



# Plan and Budget 2025

# 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 overlap between regional and area municipalities' services
September 11	Review of: <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	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: <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:

- Information on services provided by the Region including what is legislatively mandated to be provided
- Benchmarking results relating to the Region's administrative costs and services as well as efficiency and improvement projects undertaken by the Region
- Material in response to requests for information from previous Strategic Plan and Budget Sub-Committee meetings

## Draft Grant Policy Recommendation

- Amend the grants administration policy and process so that council approves the grant streams, and eligibility, and funding available and staff administer the grants, in alignment with other grant processes ex. Upstream Fund
- Set a bi-annual grants admin policy and stream review to allow council to review eligibility and amend as required, in alignment with the strategic plan
- Any new grants are administered through the creation of a new grant stream, with appropriate policy analysis and community engagement, pending funding approval as part of the Region's Plan and Budget process, in alignment with the strategic plan
- All grant applications require declaring what other grants they are applying for.

# Discussion

- **Services provided by the Region including what is legislatively mandated to be provided**

# 2024 Direct Regional Net Operating Budget Expenditure excl. Police Services (\$ millions)

Department	Discretionary	Legislated	Legislated with Service Level Discretion	Program Support	Total Departmental Expenditure
Community Services	21.9	339.2	126.6	0.4	<b>488.2</b>
Transportation Services	216.2	67.6	4.2	4.8	<b>292.7</b>
Engineering & Environmental Services	7.3	153.3	48.1	13.5	<b>222.2</b>
Planning, Development & Legislative Services	28.8	11.7	23.1	0.7	<b>64.2</b>
Public Health & Paramedic Services	5.5	105.5	1.1	-	<b>112.1</b>
Elected Offices	-	1.6	-	-	<b>1.6</b>
Office of The Chief Administrative Officer	2.5	-	1.5	2.2	<b>6.2</b>
Corporate Services	-	-	-	18.9	<b>18.9</b>
Human Resources & Citizen Service	-	4.0	1.8	8.8	<b>14.7</b>
Corporate Financial	-	15.0	-	14.0	<b>29.1</b>
<b>Total Operating Expenditure</b>	<b>\$282.2</b>	<b>\$697.9</b>	<b>\$206.3</b>	<b>\$63.4</b>	<b>\$1,249.8</b>

# Regional Services

## •Discretionary:

- Transit Services (\$216M)
- Airport (\$21M)

## •Legislated:

- Children's Services (\$161M)
- Water & Wastewater Services (\$151M)
- Housing Services (\$142M)
- Ontario Works Allowances & Benefits (\$91M)
- Transportation (\$72M)
- Paramedic Services (\$61M)
- Waste Management (\$50M)
- Seniors' Services (\$42M)
- Employment & Income Support Admin (\$30M)

## Program Support:

- (\$63M total)
- Information Technology Services
- Financial Management
- Procurement
- Human Resources & Citizen Service
- Facility & Fleet Planning, Operations & Maintenance
- Communications, Strategy and Engagement



# Discussion

- **Benchmarking results relating to the Region's administrative costs and services (Appendix A to report)**

# Discussion

- **Efficiency and improvement projects undertaken by the Region  
(Appendix B to report)**

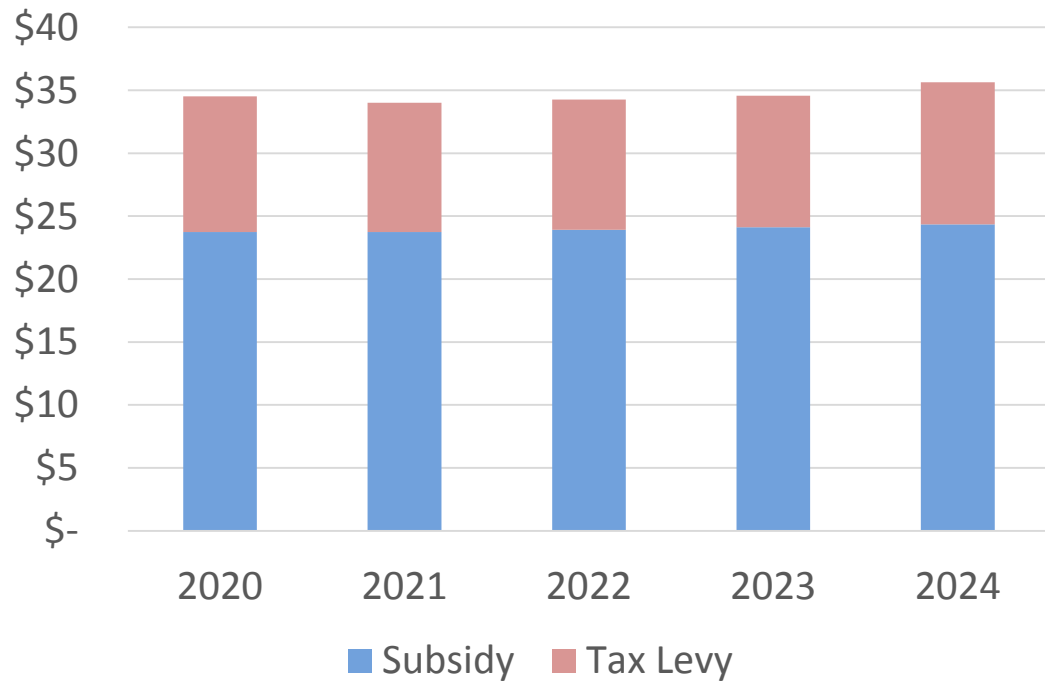
# Responses to requests for information from previous Strategic Plan and Budget Sub- Committee meetings

Provincial &  
Federal funding  
history

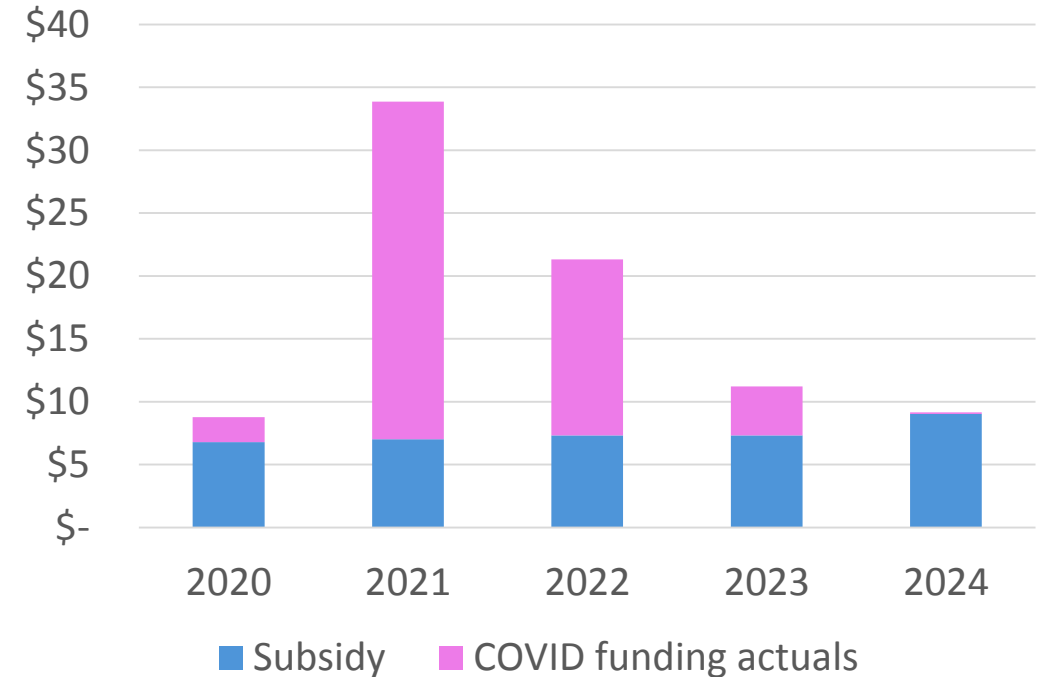
Capital Program  
Decision Making

# Provincial & Federal Funding History

Public Health Cost-Shared Programs

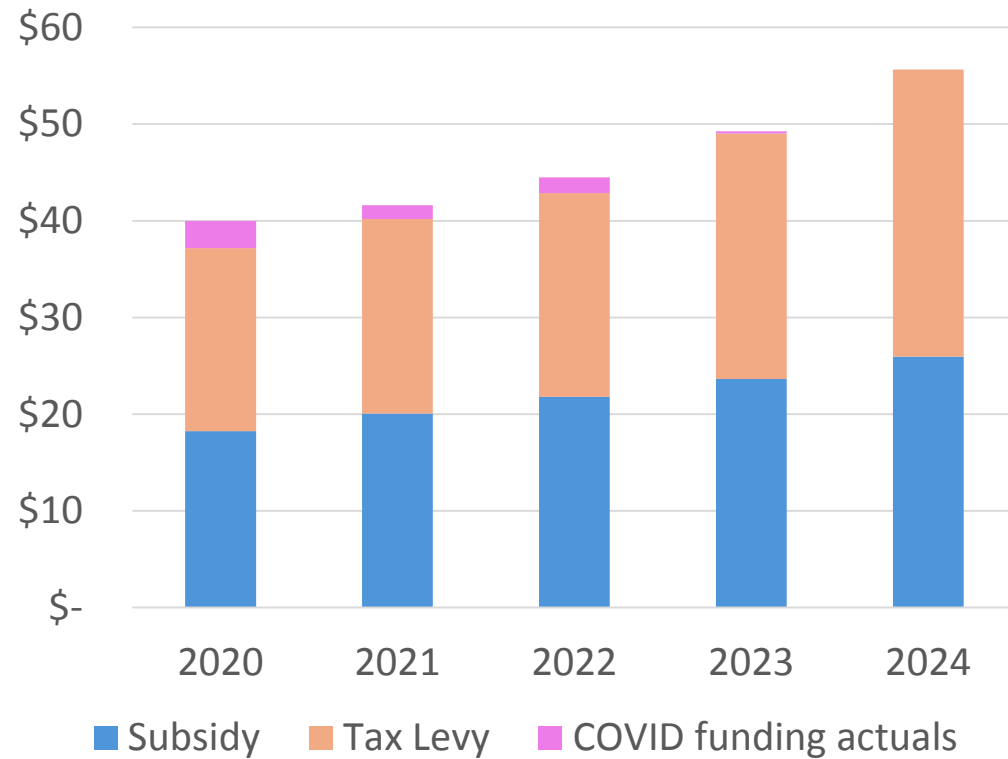


Public Health 100% Funded Programs

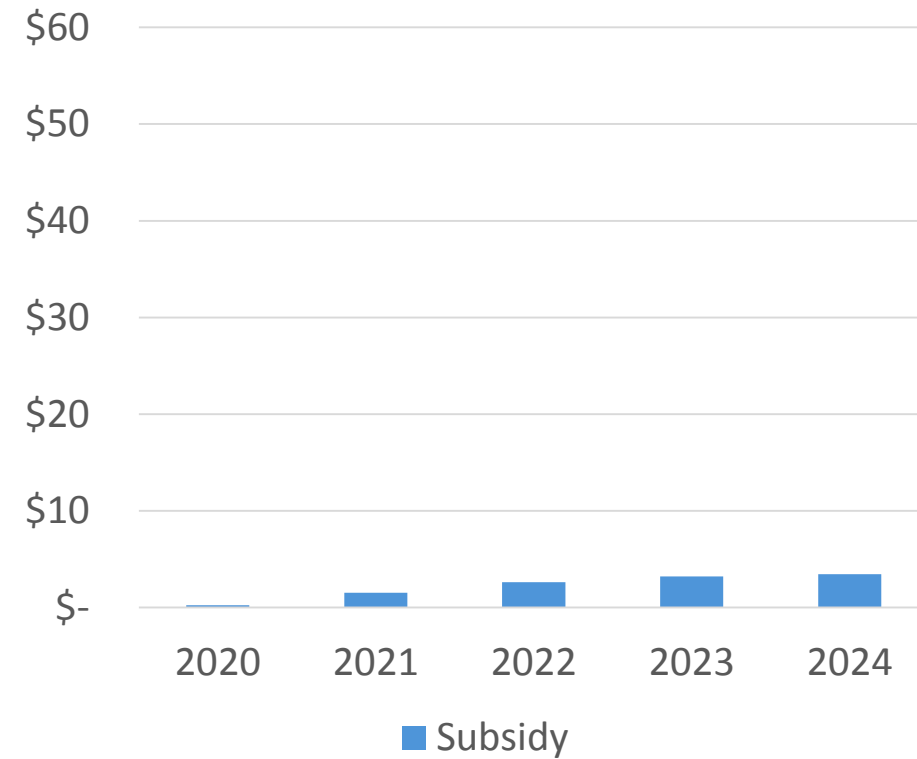


# Provincial & Federal Funding History

## Paramedic Services



## Community Paramedicine

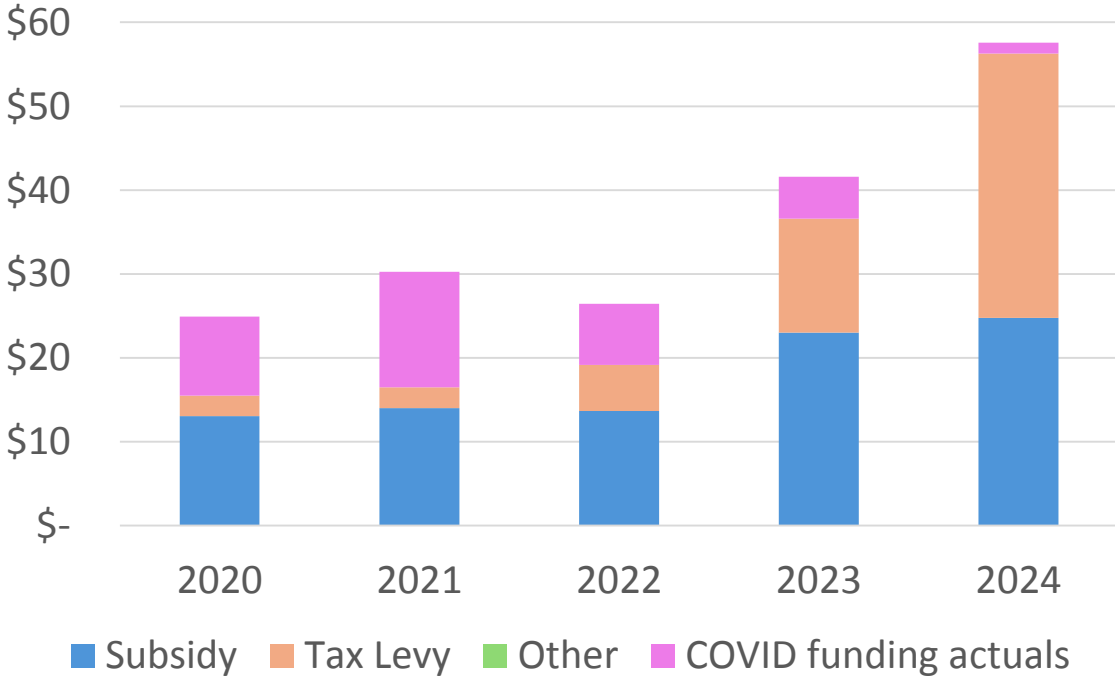


# Provincial & Federal Funding History

Housing Services



Homelessness



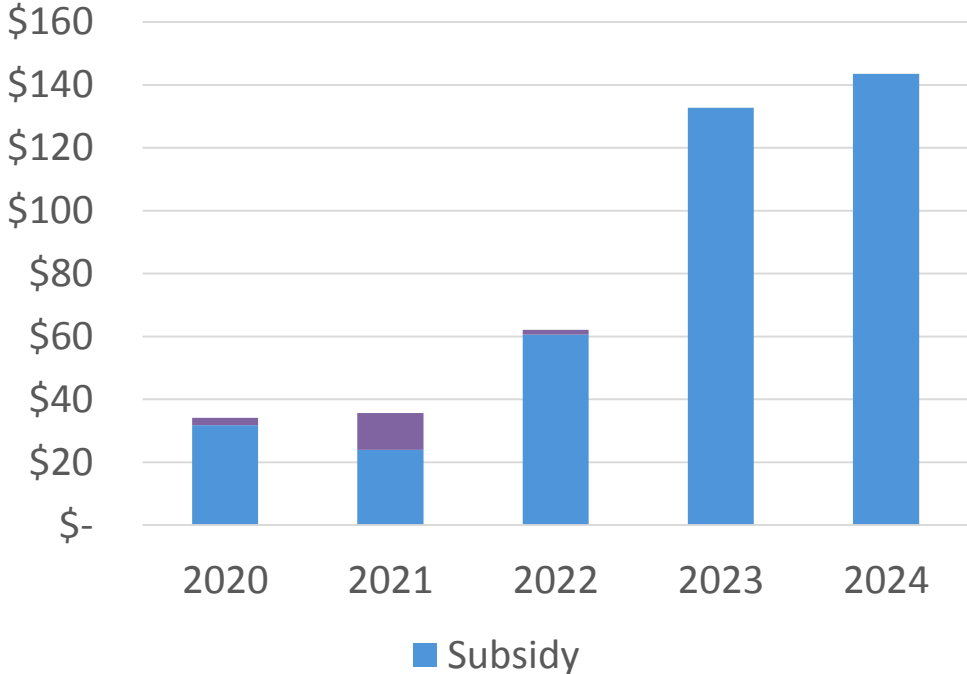


# Provincial & Federal Funding History

Children's Services Cost-shared programs

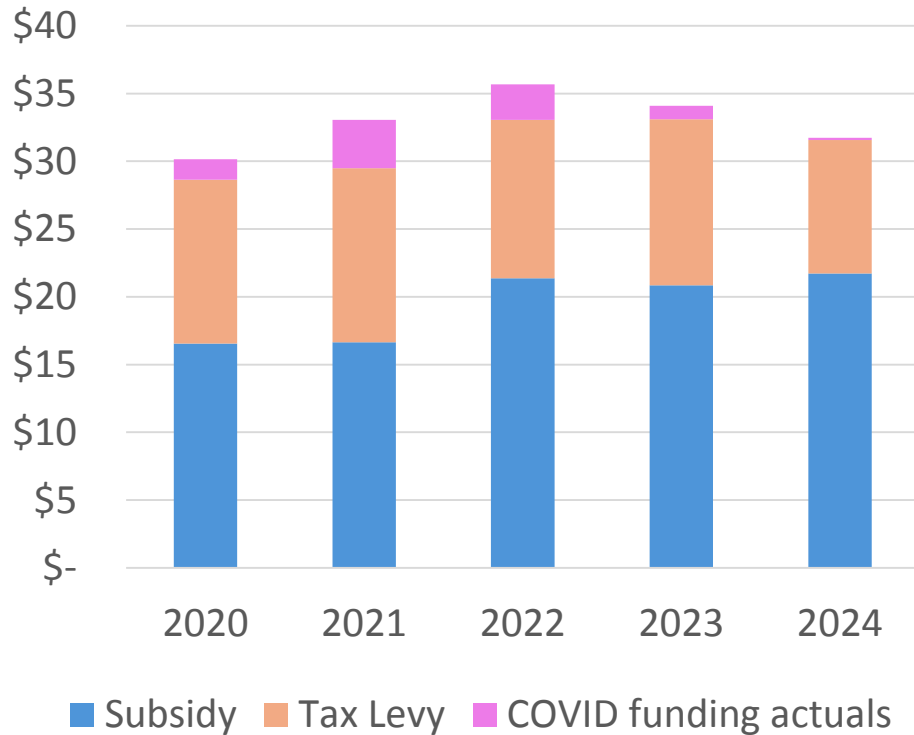


Children's 100% Funded Programs

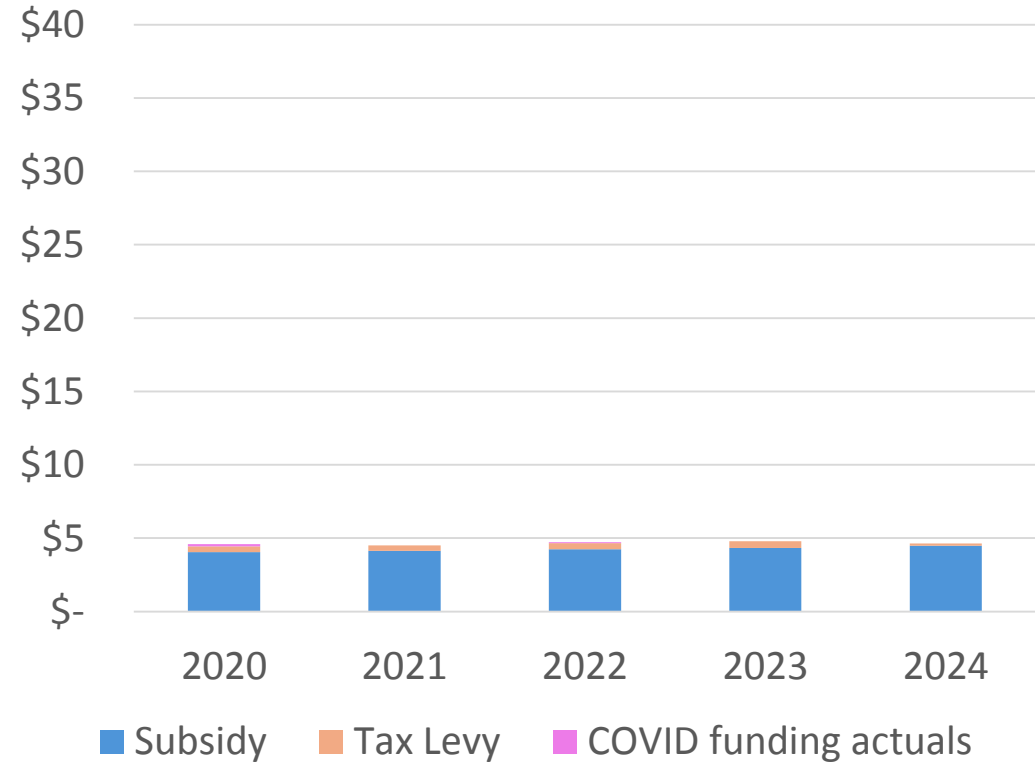


# Provincial & Federal Funding History

Sunnyside

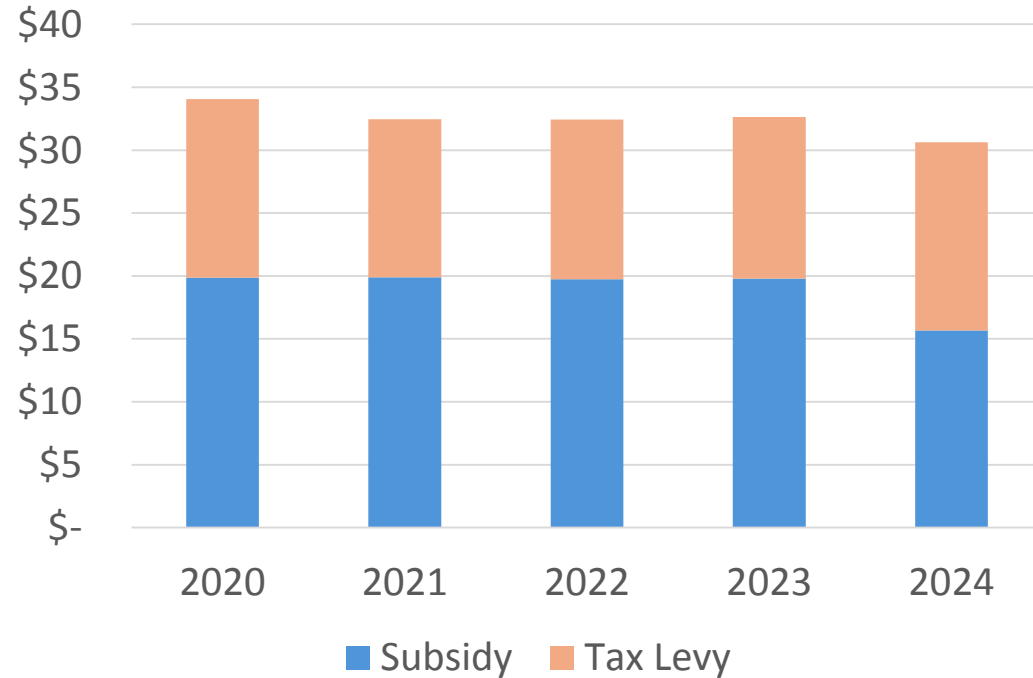


Seniors' Community Programs



# Provincial & Federal Funding History

Employment & Income Support Admin



# Capital Program Decision Making

# Discussion / Questions

# Next Steps: Strategic Plan and Budget Sub-Committee

Date	Draft agenda topics
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 (where available), risks associated with not implementing proposed service expansions</p>