



2019 Program Budgets



Region of Waterloo

The Regional Municipality of Waterloo

2019 Program Budgets

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Region of Waterloo

2019 BUDGET OVERVIEW

REGIONAL MUNICIPALITY OF WATERLOO

2019 Operating and Capital Budget Summary

(\$ thousands)

Expenditure	Property Tax based	User Rate based	Total	% of Total Expenditure
Staffing	\$451,460	\$17,165	\$468,625	31%
Goods & Services	\$185,794	\$55,908	\$241,702	16%
Social Support Payments	\$103,079	\$0	\$103,079	7%
Payments to Outside Agencies	\$57,736	\$0	\$57,736	4%
Debt Servicing	\$54,501	\$19,258	\$73,759	5%
Capital Projects	\$441,939	\$117,994	\$559,933	37%
Total Expenditure	\$1,294,510	\$210,325	\$1,504,835	100%

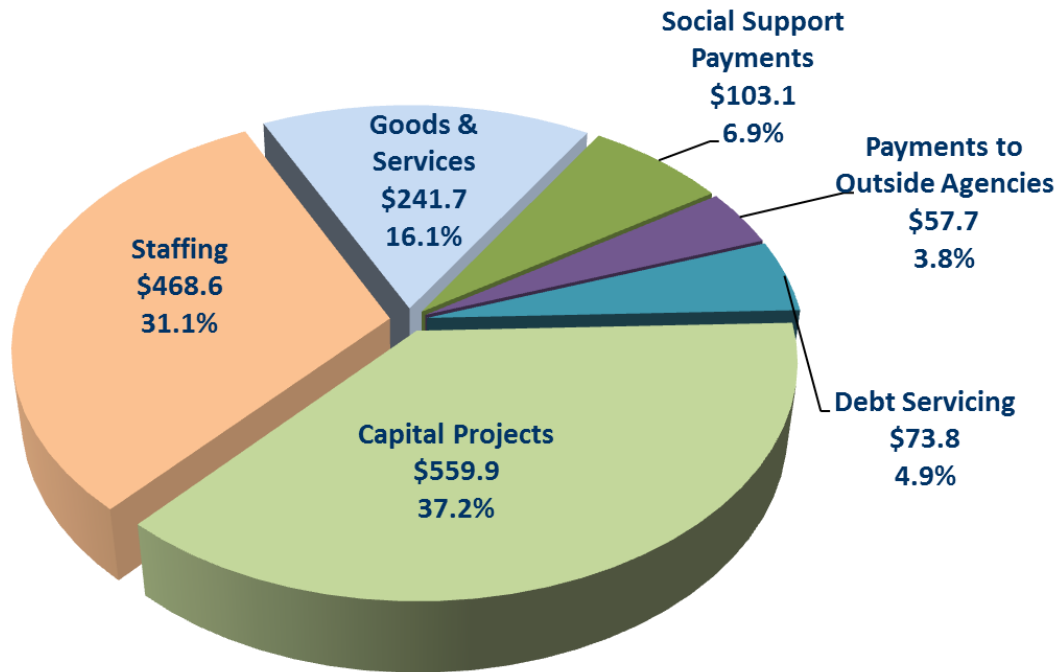
Sources of Funding & Financing	Property Tax Operating	Property Tax Capital	User Rate Operating	User Rate Capital	Total	% of Total Funding & Financing
Taxation	\$555,885	\$1,305	\$0	\$0	\$557,190	37%
Provincial & Federal Grants	\$283,141	\$134,694	\$0	\$0	\$417,835	28%
User Rates, Fees and Other Charges	\$103,899	\$0	\$132,017	\$0	\$235,916	16%
Debentures	N/A	\$114,525	N/A	\$0	\$114,525	7%
Development Charges:						
Reserve Funds	N/A	\$33,994	\$8,099	\$28,832	\$70,925	5%
Debentures	N/A	\$54,933	\$0	\$12,742	\$67,675	4%
Net Funding from (Transfers to) Reserves	(\$90,354)	\$102,488	(\$47,785)	\$76,420	\$40,769	3%
Total Revenue	\$852,571	\$441,939	\$92,331	\$117,994	\$1,504,835	100%

REGIONAL MUNICIPALITY OF WATERLOO

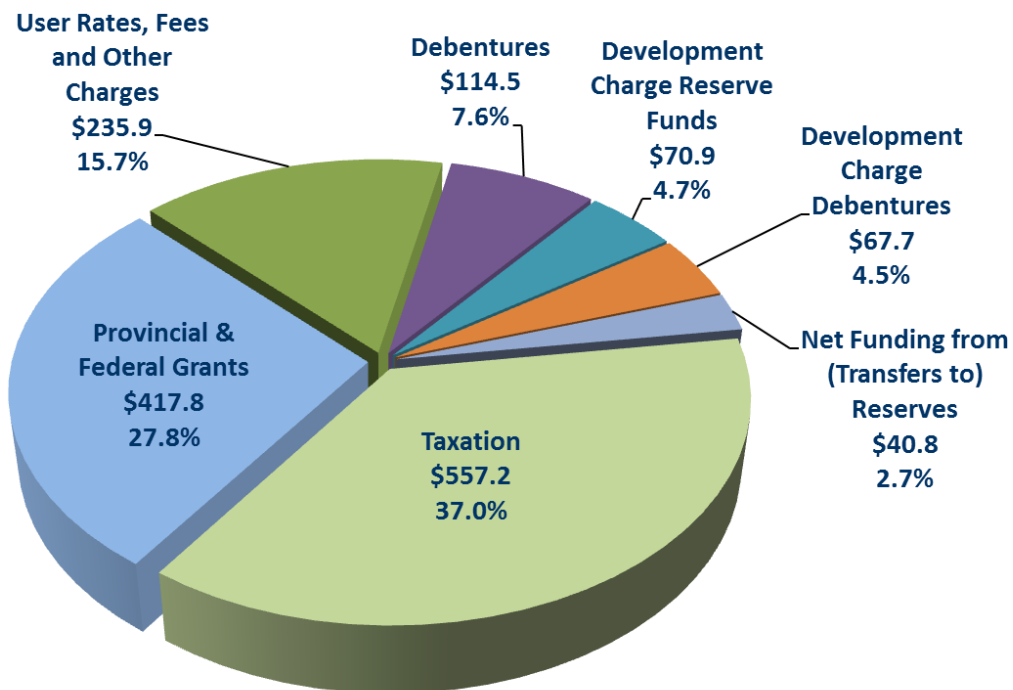
2019 Total Expenditure and Sources of Funding and Financing \$1.5 billion

\$ millions

Expenditure Categories



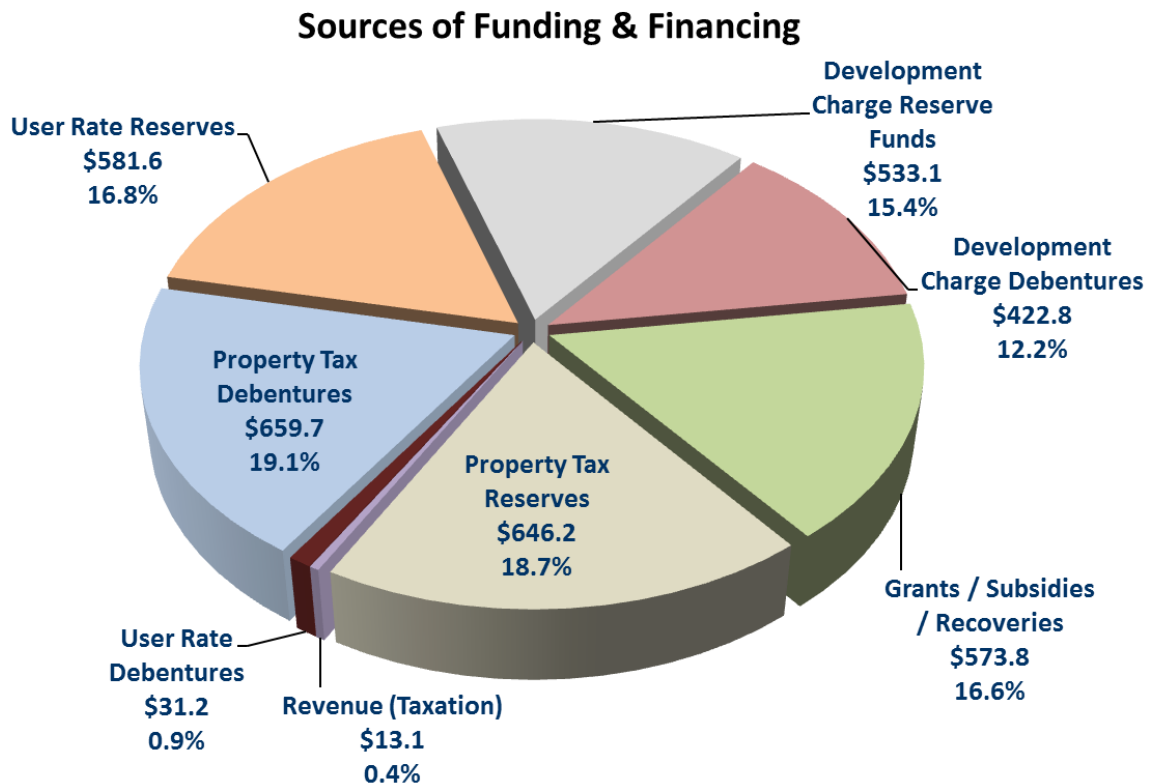
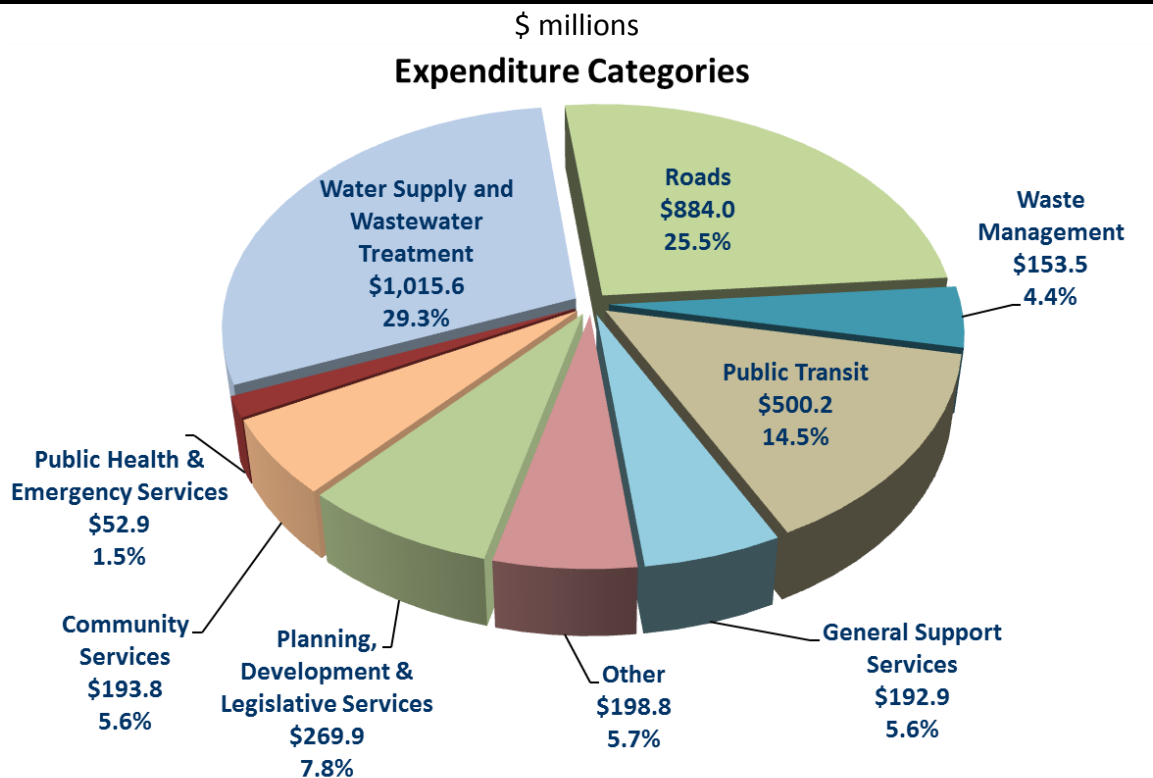
Sources of Funding & Financing



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

REGIONAL MUNICIPALITY OF WATERLOO

2019-2028 Capital Budget & Forecast \$3.5 billion

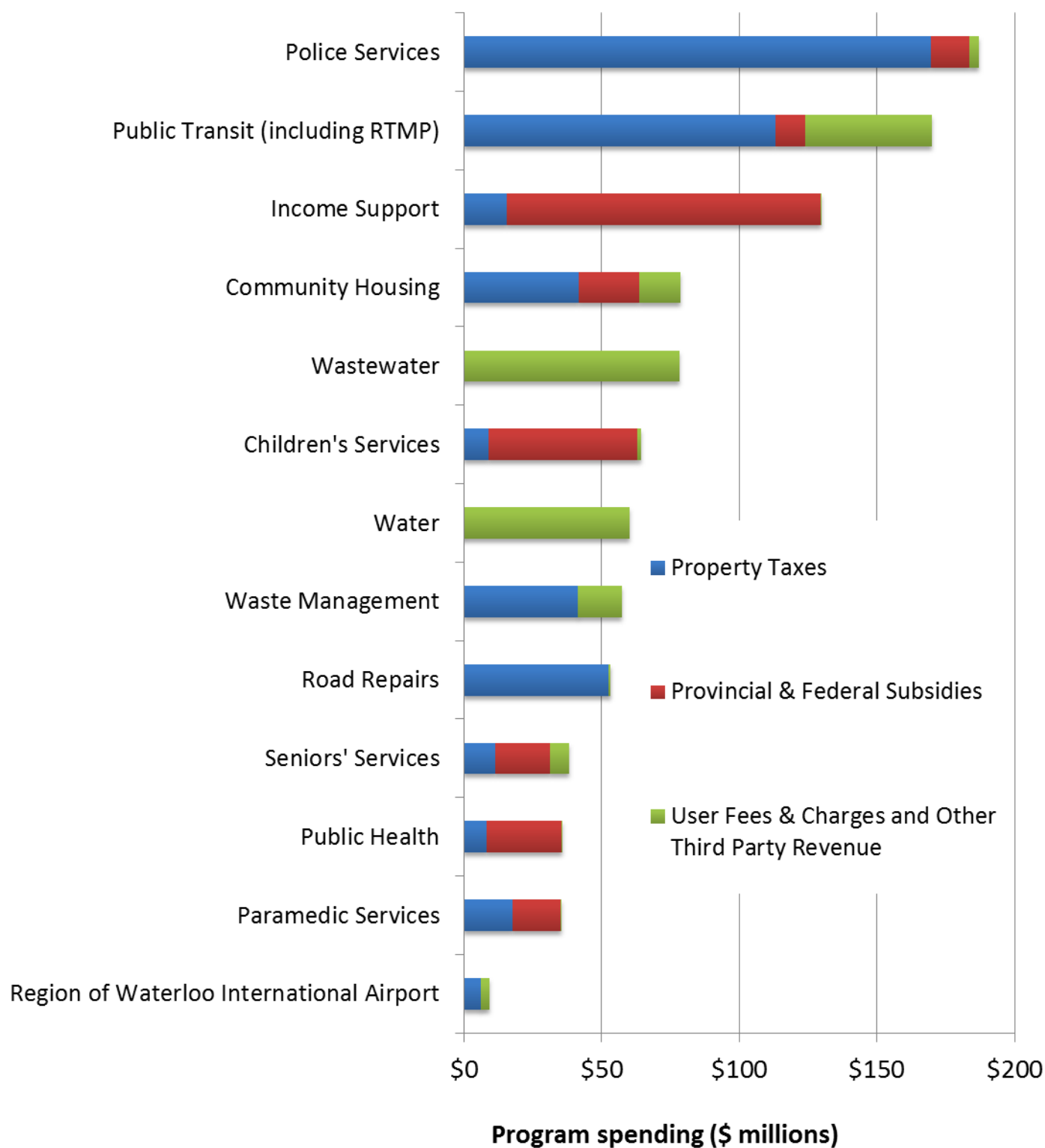


Expenditures and Sources of Funding and Financing include Capital for both user rates and property tax budgets.

REGIONAL MUNICIPALITY OF WATERLOO

2019 Operating Budget: Funding Sources for Major Services (\$ millions)

2019 Funding Sources for Major Services



REGIONAL MUNICIPALITY OF WATERLOO

Property Tax & User Rates Budget Highlights

2019 Operating Budget

- Average Property Tax Budget Impact is 2.97%
- Total operating budget expenditure of \$1,101 million (\$945 million net of transfers to Capital and Reserve Funds)
- Assessment Growth is 1.92%
- Approximately 1.00% of the 2.97% increase is required to fund Police Services
- The direct Regional tax rate increase is 1.97%
- The water wholesale rate increased by 2.9%
- The wastewater wholesale rate increased by 6.9%
- The retail water rate increased by 7.9%
- The retail wastewater rate increased by 4.9%

Capital Budget and Ten Year Forecast

- The 2019 approved capital budget is \$560 million
- The 10 year capital forecast is \$3.5 billion (constant 2019 dollars)
- Total debenture requirement over the 10 year forecast is \$1.1 billion
 - Property Tax debenture requirement is \$660 million
 - User Rate debenture requirement is \$31 million
 - Development Charge debenture requirement is \$423 million

REGIONAL MUNICIPALITY OF WATERLOO

Approved Staff Complement (FTEs)

	2018 Budget *	2019 Budget	Change
Transportation & Environmental Services	1,183.6	1,215.0	31.4
Community Services	759.7	774.2	14.5
Public Health & Emergency Services	509.6	520.6	11.0
Corporate Services	280.2	287.2	7.0
Planning, Development & Legislative Services	218.6	223.8	5.2
Human Resources & Citizen Service	92.1	92.1	-
Chief Administrator's Office	8.0	8.0	-
Elected Offices	3.0	3.0	-
Direct Regional	3,054.8	3,123.9	69.1
Waterloo Regional Police Services	1,109.0	1,159.0	50.0
Waterloo Region Crime Prevention Council	6.2	6.2	-
Immigration Partnership Council	4.4	3.8	(0.6)
Total	4,174.4	4,292.9	118.5

Approved 2019 Staff Complement (FTEs)

	Permanent	Temporary	Total
Direct Regional	3,025.5	98.4	3,123.9
Waterloo Regional Police Services	1,159.0	-	1,159.0
Waterloo Region Crime Prevention Council	6.2	-	6.2
Immigration Partnership Council	-	3.8	3.8
Total	4,190.7	102.2	4,292.9

*The 2018 Budget complement has been adjusted to reflect 2018 in-year changes.

Note: Elected officials are excluded from complement count.

**Region of Waterloo
Approved 2019 Budget Issue Papers**

		2019 operating budget impact			2019-2028 capital plan impact		
Dept/Div	Description	Annualized Levy Impact	Property taxes	Reserves Capital User rates Subsidies Other	Tax supported reserves and debt	RDC reserves and debt	Grants Subsidy
NO LEVY IMPACT							
COR/Facilities Management	Project management and additional facility maintenance staff			\$179			
PDL/Provincial Offences Court	POA Prosecution and Administrative staff			\$192			
PDL/Community Planning	Implementing Community Energy Investment Strategy Actions (Bundle 1 - residential project neutral campaign for 2 years)			\$58			
TES/Water Services	Water Source Protection Plan			\$65			
TES/Water Services	Supervisory staff for maintenance and programs						
LEVY IMPACT							
CSD/Seniors' Services	Personal Support Workers (Nights)	\$270	\$203				
CSD/Seniors' Services	Personal Support Workers (1:1 HINF)	\$111	\$83	\$399			
PHE/Paramedic Services	Implementation of Paramedic Master Plan (Year 3) (Bundle 1)	\$517	\$286	\$287	\$582		
TES/Transit Services	Implementation of GRT Business Plan (Year 2) (Bundle 1)	\$2,153	\$1,907	\$135			
TES/Transit Services	Conestoga College Upass	\$885	\$619	\$49	\$643	\$378	\$2,759
TES/Transit Services	Implementation of MobilityPLUS and Kiwanis Transit Five-Year Business Plan (Year 2)	\$354	\$144	\$4	\$59		\$161
PHE/Paramedic Services	Implementation of Paramedic Master Plan (Year 3) (Bundle 2)	\$371	\$193	\$194	\$114		
COR/ITS	Network infrastructure security and support	\$238	\$27				
COR/Facilities Management	Convert 1 FTE from temporary to permanent for implementation of the Facilities safety management system	\$117	\$98	\$19			
CSD/Housing	Increased Housing Stability System supports (Bundle 1)	\$620	\$321				
COR/ITS	Corporate technology project delivery	\$365	\$37				
TES/Transportation	Add 2 signal maintenance positions and 1 signal technician	\$307	\$263		\$65		
TES/Transportation	Add 1 FTE for Corridor Management	\$106	\$76				
COR/ITS	Asset Management systems implementation and ongoing support	\$119	\$78				
PDL/Economic Development	Funding for economic development initiatives	\$100	\$100				

**Region of Waterloo
Approved 2019 Budget Issue Papers**

		2019 operating budget impact		2019-2028 capital plan impact			
Dept/Div	Description	Annualized Levy Impact	Property taxes	Reserves Capital User rates Subsidies Other	Tax supported reserves and debt	RDC reserves and debt	Grants Subsidy
TES/Administration	Asset Management support technologist - Waste Management & Airport	\$93	\$79				
TES/Transportation	Add 1 FTE for Transportation Planning	\$116	\$101				
TES/Transportation	Add 1 FTE for Infrastructure Analysis	\$103	\$69				
CSD/Housing	Increased Housing Stability System supports (Bundle 2)	\$624	\$312				
PDL/Community Planning	EvolveGreen	\$50	\$50				
TES/Transit Services	Implementation of GRT Business Plan (Year 2) (Bundle 2)	\$699	\$0	\$47			
TES/Transit Services	Transit Service to Woolwich	\$285	\$112		\$25		
TES/Transportation	Traffic signal technology (Option 1)	\$25	\$0		\$300		
TES/Transportation	Traffic signal technology (Option 2)	\$600	\$0		\$2,700		
Subtotal		\$9,228	\$5,158	\$1,628	\$4,488	\$378	\$2,920

Legend:

COR Corporate Services
CSD Community Services
PDL Planning, Development & Legislative Services
PHE Public Health and Emergency Services
TES Transportation and Environmental Services

REGIONAL MUNICIPALITY OF WATERLOO

Cost of Regional Services Per Average Household*

	2018	2019	\$ Change	% Change
Water **	\$213.10	\$219.28	\$6.18	2.9%
Wastewater **	\$239.72	\$256.22	\$16.50	6.9%
Property Tax ****	\$1,967.12	\$2,025.46	\$58.34	2.97%
Total	\$2,419.94	\$2,500.96	\$81.03	3.35%

	2018	2019	\$ Change	% Change
Retail Water ***	\$675.12	\$729.96	\$54.84	8.1%
Retail Wastewater ***	\$518.52	\$550.92	\$32.40	6.2%
Note: Retail water and wastewater rates apply to the Townships of Wellesley and North Dumfries and include water and wastewater wholesale costs noted above.				

* Based on an average residential property having a 2019 market value of \$344,200 and water usage of 204 cubic metres

** Annualized impact. Rate increase is 2.9% in Water and 6.9% for Wastewater effective January 1, 2019

*** Annualized impact. Rate increase is 7.9% in Retail Water and 4.9% in Retail Wastewater effective March 1, 2019, and an increase of \$1.00 to the monthly fixed fees for both Retail Water and Retail Wastewater

**** 2018 Property Tax impact adjusted to reflect updated average assessment value

REGIONAL MUNICIPALITY OF WATERLOO
Average Cost Per Household* for Regional Services
2019 Budget

Tax Supported Services	Net Expenditure (\$000's)	Property Tax Levy ⁽¹⁾ (\$000's)	per \$344,200 Residential Assessment Value									
			Blended Regional		Urban		Rural ⁽⁴⁾		Woolwich		Wilmot	
			%	\$	%	\$	%	\$	%	\$	%	\$
Police Services	\$187,056	\$169,534	31.4	\$636	30.8	\$636	36.7	\$636	35.8	\$636	36.4	\$636
Public Transit ⁽²⁾	177,193	113,447	21.0	426	23.1	478	3.5	61	5.8	103	4.3	76
Roads/Design & Construction/Eng.	53,500	52,250	9.7	196	9.5	196	11.3	196	11.0	196	11.2	196
Housing Services	80,030	41,923	7.8	157	7.6	157	9.1	157	8.9	157	9.0	157
Waste Management	57,578	41,413	7.7	155	7.5	155	9.0	155	8.8	155	8.9	155
Paramedic Services	36,195	17,438	3.2	65	3.2	65	3.8	65	3.7	65	3.7	65
Employment/Income Support	130,185	15,691	2.9	59	2.8	59	3.4	59	3.3	59	3.4	59
Seniors' Services	38,331	11,389	2.1	43	2.1	43	2.5	43	2.4	43	2.4	43
Cultural Services	11,219	10,337	1.9	39	1.9	39	2.2	39	2.2	39	2.2	39
Grants/Financial Expenses	10,638	9,327	1.7	35	1.7	35	2.0	35	2.0	35	2.0	35
Children's Services	64,832	9,159	1.7	34	1.7	34	2.0	34	1.9	34	2.0	34
Facilities & Fleet Management	11,361	9,023	1.7	34	1.6	34	2.0	34	1.9	34	1.9	34
Public Health	35,742	8,125	1.5	30	1.5	30	1.8	30	1.7	30	1.7	30
Human Resources & Citizen Service	11,115	9,046	1.7	34	1.6	34	2.0	34	1.9	34	1.9	34
Information Technology Services	9,071	8,519	1.6	32	1.5	32	1.8	32	1.8	32	1.8	32
Property Assessment	6,884	6,884	1.3	26	1.2	26	1.5	26	1.5	26	1.5	26
Finance	8,239	6,319	1.2	24	1.1	24	1.4	24	1.3	24	1.4	24
Airport	9,520	6,091	1.1	23	1.1	23	1.3	23	1.3	23	1.3	23
Regional Library ⁽²⁾	3,166	2,985	0.6	11	0.0	0	4.8	84	4.7	84	4.8	84
Elected Offices & Chief Administrator's Office	2,732	2,732	0.5	10	0.5	10	0.6	10	0.6	10	0.6	10
Economic Development	2,765	2,765	0.5	10	0.5	10	0.6	10	0.6	10	0.6	10
Planning, Development & Legislative Services	13,012	2,080	0.4	8	0.4	8	0.5	8	0.4	8	0.4	8
Waterloo Crime Prevention Council	745	711	0.1	3	0.1	3	0.2	3	0.2	3	0.2	3
Subtotal	\$961,110	\$557,190		\$2,091		\$2,132		\$1,799		\$1,841		\$1,814
Less: Payments in Lieu & Supplementary Taxes ⁽³⁾		(17,385)	(3.2)	(\$65)	(3.2)	(\$65)	(3.8)	(\$65)	(3.7)	(\$65)	(3.7)	(\$65)
Regional Tax Levy	\$961,110	\$539,805	100%	\$2,025	100%	\$2,066	100%	\$1,733	100%	\$1,776	100%	\$1,749

Cost of Regional Services per Average Household* by Area Municipality												
			Kitchener	Waterloo	Cambridge	N. Dumfries	Wellesley	Woolwich	Wilmot			
			\$2,066	\$2,066	\$2,066	\$1,733	\$1,733	\$1,776	\$1,749			
Tax Supported Regional Services	Net Expenditure (thousands)											
User Rates												
Water ⁽⁵⁾	\$57,629		\$219	\$219	\$219	\$219	\$219	\$219	\$219			
Wastewater Treatment ⁽⁵⁾	76,766		\$256	\$256	\$256	\$256	\$256	\$256	\$256			
Retail Water & Wastewater ⁽⁶⁾	4,044					\$805	\$805					
Subtotal User Rates	<u>\$138,439</u>		<u>\$476</u>	<u>\$476</u>	<u>\$476</u>	<u>\$1,281</u>	<u>\$1,281</u>	<u>\$476</u>	<u>\$476</u>			
Household cost for Regional services *			<u>\$2,542</u>	<u>\$2,542</u>	<u>\$2,542</u>	<u>\$3,014</u>	<u>\$3,014</u>	<u>\$2,251</u>	<u>\$2,224</u>			

⁽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⁾ Incremental to wholesale water and wastewater charges.

* based on an average residential property having an assessed value of \$344,200 for 2019 and water usage of 204 m³.



Region of Waterloo

TAX SUPPORTED PROGRAM BUDGET & CAPITAL BUDGET SUMMARIES

2019 Tax Supported Program Budgets

Departmental Summary													
2019 Budget by Division (Thousands)													
Page	Budgeted Expenditures (Gross Expenditures)			Budgeted Net Expenditures (Net of Internal Recoveries)			Budgeted Revenues			Property Tax Levy (Net Expenditures less Revenues)			
	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	%
DIRECT REGIONAL RESPONSIBILITY													
23	Elected Offices	\$ 1,732	\$ 1,768	\$ 36	\$ 1,386	\$ 1,421	\$ 35	\$ -	\$ -	\$ -	\$ 1,386	\$ 1,421	\$ 35 2.5%
27	Chief Administrator's Office	1,426	1,451	25	1,286	1,311	25	-	-	-	1,286	1,311	25 1.9%
Corporate Services													
31	Commissioner of Corporate Services	418	422	4	367	371	4	25	25	-	342	346	4 1.2%
34	Information Technology Services	12,392	12,695	303	8,823	9,071	248	655	552	(103)	8,168	8,519	351 4.3%
39	Facilities Management	71,316	74,226	2,910	11,551	11,361	(190)	2,466	2,339	(127)	9,085	9,023	(63) (0.7%)
49	Fleet Management *	4,758	4,991	233	-	-	-	-	-	-	-	-	- 0.0%
55	Treasury Services	4,897	4,974	77	3,654	3,721	67	1,294	1,251	(43)	2,360	2,470	110 4.7%
58	Financial Services & Development Financing	5,423	5,467	44	4,202	4,147	(55)	659	644	(15)	3,543	3,503	(40) (1.1%)
	Total Corporate Services	99,204	102,775	3,571	28,597	28,671	74	5,099	4,811	(288)	23,498	23,861	362 1.5%
Human Resources & Citizen Service													
66	Commissioner of Human Resources & Citizen Service	2,177	2,227	50	1,991	2,041	50	262	260	(2)	1,729	1,781	52 3.0%
69	Talent Management & Employee Services	2,230	2,377	147	1,755	1,817	62	318	318	-	1,437	1,499	62 4.3%
72	Citizen Service	5,060	5,150	90	4,294	4,383	89	315	315	-	3,979	4,068	89 2.2%
75	Employee Relations	3,787	3,869	82	2,802	2,874	72	1,159	1,176	17	1,644	1,698	55 3.3%
	Total Human Resources & Citizen Service	13,254	13,623	369	10,842	11,115	273	2,054	2,069	15	8,789	9,046	258 2.9%
Planning, Development & Legislative Services													
81	Commissioner of Planning, Development & Legislative Services	721	727	6	721	727	6	-	-	-	721	727	6 0.8%
84	Economic Development	2,505	2,765	260	2,505	2,765	260	-	-	-	2,506	2,765	260 10.4%
88	Region of Waterloo International Airport	8,817	9,648	831	8,665	9,520	855	2,963	3,429	466	5,702	6,091	389 6.8%
95	Community Planning	3,956	4,296	340	3,906	4,246	340	848	1,028	180	3,058	3,218	160 5.2%
100	Council & Administrative Services	4,627	4,679	52	2,709	2,746	37	458	568	110	2,252	2,179	(73) (3.2%)
103	Provincial Offences Act	3,967	4,336	369	3,950	4,319	369	8,754	8,946	192	(4,804)	(4,627)	177 (3.7%)
105	Legal Services	1,886	1,913	27	946	974	28	390	391	1	556	583	27 4.9%
108	Cultural Services	11,174	11,219	45	11,174	11,219	45	896	882	(14)	10,278	10,337	59 0.6%
113	Region of Waterloo Library	3,071	3,166	95	3,071	3,166	95	175	181	6	2,896	2,985	89 3.1%
	Total Planning, Development & Legislative Services	40,724	42,749	2,025	37,647	39,682	2,035	14,484	15,425	941	23,165	24,258	1,094 4.7%

2019 Tax Supported Program Budgets

Departmental Summary													
2019 Budget by Division (Thousands)													
Page	Budgeted Expenditures (Gross Expenditures)			Budgeted Net Expenditures (Net of Internal Recoveries)			Budgeted Revenues			Property Tax Levy (Net Expenditures less Revenues)			
	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	%
Transportation & Environmental Services													
119 Commissioner of Transportation & Environmental Services	\$ 803	\$ 907	\$ 104	\$ 194	\$ 272	\$ 78	\$ -	\$ -	\$ -	\$ 194	\$ 272	\$ 78	40.2%
121 Design & Construction *	7,448	7,737	289	50	55	5	50	55	5	-	-	-	0.0%
126 Transportation	52,508	54,703	2,195	51,253	53,395	2,142	1,112	1,195	83	50,141	52,200	2,059	4.1%
147 Waste Management	55,724	59,016	3,292	54,232	57,524	3,292	15,883	16,165	282	38,349	41,359	3,010	7.8%
153 Grand River Transit Services	124,537	131,812	7,275	124,049	131,512	7,463	48,306	49,506	1,200	75,743	82,006	6,263	8.3%
162 Light Rail Transit	37,976	45,603	7,627	37,514	45,514	8,000	8,030	14,240	6,210	29,484	31,274	1,790	6.1%
Total Transportation & Environmental Services	278,996	299,778	20,782	267,292	288,272	20,980	73,381	81,161	7,780	193,911	207,111	13,200	6.8%
Community Services													
203 Commissioner of Community Services	1,515	1,541	26	1,515	1,541	26	652	623	(29)	863	918	55	6.4%
206 Housing Services	76,773	79,636	2,863	76,773	79,636	2,863	36,437	37,948	1,511	40,337	41,689	1,352	3.4%
212 Children's Services	64,795	64,498	(297)	64,810	64,513	(297)	55,699	55,544	(155)	9,111	8,969	(142)	(1.6%)
218 Seniors' Services	36,524	38,143	1,619	36,524	38,143	1,619	25,824	26,866	1,042	10,700	11,277	577	5.4%
223 Employment & Income Support	30,803	30,957	154	30,823	30,977	154	18,346	18,303	(43)	12,477	12,674	197	1.6%
224 Financial Assistance	90,459	98,718	8,259	90,309	98,568	8,260	87,672	95,932	8,260	2,637	2,636	-	0.0%
Total Community Services	300,869	313,493	12,624	300,754	313,378	12,624	224,630	235,216	10,586	76,125	78,163	2,038	2.7%
Public Health & Emergency Services													
230 Central Resources/Medical Officer of Health	7,161	7,378	217	5,538	5,786	248	4,090	4,178	88	1,449	1,608	160	11.0%
233 Health Protection & Investigation	5,072	5,118	46	4,992	5,018	26	3,719	3,733	14	1,274	1,285	12	0.9%
236 Infectious Disease, Dental and Sexual Health	10,469	10,564	95	10,388	10,483	95	8,041	8,172	131	2,347	2,311	(36)	(1.5%)
239 Healthy Living	8,212	7,909	(303)	8,079	7,776	(303)	6,184	5,854	(330)	1,895	1,923	27	1.4%
242 Child & Family Health	6,911	6,707	(204)	6,883	6,679	(204)	5,660	5,681	21	1,223	998	(225)	(18.4%)
245 Paramedic Services	33,864	36,195	2,331	33,864	36,195	2,331	17,341	18,757	1,416	16,523	17,438	915	5.5%
Total Public Health & Emergency Services	71,689	73,871	2,182	69,744	71,937	2,193	45,035	46,375	1,340	24,711	25,563	853	3.5%
252 Corporate Financial	9,703	9,595	(108)	9,703	9,595	(108)	17,431	18,202	771	(7,728)	(8,607)	(879)	(11.4%)
TOTAL DIRECT REGIONAL	\$ 817,597	\$ 859,103	\$ 41,506	\$ 727,251	\$ 765,382	\$ 38,131	\$ 382,114	\$ 403,259	\$ 21,145	\$ 345,143	\$ 362,127	\$ 16,986	4.9%

2019 Tax Supported Program Budgets

Departmental Summary													
2019 Budget by Division (Thousands)													
Page	Budgeted Expenditures (Gross Expenditures)			Budgeted Net Expenditures (Net of Internal Recoveries)			Budgeted Revenues			Property Tax Levy (Net Expenditures less Revenues)			
	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	%
ASSOCIATED AGENCIES													
256 Waterloo Regional Police Services	177,652	187,056	9,404	177,652	187,056	9,404	16,460	17,522	1,062	161,192	169,534	8,342	5.2%
261 Waterloo Regional Heritage Foundation	106	106	-	106	106	-	-	-	-	106	106	-	0.0%
263 Region of Waterloo Arts Fund	393	393	-	393	393	-	-	-	-	393	393	-	0.0%
265 Waterloo Region Crime Prevention Council	748	745	(3)	748	745	(3)	36	34	(2)	712	711	(1)	(0.1%)
267 Immigration Partnership Council	507	544	37	507	544	37	457	494	37	50	50	-	0.0%
269 Assessment Delivery Services (MPAC)	6,772	6,884	112	6,772	6,884	112	-	-	-	6,772	6,884	112	1.7%
TOTAL ASSOCIATED AGENCIES	186,178	195,728	9,550	186,178	195,728	9,550	16,953	18,050	1,097	169,225	177,678	8,453	5.0%
REGIONAL PROPERTY TAX LEVY	\$ 1,003,775	\$ 1,054,831	\$ 143,665	\$ 913,429	\$ 961,110	\$ 133,542	\$ 399,067	\$ 421,309	\$ 64,858	\$ 514,368	\$ 539,805	\$ 25,437	4.9%

* Divisions are 100% recovered.

Notes:

- The 2018 Budget has been restated in order to improve comparability with the 2019 Budget.

Budgeted Staff Complement (FTEs)	2018	2019	Change
By Department:			
Waterloo Regional Police Services	1,109.0	1,159.0	50.0
Transportation & Environmental Services	1,034.6	1,065.0	30.4
Community Services	759.7	774.2	14.5
Public Health & Emergency Services	509.6	520.6	11.0
Corporate Services	280.2	287.2	7.0
Planning, Development & Legislative Services	218.6	223.8	5.2
Human Resources & Citizen Service	92.1	92.1	-
Chief Administrator's Office	8.0	8.0	-
Waterloo Region Crime Prevention Council	6.2	6.2	-
Immigration Partnership Council	4.4	3.8	(0.6)
Elected Offices	3.0	3.0	-
Total	4,025.4	4,142.9	117.5
By Category			
Permanent	3,916.9	4,048.7	131.8
Temporary	108.5	94.2	(14.4)
Total	4,025.4	4,142.9	117.5

Notes:

- The above schedule excludes Elected Officials and the user rate budgeted complement.

- The 2018 Budget complement has been adjusted to reflect 2018 in-year changes.



Tax Supported Capital Budget & Forecast

Summary of Expenditure & Sources of Financing (Thousands)

2019 - 2028

	Previous Unspent	2019 New	2019					2019 - 2023	2024 - 2028	2019 - 2028
	Approvals	Request	Total	2020	2021	2022	2023	Subtotal	Subtotal	Total
Page										
EXPENDITURE										
Corporate Services										
35 Information Technology Services	293	1,243	1,536	1,200	1,231	1,260	910	6,138	5,416	11,554
41 Facilities Management	866	1,146	2,012	632	177	594	384	3,799	2,431	6,230
43 Facility Asset Acquisition & Construction	689	2,929	3,618	18,863	16,932	7,431	10,153	56,997	44,895	101,892
45 Facility Asset Renewal	6,140	3,257	9,397	6,453	5,751	4,003	2,410	28,014	36,056	64,070
50 Fleet Management	285	105	390	451	322	89	217	1,469	728	2,197
59 Financial Services & Development Financing	172	170	342	300	765	500	680	2,587	400	2,987
Human Resources & Citizen Service										
76 Human Resources & Citizen Service	841	118	959	662	295	184	1,100	3,200	800	4,000
Planning, Development & Legislative Services										
85 Economic Development	557	1,403	1,960	1,655	3,521	3,576	3,179	13,892	8,543	22,435
89 Region of Waterloo International Airport	1,878	7,876	9,755	9,098	2,841	3,159	18,503	43,356	157,706	201,062
96 Community Planning	1,143	1,334	2,477	2,310	985	450	450	6,672	2,250	8,922
101 Council & Administrative Services	148	-	148	400	425	50	72	1,095	378	1,473
109 Cultural Services	2,434	1,310	3,744	11,199	5,540	1,563	1,839	23,884	11,103	34,987
114 Region of Waterloo Library	65	58	123	103	178	128	83	615	440	1,055
Transportation & Environmental Services										
122 Design & Construction	45	43	88	-	-	60	75	223	280	503
128 Transportation	47,280	73,875	121,155	136,091	111,102	111,876	118,884	599,107	284,899	884,007
148 Waste Management	8,831	13,436	22,267	19,316	20,128	18,724	10,302	90,737	62,750	153,487
155 Grand River Transit Bus Services	28,399	59,841	88,240	78,737	51,511	22,363	21,582	262,433	106,336	368,769
164 Light Rail Transit	95,279	850	96,129	1,200	3,213	15,450	15,450	131,442	-	131,442
Community Services										
208 Waterloo Region Housing	6,446	3,578	10,024	15,957	16,629	12,924	15,486	71,021	67,689	138,710
208 Housing Services	13,933	1,222	15,155	1,799	-	350	-	17,304	350	17,654
214 Children's Services	280	625	905	534	660	2,920	4,172	9,189	3,106	12,295
220 Seniors' Services	2,036	4,992	7,028	3,839	1,217	1,042	1,327	14,454	10,679	25,133
Public Health & Emergency Services										
247 Paramedic Services	(455)	17,032	16,577	6,362	3,440	1,889	4,714	32,983	19,872	52,854
Police Services										
257 Waterloo Regional Police	11,400	16,510	27,910	28,604	24,709	22,761	18,344	122,328	75,940	198,267
TOTAL EXPENDITURE	228,987	212,952	441,939	345,766	271,572	233,346	250,316	1,542,939	903,046	2,445,985



Tax Supported Capital Budget & Forecast

Summary of Expenditure & Sources of Financing (Thousands)

2019 - 2028

	Previous Unspent	2019 New	2019					2019 - 2023	2024 - 2028	2019 - 2028
	Approvals	Request	Total	2020	2021	2022	2023	Subtotal	Subtotal	Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	79,895	54,799	134,694	87,992	66,924	46,536	52,594	388,740	181,419	570,159
Development Charges										
Reserve Funds	19,057	14,937	33,994	54,527	37,145	38,836	38,890	203,392	113,275	316,667
Debentures	18,455	36,478	54,933	29,251	21,608	27,140	34,324	167,256	72,918	240,174
Property Taxes										
Reserves & Reserve Funds										
Vehicle & Equipment Reserves	6,020	19,419	25,438	18,980	18,675	15,495	20,534	99,122	115,086	214,208
Airport Capital Reserve	1,002	1,281	2,283	2,596	911	2,780	1,098	9,668	5,283	14,950
General Tax Supported Capital Reserve	2,732	549	3,281	467		250		3,998	250	4,248
Roads Capital Levy Reserve	1,285	2,278	3,563	1,608	780	372	75	6,397	700	7,097
Roads Rehabilitation Capital Reserve	15,565	16,621	32,186	42,295	26,498	20,703	16,085	137,766	60,144	197,910
Transit Capital Reserve	5,217	2,292	7,509	1,654	2,335	975	975	13,448	7,007	20,455
Regional Transportation Master Plan Reserve Fund	1,885	788	2,673	1,200	1,200			5,073		5,073
Waste Management Reserve	1,708	1,603	3,311	1,400	1,400	1,400	1,600	9,111	7,200	16,311
Police Capital Reserve	11		11					11		11
Library Capital Reserve	53	6	59	41	36	41	31	207	84	291
Building Reserve	115		115	50	50	50	50	315	250	565
Facility Lifecycle Reserve	2,682	5,605	8,287	5,714	5,695	5,650	5,840	31,186	28,463	59,648
Solar Photovoltaic Reserve	313	250	563	250	250	250	250	1,563	1,250	2,813
Brownfield Incentive Program Reserve Fund	164	1,168	1,332	1,655	3,521	3,576	3,179	13,264	8,543	21,807
ITS Capital Reserve	242	843	1,085	1,050	1,156	810	510	4,612	3,341	7,953
Computer Equipment Reserve	125	400	525	550	475	500	400	2,450	2,175	4,625
Cultural Services Capital Reserve	338	145	483	654	535	547	510	2,729	2,265	4,994
Financial Services Capital Reserve	107	12	119	300	200		18	637	30	667
Children's Services Capital Reserve	198	361	559	375	425	300	300	1,959	1,500	3,459
Community Planning Capital Reserve	281	204	485	694	404	45	45	1,672	225	1,897
Seniors' Services Capital Reserve	367	1,035	1,402	990	274	559	698	3,923	2,800	6,723
HRC Capital Reserve	65		65	150	150	184	1,100	1,649	800	2,449
WSIB Reserve Fund	160		160	145	145			450		450
Housing General Reserve	5,749		5,749	11,385	12,056	8,702	8,037	45,928	350	46,278
Housing Incentives Reserve	70		70					70		70
Water Capital Reserve	120	78	198					198		198
Accessible Service Reserve		59	59	32	32			124		124
Other Reserves	121	799	920					920		920
Contributions from Operating		1,305	1,305	1,305	1,305	1,305	1,305	6,525	6,525	13,050
Debentures	64,887	49,638	114,525	78,456	67,387	56,341	61,869	378,577	281,164	659,742
TOTAL FUNDING & FINANCING	228,987	212,952	441,939	345,766	271,572	233,346	250,316	1,542,939	903,046	2,445,985

Notes:

- 2019-2028 capital programs are stated in 2019 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.
- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #14-046 as amended. RDC funding available will depend on the outcome of the 2019 background study and by-law review.



Region of Waterloo

USER RATE PROGRAM BUDGET & CAPITAL BUDGET SUMMARIES

User Rate Services

Departmental Summary 2019 Budget by Division (Thousands)

Page #		Budgeted Expenditure (Net of Internal Recoveries)			Budgeted Non-Rate Revenue			Rate Revenue Required			
		2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	
170	Water Supply	\$ 55,957	\$ 57,660	\$ 1,704	\$ 26	\$ 31	\$ 5	\$ 55,931	\$ 57,629	\$ 1,698	3.0%
181	Wastewater Treatment	74,167	78,389	4,222	1,613	1,623	10	72,554	76,766	4,212	5.8%
190	Water Distribution	2,499	2,664	165	23	23	-	2,476	2,641	165	6.7%
195	Wastewater Collection	1,317	1,403	87	-	-	-	1,317	1,403	87	6.6%
Total		\$ 133,939	\$ 140,116	\$ 6,177	\$ 1,662	\$ 1,677	\$ 15	\$ 132,278	\$ 138,439	\$ 6,162	4.7%

Budgeted Staff Complement (FTEs)

By Division	2018	2019	Change
Water Supply	83.3	83.8	0.5
Wastewater Treatment	62.6	63.1	0.5
Water Distribution	3.0	3.0	-
Wastewater Collection	-	-	-
Total	149.0	150.0	1.0
By Category			
Permanent	140.0	142.0	2.0
Temporary	9.0	8.0	(1.0)
Total	149.0	150.0	1.0
Recoveries			
Interdepartmental:			
Wastewater Collection	0.3	0.3	-
From capital projects / reserves	4.7	4.7	-
Total recoveries	5.0	5.0	-

User Rate Capital Budget & Forecast
Summary of Expenditure & Sources of Financing (Thousands)
2019 - 2028

	Previous Unspent	2019 New	2019					2019 - 2023	2024 - 2028	2019 - 2028
	Approvals	Request	Total	2020	2021	2022	2023	Subtotal	Subtotal	Total
Page										
EXPENDITURE										
172 Water Supply	13,699	42,071	55,770	51,765	53,117	51,179	58,666	270,497	214,478	484,975
183 Wastewater Treatment	28,831	32,210	61,041	60,590	45,080	49,655	45,004	261,370	265,145	526,515
191 Water Distribution	358	250	608	290	250	88	50	1,286	1,528	2,814
196 Wastewater Collection	175	400	575	75	75	75	75	875	375	1,250
TOTAL EXPENDITURE	43,063	74,931	117,994	112,720	98,522	100,997	103,795	534,028	481,526	1,015,554
FUNDING & FINANCING										
Grants & Subsidies					1,150	2,446		3,596		3,596
Development Charges										
Reserve Funds	7,835	21,174	29,009	18,858	21,694	20,796	22,788	113,146	103,288	216,435
Debentures	7,553	5,011	12,564	18,751	12,452	13,216	12,396	69,379	113,274	182,654
User Rates										
Reserves and Reserve Funds										
Vehicle & Equipment Reserves	10	577	587	250	90	425	279	1,631	1,787	3,418
Water Capital Reserve	8,554	24,079	32,633	32,544	31,933	27,494	28,685	153,290	111,139	264,428
Wastewater Capital Reserve	18,578	23,439	42,018	36,992	29,613	31,825	31,521	171,968	137,912	309,881
Water Distribution Capital Reserve	358	250	608	250	250	50	50	1,208	850	2,058
Wastewater Collection Reserve	175	400	575	75	75	75	75	875	975	1,850
Debentures				5,000	1,265	4,669	8,000	18,935	12,300	31,235
TOTAL FUNDING & FINANCING	43,063	74,931	117,994	112,720	98,522	100,997	103,795	534,028	481,526	1,015,554

Notes:

- 2019-2028 capital programs are stated in 2019 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.
- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #14-046 as amended. RDC funding available will depend on the outcome of the 2019 background study and by-law review.



Region of Waterloo

ELECTED OFFICES

Regional Municipality of Waterloo

Regional Council 2019 - 2022

Karen Redman, Regional Chair

ARMSTRONG, Les (Mayor)

KIEFER, Karl

CLARKE, Elizabeth

LORENTZ, Geoff

ERB, Jim

MCGARRY, Kathryn (Mayor)

FOXTON, Sue (Mayor)

NOWAK, Joe (Mayor)

GALLOWAY, Tom

SHANTZ, Sandy (Mayor)

HARRIS, Michael

STRICKLAND, Sean *

JAWORSKY, Dave (Mayor)

VRBANOVIC, Berry (Mayor)

JOWETT, Helen

*** Budget Committee Chair**



Elected Offices
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 1,379	\$ 1,400	\$ -	\$ 1,400	\$ 21	1.5%	B1
Regional Chair expenses	4	4	-	4	-	0.0%	
Area Municipal Mayors expenses	31	31	-	31	-	0.0%	
Directly Elected Councillors expenses	36	36	-	36	-	0.0%	
Services and supplies	166	170	-	170	4	2.4%	
Transfers to reserves	14	14	-	14	(0)	(2.6%)	
Interdepartmental charges	102	114	-	114	11	11.2%	B2
Subtotal gross expenditure	1,732	1,768	-	1,768	36	2.1%	
Central administration recoveries	(347)	(347)	-	(347)	-	0.0%	
Subtotal recoveries	(347)	(347)	-	(347)	-	0.0%	
Net expenditure	\$ 1,386	\$ 1,421	\$ -	\$ 1,421	\$ 36	2.6%	
Property tax levy	\$ 1,386	\$ 1,421	\$ -	\$ 1,421	\$ 36	2.6%	
Cost to the average household	\$ 5			\$ 5			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	3.0	3.0	-	3.0	-	
Temporary	-	-	-	-	-	
Total	3.0	3.0	-	3.0	-	

Notes

Budget notes

B1 - Compensation per contracts/estimates

B2 - Increased budget for rent, facilities management and lifecycle provisions



Region of Waterloo

CHIEF ADMINISTRATOR'S OFFICE



2019 Budget

Department: Chief Administrator's Office

Chief Administrative Officer: Mike Murray

The office of the Chief Administrative Officer (CAO) provides overall leadership and direction related to the administration and operation of the Region of Waterloo. This includes fostering an organizational culture that reflects the Region's values, establishing and monitoring organizational priorities, and ensuring that the Region's services are delivered efficiently and effectively.

Specific functions associated with the CAO's Office include:

- **Corporate Communications** – Bryan Stortz, Director
- **Strategic Planning and Strategic Initiatives** – Lorie Fioze, Manager

Programs and services:

- **Corporate Communications:** Coordinates the Region's internal and external communication strategies; provides guidance and support to program-specific communications; and coordinates media relations, media purchases, internal and external websites and corporate communication standards and training.
- **Strategic Planning and Strategic Initiatives:** Coordinates the development and implementation of a Corporate Strategic Plan for each term of Regional Council, which provides a process for priority setting that ensures effective and efficient governance and recognizes and responds to the needs of the community; provides direction, coordination and leadership on key organization-wide strategic initiatives that help achieve the priorities for the organization (e.g. focus on innovation, community wellness initiative, focus on Regional values.).

Key issues and priorities:

- Increasing public awareness and understanding of Regional programs and services remains a priority.
- Continue to enhance the community's trust and confidence in the organization and demonstrate that the Region provides responsive services and good value for money.
- Ensure the effective implementation of the Region's Strategic Plan, including monitoring and reporting on progress to Council and to the community.

Base Budget Drivers & Significant Budget Challenges:

- As technology changes, the corporate communication strategy needs to keep pace by exploring and leveraging new communication methods to support public awareness and community engagement.

Chief Administrator's Office
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 1,218	\$ 1,244	\$ -	\$ 1,244	\$ 26	2.1%	B1
Services and supplies	150	150	-	150	-	0.0%	
Transfers to reserves	3	3	-	3	-	0.0%	
Interdepartmental charges	55	54	-	54	(1)	(1.8%)	
Subtotal gross expenditure	1,426	1,451	-	1,451	25	1.8%	
Central administration recoveries	(140)	(140)	-	(140)	-	0.0%	
Subtotal recoveries	(140)	(140)	-	(140)	-	0.0%	
Net expenditure	\$ 1,286	\$ 1,311	\$ -	\$ 1,311	\$ 25	1.9%	
Property tax levy	\$ 1,286	\$ 1,311	\$ -	\$ 1,311	\$ 25	1.9%	
Cost to the average household	\$ 5			\$ 5			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	8.0	8.0	-	8.0	-	
Temporary	-	-	-	-	-	
Total	8.0	8.0	-	8.0	-	

Notes

Budget notes

B1 - Compensation per contracts/estimates



Region of Waterloo

CORPORATE SERVICES



2019 Budget

Department: Corporate Services

Commissioner and Chief Financial Officer: Craig Dyer

Corporate Services provides the following support and advisory services to Council and Regional departments:

- Planning, construction, maintenance and asset management services for Regional buildings and property.
- Corporate fleet planning, acquisition and maintenance.
- Planning, development, implementation, and maintenance of Information Technology infrastructure, systems and applications.
- Corporate accounting, purchasing, payroll, inventory management and risk management services.
- Long term financial sustainability and planning, budgeting and financial reporting.
- Investment and debt management.

The divisions within Corporate Services include:

- **Information Technology Services** – Cathy Bulych, Director
- **Facilities & Fleet Management** – Ellen McGaghey, Director
- **Treasury Services** – Angela Hinchberger, Director & Deputy Treasurer
- **Financial Services & Development Financing** – Cathy Deschamps, Director



Corporate Services (COR)

Departmental Summary 2019 Budget by Division (Thousands)

	Budgeted Expenditure (Net of Internal Recoveries)			Budgeted Revenue			Property Tax Levy			
	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	
Commissioner of Corporate Services	\$ 367	\$ 371	\$ 4	\$ 25	\$ 25	\$ -	\$ 342	\$ 346	\$ 4	1.1%
Information Technology Services	8,823	9,071	248	655	552	(103)	8,168	8,519	352	4.3%
Facilities Management	11,551	11,361	(190)	2,466	2,339	(127)	9,085	9,023	(63)	(0.7%)
Fleet Management	-	-	-	-	-	-	-	-	-	0.0%
Treasury Services	3,654	3,720	67	1,294	1,251	(43)	2,360	2,470	110	4.6%
Financial Services & Development Financing	4,202	4,147	(55)	660	645	(15)	3,542	3,502	(40)	(1.1%)
Total	\$ 28,596	\$ 28,670	\$ 74	\$ 5,099	\$ 4,811	\$ (289)	\$ 23,497	\$ 23,860	\$ 363	1.5%

Budgeted Staff Complement (FTEs)

By Division	2018	2019	Change
Commissioner of Corporate Services	2.0	2.0	-
Information Technology Services	61.0	67.0	6.0
Facilities Management	110.3	113.3	3.0
Fleet Management	17.0	17.0	-
Treasury Services	47.5	45.5	(2.0)
Financial Services & Development Financing	42.4	42.4	-
Total	280.2	287.2	7.0
By Category			
Permanent	266.3	276.3	10.0
Temporary	13.9	10.9	(3.0)
Total	280.2	287.2	7.0
Recoveries			
Interdepartmental	115.2	115.2	-
From capital projects	31.5	33.5	2.0
Total recoveries	146.7	148.7	2.0

Budget Issue Papers Approved

Facilities Management	Addition of 3.0 permanent FTEs to deliver renewal works projects as required in the current asset renewal plan
Facilities Management	Convert 1.0 FTE from temporary to permanent (Facilities safety management system) and change funding from capital projects to tax levy
Information Technology Services	Addition of 6 permanent FTEs for: project delivery (3 FTEs), asset management (1 FTE) and network infrastructure security (2 FTEs)

Commissioner of Corporate Services
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 375	\$ 379	\$ -	\$ 379	\$ 4	1.1%	B1
Services and supplies	19	17	-	17	(2)	(10.6%)	
Transfers to reserves	2	3	-	3	0	4.8%	
Interdepartmental charges	23	24	-	24	2	7.3%	
Subtotal gross expenditure	418	422	-	422	4	0.9%	
Central administration recoveries	(52)	(52)	-	(52)	-	0.0%	
Subtotal recoveries	(52)	(52)	-	(52)	-	0.0%	
Net expenditure	\$ 367	\$ 371	\$ -	\$ 371	\$ 4	1.1%	
Revenue							
Provincial grants & subsidies	25	25	-	25	-	0.0%	
Revenue subtotal	\$ 25	\$ 25	\$ -	\$ 25	\$ -	0.0%	
Property tax levy	\$ 342	\$ 346	\$ -	\$ 346	\$ 4	1.1%	
Cost to the average household	\$ 1			\$ 1			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	2.0	2.0	-	2.0	-	
Temporary	-	-	-	-	-	
Total	2.0	2.0	-	2.0	-	

Notes

Budget notes

B1 - Compensation per contracts/estimates



Division: Information Technology Services
Director: Cathy Bulych

Programs and services:

- Responsible for the efficient operation of the corporation's Information Technology Services (ITS) including security devices, networks, servers, databases, applications, and telecommunications.
- The division delivers a wide range of IT services including: information security; back up and recovery services; email and messaging; application development, support and integration; Geographic Information Systems (GIS); business relationship management; project management; and business analysis.
- Responsible for architecture, design, implementation and support of technical infrastructure; stewardship of corporate level data strategies; prioritization of Information Technology infrastructure and application projects; development, support and upgrades of applications and infrastructure; facilitating the effective use of technology within the delivery of public services; providing expertise in technology solutions; and ensuring enterprise level technology integration as appropriate or required.

Key issues and priorities:

- The information technology solutions used to support various program areas are integral to the delivery of services. As the need for automation, mobile applications and dependence on IT infrastructure increases, the demand for ITS services increases correspondingly.
- Very few aspects of Regional operations do not have an Information Technology component. The complexity of the integration and number of touch points is increasingly complex.

- Many program areas are moving to a more 7x24 mode of operation, which has a significant impact on ITS and its ability to meet the needs of those program areas outside of “regular ITS business hours”.
- Working in partnership with the local municipalities and Waterloo Regional Police Service (WRPS) to deliver efficient and effective IT services across the Region.

Base Budget Drivers and Significant Budget Challenges:

- Significant growth in use of mobile technologies increases the demands on network connectivity needs including Public Transit, traffic signal systems, Water Supervisory Control and Data Acquisition (SCADA) systems, WiFi and tablet technologies.
- Increasing trend across the various program areas to automate manual processes using IT systems.
- Increased demand for 7x24 support for a number of program areas.

**Information Technology Services
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 6,909	\$ 6,922	\$ 90	\$ 7,012	\$ 103	1.5%	B1
Communications, services and equipment	3,598	3,786	52	3,838	240	6.7%	B2
Debt servicing	188	156	-	156	(32)	(17.0%)	B3
Transfers to reserves	1,436	1,397	-	1,397	(39)	(2.7%)	
Interdepartmental charges	261	292	-	292	31	11.9%	B4
Subtotal gross expenditure	12,392	12,553	142	12,695	303	2.4%	
Central administration recoveries	(430)	(430)	-	(430)	-	0.0%	
Interdepartmental recoveries	(3,139)	(3,194)	-	(3,194)	(55)	1.8%	
Subtotal recoveries	(3,569)	(3,624)	-	(3,624)	(55)	1.5%	
Net expenditure	\$ 8,823	\$ 8,929	\$ 142	\$ 9,071	\$ 248	2.8%	
Revenue							
User fees	2	1	-	1	(1)	(50.0%)	
Provincial grants & subsidies	450	450	-	450	-	0.0%	
Contribution from reserves	203	101	-	101	(102)	(50.2%)	B5
Revenue subtotal	\$ 655	\$ 552	\$ -	\$ 552	\$ (103)	(15.7%)	
Property tax levy	\$ 8,168	\$ 8,377	\$ 142	\$ 8,519	\$ 351	4.3%	
Cost to the average household	\$ 31			\$ 32			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	60.0	60.0	6.0	66.0	6.0	C1
Temporary	1.0	1.0	-	1.0	-	
Total	61.0	61.0	6.0	67.0	6.0	
Recoveries						
Interdepartmental:						
Transit	3.0	3.0	-	3.0	-	
Housing	1.0	1.0	-	1.0	-	
Library	0.5	0.5	-	0.5	-	
From capital projects	2.0	2.0	-	2.0	-	
Total recoveries	6.5	6.5	-	6.5	-	

Notes

Budget notes

- B1 - Compensation per contracts/estimates and 2019 Budget Issue Papers approving the addition of 6 permanent FTEs
- B2 - Increased provisions relating to ITS licencing costs, security upgrades and telephone costs, as well as furniture and equipment costs related to addition of 6 FTEs
- B3 - Decrease in debt principal and interest due to debt retirement
- B4 - Facilities rent, management overhead and lifecycle provision increase
- B5 - Funding from reserve being phased out over 2 years

Complement notes

- C1 - 2019 Budget Issue Papers approving the addition of 6 permanent FTEs for project delivery (3 FTEs), asset management (1 FTE) and network infrastructure security (2 FTEs)



Information Technology Services

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
90017 GIS System						60	60	121	160	281
90061 Server / Network (LAN) Upgrades	6	343	349	300	300	300	300	1,549	1,500	3,049
90063 Telephone Systems Upgrade	36	200	236	100	200	300	50	886	500	1,386
90098 WREPNET Upgrades	28	100	128	100	50	50	50	378	775	1,153
90118 Critical Regional Systems Recovery	42		42		156			198	56	254
90154 Data Centre Optimization	30	200	230	150	50	50	50	530	250	780
90156 IT Infrastructure Replacement Electrical	26		26					26		26
90166 ROW Website Redevelopment					75	100		175	175	350
90411 Computer Replacements	125	400	525	550	400	400	400	2,275	2,000	4,275
TOTAL EXPENDITURE	293	1,243	1,536	1,200	1,231	1,260	910	6,138	5,416	11,554
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	26		26					26		26
3981120 Computer Equipment Reserve	125	400	525	550	475	500	400	2,450	2,175	4,625
3983500 ITS Capital Reserve	142	843	985	650	756	760	510	3,662	3,241	6,903
TOTAL FUNDING & FINANCING	293	1,243	1,536	1,200	1,231	1,260	910	6,138	5,416	11,554



Information Technology Services

2019 Capital Budget Funding & Financing Summary (Thousands)

	Funding & Financing From			
	2019 Expenditure	General Tax Supported Capital	ITS Capital Reserve	Computer Equipment Reserve
Project				
90061 Server / Network (LAN) Upgrades	349		349	
90063 Telephone Systems Upgrade	236		236	
90098 WREPNET Upgrades	128		128	
90118 Critical Regional Systems Recovery	42		42	
90154 Data Centre Optimization	230		230	
90156 IT Infrastructure Replacement Electrical	26	26		
90411 Computer Replacements	525			525
Total	1,536	26	985	525



Division: Facilities and Fleet Management
Director: Ellen McGaghey

Programs and services:

- Planning, construction, maintenance, asset management and protective services for 739 Regional buildings, currently valued at \$1.56 billion. Facility asset management services include: project and construction management for new facilities; voice radio operations; building maintenance and operations, including janitorial and grounds maintenance; energy management; space and long range accommodation planning; building and office renovations; furniture management; lease negotiation and administration; security and parking management.
- Fleet planning, maintenance and support services for over 800 vehicles and moving equipment in the Region's corporate fleet, including ambulances and police vehicles. Services include: vehicle and moving equipment procurement and licensing; vehicle servicing, repair and modification; servicing standards development; road side assistance; service scheduling and warranty enforcement; policy and procedure development.

Key issues and priorities:

- The Region has recently completed a number of Master Plans which are driving growth in building renovations and new construction. Current staffing is insufficient to both build and operate the anticipated growth in the required timelines.
- The Region's building infrastructure is aging and will require significant capital investment in renewal work over the coming years to maintain its value and functionality.
- Facility Lifecycle Reserve contributions are currently insufficient to fund annual Facilities Managed Asset Renewal Projects. For that reason, many

renewal projects are funded from debentures, which increase debt repayment costs. These will continue to rise without a significant change to the renewal funding source.

- Although energy costs are stable in 2019, they have been rising steadily in recent years. The majority of “low hanging fruit” energy savings projects have already been completed, which means energy savings projects are becoming more complex and more expensive with longer simple payback, yet can still yield considerable long-term savings. Availability of external funding for these projects has become more challenging as a number of funding programs have recently been cancelled.
- Key projects in 2019: King-Victoria Transit Hub, Asset Management System Implementation, Voice Radio System Upgrade, new Paramedic Services Headquarters and Operations Centre construction, Northfield Drive Transit Operations Centre construction, design and construction of a new WRPS Central Division at 200 Frederick St., Doon Curatorial Centre Expansion and design of the Airport Terminal Expansion and Upgrades.

Base Budget Drivers and Significant Budget Challenges:

- Aging building infrastructure and corresponding resources required to complete necessary maintenance and renewal.
- Increasing debt repayment costs associated with Facility Asset Renewal Projects funded by debentures.

**Facilities Management
Divisional Budget Details (Thousands)**

		Budget Issue					
	2018 Budget	2019 Base Budget	Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 10,673	\$ 11,195	\$ 148	\$ 11,343	\$ 670	6.3%	B1
Maintenance, services and supplies	18,055	19,181	29	19,210	1,155	6.4%	B2
Utilities	11,521	10,796		10,796	(724)	(6.3%)	B3
Property taxes	5,845	6,001		6,001	156	2.7%	
Debt servicing	9,659	9,586	-	9,586	(73)	(0.8%)	
Transfers to reserves	5,999	7,241	1	7,242	1,243	20.7%	B4
Transfers to capital	1,305	1,305	-	1,305	-	0.0%	
Interdepartmental charges	8,259	8,742	0	8,742	483	5.8%	B5
Subtotal gross expenditure	71,316	74,047	179	74,226	2,910	4.1%	
Central administration recoveries	(666)	(666)	-	(666)	-	0.0%	
Interdepartmental recoveries	(59,099)	(62,117)	(81)	(62,198)	(3,100)	5.2%	B6
Subtotal recoveries	(59,765)	(62,783)	(81)	(62,864)	(3,100)	5.2%	
Net expenditure	\$ 11,551	\$ 11,263	\$ 98	\$ 11,361	\$ (190)	(1.6%)	
Revenue							
User fees	2,466	2,339	-	2,339	(127)	(5.2%)	B7
Revenue subtotal	\$ 2,466	\$ 2,339	\$ -	\$ 2,339	\$ (127)	(5.2%)	
Property tax levy	\$ 9,085	\$ 8,925	\$ 98	\$ 9,023	\$ (63)	(0.7%)	
Cost to the average household	\$ 35			\$ 34			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue	Approved	Change	Notes
			Papers Approved	2019 Complement		
Permanent	102.0	102.0	4.0	106.0	4.0	C1, C2
Temporary	8.3	8.3	(1.0)	7.3	(1.0)	C1
Total	110.3	110.3	3.0	113.3	3.0	
Recoveries						
Interdepartmental:						
Housing	11.0	11.0	-	11.0	-	
Sunnyside & Supportive Housing	5.0	5.0	-	5.0	-	
Transit	1.0	1.0	-	1.0	-	
Maintenance staff allocated	30.3	30.3	-	30.3	-	
Mgt & admin staff allocated	34.0	34.0	-	34.0	-	
From capital projects	29.0	29.0	2.0	31.0	2.0	C1
Total recoveries	110.3	110.3	2.0	112.3	2.0	

Notes

Budget notes

- B1 - Compensation per contracts/estimates, annualization of 2018 Budget Issue Paper for 3.0 permanent FTEs, approval of 4.0 FTEs through report COR-FFM-18-07 to be recovered from capital projects (B6), and 2019 Budget Issue Paper approving the addition of 3 permanent FTEs.
- B2 - Increased provision for Waterloo Region Housing (WRH) move-out refurbishment costs (\$250K) and increased maintenance costs (\$335K), mainly related to HVAC, building automation systems, plumbing, electrical and grass cutting. Also, additional security costs (\$445K) due to increased service needs at Sunnyside Homes, site checks & response enforcement for various buildings and ION; increased janitorial service costs (\$271K) to reflect 2018 minimum wage increase to \$14/hr, updated vendor pricing and new locations (Paramedic Services HQ North, GRT Storefront).
- B3 - Reduction in electricity budgets of (\$533K) due to lower rates and some volume reductions due to efficiencies from retrofits. Provision for water budgets also reduced by \$195K to reflect 2018 results.
- B4 - Increased transfer to reserves for: lifecycle (\$1M Region, \$270K Police), partially offset by reduced transfer to Solar Photovoltaic reserve of \$40K mainly due to lower revenues (see B7).
- B5 - Interdepartmental charges relate to \$250K WRH move-out costs transferred to Housing, contractual increases for maintenance staff, facilities management and administration, flowed through to programs under interdepartmental recoveries (see B6).
- B6 - Increased transfers to capital projects and program areas (reflected as facilities lease rates within interdepartmental charges shown on program summaries) due to increases noted above.
- B7 - Revenue decreased to reflect a reduced number of temporarily leased parking spaces at the Multi-Modal Hub. Solar Photovoltaic revenues decreased to reflect reduced energy generation which results in a lower transfer to the SPV reserve (see B4.)

Complement notes

- C1 - Convert 1.0 FTE from temporary to permanent (Facilities safety management system) and change funding from capital projects to the levy per 2019 Budget Issue Paper.
- C2 - 2019 Budget Issue Paper approving the addition of 3.0 permanent FTEs: 3 project coordinators funded from capital projects.



Facilities Management

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
90022 Facilities Equipment Replacement	23	21	44	2	10	14	50	120	178	297
90023 Facilities Vehicle & Equip Replacement F	25	370	395	290	7	100	95	887	1,708	2,595
90102 Facilities Business Systems		250	250	340	160	230	200	1,180	250	1,430
90109 Waterloo Regional Voice Radio System	210	324	534					534		534
90164 Master Accommodation Planning	193		193			250		443	250	693
90169 Asset Management Systems	415	181	596					596		596
90173 Voice Radio- Fleet Vehicle Replacemt							39	39	45	84
TOTAL EXPENDITURE	866	1,146	2,012	632	177	594	384	3,799	2,431	6,230
FUNDING & FINANCING										
Development Charges										
Reserve Funds	32	50	82					82		82
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	608	181	789			250		1,039	250	1,289
3980065 Facility Lifecycle Reserve		250	250	340	160	230	200	1,180	250	1,430
3982040 Facilities Equipment Reserve	23	21	44	2	10	14	50	120	178	297
3982160 Corporate Fleet Replacement Reserve	25	370	395	290	7	100	134	926	1,753	2,679
Debentures	178	274	452					452		452
TOTAL FUNDING & FINANCING	866	1,146	2,012	632	177	594	384	3,799	2,431	6,230

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 #14-046 as amended. RDC funding available will depend on the outcome of the 2019 background study and by-law review.



Facilities Management

2019 Capital Budget Funding & Financing Summary (Thousands)

	Funding & Financing From					
	2019 Expenditure	Development Charges / RDC Reserve Fund	Vehicle & Equipment Reserves	General Tax Supported Capital Reserve	Facility Lifecycle Reserve	Property Tax Supported Debentures
Project						
90022 Facilities Equipment Replacement	44		44			
90023 Facilities Vehicle & Equip Replacement FM	395		395			
90102 Facilities Business Systems	250				250	
90109 Waterloo Regional Voice Radio System	534	82				452
90164 Master Accommodation Planning	193			193		
90169 Asset Management Systems	596			596		
Total	2,012	82	439	789	250	452



Facility Asset Acquisition & Construction

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
90044 ITS Service Rooms	150	250	400					400		400
90046 Council Chambers Upgrades	125		125					125		125
90137 Corporate Accommodation (Under Review)				2,625	3,000	3,725	6,555	15,905	44,895	60,800
90162 WRESTC Underground Services				100	1,150			1,250		1,250
90170 Multi-Modal Transit Hub	414	2,679	3,093	16,138	12,782	3,706	3,598	39,317		39,317
TOTAL EXPENDITURE	689	2,929	3,618	18,863	16,932	7,431	10,153	56,997	44,895	101,892
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	414	2,679	3,093	16,138	12,782	3,706	3,598	39,317		39,317
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	275	250	525					525		525
Debentures				2,725	4,150	3,725	6,555	17,155	44,895	62,050
TOTAL FUNDING & FINANCING	689	2,929	3,618	18,863	16,932	7,431	10,153	56,997	44,895	101,892

Note:

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



Facility Asset Acquisition & Construction

2019 Capital Budget Funding & Financing Summary (Thousands)

	Funding & Financing From		
	2019 Expenditure	Grants & Subsidies	General Tax Supported Capital Reserve
Project			
90044 ITS Service Rooms	400		400
90046 Council Chambers Upgrades	125		125
90170 Multi-Modal Transit Hub	3,093	3,093	
Total	3,618	3,093	525



Facility Asset Renewal

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
Program Area Capital										
77046 EIS 99 Regina Street Renovations		234	234					234		234
77047 EIS 150 Main Street Renovations		487	487					487		487
90053 Energy Mgmt Upgrades to Mjr Bldgs	904		904					904		904
90076 Kitchener Transit Terminal Security	36	125	161	100	75	50	25	411		411
90093 Emergency Training Props	115		115	50	50	50	50	315	250	565
90099 Waterloo Parkade Capital Program	338	179	517	70	84	29	53	753	400	1,153
90136 Furniture Replacement	115		115					115		115
90158 KPL Parking Garage Capital Program		40	40	20	40	20	20	140	420	560
90163 Fuel Storage and Dispensing Systems	350	29	379	5	46	83	97	609	697	1,306
90165 SMS Implementation	79	165	244					244		244
90168 Energy Projects Funded from Energy Reser	313	250	563	250	250	250	250	1,563	1,250	2,813
Total Program Area Capital	2,250	1,509	3,759	495	545	482	495	5,775	3,017	8,792
Facilities Managed Capital Renewal										
74100 20 Weber Building Renewal		101	101	138	52	98	35	424	975	1,398
74200 AHQ 150 Frederick Building Renewal	515	652	1,167	2,435	458	208	230	4,497	7,201	11,698
74300 99 Regina Building Renewal	513	259	772	516	1,158	779	414	3,639	6,730	10,369
74400 Operations Centre Building Renewal	860	321	1,181	2,624	1,882	151	542	6,379	7,736	14,115
74500 150 Main Cambridge Building Renewal	1,869	194	2,063	162	1,357	2,037	551	6,170	7,040	13,211
74600 Gaol & Governor House Renewal		87	87	66	263	237	128	781	696	1,477
74700 WRESTC Renewal	8	135	143	18	35	12	15	223	2,661	2,884
77045 EIS 235 King Street Renovation	125		125					125		125
Total Facilities Managed Capital Renewal	3,890	1,747	5,637	5,958	5,206	3,522	1,915	22,239	33,039	55,278
TOTAL EXPENDITURE	6,140	3,257	9,397	6,453	5,751	4,003	2,410	28,014	36,056	64,070



Facility Asset Renewal

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	125		125					125		125
Development Charges										
Reserve Funds	6	20	26	16	12	8	4	65		65
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	66	1,554	1,620	404	808	643	393	3,868	3,507	7,375
3980110 WRESTRC Complex Reserve	115		115	50	50	50	50	315	250	565
3982170 Fuel System Equipment Reserve	350	29	379	5	46	83	97	609	697	1,306
3983000 Solar Photovoltaic Reserve	313	250	563	250	250	250	250	1,563	1,250	2,813
Other Reserves		721	721					721		721
Debentures	5,165	683	5,848	5,729	4,585	2,970	1,616	20,748	30,352	51,100
TOTAL FUNDING & FINANCING	6,140	3,257	9,397	6,453	5,751	4,003	2,410	28,014	36,056	64,070

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 #14-046 as amended. RDC funding available will depend on the outcome of the 2019 background study and by-law review.



Facility Asset Renewal

2019 Capital Budget Funding & Financing Summary (Thousands)

Project	Funding & Financing From								
	2019 Expenditure	Grants & Subsidies	Development Charges / RDC Reserve Fund	Vehicle & Equipment Reserves	WRESTRC Reserve	Facility Lifecycle Reserve	Solar Photovoltaic Reserve	Other Reserves	Property Tax Supported Debentures
74100 20 Weber Building Renewal	101					101			
74200 AHQ 150 Frederick Building Renewal	1,167					717			450
74300 99 Regina Building Renewal	772					260			512
74400 Operations Centre Building Renewal	1,181					321			860
74500 150 Main Cambridge Building Renewal	2,063								2,063
74600 Gaol & Governor House Renewal	87					87			
74700 WRESTRC Renewal	143					135			8
77045 EIS 235 King Street Renovation	125	125							
77046 EIS 99 Regina Street Renovations	234							234	
77047 EIS 150 Main Street Renovations	487							487	
90053 Energy Mgmt Upgrades to Mjr Bldgs	904								904
90076 Kitchener Transit Terminal Security	161		25						136
90093 Emergency Training Props	115				115				
90099 Waterloo Parkade Capital Program	517								517
90136 Furniture Replacement	115								115
90158 KPL Parking Garage Capital Program	40								40
90163 Fuel Storage and Dispensing Systems	379			379					
90165 SMS Implementation	244								244
90168 Energy Projects Funded from Energy Reserve	563						563		
Total	9,397	125	25	379	115	1,620	563	721	5,849



Facilities Managed Capital Renewal
Summary by Service Area ¹
Ten Year Capital Budget and Forecast (Thousands)
2019 - 2028

	Previous Unspent	2019 New	2019					2019 - 2023	2024 - 2028	2019 - 2028
	Approvals	Request	Total	2020	2021	2022	2023	Subtotal	Subtotal	Total
Facilities Management (Shared Facilities)	6,140	3,257	9,397	6,453	5,751	4,003	2,410	28,014	36,056	64,070
Region of Waterloo International Airport	40	61	101	213	541	794	644	2,293	2,187	4,480
Cultural Services	94	428	522	863	391	616	494	2,884	4,138	7,023
Region of Waterloo Library	12		12	25			25	62	25	87
Transportation		21	21	299	673	395	52	1,441	1,035	2,476
Waste Management	180	619	799	897	1,122	759	680	4,257	3,295	7,552
Grand River Transit Bus Services	489	1,720	2,209	1,206	887	1,103	898	6,303	8,308	14,611
Water Services	572	395	967	400	400	500	500	2,767	3,000	5,767
Waterloo Region Housing	6,446	3,578	10,024	15,957	16,629	12,924	15,486	71,021	67,689	138,710
Children's Services	82	264	346	159	135	220	372	1,230	1,606	2,836
Seniors' Services	1,635	3,922	5,557	2,789	942	483	629	10,401	7,794	18,194
Paramedic Services	91		91	88	491	213	150	1,033	858	1,892
Waterloo Regional Police	1,371	1,167	2,538	1,737	2,576	1,546	1,072	9,468	7,409	16,876
Total Facilities Managed Capital Renewal	17,152	15,430	32,582	31,087	30,538	23,555	23,411	141,173	143,401	284,574

Note 1: This page is for information purposes only and is a summary of the Region's facilities related capital renewal projects. Please refer to specific program areas for detailed capital project budget information.



**Fleet Management
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 1,717	\$ 1,729	\$ -	\$ 1,729	\$ 12	0.7%	B1
Maintenance & Repairs & Licensing	2,383	2,583	-	2,583	200	8.4%	B2
Supplies and services	146	149		149	3	2.0%	
Transfers to reserves	150	152	-	152	3	1.8%	
Interdepartmental charges	363	378	-	378	15	4.2%	
Subtotal gross expenditure	4,758	4,991	-	4,991	233	4.9%	
Interdepartmental recoveries	(4,758)	(4,991)	-	(4,991)	(233)	4.9%	B3
Subtotal recoveries	(4,758)	(4,991)	-	(4,991)	(233)	4.9%	
Net expenditure	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	
Property tax levy	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	
Cost to the average household	\$ -			\$ -			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	17.0	17.0	-	17.0	-	
Temporary	-	-	-	-	-	
Total	17.0	17.0	-	17.0	-	
Recoveries						
Interdepartmental:						
Police, Transportation, Waste Management, Paramedic Services, Airport, Water Services, By-law, Library, Ken Seiling Waterloo Region	-	-	-	-	-	
Museum, Inventory Management, Facilities & Fleet Management,	-	-	-	-	-	
Design & Construction, Seniors' Services	-	-	-	-	-	
Total recoveries	17.0	17.0	-	17.0	-	

Notes

Budget notes

B1 - Compensation per contracts/estimates

B2 - Increase in spending on parts & sublet, partially related to fleet growth, recovered via work orders from operating budgets and capital projects (to outfit vehicles with specialized equipment.)

B3 - Higher recoveries from programs (operating and/or capital) (see Notes B1 & B2.)



Fleet Management

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
90014 Fleet Management Vehicles				15	90		15	120	176	296
90015 Fleet Pool Vehicles		10	10	135	60	10	135	350	265	615
90016 Fleet Services Equipment	76	95	171	226	172	79	67	715	287	1,002
90132 Telematics	105		105	75				180		180
90161 Fleet Services Program Review Project	104		104					104		104
TOTAL EXPENDITURE	285	105	390	451	322	89	217	1,469	728	2,197
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982150 Shop Equipment Reserve	76	95	171	226	172	79	67	715	287	1,002
3982160 Corporate Fleet Replacement Reserve	209	10	219	225	150	10	150	754	441	1,195
TOTAL FUNDING & FINANCING	285	105	390	451	322	89	217	1,469	728	2,197



Fleet Management

2019 Capital Budget Funding & Financing Summary (Thousands)

	Funding & Financing From	
	2019 Expenditure	Vehicle & Equipment Reserves
Project		
90015 Fleet Pool Vehicles	10	10
90016 Fleet Services Equipment	171	171
90132 Telematics	105	105
90161 Fleet Services Program Review Project	104	104
Total	390	390



Fleet Managed Capital Renewal
Summary by Service Area ¹
Ten Year Capital Budget and Forecast (Thousands)
2019 - 2028

	Previous Unspent	2019 New	2019					2019 - 2023	2024 - 2028	2019 - 2028
	Approvals	Request	Total	2020	2021	2022	2023	Subtotal	Subtotal	Total
Facilities Management	25	370	395	290	7	100	134	926	1,753	2,679
Fleet Management		10	10	150	150	10	150	470	441	911
Financial Services & Development Financing					65			65	100	165
Region of Waterloo International Airport		140	140	315	1,745	280	735	3,215	2,353	5,568
Council & Administrative Services							72	72	105	177
Cultural Services				65				65		65
Region of Waterloo Library									65	65
Design & Construction									185	185
Transportation	400	1,795	2,195	2,187	3,653	1,030	857	9,922	5,387	15,309
Waste Management	1,176	1,468	2,644	3,123	1,979	2,232	2,485	12,463	11,112	23,575
Water Services		577	577	210	90	387	15	1,279	1,569	2,848
Wastewater Treatment	10		10				264	274	140	414
Water Distribution				40		38		78	78	156
Seniors' Services		35	35	60				95	85	180
Total Fleet Managed Capital	1,611	4,395	6,006	6,440	7,689	4,077	4,712	28,924	23,373	52,297

Note 1: This page is for information purposes only and is a summary of the Region's fleet related capital projects. Please refer to specific program areas for detailed capital project budget information.



Division: Treasury Services

Director & Deputy Treasurer: Angela Hinchberger

Programs and services:

- Accounts receivable, banking services, cash management, short and long term investments, securing debenture financing and management of related payments.
- Annual credit rating review.
- Property tax policy.
- Corporate payroll and employee expense claims administration.
- Procurement of goods and services in accordance with the Region's Purchasing By-law.
- Financial, budgeting and accounting services for Regional Council, Community Services, Public Health and Emergency Services, Corporate Financial, and Planning, Development and Legislative Services program areas.
- Production and distribution of Ontario Works payments to Income Support recipients and vendors.

Key issues and priorities:

- Procuring goods and services in an open and transparent manner in order to provide excellent value to the taxpayer.
- Maximizing the use of provincial and federal subsidies within cost shared programs.
- Automating financial processes to deliver efficient and effective services.
- Continued provision of excellent service to Council, the public, and client program areas in an environment of increasing demands and decreasing resources.

Base Budget Drivers and Significant Budget Challenges:

- Many new program initiatives in Regional departments require staffing support from accounts receivable and procurement services.
- Continuing to provide quality and expanded service to internal and external clients with minimal increases to the base budget.

Treasury Services
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 4,357	\$ 4,457	-	4,457	\$ 100	2.3%	B1
Services and supplies	362	329	-	329	(33)	(9.1%)	B2
Transfers to reserves	11	10	-	10	(1)	(9.1%)	
Interdepartmental charges	167	178	-	178	11	6.6%	B3
Subtotal gross expenditure	4,897	4,974	-	4,974	77	1.6%	
Central administration recoveries	(387)	(387)	-	(387)	-	0.0%	
Interdepartmental recoveries	(856)	(866)	-	(866)	(10)	1.2%	
Subtotal recoveries	(1,243)	(1,253)	-	(1,253)	(10)	0.8%	
Net expenditure	\$ 3,654	\$ 3,721	\$ -	\$ 3,721	\$ 67	1.8%	
Revenue							
User fees	69	69	-	69	-	0.0%	
Provincial grants & subsidies	1,225	1,182	-	1,182	(43)	(3.5%)	
Revenue subtotal	\$ 1,294	\$ 1,251	\$ -	\$ 1,251	\$ (43)	(3.3%)	
Property tax levy	\$ 2,360	\$ 2,470	\$ -	\$ 2,470	\$ 110	4.7%	
Cost to the average household	\$ 9			\$ 9			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	43.7	43.7	-	43.7	-	
Temporary	3.8	1.8	-	1.8	(2.0)	C1
Total	47.5	45.5	-	45.5	(2.0)	
Recoveries						
Interdepartmental:						
Corporate Financial	1.0	1.0	-	1.0	-	
Housing	3.0	3.0	-	3.0	-	
Transit	1.0	1.0	-	1.0	-	
Police	0.7	0.7	-	0.7	-	
Water	2.1	2.1	-	2.1	-	
From capital projects	0.5	0.5	-	0.5	-	
Total recoveries	8.3	8.3	-	8.3	-	

Notes

Budget notes

B1 - Compensation per contracts/estimates, position reclassifications and annualization of position approved through 2018 Budget Issue Paper

B2 - Reduction in budget for one-time office costs, and reduction to postage expenditures to reflect actuals

B3 - Facilities rent, management overhead and lifecycle provision increase

Complement notes

C1 - 2 temporary FTE Social Infrastructure Funding (SIF) funded positions expire in 2019



Division: Financial Services and Development Financing
Director: Cathy Deschamps

Programs and services:

- Coordination of corporate budget preparation and analysis, provide support to the corporate performance measurement program in benchmarking initiatives, forecast debt and reserve requirements.
- Corporate accounting and financial reporting including payment of accounts, inventory management services, monthly and periodic financial reporting, annual financial statements and external audit.
- Development financing which includes Regional Development Charge By-law review process and administration (collection, complaints and appeals), and creation of a development financing plan to meet infrastructure needs through both development charges and other funding sources.
- Provide client support for Transportation and Environmental Services, Chief Administrative Office, Corporate Services, Planning, Development and Legislative Services and Human Resources and Citizen Service departments including budget preparation and analysis, financial planning/analysis/advice.
- Corporate Financial Information Systems development and operation.
- Financial analysis, reporting, and support relating to the Region's Rapid Transit project.

Key issues and priorities:

- Financial planning for infrastructure investments, both new and renewal, especially development charge funded projects which include recoveries extending up to 30 years.
- Developing budget, debt, and reserve projection scenarios to support long term capital and operating budget planning.

- Improvements to financial information system and related reporting to support better decision making.
- Expansion of inventory management systems and practices across the organization.
- Updating the Region's Development Charges by-law based on the 2019-2028 capital plan to provide financing for growth related infrastructure.
- Develop a sustainable asset renewal funding strategy.

Base Budget Drivers and Significant Budget Challenges:

- Technological updates needed to ensure the Region's corporate financial systems remain efficient and current.
- Growth in Regional services and programs continues to put pressure on existing staff resources.

Financial Services and Development Financing
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 4,155	\$ 4,183	-	\$ 4,183	\$ 28	0.7%	B1
Services and supplies	724	722	-	722	(2)	(0.3%)	
Debt servicing	38	38	-	38	-	0.0%	
Transfers to reserves	243	242	-	242	(1)	(0.4%)	
Interdepartmental charges	263	282	-	282	19	7.2%	B2
Subtotal gross expenditure	5,423	5,467	-	5,467	44	0.8%	
Central administration recoveries	(437)	(437)	-	(437)	-	0.0%	
Interdepartmental recoveries	(784)	(883)	-	(883)	(99)	12.6%	B3
Subtotal recoveries	(1,221)	(1,320)	-	(1,320)	(99)	8.1%	
Net expenditure	\$ 4,202	\$ 4,147	\$ -	\$ 4,147	\$ (55)	(1.3%)	
Revenue							
User fees	72	57	-	57	(15)	(20.8%)	B4
Provincial grants & subsidies	587	587	-	587	-	0.0%	
Revenue subtotal	\$ 659	\$ 644	\$ -	\$ 644	\$ (15)	(2.3%)	
Property tax levy	\$ 3,543	\$ 3,503	\$ -	\$ 3,503	\$ (40)	(1.1%)	
Cost to the average household	\$ 14			\$ 13			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	41.6	41.6	-	41.6	-	
Temporary	0.8	0.8	-	0.8	-	
Total	42.4	42.4	-	42.4	-	
Recoveries						
Interdepartmental:						
Transit	2.6	2.6	-	2.6	-	
Housing	1.0	1.0	-	1.0	-	
Water	1.0	1.0	-	1.0	-	
Total recoveries	4.6	4.6	-	4.6	-	

Notes

Budget notes

B1 - Compensation per contracts/estimates

B2 - Facilities rent, management overhead and lifecycle provision increase

B3 - Increase in budgeted inventory overhead recoveries

B4 - Decrease in budgeted third party Design and Construction and Roads billings administration fees



Financial Services & Development Financing

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
60005 RDC By Law Review	72	120	192				180	372	300	672
60010 Stores Vehicles Equipment					65			65	100	165
60031 AP Modernization	100		100	300	200			600		600
60033 Fuel Management Systems		50	50		500	500	500	1,550		1,550
TOTAL EXPENDITURE	172	170	342	300	765	500	680	2,587	400	2,987
FUNDING & FINANCING										
Development Charges										
Reserve Funds	65	108	173				162	335	270	605
Property Taxes										
Reserves and Reserve Funds										
3982160 Corporate Fleet Replacement Reserve					65			65	100	165
3982170 Fuel System Equipment Reserve		50	50		500	500	500	1,550		1,550
3983200 Financial Services Capital Reserve	107	12	119	300	200		18	637	30	667
TOTAL FUNDING & FINANCING	172	170	342	300	765	500	680	2,587	400	2,987

Note:

- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #14-046 as amended. RDC funding available will depend on the outcome of the 2019 background study and by-law review.



Financial Services & Development Financing

2019 Capital Budget Funding & Financing Summary (Thousands)

	Funding & Financing From			
	2019 Expenditure	Development Charges / RDC Reserve Fund	Vehicle & Equipment Reserves	Financial Services Capital Reserve
Project				
60005 RDC By Law Review	192	173		19
60031 AP Modernization	100			100
60033 Fuel Management Systems	50		50	
Total	342	173	50	119



Region of Waterloo

HUMAN RESOURCES & CITIZEN SERVICE



2019 Budget

Department: Human Resources and Citizen Service

Commissioner: Jane Albright

The Human Resources and Citizen Service department provides leadership and support to the organization in the development of its people and the fostering of service excellence. The department provides a broad range of Human Resources activities related to employee recruitment, retention, training and engagement, as well as compensation management, benefit and system administration, health and safety and labour relations. Human Resources and Citizen Service (HRC) is also responsible for the Region's evolving Citizen Service and corporate performance functions, including the Service First Call Centre, internal audit and the Region's service and continuous improvement initiatives. The department focuses on the key links between engaged and supported employees and the provision of excellent service.

Human Resources and Citizen Service is also responsible for the management and administration of the Emergency Management and Preparedness program through the Emergency Management Office. With a robust partnership with Community Services for Emergency Social Services and Public Health and Emergency Services, the Regional Emergency Management Office ensures that there are strong programs, training and tools in place to ensure the safety and continuity and recovery of operations for the Region in the event of a disaster or emergency.

The Emergency Management Office maintains compliance with emergency management/preparedness legislation and integrates Emergency Management plans with other area municipalities within the Region through a network of Community Emergency Management Coordinators.

The divisions within Human Resources & Citizen Service include:

- **Commissioner of Human Resources & Citizen Service** office includes:
 - **Corporate Performance**
 - **Emergency Management Office**
- **Talent Management & Employee Services** – Danielle Seiler, Director
- **Citizen Service** – Daun Fletcher, Director
- **Employee Relations** – Matthew Sutcliffe, Director



Program: Office of Corporate Performance
Manager: Amber Sare

Programs and services:

- Develops and supports the implementation of the Region's Management System, which integrates and aligns strategy management, program/operational management, and process management ("daily management") with performance measures and continuous process improvement and innovation.
- Develops and supports the performance measurement framework.
- Leads the Continuous Improvement program in the Region using Lean Six Sigma.
- Leads corporate level continuous improvement projects.
- Develops and implements the audit plan using a risk based framework.

Key issues and priorities:

- Develop electronic tools and methods to effectively display Key Performance Indicators and Key Result Indicators; working with ITS and HRC Citizen Service to link to existing system data.
- Engaging senior managers and managers across the organization to develop measures and a regular review to drive continuous improvement.

Base Budget Drivers and Significant Budget Challenges:

- The development and implementation of the Management System, with related training and infrastructure costs to support this new program.



Human Resources & Citizen Service (HRC)

Departmental Summary 2019 Budget by Division (Thousands)

	Budgeted Expenditure (Net of Internal Recoveries)			Budgeted Revenue			Property Tax Levy			
	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	
Commissioner of HRC	\$ 1,991	\$ 2,041	\$ 50	\$ 262	\$ 260	\$ (2)	\$ 1,729	\$ 1,781	\$ 52	3.0%
Talent Management & Employee Services	1,755	1,817	62	318	318	-	1,437	1,499	62	4.3%
Citizen Service	4,294	4,383	89	315	315	-	3,979	4,068	89	2.2%
Employee Relations	2,802	2,874	71	1,159	1,176	17	1,644	1,698	54	3.3%
Total	\$ 10,842	\$ 11,115	\$ 273	\$ 2,053	\$ 2,069	\$ 15	\$ 8,789	\$ 9,046	\$ 257	2.9%

Budgeted Staff Complement (FTEs)

By Division	2018	2019	Change
Commissioner of HRC	8.0	8.0	-
Talent Management & Employee Services	19.6	19.6	-
Citizen Service	40.5	40.5	-
Employee Relations	24.0	24.0	-
Total	92.1	92.1	-
By Category			
Permanent	87.8	87.8	-
Temporary	4.3	4.3	-
Total	92.1	92.1	-

Recoveries

Interdepartmental:			
Facilities	0.3	0.3	-
Rapid Transit	4.3	4.3	-
Transit	13.0	13.0	-
Transportation	0.3	0.3	-
Waste Management	1.3	1.3	-
Water	1.3	1.3	-
From WSIB Reserve	5.0	5.0	-
Total recoveries	25.3	25.3	-



Commissioner of Human Resources & Citizen Service
(includes Office of Corporate Performance & Emergency Management Office)
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 1,144	\$ 1,201	\$ -	\$ 1,201	\$ 57	4.9%	B1
Services and supplies	593	582	-	582	(11)	(1.9%)	
Corporate staff training	356	356	-	356	-	0.0%	
Transfers to reserves	6	5	-	5	(1)	(11.2%)	
Interdepartmental charges	78	84	-	84	5	6.7%	
Subtotal gross expenditure	2,177	2,227	-	2,227	50	2.3%	
Central administration recoveries	(186)	(186)	-	(186)	-	0.0%	
Subtotal recoveries	(186)	(186)	-	(186)	-	0.0%	
Net expenditure	\$ 1,991	\$ 2,041	\$ -	\$ 2,041	\$ 50	2.5%	
Revenue							
Provincial grants & subsidies	262	260	-	260	(2)	(0.8%)	
Revenue subtotal	\$ 262	\$ 260	\$ -	\$ 260	\$ (2)	(0.8%)	
Property tax levy	\$ 1,729	\$ 1,781	\$ -	\$ 1,781	\$ 52	3.0%	
Cost to the average household	\$ 7			\$ 7			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	8.0	8.0	-	8.0	-	
Temporary	-	-	-	-	-	
Total	8.0	8.0	-	8.0	-	

Notes

Budget notes

B1 - Compensation per contracts/estimates and position reclassifications



Division: Talent Management and Employee Services
Director: Danielle Seiler

Programs and services:

- Provides innovative solutions, guidance and support to managers and employees including recruitment, selection and talent management.
- Facilitates positive growth and development of employees to foster employee engagement, achieve corporate objectives, and enhance the quality of work life. Leads corporate initiatives such as Employee Survey and Employee Recognition.
- Provides advisory and consulting services as the primary contact for human resources activities and broker services from specialized areas of human resources.
- Develops and supports employee effectiveness and performance management programs and strategies.
- Designs and implements processes and procedures to facilitate reorganizations, and the redesign of organization structures including, job description review and change management support.

Key issues and priorities:

- By 2019, 20 per cent of the full time senior management group and 15 per cent of all other full time management employees will be eligible for retirement with an unreduced pension. This will create challenges in talent management to develop and retain a skilled pool of leaders.
- Supporting the mixed demands and expectations of a multigenerational workforce.
- Ensuring our work place is inclusive, respectful, fair, and equitable so that it attracts, supports, and retains a skilled and diverse workforce that understands and meets the needs of our community.

- Implementing corporate actions to build employee engagement in response to the employee survey. The more engaged and supported staff feel, the better service they will provide and the more satisfied citizens are with our services.

Base Budget Drivers and Significant Budget Challenges:

- Changing workforce demographics requiring targeted talent management initiatives including workforce planning, recruitment, development, and other customized strategies to build and retain a skilled workforce.

**Talent Management & Employee Services
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 2,064	\$ 2,208	\$ -	\$ 2,208	\$ 144	7.0%	B1
Services and supplies	30	78	-	78	48	158.9%	B2
Transfers to reserves	56	6	-	6	(50)	(89.8%)	B2
Interdepartmental charges	80	86	-	86	6	7.9%	
Subtotal gross expenditure	2,230	2,377	-	2,377	148	6.6%	
Central administration recoveries	(172)	(172)	-	(172)	-	0.0%	
Interdepartmental recoveries	(303)	(388)	-	(388)	(86)	28.3%	B3
Subtotal recoveries	(475)	(560)	-	(560)	(86)	18.0%	
Net expenditure	\$ 1,755	\$ 1,817	\$ -	\$ 1,817	\$ 62	3.5%	
Revenue							
Provincial grants & subsidies	318	318	-	318	-	0.0%	
Revenue subtotal	\$ 318	\$ 318	\$ -	\$ 318	\$ -	0.0%	
Property tax levy	\$ 1,437	\$ 1,499	\$ -	\$ 1,499	\$ 62	4.3%	
Cost to the average household	\$ 6			\$ 6			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	19.6	19.6	-	19.6	-	
Temporary	-	-	-	-	-	
Total	19.6	19.6	-	19.6	-	
Recoveries						
Interdepartmental:						
Transit	3.0	3.0	-	3.0	-	
Total recoveries	3.0	3.0	-	3.0	-	

Notes

Budget notes

B1 - Compensation per contracts/estimates, position reclassifications and the annualization of the 2018 budget issue paper for the implementation of the 2017-2021 GRT Business Plan

B2 - Additional annual software licencing costs relating to employee engagement, offset by a reduction in reserve contributions which previously funded an employee survey every three years

B3 - Annualization of recovery from Transit Services for a Talent Management position approved through the 2018 budget issue paper for the implementation of the 2017-2021 GRT Business Plan



Division: Citizen Service
Director: Daun Fletcher

Programs and services:

- Develops, implements and maintains strategic, technical and operational plans to support and facilitate technology excellence, HR integration, and application management including Human Resource Information Systems such as Employee Life Cycle Data Management, Job Lifecycle Data Management and Time and Attendance Management System.
- Operates, administers and maintains the systems and technologies that support the Service First Call Centre (SFCC), a 24/7 call centre that handles calls for all Regional services and related online platforms to provide robust and effective service to the citizens of the Region.
- Oversees service improvement initiatives across the organization including customer feedback, program improvement, public engagement, volunteer management and front desk services.
- Ensures that services are delivered in an inclusive way and are reflective of our diverse population and is in compliance with the Accessibility for Ontarians with Disabilities Act (AODA) and related legislation.

Key issues and priorities:

- Ensuring seamless, digitally enabled services put the needs of our citizens first and provide a consistent user experience for service delivery across all channels.
- Providing quality benchmarking data to client departments to enable strategic human resources planning.
- Expanding the Service First Call Centre to include more self-serve options on our website and through digital channels that are secure, simple and convenient to use.

- Ensure ongoing compliance with AODA including the standardization of information and communications, built environment, customer service, transportation and employment.
- Developing, implementing and monitoring service performance data across all Region services and programs.
- Ongoing training and communication to promote a citizen centred service focus.

Base Budget Drivers and Significant Budget Challenges:

- Keeping pace with best practices and industry trends for automating Human Resource systems and processes, to improve efficiency and engage various demographics.
- The Service First Call Centre staffing will be monitored to ensure that, as service demands increase and the population grows, staffing levels are adequate to handle increases in call volume in a timely manner.

Citizen Service
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 3,446	\$ 3,508	\$ -	\$ 3,508	\$ 62	1.8%	B1
Services and supplies	678	703	-	703	25	3.7%	
Debt servicing	794	795	-	795	1	0.1%	
Transfers to reserves	75	74	-	74	(1)	(1.5%)	
Interdepartmental charges	67	69	-	69	2	3.3%	
Subtotal gross expenditure	5,060	5,150	-	5,150	89	1.8%	
Central administration recoveries	(56)	(56)	-	(56)	-	0.0%	
Interdepartmental recoveries	(711)	(711)	-	(711)	(0)	0.1%	
Subtotal recoveries	(766)	(767)	-	(767)	(0)	0.1%	
Net expenditure	\$ 4,294	\$ 4,383	\$ -	\$ 4,383	\$ 89	2.1%	
Revenue							
Provincial grants & subsidies	220	220	-	220	-	0.0%	
Contribution from reserves	95	95	-	95	-	0.0%	
Revenue subtotal	\$ 315	\$ 315	\$ -	\$ 315	\$ -	0.0%	
Property tax levy	\$ 3,979	\$ 4,068	\$ -	\$ 4,068	\$ 89	2.2%	
Cost to the average household	\$ 15			\$ 15			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	36.2	36.2	-	36.2	-	
Temporary	4.3	4.3	-	4.3	-	
Total	40.5	40.5	-	40.5	-	
Recoveries						
Interdepartmental:						
Transit	6.0	6.0	-	6.0	-	
Rapid Transit	4.3	4.3	-	4.3	-	
Waste Management	1.0	1.0	-	1.0	-	
Total recoveries	11.3	11.3	-	11.3	-	

Notes

Budget notes

B1 - Compensation per contracts/estimates



Division: Employee Relations
Director: Matthew Sutcliffe

Programs and services:

- Employee Relations provides support and advice for staff and management for eight separate bargaining units, ranging from collective bargaining, collective agreement interpretation, grievance resolution, mediation and arbitration.
- Provides guidance and support to managers and employees for benefits administration, Workplace Safety and Insurance Board (WSIB) and return to work administration and wellness programming.
- Employee Relations provides support and guidance in interpreting existing and upcoming legislation that governs the employment relationship in the workplace.
- Employee Relations provides recommendations, research, and drafting of new policies and programs across the Region, providing education and training in relation to the accountabilities of Region leadership.
- Employee Relations provides education, training, and management in relation to the internal complaints and investigation processes.
- The Safety Management System has provided a framework for staff and management to proactively assess the safety risks associated with work to be performed, and develop mitigation plans or training to minimize the risk to staff, reducing workplace injuries and lost time.
- The Health and Safety section provides support to staff and management, and training in the areas of occupational health and fleet safety.
- Designs and administers employee benefits, liaises with external providers in programs such as the employee and family assistance program, and coordinates retirement related processes.

Key issues and priorities:

- Employee Relations supports the organization in managing the effects of changes to programs and services that have staffing and bargaining unit implications as a component of the Human Resources change management activities.
- Employee Relations also supports the organization by providing advice and consultation on health and safety issues to all departments.
- Maintaining a positive working relationship with the Region's bargaining agents is critical to the success of the Region's programs and services.
- Enhanced awareness of harassment and violence in the workplace issues has increased the volume of investigations and need for conflict resolution.
- Increased focus and attention to mental health concerns and the introduction of a Mental Health strategy for employees of the Region.
- Responding to increased volume of WSIB, pension, benefit, retirement, and recruitment transactions.
- Responding to an increased demand of post traumatic stress disorder (PTSD) and chronic mental stress concerns.

Base Budget Drivers and Significant Budget Challenges:

- The volume and complexity of labour relations and health and safety issues including Human Rights applications.
- Increasing requests for accommodation related to both occupational and non-occupational injuries and mental health illnesses.

**Employee Relations
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 2,912	\$ 2,991	\$ -	\$ 2,991	\$ 79	2.7%	B1
Services and supplies	298	296	-	296	(2)	(0.6%)	
Legal fees	463	463	-	463	-	0.0%	
Debt servicing	43	43	-	43	0	0.2%	
Transfers to reserves	7	6	-	6	(0)	(6.8%)	
Interdepartmental charges	65	70	-	70	5	8.4%	
Subtotal gross expenditure	3,787	3,869	-	3,869	82	2.2%	
Central administration recoveries	(209)	(209)	-	(209)	-	0.0%	
Interdepartmental recoveries	(776)	(786)	-	(786)	(10)	1.3%	
Subtotal recoveries	(985)	(995)	-	(995)	(10)	1.0%	
Net expenditure	\$ 2,802	\$ 2,874	\$ -	\$ 2,874	\$ 71	2.6%	
Revenue							
Provincial grants & subsidies	352	352	-	352	-	0.0%	
Contribution from WSIB Reserve	807	825	-	825	17	2.2%	
Revenue subtotal	\$ 1,159	\$ 1,176	\$ -	\$ 1,176	\$ 17	1.5%	
Property tax levy	\$ 1,644	\$ 1,698	\$ -	\$ 1,698	\$ 54	3.3%	
Cost to the average household	\$ 6			\$ 6			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	24.0	24.0	-	24.0	-	
Temporary	-	-	-	-	-	
Total	24.0	24.0	-	24.0	-	
Recoveries						
Interdepartmental:						
Facilities	0.3	0.3	-	0.3	-	
Transit	4.0	4.0	-	4.0	-	
Transportation	0.3	0.3	-	0.3	-	
Waste Management	0.3	0.3	-	0.3	-	
Water	1.3	1.3	-	1.3	-	
From WSIB Reserve	5.0	5.0	-	5.0	-	
Total recoveries	11.0	11.0	-	11.0	-	

Notes

Budget notes

B1 - Compensation per contracts/estimates and position reclassifications



Human Resources & Citizen Service

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
90150 Consolidated Call Centre	421	118	539	367		184	1,100	2,190	800	2,990
99033 Time and Attendance System	42		42					42		42
99037 Safety Management System	160		160	145	145			450		450
99042 Employee Lifecycle Review	218		218					218		218
99044 Applicant Tracking System				150	150			300		300
TOTAL EXPENDITURE	841	118	959	662	295	184	1,100	3,200	800	4,000
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	606	118	724	367				1,091		1,091
3981310 Police General Reserve	11		11					11		11
3981400 WSIB Reserve Fund	160		160	145	145			450		450
3983900 HRC Capital Reserve	65		65	150	150	184	1,100	1,649	800	2,449
TOTAL FUNDING & FINANCING	841	118	959	662	295	184	1,100	3,200	800	4,000



Human Resources & Citizen Service

2019 Capital Budget Funding & Financing Summary (Thousands)

	Funding & Financing From				
	2019 Expenditure	General Tax Supported Capital Reserve	Police Capital Reserve	WSIB Reserve Fund	HRC Capital Reserve
Project					
90150 Consolidated Call Centre	539	539			
99033 Time and Attendance System	42	32	11		
99037 Safety Management System	160			160	
99042 Employee Lifecycle Review	218	153			65
Total	959	724	11	160	65



Region of Waterloo

PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES



2019 Budget

Department: Planning, Development and Legislative Services

Commissioner: Rod Regier

The Planning, Development and Legislative Services department is responsible for planning the future growth of our community and implementing a variety of strategies to support our continued community vitality, sustainability and prosperity. This includes the operation of the Region of Waterloo International Airport, the Region's museums and libraries and the management of Regional forests, oversight of the Regional Official Plan and related review roles and supporting economic development initiatives such as the implementation of the Waterloo Region Economic Development Strategy. This department is also responsible for providing a broad range of corporate support services, including legal counsel, real estate, licensing, by-law enforcement, corporate publishing, Council/ Committee executive support, information management including archives, and Provincial Offences court prosecution and administration.

The divisions within Planning, Development & Legislative Services include:

- **Economic Development** – Matthew Chandy, Manager
- **ROW International Airport** – Christopher Wood, General Manager
- **Community Planning** – Michelle Sergi, Director
- **Council & Administrative Services/Regional Clerk** – Kris Fletcher, Director
- **Legal Services** – Debra Arnold, Director & Regional Solicitor
- **Provincial Offences Act: Administration** (Kris Fletcher) **& Prosecution** (Debra Arnold)
- **Cultural Services** – Helen Chimirri-Russell, Director
 - **Region of Waterloo Library**

Planning, Development and Legislative Services (PDL)

Departmental Summary 2019 Budget by Division (Thousands)

	Budgeted Expenditure (Net of Internal Recoveries)			Budgeted Revenue			Property Tax Levy			
	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	
Commissioner of PDL	\$ 721	\$ 727	\$ 6	\$ -	\$ -	\$ -	\$ 721	\$ 727	\$ 6	0.8%
Economic Development	2,505	2,765	260	-	-	-	2,505	2,765	260	10.4%
Region of Waterloo International Airport	8,665	9,520	855	2,963	3,429	466	5,701	6,091	389	6.8%
Community Planning	3,906	4,246	340	848	1,028	180	3,058	3,218	160	5.2%
Council & Admin Services	2,709	2,746	37	458	568	110	2,251	2,178	(73)	(3.2%)
Provincial Offences Admin & Prosecution	3,950	4,319	369	8,754	8,946	192	(4,804)	(4,627)	177	(3.7%)
Legal Services	946	974	28	390	391	2	556	582	26	4.7%
Cultural Services	11,174	11,219	45	896	883	(13)	10,278	10,336	58	0.6%
Region of Waterloo Library	3,071	3,167	96	175	182	7	2,896	2,985	89	3.1%
Total	\$ 37,647	\$ 39,683	\$ 2,036	\$ 14,484	\$ 15,427	\$ 944	\$ 23,163	\$ 24,255	\$ 1,092	4.7%

Budgeted Staff Complement (FTEs)

By Division	2018	2019	Change
Commissioner of PDL	3.0	3.0	-
Economic Development	5.0	5.0	-
Region of Waterloo International Airport	23.1	23.1	-
Community Planning	27.3	29.5	2.2
Council & Admin Services	33.9	33.9	-
Provincial Offences Admin & Prosecution	26.0	29.0	3.0
Legal Services	13.0	13.0	-
Cultural Services	54.5	54.5	-
Region of Waterloo Library	32.8	32.8	-
Total	218.6	223.8	5.2
By Category			
Permanent	192.9	195.9	3.0
Temporary	25.7	27.9	2.2
Total	218.6	223.8	5.2
Recoveries			
Interdepartmental:			
Housing	2.0	2.0	-
Design & Construction	4.0	4.0	-
Public Health	2.0	2.0	-
From reserves	1.0	1.0	-
From capital projects	1.0	3.5	2.5
Total recoveries	10.0	12.5	2.5

Budget Issue Papers Approved

Provincial Offences Admin & Prosecution	2019 Budget Issue Paper approving the addition of 1 permanent FTE to POA Prosecution and 2 permanent FTEs to POA Administration due to a significant and sustained increase in court processes funded from increased POA revenues.
Economic Development	Funding for economic development initiatives



**Commissioner of Planning, Development and Legislative Services
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 402	\$ 406	\$ -	\$ 406	\$ 4	1.0%	B1
Services and supplies	174	167	-	167	(7)	(4.0%)	
Transfers to reserves	6	7	-	7	1	16.7%	
Interdepartmental charges	139	147	-	147	8	5.8%	
Net expenditure	\$ 721	\$ 727	\$ -	\$ 727	\$ 6	0.8%	
Property tax levy	\$ 721	\$ 727	\$ -	\$ 727	\$ 6	0.8%	
Cost to the average household	\$ 3			\$ 3			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	2.0	2.0	-	2.0	-	
Temporary	1.0	1.0	-	1.0	-	
Total	3.0	3.0	-	3.0	-	

Notes

Budget notes

B1 - Compensation per contracts/estimates



Division: Economic Development

Manager: Matthew Chandy

Programs and services:

The Office of Regional Economic Development was formally established in 2015. This Office provides both corporate and community-based services. The Office serves a variety of roles, including:

- Developing and leading Region of Waterloo Smart City Initiatives including the creation of Smart Waterloo Region, the response to the Government of Canada's Smart Cities Challenge on behalf of the Region of Waterloo and Area Municipalities;
- Leading cluster development initiatives to support industry sector growth and Foreign Direct Investment in Waterloo Region.
- The dissemination of data and analytics on the regional economy (e.g. data requests, industry sector profiles, Waterloo Region community profile);
- Leading the updating, implementing and monitoring of the Waterloo Regional Economic Development Strategy (WREDS);
- Oversight of Regional grants for economic development;
- Working with community partners to lead or support investment opportunities in Waterloo Region;
- Facilitating investment inquiries and opportunities through the Region's approval process.
- Leading air service and business development at the Region of Waterloo International Airport (YKF) including the implementation of the YKF Business Plan and supporting the implementation of the YKF Master Plan;
- Leading or supporting development and implementation of Strategic Projects (e.g. Multi-Modal Transit Hub, Two-way all-day GO, etc.);
- Supporting Treasury Services with annual Region credit rating approval process;
- Supporting strategic land development projects through Region processes (e.g. redevelopment, East Side Lands, etc.), the delivery of incentives for development projects (e.g. brownfields, development charges, etc);

- Support with liaising between Federal and Provincial governments relating to economic development priorities;
- Facilitating the piloting of smart city technologies and other technologies in Regional government services or operations from local technology companies;
- Leading strategic communication projects relating to economic development (e.g. smart cities, profiling Region successes, investment in the Corridor, community narrative, etc.); and,
- Facilitating stakeholder engagement relating to smart city initiatives or business development within the Region including representing Region at industry roundtables.

Key issues and priorities:

- Waterloo Region was selected as a finalist in the Government of Canada's Smart Cities challenge as one of five large cities in Canada. Economic Development at the Region of Waterloo has established a Smart Cities team to lead the development of a Smart Waterloo Region proposal to the Federal government on behalf of the Region, seven area municipalities, and community partners. This proposal for a \$50 million grant will be finalized in Q2 of 2019. Smart Waterloo Region has allowed the Region and all seven area municipalities to enhance its reputation as a smart city and has triggered new investment interest from smart technology companies around the world;
- Ensuring the actions of the WREDS, especially those with direct Regional responsibility, are implemented;
- Working with Community Planning to support the assembly of the East Side lands. Updating the Waterloo Region Economic Development Strategy on behalf of the Region, area municipalities, and other economic development;
- Leading the update of Waterloo Region's Two-Way All-Day Go transit service business case to the Ontario Government;
- Supporting strategic economic development projects;
- Leading the development and implementation of air service and business development initiatives at YKF including the implementation of the YKF Business Plan.



Office of Regional Economic Development
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 577	\$ 583	\$ -	\$ 583	\$ 6	1.0%	B1
Economic Development & Promotion grants	122	122	100	222	100	82.0%	B2
Communitech	35	35	-	35	-	0.0%	
Waterloo EDC	900	900	-	900	-	0.0%	
Tourism Organizations	300	300	-	300	-	0.0%	
Services and Supplies	15	18	-	18	3	20.0%	
Transfers to reserves	553	703	-	703	150	27.1%	B3
Interdepartmental charges	3	4	-	4	1	33.7%	
Net expenditure	\$ 2,505	\$ 2,665	\$ 100	\$ 2,765	\$ 260	10.4%	
Property tax levy	\$ 2,505	\$ 2,665	\$ 100	\$ 2,765	\$ 260	10.4%	
Cost to the average household	\$ 10			\$ 10			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	5.0	5.0	-	5.0	-	
Temporary	-	-	-	-	-	
Total	5.0	5.0	-	5.0	-	

Notes

Budget notes

B1 - Compensation per contracts/estimates

B2 - Increased funding for economic development initiatives per 2019 Budget Issue Paper

B3 - Increased contribution to Brownfield Financial Incentive Program Reserve Fund to fund Tax Increment Grants



Economic Development

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
99054 51 Breithaupt Tax Increment Grant	359	359	718	236				953		953
99056 170 Water (North 2) Tax Increment Grant		142	142					142		142
99057 130 Water (South Parcel) Tax Increment Grant					534	534	534	1,602	2,244	3,846
99059 750 Lawrence Tax Increment Grant	126		126					126		126
99060 55 Mooregate Tax Increment Grant		33	33	33	33	33	33	165	66	232
99061 Environmental Site Assessment Grants	35		35					35		35
99062 Community Improvement Plans	38		38					38		38
99066 83 Elmsdale Tax Increment Grant					688	688	688	2,063	2,716	4,779
99067 445 King Tax Increment Grant		312	312	312	312	312	220	1,466		1,466
99074 181 King St Tax Increment Grant				189				189		189
99075 1 Adam Tax Increment Grant		380	380	707	420	600	380	2,486	697	3,183
99076 1011 Homer Watson Tax Increment Grant					1,269	1,145	1,059	3,474	1,848	5,321
99077 19 Guelph (Parcel A) Tax Increment Grant					87	87	87	262	498	760
99078 19 Guelph (Parcel B) Tax Increment Grant		178	178	178	178	178	178	890	474	1,364
TOTAL EXPENDITURE	557	1,403	1,960	1,655	3,521	3,576	3,179	13,892	8,543	22,435
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	33		33					33		33
3980140 Brownfield Incentive Program Reserve Fund	164	1,168	1,332	1,655	3,521	3,576	3,179	13,264	8,543	21,807
3980180 Water Capital Reserve	120	78	198					198		198
3980460 Federal Gas Tax Reserve Fund	120	78	198					198		198
Other Reserves	121	78	199					199		199
TOTAL FUNDING & FINANCING	557	1,403	1,960	1,655	3,521	3,576	3,179	13,892	8,543	22,435



Economic Development

2019 Capital Budget Funding & Financing Summary (Thousands)

	Funding & Financing From					
	2019 Expenditure	General Tax Supported Capital Reserve	Federal Gas Tax Reserve Fund	Water Capital Reserve	Brownfield Incentive Program Reserve Fund	Other Reserves
Project						
99054 51 Breithaupt Tax Increment Grant	717		198	198	124	198
99056 170 Water (North 2) Tax Increment Grant	142				142	
99059 750 Lawrence Tax Increment Grant	126				126	
99060 55 Mooregate Tax Increment Grant	33				33	
99061 Environmental Site Assessment Grants	35	33				2
99062 Community Improvement Plans	38				38	
99067 445 King Tax Increment Grant	312				312	
99075 1 Adam Tax Increment Grant	380				380	
99078 19 Guelph (Parcel B) Tax Increment Grant	178				178	
Total	1,960	33	198	198	1,332	199



Division: Region of Waterloo International Airport (RWIA)
Airport General Manager: Christopher Wood

Programs and services:

- Operate the airport in accordance with Transport Canada regulations.
- Currently Westjet, Fly GTA and Sunwing are scheduled carriers.
- Landlord for approximately 50 privately owned and operated buildings on the airport campus (land leases). Approximately 300 people work at the airport in these 25 businesses every day.
- Business development initiatives for new businesses (on airport campus) and airlines to locate to the airport.
- Provide all season facilities for airlines, ground handlers, Canada Customs and Security to process passengers.

Key issues and priorities:

- The airport Terminal building is currently operating at about 50% of its capacity, meaning passenger numbers could be doubled with very little capital investment.
- Available lands at airport and large lot employment lands on adjacent “East Side” properties, located around the airport.
- The Greater Toronto Airport Authority is leading a group of 12 airports called the “Southern Ontario Airport Network” in which Airport staff are actively participating with potential to create new opportunities.

Base Budget Drivers and Significant Budget Challenges:

- Competitive market conditions with Toronto’s Pearson Airport, a primary competitor and Hamilton, London and US Border airports.
- Proportionately high fixed cost as a percentage of total cost.
- Low appetite by industry to accept fee increases.
- Accommodation of industry potential growth with the development of new ultralow cost carriers in Canada.



**Region of Waterloo International Airport
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 2,229	\$ 2,258	\$ -	\$ 2,258	\$ 29	1.3%	B1
Utilities, services and supplies	1,875	1,864	-	1,864	(10)	(0.6%)	
Debt servicing	1,688	2,411	-	2,411	723	42.8%	B2
Transfers to reserves	1,914	1,952	-	1,952	38	2.0%	
Interdepartmental charges	1,111	1,162	-	1,162	52	4.7%	
Subtotal gross expenditure	8,817	9,648	-	9,648	831	9.4%	
Interdepartmental recoveries	(152)	(128)	-	(128)	25	(16.2%)	B3
Subtotal recoveries	(152)	(128)	-	(128)	25	(16.2%)	
Net expenditure	\$ 8,665	\$ 9,520	\$ -	\$ 9,520	\$ 855	9.9%	
Revenue							
User fees	2,963	3,010	-	3,010	47	1.6%	
Contribution from reserves	-	419	-	419	419	0.0%	B2
Revenue subtotal	\$ 2,963	\$ 3,429	\$ -	\$ 3,429	\$ 466	15.7%	
Property tax levy	\$ 5,701	\$ 6,091	\$ -	\$ 6,091	\$ 389	6.8%	
Cost to the average household	\$ 22			\$ 23			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	19.0	19.0	-	19.0	-	
Temporary	4.1	4.1	-	4.1	-	
Total	23.1	23.1	-	23.1	-	
Recoveries						
From capital projects	1.0	1.0	-	1.0	-	
Total recoveries	1.0	1.0	-	1.0	-	

Notes

Budget notes

B1 - Compensation per contracts/estimates

B2 - Increased debt servicing associated with 2018 and 2019 spring debenture issues, partially offset by recovery from the Development Charge (DC) reserve

B3 - Reduction in recovery of temporary position from capital projects as approved in the Airport Master Plan



Region of Waterloo International Airport

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
Capital Renewal										
03513 Noise Monitoring System					50			50	50	100
03515 Electrical Study				50				50		50
03540 Minor Airside Construction Projects	149	210	359	520	300	300	300	1,779	600	2,379
03541 Runway 26 Approach Lighting									300	300
03542 Runway 08 Approach Lighting									300	300
03544 Sanitary Forcemain Servicing	105	184	289	5,382				5,671		5,671
03547 Airport Business Plan Update					200			200	200	400
03548 Rehabilitation 08/26									4,070	4,070
03551 Airfield Lighting Upgrade (from PAPI 07	252		252			380		632	264	896
03555 Fencing				250			300	550	400	950
03557 Equipment Replacements	101	90	191	49	5	55	172	472	259	729
03564 Randell Drain/Stormwater-Upgrades						50		50	50	100
03566 Parking lot Resurfacing		60	60	880				940		940
03569 Hydro Plant Upgrade		70	70			570		640	500	1,140
03570 Apron Resurfacing									2,730	2,730
03574 Security Upgrades		30	30					30	200	230
03579 Parking Lot Expansion	20		20					20		20
03581 Storm Sewer Upgrades	35		35					35		35
03582 Entrance Road Resurfacing	30		30					30		30
03585 Airfield Lighting Upgrade - LED	187		187					187		187
03586 Air Traffic Control/New Germany Lane	62		62					62		62
03587 Silver Dart Place Construction						450		450		450
03588 Fleet Vehicle Replacement Airport		140	140	315	1,745	280	735	3,215	2,353	5,568
03590 Taxiway A Extension Rehabilitation									2,680	2,680
03591 Parking Equipment Replacement									400	400
03623 Parking Equipment Upgrade				90				90		90
03625 Pavement Markings				385				385		385
03626 Runway 26 SALSR Upgrade									480	480
03627 Airfield Lighting Upgrade - LED		193	193			281	94	568	122	690
03629 Runway 08/26 from Rwy 14/32 to Threshold 26 Reconstruction									8,550	8,550
03631 Taxiway A West - Taxiway C South Reconstruction									2,040	2,040
Total Capital Renewal	942	977	1,919	7,921	2,300	2,366	1,601	16,107	26,548	42,654



Region of Waterloo International Airport

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
Facilities Managed Capital Renewal										
70500 Airport Renewal	40	61	101	213	541	794	644	2,293	2,186	4,480
Total Facilities Managed Capital Renewal	40	61	101	213	541	794	644	2,293	2,186	4,480
Capital Expansion (Master Plan)										
Phase 1										
03592 Zoning Study for 3rd Runway				100				100		100
03593 Terminal Bldg Exp Feasibility/ Site Study	99	365	464	150				614		615
03594 Rail Connectivity Study YKF/YYZ		208	208					208		208
03595 Enviro Assmt for Runway 14-32 & 08-26	71	65	136	115				251		251
03596 Design Runway 14-32 & 08-26	244		244	85				329		328
03597 Master Land Use and Service Planning	28	87	115	89				204		205
03600 Design of Terminal Expansion Phase 1	192	300	492					492		492
03601 Development of Apron VII Serviced Lands		175	175	290				465		465
03602 Federal Zoning Runway 14-32 & 08-26 Ext	92	145	237	135				372		372
Total Phase 1	726	1,345	2,071	964				3,035		3,035
Phase 2										
03603 Trigger 2 Property Acquisition	171	5,493	5,664				1,497	7,161		7,161
03604 Construct Runway 14/32 Extension							6,500	6,500	16,500	23,000
03605 Design Runway 08/26 Ext to 8700'									460	460
03606 Shantz Station Road Reconfiguration Options									265	265
03607 Design R/T/A to Accomodate AGN-IV Aircraft							161	161		161
03608 Design and Construct Apron 'II' Expansion									1,438	1,438
03609 Construct Terminal Expansion Phase 1							7,000	7,000	17,610	24,610
03610 Design Terminal Expansion Phase 2									3,565	3,565
03611 Increase Available Surface Parking									2,875	2,875
03612 Develop Existing Serviced Lands							1,100	1,100	1,660	2,760
03613 Fountain Street Utility Relocations									2,300	2,300
Total Phase 2	171	5,493	5,664				16,258	21,922	46,673	68,594



Region of Waterloo International Airport

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
Phase 3										
03614 Trigger 3 Property Acquisition									12,938	12,938
03615 Shantz Station Road Reconfiguration									5,290	5,290
03616 Construct Partial Taxiway 'B'									3,910	3,910
03617 Construct Runway 08/26 Extension									11,500	11,500
03618 Widen Taxiways to Accomodate AGN-IV Aircraft									3,220	3,220
03619 Construct Terminal Expansion Phase 2									36,588	36,588
03620 Design Terminal Expansion Phase 3									4,830	4,830
03621 Design Landside Roads & Parking Configuration									230	230
03622 Develop Southeast Serviced Lands									3,795	3,795
Total Phase 3									82,300	82,300
TOTAL EXPENDITURE	1,878	7,876	9,754	9,098	2,841	3,159	18,503	43,355	157,705	201,062
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	121		121	200	1,000		5,058	6,379	39,624	46,004
Development Charges										
Reserve Funds	437	790	1,227	556	180	45		2,008	450	2,458
Debentures	146	3,252	3,398	2,422			6,607	12,427	59,067	71,495
Property Taxes										
Reserves and Reserve Funds										
3980440 Airport Capital Reserve	1,002	1,281	2,283	2,596	911	2,780	1,098	9,668	5,282	14,950
3982160 Corporate Fleet Replacement Reserve		140	140	315	745	280	735	2,215	2,353	4,568
3982190 Airport Vehicle/Equipment Reserve	101	90	191	49	5	55	172	472	259	729
Debentures	72	2,324	2,396	2,960			4,833	10,189	50,671	60,858
TOTAL FUNDING & FINANCING	1,878	7,876	9,754	9,098	2,841	3,159	18,503	43,355	157,705	201,062

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 #14-046 as amended. RDC funding available will depend on the outcome of the 2019 background study and by-law review.



Region of Waterloo International Airport

2019 Capital Budget Funding & Financing Summary (Thousands)

Project	Funding & Financing From						
	2019 Expenditure	Grants & Subsidies	Development Charges / RDC Reserve Fund	RDC Debentures	Vehicle & Equipment Reserves	Airport Capital Levy Reserve	Property Tax Supported Debentures
03540 Minor Airside Construction Projects	359					359	
03544 Sanitary Forcemain Servicing	289			130		159	
03551 Airfield Lighting Upgrade (from PAPI 07 Replacement)	252	121				131	
03557 Equipment Replacements	191				191		
03566 Parking lot Resurfacing	60					60	
03569 Hydro Plant Upgrade	70					70	
03574 Security Upgrades	30		14			17	
03579 Parking Lot Expansion	20		18			2	
03581 Storm Sewer Upgrades	35					35	
03582 Entrance Road Resurfacing	30					30	
03585 Airfield Lighting Upgrade - LED	187					187	
03586 Air Traffic Control/New Germany Lane	62					62	
03588 Fleet Vehicle Replacement Airport	140				140		
03593 Terminal Bldg Exp Feasibility/ Site Study	464		268			196	
03594 Rail Connectivity Study YKF/YYZ	208		120			88	
03595 Enviro Assmt for Runway 14-32 & 08-26	136		79			58	
03596 Design Runway 14-32 & 08-26	244		141			103	
03597 Master Land Use and Service Planning	115		67			49	
03600 Design of Terminal Expansion Phase 1	492		284			208	
03601 Development of Apron VII Serviced Lands	175		101			74	
03602 Federal Zoning Runway 14-32 & 08-26 Ext	237		137			100	
03603 Trigger 2 Property Acquisition	5,664			3,268			2,396
03627 Airfield Lighting Upgrade - LED	193					193	
70500 Airport Renewal	101					101	
Total	9,754	121	1,227	3,398	331	2,283	2,396



Division: Community Planning

Director: Michelle Sergi

Programs and services:

- Planning – manage and support a full range of development, policy and research activities and land-use planning initiatives. Responsible for the implementation and maintenance of the Regional Official Plan. A review of the Regional Official Plan has been initiated to bring the Plan into conformity with recently updated Provincial policies and plans.
- Corridor Planning – review development applications associated with Regional roads from a traffic impact and safety perspective and issuance of regional road access permits.
- Environmental Planning and Sustainability – oversee the protection of significant environmental features as defined by the Province and Regional Official Plan. This section also manages 16 Regional Forests, administers the Community Environmental Fund, oversees the Ecological and Environmental Advisory Committee (EEAC) assists an independent community-based land trust within Waterloo Region, and supports community environmental sustainability initiatives including greenhouse gas reduction, climate adaptation planning, and the Community Energy Investment Strategy.
- Planning, Research and Analytics – provide statistical data and analytic services to the community (e.g. agencies, residents and businesses) and to the Corporation. Responsibilities also include population and household forecasts, and monitoring and reporting on key metrics relating to growth and economic development activity.

Key issues and priorities:

- The Region continues to experience strong growth, and Regional planning is essential to ensure that future growth occurs in a positive and sustainable manner, such that it enhances the community's quality of life.
- A changing legislative environment and the planning of rapid transit services have added to the complexity for planning on a regional scale.
- The implementation of the Community Building Strategy as an investment tool to guide how the community should grow around rapid transit.
- The East Side Master Environmental Servicing Plan Phase 2 including sub-watershed and planning work on the East Side is on-going.
- Increased growth and the implementation of rapid transit will increase the demands on forecasting and monitoring as the Region plans for major infrastructure and monitors the impacts of rapid transit across the community.
- Many key parcels of land across the Region are impacted by historical environmental contamination (e.g. former heavy industry). The remediation and redevelopment of sites has multiple public interests, including the protection of the Region's groundwater.
- Continuing to protect the Region's significant environmental areas (including Regionally-owned forests) and stewardship initiatives will remain important as pressures associated with growth increase.

Base Budget Drivers and Significant Budget Challenges:

- Mandated implementation of new Provincial Policy and Plans.
- Revenues associated with development application submissions can fluctuate depending on the economy.
- Studies and process requirements set out in the Regional Official Plan to provide for future growth.
- Continued support for brownfield and intensification projects to effectively manage and provide for positive and sustainable growth

**Community Planning
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 3,123	\$ 3,326	\$ -	\$ 3,326	\$ 203	6.5%	B1
Services and supplies	568	598	108	706	138	24.3%	B2
Transfers to reserves	234	234	-	234	-	0.0%	
Interdepartmental charges	31	30	-	30	(1)	(3.2%)	
Subtotal gross expenditure	3,956	4,188	108	4,296	340	8.6%	
Interdepartmental recoveries	(50)	(50)	-	(50)	-	0.0%	
Subtotal recoveries	(50)	(50)	-	(50)	-	0.0%	
Net expenditure	\$ 3,906	\$ 4,138	\$ 108	\$ 4,246	\$ 340	8.7%	
Revenue							
User fees	428	428	-	428	-	0.0%	
Other revenue	134	134	-	134	-	0.0%	
Federal grants & subsidies	81	106	-	106	25	30.9%	B3
Contribution from reserves	205	302	58	360	155	75.6%	B4
Revenue subtotal	\$ 848	\$ 970	\$ 58	\$ 1,028	\$ 180	21.2%	
Property tax levy	\$ 3,058	\$ 3,168	\$ 50	\$ 3,218	\$ 160	5.2%	
Cost to the average household	\$ 12			\$ 12			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	26.0	26.0	-	26.0	-	
Temporary	1.3	3.5	-	3.5	2.2	C1
Total	27.3	29.5	-	29.5	2.2	
Recoveries						
From capital projects	-	2.5	-	2.5	2.5	
Total recoveries	-	2.5	-	2.5	2.5	

Notes

Budget notes

B1 - Compensation per contracts/estimates, increase of 2.5 FTE for the Regional Official Plan Review (PDL-CPL-18-33), partially offset by a reduction of 0.3 FTE for the expiration of the Workplace Count temporary staff contract

B2 - 2019 contribution to the Community Energy Investment Strategy (PDL-CPL-18-32), partially offset by reduction in planning fees related to the Community Climate Adaptation Plan as well as 2019 Budget Issue Papers for EvolveGreen funding (\$50,000) and Residential project neutral campaign (\$58,000)

B3 - Grant from Infrastructure Canada's Municipalities for Climate Innovation Program (PDL-CPL-17-29)

B4 - Increase reflects the funding for the Regional Official Plan Review (PDL-CPL-18-32), and for BIP 81 (note B2) partially offset by funding not required in 2019 for Workplace Count (note B1) and reduction in funding for Community Climate Adaptation Plan (note B2)

Complement notes

C1 - Increase of 2.5 temporary FTE's related to Regional Official Plan Review (Supervisor, Technical Analyst and 0.5 FTE Principal Planner) as per PDL-CPL-18-33, partially offset by the reduction of 0.3 FTE for Climate Adaptation student planner



Community Planning

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
22006 Forest Exp Land Acquisition		24	24	225	50			299		299
22007 Municipal Comprehensive Review	598	550	1,148	600	250	250	250	2,498	1,250	3,748
22021 Sub-Watershed Studies	360	600	960	1,000	200	200	200	2,560	1,000	3,560
22027 Community Environmental Stewardship	185		185					185		185
22036 Community Sustainability		110	110	110	110			330		330
22038 Development Application Database		50	50	375	375			800		800
TOTAL EXPENDITURE	1,143	1,334	2,477	2,310	985	450	450	6,672	2,250	8,922
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies		83	83	83	83			248		248
Development Charges										
Reserve Funds	862	1,048	1,910	1,534	499	405	405	4,752	2,025	6,777
Property Taxes										
Reserves and Reserve Funds										
3983800 Community Planning Capital Reserve	281	204	485	694	404	45	45	1,672	225	1,897
TOTAL FUNDING & FINANCING	1,143	1,334	2,477	2,310	985	450	450	6,672	2,250	8,922

Note:

- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #14-046 as amended. RDC funding available will depend on the outcome of the 2019 background study and by-law review.



Community Planning

2019 Capital Budget Funding & Financing Summary (Thousands)

	Funding & Financing From			
	2019 Expenditure	Grants & Subsidies	Development Charges / RDC Reserve Fund	Community Planning Capital Reserve
Project				
22006 Forest Exp Land Acquisition	24			24
22007 Municipal Comprehensive Review	1,148		1,033	115
22021 Sub-Watershed Studies	960		864	96
22027 Community Environmental Stewardship	185			185
22036 Community Sustainability	110	83		28
22038 Development Application Database	50		13	38
Total	2,477	83	1,910	485



Division: Council and Administrative Services

Director: Kris Fletcher

Programs and services:

The Council and Administrative Services Division provides a variety of statutory, consultative, administrative and technical services to the Corporation and its Departments, governance bodies, Provincial Offences Court, and the citizens of the Region. These include:

- Administrative, executive, and policy support to Regional Council and its Committees;
- Graphic design, video production, printing and mail/courier services;
- Full lifecycle management of paper and electronic records including an archives program and an open data program;
- Information access and privacy protection program;
- Licensing and enforcement of Regional by-laws, selected provincial statutes, business licensing, and inspections and compliance auditing;
- Provincial Offences Court ticket and charge processing, trial scheduling and fine collection.

Key issues and priorities:

- There has been a significant increase (>5% per annum) of defendants choosing early resolution and trials. As well, recent case law requires that matters be dealt with on a timely basis. These issues create a backlog in the scheduling of matters moving to court. This results in an increase in expenditure for staff, facility usage, and 'in court' time to handle a greater volume of cases. In 2018 approximately 44 extra court days have been scheduled to maintain legislated timelines which increased costs of service provision and workload for staff.
- There have been a number of changes to legislation and new financial reporting requirements related to Municipal Elections. The Clerk's Office will continue to act as a resource and provide support in reviewing existing

Council processes to promote further accountability and transparency. This will include implementing the recently approved code of conduct and hiring of an Integrity Commissioner.

- The number of Municipal Freedom of Information and Protection of Privacy (MFIPPA) requests and the number of privacy incidents/complaints continues to grow since the last council term.
- Work with the new taxi by-law will continue as staff refine the compliance monitoring system for taxi license issuers and compliance inspection for drivers and vehicles. New legislation to legalize non-medical/recreational cannabis and controls where medical cannabis can be consumed will have impacts throughout 2018/2019.
- Requests for internally produced communication material (graphic design and video) to promote Regional programs and services continues to grow at a rapid rate (34% increase in RUSH design hours over last year) as the various, non-traditional, communication mediums continue to expand, i.e. Social Media, YouTube, Digital Ads/Display Boards etc. Design and video requests continue to put a strain on existing resources with outsourcing required to meet client needs and deadlines.

Base Budget Drivers and Significant Budget Challenges:

- Provincial Offences Act revenues are dependent on the number of traffic and red light camera tickets issued and are affected by the early resolution court process. In 2018 there was a significant decrease in large fine payments from the year before as the timing of these payments is unpredictable. The number of tickets submitted to the court by WRPS dropped in 2018 to their lowest level since the Region took over POA in 2000 and this will likely have a negative impact on revenue in future.
- The implementation of the taxi by-law has brought additional revenues and expenditures to the Licensing program. Council established an Accessibility Fund to collect fees from auxiliary taxis that do not provide accessible service (approximately \$90,000). A committee is discussing the use of these funds.



**Council and Administrative Services
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 3,166	\$ 3,232	\$ -	\$ 3,232	\$ 66	2.1%	B1
Services and supplies	963	951	-	951	(12)	(1.2%)	
Debt servicing	35	-	-	-	(35)	(100.0%)	B2
Transfers to reserves	168	185	-	185	17	10.1%	B3
Interdepartmental charges	295	311	-	311	16	5.4%	B4
Subtotal gross expenditure	4,627	4,679	-	4,679	52	1.1%	
Central administration recoveries	(601)	(601)	-	(601)	-	0.0%	
Interdepartmental recoveries	(1,317)	(1,332)	-	(1,332)	(15)	1.1%	
Subtotal recoveries	(1,918)	(1,933)	-	(1,933)	(15)	0.8%	
Net expenditure	\$ 2,709	\$ 2,746	\$ -	\$ 2,746	\$ 37	1.4%	
Revenue							
User fees	450	560	-	560	110	24.4%	B5
Provincial grants & subsidies	8	8	-	8	-	0.0%	
Revenue subtotal	\$ 458	\$ 568	\$ -	\$ 568	\$ 110	24.0%	
Property tax levy	\$ 2,251	\$ 2,178	\$ -	\$ 2,178	\$ (73)	(3.2%)	
Cost to the average household	\$ 9			\$ 8			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	33.9	33.9	-	33.9	-	
Temporary	-	-	-	-	-	
Total	33.9	33.9	-	33.9	-	
Recoveries						
Interdepartmental:						
Public Health	2.0	2.0	-	2.0	-	
Total recoveries	2.0	2.0	-	2.0	-	

Notes

Budget notes

- B1 - Compensation per contracts/estimates
- B2 - Debt servicing savings due to debt retirement
- B3 - Increased contribution to Accessible Service Reserve to reflect actuals
- B4 - Increased budget for rent, facilities management and lifecycle provisions
- B5 - Increased revenue for application-based taxi licencing to reflect actuals



Council & Administrative Services

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
90009 Lic & Reg Servs Vehicles							72	72	105	177
90075 CMS Equipment	41		41		25			66	50	116
90092 Licensing-Radio Equipment	8		8					8	123	130
90117 Electronic Document Management System	100		100	400	400	50		950	100	1,050
TOTAL EXPENDITURE	148		148	400	425	50	72	1,095	378	1,473
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982160 Corporate Fleet Replacement Reserve							72	72	105	177
3983500 ITS Capital Reserve	100		100	400	400	50		950	100	1,050
3983600 CMS Equipment Reserve	41		41		25			66	50	116
3983700 Bylaw Equipment Reserve	8		8					8	123	130
TOTAL FUNDING & FINANCING	148		148	400	425	50	72	1,095	378	1,473



Council & Administrative Services

2019 Capital Budget Funding & Financing Summary (Thousands)

	Funding & Financing From		
	2019	Vehicle &	ITS
	Expenditure	Equipment	Capital
		Reserves	Reserve
Project			
90075 CMS Equipment	41	41	
90092 Licensing-Radio Equipment	8	8	
90117 Electronic Document Management System	100		100
Total	148	48	100

**Provincial Offences Act (POA)
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 2,488	\$ 2,528	\$ 173	\$ 2,701	\$ 213	8.6%	B1
Fees, services and supplies	1,236	1,366	17	1,383	147	11.9%	B2
Transfers to reserves	8	7	1	8	0	4.7%	
Interdepartmental charges	235	242	1	243	8	3.4%	
Subtotal gross expenditure	3,967	4,144	192	4,336	369	9.3%	
Interdepartmental recoveries	(17)	(17)	-	(17)	-	0.0%	
Subtotal recoveries	(17)	(17)	-	(17)	-	0.0%	
Net expenditure	\$ 3,950	\$ 4,127	\$ 192	\$ 4,319	\$ 369	9.3%	
Revenue							
POA general revenues	4,307	3,922	-	3,922	(385)	(8.9%)	B3
Collections by agencies and staff	2,815	3,100	192	3,292	477	16.9%	B3,B4
French language funding	172	172		172	-	0.0%	
Red light camera revenues	1,460	1,560	-	1,560	100	6.8%	B3
Revenue subtotal	\$ 8,754	\$ 8,754	\$ 192	\$ 8,946	\$ 192	2.2%	
Property tax levy	\$ (4,804)	\$ (4,627)	\$ -	\$ (4,627)	\$ 177	(3.7%)	
Cost to the average household	\$ (18)			\$ (17)			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	26.0	26.0	3.0	29.0	3.0	C1
Temporary	-	-	-	-	-	
Total	26.0	26.0	3.0	29.0	3.0	

Notes

Budget notes

B1 - Compensation per contracts/estimates and 2019 Budget Issue Paper approving the addition of 1 permanent FTE to POA

Prosecution and 2 permanent FTEs to POA Administration funded from increased POA revenues.

B2 - Increased provision for adjudication and crown prosecution fees.

B3 - Revenue adjusted to reflect 2018 trends.

B4 - Collection revenue increased to reflect 2019 Budget Issue Paper for POA Prosecution and Administrative staff.

Complement notes

C1 - Addition of 3.0 permanent FTEs: 2 POA clerks and 1 Senior Prosecutor per 2019 Budget Issue Paper.



Division: Legal Services

Director: Debra Arnold

Programs and services:

- Full range of corporate counsel and legal services to Council, its Committees, and all Regional Departments, as well as to the Waterloo Regional Police Services Board and to related agencies including Region of Waterloo Arts Fund and the Waterloo Regional Heritage Foundation.
- Legal services include real estate and land use planning approval-related work involving expropriations, land acquisitions, road dedications, easements, leases, and development (eg. Subdivision and condominium) agreements.
- Corporate support services include legal advice and opinion, drafting of by-laws, and negotiation and drafting of contracts and related documents.
- Represent the Region before the Courts and administrative tribunals (for example, the Local Planning Appeal Tribunal (formerly the Ontario Municipal Board), the Environmental Review Tribunal, the Board of Negotiation for Expropriation matters).
- Prosecution of Provincial Offences Act and Contravention Act charges (for example, Highway Traffic Act and Liquor Licence Act).

Key issues and priorities:

- Increased demand for legal services in connection with implementation of the Region's capital program (in particular, ION rapid transit initiative and road projects requiring land acquisition including expropriation) and negotiation/settlement/litigation of related compensation claims.
- Increased demand for legal services in connection with implementation of the Regional Official Plan land development matters.
- Increased volume of Provincial Offences Act prosecutions.

Base Budget Drivers and Significant Budget Challenges:

- Increased demand for services in support of Regional initiatives, particularly ION rapid transit project and Transportation expansion projects.



Legal Services
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 1,654	\$ 1,676	\$ -	\$ 1,676	\$ 22	1.3%	B1
Services and supplies	151	150	-	150	(1)	(0.4%)	
Transfers to reserves	6	6	-	6	0	2.1%	
Interdepartmental charges	75	81	-	81	6	8.1%	
Subtotal gross expenditure	1,886	1,913	-	1,913	28	1.5%	
Central administration recoveries	(164)	(164)	-	(164)	-	0.0%	
Interdepartmental recoveries	(775)	(775)	-	(775)	-	0.0%	
Subtotal recoveries	(940)	(940)	-	(940)	-	0.0%	
Net expenditure	\$ 946	\$ 974	\$ -	\$ 974	\$ 28	2.9%	
Revenue							
User fees	35	37	-	37	2	4.6%	
Provincial grants & subsidies	172	172	-	172	-	0.0%	
Contribution from reserves	182	182	-	182	-	0.0%	
Revenue subtotal	\$ 390	\$ 391	\$ -	\$ 391	\$ 2	0.4%	
Property tax levy	\$ 556	\$ 582	\$ -	\$ 582	\$ 26	4.7%	
Cost to the average household	\$ 2			\$ 2			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	13.0	13.0	-	13.0	-	
Temporary	-	-	-	-	-	
Total	13.0	13.0	-	13.0	-	
Recoveries						
Interdepartmental:						
Housing	2.0	2.0	-	2.0	-	
Design & Construction	4.0	4.0	-	4.0	-	
From Roads Reserve	1.0	1.0	-	1.0	-	
Total recoveries	7.0	7.0	-	7.0	-	

Notes

Budget notes

B1 - Compensation per contracts/estimates



Division: Cultural Services

Director: Helen Chimirri-Russell

Programs and services:

- Region of Waterloo Museums: Operate the Ken Seiling Waterloo Region Museum, Schneider Haus National Historic Site and McDougall Cottage Historic Site and the Waterloo Region Curatorial Centre for collections management, preservation, and administrative functions. Together, the sites offer a wide range of services, from local and travelling exhibits and programs and special events to heritage site and building tours, facility rentals, gift shops and a café.
- Cultural Heritage: Develop and implement policies and guidelines to conserve the Region's archaeological and heritage resources; comment on development applications and infrastructure plans that may impact archaeological and heritage resources; support the Heritage Planning Advisory Committee.
- Cultural Collaboration: Support social inclusion, cultural vibrancy and economic development of the Region through cultural initiatives; provide grant funding to arts and cultural organizations; prepare and implement Regional culture plans in collaboration with the community and Area Municipalities; implement public art projects; support the Public Art Advisory Committee.
- Region of Waterloo Library: Provide library services to rural residents through ten branches and four mobile service points in North Dumfries, Wellesley, Wilmot, and Woolwich.

Key issues and priorities:

- Spaces: With changing populations and growing collections, libraries and museums are working to create inviting spaces that are fully accessible and welcoming to the public and provide adequate space for staff to work. This includes the recent expansion of the Library Headquarters, the upcoming

expansion of the Waterloo Region Curatorial Centre and the ongoing improvement of museum sites and library branches. Many library buildings have poor accessibility and lack flexible programming space, which will require proactive work with the townships who own them.

- Changing public engagement: as our communities look to cultural services for places to connect, museums and libraries are adapting the services they deliver to meet emerging needs. This includes dedicating staff resources to deliver more new and engaging programs for people of all ages, and exploring how services can be brought out into the communities through outreach activities.
- Technological Advancement: Dedicating funds to meet the public's expectation for access to user-friendly, interactive products and services.
- Marketing: Dedicating funds to advance marketing initiatives that will generate greater attendance and usage of the Region's libraries and museums.
- Cultural Policies: Reviewing and updating the objectives and funding policies for the Region's public art program, and renewing the Region's Arts, Culture and Heritage Master Plan.
- Sustainable Culture Funding: Developing and implementing a new transparent and coordinated approach to municipal funding of cultural organizations.

Base Budget Drivers and Significant Budget Challenges:

- Increasing expectations of residents for electronic resources, expanded programming and community spaces to be provided by the Library.
- Balancing the need to generate increased museum revenue through admissions, membership and rental fees with community expectations for customer service, low cost access to space, interesting programs and interactive exhibits.
- Significant capital investments in coming years for maintenance, renovation of space for public and staff use, and service upgrades at the museums and libraries.



Cultural Services
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 3,978	\$ 4,010	\$ -	\$ 4,010	\$ 32	0.8%	B1
Services and supplies	1,168	1,177	-	1,177	9	0.8%	
Grants	949	899	-	899	(50)	(5.3%)	B2
Debt servicing	2,840	2,831	-	2,831	(9)	(0.3%)	
Transfers to reserves	720	720	-	720	-	0.0%	
Interdepartmental charges	1,519	1,582	-	1,582	63	4.1%	B3
Net expenditure	\$ 11,174	\$ 11,219	\$ -	\$ 11,219	\$ 45	0.4%	
Revenue							
User fees	707	743	-	743	36	5.1%	B4
2017 Operating Surplus	50	-	-	-	(50)	(100.0%)	B2
Provincial grants & subsidies	139	139	-	139	-	0.0%	
Revenue subtotal	\$ 896	\$ 882	\$ -	\$ 882	\$ (14)	(1.6%)	
Property tax levy	\$ 10,278	\$ 10,337	\$ -	\$ 10,337	\$ 59	0.6%	
Cost to the average household	\$ 40			\$ 39			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	36.3	36.3	-	36.3	-	
Temporary	18.2	18.2	-	18.2	-	
Total	54.5	54.5	-	54.5	-	

Notes

Budget notes

- B1 - Compensation per contracts/estimates partially offset by budget reductions in general overtime and student hours
 B2 - Remove one-time reserve funding and expense for a 2018 grant to the Fashion History Museum
 B3 - Facilities rent, management overhead and lifecycle provision increase
 B4 - Increased revenues expected from changes to facility rental fees and travelling exhibit revenue



Cultural Services

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
Program Area Capital										
Ken Seiling Waterloo Region Museum										
42017 Trades' Building				200		240		440	250	690
42026 Collections Photography & Database	62		62	50	50	57		219		219
42027 Vehicle/Equipment Replacement Doon				65				65		65
42029 Doon Visitor Infrastructure	56	50	106	50		100		256	100	356
42030 Restoration of Steam Engine	47		47	44				91	30	121
42034 Peter McArthur House					30	150		180		180
42035 Schoolhouse						400	835	1,235		1,235
42040 Sararas House Interiors	160		160	150	150			460		460
42042 Directional & Road Signage	147		147					147		147
42043 Upgrade / Replace Utility Services	100		100	250	300			650		650
42046 Curatorial Centre Storage Expansion	779	737	1,516	8,388	2,451			12,355		12,355
42049 Exhibit Refurbishment	158		158		200			358	200	558
42050 Travelling Exhibit Development	8	65	73		700		65	838	765	1,603
42052 Audio Visual Equipment	77		77	100			200	377	200	577
42053 Fire hall - interior/exterior upgrade									420	420
42062 Main Gallery Exhibit Refurbishment									4,000	4,000
42063 Mid-Duration Gallery				250	250		125	625	600	1,225
42066 Exterior Interpretive Panels				75				75		75
42067 Site Development	100		100					100		100
42068 Security Upgrade	35		35					35		35
42070 ROW Oral Histories	25		25					25		25
Subtotal Ken Seiling Waterloo Region Museum	1,754	852	2,606	9,622	4,131	947	1,225	18,531	6,565	25,096

Cultural Services

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
Schneider Haus										
43003 Collections and Database	103		103					103		103
43009 Wash House	15		15					15		15
43010 Grounds and Visitor Services	99		99	100	150			349	100	449
43012 Site Development	24		24					24		24
43013 Museum Development				479	763			1,242		1,242
43015 Marketing Materials	48		48					48		48
43016 Exhibit Cases	24		24					24		24
43017 Travelling Exhibit	60		60				120	180	300	480
Subtotal Schneider Haus	374		374	579	913		120	1,986	400	2,386
McDougall Cottage										
44002 Wall Murals	56	5	61	110	105			276		276
44004 Strategic Planning/Marketing Materials	46		46					46		46
44006 Art hanging/exhibit system/frames	36		36					36		36
44007 Lighting	68		68					68		68
44010 McDougall Site Development		25	25	25				50		50
44011 Exhibit Cases	7		7					7		7
Subtotal McDougall Cottage	213	30	243	135	105			483		483
Total Program Area Capital	2,340	882	3,222	10,336	5,149	947	1,345	20,999	6,965	27,964
Facilities Managed Capital Renewal										
70020 WRM/DHV Renewal	53	399	452	651	270	588	239	2,200	3,810	6,010
70300 Schneider Haus Renewal	41	28	69	140	92	24	242	567	253	820
70400 McDougall Renewal				72	29	4	13	118	75	193
Total Facilities Managed Capital Renewal	94	428	522	863	391	616	494	2,884	4,138	7,023
TOTAL EXPENDITURE	2,434	1,310	3,744	11,199	5,540	1,563	1,839	23,884	11,103	34,987



Cultural Services

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies		737	737	263				1,000		1,000
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	1,057		1,057	100				1,157		1,157
3980065 Facility Lifecycle Reserve		28	28	72	29	27	252	408	328	737
3982160 Corporate Fleet Replacement Reserve				65				65		65
3983100 Cultural Services Capital Reserve	338	145	483	654	535	547	510	2,729	2,265	4,994
Debentures	1,039	399	1,438	10,045	4,975	988	1,077	18,524	8,510	27,034
TOTAL FUNDING & FINANCING	2,434	1,310	3,744	11,199	5,540	1,563	1,839	23,884	11,103	34,987

Notes:

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

Cultural Services

2019 Capital Budget Funding & Financing Summary (Thousands)

Project	Funding & Financing From					
	2019 Expenditure	Grants & Subsidies	General Tax Supported Capital Reserve	Facility Lifecycle Reserve	Cultural Services Capital Reserve	Property Tax Supported Debentures
42026 Collections Photography & Database	62				62	
42029 Doon Visitor Infrastructure	106		56		50	
42030 Restoration of Steam Engine	47		47			
42040 Sararas House Interiors	160					160
42042 Directional & Road Signage	147		147			
42043 Upgrade / Replace Utility Services	100					100
42046 Curatorial Centre Storage Expansion	1,516	737				779
42049 Exhibit Refurbishment	158		158			
42050 Travelling Exhibit Development	73		8		65	
42052 Audio Visual Equipment	77		77			
42067 Site Development	100				100	
42068 Security Upgrade	35				35	
42070 ROW Oral Histories	25				25	
43003 Collections and Database	103		103			
43009 Wash House	15		15			
43010 Grounds and Visitor Services	99		99			
43012 Site Development	24		24			
43015 Marketing Materials	48		48			
43016 Exhibit Cases	24		24			
43017 Travelling Exhibit	60				60	
44002 Wall Murals	61				61	
44004 Strategic Planning/Marketing Materials	46		46			
44006 Art hanging/exhibit system/frames	36		36			
44007 Lighting	68		68			
44010 McDougall Site Development	25				25	
44011 Exhibit Cases	7		7			
70020 WRM/DHV Renewal	452		53			399
70300 Schneider Haus Renewal	69		41	28		
Total	3,744	737	1,057	28	483	1,438



**Region of Waterloo Library
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 2,263	\$ 2,286	\$ -	\$ 2,286	\$ 23	1.0%	B1
Collections	232	232	-	232	-	0.0%	
Services and supplies	199	207	-	207	8	4.0%	
Debt servicing	-	20	-	20	20	-	B2
Transfers to reserves	69	69	-	69	-	0.0%	
Interdepartmental charges	308	352	-	352	44	14.3%	B3
Net expenditure	\$ 3,071	\$ 3,166	\$ -	\$ 3,166	\$ 95	3.1%	
Revenue							
User fees	46	47	-	47	1	2.2%	
Provincial grants & subsidies	121	105	-	105	(16)	(13.2%)	B4
Contribution from reserves	8	29	-	29	21	262.5%	B2
Revenue subtotal	\$ 175	\$ 181	\$ -	\$ 181	\$ 6	3.4%	
Property tax levy	\$ 2,896	\$ 2,985	\$ -	\$ 2,985	\$ 89	3.1%	
Cost to the average household *	\$ 84			\$ 84			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	31.7	31.7	-	31.7	-	
Temporary	1.1	1.1	-	1.1	-	
Total	32.8	32.8	-	32.8	-	

* The cost of Library Services is area rated to the four townships.

Notes

Budget notes

B1 - Compensation per contracts/estimates

B2 - Debt servicing costs for expansion at Library Headquarters offset by recovery from Regional Development Charge Reserve Fund

B3 - Facilities rent, management overhead and lifecycle provision increase

B4 - Remove Ontario Library Capacity Grant that ended in 2018



Region of Waterloo Library

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
Program Area Capital										
20002 Library Holdings Acquisitions (RDC)	13	38	51	38	38	38	38	203	190	393
20009 Other Branch Furnishings		20	20	20	20	20	20	100	100	200
20014 Vehicle Replacement Library									65	65
20015 Branch Development				20		20		40	60	100
20021 Ayr Branch Projects	15		15					15		15
20023 New Hamburg Branch - Puddicombe Estate	25		25					25		25
20026 Breslau Branch - Furnish, Equip & Collection (New)					120			120		120
20027 St. Clements - Relocate & Expand (Furnish, Equip)						50		50		50
Total Program Area Capital	53	58	111	78	178	128	58	553	415	968
Facilities Managed Capital Renewal										
70001 Library Renewal	12		12	25			25	62	25	87
Total Facilities Managed Capital Renewal	12		12	25			25	62	25	87
TOTAL EXPENDITURE	65	58	123	103	178	128	83	615	440	1,055
FUNDING & FINANCING										
Development Charges										
Reserve Funds	12	52	64	62	142	87	52	408	291	699
Property Taxes										
Reserves and Reserve Funds										
3980160 Library Capital Reserve	38	6	44	41	36	41	31	192	84	276
3980165 North Dumfries Library Capital Reserve	15		15					15		15
3982160 Corporate Fleet Replacement Reserve									65	65
TOTAL FUNDING & FINANCING	65	58	123	103	178	128	83	615	440	1,055

Note:

- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #14-046 as amended. RDC funding available will depend on the outcome of the 2019 background study and by-law review.



Region of Waterloo Library

2019 Capital Budget Funding & Financing Summary (Thousands)

	Funding & Financing From		
	2019 Expenditure	Development Charges / RDC Reserve Fund	Library Capital Reserve
Project			
20002 Library Holdings Acquisitions (RDC)	51	46	5
20009 Other Branch Furnishings	20	18	2
20021 Ayr Branch Projects	15		15
20023 New Hamburg Branch - Puddicombe Estate	25		25
70001 Library Renewal	12		12
Total	123	64	59



Region of Waterloo

TRANSPORTATION & ENVIRONMENTAL SERVICES



2019 Budget

Department: Transportation and Environmental Services

Commissioner: Thomas Schmidt

The Transportation and Environmental Services Department provides the physical services and infrastructure necessary to support the Region's economic prosperity and quality of life. Key issues include: maintaining and replacing aging infrastructure; ensuring adequate infrastructure is available to support growth; and ongoing expansion of the transit system.

The divisions within Transportation & Environmental Services include:

- **Design and Construction** – Phil Bauer, Director
- **Transportation Services** – Steve van De Keere, Director
- **Waste Management** – Jon Arsenault, Director
- **Grand River Transit Bus Services** – Peter Zinck, Director
- **Light Rail Transit** – Gordon Ryan, Director
- **Water Services** – Nancy Kodousek, Director



Transportation & Environmental Services (TES)

Departmental Summary 2019 Budget by Division (Thousands)

	Budgeted Expenditure (Net of Internal Recoveries)			Budgeted Revenue			Property Tax Levy			
	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	
Commissioner of TES	\$ 194	\$ 272	\$ 78	\$ -	\$ -	\$ -	\$ 194	\$ 272	\$ 78	40.0%
Design and Construction	50	55	5	50	55	5	-	-	-	0.0%
Transportation	51,253	53,395	2,142	1,112	1,195	83	50,141	52,200	2,059	4.1%
Waste Management	54,232	57,524	3,292	15,883	16,165	282	38,349	41,359	3,010	7.8%
Grand River Transit Bus Services	124,049	131,512	7,463	48,306	49,506	1,200	75,743	82,006	6,263	8.3%
Light Rail Transit	37,514	45,514	8,000	8,030	14,240	6,210	29,484	31,274	1,790	6.1%
Total	\$ 267,292	\$ 288,272	\$ 20,980	\$ 73,381	\$ 81,160	\$ 7,780	\$ 193,911	\$ 207,112	\$ 13,200	6.8%

Budgeted Staff Complement (FTEs)

By Division	2018	2019	Change
Commissioner of TES	5.0	6.0	1.0
Design and Construction	53.5	53.5	-
Transportation	124.2	128.6	4.4
Waste Management	87.5	86.5	(1.0)
Grand River Transit Bus Services	741.8	775.1	33.3
Light Rail Transit	22.6	15.3	(7.3)
Total	1,034.6	1,065.0	30.4
By Category			
Permanent	994.0	1,035.3	41.3
Temporary	40.6	29.7	(10.9)
Total	1,034.6	1,065.0	30.4
Recoveries			
From capital projects	56.5	56.5	-
Total recoveries	56.5	56.5	-

Budget Issue Papers Approved

Commissioner	1 Additional FTE Asset Management support technologist - Waste Management & Airport
Transportation	2 Traffic signal maintenance positions and 1 signal technician: Additional staff required to cover both the LRT and daily maintenance of the traffic signals throughout the ROW area
Transportation	Add 1 FTE for Transportation Corridor Management: Required to address the increasing demand on Corridor Management staff to administer an increasing volume of municipal consent and work permit applications
Transportation	Add 1 FTE for Transportation Planning: To implement the recommendations of the Transportation Master Plan, including the implementation of walking and cycling (active transportation) facilities and "New Mobility" initiatives
Transportation	Add 1 FTE for Infrastructure Analysis: One additional FTE to support both the current and changing business process corporately and with the Transportation Program Development team. Position will provide key support to the Corporate Asset Management and Strategic Initiatives team.
Bus Services	Implementation of GRT Business Plan (an additional 25,000 service hours)
Bus Services	Conestoga College Upass - Implementation of new universal bus pass program for Conestoga College similar to existing agreements with Universities (15,225 service hours)
Bus Services	Implementation of Specialized Transit Five-Year Business Plan (Year 2)- Address increasing demand for services by adding 2 expansion buses and technology upgrades as contemplated in the 2017-2021 MobilityPlus Plan
Bus Services	Transit Service to Woolwich - Increase in service frequency to Woolwich as well as extension of pilot route within Woolwich



**Commissioner of Transportation & Environmental Services
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 747	\$ 763	\$ 76	\$ 839	\$ 91	12.2%	B1
Services, supplies and communications	35	40	3	43	8	22.8%	
Transfers to reserves	2	2	0	2	0	23.8%	
Interdepartmental charges	19	24	-	24	4	23.0%	
Subtotal gross expenditure	803	828	79	907	104	13.0%	
Interdepartmental recoveries	(609)	(635)	-	(635)	(27)	4.4%	
Subtotal recoveries	(609)	(635)	-	(635)	(27)	4.4%	
Net expenditure	\$ 194	\$ 193	\$ 79	\$ 272	\$ 78	40.0%	
Property tax levy	\$ 194	\$ 193	\$ 79	\$ 272	\$ 78	40.0%	
Cost to the average household	\$ 1			\$ 1			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	5.0	5.0	1.0	6.0	1.0	C1
Temporary	-	-	-	-	-	
Total	5.0	5.0	1.0	6.0	1.0	
Recoveries						
From capital projects	1.0	1.0	-	1.0	-	
Total recoveries	1.0	1.0	-	1.0	-	

Notes

Budget notes

B1 - Compensation per contracts/estimates and 2019 Budget Issue Paper approving addition of 1.0 FTE

Complement notes

C1 - Increase of 1.0 FTE per 2019 Budget Issue Paper



Division: Design and Construction
Director: Phil Bauer

Programs and services:

- Manage the design and construction of capital projects such as expansion and upgrades to the Region's:
 - Roads, bridges, airport runways and taxiways;
 - Transmission watermains, water treatment plants and water reservoirs;
 - Wastewater treatment plants and pumping stations;
 - Waste Management cell expansions, gas extraction systems and leachate collection systems at the Regional landfill sites.
- Conduct all planning studies required for the Region's road and bridge projects.
- Provide in-house survey, design, and construction inspection services for certain road and watermain projects.

Key issues and priorities:

- Continue to provide professional engineering excellence.
- Meet the expectations and requirements of the public, Regional Council, approving authorities, and staff who operate and maintain the Region's engineering infrastructure.
- Engage the public in meaningful consultation during the planning and design stages of transportation projects.
- Establish and meet capital project budgets and schedules.
- Attract, develop, and retain the professional staff necessary to deliver capital programs.

Base Budget Drivers & Significant Budget Challenges:

- Use resources effectively to deliver the large number of complex construction projects in the capital program.

**Design and Construction
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 6,958	\$ 7,167	\$ -	\$ 7,167	\$ 209	3.0%	B1
Supplies and services	258	264	-	264	6	2.3%	
Transfers to reserves	14	66	-	66	52	371.4%	B2
Interdepartmental charges	218	240	-	240	22	10.1%	B3
Subtotal gross expenditure	7,448	7,737	-	7,737	289	3.9%	
Interdepartmental recoveries	(7,398)	(7,682)	-	(7,682)	(284)	3.8%	
Subtotal recoveries	(7,398)	(7,682)	-	(7,682)	(284)	3.8%	
Net expenditure	\$ 50	\$ 55	\$ -	\$ 55	\$ 5	10.0%	
Revenue							
User fees	50	55	-	55	5	10.0%	
Revenue subtotal	\$ 50	\$ 55	\$ -	\$ 55	\$ 5	10.0%	
Property tax levy	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	
Cost to the average household	\$ -			\$ -			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	53.5	53.5	-	53.5	-	
Temporary	-	-	-	-	-	
Total	53.5	53.5	-	53.5	-	

Notes

Budget notes

B1 - Compensation per contracts/estimates and position reclassifications

B2 - Increased provision for Corporate Fleet Replacements

B3 - Facilities rent, management overhead and lifecycle provision increase



Design & Construction

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
21003 Plotter						15		15		15
21006 Colour Printer									15	15
21007 GNSS Survey Equipment		43	43					43	35	78
21008 Fleet Vehicle Replacements - D&C									185	185
21009 Total Station Survey Equipment Replaceme							75	75		75
21010 CADD System Replacement	45		45			45		90	45	135
TOTAL EXPENDITURE	45	43	88			60	75	223	280	503
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982080 Design Equipment Reserve	45	43	88			60	75	223	95	318
3982160 Corporate Fleet Replacement Reserve									185	185
TOTAL FUNDING & FINANCING	45	43	88			60	75	223	280	503



Design & Construction

2019 Capital Budget Funding & Financing Summary (Thousands)

	Funding & Financing From	
	2019 Expenditure	Vehicle & Equipment Reserves
Project		
21007 GNSS Survey Equipment	43	43
21010 CADD System Replacement	45	45
Total	88	88



Division: Transportation
Director: Steve van De Keere

Programs and services:

- Operate and maintain regional roads including asphalt repairs, grass cutting, landscape maintenance, and winter maintenance (snow and ice control).
- Design, operate, and maintain all traffic signals, pavement markings, road signs, and street lighting on Regional roads.
- Forecast transportation demands including traffic patterns and volumes (traffic impacts studies).
- Develop and update transportation and active transportation (cycling and pedestrian) master plans.
- Plan and develop the ten year capital program for road rehabilitation and expansion (new roads, road widening and active transportation facilities).
- Advocate with the Province for improvements to the MTO highway system and legislative and regulatory changes that support active transportation and public transit (rail and bus).

Key issues and priorities:

- Prioritize and implement capital projects to meet community needs and ensure sustainability.
- Implement a comprehensive asset management strategy to achieve optimal value from transportation infrastructure.
- Reduce road congestion and enhance roadway safety for all users.
- Implement the Regional Transportation Master Plan (RTMP) and the Active Transportation Master Plan (Walk Cycle Waterloo Region).

Base Budget Drivers & Significant Budget Challenges:

- Frequency and severity of winter storms.
- Balancing rehabilitation costs against increasing maintenance of aging infrastructure to meet user needs and expectations.
- Timing of new development and demand for associated transportation infrastructure.
- Construction and maintenance of additional active transportation infrastructure.



Transportation
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 12,382	\$ 12,492	\$ 432	\$ 12,924	\$ 542	4.4%	B1
Municipal maintenance agreements	5,560	5,715	-	5,715	156	2.8%	
Services, supplies and communications	6,369	6,559	61	6,620	251	3.9%	
Utilities	1,274	1,028	-	1,028	(246)	(19.3%)	B2
Debt servicing	1,413	595	-	595	(818)	(57.9%)	B3
Transfers to reserves	23,248	25,470	12	25,481	2,233	9.6%	B4
Interdepartmental charges	2,262	2,335	4	2,339	77	3.4%	
Subtotal gross expenditure	52,508	54,194	509	54,703	2,195	4.2%	
Interdepartmental recoveries	(1,256)	(1,308)	-	(1,308)	(53)	4.2%	
Subtotal recoveries	(1,256)	(1,308)	-	(1,308)	(53)	4.2%	
Net expenditure	\$ 51,253	\$ 52,886	\$ 509	\$ 53,395	\$ 2,142	4.2%	
Revenue							
User fees	651	736	-	736	85	13.1%	B5
Contribution from reserves	461	459	-	459	(2)	(0.4%)	
Revenue subtotal	\$ 1,112	\$ 1,195	\$ -	\$ 1,195	\$ 83	7.5%	
Property tax levy	\$ 50,141	\$ 51,691	\$ 509	\$ 52,200	\$ 2,059	4.1%	
Cost to the average household	\$ 193			\$ 196			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	113.0	113.0	6.0	119.0	6.0	C1
Temporary	11.2	9.6	-	9.6	(1.6)	C2
Total	124.2	122.6	6.0	128.6	4.4	

Notes

Budget notes

B1 - Compensation per contracts/estimates and an increase of 1 FTE per the 2019 Budget Issue Paper for an Asset Management support technologist.

B2 - Reduction in Utility costs due to savings from conversion to LED street lighting offset by annual inflationary increase

B3 - Savings due to retirement of previously issued debt, partially offset by the issuance of new debt in 2018 for the Roundabout at Ament Line and Herrgott Road.

B4 - Transfers to reserves as set out in the table below:	(Thousands)
Repurpose of debt servicing cost savings to funding for roads rehabilitation	\$1,054
Increase in cost of RDC exemptions as per Core Area Exemption Funding Strategy	675
2% inflation on funding for roads rehabilitation	317
Increased aggregate haulage revenue transferred to Roads Rehabilitation Reserve	85
Increased provision for corporate fleet replacement	52
Increased provision for equipment replacement	25
Insurance and computer equipment reserve contribution changes	25
	\$2,233

B5 - Increased rates for aggregate haulage as set out in the Aggregate Resources and Mining Modernization Act which is transferred to reserve (B3).

Complement notes

C1 - Increase in permanent full time staff as approved in 2019 Budget Issue Papers:

- 2 Traffic signal maintenance positions and 1 signal technician: Additional staff required to cover both the LRT and daily maintenance of the traffic signals throughout the ROW area.
- Add 1 FTE for Transportation Corridor Management: Required to address the increasing demand on Corridor Management staff to administer an increasing volume of municipal consent and work permit applications.
- Add 1 FTE for Transportation Planning: To implement the recommendations of the Transportation Master Plan, including the implementation of walking and cycling (active transportation) facilities and "New Mobility" initiatives.
- Add 1 FTE for Infrastructure Analysis: One additional FTE to support both the current and changing business process corporately and with the Transportation Program Development team. Position will provide key support to the Corporate Asset Management and Strategic Initiatives team.

C2 - Reduction in temporary FTE's a result of a change in the utilization of part time complement



Transportation Summary

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
Program Area Capital										
Base Program	17,110	37,463	54,573	73,085	66,380	64,320	60,545	318,903	172,655	491,558
Expansion Program	28,690	33,812	62,502	58,010	39,600	43,880	49,570	253,562	97,645	351,207
Vehicles, Equipment, Buildings / Other	1,480	2,579	4,059	4,696	4,449	3,281	8,717	25,201	13,564	38,765
Total Program Area Capital	47,280	73,854	121,134	135,791	110,429	111,481	118,832	597,666	283,864	881,530
Facilities Managed Capital Renewal		21	21	299	673	395	52	1,441	1,035	2,476
TOTAL EXPENDITURE	47,280	73,875	121,155	136,091	111,102	111,876	118,884	599,107	284,899	884,007
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	491	18,635	19,126	17,965	17,126	16,972	17,710	88,899	91,666	180,564
Development Charges										
Reserve Funds	13,279	8,896	22,175	49,187	34,102	35,808	36,065	177,337	105,415	282,752
Debentures	15,851	25,580	41,431	13,000	12,345	19,000	24,830	110,606	11,095	121,701
Property Taxes										
Reserves and Reserve Funds										
3980040 Roads Capital Levy Reserve	1,285	2,278	3,563	1,608	780	372	75	6,397	700	7,097
3980050 Roads Rehabilitation Reserve	15,565	16,621	32,186	42,295	26,498	20,703	16,085	137,766	60,144	197,910
3980065 Facility Lifecycle Reserve		21	21	5	404	96	52	578	362	940
3982010 Transportation Equipment Reserve	410	49	459	49	21	101	60	689	652	1,341
3982160 Corporate Fleet Replacement Reserve	400	1,795	2,195	2,187	3,653	1,030	857	9,922	5,387	15,309
Debentures				9,794	16,174	17,795	23,150	66,913	9,478	76,391
TOTAL FUNDING & FINANCING	47,280	73,875	121,155	136,091	111,102	111,876	118,884	599,107	284,899	884,007

Notes:

- The roads rehabilitation program is funded predominantly from Federal Gas Tax, property tax contributions to the Roads Rehabilitation Reserve and debentures. Development charge funding is used where applicable for qualifying projects such as cycling facilities and sidewalks.
- The roads expansion program is funded from property tax contributions to the Roads Capital Levy Reserve and Development Charges in the form of Reserve Fund transfers and growth-related debentures.
- Buildings and facilities-managed capital projects are funded from property tax contributions to the Facility Lifecycle Reserve.
- 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 #14-046 as amended. RDC funding available will depend on the outcome of the 2019 background study and by-law review.



Transportation
Ten Year Capital Budget and Forecast (Thousands)
2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019-2023 Subtotal	2024-2028 Subtotal	2019-2028 Total
EXPENDITURE										
Program Area Capital										
Base Program										
05163 RR4 (Ottawa St N) HWY 7 WB Ramp to King St (RR15) & Weber St (RR8) From Sheldon Ave to Ottawa St (RR4)				4,780	1,560	1,060		7,400		7,400
05164 RR15 (King St), Rail Tracks to Lobsinger Ln (RR15)	50	20	70	85	250	1,520	480	2,405		2,405
05174 Various Spot Resurfacings	145	2,000	2,145	2,000	2,000	2,500	2,000	10,645	5,000	15,645
05178 Culvert Replacements in Advance of Road Rehabilitation Projects		200	200	200	200	100	100	800	500	1,300
05264 Railway Crossing Assessments / Improvements		50	50	50	50	75	75	300	425	725
05265 Noise Attenuation Wall Retrofits/Repairs		50	50	50	50	50	50	250	250	500
05367 RR8 (Dundas St), Elgin St to Hespeler Rd (RR24)	140	1,140	1,280	5,900	3,790	4,530	4,840	20,340		20,340
05375 Minor Bridge Repairs	120	400	520	150	150	150	150	1,120	750	1,870
05377 RR4 (Ottawa St), Pattandon Ave to Imperial Dr		2,895	2,895	1,175				4,070		4,070
05378 RR5 (Hutchison) Lobsinger to Crosshill	20		20					20		20
05381 RR6 (Benton St), Charles St (RR64) to Courtland Ave (RR53)		20	20	20	50	50	475	615	155	770
05384 RR8 (King St), Bishop St (RR41) to Eagle St (RR39)	750	3,240	3,990	2,935	2,845			9,770		9,770
05386 RR8 (Weber St), Blythwood Rd to Northfield Dr (RR 50)		590	590	6,400	2,800	3,220		13,010		13,010
05387 RR8 (Weber St), Erb St (RR9) to Forwell Creek Rd		230	230	170	320	670	2,170	3,560	4,260	7,820
05390 RR9 (Erb St), Fischer-Hallman Rd (RR58) to Gateview Dr	150		150	1,145	445			1,740		1,740
05392 RR17 (Sawmill Rd), Conestogo Bridge to Musselman Cr & RR22 (Northfield Dr) S. Limits of Conestogo to Country Spring Walk	20		20					20		20
05393 RR17 (Fountain St), King St (RR8) to HWY 401					1,070	270		1,340		1,340
05394 RR21 (Arthur St), South St to Canagagigue Creek Bridge (Bridge #2101)	60	30	90	30	1,020	280		1,420		1,420
05416 RR75 (St. Andrew's St), Cambridge Boundary to Grand Ave (RR76)	775		775					775		775
05417 RR86 (Church St), Spruce Ln to Arthur St (RR21)	255	200	455	880	425			1,760		1,760
05420 RR97 (Cedar St), Osborne St to Cambridge Bdry		500	500					500		500
05425 RR5 (Nafziger Rd), Hwy 7/8 to Waterloo St (RR1)				220				220		220
05430 RR8 (Weber St), Benjamin Rd to King St (RR15)	50	60	110	85	245	1,995	605	3,040		3,040
05459 RR28 (Fountain St), Shantz Hill Rd to Blair Rd		100	100					100		100
05474 RR86 (Line 86), Northfield Dr E (RR22) to Spruce Ln		10	10	1,380	345			1,735		1,735
05487 RR8 (King St), Hwy 401 to Sportsworld Dr (RR38)		250	250	3,210	1,425			4,885		4,885
05489 RR8 (Weber St), Forwell Creek Rd to Blythwood Rd	200		200	2,250	880			3,330		3,330
05494 RR15 (King St), Central St to University Ave (RR57)	330	100	430	5,010	375			5,815		5,815
05495 RR17 (Sawmill Rd), River St to Snyders Flats Rd	1,415		1,415	400				1,815		1,815
05497 RR29 (Lancaster St), Victoria St (RR55) to Bridgeport Rd (RR9)	60	200	260	400	2,425	1,080	1,535	5,700		5,700
05498 RR43 (Myers Rd), Branchton Rd (RR43) to Water St (RR24)	125	240	365	2,040	4,005	2,120		8,530		8,530
05505 RR 17 & 23 Sawmill Rd at Katherine St	145		145		200	1,525	585	2,455		2,455
05508 RR9 (Erbs Rd), Phillipsburg Bridge		85	85	895	245			1,225		1,225
05521 Traffic Count Program	75	150	225	150	150	150	150	825	750	1,575
05528 Retaining Wall Repairs	85	50	135	50	50	50	50	335	250	585
05529 Developer Related Projects		100	100	100	100	100	100	500	500	1,000
05555 Preliminary Design & Post Construction Expenditures		250	250	250	250	250	250	1,250	1,150	2,400
05566 RR6 (Highland Rd), Fischer-Hallman Rd (RR58) to Highland Hills Mall Entrance	80	485	565	185				750		750
05568 RR16 (Kressler Rd), Lobsinger Line (RR15) to Apollo Dr	180	50	230	615	275			1,120		1,120
05576 RR52 (Bridge St W), Woolwich St to University Ave E (RR57)				2,045	810			2,855		2,855
05582 RR77 (Parkhill Rd), Ainslie St (RR24) to Water St (RR24)		20	20	40	80	145	75	360		360
05585 RR17 (Ebycrest Rd), Victoria St N (RR55) to Bridge St									890	890



Transportation
Ten Year Capital Budget and Forecast (Thousands)
2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019-2023 Subtotal	2024-2028 Subtotal	2019-2028 Total
05590 RR28 (Fountain St), Blair Bridge at Grand River (#2801)		420	420					420		420
05603 RR17 (Sawmill Rd), King St (RR8) to Waterloo/St Jacobs Tracks	270		270	1,060	330			1,660		1,660
05611 Storm Water Management Pond Rehabilitation	220	280	500	450	800	320	50	2,120	250	2,370
05612 RR6 (Frederick St), Lancaster St E to Duke St		20	20	20	40	40	1,120	1,240	475	1,715
05633 RR15 (King St), Weber St (RR8) to HWY 85 SB Ramp	810		810					810		810
05636 RR58 (Swan) Hilltop to Stanley	1,000	3,700	4,700	170				4,870		4,870
05647 Digital Photo Log	200	50	250		200			450	350	800
05649 RR8 (Weber St E), Montgomery Rd to Sheldon Ave	80	90	170	185	1,650	800		2,805		2,805
05650 RR15 (King St E), Dison St / Montgomery Rd to Ottawa St (RR4)	755		755					755		755
05651 RR15 (King St N), University Ave (RR57) to Weber St N (RR8)						10	10	20	1,755	1,775
05654 RR25 (Maryhill Rd) to Charles St W (RR26)						20	20	40	1,945	1,985
05656 RR50 (Westmount Rd W), South of Victoria St (RR55) to Glasgow St	545	300	845	425	4,045	2,445	2,340	10,100		10,100
05657 RR50 (Westmount Rd S), Glasgow St to Erb St W (RR9)	95	50	145	1,950				2,095		2,095
05658 RR55 (Victoria St N), Lancaster St (RR29) to Margaret Ave				20	905	230		1,155		1,155
05663 RR1 (Huron St), 50M East of Wilmot-Easthope Rd to Bender Bridge									10	10
05673 RR46 (Roseville Rd), Dickie Settlement Rd (RR71) to MTO/Region Boundary									10	10
05675 RR50 (Westmount Rd E), Fischer-Hallman Rd (RR58) to Blockline Rd				120	160	1,410	580	2,270		2,270
05678 RR86 (Line 86), Listowel Rd (RR85) to Sloman Ln	100		100	1,445				1,545		1,545
05679 RR97 (Cedar Creek Rd), Cambridge/North Dumfries Bdry to Edworthy Side Rd (RR71)						20	20	40	2,300	2,340
05680 RR4 (Ottawa St N), Lackner Blvd (RR54) to Hwy 7 EB Ramp	20		20					20		20
05682 RR5 (Nafziger Rd), Gerber Rd (RR12) to Queen's Bush Rd (RR5)		40	40	40	60	100	865	1,105	275	1,380
05683 RR5 (Queens Bush Rd), Firella Ck Bridge to Hutchison Rd (RR5)		40	40	40	40	140	945	1,205	300	1,505
05684 RR#8 (Coronation) Water to Highland Prk				20	100	100	100	320	3,205	3,525
05687 RR9 (Erb St), Menno St to Westmount Rd (RR50)		20	20	20	20	160	1,145	1,365	340	1,705
05688 RR10 (Herrgott Rd), Lobsinger Ln (RR15) to St Clements N Limits	60	395	455	105				560		560
05689 RR15 (Lobsinger Line), Anita St to 0.8km W of Herrgott Rd (RR10)	140	490	630	140				770		770
05690 RR21 (Arthur St S), Whippoorw				50	50	50	1,050	1,200	300	1,500
05692 RR24 (Ainslie St S), Water St S (RR24) to Water St N (RR24)	20	30	50	30	30	1,035	1,035	2,180	540	2,720
05693 RR38 (Sportsworld Drive), Sportsworld Crossing Rd to King St E (RR8)					50	120	700	870	215	1,085
05694 RR41 (Bishop St N), Concession Rd to King St E (RR8)					50	50	50	150	645	795
05695 RR49 (Scott St/Main St/Stanley St), 190M E of Hilltop Dr to St Andrews St				50	350	200	2,220	2,820	1,080	3,900
05697 RR53 (Fairway Rd N), Briarmeadow Dr to King St	80	20	100	20	20	140	4,375	4,655	1,655	6,310
05699 RR53 (Fairway Rd S/Courtland Ave), King St (RR8) to Manitou Dr				20	40	60	240	360	3,120	3,480
05700 RR55 (Victoria St N), Frederick St (RR6) to Bruce St (RR61)	70	40	110	200	2,155	600		3,065		3,065
05703 RR56 (Bleams Rd), Manitou Dr (RR69) to Homer Watson Blvd (RR28)				50	100	1,245	350	1,745		1,745
05705 RR56 (Bleams Rd), Fischer-Hallman Rd (RR58) to Trussler Rd (RR70)	60	100	160	295	4,675	1,850		6,980		6,980
05706 RR57 (University Avenue E), Bridge St W (RR52) to Lincoln Rd	100	250	350	1,360	650			2,360		2,360
05747 RR5 (Nafziger Rd) 0.7km N of Erb's Rd (RR9) to Berletts Rd	30		30					30		30
05748 RR5 (Hutchison Rd) Weimar Line to Crosshill S Limits									1,695	1,695
05749 RR5 (Queen's Bush Rd) Nafziger Rd (RR5) to Firella Crk Bridge						20	370	390	100	490
05750 RR53 (Courtland Avenue E), Hayward Ave to Hwy 7/8 Eb Ramp		20	20	20	470	125		635		635
05751 RR56 (Bleams Rd) Homer Watson Blvd (RR28) to Strasburg Rd				20	20	1,420	365	1,825		1,825
05754 RR86 (Line 86) Katharine St (RR23) to Northfield Dr E (RR22)									1,925	1,925
05758 RR10 (Herrgott Rd) N Limits of St Clements to Ament Line (RR17)									1,955	1,955
05760 RR24 (Hespeler Rd) Brooklyn Rd/Norfolk Ave to Munch Ave		20	20	100	100	3,990	1,050	5,260		5,260
05761 RR25 (Maryhill Rd) Waterloo/Wellington Bdry to Bridge 2501									410	410



Transportation
Ten Year Capital Budget and Forecast (Thousands)
2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019-2023 Subtotal	2024-2028 Subtotal	2019-2028 Total
05762 RR31 (Kossuth Rd) 115M W of Hespeler Rd to Chilligo Rd	10		10					10		10
05765 RR9 (Erb St E) Margaret Ave to King St						40	20	60	2,210	2,270
05766 RR1 (Snyder's Rd E) Christian St to Gingerich Rd (RR6)	270	200	470	2,875	1,590	1,200		6,135		6,135
05774 RR8 (Kingst)Grand River Bridge(#0807)						50	1,030	1,080	270	1,350
05778 Research & Development	20	20	40	20	20	20	20	120	100	220
05779 Waterloo Spur Trail	20		20					20		20
05789 RR24 (Water St N), Main St to Parkhill Rd (RR77)				20	20	40	40	120	2,330	2,450
05792 RR42 (Blair Rd), Blair Settlement Limits (~120M East of Langdon Dr) to 125M Southeast of Fountain St (RR28) St(RR28)									830	830
05794 RR30 (Shantz Station Rd), Cnr Tracks (South of Twp Rd 72) to Hopewell Creek Bridge #3002									1,270	1,270
05795 RR75 (Spragues Rd), Wrigley Rd (RR49) to Cambridge/North Dumfries Bdry									3,645	3,645
05796 RR4 (Ottawa St), Alpine Rd to Fischer-Hallman Rd	40	240	280	250	1,670	2,865	1,265	6,330		6,330
05799 RR23 (Katherine St), Lundy Rd to Bridge #2301 (Cox Creek)					60	100	1,000	1,160	290	1,450
05800 RR39(Eagle St)Concession Rd/Speedville Rd to King St W(RR8)		20	20	100	100	100	3,185	3,505	875	4,380
05827 RR41 (Bishop St), Franklin Blvd (RR36) to Conestoga Blvd					60	60	930	1,050	265	1,315
05855 RR86 (Church St W), Arthur St (RR21) to Weigel Ave				20	60	285	90	455		455
05865 Bridge Testing & Evaluation Program		125	125	125	125	125	125	625	625	1,250
05893 RR5 (Manser Rd), at Boomer Creek S (#0505)		45	45	455	125			625		625
05901 RR5 (Manser Rd), at Boomer Creek N (#0506)		40	40	370	100			510		510
05902 RR22 (Northfield Drive), Scotch Line Rd to Line 86 (RR86)							10	10	1,530	1,540
05914 Bridge #0091 West Montrose Covered Bridge at Grand River	530	320	850	385	80	15	15	1,345	75	1,420
05923 RR39 (Pinebush Rd), Townline Rd (RR33) to Franklin Blvd (RR36)				120	20	20	300	460	5,850	6,310
05927 RR17 (Fountain St N), HWY 401 to Maple Grove Rd (RR38)		265	265	100	2,505	955		3,825		3,825
05928 RR97 (Cedar St), Grand Ave S (RR76) to Osborne St					20	20	100	140	1,310	1,450
05931 RR70 (Trussler Rd), Brant/Waterloo Rd to Greenfield Rd	50	20	70	95				165		165
05932 RR8 (King St E), Sportsworld Dr (RR38) to Freeport Bridge				60	200	1,745	500	2,505		2,505
05933 RR97 (Main St E), Franklin Blvd (RR36) to Chalmers St		20	20	120	200	1,340	420	2,100		2,100
05934 Red Rd 17 (Hawkesville Rd), Three Bridges Rd to Ament Line (RR17)/Kressler Rd (RR16)									1,395	1,395
05935 RR12 (Notre Dame Drive), St Ann Ave N to Moser-Young Rd (RR14)									3,735	3,735
05936 RR12 (Queen St), Witmer Rd to Hwy 7/8 Eb									10	10
05937 RR12 (Queen St), Water St to Bethel Rd									520	520
05939 RR17 (Sawmill Rd), Musselman Cres to Arthur St S (RR85)		1,175	1,175	295				1,470		1,470
05941 RR24(Hespeler) Eagle St N/Pinebush Rd (RR39) to Hwy 401 EB Ramp				545				545		545
05942 RR27 (Clyde Rd), Village Rd South to Dobbie Drive									2,780	2,780
05945 RR6 (Gingerich Rd), Sandhills Rd to Foundry St (RR51)		875	875	220				1,095		1,095
05946 RR71 (Dickie Settlement Rd), Roseville Rd (RR46) to Fountain St S (RR28)									1,825	1,825
05947 RR76 (Grand Avenue S), Cedar St (RR97) to St Andrews St (RR75)							20	20	305	325
05949 RR8 (Weber St W), Union St to Erb St E (RR9)	740	10	750					750		750
05950 RR85 (Listowel Rd), 750M West of Arthur St S (RR21) to Line 86									1,820	1,820
05954 RR22 (Northfield Drive), Scheifele Bridge at Conestogo River (#2201)		225	225	100	5,135	1,365		6,825		6,825
05955 RR4 (Ottawa St S), Fischer-Hallman Rd to 100M West of Trussler Rd (RR70)	(865)	3,700	2,835	1,340				4,175		4,175
05957 RR55 (Victoria St S), Eastforest Trail/Westforest Trail to Highgate Rd/Bramblewood St									860	860
05959 RR8 (Weber St W), Queen St N to College St									505	505
05968 RR5 (Nafziger Rd), Erb's Rd to 150 M N of Erb's Rd (RR9)									20	20



Region of Waterloo

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019-2023 Subtotal	2024-2028 Subtotal	2019-2028 Total
05970 RR24 (Water St) Ainslie St to Concession/Cedar St (RR97)	20		20					20		20
05972 RR50 (Westmount Rd), Ottawa St (RR 4) to Greenbrook Drive						20	1,700	1,720	430	2,150
05973 RR52 (Bridge St), Lexington Rd to Eastbridge Blvd									80	80
05975 RR57 (University Avenue), Belgreen Way/Stonehaven Dr to Resurrection Dr						10	405	415	105	520
05976 RR97 (Concession St), Chalmers St to Chisholm St									550	550
05977 RR9 (Erb's Rd), Sandhills Rd to Bridge #0903 Over the Nith River		10	10	1,685	425			2,120		2,120
05978 RR11 (William Hasting Line), Manser Rd (RR5) to Lichty Rd							10	10	940	950
05980 RR97 (Old Beverly Rd), Waterloo-Hamilton Bdry to 50M West of Shellard Side Rd									2,370	2,370
05981 RR8 (Weber St E), Hwy 8 On Ramp to Fergus Ave				60	140	615	205	1,020		1,020
05982 RR12 (Notre Dame Drive), 0.38km South of Erb's Rd to St Ann Ave N	30	5	35	1,600	400			2,035		2,035
05983 RR15 (King St) Northfield (RR50) to Hwy 85 Ramp					40	40	1,370	1,450	360	1,810
05986 RR46 (Roseville Rd), Roseville East Settlement Limit to 500M West of Fischer Hallman Rd		20	20	40	160	885	275	1,380		1,380
05987 RR51 (Foundry St), Gingerich Rd to Snyder's Rd					60	100	465	625	155	780
05992 RR27 (Main St), Grand River Bridge (#2703)		10	10			10		20	10	30
05995 RR52 (Bridge St) Grand River Bridge #5201		20	20			20		40	20	60
05997 RR8 (Dundas St), at CPR (#0803)		55	55	10	1,325	345		1,735		1,735
06134 RR8 (Weber St), Borden Ave to Queen St	185	3,300	3,485	1,500				4,985		4,985
06265 RR15 (King St), Railway Tracks to Central St & RR9 (Erb St), King St (RR15) to 100M East of Caroline St (RR9)	215	1,500	1,715					1,715		1,715
06485 Land Dedication Surveys & Purchases		65	65	65	65	65	65	325	325	650
06506 RR52 (Bridge St), Eastbridge Blvd to Northfield Dr (RR22)	10		10	1,410	350			1,770		1,770
06510 RR9 (Bridgeport Rd/Caroline St), King St (RR15) to Erb St (RR9)	250	50	300	1,485	585			2,370		2,370
06582 RR54 (Lackner Boulevard), Fairway Rd (RR53) to Ottawa St (RR4)									20	20
06721 RR71 (Edworthy Side Rd), Cedar Creek Rd (RR97) to Roseville Rd (RR46)									10	10
06744 RR53 (Fairway Rd), Hwy 8 SB Ramp to Wilson Ave	135		135					135		135
06759 RR57 (University Ave E) King St N to Weber St N		100	100	150	100	200	1,790	2,340	585	2,925
06762 RR28 (Homer Watson Blvd), Ottawa St S (RR4) to Bleams Rd (RR56)		1,308	1,308					1,308		1,308
06826 Infill Sidewalk & Cycling Facilities to be Identified							500	500	2,500	3,000
06852 RR10 (Herrgott Rd), at Boomer Creek (#1001)									525	525
06983 RR9 (Erb St), Erbsville Ct to Ira Needles Blvd (RR70)				515	140			655		655
06998 RR21 (Arthur St), at Canagagigue Creek (#2101)				20	155	45		220		220
07053 Asset Management Program		300	300	315	300	300	315	1,530	1,515	3,045
07187 RR25 (Maryhill Rd), at Hopewell Creek (#2501)									330	330
07218 RR57 (University Ave), Westmount Rd N (RR50) to Keats Way	225		225					225		225
07338 New Pedestrian Bridge Over Speed River (Preston) Study	500	180	680	220				900		900
07347 RR10 (Herrgott Rd), at Conestogo River (#1003)				20	575	150		745		745
07348 RR15 (Lobsinger Line), Reitzel Pl to Heidelberg Cemetry						10	1,315	1,325	330	1,655
07349 RR17 (Ament Line), at Boomer Creek (#1705)				20	235	65		320		320
07350 RR43 (Branchton Rd), Morrison Rd to Cambridge/North Dumfries Boundary						10	345	355	90	445
07352 RR9 (Bridgeport Rd E) Hwy 86 SB Ramp to Margaret Ave				10	20	20	20	70	1,245	1,315
07353 RR9 (Bridgeport Rd), Lancaster St (RR29) to Hwy 86 NB Ramp				10	20	20	60	110	1,335	1,445
07357 RR8 (Weber St), at Martin Creek (#0813)					20	60	20	100		100
07358 RR5 (Nafziger Rd), at Wellesley Creek (#0552)						10	600	610	150	760
07359 RR8 (Weber St), at Laurel Creek (#0810)						20	350	370	95	465
07361 RR8 (King St E), Freeport Bridge to River Rd E (RR56)				20	20	20	650	710	175	885



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	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019-2023 Subtotal	2024-2028 Subtotal	2019-2028 Total
07367 Reconstruction & Major Rehabilitation Projects to be Identified									34,500	34,500
07381 RR46 (Roseville Rd) Turtle Crossing	80	150	230	50				280		280
07382 Phillip St to "Research and Technology" ION Station	10		10					10		10
07384 RR12 (New Dundee Rd), 50M East of Executive Pl to Reichert Dr	395		395					395		395
07385 RR17 (Sawmill Rd), Arthur St South (RR85) to King St North (RR8)	20		20	325	85			430		430
07390 RR39 (Pinebush Rd), Franklin Blvd (RR36) to Hespeler Rd (RR24)					20	20	1,370	1,410	355	1,765
07391 RR50 (Westmount Rd N), University Ave W (RR57) to Columbia St				20	40	40	140	240	2,215	2,455
07392 RR55 (Victoria St N), Kitchener/ Woolwich Bdry to Frederick St				20	60	3,635	930	4,645		4,645
07393 RR57 (University Avenue W), Resurrection Dr to Ira Needles Blvd									540	540
07394 RR70 (Erbsville Rd), Columbia St to Wideman Rd				20	120	1,310	360	1,810		1,810
07395 RR80 (Canamera Parkway), Conestoga Blvd to Hespeler Rd (RR24)									965	965
07397 RR28 (Fountain St S) Dickie Settlement Rd to 401 E Bound Ramp						10	250	260	60	320
07401 RR58 (Fischer Hallman Rd) Hwy 7/8 off Ramp to MCGarry Dr					20	745	190	955		955
07402 RR58 (Fischer Hallman Rd) Victoria St to Erb St					20	2,900	730	3,650		3,650
07403 RR9 (Bridgeport Rd E) Weber St N to Moore St				20	60	1,050	280	1,410		1,410
07404 RR17 (Sawmill Rd) Snyder's Flats Rd to Crowsfoot Rd & Katherine St S									10	10
07405 RR21 (Arthur St N) Bridge #2101 to Sandy Hills Dr						20	1,785	1,805	450	2,255
07407 RR27 (Clyde Rd) Dobbie Dr to Franklin Blvd					20	40	40	100	1,210	1,310
07412 RR56 (River Rd E) Fairway Rd N to King St E						20	20	40	2,750	2,790
07417 RR28 (Homer Watson Blvd) Blockline Rd to Ottawa St S							20	20	1,710	1,730
07418 RR43 (Branchton Rd) Cambridge/North Dumfries Bdry to Meyers Rd									835	835
07419 RR50 (Northfield Dr W) Westmount Rd N to Weber St							20	20	1,850	1,870
07421 RR57 (University Ave W) Albert St to CNR Tracks							40	40	1,810	1,850
07422 RR70 (Erbsville Rd) Wideman Rd to Waterloo/Woolwich Bdry							20	20	895	915
07423 RR52 (Bridge St) University Ave to Lexington Rd									1,270	1,270
07425 RR8 (Weber St E) Fergus Ave to Franklin St N									1,815	1,815
07428 RR55 (Victoria St N) Weber St W to Park St									20	20
07430 RR61 (Bruce St) Frederick St to Victoria St									375	375
07431 RR8 (King St E) River Rd E to Fairway Rd N									1,040	1,040
07432 RR8 (Weber St E) Ottawa St N to Borden Ave									440	440
07436 Cycling Safety Education	65		65					65		65
07437 Motor Vehicle Safety Education	100		100					100		100
07438 Pedestrian Safety Education	80		80					80		80
07446 RR10 (Hergott Rd) at RR17 (Ament Line)	20	10	30					30		30
07450 RR86 (Line 86), 0.4km West of Katharine St (RR23) (#8602)							10	10	550	560
07451 RR86 (Line 86), 1.03km East of Northfield Dr (#8600)							10	10	325	335
07462 RR85 (Arthur St), Sawmill Rd (RR17) to Listowel Rd (RR85)									2,285	2,285
07476 RR85 (Listowel Rd), Arthur St S (RR21) to 750M West of Arthur St	300	300	600					600		600
07477 Implementation of Separated Bike Ln Study	1,310		1,310					1,310		1,310
07480 RR12 (Notre Dame Dr), approaching Moser-Young rumble strip	30		30					30		30
07481 RR12 (Notre Dame Dr), MTO Jurisdiction Limits N of Hwy 7/8 to 0.17km N of Limits	10		10					10		10
07489 RR4 (Ottawa St), under Hwy 7/8	150		150					150		150
07492 RR52 (Bridge St East), Ebycrest Rd (RR17) to Kitchener/Woolwich Boundary									1,275	1,275
07495 RR54 (Lackner Boulevard), Ottawa St to Keewatin Ave		300	300					300		300
07496 RR54 (Lackner Boulevard), Zeller Dr to Ottawa St N		10	10					10		10
07497 RR58 (Fischer-Hallman Rd), 0.4km South of Glasgow St (#5803 1 & #5803 2)				10	10	650	165	835		835



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	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019-2023 Subtotal	2024-2028 Subtotal	2019-2028 Total
07498 RR7 (Perth Line), Perth Rd (T107) to Rd 116 (T20)									10	10
07499 RR70 (Erbsville Rd), Keats Way to 200M South of Keats Way		10	10					10		10
07508 RR9 (Erb's Rd), Nafziger Rd (RR5) to Perth/Waterloo Boundary									10	10
07513 RR31 (Kossuth Rd) Chillago Rd to Cober Rd									10	10
07515 RR54 (Lackner Boulevard), Keewatin Ave to Victoria St		10	10	240	60			310		310
07516 RR58 (Fischer-Hallman Rd) Roseville Rd (RR46) to 400 M North of Roseville Rd (RR46)									690	690
07518 RR97 (Cedar Creek Rd) Earl Thompson Rd to Hwy 401 EB Ramp				10	275			285		285
07526 RR70 (Erbsville Rd), 0.2km South of Conservation Dr (#7002)						10	10	20	140	160
07535 Collision Analysis Software Purchase	115	10	125	10	10	10	10	165	50	215
07537 RR15 (King St), at Union St				240	60			300		300
07539 RR53 (Courtland Avenue), at Stirling Ave (#5353)				100				100		100
07544 Asset Management Systems	875	275	1,150					1,150		1,150
07546 RR14(Weimar Line) Moser-Young Rd (RR14) to Bamberg East Limits									1,950	1,950
07547 RR28 (Homer Watson Blvd) Bleams Rd (RR56) to Beasley Dr									1,230	1,230
07548 RR50 (Westmount Rd N), Columbia St to Westmount Rd N									3,710	3,710
07550 RR9 (Bridgeport Rd E), Margaret Ave to Weber St N (RR8)									1,070	1,070
07552 LRT Storm Out Let: Huron Spur at Rockway Golf Course		250	250					250		250
07559 RR86 (Line 86), 700M E of Northfield Dr to 140M E of Northfield Dr		125	125	30				155		155
07564 Storm Sewer Assessments		50	50	150	150	150	150	650	350	1,000
07565 RR5 (Queens Bush Rd) at Firella Creek						20	85	105	25	130
07566 RR21 (Arthur St N), Waterloo Wellington Boundary to Side Rd 18									10	10
07567 RR31 (Kossuth Rd) at Chillago Rd							10	10	110	120
07568 RR97 (Main St), 1070 Main St to Franklin Blvd (RR36)							10	10	1,820	1,830
07579 RR53 (Courtland Ave) at Stirling Ave		30	30					30		30
07590 RR24 (Hespeler Rd) at RR8 (Dundas St/Coronation Blvd) Bike Ln					5	40	10	55		55
07591 RR29 (Lancaster St) Bridgeport Rd (RR9) to Bridge St		300	300					300		300
07592 RR53 (Courtland Ave E) Hayward Ave to Manitou Dr		20	20	40	640	210	225	1,135		1,135
07594 RR38 (Maple Grove Rd) King St E (RR8) to Fountain St N (RR17)				10	245	65		320		320
07595 RR57 (University Ave) Belgreen Way/Stonehaven Dr to Fischer-Hallman					10	145	40	195		195
07596 RR70 (Erbsville Rd) Columbia St to Brandenburg Blvd						5	120	125	30	155
07597 RR75 (Spragues Rd), Shouldice Side Rd to 1315M N of Alps Rd							20	20	3,380	3,400
07598 RR21 (Arthur St N), 170M S Kenning Pl to Sandyhills Dr									2,255	2,255
07599 RR54 (Lackner Blvd), Fairway Rd (RR53) to Ottawa St (RR4)							5	5	410	415
07600 RR54 (Lackner Blvd), Ottawa St N (RR4) to Victoria St N (RR55)									360	360
09035 Municipal Drainage Works & Storm Sewer Assessments		100	100	100	50	50	50	350	250	600
09256 Traffic Signal Support Program	70	155	225	155	155	155	155	845	775	1,620
09359 St Lighting Modernizations / Installations	640	200	840	200	200	200	200	1,640	1,000	2,640
09415 Barrier Free Signal Requests	5	25	30	25	25	25	25	130	125	255
09423 Traffic Countermeasures	40	60	100	60	60	60	60	340	300	640
09474 Traffic Controller Replacements		350	350	350	350	350	350	1,750	1,750	3,500
09551 UPS Installations	20	35	55	35	35	35	35	195	175	370
09561 Minor Traffic Signal Modernizations	265	275	540	275	275	275	275	1,640	1,375	3,015
09646 Pedestrian & Cycling Countermeasures	240	100	340	100	100	100	100	740	500	1,240
Total Base Program	17,110	37,463	54,573	73,085	66,380	64,320	60,545	318,903	172,655	491,558



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	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019-2023 Subtotal	2024-2028 Subtotal	2019-2028 Total
Expansion Program										
05110 RR55 (Victoria St), Hwy 7 Bridge to Edna St (RR62)		50	50					50		50
05284 RR 12 & 58, New Dundee Rd at Fischer-Hallman Rd	140	200	340	830	270			1,440		1,440
05337 RR8 (King St), Eagle St (RR39) to Fountain St (RR8) & Fountain St- King St (RR8) to Shantz Hill (RR8)	2,255	500	2,755	400				3,155		3,155
05340 RR69 (Manitou Drive), Bleams Rd (RR56) to Webster Rd	160		160					160		160
05389 RR9 (Erb St), 100M East of Caroline St (RR9) to Menno St	50		50					50		50
05549 RR36 (Franklin Boulevard), Myers Rd (RR43) to Hwy 401	4,000		4,000	7,500				11,500		11,500
05616 RR70 (Trussler Rd), Bleams Rd				200	200	100	100	600	5,235	5,835
05709 RR58 (Fischer-Hallman Rd), Hwy 7/8 to Columbia St					450	100	100	650	15,470	16,120
05752 RR6 (Highland Rd W) Highland Hills Mall Entrance to Ira Needles Blvd (RR70)	200	2,450	2,650	2,450	1,280			6,380		6,380
06269 RR9 (Bridgeport Rd) at Lancaster St (RR29)	20		20		350	700	400	1,470		1,470
06416 RR36 (Franklin Boulevard), 200M N of Avenue Rd to 325M S of Bishop St (RR41)		1,600	1,600			4,650	2,620	8,870		8,870
06433 RR24 (Ainslie St) Extension		300	300					300		300
07066 Regional Transportation Master Plan	225		225			100	250	575	50	625
07074 Growth Related Studies & Design		100	100	100	100	100	100	500	400	900
07087 RR56 (River Rd Ext), King St (RR8) to Manitou Dr(RR69)	3,000	9,900	12,900	16,310	6,690		22,530	58,430	8,495	66,925
07090 RR 9 & 50, Erb St at Westmount Rd				165	60			225		225
07097 Development Related Left & Right Turn Lns to be Identified		100	100	100	100	100	100	500	500	1,000
07101 RR8 (Weber St), College Ave to Guelph St	90		90					90		90
07104 RR70 (Erbsville Rd), Erb St (RR9) to Columbia St									300	300
07111 RR 28 & 69, Homer Watson Blvd, Conestoga College Blvd to Manitou Dr		11,607	11,607					11,607		11,607
07116 RR38 (Maple Grove Rd), Hespeler Rd (RR24) to Fountain St(RR17)		1,180	1,180	930	2,800	3,500	1,000	9,410	21,800	31,210
07121 RR58 (Fischer-Hallman Rd), Bleams Rd (RR56) to Ottawa St	10		10					10		10
07122 RR58 (Fischer-Hallman Rd), Plains Rd to 500M S of Bleams Rd(RR56)	600	900	1,500	2,400	750	7,620	1,300	13,570	7,230	20,800
07127 Active Transportation Master Plan	30		30					30		30
07129 S Boundary Rd, Franklin Blvd (RR36) to Dundas St (RR8)		30	30	500	2,855	9,120	3,635	16,140		16,140
07131 RR17 (Fountain St Ext), Victoria St (RR55) to 1.0km N of Victoria St (RR55)					40	2,890	730	3,660		3,660
07145 RR56 (Bleams Rd) at Fischer Hallman Rd	2,000		2,000	5,185	3,755			10,940		10,940
07158 Transportation Tomorrow Survey	15		15		75			165		165
07165 RR 28 & 56, Homer Watson Blvd At				50	150	240	110	550		550
07173 Development Related Boulevard & Shoulder Gradings		100	100	100	100	100	100	500	500	1,000
07178 Traffic Education Program	50	50	100	50	50	50	50	300	250	550
07180 Preliminary Design & Post Construction Expenditures		200	200	200	200	200	200	1,000	1,000	2,000
07192 S Boundary Rd, Water St (RR24) to Franklin Blvd (RR36)	6,000		6,000	7,500				13,500		13,500
07194 RR80 (Canamera Parkway), Conestoga Blvd to Franklin Blvd (RR36)				100	100	100	200	500	2,965	3,465
07197 RR39 (Pinebush Rd), at Townline							20	20	300	320
07217 RR15 (King St) at Bridge St						25	235	260	65	325
07221 RR58 (Fischer-Hallman Rd/Bearing Rd), Columbia St to Westmount Rd (RR50)	60	500	560	1,100	5,755	1,860		9,275		9,275
07225 RR56 (Bleams Rd), at Nyles Rd				20	155	45		220		220
07247 RR8 (Weber St) at Glen Forrest Blvd	40	20	60	110	40			210		210
07248 RR17 & RR26, Sawmill Rd at St Charles St	40		40					40		40
07249 RR29 (Lancaster St) at Elizabeth St					100	100	50	250		250
07252 RR75 (St Andrews St) at Grand Ridge Dr, Fourth Ave, Southwood Dr	485		485					485		485
07253 Growth Related Land Dedication Surveys & Purchases		100	100	100	100	100	100	500	400	900
07256 Intersection Improvements to Be Identified					300	1,800	1,800	3,900	9,000	12,900



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	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019-2023 Subtotal	2024-2028 Subtotal	2019-2028 Total
07257 RR22 (Northfield Drive), Davenport Rd to University Ave	685		685	50	150	2,290	1,210	4,385		4,385
07258 RR56 (Bleams Rd), Strasburg Rd to Fischer-Hallman Rd (RR58)	150	500	650		6,890	1,890		9,430		9,430
07259 RR57 (University Avenue), Keats Way to Erb St (RR9)	1,010	300	1,310					1,310		1,310
07282 RR 70 (Ira Needles) Highview to Erb	70		70					70		70
07283 RR29 (Lancaster St), at Louisa St					100	80	50	230		230
07284 RR12 (New Dundee Rd), Homer Watson Blvd (RR28) to Fischer Hallman Rd (RR58)				200	200	100	500	1,000	10,565	11,565
07294 RR4 (Ottawa St), Homer Watson Blvd (RR28) to Alpine Rd	570		570					570		570
07297 RR9 (Erb St), Gateview Dr/Beechwood Dr to Erbsville Ct	335		335	2,085	795			3,215		3,215
07298 Commuter Parking Lot Feasibility Study	50		50					50		50
07299 East Boundary Rd Corridor Protection Study	10		10			200	200	410	5,200	5,610
07301 Rd Improvement Transit Priority Strategy	150		150					150		150
07302 Transportation & Transit Forecasting Model Development	105		105					105		105
07303 RR17 (Fountain St), Maple Grove Rd to Kossuth Rd (RR31)	100		100	100	100	1,500	6,700	8,500	3,050	11,550
07304 Goods Movement Study	50		50	50				100		100
07309 RR28 (Fountain St) at Limerick Dr		10	10					10		10
07315 RR12 (New Dundee Rd) at Strasburg Rd Extension						100	1,585	1,685	425	2,110
07318 RR53 (Fairway Rd), Lackner Blvd to Briarmeadow Dr	120	20	140	20	20	160	2,060	2,400	740	3,140
07323 RR4 (Ottawa St) at Westmount Rd (RR50)				5	105	30		140		140
07325 RR8 (King St E) at Fairway Rd (RR53)									200	200
07326 RR8 (King St E) at Weber St E (RR8)									245	245
07327 RR9 (Erb St), Ira Needles Blvd to Wilmot Ln	3,020		3,020	1,720	1,185			5,925		5,925
07329 RR 50 & 55, Westmount Rd at Victoria St				20	70	25		115		115
07331 RR53 (Fairway Rd) at Wilson Ave	10		10				95	105	135	240
07332 RR4 (Ottawa St), King St (RR15) to Charles St (RR64)				1,500	1,070	645		3,215		3,215
07333 RR8 (Dundas St N) at Chalmers St N	5	10	15	255	70			340		340
07337 Hespeler Rd over Hwy 401 Feasibility Study for Cycling Facility	65		65					65		65
07341 Inter-Regional Transportation Study	100		100					100		100
07344 RR55 (Victoria St) at Fisher Hallman Rd (RR58)					20	240	65	325		325
07345 RR55 (Victoria St) at Hazelglen Dr					20	170	50	240		240
07346 RR55 (Victoria St) at Monte Carlo St					20	50	20	90		90
07362 RR1 (Waterloo St) at Nafziger Rd (RR5)	130	100	230	1,400	400			2,030		2,030
07364 RR51 (Foundry St) at Gingerich Rd (RR6)	780		780					780		780
07366 RR70 (Trussler Rd) at Bridge St (RR12)	150	530	680	170				850		850
07372 Bridge St / New Dundee Rd at Trussler	40		40					40		40
07374 RR17 (Sawmill Rd) at Charles St, Temporary Traffic Control Signal	30		30					30		30
07380 RR51 (Foundry St) at Gingerich Rd Temporary Traffic Control Signal	50		50					50		50
07386 RR53 (Fairway Rd), Pebblecreek Dr to Lackner Blvd (RR54)	100		100					100		100
07441 RR71 (Dickie Settlement Rd) at Roseville Rd (RR46)	90	100	190	770	230			1,190		1,190
07478 New Traffic Signal Installation		500	500					500		500
07484 RR28 (Homer Watson Boulevard), at Pearson St	250		250					250		250
07490 RR 4 (Peel St), at Huron St	45		45					45		45
07494 RR54 (Lackner Boulevard), at Otterbein Rd	200		200					200		200
07500 RR86 (Line 86), at Floradale Rd Temporary Traffic Control Signal	50		50					50		50
07507 RR86 (Line 86), at Herrgott Rd	80		80					80		80
07536 OTM Book 18 (Cycling Facilities Update)	20		20					20		20
07538 RR38 (Maple Grove Rd), at Compass Trail	350		350					350		350



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07540 RR24 (Hespeler Rd) at HWY 401 Cycling Facility				1,900				1,900		1,900
07542 RR 56 (Bleams Rd) at Fallowfield Dr/Bullock St	50		50					50		50
07551 Elmira By-Pass, South of Listowel Rd to Township Rd 12					300	300	300	900		900
07553 RR 17 (Sawmill Rd) at Ebycrest Rd (RR17)		100	100	100	150	690	260	1,300		1,300
07554 RR 21 (Arthur St S) at Listowel Rd		100	100	180	70			350		350
07555 RR 30 (Shantz Station Rd) at Kossuth Rd (RR31)		100	100	100	150	690	260	1,300		1,300
07557 RR 85 (Arthur St) at Sawmill Rd (RR17)		100	100	180	70			350		350
07558 RR 86 (Line 86) at Floradale Rd (RR19)		100	100	100	150	690	260	1,300		1,300
07562 RR 58 (Northumberland St) at Broom St		450	450	280	195	230		1,155		1,155
07563 RR 85 (Listowel Rd) at Timber Trail		120	120	30				150		150
07577 Define & Measure Health Benefits of A.T. & Public Transit		10	10	60	30			100		100
07578 Planning For Future Rt Corridors		10	10	50	50	50	50	210		210
07580 RR58 (Fisher-Hallman Rd) Wallacetown Way		200	200	50				250		250
07581 Transportation Corridor Design Guidelines Update		100	100					100		100
07582 Transportation Impact Study Guidelines Update		100	100					100		100
07583 Transportation System Management Study For Hwy 7/8/85/10, MTO		50	50					50		50
07584 Shared Payment Platform (Joint with Transit Services)				100	100			200		200
07585 Mobility Pricing Feasibility Study						50	150	200		200
07586 RR33 (Townline Rd) Saginaw Pkwy to Avenue Rd									800	800
07587 RR57 (University Ave) Ira Needles Blvd to Fischer-Hallman Rd									1,000	1,000
07588 RR28 (Fountain St S) Blair Rd to Dickie Settlement Rd									600	600
07589 RR39 (Eagle St) Speedsville Rd to Hespeler Rd									600	600
07593 RR70 (Trussler Rd) at Rickert Way		40	40	110	40			190		190
07601 Turn Ln RR12 (New Dundee Rd) at Pinnacle Dr		250	250					250		250
09025 Growth Related Traffic Signal Modernizations	30	25	55	25	25	25	25	155	125	280
09655 RR 50 (Westmound Rd W) at Union Blvd	170		170					170		170
Total Expansion Program	28,690	33,812	62,502	58,010	39,600	43,880	49,570	253,562	97,645	351,207
Vehicles, Equipment, Buildings / Other										
06054 Fleet Replacements Transp	400	1,795	2,195	2,187	3,653	1,030	857	9,922	5,387	15,309
06055 Operations Growth Vehicles		65	65					65		65
06071 Machinery & Equipment Replacements	290	43	333	13	21	73	9	449	596	1,045
06083 Sign Shop Equipment	120	6	126	36		28	51	240	57	297
07080 Phillipsburg Storage and Yard Improvemen					100			100		100
07139 Central Yard Asset Renewal	320	100	420	1,500	100	1,700	2,250	5,970		5,970
07140 Yard Repairs General Provision	150		150	100				250		250
07147 Salt Strategy Roads Operations	100	360	460	310	575	450	5,550	7,345	7,525	14,870
07543 Yard Rationalization Study	100	210	310					310		310
09350 North Dumfries Works Yard Imp				550				550		550
Total Vehicles, Equipment, Buildings / Other	1,480	2,579	4,059	4,696	4,449	3,281	8,717	25,201	13,564	38,765
Total Program Area Capital	47,280	73,854	121,134	135,791	110,429	111,481	118,832	597,666	283,864	881,530
Facilities Managed Capital Renewal										
73001 Heidelberg Yard Renewal		21	21	5	269	96	38	429	575	1,005
73002 Phillipsburg Yard Renewal				294	141	300	14	749	446	1,194
73004 North Dumfries Yard Renewal					263			263	14	277
Total Facilities Managed Capital Renewal		21	21	299	673	395	52	1,441	1,035	2,476
TOTAL EXPENDITURE	47,280	73,875	121,155	136,091	111,102	111,876	118,884	599,107	284,899	884,007

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019-2023 Subtotal	2024-2028 Subtotal	2019-2028 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	491	18,635	19,125	17,965	17,126	16,972	17,710	88,899	91,666	180,564
Development Charges										
Reserve Funds	13,279	8,896	22,175	49,187	34,102	35,808	36,065	177,337	105,415	282,752
Debentures	15,851	25,580	41,431	13,000	12,345	19,000	24,830	110,606	11,095	121,701
Property Taxes										
Reserves and Reserve Funds										
3980040 Roads Capital Levy Reserve	1,285	2,278	3,563	1,608	780	372	75	6,397	700	7,097
3980050 Roads Rehabilitation Reserve	15,565	16,621	32,186	42,295	26,498	20,703	16,085	137,766	60,144	197,910
3980065 Facility Lifecycle Reserve		21	21	5	404	96	52	578	362	940
3982010 Transportation Equipment Reserve	410	49	459	49	21	101	60	689	652	1,341
3982160 Corporate Fleet Replacement Reserve	400	1,795	2,195	2,187	3,653	1,030	857	9,922	5,387	15,309
Debentures				9,794	16,174	17,795	23,150	66,913	9,478	76,391
TOTAL FUNDING & FINANCING	47,280	73,875	121,155	136,091	111,102	111,876	118,884	599,107	284,899	884,007

Notes:

- The roads rehabilitation program is funded predominantly from Federal Gas Tax, property tax contributions to the Roads Rehabilitation Reserve and debentures. Development charge funding is used where applicable for qualifying projects such as cycling facilities and sidewalks.
- The roads expansion program is funded from property tax contributions to the Roads Capital Levy Reserve and Development Charges in the form of Reserve Fund transfers and growth-related debentures.
- Buildings and facilities-managed capital projects are funded from property tax contributions to the Facility Lifecycle Reserve.
- 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 #14-046 as amended. RDC funding available will depend on the outcome of the 2019 background study and by-law review.

Transportation **2019 Capital budget Funding & Financing Summary (Thousands)**

	Funding & Financing From						
	2019 Expenditure	Grants & Subsidies	Regional Development Charge Reserve	RDC Debenture Financing	Roads Rehabilitation Reserve	Roads Capital Reserve	Other Reserve Funds
Projects							
Base Capital							
05164 RR15 (King St), Rail Tracks to Lobsinger Ln (RR15)	70				70		
05174 Various Spot Resurfacings	2,145	1,388			757		
05178 Culvert Replacements in Advance of Road Rehabilitation Projects	200	139			61		
05264 Railway Crossing Assessments / Improvements	50				50		
05265 Noise Attenuation Wall Retrofits/Repairs	50				50		
05367 RR8 (Dundas St), Elgin St to Hespeler Rd (RR24)	1,280				1,280		
05375 Minor Bridge Repairs	520	278			242		
05377 RR4 (Ottawa St), Pattandon Ave to Imperial Dr	2,895	1,672	485		738		
05378 RR5 (Hutchison) Lobsinger to Crosshill	20				20		
05381 RR6 (Benton St), Charles St (RR64) to Courtland Ave (RR53)	20				20		
05384 RR8 (King St), Bishop St (RR41) to Eagle St (RR39)	3,990	2,248			1,742		
05386 RR8 (Weber St), Blythwood Rd to Northfield Dr (RR 50)	590				590		
05387 RR8 (Weber St), Erb St (RR9) to Forwell Creek Rd	230				230		
05390 RR9 (Erb St), Fischer-Hallman Rd (RR58) to Gateview Dr	150				150		
05392 RR17 (Sawmill Rd), Conestogo Bridge to Musselman Cr & RR22 (Northfield Dr) S. Limits of Conestogo to Country Spring Walk	20				20		
05394 RR21 (Arthur St), South St to Canagagigue Creek Bridge (Bridge #2101)	90				90		
05416 RR75 (St. Andrew's St), Cambridge Boundary to Grand Ave (RR76)	775				775		
05417 RR86 (Church St), Spruce Ln to Arthur St (RR21)	455				455		
05420 RR97 (Cedar St), Osborne St to Cambridge Bdry	500		350		150		
05430 RR8 (Weber St), Benjamin Rd to King St (RR15)	110				110		
05459 RR28 (Fountain St), Shantz Hill Rd to Blair Rd	100				100		
05474 RR86 (Line 86), Northfield Dr E (RR22) to Spruce Ln	10				10		
05487 RR8 (King St), Hwy 401 to Sportsworld Dr (RR38)	250				250		
05489 RR8 (Weber St), Forwell Creek Rd to Blythwood Rd	200				200		
05494 RR15 (King St), Central St to University Ave (RR57)	430				430		
05495 RR17 (Sawmill Rd), River St to Snyders Flats Rd	1,415				1,415		
05497 RR29 (Lancaster St), Victoria St (RR55) to Bridgeport Rd (RR9)	260				260		
05498 RR43 (Myers Rd), Branchton Rd (RR43) to Water St (RR24)	365				365		
05505 RR 17 & 23 Sawmill Rd at Katherine St	145				145		
05508 RR9 (Erbs Rd), Phillipsburg Bridge	85				85		
05521 Traffic Count Program	225				225		
05528 Retaining Wall Repairs	135				135		
05529 Developer Related Projects	100				100		
05555 Preliminary Design & Post Construction Expenditures	250				250		
05566 RR6 (Highland Rd), Fischer-Hallman Rd (RR58) to Highland Hills Mall Entrance	565	232	150		183		
05568 RR16 (Kressler Rd), Lobsinger Line (RR15) to Apollo Dr	230				230		
05582 RR77 (Parkhill Rd), Ainslie St (RR24) to Water St (RR24)	20				20		
05590 RR28 (Fountain St), Blair Bridge at Grand River (#2801)	420				420		

Transportation **2019 Capital budget Funding & Financing Summary (Thousands)**

	Funding & Financing From						
	2019 Expenditure	Grants & Subsidies	Regional Development Charge Reserve	RDC Debenture Financing	Roads Rehabilitation Reserve	Roads Capital Reserve	Other Reserve Funds
05603 RR17 (Sawmill Rd), King St (RR8) to Waterloo/St Jacobs Tracks	270				270		
05611 Storm Water Management Pond Rehabilitation	500				500		
05612 RR6 (Frederick St), Lancaster St E to Duke St	20				20		
05633 RR15 (King St), Weber St (RR8) to HWY 85 SB Ramp	810				810		
05636 RR58 (Swan) Hilltop to Stanley	4,700	2,352	310		2,038		
05647 Digital Photo Log	250				250		
05649 RR8 (Weber St E), Montgomery Rd to Sheldon Ave	170				170		
05650 RR15 (King St E), Dison St / Montgomery Rd to Ottawa St (RR4)	755				755		
05656 RR50 (Westmount Rd W), South of Victoria St (RR55) to Glasgow St	845				845		
05657 RR50 (Westmount Rd S), Glasgow St to Erb St W (RR9)	145				145		
05678 RR86 (Line 86), Listowel Rd (RR85) to Sloman Ln	100				100		
05680 RR4 (Ottawa St N), Lackner Blvd (RR54) to Hwy 7 EB Ramp	20				20		
05682 RR5 (Nafziger Rd), Gerber Rd (RR12) to Queen's Bush Rd (RR5)	40				40		
05683 RR5 (Queens Bush Rd), Firella Ck Bridge to Hutchison Rd (RR5)	40				40		
05687 RR9 (Erb St), Menno St to Westmount Rd (RR50)	20				20		
05688 RR10 (Herrgott Rd), Lobsinger Ln (RR15) to St Clements N Limits	455	219	80		156		
05689 RR15 (Lobsinger Line), Anita St to 0.8km W of Herrgott Rd (RR10)	630	340			290		
05692 RR24 (Ainslie St S), Water St S (RR24) to Water St N (RR24)	50				50		
05697 RR53 (Fairway Rd N), Briarmeadow Dr to King St	100				100		
05700 RR55 (Victoria St N), Frederick St (RR6) to Bruce St (RR61)	110				110		
05705 RR56 (Bleams Rd), Fischer-Hallman Rd (RR58) to Trussler Rd (RR70)	160				160		
05706 RR57 (University Avenue E), Bridge St W (RR52) to Lincoln Rd	350				350		
05747 RR5 (Nafziger Rd) 0.7km N of Erb's Rd (RR9) to Berletts Rd	30				30		
05750 RR53 (Courtland Avenue E), Hayward Ave to Hwy 7/8 Eb Ramp	20				20		
05760 RR24 (Hespeler Rd) Brooklyn Rd/Norfolk Ave to Munch Ave	20				20		
05762 RR31 (Kossuth Rd) 115M W of Hespeler Rd to Chilligo Rd	10				10		
05766 RR1 (Snyder's Rd E) Christian St to Gingerich Rd (RR6)	470				470		
05778 Research & Development	40				40		
05779 Waterloo Spur Trail	20		20				
05796 RR4 (Ottawa St), Alpine Rd to Fischer-Hallman Rd	280				280		
05800 RR39(Eagle St)Concession Rd/Speedville Rd to King St W(RR8)	20				20		
05865 Bridge Testing & Evaluation Program	125				125		
05893 RR5 (Manser Rd), at Boomer Creek S (#0505)	45				45		
05901 RR5 (Manser Rd), at Boomer Creek N (#0506)	40				40		
05914 Bridge #0091 West Montrose Covered Bridge at Grand River	850	222			628		
05927 RR17 (Fountain St N), HWY 401 to Maple Grove Rd (RR38)	265	184			81		
05931 RR70 (Trussler Rd), Brant/Waterloo Rd to Greenfield Rd	70				70		
05933 RR97 (Main St E), Franklin Blvd (RR36) to Chalmers St	20				20		
05939 RR17 (Sawmill Rd), Musselman Cres to Arthur St S (RR85)	1,175	711	150		314		
05945 RR6 (Gingerich Rd), Sandhills Rd to Foundry St (RR51)	875	312	415		148		
05949 RR8 (Weber St W), Union St to Erb St E (RR9)	750				750		

Transportation **2019 Capital budget Funding & Financing Summary (Thousands)**

	Funding & Financing From						
	2019 Expenditure	Grants & Subsidies	Regional Development Charge Reserve	RDC Debenture Financing	Roads Rehabilitation Reserve	Roads Capital Reserve	Other Reserve Funds
05954 RR22 (Northfield Drive), Scheifele Bridge at Conestogo River (#2201)	225				225		
05955 RR4 (Ottawa St S), Fischer-Hallman Rd to 100M West of Trussler Rd (RR70)	2,835	1,715		400	720		
05970 RR24 (Water St) Ainslie St to Concession/Cedar St (RR97)	20				20		
05977 RR9 (Erb's Rd), Sandhills Rd to Bridge #0903 Over the Nith River	10				10		
05982 RR12 (Notre Dame Drive), 0.38km South of Erb's Rd to St Ann Ave N	35				35		
05986 RR46 (Roseville Rd), Roseville East Settlement Limit to 500M West of Fischer Hallman Rd	20				20		
05992 RR27 (Main St), Grand River Bridge (#2703)	10				10		
05995 RR52 (Bridge St) Grand River Bridge #5201	20				20		
05997 RR8 (Dundas St), at CPR (#0803)	55				55		
06134 RR8 (Weber St), Borden Ave to Queen St	3,485	2,290			1,195		
06265 RR15 (King St), Railway Tracks to Central St & RR9 (Erb St), King St (RR15) to 100M East of Caroline St (RR9)	1,715	972	100		643		
06416 RR36 (Franklin Boulevard), 200M N of Avenue Rd to 325M S of Bishop St (RR41)				1,600			
06485 Land Dedication Surveys & Purchases	65				65		
06506 RR52 (Bridge St), Eastbridge Blvd to Northfield Dr (RR22)	10				10		
06510 RR9 (Bridgeport Rd/Caroline St), King St (RR15) to Erb St (RR9)	300				300		
06744 RR53 (Fairway Rd), Hwy 8 SB Ramp to Wilson Ave	135		135				
06759 RR57 (University Ave E) King St N to Weber St N	100				100		
06762 RR28 (Homer Watson Blvd), Ottawa St S (RR4) to Bleams Rd (RR56)	1,308	617		691			
07053 Asset Management Program	300				300		
07218 RR57 (University Ave), Westmount Rd N (RR50) to Keats Way	225				225		
07338 New Pedestrian Bridge Over Speed River (Preston) Study	680		680				
07381 RR46 (Roseville Rd) Turtle Crossing	230	97			133		
07382 Phillip St to "Research and Technology" ION Station	10		10				
07384 RR12 (New Dundee Rd), 50M East of Executive Pl to Reichert Dr	395				395		
07385 RR17 (Sawmill Rd), Arthur St South (RR85) to King St North (RR8)	20				20		
07436 Cycling Safety Education	65				65		
07437 Motor Vehicle Safety Education	100				100		
07438 Pedestrian Safety Education	80				80		
07446 RR10 (Hergott Rd) at RR17 (Ament Line)	30				30		
07476 RR85 (Listowel Rd), Arthur St S (RR21) to 750M West of Arthur St	600	208			392		
07477 Implementation of Separated Bike Ln Study	1,310	956	354				
07480 RR12 (Notre Dame Dr), approaching Moser-Young rumble strip	30		30				
07481 RR12 (Notre Dame Dr), MTO Jurisdiction Limits N of Hwy 7/8 to 0.17km N of Limits	10				10		
07489 RR4 (Ottawa St), under Hwy 7/8	150				150		
07495 RR54 (Lackner Boulevard), Ottawa St to Keewatin Ave	300	219	81				
07496 RR54 (Lackner Boulevard), Zeller Dr to Ottawa St N	10	7	3				
07499 RR70 (Erbsville Rd), Keats Way to 200M South of Keats Way	10		10				
07515 RR54 (Lackner Boulevard), Keewatin Ave to Victoria St	10	7	3				
07535 Collision Analysis Software Purchase	125				10	115	

Transportation **2019 Capital budget Funding & Financing Summary (Thousands)**

	Funding & Financing From						
	2019 Expenditure	Grants & Subsidies	Regional Development Charge Reserve	RDC Debenture Financing	Roads Rehabilitation Reserve	Roads Capital Reserve	Other Reserve Funds
07544 Asset Management Systems	1,150				1,150		
07552 LRT Storm Out Let: Huron Spur at Rockway Golf Course	250				250		
07559 RR86 (Line 86), 700M E of Northfield Dr to 140M E of Northfield Dr	125	80			45		
07564 Storm Sewer Assessments	50				50		
07579 RR53 (Courtland Ave) at Stirling Ave	30		30				
07591 RR29 (Lancaster St) Bridgeport Rd (RR9) to Bridge St	300		300				
07592 RR53 (Courtland Ave E) Hayward Ave to Manitou Dr	20		20				
09035 Municipal Drainage Works & Storm Sewer Assessments	100				100		
09256 Traffic Signal Support Program	225				225		
09359 St Lighting Modernizations / Installations	840				840		
09415 Barrier Free Signal Requests	30				30		
09423 Traffic Countermeasures	100				100		
09474 Traffic Controller Replacements	350				350		
09551 UPS Installations	55				55		
09561 Minor Traffic Signal Modernizations	540				540		
09646 Pedestrian & Cycling Countermeasures	340				340		
Total Base Capital	54,573	17,466	3,715	2,691	32,186	115	
Expansion Program							
05110 RR55 (Victoria St), Hwy 7 Bridge to Edna St (RR62)	50			50			
05284 RR 12 & 58, New Dundee Rd at Fischer-Hallman Rd	340		340				
05337 RR8 (King St), Eagle St (RR39) to Fountain St (RR8) & Fountain St- King St (RR8) to Shantz Hill (RR8)	2,755		2,342			413	
05340 RR69 (Manitou Drive), Bleams Rd (RR56) to Webster Rd	160		160				
05389 RR9 (Erb St), 100M East of Caroline St (RR9) to Menno St	50		43			8	
05549 RR36 (Franklin Boulevard), Myers Rd (RR43) to Hwy 401	4,000		2,634	1,366			
05752 RR6 (Highland Rd W) Highland Hills Mall Entrance to Ira Needles Blvd (RR70)	2,650			2,650			
06269 RR9 (Bridgeport Rd) at Lancaster St (RR29)	20		20				
06416 RR36 (Franklin Boulevard), 200M N of Avenue Rd to 325M S of Bishop St (RR41)	1,600						
06433 RR24 (Ainslie St) Extension	300			300			
07066 Regional Transportation Master Plan	225		225				
07074 Growth Related Studies & Design	100		100				
07087 RR56 (River Rd Ext), King St (RR8) to Manitou Dr(RR69)	12,900			12,900			
07097 Development Related Left & Right Turn Lns to be Identified	100		100				
07101 RR8 (Weber St), College Ave to Guelph St	90		77			14	
07111 RR 28 & 69, Homer Watson Blvd, Conestoga College Blvd to Manitou Dr	11,607	1,550	690	7,859		1,508	
07116 RR38 (Maple Grove Rd), Hespeler Rd (RR24) to Fountain St(RR17)	1,180			1,180			
07121 RR58 (Fischer-Hallman Rd), Bleams Rd (RR56) to Ottawa St	10		10				
07122 RR58 (Fischer-Hallman Rd), Plains Rd to 500M S of Bleams Rd(RR56)	1,500			1,500			
07127 Active Transportation Master Plan	30		15			15	
07129 S Boundary Rd, Franklin Blvd (RR36) to Dundas St (RR8)	30		30				
07145 RR56 (Bleams Rd) at Fischer Hallman Rd	2,000			2,000			

Transportation **2019 Capital budget Funding & Financing Summary (Thousands)**

	Funding & Financing From						
	2019 Expenditure	Grants & Subsidies	Regional Development Charge Reserve	RDC Debenture Financing	Roads Rehabilitation Reserve	Roads Capital Reserve	Other Reserve Funds
07158 Transportation Tomorrow Survey	15		15				
07173 Development Related Boulevard & Shoulder Gradings	100		100				
07178 Traffic Education Program	100		50			50	
07180 Preliminary Design & Post Construction Expenditures	200		200				
07192 S Boundary Rd, Water St (RR24) to Franklin Blvd (RR36)	6,000			6,000			
07221 RR58 (Fischer-Hallman Rd/Bearinger Rd), Columbia St to Westmount Rd (RR50)	560		560				
07247 RR8 (Weber St) at Glen Forrest Blvd	60		60				
07248 RR17 & RR26, Sawmill Rd at St Charles St	40		40				
07252 RR75 (St Andrews St) at Grand Ridge Dr, Fourth Ave, Southwood Dr	485		485				
07253 Growth Related Land Dedication Surveys & Purchases	100		100				
07257 RR22 (Northfield Drive), Davenport Rd to University Ave	685			685			
07258 RR56 (Bleams Rd), Strasburg Rd to Fischer-Hallman Rd (RR58)	650		650				
07259 RR57 (University Avenue), Keats Way to Erb St (RR9)	1,310		1,310				
07282 RR 70 (Ira Needles) Highview to Erb	70		70				
07294 RR4 (Ottawa St), Homer Watson Blvd (RR28) to Alpine Rd	570		570				
07297 RR9 (Erb St), Gateview Dr/Beechwood Dr to Erbsville Ct	335		285			50	
07298 Commuter Parking Lot Feasibility Study	50		25			25	
07299 East Boundary Rd Corridor Protection Study	10		10				
07301 Rd Improvement Transit Priority Strategy	150	110	41				
07302 Transportation & Transit Forecasting Model Development	105		105				
07303 RR17 (Fountain St), Maple Grove Rd to Kossuth Rd (RR31)	100		100				
07304 Goods Movement Study	50		25			25	
07309 RR28 (Fountain St) at Limerick Dr	10		10				
07318 RR53 (Fairway Rd), Lackner Blvd to Briar Meadow Dr	140		140				
07327 RR9 (Erb St), Ira Needles Blvd to Wilmot Ln	3,020		1,020	2,000			
07331 RR53 (Fairway Rd) at Wilson Ave	10		10				
07333 RR8 (Dundas St N) at Chalmers St N	15		15				
07337 Hespeler Rd over Hwy 401 Feasibility Study for Cycling Facility	65		65				
07341 Inter-Regional Transportation Study	100		100				
07362 RR1 (Waterloo St) at Nafziger Rd (RR5)	230		230				
07364 RR51 (Foundry St) at Gingerich Rd (RR6)	780		780				
07366 RR70 (Trussler Rd) at Bridge St (RR12)	680		680				
07372 Bridge St / New Dundee Rd at Trussler	40		40				
07374 RR17 (Sawmill Rd) at Charles St, Temporary Traffic Control Signal	30		30				
07380 RR51 (Foundry St) at Gingerich Rd Temporary Traffic Control Signal	50		50				
07386 RR53 (Fairway Rd), Pebblecreek Dr to Lackner Blvd (RR54)	100		100				
07441 RR71 (Dickie Settlement Rd) at Roseville Rd (RR46)	190		190				
07478 New Traffic Signal Installation	500		500				
07484 RR28 (Homer Watson Boulevard), at Pearson St	250		250				
07490 RR 4 (Peel St), at Huron St	45		45				
07494 RR54 (Lackner Boulevard), at Otterbein Rd	200		200				

Transportation **2019 Capital budget Funding & Financing Summary (Thousands)**

	Funding & Financing From						
	2019 Expenditure	Grants & Subsidies	Regional Development Charge Reserve	RDC Debenture Financing	Roads Rehabilitation Reserve	Roads Capital Reserve	Other Reserve Funds
07500 RR86 (Line 86), at Floradale Rd Temporary Traffic Control Signal	50		50				
07507 RR86 (Line 86), at Herrgott Rd	80		80				
07536 OTM Book 18 (Cycling Facilities Update)	20		20				
07538 RR38 (Maple Grove Rd), at Compass Trail	350		350				
07542 RR 56 (Bleams Rd) at Fallowfield Dr/Bullock St	50		50				
07553 RR 17 (Sawmill Rd) at Ebycrest Rd (RR17)	100		100				
07554 RR 21 (Arthur St S) at Listowel Rd	100		100				
07555 RR 30 (Shantz Station Rd) at Kossuth Rd (RR31)	100		100				
07557 RR 85 (Arthur St) at Sawmill Rd (RR17)	100		100				
07558 RR 86 (Line 86) at Floradale Rd (RR19)	100		100				
07562 RR 58 (Northumberland St) at Broom St	450		450				
07563 RR 85 (Listowel Rd) at Timber Trail	120		120				
07577 Define & Measure Health Benefits of A.T. & Public Transit	10		10				
07578 Planning For Future Rt Corridors	10		10				
07580 RR58 (Fisher-Hallman Rd) Wallacetown Way	200		200				
07581 Transportation Corridor Design Guidelines Update	100		100				
07582 Transportation Impact Study Guidelines Update	100		100				
07583 Transportation System Management Study For Hwy 7/8/85/10, MTO	50		50				
07593 RR70 (Trussler Rd) at Rickert Way	40		40				
07601 Turn Ln RR12 (New Dundee Rd) at Pinnacle Dr	250			250			
09025 Growth Related Traffic Signal Modernizations	55		55				
09655 RR 50 (Westmound Rd W) at Union Blvd	170		170				
Total Expansion Program	62,502	1,660	18,395	38,740		2,108	
Vehicles, Equipment, Buildings / Other							
06054 Fleet Replacements Transp	2,195						2,195
06055 Operations Growth Vehicles	65		65				
06071 Machinery & Equipment Replacements	333						333
06083 Sign Shop Equipment	126						126
07139 Central Yard Asset Renewal	420					420	
07140 Yard Repairs General Provision	150					150	
07147 Salt Strategy Roads Operations	460					460	
07543 Yard Rationalization Study	310					310	
Total Vehicles, Equipment, Buildings / Other	4,059		65			1,340	2,654
Facilities Managed Capital Renewal							
73001 Heidelberg Yard Renewal	21						21
Total Facilities Managed Capital Renewal	21						21
Total	121,155	19,126	22,175	41,431	32,186	3,563	2,675



Division: Waste Management
Director: Jon Arsenault

Programs and services:

- Operation of the Waterloo sanitary landfill, the Cambridge bulk waste transfer station, composting pads and small vehicle transfer stations including drop-off areas for waste diversion programs such as household hazardous waste, e-waste, tires, scrap metal, textiles, reusable building materials, etc.
- Curbside residential waste, green bin organics, yard waste, large item and blue box recycling collection and contract administration.
- Processing and marketing of blue box materials and compost.
- Construction and operation of environmental control systems (landfill gas, leachate and storm-water) and monitoring/maintenance of one open and five closed landfill sites.
- Partnerships for landfill gas utilization projects.
- Promotion, education and community outreach for all waste related diversion/disposal programs.

Key issues and priorities:

- Uncertainty around impact from changes to Provincial waste management policy (Waste Free Ontario Act) for waste diversion/extended producer responsibility and its associated funding.
- Balancing commercial revenue with conserving landfill capacity and thereby delaying future capital expenditures.
- Continued investigation of technology options (thermal, mechanical and biological) for waste processing/disposal and diversion.
- Review of potential new diversion programs and/or bans to make best use of available landfill capacity (i.e. organics, batteries, shingles, mattresses, Styrofoam, etc.).

- Continuing with resident engagement in order to increase awareness of waste management issues.

Base Budget Drivers & Significant Budget Challenges:

- Unpredictable commercial landfill tonnage and expectation of weakened recycling markets due to external market factors.
- Increasing debt servicing costs associated with capital expenditures for expansion and renewal of waste facilities.
- Increasing cost of waste diversion/disposal programs in an environment of rising expectations.
- Increasing costs for operating/maintaining environmental control systems and for post closure care of Regional landfill sites.
- Introduction or expansion of diversion programs requires additional funding.

Waste Management
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 8,192	\$ 8,295	\$ -	\$ 8,295	\$ 103	1.3%	B1
Monitoring and reporting	1,166	1,189	-	1,189	23	2.0%	
Waste Rebates	1,855	1,908	-	1,908	53	2.9%	
Curbside collection costs	19,888	20,812	-	20,812	924	4.6%	B2
Waste hauling and processing	6,256	6,851	-	6,851	595	9.5%	B3
Services, supplies and maintenance	4,390	4,508	-	4,508	118	2.7%	
Debt servicing	8,395	8,562	-	8,562	167	2.0%	
Transfers to reserves	1,490	2,727	-	2,727	1,237	83.0%	B4
Interdepartmental charges	4,092	4,164	-	4,164	72	1.8%	
Subtotal gross expenditure	55,724	59,016	-	59,016	3,292	5.9%	
Interdepartmental recoveries	(1,492)	(1,492)	-	(1,492)	-	0.0%	
Subtotal recoveries	(1,492)	(1,492)	-	(1,492)	-	0.0%	
Net expenditure	\$ 54,232	\$ 57,524	\$ -	\$ 57,524	\$ 3,292	6.1%	
Revenue							
User fees	15,583	15,865	-	15,865	282	1.8%	
Contribution from reserves	300	300	-	300	-	0.0%	
Revenue subtotal	\$ 15,883	\$ 16,165	\$ -	\$ 16,165	\$ 282	1.8%	
Property tax levy	\$ 38,349	\$ 41,359	\$ -	\$ 41,359	\$ 3,010	7.8%	
Cost to the average household	\$ 148			\$ 155			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	77.4	77.4	-	77.4	-	
Temporary	10.1	9.1	-	9.1	(1.0)	C1
Total	87.5	86.5	-	86.5	(1.0)	

Notes

Budget notes

B1 - Compensation per contracts/estimates and position reclassifications, partially offset by a decrease of 1.0 FTE related to the Curbside Waste Collection Policy Changes Implementation Plan (note C1)

B2 - Contract and fuel index inflation, and increase in number of households

B3 - Contract inflation and increase in tonnage (primarily for Green Bin processing)

B4 - Increase in provision for Waste Management capital funding \$1.1 Million (Capital Asset Funding Strategy COR-FSD-18-16) and increase in funding for corporate fleet vehicle replacement

Complement notes

C1 - Reduction of 1.0 FTE (temporary contract) per Curbside Waste Collection Policy Changes Implementation Plan



Waste Management

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
Program Area Capital										
01004 Curbside Service Level Changes	150		150				500	650	1,300	1,950
01005 Cambridge Scale System & Building					200	580		780	225	1,005
01007 Vehicle Replacements Waste Management	1,176	1,468	2,644	3,123	1,979	2,232	2,485	12,463	11,112	23,575
01009 Cambridge Site Servicing		487	487					487	1,000	1,487
01010 Waterloo Site Servicing	85		85			200		285	800	1,085
01011 Asset Management	472	130	602					602		602
01013 Cambridge MHSW Building									500	500
01015 Voice Radio Sets	19	7	26					26	360	386
01051 Cambridge Groundwater Management	253		253	250	280	530		1,313	1,590	2,903
01052 Cambridge - Leachate Control	338	680	1,018	500	660		660	2,838	1,130	3,968
01058 Waterloo Storm Water Management		337	337	724				1,061	1,204	2,265
01082 Waterloo Groundwater Management	915	444	1,359	416	1,474	520	423	4,192	2,406	6,598
01084 Materials Recycling Centre	491	500	991	290	120	2,125	150	3,676	1,120	4,796
01091 Cambridge Site Closure		57	57	115				172	500	672
01092 Cambridge - Storm Water Management					326			326	326	652
01103 Decommissioned Sites	1,106	450	1,556	1,475	640	620	495	4,786	1,720	6,506
01104 Cambridge Transfer Building Upgrade	5	1,720	1,725			1,489		3,214	408	3,622
01106 Cambridge Compost Pad Expansion						575		575	1,150	1,725
01121 Waterloo Site Closure		867	867	638	928	638	281	3,352	2,816	6,168
01144 Feasibility Studies	130	70	200	500		500		1,200	4,500	5,700
01146 Cambridge Roads Construction	51	249	300		530			830	846	1,676
01154 Waterloo - New Cells Design & Constructi	1,023	200	1,223	473	6,700	4,418		12,814	12,128	24,942
01156 Waterloo Leachate Control		2,835	2,835	500	500	750	550	5,135	3,295	8,430
01160 Waterloo - Roads Construction	72		72	1,678	500	1,206	1,520	4,976	1,516	6,492
01163 Waterloo Landfill Gas System	1,963	944	2,907	4,800	3,200	1,185	1,060	13,152	3,645	16,797
01165 Waterloo Landfill GPS System							300	300	300	600
01172 Cambridge Landfill Gas System		638	638	306		275	275	1,494	887	2,381
01186 Waterloo Scale System & Building	148	515	663	428	122	122	428	1,763	1,345	3,108
01192 Waterloo Transfer Station Upgrade	254	219	473	2,203	847		495	4,018	1,326	5,344
Total Program Area Capital	8,651	12,817	21,468	18,419	19,006	17,965	9,622	86,480	59,455	145,935



Waste Management

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
Facilities Managed Capital Renewal										
73100 WM Waterloo Building Renewal	159	518	677	671	1,018	420	255	3,041	2,421	5,462
73200 WM Cambridge Building Renewal	21	101	122	227	104	339	425	1,216	874	2,090
Total Facilities Managed Capital Renewal	180	619	799	897	1,122	759	680	4,257	3,295	7,552
TOTAL EXPENDITURE	8,831	13,436	22,267	19,316	20,128	18,724	10,302	90,737	62,750	153,487
FUNDING & FINANCING										
Development Charges										
Reserve Funds	148	417	565	412	182	690	151	1,999	786	2,785
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	7		7					7		7
3980065 Facility Lifecycle Reserve	65	101	166	227	104		255	752	608	1,360
3980120 Waste Management Reserve	1,708	1,603	3,311	1,400	1,400	1,400	1,600	9,111	7,200	16,311
3982020 Waste Management Equipment Reserve	12	7	19				300	319	660	979
3982160 Corporate Fleet Replacement Reserve	1,176	1,468	2,644	3,123	1,979	2,232	2,485	12,463	11,112	23,575
Debentures	5,715	9,841	15,556	14,155	16,463	14,402	5,510	66,087	42,385	108,471
TOTAL FUNDING & FINANCING	8,831	13,436	22,267	19,316	20,128	18,724	10,302	90,737	62,750	153,487

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 #14-046 as amended. RDC funding available will depend on the outcome of the 2019 background study and by-law review.

Waste Management

2019 Capital Budget Funding & Financing Summary (Thousands)

Project	Funding & Financing From						
	2019 Expenditure	Development Charges / RDC Reserve Fund	Vehicle & Equipment Reserves	General Tax Supported Capital	Facility Lifecycle Reserve	Waste Management Reserve	Property Tax Supported Debentures
01004 Curbside Service Level Changes	150	21				129	
01007 Vehicle Replacements Waste Management	2,644		2,644				
01009 Cambridge Site Servicing	487						487
01010 Waterloo Site Servicing	85					85	
01011 Asset Management	602					507	95
01015 Voice Radio Sets	26		19	7			
01051 Cambridge Groundwater Management	253					253	
01052 Cambridge - Leachate Control	1,018					680	338
01058 Waterloo Storm Water Management	337						337
01082 Waterloo Groundwater Management	1,359					873	486
01084 Materials Recycling Centre	991	140				758	94
01091 Cambridge Site Closure	57						57
01103 Decommissioned Sites	1,556						1,556
01104 Cambridge Transfer Building Upgrade	1,725	243					1,482
01121 Waterloo Site Closure	867						867
01144 Feasibility Studies	200						200
01146 Cambridge Roads Construction	300						300
01154 Waterloo - New Cells Design & Construction	1,223						1,223
01156 Waterloo Leachate Control	2,835						2,835
01160 Waterloo - Roads Construction	72						72
01163 Waterloo Landfill Gas System	2,907						2,907
01172 Cambridge Landfill Gas System	638						638
01186 Waterloo Scale System & Building	663	93				26	544
01192 Waterloo Transfer Station Upgrade	473	67					406
73100 WM Waterloo Building Renewal	677				44		633
73200 WM Cambridge Building Renewal	122				122		
Total	22,267	564	2,663	7	166	3,311	15,556



Division: Grand River Transit Bus Services
Director: Peter Zinck

Programs and services:

- Grand River Transit (GRT) operates a family of Public Transit Services. The conventional transit network consists of 58 bus routes in Cambridge, Kitchener and Waterloo and also includes five smaller bus (BusPLUS) routes in growing neighbourhoods, one route into St. Jacobs and Elmira and one route to New Hamburg.
- Specialized transit services for people with physical or cognitive disabilities are provided by MobilityPLUS in the urban areas, via taxi service into North Dumfries, and by contract to Kiwanis Transit in Wilmot, Wellesley and Woolwich. Specialized transit also provides weekday commuter routes to various adult day programs in the Region.
- There are two GRT Operations and Maintenance facilities: one on Strasburg Road at Chandler Drive in Kitchener and one on Conestoga Boulevard in Cambridge. Property has been acquired on Northfield Drive in Waterloo for a future facility, expected to open in 2021.
- There are two main transit terminals: one located on Ainslie Street in Cambridge and the other on Charles Street in Kitchener. There are several satellite transit terminals located at Conestoga Mall, Cambridge Centre Mall, Fairview Park Mall, Highland Hills Plaza, Forest Glen Plaza and the Boardwalk.

Key issues and priorities:

- Integration of services between GRT and ION, including the adapted Bus Rapid Transit (aBRT) route and the Light Rail Transit (LRT) route, to ensure a seamless customer experience.
- The GRT conventional route network is undergoing a redesign to support the introduction of ION. This includes transitioning bus routes into more of a grid system on main roadways and adding iXpress routes to provide faster and frequent service to various ION stations.

- An Electronic Fare Payment System is being implemented for GRT, ION and MobilityPLUS, and will include Ticket Vending Machines at ION stations.
- A universal bus pass program is in place at both the University of Waterloo and Wilfrid Laurier University and will be implemented in the fall of 2019 at Conestoga College.
- Providing frequent, real-time travel information to meet customer demand, such as actual bus arrival times, tweeting service delays and route detours has become an emerging priority.
- Introduction of a new customer self-serve reservation and notification system for MobilityPLUS customers.
- Opening a new GRT storefront Customer Service Centre in downtown Kitchener for enhanced customer purchasing experience and service.
- Piloting alternate service delivery methods such as on-demand services in low ridership, hard to service neighbourhoods.
- Identifying, evaluating and implementing Transit Priority Measures to improve transit travel times and service reliability.
- Continue to grow transit ridership and use of active transportation through GRT's Transportation Demand Management programs and incentives, such as the discounted Corporate Transit Pass offered through the workplace program TravelWise.

Base Budget Drivers & Significant Budget Challenges:

- Increased cost of service expansion, including implementing iXpress routes, to increase ridership.
- Operating expenditure sensitivity to fuel costs: a one cent fluctuation in fuel pricing translates into approximately \$90,000 annually for GRT.
- The demand for MobilityPLUS specialized service is greater than existing capacity.
- The cost to clear snow and maintain cleanliness at transit stops to meet customer and community demand continues to grow.
- Establishing a sustainable funding strategy for future bus replacements.

**Grand River Transit Bus Services
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 68,875	\$ 71,841	\$ 1,026	\$ 72,867	\$ 3,992	5.8%	B1
Fuel	9,525	9,895	199	10,094	569	6.0%	B2
Materials & supplies	6,301	6,781	70	6,851	550	8.7%	B3
Contracted services	10,876	11,387	210	11,597	721	6.6%	B4
Debt servicing	11,216	11,412	-	11,412	196	1.7%	
Transfers to reserves	9,207	8,573	1,476	10,049	842	9.1%	B5
Transfers to capital	200	225	-	225	25	12.5%	B6
Interdepartmental charges	8,336	8,717	-	8,717	381	4.6%	
Subtotal gross expenditure	124,537	128,831	2,981	131,812	7,275	5.8%	
Interdepartmental recoveries	(488)	(300)	-	(300)	188	(38.5%)	B7
Subtotal recoveries	(488)	(300)	-	(300)	188	(38.5%)	
Net expenditure	\$ 124,049	\$ 128,531	\$ 2,981	\$ 131,512	\$ 7,463	6.0%	
Revenue							
Passenger revenue	34,757	36,745	199	36,944	2,188	6.3%	B8
Provincial grants & subsidies	10,717	10,717	-	10,717	-	0.0%	
Contribution from reserves	1,503	646	-	646	(857)	(57.0%)	B9
Regional Development Charges	73	73	-	73	-	0.0%	B9
Advertising, other fees & charges	1,257	1,126	-	1,126	(131)	(10.4%)	B10
Revenue subtotal	\$ 48,306	\$ 49,307	\$ 199	\$ 49,506	\$ 1,200	2.5%	
Property tax levy	\$ 75,742	\$ 79,224	\$ 2,782	\$ 82,006	\$ 6,263	8.3%	
Cost to the average household*:							
Urban Transit Service Area	\$ 325			\$ 343			
Rural Service Area**	\$ 53			\$ 61			

*The net cost of Transit Services is area rated to the three cities and the four townships. The cost per household is calculated using the same methodology as 2018. Staff intend to bring forward a report to Council in 2019 with respect to potential changes to the Region's area rating calculation methodology.

**Cost of MobilityPlus services in rural areas only. Woolwich taxpayers also pay for a conventional transit route at an incremental cost to the average household of \$42 while Wilmot taxpayers pay for limited conventional service at an incremental cost to the average household of \$15.

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	734.1	734.1	35.3	769.4	35.3	C1
Temporary	7.7	5.7	-	5.7	(2.0)	C2
Total	741.8	739.8	35.3	775.1	33.3	
Recoveries						
From capital projects	2.0	-	-	-	(2.0)	C2
Total recoveries	2.0	-	-	-	(2.0)	

Notes

Budget notes

- B1 - Compensation per contracts/estimates and annualization of service enhancements approved in the 2018 budget (\$2.1M), as well as additional staff related to 2019 budget issue papers, primarily for service expansion.
- B2 - Increased provision for fuel due in part to price increase (budgeted at \$0.97 per litre for 2019, compared to \$0.92 for 2018).
- B3 - Vehicle maintenance budget increased due primarily to US\$ exchange impacts on parts costs.
- B4 - Increase in EFMS hardware and software maintenance with launch of program, as well as annualization of Mobility Plus service expansion.
- B5 - Increase in provision for bus replacement included in 2019 budget issue papers, partially offset by reduction in bus replacement reserve contribution due to unwinding of Fuel Price Strategy in 2019 budget.
- B6 - Increase in contribution to Regional Development Charge Reserve Fund.
- B7 - Change in accounting for FTE's previously charged to capital project.
- B8 - Revenue budget increased due, in part, to increased ridership in 2018, increased UPASS revenue related to contract increase, a 3% fare increase, annualization of 2018 service enhancements and 2019 budget issue papers.
- B9 - Decrease in contribution from Tax Stabilization Reserve related to 2017 service expansion.
- B10 - Decrease in revenue from Charter service resulting from decreased demand.

Complement notes

- C1 - Additional staff related to 2019 budget issue papers, primarily for service expansion.
- C2 - Removed 2 temporary FTEs previously recovered from capital projects due to contract expiration.



Grand River Transit Bus Services

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
Program Area Capital										
66006 Bus Stop Area Improvements		225	225	200	200	200	200	1,025	1,000	2,025
66007 Mobility Plus Vehicle Additions		120	120	120	120			360		360
66008 Vehicle Additions Conventional		7,560	7,560	7,560	3,150	3,150	3,150	24,570	15,750	40,320
66009 Vehicle Additions Service					60			60		60
66010 Vehicle Replacements Mobility Plus		630	630	420	1,155	630	210	3,045	3,150	6,195
66011 Vehicle Replace Mobility Plus Rural		95	95	95	285	95	95	665	665	1,330
66012 Vehicle Replacements Service				185	224		30	439	604	1,043
66025 Vehicle Replacements Conventional		8,580	8,580		8,008	13,728	13,542	43,858	56,442	100,300
66029 iXpress Station Development	1,097	700	1,797					1,797		1,797
66038 GRT Mobility Plus - Rural Additions		100	100					100		100
66040 Bus Shelters		100	100	100	100	100	100	500	500	1,000
66041 Transit Infrastructure Improvements	70	100	170	100	100	100	100	570	500	1,070
66047 Garage Hoists	216	250	466					466		466
66056 On Board Security Surveillance	68		68					68		68
66067 Voice Radio Upgrade/Replacement	2,938	2,790	5,728					5,728	2,382	8,110
66069 Install Transit Priority Measures	553		553	553				1,106		1,106
66071 Advanced Transit Technology	1,409	173	1,582					1,582		1,582
66072 Transit Security Measures - Bus Lock	1,183		1,183					1,183		1,183
66075 Hybrid Bus Battery Replacement	270	270	540					540		540
66079 Northfield Drive Construction	2,434	30,000	32,434	60,000	25,385			117,819		117,819
66081 GO Transit Capital Contribution		278	278					278		278
66088 Cambridge Centre Terminal	67		67					67		67
66090 UW Transit Plaza	3,129		3,129					3,129		3,129
66092 Fairview Mall Terminal	3,276		3,276					3,276		3,276
66093 Blockline Station	999		999					999		999
66094 Conestoga Mall Facility Upgrade	150	450	600					600		600
66095 Conestoga College Terminal	905	3,000	3,905					3,905		3,905
66096 On Board Bus Camera Replacement	93		93					93	2,000	2,093
66098 R & T Park Station Access Improvements	711		711					711		711



Grand River Transit Bus Services

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent	2019 New	2019					2019 - 2023	2024 - 2028	2019 - 2028
	Approvals	Request	Total	2020	2021	2022	2023	Subtotal	Subtotal	Total
66111 Transit Hub Trail	1,766		1,766					1,766		1,766
66112 Access Improvements - Various GRT/ION Co	434		434					434		434
66114 Pedestrian Bridge Hwy 7/8				300	7,300			7,600		7,600
66115 Design - Transit Priority Needs at Multi	360		360					360		360
66116 GRT/ION Station Improvements	77		77					77		77
66117 Chicopee Bus Loop	200		200					200		200
66118 Upgrades/Improvements - Bus Stop Passeng	85		85					85		85
66119 Driver Training Simulator	839		839					839		839
66120 Emergency Call Station Deployment	137		137					137		137
66121 Sunrise Centre Transit Facility	710		710					710		710
66122 Vehicle Additions - Articulated Buses					2,682	2,682	2,682	8,046	13,410	21,456
66123 Transit Facility Design Guidelines	50	50	100					100		100
66124 Transit Wayfinding Plan	50		50					50		50
66125 Market Trail to ION Implementation				2,248				2,248		2,248
66126 GRT Customer Service Storefronts	250		250	250				500		500
66127 Iron Horse Trail Improvements				1,000				1,000		1,000
66128 Feasibility Study - Mill Station to Hayward, Rail Corri				50				50		50
66129 Transit Application Software Upgrades	84	150	234	150	125	125	125	759	625	1,384
66130 Transit IT Infrastructure		100	100	50	50	50	50	300	250	550
66131 PID Stations - 4G Upgrade	200		200					200		200
66132 In-vehicle Equipment	50	50	100	50	50	50	50	300	250	550
66133 On-street GRT Equipment	97	100	197	100	100	100	100	597	500	1,097
66134 Vehicle Health Monitoring Technology						250	250	500		500
66135 Vehicle Depot Management System					330			330		330
66137 ION Pedestrian Crossing - Traynor Trail		400	400					400		400
66138 Miscellaneous Property Acquisitions	2,753	1,800	4,553	4,000	1,200			9,753		9,753
66139 MobilityPlus Technology Requirements	100	50	150					150		150
66140 MP Rural Bus Stop Infrastructure	25		25					25		25
66141 MP Cross Boundary Transfer Points	75		75					75		75
Total Program Area Capital	27,910	58,121	86,031	77,531	50,624	21,260	20,684	256,130	98,028	354,158



Grand River Transit Bus Services

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
Facilities Managed Capital Renewal										
73021 Strasburg Rd Garage Building Renewal	186	270	456	550	301	58	414	1,779	5,528	7,307
73022 Charles St Terminal Building Renewal	96	90	186	75	50	25		336		336
73023 Conestoga Blvd Garage Building Renewal	198	443	641	375	192	564	127	1,898	1,175	3,073
73024 Ainslie Terminal Building Renewal	9	96	105	18	174	286	217	800	1,087	1,887
73025 Chandler Drive Building Renewal		821	821	188	170	170	141	1,490	518	2,008
Total Facilities Managed Capital Renewal	489	1,720	2,209	1,206	887	1,103	898	6,303	8,308	14,611
TOTAL EXPENDITURE	28,399	59,841	88,240	78,737	51,511	22,363	21,582	262,433	106,336	368,769
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	8,082	31,326	39,408	51,266	34,051	14,279	14,143	153,147	46,418	199,564
Development Charges										
Reserve Funds	3,258	2,320	5,578	2,381	1,634	583	583	10,758	2,915	13,673
Debentures	1,194	3,000	4,194	6,000	2,539			12,733		12,733
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	475	186	661	643	224	369	343	2,240	1,566	3,806
3982250 GRT Urban Vehicle Reserve		630	630	605	1,379	630	240	3,484	3,754	7,238
3982260 GRT Bus Reserve		7,327	7,327		2,162	3,707	3,656	16,852	32,311	49,164
3982290 GRT Mobility Plus Rural Vehicle Res		95	95	95	285	95	95	665	665	1,330
3983710 Accessible Service Reserve		59	59	32	32			124		124
3984010 Transit Capital Reserve	5,217	2,292	7,509	1,654	2,335	975	975	13,448	7,007	20,455
Debentures	10,174	12,606	22,780	16,060	6,870	1,725	1,547	48,982	11,701	60,683
TOTAL FUNDING & FINANCING	28,399	59,841	88,240	78,737	51,511	22,363	21,582	262,433	106,336	368,769

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 #14-046 as amended. RDC funding available will depend on the outcome of the 2019 background study and by-law review.



Grand River Transit Bus Services

2019 Capital Budget Funding & Financing Summary (Thousands)

Project	Funding & Financing From								
	2019 Expenditure	Grants & Subsidies	Development Charges / RDC Reserve Fund	RDC Debentures	Vehicle & Equipment Reserves	Transit Capital Reserve	Facility Lifecycle Reserve	Accessible Service Reserve	Property Tax Supported Debentures
66006 Bus Stop Area Improvements	225					225			
66007 Mobility Plus Vehicle Additions	120	88						32	
66008 Vehicle Additions Conventional	7,560	5,519	756						1,285
66010 Vehicle Replacements Mobility Plus	630				630				
66011 Vehicle Replace Mobility Plus Rural	95				95				
66025 Vehicle Replacements Conventional	8,580	1,253			7,327				
66029 iXpress Station Development	1,797	365	529			252			651
66038 GRT Mobility Plus - Rural Additions	100	73						27	
66040 Bus Shelters	100					100			
66041 Transit Infrastructure Improvements	170					170			
66047 Garage Hoists	466					466			
66056 On Board Security Surveillance	68					68			
66067 Voice Radio Upgrade/Replacement	5,728	1,773	595						3,360
66069 Install Transit Priority Measures	553					553			
66071 Advanced Transit Technology	1,582		127			1,455			
66072 Transit Security Measures - Bus Lock	1,183	592				592			
66075 Hybrid Bus Battery Replacement	540					540			
66079 Northfield Drive Construction	32,434	23,117		3,450					5,867
66081 GO Transit Capital Contribution	278					278			
66088 Cambridge Centre Terminal	67		25			42			
66090 UW Transit Plaza	3,129	1,565	391	187					986
66092 Fairview Mall Terminal	3,276	502	694	333					1,747
66093 Blockline Station	999		250	120					629
66094 Conestoga Mall Facility Upgrade	600		185			100			315
66095 Conestoga College Terminal	3,905	2,211	516	104		21			1,053
66096 On Board Bus Camera Replacement	93	47				47			
66098 R & T Park Station Access Improvements	711	356							356
66111 Transit Hub Trail	1,766	883							883
66112 Access Improvements - Various GRT/ION Connections	434	217							217
66115 Design - Transit Priority Needs at Multi	360	180				180			
66116 GRT/ION Station Improvements	77	39							39
66117 Chicopee Bus Loop	200	100				100			
66118 Upgrades/Improvements - Bus Stop Passenger Amenities	85	43				43			
66119 Driver Training Simulator	839	420				420			
66120 Emergency Call Station Deployment	137	69				69			
66121 Sunrise Centre Transit Facility	710		355						355
66123 Transit Facility Design Guidelines	100					100			
66124 Transit Wayfinding Plan	50					50			
66126 GRT Customer Service Storefronts	250					250			



Grand River Transit Bus Services **2019 Capital Budget Funding & Financing Summary (Thousands)**

	Funding & Financing From								
	2019 Expenditure	Grants & Subsidies	Development Charges / RDC Reserve Fund	RDC Debentures	Vehicle & Equipment Reserves	Transit Capital Reserve	Facility Lifecycle Reserve	Accessible Service Reserve	Property Tax Supported Debentures
66129 Transit Application Software Upgrades	234					234			
66130 Transit IT Infrastructure	100					100			
66131 PID Stations - 4G Upgrade	200					200			
66132 In-vehicle Equipment	100					100			
66133 On-street GRT Equipment	197					197			
66137 ION Pedestrian Crossing - Traynor Trail	400					400			
66138 Miscellaneous Property Acquisitions	4,553		1,138						3,415
66139 MobilityPlus Technology Requirements	150		14			137			
66140 MP Rural Bus Stop Infrastructure	25		2			23			
66141 MP Cross Boundary Transfer Points	75								75
73021 Strasburg Rd Garage Building Renewal	456						186		270
73022 Charles St Terminal Building Renewal	186						172		14
73023 Conestoga Blvd Garage Building Renewal	641						198		443
73024 Ainslie Terminal Building Renewal	105						105		
73025 Chandler Drive Building Renewal	821								821
Total	88,240	39,408	5,577	4,194	8,052	7,509	661	59	22,780



Division: Light Rail Transit
Director: Gord Ryan

Programs and services:

- In 2011, Regional Council approved Light Rail Transit (LRT) as the preferred technology for the Region of Waterloo's rapid transit system with a staged approach.
- In 2014, Council awarded a contract to GrandLinq, to design, construct, finance, operate and maintain the Stage 1 ION Light Rail Transit system.
- Stage 1 of Light Rail Transit features a 19 kilometre route with 16 stops from Northfield Drive in Waterloo to Fairway Road in Kitchener.
- As the Region's population continues to grow, ION addresses key Regional priorities by using rapid transit as an effective planning tool. These priorities include the protection of our surrounding farmland, the shaping of our community and the efficient movement of residents and visitors throughout Waterloo Region.

Key issues and priorities:

- Overseeing and managing the building and operation of an efficient, easy to use, rapid transit service (ION) that will be totally integrated with conventional bus service.
- Implementing Stage 1 ION service in spring 2019.
- Completing Stage 2 ION planning and submit a business case to federal and provincial governments.
- Maintaining regular communication to the public through various channels, including community presentations on ION safety and service, updates to the media (earned media and paid-for media), community events (including events with an ION vehicle) and strategic use of social media.
- Integration of services between GRT and ION, including the adapted Bus Rapid Transit (aBRT) route and the Light Rail Transit (LRT) route, to ensure a seamless customer experience.

Base Budget Drivers & Significant Budget Challenges:

- Urban tax levy increases have been 1.5% (2012, 2013, 2015 and 2016), 1.25% (2014, 2017, and 2018) and 0.4% in 2019.
- A final urban levy increase of 0.4% is planned for 2020.



Light Rail Transit
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 2,467	\$ 1,993	\$ -	\$ 1,993	\$ (474)	(19.2%)	B1
GrandLinq Contract	18,117	29,661	-	29,661	11,544	63.7%	B2
Utilities	1,528	2,332	-	2,332	804	52.6%	B3
Property taxes	876	613	-	613	(263)	(30.1%)	B4
Services, communications and rents	2,848	3,310	-	3,310	462	16.2%	B5
Debt servicing	6,485	6,485	-	6,485	-	0.0%	
Transfers to reserves	5,492	1,049	-	1,049	(4,442)	(80.9%)	B6
Interdepartmental charges	163	161	-	161	(2)	(1.0%)	
Subtotal gross expenditure	37,976	45,603	-	45,603	7,628	20.1%	
Interdepartmental recoveries	(462)	(90)	-	(90)	372	(80.6%)	B7
Subtotal recoveries	(462)	(90)	-	(90)	372	(80.6%)	
Net expenditure	\$ 37,514	\$ 45,514	\$ -	\$ 45,514	\$ 8,000	21.3%	
Revenue							
Passenger revenue	3,000	3,000	-	3,000	-	0.0%	
Regional Development Charges	4,778	4,778	-	4,778	(0)	(0.0%)	
Advertising, other fees & charges	252	67	-	67	(185)	(73.4%)	B8
RTMP Reserve Fund	-	6,395	-	6,395	6,395		B6
Revenue subtotal	\$ 8,030	\$ 14,240	\$ -	\$ 14,240	\$ 6,210	77.3%	
Property tax levy	\$ 29,484	\$ 31,274	\$ -	\$ 31,274	\$ 1,790	6.1%	
Cost to the average household *	\$ 131			\$ 135			
Cost to the average household after upload and debt retirement savings	\$ 63			\$ 69			B9

* The cost of Light Rail Transit is area rated to the three cities.

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	11.0	10.0	-	10.0	(1.0)	C1
Temporary	11.6	5.3	-	5.3	(6.3)	C1
Total	22.6	15.3	-	15.3	(7.3)	

Notes

Budget notes

B1 - Compensation per contracts/estimates, offset by decrease of 7.3 FTEs. As the project moves to operations, the staffing required to run the project is being reduced.

B2- Budget increases reflect the following changes

GrandLinq Operations and Maintenance	939
GrandLinq Financing	3,605
Transition Period Payments	7,000
GrandLinq Contract	<u>11,544</u>

B3 - Increased utilities reflect the increase due to the costs of OMSF as well as a provision for inflation.

B4 - Projected annual property taxes based on OMSF assessment plus provision for other components not yet assessed.

B5 - Increased operating costs related to:

General Office and Communication	116
Security	<u>346</u>
	462

B6 - Contribution from the RTMP Reserve Fund in accordance with the approved RTMP funding model.

B7 - Capital funding recovered from LRT Phase 1 completed, offset by increased cost recovery from LRT Phase 2.

B8 - Revised estimate based on expected advertising revenue.

B9 - As part of the June 15, 2011 approval of the annual contribution to the RTMP Reserve Fund to fund Rapid Transit and GRT service enhancements, Regional Council approved, subject to annual budget deliberations, that budget reductions resulting from the retirement of debt on Regional buildings at 150 Frederick Street in Kitchener and 99 Regina Street in Waterloo and the uploading of social assistance costs (2012-2018) be allocated to offset a portion of the RT capital, maintenance and operating funding requirements. The debt retirement and upload savings average 0.5% per year from 2012-2018. After allocating these savings, the cost to the average household is \$63 for 2018 and \$69 for 2019.

Complement notes

C1 - The change reflects a reduction 7.4 FTEs. As the project moves to operations, the project office is being adjusted to reflect ongoing operational needs.

Light Rail Transit

Ten Year Capital Budget and Forecast (Thousands) 2019-2028

	Previous Unspent Approvals	2019 Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
Rapid Transit Project										
Land	7,250		7,250					7,250		7,250
Technology	1,391		1,391					1,391		1,391
Consulting	345		345					345		345
Project Construction	33,078		33,078					33,078		33,078
Vehicles	51,035	-	51,035	-	2,013	-	-	53,048	-	53,048
Total Rapid Transit Project Expenditure	93,099	-	93,099	-	2,013	-	-	95,112	-	95,112
Rapid Transit Project Development										
RT Phase 2 Environmental Assessment	1,180	250	1,430	-	-	-	-	1,430	-	1,430
Cambridge Transit Initiatives	1,000	600	1,600	1,200	1,200	-	-	4,000	-	4,000
Total Rapid Transit Project Development Expenditure	2,180	850	3,030	1,200	1,200	-	-	5,430	-	5,430
Rapid Transit Project Expansion										
Future Expansion Vehicles	-	-	-	-	-	15,450	15,450	30,900	-	30,900
Total Rapid Transit Project Expansion Expenditure	-	-	-	-	-	15,450	15,450	30,900	-	30,900
TOTAL EXPENDITURE	95,279	850	96,129	1,200	3,213	15,450	15,450	131,442	-	131,442
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	56,976		56,976	-	1,416	11,279	11,279	80,950	-	80,950
Development Charges										
Reserve Funds	295	63	358	-	-	1,043	1,043	2,443	-	2,443
Property Taxes										
Reserves and Reserve Funds										
3986511 RTMP Reserve Fund	1,885	788	2,673	1,200	1,200	-	-	5,073	-	5,073
Debentures	36,123	-	36,123	-	597	3,128	3,128	42,976	-	42,976
TOTAL FUNDING & FINANCING	2,180	850	96,129	1,200	3,213	15,450	15,450	131,442	-	131,442

Notes:

- (1) Terms of debentures for projects relating to vehicle purchases not to exceed thirty (30) years unless otherwise approved by Regional Council.
- (2) Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #14-046 as amended. RDC funding available will depend on the outcome of the 2019 background study and by-law review.
- (3) 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.



Light Rail Transit

2019 Capital Budget Funding & Financing Summary (Thousands)

	Funding & Financing From				
	2019 Expenditure	Grants & Subsidies	Development Charges / RDC Reserve Fund	RTMP Reserve Fund	Property Tax Supported Debentures
Rapid Transit Project					
Land	7,250	2,683			4,568
Technology	1,391	974			417
Consulting	345	227			118
Project Construction	33,078	17,369			15,709
Vehicles	51,035	35,725			15,310
Total Rapid Transit Project Expenditure	93,099	56,976			36,123
Rapid Transit Project Development					
RT Phase 2 Environmental Assessment	1,430		358	1,073	
Cambridge Transit Initiatives	1,600			1,600	
Total Rapid Transit Project Development Expenditure	3,030		358	2,673	
Total	96,129	56,976	358	2,673	36,123

**Consolidated Transit Services
Divisional Budget Details (Thousands)
For Information Purposes**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change
Expenditure						
Compensation	\$ 71,342	\$ 73,834	\$ 1,026	\$ 74,860	\$ 3,518	4.9%
Fuel	9,525	9,895	199	10,094	569	6.0%
Materials & supplies	6,301	6,781	70	6,851	550	8.7%
Contracted services	10,876	11,387	210	11,597	721	6.6%
GrandLinq Contract	18,117	29,661	-	29,661	11,544	63.7%
Utilities	1,528	2,332	-	2,332	804	52.6%
Property taxes	876	613	-	613	(263)	(30.1%)
Services, communications and rents	2,848	3,310	-	3,310	462	16.2%
Debt servicing	17,701	17,897	-	17,897	196	1.1%
Transfers to reserves	13,799	8,577	1,476	10,053	(3,745)	(27.1%)
Transfers to capital	1,100	1,270	-	1,270	170	15.5%
Interdepartmental charges	8,499	8,879	-	8,879	379	4.5%
Subtotal gross expenditure	162,512	174,434	2,981	177,415	14,903	9.2%
Interdepartmental recoveries	(950)	(390)	-	(390)	560	(59.0%)
Subtotal recoveries	(950)	(390)	-	(390)	560	(59.0%)
Net expenditure	\$ 161,562	\$ 174,045	\$ 2,981	\$ 177,026	\$ 15,464	9.6%
Revenue						
Passenger revenue	37,757	39,745	199	39,944	2,188	5.8%
Provincial grants & subsidies	10,717	10,717	-	10,717	-	0.0%
Contribution from reserves	1,503	7,041	-	7,041	5,538	368.5%
Regional Development Charges	4,851	4,851	-	4,851	(0)	(0.0%)
Advertising, other fees & charges	1,509	1,193	-	1,193	(316)	(20.9%)
Revenue subtotal	\$ 56,336	\$ 63,547	\$ 199	\$ 63,746	\$ 7,410	13.2%
Property tax levy	\$ 105,226	\$ 110,498	\$ 2,782	\$ 113,280	\$ 8,054	7.7%
Cost to the average household*:						
Urban Transit Service Area**	\$ 456			\$ 478		
Cost to the average household after upload and debt retirement savings	\$ 388			\$ 412		
Rural Service Area***	\$ 53			\$ 61		

*The cost of Light Rail Transit is area rated to the three cities

**The net cost of Transit Services is area rated to the three cities and the four townships. The cost per household is calculated using the same methodology as 2018. Staff intend to bring forward a report to Council in 2019 with respect to potential changes to the Region's area rating calculation methodology.

***Cost of MobilityPlus services in rural areas only. Woolwich taxpayers also pay for a conventional transit route at an incremental cost to the average household of \$42 while Wilmot taxpayers pay for limited conventional service at an incremental cost to the average household of \$15.

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change
Permanent	745.1	744.1	35.3	779.4	34.3
Temporary	19.3	11.0	-	11.0	(8.3)
Total	764.4	755.1	35.3	790.4	26.0
Recoveries					
From capital projects	2.0	-	-	-	(2.0)
Total recoveries	2.0	-	-	-	(2.0)



Division: Water Services
Director: Nancy Kodousek

Programs and services:

- Operation of the Region's drinking water supply system (annual production 54 million cubic meters) including 20 ground water supply systems, over 100 water supply wells, one surface water treatment plant and operation of the distribution systems in the Townships of North Dumfries and Wellesley. Operating authority maintains a Drinking Water Licence to comply with stringently enforced regulations under the Safe Drinking Water Act.
- Operation of the Region's 13 wastewater treatment facilities (annual production 60 million cubic meters), one biosolids processing facility, six pumping stations, and two collection systems in the Townships of North Dumfries and Wellesley.
- Operation of water resource protection programs and policy development to comply with Grand River Source Protection Plan and Clean Water Act.
- Operation of the Regional laboratory facility, Sewer Use By-law enforcement and spills response programs.
- Technical and support services comprised of Engineering and Planning, Hydrogeology and Source Water Protection, Water Efficiency and Administration/Finance.

Key issues and priorities:

- Implementation of the recommendations from the 2015 Water Supply Master Plan and update to the Water Supply Master Plan in 2020 to account for potential changes in growth patterns and water demands, regulations and infrastructure requirements; strategic focus on reinvestment in infrastructure to provide reliable supply, to meet legislative requirements, and to protect the environment.
- Implementation of the recommendations from the 2015 Water Efficiency Master Plan (10 year plan).

- Implementation of the recommendations from the 2018 Wastewater Master Plan; strategic focus on infrastructure reinvestment, required treatment upgrades and expansions at several wastewater facilities to support future growth, and protect the environment.
- Implementation of the recommendations from the 2018 Biosolids Master Plan with short term onsite storage at the Kitchener, Waterloo, and Cambridge Wastewater Treatment Facilities and initiate planning studies for future biosolids management programs.
- Implementation of the Source Protection Plan including negotiating risk management plans, conformity of the Plan with the Region Official Plan, education and environmental programs with continuing focus on salt reduction for roads and parking lots.
- Implementation of Asset Management principles and practices recognizing reinvestment in infrastructure and new work management system aligned with corporate initiatives.
- Upgrade automated control and data monitoring systems in Water and Wastewater operations including alignment to a common service standard.
- Review of the Sewer Use By-law: approval of revised by-law and reassessment of associated surcharge fees.

Base Budget Drivers & Significant Budget Challenges:

- Increasing energy costs.
- Cost of maintaining equipment at optimum performance in order to comply with stringent Ministry of Environment and Climate Change regulations.
- Implementation of asset management and significant reinvestment in infrastructure due to aging infrastructure.
- Financing of capital program and in particular growth related infrastructure in an environment of RDC revenue uncertainty and potential impacts on user rates.
- Commissioning of new capital infrastructure results in increased operating costs.

User Rate Services

Departmental Summary 2019 Budget by Division (Thousands)

	Budgeted Expenditure (Net of Internal Recoveries)			Budgeted Non-Rate Revenue			Rate Revenue Required			
	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	
Water Supply	\$ 55,957	\$ 57,660	\$ 1,704	\$ 26	\$ 31	\$ 5	\$ 55,931	\$ 57,629	\$ 1,698	3.0%
Wastewater Treatment	74,167	78,389	4,222	1,613	1,623	10	72,554	76,766	4,212	5.8%
Water Distribution	2,499	2,664	165	23	23	-	2,476	2,641	165	6.7%
Wastewater Collection	1,317	1,403	87	-	-	-	1,317	1,403	87	6.6%
Total	\$ 133,939	\$ 140,116	\$ 6,177	\$ 1,662	\$ 1,677	\$ 15	\$ 132,278	\$ 138,439	\$ 6,162	4.7%

Budgeted Staff Complement (FTEs)

By Division	2018	2019	Change
Water Supply	83.3	83.8	0.5
Wastewater Treatment	62.6	63.1	0.5
Water Distribution	3.0	3.0	-
Wastewater Collection	-	-	-
Total	149.0	150.0	1.0
By Category			
Permanent	140.0	142.0	2.0
Temporary	9.0	8.0	(1.0)
Total	149.0	150.0	1.0
Recoveries			
Interdepartmental:			
Wastewater Collection	0.3	0.3	-
From capital projects / reserves	4.7	4.7	-
Total recoveries	5.0	5.0	-

Budget Issue Papers

Water Services

Conversion of 1.0 temporary FTE to 1.0 permanent FTE for Water Supervisor, Maintenance and Programs to ensure continuation of operations and systems during the replacement of critical infrastructure and expansion of the asset management program. (No budget impact.)

Addition of 1.0 permanent Water Coordinator, Source Protection Planning to ensure the delivery of the Source Protection Plan approved in 2016.



Water Supply
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 9,641	\$ 9,890	\$ 30	\$ 9,920	\$ 280	2.9%	B1
Services, supplies and maintenance	8,261	8,263	2	8,264	3	0.0%	
Utilities	8,041	7,973	-	7,973	(68)	(0.8%)	
Grand River Conservation Authority	2,933	2,695	-	2,695	(238)	(8.1%)	B2
Central administration charges	2,090	2,090	-	2,090	-	0.0%	
Transfer to Stabilization reserve	1,200	250	(30)	220	(980)	(81.7%)	B3
Transfer to corporate reserves	615	626	-	626	11	1.9%	
Interdepartmental charges	2,650	2,881	0	2,881	231	8.7%	
Total Operating Expenditure	35,430	34,668	3	34,670	(760)	(2.1%)	
Debt servicing (non-growth)	1,308	463	-	463	(845)	(64.6%)	B4
Transfer to Capital Reserve	19,892	23,087	(3)	23,084	3,192	16.0%	B4
Prior Year Oversizing	1,120	1,120	-	1,120	-	0.0%	
Cost of RDC Exemption	450	450	-	450	-	0.0%	
Capital Financing	22,770	25,120	(3)	25,117	2,347	10.3%	
Interdepartmental recoveries	(1,124)	(1,007)	-	(1,007)	117	(10.4%)	B5
Prior Year Oversizing	(1,120)	(1,120)	-	(1,120)	-	0.0%	
Subtotal recoveries	(2,244)	(2,127)	-	(2,127)	117	(5.2%)	
Net expenditure	\$ 55,957	\$ 57,660	\$ -	\$ 57,660	\$ 1,704	3.0%	
Non-Rate Revenue							
Fees & Charges	26	31	-	31	5	21.1%	
Total Non-Rate Revenue	\$ 26	\$ 31	\$ -	\$ 31	\$ 5	21.1%	
Rate Revenue	\$ 55,931	\$ 57,629	\$ -	\$ 57,629	\$ 1,698	3.0%	
Cost to the average household (assumes 204 cubic metres)	\$ 213			\$ 219			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	77.5	77.5	1.5	79.0	1.5	C1, C2
Temporary	5.8	5.8	(1.0)	4.8	(1.0)	C2
Total	83.3	83.3	0.5	83.8	0.5	
Recoveries						
From capital projects	3.3	3.3	-	3.3	0.0	
Total recoveries	3.3	3.3	-	3.3	0.0	

Notes

Budget notes

- B1 - Compensation per contracts/estimates and 2019 Budget Issue Paper.
- B2 - Adjusted budget to reflect the revised GRCA levy allocation formula.
- B3 - Reduced contribution to the Water Stabilization reserve required.
- B4 - Debt servicing cost savings resulting from expired debt were repurposed as increased provision for capital funding.
- B5 - Adjusted the interdepartmental recoveries to better reflect actuals.

Complement notes

- C1 - Budget Issue Paper approved the addition of 0.5 permanent FTE funded from the Water Rate Revenue (0.5 FTE is funded 50% from the Wastewater Rate Revenue.)
- C2 - Budget Issue Paper approved the conversion of 1.0 FTE from temporary to permanent and there was no impact on the budget.



Water Summary

Ten Year Capital Budget & Forecast (Thousands)

2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2018-2022 Subtotal	2024-2028 Subtotal	2019-2028 Total
Summary										
Expenditure										
Planning & Studies	1,276	3,260	4,536	4,980	4,505	3,515	3,665	21,201	36,625	57,826
Asset Management	5,189	10,895	16,084	17,380	19,950	20,242	20,165	93,821	87,393	181,214
Upgrades, Expansion & New Facilities	4,343	15,682	20,025	21,050	21,122	18,192	28,496	108,885	65,610	174,495
Watermains	2,319	11,839	14,158	7,955	7,140	8,730	5,840	43,823	21,850	65,673
Facilities Managed Capital Renewal	572.00	395	967	400	400	500	500	2,767	3,000	5,767
Total Expenditure	13,699	42,071	55,770	51,765	53,117	51,179	58,666	270,497	214,478	484,975
Funding & Financing										
Grants and Recoveries										
Development Charge										
Development Charge - Water	5,091	17,030	22,121	14,820	11,140	9,749	11,007	68,837	33,033	101,870
Development Charge - Wastewater	54	330	384	402	382	363	363	1,892	1,813	3,705
Debentures - Development Charge	-	-	-	3,678	8,252	8,516	10,596	31,042	54,624	85,667
User Rates										
Water Capital Reserve	8,554	24,079	32,633	32,544	31,933	27,494	28,685	153,290	111,139	264,429
Wastewater Capital Reserve	-	56	56	111	56	-	-	222	-	222
Vehicle & Equipment Reserve	-	577	577	210	90	387	15	1,279	1,569	2,848
Debentures - User Rates	-	-	-	-	1,265	4,669	8,000	13,935	12,300	26,235
Total Funding & Financing	13,699	42,071	55,770	51,765	53,117	51,179	58,666	270,497	214,478	484,975

Notes:

- (1) Term of debentures for Water capital projects not to exceed twenty (20) years unless otherwise approved by Regional Council.
- (2) Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #14-046 as amended. RDC funding available will depend on the outcome of the 2019 background study and by-law review.



Water

Ten Year Capital Budget & Forecast (Thousands)

2019 - 2028

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019-2023 Subtotal	2024-2028 Subtotal	2019-2028 Total
<u>100-PLANNING & STUDIES</u>													
Hydrogeology & Source Water:													
4001	Groundwater Modelling	W2	26.0%	107	150	257	500	50	50	50	907	700	1,607
4005	MOE Source Water Assessment	W2	26.0%		25	25					25	500	525
4124	Source Protection Planning & Programs	W2	26.0%	20	590	610	350	360	650	400	2,370	20,250	22,620
4125	Source Protection Assessment	W2	26.0%	385	1,200	1,585	1,420	990	1,100	990	6,085	6,200	12,285
4149	GW/SW Assessments	W2	26.0%	341	35	376	150	490		300	1,316	250	1,566
4165	Clean Water Act Implementation	W2	26.0%	58	140	198	180	180	230	200	988	1,000	1,988
4169	Clean Water Act Incentives	W2	0.0%	74	40	114	400	500	500	550	2,064	2,750	4,814
4170	Monitoring System Management	W2	26.0%	183	310	493	355	460	260	450	2,018	1,350	3,368
Water Efficiency:													
4090	Water Efficiency - Research & Development	W1	100.0%	25	50	75	75	75	75	75	375	375	750
4183	Residential Water Efficiency Initiatives	W1	100.0%	73	175	248	245	245	245	245	1,228	1,225	2,453
4864	Water Efficiency - ICI Programs	W1	100.0%		225	225	225	225	225	225	1,125	1,125	2,250
4943	Water Efficiency - Outdoor Water Use	W1	100.0%	10	170	180	180	180	180	180	900	900	1,800
Studies/Masterplans:													
4007	Water Supply Master Plan	W1	100.0%				300	300			600		600
4157	Water Distribution Master Plan	W2	26.0%				300	300			600		600
4190	Baden & New Hamburg Comprehensive Servicing Master Plan	W2	26.0%		150	150	300	150			600		600
TOTAL PLANNING & STUDIES				1,276	3,260	4,536	4,980	4,505	3,515	3,665	21,201	36,625	57,826



Water

Ten Year Capital Budget & Forecast (Thousands)

2019 - 2028

	TYPE	RDC	Previous Unspent	2019 New	2019					2019-2023	2024-2028	2019-2028
	(1)	SHARE	Approvals	Request	Total	2020	2021	2022	2023	Subtotal	Subtotal	Total
200-ASSET MANAGEMENT												
4087 Fleet Replacements	W2	0.0%		577	577	210	90	387	15	1,279	1,569	2,848
4097 Water Supply Upgrades	W2	26.0%		145	145	150				295		295
4135 Well Optimization & Upgrades	W2	26.0%	480	450	930		600		1,000	2,530	5,000	7,530
4159 Asset Management	W2	26.0%		1,225	1,225	650	650	650	500	3,675	2,200	5,875
4171 Mannheim Plate Settlers Upgrades	W2	25.1%										
4172 Distribution Decision Support System	W2	26.0%				200	300	500	1,000	2,000		2,000
4184 Connection of New Wells to Water Supply System	W2	26.0%	71	331	402	430	350	350	200	1,732	1,000	2,732
4185 Voice Radio Equipment	W2	0.0%	26		26					26	249	275
4186 Mannheim Reservoir Inlet Piping Upgrades	W2	26.0%	60	100	160					160		160
4188 Water Asset Management Systems	W2	26.0%	733	200	933					933		933
4893 Facilities Upgrades	W2	26.0%	3,145	3,813	6,958	10,000	13,000	13,000	14,000	56,958	74,000	130,958
4903 Pumping Stn & Reservoir Decommissioning	W2	26.0%	173	160	333	150				483		483
4911 Regulatory Requirements Upgrades	W2	26.0%	166	10	176	150	100	100	100	626	500	1,126
4964 Steel Reservoirs Inspections & Recoating	W2	0.0%	88	865	953	890	310	2,235	100	4,488	2,375	6,863
4969 SCADA Communications Strategy & Upgrade	W2	26.0%	247	3,019	3,266	4,550	4,550	3,020	3,250	18,636	500	19,136
TOTAL INFRASTRUCTURE REPLACEMENT			5,189	10,895	16,084	17,380	19,950	20,242	20,165	93,821	87,393	181,214
300-UPGRADES, EXPANSIONS & NEW FACILITIES												
4014 Integrated Urban System Groundwater Supply		100.0%	68		68					68		68
4015 Waterloo North Water Supply System	W1	100.0%	160	313	473	1,400	1,750	600		4,223	2,500	6,723
4024 Mannheim WTP RMP Supernatant	W2	25.1%	100	250	350	1,600	100	1,100		3,150		3,150
4044 Production Treatment Facilities Sys Expansion	W1	100.0%									5,000	5,000
4051 Pumping and Storage Facilities Sys Expansion	W1	100.0%									10,000	10,000
4134 Maple Grove Area Water Supply System	W1	100.0%							200	200	1,500	1,700
4160 William St. & Strange St. Upgrades	W2	25.1%	(64)	11,170	11,106	9,490	5,950			26,546		26,546
4173 Conestoga Plains and West Montrose System Upgrades	W2	25.1%	903	1,271	2,174	1,480	825			4,479		4,479
4175 New Hamburg Reservoir Expansion	W1	40.2%				100	600	1,000	1,500	3,200	1,500	4,700
4181 Cambridge Water Distribution Upgrades	W2	25.1%	1,762	684	2,446	5,510	9,247	7,832	8,076	33,111	10,260	43,371
4187 Manganese Treatment Upgrades	W2	26.0%	324	400	724	960	1,710	6,310	14,870	24,574	22,600	47,174
4904 LTWS ASR Stages 1 + 2	W1	100.0%	1,090	1,344	2,434	260	590		500	3,784	10,000	13,784
4189 Elmira and St. Jacobs Water Supply Optimization	W1	100.0%		250	250	250	350	1,350	3,350	5,550	2,250	7,800
TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES			4,343	15,682	20,025	21,050	21,122	18,192	28,496	108,885	65,610	174,495



Water

Ten Year Capital Budget & Forecast (Thousands)

2019 - 2028

	TYPE (1)	RDC SHARE	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019-2023 Subtotal	2024-2028 Subtotal	2019-2028 Total
400-WATERMAINS												
4082	Watermain Upgrades	W2	26.0%	1,506	5,006	6,512	2,810	2,400	3,200	1,500	16,422	25,322
4083	New Watermain	W1	100.0%	739	555	1,294	1,050	1,000	2,550	2,430	8,324	17,854
4086	Baden New Hamburg Watermains	W1	100.0%		500	500	1,100	1,600	1,360	600	5,160	5,160
4155	Tri City Distribution Upgrades	W1	100.0%	70	200	270	200	1,230	1,320	1,310	4,330	7,750
4156	Kitchener Zone(s) 2/4 Distribution Upgrades	W1	100.0%	28	2,849	2,877	995	460	300		4,632	4,632
4161	Kitchener Zone 4 Trunk Watermain	W1	100.0%	(24)	2,710	2,686	1,800	450			4,936	4,936
4178	Weber St. - Connection Kitchener to Waterloo	W1	100.0%		19	19					19	19
4179	Charles St. - LRT Replacement Cost Sharing	W2	25.1%									
TOTAL WATERMAINS				2,319	11,839	14,158	7,955	7,140	8,730	5,840	43,823	65,673
FACILITIES MANAGED CAPITAL RENEWAL												
78040	Water Building Renewal	W2	26.0%	572	395	967	400	400	500	500	2,767	5,767
TOTAL FACILITIES MANAGED CAPITAL RENEWAL				572	395	967	400	400	500	500	2,767	5,767
TOTAL EXPENDITURE				13,699	42,071	55,770	51,765	53,117	51,179	58,666	270,497	484,975

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

Notes:

- (1) Term of debentures for Water capital projects not to exceed twenty (20) years unless otherwise approved by Regional Council.
(2) Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #14-046 as amended. RDC funding available will depend on the outcome of the 2019 background study and by-law review.

Water

2019 Capital Budget Funding & Financing Summary (Thousands)

					User Rates			Development Charges	
Project Number	Description	Type	RDC Share	2019 Total	Water Capital Reserve	Wastewater Capital Reserve	Vehicle / Equipment Reserve	Water Reserve Fund	Wastewater Reserve Fund
<u>100-PLANNING & STUDIES</u>									
Hydrogeology & Source Water:									
4001	Groundwater Modelling	W2	26.0%	257	190		-	67	-
4005	MOE Source Water Assessment	W2	26.0%	25	19		-	7	-
4124	Source Protection Planning & Programs	W2	26.0%	610	451		-	159	-
4125	Source Protection Assessment	W2	26.0%	1,585	1,173		-	412	-
4149	GW/SW Assessments	W2	26.0%	376	278		-	98	-
4165	Clean Water Act Implementation	W2	26.0%	198	147		-	51	-
4169	Clean Water Act Incentives	W2	0.0%	114	114		-	-	-
4170	Monitoring System Management	W2	26.0%	493	365		-	128	-
Water Efficiency:									
4090	Water Efficiency - Research & Development	W1	100.0%	75	-		-	38	38
4183	Residential Water Efficiency Initiatives	W1	100.0%	248	-		-	124	124
4864	Water Efficiency - ICI Programs	W1	100.0%	225	-		-	113	113
4943	Water Efficiency - Outdoor Water Use	W1	100.0%	180	-		-	90	90
Studies/Masterplans:									
4007	Water Supply Master Plan	W1	100.0%	-	-		-	-	-
4157	Water Distribution Master Plan	W2	26.0%	-	-		-	-	-
4190	Baden & New Hamburg Comprehensive Servicing Master Plan	W2	26.0%	150	56	56		20	20
TOTAL	100-PLANNING & STUDIES			4,536	2,792	56	-	1,305	384

Water

2019 Capital Budget Funding & Financing Summary (Thousands)

					User Rates			Development Charges	
Project Number	Description	Type	RDC Share	2019 Total	Water Capital Reserve	Wastewater Capital Reserve	Vehicle / Equipment Reserve	Water Reserve Fund	Wastewater Reserve Fund
	<u>200-ASSET MANAGEMENT</u>								
4087	Fleet Replacements	W2	0.0%	577	-		577	-	-
4097	Water Supply Upgrades	W2	26.0%	145	107		-	38	-
4135	Well Optimization & Upgrades	W2	26.0%	930	688		-	242	-
4159	Asset Management	W2	26.0%	1,225	907		-	319	-
4171	Mannheim Plate Settlers Upgrades	W2	25.1%	-	-		-	-	-
4172	Distribution Decision Support System	W2	26.0%	-	-		-	-	-
4184	Connection of New Wells to Water Supply System	W2	26.0%	402	297		-	105	-
4185	Voice Radio Equipment	W2	0.0%	26	26		-	-	-
4186	Mannheim Reservoir Inlet Piping Upgratdes	W2	26.0%	160	118		-	42	-
4188	Water Asset Management Systems	W2	26.0%	933	690		-	243	-
4893	Facilities Upgrades	W2	26.0%	6,958	5,149		-	1,809	-
4903	Pumping Stn & Reservoir Decommissioning	W2	26.0%	333	246		-	87	-
4911	Regulatory Requirements Upgrades	W2	26.0%	176	130		-	46	-
4964	Steel Reservoirs Inspections & Recoating	W2	0.0%	953	953		-	-	-
4969	SCADA Communications Strategy & Upgrade	W2	26.0%	3,266	2,417		-	849	-
TOTAL	200-ASSET MANAGEMENT			16,084	11,730	-	577	3,777	-
	<u>300-UPGRADES, EXPANSIONS & NEW FACILITIES</u>								
4014	Integrated Urban System Groundwater Supply		100.0%	68	-		-	68	-
4015	Waterloo North Water Supply System	W1	100.0%	473	-		-	473	-
4024	Mannheim WTP RMP Supernatant	W2	25.1%	350	262		-	88	-
4044	Production Treatment Facilities Sys Expansion	W1	100.0%	-	-		-	-	-
4051	Pumping and Storage Facilities Sys Expansion	W1	100.0%	-	-		-	-	-
4132	Brownfields Redevelopment Strategy (990xx)	W2	0.0%	-	-		-	-	-
4134	Maple Grove Area Water Supply System	W1	100.0%	-	-		-	-	-
4160	William St. & Strange St. Upgrades	W2	25.1%	11,106	8,318		-	2,788	-
4173	Conestoga Plains and West Montrose System Upgrades	W2	25.1%	2,174	1,628		-	546	-
4175	New Hamburg Reservoir Expansion	W1	40.2%	-	-		-	-	-
4181	Cambridge Water Distribution Upgrades	W2	25.1%	2,446	1,832		-	614	-
4187	Manganese Treatment Upgrades	W2	26.0%	724	536		-	188	-
4904	LTWS ASR Stages 1 + 2	W1	100.0%	2,434	-		-	2,434	-
4189	Elmira and St. Jacobs Water Supply Optimization	W1	100.0%	250	-		-	250	-
TOTAL	300-UPGRADES, EXPANSIONS & NEW FACILITIES			20,025	12,577	-	-	7,448	-

Water

2019 Capital Budget Funding & Financing Summary (Thousands)

					User Rates			Development Charges	
Project Number	Description	Type	RDC Share	2019 Total	Water Capital Reserve	Wastewater Capital Reserve	Vehicle / Equipment Reserve	Water Reserve Fund	Wastewater Reserve Fund
	<u>400-WATERMAINS</u>								
4082	Watermain Upgrades	W2	26.0%	6,512	4,819		-	1,693	-
4083	New Watermain	W1	100.0%	1,294	-		-	1,294	-
4086	Baden New Hamburg Watermains	W1	100.0%	500	-		-	500	-
4155	Tri City Distribution Upgrades	W1	100.0%	270	-		-	270	-
4156	Kitchener Zone(s) 2/4 Distribution Upgrades	W1	100.0%	2,877	-		-	2,877	-
4161	Kitchener Zone 4 Trunk Watermain	W1	100.0%	2,686	-		-	2,686	-
4178	Weber St. - Connection Kitchener to Waterloo	W1	100.0%	19	-		-	19	-
4179	Charles St. - LRT Replacement Cost Sharing	W2	25.1%	-	-		-	-	-
TOTAL	TOTAL WATERMAINS			14,158	4,819	-	-	9,339	-
	<u>FACILITIES MANAGED CAPITAL RENEWAL</u>								
78040	Water Building Renewal	W2	26.0%	967	716		-	251	-
TOTAL	FACILITIES MANAGED CAPITAL RENEWAL			967	716	-	-	251	-
TOTAL				55,770	32,633	56	577	22,121	384

The Regional Municipality of Waterloo
Water Supply User Rate Model for 2019-2028 (\$ Thousands)

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Compensation	9,920	10,119	10,321	10,528	10,738	10,953	11,172	11,395	11,623	11,856
Other expenses	8,264	8,388	8,514	8,642	8,771	8,903	9,037	9,172	9,310	9,449
Utilities	7,973	8,372	8,790	9,230	9,691	10,176	10,685	11,219	11,780	12,369
GRCA	2,695	2,776	2,859	2,945	3,033	3,124	3,218	3,314	3,414	3,516
Central admin charges	2,090	2,090	2,090	2,090	2,090	2,090	2,090	2,090	2,090	2,090
System expansion	-	-	-	380	536	644	853	866	879	892
Transfer to/(from) Rate Stabilization Reserve	220	-	-	-	-	-	150	225	300	350
Interdepartment charges	2,881	2,925	2,969	3,013	3,058	3,104	3,151	3,198	3,246	3,295
Transfer to corporate reserves	626	635	645	655	664	674	685	695	705	716
Total Operating Expenses	34,670	35,305	36,188	37,482	38,582	39,668	41,040	42,175	43,347	44,533
Debt Charges - Non Growth	463	461	461	154	730	1,716	2,702	3,233	3,233	3,233
Debt Charges - RDCs	-	-	254	824	1,413	2,145	3,214	4,044	4,631	5,364
Transfer to Capital Reserve	23,084	23,934	24,990	26,006	26,397	26,459	26,304	26,914	28,089	29,328
Prior Year Oversizing (to Capital Reserve)	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120
RDC Exemption Grants	450	550	550	550	550	550	550	550	550	550
Capital Financing	25,117	26,066	27,376	28,655	30,210	31,990	33,891	35,860	37,623	39,594
Gross Expenditure	59,788	61,371	63,564	66,137	68,792	71,659	74,931	78,035	80,970	84,127
Interdepartmental recoveries	(1,007)	(1,022)	(1,037)	(1,053)	(1,069)	(1,085)	(1,101)	(1,117)	(1,134)	(1,151)
Prior Year Oversizing (from DC Reserve Fund)	(1,120)	(1,120)	(1,120)	(1,120)	(1,120)	(1,120)	(1,120)	(1,120)	(1,120)	(1,120)
Transfer from RDC Reserve Fund	-	-	(254)	(824)	(1,413)	(2,145)	(3,214)	(4,044)	(4,631)	(5,364)
Subtotal Recoveries	(2,127)	(2,142)	(2,412)	(2,997)	(3,602)	(4,350)	(5,435)	(6,281)	(6,885)	(7,635)
Net Expenditure	57,660	59,228	61,153	63,140	65,191	67,309	69,496	71,754	74,085	76,492
Non-Rate Revenue										
Fees	(31)	(31)	(32)	(32)	(33)	(33)	(34)	(34)	(35)	(35)
Total Non-Rate Revenue	(31)	(31)	(32)	(32)	(33)	(33)	(34)	(34)	(35)	(35)
RATE REVENUE	57,629	59,197	61,121	63,107	65,158	67,276	69,462	71,719	74,050	76,457
Rate (\$)	\$ 1.0749	\$ 1.1061	\$ 1.1381	\$ 1.1712	\$ 1.2051	\$ 1.2401	\$ 1.2760	\$ 1.3130	\$ 1.3511	\$ 1.3903
Rate increase (%)	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
Volume (m3 million)	53.614	53.520	53.520	53.702	53.885	54.068	54.252	54.436	54.621	54.807

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

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Opening Balance	53,460	46,309	39,138	32,420	30,096	25,302	25,252	25,601	28,223	31,433
Contribution from Operating	23,084	23,934	24,990	26,006	26,397	26,459	26,304	26,914	28,089	29,328
Contribution from RDC Reserve - prior oversizing	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120
Transfer to Capital	(32,831)	(32,544)	(33,198)	(32,164)	(36,685)	(31,532)	(27,063)	(21,455)	(21,386)	(22,003)
Capital Inflation 2.9%	-	(944)	(1,953)	(2,880)	(4,444)	(4,845)	(5,064)	(4,753)	(5,495)	(6,456)
Debentures	-	0.40	1,265	4,669	8,000	8,000	4,300	-	-	-
Net Transfer to Capital	(32,831)	(33,488)	(33,886)	(30,375)	(33,130)	(28,377)	(27,827)	(26,208)	(26,881)	(28,459)
Interest	1,474	1,263	1,058	924	819	747	752	795	882	973
Capital Reserve Closing Balance	46,309	39,138	32,420	30,096	25,302	25,252	25,601	28,223	31,433	34,395

Water Stabilization Reserve Projection (\$Thousands)

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Opening Balance	10,761	10,981	10,981	10,981	10,981	10,981	10,981	11,131	11,356	11,656
Transfer (to)/from Operating	220	-	-	-	-	-	150	225	300	350
Stabilization Reserve Closing Balance	10,981	10,981	10,981	10,981	10,981	10,981	11,131	11,356	11,656	12,006

**Wastewater Treatment
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 6,672	\$ 6,892	\$ 30	\$ 6,923	\$ 251	3.8%	B1
Services and supplies	6,662	6,477	2	6,478	(183)	(2.8%)	
Utilities	8,104	8,596	-	8,596	492	6.1%	B2
Grand River Conservation Authority	3,540	3,253	-	3,253	(287)	(8.1%)	B3
Ontario Clean Water Agency	10,185	10,807	-	10,807	622	6.1%	B4
Central administration charges	1,756	1,756	-	1,756	-	0.0%	
Transfer to Stabilization reserve	2,000	4,592	(33)	4,559	2,559	128.0%	B5
Transfer to corporate reserves	309	313	-	313	4	1.2%	
Interdepartmental charges	1,759	1,828	0	1,828	70	4.0%	
Total Operating Expenditure	40,986	44,513	0	44,513	3,527	8.6%	
Debt servicing (non-growth)	9,242	10,709	-	10,709	1,467	15.9%	B6
Transfer to Capital Reserve	24,874	24,186	-	24,186	(688)	(2.8%)	
Debt Service - DC	8,033	8,099	-	8,099	66	0.8%	
Prior Year Oversizing	1,346	1,346	-	1,346	-	0.0%	
Cost of RDC Exemption	1,125	1,125	-	1,125	-	0.0%	
Capital Financing	44,620	45,465	-	45,465	844	1.9%	
Interdepartmental recoveries	(2,060)	(2,144)	-	(2,144)	(84)	4.1%	
Transfer from DC Reserve	(8,033)	(8,099)	-	(8,099)	(66)	0.8%	
Prior Year Oversizing	(1,346)	(1,346)	-	(1,346)	-	0.0%	
Subtotal recoveries	(11,439)	(11,589)	-	(11,589)	(150)	1.3%	
Net expenditure	\$ 74,167	\$ 78,389	\$ 0	\$ 78,389	\$ 4,222	5.7%	
Non-Rate Revenue							
Over Strength Surcharge	980	980	-	980	-	0.0%	
Fees & Charges	478	488	-	488	10	2.1%	
Septage	155	155	-	155	-	0.0%	
Total Non-Rate Revenue	\$ 1,613	\$ 1,623	\$ -	\$ 1,623	\$ 10	0.6%	
Rate Revenue	\$ 72,554	\$ 76,766	\$ -	\$ 76,766	\$ 4,212	5.8%	
Operating Surplus (shortfall)	\$ -	\$ -	\$ 0	\$ -	\$ -	0.0%	
Cost to the average household (assumes 204 cubic metres)	\$ 240			\$ 256			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	59.5	59.5	0.5	60.0	0.5	C1
Temporary	3.1	3.1	-	3.1	-	
Total	62.6	62.6	0.5	63.1	0.5	
Recoveries						
From capital projects	1.3	1.3	-	1.3	0.0	C1
Total recoveries	1.3	1.3	-	1.3	0.0	

Notes

Budget notes

B1 - Compensation per contracts/estimates and 2019 Budget Issue Paper.

B2 - Includes 4-6% cost increases for utilities.

B3 - Adjusted budget to reflect the revised GRCA levy allocation formula.

B4 - Additional contract adjustments for new processes at Kitchener WWTP and CPI adjustment on base contract.

B5 - Increased contribution to Wastewater Stabilization reserve.

B6 - Increased debt servicing costs from 2018 and 2019 spring debenture issues.

Complement notes

C1 - Budget Issue Paper approved 2 permanent FTEs funded from the User Rates. One FTE is funded 50% from the Wastewater Rate Revenue.



Wastewater Summary

Ten Year Capital Budget & Forecast (Thousands)

2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019-2023 Subtotal	2024-2028 Subtotal	2019-2028 Total
Summary										
Expenditure										
Planning & Studies	110	850	960	1,250	850	850	1,150	5,060	5,600	10,660
Asset Management	4,965	7,384	12,349	12,310	10,930	11,800	11,964	59,353	66,690	126,043
Upgrades, Expansion & New Facilities	19,811	21,619	41,430	38,530	27,850	30,265	29,790	167,865	161,355	329,220
Biosolids	3,945	2,357	6,302	8,500	5,450	6,740	2,100	29,092	31,500	60,592
Total Expenditure	28,831	32,210	61,041	60,590	45,080	49,655	45,004	261,370	265,145	526,515
Funding & Financing										
Grants and Recoveries	-	-	-	-	1,150	2,446	-	3,596	-	3,596
Development Charge										
Development Charge Reserve Fund	2,690	3,815	6,327	3,636	10,173	10,684	11,419	42,239	68,443	110,681
Debentures - Development Charge	7,553	5,011	12,742	15,073	4,200	4,700	1,800	38,515	58,650	97,165
User Rates										
Wastewater Reserve Fund	18,578	23,384	41,962	36,881	29,557	31,825	31,521	171,746	137,912	309,659
Vehicle & Equipment Reserve	10	-	10	-	-	-	264	274	140	414
Debentures - User Rates	-	-	-	5,000	-	-	-	5,000	-	5,000
Total Funding & Financing	28,831	32,210	61,041	60,590	45,080	49,655	45,004	261,370	265,145	526,515

Notes:

- (1) Term of debentures for Water capital projects not to exceed twenty (20) years unless otherwise approved by Regional Council.
- (2) Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #14-046 as amended. RDC funding available will depend on the outcome of the 2019 background study and by-law review.

Wastewater

Ten Year Capital Budget & Forecast (Thousands)

2019 - 2028

	TYPE (1)	RDC SHARE	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019-2023 Subtotal	2024-2028 Subtotal	2019-2028 Total
<u>PLANNING & STUDIES</u>												
8270	Biosolids Masterplan Update	WW2	26.3%	-	-	-	-	-	-	-	800	800
8281	River Sampling Program	WW2	26.3%	-	450	450	450	450	450	2,250	2,500	4,750
8286	Baden & New Hamburg MP Update	WW1	100.0%	-	-	-	-	-	-	-	-	-
8288	Other Studies	WW2	26.3%	-	100	100	100	100	100	500	500	1,000
8294	Woolwich Wastewater MP	WW1	100.0%	-	-	-	-	-	-	-	-	-
8311	Spills Clean-up/Site Remediation (100% recoverable)	WW2	0.0%	-	50	50	50	50	50	250	250	500
8318	Assimilative Capacity Studies	WW2	100.0%	-	-	-	-	-	-	-	-	-
8738	WWTP Operating Agreement	WW2	0.0%	110	-	110	400	-	-	510	-	510
8750	Rural Water Quality Program	WW2	26.3%	-	250	250	250	250	250	1,250	1,250	2,500
8779	Wastewater Master Plan	WW1	100.0%	-	-	-	-	-	300	300	300	600
TOTAL PLANNING & STUDIES				110	850	960	1,250	850	850	1,150	5,060	10,660
<u>ASSET MANAGEMENT</u>												
8277	Fleet Replacements	WW2	0.0%	10	-	10	-	-	264	274	140	414
8305	Wastewater Treatment Upgrades	WW2	26.3%	-	365	365	500	350	500	2,065	2,500	4,565
8307	Kitchener & Waterloo Infrastructure Upgrades	WW2	25.1%	1,300	2,024	3,324	4,000	4,000	5,000	21,324	25,000	46,324
8308	Cambridge Infrastructure Upgrades	WW2	25.0%	1,701	499	2,200	3,000	3,000	3,000	14,200	19,000	33,200
8309	Rural Infrastructure Upgrades	WW2	41.2%	600	1,552	2,152	2,000	2,000	2,000	10,152	14,000	24,152
8310	Sewage PSs Infrastructure Upgrades	WW2	26.3%	76	994	1,070	1,560	680	500	4,310	2,500	6,810
8327	Wastewater Asset Management	WW2	26.0%	-	1,150	1,150	900	550	350	3,550	1,800	5,350
8332	Wastewater Asset Management Systems	WW2	26.0%	778	200	978	-	-	-	978	-	978
8801	Laboratory Equipment & Upgrades	WW2	26.0%	500	600	1,100	350	350	350	2,500	1,750	4,250
TOTAL INFRASTRUCTURE REPLACEMENT				4,965	7,384	12,349	12,310	10,930	11,800	59,353	66,690	126,043

Wastewater

Ten Year Capital Budget & Forecast (Thousands)

2019 - 2028

	TYPE (1)	RDC SHARE	Previous Unspent Approvals	2019 New Rrequest	2019 Total	2020	2021	2022	2023	2019-2023 Subtotal	2024-2028 Subtotal	2019-2028 Total
<u>UPGRADES, EXPANSIONS & NEW FACILITIES</u>												
8242 Hespeler Expansion	WW1	25.0%	6,346	3,123	9,469	6,250	5,390	4,300	1,100	26,509	-	26,509
8267 Wellesley Expansion	WW1	100.0%	-	-	-	-	-	-	-	-	200	200
8278 Laboratory Upgrades & Expansion	WW2	26.3%	-	-	-	-	-	-	-	-	-	-
8279 SCADA System	WW2	26.3%	1,361	943	2,304	540	800	1,000	1,000	5,644	5,000	10,644
8289 Galt Process Upgrades	WW2	27.8%	338	2,033	2,371	13,220	7,210	7,905	12,340	43,046	19,955	63,001
8301 St. Jacobs Upgrade	WW1	100.0%	-	150	150	200	2,200	550	100	3,200	6,950	10,150
8302 East Side Final PS & Force Main	WW1	100.0%	-	-	-	-	-	-	-	-	-	-
8315 Elmira Upgrades	WW2	38.2%	-	50	50	250	250	2,200	550	3,300	2,500	5,800
8316 Waterloo Expansion	WW1	100.0%	232	150	382	250	400	700	800	2,532	59,650	62,182
8317 Baden/New Hamburg Expansion	WW1	100.0%	3,663	-	3,663	3,770	1,050	2,060	200	10,743	6,500	17,243
8323 Preston Treatment Upgrades	WW2	21.8%	190	119	309	180	200	-	-	689	-	689
8324 Southern Ayr Wastewater System	WW1	100.0%	170	-	170	-	-	-	-	170	-	170
8325 Heidelberg Upgrades	WW2	0.0%	243	-	243	-	-	-	-	243	-	243
8326 Foxboro Upgrades	WW2	0.0%	50	140	190	320	-	-	-	510	-	510
8328 Kitchener WWTP Influent Channel Twinning	WW2	27.2%	2,650	-	2,650	400	-	-	-	3,050	-	3,050
8329 Spring Valley PS Upgrades	WW2	26.3%	92	160	252	250	400	400	4,200	5,502	8,500	14,002
8330 Septage Receiving Facility	WW2	0.0%	300	-	300	1,890	475	-	-	2,665	-	2,665
8333 Waterloo WWTP Outfall Upgrade	WW2	33.1%	-	50	50	100	100	200	100	550	18,300	18,850
8797 Kitchener Process Upgrades	WW2	27.2%	4,176	14,381	18,557	10,910	9,375	10,950	9,400	59,192	33,800	92,992
8809 Waterloo Process Upgrade	WW2	33.1%	-	320	320	-	-	-	-	320	-	320
TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES			19,811	21,619	41,430	38,530	27,850	30,265	29,790	167,865	161,355	329,220
<u>BIOSOLIDS</u>												
8275 Biosolids Management Facility	WW2	26.3%	-	200	200	500	2,000	2,900	2,100	7,700	30,500	38,200
8322 Cogeneration & Other Biosolids Upgrades	WW2	26.3%	3,935	1,967	5,902	7,900	3,450	3,840	-	21,092	-	21,092
8331 Biosolids Class EA	WW2	26.3%	10	190	200	100	-	-	-	300	1,000	1,300
TOTAL BIOSOLIDS			3,945	2,357	6,302	8,500	5,450	6,740	2,100	29,092	31,500	60,592
TOTAL EXPENDITURE			28,831	32,210	61,041	60,590	45,080	49,655	45,004	261,370	265,145	526,515

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

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

Notes:

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

(2) Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #14-046 as amended. RDC funding available will depend on the outcome of the 2019 background study and by-law review.



Wastewater Treatment

2019 Capital Budget Funding & Financing Summary (Thousands)

					User Rates	Development Charges	
Project Number	Description	Type	RDC Share	2019 Total	Wastewater Capital Reserve	Reserve Fund	Debenture
<u>PLANNING & STUDIES</u>							
8270	Biosolids Masterplan Update	WW2	26.3%	-	-	-	-
8281	River Sampling Program	WW2	26.3%	450	332	118	-
8286	Baden & New Hamburg MP Update	WW1	100.0%	-	-	-	-
8288	Other Studies	WW2	26.3%	100	74	26	-
8294	Woolwich Wastewater MP	WW1	100.0%	-	-	-	-
8311	Spills Clean-up/Site Remediation (100% recoverable)	WW2	0.0%	50	50	-	-
8318	Assimilative Capacity Studies	WW2	100.0%	-	-	-	-
8738	WWTP Operating Agreement	WW2	0.0%	110	110	-	-
8750	Rural Water Quality Program	WW2	26.3%	250	184	66	-
8779	Wastewater Master Plan	WW1	100.0%	-	-	-	-
TOTAL PLANNING & STUDIES				960	750	210	-
<u>ASSET MANAGEMENT</u>							
8277	Fleet Replacements	WW2	0.0%	10	-	-	-
8305	Wastewater Treatment Upgrades	WW2	26.3%	365	269	96	-
8307	Kitchener & Waterloo Infrastructure Upgrades	WW2	25.1%	3,324	2,490	834	-
8308	Cambridge Infrastructure Upgrades	WW2	25.0%	2,200	1,650	550	-
8309	Rural Infrastructure Upgrades	WW2	41.2%	2,152	1,265	887	-
8310	Sewage PSs Infrastructure Upgrades	WW2	26.3%	1,070	789	281	-
8327	Wastewater Asset Management	WW2	26.0%	1,150	851	299	-
8332	Wastewater Asset Management Systems	WW2	26.0%	978	724	254	-
8801	Laboratory Equipment & Upgrades	WW2	0.0%	1,100	1,100	-	-
TOTAL INFRASTRUCTURE REPLACEMENT				12,349	9,137	3,202	-



Wastewater Treatment

2019 Capital Budget Funding & Financing Summary (Thousands)

					User Rates	Development Charges	
Project Number	Description	Type	RDC Share	2019 Total	Wastewater Capital Reserve	Reserve Fund	Debenture
	UPGRADES, EXPANSIONS & NEW FACILITIES						
8242	Hespeler Expansion	WW1	25.0%	9,469	7,102	117	2,250
8267	Wellesley Expansion	WW1	100.0%	-	-	-	-
8278	Laboratory Upgrades & Expansion	WW2	26.3%	-	-	-	-
8279	SCADA System	WW2	26.3%	2,304	1,698	606	-
8289	Galt Process Upgrades	WW2	27.8%	2,371	1,712	94	565
8301	St. Jacobs Upgrade	WW1	100.0%	150	-	150	-
8302	East Side Final PS & Force Main	WW1	100.0%	-	-	-	-
8315	Elmira Upgrades	WW2	38.2%	50	31	19	-
8316	Waterloo Expansion	WW1	100.0%	382	-	-	382
8317	Baden/New Hamburg Expansion	WW1	100.0%	3,663	-	13	3,650
8323	Preston Treatment Upgrades	WW2	21.8%	309	283	26	-
8324	Southern Ayr Wastewater System	WW1	100.0%	170	-	170	-
8325	Heidelberg Upgrades	WW2	0.0%	243	243	-	-
8326	Foxboro Upgrades	WW2	0.0%	190	190	-	-
8328	Kitchener WWTP Influent Channel Twinning	WW2	27.2%	2,650	1,929	721	-
8329	Spring Valley PS Upgrades	WW2	26.3%	252	186	24	42.080
8330	Septage Receiving Facility	WW2	0.0%	300	300	-	-
8333	Waterloo WWTP Outfall Upgrade	WW2	33.1%	50	33	17	-
8797	Kitchener Process Upgrades	WW2	27.2%	18,557	13,509	747	4,300
8809	Waterloo Process Upgrade	WW2	33.1%	320	214	106	-
	TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES			41,430	27,431	2,810	11,190
	BIOSOLIDS						
8275	Biosolids Management Facility	WW2	26.3%	200	147	53	-
8322	Cogeneration & Other Biosolids Upgrades	WW2	26.3%	5,902	4,350	-	1,552
8331	Biosolids Class EA	WW2	26.3%	200	147	53	-
	TOTAL BIOSOLIDS			6,302	4,645	105	1,552
	TOTAL			61,041	41,962	6,327	12,742

The Regional Municipality of Waterloo
Wastewater Treatment User Rate Model for 2019-2028 (\$ Thousands)

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Compensation	6,923	7,061	7,202	7,346	7,493	7,643	7,796	7,952	8,111	8,273
Utilities	8,596	9,026	9,477	9,951	10,448	10,971	11,519	12,095	12,700	13,335
OCWA	10,807	10,969	11,134	11,301	11,470	11,642	11,817	11,994	12,174	12,357
GRCA	3,253	3,383	3,518	3,659	3,805	3,957	4,116	4,280	4,451	4,630
Central admin charges	1,756	1,756	1,756	1,756	1,756	1,756	1,756	1,756	1,756	1,756
Other expenses	6,478	6,576	6,674	6,774	6,876	6,979	7,084	7,190	7,298	7,407
System expansion	-	1,050	1,647	2,359	3,000	3,667	4,360	5,481	6,237	7,023
Interdepartment charges	1,828	1,856	1,884	1,912	1,941	1,970	1,999	2,029	2,060	2,091
Transfer to corporate reserves	313	317	322	327	332	337	342	347	352	358
Transfer to/(from) Rate Stabilization Reserve	4,559	2,736	100	956	500	500	750	1,000	1,000	1,000
Total Operating Expenses	44,513	44,730	43,715	46,342	47,622	49,422	51,539	54,125	56,139	58,230
Debt Charges - Non Growth	10,709	10,460	11,072	11,067	11,147	11,140	10,917	10,909	10,443	8,373
Debt Charges - RDCs	8,099	8,546	9,595	9,892	10,219	10,346	10,519	10,671	11,633	13,082
Prior Year Oversizing (to Capital Reserve)	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346
RDC Exemption Grants	1,125	1,375	1,375	1,375	1,375	1,375	1,375	1,375	1,375	1,375
Transfer to Capital Reserve	24,186	25,870	30,181	31,655	33,725	35,495	37,301	38,566	41,010	45,136
Impact of Capital Program	45,465	47,597	53,568	55,335	57,813	59,702	61,459	62,868	65,807	69,313
Base Expenditure	89,978	92,327	97,283	101,677	105,435	109,124	112,998	116,993	121,947	127,542
Interdepartment recoveries	(2,144)	(2,176)	(2,209)	(2,242)	(2,276)	(2,310)	(2,345)	(2,380)	(2,416)	(2,452)
Prior Year Oversizing (from DC Reserve Fund)	(1,346)	(1,346)	(1,346)	(1,346)	(1,346)	(1,346)	(1,346)	(1,346)	(1,346)	(1,346)
Transfer from RDC Reserve	(8,099)	(8,546)	(9,595)	(9,892)	(10,219)	(10,346)	(10,519)	(10,671)	(11,633)	(13,082)
Subtotal Recoveries	(11,589)	(12,069)	(13,150)	(13,480)	(13,842)	(14,003)	(14,210)	(14,397)	(15,395)	(16,880)
Net Base Expenditure	78,389	80,259	84,133	88,196	91,593	95,122	98,788	102,596	106,552	110,662
Non-Rate Revenue										
Fees	(488)	(495)	(503)	(510)	(518)	(526)	(534)	(542)	(550)	(558)
Over Strength Surcharge	(980)	(995)	(1,010)	(1,025)	(1,040)	(1,056)	(1,072)	(1,088)	(1,104)	(1,121)
Other revenue - Septage	(155)	(155)	(155)	(155)	(155)	(155)	(155)	(155)	(155)	(155)
Total Non-Rate Revenue	(1,623)	(1,645)	(1,667)	(1,690)	(1,713)	(1,736)	(1,760)	(1,784)	(1,809)	(1,833)
BASE RATE REVENUE	76,766	78,613	82,466	86,506	89,880	93,385	97,027	100,812	104,743	108,828
Rate (\$)	\$ 1.2561	\$ 1.3176	\$ 1.3822	\$ 1.4499	\$ 1.5065	\$ 1.5652	\$ 1.6263	\$ 1.6897	\$ 1.7556	\$ 1.8241
Rate increase (%)	6.9%	4.9%	4.9%	4.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
Volume (m3 million)	61.114	59.662	59.662	59.662	59.662	59.662	59.662	59.662	59.662	59.662

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

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Opening Balance	45,796	30,437	20,192	20,973	19,904	20,229	23,396	33,709	39,450	51,863
Contribution from Operating	24,186	25,870	30,181	31,655	33,725	35,495	37,301	38,566	41,010	45,136
Contribution from RDC Reserve - prior oversizing	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346	1,346
Transfer to capital	(42,018)	(41,992)	(29,613)	(31,825)	(31,521)	(29,747)	(24,579)	(28,860)	(24,895)	(29,830)
Capital inflation 2.9%	-	(1,218)	(1,742)	(2,850)	(3,819)	(4,571)	(4,599)	(6,394)	(6,397)	(8,753)
Debentures	-	5,000	-	-	-	-	-	-	-	-
Net transfer to capital	(42,018)	(38,209)	(31,355)	(34,675)	(35,340)	(34,318)	(29,179)	(35,254)	(31,292)	(38,583)
Interest	1,127	748	608	604	593	645	844	1,081	1,349	1,674
Capital Reserve Closing Balance	30,437	20,192	20,973	19,904	20,229	23,396	33,709	39,450	51,863	61,437

Wastewater Stabilization Reserve Fund Projection (\$Thousands)

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Opening Balance	2,348	6,907	9,643	9,743	10,699	11,199	11,699	12,449	13,449	14,449
Transfer (to)/from Operating	4,559	2,736	100	956	500	500	750	1,000	1,000	1,000
Stabilization Reserve Closing Balance	6,907	9,643	9,743	10,699	11,199	11,699	12,449	13,449	14,449	15,449

Water Distribution
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 317	\$ 322	\$ -	\$ 322	\$ 5	1.7%	
Services, supplies and maintenance	353	369	-	369	16	4.5%	
Wholesale Water Purchases	1,228	1,264	-	1,264	36	2.9%	
Transfer to Stabilization reserve	100	234	-	234	134	134.0%	B1
Transfer to corporate reserves	16	16	-	16	0	1.7%	
Interdepartmental charges	190	198	-	198	9	4.7%	
Total Operating Expenditure	2,204	2,404	-	2,404	200	9.1%	
Debt servicing (non-growth)	25	25	-	25	-	0.0%	
Transfer to Capital Reserve	379	345	-	345	(34)	(9.1%)	B2
Capital Financing	404	370	-	370	(34)	(8.5%)	
Interdepartmental recoveries	(109)	(110)	-	(110)	(1)	0.5%	
Subtotal recoveries	(109)	(110)	-	(110)	(1)	0.5%	
Net expenditure	\$ 2,499	\$ 2,664	\$ -	\$ 2,664	\$ 165	6.6%	
Non-Rate Revenue							
Fees & Charges	23	23	-	23	-	0.0%	
Total Non-Rate Revenue	\$ 23	\$ 23	\$ -	\$ 23	\$ -	0.0%	
Rate Revenue Required							
Monthly Fixed Fee	404	435	-	435	31	7.7%	B3
Rate Revenue	2,072	2,206	-	2,206	134	6.5%	B4
Total Rate Revenue Required	\$ 2,476	\$ 2,641	\$ -	\$ 2,641	\$ 165	6.7%	
Operating Surplus (shortfall)	\$ -	\$ -	\$ -	\$ -	\$ 0	0.0%	
Cost to the average household (assumes 204 cubic metres)	\$ 675			\$ 730			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	3.0	3.0	-	3.0	-	
Temporary	-	-	-	-	-	
Total	3.0	3.0	-	3.0	-	
Recoveries						
Interdepartmental:						
Wastewater Collection	0.3	0.3	-	0.3	-	
Total recoveries	0.3	0.3	-	0.3	-	

Notes

Budget notes

B1 - Increased contribution to Water Distribution Stabilization Reserve.

B2 - The contribution to the Capital Reserve was reduced to reflect amounts required per the Water Distribution Rate Model.

B3 - Increase in monthly fixed fee to reflect anticipated growth and revenue.

B4 - Reflects a rate increase plus an adjustment in the quantity of water used based on the average of prior years.



Water Distribution

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
02003 Leak Detection and Remedial Work	348	200	548	200	200			948		948
02007 Distribution Studies and Upgrades	10	50	60	50	50	50	50	260	250	510
02009 Meter Replacement									1,200	1,200
02012 Fleet Replacements Water Distn				40		38		78	78	156
TOTAL EXPENDITURE	358	250	608	290	250	88	50	1,286	1,528	2,814
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982160 Corporate Fleet Replacement Reserve				40		38		78	78	156
User Rates										
Reserves and Reserve Funds										
3980550 Water Distribution Reserve	358	250	608	250	250	50	50	1,208	850	2,058
3980560 Wastewater Collection Reserve									600	600
TOTAL FUNDING & FINANCING	358	250	608	290	250	88	50	1,286	1,528	2,814



Water Distribution

2019 Capital Budget Funding & Financing Summary (Thousands)

	Funding & Financing From	
	2019 Expenditure	Water Distribution Reserve
Project		
02003 Leak Detection and Remedial Work	548	548
02007 Distribution Studies and Upgrades	60	60
Total	608	608

The Regional Municipality of Waterloo
Water Distribution User Rate Model for 2019-2028 (\$ Thousands)

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Compensation	322	329	335	342	349	356	363	370	378	385
Other expenses	369	375	380	386	392	398	403	410	416	422
Transfer to/(from) Rate Stabilization Reserve	234	90	72	72	19	23	21	22	20	43
Interdepartment charges	198	201	204	207	211	214	217	220	223	227
Wholesale Water Purchases	1,264	1,351	1,444	1,544	1,651	1,765	1,886	2,016	2,156	2,304
Transfer to corporate reserves	16	16	17	17	17	17	17	17	17	17
Total Operating Expenditure	2,404	2,362	2,453	2,568	2,638	2,771	2,908	3,055	3,210	3,399
Debt Charges - Non Growth	25	25	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	345	564	699	743	887	911	982	1,006	1,077	1,077
Impact of Capital Program	370	589	699	743	887	911	982	1,006	1,077	1,077
Gross Expenditure	2,774	2,951	3,152	3,311	3,525	3,682	3,890	4,061	4,287	4,476
Interdepartment recoveries	(110)	(111)	(113)	(115)	(116)	(118)	(120)	(122)	(124)	(125)
Subtotal Recoveries	(110)	(111)	(113)	(115)	(116)	(118)	(120)	(122)	(124)	(125)
Net Expenditure	2,664	2,840	3,039	3,196	3,408	3,564	3,770	3,940	4,163	4,350
Revenue										
Monthly Fees	(435)	(445)	(490)	(491)	(536)	(537)	(582)	(583)	(629)	(629)
Fees and Charges	(23)	(23)	(24)	(24)	(24)	(25)	(25)	(26)	(26)	(26)
Total Revenue	(458)	(468)	(514)	(515)	(560)	(561)	(607)	(608)	(654)	(656)
RATE REVENUE	2,206	2,372	2,525	2,682	2,848	3,003	3,163	3,331	3,509	3,694
Rate (\$)	\$2.99	\$3.20	\$3.39	\$3.59	\$3.80	\$3.99	\$4.19	\$4.40	\$4.62	\$4.85
Rate increase (%)	7.9%	6.9%	5.9%	5.9%	5.9%	4.9%	4.9%	4.9%	4.9%	4.9%
Monthly Rate	\$ 10.00	\$ 10.00	\$ 11.00	\$ 11.00	\$ 12.00	\$ 12.00	\$ 13.00	\$ 13.00	\$ 14.00	\$ 14.00

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

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Opening Balance	550	299	627	1,102	1,838	2,743	3,394	4,138	5,232	6,432
Transfer from Operating	345	564	699	743	887	911	982	1,006	1,077	1,077
Transfer to Stabilization Reserve										
	345	564	699	743	887	911	982	1,006	1,077	1,077
Transfer to Capital	(608)	(250)	(250)	(50)	(50)	(350)	(350)	(50)	(50)	(50)
Interest	13	14	26	43	68	91	111	138	172	208
Ending Balance	299	627	1,102	1,838	2,743	3,394	4,138	5,232	6,432	7,667

Water Distribution Stabilization Reserve Projection (\$ Thousands)

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Opening Balance	1	235	325	397	469	488	511	532	554	574
Transfer (to)/from Operating	234	90	72	72	19	23	21	22	20	43
Ending Balance	235	325	397	469	488	511	532	554	574	617



Wastewater Collection
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Services and supplies	\$ 10	\$ 10	\$ -	\$ 10	\$ -	0.0%	
Ontario Clean Water Agency	36	36	-	36	-	0.0%	
Wholesale Wastewater Fees	920	1,032	-	1,032	112	12.2%	B1
Transfer to corporate reserves	4	4	-	4	0	1.0%	
Interdepartmental charges	119	120	-	120	1	0.4%	
Total Operating Expenditure	1,089	1,201	-	1,201	112	10.3%	
Debt servicing (non-growth)	33	33	-	33	-	0.0%	
Transfer to Capital Reserve	196	170	-	170	(26)	(13.3%)	B2
Capital Financing	228	202	-	202	(26)	(11.4%)	
Net expenditure	\$ 1,317	\$ 1,403	\$ -	\$ 1,403	\$ 87	6.6%	
Rate Revenue Required							
Monthly Fixed Fee	242	270	-	270	28	11.5%	B3
Rate Revenue	1,075	1,134	-	1,134	59	5.5%	B4
Total Rate Revenue Required	\$ 1,317	\$ 1,403	\$ -	\$ 1,403	\$ 86	6.6%	
Operating Surplus (shortfall)	\$ -	\$ -	\$ -	\$ -	\$ 0	0.0%	
Cost to the average household (assumes 204 cubic metres)	\$ 519			\$ 551			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	-	-	-	-	-	
Temporary	-	-	-	-	-	
Total	-	-	-	-	-	

Notes

Budget notes

B1 - Increase in wholesale rates and volume.

B2 - The contribution to the Capital Reserve was reduced to reflect amounts required per the Wastewater Collection Rate Model.

B3 - Increased monthly fixed revenues to reflect an increase in anticipated household units.

B4 - Revenue budget increased to reflect rate increase.



Wastewater Collection

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
02033 Replacement & Upgrade Collection Mains	75	350	425					425		425
02035 Collection Studies and Upgrades	100	50	150	75	75	75	75	450	375	825
TOTAL EXPENDITURE	175	400	575	75	75	75	75	875	375	1,250
FUNDING & FINANCING										
User Rates										
Reserves and Reserve Funds										
3980560 Wastewater Collection Reserve	175	400	575	75	75	75	75	875	375	1,250
TOTAL FUNDING & FINANCING	175	400	575	75	75	75	75	875	375	1,250



Wastewater Collection

2019 Capital Budget Funding & Financing Summary (Thousands)

	Funding & Financing From	
	2019	Wastewater
	Expenditure	Collection
		Reserve
Project		
02033 Replacement & Upgrade Collection Mains	425	425
02035 Collection Studies and Upgrades	150	150
Total	575	575

The Regional Municipality of Waterloo

Wastewater Collection User Rate Model for 2019-2028 (\$ Thousands)

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Other expenses	46	46	47	48	48	49	50	51	51	52
System expansion	-	-	-	-	-	-	-	-	-	-
Transfer to/(from) Rate Stabilization Reserve	-	-	-	-	-	-	-	-	-	-
Interdepartment charges	120	121	123	125	127	129	131	133	135	137
Wholesale Water Purchases	1,032	1,103	1,179	1,261	1,348	1,441	1,540	1,646	1,760	1,881
Transfer to corporate reserves	4	4	4	4	4	4	4	4	4	4
Total Operating Expenditure	1,201	1,275	1,353	1,437	1,527	1,622	1,725	1,834	1,950	2,074
Debt Charges - Non Growth	33	33	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	170	163	204	195	203	189	191	175	170	146
Impact of Capital Program	202	195	204	195	203	189	191	175	170	146
Gross Expenditure	1,403	1,470	1,557	1,632	1,730	1,812	1,916	2,009	2,120	2,220
Interdepartment recoveries	-	-	-	-	-	-	-	-	-	-
Subtotal Recoveries	-	-	-	-	-	-	-	-	-	-
Net Expenditure	1,403	1,470	1,557	1,632	1,730	1,812	1,916	2,009	2,120	2,220
Revenue										
Monthly Fees	(270)	(277)	(303)	(312)	(339)	(348)	(374)	(382)	(408)	(417)
Fees and Charges	-	-	-	-	-	-	-	-	-	-
Total Revenue	(270)	(277)	(303)	(312)	(339)	(348)	(374)	(382)	(408)	(417)
RATE REVENUE	1,134	1,193	1,254	1,319	1,391	1,464	1,542	1,626	1,712	1,803
Rate (\$)	\$2.23	\$2.34	\$2.45	\$2.57	\$2.70	\$2.83	\$2.97	\$3.12	\$3.27	\$3.43
Rate increase (%)	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%
Monthly Rate	\$ 8.00	\$ 8.00	\$ 9.00	\$ 9.00	\$ 10.00	\$ 10.00	\$ 11.00	\$ 11.00	\$ 12.00	\$ 12.00

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

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Opening Balance	2,901	2,576	2,743	2,956	3,166	3,390	3,303	3,216	3,414	3,613
Transfer from Operating	170	163	204	195	203	189	191	175	170	146
Transfer to Capital	(575)	(75)	(75)	(75)	(75)	(375)	(375)	(75)	(75)	(75)
Interest	81	79	84	90	97	99	96	98	104	109
Ending Balance	2,576	2,743	2,956	3,166	3,390	3,303	3,216	3,414	3,613	3,793

Wastewater Collection Stabilization Reserve Projection (\$ Thousands)

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Opening Balance	365	365	365	365	365	365	365	365	365	365
Operating Shortfall/Surplus	-	-	-	-	-	-	-	-	-	-
Ending Balance	365	365	365	365	365	365	365	365	365	365



Region of Waterloo

COMMUNITY SERVICES



2019 Budget

Department: Community Services

Commissioner: Douglas Bartholomew-Saunders

Community Services plans, administers and delivers a variety of programs and services designed to remove barriers and support residents in the areas of children's services, employment and income support, housing services and seniors' services. The department administers Region owned housing and provincially and federally mandated programs related to housing and homelessness. It provides direct delivery of early learning services through five children's centres and a Home Child Care Program while administering the Child Care Subsidy program and providing services for children with special needs. The department operates Sunnyside Home, a long-term care facility and Seniors' hub, and provides specialized care for people with physical and cognitive needs both at the Sunnyside site and in various community locations across Waterloo Region. Community Services administers Ontario Works and is an approved Employment Ontario service provider.

The divisions within Community Services include:

- **Housing Services** – Carolyn Schoenfeldt, Acting Director
- **Children's Services** – Barb Cardow, Director
- **Employment and Income Support** – Sheri Phillips, Acting Director
- **Seniors' Services** – Connie Lacy, Director



Community Services (CSD)

Departmental Summary 2019 Budget by Division (Thousands)

	Budgeted Expenditure (Net of Internal Recoveries)			Budgeted Revenue			Property Tax Levy			
	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	
Commissioner of Community Services	\$ 1,515	\$ 1,541	\$ 26	\$ 652	\$ 623	\$ (29)	\$ 863	\$ 918	\$ 55	6.4%
Housing Services	76,773	79,636	2,863	36,437	37,948	1,511	40,336	41,688	1,352	3.4%
Children's Services	64,810	64,513	(297)	55,699	55,544	(155)	9,111	8,969	(142)	(1.6%)
Seniors' Services	36,524	38,143	1,619	25,824	26,866	1,042	10,700	11,277	577	5.4%
Employment and Income Support										
Administration	30,823	30,977	154	18,346	18,303	(43)	12,477	12,674	197	1.6%
Financial Assistance	90,309	98,568	8,260	87,672	95,932	8,260	2,637	2,637	0	0.0%
Total	\$ 300,754	\$ 313,378	\$ 12,625	\$ 224,630	\$ 235,216	\$ 10,586	\$ 76,124	\$ 78,163	\$ 2,039	2.7%

Budgeted Staff Complement (FTEs)

By Division	2018	2019	Change
Commissioner of Community Services	12.0	11.0	(1.0)
Housing Services	52.0	53.0	1.0
Children's Services	131.0	131.0	-
Seniors' Services	321.1	335.6	14.5
Employment and Income Support			
Administration	-	-	-
Financial Assistance	243.6	243.6	-
Total	759.7	774.2	14.5
By Category			
Permanent	741.1	756.6	15.5
Temporary	18.6	17.6	(1.0)
Total	759.7	774.2	14.5

Budget Issue Papers Approved

Seniors' Services	Personal Support Worker Staffing for High Risk Residents (Addition of 8.5 permanent FTE)
Seniors' Services	Personal Support Worker Staffing - Nights (Addition of 3.4 permanent FTE)
Housing Services	Increased Housing Stability System Support (Addition of 1.0 permanent FTE)

Commissioner of Community Services
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 1,250	\$ 1,267	\$ -	\$ 1,267	\$ 17	1.4%	B1
Social development grants	108	108	-	108	-	0.0%	
Services and supplies	69	69	-	69	-	0.0%	
Transfers to reserves	7	8	-	8	1	14.3%	
Interdepartmental charges	81	89	-	89	8	9.9%	B2
Net expenditure	\$ 1,515	\$ 1,541	\$ -	\$ 1,541	\$ 26	1.7%	
Revenue							
Provincial grants & subsidies	652	623	-	623	(29)	(4.4%)	B3
Revenue subtotal	\$ 652	\$ 623	\$ -	\$ 623	\$ (29)	(4.4%)	
Property tax levy	\$ 863	\$ 918	\$ -	\$ 918	\$ 55	6.4%	
Cost to the average household	\$ 3			\$ 3			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	11.0	11.0	-	11.0	-	
Temporary	1.0	-	-	-	(1.0)	C1
Total	12.0	11.0	-	11.0	(1.0)	

Notes

Budget notes

B1 - Compensation per contracts/estimates. Removed three (3) months of staffing costs re contract expiration March 31, 2018 for 1.0 temporary FTE (CSD-HOU-16-10) Integration Support re Social Infrastructure Funding and Social Housing Improvement Program (100% funded).

B2 - Facilities rent, management overhead and lifecycle provision increase.

B3 - Removed three (3) months of temporary funding re Social Infrastructure Funding and Social Housing Improvement Program due to the 1.0 temporary position ended March 31, 2018 (B1).

Complement notes

C1 - Removed 1.0 temporary FTE Integration Support Position due to contract expiration March 31, 2018.



Division: Housing Services

Acting Director: Carolyn Schoenfeldt

Programs and services:

- Housing and Homelessness System Service Manager role (planning, policy, research, resource allocation, accountability, quality assurance), develop strategic directions collaboratively with community partners to prevent housing loss, maintain and improve housing options, promote housing stability, and manage the Housing Wait List.
- Develop and implement the Housing and Homelessness 10 Year Plan for Waterloo Region.
- Administer Regionally-owned housing and oversee activities of Non-Profits/Co-operative Community Housing Providers.
- Administer Rent Assistance, Affordable Home Ownership and Ontario Renovates programs.
- Create new affordable housing through the Region's Affordable Housing Strategy.
- Administer the provincial Community Homelessness Prevention Initiative (CHPI), Home for Good and serve as the Community Entity for the federal Homelessness Partnering Strategy (HPS) and Community Coordinator for the Homelessness Individual and Family Information System (HIFIS).
- Coordinate and fund programs within the housing stability system including emergency shelters, street outreach, housing help, time-limited residences, supportive housing, Supports to End Persistent Homelessness (STEP Home).

Key issues and priorities:

- Aging physical assets needing costly repairs, with limited capital reserve funding.
- Housing Providers reaching the end of their operating agreements.
- Growing need for affordable and supportive housing with tight funding envelopes.

- Growing wait times for affordable housing, and decreasing turnover in Community Housing.
- Housing stability services experiencing increase in demand. The framework for these services is undergoing significant changes with new systems and processes being created and implemented.
- Federal and provincial funders requiring implementation of Housing First principles and practices.
- Provincial social housing modernization introducing new legislation and program changes.
- New federal and provincial funding opportunities with administration funding to increase staff capacity to manage new work.

Base Budget Drivers & Significant Budget Challenges:

- Legislation requires Region of Waterloo to ensure Service Level Standards are maintained for Housing, including subsidy payments for non-profits and co-operatives.
- Reduced turnover of tenancies impacts the wait times of the Coordinated Housing Access system, but results in higher revenue for Waterloo Region Housing.
- Increase in one-time and ongoing federal and provincial funding allocations for new supply of affordable housing units, rent assistance, homelessness prevention programs and repair/renovation of existing community housing stock.
- New funding opportunities are still not sufficient to meet local needs regarding homelessness and housing.
- The demand for affordable and supportive housing is greater than supply.
- The emergency shelter and supportive housing system is undergoing significant changes.
- Housing physical assets are aging and repair/maintenance costs are increasing.



Housing Services Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 5,223	\$ 5,320	\$ 58	\$ 5,378	\$ 155	3.0%	B1
Other operating	818	771	8	779	(39)	(4.8%)	B2
Debt servicing	51	-	-	-	(51)	(100.0%)	B3
Transfers to reserves	15	13	-	13	(2)	(13.3%)	B4
Interdepartmental charges	942	960	-	960	18	1.9%	B5
<u>Programs:</u>							
<i>Housing and Homelessness:</i>							
Community Housing	24,627	24,751	-	24,751	124	0.5%	B6
Housing Program Initiatives (note 1)	1,016	938	-	938	(78)	(7.7%)	B7
Housing Stability (note 2)	13,268	14,245	567	14,812	1,544	11.6%	B8
<i>Client Services:</i>							
Tenancy Management (WRH)	26,452	27,644	-	27,644	1,192	4.5%	B9
Rent Assistance	4,361	4,361	-	4,361	-	0.0%	
Net expenditure	\$ 76,773	\$ 79,003	\$ 633	\$ 79,636	\$ 2,863	3.7%	
Revenue							
User fees	14,449	15,028	-	15,028	579	4.0%	B10
Federal grants & subsidies	8,376	7,948	-	7,948	(428)	(5.1%)	B11
Provincial grants & subsidies	13,612	14,727	-	14,727	1,115	8.2%	B11
Contribution from reserves	-	245	-	245	245	0.0%	B12
Revenue subtotal	\$ 36,437	\$ 37,948	\$ -	\$ 37,948	\$ 1,511	4.1%	
Property tax levy	\$ 40,336	\$ 41,055	\$ 633	\$ 41,688	\$ 1,352	3.4%	
Cost to the average household	\$ 155			\$ 156			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	51.0	51.0	1.0	52.0	1.0	C1
Temporary	1.0	1.0	-	1.0	-	
Total	52.0	52.0	1.0	53.0	1.0	

Note 1: Housing Program Initiatives include:

Investment in Affordable Housing (IAH)
Housing Allowance with Supports (HAWS)
Temporary Housing Allowance with Supports (THAWS)
Anti-Human Trafficking Portable Housing Benefit
Portable Housing Benefit for Survivors of Domestic Violence (PHB-SDV)

Note 2: Housing Stability programs include:

Consolidated Homelessness Prevention Initiative (CHPI)
Homelessness to Housing Stability Strategy (HHSS)
Homelessness Prevention Strategy (HPS)
Home for Good (HFG), Shelter Transition Partnership Pilot
Point In Time Count (PiT)

Notes

Budget notes

- B1 - Compensation per contracts/estimates, position reclassifications and 2019 Budget Issue Paper approving the addition of 1.0 FTE for "Enhancing the Housing Stability System".
- B2 - Lower costs for external rental accommodation/parking space rental of \$47,000 partially offset by an increase of \$8,000 for one-time costs associated with approved budget issue paper.
- B3 - Decrease of \$51,000 due to retired debt.
- B4 - Adjustment to computer replacement reserve.
- B5 - Increased costs for dedicated staff required to deliver various housing programs and adjustments to facility occupancy rates.
- B6 - Increased cost based on housing provider's actual needs; funding model regulated by Province.
- B7 - Reduction due to completion of pilot program for Portable Housing Benefit for Survivors of Domestic Violence (PHB-SDV).
- B8 - Reflects increase in funding for CHPI of \$329,000; Home for Good of \$ 343,000; Reaching Home of \$110,000; Shelter Transition Partnership Pilot of \$245,000 less decrease in funding of \$50,000 for Point in Time (PiT) count complete in 2018. No impact on tax levy. Approval of budget issue paper of \$567,000 funded from tax levy.
- B9 - Increase for 2,722 WRH units detailed below:

	(Thousands)
One-time costs for LHINS for Mental Health and Addiction Support (100% funded by Waterloo Wellington Local Health Integration Network per report COR-FSD-19-09)	\$ 499
Municipal taxes, insurance and utilities (electricity, natural gas, water)	(231)
Direct staffing, property maintenance (unit restorations, snow removal), other	536
Building Lifecycle provision	648
Reduced debt charges for WRH properties (Ontario Housing Corporation, OHC)	(260)
Total	\$ 1,192

B10 - Increased rental revenue due to 2019 maximum rent increase and higher Rent Geared to Income (RGI) revenues.

B11 - Adjustments reflect various changes to Federal and Provincial grants:

	(Thousands)		
	<u>Federal</u>	<u>Provincial</u>	<u>Total</u>
Community Housing (decrease associated with expiring agreements)	\$ (35)	\$ -	\$ (35)
Housing Program Initiatives	-	(78)	(78)
Housing Stability (CHPI, HPS, Home for Good, PiT Count)	60	694	754
Tenancy Management (decrease associated with expiring agreements)	(447)	499	52
Rental Assistance (decrease associated with expiring agreements)	(6)	-	(6)
Total	\$ (428)	\$ 1,115	\$ 687

B12 - Shelter Transition Partnership Pilot for Emergency Shelter program approved in 2019 (CSD-HOU-19-01) funded from Tax Stabilization Reserve (B8).

Complement notes

- C1 - 2019 complement includes the addition of 1.0 FTE approved as part of the 2019 Budget Issue Paper "Enhancing the Housing Stability System".



Housing Services by Building Type

Ten Year Capital Budget & Forecast (Thousands)

2019 - 2028

	Previous Unspent Approval	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
WATERLOO REGION HOUSING										
High Rise	202	91	293	423	1,039	449	679	2,882	6,981	9,863
Mid Rise	1,016	1,873	2,889	3,630	3,032	3,467	6,304	19,320	24,050	43,371
Single & Semi-Detached	395	27	422	1,083	1,673	2,075	1,554	6,807	2,481	9,288
Townhouses	3,306	1,140	4,446	8,072	8,034	4,515	4,620	29,688	23,523	53,211
Engineering Fees/Other	1,528	447	1,975	2,750	2,852	2,419	2,329	12,324	10,654	22,978
TOTAL WATERLOO REGION HOUSING	6,446	3,578	10,024	15,957	16,629	12,924	15,486	71,021	67,689	138,710
HOUSING SERVICES										
Housing Mgmt System	15		15					15		15
DOOR Program	2,716		2,716					2,716		2,716
IAH (2014 Ext)	9,504		9,504	1,799				11,304		11,304
Provider Bldg Condition Assess	360		360			350		710	350	1,060
SHIP Capital	3		3					3		3
SIF-IAH/Seniors Rental Hsg	1,335	1,222	2,557					2,557		2,557
TOTAL HOUSING SERVICES	13,933	1,222	15,155	1,799		350		17,304	350	17,654
TOTAL EXPENDITURE	20,379	4,800	25,179	17,757	16,629	13,274	15,486	88,325	68,039	156,365
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	13,566	1,222	14,787	1,799				16,587		16,587
Property Taxes										
Reserve and Reserve Funds										
Facility Lifecycle Reserve	994	2,273	3,267	3,268	3,268	3,268	3,268	16,338	16,338	32,677
Housing General Reserve	5,749		5,749	11,385	12,056	8,702	8,037	45,928	350	46,278
Housing Incentives Reserve	70		70					70		70
Contributions from Operating		1,305	1,305	1,305	1,305	1,305	1,305	6,525	6,525	13,050
Debentures							2,877	2,877	44,826	47,703
TOTAL FUNDING & FINANCING	20,379	4,800	25,179	17,757	16,629	13,274	15,486	88,325	68,039	156,365

Notes:

- Expenditures per categories are subject to change based on ongoing review and maintenance of properties. Capital projects are managed by Facilities in conjunction with housing staff.
- 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.

Housing Services by Building Type

2019 Capital Budget Funding & Financing Summary (Thousands)

Funding & Financing From

	2019 Expenditure	Grants & Subsidies	Housing General Reserve	Housing Incentives Reserve	Facility Lifecycle Reserve	Contributions from Operating	Other Third Party
EXPENDITURE							
WATERLOO REGION HOUSING							
High Rise	293						
Mid Rise	2,889						
Single & Semi-Detached	422						
Townhouses	4,446						
Engineering Fees/Other	1,975	78	5,374		3,267	1,305	
TOTAL WATERLOO REGION HOUSING	10,024	78	5,374		3,267	1,305	
HOUSING SERVICES							
Housing Mgmt Systems	15		15				
DOOR Program	2,716	2,716					
IAH (2014 Ext)	9,504	9,504					
Provider Bldg Condition Assessment	360		360				
SHIP Capital	3	3					
SIF-IAH/Seniors Rental Hsg	2,557	2,486		70			
TOTAL HOUSING SERVICES	15,155	14,710	375	70			
TOTAL EXPENDITURES	25,179	14,787	5,749	70	3,267	1,305	



Division: Children's Services
Director: Barb Cardow

Programs and services:

- Consolidated Municipal Service Manager for all licensed early learning and child care services and Ontario Early Years Child and Family Centres in Waterloo Region.
- Develop annual service planning processes that are reflective of current legislation, regulations, directives, local needs and capacity building.
- Funding of local agencies to provide licensed early learning and child care services, EarlyON Child and Family Centres as well as support services for children with special needs.
- Financial assistance for families requiring support with licensed early learning and child care costs through purchase of service agreements. Fund and provide financial assistance for programs and services related to licensed early learning and care programs including special needs supports and EarlyON Child and Family Centres.
- Direct delivery of early learning and child care services through five licenced Children's Centres and a licensed Home Child Care Program.

Key issues and priorities:

- As a result of the 2017-2018 Provincial Child Care Expansion Plan, 602 new licensed child care spaces for children 0 to 4 years old have been created in Waterloo Region since 2017. An additional 376 child care spaces for children 0 to 4 years old are scheduled to open over the next 2 years. Provincial funding is required to sustain these new spaces to address the increased child care subsidy, special needs services and general operating costs associated with creating new child care spaces. At this time, it is unknown if the 2019 provincial allocation will address the expanded funding levels required to sustain the new spaces.

- To initiate Children's Services role as the Consolidated Municipal Service Manager of the new EarlyON Centres, including an Indigenous Child and Family Centre and implement the Initial Plan for the system.
- Licensed child care and child and family programs in Ontario are in a period of significant transformation with a new pedagogy to guide the delivery of services and a second tier of new legislation.
- To promote a system wide approach to licensed child care and early years services that increases access, accountability, availability, and affordability of services that are delivered in partnership with other service providers.
- To develop a vibrant, high quality, inclusive service system of licensed child care and early years services that promotes optimal developmental health for children.
- To support the development of an early years and child care system in a planned and strategic approach in collaboration with the community.

Base Budget Drivers & Significant Budget Challenges:

- The cost of child care is a barrier for both operators and parents, funding strategies will need to be focused on addressing these issues.
- Additional funding strategies will be required to sustain and grow the number of child care spaces in Waterloo Region.
- A growth strategy paired with Provincial start-up and capital funding is required to ensure a planned approach to child care expansion.
- Increasing demand for funding supports exceeds Provincial funding allocations.



Children's Services
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 12,331	\$ 12,324	\$ -	\$ 12,324	\$ (7)	(0.1%)	B1
Child Care Subsidies	36,369	36,014	-	36,014	(355)	(1.0%)	B2
General Operating Grants	8,025	8,025	-	8,025	-	0.0%	
Special Needs Resourcing	4,086	4,086	-	4,086	-	0.0%	
Early Learning Program	1,000	1,000	-	1,000	-	0.0%	
Other operating	959	959	-	959	-	0.0%	
Debt servicing	754	759	-	759	5	0.7%	
Transfers to reserves	70	69	-	69	(1)	(1.4%)	
Transfers to capital	294	294	-	294	-	0.0%	
Interdepartmental charges	907	968	-	968	61	6.7%	B3
Subtotal gross expenditure	64,795	64,498	-	64,498	(297)	(0.5%)	
Interdepartmental recoveries	15	15	-	15	-	0.0%	
Subtotal recoveries	15	15	-	15	-	0.0%	
Net expenditure	\$ 64,810	\$ 64,513	\$ -	\$ 64,513	\$ (297)	(0.5%)	
Revenue							
User fees	1,330	1,427	-	1,427	97	7.3%	B4
Provincial grants & subsidies	54,369	54,117	-	54,117	(252)	(0.5%)	B5
Revenue subtotal	\$ 55,699	\$ 55,544	\$ -	\$ 55,544	\$ (155)	(0.3%)	
Property tax levy	\$ 9,111	\$ 8,969	\$ -	\$ 8,969	\$ (142)	(1.6%)	
Cost to the average household	\$ 35			\$ 34			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	122.4	122.4	-	122.4	-	
Temporary	8.6	8.6	-	8.6	-	
Total	131.0	131.0	-	131.0	-	

Notes

Budget notes

B1 - Compensation per contracts/estimates

B2 - Purchase of service expenditures has been adjusted as follows:

	(Thousands)
Decrease The Journey Together	\$ (168)
Decrease Community Based Capital	(150)
Decrease ELCD Planning	(67)
Increase Children's Planning Table	35
Decrease other	(5)
	<u>\$ (355)</u>

B3 - Calculated facility occupancy rates adjusted for changes in utilities, property taxes as applicable and general building maintenance as well as an increased provision for funding lifecycle works; Increase facilities mgmt overhead & ITS licensing

B4 - Increase Children's Services parent fee revenue budget based on 2018 actual payments

B5 - Ministry and other funding has been adjusted as follows:

	(Thousands)
Decrease The Journey Together	\$ (168)
Decrease Community Based Capital	(150)
Decrease ELCD Planning	(67)
Increase Children's Planning Table	122
Increase Capacity funding	2
Increase other	9
	<u>\$ (252)</u>



Children's Services

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
Program Area Capital										
77014 Edith MacIntosh Children's Centre Redev't					100	2,400	3,500	6,000		6,000
77042 Minor Program Capital Children's Service	198	361	559	375	425	300	300	1,959	1,500	3,459
Total Program Area Capital	198	361	559	375	525	2,700	3,800	7,959	1,500	9,459
Facilities Managed Capital Renewal										
71020 Kinsmen Children Centre Building Renewal	1	5	6	5	40	50	176	277	686	962
71021 Christopher Children Centre Building Ren		130	130	12	36	18	109	304	355	659
71022 Cambridge Children Centre Building Renew	70	117	187	129	46	138	74	574	423	997
71023 Elmira Children Centre Building Renewal	11	7	18	8	8	8	8	52	68	119
71024 Edith Mac Children Centre Building Renew		5	5	5	5	5	5	24	75	99
Total Facilities Managed Capital Renewal	82	264	346	159	135	220	372	1,230	1,606	2,836
TOTAL EXPENDITURE	280	625	905	534	660	2,920	4,172	9,189	3,106	12,295
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	82	146	228	30	135	81	87	561	270	831
3983300 Children's Services Capital Reserve	198	361	559	375	425	300	300	1,959	1,500	3,459
Debentures		117	117	129	100	2,538	3,785	6,669	1,335	8,004
TOTAL FUNDING & FINANCING	280	625	905	534	660	2,920	4,172	9,189	3,106	12,295

Note:

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



Children's Services

2019 Capital Budget Funding & Financing Summary (Thousands)

	Funding & Financing From			
	2019 Expenditure	Facility Lifecycle Reserve	Children's Services Capital Reserve	Property Tax Supported Debentures
Project				
71020 Kinsmen Children Centre Building Renewal	6	6		
71021 Christopher Children Centre Building Renewal	130	130		
71022 Cambridge Children Centre Building Renewal	187	70		117
71023 Elmira Children Centre Building Renewal	18	18		
71024 Edith Mac Children Centre Building Renewal	5	5		
77042 Minor Program Capital Children's Service	559		559	
Total	905	228	559	117



Division: Seniors' Services
Director: Connie Lacy

Programs and services:

- Operate Sunnyside Home, a 263 bed facility that includes long term care (236), convalescent care (25) and respite care (2) beds.
- Provide specialized care to individuals living with dementia and complex physical care needs including end of life care.
- Offer community programs including: Community Alzheimer Programs (in Kitchener, Waterloo and Cambridge) the Young Onset Dementia Association (YODA), Overnight Stay Respite, Supportive Housing, and funded homemaking services.
- Operate the Sunnyside Wellness Centre for older adults.
- Provide Integrated Assisted Living Programs (night-time support and recreational activities) to eligible tenants in Waterloo Regional Housing.
- Offer experience-based student placements and volunteer opportunities for over 350 students and volunteers annually.
- Coordinate homemaking services for people who need support to live on their own.

Key issues and priorities:

- Provincial and community focus of providing care for individuals in their homes is resulting in increasing complexity of residents being admitted to the Home and clients in the community programs.
- The Long Term Care Homes Act and its Regulations require that the Region continue to focus on quality inspections and meeting of the Ministry of Health and Long Term Care (MOHLTC) legislated requirements.
- Quality Indicator data is now reported publicly through both Health Quality Ontario (HQO) and the Canadian Institute of Health Information (CIHI) and measured against provincial and national averages and benchmarks.

- With the increase in quality reporting, there is a need for the coordination of data collection, analysis and the development and implementation of quality improvement plans and targets.
- With the increase in complexity, there is a need for increased hours of direct care, a clearer reporting structure and improved equipment.
- Maintaining the safety for all residents and clients is critical and requires staff training to effectively manage responsive behaviours and a zero tolerance policy for resident/client abuse.
- There is an increasing need for affordable supportive housing in the community for older adults with frailty and/or mental health conditions.
- There are increasing wait lists for clients needing long term care, community day programs, including young onset dementia, overnight stay respite services, and homemaking services.
- Enhancing quality of life and meaningful engagement for residents and clients is an increasing priority in Seniors' Services and is being met through the launch of its "still ME" initiative.

Base Budget Drivers & Significant Budget Challenges:

- Acuity of long term care residents has increased.
- Quality Data is being publicly reported and measured.
- Provincial funding fluctuates based on resident acuity captured in the previous year and is not sufficient for current service level requirements.
- The demand for service far exceeds the supply.



Seniors' Services
Divisional Budget Details (Thousands)

			Budget Issue		Approved 2019 Budget	Budget Change	% Change	Budget Notes
	2018 Budget	2019 Base Budget	Papers Approved					
Expenditure								
Compensation	\$ 25,847	\$ 26,489	\$ 684	\$ 27,173	\$ 1,326	5.1%	B1	
Services, supplies and sundry	2,177	2,227	1	2,228	51	2.3%	B2	
Raw food, residents, clients, community partners & café	1,568	1,599	-	1,599	31	2.0%	B3	
Homemaker and Nursing Services Program	600	600	-	600	-	0.0%		
Debt servicing	3,347	3,345	-	3,345	(2)	(0.1%)		
Transfers to reserves	435	564	-	564	129	29.7%	B4	
Interdepartmental charges	2,550	2,634	-	2,634	84	3.3%	B5	
Net expenditure	\$ 36,524	\$ 37,458	\$ 685	\$ 38,143	\$ 1,619	4.4%		
Revenue								
Provincial grants & subsidies	19,300	19,894	399	20,293	993	5.1%	B6	
User fees and recoveries	6,524	6,573	-	6,573	49	0.8%	B7	
Revenue subtotal	\$ 25,824	\$ 26,467	\$ 399	\$ 26,866	\$ 1,042	4.0%		
Property tax levy	\$ 10,700	\$ 10,991	\$ 286	\$ 11,277	\$ 577	5.4%		
Cost to the average household	\$ 41			\$ 42				

Budgeted Staff Complement (FTE's)	2018	2019 Base	Budget Issue	Approved	Change	Notes
	Complement	Budget	Papers Approved	2019 Complement		
Permanent	321.1	323.7	11.9	335.6	14.5	C1
Temporary	-	-	-	-	-	
Total	321.1	323.7	11.9	335.6	14.5	

Notes

Budget notes

	(Thousands)
B1 - Compensation per contracts/estimates	\$ 282
Annualization of 1.25 FTE as approved in 2018 Budget Issue Paper	86
Addition of 11.9 FTE as approved in 2019 Budget Issue Paper, effective April 1st	684
Addition of 1.21 FTE nursing staff approved in 2018 (CSD-SEN-18-06)	145
Addition of 1.4 FTE Community Support Services staff approved in 2018 (CSD-SEN-18-05)	129
	<u>\$ 1,326</u>
B2 - Increased provision of \$26,300 for equipment, offset by 100% provincial funding (falls prevention). Increased communication costs related to new technology supporting resident care. Increased cost for physiotherapy services, offset by increased funding, and increased property taxes on supportive housing building.	
B3 - Increased costs by 2% for inflation.	
B4 - Increased funding requirement for minor capital/equipment replacement.	
B5 - Increased rent (including security services), provision for life cycle works and ITS licencing, net of reduction to telephone and fleet maintenance cost (budget reduction for 2019).	
B6 - Annualization of increased 2018 Long Term Care Funding	\$ 327
Increased High Intensity Needs funding as approved in 2019 Budget Issue	399
Addition of 2018 approval: nursing staff, falls prevention equipment and physiotherapy	138
Removed one-time Behaviour Supports funding	(26)
Annualization of increased 2018 Community Support Services base funding	42
Increased Community Support Services Funding (one-time) re carryover to March 31, 2019	38
Increased Community Support Services funding to maintain 100% funding through LHIN	75
	<u>\$ 993</u>
B7- Increased budgeted Alzheimer program fees by \$29,000. Increased budgeted revenues related to pharmacy rebates by \$20,000. Includes food recoveries from café and programs (\$420,000 for 2018, \$416,000 for 2019).	

Complement notes

- C1 - Addition of 2.61 FTEs: 1.21 FTE nursing staff, funded at 100% (approved August 23, 2018 CSD-SEN-18-06), 1.0 FTE Coordinator, Intake and 0.4 FTE Personal Support Worker, both funded 100% (approved August 23, 2018 CSD-SEN-18-05)
- C1 - Addition of 8.5 FTEs - Personal Support Workers, approved in 2019 Budget Issue Paper: High Risk Residents
- C1 - Addition of 3.4 FTEs - Personal Support Workers, approved in 2019 Budget Issue Paper: Nights



Seniors' Services

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
Program Area Capital										
77001 Sunnyside Passenger Van		35	35					35	35	70
77036 Sunnyside Tractor Replacement				60				60	50	110
77039 Voice Radio	2		2					2	17	19
77043 Telephone System Replacement	33		33					33		33
77044 Equipment / Furnishings Replacement (LTC)	367	1,035	1,402	990	274	559	698	3,923	2,782	6,706
Total Program Area Capital	401	1,070	1,471	1,050	274	559	698	4,053	2,885	6,938
Facilities Managed Capital Renewal										
71042 Sunnyside Renewal	1,375	3,872	5,247	2,771	448	389	444	9,301	6,830	16,131
71045 Supportive Housing Renewal	260	49	309	18	494	94	185	1,100	963	2,064
Total Facilities Managed Capital Renewal	1,635	3,922	5,557	2,789	942	483	629	10,401	7,794	18,194
TOTAL EXPENDITURE	2,036	4,992	7,028	3,839	1,217	1,042	1,327	14,454	10,679	25,133
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	33		33					33		33
3980065 Facility Lifecycle Reserve	589	849	1,438	218		483	489	2,629	2,716	5,345
3982160 Corporate Fleet Replacement Reserve		35	35	60				95	85	180
3982180 Sunnyside Home Vehicle Equipment	2		2					2		2
3983400 Seniors' Services Capital Reserve	367	1,035	1,402	990	274	559	698	3,923	2,800	6,723
Debentures	1,046	3,072	4,118	2,571	942		140	7,772	5,077	12,850
TOTAL FUNDING & FINANCING	2,036	4,992	7,028	3,839	1,217	1,042	1,327	14,454	10,679	25,133

Note:

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

Seniors' Services

2019 Capital Budget Funding & Financing Summary (Thousands)

	Funding & Financing From					
	2019 Expenditure	Vehicle & Equipment Reserves	General Tax Supported Capital Reserve	Facility Lifecycle Reserve	Seniors' Services Capital Reserve	Property Tax Supported Debentures
Project						
71042 Sunnyside Renewal	5,247			1,129		4,118
71045 Supportive Housing Renewal	309			309		
77001 Sunnyside Passenger Van	35	35				
77039 Voice Radio	2	2				
77043 Telephone System Replacement	33		33			
77044 Equipment / Furnishings Replacement (LTC)	1,402				1,402	
Total	7,028	37	33	1,438	1,402	4,118



Division: Employment and Income Support
Acting Director: Sheri Phillips

Programs and services:

- OW is an employment-focused program that provides citizens of Waterloo Region with employment, financial, and social supports which improve quality of life by increasing Economic Well-Being, Social Inclusion and Equity, Physical and Emotional Well-Being, Skills Development, and Relationships. Caseload numbers are influenced by external factors such as education levels and the local economy
- Administers the provincial discretionary benefits program
- Works with eligible individuals to refer them to the Ontario Disability Support Program.
- Issues emergency financial assistance for individuals & families in crisis
- Administers Grand River Transit pass subsidy for persons with low income
- Administers the Social Development programs
- An approved Employment Ontario (EO) service provider
 - o Under EO operates Employment Resource Centres in Cambridge, Waterloo & Kitchener to assist the citizens of Waterloo Region achieve their employment goals/objectives

Key issues and priorities:

- Ontario Works caseload is approximately 9,080 (as of December 2018)
- Due to reduced provincial funding, the Region funds the discretionary benefits program by \$1.7M beyond the provincial cap

Base Budget Drivers & Significant Budget Challenges:

- As Of January 2018 the Ontario Works program is 100% provincial funded
- Demands on discretionary benefits remain high reflecting community needs and pressures.

Employment and Income Support Administration
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 23,204	\$ 23,378	\$ -	\$ 23,378	\$ 174	0.7%	B1
Other operating	4,094	4,059	-	4,059	(35)	(0.9%)	B2
Grants to organizations	1,545	1,547	-	1,547	2	0.1%	
Debt servicing	615	609	-	609	(6)	(1.0%)	
Transfers to reserves	70	72	-	72	2	2.9%	
Interdepartmental charges	1,275	1,292	-	1,292	17	1.3%	
Subtotal gross expenditure	30,803	30,957	-	30,957	154	0.5%	
Interdepartmental recoveries	20	20	-	20	-	0.0%	
Subtotal recoveries	20	20	-	20	-	0.0%	
Net expenditure	\$ 30,823	\$ 30,977	\$ -	\$ 30,977	\$ 154	0.5%	
Revenue							
Provincial grants & subsidies	18,346	18,303	-	18,303	(43)	(0.2%)	B3
Revenue subtotal	\$ 18,346	\$ 18,303	\$ -	\$ 18,303	\$ (43)	(0.2%)	
Property tax levy	\$ 12,477	\$ 12,674	\$ -	\$ 12,674	\$ 197	1.6%	
Cost to the average household	\$ 48			\$ 48			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	235.6	235.6	-	235.6	-	
Temporary	8.0	8.0	-	8.0	-	
Total	243.6	243.6	-	243.6	-	

Notes

Budget notes

B1 - Compensation per contracts/estimates

B2 - Decrease in building rental, pagers & phones and internet sticks partially offset by increase costs for security services, audit fees, parking space rental, cellular phones, and Employment Ontario program

B3 - Ministry and other funding has been adjusted as follows:

	(Thousands)
Decrease Provincial Subsidy	\$ (18)
Decrease Trillium grant for Affordable Transit Study	(57)
Increase Employment Ontario Grants	32
	<u>\$ (43)</u>



**Financial Assistance
Divisional Budget Details (Thousands)**

		Budget Issue						
2018 Budget		2019 Base Budget	Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes	
Expenditure								
Ontario Works	\$ 80,482	\$ 88,242	\$ -	\$ 88,242	\$ 7,760	9.6%	B1	
Transitional Child Benefit	1,500	2,000	-	2,000	500	33.3%	B2	
Discretionary Benefits	4,584	4,584	-	4,584	0	0.0%		
Mandatory Benefits	2,625	2,625	-	2,625	-	0.0%		
Benefits to Non-recipients	200	200	-	200	(1)	(0.3%)		
Transportation Allowances	829	829	-	829	-	0.0%		
Energy Assistance Program	239	239	-	239	-	0.0%		
Subtotal gross expenditure	90,459	98,718	-	98,718	8,260	9.1%		
Interdepartmental recoveries	(150)	(150)	-	(150)	-	0.0%		
Subtotal recoveries	(150)	(150)	-	(150)	-	0.0%		
Net expenditure	\$ 90,309	\$ 98,568	\$ -	\$ 98,568	\$ 8,260	9.1%		
Revenue								
Utility Supplier Contribution	239	239	-	239	0	0.2%		
Provincial grants & subsidies	87,433	95,692	-	95,692	8,260	9.4%	B3	
Revenue subtotal	\$ 87,672	\$ 95,932	\$ -	\$ 95,932	\$ 8,260	9.4%		
Property tax levy	\$ 2,637	\$ 2,637	\$ -	\$ 2,637	\$ (0)	(0.0%)		
Cost to the average household	\$ 10			\$ 10				

Staffing Complement is budgeted in Employment and Income Support Administration

Notes

Budget notes

B1 - Ontario Works budget based on an average monthly caseload of 9,550 cases and an average monthly cost per case of \$770

B2 - Transitional Child Benefit expenditures adjusted to better reflect actual spending. Program in 100% Provincially funded.

B3 - Provincial Subsidy Changes (Thousands):

Impact of increased caseload	\$ 3,234
Impact of increased cost per case	4,526
Increased subsidy for Transitional Child Benefit	500
Total	\$ 8,260



Region of Waterloo

PUBLIC HEALTH & EMERGENCY SERVICES



2019 Budget

Department: Public Health and Emergency Services

Commissioner/Medical Officer of Health: Dr. Liana Nolan

Associate Medical Officer of Health: Dr. Hsiu-Li Wang

The Public Health and Emergency Services Department provides health services which are cost-shared with and mandated by Ontario's Ministry of Health and Long Term Care and Ministry of Children, Community and Social Services. Public Health works to build healthy and supportive communities in partnership. This is accomplished through programs and activities which promote and protect health, and prevent disease. Paramedic Services decreases illness and death by providing pre-hospital paramedic care and hospital transport. The areas of focus for Paramedic Services include: ensuring excellence in patient care; meeting Council-determined response time targets; and increasing awareness and availability of Public Access Defibrillators.

The divisions within Public Health and Emergency Services include:

- **Commissioner / Medical Officer of Health** – Dr. Liana Nolan
 - **Associate Medical Officer of Health** – Dr. Hsiu-Li Wang
- **Central Resources** – Anne Schlorff, Director
- **Health Protection and Investigation** – Sandy Stevens, Director
- **Infectious Disease, Dental & Sexual Health** – Karen Quigley-Hobbs, Director
- **Healthy Living** – Sharlene Sedgwick-Walsh, Director
- **Child and Family Health** – Andrea Reist, Director
- **Paramedic Services** – Stephen Van Valkenburg, Chief/Director



Public Health & Emergency Services

Departmental Summary

2019 Budget by Division (Thousands)

	Budgeted Expenditure (Net of Internal Recoveries)			Budgeted Revenue			Property Tax Levy			
	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	2018	2019	Increase (Decrease)	
Central Resources/Medical Officer of Health	\$ 5,538	\$ 5,786	\$ 248	\$ 4,090	\$ 4,178	\$ 88	\$ 1,448	\$ 1,608	\$ 160	11.0%
Health Protection and Investigation	4,992	5,018	26	3,719	3,733	14	1,273	1,285	12	0.9%
Infectious Disease, Dental and Sexual Health	10,388	10,483	95	8,041	8,172	131	2,347	2,311	(36)	(1.5%)
Healthy Living	8,079	7,776	(303)	6,184	5,854	(330)	1,895	1,922	27	1.4%
Child and Family Health	6,883	6,679	(204)	5,660	5,681	21	1,223	998	(225)	(18.4%)
Paramedic Services	33,864	36,195	2,331	17,341	18,757	1,416	16,523	17,438	915	5.5%
Total	\$ 69,744	\$ 71,937	\$ 2,193	\$ 45,035	\$ 46,375	\$ 1,340	\$ 24,709	\$ 25,562	\$ 853	3.5%

Budgeted Staff Complement (FTEs)

By Division	2018	2019	Change
Central Resources/Medical Officer of Health	38.5	38.9	0.4
Health Protection and Investigation	41.7	41.7	-
Infectious Disease, Dental and Sexual Health	86.8	86.4	(0.4)
Healthy Living	61.9	60.9	(1.0)
Child and Family Health	62.0	60.0	(2.0)
Paramedic Services	218.7	232.7	14.0
Total	509.6	520.6	11.0
By Category			
Permanent	508.6	520.6	12.0
Temporary	1.0	-	(1.0)
Total	509.6	520.6	11.0

Budget Issue Papers Approved

Paramedic Services

Addition of two 12 hour ambulances, including 10 Paramedics and 2 support positions



Division: Medical Office/Central Resources
Commissioner/Medical Officer of Health: Dr. Liana Nolan
Associate Medical Officer of Health: Dr. Hsiu-Li Wang
Director, Central Resources: Anne Schlorff

Programs and services:

- The Medical Office fulfills the statutory roles of the Medical Officer of Health in the Health Protection and Promotion Act (e.g. medical direction for outbreaks, communicable disease management, response to environmental exposures).
- Epidemiology and Health Analytics supports public health surveillance and assessment and data quality assurance.
- The Information & Communications Unit assists departmental programs in responding to media requests/inquiries and ensuring community partners and the general public receive timely, useful and accurate information regarding the department's programs and services.
- The Public Health Resource Library assists staff in collecting evidence for effective public health practice and decision making, and shares health education resources with community partners (e.g. schools and workplaces) and members of the public to improve the community's health.
- Other centralized departmental functions include administrative and human resource supports, as well as leadership of strategic and quality improvement initiatives including operational planning, performance measurement/reporting, quality improvement, research support and health information management and privacy.

Key issues and priorities:

- Public health programs and services include foundational standards: population health assessment, a focus on health equity, effective public health practice (evidence-informed decision making, research, knowledge exchange, program planning and evaluation) and emergency management

(ensuring preparedness to respond to public health emergencies and capacity to respond to new and emerging events and cope with a range of disruptions).

- Public Health works in partnership with others, to ensure compliance with the Ontario Public Health Standards (2018) and respond to emerging health issues. The standards were updated in 2018 and have an increased emphasis on accountability, transparency and demonstrated value for money.
- The Ontario Public Health Standards include requirements for surveillance and population health assessment through the monitoring and reporting of community health status and trends.
- Effective health communications ensures a reliable source of information related to the health of our community.

Base Budget Drivers and Significant Budget Challenges:

- Public Health Units rely heavily on provincial subsidies to fund programs and services as mandated by legislated standards and requirements; eligible provincial cost sharing for programs ranges from 75% to 100%. Despite increasing requirements/expectations in programs and services in recent years, increases to funding have been limited or non-existent. There will likely be limited growth in provincial funding in the short to medium term.
- An aging population, changes in our environment, changes in weather patterns, and changes in trade and travel patterns all have an impact on disease risks, patterns and rates. Services and responses must evolve as new issues arise.



**Central Resources/Medical Officer of Health
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 4,285	\$ 4,375	\$ -	\$ 4,375	\$ 90	2.1%	B1
Other operating	1,003	996	-	996	(7)	(0.7%)	
Debt servicing	502	548	-	548	46	9.2%	B2
Transfers to reserves	101	96	-	96	(5)	(5.0%)	
Interdepartmental charges	1,270	1,363	-	1,363	93	7.3%	B3
Subtotal gross expenditure	7,161	7,378	-	7,378	217	3.0%	
Interdepartmental recoveries	(1,623)	(1,592)	-	(1,592)	31	(1.9%)	
Subtotal recoveries	(1,623)	(1,592)	-	(1,592)	31	(1.9%)	
Net expenditure	\$ 5,538	\$ 5,786	\$ -	\$ 5,786	\$ 248	4.5%	
Revenue							
Provincial grants & subsidies	4,090	4,178	-	4,178	88	2.2%	B4
Revenue subtotal	\$ 4,090	\$ 4,178	\$ -	\$ 4,178	\$ 88	2.2%	
Property tax levy	\$ 1,448	\$ 1,608	\$ -	\$ 1,608	\$ 160	11.0%	
Cost to the average household	\$ 6			\$ 6			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	38.5	38.9	-	38.9	0.4	C1
Temporary	-	-	-	-	-	
Total	38.5	38.9	-	38.9	0.4	

Notes

Budget notes

B1 - Compensation per contracts/estimates

B2 - Increase debt servicing costs related to facilities renewal costs

B3 - Calculated facility occupancy rates adjusted for changes in utilities and general building maintenance as well as an increased provision for funding lifecycle works. Decrease telephone & IT licensing costs.

B4 - Provincial subsidy based on 2018 approval

Complement notes

C1 - Increase 0.4 FTE transferred from Infectious Disease, Dental and Sexual Health (IDDSH) Division



Division: Health Protection and Investigation
Director: Sandy Stevens

Programs and services:

- The division's focus is on health protection and enforcement of the Health Protection and Promotion Act and related Regulations.
- Inspection of food premises; timely response to reports of food-borne illnesses or outbreaks, unsafe food handling practices, food recalls, and food-related issues arising from floods, fires, power outages or other emergencies.
- Inspection of recreational water facilities (public pools and spas) to ensure their operation and water quality is sufficient to prevent transmission of disease.
- Inspection of personal service settings (e.g., salons, tattooing studios) to ensure cleanliness of equipment and that processes are in place to reduce the risk of disease transmission.
- Inspection of small drinking water systems; respond to drinking water events including emergencies and reports of water-borne illnesses or outbreaks, provide access to water quality testing, education and support to owners of private wells.
- Monitor environmental health data; conduct investigations and risk assessment where there is potential for illness; recommend control measures to prevent or reduce exposure to health hazards.
- Provide consultation and guidance regarding infection prevention and control practices in licensed day nurseries and residential homes.
- Provide support and oversight for the management of gastroenteritis outbreaks in institutional settings such as hospitals, long-term care homes, and day nurseries.
- Follow-up on sporadic reports of gastrointestinal illness (e.g., salmonellosis, E. coli) to identify possible source of infection and to prevent transmission.

- Prevent human cases of rabies by investigating all animal bites/scratches, providing post exposure immunization where required.
- Provide online information (Check it! We Inspect It) of all restaurants, public pools and spas, licensed day nurseries, overnight camps, small drinking water systems and beauty and body art inspection results.
- Conduct vector surveillance and vector control, and provide public education on personal protective measures to reduce the risk of West Nile Virus and Lyme disease.

Key issues and priorities:

- Continuing to meet inspection targets as required by Ontario Public Health Standards.
- Maintaining relationships with Provincial, Regional, and Municipal partners to respond jointly to health hazards.
- Maintaining capacity to respond to an increasing number of extreme weather events which could result in emergency responses including inspections of evacuation centers, and/or monitoring water quality and food safety in the event of flooding or extended power outages.
- Maintaining the ability to provide for 24/7 service and response as required by the Ontario Public Health Standards.

Base Budget Drivers and Significant Budget Challenges:

- Staffing levels have remained constant while the number of inspections required to meet provincial requirements has increased.
- An increased trend of emergency events such as extreme weather.
- Increased use of computerized inspection devices and programs along with communication technology.

Health Protection and Investigation
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 4,437	\$ 4,505	\$ -	\$ 4,505	\$ 68	1.5%	B1
Other operating	415	398	-	398	(17)	(4.1%)	
Interdepartmental charges	220	215	-	215	(5)	(2.3%)	
Subtotal gross expenditure	5,072	5,118	-	5,118	46	0.9%	
Interdepartmental recoveries	(80)	(100)	-	(100)	(20)	25.0%	B2
Subtotal recoveries	(80)	(100)	-	(100)	(20)	25.0%	
Net expenditure	\$ 4,992	\$ 5,018	\$ -	\$ 5,018	\$ 26	0.5%	
Revenue							
Provincial grants & subsidies	3,719	3,733	-	3,733	14	0.4%	B3
Revenue subtotal	\$ 3,719	\$ 3,733	\$ -	\$ 3,733	\$ 14	0.4%	
Property tax levy	\$ 1,273	\$ 1,285	\$ -	\$ 1,285	\$ 12	0.9%	
Cost to the average household	\$ 5			\$ 5			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	41.7	41.7	-	41.7	-	
Temporary	-	-	-	-	-	
Total	41.7	41.7	-	41.7	-	

Notes

Budget notes

B1 - Compensation per contracts/estimates

B2 - Increase due to 100% Vector Borne Diseases allocation to cost shared Manager and Program Assistant positions

B3 - Provincial subsidy based on 2018 approval



Division: Infectious Disease, Dental and Sexual Health
Director/Chief Nursing Officer: Karen Quigley-Hobbs

Programs and services:

- Reduces and manages health risks to the community through the provision of specialized clinical services, nursing practice leadership, community outreach/partnerships, and health promotion and disease prevention strategies. (i.e. annual enforcement of the Immunization of School Pupils' Act).
- Provides clinic services including sexual health, immunization and Tuberculosis. Clinics are offered on-site in Waterloo and Cambridge offices as well as some community sites.
- Provides dental clinics for eligible low-income children and adults at the Waterloo and Cambridge offices.
- Provides dental screening for children in region schools; and supports access to urgent and preventative dental services.
- Provides claims management services for Ontario Works and Ontario Disability Services Program clients who are eligible for services
- Provides an onsite needle syringe program/Naloxone supplies in both Waterloo and Cambridge offices and support to Community Partners offering needle syringe/Naloxone programs.
- Provides leadership to the community collaborative of the Waterloo Integrated Drug Strategy, working to improve harm reduction services in the region.
- Provides infectious disease case management and outbreak management including Tuberculosis.

Key issues and priorities:

- Working with the Waterloo Integrated Drug Strategy and the Special Opioid Response Committee to create and implement a Comprehensive Opioid

Response Plan based on the five pillars of Prevention, Harm Reduction, Treatment/Rehabilitation, Enforcement/Justice and Integration.

- Ongoing implementation and management of a complex provincial health information system for immunization and infectious disease management including electronic medical records.
- Providing support and resources to community health care partners to ensure consistent care and delivery of immunization, sexual health, dental and infectious disease prevention programs.
- Steadily increasing number of investigations of infection prevention and control practice complaints (from the general public) related to services provided by practitioners regulated under the Regulated Health Professions Act.
- The disease rates of gonorrhea, chlamydia and syphilis continue to trend upwards at or above provincial averages.
- Expansion of the Sexual Health Youth Strategy to include young adults up to age 24.

Base Budget Drivers and Significant Budget Challenges:

- Continued incremental increase to required roles and responsibilities of the Infectious Disease and Vaccine Preventable Disease programs by the Ministry of Health and Long Term Care without corresponding increase in resources.
- Transition to enhanced electronic documentation and databases.
- Significant resources continue to be deployed to implement and manage the response to emerging diseases of public health importance.

**Infectious Disease, Dental and Sexual Health
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 8,611	\$ 8,666	\$ -	\$ 8,666	\$ 55	0.6%	B1
Other operating	1,419	1,468	-	1,468	49	3.5%	
Interdepartmental charges	439	430	-	430	(9)	(2.1%)	
Subtotal gross expenditure	10,469	10,564	-	10,564	95	0.9%	
Interdepartmental recoveries	(81)	(81)	-	(81)	-	0.0%	
Subtotal recoveries	(81)	(81)	-	(81)	-	0.0%	
Net expenditure	\$ 10,388	\$ 10,483	\$ -	\$ 10,483	\$ 95	0.9%	
Revenue							
User fees	290	290	-	290	-	0.0%	
Provincial grants & subsidies	7,751	7,882	-	7,882	131	1.7%	B2
Revenue subtotal	\$ 8,041	\$ 8,172	\$ -	\$ 8,172	\$ 131	1.6%	
Property tax levy	\$ 2,347	\$ 2,311	\$ -	\$ 2,311	\$ (36)	(1.5%)	
Cost to the average household	\$ 9			\$ 9			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	86.8	86.4	-	86.4	(0.4)	C1
Temporary	-	-	-	-	-	
Total	86.8	86.4	-	86.4	(0.4)	

Notes

Budget notes

B1 - Compensation per contracts/estimates

B2 - Provincial subsidy based on 2018 approval

Complement notes

C1 - 0.4 FTE transferred to Central Resources Division



Division: Healthy Living
Director: Sharlene Sedgwick-Walsh

Programs and services:

- Works with community partners to address chronic diseases and injury prevention; wellness and substance misuse; healthy growth and development; and school health across the life course.
- Advocates for policy development within municipalities, schools and community organizations.
- Provides smoking cessation support, including Nicotine Replacement Therapy, through clinics available throughout the region and using online resources.
- Offers prenatal education through an online resource as well as participation in classes for vulnerable women.
- Provides breastfeeding clinic support at locations in Waterloo and Cambridge with the intent of offering support at a rural location in 2019.

Key issues and priorities:

- Fully operationalizing our OPHS mandates across the lifespan
- Developing health promotion strategies to present key public health messages in a comprehensive way with a particular focus on Mental Health in 2019.
- Supporting local interest in policy development for smoke free/cannabis free post secondary campuses.
- Education related to the risks/harms associated with vaping (e-cigarette) and cannabis use among vulnerable populations, specifically youth.
- Implementing a revised Healthy Schools' model that includes identification of varying levels of support required to impact student well being within the school setting.
- Completing research related to understanding alcohol misuse in Waterloo region.

- Supporting community mental health initiatives including the implementation of the 5 Ways to Mental Wellbeing toolkit.
- Establishing the work plan for the built environment component of our mandate and support initiatives in partnership with HPI.

Base Budget Drivers and Significant Budget Challenges:

- Community demand for partnership and support exceeds available resources.
- Health promotion work involving policy development and behaviour change is time intensive due to its collaborative and complex nature.
- Implementation of the cannabis legislation as well as the legislation changes related to e-cigarettes/vaping continues to make demands for public education and cessation programming.



Healthy Living
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 6,871	\$ 6,934	\$ -	\$ 6,934	\$ 63	0.9%	B1
Other operating	789	429	-	429	(360)	(45.6%)	B2
Interdepartmental charges	552	546	-	546	(6)	(1.1%)	
Subtotal gross expenditure	8,212	7,909	-	7,909	(303)	(3.7%)	
Interdepartmental recoveries	(133)	(133)	-	(133)	-	0.0%	
Subtotal recoveries	(133)	(133)	-	(133)	-	0.0%	
Net expenditure	\$ 8,079	\$ 7,776	\$ -	\$ 7,776	\$ (303)	(3.8%)	
Revenue							
Provincial grants & subsidies	6,184	5,854	-	5,854	(330)	(5.3%)	B3
Revenue subtotal	\$ 6,184	\$ 5,854	\$ -	\$ 5,854	\$ (330)	(5.3%)	
Property tax levy	\$ 1,895	\$ 1,922	\$ -	\$ 1,922	\$ 27	1.4%	
Cost to the average household	\$ 7			\$ 7			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	60.9	60.9	-	60.9	-	
Temporary	1.0	-	-	-	(1.0)	C1
Total	61.9	60.9	-	60.9	(1.0)	

Notes

Budget notes

- B1 - Compensation per contracts/estimates and reduction related to temporary position for Healthy Kids Community Challenge Program
 B2 - Decrease of \$375,000 for consulting fees due to the ending of Healthy Kids Community Challenge program partially offset by increase in other purchased services
 B3 - Provincial subsidy based on 2018 approval

Complement notes

- C1 - Decrease 1.0 FTE temporary position for Healthy Kids Community Challenge Program



Division: Child and Family Health
Director: Andrea Reist

Programs and services:

- Works to increase optimal pregnancy, newborn, child and family health by addressing factors associated with healthy growth and development, working with community partners to create safe and supportive environments that promote healthy growth and development, and through collaborating with community partners in the delivery of services to vulnerable children and their families experiencing risk of poor developmental outcomes.
- Delivers the Healthy Babies, Healthy Children program, providing screening, assessment, referrals to community services and home visiting services to consenting pregnant individuals, postpartum families, and families with children who are vulnerable to experiencing growth and development challenges up to their transition to school.
- Delivers the Infant and Child Development program, providing systematic developmental monitoring and assessment for children at high risk of special developmental needs due to born prematurity and/or identifiable conditions, as well as early intervention, service coordination and home visiting services for infants and children with, or at very high likelihood of, developmental delays.
- Provides information, resources and links to community services that parents, caregivers and providers can use to support healthy growth and development and positive parent-child relationships, including phone consultation with a Public Health Nurse about child health questions.

Key issues and priorities:

- Refining the Healthy Babies Healthy Children and Infant and Child Development programs, in consultation with community stakeholders,

given local community need and revised Ministry program requirements, within already stretched funding envelopes for these programs. This will take place during a time where community partner capacity for collaborating on the delivery of healthy growth and development screening and programming is also diminishing.

- Facilitating the development of supportive environments and services that promote optimal child growth and development during the early years by contributing to collective impact community initiatives (eg. Wellbeing Waterloo Region, Smart Waterloo Region and Children and Youth Planning Tables) to improve outcomes for young children and families.
- Engaging vulnerable populations and community organizations in identifying and removing barriers to equitable access to services for children and their families during the early years that contribute to optimal healthy growth and development outcomes.

Base Budget Drivers and Significant Budget Challenges:

- Provincial funding for the Healthy Babies Healthy Children has not kept pace with program delivery costs since 2008; eroding the ability of this program to provide universal HBHC screening opportunities, health promotion information and linkage to community services to families. HBHC services are now primarily focused on only those children and their families who are eligible and accept the HBHC home visiting program.
- Provincial funding for the Infant and Child Development Program has not increased since 2002. Incremental funding provided by the Region of Waterloo provides developmental monitoring clinics for children at highest risk for developmental delays, channeling them to appropriate services only once potential developmental delays are identified.
- The 2018 Ontario Public Health Standards include a new requirement for Public Health to ensure delivery of vision screening to all Senior Kindergarten children annually. This is to be completed within the existing Public Health funding envelope.



**Child and Family Health
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 6,396	\$ 6,233	\$ -	\$ 6,233	\$ (163)	(2.5%)	B1
Other operating	280	266	-	266	(14)	(5.0%)	
Transfers to reserves	12	10	-	10	(2)	(16.7%)	
Interdepartmental charges	223	198	-	198	(25)	(11.2%)	B2
Subtotal gross expenditure	6,911	6,707	-	6,707	(204)	(3.0%)	
Interdepartmental recoveries	(28)	(28)	-	(28)	-	0.0%	
Subtotal recoveries	(28)	(28)	-	(28)	-	0.0%	
Net expenditure	\$ 6,883	\$ 6,679	\$ -	\$ 6,679	\$ (204)	(3.0%)	
Revenue							
Provincial grants & subsidies	5,660	5,681	-	5,681	21	0.4%	B3
Revenue subtotal	\$ 5,660	\$ 5,681	\$ -	\$ 5,681	\$ 21	0.4%	
Property tax levy	\$ 1,223	\$ 998	\$ -	\$ 998	\$ (225)	(18.4%)	
Cost to the average household	\$ 5			\$ 4			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	62.0	60.0	-	60.0	(2.0)	C1
Temporary	-	-	-	-	-	
Total	62.0	60.0	-	60.0	(2.0)	

Notes

Budget notes

B1 - Compensation per contracts/estimates and reduction of Family Consultant (Infant Child Development Program) and manager position

B2 - Facility occupancy rates adjusted for changes in utilities and general building maintenance as well as an increased provision for funding lifecycle works. Decrease telephone & IT licensing costs & decrease in accommodation costs

B3 - Provincial subsidy based on 2018 approval

Complement notes

C1 - Decrease 2.0 FTEs: reduction of Family Consultant (Infant Child Development Program) and manager position



Division: Paramedic Services
Chief: Stephen Van Valkenburg

Programs and services:

- Pre-Hospital care and transport of sick and injured residents and visitors to the Region of Waterloo.
- Community Paramedicine program (initiated in Fall 2018)
- Delivering ambulance service in accordance with the Ambulance Act of Ontario in conjunction with relevant governing legislation.
- Providing seamless service with surrounding municipalities.

Key issues and priorities:

- Adherence to mandated Response Time Performance Plan (RTPP) as approved by Council and required through legislation.
- Providing “Excellence in Patient Care” to residents and visitors to the Region of Waterloo on every request for service and the ability to qualitatively and quantitatively show the results in an open and transparent manner.
- Minimizing offload delay in area Emergency Departments, through collaboration with hospital staff. Offload delay can be unpredictable and continues to fluctuate, although it has been trending upward since 2016 and rose 102 % in 2017. Paramedic Services has no direct control over offload delay, which is affected by factors such as Provincial funding of hospitals, offload delay nurses and ongoing collaboration with the hospitals remains critical.
- Ensuring the provision of quality ambulance service as dictated by the Ambulance Service Review requirements, through monitoring and assessing levels of response.
- Ensuring fiscal responsibility in delivering ambulance service throughout the Region of Waterloo given current demands in call volume growth and financial pressures to find cost efficiencies.

- Community Paramedicine – Paramedic Services has an approved budget from the LHIN of \$247,000 (base funding) starting from 2018/19 for the implementation of a Community Paramedicine Program. Paramedic Services is currently initiating the program and it will be operational in Fall 2018.
- The Paramedic Services Master Plan (2017-2027) was adopted in 2016. Significant investments in resources will be implemented in 2019 and future years, pending Council budget approval.

Base Budget Drivers and Significant Budget Challenges:

- As call volumes increase due to a growing and aging population, demand on resources increases making it increasingly difficult to provide coverage to the entire Region without new resources.
- The Paramedic Services Master Plan (2017-2027) establishes a target unit utilization rate of 35%; achieving this target will require additional investment in staffing, vehicles and equipment.
- Currently the Province funds 50% of operating costs on an annual basis. This funding usually lags behind by one year from the time in which resources are added to the service.



Paramedic Services
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 27,187	\$ 27,823	\$ 775	\$ 28,598	\$ 1,411	5.2%	B1
Supplies, services and sundry	1,997	1,977	53	2,030	33	1.7%	B2
Equipment, software, furniture & maintenance	304	224	226	450	146	48.0%	B3
Dedicated Nurses to Receive Patients Program	516	516	-	516	-	0.0%	
Debt servicing	441	890	-	890	449	101.8%	B4
Transfers to reserves	2,105	2,106	103	2,209	104	4.9%	B5
Interdepartmental charges	1,314	1,496	6	1,502	188	14.3%	B6
Net expenditure	\$ 33,864	\$ 35,032	\$ 1,163	\$ 36,195	\$ 2,331	6.9%	
Revenue							
Provincial grants & subsidies	15,417	17,495	-	17,495	2,078	13.5%	B7
Tax stabilization reserve fund	1,699	305	684	989	(710)	(41.8%)	B8
Recoveries	150	193	-	193	43	28.7%	B9
User fees	75	80	-	80	5	6.7%	
Revenue subtotal	\$ 17,341	\$ 18,073	\$ 684	\$ 18,757	\$ 1,416	8.2%	
Property tax levy	\$ 16,523	\$ 16,959	\$ 479	\$ 17,438	\$ 915	5.5%	
Cost to the average household	\$ 64			\$ 65			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	218.7	220.7	12.0	232.7	14.0	C1
Temporary	-	-	-	-	-	
Total	218.7	220.7	12.0	232.7	14.0	

Notes

Budget notes

(Thousands)

B1 - Compensation per contracts/estimates	\$ 339
Annualization of 17.0 FTE as approved in 2018 Budget Issue Paper	604
Addition of 12.0 FTE as approved in 2019 Budget Issue Paper, effective July 1st	775
Addition of 2.0 FTE re Community Para-medicine Program (PHE-PSV-18-3)	228
Adjustments to benefits, shift premiums and vacation	(535)
	<u>\$ 1,411</u>
B2 - Increased medical supplies, uniforms and fuel approved in 2019 Budget Issue Paper (\$52,885); removed \$100,000 storage rental for fleet; increased medical supplies and fuel to reflect usage, and removed one-time costs from 2018 re Community Paramedicine.	
B3 - Removed one-time increase to furniture of \$80,000 approved in 2018 Budget Issue Paper. Increased software applications, furniture \$204,000 (one-time), software and equipment maintenance \$22,000 as approved in 2019 Budget Issue Paper. Reduced fuel to reflect estimated costs for 2019.	
B4 - Debt servicing increase from fall 2018 debenture issue for the Breslau station and headquarters north centre, partially recovered from Regional Development Charges (B9).	
B5 - Increased contribution to vehicle, equipment and insurance reserves by \$103,000 approved in the 2019 Budget Issue Paper.	
B6 - Increased rent and lifecycle provision, fleet maintenance costs, public health allocation, ITS licencing and telephone costs. Increased fleet maintenance as approved in the 2019 Budget Issue Paper.	
B7 - Increased Ministry funding to reflect the: 2018 base funding approval, annualization of the 2017 Budget Issue Paper, the 2018 Budget Issue Paper and the base funding approved for the Community Para-medicine Program.	
B8 - Lower transfer required due to timing of funding from the Ministry, adjusted to reflect Ministry funding re 2017 and 2018 Budget Issue Papers. An increase to the contribution is required for the 2019 Budget Issue Paper.	
B9 - Increased contribution from the Regional Development Charge reserve, net of removal of contribution from the equipment reserve (one-time) to fund furniture/office approved in 2018 Budget Issue Paper.	

Complement notes

- C1 - Addition of FTEs: 10.0 Paramedics, 1.0 Fleet/Logistics, and 1.0 Supervisor, Logistics approved in 2019 budget issue
- C1 - Addition of 2.0 FTE Paramedics in 2018 to operate the Community Paramedicine Program, approved June 19, 2018 (PHE-PSV-18-03)



Paramedic Services

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
Program Area Capital										
82001 Vehicle Replacement-Ambulance		310	310	1,875	775	775	1,705	5,440	6,990	12,430
82003 Vehicle Replacement-ERU	75		75	210	140		234	659	584	1,243
82004 Vehicle Replacement-ESU						83		83	175	258
82005 Vehicle Replacement-Admin & Van	50		50		90		114	254	194	448
82006 Equipment-Defibrillators		35	35	1,290			150	1,475	1,740	3,215
82007 EMS Station- East Waterloo/Breslau	230		230					230		230
82013 Equipment-Laptops	168		168	252	30	12	264	726	438	1,164
82017 Station - Master Plan - Growth									1,400	1,400
82018 Station - Master Plan - Growth									1,400	1,400
82019 EMS Station - Master Plan HQ North & stn replacements	(1,510)	16,000	14,490	450				14,940		14,940
82024 Vehicle New - Ambulance Master Plan		340	340	340	340	340	340	1,700	1,870	3,570
82026 Server Hardware Upgrade		55	55			55		110	110	221
82028 Modems/Hardware - AVL/GPS System	87		87					87		87
82029 Automated Drug/Supply Dispensing System							255	255		255
82030 Stretcher Replacement				1,480				1,480	2,080	3,560
82031 Voice Radio	73		73					73	215	288
82032 Vehicle New - ERU Master Plan	37		37					37		37
82033 Vehicle New - Admin Master Plan	80		80					80		80
82034 Station - Master Plan - Replacement				100	1,300			1,400		1,400
82035 Station - Master Plan - Replacement						100	1,300	1,400		1,400
82036 Equipment - Master Plan - Defibrillators		60	60	60	60	60	60	300	330	630
82037 Equipment - Master Plan - Laptops		12	12	12	12	12	12	60	66	126
82038 Equipment - Master Plan - Stretchers		80	80	80	80	80	80	400	440	840
82039 Equipment (Pooled)	164	140	304	125	122	159	50	760	981	1,741
Total Program Area Capital	(546)	17,032	16,486	6,274	2,949	1,676	4,564	31,949	19,013	50,963



Paramedic Services

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
Facilities Managed Capital Renewal										
74881 EMS Capital Renewal	91		91	88	491	213	150	1,033	858	1,892
Total Facilities Managed Capital Renewal	91		91	88	491	213	150	1,033	858	1,892
TOTAL EXPENDITURE	(455)	17,032	16,577	6,362	3,440	1,889	4,714	32,983	19,872	52,854
FUNDING & FINANCING										
Development Charges										
Debentures	223	2,440	2,663	33				2,696		2,696
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	87		87					87		87
3980065 Facility Lifecycle Reserve	91		91	88				179		179
3982210 Ambulance Vehicle Reserve	242	650	892	2,425	1,345	1,198	2,393	8,253	9,813	18,066
3982220 Ambulance Equipment Reserve	405	382	787	3,299	304	378	871	5,640	6,400	12,040
Debentures	(1,503)	13,560	12,057	517	1,791	313	1,450	16,128	3,658	19,786
TOTAL FUNDING & FINANCING	(455)	17,032	16,577	6,362	3,440	1,889	4,714	32,983	19,872	52,854

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 #14-046 as amended. RDC funding available will depend on the outcome of the 2019 background study and by-law review.
- Project 82019 progressed ahead of schedule and therefore the carry forward from 2018 reflects expenditures that were budgeted in the 2019 portion of the overall project budget.



Paramedic Services

2019 Capital Budget Funding & Financing Summary (Thousands)

	Funding & Financing From					
	2019 Expenditure	RDC Debentures	Vehicle & Equipment Reserves	General Tax Supported Capital Reserve	Facility Lifecycle Reserve	Property Tax Supported Debentures
Project						
74881 EMS Capital Renewal	91				91	
82001 Vehicle Replacement-Ambulance	310		310			
82003 Vehicle Replacement-ERU	75		75			
82005 Vehicle Replacement-Admin & Van	50		50			
82006 Equipment-Defibrillators	35		35			
82007 EMS Station- East Waterloo/Breslau	230	207				23
82013 Equipment-Laptops	168		168			
82019 EMS Station - Master Plan HQ North and stn replacements	14,490	2,456				12,034
82024 Vehicle New - Ambulance Master Plan	340		340			
82026 Server Hardware Upgrade	55		55			
82028 Modems/Hardware - AVL/GPS System	87			87		
82031 Voice Radio	73		73			
82032 Vehicle New - ERU Master Plan	37		37			
82033 Vehicle New - Admin Master Plan	80		80			
82036 Equipment - Master Plan - Defibrillators	60		60			
82037 Equipment - Master Plan - Laptops	12		12			
82038 Equipment - Master Plan - Stretchers	80		80			
82039 Equipment (Pooled)	304		304			
Total	16,577	2,663	1,679	87	91	12,057



Region of Waterloo

CORPORATE FINANCIAL



Region of Waterloo

Corporate Financial

This section of the budget covers a variety of corporate financial matters and expenditures/revenues not directly related to a particular Regional program.

Expenditures include:

- Property tax write-offs
- Short term interest expense
- Costs associated with the issuance of debentures
- Credit rating agency fees
- Debt servicing costs relating to a capital grant to Conestoga College (debt issued in 2012)
- Funding for discretionary Regional Development Charge Exemptions (for all services except Water, Wastewater, Roads and Transit)

Revenues include:

- Investment and other interest income
- Supplementary property taxes
- Payments in lieu of taxes



Corporate Financial
Divisional Budget Details (Thousands)

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Tax Write-offs	\$ 5,700	\$ 5,900	\$ -	\$ 5,900	\$ 200	3.5%	B1
Tax Rebates	1,750	1,550	-	1,550	(200)	(11.4%)	B2
Financial/general expenses	1,661	1,542	-	1,542	(119)	(7.2%)	B3
RDC exemptions	400	400	-	400	-	0.0%	
Transfers to reserve	75	75	-	75	-	0.0%	
Interdepartmental charges	117	128	-	128	11	9.3%	B4
Net expenditure	\$ 9,703	\$ 9,595	\$ -	\$ 9,595	\$ (108)	(1.1%)	
Revenue							
Supplementary Taxes	9,500	10,000	-	10,000	500	5.3%	B5
Payments in lieu	6,995	7,385	-	7,385	390	5.6%	B6
Interest income	573	584	-	584	11	1.9%	
Contribution from Tax Stabilization Reserve	353	-	-	-	(353)	(100.0%)	B7
Contribution from General Capital Reserve	-	223	-	223	223	0.0%	B8
Miscellaneous	10	10	-	10	-	0.0%	
Revenue subtotal	\$ 17,431	\$ 18,202	\$ -	\$ 18,202	\$ 771	4.4%	
Property tax levy	\$ (7,728)	\$ (8,607)	\$ -	\$ (8,607)	\$ (879)	11.4%	
Cost to the average household	\$ (30)			\$ (32)			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	-	-	-	-	-	
Temporary	-	-	-	-	-	
Total	-	-	-	-	-	

Notes

Budget notes

- B1 - Budget for property tax write-offs increased by \$0.2 million to reflect historical actuals
- B2 - Initial decrease for elimination of vacant unit rebate program
- B3 - 2018 one-time grants removed, partially offset by increased provision for the SWIFT Network Project per COR-17-02
- B4 - Annualization of funding for 2018 Budget Issue Paper - Financial Analyst - Cash Management & Investments
- B5 - Supplementary property taxes increased by \$0.5 million to reflect historical actuals, resulting in net supplementary taxes (supplementary taxes less write-offs) of \$4.1 million (increase of \$0.3 million from 2018)
- B6 - Payments in lieu increased by \$0.4 million to reflect prior year actuals
- B7- Funding for 2018 Budget Issue Paper approving a one-time grants removed
- B8 - Budget Committee adjustment - Fund incremental SWIFT contribution from reserves



Region of Waterloo

ASSOCIATED AGENCIES



Associated Agency: Waterloo Regional Police Service

Programs and services:

The Waterloo Regional Police Service is committed to strengthening public safety and quality of life by working in partnership with the community in crime prevention, law enforcement, and providing assistance to all those who need our help.

Key issues and priorities:

- Pursuing opportunities for organizational growth and increased efficiency and efficacy through continued improvement projects, operational effectiveness as well as opportunities for partnerships and collaboration.
- To provide effective response to the community in responding to emergent situations.
- To achieve community wellbeing by promoting and evaluating crime prevention, law enforcement and community programs.
- To develop human resource systems to ensure the availability of competent and qualified staff representative of the community.
- Implementation of the Facilities Master Plan and Fleet Service Level Agreement within the 2019 budget process.
- Development of a ten year capital plan coupled with a reserve strategy and effective asset management to ensure appropriate funding to maintain adequate facilities, fleet and equipment.
- Continuation of the Continuous Improvement initiative that aims to determine innovative, efficient and fiscally responsible approaches to providing police services.

Base Budget Drivers & Significant Budget Challenges:

- Ensure appropriate staffing levels for the Frontline to adequately address and manage calls for service from our growing community.
- Enhance support to Youth Protection, Family Violence and Sexual Assault investigations to protect our community's most vulnerable victims of crime.
- Impact of collective agreements on staffing costs.
- Continue to support employee wellness, inclusion and diversity programming.
- Support the implementation of a reliable public-safety grade two-way voice radio communications system.
- Provide funding to build a new Police Facility in the City of Kitchener to address current space constraints and replace aging infrastructure.
- The demand for information technology solutions in policing continues to grow, requiring investment in IT infrastructure.



**Waterloo Regional Police Service
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 147,361	\$ 152,974	\$ 2,319	\$ 155,293	\$ 7,932	5.4%	B1
Other Allowances	2,721	3,265	24	3,289	568	20.9%	B2
Services, Fees, Rents	5,976	6,510	18	6,528	552	9.2%	B3
Materials, Mtnce, Communication	6,798	6,540	29	6,569	(229)	(3.4%)	B4
Debt servicing	5,015	4,910	-	4,910	(105)	(2.1%)	
Transfers to reserves	5,526	5,611	-	5,611	85	1.5%	
Transfers to capital	69	69	-	69	-	0.0%	
Interdepartmental charges	4,186	4,716	71	4,787	601	14.4%	B5
Net expenditure	\$ 177,652	\$ 184,595	\$ 2,461	\$ 187,056	\$ 9,404	5.3%	
Revenue							
General Police Revenue	3,406	3,471	-	3,471	65	1.9%	
CPP/Ministry Grants	3,610	3,643		3,643	33	0.9%	
Court Security Upload Funding	4,954	4,954		4,954	-	0.0%	
PRIDE Revenue	1,897	1,955		1,955	58	3.1%	
Fire Service Revenue	-	520		520	520	-	B6
Miscellaneous Revenue	1,854	2,218	-	2,218	364	19.6%	B7
Contribution from Other Funds	739	761	-	761	22	3.0%	
Revenue subtotal	\$ 16,460	\$ 17,522	\$ -	\$ 17,522	\$ 1,062	6.5%	
Property tax levy	\$ 161,192	\$ 167,073	\$ 2,461	\$ 169,534	\$ 8,342	5.2%	
Cost to the average household	\$ 620			\$ 640			

Authorized Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent Full Time	1,109.0	1,112.0	47.0	1,159.0	50.0	C1
Total	1,109.0	1,112.0	47.0	1,159.0	50.0	

Notes

Budget notes

- B1 - Progressions, compensation/benefits per contracts, annualization of positions approved in 2018, and 2019 FTE expansions
- B2 - Increase in Central Training to support member skill development and Sick Leave payouts increase due to higher retirements
- B3 - Investigation expense and Computer License Fee increases to support program areas
- B4 - Computer Software decrease as now included in Computer License Fees commitment
- B5 - Regional Fleet Maintenance, Facilities Rent and Lifecycle Provision increases
- B6 - Fire Services CAD Project recoveries
- B7- Increase in Secondment Recoveries

Complement notes

- C1 - 2 FTEs for PRIDE and 1 FTE for Fire Services Project which are both recoverable. 47 FTEs represents Investment to Frontline Policing net of civilianization and alternative service delivery initiatives.



Waterloo Regional Police

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
EXPENDITURE										
Program Area Capital										
50000 Police Vehicles and Equipment	862	2,836	3,698	2,363	2,072	1,991	3,772	13,896	13,936	27,832
50003 PRIDE V		100	100	695	1,167	750	2,014	4,726	9,278	14,003
50004 Police Vehicles-Growth		440	440	182	182	61	182	1,045	484	1,529
50005 Information Technology	2,550	1,400	3,950	4,299	2,600	4,800	2,438	18,087	4,217	22,304
50011 Voice Radio HW and SW Upgrades	(61)	107	46	77			176	299	8,404	8,703
50012 Training Facilities Expansion				100	2,400	10,000		12,500		12,500
50022 Replacement of North Division	426		426					426		426
50043 Investigative Services Renovation	70		70					70		70
50044 Headquarters Security Upgrades	655	38	693	200				893		893
50045 WRPS Voice Radio Infrastructure	3,130	3,175	6,305					6,305		6,305
50046 200 Frederick St Construction	2,126	4,500	6,626	15,754	6,000			28,380		28,380
50047 Police Furniture	72	140	212	143	146	149	152	801	806	1,607
50048 Police Equipment	200	2,222	2,422	2,427	3,322	2,404	2,655	13,230	13,433	26,663
50049 Central Division Communications Centre					4,000	500		4,500		4,500
50050 Central Division Traffic Services							153	153	922	1,075
50051 Central Division Renovation/Expansion									1,654	1,654
50052 Headquarters Parking Upgrades				398			398	795		795
50053 Headquarters Renovations							1,000	1,000	12,544	13,544
50055 Reporting Centre Expansion									1,045	1,045
50056 North Division Renovation									145	145
50058 Rural North Division Construction						454	4,090	4,544		4,544
50060 Police Furniture - Growth		30	30	33	35	18	40	155	105	260
50061 Police Equipment - Growth		324	324	165	178	89	204	960	534	1,494
50062 Executive Branch Expansion									1,024	1,024
50063 Electric Vehicle Charging Stations		32	32	32	32			95		95
Total Program Area Capital	10,029	15,344	25,373	26,867	22,133	21,215	17,272	112,860	68,531	181,391



Waterloo Regional Police

Ten Year Capital Budget and Forecast (Thousands) 2019 - 2028

	Previous Unspent Approvals	2019 New Request	2019 Total	2020	2021	2022	2023	2019 - 2023 Subtotal	2024 - 2028 Subtotal	2019 - 2028 Total
Facilities Managed Capital Renewal										
75011 Police Central Division Renewal		25	25	50	25	25	50	175	500	675
75012 Firearms Training Facility Renewal	24		24	24	173	147	6	374	393	767
75013 Police South Division Renewal	125	12	137	1,057	831	747	440	3,212	504	3,716
75014 Police North Division Renewal	139	47	186	41	59	22	73	381	1,419	1,800
75016 Police Headquarters Renewal	1,030	971	2,001	153	1,181	445	394	4,175	2,827	7,001
75017 Police Investigative Services Renewal	32	29	61	53	157	100	74	446	1,327	1,773
75018 Police Reporting Centre Renewal	21	82	103	359	149	58	35	705	439	1,144
Total Facilities Managed Capital Renewal	1,371	1,167	2,538	1,737	2,576	1,546	1,072	9,468	7,409	16,876
TOTAL EXPENDITURE	11,400	16,510	27,910	28,604	24,709	22,761	18,344	122,328	75,940	198,267
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies		40	40	278	467	300	806	1,890	3,711	5,601
Development Charges										
Reserve Funds	664	1,175	1,839	379	395	167	425	3,206	1,123	4,329
Debentures	1,042	2,205	3,247	7,796	6,724	8,140	2,887	28,794	2,755	31,549
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	320	196	516	421	563	453	500	2,453	2,516	4,968
3981300 Police Equipment Reserve	1,634	3,219	4,853	3,597	3,750	2,953	3,753	18,906	23,621	42,528
3982340 Police Vehicles & Equipment Reserve	862	2,913	3,775	2,363	2,072	1,991	3,772	13,973	13,936	27,909
Debentures	6,877	6,762	13,639	13,770	10,738	8,757	6,200	53,105	28,278	81,383
TOTAL FUNDING & FINANCING	11,400	16,510	27,910	28,604	24,709	22,761	18,344	122,328	75,940	198,267

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 #14-046 as amended. RDC funding available will depend on the outcome of the 2019 background study and by-law review.



Waterloo Regional Police

2019 Capital Budget Funding & Financing Summary (Thousands)

Project	Funding & Financing From						
	2019 Expenditure	Grants & Subsidies	Development Charges / RDC Reserve Fund	RDC Debentures	Vehicle & Equipment Reserves	Facility Lifecycle Reserve	Property Tax Supported Debentures
50000 Police Vehicles and Equipment	3,698				3,698		
50003 PRIDE V	100	40					60
50004 Police Vehicles-Growth	440		363		77		
50005 Information Technology	3,950				1,105		2,845
50011 Voice Radio HW and SW Upgrades	46				46		
50022 Replacement of North Division	426		170		255		
50043 Investigative Services Renovation	70		12		58		
50044 Headquarters Security Upgrades	693				693		
50045 WRPS Voice Radio Infrastructure	6,305		971				5,334
50046 200 Frederick St Construction	6,626			3,247			3,379
50047 Police Furniture	212				212		
50048 Police Equipment	2,422				2,422		
50060 Police Furniture - Growth	30		30				
50061 Police Equipment - Growth	324		293		30		
50063 Electric Vehicle Charging Stations	32				32		
75011 Police Central Division Renewal	25					25	
75012 Firearms Training Facility Renewal	24					24	
75013 Police South Division Renewal	137					137	
75014 Police North Division Renewal	186					186	
75016 Police Headquarters Renewal	2,001						2,001
75017 Police Investigative Services Renewal	61					61	
75018 Police Reporting Centre Renewal	103					82	21
Total	27,910	40	1,840	3,247	8,628	516	13,640



Associated Agency: Waterloo Regional Heritage Foundation

Programs and services:

Incorporated as a non-profit organization, the Waterloo Regional Heritage Foundation was created to encourage and promote interest in the preservation of the Region's heritage and culture.

Key issues and priorities:

- To act as a liaison, consulting and granting arms-length body of Regional Government supporting the work of organizations and individuals promoting and preserving the heritage and culture of the Region.
- Grants are awarded for the preservation of heritage buildings and projects throughout the Region.
- Funding is provided for historical publications, to sponsor the Heritage Showcase and to provide regional heritage groups opportunity to promote and display their work to the citizens of the Region.



**Waterloo Regional Heritage Foundation
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Foundation Funding	\$ 106	\$ 106	\$ -	\$ 106	\$ -	0.0%	B1
Net expenditure	\$ 106	\$ 106	\$ -	\$ 106	\$ -	0.0%	
Property tax levy	\$ 106	\$ 106	\$ -	\$ 106	\$ -	0.0%	
Cost to the average household	\$ 1			\$ 1			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	-	-	-	-	-	C1
Temporary	-	-	-	-	-	
Total	-	-	-	-	-	

Notes

Budget notes

B1 - Budget remains unchanged from 2018

Complement notes

C1 - The Foundation is managed by a board of 18 volunteer directors.



Associated Agency: Region of Waterloo Arts Fund

Programs and services:

The purpose of the Region of Waterloo Arts Fund (RWAF) is to provide arm's length funding for the performing, visual and literary arts in the Region of Waterloo.

Key issues and priorities:

- To provide outreach to artists in all communities within the Region of Waterloo.
- To promote, encourage and provide support to arts organizations and individual artists that contribute to the vibrancy of the arts and cultural sector to benefit the people of the Region of Waterloo.
- Organizations and individual practitioners in all arts disciplines, including performing (theatre, music, dance, opera), visual, literary, film/video/media, interdisciplinary and community arts are eligible to submit an application for consideration.
- The fourteen member Board of Directors is responsible for allocating funding provided by Regional Council on an annual basis.



**Region of Waterloo Arts Fund
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
RWAF Funding	\$ 393	\$ 393	\$ -	\$ 393	\$ -	0.0%	
Net expenditure	\$ 393	\$ 393	\$ -	\$ 393	\$ -	0.0%	
Property tax levy	\$ 393	\$ 393	\$ -	\$ 393	\$ -	0.0%	
Cost to the average household	\$ 2			\$ 1			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	-	-	-	-	-	
Temporary	-	-	-	-	-	
Total	-	-	-	-	-	



Associated Agency: Waterloo Region Crime Prevention Council

Programs and services:

To advance community safety as a significant quality of life measure in Waterloo Region through engaging the community and its institutions in reducing and preventing crime, victimization and fear of crime.

Key issues and priorities:

- To increase the number of residents, groups and organizations engaged in municipally based crime prevention strategies that decrease the social and community risks known to be at the roots of crime, victimization and public insecurity.
- To foster new and build on existing partnerships for prevention and to facilitate local problem solving through research, and program and policy development.
- To demonstrate the effectiveness of healthy social policy for crime prevention in the development, implementation and evaluation of approaches that mobilizes citizens and multiple sectors such as the Youth Engagement Strategy.
- To monitor the impact of social and justice trends on the community of Waterloo Region and to enhance resiliency through broad based collaborations for prevention.
- To advance the role of Waterloo Region as a vital contributor to national and provincial prevention strategies such as the Canadian Municipal Network on Crime Prevention (CMNCP).



**Waterloo Region Crime Prevention Council
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	\$ 611	\$ 620	\$ -	\$ 620	\$ 9	1.5%	B1
Services and supplies	103	91	-	91	(12)	(11.7%)	B2
Transfers to reserves	2	2	-	2	-	0.0%	
Interdepartmental charges	32	32	-	32	-	0.0%	
Net expenditure	\$ 748	\$ 745	\$ -	\$ 745	\$ (3)	(0.4%)	
Revenue							
Justice Dinner	23	23	-	23	-	0.0%	
Donations from prior years	13	11	-	11	(2)	(15.4%)	B3
Revenue subtotal	\$ 36	\$ 34	\$ -	\$ 34	\$ (2)	(5.6%)	
Property tax levy	\$ 712	\$ 711	\$ -	\$ 711	\$ (1)	(0.1%)	
Cost to the average household	\$ 3			\$ 3			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	6.2	6.2	-	6.2	-	
Temporary	-	-	-	-	-	
Total	6.2	6.2	-	6.2	-	

Notes

Budget notes

B1 - Compensation per contracts/estimates

B2 - Includes base budget reduction of \$8,550 on various budget lines and a decrease of \$915 to blackberries/smart phone costs. Decreased 100% funded expenditures by \$2,000 related to the decrease in donations carried over from prior years (B3).

B3 - Expenditures related to carryover of unspent donations included in Services and supplies budget line.



Associated Agency: Immigration Partnership Council

Programs and services:

To facilitate the successful settlement, integration and community involvement of immigrants and refugees in Waterloo Region by facilitating the collaboration of settlement and other community agencies, municipal partners, business associations and employers, post-secondary institutions and community members.

Key issues and priorities:

- To educate service providers to effectively support immigrants and refugees
- To collaborate and coordinate with relevant sectors to ensure that systems, policies and programs meet the needs of immigrants and refugees
- To develop tools that promote the hiring of immigrant and refugee talent to employers
- To engage, educate and support employers to recruit, hire and retain immigrant and refugee talent
- To promote awareness and networking of formal and informal organizations and groups addressing immigrant and refugee isolation
- To develop and implement public education initiatives that promoting belonging of immigrants and refugees to the broader community
- To support local municipalities to provide leadership in the welcoming and inclusion of immigrants and refugees
- To advise all levels of government and systems leaders about changes and resources needed in Waterloo Region
- To implement communication strategies to educate the general public about immigration matters
- To cultivate opportunities for collaborative learning and development

Immigration Partnership Council
Divisional Budget Details (Thousands)

	2018 Budget		2019 Base Budget		Budget Issue Papers Approved		Approved 2019 Budget		Budget Change	% Change	Budget Notes
Expenditure											
Compensation	\$	427	\$	404	\$	-	\$	404	\$	(23)	(5.4%) B1
Services and supplies		65		124		-		124		59	90.8% B2
Transfers to reserves		1		2		-		2		1	100.0%
Interdepartmental charges		13		13		-		13		-	0.0%
Interdepartmental recoveries		1		1		-		1		-	0.0%
Net expenditure	\$	507	\$	544	\$	-	\$	544	\$	37	7.3%
Revenue											
Provincial and federal grants & subsidies		430		467		-		467		37	8.6% B3
User fees		27		27		-		27		-	0.0%
Revenue subtotal	\$	457	\$	494	\$	-	\$	494	\$	37	8.1%
Property tax levy	\$	50	\$	50	\$	-	\$	50	\$	-	0.0%
Cost to the average household	\$	0					\$	0			

Budgeted Staff Complement (FTE's)	2018 Complement		2019 Base Budget		Budget Issue Papers Approved		Approved 2019 Complement		Change	Notes
Permanent	-	-	-	-	-	-	-	-	-	
Temporary	4.4	3.8	-	-	-	-	3.8	(0.6)	(0.6)	C1
Total	4.4	3.8	-	-	-	-	3.8	(0.6)	(0.6)	

Notes

Budget notes

- B1 - Compensation per contracts/estimates, net of reduction of 0.6 FTE (temporary) ended June 30, 2018, 100% funded
 B2 - Increased one-time, 100% funded, expenditures including marketing, publicity, purchased services and networking
 B3 - Increased one-time federal and provincial funding

Complement notes

- C1 - Temporary contract of 0.6 FTE ended June 30, 2018 (CSD-IP-17-01)



Associated Agency: Assessment Delivery Services (MPAC)

Programs and services:

To provide for assessment delivery services to the Region of Waterloo including both the Region and the seven area municipalities.

Key issues and priorities:

- Property valuation services for more than 182,000 properties in the Region of Waterloo including valuations, defense of valuations, supplementary and omitted assessments, reassessments, analysis.
- Enumerations every four years for election purposes.



**MPAC Assessment Delivery Service
Divisional Budget Details (Thousands)**

	2018 Budget	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Property Valuation Services	\$ 6,772	\$ 6,884	\$ -	\$ 6,884	\$ 112	1.7%	B1
Net expenditure	\$ 6,772	\$ 6,884	\$ -	\$ 6,884	\$ 112	1.7%	
Property tax levy	\$ 6,772	\$ 6,884	\$ -	\$ 6,884	\$ 112	1.7%	
Cost to the average household	\$ 26			\$ 26			

Budgeted Staff Complement (FTE's)	2018 Complement	2019 Base Budget	Budget Issue Papers Approved	Approved 2019 Complement	Change	Notes
Permanent	-	-	-	-	-	
Temporary	-	-	-	-	-	
Total	-	-	-	-	-	

Notes

Budget notes

B1 - Cost increase for 2019. The Region's costs are determined by Municipal Property Assessment Corporation (MPAC) operating costs and the value of assessment and number of properties