

# 2024 Plan and Budget Process

Regional Council

June 21, 2023



Region of Waterloo

# 2024 Plan and Budget Process and Principles

## COR-CFN-23-027 – A&F June 6, 2023

### Recommendations

- That the Regional Municipality of Waterloo take the following action with respect to the 2024 Plan and Budget as set out in report COR-CFN-23-027 dated June 6, 2023:
  - a) Approve the 2024 Plan and Budget review timetable as set out in Appendix A;
  - b) Forward a copy of Report COR-CFN-23-027 to the Waterloo Region Police Services Board and to the Area Municipalities in Waterloo Region.

# Revised Plan and Budget Schedule

Based on feedback from Committee on June 6, the timetable has been revised as follows:

- Earlier start date
- Avoided existing Council meeting dates with the exception of PSB presentation (Nov. 22) and final budget day (Dec. 13)
- Added more meetings
- Maximum meeting length = 6 hours
- Carry over meetings added on the following day (Thursday mornings) in case agenda material not completed – will be cancelled if not needed
- Earlier Police Budget presentation
- Public input sessions scheduled for earlier in process

# 2024 Plan and Budget – Revised Timeline

| Strategic Planning and Budget Committee Meeting   | Original dates per COR-CFN-23-027 | Revised dates and times   |
|---|-----------------------------------|---|
| From Planning to Action: Strategic Plan and Budget Workshop   | To Be Determined                  | September   |
| 2024 Plan and Budget Overview   | Wednesday, October 11, 2023       | Wednesday, October 4, 2023<br>1:00pm - 4:00pm   |
| Notices of motion from Councillors for requests to staff to provide information on potential service expansions, service reductions or changes to user fees | --                                | October 4-11, 2023  |
| 2024 Operating Budget and 2024-2033 Capital Program Review - including voting on notices of motion from above   | Wednesday, October 25, 2023       | Wednesday, October 18, 2023<br>1:00pm - 5:00pm<br>(carry over if needed on Thursday, October 19, 9:00am – 12:00pm)    |
| Public Input Session #1   | Wednesday, October 25, 2023       | Wednesday, October 18, 2023<br>6:00pm   |
| 2024 Operating Budget and 2024-2033 Capital Program Review  | Wednesday, November 22, 2023      | Wednesday, November 1, 2023<br>11:00am - 5:00pm<br>(carry over if needed on Thursday, November 2, 9:00am – 12:00pm)   |
| Public Input Session #2   | Wednesday, November 22, 2023      | Wednesday, November 1, 2023<br>6:00pm   |
| 2024 Operating Budget and 2024-2033 Capital Program Review  | --                                | Wednesday, November 15, 2023<br>1:00pm - 5:00pm<br>(carry over if needed on Thursday, November 16, 9:00am – 12:00pm)  |
| 2024 Police Service Budget Presentation   | Late November to Early December   | November 22, 2023<br>1:00pm (subject to PSB approval of Police Budget timeline)                                       |
| 2024 Operating Budget and 2024-2033 Capital Program Review  | Early December                    | Wednesday, November 29, 2023<br>11:00am - 5:00pm<br>(carry over if needed on Thursday, November 30, 9:00am – 12:00pm) |
| Public Input Session #3   | Early December                    | Wednesday, November 29, 2023<br>6:00pm  |
| Final Budget Day: Approval of the 2024 Operating Budget, 2024-2033 Capital Program, and 2024 User Fees and Charges  | Wednesday, December 13, 2023      | Wednesday, December 13, 2023<br>1:00pm - 5:00pm<br>Council approval at 7:00pm   |

# 2024 Plan and Budget Principles

To provide guidance to staff when preparing the 2024 Plan & Budget, a third recommendation is proposed for Council's consideration with respect to report COR-CFN-23-027.

As Waterloo Region's population grows by 50% in less than 30 years, and with significant growing demand for regional services through 2023 and into 2024, staff will follow the 2024 Plan and Budget approved by Council to meet the demands of a rapidly growing community.

Reflecting on community inputs, the strategic plan inputs and discussions, and the recent council survey, the following draft principles have been developed to guide the development of the draft 2024 Plan and Budget:

# Proposed 2024 Plan and Budget Principles

c) Approve the following principles to guide the development and consideration of the 2024 Region of Waterloo Plan and Budget:

- Build on past success and strategic investments
- Strategic plan guides everything we do
- Maintain existing regional services to residents in all parts of the region
- Meet growing resident service demands
- Review provincial and federal responsibilities currently funded in whole or in part by the property tax levy
- Invest in critical elements of organizational success including employee wellbeing; technology innovation to drive efficiencies; supporting staff through change; and building employee recruitment and retention capacity
- Invest in service modifications and expanded access to address inequities
- Respect taxpayer dollars – investments should deliver intended outcomes
- Avoid decisions that make future budgets more difficult – balance affordability and long-term risk (not sacrificing long-term for short-term tax reductions).