

# Regional Municipality of Waterloo

## Strategic Planning and Budget Sub-committee Agenda



Date: Wednesday, August 28, 2024  
Regular Session: 9:00 a.m.  
Location: 99 Regina St. Waterloo, Room 508

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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	Pages
1. Call to Order	
2. Land Acknowledgement	
3. Declarations of Pecuniary Interest under the “Municipal Conflict of Interest Act”	
4. Presentations	
4.1 Strategic Plan and Budget Sub-Committee Presentation	2
5. Reports	
5.1 COR-CFN-24-015, Summary of Current Region of Waterloo Grant Programs For Information.	31
6. Other Business	
7. Next Meeting - September 11, 2024	
8. Adjourn	





# Plan and Budget 2025

Strategic Plan and Budget Sub-Committee

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# Direction provided by A&F Committee on June 4, 2024

At the June 4<sup>th</sup> Administration and Finance Committee meeting, the following direction was provided to staff with regards to development of the 2025 Plan and & Budget:

- Regional Council direct staff to return with a budget that has less than an 8 per-cent tax rate increase, prioritizing potential funding reductions in areas that should be funded by higher levels of government
- Regional Council direct staff to compile a comprehensive review of funding provided by the Region to external organizations and conduct analysis on whether it matches a strategic priority area within the Region of Waterloo's Strategic Plan, Growing With Care
- Regional Council direct staff to conduct a priority ranking of funding provided by the Region to external parties under each of the Region of Waterloo's Strategic Plan, Growing With Care pillars; Homes for All, Climate Aligned Growth, Equitable Services and Opportunities, and a Resilient and Future Ready Organization
- That staff provide a review of all services currently baked into the base budget and provide information on what is legislatively mandated for the region to provide
- That staff also report back on areas of overlap between regional and area municipalities services
- Further, that Staff conduct a comprehensive review of the Region's administrative expenses, and what could be done differently operationally

# Strategic Plan and Budget Sub-Committee Schedule

Date	Draft agenda topics
August 14	Overview of the process, timeline and agenda topics
August 28	Review of funding provided by the Region to external organizations, how each stream fits in the Region's Strategic Plan, and areas of commonalities and potential 'overlap' between regional and area municipalities' services
September 11	<p>Review of:</p> <ul style="list-style-type: none"><li>• Services in the base budget and information on what is legislatively mandated for the Region to provide.</li><li>• The Region's administrative expenses, and what could be done differently operationally including an overview changes underway and benchmarking results.</li></ul>
October 2	<p>Review options, with evaluations against objectives in the Strategic Plan, to achieve a budget that has less than an 8 per-cent tax rate increase, including:</p> <ul style="list-style-type: none"><li>• Potential service adjustment options</li><li>• Review of service expansion requests being proposed for 2025</li></ul>

# Today's Purpose

To review:

- Funding provided by the Region to external organizations
- How each funding stream fits in the Region's Strategic Plan
- Areas of commonalities and potential 'overlap' between regional and area municipalities' services
- Material in response to requests for information from the August 14<sup>th</sup> Strategic Plan and Budget Sub-Committee meeting

# Funding provided by the Region to external organizations: by grant funding stream

Grant Funding Stream	2024 Approved Budget	2024 Actual Allocation
Entrepreneurial Initiatives	\$68,400	\$68,400
Key Cultural Institutions	\$347,152	\$840,603
Major Arts and Culture Organizations	\$306,000	\$306,000
Community Environmental Fund	\$90,000	\$90,000
Cultural Drivers of Tourism	\$213,550	\$213,550
Upstream Fund	\$1,890,000	\$1,889,989
Community Capacity Building Fund	\$1,000,000	\$1,155,621*
Region of Waterloo Arts Fund	\$353,538	\$353,538
<b>Subtotal</b>	<b>\$4,268,640</b>	<b>\$4,917,701</b>
Miscellaneous Grants and Partnerships	\$5,505,841	\$5,505,841
<b>Total</b>	<b>\$9,774,481</b>	<b>\$10,423,542</b>

\* Approximately \$157,000 of CCBF funding that was awarded in a previous budget year was returned in 2024 and reallocated through the 2024 granting cycle.

In 2022, the Region adopted a Grant Administration Policy, and all granting streams with the exception of grants provided in the Miscellaneous Grants and Partnerships category are governed by this policy.

Staff note that the Waterloo Region Heritage Fund had their funding paused in 2022 while they reviewed program objectives.

# Miscellaneous Grants and Partnerships

Organization Name	2024 Budget
Community Justice Initiative	\$575,000
Waterloo Region Economic Development Corporation (WREDC)	\$1,400,000
RARE Partnership Funding (Charitable Research Reserve)	\$50,000
Food Bank of Waterloo Region (Ontario Works Discretionary Benefits)	\$744,030
Food Bank of Waterloo Region (one-time grant funding in 2024)	\$756,000
Reep Green Solutions	\$63,150
House of Friendship	\$600,000
Communtech Technology Association	\$35,100
Tourism Corporation	\$300,000
Waterloo Small Business Centre	\$50,000
Employment & Income Support – Funding to organizations to support community services serving low income	\$74,321
Youth Programs and Services:	
SMART Waterloo Region	\$75,000
Children & Youth Planning Table	\$75,000
A Better Tent City (2024 and 2025)	\$236,390
Community Energy Investment Strategy	\$81,600
Climate Action Waterloo Region / Sustainable WR	\$65,250
Smart Waterloo Region	\$325,000
<b>Total</b>	<b>\$5,505,841</b>

# Funding provided by the Region to external organizations:

## timing for approval of recipients

Grant Program	2024 funding envelope (approved budget)	2024 approved grants	Approval date and report
Entrepreneurial Initiatives	\$68,400	\$68,400	04-Jun-2024 PDL-ECD-24-001
Key Cultural Institutions	\$347,152	\$840,603	06-Feb-2024 COR-CFN-24-003
Major Arts and Culture Organizations	\$306,000	\$306,000	04-Jun-2024 PDL-CUL-24-008
Community Environmental Fund	\$90,000	\$90,000	04-Jun-2024 PDL-CPL-24-011
Cultural Drivers of Tourism (formerly Cultural Events and Festivals)	\$213,550	\$213,550	13-Aug-2024 PDL-CUL-24-012
Upstream Funding	\$1,890,000	\$1,889,989	N/A
Community Capacity Building Fund	\$1,000,000	\$1,155,621	N/A
Region of Waterloo Arts Fund	353,538	353,538	Under Review - Administered by the Community Foundation
<b>TOTAL</b>	<b>\$4,268,640</b>	<b>\$4,917,701</b>	



# **Discussion**

## **Alignment of funding streams to the Region's Strategic Plan**

# Discussion

## **Areas of commonality and potential 'overlap' between regional and area municipalities' services**

# Responses to requests for information from the August 14th Strategic Plan and Budget Sub-Committee meeting

In-year approvals by Council over the past two years

What we pay towards debt financing (debt servicing costs and sources)



# In-year approvals by Council: Year to Date 2024

Year to Date 2024	2025 Levy impact
Grant allocations in excess of budget provision (KCI)	\$493,450
Unbudgeted property acquisition (3) - debt servicing costs	\$3,400,000
Reinstatement of transit service removed through the 2024 budget process	\$60,765
Waste Management collection contract	\$7,000,000
Miovision expansion	\$460,300
<b>Subtotal</b>	<b>\$11,414,515</b>

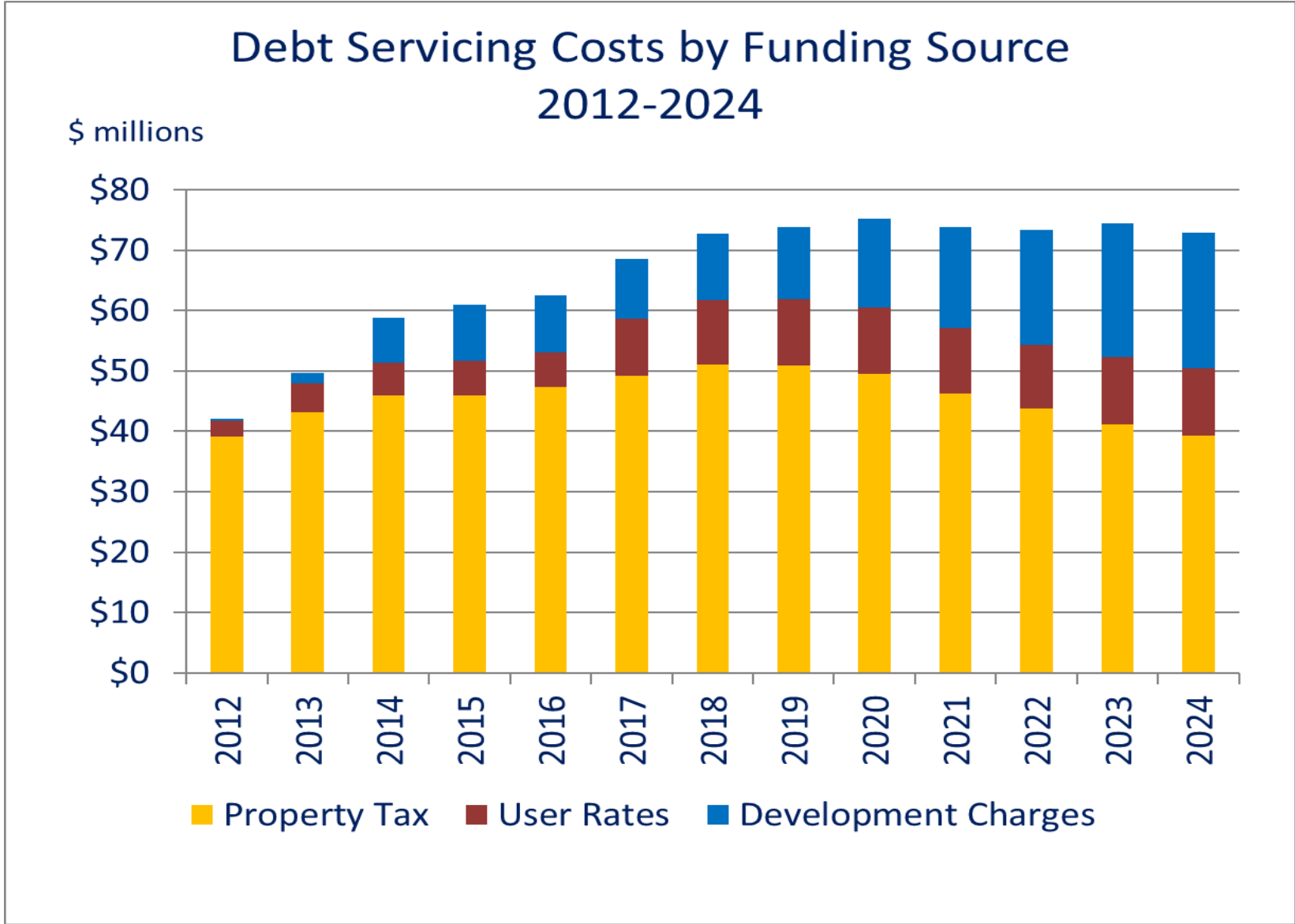
Appendix E to the Mid-Year Report COR-CFN-24-013 dated August 13, 2024 provides a full list of in-year approvals, including amendments to the capital program.

# In-year approvals by Council: 2023

2023	2024 Levy impact
Transportation and Processing of Municipal Hazardous or Special Waste (MHSW)	\$405,000
Key Cultural Institutions funding	\$340,000
2023 Automated Speed Enforcement implementation	\$154,000
unbudgeted property acquisition - 139 University Ave	\$558,000
Community Environmental grants	\$3,795
GRT Route 2 and 73 Service Change Mitigation	\$294,000
ROWCHI Consolidation with Waterloo Region Housing - Admin savings	\$(16,300)
Local Elmira Transit Service - Operating Extension	\$3,600
WREDC funding increase	\$500,000
ClimateActionWR - Collaborative Funding Agreement	\$63,160
Paramedic Services 2024 Pre-Budget Request	\$2,272,000
<b>Subtotal</b>	<b>\$4,577,255</b>

Appendix D to the Q3 2023 Plan and Financial Update Report COR-CFN-23-036 dated November 7, 2023 provided a full list of in-year approvals, including amendments to the capital program.

# What we pay towards debt financing (debt servicing costs and sources)



Unbudgeted Acquisition	Acquisition cost + 2024 capital requirements	Estimated debt servicing cost to be added to 2025 budget
70-84 Victoria	\$20.7M	\$1.5M
Breslau GO	\$16.4M	\$1.2M
84 Frederick	\$9.5M	\$0.7M
Subtotal	\$46.6M	\$3.4M

The Region's debt servicing costs as a percentage of own-source revenue as determined by the Province's annual debt repayment limit calculation is in the range of 10%. While the Annual Debt Repayment Limit set by the Province is 25%, most Aaa rated municipalities target being far below the 25% limit.





# Discussion / Questions

# Next Steps: Strategic Plan and Budget Sub-Committee

Date	Draft agenda topics
September 11	<p>Review of:</p> <ul style="list-style-type: none"><li>• Services in the base budget and information on what is legislatively mandated for the Region to provide.</li><li>• The Region’s administrative expenses, and what could be done differently operationally including an overview changes underway and benchmarking results.</li></ul> <p>Responses to requests: Capital budget decision making framework, Provincial &amp; Federal funding changes</p>
October 2	<p>Review options, with evaluations against objectives in the Strategic Plan, to achieve a budget that has less than an 8 per-cent tax rate increase, including:</p> <ul style="list-style-type: none"><li>• Potential service adjustment options</li><li>• Review of service expansion requests being proposed for 2025</li></ul> <p>Responses to requests: Comparison of projected tax increases in other municipalities, risks associated with not implementing proposed service expansions</p>



# **APPENDIX: YTD 2024 & 2023 IN-YEAR APPROVALS**



# In-year approvals by Council:

## Year to Date 2024

Report / Date	Description	Financial Impact
COR-CFN-24-003 (February 6, 2024)	Key Cultural Institutions 2024 Funding Allocations	<p>Approve the 2024 allocation of \$840,603 under the Key Cultural Institutions grant program and fund the additional costs (in excess of the 2024 Budget provision) of \$493,450 from the Tax Stabilization Reserve in 2024.</p> <p>Direct staff to include an incremental \$493,450 in the Preliminary 2025 Base Budget funded from the property tax levy.</p>
PDL-LEG-24-002 (January 24, 2024)	Agreement of Purchase Sale for the property know as 70-84 Victoria Street North	<p>Amend the 2024-2033 Facilities Management Capital Program by adding \$20,684,000 in 2024 for the acquisition of 70-84 Victoria Street North, Kitchener. Operating costs in excess of the 2024 budget are estimated to be \$536,000 with annualized operating costs estimated to be \$1,341,000.</p>
EES-WAS-24-004 (March 5, 2024)	Servicing of Petersburg (Knipfel) Drinking Water System	<p>Approval of a new full time equivalent position for a Regulatory and Program Assistant. There are sufficient funds in the approved 2024 Water operating budget to support this new resource. The 2025 and future operating budgets will reflect the costs included with the additional FTE.</p>

# In-year approvals by Council:

## Year to Date 2024

Report / Date	Description	Financial Impact
CSD-HOU-24-006 (April 9, 2024)	The Plan to End Chronic Homelessness Final Report	Staff to develop a comprehensive funding and advocacy strategy based on the Plan to End Chronic Homelessness Actions and deliver it to Council as part of the 2025 Regional Budget process. Operating expenditure increases of approximately \$5M - \$8M annually for the next six years in order to fully implement the Plan can be expected.
TSD-TRS-24-006 (April 9, 2024)	Grand River Transit - MobilityPLUS Software Updates	The assignment of a new Project Manager to be funded with existing resources and accommodated in the current MobilityPlus Technology Requirements capital budget for 2024.  The resources required to issue the RFP and implement the new system would be identified in the 2025 budget.
Councillor C. James Notice of Motion (April 24, 2024)	Reinstatement of Transit Services Routes	Temporarily reinstate the route 91 Late Night Loop on Thursday-Saturday before the date of September 2, 2024, incorporate loops 91 and 92 or equivalent night transit operations into the 2025 business plan and service improvement, and include extensions to public night transit options as budget items in the 2025 budget.

# In-year approvals by Council:

## Year to Date 2024

Report / Date	Description	Financial Impact
COR-TRY-24-013 (May 7, 2024)	Automated Cart-Based, and Manual Waste Collection, and Supply, Initial Distribution and On-Going Maintenance of Carts Within the Region of Waterloo	The estimated annual operating costs of \$33.0M exceeds the current 2024 Operating Budget provision for the curbside contract by \$17.2M. The increase will be phased into the operating budget over the 2025 to 2027 budgets to mitigate the tax levy impact in a single budget year and provide some capacity to fund a portion of capital costs (carts).  2025 Budget Increase = \$7.0 Million, 2026 Budget Increase = \$7.1 million, 2027 Budget Increase = \$1.7 million
COR-TRY-24-014 (May 7, 2024)	Regional Road 10 (Herrgott Road) Rehabilitation	Increase the capital budget for the Herrgott Rd, N Limits of St Clements to Ament Line project (#05758) by \$678,700.
PDL-LEG-008 (May 7, 2024)	333-339 Hidden Valley Road, City of Kitchener – Acquisition of Lands	Amend the 2024-2033 Transportation Capital Program by advancing \$4,714,500 in Project #07087 River Road Extension, King Street to Manitou Drive from 2026 and 2027 to 2024.



# In-year approvals by Council:

## Year to Date 2024

Report / Date	Description	Financial Impact
COR-TRY-24-014 (May 7, 2024)	Regional Road 10 (Herrgott Road) Rehabilitation	Increase the capital budget for the Herrgott Rd, N Limits of St Clements to Ament Line project (#05758) by \$678,700.
PDL-LEG-008 (May 7, 2024)	333-339 Hidden Valley Road, City of Kitchener – Acquisition of Lands	Amend the 2024-2033 Transportation Capital Program by advancing \$4,714,500 in Project #07087 River Road Extension, King Street to Manitou Drive from 2026 and 2027 to 2024.
COR-TRY-24-020 (May 22, 2024)	Highway 7/8 Pedestrian and Cycling Bridge from Strasburg Road to Avalon Place	Increase the 2024 Capital Budget for project #66114 in the Grand River Transit Capital Program by \$742,800.
PDL-CAS-24-002 (June 4, 2024)	Council Remuneration and Support	Include \$50,000 in the 2025 budget for the purposes of securing the services of an independent external compensation consultant to conduct the review.
COR-TRY-24-023 (June 19, 2024)	Expansion to Miovision Technologies Miovision One Advanced Transportation Management System	Amend the 2024-2033 Transportation Capital Program by advancing \$1,064,000 in project #07619 Advanced Transportation Management System from 2025 to 2024.  The current 2024 operating budget provision to support ATMS is \$460,700. An incremental operating budget impact of \$460,100 is required in 2025 for accelerating the expanded network.

# In-year approvals by Council:

## 2023

Report / Date	Description	Financial Impact
COR-TRY-23-007 (March 22, 2023)	T2023-101 - Cell SE-5A/B Liner and Leachate Collection System Waterloo Landfill Site in the Cities of Waterloo and Kitchener, Ontario	Capital budget expenditure and debenture financing acceleration in the amount of \$1,930,000 from 2024 to 2023
COR-TRY-23-008 (March 22, 2023)	T2022-198 Transportation and Processing of Municipal Hazardous or Special Waste (MHSW)	Incremental operating expense of \$172,000 in 2023 and \$233,000 in 2024
PDL-CPL-23-008 (April 4, 2023)	Brownfield Financial Incentive Program – Joint Tax Increment Grant (TIG) – New Agreement for 130 Water Street North, Cambridge	The preliminary 2024-2033 capital program will be updated to reflect the revised capital budget figures with an increase of \$2,955,589 for the Region's maximum share of the joint TIG
PDL-CUL-23-004 (April 4, 2023)  April 19, 2023 Council	Report: Collaborative Municipal Funding for Key Cultural Institutions  Motion: Eligibility Criteria for Funding for Key Cultural Institutions	\$340,000 added to the 2023 Key Cultural Institutions funding envelope, funded from the Tax Stabilization Reserve (TSR). Budget impact of \$340,000 in 2024 as TSR funding to be replaced by levy funding.

# In-year approvals by Council:

## 2023

Report / Date	Description	Financial Impact
COR-TRY-23-011 (April 19, 2023)	T2023-123 - Sawmill Road Reconstruction	Increased capital costs of \$235,000 in 2023 and \$1,204,400 in 2024 for a total of \$1,439,400, funded by the Transportation Capital Reserve (60%) and the Regional Roads RDC Fund (40%)
COR-TRY-23-012 (April 19, 2023)	T2023-119 - Roundabout Construction Regional Road 86 (Line 86) at Regional Road 19 (Floradale Road)	Increased capital costs of \$2,091,000 to be funded from the Roads Regional Development Charges Reserve Fund
TSD-TRP-23-007 (May 9, 2023)	Automated Speed Enforcement – 2023 Expansion Update	2024 operating budget impact will be an increase in levy funding requirements of \$154,000. Acceleration of capital costs (\$362,000) from 2024 to 2023, with overall capital cost reduction of \$108,000.

# In-year approvals by Council: 2023

Report / Date	Description	Financial Impact
Council Resolution of May 9, 2023	Agreement of Purchase and Sale – 139 University Avenue West, Waterloo	Increased capital cost of \$12,113,000 with financing from the Housing General Reserve (\$4,000,000), Safe Restart/ COVID Recovery Funding (\$2,600,000), and property tax supported debentures (\$5,513,000). Approval of one Facilities Maintenance position in 2023. Operating costs estimated to exceed the 2023 budget by approximately \$185,000, with \$558,000 needing to be added to the 2024 budget for annualized operating costs.
COR-TRY-23-016 (May 24, 2023)	T2023-134 - L.E.D. Traffic Signal Indicators and Pedestrian Signal Heads	Increase 2024 and 2025 capital budget by \$1,080,100 to be funded by the Transportation Capital Reserve
PDL-CPL-23-015 (June 6, 2023)	2023 Community Environmental Fund Grants	Incremental operating expense of \$3,795 in 2023

# In-year approvals by Council: 2023

Report / Date	Description	Financial Impact
TSD-TRP-23-009 (June 6, 2023)	Automated Speed Enforcement – 5-Year Expansion Plan	\$4.23 million in operating costs for 2024 (\$6.62 million annually when fully phased in by 2028) and \$1.49 million in capital costs in 2024 excluding the processing centre (\$19.39 million total capital expenditure for 2024-2028)
TSD-TRS-23-006 (June 6, 2023)	GRT Route 2 and 73 Service Change Mitigation	Incremental operating expense of \$98,000 in 2023 to be funded from the Tax Stabilization Reserve, and annualized operating expenditure of \$294,000 to be added to the 2024 budget
COR-TRY-23-019 (June 21, 2023)	T2023-126 - 2023 Various Road and Active Transportation Improvements	Increase the 2023 capital budget by \$730,300 and amend sources of financing



# In-year approvals by Council:

## 2023

Report / Date	Description	Financial Impact
PDL-CAS-23-009 (August 15, 2023)	Council Electronic Participation Pilot Project Update	Provide a proposed cost estimate in the 2024 Regional Budget for Council Chamber technological upgrades
CSD-CHS-23-002 (August 15, 2023)	Canada-Wide Early Learning and Child Care Funding and Growth Update	Amend the 2023 Operating Budget for Children's Services by adding \$8,380,262 in expenditure to be funded 100% by the Ministry of Education
CSD-HOU-23-022 (August 15, 2023)	ROWCHI Property Ownership Transfer to the Region of Waterloo	Discharge the existing mortgage valued at \$2,775,936 plus any related costs, using funding from the Region's Housing Capital Reserve. Operational savings of approximately \$16,300 to the Region through reduced administrative expenses for audits and insurance.

# In-year approvals by Council: 2023

Report / Date	Description	Financial Impact
TSD-TRS-23-008 (August 15, 2023)	Local Elmira Transit Service - Operation Extension	Cost increase of \$3,600 for 2024 is expected and will be reflected in the draft 2024 budget
CAO-23-004 (August 15, 2023)	Waterloo Region Economic Development Corporation (WREDC) Partnership Agreement	Incremental \$500,000 in funding for the WREDC starting in 2024 funded from the Regional property tax levy
PDL-CPL-23-024 (August 15, 2023)	ClimateActionWR - Collaborative Funding Agreement	A five year extension to the collaborative funding agreement would require a total Regional contribution of \$315,380 over the next five years (2023-2027)
COR-TRY-23-023 (August 30, 2023)	P2023-14 Region of Waterloo International Airport Food & Beverage Facilities and Services	Increase the 2023 capital budget by \$203,000, financed from the Airport Capital Reserve

# In-year approvals by Council:

## 2023

Report / Date	Description	Financial Impact
COR-TRY-23-024 (August 30, 2023)	T2023-181 Roof Replacement 150 Main St. Cambridge, Ontario	Advance \$1,755,200 in the 2023 capital budget from 2024 (\$1,620,000) and 2025 (\$135,200) financed from the Facilities Lifecycle Reserve
COR-TRY-23-025, T2023-144 (August 30, 2023)	Regional Road 10 (Herrgott Road) Rehabilitation, Sunset Drive (St Clements) to Regional Road No. 17 (Ament Line), Township of Wellesley, Ontario	Increase the capital budget by \$936,000 funded from the Canada-Community Building Fund (\$686,500), the Roads Regional Development Charge Reserve Fund (\$224,600) and from the Transportation Capital Reserve (\$24,900)
COR-TRY-23-026 (August 30, 2023)	T2023 –127 82 Wilson Ave, Kitchener - 6 Storey Residential Development (under PQ2022-10)	Amend the capital budget with an overall increase of \$216,000 and amend funding sources including additional debenture financing

# In-year approvals by Council: 2023

Report / Date	Description	Financial Impact
PDL-CAS-12-012 (September 12, 2023)	Processing Centre for Automated Speed Enforcement	Proposed staffing and budget requirements to be submitted as part of the 2024 Plan and Budget for the associated start-up costs, and the permanent full-time positions necessary for operating the automated speed enforcement processing centre
PHP-PSV-23-006 (September 12, 2023)	Paramedic Services 2024 Pre-Budget Request	2024 gross expenditure increase of \$4,545,000, with 50% funding from the Tax Stabilization Reserve resulting in a net levy increase of \$2,272,000

# In-year approvals by Council: 2023

Report / Date	Description	Financial Impact
CSD-HOU-23-025 (September 12, 2023)	COCHI-OPHI Year 5 and 6 Investment Plan and COHB Year 5 Allocation	<p>COCHI and OPHI allocation for the Region for Year 5 (April 2023 – March 2024) is \$7,119,800 for various capital and operating program costs. This is a flow through of Federal and Provincial funding and does not require a Regional levy contribution. Amendments to the 2023 Housing Services operating budget reflect the delivery of grant funding initiatives.</p> <p>The allocation for 2023/24 for COHB is \$1,225,700 and is not part of the Housing Services operating budget. Per the COHB program, Service Managers will prioritize, select, and support households to apply for the program.</p>



**Region of Waterloo**  
**Corporate Services**  
**Corporate Finance**

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**To:** 2025 Plan and Budget Sub Committee  
**Meeting Date:** August 28, 2024  
**Report Title:** Summary of Current Region of Waterloo Grant Programs

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**1. Recommendation**

For Information.

**2. Purpose / Issue:**

To provide a summary of information regarding the Region of Waterloo’s current Grant Programs, their alignment to Growing with Care and, where possible, to highlight where area municipalities may also provide similar support.

**3. Strategic Plan:**

This report supports the Resilient and Future Ready strategic priority to ensure fiscal accountability, transparency and to work creatively and collaboratively with local community partners and organizations as we work toward achieving our shared goals within the Growing with Care priorities of Homes for All, Climate Aligned Growth and Equitable Services and Opportunities.

**Report Highlights:**

- Regional Council directed staff to:
  - Compile a comprehensive review of funding provided by the Region to external organizations and conduct analysis on whether it matches a strategic priority within the Region of Waterloo’s Strategic Plan, Growing with Care.
  - Conduct a priority ranking of funding provided to external parties under each of the Region of Waterloo Strategic Plan Growing with Care pillars.
  - That staff report back on areas of overlap.
- The scope of this review was largely limited to those funds allocated through granting programs, as governed by the Region’s 2022 Grant Administration Policy [Appendix A]. Other investments or payments such as Fee for Service transactions were considered beyond scope, however a list of Miscellaneous Grants and Partnerships is included in the data [Appendix C]

- The Region of Waterloo currently operates eight grant programs [ Appendix B]:
  1. Entrepreneurial Initiatives
  2. Key Cultural Institutions (KCI)
  3. Major Arts and Cultural Organizations
  4. Community Environment Fund
  5. Cultural Drivers of Tourism
  6. Upstream Fund
  7. Community Capacity Fund
  8. Waterloo Region Arts Fund (this program is under review and has yet to be assessed as part of this review).
- The approved budget allocation for these eight grant funding programs totals \$4,268,640, with 2024 actual allocations totalling \$4,917,701. The 2024 allocations under the Key Cultural Institutions grant program exceed the 2024 budget provision by \$493,450 (as outlined in report COR-CFN-24-003, dated February 6, 2024). For the Community Capacity Building Fund, approximately \$157,000 of funding that was awarded in a previous budget year was returned in 2024 and reallocated through the 2024 granting cycle.
- Approximately 90 local organizations received grant funding in 2024.
- Staff used the 2025 Plan and Budget Principles to undertake an early assessment of the existing grant programs.
- Initial assessments against the principles indicate that:
  - Each program shows alignment with one or more of the Growing with Care priorities, Homes for All, Climate Aligned Growth, Equitable Services and Opportunities and Resilient and Future Ready Organization and are able to demonstrate impact to the community.
  - Assessment of the gravity of impact or risk mitigation is not easy to compare across the programs as they are very broad in nature. This is a limitation of the review. For example, the funding allocated via the Community Environment Fund and Entrepreneurial Initiatives Fund is small comparatively to other larger funding programs such as those designed to support arts and culture. Given the scale of the climate crisis, the supports provided to Community Environment Fund recipients may seem small and unable to garner the same levels systemic change comparable to the larger funds, however the funding for small organizations to seed change in this area is no less important to these organizations for their success.
  - None of the programs are legislated and all are discretionary based on Council's direction. Most closely aligned to legislation is The Upstream Fund and the Community Capacity Building Fund which are both strategic priorities that enable the delivery of a provincially legislated plan, the Community Safety and Wellbeing Plan.
  - Each program acts upon Council's existing longer-term strategic priorities and could be considered as 'maintaining the course'.

- Each program has mechanisms in place to ensure that the funding is allocated in the most effective and fiscally accountable way, making the most of the dollars available. That being said, grant applications and community organizational needs continue to outstrip the funding available.
- Given that the Region's current grant programs have developed as a result of Council direction and the thoughtful analysis of the changing needs of Waterloo Region, it is not surprising that there is overall alignment between the programs, the 2025 Plan and budget principles and community priorities.
- A feature of the Region's overarching Grant Policy is to ensure that grant programs are regularly reviewed to ensure they remain relevant and responsive to local community need and organizational priorities. An example of this has been the recent creation of the Upstream Fund and Community Capacity Building Fund and the review of the Key Cultural Institutions [ PDL-CUL-24-013].
- The current overarching Grant Administration Policy states that wherever possible, grants should be allocated through a defined grant program. However, the policy does include a provision for allocating grants outside of this requirement should the need arise.
- The review currently indicates one grant that has been awarded for 2024 in this manner to A Better Tent City, totalling \$236,390.
- The Region does enter into funding agreements with other external organizations that have been awarded outside of the eight formal grant programs [Appendix C]. These examples are often unique in nature and guided by legal agreements that govern the specific relationship, the term of the agreement, the expected objectives and related outcomes. Many of the agreements preceded current Council and Strategic Plan and are multi-year in nature. Some constitute a partnership between multiple municipalities (e.g. Waterloo Region Economic Development Corporation) and there is one example where the Region employs staff on behalf of a partnership (e.g. Smart Waterloo Region).

## Background

- Municipalities have the power to provide grants as guided by the Municipal Act, however granting is a discretionary function of the municipality, and all programs exist at the discretion of Council.
- All seven formal funding programs are guided by the Grant Administration Policy, developed at the request of Regional Council in 2022 [PDL-CUL-22-04].
- According to the policy, grants are "A legal instrument that results in the transfer of money from the Region to the public in order to support a public purpose. Grants have:
  - "A defined criteria for who can apply, and for what purposes the funds can be used
  - A defined intake process
  - Defined decision-making criteria and approval process
  - A requirement that recipients sign an agreement and account for funds

- No expectation of return or repayment (as long as the terms and conditions of the grant are met)".
- This administration policy ensures that grants align with existing and emerging strategic priorities, that their purpose, objective, eligibility criteria, decision-making processes, and reporting requirements, are clearly and transparently outlined and can be applied as consistently as possible.
- Each of the grant programs have clear policies or guidelines that support impactful, transparent and accountable granting.
- Staff also explored potential commonalities or 'overlap' in grant funding with area municipalities. The initial assessment proved that comparability is extremely difficult as each municipality may have its own interpretation of granting, different grant objectives and goals, as well as varied roles and mandates even within a seemingly similar priority areas.
- A list of organizations receiving funding from the Region was sent to the area municipalities and they were asked to identify if they also provide funding to any of these organizations. Details of this review by funding stream are included in Appendix C. Area municipalities provide funding to a variety of organizations through various programs and this review did not seek to identify all the funding they provide to external organizations, but only where commonalities exist. While staff have made every attempt to ensure all relevant data was captured, staff continue to work with area municipal partners on ensuring the most up to date data is provided to the sub-committee.
- Staff acknowledge it was not possible to analyze all area municipal grant policies for this review. As a result, there are some limitations in ascertaining the extent of commonalities from a granting and policy perspective.
- Key Cultural Institutions grant program is one clear example where local municipalities intentionally collaborate to provide support to a small group of organizations aligned to specific arts, culture, economic and tourism goals. This approach is considered a beneficial strategy to maximize the funding available at any one time. Most recently Council directed staff to review this program and staff have made several recommendations to improve the process to maximize the benefits of working strategically together with area municipalities to achieve shared goals and objectives for the community [ PDL-CUL-24-013].
- The 2025 Plan and Budget Process is being guided by six principles, which have been used to inform this review. The principles prioritize actions that:
  1. Make a significant measurable, impactful different to Growing with Care outcomes and objectives.
  2. Mitigate a significant risk that the community or the organization currently faces.
  3. Maintain the course, investing first in existing essential service delivery and commitments that support the bold agenda Council has already set

4. Meet prescribed legislated standards or requirements (accreditation, compliance or legal).
  5. Move forward critical items – service level changes, strategic initiatives, capital projects – that must be done immediately and are time critical, meaning they cannot wait a year or more.
  6. Make fiscal sense, are financially viable, appropriately funded by other levels of government, with an approved business case or equivalent analysis that shows affordability for taxpayers today and over the longer term.
- Council approves grant recipients in all grant streams with the exception of the Upstream Fund and the Community Capacity Building Fund where decisions are made by a collaborative panel of community members.
  - Grants provided through the Region of Waterloo Arts Fund is currently being administered by the Community Foundation and individual grant awards are not subject to Council approval.
  - The Municipal Accommodation Tax funds fully funds the Cultural Drivers of Tourism stream (\$213,550) and partially funds the Key Cultural Institutions stream (\$86,460). The property tax levy funds the balance of payments made to external organizations identified in this report (\$9,474,471).

### **Area Municipality Communication:**

Staff have engaged all area municipalities to gain information and data related to their granting programs and recipients. This process is complex and still underway.

### **Public/Stakeholder Engagement:**

N/A

## **9. Financial Implications:**

The grant funding streams outlined in this report are subject to annual budget approval. The approved budget allocation for these seven grant funding programs totals \$4,268,640, with 2024 actual allocations totalling \$4,917,701. Additionally, there are payments made to external organizations that do not fall into a formal grant program. These payments total \$5,505,841 in 2024.

As per report COR-CFN-24-003, dated February 6, 2024, the 2024 allocation under the Key Cultural Institutions grant program of \$840,603 exceeds the 2024 budget provision for this program by \$493,450. The variance was approved to be funded from the Tax Stabilization Reserve in 2024. Staff were directed to include an incremental \$493,450 in the Preliminary 2025 Base Budget funded from the property tax levy.

The Municipal Accommodation Tax funds fully funds the Cultural Drivers of Tourism



stream (\$213,550) and partially funds the Key Cultural Institutions stream (\$86,460). The property tax levy funds the balance of payments made to external organizations identified in this report (\$9,474,471).

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

The sub-committee may choose to offer guidance as to the next steps of the review process with a view to present the findings as part of the 2025 Plan and Budget Committee process, scheduled to commence in October 2024.

## **11. Attachments:**

Appendix A: Grant Administration Policy [PDL-CUL-22-04]

Appendix B: Summary of Grant Programs

Appendix C: Recipients of Regional funding by grant program and identification of commonalities and potential 'overlap' with area municipalities

**Prepared By:** Christopher Wilson, Manager, Corporate Budgets  
Jenny Smith, Director Corporate Strategy & Performance

**Approved By:** Cheryl Braan, Acting Commissioner, Corporate Services/Chief Financial Officer  
Connie MacDonald, Chief Communications & Strategy Officer

**Region of Waterloo**

**Planning, Development and Legislative Services**

**Culture Services**

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**To:** Chair Helen Jowett and Members of the Administration & Finance Committee

**Meeting Date:** August 9, 2022

**Report Title:** Grant Administration Policy Review

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**1. Recommendation:**

That the Regional Municipality of Waterloo approve the Grant Administration Policy as set out in report PDL-CUL-22-04 dated August 9, 2022.

**2. Purpose / Issue:**

To establish a corporate Grant Administration Policy for the Region of Waterloo to guide discretionary grant funding across the organization.

**3. Strategic Plan:**

Responsive and Engaging Public Service

**4. Report Highlights:**

- The Region of Waterloo Grant Administration Policy establishes a clear definition of a grant that will help guide when this policy will be applied (as opposed to other financial contribution models). It also sets out procedures that guide the administration of grants through all stages of the grant life cycle, including the creation of a new grant program and communicating their outcomes.
- Staff, Council and the community will have a common understanding of what a grant is, when and how they can be used, updated and adjusted to meet Council priorities and community needs.
- The policy creates a framework that will support transparency and accountability, while allowing the necessary flexibility for innovative and responsive approaches to grant funding, targeted at addressing strategic priorities.
- Through conversations with the community, staff know that grant funding programs can often be opaque, cumbersome and difficult to access. This policy creates space for grant program design to be customized to meet the needs of

the community, while ensuring accountability for public funds.

- This policy was created as part of the corporate review of grant funding processes. The policy will guide the review and evaluation of existing grant programs, and the development of new programs. Grant programs will incorporate an open call for eligible applications, clear decision making criteria and processes and revised accountability measures that align with the grant policy. Programs will be designed to ensure that current grant recipients are not precluded from the 2023 grant application processes.
- Key features of the policy include:
  - Grants should be allocated through defined programs.
  - New programs can be created to address emerging strategic priorities.
  - Programs should be customized to meet targeted needs within a basic administrative structure.
  - Programs are approved by Council.
  - Programs are administered by program areas.
  - Programs should be evaluated on a regular basis.

## **5. Background:**

Municipalities have the power to provide grants under the Municipal Act. The Region of Waterloo has been providing grant funding since its inception in 1972. Grants are an important tool for municipalities to foster partnerships in the community. The Region's population is growing and its needs are changing, and the Region's granting processes need to be suitably responsive.

In 2019, KPMG recommended that Discretionary Grants to Other Organizations be reviewed. In 2020, staff reviewed individual discretionary grant allocations in terms of their alignment with the Region's mandate and strategic priorities. Though individual grant allocations supported work that aligned with strategic priorities, where funding was allocated outside of formally defined grant programs, there continued to be confusion in the community on how to access grant funding and an increasing number of community groups delegated directly to Council for support.

On December 8, 2021, Council passed a motion that directed staff to create a committee comprised of members of Council and staff to develop a grant policy that will:

- establish a clear definition of a grant and will guide the administration of grants through all stages of the grant administration life cycle; and

- develop grant programs that will incorporate an open call for eligible applications, updated decision making criteria and processes and revised accountability measures that align with the grant policy and not preclude current grant recipients from the 2023 grant application process.

The Committee met several times between April and July and identified a number of questions that needed to be answered within two key areas:

**1. Current Grant Programs:**

- Are the grant programs currently administered by the Region relevant and do they follow grant administration best practices?
- The Region currently allocates annual funding to several historically funded organizations after programs have been repealed. How can a new grant program be developed to fund these and other equally deserving recipients through open, transparent processes?

**2. New Grant Programs:**

- **Un-funded Community needs:** The Region receives requests for support outside of grant funding programs, should programs be created to support these community needs?
- **Council-identified Funds:** Council has set funding aside for specific purposes. How can we create clear processes around them to ensure transparent stewardship and governance of funds?

The grant review process aims to reset grant funding to establish robust systems to ensure community partners know what support is available, how to access that support and how decisions are made. Council will also be better supported in their stewardship of funds to address strategic objectives.

Grant review is one piece of the puzzle as staff explore how governments and the not-for-profit sector can improve their working relationship to better meet the community's needs. The Region uses many tools (e.g. rebates, sponsorship, fee-for-service) to support the work of not-for-profit organizations for the benefit of the community. However, the grant review process only addressed establishing processes for grant funding.

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

**Area Municipality Communication:** Regional staff consulted with staff from the City of Cambridge, the City of Kitchener and the City of Waterloo about their grant programs and current granting processes.

Staff also undertook a broad scan of other grant policies and administrative practices of municipalities across the country.

**Public/Stakeholder Engagement:** Regional staff met with staff from the Kitchener Waterloo Community Foundation, the Lyle S. Hallman Foundation and the United Way to understand their current processes as well as innovative and emerging granting practices.

**7. Financial Implications:**

Nil

**8. Conclusion / Next Steps:**

Once Council approves the Grant Administration Policy, staff will review current grant programs against the approved policy and bring recommended changes to Council for approval through separate reports, as well as guidelines for any proposed new grant programs.

**9. Attachments:**

[Appendix A: Region of Waterloo Grant Administration Policy](#)

**Prepared By:** Helen Chimirri-Russell, Director, Cultural Services

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

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



## Appendix A

August 2022

### REGION OF WATERLOO GRANT ADMINISTRATION POLICY

**Policy Statement:** The Region of Waterloo provides grants that assist organizations or individuals in their effort to support the Region's mandate and strategic vision to create an inclusive, thriving and sustainable region of connected rural and urban communities with global reach, fostering opportunities for current and future generations.

**Purpose:** This policy establishes practise in the administration of grant programs to ensure accountability, transparency, effective oversight and reporting of outcomes achieved.

This policy ensures that Regional staff who administer grants are performing necessary steps during the life cycle of the grant, including the creation of new grant programs and the evaluation of existing programs.

#### Definition of a Grant

- A grant is a legal instrument that results in the transfer of money from the Region to the public in order to support a public purpose. Grants have:
  - Defined criteria for who can apply, and for what purposes the funds can be used.
  - A defined intake process.
  - Defined decision-making criteria and approval process.
  - A requirement that recipients sign an agreement and account for funds.
  - No expectation of return or repayment (as long as the terms and conditions of the grant are met).

For clarity, definitions of various types of financial transactions are provided in Attachment I.

#### Operating Details

The Region of Waterloo provides a broad range of grants to the public each year through a variety of grant programs. These grant programs are designed to serve a variety of purposes that further the Region's strategic priorities. It is acknowledged that grants are only one of the tools the Region can use to help it achieve its strategic objectives.

All grants at the Region of Waterloo must be administered in accordance with this policy.

1. Grants should, wherever possible, be allocated through a defined Grant Program. Regional Council may occasionally award a grant outside of a formal program. The **Responding to Community Funding Requests Procedure (Attachment IV)** should be followed.
2. Grant programs will be reviewed and endorsed by each term of Council during the Strategic Planning process.
3. New grant programs can be created to meet emerging strategic priorities by following the **Creating a New Grant Program Procedure (Attachment III)**. Ideally, new programs will come forward as part of the Plan and Budget process.
4. Each grant program has a program guideline document that outlines the purpose, objective, eligibility criteria, decision-making processes, and reporting requirements of each grant award.
5. All Grant Programs and associated Program Guidelines, as well as any changes thereto, must be approved by Council.
6. All Grant Program Guidelines must adhere to the criteria and administration process outlined in **Attachment II Grant Administration Cycle**
7. Grant Programs are administered by program areas, in accordance with approved guidelines.
8. All grant programs will be evaluated on a regular basis.
9. Grant program budgets will be determined as part of the annual Plan and Budget Process.

## **Responsibilities**

Responsibilities under this policy are as follows:

- Council is responsible for approving program guidelines and the amount provided for each Grant Program.
- Program area staff are responsible for designing and administering grant programs that are within their program budgets.
- Corporate Finance will provide guidance on the applicability of this policy to a given situation or proposed payment to a recipient.
- Internal Audit may conduct reviews, assessments or audits to ensure compliance with this policy.

## **Legislative and Administrative Authorities**

Section 107(1) of the Municipal Act:

Despite any provision of this or any other Act relating to the giving of grants or

aid by a municipality, subject to section 106, a municipality may make grants, on such terms as to security and otherwise as the Council considers appropriate, to any person, group or body, including a fund, within or outside the boundaries of the municipality for any purpose that Council considers to be in the interest of the municipality. (2001, c. 25, s. 107 (1))

### **Associated Procedures**

- 1. ATTACHMENT I DEFINITIONS OF OTHER CONTRIBUTIONS NOT COVERED BY THIS POLICY**
- 2. ATTACHMENT II GRANT ADMINISTRATION CYCLE**
- 3. ATTACHMENT III Procedure – Creating a New Grant Program**
- 4. ATTACHMENT IV Procedure – Dealing with a Grant Request outside of formal grant program**
- 5. ATTACHMENT V Procedure – Discontinuing a Grant Program**

**ATTACHMENT I****DEFINITIONS OF OTHER CONTRIBUTIONS NOT COVERED BY THIS POLICY**

- **Flow-Through:** The Region administers process, but does not set the eligibility criteria.
- **Arm's Length Grants:** Payments to third party agencies that are responsible for administering the grant awards to residents on behalf of the Region. In these arrangements, the grantor/grantee relationship exists between the agency and the resident, and not between the Region and the resident.
- **Sponsorship:** A contribution of funds to an eligible organization in return for an identified promotional return to the Region.
- **Donation:** A contribution with no terms or conditions imposed on the recipient or external party and no expectation of reporting or return.
- **Fee-for-Service:** A contribution where the Region receives a good or service directly in return. There is a clear expectation that the recipient will ensure a specific service is delivered in the community.
- **Rebate:** A reimbursement to a recipient for an expense as per a Region incentive program (a program established to encourage certain behaviours to achieve a specific objective). Funding is given to the recipient after an initial outlay.
- **Incentives:** The Region puts a program in place to motivate a certain action.
- **Investment:** A contribution with the expectation of a financial return.
- **Loan:** A contribution with the expectation to be repaid in the future.

## ATTACHMENT II

## GRANT ADMINISTRATION CYCLE

Grant Administration Stage	Grant Administration Step
Pre-Award	<b>Public Notice of Grant:</b> The public is made aware of the Grant in advance of the established deadline.
	<b>Application Submission:</b> Grant applicants submit applications and supporting material by defined deadline.
Selection and Approval	<b>Assessment of Applications and recommendations:</b> Grant applications are assessed for eligibility and recipients are selected in accordance with documented criteria.
	<b>Approval of Grant Recommendations:</b> Approvals are documented and made within established guidelines.
Grant Agreement and Payment	<b>Grant Agreements Signed:</b> Grant agreements are signed by the appropriate parties before the Grant period begins.
	<b>Payment Authorization and release of funds:</b> Authorization for the payment and release of grant funds will be in accordance with program guidelines and will be documented.
Performance Monitoring	<b>Compliance Monitoring:</b> Grant recipient's compliance to the terms and conditions of the Grant Agreement is monitored.
	<b>Final Report review:</b> Comparison of Grant Results against Grant objectives and/or corporate goals are documented.
	<b>Close-out:</b> Completed grants are finalized and closed out, including year-end financial reporting.
Communication and Records Management	<b>Retention of Key Documents:</b> Key documents related to the grant is retained by the program area.
	<b>Communication of Program Outcomes:</b> Program area reports on the outcomes of the Grant Program to Council and stakeholders annually.

**ATTACHMENT III Procedure – Creating a new Grant Program**

1. Members of Council or staff identify a gap where a grant program could help to meet a strategic goal leading into the annual plan and budget process.
  - a. Staff undertake a scoping exercise to assess the need for and feasibility of the proposed program. This could include an environmental scan of supports in place from other levels of government and funding organizations, a review of programs in other jurisdictions that could be adapted and engage the target audience.
2. Staff Develop grant program guidelines that outline:
  - a. The purpose of the program. This can include objectives, goals, expected results and relationship to the Region's Strategic Plan.
  - b. Who can apply and what they can apply for (for example eligibility criteria for applicants and, projects or an outline of eligible grant cap amounts).
  - c. When and how people can express interest in the program (for example application deadlines, and submission criteria).
  - d. How applications will be considered (for example assessment criteria, grant calculation parameters, who is responsible for assessing the application and how they will make recommendations for approval).
  - e. How grant recommendations are approved (for example, who has final approval of grant awards and whether there is an appeals process).
  - f. Expectations of the grant recipients, for example terms and conditions. What applicants need to communicate when their grant is complete (for example reporting requirements).
3. Staff identify a budget and a funding source for the grant program.
4. Staff bring the guidelines to Council for approval.
5. Staff launch the new grant stream and administer the process as outlined in the guidelines.
6. Staff evaluate the program and bring recommendations for revision to Council, as necessary, for approval.



**ATTACHMENT IV Procedure – Dealing with a Grant Request Outside of Formal Grant Program**

1. A member of the community approaches staff or Council to request grant funding for a specific purpose.
2. The request is forwarded to the relevant program area to assess whether the request fits the criteria for an existing grant program.
  - a. If it meets criteria, staff directs the community member towards the grant program guidelines.
  - b. If it does not meet criteria, staff gather additional information.
3. Staff prepare a report for Council approval outlining:
  - a. The scope of the request.
  - b. Whether the request is within the purview of the Region.
  - c. Alignment with the Region's strategic plan.
  - d. Previous funding history.
  - e. A recommendation: to take no action; to consider creating a new funding program; or for a funding amount with a funding source.
4. Council considers the request and background information and passes a motion.

**ATTACHMENT V Procedure – Discontinuing a Grant Program**

From time to time, it may be necessary to discontinue a grant program. Through the regular evaluation of grant programs, it may become evident that a grant program has served its intended purpose, or the grant program no longer aligns with the strategic priorities.

1. Staff bring a report to Council outlining the rationale for discontinuing the grant program, including a timeline for its discontinuation.
2. If Council approve the recommendation, staff will develop a communication strategy to inform stakeholders, including previous grant recipients.

Grant Program Name	2024 Funding allocation (actual)	Overall Objective	Alignment to Growing with Care	Commonalities NOTE: In majority of instances cannot determine the specifics of the area municipal grant awarded to fully establish commonalities. Not all grant area municipal grant policies were received by time of publication – still in progress	Other notable commentary RE: Principles
Entrepreneurial Initiatives	<ul style="list-style-type: none"><li>\$68,400</li></ul>	<ul style="list-style-type: none"><li>The program is rooted in priorities set out by the Region of Waterloo’s Strategic Plan and the Waterloo Region Economic Development Strategy (WREDS)</li><li>Granting is prioritised toward the following objectives:<ul style="list-style-type: none"><li>Promotes a diverse and sustainable agricultural system and local food industry</li><li>Programs and services that foster innovation and entrepreneurship and outreach to high schools</li><li>Assists with regulatory compliance</li><li>Strengthens producer collaboration networks</li><li>Prioritizes talent development and retention</li><li>Welcomes new Canadians and helps them start businesses</li><li>Promoting talent attraction and retention.</li></ul></li></ul>	<ul style="list-style-type: none"><li>Homes For All Priority through creating economic opportunities</li><li>Equitable Services and Opportunities through supporting new Canadians and inclusion</li><li>Climate Aligned Growth through promoting sustainable agricultural system and local food industry</li></ul>	<ul style="list-style-type: none"><li>City of Kitchener provided Economic Development Grants to two organizations.</li><li>Township of North Dumfries provided funding to one organization.</li><li>City of Waterloo provided funding to one organization.</li><li>Supports for economic development related activities features in various area municipal grant programs (City of Kitchener, Township of North Dumfries and City of Cambridge).</li></ul>	<ul style="list-style-type: none"><li>Not legislated.</li><li>Aligned with Growing with Care.</li><li>Risks: Doesn’t mitigate a major systemic risk for the community or Region of Waterloo as an organization. Potentially addresses a risk to the individual organizations, e.g. financial.</li><li>Maintains the course as this is an established Council approved fund.</li><li>Fiscal: Grant recipients are screened to ensure they are not dependent on the funding for annual operations. All recipients have other sources of funding.</li></ul>

Grant Program Name	2024 Funding allocation (actual)	Overall Objective	Alignment to Growing with Care	Commonalities NOTE: In majority of instances cannot determine the specifics of the area municipal grant awarded to fully establish commonalities. Not all grant area municipal grant policies were received by time of publication – still in progress	Other notable commentary RE: Principles
Key Cultural Institutions	\$840,603	<ul style="list-style-type: none"><li>• The Region of Waterloo and area municipalities of Kitchener and Waterloo provide financial support to key cultural institutions that are recognized as unique and intrinsic to the cultural infrastructure of the greater region.</li><li>• To provide stipulated operating assistance, in the form of a stable funding base to enhance the ability if KCIs to produce, perform or present artistic works and cultural programming and to manage their facilities for the benefit of the people for the region.</li></ul>	<ul style="list-style-type: none"><li>• Homes for all through cultural sector creating jobs and wealth, attracting visitors and contributing to economic prosperity.</li><li>• Equitable Services and Opportunities through encouraging greater community participation in culture through education and outreach, volunteer opportunities, audience participation and partnerships with other arts, cultural and community organizations and businesses.</li></ul>	<ul style="list-style-type: none"><li>• This is a collaborative program between the Region of Waterloo, City of Waterloo and the City of Kitchener for the shared benefit of Waterloo Region.</li><li>• In 2024 the City of Kitchener supported provided \$672,616 funding to KCIs.</li><li>• City of Waterloo provided \$195,366 to KCIs.</li><li>• City of Cambridge provided in-kind support to one of the recipients.</li><li>• Support for arts and culture features as a goal in various area municipal grant programs (Township of North Dumfries, City of Cambridge, City of Kitchener. City of Waterloo).</li></ul>	<ul style="list-style-type: none"><li>• Not legislated</li><li>• Aligned with Growing with Care</li><li>• Risks: Mitigates some risks on a systemic level to the community. No risk to the Region of Waterloo as an Organization. Potentially addresses a risk to the individual organizations, e.g. financial.</li><li>• Maintains the course as this is an established Council approved fund.</li><li>• Fiscal: The KCIs have required reporting on the grants and fiscal accountability is part of the program.</li></ul>
Major Arts and Culture Organizations (MACOs)	\$306,000	<ul style="list-style-type: none"><li>• Aims to support the vibrancy and resiliency of Arts and Culture Organizations with artistic and cultural programming presented in public facilities, contributing to the artistic, social, and economic vitality of the region.</li><li>• The support ensures the stability, accessibility and accountability of their programs for the benefit of our growing an evolving region.</li><li>• Modelled off the KCI guidelines with modifications and not a collaborative funding program.</li></ul>	<ul style="list-style-type: none"><li>• Homes for all through creating economic vitality</li><li>• Equitable Services and Opportunities supporting accessibility in arts and culture programs</li></ul>	<ul style="list-style-type: none"><li>• City of Cambridge supported two organizations.</li><li>• City of Kitchener supported six organizations.</li><li>• City of Waterloo supported seven organizations.</li><li>• Support for arts and culture features as a goal in various area municipal grant programs (North Dumfries, City of Cambridge, City of Kitchener. City of Waterloo).</li></ul>	<ul style="list-style-type: none"><li>• Not Legislated</li><li>• Aligned with Growing with Care</li><li>• Risks: Mitigates some risks on a systemic level for the community. No risk to the Region of Waterloo as an Organization. Potentially addresses a risk to the individual organizations, e.g. financial.</li><li>• Maintains the course as this is an established Council approved fund.</li><li>• Fiscal: The MACOs have required reporting on the grants and fiscal accountability is part of the program.</li></ul>

Grant Program Name	2024 Funding allocation (actual)	Overall Objective	Alignment to Growing with Care	Commonalities NOTE: In majority of instances cannot determine the specifics of the area municipal grant awarded to fully establish commonalities. Not all grant area municipal grant policies were received by time of publication – still in progress	Other notable commentary RE: Principles
Community Environment Fund	\$90,000	<ul style="list-style-type: none"><li>• Supports community based environmental initiatives that will benefit current and future generations. The fund assists community members and organizations to carry out projects that promote environmental sustainability and protect and enhance the natural environment.</li><li>• Two streams of funding include Stewardship Grants and Sustainability Grants.</li></ul>	<ul style="list-style-type: none"><li>• Climate Aligned Growth through supporting environmental sustainability, protection and enhancement of natural environment through mitigation and adaptation activities.</li></ul>	<ul style="list-style-type: none"><li>• North Dumfries funded one organization.</li><li>• Woolwich provided in-kind support to one organization.</li><li>• This fund appears to be unique, although City of Kitchener operates a Bloomberg Youth Climate Action Fund</li><li>• City of Cambridge Community Grants program supports requests that relate to their strategic plan, which currently highlights ‘Green Spaces’ as a strategic objective.</li></ul>	<ul style="list-style-type: none"><li>• Not legislated</li><li>• Aligned with Growing with Care.</li><li>• Risk: Climate change is a significant risk to the community. The fund size however does not make a big impact mitigating this risk. No risk to the Region of Waterloo as an organization. Potentially addresses a risk to the individual organizations, e.g. financial.</li><li>• Maintains the course as this is an established Council approved fund.</li><li>• Fiscal: Organizations must do an assessment of the value of their request and this is evaluated against criteria.</li></ul>

Grant Program Name	2024 Funding allocation (actual)	Overall Objective	Alignment to Growing with Care	Commonalities NOTE: In majority of instances cannot determine the specifics of the area municipal grant awarded to fully establish commonalities. Not all grant area municipal grant policies were received by time of publication – still in progress	Other notable commentary RE: Principles
Cultural Drivers of Tourism (CDTs)	\$213,550 (Municipal Accommodation Tax Funded)	<ul style="list-style-type: none"><li>Creates a strong relationship between tourism and culture helps destinations become more attractive and competitive as locations in which to live, visit, work and invest. The purpose is to:</li><li>Funding to arts, cultural and heritage organizations to strengthen the arts, culture and heritage sectors to enrich the lives of residents and attract visitors</li><li>To create a competitive business-supportive community to help attract, retain and grow employers, talent and investment.</li><li>To encourage local cultural organizations to consider how their programming can be leveraged to increase tourism.</li><li>To foster a relationship between the hospitality industry and cultural heritage/arts organizations based on their mutual growth</li><li>To encourage the collection and sharing of data to identify areas of strength and potential growth</li></ul>	<ul style="list-style-type: none"><li>Homes for all through supporting tourism, economic opportunities and growth</li><li>Equitable Services and Opportunities through strengthening cultural heritage, cultural production and creativity.</li></ul>	<ul style="list-style-type: none"><li>City of Cambridge supports two organizations (one funded and on in-kind)</li><li>City of Kitchener supports seven organizations.</li><li>Township of Woolwich supports one organization.</li><li>City of Waterloo supports ten organization.</li><li>Township of North Dumfries supports one organization.</li><li>Township of Woolwich supports one organization).</li><li>Support for economic development and tourism features as a goal in various area municipal grants (Township of North Dumfries, City of Cambridge)</li></ul>	<ul style="list-style-type: none"><li>Not legislated</li><li>Aligned with Growing with Care</li><li>Risk: Mitigates some risks on a systemic level for the community. No risk to the Region of Waterloo as an Organization. Potentially addresses a risk to the individual organizations, e.g. financial.</li><li>Maintains the course as this is an established Council approved fund.</li><li>Fiscal: The CDTs have specific support for tourism and drive visits to the region, supported by the MAT reserve this provides a positive feedback loop.</li></ul>



Grant Program Name	2024 Funding allocation (actual)	Overall Objective	Alignment to Growing with Care	Commonalities NOTE: In majority of instances cannot determine the specifics of the area municipal grant awarded to fully establish commonalities. Not all grant area municipal grant policies were received by time of publication – still in progress	Other notable commentary RE: Principles
Upstream Fund	\$1,889,989	<ul style="list-style-type: none"><li>Upstream Fund is a council approved fund to support community led initiatives in WR that align with the Community Safety and Wellbeing Plan, supporting social and economic systems to decrease barriers that influence health, education, income, environment, food security, housing and employment.</li><li>The fund and CSWP is rooted in upstream concepts focusing on local priorities of Truth and Reconciliation, Anti-Hate, Anti-Racism, Anti-Oppression and EDI</li><li>The fund prioritizes capacity building and collaboration in community by prioritizing organization that have historically been excluded from funding opportunities and funding initiatives that collaborations across organizations</li></ul>	<ul style="list-style-type: none"><li>Homes for All through supporting the removal of barriers that increase economic precarity or employment</li><li>Equitable Services and Opportunities through supporting improved supports for local communities facing barriers to essential services</li><li>Climate Aligned Growth through supporting programs that connect community to food, land and stewardship as a lever for social and economic change.</li><li>Resilient and Future Ready Organization through a new community led model for social and economic change. The fund also facilitates/leverages other supports (over and above dollars) that maximize the available resources from Region and community.</li></ul>	<ul style="list-style-type: none"><li>City of Cambridge supports two organizations.</li><li>City of Kitchener supports seven organizations.</li><li>City of Waterloo supports two organizations.</li><li>Support for community services, equity and inclusion features other area municipal granting, (Township of North, City of Cambridge, City of Kitchener.</li></ul>	<ul style="list-style-type: none"><li>Not legislated, however the CSWP is legislated, and the fund is a strategic action to deliver on this key legislation</li><li>Aligned to Growing with Care</li><li>Risk: Does mitigate significant community risks as defined in the CSWP and supporting legislation. Poses a risk to the Region of Waterloo as this is a key strategy to achieve the legislated CSWP. Potentially addresses a risk to the individual organizations, e.g. financial.</li><li>Maintains the course as this is an established Council approved fund.</li><li>Fiscal: The policy puts in place financial accountability measures and leverages funds/support from other sources that maximize Regional funding.</li></ul>

Grant Program Name	2024 Funding allocation (actual)	Overall Objective	Alignment to Growing with Care	Commonalities NOTE: In majority of instances cannot determine the specifics of the area municipal grant awarded to fully establish commonalities. Not all grant area municipal grant policies were received by time of publication – still in progress	Other notable commentary RE: Principles
Community Capacity Building Fund	\$1,155,621	<ul style="list-style-type: none"><li>• First Nations, Inuit and Metis: African, Caribbean, and Black Identifying; as well as racialized communities continue to face systemic barriers and discrimination. Organizations led by and serving these priority communities, know and understand the complex needs of their communities best, but are under resourced and under funded to effectively respond.</li><li>• The approach supports the Community Safety and Wellbeing plan focus on “self-determined communities” and responds to community identified needs including call to action (e.g. Truth and Reconciliation Commission).</li></ul>	<ul style="list-style-type: none"><li>• Homes for All through supporting organizations providing upstream supports that reduce economic and housing precarity.</li><li>• Equitable Services and Opportunities through capacity building activities of equity centred local organizations focusing on communities facing most barriers.</li><li>• Resilient and Future Ready Organization through a new community led model for social and economic change. The fund also facilitates/leverages other supports (over and above dollars) that maximize the available resources from Region and community.</li></ul>	<ul style="list-style-type: none"><li>• City of Kitchener supports four organizations.</li><li>• Although other granting policies support equity-based programs, it is unclear to the degree in which organizational capacity is a primary focus of other area municipal grant programs.</li></ul>	<ul style="list-style-type: none"><li>• Not legislated, however the CSWP is legislated and the fund is a strategic action to deliver on this key legislation</li><li>• Aligned to Growing with Care</li><li>• Risk: Does mitigate significant community risks as defined in the CSWP and supporting legislation. Poses a risk to the Region of Waterloo as this is a key strategy to achieve the legislated CSWP. Addresses a risk to the individual organizations, e.g. financial.</li><li>• Maintains the course as this is an established Council approved fund</li><li>• Fiscal: The policy puts in place financial accountability measures and leverages funds/support from other sources that maximize Regional funding.</li></ul>

## Region of Waterloo - Summary of Payments to External Organizations

Appendix	Funding stream	2024 Approved Budget	2024 Actual Payments
A	Entrepreneurial Initiatives	\$68,400	\$68,400
B	Key Cultural Institutions	\$347,152	\$840,603
C	Major Arts and Culture Organizations	\$306,000	\$306,000
D	Community Environmental Fund	\$90,000	\$90,000
E	Cultural Drivers of Tourism	\$213,550	\$213,550
F	Upstream Fund	\$1,890,000	\$1,889,989
F	Community Capacity Building Fund	\$1,000,000	\$1,155,621
--	Waterloo Region Arts Fund	\$353,538	\$353,538
G	Miscellaneous Grants and Partnerships	\$5,505,841	\$5,505,841

**(A) Entrepreneurial Initiatives****Funding Provided by Area Municipalities:**

<b>Organization Name</b>	<b>2024 ROW Grant Amount (PDL-ECD-24-001)</b>				<b>North Dumfries</b>			
		<b>Cambridge</b>	<b>Kitchener</b>	<b>Waterloo</b>		<b>Wellesley</b>	<b>Wilmot</b>	<b>Woolwich</b>
The Community Company	\$11,155							
The ForUsGirls Foundation Inc.	\$6,735			\$2,740				
The Caribbean Canadian Association of Waterloo Region	\$22,210							
Junior Achievement of Waterloo Region	\$15,800		\$6,788		\$2,000			
Waterloo 4-H	\$2,500							
The Business & Education Partnership of Waterloo Region	\$10,000		\$6,924	\$5,750				
<b>Total</b>	<b>\$68,400</b>	<b>\$0</b>	<b>\$13,712</b>	<b>\$8,490</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**(B) Key Cultural Institutions****Funding Provided by Area Municipalities:**

Organization Name	2024 ROW Grant Amount (COR-CFN-24-003)	Cambridge	Kitchener	Waterloo	North Dumfries	Wellesley	Wilmot	Woolwich
THEMUSEUM	\$385,725		\$306,240	\$51,266				
Kitchener Waterloo Art Gallery	\$100,000		\$366,376	\$87,137				
Canadian Clay and Glass Gallery	\$93,587			\$59,963				
Drayton Entertainment	\$261,291	In-Kind						
<b>Total</b>	<b>\$840,603</b>	<b>\$0</b>	<b>\$672,616</b>	<b>\$198,366</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**(C) Major Arts and Culture Organizations****Funding Provided by Area Municipalities:**

<b>Organization Name</b>	<b>2024 ROW Grant Amount (PDL-CUL-24-008)</b>				<b>North Dumfries</b>			
		<b>Cambridge</b>	<b>Kitchener</b>	<b>Waterloo</b>		<b>Wellesley</b>	<b>Wilmot</b>	<b>Woolwich</b>
Neruda Arts (Neruda Productions for Arts, Culture and Community)	\$36,600		\$19,684	\$16,393				
Homer Watson Gallery	\$44,200							
Registry Theatre (J. M. Drama Alumni)	\$21,800			\$4,900				
CAFKA (Contemporary Art Forum Kitchener and Area)	\$32,000	\$5,000	\$49,692	\$7,975				
Inter Arts Matrix	\$23,500	\$1,000	\$11,065	\$7,975				
The MT Space (Multicultural Theatre Inc.)	\$39,900			\$11,393				
Fashion History Museum	\$29,500	TBD						
Button Factory Arts (Waterloo Community Arts Centre)	\$16,900		\$3,287	\$43,178				
Grand Philharmonic Choir	\$32,600		\$13,075	\$11,393				
Green Light Arts (GLA Theatre Company)	\$29,000		\$11,932	\$15,975				
<b>Total</b>	<b>\$306,000</b>	<b>\$6,000</b>	<b>\$108,735</b>	<b>\$119,182</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**(D) Community Environmental Fund****Funding Provided by Area Municipalities:**

<b>Organization Name</b>	<b>2024 ROW Grant Amount (PDL-CPL-24-011)</b>	<b>Cambridge</b>	<b>Kitchener</b>	<b>Waterloo</b>	<b>North Dumfries</b>	<b>Wellesley</b>	<b>Wilmot</b>	<b>Woolwich</b>
Branchton Forest Management Project	\$4,000							
KW Habilitation Community Garden/Fruit Tree Initiative	\$3,500							
Barrie's Lake Wetland Restoration and Stewardship Project	\$7,000							
Luther Village Path Restoration	\$5,000							
RARE Bioblitz Project	\$4,500							
Trees For Woolwich - Plantings	\$10,000							In-Kind
UW Bird and Bat Nesting Habitat Enhancements	\$5,000							
SustainableWR - Tool for Staff Engagement	\$8,000				\$1,527			
oneROOF Youth Services Landscaping Project	\$6,200							
FWR Dickson - Tall Grass Prairie Enhancement	\$6,000							
Mill Courtland - Nature In Motion Workshop Series	\$5,000							
All Our Relations - Biodiversity Project	\$5,000							
Petersburg Community Garden Support	\$6,000							
WWSEF Festival - Developing Environmental Advocates and Researchers	\$800							
WCRI - Landscape Plantings	\$4,000							
SWRIL - Nurture School Gardens/Food Forests	\$10,000							
<b>TOTAL</b>	<b>\$90,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,527</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



**(E) Cultural Drivers of Tourism**

**Funding Provided by Area Municipalities:**

Organization Name	2024 ROW Grant Amount (PDL-CUL-24-012)	Cambridge	Kitchener *	Waterloo	North Dumfries	Wellesley	Wilmot	Woolwich
Ayr Community Theatre	\$600				\$11,300			
Belmont Village Bestival	\$1,400		\$20,500	\$5,000				
Cambridge Community Players	\$3,700	In-Kind						
Cambridge Scottish Festival	\$8,200	\$10,500						
Cambridge Orchestra	\$800							
IRL Festival	\$600			\$1,250				
KW Bluesfest	\$69,450		\$75,159					
KW Famous	\$17,700							
KW Multicultural Festival	\$3,900		\$47,464	\$10,851				\$2,980
KW Oktoberfest	\$54,400		\$32,501	\$23,376				
Open Ears Festival	\$2,200			\$8,196				
Pat The Dog Theatre	\$18,100		\$15,000	\$17,975				
UpTown Waterloo Jazz Festival	\$6,600			\$11,393				
Sun Life Waterloo Busker Carnival	\$7,100			\$9,696				
The Community Players of New Hamburg	\$500							
The New Quarterly	\$600		\$2,213	\$11,393				
The Waterloo Royal Medieval Faire	\$1,600		\$2,169	\$2,875				
TriSisters Art House	\$12,300			\$5,500				
Wellesley Apple Butter Festival	\$3,800							
<b>Total</b>	<b>\$213,550</b>	<b>\$10,500</b>	<b>\$195,006</b>	<b>\$107,505</b>	<b>\$11,300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,980</b>

\* Includes cash and in-kind donations

**(F) Upstream Funding, Community Capacity Building Fund and Equity Fund**

**Funding Provided by Area Municipalities:**

Organization Name	2024 Upstream Funding Allocation	2024 Community Capacity Building Fund Allocation	Total 2024 Allocation	Cambridge	Kitchener *	Waterloo	North Dumfries	Wellesley	Wilmot	Woolwich
Adventure4Change	\$194,600		\$194,600			\$40,000				
African Women's Alliance of Waterloo Region		\$68,110	\$68,110		\$4,188					
Al-Salaam Islamic Centre Kitchener	\$63,245		\$63,245							
Camino Wellbeing + Mental Health on behalf of the Community Collaborative	\$107,030		\$107,030			\$40,000				
Caribbean Canadian Association of Waterloo Region (CCAWR)		\$110,000	\$110,000							
Coalition of Muslim Women of KW	\$36,069	\$27,176	\$63,245		\$9,637					
Community Justice Initiatives of Waterloo Region	\$48,650		\$48,650							
Creative Women's Kitchen		\$19,460	\$19,460							
Crow Shield Lodge	\$96,000		\$96,000		\$4,000					
Ethiopian Association KW and Surrounding Area		\$72,975	\$72,975							
Grand River Pride	\$38,920		\$38,920	\$10,000						
Hearts Open for Everyone (H.O.P.E.)	\$97,300		\$97,300							
Indigenous Poets Society – ON		\$103,500	\$103,500							
Kind Minds Family Wellness (KMFV)	\$80,000		\$80,000		\$7,500					
Muslim Social Services Waterloo Region	\$145,950		\$145,950		\$4,500					
Nigerians in the Region of Waterloo (NIROW)		\$53,515	\$53,515		\$6,000					
PLAST Ukrainian Youth Association of Canada (PLAST KW)	\$8,400		\$8,400							
Preston Heights Community Group	\$77,840		\$77,840							
Resilience Project	\$48,650		\$48,650							
Rhythm & Blues Cambridge		\$116,760	\$116,760							
Run4OfficeWR	\$86,100		\$86,100							
Rural Upstream Collaborative - Engage Rural (hosted by Community Care Concepts)	\$145,950		\$145,950							
Social Development Center, Civic Hub	\$87,570		\$87,570		\$12,503					
Somali Canadian Association of Waterloo Region (SCAWR)	\$68,110		\$68,110		\$4,200					
SPECTRUM Waterloo Region's Rainbow Community Space	\$48,650		\$48,650	\$800	\$10,470					
Sporas Scattered		\$29,190	\$29,190		\$6,150					
The Healing of The Seven Generations		\$266,000	\$266,000							
Wisahkotewinowak - An urban Indigenous Garden collective in the Waterloo- Wellington region.		\$66,500	\$66,500							
Townline Muslim Centre	\$126,490		\$126,490							
Waterloo Region Grassroots Response to the Ukrainian Crisis	\$72,975		\$72,975							
Waterloo Region Jewish Community Council (WRJCC)	\$38,920		\$38,920							
White Owl Native Ancestry Association	\$85,000		\$85,000							
Willow River Centre		\$130,000	\$130,000							
Women's Crisis Services of Waterloo Region	\$87,570		\$87,570							
Trauma and Embodiment Association of Ontario (TEAO Canada) - Wounds 2 Wings		\$92,435	\$92,435							
<b>Total</b>	<b>\$1,889,989</b>	<b>\$1,155,621</b>	<b>\$3,045,610</b>	<b>\$10,800</b>	<b>\$69,148</b>	<b>\$80,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

\* Includes cash and in-kind donations

**(G) Miscellaneous Grants and Partnerships**

**Funding Provided by Area Municipalities:**

Organization Name	Context	2024 ROW Budget	Cambridge	Kitchener	Waterloo	North Dumfries	Wellesley	Wilmot	Woolwich
Community Justice Initiative	Contract terminated; funding complete December 2024	\$575,000			\$4,713				
Waterloo Region Economic Development Corporation (WREDC)	Multi-year funding agreement through 2028	\$1,400,000	\$420,000	\$420,000	\$420,000	\$20,000	\$20,000	\$50,000	\$50,000
RARE Partnership Funding (Charitable Research Reserve)		\$50,000							
Food Bank of Waterloo Region	Funded through Council directed discretionary benefits	\$744,030							
Food Bank of Waterloo Region	Extension of funding based on Council direction (one-time grant funding in 2024 funded from Tax Stabilization Reserve)	\$756,000							
Reep Green Solutions		\$63,150	\$7,500	\$34,478	\$10,000				
House of Friendship	Council directed funding for Family Outreach Program	\$600,000			\$50,000				
Communitech Technology Association		\$35,100	\$5,500	\$30,000	\$30,000				
Tourism Corporation		\$300,000	\$91,800	\$90,000	\$90,000	\$5,000			
Waterloo Small Business Centre		\$50,000	\$14,500	\$126,741	\$142,000				
Employment & Income Support	Funding to organizations to support community services servicing low income	\$74,321							
Youth Programs and Services	Council directed funding approved through the 2024 budget	\$150,000							
A Better Tent City	Council directed funding approved through the 2024 budget. Funding for 2024 and 2025.	\$236,390							
Community Energy Investment Strategy		\$81,600			\$16,000				
Climate Action Waterloo Region / Sustainable WR		\$65,250	\$61,500		\$68,817				
Smart Waterloo Region		\$325,000			\$33,824	\$5,882	\$5,882		\$5,882
<b>Total</b>		<b>\$5,505,841</b>	<b>\$600,800</b>	<b>\$701,219</b>	<b>\$865,354</b>	<b>\$30,882</b>	<b>\$25,882</b>	<b>\$50,000</b>	<b>\$55,882</b>