



REGIONAL MUNICIPALITY OF WATERLOO BUDGET COMMITTEE MINUTES

Wednesday March 23, 2011
3:11 p.m.
Regional Council Chambers
150 Frederick Street, 2nd Floor, Kitchener

Present were: Chair T. Galloway, *L. Armstrong, J. Brewer, T. Cowan, D. Craig, R. Deutschmann, J. Haalboom, B. Halloran, R. Kelterborn, G. Lorentz, C. Millar, J. Mitchell, K. Seiling, S. Strickland, J. Wideman and C. Zehr

DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

R. Deutschmann declared a non-pecuniary interest with respect to discussions of rapid transit, and to the Regional Transportation Master Plan owing to the numerous linkages between the Plan and development of rapid transit, due to him and his spouse being shareholders of corporations that have an interest in a property at 10 Duke Street West, Kitchener.

OPENING REMARKS (T. Galloway)

Chair T. Galloway provided opening remarks on the budget to the Committee, describing the general order of business to be taken up, explaining the procedure for introducing amendments to the budget, and observing that the Chairs of the Region's Standing Committees had met and have circulated an outline of proposed budget adjustments to the Committee.

The outline of proposed budget adjustments is attached to the original minutes.

OPENING REMARKS (M. Murray)

Mike Murray, Chief Administrative Officer, provided opening remarks recognizing and thanking Regional staff for their work on the budget which began in the summer of 2010. He observed that the staff-recommended budget accounts for healthy assessment growth, a strong effort to reduce the base budget, and uploading of social assistance costs to the province. He noted that the intent of provincial uploading is to free up resources for municipalities to deal with their own critical needs, citing examples. He asked that the Committee keep in mind the striking of a balance between short-term budget goals and a long term perspective for 2012 and beyond, that the Committee seek to connect budget decisions to the strategic priorities discussed by Council, and finally to take into account the total impact of budget decisions on residents of the Region.

BUDGET UPDATE (L. Ryan)

a) F-11-014 Executive Summary – Budget 2011

Received for Information.

Larry Ryan, Chief Financial Officer, provided a presentation to the Committee on Budget 2011, including:

- Overview of base budget;
- Fuel inflation, included budgeted amounts and economists' projections for fuel prices;
- Impact of Ontario Works uploading announcement;
- Staff recommended service enhancements, and prioritization of new issues in each strategic focus area;
- Recommended funding level of Regional Transportation Master Plan;
- Details of Police Services Budget approved on March 9th;
- Responses to Councillor's requests included in agenda package, including projections, historical expenditures, and requested scenarios; and
- Inflation data, including forecasts from major banks.

The presentation is attached to the original minutes.

The Committee inquired as to whether the Region has measured the amount of fuel wasted in vehicles, due to factors such as idling. L. Ryan indicated that staff has no such estimate, and that 80-85% of the Region's fuel is used for transit purposes. Penny Smiley, Commissioner, Human Resources, noted Regional practices that prescribe the amount of idling time before turning off vehicles and recalled the robust education campaign undertaken to support those practices. Thomas Schmidt, Commissioner, Transportation and Environmental Services, observed that transit and fleet operators are trained in the Smart Driver program to support reduced fuel consumption. The Committee indicated that a report on the issue should come back to the Planning and Works Committee.

The Committee asked the source of funding for any potential over-expenditure on fuel, and L. Ryan indicated that it would be funded from any generated operating property tax surplus or, failing that, from reserve funds such as the Tax Rate Stabilization Fund. He noted that a report on reserves and reserve funds is planned for the May meeting of the Administration and Finance Committee. He observed that the major banks had wide-ranging forecasts for 2011 oil prices and that staff aimed to strike a balance between budget increases and bank forecasts in budgeting 95 cents per litre. Interim reports on budgeted vs. actual expenditures on fuel would be included in periodic financial reporting throughout 2011.

The Committee discussed the budgeted increase for the Regional Transportation Master Plan (RTMP). L. Ryan noted that the budget amount exceeds the range stated by Council so as to lessen the impacts on the tax rate in future years. Rob Horne, Commissioner, Planning, Housing and Community Services, indicated that the budget amount for 2011 is intended to address current transit issues such as overcrowding and does not substantially grow the system, and observed that deferral of some initiatives would lessen the impact of proposed remedies to current issues in the transit system. The Committee related the wide array of feedback from the public on transit, ranging from indifference toward transit, to complaints about overcrowding, and to concerns from seeing empty buses operating on certain routes. The Committee expressed varying opinions as to the appropriateness of the proposed pace of transit system expansion, and it was noted that the RTMP has been approved by Council, as have the principles of the plan which provide guidelines for the pace of transit expansion.

The Committee asked whether staff considered the increase in transit advertising revenue seen in 2010 as sustainable. L. Ryan responded that the revenue is considered partially sustainable, and that the increase was in part due to one time revenues.

The Committee observed that for 2010 there was a transfer of \$1.9 million to the housing capital reserve fund, and R. Horne explained this occurred as a result of a housing operating budget surplus generated by fewer rent supplements and lower housing subsidies compared to budgeted amounts. Staff had expected greater expenditures in these areas based on Ontario

Works data. Angela Hinchberger, Director, Treasury & Tax Policy, explained that funds paid into the reserve fund would be used for future capital expenditure, and L. Ryan indicated that as per the policy approved for the reserve fund any surplus from the housing program is transferred to the reserve fund. L. Ryan affirmed that no cap exists for the size of the reserve fund such that the surplus would not be allocated in the prescribed manner, and that details on the reserve fund and policy can be included in the May report on reserves and reserve funds. R. Horne asserted that the required future capital expenditures on housing are between \$60-70 million, which well exceeds the \$40 million in the reserve fund and staff will continue its advocacy to senior orders of government for funding in that regard.

The Committee discussed the \$800,000 budgeted for net supplementary tax revenues in the base budget, comparing the amount to the recent and historical revenues from that source. L. Ryan explained the reasons for the budgeted amount. The Committee suggested that recent actual supplementary tax revenues could provide flexibility to budget for a higher amount.

The Committee discussed the Police Services budget, as approved by the Police Services Board. The Committee obtained clarification on the cost of new officers hired in 2011, and the annualization costs for those officers in 2012. The Committee ascertained from Councillors who are members of the Police Services Board the rationale for the approved hiring levels, including affordability and the stated demand for additional resources. The *Police Services Act* only allows Regional Council to deal with the approved budget figure from the Police Services Board at the present point of the Regional budgeting process, and not line items within that budget. Various members of the Committee expressed a wide range of opinions as to agreeable levels of expenditure on police services and the rate of addition of new officers in August and December 2011 and future years.

- b) Responses to Councillors' Requests were received for Information.
- c) Municipal Budget Regulations was received for Information.

MOVED by J. Brewer
SECONDED by J. Wideman

THAT the Regional Municipality of Waterloo approve the Police Services 2011 Property Tax Operating Budget with a net levy of \$118,694,710 (0.75%) and the Police Services 2011 Property Tax Capital Budget and 2012-2020 Capital Forecast as amended.

CARRIED

MOVED by J. Brewer
SECONDED by S. Strickland

THAT the Regional Municipality of Waterloo approve the 2010 Regional Budget, excluding the 1.25% provision for the Regional Transportation Master Plan, as described in report F-11-014.

The Committee discussed the increase in the base budget for the RTMP, including the difference between the amount in the base budget and the amount included in the approved plan. R. Horne clarified that any reduction to the amount in the base budget would result in staff attempting to deliver the proposed program of transit enhancements except for lower priority commitments should it become necessary. Committee members debated the RTMP funding level for 2011 and the relative benefits of both maintaining the base budget amount and reducing the amount.

The Committee clarified that the budget issue for Specialized Transit would be funded from the property tax levy if no change was made to the base budget. L. Ryan provided an explanation of area rating for specialized transit.

J. Haalboom asked that the two elements of the motion be voted on separately.

MOVED by S. Strickland
SECONDED by G. Lorentz

THAT the Regional Municipality of Waterloo approve an adjustment to the 2011 base budget to decrease from 1.25% to 1.20% the contribution to the Regional Transportation Master Plan;

CARRIED
(R. Deutschmann conflict)

MOVED by S. Strickland
SECONDED by G. Lorentz

AND THAT the Regional Municipality of Waterloo approve an adjustment to the budget to fund the Specialized Transit budget issue paper from the Regional Transportation Master Plan reserve fund, for a savings of \$162,000 to the budget.

CARRIED
(R. Deutschmann conflict)

The Committee noted that net supplementary tax revenues have averaged over \$5 million for the past five years, and that the budgeted amount could be prudently increased.

MOVED by S. Strickland
SECONDED by J. Mitchell

THAT the Regional Municipality of Waterloo approve an adjustment to the 2011 budget to increase budgeted revenues from supplementary taxes from \$800,000 to \$2,000,000.

CARRIED

The Committee discussed the function and aims of the Community Sustainability Fund, and Gary Sosnoski, Commissioner, Corporate Resources, provided a history of the funding as well as the proposed budget allocation. The Committee clarified that decisions on the specific allocation of the fund would be made at a later date.

MOVED by S. Strickland
SECONDED by J. Wideman

THAT the Regional Municipality of Waterloo approve an adjustment to the 2011 budget to reduce the contribution to the Community Sustainability Fund to \$50,000 for a savings of \$100,000 to the budget.

CARRIED

The Committee considered the issue paper related to the Crime Prevention Supervisor Planning and Research Position. Some members of the Committee spoke in support of the issue paper, while others spoke to the priority of reducing the tax levy.

MOVED by T. Cowan
SECONDED by B. Halloran

THAT the Regional Municipality of Waterloo approve an adjustment to the 2011 budget to include the budget issue paper for the Crime Prevention Supervisor Planning and Research Position for an increase of \$48,000 to the budget.

CARRIED

The Committee examined the issue paper on Homelessness to Housing Stability, affirming the initiative's importance and the partnerships with other organizations that have come about as a result. The Region spends \$1.3 million on housing programs, and that a number of such programs have been initiated and previously funded by senior orders of government and were subsequently made the responsibility of the municipalities. Mike Schuster, Commissioner, Social Services, clarified that the \$45,000 portion of the budget issue for the Domiciliary Hostel Program could feasibly be funded from one time sources. The Committee discussed the merit of the program and the savings generated elsewhere in the budget by such programs.

MOVED by J. Brewer
SECONDED by J. Mitchell

THAT the Regional Municipality of Waterloo approve an adjustment to the 2011 budget to include the budget issue on Homelessness to Housing Stability for an increase to the budget of \$271,000;

AND THAT the portion of the budget issue related to \$45,000 for the Domiciliary Hostel Program health and safety funding be funded from the Capital Levy Reserve Fund.

CARRIED

The Committee expressed its thanks to staff for the base budget review, and affirmed the need to balance new budget issues with taxation of the Region's residents.

MOVED by J. Wideman
SECONDED by B. Halloran

THAT the Regional Municipality of Waterloo approve an adjustment to the 2011 budget to further increase the gapping provision in the budget by \$121,000 for a total gapping provision increase of \$250,000.

CARRIED

The Committee stated that a reduction to the Staff Recruitment and Retention budget issue is intended to either delay the issue in its implementation or implementing it in a staged manner.

MOVED by J. Wideman
SECONDED by T. Cowan

THAT the Regional Municipality of Waterloo approve an adjustment to the 2011 budget to reduce the budget issue related to Staff Recruitment and Retention to \$99,000 for a savings of \$50,000 to the budget.

CARRIED

The Committee noted that the sizable 2010 Regional surplus and the funding of the Capital Levy Reserve Fund from that surplus will provide a large amount of funds for the capital program, which would allow for a reduction in the budget issue related to Capital Financing.

MOVED by J. Wideman
SECONDED by R. Kelterborn

THAT the Regional Municipality of Waterloo approve an adjustment to the 2011 budget to reduce the recommended budget issue related to Capital Financing to \$100,000 for a savings of \$100,000 to the budget.

CARRIED

The Committee discussed the funding request received from Opportunities Waterloo Region at the Budget Public Input Meeting on February 2nd. It was noted that the organization's work requires long-term planning and that a review of potential long-term funding support of this and other similar initiatives should be undertaken. The Committee directed staff to bring the issue forward to the Community Services Committee prior to the 2012 budget process.

MOVED by S. Strickland
SECONDED by J. Brewer

THAT the Regional Municipality of Waterloo approve an adjustment to the 2011 budget to grant \$110,000 to Opportunities Waterloo Region, to be funded from the Capital Levy Reserve Fund.

AND THAT staff be directed to liaise with Opportunities Waterloo Region to determine its long term funding requirements prior to the 2012 budget process.

CARRIED

*L. Armstrong left the meeting at 5:45 p.m.

The Committee examined the budget issue related to Facilities Asset Management Program, and clarified that a reduction of \$36,000 to the issue would be intended to delay hiring the full-time FTE to a time around October 2011 with full annualization in 2012.

MOVED by J. Mitchell
SECONDED by T. Cowan

THAT the Regional Municipality of Waterloo approve an adjustment to the 2011 budget to reduce the budget issue related to Facilities Asset Management Program to \$36,000 for a savings of \$36,000 to the budget.

CARRIED

*L. Armstrong re-entered the meeting at 5:50 p.m.

The Committee considered the budget issue related to Enhancement of Performance Measurement & Budget Process. L. Ryan provided a rationale for the inclusion of the issue, including the mandated changes to the budget process for tangible capital asset accounting and the re-engineering of the budget process to forge a stronger linkage to performance measurement. He noted that the Region might have difficulty in attracting a qualified person for

the position if it were a contract position, rather than a full-time position. The Committee debated the merits of the budget issue.

MOVED by J. Mitchell
SECONDED by J. Haalboom

THAT the Regional Municipality of Waterloo approve an adjustment to the 2011 budget to remove the issue related to Enhancement of Performance Measurement & Budget Process, for a savings of \$56,000 to the budget.

MOTION LOST

The Committee observed that increased accountability and transparency places a responsibility on Regional Council to improve communication on the decisions being made. The Committee debated the merits of webcasting to address those issues, which included discussion of the number and size of other municipalities that webcast their meetings. The Committee was circulated past reports on webcasting from 2006 and 2009, which are attached to the original minutes.

The Committee discussed past efforts to televise Council meetings and impediments to doing so. It was clarified that an allocation of funds for configuring the Council Chamber for webcasting would include direction to staff to report back to the Administration and Finance Committee on operating requirements and implementation.

MOVED by S. Strickland
SECONDED by G. Lorentz

THAT the Regional Municipality of Waterloo approve an adjustment to the 2011 budget to allocate \$120,000 from the Capital Levy Reserve Fund in 2011 toward the budget issue related to Council Chambers Webcasting, for the capital requirements of configuring Council Chambers with equipment to allow for webcasting.

CARRIED

The Committee spoke to the merits of the issue related to the Cultural Heritage Coordinator.

MOVED by J. Haalboom
SECONDED by R. Deutschmann

THAT the Regional Municipality of Waterloo approve an adjustment to the 2011 budget to include the budget issue related to the Cultural Heritage Coordinator, for an increase of \$46,000 to the budget.

CARRIED

The Committee spoke to the merits of the issue related to the Joseph Schneider Haus – New Wash House Programming.

MOVED by J. Haalboom
SECONDED by R. Deutschmann

THAT the Regional Municipality of Waterloo approve an adjustment to the 2011 budget to include the budget issue related to the Joseph Schneider Haus – New Wash House Programming, for an increase of \$29,000 to the budget.

MOTION LOST

The Committee confirmed with R. Horne that the Fees and Charges by-law has been amended to remove items such as Waterloo Regional Museum charges and maps/data/publications, and the authority for those fees have been transferred outside the by-law.

The Committee clarified with A. Hinchberger that based on the current budget, the 2011 net Regional levy is increased approximately 3.65% from 2010.

MOVED by L. Armstrong
SECONDED by J. Haalboom

THAT the Regional Municipality of Waterloo repeal By-law Number 10-001, 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 March 23, 2011 Budget Committee Agenda.

CARRIED

BUDGET RESOLUTIONS

a) Social Services Budget Resolutions

1. Counselling Services

MOVED by S. Strickland
SECONDED by B. Halloran

THAT the Regional Municipality of Waterloo approve the following Counselling Service Grants for 2011:

Agency	Amount
Lutherwood Family Counselling Services	\$ 46,360
Shalom Counselling Services	12,954
Family Counselling Services of Cambridge and North Dumfries	56,739
Interfaith Community Counselling Centre	14,871
K-W Counselling Services Inc.	188,056
Mosaic Counselling and Family Services	128,380
Woolwich Interfaith Counselling Society	13,358
Total	<u>\$460,718</u>

CARRIED

2. Peer Counselling Services

MOVED by S. Strickland
SECONDED by B. Halloran

THAT the Regional Municipality of Waterloo approve the following Peer Counselling Service grants for 2011:

Agency	Amount
Cambridge Self Help Food Bank	\$ 4,663
The Working Centre – St. John’s Kitchen	14,639
Total	<u>\$19,302</u>

CARRIED

3. Community Outreach Programs

MOVED by S. Strickland
SECONDED by B. Halloran

THAT the Regional Municipality of Waterloo approve the following Community Outreach grants for 2011:

Agency	Amount
Cambridge Family Early Years	\$ 39,391
Cambridge Self Help Food Bank	75,407
Mosaic Counselling and Family Services	107,569
Family Counselling Centre of Cambridge & North Dumfries	52,625
Greenway Chaplin	42,157
House of Friendship	128,688
K-W Counselling Services	172,751
KW Multi-Cultural Centre	34,964
Kinbridge Community Association	84,313
Langs Farm Village Association	42,157
Our Place Family & Early Years Centre	37,643
Preston Heights Community Centre	42,157
Wilmot Family Resource Centre	36,841
Motivational Learning Groups	8,307
Future Vision Ministries	1,142
Total	<u>\$906,112</u>

CARRIED

4. Emergency Food Hamper Program

MOVED by S. Strickland
SECONDED by B. Halloran

THAT the Regional Municipality of Waterloo approve the following rates for the Emergency Food Hamper Program effective January 1, 2011:

Program	Amount
Hamper Rate	\$38.75
Diaper Rate	\$ 5.45
Formula Rate	\$13.75

AND THAT the 2011 expenditures for the Emergency Food Hamper program not exceed \$770,000.

CARRIED

5. Dental Program

MOVED by S. Strickland
SECONDED by B. Halloran

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, 2011, subject to approval by the Province of Ontario.

CARRIED

6. Homelessness to Housing Strategy

MOVED by S. Strickland
SECONDED by B. Halloran

THAT the Regional Municipality of Waterloo approve the following Homelessness to Housing Strategy Grants for 2011:

Agency	Amount
House of Friendship	\$ 63,874
YWCA of Kitchener-Waterloo	65,199
Cambridge Shelter Corporation	72,688
Lutherwood	119,224
Argus Residence for Young People	8,937
Reaching Our Outdoor Friends (ROOF)	15,809
Shelter Capacity/Overflow	65,000
Total	<u>\$410,731</u>

CARRIED

7. Funeral Rates

MOVED by S. Strickland
SECONDED by B. Halloran

THAT the Regional Municipality of Waterloo approve a funeral rate of \$2,775 plus applicable taxes effective January 1, 2011.

CARRIED

Members of the Committee asked that the question of the main motion be put, as amended.

MAIN MOTION CARRIED, as amended

b) General Budget Resolutions

MOVED by J. Wideman
SECONDED by J. Brewer

THAT the Regional Municipality of Waterloo establish a Regional Transportation Master Plan (RTMP) Reserve Fund for the purpose of receiving and allocating funds in respect of Transit capital works and operating costs, as identified in the RTMP;

AND THAT annual contributions to the reserve fund shall be approved by Regional Council as part of annual budget deliberations;

AND THAT reserve fund balances are to be allocated annually to Transit capital projects and operating costs in the capital and operating budgets;

AND FURTHER THAT the necessary By-law be approved.

CARRIED
(R. Deutschmann conflict)

MOVED by K. Seiling
SECONDED by L. Armstrong

THAT the Regional Municipality of Waterloo approve the following adjustments to be made to the 2011 Regional Budget, as described in the Budget Committee presentation of February 2, 2011:

- a) GRT Fare Increase effective July 1, 2011 for \$450,000;
- b) OW Upload Savings Allocation for Operating Budget for \$257,000

for a total net savings to the base budget of \$707,000.

CARRIED

MOVED by K. Seiling
SECONDED by T. Cowan

THAT the Regional Municipality of Waterloo approve the 2011 Property Tax Operating Budget with a net levy of \$262,340,383 (0.72%), excluding Police Services, and the 2011 Property Tax Capital Budget and 2012-2020 Capital Forecast, excluding Police Services, reflecting budget issues presented to Budget Committee as amended.

CARRIED

MOVED by K. Seiling
SECONDED by T. Cowan

THAT the Regional Municipality of Waterloo receive Report F-11-014 for information, as required by *Ontario Regulation 284/09*.

CARRIED

c) Library Budget Resolutions

MOVED by T. Cowan

SECONDED by L. Armstrong

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-11-002, dated February 15, 2011:

- a) the 2011 Library Operating Budget with a net levy of \$2,098,871.00;
- b) the 2011 Library Capital Budget;
- c) the 2012 - 2020 Library Capital Forecast;
- d) the distribution of the 2009 Library Operating Surplus.

CARRIED

A number of Committee members expressed reaction to the outcome of the budget and areas of interest for upcoming budget cycles during the term of Council, including:

- Council review of Regional programs prior to 2012 budget process;
- Initiation of long-term funding strategy deliberations through the Administration and Finance Committee;
- Impact of provincial uploading on 2011 budget process;
- Potential for a line-by-line review of budget items over the term of Council; and
- Examination of funding for the Grand River Conservation Authority (GRCA), including analysis of residents contributing or not contributing to the GRCA levy, and funding for source water protection.

Chair T. Galloway thanked Regional staff for their efforts during the budget process.

MOTION TO GO INTO CLOSED SESSION

MOVED by C. Millar

SECONDED by B. Halloran

THAT a closed meeting of Council be held on Wednesday, March 23, 2011 at 6:00 p.m. in the Waterloo County Room in accordance with Section 239 of the Municipal Act, 2001, for the purposes of considering the following subject matters:

- a) potential litigation in relation to a proceeding before an administrative tribunal
- b) receiving of legal advice subject to solicitor-client privilege pertaining to the interpretation of a statute in relation to a municipal project
- c) potential litigation and receiving of legal advice subject to solicitor-client privilege in relation to a proceeding before an administrative tribunal
- d) proposed or pending acquisition of land in the City of Waterloo

CARRIED

COMMITTEE CHAIR, T. Galloway**COMMITTEE CLERK, M. Grivicic**