Regional Municipality of Waterloo
Strategic Planning and Budget Committee
Agenda

Date: Wednesday, February 1, 2023
Regular Session: 1:00 p.m.
Closed Session: 1:05 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

1. Call to Order
2. Land Acknowledgement
3. Declarations of Pecuniary Interest under the “Municipal Conflict of Interest Act”
4. Motion to go into Closed Session
   Recommended Motion:
   That a closed meeting of the Strategic Planning and Budget Committee be held on February 1, at 1:05 p.m. in accordance with Section 239 of the “Municipal Act, 2001”, for the purposes of considering the following subject matters:
   (a) advice that is subject to solicitor-client privilege related to legislation

5. Motion to Reconvene into Open Session
   Recommended Motion:
   That the Committee reconvene into Open Session.

6. Communications
   6.1 Memorandum from Jeff Schelling, Regional Solicitor and Director of Legal Services
       re: “Police Services Act” Provisions Regarding Council Approval of Police Services Board Operating and Capital Estimates

7. Presentations
   7.1 Waterloo Police Services 2023 Operating and Capital Budget
       Presentation from Chief Mark Crowell, Kirsten Hand, Director of Finance, and Dr. Karin Schnarr, Vice-Chair, Waterloo Regional Police Services Board

   7.2 Preliminary 2023-2032 Capital Budget - Presentation from Regional Staff
       For information.
8. Other Business

9. Adjourn

Recommended Motion:
That the meeting adjourn at x:xx x.m.
The purpose of this memo is to provide information on the authority of Regional Council in its consideration of the proposed 2023 budget that will be submitted by the Police Services Board to Council for its approval.

As of the date of writing this memo, the Police Services Act, R.S.O. 1990, c. P.15, as amended, (the “Act”) is in force and effect. Successor legislation, the Community Safety and Policing Act, 2019, S.O. 2019, c. 1, (Bill 68) has received Royal Assent but has not been proclaimed in force.¹

Subsection 4(1) of the Act requires every municipality to provide “adequate and effective police services in accordance with its needs.”

Subsection 31(1) of the Act requires the municipality’s police services board to be responsible for “the provision of adequate and effective police services” including the

¹ It is noted that this Bill 68 contains provisions substantially similar to those in the Act relating to the municipality’s jurisdiction to approve or disapprove the police services board’s budget globally and not with respect specific items. Bill 68 includes certain changes to provide for consideration of “various ways that the board can discharge [its] obligation” to provide adequate and effective policing – including use of contracted policing services – and also includes changes to the dispute resolution process to provide for conciliation and/or arbitration in the event of dispute between the municipality and the board regarding the proposed budget.
responsibility to “generally determine, after consultation with the chief of police, objectives and priorities with respect to police services in the municipality.”

Subsection 4(3) of the Act requires a municipality to be responsible for “providing all the infrastructure and administration necessary for providing such services, including vehicles, boats, equipment, communication devices, buildings and supplies.”

Section 39 of the Act provides as follows:

**Estimates**

(1) The board shall submit operating and capital estimates to the municipal council that will show, separately, the amounts that will be required,

(a) to maintain the police force and provide it with equipment and facilities; and

(b) to pay the expenses of the board’s operation other than the remuneration of board members.

**Same**

(2) The format of the estimates, the period that they cover and the timetable for their submission shall be as determined by the council.

**Budget**

(3) Upon reviewing the estimates, the council shall establish an overall budget for the board for the purposes described in clauses (1) (a) and (b) and, in doing so, the council is not bound to adopt the estimates submitted by the board.

**Same**

(4) In establishing an overall budget for the board, the council does not have the authority to approve or disapprove specific items in the estimates.

**Commission hearing in case of dispute**

(5) If the board is not satisfied that the budget established for it by the council is sufficient to maintain an adequate number of police officers or other employees of the police force or to provide the police force with adequate equipment or facilities, the board may request that the Commission determine the question and the Commission, shall, after a hearing, do so.

Of particular significance above is Subsection 39(4) of the Act, which provides that Council does not have authority to approve or disapprove specific items in the budget estimates submitted by the Police Services Board. Rather, Council may only approve or disapprove the entirety of the overall budget for the Board, or some lesser or greater global budget amount.

In the event that the Board is not satisfied that this overall budget amount is sufficient for it to meet its obligations to maintain an adequate number of police officers and other
staff as well as adequate equipment and facilities, then the Board may request that the Ontario Civilian Police Commission, a provincial independent quasi-judicial tribunal, conduct a hearing, with an opportunity for evidence to be presented by both the Municipality and the Board, and render a decision on the Board’s budget including any particular proposed expenditures that are in dispute. The Municipality and the Board are then bound by the Commission’s decision.
January 24, 2023

Regional Councillor Michael Harris  
Strategic Planning and Budget Committee Chair  
Regional Municipality of Waterloo  
150 Frederick Street Kitchener ON  
N2G 4J3

Dear Councillor Harris,

Re: 2023 Waterloo Regional Police Service Operating and Capital Budget

On behalf of the Waterloo Regional Police Services Board and all members of the Waterloo Regional Police Service (WRPS), we look forward to presenting the proposed 2023 Operating and Capital Budget to the Strategic Planning and Budget Committee on Wednesday, February 1, 2023.

Waterloo Regional Police Services Board Vice-Chair, Dr. Karin Schnarr, will provide introductory remarks. Kirsten Hand, WRPS Director of Finance and Assets, and I will provide a comprehensive presentation regarding our recommendations and an overview of service demands.

Attached is a copy of the report (2023-003) that was presented to the Waterloo Regional Police Services Board on January 18, 2023.

The Waterloo Regional Police Services Board passed the following motion on January 18, 2023:

That as part of a multi-year plan for an increase in sworn officers of 55 over 2023, 2024 and 2025, the Waterloo Regional Police Services Board approve the Waterloo Regional Police Service (WRPS) 2023 Operating Budget net levy of $214,060,266; and

That the Waterloo Regional Police Services Board approve the 10-Year Capital Forecast, 2023 – 2032 (Appendix G).

In addition to this report and the presentation that will be shared on February 1, 2023, we will also provide Region of Waterloo Council members with a 2023 WRPS Budget Information Package, which will highlight trends and statistics involving WRPS and other comparable police services across the province.
The proposed budget that will be presented on February 1, 2023 is the result of considerable discussion, research, and effort on behalf of our membership. It highlights the need for an investment in public safety within our community as a result of increased violent crime and calls for service, as well as continued demands from the community for enhanced service. We cannot compromise the safety of those who live in this ever-growing community but, instead, must prepare and invest to ensure a safe and prosperous future.

The Vision of our Service is that “every person in Waterloo Region is safe and feels safe.” To achieve this, we recognize the need to also commit to system-wide community solutions to address the root causes of crime and victimization.

We must continue to work in collaboration to find the best solutions possible to ensure the health, safety and wellbeing of all residents we serve.

Waterloo Region, like most communities across the province, is facing challenging times. We believe our proposed budget will allow your Police Service to maintain the level of public safety that the community expects and deserves, while creating opportunities for continued evolution and financial stability.

We continue to be proud of the leadership, commitment, and dedication our members provide to the Waterloo Region community 24/7/365. Likewise, we are grateful for your continued leadership, support, and consideration of our proposed 2023 Operating and Capital Budget.

We look forward to discussing our shared commitment to providing the best service possible to all residents of Waterloo Region.

Sincerely,

Mark Crowell
Chief of Police

Cc.

Ms. Meghan Martin, Police Services Board
Ms. Karen Redman, Chair, Region of Waterloo
Mr. Bruce Lauckner, CAO, Region of Waterloo
Subject: 2023 Operating and Capital Budget Approval

From: Finance Unit
Finance and Assets Branch

To: The Chair and Members of the Waterloo Regional Police Services Board

Date: January 18, 2023

Board Recommendation

That the Waterloo Regional Police Services Board approve the Waterloo Regional Police Service (WRPS) 2023 Operating Budget net levy of $214,060,266; and

That the Waterloo Regional Police Services Board approve the 10-Year Capital Forecast, 2023 – 2032 (Appendix G).

Summary

The population of Waterloo Region has grown significantly over the last decade; however, the number of officers per 100,000 population has declined and WRPS is well below both provincial and national averages (Appendix A). Additionally, over the last decade, the Total Crime Severity Index (CSI) in Waterloo Region has gone from 59.19 in 2012 to 79.0 in 2021, an increase of 34% (Appendix B). When compared to other large police services in Ontario, the WRPS is above the median for total CSI, violent CSI and non-violent CSI. In 2022, Waterloo Region experienced an overall increase in incidents of crime when compared to 2021, specifically with the following:

- 56 percent increase in shootings;
- 27 percent increase in weapon violations;
- 36 percent in luring cases under cybercrime; and,
- 19 percent increase in impaired driving charges (Appendix C).

As the Police Services Board is aware, KPMG recently undertook a Neighbourhood Policing Staffing and Workload Review that examined staffing needs and patrol workloads for WRPS. KPMG concluded that an increase in WRPS frontline officer complement was necessary in the coming years to address high officer case loads and declining clearance rates. The proposed 2023 budget aligns with that KPMG report by making the necessary investments in frontline services.
WRPS is recommending that the Police Services Board approve the proposed 2023 Operating Budget, which makes critical investments in public safety across Waterloo Region. This includes the addition of 19 uniform officers for high demand policing areas, including frontline and victim-focused areas. With our deep commitment to public safety, these frontline investments are necessary now to ensure WRPS is able to keep pace with population pressures and the increasing rate of crime across the Region. The recent tragic events involving police fatalities in Ontario has also underscored the importance of our commitment to WRPS member health, safety and wellbeing. Included in this proposed budget are additions to our Wellness and Recruitment Units to ensure our members remain healthy, at work, and to support meeting ambitious recruitment goals.

The WRPS is undergoing a multi-year planning, modernization and recruitment strategy aimed to keep pace with public safety realities in Waterloo Region. Once fully recruited and hired, the 35 positions approved through the 2022 Operating Budget will enhance the following areas: Frontline Patrol, Real Time Operations Centre, Emergency Response Unit, Missing Persons, Cybercrime/Child Exploitation, Human Source Management, Major Crime, Break and Enter, Auto Theft and Robbery. With a challenging recruitment environment and no staffing additions made in either 2020 or 2021, WRPS is doubling efforts towards a total Service commitment to recruitment for these positions, including the creation of a WRPS Uniform Recruitment Steering Committee.

Through prudent investments, the proposed 2023 Operating Budget is the next step in this multi-year strategic plan and will see 19 officers hired in WRPS priority areas (see chart below for further information).

<table>
<thead>
<tr>
<th>Primary Areas of Investment for 2023 Proposed Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Frontline Patrol Services</strong></td>
</tr>
<tr>
<td><strong>Intimate Partner Violence (IPV) Unit</strong></td>
</tr>
<tr>
<td><strong>Special Victims Unit, Senior Support Team, and Human Trafficking Unit</strong></td>
</tr>
<tr>
<td><strong>Wellness</strong></td>
</tr>
</tbody>
</table>
2023 WRPS Operating Budget

Operating Budget

The 2023 Base Operating Budget estimate is $209,842K, which is an increase of $14,082K or 7.19\% from 2022. Nineteen sworn officers have been added to the proposed 2023 Operating Budget, which will add $4,218K or 2.15\%. As a result, the proposed Operating Budget (Appendix F) is $214,060K or a 9.35\% increase, which represents a tax impact of 7.22\% on the police portion of the Regional property tax bill. **Importantly, a delayed intake of April 1, 2023, for the 19 sworn officers, which would align with the next Ontario Police College (OPC) intake, would see a budget reduction of $1.055M, an increase year-over-year of 8.81\%, and with a property tax increase of 6.69\%.**

Salaries and Wages account for a 4.9\% year-over-year budget increase (Appendix F). This includes items such as:

- The annualization of the 35 sworn staff expansion from 2022 and associated civilian support component;
- The addition of 19 sworn staff expansion in 2023 and associated civilian support component (full year impact);
- The addition of two civilian positions approved by the Police Regionalized Information Data Entry (PRIDE) committee;
- Cost of living adjustment (COLA), negotiated premiums, step/grade progressions; and,
- A reduction of the salary vacancy target.

Additionally, minor adjustments were made to Temporary Full-Time to reallocate money to the Base Operating budget (Appendix E).

Budget Forecast

WRPS continues to strive towards a sustainable, incremental staffing expansion strategy that is aligned with meeting the needs of the community to smooth out staffing additions. The multi-year Operating Budget and staffing forecast is below.

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Budget</th>
<th>Increase</th>
<th>Increase</th>
<th>Change in Property Taxes</th>
<th>Sworn Officer Expansion</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>$214,060</td>
<td>$18,300</td>
<td>9.35%</td>
<td>7.22%</td>
<td>19</td>
</tr>
<tr>
<td><strong>2023</strong>*</td>
<td><strong>$213,006</strong></td>
<td><strong>$17,245</strong></td>
<td><strong>8.81%</strong></td>
<td><strong>6.69%</strong></td>
<td>(April 1, 2023) 19</td>
</tr>
<tr>
<td>2024</td>
<td>$227,587</td>
<td>$13,527</td>
<td>6.32%</td>
<td>n/a</td>
<td>18</td>
</tr>
<tr>
<td>2025</td>
<td>$238,459</td>
<td>$10,872</td>
<td>4.78%</td>
<td>n/a</td>
<td>18</td>
</tr>
</tbody>
</table>

***A start date of April 1, 2023 for the requested 19 officer expansion would reduce the proposed budget by $1.055K or 0.54\%, to an increase year-over-year of 8.81\% and a property tax increase of 6.69\%.**
While this proposed budget will begin to address immediate needs, a multi-year sworn officer expansion strategy is being proposed as follows:

- 19 officers in 2023
- 18 officers in 2024
- 18 officers in 2025

This total proposed expansion of 55 officers over several years will address immediate operational and community needs and the realities of the current police officer recruitment challenges that exist locally and province-wide. Further, it would bring the WRPS officer-to-population staffing ratio closer to comparable police services in Ontario, as well as provincial and national average ratios. This proposed staffing expansion is supported by the 2022-2023 KPMG analysis to address rising violent crime, high officer case load and declining clearance rates in Waterloo Region.

The Police Services Board will receive regular updates regarding ongoing forecasting and attrition planning to ensure the success of immediate and long-term uniform recruitment efforts for 2023-2025. A cross-collaborative WRPS Uniform Recruitment Steering Committee has been initiated with the following focal areas: (1) Human Resources Processes, Staffing and Scheduling Optimization; (2) Outreach and Mentoring Initiatives; and, (3) Corporate Communications Planning.

Employee Cost Pressures

In addition, there has been significant benefit cost increases that impact the total budget by 2.7% year-over-year. This is due to:

- Annualization of the 35 sworn officer expansion in 2022;
- 19 sworn officer expansion in 2023;
- Enhanced Canada Pension Program;
- Higher Workplace Safety and Insurance Board actuals due to presumptive legislation and post-traumatic stress disorder;
- Phased-in increases to health and dental rates; and,
- Higher salaries and retiree benefits.

Further Budgetary Pressures

- Removal of one-time funding from the 2022 Budget, including $1.6M from the 2021 Operating Budget surplus and $0.5M from the benefit stabilization reserve, impacted the 2023 Operating Budget by 1.1%;
- Increased capital reserve contributions (reduce debt financing);
- Strategic Business Plan investments (DEMS, communication tools, technology);
- Partial annualization of the new Central facility;
- Overall inflation; and,
- Debt financing offset by reduced sick leave payments to eligible members.
Capital Budget

A minor adjustment was made to the 10-year Capital forecast to reflect the revised timing of the Human Resource Information System (HRIS) project #50017. However, the total 10-year Capital forecast remains at $188,716K (Appendix G).

Regionalized Emergency Services and Programs

The WRPS also provides leadership, coordination and support to a variety of Regionalized services and programs including:

- Public Safety Answering Point (PSAP);
- 911 Communications Centre;
- Dispatch services for municipal by-law services;
- Grand River Conservation Area (GRCA) and Region of Waterloo Flood Alert;
- Support of ALERT Waterloo Region; and,
- Support of Regional and Municipal Emergency Management exercises.

Background

On November 9, 2022 (report #2022-197), four draft 2023 Operating Budget scenarios and a 10-year Capital forecast position were presented to the Police Services Board. The four draft Operating Budget scenarios ranged from a 7.19% to a 13.43% increase year-over-year based upon various sworn staffing addition scenarios.

The proposed 2023 Capital Budget was $24,693K. On December 14, 2022 (report #2022-202), six scenarios were presented to Police Services Board that provided varying levels of sworn officer additions across a three-year horizon ranging from adding 8 to 55 sworn officers in 2023. Information was also provided around the level of resources required to deliver the Police Services Act (PSA) mandate and the areas of WRPS where those resources would be placed.

The proposed 2023 Capital Budget was $31,356K. The Police Services Board requested additional information on scenario #3, the addition of 19 sworn officers in 2023, including a three-year financial forecast, recruitment information and the benefits to the community.

The presentation to Regional Council is February 1, 2023 and final Region of Waterloo approval is scheduled for February 22, 2023. Assessment growth has been finalized at 1.99%. The police portion of the property tax bill represents approximately 32% of the total tax levy for Regional services, consistent since at least 2012.
Strategic Business Plan

This report supports the Strategic Business Plan goal to proactively plan for long-term organizational growth and its financial requirements, aligned with the objective of responsible spending and accountability.

Financial and/or Risk Implications

The budget report as presented proposes 2023 budget information.

Attachments

- Appendix A: Officers Per 100,000 Population and Waterloo Region, 2012-2021
- Appendix B: Crime Severity Indexes for Waterloo Region, 2012-2021
- Appendix C: Crime Trends in Waterloo Region from 2021-2022
- Appendix D: Major Factors Impacting the Operating Budget Increase
- Appendix E: Revised FTE Complement Information
- Appendix F: 2023 Proposed Operating Budget
- Appendix G: 2023-2032 Capital Forecast

Prepared By: Kirsten Hand, Director, Finance and Assets Branch
  Brennan Reniers, Manager, Finance Unit

Approved By: Mark Crowell, Chief of Police
Appendix A: Officers Per 100,000 Population and Waterloo Region, 2012-2021

Appendix B: Crime Severity Indexes for Waterloo Region, 2012-2021
# Appendix C: Crime Trends in Waterloo Region from 2021-2022 (WRPS)

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Percentage Change</th>
<th>2022 Data</th>
<th>2021 Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shootings</td>
<td>56% Increase</td>
<td>25</td>
<td>16</td>
</tr>
<tr>
<td>Weapons Violations</td>
<td>27% Increase</td>
<td>625</td>
<td>492</td>
</tr>
<tr>
<td>Intimate Partner Violence Calls for Service</td>
<td>0.7% Increase</td>
<td>6190</td>
<td>6145</td>
</tr>
<tr>
<td>Intimate Partner Violence Unit Cases</td>
<td>0.2% Increase</td>
<td>1860</td>
<td>1856</td>
</tr>
<tr>
<td>Child Pornography Cases</td>
<td>5% Increase</td>
<td>338</td>
<td>321</td>
</tr>
<tr>
<td>Luring Cases</td>
<td>36% Increase</td>
<td>19</td>
<td>14</td>
</tr>
<tr>
<td>Extortion Cases</td>
<td>43% Increase</td>
<td>254</td>
<td>178</td>
</tr>
<tr>
<td>Sextortion Cases</td>
<td>39% Increase</td>
<td>216</td>
<td>156</td>
</tr>
<tr>
<td>Impaired Driving Charges</td>
<td>19% Increase</td>
<td>911</td>
<td>769</td>
</tr>
</tbody>
</table>
Appendix D: Major Factors Impacting the Operating Budget Increase

- Contractual (staffing), 1.49%
- Benefit Costs, 1.66%
- Annualization of 2022 Staff Expansions, 2.11%
- 2023 Staff Expansions, 2.15%
- Vacancy Target, 0.26%
- Strategic Business Plan Investments, 0.32%
- Capital Funding, 0.28%
- Removal of one time funding, 1.07%
- Strategic Business Plan Investments, 0.32%
### Appendix E: Revised FTE Complement Information

<table>
<thead>
<tr>
<th>Description</th>
<th>Sworn</th>
<th>Civilian</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2022 Authorized</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sworn</td>
<td>818</td>
<td>379</td>
<td>1,197</td>
</tr>
<tr>
<td>Civilian</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1,197</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sworn Expansion</strong></td>
<td>19</td>
<td></td>
<td>19</td>
</tr>
<tr>
<td><strong>PRIDE Civilian Expansion</strong></td>
<td>0</td>
<td>2</td>
<td>2</td>
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<tr>
<td><strong>Reallocations</strong></td>
<td>(4)</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td><strong>2023 Authorized</strong></td>
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<td></td>
<td></td>
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<tr>
<td>Sworn</td>
<td>833</td>
<td>386</td>
<td>1,219</td>
</tr>
<tr>
<td>Civilian</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1,219</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>PSB Executive Assistant</strong></td>
<td></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Secondments</strong></td>
<td>9</td>
<td></td>
<td>9</td>
</tr>
<tr>
<td><strong>2023 Budgeted Resources</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sworn</td>
<td>842</td>
<td>387</td>
<td>1,229</td>
</tr>
<tr>
<td>Civilian</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1,229</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Part-Time (FTE)</strong></td>
<td></td>
<td>26.1</td>
<td>26.1</td>
</tr>
<tr>
<td><strong>Temporary Full-Time (FTE)</strong></td>
<td></td>
<td>13.7</td>
<td>13.7</td>
</tr>
</tbody>
</table>
## Appendix F: 2023 Proposed Operating Budget

<table>
<thead>
<tr>
<th></th>
<th>2022 Approved Budget</th>
<th>Base Budget Adj</th>
<th>2023 Expansion Requests</th>
<th>Proposed Budget</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXPENDITURES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>137,080,155</td>
<td>6,525,075</td>
<td>3,026,023</td>
<td>146,631,253</td>
<td>9,551,098</td>
<td>6.97%</td>
</tr>
<tr>
<td>Benefits</td>
<td>41,380,027</td>
<td>4,272,478</td>
<td>921,138</td>
<td>46,573,643</td>
<td>5,193,616</td>
<td>12.55%</td>
</tr>
<tr>
<td><strong>Total Staffing Costs</strong></td>
<td>178,460,182</td>
<td>10,797,553</td>
<td>3,947,161</td>
<td>193,204,896</td>
<td>14,744,714</td>
<td>8.26%</td>
</tr>
<tr>
<td>Other Allowances &amp; Benefits</td>
<td>4,184,194</td>
<td>(828,867)</td>
<td>0</td>
<td>3,355,327</td>
<td>(828,867)</td>
<td>(19.81%)</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>188,244</td>
<td>(27,249)</td>
<td>0</td>
<td>160,995</td>
<td>(27,249)</td>
<td>(14.48%)</td>
</tr>
<tr>
<td>Materials &amp; Supplies</td>
<td>3,026,856</td>
<td>360,844</td>
<td>270,839</td>
<td>3,658,539</td>
<td>631,683</td>
<td>20.87%</td>
</tr>
<tr>
<td>Maintenance &amp; Repairs</td>
<td>1,219,631</td>
<td>(23,427)</td>
<td>0</td>
<td>1,196,204</td>
<td>(23,427)</td>
<td>(1.92%)</td>
</tr>
<tr>
<td>Minor Vehicle Equipment</td>
<td>14,571</td>
<td>592</td>
<td>0</td>
<td>15,163</td>
<td>592</td>
<td>4.06%</td>
</tr>
<tr>
<td>Small Equipment (PRIDE/Grants)</td>
<td>671,433</td>
<td>(3,441)</td>
<td>0</td>
<td>667,992</td>
<td>(3,441)</td>
<td>(0.51%)</td>
</tr>
<tr>
<td>Services</td>
<td>3,242,786</td>
<td>1,035,624</td>
<td>0</td>
<td>4,278,410</td>
<td>1,035,624</td>
<td>31.94%</td>
</tr>
<tr>
<td>Fees</td>
<td>7,289,572</td>
<td>368,534</td>
<td>0</td>
<td>7,658,106</td>
<td>368,534</td>
<td>5.06%</td>
</tr>
<tr>
<td>Rents</td>
<td>921,503</td>
<td>(4,304)</td>
<td>0</td>
<td>917,199</td>
<td>(4,304)</td>
<td>(0.47%)</td>
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## Appendix G: 2023-2032 Capital Forecast

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<td>75014 Police North Division Renewal</td>
<td>215</td>
<td>12</td>
<td>227</td>
<td>678</td>
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<td>125</td>
<td>265</td>
<td>253</td>
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<td>169</td>
<td>266</td>
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<td>75016 Police Headquarters Renewal</td>
<td>681</td>
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<td>75018 Police Reporting Centre Renewal</td>
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</table>
## FUNDING & FINANCING

### Grants / Subsidies / Recoveries

**Grants & Subsidies**

- **Recoveries**

<table>
<thead>
<tr>
<th>Development Charges</th>
<th>2022</th>
<th>2023</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
<th>2028</th>
<th>2029</th>
<th>2030</th>
<th>2031</th>
<th>2032</th>
<th>2023 - 2032 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>CF</td>
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<td>75</td>
<td>100</td>
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<td>175</td>
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<td>75021 Police New Central Division Renewal</td>
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<tr>
<td>75022 Police Voice Radio Building Renewal</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td><strong>Total Facilities Managed Capital Renewal</strong></td>
<td>2,190</td>
<td>2,690</td>
<td>4,880</td>
<td>2,144</td>
<td>2,107</td>
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<td>1,084</td>
<td>1,696</td>
<td>1,875</td>
<td>2,040</td>
<td>3,015</td>
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### TOTAL EXPENDITURE

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<tr>
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<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
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<th>2029</th>
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<th>2031</th>
<th>2032</th>
<th>2023 - 2032 Total</th>
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<tbody>
<tr>
<td>CF</td>
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<td>75</td>
<td>100</td>
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<td>175</td>
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<td>Total</td>
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<td>75</td>
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<td>200</td>
<td>225</td>
<td>250</td>
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<td>1,350</td>
</tr>
</tbody>
</table>

### FUNDING & FINANCING

**Grants & Subsidies**

- **Recoveries**

| Reserve Funds | 801 | 39  | 839 | 165 | 165 | 350 | 165 | 228 | 2,651 | 1,711 | 165 | 824 | 7,260 |
| Debentures    | 2,822 | 1,470 | 4,292 | 176 | 583 | 6,798 | 6,798 | 18,647 |
| Property Taxes / User Rates | (3,623) | (1,509) | (5,132) | (340) | (165) | (933) | (6,963) | (7,026) | (2,651) | (1,711) | (165) | (824) | (25,908) |

**Reserves and Reserve Funds**

- **(4,526) (13,087) (17,613) (11,125) (10,838) (8,354) (6,664) (8,770) (7,053) (10,383) (9,318) (8,132) (98,251) |
- **3980066 Lifecycle Reserve Police**
- **3981300 Police Capital Reserve**
- **3982340 Police Vehicles & Equipment Reserve**
- **General Tax Supported Capital Reserve**
- **Other Reserve Funds**

| Contributions from Operating | 19 | 19 | 12 | 43 | 11 | 69 | 86 | 4 | 242 |
| Debentures                | 4,525 | 4,068 | 8,593 | 2,755 | 700 | 14,289 | 3,347 | 2,659 | 13,702 | 12,509 | 4,889 | 874 | 64,315 |

### TOTAL FUNDING & FINANCING

<table>
<thead>
<tr>
<th>2022</th>
<th>2023</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
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<th>2023 - 2032 Total</th>
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<tr>
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</tbody>
</table>

**TOTAL FUNDING & FINANCING**

<table>
<thead>
<tr>
<th>2022</th>
<th>2023</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
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<th>2028</th>
<th>2029</th>
<th>2030</th>
<th>2031</th>
<th>2032</th>
<th>2023 - 2032 Total</th>
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<td>18,403</td>
<td>31,154</td>
<td>14,221</td>
<td>11,916</td>
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<td>16,974</td>
<td>18,466</td>
<td>23,474</td>
<td>24,688</td>
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</tr>
<tr>
<td>Total</td>
<td>12,752</td>
<td>18,403</td>
<td>31,154</td>
<td>14,221</td>
<td>11,916</td>
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<td>18,466</td>
<td>23,474</td>
<td>24,688</td>
<td>14,376</td>
<td>9,829</td>
</tr>
</tbody>
</table>
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
- January 18 Police Services Board agenda (incl. 2023-2032 Capital Plan)
- February 1 Strategic Plan and Budget Committee agenda
Meeting overview/agenda

Capital Program context: purpose and connection with the Strategic Plan; important things to know; capital/operating/reserve relationship

The Region's Preliminary 2023-2032 Capital Program: expenditure, funding and financing

Appendix: Project and investment overview
Guiding Principles

• Strategic Plan guides everything we do
• Invest in critical elements of organizational success
  • Employee wellbeing (not burning staff out)
  • Innovations that lead to greater efficiency (AI, Tech to support service)
  • Organizational development to support staff change
  • Building capacity to maintain competitiveness
• Reviewing service levels to reflect changing needs and adjust service levels to accommodate fiscal pressures
• Reviewing provincial and federal responsibilities currently funded in whole or in part by the property tax levy
• Ensure adequate asset renewal funding to promote long term financial sustainability
• Avoid approaches that make future budgets more difficult
Process and Timeline – 2023 Plan & Budget

July Council Presentation

August
Department Business Planning

September
Review the whole plan and re-calibrate

Nov/Dec
Draft plan and service level review

Jan/Feb
Detailed review and finalize

Context & Principles

Business Plans

Business Plans

Business Plans

Community Engagement

Challenge

priority

focus

challenge

priority

focus
Capital Program Context
Capital Program

10 year capital program

- Investments in existing and new assets needed to achieve strategic objectives, deliver regional services and build the community
- Funding and financing plan

Existing Assets (renewal)

- Periodic "state of good repair" (i.e. asset renewal) investments - maintain, renew, upgrade and replace
- Asset Management Planning informs required investments

New Assets (growth)

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

Regional service delivery requires the construction, operation, maintenance and renewal of a wide variety of municipal infrastructure:

<table>
<thead>
<tr>
<th>Infrastructure Type</th>
<th>Key Figures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>2,820 units in Waterloo Region Housing and Region of Waterloo Community Housing Inc.</td>
</tr>
<tr>
<td>Waste</td>
<td>Engineered landfill and 2 waste drop offs</td>
</tr>
<tr>
<td>Water</td>
<td>25 groundwater treatment systems, a Surface Water Treatment Plant, and 400 km of watermains</td>
</tr>
<tr>
<td>Wastewater</td>
<td>13 treatment plants and 7 pumping stations</td>
</tr>
<tr>
<td>Roads</td>
<td>1,803 lane kms of Regional roadways, 170 bridges, 534 signalized intersections, and 713 kms of bike lanes and active transportation facilities</td>
</tr>
<tr>
<td>Public Transit</td>
<td>277 buses, a 19 km Light Rail transit system, and four maintenance and storage facilities</td>
</tr>
<tr>
<td>Airport</td>
<td>Terminal building and 415,553 m² of airside pavement which includes runways and aprons</td>
</tr>
<tr>
<td>Seniors</td>
<td>Sunnyside Home with 238 long term care beds and 25 convalescent care beds</td>
</tr>
<tr>
<td>Public Safety</td>
<td>Paramedic stations (13) &amp; Police stations (8)</td>
</tr>
<tr>
<td>Facilities</td>
<td>Total of 750 buildings comprising approximately 6.8 million square feet</td>
</tr>
<tr>
<td>Fleet</td>
<td>778 vehicles including police vehicles, ambulances, plows, heavy equipment, etc.</td>
</tr>
</tbody>
</table>
Things to know about the Capital Program

Council approves the current year capital program, and the remaining 9 years are approved as a forecast.

New projects in the forecast do not proceed until "approved" in the first year of a capital program.

Multi-year tenders and assignments awarded in-year commits a certain portion of the early years of a capital program.
Things to know about the Capital Program

- Capital investments are made to deliver services and achieve desired outcomes
- All municipal Councils struggle to determine the ideal/optimal distribution of capital investments across a multitude of services
- There is tension between operating budgets, capital investments and municipal reserves
- The strategic resource allocation discussion is a key role for any council or board
2023 Capital Budget ($571 million)

Expenditure Categories ($ millions)

- Water and Wastewater Services: $122.8 million (21.5%)
- Roads: $148.9 million (26.1%)
- General Support Services: $50.7 million (8.9%)
- Public Transit: $54.4 million (9.5%)
- Other: $14.0 million (2.4%)
- Region of Waterloo International Airport: $26.3 million (4.6%)
- Paramedic Services: $9.8 million (1.7%)
- Police Services: $31.2 million (5.5%)
- Waste Management: $33.4 million (5.8%)
- Waterloo Region Housing & Housing Services: $80.0 million (14.0%)
Plan and Budget Development

Regional Official Plan
Corporate Strategic Plan
Program-specific Master Plans and Business Plans
Asset Management Plan
Annual Business Plan and Budget

← Council input, debate and decisions on service levels and desired outcomes →
Why reducing the capital program does not solve a current year operating budget challenge

The answer is all about timing, funding and financing

Capital projects are financed by a combination reserves (money collected in previous years) and borrowing (money to be collected in future years)

Capital projects are often funded from sources other than the property tax levy (user rates, development charges and subsidies)
### Capital Funding & Financing

<table>
<thead>
<tr>
<th><strong>FUNDING (Source)</strong></th>
<th><strong>FINANCING (Timing)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants / Subsidies / Recoveries</td>
<td>• Contributions from other levels of government and third parties, typically received as costs are incurred or at project completion</td>
</tr>
</tbody>
</table>
| Development Charges | • Directly from reserve funds (previous year DC collections)  
  • Long term borrowing (future DC collections) |
| Property taxes / User rates | • Current year revenue  
  • Transfers from reserves (revenue set aside in previous years)  
  • Long term borrowing (future revenue) |
Why reducing contributions to capital reserves creates a long term financial sustainability problem

The Region's capital renewal program is underfunded (in certain areas) and relies on debenture financing to close the funding gap. Reducing reserve contributions in these areas without changing capital expenditure simply results in more debt and more interest costs.

The Region's debt level is high and capital reserve balances are low compared to our "triple A rated" municipal peers

Cutting contributions to capital reserves has a ten-fold impact on the capital program → for every dollar of contribution reduced, capital expenditure will need to be reduced by a factor of ten over the term of the plan, or the amount of debt financing required will be 10 times as great
Things to know about the capital program

This doesn’t mean that Council should not review and amend the capital program if it sees fit

- Council should be satisfied that the capital program will help achieve desired service levels in the short and long term
- Capital forecasts are best amended on a broader scale following a Strategic Planning exercise or the through approval-in-principle of service-specific master and business plans
- Capital programs are updated on an ongoing basis providing multiple opportunities for project review and prioritization
Strategic planning process provides the forum to seek Council’s direction on priorities and the means to get there.

Through this process Council will:

• Establish objectives and desired outcomes;
• Ground the distribution of funds across the various elements of the program in strategy and intent; and
• Ground the distribution/balance between funds going to operating and capital in strategy and intent.
# Regional Master and Servicing Plans

<table>
<thead>
<tr>
<th>Program Area/Service</th>
<th>Current Master Plan Effective Date</th>
<th>MP Update – Start</th>
<th>MP Update - End</th>
<th>Capital program update year</th>
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<tbody>
<tr>
<td>Regional Official Plan</td>
<td>June 2015</td>
<td>Q4 2019</td>
<td>Q3 2022</td>
<td>--</td>
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<td>June 2011</td>
<td>Q1 2021</td>
<td>Q4 2022</td>
<td>2024</td>
</tr>
<tr>
<td>Corporate Strategic Plan</td>
<td>2019-2023</td>
<td>Q3 2022</td>
<td>Q2 2023</td>
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</tr>
<tr>
<td>Water Supply Master Plan</td>
<td>March 2015</td>
<td>Q3 2022</td>
<td>Q4 2025</td>
<td>2027</td>
</tr>
<tr>
<td>Airport Business Plan and Master Plan</td>
<td>April 2017</td>
<td>Q3 2022</td>
<td>Q3 2023</td>
<td>2024 or 2025</td>
</tr>
<tr>
<td>Wellesley Water &amp; WW System</td>
<td>N/A</td>
<td>Q3 2022</td>
<td>Q2 2024</td>
<td>2025</td>
</tr>
<tr>
<td>Regional Transportation Master Plan</td>
<td>June 2018</td>
<td>Q4 2022</td>
<td>Q4 2024</td>
<td>2026</td>
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<td>Homelessness Master Plan</td>
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<td>Q4 2022</td>
<td>Q3 2023</td>
<td>2024</td>
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<tr>
<td>Waterloo Regional Housing Master Plan</td>
<td>November 2019</td>
<td>Q1 2023</td>
<td>Q4 2024</td>
<td>2026</td>
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<tr>
<td>Regional Development Charges Background Study</td>
<td>By-law expires July 31, 2024</td>
<td>Q2 2023</td>
<td>Q2 2024</td>
<td>--</td>
</tr>
<tr>
<td>Climate Change Infrastructure Adaptation Master Plan</td>
<td>N/A</td>
<td>Q2 2023</td>
<td>Q4 2023</td>
<td>2025</td>
</tr>
<tr>
<td>GRT / Specialized Transit Business Plans</td>
<td>March 2018</td>
<td>Q2 2023</td>
<td>Q3 2024</td>
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<tr>
<td>Waste Management Master Plan</td>
<td>November 2013</td>
<td>Q2 2024</td>
<td>Q4 2025</td>
<td>2027</td>
</tr>
<tr>
<td>Regional Accommodation Master Plan</td>
<td>2019 &amp; ongoing through space optimization</td>
<td>Q2 2024</td>
<td>Q3 2025</td>
<td>2026</td>
</tr>
<tr>
<td>Wastewater Treatment Master Plan</td>
<td>July 2018</td>
<td>Q1 2025</td>
<td>Q4 2027</td>
<td>2028</td>
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<td>Paramedic Services Master Plan</td>
<td>August 2016</td>
<td>Q3 2025</td>
<td>Q4 2026</td>
<td>2027 or 2028</td>
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<td>Biosolids Master Plan</td>
<td>April 2018</td>
<td>Q1 2026</td>
<td>Q3 2028</td>
<td>2028 or 2029</td>
</tr>
</tbody>
</table>
Things to know about the Capital Program

The capital program is updated annually to reflect the need, scope, cost, and timing of projects and funding/financing availability. Factors impacting the capital program include:

- cost escalation and interest rates (cost of borrowing)
- progress of preceding and dependent projects
- outcomes of environmental assessments and design work
- updated master plans, asset condition assessments, and other studies
- strategic plans and evolving Council objectives/desired outcomes
- staff, consultant and contractor capacity
- ensuring capital works are undertaken in a timely manner so as to minimize future maintenance costs
- the need to manage impacts on future operating budgets
Incremental operating costs (staff, supplies, service contracts, utilities, etc.)

"Pay-as-you-go" funding to renew and replace assets; using reserves mitigates the impact of periodic capital expenditure on the operating budget

Capital investments required to implement desired service levels
- Land
- Infrastructure
- Facilities
- Furnishings
- Vehicles
- Equipment

Funding and financing of capital expenditure
- Grants/subsidies
- Development charges
- Property taxes/user rates
  - future years (debentures)
  - current/previous years (reserves)

Operating Expenditure and Asset Management provision
- Asset operations, maintenance and repair
- Debt servicing costs (principal and interest)
- Asset renewal provision/funding for smaller capital works

Capital Reserves
+ Transfers from operating budget
- Transfer to capital to finance project costs

Financing of significant infrastructure investments over future years and users

[Diagram showing the relationship between capital, operating, and reserves]
The Region's Preliminary 2023 – 2032 Capital Program

Expenditure and Funding/Financing
2023 Capital Budget ($571 million)

Expenditure Categories ($ millions)

- Water and Wastewater Services: $122.8 million (21.5%)
- Roads: $148.9 million (26.1%)
- Public Transit: $54.4 million (9.5%)
- General Support Services: $50.7 million (8.9%)
- Other: $14.0 million (2.4%)
- Region of Waterloo International Airport: $26.3 million (4.6%)
- Paramedic Services: $9.8 million (1.7%)
- Police Services: $31.2 million (5.5%)
- Waste Management: $33.4 million (5.8%)
- Waterloo Region Housing & Housing Services: $80.0 million (14.0%)
2023 Capital Budget ($571 million)

Funding & Financing ($ millions)

- Property Tax & User Rate Reserves: $264.1 (46.2%)
- Property Tax & User Rate Debentures: $59.8 (10.5%)
- Development Charge Reserve Funds: $98.9 (17.3%)
- Development Charge Debentures: $42.6 (7.5%)
- Grants / Subsidies / Recoveries: $106.0 (18.6%)
2023-2032 Capital Plan ($6.5 billion)

Expenditure Categories ($ millions)

- Public Transit: $2,197.5 (33.9%)
- Roads: $1,074.4 (16.6%)
- Water and Wastewater Services: $1,127.6 (17.4%)
- Waterloo Region Housing & Housing Services: $739.6 (11.4%)
- Waste Management: $253.2 (3.9%)
- Police Services: $188.7 (2.9%)
- Paramedic Services: $90.9 (1.4%)
- Other: $106.2 (1.6%)
- General Support Services: $291.2 (4.5%)

Region of Waterloo International Airport: $416.3 (6.4%)

Total: $6,511.6
2023-2032 Capital Plan ($6.5 billion)

Funding & Financing ($ millions)

- Property Tax & User Rate Reserves: $1,839.1 (28.4%)
- Property Tax & User Rate Debentures: $1,069.2 (16.5%)
- Grants / Subsidies / Recoveries: $2,313.1 (35.7%)
- Development Charge Debentures: $477.3 (7.4%)
- Development Charge Reserve Funds: $786.9 (12.1%)
Things to know about the Capital Program

This Capital Program has been impacted by unprecedented cost escalation

Project expenditure profiles have been updated in several cases

- KVTH timing adjusted to reflect Metrolinx timing and operating budget impacts
- WRH master plan projects adjusted to reflect significant cost and debt requirement increases and future operating budget impacts
- Most projects adjusted to reflect cost escalation
- Waste Management capital plan has been adjusted to reflect a new, more cost-effective soil management strategy
- Capital funds are included in the 2023 program to complete an Infrastructure Climate Change Adaptation Master Plan
Build operating budget and reserve capacity to finance state-of-good-repair (not debt)

Focus debt on significant new infrastructure (growth and expansions)

Mitigate growth-related financing risk

Goal is to maintain credit rating and find a balance between debt and non-debt financing
Use pay-as-you-go funding to keep existing assets in a state of good repair in order to preserve our debt capacity for infrastructure growth.

Outcome: lower total Regional debt outstanding and a better overall financial position.

Outcome: maintain "triple A" credit rating to keep debt servicing costs as low as possible in future operating budgets (Region and lower-tiers).
Regional debt outstanding by funding source 2012-2022

$ millions


- Taxation
- User Rates
- Development Charges
The Region made significant investments in infrastructure in 2012-2015 (LRT, Wastewater).

At the same time, the Region's renewal reserve contributions were minimal and in some cases reserve levels were insufficient to fund renewal works, thereby requiring more debt to be issued.

These two factors contributed to the Region's debt outstanding increasing significantly and the debt-to-reserve ratio climbing to approx. 2:1.

With the introduction of the capital financing principles in 2016 and the capital asset renewal funding strategy in 2018, significant progress has been made in moving the measure in the right direction, getting closer to the benchmark ratio of 1:1.

Most of the Region's "triple A" peers have a ratio between 0.25:1 and 1:1.
Comparator Debt-to-Reserve Ratios

High debt-to-reserve ratio, but it has fallen from its peak

Credit rating risk: higher ratio than 'triple A' rated peers

Target is 1:1
2022 Debt Outstanding by Program

2022 Debt Outstanding by Program Area ($729M) ($millions)

- Public Transit: $285
- Water & Wastewater: $195
- Facilities: $32
- Waste Management: $34
- Police: $65
- Paramedic: $20
- Transportation: $53
- Airport: $36
- Everything else: $9
- Everything else: $9

2022 Debt Outstanding by Funding Source ($729M) ($millions)

- Taxation: $345
- Development Charges: $300
- User Rates: $84
- Water & Wastewater: $195
- Public Transit: $285
Regional Debt Forecast

Projected Debt Outstanding
2023-2032 Capital Program
($Millions)

- Taxation
- User Rates
- Development Charges

2021: $600
2022: $700
2023: $800
2024: $900
2025: $1,000
2026: $1,100
2027: $1,200

Note: The diagram shows the projected debt outstanding for the years 2021 to 2027, with a focus on the years 2023-2032. The debt is categorized into Taxation, User Rates, and Development Charges.
Debt issuance contemplated in 2023-2032 capital program

Debt Requirements by Program
2023-2032 Capital Program
($millions)

- Airport: $352
- Rapid Transit: $177
- Facilities: $102
- Police: $83
- Transportation: $96
- Seniors: $6
- Transit Services: $9
- Housing: $424
- Wastewater: $62
- Waste Management: $140
- Water: $94
- Paramedic: $29
- Debt Requirements by Funding Source
2023-2032 capital program
($millions)

- Taxation: $1,084
- Development Charges: $485

Debt issuance contemplated in 2023-2032 capital program

Page 56 of 90
In November 2022 the Province passed Bill 23 which enacted a number of legislative changes, including numerous revisions to the Development Charges Act (DCA) which will impact the future funding of municipal infrastructure.

Some DCA amendments came into force and effect with the passing of legislation while other provisions will come into effect on a date to be proclaimed.

The full extent of the impacts of this legislation won't be quantified until the Region updates its next Regional Development Charge background study.
## Significant DCA changes that came into effect on November 28, 2022

| Exemptions for up to 3 additional dwelling units in SDD/Semi/Towns; one unit or 1% in existing rental res (4 units or more); removes “smaller than existing” language | Housing is no longer an eligible DC service. Automatically amends existing by-laws to remove. | Exempts non-profit housing development that was previously eligible for 20yr deferred payment plans (residential use, non-profit company whose primary objective is to provide housing) | Exempts affordable housing resulting from inclusionary zoning by-laws (MTSAs with 10 units or more) | For bylaws approved after November, 2022: • Changes average service level cap from 10 to 15 years • Removes studies and land in prescribed services as eligible costs | Extends by-law expiry to 10 years from 5 (unless repealed earlier) for bylaws in effect on November 28, 2022 | Amends deferral language to remove the non-profit housing that is now exempt from DCs payments for rental and institutional development remain at occupancy and over the 5 subsequent years | For building permits issued after November 28, 2022, provides discounts for rental units based on the number of bedrooms (3 or more 25%, 2 bedrooms 20%, 1 bedroom 15%) | Sets max interest rate on development charge deferrals at Prime ±1% with provisions to reset the rate quarterly |
## Next steps

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Revised Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Plan, Operating Budget and Capital Program Overview</td>
<td>Nov. 30, 2022</td>
</tr>
<tr>
<td>Regional Plan, Operating Budget and Capital Program Overview #2</td>
<td>Dec. 14, 2022</td>
</tr>
<tr>
<td>Police Services Board Budget Approval</td>
<td>Jan. 18, 2023</td>
</tr>
<tr>
<td>Regional Operating Budget and Capital Program: Detailed Budget Review #1</td>
<td>Jan. 18, 2023</td>
</tr>
<tr>
<td>Public Input #1 (evening)</td>
<td>Jan. 18, 2023</td>
</tr>
<tr>
<td>Police Services Budget Presentation to Plan and Budget Committee</td>
<td>Feb. 1, 2023</td>
</tr>
<tr>
<td>Regional Capital Program</td>
<td>Feb. 1, 2023</td>
</tr>
<tr>
<td>Standing Committee meetings</td>
<td>Feb. 7, 2023</td>
</tr>
<tr>
<td>Library Board Budget Approval</td>
<td>Feb. 8, 2023</td>
</tr>
<tr>
<td>Regional Operating Budget and Capital Program: Detailed Budget Review #2</td>
<td>Feb. 8, 2023 1:00-5:00pm</td>
</tr>
<tr>
<td>Public Input #2 (evening)</td>
<td>Feb. 8, 2023 6:30-9:30pm</td>
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<tr>
<td>Final Budget Day:</td>
<td>Feb. 22, 2023</td>
</tr>
<tr>
<td>- Approval of 2023 Operating Budget and Capital Program</td>
<td></td>
</tr>
<tr>
<td>- Approval of user fees and charges and user rates</td>
<td></td>
</tr>
<tr>
<td>Committee: 3:00-6:00pm</td>
<td></td>
</tr>
<tr>
<td>Council: 7:00pm</td>
<td></td>
</tr>
</tbody>
</table>
Preview of upcoming meetings

February 7 Standing Committees

• A&F: GRCA Presentation, Regional grants and specific grant requests from KW Symphony and All Saints Church, automated speed enforcement
• P&W: Transit fares and service levels
• C&HS: Funding requests from OneRoof and A Better Tent City

February 8 Strategic Planning and Budget Committee

• Detailed review of Roads, Airport, Waste Management, Cultural Services, Digital Transformation, and others
• Provincial funding updates
The Region's Preliminary 2023 – 2032 Capital Program

Appendix: Overview of Planned Investments and Regional Facilities Management
2023-2032 Capital Investment Overview
Focus Area: Sustainable Transportation
Service: **Transit (Bus)** / 10 year total: **$452m**

**Underway**
- Replacement of diesel buses with hybrids
- Electric bus pilot
- Advanced Transit Technology
- Pedestrian Bridge over highway 7/8

**Starting in 2023**
- Solar photovoltaic technology at Northfield/Strasburg facilities

**Future**
- Continued conversion of fleet to hybrid/electric
- Growth-related expansion of fleet
- Bus electrification infrastructure
- Facility improvements at Conestoga Mall and Conestoga College
2023-2032 Capital Investment Overview
Focus Area: Sustainable Transportation
Service: Rapid Transit / 10 year total: $1,746m

Starting in 2023
- Business Case for Stage 2 LRT

Future
- Design work for Stage 2
- Stage 2 Construction (subject to federal and provincial funding)
## 2023-2032 Capital Investment Overview
### Focus Area: Sustainable Transportation
### Service: Roads Rehabilitation / 10 year total: $607m

<table>
<thead>
<tr>
<th>Underway</th>
<th>Starting in 2023</th>
<th>Future</th>
</tr>
</thead>
</table>
| • King St, HWY 401 to Sportsworld Dr ($9.4M)  
• Dundas St, Briercrest Ave. to Hespeler Rd. ($5.8M)  
• Weber St, Blythwood Rd to Northfield Dr ($5.6M)  
• Bridge St W, Woolwich St to University Ave E ($5.6M)  
• West Montrose Bridge ($5.6M)  
• Church St, Spruce Ln to Arthur St ($4.5M)  
• Sawmill Rd, River St to Snyders Flats Rd ($3.2M)  
• Snyder's Road, Gingerich Rd. to Christian St. ($3.1M)  
• Herrgott Rd, N Limits of St Clements to Ament Line ($3.0M)  
• Northfield Dr, Scheifele Bridge at Conestogo River ($23.3M)  
• King St/Coronation Blvd, Water St N to Bishop St ($21.2M)  
• Fairway Rd N, Briarmeadow Dr to King St ($17.2M)  
• Bleams Rd, Fischer-Hallman Rd to Trussler Rd ($16.6M)  
• King St E, Sportsworld Dr to Freeport Bridge ($13.5M)  
• Main St. E, Franklin Blvd to Chalmers St. and Dundas St, Briercrest Ave. to Franklin Blvd. ($11.8M) |
## 2023-2032 Capital Investment Overview

**Focus Area: Sustainable Transportation**

**Service: Roads Growth / 10 year total: $419m**

<table>
<thead>
<tr>
<th>Underway or starting in 2023</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>• River Road ($76.8M)</td>
<td>• Maple Grove Road ($50.7M)</td>
</tr>
<tr>
<td>• Fischer Hallman Road Plains Road to 500m South of Bleams ($14.2M)</td>
<td>• Trussler Road, Bleams Rd. to Yellow Birch Dr. ($24.2M)</td>
</tr>
<tr>
<td>• Erb St, Ira Needles Blvd to Wilmot Ln ($4.6M)</td>
<td>• Fischer-Hallman Road / Bearinger Rd., Columbia St W. to Westmount Rd. N. ($21.3M)</td>
</tr>
<tr>
<td>• Bleams Rd at Fischer-Hallman Rd ($3.2M)</td>
<td>• South Boundary Rd, Franklin Blvd to Dundas St ($20.3M)</td>
</tr>
<tr>
<td>• Fountain Street N Maple Grove to Kossuth ($22.2M)</td>
<td>• Bleams Rd, Strasburg Rd to Fischer-Hallman Rd ($19.3M)</td>
</tr>
</tbody>
</table>

Strategic Planning & Budget Committee
## 2023-2032 Capital Investment Overview

**Focus Area: Healthy, Safe & Inclusive Communities**

**Service: Housing Services / 10 year total: $740m**

<table>
<thead>
<tr>
<th>Underway</th>
<th>Starting in 2023</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 73 WRH units in Waterloo under construction at Kingscourt Drive in Waterloo ($38.4M)</td>
<td>• 48 WRH units in Kitchener; tender and construction starting 2023 ($32.6M)</td>
<td>• 762 WRH units at four locations - 2024 to 2031</td>
</tr>
<tr>
<td>• State-of-good-repair (renewal) work for Waterloo Region Housing stock ($16.1M)</td>
<td></td>
<td>• Project costs estimate: $444m</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• State-of-good-repair (renewal) work for Waterloo Region Housing stock ($110.4M)</td>
</tr>
</tbody>
</table>
# Waterloo Region Housing Master Plan

<table>
<thead>
<tr>
<th>Capital Program</th>
<th># of Projects</th>
<th>Number of Units (New and Retro)</th>
<th>Start Year</th>
<th>End Year</th>
<th>Capital Cost ($M)</th>
<th>Debt Financing ($M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council approval Nov. 2019</td>
<td>5</td>
<td>782 Total 144 Existing 638 net inc.</td>
<td>2020</td>
<td>2029</td>
<td>$246.6</td>
<td>$97.9</td>
</tr>
<tr>
<td>2022-2031 Capital Plan</td>
<td>5</td>
<td>782 Total 144 Existing 638 net inc.</td>
<td>2020</td>
<td>2028</td>
<td>$336.0</td>
<td>$297.4</td>
</tr>
<tr>
<td>2023-2032 Capital Plan (Proposed)</td>
<td>6</td>
<td>883 Total 214 Existing 669 net inc.</td>
<td>2020</td>
<td>2031</td>
<td>$515.4</td>
<td>$429.8</td>
</tr>
</tbody>
</table>
**Waterloo Region Housing Master Plan reflected in the 2023-2032 Capital Program ($millions)**

<table>
<thead>
<tr>
<th>Waterloo Region Housing Master Plan Project</th>
<th>Units added</th>
<th>Total Units</th>
<th>Construction</th>
<th>Total Expenditure</th>
<th>Debt Required</th>
<th>CMHC funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kingscourt, Waterloo</td>
<td>73</td>
<td>73</td>
<td>2023-2025</td>
<td>$36.5</td>
<td>$22.0</td>
<td>$13.2</td>
</tr>
<tr>
<td>82 Wilson, Kitchener</td>
<td>32</td>
<td>48</td>
<td>2023-2025</td>
<td>$32.6</td>
<td>$19.8</td>
<td>$5.6*</td>
</tr>
<tr>
<td>Langs, Cambridge</td>
<td>98</td>
<td>136</td>
<td>2024-2026</td>
<td>$77.9</td>
<td>$66.0</td>
<td>$4.5*</td>
</tr>
<tr>
<td>140 Weber, Kitchener</td>
<td>21</td>
<td>56</td>
<td>2026-2027</td>
<td>$23.0</td>
<td>$18.7</td>
<td>$4.3*</td>
</tr>
<tr>
<td>Mooregate, Kitchener</td>
<td>323</td>
<td>378</td>
<td>2027-2029</td>
<td>$221.1</td>
<td>$192.6</td>
<td>$28.5*</td>
</tr>
<tr>
<td>Shelley/Courtland</td>
<td>122</td>
<td>192</td>
<td>2028-2031</td>
<td>$124.3</td>
<td>$109.8</td>
<td>$14.6*</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>669</strong></td>
<td><strong>883</strong></td>
<td></td>
<td><strong>$515.4</strong></td>
<td><strong>$429.0</strong></td>
<td><strong>$70.7</strong></td>
</tr>
</tbody>
</table>

*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.*
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.
## 2023-2032 Capital Investment Overview

**Focus Area:** Environment & Climate Action  
**Service:** Water Supply / 10 year total: $609m

<table>
<thead>
<tr>
<th>Underway</th>
<th>Starting in 2023</th>
<th>Future</th>
</tr>
</thead>
</table>
| • New water supply to support growth (Laurel WTP, 2019-2023 $8.4M)     | • Consolidation and optimization of water supplies  
(William St. 2023-2025 $11M, Heidelberg/St. Clements 2023-2025 $3.5M) | • Investments in Mannheim Treatment Plant for redundancy and reliability (2023-2032 $83M)  
• Ongoing renewal of water assets (2023-2032 $169 M)                     |
| • Water Supply Strategy for long term community water needs (2022-2025 $1.2M) |                                                                              |                                                                       |
2023-2032 Capital Investment Overview
Focus Area: Environment & Climate Action
Service: **Wastewater Treatment** / 10 year total: $513m

**Underway**
- Investments in new technology for improved water quality and reduced energy (Hespeler WWTP)

**Starting in 2023**
- Upgrades to Galt WWTP to improve treatment and incorporate climate change adaptation

**Future**
- Infrastructure to support growth in East Side Lands
## 2023-2032 Capital Investment Overview

Focus Area: Environment & Climate Action

Service: **Waste Management** / 10 year total: **$253m**

<table>
<thead>
<tr>
<th>Underway</th>
<th>Starting in 2023</th>
<th>Future</th>
</tr>
</thead>
</table>
| • Excess soil management strategy  
• Kitchener Environment Control Systems | • Construction of new landfill cell ($8.3M)  
• Vehicle and heavy equipment replacements  
• Waterloo environmental control systems  
• Waterloo landfill gas system upgrades | • Waterloo Public Drop-off Center Infrastructure Upgrade ($60.7M)  
• Future landfill cells construction ($32.6M)  
• Vehicle and heavy equipment replacements ($26.1M)  
• Curbside Service Level Changes ($24.6M)  
• Waterloo environmental control systems ($14M) |
2023-2032 Capital Investment Overview
Focus Area: Healthy, Safe & Inclusive Communities
Service: **Paramedic Services** / 10 year total: **$91m**

**Underway**
- 36 ambulances ordered for service expansion (Oct 1/22 to Jan 1/24), replacement of fleet and for expansion per Master Plan
- Planning/acquisition of land for stations

**Starting in 2023**
- Planning and design for new station in Cambridge
- Site selection for new stations in Waterloo, Kitchener and Cambridge

**Future**
- Construction of new station (2024)
  - Cambridge $3.6M
- Land acquisition for new stations (2024-2028) $12M
- Construction of 4 new stations in Waterloo, Kitchener, Cambridge (2026-2030) $13.6M
### 2023-2032 Capital Investment Overview

**Focus Area:** Thriving Economy

**Service:** Airport Services / 10 year total: **$416m**

<table>
<thead>
<tr>
<th>Period</th>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Underway</strong></td>
<td>• Completion of Airport terminal expansion ($11.0M)</td>
</tr>
</tbody>
</table>
| **Starting in 2023** | • Surface parking expansion ($3.6M)  
• Airport vehicle replacement ($3.7M)  
• Acquire and service lands for phase 2 |
| **Future**   | • Design ($15M) and construction ($180M) of airport terminal expansion phase 2  
• Construct runway 14-32 extension ($46.0M)  
• Construct runway 08-26 extension ($19.0M)  
• Reconstruction and lighting replacement of runway 08-26 ($16.4M)  
• Runway rehabilitation ($9.0M) |
# Climate and Energy Transition: High-level Summary

## Ambitious Goals for 2050
- **Fossil fuel** use has been eliminated in all corporate operations
- **Local energy** has been optimized
- **Modal shift** to active transportation has been enabled
- Fugitive **methane** emissions have been minimized
- Essential programs and services are **resilient** to a changing climate
- **Risks to infrastructure** have been reduced through asset mgmt.

## Achieved To-Date
- Regional Official Plan: 15 minute neighbourhoods (2022)
- TransformWR (2021)
- ION transit system (2019)
- Community Climate Adaptation Plan (2019)

## Work Underway
- Corporate Carbon Budget
- Corporate Climate Transition Strategy
- Asset Mgmt. Climate Adaptation Master Plan
- GRT active transportation integration
- GRT micro-mobility / EV pilot
- Water Services
- Facilities renewal and building upgrades
Collaborative Planning for the Climate Transition

- Significant investments will be required
- Investments in the transition will contribute to health and wellbeing, equity, and economic prosperity objectives

<table>
<thead>
<tr>
<th>Estimated Magnitude of Investment</th>
<th>Regional Service Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than $50 million</td>
<td>• ION</td>
</tr>
<tr>
<td></td>
<td>• Transportation</td>
</tr>
<tr>
<td></td>
<td>• Water Supply</td>
</tr>
<tr>
<td></td>
<td>• Water Treatment</td>
</tr>
<tr>
<td></td>
<td>• Facilities</td>
</tr>
<tr>
<td></td>
<td>• GRT Buses</td>
</tr>
<tr>
<td>$25 - $50 million</td>
<td>• Waterloo Region Housing Facilities</td>
</tr>
<tr>
<td></td>
<td>• Police Facilities</td>
</tr>
<tr>
<td></td>
<td>• Waste Management</td>
</tr>
<tr>
<td>Less than $25 million</td>
<td>• Corporate Fleet</td>
</tr>
<tr>
<td></td>
<td>• Police Fleet</td>
</tr>
</tbody>
</table>
## 2023-2032 Capital Investment Overview

**Focus Area:** Various  
**Service:** Facilities & Fleet / 10 year total: $267m

<table>
<thead>
<tr>
<th>Underway</th>
<th>Starting in 2023</th>
<th>Future</th>
</tr>
</thead>
</table>
| • Corporate Space Optimization Phase #2 - move from leased premises at 235 King St. | • King-Victoria Transit Hub Early Works  
• Fleet Vehicle Charging Stations          | • Next phases of Corporate Space Optimization  
• King-Victoria Transit Hub, and realignment of Victoria St  
• State-of-good-repair (renewal) projects and corporate fleet replacements |
Facilities Asset Management – Full Lifecycle

Square footage: 6.8 million square feet (53% Housing, 47% Corporate)
$2.95B replacement value

Maintenance
• ~25000 demand Work Orders per year
• ~5% increase YoY
• ~17% Call-out increase from 2021 to 2022

New Construction
• 8 large new builds in progress, asset value est. $360M, with another 8 in planning worth hundreds of millions

MANDATE
Facilities Management is responsible and accountable for ensuring that all Regional building assets meet collaboratively defined program area needs while at the same time addressing corporate objectives.

Capital Renewal
• ~400-500 capital renewal projects per year
  • $136M of capital renewal identified over the next 4 years (2023-26), developed through condition assessments
  • $25M of renewal backlog spread across the next 4 years
  • Capital renewal spending over the past 5 years averages $13.4M annually

The perception of quality of life in Waterloo Region is directly impacted by the services staff provide to our community.
Facilities and Fleet Management – Regulations, Council Policy and Best Practices

- Facilities and Fleet Management deliver on its mandate through an emphasis on knowledge management excellence, industry best practices, lessons learned and in alignment with Regulations such as:
  - **2019 Asset Management Plan** through Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure
  - **Standard Operating Procedures** and **Best Practices** in Project Planning, Project Management and Maintenance work through Ontario Regulation 213/91 Construction Projects, and Ontario Regulation 851 Industrial Establishments

Council Directed...

- 2005 - established minimum standard for all new construction over 500m2 as LEED silver
- New Waterloo Region Housing apartment buildings are planned to be Net Zero Carbon in line with TransformWR objectives.
- Target setting of 80% by 2050, with acceleration of some sites to achieve 50% carbon reduction by 2030.
- Building on strong foundation of energy conservation, and preparing for acceleration of climate action initiatives that could cost around $235M over 30 years to reduce the carbon footprint of existing buildings.
- Also follow Council approved Master Plans for Housing, WRPS, GRT, PSV, and Waste Management.
Energy Management Current and Past Activities

• 2014, 2019 – Development of 10 Year Corporate Energy Plan with 5 year updates

• Continuing energy efficiency projects implementation at Regional Facilities: efficiency will reduce the implementation cost of electrification in future (equipment retrofits and operations efficiency)

• Continuing the implementation of solar photovoltaic projects: local generation will reduce operating cost of electrification (Housing and GRT PV)

• Conducted GHG Assessments in 30 Facilities; Integrating learnings into capital renewal program

• Develop the Fleet EV Transition Plan
  • Leverage external funding for EV charging station

• Implement tasks to cut GHG emissions from Operations and Maintenance
  • Preventive and corrective maintenance assessments; staff training

• Review the existing LEED policy and its transitioning to a Net Zero Carbon policy for new buildings
  • 14 Corporate Buildings are minimum LEED silver certified (over 500m2)
  • Those facilities that don’t apply are still designed to achieve high energy efficiency levels through adoption of several energy efficient features such as LED lighting and controls, heat recovery, high efficiency boilers and furnaces, and utility sub-metering.

• External Funding Applications
  • Actively identifying and leveraging funding programs
Figure 9.3 Total Equivalent kWh Energy Consumption for Headquarter Building (HQ) per Square Foot of HQ Building

This measure shows the annual kWh consumption per square foot at the municipal headquarter building. In 2020, there was a general reduction in energy consumption across all municipalities as a result of building closures during the COVID-19 pandemic.
Facilities Management Projects

Sampling of Major 2023 Capital Renewal Projects
- 99 Regina, replacement of 28 year old leaking skylight, end of life, $2M
- Operations Centre, replacement of 33 year old asphalt $2.3M - Design
- Sunnyside Home, replacement of boiler system $750k – Design
- GRT Strasburg, structural steel rehabilitation $500k - Procurement
- Police Headquarters generator replacement $1.4M - Design
- Police Headquarters cooling system replacement $600k – Design
- Security access system replacement, ~30 years old (Phase 1, various locations), $1.3M – Out for RFP
- Sunnyside Roof Top Unit Replacement - $1.8M – Construction
- WRPS South Asphalt replacement - $600K - Construction
- Water Roof Replacements various locations - $490K – under construction - $210K – in Design

Sampling of Capital Growth Projects in Progress or Planning
- WRPS New Central Division - $51M
- Housing – Langs - $58M
- King Victoria Transit Hub - $135M
- Airport Operations Centre Expansion
- Paramedics Satellite Stations - $6.6M over three sites
Northfield GRT Maintenance and Bus Storage Facility

- 305,000 ft² bus maintenance and storage facility built to support the north GRT service area
- Supports the expansion of service frequency and services into new areas and communities
- Allow for introduction of articulating buses
- Will accommodate increasing electrification of the bus fleet

**LEED SILVER FEATURES**

- Bike storage
- EV charging
- Rain water harvesting for bus wash
- Energy and water efficiency
- Passive Cooling through operable roof windows and roof turbines
- Lots of natural light
- 96% Waste diversion
- Low VOC materials and FFE
- Dust control and no smoking enforced during construction for air quality assurance
- 19,000sf vegetative green roof
- LED lighting
- Allowances for future solar panel system
- Allowances for future electric bus charging pilot
Corporate Space Optimization

$1 Million/year savings in lease costs and over $100 Million in cost avoidance for future growth

- **People** – Providing people with greater flexibility and an engaging place to work
- **Performance** – Providing high quality service while delivering cost savings in terms of office space and encouraging team collaboration
- **Planet** – Responding to climate change by reducing the carbon footprint of office space and the amount of commuting
- **Purpose** – Intentional shift to becoming an adaptive workplace with emphasis on connection, collaboration and co-creation vs individual, designated workspaces
King Victoria Transit Hub

The KVTH site is planned to be a landmark development and train station connecting the Region to the Toronto-Waterloo Region Innovation Corridor. It will be a focal point for higher order transit service in Waterloo Region, connecting passengers seamlessly through the co-location of ION (LRT), GO Transit (rail and bus service), VIA rail service, intercity bus, passenger vehicles and GRT. The Transit Hub is also expected to generate ION ridership as an anchor development along the Central Transit Corridor (CTC) with transit station functions integrated with a privately developed mixed-use destination.

As part of Phase 1, Metrolinx will deliver track modifications, platforms and amenities, and station underpasses while the Region delivers bus infrastructure, passenger waiting areas, bike storage, passenger pickup and drop off facilities, parking, segregated cyclist and pedestrian trails and a new pedestrian bridge over King Street. The Region will deliver the transit hub building and public square and transit plaza in a subsequent Phase 2.
## 2023-2032 Capital Investment Overview

**Focus Area: Thriving Economy**

**Service: Cultural Services / 10 year total: $26.5M**

<table>
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<tr>
<th>Starting in 2023</th>
<th>Future</th>
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| • Utility upgrades for Doon Village  
• Exhibit and collections development and refurbishment | • Building renewal at all sites ($10.5M)  
• Bunker redevelopment ($4.5M)  
• Main gallery exhibit refurbishment ($4.1M)  
• Schneider Museum development ($1.6M)  
• Curatorial centre storage expansion ($1.0M) |
The Region's King Street Bunker

- The bunker is located within Schneider Park, adjacent to the Freeport Bridge, Grand River, and Freeport Hospital.
- It was constructed in 1966 due to the potential threat of a nuclear attack during the Cold War and could house up to 40 public officials for several weeks.
- The structure was leased to the KW Rowing Club from 2003 to 2018 where it was used to run programming and store equipment (e.g., rowing boats).
- Building condition assessments performed in 2017 and 2018 identified serious health & safety concerns that needed to be addressed in order for the building to be utilized.
- Due to the nature of the building repairs that were required and associated costs, the KW Rowing Club no longer uses the building.

In 2022 Facilities did the following in order to keep it from deteriorating further:
- Security, structural, full abatement, and building envelope repairs to preserve and maintain the structure for future use
- Securing the building to prevent entry by adding precast concrete blocks at ground level, adding a site fence and removing the shed (not of any historical significance).
- Repairing the existing steel and concrete to ensure the building is structurally sound. Removing all designated substances found in the building. Ensuring the building is watertight by repairing the roof membrane.
- Total project construction cost $660,000
- Total consultant cost $40,000
Next steps:

- Build on the information gathered through the last public engagement exercise and seek feedback on potential uses of the site linked to community need (2023)
- This will be followed by a design and feasibility study and will give staff an opportunity to explore grant funding and support
- Construction - timing TBD
- The site has been stabilized so there is some flexibility in this timeline
- The preliminary capital program includes $100k in 2023-2024 for design and feasibility work, and $4.4M in 2025-2027 for construction
2023-2032 Capital Investment Overview
Focus Area: Healthy, Safe & Inclusive Communities
Service: Seniors' Services / 10 year total: $25.6M

Underway:
- Ongoing renewal of Sunnyside Home LTC facility (20 years old)
- Replacement of furnishings, equipment and flooring in resident rooms/common area
- New site generators powering full building
- Replacement of existing roof top units

Starting in 2023:
- Building condition assessment to be completed and to be reflected in future 10 year capital plans
- Design/replacement of boiler system

Future:
- Roof replacements
- Window replacements
- Development of business case for home refresh
2023-2032 Capital Investment Overview
Focus Area: Thriving Economy
Service: Tax Increment Grants (TIG) / 10 year total: $31.1M

2023

• 12 sites receiving approximately $3.2M in tax increment grants in 2023

Future

• $5.3M for 1011 Homer Watson Blvd industrial condos/developments
• $4.8M for 83 Elmsdale Drive condominiums (254 units)
• 9 year forecast includes $17.8M in additional tax increment grants