

2025 Program Budgets



Region of Waterloo

The Regional Municipality of Waterloo
2025 Program Budgets
Table of Contents

	<u>Page #</u>
<u>Summaries</u>	
2025 Budget Overview	4
2025 Operating Budget & 2025-2034 Capital Budget Summaries	13
<u>Services Areas – 2025 Operating Budgets & 2025-2034 Capital Budget and Forecast</u>	
Community Services	18
Housing Services	20
Seniors' Services	24
Children's Services	26
Employment and Income Support Administration	28
OW Allowances & Benefits	29
Immigration Partnership	30
Strategy, Performance and Partnerships	31
Commissioner of Community Services	32
Transportation Services	33
Transit Services	35
Transportation	41
Commissioner of Transportation Services	55
Engineering and Environmental Services	56
Water & Wastewater Services	58
<i>Water Supply</i>	59
<i>Wastewater Treatment</i>	67
<i>Water Distribution</i>	73
<i>Wastewater Collection</i>	77
Facilities & Fleet Management	81
<i>Facilities Management</i>	82
<i>Fleet Management</i>	86
Waste Management	88
Design & Construction	91
Strategic Initiatives & Asset Management	93
Commissioner of Engineering and Environmental Services	95
Planning, Development and Legislative Services	96
Region of Waterloo International Airport	98
Build Waterloo Region	103
Council & Administrative Services	105
Provincial Offences and Regional Road Safety Offences	107
<i>Provincial Offences Act (POA)</i>	108
<i>Automated Speed Enforcement (ASE)</i>	109
Legal Services	110
Cultural Services	111
Region of Waterloo Library	114
Regional Growth, Development and Sustainability Services	116
Commissioner of Planning, Development & Legislative Services	118

<u>Services Areas – 2025 Operating Budgets & 2025-2034 Capital Budget and Forecast</u>	<u>Page #</u>
Public Health & Paramedic Services	119
Paramedic Services	121
Health Protection & Healthy Environments	124
Infectious Diseases	125
Child, Family and Dental Health	126
Strategy, Performance & Partnerships	127
Elected Offices	128
Elected Offices	128
Office of the Chief Administrative Officer	130
Reconciliation, Equity, Diversity & Inclusion	132
Chief Administrative Officer	133
Resident Experience, Strategy and Communications	134
Communications and Engagement	136
Corporate Strategy, Performance and Resident Experience	137
Commissioner of Resident Experience, Strategy and Communications	138
Corporate Services	139
Information Technology Services	141
Treasury Services	143
Corporate Finance	144
Commissioner of Corporate Services	146
Human Resources	147
Employee Relations	149
Organization Development & HR People Partners	150
Wellbeing & Occupational Health & Safety	151
Total Rewards	152
Commissioner of Human Resources	153
Corporate Financial	155
Corporate Financial	155
Waterloo Regional Police Service	158
Waterloo Regional Police Service	158
 <u>Appendices</u>	
Appendix A: Summary of Approved Debenture Financing	162

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Budgets@regionofwaterloo.ca

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Region of Waterloo

2025 BUDGET OVERVIEW

REGIONAL MUNICIPALITY OF WATERLOO

Budget Highlights

2025 Operating Budget

- Average Property Tax Budget Impact is 9.48%
- Total operating budget expenditure of \$1,687 million (\$1,507 million net of transfers to Capital and Reserve Funds)
- Assessment Growth is 1.81%

Changes to the Region's user fees and charges include:

- Water Supply increase of 4.9%
- Wastewater Treatment increase of 5.9%
- Water Distribution increase of 3.9%
- Wastewater Collection increase of 3.9%
- User fees and charges for various programs including Transit, Waste Management, Airport Services, Seniors' Services, Supportive Housing, Legal Services, Cultural Services, Waterloo Region Library, Regional Growth, Development and Sustainability Services, Public Health Programs, Paramedic Services and Transportation

2025-2034 Capital Budget and Forecast

- The 2025 approved capital budget is \$779 million
- The 10 year capital program is \$7.3 billion (constant 2025 dollars)
- Total debenture requirement over the 10 year program is \$2.1 billion
 - Property Tax debenture requirement is \$1.474 billion
 - Development Charge debenture requirement is \$596 million

REGIONAL MUNICIPALITY OF WATERLOO

Approved Staff Complement (FTEs)

	2024 Budget *	2025 Budget	Change
Transportation Services	955.0	974.3	19.3
Additional Staffing for transit expansion, mobility plus expansion, and students for road maintenance.			
Community Services	786.3	813.3	27.0
Additional staffing to support the Plan to end chronic homelessness, connect residents to jobs and training, support tenant safety, expand child care spaces, improve employee wellness, and support newcomers.			
Public Health & Paramedic Services	675.9	684.0	8.1
Additional Staffing to reduce paramedic response times, increase public health inspections, and increase cost efficiency in paramedic services.			
Engineering & Environmental Services	448.8	470.5	21.7
Additional staffing for expanded fleet, infrastructure growth and maintenance, expanded water and wastewater capacity for growth, students to support water services, and cybersecurity.			
Planning, Development & Legislative Services	280.1	294.7	14.6
Additional staffing for expansion of Automated Speed Enforcement, library service delivery and accelerate development.			
Corporate Services	170.4	169.6	(0.8)
Staffing reductions overall due to efficiencies.			
Human Resources	80.1	81.1	1.0
Additional staffing to increase efficiency through new HR system.			
Resident Experience, Strategy and Communications	52.2	53.2	1.0
Additional staffing for customer service related to Automated Speed Enforcement.			
Office of the Chief Administrative Officer	9.0	11.0	2.0
Additional Staffing to enhance accessibility and support REDI.			
Elected Offices	3.0	3.0	-
Direct Regional	3,460.9	3,554.7	93.8
Waterloo Regional Police Service	1,314.1	1,359.4	45.3
Total	4,775.0	4,914.1	139.1

Approved 2025 Staff Complement (FTEs)

	Permanent	Temporary	Total
Direct Regional	3,454.2	100.5	3,554.7
Waterloo Regional Police Service	1,336.5	22.9	1,359.4
Total	4,790.7	123.4	4,914.1

Note: Elected officials are excluded from complement count. The 2024 Budget complement has been adjusted to reflect 2024 in-year changes. The details highlight the approved expansion requests. There are other minor adjustments due to removal of temporary positions, repurposing positions, in-year approvals.

REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating and Capital Budget Summary

(\$ thousands)

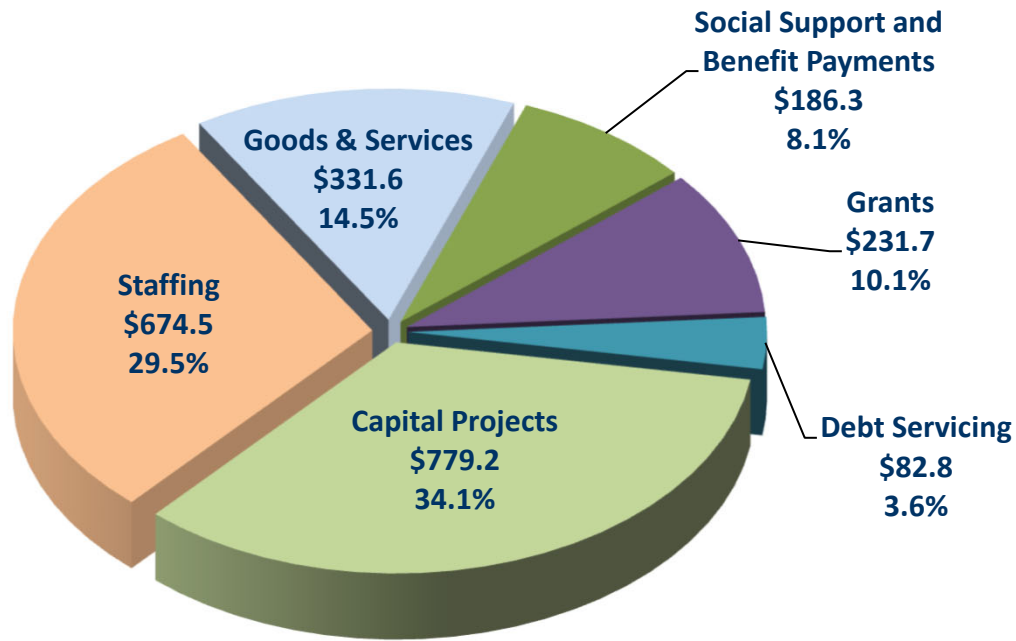
Expenditure	Total	% of Total Expenditure
Staffing	\$674,499	30%
Goods & Services	\$331,573	15%
Social Support and Benefit Payments	\$186,338	8%
Grants	\$231,671	10%
Debt Servicing	\$82,840	4%
Capital Projects	\$779,228	34%
Total Expenditure	\$2,286,149	100%

Sources of Funding & Financing	Operating	Capital	Total	% of Total Funding & Financing
Taxation (including Supplementary Taxes and Payments in Lieu)	\$ 856,153	-	\$856,153	37%
Provincial & Federal Grants	\$ 485,901	\$ 129,580	\$615,481	27%
User Rates, Fees and Other Charges	\$ 321,395	-	\$321,395	14%
Interest Earnings	\$ 598	-	\$598	0%
Property Tax/User Rate Debentures	-	\$ 124,127	\$124,127	5%
Development Charges:				
Reserve Funds	\$ 17,021	\$ 196,446	\$213,467	9%
Debentures	-	\$ 9,507	\$9,507	0%
Net Funding from (Transfers to) Reserves	\$ (174,147)	\$ 319,568	\$145,421	6%
Total Revenue	\$1,506,921	\$779,228	\$2,286,149	100%

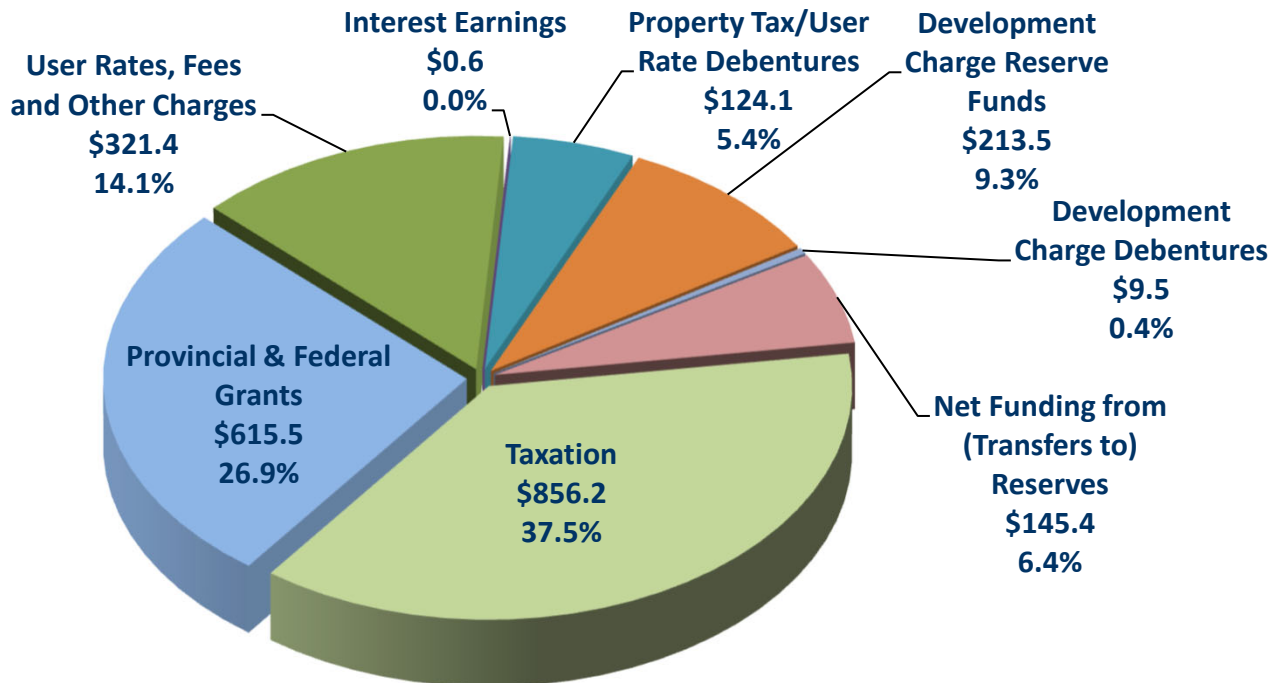
REGIONAL MUNICIPALITY OF WATERLOO

2025 Total Expenditure and Sources of Funding & Financing \$ = 2.3 billion
(\$ millions)

Expenditure Categories

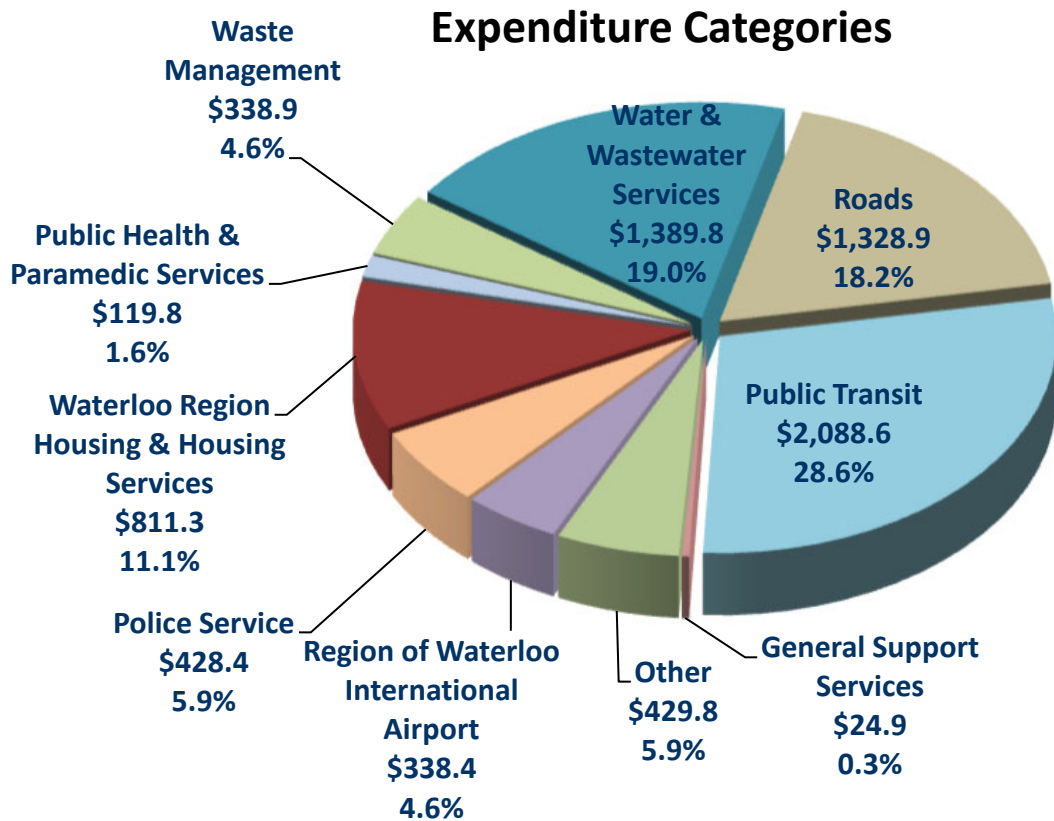


Sources of Funding & Financing

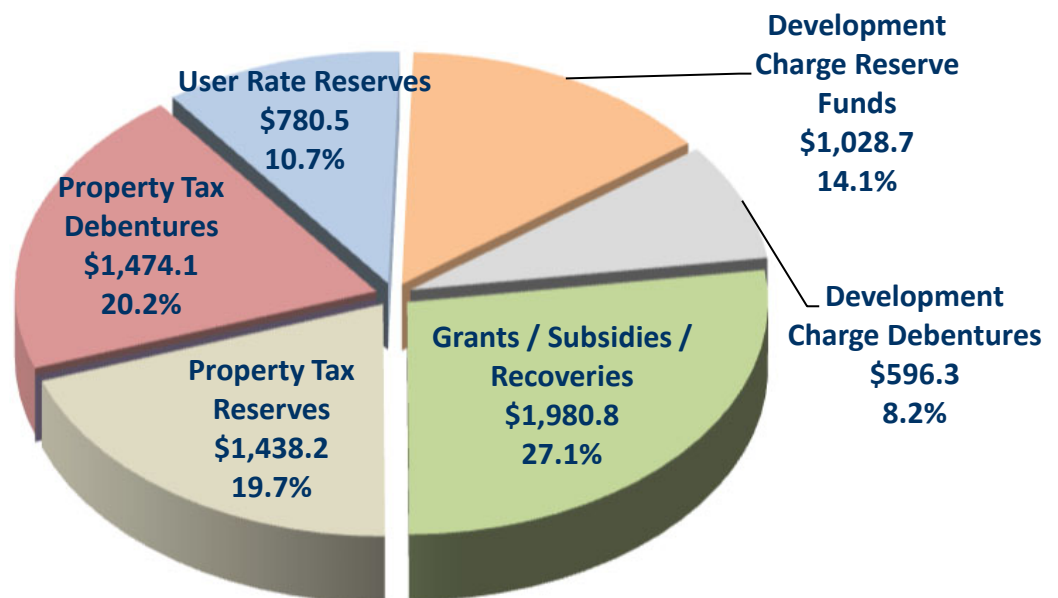


Expenditures and Sources of Funding & Financing include Capital and Operating for both the user rates and property tax budgets.

REGIONAL MUNICIPALITY OF WATERLOO
2025-2034 Capital Budget & Forecast = 7.3 billion
(\$ millions)



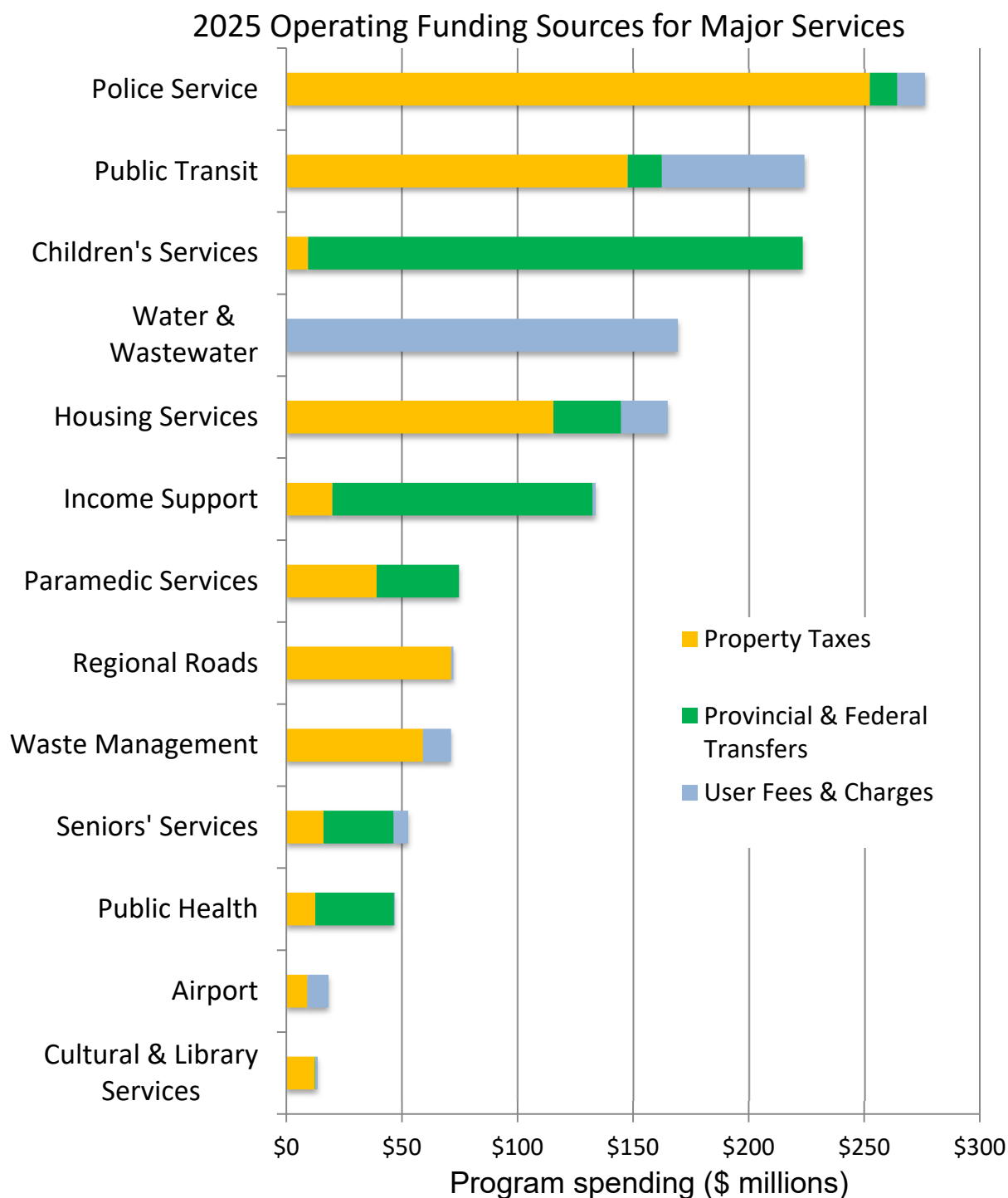
Sources of Funding & Financing



Expenditures and Sources of Funding & Financing include Capital for both user rates and property tax budgets.

REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget: Funding Sources for Major Services (\$ millions)



REGIONAL MUNICIPALITY OF WATERLOO

Annual Cost of Regional Services Per Average Household*

	2024	2025	\$ Change	% Change
Water	\$219.31	\$230.05	\$10.74	4.90%
Wastewater	\$268.94	\$284.81	\$15.87	5.90%
Property Tax	\$2,544.54	\$2,785.87	241.33	9.48%
Total	\$3,032.79	\$3,300.73	\$267.94	8.83%

	2024	2025	\$ Change	% Change
Retail Water	\$739.70	\$782.82	\$43.12	5.83%
Retail Wastewater	\$574.21	\$610.66	\$36.45	6.35%

Note: Approved rate increases effective January 1, 2025 for wholesale water supply, wholesale wastewater treatment, retail water distribution, and retail wastewater collection are 4.9%, 5.9%, 3.9% and 3.9% respectively. Retail water and wastewater rates apply to the Townships of Wellesley and North Dumfries and include wholesale water supply and wastewater treatment costs noted above. For 2025, the monthly service charge increased by \$1.00 to \$12/month for retail water distribution and increased by \$1.00 to \$11/month for retail wastewater collection effective January 1, 2025

* Based on an average residential property valued at \$354,500, based on a valuation date of January 1, 2016, and water usage of 182 cubic metres

REGIONAL MUNICIPALITY OF WATERLOO
Annual Average Cost Per Household* for Regional Services
2025 Budget

Tax Supported Services	Net Expenditure (\$000's)	Property Tax Levy ⁽¹⁾ (\$000's)	per \$354,500 Residential Assessment Value									
			Blended Regional		Urban		Rural ⁽⁴⁾		Woolwich		Wilmot	
			%	\$	%	\$	%	\$	%	\$	%	\$
Police Service	278,468	252,469	30.4	\$861	29.8	\$861	35.0	\$861	34.1	\$861	34.5	\$861
Public Transit ⁽²⁾	232,848	147,693	17.8	\$504	19.7	569	2.3	57	4.8	121	3.7	93
Housing Services	165,312	115,642	13.9	\$394	13.6	394	16.0	394	15.6	394	15.8	394
Roads/Design & Construction/Eng.	75,761	71,243	8.6	\$243	8.4	243	9.9	243	9.6	243	9.7	243
Waste Management	72,579	59,783	7.2	\$204	7.1	204	8.3	204	8.1	204	8.2	204
Financial Expenses	30,321	28,235	3.4	\$96	3.3	96	3.9	96	3.8	96	3.9	96
Paramedic Services	76,948	39,022	4.7	\$133	4.6	133	5.4	133	5.3	133	5.3	133
Employment/Income Support	134,174	19,974	2.4	\$68	2.4	68	2.8	68	2.7	68	2.7	68
Seniors' Services	52,726	16,105	1.9	\$55	1.9	55	2.2	55	2.2	55	2.2	55
Human Resources	13,383	12,081	1.5	\$41	1.4	41	1.7	41	1.6	41	1.7	41
Information Technology Services	14,916	14,915	1.8	\$51	1.8	51	2.1	51	2.0	51	2.0	51
Public Health	47,261	12,504	1.5	\$43	1.5	43	1.7	43	1.7	43	1.7	43
Facilities & Fleet Management	7,887	6,145	0.7	\$21	0.7	21	0.9	21	0.8	21	0.8	21
Cultural Services	10,691	9,147	1.1	\$31	1.1	31	1.3	31	1.2	31	1.3	31
Children's Services	223,519	9,510	1.1	\$32	1.1	32	1.3	32	1.3	32	1.3	32
Elected Offices & Office of the Chief Administrative Officer	5,100	5,100	0.6	\$17	0.6	17	0.7	17	0.7	17	0.7	17
Resident Experience, Strategy and Communications	5,684	5,670	0.7	\$19	0.7	19	0.8	19	0.8	19	0.8	19
Airport	20,799	9,033	1.1	\$31	1.1	31	1.3	31	1.2	31	1.2	31
Planning, Development & Legislative Services	29,812	4,542	0.5	\$15	0.5	15	0.6	15	0.6	15	0.6	15
Finance	7,042	6,832	0.8	\$23	0.8	23	0.9	23	0.9	23	0.9	23
Regional Library ⁽²⁾	3,696	3,182	0.4	\$11	0.0	0	3.2	79	3.1	79	3.2	79
Build Waterloo Region	6,775	5,010	0.6	\$17	0.6	17	0.7	17	0.7	17	0.7	17
Strategy, Performance and Partnerships	2,316	2,316	0.3	\$8	0.3	8	0.3	8	0.3	8	0.3	8
Subtotal	1,518,017	\$856,153		\$2,919		\$2,974		\$2,541		\$2,605		\$2,577
Less: Payments in Lieu & Supplementary Taxes ⁽³⁾		(24,374)	(2.9)	(\$83)	(2.9)	(\$83)	(3.4)	(\$83)	(3.3)	(\$83)	(3.3)	(\$83)
Regional Tax Levy	\$1,518,017	\$831,779	100%	\$2,836	100%	\$2,891	100%	\$2,458	100%	\$2,522	100%	\$2,494

Cost of Regional Services per Average Household* by Area Municipality								
		Kitchener	Waterloo	Cambridge	N. Dumfries	Wellesley	Woodwich	Wilmot
Tax Supported Regional Services	Net Expenditure (\$000's)	\$2,891	\$2,891	\$2,891	\$2,458	\$2,458	\$2,522	\$2,494
User Rates								
Water ⁽⁵⁾	\$72,101	\$230	\$230	\$230	\$0	\$0	\$230	\$230
Wastewater Treatment ⁽⁵⁾	92,048	\$285	\$285	\$285	\$0	\$0	\$285	\$285
Retail Water ⁽⁶⁾	3,350				\$783	\$783		
Retail Wastewater ⁽⁶⁾	1,843				\$611	\$611		
Subtotal User Rates	\$169,342	\$515	\$515	\$515	\$1,393	\$1,393	\$515	\$515
Household cost for Regional services *		\$3,406	\$3,406	\$3,406	\$3,851	\$3,851	\$3,037	\$3,008

⁽¹⁾ Expenditures net of user fees, grants, subsidies and recoveries.

⁽²⁾ The net expenditure is area-rated, and the impact differs across the Region.

⁽³⁾ General revenues reduce net expenditures to determine the final Regional Tax Levy and a total cost per household.

⁽⁴⁾ Includes Wellesley and North Dumfries.

⁽⁵⁾ Wholesale water and wastewater costs form part of retail water and wastewater rates determined by area municipalities.

⁽⁶⁾ Retail wholesale water and wastewater charges include water and wastewater treatment charges

* Based on an average residential property valued at \$354,500, based on a valuation date of January 1, 2016, and water usage of 182 cubic metres.



Region of Waterloo

**2025
OPERATING
BUDGET &
2025-2034
CAPITAL BUDGET
AND FORECAST
SUMMARIES**

THE REGIONAL MUNICIPALITY OF WATERLOO
2025 Operating Budget (\$ thousands)

Page	Department Division	Gross Expenditure			Net Expenditure			Revenue			Property Tax Levy				Staff Complement (FTE)		
		2024	2025	Increase (Decrease)	2024	2025	Increase (Decrease)	2024	2025	Increase (Decrease)	2024	2025	Increase (Decrease)	% Change	2024	2025	Change
18	Community Services																
20	Housing Services	149,300	165,503	16,203	149,030	165,212	16,182	52,718	49,671	(3,047)	96,312	115,542	19,230	20.0%	85.0	94.3	9.3
24	Seniors' Services	47,784	53,243	5,459	47,234	52,694	5,460	33,649	36,620	2,971	13,586	16,073	2,487	18.3%	394.7	404.8	10.1
26	Children's Services	165,209	223,193	57,984	165,547	223,384	57,837	156,446	214,009	57,563	9,101	9,375	274	3.0%	81.8	85.8	4.0
28	Employment & Income Support Admin	33,389	34,764	1,375	33,390	34,764	1,374	16,563	17,371	808	16,827	17,393	566	3.4%	183.5	183.5	0.0
29	OW Allowances & Benefits	97,356	105,979	8,623	90,706	99,329	8,623	88,962	96,829	7,867	1,744	2,500	756	43.3%			0.0
30	Immigration Partnership	897	1,393	496	897	1,393	496	847	1,343	496	50	50			4.4	8.0	3.6
31	Strategy, Performance and Partnerships	6,384	6,593	209	2,283	2,316	33				2,283	2,316	33	1.4%	35.0	35.0	0.0
32	Commissioner of Community Services	444	458	14	338	348	10				338	348	10	3.0%	2.0	2.0	0.0
	Total Community Services	500,764	591,126	90,362	489,425	579,440	90,015	349,185	415,844	66,659	140,240	163,596	23,356	16.7%	786.3	813.3	27.0
33	Transportation Services																
35	Transit Services	221,800	233,692	11,892	220,953	232,848	11,895	80,404	85,155	4,751	140,549	147,693	7,144	5.1%	809.3	827.3	18.0
41	Transportation	73,104	77,125	4,021	71,773	75,761	3,988	4,510	4,518	8	67,263	71,243	3,980	5.9%	143.7	145.0	1.3
55	Commissioner of Transportation Services	465	464	(1)											2.0	2.0	0.0
	Total Transportation Services	295,369	311,282	15,913	292,726	308,609	15,883	84,915	89,673	4,758	207,812	218,936	11,124	5.4%	955.0	974.3	19.3
56	Engineering & Environmental Services																
58	Water & Wastewater Services																
59	Water Supply	73,982	78,041	4,059	68,041	72,101	4,060	68,041	72,101	4,060					99.0	112.7	13.7
67	Wastewater Treatment	100,898	106,391	5,493	86,132	92,048	5,916	86,132	92,048	5,916					44.0	46.0	2.0
73	Water Distribution	3,289	3,447	158	3,192	3,350	158	3,192	3,350	158					3.0	3.0	0.0
77	Wastewater Collection	1,739	1,843	104	1,739	1,843	104	1,739	1,843	104					0.0	0.0	0.0
	Total Water & Wastewater Services	179,907	189,722	9,815	159,103	169,342	10,239	159,103	169,342	10,239					146.0	161.7	15.7
81	Facilities & Fleet Management																
82	Facilities Management	35,580	37,697	2,117	8,838	7,804	(1,034)	1,274	1,732	458	7,564	6,072	(1,492)	(19.7%)	136.3	139.3	3.0
86	Fleet Management	6,431	7,552	1,121											19.0	20.0	1.0
	Total Facilities & Fleet Management	42,011	45,249	3,238	8,838	7,804	(1,034)	1,274	1,732	458	7,564	6,072	(1,492)	(19.7%)	155.3	159.3	4.0
88	Waste Management	63,223	73,610	10,387	61,731	71,818	10,087	14,356	12,706	(1,650)	47,375	59,112	11,737	24.8%	80.1	80.1	0.0
91	Design & Construction	9,847	10,773	926											57.4	59.4	2.0
93	Strategic Initiatives & Asset Management	1,384	1,613	229	674	844	170	100	100		574	744	170	29.6%	8.0	8.0	0.0
95	Commissioner of Engineering & Environmental Services	476	470	(6)											2.0	2.0	0.0
	Total Engineering & Environmental Services	296,848	321,437	24,590	230,346	249,809	19,463	174,832	183,881	9,049	55,514	65,928	10,414	18.8%	448.8	470.5	21.7
96	Planning, Development & Legislative Services																
98	ROW International Airport	21,639	21,993	354	20,696	20,799	103	13,622	11,766	(1,856)	7,074	9,033	1,959	27.7%	50.9	51.4	0.5
103	Build Waterloo Region	5,984	7,129	1,145	5,195	6,775	1,580	1,418	1,765	347	3,777	5,010	1,233	32.6%	20.7	19.7	(1.0)
105	Council & Administrative Services	4,541	5,282	741	3,451	4,072	621	1,219	1,328	109	2,232	2,744	512	22.9%	28.4	28.4	0.0
107	Provincial Offences and Regional Road Safety Offences																
108	Provincial Offences Act (POA)	4,697	5,315	618	4,680	5,298	618	8,198	10,260	2,062	-3,518	-4,962	(1,444)	41.0%	28.0	32.0	4.0
109	Automated Speed Enforcement (ASE)	6,406	10,082	3,676	6,406	10,082	3,676	6,720	10,397	3,677	-314	-314			27.0	41.0	14.0
	Total Provincial Offences and Regional Road Safety Offences	11,102	15,398	4,296	11,085	15,381	4,296	14,918	20,657	5,739	-3,832	-5,277	(1,445)	37.7%	55.0	73.0	18.0
110	Legal Services	2,900	3,065	165	920	999	79	49	51	2	871	948	77	8.8%	17.0	16.6	(0.4)
111	Cultural Services	10,161	10,691	530	10,156	10,691	535	1,627	1,544	(83)	8,530	9,147	617	7.2%	36.0	35.5	(0.5)
114	Region of Waterloo Library	3,532	3,699	167	3,528	3,696	168	532	513	(19)	2,996	3,182	186	6.2%	29.5	30.2	0.7
116	Regional Growth, Development and Sustainability Services	7,817	8,004	187	7,767	7,954	187	2,649	3,151	502	5,118	4,803	(315)	(6.2%)	32.7	30.0	(2.7)
118	Commissioner of Planning, Development & Legislative Services	1,479	1,515	36	1,385	1,406	21	100	82	(18)	1,285	1,324	39	3.0%	10.0	10.0	0.0
	Total Planning, Development & Legislative Services	69,157	76,776	7,619	64,184	71,773	7,589	36,134	40,857	4,723	28,051	30,915	2,864	10.2%	280.1	294.7	14.6
119	Public Health & Paramedic Services																
121	Paramedic Services	64,348	76,948	12,600	64,348	76,948	12,600	33,104	37,926	4,822	31,244	39,022	7,778	24.9%	386.1	410.2	24.2
124	Health Protection & Healthy Environments	6,976	7,760	784	6,976	7,764	788	4,972	5,151	179	2,004	2,614	610	30.4%	66.0	58.5	(7.5)
125	Infectious Diseases	10,192	10,388	196	10,233	10,429	196	7,126	7,126		3,107	3,303	196	6.3%	86.6	76.7	(9.9)
126	Child, Family and Dental Health	12,954	13,743	789	12,814	13,586	772	10,199	10,896	697	2,614	2,690	76	2.9%	82.0	84.8	2.8
127	Strategy, Performance & Partnerships	15,112	15,674	562	14,928	15,482	554	11,310	11,585	275	3,617	3,897	280	7.7%	55.3	53.8	(1.5)
	Total Public Health & Paramedic Services	109,581	124,512	14,931	109,297	124,208	14,911	66,711	72,682	5,971	42,587	51,526	8,939	21.0%	675.9	684.0	8.1

THE REGIONAL MUNICIPALITY OF WATERLOO
2025 Operating Budget (\$ thousands)

Page	Department Division	Gross Expenditure			Net Expenditure			Revenue			Property Tax Levy				Staff Complement (FTE)		
		2024	2025	Increase (Decrease)	2024	2025	Increase (Decrease)	2024	2025	Increase (Decrease)	2024	2025	Increase (Decrease)	% Change	2024	2025	Change
	Elected Offices																
128	Elected Offices	1,993	2,160	167	1,580	1,744	164				1,580	1,744	164	10.4%	3.0	3.0	0.0
130	Office of The Chief Administrative Officer																
132	Reconciliation, Equity, Diversity & Inclusion	2,606	2,868	262	2,606	2,868	262				2,606	2,868	262	10.1%	7.0	7.0	0.0
133	Chief Administrative Officer	622	647	25	465	488	23				465	488	23	4.9%	2.0	4.0	2.0
	Total Office of The Chief Administrative Officer	3,228	3,515	287	3,071	3,356	285				3,071	3,356	285	9.3%	9.0	11.0	2.0
134	Resident Experience, Strategy and Communications																
136	Communications and Engagement	5,690	5,969	279	3,679	3,966	287	14	14		3,665	3,952	287	7.8%	44.2	44.2	0.0
137	Corporate Strategy, Performance and Resident Experience	1,275	1,072	(203)	1,250	1,039	(211)	200		(200)	1,050	1,039	(11)	(1.0%)	5.0	6.0	1.0
138	Commissioner of Resident Experience, Strategy and Communications	677	707	30	654	679	25				654	679	25	3.8%	3.0	3.0	0.0
	Total Resident Experience, Strategy and Communications	7,642	7,749	107	5,583	5,683	100	214	14	(200)	5,369	5,669	300	5.6%	52.2	53.2	1.0
139	Corporate Services																
141	Information Technology Services	19,941	20,632	691	13,546	14,916	1,370	1	1		13,546	14,915	1,369	10.1%	84.5	79.0	(5.5)
143	Treasury Services	6,471	6,971	500	3,385	3,835	450	146	136	(10)	3,239	3,699	460	14.2%	48.1	50.8	2.7
144	Corporate Finance	4,920	5,436	516	2,585	2,835	250	71	73	2	2,514	2,761	247	9.8%	35.8	37.8	2.0
146	Commissioner of Corporate Services	440	454	14	361	372	11				361	372	11	3.0%	2.0	2.0	0.0
	Total Corporate Services	31,772	33,493	1,721	19,877	21,958	2,081	217	210	(7)	19,660	21,748	2,088	10.6%	170.4	169.6	(0.8)
147	Human Resources																
149	Employee Relations	4,427	3,993	(434)	1,654	1,902	248				1,654	1,902	248	15.0%	17.6	17.6	0.0
150	Organization Development & HR People Partners	2,336	2,432	96	1,492	1,562	70				1,492	1,562	70	4.7%	14.0	14.0	0.0
151	Wellbeing & Occupational Health & Safety	3,435	3,339	(96)	2,192	2,071	(121)	1,491	1,204	(287)	701	867	166	23.7%	23.5	23.5	0.0
152	Total Rewards	4,664	5,356	692	4,458	5,185	727				4,458	5,185	727	16.3%	17.0	18.0	1.0
153	Commissioner of Human Resources	2,988	3,063	75	2,414	2,663	249	123	98	(25)	2,291	2,565	274	12.0%	8.0	8.0	0.0
	Total Human Resources	17,851	18,183	332	12,210	13,384	1,174	1,614	1,302	(312)	10,595	12,081	1,486	14.0%	80.1	81.1	1.0
	Corporate Financial																
155	Corporate Financial	30,225	31,197	972	28,125	28,928	803	24,802	25,116	314	3,323	3,811	488	14.7%	0.0	0.0	0.0
	Waterloo Regional Police Service																
158	Waterloo Regional Police Service	252,409	278,268	25,859	252,409	278,468	26,059	23,981	25,999	2,018	228,428	252,468	24,040	10.5%	1,314.1	1,359.4	45.3
	Total	1,616,836	1,799,698	182,862	1,508,834	1,687,359	178,525	762,605	855,579	92,974	746,230	831,779	85,549	11.5%	4,775.0	4,914.1	139.1

Notes:

- Net Expenditure is Gross Expenditure less Interdepartmental Recoveries. For program areas which are recovered 100% from other divisions and/or capital, Net Expenditure will be zero.

Consolidated Capital Budget & Forecast
Summary of Expenditure & Sources of Funding and Financing (\$ thousands)
2025-2034

Page	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
Community Services										
21 Waterloo Region Housing	15,916	58,691	74,607	93,131	120,481	147,488	138,171	573,878	149,641	723,519
21 Housing Services	10,358	16,073	26,431	9,025	7,760	7,760	2,760	53,736	14,300	68,036
21 Homelessness	2,353	5,418	7,770	5,977	2,380	698	609	17,435	2,295	19,730
25 Seniors' Services	3,350	1,459	4,810	4,533	6,496	7,110	2,219	25,167	8,492	33,659
27 Children's Services				59	26	18	33	136	674	810
Transportation Services										
36 Grand River Transit Bus Services	35,963	70,753	106,716	76,381	90,957	41,170	63,671	378,895	276,935	655,829
40 Light Rail Transit	33,790	6,615	40,405	27,965	130,775	151,500	51,500	402,145	1,030,600	1,432,745
42 Transportation	83,602	125,884	209,485	163,876	149,695	168,927	131,825	823,808	505,058	1,328,866
Engineering and Environmental Services										
60 Water Supply	22,159	50,063	72,221	91,584	80,750	86,289	96,917	427,762	358,213	785,974
68 Wastewater Treatment	27,192	55,147	82,339	87,040	80,358	80,636	73,306	403,679	194,286	597,965
74 Water Distribution	303	365	668	910	790	205	125	2,698	705	3,403
78 Wastewater Collection	120	205	325	200	175	175	175	1,050	1,360	2,410
83 Facilities Management	1,256	185	1,441	1,297	1,180	377	365	4,660	3,531	8,191
84 Facility Asset Acquisition & Construction	7,035	6,378	13,413	27,849	28,291	44,178	78,078	191,809	284	192,093
85 Facility Asset Renewal	9,060	3,414	12,474	13,803	15,771	13,263	5,417	60,729	18,505	79,234
87 Fleet Management	207	35	242	214	597	123	20	1,196	749	1,945
89 Waste Management	13,949	29,759	43,708	48,618	34,777	41,838	50,414	219,355	119,553	338,907
92 Design & Construction	194	215	409	120	120		35	684	500	1,184
94 Strategic Initiatives & Asset Management	800	150	950	1,668	454	75	260	3,407	485	3,892
Planning, Development & Legislative Services										
99 Region of Waterloo International Airport	12,412	6,120	18,532	56,524	58,283	46,327	29,118	208,784	129,570	338,354
104 Build Waterloo Region	754	950	1,704	8,550	5,000	5,000		20,254		20,254
106 Council & Administrative Services	611	2,662	3,272	3,856	4,414	4,811		16,354	367	16,721
112 Cultural Services	3,150	1,353	4,503	3,423	6,619	4,986	3,744	23,275	8,574	31,849
115 Region of Waterloo Library	161	439	600	233	72	84	211	1,199	738	1,938
117 Regional Growth, Development and Sustainability Service	744	651	1,395	1,252	545	545	545	4,282		4,282
Public Health & Paramedic Services										
122 Paramedic Services	2,773	5,434	8,207	22,739	19,330	10,597	15,328	76,200	43,614	119,814
Corporate Services										
142 Information Technology Services	1,282	1,265	2,547	1,685	1,945	1,485	1,985	9,647	8,220	17,867
145 Corporate Finance	668	265	933	858		210	195	2,196	85	2,281
Human Resources										
154 Human Resources	1,046	1,193	2,239	1,688	600	100	100	4,728		4,728
Corporate Financial										
157 Corporate Financial	1,170	4,425	5,595	8,158	5,791	4,978	4,077	28,599	5,187	33,786
Waterloo Regional Police Service										
160 Waterloo Regional Police Service	14,555	16,731	31,286	36,093	78,818	98,592	33,228	278,016	150,347	428,363
TOTAL EXPENDITURE	306,932	472,295	779,228	799,308	933,248	969,545	784,431	4,265,761	3,032,867	7,298,628

Consolidated Capital Budget & Forecast
Summary of Expenditure & Sources of Funding and Financing (\$ thousands)
2025-2034

Page	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	42,750	86,727	129,477	115,488	196,216	171,839	124,285	737,304	1,241,967	1,979,271
Recoveries		103	103	579	678	10	68	1,439	127	1,565
Development Charges										
Reserve Funds	76,913	119,533	196,446	148,298	107,194	111,045	104,567	667,551	361,142	1,028,693
Debentures	6,667	2,840	9,507	59,546	121,153	135,127	84,271	409,605	186,712	596,317
Property Taxes & User Rates										
Reserves & Reserve Funds	122,251	197,222	319,474	285,023	226,532	218,899	224,018	1,273,946	944,096	2,218,042
Contributions from Operating	24	70	94	84	30	41	98	347	339	686
Debentures	58,327	65,800	124,127	190,290	281,444	332,584	247,124	1,175,568	298,485	1,474,053
TOTAL FUNDING & FINANCING	306,932	472,295	779,228	799,308	933,248	969,545	784,431	4,265,761	3,032,867	7,298,628

Notes:

- 2025-2034 capital programs are stated in 2025 dollars.
- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
- Projects in the capital program which are identified as being financed by long term borrowing may not proceed in the absence of additional provincial or federal government subsidies.
- The passing of Bill 23 (More Homes Built Faster Act, 2022) will impact the funding of future growth -related capital works. Certain provisions from the Bill are in effect while others will not be reflected until the next Regional Development charge Background Study is completed and a new by -law is in place. As such, the development charge funding assumptions reflect the pre -Bill 23 rules. The full impact of the Bill will be reflected in future capital plans.



Region of Waterloo

COMMUNITY SERVICES



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Community Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	62,418	67,186	4,768	7.6%
Benefits	19,836	21,786	1,950	9.8%
Supplies	2,609	3,059	450	17.2%
Maintenance	255	256	1	0.4%
Utilities	8,193	8,762	569	6.9%
Equipment	829	1,302	473	57.1%
Facilities Maintenance	5,748	7,225	1,477	25.7%
Professional Fees & Services	10,195	12,372	2,177	21.4%
Property Taxes	6,270	6,611	341	5.4%
Rents	433	429	(4)	(0.9%)
Grants	166,772	225,598	58,826	35.3%
Social Support and Benefit Payments	171,996	185,604	13,608	7.9%
Financial Expenses	33	33		
Communications	323	360	37	11.5%
Travel	240	282	42	17.5%
Contracts	308		(308)	(100.0%)
Insurance	103	109	6	5.8%
Facility Occupancy Charges	8,205	9,292	1,087	13.2%
Interdepartmental Charges	11,157	11,298	141	1.3%
Subtotal - Operating	475,923	561,565	85,642	18.0%
Debt Servicing	3,031	4,567	1,536	50.7%
Transfers to Reserves	21,810	24,995	3,185	14.6%
Subtotal - Debt / Reserves / Capital	24,841	29,562	4,721	19.0%
Gross Expenditure	500,764	591,126	90,362	18.0%
Interdepartmental Recoveries	(4,332)	(4,679)	(347)	8.0%
External Recoveries	(7,007)	(7,007)		
Net Expenditure	489,425	579,440	90,015	18.4%
Revenue				
Ontario Grants	307,618	377,444	69,826	22.7%
Ontario Grants - COVID	1,300		(1,300)	(100.0%)
Federal Grants	10,178	10,194	16	0.2%
User Fees	25,551	27,719	2,168	8.5%
Contribution from Reserves	4,538	486	(4,052)	(89.3%)
Revenue Subtotal	349,185	415,844	66,659	19.1%
Property Tax Levy	140,240	163,596	23,356	16.7%

THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Housing Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	7,999	8,739	740	9.3%
Benefits	2,577	2,944	367	14.2%
Supplies	75	104	29	38.7%
Maintenance	116	116		
Utilities	7,280	7,711	431	5.9%
Equipment	189	217	28	14.8%
Facilities Maintenance	5,332	6,613	1,281	24.0%
Professional Fees & Services	8,803	9,682	879	10.0%
Property Taxes	6,225	6,564	339	5.4%
Rents	368	361	(7)	(1.9%)
Housing & Homelessness Program Funding	81,078	88,501	7,423	9.2%
Financial Expenses	3	3		
Communications	84	102	18	21.4%
Travel	102	102		
Contracts	308		(308)	(100.0%)
Facility Occupancy Charges	6,089	6,875	786	12.9%
Interdepartmental Charges	1,714	1,663	(51)	(3.0%)
Subtotal - Operating	128,341	140,297	11,956	9.3%
Debt Servicing	870	2,202	1,332	153.1%
Transfers to Reserves	20,090	23,004	2,914	14.5%
Subtotal - Debt / Reserves / Capital	20,959	25,206	4,247	20.3%
Gross Expenditure	149,300	165,503	16,203	10.9%
Interdepartmental Recoveries	(270)	(291)	(21)	7.8%
Net Expenditure	149,030	165,212	16,182	10.9%
Revenue				
Ontario Grants	20,325	20,246	(79)	(0.4%)
Ontario Grants - COVID	1,300		(1,300)	(100.0%)
Federal Grants	9,546	9,026	(520)	(5.4%)
User Fees	18,053	20,208	2,155	11.9%
Contribution from Reserves	3,494	190	(3,304)	(94.6%)
Revenue Subtotal	52,718	49,671	(3,047)	(5.8%)
Property Tax Levy	96,312	115,542	19,230	20.0%

Waterloo Region Housing & Housing Services

Ten Year Capital Budget & Forecast (\$ thousands)

2025 - 2034

	Previous Unspent Approval	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
WATERLOO REGION HOUSING										
Waterloo Region Housing Renewal										
High Rise	532	347	879	623	2,394	3,134	4,079	11,109	13,458	24,567
Mid Rise	2,737	1,943	4,680	9,486	12,839	7,292	8,246	42,543	31,478	74,022
Single & Semi-Detached	1,371	1,705	3,076	3,514	1,887	1,925	419	10,821	5,170	15,991
Townhouses	4,142	6,128	10,270	10,523	5,251	6,547	5,475	38,066	29,332	67,398
Engineering, Studies & Reports	2,554	1,542	4,096	4,699	4,760	3,595	3,475	20,624	16,060	36,684
Total Waterloo Region Housing Renewal	11,336	11,664	23,000	28,845	27,131	22,494	21,693	123,163	95,499	218,662
Waterloo Region Housing Master Plan										
Kingscourt, Waterloo	2,618	6,000	8,618					8,618		8,618
82 Wilson, Kitchener		18,701	18,701					18,701		18,701
Langs, Cambridge	1,416	20,000	21,416	40,278	4,000			65,694		65,694
140 Weber, Kitchener				100	225	462	10,107	10,894	14,898	25,792
Mooregate, Kitchener	100	1,539	1,639	23,044	76,167	81,704	60,429	242,983	3,373	246,356
Shelley/Courtland, Kitchener	446	787	1,233	864	12,958	42,828	45,942	103,825	35,871	139,696
Total Waterloo Region Housing Master Plan	4,580	47,027	51,607	64,286	93,350	124,994	116,478	450,715	54,142	504,857
TOTAL WATERLOO REGION HOUSING	15,916	58,691	74,607	93,131	120,481	147,488	138,171	573,878	149,641	723,519

Waterloo Region Housing & Housing Services

Ten Year Capital Budget & Forecast (\$ thousands)

2025 - 2034

	Previous Unspent Approval	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
HOUSING SERVICES										
IAH (2014 Ext)	98		98					98		98
Provider Bldg Condition Assess				500				500	500	1,000
Strategic Investment	4,539	7,890	12,429	2,760	2,760	2,760	2,760	23,469	13,800	37,269
134 & 136 Eagle St Cambridge	591		591					591		591
RHI#3 The Working Centre (TWC) - Victoria S	985		985					985		985
WRH Program Capital	112	447	559	765				1,324		1,324
SIF-IAH/Seniors Rental Hsg	150		150					150		150
CAN-ON HSG, Community Initiative (COCHI)	739	6,250	6,990	2,500	2,500	2,500		14,490		14,490
ON Priorities HSG, Initiative (OPHI)	3,002	1,486	4,488	2,500	2,500	2,500		11,988		11,988
Rapid Housing Initiative 2	141		141					141		141
TOTAL HOUSING SERVICES	10,358	16,073	26,431	9,025	7,760	7,760	2,760	53,736	14,300	68,036
HOMELESSNESS										
Plan to End Chronic Homelessness (PECH) (Pj				3,000				3,000		3,000
139 University Capital Renewal		900	900	2,895	2,286	225	128	6,434	610	7,044
84 Frederick Capital Renewal	651	3,587	4,238	81	95	474	481	5,368	1,685	7,053
Erbs Road Shelter		520	520					520		520
84 Frederick Program Area Capital	1,702	410	2,112					2,112		2,112
TOTAL HOMELESSNESS	2,353	5,418	7,770	5,977	2,380	698	609	17,435	2,295	19,730
TOTAL EXPENDITURE	28,627	80,181	108,808	108,132	130,621	155,946	141,540	645,048	166,236	811,284

Waterloo Region Housing & Housing Services

Ten Year Capital Budget & Forecast (\$ thousands)

2025 - 2034

	Previous Unspent Approval	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	5,631	13,747	19,378	5,000	5,000	5,000		34,378		34,378
Property Taxes										
Reserve and Reserve Funds										
Facility Lifecycle Reserve	10,024	11,762	21,787	25,236	19,981	19,981	19,981	106,965	95,974	202,939
Housing General Reserve	1,774	923	2,696	2,040	1,275	1,275	1,275	8,561	519	9,080
Homelessness Prevention Capital Reserve				3,000				3,000		3,000
Affordable Housing Reserve	5,130	7,890	13,020	2,760	2,760	2,760	2,760	24,060	13,800	37,860
Debentures	6,068	45,860	51,927	70,096	101,605	126,930	117,525	468,084	55,944	524,028
TOTAL FUNDING & FINANCING	28,627	80,181	108,808	108,132	130,621	155,946	141,540	645,048	166,236	811,284

Note:

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

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	28,714	31,260	2,546	8.9%
Benefits	8,565	9,441	876	10.2%
Supplies	2,467	2,838	371	15.0%
Maintenance	128	128		
Utilities	913	1,051	138	15.1%
Equipment	505	950	445	88.1%
Facilities Maintenance	416	612	196	47.1%
Professional Fees & Services	534	664	130	24.3%
Property Taxes	45	47	2	4.4%
Rents	60	62	2	3.3%
Social Support and Benefit Payments	1,099	1,239	140	12.7%
Communications	72	104	32	44.4%
Travel	10	10		
Insurance	47	50	3	6.4%
Facility Occupancy Charges	370	404	34	9.2%
Interdepartmental Charges	801	807	6	0.7%
Subtotal - Operating	44,747	49,668	4,921	11.0%
Debt Servicing	1,404	1,710	306	21.8%
Transfers to Reserves	1,633	1,865	232	14.2%
Subtotal - Debt / Reserves / Capital	3,037	3,575	538	17.7%
Gross Expenditure	47,784	53,243	5,459	11.4%
Interdepartmental Recoveries	(42)	(42)		
External Recoveries	(507)	(507)		
Net Expenditure	47,234	52,694	5,460	11.6%
Revenue				
Ontario Grants	27,466	30,379	2,913	10.6%
User Fees	6,183	6,241	58	0.9%
Revenue Subtotal	33,649	36,620	2,971	8.8%
Property Tax Levy	13,586	16,073	2,487	18.3%

Seniors' Services

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
Program Area Capital										
77001 Sunnyside Passenger Van						35		35		35
77002 Sunnyside Accessible Van							135	135		135
77036 Sunnyside Tractor Replacement				60				60		60
77039 Voice Radio						17		17		17
77044 Equipment / Furnishings Replacement (LTC)	1,000	366	1,366	1,370	720	798	298	4,551	2,157	6,708
Total Program Area Capital	1,000	366	1,366	1,430	720	850	433	4,799	2,157	6,956
Facilities Managed Capital Renewal										
71042 Sunnyside Renewal	1,438	758	2,196	2,727	5,386	5,261	856	16,426	3,881	20,308
71045 Supportive Housing Renewal	912	335	1,247	377	390	998	931	3,942	2,453	6,396
Total Facilities Managed Capital Renewal	2,350	1,093	3,443	3,104	5,776	6,259	1,786	20,369	6,335	26,703
TOTAL EXPENDITURE	3,350	1,459	4,809	4,533	6,496	7,110	2,219	25,167	8,492	33,659
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	42		42					42		42
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	938	1,093	2,031	1,604	776	659	686	5,756	5,135	10,891
3982160 Corporate Fleet Replacement Reserve				60		35	135	230		230
3983400 Seniors' Services Capital Reserve	386	366	752	1,370	720	815	298	3,955	2,157	6,112
Debentures	1,984		1,984	1,500	5,000	5,600	1,100	15,184	1,200	16,384
TOTAL FUNDING & FINANCING	3,350	1,459	4,809	4,533	6,496	7,110	2,219	25,167	8,492	33,659

Note:

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



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Children's Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	6,896	7,603	707	10.3%
Benefits	2,483	2,782	299	12.0%
Supplies	16	16		
Equipment	13	13		
Professional Fees & Services	306	1,052	746	243.8%
Grants	141,701	197,074	55,373	39.1%
Social Support and Benefit Payments	12,522	13,361	839	6.7%
Financial Expenses	4	4		
Communications	36	39	3	8.3%
Travel	41	33	(8)	(19.5%)
Insurance	48	51	3	6.3%
Facility Occupancy Charges	343	396	53	15.5%
Interdepartmental Charges	474	452	(22)	(4.6%)
Subtotal - Operating	164,884	222,875	57,991	35.2%
Debt Servicing	305	290	(15)	(4.9%)
Transfers to Reserves	21	28	7	33.3%
Subtotal - Debt / Reserves / Capital	326	318	(8)	(2.5%)
Gross Expenditure	165,209	223,193	57,984	35.1%
Interdepartmental Recoveries	338	191	(147)	(43.5%)
Net Expenditure	165,547	223,384	57,837	34.9%
Revenue				
Ontario Grants	156,446	214,009	57,563	36.8%
Revenue Subtotal	156,446	214,009	57,563	36.8%
Property Tax Levy	9,101	9,375	274	3.0%

Children's Services

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
Program Area Capital										
Facilities Managed Capital Renewal										
71021 Christopher Children Centre Building Renewal				59	26	18	33	136	674	810
Total Facilities Managed Capital Renewal				59	26	18	33	136	674	810
TOTAL EXPENDITURE				59	26	18	33	136	674	810
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3983300 Children's Services Capital Reserve				59	26	18	33	136	674	810
TOTAL FUNDING & FINANCING				59	26	18	33	136	674	810



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Employment & Income Support Admin

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	14,914	15,302	388	2.6%
Benefits	5,012	5,326	314	6.3%
Supplies	46	46		
Maintenance	11	11		
Equipment	117	117		
Professional Fees & Services	277	594	317	114.4%
Rents	5	5		
Grants	74	74		
Social Support and Benefit Payments	3,048	3,084	36	1.2%
Financial Expenses	26	26		
Communications	60	79	19	31.7%
Travel	63	63		
Insurance	3	4	1	33.3%
Facility Occupancy Charges	1,174	1,360	186	15.8%
Interdepartmental Charges	8,053	8,229	176	2.2%
Subtotal - Operating	32,883	34,320	1,437	4.4%
Debt Servicing	452	365	(87)	(19.2%)
Transfers to Reserves	54	79	25	46.3%
Subtotal - Debt / Reserves / Capital	506	444	(62)	(12.3%)
Gross Expenditure	33,389	34,764	1,375	4.1%
Interdepartmental Recoveries				
Net Expenditure	33,390	34,764	1,374	4.1%
Revenue				
Ontario Grants	16,275	17,076	801	4.9%
Contribution from Reserves	287	296	9	3.1%
Revenue Subtotal	16,563	17,371	808	4.9%
Property Tax Levy	16,827	17,393	566	3.4%



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

OW Allowances & Benefits

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Social Support and Benefit Payments	97,356	105,979	8,623	8.9%
Subtotal - Operating	97,356	105,979	8,623	8.9%
Gross Expenditure	97,356	105,979	8,623	8.9%
Interdepartmental Recoveries	(150)	(150)		
External Recoveries	(6,500)	(6,500)		
Net Expenditure	90,706	99,329	8,623	9.5%
Revenue				
Ontario Grants	86,956	95,579	8,623	9.9%
User Fees	1,250	1,250		
Contribution from Reserves	756		(756)	(100.0%)
Revenue Subtotal	88,962	96,829	7,867	8.8%
Property Tax Levy	1,744	2,500	756	43.3%



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Immigration Partnership

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	397	690	293	73.8%
Benefits	95	98	3	3.2%
Supplies	1	51	50	5,000.0%
Maintenance		2	2	
Professional Fees & Services	226	330	104	46.0%
Communications	66	22	(44)	(66.7%)
Travel	17	67	50	294.1%
Facility Occupancy Charges	20	22	2	10.0%
Interdepartmental Charges	74	109	35	47.3%
Subtotal - Operating	895	1,390	495	55.3%
Transfers to Reserves	2	3	1	50.0%
Subtotal - Debt / Reserves / Capital	2	3	1	50.0%
Gross Expenditure	897	1,393	496	55.3%
Net Expenditure	897	1,393	496	55.3%
Revenue				
Ontario Grants	150	155	5	3.3%
Federal Grants	632	1,169	537	85.0%
User Fees	65	20	(45)	(69.2%)
Revenue Subtotal	847	1,343	496	58.6%
Property Tax Levy	50	50		



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Strategy, Performance and Partnerships

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	3,163	3,252	89	2.8%
Benefits	1,013	1,097	84	8.3%
Supplies	4	4		
Equipment	5	5		
Professional Fees & Services	49	49		
Grants	1,890	1,890		
Communications	3	13	10	333.3%
Travel	4	4		
Insurance	4	4		
Facility Occupancy Charges	200	225	25	12.5%
Interdepartmental Charges	38	36	(2)	(5.3%)
Subtotal - Operating	6,374	6,579	205	3.2%
Transfers to Reserves	10	14	4	40.0%
Subtotal - Debt / Reserves / Capital	10	14	4	40.0%
Gross Expenditure	6,384	6,593	209	3.3%
Interdepartmental Recoveries	(4,101)	(4,277)	(176)	4.3%
Net Expenditure	2,283	2,316	33	1.4%
Property Tax Levy	2,283	2,316	33	1.4%



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Commissioner of Community Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	335	340	5	1.5%
Benefits	92	100	8	8.7%
Supplies	1	1		
Professional Fees & Services				
Grants	1	1		
Communications	1	1		
Travel	3	3		
Facility Occupancy Charges	9	10	1	11.1%
Interdepartmental Charges	3	2	(1)	(33.3%)
Subtotal - Operating	444	457	13	2.9%
Transfers to Reserves	1	1		
Subtotal - Debt / Reserves / Capital	1	1		
Gross Expenditure	444	458	14	3.2%
Interdepartmental Recoveries	(106)	(110)	(4)	3.8%
Net Expenditure	338	348	10	3.0%
Property Tax Levy	338	348	10	3.0%



Region of Waterloo

TRANSPORTATION SERVICES



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Transportation Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	82,907	89,263	6,356	7.7%
Benefits	29,183	32,046	2,863	9.8%
Supplies	26,641	26,508	(133)	(0.5%)
Maintenance	3,263	3,660	397	12.2%
Utilities	5,234	5,569	335	6.4%
Equipment	564	625	61	10.8%
Facilities Maintenance	1,066	1,247	181	17.0%
Professional Fees & Services	28,632	29,329	697	2.4%
Property Taxes	2,873	2,990	117	4.1%
Rents	591	625	34	5.8%
Financial Expenses	268	356	88	32.8%
Communications	1,773	2,466	693	39.1%
Travel	128	170	42	32.8%
Contracts	26,791	27,783	992	3.7%
Insurance	2,344	2,595	251	10.7%
Facility Occupancy Charges	2,375	2,540	165	6.9%
Interdepartmental Charges	8,850	9,261	411	4.6%
Subtotal - Operating	223,481	237,032	13,551	6.1%
Debt Servicing	27,209	27,811	602	2.2%
Transfers to Reserves	44,678	46,439	1,761	3.9%
Subtotal - Debt / Reserves / Capital	71,887	74,250	2,363	3.3%
Gross Expenditure	295,369	311,282	15,913	5.4%
Interdepartmental Recoveries	(2,642)	(2,673)	(31)	1.2%
Net Expenditure	292,726	308,609	15,883	5.4%
Revenue				
Ontario Grants	11,862	14,773	2,911	24.5%
User Fees	59,413	62,631	3,218	5.4%
Contribution from Reserves	1,914	290	(1,624)	(84.8%)
Contribution from RDC Reserve Funds	11,725	11,979	254	2.2%
Revenue Subtotal	84,915	89,673	4,758	5.6%
Property Tax Levy	207,812	218,936	11,124	5.4%

THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Transit Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	70,185	75,918	5,733	8.2%
Benefits	24,923	27,422	2,499	10.0%
Supplies	23,192	22,924	(268)	(1.2%)
Maintenance	3,245	3,642	397	12.2%
Utilities	3,934	4,151	217	5.5%
Equipment	204	243	39	19.1%
Facilities Maintenance	998	1,161	163	16.3%
Professional Fees & Services	15,366	15,901	535	3.5%
Property Taxes	2,802	2,918	116	4.1%
Rents	591	625	34	5.8%
Financial Expenses	262	348	86	32.8%
Communications	1,224	1,465	241	19.7%
Travel	54	96	42	77.8%
Contracts	26,791	27,783	992	3.7%
Insurance	2,076	2,306	230	11.1%
Facility Occupancy Charges	1,017	1,038	21	2.1%
Interdepartmental Charges	6,662	6,938	276	4.1%
Subtotal - Operating	183,525	194,878	11,353	6.2%
Debt Servicing	23,309	23,143	(166)	(0.7%)
Transfers to Reserves	14,965	15,671	706	4.7%
Subtotal - Debt / Reserves / Capital	38,274	38,814	540	1.4%
Gross Expenditure	221,800	233,692	11,892	5.4%
Interdepartmental Recoveries	(847)	(844)	3	(0.4%)
Net Expenditure	220,953	232,848	11,895	5.4%
Revenue				
Ontario Grants	11,862	14,773	2,911	24.5%
User Fees	58,462	61,671	3,209	5.5%
Contribution from Reserves	1,914	290	(1,624)	(84.8%)
Contribution from RDC Reserve Funds	8,166	8,421	255	3.1%
Revenue Subtotal	80,404	85,155	4,751	5.9%
Property Tax Levy	140,549	147,693	7,144	5.1%

Grand River Transit Bus Services

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
Program Area Capital										
66006 Bus Stop Area Improvements	454	1,321	1,775	1,041	1,041	1,041	1,041	5,939	5,205	11,144
66008 Vehicle Additions Conventional		18,000	18,000	15,110	15,110	15,110	15,110	78,440	60,440	138,880
66009 Vehicle Additions Service	56	85	141					141		141
66010 Vehicle Replacements Mobility Plus	1,699	420	2,119	840	1,680		420	5,059	6,720	11,779
66011 Vehicle Replace Mobility Plus Rural	210	210	420	420	210	210	420	1,680	1,470	3,150
66012 Vehicle Replacements Service	374		374	325	85		110	894	855	1,749
66025 Vehicle Replacements Conventional	1,582	40,300	41,882	30,220	49,863	7,555	37,131	166,651	164,699	331,350
66029 iXpress Station Development	777	230	1,007	200				1,207		1,207
66041 Transit Infrastructure Improvements	158	100	258	100	100	100	100	658	500	1,158
66067 Voice Radio Upgrade/Replacement	881		881	294			2,750	3,925	2,750	6,675
66071 Advanced Transit Technology	1,552		1,552	2,004	1,557	2,515		7,628	10,556	18,184
66075 Hybrid Bus Battery Replacement	477		477	954				1,431		1,431
66079 Northfield Drive Construction	520		520					520		520
66092 Fairview Mall Terminal	310		310		500			810		810
66093 Blockline Station	842		842		2,475			3,317		3,317
66094 Conestoga Mall Facility Upgrade	932		932		2,185			3,117		3,117
66095 Conestoga College Terminal	713	4,400	5,113	6,700				11,813		11,813
66096 On Board Bus Camera Replacement		2,000	2,000					2,000		2,000
66115 Design and Install Transit Priority Needs at Multiple Loc	249		249	528	863	300	300	2,240	1,500	3,740
66116 GRT/ION Station Improvements	343		343	85				428		428
66117 Chicopee Bus Loop	241	295	536					536		536
66119 Driver Training Simulator	61		61					61		61
66124 Transit Wayfinding Plan	100		100					100		100
66125 Farmers Market - Northfield Station Trail	581		581	250				831		831
66126 GRT Customer Service Storefronts	15		15	250				265		265
66127 Iron Horse Trail Improvements	267		267					267		267
66128 Feasibility Study - Mill Station to Hayward, Rail Corrido	50		50					50		50
66129 Transit Application Software Upgrades	976		976	310	125	125	125	1,661	625	2,286
66130 Transit IT Infrastructure	100	50	150	50	50	50	50	350	700	1,050
66132 In-vehicle Equipment	224		224	100	50	50	50	474	250	724
66133 On-street GRT Equipment	195	825	1,020	766	100	100	100	2,086	400	2,486

Grand River Transit Bus Services

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent	2025	2025					2025 - 2029	2030 - 2034	2025 - 2034
	Approvals	Request	Total	2026	2027	2028	2029	Subtotal	Subtotal	Total
66134 Vehicle Health Monitoring Technology	220		220	733				952		952
66135 Vehicle Depot Management System	165		165	495				660		660
66138 Miscellaneous Property Acquisitions	11,989	500	12,489					12,489		12,489
66139 MobilityPlus Technology Requirements	200	400	600					600		600
66141 MP Cross Boundary Transfer Points	75		75					75		75
66142 UW Transit Shelter Canopy	50		50	250				300		300
66143 Transit Hub Trail Park to King	588		588					588		588
66144 Trinity Village Pedestrian Improvements	281		281					281		281
66145 Bus Electrification Infrastructure	2,196		2,196	6,969	4,900	2,800	1,200	18,065	3,200	21,265
66146 King/University Enhanced Transit Shelters	344		344	2,100				2,444		2,444
66147 GRT Northfield Solar PV	1,718		1,718					1,718		1,718
66148 GRT Strasburg Solar PV				1,293				1,293		1,293
66149 R&T Park Phillip St Lighting	96		96					96		96
66150 Westchester Walkway	71		71					71		71
66151 GRT-Active Transportation Integration	297		297	400	750	850	1,000	3,297		3,297
66152 GRT-Micromobility Infrastructure Integration	92		92	100	100	100	100	492		492
66153 High School U-Pass Feasibility Study	128		128					128		128
66154 Bus ITS Equipment Modernization	183		183	300				483		483
66155 Passenger Information Display	399	411	810	423	436	449	463	2,581	1,993	4,574
66156 Cell phones for GRT Staff	235		235					235		235
66157 Cambridge Garage		250	250		5,000	5,000		10,250		10,250
66158 Kitchener Central Canopy Shelter				500	500			1,000		1,000
66159 UW Station Safety Improvements		500	500			500		1,000		1,000
66160 Wallacetown Way Facility Amenities				50	50			100		100
66161 GRT Station Public Art				150	30			180		180
Total Program Area Capital	34,265	70,297	104,562	74,310	87,760	36,855	60,470	363,957	261,863	625,820

Grand River Transit Bus Services

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
Facilities Managed Capital Renewal										
73021 Strasburg Rd Garage Building Renewal	1,157	135	1,292	900	2,294	3,621	2,973	11,081	10,265	21,346
73023 Conestoga Blvd Garage Building Renewal	77	158	235	400	340	371	134	1,479	2,307	3,786
73024 Ainslie Terminal Building Renewal	173	82	255	191	249	127	28	851	1,405	2,255
73025 Chandler Drive Building Renewal	291	41	332	42	161	139	65	740	463	1,203
73026 Northfield Drive Building Renewal		39	39	468	153	35		696	520	1,216
73028 Cambridge Centre Station Renewal				70		21		91	112	204
Total Facilities Managed Capital Renewal	1,698	456	2,154	2,072	3,197	4,315	3,201	14,938	15,072	30,010
TOTAL EXPENDITURE	35,963	70,753	106,716	76,381	90,957	41,170	63,671	378,895	276,935	655,829

Grand River Transit Bus Services

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	9,805	47,591	57,396	41,863	55,669	21,120	37,809	213,856	167,829	381,685
Development Charges										
Reserve Funds	7,335	2,907	10,242	3,262	5,651	4,137	2,750	26,042	9,279	35,321
Debentures		156	156	2,613				2,769		2,769
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	327	456	783	1,752	2,197	2,044	701	7,476	5,309	12,786
3982250 GRT Urban Vehicle Reserve	827	113	940	552	539		253	2,284	3,140	5,424
3982260 GRT Bus Reserve	422	15,846	16,268	11,600	10,904	5,480	11,065	55,317	43,760	99,076
3982290 GRT Mobility Plus Rural Vehicle Res	56	57	113	113	57	71	143	497	500	997
3984010 Transit Capital Reserve	9,794	2,926	12,720	8,440	4,582	3,267	3,450	32,459	13,118	45,577
Debentures	7,397	702	8,099	6,187	11,360	5,050	7,500	38,195	34,000	72,195
TOTAL FUNDING & FINANCING	35,963	70,753	106,716	76,381	90,957	41,170	63,671	378,895	276,935	655,829

Notes:

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

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

Light Rail Transit

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
67010 Cambridge Transit Initiatives	818		818					818		818
68002 LRT Land Acquisition	2,774		2,774					2,774		2,774
68012 Rolling Stock - Vehicles		250	250					250		250
68016 Ancillary Non Construction Rapid Transit Project Co	149		149					149		149
68017 Project Construction LRT	21,998		21,998					21,998		21,998
68024 Phase 2 Environmental Assessment	615	900	1,515	500	500	1,500	1,500	5,515		5,515
68025 Rolling Stock LRT Future Vehicles				20,000	100,000	100,000		220,000		220,000
68030 Stage 2 LRT Project Development	4,467	2,000	6,467	4,000	30,000	50,000	50,000	140,467	1,012,300	1,152,767
68031 Stage 1 LRT Miscellaneous System Improvements	2,970	275	3,245	275	275			3,795		3,795
68032 Station Enhancements									18,300	18,300
68033 ICIP ION Pedestrian Crossings (HOC Crossing & R&T		3,190	3,190	3,190				6,380		6,380
TOTAL EXPENDITURE	33,790	6,615	40,405	27,965	130,775	151,500	51,500	402,145	1,030,600	1,432,745
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	11,769	2,514	14,283	16,939	83,000	83,000	10,000	207,223	940,659	1,147,882
Development Charges										
Reserve Funds	240	351	591	195	195	585	585	2,151		2,151
Debentures	1,759	780	2,539	3,760	18,800	26,600	15,600	67,299	35,163	102,462
Property Taxes										
Reserves and Reserve Funds										
3984010 Transit Capital Reserve	2,970	1,126	4,096	1,126	275			5,496	2,928	8,424
3986511 RTMP Reserve Fund	1,193	549	1,742	305	305	915	915	4,182		4,182
Debentures	15,859	1,295	17,154	5,640	28,200	40,400	24,400	115,794	51,850	167,644
TOTAL FUNDING & FINANCING	33,790	6,615	40,405	27,965	130,775	151,500	51,500	402,145	1,030,600	1,432,745

Notes:

- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #19-037. RDC funding available beyond the expiry of the current by-law will depend on the outcome of future background studies and by-law reviews.
- The costs for ION Stage 2 have been updated according to the latest estimate which may be further refined through development of the Business Case



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Transportation

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	12,383	13,012	629	5.1%
Benefits	4,167	4,525	358	8.6%
Supplies	3,446	3,581	135	3.9%
Maintenance	18	18		
Utilities	1,299	1,418	119	9.2%
Equipment	360	382	22	6.1%
Facilities Maintenance	68	86	18	26.5%
Professional Fees & Services	13,260	13,423	163	1.2%
Property Taxes	71	72	1	1.4%
Financial Expenses	7	8	1	14.3%
Communications	549	1,000	451	82.1%
Travel	63	63		
Insurance	268	288	20	7.5%
Facility Occupancy Charges	1,349	1,492	143	10.6%
Interdepartmental Charges	2,185	2,321	136	6.2%
Subtotal - Operating	39,492	41,689	2,197	5.6%
Debt Servicing	3,900	4,668	768	19.7%
Transfers to Reserves	29,712	30,768	1,056	3.6%
Subtotal - Debt / Reserves / Capital	33,612	35,436	1,824	5.4%
Gross Expenditure	73,104	77,125	4,021	5.5%
Interdepartmental Recoveries	(1,331)	(1,364)	(33)	2.5%
Net Expenditure	71,773	75,761	3,988	5.6%
Revenue				
User Fees	951	960	9	0.9%
Contribution from RDC Reserve Funds	3,560	3,558	(2)	(0.1%)
Revenue Subtotal	4,510	4,518	8	0.2%
Property Tax Levy	67,263	71,243	3,980	5.9%

Transportation

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
Program Area Capital										
Base Program										
05164 King St, Rail Tracks to Lobsinger Ln									3,355	3,355
05174 Various Spot Resurfacings	1,905	3,300	5,205	2,900	2,900	2,900	2,900	16,805	14,500	31,305
05178 Culvert Replacements in Advance of Road Rehabilitation Projects		300	300	300	300	300	300	1,500	1,500	3,000
05264 Railway Crossing Assessments/Improvements	200	100	300	100	100	100	100	700	500	1,200
05265 Noise Wall Retrofits, Repairs and Noise Assessments		50	50	50	50	50	50	250	250	500
05367 Dundas St, Briercrest Ave. to Hespeler Rd.		10	10					10		10
05375 Minor Bridge Repairs	261	280	541	150	150	150	150	1,141	750	1,891
05381 Benton St., Courtland Ave. to Charles St. E. & Frederick St, Duke St. to Lancaster Ave	77	2,045	2,122	10				2,132		2,132
05384 King St, Bishop St to Dover St	59		59					59		59
05386 Weber St, Blythwood Rd to Northfield Dr		20	20					20		20
05387 Weber St, Erb St to Forwell Creek Rd						300	300	600	12,815	13,415
05394 Arthur Street S., South St. to Kenning Pl.	302	220	522	1,810	3,902	2,727	1,275	10,236	5	10,241
05417 Church St, Spruce Ln to Arthur St		10	10					10		10
05425 Nafziger Road, Hwy 7/8 to Waterloo St./Snyder's Rd. W.									1,040	1,040
05430 Weber St. Benjamin Rd to King St									4,090	4,090
05440 Lobsinger Line, 0.6KM W. of Kressler Rd. to Anita Dr.									1,545	1,545
05474 Line 86, Northfield Dr E to Spruce Ln					130	2,455	10	2,595		2,595
05487 King St, HWY 401 to Sportsworld Dr	1,210	150	1,360					1,360		1,360
05494 King St, Central St to University Ave	691	500	1,191	20				1,211		1,211
05495 Sawmill Rd, River St to Snyders Flats Rd	191	90	281					281		281
05497 Lancaster St, Wellington St N to Bridgeport Rd	1,180	2,000	3,180	8,895	4,785	1,496	10	18,366		18,366
05498 Myers Rd, Branchton Rd to Water St	744	805	1,549	130	330	4,075	4,215	10,299	3,380	13,679
05505 Sawmill Rd at Katherine St				50	100	3,120	110	3,380	10	3,390
05508 Erbs Rd, Phillipsburg Bridge at Nith River (#0903)		87	87	2,640	15			2,742		2,742
05521 Traffic Count Program		155	155	155	155	155	155	775	770	1,545
05528 Retaining Wall Repairs		55	55	55	55	55	55	275	275	550
05529 Developer Related Projects		103	103	103	103	103	103	515	509	1,024
05555 Preliminary Design & Post Construction Expenditures		300	300	300	300	300	300	1,500	1,400	2,900
05566 Highland Rd, Fischer-Hallman Rd to Highland Hills Mall Entrance	147	10	157					157		157
05576 Bridge St W, Woolwich St to University Ave E	30	50	80					80		80

Transportation

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
05582 Parkhill Rd, Ainslie St to Water St									1,100	1,100
05585 Ebycrest Road, Victoria St. N. to Bridge St. E.							55	55	1,260	1,315
05611 Storm Water Management Pond Rehabilitation	200	150	350	660	355	250	50	1,665	250	1,915
05612 Frederick St, Lancaster St E to Duke St	75		75				100	175	3,385	3,560
05636 Swan St-Hilltop Dr to Stanley St and Northumberland St/Stanley St - St.	49		49					49		49
Andrews St to CP Railway Crossing										
05647 Pavement Data Collection	47	50	97	50	50	50	50	297	250	547
05649 Weber St E, Montgomery Rd to Sheldon Ave							200	200	4,090	4,290
05651 King St N, University Ave to Weber St N	130	546	676	775	1,940	1,910	10	5,311		5,311
05654 Maryhill Road, 70m east of Notre Dame Ave. to Charles St. W.		268	268	60	2,320	1,090	15	3,753		3,753
05656 Victoria St, Lawrence Ave to Fischer-Hallman Rd	2,500	6,768	9,268	4,790	791	10		14,859		14,859
05657 Westmount Rd S, Victoria St to Erb St W		750	750	750	1,225	3,869	3,233	9,827	2,858	12,685
05658 Victoria St N Lancaster St W to 100m east of Weber St W	50	10	60					60		60
05663 Huron St, 50M East of Wilmot-Easthope Rd to Bender Bridge									760	760
05673 Roseville Rd, Dickie Settlement Rd to MTO/Region Boundary									2,360	2,360
05675 Westmount Rd E, Fischer-Hallman Rd to Blockline Rd	309	55	364	2,317	288	10		2,979		2,979
05679 Cedar Creek Road, Cambridge/North Dumfries Bdry. to Edworthy Side Rd. (RR71)				270	1,675	10		1,955		1,955
05683 Queen's Bush Rd, Nafziger to Hutchison & Nafziger Rd, Gerber to Queen's BusH	165		165	360	140	695	7,965	9,325	55	9,380
05684 King St/Coronation Blvd, Water St N to Bishop St	90		90	420	730	7,935	7,760	16,935	770	17,705
05687 Erb Street, Menno St. to Westmount Rd.		10	10	135	170	270	3,205	3,790	365	4,155
05690 Arthur St S, Whippoorwill to First St						70	170	240	3,425	3,665
05692 Ainslie St S, Water St S to Water St N	282	60	342	1,205	3,635	3,015	1,915	10,112	10	10,122
05693 Sportsworld Drive, King St.E. to Sportsworld Crossing Rd.	150	270	420	3,610	1,020	10		5,060		5,060
05694 Bishop Street N., Concession Rd. to King St. E.					35	35	35	105	975	1,080
05695 Scott St/Main St/Stanley St, 190M E of Hilltop Dr to St Andrews St	294	200	494	429	2,310	1,015	10	4,258		4,258
05697 Fairway Rd N, Briarmeadow Dr to King St	273	30	303	250	250	310	770	1,883	17,485	19,368
05699 Fairway Rd S/Courtland Ave, King St. to Manitou Dr.							100	100	7,085	7,185
05703 Bleams Road, Manitou Dr. to Strasburg Rd.									11,165	11,165
05705 Bleams Rd, Fischer-Hallman Rd to Trussler Rd	3,202	7,679	10,881	10				10,891		10,891
05706 University Ave E, Bridge St W to Lincoln Rd	47	50	97	150	250	2,500	250	3,247	10	3,257
05709 Fischer-Hallman Rd, HWY 7/8 to Columbia St Bus Lane Study	400		400	100				500		500
05748 Hutchison Rd, Weimar Line to Crosshill S Limits						140	2,915	3,055	10	3,065
05754 Line 86, Katharine St. N. to Northfield Dr. E.						140	2,770	2,910	10	2,920

Transportation

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
05755 Katherine Street N., Line 86 To Bridge #2302									330	330
05758 Herrgott Rd, N Limits of St Clements to Ament Line	53		53					53		53
05761 Maryhill Rd, Waterloo/Wellington Bdwy to Bridge 2501					35	695	10	740		740
05765 Erb Street, Margaret Ave. to King St.				90	130	310	6,005	6,535	10	6,545
05766 Snyder's Road, Gingerich Rd. to Christian St.	1,280	1,540	2,820	10				2,830		2,830
05774 King St, Grand River Bridge (#0807)		2,375	2,375	1,000	10			3,385		3,385
05778 Research & Development		21	21	21	21	21	21	103	102	205
05789 Water Street, Concession St. to Simcoe St.									3,655	3,655
05792 Blair Road, Blair Settlement limits (~325m East of Langdon Dr.) to 125m Southeast of Fountain St.					150	1,345	10	1,505		1,505
05794 Shantz Station Road, CNR Tracks Bridge #3001 to Hopewell Crk Bridge #3002	66	955	1,021	10				1,031		1,031
05795 Spragues Road, Wrigley Rd. to Shouldice Side Rd									4,846	4,846
05796 Ottawa St, Alpine Rd to Fischer-Hallman Rd	569	2,350	2,919	228	10			3,157		3,157
05799 Katherine St, Lundy Rd to Bridge #2301 (Cox Creek)									3,123	3,123
05800 Eagle St, Concession Rd/Speedville Rd to King St W	65		65	200	285	7,925	380	8,855	10	8,865
05827 Bishop Street N., Conestoga Blvd. to Franklin Blvd.						90	90	180	2,765	2,945
05855 Church St W, Arthur St to Weigel Ave	10		10			70	375	455	3,250	3,705
05865 Bridge Testing & Evaluation Program		100	100	100	100	100	100	500	500	1,000
05902 Northfield Drive E., Scotch Line Rd. to Line 86									2,225	2,225
05914 West Montrose Covered Bridge at Grand River (#0091)		30	30	30	30	30	30	150	150	300
05923 Pinebush Rd, Townline Rd to Franklin Blvd				100	100	100	280	580	7,115	7,695
05927 Fountain St N, HWY 401 to Maple Grove Rd							100	100	7,275	7,375
05928 Cedar St, Grand Ave S to Osborne St		110	110	110	480	3,925	240	4,865	10	4,875
05932 King St E, Sportsworld Dr to Freeport Bridge	346	20	366	4,560	1,910	7,910	8,845	23,591	8,500	32,091
05933 Main St. E, Franklin Blvd to Chalmers St. and Dundas St, Briercrest Ave. to Franklin Blvd.	45	10	55	10	10	940	560	1,575	9,512	11,087
05934 Hawkesville Rd, Three Bridges Rd to Ament Line/Kressler Rd						95	2,050	2,145	10	2,155
05935 Notre Dame Dr, St Ann Ave N to Moser-Young Rd									4,316	4,316
05936 Queen St, Witmer Rd to HWY 7/8 EB									2,675	2,675
05937 Queen St, Water St to Bethel Rd					127	1,505	10	1,643		1,643
05941 Hespeler Road, Eagle St. N./Pinebush Rd. to Hwy. 401 EB. Ramp	200	10	210					210		210
05942 Clyde Rd, Village Rd S to Dobbie Dr									4,340	4,340
05943 Townline Rd, 401 WB Ramp to County Rd 34									623	623
05944 Roseville Rd, MTO/Region Boundary To Roseville Settlement Limits									3,630	3,630

Transportation

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
05946 Dickie Settlement Rd, Roseville Rd to Fountain St S							120	120	2,510	2,630
05947 Grand Ave S, Cedar St to St Andrews St					55	585	10	650		650
05950 Listowel Rd, 750M W of Arthur St S to Line 86									129	129
05953 Ament Ln, Lavery Rd to ~200m East of Knarr St									1,060	1,060
05954 Northfield Dr, Scheifele Bridge at Conestogo River (#2201)	17	5,675	5,692	12,670	5,940	30		24,332		24,332
05957 Victoria St., Fischer Hallman Rd to Highgate Rd./Ramblewood St									3,050	3,050
05958 Hutchison Rd, Queen's Bush Rd to Perth 107									4,233	4,233
05959 Weber St W, Queen St N to College St							50	50	820	870
05968 Nafziger Rd, Erb's Rd to 150m N of Erb's Rd							30	30	495	525
05972 Westmount Road E., Ottawa St. S. to Greenbrook Dr.		60	60	80	100	1,690	10	1,940		1,940
05973 Bridge St, Lexington Rd to Eastbridge Blvd									1,420	1,420
05976 Concession Street, Chalmers St. to Chisholm St.				80	725	10		815		815
05977 Erb's Rd, Sandhills Rd to Bridge #0903 Over the Nith River	182		182		140	2,785	10	3,117		3,117
05978 William Hastings Line, Manser Rd. to Lichty Rd.						70	1,365	1,435	10	1,445
05979 Foundry St, HWY 7/8 Westbound Ramp to Gingerich Rd									278	278
05980 Old Beverly Rd, Waterloo-Hamilton Bdry to 50M W of Shellard Side Rd									3,033	3,033
05981 Weber Street, Hwy 8 Ramp to Montgomery Rd.					200	380	2,120	2,700	1,930	4,630
05983 King St, Northfield Dr to HWY 85 NB Ramp (Woolwich)	183		183	95	450	6,370	220	7,318	10	7,328
05986 Roseville Road, Roseville Settlement East Limit to 560m W. of Fischer Hallman Rd.	409	90	499	70	1,955	10		2,534		2,534
05987 Foundry St, Gingerich Rd to Snyder's Rd				30	150	1,280	200	1,660	10	1,670
05992 Main St, Grand River Bridge (#2703)	242		242		175			417	350	767
05995 Bridge St, Grand River Bridge (#5201)	518		518		400			918	800	1,718
06134 Weber St, Borden Ave to Queen St	10		10					10		10
06485 Land Dedication Surveys & Purchases		67	67	67	67	67	67	335	331	666
06506 Bridge St, Eastbridge Blvd to Northfield Dr									210	210
06510 Bridgeport Rd/Caroline St, King St to Erb St	29	50	79	50	50	350	190	719	2,200	2,919
06582 Lackner Blvd., Fairway Rd. to Victoria St.									7,710	7,710
06585 Walkers Rd, Bean Rd to HWY 7/8		3,540	3,540	10				3,550		3,550
06721 Edworthy Side Rd, Cedar Creek Rd to Roseville Rd									1,138	1,138
06723 Nafziger Road, Waterloo St./Snyder's Rd. W. to Erb's Rd.									2,535	2,535
06759 University Ave E, Weber St N to Albert St	1,104		1,104	1,545	5,060	5,260	1,565	14,534	190	14,724
06826 Infill Sidewalk & Cycling Facilities to be Identified		300	300	300	300	300	300	1,500	1,900	3,400
06852 Herrgott Rd at Boomer Creek (#1001)		46	46	660	10			717		717
06983 Erb St, Erbsville Ct to Ira Needles Blvd	85		85					85		85

Transportation

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
06998 Arthur St at Canagagigue Creek (#2101)	169	100	269	50	4,200	10		4,529		4,529
07053 Asset Management Program		300	300	300	300	300	300	1,500	1,500	3,000
07187 Maryhill Rd at Hopewell Creek (#2501)					21	425	10	456		456
07194 Canamera Parkway, Franklin Blvd. to Conestoga Blvd.	88	130	218	3,020	10			3,248		3,248
07348 Lobsinger Line, Martin Creek's Rd to Heidelberg Cemetery						110	2,275	2,385	10	2,395
07350 Branchton Rd - Morrison Rd to 165m S of South Boundary Rd	99	10	109	10	715	10		844		844
07352 Bridgeport Rd E, Lancaster St to Margaret Ave		80	80	80	270	4,440	10	4,880		4,880
07357 Weber St at Martin Creek (#0813)									113	113
07359 Weber St at Laurel Creek (#0810)									641	641
07361 King St E, Freeport Bridge to River Rd E						100	100	200	1,875	2,075
07381 Wildlife Crossings	-38	285	247	100	100			447		447
07384 New Dundee Rd, 50m E of Executive Pl to Reichert Dr	5,638		5,638	1,000	10			6,648		6,648
07390 Pinebush Rd, Franklin Blvd to Hespeler Rd						200	200	400	5,033	5,433
07391 Westmount Rd N, University Ave W to Columbia St						140	160	300	5,390	5,690
07392 Victoria Street N., Kitchener/Woolwich Bdry. to Bruce St.	59	43	102					102	9,510	9,612
07394 Erbsville Rd, Columbia St to Waterloo/Woolwich Bdry					100	200	430	730	5,830	6,560
07395 Canamera Parkway, Conestoga Blvd. to Hespeler Rd.									1,870	1,870
07396 Floradale Rd, Reids Wood Dr to Floradale S. Limits									901	901
07398 Blair Road, 180m NW of Blair Rd. to 325m E. of Langdon Dr.									2,632	2,632
07401 Fischer Hallman Rd, HWY 7/8 Off Ramp to McGarry Dr					205	1,395	10	1,610		1,610
07402 Fischer Hallman Road, Victoria St. S to Erb St. W.							250	250	5,065	5,315
07403 Bridgeport Rd E, Weber St N to King St						100	250	350	4,110	4,460
07404 Sawmill Rd, Snyder's Flats Rd to Crowsfoot Rd & Katherine St S		105	105	2,030	10			2,145		2,145
07407 Clyde Rd, Dobbie Dr to Franklin Blvd									2,300	2,300
07412 River Road E., King St. E to Fairway Rd. N.							90	90	5,135	5,225
07414 Line 86, Cox Creek Bridge (#8601) to Katherine St N									936	936
07417 Homer Watson Blvd, Blockline Rd to Ottawa St S									288	288
07418 Branchton Road, Cambridge/North Dumfries Bdry to Myers Rd.									93	93
07419 Northfield Drive W., Weber St. to Westmount Rd. N.									3,739	3,739
07421 University Ave W, Albert St to Westmount Rd N						100	100	200	4,860	5,060
07423 Bridge St, University Ave to Lexington Rd									2,390	2,390
07424 Parkhill Road W., Water St. N. to George St. N.									644	644
07428 Victoria Street N., Park St. to Weber St. W.									2,255	2,255
07429 University Avenue W., Belgreen Way/Stonehaven Dr. to Erb St. W.									1,942	1,942
07430 Bruce Street, Frederick St. to Victoria St.									567	567

Transportation

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
07431 King St E, River Rd E to Fairway Rd N									1,519	1,519
07450 Line 86, 0.4km W of Katharine St (#8602)						26	26	52	760	812
07451 Line 86, 1.03km E of Northfield Dr (#8600)					21	21	430	471	10	482
07452 Erb's Road, Wilma St. to Sandhills Rd.									2,098	2,098
07455 New Dundee Road, Fischer-Hallman Rd. to Trussler Rd.									55	55
07458 Branchton Road, Maple Manor Rd. to Morrison Rd.									1,570	1,570
07459 Fischer-Hallman Road, 400 m North of Roseville Rd. to New Dundee Rd.									985	985
07460 Snyder's Road E./Gingerich Road, Petersberg West limits to Sandhills Rd.									85	85
07461 Erbsville Road, Waterloo Woolwich Boundary to Kressler Rd.									730	730
07462 Arthur Street, Sawmill Rd to Listowel Rd									6,120	6,120
07463 Church Street West, Barnswallow Dr. to Floradale Rd.									591	591
07464 Fountain Street N., Kossuth Rd. to Woolwich St. S.									1,950	1,950
07468 St. Charles Street W., Maryhill Rd. to Sawmill Rd.									180	180
07471 Kossuth Road, Cober Rd. To Fountain St. N.									1,162	1,162
07472 Northumberland Street, Greenfield Rd. W. to Cedar Creek Rd.									80	80
07473 Sawmill Road, Bridge #1702 to Crowsfoot Rd.									70	70
07474 Sawmill Road/Bloomingtondale Road N., Kraft Dr. to River St.									955	955
07479 Snyder's Road W., Baden Water Tower Entrance to Nafziger Rd.									57	57
07482 Queen Street, Bethel Rd to Witmer Rd									10	10
07483 Moser-Young Road, Gerber Rd./Notre Dame Dr. to Weimar Line									1,045	1,045
07491 Wilmot Centre Rd, Bleams Rd E to Hwy 7/8 EB Ramp									1,015	1,015
07492 Bridge St E, Ebycrest Rd to Kitchener/Woolwich Bdry									1,960	1,960
07497 Fischer-Hallman Rd at CN Rail (#5803_1 AND #5803_2)									1,156	1,156
07498 Perth Line, Perth Rd to Road 116									93	93
07508 Erb's Road/Wilmot-Easthope Road, Nafziger Rd. to Perth/Waterloo Bdry.		50	50	160	4,295	10		4,515		4,515
07511 Kressler Rd/Weimar Line, Erbsville Rd to Bamberg E Limits									144	144
07512 Lobsinger Line, Moser-Young Rd to Hutchison Rd									4,420	4,420
07513 Kossuth Rd, Chilligo Rd. to Cober Rd.									118	118
07516 Fischer-Hallman Rd, Roseville Rd to 400 m N of Roseville Rd									247	247
07517 Ira Needles Blvd, Yellow Birch Dr to Victoria St									206	206
07518 Cedar Creek Road, Earl Thompson Rd to Hwy 401 Eb Ramp	315		315					315		315
07526 Erbsville Rd, 0.2km S of Conservation Dr							10	10	212	222

Transportation

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
07528 Arthur St S, End of Hwy 86 to Township Rd 42 (The Old Crossing)									885	885
07529 Gerber Road, Hackbart Rd. to Nafziger Rd.									124	124
07531 Ament Line, Ament Line & Kressler Rd. to Moser-Young Rd.									5,222	5,222
07532 Hawkesville Rd, CNR Tracks to Three Bridges Rd									67	67
07537 King St at Union St		320	320					320		320
07546 Weimar Line, Bamberg Stettlement East Limits to Moser-Young Rd.									237	237
07548 Westmount Road N., Columbia St. W. to Westmount Rd. N./Northfield Dr. W.									721	721
07550 Bridgeport Rd E, Margaret Ave to Weber St N						50	50	100	2,310	2,410
07552 LRT Storm Outlet: Huron Spur at Rockway Golf Course	575		575					575		575
07564 Storm Sewer Assessments	194	110	304	110	110	110	110	744	550	1,294
07567 Kossuth Rd at Chilligo Rd	38	440	478	20				498		498
07568 Main St, 1070 Main St to Franklin Blvd	250	190	440	5,235	175	10		5,860		5,860
07572 Arthur St S, Listowel Rd to Whippoorwill Dr									2,425	2,425
07574 Bleams Road East, Wilmot Center Rd. to Nafziger Rd.									72	72
07591 Lancaster St, Bridgeport Rd to Bridge St Special Study Area	172		172					172		172
07594 Maple Grove R, King St E to Fountain St N	107		107	200	50	2,080	10	2,447		2,447
07597 Spragues Road, Shouldice Side Rd to Cambridge/North Dumfries Bdry									3,682	3,682
07598 Arthur Street N, 170m S of Kenning Pl. to Sandy Hills Dr.						185	3,835	4,020	10	4,030
07599 Lackner Blvd, Fairway Rd to Ottawa St					60	160	1,290	1,510	60	1,570
07600 Lackner Blvd, Ottawa St. N to Victoria St. N									980	980
07606 Water St S, Myers Rd to 250m S of Ainslie St S	-54	2,855	2,801	15				2,816		2,816
07607 New Signs and Markings		30	30	30	30	30	30	150	135	285
07608 MUT - Listowel Rd Timber Trail to Arthur St. (North Side)	50		50					50		50
07616 Software Procurement and Upgrades	90	125	215	103	103	103	103	627	412	1,039
07619 Advanced Traffic Signal Management System	-94	406	312					312		312
07621 Guelph to Goderich Bridge 1 - Grand River Crossing									206	206
07622 Guelph to Goderich Bridge 2 - Conestogo River Crossing									206	206
07623 Schneider Creek MUP	432	1,904	2,336					2,336		2,336
07626 West Montrose Bridge Rehabilitation	2,280	3,990	6,270	1,120				7,390		7,390
07629 Bleams Rd. Bridge 0402 (Manheim) to Queen St.									1,983	1,983
07632 Erb's Road, Waterloo/Wilmot Boundary to St. Agatha Village Limits									108	108
07633 Notre Dame Dr. CNR Tracks to 0.5KM S. of Erb's Rd.									62	62
07634 Gerber Rd. Moser Young Rd. to Hackbart Rd.									2,755	2,755
07639 Huron Street, Seyler St. to Waterloo St.									922	922

Transportation

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
07640 Peel Sreet, Bullee St. to Seyler St.									973	973
07643 Hespeler Rd., Brooklyn Rd. to Eagle St. N./Pinebush Rd.									509	509
07644 Northumberland Street, 0.3 KM N. of Gutheries St. to Greenfield Rd.									386	386
07645 Concession St. Chisholm St. to Water St.									103	103
07646 Victoria Street N., Edna St. to Lancaster St.W.									144	144
07647 Ottawa Street N., 0.15 km E. of Keewatin Ave. to Lackner Blvd.									103	103
07648 Fischer-Hallman Rd from New Dundee Rd to Plains Rd									1,630	1,630
07649 New Dundee Road, Reichert Dr. to Reidel Dr./Cameron Rd.									2,235	2,235
07650 Homer Watson Boulevard, Manitou Dr. to Bleams Rd.									440	440
07651 Line 86, Lavery Rd. to Road 116									6,205	6,205
07654 Ament Line, East Linwood Settlement Limits to Manser Rd.									1,030	1,030
07655 Ira Needles Blvd, Glasgow St. to West Hill Dr.									280	280
07658 LED Traffic Signal Lamp Replacement	431	540	971			620	640	2,231	1,320	3,551
07665 Water Street, Simcoe St. to Ainslie St.	1,009	880	1,889	10		200		2,099		2,099
07667 Foundry Street at Baden Creek (#5101)	10		10		10	485		505		505
07668 Gerber Road at Wellesley Creek (#1204)									611	611
07669 Frederick Bridge at Hwy 85 Cycling Facility	600		600					600		600
07674 Lancaster St. W., Bridgeport Rd. E. to Shirk Pl.	103	450	553	310	1,715			2,578		2,578
07675 University Ave., Fischer Hallman Rd. to Ira Needles Blvd.	99	1,560	1,659	10				1,669		1,669
07676 Active Transportation Fix-it List Action Plan	612	250	862					862		862
07677 Duke Street Cycling Implementation		900	900					900		900
07681 Fairway Rd N, Lackner Blvd to Pebblecreek Dr	-26	975	949	10				959		959
07683 Huron St at Nith River (#0404)					50	100	1,800	1,950		1,950
07692 Roundabout Pedestrian Safety Pilot		1,000	1,000					1,000		1,000
07693 Victoria Street N., King St. W. to Weber St. W.	1,200	1,765	2,965	4,000	1,650	10		8,625		8,625
07694 Branchton Road, Myers Rd and Dundas St S							90	90	45	135
07696 Breslau Go - Transit Project Assessment Process		500	500	300				800		800
09035 Municipal Drainage Works	85	105	190	105	105	105	105	610	525	1,135
09256 Traffic Signal Support Program	272	314	586	314	314	314	314	1,843	1,412	3,254
09359 Street Lighting Modernizations/Installations	240	305	545	206	206	206	206	1,369	1,024	2,393
09415 Barrier Free Signal Requests	11	26	37	26	26	26	26	140	127	267

Transportation

Ten Year Capital Budget and Forecast (\$ thousands)

2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
09423 Traffic Countermeasures	52	60	112	60	60	60	60	352	300	652
09474 Traffic Controller Replacements	8	361	369	361	361	361	361	1,811	1,782	3,592
09551 UPS Installations	9	35	44	35	35	35	35	184	175	359
09561 Minor Traffic Signal Modernizations	266	283	549	283	283	283	283	1,682	1,400	3,082
09646 Pedestrian & Cycling Countermeasures	123	100	223	100	100	100	100	623	500	1,123
Total Base Program	36,147	66,767	102,914	75,848	65,434	99,089	81,075	424,361	356,337	780,698
Expansion Program										
05284 New Dundee Rd at Fischer-Hallman Rd	508	2,937	3,445	20				3,465		3,465
05337 King St, Eagle St to Fountain St & Fountain St - King St to Shantz Hill	401	75	476					476		476
05616 Trussler Road, Bleams Rd. to Yellow Birch Dr.	1,571	514	2,085	2,750	7,705	7,705	2,850	23,095	985	24,080
05675 Westmount Rd E, Fischer-Hallman Rd to Blockline Rd		11	11	12				23		23
05752 Highland Rd W, Highland Hills Mall Entrance to Ira Needles Blvd	126	35	161					161		161
06269 Bridgeport Rd at Lancaster St	282		282	1,608				1,890		1,890
06416 Franklin Blvd, 200M N of Avenue Rd to 325M S of Bishop St	415	1,099	1,514	2,225	8,727	8,827	160	21,453	10	21,463
06433 Ainslie St Extension	286	120	406					406		406
07066 Integrated Mobility Plan	462	450	912	200				1,112		1,112
07074 Growth Related Studies & Design	420	103	523	103	103	103	103	935	515	1,450
07087 River Road Extension, King St. to Manitou Dr.	-314	5,995	5,681	4,515	11,025	6,915	12,845	40,981	26,075	67,056
07090 Erb St at Westmount Rd						300		300		300
07097 Development Related Left & Right Turn Lanes to be Identified		103	103	103	103	103	103	515	512	1,027
07104 Erbsville Road, Erb St. W. to Columbia St. W.					300	300	300	900	17,875	18,775
07116 Maple Grove Rd, Hespeler Rd to East of Fountain St	7,684	8,200	15,884	20,260	18,230	13,645	4,265	72,284	1,000	73,284
07122 Fischer-Hallman Rd, Plains Rd to 500M S of Bleams Rd	2,350		2,350	6,000	4,000	20		12,370		12,370
07127 Active Transportation Master Plan	175		175					175		175
07129 Mc Queen Shaver Boulevard (S. Boundary Road), Dundas St. to Franklin Blvd.	1,615	2,620	4,235	9,375	8,444	9,590	7,210	38,854	10	38,864
07131 Fountain St Extension, Victoria St to 1.0km N of Victoria St									3,785	3,785
07132 Franklin Blvd, Myers Rd to Cambridge S.E. Boundary Rd	160	10	170					170		170
07145 Bleams Rd at Fischer-Hallman Rd	3,025	1,625	4,650					4,650		4,650
07158 Transportation Tomorrow Survey and Big Data	121	100	221	100	100	80	80	581	400	981
07165 Homer Watson Blvd at Bleams Rd									280	280
07173 Development Related Boulevard & Shoulder Gradings		196	196	103	103	103	103	608	512	1,120
07178 Traffic Education Program		50	50	50	50	50	50	250	250	500
07180 Preliminary Design & Post Construction Expenditures		206	206	206	206	206	206	1,030	1,024	2,054

Transportation

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
07192 Mc Queen Shaver Boulevard (S. Boundary Road), Franklin Blvd. to Water St.	3,275	10	3,285					3,285		3,285
07197 Pinebush Rd at Townline Rd						60	385	445	10	455
07217 King St at Bridge St					26	839	10	876		876
07221 Fischer-Hallman Road / Bearinger Rd., Columbia St W. to Westmount Rd. N.	4,386	5,670	10,056	1,840	165			12,061		12,061
07225 Bleams Rd at Nyles Rd	20	210	230					230		230
07248 Sawmill Rd at St Charles St	399	50	449					449		449
07249 Lancaster St at Elizabeth St					262	50		312		312
07253 Growth Related Land Dedication Survey's & Purchases		103	103	103	103	103	103	515	512	1,027
07256 Intersection Improvements to be Identified		309	309	309	309	309	309	1,545	1,527	3,072
07257 Northfield Dr., Bridge St. to University Ave.	115		115					115		115
07258 Bleams Rd, Strasburg Rd to Fischer-Hallman Rd	329	50	379	50	50	50	9,760	10,289	9,880	20,169
07283 Lancaster St at Louisa St					400	104		504		504
07284 New Dundee Rd at Robert Ferrie Dr	514	2,775	3,289	1,225	60			4,574		4,574
07294 Ottawa St, Homer Watson Blvd to Alpine Rd	491		491					491		491
07297 Erb Street, Gateview Dr./Beechwood Dr. to Erbsville Crt.	1,349		1,349					1,349		1,349
07299 East Boundary Rd, Dundas St to Wesley Blvd	1,020	1,405	2,425	15,810	7,040	1,100	10	26,385		26,385
07301 Road Improvement Transit Priority Strategy	105	125	230					230		230
07302 Transportation & Transit Forecasting Model Development	173		173					173		173
07303 Fountain Street N., Maple Grove Rd. to Kossuth Rd.	-350	9,420	9,070	1,280	3,980	7,000	7,000	28,330	1,460	29,790
07304 Goods Movement Study	37	100	137					137		137
07315 New Dundee Rd at Strasburg Rd Extension	67	125	192	3,000	10			3,202		3,202
07318 Fairway Road, Briar Meadow Dr. to Lackner Blvd.	259	150	409	210	330	200	60	1,209	3,510	4,719
07323 Ottawa St at Westmount Rd	1,202	3,054	4,256	341	10			4,607		4,607
07325 King St E at Fairway Rd							52	52	216	268
07326 King St E at Weber St E					52	103	149	304	10	314
07327 Erb St, Ira Needles Blvd to Wilmot Ln	751	5,055	5,806	355	60			6,221		6,221
07331 Fairway Rd at Wilson Ave									247	247
07332 Ottawa St at King St to Charles St	10		10					10		10
07333 Dundas St N at Chalmers St N/Gore St	10		10					10		10
07337 Hespeler Rd over HWY 401 Feasibility Study for Cycling Facility	65		65					65		65
07338 New Pedestrian Bridge Over Speed River (Preston) Study		10	10	10	10			30		30
07341 Inter-Regional Transportation Study	43		43					43		43
07362 Waterloo St at Nafziger Rd	612		612	820	3,675	60		5,167		5,167

Transportation

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
07441 Dickie Settlement Rd at Roseville Rd	876		876	2,670	20			3,566		3,566
07478 New Traffic Control Installation	581	750	1,331	750	750	750	750	4,331	3,750	8,081
07540 Hespeler Rd at HWY 401 Cycling Facility	20		20					20		20
07551 Elmira By-Pass Study	1,140		1,140					1,140		1,140
07553 Sawmill Rd at Ebycrest Rd	20	355	375	50	50	3,290	60	3,825		3,825
07555 Shantz Station Rd at Kossuth Rd	5		5				155	160	2,613	2,773
07563 Listowel Rd at Timber Trail	5		5					5		5
07577 Define & Measure Health Benefits of A.T. & Public Transit	100		100					100		100
07578 Planning for Future Rapid Transit Corridors	204		204					204		204
07584 Shared Payment Platform (Joint with Transit Services)	195		195					195		195
07586 Townline Road, Avenue Rd. to Saginaw Pkwy.				300	300	300	440	1,340	6,220	7,560
07587 University Avenue W., Ira Needles Blvd. to Fischer-Hallman Rd.						300	400	700	13,590	14,290
07588 Fountain St S, Blair Rd to Dickie Settlement Rd				220	220	220	400	1,060	5,665	6,725
07589 Eagle Street, Hespeler Rd. to Speedsville Rd.					320	320	400	1,040	10,910	11,950
07593 Trussler Rd at Rickert Way	10		10					10		10
07601 New Dundee Rd at Pinnacle Dr	500		500					500		500
07609 Roseville Rd at Edworthy Sideroad	137	796	933	3,000	60			3,993		3,993
07611 Kossuth Rd at Beaverdale Rd							150	150	2,960	3,110
07612 Trussler Rd at Cedar Creek Rd	463	35	498					498		498
07613 Lancaster - Railway Grade Separation Study	549		549					549		549
07670 Shantz Station Road at CN Rail Bridge	2,000		2,000					2,000		2,000
07671 Cambridge to Toronto Go Train Track & Station Conceptual Design	2	110	112					112		112
07672 Waterloo Cycling Network Upgrade and Extension	8		8					8		8
07682 Listowel Rd Roundabout					125	150	565	840	7,160	8,000
07686 Roundabout Improvements		100	100	1,100	10			1,210		1,210
07687 Hespeler at Queen Roundabout		50	50	300	10			360		360
07688 Nafziger at Howie Meeker Blvd Roundabout						20		20	3,460	3,480
07695 Speedsville Road Corridor Study		200	200					200		200
07697 Multiple Development Traffic Impact Study King and Northfield		300	300					300		300
09025 Growth Related Traffic Signal Modernizations	7	26	33	26	26	26	26	136	127	263
Total Expansion Program	40,991	55,792	96,782	81,399	77,528	63,301	49,459	368,469	127,064	495,533

Transportation

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
Vehicles, Equipment, Buildings / Other										
06054 Fleet Replacements Transp	3,449	1,600	5,049	588	756	2,170	210	8,773	11,735	20,508
06055 Operations Growth Vehicles	34		34					34		34
06071 Machinery & Equipment Replacements	12	55	67	91	55	536	55	805	573	1,378
06083 Sign Shop Equipment		5	5		32	30	60	127	14	141
07139 Central Yard Asset Renewal	99		99	200		1,597	773	2,668	7,880	10,548
07140 Yard Repairs General Provision	67	550	617			200		817		817
07147 Salt Strategy Roads Operations	1,503	300	1,803	4,800	5,350	450	100	12,503	450	12,953
07662 Transportation New Summer Crew Vehicles and Equipment	350		350					350		350
07685 Urban Forestry Replacement	80	100	180					180		180
07689 Strategic Vegetation Management plan		320	320	170				490		490
07690 Trees for Woolwich		60	60					60		60
07691 REEP Green Solutions – Regional Tree Planting		65	65	65	65			195		195
09350 North Dumfries Works Yard Improvements	100		100			1,000		1,100		1,100
Total Vehicles, Equipment, Buildings / Other	5,694	3,055	8,749	5,914	6,258	5,983	1,198	28,101	20,652	48,753
Total Program Area Capital	82,832	125,614	208,446	163,161	149,220	168,373	131,732	820,931	504,053	1,324,984
Facilities Managed Capital Renewal										
73001 Heidelberg Yard Renewal	265	155	420	280	53	188	38	979	596	1,575
73002 Phillipsburg Yard Renewal	505	97	602	251	158	88	38	1,137	310	1,448
73004 North Dumfries Yard Renewal		18	18	184	264	278	18	761	99	860
Total Facilities Managed Capital Renewal	770	270	1,040	715	475	554	93	2,877	1,005	3,882
TOTAL EXPENDITURE	83,602	125,884	209,485	163,876	149,695	168,927	131,825	823,808	505,058	1,328,866

Transportation

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	9,102	17,974	27,076	24,299	21,045	19,963	19,501	111,885	110,394	222,279
Development Charges										
Reserve Funds	47,806	76,003	123,809	95,218	55,480	61,260	60,101	395,867	175,689	571,556
Debentures				2,000	34,279	20,560		56,839		56,839
Property Taxes										
Reserves and Reserve Funds										
3980050 Transportation Capital Reserve	21,263	29,742	51,005	39,957	36,274	37,156	39,800	204,191	205,647	409,839
3980065 Facility Lifecycle Reserve	770	270	1,040	715	475	554	93	2,877	1,005	3,882
3982010 Transportation Equipment Reserve	12	60	72	91	87	566	115	931	587	1,518
3982160 Corporate Fleet Replacement Reserve	3,449	1,600	5,049	588	756	2,170	210	8,773	11,735	20,508
Debentures	1,200	235	1,435	1,008	1,300	26,697	12,005	42,445		42,445
TOTAL FUNDING & FINANCING	83,602	125,884	209,485	163,876	149,695	168,927	131,825	823,808	505,058	1,328,866

Notes:

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

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



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Commissioner of Transportation Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	339	333	(6)	(1.8%)
Benefits	94	99	5	5.3%
Supplies	3	3		
Professional Fees & Services	5	5		
Communications	1	1		
Travel	11	11		
Facility Occupancy Charges	9	10	1	11.1%
Interdepartmental Charges	3	2	(1)	(33.3%)
Subtotal - Operating	464	464		
Transfers to Reserves		1	1	
Subtotal - Debt / Reserves / Capital		1	1	
Gross Expenditure	465	464	(1)	(0.2%)
Interdepartmental Recoveries	(465)	(464)	1	(0.2%)
Net Expenditure				
Property Tax Levy				



Region of Waterloo

ENGINEERING & ENVIRONMENTAL SERVICES



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Engineering & Environmental Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	42,475	45,744	3,269	7.7%
Benefits	13,430	15,079	1,649	12.3%
Supplies	5,245	5,983	738	14.1%
Maintenance	8,510	9,479	969	11.4%
Utilities	15,826	15,761	(65)	(0.4%)
Equipment	979	989	10	1.0%
Facilities Maintenance	2,231	2,947	716	32.1%
Professional Fees & Services	38,561	39,376	815	2.1%
Property Taxes	4,837	5,128	291	6.0%
Rents	291	455	164	56.4%
Grants	63	66	3	4.8%
Financial Expenses	277	318	41	14.8%
Communications	525	642	117	22.3%
Travel	374	583	209	55.9%
Contracts	17,545	20,011	2,466	14.1%
Insurance	1,227	1,316	89	7.3%
Facility Occupancy Charges	4,081	4,213	132	3.2%
Interdepartmental Charges	26,377	27,491	1,114	4.2%
Subtotal - Operating	182,853	195,582	12,729	7.0%
Debt Servicing	36,842	35,805	(1,037)	(2.8%)
Transfers to Reserves	71,178	83,662	12,484	17.5%
Discretionary DC Exemptions	5,975	6,389	414	6.9%
Subtotal - Debt / Reserves / Capital	113,995	125,856	11,861	10.4%
Gross Expenditure	296,848	321,437	24,589	8.3%
Interdepartmental Recoveries	(52,399)	(58,006)	(5,607)	10.7%
External Recoveries	(12)	(12)		
Contribution from RDC Reserve Funds (W&WW)	(14,091)	(13,610)	481	(3.4%)
Net Expenditure	230,346	249,809	19,463	8.4%
Revenue				
User Fees	16,801	15,650	(1,151)	(6.9%)
Contribution from Reserves	130	130		
Contribution from RDC Reserve Funds	582	582		
Revenue Subtotal	17,513	16,362	(1,151)	(6.6%)
Rate Revenue	157,319	167,519	10,200	6.5%
Property Tax Levy	55,514	65,928	10,414	18.8%



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Water & Wastewater Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	14,970	16,399	1,429	9.5%
Benefits	4,838	5,478	640	13.2%
Supplies	3,685	4,543	858	23.3%
Maintenance	4,223	4,702	479	11.3%
Utilities	12,879	12,659	(220)	(1.7%)
Equipment	249	296	47	18.9%
Facilities Maintenance	445	621	176	39.6%
Professional Fees & Services	7,845	9,050	1,205	15.4%
Property Taxes	3,516	3,666	150	4.3%
Rents	1	1		
Grants	63	66	3	4.8%
Financial Expenses	92	92		
Communications	266	350	84	31.6%
Travel	155	177	22	14.2%
Contracts	17,545	20,011	2,466	14.1%
Insurance	860	924	64	7.4%
Facility Occupancy Charges	683	718	35	5.1%
Interdepartmental Charges	21,679	22,528	849	3.9%
Subtotal - Operating	93,994	102,283	8,289	8.8%
Debt Servicing	22,623	21,919	(704)	(3.1%)
Transfers to Reserves	57,315	59,132	1,817	3.2%
Discretionary DC Exemptions	5,975	6,389	414	6.9%
Subtotal - Debt / Reserves / Capital	85,913	87,440	1,527	1.8%
Gross Expenditure	179,907	189,722	9,815	5.5%
Interdepartmental Recoveries	(6,713)	(6,770)	(57)	0.8%
Contribution from RDC Reserve Funds (W&WW)	(14,091)	(13,610)	481	(3.4%)
Net Expenditure	159,103	169,342	10,239	6.4%
Revenue				
User Fees	1,784	1,824	40	2.2%
Revenue Subtotal	1,784	1,824	40	2.2%
Rate Revenue	157,319	167,519	10,200	6.5%
Property Tax Levy				



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Water Supply

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	10,880	12,179	1,299	11.9%
Benefits & Allowances	3,545	4,086	541	15.3%
Supplies	2,999	3,805	806	26.9%
Maintenance	3,407	3,745	338	9.9%
Utilities	6,764	6,535	(229)	(3.4%)
Equipment	154	199	45	29.2%
Facilities Maintenance	367	507	140	38.1%
Professional Fees & Services	1,903	2,189	286	15.0%
Property Taxes	1,734	1,812	78	4.5%
Rents	1	1		
Grants	63	66	3	4.8%
Financial Expenses	20	20		
Communications	182	260	78	42.9%
Travel	121	136	15	12.4%
Insurance	480	513	33	6.9%
Transfer to Corporate Reserves	310	340	30	9.7%
Grand River Conservation Authority	3,052	3,144	92	3.0%
Central Administration Charges	2,195	2,195		
Interdepartmental Charges	3,488	3,717	229	6.6%
Subtotal - Operating	41,664	45,447	3,783	9.1%
Debt Servicing	1,458	1,457	(1)	(0.1%)
Transfers to Capital Reserve	27,809	27,929	120	0.4%
Prior Year Oversizing	786	786		
Discretionary DC Exemptions	2,265	2,422	157	6.9%
Subtotal - Capital Financing	32,318	32,594	276	0.9%
Gross Expenditure	73,982	78,041	4,059	5.5%
Interdepartmental Recoveries	(3,697)	(3,697)		
Contribution from RDC Reserve Funds	(2,244)	(2,243)	1	
Net Expenditure	68,041	72,101	4,060	6.0%
Non-Rate Revenue				
Fees & Charges	60	76	16	26.7%
Subtotal - Non-Rate Revenue	60	76	16	26.7%
Rate Revenue	67,981	72,025	4,044	5.9%

Water Supply Summary

Ten Year Capital Budget & Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025-2029 Subtotal	2030-2034 Subtotal	2025-2034 Total
Summary										
Expenditure										
Planning & Studies	3,819	5,359	9,178	7,633	7,364	7,555	4,905	36,635	22,475	59,110
Asset Management	10,990	13,166	24,156	23,741	12,695	14,883	16,578	92,053	81,370	173,423
Upgrades, Expansion & New Facilities	4,834	21,542	26,376	40,699	44,395	53,463	64,306	229,239	225,315	454,554
Watermains	2,464	9,393	11,857	18,321	15,997	9,426	10,122	65,723	25,620	91,343
Facilities Managed Capital Renewal	52	603	654	1,190	299	962	1,006	4,112	3,433	7,544
Total Expenditure	22,159	50,063	72,221	91,584	80,750	86,289	96,917	427,762	358,213	785,974
Funding & Financing										
Grants and Recoveries	-	1,792	1792	1195				2,986	-	2,986
Development Charge										
Development Charge - Water	8,624	17,208	25,832	20,316	20,306	19,995	18,075	104,524	81,810	186,334
Development Charge - Wastewater	165	339	504	480	420	395	395	2,194	1,975	4,169
Debentures - Development Charge	-	1,000	1,000	18,000	12,000	14,000	20,000	65,000	48,000	113,000
User Rates										
Water Capital Reserve	12,926	29,325	42,250	51,073	47,394	51,146	58,302	250,165	222,172	472,337
Wastewater Capital Reserve	-	-	-	-	-	-	-	-	-	-
Vehicle & Equipment Reserve	444	400	844	520	630	754	145	2,893	2,255	5,148
Debentures - User Rates	-	-	-	-	-	-	-	-	2,000	2,000
Wastewater Capital Reserve										
Total Funding & Financing	22,159	50,063	72,221	91,584	80,750	86,289	96,917	427,762	358,213	785,974

Notes:

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

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

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

Water Supply
Ten Year Capital Budget & Forecast (\$ thousands)
2025-2034

	TYPE	RDC	Previous Unspent	2025	2025					2025-2029	2030-2034	2025-2034
	(1)	SHARE	Approvals	Request	Total	2026	2027	2028	2029	Subtotal	Subtotal	Total
<u>100-PLANNING & STUDIES</u>												
Hydrogeology & Source Water:												
4001	Groundwater Modelling	W2	27.0%	-101	214	113	300	200	700	400	1,713	2,713
4005	MOE Source Water Assessment	W2	27.0%	150	150	300	300	200	200	1,200	1,250	2,450
4124	Source Protection Planning & Programs	W2	27.0%	245	397	642	715	530	415	2,742	2,310	5,052
4125	Source Protection Assessment	W2	27.0%	2,238	2,545	4,783	3,230	3,065	3,370	15,958	6,675	22,633
4149	GW/SW Assessments	W2	27.0%	-1	142	141	640	980	480	2,421	1,025	3,446
4165	Clean Water Act Implementation	W2	27.0%	34	88	122	120	235	135	747	690	1,437
4169	Clean Water Act Incentives	W2	0.0%	56	71	127	120	70	45	407	455	862
4170	Monitoring System Management	W2	27.0%	5	510	515	720	685	845	3,520	3,345	6,865
Water Efficiency:												
4090	Water Efficiency - Research & Development	W1	100.0%	150	75	225	95	75	75	545	375	920
4183	Residential Water Efficiency Initiatives	W1	100.0%	67	185	252	350	350	350	1,652	1,750	3,402
4864	Water Efficiency - ICI Programs	W1	100.0%	-23	227	204	225	225	225	1,104	1,125	2,229
4943	Water Efficiency - Outdoor Water Use	W1	100.0%	62	140	202	140	140	140	762	700	1,462
Studies/Masterplans:												
4007	Water Supply Master Plan	W1	100.0%	152	411	563	403	184	-	1,150	1,000	2,150
4157	Water Distribution Master Plan	W2	27.0%	254	76	330	-	200	400	1,230	-	1,230
4190	Baden & New Hamburg Comprehensive Servicing Master Plan	W2	100.0%	74	50	124	150	50	-	324	-	324
4193	Wellesley Water Supply Master Plan	W2	100.0%	137	3	140	-	-	-	140	-	140
4197	Water Facilities Optimization and Facility Plans	W2	27.0%	120	75	195	50	100	100	520	550	1,070
4198	Water SCADA Master Plan	W2	27.0%	200		200	75	75	75	500	225	725
TOTAL PLANNING & STUDIES			3,819	5,359	9,178	7,633	7,364	7,555	4,905	36,635	22,475	59,110

Water Supply
Ten Year Capital Budget & Forecast (\$ thousands)
2025-2034

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025-2029 Subtotal	2030-2034 Subtotal	2025-2034 Total
<u>200-ASSET MANAGEMENT</u>													
4087	Fleet Replacements	W2	0.0%	444	400	844	520	630	754	145	2,893	2,255	5,148
4097	Water Supply Upgrades	W2	27.0%	39	97	136	50	50	50	50	336	250	586
4135	Well Optimization & Upgrades	W2	27.0%									-	-
4159	Asset Management	W2	27.0%	308	918	1,226	600	600	600	600	3,626	3,000	6,626
4172	Distribution Decision Support System	W2	27.0%						100	600	700	1,700	2,400
4184	Connection of New Wells to Water Supply System	W2	27.0%	231	135	366	130	230	980	1,130	2,836	1,600	4,436
4185	Voice Radio Equipment	W2	0.0%	4		4	23		226		253	-	253
4188	Water Asset Management Systems	W2	27.0%	100	100	200	100	100	100	100	600	500	1,100
4196	Concrete Reservoirs Inspections & Renewal	W2	27.0%	6,841	915	7,756	9,555	1,890	2,520	1,545	23,266	10,200	33,466
4893	Facilities Upgrades	W2	27.0%	5,726	4,964	10,690	10,000	9,000	9,000	9,000	47,690	54,000	101,690
4911	Regulatory Requirements Upgrades	W2	27.0%	28	31	59	40	40	40	40	219	200	419
4964	Steel Reservoirs Inspections & Recoating	W2	27.0%	-53	1,364	1,311	828	105	413	3,293	5,950	6,415	12,365
4969	SCADA Communications Strategy & Upgrade	W2	27.0%	-2,678	4,242	1,564	1,895	50	100	75	3,684	1,250	4,934
TOTAL INFRASTRUCTURE REPLACEMENT				10,990	13,166	24,156	23,741	12,695	14,883	16,578	92,053	81,370	173,423

Water Supply
Ten Year Capital Budget & Forecast (\$ thousands)
2025-2034

	TYPE	RDC	Previous Unspent	2025	2025					2025-2029	2030-2034	2025-2034
	(1)	SHARE	Approvals	Request	Total	2026	2027	2028	2029	Subtotal	Subtotal	Total
<u>300-UPGRADES, EXPANSIONS & NEW FACILITIES</u>												
4014		100.0%									-	-
4015	W1	100.0%	167	322	489	80				569	3,000	3,569
4024	W2	26.4%	114	300	414	200				614	5,800	6,414
4044	W1	100.0%				500	1,000	1,800	1,200	4,500	8,000	12,500
4051	W1	100.0%		75	75	310	210	4,675	4,725	9,995	13,300	23,295
4134	W1	100.0%	338	56	394	1,800	1,800	4,100	4,650	12,744	3,100	15,844
4160	W2	26.4%	580	1,608	2,188	1,880				4,068	-	4,068
4173	W2	26.4%									-	-
4175	W1	36.3%	75		75			50	150	275	6,900	7,175
4181	W2	26.4%	2,857	2,593	5,450	13,765	8,125	6,655	6,230	40,225	7,305	47,530
4187	W2	27.0%		493	493	510	6,110	12,530	10,110	29,753	28,751	58,504
4189	W1	100.0%		1,922	1,922	2,270				4,192	4,630	8,822
4191	W2	26.4%	-453	12,771	12,318	18,189	22,135	14,778	12,591	80,011	76,754	156,765
4192	W2	27.0%	30	165	195	140	115	75	50	575	4,275	4,850
4194	W2	34.7%	293	916	1,209	130				1,339	-	1,339
4195	W2	26.4%	696		696	125	1,000	1,000	10,000	12,821	28,000	40,821
4199	W2	27.0%		300	300	800	3,400	5,800	12,600	22,900	29,500	52,400
4904	W1	100.0%	137	21	158		500	2,000	2,000	4,658	6,000	10,658
TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES			4,834	21,542	26,376	40,699	44,395	53,463	64,306	229,239	225,315	454,554

Water Supply
Ten Year Capital Budget & Forecast (\$ thousands)
2025-2034

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025-2029 Subtotal	2030-2034 Subtotal	2025-2034 Total
<u>400-WATERMAINS</u>													
4082	Watermain Upgrades	W2	27.0%	-296	5,123	4,827	4,428	5,051	7,040	6,346	27,692	19,470	47,162
4083	New Watermain	W1	100.0%	-270	3,205	2,935	7,783	4,621	716	2,906	18,961	3,150	22,111
4086	Baden New Hamburg Watermains	W1	100.0%	811	189	1,000	950	1,175			3,125	-	3,125
4155	Tri City Distribution Upgrades	W1	100.0%	2,038	18	2,056	1,360	1,350	870	870	6,506	3,000	9,506
4156	Kitchener Zone(s) 2/4 Distribution Upgrades	W1	100.0%	181	858	1,039	3,800	3,800	800		9,439	-	9,439
4161	Kitchener Zone 4 Trunk Watermain	W1	100.0%									-	-
TOTAL WATERMAINS				2,464	9,393	11,857	18,321	15,997	9,426	10,122	65,723	25,620	91,343
<u>FACILITIES MANAGED CAPITAL RENEWAL</u>													
78040	Water Building Renewal	W2	27.0%	52	603	654	1,190	299	962	1,006	4,112	3,433	7,544
TOTAL FACILITIES MANAGED CAPITAL RENEWAL				52	603	654	1,190	299	962	1,006	4,112	3,433	7,544
TOTAL EXPENDITURE				22,159	50,063	72,221	91,584	80,750	86,289	96,917	427,762	358,213	785,974

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

The Regional Municipality of Waterloo
Water Supply User Rate Model for 2025-2034 (\$ thousands)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Compensation	16,027	16,508	17,003	17,513	18,038	18,579	19,137	19,711	20,302	20,911
Other expenses	12,977	13,204	13,435	13,670	13,909	14,153	14,400	14,652	14,909	15,170
Utilities	6,535	6,862	7,205	7,566	7,944	8,341	8,758	9,196	9,656	10,139
GRCA	3,144	3,238	3,335	3,435	3,538	3,645	3,754	3,867	3,982	4,102
Central admin charges	2,195	2,195	2,195	2,195	2,195	2,195	2,195	2,195	2,195	2,195
System expansion		1,271	1,382	1,519	1,560	1,762	1,808	1,955	2,005	2,057
Interdepartmental charges	3,717	3,782	3,848	3,916	3,984	4,054	4,125	4,197	4,271	4,345
Transfer to corporate reserves	852	867	882	898	914	930	946	962	979	996
Total Operating Expenses	45,447	47,927	49,285	50,711	52,082	53,658	55,122	56,735	58,299	59,914
Debt Charges - RDCs	1,457	1,534	2,917	3,839	4,915	6,451	7,679	8,754	7,995	8,226
Transfer to Capital Reserve	27,929	31,606	35,025	40,207	45,670	50,817	55,589	62,363	69,013	76,179
Prior Year Oversizing (to Capital Reserve)	786	786	786	786	786	786	786	786	786	786
RDC Exemption Funding	2,422	2,422	2,422	2,422	1,877	1,877	1,877	1,877	1,877	1,877
Capital Financing	32,594	36,347	41,149	47,254	53,247	59,930	65,931	74,026	79,917	87,314
Gross Expenditure	78,041	84,274	90,435	97,965	105,329	113,588	121,053	130,761	138,216	147,228
Interdepartmental recoveries	(3,697)	(3,762)	(3,828)	(3,895)	(3,963)	(4,032)	(4,103)	(4,174)	(4,248)	(4,322)
Transfer from RDC Reserve Fund	(1,457)	(1,534)	(2,917)	(3,839)	(4,915)	(6,451)	(7,679)	(8,754)	(7,995)	(8,226)
Prior Year Oversizing (from DC Reserve Fund)	(786)	(786)	(786)	(786)	(786)	(786)	(786)	(786)	(786)	(786)
Subtotal Recoveries	(5,940)	(6,081)	(7,530)	(8,519)	(9,663)	(11,269)	(12,567)	(13,714)	(13,028)	(13,333)
Net Expenditure	72,101	78,193	82,904	89,446	95,666	102,319	108,486	117,047	125,188	133,895
Non-Rate Revenue										
Fees	(76)	(77)	(78)	(80)	(81)	(83)	(84)	(86)	(87)	(89)
Total Non-Rate Revenue	(76)	(77)	(78)	(80)	(81)	(83)	(84)	(86)	(87)	(89)
Surplus/(Shortfall) - Stabilization Reserve										
RATE REVENUE	72,025	78,116	82,826	89,366	95,585	102,237	108,402	116,961	125,100	133,806
Rate (\$)	\$ 1.2640	\$ 1.3386	\$ 1.4176	\$ 1.5012	\$ 1.5898	\$ 1.6836	\$ 1.7829	\$ 1.8881	\$ 1.9995	\$ 2.1175
Rate increase (%)	4.9%	5.9%	5.9%	5.9%	5.9%	5.9%	5.9%	5.9%	5.9%	5.9%
Volume (m3 million)	57.777	58.355	58.939	59.528	60.123	60.725	61.332	61.945	62.565	63.190

The Regional Municipality of Waterloo
Water Capital Reserve Projection (\$thousands)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	90,554	78,694	59,180	45,170	30,194	10,079	(2,660)	(10,949)	4,320	30,490
Contribution from Operating	27,929	31,606	35,025	40,207	45,670	50,817	55,589	62,363	69,013	76,179
Contribution from RDC Reserve - prior oversizing	786	786	786	786	786	786	786	786	786	786
Transfer to Capital	(42,458)	(51,417)	(47,489)	(51,158)	(58,345)	(54,315)	(54,369)	(37,994)	(34,226)	(43,349)
Capital Inflation	(1,231)	(3,025)	(4,253)	(6,198)	(8,965)	(10,163)	(12,045)	(9,763)	(10,043)	(14,345)
Debentures							2,000			
Net Transfer to Capital	(43,689)	(54,443)	(51,741)	(57,356)	(67,311)	(64,478)	(64,414)	(47,757)	(44,269)	(57,694)
Interest	3,115	2,538	1,921	1,387	741	137	(250)	(122)	641	1,505
Capital Reserve Closing Balance	78,694	59,180	45,170	30,194	10,079	(2,660)	(10,949)	4,320	30,490	51,265

Water Stabilization Reserve Projection (\$ thousands)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	11,112	11,112	11,112	11,112	11,112	11,112	11,112	11,112	11,112	11,112
Surplus/(Shortfall)										
Transfer to Capital Reserve										
Stabilization Reserve Closing Balance	11,112	11,112	11,112	11,112	11,112	11,112	11,112	11,112	11,112	11,112



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Wastewater Treatment

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	3,811	3,939	128	3.4%
Benefits & Allowances	1,196	1,290	94	7.9%
Supplies	660	709	49	7.4%
Maintenance	426	464	38	8.9%
Utilities	6,116	6,124	8	0.1%
Equipment	84	85	1	1.2%
Facilities Maintenance	78	115	37	47.4%
Professional Fees & Services	5,804	6,733	929	16.0%
Property Taxes	1,778	1,850	72	4.0%
Financial Expenses	72	72		
Communications	82	88	6	7.3%
Travel	34	41	7	20.6%
Ontario Clean Water Agency	17,500	19,966	2,466	14.1%
Insurance	368	398	30	8.2%
Transfer to Corporate Reserves	67	63	(4)	(6.0%)
Transfer to Stabilization Reserve	500		(500)	(100.0%)
Grand River Conservation Authority	3,686	3,796	110	3.0%
Central Administration Charges	1,844	1,844		
Interdepartmental Charges	5,077	5,195	118	2.3%
Subtotal - Operating	49,181	52,772	3,591	7.3%
Debt Servicing	21,165	20,462	(703)	(3.3%)
Transfers to Capital Reserve	25,005	27,354	2,349	9.4%
Prior Year Oversizing	1,837	1,837		
Discretionary DC Exemptions	3,710	3,966	256	6.9%
Subtotal - Capital Financing	51,717	53,620	1,903	3.7%
Gross Expenditure	100,898	106,391	5,493	5.4%
Interdepartmental Recoveries	(2,919)	(2,976)	(57)	2.0%
Prior Year Oversizing	(1,837)	(1,837)		
Contribution from RDC Reserve Funds	(10,010)	(9,530)	480	(4.8%)
Net Expenditure	86,132	92,048	5,916	6.9%
Non-Rate Revenue				
Over Strength Surcharge	1,012	1,012		
Septage	155	163	8	5.2%
Fees & Charges	540	556	16	3.0%
Subtotal - Non-Rate Revenue	1,706	1,730	24	1.4%
Rate Revenue	84,425	90,318	5,893	7.0%

Wastewater Treatment Summary

Ten Year Capital Budget & Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 New Request	2025 Total	2026	2027	2028	2029	2025-2029 Subtotal	2030-2034 Subtotal	2025-2034 Total
Summary										
Expenditure										
Planning & Studies	669	1,728	2,397	2,130	2,070	1,975	1,075	9,647	4,100	13,747
Asset Management	11,204	33,984	45,188	33,155	23,339	22,998	20,627	145,307	53,060	198,367
Upgrades, Expansion & New Facilities	13,118	17,805	30,923	50,313	49,849	51,363	48,904	231,352	137,126	368,478
Biosolids	2,201	1,630	3,831	1,442	5,100	4,300	2,700	17,373	-	17,373
Total Expenditure	27,192	55,147	82,339	87,040	80,358	80,636	73,306	403,679	194,286	597,965
Funding & Financing										
Grants and Recoveries	-	-	-	-	-	-	-	-	-	-
Development Charge										
Development Charge Reserve Fund	8,444	18,699	27,144	21,054	20,247	22,221	19,613	110,279	76,054	186,333
Debentures - Development Charge	-	-	-	6,000	5,000	17,000	19,000	47,000	19,000	66,000
User Rates										
Wastewater Reserve Fund	18,578	36,438	55,015	45,671	31,871	35,415	34,693	202,665	98,497	301,162
Vehicle & Equipment Reserve	170	10	180	315	240	-	-	735	735	1,470
Debentures - User Rates	-	-	-	14,000	23,000	6,000	-	43,000	-	43,000
Total Funding & Financing	27,192	55,147	82,339	87,040	80,358	80,636	73,306	403,679	194,286	597,965

Notes:

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

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

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

Wastewater Treatment
Ten Year Capital Budget & Forecast (\$ thousands)
2025 - 2034

	TYPE (1)	RDC SHARE	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025-2029 Subtotal	2030-2034 Subtotal	2025-2034 Total
<u>PLANNING & STUDIES</u>												
8270 Biosolids Masterplan Update	WW2	27%				100	400	400		900	-	900
8281 River Sampling Program	WW2	27%	-44	450	406	465	470	480	485	2,306	2,450	4,756
8286 Baden & New Hamburg MP Update	WW1	100%	-11	57	46	150	50			246	-	246
8288 Other Studies	WW2	27%	124	75	199	75	75	75	75	499	375	874
8311 Spills Clean-up/Site Remediation (100% recovery)	WW2		10	10	20	10	10	10	10	60	50	110
8337 Wellesley Wastewater Master Plan	WW1	100%	106	124	230					230	-	230
8338 Wastewater Facilities Optimization and Facility	WW2	27%	53	480	533	480	590	660	105	2,368	100	2,468
8339 Wastewater SCADA Master Plan	WW2	27%	235	130	365	50	25	50	200	690	125	815
8738 WWTP Operating Agreement	WW2									-	-	-
8750 Rural Water Quality Program	WW2	27%		200	200	200	200	200	200	1,000	1,000	2,000
8779 Wastewater Master Plan	WW1	100%	196	202	398	600	250	100		1,348	-	1,348
TOTAL PLANNING & STUDIES				669	1,728	2,397	2,130	2,070	1,975	1,075	9,647	13,747
<u>ASSET MANAGEMENT</u>												
8277 Fleet Replacements	WW2		170	10	180	315	240			735	735	1,470
8305 Wastewater Treatment Upgrades	WW2	27%	62	227	289	163	200	150	200	1,002	900	1,902
8307 Kitchener & Waterloo Infrastructure Upgrades	WW2	26%	3,799	11,853	15,652	9,868	3,868	4,224	6,000	39,612	25,722	65,334
8308 Cambridge Infrastructure Upgrades	WW2	24%	2,871	11,019	13,890	10,015	8,609	11,297	7,899	51,710	6,820	58,530
8309 Rural Infrastructure Upgrades	WW2	42%	2,280	7,662	9,942	9,047	4,381	1,580	2,658	27,608	8,533	36,141
8310 Sewage PSs Infrastructure Upgrades	WW2	27%	1,397	2,171	3,568	2,747	5,041	4,747	2,870	18,973	5,350	24,323
8327 Wastewater Asset Management	WW2	27%	444	631	1,075	650	650	650	650	3,675	3,250	6,925
8332 Wastewater Asset Management Systems	WW2	27%	100	100	200	100	100	100	100	600	500	1,100
8801 Laboratory Equipment & Upgrades	WW2		81	311	392	250	250	250	250	1,392	1,250	2,642
TOTAL INFRASTRUCTURE REPLACEMENT				11,204	33,984	45,188	33,155	23,339	22,998	20,627	145,307	198,367
<u>UPGRADES, EXPANSIONS & NEW FACILITIES</u>												
8242 Hespeler Upgrades	WW1	28%	1,804	93	1,897	996	100			2,993	-	2,993
8267 Wellesley Expansion	WW1	100%	100	120	220	360	610	1,010	3,010	5,210	7,020	12,230
8279 SCADA System	WW2	27%	1,732	7,150	8,882	6,317	4,027	4,525	4,219	27,970	21,336	49,306
8289 Galt Process Upgrades	WW2	25%	4,006		4,006	11,810	10,910	8,375	8,325	43,426	11,200	54,626
8301 St. Jacobs Upgrade	WW1	31%	467	1,145	1,612	1,024	560			3,196	-	3,196
8302 East Side Final PS & Force Main	WW1	100%	454	3,409	3,863	300	250	21,050	21,050	46,513	20,280	66,793
8315 Elmira Upgrades	WW2	51%	1,467	103	1,570	6,829	9,818	4,743	1,090	24,050	21,340	45,390
8316 Waterloo Expansion	WW1	100%								-	-	-
8317 Baden/New Hamburg Expansion	WW1	100%								-	-	-
8323 Preston Treatment Upgrades	WW2	18%	12		12					12	-	12

	TYPE (1)	RDC SHARE	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025-2029 Subtotal	2030-2034 Subtotal	2025-2034 Total
8324 Southern Ayr Wastewater System	WW1	100%								-	-	-
8325 Heidelberg Upgrades	WW2									-	-	-
8326 Foxboro Upgrades	WW2									-	-	-
8328 Kitchener WWTP Influent Channel Twinning	WW2	29%	107		107					107	-	107
8329 Spring Valley PS Upgrades	WW2	27%	2,774	478	3,252	11,172	8,414	3,000		25,838	-	25,838
8330 Septage Receiving Facility	WW2		-116	124	8					8	-	8
8333 Waterloo WWTP Outfall Upgrade	WW2	21%	50		50					50	550	600
8334 St. Jacobs Expansion	WW1	100%	35	257	292	105	110	310	1,110	1,927	5,260	7,187
8335 Elmira Expansion	WW1	100%						200	200	400	17,600	18,000
8336 Waterloo Upgrades	WW2	21%	50		50					50	550	600
8340 Hespeler Expansion	WW1	100%								-	500	500
8797 Kitchener Process Upgrades	WW2	29%	-96	4,699	4,603	11,400	15,050	8,150	9,900	49,103	31,490	80,593
8809 Waterloo Process Upgrade	WW2	21%	272	227	499					499	-	499
TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES			13,118	17,805	30,923	50,313	49,849	51,363	48,904	231,352	137,126	368,478
<u>BIOSOLIDS</u>												
8275 Biosolids Management Facility	WW2	27%	2,201	1,630	3,831	1,442	5,100	4,300	2,700	17,373	-	17,373
8322 Cogeneration & Other Biosolids Upgrades	WW2	27%								-	-	-
8331 Biosolids Class EA	WW2	27%								-	-	-
TOTAL BIOSOLIDS			2,201	1,630	3,831	1,442	5,100	4,300	2,700	17,373	-	17,373
TOTAL EXPENDITURE			27,192	55,147	82,339	87,040	80,358	80,636	73,306	403,679	194,286	597,965

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

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

The Regional Municipality of Waterloo

Wastewater Treatment User Rate Model for 2025-2034 (\$ thousands)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Compensation	5,209	5,418	5,634	5,860	6,094	6,338	6,591	6,855	7,129	7,414
Utilities	6,124	6,430	6,752	7,089	7,444	7,816	8,207	8,617	9,048	9,500
OCWA	19,966	20,315	20,671	21,032	21,400	21,775	22,156	22,544	22,938	23,340
Other expenses	10,104	10,281	10,461	10,644	10,830	11,020	11,212	11,409	11,608	11,811
GRCA	3,796	3,910	4,027	4,148	4,273	4,401	4,533	4,669	4,809	4,953
Central admin charges	1,844	1,844	1,844	1,844	1,844	1,844	1,844	1,844	1,844	1,844
System expansion	0	2,610	2,759	3,240	3,331	3,424	3,822	3,928	4,037	4,151
Interdepartmental charges	5,195	5,286	5,378	5,472	5,568	5,666	5,765	5,866	5,968	6,073
Transfer to corporate reserves	531	541	550	560	569	579	590	600	610	621
Total Operating Expenses	52,769	56,634	58,076	59,889	61,353	62,863	64,719	66,330	67,992	69,707
Debt Charges - Non Growth	11,004	10,926	12,186	12,952	12,478	12,472	12,467	12,145	9,644	8,867
Debt Charges - RDCs	9,530	9,530	9,989	10,372	11,676	13,130	14,372	14,367	12,801	8,942
Prior Year Oversizing (to Capital Reserve)	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837
DC Exemption Cost	3,966	3,966	3,966	3,966	3,015	3,015	3,015	3,015	3,015	3,015
Transfer to Capital Reserve	27,285	32,260	34,492	39,272	42,565	44,489	44,965	48,503	53,076	55,980
Impact of Capital Program	53,622	58,520	62,470	68,400	71,571	74,943	76,657	79,867	80,374	78,641
Gross Expenditure	106,391	115,154	120,546	128,289	132,924	137,806	141,377	146,198	148,366	148,348
Interdepartmental recoveries	(2,976)	(3,028)	(3,081)	(3,135)	(3,189)	(3,245)	(3,302)	(3,360)	(3,419)	(3,479)
Prior Year Oversizing (from DC Reserve Fund)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)
Transfer from RDC Reserve	(9,530)	(9,530)	(9,989)	(10,372)	(11,676)	(13,130)	(14,372)	(14,367)	(12,801)	(8,942)
Subtotal Recoveries	(14,343)	(14,395)	(14,907)	(15,344)	(16,703)	(18,213)	(19,512)	(19,564)	(18,057)	(14,258)
Net Expenditure	92,048	100,759	105,639	112,945	116,222	119,593	121,865	126,634	130,309	134,090
Non-Rate Revenue										
Fees	(556)	(566)	(575)	(586)	(596)	(606)	(617)	(628)	(639)	(650)
Over Strength Surcharge	(1,012)	(1,029)	(1,047)	(1,066)	(1,084)	(1,103)	(1,122)	(1,142)	(1,162)	(1,182)
Other revenue - Septage	(163)	(163)	(163)	(163)	(163)	(163)	(163)	(163)	(163)	(163)
Total Non-Rate Revenue	(1,730)	(1,757)	(1,785)	(1,814)	(1,842)	(1,872)	(1,902)	(1,932)	(1,963)	(1,995)
BASE RATE REVENUE	90,318	99,002	103,854	111,132	114,379	117,721	119,963	124,702	128,346	132,096
Rate (\$)	\$ 1.5649	\$ 1.6572	\$ 1.7384	\$ 1.8236	\$ 1.8582	\$ 1.8936	\$ 1.9295	\$ 1.9662	\$ 2.0035	\$ 2.0416
Rate increase (%)	5.9%	5.9%	4.9%	4.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%
Volume (m3 million)	59.085	59.676	60.273	60.875	61.484	62.099	62.720	63.347	63.981	64.620

The Regional Municipality of Waterloo
Wastewater Capital Reserve Projection (\$ thousands)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	42,102	15,539	466	(61)	612	5,044	25,124	38,914	64,433	102,342
Contribution from Operating	27,285	32,260	34,492	39,272	42,565	44,489	44,965	48,503	53,076	55,980
Contribution from RDC Reserve - prior oversizing	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837
Transfer to capital	(55,147)	(59,939)	(54,943)	(41,428)	(34,736)	(22,577)	(27,990)	(21,260)	(15,521)	(11,230)
Capital inflation	(1,599)	(3,527)	(4,920)	(5,019)	(5,338)	(4,224)	(6,201)	(5,463)	(4,554)	(3,716)
Debentures	0	14,000	23,000	6,000	0	0	0	0	0	0
Net transfer to capital	(56,746)	(49,466)	(36,863)	(40,446)	(40,074)	(26,801)	(34,191)	(26,724)	(20,075)	(14,946)
Interest	1,061	295	7	10	104	555	1,179	1,902	3,069	4,642
Capital Reserve Closing Balance	15,539	466	(61)	612	5,044	25,124	38,914	64,433	102,342	149,854

Wastewater Stabilization Reserve Projection (\$ thousands)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	16,249	16,249	16,249	16,249	16,249	16,249	16,249	16,249	16,249	16,249
Transfer (to)/from Operating										
Surplus/(Shortfall)										
Stabilization Reserve Closing Balance	16,249	16,249	16,249	16,249	16,249	16,249	16,249	16,249	16,249	16,249



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Water Distribution Systems

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	279	281	2	0.7%
Benefits & Allowances	98	103	5	5.1%
Supplies	27	29	2	7.4%
Maintenance	380	483	103	27.1%
Equipment	11	13	2	18.2%
Professional Fees & Services	90	80	(10)	(11.1%)
Communications	2	2		
Travel	1	1		
Insurance	7	7		
Wholesale Water Purchases	1,413	1,550	137	9.7%
Transfer to Corporate Reserves	10	11	1	10.0%
Interdepartmental Charges	250	249	(1)	(0.4%)
Subtotal - Operating	2,566	2,808	242	9.4%
Transfers to Capital Reserve	723	639	(84)	(11.6%)
Subtotal - Capital Financing	723	639	(84)	(11.6%)
Gross Expenditure	3,289	3,447	158	4.8%
Interdepartmental Recoveries	(97)	(97)		
Net Expenditure	3,192	3,350	158	4.9%
Non-Rate Revenue				
Fees & Charges	18	18		
Subtotal Non-Rate Revenue	18	18		
Monthly Fixed Fee	544	593	49	9.0%
Rate Revenue	2,630	2,739	109	4.1%
Subtotal Rate Revenue	3,174	3,332	158	5.0%

Water Distribution

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
02003 Leak Detection and Remedial Work	246	255	501	215	95	55	55	921	275	1,196
02007 Distribution Studies and Upgrades	(23)	40	17	70	70	70	70	297	350	647
02009 Meter Replacement		70	70	625	625			1,320		1,320
02012 Fleet Replacements Water Distn	80		80			80		160	80	240
TOTAL EXPENDITURE	303	365	668	910	790	205	125	2,698	705	3,403
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982160 Corporate Fleet Replacement Reserve	80		80			80		160	80	240
User Rates										
Reserves and Reserve Funds										
3980550 Water Distribution Reserve	223	330	553	598	478	125	125	1,878	625	2,503
3980560 Wastewater Collection Reserve		35	35	313	313			660		660
TOTAL FUNDING & FINANCING	303	365	668	910	790	205	125	2,698	705	3,403

The Regional Municipality of Waterloo

Water Distribution User Rate Model for 2025-2034 (\$ thousands)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Compensation	378	393	409	425	442	460	478	497	517	538
Other expenses	613	625	638	650	663	677	690	704	718	733
Interdepartmental charges	249	254	259	264	269	275	280	286	292	297
Wholesale Water Purchases	1,550	1,650	1,756	1,869	1,989	2,117	2,253	2,398	2,552	2,716
Transfer to corporate reserves	18	19	19	19	20	20	21	21	21	22
Total Operating Expenditure	2,808	2,950	3,092	3,240	3,395	3,562	3,736	3,920	4,115	4,320
Transfer to Capital Reserve	639	631	643	660	686	677	683	690	708	691
Impact of Capital Program	639	631	643	660	686	677	683	690	708	691
Gross Expenditure	3,447	3,581	3,735	3,900	4,082	4,240	4,419	4,610	4,823	5,011
Interdepartmental recoveries	(97)	(99)	(101)	(103)	(105)	(107)	(109)	(111)	(114)	(116)
Subtotal Recoveries	(97)	(99)	(101)	(103)	(105)	(107)	(109)	(111)	(114)	(116)
Net Expenditure	3,350	3,483	3,635	3,797	3,977	4,132	4,310	4,499	4,709	4,895
Revenue										
Monthly Fees	(593)	(598)	(641)	(652)	(696)	(707)	(752)	(763)	(808)	(820)
Fees and Charges	(18)	(18)	(19)	(19)	(19)	(20)	(20)	(21)	(21)	(22)
Total Revenue	(611)	(616)	(660)	(671)	(716)	(727)	(772)	(784)	(830)	(841)
RATE REVENUE	2,739	2,867	2,974	3,125	3,261	3,405	3,537	3,715	3,879	4,054
Rate (\$)	\$3.51	\$3.65	\$3.79	\$3.94	\$4.09	\$4.25	\$4.42	\$4.59	\$4.77	\$4.96
Rate increase (%)	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
Monthly Rate	\$ 12.00	\$ 12.00	\$ 13.00	\$ 13.00	\$ 14.00	\$ 14.00	\$ 15.00	\$ 15.00	\$ 16.00	\$ 16.00

The Regional Municipality of Waterloo

Water Distribution Capital Reserve Projection (\$ thousands)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	3,541	3,746	3,885	4,156	4,841	5,575	6,323	7,101	7,910	8,763
Transfer from Operating	639	631	643	660	686	677	683	690	708	691
	639	631	643	660	686	677	683	690	708	691
Other Adjustments										
Capital Project Commitment	(553)	(598)	(478)	(125)	(125)	(125)	(125)	(125)	(125)	(125)
Capital Inflation	(16)	(35)	(43)	(15)	(19)	(23)	(28)	(32)	(37)	(41)
Total Transfer to Capital	(569)	(633)	(520)	(140)	(144)	(148)	(153)	(157)	(162)	(166)
Interest	134	140	148	166	192	219	247	276	307	338
Capital Reserve Closing Balance	3,746	3,885	4,156	4,841	5,575	6,323	7,101	7,910	8,763	9,626

Water Distribution Stabilization Reserve Projection (\$ thousands)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	945	945	945	945	945	945	945	945	945	945
Transfer (to)/from Operating										
Operating Shortfall/Surplus										
Stabilization Reserve Closing Balance	945	945	945	945	945	945	945	945	945	945



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Wastewater Collection Systems

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Maintenance	10	10		
Professional Fees & Services	48	48		
Property Taxes	5	5		
Contracts	45	45		
Insurance	5	5		
Wholesale Wastewater Fees	1,250	1,450	200	16.0%
Interdepartmental Charges	107	107		
Subtotal - Operating	1,470	1,670	200	13.6%
Transfers to Capital Reserve	269	173	(96)	(35.7%)
Subtotal - Capital Financing	269	173	(96)	(35.7%)
Gross Expenditure	1,739	1,843	104	6.0%
Net Expenditure	1,739	1,843	104	6.0%
Non-Rate Revenue				
Monthly Fixed Fee	378	416	38	10.1%
Rate Revenue	1,361	1,427	66	4.8%
Subtotal Rate Revenue	1,739	1,843	104	6.0%

Wastewater Collection

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
02033 Replacement & Upgrade Collection Mains	9	205	214	100	75	75	75	540	860	1,400
02035 Collection Studies and Upgrades	110		110	100	100	100	100	510	500	1,010
TOTAL EXPENDITURE	120	205	325	200	175	175	175	1,050	1,360	2,410
FUNDING & FINANCING										
User Rates										
Reserves and Reserve Funds										
3980560 Wastewater Collection Reserve	120	205	325	200	175	175	175	1,050	1,360	2,410
TOTAL FUNDING & FINANCING	120	205	325	200	175	175	175	1,050	1,360	2,410

The Regional Municipality of Waterloo

Wastewater Collection Rate Model for 2025 - 2034 (\$ thousands)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Other expenses	108	110	112	114	117	119	121	124	126	129
Interdepartmental charges	107	109	111	114	116	118	121	123	125	128
Wholesale Water Purchases	1,450	1,543	1,627	1,715	1,757	1,799	1,842	1,887	1,932	1,979
Transfer to corporate reserves	5	5	5	5	6	5	6	6	6	6
Total Operating Expenditure	1,670	1,768	1,856	1,948	1,995	2,041	2,090	2,139	2,190	2,241
Transfer to Capital Reserve	173	148	164	176	254	313	383	460	555	630
Impact of Capital Program	173	148	164	176	254	313	383	460	555	630
Gross Expenditure	1,843	1,915	2,020	2,125	2,249	2,354	2,472	2,599	2,745	2,871
Net Expenditure	1,843	1,915	2,020	2,125	2,249	2,354	2,472	2,599	2,745	2,871
Revenue										
Monthly Fees	(416)	(418)	(452)	(459)	(493)	(501)	(535)	(543)	(577)	(585)
Total Revenue	(416)	(418)	(452)	(459)	(493)	(501)	(535)	(543)	(577)	(585)
RATE REVENUE	1,427	1,497	1,568	1,665	1,756	1,853	1,938	2,057	2,168	2,286
Rate (\$)	\$2.63	\$2.76	\$2.90	\$3.04	\$3.19	\$3.35	\$3.51	\$3.68	\$3.86	\$4.05
Rate increase (%)	3.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%
Monthly Rate	\$ 11.00	\$ 11.00	\$ 12.00	\$ 12.00	\$ 13.00	\$ 13.00	\$ 14.00	\$ 14.00	\$ 15.00	\$ 15.00

The Regional Municipality of Waterloo

Wastewater Collection Capital Reserve Projection (\$ thousands)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	4,056	4,033	3,782	3,550	3,663	3,853	3,893	3,993	4,330	4,768
Transfer from Operating	173	148	164	176	254	313	383	460	555	630
Transfer to Capital	(335)	(513)	(488)	(175)	(175)	(350)	(350)	(220)	(220)	(220)
Capital Inflation	(10)	(30)	(44)	(21)	(27)	(65)	(78)	(57)	(65)	(73)
Transfer to Capital	(345)	(543)	(531)	(196)	(202)	(415)	(428)	(277)	(285)	(293)
Interest	149	144	135	133	138	143	145	153	167	185
Ending Balance	4,033	3,782	3,550	3,663	3,853	3,893	3,993	4,330	4,768	5,290

Wastewater Collection Stabilization Reserve Projection (\$ thousands)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Opening Balance	676	676	676	676	676	676	676	676	676	676
Operating Shortfall/Surplus										
Ending Balance	676	676	676	676	676	676	676	676	676	676



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Facilities & Fleet Management

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	12,909	13,912	1,003	7.8%
Benefits	4,207	4,785	578	13.7%
Supplies	369	356	(13)	(3.5%)
Maintenance	3,039	3,867	828	27.2%
Utilities	1,993	2,004	11	0.6%
Equipment	488	409	(79)	(16.2%)
Facilities Maintenance	1,418	1,804	386	27.2%
Professional Fees & Services	2,670	2,861	191	7.2%
Property Taxes	155	251	96	61.9%
Rents	290	454	164	56.6%
Financial Expenses	75	116	41	54.7%
Communications	80	101	21	26.3%
Travel	126	289	163	129.4%
Insurance	193	207	14	7.3%
Facility Occupancy Charges	2,793	2,843	50	1.8%
Interdepartmental Charges	748	729	(19)	(2.5%)
Subtotal - Operating	31,553	34,987	3,434	10.9%
Debt Servicing	5,641	4,804	(837)	(14.8%)
Transfers to Reserves	4,817	5,458	641	13.3%
Subtotal - Debt / Reserves / Capital	10,458	10,262	(196)	(1.9%)
Gross Expenditure	42,011	45,249	3,238	7.7%
Interdepartmental Recoveries	(33,161)	(37,433)	(4,272)	12.9%
External Recoveries	(12)	(12)		
Net Expenditure	8,838	7,804	(1,034)	(11.7%)
Revenue				
User Fees	1,244	1,702	458	36.8%
Contribution from Reserves	30	30		
Revenue Subtotal	1,274	1,732	458	35.9%
Property Tax Levy	7,564	6,072	(1,492)	(19.7%)



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Facilities Management

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	11,326	12,190	864	7.6%
Benefits	3,647	4,134	487	13.4%
Supplies	272	257	(15)	(5.5%)
Maintenance	16		(16)	(100.0%)
Utilities	1,993	2,004	11	0.6%
Equipment	286	250	(36)	(12.6%)
Facilities Maintenance	1,418	1,804	386	27.2%
Professional Fees & Services	2,542	2,724	182	7.2%
Property Taxes	155	251	96	61.9%
Rents	290	454	164	56.6%
Financial Expenses	75	116	41	54.7%
Communications	77	96	19	24.7%
Travel	125	286	161	128.8%
Insurance	167	177	10	6.0%
Facility Occupancy Charges	2,260	2,244	(16)	(0.7%)
Interdepartmental Charges	660	638	(22)	(3.3%)
Subtotal - Operating	25,309	27,625	2,316	9.2%
Debt Servicing	5,641	4,804	(837)	(14.8%)
Transfers to Reserves	4,630	5,269	639	13.8%
Subtotal - Debt / Reserves / Capital	10,271	10,073	(198)	(1.9%)
Gross Expenditure	35,580	37,697	2,117	5.9%
Interdepartmental Recoveries	(26,731)	(29,882)	(3,151)	11.8%
External Recoveries	(12)	(12)		
Net Expenditure	8,838	7,804	(1,034)	(11.7%)
Revenue				
User Fees	1,244	1,702	458	36.8%
Contribution from Reserves	30	30		
Revenue Subtotal	1,274	1,732	458	35.9%
Property Tax Levy	7,564	6,072	(1,492)	(19.7%)

Facilities Management

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
90022 Facilities Equipment Replacement	25	10	35	132	10	17		194	4	198
90023 Facilities Vehicle & Equip Replacement FM	456	175	631	1,080	985	255	205	3,156	3,002	6,158
90102 Facilities Business Systems	680		680	85	85	105	160	1,115	425	1,540
90164 Master Accommodation Planning	55		55		100			155	100	255
90169 Asset Management Systems	40		40					40		40
TOTAL EXPENDITURE	1,256	185	1,441	1,297	1,180	377	365	4,660	3,531	8,191
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	96		96		100			196	100	296
3980065 Facility Lifecycle Reserve	680		680	85	85	105	160	1,115	425	1,540
3982040 Facilities Equipment Reserve	25	10	35	132	10	17		194	4	198
3982160 Corporate Fleet Replacement Reserve	456	175	631	1,080	985	255	205	3,156	3,002	6,158
TOTAL FUNDING & FINANCING	1,256	185	1,441	1,297	1,180	377	365	4,660	3,531	8,191

Facility Asset Acquisition & Construction

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
90137 Corp Space Optimization Phase 2	3,571		3,571	2,365				5,936		5,936
90162 WRESTRC Underground Services		625	625	625				1,250		1,250
90170 KVTH Early Works		2,530	2,530	12,526	13,249	6,694		34,999		34,999
90179 King-Victoria Transit Hub		740	740		7,336	33,960	77,779	119,815		119,815
90190 Duke Street Underpass				1,652	1,652			3,303		3,303
90191 Fleet Vehicle Charging Stations	1,525	679	2,204	1,791	825	595	299	5,713	284	5,997
90192 Corporate Space Optimization Phase 3	1,527	1,804	3,331	8,473	2,300			14,104		14,104
90193 Corporate Space Optimization Phase 4				418	2,929	2,929		6,276		6,276
90194 70 & 84 Victoria St Land & Building	412		412					412		412
TOTAL EXPENDITURE	7,035	6,378	13,413	27,849	28,291	44,178	78,078	191,809	284	192,093
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies		2,028	2,028	14,178	20,256	31,485	56,779	124,725		124,725
Development Charges										
Reserve Funds	1,275	857	2,132	2,814	1,307	732		6,985		6,985
Debentures		81	81		807	3,736	8,556	13,180		13,180
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve							299	299	284	583
3980065 Facility Lifecycle Reserve		625	625	625				1,250		1,250
Debentures	5,761	2,786	8,547	10,233	5,920	8,225	12,445	45,370		45,370
TOTAL FUNDING & FINANCING	7,035	6,378	13,413	27,849	28,291	44,178	78,078	191,809	284	192,093

Notes:

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

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

Facility Asset Renewal

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
Program Area Capital										
90093 Emergency Training Props	24	70	94	30	30	30	30	214	150	364
90099 Waterloo Parkade Capital Program	46	335	381	157	158	33	224	953	414	1,366
90158 KPL Parking Garage Capital Program	261	70	331	130	170	205	75	911	475	1,386
90163 Fuel Storage and Dispensing Systems		29	29	212	59	53	59	413	235	648
90168 Energy Projects Funded from Energy Reserve	665		665		100	100	100	965	500	1,465
Total Program Area Capital	996	505	1,501	529	517	421	487	3,455	1,774	5,229
Facilities Managed Capital Renewal										
74100 20 Weber Building Renewal				31	848	49	18	945	569	1,514
74200 AHQ 150 Frederick Building Renewal	4,915	443	5,358	5,174	2,082	4,164	726	17,503	3,748	21,251
74300 99 Regina Building Renewal	1,617	647	2,264	3,585	1,722	1,673	800	10,044	4,325	14,369
74400 Operations Centre Building Renewal	1,055	1,007	2,062	2,247	3,696	2,238	1,801	12,045	4,621	16,665
74500 150 Main Cambridge Building Renewal	336	328	664	940	2,323	2,969	1,306	8,202	897	9,099
74600 Gaol & Governor House Renewal	120	131	251	163	284	496	209	1,402	1,402	2,804
74700 WRESTC Renewal	21	353	374	1,134	4,300	1,254	71	7,132	1,171	8,303
Total Facilities Managed Capital Renewal	8,064	2,909	10,973	13,274	15,254	12,843	4,930	57,274	16,731	74,005
TOTAL EXPENDITURE	9,060	3,414	12,474	13,803	15,771	13,263	5,417	60,729	18,505	79,234
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Recoveries		103	103	48	48	10	68	278	127	404
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	2,448	2,712	5,160	3,513	7,233	11,070	5,160	32,137	17,493	49,630
3982170 Fuel System Equipment Reserve		29	29	212	59	53	59	413	235	648
3983000 Solar Photovoltaic Reserve	665		665		100	100	100	965	500	1,465
Contributions from Operating	24	70	94	30	30	30	30	214	150	364
Debentures	5,923	500	6,423	10,000	8,300	2,000		26,723		26,723
TOTAL FUNDING & FINANCING	9,060	3,414	12,474	13,803	15,771	13,263	5,417	60,729	18,505	79,234

Notes:

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



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Fleet Management

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,584	1,722	138	8.7%
Benefits	560	651	91	16.3%
Supplies	97	99	2	2.1%
Maintenance	3,023	3,867	844	27.9%
Equipment	202	158	(44)	(21.8%)
Professional Fees & Services	127	137	10	7.9%
Communications	2	5	3	150.0%
Travel	1	3	2	200.0%
Insurance	26	29	3	11.5%
Facility Occupancy Charges	533	598	65	12.2%
Interdepartmental Charges	88	91	3	3.4%
Subtotal - Operating	6,244	7,362	1,118	17.9%
Transfers to Reserves	187	189	2	1.1%
Subtotal - Debt / Reserves / Capital	187	189	2	1.1%
Gross Expenditure	6,431	7,552	1,121	17.4%
Interdepartmental Recoveries	(6,431)	(7,552)	(1,121)	17.4%
Net Expenditure				
Property Tax Levy				

Fleet Management

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
90014 Fleet Management Vehicles				160	160			320		320
90015 Fleet Pool Vehicles	150		150					150		150
90016 Fleet Services Equipment	57	35	92	54	437	123	20	726	749	1,475
TOTAL EXPENDITURE	207	35	242	214	597	123	20	1,196	749	1,945
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982150 Shop Equipment Reserve	57	35	92	54	437	123	20	726	749	1,475
3982160 Corporate Fleet Replacement Reserve	150		150	160	160			470		470
TOTAL FUNDING & FINANCING	207	35	242	214	597	123	20	1,196	749	1,945



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Waste Management

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	6,836	6,972	136	2.0%
Benefits	2,088	2,217	129	6.2%
Supplies	1,115	1,046	(69)	(6.2%)
Maintenance	1,243	904	(339)	(27.3%)
Utilities	954	1,097	143	15.0%
Equipment	26	26		
Facilities Maintenance	368	522	154	41.8%
Professional Fees & Services	27,919	27,333	(586)	(2.1%)
Property Taxes	1,166	1,211	45	3.9%
Financial Expenses	110	110		
Communications	154	163	9	5.8%
Travel	31	14	(17)	(54.8%)
Insurance	166	177	11	6.6%
Facility Occupancy Charges	335	330	(5)	(1.5%)
Interdepartmental Charges	3,129	3,385	256	8.2%
Subtotal - Operating	45,639	45,508	(131)	(0.3%)
Debt Servicing	8,578	9,083	505	5.9%
Transfers to Reserves	9,006	19,019	10,013	111.2%
Subtotal - Debt / Reserves / Capital	17,584	28,102	10,518	59.8%
Gross Expenditure	63,223	73,610	10,387	16.4%
Interdepartmental Recoveries	(1,492)	(1,792)	(300)	20.1%
Net Expenditure	61,731	71,818	10,087	16.3%
Revenue				
User Fees	13,774	12,124	(1,650)	(12.0%)
Contribution from RDC Reserve Funds	582	582		
Revenue Subtotal	14,356	12,706	(1,650)	(11.5%)
Property Tax Levy	47,375	59,112	11,737	24.8%

Waste Management

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
Program Area Capital										
01004 Curbside Service Level Changes	(26)	13,450	13,424	13,050				26,474	2,000	28,474
01005 Cambridge Scale System & Building					75	500		575	200	775
01007 Vehicle Replacements Waste Management	1,952	1,970	3,922	3,959	4,455	432	4,017	16,785	14,743	31,528
01009 Cambridge Site Servicing	(1)	250	249			250		499	250	749
01010 Waterloo Site Servicing		250	250					250	600	850
01011 Asset Management	68		68					68		68
01013 Cambridge MHSW Building						500	500	1,000	200	1,200
01015 Voice Radio Sets				64		296		360		360
01016 Waterloo Soil Management Strategy	1,180		1,180				3,605	4,785		4,785
01051 Cambridge Groundwater Management	73		73	250	540		540	1,403	540	1,943
01052 Cambridge - Leachate Control	479		479		540		540	1,559	1,080	2,639
01058 Waterloo Storm Water Management	132	200	332	800		614	500	2,246	1,000	3,246
01082 Waterloo Groundwater Management	452	443	895	546	443	546	1,443	3,873	2,524	6,397
01084 Materials Recycling Centre	(14)	500	486	210			500	1,196	500	1,696
01091 Cambridge Site Closure						100		100	115	215
01092 Cambridge - Storm Water Management						328		328	300	628
01103 Decommissioned Sites	1,470		1,470	5,305	3,025	120	120	10,040	1,415	11,455
01104 Cambridge Transfer Building Upgrade	100		100	930	1,030	420	1,030	3,510	1,030	4,540
01106 Cambridge Compost Pad Expansion		100	100		500			600	575	1,175
01121 Landfill Cell Closure	602	530	1,132	315	1,545		1,060	4,052	3,180	7,232
01144 Feasibility Studies	337	500	837	500	200	500		2,037	2,500	4,537
01146 Cambridge Roads Construction	215		215	400			300	915	300	1,215
01154 Waterloo - New Cells Design & Construction	2,412	3,620	6,032	5,035	1,845	6,555	7,080	26,547	7,885	34,432
01156 Waterloo Leachate Control	1,388	1,095	2,483	1,920	555	615	610	6,183	3,006	9,189
01160 Waterloo - Roads Construction	1,995	1,480	3,475	2,575	455	780		7,285	2,210	9,495
01163 Waterloo Landfill Gas System	981	2,805	3,786	105	2,045	595	590	7,121	2,970	10,091
01165 Waterloo Landfill GPS System	29		29	300			300	629	300	929
01172 Cambridge Landfill Gas System				300	200	310	310	1,120	905	2,025
01192 Waterloo Transfer Station Upgrade	(733)	2,395	1,662	10,300	15,965	27,810	26,880	82,617	66,850	149,467
Total Program Area Capital	13,092	29,588	42,680	46,864	33,418	41,271	49,925	214,158	117,178	331,336

Waste Management

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
Facilities Managed Capital Renewal										
73100 WM Waterloo Building Renewal	307	24	331	733	328	330	256	1,978	810	2,788
73200 WM Cambridge Building Renewal	493	147	640	983	906	230	233	2,993	1,468	4,461
73300 WM Kitchener Building Renewal	57		57	38	125	7		226	97	323
Total Facilities Managed Capital Renewal	857	171	1,028	1,754	1,359	567	489	5,197	2,375	7,571
TOTAL EXPENDITURE	13,949	29,759	43,708	48,618	34,777	41,838	50,414	219,355	119,553	338,907
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	808	469	1,277					1,277		1,277
Development Charges										
Reserve Funds	(68)	324	256	1,237	1,900	99	166	3,658	7,478	11,137
Debentures						3,007	2,906	5,913		5,913
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	550	147	697	321	331	137	233	1,719	564	2,284
3980120 Waste Management Reserve	3,993	15,738	19,731	23,369	8,510	3,973	5,490	61,072	41,764	102,837
3982020 Waste Management Equipment Reserve	29		29	364		296	300	989	300	1,289
3982160 Corporate Fleet Replacement Reserve	1,952	1,970	3,922	3,959	4,455	432	4,017	16,785	14,743	31,528
Debentures	6,686	11,110	17,796	19,367	19,582	33,894	37,302	127,941	54,703	182,643
TOTAL FUNDING & FINANCING	13,949	29,759	43,708	48,618	34,777	41,838	50,414	219,355	119,553	338,907

Notes:

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

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



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Design & Construction

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	6,588	7,132	544	8.3%
Benefits	1,932	2,160	228	11.8%
Supplies	67	29	(38)	(56.7%)
Maintenance	6	6		
Equipment	86	142	56	65.1%
Professional Fees & Services	12	15	3	25.0%
Communications	22	25	3	13.6%
Travel	38	88	50	131.6%
Insurance	7	8	1	14.3%
Facility Occupancy Charges	241	281	40	16.6%
Interdepartmental Charges	812	841	29	3.6%
Subtotal - Operating	9,811	10,726	915	9.3%
Transfers to Reserves	36	47	11	30.6%
Subtotal - Debt / Reserves / Capital	36	47	11	30.6%
Gross Expenditure	9,847	10,773	926	9.4%
Interdepartmental Recoveries	(9,847)	(10,773)	(926)	9.4%
Net Expenditure				
Property Tax Levy				

Design & Construction

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
21003 Plotter									15	15
21007 GNSS Survey Equipment	69		69	50				119	45	164
21008 Fleet Vehicle Replacements - D&C	15	140	155	70	120			345	330	675
21009 Total Station Survey Equipment Replacement	75	75	150					150	75	225
21010 CADD System Replacement	35		35				35	70	35	105
TOTAL EXPENDITURE	194	215	409	120	120		35	684	500	1,184
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982080 Design Equipment Reserve	179	75	254	50			35	339	170	509
3982160 Corporate Fleet Replacement Reserve	15	140	155	70	120			345	330	675
TOTAL FUNDING & FINANCING	194	215	409	120	120		35	684	500	1,184



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Strategic Initiatives & Asset Management

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	833	996	163	19.6%
Benefits	271	340	69	25.5%
Supplies	7	7		
Equipment	130	116	(14)	(10.8%)
Professional Fees & Services	104	105	1	1.0%
Communications	2	3	1	50.0%
Travel	11	6	(5)	(45.5%)
Facility Occupancy Charges	19	31	12	63.2%
Interdepartmental Charges	5	5		
Subtotal - Operating	1,382	1,609	227	16.4%
Transfers to Reserves	3	4	1	33.3%
Subtotal - Debt / Reserves / Capital	3	4	1	33.3%
Gross Expenditure	1,384	1,613	229	16.5%
Interdepartmental Recoveries	(710)	(768)	(58)	8.2%
Net Expenditure	674	844	170	25.2%
Revenue				
Contribution from Reserves	100	100		
Revenue Subtotal	100	100		
Property Tax Levy	574	744	170	29.6%

Strategic Initiatives & Asset Management

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
Program Area Capital										
Facilities Managed Capital Renewal										
78001 Project & Portfolio Management Implementation	500		500	1,518	454			2,472		2,472
78100 Lucity and Power Plan Software Updates	150		150	150			160	460	160	620
78101 Asset Management Plan/Policy update	(50)	150	100			75	100	275	175	450
78102 Climate Change Adaptation Masterplan	200		200					200	150	350
Total Facilities Managed Capital Renewal	800	150	950	1,668	454	75	260	3,407	485	3,892
TOTAL EXPENDITURE	800	150	950	1,668	454	75	260	3,407	485	3,892
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980050 Transportation Capital Reserve	225	25	250	556	159	13	43	1,021	81	1,102
3980065 Facility Lifecycle Reserve	90	25	115	146	36	12	43	353	81	434
3980120 Waste Management Reserve	80	25	105	116	27	13	43	304	81	385
3980180 Water Capital Reserve	155	25	180	344	95	13	43	675	81	756
3980200 Wastewater Capital Reserve	130	25	155	268	73	13	43	551	81	632
3980440 Airport Capital Reserve	70		70	213	64			346		346
3984010 Transit Capital Reserve	50	25	75	25		13	43	156	81	237
TOTAL FUNDING & FINANCING	800	150	950	1,668	454	75	260	3,407	485	3,892



THE REGIONAL MUNICIPALITY OF WATERLOO
 2025 Operating Budget (\$ thousands)
 Commissioner of Engineering & Environmental Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	339	333	(6)	(1.8%)
Benefits	94	99	5	5.3%
Supplies	1	1		
Professional Fees & Services	12	12		
Communications	1	1		
Travel	13	9	(4)	(30.8%)
Insurance	1	1		
Facility Occupancy Charges	10	10		
Interdepartmental Charges	5	2	(3)	(60.0%)
Subtotal - Operating	475	469	(6)	(1.3%)
Transfers to Reserves	1	1		
Subtotal - Debt / Reserves / Capital	1	1		
Gross Expenditure	476	470	(6)	(1.3%)
Interdepartmental Recoveries	(476)	(470)	6	(1.3%)
Net Expenditure				
Property Tax Levy				



Region of Waterloo

PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Planning, Development & Legislative Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	23,452	26,053	2,601	11.1%
Benefits	7,221	8,531	1,310	18.1%
Supplies	1,225	1,235	10	0.8%
Maintenance	300	326	26	8.7%
Utilities	1,201	1,276	75	6.2%
Equipment	453	362	(91)	(20.1%)
Facilities Maintenance	824	980	156	18.9%
Professional Fees & Services	9,587	11,678	2,091	21.8%
Property Taxes	517	657	140	27.1%
Rents	24	37	13	54.2%
Grants	4,294	5,074	780	18.2%
Financial Expenses	338	421	83	24.6%
Communications	596	729	133	22.3%
Travel	206	213	7	3.4%
Contracts	38		(38)	(100.0%)
Insurance	147	160	13	8.8%
Facility Occupancy Charges	1,527	1,920	393	25.7%
Interdepartmental Charges	1,655	1,827	172	10.4%
Subtotal - Operating	53,604	61,477	7,873	14.7%
Debt Servicing	5,598	6,650	1,052	18.8%
Transfers to Reserves	9,954	8,649	(1,305)	(13.1%)
Subtotal - Debt / Reserves / Capital	15,552	15,299	(253)	(1.6%)
Gross Expenditure	69,157	76,776	7,619	11.0%
Interdepartmental Recoveries	(3,789)	(3,909)	(120)	3.2%
External Recoveries	(1,183)	(1,094)	89	(7.5%)
Net Expenditure	64,184	71,773	7,589	11.8%
Revenue				
Ontario Grants	516	491	(25)	(4.8%)
Ontario Grants - COVID	1,209	1,230	21	1.7%
Federal Grants	9	9		
User Fees	30,386	35,184	4,798	15.8%
Contribution from Reserves	1,664	1,426	(238)	(14.3%)
Contribution from RDC Reserve Funds	2,350	2,518	168	7.1%
Revenue Subtotal	36,134	40,857	4,723	13.1%
Property Tax Levy	28,051	30,915	2,864	10.2%



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

ROW International Airport

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	4,133	4,373	240	5.8%
Benefits	1,429	1,595	166	11.6%
Supplies	412	359	(53)	(12.9%)
Maintenance	239	312	73	30.5%
Utilities	686	773	87	12.7%
Equipment	11	11		
Facilities Maintenance	392	433	41	10.5%
Professional Fees & Services	2,621	2,229	(392)	(15.0%)
Property Taxes	517	657	140	27.1%
Financial Expenses	84	100	16	19.0%
Communications	241	226	(15)	(6.2%)
Travel	37	37		
Insurance	68	74	6	8.8%
Facility Occupancy Charges	284	296	12	4.2%
Interdepartmental Charges	434	443	9	2.1%
Subtotal - Operating	11,590	11,918	328	2.8%
Debt Servicing	5,476	5,921	445	8.1%
Transfers to Reserves	4,573	4,153	(420)	(9.2%)
Subtotal - Debt / Reserves / Capital	10,049	10,075	26	0.3%
Gross Expenditure	21,639	21,993	354	1.6%
Interdepartmental Recoveries	(241)	(282)	(41)	17.0%
External Recoveries	(702)	(912)	(210)	29.9%
Net Expenditure	20,696	20,799	103	0.5%
Revenue				
User Fees	11,037	9,227	(1,810)	(16.4%)
Contribution from Reserves	255	41	(214)	(83.9%)
Contribution from RDC Reserve Funds	2,330	2,498	168	7.2%
Revenue Subtotal	13,622	11,766	(1,856)	(13.6%)
Property Tax Levy	7,074	9,033	1,959	27.7%

Region of Waterloo International Airport

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
Capital Renewal										
03513 Noise Monitoring System						50		50		50
03515 Electrical Study						50		50	50	100
03541 Runway 26 Approach Lighting						1,050		1,050		1,050
03542 Runway 08 Approach Lighting		350	350					350		350
03547 Airport Business Plan Update	18		18				200	218	200	418
03548 Rehabilitation 08/26				200	1,550			1,750		1,750
03555 Fencing				1,130			500	1,630		1,630
03557 Equipment Replacements	79	3	82	267	98	145	166	758	120	878
03564 Randell Drain/Stormwater-Upgrades	716		716					716		716
03566 Parking lot Resurfacing									720	720
03569 Hydro Plant Upgrade	565	44	609	290	200	230	1,200	2,529	2,700	5,229
03570 Apron Resurfacing				200	2,320		200	2,720	3,400	6,120
03574 Security Upgrades	35	400	435					435		435
03587 Silver Dart Place Construction									450	450
03588 Fleet Vehicle Replacement Airport	4,665	25	4,690	1,375	236	625	115	7,041	1,595	8,636
03591 Parking Equipment Replacement					800			800		800
03635 Landside Road Rehabilitation						150	1,900	2,050		2,050
03636 Runway 14-32 Rehabilitation						10,000		10,000		10,000
03637 Runway 08-26 Reconstruction							500	500	15,500	16,000
03638 Runway 08-26 Lighting Replacement							150	150	1,230	1,380
03639 Taxi A Pavement Rehabilitation							300	300	4,400	4,700
03640 Taxi C Pavement Rehabilitation									2,250	2,250
03641 Runway 14-32 PAPI Replacement						1,050		1,050		1,050
03642 Runway 26 PAPI Replacement				800				800		800
03643 Apron 1 Lighting Replacement				340				340		340
03644 CBSA upgrades	191		191					191		191
03645 Airfield PLC Replacement									250	250
03646 ICAO Type A Charts					50			50	100	150
03647 Airport Carbon Accreditation				100		50		150	150	300
03648 FEC Equipment Replacement					400			400		400

Region of Waterloo International Airport

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
03649 Groundside Reconfiguration		2,000	2,000					2,000		2,000
03650 Airfield Circuitry Replacement									1,550	1,550
03654 Apron Floodlighting Replacement							300	300		300
03655 Communications Improvements	22		22					22		22
03656 Non-Passenger Screening		2,000	2,000	500				2,500		2,500
03657 Common Use Equipment Replacement							1,000	1,000	1,000	2,000
03666 Airport Signage				650				650		650
Total Capital Renewal	6,291	4,822	11,113	5,852	5,654	13,400	6,531	42,550	35,665	78,215
Facilities Managed Capital Renewal										
70500 Airport Renewal	395	128	523	581	2,109	3,577	1,487	8,277	3,405	11,682
Total Facilities Managed Capital Renewal	395	128	523	581	2,109	3,577	1,487	8,277	3,405	11,682
Capital Expansion (Master Plan)										
Phase 1										
03594 Rail Connectivity Study YKF/YYZ							250	250		250
03595 Enviro Assmt for Runway 14-32 & 08-26	337		337					337		337
03601 Development of Apron VII Serviced Lands				531				531		531
03602 Federal Zoning Runway 14-32 & 08-26 Ext	183	120	303					303		303
Total Phase 1	519	120	639	531			250	1,420		1,420
Phase 2										
03603 Trigger 2 Property Acquisition	1,917		1,917	6,000	7,000	1,000		15,917		15,917
03604 Construct Runway 14/32 Extension				23,000	23,000	11,000		57,000		57,000
03605 Design Runway 08/26 Extension							1,500	1,500		1,500
03606 Terminal Entrance Road Design					400	300	300	1,000	300	1,300
03610 Design Terminal expansion phase 2	250		250	490	1,000	1,000		2,740		2,740
03611 Surface Parking Expansion	400		400	2,700	5,350			8,450		8,450
03612 Land Development	367		367	1,000	1,000	1,000		3,367		3,367
03651 Service Developable Land	500	1,000	1,500	7,500	5,000			14,000		14,000
03652 Runway 08-26 RESA	500		500					500		500
03653 AOC Expansion	848		848	8,000	7,200			16,048		16,048
03658 Natural Heritage Management Plan	100		100	70	70	50	50	340	50	390
03660 Environmental Sustainability	99		99	500	500		2,000	3,099		3,099

Region of Waterloo International Airport

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
03661 Development Business Case	227		227					227		227
03667 Runway 26 RVR		50	50	300				350		350
Total Phase 2	5,207	1,050	6,257	49,560	50,520	14,350	3,850	124,537	350	124,887
Phase 3										
03614 Trigger 3 Property Acquisition									10,000	10,000
03617 Construct Runway 08/26 Extension									19,000	19,000
03619 Construct Terminal Expansion Phase 2						15,000	15,000	30,000	15,000	45,000
03620 Design Terminal Expansion Phase 3									15,000	15,000
03622 Develop Southeast Serviced Lands							2,000	2,000	6,000	8,000
03659 Construct Terminal Entrance Road									19,000	19,000
03663 Design parallel taxiways									3,000	3,000
03668 Construct Taxiway Widening									3,150	3,150
Total Phase 3						15,000	17,000	32,000	90,150	122,150
TOTAL EXPENDITURE	12,412	6,120	18,532	56,524	58,283	46,327	29,118	208,784	129,570	338,354

Region of Waterloo International Airport

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	3,581		3,581	11,000	11,000	11,025	165	36,771	14,615	51,386
Recoveries				531	630			1,161		1,161
Development Charges										
Reserve Funds	1,452	444	1,896	244	168	193	1,333	3,834	2,448	6,282
Debentures	1,929	390	2,319	16,686	18,349	10,604	7,674	55,632	35,150	90,781
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve		128	128	581	609	577	487	2,382	2,405	4,787
3980440 Airport Capital Reserve	1,396	4,520	5,916	3,372	4,032	3,888	5,573	22,781	7,128	29,909
3982160 Corporate Fleet Replacement Reserve	1,084	25	1,109	1,375	236	625	115	3,460	1,595	5,055
3982190 Airport Vehicle/Equipment Reserve	79	3	82	267	98	145	166	758	120	878
Debentures	2,891	610	3,501	22,468	23,162	19,270	13,605	82,006	66,111	148,115
TOTAL FUNDING & FINANCING	12,412	6,120	18,532	56,524	58,283	46,327	29,118	208,784	129,570	338,354

Notes:

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



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Build Waterloo Region

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	2,006	2,271	265	13.2%
Benefits	623	709	86	13.8%
Supplies	6	6		
Equipment	24	24		
Professional Fees & Services	496	442	(54)	(10.9%)
Grants	2,634	2,884	250	9.5%
Communications	3	7	4	133.3%
Travel	30	36	6	20.0%
Facility Occupancy Charges	31	60	29	93.5%
Interdepartmental Charges	129	74	(55)	(42.6%)
Subtotal - Operating	5,980	6,513	533	8.9%
Debt Servicing		608	608	
Transfers to Reserves	4	8	4	100.0%
Subtotal - Debt / Reserves / Capital	4	616	612	15,300.0%
Gross Expenditure	5,984	7,129	1,145	19.1%
Interdepartmental Recoveries	(315)	(179)	136	(43.2%)
External Recoveries	(475)	(175)	300	(63.2%)
Net Expenditure	5,195	6,775	1,580	30.4%
Revenue				
Ontario Grants - COVID	1,000	1,200	200	20.0%
User Fees	359	565	206	57.4%
Contribution from Reserves	59		(59)	(100.0%)
Revenue Subtotal	1,418	1,765	347	24.5%
Property Tax Levy	3,777	5,010	1,233	32.6%

Build Waterloo Region

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
99082 Oversizing Cambridge Sanitary extension	280	250	530	150				680		680
99088 Charles St Terminal Disposition	275		275					275		275
99102 Industrial Land strategy	99	300	399					399		399
99103 Industrial Land Acquisition and Servicing	100	400	500	8,400	5,000	5,000		18,900		18,900
TOTAL EXPENDITURE	754	950	1,704	8,550	5,000	5,000		20,254		20,254
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	654	550	1,204	150				1,354		1,354
Debentures	100	400	500	8,400	5,000	5,000		18,900		18,900
TOTAL FUNDING & FINANCING	754	950	1,704	8,550	5,000	5,000		20,254		20,254

Notes:

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



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Council & Administrative Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	2,557	2,800	243	9.5%
Benefits	810	944	134	16.5%
Supplies	28	30	2	7.1%
Maintenance	4	2	(2)	(50.0%)
Equipment	87	83	(4)	(4.6%)
Professional Fees & Services	447	668	221	49.4%
Financial Expenses	2	2		
Communications	20	25	5	25.0%
Travel	15	18	3	20.0%
Insurance	6	9	3	50.0%
Facility Occupancy Charges	264	329	65	24.6%
Interdepartmental Charges	52	54	2	3.8%
Subtotal - Operating	4,291	4,964	673	15.7%
Transfers to Reserves	250	318	68	27.2%
Subtotal - Debt / Reserves / Capital	250	318	68	27.2%
Gross Expenditure	4,541	5,282	741	16.3%
Interdepartmental Recoveries	(1,087)	(1,207)	(120)	11.0%
External Recoveries	(3)	(3)		
Net Expenditure	3,451	4,072	621	18.0%
Revenue				
Ontario Grants - COVID	209	30	(179)	(85.6%)
User Fees	860	877	17	2.0%
Contribution from Reserves	150	421	271	180.7%
Revenue Subtotal	1,219	1,328	109	8.9%
Property Tax Levy	2,232	2,744	512	22.9%

Council & Administrative Services

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
07660 Automated Speed Enforcement		1,754	1,754	1,922	2,106	1,924		7,706		7,706
90009 Lic & Reg Servs Vehicles		280	280			55		335	280	615
90075 CMS Equipment		28	28	12				40	62	102
90092 Licensing-Radio Equipment				67		41		108		108
90117 DOCS Modernization	133	600	733	1,855	2,308	2,792		7,688		7,688
90176 Bylaw Licensing Database	50		50					50		50
90177 Electronic Meeting Software									25	25
90202 Processing Ctr One-time Start Up Fees	125		125					125		125
90203 APPS Software Implementation	28		28					28		28
90204 POA Courtrooms Technology Modernization	124		124					124		124
90205 Council Chambers Technology Modernization	150		150					150		150
TOTAL EXPENDITURE	611	2,662	3,273	3,856	4,414	4,811		16,354	367	16,721
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	324		324					324	25	349
3980045 Road Safety Reserve	153	1,754	1,907	1,922	2,106	1,924		7,859		7,859
3982160 Corporate Fleet Replacement Reserve		280	280			55		335	280	615
3983500 ITS Capital Reserve	133	600	733	1,855	2,308	2,792		7,688		7,688
3983600 CMS Equipment Reserve		28	28	12				40	62	102
3983700 Bylaw Equipment Reserve				67		41		108		108
TOTAL FUNDING & FINANCING	611	2,662	3,273	3,856	4,414	4,811		16,354	367	16,721



THE REGIONAL MUNICIPALITY OF WATERLOO
2025 Operating Budget (\$ thousands)
Provincial Offences and Regional Road Safety Offences

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	3,936	5,509	1,573	40.0%
Benefits	1,277	1,943	666	52.2%
Supplies	30	79	49	163.3%
Maintenance	39		(39)	(100.0%)
Utilities	3	16	13	433.3%
Equipment	229	170	(59)	(25.8%)
Professional Fees & Services	1,667	3,837	2,170	130.2%
Financial Expenses	245	305	60	24.5%
Communications	137	241	104	75.9%
Travel	50	51	1	2.0%
Contracts	38		(38)	(100.0%)
Insurance	3	3		
Facility Occupancy Charges	261	500	239	91.6%
Interdepartmental Charges	816	1,034	218	26.7%
Subtotal - Operating	8,731	13,690	4,959	56.8%
Transfers to Reserves	2,372	1,708	(664)	(28.0%)
Subtotal - Debt / Reserves / Capital	2,372	1,708	(664)	(28.0%)
Gross Expenditure	11,102	15,398	4,296	38.7%
Interdepartmental Recoveries	(17)	(17)		
Net Expenditure	11,085	15,381	4,296	38.8%
Revenue				
Ontario Grants	194	194		
User Fees	14,723	20,463	5,740	39.0%
Revenue Subtotal	14,918	20,657	5,739	38.5%
Property Tax Levy	(3,832)	(5,277)	(1,445)	37.7%



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Provincial Offences Act (POA)

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	2,414	2,745	331	13.7%
Benefits	787	948	161	20.5%
Supplies	30	30		
Equipment	58	61	3	5.2%
Professional Fees & Services	959	1,010	51	5.3%
Financial Expenses	105	105		
Communications	30	39	9	30.0%
Travel	12	12		
Insurance	3	3		
Facility Occupancy Charges	261	314	53	20.3%
Interdepartmental Charges	30	33	3	10.0%
Subtotal - Operating	4,690	5,301	611	13.0%
Transfers to Reserves	7	14	7	100.0%
Subtotal - Debt / Reserves / Capital	7	14	7	100.0%
Gross Expenditure	4,697	5,315	618	13.2%
Interdepartmental Recoveries	(17)	(17)		
Net Expenditure	4,680	5,298	618	13.2%
Revenue				
Ontario Grants	194	194		
User Fees	8,003	10,066	2,063	25.8%
Revenue Subtotal	8,198	10,260	2,062	25.2%
Property Tax Levy	(3,518)	(4,962)	(1,444)	41.0%



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Automated Speed Enforcement (ASE)

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,522	2,764	1,242	81.6%
Benefits	490	995	505	103.1%
Supplies		49	49	
Maintenance	39		(39)	(100.0%)
Utilities	3	16	13	433.3%
Equipment	171	110	(61)	(35.7%)
Professional Fees & Services	708	2,827	2,119	299.3%
Financial Expenses	140	200	60	42.9%
Communications	106	203	97	91.5%
Travel	37	39	2	5.4%
Contracts	38		(38)	(100.0%)
Facility Occupancy Charges		186	186	
Interdepartmental Charges	786	1,001	215	27.4%
Subtotal - Operating	4,041	8,389	4,348	107.6%
Transfers to Reserves	2,365	1,694	(671)	(28.4%)
Subtotal - Debt / Reserves / Capital	2,365	1,694	(671)	(28.4%)
Gross Expenditure	6,406	10,082	3,676	57.4%
Net Expenditure	6,406	10,082	3,676	57.4%
Revenue				
User Fees	6,720	10,397	3,677	54.7%
Revenue Subtotal	6,720	10,397	3,677	54.7%
Property Tax Levy	(314)	(314)		

THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Legal Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	2,061	2,133	72	3.5%
Benefits	610	678	68	11.1%
Supplies	31	39	8	25.8%
Maintenance	4	1	(3)	(75.0%)
Equipment	12	7	(5)	(41.7%)
Professional Fees & Services	46	46		
Communications	7	7		
Travel	5	5		
Insurance	4	4		
Facility Occupancy Charges	98	122	24	24.5%
Interdepartmental Charges	18	15	(3)	(16.7%)
Subtotal - Operating	2,896	3,058	162	5.6%
Transfers to Reserves	4	7	3	75.0%
Subtotal - Debt / Reserves / Capital	4	7	3	75.0%
Gross Expenditure	2,900	3,065	165	5.7%
Interdepartmental Recoveries	(1,980)	(2,066)	(86)	4.3%
Net Expenditure	920	999	79	8.6%
Revenue				
User Fees	49	51	2	4.1%
Revenue Subtotal	49	51	2	4.1%
Property Tax Levy	871	948	77	8.8%

THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Cultural Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	2,679	2,755	76	2.8%
Benefits	810	865	55	6.8%
Supplies	408	411	3	0.7%
Maintenance	10	10		
Utilities	444	420	(24)	(5.4%)
Equipment	10	11	1	10.0%
Facilities Maintenance	264	366	102	38.6%
Professional Fees & Services	574	573	(1)	(0.2%)
Community Equity Initiatives	625	432	(193)	(30.9%)
Rents		1	1	
Grants	1,520	2,050	530	34.9%
Financial Expenses	8	14	6	75.0%
Communications	113	134	21	18.6%
Travel	27	27		
Insurance	50	53	3	6.0%
Facility Occupancy Charges	362	372	10	2.8%
Interdepartmental Charges	40	46	6	15.0%
Subtotal - Operating	7,945	8,541	596	7.5%
Debt Servicing	101	101		
Transfers to Reserves	2,116	2,049	(67)	(3.2%)
Subtotal - Debt / Reserves / Capital	2,217	2,150	(67)	(3.0%)
Gross Expenditure	10,161	10,691	530	5.2%
Interdepartmental Recoveries	(5)		5	(100.0%)
Net Expenditure	10,156	10,691	535	5.3%
Revenue				
Ontario Grants	181	168	(13)	(7.2%)
User Fees	890	857	(33)	(3.7%)
Contribution from Reserves	556	519	(37)	(6.7%)
Revenue Subtotal	1,627	1,544	(83)	(5.1%)
Property Tax Levy	8,530	9,147	617	7.2%

Cultural Services

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
Program Area Capital										
Ken Seiling Waterloo Region Museum										
42017 Trades' Building - Sawmill, Rpr Shop, Weavery	41	200	241	20				261		261
42026 Collections Photography & Database	99		99		81			180		180
42027 Vehicle/Equipment Replacement Doon				90			22	112		112
42028 Hall of Fame	20		20					20		20
42029 Doon Visitor Infrastructure	84		84	50		100		234	200	434
42030 Restoration of Steam Engine	50	30	80					80		80
42034 Peter McArthur House	26	150	176					176		176
42043 Upgrade / Replace Utility Services	965		965					965		965
42046 Curatorial Centre Storage Expansion	21		21			500	500	1,021		1,021
42049 Exhibit Refurbishment	100		100	100				200	200	400
42052 Audio Visual Equipment	44	53	97		200			297	400	697
42053 Fire hall - Interior/Exterior Upgrade				50	370			420		420
42062 Main Gallery Exhibit Refurbishment	200		200	900	1,500	1,500		4,100		4,100
42063 Mid-duration Gallery						125	600	725		725
42071 Curatorial Centre Improvements	152		152					152		152
42072 Permeable Concrete for Sararas Hill and lower wasl	218	75	293					293		293
42073 Shantz Barn Floor	150		150					150		150
42075 Renovate lower washrooms		160	160	150				310		310
42076 KSWRM Gazebo	35		35	130				165		165
42078 Upper Washrooms		20	20	200				220		220
42079 Shuh Barn Public Access		25	25					25		25
42080 Doon Village Lighting		10	10					10		10
42081 Doon Village WiFi		10	10					10		10
Subtotal Ken Seiling Waterloo Region Museum	2,205	733	2,938	1,690	2,151	2,225	1,122	10,126	800	10,926

Cultural Services

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
Schneider Haus										
43010 Grounds and Visitor Services	74	50	124	50	20	25	50	269	175	444
43013 Museum Development				100	1,500			1,600		1,600
43018 Schneider Outdoor Projection	102		102					102		102
Subtotal Schneider Haus	176	50	226	150	1,520	25	50	1,971	175	2,146
McDougall Cottage										
44010 McDougall Site Development	74		74		30		30	134	60	194
Subtotal McDougall Cottage	74		74		30		30	134	60	194
Total Program Area Capital	2,455	783	3,238	1,840	3,701	2,250	1,202	12,231	1,035	13,266
Facilities Managed Capital Renewal										
70020 KSWRM Renewal	594	467	1,061	1,335	2,572	2,417	2,418	9,804	6,937	16,740
70300 Schneider Haus Renewal	77	87	164	228	295	275	98	1,060	322	1,382
70400 McDougall Renewal	24	16	40	19	51	44	26	180	280	460
Total Facilities Managed Capital Renewal	695	570	1,265	1,583	2,918	2,736	2,542	11,044	7,539	18,583
TOTAL EXPENDITURE	3,150	1,353	4,503	3,423	6,619	4,986	3,744	23,275	8,574	31,849
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	695	570	1,265	1,583	2,109	2,736	1,430	9,123	7,539	16,663
3982160 Corporate Fleet Replacement Reserve				90			22	112		112
3983100 Cultural Services Capital Reserve	2,455	783	3,238	1,750	4,510	2,250	2,292	14,039	1,035	15,074
TOTAL FUNDING & FINANCING	3,150	1,353	4,503	3,423	6,619	4,986	3,744	23,275	8,574	31,849



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Region of Waterloo Library

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,928	2,016	88	4.6%
Benefits	411	451	40	9.7%
Supplies	297	301	4	1.3%
Maintenance	1	1		
Utilities	68	67	(1)	(1.5%)
Equipment	40	36	(4)	(10.0%)
Facilities Maintenance	88	99	11	12.5%
Professional Fees & Services	336	343	7	2.1%
Rents	23	36	13	56.5%
Financial Expenses				
Communications	52	62	10	19.2%
Travel	15	15		
Insurance	9	9		
Facility Occupancy Charges	68	63	(5)	(7.4%)
Interdepartmental Charges	128	121	(7)	(5.5%)
Subtotal - Operating	3,465	3,621	156	4.5%
Debt Servicing	20	20		
Transfers to Reserves	47	58	11	23.4%
Subtotal - Debt / Reserves / Capital	67	79	12	17.9%
Gross Expenditure	3,532	3,699	167	4.7%
External Recoveries	(4)	(4)		
Net Expenditure	3,528	3,696	168	4.8%
Revenue				
Ontario Grants	141	129	(12)	(8.5%)
Federal Grants	9	9		
User Fees	43	43		
Contribution from Reserves	320	313	(7)	(2.2%)
Contribution from RDC Reserve Funds	20	20		
Revenue Subtotal	532	513	(19)	(3.6%)
Property Tax Levy	2,996	3,182	186	6.2%

Region of Waterloo Library

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
Program Area Capital										
20009 Branch Furnishings		20	20	7	7	7	7	48	128	176
20014 Vehicle Replacement Library	85		85					85	85	170
20015 Branch Development						10	10	20	10	30
20023 New Hamburg Branch - Puddicombe Estate						25		25		25
20027 St. Clements - Relocate & Expand (Furnish, Equip)									25	25
20028 Radio Frequency Identification	65		65	65				130		130
20029 Branch Retrofits		40	40	18	10	10	10	88	50	138
20030 AODA Retrofits		60	60	60	45	15	15	195	75	270
20031 Upgrade Lighting	11	11	22	5	10	5	36	78	110	188
20032 Wellesley Branch				25				25		25
20033 Microfiche Reader		11	11					11		11
Total Program Area Capital	161	142	303	180	72	72	78	705	483	1,188
Facilities Managed Capital Renewal										
70001 Library Renewal		297	297	53		12	133	494	255	750
Total Facilities Managed Capital Renewal		297	297	53		12	133	494	255	750
TOTAL EXPENDITURE	161	439	600	233	72	84	211	1,199	738	1,938
FUNDING & FINANCING										
Development Charges										
Reserve Funds		18	18	19	6	15	15	74	137	210
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve		67	67	53			120	240	150	390
3980160 Region of Waterloo Library Services Rese	76	354	430	161	66	68	76	801	367	1,167
3982160 Corporate Fleet Replacement Reserve	85		85					85	85	170
TOTAL FUNDING & FINANCING	161	439	600	233	72	84	211	1,199	738	1,938

Note:

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



THE REGIONAL MUNICIPALITY OF WATERLOO
2025 Operating Budget (\$ thousands)
Regional Growth, Development and Sustainability Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	3,192	3,206	14	0.4%
Benefits	962	1,032	70	7.3%
Supplies	1		(1)	(100.0%)
Equipment	31	12	(19)	(61.3%)
Facilities Maintenance	80	80		
Professional Fees & Services	2,640	2,990	350	13.3%
Grants	140	140		
Communications	10	13	3	30.0%
Travel	16	14	(2)	(12.5%)
Facility Occupancy Charges	131	147	16	12.2%
Interdepartmental Charges	27	26	(1)	(3.7%)
Subtotal - Operating	7,231	7,660	429	5.9%
Transfers to Reserves	586	344	(242)	(41.3%)
Subtotal - Debt / Reserves / Capital	586	344	(242)	(41.3%)
Gross Expenditure	7,817	8,004	187	2.4%
Interdepartmental Recoveries	(50)	(50)		
Net Expenditure	7,767	7,954	187	2.4%
Revenue				
User Fees	2,425	3,101	676	27.9%
Contribution from Reserves	225	50	(175)	(77.8%)
Revenue Subtotal	2,649	3,151	502	19.0%
Property Tax Levy	5,118	4,803	(315)	(6.2%)

Regional Growth, Development and Sustainability Services

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
22006 Forest Exp Land Acquisition		50	50	238				288		288
22007 Municipal Comprehensive Review	200		200	200				400		400
22021 Sub-Watershed Studies	200		200	200				400		400
22038 Infrastructure Tracking System	344	601	945	614	545	545	545	3,194		3,194
TOTAL EXPENDITURE	744	651	1,395	1,252	545	545	545	4,282		4,282
FUNDING & FINANCING										
Development Charges										
Reserve Funds	466	150	616	534	136	136	136	1,559		1,559
Property Taxes										
Reserves and Reserve Funds										
3983800 Community Planning Capital Reserve	278	501	779	719	409	409	409	2,724		2,724
TOTAL FUNDING & FINANCING	744	651	1,395	1,252	545	545	545	4,282		4,282

Note:

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



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Commissioner of Planning, Development & Legislative Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	959	989	30	3.1%
Benefits	289	313	24	8.3%
Supplies	10	10		
Maintenance	3		(3)	(100.0%)
Equipment	9	7	(2)	(22.2%)
Professional Fees & Services	136	118	(18)	(13.2%)
Communications	14	14		
Travel	10	11	1	10.0%
Insurance	7	7		
Facility Occupancy Charges	27	30	3	11.1%
Interdepartmental Charges	12	12		
Subtotal - Operating	1,476	1,512	36	2.4%
Transfers to Reserves	3	4	1	33.3%
Subtotal - Debt / Reserves / Capital	3	4	1	33.3%
Gross Expenditure	1,479	1,515	36	2.4%
Interdepartmental Recoveries	(94)	(110)	(16)	17.0%
Net Expenditure	1,385	1,406	21	1.5%
Revenue				
Contribution from Reserves	100	82	(18)	(18.0%)
Revenue Subtotal	100	82	(18)	(18.0%)
Property Tax Levy	1,285	1,324	39	3.0%



Region of Waterloo

PUBLIC HEALTH & PARAMEDIC SERVICES



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Public Health & Paramedic Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	63,292	69,900	6,608	10.4%
Benefits	19,713	24,948	5,235	26.6%
Supplies	4,758	5,542	784	16.5%
Maintenance	163	216	53	32.5%
Utilities	221	253	32	14.5%
Equipment	344	426	82	23.8%
Facilities Maintenance	217	371	154	71.0%
Professional Fees & Services	7,247	8,132	885	12.2%
Rents	315	313	(2)	(0.6%)
Social Support and Benefit Payments	350	352	2	0.6%
Communications	264	399	135	51.1%
Travel	529	541	12	2.3%
Insurance	162	195	33	20.4%
Facility Occupancy Charges	1,725	1,974	249	14.4%
Interdepartmental Charges	3,582	4,054	472	13.2%
Subtotal - Operating	102,882	117,617	14,735	14.3%
Debt Servicing	2,169	1,943	(226)	(10.4%)
Transfers to Reserves	4,529	4,953	424	9.4%
Subtotal - Debt / Reserves / Capital	6,699	6,896	197	2.9%
Gross Expenditure	109,581	124,512	14,931	13.6%
Interdepartmental Recoveries	(283)	(304)	(21)	7.4%
Net Expenditure	109,297	124,208	14,911	13.6%
Revenue				
Ontario Grants	61,362	68,707	7,345	12.0%
Federal Grants	948	948		
User Fees	487	519	32	6.6%
Contribution from Reserves	3,708	2,372	(1,336)	(36.0%)
Contribution from RDC Reserve Funds	206	136	(70)	(34.0%)
Revenue Subtotal	66,711	72,682	5,971	9.0%
Property Tax Levy	42,587	51,526	8,939	21.0%

THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Paramedic Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	38,049	43,527	5,478	14.4%
Benefits	11,742	16,219	4,477	38.1%
Supplies	3,054	3,841	787	25.8%
Maintenance	149	202	53	35.6%
Utilities	205	237	32	15.6%
Equipment	130	217	87	66.9%
Facilities Maintenance	217	371	154	71.0%
Professional Fees & Services	2,267	3,114	847	37.4%
Rents	128	137	9	7.0%
Communications	122	190	68	55.7%
Travel	103	112	9	8.7%
Insurance	122	153	31	25.4%
Facility Occupancy Charges	239	265	26	10.9%
Interdepartmental Charges	1,645	1,928	283	17.2%
Subtotal - Operating	58,173	70,514	12,341	21.2%
Debt Servicing	1,744	1,607	(137)	(7.9%)
Transfers to Reserves	4,430	4,827	397	9.0%
Subtotal - Debt / Reserves / Capital	6,174	6,434	260	4.2%
Gross Expenditure	64,348	76,948	12,600	19.6%
Net Expenditure	64,348	76,948	12,600	19.6%
Revenue				
Ontario Grants	29,390	35,585	6,195	21.1%
User Fees	92	124	32	34.8%
Contribution from Reserves	3,416	2,081	(1,335)	(39.1%)
Contribution from RDC Reserve Funds	206	136	(70)	(34.0%)
Revenue Subtotal	33,104	37,926	4,822	14.6%
Property Tax Levy	31,244	39,022	7,778	24.9%

Paramedic Services

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
Program Area Capital										
82001 Vehicle Replacement-Ambulance		2,655	2,655	2,790	2,790	2,170	3,410	13,815	20,770	34,585
82003 Vehicle Replacement-ERU				750	180			930	1,140	2,070
82004 Vehicle Replacement-ESU					50	175		225		225
82005 Vehicle Replacement-Admin & Van	80	10	90				65	155	50	205
82006 Equipment-Defibrillators				3,000				3,000	3,760	6,760
82013 Equipment-Laptops	265		265			118	193	575	344	920
82017 Station 2024 Expansion (N2 Concession)	1,110	321	1,431	5,000	5,579	500		12,510		12,510
82018 Station 2026 Expansion (N1 FH & Bleams)		100	100	3,000	179	2,510	3,300	9,089		9,089
82019 EMS Station - Master Plan HQ North		290	290	125				415		415
82024 Vehicle New - Ambulance Master Plan	369	628	997	1,320	1,320	990	1,320	5,947	2,310	8,257
82026 Server Hardware Upgrade	55		55					55	55	110
82028 Modems/Hardware - AVL/GPS System	132	160	292	370				662	132	794
82029 Automated Drug/Supply Dispensing System	255	399	654					654	654	1,308
82030 Stretcher Replacement					2,346			2,346	2,754	5,100
82031 Voice Radio	24		24			274		298		298
82032 Vehicle New - ERU Master Plan	130	15	145					145		145
82033 Vehicle New - Admin Master Plan		130	130					130		130
82034 Station - Replacement (O2 Westmount)	50	100	150	4,170	3,000	1,800		9,120		9,120
82036 Equipment - Master Plan - Defibrillators		157	157	157	157	118	157	747	275	1,022
82037 Equipment - Master Plan - Laptops	42	18	60	18	18	14	18	127	32	159
82038 Equipment - Master Plan - Stretchers		136	136	136	136	102	136	646	238	884
82039 Equipment (pooled)	25	285	310	250	250	250	250	1,310	1,404	2,714
82041 Community Paramedicine LTC Waitlist	160		160	121			31	312	316	629
82042 Station – 2028 Expansion (N3 Main & Dundas)					3,000	1,170	3,000	7,170	1,900	9,070
82043 Station – 2030 Expansion (N5 River & Fairway)							3,000	3,000	6,070	9,070
82050 Mobile Computer Aided Dispatch (mCAD)	55		55					55		55
Total Program Area Capital	2,752	5,404	8,156	21,207	19,005	10,190	14,881	73,440	42,204	115,644
Facilities Managed Capital Renewal										
74881 PSV HQ South Building Renewal	4		4	441	185	323	406	1,358	621	1,980
74887 PSV HQ North Building Renewal		29	29	494				524	49	573
74888 PSV Stations Renewal	17		17	597	140	84	41	878	739	1,617
Total Facilities Managed Capital Renewal	21	29	50	1,531	325	407	447	2,761	1,409	4,170
TOTAL EXPENDITURE	2,773	5,434	8,207	22,739	19,330	10,597	15,328	76,200	43,614	119,814

Paramedic Services

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	160		160	121			31	312	316	629
Development Charges										
Reserve Funds	177	436	613	740	719	539	719	3,329	1,258	4,587
Debentures	433	134	567	2,220	2,192	421	297	5,697		5,697
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve		241	241	104				344		344
3980065 Facility Lifecycle Reserve	21	29	50	1,531	325	407	447	2,761	1,409	4,170
3982210 Ambulance Vehicle Reserve	402	3,137	3,539	4,226	3,706	2,860	4,161	18,493	23,161	41,654
3982220 Ambulance Equipment Reserve	853	1,070	1,923	3,846	2,822	811	669	10,072	9,499	19,571
Debentures	727	387	1,114	9,950	9,566	5,559	9,003	35,192	7,970	43,162
TOTAL FUNDING & FINANCING	2,773	5,434	8,207	22,739	19,330	10,597	15,328	76,200	43,614	119,814

Notes:

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



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Health Protection & Healthy Environments

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	5,066	5,605	539	10.6%
Benefits	1,622	1,859	237	14.6%
Supplies	21	20	(1)	(4.8%)
Equipment				
Professional Fees & Services	190	194	4	2.1%
Rents	2	2		
Social Support and Benefit Payments	1	1		
Communications	25	30	5	20.0%
Travel	48	48		
Interdepartmental Charges	2	2		
Subtotal - Operating	6,976	7,760	784	11.2%
Gross Expenditure	6,976	7,760	784	11.2%
Interdepartmental Recoveries		4	4	
Net Expenditure	6,976	7,764	788	11.3%
Revenue				
Ontario Grants	4,971	5,150	179	3.6%
User Fees	1	1		
Revenue Subtotal	4,972	5,151	179	3.6%
Property Tax Levy	2,004	2,614	610	30.4%

THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Infectious Diseases

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	7,272	7,323	51	0.7%
Benefits	2,192	2,325	133	6.1%
Supplies	132	133	1	0.8%
Maintenance	8	8		
Equipment	1	1		
Professional Fees & Services	187	200	13	7.0%
Social Support and Benefit Payments	132	134	2	1.5%
Communications	30	29	(1)	(3.3%)
Travel	213	212	(1)	(0.5%)
Interdepartmental Charges	25	23	(2)	(8.0%)
Subtotal - Operating	10,192	10,388	196	1.9%
Gross Expenditure	10,192	10,388	196	1.9%
Interdepartmental Recoveries	41	41		
Net Expenditure	10,233	10,429	196	1.9%
Revenue				
Ontario Grants	6,454	6,454		
User Fees	380	380		
Contribution from Reserves	291	291		
Revenue Subtotal	7,126	7,126		
Property Tax Levy	3,107	3,303	196	6.3%



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Child, Family and Dental Health

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	7,440	7,756	316	4.2%
Benefits	2,393	2,637	244	10.2%
Supplies	98	97	(1)	(1.0%)
Maintenance	7	7		
Equipment	12	9	(3)	(25.0%)
Professional Fees & Services	2,637	2,634	(3)	(0.1%)
Rents	20	10	(10)	(50.0%)
Social Support and Benefit Payments	187	187		
Communications	21	25	4	19.0%
Travel	101	102	1	1.0%
Insurance				
Interdepartmental Charges	28	265	237	846.4%
Subtotal - Operating	12,944	13,729	785	6.1%
Transfers to Reserves	10	14	4	40.0%
Subtotal - Debt / Reserves / Capital	10	14	4	40.0%
Gross Expenditure	12,954	13,743	789	6.1%
Interdepartmental Recoveries	(140)	(157)	(17)	12.1%
Net Expenditure	12,814	13,586	772	6.0%
Revenue				
Ontario Grants	10,199	10,896	697	6.8%
Revenue Subtotal	10,199	10,896	697	6.8%
Property Tax Levy	2,614	2,690	76	2.9%



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Strategy, Performance & Partnerships

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	5,465	5,689	224	4.1%
Benefits	1,765	1,908	143	8.1%
Supplies	1,453	1,451	(2)	(0.1%)
Utilities	16	16		
Equipment	201	198	(3)	(1.5%)
Professional Fees & Services	1,965	1,991	26	1.3%
Rents	164	164		
Social Support and Benefit Payments	30	30		
Communications	67	125	58	86.6%
Travel	65	67	2	3.1%
Insurance	40	42	2	5.0%
Facility Occupancy Charges	1,486	1,709	223	15.0%
Interdepartmental Charges	1,883	1,836	(47)	(2.5%)
Subtotal - Operating	14,598	15,226	628	4.3%
Debt Servicing	425	336	(89)	(20.9%)
Transfers to Reserves	89	112	23	25.8%
Subtotal - Debt / Reserves / Capital	514	448	(66)	(12.8%)
Gross Expenditure	15,112	15,674	562	3.7%
Interdepartmental Recoveries	(184)	(192)	(8)	4.3%
Net Expenditure	14,928	15,482	554	3.7%
Revenue				
Ontario Grants	10,348	10,623	275	2.7%
Federal Grants	948	948		
User Fees	14	14		
Revenue Subtotal	11,310	11,585	275	2.4%
Property Tax Levy	3,617	3,897	280	7.7%



Region of Waterloo

ELECTED OFFICES



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Elected Offices

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,210	1,263	53	4.4%
Benefits	377	427	50	13.3%
Supplies	3	3		
Equipment	11	11		
Professional Fees & Services	123	153	30	24.4%
Communications	43	43		
Travel	56	63	7	12.5%
Insurance	2	2		
Facility Occupancy Charges	138	171	33	23.9%
Interdepartmental Charges	18	11	(7)	(38.9%)
Subtotal - Operating	1,981	2,147	166	8.4%
Transfers to Reserves	12	13	1	8.3%
Subtotal - Debt / Reserves / Capital	12	13	1	8.3%
Gross Expenditure	1,993	2,160	167	8.4%
Interdepartmental Recoveries	(412)	(417)	(5)	1.2%
Net Expenditure	1,580	1,744	164	10.4%
Property Tax Levy	1,580	1,744	164	10.4%



Region of Waterloo

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Office of the Chief Administrative Officer

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,287	1,473	186	14.5%
Benefits	427	512	85	19.9%
Supplies	2	2		
Equipment	21	21		
Professional Fees & Services	335	337	2	0.6%
Grants	1,000	1,000		
Communications	62	53	(9)	(14.5%)
Travel	17	23	6	35.3%
Insurance				
Facility Occupancy Charges	65	81	16	24.6%
Interdepartmental Charges	9	8	(1)	(11.1%)
Subtotal - Operating	3,225	3,511	286	8.9%
Transfers to Reserves	3	5	2	66.7%
Subtotal - Debt / Reserves / Capital	3	5	2	66.7%
Gross Expenditure	3,228	3,515	287	8.9%
Interdepartmental Recoveries	(157)	(159)	(2)	1.3%
Net Expenditure	3,071	3,356	285	9.3%
Property Tax Levy	3,071	3,356	285	9.3%



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Reconciliation, Equity, Diversity & Inclusion

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	856	1,036	180	21.0%
Benefits	300	376	76	25.3%
Supplies	1	1		
Equipment	20	20		
Professional Fees & Services	309	309		
Grants	1,000	1,000		
Communications	61	52	(9)	(14.8%)
Travel	10	13	3	30.0%
Facility Occupancy Charges	43	53	10	23.3%
Interdepartmental Charges	5	5		
Subtotal - Operating	2,604	2,865	261	10.0%
Transfers to Reserves	2	4	2	100.0%
Subtotal - Debt / Reserves / Capital	2	4	2	100.0%
Gross Expenditure	2,606	2,868	262	10.1%
Net Expenditure	2,606	2,868	262	10.1%
Property Tax Levy	2,606	2,868	262	10.1%



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Chief Administrative Officer

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	431	437	6	1.4%
Benefits	126	136	10	7.9%
Supplies	1	1		
Equipment	1	1		
Professional Fees & Services	27	29	2	7.4%
Communications	1	1		
Travel	7	10	3	42.9%
Insurance				
Facility Occupancy Charges	23	28	5	21.7%
Interdepartmental Charges	3	2	(1)	(33.3%)
Subtotal - Operating	621	646	25	4.0%
Transfers to Reserves	1	1		
Subtotal - Debt / Reserves / Capital	1	1		
Gross Expenditure	622	647	25	4.0%
Interdepartmental Recoveries	(157)	(159)	(2)	1.3%
Net Expenditure	465	488	23	4.9%
Property Tax Levy	465	488	23	4.9%



Region of Waterloo

RESIDENT EXPERIENCE, STRATEGY AND COMMUNICATIONS

THE REGIONAL MUNICIPALITY OF WATERLOO
2025 Operating Budget (\$ thousands)
Resident Experience, Strategy and Communications

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	4,555	4,764	209	4.6%
Benefits	1,271	1,415	144	11.3%
Supplies	172	172		
Maintenance	22	22		
Equipment	426	418	(8)	(1.9%)
Professional Fees & Services	297	41	(256)	(86.2%)
Financial Expenses	2	2		
Communications	378	324	(54)	(14.3%)
Travel	68	80	12	17.6%
Facility Occupancy Charges	283	347	64	22.6%
Interdepartmental Charges	61	49	(12)	(19.7%)
Subtotal - Operating	7,535	7,631	96	1.3%
Transfers to Reserves	107	117	10	9.3%
Subtotal - Debt / Reserves / Capital	107	117	10	9.3%
Gross Expenditure	7,642	7,749	107	1.4%
Interdepartmental Recoveries	(2,059)	(2,065)	(6)	0.3%
Net Expenditure	5,583	5,683	100	1.8%
Revenue				
User Fees	9	9		
Contribution from Reserves	205	5	(200)	(97.6%)
Revenue Subtotal	214	14	(200)	(93.5%)
Property Tax Levy	5,369	5,669	300	5.6%



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Communications and Engagement

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	3,482	3,658	176	5.1%
Benefits	965	1,074	109	11.3%
Supplies	168	168		
Maintenance	22	22		
Equipment	367	367		
Professional Fees & Services	40	40		
Financial Expenses	2	2		
Communications	375	320	(55)	(14.7%)
Travel	8	10	2	25.0%
Facility Occupancy Charges	180	222	42	23.3%
Interdepartmental Charges	49	43	(6)	(12.2%)
Subtotal - Operating	5,656	5,925	269	4.8%
Transfers to Reserves	34	44	10	29.4%
Subtotal - Debt / Reserves / Capital	34	44	10	29.4%
Gross Expenditure	5,690	5,969	279	4.9%
Interdepartmental Recoveries	(2,011)	(2,003)	8	(0.4%)
Net Expenditure	3,679	3,966	287	7.8%
Revenue				
User Fees	9	9		
Contribution from Reserves	5	5		
Revenue Subtotal	14	14		
Property Tax Levy	3,665	3,952	287	7.8%



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Corporate Strategy, Performance and Resident Experience

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	610	635	25	4.1%
Benefits	178	202	24	13.5%
Supplies	1	1		
Equipment	59	50	(9)	(15.3%)
Professional Fees & Services	254		(254)	(100.0%)
Communications	3	2	(1)	(33.3%)
Travel	7	9	2	28.6%
Facility Occupancy Charges	82	98	16	19.5%
Interdepartmental Charges	9	4	(5)	(55.6%)
Subtotal - Operating	1,203	1,000	(203)	(16.9%)
Transfers to Reserves	72	72		
Subtotal - Debt / Reserves / Capital	72	72		
Gross Expenditure	1,275	1,072	(203)	(15.9%)
Interdepartmental Recoveries	(25)	(33)	(8)	32.0%
Net Expenditure	1,250	1,039	(211)	(16.9%)
Revenue				
Contribution from Reserves	200		(200)	(100.0%)
Revenue Subtotal	200		(200)	(100.0%)
Property Tax Levy	1,050	1,039	(11)	(1.0%)



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Commissioner of Resident Experience, Strategy and Communications

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	463	472	9	1.9%
Benefits	127	139	12	9.4%
Supplies	3	3		
Equipment	1	1		
Professional Fees & Services	3	1	(2)	(66.7%)
Communications	1	1		
Travel	54	61	7	13.0%
Facility Occupancy Charges	21	27	6	28.6%
Interdepartmental Charges	3	2	(1)	(33.3%)
Subtotal - Operating	676	706	30	4.4%
Transfers to Reserves	2	1	(1)	(50.0%)
Subtotal - Debt / Reserves / Capital	2	1	(1)	(50.0%)
Gross Expenditure	677	707	30	4.4%
Interdepartmental Recoveries	(23)	(29)	(6)	26.1%
Net Expenditure	654	679	25	3.8%
Property Tax Levy	654	679	25	3.8%



Region of Waterloo

CORPORATE SERVICES

THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Corporate Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	16,182	16,624	442	2.7%
Benefits	5,024	5,563	539	10.7%
Supplies	69	70	1	1.4%
Maintenance	9	4	(5)	(55.6%)
Equipment	346	342	(4)	(1.2%)
Professional Fees & Services	5,288	5,956	668	12.6%
Rents	318	318		
Financial Expenses	1	1		
Communications	1,596	1,450	(146)	(9.1%)
Travel	63	69	6	9.5%
Insurance	7	8	1	14.3%
Facility Occupancy Charges	908	1,059	151	16.6%
Interdepartmental Charges	143	191	48	33.6%
Subtotal - Operating	29,955	31,654	1,699	5.7%
Transfers to Reserves	1,817	1,839	22	1.2%
Subtotal - Debt / Reserves / Capital	1,817	1,839	22	1.2%
Gross Expenditure	31,772	33,493	1,721	5.4%
Interdepartmental Recoveries	(11,895)	(11,536)	359	(3.0%)
Net Expenditure	19,877	21,958	2,081	10.5%
Revenue				
Ontario Grants	71	73	2	2.8%
User Fees	127	117	(10)	(7.9%)
Contribution from Reserves	20	20		
Revenue Subtotal	217	210	(7)	(3.2%)
Property Tax Levy	19,660	21,748	2,088	10.6%



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Information Technology Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	8,568	8,408	(160)	(1.9%)
Benefits	2,633	2,813	180	6.8%
Supplies	5	5		
Maintenance	3		(3)	(100.0%)
Equipment	154	152	(2)	(1.3%)
Professional Fees & Services	4,723	5,447	724	15.3%
Rents	318	318		
Communications	1,395	1,246	(149)	(10.7%)
Travel	14	14		
Insurance	3	3		
Facility Occupancy Charges	398	461	63	15.8%
Interdepartmental Charges	58	79	21	36.2%
Subtotal - Operating	18,274	18,948	674	3.7%
Transfers to Reserves	1,666	1,684	18	1.1%
Subtotal - Debt / Reserves / Capital	1,666	1,684	18	1.1%
Gross Expenditure	19,941	20,632	691	3.5%
Interdepartmental Recoveries	(6,394)	(5,717)	677	(10.6%)
Net Expenditure	13,546	14,916	1,370	10.1%
Revenue				
User Fees	1	1		
Revenue Subtotal	1	1		
Property Tax Levy	13,546	14,915	1,369	10.1%

Information Technology Services

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
90017 GIS System	82		82		60			142	120	262
90061 Server / Network (LAN) Upgrades		400	400	400	400	400	400	2,000	2,175	4,175
90063 Telephone Systems Upgrade	800		800				100	900		900
90098 WREPNET Upgrades				200	400			600		600
90166 ROW Website Redevelopment	400		400				400	800	500	1,300
90411 Computer Replacements		865	865	1,085	1,085	1,085	1,085	5,205	5,425	10,630
TOTAL EXPENDITURE	1,282	1,265	2,547	1,685	1,945	1,485	1,985	9,647	8,220	17,867
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3981120 Computer Equipment Reserve		865	865	1,085	1,085	1,085	1,085	5,205	5,425	10,630
3983500 ITS Capital Reserve	1,282	400	1,682	600	860	400	900	4,442	2,795	7,237
TOTAL FUNDING & FINANCING	1,282	1,265	2,547	1,685	1,945	1,485	1,985	9,647	8,220	17,867



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Treasury Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	3,904	4,158	254	6.5%
Benefits	1,280	1,426	146	11.4%
Supplies	13	13		
Maintenance				
Equipment	184	185	1	0.5%
Professional Fees & Services	464	485	21	4.5%
Communications	41	41		
Travel	19	21	2	10.5%
Insurance	2	2		
Facility Occupancy Charges	366	409	43	11.7%
Interdepartmental Charges	57	85	28	49.1%
Subtotal - Operating	6,329	6,825	496	7.8%
Transfers to Reserves	142	146	4	2.8%
Subtotal - Debt / Reserves / Capital	142	146	4	2.8%
Gross Expenditure	6,471	6,971	500	7.7%
Interdepartmental Recoveries	(3,086)	(3,136)	(50)	1.6%
Net Expenditure	3,385	3,835	450	13.3%
Revenue				
User Fees	126	116	(10)	(7.9%)
Contribution from Reserves	20	20		
Revenue Subtotal	146	136	(10)	(6.8%)
Property Tax Levy	3,239	3,699	460	14.2%

THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Corporate Finance

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	3,381	3,725	344	10.2%
Benefits	1,023	1,227	204	19.9%
Supplies	48	50	2	4.2%
Maintenance	5	3	(2)	(40.0%)
Equipment	7	4	(3)	(42.9%)
Professional Fees & Services	98	22	(76)	(77.6%)
Financial Expenses	1	1		
Communications	159	162	3	1.9%
Travel	27	31	4	14.8%
Facility Occupancy Charges	135	178	43	31.9%
Interdepartmental Charges	26	24	(2)	(7.7%)
Subtotal - Operating	4,912	5,426	514	10.5%
Transfers to Reserves	8	9	1	12.5%
Subtotal - Debt / Reserves / Capital	8	9	1	12.5%
Gross Expenditure	4,920	5,436	516	10.5%
Interdepartmental Recoveries	(2,335)	(2,601)	(266)	11.4%
Net Expenditure	2,585	2,835	250	9.7%
Revenue				
Ontario Grants	71	73	2	2.8%
Revenue Subtotal	71	73	2	2.8%
Property Tax Levy	2,514	2,761	247	9.8%

Corporate Finance

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
60002 Corporate Financial Information Systems				50				50		50
60005 RDC By Law Review	256	100	356	235		210	140	941		941
60010 Stores Vehicles Equipment				85			55	140	85	225
60034 Oracle Costing Module Implementation	412	165	577	488				1,065		1,065
TOTAL EXPENDITURE	668	265	933	858		210	195	2,196	85	2,281
FUNDING & FINANCING										
Development Charges										
Reserve Funds	230	90	320	212		210	140	882		882
Property Taxes										
Reserves and Reserve Funds										
3982160 Corporate Fleet Replacement Reserve				85			55	140	85	225
3983200 Financial Services Capital Reserve	438	175	613	562				1,174		1,174
TOTAL FUNDING & FINANCING	668	265	933	858		210	195	2,196	85	2,281

Note:

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



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Commissioner of Corporate Services

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	328	333	5	1.5%
Benefits	89	97	8	9.0%
Supplies	2	2		
Equipment	1	1		
Professional Fees & Services	3	3		
Communications	1	1		
Travel	3	3		
Insurance	2	2		
Facility Occupancy Charges	9	10	1	11.1%
Interdepartmental Charges	2	2		
Subtotal - Operating	439	454	15	3.4%
Transfers to Reserves	1	1		
Subtotal - Debt / Reserves / Capital	1	1		
Gross Expenditure	440	454	14	3.2%
Interdepartmental Recoveries	(79)	(82)	(3)	3.8%
Net Expenditure	361	372	11	3.0%
Property Tax Levy	361	372	11	3.0%



Region of Waterloo

HUMAN RESOURCES

THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Human Resources

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	9,717	9,510	(207)	(2.1%)
Benefits	3,271	3,472	201	6.1%
Supplies	25	25		
Maintenance	9	3	(6)	(66.7%)
Equipment	1,444	2,001	557	38.6%
Professional Fees & Services	1,798	1,477	(321)	(17.9%)
Social Support and Benefit Payments	92	91	(1)	(1.1%)
Communications	31	42	11	35.5%
Travel	33	31	(2)	(6.1%)
Insurance	4	4		
Facility Occupancy Charges	382	479	97	25.4%
Interdepartmental Charges	121	110	(11)	(9.1%)
Subtotal - Operating	16,926	17,246	320	1.9%
Transfers to Reserves	925	937	12	1.3%
Subtotal - Debt / Reserves / Capital	925	937	12	1.3%
Gross Expenditure	17,851	18,183	332	1.9%
Interdepartmental Recoveries	(5,641)	(4,799)	842	(14.9%)
Net Expenditure	12,210	13,384	1,174	9.6%
Revenue				
User Fees	98	98		
Contribution from Reserves	1,516	1,204	(312)	(20.6%)
Revenue Subtotal	1,614	1,302	(312)	(19.3%)
Property Tax Levy	10,595	12,081	1,486	14.0%



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Employee Relations

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	3,185	2,742	(443)	(13.9%)
Benefits	881	876	(5)	(0.6%)
Supplies	3	3		
Maintenance	3		(3)	(100.0%)
Equipment	17	17		
Professional Fees & Services	277	279	2	0.7%
Communications	4	8	4	100.0%
Travel	8	10	2	25.0%
Facility Occupancy Charges	22	27	5	22.7%
Interdepartmental Charges	19	20	1	5.3%
Subtotal - Operating	4,419	3,982	(437)	(9.9%)
Transfers to Reserves	8	11	3	37.5%
Subtotal - Debt / Reserves / Capital	8	11	3	37.5%
Gross Expenditure	4,427	3,993	(434)	(9.8%)
Interdepartmental Recoveries	(2,773)	(2,091)	682	(24.6%)
Net Expenditure	1,654	1,902	248	15.0%
Property Tax Levy	1,654	1,902	248	15.0%



THE REGIONAL MUNICIPALITY OF WATERLOO
2025 Operating Budget (\$ thousands)
Organization Development & HR People Partners

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,649	1,684	35	2.1%
Benefits	486	531	45	9.3%
Supplies	2	2		
Equipment	65	67	2	3.1%
Professional Fees & Services	48	48		
Communications	2	4	2	100.0%
Travel	3	3		
Facility Occupancy Charges	64	79	15	23.4%
Interdepartmental Charges	16	9	(7)	(43.8%)
Subtotal - Operating	2,335	2,427	92	3.9%
Transfers to Reserves	2	5	3	150.0%
Subtotal - Debt / Reserves / Capital	2	5	3	150.0%
Gross Expenditure	2,336	2,432	96	4.1%
Interdepartmental Recoveries	(845)	(870)	(25)	3.0%
Net Expenditure	1,492	1,562	70	4.7%
Property Tax Levy	1,492	1,562	70	4.7%



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Wellbeing & Occupational Health & Safety

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,825	1,977	152	8.3%
Benefits	560	653	93	16.6%
Supplies	9	9		
Maintenance	2	2		
Equipment	97	57	(40)	(41.2%)
Professional Fees & Services	719	394	(325)	(45.2%)
Social Support and Benefit Payments	92	91	(1)	(1.1%)
Communications	4	5	1	25.0%
Travel	11	11		
Facility Occupancy Charges	94	117	23	24.5%
Interdepartmental Charges	17	14	(3)	(17.6%)
Subtotal - Operating	3,429	3,331	(98)	(2.9%)
Transfers to Reserves	6	8	2	33.3%
Subtotal - Debt / Reserves / Capital	6	8	2	33.3%
Gross Expenditure	3,435	3,339	(96)	(2.8%)
Interdepartmental Recoveries	(1,242)	(1,268)	(26)	2.1%
Net Expenditure	2,192	2,071	(121)	(5.5%)
Revenue				
Contribution from Reserves	1,491	1,204	(287)	(19.2%)
Revenue Subtotal	1,491	1,204	(287)	(19.2%)
Property Tax Levy	701	867	166	23.7%

THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Total Rewards

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,961	1,988	27	1.4%
Benefits	600	641	41	6.8%
Supplies	3	3		
Maintenance	4	2	(2)	(50.0%)
Equipment	1,040	1,617	577	55.5%
Professional Fees & Services	22	44	22	100.0%
Communications	7	10	3	42.9%
Travel	5	2	(3)	(60.0%)
Facility Occupancy Charges	100	124	24	24.0%
Interdepartmental Charges	15	14	(1)	(6.7%)
Subtotal - Operating	3,758	4,446	688	18.3%
Transfers to Reserves	906	910	4	0.4%
Subtotal - Debt / Reserves / Capital	906	910	4	0.4%
Gross Expenditure	4,664	5,356	692	14.8%
Interdepartmental Recoveries	(206)	(171)	35	(17.0%)
Net Expenditure	4,458	5,185	727	16.3%
Property Tax Levy	4,458	5,185	727	16.3%



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Commissioner of Human Resources

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,098	1,118	20	1.8%
Benefits	743	771	28	3.8%
Supplies	8	8		
Equipment	224	244	20	8.9%
Professional Fees & Services	731	711	(20)	(2.7%)
Communications	14	14		
Travel	6	6		
Insurance	4	4		
Facility Occupancy Charges	103	132	29	28.2%
Interdepartmental Charges	55	52	(3)	(5.5%)
Subtotal - Operating	2,986	3,060	74	2.5%
Transfers to Reserves	3	3		
Subtotal - Debt / Reserves / Capital	3	3		
Gross Expenditure	2,988	3,063	75	2.5%
Interdepartmental Recoveries	(575)	(400)	175	(30.4%)
Net Expenditure	2,414	2,663	249	10.3%
Revenue				
User Fees	98	98		
Contribution from Reserves	25		(25)	(100.0%)
Revenue Subtotal	123	98	(25)	(20.3%)
Property Tax Levy	2,291	2,565	274	12.0%

Human Resources

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
90150 Consolidated Contact Centre		200	200	200	100	100	100	700		700
99029 KRONOS Upgrade				1,000	500			1,500		1,500
99044 Human Experience Management Solution (HXM)	1,046	993	2,039					2,039		2,039
99095 HXM Future Implementations				488				488		488
TOTAL EXPENDITURE	1,046	1,193	2,239	1,688	600	100	100	4,728		4,728
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	451	286	737					737		737
3980180 Water Capital Reserve	31	30	61					61		61
3980200 Wastewater Capital Reserve	10	10	20					20		20
3983500 ITS Capital Reserve	301	286	587					587		587
3983900 HRC Capital Reserve	252	581	833	1,688	600	100	100	3,322		3,322
TOTAL FUNDING & FINANCING	1,046	1,193	2,239	1,688	600	100	100	4,728		4,728



Region of Waterloo

CORPORATE FINANCIAL



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Corporate Financial

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Professional Fees & Services	7,454	7,802	348	4.7%
Grants	575		(575)	(100.0%)
Financial Expenses	9,239	9,239		
Interdepartmental Charges	141	141		
Subtotal - Operating	17,409	17,182	(227)	(1.3%)
Transfers to Reserves	2,402	2,752	350	14.6%
Discretionary DC Exemptions	10,414	11,263	849	8.2%
Subtotal - Debt / Reserves / Capital	12,816	14,015	1,199	9.4%
Gross Expenditure	30,225	31,197	972	3.2%
Interdepartmental Recoveries	(2,100)	(2,270)	(170)	8.1%
Net Expenditure	28,125	28,928	803	2.9%
Revenue				
Ontario Grants	135	135		
User Fees	10	10		
Interest Earnings	598	598		
Contribution from Reserves	326		(326)	(100.0%)
Supplementary Taxes	14,000	14,000		
Payments in Lieu	9,734	10,374	640	6.6%
Revenue Subtotal	24,802	25,116	314	1.3%
Property Tax Levy	3,323	3,811	488	14.7%

Corporate Financial

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
Corporate Financial										
99092 University of Waterloo School of Optometry	1,000		1,000					1,000		1,000
Subtotal Corporate Financial	1,000		1,000					1,000		1,000
Brownfield Financial Incentive Program										
99057 130 Water (South Parcel) Brownfield Incentives	147		147	1,563	1,269	1,269	1,269	5,517	1,433	6,950
99060 55 Mooregate Brownfield Incentives		33	33					33		33
99066 83 Elmsdale Brownfield Incentives		688	688	688	688	688	688	3,438	1,341	4,779
99075 1 Adam Brownfield Incentives		272	272	597				869		869
99076 1011 Homer Watson Brownfield Incentives		1,269	1,269	1,145	1,059	812	505	4,791	531	5,321
99077 19 Guelph (Parcel A) Brownfield Incentives		80	80	176	258	258	156	928		928
99078 19 Guelph (Parcel B) Brownfield Incentives		178	178	82				260		260
99080 70 King Street Brownfield Incentives				664	79			743		743
99081 119 Roger Street Brownfield Incentives		374	374	374	374	374	374	1,868	478	2,346
99083 64 Grand Avenue Brownfield Incentives		764	764	764	764	764	497	3,551		3,551
99084 270 Spadina Brownfield Incentives		118	118	36				154		154
99085 498 Eagle Brownfield Incentives				165	165	165	165	659	724	1,383
99086 475 King Brownfield Incentives				444				444		444
99087 215 Lexington Brownfield Incentives	23		23					23		23
99093 60 Charles Street/24 Gaukel Brownfield Incentives		499	499	499	499	499	278	2,275		2,275
99094 152 Shanley Street Brownfield Incentives		136	136	136	136	136	136	680	680	1,360
99097 93 Grand Avenue Brownfield Incentive		14	14	14	14	14	10	66		66
99105 217 Hespeler Rd Brownfield Incentive				813	486			1,300		1,300
Subtotal Brownfield Financial Incentive Program	170	4,425	4,595	8,158	5,791	4,978	4,077	27,599	5,187	32,786
TOTAL EXPENDITURE	1,170	4,425	5,595	8,158	5,791	4,978	4,077	28,599	5,187	33,786
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980140 Brownfield Incentive Program Reserve	170	4,425	4,595	8,158	5,791	4,978	4,077	27,599	5,187	32,786
3980720 Tax Stabilization Reserve	1,000		1,000					1,000		1,000
TOTAL FUNDING & FINANCING	1,170	4,425	5,595	8,158	5,791	4,978	4,077	28,599	5,187	33,786



Region of Waterloo

WATERLOO REGIONAL POLICE SERVICE



THE REGIONAL MUNICIPALITY OF WATERLOO

2025 Operating Budget (\$ thousands)

Waterloo Regional Police Service

	2024 Budget (Restated)	2025 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	153,863	165,900	12,037	7.8%
Benefits	55,610	63,040	7,430	13.4%
Supplies	3,975	4,267	292	7.3%
Maintenance	1,080	873	(207)	(19.2%)
Utilities	1,045	1,196	151	14.4%
Police Vehicles	19	21	2	10.5%
Equipment	802	1,586	784	97.8%
Facilities Maintenance	746	917	171	22.9%
Professional Fees & Services	13,478	16,049	2,571	19.1%
Rents	879	972	93	10.6%
Social Support and Benefit Payments	291	291		
Financial Expenses	65	81	16	24.6%
Communications	2,559	2,682	123	4.8%
Travel	708	791	83	11.7%
Insurance	1,003	1,158	155	15.5%
Facility Occupancy Charges	711	666	(45)	(6.3%)
Interdepartmental Charges	1,794	2,172	378	21.1%
Subtotal - Operating	238,627	262,663	24,036	10.1%
Debt Servicing	6,382	6,064	(318)	(5.0%)
Transfers to Reserves	7,400	9,741	2,341	31.6%
Subtotal - Debt / Reserves / Capital	13,782	15,805	2,023	14.7%
Gross Expenditure	252,409	278,468	26,059	10.3%
Net Expenditure	252,409	278,468	26,059	10.3%
Revenue				
Ontario Grants	11,146	11,897	751	6.7%
User Fees	2,943	3,088	145	4.9%
Contribution from Reserves	143	359	216	151.0%
Contribution from RDC Reserve Funds	1,812	1,806	(6)	(0.3%)
Interdepartmental Recoveries	1,992	1,911	(81)	4.1%
External Recoveries	5,946	6,940	994	(16.7%)
Revenue Subtotal	23,981	25,999	2,018	8.4%
Property Tax Levy	228,428	252,468	24,040	10.5%

Waterloo Regional Police Service

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
EXPENDITURE										
Program Area Capital										
50000 Police Vehicles and Equipment	244	4,069	4,313	4,865	2,641	4,536	4,266	20,620	22,528	43,147
50001 Automated Asset and Evidence Solution	235	366	601	355	165			1,121		1,121
50003 ESCO	203	1,016	1,219	2,100				3,320	11,500	14,820
50004 Police Vehicles - Growth		239	239	369	380	391	403	1,781	2,203	3,985
50005 Information Technology	298		298		2,000		2,500	4,798		4,798
50011 Voice Radio HW and SW Upgrades		228	228	63	4,805	7,004	2,266	14,367	1,192	15,559
50012 Training Facilities Expansion							6,500	6,500	65,000	71,500
50017 HRIS	532	371	903					903		903
50018 Body Worn and In Car Video	214	253	467	13	14			494		494
50024 Administrative Phone System									350	350
50025 Next Generation 911	1,806	317	2,123		400	400		2,924	5,300	8,224
50028 AFPIS/Livescan Software							400	400		400
50030 Video Conference		50	50	50	50	50	50	250	50	300
50035 Information Management					900			900		900
50046 New Central Division (200 Frederick St)	330		330					330		330
50047 Facilities Refresh and Furniture	94	425	519	435	445	455	465	2,319	2,484	4,803
50048 Police Equipment	324	3,465	3,789	5,196	2,657	2,948	2,777	17,367	20,184	37,552
50051 Central Division Renovation/Expansion	878	2,000	2,878	3,000				5,878		5,878
50052 Headquarters Parking Upgrades					350			350	5,200	5,550
50059 South Division Expansion				100	650			750		750
50060 Police Furniture - Growth	40	45	85	13	13	13	13	135	63	198
50061 Police Equipment - Growth		444	444	123	123	123	123	937	617	1,554
50063 Electric Vehicle Charging Stations	59		59					59		59
50068 Facility Security Upgrades	113	307	420	314	321	329	336	1,720	1,800	3,520
50070 Technical Investigations System				200				200		200
50072 Disaster Recovery					200		200	400		400
50074 UPS Replacements	926		926					926		926
50076 Public Safety Communications Center	5,195	610	5,805	16,871	60,666	80,000	10,811	174,154		174,154
50077 Community Centre	99	100	199					199		199
50078 Ontario CCTV		200	200					200		200
Total Program Area Capital	11,589	14,505	26,094	34,067	76,780	96,250	31,110	264,301	138,471	402,772

Waterloo Regional Police Service

Ten Year Capital Budget and Forecast (\$ thousands) 2025 - 2034

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Subtotal	2030 - 2034 Subtotal	2025 - 2034 Total
Facilities Managed Capital Renewal										
75012 Firearms Training Facility Renewal						638		638	394	1,032
75013 Police South Division Renewal	133	669	802	527	923	853	211	3,316	1,364	4,680
75014 Police North Division Renewal	904	482	1,386	195	265	213	165	2,224	1,477	3,701
75016 Police Headquarters Renewal	1,923	1,075	2,998	450	524	307	1,130	5,409	6,566	11,975
75017 Police Investigative Services Renewal				182	114	181	124	601	746	1,347
75018 Police Reporting Centre Renewal	6		6	567	138	39	295	1,045	140	1,185
75021 Police New Central Division Renewal				50	75	100	125	350	1,000	1,350
75022 Police Voice Radio building renewal				54		11	68	133	189	322
Total Facilities Managed Capital Renewal	2,966	2,226	5,192	2,026	2,038	2,342	2,118	13,715	11,877	25,592
TOTAL EXPENDITURE	14,555	16,731	31,286	36,093	78,818	98,592	33,228	278,016	150,347	428,363
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	1,852	612	2,464	893	246	246		3,850	8,154	12,003
Development Charges										
Reserve Funds	766	1,708	2,474	1,975	659	527	539	6,174	5,015	11,188
Debentures	2,546	299	2,845	8,267	29,727	39,200	10,238	90,275	49,400	139,675
Property Taxes										
Reserves and Reserve Funds										
3980066 Lifecycle Reserve Police	3,065	2,326	5,391	1,972	2,038	2,332	2,049	13,781	11,688	25,469
3981300 Police Capital Reserve	2,350	5,803	8,153	6,626	4,059	3,782	3,828	26,448	28,666	55,114
3982340 Police Vehicles & Equipment Reserve	244	4,069	4,313	4,865	2,641	4,536	4,266	20,620	22,528	43,147
Contributions from Operating				54		11	68	133	189	322
Debentures	3,733	1,915	5,648	11,441	39,449	47,958	12,240	116,736	24,709	141,445
TOTAL FUNDING & FINANCING	14,555	16,731	31,286	36,093	78,818	98,592	33,228	278,016	150,347	428,363

Notes:

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



Region of Waterloo

APPENDIX A: SUMMARY OF APPROVED DEBENTURE FINANCING

Consolidated Capital Budget & Forecast
Summary of Approved Debenture Financing (\$ thousands)
2025 - 2029

	Previous Unspent Approvals	2025 Request	2025 Total	2026	2027	2028	2029	2025 - 2029 Total
Debentures 10 yrs (levy/user rates)								
01016 Waterloo Soil Management Strategy	919		919				3,605	4,524
01082 Waterloo Groundwater Management	452	443	895	546	443	546	1,443	3,873
01154 Waterloo - New Cells Design & Construction	2,412	3,620	6,032	5,035	1,845	6,555	7,080	26,547
01156 Waterloo Leachate Control	1,388	626	2,014	1,920	555	615	610	5,714
01160 Waterloo - Roads Construction	1,188	1,480	2,668	2,575	455	780		6,478
01163 Waterloo Landfill Gas System	981	2,805	3,786	105	2,045	595	590	7,121
01192 Waterloo Transfer Station Upgrade	-654	2,136	1,482	9,186	14,239	24,803	23,974	73,684
03541 Runway 26 Approach Lighting						1,050		1,050
03555 Fencing				1,130			500	1,630
03570 Apron Resurfacing				200	1,690		200	2,090
03603 Trigger 2 Property Acquisition	1,112		1,112	3,480	4,060	580		9,232
03604 Construct Runway 14/32 Extension				5,100	5,100	2,310		12,510
03610 Design Terminal expansion phase 2	105		105	206	420	420		1,151
03611 Surface Parking Expansion	244		244	1,647	3,264			5,155
03612 Land Development	224		224	610	610	610		2,054
03619 Construct Terminal Expansion Phase 2						9,150	9,150	18,300
03622 Develop Southeast Serviced Lands							1,220	1,220
03635 Landside Road Rehabilitation						150	1,900	2,050
03636 Runway 14-32 Rehabilitation						5,000		5,000
03637 Runway 08-26 Reconstruction							335	335
03639 Taxi A Pavement Rehabilitation							300	300
03644 CBSA upgrades	117		117					117
03651 Service Developable Land	305	610	915	4,575	3,050			8,540
03652 Runway 08-26 RESA	305		305					305
03653 AOC Expansion	480		480	5,520	4,968			10,968
05394 Arthur Street S., South St. to Kenning Pl.						1,750		1,750
05683 Queen's Bush Rd, Nafziger to Hutchison & Nafziger Rd, Gerber to							6,990	6,990
05684 King St/Coronation Blvd, Water St N to Bishop St						2,000		2,000
05692 Ainslie St S, Water St S to Water St N						3,015	1,915	4,930
05800 Eagle St, Concession Rd/Speedville Rd to King St W						5,018		5,018
05928 Cedar St, Grand Ave S to Osborne St						2,634		2,634

Consolidated Capital Budget & Forecast
Summary of Approved Debenture Financing (\$ thousands)
2025 - 2029

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05932 King St E, Sportsworld Dr to Freeport Bridge					1,000	6,910	3,100	11,010
05983 King St, Northfield Dr to HWY 85 NB Ramp (Woolwich)						2,094		2,094
07352 Bridgeport Rd E, Lancaster St to Margaret Ave						2,271		2,271
07693 Victoria Street N., King St. W. to Weber St. W.	1,200	235	1,435	1,008	300	6		2,748
08279 SCADA System					2,000			2,000
08289 Galt Process Upgrades & Expansion				5,000	6,000	3,000		14,000
08315 Elmira Upgrades				2,000	3,000			5,000
08329 Spring Valley PS Upgrades				4,000	4,000			8,000
08797 Kitchener Process Upgrades				3,000	8,000	3,000		14,000
09350 North Dumfries Works Yard Improvements						1,000		1,000
50003 ESCO	157	584	741	1,207				1,948
50005 Information Technology					2,000		2,500	4,500
50011 Voice Radio HW and SW Upgrades					4,805	7,004	2,266	14,076
50012 Training Facilities Expansion							1,560	1,560
50025 Next Generation 911					154	154		308
50028 AFPIS/Livescan Software							400	400
50035 Information Management					900			900
50051 Central Division Renovation/Expansion		1,020	1,020	1,530				2,550
50059 South Division Expansion				100	650			750
50074 UPS Replacements	926		926					926
66025 Vehicle Replacements Conventional					6,000		5,000	11,000
66093 Blockline Station					1,510			1,510
66095 Conestoga College Terminal		244	244	4,087				4,331
66138 Miscellaneous Property Acquisitions	7,313	305	7,618					7,618
66146 King/University Enhanced Transit Shelters				2,100				2,100
66157 Cambridge Garage		153	153		3,050	3,050		6,253
71042 Sunnyside Renewal	1,184		1,184	1,500	5,000	5,000	500	13,184
71045 Supportive Housing Renewal	800		800			600	600	2,000
73021 Strasburg Rd Garage Building Renewal					800	2,000	2,500	5,300
74200 AHQ 150 Frederick Building Renewal	2,915		2,915	4,000		1,000		7,915
74300 99 Regina Building Renewal	1,617		1,617	3,000				4,617
74400 Operations Centre Building Renewal	1,055	500	1,555	2,000	2,300			5,855

Consolidated Capital Budget & Forecast
Summary of Approved Debenture Financing (\$ thousands)
2025 - 2029

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74500 150 Main Cambridge Building Renewal	336		336		2,000			2,336
74700 WRESTC Renewal				1,000	4,000	1,000		6,000
82017 Station 2024 Expansion (N2 Concession)	677	196	873	3,050	3,403	305		7,631
82018 Station 2026 Expansion (N1 FH & Bleams)		91	91	2,730	163	2,284	3,003	8,271
82034 Station - Replacement (O2 Westmount)	50	100	150	4,170	3,000	1,800		9,120
82042 Station – 2028 Expansion (N3 Main & Dundas)					3,000	1,170	3,000	7,170
82043 Station – 2030 Expansion (N5 River & Fairway)							3,000	3,000
83199 Studies/Pooled Assets				2,167	5,974	1,337	536	10,014
83312 WRH Program Capital		447	447	765				1,212
83401 139 University Capital Renewal		819	819	2,814	2,204	144	47	6,029
83402 84 Frederick Capital Renewal	136		136	64	77	456	463	1,196
83403 Erbs Road Shelter		520	520					520
83430 84 Frederick Program Area Capital	1,702	15	1,717					1,717
90170 KVTH Early Works		636	636					636
90191 Fleet Vehicle Charging Stations	1,525	679	2,204	1,791	825	595		5,414
99103 Industrial Land Acquisition and Servicing	100	400	500	8,400	5,000	5,000		18,900
Debentures 20 yrs (levy/user rates)								
50076 Public Safety Communications Center	2,650	311	2,961	8,604	30,940	40,800	5,514	88,819
66079 Northfield Drive Construction	83		83					83
68016 Ancillary Non Construction Rapid Transit Project Costs	27		27					27
68025 Rolling Stock LRT Future Vehicles				3,200	16,000	16,000		35,200
68030 Stage 2 LRT Project Development	2,725	1,220	3,945	2,440	12,200	24,400	24,400	67,385
83170 WRH MP Kingscourt, Waterloo	2,618	63	2,681					2,681
83171 WRH MP 82 Wilson, Kitchener		18,701	18,701					18,701
83172 WRH MP Langs, Cambridge	1,066	20,000	21,066	40,278	4,000			65,344
83173 WRH MP 140 Weber, Kitchener				100	225	462	10,107	10,894
83174 WRH MP Mooregate, Kitchener	100	1,539	1,639	23,044	76,167	81,704	60,429	242,983
83175 WRH MP Shelley/Courtland	446	787	1,233	864	12,958	42,828	45,942	103,825
90137 Corp Space Optimization Phase 2	2,679		2,679	1,774				4,452
90179 King-Victoria Transit Hub		118	118		1,174	5,434	12,445	19,170
90192 Corporate Space Optimization Phase 3	1,145	1,353	2,498	6,354	1,725			10,578
90193 Corporate Space Optimization Phase 4				314	2,197	2,197		4,707

Consolidated Capital Budget & Forecast
Summary of Approved Debenture Financing (\$ thousands)
2025 - 2029

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90194 70 & 84 Victoria St Land & Building	412		412					412
Debentures 30 yrs (reserves)								
68002 LRT Land Acquisition	1,748		1,748					1,748
68012 Rolling Stock - Vehicles		75	75					75
68017 Project Construction LRT	11,359		11,359					11,359
Debentures 10 yrs (RDC)								
01192 Waterloo Transfer Station Upgrade						3,007	2,906	5,913
03603 Trigger 2 Property Acquisition	805		805	2,520	2,940	420		6,685
03611 Surface Parking Expansion	156		156	1,053	2,087			3,296
03612 Land Development	143		143	390	390	390		1,313
03644 CBSA upgrades	75		75					75
03651 Service Developable Land	195	390	585	2,925	1,950			5,460
03652 Runway 08-26 RESA	195		195					195
03653 AOC Expansion	215		215	2,480	2,232			4,927
66095 Conestoga College Terminal		156	156	2,613				2,769
68030 Stage 2 LRT Project Development	1,742		1,742					1,742
82017 Station 2024 Expansion (N2 Concession)	433	125	558	1,950	2,176	195		4,879
82018 Station 2026 Expansion (N1 FH & Bleams)		9	9	270	16	226	297	818
Debentures 20 yrs (RDC)								
03548 Rehabilitation 08/26				134	1,039			1,173
03604 Construct Runway 14/32 Extension				6,900	6,900	3,190		16,990
03605 Design Runway 08/26 Extension							870	870
03606 Terminal Entrance Road Design					232	174	174	580
03610 Design Terminal expansion phase 2	145		145	284	580	580		1,589
03619 Construct Terminal Expansion Phase 2						5,850	5,850	11,700
03622 Develop Southeast Serviced Lands							780	780
04051 Pumping & Storage Facilities System Expansion						4,000	4,500	8,500
04083 New Watermains		1,000	1,000	6,500	4,000		2,500	14,000
04134 Maple Grove Area Water Supply System				1,000		3,500	4,500	9,000
04156 Kitchener Zone(s) 2/4 Distribution Upgrades				3,500	3,000			6,500
04181 Cambridge Water Distribution Upgrades				2,500				2,500
04187 Manganese Treatment Upgrades						3,000	2,500	5,500

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2025 - 2029

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04191 Mannheim WTP Optimization				4,500	5,000	3,500	1,000	14,000
04195 Greenbrook WTP Upgrades							2,000	2,000
04199 Pressure Zone Upgrades							3,000	3,000
07087 River Road Extension, King St. to Manitou Dr.				2,000	11,025	6,915		19,940
07116 Maple Grove Rd, Hespeler Rd to East of Fountain St					18,230	13,645		31,875
07129 Mc Queen Shaver Boulevard (S. Boundary Road), Dundas St. to Fr					5,024			5,024
08302 East Side Lands Sanitary Servicing						17,000	19,000	36,000
08315 Elmira Upgrades				1,000	3,000			4,000
08329 Spring Valley PS Upgrades				3,000				3,000
08797 Kitchener Process Upgrades				2,000	2,000			4,000
50012 Training Facilities Expansion							4,940	4,940
50076 Public Safety Communications Center	2,546	299	2,845	8,267	29,727	39,200	5,298	85,335
68016 Ancillary Non Construction Rapid Transit Project Costs	17		17					17
68025 Rolling Stock LRT Future Vehicles				2,200	11,000	11,000		24,200
68030 Stage 2 LRT Project Development		780	780	1,560	7,800	15,600	15,600	41,340
90179 King-Victoria Transit Hub		81	81		807	3,736	8,556	13,180
FCM Green Loan								
83170 WRH MP Kingscourt, Waterloo		2,968	2,968					2,968
Total Expenditures	64,994	68,640	133,634	249,836	402,597	467,711	331,395	1,585,173