

2024 Plan and Budget

Setting the Course

Administration & Finance Committee

June 6, 2023



Region of Waterloo

Why the plan and budget matters

Regional Yearbook – Showing Impact

- 12 powerful stories of change due to strategic investment
- Investing \$450 million over ten years to help restore the health of the Grand River
- Investment in YKF to transform the Region as a destination for economic growth, travel and so much more
- Investing \$160million in 2023 alone to support residents to achieve the biggest goal most of us share to have a house and a home.
- Truth and Reconciliation, Equity, Diversity and Inclusion – Ground Breaking Community Driven Upstream Interventions



2024 Plan and Budget Context



A Growing Thriving Community with expanding housing and supporting infrastructure needs

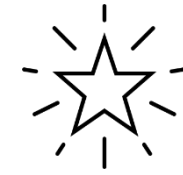


Strategic and operational risks and issues (e.g., unfunded growth, talent attraction, economic disruption)

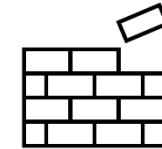


Inflation abating but outlooks higher than historical targets

Making significant progress on community priorities (e.g., homelessness & affordable housing, equity, transportation, economic development)



Ambitious Capital Program with construction cost escalation, interest rates rising but fuel prices moderating



Municipalities must find ways to address long term financial stability and revenue gaps



2023 Recap - Funding Essential Services

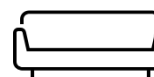
- **Water Supply and Treatment Wastewater Treatment**
- **Public Health:** Child and Family Health, Healthy Living, Sexual Health, Infectious Diseases Programs, Dental Health, Health Assessment, Emergency Medical Services and Health Protection
- **Emergency Response (Ambulance)**
- **Community Housing:** Affordable Housing and Homelessness
- **Community Services:** Employment and Income Support, Children's Services, Seniors' Services, Social Planning
- **Regional Roads, Traffic and Signals**
- **Rural Library System**
- **Waste Management:** Landfill, Recycling and Collection
- **Public Transit:** Grand River Transit – LRT, Conventional and Specialized
- **Region of Waterloo International Airport**
- **Cultural Services:** Waterloo Regional Museum, Schneider Haus and McDougall Cottage
- **Emergency Planning**
- **Provincial Offences Court, Regional Licensing and By-law Enforcement**

\$147.1 million investment in the regional road network



713km of bike lanes/active transportation

\$36 million investment to tackle climate change



2,820 Waterloo Region Housing Units

\$240 million investment in transit

\$50 million airport expansion



\$163 million investment in housing and homelessness



1,803 km of regional roads

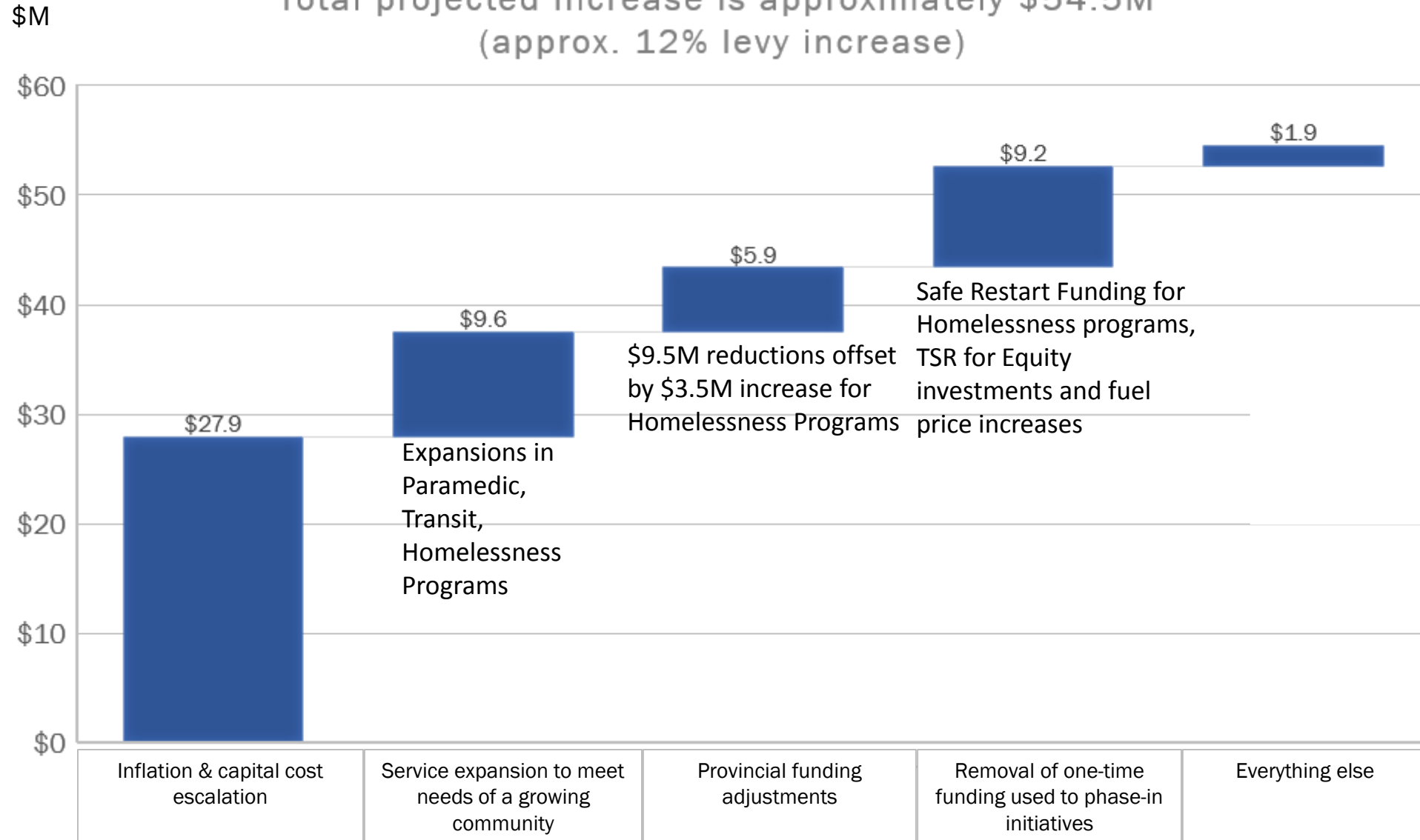


\$63 million for Paramedic Services

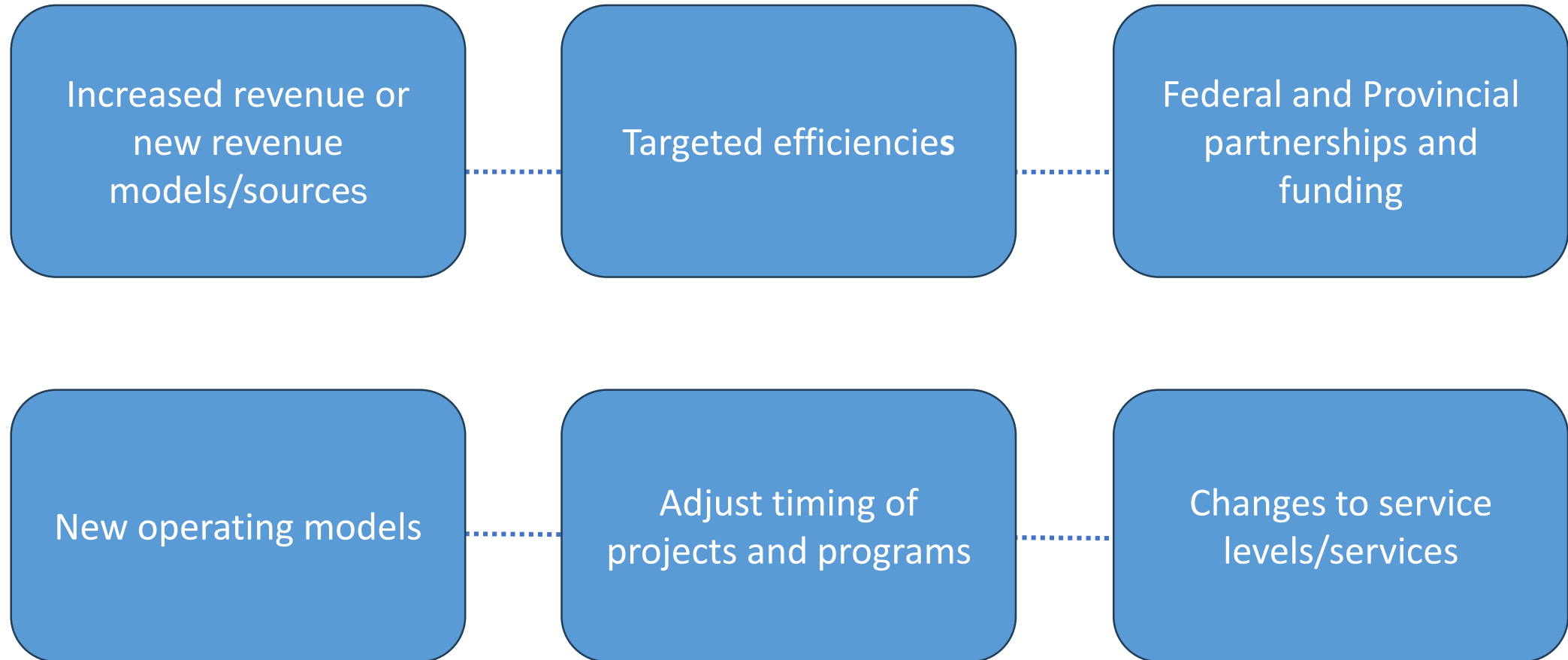


Preliminary 2024 Budget Projection

Total projected increase is approximately \$54.5M
(approx. 12% levy increase)



Managing the Plan and Budget



Draft Timetable

Strategic Plan and Budget Committee Milestone	Date
From Planning to Action: Strategic Plan and Budget Workshop	To Be Determined
2024 Plan and Budget Process Overview	Wednesday, October 11, 2023
2024 Operating Budget and 2024-2033 Capital Program: Detailed Budget Review Day #1 Public Input Session #1	Wednesday, October 25, 2023
2024 Operating Budget and 2024-2033 Capital Program: Detailed Budget Review Day #2 Public Input Session #2	Wednesday, November 22, 2023
Police Services Budget Presentation	Late November to Early December
Public Input Session #3 (if needed)	Early December
Police Services Board Budget Approval	To Be Determined
Final Budget Day: approval of 2024 Operating Budget, 2024-2023 Capital Program, and 2024 User Fees and Charges	Wednesday, December 13, 2023

Key Questions

- What is the desired pace of implementation of new and existing strategic plan initiatives and service expansions?
- What is committee's view on the current projection of the 2024 budget position?
- ROW is one of the fastest growing communities, with the lowest regional taxation level – is this desired as we grow? How do we manage growth and affordability?
- Lowering the tax impact will likely require service reductions – including the elimination of programs - how should staff prioritize those potential changes for council consideration (e.g. aligned with new strategic plan? Lowest resident impact? etc.)
- What do we need to consider as we take organizational change steps to maintain competitiveness? (e.g. talent attraction retention, service, digital modernization, etc.)
- Would you like staff to take more or less risk when considering expenditure and revenue estimates for the 2024 budget?