



# REGIONAL MUNICIPALITY OF WATERLOO BUDGET COMMITTEE AGENDA

Wednesday January 18, 2012  
3:00 – 6:00 p.m.  
Regional Council Chambers  
150 Frederick Street, 2<sup>nd</sup> Floor, Kitchener

Page #

1. **DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT**
2. **DELEGATIONS**
  - a) Alan Gross and Ken Oliver, Memorial Society of Kitchener/Waterloo and Area re: funeral rates for 2012
3. **OPENING REMARKS** (T. Galloway)
4. **OPENING REMARKS** (M. Murray)
5. **BUDGET UPDATE** (A. Hinchberger)
  - a) [F-12-002 Executive Summary – Budget 2012](#) 1
  - b) [Responses to Councillors' Requests](#) 23
  - c) [Fees & Charges Bylaw](#) 25
  - d) [Transportation Base Capital Program Long Term Funding Strategy](#) 31
  - e) [Municipal Budget Regulations](#) 34
6. **BUDGET RESOLUTIONS**
  - a) [Social Services Budget Resolutions](#) 37
  - b) [General Budget Resolutions](#) 40
  - c) [Library Budget Resolutions](#) 41
7. **ADJOURN**



## REGION OF WATERLOO

### FINANCE DEPARTMENT Administration Division

Report: F-12-002

**TO:** Chair T. Galloway and Members of the Budget Committee

**DATE:** January 18, 2012 **FILE CODE:** F05-30

**SUBJECT: EXECUTIVE SUMMARY – BUDGET 2012**

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#### RECOMMENDATION:

For Discussion

#### SUMMARY:

The current position for the base budget for direct Regional programs for 2012 is a tax rate impact of 1.24% including a contribution to the Regional Transportation Master Plan (RTMP) Reserve Fund as approved by Regional Council on June 15, 2011 but excluding Police Services and new issues. The 2012 impacts for provincial uploading for Ontario Works and the impacts from the debt retirement on Regional buildings at 150 Frederick and 99 Regina Streets are also included in the 1.24%. The staff recommended new issues for 2012 have a tax rate impact of 0.21% bringing the total tax rate impact to 1.45% excluding Police Services. At the December 14<sup>th</sup> Budget Committee meeting, Waterloo Regional Police Services provided preliminary 2012 budget information that included tax rate impacts of 1.17% (base position) to 1.63% (with requested expansion) for a total tax rate impact of 2.62% to 3.08% based on assessment growth of 1.85%. On January 11, 2012, Waterloo Regional Police Services Board approved a 2012 Police Services budget with a 1.30% tax rate impact. The current Regional budget position including Police Services results in a tax rate impact of 2.75%.

#### REPORT:

##### 2012 Current Position Including RTMP and New Issues

The current 2012 budget position, based on finalized 1.85% assessment growth is summarized as follows:

	<u>2012 Tax Rate Impact</u>
Opening Base Budget Position (after assessment growth)	1.26%
Less: Budget Review Strategies	
- Capital Review	(0.41)
- Admin Review	(0.40)
- Waste Management Fees	(0.13)
- Debt Savings / Reserve Fund Review	<u>(0.10)</u>
	<u>(1.04)</u>
Revised Base Budget Position Before RTMP	0.22%
Approved Commitment - RTMP Reserve Fund Contribution	1.50
Less: OW Upload Savings	(0.32)
Less: Debt Retirement	<u>(0.16)</u>
Net Impact for RTMP	1.02%

Revised Base Budget Including RTMP	1.24%
Potential Service Enhancements	0.21%
Potential Budget – Direct Regional Programs	1.45%

The tax rate impact of the Region's 2012 base budget before RTMP and new issues is a very reasonable 0.22%. The 0.22% base budget position was achieved by starting the 2012 budget process earlier than usual and introducing a number of new initiatives. These initiatives included a Major Capital Budget Review, tracking of operating savings achieved through the purchasing process, an employee suggestion initiative, a detailed review of Reserves and Reserve Funds, consideration of increases to user fees for various Regional programs and services and a continuation of the detailed program base budget reviews by the CAO and the Acting CFO. In total, the budget reduction strategies for the Major Capital Review, the Reserve and Reserve Fund Review and the Budget Reviews have resulted in base budget reductions of \$3.95 million representing a 1.04% tax rate reduction.

The net impact of the Regional Transportation Master Plan (RTMP), as approved in June 2011, is 1.02%. The RTMP impact is comprised of an annual tax rate increase of 1.2% per year (2012-2018) for the Region's portion of Stage 1 of the capital, operating and maintenance costs for Rapid Transit and a 0.3% tax rate increase per year (2012-2018) for funding improvements to Grand River Transit. The impacts are subject to annual budget deliberations and area rated to the urban transit service area. The 1.5% funding is being contributed to the RTMP Reserve Fund to then be drawn upon to fund the RT project and GRT services. After allocating the budget reductions resulting from the retirement of debt on Regional buildings at 150 Frederick and 99 Regina Streets (0.16% for 2012) and the uploading of social assistance costs (0.32% for 2012) as approved in June 2011, the net impact for the RTMP for 2012 is 1.02%.

### New Budget Issues

Given that the 2012 Regional base budget including the RTMP is in a good current position, staff is recommending service enhancements or expansion for 2012 having a 0.21% tax rate impact. These service enhancements, or budget issues, are driven by changing regulations, growth pressures and increasing demands for service. Details regarding these issues were mailed out with the November 16<sup>th</sup> budget package. **All of these issues are essential/critical enhancements.** Of the recommended issues, a total of \$0.806 million directly impacts the tax levy with a resultant 0.21% tax rate increase. These enhancements include essential/critical expansion requests such as Affordable Transportation for Persons with Low Income to address wait lists and buffer fee increases, EMS Master Plan to maintain emergency response times within the target range and staff the new Conestoga College Station, and Child Care Fee Subsidy to meet demands for the subsidy. Other requirements, including Rapid Transit and Transit Technology and Service improvements, do not directly impact the tax levy as those requests include costs that will be financed from the RTMP Reserve Fund, provincial subsidy or user rates. Although all requests are important, full funding is not recommended due to the potential increase to the Regional tax rate. Several capital or one-time budget issues are also recommended for 2012. Ultimately, these service improvements are at the discretion of Budget Committee.

Appendix A summarizes the operating budget issues with the recommended property tax impact of 0.21%. Appendix B summarizes the recommended one-time/capital budget issues. The recommended budget issues in Appendix B would be added into the 2012 capital program and forecast to be funded by either debentures, capital levy, the RTMP Reserve Fund or other sources of financing. These budget issues would not impact the 2012 tax levy.

Please refer to the Budget Issue Paper Package distributed for the November 16<sup>th</sup> Budget Committee meeting (Section 4 of the Budget Binder) for detailed information on these requests.

### Urban / Rural Tax Rate Impacts

The current Regional tax rate position is 1.45% including RTMP and staff recommended new issues. Per Council approval in June of 2011, the RTMP impacts are to be area rated to the urban service area. This results in an average urban tax rate impact of 1.49% and an average rural tax rate impact of 0.41%. The rural impacts include the Regional Library. The impact of the new transit service to Elmira would be an additional impact to the Township of Woolwich.

### Budget Updates

A number of items have been monitored throughout the budget process including assessment growth, fuel costs and Ontario Works (OW) caseloads.

#### 1) Assessment Growth

As noted earlier in the report, assessment growth for 2012 has been finalized at 1.85%. A history of assessment growth for the years 1990 through 2012 is attached as Appendix C. Over the past few years, assessment growth has ranged from a high of 5.60% in 1990 to a low of 0.16% in 1996. Assessment growth was 2.15% for 2011.

#### 2) Fuel

The 2012 budget for fuel is based on a price of \$1.00 per litre for diesel fuel, the fuel most used by the Region. The 2012 fuel price is an increase of five cents over the 2011 budget of \$0.95 per litre. The November 2011 fuel price for the Region was \$1.098 cents per litre while the December 2011 price was \$1.072 per litre. The average price for all of 2011 was \$1.047 per litre. Fuel costs appear to be experiencing slight upward pressure as the current price for January 2012 is \$1.08 per litre. A one cent per litre increase in the Region's budget for fuel would increase the Regional portion of the tax levy by \$101,000 based on 2011 volumes.

#### 3) Ontario Works Caseload

The 2011 budget included an average OW caseload of 8,551 cases at an average cost per case of \$741 per month with a net cost to the Region of \$14.3 million funded by \$10.0 million from the property tax levy and an estimated \$4.3 million from the Tax Stabilization Reserve Fund (TSRF). Caseload for the month of December 2011 was 8,558, an increase of 52 cases over November. The average monthly caseload in 2011 was 8,700 cases. The 2012 budget currently includes a net provision of \$8.94 million for Ontario Works allowances and cost shared benefits after allowing for the 2012 upload savings of \$1.2 million. The 2012 budget includes \$4.6 million of funding from the TSRF to cover OW costs based on current caseloads and estimates. If caseloads or costs are higher than anticipated, the withdrawal from the TSRF will be higher. The 2011 year end balance in the TSRF is estimated to be \$5.4 million before any "top-up" from the 2011 operating budget surplus. Per Regional policy, the annual tax supported surplus is transferred to the subsequent year's operating budget (\$600,000) and the Roads Rehabilitation Reserve Fund (\$500,000) with the balance to the Tax Stabilization Reserve Fund to its maximum level of \$10 million. It is projected that there will be sufficient funds in the TSRF to fund the anticipated OW shortfall in 2012. The ability of the TSRF to fund over expenditures for Ontario Works after 2012 will depend on the availability of year end surpluses to replenish the TSRF.

### Opportunities Waterloo Region

At its December 6, 2011 meeting, Community Services Committee referred Report SS-11-050 "Opportunities Waterloo Region Assessment" to Budget Committee for consideration. The report provides background information and a brief assessment of Opportunities Waterloo Region along with some potential funding options. A copy of that report is attached as Appendix D. Budget Committee will need to address this issue as part of finalizing the 2012 budget.

### Funeral Rates For 2012

At its January 10, 2012 meeting, Community Services Committee was presented with four options for funding funerals for Ontario Works recipients and persons with low incomes as outlined in Report SS-12-001. Representatives of the Waterloo Region Funeral Directors were in attendance and responded to questions from Committee. Community Services Committee referred the matter to Budget Committee pending receipt of additional information. A copy of the additional information is attached as Appendix E and the report is attached as Appendix F.

### Children's Services Budget Increase

The Ministry of Education recently approved an initial 2012 allocation of \$28,153,406 for the Early Learning and Child Care Program in the Region of Waterloo. This allocation provides an increase in 100% provincial funding for the Region of \$559,517. The funding increase will assist with three areas of pressure for Children's Services as the Consolidated Municipal Services Manager. An Information Paper outlining the proposed use of the funds and recommending an increase of \$559,517 in 100% provincial funding for the 2012 Children's Services budget (\$0 net levy impact) is attached as Appendix G.

### Increased Economic Development and Promotion Funding

At its regular meeting on December 14<sup>th</sup>, Regional Council addressed a recommendation from Administration and Finance Committee related to Regional Funding for Arts and Culture Organizations for 2012. There was discussion about a proposal to provide \$30,000 in funding to the coalition of the K-W Art Gallery, Canadian Clay and Glass Gallery the Cambridge Galleries and the matter was referred to the Economic Development and Promotion (EDP) Committee. The 2011 budget for EDP Committee was \$149,400 and five grants totaling \$165,500 were approved with the shortfall funded from the 2011 operating budget contingency. The 2012 budget for EDP Committee is \$154,000. Budget Committee may wish to consider the 2012 budget provision for EDP Committee prior to finalizing the 2012 Regional budget.

### 2012 Police Services Budget

Preliminary information on the 2012 Police Services budget was presented to Budget Committee on December 14<sup>th</sup>. The Police Services budget had a potential tax rate impact between 1.17% (base budget) to 1.63% (including expansion) after allocation of Police Services' share of assessment growth of 1.85% (0.58%).

The base budget position for Police Services of \$125,367,571 is an increase of \$6.67 million or 5.62% over the 2011 net levy for Police Services. The \$6.67 million is comprised of \$7.78 million of expenditures offset by \$1.1 million of revenues. The drivers of the base budget increase include annualization of staff hired in 2011, progressions, provisions for contractual settlements, increased costs for benefits; increased debt charges for debt issued in 2011 and increased provisions for gasoline and other supplies. The \$0.5 million benefit from provincial uploading for Court Security has been included in the base budget position.

In addition to the base budget, there were a number of budget expansion issues under consideration by the Police Services Board (PSB). The budget expansion issues, which totaled \$1.82 million, include an increase in staffing complement of 30 Constables, 22 Civilians and 10 Special Constables. Including all the budget expansion issues under consideration, the total 2012 budget for Police Services would generate a tax rate impact of 1.63%.

Police Services staff continued to work on the 2012 budget and at their meeting on January 11<sup>th</sup>, the PSB approved a 2012 budget for Police Services with a 1.30% tax rate impact. Police Services staff and the Board will determine how to best to accommodate their budget expansion issues within the 1.30% tax rate impact.

Now that the Police Services budget has been approved by the Board, the potential "all-in" Regional tax rate impact can be quantified as follows:

Draft Regional Tax Rate Increase (December 14 <sup>th</sup> Position)	1.45%
Police Services (WRPS Board Approved)	<u>1.30%</u>
Total Tax Rate Increase	<u>2.75%</u>

#### Responses to Councillors' Requests

Responses to questions raised by Budget Committee at the last meeting as well as updated information where applicable are included in a separate information paper in the agenda package.

#### Budget Resolutions

It is planned that the 2012 property tax budget (operating and capital) be approved on January 18<sup>th</sup>. Resolutions for budget approval are included within this budget package.

#### **CORPORATE STRATEGIC PLAN:**

The 2012 budget is reflective of the 2011-2014 Corporate Strategic Plan.

#### **FINANCIAL IMPLICATIONS:**

The purpose of this report is to assist Budget Committee in establishing the 2012 budget. It is important to note that a 1% tax rate increase results in a \$16.08 annual increase to the average residential property owner. In addition, a 1% tax rate increase generates an additional \$3.81 million in tax revenue.

#### **OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

All departments and the Waterloo Regional Police Services are involved in the development of the Region of Waterloo Budget.

**ATTACHMENTS:**

- Appendix A – Recommended Operating Budget Issues (Page 7)
- Appendix B – Recommended One Time / Capital Budget Issues (Page 8)
- Appendix C – History of Assessment Growth 1990 – 2012 (Page 9)
- Appendix D – Report SS-11-050 “Opportunities Waterloo Region Assessment” (Page 10)
- Appendix E – Report SS-12-001 “Funeral Rates for 2012” (Page 16)
- Appendix F – Budget Information Paper 2012 Funeral Rates (Page 20)
- Appendix G – Budget Information Paper – Children’s Services Budget (Page 21)

**PREPARED BY:** *A. Hinchberger*, Acting Chief Financial Officer

**APPROVED BY:** *M. Murray*, Chief Administrative Officer



Dept	Page	New Issues	2012 Request	2012 Recommended	Annualization	Permanent FTE
<b><u>Focus Area 1 - Environmental Sustainability</u></b>						
CR	1	Funding for Community Sustainability Initiatives	200			
		<b>Total Focus Area 1</b>	200	-	-	-
<b><u>Focus Area 2 - Growth Management &amp; Prosperity</u></b>						
PHCS	3	Implementation of RTMP Transit Service & Technology Improvements (\$183K)	RTMP RF	RTMP RF		8.0
		<b>Total Focus Area 2</b>	-	-	-	8.0
<b><u>Focus Area 3 - Sustainable Transportation</u></b>						
TES	12	Rapid Transit Project (\$376K)	RTMP RF	RTMP RF		2.0
SS	15	Affordable Transportation for Persons With Low Income	305	150		
		<b>Total Focus Area 3</b>	305	150	-	2.0
<b><u>Focus Area 4 - Healthy &amp; Inclusive Communities</u></b>						
PH	17	EMS Master Plan Optimized Staffing Requirements	144	144	144	5.5
SS	19	Child Care Fee Subsidy Funding	392	392	8	1.0
SS	22	HNSA Coordinator Senior's Services	20	20	-	0.2
		<b>Total Focus Area 4</b>	556	556	152	6.7
<b><u>Focus Area 5 - Service Excellence</u></b>						
SS	24	Long Term Care Funding Sunnyside Home (\$172K)	Prov funding	Prov funding		1.8
TES/FIN	27	Stockkeeper (Finance - Water Services) (\$50K)	User Rates	User Rates		1.0
FIN	29	Capital Financing	365	100		
		<b>Total Focus Area 5</b>	365	100	-	2.8
<b>Total Tax Levy Impact All Focus Areas</b>			<b>1,426</b>	<b>806</b>	<b>152</b>	<b>19.5</b>

**Note:** Please refer to the Budget Issue Paper Package distributed for the November 16th Budget Committee meeting (Section 4 of the Budget Binder) for detailed information on these requests.





The Regional Municipality of Waterloo

Strategic Priorities 2012

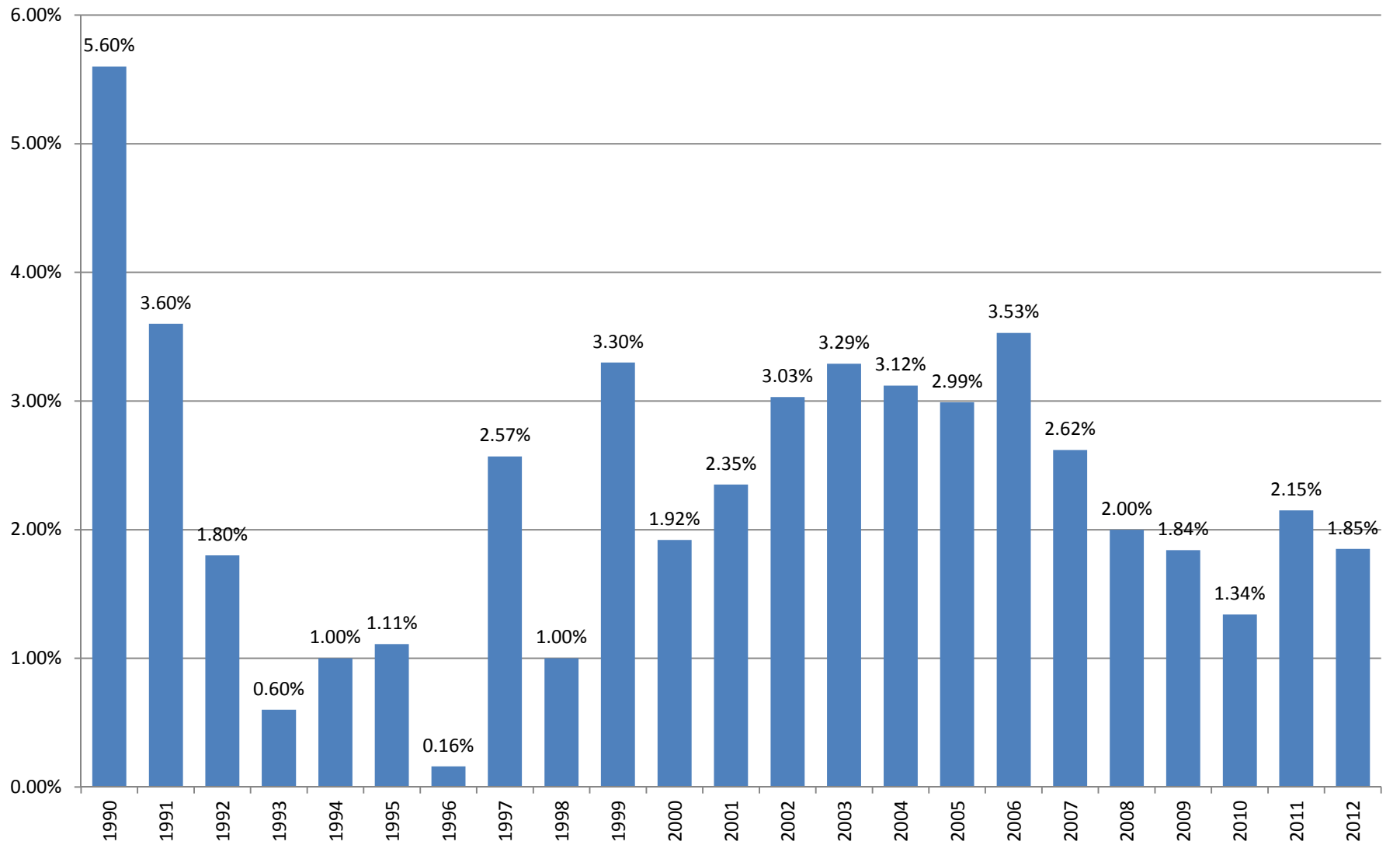
List B - One-Time/Capital Budget Issues (\$'000s)

Appendix B

Dept.	Page #	Title	Funding	2012	2013	2014	2015	Total
PH	32	Public Health Department Capital Budget	Capital Levy / Debentures	55	228	242	213	738
PHCS	34	Collaborative Implementation of Reurbanization with Area Municipalities	Capital Levy	200				200
PHCS	37	GRT - Implementation of Smart Card System	RTMP RF	558	4,757	1,748	98	7,161
PHCS	40	Implementation of RTMP Transit Service & Technology Improvements	RTMP RF	-715	1,275	0	-2,700	-2,140
PH	49	EMS Capital Equipment Replacement	Debentures	524				524
SS	52	Housing Services Act - Regulations	Capital Levy	75				75
SS	54	Safety & Security System Sunnyside Home	Capital Levy	67				67
CR	56	IT Infrastructure Replacement	Debentures / Other	798	965	180	20	1,963
CR	58	E-Ticketing Implementation	Other	300				300
Total Debentures				524	1,193	422	233	2,372
Total Capital Levy				397	0	0	0	397
Total RTMP				-157	6,032	1,748	-2,602	5,021
Total Other				1,098	0	0	0	1,098
<b>Total from all Focus Areas</b>				<b>1,862</b>	<b>7,225</b>	<b>2,170</b>	<b>-2,369</b>	<b>8,888</b>

Note Please refer to the Budget Issue Paper Package distributed for the November 16th Budget Committee meeting (Section 4 of the Budget Binder) for detailed information on these requests.

# 2012 Regional Budget History of Assessment Growth





**REGION OF WATERLOO**

**SOCIAL SERVICES**

**Social Planning, Policy and Program Administration**

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**TO:** Chair Sean Strickland and Members of the Community Services Committee

**DATE:** December 6, 2011

**FILE CODE:** S14-40

**SUBJECT: OPPORTUNITIES WATERLOO REGION ASSESSMENT**

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**RECOMMENDATION:**

THAT the Regional Municipality of Waterloo receive the report "Opportunities Waterloo Region Assessment" and refer Report SS-11-050, dated December 6, 2011 to the budget process for consideration.

**SUMMARY:**

At the Public Input meeting of February 2, 2011, Opportunities Waterloo Region (OWR) requested the Region approve an operating grant of \$110,000 per year for five years, for a total of \$550,000. OWR is a community-based, registered charitable organization that facilitates and implements multi-sector collaborative solutions to prevent and reduce poverty in Waterloo Region. This report provides a background of OWR, highlights the organization's accomplishments to date, and includes a brief assessment of the organization. Four potential options for funding are presented.

**REPORT:**

**1. INTRODUCTION**

OWR is a community-based, registered charitable organization that facilitates and implements multi-sector collaborative solutions to prevent and reduce poverty in Waterloo Region. OWR has assembled a broad network of local partners, including non-profit organizations and businesses, four levels of government (federal, provincial, regional, local) and a working group of low income residents.

At the Public Input meeting of February 2, 2011, Opportunities Waterloo Region (OWR) requested the Region approve an operating grant of \$110,000 per year for five years, for a total of \$550,000. OWR was granted one-time funding of \$110,000 for 2011.

Staff were requested to prepare a report providing information to Council to assess OWR's request for the remaining funds as part of the 2012 budget process. The report provides an overview on poverty and poverty reduction strategies and presents a background of OWR and the organization's accomplishments to date. It also includes a brief assessment of OWR and provides four potential options for funding.

## 2. BACKGROUND

Poverty is a complex social issue that involves an intricate combination of economic, social, psychological, health, and political factors. Many measures of poverty focus on economic indicators such as low income and scarcity. OWR defines poverty as occurring when "...individuals and families lack financial and other resources needed to achieve a sustainable standard of living. That standard allows for all needs to be met while maintaining dignity, safety, well-being and participation in the life of the community".

In 2006, 10% of individuals (48,000 residents) and 11% of families in Waterloo Region lived in low income (Region of Waterloo Public Health, 2010). Although poverty is seen in many subgroups of the general population, it is disproportionately affects children, single parents, persons with disabilities, Aboriginal peoples, and new immigrants. People living in low-income households are more likely to experience food insecurity, with 48% of those in the lowest income category being food insecure (Region of Waterloo Public Health, 2008). Although poverty rates decreased between 1996 and 2006, it is estimated that the recent economic climate and changes in employment have lead to increased poverty rates in Waterloo Region (Region of Waterloo, 2010). Planning and action are required to reduce poverty locally and prevent poverty in those who are at risk. Reducing the prevalence of poverty will lead to a better quality of life for individuals and families currently experiencing poverty, as well as positive financial benefits for the community as a whole.

The previous Community Service Committee report (SS-10-033) report details the extensive role that the Region plays in poverty reduction locally. The Region is involved in a range of activities that focus on poverty reduction including the direct provision of programs/services, strategic initiatives, funding, and advocating for policy and systems-level change. Fifty-nine programs, services, and strategic initiatives were found to be delivered and/or funded by the Region with a focus on poverty reduction. Approximately one third of the programs and services were funded entirely (100%) by the Region such as the Waterloo Region Peer Program, the Community Housing Access Centre, and Community Outreach Program. The Region is also heavily involved in the community, and works with many external stakeholders in their efforts towards reducing poverty at the community level.

One such stakeholder is OWR. OWR's main role is as a community support organization providing opportunities for the community to generate ideas and take action. Rather than providing direct service, OWR acts as a regional convener to facilitate the efforts necessary to develop and implement community-owned projects and initiatives. This involves facilitating and maintaining stakeholder engagement, encouraging collaboration and involvement, communicating to project partners and the larger community, writing/supporting the development of funding proposals, and supporting stakeholders to take on a leadership role. According to OWR, they are "...the only neutral, regional organization that focuses exclusively on collaborative poverty prevention and reduction strategies and focuses on root causes".

OWR accomplishments in 2011 include:

- *Free Tax Clinics*: Implementing and evaluating a pilot project to coordinate free tax clinics across Waterloo Region. Outcomes include increased awareness of the potential benefits of filling out a tax return, and improved the availability and increased capacity of free tax clinics. Thirty host organizations provided at least 150 free tax clinics.
- *Community Gardens*: OWR has continued its work as the administrative lead with the Diggables Community Collaborative. This has included overseeing project development and budget, managing staff, and reporting to funders. It is estimated that the project has increased access to affordable, fresh food and reduce food costs for 178 households in 2011-2012.
- *Awareness of Low Income Voices (ALIV(e))*: ALIV(e) is a collaborative group of individuals dedicated to bringing an active and positive voice to individuals and families who are experiencing poverty in the Waterloo Region. As a co-founder, OWR has continued to support ALIV(e) through organizing and facilitating meetings, encouraging discussions, coaching

presentations, and providing transportation and administrative support to the group. Since the beginning of the initiative 30 individuals with lived experience of poverty have contribute to ALIV(e) and the group has continued to raise their profile in the community.

- *Access to Recreation for all Youth (ARAY)*: ARAY is an umbrella name for a number of different projects related to access to recreation for youth in Waterloo Region. OWR has continued to support ARAY through facilitating a planning committee that met to develop the next steps for ARAY. ARAY has increased access to recreation for 490 youth, impacting health and learning and social and personal assets.
- *Waterloo Region Votes*: Is a network of socially-minded organizations and individuals working to increase voter turnout, especially among people who live with low incomes or face other barriers to inclusion. OWR developed and hosts the website for the initiative, which is a central source of information to support civic participation. In the recent 2011 Provincial and Federal elections the website had over 9,000 visitors.
- *Social Media*: OWR uses social media (e.g., e-Newsletter, Twitter, Facebook) to engage new and existing contacts and partners, and help it fulfill its mandate to educate and increase awareness of poverty issues and solutions.
- *Community Conversations Series*: OWR hosted its ninth season of Community Conversations to engage community, increase awareness of poverty-related issues and solutions. Over 274 individuals attended in 2010-2011. The most recent conversation was on the Social Assistance Review and provided the Provincial Advisory Commission with feedback.

OWR and the Region have a long-standing relationship. From 2001 to 2010, the Region of Waterloo provided \$998,100 in direct funding to OWR. Regional Council approved \$110,000 grant as part of the 2011 budget process and an additional \$10,000 was provided for the Free Tax Clinics. Since 2004, the agency's offices have been located at 235 King Street East. The cost of this space has been absorbed by the Region since September 2008. In 2011, the cost of this space is estimated to be \$14,000. In prior years, there has been intermittent relief of rental costs to the agency.

The relationship between OWR and the Region extends beyond funding. Staff from Public Health and Social Services have partnered with and supported the poverty prevention and reduction work of OWR since its inception. Staff also previously sat as members of OWR's Leadership Roundtable. The Region and OWR have participated in a number of joint initiatives and resolutions together including Living Wage, Waterloo Region Healthy Communities Project, Diggable Communities Collaborative, and Social Purchasing Portal.

### 3. ASSESSMENT

As part of the information request from Council, staff conducted an assessment of OWR using a framework developed by the Ontario Trillium Foundation (OTF). The framework assesses organizational capacity which is the capabilities, knowledge and resources that an organization requires to perform effectively, maximize impact, and achieve its mission. Organizational capacity has received increased attention from funders and grantmakers as it has been closely linked with an organization's ability to leverage funding, achieve sustainability and do work that has impact.

The OTF model of organizational capacity is comprised of four interrelated pillars. Each pillar encapsulates a different aspect of organizational capacity. Two pillars are focused on community context (Relevance and Responsiveness) and two pillars on organizational context (Effectiveness and Resilience).

### 4. FINDINGS

*Relevance*: OWR is currently involved in a number of initiatives/projects that are relevant to community needs and realities in Waterloo Region. OWR works to increase awareness of poverty-related issues and employs a systems-level approach to poverty prevention and reduction. OWR

has responded to community needs by coordinating the Free Tax Clinics and hosting a Community Conversation to provide feedback to the Social Assistance Review. Currently, most community needs are determined by OWR through informal means, such as conversations with partners and collaborators. A more strategic or research-based approach to understanding community need may help increase OWR relevance and strengthen the impact of their work. OWR's continued partnership with the Centre for Community Research, Learning & Action (CCRLA) at Wilfrid Laurier University is a promising venue for such input.

*Responsiveness:* One of OWR's strengths is its ability to create and maintain partnerships with the community. In 2010, OWR reported working with 57 partners and 103 contributors across nonprofit, business, government, faith, and education sectors. Collaboration has been demonstrated through initiatives such as ALIV(e), ARAY and Diggable Communities and with OWR's work with CCRLA. OWR spends a considerable amount of time and resources on building and maintaining relationships, as they are the main conduit for their work. The benefits of these partnerships have included new projects and initiatives and increased awareness of OWR and groups such as ALIV(e).

*Effectiveness:* OWR is currently experiencing a period of flux in regard to staffing, leadership and governance. In 2010, the Leadership Roundtable was disbanded. Another mechanism for community strategic input has not been put in place. The Board of Directors is currently working to strengthen their capacity to provide leadership and visibility to the organization. The number of full-time staff fluctuated from six in September 2008 to two in November 2011. This meant that staff focused on maintaining existing partnerships and supporting the wide variety of initiatives that OWR supports. Lowered staffing levels detracted from OWR's ability to engage in activities that would help increase the sustainability of the organization, such as pursuing additional funding, strategic planning or increasing the capacity of the Board of Directors. The organization is now making an effort to "narrow the focus" of their work, take on fewer new projects and focus on projects that require fewer resources.

*Resilience:* This is the pillar in which OWR has experienced its greatest challenges. While the organization has demonstrated a degree of adaptivity in terms of narrowing its focus, OWR continues to demonstrate challenges with regard to financial vibrancy. In the current financial climate, financial vibrancy is a problem for many non-profit organizations. OWR has experienced a decline in revenue between 2010 and 2011. Donations in particular decreased by 80% to \$2,150 in 2011. Despite the downturn in the economy, this is a small amount of fundraising for a non-profit organization. While OWR has been successful in obtaining grants from the Ontario Trillium Foundation, Vibrant Communities, and the United Way, OWR has not found a long-term funder other than the Region of Waterloo. With smaller grants obtained on behalf of community groups/initiatives, OWR is not always drawing administrative funding, losing out on a potential source of revenue for the organization. While this is a matter of integrity for the organization, it does impact sustainability, with the organization not being financially compensated for work it is undertaking.

Another area of challenge is related to strategic thinking. OWR has identified the need for an organizational review to answer the question "to be or not to be". This question was first raised by Paul Born, former Executive Director of OP2000 when OP2000 made the decision to shift from an initiative to an organization in 2004. It is unclear, then and now, whether community will or energy exists to take on larger scale poverty reduction projects and what OWR's role in those projects would be. In addition to their workplan, a formal strategic plan would help OWR delineate a clear sense of direction and connect its values to concrete actions.

## 7. CONCLUSION

OWR has been working to address poverty in Waterloo Region for the past seven years. This is valuable and challenging work, especially given the current economic climate and shift in poverty rates in Waterloo Region.

In its lifespan as an organization OWR has faced some considerable challenges. It is widely acknowledged that funding problems and inconsistent staffing/leadership pose a threat to an organization's sustainability over the long-term. However, funding alone does not make an organization sustainable. In order to achieve sustainability, organizations need to address their capacity and any potential underlying issues. In the case of OWR, these issues include leadership and governance, financial vibrancy, and strategic thinking.

As a funder of non-profit organizations, the Region has a role to promote organizational capacity and ensure that the organizations it funds perform effectively, maximize impact, and achieve their mission. If funding is continued for OWR, a framework for outcome reporting should be put in place to help OWR address some of the issues related to their organizational capacity. Additionally, OWR may want to consider working with a professional evaluator or management support organization to increase its effectiveness.

## 6. OPTIONS FOR FUNDING

Staff has developed four potential funding options in regard to OWR's request. The options and potential impacts are reviewed below.

**Option 1 – Full Funding Model.** Provide 100% of the operating grant for a total of \$440,000 over four years. This option provides some financial stability but does not guarantee sustainability over the long-term. A framework for outcome reporting should be put in place to help OWR address some of the issues related to their organizational capacity.

**Option 2 – Partial Funding Model.** Provide 50% of the operating grant for a total of \$220,000 over four years. This option would require OWR to pursue additional avenues of core funding and may impact the sustainability of the organization.

**Option 3 – Fund Specific Initiatives.** Provide one-time funding in 2012 for specific initiatives such as ALIV(e) (\$75,000) and Free Tax Clinics (\$10,000) for a total of \$85,000. This option would ensure that OWR's key initiatives would continue, but would likely mean a greater narrowing of focus for the organization or the transformation of the organization in to a convening position. Other avenues for core funding would have to be pursued. The organization would then have to be specific regarding what the Region funds each year.

**Option 4 – No Funding.** Provide 0% of the operating grant. This option would have impacts for the sustainability of the organization.

**Office Space –** The Region could continue to provide free office space valued at \$14,000 in 2011 for each of the four funding options.

## CORPORATE STRATEGIC PLAN:

This report relates to the Corporate Strategic Plan Focus Area Four: Healthy and Inclusive Communities, Objective 4.1.2: Continue to collaborate with community partners in broad based efforts to reduce poverty.

**FINANCIAL IMPLICATIONS:**

OWR had requested a total grant of \$550,000 over five years (\$110,000 per year for 2011 to 2015). Staff recommend referring this report to the 2012 budget process for consideration. Should the Budget Committee decide to provide funding to OWR, a funding source would have to be identified.

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

NIL

**ATTACHMENTS**

NIL

**PREPARED BY:** *Tyla Fullerton*, Social Planning Associate  
*Lynn Randall*, Director, Social Planning, Policy and Program Administration

**APPROVED BY:** *Michael Schuster*, Commissioner, Social Services





**REGION OF WATERLOO**  
**SOCIAL SERVICES**  
**Employment and Income Support**

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**TO:** Chair S. Strickland and Members of the Community Services Committee  
**DATE:** January 10, 2012 **FILE CODE:** S09-20  
**SUBJECT: FUNERAL RATES FOR 2012**

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**RECOMMENDATION:**

For Information and Direction

**SUMMARY:**

NIL

**REPORT:**

**1.0 Background**

The Region funds funerals for Ontario Works (OW) Recipients and persons with low income. OW funerals are cost shared with the Province of Ontario and funerals for persons with low income are funded entirely by the Region of Waterloo. Such individuals have insufficient assets which are below the low-income cut-off. Funeral Services are provided by a Funeral Director of the family's choice. The current (2011) maximum rate for funeral services approved by Regional Council is \$2,775 plus applicable taxes. In addition, the Region pays area municipalities for the cost of cremation and/or burial.

For the period December 2010 to November 2011, the Region funded 124 (cost shared) funerals and 63 at 100% municipal expense for a total of 187 funerals. The total cost, including burial / cremation was \$465,919 after any recoveries including HST rebate. The net cost, after Provincial subsidy, was \$191,897.

The Waterloo Region Funeral Directors (WRFD) have requested a rate increase to \$5,545 plus applicable taxes for 2012. This is an increase of 100% over the 2011 approved rate. Such a request is consistent with representation made by the Funeral Directors during the 2010 and 2011 budget processes. They have proposed that the Region fund this increase by discontinuing funding funerals for persons with low income.

**2.0 Options for Consideration**

This report will outline options available to Council and the financial and program issues resulting from each option.

**2.1 General Cost of Living Increase**

The preliminary 2012 Operating budget under consideration by Budget Committee of the Whole assumes a 2% rate increase for funerals to a maximum rate of \$2,830 plus applicable taxes. The net cost to the Region is \$4,450. There would be no further financial implications resulting from this option.

## 2.2 Move to Provincial Median

The Region's 2011 rate of \$2,775 is \$61 (or 2.2%) less than the 2011 provincial median of those 27 (out of 47) municipalities which responded to a survey by Regional staff. The Region could approve the provincial median with cost of living or \$2,893 – an increase of 4.25%. An increase of \$118 would result in an additional property tax increase of \$5,012 over what is provided for in the proposed operating budget.

## 2.3 Issue Request for Proposal (RFP)

The Region could issue an RFP and select one or two suppliers to provide a predetermined level of funeral services to clients. While the rate for the service would not be known until the RFP process was completed, the rate and services would be set in the market place.

## 2.4 Phased In Approach

The Region could phase the impact of the request over a predetermined time period for all funerals. This would allow the Region to incorporate the increased rates into future budget years. Council could increase rates equally over its 2012-2014 term. Eventually by 2018 all costs for OW funerals would be paid by the Province. After 2015, the rates would increase by a cost of living determined by Regional Council. The following chart summarizes the financial impact given the current mix for services:

Year	2012	2013	2014
Approved Rate:			
Traditional	\$3,500	\$4,500	\$5,545
Memorial	\$2,300	\$3,000	\$3,695
Cremation	\$1,500	\$1,900	\$2,325
Increase in Region Tax Levy*	\$12,005	\$54,331	\$51,323
% Increase	6%	26%	20%

\* 2012 amount is in addition to preliminary 2012 Operating budget. 2013 and 2014 are incremental amounts.

## 3.0 Approve Request

Any of the above options may result in the Funeral Directors reducing the current level of service. Council could approve the rates requested by the Funeral Directors for 2012 and **discontinue Regional funding of funerals for those with low income**. The families of such individuals would have to negotiate directly with the funeral director. The options 1 to 4 continue service to persons with low income. This would have a potential property tax savings of \$95,218 assuming 124 (cost-shared) funerals being funded in 2012.

### CORPORATE STRATEGIC PLAN:

The provision of funerals to those with low income and social assistance recipients addresses Focus Area 4: (To) foster healthy, safe, inclusive and caring communities of Council's 2011-2014 Strategic Focus.

**FINANCIAL IMPLICATIONS:**

The 2012 Budget currently being reviewed by Budget Committee includes a provision to fund a 2% increase in the maximum rate for funerals. Any rate in addition to this amount without changing the number of funerals to be funded would result in an increase in the 2012 Property Tax Levy.

	2011 Experience	2012 Base Budget	Median Rate	WRFD Proposal	Phase In All Funerals		
					2012	2013	2014
Number Funerals	187	187	187	124	187	187	187
Payment to Funeral Directors	\$479,478	\$489,236	\$500,226	\$546,155	\$519,892	\$670,496	\$825,573
Cremation	52,964	52,964	52,964	35,535	52,964	52,964	52,964
Burial	90,203	90,203	90,203	56,680	90,203	90,203	90,203
Reimbursement	(156,726)	(156,726)	(156,726)	(76,284)	(156,726)	(156,726)	(156,726)
Net Cost	\$465,919	\$475,677	\$486,667	\$562,086	\$506,333	\$656,937	\$812,014
Subsidy \$	(274,022)	(279,330)	(285,308)	(465,407)	(297,981)	(394,254)	(498,008)
Regional Cost	\$191,897	\$196,347	\$201,359	96,679	\$208,352	\$262,683	\$314,006
Change to Region Property Tax Levy		\$4,450 2%	\$5,012 5%	\$(95,218) -50%	\$12,005 6%	\$54,331 26%	\$51,323 20%

In the past, the arrangement between the funeral service providers and the Region has been informal in nature. Going forward, a more formal contractual arrangement will be entered into with funeral service providers whatever the rate that is established.

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

This report was developed in consultation with Finance.

**ATTACHMENTS**

A: Letter from the Funeral Directors, dated August 11, 2011.

**PREPARED BY:** *David Dirks*, Director, Employment and Income Support

**APPROVED BY:** *Michael Schuster*, Commissioner, Social Services

ATTACHMENT 1



507 Frederick Street, Kitchener,  
 Ontario N2B 2A5  
 Tel.: (519) 749-8467  
 Fax: (519) 749-8174

RECEIVED

AUG 26 2011

SOCIAL SERVICES

August 11, 2011

David Dirks  
 Director  
 Social Services  
 Employment and Income Support

Dear David,

As of January 1, 2012 the maximum fee for an indigent funeral will be \$5545.00 plus HST as per August 14, 2009 letter from Waterloo Regional Funeral Directors.

The indigent funeral consists of the following:

Professional and Staff Services which includes embalming and preparation. Facilities and equipment for a 1 – 2 hour visitation in the Funeral Home followed by a Chapel Service or a Service in a local Church/Hall followed by interment in a local cemetery or a trip to the crematorium.  
 This includes use of the Funeral Coach and a Funeral Director/Clergy Vehicle (with-in 40 km).  
 Family car is not included. **All services are to be completed on the same day.**

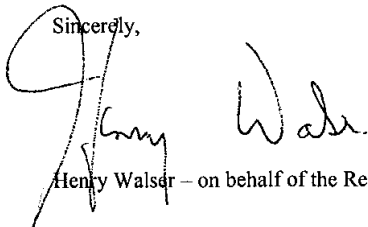
Flat-top grey cloth covered casket is included.

The person who makes the funeral plans is responsible to pay for items such as:  
 Clergy Honourarium  
 Flowers  
 Catering  
 Use of reception room  
 Death notice  
 Urn

As of August 11, 2011 the fee paid for the above services by the Region of Waterloo is \$2775.00 plus HST.

Should it be the desire of the Social Services Committee to adjust the level of service provided by the Waterloo Region Funeral Directors, please notify in writing and we will provide a quote that will reflect these changes.

Please send the letter to Henry Walser, 507 Frederick St., Kitchener, N2A 2B5 or henry@walser.ca.

Sincerely,  
  
 Henry Walser – on behalf of the Region of Waterloo Funeral Directors

## 2012 BUDGET

### 2012 BUDGET INFORMATION

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#### INFORMATION: 2012 FUNERAL RATES

At its meeting of January 10, 2012, Community Services Committee requested additional information on approved full service rates and if assistance for low income individuals was provided for comparator and neighbouring municipalities. A copy of the report presented to CSC is appended to this paper.

The following chart summarizes the information available when the Committee Agenda was prepared. An updated paper will be presented on final budget day.

Municipality	Approved Full Service Rate (2011) *	Provide Assistance for Low Income Individuals
<b>Comparator Municipalities:</b>		
Durham	\$3,937	Yes
Windsor (2010 Rate)	\$3,000	Yes
Ottawa	\$2,991	N/A
Niagara	\$2,835	N/A
Waterloo	\$2,775	Yes
Peel	\$2,500	Yes
London	\$2,455	N/A
York	\$2,390	Yes
Halton	\$2,364	N/A
Hamilton	\$2,334	Yes
Median of Comparator Rates	\$2,638	
Average of Comparator rates	\$2,758	
<b>Neighboring Municipalities:</b>		
Brantford	\$5,215	Yes
Oxford (2009 Rate)	\$4,995	N/A
Wellington (2010 Rate)	\$3,321	Yes
Stratford (2009 Rate)	\$3,035	N/A

\* Plus applicable taxes

#### Financial Implications

The Preliminary 2012 Operating Budget includes a rate increase of 2% for funeral costs. This provision would bring the maximum rate to \$2,830 plus applicable taxes. A resolution to approve the 2012 rate is required.

# 2012 BUDGET

## 2012 BUDGET INFORMATION

### INFORMATION: CHILDREN'S SERVICES BUDGET RESOLUTION

#### RECOMMENDATION

THAT the Regional Municipality of Waterloo approve an increase of \$559,517 in 100% provincial funding with a net levy impact of \$0 for the 2012 Children's Services budget as outlined below.

#### REPORT

The Ministry of Education recently approved an initial 2012 allocation of \$28,153,406 for the Early Learning and Child Care program in the Region of Waterloo. Of this amount, \$18.9 million is for cost shared programs (80% and 50%) and \$9.2 million is for 100% provincially funded programs. This recent allocation includes an increase in 100% provincial funding of \$559,517 over what is currently in the budget. The increase in funding relates to three areas of pressure for Children's Services as the Consolidated Municipal Services Manager:

1.0	Child Care Fee Subsidy/Extended Day Program	\$129,969
2.0	Child Care Transition Operating	\$309,153
3.0	Child Care Transition Minor Capital	\$120,395

#### 1.0 Child Care Fee Subsidy/Extended Day

The new funding allocation of \$129,969 is specifically designed to support children attending the extended day programs for before and after school programs operated by local Boards of Education. This increase in 100% provincial funding may reduce some of the funding pressures in fee subsidy as four and five year old children transition into full day kindergarten and extended day programs. In December 2011, the Region requested an additional \$2M in funding to address fee subsidy pressures for 2012 (see issue paper Docs #1042602). As no response has been received to-date in regards to this request, staff still recommends the approval of these funds to address subsidy needs in 2012. A waiting list for fee subsidy continues to be in place. (Note: The Ministry of Education provided a one-time allocation of \$127,673 in November of 2011 which was used to address the wait list).

#### 2.0 Child Care Transition Operating

The child care transitional operating fund is designated to support transitional plans with the licensed early learning and child care community to help respond to the changes in demand for services as full day kindergarten and extended day programs are phased in. The funding allocation for this budget line has increased by \$309,153. Transition operating funds can be used for fee subsidy, one time moving or lease costs, or costs related to furnishings and equipment to convert to a younger age grouping. In 2011, the transitional plan approved by Council and endorsed by the Early Learning and Child Care Advisory Committee included the use of up to \$200,000 to address fee subsidy pressures. It is anticipated that a similar allocation will be recommended for the additional 2012 approved funds. A transitional plan is developed each year in consultation with the Early Learning and Child Care Advisory Committee to ensure the funds are being used in a manner that supports operators during this period of transition.

## **2012 BUDGET**

### 2012 BUDGET INFORMATION

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#### **INFORMATION: CHILDREN'S SERVICES BUDGET RESOLUTION CONT'D**

##### **3.0 Child Care Transition Minor Capital**

An increase of \$120,395 for 2012 has been allocated to this funding envelope. This fund is dedicated to the minor capital costs of licensed early learning and child care operators to assist with renovation of physical environments for younger age populations of children. In 2011, requests for minor capital far exceeded this allocation and Council approved the use of up to \$400,000 in funds from the Best Start Unconditional Grant.

##### **CORPORATE STRATEGIC PLAN:**

This report addresses the Region's 2011-2014 Corporate Strategic Plan Focus Area 4: Healthy and Inclusive Communities; Strategic Objective 4.6 to collaborate with the community to support the development of services for children.

##### **FINANCIAL IMPLICATIONS:**

The increase in funding of \$559,517.00 is 100% provincial, 0% net impact on the Regional tax levy.

##### **OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

The assistance of Finance staff to monitor and track expenditures is required.

# 2012 BUDGET

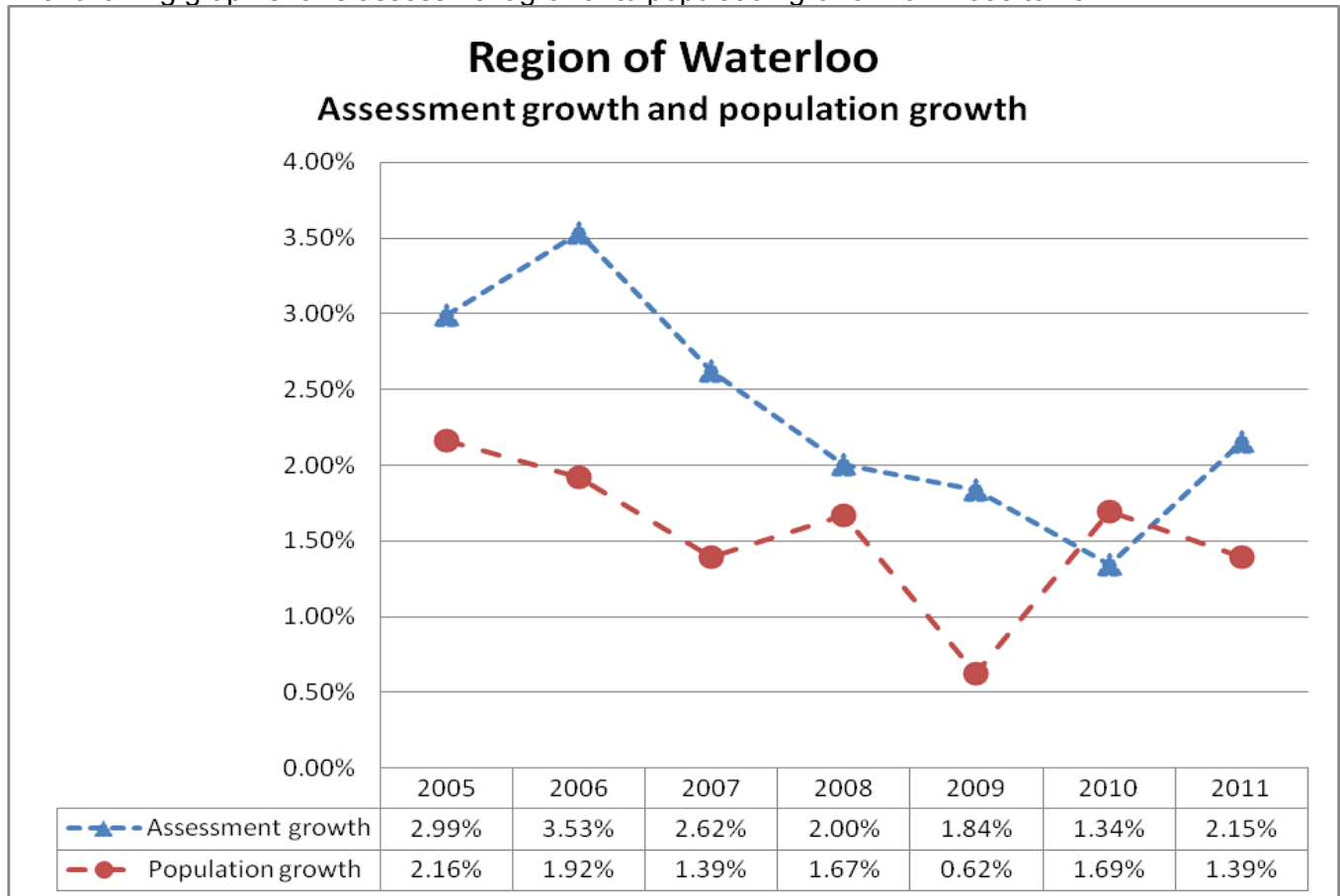
## 2012 BUDGET INFORMATION

### INFORMATION: RESPONSES TO COUNCILLORS' REQUESTS

Requests for information from the December 14<sup>th</sup> Budget Committee meeting along with updates to previous requests are noted below.

#### 1) Assessment and Population Growth

The following graph shows assessment growth to population growth from 2005 to 2011:



#### 2) General Fee or Rate Increases Proposed for 2012 (Page 25)

Please refer to the Information Paper on the Fees and Charges By-law included in the Budget Committee Agenda for a list of proposed fees for 2012 and the required Budget Committee resolution.



## 2012 BUDGET

### 2012 BUDGET INFORMATION

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#### INFORMATION: RESPONSES TO COUNCILLORS' REQUESTS CONT'D

##### 3) Preliminary Net Gapping Estimate

Over the past few years, the Region has established the budget for gapping based on a 3 year rolling average. The updated preliminary estimate for net gapping for 2011 is \$1,918,000 resulting in a 3 year rolling average calculation as follows:

Gapping savings:	2011	\$2,070,000	<i>(preliminary estimate)</i>
	2010	1,930,000	
	2009	1,440,000	

Three year rolling average is \$1,813,000 while 2012 base budget is \$1,713,000 a difference of \$100,000.

##### 4) Infrastructure Deficit (Page 31)

Please refer to the Information Paper entitled "Transportation Base Capital Program and Long Term Funding Strategy" for information on the Region's infrastructure deficit.

##### 5) Waterloo Regional Police Service Base Budget Savings

Requested information on Police Services base budget savings will be available at the meeting.

## 2012 BUDGET

### 2012 BUDGET INFORMATION

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#### **INFORMATION: FEES & CHARGES BY-LAW**

##### Background

Section 391 of the Municipal Act permits the Region to establish and maintain a list of services subject to fees or charges. By-law Number 11-015, a By-law to Establish Fees and Charges for the Regional Municipality of Waterloo, has been adopted to fulfill this requirement. This by-law is reviewed annually to incorporate new or revised fees adopted by Regional Council.

##### 2012 Budget

As part of the 2012 budget process, all departments have reviewed their fees and charges and, where appropriate, have proposed changes to the fees. Appendix A is a list of fees that are to be changed during 2012. These fees have been used in the preparation of the 2012 Draft Operating Budget.

As user rates are approved by separate by-laws, they are not included in this schedule.

##### Recommendation

That the Regional Municipality of Waterloo repeal By-law Number 11-015, being a By-law to Establish Fees and Charges for the Regional Municipality of Waterloo and that a new Fees and Charges By-law be passed including those fees and charges listed in the January 18, 2012 Budget Committee Agenda.

The resolution to repeal the current Fees and Charges By-law and pass a new Fees and Charges By-law is included with the General Budget Resolutions.

**CHANGE TO FEES AND CHARGES BY-LAW**

Appendix A

Description	Current Fee	Effective Date	Proposed Fee
<b>CORPORATE RESOURCES</b>			
<b>Clerks*</b>			
Hard copy of Regional Directory	NEW	Jan 18 – 12	\$15.00
<b>Facilities Management</b>			
Pay and display parking meters <sup>1</sup>	\$1.75/hr	Jan 18 – 12	\$2.05/hr; max \$9.25/day
<b>Legal Services</b>			
Development, Site Plan Development Charge Deferral Agreements, and Any Amending Agreement	\$554.00 plus disbursements <sup>2</sup>	Jan 18 – 12	\$582.00 plus disbursements <sup>2</sup>
Release or Partial Release	\$65.00	Jan 18 – 12	\$65.00 plus disbursements <sup>1</sup>
Certificate of Compliance	\$43.00 per agreement	Jan 18 – 12	\$65.00 per agreement
Encroachment Agreements <sup>3</sup>	\$237.00 plus disbursements <sup>2</sup>	Jan 18 – 12	\$249.00 plus disbursements <sup>2</sup>
Full/Partial Closure of Road	\$659.00 plus disbursements and \$2,000 deposit <sup>4</sup>	Jan 18 – 12	\$692.00 plus disbursements and \$2,000 deposit <sup>4</sup>
Easement Required to be Conveyed to Region as Condition of Development or Site Plan Approval	\$215.00 plus disbursements <sup>2</sup>	Jan 18 – 12	\$226.00 plus disbursements <sup>2</sup>
Land Required to be Conveyed to Region as Condition of Development or Site Plan Approval	\$108.00 plus disbursements <sup>2</sup>	Jan 18 – 12	\$113.00 plus disbursements <sup>2</sup>
Release, Partial Release or Replacement of Existing Easement, Release or Partial Release of One Foot Reserve or other Regional interest in lands if no other consideration passing	\$242.00 plus disbursements <sup>2</sup>	Jan 18 – 12	\$254.00 plus disbursements <sup>2</sup>
All ancillary and Amending documentation, including, but not limited to, Assumption Agreements related to the Affordable Home Ownership Program	\$250.00 plus disbursements <sup>2</sup>	Jan 18 – 12	\$263.00 plus disbursements <sup>2</sup>
Servicing Agreements <sup>5</sup>	NEW	Jan 18 – 12	\$50.00
<i>Waterloo Region Housing only</i>			
Mortgage Discharge Statement Fee for Affordable Home Ownership Program <sup>1</sup>	NEW	Jan 18 – 12	\$71.30
<b>Licensing and Enforcement</b>			
Permit for Diameter Limit/Basal Area	\$55.00	Jan 18 – 12	\$60.00
Woodland Removal Permit	\$1,000.00	Jan 18 – 12	\$1,050.00

Description	Current Fee	Effective Date	Proposed Fee
<b>PUBLIC HEALTH</b>			
<b>Communicable Disease, Dental &amp; Sexuality Resources</b>			
TB Skin Test Administration <sup>1</sup>	\$10.00	Jan 18 – 12	\$12.00
Oral Contraceptives (Diane, Cyclen, Micronor, Yaz, Tricyclen) per pack <sup>1</sup>	\$10.00	Jan 18 – 12	\$20.00
Seasonale	\$60.00	Jan 18 – 12	Delete
<b>Environmental Health &amp; Lifestyle Resources</b>			
Septic System Permit (Payable in Advance)	\$450.00	Jan 18 – 12	Delete
<b>Emergency Medical Services</b>			
Note: These charges are based on a formula which includes salary and will change as provided in the Collective Agreement effective April 1, 2012			
<i>Special Event Coverage</i>			
Single Paramedic plus vehicle (\$294.00 Jan 2012 minimum)	\$70.00/hr	Jan 18 – 12	\$73.50/hr
Single Paramedic plus vehicle (\$304.00 Apr 2012 minimum)	\$70.00/hr	Apr 1 – 12	\$76.00/hr
Two Paramedics plus vehicle (\$493.50 Jan 2012 minimum)	\$118.00/hr	Jan 18 – 12	\$123.90/hr
Two Paramedics plus vehicle (\$520.00 Apr 2012 minimum)	\$118.00/hr	Apr 1 – 12	\$130.00/hr
<i>Special Event Coverage – short notice (OT) – or Full Time Staff</i>			
Single Paramedic plus vehicle (\$399 Jan 2012 minimum)	\$95.00/hr	Jan 18 – 12	\$99.75/hr
Single Paramedic plus vehicle (\$412 Apr 2012 minimum)	\$95.00/hr	Apr 1 – 12	\$103.00/hr
Two Paramedics plus vehicle (\$695.10 Jan 2012 minimum)	\$166.00/hr	Jan 18 – 12	\$174.30/hr
Two Paramedics plus vehicle (\$736.00 Apr 2012 minimum)	\$166.00/hr	Apr 1 – 12	\$184.00/hr
<i>Request for Information</i>			
Ambulance Call Reports	\$75.00/hr	Jan 18 – 12	\$82.70/hr
<b>PLANNING, HOUSING AND COMMUNITY SERVICES</b>			
<b>Transportation Planning*</b>			
<i>Access Permit Application Fee</i>			
Farm, Single Family Detached and Semi-detached (Duplex) property lots	NEW	Jan 18 – 12	\$100.00
All other property types	NEW	Jan 18 – 12	\$200.00
<b>Waterloo Region Housing</b>			
<i>Laundry Concession (coin laundry) Fees<sup>6</sup></i>			
Cost of one use of washing machine	\$1.50	Jan 18 – 12	\$1.70
Cost of one use of washing machine – lg capacity	NEW	Jan 18 – 12	\$2.25
<i>Parking Fees</i>			
Second vehicle – monthly <sup>1</sup>	NEW	Jan 18 – 12	\$30.00/mo

Description	Current Fee	Effective Date	Proposed Fee
<b>Waterloo Region Museum*</b>			
<i>WRM Grand Foyer in conjunction with Theatre rental</i>			
Standard Base Groups	NEW	Jan 18 – 12	\$100.00/hour
Community Groups	NEW	Jan 18 – 12	\$50.00/hour
<i>WRM Exhibit Galleries in conjunction with Grand Foyer and/or Theatre rental</i>			
Standard Base Groups	NEW	Jan 18 – 12	\$250.00/hour
Community Groups	NEW	Jan 18 – 12	\$250.00/hour
<i>WRM Classroom A – Evening/Weekend</i>			
Standard Base Groups	\$50.00/hour	Jan 18 – 12	\$60.00/hour
Community Groups	\$30.00/hour	Jan 18 – 12	\$40.00/hour
<i>WRM Classroom B – Evening/Weekend</i>			
Standard Base Groups	\$30.00/hour	Jan 18 – 12	\$40.00/hour
Community Groups	\$22.00/hour	Jan 18 – 12	\$30.00/hour
<i>WRM Classroom C – Evening/Weekend</i>			
Standard Base Groups	\$30.00/hour	Jan 18 – 12	\$40.00/hour
Community Groups	\$22.00/hour	Jan 18 – 12	\$30.00/hour
<i>WRM Theatre – Day</i>			
Standard Base Groups	\$30.00/hour	Jan 18 – 12	\$50.00/hour
Community Groups	\$20.00/hour	Jan 18 – 12	\$30.00/hour
<i>WRM Theatre – Evening/Weekend</i>			
Standard Base Groups	\$50.00/hour	Jan 18 – 12	\$100.00/hour
Community Groups	\$30.00/hour	Jan 18 – 12	\$50.00/hour
<i>WRM Curatorial Meeting Room – Evening/Weekend</i>			
Standard Base Groups	\$30.00/hour	Jan 18 – 12	\$40.00/hour
Community Groups	\$22.00/hour	Jan 18 – 12	\$30.00/hour
<i>Education Program Admission (K-8 are HST exempt; Grade 9 and up + HST)</i>			
Groundwater Festival (per child rate, all adults free)	\$6.00	Jan 18 – 12	\$6.50
<b>SOCIAL SERVICES</b>			
<b>Children's Services*</b>			
<i>Infant</i>			
6+ hours of care (approved Oct 5, 2011)	\$65.00/day	Nov 1 – 11	\$65.00/day
<i>Toddler</i>			
6+ hours of care	\$43.25/day	Apr 1 – 12	\$44.15/day
< 5.75 hours of care	\$33.10/day	Apr 1 – 12	\$33.75/day
< 3.75 hours of care	\$26.00/day	Apr 1 – 12	\$26.50/day
<i>Pre School</i>			
6+ hours of care	\$40.10/day	Apr 1 – 12	\$40.90/day
< 5.75 hours of care	\$30.20/day	Apr 1 – 12	\$30.80/day
< 3.75 hours of care	\$23.75/day	Apr 1 – 12	\$24.25/day
<i>Kindergarten</i>			
Full Day (approved Oct 5, 2011)	\$40.90/day	Nov 1 – 11	\$40.90/day
Part Day (approved Oct 5, 2011)	\$30.80/day	Nov 1 – 11	\$30.80/day

Description	Current Fee	Effective Date	Proposed Fee
<b>Seniors' Services</b>			
<i>Community Alzheimer Program (income based)</i>			
Regular Day Program	\$17.50/day	Apr 1 – 12	\$18.00/day
Regular Day Program (Cambridge)	NEW	Jan 18 – 12	\$15.00/day
Respite Day Program	\$10.00/day	Apr 1 – 12	\$10.50/day
Lunch Visit (meal)	\$6.50	Apr 1 – 12	\$6.85
Extended Day Program	\$22.50/day	Apr 1 – 12	\$23.00/day
Transportation (round trip price - subject to change with GRT Mobility rate changes)	\$5.00	Per any GRT Mobility approved rate changes	Per any GRT Mobility approved rate changes
<i>Facility Rental*</i>			
Family Celebration Room – Supportive Housing	\$30.00	Jan 18 – 12	\$21.00
Classroom – Supportive Housing	\$30.00	Jan 18 – 12	\$31.50
Wellness Meeting Room	\$15.00	Jan 18 – 12	\$15.75
Franklin Meeting Room	\$15.00	Jan 18 – 12	\$15.75
Kenneth Meeting Room	\$15.00	Jan 18 – 12	\$15.75
Kenneth Administration Room	\$20.00	Jan 18 – 12	\$15.75
Kenneth Boardroom	\$20.00	Jan 18 – 12	\$21.00
Chapel	\$20.00	Jan 18 – 12	\$21.00
Chapel Meeting Room	\$20.00	Jan 18 – 12	\$21.00
Heritage Hall – (half room) up to 50 people	\$30.00	Jan 18 – 12	\$31.50
Heritage Hall – (full room) 51 to 100 people	\$50.00	Jan 18 – 12	\$52.50
<i>Telephone/Television</i>			
Telephone – Residents	\$26.50/mo + long distance	Apr 1 – 12	\$28.00/mo + long distance
Telephone – Convalescent Care	\$2.30/day + long distance	Apr 1 – 12	\$2.45/day + long distance
Cable Television – Residents	\$26.00/mo	Apr 1 – 12	\$27.50/mo
Cable Television – Convalescent Care	\$2.30/day	Apr 1 – 12	\$2.45/day
<i>Miscellaneous*</i>			
Seniors Day Program (meal)	\$6.50/meal	Apr 1 – 12	\$6.85/meal
Loaves & Fishes Program	\$6.50/meal	Apr 1 – 12	\$6.85/meal
<b>TRANSPORTATION AND ENVIRONMENTAL SERVICES</b>			
<b>Grand River Transit</b>			
<i>GO Transit &amp; Multi-Modal Hub<sup>1</sup></i>			
GO Transit Fare Integration	NEW	Jan 18 – 12	\$0.50 cash co-fare
Parking Fee (Multi-Modal hub, GO lot)	NEW	Jan 18 – 12	\$2/hr; max \$12/day

Description	Current Fee	Effective Date	Proposed Fee
<b>Waste Management*</b>			
<i>Waterloo &amp; Cambridge Sites</i>			
General Refuse / Garbage	\$72/MT	Jul 1 – 12	\$74/MT
Pallets/Drywall	\$72/MT	Jul 1 – 12	\$74/MT
Segregated Loads Fee	\$30/MT	Jul 1 – 12	\$37/MT
Special Waste/Inert Fee	\$30/MT	Jul 1 – 12	\$37/MT
Surcharge Loads (stumps, wire, Styrofoam, asbestos, etc)	\$144/MT	Jul 1 – 12	\$148/MT
<i>Rural Transfer Stations</i>			
Vehicle Rate – Pickup (Half Full/Full)	\$10.00/\$14.00	Jul 1 – 12	\$10.00/\$15.00
Vehicle Rate – Van (Half Full/Full)	\$10.00/\$14.00	Jul 1 – 12	\$10.00/\$15.00
Vehicle Rate – Trailer (Half Full/Full)	\$10.00/\$14.00	Jul 1 – 12	\$10.00/\$15.00
Bulky Items – Full bed, couch	\$9.00	Jul 1 – 12	\$10.00
Bulky Items – Unbundled brush, cardboard, fencing	\$14.00	Jul 1 – 12	\$15.00
<b>Retail Water/Waste Water<sup>6</sup></b>			
New account set up	NEW	Mar 1 – 12	\$30.00
Arrears transferred to tax roll	NEW	Mar 1 – 12	\$50.00
Meter dispute test (no charge if meter is defective)	NEW	Mar 1 – 12	\$50.00
Service reconnection fee	NEW	Mar 1 – 12	\$100.00
Special meter read	NEW	Mar 1 – 12	\$40.00
Remote meter rewiring	NEW	Mar 1 – 12	\$100.00
Water certificate (within 48 hrs of request)	NEW	Mar 1 – 12	\$50.00
Water certificate (same day)	NEW	Mar 1 – 12	\$75.00
<b>Water Services*</b>			
Environmental Records Search Fee	NEW	Sep 1 – 12	\$150.00

\* Plus applicable taxes unless otherwise noted

<sup>1</sup> Fee is inclusive of HST.

<sup>2</sup> Disbursements include advertisement, survey, land registry office fee and any other associated costs as applicable. Disbursements for Land Registration and Search Fees are imposed by the Provincial government or authorized agency and are subject to increase(s) as imposed by same (the actual increase in registration fee and flat charge for final search costs will be increased by the percentage by which the Province increases its search fee, rounded to the nearest dollar).

<sup>3</sup> Fee waived if encroachment is required due to road widening dedication.

<sup>4</sup> Deposit required – unused balance returned to purchaser without interest on closing.

<sup>5</sup> Fee waived if servicing agreement is accompanied by development application.

<sup>6</sup> Fee is HST Exempt.

## 2012 BUDGET

### 2012 BUDGET INFORMATION

#### **INFORMATION: TRANSPORTATION BASE CAPITAL PROGRAM LONG TERM FUNDING STRATEGY**

Regional Council as part of the 2002 and 2003 budget deliberations approved in principle a long term funding strategy (LTFS) to address the outstanding structural deficiencies in the original Regional Road network. As part of the 2004 budget deliberations, Regional Council directed that the Task Force be reconvened to review the LTFS and report back to Council with any new proposal for planning for the years 2005-2006 and beyond. The Task Force met and a revised LTFS was subsequently approved by Council in July 2004.

In 2004, the cost to maintain the existing current condition of the transportation system was estimated to be \$22 million per year and the infrastructure deficit at that time was \$210 million. This infrastructure deficit was determined by identifying road and bridge capital needs through inspection and condition analysis of the infrastructure and applying current construction benchmark costs for the required improvement needs. The LTFS approved by Council was to include incremental funding increases to the Transportation Capital Base Program to achieve by 2006 spending of \$22 million per year and to eliminate the \$210 million deficit by 2020. Specifically, Council committed to increase funding by approximately \$1 million per year (0.3% of the previous year's levy).

Since 2004, construction costs have risen dramatically due to the increase in labour, equipment and material costs (asphalt, steel, concrete, granulars, etc.) resulting in the cost to maintain the existing current transportation system being increased from an estimated \$22 million per year to \$35 million per year and the infrastructure deficit rising from approximately \$210 million to \$265 million in 2010 based on current benchmark construction costs. The currently approved LTFS is based on 2004 costs and does not provide provision for funding adjustments due to inflation.

Based on the Ministry of Transportation (MTO) Price Index, average civil/construction costs on MTO projects increased on average 3% per year during the 1990's, about 5% per year in the 2000's for an average of 4% per year since 1992. Looking ahead over the next decade, it is anticipated that the cost trend of oil, fuel and commodities will continue to increase and with the current infrastructure deficit in Ontario, it is likely that the amount of road/civil work being tendered will likely remain stable or increase. Based on these factors a conservative 3% average annual inflation rate for civil/construction costs is reasonable.

By applying a 3% inflation rate to the current cost of \$35 million per year to maintain the existing current condition of the transportation system, this cost will increase to almost \$47 million per year by 2020. Figure 1 illustrates the draft 2012 Transportation Base Capital Program (TBCP) planned expenditures (roads and bridges) compared to the inflated cost of \$35 million per year to maintain the transportation system. It should be noted that, the average annual spending over the next 10 years is approximately \$36 million per year. This chart illustrates that when we consider construction cost inflation over the next 10 years, the draft 2012 TBCP and current LTFS (including debentures totaling \$32.5 million) will not accomplish any reduction to the infrastructure deficit by 2021.



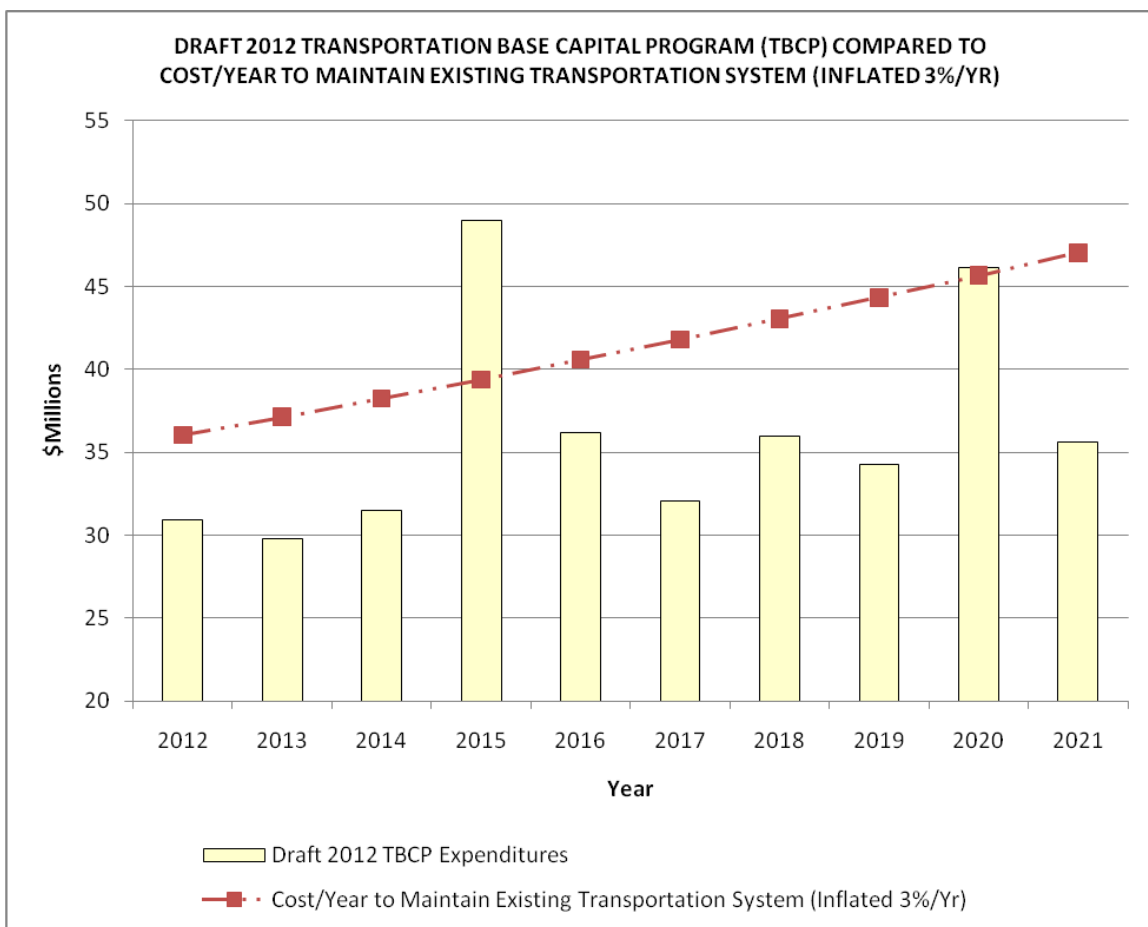
# 2012 BUDGET

## 2012 BUDGET INFORMATION

### INFORMATION: TRANSPORTATION BASE CAPITAL PROGRAM LONG TERM FUNDING STRATEGY

If additional funding sources are not attainable there will be a requirement to defer a number of significant overdue reconstruction and rehabilitation projects and there will also be a delay to Council's objective of achieving sustainable levels of road rehabilitation funding as outlined in the LTFS.

**Figure 1**



### LTFS Funding

In 2008, the Region received a one-time provincial grant in the amount of \$5 million that was earmarked for bridge rehabilitation projects and in 2009 received a one-time \$10.5 million provincial and federal government grant under the Infrastructure Stimulus Funding Program for road rehabilitation projects. Although this funding totaling \$15.5

## 2012 BUDGET

### 2012 BUDGET INFORMATION

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#### **INFORMATION: TRANSPORTATION BASE CAPITAL PROGRAM LONG TERM FUNDING STRATEGY**

million over the 2008 to 2009 time period has been helpful in advancing projects in the Transportation Capital Program by a year or two, it does not address the systemic ongoing current \$35 million annual reoccurring funding need to maintain the transportation network or to reduce the overall infrastructure deficit. This systemic need can only be addressed by an ongoing commitment to the ramping up of funding over the long term.

During the 2009 and 2010 budget process, the LTFS planned annual increase in the roads rehabilitation budget of 0.3% of the previous year's levy was reduced by approximately \$1.4 million which represented a reduction of \$14 million over the 2010-2019 timeframe). In 2012, if this annual 0.3% funding contribution is not approved, the funding impacts to LTFS will again represent another reduction of \$1.1 million per year for an additional reduction of \$11.1 million for the 2012-2021 timeframe, and will result in a significant increase in the infrastructure deficit. At least another three or four significant reconstruction projects will have to be removed from the 10 Year Program and many other projects will be delayed.

As part of the Asset Management Project currently underway, the Transportation and Environmental Services Department (T&ES) will be developing an Asset Management Plan (AMP). This Plan will include the following;

- An understanding of the present and future demands on T&ES assets,
- A current estimate of the long term financial commitments necessary to maintain both the T&ES assets and level of service they provide,
- A current evaluation of the risks associated with the failure of the T&ES assets, and
- A summary of the appropriate strategies to address shorter term operations and maintenance and longer term strategic planning of the T&ES assets.

It is anticipated that this AMP will be completed by mid 2012 and a report will prepared at that time informing Council of the results.

## 2012 BUDGET

### 2012 BUDGET INFORMATION

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#### **INFORMATION: MUNICIPAL BUDGET REGULATIONS**

In June 2009, the Province amended the *Municipal Act* to incorporate changes to the financial reporting and budget requirements of municipalities. The *Municipal Act* requires that municipalities prepare balanced budgets which include all of the annual expenses of the municipality. Previously, all of these expenses were recorded on a modified-cash basis where assets, such as roads, bridges and water plants, were budgeted and expensed as purchased and long-term liabilities, such as post-closure expenses for landfills or post-employment benefits, were budgeted and funded at the amounts required to satisfy current obligations.

The annual expenses of the municipality now include changes which reflect the implementation of tangible capital asset (TCA) accounting, as required by Public Sector Accounting Board Standard 3150. PSAB 3150 requires recording the historical cost of tangible capital assets and the related annual amortization expense on municipal financial statements. Amortization is the amount of a tangible capital asset which is consumed through use of that asset by a municipality during the year. For example, a road with an expected life of 50 years would have one-fiftieth of its historical cost recorded as amortization in a year.

The expense for long-term liabilities, such as the post-closure expense for landfills is recorded as the change in the estimate of full future costs to maintain the landfill as calculated in the current year.

These expenses, while they provide valuable information, are not the basis used by most municipalities to determine the annual budget and tax levy. In recognition of this, the amended legislation allows municipalities to continue to budget for an annual tax levy, but requiring that Council be informed of the impact of not including these expenses in the budget process.

Ontario *Regulation 284/09* permits municipalities to exclude the following expenses from the budget process, as follows:

- Amortization expenses (related to tangible capital assets);
- Post employment benefits expenses (related to early retirements and disability benefits, Workers Compensation payments, sick leave and life insurance payments); and
- Solid waste landfill closure and post-closure expenses.

#### Tangible Capital Assets

For budget purposes, the Region prepares a 10-year capital program which includes expenditures and funding sources for the assets it plans to build or acquire. The funding sources include development charges, debenture debt, federal or provincial government funding (gas tax, infrastructure stimulus funds, etc.) and transfers from the operating fund (tax levy) to the capital fund reserves. The operating budget includes these transfers to capital and also the principal and interest repayments on debt issued to acquire assets. These tax levy amounts provide for the purchase and replacement of assets as required, and generally exceed the related amortization. Amortization is the expense related to historical cost of assets consumed during the year, and due to inflation, is less than the amount required to replace assets.

# 2012 BUDGET

## 2012 BUDGET INFORMATION

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### INFORMATION: MUNICIPAL BUDGET REGULATIONS CONT'D

#### Post-Employment Benefits

Post-employment benefits represent the cost to provide benefits in the future that have been earned by employees' service-to-date and include vested sick leave, health, dental, and life insurance. The future liability is calculated each year for financial statement purposes.

For budget purposes, the Region estimates the amount of cash required to fund current year obligations of these benefits and this amount is provided in the current year operating budget and tax levy.

The amount recorded for accounting purposes is the amount that is expected to be paid out over the future benefit period and the net change in outstanding liability from year to year is included on the Income Statement.

#### Landfill Closure and Post-Closure Costs

Landfill closure and post-closure costs are the costs which will be incurred to close the active landfill and to monitor and remediate any closed landfills into the future. The future liability is calculated each year for financial statement purposes.

For budget purposes, the Region budgets for the annual maintenance and monitoring of closed landfill sites on a cash basis.

The amount recorded for accounting purposes is the amount that is expected to be paid out over the future period and the net change in outstanding liability from year to year is included on the Income Statement.

The table which follows illustrates the amounts budgeted and included in the financial statements for the above items in the 2010 fiscal year. (The 2011 amounts for changes in the outstanding liability are determined by the Region's actuaries and will be available when the financial statements are completed for the year).

Table 1: Estimated Effect of Budgeting for Non-Cash Expenditures  
2010 (\$000's)

	2010 Budget	2010 Income Statement	Difference
Transfers to Capital from Operating	\$86,315		
Principal Repayments	\$21,374		
Amortization		\$75,599	
<b>Total</b>	<b>\$107,689</b>	<b>\$75,599</b>	<b>\$32,090</b>
Post-employment Benefits	\$4,201	\$5,108	(\$907)
Landfill post-closure costs	\$0	\$3,593	(\$3,593)

## 2012 BUDGET

### 2012 BUDGET INFORMATION

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#### **INFORMATION: MUNICIPAL BUDGET REGULATIONS CONT'D**

Table 1 illustrates that the amount of taxes raised through the operating budget for transfers to capital to fund capital acquisitions and major refurbishments is intended to approximate the amortization expense for accounting purposes. It is expected that the amount required to fund asset replacements would exceed amortization which is based on historical cost and does not reflect the effect of inflation on current replacement costs.

#### Summary

The Region, similar to most municipalities in Ontario and in accordance with the *Municipal Act*, continues to budget on a modified cash basis to determine the tax levy required to fund the operations of the Region and its 10-Year Capital Program.

With respect to the increase in the employee future benefit costs and the decrease in the landfill post-closure liability, the Region budgets in the current year to fund the actual costs of providing the benefits and does not budget for the increase in the liability.

The Region will move to a full accrual basis of budgeting when required to do so by the Province. *Regulation 284/09* will be reviewed by the Province during 2012 and any changes to municipal budgeting will be considered at that time.

#### Recommendation

THAT the Regional Municipality of Waterloo receive this report for information as required by Ontario *Regulation 284/09*.

## 2012 BUDGET

### 2012 BUDGET INFORMATION

#### INFORMATION: SOCIAL SERVICES BUDGET RESOLUTIONS

##### Background

As part of the 2012 Budget, a number of resolutions are required for Social Services programs. The financial impact on these programs has been included in the base budget under consideration by Budget Committee.

##### 1) Counselling Services

As in past years, the Region's 2012 base budget includes an economic adjustment for Counselling Services. The 2012 recommended grants represent a 2.0% increase over the 2011 grants.

**Resolution:** THAT the Regional Municipality of Waterloo approve the following Counselling Service Grants for 2012:

##### **Agency**

Lutherwood	\$ 47,287
Shalom Counselling Services Inc.	13,213
Family Counselling Centre of Cambridge and North Dumfries	57,874
Interfaith Community Counselling Centre	15,168
Kitchener-Waterloo Counselling Services Inc.	191,817
Mosaic Counseling and Family Services	130,948
Woolwich Counselling Centre	<u>13,625</u>
Total	<u>\$469,932</u>

##### 2) Peer Counselling Service

As in past years, the Region's 2012 base budget includes an economic adjustment for Peer Counselling Services. The 2012 recommended grants represent a 2.0% increase over the 2011 grants.

**Resolution:** THAT the Regional Municipality of Waterloo approve the following Peer Counselling Service grants for 2012:

##### **Agency**

Cambridge Self Help Food Bank Inc.	\$ 4,756
K-W Working Centre for the Unemployed	<u>14,932</u>
Total	<u>\$19,688</u>

## 2012 BUDGET

### 2012 BUDGET INFORMATION

#### INFORMATION: SOCIAL SERVICES BUDGET RESOLUTIONS CONT'D

##### 3) Community Outreach Programs

The Region's 2012 base budget includes an economic adjustment for Community Outreach Programs. The 2012 recommended grants represent a 2.0% increase over the 2011 grants.

**Resolution:** THAT the Regional Municipality of Waterloo approve the following Community Outreach grants for 2012:

##### **Agency**

Cambridge Family Early Years Centre	\$ 40,179
Cambridge Self Help Food Bank Inc.	78,080
Mosaic Counselling and Family Services	109,720
Family Counselling Centre of Cambridge & North Dumfries	53,678
Greenway Chaplin Community Centre	43,000
House of Friendship of Kitchener	131,262
Kitchener-Waterloo Counselling Services Inc.	176,206
Kitchener-Waterloo Multi-Cultural Centre Inc.	35,663
Kinbridge Community Association	85,999
Langs Farm Village Association	43,000
Our Place Family Resource and Early Years Centre	38,396
Preston Heights Community Group	43,000
Wilmot Family Resource Centre Inc.	37,578
Motivational Learning Groups	8,473
Total	<u>\$924,234</u>

##### 4) Emergency Food Hamper Program

The overall cap for the Emergency Food Hamper Program has also been increased and the rates have been adjusted accordingly. The rates for the Emergency Food Hamper Program have been standardized across all providers. For 2012, a 2% adjustment to the rates has been provided.

**Resolution:** THAT the Regional Municipality of Waterloo approve the following rates for the Emergency Food Hamper Program effective January 1, 2012:

##### **Program**

Hamper Rate	\$39.55
Diaper Rate	\$ 5.55
Formula Rate	\$14.00

AND THAT the 2012 expenditures for the Emergency Food Hamper program not exceed \$785,400.

## 2012 BUDGET

### 2012 BUDGET INFORMATION

#### INFORMATION: SOCIAL SERVICES BUDGET RESOLUTIONS CONT'D

##### 5) Dental Program

The proposed dental rates reflect a 2% adjustment subject to approval by the Province of Ontario.

**Resolution:** THAT the Regional Municipality of Waterloo approve a 2% increase in rates for basic, emergency and discretionary dental services and denture rates effective April 1, 2012, subject to approval by the Province of Ontario.

##### 6) Homelessness to Housing Stability Strategy

The Region's 2012 base budget includes an economic adjustment for Homelessness to Housing Stability Strategy Programs. The 2012 recommended grants represent a 2.0% increase over the 2011 grants.

**Resolution:** THAT the Regional Municipality of Waterloo approve the following Homelessness to Housing Stability Strategy Grants for 2012:

#### **Agency**

House of Friendship of Kitchener	\$ 54,346
YWCA of Kitchener-Waterloo	54,346
Cambridge Shelter Corporation	90,203
Lutherwood	94,399
K-W Working Centre for the Unemployed	60,000
Kitchener Downtown Community Health Centre	20,000
Reaching Our Outdoor Friends (ROOF)	38,613
Mennonite Central Committee of Ontario	60,000
STEP Home	8,000
Supportive Housing of Waterloo (SHOW)	100,000
Argus Residence for Young People	<u>54,346</u>
Total	<u>\$634,253</u>

AND THAT the 2012 expenditures for the Emergency Shelter Overflow not exceed \$78,243.



## 2012 BUDGET

### 2012 BUDGET INFORMATION

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#### **INFORMATION: GENERAL BUDGET RESOLUTIONS**

1. THAT the Regional Municipality of Waterloo approve a GRT fare increase of 5% effective July 1, 2012 as currently reflected in the 2012 base budget with specific fare increases to individual elements to be brought forward to Council for approval in Spring 2012.
2. THAT the Regional Municipality of Waterloo approve the 2012 Property Tax Operating Budget with a net levy of \$ ( %), excluding Police Services, and the 2012 Property Tax Capital Budget and 2013-2021 Capital Forecast, excluding Police Services, reflecting budget issues presented to Budget Committee as amended.
3. THAT the Regional Municipality of Waterloo approve the Waterloo Region Police Services 2012 Property Tax Operating Budget with a net levy of \$125,944,325 (1.30%) and the Waterloo Regional Police Services 2012 Property Tax Capital Budget and 2013-2021 Capital Forecast as amended.
4. THAT the Regional Municipality of Waterloo repeal By-law Number 11-015, being a By-law to Establish Fees and Charges for the Regional Municipality of Waterloo and that a new Fees and Charges By-law be passed including those fees and charges listed on the January 18, 2012 Budget Committee Agenda.
5. THAT the Regional Municipality of Waterloo receive the Information Paper titled "Municipal Budget Regulations" included in the January 18<sup>th</sup> Budget Agenda for information, as required by *Ontario Regulation 284/09*.

## **2012 BUDGET**

### **2012 BUDGET INFORMATION**

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#### **INFORMATION: LIBRARY BUDGET RESOLUTIONS**

The Library Committee recommends as follows:

- 1) THAT the Region of Waterloo Budget Committee approve the following with regard to the Region of Waterloo Library Budget as contained in Report P-LIB-11-007, dated December 6, 2011:
  - a) the 2012 Library Operating Budget with a net levy of \$2,190,207;
  - b) the 2012 Library Capital Budget;
  - c) the 2013-2021 Library Capital Forecast;
  - d) the distribution of the 2010 Library Operating Surplus.