

Regional Municipality of Waterloo
Strategic Planning and Budget Committee
Addendum Agenda



Date: Wednesday, November 29, 2023
Regular Session: 11:00 a.m.
Location: Council Chambers

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 2024 Plan and Budget	2
*4.2 2024-2033 Capital Program	42
5. Reports	
5.1 COR-CFN-23-043, 2024 Plan and Budget - Councillor Motions For Information.	85
5.2 COR-CFN-23-044, 2024 Plan and Budget - Responses to Councillor Requests Recommended Motion: That the proposed 2024 service expansion for Light Rail Transit, as outlined on page 150 of Appendix A to the 2024 Preliminary Budget book which was approved for inclusion in the 2024 Operating budget, be amended to reflect a new service level comprising “10 minute at peak headways all year” effective June 2024 and to maintain the current service level comprising “15 minute shoulder period headway all year”, as described in report COR-CFN-23-044 dated November 29, 2023.	89
6. Communications	
7. Other Business	
8. Adjourn Recommended Motion: That the meeting adjourn at xx:xx p.m.	



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Plan and Budget 2024

Today's Purpose

- Presenting draft operating and capital budgets
- Last of four deep dives into strategic priority areas and 2024 budget – Resilient and Future Ready Organization
- Opportunity to ask questions and seek clarifications
- Review staff recommended Resilient and Future Ready Organization expansion list and assess for approvals

2024 Plan and Budget Resources

- 2024 Preliminary Budget Book (including 2024 Proposed Service Expansions in Appendix A): https://www.regionofwaterloo.ca/en/regional-government/resources/Budget/2024_Preliminary_Budget_Book.pdf
- Previous Strategic Planning & Budget Committee Agendas:
 - [October 4, 2023](#)
 - [October 18, 2023](#)
 - [November 1, 2023](#)
 - [November 8, 2023](#)
 - [November 22, 2023](#)

2024 Budget Committee Review Schedule

	Date	Draft agenda
✓	Oct 4	2024 Plan and Budget context: FCM delegation; Annual Business Plan and Principles; Economic Indicators; draft 2024 Budget overview; budget review process
✓	Oct 18	Preliminary 2024 Budget tabled; Budget book distribution; Detailed reviews of priority areas, service expansions, capital projects: public input meeting #1
✓	Nov 1	Detailed reviews continue: public input meeting #2
✓	Nov 8	Detailed reviews continue
✓	Nov 22	Police Services Budget presentation , Grand River Conservation Authority presentation, Plan to End Chronic Homelessness
	Nov 29*	Detailed reviews continue; public input meeting #3
	Dec 13	Final Budget Day (Committee and Council)

* Budget Committee meeting has a carryover scheduled for the following day if needed

2024 Budget Committee Review Process

Staff have prepared motions covering proposed service expansions

Staff will track all amendments to the Preliminary 2024 Budget

The Preliminary 2024 Budget as amended will be subject to final approval on December 13

Motions to direct staff to amend the draft budget during the review process can be altered or removed on final budget day without the need for a notice or a motion to reconsider

2024 Budget Committee Review Process

Council resolution from October 25, 2023

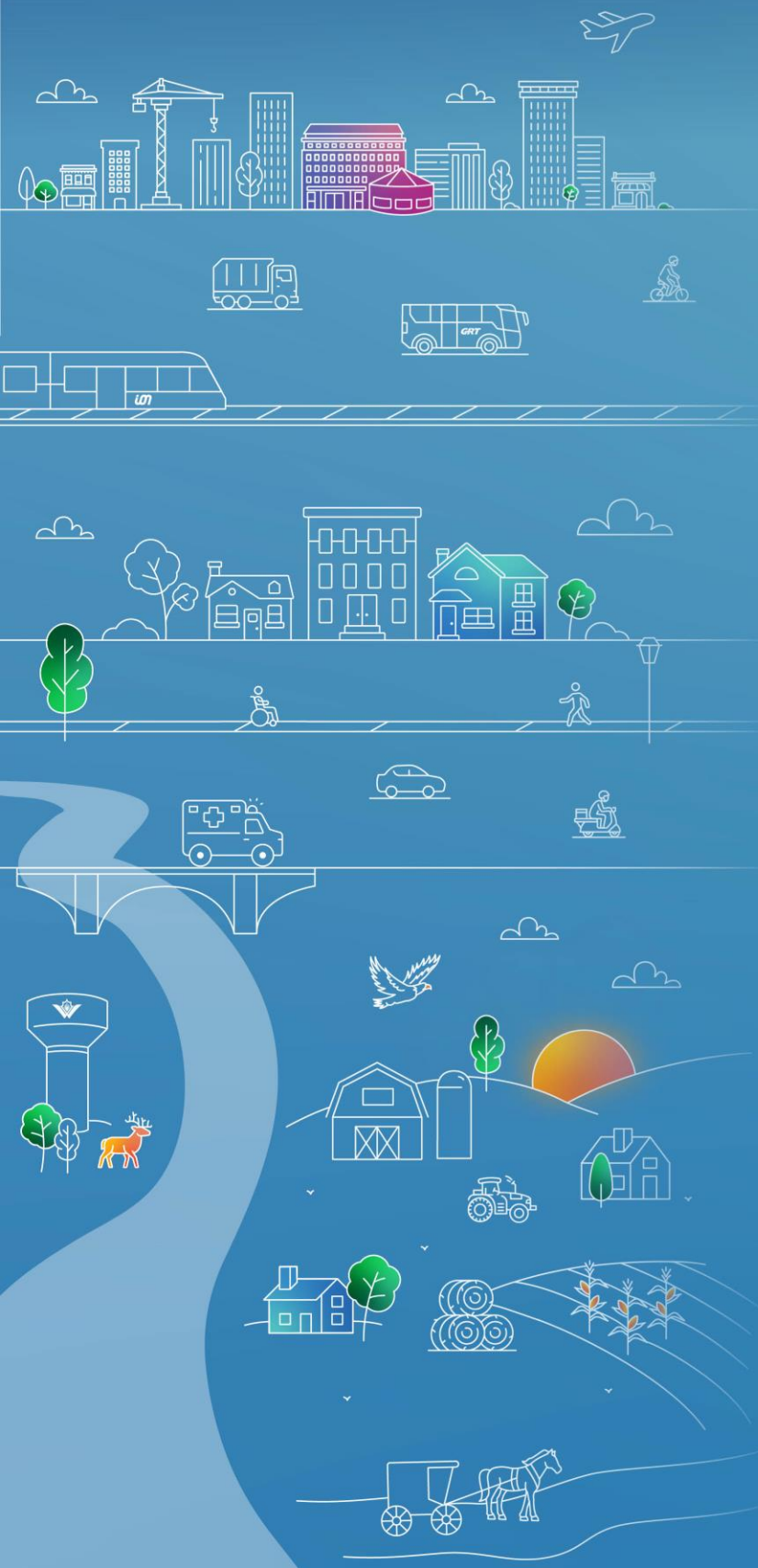
A motion to amend the final budget will be subject to notice and must be submitted in writing to the Clerk no later than noon Monday December 4, 2023;

All motions to amend the final budget that are received by the Clerk by the deadline will be published in the agenda;

A motion to amend the final budget can be further amended during the final budget meeting without requiring notice, provided that any amendments are relevant and continue to relate to the same issue, which was the subject matter of the original motion to amend the final budget; and

- 1) Any motion to amend the final budget that is not received by the Clerk by the deadline may be introduced at the meeting on December 13, 2023 provided that:
It is submitted to the clerk in writing; and
- 2) The Strategic Plan and Budget Committee, without debate, dispenses with notice on the affirmative vote of at least two-thirds of the members present and voting.

Strategic Plan 2023-2027



Homes for all

We will invest in affordable homes and economic opportunity for all that are part of inclusive and environmentally sustainable communities.

- Move quickly to create affordable, accessible, and equitable housing
- Eliminate chronic homelessness and reliance on traditional shelter models
- Invest in upstream solutions to reduce housing and economic precarity
- Unlock Region-owned land that supports community growth



Climate aligned growth

As we grow, we will support a healthy environment where communities can thrive. Through intentional collaboration and creativity, we will support sustainable community growth.

- Use a climate adaptation lens to re-imagine infrastructure, land and services for growth
- Foster car alternative options through complete streets and extended alternative transportation networks
- Steward our natural environment and shared resources as we grow



Equitable services and opportunities

Through collaboration and innovative design, we will provide equitable, accessible services across Waterloo Region that support the social determinants of health, safety and complete communities as we grow.

- Ensure services are inclusive, accessible, culturally safe and appropriate
- Design equitable Regional services that meet local community needs
- Explore new models of service through community collaboration and partnerships



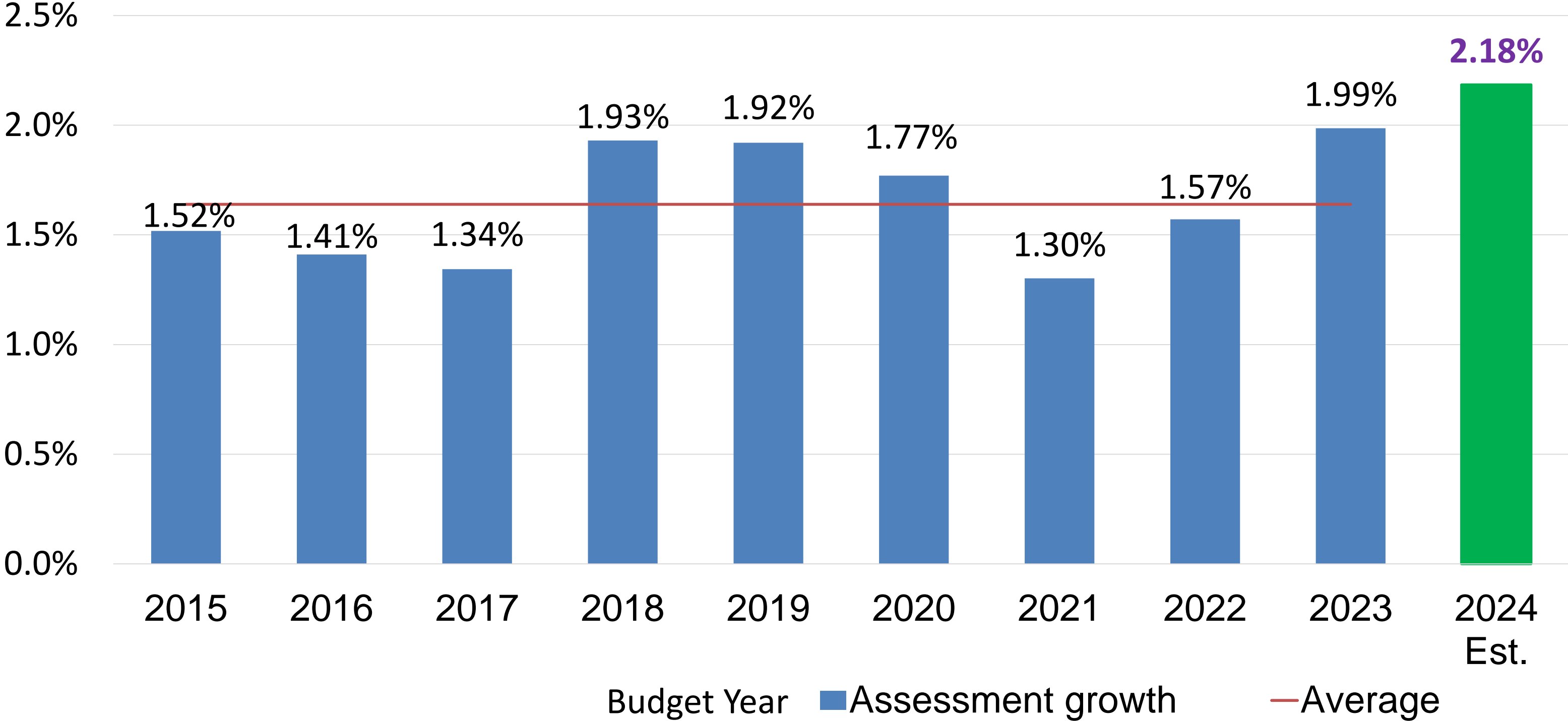
Resilient and future ready organization

The Region of Waterloo is a great place to work, where everyone is valued, feels they belong and where they have the supports and tools they need to do a great job. We will be prepared for the future by providing a safe space for bold ideas and experimentation, based on data and other ways of knowing.

- Foster an empowered, people-centred culture
- Reconcile past injustices to advance our future together
- Explore new service models and partnerships to achieve fiscal resilience and better service

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Regional Assessment Growth



2024 Operating Budget Status

Regional Property Tax Levy	Tax levy \$M	Region % Tax impact	Police % Tax Impact
2023 property tax levy (direct Regional services & Police Services)	\$682.9		
Direct Regional Services:			
2024 preliminary base budget increase	\$37.6	5.7%	
MobilityPLUS budget housekeeping amendment (Nov. 1 st)	(\$0.3)		
Service expansions endorsed by Budget Committee (Oct. 18 th , Nov. 1 st & Nov. 8 th)	\$6.0		
The Plan to End Chronic Homelessness (CSD-HOU-23-027 & CSD-HOU-23-028)	\$11.0		
Community Capacity Building Fund budget amendment (Nov. 22 nd)	\$1.0		
2024 preliminary budget increase as of November 29th	\$55.3	9.4%	
Proposed service expansions to be reviewed by Budget Committee (Nov. 29 th)	\$0.7		
2024 preliminary tax levy change for direct Regional services	\$56.1	9.6%	
2024 tax levy change for Police Services (Report: 2023-198, Nov. 15th)	\$14.4		4.4%
Total 2024 levy increase and property tax impact	\$70.4	8.0%	

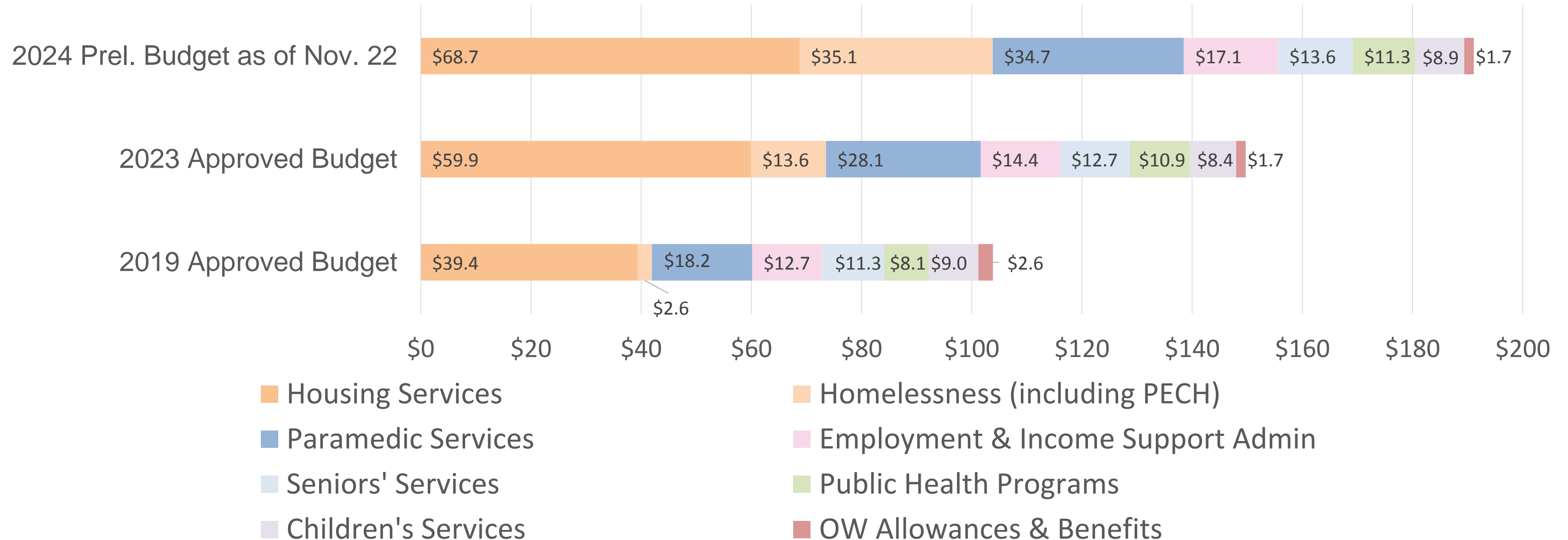
Note: Preliminary 2023 assessment growth assumption for the 2024 budget = **2.18%** (to be finalized)

Proposed Use of Tax Stabilization Reserve in the Preliminary 2024 Budget

Item	2024 Budget (\$ millions)
Paramedic Services 2023 expansion	\$0.86
Paramedic Services 2024 expansion	\$2.54
Fuel price increase phase-in	\$1.90
Employment Services	\$0.29
The Plan to End Chronic Homelessness (CSD-HOU-23-028)	\$3.20
Total	\$8.78

Regional Funding for Services That Should be Funded by Provincial Revenues

Levy & Reserve Funding: 2024 = \$191 million, 2023 = \$150 million, 2019 = \$104 million





Resilient & Future Ready Organization

The Region of Waterloo is a great place to work, where everyone is valued, feels they belong and where they have the supports and tools they need to do a great job. We will be prepared for the future by providing a safe space for bold ideas and experimentation that transform services based on data and other ways of knowing.

To advance this outcome over the next four years, we will:

- 1. Foster an empowered, people-centred culture:** Our people are critical to enabling the delivery of our services. We will work to ensure present and future staff feel valued, respected, and have the tools, support, processes and agency they need to make a positive impact.
- 2. Reconcile past injustices to advance our future together:** To meaningfully advance our future, we must acknowledge and learn from our past injustices, and act. This includes centering the voices of those traditionally discriminated against in policy decisions, staffing decisions and service delivery. It also means exploring new approaches to community-centred decision-making, and how we attract, value, and support Indigenous, Black and racialized communities.
- 3. Explore new service models and partnerships to achieve fiscal resilience and better service:** Working together, we will identify and invest in new approaches that support our future fiscal resilience. We will support staff and the community to drive service transformation that is culturally appropriate, safe and inclusive through co-design, data-driven decision-making, innovative digital tools, and other ways of knowing.

Budget 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

Operating Budget Reductions (\$millions)						
	2019	2020	2021	2022	2023	Total
Operating budget savings	\$2.2	\$3.3	\$15.4	\$11.4	\$8.2	\$40.5

Budget Efficiencies and Reductions (cont'd)

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 Budget	1.0	0.2	2.2	0.3	1.3	0.3	3.0	8.2
2024 Preliminary Budget	0.5	0.1	1.2	0.1	1.2	0.2	TBD	3.3





Resilient and Future Ready Organization

Services and Current Service Levels

Supporting employees to make a difference

- Employee health, safety and wellbeing
- Integrating 16 HR systems into one seamless HXM system to improve employee experience
- Talent attraction, retention and development
- Training to support diversity, equity, inclusion and belonging
- Modernizing our Total Rewards Framework and investing in a Talent Development and Management Program

C: \$3.6 M

O: \$13.1 M

Human Resources

C: \$0.9 M

O: \$5.8 M

Treasury & Corp. Finance



Delivering financial and purchasing excellence for community impact

- Ontario Works payments to 8,000+ clients
- Identifying financial and funding strategies for major community building projects like KVTH
- Ensuring long-term financial sustainability and accountability
- Value for money through purchasing best practices and managing equipment and vehicles vital to good service and quality of life

Advancing service through innovation, data and technology

- Leveraging technology solutions that respond to changing community priorities; road safety program expansion (ASE), transit services, customer service improvements
- Providing service access through in-person, telephone and online (chatbot and LiveChat) channels, 24/7, 365 days a year with over 300,000 annual transactions
- Increasing data analytics needs - 64,000 assets being tracked and managed and 27,000 demand work orders

C: \$2.7 M

O: \$14.6 M

IT & SFCC

Strengthening partnerships, relationships and community engagement

- Intergovernmental advocacy and stakeholder relations attracting vital funding
- Engaging and communicating with all 650k residents, 1,000s of businesses and organizations each year
- Supporting civic engagement and local decision making
- Ongoing and meaningful engagement with Indigenous communities

Resilient and Future Ready Organization

Strategic Initiatives

1 Increase in employee retention rates across different populations

2 Increased diversity in leadership

3 # of municipal related Truth and Reconciliation Calls to Action completed

4 # of service innovations or improvements

OBJECTIVE

Foster an empowered, people centred culture

Reconcile past injustices to advance our future together

Explore new service models and partnerships to achieve fiscal resilience and better service

ACTIONS

- Support employees through the Employee Health, Safety and Wellbeing Strategy
- Attract, retain, and develop top talent (through new talent acquisition and retention strategies, an enhanced employee value proposition, modernizing our Total Rewards Framework, and investing in a Talent Development and Management Program)

- Enhance diversity, equity, inclusion and belonging strategies to support a respectful, equitable, and inclusive people-centered culture
- Implement a Community Services Equity Plan
- Provide opportunities for sharing, learning, collaboration through the REDI Action Partnership

- Implement the new Strategic Plan and VMV to guide progress and lead change
- Enable effective and impactful service delivery through digital transformation, modernized information management systems, and investments in performance measurement
- Partner with other levels of government to achieve shared priorities and fiscal balance
- Long-term financial sustainability measures
- Implementation of Corporate Fraud Risk Management Framework
- Corporate Asset Management Plan Update
- Regional Development Charge Background Study
- Corporate Accommodation Master Plan incl. space optimization

Human Resources and Citizen Services (HRC) Enabling a Resilient and Future Ready Organization

HRC leads the ongoing advancement of the organization by continuing to build and enrich the capacity and capability for people decisions that further our regional Strategic Plan.

HRC will co-create and enable a caring, inclusive and respectful culture, advocated by all, where people thrive, and are empowered and inspired to be their authentic selves.

Create an inclusive and safe workplace environment where engaged staff feel empowered to provide enhanced service to our residents.

HRC Enabling a Resilient and Future Ready Organization

- Ensuring the Region is attracting, developing and retaining skilled, engaged and diverse employees who are empowered to provide excellent service to residents
- Leading transformational change in response to current and emerging employee, organizational and community needs
- Building leadership capacity and capability through coaching, provision of strategic advice and tools and resources
- Creating a harmonious, inclusive and people-centered employee experience
- Enabling healthy, safe and inclusive internal (employee-centered) and external (resident-centered) communities
- Ongoing delivery of business-critical Human Resources and Citizen Service
- Strengthening partnerships throughout the organization to position the Region as a progressive, innovative and inclusive employer of choice



Resilient and Future Ready Organization through Occupational Health and Safety

Needs

- In response to growing needs to deliver excellent service to residents, it is imperative that we are fiscally responsible by reducing staff absenteeism and the cost associated with the use of replacement workers, while sustaining service to our customers.
- Additional resources are required for injury claim navigations and for transitioning employees back to work who are absent due to injuries or complex physical or mental health illnesses.
- These resources will reduce the number of employees off work, the need for replacement workers, and decrease the cost associated with WSIB claims.

Proposed Changes

- 1 FTE Short-Term Disability (STD) Advisor and 1 FTE Workplace Safety & Insurance Board (WSIB) Disability Advisor are required to support staff navigating an injury claim related to WSIB or STD.

Resilient and Future Ready Organization through Labour Relations

Needs

- Labour Relations faces a substantial increase in workload due to increasing regulatory complexity, a rise in the number of employee relations matters, including the introduction of a short term disability management program, managing employee disputes, and collective agreement contract negotiations. The existing team, while dedicated and capable, is stretched thin, impacting our ability to address issues in a proactive manner.
- Positive employee relations contributes significantly to employee satisfaction and retention, which allows employees to focus on service delivery to residents.
- An additional resource would enable a shift from a reactive to a proactive approach in managing workplace relations. This includes implementing preventative measures, conducting regular training sessions, and engaging in ongoing communication with employees, union leaders, and management to address potential issues before they escalate.

Proposed Changes

- 1 FTE Labour Relations Advisor.
- An increase in staffing is necessary to not only alleviate the current workload pressure but also to position our organization to better navigate the complex and dynamic landscape of labour relations.

Resilient and Future Ready Organization through AI-Enabled Service Delivery

Needs

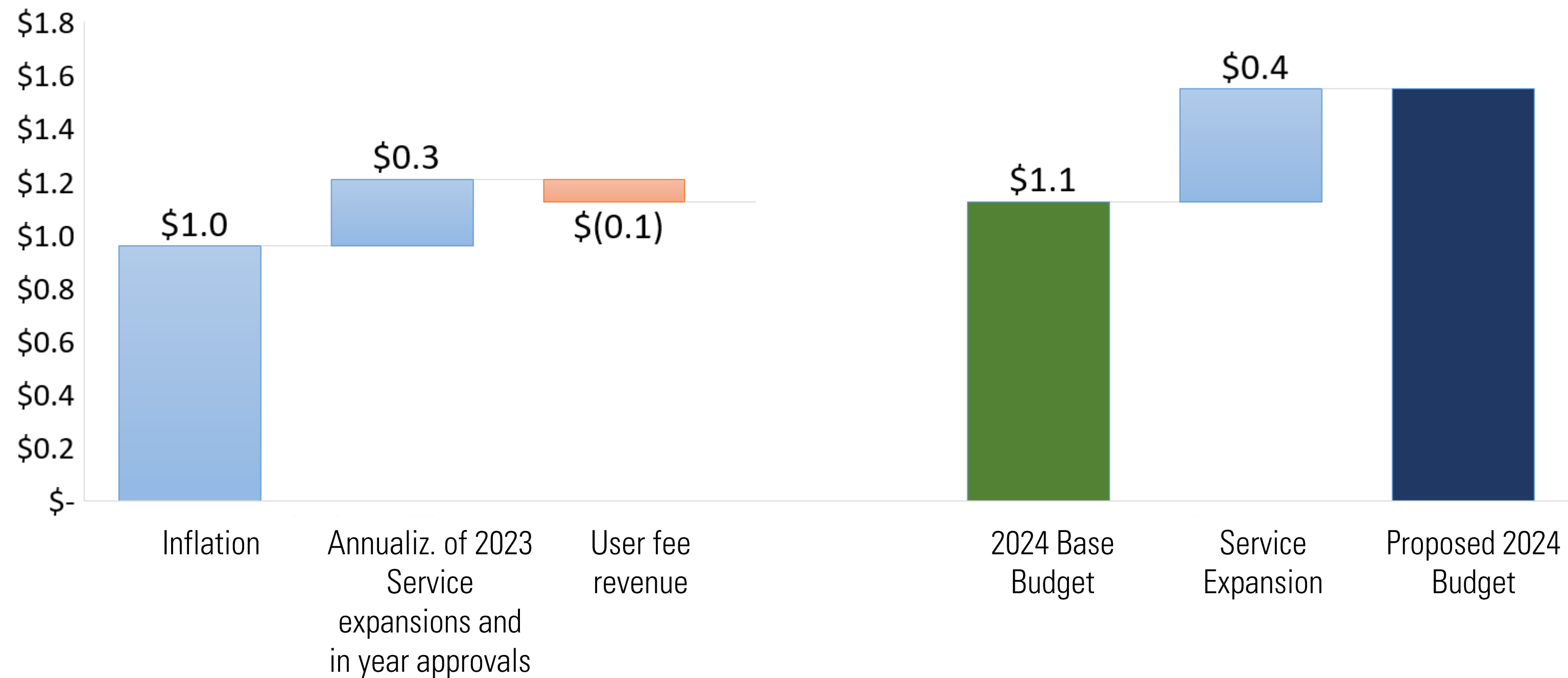
- To meet the service expectations of current and future residents, we are expanding our modern service access tools in a fiscally sustainable manner. We strategically invested in Artificial Intelligence (AI)-enabled service delivery at the Service First Contact Centre (SFCC). Introducing the online chatbot necessitated the demand for ongoing service script updates and maintenance to improve accuracy of information to residents while ensuring continued improvement and expansion of AI-enabled services now and in the future.

Proposed Changes

- 1 FTE Chatbot (Script) Editor. This position will work with service delivery areas across the organization and the SFCC team to ensure services are equitable, innovative, accessible, and meet local community needs.

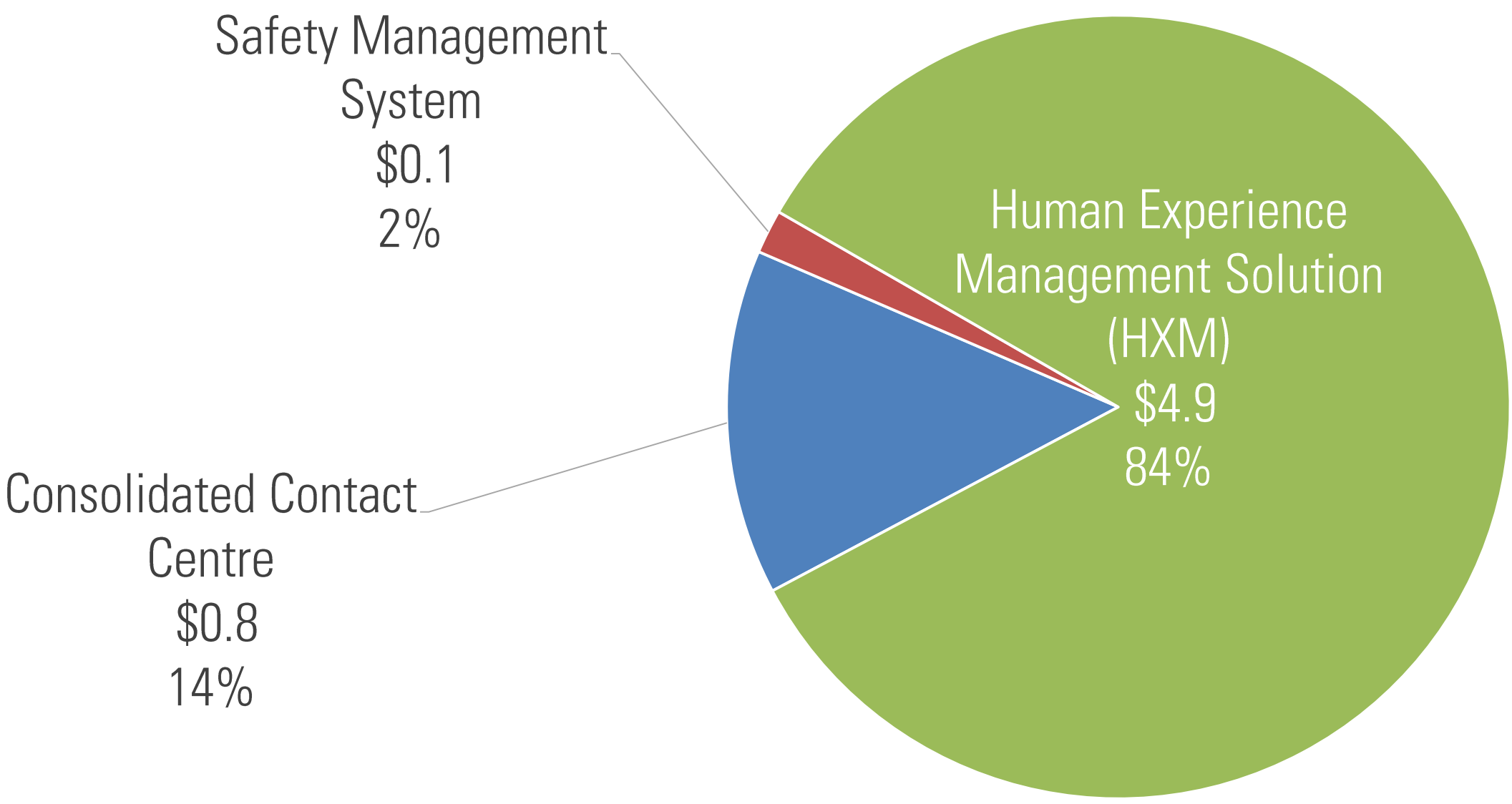
Human Resources & Citizen Services Budget

2024 Human Resources & Citizen Service Operating Budget Increase (\$1.5M)



Human Resources & Citizen Services Budget

2024-2033 Human Resources & Citizen Service capital program expenditure (\$5.8M)
in \$millions



The Human Resources & Citizen service capital program is funded entirely from property tax supported reserves



Proposed Expansions for Resilient and Future Ready Organization

Motions for Proposed for Human Resources & Citizen Services expansions

That staff be directed to include in the 2024 Operating Budget a service expansion for the Labour Relations Advisor as described in Appendix A to the 2024 budget document.

That staff be directed to include in the 2024 Operating Budget a service expansion for the Short Term Disability Return to Work Disability Advisor and WSIB Disability Advisor as described in Appendix A to the 2024 budget document.

That staff be directed to include in the 2024 Operating Budget a service expansion for AI enabled service delivery as described in Appendix A to the 2024 budget document.

Resilient and Future Ready Organization through the Lobbyist Registry Program

Lobbying enables individuals, groups, and companies to communicate with elected officials and municipal staff to influence or advocate for a particular position or outcome related to a municipal issue or decision. A lobbyist registry can enhance Regional transparency and integrity by documenting lobbyist communication in a centralized online database that is accessible to the public and stakeholders.



Resilient and Future Ready Organization through the Lobbyist Registry Program

Objectives:

- Improve accountability in the interactions between lobbyists and Region of Waterloo public officials and staff and transparency to the public

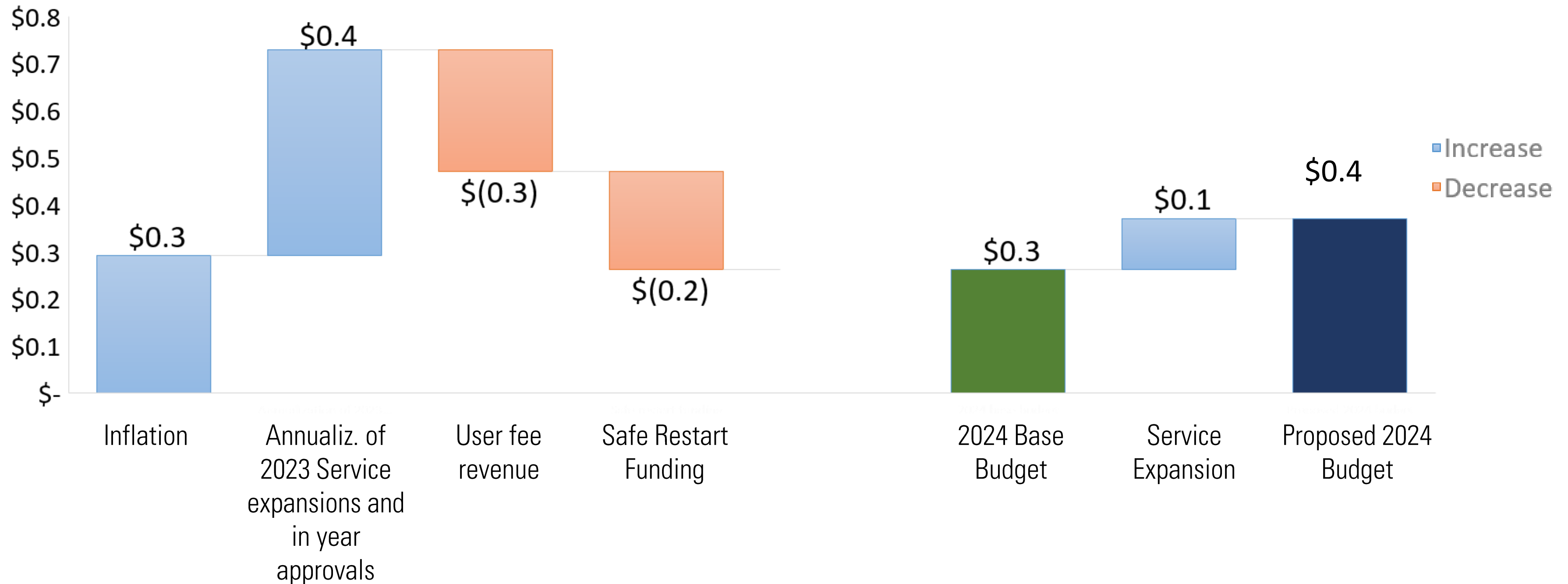
Proposed Changes:

- Procurement of a lobbyist registry software for searchable database
- Program Manager, Lobbyist Registry to support the program development, stakeholder and community engagement, and administrative and reporting tasks. Provide support to area municipalities if they seek to adapt a similar policy framework as the Region.

Council deferred a decision on a proposed Lobbyist Registry Program to budget deliberations at the June 6, 2023 Committee (PDL-CAS-23-004).

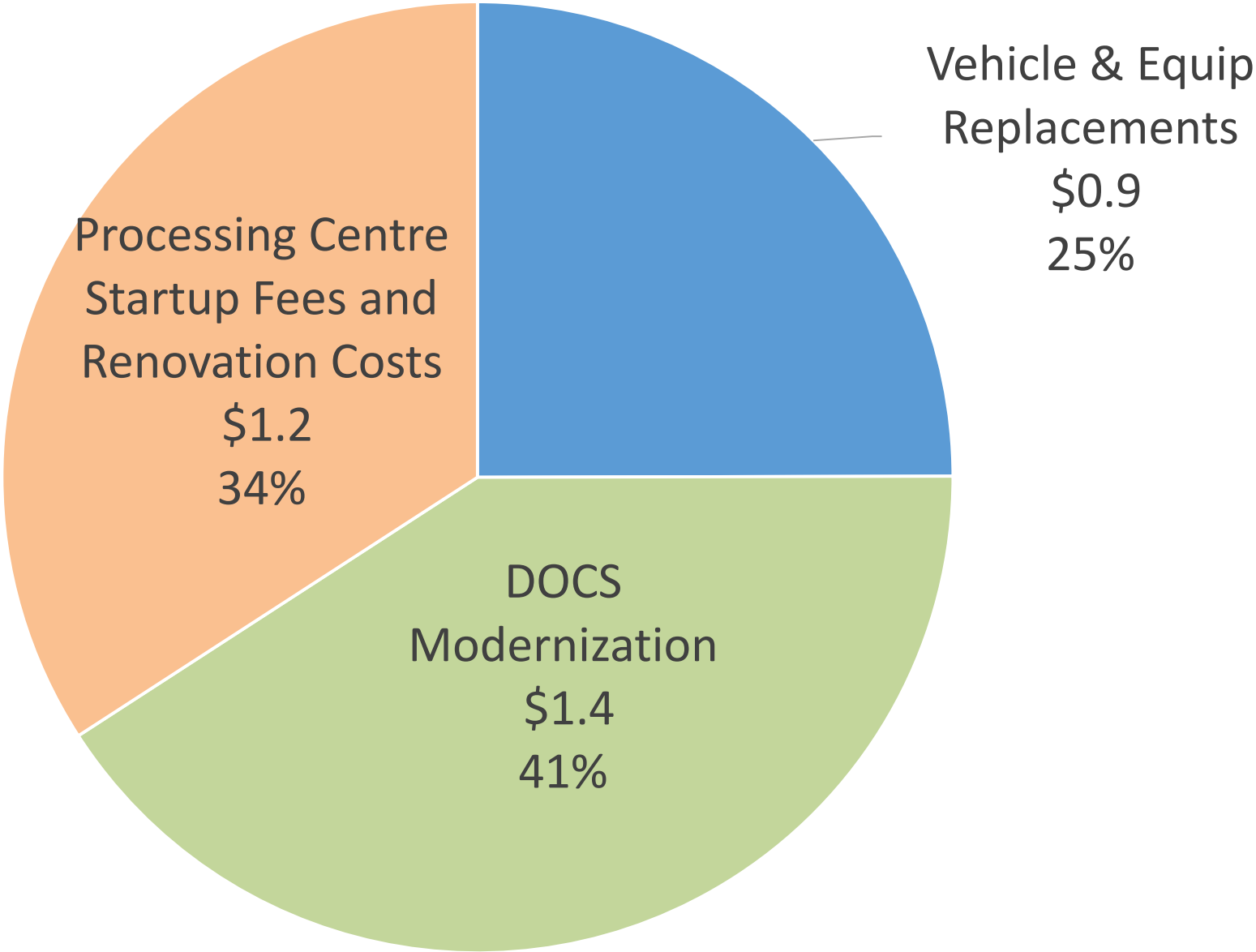
Council & Admin Services

2024 Council & Admin Services Operating Budget Increase (\$0.4M)



Council & Admin Services Budget

2024-2033 C&AS capital program expenditure (\$3.5M)
in \$millions



The Council and Admin Services capital program is funded entirely from property tax supported reserves

Proposed Expansions for Resilient and Future Ready Organization

Motion for Proposed for Council & Admin Services expansion

That staff be directed to include in the 2024 Operating Budget a service expansion for the Lobbyist Registry as described in Appendix A to the 2024 budget document.

Building a Resilient and Future Ready Organization in Facilities Management

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.



Facilities Asset Management – Full Lifecycle

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

Maintenance

- Approximately 27,000 demand Work Orders per year
- Approximately 10% increase
- Approximately 17% call-out increase from 2021 to 2022

Large Capital

- \$830 million in the design or construction phase, consisting of four renovations and seven new builds
- 12+ projects in planning estimated at hundreds of millions

Asset Management

- 64,000 assets being tracked and managed through their lifecycle

Capital Renewal

- Approximately 350 capital renewal projects annually
- \$170 million of capital renewal identified over the next four years (2024-27), developed through condition assessments
- \$27 million of renewal backlog spread across the next four years
- Capital renewal spending over the past five years averages \$13.7 million annually

Building a Resilient and Future Ready Organization in Facilities Management

Objectives

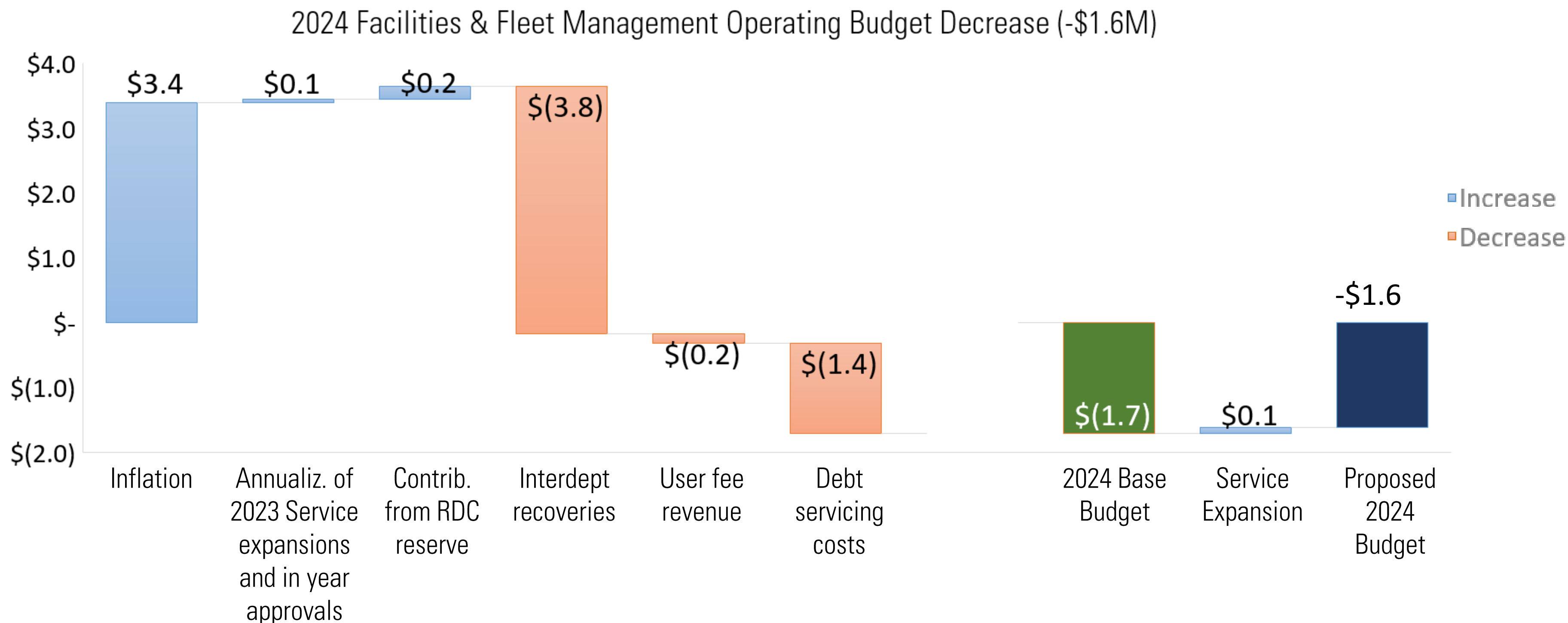
To build a resilient and future ready organization we need to understand the large volumes of data coming in from Regional work orders, housing work orders, and equipment assets. Analytical interpretations from this pool of information will be used to make informed decisions on the facilities and services we provide within the Regional buildings and housing assets. We aim to support staff and the community with our buildings and assets using data-driven decision-making combined with innovative and experienced interpretation. This will result in a higher level of decision making and support in ensuring people the services they need when, where and how they need them most.

Proposed Changes

One FTE is being requested to manage the flow of information and use data analytics to plan preventative maintenance work. This increased focus on building system's data analytics will improve the level of service provided for our Regional programs including Waterloo Region Housing tenants. Increased analysis of the data will help in directing staff to managing the work in a more efficient way. This will lead to:

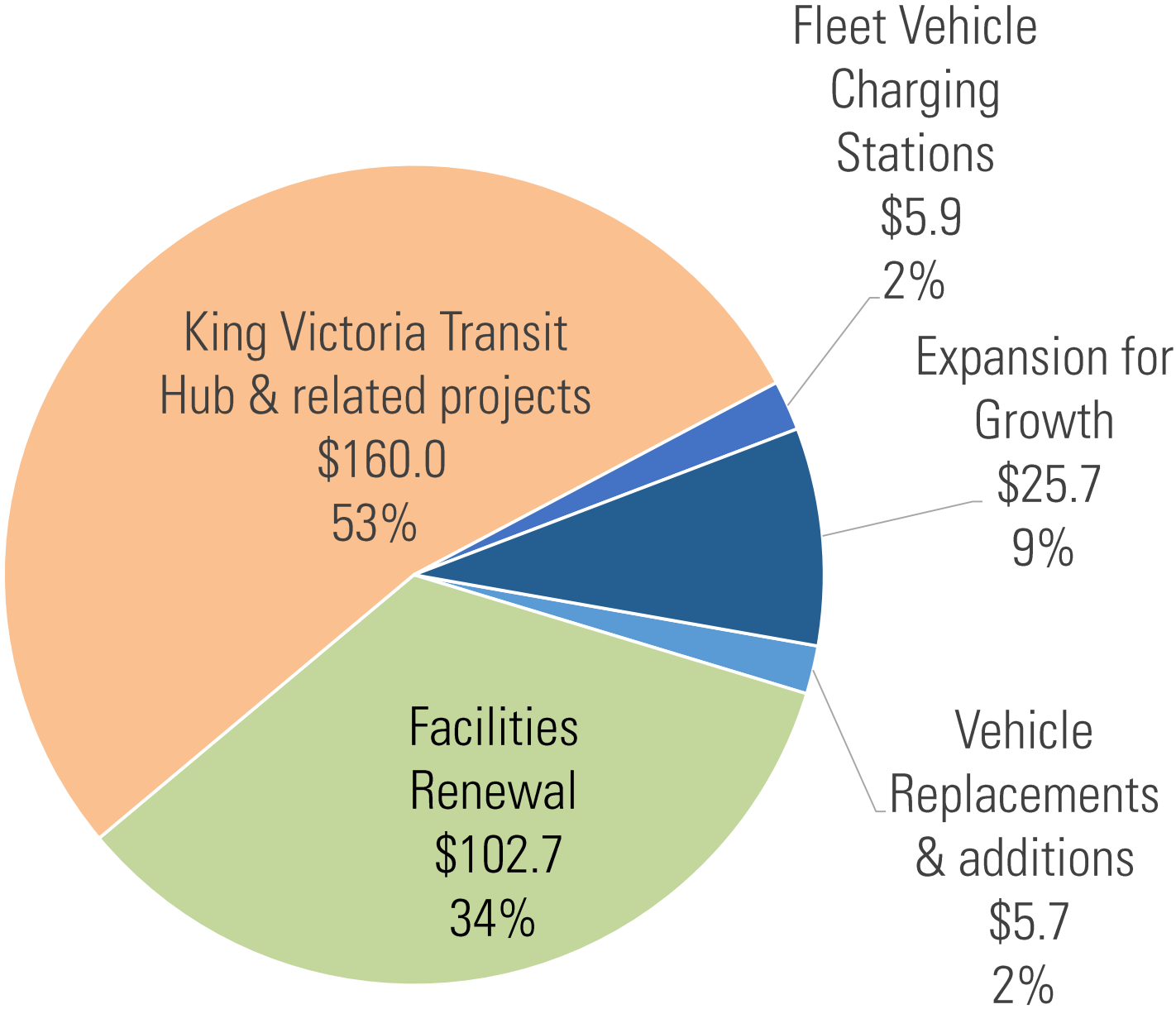
- Higher levels of satisfaction for program areas, freeing program staff to be more focused on delivering to front line needs
- Fewer errors and quicker, more proactive addressing of needs by staff no matter who is able respond
- Stronger planning activities informed by a framework fostering exchange of lessons learned and key performance indicator trends in real time, leading to optimal prioritization of limited resources and budgets.

Facilities and Fleet Management Budget

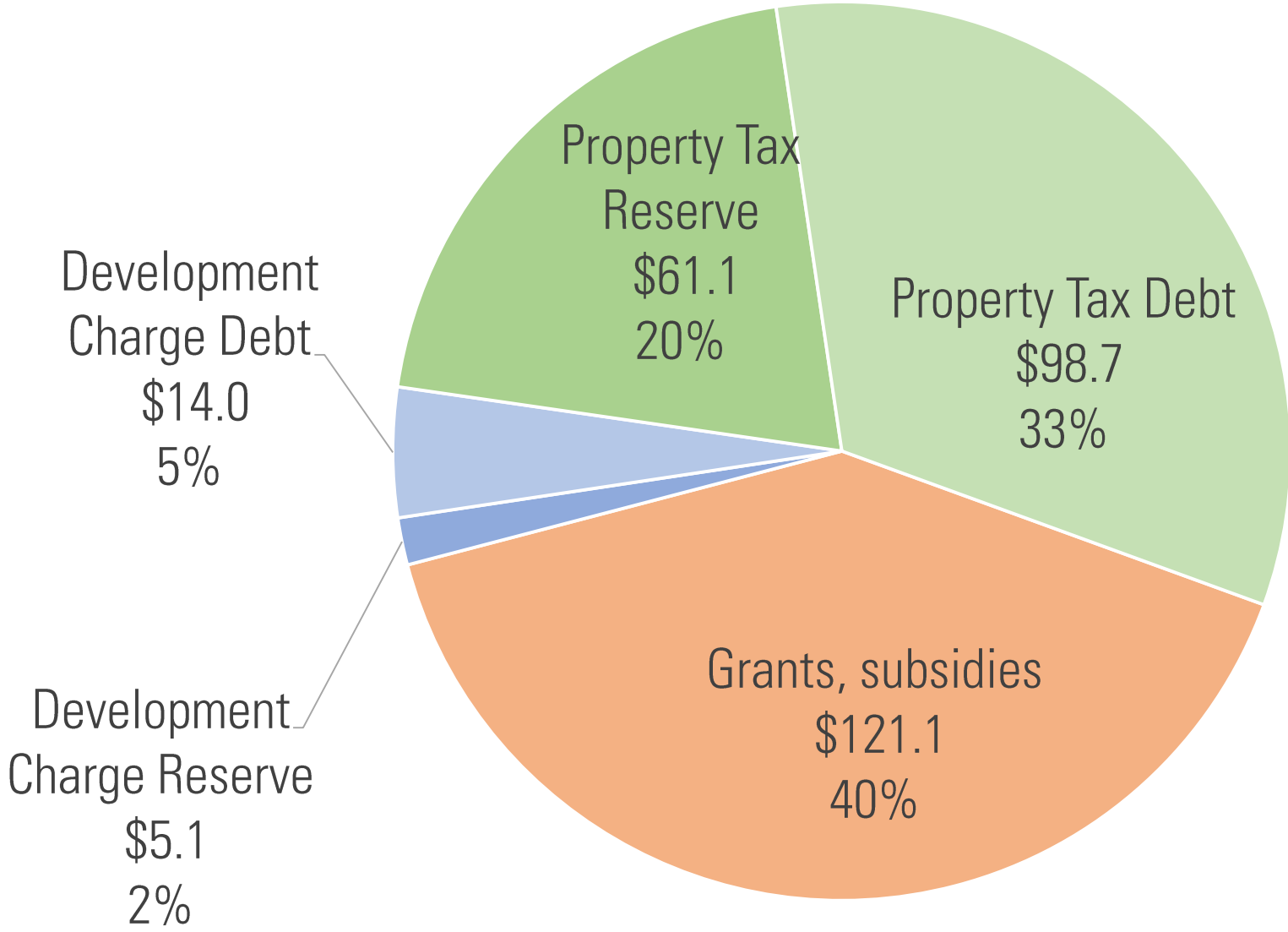


Facilities & Fleet Management Budget

2024-2033 Facilities capital program expenditure (\$300M) in \$millions



2024-2033 Facilities capital program funding and financing (\$300M) in \$millions



Proposed Expansions for Resilient and Future Ready Organization

Motion for Proposed for Facilities and Fleet Management expansion

That staff be directed to include in the 2024 Operating Budget a service expansion for the **Data Insights Analyst** as described in Appendix A to the 2024 budget document.

Resilient and Future Ready Organization through Transportation

Transportation ensures a safe and climate-aligned transportation network that supports complete and equitable communities.

The work of Transportation is informed by data on a daily basis. Maintaining the division's ability to access and analyze this transportation data is fundamental to all aspects of road safety decisions.

Through the use of better data, Transportation will continue to improve road safety, optimize existing assets and better meet resident needs.



Resilient and Future Ready Organization through Transportation

Objective

Utilizing Data to make informed Transportation Decisions

- Diversify data sources to support evidence-based decision making for road safety.
- Improve service response times with easy access to key performance data.
- Integrate work management history and risk claim data into decision support software.

Proposed Changes

- Service Expansion Request for a Transportation Service Transformation Data Specialist (1 FTE);
 - Expanded use of Miovision data
 - Development of Power BI dashboards for effective access to Transportation Data through a user friendly interface
 - Focus on improvements to; data collection and quality control for; Collision Data, Annual Reporting and Service Delivery Improvements

Proposed Expansions for Resilient and Future Ready Organization

Motion for Proposed for Transportation Services expansion

That staff be directed to include in the 2024 Operating Budget a service expansion for the Service Transformation Data Specialist as described in Appendix A to the 2024 budget document.

2024 Funding for External Organizations

Funding stream	2023 budget	2023 actual	2024 prelim. budget
Entrepreneurial Initiatives	\$76,000	\$138,000	\$76,000
Key Cultural Institutions	\$771,450	\$803,580	\$385,725
Major Arts and Culture Organizations	\$0	\$340,000	\$340,000
Community Environmental Fund	\$100,000	\$103,795	\$100,000
Cultural Drivers of Tourism (formerly Cultural Events and Festivals)	\$163,550	\$163,550	\$213,550
Capital Grant Program	\$0	\$0	\$0
Waterloo Region Arts Fund	\$392,820	\$392,820	\$392,820
Waterloo Region Heritage Foundation	\$0	\$0	\$0
Upstream Fund	\$2,100,000	\$1,984,228	\$2,100,000
Community Capacity Building Fund (2024 budget amended November 22, 2023)	\$2,000,000	\$2,770,177	\$1,000,000
Miscellaneous grants and partnerships	\$3,639,161	\$3,299,940	\$3,891,601
TOTAL Operating Funding	\$9,242,981	\$9,996,090	\$8,499,696
One-time capital funding from the Equity Fund	\$2,428,254	\$1,669,418	\$758,836

Additional details were provided in report COR-CFN-23-041 Funding for External Organizations, found on page 124 of the November 22, 2023 Strategic Planning and Budget Committee [agenda](#)



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Plan and Budget 2024

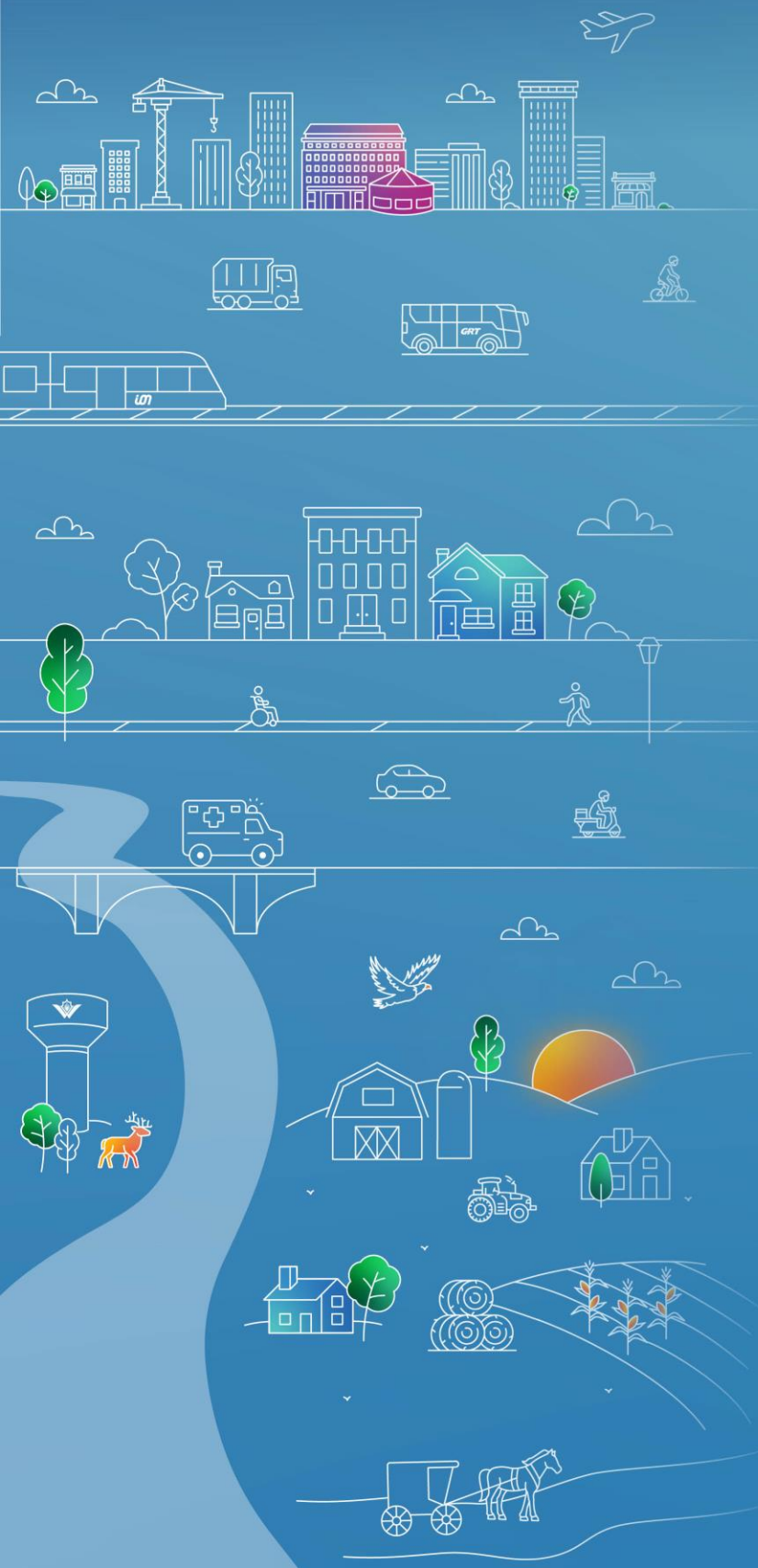
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November 29, 2023

Today's Purpose

- Review of the draft 2024-2033 capital program
- Consider proposed housekeeping amendments to the capital program

Strategic Plan 2023-2027



Homes for all

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- Move quickly to create affordable, accessible, and equitable housing
- Eliminate chronic homelessness and reliance on traditional shelter models
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- Unlock Region-owned land that supports community growth



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- Reconcile past injustices to advance our future together
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Corporate Asset Management, Growth and Capital Planning

Strategic Investments	Strategic investments in infrastructure assets using a variety of data points to develop a comprehensive capital plan
Levels of service	Fiscally responsibly infrastructure investment strategy to ensure delivery of services according to legislative and council approved levels of service
Infrastructure interventions	Strategic use of interventions, including preventative maintenance, repair, rehabilitation or replacement
Growth	Integrated with growth infrastructure identified in master plans
Reserves	Intentional investments in reserves for future anticipated needs

Funding gaps

Staff report EES-SAM-23-001, Asset Management and Capital Budget Alignment dated September 12, 2023 outlined two types of gaps when it comes to understanding the Infrastructure gap: asset management plan gap and the renewal funding gap

The asset management plan gap

- gap between needed expenditure per the asset management plan and the planned expenditure in the capital program
- Based on the 2019 asset management plan and inflating values to 2023 dollars, this gap is currently estimated at \$61M

The renewal funding gap

- the difference between required and targeted levels of investment (reserve contributions) in order to make the capital program sustainable **and avoid issuing debt for renewal works**
- based on the 2023 operating budget and 2023-2032 capital program requirements, this funding gap is currently estimated at \$41M

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

Capital Funding & Financing

FUNDING (Source)

Grants / Subsidies / Recoveries

- Contributions from other levels of government and third parties, typically received as costs are incurred or at project completion

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)

FINANCING (Timing)

Regional Infrastructure

Housing

2,820 units in Waterloo Region Housing

Waste Management

Engineered landfill and 2 waste drop offs

Water Supply

25 groundwater treatment systems, a Surface Water Treatment Plant, and 400 km of watermains

Wastewater Treatment

13 treatment plants and 7 pumping stations

Public Transit

277 buses, a 19 km Light Rail transit system, and four maintenance and storage facilities

Airport

Terminal building and 415,553 m² of airside pavement which includes runways and aprons

Seniors

Sunnyside Home with 238 long term care beds and 25 convalescent care beds

Public Safety

Paramedic stations (13) & Police stations (8)

Facilities

Total of 750 buildings comprising approximately 6.8 million square feet

Fleet

778 vehicles including police vehicles, ambulances, plows, heavy equipment, etc.

Roads

1,803 lane kms of Regional roadways, 170 bridges, 534 signalized intersections

Active Transportation

713 kms of bike lanes and active transportation facilities

Capital Program approval

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

Capital Program Context

Capital investments are made to deliver services and achieve desired outcomes

Municipalities need to determine the optimal distribution of capital investments across a multitude of services

Capital forecasts are best amended on a broader scale following a Strategic Planning exercise service-specific master and business plans

Capital programs are updated on an ongoing basis providing multiple opportunities for project review and prioritization

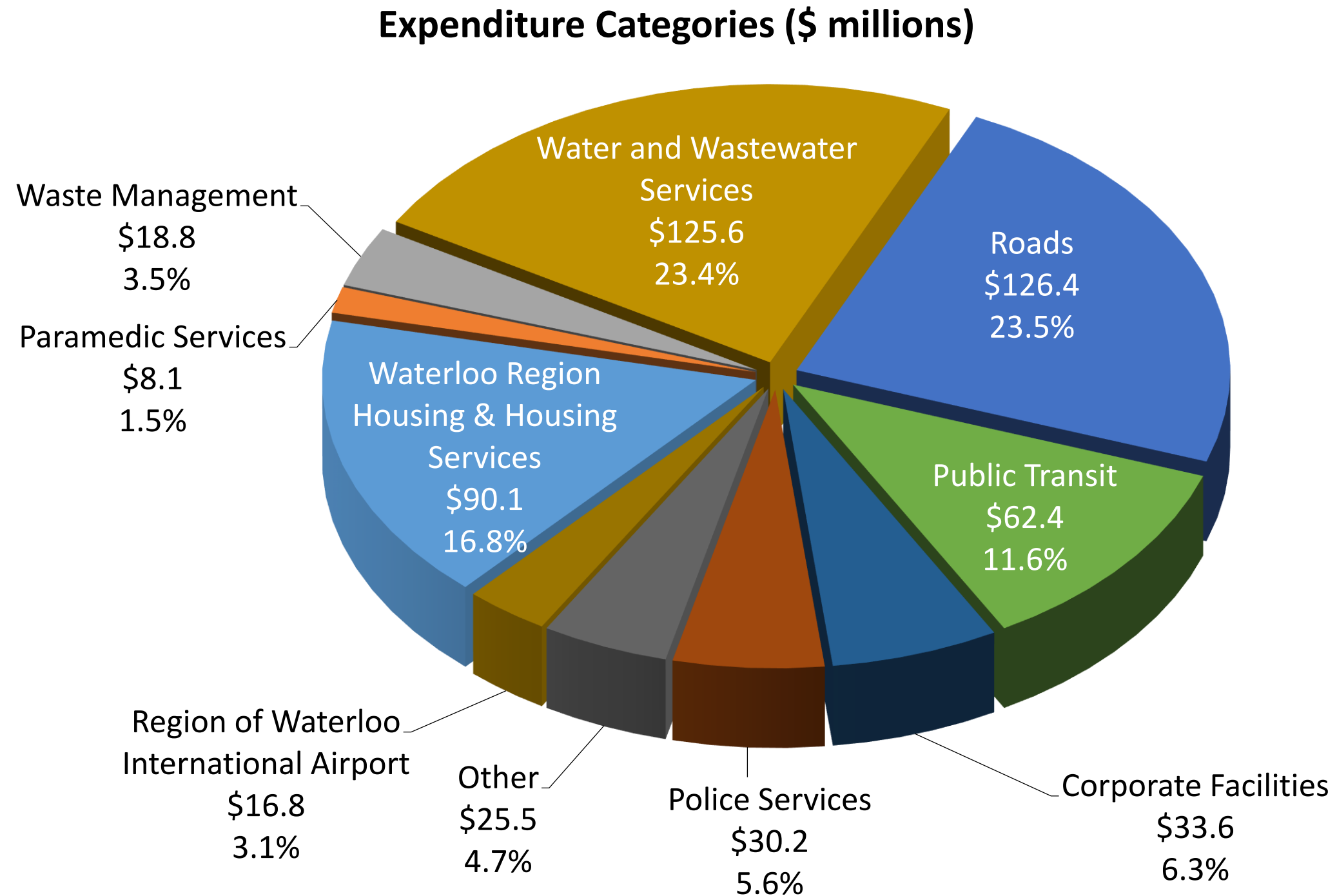
The Capital Program is constantly evolving

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

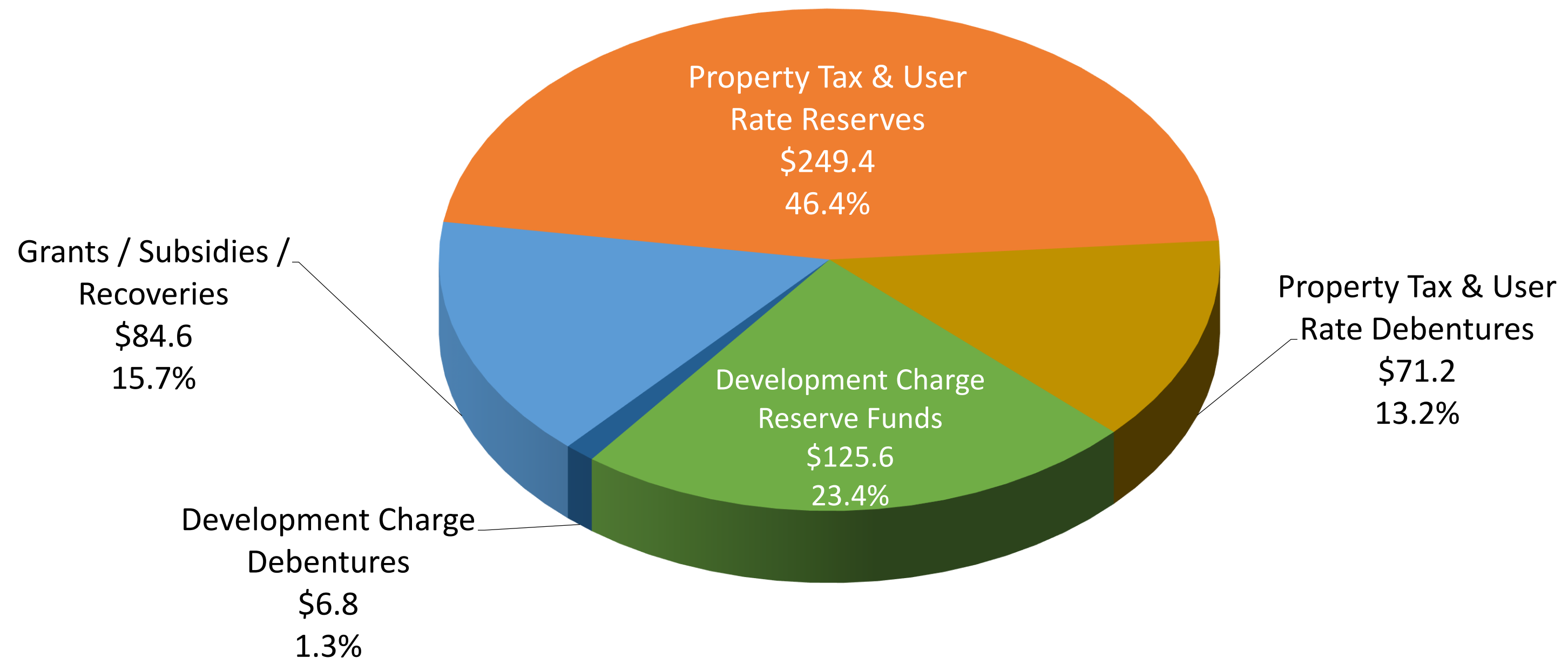
The Region's Preliminary 2024 – 2033 Capital Program

2024 Capital Budget (\$538 million)



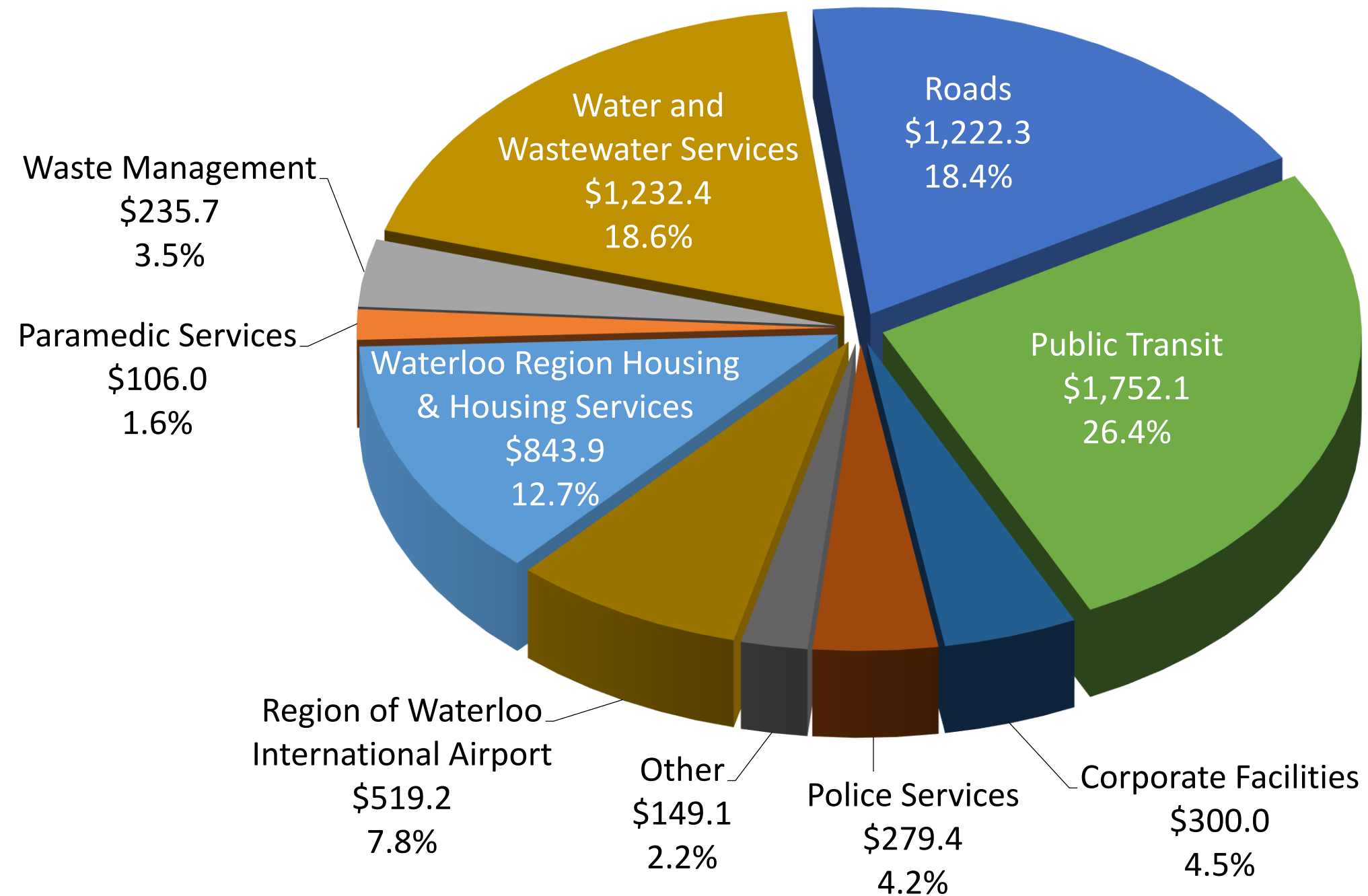
2024 Capital Budget (\$538 million)

Funding & Financing (\$ millions)

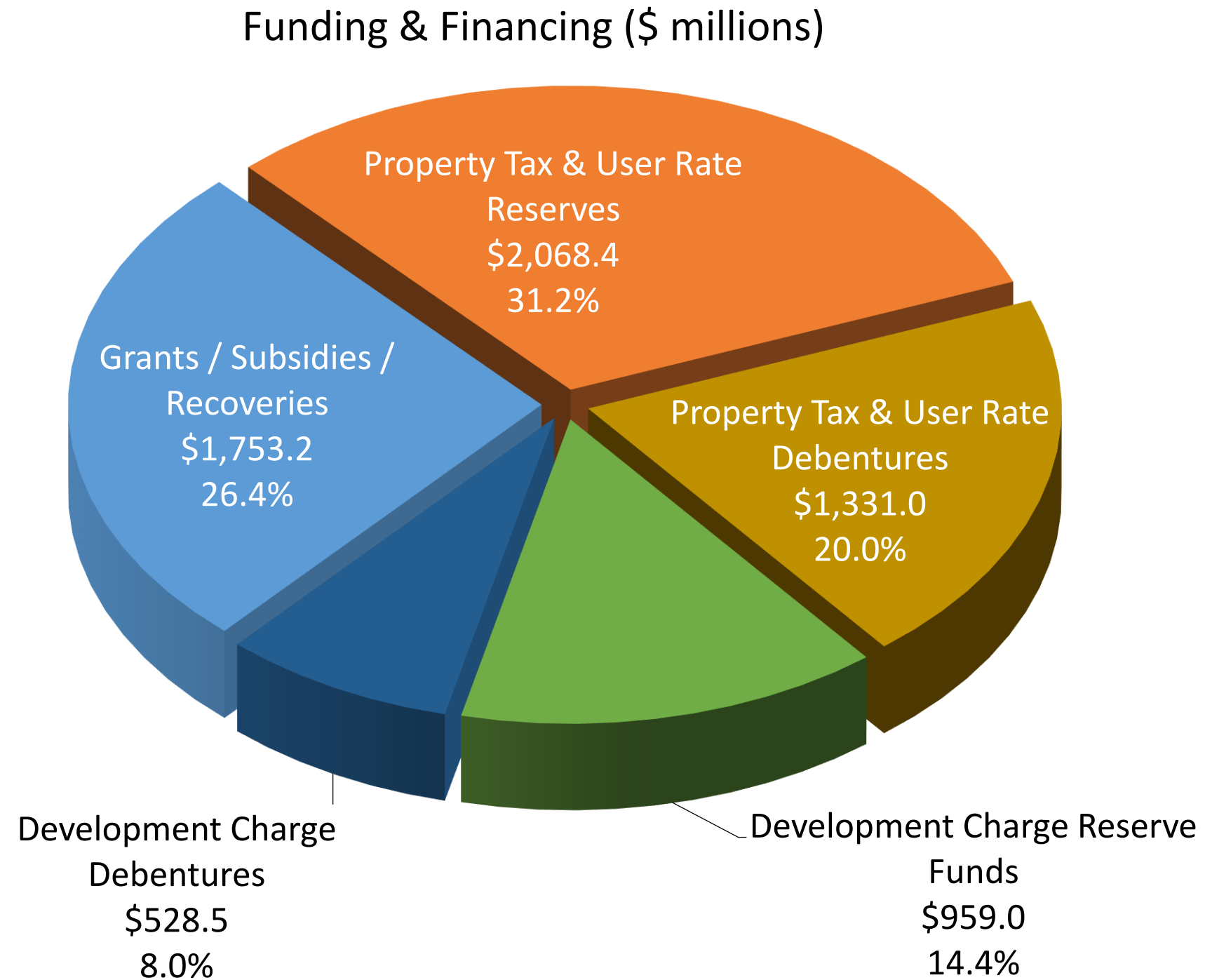


2024-2033 Capital Plan (\$6.6 billion)

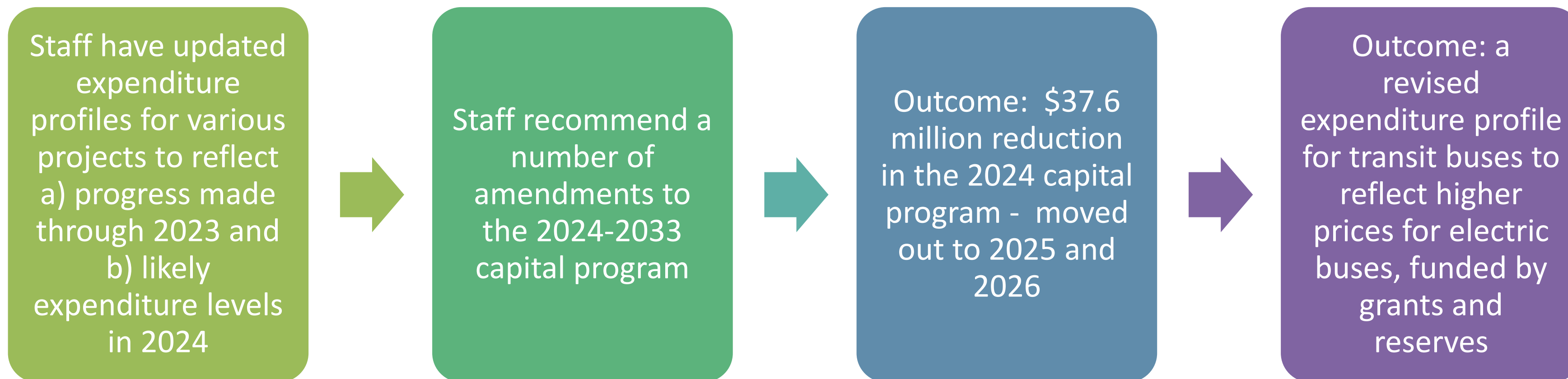
Expenditure Categories (\$ millions)



2024-2033 Capital Plan (\$6.6 billion)



2024-2033 Capital Program Housekeeping Amendments



2024-2033 Capital Program

Proposed Housekeeping Amendments

Division	Project	2024	2025	2026	2027	2028	2024-2028 Subtotal	2029-2033 Subtotal	2024-2023 Total
Recommended Expenditure Change (\$ Thousands)									
Transit	66008 Vehicle Additions Conventional	-	(5,500)	10,915	3,360	3,360	12,135	15,245	27,380
Transit	66025 Vehicle Replacements Conventional	(9,000)	9,000	6,720	6,588	930	14,238	(3,446)	10,792
Transit	66125 Farmer's Market-Northfield Station Trail	150	-	-	-	-	150	-	150
Transportation	05697 Fairway Rd N, Briar Meadow Dr to King St	(160)	160	-	-	-	-	-	-
Transportation	05796 Ottawa St, Alpine Rd to Fischer-Hallman Rd	1,250	(1,250)	-	-	-	-	-	-
Transportation	07116 Maple Grove Rd, Hespeler Rd to East of Fountain St	(400)	400	-	-	-	-	-	-
Transportation	07122 Fischer-Hallman Rd, Plains Rd to 500M S of Bleams Rd	(400)	400	-	-	-	-	-	-
Transportation	07173 Development Related Boulevard & Shoulder Gradings	(93)	93	-	-	-	-	-	-
Transportation	07323 Ottawa St at Westmount Rd	(3,580)	3,580	-	-	-	-	-	-
Transportation	07619 Advanced Traffic Signal Management System	-	1,470	-	-	-	1,470	-	1,470
Transportation	07626 West Montrose Bridge Rehabilitation	(2,000)	2,000	-	-	-	-	-	-
Transportation	07665 Water Street, Simcoe St. to Ainslie St.	545	(545)	-	-	-	-	-	-
Transportation	07667 Foundry Street at Baden Creek (#5101)	(485)	-	-	-	485	-	-	-
Transportation	07675 University Ave., Fischer Hallman Rd. to Ira Needles Blvd.	(150)	150	-	-	-	-	-	-
Transportation	07677 Duke Street Cycling Implementation	(900)	900	-	-	-	-	-	-
Transportation	07685 Urban Forestry Replacement	200	100	-	-	-	300	-	300

2024-2033 Capital Program

Proposed Housekeeping Amendments (continued)

Division	Project	2024	2025	2026	2027	2028	2024-2028 Subtotal	2029-2033 Subtotal	2024-2023 Total
Recommended Expenditure Change (\$ Thousands)									
Water	04191 Mannheim WTP Optimization	(1,000)	1,000	-	-	-	-	-	-
Water	04893 Facilities Upgrades	(1,500)	-	1,500	-	-	-	-	-
Wastewater	08275 Biosolids Management Facility	(1,000)	1,000	-	-	-	-	-	-
Wastewater	08279 SCADA System	(800)	800	-	-	-	-	-	-
Wastewater	08307 Kitchener & Waterloo Infrastructure Upgrades	(1,000)	500	500	-	-	-	-	-
Wastewater	08308 Cambridge Infrastructure Upgrades	(1,000)	-	1,000	-	-	-	-	-
Wastewater	08309 Rural Infrastructure Upgrades	(1,000)	-	1,000	-	-	-	-	-
Waste Management	01007 Replacement Vehicles Waste Mgt	(80)	80	-	-	-	-	-	-
Airport	03653 Airport Operations Centre Expansion	(6,300)	(700)	7,000	-	-	-	-	-
Housing Services	83172 WRH MP Langs	(3,160)	615	2,545	-	-	-	-	-
Facility Asset Acquisition/Construction	90170 KVTH (Early Works)	(2,993)	1,824	1,169	-	-	-	-	-
Facility Asset Acquisition/Construction	90180 Realignment of Victoria St	(1,123)	1,123	-	-	-	-	-	-
Facility Asset Acquisition/Construction	90190 Duke St Underpass	(1,579)	-	1,579	-	-	-	-	-
Total Recommended Expenditure Change		(37,558)	17,200	33,928	9,948	4,775	28,293	11,799	40,092

2024-2033 Capital Program

Proposed Housekeeping Amendments

\$ Thousands	2024	2025	2026	2027	2028	2024-2028 Subtotal	2029-2033 Subtotal	2024-2033 Total
Funding & Financing Changes (\$ Thousands)								
Grants & Subsidies	(11,457)	(796)	18,711	6,489	2,359	15,306	5,107	20,413
Development Charges								
Reserve Funds	(6,722)	4,967	3,328	655	655	2,883	2,973	5,856
Debenture	(2,457)	1,911	546	-	-	-	-	-
Property Taxes & User Rates								
Reserves & Reserve Funds	(8,160)	5,756	7,944	2,804	1,761	10,104	3,719	13,823
Debentures	(8,762)	5,363	3,399	-	-	-	-	-
Total Funding & Financing Changes	(37,558)	17,200	33,928	9,948	4,775	28,293	11,799	40,092

2024-2033 Capital Program Proposed Housekeeping Amendments

Recommendation:

That staff be directed to amend the Preliminary 2024-2033 Capital Program as described on slides **18, 19 and 20** of item number #4.2 2024-2033 Capital Program presentation on the November 29, 2023 Strategic Planning & Budget Committee agenda.

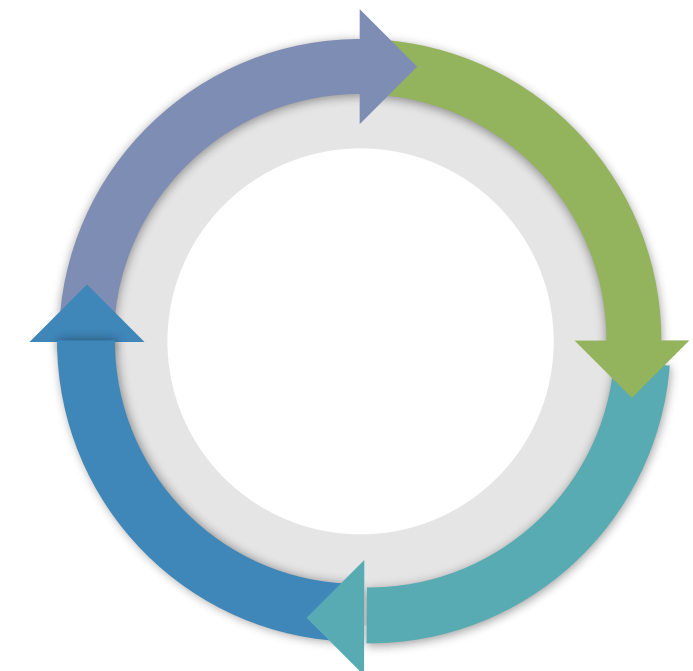


Climate Aligned Growth

As we grow, we will support a healthy environment where communities can thrive. Through intentional collaboration and creativity, we will support sustainable community growth.

To advance this outcome, over the next four years we will:

1. **Use a climate adaptation lens to re-imagine infrastructure, land and services for growth:** Using a climate mitigation and adaptation lens, we will work collaboratively with TransformWR, area municipalities, businesses and community partners to integrate infrastructure planning and adaptation.
2. **Foster car alternative options through complete streets and extended alternative transportation networks:** By expanding equitable public and active transportation networks across the region, we will make it easier for people to get around and make climate-friendly choices.
3. **Steward our natural environment and shared resources as we grow:** We will work to protect the region's natural environment, biodiversity, trees, and water.



2024-2033 Capital Investment Overview

Strategic Priority: Climate Aligned Growth

Service: **Transit (Bus)** / 10 year total: **\$503M (+\$53M)**

Underway	Starting in 2024	Future
<ul style="list-style-type: none"> • Replacement of diesel buses with hybrids (2024-2025 \$53M) • Electric bus pilot (2024-2025 \$11M) • Advanced transit technology (2024 \$1M) • Pedestrian bridge over highway 7/8 (2024 \$4M) 	<ul style="list-style-type: none"> • Facility improvements: Conestoga Mall (2024-2025 \$3M) • Conestoga College (2024-2026 \$6M) 	<ul style="list-style-type: none"> • Continued conversion of fleet to electric* (2026-2033 \$204M) • Growth-related expansion of fleet (2025-2033 \$118M) • Bus electrification infrastructure* (2025-2033 \$17M)

Notable Changes include:		
*All Capital spending related to bus electrification is pending a successful pilot and council approval.	Increased conventional vehicle replacement costs (\$10M) due to much higher electric vehicles costs	Increased conventional vehicle expansion costs (\$16M) due to increased ridership and much higher electric vehicles costs

2024-2033 Capital Investment Overview
Strategic Priority Area: Climate Aligned Growth
Service: **Water Supply** / 10 year total: **\$699M (+\$71M)**

Underway

- New water supply to support growth (Laurel WTP, 2019-2024 \$8.4M)
- Water Supply Strategy for long term community water needs (2022-2025 \$1.2M)

Starting in 2024

- Consolidation and optimization of water supplies (William St. 2023-2025 \$11M, Heidelberg/St. Clements 2023-2025 \$3.5M)

Future

- Pressure Zone Upgrades to Region's transmission network (2024-2033 \$48.8M)
- Mannheim Water Treatment Plant (2024-2033 \$108M)
- Maple Grove Area Water Supply System (2024-2030 \$17M)

2024-2033 Capital Investment Overview

Strategic Priority Area: Climate Aligned Growth

Service: **Water Supply** / 10 year total: **\$699M**

Notable Changes include:

Asset Renewal:

- Concrete Reservoirs Inspections and Renewals (+\$27.2M)

Growth Related:

- Pressure Zone Upgrades (+\$48.3M)
- Mannheim Water Treatment Plant Optimization (+\$17.6M)
- Maple Grove Area Water Supply System (+\$4.9M)
- New Hamburg Reservoir Expansion (+\$7.1M)

Projects Deferred:

- Manganese Treatment Upgrades (-\$11.8M)
- Hespeler Water Treatment Plant and Well Consolidation (-\$16M)

Increases are a result of inflation, population growth and accelerated timing of new significant priority infrastructure projects that were previously outside the 10 year forecast window

2024-2033 Capital Investment Overview

Strategic Priority Area: Climate Aligned Growth

Service: **Wastewater Treatment** / 10 year total: **\$528M (+\$38M)**

Underway	Starting in 2024	Future
<ul style="list-style-type: none"> Investments in new technology for improved water quality and reduced energy (Hespeler WWTP, 2019-2023 \$26.3M) 	<ul style="list-style-type: none"> Upgrades to Galt WWTP to improve treatment and incorporate climate change adaptation (2024-2028 \$44M) Construction of new Pump Stations for renewal, growth and climate change (Spring Valley 2024-2027 \$23M) 	<ul style="list-style-type: none"> East Side Lands Sanitary Servicing (\$42M) Wellesley WWTP Expansion (\$12M) Elmira WWTP Expansion (\$9.8M) St. Jacob's WWTP expansion (\$7.3M)

Notable Changes include:		
WWTP Upgrades (+\$15.4 M)	Galt Process Upgrades (+\$23.0 M)	Elmira Upgrades (+\$6.1 M)

2024-2033 Capital Investment Overview

Focus Area: Climate Aligned Growth

Service: **Waste Management** / 10 year total: **\$236M (+\$15M)**

Underway	Starting in 2024	Future
<ul style="list-style-type: none">• Waterloo transfer station upgrade consulting services for design and construction (2024-2025 \$2M)• Waterloo cell SE5A&B construction (2024-2025 \$2M)• Vehicle and heavy equipment replacements (2024-2033 \$28M)	<ul style="list-style-type: none">• Waterloo environmental controls (2024 \$4M)• Kitchener decommission site environmental controls (2024 \$1M)	<ul style="list-style-type: none">• New curbside collection contract service level changes (2025-2033 \$25M)• Waterloo transfer station upgrade construction (2025-2033 \$69M)• Waterloo future cell design and construction (2025-2033 \$30M)• Environmental controls (2025-2033 \$30M)

Notable Changes include:

Increased cost for Waterloo transfer station upgrade \$11M due to updated cost estimates as design work moves from preliminary to final design

Decreased cost for soil management \$6M due to the property purchase, eliminating future cost of hauling soil off-site



Homes for All

We will invest in affordable homes and economic opportunity for all that are part of inclusive and environmentally sustainable communities.

- Move quickly to create affordable, accessible, and equitable housing
- Eliminate chronic homelessness and reliance on traditional shelter models
- Invest in upstream solutions to reduce housing and economic precarity
- Unlock Region-owned land that supports community growth

2024-2033 Capital Investment Overview

Strategic Priority: Climate Aligned Growth

Service: **Rapid Transit** / 10 year total: **\$1,247M (-\$911M)**

Starting in 2024

- Business cases for Stage 2 LRT (2024-2029 \$3M)

Future

- Design/studies for Stage 2 (2026-2031 \$60M)
- Stage 2 property costs (2024-2033 \$198M)
- Stage 2 Construction (2032-2033 \$888M), more costs will be incurred beyond 2033.

2024-2033 Capital Investment Overview

Strategic Priority: Homes of All

Service: Roads Growth / 10 year total: \$462M (+\$140M)

Underway or starting in 2024
<ul style="list-style-type: none"> • River Road Phase 1 (\$16M in 2024-2026) • Fountain Street N Maple Grove to Kossuth (\$38.0M) • Fischer-Hallman Road / Bearinger Rd., Columbia St W. to Westmount Rd. N. (\$22 M)

Future
<ul style="list-style-type: none"> • Maple Grove Road (\$67.7M) • Trussler Road, Bleams Rd. to Yellow Birch Dr. (\$23.9M) • Bleams Rd, Strasburg Rd to Fischer-Hallman Rd (\$20.1M) • Erbsville Road – Erb Street to Columbia Street (\$18.8M) • Franklin Blvd, 200M N of Avenue Rd to 325M S of Bishop St (\$16M) • University Avenue – Ira Needles Boulevard to Fischer Hallman Road (\$13.7M) • Eagle St, Speedsville Rd to Hespeler Rd (\$11.9M) • East Boundary Rd, Dundas St to Wesley Blvd (\$11.2M)

2024-2033 Capital Investment Overview

Strategic Priority: Homes of All

Service: **Roads Growth** / 10 year total: **\$462M (+\$140M)**

Notable Changes include:

Increases are a result of inflation, construction material supply chain issues, and changes in soils legislation

Increases

Maple Grove Road +18M
Fountain Street N Maple Grove to Kossuth
+\$16M
River Road +\$8.5M
South Boundary Rd, Franklin Blvd to Dundas
St +\$8.5M
Listowel Rd Roundabout New Project+\$8M

Decreases

University Avenue W., Ira Needles Blvd. to
Fischer-Hallman Rd. -\$9.1M

2024-2033 Capital Investment Overview

Strategic Priority: Homes for All

Service: **Housing Services** / 10 year total: **\$792.0M (\$132.4M)**

Underway	Starting in 2024	Future
<ul style="list-style-type: none"> • 73 WRH units in Waterloo under construction at Kingscourt Drive in Waterloo (\$35.7M) • 48 WRH units in Kitchener for Wilson Ave; tender and construction (\$32.8M) • State-of-good-repair (renewal) work for Waterloo Region Housing stock (\$19.8M) 	<ul style="list-style-type: none"> • 136 WRH units in Cambridge for Langs ; tender and construction (\$87.0M) 	<ul style="list-style-type: none"> • 626 WRH units at three locations - 2025 to 2031 • Project costs estimate: \$413.3m • State-of-good-repair (renewal) work for Waterloo Region Housing stock (\$190.8M, 10 year capital plan)

Note that project costs indicated above are total project costs including any life to date expenditure to provide total project scope.

Notable Changes include:		
3 assets added for Homelessness capital renewal increase of \$10.3M	WRH Master Plan includes additional \$36M for inflationary costs in 2024	Updated Building assessments for WRH and cost estimates adjusted to reflect new requirements and inflation of \$59M

Waterloo Region Housing Master Plan reflected in the 2024-2033 Capital Program (\$millions)

Waterloo Region Housing Master Plan Project	Units added	Total Units	Construction period	Total Expenditure	Debt Required
Kingscourt, Waterloo	73	73	2023-2025	\$21.8	\$18.8
82 Wilson, Kitchener	32	48	2023-2025	\$30.7	\$21.5
Langs, Cambridge	98	136	2024-2026	\$85.5	\$78.9
140 Weber, Kitchener	21	56	2029-2031	\$26.0	\$26.0
Mooregate, Kitchener	323	378	2026-2030	\$247.7	\$247.7
Shelley/Courtland, Kitchener	122	192	2027-2031	\$139.6	\$139.6
Subtotal	669	883		\$551.3	\$532.4

2024-2034 Capital Investment Overview

Strategic Priority Area: Homes for All

Service: **Airport Services** / 10 year total: **\$519.2M (+\$110M)**

Underway	Starting in 2024	Future
<ul style="list-style-type: none"> • 2 Firetrucks on order – to be received in 2024 (\$3.2M) • Southeast surface parking expansion for value lot to be completed by Q2 2024 • Terminal expansion phase 3 for CBSA and international arrivals to be completed by Q1 2024 • Updating the 2017 Airport Master Plan (\$0.1M) 	<ul style="list-style-type: none"> • Environmental and Sustainability Studies (\$1.0M) 2024-2026 • Acquire and service lands for phase 2 (\$14.3M) 2024-2028 • Construct remainder of value parking lot including road connection (\$8.0M) 2024-2025 • Airport vehicle replacement (\$2.1M) • Construct Airport Operations Centre Expansion (\$14.0M) 2024-2026 • Power and Stormwater upgrades (\$1.3M) 	<ul style="list-style-type: none"> • Design (\$16M) and construction (\$258M) of airport terminal expansion phase 2 • Construct runway 14-32 extension and rehabilitation (\$66.0M) • Construct runway 08-26 extension and rehabilitation (\$37.0M) • Various pavement rehabilitation (\$15.5M) • Construct sustainable infrastructure (\$2.0M)

Notable Changes include:

Increased cost for Phase 2 Airport Terminal expansion \$98M due to addition of an internal road, upgrade to green construction standards, and cost escalation

Increased cost for Runway 14-32 Extension and Rehab related to scope increase and cost escalation \$10M

2024-2033 Capital Investment Overview

Strategic Priority Area: Homes for All

Service: Tax Increment Grants (TIG) / 10 year total: \$32.4M (+\$4.2M)

2024

- 7 sites receiving approximately \$1.3M in tax increment grants in 2024

Future

- \$5.3M for 1011 Homer Watson Blvd industrial condos/developments
- \$4.8M for 83 Elmsdale Drive condominiums (254 units)
- 9 year forecast includes \$21.0M in additional tax increment grants

Notable Changes include:

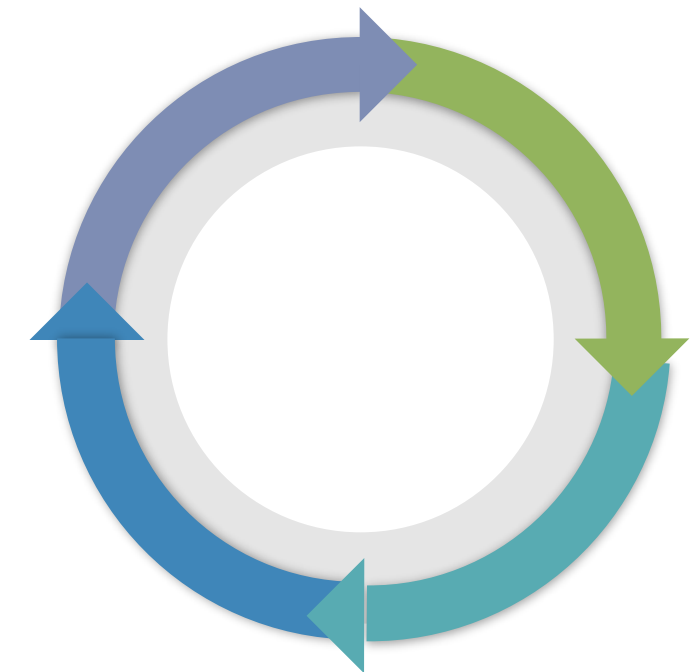
New agreement for 130 Water St North due to increased remediation costs \$3.6M



Equitable Services and Opportunities

Through collaboration and innovative design, we will provide equitable, accessible services across Waterloo Region that support the social determinants of health, safety and complete communities as we grow.

- Ensure services are inclusive, accessible, culturally safe and appropriate
- Design equitable Regional services that meet local community needs
- Explore new models of service through community collaboration and partnerships



2024-2033 Capital Investment Overview

Strategic Priority Area: Equitable Services

Service: **Paramedic Services** / 10 year total: **\$106M (+\$15M)**

Underway	Starting in 2024	Future
<ul style="list-style-type: none"> • 11 remaining ambulances ordered for service expansion, replacement of fleet and for expansion per Master Plan • Planning/acquisition of land for stations 	<ul style="list-style-type: none"> • Planning and design for new station in Cambridge as part of new multi-use building • Planning expansion of Waterloo station • Renewal work at PSV South 	<ul style="list-style-type: none"> • Construction of new station (2025) Cambridge • Land acquisition for new stations (2025-2029) \$12M • Construction of 3 new stations in Waterloo, Kitchener, Cambridge (2027-2032) \$18M

Notable Changes include:

Cost escalation for new and replacement stations (land and construction)

2024-2033 Capital Investment Overview

Strategic Priority Area: Equitable Services and Opportunities

Service: **Cultural Services** / 10 year total: **\$26.4M (+\$4.1M)**

Starting in 2024

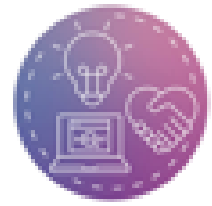
- Utility upgrade work is continuing for Doon Village
- Exhibit and collections development and refurbishment

Future

- Building renewal at all sites (\$14.2M)
- Main gallery exhibit refurbishment (\$4.0M)
- Schneider Museum development (\$1.6M)
- Curatorial centre storage expansion (\$1.0M)

Notable Changes include:

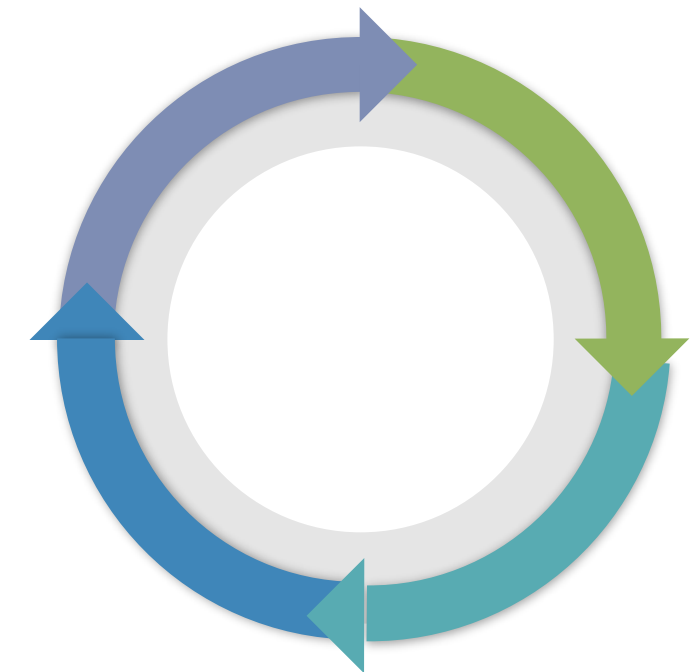
Updated Building assessments were recently completed for the Museums portfolio and cost estimates adjusted as a result that also factors in inflation \$4.1M



Resilient and Future Ready Organization

The Region of Waterloo is a great place to work, where everyone is valued, feels they belong and where they have the supports and tools they need to do a great job. We will be prepared for the future by providing a safe space for bold ideas and experimentation, based on data and other ways of knowing.

- Foster an empowered, people-centred culture
- Reconcile past injustices to advance our future together
- Explore new service models and partnerships to achieve fiscal resilience and better service.



2024-2033 Capital Investment Overview

Strategic Priority Areas: Resilient and Future Ready Organization

Service: **Facilities & Fleet** / 10 year total: **\$303M (+\$39M)**

Underway	Starting in 2024	Future
<ul style="list-style-type: none"> • State-of-good-repair (renewal) projects and corporate fleet replacements • Corporate Space Optimization Phase #2 – 20 Weber St. & ¼ of 150 Frederick St. • Fleet Vehicle Charging Stations 	<ul style="list-style-type: none"> • King-Victoria Transit Hub Early Works \$3.3M in 2024; total project \$35.3M • Corporate Space Optimization Phase #3 – ¾ of 150 Frederick St., 99 Regina St. \$12.9M 	<ul style="list-style-type: none"> • State-of-good-repair (renewal) projects and corporate fleet replacements • King-Victoria Transit Hub, and realignment of Victoria St. & Duke St. Underpass \$124M

Notable Changes include:

KVTH & related projects updated costs \$15M

Cost estimates adjusted to reflect inflation \$24M

2024-2033 Capital Investment Overview

Strategic Priority: Resilient and Future Ready Organization & Equitable Services and Opportunities*

Service: Roads Rehabilitation / 10 year total: \$709M (+\$103M)

Underway	Starting in 2024	Future
<ul style="list-style-type: none"> • Automated Speed Enforcement* (\$9.2M) • King St, HWY 401 to Sportsworld Dr (\$2.5M) • Sawmill Rd River to Snyders Flats (\$1.4M) • Dundas St, Briercrest Ave. to Hespeler Rd. (\$0.8M) • Weber St, Blythwood Rd to Northfield Dr (\$.5M) • Bridge St W, Woolwich St to University Ave E (\$0.9M) 	<ul style="list-style-type: none"> • Bleams Rd, Fischer-Hallman Rd to Trussler Rd (\$15.4M) • Lancaster St, Wellington St N to Bridgeport Rd(\$13.2M) • Myers Rd, Branchton Rd to Water St (\$12.8M) • Victoria St, Lawrence Ave to Fischer-Hallman Rd (\$11.8M) 	<ul style="list-style-type: none"> • King St E, Sportsworld Dr to Freeport Bridge (\$28.4M) • Northfield Dr, Scheifele Bridge at Conestogo River \$(23.4M) • Fairway Rd N, Briarmeadow Dr to King St (\$17.9M) • King St/Coronation Blvd, Water St N to Bishop St (\$17.7M) • Weber St, Erb St to Forwell Creek Rd (\$13.4M) • Westmount Rd S, Victoria St to Erb St W (\$12 M)

2024-2033 Capital Investment Overview

Strategic Priority: Homes of All

Service: Roads Rehabilitation / 10 year total: \$709M (+\$103M)

Notable Changes include:

Increases are a result of inflation, construction material supply chain issues, changes in soils legislation and addition of active transportation to all applicable rehabilitations

Increases

King St E, Sportsworld Dr to Freeport Bridge
+14.1M

Automated Speed Enforcement+\$8.7M

Westmount Rd S, Victoria St to Erb St W
+6.5M

Lancaster St, Wellington St N to Bridgeport Rd
+6.3 M

Queen's Bush Rd, Nafziger to Hutchison &
Nafziger Rd, Gerber to Queen's Bush +6.1M

Decreases

Bleams Road, Manitou Dr. to Strasburg Rd.-
\$5.5M

Next Meeting

Budget Day - December 13 at 10 am; Council at 7:00pm

Public Engagement Results

Municipal Budget Regulations

Councillor motions

Approval of changes to user fees and charges and new by-law

Approval of 2024 Operating Budget

Approval of 2024-2033 Capital Plan

Region of Waterloo
Corporate Services
Corporate Finance

To: Strategic Planning and Budget Committee
Meeting Date: November 29, 2023
Report Title: 2024 Plan and Budget - Councillor Motions

1. Recommendation

For Information.

2. Purpose / Issue:

To provide staff responses to Councillor motions from the Strategic Planning and Budget Committee meetings on November 1 and 8, 2023.

3. Strategic Plan:

The 2024 Plan and Budget supports the delivery of all strategic priorities in the 2023-27 Strategic Plan.

4. Report Highlights:

- Staff have reviewed motions prepared by Councillors as part of the 2024 Plan and Budget process relating to funding to meet the future needs of youth and the creation of a Waste Diversion strategy, and have provided commentary for consideration with respect to these motions.

5. Background:

- a) The following motion was put forward by Councillor James at the Strategic Planning and Budget Committee meeting on November 1, 2023:

“Therefore, be it resolved that \$500,000 in annual funding be added to the 2024 Regional budget to fund specific priority initiatives that meet the future needs of Youth as has been identified through Community Services, Public Health, the pan-regional collaborative of the adults and young people that come together in the Children and Youth Planning Table, the Smart Waterloo Region Innovation Lab collaborative and The Community Safety and Wellbeing plan.”

Staff commentary:

The Region of Waterloo has recently launched a new 2023-2027 Strategic Plan: Growing with Care, along with a new corporate vision of a compassionate community that cares for all people, stewards the land for future generations, and where everyone has the opportunity to live a good life. Critical to achieving this vision is the support of youth today, and into the future.

The Region currently supports youth through a variety of programs and services, as well as through collaboratives including the Children and Youth Planning Table, the Immigration Partnership, Smart Waterloo Region, and the Community Safety and Wellbeing Plan. Each collaborative has engaged directly with youth and co-developed goals and initiatives designed to improve youth wellbeing and meet the needs of youth. These goals and initiatives are at various stages of development and implementation, depending on resources available.

If approved by Council and included in the 2024 budget, staff will report back in early 2024 with a proposed terms of reference for the funds. This would include objectives and desired outcomes, eligibility, timing, governance and reporting. Funding would come from the property tax levy.

- b) The following motion was put forward by Councillor McCabe, amended by Councillor Liggett, at the Strategic Planning and Budget Committee meeting on November 8, 2023:

“THEREFORE BE IT RESOLVED that staff be directed to report back November 29, 2023 on the potential to create a Waste Diversion strategy dedicated to working directly with the residents, businesses and community partners to increase waste diversion, the goal of which is to create upstream cost savings, reduce GHG emissions and delay the cost of expanding the landfill in alignment with the Region of Waterloo’s Strategic Plan pillars of Climate Aligned Growth, Equitable Services and Opportunities and Resilient and Future Ready Organization;

And that construction materials be included in the Staff report consideration.”

Staff commentary:

While the Region continues its growth in population and households, so does the demand for increased waste management services and pressure on our working landfill. The estimated 20- 30 years of landfill capacity needs to be protected and programs that divert waste will extend the life of the landfill site and will save both future capital and operational costs to the Region.

New legislation introduced by the provincial government has also placed additional demands. The provincial Food and Organic Waste Policy requires municipalities to have an active role in food waste reduction. The last major diversion program started almost 20 years ago with the introduction of the pilot green bin program in 2004. Due to ongoing fiscal and resource constraints, no new significant waste diversion programs have been launched since.

The proposed additional resources would focus on working with community partners to enhance access to new waste diversion programs such as:

- food rescue and share programs working with local food producers and retailers by matching food which has become 'unsellable' to organizations which can use the food;
- household hazardous waste community collection events in the Townships;
- electrical and electronic equipment communications for proper disposals at sites around the Region;
- share sheds where community members can drop off and pick up bikes, paint, and other household items;
- mattress, carpet, furniture, textile, and construction and demolition recycling programs by linking residents with recycling businesses which offer these programs;
- working with Regional and area municipal libraries and community groups to swap clothing, tools and other items.

Ensuring adequate resourcing to launch and sustain these new programs is vital to citizens' successful understanding and adoption of the new services, and continued trust in the Region.

Estimated costs are \$176,000 in 2024 assuming a start date of April 1, 2024 and \$235,000 on an annualized basis, to be funded from the property tax levy.

6. Communication and Engagement with Area Municipalities and the Public

Area Municipalities: Nil

Public: Nil

7. Financial Implications:

As described in the report.

8. Conclusion / Next Steps:

Staff will take the necessary action on both items subject to inclusion in the approved 2024 operating budget.

9. Attachments:

Nil

Prepared By: Christopher Wilson, Manager, Corporate Budgets

Reviewed By: Cheryl Braan, Director, Corporate Budgets

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

Region of Waterloo

Corporate Services

Corporate Finance

To: Strategic Planning and Budget Committee

Meeting Date: November 29, 2023

Report Title: 2024 Plan and Budget - Responses to Councillor Requests

1. Recommendation

That the proposed 2024 service expansion for Light Rail Transit, as outlined on page 150 of Appendix A to the 2024 Preliminary Budget book which was approved for inclusion in the 2024 Operating budget, be amended to reflect a new service level comprising “10 minute at peak headways all year” effective June 2024 and to maintain the current service level comprising “15 minute shoulder period headway all year”, as described in report COR-CFN-23-044 dated November 29, 2023.

2. Purpose / Issue:

To respond to requests for information from Regional Councillors made during the 2024 Plan and Budget process at Strategic Planning and Budget Committee meetings.

3. Strategic Plan:

Equitable Services and Opportunities (Explore new models of service through community collaboration and partnerships) and Resilient and Future Ready Organization (Explore new service models and partnerships to achieve fiscal resilience and better service).

4. Report Highlights:

- Through the 2024 planning and budget process Councillors have requested information relating to various items and regional programs. Requests received that are addressed through this report relate to transit services, housing services & homelessness, staffing levels, gapping provisions and grass cutting service levels.
- Additional requests for information have previously been addressed through presentations to the Strategic Planning and Budget Committee and through reports including Funding for External Organizations (COR-CFN-23-041, dated November 22, 2023) as well as Industrial Land Readiness - Interim Funding Strategy (COR-CFN-23-040, dated November 22, 2023).

5. Background:

Through the 2024 planning and budget process Councillors have requested information relating to various items and regional programs. Responses from staff for items relating to transit services, housing services & homelessness, staffing levels, gapping provisions and grass cutting service levels are outlined below.

a) Transit Services

- **Changing the transfer window from 2 to 3 hours**

An increase to a 3 hour transfer window would roughly double the impact of a shift to a 2 hour window (\$2.1m compared to \$1.2m in revenue loss). This is based on the number of trips that would now be transfers rather than new trips. Some people using passes might also determine this would change their purchasing decision. It is harder to estimate any new ridership from people deciding to take trips now if they can make it for one fare rather than two.

- **Companion rides for those with disabilities**

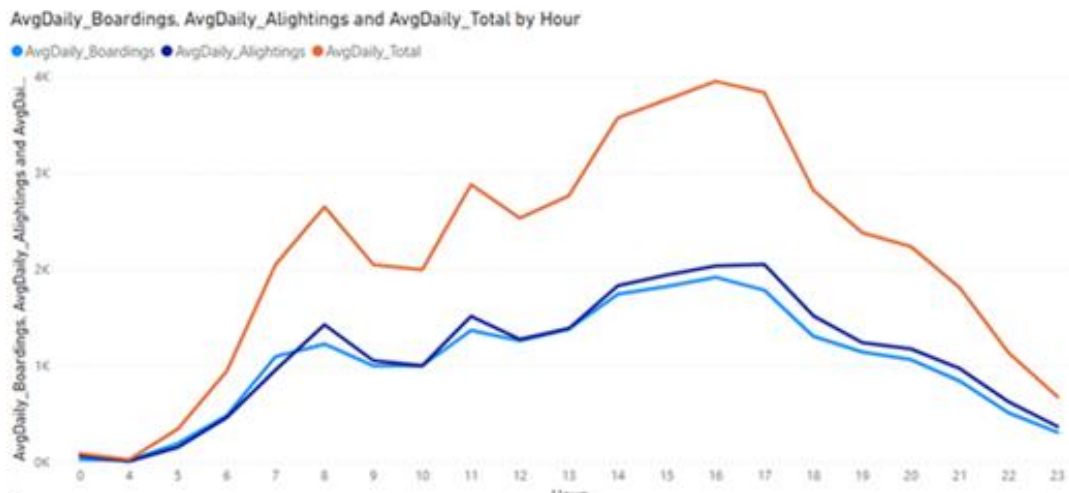
A PLUSone card is what someone receives when they are approved to have a Transit Support Person. A transit support person can be anyone that helps with the journey for someone who needs it. We have only ~150 in circulation, and can be used for MP and non-MP clients. You can apply for a Transit Support Person [here](#).

- **Age limit for eligibility on Affordable Transit Program**

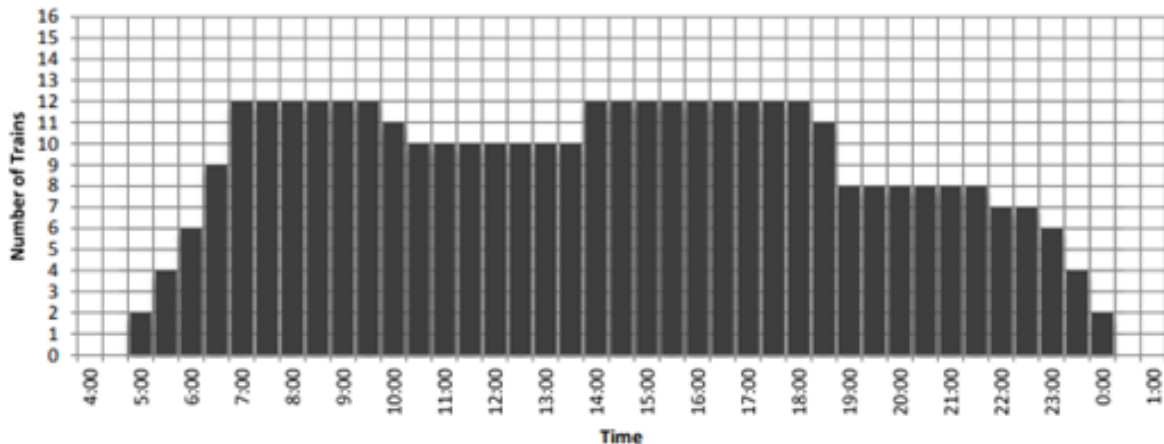
The affordable transit program (ATP) is normally available for customers 18 and older. However, applications from 16 or 17 year olds without parental support would also be considered. Customers who fit into this scenario should call Region of Waterloo Community Services at 519-883-2100 for next steps on processing their application.

- **Revised service option for ION Light Rail Transit**

The original 2024 service proposal was intended to maximize capacity and respond to some crowding concerns shared by the public, by matching the demand curve to the service, as follows:



The demand curve shows that until 7am and after 8pm, hourly boardings and alightings are about half of the peak between 2pm and 6pm.



Note: The service levels would have adjusted the number of trains in service to best match the demand curve

However, the engagement with the community showed strong attachment in maintaining high frequencies in the early morning and the evening (shoulder periods). Taking into consideration this feedback, staff recommend a revised service proposal, starting in June 2024, maintaining the 15mn interval between trains in the shoulder and increasing service in the peak during the summer to a 10mn interval.

The 2024 budget impact associated with this proposal is the same as the proposed LRT service level expansion presented to the Strategic Planning and Budget Committee on October 18, 2023, and as detailed in Appendix A to the 2024 Preliminary Budget book on page 150.

Staff recommend that the proposed service expansion for Light Rail Transit, as outlined in Appendix A to the 2024 Preliminary Budget book on page 150, be amended to reflect

“10 minute headways at peak all year” service and to maintain “15 minute headways during shoulder periods all year”. The follow table summarizes the proposed amendment to the service expansion request:

Day	Time of Day	Initial serve change proposal (Oct 18)	Adjusted service change proposal (Nov 29)
		Frequency	Frequency
Weekday (5am to midnight)	Shoulder	20 min freq	15 min freq
	Peak	8 min freq (September to April) 10 min freq (May to August)	10 min freq
Weekend (5am to midnight)	Shoulder	30 min freq	15 min freq
	Peak	15 min freq	15 min freq

The main risk to this plan is that 10 min during weekday peaks will not fully alleviate crowding, and standing room only is to be expected during peak hours in the central portion of the line.

- **GRT advertising process and considerations**

Currently, GRT allows for up to 5 bus wraps at any moment in time, as a specific revenue-generating advertising product.

GRT also allows for bus wraps that support the communications of Regional initiatives, such as Pride Month and Truth and Reconciliation. The intake process requires the Regional service that initiates the request (the “initiator”) to submit a proposal to GRT (Manager of Marketing and Communications) and an associated funding source. The initiator is responsible for the production costs of the wrap (currently estimated at \$10,500) and managing the design process (current lead time is estimated at 4-6 months, and any art needs to be adequately sources, paid and secured in advance for the duration of the wrap).

GRT then organizes the application of the wrap and ensures that the bus runs in regular circulation. This excludes the 70 series routes, ION LRT and ION bus.

If the wrapped bus needs to be at events, a 7-day lead time is required and the chartering costs are to be covered by the initiator. The latter is responsible for coordinating logistics with events and continuously liaise with GRT.

Annually, staff will inform Council of wraps that are considered for the next year. Current planned wraps for 2024 are Pride (one month wrap) and Truth and Reconciliation (one

month wrap).

Report TSD-TRS-23-010, dated October 10, 2023 recommended changes to GRT Advertising Policies and staff intend to report back on December 13, 2023.

b) Waterloo Region Housing & Homelessness

• What is the most frequent request in terms of size of housing units?

One bedroom units consistently have the highest demand locally. The chart below demonstrates demand based on applications for various bedrooms sizes on the waitlist as of November 2023. Please note that certain family sizes are eligible to be on the list for more than one bedroom size and the total of the Total Demand column will not equal the total applicants reported on the waiting list.

Bedroom Size	Total Demand
Bachelor	1891
1 Bed	4650
2 Bed	1385
3 Bed	1865
4 Bed	1378
5 Bed	658

• Housing waiting list - Process of people moving into and out of the system, and how room is created on the waiting list

The waiting list is a dynamic system that tracks and maintains an applicant's eligibility while waiting for a community housing offer. Once individuals are housed or no longer eligible, they are removed from the list. What we have seen accelerate over the last number of years has been a significant increase in average wait times across all household types and bedroom sizes as fewer individuals are moving out of community housing based on the lack of options available to them in the private market even when their income situations have improved.

• Housing waiting lists – How the Region's wait list compares to others

Ontario has one of the largest social housing wait lists in the country; wait times are lengthy and growing even longer. Locally in Waterloo Region, in 2022, 9.5% of our waitlist was placed into housing. This compares slightly favorably to the median of 7.7% across other areas that participate in the municipal benchmarking exercise. The Province stopped reporting on waitlist totals for comparison purposes across municipalities several years ago and this information is not easily accessible.

- **Facilities work orders – Number of requests in 2022 and 2023 year to date**

The Facilities team manages approximately 7 million square feet of building space, ranging from housing units to office buildings to paramedic services stations. In 2022 Facilities received approximately 27,000 work orders of which approximately 16,000 related to Waterloo Region Housing. Figures for 2023 are trending in similar range. Emergency, urgent and high priority work orders are prioritized and responded to immediately, while lower priority work orders are responded to as capacity allows. The proposed service expansions will allow for more timely responses to work orders of all types and in particular those relating to plumbing, general building repairs, electrical, doors, and HVAC. This will contribute to the improved well being of tenants and the state-of-good-repair of the Region's housing assets.

c) Staffing / Other Requests

- **Grass cutting – clarification on service levels associated with proposed expansion**

Going forward, Operation's staff are planning vegetation management activities with a proactive and risk prioritized approach. This includes; strategic deployment of internal/external resources to highest priority areas (e.g. gateways, high use areas, etc.) with the objective to address commonly known regular maintenance challenges in order to meet the quality objectives before residents submit the service requests/complaints.

Staff also rely on contracted services to augment our internal resources. In order to ensure efficient and optimal service delivery with our contractors, staff will increase focus on the grass cutting contract's contractor management, early season contract start dates and contract flexibility for additional cuts as required. This additional service flexibility will be accommodated through advancement of our 2024 request for a one time qualified operating budget increase of 100k . Additionally, Staff will also look to engage community groups to grow partnerships with the goal of assigning landscaped areas for the community groups to manage.

- **Update on Community Benefits Pilot Project and staffing**

The Community Benefits Pilot incorporates workforce development activities for equity-deserving groups in the affordable housing builds at 420 Kingscourt Drive, Waterloo and at 82 Wilson Avenue, Kitchener.

The contractor for 420 Kingscourt Dr. is Norlon Builders. Norlon is supportive of the pilot and has expressed a desire to create a meaningful experience for workforce development participants. In consultation with Region of Waterloo staff, Norlon has developed a plan to work with its subcontractors to have participants engage in work in two trades - plumbing and drywalling - instead of general labour. Due to delays to the start of construction and the type of work assigned to workforce development

participants, the recruitment and placement of participants will begin in early 2024.

The tender for 82 Wilson Ave. was recently awarded to Melloul Blamey Construction. Community Services and Facilities staff will meet with the Project Manager from Melloul Blamey Construction in the coming weeks to review the expectations of the pilot and discuss the contractor's plan for workforce development activities.

- **Staffing levels from 2022 to 2024**

The proposed staffing complement for 2024 including all proposed service expansions is 3,463.9 full time equivalents (FTEs) for all Regional services excluding Police Services. This represents an increase of 63.6 FTEs over the 2023 approved budget, and represents an increase of 78.0 FTEs from the 2022 approved budget. A number of new resources included in the proposed 2024 budget require no additional tax levy funding as they are fully funded by provincial or federal grants, including 11.6 Personal Support Workers for Seniors' Services, 6.0 staff in Children's Services and 2.0 staff for Community Paramedicine. Proposed service expansions drive the need for new resources to deliver the desired level of service, and in 2024 this includes Paramedic Services expansions (54.6 FTEs), Transit Services expansion (30.0 FTEs) and the implementation of Automated Speed Enforcement (33.4 FTEs). The proposed 2024 staff complement includes a reduction in temporary staff resources associated with COVID-19 response (111.0 FTEs).

These investments are similar to those made in 2023 with 40.1 FTEs added to Seniors' Services and 6.0 FTEs added to Children's Services, both fully funded from upper levels of government, and the areas with the highest level of investment being associated with services expansions for Paramedic Services (43.6 FTEs) and Transit Services (39.0 FTEs).

A summary of FTEs by division is included in Appendix A, comparing 2022, 2023 and proposed 2024 staff complement.

- **Salary Gapping Provision**

A "salary gapping" provision in the budget recognizes that there will be vacancies throughout the year. Start dates (new positions) and end dates (temporary positions) are taken into account in this costing. A gapping provision essentially reduces compensation budgets across the organization. Gapping is not necessarily sustainable and can vary from year to year.

The gapping position is reviewed and adjusted annually

- 2021 budgeted gapping provision of \$4.9M
- 2022 budgeted gapping provision of \$5.5M (\$0.6M increase)
- 2023 budgeted gapping provision of \$7.0M (\$1.5M increase)
- 2024 budgeted gapping provision of \$7.9M (\$0.9M increase)

The Region's 2024 preliminary budget includes a gross provision for salary gapping of \$7.9 million which is \$900,000 higher than the 2023 provision. It is noted that, due to cost sharing for certain services with the Province, the net property tax impact will be slightly less. A portion of salary costs in certain services are offset by provincial/federal subsidies at varying levels, including funding for Paramedic Services (50%), Public Health (70% and 100%), Ontario Works (50% and 100%), Children's Services (50%, 80% and 100%), Seniors' Services (varying rates), and Public Transit (reflecting provincial gas tax revenues).

6. Communication and Engagement with Area Municipalities and the Public

Area Municipalities: Nil.

Public: Nil

7. Financial Implications:

As described in various sections of the report.

8. Conclusion / Next Steps:

Nil

9. Attachments:

Appendix A: Continuity of Staff Complement Changes

Prepared By: Christopher Wilson, Manager, Corporate Budgets

Reviewed By: Cheryl Braan, Director, Corporate Budgets

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

Appendix A – Continuity of Staff Complement Changes

2023 Approved Staffing Investments:

- Homelessness & Housing Services: 7.0 full time staff for Homelessness, 7.0 full time staff for Housing Services
- Expanded Transit Services: 39.0 full time staff
- Enhanced Paramedic Services: 43.6 full time staff (includes 20.3 added in 2022, with the remainder planned to start July 1, 2023), 1.3 temporary positions funded by the Province
- Children's Services: 6.0 full time staff funded by the Federal government
- Seniors' Services: 40.1 full time staff fully funded by the province through the 'Hours of Care' investment (includes 25.6 added in 2022, with the remainder planned to start April 1, 2023)
- Human Resources & Citizen Service: 5.0 full time staff for recruitment and absenteeism cost management
- Modernized Digital Services: 10.5 temporary staff for implementation of HRIS, 6.0 full time ITS staff

2024 Proposed Staffing Investments by Strategic Priority:

Homes for All – Investing in affordable homes and economic opportunity for all, that are part of inclusive and environmentally sustainable communities.

- 11.6 Personal Support Works for Seniors' Services 4 hour of care (100% funded) to improve quality of care
- 6.0 Facilities maintenance staff for improved WRH Housing unit level of service
- 6.0 staff for Land Readiness and Development (1.0 funded from user rates) to expedite housing and employment investment opportunities
- 4.0 Housing Services program staff to improve equity and support growth in housing units through Building Better Futures
- 3.0 Design & Construction Project Managers (funded from capital) to ensure quality of assets and implementation of transportation and active transportation infrastructure growth
- 2.0 Region of Waterloo International Airport staff (1.0 position funded from capital) to respond to the project and regulatory compliance needs of Canada's fastest growing airport

Equitable Services and Opportunities – through collaboration and innovative design, we will provide equitable, accessible services across Waterloo Region that support the social determinants of health, safety and complete communities as we grow.

- 54.6 staff for Paramedic Services expansions (January and November) to respond to the needs of a growing community, addressing challenges affecting 911 response and ensure the health and wellness of our workforce is supported
- 33.4 staff for Automated Speed Enforcement (1.0 temporary) to reduce speeding and to increase safety in school zones within Waterloo Region
- 6.0 Children's Services staff associated with the Canada-wide Early Learning and Child Care (CWELCC) Plan (100% funded), a program transforming childcare in Waterloo Region

- 2.0 Paramedic Services staff for Community Paramedicine (100% funded) to meet growing patient volumes, service demands and effectively collaborate with system partners to implement effective upstream solutions
- Transit Services position for Urban Mobility Plus to provide an additional Urban Mobility Plus bus to meet weekday capacity

Climate Aligned Growth – As we grow we will support a healthy environment where communities can thrive. Through intentional collaboration and creativity, we will support sustainable community growth.

- 30.0 Transit Services staff associated with service expansion to respond to growing record levels of transit ridership for residents relying on this vital service
- 6.0 Transportation staff associated with traffic signals for improved intersection safety and performance, meet active transportation targets, and invest in urban forestry and horticulture (1.0 students)
- 2.0 staff for Asset Management (funded by the tax levy and user rates) to improve analytics to optimize use of the Regions \$7b community infrastructure assets
- Health and Safety specialist for water & wastewater services (funded by user rates) to ensure workplace safety

Resilient and Future Ready Organization – A great place to work, where everyone is valued, feels they belong and where they have the supports and tools to do a great job. We will be prepared for the future by providing a safe space for bold ideas and experimentation, based on data and other ways of knowing.

- 3.0 Facilities management staff to improve plumbing electrical and HVAC client services at housing sites, replacing contractor work (offset by cost savings) and achieve cost savings
- 3.0 Human Resources staff for growing labour relations needs and disability advisors to support staff, safe return to work and minimize absenteeism
- AI Enabled Service Delivery position to improve customer service through technology
- Position associated with Lobbyist Registry to improve transparency and accountability for residents
- Data Insights Analyst in Facilities Management to improve efficiency and cost effectiveness of Regional buildings
- Service Transformation Data Specialist in Transportation to support improved road safety as part of a growing transportation network

Division	2022 FTEs	2023 FTEs	2024 FTEs	2024 v. 2022	% Chg.	2024 v. 2023	% Chg.
Community Services							
Housing Services	60.0	77.0	86.0	26.0	43%	9.0	12%
Seniors' Services	363.4	381.1	394.7	31.3	9%	13.6	4%
Children's Services	68.8	80.8	83.75	15.0	22%	3.0	4%
Employment & Income Support	200.5	193.5	180.5	(20.0)	-10%	(13.0)	-7%
Immigration Partnership Council	4.4	4.4	4.4	-	0%	-	0%
Strategic and Quality Initiatives	34.0	39.0	39.0	5.0	15%	-	0%
Commissioner of Community Services	2.0	2.0	2.0	-	0%	-	0%
Transportation Services							
Transit Services	750.6	778.3	809.3	58.7	8%	31.0	4%
Transportation	135.7	137.7	150.7	15.0	11%	13.0	9%
Commissioner of Transportation Services	-	2.0	2.0	2.0	0%	-	0%
Engineering & Environmental Services							
Water	94.4	98.4	98.0	3.6	4%	(0.4)	0%
Wastewater	48.3	45.3	44.0	(4.3)	-9%	(1.3)	-3%
Water Distribution Systems	3.3	3.3	3.0	(0.3)	-9%	(0.3)	-9%
Wastewater Collection Systems	-	-	-	-	0%	-	0%
Waste Management	80.1	80.1	80.1	-	0%	-	0%
Design & Construction	53.4	54.4	57.4	4.0	7%	3.0	6%
Strategic Initiatives & Asset Management	4.0	5.0	9.0	5.0	125%	4.0	80%
Commissioner of Engineering & Environmental Services	2.0	2.0	2.0	-	0%	-	0%
Planning, Development & Legislative Services							
Region of Waterloo International Airport	48.3	51.3	50.9	2.6	5%	(0.4)	-1%
Economic Development	11.4	10.7	19.7	8.3	73%	9.0	84%
Council & Administrative Services	21.4	22.4	27.4	6.0	28%	5.0	22%
Provincial Offenses and Regional Road Safety Offences	28.0	28.0	48.0	20.0	71%	20.0	71%
Legal Services	16.6	16.6	17.0	0.4	2%	0.4	2%
Cultural Services	45.9	37.5	36.0	(9.9)	-22%	(1.5)	-4%
Region of Waterloo Library	29.5	29.5	29.5	-	0%	-	0%
Community Planning	29.0	28.5	32.7	3.7	13%	4.2	15%
Commissioner of Planning, Development & Legislative Services	9.0	10.0	11.0	2.0	22%	1.0	10%

Division	2022 FTEs	2023 FTEs	2024 FTEs	2024 v. 2022	% Chg.	2024 v. 2023	% Chg.
Public Health & Emergency Services							
Paramedic Services	294.6	331.5	386.05	91.5	31%	54.6	16%
Health Protection & Investigation	42.5	53.0	53.00	10.5	25%	-	0%
Infectious Diseases	290.4	161.2	78.20	(212.2)	-73%	(83.0)	-51%
Healthy Living and Foundational Standards	99.5	87.5	61.91	(37.6)	-38%	(25.6)	-29%
Child, Family and Dental Health	61.0	73.9	72.99	12.0	20%	(0.9)	-1%
Strategy, Performance & Organizational Standards	28.6	25.6	23.75	(4.8)	-17%	(1.8)	-7%
Elected Offices	3.0	3.0	3.0	-	0%	-	0%
Chief Administrative Officer							
Reconciliation, Equity, Diversity & Inclusion	5.0	6.0	6.0	1.0	20%	-	0%
Corporate Communications and Strategy (Incl. Corporate Multimedia Services, Community Engagement and Intergovernmental Services)	21.0	23.0	23.0	2.0	10%	-	0%
Chief Administrative Officer	2.0	2.0	2.0	-	0%	-	0%
Corporate Services							
Information Technology Services	71.0	83.5	84.5	13.5	19%	1.0	1%
Facilities Management	123.3	124.3	136.3	13.0	11%	12.0	10%
Fleet Management	17.0	18.0	19.0	2.0	12%	1.0	6%
Treasury Services	48.1	47.1	47.1	(1.0)	-2%	-	0%
Corporate Finance	31.8	31.8	35.8	4.0	13%	4.0	13%
Commissioner of Corporate Services	2.0	2.0	2.0	-	0%	-	0%
Human Resources & Citizen Services							
Talent Acquisition, Client Experience & Solutions	40.8	45.8	48.8	8.0	20%	3.0	7%
Organization Development & HR People Partners	13.0	13.0	13.0	-	0%	-	0%
Labour Relations & Emergency Management	9.0	9.0	10.0	1.0	11%	1.0	11%
Wellbeing & Occupational Health & Safety	14.5	17.5	18.5	4.0	28%	1.0	6%
Total Rewards	15.0	18.0	16.0	1.0	7%	(2.0)	-11%
Commissioner of Human Resources & Citizen Service	5.0	5.0	5.0	-	0%	-	0%
Associated Agencies	4.0	-	-	(4.0)	-100%	-	0%
Region Total	3,385.9	3,400.3	3,463.9	78.0	2%	63.6	2%