Regional Municipality of Waterloo

Administration and Finance Committee

Minutes

Tuesday, April 12, 2016

11:54 a.m.

Regional Council Chamber

150 Frederick Street, Kitchener


Declarations of Pecuniary Interest under the “Municipal Conflict of Interest Act”

None declared.

Presentations

HRC-CIT-16-02, Region of Waterloo Public Engagement Guidelines

Jane Albright, Commissioner, Human Resources and Citizen Service, provided opening remarks.

Deb Bergey, Manager, Citizen Service, provided a presentation to the Committee about the Guidelines and the Public Engagement platform, Engage Region of Waterloo; a copy of the presentation is appended to the original minutes. She highlighted the sources of public input and the inter-municipal collaboration, adding that the platform was launched today and is currently live.

She provided screen-shot samples of the platform site and summarized the benefits to local residents, data about the users, the topics available for input, and idea generation opportunities on the platform. She summarized the features of the platform and outlined
the public analysis tools. She also noted that a governance structure is being developed and that metrics will be tracked to evaluate the platform.

The Committee commended staff on the project and the collaboration efforts.

* D. Craig left the meeting at 12:13 p.m.

D. Bergey responded to Committee questions about social media promotion, the tracking of repeat responses through Internet Protocol (IP) addresses, opportunities for community initiation of topics and the options for respondents to identify themselves or remain anonymous.

J. Albright responded to Committee questions about political input into the project and the project responsiveness, noting that Council involvement can be incorporated into the governance structure and that parameters and expectations will be set for public engagement on the platform.

Mike Murray, Chief Administrative Officer, stated that Regional project and steering teams assist in establishing and monitoring such projects, as well as any required course correction. He added that Councillors can be set-up as ‘listeners’ for this project and will receive periodic project updates.

Committee members raised the issue of potential attempts to manipulate input and the concern for liability if inappropriate comments result in legal suits against the Region. D. Bergey advised that the Public Engagement Guidelines were reviewed by Legal Services and she outlined the protocol for monitoring, reviewing and removing (if necessary) public posts.

In response to a concern raised about the timeliness of the removal of inappropriate posts, M. Murray advised that staff are aware of the liability issues but have a protocol in place. S. Strickland requested that a caucus report be prepared for further discussion on the liability issues.

Received for information.

**Request to Remove Items from Consent Agenda**

There were no requests to remove items from the Consent Agenda.

**Motion to Approve Items or Receive for Information**

Moved by G. Lorentz

Seconded by K. Redman

That the following items be received for information:

2109936
• COR-TRY-16-36, Electronic Bidding System
• COR-TRY-16-37, 2016 Province-wide Property Reassessment

Carried

Regular Agenda Resumes

Reports

COR-FSD-16-10, Annual Adequacy of Regional Development Charge Collections Review

Craig Dyer, Commissioner, Corporate Services/Chief Financial Officer, provided opening remarks.

Cathy Deschamps, Director, Financial Services/Development Financing, gave a presentation to the Committee; a copy is appended to the original minutes. She summarized the long-term financial stability initiatives currently underway and an overview of the Regional Development Charge (RDC) collections in 2015. She advised that RDC revenue was lower than anticipated due to the type and timing of development, population growth and statutory RDC exemptions.

She stated that the Region will have $166 million in additional growth-related debt over the next five years and, as a result, will be required to finance the planned infrastructure investments, specifically water and wastewater infrastructure, with debentures. She noted the timelines for new RDC rates for transit and waste management; Council review and approval is planned for fall 2016.

* B. Vrbanovic left the meeting at 12:36 p.m.

C. Deschamps added that staff will continue to monitor growth in the Region and will report back to Council in spring 2017 regarding RDC adequacy and to advise whether or not Council should re-open the current RDC by-law before its expiry set for 2019. At this time, staff are recommending that a full RDC study and by-law review be held off until several master plans and business plans have been completed.

The Committee commended staff for making Council aware of the anticipated RDC shortfall during the 2016 budget review and for continuing to monitor.

C. Dyer commented that long-term sustainability initiatives have been put in place and that staff are planning to bring forward Capital Financing Principles, as well as undertaking the annual capital plan reviews with each Regional department.

In response to the Committee suggestion that rates for water and wastewater be reviewed for opportunities to borrow from these accounts rather than look at short-term
financing, C. Dyer stated that water and wastewater models will be reviewed and worked on during the next couple of months.

Received for information.

PDL-CAS-16-07, Appointment of an Ombudsman (2016-2018)

Moved by K. Redman
Seconded by J. Mitchell

That the Regional Municipality of Waterloo appoint Agree Incorporated as the Ombudsman for the Region of Waterloo for the period June 1, 2016 – May 31, 2018, with an option to renew for two (2) additional two (2) year terms (total of 6 years);

And That the Region Municipality of Waterloo enter into a retainer agreement with Agree Incorporated to provide Ombudsman Services on a fee for service basis for the period June 1, 2016 to May 31, 2018, as described in report PDL-CAS-16-07 dated April 12, 2016.

Carried

Information/Correspondence

Council Enquiries and Requests for Information Tracking List was received for information.

Next Meeting – May 3, 2016

Adjourn

Moved by K. Kiefer
Seconded by S. Foxton

That the meeting adjourn at 12:46 p.m.

Carried

Committee Chair, S. Strickland

Committee Clerk, S. Natolochny
Engage Region of Waterloo

Presentation to the A&F committee
April 12, 2016

Deb Bergey
Manager, Client Experience and Service Improvement
Public Engagement Guidelines

• The Region's Public Engagement Guidelines provide a consistent framework for involving the public in Regional issues and decisions.

• The Guidelines are based on:
  - the International Association for Public Participation (IAP2) Spectrum of Public Participation (industry standard),
  - Region of Waterloo Public Health Engagement Framework,
  - Environmental scan of other municipalities' policies and practices.
Engage Region of Waterloo

- **Formal feedback**
- **Surveys**
- **Blog**
- **Annotation**
- **Area plan**
- **Priority list**
- **Budget**
- **Tally**
- **Ideas**
- **Feedback with support**

- **10 different topic types**

- **2,699 topics posted by over 100 municipalities that use the platform**
Inter-municipal Collaboration

- Same platform in use by the Region and Cities
- Townships can post topics on the Region's platform
- Single login for citizens
- Common look and feel
- Collaborative training and resource development
Benefits for Citizens

• Convenient: citizens can engage in discussions from the comfort of their own homes

• Transparent: citizens can receive a message about how their feedback will be used and next steps
• User-friendly: easy to use functionality with mobile access and citizens can subscribe for notifications as new information is posted
About Users

- Usually a 50/50 split of users.
- All users must adhere to civility and privacy guidelines.
- Peak Democracy monitors all comments.
About Topics

• Each topic consists of a landing page and four tabbed pages: Introduction, Feedback, Your Response, and Outcome
# Surveys

<table>
<thead>
<tr>
<th>Introduction</th>
<th>Feedback</th>
<th>Your Response</th>
<th>Outcome</th>
</tr>
</thead>
</table>

**Textbox:** What do you think about the budget that was recently proposed?

**Textarea:** Would you like to add more feedback?

**Multiple choice (only one answer): Choose one of these options:**
- Option A
- Option B
- Option C
- Other

Enter other text here

**Characters left:** 255

**Multiple choice (multiple answers): Choose your favorite two (2) options**
- Option 1
- Option 2
- Option 3
Surveys

Message: Display some contextual information here, and maybe an image or links.

Priority List (new design): Reorder the budget priorities below, based on your preferences.

<table>
<thead>
<tr>
<th>Item</th>
<th>Up</th>
<th>Down</th>
<th>Remove</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample Item 3</td>
<td></td>
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<tr>
<td>Sample Item 4</td>
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</tbody>
</table>

Pick your next priority, if you have one.

- Sample Item 5
- Spend more on parks and recreation
- Spend more on public safety

Matrix of choices: Tell us how much you agree or disagree with the following questions.

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I always bike to work.</td>
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<tr>
<td>I prefer driving to biking or public transit.</td>
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<tr>
<td>I wish there were more parking downtown.</td>
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<td></td>
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</tbody>
</table>

Dots: Which features are you most interested in for the new community center? Allocate your 15 dots however you like between these features.
Share your ideas!

Quick Version  Extended Version

3 How to annotate this document: Click on a section to read ideas written by others and/or write your own. Try it right now - click on this section to see how it works.

19 What new policies and programs would you add to the Transportation Element to incorporate the concept of sustainability?
Share your ideas on sustainability.

15 How do you consider the question of regional opportunities and solutions be part of an updated Transportation Element? Would you consider regional cooperation important?
Share your ideas on public transit.

23 Do you find that traffic calming is an effective way to slow traffic in your neighborhood?
Share your ideas on traffic calming and neighborhood impacts.
Annotation/Images, cont'd
Idea Entry Form

Your first idea on 'Cozy Point Open Space Master Plan'

Limit: 4 ideas per author

* Title

Description

Check out our guidelines for civility

Is your idea about a place or places?

- Yes
- No

Place your idea on the map and/or describe its location(s) below

Location(s)

Map - click the map to add a location marker. Click the map again to relocate the marker.
Click to see how I would allocate

**EFFECTIVE MOBILITY and EXCELLENT INFRASTRUCTURE** $200

- Provides and promotes convenient access to diverse mobility options, supporting a safe, accessible public transit network, as well as ample options for bicyclists and pedestrians.

- Ensures access to clean water, clean air, and timely, accurate information through the design, development and long-term investment in wastewater, stormwater and information technology infrastructure.

- Collaboratively invests in building and improving a well-designed, well-maintained system of safe, reliable road and street infrastructure (including roads, traffic signals, sidewalks, bridges and street lighting).

- Encourages community beautification with properly maintained and visually appealing parks, green spaces and public spaces.

- Plans for responsible, sustainable growth, ensuring that the City's long-term infrastructure needs are met, and that a variety of diverse employment opportunities are available.

**SAFE, LIVABLE COMMUNITY** $100

**RANT, SUSTAINABLE and GREEN COMMUNITY** $100
Photo Topic

4 Photos On Forum

View of town from Pikes Peak! … read more »

Whitman College Clock Tower: Photo by Chris Picard ... read more »
Public Analysis Tools - Demographics

59 Responses On Forum

<table>
<thead>
<tr>
<th>Age group</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>2</th>
<th>10</th>
<th>14</th>
<th>13</th>
<th>17</th>
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<td>20-29</td>
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<td>30-39</td>
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<td>40-49</td>
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<td>50-59</td>
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<td>60-69</td>
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<td>70-79</td>
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Public Analysis Tools - Maps
Public Analysis Tools – Word Clouds

Word Cloud

Parking date time select from nights night Sun show announcements like pingstreet also maintenance task tracking out
The outcome statement and the listeners will both be displayed in the Outcome tab.

Thank you for participating!

? Under Review

The results collected from the survey will help City staff develop draft recommendations for a strategy to improve Downtown parking. The next steps will be to complete data and information collection and develop draft policy and program recommendations. Once draft recommendations are available, the City will host a public workshop as well as public meetings before the Planning Commission and City Council, anticipated for early 2015.

Pat Eklund, Councilmember

Madeline Keilner, Councilmember
Implementation of the Platform

Estimated launch is **April 2016**

Implementation will include:

- Criteria for projects and an approval process,
- Clear governance structure with roles and responsibilities outlined,
- Tracking of metrics to evaluate the platform,
- Training for staff on using the platform and best practices for online engagement.
Stay Tuned: Upcoming Projects

• Early Learning and Child Care Service Plan
• Biosolids Master Plan
• Transportation Master Plan
• King-Victoria Transit Hub
• Airport Master Plan
Questions
Annual Adequacy of Regional Development Charge Collections Review
COR-FSD-16-10
Administration & Finance Committee
April 12, 2016
Long-Term Financial Sustainability Initiatives Currently Underway

- Annual Adequacy of RDC Collections Review
- RDC Transaction Report
- RDC Background Study for Transit and Waste Management
- Capital Financing Principles
- Master Plans
- Reserve and Reserve Fund Policy Update
- Corporate Asset Management Program
- Optimization of Water Services Capital Program
### Purpose of report:

- Present analysis and commentary relating to the Region's RDC collections & reserve funds
- Determine the adequacy of the rates established under the Region's Current DC By-law 14-046
- Expires July 31, 2019 unless repealed earlier

### Updates:

- 2015 RDC Collections
- Anticipated Growth Related Debt
- Background Study for Transit & Waste Management
- Master & Business Plans Currently Underway
- RDC Rate Adequacy for Current By-law 14-046
## Regional Development Charge (RDC) Collections

### Development Charge Collections & Funded Exemptions/Discounts

<table>
<thead>
<tr>
<th>($000's)</th>
<th>Residential</th>
<th>Non-Residential</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RDCs Collected</strong></td>
<td>$32,662</td>
<td>$9,888</td>
<td>$42,550</td>
</tr>
<tr>
<td><strong>Industrial Discount</strong></td>
<td>-</td>
<td>464</td>
<td>464</td>
</tr>
<tr>
<td><strong>Downtown Core</strong></td>
<td>45</td>
<td>84</td>
<td>129</td>
</tr>
<tr>
<td><strong>Brownfield</strong></td>
<td>1,172</td>
<td>-</td>
<td>1,172</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$33,879</td>
<td>$10,436</td>
<td>$44,315</td>
</tr>
<tr>
<td><strong>% of Total</strong></td>
<td>76%</td>
<td>24%</td>
<td>100%</td>
</tr>
</tbody>
</table>

January 1, 2015 - December 31, 2015
## Regional Development Charge (RDC) Collections

<table>
<thead>
<tr>
<th>Development Charge Collections &amp; Funded Exemptions/Discounts</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>January 1, 2015 - December 31, 2015</strong></td>
</tr>
<tr>
<td><strong>($000's)</strong></td>
</tr>
<tr>
<td>Per 2014 DCBS at Maximum Rate</td>
</tr>
<tr>
<td>RDC Revenue</td>
</tr>
</tbody>
</table>

* Council approved 10% reduction in capital costs related to Roads, Water & Wastewater in order to reduce the magnitude of the increase in RDC rates
RDC Collections lower than contemplated by the 2014 Background Study due to a number of factors:

<table>
<thead>
<tr>
<th>Significant number of building permit applications received in the weeks leading up to the expiry of former by-law</th>
<th>Number of apartments to be developed in 2015 lower than contemplated in Background Study</th>
<th>Population growth marginally lower than expected</th>
<th>Statutory exemptions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Approximately $5.5 million in 2015</td>
</tr>
</tbody>
</table>
Timing of growth related projects relative to expected RDC collections will necessitate the issuance of additional growth related debt estimated at $166 million over the next five years.

Exposes Region to RDC revenue risk as fixed debt obligations are funded from an uncertain and potentially inadequate RDC revenue stream.

Staff will monitor risk and report back to Council through 2017 budget process & 2017 DC collection review.
Growth Related Debt Servicing Costs

Projected Growth Related Debt Servicing Costs
2012 - 2021
(2016 Capital Plan)
<table>
<thead>
<tr>
<th>Date</th>
<th>Background Study &amp; By-law Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feb-Apr</td>
<td>Develop Growth Forecast, Compile Asset inventories, Determine Planned &amp; Historic Service Levels, Identify Growth Related Capital</td>
</tr>
<tr>
<td>May</td>
<td>Develop Background Study and Calculate Rates for Transit &amp; Waste Management</td>
</tr>
<tr>
<td>June</td>
<td>Release Background Study to Public</td>
</tr>
<tr>
<td>July-Aug</td>
<td>Stakeholder Consultation</td>
</tr>
<tr>
<td>September</td>
<td>Public Meeting</td>
</tr>
<tr>
<td>October</td>
<td>Council – Approve By-law</td>
</tr>
</tbody>
</table>
## Master & Business Plans

<table>
<thead>
<tr>
<th>Program Area</th>
<th>Expected Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste Management Master Plan</td>
<td>Completed 2013</td>
</tr>
<tr>
<td>Water Master Plan</td>
<td>Completed 2014</td>
</tr>
<tr>
<td>Grand River Transit Business Plan</td>
<td>June 2016</td>
</tr>
<tr>
<td>Paramedic Services Master Plan</td>
<td>Fall 2016</td>
</tr>
<tr>
<td>DCBS Transit and Waste Diversion</td>
<td>Fall 2016</td>
</tr>
<tr>
<td>Airport Business Plan</td>
<td>Late 2016</td>
</tr>
<tr>
<td>Wastewater Master Plan</td>
<td>Fall 2017</td>
</tr>
<tr>
<td>ION Phase 2 EA</td>
<td>2017</td>
</tr>
<tr>
<td>Regional Transportation Master Plan</td>
<td>December 2017</td>
</tr>
<tr>
<td>Regional Accommodation Master Plan</td>
<td>Mid 2018</td>
</tr>
<tr>
<td>Biosolids Master Plan</td>
<td>Spring 2018</td>
</tr>
</tbody>
</table>
Current By-law set to expire July 31, 2019

Staff believe that no further action with regards to the Region's existing RDC By-law 14-046 is required at this time

Several master & business plans are currently underway

Development Charge Background Study for Transit and Waste Management currently underway
Level of growth related debt required over the next 5 years is a strong indication that current DC collections & rates are not sufficient to fund the anticipated growth related capital investments, particularly for water and wastewater.

Staff will continue to report to Council in spring 2017 regarding adequacy of rates and whether the RDC by-law should be opened for all services in 2017/2018 or remain in force until planned expiry in 2019.