

**Regional Municipality of Waterloo
Strategic Planning and Budget Committee
Addendum Agenda**



Date: Wednesday, January 18, 2023
Closed Session: 1:00 p.m.
Location: Council Chambers/Electronic

Should you require an alternative format please contact the Regional Clerk at Tel.: 519-575-4400,
TTY: 519-575-4605, or regionalclerk@regionofwaterloo.ca

	Pages
1. Call to Order	
2. Land Acknowledgement	
3. Declarations of Pecuniary Interest under the “Municipal Conflict of Interest Act”	
4. Presentations	
*4.1 2023 Budget: Supporting the Plan For information.	3
5. Reports	
5.1 COR-CFN-23-004, 2023 Plan and Budget Overview For information.	77
5.2 COR-CFN-23-005, 2023 User Fees and Charges For information.	89
6. Communications	
*6.1 2023 Preliminary Budget Book For information.	103
7. Councillor Proposals	
7.1 Councillor D. Craig Budget Proposal	244
7.2 Councillor R. Deutschmann Proposal	247
7.3 Councillor D. McCabe and Councillor R. Deutschmann Transit Proposal	248
7.4 Councillor D. McCabe Transportation Proposal	252
8. Motion to go into Closed Session	
Recommended Motion:	
That a closed meeting of the Strategic Plan and Budget Committee be held on Wednesday, January 18, 2023 at 5:00 p.m., in accordance with Section 239 of the “Municipal Act, 2001”, for the purposes of considering the following subject matters:	

- a) personal matters about identifiable individuals related to employee negotiations
- b) employee negotiations

9. Adjourn

Recommended Motion:

That the meeting adjourn at x:xx x.m.



Our Budget in 2023

Building World Class

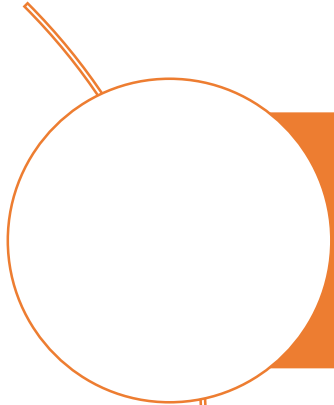
2023 Budget: Supporting the Plan

**Strategic Planning and Budget
Committee**

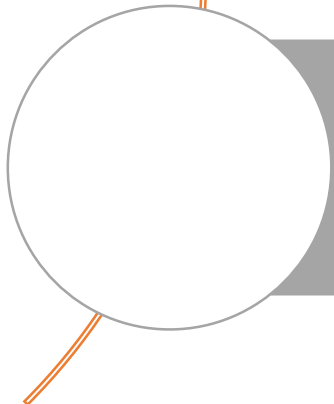
January 18, 2023

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Detailed Budget Review – Day 1 agenda



2023 Budget Overview: operating; capital; user rates, fees and charges; preliminary 2023 property tax impact



Deeper dive on certain focus areas, service levels and budgets: Water & Wastewater, Public Transit, Housing & Homelessness, and Paramedic Services

Supporting Materials

- [November 30 Strategic Planning and Budget Committee agenda](#)
- [December 14 Strategic Planning and Budget Committee agenda](#)
- [January 18, 2023 Strategic Planning and Budget Committee agenda](#)
 - 2023 User Fees & Charges Briefing Note (COR-CFN-23-005)
 - 2023 Plan and Budget Overview Briefing Note (COR-CFN-23-004)
 - [2023 Preliminary Budget document](#)

Purpose of the Plan and Budget

- 1 Achieve strategic and annual business plan objectives
- 2 Establish service levels for the coming year
- 3 Approve financial and staff resources to deliver services
- 4 Determine property tax and user rate revenue requirements
- 5 Set user rates, fees and charges

Strategic Focus

REGION OF WATERLOO Strategic Focus 2019–2023

Our vision (What we aspire to)

Waterloo region: an inclusive, thriving and sustainable region of connected rural and urban communities with global reach, fostering opportunities for current and future generations.

Our mission

We serve with caring and responsible public service.

We engage by listening and responding to community needs.

We inspire by conducting ourselves with openness to enhance public trust and confidence.

Our values (How we work)

Service: Satisfy and build confidence

Integrity: Instill trust

Respect: Value and recognize

Innovation: Make ideas happen

Collaboration: Involve and engage others

To view the detailed 2019–2023 Strategic Plan or request alternate formats, visit www.regionofwaterloo.ca

 RegionWaterloo

 @RegionWaterloo

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For deaf and heard of hearing (TTY): 519-575-4608



Thriving economy

- 1.1. Create a competitive business-supportive community to help attract, retain and grow employers, talent and investments in Waterloo Region.
- 1.2. Ensure an adequate and strategic supply of employment lands in the Region.
- 1.3. Support the arts, culture and heritage sectors to enrich the lives of residents and attract visitors to Waterloo Region.
- 1.4. Grow passenger air service and aviation related activities at the Region of Waterloo International Airport.

Sustainable transportation

- 2.1. Enhance the transit system to increase ridership and ensure it is accessible and appealing to the public.
- 2.2. Improve and better integrate roads and rail transportation services to and from Waterloo Region.
- 2.3. Increase participation in active forms of transportation (cycling and walking).
- 2.4. Improve road safety for all users – drivers, cyclists, pedestrians, horse and buggies.

Environment and climate action

- 3.1. Reduce greenhouse gas emissions.
- 3.2. Improve resilience to climate change and/or severe weather.
- 3.3. Direct more waste away from the landfill, improve recycling and better manage organic waste.
- 3.4. Protect our water resources (drinking water and wastewater treatment).
- 3.5. Promote the efficient use of urban land, and protect and enhance agricultural and natural areas.

Healthy, safe and inclusive communities

- 4.1. Improve child and youth wellbeing in Waterloo Region.
- 4.2. Make affordable housing more available to individuals and families.
- 4.3. Promote and enhance equity in policies, planning, services, and decision-making in order to positively impact community wellbeing.
- 4.4. Prevent and reduce problematic substance use and its consequences.
- 4.5. Enhance community safety and wellbeing in Waterloo Region.

Responsive and engaging public service

- 5.1. Enhance opportunities for public engagement, input and involvement in Region of Waterloo initiatives.
- 5.2. Provide excellent citizen centered services that enhance service satisfaction.
- 5.3. Attract, support and retain skilled, engaged and diverse employees.
- 5.4. Ensure the Region provides value for money and long term financial sustainability.

Our people

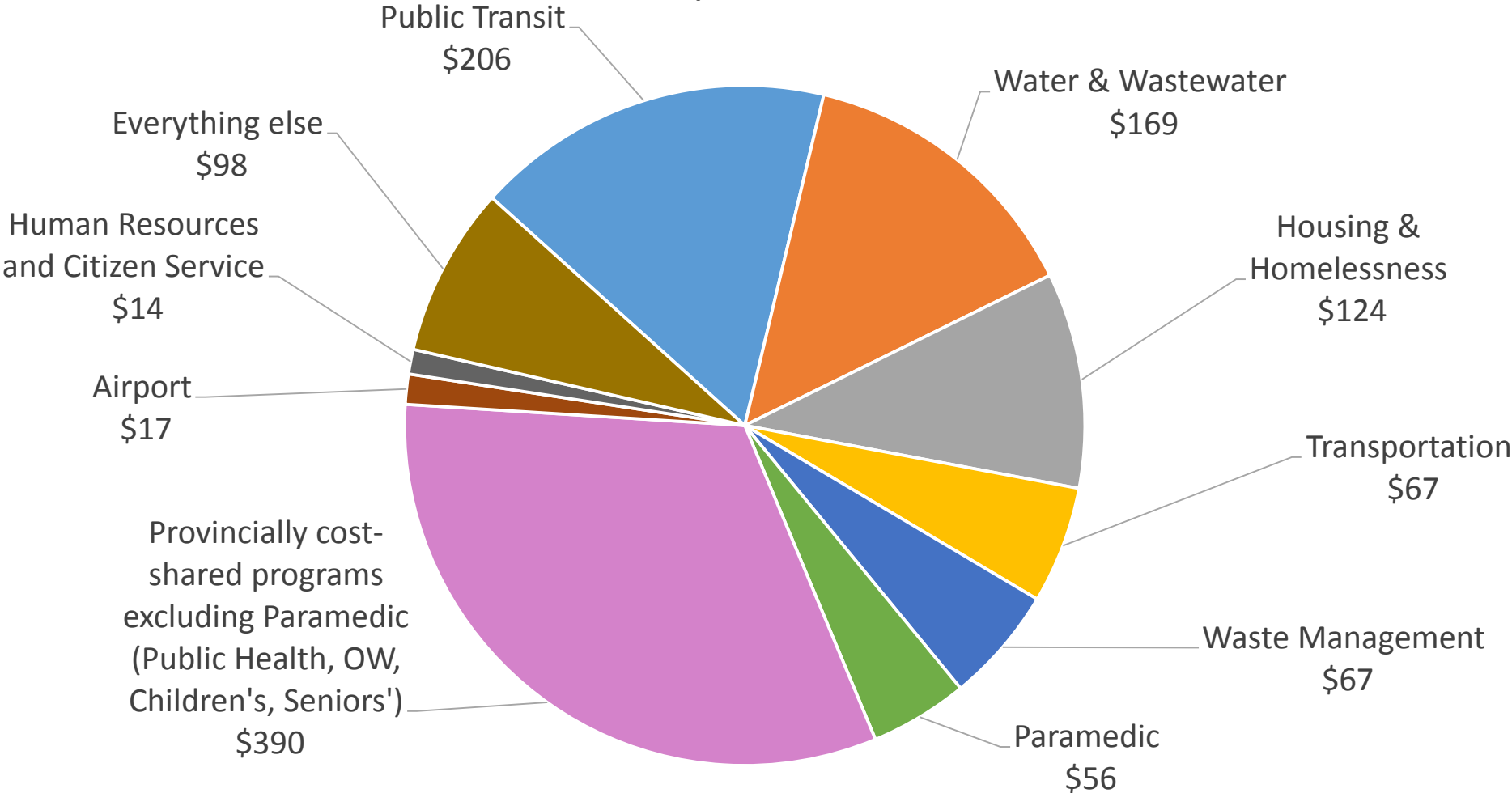
- 6.1. Let the Regional Values of Respect, Integrity, Collaboration, Innovation and Service guide our behaviour.
- 6.2. Foster opportunities for employees to be engaged, recognized and valued for their work.
- 6.3. Provide opportunities for learning and development that support all employees abilities to build and grow their career at the Region.
- 6.4. Create an environment that supports and promotes an inclusive and diverse workforce that is representative of the communities we serve.
- 6.5. Build a healthy and safe work environment that supports individual wellness and creates the capacity for all employees to be and do their best.

2023 Budget

Supporting the Plan

Preliminary 2023 Operating Budget

2023 Regional Operating Budget Expenditure excluding Police* (\$1.2B)
in \$millions

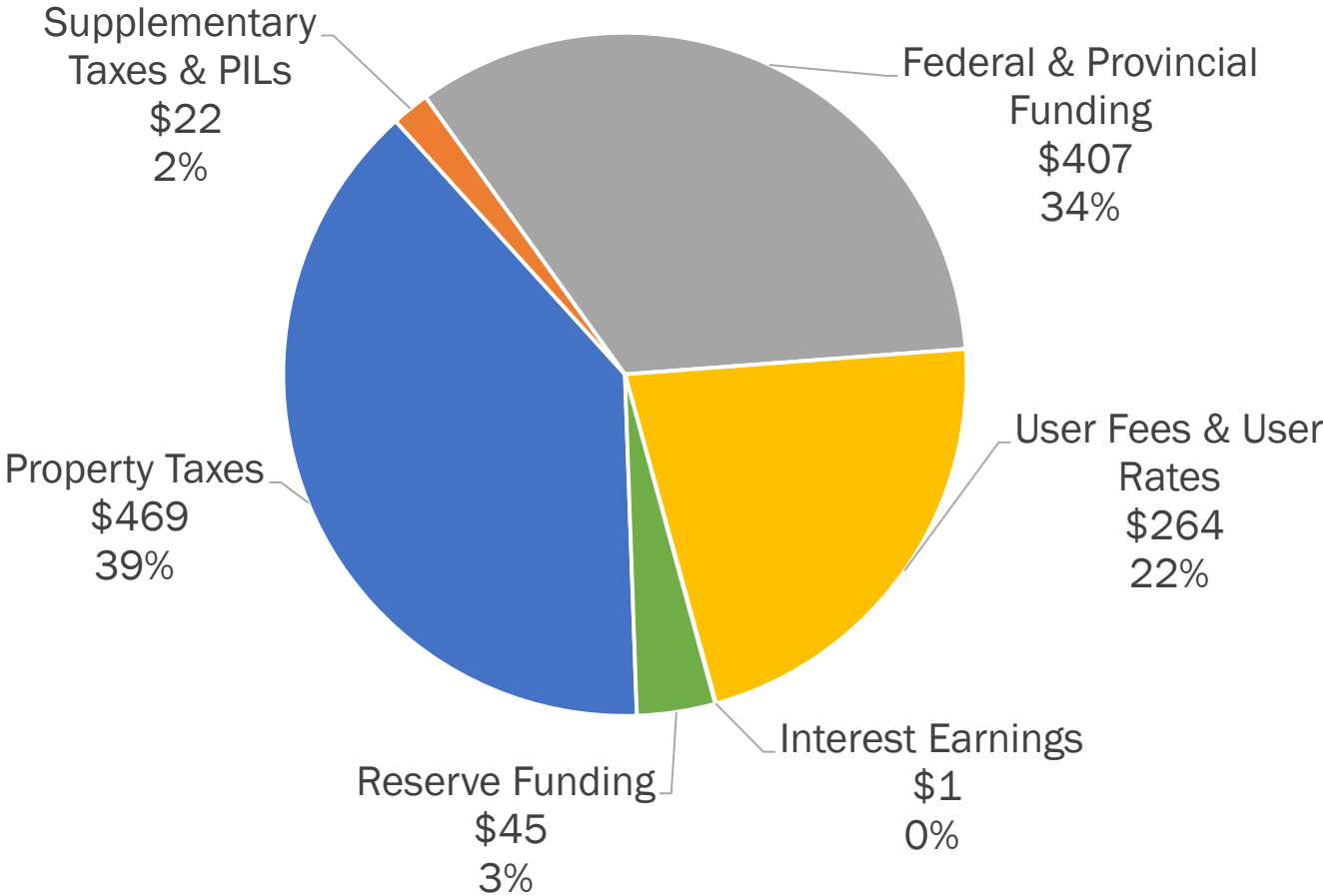


* The Police Services Board is scheduled to approve the 2023 Waterloo Region Police Services Budget on January 18. Staff will provide updates that include the impact of 2023 Police Services budget in future presentations.



Preliminary 2023 Operating Budget

2023 Draft Operating Budget Funding & Financing (\$1.2 B)
in \$millions



Federal & Provincial Funding by Program

Program	2022 Budget (\$ millions)	2023 Budget (\$ millions)	Change
OW Allowances & Benefits	\$88.4	\$90.2	\$1.9
Children's Services	\$63.1	\$149.8	\$86.7
Public Health Programs	\$45.4	\$38.5	(\$6.9)
Housing Services	\$32.5	\$33.7	\$1.2
Paramedic Services	\$26.1	\$27.9	\$1.8
Seniors' Services	\$23.6	\$26.3	\$2.6
Employment & Income Support Admin	\$20.4	\$20.5	\$0.1
Transit Services	\$23.3	\$11.8	(\$11.5)
Other Programs	\$9.7	\$8.5	(\$1.1)
Total	\$332.5	\$407.3	\$74.8



Preliminary 2023 Budget: Major Non-Tax Revenues

Budgeted non-tax revenues (\$ millions)	2022 Budget	2023 Budget	Budget Change
Wastewater treatment rate revenue	\$77.1	\$80.3	\$3.2
Water supply rate revenue	\$61.4	\$64.7	\$3.4
Public Transit fares	\$31.6	\$43.3	\$11.7
Housing rent	\$15.1	\$16.0	\$0.9
Airport	\$10.4	\$10.0	(\$0.4)
Waste Management tipping fees	\$9.0	\$10.1	\$1.1
POA revenue	\$8.3	\$8.5	\$0.2
Waste Management recycling revenue	\$7.7	\$8.2	\$0.5

Tax Stabilization Reserve

Source of Funding:

- Contribution from annual Regional budget surpluses to \$15M cap

Use of Funding:

- Smooth tax rate increases by partially funding expenditures that would otherwise be funded 100% from the tax levy in one year thereby phasing-in impacts over two or more budget years
- May also be used to fund one-time or other non-recurring expenditure

Proposed Use of Tax Stabilization Reserve in the Preliminary 2023 Budget

Item	2023 Budget (\$ millions)
Fuel price increase phase-in	\$3.50
Paramedic Services - 2022 service expansion	\$1.54
Paramedic Services - proposed 2023 service expansion	\$1.15
Equity Investments phase-in	\$1.25
Wellbeing Waterloo Region	\$0.25
Upstream Initiatives (carryforward of unspent funds)	\$0.16
Total	\$7.84

Briefing Note: User Fees and Charges

Proposed changes to fees and charges include:

Transit Services

proposed 2023 average fare increase of 2.5%, with detailed increases varying by fare type, effective July 1, 2023

Waste Management

proposed increases to tipping fees for recyclables (\$5/MT) and general refuse/garbage (\$10/MT), the special handling load rate (\$20/MT), as well as the minimum fee per visit to landfill and transfer stations (\$2), effective April 1, 2023

Airport Services

proposed changes include a new general terminal charge, an increase to landing fees and a new parking rate structure

Minor changes to fees and charges are proposed for Seniors' Services, Housing Services, Council and Administration Services, Cultural Services, and the Region of Waterloo Library

A full list of proposed changes to user fees and charges in 2023 is included in report COR-CFN-23-005 on today's agenda

2023 Budget: Service Level Changes from 2022

During 2022, Council approved the following in-year service level changes which are reflected in the 2023 budget:

- Restoration of university and college transit service in September 2022 (and deferral of redesign of Cambridge network to 2023)
- Additional ambulances in November 2022, May & October 2023 – timing of new ambulances/resources is proposed to be adjusted from May 2023 to July 2023 and from October 2023 to January 2024
- Interim Housing Solutions

Preliminary 2023 Budget: Proposed Service Level Changes

Additional transit service hours in January, April and September of 2023 including redesign of the Cambridge network

Adjustments to lower performing transit routes

Pausing operation of Doon Heritage Village during site upgrades

Digital Transformation

Organizational wellbeing initiatives and system modernization

Reduced frequency of storm drain cleaning, shouldering & ditching, line painting, urban grass cutting

Continued implementation of the 'Four Hours of Care' at Sunnyside Home

Implementation of Canada Wide Early Learning & Child Care Program

Efficiencies and Reductions

Efficiencies and cost savings:

Utilities & Energy Saving Retrofits	Reviewing and adjusting staffing levels and overtime requirements	Training, conferences, meetings, mileage and travel	New user fees & revenue streams	Office supplies and minor maintenance	Consulting fees and purchased goods & services	Service level adjustments
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Operating Budget Reductions (\$millions)

	2017	2018	2019	2020	2021	2022	Total
Operating budget savings	\$3.4	\$2.1	\$2.2	\$3.3	\$15.4	\$11.4	\$37.8

Efficiencies and Reductions

Operating Budget Savings (in \$ millions)	New Fees & Revenues	Meetings, Mileage, Conferences, Training	Consulting Fees, Purchased Services	Other Efficiencies	Energy Efficiencies & Utilities	Staffing Adjustments	Service Level Adjustments incl. Service Review Savings	Total
2021 Budget	1.0	0.8	1.5	1.9	2.4	5.8	2.1	15.4
2022 Budget	0.3	0.2	1.6	2.3	1.4	2.4	3.2	11.4
2023 Preliminary Budget*	1.0	0.2	2.2	0.8	1.3	0.3	3.2	9.0

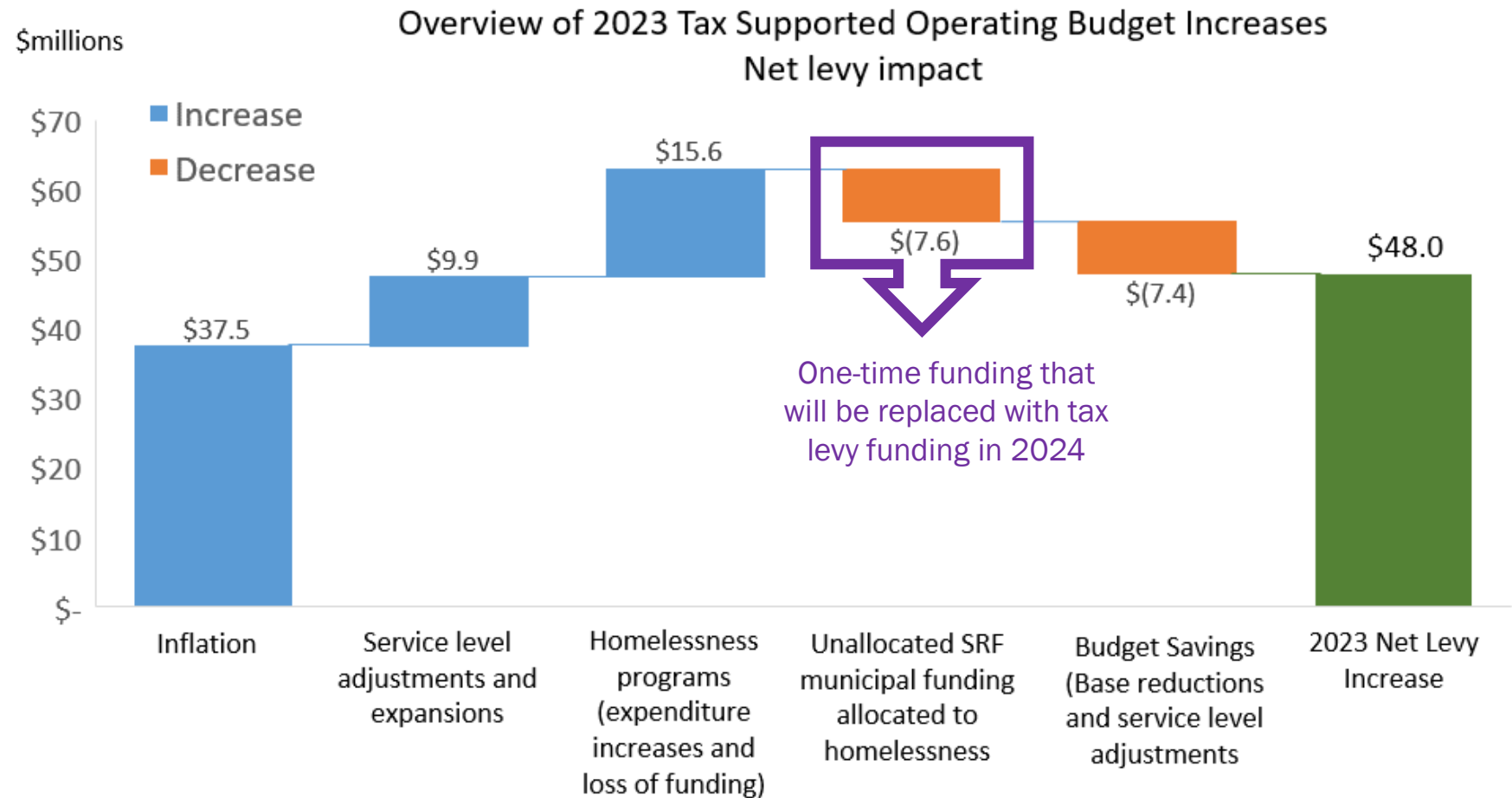
*Of the \$9.0M in reductions for 2023, \$7.4M relate to tax-supported programs. The remaining savings are reflected in water and wastewater programs

Update on 2019 KPMG Service Review Outcomes

Completed	Ongoing/Under Consideration	No action taken per Council direction
<ul style="list-style-type: none"> • Child Care Centre Operations • Waterloo Crime Prevention Council • Museum Services • Multimedia Services • Specialized Public Transit - MobilityPlus Operations • Library Services • Discretionary Grants to Organizations 	<ul style="list-style-type: none"> • RoW Airport - Air Service and Business Development • Housing and Homelessness System Management • Fleet and Facilities Management 	<ul style="list-style-type: none"> • Social Development Services • Immigration Partnership Services • Discretionary Benefits • Community Development Services • Public Access Defibrillators • Client Intake and Financial Assistance Eligibility Services • Child Care Management Funding Administrative Services • Property Tax Rebates

Updated preliminary 2023 tax-supported operating position

- Staff have found \$7.4M in savings (base and service level reductions) or the equivalent of a 1.8% levy reduction
- To continue service delivery, manage inflation, manage growth in demand, manage provincial funding reductions, would require **an additional \$138/average household annually**



Property Tax Comparisons to Other Municipalities

Region/City	Residential	Commercial				Industrial		
	Two Storey Home	Office Buildings (sq. ft)	Shopping (sq. ft)	Hotels (unit)	Motels (unit)	Industrial Vacant Land (acre)	Residential Industrial (sq. ft)	Large Industrial (sq. ft)
Regional Municipality of Waterloo	4,244	3.35	3.90	1,668	1,814	6,445	1.51	0.94
Regional Municipality of Durham	5,352	3.22	4.61	1,513	1,456	6,373	1.58	1.09
Regional Municipality of Halton	5,023	3.28	4.34	1,423	1,474	16,861	2.26	1.95
Regional Municipality of Peel	5,353	3.76	4.91	1,515	1,037	18,368	2.38	1.48
Regional Municipality of York	5,077	3.58	4.00	1,607	1,486	7,157	2.08	1.35
Regional Municipality of Niagara	5,067	2.89	4.08	1,895	1,130	4,044	1.84	0.91
City of Hamilton	5,491	3.22	5.12	2,037	1,367	14,272	2.51	1.10

***Data from the 2021 BMA Study**

Capital program

10 year capital program

- Investments needed to keep existing assets in a state-of-good-repair and new infrastructure for population and service growth
- Funding and financing plan

Existing (renewal)

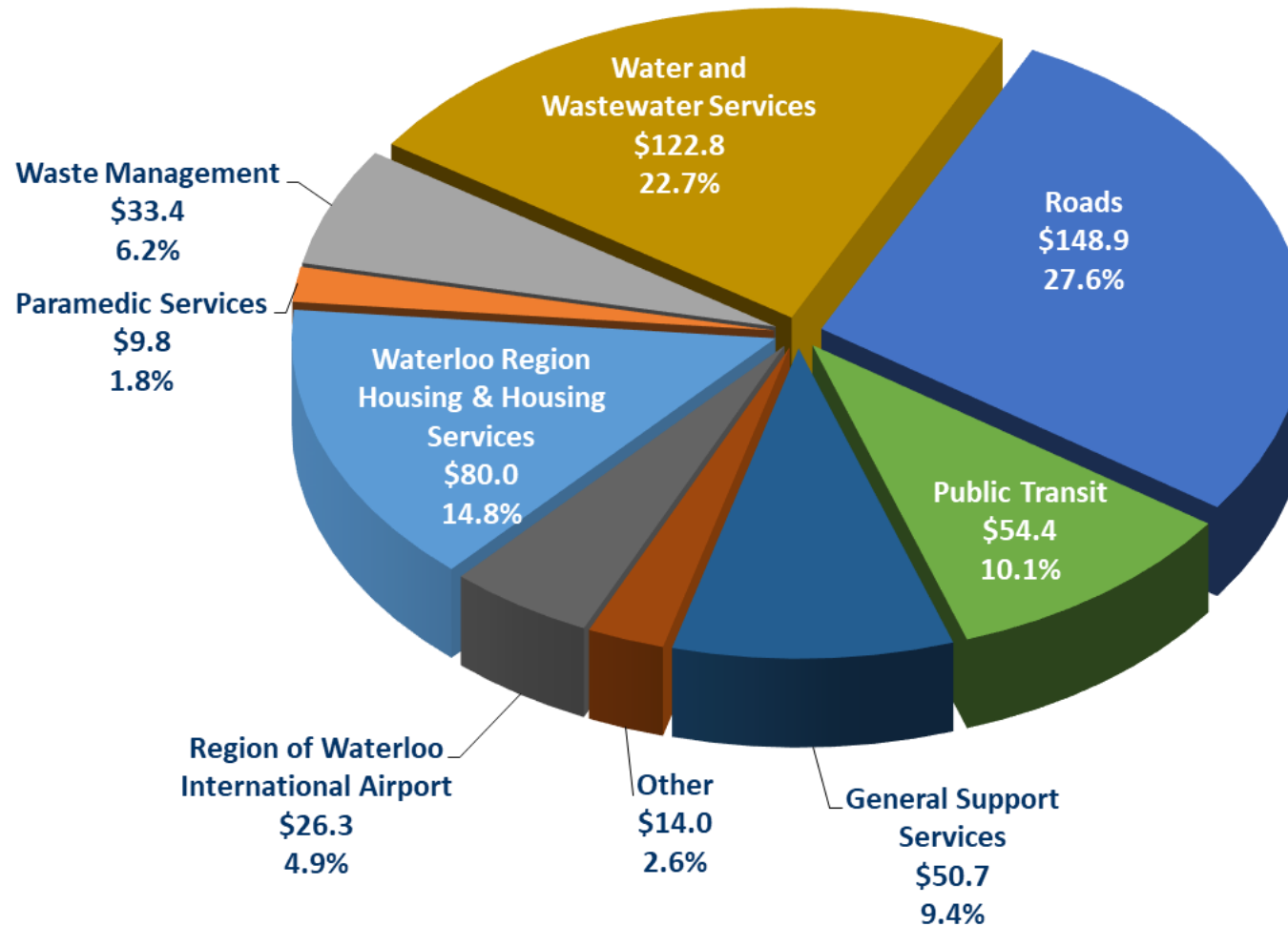
- Needs to be maintained, renewed, upgraded and replaced
- Asset Management Planning informs investments required in the 10 year capital program

New (growth)

- Required to serve our growing community
- Water and wastewater capacity, roads, facilities, vehicles and equipment
- Informed by Regional Official Plan & Master/Business plans

2023 Capital Budget excluding Police* (\$540 million)

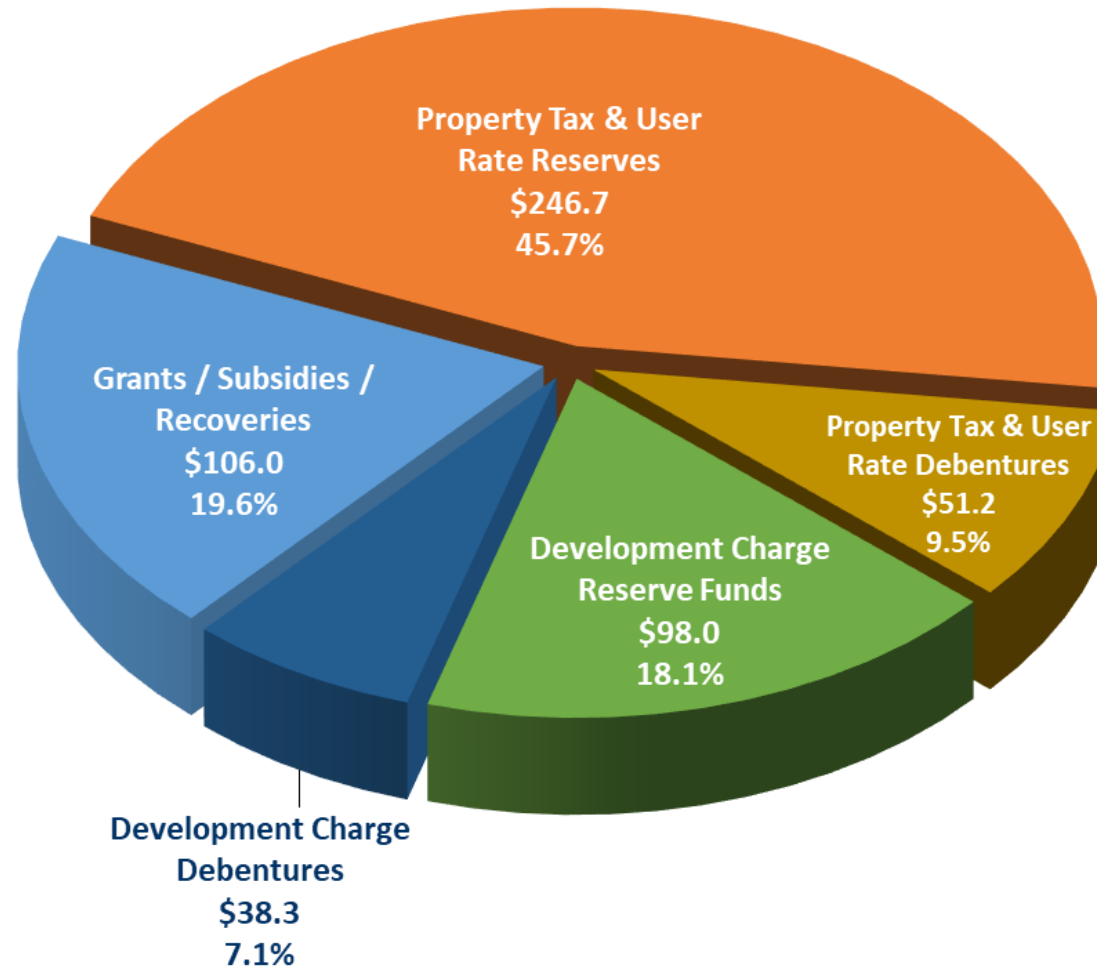
Expenditure Categories (\$ millions)



* The Police Services Board is scheduled to approve the 2023 Waterloo Region Police Services Budget on January 18. Staff will provide updates that include the impact of 2023 Police Services budget in future presentations.

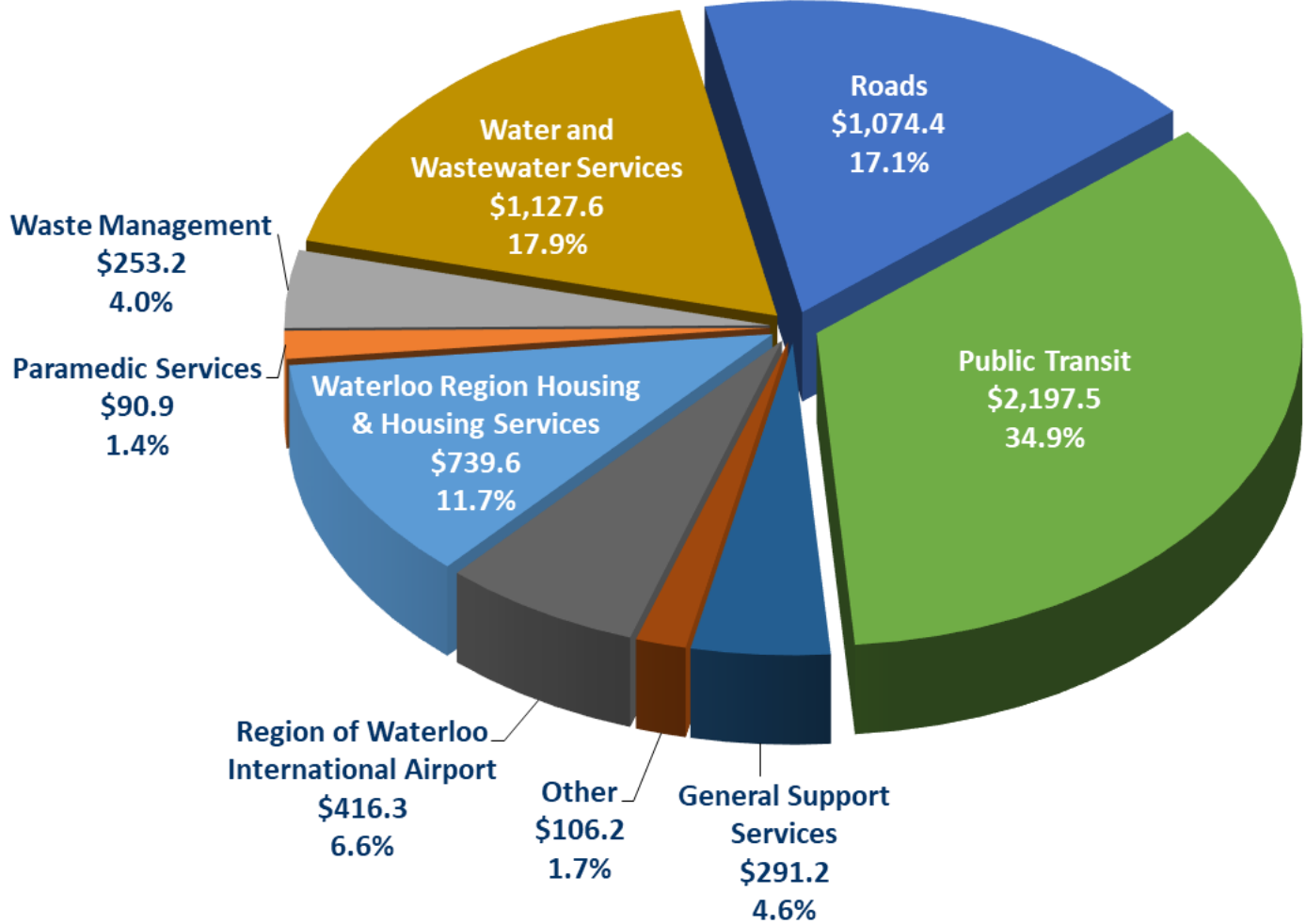
2023 Capital Budget excluding Police (\$540 million)

Funding & Financing (\$ millions)



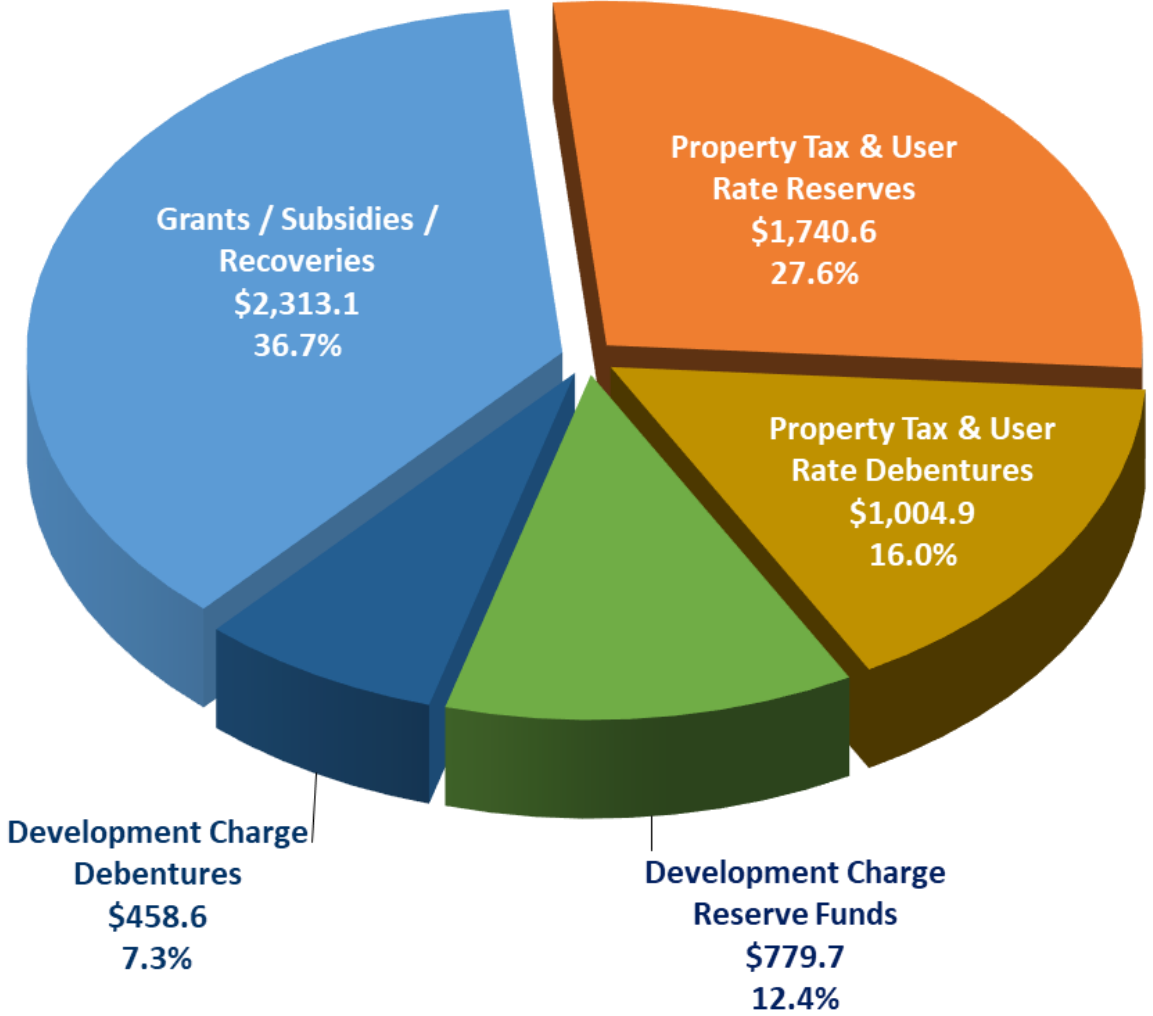
2023-2032 Capital Plan excluding Police (\$6.3 billion)

Expenditure Categories (\$ millions)



2023-2032 Capital Plan excluding Police (\$6.3 billion)

Funding & Financing (\$ millions)



2023-2032 Capital Program Review

Program area capital reviews on January 18 and February 8

Detailed review on February 1

- How the capital program is built, funded and financed
- Interrelationship with the operating budget and reserves
- Specific project review and discussion



Strategic plan Focus Area:

- Environment & Climate Action

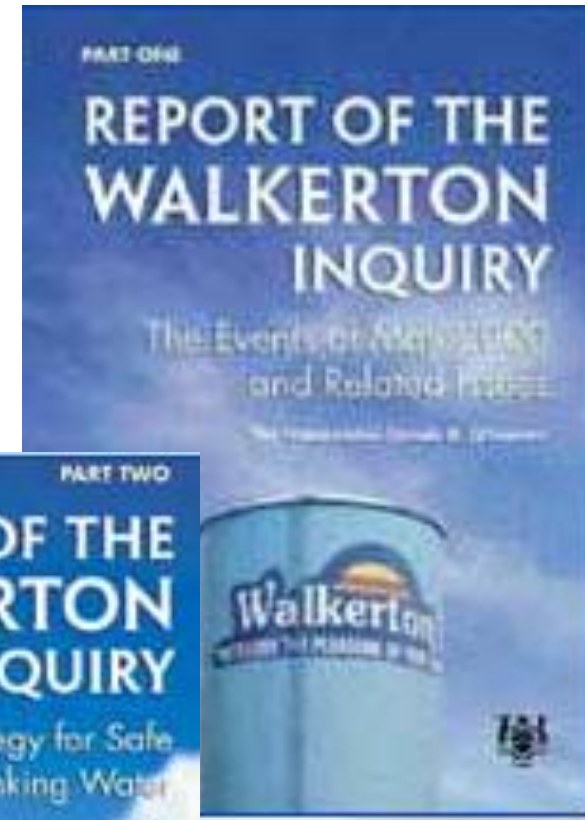
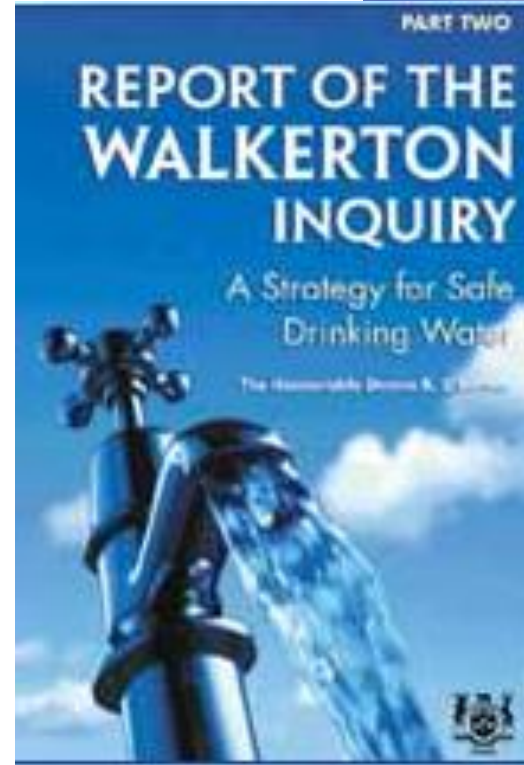
Strategic Plan Objectives:

- Improve resiliency to climate change and severe weather
- Protect our water resources
- Promote the efficient use of urban land, protect and enhance agricultural and natural areas

Environment & Climate Action

Walkerton Tragedy

- In May 2000 the Walkerton water supply became contaminated with E. Coli
- 2,321 residents became ill & seven (7) died from their illness
- In response to this tragedy the Walkerton Inquiry identified a lack of operating, regulatory and compliance obligations



Water & Wastewater Services

Drinking Water Quality Management System Policy

The Region is dedicated to provide high quality drinking water to consumers.

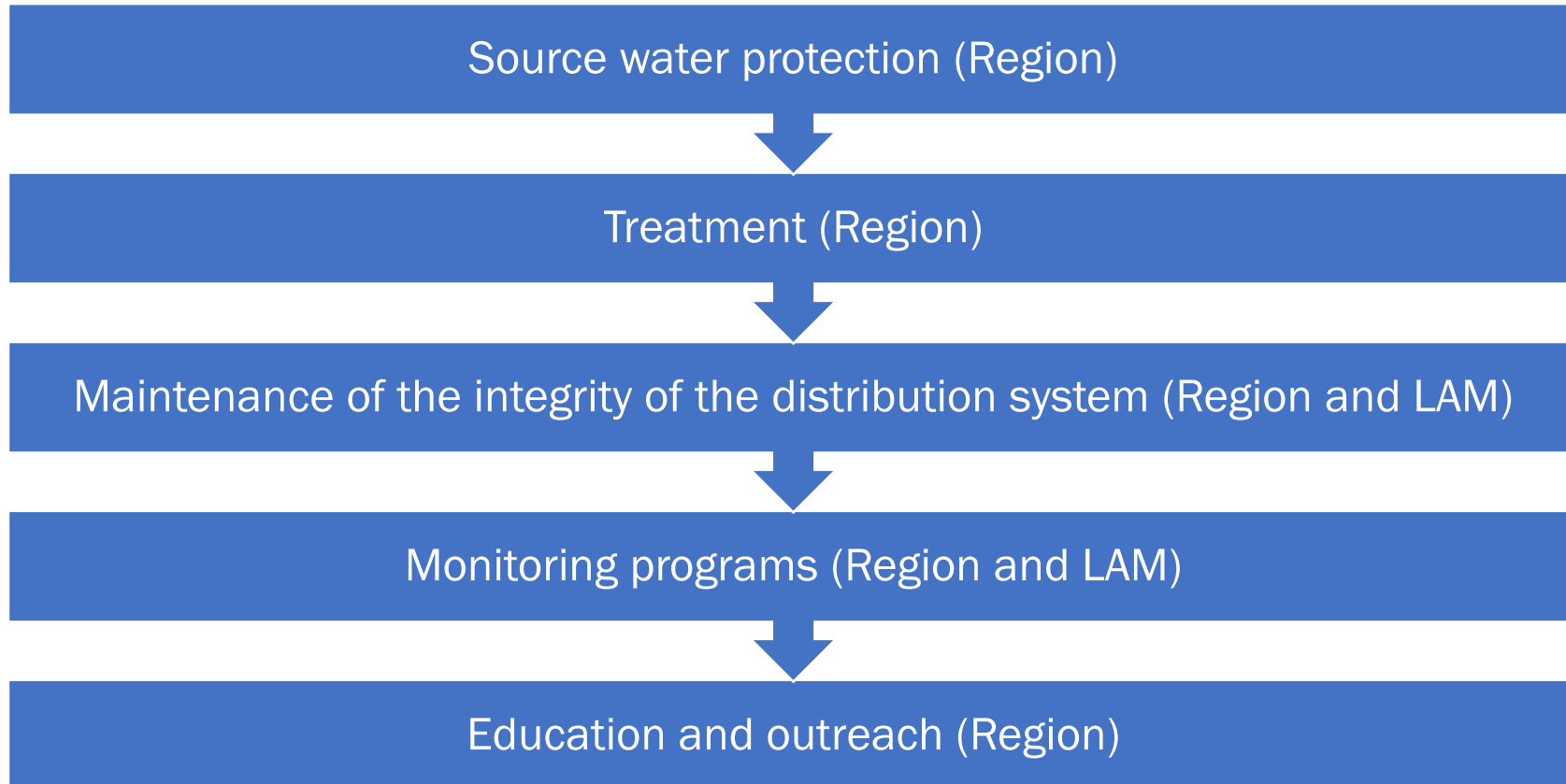
The Region is committed to:

- Managing potential risks,
- Complying to applicable legislation,
- Maintaining and continually improving the QMS
- Communicating relevant policies and programs, as applicable.



Water & Wastewater Services

Multi-Barrier Approach to Providing Safe Drinking Water



Water & Wastewater Services

Safe Drinking Water Act (SDWA) Roles and Responsibilities

Council

- Owner of the Drinking Water System

Water & Wastewater Services

- Operating Authority of the Drinking Water System

Water & Wastewater Services

Statutory Standard of Care – Section 19 SDWA

Exercise the level of care, diligence and skill in respect of a municipal drinking water system that a reasonably prudent person would be expected to exercise in a similar situation; and

Act honestly, competently and with integrity, with a view to ensuring the protection and safety of the users of the municipal drinking water system

This applies to:

Every person who, on behalf of the municipality, oversees the accredited operating authority of the system or exercises decision-making authority over the system.



Water & Wastewater Services

Water and Wastewater Infrastructure

- Water & Wastewater Services Total Asset Valuation (2019\$) \$2.53 billion
- Average Asset Condition Good



Water and Wastewater Capital Investments

<p style="text-align: center;">Water 2023 - 2032 Capital Program - \$609 M</p>	<p style="text-align: center;">Wastewater 2023 - 2032 Capital Program - \$513 M</p>
<p>Projects to support the Asset Management Plan - \$178 million</p> <ul style="list-style-type: none"> • SCADA Upgrades • Projects for Infrastructure Renewal 	<p>Projects to support the Asset Management Plan - \$157 million</p> <ul style="list-style-type: none"> • Pump Station Upgrades • Rural Infrastructure Upgrades
<p>Projects to support Growth - \$291 million</p> <ul style="list-style-type: none"> • Cambridge Distribution Upgrades • Mannheim Water Treatment Plant 	<p>Projects to support Growth - \$316 million</p> <ul style="list-style-type: none"> • Collection trunk to support ESL • Wellesley WW Servicing MP • WW Master Plan • Treatment Upgrades

Retail Water Distribution and WW Collection in North Dumfries and Wellesley

- **Water Distribution**

- Operating Expenditure = \$3.0M
- 2023-2032 Capital Program = \$3.0M

- **Projects include:**

- Leak Detection
- Distribution Studies/Remedial Work
- Meter Replacement
- Fleet Replacement

- **Wastewater Collection**

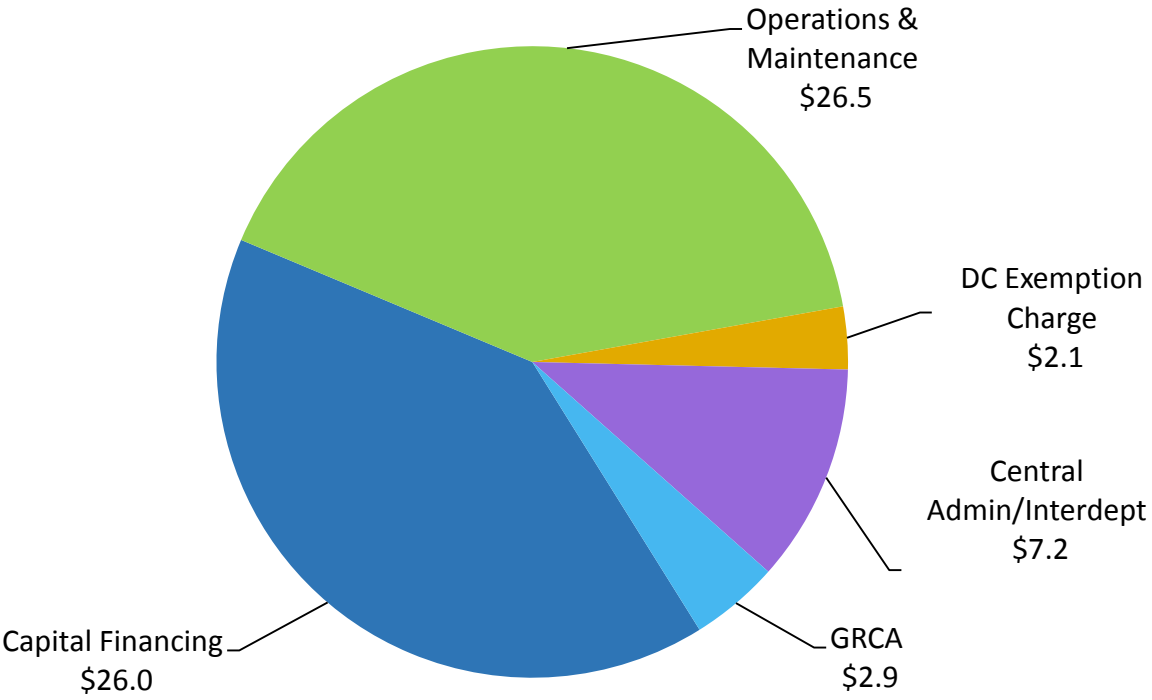
- Operating Expenditure = \$1.7M
- 2023-2032 Capital Program = \$2.1M

- **Projects include:**

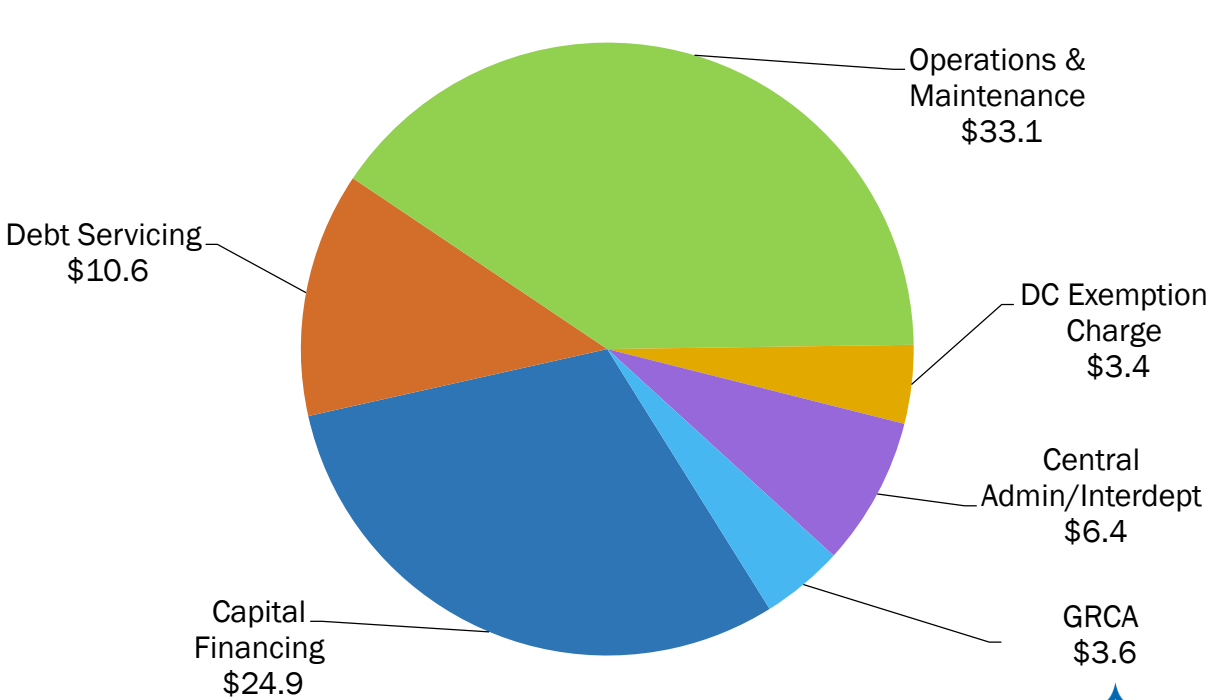
- Replacement & Upgrades
- Collection Studies

Water and Wastewater Operating Program

Water Supply 2023 Operating Expenditure (\$64.8 Million)

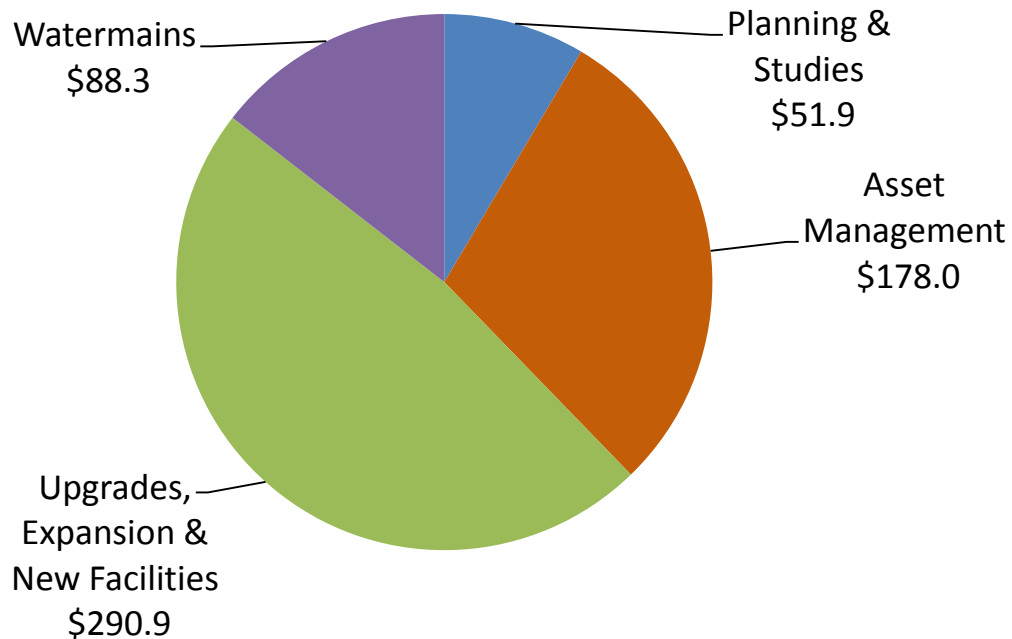


Wastewater Treatment 2023 Operating Budget Expenditure (\$82 M)

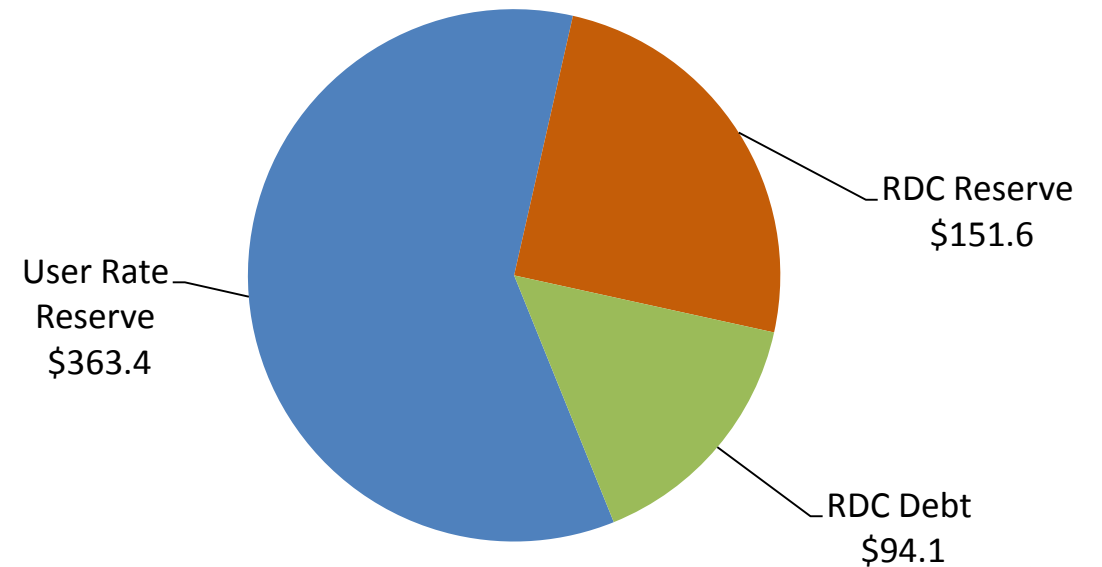


Water Supply – 10 year Capital Program

Water Supply 2023-2032 Capital Program Expenditure (\$609.1 Million)



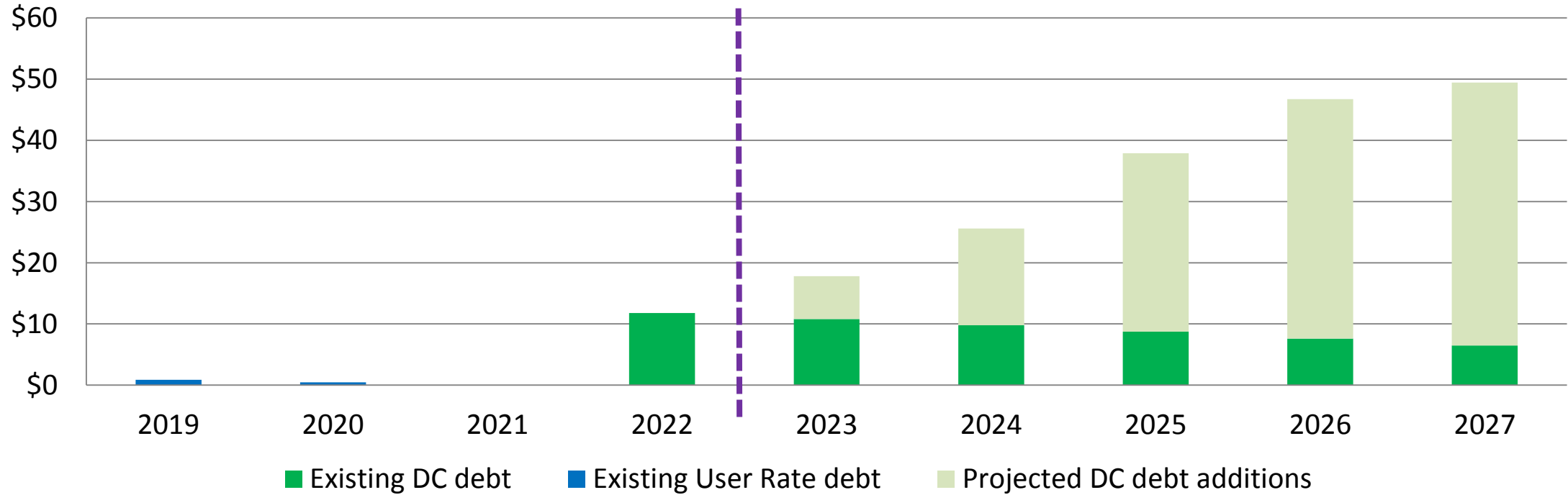
Water Supply 2023-2032 Capital Funding and Financing (\$609.1 M)



Water Supply

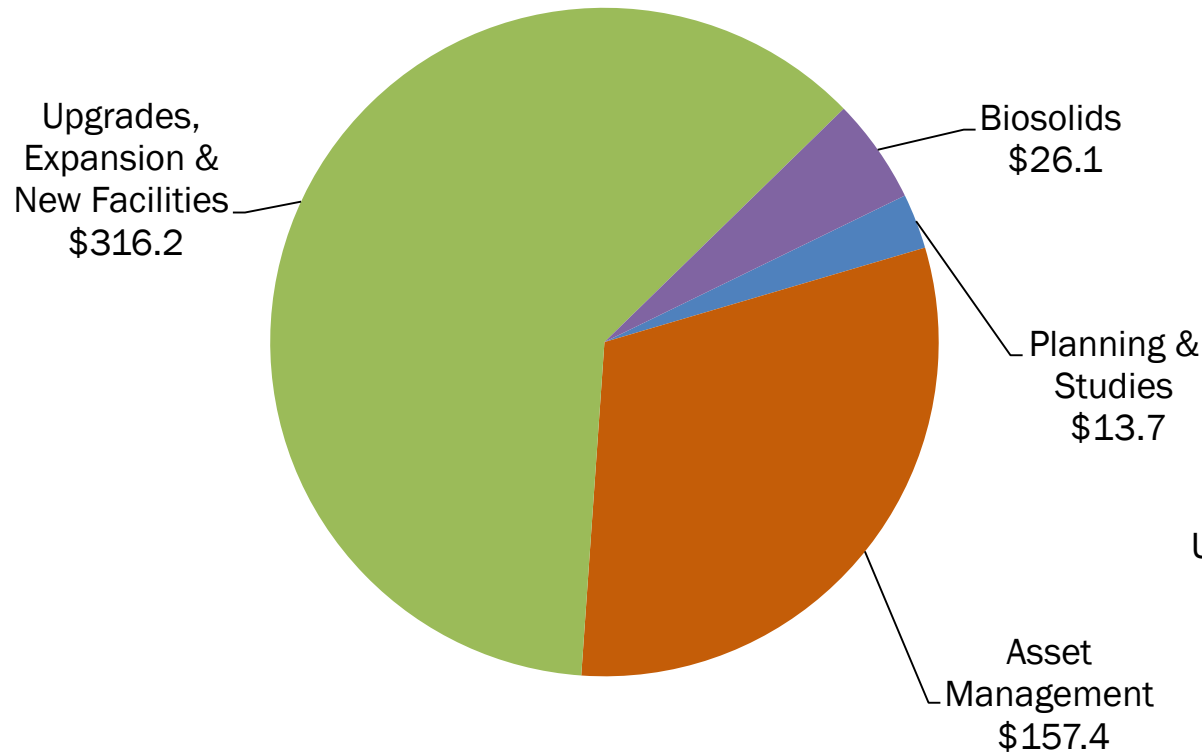
Projected debt outstanding

Water Actual & Projected Debt Outstanding
2019-2027
(\$millions)

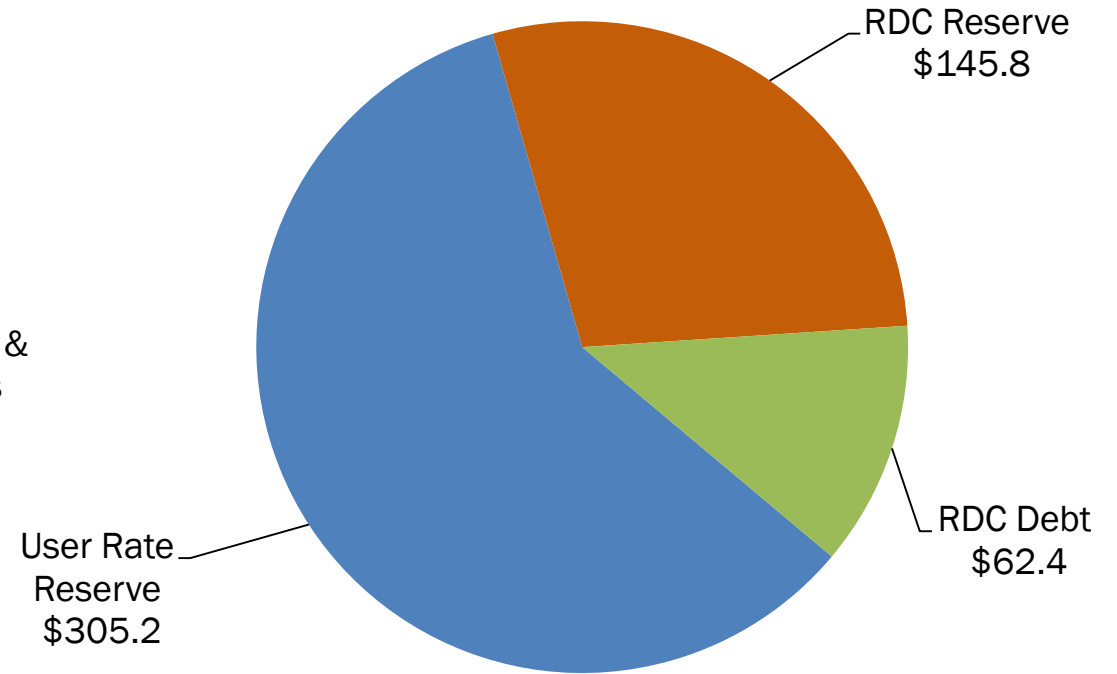


Wastewater – 10 year Capital Program

Wastewater Treatment 2023-2032 Capital Budget Expenditure (\$513.3 Million)



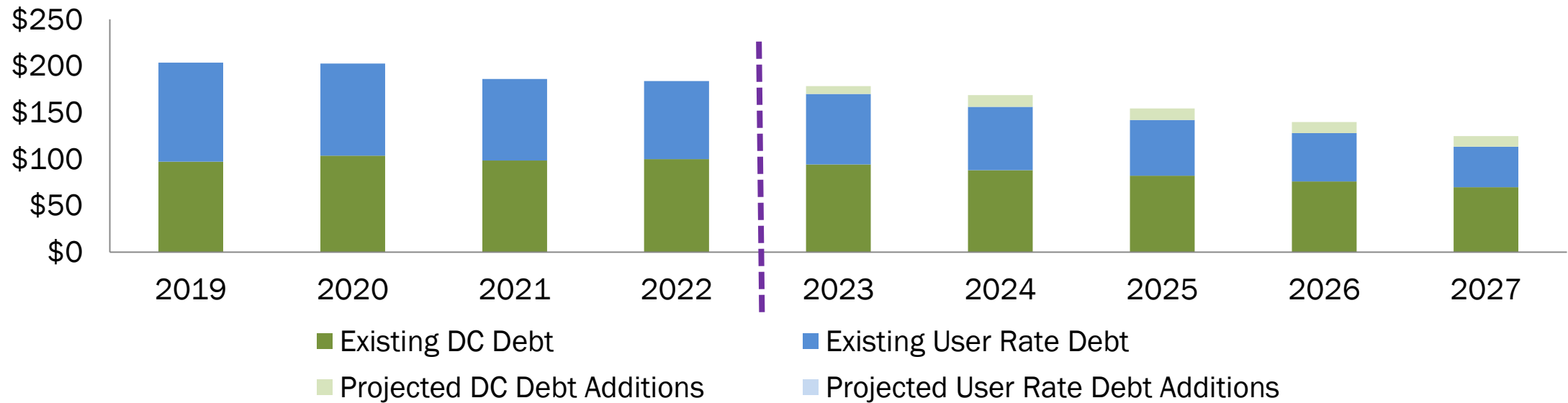
Wastewater Treatment 2023-2032 Capital Funding and Financing (\$513.3 M)



Wastewater Treatment

Projected debt outstanding

Wastewater Projected Debt Outstanding
2019-2027
(\$millions)



Proposed Water and Wastewater volumetric rate change

	2022 approved user rate increase	2022 Rate Model - projected 2023 user rate increase	2023 Rate Model - current 2023 user rate increase (change)
Water supply	2.9%	2.9%	2.9% (+0.0%)
Wastewater treatment	2.9%	3.9%	4.9% (+1.0%)
Water distribution	1.9%	2.4%	2.4% (0.0%)
Wastewater collection	2.9%	2.9%	2.9% (0.0%)



Average Household Impact Wholesale Water and Wastewater

	Rates per cubic metre		Annual Household Impact		
	2022	2023	2022	2023	Increase
Water	\$ 1.1271	\$ 1.1598	\$197.24	\$202.01	\$4.77
Wastewater	\$ 1.3429	\$ 1.4087	\$235.02	\$244.60	\$9.59

- The impacts above are for information purposes. These impacts will be captured in each area municipality's retail rates.
- Comparison of the average household impact from 2022 to 2023 assumes 2023 rate increases effective March 1st
- Annual average consumption is assumed to be constant at 175 m³
- January and February 2023 are calculated at the prior budget year's approved rate and the remaining months (March to December) are calculated at the rates proposed in the current budget year.



Retail Water Distribution and Wastewater Collection Average Household Impact

	2022	2023	Increase	<u>Household Impact</u>		
				2022	2023	Increase
Water Distribution						
Usage Rate (per m3)	\$ 3.20	\$ 3.28	\$ 0.08	\$ 560.00	\$ 571.67	\$ 11.67
Monthly Charge	\$ 10.00	\$ 11.00	\$ 1.00	120.00	130.00	10.00
				\$ 680.00	\$ 701.67	\$21.67
Wastewater Collection						
Usage Rate (per m3)	\$ 2.39	\$ 2.46	\$ 0.07	\$ 418.25	\$ 428.46	\$ 10.21
Monthly Charge	\$ 9.00	\$ 10.00	\$ 1.00	108.00	118.00	10.00
				\$ 526.25	\$ 546.46	\$20.21

- Comparison of average household impact from 2022 to 2023 assumes 2023 rate increases effective March 1st (customers in North Dumfries and Wellesley)
- Annual average consumption is assumed to be constant at 175 m3
- January and February 2023 are calculated at the prior budget year's approved rate and the remaining months (March to December) are calculated at the rates proposed in the current budget year.
- It should be noted that the purchase of wholesale water supply and wastewater treatment is included in water distribution and wastewater collection operating budgets and is included in the impacts noted in the table



Strategic Plan Focus Area

- Sustainable Transportation

Strategic Plan Objectives

- Enhance the transit system to increase ridership and ensure it is accessible and appealing to the public
- Improve and better integrate roads and rail transportation services to and from Waterloo Region
- Increase participation in active forms of transportation
- Improve road safety for all users



Transit Services

GRT bus service

- Added 365,703 kms of bus service in 2022 (projected, as compared to 2021) for a projected total of 16,113,866 kms of bus service.
- This service is over 54 routes servicing 2,579 stops with a typical peak frequency of 10 minutes on the ION bus/LRT, 15 minutes on iXpress and other core routes - and 30 minutes for most other local routes.
- Ridership is growing in the 2nd half of the year & will be close to 90% of 2019 levels, with a number of routes past 100% of 2019 levels in last quarter.
- MobilityPLUS will provide 64,000 annual service hours in 2023. In 2022, there were over 1,900 active registrants.



Rapid Transit

- **GRT LRT** will provide a projected 977,553 km of rail service in 2022 with 52,351 service hours at a typical peak frequency of 10 minutes.
- **The 2023 and 2024 capital program includes Stage 2 ION funding:**
 - Business Case completion
 - Due diligence field work such as geotechnical and utility investigations
 - Strategic and selected property acquisitions to protect for future Stage 2 ION

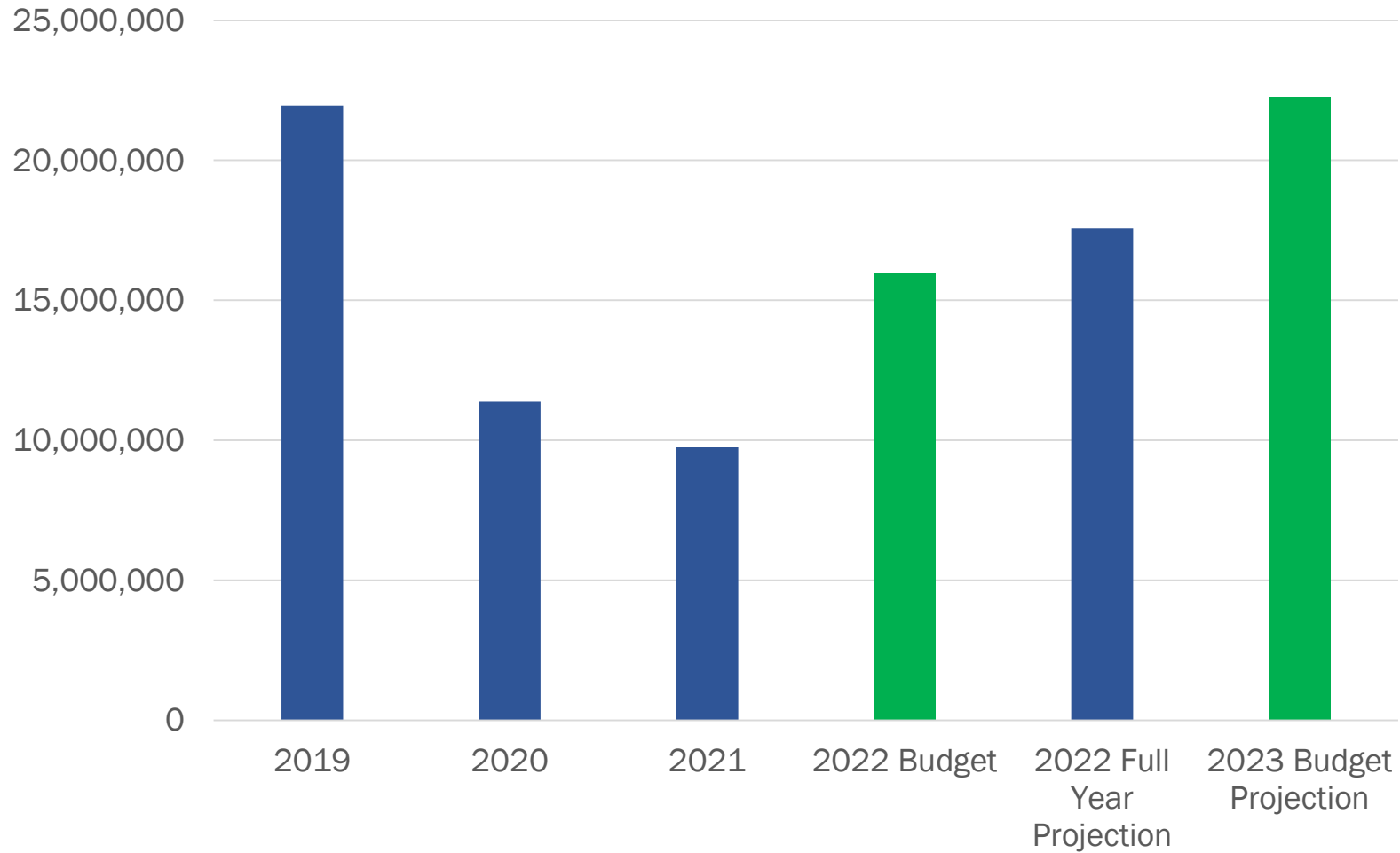


Transit Services – Strategic Initiatives

- Related studies & work being undertaken in 2023:
 - Integrated Mobility Plan (new RTMP)
 - GRT Business Plan 2023-2027
 - MobilityPLUS and Kiwanis Transit Business Plan 2023-2027
 - Fischer-Hallman Transit Feasibility Study
 - Rural Transit Service Models Review
 - Micromobility Implementation (e-scooter and e-bike share)
 - Cambridge-to-Union GO Rail Study



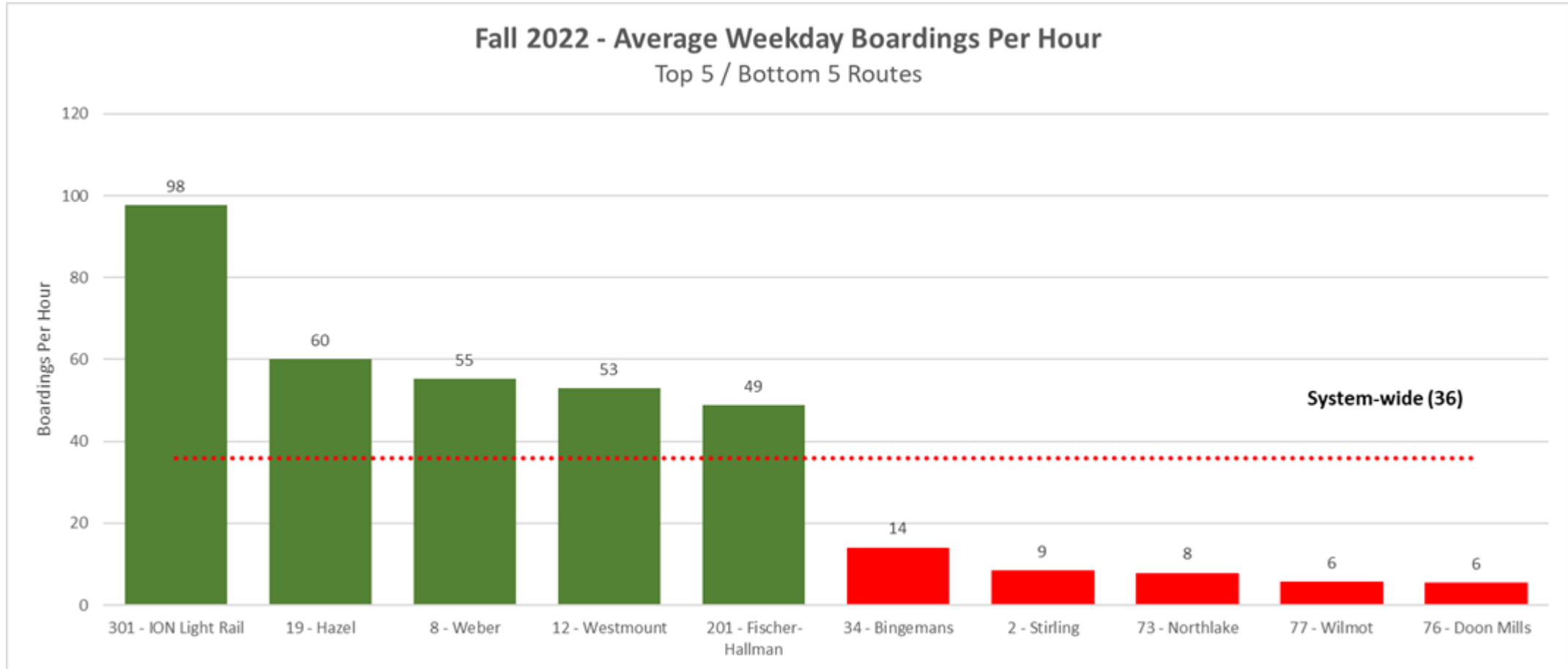
Transit Ridership





GRAND RIVER TRANSIT

2022 Transit Ridership



2023 Transit Fare Scenarios

- The 2023 Transit operating budget assumes an overall increase in transit fares of 2.5% (as of July 1)
- Briefing note COR-CFN-23-005 outlines details of fare increases by product
- The following table outlines scenarios for adjusting transit fare increase to achieve stated levels of fare increases with impacts on ridership and property tax levy for each

	Current Fares	2023 Budget Scenario 1 2.5% Fare increase	Scenario 2 5% Fare increase
Cash Fare	\$3.50	\$3.75	\$4.00
Stored Value Payment	\$2.92	\$2.98	\$3.07
Monthly Pass	\$90.00	\$92.00	\$95.00
Annual Revenue Increase		\$545,000	\$1,193,000
Incremental Revenue in 2023 (fare increases effective July 1, 2023)		\$272,500	\$596,500
Net Ridership Change		(106,000)	(255,000)



2023 Transit Fare Comparison

Municipality	Cash Fare	Adult Ticket	Senior Ticket	Youth Ticket	Adult Monthly Pass	Senior Monthly Pass	Youth Monthly Pass	Average Fare
	\$ 4.00	\$ 3.10	\$ 1.60	\$ 2.55	\$ 128.00	Free for Residents, No Monthly Senior Pass Available	\$ 107.00	\$ 2.19
Brampton	\$ 4.00	\$ 3.10	\$ 1.60	\$ 2.55	\$ 128.00	Free for Residents, No Monthly Senior Pass Available	\$ 107.00	\$ 2.19
Brantford	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 73.50	\$ 55.50	\$ 55.50	\$ 1.26
Burlington	\$ 3.50	\$ 2.75	\$ 1.90	\$ 1.90	\$ 104.50	\$ 72.20	\$ 72.20	\$ 1.39
Durham Region	\$ 4.00	\$ 3.25	\$ 2.15	\$ 2.90	\$ 117.00	\$ 46.00	\$ 93.50	\$ 2.42
GRT	\$ 3.50	\$ 2.92	\$ 2.92	\$ 2.92	\$ 90.00	\$ 90.00	\$ 90.00	\$ 1.83
Guelph	\$ 3.00	\$ 2.80	\$ 2.25	\$ 2.25	\$ 80.00	\$ 68.00	\$ 68.00	\$ 1.80
Hamilton	\$ 3.25	\$ 2.55	\$ 2.10	\$ 2.10	\$ 112.20	\$ 35.50	\$ 92.40	\$ 1.96
Kingston	\$ 3.25	\$ 2.75	\$ 2.25	\$ 2.25	\$ 80.00	\$ 59.50	\$ 59.50	\$ 1.24
London	\$ 3.00	\$ 2.25	\$ 1.70	\$ 1.80	\$ 95.00	N/A	\$ 61.00	\$ 1.70
Mississauga	\$ 4.00	\$ 3.10	\$ 2.10	\$ 2.35	\$ 131.00	\$ 65.00	\$ 112.80	\$ 1.94
Oakville	\$ 4.00	\$ 3.25	\$ 2.10	\$ 2.55	\$ 136.50	\$ 65.40	\$ 87.20	\$ 1.86
Ottawa	\$ 3.75	\$ 3.70	\$ 2.80	\$ 1.85	\$ 125.50	\$ 47.75	\$ 96.75	\$ 2.22
Sudbury	\$ 3.50	\$ 3.50	\$ 3.50	\$ 3.50	\$ 88.00	\$ 56.00	\$ 75.00	\$ 1.70
Thunder Bay	\$ 3.00	\$ 2.50	\$ 2.50	\$ 2.50	\$ 80.00	\$ 55.00	\$ 55.00	\$ 1.68
Toronto	\$ 3.25	\$ 3.20	\$ 2.30	\$ 2.30	\$ 156.00	\$ 128.15	\$ 128.15	\$ 2.28
Windsor	\$ 3.15	\$ 2.68	\$ 2.10	\$ 2.10	\$ 101.55	\$ 51.40	\$ 70.00	\$ 1.43
York Region	\$ 4.25	\$ 3.88	\$ 2.40	\$ 3.03	\$ 154.00	\$ 65.00	\$ 118.00	\$ 2.92
Ontario Median	\$ 3.50	\$ 3.00	\$ 2.25	\$ 2.35	\$ 104.50	\$ 59.50	\$ 87.20	\$ 1.83
Ontario Average	\$ 3.49	\$ 3.01	\$ 2.33	\$ 2.46	\$ 108.99	\$ 64.03	\$ 84.82	\$ 1.87



Public Transit – User Fees & Discounts

In 2019 (Report TES-TRS-19-20/CSD-EIS-19-11), Council eliminated aged-based discounts in favour of means-based discounts provided through the Affordable Transit Program (ATP) for those living with low income

- April 1, 2020 - ATP offers a 48% discount on fares for persons and households living below low-income thresholds
- Major shift in GRT fare policy to providing discounts that are means-based as opposed to age-based - allows the Region to support more low-income residents than the previous fare structure
- ATP is open to anyone in the region, including seniors and children 17 or younger and was expanded in 2022 by increasing the eligibility cut-offs by 15%
- With regard to seniors, noting the availability of the new ATP, refundable Provincial tax credits and a pre-pandemic estimated revenue loss of \$111,000 annually for a free off-peak seniors' fare one day per week, staff do not recommend further discounted fares
- Staff recommend maintaining and promoting the current ATP program until more experience and data is available
- ATP reduces the affordability barrier for riders, and is an equitable program based on need rather than age
- ATP has expanded access to affordable transit fares in the region while balancing the impact on transit revenue.

Public Transit – User Fees & Discounts

For budget 2021 (Report COR-FSD-20-42), Council considered requests to reinstate free/reduced fares for seniors and youth.

- With regard to youth, Council approved the expanded use of day passes as a Family Pass during March Break and December school break periods. Families (including up to four children under the age of 18) are able to use a single day pass (\$8.50) for travel during these periods, in addition to all weekends and statutory holidays.
- With regard to seniors, noting the availability of the new ATP, refundable Provincial tax credits and a pre-pandemic estimated revenue loss of \$111,000 annually for a free off-peak seniors' fare one day per week, staff did not recommend further discounted fares.
- Free training on how to travel on GRT for people with disabilities, older adults and people new to GRT's services. The training covers all aspects of traveling with GRT, including planning your trip, paying your fare, boarding the bus with a wheelchair or scooter, and traveling to and from bus stop.
- Travel Training initiatives are undertaken annually in partnership with local organizations to familiarize seniors (and others) with transit; more outreach is planned for 2023.

Public transit – User fees and discounts - proposal

- 2021 Census results confirm that seniors are less likely to be below low-income thresholds (2.9% of 65 and over, versus 7.2% of residents aged 18 to 64) – staff does not recommend the reinstatement of senior fare discounts
- To familiarize seniors with GRT, it is proposed to expand the Ride-a-bus / Travel Training program across the three cities and include guidance and support for the ATP program
- Regarding youth, staff will evaluate potential benefits and impacts of new products (changes to the family pass, free fares for youth travelling with an adult) and bring them back to Council as part of the GRT business plan

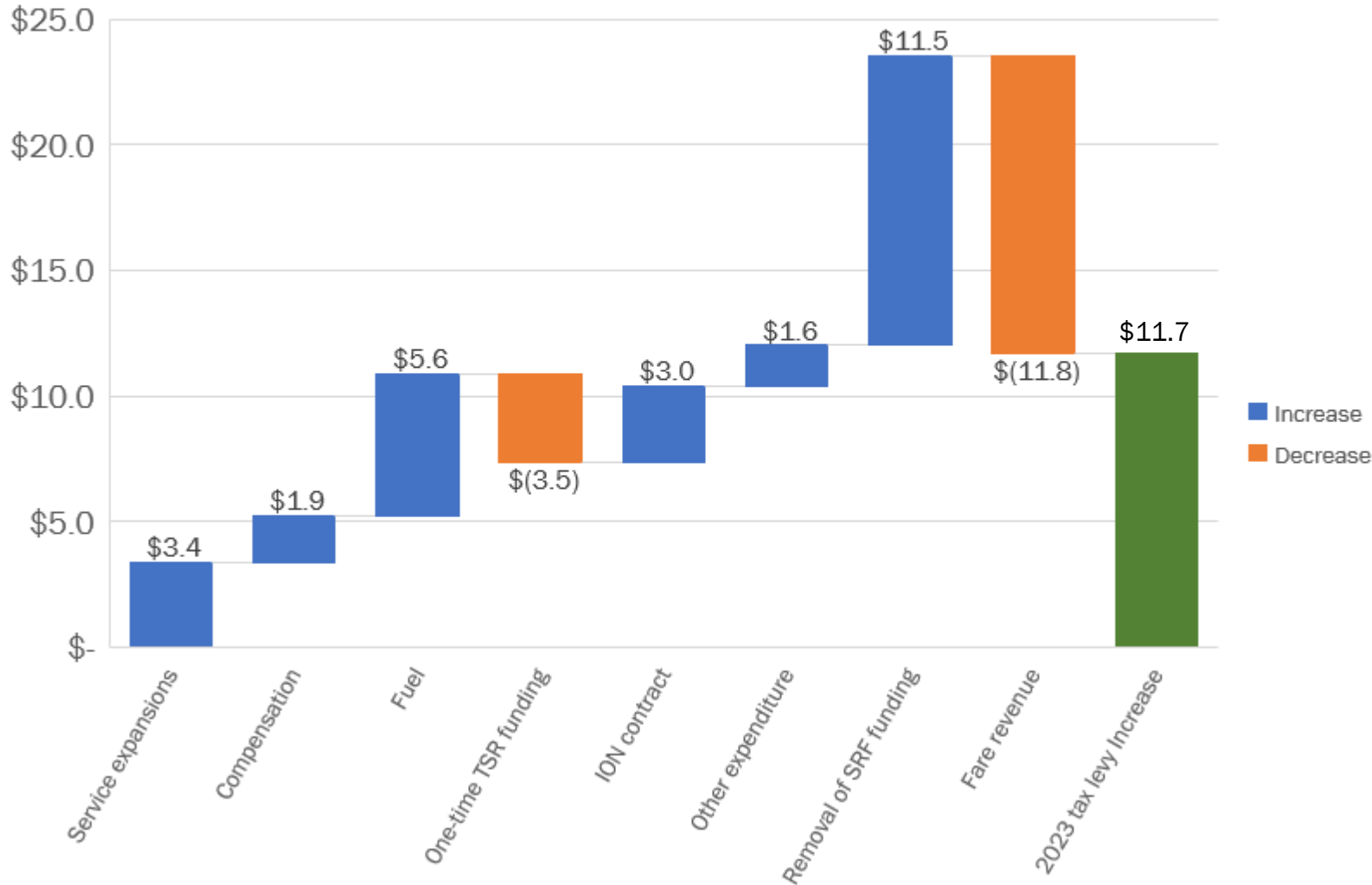
Transit Service Hours

	Service Hours
2022 Approved Budget	830,000
In-year adjustments per TES-TRS-22-09	
University/ College Service Reinstatement	3,100
Deferral of Cambridge Redesign	(8,000)
2022 Approved Service Hours, as amended by Council	825,100
Annualization of in-year University/ College Service Reinstatement, plus iXpress Route 201/202 Reinstatements per TES-TRS-22-09	20,800
Operational adjustments to maintain service levels January 1, 2023	10,500
Service Expansion June 26, 2023	1,500
Service Expansion September 4, 2023	6,100
Cambridge Redesign Modified Plan (change from Spring to Fall)	6,000
Extend Route 79 Breslau Pilot (past March 2023)	1,500
Route removal (Rt. 2 and 73)	(5,000)
Subtotal 2023 Proposed Service Adjustments	41,400
2023 Proposed Service Hours	866,500



Sustainable Transportation

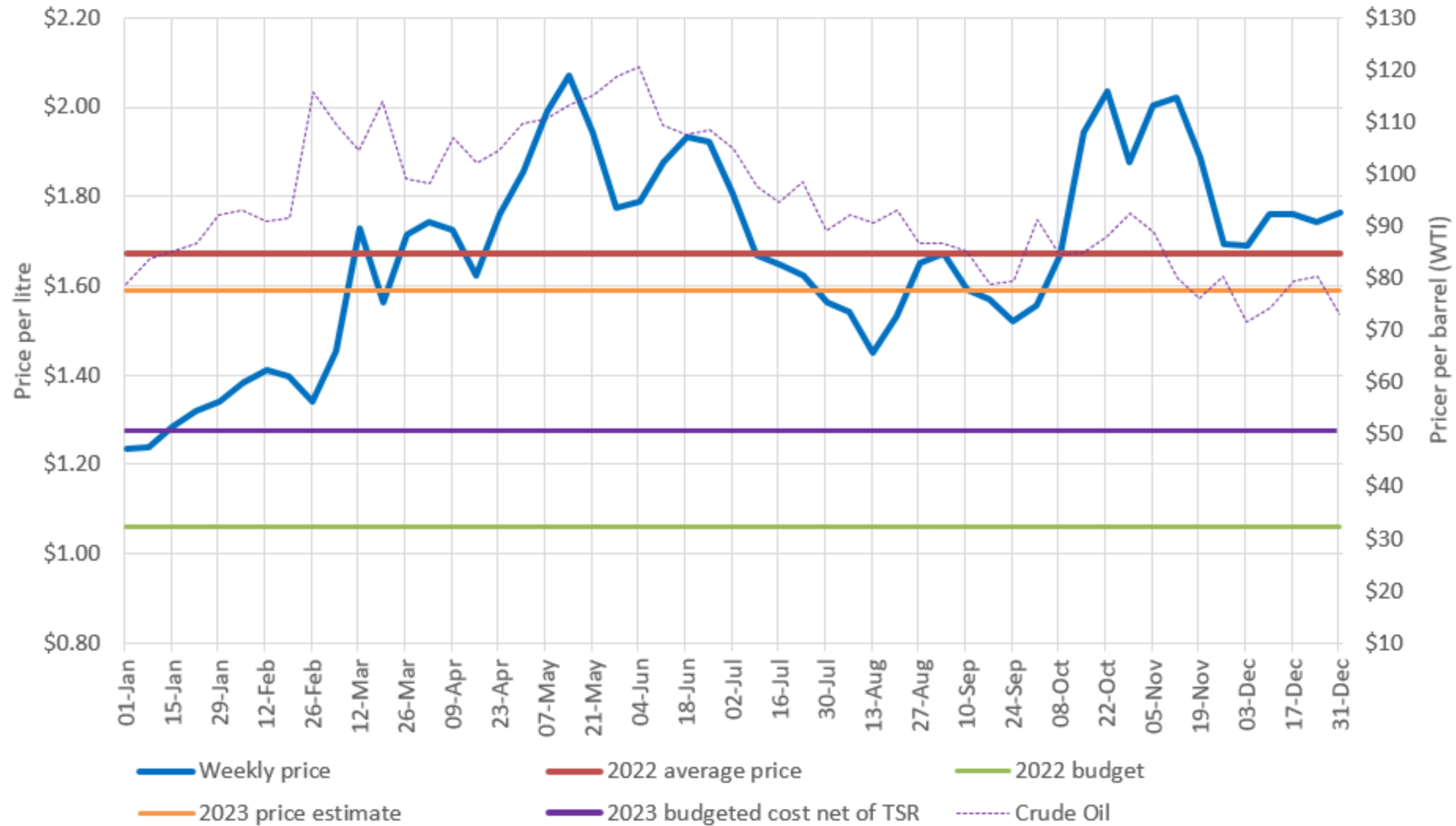
Public Transit 2023 Operating Budget increase (\$11.7M)
\$ millions



The 2023 Transit Operating budget is being driven primarily by annualization of the Northfield Drive facility and 2022 service enhancements, further service expansion in 2023, and the cost of fuel. The chart to the left shows the impact of each major component in the 2023 Transit Operating budget

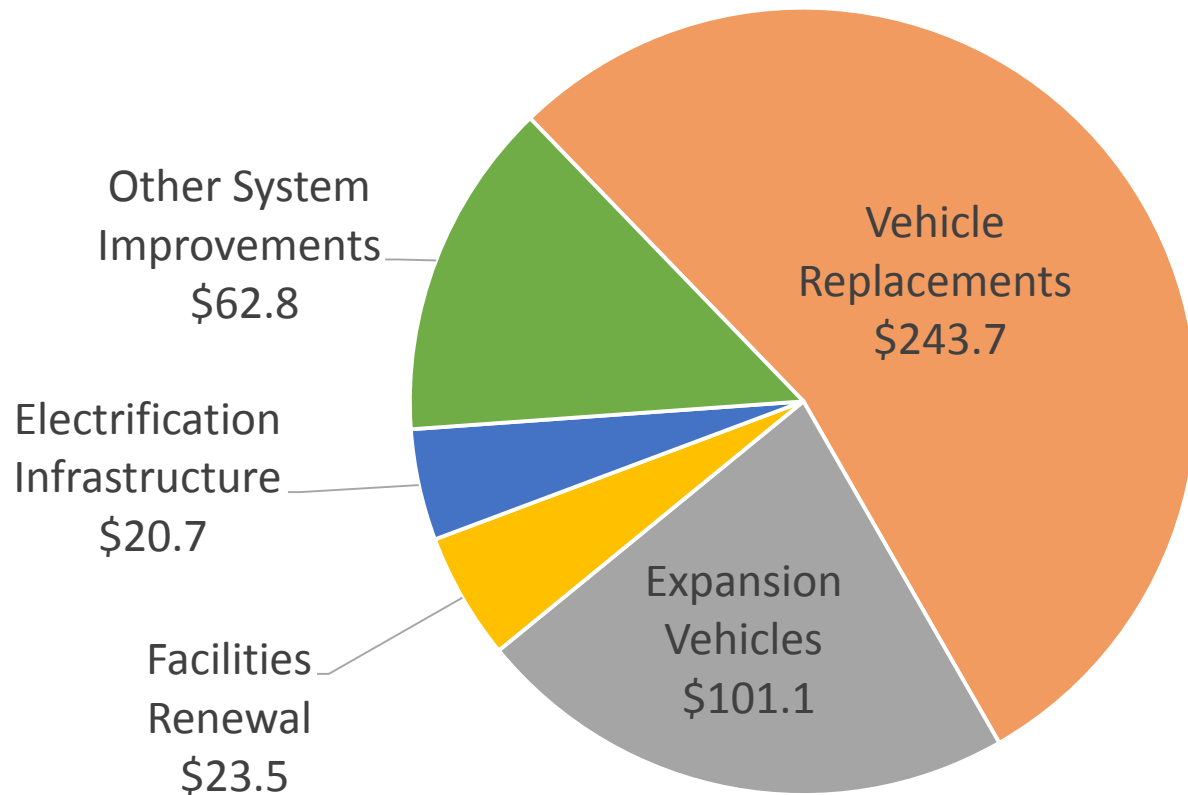
Fare revenue is anticipated to recover during 2023. Approx. \$11.5M in one-time Safe Restart Funding will be removed and replaced with fare revenue as it is anticipated that fare revenue will reach pre-COVID levels.

Transit Services – Fuel Prices (Diesel)



Sustainable Transportation

GRT 2023-2032 capital program expenditure (\$452M)
in \$millions



Major projects underway or planned to begin during 2023:

- Highway 7/8 Pedestrian and Cycling Bridge (\$7.895M)
- Vehicle Replacements (\$16M)

The 2023-2032 Transit capital program assumes vehicle acquisitions starting in 2025 will be zero emission vehicles. 11 fully electric buses are on order and a pilot will be conducted during 2023/2024. Staff will report back results in 2025.

In December, the Region submitted applications totaling \$201M for the final intake of the Investing in Canada Infrastructure Program Transit Stream.



Housing and Homelessness and Paramedic Services

Strategic Plan Focus Area:

- Healthy, Safe and Inclusive Communities

Strategic Plan Objectives:

- Make affordable housing more available to individuals and families
- Promote and enhance equity in policies, planning and services
- Enhance community safety and wellbeing

Homelessness Supports

The pandemic transitioned the homelessness service delivery model from that of an overnight shelter in a congregate setting to one where a secure space is assigned to an individual for a period of time

The province funded the change in approach on a temporary basis, providing several tranches of SSRF funding

Additionally, Regional Council approved the use of approximately \$3M of the housing levy implemented in the 2022 budget to fund the increased cost of homelessness

Despite growing need, the Province has now ended SSRF funding

In 2022, Regional Council directed staff to develop an Interim Housing Strategy to move those experiencing homelessness into transitional housing. The cost estimate for 2023 is \$8.2M (\$10.3M annualized).

2023 Homelessness budget is increasing by approximately \$15.6M (\$9.2M in expenditure and \$6.4M due to the expiry of the SSRF). Staff recommend using \$7.6M in unallocated 100% Provincial COVID Funding to phase-in this impact over two years.

Affordable Housing Development

Beyond interim housing options, the ultimate end to homelessness lies with permanent housing and importantly, permanent supportive housing.

To achieve this the Region has embarked on an ambitious plan to increase affordable housing development from 50 units per year to 500 – The Building Better Futures Initiative.

Through the first two years of this strategy, work remains on target with 1,154 homes created including 247 supportive housing units.

A significant part of this plan includes revitalization and intensification of Waterloo Region Housing (WRH) properties (669 new affordable units). The original plan was to complete the WRH master plan projects within five years. The WRH master plan has been spread out over seven years to reflect capacity and fiscal pressures.

Work underway for 2023 will see additional use of Regional surplus lands, partnerships and Incentives to keep this strategy on track.

Affordable Housing and Supportive Housing/Shelter spaces

	2019	2020	2021	2022	2023 Prelim base budget	2023 Interim Housing Strategy	2023 Prelim Budget Subtotal
Waterloo Region Housing and ROWCHI housing units	2,814	2,814	2,814	2,814	2,814	n.a.	2,814
Subsidized housing units (Non-profits/Coops, Rent assistance)	4,082	4,091	4,092	4,117	4,117	n.a.	4,117
Subtotals Affordable Housing Units	6,869	6,905	6,906	6,931	6,931		6,931
Emergency Shelter spaces	358	425	408	490*	421	193	614
Supportive Housing spaces (includes Home Based Supports)	377	344	399	533	538	100	638
Affordable Housing units constructed	43	52	61	145	457	n.a.	457
Subtotal Supportive Housing/Shelter spaces	778	821	868	1,167	1,416	293	1,709

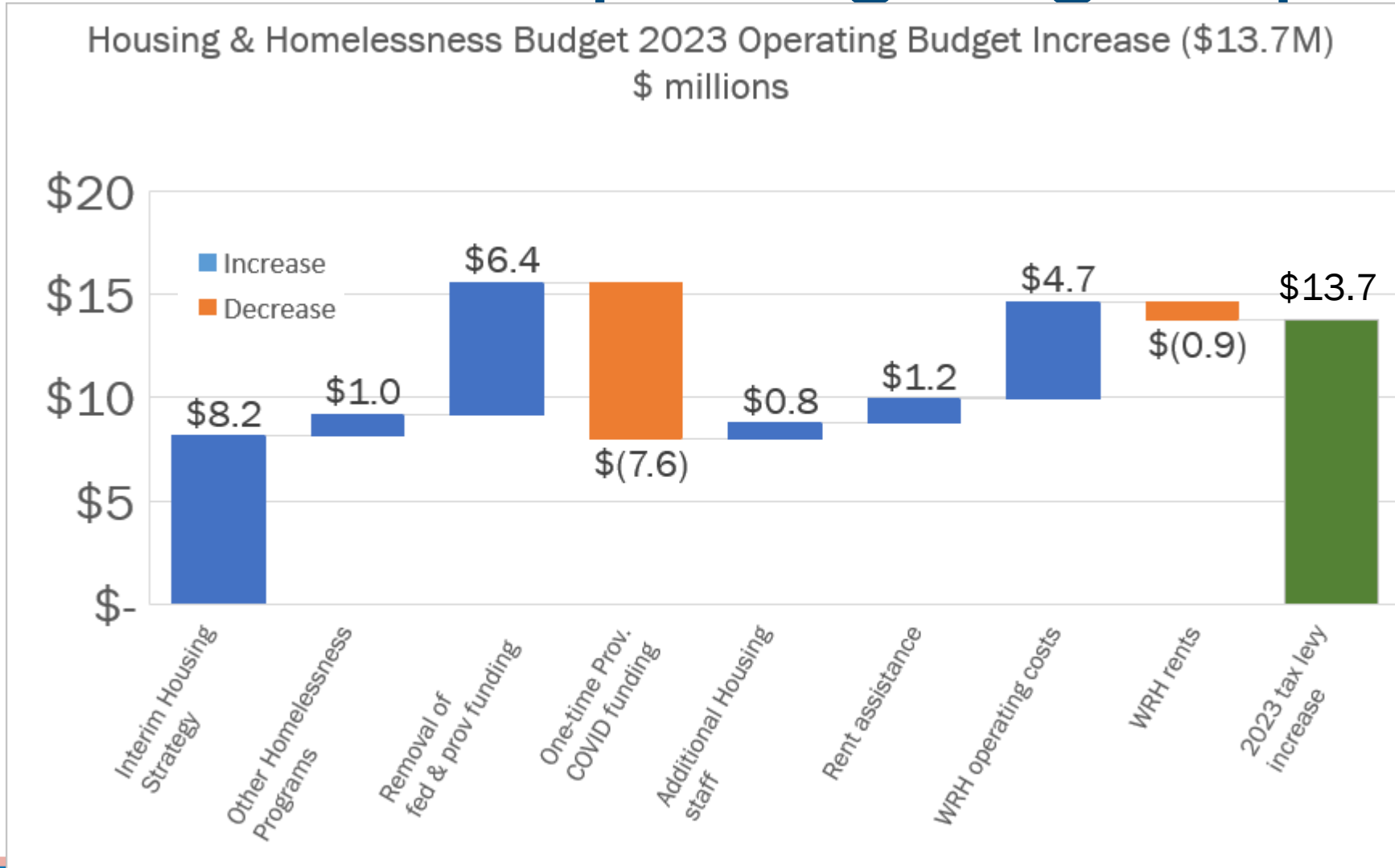
*includes 143 spaces added in-year as part of the Interim Housing Strategy



Housing and Homelessness Budgeted Expenditure (In \$Millions)

History of Budgeted Operating Expenditure	2019	2020	2021	2022	2023
Housing Services	\$64.1	\$65.7	\$67.1	\$76.7	\$83.6
Homelessness Programs	\$15.5	\$14.8	\$23.3	\$30.9	\$40.3
Subtotal	\$79.6	\$80.5	\$90.4	\$107.6	\$123.9

Housing and Homelessness 2023 operating budget impacts

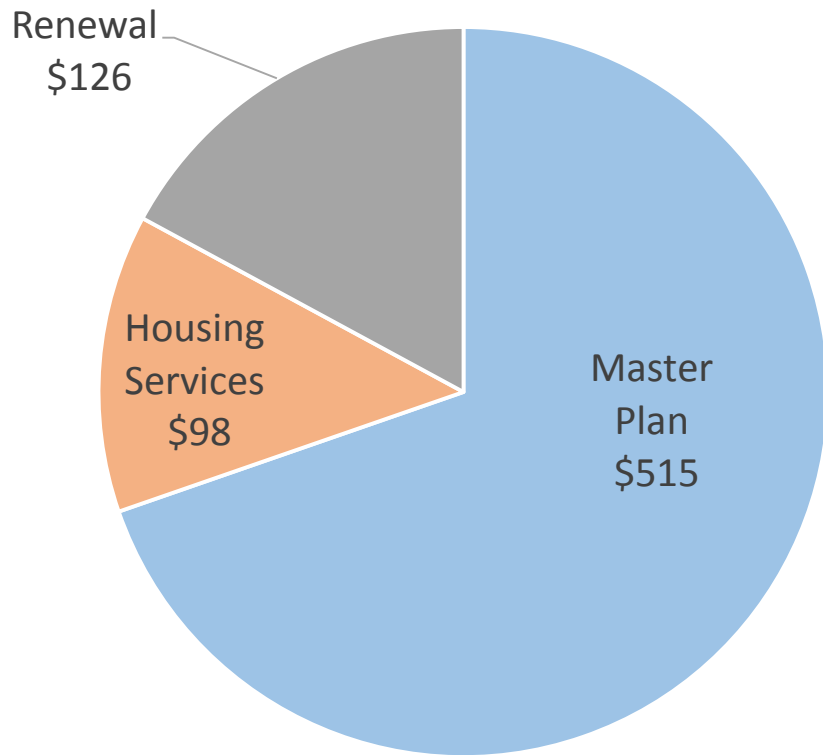


Net cost of Homelessness programs in 2023 of \$15.6M is proposed to be offset by unallocated one-time provincial funding of \$7.6M.

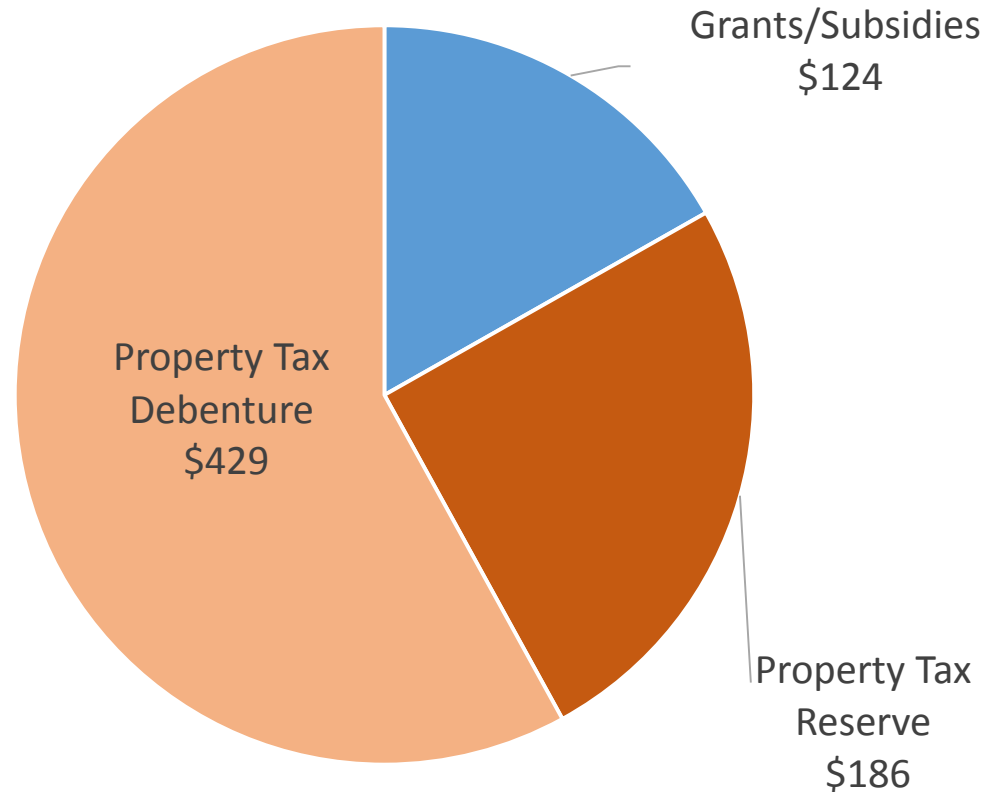
2023 Housing expenditure is increasing by approximately \$6.7M due primarily to inflationary pressures on the WRH operating budget. A small increase in tenant rent is offsetting these pressures

2023-2032 Housing Capital Program

Housing 2023-2032 Capital Program
Expenditure = \$740M
in \$millions



Housing 2023-2032 Capital Program
Funding/Financing = \$740M
in \$millions



The 2023-2032 Housing capital program contemplates unprecedented investments in Affordable Housing:

- \$515M master plan
- \$126M renewal
- \$98M housing services (\$38M in 2023)

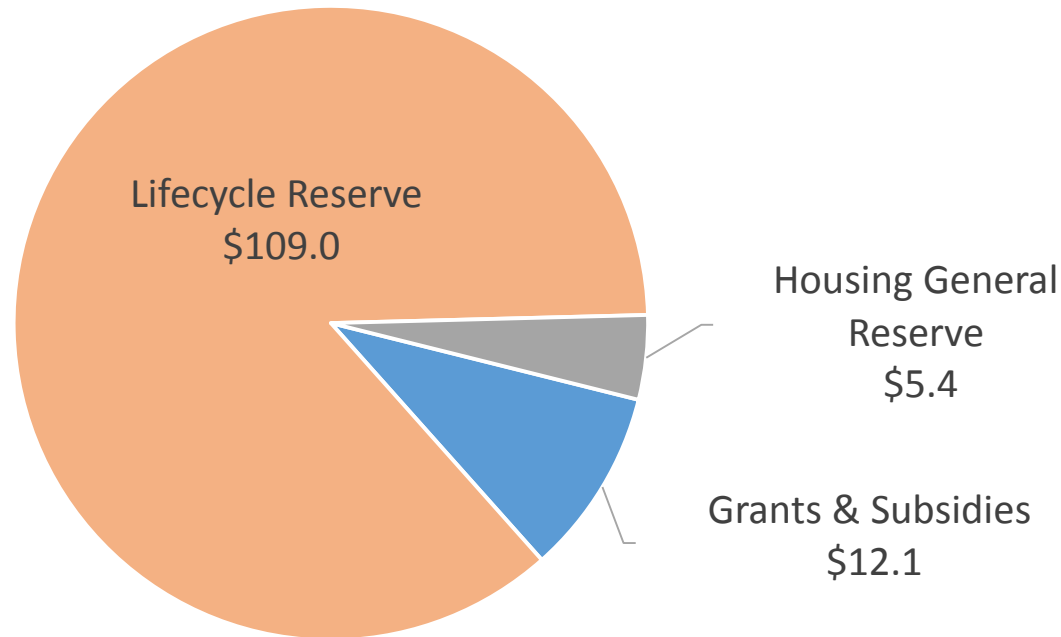
Waterloo Region Housing Master Plan reflected in the 2023-2032 Capital Program (\$millions)

Waterloo Region Housing Master Plan Project	Units added	Total Units	Construction	Total Expenditure	Debt Required	CMHC funding
Kingscourt, Waterloo	73	73	2023-2025	\$36.5	\$18.2	\$13.2
82 Wilson, Kitchener	32	48	2023-2025	\$32.6	\$18.7	\$5.6*
Langs, Cambridge	98	136	2024-2026	\$77.9	\$66.0	\$4.5*
140 Weber, Kitchener	21	56	2026-2027	\$23.0	\$18.7	\$4.3*
Mooregate, Kitchener	323	378	2027-2029	\$221.1	\$192.6	\$28.5*
Shelley/Courtland	122	192	2028-2031	\$124.3	\$109.8	\$14.6*
Subtotal	669	883		\$515.4	\$424.0	\$70.7

*The proposed 2023-2032 WRH master plan capital program assumes CMHC funding of \$75,000 per unit for these projects based on timing of the program (ends in 2028). Current program offerings provide grant funding of \$25,000 per unit. If the assumed funding does not materialize, then Council will need to make a policy decision before tenders are issued. Additionally, this plan extends the Building Better Futures goal from 2,500 units over 5 years to 2,500 over 7 years.

Waterloo Region Housing Renewal reflected in the 2023-2032 capital program

2023-2031 Waterloo Region Housing renewal capital program
Funding and Financing (\$126M)
\$ millions



The 2023-2032 WRH renewal program is funded predominantly by property tax supported reserves, with a modest amount of federal funding (\$12.1M) being provided in the 2023-2025 timeframe.

The capital asset renewal funding strategy was introduced in 2015. Prior to that, there was no on-going source of funding for renewal works as the Region was utilizing the Housing General Reserve, which had no reserve contribution, to provide funding for asset renewal.

Housing & Homelessness portfolio management

Facilities Management supports Housing & Homelessness by managing the Waterloo Region Housing portfolio of buildings and providing critical services to meet the challenge of homelessness. This includes:

- Design & construction project management for the WRH Master Plan project (3 FTE's)
- Prioritized asset management plan spanning 30 years for thousands of assets within WRH buildings.
- Delivery of the WRH Capital Renewal Plan (9 FTE's) developed through regular building condition assessments. This includes \$15M for roofs, bathrooms and kitchens from 2019-2023 and ~\$20M planned for windows, roofs, elevators, kitchens and bathrooms from 2024-2026.
- WRH Maintenance Operating Budget (\$36M in 2023 – 16 FTE's): ongoing preventive maintenance; management of service contracts (e.g. security, cleaning and snow removal); unit refurbishments and tenant requests for repairs and maintenance (13,000+ work orders/year – as much as all the rest of the Region's buildings combined).
- Service contract and staff support for encampments, shelters and transitional housing as needed.

Ensuring that residents needs are met in a safe, welcoming environment requires ongoing collaboration between Housing and Facilities staff to identify and address ever-changing needs.

Paramedic Services Investments

A Paramedic Services Master Plan provides an roadmap of paramedic resources required to serve a growing and ageing community. The updated 2019 Paramedic Services Master Plan contemplates the addition of paramedics, vehicles, support staff, and paramedic stations over a ten year timeframe.

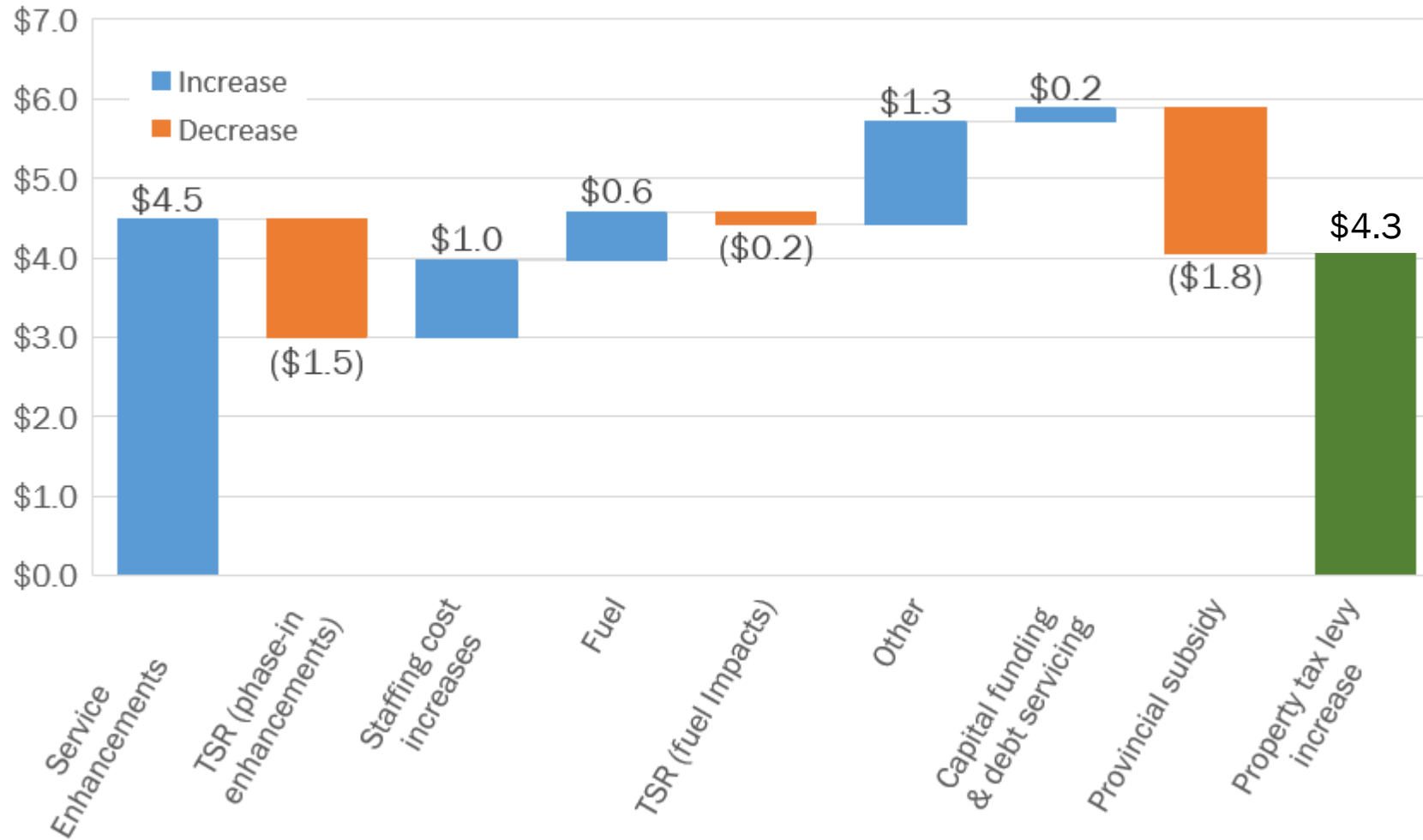
Despite master plan investments in recent years, the service has been experiencing increasing call volumes and high, unsustainable unit utilization rates, as our community is one of the fastest growing in Canada. As a result, more resources in line with a shift to the high growth scenario in our Master Plan were added in 2022 following budget approval, as well as approved in principle for 2023, through PHE-PSV-22-02 dated June 7, 2022.

The following table outlines investments made over the past several years as well as what has been included in the preliminary 2023 budget:

	2019	2020	2021	2022	2022 In year report	July 1, 2023 (2022 In year report, adjusted)	Jan 1, 2024 (2022 In year report, adjusted)
12-hour ambulance shifts added	2	2	3	2	3	4	4
Paramedics	10	10	15	10	15	20	20
Ambulances	1	2	3	2	3	4	4

Preliminary 2023 Paramedic Services Operating Budget

Preliminary 2023 Paramedic Services Operating Budget Increase (\$4.3M)
in \$millions



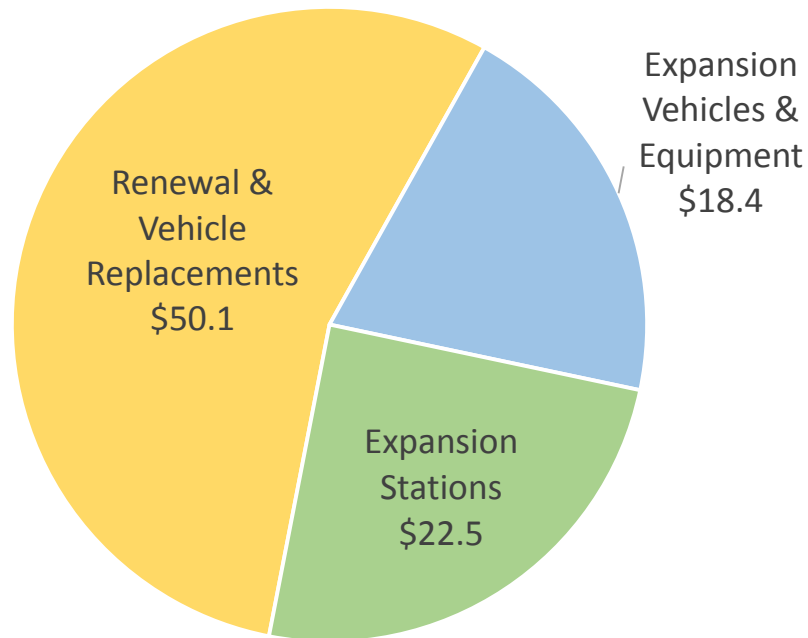
The cost of providing Paramedic Services is shared with the Province roughly on a 50/50 basis.

When resources are added, there is generally a delay in securing Provincial funding until the second year of operation. The Region's approach to funding additions is to utilize the Tax Stabilization Reserve for the 50% provincial share for one year until funding is provided by the Province.

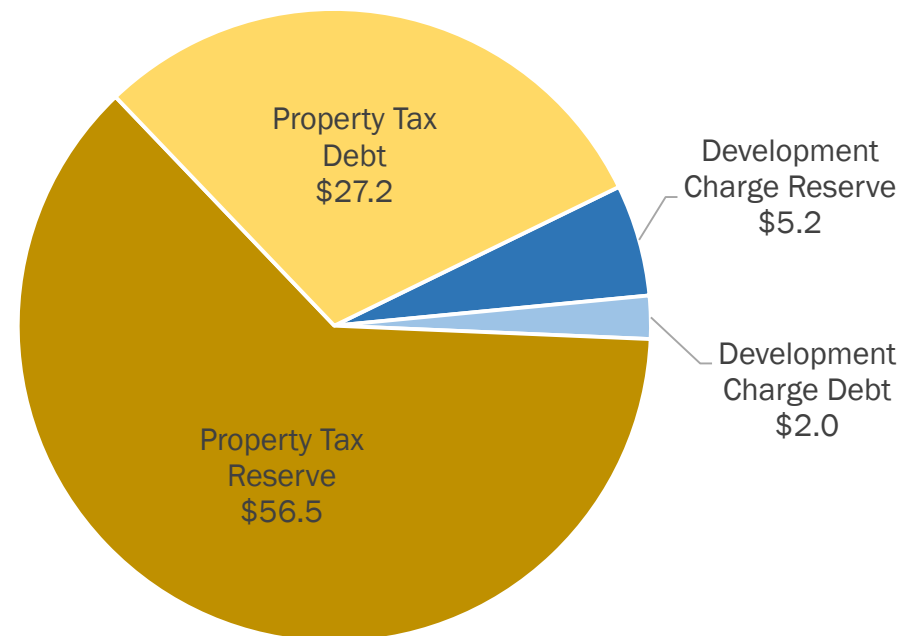
The chart to the left outlines the increases in the Preliminary 2023 Paramedic Services budget.

Paramedic Services 2023-2032 Capital Program

Draft 2023-2032 Paramedic Services Capital Plan
Expenditure = \$90.9M



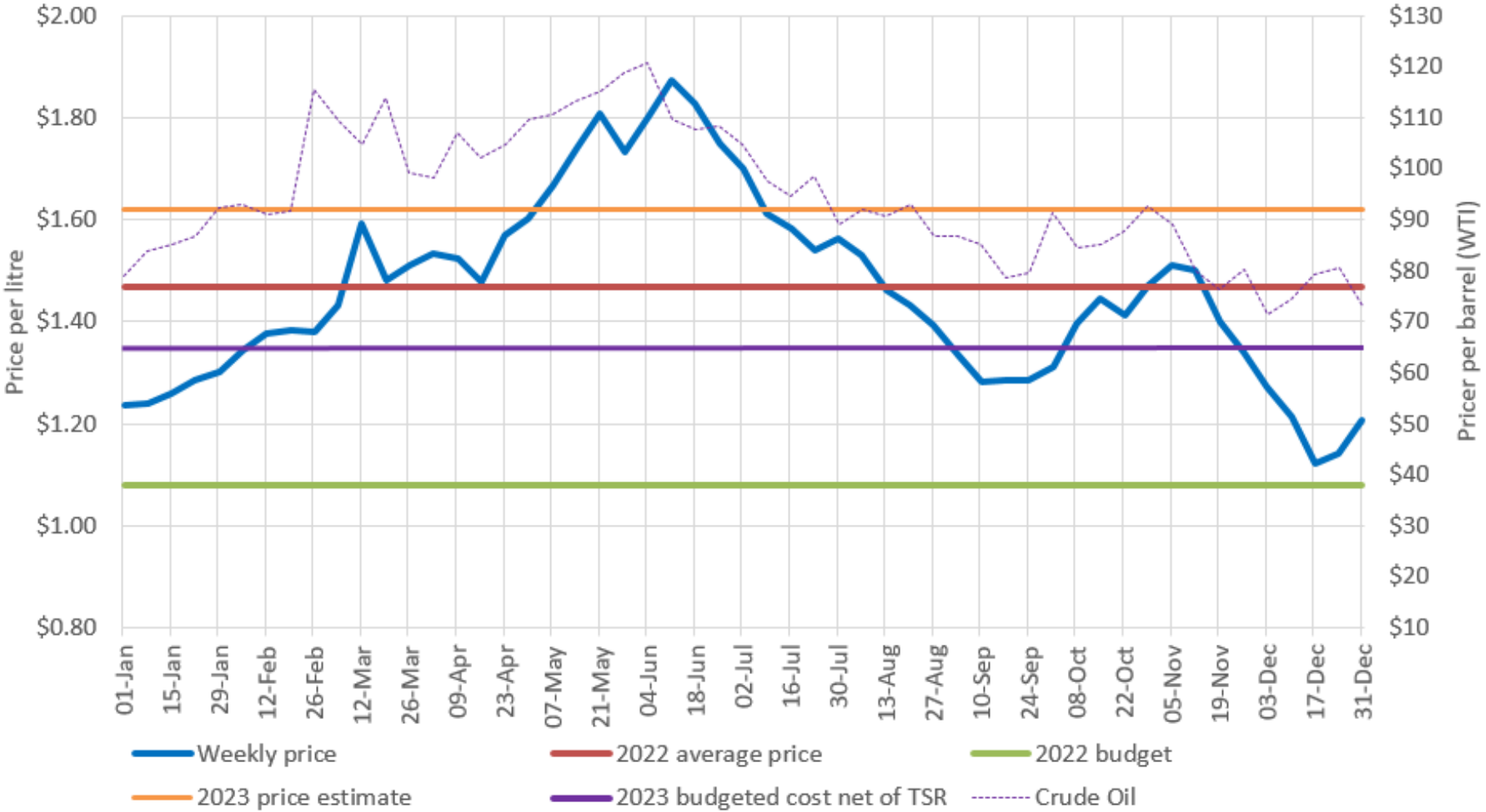
Draft 2023-2032 Paramedic Services Capital Plan
Funding Sources = \$90.0M



Growth related investments in Paramedic Services are eligible for Development Charge (DC) funding.

Due to legislated limitations of the DC calculation based on historic service level standards, the level of DC funding won't cover the full cost of growth and the funding gap is funded from property taxes.

Paramedic Services – Fuel Prices (Unleaded)



Next steps

Meeting	Revised Date	Time
Regional Plan, Operating Budget and Capital Program Overview	Nov. 30, 2022	1:00pm-5:00pm
Regional Plan, Operating Budget and Capital Program Overview #2	Dec. 14, 2022	1:00pm-5:00pm
Police Services Board Budget Approval	Jan. 18, 2023	-
Regional Operating Budget and Capital Program: Detailed Budget Review #1	Jan. 18, 2023	1:00pm-5:00pm
Public Input #1 (evening)	Jan. 18, 2023	6:30pm-9:30pm
Police Services Budget Presentation to Plan and Budget Committee	Feb. 1, 2023	1:00pm-3:00pm
Regional Capital Program	Feb. 1, 2023	3:00pm-5:00pm
Library Board Budget Approval	Feb. 8, 2023	
Regional Operating Budget and Capital Program: Detailed Budget Review #2	Feb. 8, 2023	1:00pm-5:00pm
Public Input #2 (evening)	Feb. 8, 2023	6:30pm-9:30pm
Final Budget Day: - Approval of 2023 Operating Budget and Capital Program - Approval of user fees and charges and user rates	Feb. 22, 2023	3:00pm-6:00pm

Preview of upcoming meetings

February 1

- Waterloo Regional Police Services Presentation
- 2023-2032 Capital Program details

February 8

- Deeper dives into Airport, Roads, Waste management, Digital Transformation, and others
- 2023 Regional Grants

Region of Waterloo

Corporate Services

Corporate Finance

To: Strategic Planning and Budget Committee

Meeting Date: January 18, 2023

Report Title: 2023 Plan and Budget Overview

1. Recommendation

For Information.

2. Purpose / Issue:

The purpose of this briefing note is to provide the Strategic Planning and Budget Committee with an overview of the 2023 Plan and Budget. This includes details of the 2023 Annual Business Plan, operating budget, the 2023-2032 capital program, and next steps.

3. Strategic Plan:

The annual budget aligns resources to the organization's strategic vision and numerous initiatives set out in the Corporate Strategic Plan.

4. Report Highlights:

- The 2023 Plan and Budget supports the six focus areas of the 2019-2023 Strategic Plan; Thriving Economy, Environment and Climate, Sustainable Transportation, Responsive & Engaging Services, Healthy, Safe & Inclusive Communities, and Our People.
- The preliminary 2023 Plan and Budget focuses on maintaining critical services during a period of unprecedented fiscal challenge and proposes investments focused on areas of top community need. These include accelerating affordable housing and implementing new initiatives to address the homelessness crisis, transit service recovery and expansion to address new ridership patterns, increased paramedic services to respond to the needs of our rapidly growing community, modernizing and improving the service experience for residents, and more.

- The preliminary 2023 operating budget expenditure for Regional Services (excluding police) is \$1.2 billion, and includes a preliminary 2023 property tax levy requirement of \$469.1 million, representing a \$48.0 million increase from 2022 (11.4% increase). The preliminary 2023 property tax impact for Regional Services (excluding police) is 9.2%, taking into account assessment growth of 1.99%. For 2023 staff have identified \$9 million of reductions that are reflected in the preliminary budget figures above.
- The 2023 budget proposes certain changes to water/wastewater rates and other user fees and charges as outlined in Report COR-CFN-23-005 on this agenda.
- The Region's 2023-2032 capital program proposes investments of approximately \$6.3 billion over ten years, with \$540 million planned in 2023. Funding for the capital program is comprised of grants/subsidies, property taxes, user rates and development charges.
- A presentation is being prepared for the first Detailed Plan and Budget Review meeting on January 18. This will include an overview of the proposed corporate operating and capital budgets as well as detailed reviews of the plan and budget for water and wastewater, public transit, homelessness and paramedic services. A link to the preliminary 2023 Budget Book, which provides details on the operating budget and capital program by division, will be made available on the Budget page of Region's website on January 13, 2023.

5. Background:

2023 Planning Approach

Over the past several months, staff across the organization have been reviewing strategic progress and engaging with community to establish priorities and develop the preliminary 2023 Plan and Budget. The Region's Strategic Plan guides the 2023 Plan and Budget, and staff have identified the following principles to guide the process:

- Build on 2022 approach and successes with the strategic plan as a guide.
- Invest in critical elements of organizational success; including employee wellbeing, organizational change, improving employee recruitment and retention capacity, and technological innovation to drive efficiencies.
- Review service levels to reflect changing needs and accommodate fiscal pressures.
- Review Provincial and Federal obligations that are currently funded in whole, or in part, by the property tax levy.
- Ensure adequate asset renewal funding to promote long term financial sustainability.
- Avoid strategies that will make future budgets more difficult.

The 2023 Plan and Budget Process to date has progressed through the following key stages:

- June: Council presented with strategic vision and early context around the Plan and Budget drivers and pressures.
- August/September: Staff across the organization drafted departmental and divisional business plans. This process included reviewing existing service levels and identifying efficiencies against community need and legislated expectations.
- September/October: Community engagement and communications to support development and calibration of the 2023 Plan and Budget based on community input, and preparation for Committee review on November 30th, and a review of service levels on December 14th.

Strategic Focus of Plan and Budget

The preliminary Plan and Budget supports the Strategic Plan 2019-2023, building upon initiatives from 2022 and factoring in the evolving needs of community. The 2023 Plan and Budget invests in key strategic priorities that include the following areas:

- Accelerating the creation of and access to affordable housing, increasing emergency shelter capacity, implementing transitional housing and support programs, and the adoption of new hybrid/outdoor models.
- Supporting the community as it adapts to a rapidly evolving economy, addressing talent gaps, providing support for multi-sector business needs, and investing to accommodate and attract continued passenger growth and spin-off economic benefits at the Region of Waterloo International Airport.
- Addressing gaps in Public Health services experienced as a result of the pandemic, such as childhood immunization rates, and expanding Paramedic Services to meet the needs of a rapidly growing community.
- Investing in transit recovery, active transportation and micro-mobility growth, core infrastructure, an integrated mobility plan and road safety initiatives.
- Developing a new Water Supply Strategy with updated conservation programs to ensure clean, safe, and environmentally sustainable water supply.
- Reducing GHGs and embracing innovative technologies to minimize the environmental impacts of operations.
- Implementing the Community Safety and Wellbeing Plan and continued roll out of upstream approaches to Reconciliation and Equity across services.
- Improving the service experience for residents through the implementation of a new Digital Service Transformation Strategy.

Underpinning the success of the 2023 Plan will be a need to focus on:

- Accessing and advocating for stable funding from other levels of government to achieve stability in service for areas of evolving community need.
- Balancing growth with investment in asset maintenance and renewal.
- Improving talent attraction, retention and employee wellbeing
- Taking continued action on Reconciliation and Equity, Diversity and Inclusion to improve the lives of every single resident in Waterloo Region.

A more comprehensive overview of the strategic priorities and initiatives in the 2023 Annual Business Plan is included in Appendix A.

2023 Operating Budget

The preliminary 2023 operating budget expenditure for Regional Services (excluding police) is \$1.2 billion with funding from senior levels of government (\$407 million), rate revenue (\$150 million), user fees and interest earnings (\$115 million), contributions from reserves (\$27 million), and supplementary tax revenue (\$22 million). The net result is a property tax levy requirement of \$469.1 million for 2023 or an increase of \$48.0 million (11.4%) over the 2022 budget. The property tax impact of Regional Services (excluding police) is 9.2% taking into account assessment growth of 1.99% in 2022.

The preliminary operating budget proposes a wholesale water rate increase of 2.9%, wholesale wastewater rate increase of 4.9%, retail water distribution rate increase of 2.4% and retail wastewater collection rate increase of 2.9%, effective March 1, 2023. Additionally an increase of \$1.00 to the monthly service charge for retail water distribution and retail wastewater collection are also proposed. User fee changes are also proposed for public transit, waste management and airport, with minor changes planned in other program areas. All proposed changes to user fees and charges are outlined in report COR-CFN-23-005 on this agenda.

Significant drivers impacting the 2023 operating budget include:

- Significant inflationary impacts on various service contracts (waste collection, light rail transit, security, winter maintenance, janitorial, etc.)
- The price of fuel
- Service expansion for Paramedic Services
- Service restoration, adjustment and expansion for Public Transit
- Homeless shelter system costs and expired provincial funding
- Annualization of 2022 service expansions and facility operations (e.g. Northfield Drive Bus Maintenance and Storage Facility, Airport expansion)
- Capital project cost escalation and associated funding

Staff undertake detailed reviews of operating budgets annually. For 2023 staff have identified \$9.0 million of reductions that are reflected in the preliminary budget figures above. This is in addition to the \$11.4 million in 2022 budget reductions and \$15.4 million in 2021 budget reductions.

2023-2032 Capital Program

The Region's preliminary 2023-2032 capital program proposes investments of approximately \$6.3 billion over ten years, with \$540 million planned in 2023. The 2023 capital budget includes projects that were in progress but not completed at the end of 2022 as well as projects intended to commence during the year. Regional Council annually approves the capital budget for the current year and approves the following nine (9) years as a forecast. During the budget development process, staff have reviewed the need, timing, scope and cost of capital works and adjusted project expenditure profiles to reflect the status of existing projects, planned activity in 2023 and resource capacity, as well as to moderate debt requirements.

The Preliminary 2023-2032 Capital Plan has been impacted by cost escalation to an extent not seen in decades. Capital cost escalation has been running at 12-18% (year over year) throughout 2022. Capital project expenditure budgets have been adjusted to reflect higher costs resulting from both inflation and supply chain challenges. As capital costs increase, the need for funding from regional reserves and from long-term borrowing increases correspondingly. Compounding matters has been an increase in long-term borrowing rates, which in 2022 reached their highest point in over 10 years.

Not surprisingly, the Region's investments in capital assets are highly focused in infrastructure intensive services such as Water/Wastewater, Transportation, Housing, Waste Management, and Airport. Funding sources for capital works are limited to property taxes, user fees, development charges and senior government grants where available. The Region's Capital Financing Principles are used to develop the capital funding and financing plan. One of the key principles is to avoid or minimize the use of debt financing for asset renewal works. This allows for debt capacity to be utilized for projects associated with enhanced service levels and expanded capacity. Examples of such projects include Waterloo Region Housing Master plan projects, significant capacity-related projects within Water, Wastewater, Transportation, Public Transit, Waste Management, and Airport.

Although some progress has been made over the last few years, the capital program remains underfunded in certain program areas and requires long-term borrowing to finance both renewal works and emplacement of new infrastructure. The Region continues to implement the Capital Asset Renewal Funding Strategy which increases pay-as-you-go funding for renewal works from the operating budget until a targeted level is achieved. This strategy ultimately preserves debt capacity for financing

significant new infrastructure investments.

The recent passing of Bill 23 (More Homes Built Faster Act) will impact the funding of future growth-related capital works. Certain provisions from the Bill remain unimplemented (e.g. the province must issue a regulation outlining the services for which property acquisition will be an ineligible cost). Other changes will not be reflected until the next Regional Development Charge Background Study is completed and a new by-law is in place. As such, the development charge funding assumptions to a great extent reflect the pre-Bill 23 rules, and the full impact of the Bill will be reflected in future capital plans.

6. Area Municipality Communication and Public/Stakeholder Engagement:

The Region undertakes regular community and stakeholder engagement throughout the year. The results of these engagements and the needs expressed by community through them are reflected in the 2023 preliminary Plan and Budget. In addition, staff launched a communications and community engagement campaign relating to the 2023 Plan and Budget. Preliminary findings from the engagement process that have informed the Plan and Budget for 2023 were provided on November 30, 2022 through report CAO-SPL-22-008. Additional findings will be provided through an update report to Committee on February 8, 2023.

7. Financial Implications:

The 2023 preliminary Budget Book has been produced which includes 2023 operating budget and 2023-2032 capital program summaries by division. A link to the Budget Book will be made available on the Budget page Region's website on January 13, 2023. The Regional tax levy comprises an average of 55% of the residential property tax bill and 43% of the commercial/industrial tax bill. A 1% change in total regional taxes in 2023 equates to \$6.3 million, representing an increase of \$22 for a typical residence.

8. Conclusion / Next Steps:

The next Strategic Planning and Budget Committee meeting is scheduled for February 1 to provide an overview of the Police Services budget. The Committee's next Detailed Plan and Budget Review meeting is scheduled for February 8. This meeting will cover program plan and budgets for Transportation, Waste Management, Airport and others, including a presentation from the Grand River Conservation Authority. Final budget approval is scheduled for February 22, 2023.

9. Attachments:

Appendix A: Draft 2023 Annual Business Plan Initiatives

Prepared By: **Jennifer Smith**, Director Corporate Strategy and Performance
Christopher Wilson, Manager, Corporate Budgets

Reviewed By: **Cheryl Braan**, Director, Corporate Finance

Approved By: **Connie MacDonald**, Chief Strategy & Communications Officer
Craig Dyer, Commissioner, Corporate Services/Chief Financial Officer
Bruce Lauckner, Chief Administrative Officer

Appendix A - Draft 2023 Annual Business Plan Initiatives

The preliminary Plan and Budget supports the Strategic Plan 2019-2023 in key areas of focus. The Plan builds upon initiatives from 2022, and factors in the evolving needs of community.

Thriving Economy:

The 2023 plan includes an assessment of key infrastructure and employment lands opportunities and requirements to attract high quality jobs and investment in key sectors. A major part of the Plan includes the growth of the Region of Waterloo International Airport, which is the fastest growing airport in Canada. Attracting and retaining talent will be a significant pillar of the Plan and this goes hand in hand with leveraging Waterloo Region as a community with exceptional quality of life where everyone thrives.

2023 Plan initiatives include:

- Updating the Regional economic development strategy
- Development of a new land portfolio and site readiness process to expedite lands ready for affordable housing plan.
- Complete planning for shovel-ready lands
- International Airport Master Plan update and sustainable strategy
- Supporting museums as they recover from pandemic closures to increase visitation levels and reimagine cultural offerings.
- Regional Official Plan Review - Stage 2

Environment and Climate:

In 2021, the Region along with the area municipalities committed to a greenhouse gas emission reduction target of an 80% reduction (based on 2010 levels) by 2050 (80by50) and an interim community reduction target of 50% by 2030 (50by30). As the global climate crisis accelerates and our region grows, this commitment becomes even more pressing. Making headway will mean continued commitment to sustainable planning and development practices, investments in sustainable transportation and connected communities, as well as building on successes leveraging innovative tech solutions such as extracting methane from wastewater treatment processes. State-of-the-art technology can also increase system resilience, improve data management and operations, and strengthen protections from a cybersecurity event.

The Region's core infrastructure including water and wastewater treatment facilities, housing, and roads and trails is an important driver of economic development, quality of life and social inclusion. Investments in core infrastructure allow for on-going sustainable operations. It is also important to start now to de-risk infrastructure to prepare for warmer, wetter, and wilder weather. Working with partners to protect and

steward the region's natural environment as remains a focus and also supports Reconciliation.

2023 Plan Initiatives include:

- Water supply strategy
- Blue box transition
- Develop carbon budget and corporate climate action plan
- Electric bus pilot
- Climate Adaptation Master Plan
- Implement TransformWR, a ten year plan to transition the Region from fossil fuels to clean energy

Sustainable Transportation:

The Plan continues to build on creating connected communities through a 15-minute neighbourhood lens. Investments in this area focus on making it easy for people to walk, roll or cycle to meet their daily needs. This is achieved through integrated land use planning, and connected mobility planning where pedestrian and cycling networks are served by transit.

Although Grand River Transit services have seen increased ridership and service throughout 2022, there is still work to do to adjust to new ridership patterns such as increased mid-day travel.

Investment in active transportation continues with a ten-year capital program to build over 200km of active transportation connections. Hand-in-hand with this is our investment in micro-mobility, which supports environmental, and climate goals as well as being more affordable for residents.

The Plan also includes sustainable investment for the maintenance of a growing and aging portfolio of assets. Recent implementation of asset management systems is now providing a strong understanding of the state of the portfolio, and informs the careful balance that will have to be struck between daily operations, capital renewal, and growth and expansion.

2023 Plan Initiatives include:

- The GRT recovery and business plan, including the re-design of the Cambridge transit network.
- Active transportation growth, through a micro-mobility pilot as well as new guidelines and practices for cycling infrastructure.
- Advancing the King Victoria Transit Hub project to prepare the integration of two-way all day rail service, bus and LRT networks in the core.
- A new integrated mobility plan
- Advancing the extension of light rail to Cambridge, with the finalization of an updated business case, as well as limited property acquisitions to

protect the proposed alignment.

Responsive & Engaging Services:

Municipal service delivery has undergone major changes over the past few years. Digital technology offers new solutions to improve service experiences for residents and businesses. Digital service delivery creates opportunities to be more cost effective as our economic context continues to add pressure to operating and capital expenses. Leveraging digital solutions also allows the organization to take advantage of hybrid working opportunities for many staff, which reduces the need for physical space and decreases costs over time. Underpinning this shift will be the imperative to engage residents in new and equitable ways as the Region transforms service from an equity, diversity and inclusion perspective to improve service offerings and quality of life for residents.

2023 Plan initiatives include:

- Creating a new Corporate Strategic Plan
- Finalizing a Digital Service Transformation Strategy
- Implementing the Corporate Accommodation Master Plan
- Increasing Data Security Measures and Policies
- Implementing a Corporate Fraud Risk Management framework
- Co-designing a Regional Corporate Engagement Framework, based on a Reconciliation and Equity lens.
- Modernizing the Region's information management systems in alignment with the Digital Service Transformation Strategy

Healthy, Safe & Inclusive Communities:

The community is still facing the significant impacts of the COVID-19 pandemic. The increasing cost of living is an ever-present challenge, and residents are experiencing housing availability and affordability challenges, with increasing numbers of those experiencing chronic homelessness. There are also a growing number of residents experiencing homelessness with mental health and addictions challenges needing an all of community approach to support and meet these needs.

As the provincial service system manager for housing and homelessness, the Region is working with partners to support residents through the housing and homelessness crisis with limited resources when compared to community need. The additional provincial funding received during the pandemic to support homelessness has expired and this has added further pressures to the sustainability of services in this area. The Plan includes increased regional investment in interim housing solutions to address the current crisis, while we work on long-term sustainable solutions.

As we work to increase access to housing, the development of medium density housing

needs to be scaled up to address the missing middle of housing and increase access to all types of housing for residents.

As one of Canada's fastest growing communities, the Region is also seeing increased need for essential services such as paramedic services, access to child care, seniors services, etc.

2023 Plan initiatives include:

- Advancing Truth and Reconciliation
- Implementing the Community Safety and Wellbeing Plan which includes enhancing equity across all Regional services through investment, adapting program models and new offerings
- Growth strategy for early years and childcare system
- Canada-wide Early Learning Plan
- A plan for Building Better Futures and Ending Homelessness
- The expansion of Paramedic Services to match future growth
- Addressing Public Health service gaps
- Road Safety Plan and Automated Speed Enforcement (ASE) Plan

Our People:

The Plan invests in building a workplace of the future that celebrates diversity and inclusion. The Region is building its brand as a place where current and new employees can grow their careers. Preparing for a multi-generational and changing workforce is a focus for the coming years.

As the labour market shifts, and staff retirements increase, municipal government continues to experience a severe talent shortage which is expected to continue. This affects service delivery to residents in areas such as Paramedics, Senior Care at Sunnyside, clinical staff and Transit. As the fiscal environment becomes more challenging and being competitive as an employer becomes harder. Retention and attraction strategies are a priority for the coming year.

The Region, alongside area municipalities and partner organizations have been on the front line of the pandemic for the past few years. This has affected employees, many of which are facing burnout. A continued focus on wellbeing is built into the plan.

2023 Plan initiatives include:

- Continued investment to build a modern, inclusive, diverse and respectful workplace.
- Creating comprehensive and competitive attraction and retention strategies.
- Building a safe, healthy workplace environment where employees are well and thriving.
- Innovation in digital solutions to improve the employee experience.

Overall, the 2023 Plan is ambitious, reflects evolving community needs and advances

achievement of the Region's Strategic Plan 2019-2023 in its final year.

Region of Waterloo

Corporate Services

Corporate Finance

To: Strategic Planning and Budget Committee

Meeting Date: January 18, 2023

Report Title: 2023 User Fees and Charges

1. Recommendation

For Information.

2. Purpose / Issue:

To provide information to Council with respect to proposed changes to user fees and charges including water/wastewater user rates as part of the preliminary 2023 Budget. Council may pass motions to amend proposed Regional fees and charges and associated 2023 revenue budgets at any time during the budget review process. A resolution to repeal the current Fees and Charges By-laws and pass a new consolidated Fees and Charges By-law will be included with the General Budget Resolutions on February 22, 2023.

Strategic Plan:

This report supports strategic objectives found in the Corporate Strategic Plan, and particularly section 5.4 Ensure the Region provides value for money and long term financial sustainability under Focus Area 5, Responsive and Engaging Public Service.

3. Report Highlights:

- Section 391 of the Municipal Act authorizes municipalities to establish and maintain a list of services subject to fees or charges. As part of the 2023 budget development process, all service areas have reviewed Regional user fees and charges.
- The preliminary 2023 Water and Wastewater Budget includes the following proposed rate increases effective March 1, 2023:
 - Wholesale water and wastewater rates charged to area municipalities:
 - Water Supply: 2.9%
 - Wastewater Treatment: 4.9%

- Retail rates for customers in Wellesley and North Dumfries:
 - Water distribution: 2.4%
 - Wastewater collection: 2.9%
 - Increase of \$1.00 to the monthly service charges for water distribution and wastewater collection.
- The proposed 2023 Transit Services budget includes an average fare increase of 2.5%, with detailed increases varying by fare type, effective July 1, 2023.
- Waste Management fees are proposed to increase on April 1, 2023. This includes tipping fees for recyclables (\$5/MT) and general refuse/garbage (\$10/MT) and the special handling load rate. The minimum fee per visit to landfill and transfer stations is proposed to increase from \$10 to \$12.
- Proposed changes for Airport Services include a new general terminal charge and an updated parking rate structure.
- Minor changes to fees and charges are proposed for Seniors' Services, Housing Services, Council and Administration Services, Cultural Services and the Region of Waterloo Library.

4. Background:

Section 391 of the Municipal Act authorizes municipalities to establish and maintain a list of services subject to fees or charges. [By-laws 21-072](#) (A By-law to Establish Fees and Charges for the Regional Municipality of Waterloo), 21-067 (A By-law to Amend the Wholesale Rates), 21-068 (A By-law to Impose the Regional Sewage Rate), 21-069 (A By-law to Impose a Water Service Rate in the Townships of Wellesley and North Dumfries), and 21-070 (A By-law to Impose a Sewage Service Rate in the Townships of Wellesley and North Dumfries) have been adopted to fulfill this requirement. These by-laws are updated annually to incorporate new or revised fees adopted by Regional Council. Through the 2023 budget process, these by-laws will be consolidated into one by-law.

As part of the 2023 budget process, all service areas have reviewed their fees and charges and, where appropriate, are proposing changes to certain fees. Appendix A provides a list of fees that are proposed to be introduced or changed during 2023. Certain program area fee changes are highlighted below.

a) Public Transit Fares

The proposed 2023 Transit Services budget includes an average fare increase of 2.5%, with detailed increases varying by fare type, effective July 1, 2023. Fares were

last increased in July 2022, and there was no increase in 2020 or 2021. The table below outlines the 5 year history of GRT fare increases.

Year	Fare Increase (Average)
2018	0%
2019	3%
2020	0%
2021	0%
2022	2%
2023 (proposed)	2.5%

Proposed Transit fare changes, effective July 1, 2023, include the following (a full list of proposed changes is included in Appendix A):

Description	Current Fee	Proposed Fee	Increase
Cash Fare	\$3.50	\$3.75	\$0.25
Adult Monthly Pass	\$90.00	\$92.00	\$2.00
Stored Value Payment	\$2.92	\$2.98	\$0.06
Stored Value Payment (Affordable Transit Program)	\$1.52	\$1.55	\$0.03
Multi-Ride Fare	\$3.25	\$3.50	\$0.25
Student Summer Pass (Jul. and Aug.)	\$150.00	\$156.40	\$6.40

In 2019 (Report TES-TRS-19-20/CSD-EIS-19-11) Council approved eliminating aged-based discounts in favour of means-based discounts provided through the Affordable Transit Program (ATP) for those living with low income. The new ATP took effect on April 1, 2020 and offers a 48% discount on fares for persons and households living below low-income thresholds. At the time, the ATP represented a major shift in GRT fare policy to providing discounts that are means-based as opposed to age-based. This allows the Region to support more low-income residents than the previous fare structure. The ATP is open to anyone in the region, including seniors and children 17 or younger, and was expanded in 2022 by increasing the eligibility cut-offs by 15%.

Staff recommend maintaining and promoting the current program. The ATP reduces the affordability barrier for riders, and is an equitable program based on need rather than age. The ATP has expanded access to affordable transit fares in the region while balancing the impact on transit revenue. Staff do not recommend further discounted fares for seniors, noting the availability of the ATP and refundable Provincial tax credits.

b) Waste Management fees and charges

Proposed fee changes within Waste Management, effective April 1, 2023, include increases to tipping fees for recyclables and general refuse/garbage, the special handling load rate and a change in applicable rate for inert materials to general waste. The proposed fee changes are outlined in the table below.

Description	Current Fee	Proposed Fee	Increase
Waste tipping fee	\$88.00 / MT	\$98.00 / MT	\$10.00 / MT
Recyclables tipping fee	\$44.00 / MT	\$49.00 / MT	\$5.00 / MT
Special handling fee	\$176.00 / MT	\$196.00 / MT	\$20.00 / MT

*MT - Metric Tonne

Additionally, the minimum fee per visit to landfill and transfer stations is proposed to increase from \$10 to \$12 effective April 1, 2023.

The foregoing fee changes for Waste Management are projected to increase 2023 revenue by \$946,000.

c) Airport Services fees and charges

The Airport is introducing a self-serve bag drop program as part of the improvements to the terminal building. The Airport has contracted with SITA, a company with substantial experience working with airports all around the world to implement and maintain “common use” technology and infrastructure. To cover the cost of the new technology and streamlined experience, a new General Terminal Charge of \$2.00 per departing passenger is proposed to cover capital and maintenance costs of the system. Subject to Council approval this fee would come into effect on March 1, 2023 and is expected to generate \$600,000 in revenue which has been reflected in the preliminary 2023 budget.

Additional proposed fee changes include an increase to landing fees and replacement of hourly, weekly and daily parking with value, premium and short term parking. Subject to Council approval the new parking fee structure would come into effect on March 1, 2023.

d) Water/Wastewater user rates

Staff are proposing a wholesale water supply rate increase of 2.9% in 2023, effective March 1, 2023, consistent with the projection provided during the 2022 budget, and a wholesale wastewater treatment rate increase of 4.9% effective March 1, 2023. The rate projections from the 2022 budget process contemplated a 2023 wastewater rate increase of 3.9%. The additional increase is predominately due to inflation and additional asset renewal needs. The proposed

water and wastewater rates will assist with maintaining the long-term financial sustainability of the program.

The rates to be charged to area municipalities for water supplied and wastewater treated as of March 1, 2023 are outlined in the table below.

Description	Current Rate / m3	Proposed Rate per m3 as of March 1, 2023
Water Supply	\$1.1271	\$1.1598
Wastewater Treatment	\$1.3429	\$1.4087

For retail customers in Wellesley and North Dumfries, staff propose a water distribution rate increase of 2.4% and a wastewater collection rate increase of 2.9% effective March 1, 2023. These are consistent with the projections provided during the 2022 budget. The monthly service charge for water is recommended to increase by \$1.00 to \$11.00 and similarly for wastewater the monthly service charge is recommended to increase by \$1.00 to \$10.00. The monthly service charge assists with covering the large proportion of fixed operating costs. The table below outlines the proposed rates for customers connected to the Region's water distribution system or wastewater collection system in the Townships of Wellesley and North Dumfries effective March 1, 2023:

Description	Proposed Rate / m3	Proposed Fixed Fee / month
Water Distribution	\$3.28	\$11.00
Wastewater Collection	\$2.46	\$10.00

Additional proposed changes to fees are outlined in Appendix A relating to user rate charges to area municipalities, the rates and fixed fees for the distribution and collection systems in the Townships of Wellesley and North Dumfries, water meters (19 mm service), sewer surcharge rate and sampling fees.

e) Other service areas

Other minor changes to Regional fees and charges are proposed as follows:

- **Seniors' Services:** Increases to the Regular Day Program and lunch visit meal.
- **Housing Services:** Increase to the lock change or key fob replacement.
- **Council and Administrative Services:** Introduction of an application fee under Freedom of Information and Protection of Privacy.
- **Cultural Services:** Introduction of a new fee to reproduce historic images.

- **Region of Waterloo Library:** New fees for Memory Lab storage devices.
- **Community Planning** - Proposed fee exemption for affordable housing development applications with confirmed government funding.
- **Infectious Diseases, Dental and Sexual Health:** Elimination of fees for vaccine preventable diseases, increases for thermometers and contraceptive rings.
- **Paramedic Services:** Increases to special event coverage fees and requests for information.

5. Area Municipality Communication and Public/Stakeholder Engagement:

Nil.

6. Financial Implications:

The estimated incremental user fee revenue increase in 2023 associated with the proposed fee changes is outlined in the table below (areas with minimal revenue changes have been excluded):

Division	Incremental 2023 revenue (\$000's)
Airport	\$600
Grand River Transit	\$273
Waste Management	\$946
Water Services	\$4,574
Total	\$6,393

The estimated incremental revenue identified in the table above have been incorporated into the preliminary 2023 operating budget. Should Council decide to change these or any other fee or charge listed under the by-law during the budget process, the proposed changes listed herein would be updated.

7. Conclusion / Next Steps:

A resolution to repeal the current Fees and Charges By-law and user rate by-laws and pass a new consolidated Fees and Charges By-law will be included along with the General Budget Resolutions on February 22, 2023.

Attachments:

Appendix A: Proposed Changes to the Fees and Charges By-Law

Prepared By: Emily Dykeman, Financial Analyst

Chris Wilson, Manager, Corporate Budgets

Reviewed By: Cheryl Braan, Director, Financial Services and Development Financing

Approved By: Craig Dyer, Commissioner, Corporate Services/Chief Financial Officer

Appendix A – Proposed Changes to the Fees and Charge By-Law

Description	Current Fee	Effective Date	Proposed Fee
COMMUNITY SERVICES			
Seniors' Services - Sunnyside Home			
Community Alzheimer Program			
Regular Day Program	\$18.50	April 1, 2023	\$19.00
Transportation	\$3.25 (one-way) \$6.50 (round trip)	April 1, 2023	Delete
Lunch Visit (meal)	\$8.75	April 1, 2023	\$9.00
Cancellation without Notice - Overnight Stay. Follows the Respite Program - Overnight Stay rate	\$40.24	April 1, 2023	Follows the Respite Program - Overnight Stay rate
Housing Services (Waterloo Region Housing)			
Parking Fees			
Lock Change or key FOB Replacement	\$75.00	March 1, 2023	\$150.00
PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES			
Council and Administrative Services			
Freedom of Information and Protection of Privacy			
Application Fee	New	March 1, 2023	\$5.00
Cultural Services			
Archives			
Research Time	\$7.50 for each 15 minutes	March 1, 2023	First 15 minutes free then \$30.00/hour
Photocopies/printouts	\$0.20 per page	March 1, 2023	First 10 pages free then \$0.20/page
Reproductions of Historic Images			
Personal Use (JPEG)	New	March 1, 2023	no charge
Commercial Use (TIFF)	New	March 1, 2023	\$20.00/image
High Res (TIFF)	New	March 1, 2023	\$20.00/image
Commercial use handling fee per order	New	March 1, 2023	\$10.00
Audio visual digital files	New	March 1, 2023	price on request
Region of Waterloo Library			
Media Storage and Other Supplies			
DVD & case- Memory Lab	New	March 1, 2023	\$1.00
CD & case - Memory Lab	New	March 1, 2023	\$1.25
USB stick - Memory Lab	New	March 1, 2023	\$7.50

Description	Current Fee	Effective Date	Proposed Fee
Community Planning			
Review of Scoped Environmental Impact Statement	\$2,300	March 1, 2023	Delete
The fees listed under Community Planning do not apply to any application facilitating the creation of affordable residential development that has confirmed committed Federal, Provincial or Municipal funding to subsidize the creation of affordable housing units as per the ROP definition under a government program.		March 1, 2023	
Airport Services (Region of Waterloo International Airport)			
Passenger Facilitation Fee			
General Terminal Charge	New	March 1, 2023	\$2.00
Regular Parking - Hourly	\$5.00	March 1, 2023	Delete - Replace with Value Parking
Regular Parking - Daily	\$10.00	March 1, 2023	Delete - Replace with Premium Parking
Regular Parking - Weekly	\$70.00	March 1, 2023	Delete- Replace with Short Term Parking
Value Parking - Daily	New	March 1, 2023	\$11.00
Premium Parking - Daily	New	March 1, 2023	\$16.00
Short Term Parking - Hourly	New	March 1, 2023	3.00/hour, Max. \$24/day, 30 min. free
Landing Fees*			
2,500-21,000 kg	\$7.75	March 1, 2023	\$8.00
21,001-45,000 kg	\$7.75	March 1, 2023	\$8.00
Greater than 45,000 kg	\$7.75	March 1, 2023	\$8.00
Helicopters	\$7.75	March 1, 2023	\$8.00
PUBLIC HEALTH & EMERGENCY SERVICES			
Infectious Diseases, Dental and Sexual Health			
Vaccine Preventable Diseases			
Havrix (720 iu) (Booster)	\$50.00	March 1, 2023	Delete
Havrix (1440 iu)	\$75.00	March 1, 2023	Delete
Hepatitis B	\$40.00	March 1, 2023	Delete
Twinrix (Jr)	\$50.00	March 1, 2023	Delete
Twinrix	\$75.00	March 1, 2023	Delete
Thermometer (cold chain)	\$85.00	March 1, 2023	\$91.00
Contraceptive			
Injection Contraceptives	\$25.00	March 1, 2023	\$34.00

Description	Current Fee	Effective Date	Proposed Fee
Oral Contraceptives (Diane;Cyclen;Yaz; Tricyclen) per pack	\$20.00	March 1, 2023	Delete
Contraceptive Ring	\$10.00	March 1, 2023	\$11.00
Paramedic Services			
Special Event Coverage - Regular			
Single Paramedic plus vehicle	\$93.00 / hour; \$371.00 minimum	April 1, 2023	\$95.00 / hour; \$378.00 minimum
Two Paramedics plus vehicle	\$160.00 / hour; \$634.00 minimum	April 1, 2023	\$162.00 / hour; \$646.00 minimum
Single Paramedic	\$66.00 / hour; \$263.00 minimum	April 1, 2023	\$67.00 / hour; \$268.00 minimum
Special Event Coverage - Short Notice (Overtime - OT) - or Full Time Staff			
Single Paramedic plus vehicle	\$126.00 / hour; \$500.00 minimum	April 1, 2023	\$128.00 / hour; \$512.00 minimum
Two Paramedics plus vehicle	\$234.00 / hour; \$936.00 minimum	April 1, 2023	\$229.00 / hour; \$915.00 minimum
Single Paramedic	\$99.00 / hour; \$393.00 minimum	April 1, 2023	\$101.00 / hour; \$403.00 minimum
Special Event Coverage - Public Holiday (Overtime - OT)			
Single Paramedic plus vehicle	\$158.00 / hour; \$634.00 minimum	April 1, 2023	\$162.00 / hour; \$647.00 minimum
Two Paramedics plus vehicle	\$290.00 / hour; \$1,160.00 minimum	April 1, 2023	\$296.00 / hour; \$1,183.00 minimum
Single Paramedic	\$132.00 / hour; \$526.00 minimum	April 1, 2023	\$134.00 / hour; \$537.00 minimum
Special Event Coverage - Other			
Vehicle - Ambulance	\$27.00 / hour; \$108.00 minimum	April 1, 2023	\$28.00 / hour; \$110.00 minimum
Vehicle - Emergency Response Unit (ERU)	\$24.00 / hour; \$95.00 minimum	April 1, 2023	\$28.00 / hour; \$110.00 minimum
Supervisor	\$70.00 / hour; \$283.00 minimum	April 1, 2023	\$71.00 / hour; \$289.00 minimum

Description	Current Fee	Effective Date	Proposed Fee
Request for Information			
Ambulance Call Reports (Fee is per request; not hourly)	\$101.00	April 1, 2023	\$103.00
TRANSPORTATION AND ENVIRONMENTAL SERVICES			
Grand River Transit			
Cash Fare (exact change only)	\$3.50	July 1, 2023	\$3.75
Adult Monthly Pass	\$90.00	July 1, 2023	\$92.00
TravelWise Corporate Pass	\$76.50	July 1, 2023	\$78.20
Mobile Payment:			
Single ride*	\$3.50	July 1, 2023	\$3.75
*Day Pass (earned/capped after 2 single rides in one day)			
Day Pass - Single	\$8.50	July 1, 2023	\$7.50
Family Pass	New	July 1, 2023	\$10.00
Stored Value Payment (Adult)	\$2.92	July 1, 2023	\$2.98
Stored Value Payment (Affordable Transit Program [ATP]) Notes: 2	\$1.52/ticket	July 1, 2023	\$1.55/ticket
Corporate Stored Value	New	July 1, 2023	\$2.53/ticket
Monthly Pass (Affordable Transit Program ATP) Notes: 2	\$46.80	July 1, 2023	\$47.84
Multi-Ride Fare (Notes: 3)	\$3.25	July 1, 2023	\$3.50
Student Summer Pass (July and August)	\$150.00	July 1, 2023	\$156.40
UPass (per school term for eligible students at Wilfrid Laurier University and University of Waterloo) (Notes: 4 - Updated)	\$107.61	July 1, 2023	\$113.30
Waste Management			
ICI - General Refuse/Garbage	\$88.00	April 1, 2023	\$98.00
Minimum fee per visit to landfill and transfer stations	\$10.00	April 1, 2023	\$12.00
Special Handling load rate	\$176.00	April 1, 2023	\$196.00
Recyclables (Loads must not be mixed with garbage) (All regular blue box materials, yard waste, brush, leaves, grass, inerts*, appliances and scrap metal)	\$44.00	April 1, 2023	\$49.00
*Starting April 1, 2023, the General Refuse/Garbage fee will be applicable for inert materials			
Water Services			
Wholesale Water Rate (for Area Municipalities)	\$1.1271	March 1, 2023	\$1.1598
Wholesale Wastewater Rate (for Area Municipalities)	\$1.3429	March 1, 2023	\$1.4087
Retail Water/Wastewater			
Water Distribution Rate	\$3.20	March 1, 2023	\$3.28
Water Distribution Fixed Rate	\$10.00	March 1, 2023	\$11.00
Wastewater Collection Rate	\$2.39	March 1, 2023	\$2.46
Wastewater Collection Fixed Rate	\$9.00	March 1, 2023	\$10.00

Description	Current Fee	Effective Date	Proposed Fee
Wastewater Collection Increase for Customers only on Wastewater Collection System	Flat annual fee based on volume estimate plus 2.9%	March 1, 2023	Flat annual fee based on volume estimate plus 2.9%
Water meters (19 mm service)	\$125.00	March 1 2023	\$155.00
Sewer Surcharge Formula Treatment Unit Costs per Kilogram			
Rs = Total Suspended Solids (TSS) in \$/kg	\$0.54	March 1, 2023	\$0.65
Rb = Carbonaceous Biochemical Oxygen Demand (CBOD) in \$/kg	\$0.74	March 1, 2023	\$0.74
Rp = Phosphorus (P) in \$/kg	\$4.90	March 1, 2023	\$5.05
Rk = Total Kjeldhal Nitrogen (TKN) in \$/kg	\$1.34	March 1, 2023	\$1.43
Hauled Wastewater Disposal Rates per Truckload			
Septage (per 15 cubic meter truck)	\$173.77	March 1, 2023	\$249.12
Holding Tank (per 15 cubic meter truck)	\$86.17	March 1, 2023	\$175.32
Inorganic Lab Tests:			
Alkalinity	\$19.30	March 1, 2023	\$19.90
Ammonia (as N) - biosolids	\$30.90	March 1, 2023	\$31.85
Ammonia (as N) - water	\$28.85	March 1, 2023	\$29.70
Chemical Oxygen Demand	\$19.15	March 1, 2023	\$19.70
Colour Investigation	\$52.00	March 1, 2023	Delete
Conductivity	\$10.45	March 1, 2023	\$10.75
Cyanide	\$32.55	March 1, 2023	Subcontracted*
Dissolved Organic Carbon	\$30.70	March 1, 2023	\$31.60
Hardness – Calculation (Ca & Mg are additional)	\$6.50	March 1, 2023	\$6.70
Hexavalent Chromium	\$26.45	March 1, 2023	Subcontracted*
IC parameter – individual anion	\$19.05	March 1, 2023	\$19.60
ICP/MS Metal – individual elements	\$18.55	March 1, 2023	\$19.10
Mercury OR Silver	\$25.35	March 1, 2023	\$26.10
Oil & Grease – Speciated	\$41.70	March 1, 2023	Subcontracted*
Oil & Grease – Total	\$34.60	March 1, 2023	Subcontracted*
Ortho-phosphate [SW/WW]	\$32.55	March 1, 2023	Subcontracted*
Ortho-phosphate and Phosphates [DW]	\$34.10	March 1, 2023	Subcontracted*
pH	\$9.25	March 1, 2023	\$9.55
Phenol – Low Level	\$24.40	March 1, 2023	Subcontracted*
Pre-treatment – lab filtration	\$7.55	March 1, 2023	\$7.80
Sulphide	\$33.60	March 1, 2023	Subcontracted*
TKN (High Level)	\$30.90	March 1, 2023	\$31.85
TKN (Low Level)	\$32.95	March 1, 2023	\$33.95
Total Organic Carbon	\$23.40	March 1, 2023	\$24.10
Total Dissolved Solids	\$16.75	March 1, 2023	\$17.25
Total Solids	\$14.75	March 1, 2023	\$15.20
Volatile Solids (when done with TS)	\$8.75	March 1, 2023	\$9.00
Total Suspended Solids	\$15.70	March 1, 2023	\$16.15

Description	Current Fee	Effective Date	Proposed Fee
Volatile Suspended Solids (when done with TSS)	\$8.75	March 1, 2023	\$9.00
True Colour	\$17.85	March 1, 2023	\$18.40
Turbidity	\$16.90	March 1, 2023	\$17.40
Un-ionized Ammonia	\$48.05	March 1, 2023	\$49.50
UV Transmittance	\$15.35	March 1, 2023	\$15.80
Volatile Fatty Acids	\$40.70	March 1, 2023	Subcontracted*
Biological Lab Tests			
Biochemical Oxygen Demand (Total OR Carbonaceous)	\$32.55	March 1, 2023	\$31.15
HPC	\$18.60	March 1, 2023	\$19.55
Membrane Filtration [Biosolids] - per test	\$42.75	March 1, 2023	\$44.05
Membrane filtration [DW] - per test	\$18.60	March 1, 2023	\$19.55
Membrane Filtration [SW/WW] - per test	\$25.65	March 1, 2023	\$26.95
Presence/Absence (Colilert)	\$16.90	March 1, 2023	\$17.40
Organic Lab Tests			
1,4 - Dioxane	\$319.65	March 1, 2023	\$329.25
2-methyl-4-chlorophenoxyacetic acid	\$152.50	March 1, 2023	\$157.10
Amines	\$197.40	March 1, 2023	Subcontracted*
Base Neutral Semi-volatiles	\$269.00	March 1, 2023	\$277.05
Benzo(a)pyrene	\$152.50	March 1, 2023	\$157.10
Benzene, Toluene, Ethylbenzene and Xylene	\$72.80	March 1, 2023	\$75.00
Bis (2-ethylhexyl) phthalate / Di-n-octyl phthalate	\$198.45	March 1, 2023	Subcontracted*
Dioxins and Furans	\$885.05	March 1, 2023	Subcontracted*
Diquat / Paraquat	\$179.05	March 1, 2023	\$184.40
F2 – F4 Petroleum Hydrocarbons	\$99.20	March 1, 2023	Subcontracted*
Glycols	\$94.15	March 1, 2023	Subcontracted*
Glyphosate	\$236.40	March 1, 2023	\$243.50
Haloacetic Acids (5 individual compounds and total)	\$230.20	March 1, 2023	\$237.10
Metolachlor	\$152.50	March 1, 2023	\$157.10
Nitrilotriacetic Acid	\$57.25	March 1, 2023	Subcontracted*
Phenoxy Acid Herbicides	\$208.70	March 1, 2023	\$214.95
Polyaromatic Hydrocarbons	\$147.55	March 1, 2023	Subcontracted*
Polychlorinated Biphenyls	\$143.40	March 1, 2023	\$147.70
Schedule 24 Volatile Organic Compounds	\$122.60	March 1, 2023	\$126.30
Single VOC analyte	\$66.75	March 1, 2023	\$68.75
Trihalomethanes	\$73.15	March 1, 2023	\$75.35
VOC Target list	\$159.80	March 1, 2023	\$164.60
Field Tests and Sampling			
Routine sampling (per tap)	\$17.50	March 1, 2023	\$18.40
Chlorine Residuals (field)	\$14.65	March 1, 2023	\$15.40
Dissolved Oxygen (field)	\$19.15	March 1, 2023	\$15.40
pH (field)	\$14.65	March 1, 2023	\$15.40

Description	Current Fee	Effective Date	Proposed Fee
Temperature (field)	\$10.30	March 1, 2023	\$10.60
Turbidity (field)	\$19.15	March 1, 2023	\$15.40
Additional Services			
Drinking Water Adverse Reporting	\$30.55 to \$45.80	March 1, 2023	\$38.65
DWIS / LRMA uploads	\$7.15 to \$10.20	March 1, 2023	\$7.65
Municipalities/Townships - DW Weekly Program Fee	\$156.70	March 1, 2023	\$164.55
RMOW - DW Weekly Program Fee	\$407.85	March 1, 2023	\$428.25
Special sampling hourly rate (Regular)	\$61.35	March 1, 2023	\$64.40
Special sampling hourly rate (After hours, 2 hour minimum)	\$87.50	March 1, 2023	\$91.90
Subcontracted Analysis Audit and Setup	\$257.50	March 1, 2023	\$265.25
Notes / Additional Charges (as applicable):			
A \$105 Premium will be applied for each day that overtime costs are incurred.			
Subcontracted Analysis and Services*			
* Analytical charges will be applied as they are incurred.			
* Adverse Reporting and DWIS Upload fees will be applied as they are incurred.			



2023 Preliminary Program Budgets



Region of Waterloo

The Regional Municipality of Waterloo
2023 Preliminary Program Budgets
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Budgets@regionofwaterloo.ca



Region of Waterloo

**2023 OPERATING
BUDGET
&
2023-2032
CAPITAL BUDGET
SUMMARIES**

THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget (\$ Thousands)

Page	Department Division	Gross Expenditure			Net Expenditure			Revenue			Property Tax Levy			
		2022	2023	Increase (Decrease)	2022	2023	Increase (Decrease)	2022	2023	Increase (Decrease)	2022	2023	Increase (Decrease)	% Change
	Elected Offices													
6	Elected Offices	1,830	1,936	106	1,483	1,589	106				1,483	1,589	106	7.1%
8	Office of The Chief Administrative Officer													
10	Chief Administrative Officer	5,156	4,590	(566)	5,017	4,452	(565)	2,500	1,310	(1,190)	2,517	3,142	625	24.8%
11	Communications and Strategy	3,643	4,180	537	2,401	2,938	537	139	369	230	2,262	2,569	307	13.6%
	Total Office of The Chief Administrative Officer	8,798	8,770	(28)	7,418	7,390	(28)	2,639	1,679	(960)	4,779	5,711	932	19.5%
12	Corporate Services													
14	Commissioner of Corporate Services	405	418	13	304	317	13				304	317	13	4.3%
15	Information Technology Services	14,635	16,999	2,364	10,022	11,942	1,920	148	1	(147)	9,875	11,942	2,067	20.9%
17	Facilities & Fleet Management	93,549	102,282	8,733	11,333	10,641	(692)	2,034	1,663	(371)	9,299	8,978	(321)	(3.5%)
24	Treasury Services	5,503	6,003	500	1,678	1,854	176	294	224	(70)	1,384	1,630	246	17.8%
25	Corporate Finance	3,956	4,130	174	1,672	1,704	32				1,672	1,704	32	1.9%
	Total Corporate Services	118,047	129,832	11,785	25,009	26,459	1,450	2,475	1,887	(588)	22,533	24,572	2,039	9.0%
27	Human Resources & Citizen Service													
29	Commissioner of Human Resources & Citizen Service	2,072	2,133	61	1,692	1,752	60	20	124	104	1,672	1,629	(43)	(2.6%)
30	Talent Acquisition, Client Experience & Solutions	5,060	6,243	1,183	3,918	3,945	27		140	140	3,918	3,805	(113)	(2.9%)
31	Organization Development & HR People Partners	1,915	2,054	139	1,048	1,168	120	81		(81)	967	1,168	201	20.8%
32	Labour Relations & Emergency Management	2,233	2,103	(130)	1,547	1,412	(135)	88	98	10	1,459	1,314	(145)	(9.9%)
33	Wellbeing & Occupational Health & Safety	2,645	3,289	644	1,615	2,239	624	1,272	1,435	163	343	804	461	134.4%
34	Total Rewards	2,808	3,704	896	2,753	3,648	895				2,753	3,648	895	32.5%
	Total Human Resources & Citizen Service	16,733	19,525	2,792	12,574	14,165	1,591	1,461	1,797	336	11,113	12,368	1,255	11.3%
36	Planning, Development & Legislative Services													
38	Commissioner of Planning, Development & Legislative Services	1,361	1,517	156	1,361	1,517	156				1,361	1,517	156	11.5%
39	Economic Development	3,957	5,132	1,175	3,582	4,432	850	1,157	1,540	383	2,425	2,891	466	19.2%
41	ROW International Airport	14,215	17,472	3,257	13,325	16,582	3,257	11,569	11,821	252	1,756	4,761	3,005	171.1%
45	Community Planning	4,480	5,261	781	4,430	5,211	781	1,167	1,045	(122)	3,262	4,166	904	27.7%
47	Council & Administrative Services	3,165	3,460	295	2,435	2,720	285	642	690	48	1,793	2,030	237	13.2%
49	Provincial Offences Act (POA)	4,358	4,589	231	4,341	4,572	231	8,476	8,776	300	(4,135)	(4,204)	(69)	1.7%
50	Legal Services	2,558	2,714	156	750	846	96	47	47		702	799	97	13.8%
51	Cultural Services	9,358	9,208	(150)	9,358	9,203	(155)	1,018	1,330	312	8,340	7,873	(467)	(5.6%)
55	Region of Waterloo Library	3,123	3,357	234	3,041	3,282	241	410	509	99	2,631	2,774	143	5.4%
	Total Planning, Development & Legislative Services	46,574	52,710	6,136	42,622	48,366	5,744	24,486	25,758	1,272	18,136	22,608	4,472	24.7%
57	Engineering & Environmental Services													
59	Commissioner of Engineering & Environmental Services	469	476	7										
60	Strategic Initiatives & Asset Management	806	845	39	297	308	11				297	308	11	3.7%
62	Design & Construction	8,034	8,438	404	55	55	0	55	55				0	
64	Waste Management	64,610	68,315	3,705	63,118	66,823	3,705	17,906	19,540	1,634	45,212	47,283	2,071	4.6%
67	Water & Wastewater Services	164,958	174,275	9,317	144,673	151,436	6,763	144,673	151,436	6,763				
	Total Engineering & Environmental Services	238,877	252,349	13,472	208,143	218,621	10,478	162,634	171,031	8,397	45,510	47,590	2,080	4.6%
89	Transportation Services													
91	Commissioner of Transportation Services		446	446			0							0
92	Transportation	64,283	68,608	4,325	62,870	67,296	4,426	4,475	4,473	(2)	58,396	62,823	4,427	7.6%
103	Transit Services	192,347	207,203	14,856	191,466	206,356	14,890	65,850	69,009	3,159	125,616	137,347	11,731	9.3%
	Total Transportation Services	256,630	276,257	19,627	254,337	273,652	19,315	70,325	73,482	3,157	184,012	200,170	16,158	8.8%
108	Community Services													
110	Commissioner of Community Services	417	428	11			0							0
111	Strategic & Quality Initiatives	5,997	5,964	(33)	2,480	2,492	12	500		(500)	1,980	2,492	512	25.9%
112	Housing Services	107,609	123,897	16,288	107,609	123,897	16,288	48,583	50,357	1,774	59,026	73,540	14,514	24.6%
116	Children's Services	91,446	158,008	66,562	91,815	158,424	66,609	83,692	150,012	66,320	8,124	8,411	287	3.5%
117	Seniors' Services	42,312	45,688	3,376	41,775	45,151	3,376	29,702	32,463	2,761	12,073	12,688	615	5.1%
119	Employment & Income Support Admin	34,683	34,872	189	34,683	34,873	190	20,447	20,487	40	14,237	14,386	149	1.0%
120	OW Allowances & Benefits	99,809	99,871	62	93,159	93,221	62	91,415	91,477	62	1,744	1,744	0	
	Total Community Services	382,273	468,728	86,455	371,521	458,057	86,536	274,338	344,797	70,459	97,183	113,261	16,078	16.5%

THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget (\$ Thousands)

Page	Department Division	Gross Expenditure			Net Expenditure			Revenue			Property Tax Levy			
		2022	2023	Increase (Decrease)	2022	2023	Increase (Decrease)	2022	2023	Increase (Decrease)	2022	2023	Increase (Decrease)	% Change
121	Public Health & Emergency Services													
123	Strategy, Performance and Organizational Standards	8,512	8,328	(184)	8,345	8,154	(191)	5,974	5,960	(14)	2,371	2,195	(176)	(7.4%)
124	Health Protection and Investigation	5,181	5,345	164	5,181	5,345	164	3,632	3,750	118	1,548	1,595	47	3.0%
125	Infectious Diseases	27,612	22,047	(5,565)	27,653	22,088	(5,565)	25,567	19,592	(5,975)	2,087	2,496	409	19.6%
126	Healthy Living and Foundational Standards	11,756	11,468	(288)	11,656	11,368	(288)	8,790	8,264	(526)	2,866	3,104	238	8.3%
127	Child, Family and Dental Health	9,402	9,110	(292)	9,264	8,966	(298)	7,700	7,494	(206)	1,565	1,472	(93)	(5.9%)
128	Paramedic Services	48,815	56,367	7,552	48,815	56,367	7,552	27,703	30,970	3,267	21,112	25,397	4,285	20.3%
	Total Public Health & Emergency Services	111,278	112,665	1,387	110,915	112,289	1,374	79,367	76,030	(3,337)	31,548	36,259	4,711	14.9%
	Corporate Financial													
131	Corporate Financial	20,425	22,741	2,316	18,525	20,841	2,316	21,167	23,517	2,350	(-2,641)	(-2,675)	(34)	1.3%
	Total Corporate Financial	20,425	22,741	2,316	18,525	20,841	2,316	21,167	23,517	2,350	(-2,641)	(-2,675)	(34)	1.3%
	Associated Agencies													
135	Waterloo Regional Heritage Foundation		100	100		100	100					100	100	
136	Region of Waterloo Arts Fund	393	393	0	393	393	0	50		(50)	343	393	50	14.6%
137	Immigration Partnership Council	675	891	216	675	891	216	625	841	216	50	50	0	
138	Assessment Delivery Services (MPAC)	7,051	7,090	39	7,051	7,090	39				7,051	7,090	39	0.6%
	Total Associated Agencies	8,118	8,474	356	8,118	8,474	356	675	841	166	7,443	7,633	190	2.6%
	Total	1,209,583	1,353,988	144,405	1,060,665	1,189,903	129,238	639,567	720,819	81,252	421,099	469,085	47,986	11.4%

Notes:

- The 2022 budget identified impacts in various program areas relating to the COVID-19 pandemic, with offsetting municipal Safe Restart Funding reflected in Corporate Financial. The 2023 budget assumes some level of recovery and program expenditure and/or non-tax revenue have been adjusted in various programs to reflect a reduction in impacts, with offsetting municipal Safe Restart Funding reductions reflected in Corporate Financial.
- Net Expenditure is Gross Expenditure less Interdepartmental Recoveries. For program areas which are recovered 100% from other divisions and/or capital, Net Expenditure will be zero.

2023 Preliminary Budgeted Staff Complement (FTEs)

Department	2022 Approved Budget - Restated			2023 Preliminary Budget			Change
	Permanent	Temporary	Sub-Total	Permanent	Temporary	Sub-Total	
Elected Offices	3.0	-	3.0	3.0	-	3.0	-
Office of the Chief Administrative Officer	28.0	-	28.0	30.0	-	30.0	2.0
Corporate Services	279.3	13.9	293.2	286.3	20.4	306.7	13.5
Human Resources & Citizen Services	96.3	1.0	97.3	101.3	8.0	109.3	12.0
Planning, Development & Legislative Services	209.7	29.3	239.0	214.2	20.2	234.4	(4.6)
Engineering & Environmental Services	269.4	16.1	285.5	272.4	16.1	288.5	3.0
Transportation Services	872.9	13.4	886.3	904.6	13.4	918.0	31.7
Community Services	698.2	7.1	705.3	758.2	15.1	773.3	68.1
Public Health & Emergency Services	542.5	14.2	556.7	583.3	15.4	598.7	42.0
Associated Agencies	4.0	4.4	8.4	-	4.4	4.4	(4.0)
Sub-Total	3,003.3	99.4	3,102.7	3,153.4	113.0	3,266.3	163.6
Temporary FTE's relating to COVID-19:							
Community Services	-	23.4	23.4	-	-	-	(23.4)
Public Health & Emergency Services	-	259.9	259.9	-	134.0	134.0	(125.9)
Sub-Total COVID-19	-	283.3	283.3	-	134.0	134.0	(149.3)
Total Regional Complement	3,003.3	382.6	3,385.9	3,153.4	246.9	3,400.3	14.3

Consolidated Capital Budget & Forecast
Summary of Expenditure & Sources of Funding and Financing (\$ Thousands)
2023-2032

Page	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total	
EXPENDITURE											
Corporate Services											
16	Information Technology Services	350	1,410	1,760	1,700	1,265	1,100	1,560	7,385	6,000	13,385
19	Facilities Management	349	941	1,290	320	647	933	1,265	4,454	1,834	6,289
20	Facility Asset Acquisition & Construction	21,384	6,071	27,455	21,402	8,205	6,990	6,665	70,717	100,970	171,687
21	Facility Asset Renewal	1,426	12,832	14,257	15,425	10,295	12,178	6,450	58,605	25,886	84,491
23	Fleet Management	1,119	172	1,291	277	180	309	807	2,864	1,170	4,034
26	Corporate Finance	100	942	1,042	628		585	500	2,755	905	3,660
Human Resources & Citizen Service											
35	Human Resources & Citizen Service	563	3,073	3,635	2,126	1,137	788		7,687		7,687
Planning, Development & Legislative Services											
40	Economic Development	475	425	900		250	150		1,300		1,300
42	Region of Waterloo International Airport	14,418	11,846	26,264	38,446	27,595	38,561	7,070	137,936	278,338	416,274
46	Community Planning	434	2,196	2,630	1,975	1,813	1,079	450	7,947	2,850	10,797
48	Council & Administrative Services	225	30	255	155	258	79		747	1,663	2,410
52	Cultural Services	58	1,034	1,092	2,722	4,713	6,030	4,104	18,661	7,886	26,547
56	Region of Waterloo Library	35	383	418	310	170	175	180	1,253	1,309	2,562
Engineering and Environmental Services											
61	Strategic Initiatives & Asset Management		305	305	1,638	809	410		3,162	720	3,882
63	Design & Construction		125	125	100	120	120	135	600	305	905
65	Waste Management	2,612	30,781	33,393	29,122	22,690	26,925	34,607	146,737	106,492	253,229
67	Water & Wastewater Services	30,574	92,184	122,758	123,773	104,538	105,089	102,633	558,790	568,793	1,127,584
Transportation Services											
93	Transportation	48,192	100,720	148,912	129,574	117,153	108,710	122,742	627,092	447,278	1,074,371
104	Grand River Transit Bus Services	21,914	22,701	44,615	50,014	48,816	44,808	60,333	248,587	203,181	451,768
107	Light Rail Transit	4,802	5,025	9,827	6,500	21,500	55,900	56,550	150,277	1,595,438	1,745,715
Community Services											
113	Waterloo Region Housing	9,223	32,500	41,723	75,621	61,214	32,353	96,763	307,674	334,155	641,829
113	Housing Services	17,288	20,986	38,274	16,370	7,500	8,500	8,100	78,744	19,018	97,762
118	Seniors' Services	2,104	1,911	4,014	3,720	4,223	2,256	2,045	16,258	9,379	25,637
Public Health & Emergency Services											
129	Paramedic Services	2,269	7,524	9,793	12,642	6,783	15,425	7,194	51,837	39,108	90,945
Corporate Financial											
133	Corporate Financial	1,000	3,257	4,257	4,382	5,663	5,189	3,916	23,407	8,780	32,187
TOTAL EXPENDITURE											
180,913 359,374 540,287 538,943 457,536 474,642 524,070 2,535,479 3,761,457 6,296,936											

Consolidated Capital Budget & Forecast
Summary of Expenditure & Sources of Funding and Financing (\$ Thousands)
2023-2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	46,770	58,819	105,589	92,172	57,284	91,979	124,950	471,974	1,840,723	2,312,697
Recoveries		450	450					450		450
Development Charges										
Reserve Funds	28,429	69,613	98,043	85,881	77,674	76,957	85,927	424,481	355,188	779,669
Debentures	14,745	23,596	38,341	47,436	46,681	48,153	40,143	220,754	237,885	458,639
Property Taxes										
Reserves & Reserve Funds	76,464	170,221	246,685	205,726	162,906	170,263	166,745	952,326	788,290	1,740,616
Debentures	14,505	36,675	51,180	107,727	112,991	87,290	106,305	465,494	539,371	1,004,865
TOTAL FUNDING & FINANCING	180,913	359,374	540,287	538,943	457,536	474,642	524,070	2,535,479	3,761,457	6,296,936

Notes:

- 2023-2032 capital programs are stated in 2023 dollars.
- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
- Projects in the capital program which are identified as being financed by long term borrowing may not proceed in the absence of additional provincial or federal government subsidies.
- The recent passing of Bill 23 (More Homes Built Faster Act, 2022) will impact the funding of future growth-related capital works. Certain provisions from the Bill are in effect while others will not be reflected until the next Regional Development charge Background Study is completed and a new by-law is in place. As such, the development charge funding assumptions to a great extent reflect the pre-Bill 23 rules. The full impact of the Bill will be reflected in future capital plans.



Region of Waterloo

ELECTED OFFICES



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Elected Offices

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,140	1,181	41	3.6%
Benefits	329	350	21	6.4%
Supplies	3	3		
Equipment	11	11		
Professional Fees & Services	124	123	(1)	(0.8%)
Communications	18	43	25	138.9%
Travel	57	56	(1)	(1.8%)
Insurance	2	2		
Facility Occupancy Charges	116	139	23	19.8%
Interdepartmental Charges	16	16		
Subtotal - Operating	1,817	1,924	107	5.9%
Transfers to Reserves	12	12		
Subtotal - Debt / Reserves / Capital	12	12		
Gross Expenditure	1,830	1,936	106	5.8%
Interdepartmental Recoveries	(347)	(347)		
Net Expenditure	1,483	1,589	106	7.1%
Property Tax Levy	1,483	1,589	106	7.1%



Region of Waterloo

**OFFICE
OF THE CHIEF
ADMINISTRATIVE
OFFICER (CAO)**



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

CAO's Office

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	3,234	3,259	25	0.8%
Benefits	945	999	54	5.7%
Supplies	106	105	(1)	(0.9%)
Maintenance	22	22		
Equipment	147	135	(12)	(8.2%)
Professional Fees & Services	2,429	2,795	366	15.1%
Communications	477	486	9	1.9%
Travel	28	28		
Insurance				
Facility Occupancy Charges	142	234	92	64.8%
Interdepartmental Charges	29	32	3	10.3%
Subtotal - Operating	7,559	8,096	537	7.1%
Transfers to Reserves	1,239	674	(565)	(45.6%)
Subtotal - Debt / Reserves / Capital	1,239	674	(565)	(45.6%)
Gross Expenditure	8,798	8,770	(28)	(0.3%)
Interdepartmental Recoveries	(1,380)	(1,380)		
Net Expenditure	7,418	7,390	(28)	(0.4%)
Revenue				
User Fees	9	9		
Contribution from Reserves	2,630	1,670	(960)	(36.5%)
Revenue Subtotal	2,639	1,679	(960)	(36.4%)
Property Tax Levy	4,779	5,711	932	19.5%



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Chief Administrative Officer

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,157	1,067	(90)	(7.8%)
Benefits	358	354	(4)	(1.1%)
Supplies	3	2	(1)	(33.3%)
Equipment	33	21	(12)	(36.4%)
Professional Fees & Services	2,280	2,395	115	5.0%
Communications	62	62		
Travel	17	17		
Insurance				
Facility Occupancy Charges	19	54	35	184.2%
Interdepartmental Charges	9	12	3	33.3%
Subtotal - Operating	3,939	3,985	46	1.2%
Transfers to Reserves	1,217	605	(612)	(50.3%)
Subtotal - Debt / Reserves / Capital	1,217	605	(612)	(50.3%)
Gross Expenditure	5,156	4,590	(566)	(11.0%)
Interdepartmental Recoveries	(138)	(138)		
Net Expenditure	5,017	4,452	(565)	(11.3%)
Revenue				
Contribution from Reserves	2,500	1,310	(1,190)	(47.6%)
Revenue Subtotal	2,500	1,310	(1,190)	(47.6%)
Property Tax Levy	2,517	3,142	625	24.8%



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Communications and Strategy

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	2,078	2,191	113	5.4%
Benefits	587	645	58	9.9%
Supplies	103	103		
Maintenance	22	22		
Equipment	114	114		
Professional Fees & Services	149	400	251	168.5%
Communications	415	423	8	1.9%
Travel	11	11		
Facility Occupancy Charges	123	180	57	46.3%
Interdepartmental Charges	19	20	1	5.3%
Subtotal - Operating	3,620	4,111	491	13.6%
Transfers to Reserves	23	69	46	200.0%
Subtotal - Debt / Reserves / Capital	23	69	46	200.0%
Gross Expenditure	3,643	4,180	537	14.7%
Interdepartmental Recoveries	(1,241)	(1,241)		
Net Expenditure	2,401	2,938	537	22.4%
Revenue				
User Fees	9	9		
Contribution from Reserves	130	360	230	176.9%
Revenue Subtotal	139	369	230	165.5%
Property Tax Levy	2,262	2,569	307	13.6%



Region of Waterloo

CORPORATE SERVICES



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Corporate Services

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	23,911	25,956	2,045	8.6%
Benefits	7,154	8,175	1,021	14.3%
Supplies	623	672	49	7.9%
Maintenance	2,870	2,971	101	3.5%
Utilities	12,115	13,007	892	7.4%
Equipment	867	875	8	0.9%
Construction	8,104	8,546	442	5.5%
Professional Fees & Services	13,719	14,927	1,208	8.8%
Property Taxes	7,164	7,638	474	6.6%
Rents	720	1,037	317	44.0%
Financial Expenses	1	1		
Communications	1,642	1,624	(18)	(1.1%)
Travel	169	132	(37)	(21.9%)
Contracts	329	308	(21)	(6.4%)
Insurance	921	1,074	153	16.6%
Facility Occupancy Charges	10,262	10,891	629	6.1%
Interdepartmental Charges	824	863	39	4.7%
Subtotal - Operating	91,394	98,698	7,304	8.0%
Debt Servicing	7,921	7,230	(691)	(8.7%)
Transfers to Reserves	18,732	23,904	5,172	27.6%
Subtotal - Debt / Reserves / Capital	26,653	31,133	4,480	16.8%
Gross Expenditure	118,047	129,832	11,785	10.0%
Interdepartmental Recoveries	(93,027)	(103,361)	(10,334)	11.1%
External Recoveries	(12)	(12)		
Net Expenditure	25,009	26,459	1,450	5.8%
Revenue				
User Fees	2,043	1,602	(441)	(21.6%)
Contribution from Reserves	225	78	(147)	(65.3%)
Contribution from RDC Reserve Funds	207	207		
Revenue Subtotal	2,475	1,887	(588)	(23.8%)
Property Tax Levy	22,533	24,572	2,039	9.0%



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Commissioner of Corporate Services

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	309	316	7	2.3%
Benefits	77	83	6	7.8%
Supplies	2	2		
Equipment	1	1		
Professional Fees & Services	3	3		
Communications	1	1		
Travel	2	2		
Insurance	2	2		
Facility Occupancy Charges	6	7	1	16.7%
Interdepartmental Charges	2	2		
Subtotal - Operating	404	417	13	3.2%
Transfers to Reserves	1	1		
Subtotal - Debt / Reserves / Capital	1	1		
Gross Expenditure	405	418	13	3.2%
Interdepartmental Recoveries	(101)	(101)		
Net Expenditure	304	317	13	4.3%
Property Tax Levy	304	317	13	4.3%



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Information Technology Services

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	6,488	7,565	1,077	16.6%
Benefits	1,847	2,281	434	23.5%
Supplies	5	5		
Maintenance				
Equipment	152	152		
Professional Fees & Services	3,791	4,375	584	15.4%
Rents		288	288	
Communications	1,351	1,351		
Travel	10	10		
Insurance	2	3	1	50.0%
Facility Occupancy Charges	135	183	48	35.6%
Interdepartmental Charges	52	62	10	19.2%
Subtotal - Operating	13,834	16,274	2,440	17.6%
Transfers to Reserves	801	725	(76)	(9.5%)
Subtotal - Debt / Reserves / Capital	801	725	(76)	(9.5%)
Gross Expenditure	14,635	16,999	2,364	16.2%
Interdepartmental Recoveries	(4,612)	(5,057)	(445)	9.6%
Net Expenditure	10,022	11,942	1,920	19.2%
Revenue				
User Fees	1	1		
Contribution from Reserves	147		(147)	(100.0%)
Revenue Subtotal	148	1	(147)	(99.3%)
Property Tax Levy	9,875	11,942	2,067	20.9%

Information Technology Services

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
90017 GIS System		60	60	100			60	220		220
90061 Server / Network (LAN) Upgrades		400	400	400	400	400	400	2,000	2,000	4,000
90063 Telephone Systems Upgrade	250	50	300	200				500	100	600
90098 WREPNET Upgrades		50	50				400	450		450
90154 Data Centre Optimization		150	150					150		150
90166 ROW Website Redevelopment	100		100	300				400	400	800
90411 Computer Replacements		700	700	700	865	700	700	3,665	3,500	7,165
TOTAL EXPENDITURE	350	1,410	1,760	1,700	1,265	1,100	1,560	7,385	6,000	13,385
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3981120 Computer Equipment Reserve		700	700	700	865	700	700	3,665	3,500	7,165
3983500 ITS Capital Reserve	350	710	1,060	1,000	400	400	860	3,720	2,500	6,220
TOTAL FUNDING & FINANCING	350	1,410	1,760	1,700	1,265	1,100	1,560	7,385	6,000	13,385



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Facilities & Fleet Management

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	11,082	11,607	525	4.7%
Benefits	3,403	3,793	390	11.5%
Supplies	541	596	55	10.2%
Maintenance	2,867	2,968	101	3.5%
Utilities	12,115	13,007	892	7.4%
Equipment	485	493	8	1.6%
Construction	8,104	8,546	442	5.5%
Professional Fees & Services	9,430	10,054	624	6.6%
Property Taxes	7,164	7,638	474	6.6%
Rents	720	749	29	4.0%
Communications	78	70	(8)	(10.3%)
Travel	143	106	(37)	(25.9%)
Contracts	329	308	(21)	(6.4%)
Insurance	915	1,068	153	16.7%
Facility Occupancy Charges	9,794	10,320	526	5.4%
Interdepartmental Charges	692	717	25	3.6%
Subtotal - Operating	67,862	72,041	4,179	6.2%
Debt Servicing	7,900	7,209	(691)	(8.7%)
Transfers to Reserves	17,786	23,032	5,246	29.5%
Subtotal - Debt / Reserves / Capital	25,686	30,241	4,555	17.7%
Gross Expenditure	93,549	102,282	8,733	9.3%
Interdepartmental Recoveries	(82,204)	(91,629)	(9,425)	11.5%
External Recoveries	(12)	(12)		
Net Expenditure	11,333	10,641	(692)	(6.1%)
Revenue				
User Fees	1,796	1,425	(371)	(20.7%)
Contribution from Reserves	30	30		
Contribution from RDC Reserve Funds	207	207		
Revenue Subtotal	2,034	1,663	(371)	(18.2%)
Property Tax Levy	9,299	8,978	(321)	(3.5%)



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Facilities Management

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	9,729	10,204	475	4.9%
Benefits	2,960	3,296	336	11.4%
Supplies	452	493	41	9.1%
Maintenance	44	45	1	2.3%
Utilities	12,115	13,007	892	7.4%
Equipment	241	282	41	17.0%
Construction	8,104	8,546	442	5.5%
Professional Fees & Services	9,255	9,977	722	7.8%
Property Taxes	7,164	7,638	474	6.6%
Rents	720	749	29	4.0%
Communications	76	68	(8)	(10.5%)
Travel	141	104	(37)	(26.2%)
Contracts	329	308	(21)	(6.4%)
Insurance	895	1,044	149	16.6%
Facility Occupancy Charges	9,398	9,860	462	4.9%
Interdepartmental Charges	624	642	18	2.9%
Subtotal - Operating	62,245	66,264	4,019	6.5%
Debt Servicing	7,900	7,209	(691)	(8.7%)
Transfers to Reserves	17,599	22,845	5,246	29.8%
Subtotal - Debt / Reserves / Capital	25,499	30,054	4,555	17.9%
Gross Expenditure	87,744	96,319	8,575	9.8%
Interdepartmental Recoveries	(76,399)	(85,666)	(9,267)	12.1%
External Recoveries	(12)	(12)		
Net Expenditure	11,333	10,641	(692)	(6.1%)
Revenue				
User Fees	1,796	1,425	(371)	(20.7%)
Contribution from Reserves	30	30		
Contribution from RDC Reserve Funds	207	207		
Revenue Subtotal	2,034	1,663	(371)	(18.2%)
Property Tax Levy	9,299	8,978	(321)	(3.5%)

Facilities Management

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
90022 Facilities Equipment Replacement	7	50	57	15	2	128	10	212	27	239
90023 Facilities Vehicle & Equip Replacement FM	65		65	170	485	680	1,070	2,470	1,147	3,617
90102 Facilities Business Systems		791	791	135	160	125	85	1,296	560	1,856
90109 Waterloo Regional Voice Radio System	248		248					248		248
90164 Master Accommodation Planning		100	100				100	200	100	300
90169 Asset Management Systems	29		29					29		29
TOTAL EXPENDITURE	349	941	1,290	320	647	933	1,265	4,454	1,834	6,289
FUNDING & FINANCING										
Development Charges										
Reserve Funds	38		38					38		38
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	29	100	129				100	229	100	329
3980065 Facility Lifecycle Reserve	209	791	1,000	135	160	125	85	1,505	560	2,065
3982040 Facilities Equipment Reserve	7	50	57	15	2	128	10	212	27	239
3982160 Corporate Fleet Replacement Reserve	65		65	170	485	680	1,070	2,470	1,147	3,617
TOTAL FUNDING & FINANCING	349	941	1,290	320	647	933	1,265	4,454	1,834	6,289

Note:

- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #19-037. RDC funding available beyond the expiry of the current by-law will depend on the outcome of future background studies and by-law reviews.

Facility Asset Acquisition & Construction

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
90137 Corporate Corporate Space Optimization Phase 2	1,200	5,400	6,600	3,500				10,100		10,100
90162 WRESTRC Underground Services	1,250		1,250					1,250		1,250
90170 KVTH Early Works	18,634		18,634	11,889				30,523		30,523
90179 King-Victoria Transit Hub							2,500	2,500	99,500	102,000
90180 Realignment of Victoria Street	300		300	3,203				3,503		3,503
90191 Fleet Vehicle Charging Stations		171	171	910	805	1,190	1,365	4,441	1,470	5,911
90192 Corporate Space Optimization Phase 3		500	500	1,900	7,000	3,000		12,400		12,400
90193 Corporate Space Optimization Phase 4					400	2,800	2,800	6,000		6,000
TOTAL EXPENDITURE	21,384	6,071	27,455	21,402	8,205	6,990	6,665	70,717	100,970	171,687
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	17,834		17,834	11,889			1,825	31,548	72,635	104,183
Development Charges										
Reserve Funds	300	1,475	1,775	875				2,650		2,650
Debentures	312		312	475	1,850	1,450	975	5,062	10,945	16,007
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	370	171	541					541	175	716
3980065 Facility Lifecycle Reserve	880		880					880		880
Debentures	1,688	4,425	6,113	8,163	6,355	5,540	3,865	30,036	17,215	47,251
TOTAL FUNDING & FINANCING	21,384	6,071	27,455	21,402	8,205	6,990	6,665	70,717	100,970	171,687

Notes:

- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #19-037. RDC funding available beyond the expiry of the current by-law will depend on the outcome of future background studies and by-law reviews.

Facility Asset Renewal

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
Program Area Capital										
90093 Emergency Training Props	10	20	30	30	30	30	30	150	150	300
90099 Waterloo Parkade Capital Program	100	125	225	600	125	375	200	1,525	650	2,175
90158 KPL Parking Garage Capital Program		125	125	85	120	120	150	600	375	975
90163 Fuel Storage and Dispensing Systems	51	59	110	77	82	171	24	464	200	664
90168 Energy Projects Funded from Energy Reserve	250	300	550	300			100	950	500	1,450
Total Program Area Capital	411	629	1,040	1,092	357	696	504	3,689	1,875	5,564
Facilities Managed Capital Renewal										
74100 20 Weber Building Renewal		500	500	11	97	37	664	1,309	350	1,660
74200 AHQ 150 Frederick Building Renewal	208	4,753	4,961	7,116	2,284	1,845	1,344	17,549	4,837	22,387
74300 99 Regina Building Renewal		3,109	3,109	2,975	3,313	2,160	1,299	12,856	8,372	21,228
74400 Operations Centre Building Renewal	807	3,135	3,942	1,355	2,815	1,880	593	10,585	6,007	16,592
74500 150 Main Cambridge Building Renewal		500	500	2,319	1,065	2,116	659	6,659	2,137	8,796
74600 Gaol & Governor House Renewal		141	141	308	204	119	201	973	1,191	2,165
74700 WRESTC Renewal		65	65	249	159	3,325	1,186	4,984	1,116	6,100
Total Facilities Managed Capital Renewal	1,015	12,203	13,218	14,333	9,937	11,482	5,945	54,916	24,011	78,927
TOTAL EXPENDITURE	1,426	12,832	14,258	15,425	10,295	12,178	6,450	58,605	25,886	84,491
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	100	8,508	8,608	6,754	3,290	2,821	2,332	23,805	15,693	39,497
3980110 WRESTRC Complex Reserve	10	20	30	30	30	30	30	150	150	300
3982170 Fuel System Equipment Reserve	51	59	110	77	82	171	24	464	200	664
3983000 Solar Photovoltaic Reserve	250	300	550	300			100	950	500	1,450
Debentures	1,015	3,944	4,959	8,265	6,893	9,156	3,963	33,236	9,343	42,580
TOTAL FUNDING & FINANCING	1,426	12,832	14,258	15,425	10,295	12,178	6,450	58,605	25,886	84,491

Notes:

- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Fleet Management

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,353	1,403	50	3.7%
Benefits	444	497	53	11.9%
Supplies	89	103	14	15.7%
Maintenance	2,823	2,923	100	3.5%
Equipment	244	211	(33)	(13.5%)
Professional Fees & Services	175	77	(98)	(56.0%)
Communications	2	2		
Travel	2	2		
Insurance	20	24	4	20.0%
Facility Occupancy Charges	397	460	63	15.9%
Interdepartmental Charges	69	74	5	7.2%
Subtotal - Operating	5,617	5,777	160	2.8%
Transfers to Reserves	188	187	(1)	(0.5%)
Subtotal - Debt / Reserves / Capital	188	187	(1)	(0.5%)
Gross Expenditure	5,805	5,963	158	2.7%
Interdepartmental Recoveries	(5,805)	(5,963)	(158)	2.7%
Net Expenditure				
Property Tax Levy				

Fleet Management

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
90014 Fleet Management Vehicles					55	160	160	375		375
90015 Fleet Pool Vehicles		45	45	210	90	45	210	600	435	1,035
90016 Fleet Services Equipment	1,068	127	1,195	67	35	104	437	1,838	735	2,573
90132 Telematics	51		51					51		51
TOTAL EXPENDITURE	1,119	172	1,291	277	180	309	807	2,864	1,170	4,034
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982150 Shop Equipment Reserve	868	20	888	67	35	104	437	1,531	735	2,266
3982160 Corporate Fleet Replacement Reserve	251	152	403	210	145	205	370	1,332	435	1,767
TOTAL FUNDING & FINANCING	1,119	172	1,291	277	180	309	807	2,864	1,170	4,034



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Treasury Services

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	3,294	3,616	322	9.8%
Benefits	1,025	1,162	137	13.4%
Supplies	25	22	(3)	(12.0%)
Maintenance	2	2		
Equipment	227	227		
Professional Fees & Services	399	399		
Communications	42	42		
Travel	10	10		
Insurance	2	2		
Facility Occupancy Charges	267	304	37	13.9%
Interdepartmental Charges	52	56	4	7.7%
Subtotal - Operating	5,345	5,843	498	9.3%
Debt Servicing	21	21		
Transfers to Reserves	137	139	2	1.5%
Subtotal - Debt / Reserves / Capital	158	160	2	1.3%
Gross Expenditure	5,503	6,003	500	9.1%
Interdepartmental Recoveries	(3,826)	(4,149)	(323)	8.4%
Net Expenditure	1,678	1,854	176	10.5%
Revenue				
User Fees	246	176	(70)	(28.5%)
Contribution from Reserves	48	48		
Revenue Subtotal	294	224	(70)	(23.8%)
Property Tax Levy	1,384	1,630	246	17.8%



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Corporate Finance

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	2,738	2,852	114	4.2%
Benefits	801	857	56	7.0%
Supplies	49	46	(3)	(6.1%)
Equipment	2	2		
Professional Fees & Services	97	97		
Financial Expenses	1	1		
Communications	170	160	(10)	(5.9%)
Travel	5	5		
Facility Occupancy Charges	61	77	16	26.2%
Interdepartmental Charges	25	26	1	4.0%
Subtotal - Operating	3,949	4,123	174	4.4%
Transfers to Reserves	7	7		
Subtotal - Debt / Reserves / Capital	7	7		
Gross Expenditure	3,956	4,130	174	4.4%
Interdepartmental Recoveries	(2,284)	(2,425)	(141)	6.2%
Net Expenditure	1,672	1,704	32	1.9%
Property Tax Levy	1,672	1,704	32	1.9%

Corporate Finance

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
60002 Corporate Financial Information Systems		50	50					50		50
60005 RDC By Law Review		210	210	140				350	350	700
60010 Stores Vehicles Equipment						85		85	55	140
60031 AP Modernization		50	50					50		50
60033 Fuel Management Systems	100		100			500	500	1,100	500	1,600
60034 Oracle Costing Module Implementation		577	577	488				1,065		1,065
60036 Retail Management System		55	55					55		55
TOTAL EXPENDITURE	100	942	1,042	628		585	500	2,755	905	3,660
FUNDING & FINANCING										
Development Charges										
Reserve Funds		189	189	140				329	350	679
Property Taxes										
Reserves and Reserve Funds										
3982160 Corporate Fleet Replacement Reserve						85		85	55	140
3982170 Fuel System Equipment Reserve	100		100			500	500	1,100	500	1,600
3983200 Financial Services Capital Reserve		753	753	488				1,241		1,241
TOTAL FUNDING & FINANCING	100	942	1,042	628		585	500	2,755	905	3,660

Note:

Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #19-037. RDC funding available beyond the expiry of the current by-law will depend on the outcome of future background studies and by-law reviews.



HUMAN RESOURCES & CITIZEN SERVICE



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Human Resources & Citizen Service

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	8,995	10,699	1,704	18.9%
Benefits	3,012	3,479	467	15.5%
Supplies	28	26	(2)	(7.1%)
Maintenance	3	3		
Equipment	1,166	1,422	256	22.0%
Professional Fees & Services	1,996	2,230	234	11.7%
Social Support and Benefit Payments	1	5	4	400.0%
Financial Expenses	2	2		
Communications	112	105	(7)	(6.3%)
Travel	50	35	(15)	(30.0%)
Insurance	3	3		
Facility Occupancy Charges	283	432	149	52.7%
Interdepartmental Charges	146	153	7	4.8%
Subtotal - Operating	15,798	18,596	2,798	17.7%
Debt Servicing	557	196	(361)	(64.8%)
Transfers to Reserves	378	734	356	94.2%
Subtotal - Debt / Reserves / Capital	935	930	(5)	(0.5%)
Gross Expenditure	16,733	19,525	2,792	16.7%
Interdepartmental Recoveries	(4,159)	(5,360)	(1,201)	28.9%
Net Expenditure	12,574	14,165	1,591	12.7%
Revenue				
User Fees	88	98	10	11.4%
Contribution from Reserves	1,373	1,699	326	23.7%
Revenue Subtotal	1,461	1,797	336	23.0%
Property Tax Levy	11,113	12,368	1,255	11.3%



THE REGIONAL MUNICIPALITY OF WATERLOO
 2023 Operating Budget (\$ thousands)
 Commissioner of Human Resources & Citizen Service

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	571	597	26	4.6%
Benefits	726	647	(79)	(10.9%)
Supplies	7	7		
Equipment	39	39		
Professional Fees & Services	574	698	124	21.6%
Communications	60	58	(2)	(3.3%)
Travel	19	4	(15)	(78.9%)
Insurance	1	1		
Facility Occupancy Charges	61	66	5	8.2%
Interdepartmental Charges	13	16	3	23.1%
Subtotal - Operating	2,071	2,132	61	2.9%
Transfers to Reserves	1	1		
Subtotal - Debt / Reserves / Capital	1	1		
Gross Expenditure	2,072	2,133	61	2.9%
Interdepartmental Recoveries	(380)	(380)		
Net Expenditure	1,692	1,752	60	3.5%
Revenue				
Contribution from Reserves	20	124	104	520.0%
Revenue Subtotal	20	124	104	520.0%
Property Tax Levy	1,672	1,629	(43)	(2.6%)



THE REGIONAL MUNICIPALITY OF WATERLOO
 2023 Operating Budget (\$ thousands)
 Talent Acquisition, Client Experience & Solutions

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	3,146	4,165	1,019	32.4%
Benefits	807	1,104	297	36.8%
Supplies	1	1		
Equipment	279	279		
Professional Fees & Services	121	261	140	115.7%
Financial Expenses	2	2		
Communications	25	25		
Travel	10	10		
Facility Occupancy Charges	45	150	105	233.3%
Interdepartmental Charges	63	52	(11)	(17.5%)
Subtotal - Operating	4,499	6,049	1,550	34.5%
Debt Servicing	540	179	(361)	(66.9%)
Transfers to Reserves	20	15	(5)	(25.0%)
Subtotal - Debt / Reserves / Capital	560	194	(366)	(65.4%)
Gross Expenditure	5,060	6,243	1,183	23.4%
Interdepartmental Recoveries	(1,141)	(2,298)	(1,157)	101.4%
Net Expenditure	3,918	3,945	27	0.7%
Revenue				
Contribution from Reserves		140	140	
Revenue Subtotal		140	140	
Property Tax Levy	3,918	3,805	(113)	(2.9%)



THE REGIONAL MUNICIPALITY OF WATERLOO
 2023 Operating Budget (\$ thousands)
 Organization Development & HR People Partners

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,330	1,435	105	7.9%
Benefits	367	409	42	11.4%
Supplies	2	2		
Equipment	55	65	10	18.2%
Professional Fees & Services	58	58		
Communications	2	2		
Travel	3	3		
Facility Occupancy Charges	85	63	(22)	(25.9%)
Interdepartmental Charges	9	14	5	55.6%
Subtotal - Operating	1,912	2,052	140	7.3%
Transfers to Reserves	2	2		
Subtotal - Debt / Reserves / Capital	2	2		
Gross Expenditure	1,915	2,054	139	7.3%
Interdepartmental Recoveries	(866)	(886)	(20)	2.3%
Net Expenditure	1,048	1,168	120	11.5%
Revenue				
Contribution from Reserves	81		(81)	(100.0%)
Revenue Subtotal	81		(81)	(100.0%)
Property Tax Levy	967	1,168	201	20.8%



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Labour Relations & Emergency Management

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,020	1,055	35	3.4%
Benefits	277	299	22	7.9%
Supplies	2	2		
Equipment	176	186	10	5.7%
Professional Fees & Services	644	464	(180)	(28.0%)
Communications	15	10	(5)	(33.3%)
Travel	6	6		
Insurance	2	2		
Facility Occupancy Charges	56	37	(19)	(33.9%)
Interdepartmental Charges	33	39	6	18.2%
Subtotal - Operating	2,230	2,100	(130)	(5.8%)
Transfers to Reserves	3	3		
Subtotal - Debt / Reserves / Capital	3	3		
Gross Expenditure	2,233	2,103	(130)	(5.8%)
Interdepartmental Recoveries	(686)	(691)	(5)	0.7%
Net Expenditure	1,547	1,412	(135)	(8.7%)
Revenue				
User Fees	88	98	10	11.4%
Revenue Subtotal	88	98	10	11.4%
Property Tax Levy	1,459	1,314	(145)	(9.9%)



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Wellbeing & Occupational Health & Safety

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,522	1,759	237	15.6%
Benefits	441	524	83	18.8%
Supplies	12	10	(2)	(16.7%)
Maintenance	2	2		
Equipment	26	118	92	353.8%
Professional Fees & Services	577	727	150	26.0%
Social Support and Benefit Payments	1	5	4	400.0%
Communications	4	4		
Travel	11	11		
Facility Occupancy Charges	17	95	78	458.8%
Interdepartmental Charges	15	15		
Subtotal - Operating	2,625	3,269	644	24.5%
Debt Servicing	17	17		
Transfers to Reserves	3	4	1	33.3%
Subtotal - Debt / Reserves / Capital	20	20		
Gross Expenditure	2,645	3,289	644	24.3%
Interdepartmental Recoveries	(1,030)	(1,050)	(20)	1.9%
Net Expenditure	1,615	2,239	624	38.6%
Revenue				
Contribution from Reserves	1,272	1,435	163	12.8%
Revenue Subtotal	1,272	1,435	163	12.8%
Property Tax Levy	343	804	461	134.4%



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Total Rewards

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,406	1,687	281	20.0%
Benefits	395	496	101	25.6%
Supplies	3	3		
Maintenance	2	2		
Equipment	592	735	143	24.2%
Professional Fees & Services	22	22		
Communications	6	6		
Travel	2	2		
Facility Occupancy Charges	19	23	4	21.1%
Interdepartmental Charges	13	17	4	30.8%
Subtotal - Operating	2,460	2,994	534	21.7%
Transfers to Reserves	349	710	361	103.4%
Subtotal - Debt / Reserves / Capital	349	710	361	103.4%
Gross Expenditure	2,808	3,704	896	31.9%
Interdepartmental Recoveries	(56)	(56)		
Net Expenditure	2,753	3,648	895	32.5%
Property Tax Levy	2,753	3,648	895	32.5%

Human Resources & Citizen Service

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
90150 Consolidated Contact Centre	85		85	50	400	300		835		835
99037 Safety Management System	197		197					197		197
99044 Human Experience Management Solution (HXM)	281	3,073	3,354	2,076	737			6,166		6,166
99095 HXM Future Implementations						488		488		488
TOTAL EXPENDITURE	563	3,073	3,636	2,126	1,137	788		7,687		7,687
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve		959	959	648	230			1,837		1,837
3981400 WSIB Reserve Fund	197		197					197		197
3983500 ITS Capital Reserve		912	912	616	219			1,746		1,746
3983900 HRC Capital Reserve	365	1,202	1,567	862	688	788		3,907		3,907
TOTAL FUNDING & FINANCING	563	3,073	3,636	2,126	1,137	788		7,687		7,687



Region of Waterloo

PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Planning, Development & Legislative Services

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	18,332	19,540	1,208	6.6%
Benefits	5,160	5,748	588	11.4%
Supplies	1,048	1,127	79	7.5%
Maintenance	188	196	8	4.3%
Utilities	517	535	18	3.5%
Equipment	183	291	108	59.0%
Construction	125	125		
Professional Fees & Services	2,986	5,066	2,080	69.7%
Property Taxes	464	482	18	3.9%
Rents	2	2		
Grants	3,205	3,284	79	2.5%
Financial Expenses	138	138		
Communications	620	547	(73)	(11.8%)
Travel	140	151	11	7.9%
Insurance	221	243	22	10.0%
Facility Occupancy Charges	4,659	5,001	342	7.3%
Interdepartmental Charges	708	751	43	6.1%
Subtotal - Operating	38,695	43,226	4,531	11.7%
Debt Servicing	2,985	4,337	1,352	45.3%
Transfers to Reserves	4,895	5,147	252	5.1%
Subtotal - Debt / Reserves / Capital	7,880	9,484	1,604	20.4%
Gross Expenditure	46,574	52,710	6,136	13.2%
Interdepartmental Recoveries	(2,838)	(2,905)	(67)	2.4%
External Recoveries	(1,115)	(1,440)	(325)	29.1%
Net Expenditure	42,622	48,366	5,744	13.5%
Revenue				
Ontario Grants	573	458	(115)	(20.1%)
Ontario Grants - COVID	1,000	1,000		
User Fees	21,185	21,130	(55)	(0.3%)
Contribution from Reserves	570	1,325	755	132.5%
Contribution from RDC Reserve Funds	1,158	1,845	687	59.3%
Revenue Subtotal	24,486	25,758	1,272	5.2%
Property Tax Levy	18,136	22,608	4,472	24.7%



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Commissioner of Planning, Development & Legislative Services

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	828	913	85	10.3%
Benefits	227	261	34	15.0%
Supplies	9	10	1	11.1%
Equipment	6	7	1	16.7%
Professional Fees & Services	86	86		
Communications	12	14	2	16.7%
Travel	9	9		
Insurance	6	6		
Facility Occupancy Charges	166	199	33	19.9%
Interdepartmental Charges	9	9		
Subtotal - Operating	1,358	1,514	156	11.5%
Transfers to Reserves	2	3	1	50.0%
Subtotal - Debt / Reserves / Capital	2	3	1	50.0%
Gross Expenditure	1,361	1,517	156	11.5%
Net Expenditure	1,361	1,517	156	11.5%
Property Tax Levy	1,361	1,517	156	11.5%



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Economic Development

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,158	1,205	47	4.1%
Benefits	325	339	14	4.3%
Professional Fees & Services	229	1,080	851	371.6%
Grants	2,120	2,391	271	12.8%
Communications	2	3	1	50.0%
Travel	25	25		
Facility Occupancy Charges	9	12	3	33.3%
Interdepartmental Charges	89	74	(15)	(16.9%)
Subtotal - Operating	3,956	5,129	1,173	29.7%
Transfers to Reserves	1	2	1	100.0%
Subtotal - Debt / Reserves / Capital	1	2	1	100.0%
Gross Expenditure	3,957	5,132	1,175	29.7%
External Recoveries	(375)	(700)	(325)	86.7%
Net Expenditure	3,582	4,432	850	23.7%
Revenue				
Ontario Grants - COVID	1,000	1,000		
User Fees	157	390	233	148.4%
Contribution from Reserves		150	150	
Revenue Subtotal	1,157	1,540	383	33.1%
Property Tax Levy	2,425	2,891	466	19.2%

Economic Development

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
99082 Oversizing Cambridge Sanitary extension	300	200	500		250	150		900		900
99088 Charles St Terminal Disposition	175	225	400					400		400
TOTAL EXPENDITURE	475	425	900		250	150		1,300		1,300
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	475	425	900		250	150		1,300		1,300
TOTAL FUNDING & FINANCING	475	425	900		250	150		1,300		1,300



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

ROW International Airport

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	3,089	3,885	796	25.8%
Benefits	1,032	1,301	269	26.1%
Supplies	257	332	75	29.2%
Maintenance	179	179		
Utilities	514	534	20	3.9%
Equipment	10	10		
Construction	125	125		
Professional Fees & Services	297	897	600	202.0%
Property Taxes	464	482	18	3.9%
Financial Expenses	24	24		
Communications	341	241	(100)	(29.3%)
Travel	27	27		
Insurance	156	175	19	12.2%
Facility Occupancy Charges	1,987	2,073	86	4.3%
Interdepartmental Charges	290	412	122	42.1%
Subtotal - Operating	8,794	10,697	1,903	21.6%
Debt Servicing	2,844	4,196	1,352	47.5%
Transfers to Reserves	2,577	2,580	3	0.1%
Subtotal - Debt / Reserves / Capital	5,421	6,775	1,354	25.0%
Gross Expenditure	14,215	17,472	3,257	22.9%
Interdepartmental Recoveries	(153)	(153)		
External Recoveries	(737)	(737)		
Net Expenditure	13,325	16,582	3,257	24.4%
Revenue				
User Fees	10,431	9,996	(435)	(4.2%)
Contribution from RDC Reserve Funds	1,138	1,825	687	60.4%
Revenue Subtotal	11,569	11,821	252	2.2%
Property Tax Levy	1,756	4,761	3,005	171.1%

Region of Waterloo International Airport

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
Capital Renewal										
03513 Noise Monitoring System					50			50		50
03515 Electrical Study									50	50
03541 Runway 26 Approach Lighting									1,050	1,050
03542 Runway 08 Approach Lighting									350	350
03544 Sanitary Forcemain Servicing				500	2,165	2,150		4,815		4,815
03547 Airport Business Plan Update	50		50					50	200	250
03548 Rehabilitation 08/26						2,400		2,400		2,400
03555 Fencing				650				650	500	1,150
03557 Equipment Replacements		198	198	65	7	141	27	438	263	701
03564 Randell Drain/Stormwater-Upgrades				200				200		200
03566 Parking lot Resurfacing									700	700
03569 Hydro Plant Upgrade		570	570			500		1,070		1,070
03570 Apron Resurfacing						330		330	4,060	4,390
03574 Security Upgrades					270			270		270
03587 Silver Dart Place Construction				420				420		420
03588 Fleet Vehicle Replacement Airport	559	3,148	3,707	1,205	375	965	236	6,488	1,725	8,213
03591 Parking Equipment Replacement									800	800
03635 Landside Road Rehabilitation									2,000	2,000
03636 Runway 14-32 Rehabilitation					4,500	4,500		9,000		9,000
03637 Runway 08-26 Reconstruction									15,200	15,200
03638 Runway 08-26 Lighting Replacement									1,200	1,200
03639 Taxi A Pavement Rehabilitation									4,000	4,000
03640 Taxi C Pavement Rehabilitation									2,200	2,200
03641 Runway 14-32 PAPI Replacement				850				850		850
03642 Runway 26 PAPI Replacement				750				750		750
03643 Apron 1 Lighting Replacement	200	100	300					300		300
03644 CBSA upgrades	1,300	686	1,986					1,986		1,986
03645 Airfield PLC Replacement									200	200
03646 ICAO Type A Charts							50	50	100	150

Region of Waterloo International Airport

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
03647 Airport Energy Analysis	20		20	50		50		120	200	320
03648 FEC Equipment Replacement									400	400
03649 Airport Road intersection									150	150
03650 Airfield Circuitry Replacement									1,520	1,520
Total Capital Renewal	2,129	4,702	6,831	4,690	7,367	11,036	313	30,237	36,868	67,105
Facilities Managed Capital Renewal										
70500 Airport Renewal	59	394	453	6	328	725	757	2,269	3,370	5,639
Total Facilities Managed Capital Renewal	59	394	453	6	328	725	757	2,269	3,370	5,639
Capital Expansion (Master Plan)										
Phase 1										
03594 Rail Connectivity Study YKF/YYZ				250				250		250
03595 Enviro Assmt for Runway 14-32 & 08-26		200	200					200		200
03602 Federal Zoning Runway 14-32 & 08-26 Ext	138		138					138		138
Total Phase 1	138	200	338	250				588		588
Phase 2										
03603 Trigger 2 Property Acquisition	1,938		1,938	5,000	2,000	2,000	2,000	12,938		12,938
03604 Construct Runway 14/32 Extension				21,000	10,000	15,000		46,000		46,000
03605 Design Runway 08/26 Ext to 8700'									1,000	1,000
03606 Shantz Station Road Reconfiguration Options	150	50	200	500	500			1,200		1,200
03609 Construct Terminal Expansion Phase 1	10,004	1,000	11,004					11,004		11,004
03610 Design Terminal Expansion Phase 2		500	500	500	4,500	3,000	2,500	11,000	4,000	15,000
03611 Surface Parking Expansion		3,600	3,600	3,000	2,900			9,500		9,500
03612 Develop Existing Serviced Lands		900	900			1,500	1,500	3,900		3,900
03651 Service Developable Land									6,600	6,600
03652 Runway 08-26 RESA						5,300		5,300		5,300
03653 AOC Expansion		500	500	3,500				4,000		4,000
Total Phase 2	12,092	6,550	18,642	33,500	19,900	26,800	6,000	104,842	11,600	116,442

Region of Waterloo International Airport

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
Phase 3										
03614 Trigger 3 Property Acquisition									14,000	14,000
03617 Construct Runway 08/26 Extension									19,000	19,000
03619 Construct Terminal Expansion Phase 2									180,000	180,000
03620 Design Terminal Expansion Phase 3									5,500	5,500
03622 Develop Southeast Serviced Lands									8,000	8,000
Total Phase 3									226,500	226,500
TOTAL EXPENDITURE	14,418	11,846	26,264	38,446	27,595	38,561	7,070	137,936	278,338	416,274
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies		2,818	2,818	9,105	4,785	6,435		23,143	11,286	34,429
Recoveries		450	450					450		450
Development Charges										
Reserve Funds	125	595	720	325	122	420		1,587	338	1,924
Debentures	5,312	2,751	8,063	13,126	10,208	14,110	2,875	48,382	95,068	143,449
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	59	394	453	6	328		257	1,044	2,870	3,914
3980440 Airport Capital Reserve	346	601	947	3,600	409	1,977	550	7,483	10,203	17,685
3982160 Corporate Fleet Replacement Reserve	559	330	889	1,205	375	965	236	3,670	1,725	5,395
3982190 Airport Vehicle/Equipment Reserve		198	198	65	7	141	27	438	263	701
Debentures	8,017	3,709	11,726	11,014	11,362	14,514	3,125	51,741	156,586	208,327
TOTAL FUNDING & FINANCING	14,418	11,846	26,264	38,446	27,595	38,561	7,070	137,936	278,338	416,274

Notes:

- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.

- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #19-037. RDC funding available beyond the expiry of the current by-law will depend on the outcome of future background studies and by-law reviews.



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Community Planning

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	2,668	2,765	97	3.6%
Benefits	755	830	75	9.9%
Equipment	9	9		
Professional Fees & Services	603	813	210	34.8%
Grants	150	150		
Communications	9	10	1	11.1%
Travel	18	18		
Interdepartmental Charges	34	32	(2)	(5.9%)
Subtotal - Operating	4,245	4,627	382	9.0%
Transfers to Reserves	235	634	399	169.8%
Subtotal - Debt / Reserves / Capital	235	634	399	169.8%
Gross Expenditure	4,480	5,261	781	17.4%
Interdepartmental Recoveries	(50)	(50)		
Net Expenditure	4,430	5,211	781	17.6%
Revenue				
User Fees	1,000	985	(15)	(1.5%)
Contribution from Reserves	167	60	(107)	(64.1%)
Revenue Subtotal	1,167	1,045	(122)	(10.5%)
Property Tax Levy	3,262	4,166	904	27.7%

Community Planning

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
22006 Forest Exp Land Acquisition				50	238			288		288
22007 Municipal Comprehensive Review		250	250	250	250	250	250	1,250	1,250	2,500
22021 Sub-Watershed Studies		600	600	200	200	800	200	2,000	1,600	3,600
22027 Community Environmental Stewardship	34		34					34		34
22038 Development Application Database	400	1,346	1,746	1,475	1,125	29		4,375		4,375
TOTAL EXPENDITURE	434	2,196	2,630	1,975	1,813	1,079	450	7,947	2,850	10,797
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies		500	500					500		500
Development Charges										
Reserve Funds	100	1,035	1,135	795	705	1,054	425	4,114	2,725	6,839
Property Taxes										
Reserves and Reserve Funds										
3983800 Community Planning Capital Reserve	334	661	995	1,180	1,108	25	25	3,333	125	3,458
TOTAL FUNDING & FINANCING	434	2,196	2,630	1,975	1,813	1,079	450	7,947	2,850	10,797

Note:

Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #19-037. RDC funding available beyond the expiry of the current by-law will depend on the outcome of future background studies and by-law reviews.



THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget (\$ thousands)
Council & Administrative Services

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,810	1,942	132	7.3%
Benefits	519	578	59	11.4%
Supplies	29	31	2	6.9%
Maintenance	6	6		
Equipment	65	70	5	7.7%
Professional Fees & Services	263	368	105	39.9%
Financial Expenses	2	2		
Communications	18	19	1	5.6%
Travel	11	12	1	9.1%
Insurance	5	5		
Facility Occupancy Charges	217	229	12	5.5%
Interdepartmental Charges	62	41	(21)	(33.9%)
Subtotal - Operating	3,006	3,302	296	9.8%
Transfers to Reserves	159	159		
Subtotal - Debt / Reserves / Capital	159	159		
Gross Expenditure	3,165	3,460	295	9.3%
Interdepartmental Recoveries	(727)	(738)	(11)	1.5%
External Recoveries	(3)	(3)		
Net Expenditure	2,435	2,720	285	11.7%
Revenue				
User Fees	602	602		
Contribution from Reserves	40	88	48	120.0%
Revenue Subtotal	642	690	48	7.5%
Property Tax Levy	1,793	2,030	237	13.2%

Council & Administrative Services

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
90009 Lic & Reg Servs Vehicles					230			230	285	515
90075 CMS Equipment		30	30	30	28	12		100	12	112
90092 Licensing-Radio Equipment						67		67	41	108
90117 DOCS Modernization	175		175	125				300	1,300	1,600
90176 Bylaw Licensing Database	50		50					50		50
90177 Electronic Meeting Software									25	25
TOTAL EXPENDITURE	225	30	255	155	258	79		747	1,663	2,410
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	50		50					50	25	75
3982160 Corporate Fleet Replacement Reserve					230			230	285	515
3983500 ITS Capital Reserve	175		175	125				300	1,300	1,600
3983600 CMS Equipment Reserve		30	30	30	28	12		100	12	112
3983700 Bylaw Equipment Reserve						67		67	41	108
TOTAL FUNDING & FINANCING	225	30	255	155	258	79		747	1,663	2,410



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Provincial Offences Act (POA)

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	2,174	2,259	85	3.9%
Benefits	662	708	46	6.9%
Supplies	30	30		
Equipment	34	138	104	305.9%
Professional Fees & Services	1,037	1,045	8	0.8%
Rents	2	2		
Financial Expenses	105	105		
Communications	30	30		
Travel	11	12	1	9.1%
Insurance	3	3		
Facility Occupancy Charges	234	221	(13)	(5.6%)
Interdepartmental Charges	29	29		
Subtotal - Operating	4,350	4,582	232	5.3%
Transfers to Reserves	8	7	(1)	(12.5%)
Subtotal - Debt / Reserves / Capital	8	7	(1)	(12.5%)
Gross Expenditure	4,358	4,589	231	5.3%
Interdepartmental Recoveries	(17)	(17)		
Net Expenditure	4,341	4,572	231	5.3%
Revenue				
Ontario Grants	172	172		
User Fees	8,303	8,503	200	2.4%
Contribution from Reserves		100	100	
Revenue Subtotal	8,476	8,776	300	3.5%
Property Tax Levy	(4,135)	(4,204)	(69)	1.7%



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Legal Services

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,834	1,940	106	5.8%
Benefits	508	551	43	8.5%
Supplies	31	31		
Maintenance	1	1		
Equipment	21	10	(11)	(52.4%)
Professional Fees & Services	46	46		
Communications	7	7		
Travel	4	4		
Insurance	3	3		
Facility Occupancy Charges	83	99	16	19.3%
Interdepartmental Charges	16	17	1	6.3%
Subtotal - Operating	2,554	2,709	155	6.1%
Transfers to Reserves	4	4		
Subtotal - Debt / Reserves / Capital	4	4		
Gross Expenditure	2,558	2,714	156	6.1%
Interdepartmental Recoveries	(1,809)	(1,867)	(58)	3.2%
Net Expenditure	750	846	96	12.8%
Revenue				
User Fees	47	47		
Revenue Subtotal	47	47		
Property Tax Levy	702	799	97	13.8%



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Cultural Services

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	2,888	2,677	(211)	(7.3%)
Benefits	773	783	10	1.3%
Supplies	425	408	(17)	(4.0%)
Maintenance	2	10	8	400.0%
Utilities	3	1	(2)	(66.7%)
Equipment	13	11	(2)	(15.4%)
Professional Fees & Services	348	659	311	89.4%
Grants	935	743	(192)	(20.5%)
Financial Expenses	8	8		
Communications	144	155	11	7.6%
Travel	19	27	8	42.1%
Insurance	41	43	2	4.9%
Facility Occupancy Charges	1,669	1,790	121	7.2%
Interdepartmental Charges	81	34	(47)	(58.0%)
Subtotal - Operating	7,348	7,348		
Debt Servicing	121	121		
Transfers to Reserves	1,888	1,739	(149)	(7.9%)
Subtotal - Debt / Reserves / Capital	2,010	1,860	(150)	(7.5%)
Gross Expenditure	9,358	9,208	(150)	(1.6%)
Interdepartmental Recoveries		(5)	(5)	
Net Expenditure	9,358	9,203	(155)	(1.7%)
Revenue				
Ontario Grants	157	148	(9)	(5.7%)
User Fees	611	568	(43)	(7.0%)
Contribution from Reserves	250	614	364	145.6%
Revenue Subtotal	1,018	1,330	312	30.6%
Property Tax Levy	8,340	7,873	(467)	(5.6%)

Cultural Services

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
Program Area Capital										
Ken Seiling Waterloo Region Museum										
42017 Trades' Building - Sawmill, Rpr Shop, Weavery					200	20		220		220
42026 Collections Photography & Database		50	50	50			50	150		150
42027 Vehicle/Equipment Replacement Doon					35			35	22	57
42028 Hall of Fame		20	20					20		20
42029 Doon Visitor Infrastructure				50		50		100	200	300
42030 Restoration of Steam Engine		14	14		30			44		44
42034 Peter McArthur House					150			150		150
42043 Upgrade / Replace Utility Services		300	300	300				600		600
42046 Curatorial Centre Storage Expansion									1,000	1,000
42049 Exhibit Refurbishment		100	100			100		200	200	400
42050 Travelling Exhibit Development		15	15					15		15
42052 Audio Visual Equipment		65	65		100		200	365	200	565
42053 Fire hall - interior/exterior upgrade					50	370		420		420
42062 Main Gallery Exhibit Refurbishment		50	50	50	1,000	1,500	1,500	4,100		4,100
42063 Mid-duration Gallery									725	725
42072 Permeable Concrete for Sararas Hill and lower wasl				75	75			150		150
42073 Shantz Barn Floor				150				150		150
42075 Renovate lower washrooms					150	150		300		300
42076 KSWRM Gazebo				100				100		100
Subtotal Ken Seiling Waterloo Region Museum		614	614	775	1,790	2,190	1,750	7,119	2,347	9,466

Cultural Services

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
Schneider Haus										
43010 Grounds and Visitor Services		75	75	100			100	275		275
43013 Museum Development					100	1,500		1,600		1,600
43015 Marketing Materials		10	10					10		10
43018 Schneider Outdoor Projection		86	86	50				136		136
43019 Schneider Park Multi Use Facility		50	50	50	1,400	1,500	1,500	4,500		4,500
Subtotal Schneider Haus		221	221	200	1,500	3,000	1,600	6,521		6,521
McDougall Cottage										
44010 McDougall Site Development		20	20					20		20
Subtotal McDougall Cottage		20	20					20		20
Total Program Area Capital		855	855	975	3,290	5,190	3,350	13,660	2,347	16,007
Facilities Managed Capital Renewal										
70020 KSWRM Renewal	13	138	151	1,441	1,019	809	676	4,095	5,342	9,437
70300 Schneider Haus Renewal	45	41	86	183	392	27	73	762	133	895
70400 McDougall Renewal				122	12	5	6	145	64	208
Total Facilities Managed Capital Renewal	58	179	237	1,747	1,423	840	754	5,001	5,539	10,540
TOTAL EXPENDITURE	58	1,034	1,092	2,722	4,713	6,030	4,104	18,661	7,886	26,547

Cultural Services

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies		103	103	17	467	500	500	1,586		1,586
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	58	179	237	1,747	1,423	32	754	4,193	4,337	8,530
3982160 Corporate Fleet Replacement Reserve					35			35	22	57
3983100 Cultural Services Capital Reserve		752	752	958	2,788	5,499	2,850	12,848	3,527	16,374
TOTAL FUNDING & FINANCING	58	1,034	1,092	2,722	4,713	6,030	4,104	18,661	7,886	26,547



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Region of Waterloo Library

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,883	1,954	71	3.8%
Benefits	358	397	39	10.9%
Supplies	265	284	19	7.2%
Equipment	27	37	10	37.0%
Professional Fees & Services	77	71	(6)	(7.8%)
Communications	57	69	12	21.1%
Travel	16	16		
Insurance	7	8	1	14.3%
Facility Occupancy Charges	294	379	85	28.9%
Interdepartmental Charges	98	103	5	5.1%
Subtotal - Operating	3,082	3,318	236	7.7%
Debt Servicing	20	20		
Transfers to Reserves	21	19	(2)	(9.5%)
Subtotal - Debt / Reserves / Capital	41	39	(2)	(4.9%)
Gross Expenditure	3,123	3,357	234	7.5%
Interdepartmental Recoveries	(82)	(75)	7	(8.5%)
Net Expenditure	3,041	3,282	241	7.9%
Revenue				
Ontario Grants	243	137	(106)	(43.6%)
User Fees	34	39	5	14.7%
Contribution from Reserves	113	313	200	177.0%
Contribution from RDC Reserve Funds	20	20		
Revenue Subtotal	410	509	99	24.1%
Property Tax Levy	2,631	2,774	143	5.4%

Region of Waterloo Library

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
Program Area Capital										
20002 Library Holdings Acquisitions (RDC)		113	113	128	128	128	128	625	715	1,340
20009 Branch Furnishings		40	40	11	7	7	7	72	128	200
20014 Vehicle Replacement Library				85				85	85	170
20015 Branch Development				50				50	30	80
20023 New Hamburg Branch - Puddicombe Estate									25	25
20026 Breslau Branch - Furnish, Equip & Collection (New)		120	120					120		120
20027 St. Clements - Relocate & Expand (Furnish, Equip)									50	50
20028 Radio Frequency Identification	35	75	110					110		110
20029 Branch Retrofits		20	20		20	20	10	70	50	120
20030 AODA Retrofits		15	15		15	15		45	75	120
20031 Upgrade Lighting				11		5	10	26	126	152
Total Program Area Capital	35	383	418	285	170	175	155	1,203	1,284	2,487
Facilities Managed Capital Renewal										
70001 Library Renewal				25			25	50	25	75
Total Facilities Managed Capital Renewal				25			25	50	25	75
TOTAL EXPENDITURE	35	383	418	310	170	175	180	1,253	1,309	2,562
FUNDING & FINANCING										
Development Charges										
Reserve Funds		228	228	170	122	122	122	762	811	1,573
Property Taxes										
Reserves and Reserve Funds										
3980160 Library Capital Reserve	35	155	190	55	49	54	59	406	413	819
3982160 Corporate Fleet Replacement Reserve				85				85	85	170
TOTAL FUNDING & FINANCING	35	383	418	310	170	175	180	1,253	1,309	2,562

Note:

Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #19-037. RDC funding available beyond the expiry of the current by-law will depend on the outcome of future background studies and by-law reviews.



Region of Waterloo

ENGINEERING & ENVIRONMENTAL SERVICES



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Engineering & Environmental Services

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	12,958	13,475	517	4.0%
Benefits	3,607	3,883	276	7.7%
Supplies	982	1,283	301	30.7%
Maintenance	1,215	1,230	15	1.2%
Utilities	214	224	10	4.7%
Equipment	247	225	(22)	(8.9%)
Professional Fees & Services	32,423	34,502	2,079	6.4%
Property Taxes	1,064	1,096	32	3.0%
Financial Expenses	66	76	10	15.2%
Communications	178	179	1	0.6%
Travel	84	89	5	6.0%
Insurance	143	151	8	5.6%
Facility Occupancy Charges	2,038	2,100	62	3.0%
Interdepartmental Charges	3,006	3,178	172	5.7%
Subtotal - Operating	58,225	61,692	3,467	6.0%
Debt Servicing	8,322	7,844	(478)	(5.7%)
Transfers to Reserves	7,371	8,538	1,167	15.8%
Subtotal - Debt / Reserves / Capital	15,693	16,382	689	4.4%
Gross Expenditure	73,918	78,074	4,156	5.6%
Interdepartmental Recoveries	(10,448)	(10,888)	(440)	4.2%
Net Expenditure	63,470	67,186	3,716	5.9%
Revenue				
User Fees	17,379	19,013	1,634	9.4%
Contribution from RDC Reserve Funds	582	582		
Revenue Subtotal	17,961	19,595	1,634	9.1%
Property Tax Levy	45,510	47,590	2,080	4.6%



THE REGIONAL MUNICIPALITY OF WATERLOO
 2023 Operating Budget (\$ thousands)
 Commissioner of Engineering & Environmental Services

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	326	334	8	2.5%
Benefits	85	89	4	4.7%
Supplies	6	4	(2)	(33.3%)
Maintenance	1		(1)	(100.0%)
Equipment	2		(2)	(100.0%)
Professional Fees & Services	9	10	1	11.1%
Communications	2	2		
Travel	12	11	(1)	(8.3%)
Insurance	1	1		
Facility Occupancy Charges	18	22	4	22.2%
Interdepartmental Charges	6	4	(2)	(33.3%)
Subtotal - Operating	469	476	6	1.3%
Transfers to Reserves	1		(1)	(100.0%)
Subtotal - Debt / Reserves / Capital	1		(1)	(100.0%)
Gross Expenditure	469	476	7	1.5%
Interdepartmental Recoveries	(469)	(476)	(7)	1.5%
Net Expenditure				
Property Tax Levy				



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Strategic Initiatives & Asset Management

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	500	539	39	7.8%
Benefits	156	170	14	9.0%
Supplies	7	7		
Equipment	133	113	(20)	(15.0%)
Professional Fees & Services	1	1		
Communications		1	1	
Travel	5	11	6	120.0%
Facility Occupancy Charges	3		(3)	(100.0%)
Interdepartmental Charges		2	2	
Subtotal - Operating	806	845	39	4.8%
Transfers to Reserves		1	1	
Subtotal - Debt / Reserves / Capital		1	1	
Gross Expenditure	806	845	39	4.8%
Interdepartmental Recoveries	(509)	(537)	(28)	5.5%
Net Expenditure	297	308	11	3.7%
Property Tax Levy	297	308	11	3.7%

Strategic Initiatives & Asset Management

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
Program Area Capital										
Facilities Managed Capital Renewal										
78001 Project & Portfolio Management Implementation				1,518	709	260		2,487		2,487
78100 Lucity and Power Plan Software Updates		150	150			150		300	320	620
78101 Asset Management Plan/Policy update		75	75		100			175	250	425
78102 Climate Change Adaptation Masterplan		80	80	120				200	150	350
Total Facilities Managed Capital Renewal		305	305	1,638	809	410		3,162	720	3,882
TOTAL EXPENDITURE		305	305	1,638	809	410		3,162	720	3,882
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980050 Transportation Capital Reserve		51	51	551	265	116		983	120	1,103
3980065 Facility Lifecycle Reserve		51	51	141	73	46		311	120	431
3980120 Waste Management Reserve		51	51	111	59	41		262	120	382
3980180 Water Capital Reserve		51	51	339	166	80		635	120	755
3980200 Wastewater Capital Reserve		51	51	263	130	67		510	120	630
3980440 Airport Capital Reserve				213	99	36		348		348
3984010 Transit Capital Reserve		51	51	20	17	25		112	120	232
TOTAL FUNDING & FINANCING		305	305	1,638	809	410		3,162	720	3,882



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Design & Construction

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	5,900	6,107	207	3.5%
Benefits	1,587	1,719	132	8.3%
Supplies	52	61	9	17.3%
Maintenance	6	6		
Equipment	86	86		
Professional Fees & Services	12	12		
Communications	22	22		
Travel	38	38		
Insurance	6	6		
Facility Occupancy Charges	225	276	51	22.7%
Interdepartmental Charges	63	70	7	11.1%
Subtotal - Operating	7,998	8,402	404	5.1%
Transfers to Reserves	36	36		
Subtotal - Debt / Reserves / Capital	36	36		
Gross Expenditure	8,034	8,438	404	5.0%
Interdepartmental Recoveries	(7,978)	(8,383)	(405)	5.1%
Net Expenditure	55	55		
Revenue				
User Fees	55	55		
Revenue Subtotal	55	55		
Property Tax Levy				

Design & Construction

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
21003 Plotter									15	15
21007 GNSS Survey Equipment		50	50	50				150	45	195
21008 Fleet Vehicle Replacements - D&C				15	120	70	135	340	135	475
21009 Total Station Survey Equipment Replacement		75	75					75	75	150
21010 CADD System Replacement				35				35	35	70
TOTAL EXPENDITURE		125	125	100	120	120	135	600	305	905
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982080 Design Equipment Reserve		125	125	85				260	170	430
3982160 Corporate Fleet Replacement Reserve				15	120	70	135	340	135	475
TOTAL FUNDING & FINANCING		125	125	100	120	120	135	600	305	905



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Waste Management

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	6,231	6,495	264	4.2%
Benefits	1,779	1,905	126	7.1%
Supplies	916	1,210	294	32.1%
Maintenance	1,209	1,225	16	1.3%
Utilities	214	224	10	4.7%
Equipment	26	26		
Professional Fees & Services	32,401	34,479	2,078	6.4%
Property Taxes	1,064	1,096	32	3.0%
Financial Expenses	66	76	10	15.2%
Communications	154	154		
Travel	30	30		
Insurance	136	143	7	5.1%
Facility Occupancy Charges	1,792	1,802	10	0.6%
Interdepartmental Charges	2,937	3,103	166	5.7%
Subtotal - Operating	48,953	51,969	3,016	6.2%
Debt Servicing	8,322	7,844	(478)	(5.7%)
Transfers to Reserves	7,335	8,501	1,166	15.9%
Subtotal - Debt / Reserves / Capital	15,657	16,345	688	4.4%
Gross Expenditure	64,610	68,315	3,705	5.7%
Interdepartmental Recoveries	(1,492)	(1,492)		
Net Expenditure	63,118	66,823	3,705	5.9%
Revenue				
User Fees	17,324	18,958	1,634	9.4%
Contribution from RDC Reserve Funds	582	582		
Revenue Subtotal	17,906	19,540	1,634	9.1%
Property Tax Levy	45,212	47,283	2,071	4.6%

Waste Management

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
Program Area Capital										
01004 Curbside Service Level Changes					2,150	2,200	1,500	5,850	18,700	24,550
01005 Cambridge Scale System & Building							75	75	600	675
01007 Vehicle Replacements Waste Management	1,672	714	2,386	3,424	2,745	2,653	4,080	15,288	13,180	28,468
01009 Cambridge Site Servicing				25	250			275	250	525
01010 Waterloo Site Servicing									400	400
01013 Cambridge MHSW Building									1,000	1,000
01015 Voice Radio Sets						64		64	296	360
01016 Waterloo Soil Management Strategy		9,373	9,373	3,605				12,978		12,978
01051 Cambridge Groundwater Management				75	250		540	865	1,080	1,945
01052 Cambridge - Leachate Control		75	75	400			540	1,015	1,150	2,165
01058 Waterloo Storm Water Management	80	1,620	1,700	100	1,000			2,800	1,114	3,914
01082 Waterloo Groundwater Management		644	644	1,488	443	546	443	3,564	2,524	6,088
01084 Materials Recycling Centre	300	200	500	210				710		710
01091 Cambridge Site Closure									215	215
01092 Cambridge - Storm Water Management									328	328
01103 Decommissioned Sites		4,018	4,018	1,150	2,600	5,000	250	13,018	940	13,958
01104 Cambridge Transfer Building Upgrade		125	125		1,000		410	1,535	500	2,035
01106 Cambridge Compost Pad Expansion		50	50		100		500	650	575	1,225
01121 Landfill Cell Closure		963	963	1,004	1,751			3,718	2,714	6,432
01144 Feasibility Studies	160	190	350	500				850	500	1,350
01146 Cambridge Roads Construction		30	30	215		400		645	600	1,245
01154 Waterloo - New Cells Design & Construction		8,280	8,280	6,063	3,708	2,318	6,592	26,961	13,915	40,876
01156 Waterloo Leachate Control		775	775	1,235	1,030	575	525	4,140	2,835	6,975
01160 Waterloo - Roads Construction	200	375	575	2,885	425		430	4,315	1,900	6,215
01163 Waterloo Landfill Gas System		1,855	1,855	3,090	2,060	720	720	8,445	2,780	11,225
01165 Waterloo Landfill GPS System		300	300			300		600	600	1,200
01172 Cambridge Landfill Gas System						500		500	925	1,425
01192 Waterloo Transfer Station Upgrade	200	500	700	1,600	1,000	10,000	16,900	30,200	30,475	60,675
Total Program Area Capital	2,612	30,087	32,699	27,069	20,512	25,276	33,505	139,061	100,096	239,157

Waste Management

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
Facilities Managed Capital Renewal										
73100 WM Waterloo Building Renewal				1,341	1,094	1,362	860	4,657	4,716	9,372
73200 WM Cambridge Building Renewal		694	694	539	864	247	242	2,587	1,618	4,205
73300 WM Kitchener Building Renewal				173	220	40		433	62	495
Total Facilities Managed Capital Renewal		694	694	2,053	2,178	1,649	1,102	7,677	6,396	14,072
TOTAL EXPENDITURE	2,612	30,781	33,393	29,122	22,690	26,925	34,607	146,737	106,492	253,229
FUNDING & FINANCING										
Development Charges										
Reserve Funds	54	95	149	23	119		106	396	264	660
Debentures				173	108	1,080	1,825	3,186	3,209	6,395
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve		694	694	1,053	314	649	502	3,212	1,127	4,339
3980120 Waste Management Reserve	418	12,098	12,516	4,469	10,847	9,100	4,309	41,241	37,361	78,602
3982020 Waste Management Equipment Reserve		300	300			364		664	896	1,560
3982160 Corporate Fleet Replacement Reserve	1,672	714	2,386	3,424	2,745	2,653	4,080	15,288	13,180	28,468
Debentures	468	16,880	17,348	19,981	8,558	13,079	23,785	82,750	50,455	133,206
TOTAL FUNDING & FINANCING	2,612	30,781	33,393	29,122	22,690	26,925	34,607	146,737	106,492	253,229

Notes:

- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.

- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #19-037. RDC funding available beyond the expiry of the current by-law will depend on the outcome of future background studies and by-law reviews.



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Water Supply

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	9,129	9,775	646	7.1%
Benefits & Allowances	2,684	2,976	292	10.9%
Supplies	1,750	2,827	1,077	61.5%
Maintenance	3,182	3,372	190	6.0%
Utilities	6,800	6,804	4	0.1%
Equipment	122	136	14	11.5%
Professional Fees & Services	1,365	1,325	(40)	(2.9%)
Property Taxes	1,530	1,590	60	3.9%
Rents				
Grants	58	61	3	5.2%
Financial Expenses	20	20		
Communications	229	207	(22)	(9.6%)
Travel	58	74	16	27.6%
Insurance	385	412	27	7.0%
Transfer to Corporate Reserves	296	296		
Grand River Conservation Authority	2,858	2,949	91	3.2%
Central Administration Charges	2,090	2,195	105	5.0%
Interdepartmental Charges	4,021	4,338	317	7.9%
Subtotal - Operating	36,577	39,355	2,778	7.6%
Debt Servicing		1,432	1,432	
Transfers to Capital Reserve	25,246	26,046	800	3.2%
Prior Year Oversizing	4,231	4,231		
Discretionary DC Exemptions	2,075	2,075		
Subtotal - Capital Financing	31,552	33,784	2,232	7.1%
Gross Expenditure	68,129	73,139	5,010	7.4%
Interdepartmental Recoveries	(2,459)	(2,695)	(236)	9.6%
Contribution from RDC Reserve Funds	(4,231)	(5,663)	(1,432)	33.8%
Net Expenditure	61,439	64,782	3,343	5.4%
Revenue				
Fees & Charges	60	60		
Subtotal - Non-Rate Revenue	60	60		
Rate Revenue	61,379	64,722	3,343	5.4%

Water Summary

Ten Year Capital Budget & Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023-2027 Subtotal	2027-2032 Subtotal	2023-2032 Total
Summary										
Expenditure										
Planning & Studies	2,825	4,725	7,550	5,477	4,436	4,321	3,930	25,714	26,210	51,924
Asset Management	865	17,838	18,703	20,030	19,679	17,603	12,738	88,753	80,002	168,755
Upgrades, Expansion & New Facilities	7,269	13,204	20,473	27,761	26,542	29,678	33,435	137,889	153,033	290,922
Watermains	3,816	5,112	8,928	12,095	16,419	12,910	6,832	57,184	31,112	88,296
Facilities Managed Capital Renewal	896	294	1,189	1,144	937	410	461	4,141	5,092	9,234
Total Expenditure	15,671	41,173	56,843	66,507	68,013	64,922	57,396	313,681	295,449	609,131
Funding & Financing										
Grants and Recoveries	-	-	-	-	-	-	-	-	-	-
Development Charge	-	-	-	-	-	-	-	-	-	-
Development Charge - Water	4,393	10,517	14,910	15,775	14,795	14,445	15,743	75,668	72,175	147,843
Development Charge - Wastewater	207	308	515	363	363	363	363	1,965	1,813	3,777
Debentures - Development Charge	400	6,600	7,000	9,000	13,900	10,900	5,200	46,000	48,100	94,100
User Rates	-	-	-	-	-	-	-	-	-	-
Water Capital Reserve	10,671	23,578	34,249	41,285	38,605	38,734	35,466	188,338	171,468	359,807
Wastewater Capital Reserve	-	-	-	-	-	-	-	-	-	-
Vehicle & Equipment Reserve	-	170	170	85	350	480	625	1,710	1,894	3,604
Debentures - User Rates	-	-	-	-	-	-	-	-	-	-
Wastewater Capital Reserve	-	-	-	-	-	-	-	-	-	-
Total Funding & Financing	15,671	41,173	56,843	66,507	68,013	64,922	57,396	313,681	295,449	609,131

NOTES:

(1) Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #19-037.

RDC funding available beyond the expiry of the current by-law will depend on the outcome of future background studies and by-law reviews.

(2) Term of debentures for Water capital projects not to exceed twenty (20) years unless otherwise approved by Regional Council.

Water
Ten Year Capital Budget & Forecast (Thousands)
2023-2032

	TYPE	RDC	Previous Unspent	2023	2023					2023-2027	2028-2032	2023-2032	
	(1)	SHARE	Approvals (Estimated)	Request	Total	2024	2025	2026	2027	Subtotal	Subtotal	Total	
<u>100-PLANNING & STUDIES</u>													
Hydrogeology & Source Water:													
4001	Groundwater Modelling	W2	27.0%	-17	750	733	500	150	150	100	1,633	1,200	2,833
4005	MOE Source Water Assessment	W2	27.0%	-	-	-	100	50	-	-	150	-	150
4124	Source Protection Planning & Programs	W2	27.0%	237	505	742	510	480	435	455	2,622	7,500	10,122
4125	Source Protection Assessment	W2	27.0%	1,569	1,610	3,179	1,852	1,300	1,760	1,175	9,266	7,400	16,666
4149	GW/SW Assessments	W2	27.0%	-101	175	74	320	695	300	500	1,889	300	2,189
4165	Clean Water Act Implementation	W2	27.0%	168	-	168	205	135	105	105	718	1,000	1,718
4169	Clean Water Act Incentives	W2	0.0%	99	-	99	50	50	95	95	389	1,125	1,514
4170	Monitoring System Management	W2	27.0%	267	310	577	375	376	501	350	2,179	1,900	4,079
Water Efficiency:													
4090	Water Efficiency - Research & Development	W1	100.0%	40	75	115	75	75	75	75	415	375	790
4183	Residential Water Efficiency Initiatives	W1	100.0%	90	150	240	245	245	245	245	1,220	1,225	2,445
4864	Water Efficiency - ICI Programs	W1	100.0%	3	225	228	225	225	225	225	1,128	1,125	2,253
4943	Water Efficiency - Outdoor Water Use	W1	100.0%	22	165	187	180	180	180	180	907	900	1,807
Studies/Masterplans:													
4007	Water Supply Master Plan	W1	100.0%	171	229	400	400	400	-	-	1,200	800	2,000
4157	Water Distribution Master Plan	W2	27.0%	3	291	294	125	-	100	300	819	300	1,119
4190	Baden & New Hamburg Comprehensive Servicing Master Plan	W2	100.0%	259	-	259	-	-	-	-	259	-	259
4193	Wellesley Water Supply Master Plan	W2	100.0%	15	115	130	40	-	-	-	170	-	170
4197	Water Facilities Optimization and Facility Plans	W2	27.0%	-	75	75	75	50	100	100	400	710	1,110
4198	Water SCADA Master Plan	W2	27.0%	-	50	50	200	25	50	25	350	350	700
TOTAL PLANNING & STUDIES				2,825	4,725	7,550	5,477	4,436	4,321	3,930	25,714	26,210	51,924

Water
Ten Year Capital Budget & Forecast (Thousands)
2023-2032

	TYPE	RDC	Previous Unspent	2023	2023					2023-2027	2028-2032	2023-2032	
	(1)	SHARE	Approvals (Estimated)	Request	Total	2024	2025	2026	2027	Subtotal	Subtotal	Total	
<u>200-ASSET MANAGEMENT</u>													
4087	Fleet Replacements	W2	0.0%	-	280	280	195	350	480	625	1,930	1,894	3,824
4097	Water Supply Upgrades	W2	27.0%	87	-	87	50	50	-	-	187	-	187
4135	Well Optimization & Upgrades	W2	27.0%	-	-	-	-	-	-	-	-	-	-
4159	Asset Management	W2	27.0%	68	789	857	552	550	550	550	3,059	2,750	5,809
4171	Mannheim Plate Settlers Upgrades	W2	25.1%	-	-	-	-	-	-	-	-	-	-
4172	Distribution Decision Support System	W2	27.0%	-	-	-	-	-	600	600	600	1,800	2,400
4184	Connection of New Wells to Water Supply System	W2	27.0%	-16	1,031	1,015	100	700	200	300	2,315	3,800	6,115
4185	Voice Radio Equipment	W2	0.0%	12	-	12	-	-	23	-	35	226	261
4186	Mannheim Reservoir Inlet Piping Upgrades	W2	27.0%	-	-	-	-	-	-	-	-	-	-
4188	Water Asset Management Systems	W2	27.0%	132	-	132	100	100	100	100	532	400	932
4196	Concrete Reservoirs Inspections & Renewal	W2	27.0%	1,545	1,296	2,841	5,216	3,354	4,014	1,320	16,745	4,565	21,310
4893	Facilities Upgrades	W2	27.0%	-675	10,525	9,850	9,250	9,500	9,000	9,000	46,600	55,370	101,970
4903	Pumping Stn & Reservoir Decommissioning	W2	27.0%	-	-	-	-	-	-	-	-	-	-
4911	Regulatory Requirements Upgrades	W2	27.0%	66	-	66	20	-	-	-	86	-	86
4964	Steel Reservoirs Inspections & Recoating	W2	27.0%	-836	1,298	462	643	493	340	243	2,181	9,197	11,378
4969	SCADA Communications Strategy & Upgrade	W2	27.0%	482	2,619	3,101	3,904	4,582	2,896	-	14,483	-	14,483
TOTAL INFRASTRUCTURE REPLACEMENT				865	17,838	18,703	20,030	19,679	17,603	12,738	88,753	80,002	168,755

Water
Ten Year Capital Budget & Forecast (Thousands)
2023-2032

	TYPE	RDC	Previous Unspent	2023	2023					2023-2027	2028-2032	2023-2032
	(1)	SHARE	Approvals (Estimated)	Request	Total	2024	2025	2026	2027	Subtotal	Subtotal	Total
<u>300-UPGRADES, EXPANSIONS & NEW FACILITIES</u>												
4014		100.0%	-	-	-	-	-	-	-	-	-	-
4015	W1	100.0%	110	1,280	1,390	570	260	-	-	2,220	2,500	4,720
4024	W2	26.4%	21	1,704	1,725	1,500	1,500	-	-	4,725	-	4,725
4044	W1	100.0%	-	-	-	-	-	600	1,200	1,800	6,600	8,400
4051	W1	100.0%	-	-	-	-	600	600	1,680	2,880	9,600	12,480
4132	W2	0.0%	-	-	-	-	-	-	-	-	-	-
4134	W1	100.0%	-	-	-	-	240	240	120	600	11,136	11,736
4160	W2	26.4%	1,965	2,972	4,937	7,618	2,243	-	-	14,798	-	14,798
4173	W2	26.4%	217	-	217	-	-	-	-	217	-	217
4175	W1	36.3%	-	75	75	-	-	-	-	75	-	75
4181	W2	26.4%	1,639	1,886	3,525	6,160	7,760	10,630	5,540	33,615	22,375	55,990
4187	W2	27.0%	608	-	608	960	1,010	6,110	15,580	24,268	30,341	54,609
4189	W1	100.0%	300	900	1,200	1,000	2,350	800	-	5,350	3,000	8,350
4904	W1	100.0%	-646	836	190	-	-	500	2,000	2,690	8,000	10,690
4191	W2	26.4%	2,697	3,308	6,005	6,962	9,373	10,073	4,815	37,228	45,847	83,075
4192	W2	27.0%	7	43	50	50	100	100	500	800	4,750	5,550
4194	W2	34.7%	351	-	351	2,191	1,081	-	-	3,623	-	3,623
4195	W2	26.4%	-	200	200	750	25	25	2,000	3,000	8,884	11,884
TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES			7,269	13,204	20,473	27,761	26,542	29,678	33,435	137,889	153,033	290,922

Water
Ten Year Capital Budget & Forecast (Thousands)
2023-2032

	TYPE	RDC	Previous Unspent	2023	2023					2023-2027	2028-2032	2023-2032	
	(1)	SHARE	Approvals (Estimated)	Request	Total	2024	2025	2026	2027	Subtotal	Subtotal	Total	
<u>400-WATERMAINS</u>													
4082	Watermain Upgrades	W2	27.0%	3,069	269	3,338	4,945	6,139	4,780	4,232	23,434	16,572	40,006
4083	New Watermain	W1	100.0%	90	3,360	3,450	1,600	5,500	6,500	2,500	19,550	9,700	29,250
4086	Baden New Hamburg Watermains	W1	100.0%	-152	1,321	1,169	2,200	1,300	1,300	-	5,969	-	5,969
4155	Tri City Distribution Upgrades	W1	100.0%	338	162	500	2,200	2,330	330	100	5,460	4,840	10,300
4156	Kitchener Zone(s) 2/4 Distribution Upgrades	W1	100.0%	278	-	278	1,150	1,150	-	-	2,578	-	2,578
4161	Kitchener Zone 4 Trunk Watermain	W1	100.0%	193	-	193	-	-	-	-	193	-	193
4178	Weber St. - Connection Kitchener to Waterloo	W1	100.0%	-	-	-	-	-	-	-	-	-	-
4179	Charles St. - LRT Replacement Cost Sharing	W2	25.1%	-	-	-	-	-	-	-	-	-	-
TOTAL WATERMAINS				3,816	5,112	8,928	12,095	16,419	12,910	6,832	57,184	31,112	88,296
<u>FACILITIES MANAGED CAPITAL RENEWAL</u>													
78040	Water Building Renewal	W2	27.0%	896	294	1,189	1,144	937	410	461	4,141	5,092	9,234
TOTAL FACILITIES MANAGED CAPITAL RENEWAL				896	294	1,189	1,144	937	410	461	4,141	5,092	9,234
TOTAL EXPENDITURE				15,671	41,173	56,843	66,507	68,013	64,922	57,396	313,681	295,449	609,131

- (1) W1 - Projects related to quantitative level of service.
W2 - Projects related to qualitative level of service.

Notes:

Term of debentures for Water capital projects not to exceed twenty (20) years unless otherwise approved by Regional Council.

The Regional Municipality of Waterloo
Water Supply User Rate Model for 2023-2032 (Thousands)

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Compensation	12,591	12,875	13,164	13,460	13,763	14,073	14,390	14,713	15,044	15,383
Other expenses	9,770	9,941	10,115	10,292	10,472	10,656	10,842	11,032	11,225	11,421
Utilities	6,804	7,144	7,501	7,876	8,270	8,684	9,118	9,574	10,052	10,555
GRCA	2,949	3,023	3,098	3,176	3,255	3,337	3,420	3,505	3,593	3,683
Central admin charges	2,195	2,195	2,195	2,195	2,195	2,195	2,195	2,195	2,195	2,195
System expansion		1,335	1,437	1,669	1,631	1,718	1,757	1,849	1,893	1,938
Interdepartmental charges	4,338	4,414	4,491	4,570	4,650	4,731	4,814	4,898	4,984	5,071
Transfer to corporate reserves	708	721	733	746	759	772	786	800	814	828
Total Operating Expenses	39,355	41,647	42,735	43,984	44,995	46,165	47,321	48,566	49,800	51,074
Debt Charges - RDCs	1,432	1,595	2,302	3,393	4,250	4,658	5,239	5,758	6,590	7,517
Transfer to Capital Reserve	26,046	26,853	28,697	30,503	32,226	34,823	37,530	39,888	41,879	45,050
Prior Year Oversizing (to Capital Reserve)	4,231	786	786	786	786	786	786	786	786	786
RDC Exemption Funding	2,075	2,075	2,075	2,075	2,075	2,075	1,670	1,670	1,670	1,670
Capital Financing	33,784	31,309	33,859	36,757	39,336	42,342	45,225	48,102	50,925	55,023
Gross Expenditure	73,139	72,955	76,594	80,741	84,331	88,507	92,546	96,668	100,725	106,096
Interdepartmental recoveries	(2,695)	(2,742)	(2,790)	(2,839)	(2,888)	(2,939)	(2,990)	(3,043)	(3,096)	(3,150)
Transfer from RDC Reserve Fund	(1,432)	(1,595)	(2,302)	(3,393)	(4,250)	(4,658)	(5,239)	(5,758)	(6,590)	(7,517)
Prior Year Oversizing (from DC Reserve Fund)	(4,231)	(786)	(786)	(786)	(786)	(786)	(786)	(786)	(786)	(786)
Subtotal Recoveries	(8,357)	(5,122)	(5,877)	(7,018)	(7,923)	(8,382)	(9,015)	(9,586)	(10,472)	(11,453)
Net Expenditure	64,782	67,833	70,717	73,723	76,408	80,124	83,531	87,082	90,253	94,644
Non-Rate Revenue										
Fees	(60)	(61)	(62)	(63)	(64)	(65)	(67)	(68)	(69)	(70)
Total Non-Rate Revenue	(60)	(61)	(62)	(63)	(64)	(65)	(67)	(68)	(69)	(70)
Surplus/(Shortfall) - Stabilization Reserve										
RATE REVENUE	64,722	67,772	70,655	73,660	76,344	80,059	83,464	87,014	90,184	94,573
Rate (\$)	\$ 1.1598	\$ 1.2050	\$ 1.2520	\$ 1.3009	\$ 1.3516	\$ 1.4043	\$ 1.4591	\$ 1.5160	\$ 1.5751	\$ 1.6365
Rate increase (%)	2.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
Volume (m3 million)	55.496	56.050	56.241	56.432	56.624	56.817	57.010	57.204	57.398	57.593

**The Regional Municipality of Waterloo
Water Capital Reserve Projection (Thousands)**

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	72,148	70,747	58,257	48,816	39,500	34,104	26,678	27,535	25,315	24,279
Contribution from Operating	26,046	26,853	28,697	30,503	32,226	34,823	37,530	39,888	41,879	45,050
Other adjustments										
Contribution from RDC Reserve - prior oversizing	4,231	786	786	786	786	786	786	786	786	786
Transfer to Capital	(34,308)	(41,305)	(38,622)	(38,759)	(35,466)	(38,273)	(32,394)	(35,911)	(35,493)	(29,516)
Capital Inflation		(1,198)	(2,273)	(3,471)	(4,296)	(5,881)	(6,061)	(7,956)	(9,120)	(8,661)
Net Transfer to Capital	(34,308)	(42,502)	(40,894)	(42,230)	(39,762)	(44,154)	(38,456)	(43,867)	(44,614)	(38,177)
Interest	2,630	2,374	1,971	1,625	1,355	1,119	998	973	913	1,054
Capital Reserve Closing Balance	70,747	58,257	48,816	39,500	34,104	26,678	27,535	25,315	24,279	32,991

Water Stabilization Reserve Projection (Thousands)

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	7,544	7,544	7,544	7,544	7,544	7,544	7,544	7,544	7,544	7,544
Surplus/(Shortfall)										
Transfer to Capital Reserve										
Stabilization Reserve Closing Balance	7,544	7,544	7,544	7,544	7,544	7,544	7,544	7,544	7,544	7,544



THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget (\$ thousands)
Wastewater Treatment

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	4,019	4,194	175	4.4%
Benefits & Allowances	1,168	1,257	89	7.6%
Supplies	567	637	70	12.3%
Maintenance	317	372	55	17.4%
Utilities	6,152	5,915	(237)	(3.9%)
Equipment	96	89	(7)	(7.3%)
Professional Fees & Services	4,517	5,373	856	19.0%
Property Taxes	1,575	1,665	90	5.7%
Financial Expenses	70	70		
Communications	96	59	(37)	(38.5%)
Travel	31	33	2	6.5%
Ontario Clean Water Agency	13,860	15,540	1,680	12.1%
Insurance	300	315	15	5.0%
Transfer to Corporate Reserves	62	62		
Transfer to Stabilization Reserve	500	500		
Grand River Conservation Authority	3,449	3,559	110	3.2%
Central Administration Charges	1,756	1,844	88	5.0%
Interdepartmental Charges	3,940	4,216	276	7.0%
Subtotal - Operating	42,474	45,699	3,225	7.6%
Debt Servicing	19,659	20,618	959	4.9%
Transfers to Capital Reserve	24,914	24,862	(52)	(0.2%)
Prior Year Oversizing	1,837	1,837		
Discretionary DC Exemptions	3,400	3,400		
Subtotal - Capital Financing	49,810	50,717	907	1.8%
Gross Expenditure	92,284	96,416	4,132	4.5%
Interdepartmental Recoveries	(2,463)	(2,469)	(6)	0.2%
Prior Year Oversizing	(1,837)	(1,837)		
Contribution from RDC Reserve Funds	(9,210)	(10,090)	(880)	9.6%
Net Expenditure	78,773	82,020	3,247	4.1%
Revenue				
Over Strength Surcharge	1,020	1,040	20	2.0%
Septage	155	155		
Fees & Charges	524	524		
Subtotal - Non-Rate Revenue	1,699	1,719	20	1.2%
Rate Revenue	77,074	80,301	3,227	4.2%

Wastewater Summary
Ten Year Capital Budget & Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023-2027 Subtotal	2028-2032 Subtotal	2023-2032 Total
Summary										
Expenditure										
Planning & Studies	404	924	1,328	1,465	1,490	1,835	1,445	7,563	6,110	13,673
Asset Management	4,757	15,458	20,215	15,863	14,758	18,250	15,390	84,476	72,932	157,408
Upgrades, Expansion & New Facilities	2,869	22,930	25,799	32,978	19,252	18,972	27,092	124,093	192,107	316,200
Biosolids	6,396	11,442	17,838	6,535	690	200	400	25,663	400	26,063
Total Expenditure	14,426	50,754	65,180	56,841	36,190	39,257	44,327	241,795	271,549	513,344
Funding & Financing										
Grants and Recoveries	-	-	-	-	-	-	-	-	-	-
Development Charge										
Development Charge Reserve Fund	2,258	9,066	11,324	12,826	11,587	11,573	14,291	61,600	84,163	145,762
Debentures - Development Charge	1,800	6,600	8,400	4,600	-	-	-	13,000	49,400	62,400
User Rates										
Wastewater Reserve Fund	10,368	35,088	45,456	39,245	24,288	27,684	29,796	166,470	137,501	303,972
Vehicle & Equipment Reserve	-	-	-	170	315	-	240	725	485	1,210
Debentures - User Rates	-	-	-	-	-	-	-	-	-	-
Total Funding & Financing	14,426	50,754	65,180	56,841	36,190	39,257	44,327	241,795	271,549	513,344

Notes:

(1) Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #19-037.

RDC funding available beyond the expiry of the current by-law will depend on the outcome of future background studies and by-law reviews.

(2) Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.

Wastewater
Ten Year Capital Budget & Forecast (Thousands)
2023 - 2032

	TYPE (1)	RDC SHARE	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023-2027 Subtotal	2028-2032 Subtotal	2023-2032 Total	
<u>PLANNING & STUDIES</u>													
8270	Biosolids Masterplan Update	WW2	27%				400	400		800	800	1,600	
8281	River Sampling Program	WW2	27%	50	350	400	425	450	465	470	2,435	4,645	
8286	Baden & New Hamburg MP Update	WW1	100%	43	5	48				48	-	48	
8288	Other Studies	WW2	27%	31	69	100	100	100	100	500	400	900	
8311	Spills Clean-up/Site Remediation (100% recover	WW2		50		50	50	50	50	250	200	450	
8337	Wellesley Wastewater Master Plan	WW1	100%	30	80	110	35			145	-	145	
8338	Wastewater Facilities Optimization and Facility	WW2	27%		20	20	155	165	270	350	725	1,685	
8339	Wastewater SCADA Master Plan	WW2	27%		50	50	200	25	50	25	350	700	
8738	WWTP Operating Agreement	WW2								-	-	-	
8750	Rural Water Quality Program	WW2	27%	200		200	200	200	200	200	800	1,800	
8779	Wastewater Master Plan	WW1	100%		350	350	300	100	300	250	400	1,700	
TOTAL PLANNING & STUDIES				404	924	1,328	1,465	1,490	1,835	1,445	7,563	6,110	13,673
<u>ASSET MANAGEMENT</u>													
8277	Fleet Replacements	WW2					170	315		240	485	1,210	
8305	Wastewater Treatment Upgrades	WW2	27%	155	35	190	150	150	150	790	750	1,540	
8307	Kitchener & Waterloo Infrastructure Upgrades	WW2	26%	1,250	7,300	8,550	6,375	4,440	3,000	3,500	30,680	56,545	
8308	Cambridge Infrastructure Upgrades	WW2	24%	331	3,769	4,100	5,150	3,400	4,100	4,000	18,225	38,975	
8309	Rural Infrastructure Upgrades	WW2	42%	1,051	3,449	4,500	2,000	3,000	3,000	2,500	16,000	31,000	
8310	Sewage PSs Infrastructure Upgrades	WW2	27%	1,499	294	1,793	1,016	2,496	7,000	4,000	2,242	18,547	
8327	Wastewater Asset Management	WW2	27%	124	611	735	652	607	650	650	3,250	6,544	
8332	Wastewater Asset Management Systems	WW2	27%	100		100	100	100	100	500	300	800	
8801	Laboratory Equipment & Upgrades	WW2		247		247	250	250	250	250	1,000	2,247	
TOTAL INFRASTRUCTURE REPLACEMENT				4,757	15,458	20,215	15,863	14,758	18,250	15,390	84,476	72,932	157,408

	TYPE (1)	RDC SHARE	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023-2027 Subtotal	2028-2032 Subtotal	2023-2032 Total
UPGRADES, EXPANSIONS & NEW FACILITIES												
8242 Hespeler Expansion	WW1	28%	623	1,207	1,830	1,030				2,860	-	2,860
8267 Wellesley Expansion	WW1	100%					200	200	500	900	10,500	11,400
8279 SCADA System	WW2	27%	466	1,364	1,830	4,883	6,267	4,782	3,082	20,844	13,607	34,451
8289 Galt Process Upgrades	WW2	25%	-1,249	3,812	2,563	14,105	2,575	3,475	500	23,218	7,500	30,718
8301 St. Jacobs Upgrade	WW1	31%	172	488	660	2,040	570			3,270	-	3,270
8302 East Side Final PS & Force Main	WW1	100%		1,120	1,120	2,150	1,600			4,870	38,700	43,570
8315 Elmira Upgrades	WW2	51%	54	1,290	1,344	1,138	335	360	2,250	5,427	33,795	39,222
8316 Waterloo Expansion	WW1	100%								-	-	-
8317 Baden/New Hamburg Expansion	WW1	100%								-	-	-
8323 Preston Treatment Upgrades	WW2	18%	30		30	20				50	-	50
8324 Southern Ayr Wastewater System	WW1	100%								-	-	-
8325 Heidelberg Upgrades	WW2									-	-	-
8326 Foxboro Upgrades	WW2									-	-	-
8328 Kitchener WWTP Influent Channel Twinning	WW2	29%								-	-	-
8329 Spring Valley PS Upgrades	WW2	27%	603	327	930	1,180	4,850	9,650	7,550	24,160	-	24,160
8330 Septage Receiving Facility	WW2		92	251	343					343	-	343
8333 Waterloo WWTP Outfall Upgrade	WW2	21%	50		50					50	550	600
8334 St. Jacobs Expansion	WW1	100%	50	100	150	202	255	305	1,110	2,022	5,260	7,282
8335 Elmira Expansion	WW1	100%						200	200	400	13,700	14,100
8336 Waterloo Upgrades	WW2	21%	50		50					50	-	50
8797 Kitchener Process Upgrades	WW2	29%	1,429	12,971	14,400	6,230	2,600		11,900	35,130	68,495	103,625
8809 Waterloo Process Upgrade	WW2	21%	499		499					499	-	499
TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES			2,869	22,930	25,799	32,978	19,252	18,972	27,092	124,093	192,107	316,200
BIOSOLIDS												
8275 Biosolids Management Facility	WW2	27%	5,396	11,442	16,838	6,535	690			24,063	-	24,063
8322 Cogeneration & Other Biosolids Upgrades	WW2	27%	1,000		1,000					1,000	-	1,000
8331 Biosolids Class EA	WW2	27%						200	400	600	400	1,000
TOTAL BIOSOLIDS			6,396	11,442	17,838	6,535	690	200	400	25,663	400	26,063
TOTAL EXPENDITURE			14,426	50,754	65,180	56,841	36,190	39,257	44,327	241,795	271,549	513,344

- (1) WW1 - Projects related to quantitative level of service.
(2) WW2 - Projects related to qualitative level of service.

Notes:

- (1) Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
(2) Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #19-037.
RDC funding available beyond the expiry of the current by-law will depend on the outcome of future background studies and by-law reviews.

The Regional Municipality of Waterloo
Wastewater Treatment User Rate Model for 2023-2032 (Thousands)

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Compensation	5,422	5,544	5,668	5,796	5,926	6,060	6,196	6,335	6,478	6,624
Utilities	5,915	6,210	6,521	6,847	7,189	7,549	7,926	8,322	8,739	9,176
OCWA	15,540	15,773	16,010	16,250	16,494	16,741	16,992	17,247	17,506	17,769
Other expenses	8,256	8,380	8,506	8,634	8,763	8,895	9,028	9,163	9,301	9,440
GRCA	3,559	3,641	3,725	3,811	3,898	3,988	4,080	4,173	4,269	4,368
Central admin charges	1,844	1,844	1,844	1,844	1,844	1,844	1,844	1,844	1,844	1,844
System expansion		1,023	1,601	2,549	3,193	3,788	4,406	5,047	5,711	6,400
Interdepartmental charges	4,216	4,280	4,344	4,409	4,475	4,542	4,610	4,679	4,750	4,821
Transfer to corporate reserves	376	382	388	394	400	406	412	418	424	430
Transfer to/(from) Rate Stabilization Reserve	500	500	500	500	500	500	500	500	500	500
Total Operating Expenses	45,629	47,578	49,107	51,033	52,682	54,312	55,994	57,730	59,522	61,372
Debt Charges - Non Growth	10,598	10,523	10,300	10,293	9,826	7,757	6,543	6,537	6,533	6,527
Debt Charges - RDCs	10,090	11,254	11,615	11,615	11,613	11,612	12,002	13,134	14,319	14,852
Prior Year Oversizing (to Capital Reserve)	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837
DC Exemption Cost	3,400	3,400	3,400	3,400	3,400	3,400	2,406	2,406	2,406	2,406
Transfer to Capital Reserve	24,862	27,811	30,944	33,775	35,303	39,284	42,023	42,657	42,925	43,914
Impact of Capital Program	50,787	54,826	58,097	60,921	61,980	63,890	64,811	66,572	68,019	69,536
Base Expenditure	96,416	102,403	107,204	111,954	114,662	118,203	120,805	124,302	127,541	130,908
Interdepartmental recoveries	(2,469)	(2,506)	(2,543)	(2,582)	(2,620)	(2,660)	(2,699)	(2,740)	(2,781)	(2,823)
Prior Year Oversizing (from DC Reserve Fund)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)
Transfer from RDC Reserve	(10,090)	(11,254)	(11,615)	(11,615)	(11,613)	(11,612)	(12,002)	(13,134)	(14,319)	(14,852)
Subtotal Recoveries	(14,396)	(15,597)	(15,996)	(16,034)	(16,071)	(16,109)	(16,538)	(17,712)	(18,937)	(19,513)
Net Base Expenditure	82,020	86,806	91,208	95,920	98,591	102,094	104,267	106,590	108,604	111,395
Non-Rate Revenue										
Fees	(524)	(532)	(540)	(548)	(556)	(564)	(573)	(582)	(590)	(599)
Over Strength Surcharge	(1,040)	(1,056)	(1,071)	(1,088)	(1,104)	(1,120)	(1,137)	(1,154)	(1,172)	(1,189)
Other revenue - Septage	(155)	(155)	(155)	(155)	(155)	(155)	(155)	(155)	(155)	(155)
Total Non-Rate Revenue	(1,719)	(1,742)	(1,766)	(1,790)	(1,815)	(1,840)	(1,865)	(1,891)	(1,917)	(1,943)
Surplus/(Shortfall) from Stabilization Reserve										
BASE RATE REVENUE	80,301	85,064	89,442	94,129	96,776	100,254	102,401	104,700	106,687	109,452
Rate (\$)	\$ 1.4087	\$ 1.4777	\$ 1.5501	\$ 1.6261	\$ 1.6732	\$ 1.7218	\$ 1.7545	\$ 1.7878	\$ 1.8218	\$ 1.8564
Rate increase (%)	4.9%	4.9%	4.9%	4.9%	2.9%	2.9%	1.9%	1.9%	1.9%	1.9%
Volume (m3 million)	57.133	57.327	57.522	57.718	57.914	58.111	58.308	58.507	58.706	58.905

**The Regional Municipality of Waterloo
Wastewater Capital Reserve Projection (Thousands)**

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	36,362	18,574	8,059	15,417	21,474	26,083	32,729	41,610	54,312	64,011
Contribution from Operating	24,862	27,811	30,944	33,775	35,303	39,284	42,023	42,657	42,925	43,914
Other Adjustments										
Contribution from RDC Reserve - prior oversizing	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837
Transfer to capital	(45,499)	(39,508)	(24,419)	(27,751)	(29,796)	(30,822)	(30,618)	(27,472)	(29,627)	(19,082)
Capital inflation	0	(1,146)	(1,437)	(2,485)	(3,610)	(4,736)	(5,729)	(6,086)	(7,613)	(5,599)
Net transfer to capital	(45,499)	(40,654)	(25,855)	(30,235)	(33,406)	(35,558)	(36,347)	(33,558)	(37,240)	(24,681)
Interest	1,011	490	432	679	875	1,082	1,368	1,765	2,178	2,795
Capital Reserve Closing Balance	18,574	8,059	15,417	21,474	26,083	32,729	41,610	54,312	64,011	87,877

Wastewater Stabilization Reserve Projection (Thousands)

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	7,181	7,681	8,181	8,681	9,181	9,681	10,181	10,681	11,181	11,681
Transfer (to)/from Operating	500	500	500	500	500	500	500	500	500	500
Surplus/(Shortfall)										
One time transfer from Capital Reserve										
Stabilization Reserve Closing Balance	7,681	8,181	8,681	9,181	9,681	10,181	10,681	11,181	11,681	12,181



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Water Distribution Systems

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	273	282	9	3.3%
Benefits & Allowances	83	90	7	8.4%
Supplies	19	25	6	31.6%
Maintenance	310	345	35	11.3%
Professional Fees & Services	80	84	4	5.0%
Communications	2	2		
Travel	1	1		
Insurance	6	6		
Wholesale Water Purchases	1,188	1,303	115	9.7%
Transfer to Corporate Reserves	11	11		
Interdepartmental Charges	221	234	13	5.9%
Subtotal - Operating	2,193	2,383	190	8.7%
Transfers to Capital Reserve	758	659	(99)	(13.1%)
Subtotal - Capital Financing	758	659	(99)	(13.1%)
Gross Expenditure	2,951	3,042	91	3.1%
Interdepartmental Recoveries	(85)	(86)	(1)	1.2%
Net Expenditure	2,867	2,956	89	3.1%
Revenue				
Fees & Charges	18	18		
Subtotal Non-Rate Revenue	18	18		
Monthly Fixed Fee	481	521	40	8.3%
Rate Revenue	2,368	2,416	48	2.0%
Subtotal Rate Revenue	2,849	2,938	89	3.1%

Water Distribution

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
02003 Leak Detection and Remedial Work	183	143	326	70	70	70	70	605	320	925
02007 Distribution Studies and Upgrades	30	40	70	65	65	65	65	330	225	555
02009 Meter Replacement					50	625	625	1,300		1,300
02012 Fleet Replacements Water Distn				70				70	140	210
TOTAL EXPENDITURE	213	183	396	205	185	760	760	2,305	685	2,990
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982160 Corporate Fleet Replacement Reserve				70				70	140	210
User Rates										
Reserves and Reserve Funds										
3980550 Water Distribution Reserve	213	183	396	135	160	448	448	1,585	545	2,130
3980560 Wastewater Collection Reserve					25	313	313	650		650
TOTAL FUNDING & FINANCING	213	183	396	205	185	760	760	2,305	685	2,990

The Regional Municipality of Waterloo
Water Distribution User Rate Model for 2023-2032 (\$ Thousands)

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Compensation	369	384	399	415	432	449	467	486	505	526
Other expenses	459	466	473	480	487	494	502	509	517	525
Transfer to/(from) Rate Stabilization Reserve										
Interdepartmental charges	234	238	241	245	249	253	256	260	264	268
Wholesale Water Purchases	1,303	1,368	1,435	1,506	1,581	1,659	1,741	1,827	1,917	2,011
Transfer to corporate reserves	17	17	17	17	18	18	18	18	19	19
Total Operating Expenditure	2,383	2,480	2,575	2,673	2,777	2,884	2,995	3,114	3,235	3,349
Transfer to Capital Reserve	659	660	690	693	708	724	754	752	764	790
Impact of Capital Program	659	660	690	693	708	724	754	752	764	790
Gross Expenditure	3,042	3,140	3,265	3,366	3,486	3,608	3,749	3,865	3,999	4,139
Interdepartmental recoveries	(86)	(88)	(89)	(90)	(92)	(93)	(94)	(96)	(97)	(99)
Subtotal Recoveries	(86)	(88)	(89)	(90)	(92)	(93)	(94)	(96)	(97)	(99)
Net Expenditure	2,956	3,052	3,176	3,275	3,394	3,515	3,655	3,770	3,902	4,040
Revenue										
Monthly Fees	(521)	(535)	(577)	(586)	(628)	(638)	(681)	(690)	(733)	(743)
Fees and Charges	(18)	(18)	(19)	(19)	(19)	(19)	(20)	(20)	(20)	(21)
Total Revenue	(539)	(553)	(595)	(605)	(647)	(657)	(700)	(710)	(754)	(764)
RATE REVENUE	2,416	2,499	2,581	2,671	2,747	2,857	2,955	3,059	3,148	3,276
Rate (\$)	\$3.28	\$3.38	\$3.49	\$3.61	\$3.73	\$3.86	\$3.99	\$4.13	\$4.27	\$4.42
Rate increase (%)	2.4%	2.9%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%
Monthly Rate	\$ 11.00	\$ 11.00	\$ 12.00	\$ 12.00	\$ 13.00	\$ 13.00	\$ 14.00	\$ 14.00	\$ 15.00	\$ 15.00

**The Regional Municipality of Waterloo
Water Distribution Capital Reserve Projection (Thousands)**

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	2,260	2,614	3,243	3,895	4,250	4,620	5,372	6,209	7,083	7,999
Transfer from Operating	659	660	690	693	708	724	754	752	764	790
Other Adjustments										
Capital Project Commitment	(395)	(135)	(160)	(448)	(448)	(135)	(110)	(100)	(100)	(100)
Capital Inflation		(4)	(9)	(40)	(54)	(21)	(21)	(22)	(26)	(29)
Total Transfer to Capital	(395)	(139)	(169)	(488)	(502)	(156)	(131)	(122)	(126)	(129)
Interest	90	108	131	150	163	184	213	245	278	312
Capital Reserve Closing Balance	2,614	3,243	3,895	4,250	4,620	5,372	6,209	7,083	7,999	8,972

Water Distribution Stabilization Reserve Projection (\$ Thousands)

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	558	558	558	558	558	558	558	558	558	558
Transfer (to)/from Operating										
Operating Shortfall/Surplus										
Stabilization Reserve Closing Balance	558	558	558	558	558	558	558	558	558	558



THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget (\$ thousands)
Wastewater Collection Systems

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Maintenance	10	10		
Professional Fees & Services	30	30		
Property Taxes	4	4		
Contracts	38	40	2	5.3%
Insurance	4	4		
Wholesale Wastewater Fees	1,078	1,220	142	13.2%
Interdepartmental Charges	95	96	1	1.1%
Subtotal - Operating	1,259	1,405	146	11.6%
Transfers to Capital Reserve	335	273	(62)	(18.5%)
Subtotal - Capital Financing	335	273	(62)	(18.5%)
Gross Expenditure	1,594	1,678	84	5.3%
Net Expenditure	1,594	1,678	84	5.3%
Revenue				
Monthly Fixed Fee	328	365	37	11.3%
Rate Revenue	1,266	1,313	47	3.7%
Subtotal Rate Revenue	1,594	1,678	84	5.3%

Wastewater Collection

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
02033 Replacement & Upgrade Collection Mains	194		194	145	75	75	75	564	735	1,299
02035 Collection Studies and Upgrades	70	75	145	75	75	75	75	445	375	820
TOTAL EXPENDITURE	264	75	339	220	150	150	150	1,009	1,110	2,119
FUNDING & FINANCING										
User Rates										
Reserves and Reserve Funds										
3980560 Wastewater Collection Reserve	264	75	339	220	150	150	150	1,009	1,110	2,119
TOTAL FUNDING & FINANCING	264	75	339	220	150	150	150	1,009	1,110	2,119

**The Regional Municipality of Waterloo
Wastewater Collection Rate Model for 2023 - 2032 (Thousands)**

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Other expenses	84	86	87	88	89	91	92	94	95	96
Interdepartmental charges	96	98	99	101	102	104	105	107	108	110
Wholesale Water Purchases	1,220	1,293	1,369	1,451	1,508	1,567	1,629	1,676	1,725	1,776
Transfer to corporate reserves	4	4	4	4	4	4	5	4	5	4
Total Operating Expenditure	1,405	1,480	1,560	1,644	1,704	1,766	1,831	1,881	1,933	1,987
Transfer to Capital Reserve	273	257	252	223	238	239	257	264	292	311
Impact of Capital Program	273	257	252	223	238	239	257	264	292	311
Gross Expenditure	1,678	1,737	1,812	1,867	1,942	2,005	2,088	2,145	2,226	2,297
Net Expenditure	1,678	1,737	1,812	1,867	1,942	2,005	2,088	2,145	2,226	2,297
Revenue										
Monthly Fees	(365)	(376)	(408)	(416)	(449)	(456)	(490)	(498)	(531)	(539)
Total Revenue	(365)	(376)	(408)	(416)	(449)	(456)	(490)	(498)	(531)	(539)
Surplus/(Shortfall) from Stabilization Reserve										
RATE REVENUE	1,313	1,361	1,404	1,451	1,493	1,549	1,598	1,647	1,694	1,758
Rate (\$)	\$2.46	\$2.53	\$2.60	\$2.68	\$2.76	\$2.84	\$2.92	\$3.00	\$3.09	\$3.18
Rate increase (%)	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
Monthly Rate	\$ 10.00	\$ 10.00	\$ 11.00	\$ 11.00	\$ 12.00	\$ 12.00	\$ 13.00	\$ 13.00	\$ 14.00	\$ 14.00

**The Regional Municipality of Waterloo
Wastewater Collection Capital Reserve Projection (Thousands)**

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	3,868	3,946	4,125	4,348	4,225	4,097	4,318	4,560	4,664	4,791
Transfer from Operating	273.131	256.670	251.917	223	238	239	257	264	292	311
Transfer to Capital	(339)	(220)	(175)	(463)	(463)	(150)	(150)	(270)	(270)	(270)
Capital Inflation		(6)	(10)	(41)	(56)	(23)	(28)	(60)	(69)	(79)
Transfer to Capital	(339)	(226)	(185)	(504)	(519)	(173)	(178)	(330)	(339)	(349)
Interest	144	149	156	158	153	155	163	170	174	179
Ending Balance	3,946	4,125	4,348	4,225	4,097	4,318	4,560	4,664	4,791	4,931

Wastewater Collection Stabilization Reserve Projection (Thousands)

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	434	434	434	434	434	434	434	434	434	434
Operating Shortfall/Surplus										
Ending Balance	434	434	434	434	434	434	434	434	434	434



Region of Waterloo

TRANSPORTATION SERVICES



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Transportation Services

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	71,948	73,623	1,675	2.3%
Benefits	23,190	26,437	3,247	14.0%
Supplies	20,065	26,333	6,268	31.2%
Maintenance	3,055	2,912	(143)	(4.7%)
Utilities	2,937	3,330	393	13.4%
Equipment	356	357	1	0.3%
Professional Fees & Services	24,805	25,259	454	1.8%
Property Taxes	738	754	16	2.2%
Rents	495	497	2	0.4%
Financial Expenses	162	212	50	30.9%
Communications	1,689	1,597	(92)	(5.4%)
Travel	109	122	13	11.9%
Contracts	23,288	26,308	3,020	13.0%
Insurance	1,987	2,076	89	4.5%
Facility Occupancy Charges	9,163	10,599	1,436	15.7%
Interdepartmental Charges	7,663	8,345	682	8.9%
Subtotal - Operating	191,646	208,762	17,116	8.9%
Debt Servicing	29,888	29,013	(875)	(2.9%)
Transfers to Reserves	35,096	38,482	3,386	9.6%
Subtotal - Debt / Reserves / Capital	64,984	67,496	2,512	3.9%
Gross Expenditure	256,630	276,257	19,627	7.6%
Interdepartmental Recoveries	(2,193)	(2,606)	(413)	18.8%
External Recoveries	(100)		100	(100.0%)
Net Expenditure	254,337	273,652	19,315	7.6%
Revenue				
Ontario Grants	11,795	11,825	30	0.3%
Ontario Grants - COVID	11,498		(11,498)	(100.0%)
User Fees	35,263	47,057	11,794	33.4%
Contribution from Reserves	40	2,875	2,835	7,087.5%
Contribution from RDC Reserve Funds	11,728	11,725	(3)	
Revenue Subtotal	70,325	73,482	3,157	4.5%
Property Tax Levy	184,012	200,170	16,158	8.8%



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Commissioner of Transportation Services

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation		334	334	
Benefits		89	89	
Supplies		3	3	
Professional Fees & Services		5	5	
Communications		1	1	
Travel		11	11	
Interdepartmental Charges		4	4	
Subtotal - Operating		446	446	
Transfers to Reserves		1	1	
Subtotal - Debt / Reserves / Capital		1	1	
Gross Expenditure		446	446	
Interdepartmental Recoveries		(446)	(446)	
Net Expenditure				
Property Tax Levy				



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Transportation

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	10,811	11,647	836	7.7%
Benefits	3,371	3,744	373	11.1%
Supplies	2,558	3,282	724	28.3%
Maintenance	113	113		
Utilities	934	1,178	244	26.1%
Equipment	220	222	2	0.9%
Professional Fees & Services	13,350	12,647	(703)	(5.3%)
Property Taxes	70	70		
Communications	573	484	(89)	(15.5%)
Travel	64	67	3	4.7%
Insurance	220	232	12	5.5%
Facility Occupancy Charges	1,281	1,469	188	14.7%
Interdepartmental Charges	1,799	2,022	223	12.4%
Subtotal - Operating	35,363	37,177	1,814	5.1%
Debt Servicing	3,793	3,900	107	2.8%
Transfers to Reserves	25,127	27,530	2,403	9.6%
Subtotal - Debt / Reserves / Capital	28,920	31,431	2,511	8.7%
Gross Expenditure	64,283	68,608	4,325	6.7%
Interdepartmental Recoveries	(1,313)	(1,313)		
External Recoveries	(100)		100	(100.0%)
Net Expenditure	62,870	67,296	4,426	7.0%
Revenue				
User Fees	912	913	1	0.1%
Contribution from RDC Reserve Funds	3,562	3,560	(2)	(0.1%)
Revenue Subtotal	4,475	4,473	(2)	
Property Tax Levy	58,396	62,823	4,427	7.6%

Transportation

**Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032**

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
Program Area Capital										
Base Program										
05163 Ottawa Street, Nottingham Ave. to King St. & Weber Street, Sheldon Ave. to Borden Ave.		108	108	10				118		118
05164 King St, Rail Tracks to Lobsinger Ln									2,825	2,825
05174 Various Spot Resurfacings		2,884	2,884	2,884	2,884	2,884	2,884	14,420	14,420	28,840
05178 Culvert Replacements in Advance of Road Rehabilitation Projects		206	206	206	206	206	206	1,030	1,030	2,060
05264 Railway Crossing Assessments/Improvements	505	103	608	103	103	103	103	1,020	515	1,535
05265 Noise Attenuation Wall Retrofits/Repairs	50	52	102	52	52	52	52	308	258	565
05367 Dundas St, Briercrest Ave. to Hespeler Rd.		3,708	3,708	908				4,616		4,616
05375 Minor Bridge Repairs	155	155	310	155	155	155	155	928	773	1,700
05377 Ottawa St, Pattandon Ave to Imperial Dr	15		15					15		15
05381 Benton Street, Courtland Ave. to Charles St. E.				200				200	2,199	2,399
05386 Weber St, Blythwood Rd to Northfield Dr		5,109	5,109	515	10			5,634		5,634
05387 Weber St, Erb St to Forwell Creek Rd									10,805	10,805
05394 Arthur Street S., South St. to Kenning Pl.						585	3,033	3,618	3,739	7,357
05417 Church St, Spruce Ln to Arthur St	990	3,533	4,523	10				4,533		4,533
05425 Nafziger Road, Hwy 7/8 to Waterloo St./Snyder's Rd. W.									948	948
05430 Weber St. Benjamin Rd to King St									412	412
05440 Lobsinger Line, 0.6KM W. of Kressler Rd. to Anita Dr.									1,128	1,128
05474 Line 86, Northfield Dr E to Spruce Ln					113	2,101	10	2,225		2,225
05487 King St, HWY 401 to Sportsworld Dr		8,000	8,000	1,368				9,368		9,368
05489 Weber St, Forwell Creek Rd to Blythwood Rd		10	10					10		10
05494 King St, Central St to University Ave		237	237	10				247		247
05495 Sawmill Rd, River St to Snyders Flats Rd	2,470	757	3,227	10				3,237		3,237
05497 Lancaster St, Wellington St N to Bridgeport Rd	160	663	823	3,862	2,309	742	10	7,746		7,746
05498 Myers Rd, Branchton Rd to Water St	445	556	1,001	100	100	3,873	3,579	8,653	2,642	11,295
05505 Sawmill Rd at Katherine St						52	103	155	2,184	2,338
05508 Erbs Rd, Phillipsburg Bridge at Nith River (#0903)		46	46	2,245	10			2,302		2,302
05521 Traffic Count Program		155	155	155	155	155	155	773	773	1,545
05528 Retaining Wall Repairs	50	52	102	52	52	52	52	308	258	565
05529 Developer Related Projects	100	103	203	103	103	103	103	615	515	1,130
05555 Preliminary Design & Post Construction Expenditures	380	258	638	258	258	258	206	1,616	1,030	2,646
05566 Highland Rd, Fischer-Hallman Rd to Highland Hills Mall Entrance		31	31	10				41		41
05568 Kressler Road, Lobsinger Line to Arthur Rd.	115	10	125					125		125
05576 Bridge St W, Woolwich St to University Ave E		4,560	4,560	392				4,952		4,952
05582 Parkhill Rd, Ainslie St to Water St									1,123	1,123
05585 Ebycrest Road, Victoria St. N. to Bridge St. E.									1,143	1,143
05611 Storm Water Management Pond Rehabilitation	600		600	247	155	324	52	1,378	258	1,635
05612 Frederick St, Lancaster St E to Duke St									3,089	3,089

Transportation

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	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
05616 Trussler Road, Bleams Rd. to Yellow Birch Dr.	170		170					170		170
05647 Pavement Data Collection	50	52	102	52	52	52	52	308	258	565
05649 Weber St E, Montgomery Rd to Sheldon Ave							52 103	155	2,637	2,791
05651 King St N, University Ave to Weber St N	50	82	132	82	93	50	2,359	2,716	10	2,727
05654 Maryhill Road, 70m east of Notre Dame Ave. to Charles St. W.		103	103	2,039	129	10		2,281		2,281
05656 Westmount Rd W, South of Victoria St to Glasgow St and Victoria, Lawrence Ave to Fischer Hallman					180	386	5,438	6,005	3,955	9,960
05657 Westmount Rd S, Glasgow St to Erb St W		345	345	2,652	2,446	386	10	5,840		5,840
05658 Victoria St N, Lancaster St to Margaret Ave.		88	88	1,205	10			1,303		1,303
05663 Huron St, 50M East of Wilmot-Easthope Rd to Bender Bridge									644	644
05673 Roseville Rd, Dickie Settlement Rd to MTO/Region Boundary									2,075	2,075
05678 Line 86, Listowel Rd to Sloman Ln		10	10					10		10
05679 Cedar Creek Road, Cambridge/North Dumfries Bdry. to Edworthy Side Rd. (RR71)					52	1,622	10	1,684		1,684
05682 Nafziger Rd, Gerber Rd to Queen's Bush Rd	60	5	65	52	52	170	1,916	2,254	10	2,264
05683 Queens Bush Road, Firella Creek Bridge to Hutchison Rd.		98	98	62	98	144	2,766	3,167	10	3,178
05684 King St/Coronation Blvd, Water St N to Bishop St		134	134	134	2,287	8,678	8,657	19,889	1,303	21,192
05687 Erb Street, Menno St. to Westmount Rd.		129	129	100	268	2,807	10	3,314		3,314
05690 Arthur St S, Whippoorwill to First St									3,523	3,523
05692 Ainslie St S, Water St S to Water St N		410	410	422	4,058	4,017	381	9,289	10	9,299
05693 Sportsworld Drive, King St.E. to Sportsworld Crossing Rd.					52	52	1,607	1,710	10	1,720
05694 Bishop Street N., King St. E. to Concession Rd.							31	31	1,020	1,051
05695 Scott St/Main St/Stanley St, 190M E of Hilltop Dr to St Andrews St		103	103	232	335	278	2,853	3,801	834	4,635
05697 Fairway Rd N, Briar Meadow Dr to King St					227	330	258	814	16,372	17,186
05699 Fairway Rd S/Courtland Ave, King St. to Manitou Dr.									5,907	5,907
05703 Bleams Road, Manitou Dr. to Strasburg Rd.							103	103	10,666	10,769
05705 Bleams Rd, Fischer-Hallman Rd to Trussler Rd	1,055	659	1,714	6,690	6,669	1,530	10	16,613		16,613
05706 University Ave E, Bridge St W to Lincoln Rd	20		20	20	50	145	288	523	3,487	4,010
05748 Hutchison Rd, Weimar Line to Crosshill S Limits									2,647	2,647
05749 Queen's Bush Road, Nafziger Rd. to Firella Creek Bridge		36	36	21	21	155	819	1,051	21	1,071
05750 Courtland Ave E, Hayward Ave to HWY 7/8 EB Ramp	10	721	731					731		731
05754 Line 86, Katharine St. N. to Northfield Dr. E.									2,518	2,518
05758 Herrgott Rd, N Limits of St Clements to Ament Line	235	2,745	2,980	10				2,990		2,990
05761 Maryhill Rd, Waterloo/Wellington Bdry to Bridge 2501							31	31	608	639
05765 Erb Street, Margaret Ave. to King St.					82	124	319	525	5,835	6,360
05766 Snyder's Road, Gingerich Rd. to Christian St.	1,055	1,014	2,069	1,000	10			3,079		3,079
05774 King St, Grand River Bridge (#0807)		103	103	1,957	10			2,070		2,070
05778 Research & Development	60	21	81	21	21	21	21	163	103	266
05789 Water Street, Concession St. to Simcoe St.									309	309
05792 Blair Road, 120m E. of Langdon Dr. to 125m SE of Fountain St.						144	1,288	1,432	10	1,442

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	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
05794 Shantz Station Road, CNR Tracks Bridge #3001 to Hopewell Crk Bridge #3002				77	1,519	10		1,607		1,607
05796 Ottawa St, Alpine Rd to Fischer-Hallman Rd		475	475	1,455	5,485	390	10	7,815		7,815
05799 Katherine St, Lundy Rd to Bridge #2301 (Cox Creek)									196	196
05800 Eagle St, Concession Rd/Speedville Rd to King St W				62	268	278	4,692	5,299	386	5,686
05827 Bishop Street N., Conestoga Blvd. to Franklin Blvd.									2,853	2,853
05855 Church St W, Arthur St to Weigel Ave									2,910	2,910
05865 Bridge Testing & Evaluation Program	100	103	203	103	103	103	103	615	515	1,130
05893 Manser Rd at Boomer Creek S (#0505)	10		10					10		10
05901 Manser Rd at Boomer Creek N (#0506)	15		15					15		15
05902 Northfield Drive E., Scotch Line Rd. to Line 86									1,911	1,911
05914 West Montrose Covered Bridge at Grand River (#0091)	60	31	91	31	31	31	31	215	155	369
05923 Pinebush Rd, Townline Rd to Franklin Blvd					170	103	103	376	7,081	7,457
05926 REG. RD. 70 (TRUSSLER ROAD), NITH RIVER BRIDGE (SOUTH) (#7003)	205		205					205		205
05927 Fountain St N, HWY 401 to Maple Grove Rd									3,651	3,651
05928 Cedar St, Grand Ave S to Osborne St					103	103	494	700	4,069	4,769
05931 Trussler Rd, Brant/Waterloo Rd to Greenfield Rd	60		60					60		60
05932 King St E, Sportsworld Dr to Freeport Bridge						310	515	825	12,525	13,350
05933 Main St. E, Franklin Blvd to Chalmers St. and Dundas St, Briercrest Ave. to Franklin Blvd.		150	150	50	50	700	577	1,527	10,274	11,801
05934 Hawkesville Rd, Three Bridges Rd to Ament Line/Kressler Rd									1,859	1,859
05936 Queen St, Witmer Rd to HWY 7/8 EB									2,297	2,297
05937 Queen St, Water St to Bethel Rd							36	36	1,468	1,504
05939 Sawmill Rd, Musselman Cres to Arthur St S	15		15					15		15
05941 Hespeler Road, Eagle St. N./Pinebush Rd. to Hwy. 401 EB. Ramp		134	134	860	170	10		1,174		1,174
05942 Clyde Rd, Village Rd S to Dobbie Dr									3,451	3,451
05944 Roseville Rd, MTO/Region Boundary To Roseville Settlement Limits									3,121	3,121
05946 Dickie Settlement Rd, Roseville Rd to Fountain St S									2,271	2,271
05947 Grand Ave S, Cedar St to St Andrews St							52	52	577	628
05953 Ament Ln, Lavery Rd to Manser Rd									942	942
05954 Northfield Dr, Scheifele Bridge at Conestogo River (#2201)	335	93	428	9,342	9,543	4,069	10	23,392		23,392
05955 Ottawa St S, Fischer-Hallman Rd to 100M W of Trussler Rd		10	10					10		10
05957 Victoria St S, Eastforest Trail/Westforest Trail to Highgate Rd/Bramblewood St									968	968
05959 Weber St W, Queen St N to College St									839	839
05968 Nafziger Rd, Erb's Rd to 150m N of Erb's Rd									505	505
05970 Water St, Ainslie St to Concession/Cedar St	20		20					20		20
05972 Westmount Road E., Ottawa St. S. to Greenbrook Dr.					72	103	309	484	2,652	3,136
05973 Bridge St, Lexington Rd to Eastbridge Blvd									1,360	1,360

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05976 Concession Street, Chalmers St. to Chisholm St.						72	700	773	10	783
05977 Erb's Rd, Sandhills Rd to Bridge #0903 Over the Nith River	15	29	44	44	250	1,967	10	2,314		2,314
05978 William Hastings Line, Manser Rd. to Lichty Rd.									1,241	1,241
05981 Weber Street, Hwy 8 Ramp to Montgomery Rd.							206	206	4,413	4,619
05982 Notre Dame Dr, 0.38km S of Erb's Rd to St Ann Ave N		10	10					10		10
05983 King St, Northfield Dr to HWY 85 NB Ramp (Woolwich)		100	100	100	100	340	4,867	5,507	206	5,713
05986 Roseville Road, Roseville Settlement East Limit to 560m W. of Fischer Hallman Rd.	330	67	397	232	77	72	1,962	2,740	10	2,751
05987 Foundry St, Gingerich Rd to Snyder's Rd						155	129	284	1,035	1,319
05992 Main St, Grand River Bridge (#2703)	10	62	72			62		134	124	257
05995 Bridge St, Grand River Bridge (#5201)	20	103	123			103		226	206	432
05997 Dundas St at CPR (#0803)		1,257	1,257	10				1,267		1,267
06134 Weber St, Borden Ave to Queen St	5		5					5		5
06265 King St, Railway Tracks to Central St and Erb St, King St to 100M East of Caroline St		258	258					258		258
06485 Land Dedication Surveys & Purchases	65	67	132	67	67	67	67	400	335	735
06506 Bridge St, Eastbridge Blvd to Northfield Dr									93	93
06510 Bridgeport Rd/Caroline St, King St to Erb St									2,881	2,881
06582 LACKNER BLVD., FAIRWAY RD. TO VICTORIA ST.									3,850	3,850
06723 Nafziger Road, Waterloo St./Snyder's Rd. W. to Erb's Rd.									2,271	2,271
06759 University Ave E, Weber St N to Albert St	810		810	3,914	3,167	10		7,902		7,902
06762 Homer Watson Blvd, Ottawa St S to Bleams Rd	30		30					30		30
06826 Infill Sidewalk & Cycling Facilities to be Identified	110	190	300	300	300	300	300	1,500		3,000
06852 Herrgott Rd at Boomer Creek (#1001)					46	494	10	551		551
06998 Arthur St at Canagagigue Creek (#2101)	160	103	263	113	2,307	10		2,694		2,694
07053 Asset Management Program	395	324	719	309	309	324	309	1,971	1,607	3,578
07187 Maryhill Rd at Hopewell Creek (#2501)									350	350
07347 Herrgott Rd at Conestogo River (#1003)	1,290		1,290					1,290		1,290
07348 Lobsinger Line, Martin Creek's Rd to Heidelberg Cemetery									2,065	2,065
07349 Ament Line at Boomer Creek (#1705)	415		415					415		415
07350 Branchton Rd - Morrison Rd to 165m S of South Boundary Rd	10	191	200	567	10			777		777
07352 Bridgeport Rd E, Lancaster St to Margaret Ave	20	62	82	62	62	82	288	576	4,295	4,871
07358 Nafziger Rd at Wellesley Creek (#0552)						103	1,906	2,009	10	2,019
07359 Weber St at Laurel Creek (#0810)									479	479
07361 King St E, Freeport Bridge to River Rd E									1,967	1,967
07381 Wildlife Crossings		103	103	103				206		206
07384 New Dundee Rd, 50m E of Executive Pl to Reichert Dr	1,575	227	1,802	2,487	113			4,402		4,402
07390 Pinebush Rd, Franklin Blvd to Hespeler Rd							82	82	5,073	5,155
07391 Westmount Rd N, University Ave W to Columbia St							124	124	5,279	5,402
07392 Victoria Street N., Kitchener/Woolwich Bdry. to Bruce St.							206	206	6,175	6,381
07394 Erbsville Rd, Columbia St to Waterloo/Woolwich Bdry				70	100	206	309	685	5,029	5,714

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	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
07395 Canamera Parkway, Conestoga Blvd. to Hespeler Rd.									1,787	1,787
07401 Fischer Hallman Rd, HWY 7/8 Off Ramp to McGarry Dr		10	10	82	824	10		927		927
07402 Fischer Hallman Road, Victoria St. S to Erb St. W.									5,073	5,073
07403 Bridgeport Rd E, Weber St N to King St									1,962	1,962
07404 Sawmill Rd, Snyder's Flats Rd to Crowsfoot Rd & Katherine St S					93	1,746	10	1,849		1,849
07407 Clyde Rd, Dobbie Dr to Franklin Blvd									103	103
07412 River Road E., King St. E.to Fairway Rd. N.									5,001	5,001
07421 University Ave W, Albert St to Westmount Rd N							103	103	6,283	6,386
07428 Victoria Street N., Park St. to Weber St. W.									62	62
07436 Cycling Safety Education	50		50					50		50
07437 Motor Vehicle Safety Education	10		10					10		10
07438 Pedestrian Safety Education	40		40					40		40
07450 Line 86, 0.4km W of Katharine St (#8602)									618	618
07451 Line 86, 1.03km E of Northfield Dr (#8600)									366	366
07458 Branchton Road, Maple Manor Rd. to Morrison Rd.									1,344	1,344
07462 Arthur Street, Sawmill Rd to Listowel Rd									4,017	4,017
07477 Implementation of Separated Bike Ln Study	160		160					160		160
07481 Notre Dame Dr, MTO Jurisdiction Limits N of HWY 7/8 to 0.17km N of Limits	10		10					10		10
07492 Bridge St E, Ebycrest Rd to Kitchener/Woolwich Bdry									1,694	1,694
07497 Fischer-Hallman Rd at CN Rail (#5803_1 AND #5803_2)									881	881
07508 Erb's Road/Wilmot-Easthope Road, Nafziger Rd. to Perth/Waterloo Bdry.						103	3,188	3,291	10	3,301
07512 Lobsinger Line, Moser-Young Rd to Hutchison Rd									3,863	3,863
07526 Erbsville Rd, 0.2km S of Conservation Dr									165	165
07528 Arthur St S, End of Hwy 86 to Township Rd 42 (The Old Crossing)									762	762
07537 King St at Union St	240		240					240		240
07539 Courtland Ave at Stirling Ave (#5353)	260	618	878					878		878
07540 Hespeler Rd at HWY 401 Cycling Facility		1,900	1,900					1,900		1,900
07544 Asset Management Systems	35		35					35		35
07550 Bridgeport Rd E, Margaret Ave to Weber St N									1,576	1,576
07564 Storm Sewer Assessments	235	103	338	103	103	103	103	750	515	1,265
07565 Queens Bush Rd at Firella Creek		31	31	21	21	108	639	819	10	829
07567 Kossuth Rd at Chilligo Rd		21	21	52	258	10		340		340
07568 Main St, 1070 Main St to Franklin Blvd		103	103	103	155	3,049	160	3,569	10	3,579
07572 Arthur St S, Listowel Rd to Whippoorwill Dr									155	155
07591 Lancaster St, Bridgeport Rd to Bridge St Special Study Area	300		300					300		300
07592 Courtland Ave E, Hayward Ave to Manitou Dr	10		10					10		10
07594 Maple Grove R, King St E to Fountain St N	5	103	108	1,354	10			1,473		1,473
07596 Erbsville Road, Brandenburg Blvd. to Columbia St. W.	5		5					5		5

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07597 Spragues Road, Shouldice Side Rd to Cambridge/North Dumfries Bdry									3,682	3,682
07598 Arthur Street N, 170m S of Kenning Pl. to Sandy Hills Dr.									3,476	3,476
07599 Lackner Blvd, Fairway Rd to Ottawa St					41	165	922	1,128	10	1,138
07600 Lackner Blvd, Ottawa St. N to Victoria St. N							93	93	824	917
07606 Water St S, Myers Rd to 250m S of Ainslie St S				36	670	10		716		716
07607 New Signs and Markings		26	26	26	26	26	26	129	129	258
07608 MUT - Listowel Rd Timber Trail to Arthur St. (North Side)	440		440					440		440
07614 Fairway Rd, Wilson Ave to Fairway Mall Entrance (South Side)		10	10					10		10
07616 Software Procurement and Upgrades	20	103	123	103	103	103	103	535	515	1,050
07618 Courtland Ave. E at Siebert Ave.	210		210					210		210
07619 Advanced Traffic Signal Management System		1,630	1,630	1,630				3,260		3,260
07623 Schneider Creek MUP	185	397	582	1,880	10			2,472		2,472
07626 West Montrose Bridge Rehabilitation	2,320		2,320	3,257	77			5,654		5,654
07634 Gerber Rd. Moser Young Rd. to Hackbart Rd.				108	2,436	10		2,554		2,554
07648 Fischer-Hallman Rd from New Dundee Rd to Plains Rd									52	52
07649 New Dundee Road, Reichert Dr. to Reidel Dr./Cameron Rd.									1,931	1,931
07650 Homer Watson Boulevard, Bleams Rd. to Manitou Dr., including all Huron Rd. Ramps									247	247
07651 Line 86, Lavery Rd. to Road 116									5,330	5,330
07655 Ira Needles Blvd, Glasgow St. to West Hill Dr.									206	206
07658 LED Traffic Signal Lamp Replacement	300	309	609					609	927	1,536
07659 Fountain St Storm Sewer Outlet 100m West of Shantz Hill Rd	310	103	413					413		413
07660 Automated Speed Enforcement	190	470	660	470				1,130		1,130
07665 Water Street, Simcoe St. to Ainslie St.		340	340	31	319	10		700		700
07667 Foundry Street at Baden Creek (#5101)	40	110	150	364				514		514
07668 Gerber Road at Wellesley Creek (#1204)									464	464
07669 Frederick Bridge at Hwy 85 Cycling Facility				600				600		600
07674 Lancaster St. W., Bridgeport Rd. E. to Shirk Pl.				103	103	155	1,133	1,494		1,494
07675 University Ave., Fischer Hallman Rd. to Ira Needles Blvd.		62	62	268	1,303	10		1,643		1,643
07676 Cycling Facility Gaps and Upgrades (Frederick/Benton, Caroline, Weber/ Spur Line Trail)		500	500					500		500
07677 Duke Street Cycling Implementation		500	500	1,200				1,700		1,700
07679 Regional Road Assumption Criteria Policy		50	50					50		50
09035 Municipal Drainage Works	250	191	441	103	103	103	103	853	515	1,368
09256 Traffic Signal Support Program		314	314	314	314	314	314	1,571	1,571	3,142
09359 Street Lighting Modernizations/Installations	125	206	331	206	206	206	206	1,155	1,030	2,185
09415 Barrier Free Signal Requests		26	26	26	26	26	26	129	129	258
09423 Traffic Countermeasures		62	62	62	62	62	62	309	309	618
09474 Traffic Controller Replacements		361	361	361	361	361	361	1,803	1,803	3,605
09551 UPS Installations		35	35	35	35	35	35	175	175	350

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	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
09561 Minor Traffic Signal Modernizations		283	283	283	283	283	283	1,416	1,416	2,833
09646 Pedestrian & Cycling Countermeasures		100	100	100	100	100	100	500	500	1,000
Total Base Program		20,630	51,374	72,003	64,242	56,326	50,480	66,407	309,457	297,681
Expansion Program										
05284 New Dundee Rd at Fischer-Hallman Rd	30	391	421	1,916	10			2,348		2,348
05337 King St, Eagle St to Fountain St & Fountain St - King St to Shantz Hill	235		235					235		235
05549 Franklin Blvd, Myers Rd to HWY 401	550		550					550		550
05616 Trussler Road, Bleams Rd. to Yellow Birch Dr.		640	640	1,000	1,000	500	4,800	7,940	16,270	24,210
05675 Westmount Rd E, Fischer-Hallman Rd to Blockline Rd		400	400	20	70	2,600	130	3,220	10	3,230
05709 Fischer-Hallman Rd, HWY 7/8 to Columbia St Bus Lane Study	450	100	550					550		550
05752 Highland Rd W, Highland Hills Mall Entrance to Ira Needles Blvd		618	618	175	10			803		803
06269 Bridgeport Rd at Lancaster St				515	309	10		834		834
06416 Franklin Blvd, 200M N of Avenue Rd to 325M S of Bishop St	460	65	525	500	1,000	1,000	6,000	9,025	7,010	16,035
06433 Ainslie St Extension	340		340					340		340
07066 Regional Transportation Master Plan	220	258	478	52				529		529
07074 Growth Related Studies & Design	300	103	403	103	103	103	103	815	515	1,330
07087 River Road Extension, King St. to Manitou Dr.	12,000		12,000	10,000	2,000	1,000	10,273	35,273	41,527	76,800
07090 Erb St at Westmount Rd				5	221	62	10	299		299
07097 Development Related Left & Right Turn Lanes to be Identified		103	103	103	103	103	103	515	515	1,030
07104 Erbsville Road, Erb St. W. to Columbia St. W.					309	309	309	927	14,662	15,589
07116 Maple Grove Rd, Hespeler Rd to East of Fountain St		3,332	3,332	3,589	10,415	14,415	14,956	46,707	4,010	50,717
07122 Fischer-Hallman Rd, Plains Rd to 500M S of Bleams Rd		5,820	5,820	7,941	464	10		14,235		14,235
07127 Active Transportation Master Plan	20	155	175					175		175
07129 South Boundary Rd, Franklin Blvd to Dundas St		2,348	2,348	2,271	7,184	7,339	1,159	20,301	26	20,327
07131 Fountain St Extension, Victoria St to 1.0km N of Victoria St							41	41	3,739	3,780
07132 Franklin Blvd, Myers Rd to Cambridge S.E. Boundary Rd		2,000	2,000					2,000		2,000
07145 Bleams Rd at Fischer-Hallman Rd	115	3,080	3,195					3,195		3,195
07158 Transportation Tomorrow Survey and Big Data		155	155					155		155
07165 Homer Watson Blvd at Bleams Rd						21	52	72	268	340
07173 Development Related Boulevard & Shoulder Gradings	100	103	203	103	103	103	103	615	515	1,130
07178 Traffic Education Program		52	52	52	52	52	52	258	258	515
07180 Preliminary Design & Post Construction Expenditures		206	206	206	206	206	206	1,030	1,030	2,060
07192 South Boundary Rd, Water St to Franklin Blvd		4,000	4,000					4,000		4,000
07194 Canamera Pkwy, Conestoga Blvd to Franklin Blvd	90		90	200	10			300		300
07197 Pinebush Rd at Townline Rd									340	340
07217 King St at Bridge St						26	839	865	10	876
07221 Fischer-Hallman Road / Bearinger Rd., Columbia St W. to Westmount Rd. N.		2,245	2,245	8,760	9,203	1,102	10	21,321		21,321
07225 Bleams Rd at Nyles Rd	20		20	216				236		236
07247 Weber St at Glen Forrest Blvd	210	10	220					220		220

Transportation

**Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032**

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
07248 Sawmill Rd at St Charles St	265	618	883					883		883
07249 Lancaster St at Elizabeth St				155	10			165		165
07253 Growth Related Land Dedication Survey's & Purchases		103	103	103	103	103	103	515	515	1,030
07256 Intersection Improvements to be Identified		309	309	309	309	309	309	1,545	1,545	3,090
07257 Northfield Dr., Bridge St. to University Ave.		464	464	41				505		505
07258 Bleams Rd, Strasburg Rd to Fischer-Hallman Rd	1,000	139	1,139	77	9,100	8,817	113	19,246	10	19,257
07283 Lancaster St at Louisa St	100	134	234	10				244		244
07284 New Dundee Rd at Robert Ferrie Dr		639	639	3,090	113	10		3,852		3,852
07294 Ottawa St, Homer Watson Blvd to Alpine Rd	470		470					470		470
07299 East Boundary Rd, Dundas St to Wesley Blvd	125	397	522	500	1,926	3,821	319	7,088	10	7,098
07301 Road Improvement Transit Priority Strategy	150		150					150		150
07302 Transportation & Transit Forecasting Model Development	70	103	173					173		173
07303 Fountain Street N., Maple Grove Rd. to Kossuth Rd.		8,000	8,000	200	3,000	5,000	5,000	21,200	1,010	22,210
07315 New Dundee Rd at Strasburg Rd Extension					103	2,070	10	2,184		2,184
07318 Fairway Road, Briar Meadow Dr. to Lackner Blvd.					93	160	191	443	3,075	3,517
07323 Ottawa St at Westmount Rd	190	824	1,014	3,039	206	10		4,269		4,269
07325 King St E at Fairway Rd									268	268
07326 King St E at Weber St E							52	52	263	314
07327 Erb St, Ira Needles Blvd to Wilmot Ln	2,150		2,150	2,462	10			4,622		4,622
07329 Westmount Rd at Victoria St							98	98	10	108
07331 Fairway Rd at Wilson Ave									247	247
07332 Ottawa St at King St to Charles St	535		535	10				545		545
07333 Dundas St N at Chalmers St N/Gore St	110		110					110		110
07337 Hespeler Rd over HWY 401 Feasibility Study for Cycling Facility	65		65					65		65
07338 New Pedestrian Bridge Over Speed River (Preston) Study	450		450					450		450
07344 Victoria St at Fischer-Hallman Rd							314	314	10	324
07345 Victoria St at Hazelglan Dr							227	227	10	237
07346 Victoria St at Monte Carlo St							72	72	10	82
07362 Waterloo St at Nafziger Rd		366	366	891	1,869	10		3,136		3,136
07441 Dickie Settlement Rd at Roseville Rd		391	391	1,344	10			1,746		1,746
07478 New Traffic Control Installation	885	773	1,658	773	773	773	773	4,748	3,863	8,610
07538 Maple Grove Rd at Compass Trail		5	5					5		5
07551 Elmira By-Pass Study		880	880	397				1,277		1,277
07553 Sawmill Rd at Ebycrest Rd	135	196	331	1,885	10			2,226		2,226
07555 Shantz Station Rd at Kossuth Rd						155	103	258	1,040	1,298
07558 Line 86 at Floradale Rd		2,137	2,137	10				2,148		2,148
07578 Planning for Future Rapid Transit Corridors	100	52	152	52				203		203
07580 Fischer-Hallman Rd at Wallacetown Way		10	10					10		10
07581 Transportation Corridor Design Guidelines Update	100		100					100		100
07584 Shared Payment Platform (Joint with Transit Services)	200		200					200		200
07586 Townline Road, Avenue Rd. to Saginaw Pkwy.						206	206	412	5,526	5,938

Transportation

**Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032**

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
07587 University Avenue W., Ira Needles Blvd. to Fischer-Hallman Rd.					206	412	206	824	16,120	16,944
07588 Fountain St S, Blair Rd to Dickie Settlement Rd						206	206	412	5,253	5,665
07589 Eagle St, Speedsville Rd to Hespeler Rd					309	309	309	927	8,513	9,440
07609 Roseville Rd at Edworthy Sideroad		103	103	237	1,519	10		1,869		1,869
07611 Kossuth Rd at Beaverdale Rd						103	103	206	1,246	1,452
07612 Trussler Rd at Cedar Creek Rd	155	196	351	1,112	5			1,468		1,468
07613 Lancaster - Railway Grade Separation Study	190	711	901	113				1,014		1,014
07666 Fountain Street / Dickie Settlement Road Development		1,895	1,895	10				1,906		1,906
07670 Shantz Station Road at CN Rail Bridge	200	429	629	4,000	10			4,639		4,639
07671 Cambridge to Toronto Go Train Track & Station Conceptual Design	200		200					200		200
07672 Waterloo Cycling Network Upgrade and Extension	360		360					360		360
09025 Growth Related Traffic Signal Modernizations		26	26	26	26	26	26	129	129	258
Total Expansion Program	23,345	46,080	69,425	58,572	52,484	51,470	47,885	279,836	139,377	419,214
Vehicles, Equipment, Buildings / Other										
06054 Fleet Replacements Transp	2,678	2,210	4,888	2,555	1,026	438	526	9,433	5,755	15,188
06071 Machinery & Equipment Replacements		75	75	18	17	98	68	277	887	1,164
06083 Sign Shop Equipment		14	14		5		32	50	104	154
07139 Central Yard Asset Renewal	315	103	418	1,597	773	155	7,725	10,667		10,667
07140 Yard Repairs General Provision	80		80	567				647	206	853
07147 Salt Strategy Roads Operations	500	600	1,100	300	5,200	5,600	50	12,250	2,000	14,250
07662 Transportation New Summer Crew Vehicles and Equipment	275		275					275		275
09350 North Dumfries Works Yard Imp	100		100		1,030			1,130		1,130
Total Vehicles, Equipment, Buildings / Other	3,948	3,002	6,949	5,036	8,051	6,291	8,400	34,727	8,952	43,679
Total Program Area Capital	47,922	100,455	148,378	127,851	116,860	108,241	122,692	624,021	446,010	1,070,031
Facilities Managed Capital Renewal										
73001 Heidelberg Yard Renewal	60	206	266	740	271	227	14	1,517	578	2,095
73002 Phillipsburg Yard Renewal	210	59	269	576	16	243	8	1,112	341	1,453
73004 North Dumfries Yard Renewal				408	6		28	442	350	792
Total Facilities Managed Capital Renewal	270	265	535	1,724	293	469	51	3,071	1,268	4,339
TOTAL EXPENDITURE	48,192	100,720	148,912	129,574	117,153	108,710	122,742	627,092	447,278	1,074,371

Transportation

**Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032**

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	3,110	23,770	26,880	21,367	17,841	18,620	18,194	102,901	98,259	201,161
Development Charges										
Reserve Funds	17,755	44,112	61,867	48,124	44,904	44,872	51,445	251,212	177,082	428,295
Debentures	6,765	5,462	12,227	16,906	12,648	10,648	19,500	71,928		71,928
Property Taxes										
Reserves and Reserve Funds										
3980050 Transportation Capital Reserve	17,612	24,814	42,425	38,880	28,627	28,573	31,576	170,081	161,899	331,979
3980065 Facility Lifecycle Reserve	270	265	535	1,724	293	469	51	3,071	1,268	4,339
3982010 Transportation Equipment Reserve		89	89	18	22	98	99	327	991	1,318
3982160 Corporate Fleet Replacement Reserve	2,678	2,210	4,888	2,555	1,026	438	526	9,433	5,755	15,188
3984010 Transit Capital Reserve	3		3					3		3
Debentures					11,793	4,992	1,351	18,137	2,023	20,160
TOTAL FUNDING & FINANCING	48,192	100,720	148,912	129,574	117,153	108,710	122,742	627,092	447,278	1,074,371

Notes:

- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.

- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #19-037. RDC funding available beyond the expiry of the current by-law will depend on the outcome of future background studies and by-law reviews.



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Transit Services

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	61,137	61,643	506	0.8%
Benefits	19,819	22,605	2,786	14.1%
Supplies	17,506	23,048	5,542	31.7%
Maintenance	2,941	2,799	(142)	(4.8%)
Utilities	2,003	2,153	150	7.5%
Equipment	136	136		
Professional Fees & Services	11,455	12,606	1,151	10.0%
Property Taxes	668	684	16	2.4%
Rents	495	497	2	0.4%
Financial Expenses	162	212	50	30.9%
Communications	1,116	1,112	(4)	(0.4%)
Travel	44	45	1	2.3%
Contracts	23,288	26,308	3,020	13.0%
Insurance	1,767	1,843	76	4.3%
Facility Occupancy Charges	7,881	9,130	1,249	15.8%
Interdepartmental Charges	5,864	6,318	454	7.7%
Subtotal - Operating	156,283	171,139	14,856	9.5%
Debt Servicing	26,095	25,113	(982)	(3.8%)
Transfers to Reserves	9,969	10,951	982	9.9%
Subtotal - Debt / Reserves / Capital	36,064	36,064		
Gross Expenditure	192,347	207,203	14,856	7.7%
Interdepartmental Recoveries	(880)	(847)	33	(3.8%)
Net Expenditure	191,466	206,356	14,890	7.8%
Revenue				
Ontario Grants	11,795	11,825	30	0.3%
Ontario Grants - COVID	11,498		(11,498)	(100.0%)
User Fees	34,351	46,143	11,792	34.3%
Contribution from Reserves	40	2,875	2,835	7,087.5%
Contribution from RDC Reserve Funds	8,166	8,166		
Revenue Subtotal	65,850	69,009	3,159	4.8%
Property Tax Levy	125,616	137,347	11,731	9.3%

Grand River Transit Bus Services

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
Program Area Capital										
66006 Bus Stop Area Improvements	396	446	842	653	721	441	441	3,098	2,205	5,303
66008 Vehicle Additions Conventional				9,700	9,700	9,700	12,000	41,100	60,000	101,100
66010 Vehicle Replacements Mobility Plus		1,225	1,225	1,400	525	700	1,750	5,600	3,675	9,275
66011 Vehicle Replace Mobility Plus Rural		635	635	175	175	350	175	1,510	1,225	2,735
66012 Vehicle Replacements Service		150	150	370		150	275	945	560	1,505
66025 Vehicle Replacements Conventional	7,200	6,790	13,990	15,320	21,930	20,960	40,470	112,670	117,480	230,150
66029 iXpress Station Development	396		396	220	230			846		846
66041 Transit Infrastructure Improvements		100	100	100	100	100	100	500	500	1,000
66067 Voice Radio Upgrade/Replacement						294		294	2,088	2,382
66069 Install Transit Priority Measures	300		300	300	500			1,100		1,100
66071 Advanced Transit Technology	1,025	200	1,225	1,100				2,325		2,325
66092 Fairview Mall Terminal		250	250	50				300		300
66093 Blockline Station	50		50	50	742			842		842
66094 Conestoga Mall Facility Upgrade	200	100	300	2,700				3,000		3,000
66095 Conestoga College Terminal		300	300	4,050				4,350		4,350
66096 On Board Bus Camera Replacement				2,000				2,000		2,000
66114 Pedestrian Bridge Hwy 7/8		7,895	7,895					7,895		7,895
66116 GRT/ION Station Improvements		200	200					200		200
66117 Chicopee Bus Loop	178		178					178		178
66124 Transit Wayfinding Plan	50		50					50		50
66125 Farmers Market - Northfield Station Trail	260	50	310					310		310
66126 GRT Customer Service Storefronts		200	200			250		450		450
66128 Feasibility Study - Mill Station to Hayward, Rail Corrido	50		50					50		50
66129 Transit Application Software Upgrades	45	560	605	125	125	125	125	1,105	625	1,730
66130 Transit IT Infrastructure		50	50	50	50	50	50	250	250	500
66132 In-vehicle Equipment	120	50	170	50	50	50	50	370	250	620
66133 On-street GRT Equipment	300	100	400	200	100	100	100	900	500	1,400
66134 Vehicle Health Monitoring Technology		250	250	250				500		500
66135 Vehicle Depot Management System	165		165	165				330		330
66137 ION Pedestrian Crossing - Traynor Trail	400		400					400		400
66138 Miscellaneous Property Acquisitions	2,500		2,500	7,000	3,500	2,000		15,000		15,000

Grand River Transit Bus Services

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent	2023	2023					2023 - 2027	2028 - 2032	2023 - 2032
	Approvals (Estimated)	Request	Total	2024	2025	2026	2027	Subtotal	Subtotal	Total
66139 MobilityPlus Technology Requirements	100		100	50				150		150
66142 UW Transit Shelter Canopy				300	250			550		550
66144 Trinity Village Pedestrian Improvements	390		390					390		390
66145 Bus Electrification Infrastructure	2,659	500	3,159	500	4,900	4,900	2,800	16,259	4,400	20,659
66146 King/University Enhanced Transit Shelters		100	100	900				1,000		1,000
66147 GRT Northfield Solar PV	2,060		2,060					2,060		2,060
66148 GRT Strasburg Solar PV		660	660					660		660
66149 R&T Park Phillip St Lighting	160		160					160		160
66150 Westchester Walkway	90		90					90		90
66151 GRT-Active Transportation Integration	500		500	650	750	850	1,000	3,750		3,750
66152 GRT-Micromobility Infrastructure Integration	90		90	100	100	100	100	490		490
66153 High School U-Pass Feasibility Study		200	200					200		200
66154 Bus ITS Equipment Modernization	17	250	267					267		267
Total Program Area Capital	19,701	21,261	40,962	48,528	44,448	41,120	59,436	234,494	193,758	428,252
Facilities Managed Capital Renewal										
73021 Strasburg Rd Garage Building Renewal	1,892	1,035	2,927	429	2,399	2,504	480	8,738	5,614	14,352
73023 Conestoga Blvd Garage Building Renewal	322		322	496	942	329	53	2,141	751	2,892
73024 Ainslie Terminal Building Renewal		54	54	264	409	245	199	1,170	1,223	2,393
73025 Chandler Drive Building Renewal		351	351	235	544	509	41	1,680	560	2,240
73026 Northfield Drive Building Renewal				50	75	100	125	350	1,000	1,350
73028 Cambridge Centre Station				12		2		15	275	290
Total Facilities Managed Capital Renewal	2,214	1,440	3,654	1,486	4,368	3,688	897	14,093	9,423	23,516
TOTAL EXPENDITURE	21,914	22,701	44,615	50,014	48,816	44,808	60,333	248,587	203,181	451,768

Grand River Transit Bus Services

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	9,707	12,612	22,319	25,396	26,925	25,774	40,381	140,794	123,848	264,642
Development Charges										
Reserve Funds	2,435	1,838	4,273	5,682	4,175	3,325	2,648	20,103	13,270	33,373
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	732	840	1,572	1,473	1,124	1,182	897	6,249	4,547	10,796
3982250 GRT Urban Vehicle Reserve		481	481	748	142	339	748	2,457	1,552	4,009
3982260 GRT Bus Reserve	1,944	1,833	3,777	9,095	8,880	8,618	14,587	44,956	50,020	94,976
3982290 GRT Mobility Plus Rural Vehicle Res		252	252	47	47	95	47	488	1,225	1,713
3984010 Transit Capital Reserve	5,572	4,845	10,417	3,302	5,389	4,256	1,025	24,390	8,719	33,109
Debentures	1,525		1,525	4,270	2,135	1,220		9,150		9,150
TOTAL FUNDING & FINANCING	21,914	22,701	44,615	50,014	48,816	44,808	60,333	248,587	203,181	451,768

Notes:

- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.

- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #19-037. RDC funding available beyond the expiry of the current by-law will depend on the outcome of future background studies and by-law reviews.

Light Rail Transit

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
67010 Cambridge Transit Initiatives	1,000	425	1,425					1,425		1,425
68002 RT Land Acquisition	1,000		1,000					1,000		1,000
68016 Ancillary Non Construction Rapid Transit Project Co	152		152					152		152
68024 Phase 2 Environmental Assessment	750		750					750		750
68025 Rolling Stock LRT Future Vehicles									70,000	70,000
68030 Phase 2 LRT Design & Construction	400	4,600	5,000	5,000	20,000	54,400	55,050	139,450	1,507,138	1,646,588
68031 LRT System Improvements	1,500		1,500	1,500	1,500	1,500	1,500	7,500		7,500
68032 Station Enhancements									18,300	18,300
TOTAL EXPENDITURE	4,802	5,025	9,827	6,500	21,500	55,900	56,550	150,277	1,595,438	1,745,715
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	1,577		1,577	1,100	1,100	30,500	31,150	65,427	1,516,597	1,582,023
Development Charges										
Reserve Funds	449		449	156	156	156	156	1,073		1,073
Debentures	156	1,794	1,950	1,950	7,800	9,750	9,750	31,200	31,163	62,363
Property Taxes										
Reserves and Reserve Funds										
3984010 Transit Capital Reserve	244		244	244	244	244	244	1,220	14,128	15,348
3986511 RTMP Reserve Fund	1,458	1,645	3,103					3,103		3,103
Debentures	920	1,586	2,506	3,050	12,200	15,250	15,250	48,256	33,550	81,806
TOTAL FUNDING & FINANCING	4,802	5,025	9,827	6,500	21,500	55,900	56,550	150,277	1,595,438	1,745,715

- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #19-037. RDC funding available beyond the expiry of the current by-law will depend on the outcome of future background studies and by-law reviews.
- The estimated costs for ION Stage 2 are currently being updated through the development of the business case and will be presented for Council's consideration later this year



Region of Waterloo

COMMUNITY SERVICES



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Community Services

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	54,308	58,508	4,200	7.7%
Benefits	15,308	18,153	2,845	18.6%
Supplies	2,909	2,829	(80)	(2.8%)
Maintenance	256	256		
Equipment	698	687	(11)	(1.6%)
Professional Fees & Services	3,329	3,802	473	14.2%
Property Taxes	40	42	2	5.0%
Rents	1,237	1,059	(178)	(14.4%)
Grants	32,998	40,564	7,566	22.9%
Social Support and Benefit Payments	218,266	284,850	66,584	30.5%
Financial Expenses	32	32		
Communications	266	250	(16)	(6.0%)
Travel	184	166	(18)	(9.8%)
Insurance	84	88	4	4.8%
Facility Occupancy Charges	36,178	41,354	5,176	14.3%
Interdepartmental Charges	10,375	10,468	93	0.9%
Subtotal - Operating	376,466	463,108	86,642	23.0%
Debt Servicing	2,414	2,254	(160)	(6.6%)
Transfers to Reserves	3,393	3,367	(26)	(0.8%)
Subtotal - Debt / Reserves / Capital	5,807	5,620	(187)	(3.2%)
Gross Expenditure	382,273	468,728	86,455	22.6%
Interdepartmental Recoveries	(3,745)	(3,664)	81	(2.2%)
External Recoveries	(7,007)	(7,007)		
Net Expenditure	371,521	458,057	86,536	23.3%
Revenue				
Ontario Grants	228,460	298,016	69,556	30.4%
Ontario Grants - COVID	8,172	8,831	659	8.1%
Federal Grants	14,405	13,702	(703)	(4.9%)
User Fees	22,801	23,814	1,013	4.4%
Contribution from Reserves	500	433	(67)	(13.4%)
Revenue Subtotal	274,338	344,797	70,459	25.7%
Property Tax Levy	97,183	113,261	16,078	16.5%



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Commissioner of Community Services

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	315	322	7	2.2%
Benefits	79	85	6	7.6%
Supplies	1	1		
Professional Fees & Services				
Grants	1	1		
Communications	1	1		
Travel	3	3		
Facility Occupancy Charges	12	12		
Interdepartmental Charges	4	3	(1)	(25.0%)
Subtotal - Operating	417	427	10	2.4%
Transfers to Reserves		1	1	
Subtotal - Debt / Reserves / Capital		1	1	
Gross Expenditure	417	428	11	2.6%
Interdepartmental Recoveries	(417)	(428)	(11)	2.6%
Net Expenditure				
Property Tax Levy				



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Strategic & Quality Initiatives

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	2,862	2,841	(21)	(0.7%)
Benefits	852	870	18	2.1%
Supplies	4	4		
Equipment	5	5		
Professional Fees & Services	55	55		
Social Support and Benefit Payments	2,100	2,100		
Communications	3	3		
Travel	5	4	(1)	(20.0%)
Insurance	3	3		
Facility Occupancy Charges	71	27	(44)	(62.0%)
Interdepartmental Charges	29	43	14	48.3%
Subtotal - Operating	5,990	5,956	(34)	(0.6%)
Transfers to Reserves	8	8		
Subtotal - Debt / Reserves / Capital	8	8		
Gross Expenditure	5,997	5,964	(33)	(0.6%)
Interdepartmental Recoveries	(3,518)	(3,472)	46	(1.3%)
Net Expenditure	2,480	2,492	12	0.5%
Revenue				
Contribution from Reserves	500		(500)	(100.0%)
Revenue Subtotal	500		(500)	(100.0%)
Property Tax Levy	1,980	2,492	512	25.9%



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Housing Services

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	5,433	6,035	602	11.1%
Benefits	1,500	2,598	1,098	73.2%
Supplies	79	79		
Maintenance	117	117		
Equipment	152	152		
Professional Fees & Services	1,608	1,763	155	9.6%
Rents	316	239	(77)	(24.4%)
Grants	6,314	13,956	7,642	121.0%
Social Support and Benefit Payments	56,121	58,092	1,971	3.5%
Financial Expenses	6	6		
Communications	83	83		
Travel	55	55		
Facility Occupancy Charges	32,246	36,928	4,682	14.5%
Interdepartmental Charges	808	1,025	217	26.9%
Subtotal - Operating	104,836	121,128	16,292	15.5%
Transfers to Reserves	2,773	2,769	(4)	(0.1%)
Subtotal - Debt / Reserves / Capital	2,773	2,769	(4)	(0.1%)
Gross Expenditure	107,609	123,897	16,288	15.1%
Net Expenditure	107,609	123,897	16,288	15.1%
Revenue				
Ontario Grants	17,223	16,755	(468)	(2.7%)
Ontario Grants - COVID	5,382	7,625	2,243	41.7%
Federal Grants	10,553	9,322	(1,231)	(11.7%)
User Fees	15,425	16,325	900	5.8%
Contribution from Reserves		330	330	
Revenue Subtotal	48,583	50,357	1,774	3.7%
Property Tax Levy	59,026	73,540	14,514	24.6%

Waterloo Region Housing & Housing Services

Ten Year Capital Budget & Forecast (Thousands)

2023 - 2032

	Previous Unspent Approval (Estimate)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
WATERLOO REGION HOUSING										
Waterloo Region Housing Renewal										
High Rise		430	430	358	265	25	1,285	2,363	6,219	8,582
Mid Rise	537	3,720	4,257	3,009	2,446	3,011	4,683	17,406	23,463	40,869
Single & Semi-Detached	471	899	1,370	722	1,915	1,099	748	5,854	3,515	9,368
Townhouses	988	5,656	6,644	6,159	4,415	4,782	5,335	27,335	17,146	44,482
Engineering, Studies & Reports	1,288	2,083	3,371	2,108	1,895	2,432	2,427	12,233	10,941	23,174
Total Waterloo Region Housing Renewal	3,284	12,788	16,072	12,356	10,936	11,348	14,479	65,191	61,284	126,475
Waterloo Region Housing Master Plan										
Kingscourt, Waterloo	5,849	10,562	16,411	16,411	3,647			36,469		36,469
82 Wilson, Kitchener	31	7,950	7,981	16,604	7,981			32,566		32,566
Langs, Cambridge	59	1,000	1,059	30,000	38,000	8,823		77,882		77,882
140 Weber, Kitchener		100	100	100	400	10,882	11,484	22,966		22,966
Mooregate, Kitchener		100	100	100	200	1,200	70,000	71,600	149,534	221,134
Shelley/Courtland, Kitchener				50	50	100	800	1,000	123,337	124,337
Total Waterloo Region Housing Master Plan	5,939	19,712	25,651	63,265	50,278	21,005	82,284	242,483	272,871	515,354
TOTAL WATERLOO REGION HOUSING	9,223	32,500	41,723	75,621	61,214	32,353	96,763	307,674	334,155	641,829

Waterloo Region Housing & Housing Services

Ten Year Capital Budget & Forecast (Thousands)

2023 - 2032

	Previous Unspent Approval (Estimate)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
HOUSING SERVICES										
IAH (2014 Ext)	844		844					844		844
Provider Bldg Condition Assess	142		142			400		542		542
Strategic Investment	3,034	9,001	12,035	7,000	6,000	3,000	3,000	31,035	14,520	45,555
Outdoor Shelter		2,650	2,650					2,650		2,650
Affordable Housing		4,925	4,925	4,925				9,850		9,850
WRH Program Capital		195	195	195				390		390
SIF-IAH/Seniors Rental Hsg	150		150					150		150
CAN-ON HSG, Community Initiative (COCHI)	3,000	2,750	5,750	3,500	750	2,200	2,200	14,400	2,200	16,600
ON Priorities HSG, Initiative (OPHI)	1,544	1,465	3,008	750	750	2,900	2,900	10,308	2,298	12,606
SSRF#2 One Roof Projects 44 Units	350		350					350		350
Rapid Housing Initiative 2	3,954		3,954					3,954		3,954
SSRF#4 Capital	1,841		1,841					1,841		1,841
KW Urban Native Affordable Housing	2,428		2,428					2,428		2,428
TOTAL HOUSING SERVICES	17,288	20,986	38,274	16,370	7,500	8,500	8,100	78,744	19,018	97,762
TOTAL EXPENDITURE	26,511	53,486	79,997	91,991	68,714	40,853	104,863	386,418	353,173	739,591

Waterloo Region Housing & Housing Services

Ten Year Capital Budget & Forecast (Thousands)

2023 - 2032

	Previous Unspent Approval (Estimate)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	14,543	19,010	33,553	23,299	6,167	10,150	32,900	106,069	18,098	124,167
Property Taxes										
Reserve and Reserve Funds										
Facility Lifecycle Reserve		11,630	11,630	8,339	6,919	11,348	12,604	50,840	58,148	108,988
Housing General RF	5,600	5,480	11,080	9,831			1,875	22,786	3,136	25,922
Equity and Diversity Initiatives Reserve	2,428		2,428					2,428		2,428
Housing General Reserve	142	2,845	2,988	195		400		3,583		3,583
Afford Hsg Reserve	3,034	9,001	12,035	7,000	6,000	3,000	3,000	31,035	14,520	45,555
Debentures	764	5,520	6,284	43,327	49,628	15,955	54,484	169,678	259,271	428,949
TOTAL FUNDING & FINANCING	26,511	53,486	79,997	91,991	68,714	40,853	104,863	386,418	353,173	739,591

Note:

-Terms of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Children's Services

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	5,583	6,740	1,157	20.7%
Benefits	1,852	2,277	425	22.9%
Supplies	19	19		
Maintenance	1	1		
Equipment	13	13		
Professional Fees & Services	561	664	103	18.4%
Rents		2	2	
Grants	26,609	26,534	(75)	(0.3%)
Social Support and Benefit Payments	55,813	120,434	64,621	115.8%
Communications	32	32		
Travel	32	32		
Insurance	39	41	2	5.1%
Facility Occupancy Charges	151	184	33	21.9%
Interdepartmental Charges	405	708	303	74.8%
Subtotal - Operating	91,110	157,681	66,571	73.1%
Debt Servicing	318	307	(11)	(3.5%)
Transfers to Reserves	18	20	2	11.1%
Subtotal - Debt / Reserves / Capital	336	327	(9)	(2.7%)
Gross Expenditure	91,446	158,008	66,562	72.8%
Interdepartmental Recoveries	369	416	47	12.7%
Net Expenditure	91,815	158,424	66,609	72.5%
Revenue				
Ontario Grants	79,780	145,469	65,689	82.3%
Federal Grants	3,852	4,380	528	13.7%
User Fees	60	60		
Contribution from Reserves		103	103	
Revenue Subtotal	83,692	150,012	66,320	79.2%
Property Tax Levy	8,124	8,411	287	3.5%



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Seniors' Services

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	24,949	26,915	1,966	7.9%
Benefits	6,302	7,304	1,002	15.9%
Supplies	2,720	2,657	(63)	(2.3%)
Maintenance	128	128		
Equipment	351	341	(10)	(2.8%)
Professional Fees & Services	742	1,006	264	35.6%
Property Taxes	40	42	2	5.0%
Rents	51	60	9	17.6%
Social Support and Benefit Payments	1,126	1,099	(27)	(2.4%)
Communications	75	71	(4)	(5.3%)
Travel	20	9	(11)	(55.0%)
Insurance	38	40	2	5.3%
Facility Occupancy Charges	2,865	3,222	357	12.5%
Interdepartmental Charges	806	788	(18)	(2.2%)
Subtotal - Operating	40,211	43,683	3,472	8.6%
Debt Servicing	1,571	1,484	(87)	(5.5%)
Transfers to Reserves	530	522	(8)	(1.5%)
Subtotal - Debt / Reserves / Capital	2,101	2,005	(96)	(4.6%)
Gross Expenditure	42,312	45,688	3,376	8.0%
Interdepartmental Recoveries	(30)	(30)		
External Recoveries	(507)	(507)		
Net Expenditure	41,775	45,151	3,376	8.1%
Revenue				
Ontario Grants	20,846	25,078	4,232	20.3%
Ontario Grants - COVID	2,790	1,206	(1,584)	(56.8%)
User Fees	6,066	6,179	113	1.9%
Revenue Subtotal	29,702	32,463	2,761	9.3%
Property Tax Levy	12,073	12,688	615	5.1%

Seniors' Services

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
Program Area Capital										
77001 Sunnyside Passenger Van									35	35
77002 Sunnyside Accessible Van									135	135
77036 Sunnyside Tractor Replacement					60		50	110		110
77039 Voice Radio									17	17
77044 Equipment / Furnishings Replacement (LTC)	1,426	335	1,761	1,256	1,542	73	494	5,126	1,635	6,761
Total Program Area Capital	1,426	335	1,761	1,256	1,602	73	544	5,236	1,823	7,059
Facilities Managed Capital Renewal										
71042 Sunnyside Renewal	565	1,193	1,758	1,634	2,035	2,060	1,409	8,897	6,702	15,599
71045 Supportive Housing Renewal	113	382	495	830	586	123	92	2,125	855	2,980
Total Facilities Managed Capital Renewal	678	1,575	2,253	2,463	2,621	2,183	1,501	11,022	7,557	18,578
TOTAL EXPENDITURE	2,104	1,911	4,015	3,720	4,223	2,256	2,045	16,258	9,379	25,637
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	678	1,575	2,253		586	2,183	1,501	6,523	5,829	12,353
3982160 Corporate Fleet Replacement Reserve					60		50	110	170	280
3983400 Seniors' Services Capital Reserve	1,426	335	1,761	1,256	1,542	73	494	5,126	1,653	6,779
Debentures				2,463	2,035			4,498	1,727	6,226
TOTAL FUNDING & FINANCING	2,104	1,911	4,015	3,720	4,223	2,256	2,045	16,258	9,379	25,637

Note:

-Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Employment & Income Support Admin

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	15,167	15,655	488	3.2%
Benefits	4,723	5,019	296	6.3%
Supplies	86	69	(17)	(19.8%)
Maintenance	11	11		
Equipment	176	176		
Professional Fees & Services	363	313	(50)	(13.8%)
Rents	870	757	(113)	(13.0%)
Grants	74	74		
Social Support and Benefit Payments	3,298	3,253	(45)	(1.4%)
Financial Expenses	26	26		
Communications	71	60	(11)	(15.5%)
Travel	70	63	(7)	(10.0%)
Insurance	3	3		
Facility Occupancy Charges	834	982	148	17.7%
Interdepartmental Charges	8,323	7,901	(422)	(5.1%)
Subtotal - Operating	34,094	34,362	268	0.8%
Debt Servicing	525	463	(62)	(11.8%)
Transfers to Reserves	64	48	(16)	(25.0%)
Subtotal - Debt / Reserves / Capital	589	511	(78)	(13.2%)
Gross Expenditure	34,683	34,872	189	0.5%
Interdepartmental Recoveries				
Net Expenditure	34,683	34,873	190	0.5%
Revenue				
Ontario Grants	20,447	20,487	40	0.2%
Revenue Subtotal	20,447	20,487	40	0.2%
Property Tax Levy	14,237	14,386	149	1.0%



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

OW Allowances & Benefits

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Social Support and Benefit Payments	99,809	99,871	62	0.1%
Subtotal - Operating	99,809	99,871	62	0.1%
Gross Expenditure	99,809	99,871	62	0.1%
Interdepartmental Recoveries	(150)	(150)		
External Recoveries	(6,500)	(6,500)		
Net Expenditure	93,159	93,221	62	0.1%
Revenue				
Ontario Grants	90,165	90,227	62	0.1%
User Fees	1,250	1,250		
Revenue Subtotal	91,415	91,477	62	0.1%
Property Tax Levy	1,744	1,744		



Region of Waterloo

PUBLIC HEALTH & EMERGENCY SERVICES



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Public Health & Emergency Services

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	63,983	65,159	1,176	1.8%
Benefits	18,147	19,073	926	5.1%
Supplies	4,411	5,691	1,280	29.0%
Maintenance	169	162	(7)	(4.1%)
Utilities	3	12	9	300.0%
Equipment	989	661	(328)	(33.2%)
Professional Fees & Services	10,717	7,529	(3,188)	(29.7%)
Rents	661	580	(81)	(12.3%)
Grants	59	60	1	1.7%
Social Support and Benefit Payments	323	318	(5)	(1.5%)
Communications	321	370	49	15.3%
Travel	299	520	221	73.9%
Insurance	135	141	6	4.4%
Facility Occupancy Charges	2,391	2,755	364	15.2%
Interdepartmental Charges	3,548	3,693	145	4.1%
Subtotal - Operating	106,156	106,725	569	0.5%
Debt Servicing	2,429	2,192	(237)	(9.8%)
Transfers to Reserves	2,693	3,749	1,056	39.2%
Subtotal - Debt / Reserves / Capital	5,122	5,940	818	16.0%
Gross Expenditure	111,278	112,665	1,387	1.2%
Interdepartmental Recoveries	(363)	(376)	(13)	3.6%
Net Expenditure	110,915	112,289	1,374	1.2%
Revenue				
Ontario Grants	55,460	58,022	2,562	4.6%
Ontario Grants - COVID	21,448	13,921	(7,527)	(35.1%)
Federal Grants	437	404	(33)	(7.6%)
User Fees	476	477	1	0.2%
Contribution from Reserves	1,340	3,001	1,661	124.0%
Contribution from RDC Reserve Funds	206	206		
Revenue Subtotal	79,367	76,030	(3,337)	(4.2%)
Property Tax Levy	31,548	36,259	4,711	14.9%



THE REGIONAL MUNICIPALITY OF WATERLOO
 2023 Operating Budget (\$ thousands)
 Strategy, Performance and Organizational Standards

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	3,108	2,979	(129)	(4.2%)
Benefits	861	867	6	0.7%
Supplies	22	22		
Equipment	628	498	(130)	(20.7%)
Professional Fees & Services	100	100		
Rents	1	5	4	400.0%
Communications	51	51		
Travel	17	15	(2)	(11.8%)
Insurance	33	34	1	3.0%
Facility Occupancy Charges	1,098	1,308	210	19.1%
Interdepartmental Charges	2,004	1,917	(87)	(4.3%)
Subtotal - Operating	7,922	7,796	(126)	(1.6%)
Debt Servicing	511	446	(65)	(12.7%)
Transfers to Reserves	78	86	8	10.3%
Subtotal - Debt / Reserves / Capital	589	532	(57)	(9.7%)
Gross Expenditure	8,512	8,328	(184)	(2.2%)
Interdepartmental Recoveries	(167)	(173)	(6)	3.6%
Net Expenditure	8,345	8,154	(191)	(2.3%)
Revenue				
Ontario Grants	5,961	5,946	(15)	(0.3%)
User Fees	14	14		
Revenue Subtotal	5,974	5,960	(14)	(0.2%)
Property Tax Levy	2,371	2,195	(176)	(7.4%)



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Health Protection and Investigation

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	3,781	3,876	95	2.5%
Benefits	1,109	1,190	81	7.3%
Supplies	35	35		
Professional Fees & Services	173	169	(4)	(2.3%)
Rents	2	2		
Social Support and Benefit Payments	1	1		
Communications	24	24		
Travel	53	46	(7)	(13.2%)
Interdepartmental Charges	2	2		
Subtotal - Operating	5,181	5,345	164	3.2%
Gross Expenditure	5,181	5,345	164	3.2%
Net Expenditure	5,181	5,345	164	3.2%
Revenue				
Ontario Grants	3,631	3,749	118	3.2%
User Fees	1	1		
Revenue Subtotal	3,632	3,750	118	3.2%
Property Tax Levy	1,548	1,595	47	3.0%



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Infectious Diseases

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	15,088	12,936	(2,152)	(14.3%)
Benefits	3,445	2,632	(813)	(23.6%)
Supplies	1,544	2,151	607	39.3%
Maintenance	8	8		
Utilities	3	12	9	300.0%
Equipment				
Professional Fees & Services	6,829	3,236	(3,593)	(52.6%)
Rents	358	279	(79)	(22.1%)
Grants	59	60	1	1.7%
Social Support and Benefit Payments	128	130	2	1.6%
Communications	70	137	67	95.7%
Travel	42	271	229	545.2%
Facility Occupancy Charges		16	16	
Interdepartmental Charges	37	178	141	381.1%
Subtotal - Operating	27,612	22,047	(5,565)	(20.2%)
Gross Expenditure	27,612	22,047	(5,565)	(20.2%)
Interdepartmental Recoveries	41	41		
Net Expenditure	27,653	22,088	(5,565)	(20.1%)
Revenue				
Ontario Grants	7,904	7,409	(495)	(6.3%)
Ontario Grants - COVID	17,283	11,600	(5,683)	(32.9%)
User Fees	380	380		
Contribution from Reserves		203	203	
Revenue Subtotal	25,567	19,592	(5,975)	(23.4%)
Property Tax Levy	2,087	2,496	409	19.6%



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Healthy Living and Foundational Standards

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	8,330	8,034	(296)	(3.6%)
Benefits	2,375	2,371	(4)	(0.2%)
Supplies	49	43	(6)	(12.2%)
Equipment	20	20		
Professional Fees & Services	342	346	4	1.2%
Rents	269	269		
Communications	12	12		
Travel	79	85	6	7.6%
Interdepartmental Charges	279	288	9	3.2%
Subtotal - Operating	11,756	11,468	(288)	(2.4%)
Gross Expenditure	11,756	11,468	(288)	(2.4%)
Interdepartmental Recoveries	(100)	(100)		
Net Expenditure	11,656	11,368	(288)	(2.5%)
Revenue				
Ontario Grants	5,853	6,596	743	12.7%
Ontario Grants - COVID	2,500	1,250	(1,250)	(50.0%)
Federal Grants	437	404	(33)	(7.6%)
Contribution from Reserves		15	15	
Revenue Subtotal	8,790	8,264	(526)	(6.0%)
Property Tax Levy	2,866	3,104	238	8.3%



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Child, Family and Dental Health

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	5,101	4,966	(135)	(2.6%)
Benefits	1,575	1,554	(21)	(1.3%)
Supplies	265	259	(6)	(2.3%)
Maintenance	6	6		
Equipment	15	15		
Professional Fees & Services	2,070	2,071	1	
Rents	26	20	(6)	(23.1%)
Social Support and Benefit Payments	194	187	(7)	(3.6%)
Communications	30	24	(6)	(20.0%)
Travel	90	86	(4)	(4.4%)
Insurance				
Facility Occupancy Charges	45	53	8	17.8%
Interdepartmental Charges	(21)	(136)	(115)	547.6%
Subtotal - Operating	9,395	9,106	(289)	(3.1%)
Transfers to Reserves	7	4	(3)	(42.9%)
Subtotal - Debt / Reserves / Capital	7	4	(3)	(42.9%)
Gross Expenditure	9,402	9,110	(292)	(3.1%)
Interdepartmental Recoveries	(138)	(144)	(6)	4.3%
Net Expenditure	9,264	8,966	(298)	(3.2%)
Revenue				
Ontario Grants	7,700	7,494	(206)	(2.7%)
Contribution from Reserves				
Revenue Subtotal	7,700	7,494	(206)	(2.7%)
Property Tax Levy	1,565	1,472	(93)	(5.9%)



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Paramedic Services

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	28,575	32,368	3,793	13.3%
Benefits	8,781	10,458	1,677	19.1%
Supplies	2,498	3,181	683	27.3%
Maintenance	156	149	(7)	(4.5%)
Equipment	326	128	(198)	(60.7%)
Professional Fees & Services	1,202	1,608	406	33.8%
Rents	5	5		
Communications	134	122	(12)	(9.0%)
Travel	16	16		
Insurance	102	107	5	4.9%
Facility Occupancy Charges	1,248	1,377	129	10.3%
Interdepartmental Charges	1,248	1,442	194	15.5%
Subtotal - Operating	44,290	50,962	6,672	15.1%
Debt Servicing	1,918	1,746	(172)	(9.0%)
Transfers to Reserves	2,608	3,659	1,051	40.3%
Subtotal - Debt / Reserves / Capital	4,525	5,405	880	19.4%
Gross Expenditure	48,815	56,367	7,552	15.5%
Net Expenditure	48,815	56,367	7,552	15.5%
Revenue				
Ontario Grants	24,411	26,828	2,417	9.9%
Ontario Grants - COVID	1,665	1,071	(594)	(35.7%)
User Fees	81	82	1	1.2%
Contribution from Reserves	1,340	2,782	1,442	107.6%
Contribution from RDC Reserve Funds	206	206		
Revenue Subtotal	27,703	30,970	3,267	11.8%
Property Tax Levy	21,112	25,397	4,285	20.3%

Paramedic Services

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
Program Area Capital										
82001 Vehicle Replacement-Ambulance	1,118	1,578	2,696	1,578	2,367	2,367	2,367	11,375	16,043	27,418
82003 Vehicle Replacement-ERU	46	180	226			450	90	766	630	1,396
82004 Vehicle Replacement-ESU							50	50	175	225
82005 Vehicle Replacement-Admin & Van	80	65	145		85	180		410	195	605
82006 Equipment-Defibrillators						2,250		2,250	2,820	5,070
82013 Equipment-Laptops				415			644	1,059	758	1,817
82017 Station 2024 Expansion (N2 Concession)		1,000	1,000	2,400	200			3,600		3,600
82018 Station 2026 Expansion (N1 FH & Bleams)				3,000	1,000	2,400	200	6,600		6,600
82024 Vehicle New - Ambulance Master Plan	500	3,384	3,884	1,128	1,128	1,128	1,128	8,396	3,948	12,344
82026 Server Hardware Upgrade	55		55		55			110	110	221
82028 Modems/Hardware - AVL/GPS System				132				132	132	264
82029 Automated Drug/Supply Dispensing System				255				255		255
82030 Stretcher Replacement							1,584	1,584		1,584
82031 Voice Radio	25		25					25	274	299
82032 Vehicle New - ERU Master Plan		110	110					110		110
82034 Station - Replacement (02 Westmount)	109		109	3,000	1,000	2,400	200	6,709		6,709
82036 Equipment - Master Plan - Defibrillators	60	390	450	120	120	120	120	930	420	1,350
82037 Equipment - Master Plan - Laptops	80	141	221	42	42	42	42	388	146	534
82038 Equipment - Master Plan - Stretchers	113	272	385	91	91	91	91	747	317	1,064
82039 Equipment (pooled)		250	250	250	250	250	250	1,250	1,250	2,500
82041 Community Paramedicine LTC Waitlist		6	6			121		127	347	475
82042 Station – 2028 Expansion (N3 Main & Dundas)						3,000	100	3,100	2,600	5,700
82043 Station – 2030 Expansion (N5 River & Fairway)									6,600	6,600
Total Program Area Capital	2,187	7,376	9,563	12,410	6,337	14,798	6,865	49,974	36,766	86,740
Facilities Managed Capital Renewal										
74881 PSV HQ South Building Renewal	82	148	230	51	286	480	71	1,118	856	1,974
74887 PSV HQ North Building Renewal				50	75	100	125	350	1,000	1,350
74888 PSV Stations Renewal				131	84	46	133	395	486	880
Total Facilities Managed Capital Renewal	82	148	230	232	445	627	329	1,863	2,342	4,205
TOTAL EXPENDITURE	2,269	7,524	9,793	12,642	6,783	15,425	7,194	51,837	39,108	90,945

Paramedic Services

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies		6	6					6		6
Development Charges										
Reserve Funds	316	157	473	628	628	628	628	2,986	2,198	5,184
Debentures		390	390	1,206	168	216	18	1,998		1,998
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	82	148	230	232	445	627	329	1,863	2,342	4,205
3982210 Ambulance Vehicle Reserve	1,505	5,182	6,687	2,165	3,039	3,584	3,094	18,566	19,291	37,857
3982220 Ambulance Equipment Reserve	258	1,031	1,289	1,217	471	2,787	2,644	8,408	6,077	14,484
Debentures	109	610	719	7,194	2,032	7,584	482	18,011	9,200	27,211
TOTAL FUNDING & FINANCING	2,269	7,524	9,793	12,642	6,783	15,425	7,194	51,837	39,108	90,945

Notes:

- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #19-037. RDC funding available beyond the expiry of the current by-law will depend on the outcome of future background studies and by-law reviews.



Region of Waterloo

CORPORATE FINANCIAL



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Corporate Financial

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	62		(62)	(100.0%)
Benefits	34		(34)	(100.0%)
Supplies	1		(1)	(100.0%)
Equipment	1		(1)	(100.0%)
Professional Fees & Services	457	348	(109)	(23.9%)
Grants	684	825	141	20.6%
Financial Expenses	6,474	8,574	2,100	32.4%
Communications	12		(12)	(100.0%)
Travel	2		(2)	(100.0%)
Facility Occupancy Charges	27		(27)	(100.0%)
Interdepartmental Charges	139	130	(9)	(6.5%)
Subtotal - Operating	7,894	9,877	1,983	25.1%
Debt Servicing	387		(387)	(100.0%)
Transfers to Reserves	2,730	3,451	721	26.4%
Discretionary DC Exemptions	9,414	9,414		
Subtotal - Debt / Reserves / Capital	12,531	12,865	334	2.7%
Gross Expenditure	20,425	22,741	2,316	11.3%
Interdepartmental Recoveries	(1,900)	(1,900)		
Net Expenditure	18,525	20,841	2,316	12.5%
Revenue				
Ontario Grants		135	135	
Ontario Grants - COVID	1,570	215	(1,355)	(86.3%)
User Fees	25	10	(15)	(60.0%)
Interest Earnings	582	582		
Contribution from Reserves	750	915	165	22.0%
Supplementary Taxes	10,000	12,500	2,500	25.0%
Payments in Lieu	8,240	9,160	920	11.2%
Revenue Subtotal	21,167	23,517	2,350	11.1%
Property Tax Levy	(2,641)	(2,675)	(34)	1.3%

Corporate Financial

Ten Year Capital Budget and Forecast (Thousands) 2023 - 2032

	Previous Unspent Approvals (Estimated)	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
EXPENDITURE										
99057 130 Water (South Parcel) Brownfield Incentives		652	652	534	534	534	534	2,788	1,058	3,846
99060 55 Mooregate Brownfield Incentives		33	33	33	33			99		99
99063 100 Victoria St South Brownfield Incentives		13	13					13		13
99066 83 Elmsdale Brownfield Incentives					688	688	688	2,063	2,716	4,779
99067 445 King Brownfield Incentives		220	220					220		220
99075 1 Adam Brownfield Incentives		337	337	337	272	597		1,542		1,542
99076 1011 Homer Watson Brownfield Incentives				1,269	1,145	1,059	812	4,285	1,036	5,321
99077 19 Guelph (Parcel A) Brownfield Incentives		80	80	80	80	80	80	400	320	720
99078 19 Guelph (Parcel B) Brownfield Incentives		178	178	178	178	82		617		617
99080 70 King Street Brownfield Incentives					664	79		743		743
99081 119 Roger Street Brownfield Incentives				374	374	374	374	1,494	852	2,346
99083 64 Grand Avenue Brownfield Incentives		764	764	764	764	764	497	3,551		3,551
99084 270 Spadina Brownfield Incentives					118	118	118	355	592	948
99085 498 Eagle Brownfield Incentives				165	165	165	165	659	724	1,383
99086 475 King Brownfield Incentives		444	444					444		444
99087 215 Lexington Brownfield Incentives		23	23					23		23
99092 University of Waterloo School of Optometry	1,000		1,000					1,000		1,000
99093 60 Charles Street/24 Gaukel Brownfield Incentives		499	499	499	499	499	499	2,497	777	3,274
99094 152 Shanley Street Brownfield Incentives				136	136	136	136	544	680	1,224
99097 93 Grand Avenue Brownfield Incentive Grant		14	14	14	14	14	14	71	24	94
TOTAL EXPENDITURE	1,000	3,257	4,257	4,382	5,663	5,189	3,916	23,407	8,780	32,187
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980140 Brownfield Incentive Program Reserve		3,257	3,257	4,382	5,663	5,189	3,916	22,407	8,780	31,187
3980720 Tax Stabilization Reserve	1,000		1,000					1,000		1,000
TOTAL FUNDING & FINANCING	1,000	3,257	4,257	4,382	5,663	5,189	3,916	23,407	8,780	32,187



Region of Waterloo

ASSOCIATED AGENCIES



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Waterloo Regional Heritage Foundation

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Grants		100	100	
<i>Subtotal - Operating</i>		100	100	
Gross Expenditure		100	100	
Net Expenditure		100	100	
Property Tax Levy		100	100	



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Region of Waterloo Arts Fund

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Grants	393	393		
Subtotal - Operating	393	393		
Gross Expenditure	393	393		
Net Expenditure	393	393		
Revenue				
Contribution from Reserves	50		(50)	(100.0%)
Revenue Subtotal	50		(50)	(100.0%)
Property Tax Levy	343	393	50	14.6%



THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Immigration Partnership Council

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	393	422	29	7.4%
Benefits	86	87	1	1.2%
Supplies	1	1		
Maintenance	24		(24)	(100.0%)
Professional Fees & Services	88	196	108	122.7%
Rents	16	15	(1)	(6.3%)
Communications	12	66	54	450.0%
Travel	19	17	(2)	(10.5%)
Facility Occupancy Charges		12	12	
Interdepartmental Charges	34	74	40	117.6%
Subtotal - Operating	673	889	216	32.1%
Transfers to Reserves	2	2		
Subtotal - Debt / Reserves / Capital	2	2		
Gross Expenditure	675	891	216	32.0%
Net Expenditure	675	891	216	32.0%
Revenue				
Ontario Grants		150	150	
Federal Grants	567	627	60	10.6%
User Fees	58	65	7	12.1%
Revenue Subtotal	625	841	216	34.6%
Property Tax Levy	50	50		

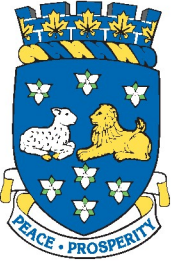


THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget (\$ thousands)

Assessment Delivery Services (MPAC)

	2022 Budget (Restated)	2023 Budget	Budget Change \$	Budget Change %
Expenditure				
Professional Fees & Services	7,051	7,090	39	0.6%
Subtotal - Operating	7,051	7,090	39	0.6%
Gross Expenditure	7,051	7,090	39	0.6%
Net Expenditure	7,051	7,090	39	0.6%
Property Tax Levy	7,051	7,090	39	0.6%



MEMBERS OF COUNCIL
FROM THE DESK OF:

Doug Craig

Councillor Michael Harris,

I do wish to thank you for your email of December 21st regarding the path forward on our upcoming budget. I would like to now make recommendations that will be considered for the budget both for items particular to the City of Cambridge and items that will have an affect across the Region of Waterloo.

Therefore, I have decided to put my concerns and recommendations in a memo form so they can receive the proper attention before we sit down as a council to review all aspects of the upcoming budget. It is my request that each issue that I have raised is separately dealt with as a budget item.

Health and Social Services:

To begin, in my own personal analysis of social issues in the City of Cambridge along with numerous discussions with various stakeholders and staff, it has become apparent that there is a lack of resources on a number of levels that I feel that need to be discussed and considered for the Cambridge community.

Youth Shelter:

Since Argus House has changed their working model, we have no shelter for youth in Cambridge and many stakeholders have made it clear that a majority of homeless Cambridge youth do not wish to go to Kitchener because it is not their community and as a result, they feel out of place, and a number end up on the streets.

Women's shelter:

The same issues arise as with the youth shelter where women do not want to access the YW in Kitchener because their supports are here in Cambridge.

Detox beds:

We currently do not have any detox beds in Cambridge and the frustration in trying to access the limited number of beds at Grand River Hospital turns a number of people away who are attempting to seek help.

Bus tickets/Bus passes/ Shuttle service:

Individuals from the Bridges need to access necessary services and appointments in the Cambridge and KW area if in the transitional process we are intent in moving people out of the shelter system.

Outreach workers:

There is an urgent need in assisting “The Bridges” in properly housing individuals. The Bridges has housed over 200 people since the beginning of the pandemic and they are in a critical need for two outreach workers to assist them in their continuing efforts. The issue is clear. In order to keep people housed, it is important on an ongoing basis to have supports in place once individuals graduate from the shelter space. Both a nurse and trained social worker are needed to continue the successes of the programme.

Transitional housing:

It has become apparent that Cambridge is in need of transitional housing and I feel as a region that we need to continue to investigate possibilities with discussions from local stakeholders of securing various buildings on the market that would accommodate those needs. Transitional housing is critical for the security of individuals and the stability that it provides so that individuals can make better choices about their lives. A public discussion should include various stakeholders in the community, especially the Bridges, and a separate dialogue should start between the Region and the Bridges regarding its future and direction in the upcoming years. The present human landscape and its challenges now involves everything from a growing senior population in shelters which is about 40% with their “unequal” medical, aging needs, to a percentage of individuals using drugs in the shelter to the need for transitional housing for those that graduate from the shelter system.

Approaches:

It became apparent to me that a number of the agencies that I spoke to had a story to tell of needs, challenges and frustration in their efforts to serve the vulnerable populations in their sphere of care. On reflection, it became apparent that a community discussion needs to take place in two major areas in order to stitch together singular concerns in to a more comprehensive approach to community needs.

First: I believe we need to invite a number of service providers across the region to a round table discussion on the needs of the regional community in a number of areas before the finalization of the Regional budget in order to get a more rounded view of concerns. Such providers would include but not be restricted to the Bridges, both food banks, Neighbourhood associations, John Neufeld (House of Friendship Addiction Treatment Centre), Joe and Stephanie Mancini (The Working Centre), Sandy Dietrich-Bell (oneROOF) and “SHOW” from Waterloo.

Second: We need to do a complete review of the drug strategy in the Region of Waterloo. I agree with a recent published article that stated, “We are in the midst of an ongoing drug crisis”. We cannot simply continue forward on the same pathway accepting over 100 annual overdose deaths. Let me frame a perspective. Would we simply tolerate 604 deaths over the last five years in roundabout traffic accidents with the same subdued acceptance? As one outreach worker publicly stated, “the lack of concern from the wider community about the death toll [overdoses] doesn’t make sense to her, especially when some people die without anyone to identify them”. Clearly, this needs a full council and community discussion in order to forge a more comprehensive approach towards a drug strategy.

Cambridge Transportation:

The truck diversion study in Cambridge was an excellent start in bringing to the attention of the regional community the traffic issues putting undue stress on the road system in the community. Along with some short-term relief from a possible ban of truck traffic in the downtown, which will come before Regional Council in March, the real need is for a completion of the by-pass for the city. Therefore, it is important to know when this is going to be completed and to strategize on how this by-pass can be accelerated in the ten-year capital forecast in order to see an earlier completion date. Also, in concert with this concern, is the need for a discussion now of a new traffic bridge crossing the Grand River at a future date.

Cambridge has no rapid transit system. Discussions around a Light Rail Transit Extension to the community along with a GO train proposal to the Guelph line need to be addressed with updated costs and complete time lines. This needs to be seen as a priority considering the fact that 150,000 regional residents have no proper access to either type of system now or apparently in the near future.

Summary:

I am fully aware of the challenges that are inherent in this present budget and the need to be mindful of the ability for residents to afford increases. However, I think we also need to be mindful of the human scale of concerns that now finds itself in encampments, shelters and without proper housing or rehabilitation centres to tackle the growing health needs of the regional community. The budget in my opinion should be looked at in a different perspective. The health and housing needs of our residents needs to be a major priority even if it means delaying capital projects forecasted in the coming years or if it means reducing funding in a number of items in our current budget.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Doug Craig". The signature is fluid and cursive, with a large initial "D" and "C".

Doug Craig, Regional Councillor, Cambridge

To: Chair Michael Harris
Date: January 6, 2023
RE: Submission for consideration in the deliberations for the 2023 Region of Waterloo Budget.

This is a request for funding to provide for security services at the oneROOF Youth Services location on Sheldon Ave., Kitchener. Since the opening of the shelter at the former Schwaben Club, there has been a noticeable increase in incidences involving adults at their shelter and the immediate neighbourhood.

oneROOF Youth Services is committed to providing for the safety, support and overall well-being of youth who are experiencing homelessness, and youth who are at-risk of homelessness, aged 12-25, in Waterloo Region.

Historically, oneROOF Youth Services has had a strict policy where they denied adults (over 25) onto property. The reasons for this include the vulnerability of the youth they support, the very real threat of sex trafficking and grooming of youth, increased drug sales, violence etc. Since the building of their Next Steps Housing Supportive Housing building, they have had to alter their policies slightly to allow for tenant guests that might be outside their mandate. However, they have maintained strict protocols for signing in of guests and limits regarding the length of visits.

Unfortunately, oneROOF has noticed a marked increase in adults wandering into their property since the opening of the Schwaben Club Shelter. The foot traffic has increased dramatically, and adults come on site totally uninvited. This has increased the incidents of violence and the issuance of No Trespass Orders; as well as complaints from youth who are feeling unsafe, staff who are reluctant and ill-equipped to deal with adults and neighbours who are demanding oneROOF keep these folks off their property. Since moving to Sheldon Ave oneROOF has worked hard to alleviate NIMBYism, but sadly it has been reawakened due to the increased adult presence in the neighborhood.

Staff, youth and neighbours are seeking security on site and to patrol the surrounding streets due to feeling unsafe and threatened by these adults.

In the month of December, oneROOF had 22 critical incidences that involved adults coming onto the property and either causing conflict with youth or with staff. A specific example of one of those incidences was an adult wanting a youth to come outside to him, and when told to leave, threw rocks through the youth's window. The adult was trying to get the youth's attention. The adult verbally threatened staff when asked to leave and told them he would "mess them up and follow them home". He claimed he could go where he pleased, and the youth was "his" and we should stay out of it.

OneROOF is seeking funding to employ 4-5 security staff to help alleviate the growing tensions and incidences of violence and/or confrontations. The preference would be to employ security guards during the day, evenings and overnight. OneROOF would prefer that existing day staff not be responsible for enhanced security, along with their regular duties.

Respectfully submitted by Councillor Rob Deutschmann

Proposal for GRT Concessionary Transit:

1. **Children under 12 provided with free transit.** Currently, ages 0-5 are free, while 6-12 pay full fare with no option to pay for a monthly pass.
2. **Seniors over 65 to be provided with free transit on Wednesday and Sunday.** Currently, this group pays regular fare or pass rates.

Motivations

There are many reasons that would motivate an effort to increase access to free transit for both youth and older adults and a few of them are:

- Building transit ridership addresses:
 - **Transform Waterloo Region**¹ Actions 1, 2, and 6
 - **United Nations Sustainable Development Goals**² 1, 3, 10, 11, and 12
- Reduced reliance on personal automobiles, with reduced associated costs. In addition, transit use increases independence as access to personal automobiles is reduced as the population ages
- Studies are showing that people outlive their ability to drive by seven to ten years. The ability to use public transit is essential for many older adults in later stages of life.
- Reduced air pollution in the region
- Transit use reduces the need for parking at destinations, while removing congestion and parking as sources of stress for drivers
- Increased equity amongst members of Waterloo Region communities by providing mobility options to those that have few
- Improve health of the community, as transit use is accompanied by increased active transportation such as walking to a bus stop.
- Reduce social isolation, while promoting community building. This is carried out by creating additional opportunities for interactions and gatherings in shopping and social environments
- By providing free public transit for children, we build transit use as a habit leading to lifelong ridership
- As our population increases, the need for climate-friendly forms of transportation continues to grow
- Waterloo Region is an outlier amongst comparable Ontario systems in not adopting more concessionary transit policy targeting demographic groups. This is supported by

¹ <https://climateactionwr.ca/wp-content/uploads/2021/07/Final-TransformWR-Stragegy.pdf>

² <https://sdgs.un.org/goals>

the data found in the following table. A needs-based focus carries a higher administrative overhead.

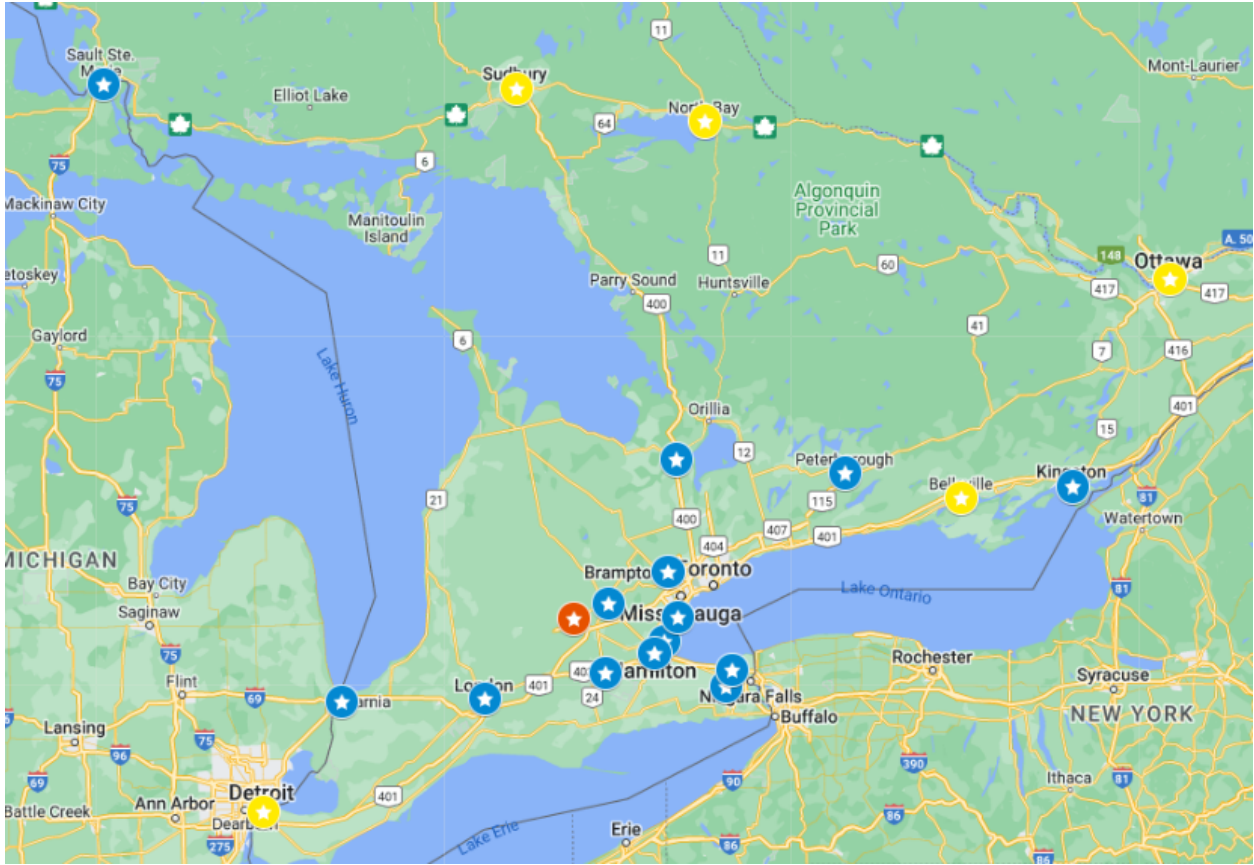
Regional System Comparisons

It's difficult to make a broad apples-to-apples comparison of transit systems. This is because there is no universal fare/pass grid. For example, some systems have a child/adult/senior grid, while others have a child/youth/secondary/adult/senior grid. Nevertheless, the table and map below summarize the practices of 20 systems in Ontario. A few notes:

- Where a pass is expressed as a percentage, this is in relation to a standard adult cost. For example, if an adult pass is \$100 and a seniors pass is \$75, then it would be recorded as "65+, \$75 (75%)"
- Waterloo Region offers free transit for veterans that are 65+
- Brantford offers free transit for all veterans.
- Orangeville has begun a two-year pilot to evaluate free transit for all residents. It's not clear at a glance how non-residents are accommodated.
- Many systems have a parallel needs-based fare/pass structure.
- Most systems require children to be accompanied by a paying adult, but it's not entirely clear what happens for unaccompanied children.
- Most systems begin senior pricing at 65, but Sault Ste Marie and Windsor begin at 60.
- This table focuses on monthly pass prices. Only Peterborough appears to have annual and semi-annual passes, while a few others have part-month passes and weekly passes.

Transit System	Child	Seniors
Waterloo Region	0-5 FREE 6-12 fare (100%) No pass	65+ Regular Fare
Barrie	0-12 FREE	65+ \$53 (60%)
Belleville	0-4 FREE 5-12 fare (67%)	65+ fare (75%) pass \$65 (100%)
Brampton	0-5 FREE 6-12 \$84 (66%)	65+ FREE
Brantford	0-12 FREE	65+ \$55.50 (76%)
Burlington	0-12 FREE	65+ FREE 0900-1430
Guelph	0-12 FREE	65+ \$68 (85%)

Hamilton	0-12 FREE	65+ \$38.50 monthly (34%) 65+ \$385 annual pass (28%) 80+ FREE
Kingston	0-14 FREE	65+ \$68.75 (100%)
London	0-12 FREE	65+ \$95 (100%)
Niagara	0-12 FREE	65+ \$63 (74%)
North Bay	0-12 FREE (up to 3 w/adult)	65+ \$61 (71%)
Oakville	0-12 FREE	65+ pass \$65.40 (48%) FREE on Monday
Orangeville	0+ Free	0+ Free
Ottawa	0-7 FREE 8-12 fare (50%)	65+ \$47.75 (38%) FREE on Wednesday and Sunday
Peterborough	0-12 FREE	65+ \$250 (annual)
Sarnia	0-12 FREE	65+ \$60 (78%)
Sault Ste Marie	0-12 FREE	60+ \$63.50 (86%)
St Catharines	0-12 FREE	65+ \$57 (63%)
Sudbury	0-4 FREE 5-12 \$56 (64%)	65+ \$56 (64%)
Windsor	0-12 FREE	60+ \$51.40 (51%)



In this map, the tabular data is summarized broadly. The red star is Waterloo Region. Blue Stars offer free transit for 0-12. Yellow stars sub-divide the 0-12 age group into free and paid tiers.

REGION OF WATERLOO STRATEGIC PLANNING AND BUDGET COMMITTEE PROPOSAL

Date: January 6, 2023

For: Chair Michael Harris, Strategic Planning and Budget Committee, Kitchener Regional Councillor, Regional Chair Redman and Corporate Leadership Team

From: Dorothy McCabe, Mayor of Waterloo, Waterloo Regional Councillor

PROPOSAL:

A five year reduction of Grand River Transit's (GRT) fares to achieve an annual flat rate that is, at a minimum, 75% of the current 2023 annual adult fare.

REQUESTS:

- For staff to provide a cost-benefit analysis including the opportunity costs associated with significantly reducing GRT fares over five years with the goal of achieving an annual flat fare rate that is at a minimum 75% of the 2023 annual adult pass.
- For Council to prioritize GRT fare reduction over five years within the upcoming Strategic Plan.
- For Council to amend the Active Transportation (AT) policy to enable the ability to create multi-use paths, trails, separated cycling paths independent of roadworks and expansion projects.
- For Council and staff to de-couple the AT budget from the roadwork capital budget to enable the prioritization of AT projects and of climate change goals.
- For Council to prioritize funding connected to climate change initiatives and goals in the budget and in the Strategic Plan.

ISSUE:

Annual GRT fares are approximately \$23 million. While not insignificant, compared to the cost of a road or intersection widening and considering the positive community building impacts public transit has, covering the gradual reduction in fares is an achievable and important goal.

The annual adult fare pass is \$1,080. For families attempting to travel using annual transit passes, the cost is significant and is comparable to annual costs for a vehicle. To address affordability and climate change issues, the cost of transit fares need to drop.

Implementing an annual flat rate transit fee could significantly increase ridership thereby offsetting the revenue loss from reducing the cost of the annual passes.

Gas powered transportation is one of the largest sources of carbon emissions. To achieve the Region, local municipalities, environmental organizations and residents' climate change goals – as well as other regional goals - more targeted and urgent climate change action needs to be prioritized.

To reduce carbon emissions, to increase the equity and accessibility of our community, to reduce the significant and ongoing costs of road building, maintenance, widening and reconstruction, the Region must strategically re-align its transportation system priorities with a focus on significantly increasing GRT ridership combined with hyper-connected active transportation options.

Reducing GRT fares is a more cost effective, progressive and upstream approach as opposed to ongoing road and intersection widening. Fare reduction addresses a variety of other important, inter-connected upstream issues such as increased belonging, health, mental health, wellness, talent attraction, equity, accessibility and effective land use planning.

Reducing GRT fares strategically aligns with Regional and local municipalities' commitments to address the declared climate emergency and Council approved TransformWR's 50by30 and 80by50 goals.

POTENTIAL FUNDING SOURCES:

Some of Regional Council's AT, carbon reduction and climate change goals are at odds with roadworks projects currently in the capital budget. Understanding that capital and operating budgets should be considered separately, it is problematic and limiting to have the AT budget directly tied to the roadwork capital budget as this makes the necessary expansion of AT initiatives dependent on expensive, carbon intensive roads projects.

As per the above noted requests, it is imperative that Council and staff prioritize transportation related carbon reduction projects in its budget and its strategic planning process.

With respect to potential funding, the proposal is to stop road and intersection widening projects and reallocate these funds and the ongoing operating funding connected to those capital projects to the Active Transportation budget.

Building the LRT reduced urban sprawl by 50% and therefore saved the region an estimated \$300 M as new regional roads will not have to be built. Similarly, significantly improving GRT service will enable the Region to avoid having to build new roads.

BACKGROUND:

- **Climate Emergency:** In 2018 regional and local municipal councils declared a Climate Emergency and in 2020, councils approved TransformWR, Waterloo Region's Transition to an equitable, prosperous, resilient low carbon community with four calls to action and six transformative changes. Specifically:
 - **Transform the Ways We Move:** By 2050, most trips are taken using active transportation with the support of a robust public transportation system.
 - Five strategies were identified:

- Redesign, rebuild and maintain our transportation system to prioritize active transportation.
 - Continue to build a robust and accessible public transit system that conveniently serves people across the community.
 - Support people to walk, cycle or roll and build a culture of active transportation and public transit ridership.
 - Transition to low energy movement of commercial goods.
 - Build compact urban and settlement areas that are efficient for energy, services, infrastructure and transportation and make existing and new communities ‘complete communities’.

- **Transportation** is about more than moving people and goods. Reducing fare costs is a **more cost effective financial solution** than road and intersection widening as reduced public transit fares solves multiple challenges. For example:
 - **Planning and Land development**
 - The construction of the ION reoriented development significantly and reduced sprawl by 50% which reduces regional and local municipalities’ ongoing infrastructure servicing costs.
 - **Economic Development**
 - Knowledge economy talent prefers intensified, interconnected complete communities that enable live, work, play opportunities.
 - **Equity and Accessibility**
 - People of all ages, stages and abilities must be able to move through our communities with more connectedness, safety and accessible modalities
 - **Belonging and Wellness**
 - Reduced fares increase the ability of youth, in particular, to access our community. The Children and Youth Planning Table and other indexes indicate a high degree of disconnection among youth.
 - Increased use of public transit in combination with active transportation improves physical and mental health outcomes
 - **Climate Change Mitigation and Adaptation**
 - As is noted above.

- **Service Improvements** for Grand River Transit are also needed. For example, increased bus frequency to the suburbs across the region, more I-Express buses to and from Cambridge and to township locations are required and electric buses are needed.