



The TOWNSHIP of  
NORTH DUMFRIES



TOWNSHIP OF  
**Wilmot**



# **Mayors Working Together for More Housing, Stronger Communities in Waterloo Region**

Joint Submission by the Mayors of Cambridge, Kitchener, North Dumfries, Wellesley,  
Wilmot, and Woolwich to the

**Standing Committee on Heritage, Infrastructure and  
Cultural Policy's Study on Regional Governance as Overseen  
by the Ministry of Municipal Affairs and Housing**

January 18, 2024

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## TABLE OF CONTENTS

|                                                        |           |
|--------------------------------------------------------|-----------|
| <b>JOINT SUBMISSION.....</b>                           | <b>1</b>  |
| SUMMARY.....                                           | 1         |
| INTRODUCTION.....                                      | 1         |
| RECOMMENDATIONS TO STANDING COMMITTEE.....             | 4         |
| OTHER SERVICE DELIVERY OPPORTUNITIES.....              | 5         |
| CONCLUSION.....                                        | 6         |
| <b>CONSOLIDATED REMARKS TO STANDING COMMITTEE.....</b> | <b>7</b>  |
| CITY OF CAMBRIDGE.....                                 | 7         |
| CITY OF KITCHENER.....                                 | 10        |
| TOWNSHIP OF NORTH DUMFRIES.....                        | 14        |
| TOWNSHIP OF WELLESLEY.....                             | 16        |
| TOWNSHIP OF WILMOT.....                                | 19        |
| TOWNSHIP OF WOOLWICH.....                              | 22        |
| <b>APPENDIX.....</b>                                   | <b>25</b> |

# **Mayors Working Together for More Housing, Stronger Communities in Waterloo Region**

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Standing Committee on Heritage, Infrastructure and Cultural Policy's Study on Regional Governance as Overseen by the Ministry of Municipal Affairs and Housing

January 18, 2024

## **SUMMARY**

The mayors of Cambridge, Kitchener, North Dumfries, Wellesley, Wilmot, and Woolwich (referred to hereafter as the Waterloo region mayors) are grateful to the Province of Ontario for initiating a review of governance and service delivery within Ontario's two-tier regions. Together, we support the province's stated goal of reducing barriers to enable towns and cities to meet their housing targets and continue to do our part to ensure that land supply and housing approvals are in place to deliver on these targets.

The Waterloo region mayors respectfully recommend to the Standing Committee that immediate action be taken on the following opportunities, in support of more housing today and stronger communities tomorrow:

- 1. That proclamation be given to Bill 23 provisions related to the transfer of regional planning responsibilities to local municipalities by the end of second quarter of 2024; and**
- 2. That the Minister of Municipal Affairs and Housing amend Section 11 of the Municipal Act, 2001, to identify Water Production, Treatment & Storage as the *non-exclusive* jurisdiction of regional government in Waterloo.**

## **INTRODUCTION**

Regional government has served local municipalities in Waterloo well throughout its history and has played an important role in the success story that our region as a whole has become. Throughout the past 50 years, local municipalities have played an equally important role far beyond what was initially envisioned of them in 1973. Our local municipalities have grown in sophistication and developed widely recognized expertise in the areas of planning, economic development, transportation, and neighbourhood development. As the order of government closest to the people, our local municipalities have been working together with residents, businesses, and other stakeholders to build the vibrant and connected communities we enjoy today.

In addressing the challenges of the 2020s, the provincial government has acknowledged through its legislative agenda that it is relying deeply on these areas of expertise. The challenge: Waterloo continues to exist in a structure of government that has remained unchanged since its inception.

Times have changed since the growth and financial demands of the 1960s and 70s when regional governments in Ontario were established, and regional government in Waterloo has fulfilled its originally intended purpose. The time has come for our region to evolve in order for our communities to become an even greater success in the future.

### **Mayors Working Together**

Regional government is still relevant in Waterloo, however, provided there is a shared recognition of the need to better support local municipalities as they lead today and create even stronger communities tomorrow. The best way to ensure this is to reform regional government to better reflect local decision-making from within regional government. As such, the Waterloo region mayors fully support the provincial government's decision to review the best mix of roles between regions and local municipalities.

Following the passage of the More Homes Built Faster Act, 2022, and the expansion of Strong Mayor powers by the Minister of Municipal Affairs and Housing in early summer 2023, the mayors of the seven local municipalities within Waterloo region began work to proactively and collaboratively develop recommendations that would support and inform future consultation by the province.

Since then and following Minister Calandra's letter to the Standing Committee on September 13, 2023, the Waterloo region mayors have agreed on a set of service recommendations that will directly support the provincial government in its goal of building more homes faster. While we have always rolled-up our sleeves to work together in the past, the pursuit of a unified position by the Waterloo region mayors on this matter is unprecedented.

### **What We've Done in Support of More Housing**

When it comes to the provincial priority of building more homes faster, the Waterloo region mayors and our municipalities have answered the call. At the centre of our ability to act quickly has been the collaboration and effort we have made to make our planning and development processes more responsive and effective. Across our municipalities this includes undertaking process reviews; updating zoning and permitting higher density building; and deploying the use of technology more broadly, with more improvements planned or underway.

As a result of this important work to-date, the Waterloo region mayors and our municipalities are confident in their ability to support the provincial government's housing goals, including the adoption of housing pledges in Cambridge and Kitchener totaling 54,000 new homes by 2031. In some cases, this work has been made possible by the support of the provincial government, including the Streamlining Development Approvals Fund and the Audit and Accountability Fund. The result of our collective efforts has been processes that create clearer accountability, stronger collaboration and, ultimately, better customer experiences.

## **What Can Be Done in Support of Stronger Communities**

It has been widely accepted by past studies on municipal reform in Ontario that the costs to eliminate regional government and amalgamate local municipalities within it far outpace the benefits of consolidating into one municipal government. At a time when all provincial partners need to remain focused on building more homes quickly, municipalities cannot be distracted by mitigating the impacts of higher tax rates at the expense of ensuring our communities remain strong.

After careful consideration of Minister Calandra's letter to the Standing Committee, Waterloo region mayors agree that the most appropriate governance model for our community going forward is to retain regional government. Support for its retention is predicated on practical, yet necessary, service delivery and decision-making reforms that will properly empower local municipalities in their job of helping to build more homes. Specifically, the Waterloo region mayors advocate for a reformed model of regional government that:

- **Respects local decision-making.** We are the local experts on the diverse needs of our urban, rural and agricultural region, and have a demonstrated track record of embracing progress. Our current local boundaries and local governance structures reflect this reality well.
- **Recognizes the modern role of local municipalities.** We are on the frontlines providing highly valued, cost-effective local services and over seventy shared services on a local-to-local basis. We continue to make affordability a priority by reducing red tape and making it easier to develop within our communities.
- **Refocuses the role of the Region.** The mandate of regional government in Waterloo should be scoped to fewer core services, and intervention into local issues needs to be minimized. Any migration of service to local municipalities must be accompanied by a corresponding transfer of fiscal capacity from the regional government.

In practical terms, the Waterloo region mayors support a reformed model of regional government where all existing municipal boundaries are maintained from a governance perspective, and delivery responsibility for services that directly support housing and development reside locally. These include all land use planning duties and local water and wastewater infrastructure. Local decision-making would also play a more prominent role through regional council, primarily to better support coordination of housing and housing related infrastructure. Should the province not independently implement reforms to regional council composition, the mandatory 2026 regional council composition review provides an appropriate mechanism to make improvements in this regard.

A reformed regional government would continue to provide core services that require larger service catchment areas, including policing; social services; and public health. These are unique services where continuity and consistency must be maintained. The Waterloo region mayors have confidence that these are best delivered by a regional government.

These are practical reforms that speak directly to Minister Calandra's recognition that stability, transparency and continuity be provided as local municipalities work to meet their housing targets.

## **RECOMMENDATIONS TO STANDING COMMITTEE**

Through this exercise, the Waterloo region mayors have identified several opportunities to support these priorities and those of the province, and work is well underway locally to incorporate them within our existing governance structures. There are, however, two recommendations that require the direct support of the Province of Ontario. We believe these improvements are straightforward, can be implemented easily, and will result in more housing built faster.

### **1. Streamline development processes by completing the transfer of regional planning functions to local municipalities as prescribed by Bill 23.**

The provincial government has made legislative changes through Bill 23 that will see regional government in Waterloo no longer providing planning approvals. This change in service will enable local municipalities to assume responsibility for processing all planning approvals.

Involvement of regional government in planning matters has consistently resulted in delays for developers, including development pre-consultations, Official Plan Amendments, Zoning Bylaw Amendments, and Plans of Subdivision. The implications for delays by regional government result in municipalities being unable to meet their legislative obligations under the Planning Act, and applications being subject to refunds.

Involvement of regional government in planning and development-related issues does not support local municipalities in achieving their housing targets or streamlining development related processes. Waterloo region is ready to implement these changes based on a transition workplan which has been agreed to by planners from all local municipalities and the regional municipality. It is our understanding from Minister Calandra that the timing on fully implementing this change may be delayed until later in 2024. The Waterloo region mayors are asking that the provincial government simply proclaim these Bill 23 provisions into law as planned, as soon as possible.

#### **Recommendation:**

1. That proclamation be given to Bill 23 provisions related to the transfer of regional planning responsibilities to local municipalities by the end of second quarter of 2024.

## **2. Strengthen the ability of local municipalities to deliver growth-related infrastructure.**

Currently, Section 11 of the Municipal Act prohibits local municipalities in Waterloo from providing Water Production, Treatment & Storage services. This is somewhat of a legislative anomaly, given that regional governments maintain exclusive jurisdiction while all other upper-tier municipalities (counties) across the province do not. This distinction in service delivery authority has implications for development that are significant, particularly in rural areas.

It is recommended that the provincial government amend Section 11 of the Municipal Act to make water production, treatment and storage non-exclusive jurisdiction, allowing local municipalities to either deliver the provision of potable water to support development (residential or non-residential) or leverage the private sector to fund and construct communal water systems where it is not feasible to connect a proposed development to the regional integrated water system.

Examples of where communal water and/or wastewater have occurred in other communities include rural business parks; rounding-out of established rural settlement areas and providing a broader inventory of housing opportunities; and supporting scaled development in the form of golf course communities or clustered Age in Place seniors' developments. By establishing non-exclusive water jurisdiction, the Municipal Act would mirror what is already in place with respect to wastewater treatment and harmonize legislative authority across all upper-tier municipalities in this area of service.

### **Recommendation:**

2. That the Minister of Municipal Affairs and Housing amend Section 11 of the Municipal Act, 2001, to identify Water Production, Treatment & Storage as the non-exclusive jurisdiction of regional government in Waterloo.

## **OTHER SERVICE DELIVERY OPPORTUNITIES**

As acknowledged above, the Waterloo region mayors have identified several other opportunities through its work where migration of service can occur between the regional municipality and local municipalities, further supporting our collective goal of building more homes faster and streamlining government services within Waterloo region.

These are important measures that the Waterloo region mayors are committed to pursuing fully and can be done so locally pending the support of regional government to do so. Enabling local decision-making to play a more prominent role through regional council will assist local municipalities in these efforts, further realizing our shared housing goals. The Waterloo region mayors are happy to keep the Standing Committee and Minister Calandra informed of progress on these added service opportunities.

## CONCLUSION

The province has rightly placed considerable emphasis on increasing housing supply and reducing barriers to development. The Waterloo region mayors share this as a priority and have demonstrated a commitment to take strong actions to address the housing crisis facing our communities. The position outlined to the Standing Committee in this submission is a simple yet impactful proposal, which directly and immediately supports the province's housing agenda.

The Waterloo region mayors are ready to act on the two recommendations contained within this submission immediately, with the support of the provincial government. There are several other initiatives that the Waterloo region mayors will continue to advance locally in support of this submission, and we will keep the Standing Committee and Minister Calandra apprised of our progress in the coming months.

We thank the Standing Committee for its consideration, to help build more housing today for stronger communities tomorrow.

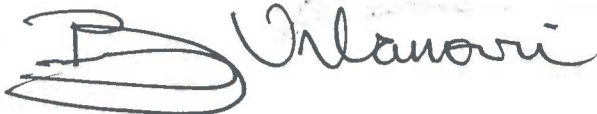
Respectfully submitted,



Mayor Jan Liggett  
City of Cambridge



Mayor Joe Nowak  
Township of Wellesley



Mayor Berry Vrbanovic  
City of Kitchener



Mayor Natasha Salonen  
Township of Wilmot



Mayor Sue Foxton  
Township of North Dumfries



Mayor Sandy Shantz  
Township of Woolwich

## **Consolidated Remarks to Standing Committee**

**Check against delivery**

### **The Corporation of the City of Cambridge**

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OFFICE OF THE MAYOR

### **Presentation on behalf of Mayor Jan Liggett Standing Committee on Heritage, Infrastructure & Cultural Policy Discussion Paper on Regional Governance Review Thursday January 18th, 2024**

### **Mayors Working Together for More Housing, Stronger Communities in Waterloo Region.**

Good afternoon, my name is David Calder, City Manager for the City of Cambridge. Mayor Liggett sends her regrets as she is unable to be here in person. I am pleased to stand in for her on behalf of the City of Cambridge today. We are grateful to the Ministry to be able to have this opportunity to address and respond to the Committee's mandate as presented by Minister Calandra to study regional governance and to consider if it enables effective service delivery to support the requirement of 1.5 million new homes in Ontario by 2031. Cambridge has pledged to build 19,000 units.

I wish to highlight some of the things that make Cambridge unique within the Region of Waterloo. As a region, our communities live and work interchangeably. For that reason, it is important to us that all municipalities within the Region are healthy and poised for today and tomorrow. Earlier today, you heard individual presentations from the other Mayors in the Region who shared with the Standing Committee a common vision and statement that a two-tier government, with modifications, can be a more effective form of governance within Waterloo Region. We add our voice to that message.

While Regional Government has served local municipalities well in Waterloo over the last 50 years, it is time for Cambridge to take a more active role in planning for the future. The 1973 merging of our three (3) towns of Galt, Preston and Hespeler along with the village of Blair created a rare community intersected by 2 nationally designated heritage rivers, associated river valleys, creeks and wetlands, gifting Cambridge with an uncommonly unique topography making planning for expansion unmatched within the Region of Waterloo. Cambridge is robust and one of the fastest growing areas in the country. With nearly 145,000 residents, per Stats Canada 2021, Cambridge is the second largest community within Waterloo Region. It is strategically located astride

highway 401 in southwestern Ontario. With a decades old, multicultural mix and a strong foundation of support services, Cambridge has a diverse economic base.

While we are ready to meet the challenges, we are working within an antiquated system, and are thankful that the province acknowledges changes must be made in order for us to all meet the task of building more houses and stronger communities. We are pleased that this all party committee has been entrusted to consider our requests.

I wish to take this time to highlight the perspective of the City of Cambridge in response to the Minister's request to this Standing Committee to study regional governance.

Part of our "ask" today is that a recommendation to the Minister include a reference to the importance and need to proclaim Bill 23 and reinforce the principle of streamlining and removing duplication in the land use review and decision-making model.

Once an Official Plan Amendment is adopted by City Council, it is forwarded within the required 15 days to the Region for a decision but that Regional approval of City adopted OPAs often will take a few months.

There is a significant delay in the Region providing comments on development applications such as Official Plan, Zoning Bylaw Amendments, and plans of subdivision. Our circulation period for internal and external agencies is 2 weeks. If we are to wait for regional comments on development applications, we will never meet the Planning Act timeframes and applications will be subject to refunds, as is happening currently.

The Region comments on overall policy framework, but this can be done by City planning staff who must ensure applications conform to the Provincial Policy Statement, Growth Plan, and the Regional Official Plan. In our view, the Region should only remain as a commenting agency on issues that are of a regional nature.

To mitigate delays, planning staff typically issue the City's Pre-consultation Comments Record without the Region's comments being included in the Record as regional comments are often provided months after the 3-week commenting period has passed. This practice is not ideal.

In November of last year, we were asked to comment on changes to ROPA (6) within the Region of Waterloo and how those changes will impact our municipality. If Cambridge was to acquire more planning control, the addition of lands requested by us would allow the city to begin the required background studies to create a well-planned expansion, including specific land use, proper densities, park/trail/road systems and municipal servicing strategies and policies. To enable these lands for development and expansion of the Wastewater Treatment plant, a Master Environmental Servicing Plan and Secondary Plan to determine environmental constraints, transportation, servicing,

and land uses is required. An update to the City's Transportation Master Plan should also be completed to account for the development of these lands and understand the implications on the City's transportation network. Policies should also be introduced into the Regional Official Plan to restrict development applications at this location until these necessary items are available.

For these reasons the City of Cambridge is asking that the provincial government proclaim Bill 23 provisions into law in the second quarter of 2024.

Early on, the Mayors of Waterloo Region recognized the importance of Municipal autonomy, and that each municipality has unique attributes. Together we believe that a modified two-tier Municipal Government can help deliver on the Provincial agenda to help build more housing today for a stronger tomorrow.

For the record, the City of Cambridge is ardently opposed to the establishment of a "mega-city" of Waterloo or any form of amalgamation amongst municipalities. We appear before you today to reiterate our common vision partnership with the Mayors of Waterloo Region for the reasons laid out in our Joint Briefing Paper submitted to you today.

In conclusion, area municipalities strongly recommends that the Province:

- fully proclaim Bill 23 immediately
- finalize approval of Regional Official Plan Amendment #6 with our requested amendments
- consider other areas of overlapping jurisdiction between the Region and area municipalities such as road maintenance.
- amend the Municipal Act to allow area municipalities to deliver the provision of potable water.

Thank you once again for the opportunity to speak before this bipartisan Standing Committee. It is my hope that you will consider all comments received this week from the Mayors of the Region of Waterloo.

Sincerely,



Jan Liggett  
Mayor  
City of Cambridge



**Remarks by Mayor Berry Vrbanovic, City of Kitchener**

**To the Standing Committee on Heritage, Infrastructure and Cultural Policy**

**Study on Regional Governance as Overseen by the Ministry of Municipal Affairs and Housing**

**January 18, 2024**

**INTRODUCTION**

My name is Berry Vrbanovic, I am the Mayor of the City of Kitchener.

Good afternoon, Chair Scott and standing committee members and let me welcome you to the City of Kitchener. Thank you for making it a priority to visit our region and allowing the opportunity to provide input into this process.

I am here today on behalf my City of Kitchener Council colleagues, along with other Waterloo region Mayors representing almost 80 percent of the regional population, in support of building more housing today, for stronger communities tomorrow.

Together, my mayoral colleagues and I have established a consensus position based on the mandate of this standing committee, and in support of our shared goal with the provincial government of delivering 1.5 million new homes in Ontario by 2031. Our shared work and unified voice in this regard is unprecedented.

At the centre of this position is a common vision on the governance structure best suited for our collective communities.

Regional government has served Waterloo well over its 50-year history and has played an important role in the success story that our region has become.

However, times have changed since regional governments in Ontario were established and our region must continue to evolve if our local communities are to become an even greater success in the future.

As Waterloo region Mayors, we fully support the provincial government's decision to review the best mix of roles between regions and local municipalities.

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## MORE HOMES BUILT NOW

Kitchener has long prided itself on its reputation as not only a leader, but as a trusted partner in community building. We share in the same goals as the provincial government not only for housing, but also on affordability, livability, customer service, economic development and more.

Kitchener has worked hard to create the economic conditions that make our community and our province competitive:

- Our region is an economic engine with annual GDP growth consistently among the highest of all metropolitan areas provincially and federally.
- Our residential property tax burden continues to be below average amongst our comparators, and our large industrial tax burden continues to historically be the lowest amongst our comparators.
- We enjoy an 88 percent customer satisfaction rate from residents for City services.

And Kitchener is laser-focused on doing everything in our power to build more homes now:

- Kitchener is a provincial leader in meeting all its legislated planning timelines for Site Plan, Official Plan Amendments and Zoning Bylaw Amendments.
- Last March, Council unanimously endorsed its provincial housing pledge of 35,000 new homes and since then, over 11,000 new units have been approved representing roughly 33 percent of that pledge amount.
- Last year, Kitchener had its best year on record for building approvals, issuing 4,000 building permits. The total construction value of these permits was \$1.2B, continuing a yearly trend since 2019 where we have seen approximately \$1B in construction value each year.

We have achieved success for two main reasons:

1. Our willingness to lead, specifically through our award-winning Development Services Review which has been publicly recognized by the Premier.
2. Our unwavering willingness to work positively and together, particularly with our partners, the Waterloo Region Homebuilders Association, and its membership.

Kitchener is getting the job done.

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## LOCAL GOVERNANCE

I would like to address the issue of local governance in the context of Minister Calandra's request to the Standing Committee.

In 2019, the City of Kitchener commissioned Environics to undertake a randomized public survey on local governance. It showed that, in general, Kitchener residents were satisfied with two-tier government in Waterloo region but offered the following insights:

- A plurality of residents identified that efficient service delivery, community belonging, and competing globally were all best suited by either the current structure of government or a partial consolidation of municipalities.

**To be clear, Kitchener residents did not express a preference to see our region amalgamated into a single city; and**

- Half of residents indicated a preference to have the same set of councillors represent Kitchener on both City and regional council, similar to the model in place within most other regions and all counties.

At a time when all provincial partners need to remain focused on building more homes quickly, municipalities cannot be distracted by mitigating the impacts of higher tax rates caused by large-scale restructuring.

My mayoral colleagues and I agree that the most appropriate governance model to achieve this goal going forward is to retain regional government, predicated on practical yet necessary service delivery and decision-making reforms.

As you will see in our joint submission, we are focused on practical reforms that speak directly to Minister Calandra's recognition that stability, transparency and continuity be provided as local municipalities work to meet their housing targets.

Beyond the two legislative recommendations included in our submission today, the Waterloo region mayors have identified several other opportunities for improvements.

As you have heard from others, including in Peel and Halton regions, there are services that directly relate to the broader housing goal of building complete communities that are more than simply units of housing, and include:

- Roads, transportation, and traffic control;
- Culture, recreation, and heritage;
- By-law enforcement; and
- Economic development, including small business support.

Together, we believe we are ready and can assume these services, with the associated budgets from the regional municipality, and believe we can deliver them faster and better for our residents by eliminating duplication.

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## ASK OF STANDING COMMITTEE & CONCLUSION

To conclude my remarks, I would like to reiterate the primary request that the Waterloo region mayors have identified in our submission:

I request that proclamation be given to Bill 23 provisions related to the transfer of regional planning responsibilities to local municipalities by the end of second quarter of 2024. Proclamation of these provisions will further streamline the development approvals process and enhance customer service to the development industry. This is work that local municipalities in Waterloo region are ready and willing to assume as soon as possible, in support of building more homes now.

I also request that as area municipalities and the regional government pursue some of the transition of services identified above, we can count on the support of the province in achieving these objectives.

Together, we believe we are ready and can assume these services, with the associated budgets from the regional municipality, and believe we can deliver them faster and better for our residents by eliminating duplication.

In closing, I am here with the support of my council and together with the other mayors representing 80 percent of Waterloo region, committed to what we believe is the best shared future for our communities, both individually and together.

Thank you once again. I look forward to answering any questions you may have.

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*The TOWNSHIP of*  
**NORTH DUMFRIES**

***Office of the Mayor***

**Presentation of Mayor Foxton  
Standing Committee on Heritage, Infrastructure & Cultural Policy  
Discussion Paper on Regional Governance Review  
Thursday January 18<sup>th</sup>, 2024**

I am Sue Foxton, Mayor of the Township of North Dumfries. I am pleased to appear before the Standing Committee on Regional Governance Review. I am appearing before the Standing Committee with the support of Township Council.

Today, I and my Mayoral colleagues will be sharing with the Standing Committee a common vision and statement that a two-tier government, with modifications, can be an effective form of governance within Waterloo Region.

A Joint Briefing Paper from the Mayors of Waterloo Region will be presented and copies left with the Standing Committee for your further review and reference.

The key messages from Township Council and myself for the consideration of the Standing Committee include the following:

1. The Province's objectives are abundantly clear through the passage of various pieces of legislation over the past two year period – the Province is committed to facilitating the construction of 1.5 million new homes by 2031 and are moving what they believe to be barriers to achieve this goal. The Township shares that vision and will work with partners to achieve that goal;
2. The Township of North Dumfries is opposed to the creation of a “mega-city” or some alternate form of amalgamation amongst municipalities;
3. The Township is a partner and is open to finding service enhancements and a better value for residents and businesses particularly through the elimination of duplication or redundancy that can exist in a two-tier governance structure;

4. The Township has been working on a transitional plan with the area municipalities and the Region in preparation of the Proclamation of Bill 23 *More Homes Built Faster Act, 2022* and the recognition of the Region of Waterloo as an *Upper Tier without Planning Responsibilities*. The Township embraces this fundamental change arising from Bill 23 and is ready to assume these expanded responsibilities; and,
5. The Township requests that Minister Calandra move forward with the Proclamation of Bill 23 by the end of Quarter 2 of 2024, and, the “ask” of this Standing Committee is that a Recommendation from this Committee to Minister Calandra include a reference to the importance and need to proclaim Bill 23 to reinforce the principle of streamlining and removing duplication in the land use review / decision making model.

Thank you once again for the opportunity to speak before this Standing Committee. Later this afternoon there will be other presentations from the Mayors of Waterloo Region that will continue to build upon the narrative provided by myself and the earlier presentations of Mayor Salonen and Mayor Nowak.



## **Presentation of Mayor Joe Nowak**

### **Standing Committee on Heritage, Infrastructure and Cultural Policy's Study on Regional Governance as Overseen by the Ministry of Municipal Affairs and Housing**

**Thursday, January 18, 2024**

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Good morning,

I'm Joe Nowak and I am the Mayor of the Township of Wellesley. I am pleased to be here today with the full support of my Council representing not only my own municipality, but also proudly in partnership with the Mayors of Kitchener, Cambridge, North Dumfries, Wilmot and Woolwich. Collectively I will refer to us as the Waterloo region Mayors. Together we represent almost 80% of the population of Waterloo Region<sup>1</sup>.

Today you will hear a common vision from the Waterloo region Mayors that a two-tier government, with modifications, is the most effective form of governance within The Region of Waterloo.

I will be leaving a Joint Briefing Paper from the Waterloo region Mayors with you at the end of my delegation along with copies of my presentation.

I'd like to acknowledge the leadership of the Provincial Government in working towards the important goal of building 1.5 million homes by 2031. I appreciate the opportunity to speak today on regional governance and how that impacts our ability to get homes built and deliver services to residents.

The Province's objective of removing barriers to enable the building of 1.5 million homes is very clear. Removing or reducing areas of duplication and overlapping responsibilities, and streamlining review and decision making processes, will be key to reaching the target.

The Township has a good working relationship with both the Region of Waterloo and our surrounding area municipalities. We recognize that a two-tier governance structure can work effectively if there is a clear separation between the services and programs offered by each tier. Areas of duplicated service should be eliminated. We recommended that the

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<sup>1</sup> According to 2021 census data

Region continue to deliver services associated with waste management; transit; paramedics; major water and wastewater infrastructure; social housing; social and community services; policing; and public health. By working collaboratively with our area municipal partners, we have successfully partnered in several shared services that provide individual service to each municipality such as the Waterloo Economic Development Corporation, Waterloo Tourism and Marketing Corporation and Waterloo Region Insurance Pool. We have the means and the partners available to successfully deliver any services required at the area municipal level to achieve the Province's objectives.

There are immediate actions the Province needs to take to allow municipalities to get homes built:

- Regional Official Plan Amendment #6 needs to be finalized as soon as possible so that area municipal planning departments can plan accordingly.
- Provisions of Bill 23 related to transfer of planning responsibilities must be proclaimed so that there is a clear delineation of the spheres of jurisdiction.

To demonstrate why I believe these actions need to happen, I would like to share some examples.

- In some cases, Regional comments on planning applications arrive late thereby creating minor delays in review and approval processes.<sup>2</sup>
- Wellesley Village is the only fully serviced urban area in the Township. In 2008, the Township had allocated nearly all available sewage treatment capacity to approved subdivisions.<sup>3</sup> My staff were told that a major expansion of the Wellesley Village wastewater treatment plant was slated for 2018. This has not happened and is now tentatively scheduled for 2041.<sup>4</sup>
- During the most recent Regional Official Plan review, Region Planning staff informed Township staff there was no reason to add additional lands to the Village of Wellesley because there was no sewage treatment capacity available. Conversely, Water Services staff at the Region tell Township staff there is no reason to increase treatment capacity because there is no land available for development. This has created a "chicken and egg" situation of which should come first resulting in neither being provided.
- The Township receives about 10 inquiries annually from developers looking for serviced industrial lands. We recently had an inquiry for 10-15 acres of land for an agriculturally related industry which could have provided a significant number of jobs. A business like this locating in Wellesley would have a large impact on the Township which has become a bedroom community because of limited employment land opportunities. The Township has identified several viable parcels of land ideally suited to employment opportunities on private services but those opportunities have not been

<sup>2</sup> To date, new timelines under the Planning Act for Zoning By-law Amendments and Site Plan Approvals have been met by Township staff however limited planning capacity at the Region is an emerging issue.

<sup>3</sup> Approximately 10 year supply of building lots were draft approved and allocated at the time.

<sup>4</sup> Minor upgrades to the current treatment plant and collection system have allowed for a small amount of additional treatment capacity currently still available.

made available by the Region. We have businesses waiting impatiently for these opportunities which we can provide if we have planning authority.

- Communal services are not permitted by the Region of Waterloo but could be utilized as a viable option to large scale treatment facilities for rural areas. Examples include a rural business park, rounding out a rural settlement area, or supporting smaller developments such as an age-in-place development. Section 11 of the *Municipal Act* should be amended to allow area municipalities to either deliver the provision of potable water to support development or to leverage the private sector to fund and construct communal water systems where it is not feasible to connect a proposed development to the Regional water system.<sup>5</sup>

Wellesley is not in favour of amalgamation or a “one-city” model. Rural municipalities have unique needs and attributes that vary greatly from that of large, urban centres. Rural autonomy needs to be maintained to recognize these differences. Efficiencies and streamlining in decision making processes can be best obtained at the local level where staff and Council understand rural requirements.

In summary, the Township of Wellesley is opposed to amalgamation of area municipalities and strongly recommends that the Province:

- proclaim Provisions of Bill 23 related to transfer of planning responsibilities by the end of Q2, 2024
- finalize approval of Regional Official Plan Amendment #6.<sup>6</sup>
- consider other areas of overlapping jurisdiction between the Region and area municipalities such as road maintenance; and
- amend the Municipal Act to allow area municipalities to deliver the provision of potable water.

Later this afternoon you will hear from the other Waterloo region Mayors that will continue to build upon the vision I have presented and we collectively share. Thank you for your time and allowing me to speak today.

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<sup>5</sup> At present, Section 11 of the *Municipal Act* establishes that water production, treatment and storage is an exclusive sphere of responsibility for all upper-tier municipalities except counties.

<sup>6</sup> Modifications identified by the Province and Wellesley Council in terms of land allocation should be incorporated into the approval.

My name is Natasha Salonen, I am the Mayor of Wilmot Township. Good afternoon, Chair Scott and members of the committee. Thank you for your time and careful consideration of this important issue before us, ensuring that unnecessary obstacles to new home construction are removed and that local governance structures are providing fair, effective, and accountable government in the Region of Waterloo.<sup>1</sup>

Like Mayor Nowak who spoke before lunch, I am here today with the support of my councillors and aligned with the Mayors of Wellesley, Woolwich, North Dumfries, Kitchener and Cambridge representing approximately 80%<sup>2,3</sup> of the population in of the Region of Waterloo. For the sake of time, my presentation will stick to the theme of local autonomy and redistribution of jurisdiction at the Regional level. There are multiple case examples provided in the Mayor's supporting documents and further information that I will not have time to get into today.

Wilmot is supportive of the provincial objective of building 1.5 million homes by 2031. However, any drastic changes such as the dissolution or amalgamation of the Region of Waterloo would be counterproductive to the goal of building more homes. Therefore, we must optimize the current two-tiered structure to facilitate increasing the number of homes and ensure that affordable and high-quality living is available throughout the province.

A two-tier system of government such as the Region of Waterloo is designed to provide proper coordination of programs and services at both the Regional and Area Municipality level. In my experience, in the Region of Waterloo there is unnecessary duplication causing delays in planning processes and inefficient service delivery. This is counter to the goal of building more homes now and has a direct impact on the effective delivery of projects and services to our citizens. One example of duplication relates to the reconstruction of Snyder's road, a Regional road that runs through Wilmot Township. The Township has jurisdiction over infrastructure such as water, wastewater and sidewalks within the right-of-way. The Region led the project

<sup>1</sup> (Calandra)

<sup>2</sup> (Statistics Canada)

<sup>3</sup> (Statistics Canada)

and invoiced the Township for project management costs and consulting costs. Township staff are front-line on public interactions, customer issues, and construction or contract issues. The duplication of administrative activities increases costs and causes confusion for impacted citizens within the project area. Road rationalization and review of roles and responsibilities for Regional Roads within the boundaries of Area Municipalities could eliminate duplication of effort, streamline response to front line customer issues and provide better quality and cost control at the local level.

The vesting of Planning Authority to the Region was made at a time when most lower tier municipalities did not have the technical and staff capabilities to assume the responsibility. Area Municipalities have matured and grown over the last 50 years and now have the capability and professional staff to effectively implement Provincial Planning legislation.

Wilmot has been requesting the delegation of planning approvals from the Region for over two decades without any significant success beyond Pt Lot Control.

As such, we have embraced Bill 23 in respect of the delegation of Planning Authority, as it will force the issue to streamline approvals by eliminating the duplication of effort that has plagued the current process. Lower tier municipalities have worked with Regional staff to create an implementation framework to transition approval authority that will lead to streamlining of approvals.

It is our belief that the Region's role in planning should be limited to broad based and strategic Regional scale matters. Each area municipality has its own unique character and local Councils should be empowered to make the best decisions for their communities as soon as possible through the proclamation of Bill 23 by the end of second quarter of 2024. We must ensure that the related tax dollars flow to the Area Municipalities rather than redistributed in the Regional budget, which will ultimately cost our taxpayers more.

The Region's Official Plan has limited growth in the Townships. It is telling that when Minister Calandra asked lower and single tier Mayors for input on the Regional Official Plan this past fall, every Area Municipality in the Region of Waterloo asked for changes apart from the City of Waterloo. Wilmot is ready and waiting for the tools to build more homes now. We ask that the province finalize approval of the Regional Official Plan Amendment in the first quarter of 2024. The lack of wastewater capacity has been an issue in Wilmot, much like our neighbors in Wellesley outlined. After the responsibility for planning is downloaded through Bill 23, we require a mechanism to ensure the Region makes timely and long-term investments in infrastructure and servicing capacity to allow both cities and rural communities to grow. An

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\*\*\*This information is available in accessible formats upon request\*\*\*

example of lack of prioritization of an infrastructure investment for Wilmot is the Baden Pumping station. A new forcemain and station upgrades are required to facilitate growth. The Regional process from planning to commissioning will take 8 years. The Province has provided funding to the Catholic School Board to build a new school, however they can't proceed until servicing is in place. The Township will now have to develop a work-around to service this important development due to Regional delays.

We are open to creative solutions and there may be alternatives for servicing some types of developments. My colleagues will provide examples from their communities today. I would request the Ministry of Municipal Affairs and Housing amend the Municipal act to make Wastewater treatment, water production, Treatment and Storage as a non-exclusive jurisdiction of regional government in Waterloo.

Wilmot looks forward pulling our weight in building more homes and creating thriving economic hubs. We need you at the province to give us the tools to get there.

To conclude, The Township of Wilmot supports continuing with a reformed two-tiered governance structure providing the following recommendations:

- Proclamation of Bill 23 provisions related to the transfer of regional planning by the end of 2nd quarter
- Ensure that tax funding related to development and other jurisdictional changes flows to the correct level of government
- finalize approval of Regional Official Plan Amendment #6
- consider other areas of overlapping jurisdiction between the Region and area municipalities such as road maintenance
- amend the spheres of jurisdiction in the Municipal Act to allow area municipalities to deliver the provision of water and wastewater

I remain at the disposal of this committee and look forward to continuing to support the process of regional review. Thank you for your attention, I will now yield the remaining of my time to Mayor Sue Foxton.



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**Presentation of Mayor Sandy Shantz**

**Standing Committee on Heritage, Infrastructure & Cultural Policy**

**Discussion Paper on Regional Government Review**

**Thursday, January 18<sup>th</sup>, 2024**

My name is Sandy Shantz and I am the Mayor of Woolwich Township. Good Afternoon chair Scott and members of committee. Thank you for hearing us today. It's been a long day and a long week for you. I am here along with the other Waterloo Region Mayors from Kitchener, Cambridge, Wilmot, Wellesley and North Dumfries, and with the full support of my Council. We believe the regional governance model is most appropriate for our community at this time, subject to reform.

My family has lived in the Region for over 200 years and were early community leaders in Sandhills and Ebytown which became Berlin and then Kitchener. Leadership, governance and boundaries have changed and continue to change.

Regional government has worked well here because as we change, we keep talking with each other, trying to embrace our differences, and looking for solutions that work locally, regionally and beyond. I am speaking to you today as a leader of an area municipality, the Township of Woolwich, where our residents look for leadership, answers and accountability for many of the issues that affect their day to day lives, including many regional concerns.

We are a Township of about 28,000 that encompasses international businesses in high tech and ag, alongside traditional farmers, some of whom have technology in their barns but use horses in their fields, new immigrants from across the globe alongside residents who have a long standing family history here. We are traditional and contemporary, young and old, rich and poor. And we want to continue to appreciate our differences and maintain our sense of community.

Our population is expected to more than double in less than 30 years. To represent and reflect our diversity and changing needs, we have to be responsible for our core services including planning for the increased population boom.

Regional governance still has a role to play in supporting the area municipalities, and in tackling issues that are of concern to all of us, but it does need some, shall I say, tweaking. If we are to meet such ambitious objectives, we cannot be wrestling with the details and negotiation that is required for wholesale change in either direction, amalgamation or dissolution of the Region, but at the same time, we need to move toward a model that is more supportive of local initiatives and realities and better represents area municipalities.

I will reiterate my comments to Minister Calandra from the December letter stating the importance of allowing our staff to be able to plan for a complete community, for density that fits in with the various communities, and for employment lands to support that growth. We have the staff, the resources and the will to monitor our own growth and development. Since 1990 we have operated with staged growth in our urban areas. Our staging policies were challenged at LPAT and were upheld at the tribunal. We currently have over 700 units approved that are waiting on the development community to build.

Currently in Breslau where there will be major growth (over three quarters of our population increase will be in that town, almost tripling its size), our staff cannot properly plan for a future town core, for example, because of the constraints of the current urban boundary. We are struggling with providing a site for a long term care facility in St. Jacobs because of the current urban boundary. To change those boundaries could take 5 years in the current system.

My first term as a Councillor was over 15 years ago. During that tenure, we were already advocating for delegated planning authority. About 8 years ago a motion from Cambridge requesting delegated authority from the Region to the area municipalities has still not been acted on.

We need the proclamation of the transfer of regional planning responsibilities in Bill 23 proclaimed and implemented in short order.

We recently had a group who wanted to create a small retirement community, but needed an independent water and waste water management system to make that happen. We couldn't get the needed Regional approvals and the project has died. The Townships are not cities. While Regional governments have exclusive jurisdiction for water and waste water, Counties do not. Some of you represent Counties and if that system works well across the province, surely it will work here.

Many of our towns and villages do not have full services. We are asking for a legislative change to amend the EXCLUSIVE jurisdiction of the Region for Water Production, Treatment and Storage services.

As you have seen in previous presentations and again today, we are a group of leaders who work together. The Township mayors and CAO's have met regularly for over 10 years to discuss areas of collaboration. In the region, the pandemic has created an atmosphere of greater collaboration between governments, social services and community support agencies. All the mayors have been meeting regularly to discuss how to best address issues around the housing crisis, climate action and greater economic prosperity.

We have identified a number of other areas of duplication between area municipalities and the Region that will need to be addressed. We are committed to work toward implementing those changes together.

In conclusion to facilitate the planning for increased population projections, we need the proclamation of the transfer of regional planning responsibilities in Bill 23 proclaimed and implemented proclaimed by 2<sup>nd</sup> quarter 2024. That will allow area municipalities to gauge growth and expansion in conjunction with protection of key agricultural lands. It will also be imperative that funding should follow any changes in responsibility.

We also need an amendment to Section 11 of the Municipal Act to identify Water Production, Treatment and Storage as a non-exclusive jurisdiction of regional government in Waterloo.

We want to partner to work toward ending the housing crisis and create greater economic prosperity for the province and region. Any major structural changes in governance will leave us in a state of flux for the better part of the next 10 years. We need the targeted strategic changes in terms of regional reform, without creating a major disruption that will split our communities and divert our attention from the real struggles we are facing.

We look forward to continuing to work with the Province and the Region to find a modified regional model that best addresses housing shortage and affordability and reflects our changing 21<sup>st</sup> century needs.

A handwritten signature in black ink, reading "Sandy Shantz". The signature is written in a cursive, flowing style.

Mayor Sandy Shantz  
Township of Woolwich



## Appendix

### Joint Briefing Paper – Mayors of Waterloo Region

### Standing Committee on Heritage, Infrastructure and Cultural Policy

Thursday January 18<sup>th</sup>, 2024

This Appendix document represents an expansion upon the elements presented before the Standing Committee on Heritage, Infrastructure and Cultural Policy on January 18<sup>th</sup>, 2024 as provided by Mayor Foxton on behalf of the Township of North Dumfries.

This document represents the perspective of the Township of North Dumfries in response to Minister Calandra's request of this Standing Committee to study regional governance and to consider if it enables effective service delivery and whether it supports achieving the 1.5 million new homes in Ontario by 2031.

#### **A. Desired Outcomes or Framework Arising from the Standing Committee's Work – The "Ask" of the Provincial Government:** [not ranked in any order of priority]

1. Proclaim Bill 23 *More Homes Built Faster Act, 2022* by the end of Quarter 2 of 2024 as it relates to the matter of the recognition of the Region of Waterloo as an *Upper Tier without Planning Responsibilities*.
2. Municipal autonomy and the recognition of the unique attributes of rural communities shall be maintained and where practical, enhanced. Efficiencies and streamlining in the decision making process can be attained through shared services agreements where a pooling of resources is appropriate to maintain scale of economies. Amalgamation isn't a necessary precondition for finding budget efficiencies or streamlining government.
3. The recognition that a two-tier governance structure can work effectively if there is a clear separation between the services and programs offered by the Region and the area municipalities. In Waterloo Region, it is recommended that the Region continue to deliver services associated with: waste management; transit; paramedics; major water and wastewater infrastructure; social housing; social and community services; policing; and public health.

4. At present Section 11 of the *Municipal Act* establishes that water production, treatment and storage is an exclusive sphere of responsibility for all upper-tier municipalities except counties.

It is recommended that an amendment to the spheres of jurisdiction in the *Municipal Act* to make water production, treatment and storage non-exclusive would allow area municipalities to either deliver the provision of potable water to support development [residential or non-residential] or in the alternative to leverage the private sector to fund and construct communal water systems where it is not feasible to connect a proposed development to the Regional integrated water system.

Some examples of where communal services [water and/or wastewater] may be sited could include a rural business park; rounding out of established rural settlement areas and thereby providing the opportunity for a broader inventory of housing; or, supporting scaled development in the form of golf course communities; clustered Age in Place seniors development or similar land use activities.

By establishing a non-exclusive water jurisdiction it would mirror what is already allowed in the *Municipal Act* with respect to wastewater treatment, and, it would treat area municipalities in the Regional system in the same fashion as two-tier governance in the County system.

**B. Context:**

- a. Ontario's Housing Supply Action Plan 2022-2023 [adopted]
  - b. Bill 3, *Strong Mayors, Building Homes Act, 2022* [enacted]
  - c. Bill 23, *More Homes Built Faster Act, 2022* [enacted; aspects still to be proclaimed into force & effect]
  - d. Bill 39, *Better Municipal Governance Act, 2022* [enacted]
  - e. Bill 97, *Helping Homebuyers, Protecting Tenants Act, 2023* [enacted]
  - f. proposed Provincial Planning Statement (PPS) 2023, as amended June 16<sup>th</sup>, 2023 [public consultation period closed on August 4/23]
1. In recognition of the various pieces of legislation and/or published materials as issued by the Province over the past two [2] year period, it is important that the sum of all of these entwined documents be considered to shape discussions and potential



outcomes associated the Standing Committee's work on the study of regional governance;

2. The Province's objectives are abundantly clear through the passage of these various Bills and pending changes arising from the proposed PPS 2023 – the Province is committed to facilitating the construction of 1.5 million new homes by 2031 and are moving what they believe to be barriers to achieve this goal. In this respect, the duplication or overlap of responsibilities; removal of barriers to the decision making process; and, the desire to streamline the review / decision making process are all entwined through the recent passage of legislation and publishing of other companion documents.
3. These changes as introduced through legislation and published documents represent an extensive package and fundamentally are the biggest change to the land use planning landscape across Ontario in decades.
4. The Province has forecast that approximately 2 million new residents will locate to Ontario by 2031 with approximately 1.5 million new residents within the Greater Golden Horseshoe area. Waterloo Region is geographically located within the Greater Golden Horseshoe area. The six (6) Regions and the County of Simcoe, which constitutes the study area of the Standing Committee, are all situated within the Greater Golden Horseshoe area.
5. The incorporation of the Region of Waterloo as an *Upper Tier without Planning Responsibilities* as set out in Bill 23 *More Homes Built Faster Act, 2022* represents a significant paradigm shift in terms of land use planning policy / approvals, and, the coordination with other aspects of infrastructure and services that support both greenfield and redevelopment proposals. Bill 23 has received Royal Assent, however, the Minister of Municipal Affairs & Housing has not publicly released a date for the Proclamation of certain aspects of Bill 23.
6. Opportunities arising through Standing Committee's work is both timely and may assist with the implementation of the various pieces of legislation recently enacted by the Province to accelerate the construction of new homes by 2031. The focus needs to be on:
  - i) how to achieve a reduction of duplication and streamlining of services; and,
  - ii) how to reduce timelines in the approval process; and,
  - iii) how to leverage who does what; and,

- iv) ensuring financial stability and how to facilitate aspects of community building, infrastructure, etc that are necessary to establish complete communities.
7. Any discussions arising from the Standing Committee’s work needs to look at both how to implement and build more housing, and of equal importance, how to advance the economic prosperity agenda by facilitating and attracting employment that is meaningful and creates opportunities from across the spectrum of our residents or future residents.

**C. Challenge Statement:**

*Change is happening – how do we respond with a refresh to governance / delivery models to deal with a responsive and streamlined land use decision making program and appropriately address and implement this change in direction and policy.*

**D. Philosophy or Guiding Principles:** [not ranked in any order of priority]

1. The Township of North Dumfries is opposed to the establishment of a “mega-city” of Waterloo or some alternate form of amalgamation amongst municipalities.
2. The Township is a partner and is open to finding service enhancements and a better value for residents and businesses particularly through the elimination of duplication or redundancy that can exist in a two-tier governance structure.
3. The Township has been working on transitional provisions with the area municipalities and the Region to support the Proclamation of Bill 23 *More Homes Built Faster Act, 2022* and the recognition of the Region of Waterloo as an *Upper Tier without Planning Responsibilities*. The Township embraces this fundamental change arising from Bill 23 and is ready to assume these expanded responsibilities.
4. The need for area wide systems or programs provided by the Region should continue. These elements include: waste management; transit; paramedics; major water and wastewater infrastructure; social housing; social and community services; policing; and public health.
5. Municipal autonomy and the recognition of the unique attributes of rural communities should be maintained and where practical, enhanced. To achieve this principle, a modified two-tier Municipal Government in Waterloo Region should be considered.

The objective would be to achieve the following:

- i) Efficiencies and streamlining in the decision making process can be attained through shared services agreements where a pooling of resources is appropriate to maintain scale of economies. Amalgamation isn't a necessary precondition for finding budget efficiencies or streamlining government;
- ii) The Area Municipalities and the Region of Waterloo have a history of collaboration and the enactment of shared services agreements. These agreements are tailored to reflect the unique and different needs of the Municipal partners.

Representative shared services agreements (to name a few) include:

- a. Waterloo Region Insurance Cooperative;
    - b. Waterloo Region Economic Development Corporation;
    - c. Waterloo Region Tourism & Marketing Corporation;
    - d. Joint Municipal Fire Dispatch; and,
    - e. Alert Waterloo
  - iii) The urban / rural fabric is an important component that distinguishes Waterloo Region. A modified two-tier Government model would enhance the ability of the Area Municipal Government, in consultation with their citizens, to shape policies and levels of service to reflect neighbourhood and community wide desires. It would leverage and enhance interaction between Elected Officials, Municipal Staff and the citizens they represent.
6. To facilitate residential and non-residential growth, whether in the form of greenfield or redevelopment / intensification, requires access to certain services necessary to accommodate development including:
- i) water distribution and sanitary collection networks that have capacity;
  - ii) water treatment plant and storage capacity, and where applicable, pumping stations;
  - iii) wastewater treatment plant capacity, and where applicable, forcemains and pumping stations;
  - iv) higher order road network for both capacity and inter-connection with adjacent Municipalities (both within the region and adjacent Counties or Regions);

- v) access to transit services (both within the community and connections to adjacent Municipalities – including adjacent Counties or Regions) where densities and demand warrant investment;
  - vi) availability and access to parks, open space, and, community facilities for recreation and leisure programming, and, place making;
  - vii) availability and access to schools, health services and other community support networks to ensure equity in service access, and, that all abilities and all ages of our neighbourhoods can be accommodated when services and programs are delivered.
7. To facilitate and establish the framework to accommodate growth, whether it be in the form of greenfield or redevelopment / intensification, requires proactive land use policies that entwine and link transportation, infrastructure, municipal services and the hierarchy of land use activities (employment, commercial and residential) into a comprehensive vision. Within urban / settlement areas the vision of a 15 minute neighbourhood is a sound principle.
8. The ability of Municipalities to fund the future requirements of growth in terms of investments in new infrastructure, roads, community facilities and parks, etc to create dynamic and complete communities requires coordination, planning and financial resources. The primary concern is that in some instances funds have to be expended in advance of growth so that development can be accommodated. This leaves Municipalities in a position of having to consider bridge financing until the off-setting revenue is established over time as development advances forward.
5. The scenario of bridge financing necessary to support and accommodate growth can potentially place Municipalities in a precarious position with the undesirable demand of increasing the property tax levy. In this lens, the broadening of financial instruments available to Municipalities beyond Development Charges, property taxes, debt financing and cash-in-lieu of parkland funds are necessary. Opportunities for private sector partnerships or alternative direct delivery models, and, potentially a broadened revenue stream such as the land transfer taxation, gas tax transfers, or other similar revenue instruments may be required to ensure the necessary delivery of infrastructure and amenities to support growth and complete communities.

**E. Township of North Dumfries & the Region of Waterloo – Areas for Discussions**  
[not ranked in any order of priority]

The following elements do not require the direct involvement of the Standing Committee



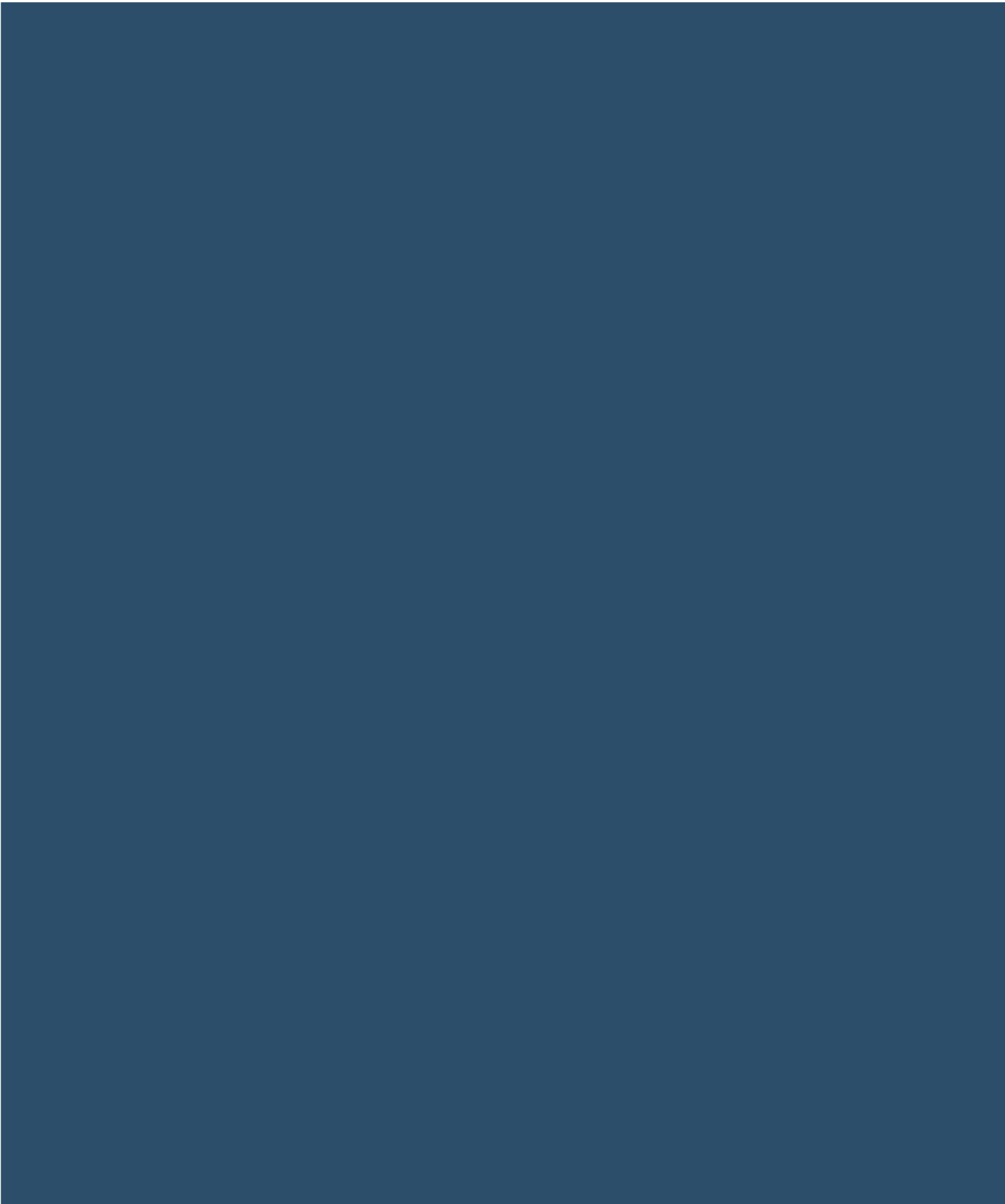
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on Heritage, Infrastructure and Cultural Policy, however, they do represent areas where possible revisions as to “who does what?” could occur between the Township and the Region of Waterloo. These discussions would be through the lens of finding service enhancements and a better value for residents and businesses particularly through the elimination of duplication or redundancy that can exist in a two-tier governance structure.

Suggested areas of discussion and opportunity could include:

1. Library Services and the ability to integrate more seamlessly cross-programs with locally delivered recreation / leisure programming, and / or governance model revisions;
2. By-law Enforcement Services and the ability to consolidate enforcement issues with the area municipality where resources are already deployed at a neighbourhood level;
3. Downloading certain Regional Roads that serve part of a neighbourhood setting in settlement areas and possibly the uploading of Local Roads that form more of a commuter network purpose connecting with adjacent Counties or Regions;
4. Downloading of the water distribution and sanitary collection network in the form of the Approval Authority and Owner of the infrastructure to the Township from the Region. At present, within Waterloo Region only the Townships of North Dumfries and Wellesley have the Region delivering the water distribution and sanitary collection system. The Township of North Dumfries wishes to explore the opportunity to have this element downloaded from the Region of Waterloo.

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