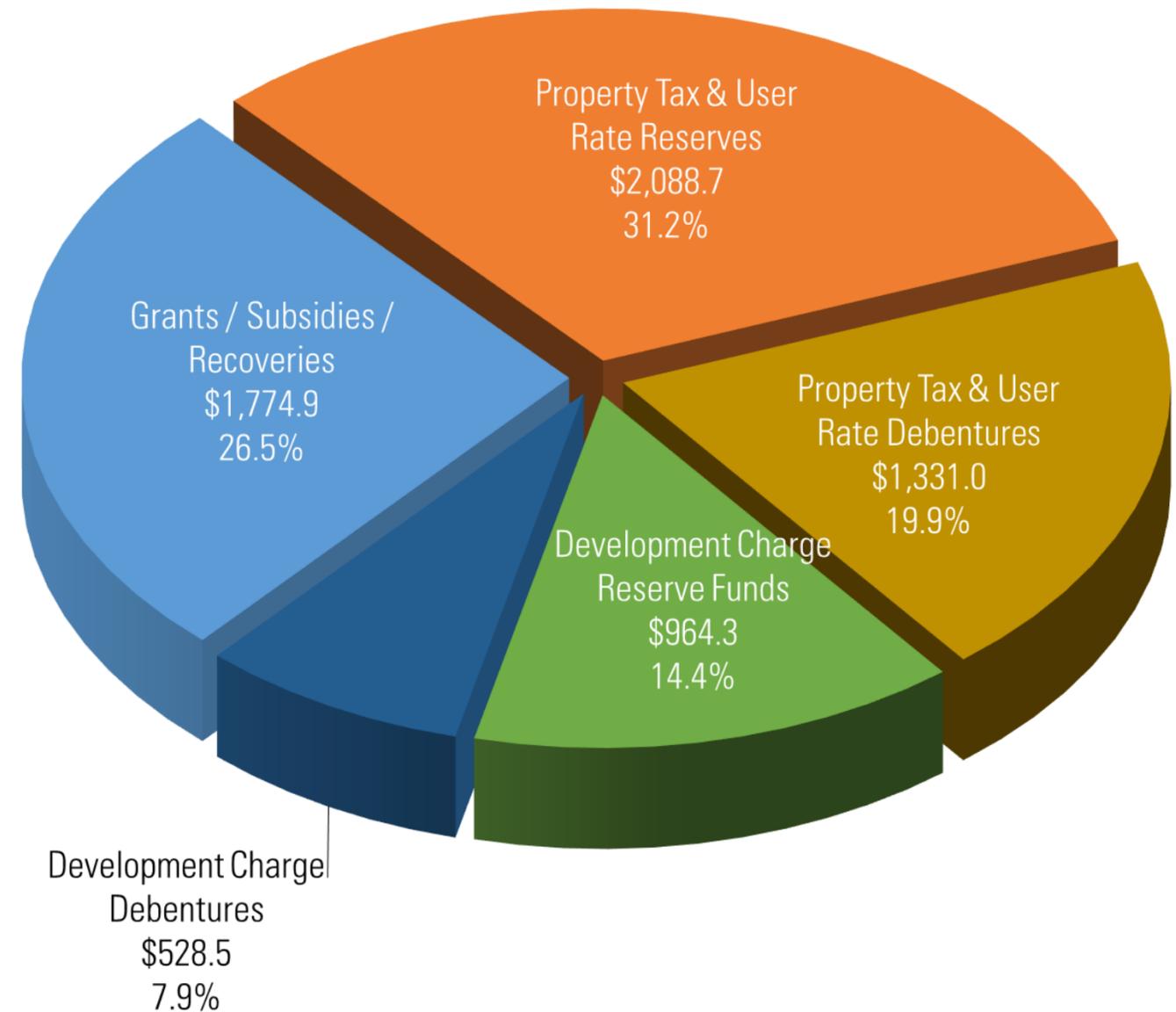


# 2024-2033 Capital Program, as amended (\$6.7B)

**Expenditure Categories (\$ millions)**



**Funding & Financing (\$ millions)**



# Looking ahead to 2025 and 2026

Annualization of 2024 service expansions

Incremental funding for PECH

Future service expansions: Paramedic Services, Transit, etc.

Removal of Children's Services transition funding (\$2.8M)

Reaching Home funding reduction

Removal of TSR funding for fuel price phase-in and E&IS and PECH

Removal of SRF COVID funding \$1.6M

Inflation/capital cost escalation

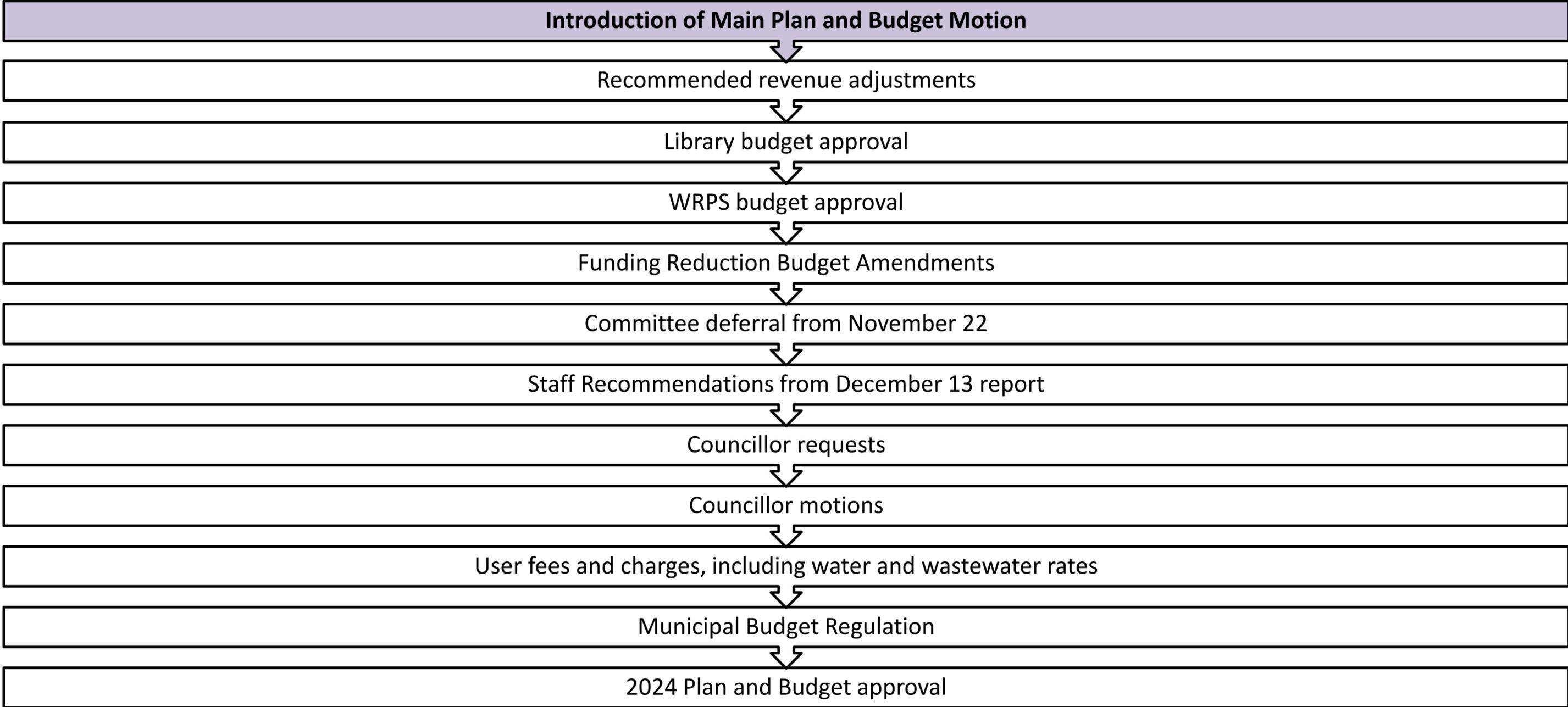
Asset management plan (renewal) investments and funding

Bill 23 impacts, growth related infrastructure, Development Charge exempting funding

Industrial Land Readiness funding strategy

**Given the above pressures, 2025–2026 budget increases are projected to be in the same range as the 2023 and 2024 budgets.**

# Today's order of business

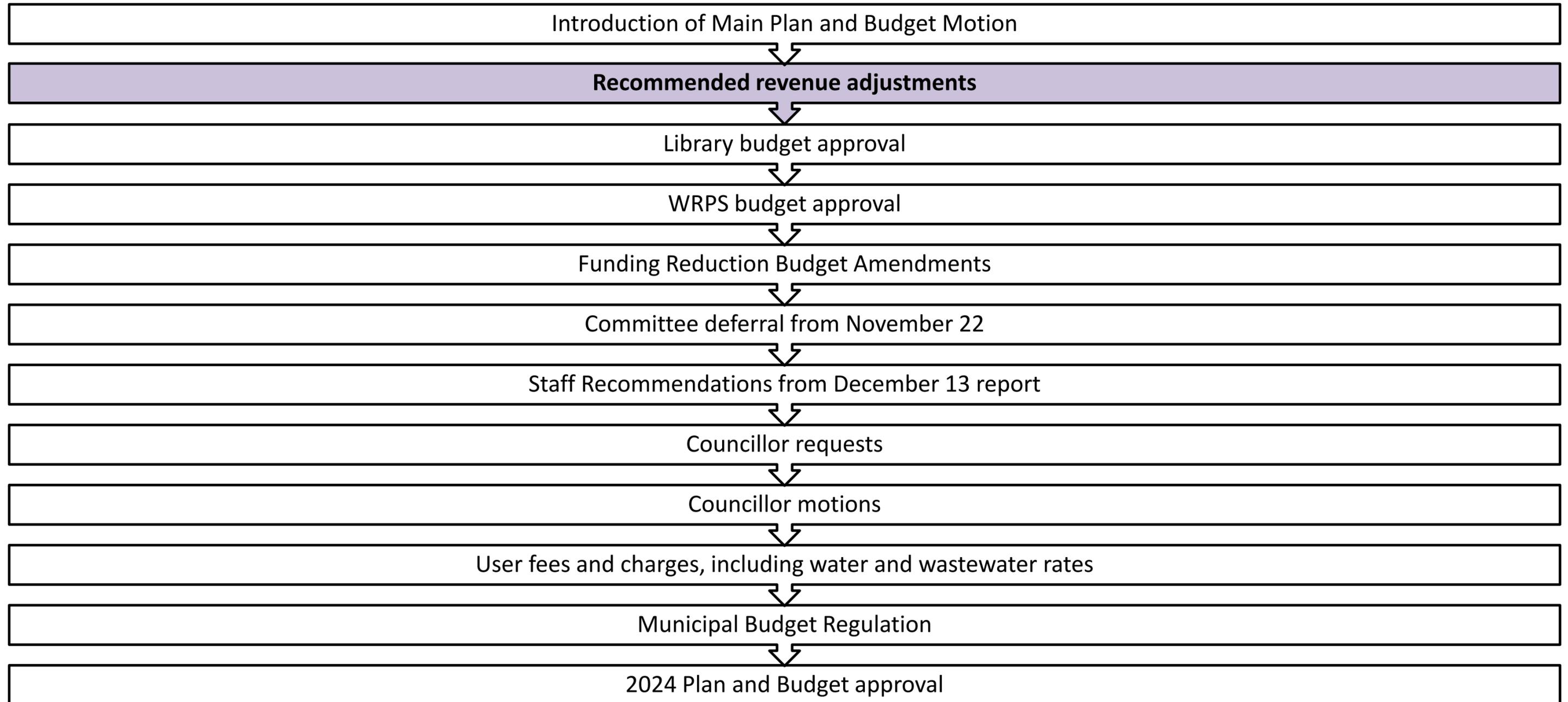


# Introduction of Main Plan and Budget Motion

That the Regional Municipality of Waterloo take the following action with respect to the 2024 Plan and Operating Budget:

- Approve the 2024 Plan as set out Appendix A of report COR-CFN-23-047 dated December 13, 2023;
- Approve the 2024 Operating Budget for as summarized in Appendix D of report COR-CFN-23-047 dated December 13, 2023 with a net expenditure of **\$1,515,724,561** and a property tax levy of **\$753,307,997** in 2024; and
- Approve the 2024 Capital Budget and 2025–2033 Capital Forecast as summarized in Appendix D of report COR-CFN-23-047 dated December 13, 2023 and subject to final adjustments for 2023 project carry-forwards.

# Today's order of business



# 2024 Budget: Major Non-Tax Revenues

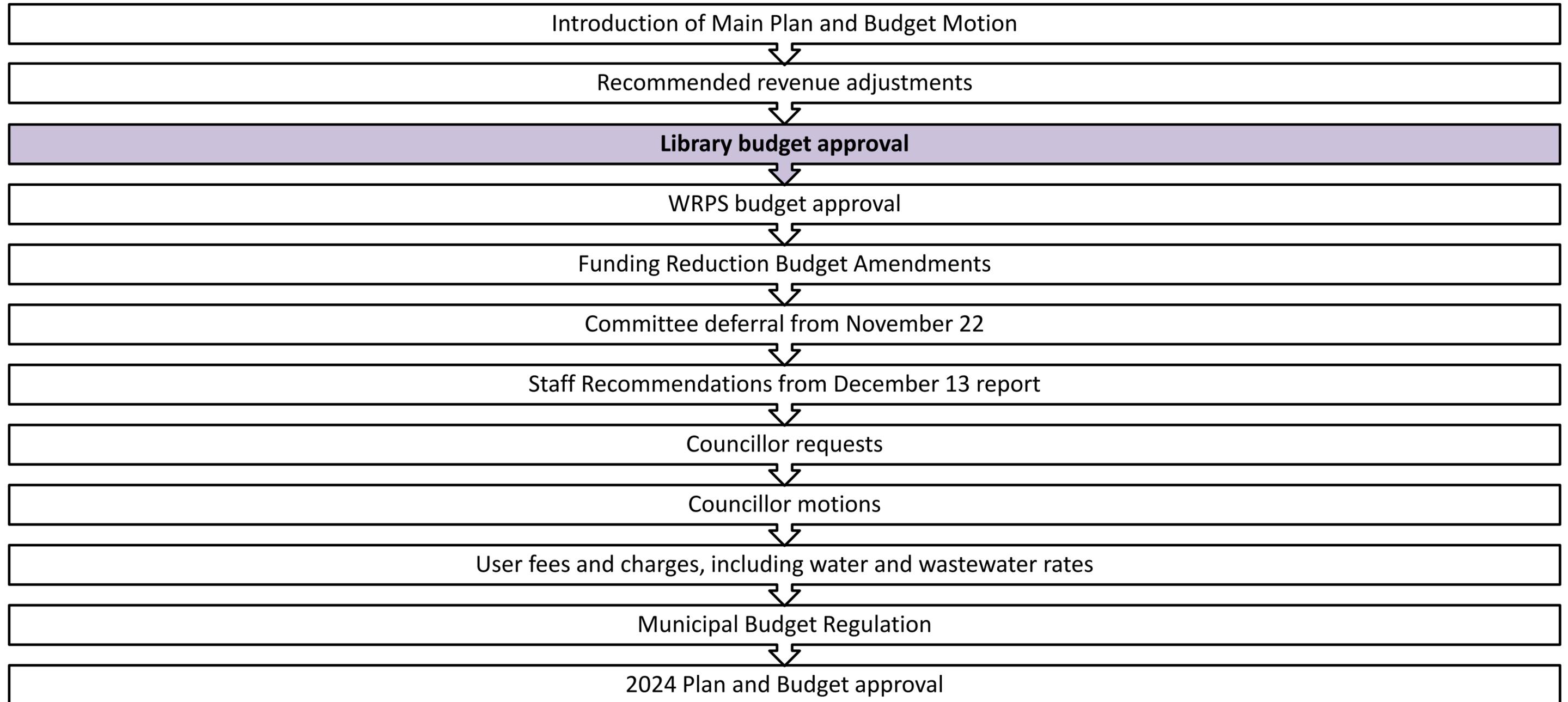
Budgeted non-tax revenues (\$ millions)	2023 Budget	2023 Projected Actuals	2024 Preliminary Budget	Proposed Housekeeping Amendments	Revised 2024 Budget	Budget Change
Public Transit fares	\$43.2	\$51.1	\$54.6	\$0.5	\$55.1	\$11.9
Wastewater treatment rate revenue	\$79.9	\$81.7	\$84.4	-	\$84.4	\$4.6
Water supply rate revenue	\$64.7	\$65.4	\$68.0	-	\$68.0	\$3.3
Housing rent	\$16.2	\$16.8	\$17.4	\$0.5	\$17.9	\$1.7
Waste Management tipping fees	\$10.1	\$9.8	\$10.7	-	\$10.7	\$0.6
POA revenue	\$8.0	\$7.5	\$8.0	-	\$8.0	-
Automated Speed Enforcement	\$0.5	\$0.8	\$6.7	-	\$6.7	\$6.2
Airport operating revenues	\$10.0	\$8.5	\$9.3	-	\$9.3	(\$0.7)

# 2024 Revenue Budget Amendments

**That the Region of Waterloo amend the 2024 operating budget as set out in COR-CFN-23-047 dated December 13, 2023:**

- a. Increase transit fare revenue by \$500,000**
- b. Increase housing rent revenue by \$500,000**
- c. Increase supplementary taxes by \$1,000,000**

# Today's order of business



# Library Committee Recommendations

**That the Library Committee take the following action with respect to the 2024 Region of Waterloo Libraries (RWL) Budget as set out in Report COR-CFN-23-042 dated November 30, 2023:**

- 1. Approve the 2024 RWL Operating Budget with a net expenditure of \$3,548,700 and a net property tax levy of \$2,996,496;**
- 2. Approve the 2024 RWL Library Capital Budget and 2025–2033 Capital Forecast as appended**

# Recommended 2024 Library Budget

	<b>2023 Approved Budget</b>	<b>Recommended 2024 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
Expenditure	\$3,282,398	\$3,548,700	\$266,302	8.1%
Revenue	\$508,500	\$552,204	\$43,704	8.6%
<b>Property Tax Requirement</b>	\$2,773,898	\$2,996,496	\$222,598	<b>8.0%</b>

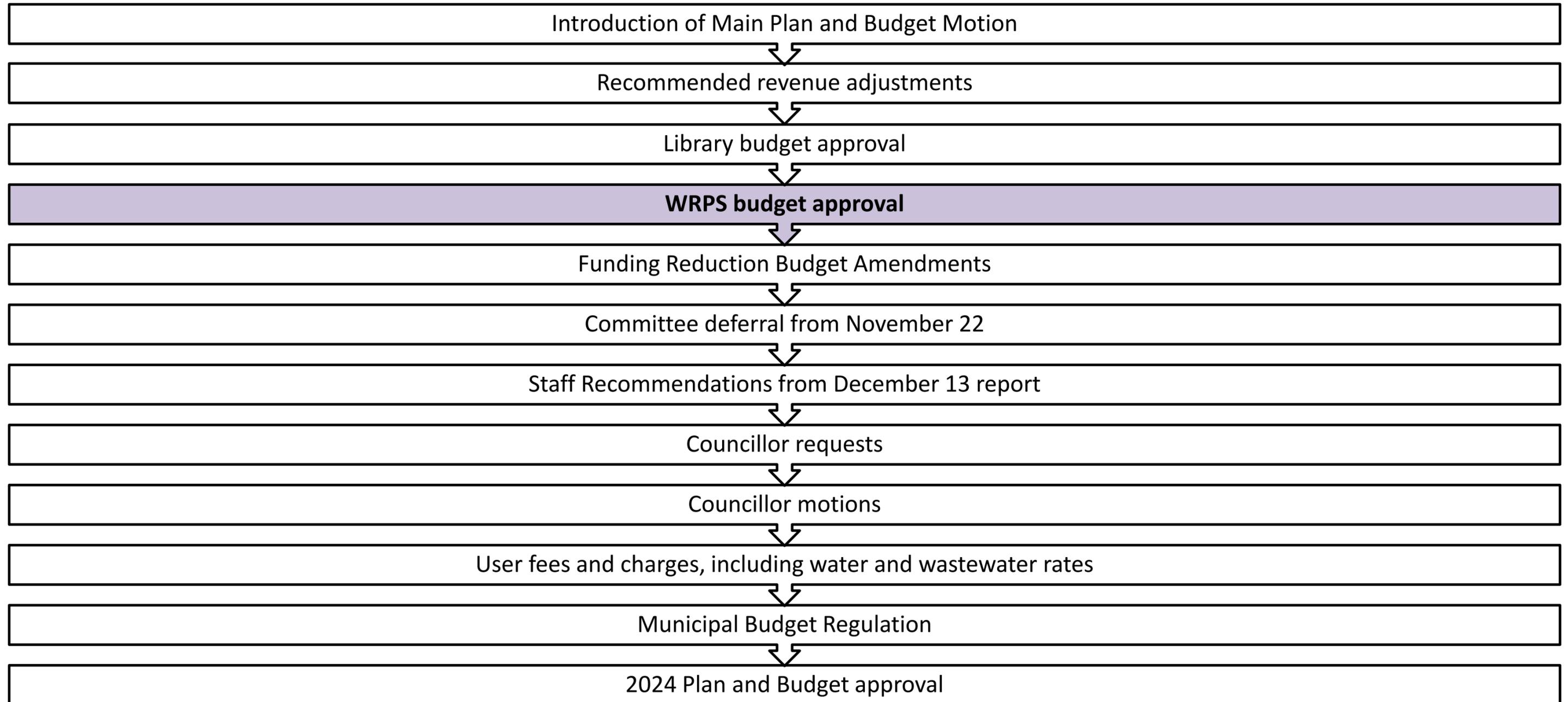
# Draft Resolution:

## 2024 Region of Waterloo Libraries Budget

**That the Regional Municipality of Waterloo take the following action with respect to the 2024 Region of Waterloo Libraries (RWL) Budget:**

- 1. Approve the 2024 RWL Operating Budget with a net expenditure of \$3,548,700 and a net property tax levy of \$2,996,496;**
- 2. Approve the 2024 RWL Library Capital Budget and 2025–2033 Capital Forecast as summarized in Appendix B of Report COR–CFN–23–042, dated November 30, 2023, subject to final adjustments for 2023 carry–forwards.**

# Today's order of business



# Resolution from Waterloo Regional Police Services Board report 2023-198, dated November 15, 2023

**That the Waterloo Regional Police Services Board approve the Waterloo Regional Police Service (WRPS) 2024 Operating Budget Estimate net levy of \$228,428,497; and**

**That the Waterloo Regional Police Services Board approve the 2024 Capital Budget Estimate and the 2025–2033 Capital Forecast as summarized in Appendix B subject to final adjustments for 2023 carry-forwards.**

# Waterloo Regional Police Service

## 2024 Operating Estimate

	<b>Final 2023 WRPS Budget</b>	<b>Proposed 2024 WRPS Operating Estimate *</b>
Expenditure	\$236,742,817	\$252,409,148
Revenue	\$22,682,551	\$23,980,651
<b>Property Tax Requirement</b>	<b>\$214,060,266</b>	<b>\$228,428,497</b>
Year over year levy increase	\$18,299,610	\$14,368,231
<b>Year over year % levy increase</b>	<b>9.35%</b>	<b>6.71%</b>
<b>Change in property taxes</b>	<b>7.22%</b>	<b>4.43%</b>

\*As approved by the Police Services Board through report 2023-198, dated November 15, 2023 and forwarded to Budget Committee for consideration

# Waterloo Regional Police Service

## Proposed 2024–2033 Capital Plan (\$ thousands)\*

	2024	2025–2033	2024–2033 Total
<b>Total Expenditure</b>	<b>\$30,245</b>	<b>\$249,176</b>	<b>\$279,421</b>
<b>Funding &amp; Financing:</b>			
Grants & Subsidies	4,055	6,515	10,570
Development Charge Reserve Funds	1,469	8,144	9,613
Development Charge Debentures	2,719	49,633	52,352
Property Tax Reserves & Reserve Funds	14,943	94,285	109,228
Contributions from Operating	0	273	273
Property Tax Debentures	7,059	90,325	97,384
<b>Total Funding &amp; Financing</b>	<b>\$30,245</b>	<b>\$249,176</b>	<b>\$279,421</b>

\* As approved by the Police Services Board through report 2023–198, dated November 15, 2023 and forwarded to Budget Committee for consideration

# Draft Resolution:

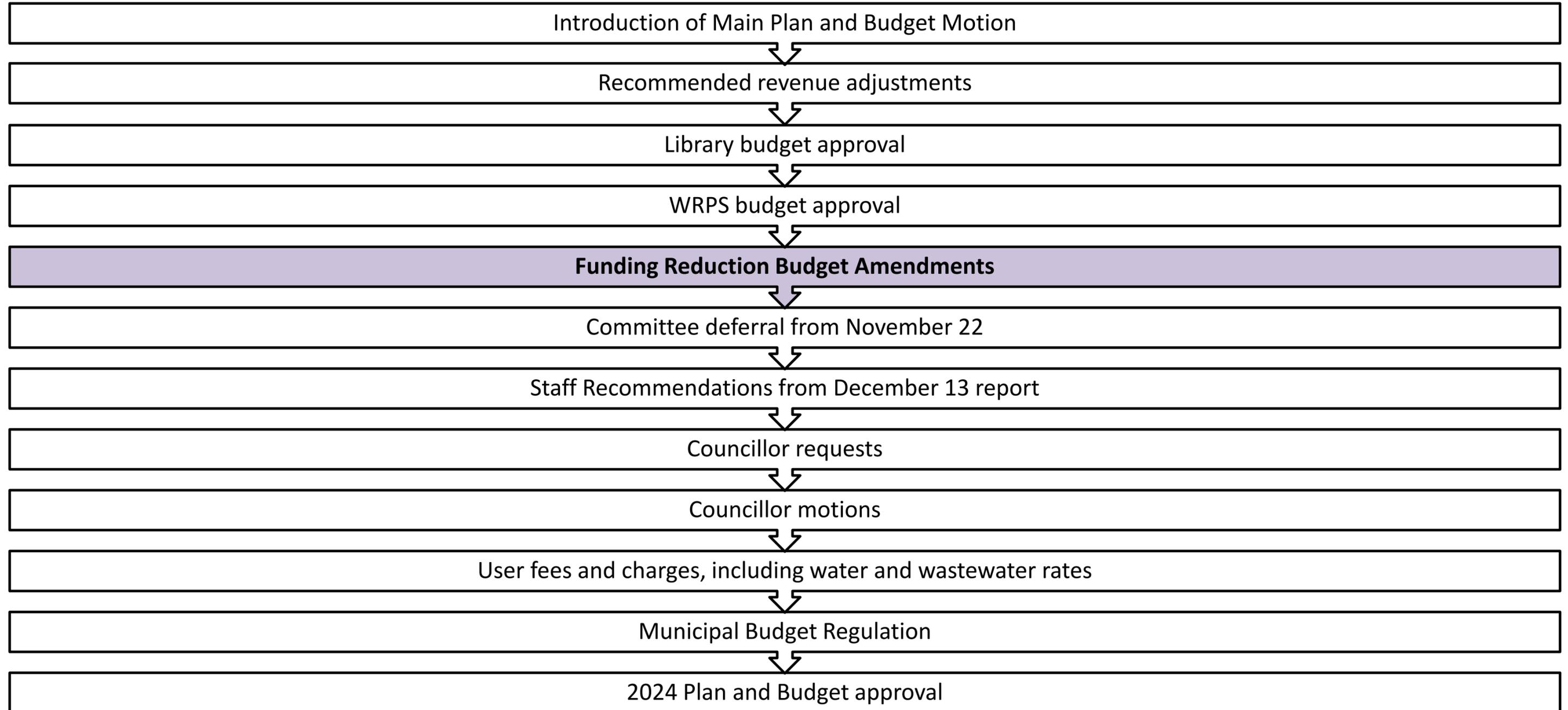
## 2024 Waterloo Regional Police Service Budget

**That the Regional Municipality of Waterloo take the following action with respect to the 2024 Waterloo Region Police Service Budget:**

**a) Approve the Waterloo Regional Police Service 2024 Operating Budget with a net expenditure of \$252,409,148 and a property tax levy of \$228,428,497; and**

**b) Approve the Waterloo Regional Police Service 2024 Capital Budget and 2025–2033 Capital Forecast as summarized in Appendix B of Police Services Board report 2023–198, dated November 15, 2023, subject to final adjustments for 2023 carry–forwards.**

# Today's order of business



# Federal Government: Reaching Home funding

Reaching Home Funding supports a range of homelessness initiatives in the community

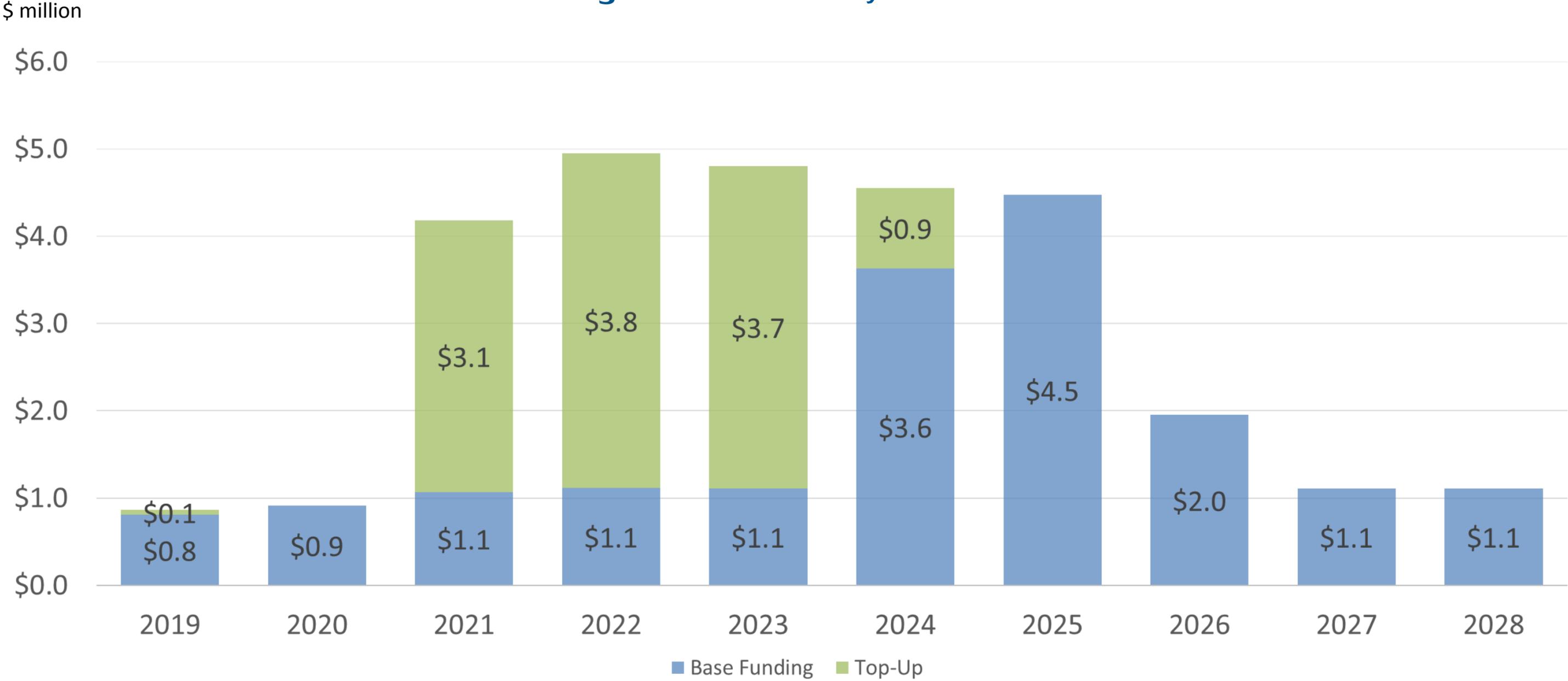
- University Ave operations
- KWUNWP for Indigenous Initiatives
- First Connect that provides Emergency Shelter referral, prevention & diversion
- OneRoof overflow shelter
- Lutherwood for PATHS Team (service navigators and manage the chronic homelessness priority list)

This funding was increased during the COVID pandemic – Region currently receives approx. \$4.8m

The Federal Government has announced that it will be reducing the Region's allocation for the next two fiscal years by \$320,000 and by a further \$3.3 million for the two subsequent fiscal year

# Federal Government: Reaching Home Funding

## Budget Year (January to December)



# Federal Government: Reaching Home funding

## Federal funding reduction and impact on the Region's budget

- 2024 budget: **\$240,000** funding reduction
- Incremental funding reductions for future budgets:
  - 2025: **\$80,000**
  - 2026: **\$2,521,000**
  - 2027: **\$840,000**

## Staff recommendation for consideration by the Strategic Planning and Budget Committee:

- **That the 2024 Housing operating budget for Reaching Home funding be reduced by \$240,000**  
**2024 property tax levy requirement be increased by a corresponding amount.**

## Province of Ontario: Child Care Transitional Grant Funding

Implemented in 2021 – the intent of the one-time transitional grant was to provide stability to the sector as the Ministry continued to work on the development of the new Child Care Funding Formula

This funding has continued and in the 2023 budget was approximately \$2.8M. The launch of the new Child Care Funding Formula has been delayed until at least September 2024.

Irrespective of this delay, on Nov. 27, 2023 the Ministry of Education announced a termination of the Transitional Grant effective January 1, 2024 and that any unspent carry-over grant money from previous years would need to be spent by March 31, 2024. The Region has approximately \$1.6M in unspent Transitional Grant capacity from prior years that could be used for expenditure incurred January – March, 2024.

# Province of Ontario: Child Care Transitional Grant Funding

To mitigate the impact of this funding reduction staff have identified actions that could be taken:

- **Utilize unspent Transitional funding that has been eligible for carry forward from prior years to offset funding reductions in Q1 of 2024.**
- **Reduce the service expansion request for CWELCC resources by 3 FTEs.**
- **Reduce grants that had been flowed to child care providers to increase spaces and improve quality through renovations and purchase of materials, equipment and staff training.**

# Child Care Transitional Grant funding shortfall: options

Description	Option 1: Expenditure Reduction		Option 2: Use the tax levy to offset the revenue shortfall		Option 3: Expenditure Reduction & Tax Levy Increase (Staff Recommended)	
	2024 Net Levy Budget Impact	2025 Net Levy Budget Impact	2024 Net Levy Budget Impact	2025 Net Levy Budget Impact	2024 Net Levy Budget Impact	2025 Net Levy Budget Impact
Transitional Grant	\$2,835,376	\$2,835,376	\$2,835,376	\$2,835,376	\$2,835,376	\$2,835,376
Potential Actions: Utilize unspent 2021 Transitional admin funding carry-over (to be used by Mar 31, 2024)	(\$1,030,000)	\$0	(\$1,030,000)	\$0	(\$1,030,000)	\$0
Reduce service expansion by 3.0 FTEs and use funding capacity for HCC CWELCC for 3.0 existing positions	(\$310,110)	(\$310,110)			(\$310,110)	(\$310,110)
Reduce operators ELCC temporary one-time general allocation	(\$245,359)	(\$245,359)			(\$245,359)	(\$245,359)
Reduce operators CWELCC fee subsidy	(\$348,494)	(\$348,494)			(\$348,494)	(\$348,494)
Core funding Fee subsidy reduction	(\$901,413)	(\$1,931,413)	(\$496,382)	(\$496,382)	(\$496,382)	(\$496,382)
<b>Net Levy Impact</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>\$1,308,994</b>	<b>\$2,338,994</b>	<b>\$405,031</b>	<b>\$1,435,031</b>
<b>Incremental Levy Impact</b>	<b>(\$0)</b>	<b>\$0</b>	<b>\$1,308,994</b>	<b>\$1,030,000</b>	<b>\$405,031</b>	<b>\$1,030,000</b>

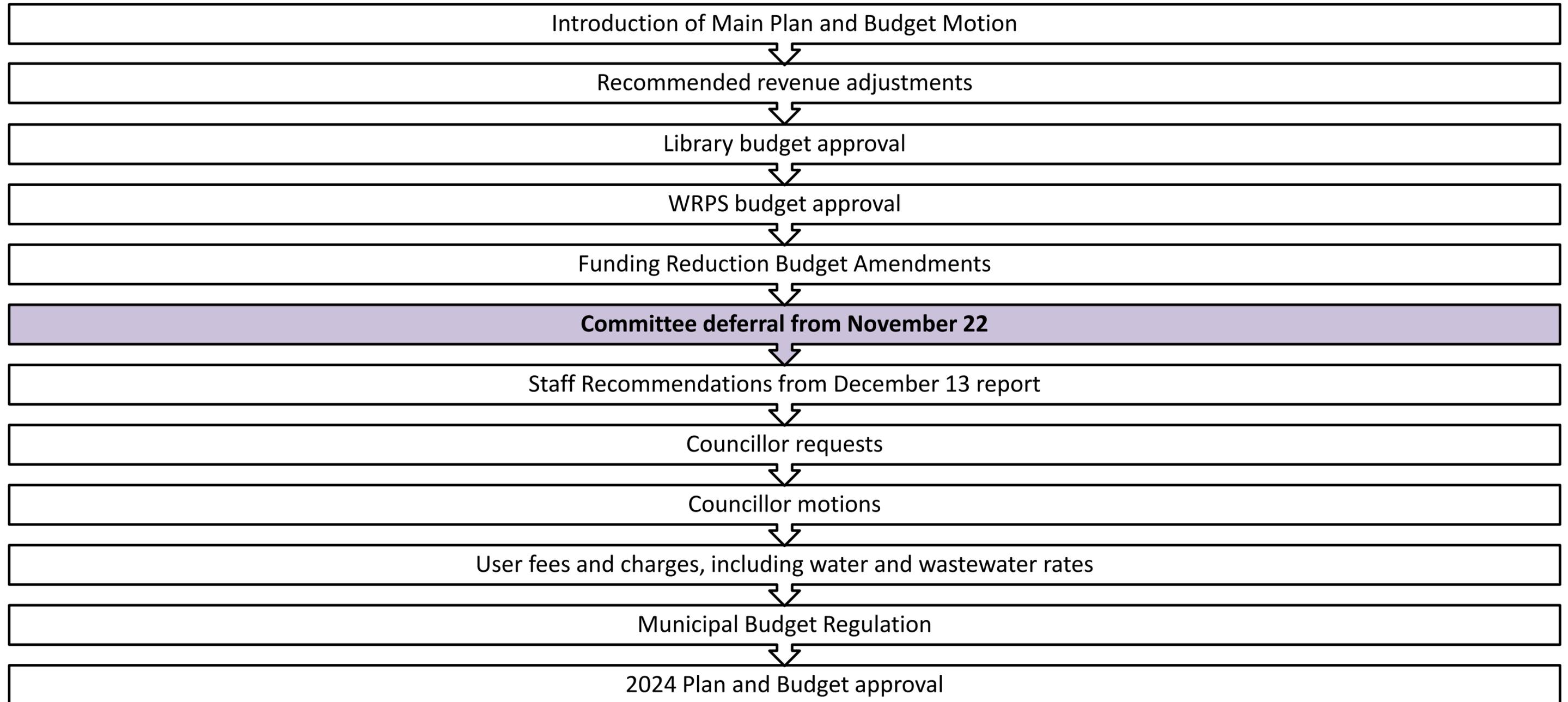
# Child Care Transitional Grant Funding shortfall

## staff recommendation

That the Region of Waterloo take the following action with respect to the 2024 Children's Services Operating Budget:

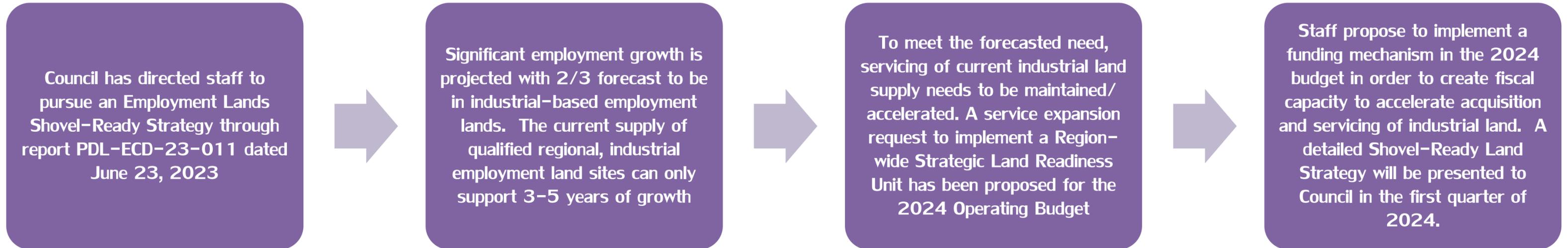
- Amend the 2024 Children's Services operating budget to reduce 2024 Transitional grant funding and adjust operating expenditure as set out in option 3, with a \$405,031 net levy impact in 2024;
- Adjust the CWELCC service expansion request to reduce the request by 3 FTEs with a gross expenditure and revenue reduction of \$310,110 (\$0 net levy impact); and
- Direct staff to report back with an implementation update in 2024 in advance of the 2025 budget.

# Today's order of business



# Industrial Land Readiness

Staff are providing additional details regarding the need for fiscal capacity in 2024 to support the development of an Industrial Land Readiness strategy in report COR-CFN-23-046 dated December 13, 2023 on today's agenda:



# Deferral from Budget Committee on November 22

The Region is looking to initiate an Industrial Land Readiness Strategy – focused on developing an inventory of shovel-ready lands

Need to create fiscal capacity to support land acquisition and servicing and to provide additional capacity to fund industrial DC exemptions that result from the program

Additional funding recommendations to be presented as part of the strategy report in 2024

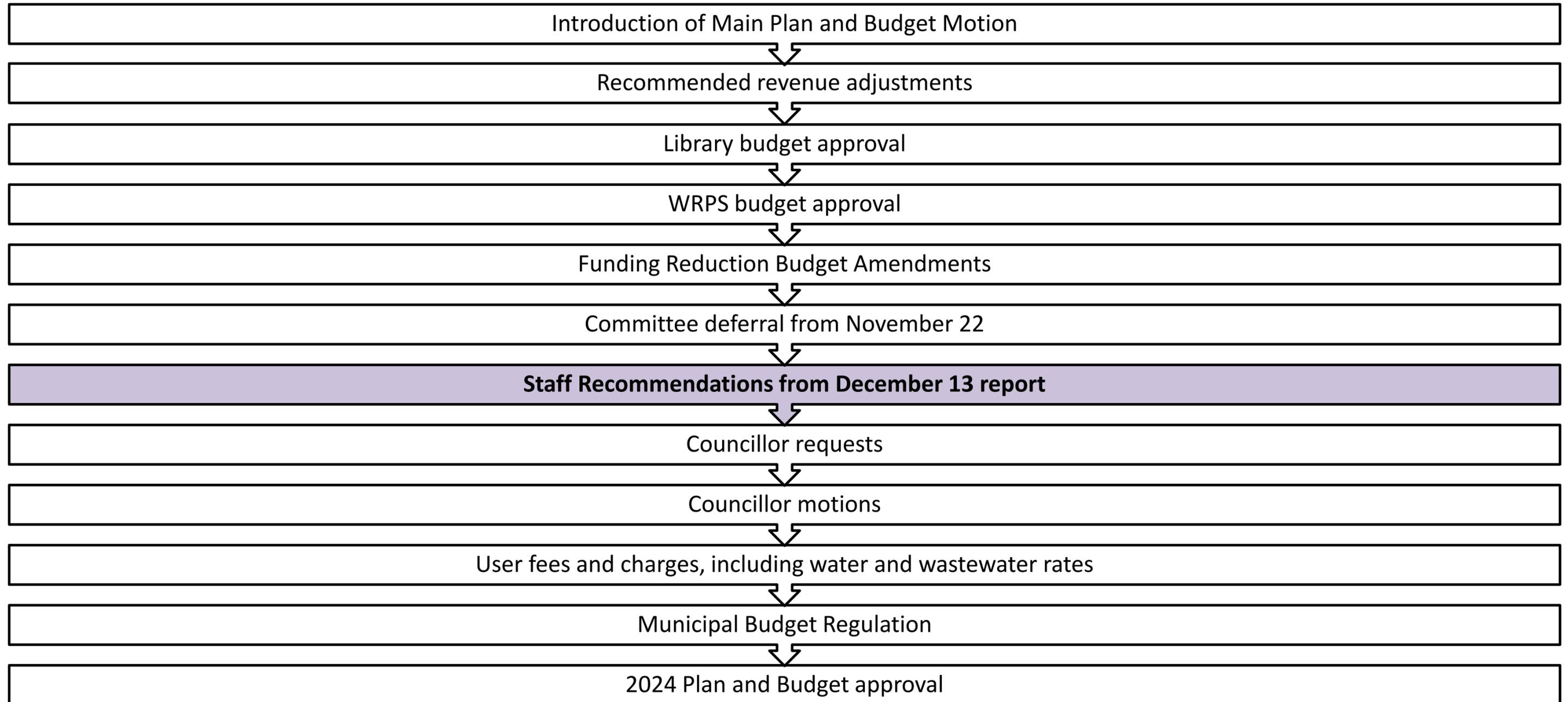
Uses of the proposed fund could include land acquisition, site servicing and related costs, and future DC exemptions

## Recommendation:

That the Regional Municipality of Waterloo take the following action with respect to an Industrial Land Readiness Interim Funding Strategy as described in report COR-CFN-23-040 dated November 22, 2023;

- a) Establish an Industrial Land Readiness Reserve; and
- b) Direct staff to include in the 2024 Operating Budget a contribution to the Industrial Land Readiness Reserve in the amount of \$5 million to be funded by the property tax levy.

# Today's order of business



# GRT Advertising Revenue

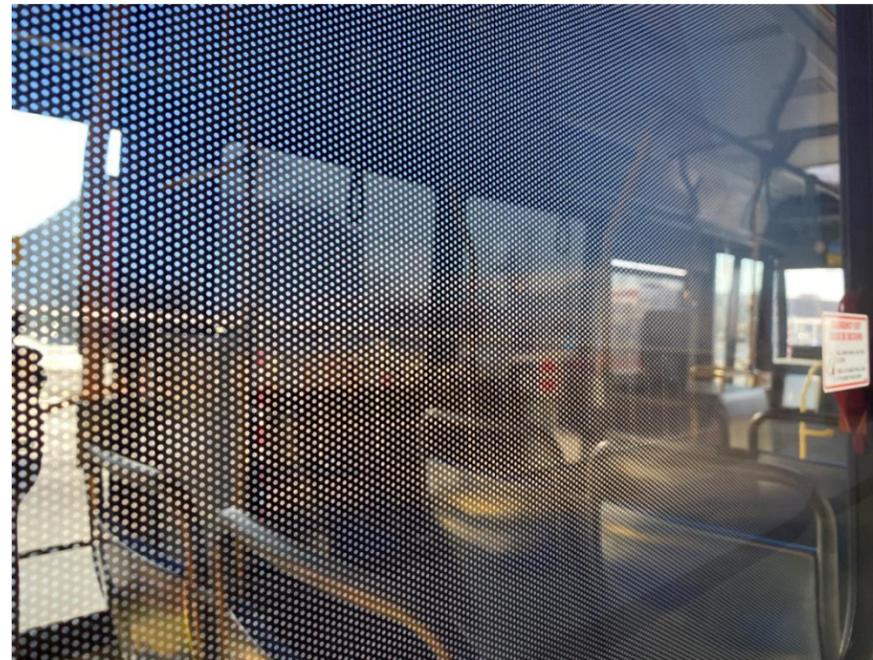
GRT proposes to develop advertising with two different types of bus wraps in order to maximize advertising revenue on bus exteriors while minimizing negative customer experiences: limit the expansion of full bus wraps to 5% of the fleet (15 buses at any one time), and allow for 10% of the fleet (27 buses) to be partially wrapped, leaving the lower 50% of the window unwrapped

This proposal is expected to generate \$500K of additional revenue, without full or partial wraps of any ION vehicles

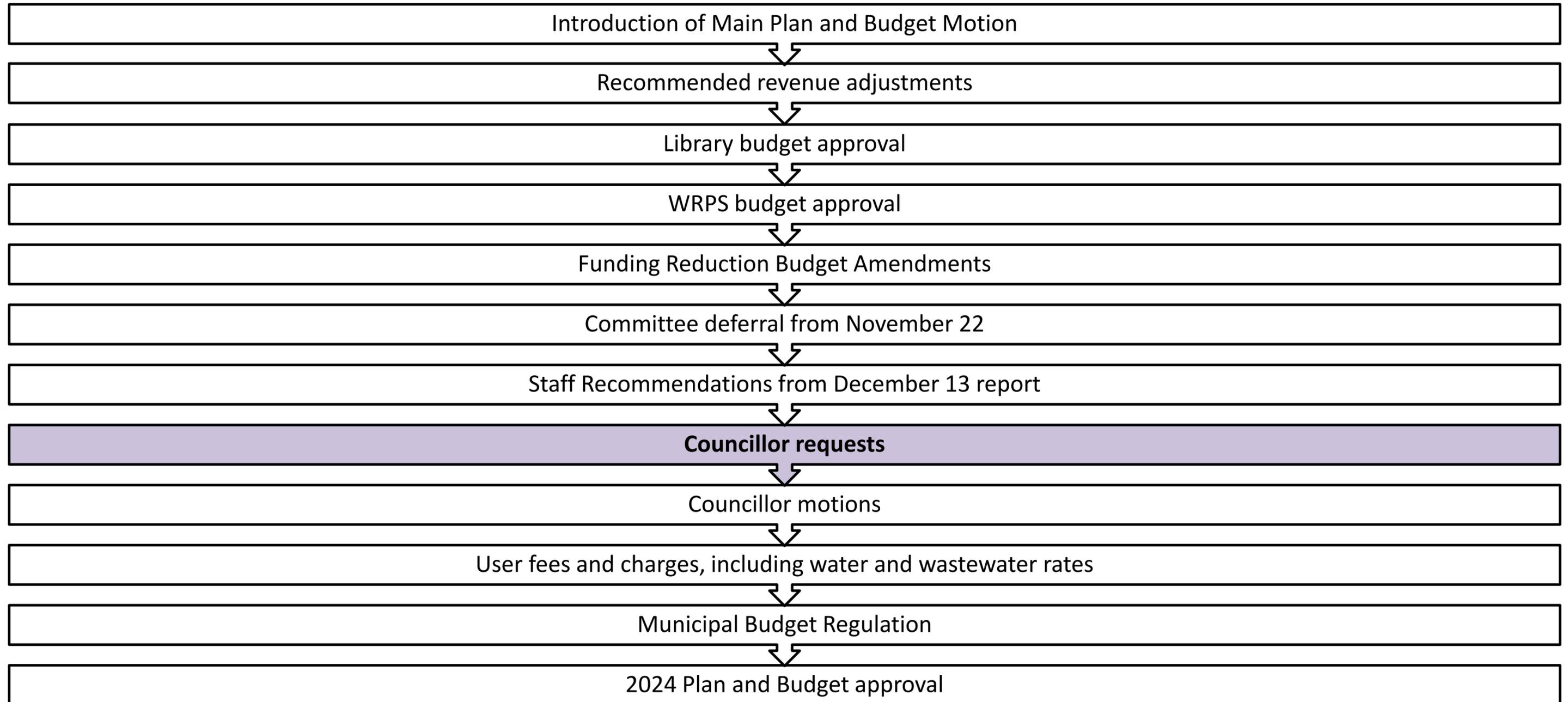
Staff recommendation for consideration by Strategic Planning and Budget Committee:

- That the Regional Municipality of Waterloo approve the following changes to the Region's Grand River Transit advertising policy as set out in report TSD-TRS-23-012, dated December 13, 2023:
  - a) Increase the current limit of five (5) fully wrapped buses at any one time to fifteen (15), representing 5% of the fleet;
  - b) Allow an additional 10% of the fleet to be wrapped (currently 27 buses), with the lower 50% of the windows uncovered; and
  - c) Amend the 2024 Transit Operating Budget to increase advertising revenue by \$500,000.

# GRT Advertising



# Today's order of business



# Councillor Requests

Staff were directed to review service expansions for opportunities to delay the start date of positions in order to reduce the cost in 2024. Staff have reviewed the full list of expansion requests and developed options to delay the implementation of certain positions for several service expansions where such flexibility exists, as outlined in Appendix B to report COR-CFN-23-047 on today's agenda.

<b>Service expansions by Strategic Priority</b>	<b>2024 Levy impact – recommended start dates</b>	<b>2024 Levy impact – adjusted start dates</b>	<b>2024 Tax levy reduction</b>	<b>2025 Annualiz. Increase</b>
Climate Aligned Growth	\$1,997	\$1,939	(\$58)	\$58
Equitable Services and Opportunities	\$2,569	\$2,495	(\$74)	\$74
Homes for All	\$1,426	\$1,062	(\$363)	\$363
Resilient and Future Ready Organization	\$722	\$569	(\$153)	\$153
<b>Subtotal</b>	<b>\$6,714</b>	<b>\$6,066</b>	<b>(\$648)</b>	<b>\$648</b>

- Approximately \$2.276M of property tax levy funding relates to the Paramedic Services implementation for January 1, 2024 that received pre-budget approval in September of this year
- The timing of expansions for transit services is typically aligned with the fall terms of colleges and universities
- The community impact of reduced funding for 2024 service expansions will be a delay in the associated implementation of increased service levels and will push more cost into the 2025 budget through increased annualization

# Councillor Requests – Draft motions

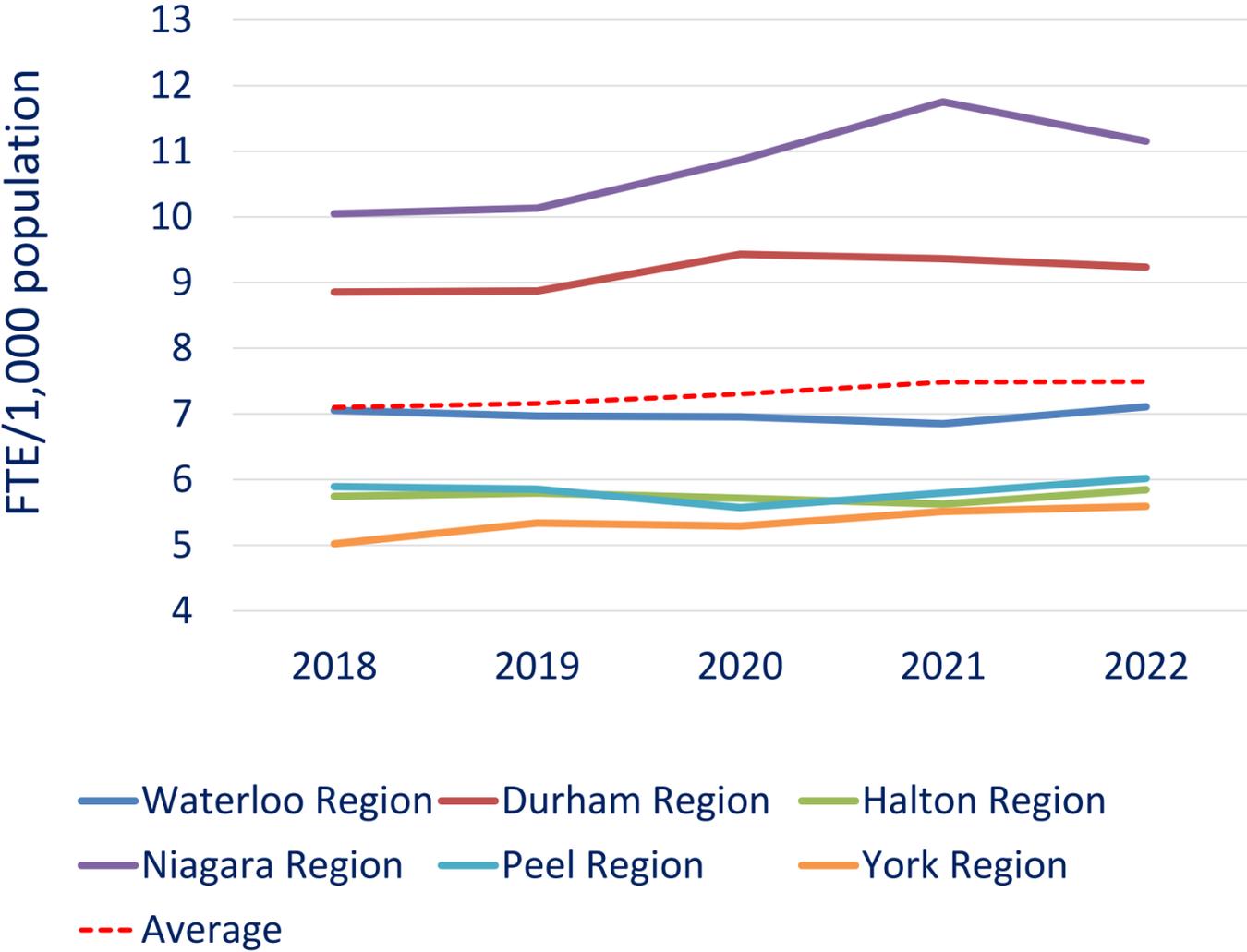
**THAT the Region of Waterloo take no action with respect to delaying the implementation of positions for service expansions proposed through the 2024 budget as, set out in Appendix B of report COR-CFN-23-047 dated December 13, 2023.**

**OR**

**THAT the Region of Waterloo amend the 2024 Operating Budget to delay the implementation of certain positions for service expansions as set out in Appendix B of report COR-CFN-23-047 dated December 13, 2023, with a 2024 property tax levy reduction of \$648,000.**

# Councillor Requests

Municipal Workforce per 1,000 Population

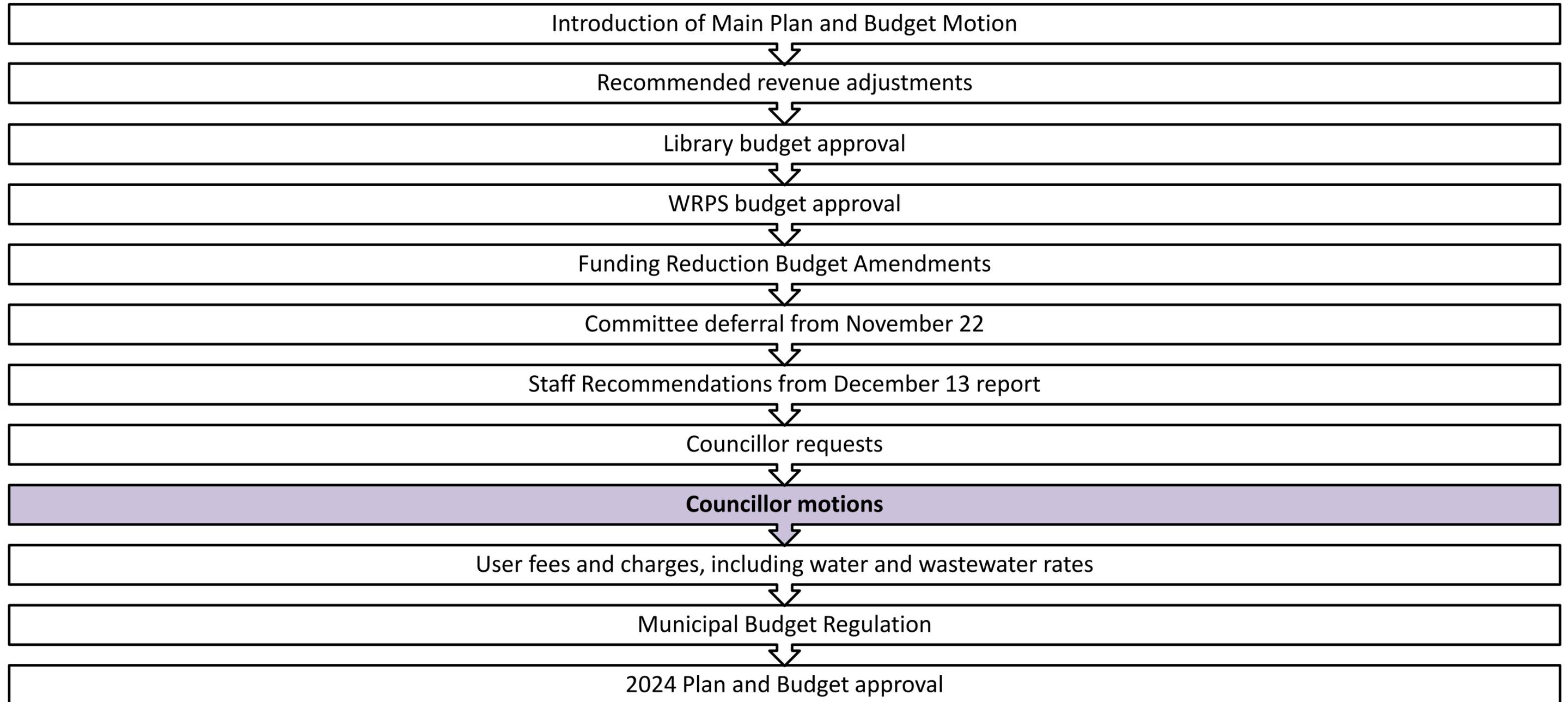


Halton, Peel and York Region have the lowest staffing levels per capita. Halton and Peel Regions do not operate a transit system and York Region contracts out conventional transit services to a third party.

The Region of Waterloo’s 2022 figure includes approximately 751 FTEs for transit service delivery which equates to 1.2 FTEs per 1,000 population. Excluding transit FTEs, the Region of Waterloo’s staffing levels would be very similar to those of Halton, Peel and York.



# Today's order of business



# Councillor Motion

## Food Bank of Waterloo Region – Councillor R. Deutschmann

Whereas the Region of Waterloo currently provides the Food Bank of Waterloo Region with an annual funding grant of \$744,000.00,

And whereas Kim Wilhelm, interim CEO of the Food Bank of Waterloo Region has advised Regional Council that they are seeing the highest numbers in the nearly 40-year history of the foodbank,

And whereas more people are facing impossible choices like feeding their children or pay housing costs, or by food or heat their home,

And whereas visits to the foodbank totaled 450,387 in 2022/2023, which is almost 2.5 times the number of visits in 2016/2017,

And whereas 59,000 people used the food bank program in 2022/2023, up from 30,662 people in 2016/2017

**THEREFORE BE IT RESOLVED THAT the Region of Waterloo increase its annual grant to the Food Bank of Waterloo Region to \$1.5 million.**

# Councillor Motion

## Waste Management Bag Tag Fee – Councillor C. James

WHEREAS the Region of Waterloo owns an active landfill with an estimated 25–year life span; and

WHEREAS the Region of Waterloo promotes three stream sorting, with organics and recycling to minimize the amount of residual waste at the curb; and

WHEREAS the Region of Waterloo has a three–bag limit for the amount of residual waste left at the curb and a garbage bag fee for any bags over the three bag limit to encourage organics and recycling sorting; and

WHEREAS the Region of Waterloo charges \$2.00 for each bag tag to also encourage sorting;

**THEREFORE BE IT RESOLVED THAT the Region of Waterloo increase the Waste Management bag tag fee from \$2.00/bag to \$3.00/bag effective April 1, 2024; and**

**THAT the 2024 Waste Management Operating budget be amended to add \$30,000 of bag tag revenue (estimated annualized revenue of \$40,000); and**

**THAT the 2024 User Fee and Charge by–law be prepared accordingly.**

# Councillor Motion

## **Mobility Plus Setting the Target for Undelivered Trips – Councillor C. Huinink**

Whereas 6% of the current transit operating budget is allocated to Mobility Plus; and

Whereas the current rate of undelivered trips on Mobility Plus is 5%, and has been as high as 15% historically;

**THEREFORE BE IT RESOLVED THAT the target rate for undelivered trips will be 2.5% for 2024; and**

**That staff continue to report quarterly on the rate of undelivered trips (previously called “unaccommodated trips”).**

# Councillor Motion

## **Faster Software Upgrade for Mobility Plus – Councillor C. Huinink**

Whereas Mobility Plus' total capacity is determined by resources (buses and operators), and the ability to optimize and group trips across the region; and

Whereas staff are exploring an upgrade to the Mobility Plus booking and scheduling software;

**THEREFORE BE IT RESOLVED THAT** staff report back in-year, with the necessary operating and capital investments to accelerate the implementation of the Mobility Plus scheduling software upgrade and improve the optimization and grouping of trips.

# Councillor Motion

## Funding for Youth Programs and Services– Councillor C. James

Whereas Regional council has established a new 2023–27 strategic plan “Growing with Care” that prioritizes equitable services and opportunities for all, including for children and youth, by providing equitable, accessible, services across Waterloo Region that support the social determinants of health, safety and complete communities as we grow; and

Whereas the Regional Municipality of Waterloo delivers a variety of programs and services including; Children’s Services; 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 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 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 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 sustainable ongoing program that is specifically targeted to meeting the specific future needs of Youth.

**THEREFORE BE IT RESOLVED THAT \$500,000 in annual funding be added to the 2024 Regional budget to fund specific priority initiatives that meet the future needs of Youth as has been identified through Community Services, Public Health, the pan–regional collaborative of the adults and young people that come together in the Children and Youth Planning Table, the Smart Waterloo Region Innovation Lab collaborative and The Community Safety and Wellbeing plan.**

# Councillor Motion

## 2024 Discretionary Grant Funding – Councillor K. Williams

WHEREAS the Region of Waterloo provides funding annually for a wide range of external organizations; and

WHEREAS different organizations apply annually for varying amounts of funding; and

WHEREAS the granting landscape continues to change; and

WHEREAS the tax levy is facing increasing pressures; and

WHEREAS an overall decrease of funding across the board would relieve some financial pressures;

**THEREFORE BE IT RESOLVED THAT the Region of Waterloo reduce the tax levy supported 2024 discretionary grant funding envelopes by 20% as set out in the following table:**

# Councillor Motion

## 2024 Discretionary Grant Funding – Councillor K. Williams

Funding stream	Current 2024 budget provision	Proposed 2024 budget reduction (20%)	2024 revised budget	2024 tax levy reduction
Entrepreneurial Initiatives	\$76,000	(\$15,200)	\$60,800	(\$15,200)
Key Cultural Institutions – Partially funded from Municipal Accommodation Tax (\$86,450)	\$385,725	(\$77,145)	\$308,580	(\$77,145)
Major Arts and Culture Organizations	\$340,000	(\$68,000)	\$272,000	(\$68,000)
Community Environmental Fund	\$100,000	(\$20,000)	\$80,000	(\$20,000)
Waterloo Region Arts Fund	\$392,820	(\$78,564)	\$314,256	(\$78,564)
Upstream Fund	\$2,100,000	(\$420,000)	\$1,680,000	(\$420,000)
<b>TOTAL</b>	<b>\$3,394,545</b>	<b>(\$678,909)</b>	<b>\$2,715,636</b>	<b>(\$678,909)</b>

# Councillor Motion

## Funding to External Organizations in Preparation for the 2025 Budget – Councillor K. Williams

WHEREAS the Region of Waterloo provides funding annually for a wide range of external organizations; and

WHEREAS different organizations apply annually, or receive annual funding; and

WHEREAS the tax levy is facing increasing pressures; and

WHEREAS an overall decrease of funding across the board would relieve some financial pressures;

**THEREFORE BE IT RESOLVED THAT Regional staff be directed to examine the Region of Waterloo's funding to external organizations in preparation for the 2025 budget.**

# Councillor Motion

## Plan to End Chronic Homelessness – Chair K. Redman

Whereas housing and homelessness are urgent and pressing concerns for the residents of Waterloo Region; and

Whereas the Regional of Waterloo’s Building Better Futures Plan has led to a ten-fold increase in the number of affordable homes built across the community; and

Whereas the annual contribution from the regional tax levy to housing services and homelessness has increased by over \$28 million between 2021 and 2023; and

Whereas the annual contribution from the regional tax levy to housing services and homelessness has increased by 111% in three years; and

Whereas Regional Council directed staff to co-create with community partners a Plan to End Chronic Homelessness; and

Whereas the final Plan to End Chronic Homelessness is coming back to Regional Council in 2024;

**THEREFORE BE IT RESOLVED THAT the Region of Waterloo make an initial investment of \$10.2 million to support the Plan to End Chronic Homelessness (inclusive of Fee for Service Requests in the Housing Stability System) in the 2024 Budget; and**

**That this expenditure be funded through \$7 million for the 2024 property tax levy and \$3.2 million for the Tax Stabilization Reserve; and**

**That staff be directed to report back by January 31, 2024 with a prioritized expenditure plan for 2024; and**

**That staff and co-creators present the final Plan to End Chronic Homelessness with financial investments required from other sources, including but not limited to federal and provincial governments, to Regional Council no later than April 30, 2024.**

# Councillor Motion

## **Affordable and Attainable Housing Solutions – Chair K. Redman**

Whereas Canada is currently in a housing crisis; and

Whereas in July 2023, a group of local organizations and home builders launched “Build Now: Waterloo Region” to create 10,000 homes across the community; and

Whereas municipalities, all levels of government, and the broader public sector own significant amounts of land;

**THEREFORE BE IT RESOLVED THAT Regional staff continue to work with community partners, home builders and area municipalities on affordable and attainable housing solutions on publicly-owned land; and**

**That Regional staff bring back a joint-action plan to council no later than March 2024 for the acceleration of the creation of attainable and affordable homes on publicly owned lands across Waterloo Region.**

# Councillor Motion

## Waste Diversion Strategy – Councillor D. McCabe

Whereas three of the Region of Waterloo’s Strategic Plan pillars are Climate Aligned Growth, Equitable Services and Opportunities and Resilient and Future Ready Organization; and

Whereas it is more efficient and cost-effective to reduce and divert waste from the waste management stream than to manage it within the waste management stream; and

Whereas the provincial government has an Organics Framework with respect to the reduction and processing of organic material; and

Whereas increased diversion of all materials from the landfill will lengthen the life of the landfill and defer and/or delay the cost of expanding the landfill; and

Whereas increased diversion of organic material will reduce the emission of harmful methane gas; and

Whereas developing community programs to divert textiles and healthy food from the waste stream will support equity deserving groups, reduce waste management costs and help to reduce GHG emissions; and

Whereas with additional expertise the Region could work directly with residents, businesses and community partners to develop a waste diversion program for organics, textiles, electronics and other items that could continue to be used;

**THEREFORE BE IT RESOLVED THAT the 2024 Plan and Budget be amended to create a Waste Diversion strategy dedicated to working directly with the residents, businesses and community partners to increase waste diversion, the goal of which is to create upstream cost savings, reduce GHG emissions and delay the cost of expanding the landfill in alignment with the Region of Waterloo’s Strategic Plan pillars of Climate Aligned Growth, Equitable Services and Opportunities and Resilient and Future Ready Organization, at a cost of \$176,000 in 2024 assuming a start date of April 1, 2024 and \$235,000 on an annualized basis for two Waste Coordinator positions, to be funded from the property tax levy.**

# Councillor Motion

## A Better Tent City Funding – Councillor B. Vrbanovic

Whereas A Better Tent City, an alternative housing option available to residents in Waterloo Region and funded by a non-profit, charitable organization , was the initial housing option of this type in Waterloo Region; and

Whereas this organization has been denied funding on at least two occasions by the Region despite delivering services at considerably less cost than the Region; and

Whereas review of their application appears to indicate that the evaluation criteria have been met; and

Whereas A Better Tent City currently provides homes to over 50 residents at its current location where residents are offered shelter, wraparound services and other life affirming services; and

Whereas our current shelter does not have capacity to accommodate the individuals living in this community; and

Whereas Regional staff have confirmed that the likely outcome for the residents would be homelessness if the shelter ceased to operate due to lack of budget;

**THEREFORE BE IT RESOLVED THAT the Region of Waterloo, on a non-prejudicial basis provide \$236,390 in annual funding to A Better Tent City as a Regional contribution towards the housing services being provided to regional residents.**

# Councillor Motion

## Funding of Regional Staff Positions – Councillor B. Vrbanovic

**THAT** subject to amendment once additional details are provided by regional staff, fund all new 2024 positions funded by the tax levy, fees or fines be funded at a maximum rate of 50% of the annualization for the new positions.

# Councillor Motion

## Funding of Regional Staff Positions – Councillor B. Vrbanovic

**THAT** the capital levy be reduced by the equivalent of half a per cent across 10 years of the capital budget.

# Councillor Motion

## Waste Management Rebate for Townhome Complexes – Councillor N. Salonen

Whereas one of the key strategic pillars of council is Equitable Services; and

Whereas legislatively the Region of Waterloo is not required to provide waste collection to multi-residential buildings over 6 units as they are deemed commercial; and

Whereas townhome complexes are not deemed commercial and as such are the responsibility of the Region to provide waste removal services, yet some complexes do not receive service because they do not meet the truck access criteria; and

Whereas in complexes where truck access criteria are not met, the Region had commenting authority on the plan of subdivisions prior to these complexes being built, and the Region did not make comment on complexes with no through roads in context of waste removal truck access;

**THEREFORE BE IT RESOLVED THAT staff re-implement the waste management rebate for townhome complexes that do not meet the truck access criteria, and as such are unable to render our waste management collection services, beginning on January 1st, 2024.**

# Councillor Motion

## 1001 Erb's Road Shelter Location – Councillor N. Salonen

Whereas Regional staff have requested \$3M added to the 2024 budget to create a second Hybrid Shelter in the Region; and

Whereas the current 1001 Erb's road shelter was given 2 years to operate using the current wastewater management solution which in the Building Code is defined as an interim solution; and

Whereas Regional staff identified in November 2023 that there currently is not a plan for how to effectively wind down this shelter site; and

Whereas it is reasonable to assume that with no plan to relocate, when the timeline for operating comes to a close, it will have adverse impacts to the residents using its services; and

Whereas the individual physical shelters at 1001 Erbs are moveable;

**THEREFORE BE IT RESOLVED THAT staff be directed to work with the Shelter operator on a wind down plan that has this shelter relocated, along with it's residents at the time of relocation, to an appropriate location no later than April of 2025; and**

**Further, that staff bring a report to council with this plan and new potential identified locations no later than May of 2024 for input and final endorsement from council.**

# Councillor Motion

## Oxford Road 5 – Councillor N. Salonen

Whereas Oxford Road 5 is a boundary road between the Region of Waterloo and the County of Oxford that serves an inter-regional transportation purpose; and

Whereas Oxford Road 5 is subject to a boundary maintenance agreement between the Township of Wilmot and the County of Oxford; and

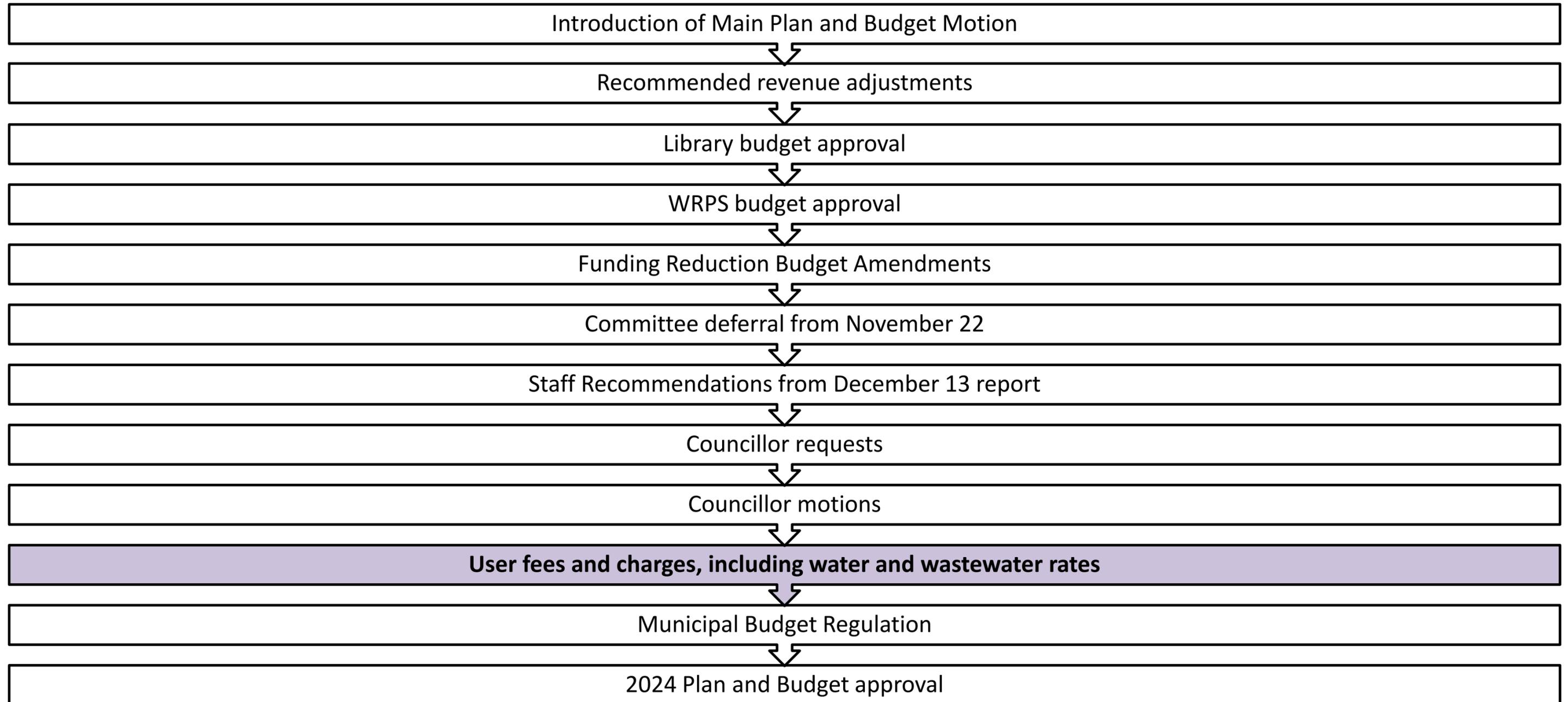
Whereas the Township of Wilmot had initially requested upload of Oxford Road 5 to the Region of Waterloo in 2010; and

Whereas the Township of Wilmot staff again requested upload of Oxford Road 5 to the Region of Waterloo in 2020; and

Whereas the current rationalization policy from the Region of Waterloo confirms this road has support to be a Regional road under the policy;

**Therefore be it resolved that the Region of Waterloo immediately upload the Township of Wilmot's boundary share of Oxford Road 5.**

# Today's order of business



# User Fees and Charges

A full list of proposed changes to user fees and charges in 2024 is included in report COR-CFN-23-048 on today's agenda.

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: average fare increase of 2.59%, with detailed increases varying by fare type, effective July 1, 2024

Waste Management fee changes are proposed for 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

Airport – proposed changes include increased landing fees, land rental fees and fees for Airport Vehicle Operators and Terminal Security Access permits

Minor changes to fees and charges proposed for Seniors' Services, Corporate Services, Facilities Management, Legal Services, Cultural Services, the Region of Waterloo Library, Public Health programs, Paramedic Services and Transportation

# Proposed Water and Wastewater volumetric rate change effective

## January 1

	<b>2023 approved user increase</b>	<b>2023 Rate Model – 2024 user rate increase</b>	<b>2024 Rate Model – 2024 user rate increase (change)</b>
<b>Water supply</b>	<b>2.9%</b>	<b>3.9%</b>	<b>3.9% (0.0%)</b>
<b>Wastewater treatment</b>	<b>4.9%</b>	<b>4.9%</b>	<b>4.9% (0.0%)</b>
<b>Water distribution</b>	<b>2.4%</b>	<b>2.9%</b>	<b>2.9% (0.0%)</b>
<b>Wastewater collection</b>	<b>2.9%</b>	<b>2.9%</b>	<b>2.9% (0.0%)</b>



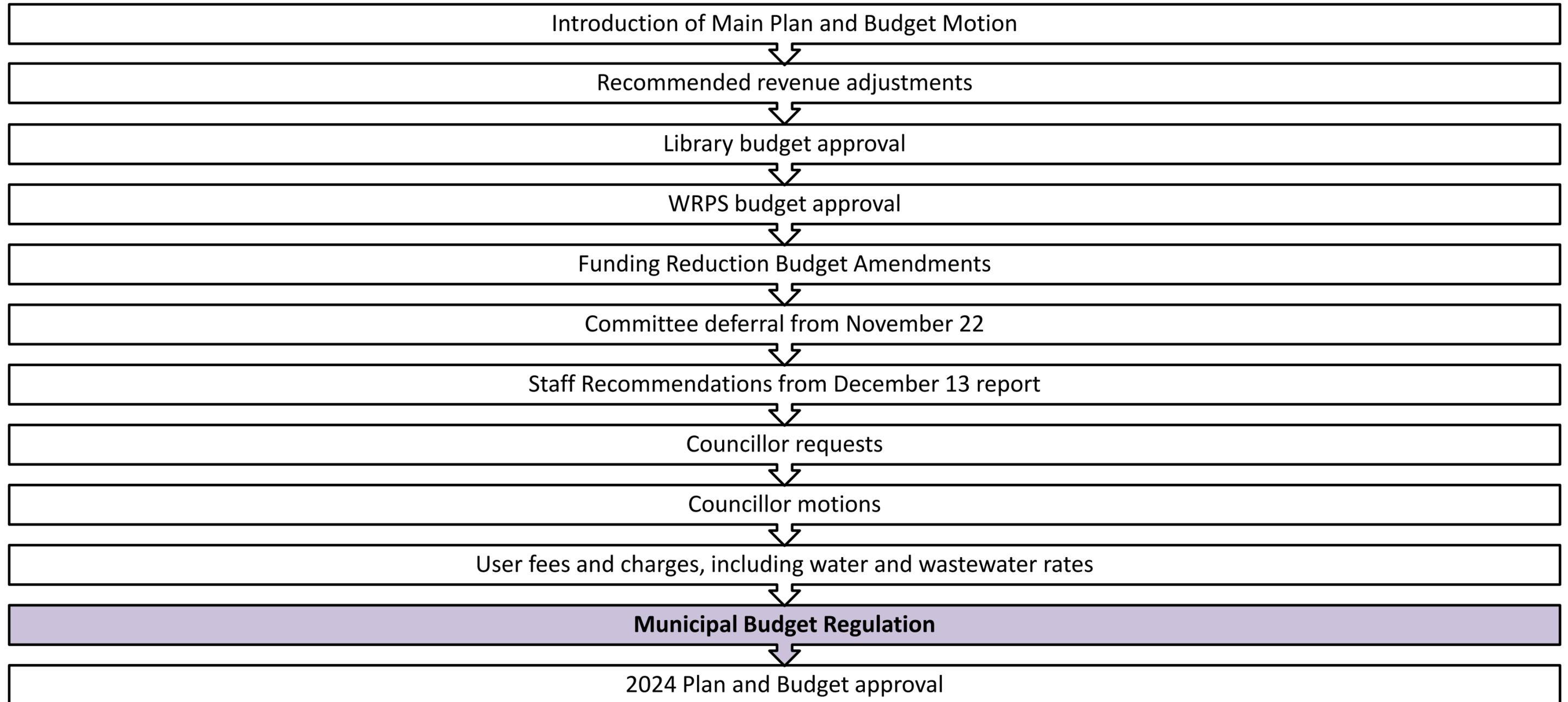
## Budget Decision – User Fees & Charges By-law

A full list of proposed changes to user fees and charges in 2024 is included in report COR-CFN-23-048 on today's agenda

### Motion:

- **That the Regional Municipality of Waterloo repeal By-law 23-009 (as amended), being a By-law to Establish Fees and Charges for the Regional Municipality of Waterloo, and pass a new Fees and Charges By-law including the new and adjusted fees and charges in the 2024 Budget as set out in report COR-CFN-23-048 dated December 13, 2023.**

# Today's order of business



# Municipal Budget Regulation

The Municipal Act requires municipalities to prepare and adopt an annual budget. Accompanying regulations allow for amortization expenses, post-employment benefits expenses and solid waste landfill closure and post-closure expenses to be excluded from the annual budget.

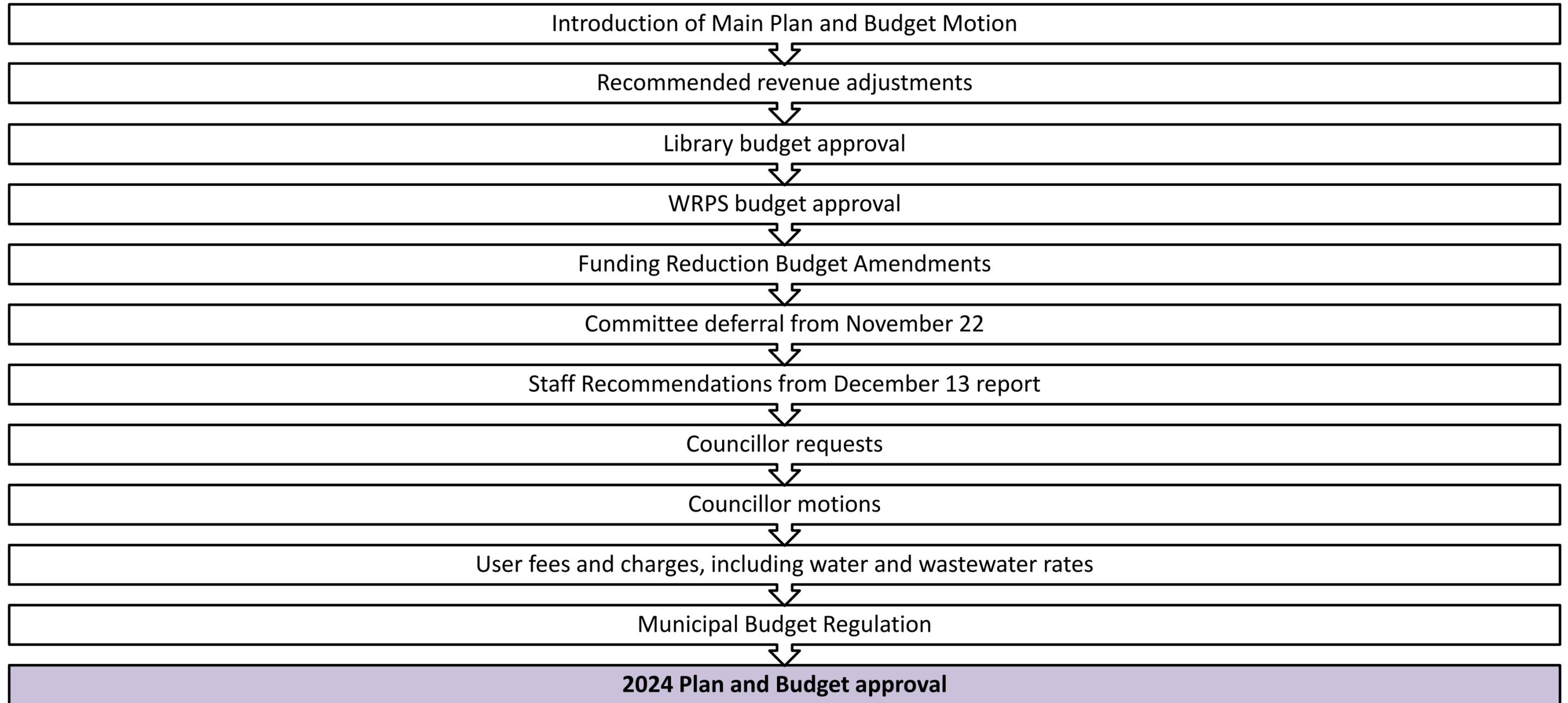
Before adopting a budget that excludes any of the expenses noted above, a municipality must prepare a report regarding the excluded expenses and adopt the report by resolution.

This report fulfills the reporting requirement.

Staff recommendation for Strategic Planning and Budget Committee consideration:

- **That the Regional Municipality of Waterloo adopt report COR-CFN-23-050 dated December 13, 2023 titled “Municipal Budget Regulation” as required by Ontario Regulation 284/09.**

# Today's order of business



# Approval of Main Plan and Budget Motion, as amended

That the Regional Municipality of Waterloo take the following action with respect to the 2024 Plan and Operating Budget:

1. Approve the 2024 Plan as set out Appendix A of report COR-CFN-23-047 dated December 13, 2023;
2. Approve the 2024 Operating Budget for as summarized in Appendix D of report COR-CFN-23-047 dated December 13, 2023 [if amended, add "and as amended by Budget Committee on December 13, 2023"], with a net expenditure of \$\_\_\_\_\_ and a property tax levy of \$\_\_\_\_\_ in 2024;
3. Approve the 2024 Capital Budget and 2025-2033 Capital Forecast as summarized in Appendix D of report COR-CFN-23-047 dated December 13, 2023, [if amended, add "and as amended by Budget Committee on December 13, 2023"] and subject to final adjustments for 2023 project carry-forwards.

**Region of Waterloo**

**Chief Administrative Officer**

**Strategic Planning and Strategic Initiatives**

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**To:** Strategic Planning and Budget Committee

**Meeting Date:** December 13, 2023

**Report Title:** **2024 Plan and Budget Communications and Engagement Overview**

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**1. Recommendation**

For information.

**2. Purpose / Issue:**

To provide an overview of the communications and engagement activities related to the 2024 Plan and Budget.

**3. Strategic Plan:**

The Region’s annual plan and budget are guided by the priorities and objectives within the 2023-2027 Strategic Plan, Growing with Care. Annually, the Region will seek input from the community on the initiatives and budget needed to make progress in the strategic plan. Engagement with residents throughout 2023 provided multiple avenues to hear what matters most to them, and what objectives to prioritize within the four strategic priority areas of: Homes for All, Climate Aligned Growth, Equitable Services and Opportunities and Resilient and Future Ready Organization. This input will inform the 2024 plan and budget.

**4. Report Highlights:**

- The goal of the communications and engagement plan for the 2024 Plan and Budget has been to raise awareness of the budget process and to continue the extensive dialogue that was conducted during the development of the 2023-2027 Strategic Plan, Growing with Care. The process of developing the Strategic Plan and budget were based on the foundation of robust surveys conducted for 2023 Plan and Budget, Mini Wellbeing, Immigration and Youth Impact surveys.
- Through communications and engagement activities, the Region raised the awareness of over 100,000 people through newsletters, social media and events. Staff engaged with over 1,000 residents to hear their priorities through an online survey and eight events in all municipalities across the region, with focused events

for immigrants, rural residents and priority neighbourhoods.

- The following input was received based on feedback collected in person and through the online survey. Given that these methods rely on self-selection of participants, the comments included below cannot be generalized to the broader public and they are not representative of the demographics of the community as a whole. Efforts were made to reach residents from all areas of the region, immigrants, and priority neighbourhoods.
- Detailed results of that analysis are included in Appendix A. The key themes align with the input and ideas we heard throughout our extensive engagement in the strategic planning process. Transit, housing, and climate action were the most frequent topics mentioned. Many residents were concerned about the affordability of living and working in the region. Concerns were raised about levels of taxation and government spending. The majority of residents supported continuing to fund services that were part of the provincial mandate, provided ongoing advocacy efforts continued.
- While there was general consistency in themes across all engagement, there were some areas of specific focus for new immigrants and rural residents. New immigrants were particularly concerned with securing jobs and immediate access to affordable housing and childcare. Beyond the common themes expressed, rural residents were particularly concerned with broader access to transit and maintaining the local character of their communities as growth occurs.
- Grand River Transit completed additional engagement on their 2024 plan between November 6 and December 1. Responses were gathered on four key areas: bus service, ION service, fares and advertising.
- The majority of respondents supported increases to transit services and new value adds in the fare proposals. Customers opposed the proposed changes to evening ION frequency or advertising that covers windows. More detailed results can be found in Appendix B.

## **5. Background:**

### **Approach and methodology**

- Engagement for the 2024 Plan and Budget has been a continuation of extensive dialogue that was conducted during the development of the 2023-2027 Strategic Plan and the robust foundational surveys conducted for 2023 Plan and Budget (i.e., Resident Telephone Survey, Mini Wellbeing Survey) as well as the Youth Impact Survey and Immigrant Survey. Those activities reached over thousands of people through workshops, outreach and both online and telephone surveys. A summary of those findings were referenced in the April 4, 2023 report, 2023-2027

Strategic Plan Update ([CAO-COM-23-001](#)).

- Communications and engagement about the 2024 Plan and Budget has been available through the three primary methods of an online survey through EngageWR, in person outreach at community places and spaces, and opportunities to delegate to Council directly at Public Input Meetings.
  - These opportunities were promoted on the EngageWR page, through social media and through newsletters.
  - In an effort to reach people not often included, outreach events were held at locations in all townships and cities, in the downtown cores, in priority neighbourhoods and at YMCA Immigrant Services. Google translate was embedded in the online survey, and written materials were translated in top languages and telephone-based interpretation was available in person.
  - Given that these methods rely on self-selection of participants, the feedback received cannot be generalized to the broader public and they are not representative of the demographics of the community as a whole. Efforts were made to reach residents from all areas of the region, immigrants, and priority neighbourhoods. Responses can also be influenced by local, provincial and national context and media at the time of the survey and events.
- Through communications and engagement, the Region was able to raise awareness of over 100,000 people across the Region through newsletters, social media and events.
  - Over 102,000 impressions across X, Instagram and Facebook and EngageWR.
  - Over 10,000 reached through online newsletters.
  - Thousands of people in the spaces where engagement events were held.
- Staff engaged with over 1,000 members of the public to hear their priorities through an online survey and eight events in all municipalities across the Region, with focused events for immigrants, rural and priority neighbourhoods.
  - Over 400 people were engaged at eight events across the community.
  - Nearly 600 people were reached through the EngageWR online survey.
  - Nearly 50 people delegated or registered to delegate to Council.

### **Results of Public Engagement and Input**

- All of the feedback received through the survey, email and in person was collected and analyzed for significant themes. The public was asked their opinions on the

four strategic priority areas, the proposed service expansions, the proportion of Regional taxes supporting services that should be the provincial mandate, and taxation.

- Detailed results of that analysis are included in Appendix A. However, the key themes align with the input and ideas we heard throughout our extensive engagement in the strategic planning process.
  - Transit, housing, and climate action were the most frequent topics mentioned.
  - Many residents were concerned about the affordability of living and working in the region.
  - Concerns were raised about levels of taxation and government spending.
  - The majority of residents supported continuing to fund services that were part of the provincial mandate, provided ongoing advocacy efforts continued.
- GRT received over 2,500 responses to their survey and additional feedback through in-person and virtual sessions.
  - 69,955 impressions and 8,414 engagements across X, Instagram and Facebook for a 12% engagement rate.

## **Communication and Engagement with Area Municipalities and the Public**

**Area Municipalities:** A specific effort was made to work with staff from the Cities and Townships to find opportunities to connect with residents in each municipality.

**Public:** Engagement for the 2024 Plan and Budget built on the extensive outreach and consultation that occurred to develop the new 2023-2027 Strategic Plan. Engagement consisted of in person and online opportunities.

### **6. Financial Implications:**

N/A

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

The feedback collected through this engagement process will be considered by Council as budget priorities are finalized for 2024 Plan and Budget. Detailed suggestions for specific operational areas will be provided to the departments responsible.

### **8. Attachments:**

Appendix A: Results of Community Engagement and Input

Appendix B: Summary of GRT Engagement Results

**Prepared By:** Deb Bergey, Manager Community Engagement

Van Vilaysinh, Manager Corporate Strategy and Strategic Initiatives

Pat Morabito, Manager, Marketing, Communications & Customer Service

**Reviewed By:** Jenny Smith, Director Corporate Strategy and Performance

TJ Flynn, Director Communications and Engagement

Cheryl Braan, Director Corporate Finance

Neil Malcolm, Assistant Director, Transit Services

**Approved By:** Connie MacDonald, Chief Communications and Strategy Officer

Mathieu Goetzke, Commissioner, Transportation Services

## Appendix A: Results of Community Engagement and Input

The purpose of the communications and engagement plan was to raise awareness of the budget process and to continue the extensive dialogue that was conducted during the development of the 2023-2027 Strategic Plan, Growing with Care.

### Foundational Surveys

Following are the results of the foundational surveys that informed the development of the 2023 Budget and the 2023-2027 Strategic Plan.

- 2023 Resident Priorities Survey (conducted in 2022)
  - In 2022, 1,000 people were reached with a randomized, statistically robust survey to inform the 2023 Plan and Budget.
  - 81% reported they had very good (16%) or fairly good (65%) value for their tax dollars. 17% reported they had fairly poor (12%) or very poor (5%) value for their tax dollars.
  - Housing (29%) and homelessness (26%) were the top issues identified with healthcare (9%), roads (8%), public transportation (7%), taxation (7%), affordability (7%), education (6%) and environment/ climate change (6%) being the next most frequent concerns.
- Immigrant Survey (2023) – 1,507 respondents
  - While 72% had a strong sense of belonging, 14% were dissatisfied with their life, 10% felt Waterloo Region was not welcoming toward immigrants, 24% experienced discrimination or unfair treatment and 26% felt quite isolated.
  - Cost of living, housing and employment were top of mind concerns.
- Youth Impact Survey (2023) – 1,074 respondents
  - 71% of respondents had a strong sense of belonging to the community.
  - 48% had experienced discrimination or been treated unfairly in the past year.
  - 55% described their mental health as good or excellent.
  - 51% felt like they were a valued member of the community.
- Mini-Wellbeing Survey (2022) – 4,936 respondents – mix of random sample, social media and targeted outreach
  - 19% often feel isolated from others in the community.
  - 64% had a strong sense of belonging to the community.

- 77% described their mental health as good, very good, or excellent.
- 51% were quite satisfied with their life in general.

### **2024 Plan and Budget Communications and Engagement**

- The 2024 communications and engagement approach reached over 10,000 people through newsletters, social media and events. Staff engaged with over 1,000 residents to hear their priorities through an online survey and eight events in all municipalities across the region, with focused events for immigrants, rural and priority neighbourhoods. In addition, Regional Council hosted three public input sessions.
- These opportunities were promoted on the EngageWR page, through social media and through newsletters.
- In an effort to reach people not often included, outreach events were held at locations in all townships and cities, in the downtown cores, in priority neighbourhoods and at YMCA Immigrant Services. Google translate was embedded in the online survey, and written materials were translated in top languages and telephone-based interpretation was available in person.
- Given that these methods rely on self-selection of participants, the feedback received cannot be generalized to the broader public and they are not representative of the demographics of the community as a whole. Efforts were made to reach residents from all areas of the Region, immigrants, and priority neighbourhoods. Responses can also be influenced by local, provincial and national context and media at the time of the survey and events.
- All of the feedback received through the survey, email and in person was collected and analyzed for significant themes. The public was asked their opinions on the four strategic priority areas, the proposed service expansions, the proportion of Regional taxes supporting services that should be the provincial mandate, and taxation.
- When residents were asked where to focus efforts based on the four strategic priority areas the following themes were heard:
  - Transit, housing, and climate action were the most frequent topics mentioned.
  - Many residents were concerned about the affordability of living and working in the region.
  - Concerns were raised about levels of taxation and government spending.
  - The majority of residents supported continuing to fund services that were part of the provincial mandate, provided ongoing advocacy efforts continued.

- Following are the full themes in order of frequency cited.
  - Create and preserve more affordable housing for diverse needs (53%).
  - Increase transit service levels (29%).
  - Focus on programs and services specific to community diverse and cultural needs (28%).
  - Protect and increase trees, greenspace and natural environment (26%).
  - Keep taxes low and find efficiencies (16%).
  - Focus more on active transportation, walkable communities, bike safety and infrastructure (14%).
  - Create climate aligned programs and incentives for homeowners and developers (13%).
  - Improve shelter and encampment options to ensure community is safe for all (12%).
  - Focus on supports and upstream solutions (12%).
  - Increase urban density (10%).
  - Programs and incentives to encourage developers to create (deeply) affordable housing (10%).
  - Continue community building and partnerships (10%).
- The majority of themes were consistent across consultation methods. However, it should be noted that some unique themes emerged for certain subsets of the community.
  - Given the urgency of basic needs for new immigrants, the major themes from this community were:
    - The need for immediate, appropriate and affordable housing.
    - The need for meaningful and sustainable employment that provides a living wage.
    - The need for immediate and affordable childcare to enable both parents (where possible) to work to support the family's needs.
  - In rural areas, there were two main unique needs identified:
    - The need for enhanced intercommunity transportation and transit.

- A desire to maintain the small town feel while balancing growth.
- Responses were highly individualized, but the following services expansions were the most cited.
  - Support to increase transit service levels including frequency of service and improved network and connections. (21%)
  - Support to expand paramedics operations and prevention programs such as community paramedicine. (9%)
  - Support to focus on existing Regional services offered and control spending increases. (8%)
  - Support to create and preserve more affordable housing for the diverse needs of residents. (6%)
- 48 people have presented to Council in the three Public Input Meetings held on October 18<sup>th</sup>, November 1<sup>st</sup> and November 29<sup>th</sup>. A summary of the key points raised are included here:
  - Increases were requested to support local agencies due to cost of living, increased demand and new initiatives.
  - Concerns were raised about taxation levels, particularly in relation to inflation. A range of suggestions were provided related to increased revenue options (GRT advertising) and efficiency reviews (staffing and operations).
  - Requests to add further supports to preserve housing stability and to consider creative and collaborative solutions in the plan to end chronic homelessness.
  - Support for increased public safety and specifically surrounding shelter locations.
  - Support for the ION expansion of service was expressed with concerns for service reductions in off peak hours. Reduced fares for youth on GRT were requested. Support was provided for the Conestoga UPass program.
  - Recommendations were received to include art galleries in the funding for key cultural institutions grants and for funding for local arts organizations such as the KW Symphony.
  - Recommendation to support prevention programs as an alternative to increasing policing.
  - Support for more resources to support public safety.

## Appendix B: GRT Summary of Engagement Results

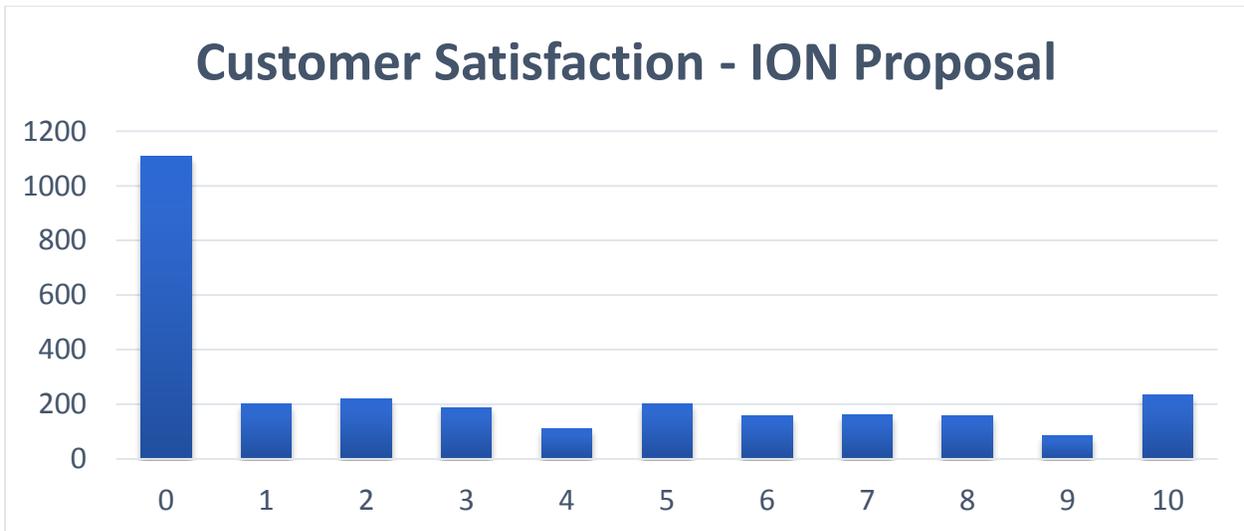
- Between November 6 and December 1, Grand River Transit asked for feedback on its 2024 plan.
- Responses were gathered on four key areas: bus service, ION service, fares and advertising.
- Through an online survey, in-person sessions at transfer points and a virtual information session, GRT received over 2,500 responses to the survey and additional feedback in-person and online.
- 69,955 impressions and 8,414 engagements across X, Instagram and Facebook for a 12% engagement rate.

**Table 1: Customer Satisfaction with Bus Service Proposal**



- Customers are pleased with the overall increase in service.
- Respondents feel the 45,000+ hours will address overcrowding in key areas.
- Customers who are dissatisfied, feel not enough service has been added or there are areas that remain under served.

**Table 2: Customer Satisfaction with ION Proposal**



- Customers are incredibly dissatisfied with the proposal to reduce evening frequency on ION to increase daytime frequency.
- Customers feel the increase during the day, did not balance the impacts to evening frequency.
- Based on customer feedback, this proposal has been modified and will not include evening frequency reductions.

**Region of Waterloo**

**Corporate Services**

**Corporate Finance**

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**To:** Strategic Planning and Budget Committee

**Meeting Date:** December 13, 2023

**Report Title:** Final 2024 Plan, 2024 Operating Budget and 2024-2033 Capital Program

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**1. Recommendation**

That the Region of Waterloo take the following action with respect to the 2024 operating budget as set out in COR-CFN-23-047 dated December 13, 2023:

- a. Increase transit fare revenue by \$500,000;
- b. Increase housing rent revenue by \$500,000; and
- c. Increase supplementary taxes by \$1,000,000.

**2. Purpose / Issue:**

To provide information with respect to Councillor requests and funding requests from delegates at Public Input meetings; to approve the Region's 2024 Plan, the 2024 operating budget, property tax levy and the 2024-2033 Capital Program for direct regional services; and to approve the 2024 operating budget, property tax levy, and capital 2024-2033 Capital Program for the Waterloo Regional Police Service. The main 2024 Plan and Budget motion and draft motions for the Police Services Budget are set out in the meeting agenda.

**3. Strategic Plan:**

The annual plan and budget process advances the Resilient and Future Ready Organization strategic priority area by working together to identify and invest in the delivery of essential services that support the community and our future fiscal resilience. Investments and actions identified in the 2024 plan and budget support progress in all four strategic priority areas of the Corporate Strategic Plan, Growing with Care: Homes for all, Climate aligned growth, Equitable services and opportunities, and Resilient and future ready organization.

**4. Report Highlights:**

- The 2024 Plan and Budget process is the first opportunity to put the new 2023-2027 Corporate Strategic Plan into action.

- The 2024 Plan and Budget maintains critical services during a period of unprecedented fiscal challenge and proposes investments focused on areas of top community need. These investments include: accelerating affordable housing and implementing the Plan to End Chronic Homelessness, expansions to Paramedic Services in response to the needs of our growing community, expansions to transit service to address new ridership patterns, modernizing and improving service experience for residents and residents, and more. Appendix A summarizes the proposed 2024 initiatives and service expansions in each of the four strategic priority areas.
- The 2024 budget proposes certain changes to various user fees and charges as outlined in Report COR-CFN-23-048 on this agenda.
- Staff have reviewed major revenues for any further opportunities to increase budgeted revenue based on more recent trends and recommend increasing Transit fare revenue by \$500,000, Housing rent revenue by \$500,000 and supplementary taxes by \$1,000,000.
- Recent funding reduction announcement have been made impacting funding for homelessness programs (federal Reaching Home program) and Child Care (provincial Transitional grant funding). Details regarding these announcements are included in today's 2024 Region of Waterloo Plan and Budget presentation and staff recommendations regarding the matter are listed as items 7.4 and 7.5 on today's agenda.
- The proposed 2024 operating budget expenditure for Regional Services (excluding Police Services) is \$1.263 billion, and includes a preliminary 2024 property tax levy requirement of \$524.9 million, representing a \$56.1 million increase from 2023. The current 2024 property tax impact for Regional Services (excluding Police Services) is 9.56%, taking into account assessment growth of 2.18%. For 2024 staff have identified \$3.3 million of reductions that are reflected in these preliminary budget figures.
- On November 15, 2023 the Police Services Board (PSB) approved the 2024 Waterloo Regional Police Service (WRPS) budget with a property tax levy of \$228,428,497, which represents a 6.71% levy increase over 2023 and results in a change in property taxes for Police Services of 4.43% net of assessment growth.
- The total proposed 2024 operating budget expenditure for Regional and Police Services is \$1.516 billion, and includes a preliminary 2024 property tax levy requirement of \$753.3 million, representing a \$70.4 million increase from 2023. The current 2024 property tax impact for Regional and Police Services is 7.95%, taking into account assessment growth of 2.18%.
- The 2024-2033 capital program for Regional and Police Services proposes investments of approximately \$6.7 billion over ten years, with \$540 million planned

in 2024.

- Responses to Councillor requests received at the November 29, 2023 Strategic Planning and Budget Committee meeting are outlined in this report with additional details provided in Appendix B.

## 5. Background:

The 2024 Plan and Budget process is guided by Growing with Care, the Region's 2023-2027 Corporate Strategic Plan (Report CAO-COM-23-003, dated August 15, 2023) and input from the community (Report CAO-SPL-23-006, dated December 13, 2023).

The 2024 Plan and Budget includes investments in all four strategic priority areas required to deliver essential services for the community as it grows and continues to respond to global and local challenges.

Highlights of some key areas of focus to advance each priority area are summarized below.

### Homes for All:

- Accelerating the creation of and access to affordable housing through the Building Better Futures Plan.
- Advancing the Plan to End Chronic Homelessness, including increasing emergency shelter capacity, implementing transitional housing and support programs, and the adoption of new hybrid/outdoor models.
- Supporting the community as it adapts to a rapidly evolving economy, including:
  - Increasing equitable access to affordable, quality licensed childcare, increasing labour force participation
  - Expansion of the Region of Waterloo Airport to meet capacity demands and providing economic benefits
  - Expediting housing and employment investment opportunities through land readiness process and development action.

### Equitable Services and Opportunities:

- Addressing gaps in Public Health services experienced as a result of the pandemic, such as childhood immunization rates, and expanding Paramedic Services to meet the needs of a rapidly growing community.
- Implementing the Community Safety and Wellbeing Plan and continued roll out of upstream approaches to Reconciliation and Equity across services.

### Climate Aligned Growth:

- Investing in transit recovery, active transportation and micro-mobility growth, core infrastructure, an integrated mobility plan and road safety initiatives.
- Developing a new Water Supply Strategy with updated conservation programs to ensure clean, safe, and environmentally sustainable water supply.

- Reducing GHGs and embracing innovative technologies to minimize the environmental impacts of operations.

A more comprehensive overview of the strategic priorities and initiatives in the 2024 Annual Business Plan is included in Appendix A.

### **Responses to Councillor Requests for Information**

At the November 29<sup>th</sup> Budget Committee meeting, staff were directed to review service expansions for opportunities to delay the start date of positions in order to reduce the cost and levy impact in 2024. Staff have reviewed the full list of expansion requests and developed options to delay the implementation of certain positions for several service expansions where such flexibility exists. A full list of service expansions with original and revised 2024 property tax impacts are provided in Appendix B. A significant portion of the Paramedic Services expansion relates to an implementation on January 1, 2024 that received pre-budget approval in September of this year through, as outlined in report PHP-PSV-23-006, dated September 12, 2023. Additionally, the timing of expansions for transit services is typically aligned with the fall terms of colleges and universities.

If approved, these adjustments would reduce the 2024 property tax levy by approximately \$648,000. Generally speaking, the delay in bringing on the proposed staff positions delays the associated implementation of the increased service levels and will push more incremental cost into the 2025 budget through increased annualization.

Additionally, staff were directed to bring back information about how the Region's staffing levels compare to regional peers. A graph showing a history of staffing levels per capita along with some of the more significant differences in services and service delivery is also provided in Appendix B. The Region of Waterloo's staffing levels per capita fall along the average of our five other regional comparators.

### **Direct Regional Services Budget**

The preliminary 2024 operating budget expenditure for Regional Services (excluding police) is \$1.263 billion with funding from senior levels of government (\$399 million), rate revenue (\$159 million), user fees and interest earnings (\$130 million), contributions from reserves (\$28 million), and supplementary tax revenue (\$22 million). As it stands, the net result is a property tax levy requirement of \$524.9 million for 2024, an increase of \$56.1 million (12.0%) over the 2023 budget.

The 2024 Regional operating budget continuity (excluding Waterloo Regional Police Service) inclusive of the Library budget outlined above and assessment growth of 2.18% is summarized in the following table:

Regional budget position	Expenditure	Revenue	Tax Levy	Change in Property Taxes
2024 preliminary base operating budget	\$1,227,500,402	\$721,073,033	\$506,427,369	5.71%
Proposed service level expansions endorsed by Budget Committee	20,576,551	13,862,880	6,713,671	1.40%
MobilityPLUS budget housekeeping amendment (Nov. 1st)	-	300,000	(300,000)	(0.06%)
The Plan to End Chronic Homelessness (CSD-HOU-23-027 & CSD-HOU-23-028)	14,238,460	3,200,000	11,038,460	2.30%
Community Capacity Building Fund budget amendment (Nov. 22nd)	1,000,000	-	1,000,000	0.21%
<b>Direct Regional Services current position</b>	<b>\$1,263,315,413</b>	<b>\$738,435,913</b>	<b>\$524,879,500</b>	<b>9.56%</b>

The impact of a 9.56% tax increase per \$100,000 of residential assessment is approximately \$44, which translates to approximately \$156 for the average household valued at \$354,500 (CVA valuation date being held at January 1, 2016).

The operating budget proposes a wholesale water rate increase of 3.9%, wholesale wastewater rate increase of 4.9%, retail water distribution rate increase of 2.9% and retail wastewater collection rate increase of 2.9%, effective January 1, 2024. User fee changes are also proposed for public transit, waste management and airport, with minor changes planned in other program areas. All proposed changes to user fees and charges are outlined in report COR-CFN-23-048 on this agenda.

Significant drivers impacting the 2024 operating budget include:

- Implementation of the Plan to End Chronic Homelessness
- Service expansion for Paramedic Services and Transit (and other regional services) to meet growing community need
- Annualization of 2023 service expansions (Housing, Paramedic, Transit)
- Significant inflationary impacts on good and service contracts
- Reductions in federal/provincial funding including removal of one-time Safe Restart Funding used to phase in pressures in Homelessness programs as well as reduced allocations for Reaching Home and Transitional Funding for Child Care.
- Capital project cost escalation and associated funding

Staff undertake detailed reviews of operating budgets annually. For 2024 staff have identified \$3.3 million of reductions and these are reflected in the preliminary budget figures above. These reductions are in addition to reductions incorporated into the 2023

budget (\$8.2 million), 2022 budget (\$11.4 million) and 2021 budget (\$15.4 million).

The Region's preliminary 2024-2033 capital program, excluding Police Services, proposes investments of approximately \$6.4 billion over ten years, with \$510 million planned in 2024.

Figures in \$ thousands	2024	2025-2033 Forecast	2024-2033 Total
<b>Expenditure:</b>			
Preliminary capital plan (Oct. 18, 2023)	\$544,645	\$5,820,250	\$6,364,894
The Plan to End Chronic Homelessness (CSD-HOU-23-028)	3,000	-	3,000
Capital program amendments (Nov. 29, 2023)	(37,558)	77,650	40,092
<b>Total Expenditure</b>	<b>\$510,087</b>	<b>\$5,897,900</b>	<b>\$6,407,986</b>
<b>Funding &amp; Financing:</b>			
Grants & Subsidies	\$80,549	\$1,683,750	\$1,764,299
Development Charge Reserve Funds	124,173	830,542	954,715
Development Charge Debentures	4,080	472,084	476,164
Reserves & Reserve Funds	237,137	1,741,757	1,978,894
Contributions from Operating	30	270	300
Property Tax Debentures	64,118	1,169,497	1,233,615
<b>Total Funding &amp; Financing</b>	<b>\$510,087</b>	<b>\$5,897,900</b>	<b>\$6,407,986</b>

The 2024 capital budget includes projects that were in progress but not completed at the end of 2023 as well as projects intended to commence during the year. Regional Council annually approves the capital budget for the current year and approves the following nine (9) years as a forecast. During the budget development process, staff reviewed the need, timing, scope and cost of capital works and adjusted project expenditure profiles to reflect the status of existing projects, planned activity in 2024 and resource capacity, as well as to moderate debt requirements.

The 2024-2033 Capital Plan has been impacted by cost escalation to an extent not seen in decades. Capital cost escalation has been running at 7-12% (year over year) through the first three quarters of 2023. Capital project expenditure budgets have been adjusted to reflect higher costs resulting from both inflation and supply chain challenges. As capital costs increase, the need for funding from regional reserves and from long-term borrowing increases correspondingly. Compounding matters has been an increase in long-term borrowing rates, which in 2023 reached their highest point in over 16 years.

## Library Budget

On November 30, 2023 the Region of Waterloo Library Committee approved the recommendations outlined in COR-CFN-23-042, 2024 Region of Waterloo Library Budget, as follows:

That the Library Committee take the following action with respect to the 2024 Region of Waterloo Libraries (RWL) Budget as set out in Report COR-CFN-23-042 dated November 30, 2023:

- a) Approve the 2024 RWL Operating Budget with a net expenditure of \$3,548,700 and a net property tax levy of \$2,996,496;
- b) Approve the 2024 RWL Library Capital Budget and 2025-2033 Capital Forecast as appended; and
- c) Refer the 2024 RWL Budget to the Region of Waterloo’s Strategic Planning and Budget Committee for consideration.

The 2024 budget for the Region of Waterloo Library (RWL) with a total tax levy of \$2,996,496 represents an increase of \$222,598 (8.0%) from 2023. A summary of the 2024 Region of Waterloo Library Budget is provided in the following table:

	<b>2023 Approved Budget</b>	<b>Recommended 2024 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
Expenditure	\$3,282,398	\$3,548,700	\$266,302	8.1%
Revenue	\$508,500	\$552,204	\$43,704	8.6%
<b>Property Tax Requirement</b>	\$2,773,898	\$2,996,496	\$222,598	<b>8.0%</b>

The Region of Waterloo Library is an “area-rated” service, with the property tax levy for libraries assessed uniformly across the four townships.

## Police Services Budget

On November 15, 2023 the Police Services Board (PSB) approved the 2024 Waterloo Regional Police Service (WRPS) budget with a property tax levy of \$228,428,497, which represents a 6.71% levy increase over 2023 and results in a change in property taxes for Police Services of 4.43% net of assessment growth.

	<b>2023 WRPS Operating Budget</b>	<b>2024 WRPS Operating Budget</b>
Expenditure	\$236,742,817	\$252,409,148
Revenue	\$22,682,551	\$23,980,651
<b>Property Tax Requirement</b>	<b>\$214,060,266</b>	<b>\$228,428,497</b>
Year over year levy increase	\$18,299,610	\$14,368,231
<b>Year over year % levy increase</b>	<b>9.35%</b>	<b>6.71%</b>
<b>Change in property taxes for policing</b>	<b>7.22%</b>	<b>4.43%</b>

The Police Services 2024-2033 capital program proposes investments of approximately \$279.4 million across the ten years of the program, with \$30.2 million in 2024.

Figures in \$ thousands	<b>2024</b>	<b>2025-2033 Forecast</b>	<b>2024-2033 Total</b>
<b>Total Expenditure</b>	<b>\$30,245</b>	<b>\$249,176</b>	<b>\$279,421</b>
Funding & Financing:			
Grants & Subsidies	4,055	6,515	10,570
Development Charge Reserve Funds	1,469	8,144	9,613
Development Charge Debentures	2,719	49,633	52,352
Property Tax Reserves & Reserve Funds	14,943	94,285	109,228
Contributions from Operating	-	273	273
Property Tax Debentures	7,059	90,325	97,384
<b>Total Funding &amp; Financing</b>	<b>\$30,245</b>	<b>\$249,176</b>	<b>\$279,421</b>

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

The Region undertakes regular community and stakeholder engagement throughout the year. The results of these engagements and the needs expressed by community through them are reflected in the proposed 2024 Plan and Budget. In addition, staff launched a communications and community engagement campaign relating to the 2024 Plan and Budget. Findings from the engagement process that have informed the Plan and Budget for 2024 are included report CAO-SPL-23-00xx. On this agenda

## 7. Financial Implications:

The proposed 2024 property tax levy for regional services (excluding police) is \$524.9 million, representing a 9.56% increase to the Region's portion of the tax bill (excluding police). The impact per \$100,000 of residential assessment is approximately \$44, which translates to approximately \$156 for the average household.

The proposed 2024 property tax levy for the Waterloo Regional Police Service (WRPS) is \$228.4 million, representing a 4.43% increase to the WRPS portion of the tax bill. The impact per \$100,000 of residential assessment is approximately \$9, which translates to approximately \$33 for the average household.

<b>Property Tax Levy</b>			
	<b>Region</b>	<b>Police</b>	<b>Total</b>
2023 approved	\$468,826,678	\$214,060,266	\$682,886,944
2024 current	\$524,879,500	\$228,428,497	\$753,307,997
\$ change	\$56,052,822	\$14,368,231	\$70,421,053
<b>% change</b>	<b>12.0%</b>	<b>6.7%</b>	<b>10.3%</b>
<b>Average Regional Taxes per \$100,000 Residential CVA</b>			
	<b>Region</b>	<b>Police</b>	<b>Total</b>
2023	\$461	\$210	\$671
2024	\$505	\$220	\$725
\$ change	\$44	\$9	\$53
<b>% change in property taxes</b>	<b>9.56%</b>	<b>4.43%</b>	<b>7.95%</b>

The proposed 2024 operating budget as it stands results in a 7.95% increase to the overall Regional tax bill. The impact per \$100,000 of residential assessment is approximately \$53, which translates to approximately \$189 for the average household for the year. A 1% tax rate increase generates an additional \$7.0 million in tax revenue on the total Regional tax bill.

Summaries of the Region of Waterloo's 2024 operating budget and 2024-2033 capital plan with funding and financing sources are included in Appendix D.

It is noted that the actual regional tax impact differs across the area municipalities in the Region. While the tax levy requirement for most Regional services is levied in a uniform manner across the seven area municipalities, the tax levy requirement for public transit and library are "area-rated" to specific municipalities, as described in Appendix C.

**8. Conclusion / Next Steps:**

Staff will prepare 2024 tax policy recommendations and associated by-laws to establish 2024 regional tax rates in April.

**9. Attachments:**

Appendix A: Proposed 2024 Annual Business Plan Initiatives

Appendix B: Responses to Councillor Requests

Appendix C: Funding of Regional Services from Property Taxes

Appendix D: 2024 Operating Budget and 2024-2033 Capital Plan Summary Tables

**Prepared By: Christopher Wilson**, Manager, Corporate Budgets

**Van Vilaysinh**, Manager, Corporate Strategy and Strategic Initiatives

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

**Jennifer Smith**, Director, Corporate Strategy and Performance

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

**Connie MacDonald**, Chief Strategy & Communications Officer

**Bruce Lauckner**, Chief Administrative Officer

## Appendix A - Proposed 2024 Annual Business Plan Initiatives

The Region's new 2023-2027 Strategic Plan, Growing with Care is the collaborative work of Council, staff, and community members. During the development of this plan, we listened to and engaged with thousands of residents across the region. As we did so, residents began to envision the community they want Waterloo Region to be in the future. Growing with Care identifies the Region's focus for the next four years while keeping a long-term future in mind. Over the next four years, the Region will grow with care by making progress in the following four strategic priority areas:

- Homes for all
- Climate aligned growth
- Equitable services and opportunities
- Resilient and future ready organization

The 2024 Plan and Budget process was the first opportunity to put the new plan into action. Actions and investments identified in the 2024 budget support our progress in all four strategic priority areas that help us to grow with care. They build on past initiatives and factor in the evolving needs of our community.

The following summarizes the proposed 2024 initiatives and service expansions by strategic priority area.

### Strategic Priority: Homes for All

*We will invest in affordable homes and economic opportunity that are part of inclusive and environmentally sustainable communities.*

A house alone is not a home. Homes are part of communities that are connected; culturally safe and inclusive; environmentally sustainable; enable economic success; and forward reconciliation, equity, and diversity.

However, Canada has some of the highest housing prices in the G7 and OECD countries, rising rental prices, and growing homeless encampments. This is also true in Waterloo Region where the population is expected to grow by 50% over the next 25 years, amplifying these issues.

A proactive approach is needed and the whole community has a role to play. Our path forward includes affordable housing for everyone including the most vulnerable, the end of chronic homelessness, and homes that address the diversity of resident needs, with higher density, walkable neighbourhoods, and proximity to services. These are complex challenges that require the contributions and efforts of many. Innovative ideas and increased investment over the coming years will help ensure that existing and new infrastructure continues to serve our community and planet well.

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#### **We'll monitor change and impact to Homes for All through:**

*Housing options*

*Affordability*

*Social and Economic supports and opportunities*

*Homelessness*

*Land use*

*Growth patterns*

Over the coming years, we will work alongside many partners to advance the growth of homes in cities and townships where these developments are diverse and require different types of municipal servicing. Housing and home solutions will consider accessible and culturally appropriate design, environmental sustainability, and the needs of residents who face additional barriers to achieving affordable and suitable housing. This includes seniors with health needs, residents with disabilities, those living with a low income, newcomers and refugees, Indigenous communities, and residents struggling with mental health and addictions. Upstream solutions that create the conditions and supports people needs to experience wellness and access economic opportunities will be explored. As the region grows, we'll expand employment opportunities through a thriving, diversified economy, transportation networks and the growth of key sectors to attract investment, talent and support residents in securing and keeping their homes.

To advance this priority, the following actions and investments will be taken in 2024:

Objective	2024 Action
Move quickly to create affordable, accessible and equitable housing	Advance the Building Better Futures Plan to create more affordable housing
	Explore options for reducing property taxes for multi-residential properties, affordable housing, and rent geared-to-income housing
	Implement new Development Tracking system that will lead to faster development approvals, including for new housing
	Create a project management office to steward capital projects that support community building and home development
	Improve service levels for Waterloo Region Housing
Eliminate chronic homelessness and reliance on traditional shelter models	Advance the Plan to End Chronic Homelessness
Invest in upstream solutions to reduce housing and economic precarity	Finalize the Economic Development Strategy to guide investments and efforts that will grow our economy today and into the future
	Implement the Service Provider Pilot as part of Employment Ontario's Transformation
	Create a Master Plan for the Sunnyside Campus and increase resident support in LongTerm Care
	Finalize a 20 year Airport Master plan to guide growth and integrate best practices in sustainability
Unlock Region-owned land that supports community growth	Develop a new land portfolio and site readiness process to expedite lands for affordable and attainable housing development.
	Complete planning for shovel-ready employment lands and industrial land funding strategy

### Service expansions in Homes for All include:

- Personal Support Workers for Seniors' Services' 4 hour of care to improve quality of care
- Improving WRH Housing unit level of service for residents
- Land readiness and development action to expedite housing and employment investment opportunities
- Housing Services program improvements that support equity and growth in housing units through Building Better Futures
- Building capacity to ensure quality of assets and implementation of transportation and active transportation infrastructure growth
- Responding to the project and regulatory compliance needs of Canada's fastest growing airport

## 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.*

Waterloo Region is situated within a rich natural environment and flourishing biodiversity that includes rivers, farmland, community trails, and more. Each of these are needed to sustain our health and wellbeing now and into the future. However, global warming is causing fiercer wildfires, heat waves, droughts and storms – disproportionately impacting some communities in the process. In Waterloo region, the climate crisis will mean adapting to frequent storms and flash flooding, air quality alerts, and altered agricultural production due to warmer temperatures, among other impacts.

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### **We'll monitor change and impact to Climate Aligned Growth through:**

*Carbon emissions*

*Energy utilization*

*Car alternative options*

*Stewardship goals*

As the region grows, there will be pressure on its natural resources; and yet we must enable a healthy environment for all residents to thrive. This means protecting and enhancing clear air, clean water, biodiversity and land. It also means prioritizing car-alternative mobility as an important element of climate mitigation.

The TransformWR strategy already identifies a series of detailed actions to help Waterloo Region transition to an equitable, prosperous and resilient low carbon economy. Over the coming years, the Region of Waterloo will work in collaboration with partners and Indigenous communities to steward our natural environment, take practical steps to reduce our collective impact on the environment, and improve how services, assets, and infrastructure adapt to climate change.

To advance this priority, the following actions and investments will be taken in 2024:

Objective	2024 Action
Use a climate adaptation lens to re-imagine infrastructure, land and services for growth	Finalize the Transportation Infrastructure Climate Resiliency Strategy
	Develop a Carbon Budget and Climate Action Plan
	Evaluate building retrofit requirements for climate goals
	Update the Corporate Asset Management Plan to embed climate change and mitigation considerations
Foster car alternative options through complete streets and extended alternative transportation networks	Increase public transit service levels and support new Conestoga College U-Pass
	Continue to enhance ION LRT service levels and performance
	Advance ION stage 2 business case and preliminary design of Cambridge terminal
	Expand and electrify bus fleet
	Advance the Kitchener Central transit hub (KVTH)
	Advance integrated mobility plan
	Finalize concept design for Cambridge to GO rail connection
Steward our natural environment and shared resources as we grow	Update the Source Protection Plan and Assessment Report
	Update the Waste Management Plan and re-design the Waterloo Waste Management Public Drop off
	Develop a Vegetation Management Plan along the Region’s roadways
	Update the Water Supply Strategy to assess future water demands and sustainable water sources
	Transition the Blue Box Program to producer responsibility

Service expansions in Climate Aligned Growth include:

- Expanding transit service to respond to growing record levels of transit ridership for residents relying on this vital service
- Improving road and intersection safety and performance, increase active transportation, and invest in urban forestry and horticulture
- Improving analytics to optimize use of the Regions \$7b community infrastructure assets
- Ensuring workplace safety for water & wastewater services

## Equitable Services and Opportunities

*Through collaboration and innovative design, we will provide equitable, accessible services across Waterloo Region that support the social determinants of health, safety and complete communities as we grow.*

Waterloo Region is located on the traditional territories of the Haudenosaunee, Anishinaabe and Chonnonton Peoples. On these lands, a diversity of people, communities, cultures, and eco-systems contribute to Waterloo Region’s rich multicultural heritage that is expressed uniquely across cities and townships. Waterloo Region is among the fastest growing regions in Ontario that continues to welcome newcomers and immigrants to settle here.

While the diversity of the region has increased, contributing to Waterloo region’s richness, the recent Community Safety and Wellbeing Plan highlights that many residents experience discrimination due to ethnicity, culture, race or skin colour, sexual orientation, gender identity, disability, geography, or income. Systemic barriers and discrimination limit people’s opportunities and equitable access to the supports they need to achieve health and well-being.

In response, the Region will focus on ensuring equitable access to critical services so no one is left behind. This means focusing on pockets of our communities that need the most support so that everyone can flourish and thrive. Over the coming years, the Region will expand safe and culturally appropriate services to those who need it most. We will also work together with these communities to co-design solutions to our biggest service barriers and explore new opportunities that foster safe, culturally appropriate and equitable service options. Communities that foster connection, collaboration, and respect for diversity will allow us to care for and support one another, bringing us together instead of further apart.

To advance this priority, the following actions and investments will be taken in 2024:

**We’ll monitor change and impact to Equitable Services and opportunities through:**

- Social and economic wellbeing*
- Community wellness*
- Truth and Reconciliation*
- Service equity*
- Diverse programming*
- Community partnerships*

Objective	2024 Action
Ensure services are inclusive, accessible, culturally safe and appropriate	Continue to implement the Community Safety and Wellbeing Plan to improve safety and wellbeing
	Reimagine Cultural Services that support a diverse and inclusive community and a thriving economy.
	Advance Truth and Reconciliation through partnerships, programs, and education strategies
	Collaborate with neighbourhoods, schools, and Indigenous, Black and other racialized communities to provide services
	Continue the Upstream Fund, Capacity Building Fund, and Reconciliation and Equity Investments
	Expand Urban Mobility Plus
	Enhance the Capital Plan Development and Implementation through the inclusion of equity

Objective	2024 Action
	considerations at decision making points throughout all phases of the project
Design equitable services that meet local community needs	Expand the Community Paramedicine program and clinical service outreach
	Implement a Comprehensive Mental Health Strategy to support all Paramedic Services (PSV) staff
	Update corridor design guidelines to support innovative solutions and all forms of active transportation across the region
	Complete the first stage of the Township Traffic Calming Initiative
	Pilot new road safety designs at roundabouts (e.g., raised pedestrian crosswalks and activated pedestrian signals)
	Pilot new payment methods on transit
	Expand the automated speed enforcement program to improve community safety
Explore new models of service through community collaboration and partnerships	Engage with community partners on mental health and addictions, harm reduction, and upstream strategies to support vulnerable populations
	Co-design with community alternative models of care that address gaps in our health systems
	Deliver Immigration Partnership Refugee Funding
	Implement the Community Benefits Procurement Pilot, employing Ontario Works and Employment Ontario clients in the construction industry.
	Continue to implement the Canada Wide Early Learning and Childcare Plan to improve affordability, access, equity and quality of licensed child care

Service expansions in Equitable Services and Opportunities include:

- Paramedic Service expansions to respond to the needs of a growing community, addressing challenges affecting 911 response and ensure the health and wellness of our workforce is supported
- Expanding Automated Speed Enforcement program to reduce speeding and to increase safety in school zones within Waterloo Region
- Continuing the roll out of Canada-wide Early Learning and Child Care (CWELCC) Plan, a program transforming childcare in Waterloo Region
- Meeting growing patient volumes, service demands and effectively collaborate with system partners to implement effective upstream solutions as part of the Community Paramedicine program
- Increasing Urban Mobility Plus service to provide an additional Urban Mobility Plus bus to meet weekday capacity

## Resilient and Future Ready Organization

*The Region of Waterloo is a great place to work, where everyone is valued, feels they belong and where they have the supports and tools they need to do a great job. We will be prepared for the future by providing a safe space for bold ideas and experimentation that transform services based on data and other ways of knowing.*

Ontario municipalities are currently experiencing significant challenges with growing community needs, a shifting mandate, and compounding fiscal constraints. High inflation and interest rates, the cost of implementing and renewing municipal infrastructure, provincial and federal funding reductions, and the ongoing recovery from the COVID-19 pandemic all present unique challenges to municipalities that must be addressed in new and different ways.

Facing an increasingly complex future will require new thinking, skills, collaborations, data and technologies, such as AI and automation. It will also require investing in people and organizational culture through increasing diversity and the capacity of employees to work collaboratively with each other, community, and partners in other sectors.

Being intentional about increasing research, partnerships, data-analytics, and evidence-based decision-making capacities, will enable the Region to better understand root causes and generate new ideas and solutions faster.

The Region will invest in diversity, equity, and inclusion. This means attracting and retaining staff with the best representation, talent, critical experiences, knowledge, and skills. Teams are at their best when they are truly supported, as such, the Region will invest in employees’ holistic well-being, development, inclusion and engagement. This will better support teams to lead service transformation and enable effective and impactful service delivery to residents.

To advance this priority, the following actions and investments will be taken in 2024:

Objective	2024 Action
Foster an empowered, people centred culture	Support employees through the Employee Health, Safety and Wellbeing Strategy
	Attract, retain, and develop top talent (through new talent acquisition and retention strategies, an enhanced employee value proposition, modernizing our Total Rewards Framework, and investing in a Talent Development and Management Program)
Reconcile past injustices to advance our future together	Enhance diversity, equity, inclusion and belonging strategies to support a respectful, equitable, and inclusive people-centered culture
	Implement the Community Services Equity Plan
	Provide opportunities for sharing, learning, and collaboration through the REDI Action Partnership.

**We’ll monitor change and impact to Resilient and Future Ready Organization through:**

- Employee retention*
- Funding from other levels of Government*
- Leadership diversity*
- Truth and Reconciliation Calls to Action*

Objective	2024 Action
Explore new service models and partnerships to achieve fiscal resilience and better service	Implement the new Strategic Plan and Vision, Mission, Values to guide progress and lead change
	Enable effective and impactful service delivery through digital transformation, modernized information management systems, and investments in performance measurement
	Partner with other levels of government to achieve shared priorities and fiscal balance
	Continue to implement long-term financial sustainability measures
	Continue to implement the Corporate Fraud Risk Management Framework
	Complete a Regional Development Charge Background Study
	Continue to implement the Corporate Accommodation Master Plan including space optimization

Service expansions in Resilient and Future Ready Organization include:

- Improving services at housing sites, replacing contractor work while working differently to achieve cost savings
- Growing labour relations needs and disability advisors to support staff, safe return to work and minimize absenteeism
- Improving customer service through technology and AI
- Implementing a Lobbyist Registry to improve transparency and accountability for residents
- Improving efficiency and cost effectiveness of Regional buildings
- Increasing data analytics to support improved road safety as part of a growing transportation network

**Appendix B – Responses to Councillor Requests**

**1. Adjusting start dates for new positions**

Budget Document Page #	Division	Description of Request	2024 property tax levy impact	2024 property tax levy impact adjusted for delayed start dates	2024 tax levy reduction
<b>Climate Aligned Growth</b>					
140	Strategic Initiatives & Asset Management	Asset Performance Analyst	\$53	\$28	(\$25)
141	Strategic Initiatives & Asset Management	Asset Management Planner	\$73	\$40	(\$33)
142	Community Planning	Home Energy Retrofit program	\$389	\$389	-
143	Water and Wastewater Services	Health and Safety Specialist	-	-	-
144	Transportation	Horticulture Expansion	\$167	\$167	-
145	Transportation	Urban Forestry Technician	\$88	\$88	-
146	Transportation	Senior Planning Engineer Active Transportation	\$137	\$137	-
147	Transportation	Traffic Signal Technicians	\$359	\$359	-
148	Transit Services	Bus Network Service Expansion	\$984	\$984	-
149	Transit Services	Conestoga College UPASS Program	(\$318)	(\$318)	-
150	Transit Services	Light Rail Transit (LRT)	\$65	\$65	-
<b>Equitable Services and Opportunities</b>					
151	Provincial Offences and Regional Road Safety Offences	Automated Speed Enforcement	-	-	-
153	Children's Services	Canada-wide Early Learning and Child Care (CWELCC) Plan	-	-	-
154	Paramedic Services	2024 PSV Master Plan Implementation	\$2,534	\$2,460	(\$74)
156	Paramedic Services	Community Paramedicine	-	-	-
157	Transit Services	Urban Mobility Plus	\$35	\$35	-
<b>Homes for All</b>					

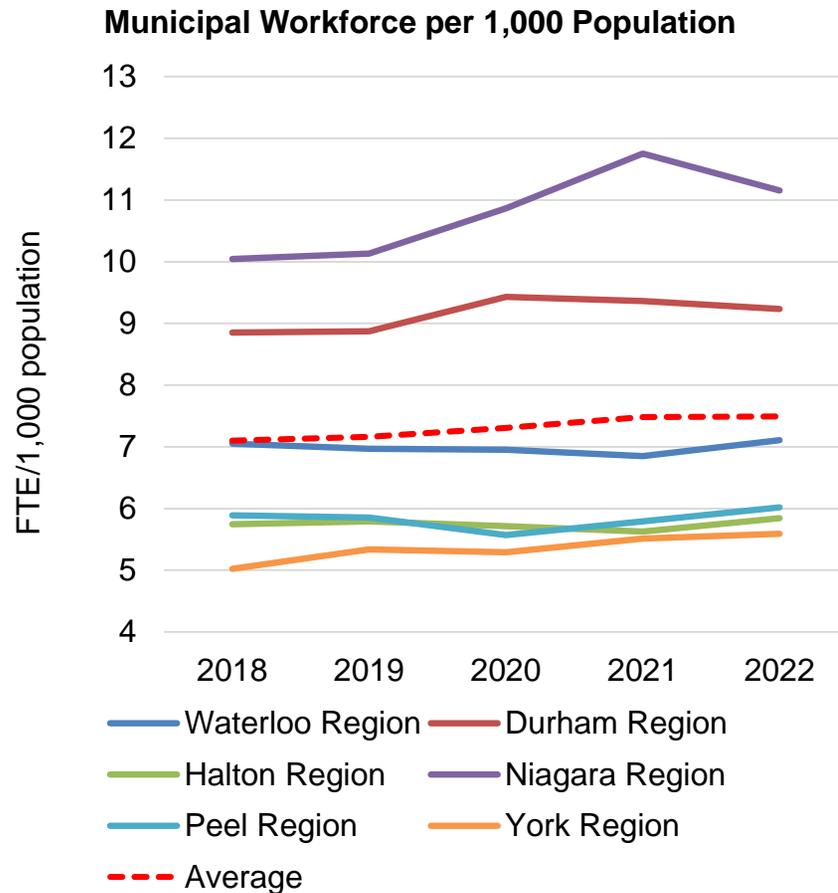
Budget Document Page #	Division	Description of Request	2024 property tax levy impact	2024 property tax levy impact adjusted for delayed start dates	2024 tax levy reduction
158	Facilities Management / Housing Services	Facilities maintenance staff relating to WRH Housing unit level of service increase	\$378	\$293	(\$85)
159	Housing Services	Housing Programs Advisor	\$61	\$31	(\$31)
160	Housing Services	Housing Programs Advisor (Equity Diversity and Inclusion (EDI))	\$61	\$31	(\$31)
161	Housing Services	Housing Services staffing	\$107	\$54	(\$54)
162	Seniors' Services	Service expansion relating to 4 hour of care (Personal Support Workers)	-	-	-
163	Region of Waterloo International Airport	Airport Construction Coordinator	-	-	-
164	Region of Waterloo International Airport	Airport Electrician	\$120	\$120	-
165	Economic Development	Land Readiness and Development	\$699	\$535	(\$164)
167	Design & Construction	Project Managers	-	-	-
<b>Resilient and Future Ready Organization</b>					
168	Facilities Management	Facilities staff to replace contractor work	-	-	-
169	Labour Relation and Emergency Management	Labour Relation Advisor	\$117	\$83	(\$34)
170	Wellbeing and Occupational Health & Safety	STD Return to Work Disability Advisor and WSIB Disability Advisor	\$216	\$152	(\$64)
171	Talent Acquisition, Client Experience and Solutions	AI Enabled Service Delivery	\$91	\$58	(\$33)
172	Council & Administrative Services	Lobbyist Registry	\$109	\$109	-
173	Facilities Management	Data Insights Analyst	\$97	\$75	(\$22)
174	Transportation	Service Transformation Data Specialist	\$92	\$92	-
<b>Subtotals</b>			<b>\$6,714</b>	<b>\$6,066</b>	<b>(\$648)</b>

The budget reduction resulting from adjusting the start dates for implementations will result in a corresponding increase in the amount of annualization that will need to be added in the 2025 budget.



## 2. FTE comparison to Regional Comparators

The following chart shows a five year history of staffing levels per capita for the Region of Waterloo and five of its Regional comparators:



Halton, Peel and York Region have the lowest staffing levels per capita. Halton and Peel Regions do not operate a transit system and York Region contracts out conventional transit services to a third party.

The Region of Waterloo's 2022 figure includes approximately 751 FTEs for transit service delivery which equates to 1.2 FTEs per 1,000 population. Excluding transit FTEs, the Region of Waterloo's staffing levels would be very similar to those of Halton, Peel and York.

**Appendix C – Funding of Regional Services from Property Taxes**

**The net cost of services is levied to municipalities denoted with ✓**

<b>Service</b>	<b>Cambridge</b>	<b>Kitchener</b>	<b>Waterloo</b>	<b>N. Dumfries</b>	<b>Wellesley</b>	<b>Wilmot</b>	<b>Woolwich</b>
Regional Services with the exception of transit and library	✓	✓	✓	✓	✓	✓	✓
Police Services	✓	✓	✓	✓	✓	✓	✓
Conventional GRT to Woolwich (Includes the Breslau Flex Service)							✓
Conventional Transit to Wilmot						✓	
Urban Conventional Transit service	✓	✓	✓				
Urban Transit Mobility service	✓	✓	✓				
Rapid Transit	✓	✓	✓				
Rural Transit Mobility service				✓	✓	✓	✓
Library Services				✓	✓	✓	✓

**Appendix D – 2024 Operating and Capital Budget Summary Tables**

**2024 Operating Budget**

	<b>Preliminary base budget for Direct Regional Services</b>	<b>Proposed service expansions endorsed by Budget Committee</b>	<b>MobilityPLUS amendment (Nov. 1st)</b>	<b>The Plan to End Chronic Homelessness</b>	<b>Community Capacity Building Fund (Nov. 22nd)</b>	<b>Direct Regional Services Subtotal</b>	<b>Police Services</b>	<b>Total</b>
Expenditure:								
Gross Expenditure	\$ 1,338,031,661	\$ 22,095,527	\$-	\$1,000,000	\$14,238,460	\$1,375,365,648		
Recoveries	(110,531,259)	(1,518,976)	-	-	-	(112,050,235)		
<b>Net Expenditure</b>	<b>\$ 1,227,500,402</b>	<b>\$20,576,551</b>	<b>\$-</b>	<b>\$1,000,000</b>	<b>\$14,238,460</b>	<b>\$1,263,315,413</b>	<b>\$252,409,148</b>	<b>\$1,515,724,561</b>
Revenue:								
Provincial Funding	\$382,466,043	\$1,642,656	\$-	\$-	\$-	\$384,108,699		
Federal Funding	14,660,884	-	-	-	-	14,660,884		
User Fees & Charges	279,302,271	9,686,297	-	-	-	288,988,568		
Interest Earnings	598,060	-	-	-	-	598,060		
Supplementary Taxes	12,500,000	-	-	-	-	12,500,000		
Payments in Lieu of Taxes	9,733,501	-	-	-	-	9,733,501		
Reserve Funding	21,812,274	2,533,927	300,000	-	3,200,000	27,846,201		
<b>Total Revenue</b>	<b>\$721,073,033</b>	<b>\$13,862,880</b>	<b>\$300,000</b>	<b>-</b>	<b>\$3,200,000</b>	<b>\$738,435,913</b>	<b>\$23,980,651</b>	<b>\$762,416,564</b>
<b>2024 Property Tax Levy</b>	<b>\$506,427,369</b>	<b>\$6,713,671</b>	<b>(\$300,000)</b>	<b>\$1,000,000</b>	<b>\$11,038,460</b>	<b>\$524,879,500</b>	<b>\$228,428,497</b>	<b>\$753,307,997</b>
<b>% Change in Property Taxes (Net of Assessment Growth)</b>						<b>9.56%</b>	<b>4.43%</b>	<b>7.95%</b>

**2024-2033 Capital Plan**

	<b>2024</b>	<b>2025-2033 Forecast</b>	<b>2024-2033 Total</b>
<b>Expenditure:</b>			
Regional Services:			
Preliminary capital budget (Oct. 18, 2023)	\$544,644,558	\$5,820,249,758	\$6,364,894,316
The Plan to End Chronic Homelessness (CSD-HOU-23-028)	3,000,000	-	3,000,000
Capital program amendments (Nov. 29, 2023)	(37,558,000)	77,650,000	40,092,000
<b>Total Direct Regional Services</b>	<b>\$510,086,558</b>	<b>\$5,897,899,758</b>	<b>\$6,407,986,316</b>
<b>Police Services</b>	<b>\$30,244,610</b>	<b>\$249,176,117</b>	<b>\$279,420,727</b>
<b>Total Expenditure</b>	<b>\$540,331,168</b>	<b>\$6,147,075,875</b>	<b>\$6,687,407,043</b>
<b>Funding &amp; Financing:</b>			
Grants, Subsidies & Recoveries	84,604,000	1,690,264,587	1,774,868,587
Development Charge Reserve Funds	125,642,622	838,686,038	964,328,660
Development Charge Debentures	6,798,573	521,717,738	528,516,311
Reserves & Reserve Funds	252,079,310	1,836,042,828	2,088,122,138
Contributions from Operating	30,000	542,770	572,770
Tax Debentures	71,176,663	1,259,821,914	1,330,998,577
<b>Total Funding &amp; Financing</b>	<b>\$540,331,168</b>	<b>\$6,147,075,875</b>	<b>\$6,687,407,043</b>

**Region of Waterloo**

**Corporate Services**

**Corporate Finance**

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**To:** Strategic Planning and Budget Committee

**Meeting Date:** December 13, 2023

**Report Title:** Industrial and Housing Land Readiness

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**1. Recommendation**

For information.

**2. Purpose / Issue:**

To provide additional background information with respect to the recommendations set out in the November 22, 2023 Industrial Land Readiness report.

**3. Strategic Plan:**

This request aligns with the Strategic Priority for Climate Aligned Growth by supporting an environment where communities can thrive and by reimagining infrastructure, land and services for growth, as well as Homes for All by facilitating more employment and affordable housing development opportunities in the Waterloo Region.

**4. Report Highlights:**

- Canada is experiencing a significant increase in industrial investment opportunities with more manufacturers looking for employment land than at any point in history. This is largely due to the post-pandemic supply chain localization/reshoring of chip fabrication, automotive and EV supply chain, agrifood processing, etc.
- Locally, Waterloo EDC continues to experience a steady increase in demand/interest of investment inquires for our region, with 2022 being a record setting year for fielded inquiries. These investments all require shovel-ready land, in varying parcel sizes (range of five to 1,000+ acres) and most on very ambitious timelines. Since 2021, the Waterloo Region has consistently faced a challenge of lacking suitable industrial parcels. This shortage has affected 20+ inquiries from companies seeking up to 250+ acres and an additional 6-8 inquiries for 1,000+ acre parcels.

- At the same time, the Region has an unprecedented need to stimulate the development of affordable housing, and is mobilizing all possible Region-owned lands as well as supporting the development of affordable housing by partner organizations across the Region.
- Council has directed staff to pursue an Employment Lands Shovel-Ready Strategy through report PDL-ECD-23-011 dated June 23, 2023. Significant employment growth is projected with 2/3 forecast to be in industrial-based employment lands. The current supply of qualified regional, industrial employment land sites can only support 3-5 years of growth.
- A funding mechanism and strategic land readiness unit are required to accelerate land acquisition, technical work, fund industrial DC exemptions, and leverage Region-owned lands to achieve the community's objectives.

## 5. Background:

The following recommendations were presented to the Strategic Planning and Budget Committee on November 22, 2023 in Report COR-CFN-23-040 (Appendix A) as follows:

That the Regional Municipality of Waterloo take the following action with respect to an Industrial Land Readiness Interim Funding Strategy as described in report COR-CFN-23-040 dated November 22, 2023;

- a) Establish an Industrial Land Readiness Reserve; and
- b) Direct staff to include in the 2024 Operating Budget a contribution to the Industrial Land Readiness Reserve in the amount of \$5 million to be funded by the property tax levy.

The matter was deferred to a subsequent Strategic Planning and Budget Committee meeting.

- In June, 2023, Council directed staff to pursue an Employment Lands Shovel-Ready Strategy through report PDL-ECD-23-011. The Region's technical consultants on Land Readiness, Dillon Consulting, have conducted an analysis of the current regional employment land inventory. Work to-date provides a technical analysis of the supply of development lands to meet industry requirements. A few initial key elements to the strategy have been identified:
  - **Timing is crucial** – Maintaining, if not accelerating the timing of servicing/getting to market lands within our existing supply and supporting investment in other priority industrial areas.

- **Focused effort to bring current supply to market is required** – A proactive approach can be taken by the Region to get ahead of the demand and prepare internally to support the broader strategy framework with a Region-wide function that leads the coordination of required actions. Focus on infrastructure investments, particularly water/wastewater servicing and transportation/transit upgrades, is key to bringing the major future growth areas on stream.
- **Opportunities to create new supply** - ‘Creating’ new supply through intensification, land assembly, and adaptive reuse will all be important tactics, as well as the continued pursuit of larger projects and funding partnerships as catalysts for regional economic growth.
- A mechanism is needed to create the fiscal capacity to support land acquisition and servicing and to provide additional capacity to fund industrial DC exemptions that result from the program. It is anticipated that increased contributions will be required in subsequent budgets, and additional funding recommendations will be presented as part of the strategy report in 2024. During 2024, staff will assess the optimal use of the funds in the reserve, which could include costs related to land acquisition, site servicing and related costs, as well as to provide budget capacity to fund future DC exemptions that may result from development on these sites.

A Strategic Land Readiness Unit, proposed as a service expansion in 2024, will accelerate the technical work required by the industrial land readiness and affordable/attainable housing land-development strategies. The Region can expect to see significant cost-savings through reduced consulting fees by augmenting existing staff with specialized personnel that builds technical, in-house capacity to lead, coordinate and accelerate technical development-readiness work across the Region’s housing and employment land portfolios. Some of the key responsibilities the new roles will lead include:

- Coordination/acceleration of technical analysis, studies, permits, approvals, planning applications, official plan amendments, planning, economic and technical viability studies as well as engagement with Provincial and Regional departments, Area Municipalities, development clients, utility/service providers, etc.
- Coordination/acceleration of supporting Regional infrastructure, including water, wastewater and transportation, transit upgrades, planning work, grading, environmental works, archaeological servicing and financial modelling.
- Financial and feasibility analysis of land-readiness work, including tax implications, development charges, financial pro forma, affordable housing unit analysis, incentives, and other region-wide cost saving opportunities
- Fulsome management of all regional lands, creating a portfolio to best optimize

development scenarios, looking at all potential needs/uses – whether for housing, employment, a paramedic station, or a future need, such as two-way all-day GO service.

- Supporting religious and educational institutions to leverage over 400 acres of urban land across Waterloo Region for affordable housing development with a potential yield of over 10,000 units.

There is currently no additional capacity within existing resources to undertake this work.

## **6. Communication and Engagement with Area Municipalities and the Public**

**Area Municipalities:** The Region has been working with Area Municipalities and Waterloo Economic Development Corporation (WEDC) on various land readiness strategies and significant industrial investment projects over the last year and will continue to do so through an area municipal working group to support this work. Area municipalities within the Region will continue to be engaged in this work through a working group format to ensure area municipal infrastructure and plans are incorporated. In particular, staff from Regional/Area Municipal technical disciplines, including environmental, water/wastewater infrastructure, transportation, economic development and land use planning staff to support strategic decision-making.

**Public:** In addition to the demand seen by Waterloo EDC, in the summers of 2022 and 2023 staff conducted hundreds of stakeholder discussions across Waterloo Region in preparation for the next iteration of the Waterloo Region Economic Development Strategy. The availability of shovel-ready land to support local business expansion and retention efforts has been identified as a top priority area for the strategy, scheduled to be presented to the Regional Council in early 2024.

## **7. Financial Implications:**

As set out in open report COR-CFN-23-040.

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

If approved, Regional staff will use the approved funding to accelerate servicing and strategic expansion of the Region's industrial employment land portfolio. The fulsome Shovel-Ready Land Strategy recommendation will be presented to Regional Council in the first quarter of 2024.

**9. Attachments:**

Appendix A: COR-CFN-23-040 Industrial Land Readiness - Interim Funding Strategy

**Prepared By:** Laura Philippe, Manager, Economic Development

**Reviewed By:** Matthew Chandy, Director, Innovation & Economic Development

**Approved By:** Rod Regier, Commissioner, Planning, Development & Legislative Services

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

**Region of Waterloo**

**Report: COR-CFN-23-040**

**Corporate Services**

**Corporate Finance**

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**To:** Strategic Planning and Budget Committee

**Meeting Date:** November 22, 2023

**Report Title:** Industrial Land Readiness - Interim Funding Strategy

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### **1. Recommendation**

That the Regional Municipality of Waterloo take the following action with respect to an Industrial Land Readiness Interim Funding Strategy as described in report COR-CFN-23-040 dated November 22, 2023;

- a) Establish an Industrial Land Readiness Reserve; and
- b) Direct staff to include in the 2024 Operating Budget a contribution to the Industrial Land Readiness Reserve in the amount of \$5 million to be funded by the property tax levy.

### **2. Purpose / Issue:**

On November 8, 2023 the Strategic Planning and Budget Committee requested staff to report back with an interim funding strategy to provide financial capacity for a Land Readiness and Development strategy in 2024.

### **3. Strategic Plan:**

This request aligns with the Strategic Priority for Climate Aligned Growth by supporting an environment where communities can thrive and by reimagining infrastructure, land and services for growth.

### **4. Report Highlights:**

- In support of the 2023-2027 Corporate Strategic Plan, staff have proposed a 2024 budget request for resources required to initiate an Industrial Land Readiness Strategy for the Region of Waterloo. Details of this request are included in the 2024 Preliminary Budget Document on page 165.
- The program will be focussed on developing an inventory of shovel-ready lands for housing and employment purposes and will support the implementation of the shovel-ready plan, currently under development, and approved by Council in June,

2023.

- The Region's Development Charge (DC) by-law provides for a 60% discount on the DC rate applied to industrial development. Such exemptions are funded from non-DC sources such as user rates and the property tax levy.
- To create the fiscal capacity to support land acquisition and servicing and to provide additional capacity to fund industrial DC exemptions that result from the program, staff recommend establishing an Industrial Land Readiness Reserve and adding a contribution to the reserve of \$5 million in the 2024 Operating Budget. While it is anticipated that a further \$5 million contribution increase will be required in 2025, additional funding recommendations will be presented as part of the strategy report in 2024.
- During 2024, staff will assess the optimal use of the funds in the reserve which could include costs related to land acquisition, site servicing and related costs, as well as provide some budget capacity to fund future DC exemptions that may result from development on these sites.

## **5. Background:**

Since 2021, Waterloo Region has lacked suitable industrial parcels for 20+ inquiries from companies seeking up to 250+ acres and an additional 6-8 inquiries for 1,000+ acre parcels. Council approved the development of a shovel-ready plan for employment lands in June 2023. A technical and market assessment of employment lands in the Waterloo region is currently underway and will be complete in early 2024.

In support of the 2023-2027 Corporate Strategic Plan, staff have proposed a 2024 service expansion for resources required to develop and implement an Industrial Land Readiness Strategy for the Region of Waterloo. Details of this request are included in the 2024 Preliminary Budget Document on page 165. The request covers resources that will focus on an integrated approach to identifying sites suitable for affordable housing, attainable housing, and employment land and working with developers and not-for-profits to expedite housing and employment land projects that align with Regional priorities.

Such a strategy will require financial capacity to, where and when necessary, acquire and service potential lands for future industrial development. Establishing a fund for such long term investments is needed. To create the fiscal capacity to support land acquisition and servicing and to provide additional capacity to fund industrial development charge exemptions under the Region's Development Charges By-law that result from the program, staff recommend establishing an Industrial Land Readiness Reserve and adding a contribution to the reserve of \$5 million in the 2024 Operating Budget.

Staff acknowledge the interim nature of the strategy. It is projected that a further \$5

million contribution increase will be required in 2025. A revised long term funding strategy will be prepared to accompany the Land Readiness Strategy in 2024 for consideration in the 2025 Budget. The initial contribution in 2024 provides some capacity to accelerate acquisition and servicing activities to ensure lands are shovel-ready sooner.

## **6. Communication and Engagement with Area Municipalities and the Public**

**Area Municipalities:** The Region has been working with Area Municipalities and Waterloo EDC on various land readiness strategies over the last year and will continue to do so through an area municipal working group to support this work. Area municipalities within the Region will continue to be engaged in this work through a working group format to ensure area municipal infrastructure and plans are incorporated. In particular, staff from Regional/Area Municipal technical disciplines, including environmental, water/wastewater infrastructure, transportation, economic development and land use planning staff to support strategic decision-making.

**Public:** Nil

## **7. Financial Implications:**

A \$5 million contribution in 2024 to a new Industrial Land Readiness Reserve results in a 2024 tax impact of 1% on the Direct Regional portion of the property tax bill, which equates to a 0.7% tax impact on the total property tax bill including Police Services. Reserve contributions in 2025 and beyond will be determined as the Land Readiness Plan is developed in 2024. Funds in the reserve would be used for land acquisition, site servicing and related costs and provide some budget capacity to fund future development charge exemptions that may result from development of these sites.

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

Subject to approval of the necessary resources and capital funding as part of the Region's 2024 Budget, staff will develop a draft Land Readiness Strategy and associated funding plan for Council's consideration.

## **9. Attachments:**

Nil

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

Matthew Chandy, Director, Innovation & Economic Development

**Reviewed By:** Rod Regier, Commissioner, Planning, Development & Legislative Services

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

**Region of Waterloo**

**Corporate Services**

**Corporate Finance**

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**To:** Strategic Planning and Budget Committee

**Meeting Date:** December 13, 2023

**Report Title:** GRT Advertising

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**1. Recommendation**

That the Regional Municipality of Waterloo approve the following changes to the Region’s Grand River Transit advertising policy, as set out in report TSD-TRS-23-012 dated December 13, 2023:

- a) Increase the current limit of five (5) fully wrapped buses at any one time to fifteen (15), representing 5% of the fleet;
- b) Allow an additional 10% of the fleet to be wrapped (currently 27 buses), with the lower 50% of the windows uncovered; and
- c) Amend the 2024 Transit operating budget to increase advertising revenue by \$500,000.

**2. Purpose / Issue:**

Grand River Transit is investigating expanded revenue opportunities, in order to help fund existing transit services and offset increasing costs of operation.

**3. Strategic Plan:**

These changes help support key theme 6.8 Car-free Mobility in the 2023-2027 Strategic Plan by investing in transit.

**4. Report Highlights:**

- As part of TSD-TRS-23-010, staff were asked to provide an overview of the process for initiating bus wraps for Region-led initiatives, such as Pride Month and Truth and Reconciliation.
- The intake process requires the Regional service that initiates the request (the “initiator”) to submit a proposal to GRT (Manager of Marketing and Communications) and an associated funding source.
- The initiator is responsible for the production and installation costs of the wrap (currently estimated at \$10,500) and managing the design process (current lead

time is estimated at 4-6 months, and any art needs to be adequately sourced, paid and secured in advance for the duration of the wrap).

- GRT then organizes the application of the wrap and ensures that the bus runs in regular circulation. This excludes the 70 series routes, ION LRT and ION bus.
- If the wrapped bus needs to be at community or Region-led events, a seven-day lead time is required. Any chartering costs are to be covered by the initiator. The latter is responsible for coordinating logistics with event organizers and continuously liaising with GRT.
- Staff will inform Council of any new wraps that are considered. Current planned wraps for 2024 are for Pride and Truth and Reconciliation.
- Bus wraps for Region-led initiatives are limited to 3 months. Requests for durations longer than 3 months require explicit approval from Regional Council.
- Customer feedback gathered by GRT shows that 27% were opposed (scored 0 to 3 out of 10) while 47% (scored 7 to 10 out of 10) were in favour of the advertising proposal that had been put forward. Negative feedback focused primarily on wraps on ION trains.
- Many municipalities in Southwestern Ontario allocate a minimum of 20% of their transit fleet for full exterior wraps as part of advertising partnerships. Currently, GRT can wrap 2% of its fleet buses.
- GRT can maximize advertising revenue on bus exteriors, while minimizing negative customer experiences, by allowing for partial wraps where the lower 50% of the window remains unwrapped.
- Fully wrapping 5% of the bus fleet and partially wrapping 15% of the bus fleet would provide an opportunity for additional revenue while managing customer expectations.

## 5. Background:

Transit ridership continues to grow, which has increased interest in advertising on transit. Sales of GRT advertising assets has been above the contractual guarantees by approximately \$130,000 per year, over the first three years of the contract with Pattison Outdoor.

Increasing revenue through advertising provides a partial offset to the cost of transit service delivery.

Pattison Outdoor currently manages all Grand River Transit advertising, excluding outdoor benches. GRT entered into a 10-year agreement on November 1, 2019, which includes advertising on bus shelters, ION platforms, interior bus cards and external bus advertising.

Grand River Transit receives guaranteed revenue, averaging \$1,546,500 per year over the life of the contract, but can receive additional revenue based on sales exceeding the minimum guarantees. When sales exceed minimum guarantees, Grand River Transit

receives 65% of the gross revenue share of sales on LRT platforms and bus advertising (interior and exterior). The revenue for sales on bus shelters is 40%.

When bus wrap artwork covers windows, the portion covering the windows is a 70/30 perforated vinyl solution. This means that 70% of the material is printable, while the remaining 30% consists of small perforated holes. These perforations help maintain visibility from the inside of the vehicle, allowing passengers to see outside, which is crucial for safety and passenger comfort. This approach balances the need for prominent advertising space with the essential requirement of passenger comfort and safety.

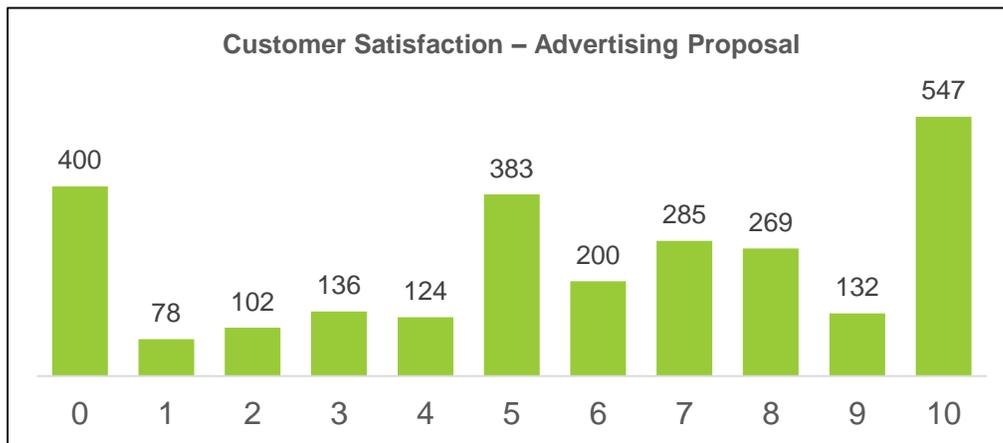
**6. Communication and Engagement with Area Municipalities and the Public**

Feedback on GRT advertising proposals was solicited through its 2024 budget consultation process.

An online survey ran from November 6 to December 1. In-person sessions were conducted between November 14 – 16 at transit locations, and a virtual session was held on November 16.

Over 2,600 responses were received on the advertising proposal.

Customers were asked to evaluate on a scale of 0 to 10, with 0 being strongly opposed and 10 being strongly in favour, their feelings about the proposed changes.



Positive feedback focused on the revenue generated through advertising to help improve service frequency, service coverage and maintaining or reducing the cost of fares.

Respondents with neutral feedback were comfortable with an increase in bus wraps but not on ION trains. The preference was also to minimize the amount the advertisements covering bus windows.

Negative feedback primarily focused on wraps on ION trains and the perception that the

brand would be diminished by allowing advertising. Concerns were also raised around window coverings on both buses and windows.

**7. Financial Implications:**

The estimated annual revenue from permitting one ION vehicle to be wrapped is \$150,000 per year, while the estimated annual revenue from the previously proposed increase in bus wraps was \$350,000 per year.

Revisions to these estimates were made to respond to public feedback about leaving the lower 50% of windows uncovered. The overall volume of bus wraps was increased to maintain the original \$500,000 per year revenue as outlined in TSD-TRS-23-010.

**8. Conclusion / Next Steps:**

Nil

**9. Attachments:**

Nil

**Prepared By:** Pat Morabito, Manager, Marketing, Communications and Customer Service

**Reviewed By:** Doug Spooner, Director of Transit Services

**Approved By:** Mathieu Goetzke, Commissioner of Transportation Services

**Region of Waterloo  
Corporate Services  
Corporate Finance**

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**To:** Strategic Planning and Budget Committee  
**Meeting Date:** December 13, 2023  
**Report Title:** 2024 User Fees and Charges Update

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**1. Recommendation**

That the Regional Municipality of Waterloo repeal By-law 23-009 (as amended), being a By-law to Establish Fees and Charges for the Regional Municipality of Waterloo, and pass a new Fees and Charges By-law including the new and adjusted fees and charges in the 2024 Budget as set out in report COR-CFN-23-048 dated December 13, 2023.

**2. Purpose / Issue:**

To approve new and adjusted User Fees and Charges to come into effect at various times throughout the year.

**3. Strategic Plan:**

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

**4. 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. Appendix A provides a list of fees that are proposed to be introduced or changed during 2024.
- The preliminary 2024 Water and Wastewater Budget includes the following proposed rate changes 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 Permit.
  - 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.

## 5. Background:

Section 391 of the Municipal Act authorizes municipalities to establish and maintain a list of services subject to fees or charges. The Region's Fee and Charges By-law (currently By-law 23-009) is updated annually to incorporate new and revised fees and charges 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 preliminary list of proposed changes to user fees and charges was presented to the Strategic Planning and Budget Committee on October 18, 2023 through report COR-CFN-23-032. Highlights of the significant changes are set out 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.

2018	2019	2020	2021	2022	2023	2024 (proposed)
0%	3%	0%	0%	2%	2.5%	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 (Proposed transfer time of 120 minutes)	\$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.

Below are some minor adjustments since report COR-CFN-23-032 dated October 18, 2023.

Corporate Stored Value - Effective July 1, 2024 - \$2.55 not previously included in report COR-CFN-23-032 but was presented to Council on November 1<sup>st</sup>. The cost per ticket is 15% less than the regular Stored Value payment price. Exclusive to workplaces participating in the Region's TravelWise program.

U-Pass Fee – Effective September 1, 2024 – \$118.97. 2024 U-Pass Fees are set by contracts approved by Regional Council (TES-TRS-21-13.1). This fee includes maximum annual indexing to account for inflation and the period is per school term per eligible student for student groups participating in the Region's U-Pass program.

Removal of Transit for Reduced Income Program (T.R.I.P.) pass as this product is no longer offered.

Proposed MobilityPlus fare changes, effective July 1, 2024, include the following:

Description	Current Fee	Proposed Fee
MobilityPLUS tickets (Strip of 5) - Adult	\$14.90	\$15.00
MobilityPLUS tickets (Strip of 5) - ATP	\$7.75	\$7.50

## **B) 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.

### C) Airport Services fees and charges

Proposed fee changes include increased landing fees, land rental fees and fees for Airport Vehicle Operators permit. 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.

The deletion of Value Parking hourly rate as it is more cost effective to use short term parking. Also, Airport has removed the Terminal Security Access Permit (T.S.A.P.) fee as we no longer have this permit.

### D) 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 following table:

Description	Current Rate per m3	Proposed Rate per m3 (effective 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.

Sewer surcharge rate and sampling fees including that the sampling fees apply to any Municipality and Townships. Two additional lab test fees for carbamates and colony confirmation.

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).

### **E) 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.
- **Corporate Services:** To formalize the current Accounts Receivable overdue accounts, past due accounts will be charged 1% for various program areas.
- **Facilities Management:** Updated parking rates to align with comparable municipal parking rates.
- **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.

## **6. Communication and Engagement with Area Municipalities and the Public**

**Area Municipalities:** Nil.

**Public:** Nil.

## 7. 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):

<b>Division</b>	<b>Incremental 2024 revenue (\$000's)</b>
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
<b>Total</b>	<b>\$8,390</b>

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.

## 8. Conclusion / Next Steps:

A resolution to repeal the current Fees and Charges By-law and pass a new Fees and Charges By-law is included along with the General Budget Resolutions for Budget Committee on December 13, 2023.

### Attachments:

Appendix A: 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
<b>COMMUNITY SERVICES</b>			
<b>Seniors' Services - Sunnyside Home</b>			
<b>Community Alzheimer Program</b>			
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
<b>Supportive Housing</b>			
Supportive Housing Lunch Visit (per meal)	\$9.00	January 1, 2024	\$9.25
<b>Corporate Services</b>			
Interest charge for past due Accounts Receivable accounts (This does not apply to interest charges related to Regional Development Charges which are governed by the Development Charges Act, 1997 and the Region's Development Charges Interest Policy)	Added to By-law	January 1, 2024	1% per month (12 % per annum)
<b>Facilities Management</b>			
<b>Parking</b>			
Parking meter - Pay & Display	\$2.25 /hour \$10.75 /day	January 1, 2024	\$2.60/hour \$13.00/day
<b>PLANNING, DEVELOPMENT &amp; LEGISLATIVE SERVICES</b>			
<b>Legal Services</b>			
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 & misc. real estate documents)	\$300.00 + disbursements*	January 1, 2024	\$315.00 + disbursements*

Description	Current Fee	Effective Date	Proposed Fee
(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*
<b>Waterloo Region Housing only</b>			
Mortgage Discharge Statement Fee for Affordable Home Ownership Program	\$100.00 + disbursements*	January 1, 2024	\$105.00 + disbursements*
<b>Cultural Services</b>			
<b>Archives</b>			
Research Time	First 15 minutes free then \$30.00/hour	January 1, 2024	First 15 minutes free then \$31.00/hour

Description	Current Fee	Effective Date	Proposed Fee
<b>Reproductions of Historic Images</b>			
Commercial Use (TIFF)	\$20.00/image	January 1, 2024	\$21.00/image
High Res (TIFF)	\$20.00/image	January 1, 2024	\$21.00/image
<b>Ken Seiling Waterloo Region Museum</b>			
<b>General Admission Prices</b>			
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
<b>School Admissions</b>			
<b>Education Program Admission</b>			
<b>1/2 day program (per child rate, one adult free per 6 students)</b>			
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
<b>Memberships (per year)</b>			
Family	\$60.00	January 1, 2024	\$67.00
Individual	\$35.00	January 1, 2024	\$39.00
<b>Rentals</b>			
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
<b>Rooms</b>			
Grand Foyer - Saturday (4 hour period)	\$1,500.00/ Standard Group; \$600.00/ Community Group	January 1, 2024	\$1,995.00/ 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
<b>Classroom A</b>			
Day	\$40.00/hr/ Standard Group; \$25.00/hr/ Community Group	January 1, 2024	\$51.00/hr/ Standard Group; \$36.00/hr/ Community Group

Description	Current Fee	Effective Date	Proposed Fee
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
<b>Classroom B</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
<b>Classroom C</b>			
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
<b>Theatre</b>			
Day	\$75.00/hr/ Standard Group; \$50.00/hr/ Community Group	January 1, 2024	\$97.00/hr/ Standard Group; \$72.00/hr/ Community 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
<b>Curatorial Meeting Room</b>			
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/	January 1, 2024	\$56.00/hr/ Standard Group; \$46.00/hr/

Description	Current Fee	Effective Date	Proposed Fee
	Community Group		Community Group
<b>Site Rentals - Group Discounts</b>			
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
<b>Reproductions of Historic Images</b>			
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
<b>Joseph Schneider Haus</b>			
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-\$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
<b>Education Program Admission</b>			
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
<b>Room Rentals</b>			
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,	\$50.00	January 1, 2024	\$67.00

Description	Current Fee	Effective Date	Proposed Fee
non-refundable (also charged for Region of Waterloo meetings)			
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
<b>McDougall Cottage</b>			
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
<b>Education Program Admission</b>			
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
Tartan Teas - per person	\$15.00	January 1, 2024	Delete and replaced by special events
<b>Cottage Rental</b>			
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	\$375.00	January 1, 2024	\$461.00

Description	Current Fee	Effective Date	Proposed Fee
guard additional			
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
<b>Region of Waterloo Library</b>			
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 additional administration fee.	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 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

Description	Current Fee	Effective Date	Proposed Fee
Photos		January 1, 2024	New - Cost Recovery
<b>Airport Services (Region of Waterloo International Airport)</b>			
<b>Landing Fees*</b>			
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
<b>Automobile Parking</b>			
Value Parking - Hourly	\$5.00	January 1, 2024	Delete
<b>Land Rental Fees</b>	<b>Building Rate (per sq. ft.)</b>		<b>Building Rate (per sq. ft.)</b>
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)
Terminal Security Access Permit (T.S.A.P.)	\$50.00 (refunded upon return)	January 1, 2024	Delete
	<b>Note:</b> If T.S.A.P. and A.V.O.P. issued on one card, only one charge of \$100.00 will apply	January 1, 2024	Delete
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)
<b>PUBLIC HEALTH &amp; EMERGENCY SERVICES</b>			
<b>Infectious Diseases, Dental and Sexual Health</b>			
Thermometer (cold chain)	\$91.00	January 1, 2024	\$103.00
<b>Paramedic Services</b>			
<b>Special Event Coverage - Regular</b>			
Single Paramedic plus vehicle	\$95.00 / hour; \$378.00 minimum	April 1, 2024	\$97.00 / hour; \$388.00 minimum

Description	Current Fee	Effective Date	Proposed Fee
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
<b>Special Event Coverage - Short Notice (Overtime - OT) - or Full Time Staff</b>			
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
<b>Special Event Coverage - Public Holiday (Overtime - OT)</b>			
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
<b>Special Event Coverage - Other</b>			
Vehicle - Ambulance	\$28.00 / hour; \$110.00 minimum	April 1, 2024	\$29.00 / hour; \$112.00 minimum
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
<b>Request for Information</b>			
Ambulance Call Reports (Fee is per request; not hourly)	\$103.00	January 1, 2024	\$105.00
<b>Public Access Defibrillator Program</b>			
Public Access Defibrillator Annual Maintenance Fee	\$100.00	January 1, 2024	\$110.00
<b>TRANSPORTATION SERVICES</b>			
<b>Transportation</b>			
<b>Roads and Traffic</b>			
Collision Summaries	\$5.00	March 1, 2024	\$6.00
<b>Count Fees</b>			
24 Hour Speed/Volume Counts	\$5.00	March 1, 2024	\$6.00
Turning Movement Counts	\$5.00	March 1, 2024	\$6.00
<b>Permit Fees</b>			

Description	Current Fee	Effective Date	Proposed Fee
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
<b>Special Signal Requests</b>			
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 Index	March 1, 2024	\$5,150.00 + annual escalation % based on the Consumer Price 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
<b>Waterloo Spur Agreements</b>			
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	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

Description	Current Fee	Effective Date	Proposed Fee
	third party engineering review in accordance with an estimate to be provided by the Region of Waterloo.		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
<b>Grand River Transit</b>			
Cash Fare (exact change only)	\$3.75	July 1, 2024	\$4.00
Stored Value Payment	\$2.98	July 1, 2024	\$3.00
TravelWise Corporate Stored Value Payment	\$2.53/ticket	July 1, 2024	\$2.55/ticket
Stored Value Payment (Affordable Transit Program (ATP))	\$1.55	July 1, 2024	\$1.50
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	\$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
<b>Mobile Payment:</b>			
Single ride*	\$3.75	July 1, 2024	\$4.00
*Day Pass (earned/capped after 2 single rides in one day)			
UPass (per school term per eligible student for student groups participating in the Region's U-Pass program) (Notes: 4)	\$113.30	September 1, 2024	\$118.97
Transit for Reduced Income Program (T.R.I.P.) Pass	\$43.00	January 1, 2024	Delete
College Pass (per 4 month term)	\$306.00	September 1, 2024	\$312.00
<b>MobilityPlus</b>			
MobilityPLUS tickets (Strip of 5) - Adult	\$14.90	July 1, 2024	\$15.00
MobilityPLUS tickets (Strip of 5) - ATP	\$7.75	July 1, 2024	\$7.50

Description	Current Fee	Effective Date	Proposed Fee
<b>ENGINEERING AND ENVIRONMENTAL SERVICES</b>			
<b>Design and Construction</b>			
<b>M.O.E. Approval Fees</b>			
Watermains	\$1,200.00	January 1, 2024	Delete
Storm and Sanitary Sewers	\$1,100.00	January 1, 2024	Delete
<b>Waste Management</b>			
<b>Waterloo and Cambridge Sites</b>			
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.
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.
<b>Water and Wastewater Services</b>			
Water Rate (for Area Municipalities and not customers)	\$1.1598/cu metre	January 1, 2024	\$1.205/cu metre
Wastewater Rate (for Area Municipalities and not customers)	\$1.4087/cu metre	January 1, 2024	\$1.4777/cu metre
<b>Retail Water/Wastewater</b>			
Water Distribution Rate	\$3.28/cu metre	January 1, 2024	\$3.38/cu metre
Wastewater Collection Rate	\$2.46/cu metre	January 1, 2024	\$2.53/cu metre
Water meters (19 mm service)	\$155.00	January 1, 2024	\$200.00
<b>Sewer Use By-law</b>			
Amendment Fee for All Permits	New	January 1, 2024	\$750.00
<b>Sewer Surcharge Formula Treatment Unit Costs per Kilogram (tax exempt)</b>			
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
<b>Environmental Enforcement and Laboratory Services (EE&amp;LS)</b>			
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
<b>Lab Tests</b>			
	Note: The tests outlined below are not available to	January 1, 2024	Note: The tests outlined below are not available to

Description	Current Fee	Effective Date	Proposed Fee
	the general public. They apply to Municipalities and Townships within the Regional Municipality of Waterloo only.		the general public. They only apply to municipalities and townships.
<b>Inorganic Lab Tests:</b>			
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
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
Un-ionized Ammonia	\$49.50	January 1, 2024	\$51.00
UV Transmittance	\$15.80	January 1, 2024	\$16.25
<b>Biological Lab Tests</b>			

Description	Current Fee	Effective Date	Proposed Fee
Biochemical Oxygen Demand (Total OR Carbonaceous)	\$31.15	January 1, 2024	\$32.10
Colony Confirmation – TC or EC – Membrane Filtration (any matrix)	New	January 1, 2024	\$25.00
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
<b>Organic Lab Tests</b>			
Base Neutral Semi-volatiles	\$277.05	January 1, 2024	\$350.00
Benzene, Toluene, Ethylbenzene and Xylene	\$75.00	January 1, 2024	\$77.25
Carbamates	New	January 1, 2024	\$245.95
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
<b>Field Tests and Sampling</b>			
Routine sampling (per tap)	\$18.40	January 1, 2024	\$19.30
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
<b>Additional Services</b>			
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

Description	Current Fee	Effective Date	Proposed Fee
WW Operations - Monthly Coordination Fee	618.00	January 1, 2024	636.55
<b>Notes / Additional Charges (as applicable):</b>			
	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			

**Region of Waterloo**

**Corporate Services**

**Corporate Finance**

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**To:** Strategic Planning and Budget Committee

**Meeting Date:** December 13, 2023

**Report Title:** Municipal Budget Regulation

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**1. Recommendation**

That the Regional Municipality of Waterloo adopt report COR-CFN-23-050 dated December 13, 2023 titled “Municipal Budget Regulation” as required by Ontario Regulation 284/09.

**2. Purpose / Issue:**

To meet the requirements of O. Reg 284/09 under the Municipal Act.

**3. Strategic Plan:**

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

**4. Report Highlights:**

- The Municipal Act requires municipalities to prepare and adopt an annual budget. Accompanying regulations allow for amortization expenses, post-employment benefits expenses and solid waste landfill closure and post-closure expenses to be excluded from the annual budget.
- Before adopting a budget that excludes any of the expenses noted above, a municipality must prepare a report regarding the excluded expenses and adopt the report by resolution.
- This report fulfills the reporting requirement. The Region includes in its annual budget contributions to capital reserves (in lieu of and in excess of amortization) to provide funding for future asset renewal and replacement costs. The Region also includes in its annual budget the cost of employment benefit expenses and solid waste landfill closure and post-closure expenses (capital and operating), rather than the change in the amount of the future liability which is reported as an expense in the annual financial statements.

## 5. Background:

### Legislative Provisions

Section 289 of the Municipal Act (“the Act”) [see Appendix “A”] requires an upper-tier municipality to prepare and adopt a budget including estimates of all sums required during the year for the purposes of the upper-tier municipality. O. Reg 284/09 under the Act [see Appendix “B”] allows for the following items to be excluded from the annual budget: amortization expenses, post-employment benefits expenses and solid waste landfill closure and post-closure expenses.

The Act requires that municipalities prepare balanced budgets which include all of the annual expenses of the municipality. The Region, similar to most municipalities in Ontario, budgets on a modified accrual basis to determine the property tax levy and user rate requirements needed to fund the operations of the Region and its ten year capital program.

Before adopting a budget that excludes any of the expenses listed above, a municipality must prepare a report regarding the excluded expenses and adopt the report by resolution. Such report must contain an estimate of the change in the accumulated surplus of the municipality to the end of the year resulting from the exclusion of any of the expenses, and an analysis of the estimated impact of the exclusion of any of the expenses on the future tangible capital asset funding requirements.

### Amortization Expenses/Capital Funding

The Public Sector Accounting Board (PSAB) requires the historical cost of tangible capital assets and the related annual amortization expense to be recorded in municipal audited financial statements. Amortization is the amount of a tangible capital asset which is consumed through use of that asset by a municipality during the year. For example, a road with an expected life of 50 years would have one-fiftieth of its historical cost recorded as amortization each year.

The historical cost of assets net of accumulated amortization (\$3.9 billion in 2022) is included in the Statement of Financial Position, while the annual amortization expense (\$150.0 million in 2022) is included in the Statement of Change in Net Debt and Statement of Cash Flows. The Region’s annual operating budget includes transfers to reserves to fund rehabilitation, replacement and expansion of assets as well as principal and interest repayments on debt issued to acquire assets. These amounts provide for the acquisition and replacement of assets as required, and in the Region’s case the combined amount exceeds the related annual amortization (which reflects the historical cost of assets).

As previously reported, additional budget contributions are required to fully fund asset lifecycle costs. The current level of property tax levy contributions to fund capital asset

renewal falls short of contribution targets and the Region's ten-year capital plan currently does not achieve pay-as-you-go funding for asset renewal and rehabilitation projects. Further information will be provided through future Asset Management Plan and Policy updates.

### **Post-Employment Benefit Expenses**

The Region's annual financial statements include a liability associated with employee future benefits. This liability has three components: post employment benefits, sick leave and Workplace Safety & Insurance Board (WSIB). These future liabilities are calculated on an actuarial basis annually for financial statement purposes in accordance with PSAB requirements. Post-employment benefit expenses refer to post employment benefits (health, dental, and life insurance) and vested sick leave. The liability for these benefits as of December 31, 2022 was \$49.1 million for the Region and \$192.8 million for the Waterloo regional Police Services (WRPS), while the 2022 net change in the future liability was \$1.8 million for the Region and \$10.9 million for WRPS. For annual budget purposes, the Region and the Police Services Board estimates the current year benefit cost and this amount is provided for in the annual operating budget.

### **Landfill Closure and Post-Closure Expenses**

Landfill closure and post-closure costs are incurred to close active landfill sites and to monitor and remediate any closed landfills in the future. The future liability is calculated each year for financial statement purposes, in accordance with PSAB requirements. The liability recorded on the Statement of Financial Position is the present value of the amount that is expected to be paid out in the future (\$82.6 million in 2022), and the net change in the future liability from year to year is included on the Statement of Cash Flows (an increase of \$6.9 million in 2022). For budget purposes, the Region includes in its annual budget the annual maintenance and monitoring expenses at closed landfill sites as well as any capital works.

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

Nil.

### **7. Financial Implications:**

The following table illustrates the amounts budgeted and included in the financial statements for the above items in the 2022 fiscal year. The 2023 amounts for changes in the outstanding liability will be available when the 2023 financial statements are completed. For comparison purposes 2024 budget figures are also shown. The table illustrates that the amount of funding raised through the annual operating budget to fund non-growth and growth related capital projects (including repayment of debenture principal) exceeds the amortization expense used for financial statement purposes. This is expected as the amount required to fund asset replacements in the future would

typically exceed amortization based on historical costs.

Expense (\$ thousands)	2022 Budget	2022 Financial Statements	Difference	2024 Budget
<b>1. Amortization/Capital funding</b>				
Transfers to Capital Reserves	\$145,299	n/a	-	\$169,482
Principal Repayments	\$55,771	n/a	-	\$55,467
Amortization	n/a	\$150,001	-	n/a
<b>Total Amortization/Capital funding</b>	<b>\$201,070</b>	<b>\$150,001</b>	<b>\$51,069</b>	<b>\$224,949</b>
<b>2. Post-Employment Benefits</b>				
Region (excluding WRPS)	\$3,119	\$1,771	-	\$4,485
Waterloo Regional Police Service	\$4,911	\$10,931	-	\$6,193
<b>Total Post-Employment Benefits</b>	<b>\$8,030</b>	<b>\$12,702</b>	<b>(\$4,672)</b>	<b>\$10,678</b>
<b>3. Landfill Closure and Post-Closure</b>				
Operating Budget Expenditures	\$2,293	n/a	-	\$2,375
Capital Budget Expenditures	\$7,436	n/a	-	\$5,151
Closure & Post-Closure Liability	n/a	\$6,868	-	n/a
<b>Total Landfill Closure and Post-Closure</b>	<b>\$9,729</b>	<b>\$6,868</b>	<b>\$2,861</b>	<b>\$7,526</b>

#### 8. Conclusion / Next Steps:

Nil.

#### 9. Attachments:

Appendix A: Excerpt from Municipal Act

Appendix B: Ontario Regulation 284/09, Budget Matters — Expenses

**Prepared By: Christopher Wilson**, Manager, Corporate Budgets

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

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

## Appendix A: Excerpt from Municipal Act

### Yearly budgets, upper-tier

- 289. (1)** For each year, an upper-tier municipality shall, in the year or the immediately preceding year, prepare and adopt a budget including estimates of all sums required during the year for the purposes of the upper-tier municipality, including,
- (a) amounts sufficient to pay all debts of the upper-tier municipality falling due within the year;
  - (b) amounts required to be raised for sinking funds or retirement funds;
  - (c) amounts in respect of debenture debt of lower-tier municipalities for the payment of which the upper-tier municipality is liable; and
  - (d) amounts required by law to be provided by the upper-tier municipality for any of its local boards, excluding school boards. 2001, c. 25, s. 289 (1); 2006, c. 32, Sched. A, s. 119 (1).

### Exception

- (1.1) Despite subsection (1), a budget for a year immediately following a year in which a regular election is held, may only be adopted in the year to which the budget applies. 2006, c. 32, Sched. A, s. 119 (2).

### Detail and form

- (2) The budget shall, in such detail and form as the Minister may require, set out the following amounts:
1. The estimated revenues, including the amount the municipality intends to raise on all the rateable property in the municipality by its general upper-tier levy and the amount it intends to raise on less than all the rateable property in the municipality by a special upper-tier levy under section 311.
  2. The estimated portion of the estimated revenues described in paragraph 1, if any, to be paid into the municipality's reserve, sinking and retirement funds.
  3. The estimated expenses, subject to any regulation made under clause 292 (2) (a).
  4. The estimated portion of the estimated expenses described in paragraph 3, if any, to be paid out of the municipality's reserve, sinking and retirement funds. 2009, c. 18, Sched. 18, s. 1.

## **Appendix B: Ontario Regulation 284/09**

### **Budget Matters — Expenses**

#### **Exclusion**

1. In preparing the budget for a year, a municipality or local board may exclude from the estimated expenses described in paragraph 3 of subsection 289 (2) and in paragraph 3 of subsection 290 (2) of the Act all or a portion of the following:
  1. Amortization expenses.
  2. Post-employment benefits expenses.
  3. Solid waste landfill closure and post-closure expenses. O. Reg. 284/09, s. 1.

#### **Report**

2. (1) For 2011 and subsequent years, the municipality or local board shall, before adopting a budget for the year that excludes any of the expenses listed in section 1,
  - (a) prepare a report about the excluded expenses; and
  - (b) adopt the report by resolution. O. Reg. 284/09, s. 2 (1).
- (2) If a municipality or local board plans to adopt or has adopted a budget for 2010 that excludes any of the expenses listed in section 1, the municipality or local board shall, within 60 days after receiving its audited financial statements for 2009,
  - (a) prepare a report about the excluded expenses; and
  - (b) adopt the report by resolution. O. Reg. 284/09, s. 2 (2).

#### **Contents**

3. A report under section 2 shall contain at least the following:
  1. An estimate of the change in the accumulated surplus of the municipality or local board to the end of the year resulting from the exclusion of any of the expenses listed in section 1.
  2. An analysis of the estimated impact of the exclusion of any of the expenses listed in section 1 on the future tangible capital asset funding requirements of the municipality or local board. O. Reg. 284/09, s. 3.

#### **Review**

4. The Ministry of Municipal Affairs and Housing shall initiate a review of this Regulation on or before December 31, 2012. O. Reg. 284/09, s. 4.
5. Omitted (provides for coming into force of provisions of this Regulation). O. Reg. 284/09, s. 5.



PLANNING  
URBAN DESIGN  
& LANDSCAPE  
ARCHITECTURE

December 4, 2023

Region of Waterloo Clerk  
150 Frederick Street 2nd Floor  
Kitchener, ON N2G 4J3

**RE:** Comments on 2024 Regional Budget / Preliminary Program Budgets – River Road Extension  
**OUR FILE:** Pearl Valley Development Corp.

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On behalf of our client, Pearl Valley Development Corp., please accept this request as support of the 2024 Regional Budget, specific to the “River Road Extension, King St to Manitou Dr” and the timing of the works beginning in 2024 and through to 2028.

Our client owns lands in Hidden Valley that represent the largest land parcel to be developed in the Hidden Valley area and remains fully committed to its stewardship and innovative development. The River Road extension is a critical infrastructure project for the improvement of transportation in Kitchener and with the road’s execution to full extent will yield positive impacts on the City’s and Region’s transportation and future transit network.

Our client is continuing to work with Regional and City staff in the planning and design associated with the land use and infrastructure for the Hidden Valley Area for construction to proceed in 2024 on our client’s lands. Recent discussions have been focused on the detailed design and integration of our client’s lands with the infrastructure works planned for 2024, as identified in the 2024 Regional Budget.

We appreciate your support to proceed with the timing for the River Road extension in 2024 on our client’s lands, as significant time and effort is being invested by our client and the City and Region for this infrastructure that will positively impact thousands of people in the Region of Waterloo.

Please feel free to call with any questions.

Yours truly,  
**MHBC**

David W. Aston, MSc, MCIP, RPP  
Vice-President

C. Peter Benninger, Paul Eichenger



December 5, 2023

Region of Waterloo Council  
150 Frederick Street  
Kitchener, ON  
N2G 4J3

**Re: WRPS Follow-up Correspondence with Regional Council**

Dear Members of Regional Council,

Thank you for your time on November 22, 2023 during the presentation of the 2024 WRPS Approved Operating and Capital Estimates.

During the presentation, there were questions that required further follow up or clarification. Please find below a complete list of topics and additional information related to those questions from Council members.

Additionally, in an effort to explain numbers surrounding the WRPS in-year surplus and projected variance, WRPS Finance and Assets developed the below "Statement of Clarification on Surplus and Overtime Items" report. This report should provide a more accurate explanation on how to better interpret the information.

For additional inquiries related to the Board's Approved Estimates, please contact Meghan Martin (Executive Assistant to the Police Services Board) at [meghan.martin@wrps.on.ca](mailto:meghan.martin@wrps.on.ca).

Please reach me with any questions or concerns.

Sincerely,

A handwritten signature in black ink, appearing to read "Mark Crowell".

Mark Crowell  
Chief of Police

# CLARIFICATION OF FACTS ON SURPLUS AND OVERTIME ITEMS

## END OF YEAR PROJECTIONS:

Until year end is complete, any in-year variance should not be mis-categorized as a surplus. Once the calendar year is completed, the Waterloo Regional Police Service (WRPS) provides a full and transparent fiscal picture. Several changing variables impact in-year forecasts including variability in overtime and operating expenses, as well as human resources projections.

Time Period	Projected Full Year Variance
Q2	\$600,000
Q3	\$1,092,000
Q4	***Early 2024

The authorized September 2023 Financial Variance Report projected a surplus of **\$1.1M**. This represents **0.5%** of the total Operating Budget. This forecasted positive variance is predominantly due to additional revenues received from the Government of Ontario for the Court Security and Prisoner Transportation Grant.

## INACCURATE FIGURES CITED:

Responding to information that was provided, both the Q3 and Q4 variances cited are not accurate. Firstly, as mentioned, WRPS projected a **\$1.1M positive variance in Q3**, not \$8.1M as was cited. The \$8.1M figure was a point in time variance for September 2023 (year to date) without accounting for the full year adjustments and not reflective of the final variance. This cited figure does not account for significant end of year contractual payments that are paid out in Q4. This predominately includes payments for Overtime, Statutory Holidays, Accrued Time, Civilian Service Pay, and Senior Officer Executive Leave. For example, Service-wide Overtime payouts occur **twice annually** (one mid-year in June and one end-year in December). Other factors in Q4 include Job Evaluation outcomes, year-end adjustments, including accruals for outstanding expenses and Region of Waterloo reconciling for vehicle related expenditures.

Further, \$200,000 is not an accurate representation for the forecasted Q4 variance. The figures provided incorrectly removed revenue variances from the projected surplus amount in Q4. In particular, the cited Q3 variance of \$8.1M included a \$2.5M revenue variance. While revenue variances were included for Q1 to Q3, these variances were removed in the Q4 projection, thus creating a lower amount overall.

## USE OF OVERTIME:

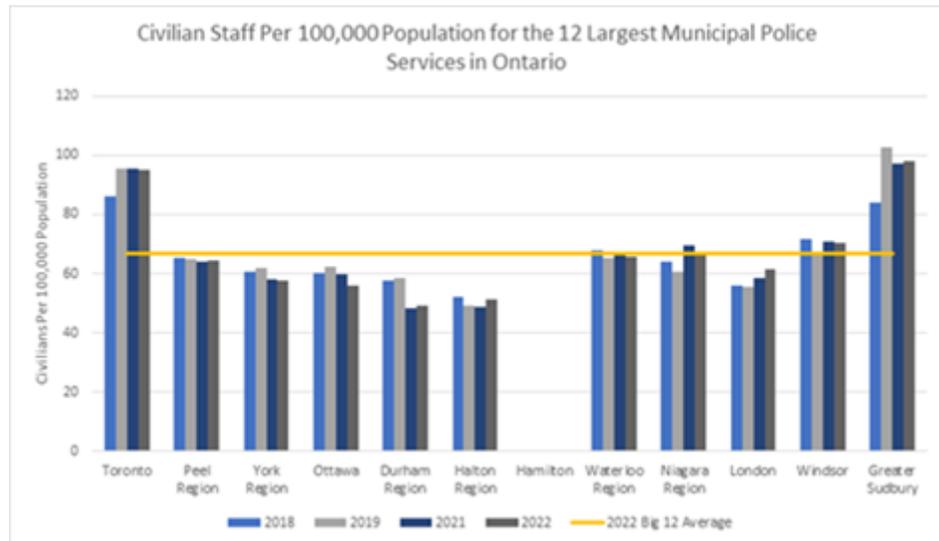
WRPS is consistently relying on increasing use of Overtime to meet service demands. Almost half (**44%**) of Overtime usage occurs within front line patrol units, followed by Investigative Services and the 9-1-1 Communications Centre. Already in 2023, WRPS has experienced the highest use of Overtime ever and are projecting to be **\$4M over budget**.

Unspent operating funds from personnel not yet hired are reduced by increasing Overtime costs. Additionally, the 2023 Operating Budget considered potential savings from delayed hiring's through the Salary Gapping Allocation. In line with the Region of Waterloo, the Salary Gapping provision reduces compensation budgets across the Service anticipating there will be staff vacancies through the course of a year. In 2023, any potential position vacancy savings beyond the Salary Gapping Allocation have been offset by increasing Overtime costs.



**Comparison of Civilian Staffing Levels**

According to Statistics Canada, WRPS is at the median amongst the Big 12 Police Services in Ontario for civilian staff members per 100,000 of the population.



**The Integrated Mobile Police & Crisis Team (IMPACT)**

The WRPS and the Canadian Mental Health Association (CMHA) long-standing partnership, the Integrated Mobile Police & Crisis Team, provides service to individuals in crisis and/or individuals suffering from mental health, addiction, or social disorder. IMPACT is primarily funded by the Government of Ontario.

In 2022, IMPACT responded to 1,245 calls for service, which amounts to an average of three to four dispatches per day. The four most frequent call types attended include: Mental Health Calls, Attempt Suicide, Compassionate to Locate, and Domestic Dispute.

The goal for the IMPACT program is to achieve a 20% alternative response rate for calls with a mental health component. While achieving this 20% threshold for the first half of 2023, the program fell to 18% in Q3 of 2023.

Important to note, CMHA manages the staffing levels and scheduling for IMPACT. A key challenge remains consistent 24/7 staffing of mental health professionals. Expanded shift coverage, especially during overnight hours, would assist IMPACT in being available for dispatch for additional mental health calls, however, we recognize that there is system-wide stress for mental health professionals.

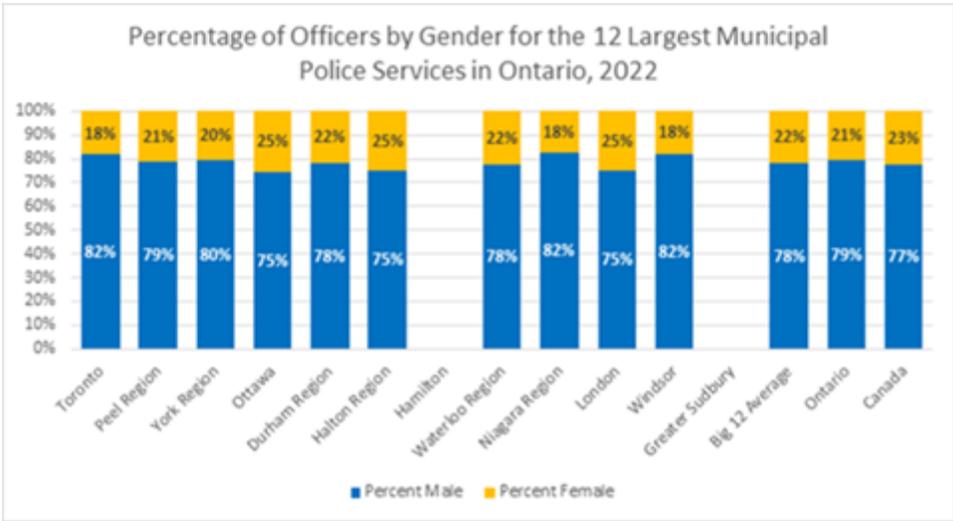
In 2023, WRPS partnered with CMHA on a provincial grant application to expand IMPACT over a greater service range time. Unfortunately, this application was unsuccessful mainly due to competitive demand across Ontario for this type of funding. Going forward, WRPS will continue to look for innovative ways to expand IMPACT.

<p><b>The Crisis Call Diversion (CCD) Program</b></p>	<p>Embedded in the Call Centre, Crisis Call Diversion (CCD) workers assist individuals experiencing a crisis by providing immediate de-escalation and support, conducting risk assessments, offering resources and referrals, and assisting them with navigating the mental health system.</p> <p>While still adhering to the call criteria, WRPS provides a level of flexibility with what calls are diverted to the CCD team. Overall, 20 different call types were sent to CCD for alternative response since the program's inception in late 2022. The following related calls for service are the primary criteria for diversion:</p> <ul style="list-style-type: none"> <li>• A person in crisis who is not actively attempting suicide or being physically violent;</li> <li>• A person involved in a verbal dispute or disturbance with a mental health component, wherein a crisis call worker can attempt to resolve with intervention and where there is no perceived or real risk of violence;</li> <li>• A non-violent person requesting police due to psychosis or an altered mental state;</li> <li>• A non-violent repeat caller with a known mental health or addiction history;</li> <li>• A non-violent person in crisis requesting IMPACT response;</li> <li>• Second party callers concerned about the welfare of a non-violent person suffering mental health or addiction issues.</li> </ul>
<p><b>Recent Public Polling</b></p>	<p>According to two recent public surveys conducted by <a href="#">Leger</a> and <a href="#">Statistics Canada</a>, police services ranked the highest among all Canadian institutions in terms of trust. WRPS also recently ranked second among local institutions in terms of public trust within the Region of Waterloo.</p>
<p><b>Explanation of Public Safety Team Deployment</b></p>	<p>The Public Safety Team (PST) represents members of WRPS who pro-actively manage crowds through the application of proven crowd management principles and assist in comprehensive ground searches for lost or missing persons.</p> <p>As per the Police Services Act, a PST deployment consists, at minimum, of a supervisor and four squads of seven officers, including the squad leader.</p> <p>As referenced during the Chief's presentation, each time the PST is deployed, it represents one total deployment. To date in 2023, there have been 23 total deployments of PST.</p>

<p><b>WRPS Youth Engagement Strategy</b></p>	<p>The WRPS Youth Engagement Strategy is currently in an early development phase, with plans to finalize in the first half of 2024.</p> <p>This strategy will be community focused and will seek to activate existing resources while creating new youth informed methods of positive engagement with WRPS and community members.</p> <p>The strategy will be informed using recent youth feedback, and may also involve academic partnerships designed to identify potential proactive solutions while evaluating initiatives aimed at reducing youth violence in Waterloo Region.</p> <p>If you are interested in informing or participating in the development of the Youth Engagement Strategy, please contact David Mullock at <a href="mailto:david.mullock@wrps.on.ca">david.mullock@wrps.on.ca</a>.</p>
<p><b>Wellness Checks in 2023</b></p>	<p>From Q1 to Q3, 2023, WRPS has conducted 6,079 Check Wellbeing occurrences. A Call for Service could be dispatched as a Check Wellbeing and turn out to be something else requiring a different police response. In this case, the officer would change the occurrence type to better reflect the situation.</p>

**Diversity Composition of WRPS Membership**

WRPS continues to work towards being more representative of the communities we serve. At this time, WRPS does not track data on the race of our members. We will be conducting a 2024 general member census to coincide with the launch of the new human resources management system in Q1 of 2024. This data must be voluntarily disclosed, self-reported, and protected. Features of the new system will complement the collection and be conducive to member self-updates. Related to self-identified gender among sworn officers, WRPS is comparable with policing across the Big 12 Police Services, Ontario, and Canada.



**Officer Case Load and Case Clearance Rates**

According to the Municipal Benchmarking Network Canada's 2021 measurement report, Waterloo Region has the highest number of reported criminal code incidents (43) per police officer among "upper tier governments."

Overall, the case clearance rate for 2022 was 37% for WRPS. Notably, the case clearance rates for crimes against a person was 45.8%, followed by crimes against property at 19.5%.

**Holistic Wellbeing Support for Officers**

- Employee and Family Assistance Plan
- Comprehensive psychological benefits for members and their families
- Trained peer support team including Applied Suicide Intervention Skills
- Reintegration program for officers involved in critical incidents
- Early Intervention Pilot related to stress indicators
- Wellness Sergeant outreach to members
- Fitness and nutrition programs
- St John Ambulance Therapy Dog Program (Starting in 2024)

From: Melissa Bowman  
Sent: December 11, 2023 11:55 AM  
To: Regional Clerk  
Subject: WRPS hires

I wanted to share concerns I have regarding the police budget. WRPS, like many police forces, are struggling to hire at a rate that does much more than replace those officers leaving the force. My understanding is that even though council gave the WRPS the go-ahead to hire an additional 19 officers last year, they have not met that goal. Yet, they have been approved to hire an additional 18 officers this year and residents are expected to pay for these officers starting January 1st, even though they will not be hired by then. A practice, which as far as I can tell, does not align with the Region's approach to its own employees, who seem to be budgeted according to the planned hire date.

I watch many council meetings and have seen council try to manage what I'm sure feels like an ever-increasing demand for services. And with the affordability challenges that many households are facing currently there seems to be a strong desire for council to minimize the tax increase.

Now, I'm someone who is generally supportive of property taxes as an effective way to provide residents the services they need and want. But, if council feels the need to limit the property tax increase this year, I'm at a loss as to why we are annualizing these officer hires. The WRPS are not in a position to hire all of the officers they have been approved for. It seems to make a lot of sense to put a pause on hiring an additional 18 officers this year, as proposed by Councillor Deutschmann, until the WRPS can catch up. Or, at the bare minimum, please do not annualize these salaries, leaving us to pay for officers that don't exist.

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Origin: <https://www.regionofwaterloo.ca/en/regional-government/communicate-with-council.aspx>

**From:** [Janice J](#)  
**To:** [Regional Clerk](#)  
**Subject:** Re: New Delegation Registration Form - Janice Jim, Council 12/13/2023, re: Motions by Councilors Deutschmann and James- speaking in favor of 3 motions (Food Bank, Youth Funding, Trash Bag Tag Fee)  
**Date:** December 12, 2023 12:54:44 PM

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I am an active and engaged community member and want to voice my support for all 3 of these motions. I will let the information and figures on the slides speak for themselves.

The Food Bank of WR will be unable to serve the community if their funding isn't increased. I don't need to tell you how great the need in our community is right now. The figures on the slides speak for themselves.

Funding for youth specific programs is a great way to make our community stronger. As the slides attest to, Youth in WR are feeling less connected to the community. Funding Upstream is a great way to take on this issue directly.

Sustainability is part of the vision and part of the strategic plan for WR. This nominal increase in the bag tag fee will attest to the Region's commitment to waste reduction.

Sincerely,  
Janice Jim  
Resident of Waterloo

Kitchener-Waterloo

# Need for food bank donations reaches all-time high in Waterloo region

Over 58,600 adults, children, and seniors accessed food assistance this year

CBC News ·

Posted: Nov 24, 2023 7:00 AM EST | Last Updated: November 24



The number of new households needing food assistance in the region has jumped by 113 per cent in just a year.

(Kate Bueckert/CBC)

# The WR Foodbank is in CRISIS

- # of New Households Needing Food Assistance in WR **↑** by 113% in 1YR
- 450,387 Visits in 2022/2023, Almost 2.5 Times # of Visits in 2016/2017

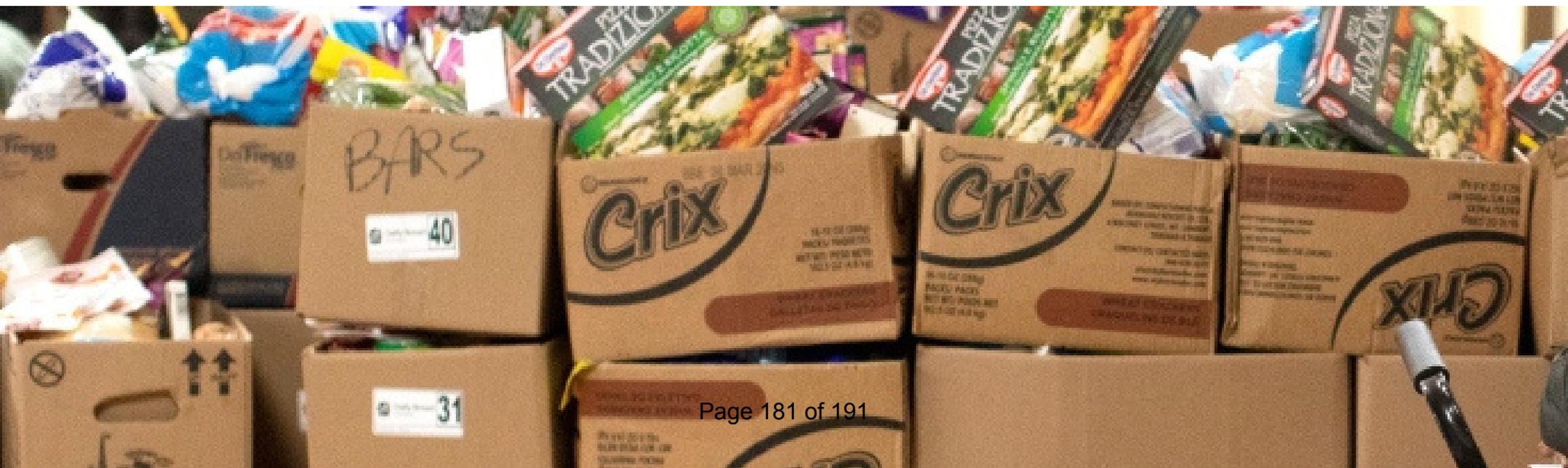
Community Impact Report by Food Bank WR



# It Will be Unable to Meet Current Demands

- **59,000 Users in 2022/2023**
- **↑ from 30,662 in 2016/2017**
- **HIGHEST # of Users in History**

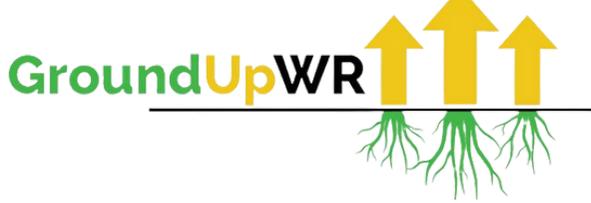
Community Impact Report by Food Bank WR



# Funding NEEDS to Increase to Serve WR

- Region Needs to Increase Funding to \$1.5 Million
- Current \$744,000 is UNABLE to Meet 113% Rise in Demand





Moved by Rob Deutschmann

Whereas the Region of Waterloo currently provides the Food Bank of Waterloo Region with an annual funding grant of \$744,000.00,

And whereas Kim Wilhelms, interim CEO of the Food Bank of Waterloo Region has advised Regional Council that they are seeing the highest numbers in the nearly 40-year history of the foodbank,

And whereas more people are facing impossible choices like feeding their children or pay housing costs, or buy food or heat their home,

And whereas visits to the foodbank totaled 450,387 in 2022/2023, which is almost 2.5 times the number of visits in 2016/2017,

And whereas 59,000 people used the food bank program in 2022/2023, up from 30,662 people in 2016/2017

BE IT RESOLVED that the Region of Waterloo increase its annual grant to the Food Bank of Waterloo Region to \$1.5 million.

BE IT FURTHER RESOLVED that the \$756,000.00 increase be financed as follows:

Year 2024 - \$378,000.00 be funded by the general levy and the remaining \$378,000.00 be funded through the Tax Stabilization Reserve.

Year 2025 and onward – the full \$756,000.00 be funded by the general levy.

# WR Facing Impossible Choices & Hunger

- **Support the Motion from Regional Cllr. Deutschmann**
- **Call or Email WR Councillors**
- **Write an Editorial**
- **Delegate at Regional Council Dec 13 Final Budget Vote**
- **Share on Social Media**

# Youth Well-Being Stats

- 17.3% of the total population in WR are Youth
- 1 in 2 Youths do not feel like a valued member of our community
- The well-being of Youth has been significantly impacted by the pandemic
- Only 26.3% of Youth report positive mental health
- There's a lack of programming for Youth in WR

## What can be done?

- Invest in Youth to build Community Safety through education
- Fund specific priority initiatives that meet the future needs of Youth
- \$500,000 in Annual Funding be added to the 2024 Regional Budget to prioritise these Initiatives
- Invest in Young People and the Future

## Funding for Youth Programs and Services

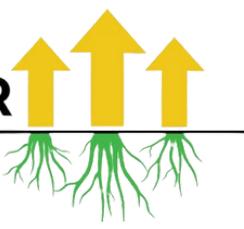
Whereas Regional council has established a new 2023-27 strategic plan “Growing with Care” that prioritizes equitable services and opportunities for all, including for children and youth, by providing equitable, accessible, services across Waterloo Region that support the social determinants of health, safety and complete communities as we grow; and

Whereas the Regional Municipality of Waterloo delivers a variety of programs and services including; Children’s Services; 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 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 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 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 sustainable ongoing program that is specifically targeted to meeting the specific future needs of Youth.

Therefore, be it resolved that \$500,000 in annual funding be added to the 2024 Regional budget to fund specific priority initiatives that meet the future needs of Youth as has been identified through Community Services, Public Health, the pan-regional collaborative of the adults and young people that come together in the Children and Youth Planning Table, the Smart Waterloo Region Innovation Lab collaborative and The Community Safety and Wellbeing plan.

# What can be done?

- Region owns an active landfill with an estimated 25 yr life span
- Region promotes 3 stream sorting - Organics, Recycling and Waste
- Fee is only for any bags over 3 bag limit
- Increase the bag tag fee from \$2 to \$3 starting Apr 2024
- Nominal increase in Fee
- Aligns with Strategic

## **Waste Management Bag Tag Fee**

WHEREAS the Region of Waterloo owns an active landfill with an estimated 25-year life span; and

WHEREAS the Region of Waterloo promotes three stream sorting, with organics and recycling to minimize the amount of residual waste at the curb; and

WHEREAS the Region of Waterloo has a three-bag limit for the amount of residual waste left at the curb and a garbage bag fee for any bags over the three bag limit to encourage organics and recycling sorting; and

WHEREAS the Region of Waterloo charges \$2.00 for each bag tag to also encourage sorting;

NOW THEREFORE BE IT RESOLVED THAT the Region of Waterloo increase the Waste Management bag tag fee from \$2.00/bag to \$3.00/bag effective April 1, 2024; and

THAT the 2024 Waste Management Operating budget be amended to add \$30,000 of bag tag revenue (estimated annualized revenue of \$40,000); and

# Choose Youth Well-Being & Sustainability

- **Support the Motions from Regional Cllr. James**
- **Call or Email WR Councillors**
- **Write an Editorial**
- **Delegate at Regional Council  
Dec 13 Final Budget Vote**
- **Share on Social Media**