2018 Program Budgets

Region of Waterloo

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THE REGIONAL MUNICIPALITY OF WATERLOO

2018 Program Budget

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Additional budget information or alternate formats of information are available upon request.
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Region of Waterloo

2018 BUDGET OVERVIEW

REGIONAL MUNICIPALITY OF WATERLOO

2018 Operating and Capital Budget Summary

($ thousands)

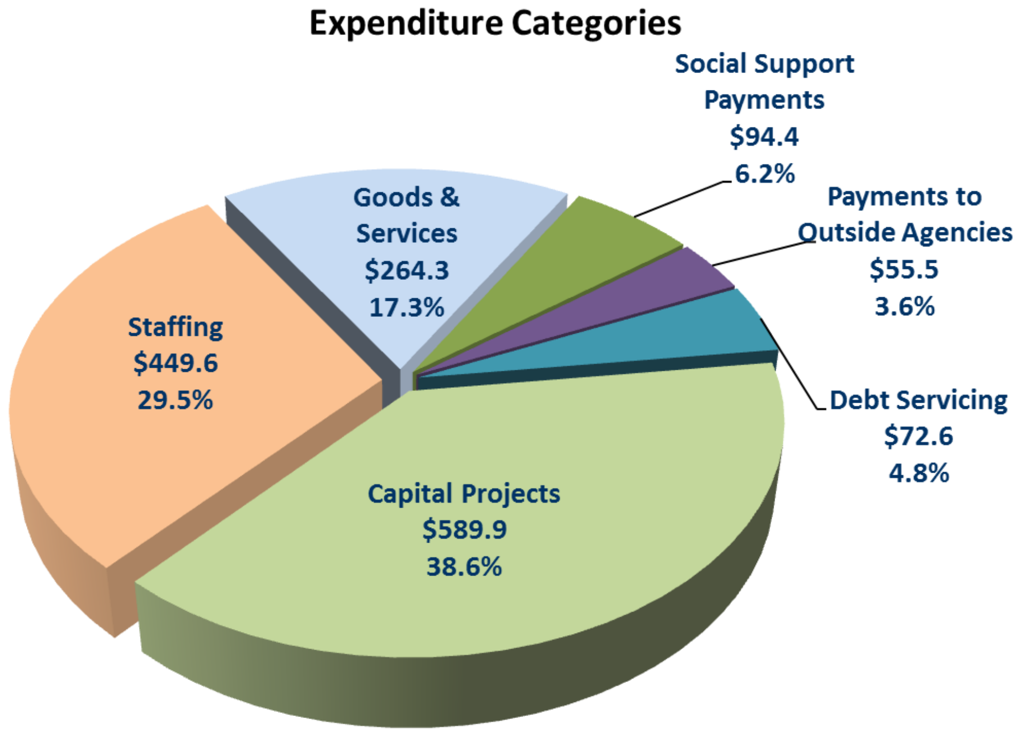
Expenditure	Property Tax based	User Rate based	Total	% of Total Expenditure
Staffing	$433,017	$16,630	$449,646	29%
Goods & Services	$210,957	$53,335	$264,292	17%
Social Support Payments	$94,408	$0	$94,408	6%
Payments to Outside Agencies	$55,466	$0	$55,466	4%
Debt Servicing	$54,007	$18,640	$72,647	5%
Capital Projects	$467,148	$122,766	$589,914	39%
Total Expenditure	$1,315,002	$211,371	$1,526,373	100%

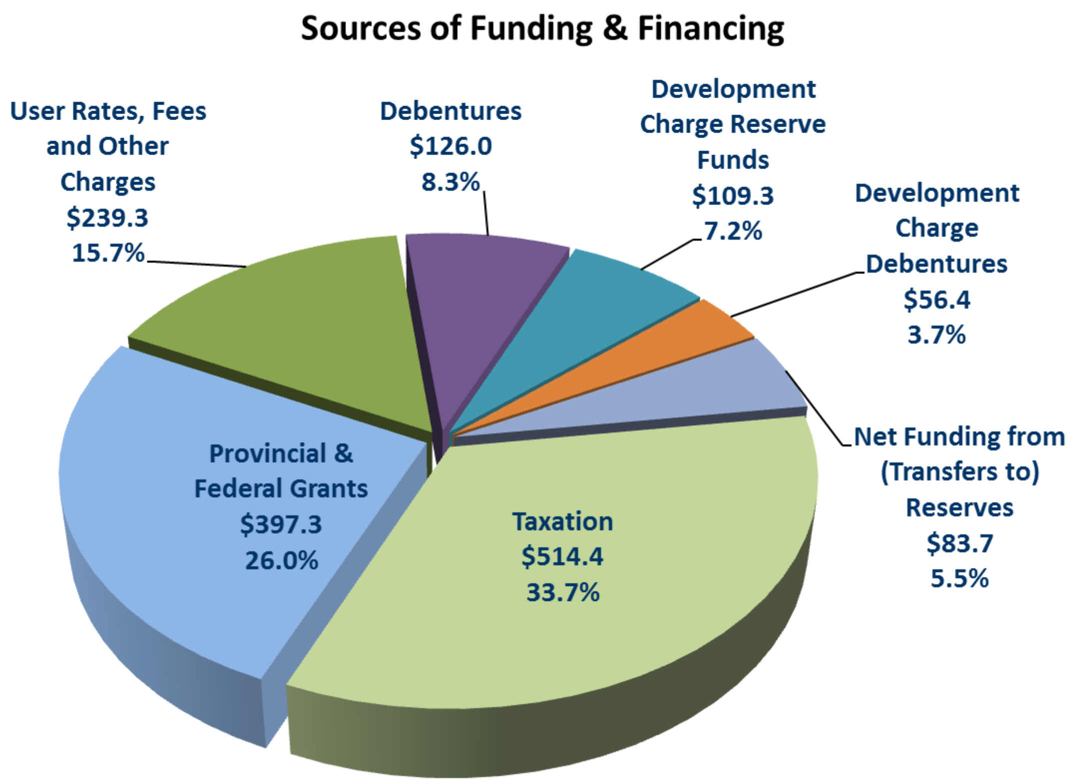
Sources of Funding & Financing	Property Tax Operating	Property Tax Capital	User Rate Operating	User Rate Capital	Total	% of Total Funding & Financing
Taxation	$512,557	$1,811	$0	$0	$514,368	34%
Provincial & Federal Grants	$271,202	$116,999	$0	$9,126	$397,327	26%
User Rates, Fees and Other Charges	$113,223	$159	$125,913	$0	$239,295	16%
Debentures	N/A	$111,361	N/A	$14,664	$126,025	8%
Development Charges:						
Reserve Funds	N/A	$70,139	$8,033	$31,086	$109,258	7%
Debentures	N/A	$43,977	$0	$12,373	$56,350	4%
Net Funding from (Transfers to) Reserves	($49,128)	$122,702	($45,341)	$55,517	$83,750	5%
Total Revenue	$847,854	$467,148	$88,605	$122,766	$1,526,373	100%

REGIONAL MUNICIPALITY OF WATERLOO

2018 Total Expenditure and Sources of Funding and Financing $1.5 billion

$ millions





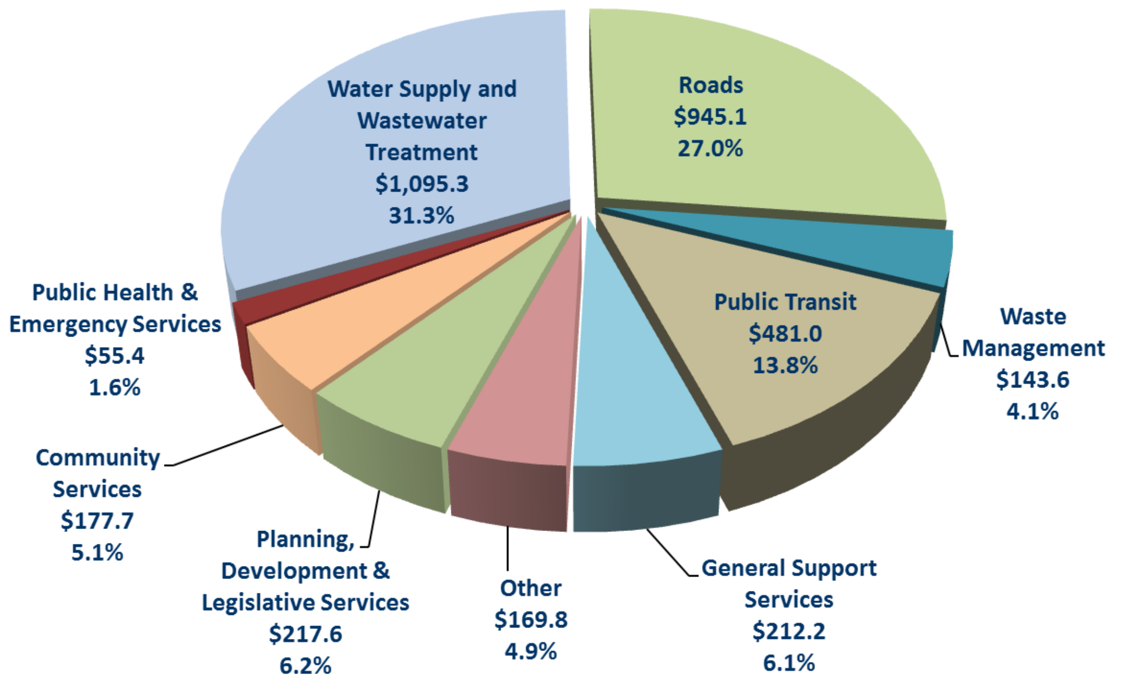
Expenditures and Sources of Funding and Financing include Capital and Operating for both user rates and property tax budgets.

REGIONAL MUNICIPALITY OF WATERLOO

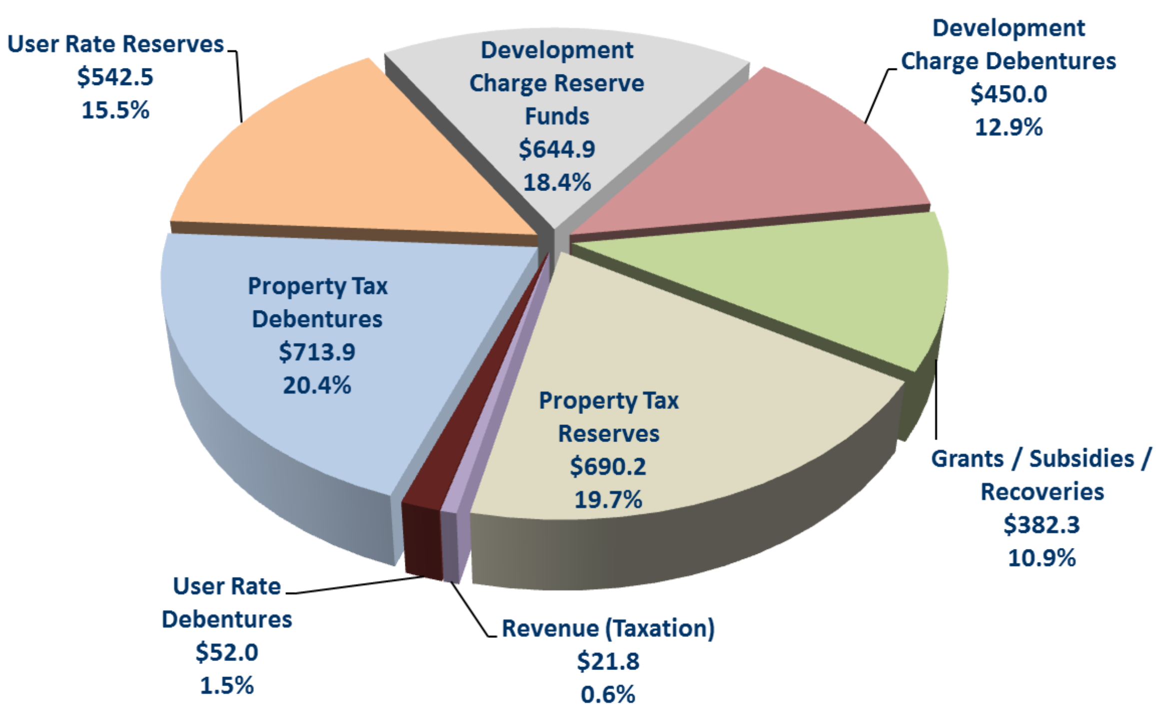
2018-2027 Capital Budget & Forecast $3.5 billion

$ millions

Expenditure Categories



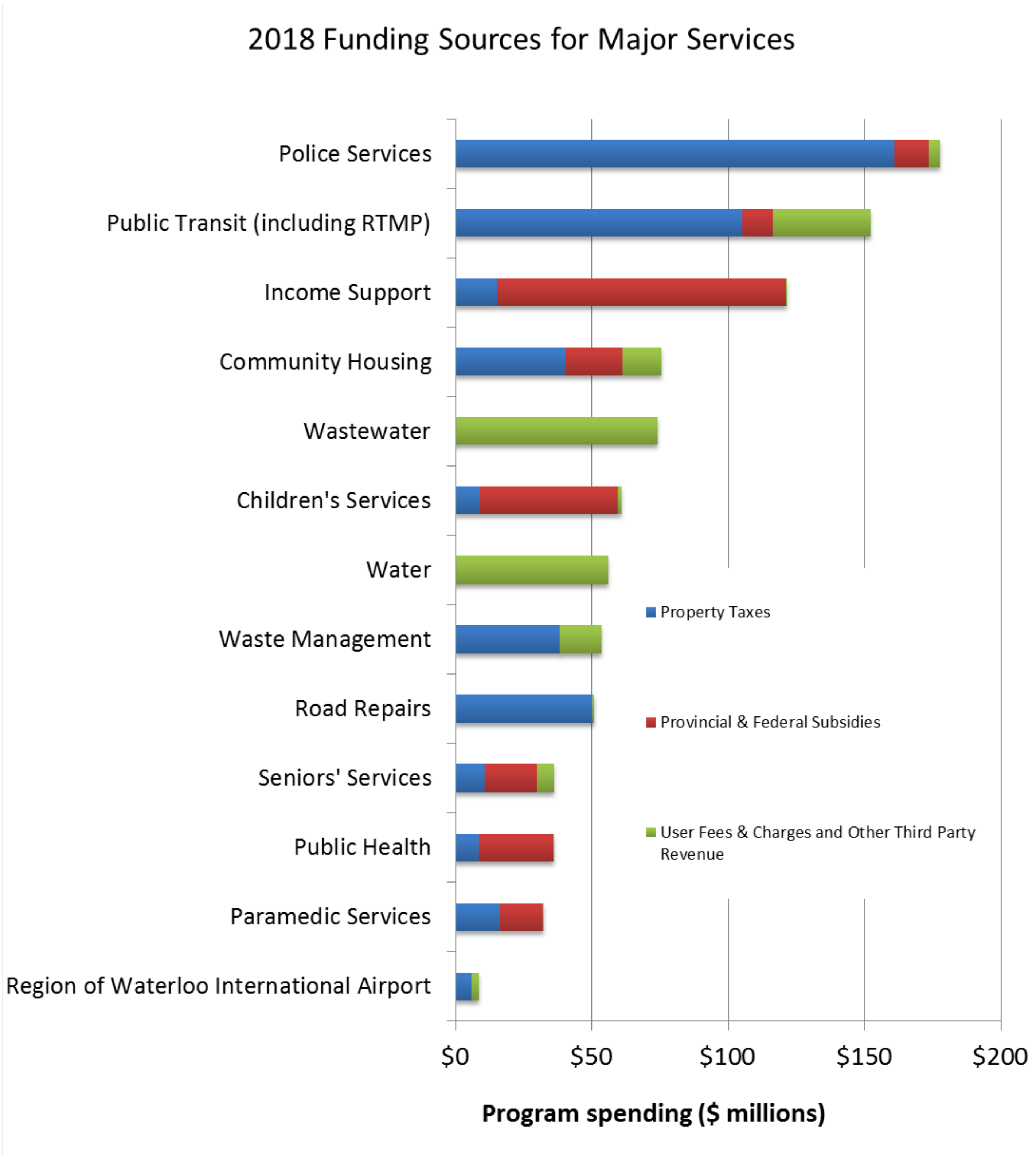
Sources of Funding & Financing



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

REGIONAL MUNICIPALITY OF WATERLOO

2018 Operating Budget: Funding Sources for Major Services ($ millions)



2018 Operating Budget

- Average Property Tax Budget Impact is 2.74%
- Total operating budget expenditure of $1,084 million ($936 million net of transfers to Capital and Reserve Funds)
- Assessment Growth is 1.93%
- Approximately 0.47% of the 2.74% increase is required to fund Police Services
- The direct Regional tax rate increase is 2.27%
- The water wholesale rate increased by 1.9%
- The wastewater wholesale rate increased by 7.9%
- The retail water rate increased by 7.9%
- The retail wastewater rate increased by 5.9%

Capital Budget and Ten Year Forecast

- The 2018 approved capital budget is $590 million
- The 10 year capital forecast is $3.5 billion (constant 2018 dollars)
- Total debenture requirement over the 10 year forecast is $1.2 billion
    - Property Tax debenture requirement is $714 million
    - User Rate debenture requirement is $52 million
    - Development Charge debenture requirement is $450 million

REGIONAL MUNICIPALITY OF WATERLOO

Approved Staff Complement (FTEs)

	2017 Budget *	2018 Budget	Change
Transportation & Environmental Services	1,145.3	1,183.6	38.3
Community Services	760.2	758.7	1.4
Public Health & Emergency Services	493.0	512.6	19.6
Corporate Services	273.2	276.2	3.0
Planning, Development & Legislative Services	216.5	218.6	2.1
Human Resources & Citizen Service	87.1	89.1	2.0
Chief Administrator's Office	8.0	8.0	-
Elected Offices	3.0	3.0	-
Direct Regional	**2,983.4**	**3,049.8**	**66.4**
Waterloo Regional Police Services	1,102.0	1,109.0	7.0
Waterloo Region Crime Prevention Council	6.2	6.2	-
Immigration Partnership Council	4.5	4.4	(0.1)
Total	**4,096.1**	**4,169.4**	**73.3**

Approved 2018 Staff Complement (FTEs)

	Permanent	Temporary	Total
Direct Regional	2,936.7	113.1	3,049.8
Waterloo Regional Police Services	1,109.0	-	1,109.0
Waterloo Region Crime Prevention Council	6.2	-	6.2
Immigration Partnership Council	-	4.4	4.4
Total	**4,051.9**	**117.5**	**4,169.4**

*The 2017 Budget complement has been adjusted to reflect 2017 in-year changes.

Note: Elected officials are excluded from complement count.

Region of Waterloo

2018 Budget Issue Paper Approvals (Thousands)

Dept/Div	Description	Annualized Levy Impact	2018 operating budget impact: Property taxes	2018 operating budget impact: Reserves Capital User rates Other	2018-2027 capital plan impact Sources of funding: Property taxes	2018-2027 capital plan impact Sources of funding: RDC
NO INCREMENTAL 2018 TAX LEVY IMPACT						
COR/Facilities & Fleet Management	Addition of 3.0 permanent FTEs to deliver renewal works projects as required in the current asset renewal plan			$251		
COR/Treasury Services	Addition of one permanent FTE for a Cash Management and Investment Analyst position funded from incremental investment earnings			$117		
CSD/Child Care	Ontario Early Years Child and Family Centres program staffing			$120		
CSD/Housing Services	Convert 6 temporary staff to permanent					
CSD/Seniors' Services	Addition of 1.6 permanent FTEs (1.0 FTE to be a designated PSW for one-on-one support following admission of residents with risk behaviours to improve safety and alleviate pressure on the PSW staff pool and 0.6 FTE as a Recreation Assistant for the Behavioural Supports Program).			$106		
PDL/Legal Services (Prosecutor's office)	Add 1 permanent FTE to POA Prosecution funded from increased POA revenue to address increased workload resulting from changes in early resolution legislation and mitigate lost revenue as a result			$71		
PHE/Infectious Disease, Dental, and Sexual Health	Convert 2.0 FTEs to 3.1 FTEs to provide additional hours at no additional cost to assist in addressing the Ministry's increased requirements for vaccine related Public Health mandatory programming					
HRC/Citizen Service	Add 4.3 temporary FTEs in the Service First Call Centre to support the launch of ION revenue service for one year effective March 1, 2018			$232		
TES/Water Services	Addition of 1.0 permanent Water Supervisor and 1.0 permanent Water Project Engineer (Water Services-Asset Management) to ensure continuation of operations and systems during the replacement of critical infrastructure and expansion of the asset management program			$219		

Region of Waterloo

2018 Budget Issue Paper Approvals (Thousands)

Dept/Div	Description	Annualized Levy Impact	2018 operating budget impact: Property taxes	2018 operating budget impact: Reserves Capital User rates Other	2018-2027 capital plan impact Sources of funding: Property taxes	2018-2027 capital plan impact Sources of funding: RDC
INCREMENTAL 2018 TAX LEVY IMPACT						
PHE/Paramedic Services	Add 1-12 hour ambulance in accordance with the 2017-2027 Paramedic Services master plan for 2018 and 1-12 hour ambulance which was deferred from 2017 as well as support positions	$1,245	$939		$1,099	
CSD/Seniors' Services	Additional oversight resources at Sunnyside Home to improve current staffing ratios	$140	$70			
CSD/Seniors' Services	Addition of 0.25 Staff Development Coordinator to provide for more customized training related to the increasing medical complexity of residents	$21	$10			
TES/Transit Services	Implementation of 2017-2021 GRT business plan (an additional 35,000 service hours)	$2,689	$973		$2,504	$721
TES/Transit Services	Address increasing demand for service and ensure AODA compliance by adding 2 expansion buses and technology upgrades as contemplated in the 2017-2021 MobilityPLUS Business Plan	$523	$258		$409	$11
CSD/Employment & Income Support	Provide additional funding for Discretionary Benefits	$235	$235			
PHE/Emergency Management Office	Procurement of Waterloo Region Emergency Notification System to notify residents and/or employees during an emergency or other significant event (note sharing of cost with Police)	$60	$60			
TES/Transit Services	Replace the one-time provincial subsidy used to partially fund the Wilmot conventional transit route piloted in 2017 with the Regional tax levy	$37	$27			
TES/Waste Management	Reinstate drywall/pallet diversion program	$116	$116			
TES/Transit Services	Implementation of the proposed 2018 TDM and TravelWise initiatives as outlined in the 2017-2021 TDM Program Plan	$74	$74			
PDL/Community Planning	Funding for the Community Environmental Fund program	$150	$150			
Subtotal		**$5,290**	**$2,912**	**$1,116**	**$4,012**	**$732**

Legend:

COR **Corporate Services**
CSD **Community Services**
HRC **Human Resources & Citizen Service**
PDL **Planning, Development & Legislative Services**
PHE **Public Health and Emergency Services**
TES **Transportation and Enviornmental Services**

REGIONAL MUNICIPALITY OF WATERLOO

Cost of Regional Services Per Average Household*

	2017	2018	$ Change	% Change
Water **	$208.46	$212.43	$3.97	1.9%
Wastewater **	$219.44	$236.79	$17.35	7.9%
Property Tax ****	$1,926.56	$1,979.43	$52.87	2.7%
Total	**$2,354.47**	**$2,428.65**	**$74.18**	**3.2%**

	2017	2018	$ Change	% Change
Retail Water ***	$625.18	$668.32	$43.14	6.9%
Retail Wastewater ***	$488.30	$514.44	$26.14	5.4%

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 2018 market value of $333,800 and water usage of 204 cubic metres

** Fiscal impact for 2018. Rate increase is 1.9% in Water and 7.9% for Wastewater effective March 1, 2018

*** Fiscal impact for 2018. Rate increase is 7.9% in Retail Water and 5.9% in Retail Wastewater effective March 1, 2018

**** 2017 Property Tax impact adjusted to reflect updated average assessment value

REGIONAL MUNICIPALITY OF WATERLOO
Average Cost Per Household* for Regional Services
2018 Budget

Tax Supported Services	Net Expenditure ($000's)	Property Tax Levy [1] ($000's)	*per $333,800 Residential Assessment Value* Blended Regional %	Blended Regional $	Urban %	Urban $	Rural [4] %	Rural [4] $	Woolwich %	Woolwich $	Wilmot %	Wilmot $
Police Services	$177,653	$161,194	31.3	$620	30.7	$620	36.5	$620	35.8	$620	36.2	$620
Public Transit[2]	199,147	105,420	20.5	406	22.6	457	3.1	53	5.1	88	3.9	67
Roads/Design & Construction/Eng.	51,285	50,123	9.7	193	9.6	193	11.3	193	11.1	193	11.3	193
Housing Services	76,074	40,541	7.9	156	7.7	156	9.2	156	9.0	156	9.1	156
Waste Management	54,228	38,345	7.5	148	7.3	148	8.7	148	8.5	148	8.6	148
Paramedic Services	33,864	16,523	3.2	64	3.1	64	3.7	64	3.7	64	3.7	64
Employment/Income Support	121,616	15,573	3.0	60	3.0	60	3.5	60	3.5	60	3.5	60
Seniors' Services	36,718	10,815	2.1	42	2.1	42	2.4	42	2.4	42	2.4	42
Cultural Services	11,169	10,278	2.0	40	2.0	40	2.3	40	2.3	40	2.3	40
Grants/Financial Expenses	10,695	9,355	1.8	36	1.8	36	2.1	36	2.1	36	2.1	36
Children's Services	65,823	9,177	1.8	35	1.7	35	2.1	35	2.0	35	2.1	35
Facilities & Fleet Management	11,521	9,085	1.8	35	1.7	35	2.1	35	2.0	35	2.0	35
Public Health	36,384	8,546	1.7	33	1.6	33	1.9	33	1.9	33	1.9	33
Human Resources & Citizen Service	10,289	8,381	1.6	32	1.6	32	1.9	32	1.9	32	1.9	32
Information Technology Services	8,823	8,168	1.6	31	1.6	31	1.8	31	1.8	31	1.8	31
Property Assessment	6,772	6,772	1.3	26	1.3	26	1.5	26	1.5	26	1.5	26
Finance	8,348	6,341	1.2	24	1.2	24	1.4	24	1.4	24	1.4	24
Airport	8,842	5,727	1.1	22	1.1	22	1.3	22	1.3	22	1.3	22
Regional Library[2]	3,071	2,896	0.6	11	0.0	0	4.9	84	4.8	84	4.9	84
Elected Offices & Chief Administrator's Office	2,649	2,649	0.5	10	0.5	10	0.6	10	0.6	10	0.6	10
Economic Development	2,477	2,477	0.5	10	0.5	10	0.6	10	0.5	10	0.6	10
Planning, Development & Legislative Services	12,087	1,765	0.3	7	0.3	7	0.4	7	0.4	7	0.4	7
Waterloo Crime Prevention Council	748	712	0.1	3	0.1	3	0.2	3	0.2	3	0.2	3
Subtotal	$950,283	$530,863		$2,043		$2,083		$1,763		$1,798		$1,777
Less: Payments in Lieu & Supplementary Taxes[3]		(16,495)	(3.2)	($63)	(3.1)	($63)	(3.7)	($63)	(3.7)	($63)	(3.7)	($63)
Regional Tax Levy	$950,283	$514,368	100%	$1,979	100%	$2,020	100%	$1,700	100%	$1,734	100%	$1,714

Cost of Regional Services per Average Household* by Area Municipality

	Net Expenditure (thousands)	Kitchener	Waterloo	Cambridge	N. Dumfries	Wellesley	Woolwich	Wilmot
Tax Supported Regional Services		**$2,020**	**$2,020**	**$2,020**	**$1,700**	**$1,700**	**$1,734**	**$1,714**
User Rates								
Water [5]	$55,931	$212	$212	$212	$212	$212	$212	$212
Wastewater Treatment [5]	72,554	$237	$237	$237	$237	$237	$237	$237
Retail Water & Wastewater [6]	3,793				$734	$734		
Subtotal User Rates	**$132,278**	**$449**	**$449**	**$449**	**$1,183**	**$1,183**	**$449**	**$449**
Household cost for Regional services *		**$2,469**	**$2,469**	**$2,469**	**$2,883**	**$2,883**	**$2,184**	**$2,163**

[1] Expneditures 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 $333,800 for 2018 and water usage of 204 m^3.

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Region of Waterloo

TAX SUPPORTED PROGRAM BUDGET & CAPITAL BUDGET SUMMARIES

2018 Tax Supported Program Budgets

Region of Waterloo

Departmental Summary
2018 Budget by Division (Thousands)

Page		Budgeted Expenditures (Net of Internal Recoveries) 2017	2018	Increase (Decrease)	Budgeted Revenues 2017	2018	Increase (Decrease)	Property tax levy 2017	2018	Increase (Decrease)	%
	DIRECT REGIONAL RESPONSIBILITY										
25	**Elected Offices**	**$ 1,365**	**$ 1,385**	**$ 20**	**$ -**	**$ -**	**$ -**	**$ 1,365**	**$ 1,385**	**$ 20**	**1.5%**
30	**Chief Administrator's Office**	**1,256**	**1,264**	**8**	**-**	**-**	**-**	**1,256**	**1,264**	**8**	**0.6%**
	Corporate Services										
34	Commissioner of Corporate Services	340	346	6	25	25	-	315	321	6	1.9%
37	Information Technology Services	8,670	8,823	153	757	655	(102)	7,913	8,168	255	3.2%
42	Facilities Management	10,694	11,521	827	2,299	2,436	137	8,395	9,085	690	8.2%
51	Fleet Management *	-	-	-	-	-	-	-	-	-	0.0%
57	Treasury Services	3,760	3,771	11	1,437	1,293	(144)	2,323	2,478	155	6.7%
60	Financial Services & Development Financing	4,259	4,231	(28)	699	689	(10)	3,560	3,542	(18)	(0.5%)
	Total Corporate Services	**27,723**	**28,692**	**969**	**5,217**	**5,098**	**(119)**	**22,506**	**23,594**	**1,088**	**4.8%**
	Human Resources & Citizen Service										
68	Commissioner of Human Resources & Citizen Service	986	1,002	16	116	116	-	870	886	16	1.8%
71	Talent Management & Employee Services	2,954	3,006	52	1,136	1,143	7	1,818	1,863	45	2.5%
74	Citizen Service	4,079	4,294	215	220	315	95	3,859	3,979	120	3.1%
77	Employee Relations	1,997	1,987	(10)	332	334	2	1,665	1,653	(12)	(0.7%)
	Total Human Resources & Citizen Service	**10,016**	**10,289**	**273**	**1,804**	**1,908**	**104**	**8,212**	**8,381**	**169**	**2.1%**
	Planning, Development & Legislative Services										
84	Commissioner of Planning, Development & Legislative Services	692	703	11	-	-	-	692	703	11	1.6%
87	Economic Development	1,940	2,477	537	-	-	-	1,940	2,477	537	27.7%
91	Region of Waterloo International Airport	8,951	8,842	(109)	3,029	3,115	86	5,922	5,727	(195)	(3.3%)
98	Community Planning	3,558	3,778	220	487	720	233	3,071	3,058	(13)	(0.4%)
104	Council & Admin Services	2,588	2,710	122	494	458	(36)	2,094	2,252	158	7.5%
107	Provincial Offences Admin & Prosecution	3,771	3,950	179	8,383	8,754	371	(4,612)	(4,804)	(192)	4.2%
109	Legal Services	941	946	5	392	390	(2)	549	556	7	1.3%
112	Cultural Services	10,775	11,169	394	806	891	85	9,969	10,278	309	3.1%
120	Region of Waterloo Library	2,954	3,071	117	195	175	(20)	2,759	2,896	137	5.0%
	Total Planning, Development & Legislative Services	**36,170**	**37,646**	**1,476**	**13,786**	**14,503**	**717**	**22,384**	**23,143**	**759**	**3.4%**
	Transportation & Environmental Services										
127	Commissioner of Transportation & Environmental Services *	-	-	-	-	-	-	-	-	-	0.0%
129	Design & Construction	40	50	10	40	50	10	-	-	-	0.0%
134	Transportation	50,980	51,235	255	2,111	1,112	(999)	48,869	50,123	1,254	2.6%
142	Waste Management	52,317	54,228	1,911	15,044	15,883	839	37,273	38,345	1,072	2.9%
148	Transit Services	117,327	124,243	6,916	58,878	60,799	1,921	58,449	63,444	4,995	8.5%
156	Rapid Transit	18,881	32,928	14,047	18,881	32,928	14,047	-	-	-	0.0%
161	RTMP Reserve Fund	36,557	41,976	5,419	-	-	-	36,557	41,976	5,419	14.8%
	Total Transportation & Environmental Services	**276,102**	**304,660**	**28,558**	**94,954**	**110,772**	**15,818**	**181,148**	**193,888**	**12,740**	**7.0%**
	Community Services										
197	Commissioner of Community Services	1,349	1,582	233	632	651	19	717	931	214	29.8%
200	Housing Services	73,528	75,674	2,146	34,449	35,369	920	39,079	40,305	1,226	3.1%
206	Children's Services	50,984	65,475	14,491	41,874	56,503	14,629	9,110	8,972	(138)	(1.5%)
212	Seniors' Services	35,434	36,524	1,090	25,173	25,823	650	10,261	10,701	440	4.3%
216	Employment & Income Support	30,882	30,929	47	18,227	18,346	119	12,655	12,583	(72)	(0.6%)
217	Financial Assistance	83,430	90,047	6,617	79,696	87,433	7,737	3,734	2,614	(1,120)	(30.0%)
	Total Community Services	**275,607**	**300,231**	**24,624**	**200,051**	**224,125**	**24,074**	**75,556**	**76,106**	**550**	**0.7%**

2018 Tax Supported Program Budgets

Departmental Summary
2018 Budget by Division (Thousands)

Page		Budgeted Expenditures (Net of Internal Recoveries) 2017	2018	Increase (Decrease)	Budgeted Revenues 2017	2018	Increase (Decrease)	Property tax levy 2017	2018	Increase (Decrease)	%
	Public Health & Emergency Services										
225	Central Resources/Medical Officer of Health/Emergency Management Office	5,256	6,043	787	3,533	4,236	703	1,723	1,807	84	4.9%
228	Health Protection & Investigation	4,969	4,992	23	3,706	3,718	12	1,263	1,274	11	0.9%
231	Infectious Disease, Dental and Sexual Health	9,987	10,388	401	7,766	8,041	275	2,221	2,347	126	5.7%
234	Healthy Living	7,989	8,079	90	6,144	6,184	40	1,845	1,895	50	2.7%
237	Child & Family Health	6,849	6,882	33	5,644	5,659	15	1,205	1,223	18	1.5%
240	Paramedic Services	29,952	33,864	3,912	15,187	17,341	2,154	14,765	16,523	1,758	11.9%
	Total Public Health & Emergency Services	**65,002**	**70,248**	**5,246**	**41,980**	**45,179**	**3,199**	**23,022**	**25,069**	**2,047**	**8.9%**
247	**Corporate Financial**	7,323	9,689	2,366	15,161	17,378	2,217	(7,838)	(7,689)	149	1.9%
	TOTAL DIRECT REGIONAL	**700,564**	**764,104**	**63,540**	**372,953**	**418,963**	**46,010**	**327,611**	**345,141**	**17,530**	**5.4%**
	ASSOCIATED AGENCIES										
253	Waterloo Regional Police Services	170,908	177,653	6,745	15,106	16,459	1,353	155,802	161,194	5,392	3.5%
257	Waterloo Regional Heritage Foundation	106	106	-	-	-	-	106	106	-	0.0%
259	Region of Waterloo Arts Fund	393	393	-	150	-	(150)	243	393	150	61.7%
261	Waterloo Region Crime Prevention Council	730	748	18	36	36	-	694	712	18	2.6%
263	Immigration Partnership Council	665	507	(158)	615	457	(158)	50	50	-	0.0%
265	Assessment Delivery Services (MPAC)	6,622	6,772	150	-	-	-	6,622	6,772	150	2.3%
	TOTAL ASSOCIATED AGENCIES	**179,424**	**186,179**	**6,755**	**15,907**	**16,952**	**1,045**	**163,517**	**169,227**	**5,710**	**3.5%**
	REGIONAL PROPERTY TAX LEVY	**$ 879,988**	**$ 950,283**	**$ 201,736**	**$ 388,860**	**$ 435,915**	**$ 137,903**	**$ 491,128**	**$ 514,368**	**$ 23,240**	**4.7%**

* Divisions are 100% recovered.

Notes:
- The 2017 Budget has been restated in order to improve comparability with the 2018 Budget.

Budgeted Staff Complement (FTEs)	**2017**	**2018**	**Change**
By Department:			
Waterloo Regional Police Services	1,102.0	1,109.0	7.0
Transportation & Environmental Services	998.3	1,034.6	36.3
Community Services	757.3	758.7	1.4
Public Health & Emergency Services	493.0	512.6	19.6
Corporate Services	273.2	276.2	3.0
Planning, Development & Legislative Services	216.5	218.6	2.1
Human Resources & Citizen Service	87.1	89.1	2.0
Chief Administrator's Office	8.0	8.0	-
Waterloo Region Crime Prevention Council	6.2	6.2	-
Immigration Partnership Council	4.5	4.4	(0.1)
Elected Offices	3.0	3.0	-
Total	**3,949.1**	**4,020.4**	**71.3**
By Category			
Permanent	3,827.3	3,911.9	84.6
Temporary	121.8	108.5	(13.3)
Total	**3,949.1**	**4,020.4**	**71.3**

Notes:
- The above schedule excludes user rate budgeted complement. For the user rate complement schedule please see page 20
- The 2017 Budget complement has been adjusted to reflect 2017 in-year changes.
- Elected Officials are excluded from complement count.

Tax Supported Capital Budget & Forecast
Summary of Expenditure & Sources of Financing (Thousands)
2018 - 2027

Page		Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
	EXPENDITURE										
	Corporate Services										
38	Information Technology Services	723	1,766	**2,489**	1,286	858	1,626	1,851	**8,110**	5,302	**13,412**
44	Facilities Management	596	974	**1,570**	767	245	17	455	**3,054**	2,266	**5,320**
46	Facility Asset Creation (Acquisition & Construction)	1,951	1,340	**3,291**	8,626	16,305	21,409	19,498	**69,129**	35,494	**104,623**
48	Facility Asset Renewal	3,954	7,763	**11,717**	6,015	8,510	7,550	7,802	**41,595**	39,304	**80,898**
52	Fleet Management	283	211	**494**	446	175	212	89	**1,416**	734	**2,150**
61	Financial Services & Development Financing	-	370	**370**	470	103	65	-	**1,008**	371	**1,379**
	Human Resources & Citizen Service										
78	Human Resources & Citizen Service	438	858	**1,296**	710	-	-	-	**2,006**	2,384	**4,390**
	Planning, Development & Legislative Services										
88	Economic Development	72	1,066	**1,138**	1,071	1,494	1,792	1,792	**7,288**	6,277	**13,565**
92	Region of Waterloo International Airport	2,255	6,482	**8,737**	6,267	3,109	16,226	29,861	**64,201**	97,066	**161,266**
100	Community Planning	809	1,024	**1,833**	1,256	807	607	450	**4,953**	2,250	**7,203**
105	Council & Administrative Services	128	12	**140**	450	435	-	50	**1,075**	332	**1,407**
113	Waterloo Region Museum	2,155	1,044	**3,199**	2,887	9,852	3,766	639	**20,343**	8,112	**28,456**
116	Joseph Schneider Haus	1,276	129	**1,405**	417	541	181	98	**2,641**	748	**3,389**
118	McDougall Cottage	184	72	**256**	250	40	27	21	**594**	115	**709**
121	Region of Waterloo Library	147	743	**890**	58	78	83	78	**1,187**	420	**1,607**
	Transportation & Environmental Services										
130	Design & Construction	-	115	**115**	-	12	-	60	**187**	372	**559**
136	Transportation	60,160	108,246	**168,406**	122,747	137,833	86,356	111,544	**626,885**	318,208	**945,094**
143	Waste Management	9,014	15,556	**24,570**	16,689	24,816	8,992	10,831	**85,898**	57,731	**143,629**
150	Transit Services	41,597	12,601	**54,199**	70,623	85,778	22,118	21,898	**254,616**	88,373	**342,988**
158	Rapid Transit	80,919	21,156	**102,075**	1,000	3,013	1,000	15,450	**122,538**	15,450	**137,988**
	Community Services										
202	Waterloo Region Housing	4,376	10,173	**14,548**	14,030	13,007	11,172	11,322	**64,079**	59,724	**123,803**
202	Housing Services	15,483	5,069	**20,552**	2,349	-	-	350	**23,251**	350	**23,601**
208	Children's Services	78	412	**490**	526	3,137	4,153	482	**8,789**	2,932	**11,721**
213	Seniors' Services	1,448	1,791	**3,239**	3,064	2,871	719	1,038	**10,931**	7,642	**18,573**
	Public Health & Emergency Services										
241	Paramedic Services	4,579	4,756	**9,335**	14,610	8,943	1,667	3,498	**38,052**	17,345	**55,397**
	Police Services										
254	Waterloo Regional Police	5,991	24,803	**30,795**	34,195	21,934	10,930	14,613	**112,467**	56,741	**169,208**
	TOTAL EXPENDITURE	**238,616**	**228,533**	**467,148**	**310,810**	**343,897**	**200,667**	**253,772**	**1,576,293**	**826,044**	**2,402,337**

Tax Supported Capital Budget & Forecast
Summary of Expenditure & Sources of Financing (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	83,476	33,523	**116,999**	27,606	32,179	34,236	31,726	**242,746**	125,910	**368,656**
Recoveries	150	9	**159**	-	-	-	-	**159**	-	**159**
Development Charges										
Reserve Funds	28,447	41,692	**70,139**	48,446	49,955	36,778	66,280	**271,598**	149,922	**421,520**
Debentures	6,275	37,702	**43,977**	49,156	51,042	4,680	13,879	**162,734**	23,376	**186,110**
Property Taxes										
Reserves & Reserve Funds										
Vehicle & Equipment Reserves	9,032	12,027	**21,059**	16,185	21,875	22,088	23,582	**104,788**	127,395	**232,184**
Airport Capital Reserve	1,505	461	**1,966**	2,639	1,207	1,674	5,109	**12,595**	4,021	**16,616**
General Tax Supported Capital Reserve	3,712	1,563	**5,275**	380	-	-	250	**5,905**	250	**6,155**
Roads Capital Levy Reserve	10,348	1,584	**11,932**	2,354	5,266	4,325	1,200	**25,077**	1,285	**26,362**
Roads Rehabilitation Capital Reserve	21,633	21,149	**42,781**	36,514	27,709	25,589	22,194	**154,787**	91,968	**246,755**
Transit Capital Reserve	6,562	1,767	**8,329**	1,844	1,050	1,055	975	**13,253**	7,075	**20,328**
Regional Transportation Master Plan Reserve Fund	2,450	1,792	**4,243**	1,000	1,000	1,000	-	**7,243**	-	**7,243**
Waste Management Reserve	1,002	315	**1,317**	300	300	300	300	**2,517**	1,900	**4,417**
Police Capital Reserve	260	806	**1,067**	-	-	-	-	**1,067**	-	**1,067**
Library Capital Reserve	147	142	**289**	28	48	53	48	**466**	205	**671**
Building Reserve	66	50	**116**	50	50	50	50	**316**	250	**566**
Facility Lifecycle Reserve	296	7,100	**7,396**	4,710	4,391	4,301	4,589	**25,388**	24,384	**49,772**
Solar Photovolatic Reserve	266	250	**516**	250	250	250	250	**1,516**	1,250	**2,766**
Brownfield Incentive Program Reserve Fund	-	-	**-**	264	236	534	534	**1,568**	2,374	**3,942**
ITS Capital Reserve		1,366	**1,366**	1,169	858	864	1,366	**5,623**	2,742	**8,365**
Computer Equipment Reserve	350	400	**750**	478	400	762	535	**2,924**	2,661	**5,584**
Cultural Services Capital Reserve	475	516	**991**	715	455	380	490	**3,031**	2,575	**5,606**
Financial Services Capital Reserve	-	168	**168**	362	100	-	-	**630**	30	**660**
Children's Services Capital Reserve	-	235	**235**	361	448	300	300	**1,644**	1,500	**3,144**
Community Planning Capital Reserve	248	118	**367**	321	142	122	45	**996**	225	**1,221**
Seniors' Services Capital Reserve	203	747	**950**	139	163	320	449	**2,021**	1,316	**3,337**
HRC Capital Reserve	-	65	**65**	65	-	-	-	**130**	300	**430**
WSIB Reserve Fund	-	385	**385**	160	-	-	-	**545**	-	**545**
Housing General Reserve	3,439	6,598	**10,036**	10,105	9,082	7,247	4,407	**40,877**	350	**41,227**
Housing Incentives Reserve	612	-	**612**	-	-	-	-	**612**	-	**612**
Water Capital Reserve	13	198	**211**	79	-	-	-	**290**	-	**290**
Accessibile Service Reserve	-	68	**68**	-	-	-	-	**68**	-	**68**
Other Reserves	13	198	**211**	79	-	-	-	**290**	-	**290**
Contributions from Operating	35	1,776	**1,811**	1,876	2,563	2,563	2,563	**11,377**	10,428	**21,805**
Debentures	57,601	53,761	**111,362**	103,179	133,127	51,196	72,650	**471,514**	242,352	**713,866**
TOTAL FUNDING & FINANCING	**238,616**	**228,533**	**467,148**	**310,810**	**343,897**	**200,667**	**253,772**	**1,576,293**	**826,044**	**2,402,337**

Notes:
- 2018-2027 capital programs are stated in 2018 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.

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Region of Waterloo

USER RATE PROGRAM BUDGET & CAPITAL BUDGET SUMMARIES

Region of Waterloo

User Rate Services

Departmental Summary
2018 Budget by Division (Thousands)

Page #		Budgeted Expenditure (Net of Internal Recoveries) 2017	2018	Increase (Decrease)	Budgeted Non-Rate Revenue 2017	2018	Increase (Decrease)	Rate Revenue Required 2017	2018	Increase (Decrease)	
165	Water Supply	$ 55,528	$ 55,957	$ 429	$ 26	$ 26	$ -	$ 55,502	$ 55,931	$ 429	0.8%
175	Wastewater Treatment	69,943	74,173	4,230	1,578	1,619	41	68,365	72,554	4,189	6.1%
183	Water Distribution	2,343	2,499	156	23	23	-	2,320	2,476	156	6.7%
188	Wastewater Collection	1,234	1,317	82	-	-	-	1,234	1,317	82	6.7%
	Total	**$ 129,048**	**$ 133,945**	**$ 4,897**	**$ 1,627**	**$ 1,668**	**$ 41**	**$ 127,421**	**$ 132,278**	**$ 4,856**	**3.8%**

Budgeted Staff Complement (FTEs)

By Division	**2017**	**2018**	**Change**
Water Supply	81.8	83.3	1.5
Wastewater Treatment	62.1	62.6	0.5
Water Distribution	3.0	3.0	-
Wastewater Collection	-	-	-
Total	**147.0**	**149.0**	**2.0**
By Category			
Permanent	138.0	140.0	2.0
Temporary	9.0	9.0	-
Total	**147.0**	**149.0**	**2.0**
Recoveries			
Interdepartmental:			
Wastewater Collection	0.3	0.3	-
From capital projects / reserves	3.7	5.7	2.0
Total recoveries	**4.0**	**6.0**	**2.0**

User Rate Capital Budget & Forecast
Summary of Expenditure & Sources of Financing (Thousands)
2018 - 2027

Region of Waterloo

Page		Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
	EXPENDITURE										
166	Water Supply	16,649	32,049	**48,698**	56,532	61,267	55,752	48,079	**270,328**	216,831	**487,159**
176	Wastewater Treatment	19,327	53,707	**73,034**	57,105	40,010	36,040	59,200	**265,389**	338,359	**603,748**
184	Water Distribution	132	450	**582**	250	290	250	88	**1,460**	1,490	**2,950**
189	Wastewater Collection	52	400	**452**	400	75	75	75	**1,077**	375	**1,452**
	TOTAL EXPENDITURE	**36,160**	**86,606**	**122,766**	**114,287**	**101,642**	**92,117**	**107,442**	**538,254**	**557,055**	**1,095,309**
	FUNDING & FINANCING										
	Grants & Subsidies	4,156	4,970	**9,126**		3,836	500		**13,462**		**13,462**
	Development Charges										
	Reserve Funds	13,736	17,350	**31,086**	33,597	26,165	19,440	19,320	**129,607**	93,771	**223,378**
	Debentures	1,733	10,640	**12,373**	10,855	9,145	11,764	20,836	**64,972**	198,920	**263,893**
	User Rates										
	Reserves and Reserve Funds										
	Vehicle & Equipment Reserves		340	**340**	710	290		425	**1,765**	1,785	**3,550**
	Water Capital Reserve	4,636	18,056	**22,691**	31,001	36,472	34,619	26,855	**151,638**	103,450	**255,089**
	Wastewater Capital Reserve	11,272	20,180	**31,452**	32,316	22,704	23,970	34,881	**145,323**	134,303	**279,626**
	Water Distribution Capital Reserve	132	450	**582**	250	250	250	50	**1,382**	850	**2,232**
	Wastewater Collection Reserve	52	400	**452**	400	75	75	75	**1,077**	975	**2,052**
	Debentures	443	14,221	**14,664**	5,159	2,705	1,500	5,000	**29,028**	23,000	**52,028**
	TOTAL FUNDING & FINANCING	**36,160**	**86,606**	**122,766**	**114,287**	**101,642**	**92,117**	**107,442**	**538,254**	**557,055**	**1,095,309**

Notes:
- 2018-2027 capital programs are stated in 2018 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.

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Region of Waterloo

ELECTED OFFICES

Regional Municipality of Waterloo
Regional Council 2015 - 2018

Ken Seiling, Regional Chair

ARMSTRONG, Les (Mayor)

CLARKE, Elizabeth

CRAIG, Doug (Mayor)

FOXTON, Sue (Mayor)

GALLOWAY, Tom

JAWORSKY, Dave (Mayor)

JOWETT, Helen

KIEFER, Karl

LORENTZ, Geoff

MITCHELL, Jane

NOWAK, Joe (Mayor)

REDMAN, Karen

SHANTZ, Sandy (Mayor)

STRICKLAND, Sean*

VRBANOVIC, Berry (Mayor)

* Budget Committee Chair

Region of Waterloo

Elected Offices
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 1,365	$ 1,379	$ -	$ -	$ 1,379	$ 14	1.0%	B1
Other operating	231	237	-	-	237	6	2.6%	
Transfers to reserves	19	14	-	-	14	(5)	(26.3%)	
Interdepartmental charges	97	102	-	-	102	5	5.2%	
Subtotal gross expenditure	1,712	1,732	-	-	1,732	20	1.2%	
Central administration recoveries	(347)	(347)	-	-	(347)	-	0.0%	
Subtotal recoveries	(347)	(347)	-	-	(347)	-	0.0%	
Net expenditure	**$ 1,365**	**$ 1,385**	**$ -**	**$ -**	**$ 1,385**	**$ 20**	**1.5%**	
Property tax levy	**$ 1,365**	**$ 1,385**	**$ -**	**$ -**	**$ 1,385**	**$ 20**	**1.5%**	
Cost to the average household	**$ 5**				**$ 5**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	3.0	3.0	-	-	3.0	-	
Temporary	-	-	-	-	-	-	
Total	**3.0**	**3.0**	**-**	**-**	**3.0**	**-**	

<u>Notes</u>

Budget notes

B1 - Compensation per approved adjustment formula

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Region of Waterloo

CHIEF ADMINISTRATOR’S OFFICE

2018 Budget

Department: Chief Administrator's Office
Chief Administrative Officer: Mike Murray

The office of the Chief Administrative Officer 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** – Brian 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.

Region of Waterloo

Chief Administrator's Office
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 1,178	$ 1,196	$ -	$ -	$ 1,196	$ 18	1.5%	B1
Other operating	161	150	-	-	150	(11)	(6.8%)	B2
Transfers to reserves	2	3	-	-	3	1	50.0%	
Interdepartmental charges	55	55	-	-	55	-	0.0%	
Subtotal gross expenditure	1,396	1,404	-	-	1,404	8	0.6%	
Central administration recoveries	(140)	(140)	-	-	(140)	-	0.0%	
Subtotal recoveries	(140)	(140)	-	-	(140)	-	0.0%	
Net expenditure	**$ 1,256**	**$ 1,264**	**$ -**	**$ -**	**$ 1,264**	**$ 8**	**0.6%**	
Property tax levy	**$ 1,256**	**$ 1,264**	**$ -**	**$ -**	**$ 1,264**	**$ 8**	**0.6%**	
Cost to the average household	**$ 5**				**$ 5**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 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

B2 - Reduction in costs for Region News

Region of Waterloo

CORPORATE SERVICES

Region of Waterloo

2018 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, installation and maintenance of Information Technology infrastructure, systems and applications.
- Accounting, purchasing, payroll, inventory management and risk management services.
- Corporate budget, financial planning, analysis and reporting.
- Investment and debt management.

The divisions within Corporate Services include:

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

Region of Waterloo

Corporate Services (COR)

Departmental Summary
2018 Budget by Division (Thousands)

	Budgeted Expenditure (Net of Internal Recoveries) 2017	2018	Increase (Decrease)	Budgeted Revenue 2017	2018	Increase (Decrease)	Property Tax Levy 2017	2018	Increase (Decrease)	
Commissioner of COR	$ 340	$ 346	$ 6	$ 25	$ 25	$ -	$ 315	$ 321	$ 6	1.9%
Information Technology Services	8,670	8,823	153	757	655	(102)	7,913	8,168	255	3.2%
Facilities Management	10,694	11,521	827	2,299	2,436	137	8,395	9,085	690	8.2%
Fleet Management	-	-	-	-	-	-	-	-	-	0.0%
Treasury Services	3,760	3,771	11	1,437	1,293	(144)	2,323	2,478	155	6.7%
Financial Services & Development Financing	4,259	4,231	(28)	699	689	(10)	3,560	3,542	(18)	(0.5%)
Total	**$ 27,723**	**$ 28,692**	**$ 969**	**$ 5,217**	**$ 5,098**	**$ (119)**	**$ 22,506**	**$ 23,594**	**$ 1,088**	**4.8%**

Budgeted Staff Complement (FTEs)

By Division	**2017**	**2018**	**Change**
Commissioner of COR	2.0	2.0	-
Information Technology Services	62.0	61.0	(1.0)
Facilities Management	103.3	106.3	3.0
Fleet Management	17.0	17.0	-
Treasury Services	46.5	47.5	1.0
Financial Services & Development Financing	42.4	42.4	-
Total	**273.2**	**276.2**	**3.0**
By Category			
Permanent	258.3	262.3	4.0
Temporary	14.9	13.9	(1.0)
Total	**273.2**	**276.2**	**3.0**
Recoveries			
Interdepartmental	112.2	112.2	-
From capital projects	27.5	30.5	3.0
From PC reserve	1.0	-	(1.0)
Total recoveries	**140.7**	**142.7**	**2.0**

Budget Issue Papers

Facilities Management	Addition of 3.0 permanent FTEs to deliver renewal works projects as required in the current asset renewal plan
Treasury Service	Addition of 1.0 permanent FTE for a Cash Management and Investment Analyst position funded from increment investment earnings

Region of Waterloo

Commissioner of Corporate Services
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 348	$ 354	$ -	$ -	$ 354	$ 6	1.6%	B1
Other operating	20	19	-	-	19	(1)	(5.7%)	
Transfers to reserves	2	2	-	-	2	0	2.3%	
Interdepartmental charges	22	23	-	-	23	1	4.6%	
Subtotal gross expenditure	392	397	-	-	397	6	1.4%	
Central administration recoveries	(52)	(52)	-	-	(52)	-	0.0%	
Subtotal recoveries	(52)	(52)	-	-	(52)	-	0.0%	
Net expenditure	**$ 340**	**$ 346**	**$ -**	**$ -**	**$ 346**	**$ 6**	**1.6%**	
Revenue								
Provincial grants & subsidies	25	25	-	-	25	-	0.0%	
Revenue subtotal	**$ 25**	**$ 25**	**$ -**	**$ -**	**$ 25**	**$ -**	**0.0%**	
Property tax levy	**$ 315**	**$ 321**	**$ -**	**$ -**	**$ 321**	**$ 6**	**1.8%**	
Cost to the average household	**$ 1**				**$ 1**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	2.0	2.0	-	-	2.0	-	
Temporary	-	-	-	-	-	-	
Total	**2.0**	**2.0**	**-**	**-**	**2.0**	**-**	

Notes

Budget notes

B1 - Compensation per contract/estimates

Division: Information Technology Services
Director: Cathy Bulych

Programs and services:

- Responsible for the efficient operation of the corporation's Information Technology (IT) infrastructure including: networks, servers, databases, applications, telecommunications, and messaging infrastructure.
- The division delivers a wide range of IT services including: back up and recovery services; email; application development and integration; Geographic Information Systems (GIS); security; multimedia; business relationship management; project management; business analysis and business process redesign services.
- Responsible for long range planning of technical infrastructure; stewardship of corporate level strategies and priorities involving Information Technology; 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.
- 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 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 Light Rail Transit, Grand River 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)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 6,956	$ 6,909	$ -	$ -	$ 6,909	$ (47)	(0.7%)	B1
Other operating	3,598	3,598	-	-	3,598	-	0.0%	
Debt servicing	188	188	-	-	188	-	0.0%	
Transfers to reserves	1,432	1,436	-	-	1,436	4	0.3%	
Interdepartmental charges	251	261	-	-	261	10	4.0%	
Subtotal gross expenditure	12,425	12,392	-	-	12,392	(33)	(0.3%)	
Central administration recoveries	(430)	(430)	-	-	(430)	-	0.0%	
Interdepartmental recoveries	(3,325)	(3,139)	-	-	(3,139)	186	(5.6%)	B2
Subtotal recoveries	(3,755)	(3,569)	-	-	(3,569)	186	(5.0%)	
Net expenditure	**$ 8,670**	**$ 8,823**	**$ -**	**$ -**	**$ 8,823**	**$ 153**	**1.8%**	
Revenue								
User fees	2	2	-	-	2	-	0.0%	
Provincial grants & subsidies	755	653	-	-	653	(102)	(13.5%)	B3
Revenue subtotal	**$ 757**	**$ 655**	**$ -**	**$ -**	**$ 655**	**$ (102)**	**(13.5%)**	
Property tax levy	**$ 7,913**	**$ 8,168**	**$ -**	**$ -**	**$ 8,168**	**$ 255**	**3.2%**	
Cost to the average household	**$ 31**				**$ 31**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	60.0	60.0	-	-	60.0	-	
Temporary	2.0	1.0	-	-	1.0	(1.0)	C1
Total	**62.0**	**61.0**	**-**	**-**	**61.0**	**(1.0)**	
Recoveries							
Interdepartmental:							
EMS	1.0	1.0	-	-	1.0	-	
Transit	3.0	3.0	-	-	3.0	-	
Housing	1.0	1.0	-	-	1.0	-	
Library	0.5	0.5	-	-	0.5	-	
From reserves	1.0	-	-	-	-	(1.0)	C1
From capital projects	2.0	2.0	-	-	2.0	-	
Total recoveries	**8.5**	**7.5**	**-**	**-**	**7.5**	**(1.0)**	

Notes

Budget notes

B1 - Compensation per contracts/estimates

B2 - Reduction to ITS Licencing interdepartmental recoveries due to updated user-driven cost recovery model and Microsoft Enterprise Agreement Savings

B3 - Reduction in funding of 1 temporary FTE BIP position (approved in 2015) that will remain vacant the remainder of the term in 2018

Complement notes

C1 - 1 Temporary FTE BIP Network Analyst position removed as it will remain vacant for the remainder of the term in 2018

Information Technology Services
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
90017 GIS System	30	-	**30**	160	-	-	-	**190**	120	**311**
90061 Server / Network (LAN) Upgrades	28	416	**444**	208	208	208	916	**1,985**	1,340	**3,325**
90063 Telephone Systems Upgrade	125	300	**425**	100	100	300	300	**1,225**	450	**1,675**
90098 WREPNET Upgrades	88	200	**288**	50	50	150	50	**588**	425	**1,013**
90118 Critical Regional Systems Recovery	12	200	**212**	-	-	156	-	**368**	56	**424**
90153 Security Audit	-	-	**-**	78	-	78	-	**155**	233	**388**
90154 Data Centre Optimization	33	250	**283**	250	100	50	50	**733**	250	**983**
90156 IT Infrastructure Replacement Electrical	57	-	**57**	-	-	-	-	**57**	-	**57**
90166 ROW Website Redevelopment	-	-	**-**	-	-	75	100	**175**	175	**350**
90172 Fleet Vehicle Replacement-ITS	-	-	**-**	40	-	-	-	**40**	-	**40**
90411 Computer Replacements	350	400	**750**	400	400	609	435	**2,594**	2,253	**4,847**
TOTAL EXPENDITURE	**723**	**1,766**	**2,489**	**1,286**	**858**	**1,626**	**1,851**	**8,110**	**5,302**	**13,412**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	373	-	**373**	-	-	-	-	**373**	-	**373**
3981120 Computer Equipment Reserve	350	400	**750**	478	400	762	535	**2,924**	2,661	**5,584**
3982160 Corporate Fleet Replacement Reserve	-	-	**-**	40	-	-	-	**40**	-	**40**
3983500 ITS Capital Reserve	-	1,366	**1,366**	769	458	864	1,316	**4,773**	2,642	**7,415**
TOTAL FUNDING & FINANCING	**723**	**1,766**	**2,489**	**1,286**	**858**	**1,626**	**1,851**	**8,110**	**5,302**	**13,412**

Information Technology Services
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From		
	2018 Expenditure	General Tax Supported Capital Reserve	ITS Capital Reserve	Computer Equipment Reserve
Project				
90017 GIS System	30	30	-	-
90061 Server / Network (LAN) Upgrades	444	28	416	-
90063 Telephone Systems Upgrade	425	125	300	-
90098 WREPNET Upgrades	288	88	200	-
90118 Critical Regional Systems Recovery	212	12	200	-
90154 Data Centre Optimization	283	33	250	-
90156 IT Infrastructure Replacement Electrical	57	57	-	-
90411 Computer Replacements	750	-	-	750
Total	**2,489**	**373**	**1,366**	**750**

Division: Facilities and Fleet Management
Director: Ellen McGaghey

Programs and services:

- Planning, construction, maintenance, asset management and protective services for 727 Regional buildings, currently valued at $1.34 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'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 increases debt repayment costs. These will continue to rise without a significant change to the renewal funding source.

- Although energy costs are stable in 2018, they have been rising steadily in recent years and are expected to continue to do so. 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 still considerable long-term savings.
- Key projects in 2018: King-Victoria Transit Hub, Asset Management System Implementation, Voice Radio System Upgrade, new Paramedic Services Headquarters and Operations Centre design and construction, Northfield Drive Transit Operations Centre design, design work for renovations at 200 Frederick St., completion of Accommodation Master Plan.

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)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 9,995	$ 10,189	$ 227	$ -	$ 10,416	$ 421	4.2%	B1
Other operating	15,233	16,378	24	-	16,402	1,169	7.7%	B2
Utilities	11,542	11,521	-	-	11,521	(21)	(0.2%)	
Property taxes	5,702	5,845	-	-	5,845	143	2.5%	
Debt servicing	9,126	9,659	-	-	9,659	533	5.8%	B3
Transfers to reserves	4,892	5,998	-	-	5,998	1,106	22.6%	B4
Transfers to capital	3,327	2,713	-	-	2,713	(615)	(18.5%)	B5
Interdepartmental charges	8,256	8,344	-	-	8,344	88	1.1%	
Subtotal gross expenditure	68,072	70,646	251	-	70,897	2,825	4.1%	
Central administration recoveries	(666)	(666)	-	-	(666)	-	0.0%	
Interdepartmental recoveries	(56,712)	(58,459)	(251)	-	(58,710)	(1,998)	3.5%	B6
Subtotal recoveries	(57,378)	(59,125)	(251)	-	(59,376)	(1,998)	3.5%	
Net expenditure	**$ 10,694**	**$ 11,521**	**$ -**	**$ -**	**$ 11,521**	**$ 827**	**7.7%**	
Revenue								
User fees	2,299	2,436	-	-	2,436	137	5.9%	B7
Revenue subtotal	**$ 2,299**	**$ 2,436**	**$ -**	**$ -**	**$ 2,436**	**$ 137**	**5.9%**	
Property tax levy	**$ 8,395**	**$ 9,085**	**$ -**	**$ -**	**$ 9,085**	**$ 690**	**8.2%**	
Cost to the average household	**$ 33**				**$ 35**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	95.0	95.0	3.0	-	98.0	3.0	C1
Temporary	8.3	8.3	-	-	8.3	-	
Total	**103.3**	**103.3**	**3.0**	**-**	**106.3**	**3.0**	
Recoveries							
Interdepartmental:							
Housing	11.0	11.0	-	-	11.0	-	
Sunnyside & Supportive Housing	6.0	6.0	-	-	6.0	-	
Transit	1.0	1.0	-	-	1.0	-	
Maintenance staff allocated	29.3	29.3	-	-	29.3	-	
Mgt & admin staff allocated	32.0	32.0	-	-	32.0	-	
From capital projects	24.0	24.0	3.0	-	27.0	3.0	
Total recoveries	**103.3**	**103.3**	**3.0**	**-**	**106.3**	**3.0**	

Notes

Budget notes

B1 - Compensation per contract/estimates, annualization of 2017 Budget Issue Paper of 1.0 permanent FTE, and addition of 3.0 FTEs per 2018 Budget Issue Paper

B2 - Increased provision for Waterloo Region Housing (WRH) move-out refurbishment costs ($350K), additional security costs ($165K) due to operational changes at the Security Operation Centre, software licenses previously in capital program ($100), and increased costs for HVAC, plumbing, electrical, building automation, asbestos management and janitorial costs ($1.3M). These costs are recovered from program areas. Addition of $24K for office costs per 2018 Budget Issue Paper

B3 - Debt servicing increases of $644K for renewal work and energy retrofits at various properties, partially offset by $111K allocation of debt servicing costs to GRT, Sunnyside, Waste Management and subsidized program areas.

B4 - Increased transfer to reserves for: lifecycle ($1M) and insurance ($39K). Also, increased transfer to the Solar Photovoltaic reserve ($59K) related to increased revenues (see B7).

B5 - Lower transfers to capital relate to the Ontario Housing Corporation debt transferred to the Region for WRH, which is reducing each year until it expires in 2026.

B6 - Increased recoveries from departments for occupancy costs including building-related maintenance, property taxes, utilities, and other operating costs, increased lifecycle provision, and increased management overhead. Also includes increased recoveries from capital for project management cost increases. Includes recovery of 3 FTEs per 2018 Budget Issue Paper.

B7- Increased rental revenue at 150 Main Street for a new tenant and recovery from Region of Waterloo Cooperative Housing Incorporated (ROWCHI) for property management of 2 properties. Also includes increased Solar Photovoltaic revenues, which are transferred to the Solar Photovoltaic reserve (see B4).

Complement notes

C1 - Addition of 3.0 permanent FTEs: 1.0 Chief Building Operator, 1.0 Project Coordinator, and 1.0 Junior Project Coordinator per 2018 Budget Issue Paper

Facilities Management

Ten Year Capital Budget and Forecast (Thousands)

2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE	-	-	**-**	-	-	-	-	**-**	-	**-**
90022 Facilities Equipment Replacement	38	69	**107**	15	6	10	10	**148**	184	**332**
90023 Fleet Vehicle & Equip Replacement FM	-	125	**125**	575	105	7	65	**877**	1,582	**2,459**
90102 Facilities Business Systems	-	-	**-**	47	134	-	130	**311**	250	**561**
90109 Waterloo Regional Voice Radio System	164	174	**338**	-	-	-	-	**338**	-	**338**
90164 Master Accommodation Planning	-	331	**331**	-	-	-	250	**581**	250	**831**
90169 Asset Management Systems	394	275	**669**	130	-	-	-	**799**	-	**799**
TOTAL EXPENDITURE	**596**	**974**	**1,570**	**767**	**245**	**17**	**455**	**3,054**	**2,266**	**5,320**
FUNDING & FINANCING										
Development Charges										
Reserve Funds	25	27	**52**	-	-	-	-	**52**	-	**52**
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	394	606	**1,000**	130	-	-	250	**1,380**	250	**1,630**
3980065 Facility Lifecycle Reserve	-	-	**-**	47	134	-	130	**311**	250	**561**
3982040 Facilities Equipment Reserve	38	69	**107**	15	6	10	10	**148**	184	**332**
3982160 Corporate Fleet Replacement Reserve	-	125	**125**	575	105	7	65	**877**	1,582	**2,459**
Debentures	139	147	**286**	-	-	-	-	**286**	-	**286**
TOTAL FUNDING & FINANCING	**596**	**974**	**1,570**	**767**	**245**	**17**	**455**	**3,054**	**2,266**	**5,320**

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 for years after 2018 will depend on the outcome of the 2019 background study and by-law review.
- 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.

Facilites Management
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From			
	2018 Expenditure	Development Charges / RDC Reserve Fund	Vehicle & Equipment Reserves	General Tax Supported Capital Reserve	Property Tax Supported Debentures
Project					
90022 Facilities Equipment Replacement	107	-	107	-	-
90023 Fleet Vehicle & Equip Replacement FM	125	-	125	-	-
90109 Waterloo Regional Voice Radio System	338	52	-	-	286
90164 Master Accommodation Planning	331	-	-	331	-
90169 Asset Management Systems	669	-	-	669	-
Total	**1,570**	**52**	**232**	**1,000**	**286**

Facility Asset Creation (Acquisition & Construction)
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
90032 99 Regina Space Reconfig	-	-	**-**	-	-	-	-	**-**	3,000	**3,000**
90044 ITS Service Rooms	-	150	**150**	250	-	-	-	**400**	-	**400**
90046 Council Chambers Upgrades	54	760	**814**	-	-	-	-	**814**	-	**814**
90086 Property Acquisition	1,897	-	**1,897**	-	3,000	-	-	**4,897**	-	**4,897**
90113 ROC Expansion	-	-	**-**	-	900	3,000	2,900	**6,800**	-	**6,800**
90137 Integrated Service Centre	-	-	**-**	-	-	2,000	9,000	**11,000**	29,000	**40,000**
90160 Admin Headquarters Expansion	-	-	**-**	-	-	4,000	4,000	**8,000**	-	**8,000**
90162 WRESTRC Expansion	-	-	**-**	1,250	-	-	-	**1,250**	-	**1,250**
90170 Multi-Modal Transit Hub	-	430	**430**	7,126	12,405	12,409	3,598	**35,968**	3,494	**39,462**
TOTAL EXPENDITURE	**1,951**	**1,340**	**3,291**	**8,626**	**16,305**	**21,409**	**19,498**	**69,129**	**35,494**	**104,623**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	-	430	**430**	7,126	12,405	12,409	3,598	**35,968**	3,494	**39,462**
Development Charges										
Reserve Funds	-	-	**-**	-	-	200	200	**400**	-	**400**
Debentures	-	-	**-**	-	225	750	725	**1,700**	-	**1,700**
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	54	910	**964**	250	-	-	-	**1,214**	-	**1,214**
Debentures	1,897	-	**1,897**	1,250	3,675	8,050	14,975	**29,847**	32,000	**61,847**
TOTAL FUNDING & FINANCING	**1,951**	**1,340**	**3,291**	**8,626**	**16,305**	**21,409**	**19,498**	**69,129**	**35,494**	**104,623**

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 for years after 2018 will depend on the outcome of the 2019 background study and by-law review.
- 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.
- Multi-Modal Transit Hub costs expressed in 2018 dollars. The total escalated project cost is expected to be $43.2 million.

Region of Waterloo

Facility Asset Creation (Acquisition & Construction)
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From		
	2018 Expenditure	Grants & Subsidies	General Tax Supported Capital Reserve	Property Tax Supported Debentures
Project				
90044 ITS Service Rooms	150	-	150	-
90046 Council Chambers Upgrades	814	-	814	-
90086 Property Acquisition	1,897	-	-	1,897
90170 Multi-Modal Transit Hub	430	430	-	-
Total	**3,291**	**430**	**964**	**1,897**

Facility Asset Renewal
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
Program Area Capital										
90053 Energy Mgmt Upgrades to Major Buildings	471	1,350	**1,821**	900	1,200	1,000	1,500	**6,421**	6,550	**12,971**
90076 Kitchener Transit Terminal Security	10	190	**200**	69	110	89	80	**548**	477	**1,025**
90078 Security Upgrades	51	-	**51**	-	-	-	-	**51**	-	**51**
90093 Emergency Training Props	66	50	**116**	50	50	50	50	**316**	250	**566**
90099 Waterloo Parkade Capital Program	50	288	**338**	79	70	84	29	**600**	428	**1,028**
90136 Furniture Replacement	150	300	**450**	300	300	500	500	**2,050**	2,500	**4,550**
90158 KPL Parking Garage Capital Program	-	20	**20**	40	20	40	20	**140**	365	**505**
90163 Fuel Storage and Dispensing Systems	40	367	**407**	335	5	46	83	**875**	398	**1,273**
90165 SMS Implementation	794	292	**1,086**	292	-	-	-	**1,377**	-	**1,377**
90168 Energy Projects Funded from Energy Reserve	266	250	**516**	250	250	250	250	**1,516**	1,250	**2,766**
Total Program Area Capital	**1,898**	**3,106**	**5,004**	**2,315**	**2,005**	**2,059**	**2,512**	**13,894**	**12,218**	**26,112**
Facilities Managed Capital Renewal										
74100 20 Weber Building Renewal	18	30	**48**	90	120	150	175	**583**	1,240	**1,823**
74200 AHQ 150 Frederick Building Renewal	450	394	**844**	449	987	677	2,366	**5,323**	5,293	**10,616**
74300 99 Regina Building Renewal	512	852	**1,364**	1,373	728	2,170	549	**6,185**	9,066	**15,251**
74400 Operations Centre Building Renewal	393	1,153	**1,546**	991	2,121	1,042	888	**6,589**	2,544	**9,133**
74500 150 Main Cambridge Building Renewal	183	1,942	**2,125**	696	1,179	683	671	**5,354**	7,054	**12,409**
74600 Gaol & Governor House Renewal	17	14	**31**	24	49	269	189	**562**	588	**1,149**
74700 WRESTC Renewal	105	71	**176**	77	1,322	500	453	**2,527**	1,301	**3,828**
77045 EIS 235 King Street Renovation	378	200	**578**	-	-	-	-	**578**	-	**578**
Total Facilities Managed Capital Renewal	**2,056**	**4,657**	**6,713**	**3,700**	**6,506**	**5,491**	**5,291**	**27,700**	**27,086**	**54,786**
TOTAL EXPENDITURE	**3,954**	**7,763**	**11,717**	**6,015**	**8,510**	**7,550**	**7,802**	**41,595**	**39,304**	**80,898**
FUNDING & FINANCING										
Development Charges										
Reserve Funds	2	30	**31**	11	17	14	13	**86**	75	**161**
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	80	1,361	**1,441**	640	169	419	364	**3,032**	4,938	**7,970**
3980110 WRESTRC Complex Reserve	66	50	**116**	50	50	50	50	**316**	250	**566**
3982170 Fuel System Equipment Reserve	40	367	**407**	335	5	46	83	**875**	398	**1,273**
3983000 Solar Photovoltaic Reserve	266	250	**516**	250	250	250	250	**1,516**	1,250	**2,766**
Other Reserves	-	-	**-**	-	-	-	-	**-**	-	**-**
TOTAL FUNDING & FINANCING	**3,954**	**7,763**	**11,717**	**6,015**	**8,510**	**7,550**	**7,802**	**41,595**	**39,304**	**80,898**

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 for years after 2018 will depend on the outcome of the 2019 background study and by-law review.
- 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.

Facility Asset Renewal
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From						
	2018 Expenditure	Grants & Subsidies	Development Charges / RDC Reserve Fund	Vehicle & Equipment Reserves	WRESTRC Reserve	Facility Lifecycle Reserve	Solar Photovoltaic Reserve	Property Tax Supported Debentures
Project								
74100 20 Weber Building Renewal	48	-	-	-	-	48	-	-
74200 AHQ 150 Frederick Building Renewal	844	-	-	-	-	394	-	450
74300 99 Regina Building Renewal	1,364	-	-	-	-	852	-	512
74400 Operations Centre Building Renewal	1,546	-	-	-	-	-	-	1,546
74500 150 Main Cambridge Building Renewal	2,125	-	-	-	-	-	-	2,125
74600 Gaol & Governor House Renewal	31	-	-	-	-	31	-	-
74700 WRESTC Renewal	176	-	-	-	-	116	-	60
77045 EIS 235 King Street Renovation	578	578	-	-	-	-	-	-
90053 Energy Mgmt Upgrades to Mjr Bldgs	1,821	-	-	-	-	-	-	1,821
90076 Kitchener Transit Terminal Security	200	-	31	-	-	-	-	169
90078 Security Upgrades	51	-	-	-	-	-	-	51
90093 Emergency Training Props	116	-	-	-	116	-	-	-
90099 Waterloo Parkade Capital Program	338	-	-	-	-	-	-	338
90136 Furniture Replacement	450	-	-	-	-	-	-	450
90158 KPL Parking Garage Capital Program	20	-	-	-	-	-	-	20
90163 Fuel Storage and Dispensing Systems	407	-	-	407	-	-	-	-
90165 SMS Implementation	1,086	-	-	-	-	-	-	1,086
90168 Energy Projects Funded from Energy Reser	516	-	-	-	-	-	516	-
Total	**11,717**	**578**	**31**	**407**	**116**	**1,441**	**516**	**8,628**

Facilities Managed Capital Renewal
Summary by Service Area [1]
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
Facilities Management (Shared Facilities)	3,954	7,763	**11,717**	6,015	8,510	7,550	7,802	**41,595**	39,304	**80,898**
Region of Waterloo International Airport	-	116	**116**	247	177	659	724	**1,923**	1,295	**3,218**
Waterloo Region Museum / Doon Heritage Village	53	188	**241**	75	490	419	149	**1,374**	1,357	**2,732**
Joseph Schneider Haus Museum	112	69	**181**	35	-	31	98	**344**	228	**572**
McDougall Cottage	13	12	**25**	-	20	27	21	**93**	115	**208**
Region of Waterloo Library	-	50	**50**	-	-	25	-	**75**	25	**100**
Transportation	-	24	**24**	318	325	127	343	**1,137**	373	**1,510**
Waste Management	115	186	**301**	268	1,001	762	551	**2,883**	2,124	**5,007**
Transit Services	152	849	**1,001**	1,260	561	2,236	2,223	**7,281**	4,504	**11,785**
Water Services	312	1,171	**1,483**	400	400	500	500	**3,283**	3,000	**6,283**
Waterloo Region Housing	4,376	10,173	**14,548**	14,030	13,007	11,172	11,322	**64,079**	59,724	**123,803**
Children's Services	43	177	**220**	65	289	353	182	**1,109**	1,432	**2,541**
Seniors' Services	1,169	1,003	**2,172**	2,760	2,663	354	540	**8,488**	6,062	**14,550**
Paramedic Services	19	90	**109**	50	680	61	86	**986**	909	**1,895**
Waterloo Regional Police	254	2,205	**2,459**	3,403	1,528	1,614	1,611	**10,615**	3,760	**14,375**
Total Facilities Managed Capital Renewal	**10,571**	**24,076**	**34,647**	**28,927**	**29,650**	**25,889**	**26,153**	**145,266**	**124,212**	**269,478**

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 prorgeam areas for detailed capital project budget infromation.

Region of Waterloo

Fleet Management
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 1,686	$ 1,717	$ -	$ -	$ 1,717	$ 31	1.8%	B1
Maintenance & Repairs & Licensing	2,370	2,383	-	-	2,383	13	0.5%	
Other operating	144	146	-	-	146	2	1.0%	
Transfers to reserves	152	150	-	-	150	(2)	(1.6%)	
Interdepartmental charges	357	363	-	-	363	7	1.8%	
Subtotal gross expenditure	4,709	4,758	-	-	4,758	49	1.0%	
Interdepartmental recoveries	(4,709)	(4,758)	-	-	(4,758)	(49)	1.0%	
Subtotal recoveries	(4,709)	(4,758)	-	-	(4,758)	(49)	1.0%	
Net expenditure	**$ (0)**	**$ (0)**	**$ -**	**$ -**	**$ (0)**	**$ 0**	**0.0%**	
Property tax levy	**$ (0)**	**$ (0)**	**$ -**	**$ -**	**$ (0)**	**$ 0**	**0.0%**	
Cost to the average household	**$ -**				**$ -**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 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, Waterloo Region Museum, Inventory Management, Design & Construction, Seniors' Services	17.0	17.0	-	-	17.0	-	
Total recoveries	**17.0**	**17.0**	**-**	**-**	**17.0**	**-**	

<u>Notes</u>

Budget notes

B1 - Compensation per contract/estimates

Fleet Management
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE	-	-	**-**	-	-	-	-	**-**	-	**-**
90014 Fleet Management Vehicles	-	-	**-**	90	15	-	-	**105**	191	**296**
90015 Fleet Pool Vehicles	-	-	**-**	175	60	-	10	**245**	295	**540**
90016 Fleet Services Equipment	74	211	**285**	181	100	212	79	**857**	248	**1,105**
90132 Telematics	105	-	**105**	-	-	-	-	**105**	-	**105**
90161 Fleet Services Program Review Project	104	-	**104**	-	-	-	-	**104**	-	**104**
TOTAL EXPENDITURE	**283**	**211**	**494**	**446**	**175**	**212**	**89**	**1,416**	**734**	**2,150**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982150 Shop Equipment Reserve	74	211	**285**	181	100	212	79	**857**	248	**1,105**
3982160 Corporate Fleet Replacement Reserve	209	-	**209**	265	75	-	10	**559**	486	**1,045**
TOTAL FUNDING & FINANCING	**283**	**211**	**494**	**446**	**175**	**212**	**89**	**1,416**	**734**	**2,150**

Region of Waterloo

Fleet Management

2018 Capital Budget Funding & Financing Summary (Thousands)

Project	2018 Expenditure	Funding & Financing From: Vehicle & Equipment Reserves
90016 Fleet Services Equipment	285	285
90132 Telematics	105	105
90161 Fleet Services Program Review Project	104	104
Total	**494**	**494**

Fleet Managed Capital Renewal

Summary by Service Area [1]

Ten Year Capital Budget and Forecast (Thousands)

2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
Information Technology Services	-	-	**-**	40	-	-	-	**40**	-	**40**
Facilities Management	-	125	**125**	575	105	7	65	**877**	1,582	**2,459**
Fleet Management	-	-	**-**	265	75	-	10	**350**	486	**836**
Financial Services & Development Financing	-	40	**40**	-	3	65	-	**108**	71	**179**
Region of Waterloo International Airport	-	-	**-**	1,045	315	1,035	220	**2,615**	2,648	**5,263**
Council & Administrative Services	-	-	**-**	-	35	-	-	**35**	142	**177**
Waterloo Region Museum	-	-	**-**	-	65	-	-	**65**	-	**65**
Region of Waterloo Library	-	-	**-**	-	-	-	-	**-**	65	**65**
Design & Construction	-	70	**70**	-	12	-	-	**82**	209	**291**
Transportation	240	189	**429**	2,671	1,518	3,203	890	**8,711**	4,141	**12,852**
Waste Management	1,458	1,710	**3,168**	1,983	2,682	1,579	2,415	**11,827**	10,567	**22,394**
Water Services	-	200	**200**	710	250	-	387	**1,547**	1,341	**2,888**
Wastewater Treatment	-	140	**140**	-	-	-	-	**140**	404	**544**
Seniors' Services	-	-	**-**	125	-	-	-	**125**	50	**175**
Total Fleet Managed Capital	**1,698**	**2,474**	**4,172**	**7,414**	**5,060**	**5,889**	**3,987**	**26,522**	**21,706**	**48,228**

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

Division: Treasury Services
Director: Angela Hinchberger

Programs and services:

- Accounts receivable, banking services, cash management, short and long term investments, securing debenture financing and management of related payments.
- 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 Social Service 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:

- Continued low interest rates are reducing the rate of return on the Region's investment portfolio.
- 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.

Region of Waterloo

Treasury Services
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 4,359	$ 4,263	$ 94	$ -	$ 4,357	$ (2)	(0.0%)	B1
Other operating	351	339	23	-	362	11	3.1%	
Transfers to reserves	9	11	-	-	11	2	22.2%	
Interdepartmental charges	162	167	-	-	167	5	3.1%	
Subtotal gross expenditure	4,881	4,780	117	-	4,897	16	0.3%	
Central administration recoveries	(387)	(387)	-	-	(387)	-	0.0%	
Interdepartmental recoveries	(734)	(739)	-	-	(739)	(5)	0.7%	
Subtotal recoveries	(1,121)	(1,126)	-	-	(1,126)	(5)	0.4%	
Net expenditure	**$ 3,760**	**$ 3,654**	**$ 117**	**$ -**	**$ 3,771**	**$ 11**	**0.3%**	
Revenue								
User fees	68	68	-	-	68	-	0.0%	
Provincial grants & subsidies	1,369	1,225	-	-	1,225	(144)	(10.5%)	B2
Revenue subtotal	**$ 1,437**	**$ 1,293**	**$ -**	**$ -**	**$ 1,293**	**$ (144)**	**(10.0%)**	
Property tax levy	**$ 2,323**	**$ 2,361**	**$ 117**	**$ -**	**$ 2,478**	**$ 155**	**6.7%**	
Cost to the average household	**$ 9**				**$ 10**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	42.7	42.7	1.0	-	43.7	1.0	C1
Temporary	3.8	3.8	-	-	3.8	-	
Total	**46.5**	**46.5**	**1.0**	**-**	**47.5**	**1.0**	
Recoveries							
Interdepartmental:							
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	**7.3**	**7.3**	**-**	**-**	**7.3**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates more than offset by reduction for 2 temporary Social Infrastructure Funding (SIF) positions which end midyear

B2 - Reduction in provincial and federal funding of temporary SIF staffing, offset by decrease in compensation per note B1

Complement notes

C1- Addition of 1.0 permanent FTE for a Cash Management and Investment Analyst position

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, 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 20 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.

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.

Region of Waterloo

Financial Services and Development Financing
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 4,088	$ 4,155	$ -	$ -	$ 4,155	$ 67	1.6%	B1
Other operating	781	753	-	-	753	(28)	(3.6%)	
Debt servicing	38	38	-	-	38	-	0.0%	
Transfers to reserves	310	289	-	(46)	243	(67)	(21.6%)	B2
Interdepartmental charges	258	263	-	-	263	5	1.9%	
Subtotal gross expenditure	5,475	5,498	-	(46)	5,452	(23)	(0.4%)	
Central administration recoveries	(437)	(437)	-	-	(437)	-	0.0%	
Interdepartmental recoveries	(779)	(784)	-	-	(784)	(5)	0.6%	
Subtotal recoveries	(1,216)	(1,221)	-	-	(1,221)	(5)	0.4%	
Net expenditure	**$ 4,259**	**$ 4,277**	**$ -**	**$ (46)**	**$ 4,231**	**$ (28)**	**(0.7%)**	
Revenue								
User fees	82	72	-	-	72	(10)	(12.2%)	B3
Provincial grants & subsidies	617	617	-	-	617	-	0.0%	
Revenue subtotal	**$ 699**	**$ 689**	**$ -**	**$ -**	**$ 689**	**$ (10)**	**(1.4%)**	
Property tax levy	**$ 3,560**	**$ 3,588**	**$ -**	**$ (46)**	**$ 3,542**	**$ (18)**	**(0.5%)**	
Cost to the average household	**$ 14**				**$ 14**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 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 Services	1.0	1.0	-	-	1.0	-	
Total recoveries	**4.6**	**4.6**	**-**	**-**	**4.6**	**-**	

<u>**Notes**</u>

Budget notes

B1 - Compensation per contracts/estimates

B2 - Reduction in transfer to Fuel Equipment Replacement Reserve as per Fuel Price Strategy

B3 - Reduction in estimated invoicing administration fee revenue

Region of Waterloo

Financial Services & Development Financing
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
60005 RDC By Law Review	-	180	**180**	120	-	-	-	**300**	300	**600**
60010 Purchasing Stores Vehicles Equipment	-	40	**40**	-	3	65	-	**108**	71	**179**
60031 AP Modernization	-	150	**150**	350	100	-	-	**600**	-	**600**
TOTAL EXPENDITURE	**-**	**370**	**370**	**470**	**103**	**65**	**-**	**1,008**	**371**	**1,379**
	-	-	**-**	-	-	-	-	**-**	-	**-**
FUNDING & FINANCING										
Development Charges										
Reserve Funds	-	162	**162**	108	-	-	-	**270**	270	**540**
Property Taxes										
Reserves and Reserve Funds										
3982160 Corporate Fleet Replacement Reserve	-	40	**40**	-	3	65	-	**108**	71	**179**
3983200 Financial Services Capital Reserve	-	168	**168**	362	100	-	-	**630**	30	**660**
TOTAL FUNDING & FINANCING	**-**	**370**	**370**	**470**	**103**	**65**	**-**	**1,008**	**371**	**1,379**

Note:
- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #14-046 as amended. RDC funding available for years after 2018 will depend on the outcome of the 2019 background study and by-law review.

Region of Waterloo

Financial Services & Development Financing
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From		
	2018 Expenditure	Development Charges / RDC Reserve Fund	Vehicle & Equipment Reserves	Financial Services Capital Reserve
Project				
60005 RDC By Law Review	180	162	-	18
60010 Purchasing Stores Vehicles Equipment	40	-	40	-
60031 AP Modernization	150	-	-	150
Total	**370**	**162**	**40**	**168**

Region of Waterloo

HUMAN RESOURCES & CITIZEN SERVICE

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2018 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.

The divisions within Human Resources & Citizen Service include:

- **Commissioner of Human Resources & Citizen Services** office includes:
    - **Corporate Performance** – Amber Sare, Manager
- **Talent Managemnet & Employee Services** – Beverly Aikenhead, 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.

Region of Waterloo

Human Resources & Citizen Service (HRC)

Departmental Summary
2018 Budget by Division (Thousands)

	Budgeted Expenditure (Net of Internal Recoveries) 2017	2018	Increase (Decrease)	Budgeted Revenue 2017	2018	Increase (Decrease)	Property Tax Levy 2017	2018	Increase (Decrease)	
Commissioner of HRC	$ 986	$ 1,002	$ 16	$ 116	$ 116	$ -	$ 870	$ 886	$ 16	1.8%
Talent Management & Employee Services	2,954	3,006	51	1,136	1,143	7	1,818	1,863	45	2.5%
Citizen Service	4,079	4,294	215	220	315	95	3,859	3,979	120	3.1%
Employee Relations	1,997	1,987	(10)	332	334	2	1,665	1,653	(12)	(0.7%)
Total	**$ 10,016**	**$ 10,289**	**$ 273**	**$ 1,804**	**$ 1,907**	**$ 103**	**$ 8,212**	**$ 8,381**	**$ 169**	**2.1%**

Budgeted Staff Complement (FTEs)

By Division	**2017**	**2018**	**Change**
Commissioner of HRC	5.0	5.0	-
Talent Management & Employee Services	24.6	25.6	1.0
Citizen Service	39.5	40.5	1.0
Employee Relations	18.0	18.0	-
Total	**87.1**	**89.1**	**2.0**
By Category			
Permanent	83.8	84.8	1.0
Temporary	3.3	4.3	1.0
Total	**87.1**	**89.1**	**2.0**
Recoveries			
Interdepartmental:			
Facilities	0.3	0.3	-
Transit	12.0	13.0	1.0
Rapid Transit	-	4.3	4.3
Transportation	0.3	0.3	-
Waste Management	4.6	1.3	(3.3)
Water	1.3	1.3	-
From WSIB Reserve	5.0	5.0	-
Total recoveries	**23.3**	**25.3**	**2.0**

Budget Issue Papers

Talent Management & Employee Services	Addition of staff position associated the implementation of the 2017-2021 Grand River Transit Business Plan
Citizen Service	Add 4.3 temporary FTEs in the Service First Call Centre to support the launch of ION revenue service for one year effective March 1, 2018

Region of Waterloo

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

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 754	$ 767	$ -	$ -	$ 767	$ 12	1.6%	B1
Other operating	341	342	-	-	342	1	0.4%	
Transfers to reserves	3	3	-	-	3	1	19.1%	
Interdepartmental charges	51	53	-	-	53	2	3.4%	
Subtotal gross expenditure	1,149	1,165	-	-	1,165	16	1.4%	
Central administration recoveries	(163)	(163)	-	-	(163)	-	0.0%	
Subtotal recoveries	(163)	(163)	-	-	(163)	-	0.0%	
Net expenditure	**$ 986**	**$ 1,002**	**$ -**	**$ -**	**$ 1,002**	**$ 16**	**1.6%**	
Revenue								
Provincial grants & subsidies	116	116	-	-	116	-	0.0%	
Revenue subtotal	**$ 116**	**$ 116**	**$ -**	**$ -**	**$ 116**	**$ -**	**0.0%**	
Property tax levy	**$ 870**	**$ 886**	**$ -**	**$ -**	**$ 886**	**$ 16**	**1.8%**	
Cost to the average household	**$ 3**				**$ 3**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	5.0	5.0	-	-	5.0	-	
Temporary	-	-	-	-	-	-	
Total	**5.0**	**5.0**	**-**	**-**	**5.0**	**-**	

<u>Notes</u>

Budget notes

B1 - Compensation per contracts/estimates

Division: Talent Management and Employee Services
Director: Bev Aikenhead

Programs and services:

- Provides innovative solutions, guidance and support to managers and employees including benefits administration, recruitment, selection, talent management, Workplace Safety and Insurance Board (WSIB) and return to work administration and wellness programming.
- 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, Employee Recognition and Employee Wellness activities.
- Provides advisory and consulting services as the primary contact for human resources activities and brokers services from specialized areas of human resources.
- Coordinates corporate training to respond to learning and development needs of diverse employees including curriculum development, leadership development, facilitation of training or procurement of external providers.
- 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.
- 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:

- By 2019, over 35 per cent of the senior management group and 20 per cent of all other management/management support employees will be eligible for retirement. This will create challenges in talent management to develop and retain a skilled pool of leaders.
- Ensure 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.
- Implement 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.
- Respond to increased volume of WSIB, pension, benefit, retirement, and recruitment transactions.

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.
- Increasing requests for accommodation related to both occupational and non-occupational injuries and mental health illnesses.

Region of Waterloo

Talent Management & Employee Services
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 2,648	$ 2,691	$ 33	$ -	$ 2,724	$ 76	2.9%	B1
Other operating	255	255	-	-	255	0	0.1%	
Corporate staff training	383	394	-	-	394	11	2.9%	
Transfers to reserves	57	58	-	-	58	0	0.7%	
Interdepartmental charges	102	103	-	-	103	1	1.2%	
Subtotal gross expenditure	3,446	3,502	33	-	3,534	89	2.6%	
Central administration recoveries	(226)	(226)	-	-	(226)	-	0.0%	
Interdepartmental recoveries	(265)	(270)	(33)	-	(303)	(37)	14.0%	B2
Subtotal recoveries	(491)	(496)	(33)	-	(529)	(37)	7.6%	
Net expenditure	**$ 2,954**	**$ 3,006**	**$ -**	**$ -**	**$ 3,006**	**$ 51**	**1.7%**	
Revenue								
Provincial grants & subsidies	510	510	-	-	510	-	0.0%	
Transfers from WSIB Reserve	626	633	-	-	633	7	1.1%	
Revenue subtotal	**$ 1,136**	**$ 1,143**	**$ -**	**$ -**	**$ 1,143**	**$ 7**	**0.6%**	
Property tax levy	**$ 1,818**	**$ 1,863**	**$ -**	**$ -**	**$ 1,863**	**$ 45**	**2.5%**	
Cost to the average household	**$ 7**				**$ 7**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	24.6	24.6	1.0	-	25.6	1.0	C1
Temporary	-	-	-	-	-	-	
Total	**24.6**	**24.6**	**1.0**	**-**	**25.6**	**1.0**	
Recoveries							
Interdepartmental:							
Transit	2.0	2.0	1.0	-	3.0	1.0	C1
From WSIB Reserve	4.0	4.0	-	-	4.0	-	
Total recoveries	**6.0**	**6.0**	**1.0**	**-**	**7.0**	**1.0**	

Notes

Budget notes

B1 - Compensation per contracts/estimates and the addition of a Recruiter position included in the 2018 budget issue paper for the implementation of the 2017-2021 GRT Business Plan

B2 - Recovery from Transit Services for a Recruiter position associated with the 2018 budget issue paper for the implementation of the 2017-2021 GRT Business Plan

Complement notes

C1 - 2018 Budget Issue Paper - Addition of 1 permanent FTE for a Recruiter position associated with the Grand River Transit Business Plan 2017-2021 Implementation

Division: Citizen Service
Director: Daun Fletcher

Programs and services:

- Administers and maintains Human Resource Information Systems including Employee Life Cycle Data Management, Job Lifecycle Data Management, the Time and Attendance Management System and Banner.
- Designs and administers systems to support recruitment processes (e.g., postings, offer letters, requisitions, transfers, promotions).
- Creates and administers salary and wage structures and ensures integration of compensation administration with Payroll processes.
- The Service First Call Centre (SFCC) is a 24/7 call centre that handles calls for all Regional services. The Citizen Service Associate program provides a first point of contact.
- Based on citizen input, leads and advises on service improvement projects across the Region.
- Ensures that services are delivered in an inclusive way and are reflective of our diverse population, in such a way that compliance with the Accessibility for Ontarians with Disabilities Act (AODA) is met.

Key issues and priorities:

- Automating processes to increase efficiency and responsiveness to client needs.
- Providing quality benchmarking data to client departments to enable strategic human resources planning.
- The Service First Call Centre will continue to look at how it can more fully answer inquiries from the public and use this information to develop self-serve options on our website and through mobile apps.

- Ensure ongoing compliance with AODA including the standardization of information and communications, built environment, customer service, transportation and employment.
- Specific service improvement projects include implementing a self-serve strategy (i.e. mobile apps), and developing interpreter and translation guidelines, inclusive buildings best practices, complaints management guidelines, and public engagement guidelines, and performing service improvement process reviews.
- 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)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 3,351	$ 3,220	$ 226	$ -	$ 3,446	$ 94	2.8%	B1
Other operating	521	673	6	-	678	158	30.3%	B2
Debt servicing	792	794	-	-	794	2	0.3%	
Transfers to reserves	73	75	-	-	75	2	2.3%	
Interdepartmental charges	72	67	-	-	67	(5)	(6.9%)	
Subtotal gross expenditure	4,809	4,829	232	-	5,060	251	5.2%	
Central administration recoveries	(56)	(56)	-	-	(56)	-	0.0%	
Interdepartmental recoveries	(675)	(479)	(232)	-	(711)	(36)	5.4%	B3
Subtotal recoveries	(730)	(535)	(232)	-	(766)	(36)	5.0%	
Net expenditure	**$ 4,079**	**$ 4,294**	**$ -**	**$ -**	**$ 4,294**	**$ 215**	**5.3%**	
Revenue								
Provincial grants & subsidies	220	220	-	-	220	-	0.0%	
Transfer from reserve	-	95	-	-	95	95	0.0%	B4
Revenue subtotal	**$ 220**	**$ 315**	**$ -**	**$ -**	**$ 315**	**$ 95**	**43.0%**	
Property tax levy	**$ 3,859**	**$ 3,979**	**$ -**	**$ -**	**$ 3,979**	**$ 120**	**3.1%**	
Cost to the average household	**$ 15**				**$ 15**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	36.2	36.2	-	-	36.2	-	
Temporary	3.3	-	4.3	-	4.3	1.0	C1 & C2
Total	**39.5**	**36.2**	**4.3**	**-**	**40.5**	**1.0**	
Recoveries							
Interdepartmental:							
Transit	6.0	6.0	-	-	6.0	-	
Rapid Transit	-	-	4.3	-	4.3	4.3	C2
Waste Management	4.3	1.0	-	-	1.0	(3.3)	C1
Total recoveries	**10.3**	**7.0**	**4.3**	**-**	**11.3**	**1.0**	

<u>Notes</u>

Budget notes

B1 - Compensation per contracts/estimates, position reclassifications, and the addition of temporary Customer Service Representatives at the Service First Call Centre to support the launch of ION approved in the 2018 budget issue paper, partially offset by removal of temporary staff associated with the Curbside Waste Collection Policy Changes Implementation Plan

B2 - Increased provision for annual software licensing and maintenance, and one-time costs relating to the Region's Diversity and Inclusion Initiative, accessibility training and software upgrades (see B4)

B3 - Recovery from Rapid Transit for temporary staffing costs associated with the launch of ION, partially offset by a reduced recovery from Waste Management for temporary staffing costs associated with the Curbside Waste Collection Policy Changes Implementation Plan

B4 - Contribution from reserve to fund the Region's Diversity and Inclusion Initiative, accessibility training and software upgrades (see B2)

Complement notes

C1 - Temporary staff resources at the Service First Call Centre removed upon completion of the Curbside Waste Collection Policy Changes Implementation Plan

C2 - 2018 Budget Issue Paper - Addition of 4.3 FTEs for temporary Customer Service Representatives at the Service First Call Centre to support the launch of ION

Division: Employee Relations
Director: Matthew Sutcliffe

Programs and services:

- Provides support and advice for staff and management for eight separate bargaining units, activities range from collective bargaining and collective agreement interpretation to grievance resolution, mediation and arbitration.
- The Safety Management System has provided a framework for staff and management to proactively assess 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 unit provides support to staff and management, and training in the areas of occupational health and fleet safety.
- Leads negotiations and collective agreement administration.
- Administers Job Evaluation systems and processes.

Key issues and priorities:

- Support 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.
- Providing advice and consultation on health and safety issues to all departments.
- Maintain a positive working relationship with the Region’s bargaining agents which 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.

- Maintaining total compensation competitiveness in an era of fiscal constraint.
- Ongoing administration of Job Evaluation and Pay Equity programs and processes to ensure compliance with legislation and the provisions of collective agreements.

Base Budget Drivers and Significant Budget Challenges:

- The volume and complexity of labour relations and health and safety issues including Human Rights applications.

Employee Relations
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 2,240	$ 2,252	$ -	$ -	$ 2,252	$ 12	0.5%	B1
Other operating	133	125	-	-	125	(9)	(6.5%)	
Legal fees	443	443	-	-	443	-	0.0%	
Debt servicing	43	43	-	-	43	0	0.3%	
Transfers to reserves	4	5	-	-	5	1	27.5%	
Interdepartmental charges	52	50	-	-	50	(2)	(4.0%)	
Subtotal gross expenditure	2,916	2,918	-	-	2,918	3	0.1%	
Central administration recoveries	(155)	(155)	-	-	(155)	-	0.0%	
Interdepartmental recoveries	(764)	(776)	-	-	(776)	(12)	1.6%	
Subtotal recoveries	(919)	(931)	-	-	(931)	(12)	1.3%	
Net expenditure	**$ 1,997**	**$ 1,987**	**$ -**	**$ -**	**$ 1,987**	**$ (10)**	**(0.5%)**	
Revenue								
Provincial grants & subsidies	160	160	-	-	160	-	0.0%	
Transfer from WSIB Reserve	172	174	-	-	174	2	1.2%	
Revenue subtotal	**$ 332**	**$ 334**	**$ -**	**$ -**	**$ 334**	**$ 2**	**0.6%**	
Property tax levy	**$ 1,665**	**$ 1,653**	**$ -**	**$ -**	**$ 1,653**	**$ (12)**	**(0.7%)**	
Cost to the average household	**$ 7**				**$ 6**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	18.0	18.0	-	-	18.0	-	
Temporary	-	-	-	-	-	-	
Total	**18.0**	**18.0**	**-**	**-**	**18.0**	**-**	
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	1.0	1.0	-	-	1.0	-	
Total recoveries	**7.0**	**7.0**	**-**	**-**	**7.0**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates

Human Resources & Citizen Service
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
90150 Consolidated Call Centre	218	361	**579**	485	-	-	-	**1,064**	2,084	**3,148**
99033 Time and Attendance System	-	160	**160**	-	-	-	-	**160**	-	**160**
99037 Safety Management System	-	225	**225**	225	-	-	-	**450**	-	**450**
99042 Employee Lifecycle Review	220	112	**332**	-	-	-	-	**332**	-	**332**
99044 Applicant Tracking System	-	-	**-**	-	-	-	-	**-**	300	**300**
TOTAL EXPENDITURE	**438**	**858**	**1,296**	**710**	**-**	**-**	**-**	**2,006**	**2,384**	**4,390**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	438	47	**485**	-	-	-	-	**485**	-	**485**
3981400 WSIB Reserve Fund	-	385	**385**	160	-	-	-	**545**	-	**545**
3983900 HRC Capital Reserve	-	65	**65**	65	-	-	-	**130**	300	**430**
Debentures	-	361	**361**	485	-	-	-	**846**	2,084	**2,930**
TOTAL FUNDING & FINANCING	**438**	**858**	**1,296**	**710**	**-**	**-**	**-**	**2,006**	**2,384**	**4,390**

Notes:
- 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.

Region of Waterloo

Human Resources & Citizen Service
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From			
	2018 Expenditure	General Tax Supported Capital Reserve	WSIB Reserve Fund	HRC Capital Reserve	Property Tax Supported Debentures
Project					
90150 Consolidated Call Centre	579	218	-	-	361
99033 Time and Attendance System	160	-	160	-	-
99037 Safety Management System	225	-	225	-	-
99042 Employee Lifecycle Review	332	267	-	65	-
Total	**1,296**	**485**	**385**	**65**	**361**

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Region of Waterloo

PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES

Region of Waterloo

2018 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 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. The 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 Offenses 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 & Admin Services** – Kris Fletcher, Director
- **Legal Services** – Debra Arnold, Director & Regional Solicitor
- **Provincial Offences Admin** (Kris Fletcher) **& Prosecution** (Debra Arnold)
- **Cultural Services** – Helen Chimirri-Russell, Director
    - **ROW Library**

Region of Waterloo

Planning, Development and Legislative Services (PDL)

Departmental Summary
2018 Budget by Division (Thousands)

	Budgeted Expenditure (Net of Internal Recoveries) 2017	2018	Increase (Decrease)	Budgeted Revenue 2017	2018	Increase (Decrease)	Property Tax Levy 2017	2018	Increase (Decrease)	
Commissioner of PDL	$ 692	$ 703	$ 11	$ -	$ -	$ -	$ 692	$ 703	$ 11	1.6%
Economic Development	1,940	2,477	537	-	-	-	1,940	2,477	537	27.7%
Region of Waterloo International Airport	8,951	8,843	(109)	3,029	3,115	86	5,922	5,727	(195)	(3.3%)
Community Planning	3,558	3,778	220	487	720	233	3,071	3,058	(13)	(0.4%)
Council & Admin Services	2,587	2,709	122	494	458	(36)	2,093	2,251	158	7.5%
Provincial Offences Admin & Prosecution	3,771	3,950	178	8,383	8,754	371	(4,612)	(4,805)	(193)	4.2%
Legal Services	941	946	5	392	390	(2)	549	556	7	1.3%
Cultural Services	10,775	11,169	394	806	891	85	9,969	10,278	309	3.1%
Region of Waterloo Library	2,954	3,071	117	195	175	(20)	2,759	2,896	137	5.0%
Total	**$ 36,169**	**$ 37,646**	**$ 1,476**	**$ 13,787**	**$ 14,504**	**$ 717**	**$ 22,383**	**$ 23,142**	**$ 759**	**3.4%**

Budgeted Staff Complement (FTEs)

By Division	**2017**	**2018**	**Change**
Commissioner of PDL	3.0	3.0	-
Economic Development	4.0	5.0	1.0
Region of Waterloo International Airport	24.1	23.1	(1.0)
Community Planning	27.0	27.3	0.3
Council & Admin Services	33.9	33.9	-
Provincial Offences Admin & Prosecution	25.0	26.0	1.0
Legal Services	12.0	13.0	1.0
Cultural Services	54.5	54.5	-
Region of Waterloo Library	33.0	32.8	(0.2)
Total	**216.5**	**218.6**	**2.1**
By Category			
Permanent	190.6	192.9	2.3
Temporary	25.9	25.7	(0.2)
Total	**216.5**	**218.6**	**2.1**
Recoveries			
Interdepartmental:			
Housing Services	2.0	2.0	-
Design and Construction/capital projects	3.5	4.0	0.5
Public Health	2.0	2.0	-
From Reserves	1.0	1.3	0.3
Total recoveries	**8.5**	**9.3**	**0.8**

Budget Issue Papers

Community Planning	Funding for the Community Environmental Fund program.
Provincial Offences Admin & Prosecution	Add 1 permanent FTE to POA Prosecution funded from increased POA revenue to address increased workload resulting from changes in early resolution legislation and mitigate lost revenue as a result.

Region of Waterloo

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

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 375	$ 381	$ -	$ -	$ 381	$ 6	1.6%	B1
Other operating	177	176	-	-	176	(1)	(0.6%)	
Transfers to reserves	6	7	-	-	7	1	16.7%	
Interdepartmental charges	134	139	-	-	139	5	3.7%	
Net expenditure	**$ 692**	**$ 703**	**$ -**	**$ -**	**$ 703**	**$ 11**	**1.6%**	
Property tax levy	**$ 692**	**$ 703**	**$ -**	**$ -**	**$ 703**	**$ 11**	**1.6%**	
Cost to the average household	**$ 3**				**$ 3**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 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:

- The dissemination of data and analytics on the regional economy;
- Implementation and Monitoring of the Regional Economic Development Strategy (WREDS);
- Oversight of Regional grants for economic development;
- Providing strategic support to the Waterloo Economic Development Corporation (WEDC);
- Leading air service and business development at the Region of Waterloo International Airport (YKF) including the implementation of the YKF Business Plan;
- Supporting the implementation of the YKF Master Plan;
- Supporting development and implementation of Strategic Projects (e.g. Multi-Modal Transit Hub, Smart Cities, etc.);
- Supporting the delivery of brownfield incentives for development projects; and,
- Facilitating stakeholder engagement relating to business development within the Region.

Key issues and priorities:

- Ensuring the actions of the WREDS, especially those with direct Regional responsibility, are implemented;
- Supporting WEDC, and actively coordinating economic development roles of the Area Municipalities and other community partners;
- Creating an economic development data portal that includes community and sector profiles;
- Administering Regional economic development grants and supporting incentive programs including the joint tax increment grant program;

- Leading the development and implementation of air service and business development initiatives at YKF including the implementation of the YKF Business Plan;
- Supporting strategic initiatives or projects (i.e. infrastructure projects, land development, multi-modal transit hub, smart cities, etc.) that contribute to economic development in the Region;
- Facilitating strategic investment opportunities that require Regional approvals; and,
- Leading the communication of economic development related initiatives (e.g. infrastructure investments, economic development data, and general community information that contribute to the narrative of Waterloo Region).

Region of Waterloo

Economic Development
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 484	$ 551	$ -	$ -	$ 551	$ 67	13.8%	B1
Other operating	12	13	-	-	13	1	8.3%	
Economic development & promotion grants	122	122	-	-	122	-	0.0%	
Communitech	35	35	-	-	35	-	0.0%	
Waterloo EDC	900	900	-	-	900	-	0.0%	
Tourism organizations	350	300	-	-	300	(50)	(14.3%)	B2
Transfers to reserves	1	1	-	-	1	-	0.0%	
Transfers to capital	33	552	-	-	552	519	1572.7%	B3
Interdepartmental charges	3	3	-	-	3	-	0.0%	
Net expenditure	**$ 1,940**	**$ 2,477**	**$ -**	**$ -**	**$ 2,477**	**$ 537**	**27.7%**	
Property tax levy	**$ 1,940**	**$ 2,477**	**$ -**	**$ -**	**$ 2,477**	**$ 537**	**27.7%**	
Cost to the average household	**$ 8**				**$ 10**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	4.0	5.0	-	-	5.0	1.0	C1
Temporary	-	-	-	-	-	-	
Total	**4.0**	**5.0**	**-**	**-**	**5.0**	**1.0**	

<u>**Notes**</u>

Budget notes

B1 - Compensation per contracts/estimates and the transfer of 1.0 Communications Co-ordinator from the Region of Waterloo International Airport to Economic Development.

B2 - Provision for website development removed.

B3 - Tax Increment Grants funded by current revenue (assessment growth) per Council approval.

Complement notes

C1 - Increase reflects the transfer of 1.0 Communications Co-ordinator from the Region of Waterloo International Airport to Economic Development.

Region of Waterloo

Economic Development
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
99054 51 Breithaupt Tax Increment Grant	-	359	**359**	359	236	-	-	**953**	-	**953**
99056 170 Water (North 2) Tax Increment Grant	-	159	**159**	142	-	-	-	**301**	-	**301**
99057 130 Water (South Parcel) Tax Increment Grant	-	-	**-**	-	-	534	534	**1,068**	2,374	**3,442**
99058 36 Francis Tax Increment Grant	-	77	**77**	-	-	-	-	**77**	-	**77**
99059 750 Lawrence Tax Increment Grant	-	126	**126**	-	-	-	-	**126**	-	**126**
99060 55 Mooregate Tax Increment Grant	-	33	**33**	33	33	33	33	**165**	99	**265**
99061 Environmental Site Assessment Grants	35	-	**35**	-	-	-	-	**35**	-	**35**
99062 Community Improvement Plans	38	-	**38**	-	-	-	-	**38**	-	**38**
99063 19 Guelph Tax Increment Grant	-	-	**-**	162	162	162	162	**646**	808	**1,454**
99065 350 Dundas Tax Increment Grant	-	-	**-**	65	65	65	65	**258**	60	**318**
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	312	**1,558**	220	**1,778**
TOTAL EXPENDITURE	**72**	**1,066**	**1,138**	**1,071**	**1,494**	**1,792**	**1,792**	**7,288**	**6,277**	**13,565**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	35	-	**35**	-	-	-	-	**35**	-	**35**
3980140 Brownfield Incentive Program Reserve Fund	-	-	**-**	264	236	534	534	**1,568**	2,374	**3,942**
3980180 Water Capital Reserve	13	198	**211**	79	-	-	-	**290**	-	**290**
3980460 Federal Gas Tax Reserve Fund	13	198	**211**	79	-	-	-	**290**	-	**290**
Other Reserves	13	198	**211**	79	-	-	-	**290**	-	**290**
Contributions from Operating	-	471	**471**	571	1,258	1,258	1,258	**4,816**	3,903	**8,719**
TOTAL FUNDING & FINANCING	**72**	**1,066**	**1,138**	**1,071**	**1,494**	**1,792**	**1,792**	**7,288**	**6,277**	**13,565**

Region of Waterloo

Economic Development
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From				
	2018 Expenditure	General Tax Supported Capital Reserve	Federal Gas Tax Reserve Fund	Water Capital Reserve	Other Reserves	Contributions from Operating
Project						
99054 51 Breithaupt Tax Increment Grant	359	-	120	120	120	-
99056 170 Water (North 2) Tax Increment Grant	159	-	53	53	53	-
99058 36 Francis Tax Increment Grant	77	-	26	26	26	-
99059 750 Lawrence Tax Increment Grant	126	-	-	-	-	126
99060 55 Mooregate Tax Increment Grant	33	-	-	-	-	33
99061 Environmental Site Assessment Grants	35	35	-	-	-	-
99062 Community Improvement Plans	38	-	13	13	13	-
99067 445 King Tax Increment Grant	312	-	-	-	-	312
Total	**1,138**	**35**	**212**	**212**	**209**	**471**

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

Programs and services:

- Operate the RWIA in accordance with Transport Canada regulations.
- Landlord for about 50 privately owned and operated buildings on the airport campus (land leases).
- Business development initiatives for new businesses (on airport campus) and airlines to locate to the RWIA.
- Provide all season facilities for airlines, ground handlers, Canada Customs and Security to process passengers.

Key issues and priorities:

- The RWIA Terminal building is currently operating at about 80,000 passengers per year which is approximately 40 per cent of its capacity. Passenger levels could be more than doubled with very little need for additional capital investment. Annual passenger levels of 180,000 or more would trigger the need for additional capital investment, including investments required to comply with Transport Canada regulations.
- There are significant available lands at the RWIA and large lot employment lands on adjacent "East Side" properties, located around the RWIA, which provide significant development and job creation opportunities.
- Execution of request for proposal for exclusive access to new routes out of YKF.
- Implementation of the Airport Master Plan in 2018 and beyond.

Base Budget Drivers and Significant Budget Challenges:

- Competitive market conditions with Toronto's Pearson Airport, a primary competitor.
- Capital financing of infrastructure historically financed through debt; shift to use of reserves to fund capital asset renewal.
- 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

Region of Waterloo International Airport
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 2,191	$ 2,255	$ -	$ -	$ 2,255	$ 64	2.9%	B1
Other operating	1,972	1,874	-	-	1,874	(98)	(5.0%)	B2
Debt servicing	1,935	1,688	-	-	1,688	(247)	(12.8%)	B3
Transfers to reserves	1,784	1,914	-	-	1,914	130	7.3%	B4
Interdepartmental charges	1,069	1,111	-	-	1,111	42	3.9%	
Net expenditure	**$ 8,951**	**$ 8,842**	**$ -**	**$ -**	**$ 8,842**	**$ (109)**	**(1.2%)**	
Revenue								
User fees	2,992	2,963	-	-	2,963	(29)	(1.0%)	
Contribution from other funds	37	152	-	-	152	115	310.8%	B5
Revenue subtotal	**$ 3,029**	**$ 3,115**	**$ -**	**$ -**	**$ 3,115**	**$ 86**	**2.8%**	
Property tax levy	**$ 5,922**	**$ 5,727**	**$ -**	**$ -**	**$ 5,727**	**$ (195)**	**(3.3%)**	
Cost to the average household	**$ 23**				**$ 22**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	20.0	19.0	-	-	19.0	(1.0)	C1
Temporary	4.1	4.1	-	-	4.1	-	
Total	**24.1**	**23.1**	**-**	**-**	**23.1**	**(1.0)**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, annualization of temporary position approved in the Airport Master Plan, and the transfer of 1.0 Communications Co-ordinator from the Region of Waterloo International Airport to Economic Development.

B2 - Reductions for property taxes, customs fees, utilities, fuel, vehicle maintenance and staff training to reflect anticipated expenditures.

B3 - Reduced provision for debt servicing costs due to debt retirements.

B4 - Increased provision for funding lifecycle works.

B5 - Annualization of recovery of temporary position approved in the Airport Master Plan funded from capital projects.

Complement notes

C1 - Decrease reflects the transfer of 1.0 Communications Co-ordinator from the Region of Waterloo International Airport to Economic Development.

Region of Waterloo

Region of Waterloo International Airport
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
Capital Renewal										
03513 Noise Monitoring System	-	-	**-**	-	50	-	-	**50**	50	**100**
03515 Electrical Study	-	-	**-**	150	-	-	-	**150**	-	**150**
03518 Property Acquisition/Obstacle Removal	119	50	**169**	-	-	-	50	**219**	50	**269**
03540 Minor Airside Construction Projects	69	300	**369**	300	300	300	300	**1,569**	900	**2,469**
03541 Runway 26 Approach Lighting	-	-	**-**	-	-	-	300	**300**	-	**300**
03542 Runway 08 Approach Lighting	-	-	**-**	-	-	-	300	**300**	-	**300**
03544 Sanitary Forcemain Servicing	208	-	**208**	2,500	-	-	-	**2,708**	-	**2,708**
03547 Airport Business Plan Update	-	-	**-**	-	-	200	-	**200**	-	**200**
03548 Rehabilitation 08/26	-	-	**-**	-	-	250	2,250	**2,500**	-	**2,500**
03551 Airfield Lighting Upgrade	210	-	**210**	75	-	-	-	**285**	75	**360**
03555 Fencing	-	-	**-**	250	-	-	-	**250**	700	**950**
03557 Equipment Replacements	3	98	**101**	60	48	2	43	**253**	325	**578**
03561 WRA Terminal Building Upgrades	-	-	**-**	-	-	-	700	**700**	-	**700**
03564 Randell Drain/Stormwater-Upgrades	-	-	**-**	50	-	-	-	**50**	50	**100**
03566 Parking lot Resurfacing	-	-	**-**	-	600	-	-	**600**	-	**600**
03569 Hydro Plant Upgrade	-	-	**-**	-	-	570	-	**570**	500	**1,070**
03570 Apron Resurfacing	-	-	**-**	-	-	-	750	**750**	500	**1,250**
03571 Sanitation & Watermain Upgrades	28	-	**28**	-	-	-	-	**28**	-	**28**
03574 Security Upgrades	-	-	**-**	30	-	-	-	**30**	200	**230**
03579 Parking Lot Expansion	55	-	**55**	-	-	-	-	**55**	-	**55**
03581 Storm Sewer Upgrades	95	-	**95**	-	-	-	-	**95**	-	**95**
03582 Entrance Road Resurfacing	154	-	**154**	-	-	-	-	**154**	-	**154**
03584 Fury Court Construction	74	-	**74**	-	-	-	-	**74**	-	**74**
03585 Airfield Lighting Upgrade - LED	584	-	**584**	-	-	-	-	**584**	-	**584**
03586 Air Traffic Control/New Germany Lane	62	-	**62**	-	-	-	-	**62**	-	**62**
03587 Silver Dart Place Construction	-	-	**-**	420	-	-	-	**420**	-	**420**
03588 Fleet Vehicle Replacement Airport	-	-	**-**	1,045	315	1,035	220	**2,615**	2,648	**5,263**
03590 Taxiway A Extension Rehabilitation	-	-	**-**	-	-	-	1,000	**1,000**	-	**1,000**
03591 Parking Equipment Replacement	-	-	**-**	-	-	-	-	**-**	400	**400**
03623 Parking Equipment Upgrade	-	-	**-**	-	80	-	-	**80**	-	**80**
Total Capital Renewal	**1,662**	**448**	**2,109**	**4,880**	**1,393**	**2,357**	**5,913**	**16,652**	**6,398**	**23,050**
Facilities Managed Capital Renewal										
70500 Airport Renewal	-	116	**116**	247	177	659	724	**1,923**	1,295	**3,218**
Total Facilities Managed Capital Renewal	**-**	**116**	**116**	**247**	**177**	**659**	**724**	**1,923**	**1,295**	**3,218**

Region of Waterloo International Airport
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
Capital Expansion (Master Plan)										
Trigger 1										
03589 Airport Master Plan Implementation	577	-	**577**	-	-	-	-	**577**	-	**577**
03592 Zoning Study for 3rd Runway	-	100	**100**	-	-	-	-	**100**	-	**100**
03593 Terminal Bldg Exp Feasibility/Site Study	-	100	**100**	-	-	-	-	**100**	-	**100**
03594 Rail Connectivity Study YKF / YYZ	-	100	**100**	-	-	-	-	**100**	-	**100**
03595 Enviro Assmt for Runway 14-32 & 08-26	-	100	**100**	100	-	-	-	**200**	-	**200**
03596 Design Runway 14-32 & 08-26 Extensions	-	400	**400**	330	-	-	-	**730**	-	**730**
03597 Master Land Use and Servicing Plan	-	40	**40**	60	-	-	-	**100**	-	**100**
03598 Additional Land Need Assessment	-	-	**-**	100	-	-	-	**100**	-	**100**
03600 Design of Terminal Expansion Phase 1	-	200	**200**	500	100	-	-	**800**	-	**800**
03601 Development of Apron VII Serviced Lands	-	465	**465**	-	-	-	-	**465**	-	**465**
03602 Federal Zoning Runway 14-32 and 08-26 Ext	-	-	**-**	50	40	-	-	**90**	-	**90**
Total Trigger 1	**577**	**1,505**	**2,082**	**1,140**	**140**	**-**	**-**	**3,362**	**-**	**3,362**
Trigger 2										
03603 Trigger 2 Property Acquisition	16	4,414	**4,430**	-	1,239	4,000	2,000	**11,669**	-	**11,669**
03604 Construct Runway 14-32 Extension	-	-	**-**	-	-	6,500	10,000	**16,500**	6,500	**23,000**
03605 Design Runway 08-26 Ext to 8700'	-	-	**-**	-	-	-	460	**460**	-	**460**
03606 Shantz Station Road Reconfiguration Options	-	-	**-**	-	-	-	265	**265**	-	**265**
03607 Design R/T/A to Accomodate AGN-IV Aircraft	-	-	**-**	-	161	-	-	**161**	-	**161**
03608 Design and Construct Apron 'II' Expansion	-	-	**-**	-	-	-	200	**200**	1,238	**1,438**
03609 Construct Terminal Expansion Phase 1	-	-	**-**	-	-	2,610	7,000	**9,610**	15,000	**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	-	-	**-**	-	-	100	1,000	**1,100**	1,660	**2,760**
03613 Fountain Street Utility Relocations	-	-	**-**	-	-	-	2,300	**2,300**	-	**2,300**
Total Trigger 2	**16**	**4,414**	**4,430**	**-**	**1,400**	**13,210**	**23,225**	**42,264**	**30,838**	**73,102**
Trigger 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	-	-	**-**	-	-	-	-	**-**	7,500	**7,500**
03618 Widen Taxiways to Accomodate AGN-IV Aircraft	-	-	**-**	-	-	-	-	**-**	3,220	**3,220**
03619 Construct Terminal Expansion Phase 2	-	-	**-**	-	-	-	-	**-**	19,088	**19,088**
03622 Develop Southeast Serviced Lands	-	-	**-**	-	-	-	-	**-**	6,590	**6,590**
Total Trigger 3	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**58,535**	**58,535**
TOTAL EXPENDITURE	**2,255**	**6,482**	**8,737**	**6,267**	**3,109**	**16,226**	**29,861**	**64,201**	**97,066**	**161,266**

Region of Waterloo

Region of Waterloo International Airport
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	-	497	**497**	576	99	4,164	8,129	**13,466**	25,784	**39,249**
Development Charges										
Reserve Funds	163	587	**750**	1,625	116	3,744	8,353	**14,589**	16,809	**31,398**
Debentures	-	2,547	**2,547**	-	715	2,308	1,154	**6,723**	20,376	**27,100**
Property Taxes										
Reserves and Reserve Funds										
3980440 Airport Capital Reserve	1,505	461	**1,966**	2,639	1,207	1,674	5,109	**12,595**	4,021	**16,616**
3982160 Corporate Fleet Replacement Reserve	-	-	**-**	1,045	315	35	220	**1,615**	2,648	**4,263**
3982190 Airport Vehicle/Equipment Reserve	3	98	**101**	60	48	2	43	**253**	325	**578**
Debentures	584	2,293	**2,877**	323	609	4,298	6,853	**14,960**	27,104	**42,063**
TOTAL FUNDING & FINANCING	**2,255**	**6,482**	**8,737**	**6,267**	**3,109**	**16,226**	**29,861**	**64,201**	**97,066**	**161,266**

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 for years after 2018 will depend on the outcome of the 2019 background study and by-law review.
- 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.

Region of Waterloo

Region of Waterloo International Airport
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From					
	2018 Expenditure	Grants & Subsidies	Development Charges / RDC Reserve Fund	RDC Debentures	Vehicle & Equipment Reserves	Airport Capital Levy Reserve	Property Tax Supported Debentures
Project							
03518 Property Acquisition/Obstacle Removal	169	-	15	-	-	154	-
03540 Minor Airside Construction Projects	369	-	-	-	-	369	-
03544 Sanitary Forcemain Servicing	208	-	94	-	-	114	-
03551 Airfield Lighting Upgrade	210	-	-	-	-	210	-
03557 Equipment Replacements	101	-	-	-	101	-	-
03571 Sanitation & Watermain Upgrades	28	-	-	-	-	28	-
03579 Parking Lot Expansion	55	-	49	-	-	5	-
03581 Storm Sewer Upgrades	95	-	-	-	-	95	-
03582 Entrance Road Resurfacing	154	-	-	-	-	154	-
03584 Fury Court Construction	74	-	-	-	-	74	-
03585 Airfield Lighting Upgrade - LED	584	-	-	-	-	584	-
03586 Air Traffic Control/New Germany Lane	62	-	-	-	-	62	-
03589 Airport Master Plan Implementation	577	-	-	-	-	-	577
03592 Zoning Study for 3rd Runway	100	33	39	-	-	-	28
03593 Terminal Bldg Exp Feasibility/Site Study	100	33	39	-	-	-	28
03594 Rail Connectivity Study YKF / YYZ	100	33	39	-	-	-	28
03595 Enviro Assmt for Runway 14-32 & 08-26	100	33	39	-	-	-	28
03596 Design Runway 14-32 & 08-26 Extensions	400	132	155	-	-	-	113
03597 Master Land Use and Servicing Plan	40	13	15	-	-	-	11
03600 Design of Terminal Expansion Phase 1	200	66	77	-	-	-	57
03601 Development of Apron VII Serviced Lands	465	153	180	-	-	-	132
03603 Trigger 2 Property Acquisition	4,430	-	9	2,547	-	-	1,874
70500 Airport Renewal	116	-	-	-	-	116	-
Total	**8,737**	**497**	**750**	**2,547**	**101**	**1,966**	**2,877**

Division: Community Planning
Director: Michelle Sergi

Programs and services:

- Reurbanization and Greenfield Planning – manage and support a full range of development, policy and research activities and land-use planning initiatives.
- Corridor Management – review development applications associated with Regional roads from a traffic impact and safety perspective and issuance of regional road access permits.
- Environmental Planning – 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 Environmental Stewardship Fund, oversees the Ecological and Environmental Advisory Committee (EEAC) and works to facilitate the creation of an independent community-based land trust within Waterloo Region.
- 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 has been initiated.
- 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.
- 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.

Region of Waterloo

Community Planning
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 2,945	$ 3,015	$ -	$ -	$ 3,015	$ 70	2.4%	B1
Other operating	249	399	150	-	549	300	120.5%	B2
Transfers to reserves	384	234	-	-	234	(150)	(39.1%)	B3
Interdepartmental charges	33	30	-	-	30	(3)	(9.1%)	
Subtotal gross expenditure	3,611	3,678	150	-	3,828	217	6.0%	
Interdepartmental recoveries	(53)	(50)	-	-	(50)	3	(5.7%)	
Subtotal recoveries	(53)	(50)	-	-	(50)	3	(5.7%)	
Net expenditure	**$ 3,558**	**$ 3,628**	**$ 150**	**$ -**	**$ 3,778**	**$ 220**	**6.2%**	
Revenue								
User fees	377	428	-	-	428	51	13.5%	B4
Federal grants & subsidies	20	82	-	-	82	62	310.0%	B5
Contribution from Tax Stabilization Reserve	90	80	-	-	80	(10)	(11.1%)	B5
Contribution from Planning Reserve	-	130	-	-	130	130	0.0%	B2
Revenue subtotal	**$ 487**	**$ 720**	**$ -**	**$ -**	**$ 720**	**$ 233**	**47.8%**	
Property tax levy	**$ 3,071**	**$ 2,908**	**$ 150**	**$ -**	**$ 3,058**	**$ (13)**	**(0.4%)**	
Cost to the average household	**$ 12**				**$ 12**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	26.0	26.0	-	-	26.0	-	
Temporary	1.0	1.3	-	-	1.3	0.3	C1
Total	**27.0**	**27.3**	**-**	**-**	**27.3**	**0.3**	

Notes

Budget notes

B1 - Compensation per contracts/estimates and increases for the Community Climate Adaption Plan, partially funded by the Municipalities for Climate Innovation Program (MICP) (see note B5).

B2 - Increase for Workplace Count ($130K), funded from reserves ($130K). Addition of $150K for Continuance of Community Environmental Fund Program 2018 Budget Issue Paper.

B3 - Transfer decrease reflects the end of the Environmental Stewardship Fund project in 2017.

B4 - New/increased fees and charges per proposed Fees and Charges By-law changes for 2018.

B5 - Anticipated funding for the Community Climate Adaptation Plan.

Complement notes

C1 - Increase of 1.0 temporary FTE for Climate Change Planning Coordinator approved through report PDL-CPL-17-29, partially offset by the reduction of 0.7 FTE for Climate Adaptation student planner ending April 2018.

Region of Waterloo

Community Planning
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
22006 Forest Exp Land Acquisition	-	-	**-**	199	50	50	-	**299**	-	**299**
22007 Municipal Comprehensive Review	160	441	**602**	550	250	250	250	**1,902**	1,250	**3,152**
22021 Sub-Watershed Studies	439	476	**915**	400	400	200	200	**2,115**	1,000	**3,115**
22027 Community Environmental Stewardship	202	-	**202**	-	-	-	-	**202**	-	**202**
22036 Community Sustainability	1	107	**108**	107	107	107	-	**429**	-	**429**
22037 Community Energy	6	-	**6**	-	-	-	-	**6**	-	**6**
TOTAL EXPENDITURE	**809**	**1,024**	**1,833**	**1,256**	**807**	**607**	**450**	**4,953**	**2,250**	**7,203**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	6	80	**86**	80	80	80	-	**327**	-	**327**
Recoveries	150	-	**150**	-	-	-	-	**150**	-	**150**
Development Charges										
Reserve Funds	404	825	**1,230**	855	585	405	405	**3,480**	2,025	**5,505**
Property Taxes										
Reserves and Reserve Funds										
3983800 Community Planning Capital Reserve	248	118	**367**	321	142	122	45	**996**	225	**1,221**
TOTAL FUNDING & FINANCING	**809**	**1,024**	**1,833**	**1,256**	**807**	**607**	**450**	**4,953**	**2,250**	**7,203**

Notes:
- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #14-046 as amended. RDC funding available for years after 2018 will depend on the outcome of the 2019 background study and by-law review.

Community Planning
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From			
	2018 Expenditure	Grants & Subsidies	Recoveries	Development Charges / RDC Reserve Fund	Community Planning Capital Reserve
Project					
22007 Municipal Comprehensive Review	602	-	-	541	60
22021 Sub-Watershed Studies	915	-	150	688	76
22027 Community Environmental Stewardship	202	-	-	-	202
22036 Community Sustainability	108	80	-	-	28
22037 Community Energy	6	6	-	-	-
Total	**1,833**	**86**	**150**	**1,230**	**366**

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, Council, Committees, Boards, Foundations, 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 and open data program;
- Information access and privacy protection program;
- Licensing and enforcement of Regional by-laws, selected provincial statutes (smoking, weeds), 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+ %) 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.
- There have been a number of changes to the Municipal Act and Municipal Elections Act. 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 including: Council Code of Conduct, the

need for various accountability officers including the Integrity Commissioner and Ombudsman, and review of required policies.

- The number of Municipal Freedom of Information and Protection of Privacy (MFIPPA) requests has doubled in the last year and the number of privacy incidents/complaints continues to grow.
- Work with the new taxi by-law will continue as staff refine the compliance monitoring system for taxi license issuers. Statistics from taxi/auxiliary taxi companies will be reviewed to determine impacts on provincial accessibility requirements and economic changes within the industry.

Base Budget Drivers and Significant Budget Challenges:

- POA revenues are dependent on the number of traffic and red light camera tickets issued and are affected by the early resolution court process.
- 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.
- Costs will be incurred for the 2018 Municipal Election. Funds are set aside in a reserve every year to pay for the election and there are sufficient funds in the reserve. The election costs for the Region are in the range of $35,000 - $40,000.

Region of Waterloo

Council and Administrative Services
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 3,114	$ 3,166	$ -	$ -	$ 3,166	$ 52	1.7%	B1
Other operating	860	963	-	-	963	103	12.0%	B2
Debt servicing	35	35	-	-	35	-	0.0%	
Transfers to reserves	189	168	-	-	168	(21)	(11.1%)	B3
Interdepartmental charges	283	295	-	-	295	12	4.2%	B4
Subtotal gross expenditure	4,481	4,627	-	-	4,627	146	3.3%	
Central administration recoveries	(601)	(601)	-	-	(601)	-	0.0%	
Interdepartmental recoveries	(1,293)	(1,317)	-	-	(1,317)	(24)	1.9%	B2
Subtotal recoveries	(1,894)	(1,918)	-	-	(1,918)	(24)	1.3%	
Net expenditure	**$ 2,587**	**$ 2,709**	**$ -**	**$ -**	**$ 2,709**	**$ 122**	**4.7%**	
Revenue								
User fees	486	450	-	-	450	(36)	(7.4%)	B5
Provincial grants & subsidies	8	8	-	-	8	-	0.0%	
Revenue subtotal	**$ 494**	**$ 458**	**$ -**	**$ -**	**$ 458**	**$ (36)**	**(7.3%)**	
Property tax levy	**$ 2,093**	**$ 2,251**	**$ -**	**$ -**	**$ 2,251**	**$ 158**	**7.5%**	
Cost to the average household	**$ 8**				**$ 9**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 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 - Increased provision to reflect Licensing service expansion: computer hardware and software and security services combined with increased provision for media services, communication for accessibility service and courier cost, partially offset by increased recovery from internal users for creative multimedia services.

B3 - Decreased provision for contribution to reserves for creative multimedia services and accessibility service.

B4 - Increased interdepartmental charges for rent and lifecycle provision.

B5 - Decreased revenue for application based taxi licensing and accessibility in lieu of service licensing to reflect actual levels.

Council & Administrative Services
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE	-	-	**-**	-	-	-	-	**-**	-	**-**
90009 Lic & Reg Servs Vehicles	-	-	**-**	-	35	-	-	**35**	142	**177**
90075 CMS Equipment	-	-	**-**	50	-	-	-	**50**	50	**100**
90092 Licensing-Radio Replacement	28	12	**40**	-	-	-	-	**40**	40	**80**
90117 Electronic Document Management System	100	-	**100**	400	400	-	50	**950**	100	**1,050**
TOTAL EXPENDITURE	**128**	**12**	**140**	**450**	**435**	**-**	**50**	**1,075**	**332**	**1,407**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	128	-	**128**	-	-	-	-	**128**	-	**128**
3982160 Corporate Fleet Replacement Reserve	-	-	**-**	-	35	-	-	**35**	142	**177**
3983500 ITS Capital Reserve	-	-	**-**	400	400	-	50	**850**	100	**950**
3983600 CMS Equipment Reserve	-	-	**-**	50	-	-	-	**50**	50	**100**
3983700 Bylaw Equipment Reserve	-	12	**12**	-	-	-	-	**12**	40	**52**
TOTAL FUNDING & FINANCING	**128**	**12**	**140**	**450**	**435**	**-**	**50**	**1,075**	**332**	**1,407**

Council & Administrative Services
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From	
	2018 Expenditure	Vehicle & Equipment Reserves	General Tax Supported Capital Reserve
Project			
90092 Licensing-Radio Replacement	40	12	28
90117 Electronic Document Management System	100	-	100
Total	**140**	**12**	**128**

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

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 2,382	$ 2,417	$ 71	$ -	$ 2,488	$ 106	4.4%	B1
Other operating	1,170	1,236	-	-	1,236	66	5.6%	B2
Transfers to reserves	7	8	-	-	8	0	3.8%	
Interdepartmental charges	229	235	-	-	235	6	2.7%	
Subtotal gross expenditure	3,788	3,896	71	-	3,967	178	4.7%	
Interdepartmental recoveries	(17)	(17)	-	-	(17)	-	0.0%	
Subtotal recoveries	(17)	(17)	-	-	(17)	-	0.0%	
Net expenditure	**$ 3,771**	**$ 3,879**	**$ 71**	**$ -**	**$ 3,950**	**$ 178**	**4.7%**	
Revenue								
POA general revenues	3,996	4,136	71	100	4,307	311	7.8%	B3
Collection agency fees	2,765	2,815	-	-	2,815	50	1.8%	
French language funding	172	172	-	-	172	-	0.0%	
Red light camera revenues	1,450	1,460	-	-	1,460	10	0.7%	
Revenue subtotal	**$ 8,383**	**$ 8,583**	**$ 71**	**$ 100**	**$ 8,754**	**$ 371**	**4.4%**	
Property tax levy	**$ (4,612)**	**$ (4,704)**	**$ -**	**$ (100)**	**$ (4,804)**	**$ (193)**	**4.2%**	
Cost to the average household	**$ (18)**				**$ (19)**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	25.0	25.0	1.0	-	26.0	1.0	C1
Temporary	-	-	-	-	-	-	
Total	**25.0**	**25.0**	**1.0**	**-**	**26.0**	**1.0**	

Notes

Budget notes

B1 - Compensation per contracts/estimates and addition of 1.0 FTE per 2018 Budget Issue Paper.

B2 - Increased provision for crown prosecution fees and security costs for courtroom.

B3 - Increased POA revenue estimate on Budget Day by $100,000 and increased POA revenue to offset the cost of the addition of 1.0 FTE.

Complement notes

C1 - Addition of 1.0 permanent Clerk II per 2018 Budget Issue Paper

Region of Waterloo

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 (e.g. 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 Ontario Municipal Board, the Environmental Review Tribunal, the Board of Negotiation).
- 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).
- Increased demand for legal services in connection with 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.

Region of Waterloo

Legal Services
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 1,524	$ 1,654	$ -	$ -	$ 1,654	$ 130	8.5%	B1
Other operating	145	151	-	-	151	6	4.0%	
Transfers to reserves	5	6	-	-	6	1	10.2%	
Interdepartmental charges	69	75	-	-	75	6	8.7%	
Subtotal gross expenditure	1,743	1,886	-	-	1,886	142	8.2%	
Central administration recoveries	(164)	(164)	-	-	(164)	-	0.0%	
Interdepartmental recoveries	(638)	(775)	-	-	(775)	(137)	21.5%	B2
Subtotal recoveries	(802)	(940)	-	-	(940)	(137)	17.1%	
Net expenditure	**$ 941**	**$ 946**	**$ -**	**$ -**	**$ 946**	**$ 5**	**0.5%**	
Revenue								
User fees	40	35	-	-	35	(5)	(12.5%)	
Contribution from Roads Reserve	170	172	-	-	172	3	1.5%	
Provincial grants & subsidies	182	182	-	-	182	-	0.0%	
Revenue subtotal	**$ 392**	**$ 390**	**$ -**	**$ -**	**$ 390**	**$ (2)**	**(0.6%)**	
Property tax levy	**$ 549**	**$ 556**	**$ -**	**$ -**	**$ 556**	**$ 7**	**1.3%**	
Cost to the average household	**$ 2**				**$ 2**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	12.0	13.0	-	-	13.0	1.0	C1
Temporary	-	-	-	-	-	-	
Total	**12.0**	**13.0**	**-**	**-**	**13.0**	**1.0**	
Recoveries							
Interdepartmental:							
Housing	2.0	2.0	-	-	2.0	-	
Design & Construction	3.0	4.0	-	-	4.0	1.0	C1
From Roads Reserve	1.0	1.0		-	1.0	-	
Total recoveries	**6.0**	**7.0**	**-**	**-**	**7.0**	**1.0**	

Notes

Budget notes

B1 - Compensation per contract/estimates and the transfer of 1.0 Property Agent from the Rapid Transit Office to Legal Services, recovered from Design & Construction capital projects (per 2016 Budget Issue Paper) (see B2).

B2 - Increase in recoveries from Design & Construction capital projects to offset cost of transferred Property Agent (see B1).

Complement notes

C1 - Increase reflects transfer of 1.0 Property Agent from the Rapid Transit Office to Legal Services, recovered from Design & Construction capital projects (per 2016 Budget Issue paper).

Division: Cultural Services
Director: Helen Chimirri-Russell

Programs and services:

- Region of Waterloo Museums: Waterloo Region Museum (including Doon Heritage Village), Schneider Haus National Historic Site, McDougall Cottage Historic Site and Curatorial Centre operations, which include exhibit galleries, heritage buildings, artifact collections, storage and conservation facilities, community spaces, and gift shops.
- Cultural Collaboration: Support economic development and cultural vibrancy of the Region through museum activities and public art; participate in cultural planning and tourism initiatives across the community; provide grant funding to arts and cultural organizations; prepare and implement Regional arts, culture and heritage plans in collaboration with the community and Area Municipalities; support the Public Art Advisory Committee.
- 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; implement public art projects at Regional facilities; support the Heritage Planning Advisory Committee.
- Region of Waterloo Library: Provide library services to residents of North Dumfries, Wellesley, Wilmot, and Woolwich through ten branches, four outreach locations and Library Headquarters.

Key issues and priorities:

- Dedicating library staff resources to meet the public demand for more programs (seniors, adults, teens, children, babies) and community outreach.
- Dedicating funds to meet public demand for electronic and downloadable resources.
- Dedicating funds to marketing and promotions to improve accessibility and generate greater Library attendance and usage.
- Keeping up with public expectations for new, engaging, temporary exhibits and programs, incorporating state-of-the-art technologies into museum products and marketing approaches.
- Expanding the delivery of museum and library programs to schools in face of their reduced ability to travel to the sites.
- 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.
- Developing and implementing a new transparent and coordinated approach for municipal funding of cultural organizations.

Base Budget Drivers and Significant Budget Challenges:

- Increasing expectations of rural residents for technical support, electronic resources, expanded programming and comfortable community spaces to be provided by the Library, as well as outreach to communities without an existing branch.
- Balancing the need to generate increased museum revenue through admissions and rental fees with community expectations for 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 expansion projects at all museums and libraries.

Cultural Services
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 3,800	$ 3,978	$ -	$ -	$ 3,978	$ 178	4.7%	B1
Other operating	2,050	2,062	-	50	2,112	62	3.0%	B2
Debt servicing	2,844	2,840	-	-	2,840	(4)	(0.1%)	
Transfers to reserves	668	720	-	-	720	52	7.8%	B3
Interdepartmental charges	1,413	1,519	-	-	1,519	106	7.5%	B4
Net expenditure	**$ 10,775**	**$ 11,119**	**$ -**	**$ 50**	**$ 11,169**	**$ 394**	**3.7%**	
Revenue								
User fees	667	702	-	-	702	35	5.2%	B5
2017 Operating surplus	-	-	-	50	50	50	0.0%	B2
Provincial grants & subsidies	139	139	-	-	139	-	0.0%	
Revenue subtotal	**$ 806**	**$ 841**	**$ -**	**$ 50**	**$ 891**	**$ 85**	**10.5%**	
Property tax levy	**$ 9,969**	**$ 10,278**	**$ -**	**$ -**	**$ 10,278**	**$ 309**	**3.1%**	
Cost to the average household	**$ 39**				**$ 40**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 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

B2 - One time operating grant for Fashion History Museum funded from 2017 operating surplus

B3 - Annualization of Budget Issue Paper related to Public Art Reserve contribution

B4 - Calculated facility occupancy rates adjusted for changes in utilities, general building maintenance and provision for funding lifecycle works

B5 - Increased revenue related to external rental of "Trailblazing - Women in Canada since 1867"

Region of Waterloo

Waterloo Region Museum
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
Program Area Capital										
42017 Trades' Building	-	-	**-**	-	200	-	240	**440**	250	**690**
42026 Collections Photography & Database	-	136	**136**	100	-	-	-	**236**	-	**236**
42027 Vehicle/Equipment Replacement	-	-	**-**	-	65	-	-	**65**	-	**65**
42029 Doon Visitor Infrastructure	73	-	**73**	100	-	-	100	**273**	100	**373**
42030 Restoration of Steam Engine	42	50	**92**	-	-	-	-	**92**	30	**122**
42034 Peter McArthur House	-	-	**-**	-	-	30	150	**180**	-	**180**
42035 Schoolhouse	100	100	**200**	835	200	-	-	**1,235**	-	**1,235**
42039 Barn Repairs - Shantz	156	-	**156**	-	-	-	-	**156**	-	**156**
42040 Sararas House Interiors	-	160	**160**	150	150	-	-	**460**	-	**460**
42042 Directional & Road Signage	154	-	**154**	-	-	-	-	**154**	-	**154**
42043 Upgrade / Replace Utility Services	-	200	**200**	200	250	-	-	**650**	-	**650**
42044 Harness / Printshop Replacement	12	-	**12**	-	-	-	-	**12**	-	**12**
42046 Curatorial Centre Storage Expansion	898	-	**898**	737	8,422	2,417	-	**12,474**	-	**12,474**
42049 Exhibit Refurbishment	179	-	**179**	-	-	200	-	**379**	200	**579**
42050 Travelling Exhibit Development	234	-	**234**	65	-	700	-	**999**	830	**1,829**
42052 Audio Visual Equipment	179	-	**179**	200	-	-	-	**379**	200	**579**
42053 Fire hall - interior/exterior upgrade	-	-	**-**	-	-	-	-	**-**	420	**420**
42062 Main Gallery Exhibit Refurbishment	-	-	**-**	-	-	-	-	**-**	4,000	**4,000**
42063 Mid-Duration Gallery	75	-	**75**	425	-	-	-	**500**	725	**1,225**
42066 Exterior Interpretive Panels	-	-	**-**	-	75	-	-	**75**	-	**75**
42067 Site Development	-	100	**100**	-	-	-	-	**100**	-	**100**
42068 Security Upgrade	-	35	**35**	-	-	-	-	**35**	-	**35**
42069 Museum Exterior Repairs	-	50	**50**	-	-	-	-	**50**	-	**50**
42070 ROW Oral Histories	-	25	**25**	-	-	-	-	**25**	-	**25**
Total Program Area Capital	**2,102**	**856**	**2,958**	**2,812**	**9,362**	**3,347**	**490**	**18,969**	**6,755**	**25,724**
Facilities Managed Capital Renewal										
70020 WRM/DHV Renewal	53	188	**241**	75	490	419	149	**1,374**	1,357	**2,732**
Total Facilities Managed Capital Renewal	**53**	**188**	**241**	**75**	**490**	**419**	**149**	**1,374**	**1,357**	**2,732**
TOTAL EXPENDITURE	**2,155**	**1,044**	**3,199**	**2,887**	**9,852**	**3,766**	**639**	**20,343**	**8,112**	**28,456**

Waterloo Region Museum
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	15	-	**15**	737	263	-	-	**1,015**	-	**1,015**
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	1,067	-	**1,067**	-	-	-	-	**1,067**	-	**1,067**
3980065 Facility Lifecycle Reserve	-	188	**188**	75	-	-	149	**412**	183	**595**
3982160 Corporate Fleet Replacement Reserve	-	-	**-**	-	65	-	-	**65**	-	**65**
3983100 Cultural Services Capital Reserve	-	396	**396**	465	275	230	490	**1,856**	2,055	**3,911**
Debentures	1,073	460	**1,533**	1,610	9,249	3,536	-	**15,928**	5,875	**21,802**
TOTAL FUNDING & FINANCING	**2,155**	**1,044**	**3,199**	**2,887**	**9,852**	**3,766**	**639**	**20,343**	**8,112**	**28,456**

Notes:
- 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.

Waterloo Region Museum
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From				
	2018 Expenditure	Grants & Subsidies	General Tax Supported Capital Reserve	Facility Lifecycle Reserve	Cultural Services Capital Reserve	Property Tax Supported Debentures
Project						
42026 Collections Photography & Database	136	-	-	-	136	-
42029 Doon Visitor Infrastructure	73	-	73	-	-	-
42030 Restoration of Steam Engine	92	-	42	-	50	-
42035 Schoolhouse	200	-	-	-	-	200
42039 Barn Repairs - Shantz	156	-	156	-	-	-
42040 Sararas House Interiors	160	-	-	-	-	160
42042 Directional & Road Signage	154	-	154	-	-	-
42043 Upgrade / Replace Utility Services	200	-	-	-	-	200
42044 Harness / Printshop Replacement	12	-	12	-	-	-
42046 Curatorial Centre Storage Expansion	898	-	-	-	-	898
42049 Exhibit Refurbishment	179	-	179	-	-	-
42050 Travelling Exhibit Development	234	15	219	-	-	-
42052 Audio Visual Equipment	179	-	179	-	-	-
42063 Mid-Duration Gallery	75	-	-	-	-	75
42067 Site Development	100	-	-	-	100	-
42068 Security Upgrade	35	-	-	-	35	-
42069 Museum Exterior Repairs	50	-	-	-	50	-
42070 ROW Oral Histories	25	-	-	-	25	-
70020 WRM/DHV Renewal	241	-	53	188	-	-
Total	**3,199**	**15**	**1,067**	**188**	**396**	**1,533**

Joseph Schneider Haus

Ten Year Capital Budget and Forecast (Thousands)

2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
Program Area Capital										
43003 Collections and Database	103	-	**103**	-	-	-	-	**103**	-	**103**
43009 Wash House	15	-	**15**	-	-	-	-	**15**	-	**15**
43010 Grounds and Visitor Services	102	-	**102**	-	100	150	-	**352**	100	**452**
43012 Site Development	378	-	**378**	-	-	-	-	**378**	-	**378**
43013 Museum Development	494	-	**494**	382	381	-	-	**1,257**	-	**1,257**
43015 Marketing Materials	48	-	**48**	-	-	-	-	**48**	-	**48**
43016 Exhibit Cases	24	-	**24**	-	-	-	-	**24**	-	**24**
43017 Travelling Folk Art Exhibit	-	60	**60**	-	60	-	-	**120**	420	**540**
Total Program Area Capital	**1,164**	**60**	**1,224**	**382**	**541**	**150**	**-**	**2,297**	**520**	**2,817**
Facilities Managed Capital Renewal										
70300 Schneider Haus Renewal	112	69	**181**	35	-	31	98	**344**	228	**572**
Total Facilities Managed Capital Renewal	**112**	**69**	**181**	**35**	**-**	**31**	**98**	**344**	**228**	**572**
TOTAL EXPENDITURE	**1,276**	**129**	**1,405**	**417**	**541**	**181**	**98**	**2,641**	**748**	**3,389**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	19	-	**19**	-	-	-	-	**19**	-	**19**
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	782	-	**782**	-	-	-	-	**782**	-	**782**
3980065 Facility Lifecycle Reserve	-	69	**69**	35	-	31	98	**232**	228	**460**
3983100 Cultural Services Capital Reserve	475	60	**535**	-	160	150	-	**845**	520	**1,365**
Debentures	-	-	**-**	382	381	-	-	**763**	-	**763**
TOTAL FUNDING & FINANCING	**1,276**	**129**	**1,405**	**417**	**541**	**181**	**98**	**2,641**	**748**	**3,389**

Notes:

- 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.

Joseph Schneider Haus
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From			
	2018 Expenditure	Grants & Subsidies	General Tax Supported Capital Reserve	Facility Lifecycle Reserve	Cultural Services Capital Reserve
Project					
43003 Collections and Database	103	-	103	-	-
43009 Wash House	15	-	15	-	-
43010 Grounds and Visitor Services	102	-	102	-	-
43012 Site Development	378	-	378	-	-
43013 Museum Development	494	19	-	-	475
43015 Marketing Materials	48	-	48	-	-
43016 Exhibit Cases	24	-	24	-	-
43017 Travelling Folk Art Exhibit	60	-	-	-	60
70300 Schneider Haus Renewal	181	-	112	69	-
Total	**1,405**	**19**	**782**	**69**	**535**

Region of Waterloo

McDougall Cottage
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
Program Area Capital										
44002 Wall Murals	-	60	**60**	200	20	-	-	**280**	-	**280**
44004 Strategic Planning/Marketing Materials	46	-	**46**	-	-	-	-	**46**	-	**46**
44006 Art hanging/exhibit system/frames	40	-	**40**	-	-	-	-	**40**	-	**40**
44007 Lighting	68	-	**68**	-	-	-	-	**68**	-	**68**
44010 McDougall Site Development	10	-	**10**	50	-	-	-	**60**	-	**60**
44011 Exhibit Cases	7	-	**7**	-	-	-	-	**7**	-	**7**
Total Program Area Capital	**171**	**60**	**231**	**250**	**20**	**-**	**-**	**501**	**-**	**501**
Facilities Managed Capital Renewal										
70400 McDougall Renewal	13	12	**25**	-	20	27	21	**93**	115	**208**
Total Facilities Managed Capital Renewal	**13**	**12**	**25**	**-**	**20**	**27**	**21**	**93**	**115**	**208**
TOTAL EXPENDITURE	**184**	**72**	**256**	**250**	**40**	**27**	**21**	**594**	**115**	**709**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	184	-	**184**	-	-	-	-	**184**	-	**184**
3980065 Facility Lifecycle Reserve	-	12	**12**	-	20	27	21	**80**	115	**195**
3983100 Cultural Services Capital Reserve	-	60	**60**	250	20	-	-	**330**	-	**330**
TOTAL FUNDING & FINANCING	**184**	**72**	**256**	**250**	**40**	**27**	**21**	**594**	**115**	**709**

Region of Waterloo

McDougall Cottage
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From		
	2018 Expenditure	General Tax Supported Capital Reserve	Facility Lifecycle Reserve	Cultural Services Capital Reserve
Project				
44002 Wall Murals	60	-	-	60
44004 Strategic Planning/Marketing Materials	46	46	-	-
44006 Art hanging/exhibit system/frames	40	40	-	-
44007 Lighting	68	68	-	-
44010 McDougall Site Development	10	10	-	-
44011 Exhibit Cases	7	7	-	-
70400 McDougall Renewal	25	13	12	-
Total	**256**	**184**	**12**	**60**

Region of Waterloo Library
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 2,225	$ 2,245	$ -	$ 18	$ 2,263	$ 38	1.7%	B1, C1
Other operating	397	418	-	-	418	21	5.3%	B2
Transfers to reserves	53	69	-	-	69	16	30.2%	B3
Interdepartmental charges	279	296	-	25	321	42	15.1%	B4
Net expenditure	**$ 2,954**	**$ 3,028**	**$ -**	**$ 43**	**$ 3,071**	**$ 117**	**4.0%**	
Revenue								
User fees	46	46	-	-	46	-	0.0%	
Recoveries from reserve	31	8	-	-	8	(23)	(74.2%)	B5
Provincial grants & subsidies	118	121	-	-	121	3	2.5%	
Revenue subtotal	**$ 195**	**$ 175**	**$ -**	**$ -**	**$ 175**	**$ (20)**	**(10.3%)**	
Property tax levy	**$ 2,759**	**$ 2,853**	**$ -**	**$ 43**	**$ 2,896**	**$ 137**	**5.0%**	
Cost to the average household	**$ 81**				**$ 84**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	31.4	31.4	-	0.3	31.7	0.3	C1
Temporary	1.6	1.1	-	-	1.1	(0.5)	C1
Total	**33.0**	**32.5**	**-**	**0.3**	**32.8**	**(0.2)**	
Recoveries							
From reserves	0.5	-	-	-	-	(0.5)	C1
From capital projects	-	-	-	-	-	-	
Total recoveries	**0.5**	**-**	**-**	**-**	**-**	**(0.5)**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, reduction in programming for Ayr Branch in 2018 (.5 FTE), and increased planning time for branch staff (.3 FTE)

B2 - Increased provision for electronic subscriptions, office supplies, maintenance and advertising

B3 - Increased provision for transfer to library reserve due to costs associated with Library Headquarters expansion

B4 - Calculated facility occupancy rates adjusted for changes in utilities, general building maintenance, print shop and provision for funding lifecycle works

B5 - Reduction in programming for Ayr Branch in 2018 (funded from North Dumfries Library Capital Reserve)

Complement notes

C1 - Reduction in programming related to Ayr Branch in 2018 (.5 FTE), and increased planning time for branch staff (.3 FTE) recommended by Library Committee

Region of Waterloo Library
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
Program Area Capital										
20002 Library Holdings Acquisitions (RDC)	-	13	**13**	13	13	13	13	**65**	65	**130**
20009 Other Branch Furnishings	-	20	**20**	20	20	20	20	**100**	100	**200**
20014 Equipment Replacement Vehicles	-	-	**-**	-	-	-	-	**-**	65	**65**
20015 Branch Development	-	20	**20**	-	20	-	20	**60**	40	**100**
20020 Electronic Branch Signage	4	-	**4**	-	-	-	-	**4**	-	**4**
20021 Ayr Branch Projects	-	15	**15**	-	-	-	-	**15**	-	**15**
20022 Library Holdings Acquisitions (Reserve)	-	25	**25**	25	25	25	25	**125**	125	**250**
20023 New Hamburg Branch - Puddicombe Estate	25	-	**25**	-	-	-	-	**25**	-	**25**
20024 Library HQ Addition	118	600	**718**	-	-	-	-	**718**	-	**718**
Total Program Area Capital	**147**	**693**	**840**	**58**	**78**	**58**	**78**	**1,112**	**395**	**1,507**
Facilities Managed Capital Renewal										
70001 Library Renewal	-	50	**50**	-	-	25	-	**75**	25	**100**
Total Facilities Managed Capital Renewal	**-**	**50**	**50**	**-**	**-**	**25**	**-**	**75**	**25**	**100**
TOTAL EXPENDITURE	**147**	**743**	**890**	**58**	**78**	**83**	**78**	**1,187**	**420**	**1,607**
FUNDING & FINANCING										
Development Charges										
Reserve Funds	-	30	**30**	30	30	30	30	**150**	150	**300**
Debentures	-	179	**179**	-	-	-	-	**179**	-	**179**
Property Taxes										
Reserves and Reserve Funds										
3980160 Library Capital Reserve	147	127	**274**	28	48	53	48	**451**	205	**656**
3980165 North Dumfries Library Capital Reserve	-	15	**15**	-	-	-	-	**15**	-	**15**
3982160 Corporate Fleet Replacement Reserve	-	-	**-**	-	-	-	-	**-**	65	**65**
Debentures	-	392	**393**	-	-	-	-	**393**	-	**393**
TOTAL FUNDING & FINANCING	**147**	**743**	**890**	**58**	**78**	**83**	**78**	**1,187**	**420**	**1,607**

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 for years after 2018 will depend on the outcome of the 2019 background study and by-law review.
- 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.

Region of Waterloo

Region of Waterloo Library
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From			
	2018 Expenditure	Development Charges / RDC Reserve Fund	RDC Debentures	Library Capital Reserve	Property Tax Supported Debentures
Project					
20002 Library Holdings Acquisitions (RDC)	13	12	-	1	-
20009 Other Branch Furnishings	20	18	-	2	-
20015 Branch Development	20	-	-	20	-
20020 Electronic Branch Signage	4	-	-	4	-
20021 Ayr Branch Projects	15	-	-	15	-
20022 Library Holdings Acquisitions (Reserve)	25	-	-	25	-
20023 New Hamburg Branch - Puddicombe Estate	25	-	-	25	-
20024 Library HQ Addition	718	-	179	147	393
70001 Library Renewal	50	-	-	50	-
Total	**890**	**30**	**179**	**289**	**393**

Region of Waterloo

TRANSPORTATION

&

ENVIRONMENTAL SERVICES

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Region of Waterloo

2018 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 public transit system.

The divisions within Transportation & Environmental Services include:

- **Design and Construction** – Phil Bauer, Director
- **Transportation** – Steve van De Keere, Director
- **Waste Management** – Jon Arsenault, Director
- **Transit Services** – Eric Gillespie, Director
- **Rapid Transit** – Gordon Ryan, Director
- **Water Services** – Nancy Kodousek, Director

Region of Waterloo

Transportation & Environmental Services (TES)

Departmental Summary 2018 Budget by Division (Thousands)	Budgeted Expenditure (Net of Internal Recoveries) 2017	2018	Increase (Decrease)	Budgeted Revenue 2017	2018	Increase (Decrease)	Property Tax Levy 2017	2018	Increase (Decrease)	
Commissioner of TES	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Design and Construction	40	50	10	40	50	10	-	-	-	0.0%
Transportation	50,980	51,235	255	2,111	1,112	(999)	48,869	50,123	1,254	2.6%
Waste Management	52,317	54,228	1,911	15,044	15,883	839	37,273	38,345	1,072	2.9%
Transit Services	117,327	124,243	6,916	58,878	60,799	1,921	58,449	63,444	4,995	8.5%
Rapid Transit	18,881	32,928	14,047	18,881	32,928	14,047	-	-	-	0.0%
RTMP	36,557	41,976	5,419	-	-	-	36,557	41,976	5,419	14.8%
Total	**$ 276,102**	**$ 304,660**	**$ 28,558**	**$ 94,954**	**$ 110,772**	**$ 15,818**	**$ 181,148**	**$ 193,888**	**$ 12,740**	**7.0%**

By Division	**2017**	**2018**	**Change**
Commissioner of TES	3.0	3.0	-
Design and Construction	53.5	53.5	-
Transportation	124.2	124.2	-
Waste Management	90.5	87.5	(3.0)
Transit Services	703.5	743.8	40.3
Rapid Transit	23.6	22.6	(1.0)
Total	**998.3**	**1,034.6**	**36.3**
By Category			
Permanent	954.7	994.0	39.3
Temporary	43.6	40.6	(3.0)
Total	**998.3**	**1,034.6**	**36.3**
Recoveries			
Interdepartmental:			
From capital projects	56.5	56.5	-
Total recoveries	**56.5**	**56.5**	**-**

Budget Issue Papers

Waste Management	Reinstate drywall/pallet diversion program
Transit Services	Implementation of 2017-2021 GRT business plan (an additional 35,000 service hours)
	Address increasing demand for service and ensure AODA compliance by adding 2 expansion buses and technology upgrades as contemplated in the 2017-2021 MobilityPLUS Business Plan
	Replace the one-time provincial subsidy used to partially fund the Wilmot conventional transit route piloted in 2017 with the Regional tax levy
	Implementation of the proposed 2018 TDM and TravelWise initiatives as outlined in the 2017-2021 TDM Program Plan

Region of Waterloo

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

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 524	$ 531	$ -	$ -	$ 531	$ 7	1.3%	B1
Other operating	34	35	-	-	35	1	1.8%	
Transfers to reserves	1	2	-	-	2	0	28.7%	
Interdepartmental charges	18	19	-	-	19	1	5.8%	
Subtotal gross expenditure	578	587	-	-	587	9	1.5%	
Interdepartmental recoveries	(578)	(587)	-	-	(587)	(9)	1.5%	
Subtotal recoveries	(578)	(587)	-	-	(587)	(9)	1.5%	
Net expenditure	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 0**	**0.0%**	
Property tax levy	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 0**	**0.0%**	
Cost to the average household	**$ -**				**$ -**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	3.0	3.0	-	-	3.0	-	
Temporary	-	-	-	-	-	-	
Total	**3.0**	**3.0**	**-**	**-**	**3.0**	**-**	
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

Region of Waterloo

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.

Region of Waterloo

Design and Construction
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 6,847	$ 6,958	$ -	$ -	$ 6,958	$ 111	1.6%	B1
Other operating	258	258	-	-	258	-	0.0%	
Transfers to reserves	15	14	-	-	14	(1)	(6.7%)	
Interdepartmental charges	207	218	-	-	218	11	5.3%	B2
Subtotal gross expenditure	7,327	7,448	-	-	7,448	121	1.7%	
Interdepartmental recoveries	(7,287)	(7,398)	-	-	(7,398)	(111)	1.5%	B3
Subtotal recoveries	(7,287)	(7,398)	-	-	(7,398)	(111)	1.5%	
Net expenditure	**$ 40**	**$ 50**	**$ -**	**$ -**	**$ 50**	**$ 10**	**25.0%**	
Revenue								
Fees & Charges	40	50	-	-	50	10	25.0%	B4
Revenue subtotal	**$ 40**	**$ 50**	**$ -**	**$ -**	**$ 50**	**$ 10**	**25.0%**	
Property tax levy	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**0.0%**	
Cost to the average household	**$ -**				**$ -**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	53.5	53.5	-	-	53.5	-	
Temporary	-	-	-	-	-	-	
Total	**53.5**	**53.5**	**-**	**-**	**53.5**	**-**	
Recoveries							
From capital projects	53.5	53.5	-	-	53.5	-	
Total recoveries	**53.5**	**53.5**	**-**	**-**	**53.5**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates.

B2 - Increase related primarily to occupancy costs.

B3 - Increase in recoveries from capital projects to reflect increase in divisional operating costs.

B4 - Increase in revenue from MOE approvals to reflect current level of applications.

Design & Construction
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
21003 Plotter	-	-	**-**	-	-	-	15	**15**	-	**15**
21006 Colour Printer	-	-	**-**	-	-	-	-	**-**	15	**15**
21007 GNSS Survey Equipment	-	-	**-**	-	-	-	-	**-**	28	**28**
21008 Fleet Vehicle Replacements - D&C	-	70	**70**	-	12	-	-	**82**	209	**291**
21009 Total Station Survey Equipment Replaceme	-	-	**-**	-	-	-	-	**-**	75	**75**
21010 CADD System Replacement	-	45	**45**	-	-	-	45	**90**	45	**135**
TOTAL EXPENDITURE	**-**	**115**	**115**	**-**	**12**	**-**	**60**	**187**	**372**	**559**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds	-	115	**115**	-	12	-	60	**187**	372	**559**
3982080 Design Equipment Reserve	-	45	**45**	-	-	-	60	**105**	163	**268**
3982160 Corporate Fleet Replacement Reserve	-	70	**70**	-	12	-	-	**82**	209	**291**
TOTAL FUNDING & FINANCING	**-**	**115**	**115**	**-**	**12**	**-**	**60**	**187**	**372**	**559**

Region of Waterloo

Design & Construction
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From
	2018 Expenditure	Vehicle & Equipment Reserves
Project		
21008 Fleet Vehicle Replacements - D&C	70	70
21010 CADD System Replacement	45	45
Total	**115**	**115**

Region of Waterloo

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)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 12,088	$ 12,382	$ -	$ -	$ 12,382	$ 294	2.4%	B1
Municipal maintenance agreements	5,665	5,560	-	-	5,560	(105)	(1.9%)	B2
Other operating	6,038	6,369	-	-	6,369	331	5.5%	B3
Utilities	1,576	1,274	-	-	1,274	(302)	(19.2%)	B4
Debt servicing	1,614	1,413	-	-	1,413	(202)	(12.5%)	B5
Transfers to reserves	23,059	23,248	-	-	23,248	189	0.8%	B6/B7
Interdepartmental charges	2,195	2,244	-	-	2,244	50	2.3%	
Subtotal gross expenditure	52,235	52,490	-	-	52,490	255	0.5%	
Interdepartmental recoveries	(1,256)	(1,256)	-	-	(1,256)	-	0.0%	
Subtotal recoveries	(1,256)	(1,256)	-	-	(1,256)	-	0.0%	
Net expenditure	**$ 50,980**	**$ 51,235**	**$ -**	**$ -**	**$ 51,235**	**$ 255**	**0.5%**	
Revenue								
Transfers from reserves	1,458	459	-	-	459	(999)	(68.5%)	B7
User Fees	653	653	-	-	653	-	0.0%	
Revenue subtotal	**$ 2,111**	**$ 1,112**	**$ -**	**$ -**	**$ 1,112**	**$ (999)**	**(47.3%)**	
Property tax levy	**$ 48,869**	**$ 50,123**	**$ -**	**$ -**	**$ 50,123**	**$ 1,254**	**2.6%**	
Cost to the average household	**$ 193**				**$ 193**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	113.0	113.0	-	-	113.0	-	
Temporary	11.2	11.2	-	-	11.2	-	
Total	**124.2**	**124.2**	**-**	**-**	**124.2**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates.

B2 - Inflationary adjustment as prescribed by the maintenance agreement with the Area Municipalities. This is offset by the reduction in lane kilometers being maintained by the municipalities due to LRT. (See B3)

B3 - Increased lane kilometres being maintained by the Region for LRT.

B4 - Inflationary increases offset by anticipated savings resulting from the conversion to LED streetlights.

B5 - Reduction in debt servicing costs due to debt retirement.

B6 - Changes to Transfers to reserves as set out in table below.

2% inflation on contribution to Roads Rehabilitation Reserve	$	310,818	
Roads Capital Levy Reserve reallocation to annual maintenance accounts		(85,000)	
Recovery of costs from LED Replacement		210,000	
Reduction in RDC funding per COR-FSD-17-33		(250,000)	Note - revised provision is $750,000
Computer Equipment Reserve		1,150	
Insurance reserve Fund		6,131	
Vehicle Insurance Reserve Fund		(3,969)	
Net Change	$	189,130	

B7- Implementation of RDC exemption funding strategy per Report COR-FSD-17-33. Funding of $1,000,000 for RDC exemptions from the Roads Capital Levy Reserve has been removed to fund this provision directly from the property tax levy (See B6).

Region of Waterloo

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
ROADS CONSTRUCTION										
ROAD SYSTEM - REHABILITATION										
Urban Resurfacing	815	1,155	**1,970**	2,010	4,615	2,495	4,945	**16,035**	18,570	**34,605**
Rural Resurfacing	200	7,425	**7,625**	8,280	11,655	11,400	5,770	**44,730**	72,535	**117,265**
Existing System Reconstruction	14,421	24,135	**38,556**	43,020	41,785	27,565	34,170	**185,096**	91,990	**277,086**
Cycling Facilities Constructed with Road Works	137	1,125	**1,262**	3,390	5,005	3,130	3,240	**16,027**	12,135	**28,162**
Sidewalks Constructed with Road Works	137	975	**1,112**	2,070	1,035	1,860	2,495	**8,572**	4,075	**12,647**
Intersection Improvements	80	1,570	**1,650**	2,000	110	-	-	**3,760**	-	**3,760**
Bridge and Drainage Works	2,390	2,125	**4,515**	1,590	4,590	5,865	865	**17,425**	4,845	**22,270**
Cycling Facilities Constructed as Separate Projects	-	1,505	**1,505**	-	-	-	-	**1,505**	-	**1,505**
Sidewalks Constructed as Separate Projects	860	2,085	**2,945**	710	300	500	500	**4,955**	2,500	**7,455**
System Management/Other	1,762	2,365	**4,127**	1,735	1,445	1,630	1,430	**10,367**	7,480	**17,847**
Modernizations	172	310	**482**	310	310	310	310	**1,722**	1,550	**3,272**
Transportation Engineering General	1,930	940	**2,870**	690	690	690	690	**5,630**	3,450	**9,080**
TOTAL ROAD SYSTEM - REHABILITATION	22,904	45,715	**68,619**	65,805	71,540	55,445	54,415	**315,824**	219,130	**534,954**
ROAD SYSTEM - EXPANSION										
Intersection Improvements	5,370	14,165	**19,535**	14,135	8,590	875	2,060	**45,195**	12,125	**57,320**
Growth Related Turn Lanes	50	1,635	**1,685**	580	470	750	750	**4,235**	2,000	**6,235**
Traffic Signal Installations	201	700	**901**	25	25	25	25	**1,001**	125	**1,126**
Road Widenings	12,190	23,085	**35,275**	27,420	25,760	18,490	6,365	**113,310**	75,410	**188,720**
System Expansion	9,500	22,460	**31,960**	10,430	22,700	3,095	45,395	**113,580**	3,200	**116,780**
Other Development Related Projects and Programs	-	85	**85**		1,900	-	-	**1,985**	-	**1,985**
TOTAL ROAD SYSTEM - EXPANSION	**27,311**	**62,130**	**89,441**	**52,590**	**59,445**	**23,235**	**54,595**	**279,306**	**92,860**	**372,166**
VEHICLES AND EQUIPMENT										
06054 Vehicles & Equipment Replacements	240	189	**429**	2,671	1,518	3,203	890	**8,711**	4,141	**12,852**
06071 Machinery & Equipment Replacements	90	66	**156**	23	13	21	73	**286**	346	**632**
06083 Sign Shop Equipment	110	22	**132**	6	36	-	28	**202**	73	**274**
TOTAL VEHICLES AND EQUIPMENT	**440**	**277**	**717**	**2,700**	**1,567**	**3,224**	**991**	**9,199**	**4,560**	**13,758**
BUILDINGS/OTHER										
07147 Salt Management (Cap Equip/Materials)	5,390	-	**5,390**	1,005	4,655	1,225	1,200	**13,475**	1,285	**14,760**
07139 Central Yard Asset Renewal	3,200	-	**3,200**	120	300	3,100	-	**6,720**	-	**6,720**
07543 Yard Rationalization Study	195	100	**295**	210	-	-	-	**505**	-	**505**
09350 North Dumfries Pkg Lot/Yard Repairs	550	-	**550**	-	-	-	-	**550**	-	**550**
07137 Central Yard Salt Dome (Repairs)	120	-	**120**	-	-	-	-	**120**	-	**120**
07080 Phillipsburg Storage/Yard Improvements	50	-	**50**	-	-	-	-	**50**	-	**50**
TOTAL BUILDINGS/OTHER	**9,505**	**100**	**9,605**	**1,335**	**4,955**	**4,325**	**1,200**	**21,420**	**1,285**	**22,705**

Transportation

Ten Year Capital Budget and Forecast (Thousands)

2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
FACILITIES MANAGED CAPITAL										
73001 Heidelberg Yard Renewal	-	10	**10**	221	18	39	55	**344**	178	**522**
73002 Phillipsburg Yard Renewal	-	14	**14**	97	75	56	288	**530**	181	**711**
73004 North Dumfries Yard Renewal	-	-	**-**	-	232	31	-	**263**	14	**277**
TOTAL FACILITIES MANAGED CAPITAL	**-**	**24**	**24**	**318**	**325**	**127**	**343**	**1,137**	**373**	**1,510**
TOTAL EXPENDITURE	**60,160**	**108,246**	**168,406**	**122,747**	**137,833**	**86,356**	**111,544**	**626,885**	**318,208**	**945,094**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Federal Gas Tax Reserve Fund	-	16,151	**16,151**	16,151	16,921	16,921	17,726	**83,871**	93,777	**177,647**
Municipal Cost Sharing	103	30	**133**	-	-	-	-	**133**	-	**133**
Third Party-CP Rail	-	9	**9**	-	-	-	-	**9**	-	**9**
Development Charges										
Reserve Funds	24,007	38,262	**62,269**	42,262	44,029	30,170	51,090	**229,819**	115,730	**345,549**
Debentures	3,405	29,360	**32,765**	16,150	23,000	-	12,000	**83,915**	3,000	**86,915**
Property Taxes										
Roads Capital Levy Reserve	10,348	1,584	**11,932**	2,354	5,266	4,325	1,200	**25,077**	1,285	**26,362**
Roads Rehabilitation Reserve	21,633	21,149	**42,781**	36,514	27,709	25,589	22,194	**154,787**	91,968	**246,755**
Facility Lifecycle Reserve	-	24	**24**	318	325	127	55	**849**	291	**1,140**
Transportation Equipment Reserve	200	88	**288**	29	49	21	101	**488**	419	**906**
Corporate Fleet Replacement Reserve	240	189	**429**	2,671	1,533	3,203	890	**8,726**	4,171	**12,897**
Debentures	225	1,400	**1,625**	6,300	19,000	6,000	6,288	**39,213**	7,567	**46,780**
TOTAL FUNDING & FINANCING	**60,160**	**108,246**	**168,406**	**122,747**	**137,833**	**86,356**	**111,544**	**626,885**	**318,208**	**945,094**

Notes:

- The roads rehabilitation program is funded predominantly from Federal Gas Tax, property tax contributions to the roads rehabilitation Capital Levy 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 for years after 2018 will depend on the outcome of the 2019 background study and by-law review.
- 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.

Transportation

2018 Capital Budget Funding & Financing Summary (Thousands)

	2018 Budget	Funding & Financing From: Recoveries	Federal Gas Tax	Regional Development Charge Reserve Fund	RDC Debenture Financing	Roads Rehabilitation Reserve	Roads Capital Levy Reserve	Other Reserves	Property Tax Supported Debentures
ROADS CONSTRUCTION									
ROAD SYSTEM - REHABILITATION									
Resurfacing-Urban	1,970	-	-	-	-	1,970	-	-	-
Resurfacing-Rural	7,625	75	-	820	-	6,730	-	-	-
Existing System Reconstruction	38,556	-	16,151	-	-	22,405	-	-	-
Cycling Facilities Constructed with Road Works	1,262	-	-	1,262	-	-	-	-	-
Sidewalks Constructed with Road Works	1,112	-	-	1,112	-	-	-	-	-
Intersection Improvements	1,650	-	-	-	-	250	-	-	1,400
Bridge and Drainage Works	4,515	58	-	-	-	4,458	-	-	-
Cycling Facilities as Separate Projects	1,505	-	-	1,505	-	-	-	-	-
Sidewalks Constructed as Separate Projects	2,945	-	-	2,945	-	-	-	-	-
System Management/Other	4,127	-	-	-	-	4,127	-	-	-
Modernizations	482	-	-	40	-	442	-	-	-
Transportation Engineering General	2,870	-	-	350	-	2,400	120	-	-
TOTAL ROAD SYSTEM - REHABILITATION	**68,619**	**133**	**16,151**	**8,034**	**-**	**42,781**	**120**	**-**	**1,400**
ROAD SYSTEM - EXPANSION									
Intersection Improvements	19,535	9	-	17,803	-	-	1,498	-	225
Growth Related Turn Lanes	1,685	-	-	1,685	-	-	-	-	-
Traffic Signal Installations	901	-	-	901	-	-	-	-	-
Road Widenings	35,275	-	-	21,306	13,325	-	644	-	-
System Expansion	31,960	-	-	12,455	19,440	-	65	-	-
TOTAL ROAD SYSTEM - EXPANSION	**89,356**	**9**	**-**	**54,150**	**32,765**	**-**	**2,207**	**-**	**225**
TOTAL ROADS CONSTRUCTION	**157,975**	**141**	**16,151**	**62,184**	**32,765**	**42,781**	**2,327**	**-**	**1,625**
VEHICLES AND EQUIPMENT									
Vehicle Replacements	429	-	-	-	-	-	-	429	-
Machinery & Equipment Replacements	156	-	-	-	-	-	-	156	-
Sign Shop Equipment	132	-	-	-	-	-	-	132	-
TOTAL VEHICLES AND EQUIPMENT	**717**	**-**	**-**	**-**	**-**	**-**	**-**	**717**	**-**

Transportation

2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From							
	2018 Budget	Recoveries	Federal Gas Tax	Regional Development Charge Reserve Fund	RDC Debenture Financing	Roads Rehabilitation Reserve	Roads Capital Levy Reserve	Other Reserves	Property Tax Supported Debentures
BUILDINGS/OTHER									
07147 Salt Management (Cap Equip/Materials)	5,390	-	-	-	-	-	5,390	-	-
07139 Central Yard Asset Renewal	3,200	-	-	-	-	-	3,200	-	-
07543 Yard Rationalization Study	295	-	-	-	-	-	295	-	-
09350 North Dumfries Pkg Lot/Yard Repairs	550	-	-	-	-	-	550	-	-
07137 Central Yard Salt Dome (Repairs)	120	-	-	-	-	-	120	-	-
07080 Phillipsburg Storage/Yard Improvements	50	-	-	-	-	-	50	-	-
Other Development Related Projects and Programs	85	-	-	85	-	-	-	-	-
TOTAL BUILDINGS/OTHER	**9,690**	**-**	**-**	**85**	**-**	**-**	**9,605**	**-**	**-**
FACILITIES MANAGED CAPITAL									
73001 Heidelberg Yard Buildings Maintenance	10	-	-	-	-	-	-	10	-
73002 Phillipsburg Yard Building Maintenance	14	-	-	-	-	-	-	14	-
TOTAL FACILITIES MANAGED CAPITAL	**24**	**-**	**-**	**-**	**-**	**-**	**-**	**24**	**-**
TOTAL EXPENDITURE	**168,406**	**141**	**16,151**	**62,269**	**32,765**	**42,781**	**11,932**	**741**	**1,625**

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:

- Changes to Provincial waste management policy around waste diversion/extended producer responsibility, its associated funding, and the impact at the municipal level of passing of the Waste Free Ontario Act.
- Implementation of the recommendations from the 2013 waste management master plan including;
    - Curbside policy changes including reduced bag limits and other drop-off/depot initiatives to increase diversion; and
    - Continued investigation of thermal technology options for residual waste processing/disposal.

- Increasing use of green bin, blue box, and other potential diversion programs to make best use of available landfill capacity i.e. drywall, wood pallets, etc.
- Balancing commercial revenue with conserving landfill capacity and thereby delaying future capital expenditures.
- 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 maintaining environmental control systems and for post closure care of Regional landfill sites.
- Introduction or expansion of diversion programs requires additional funding.

Region of Waterloo

Waste Management
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 8,293	$ 8,192	$ -	$ -	$ 8,192	$ (101)	(1.2%)	B1
Monitoring and reporting	1,147	1,166	-	-	1,166	19	1.7%	
Waste rebates	1,763	1,855	-	-	1,855	92	5.2%	B2
Curbside collection costs	19,699	19,888	-	-	19,888	189	1.0%	
Waste hauling and processing	5,363	6,256	-	-	6,256	893	16.7%	B3
Other operating	3,799	4,272	116	-	4,388	589	15.5%	B4
Debt servicing	8,116	8,395	-	-	8,395	279	3.4%	
Transfers to reserves	1,472	1,490	-	-	1,490	18	1.2%	
Interdepartmental charges	4,157	4,090	-	-	4,090	(67)	(1.6%)	
Subtotal gross expenditure	53,809	55,604	116	-	55,720	1,911	3.6%	
Interdepartmental recoveries	(1,492)	(1,492)	-	-	(1,492)	-	0.0%	
Subtotal recoveries	(1,492)	(1,492)	-	-	(1,492)	-	0.0%	
Net expenditure	**$ 52,317**	**$ 54,112**	**$ 116**	**$ -**	**$ 54,228**	**$ 1,911**	**3.7%**	
Revenue								
User fees	14,744	15,458	-	125	15,583	839	5.7%	B5
Recoveries from reserves	300	300		-	300	-	0.0%	
Revenue subtotal	**$ 15,044**	**$ 15,758**	**$ -**	**$ 125**	**$ 15,883**	**$ 839**	**5.6%**	
Property tax levy	**$ 37,273**	**$ 38,354**	**$ 116**	**$ (125)**	**$ 38,345**	**$ 1,072**	**2.9%**	
Cost to the average household	**$ 147**				**$ 148**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	77.4	77.4	-	-	77.4	-	
Temporary	13.1	10.1	-	-	10.1	(3.0)	C1
Total	**90.5**	**87.5**	**-**	**-**	**87.5**	**(3.0)**	

Notes

Budget notes

B1 - Compensation per contracts/estimates and a reduction of 3.0 FTE's as per TES-WMS-16-03

B2 - Increase in rate and units (due to growth)

B3 - Inflation and tonnage increases related to blue box and green bin processing, as well as related hauling costs

B4 - Additional provision for equipment maintenance, utilities, and property taxes, partially offset by reduction in costs related to the transition to the new curbside service levels. Addition of $116k for reinstatements of drywall and pallet diversion program per 2018 Budget Issue Paper

B5 - Revenue budget adjustment for 2018 to reflect anticipated increases in commercial tonnage, tipping fees, recycling revenue, landfill gas royalties and Waste Diversion Ontario funding. Further increase to recycling revenue of $125k per budget day adjustment

Complement notes

C1 - Reduction of 3.0 FTE's (temporary contracts) per Curbside Waste Collection Policy Changes Implementation Plan

Waste Management

Ten Year Capital Budget and Forecast (Thousands)

2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
Program Area Capital										
01004 Curbside Service Level Changes	168	17	**185**	-	-	-	-	**185**	1,600	**1,785**
01005 Cambridge Scale System & Building	-	-	**-**	200	580	-	-	**780**	225	**1,005**
01007 Vehicle Replacements	1,458	1,710	**3,168**	1,983	2,682	1,579	2,415	**11,827**	10,567	**22,394**
01009 Cambridge Site Servicing	362	1,108	**1,470**	780	-	-	-	**2,250**	1,000	**3,250**
01010 Waterloo Site Servicing	511	-	**511**	-	-	-	200	**711**	600	**1,311**
01011 Asset Management	577	150	**727**	130	-	-	-	**857**	-	**857**
01015 Voice Radio Sets	7	12	**19**	-	-	-	-	**19**	144	**163**
01051 Cambridge Groundwater Management	100	204	**304**	-	530	-	530	**1,364**	1,060	**2,424**
01052 Cambridge - Leachate Control	110	250	**360**	680	500	660	-	**2,200**	1,790	**3,990**
01058 Waterloo Storm Water Management	21	550	**571**	-	710	330	-	**1,611**	580	**2,191**
01082 Waterloo Groundwater Management	391	969	**1,360**	435	408	1,445	510	**4,158**	2,265	**6,423**
01084 Materials Recycling Centre	440	260	**700**	650	140	120	125	**1,735**	1,120	**2,855**
01091 Cambridge Site Closure	-	-	**-**	57	115	-	-	**172**	-	**172**
01092 Cambridge - Storm Water Management	-	312	**312**	-	-	320	-	**632**	320	**952**
01103 Decommissioned Sites	384	946	**1,330**	1,590	975	620	495	**5,010**	1,720	**6,730**
01104 Cambridge Transfer Building Upgrade	210	-	**210**	1,980	-	-	1,030	**3,220**	830	**4,050**
01106 Cambridge Compost Pad Expansion	472	-	**472**	170	-	-	575	**1,217**	575	**1,792**
01121 Waterloo Site Closure	182	313	**495**	1,135	625	625	625	**3,505**	2,410	**5,915**
01144 Waste Management Alternatives	393	150	**543**	70	500	-	500	**1,613**	3,500	**5,113**
01146 Cambridge Roads Construction	46	475	**521**	244	520	-	-	**1,285**	830	**2,115**
01154 Waterloo - New Cells Design & Construction	194	5,518	**5,712**	660	10,900	-	-	**17,272**	11,890	**29,162**
01156 Waterloo Leachate Control	763	520	**1,283**	2,290	550	745	1,080	**5,948**	3,295	**9,243**
01160 Waterloo - Roads Construction	-	86	**86**	1,078	300	306	1,020	**2,790**	816	**3,606**
01163 Waterloo Landfill Gas System	1,718	1,452	**3,170**	944	1,200	530	785	**6,629**	4,175	**10,804**
01165 Waterloo Landfill GPS System	-	250	**250**	-	-	-	-	**250**	300	**550**
01172 Cambridge Landfill Gas System	-	-	**-**	625	-	-	270	**895**	840	**1,735**
01186 Waterloo Scale System & Building	87	118	**205**	505	420	120	120	**1,370**	1,620	**2,990**
01192 Waterloo Transfer Station Upgrade	305	-	**305**	215	2,160	830	-	**3,510**	1,535	**5,045**
Total Program Area Capital	**8,899**	**15,370**	**24,269**	**16,421**	**23,815**	**8,230**	**10,280**	**83,015**	**55,607**	**138,622**
Facilities Managed Capital Renewal										
73100 WM Waterloo Building Renewal	115	157	**272**	224	766	678	365	**2,305**	1,086	**3,391**
73200 WM Cambridge Building Renewal	-	29	**29**	45	235	84	185	**578**	1,038	**1,616**
Total Facilities Managed Capital Renewal	**115**	**186**	**301**	**268**	**1,001**	**762**	**551**	**2,883**	**2,124**	**5,007**
TOTAL EXPENDITURE	**9,014**	**15,556**	**24,570**	**16,689**	**24,816**	**8,992**	**10,831**	**85,898**	**57,731**	**143,629**

Waste Management

Ten Year Capital Budget and Forecast (Thousands)

2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
FUNDING & FINANCING										
Development Charges										
Reserve Funds	237	55	**293**	525	465	151	261	**1,694**	833	**2,527**
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	7	-	**7**	-	-	-	-	**7**	-	**7**
3980065 Facility Lifecycle Reserve	-	186	**186**	45	235	84	185	**734**	423	**1,157**
3980120 Waste Management Reserve	1,002	315	**1,317**	300	300	300	300	**2,517**	1,900	**4,417**
3982020 Waste Management Equipment Reserve	-	262	**262**	-	-	-	-	**262**	444	**706**
3982160 Corporate Fleet Replacement Reserve	1,458	1,710	**3,168**	1,983	2,682	1,579	2,415	**11,827**	10,567	**22,394**
Debentures	6,309	13,028	**19,337**	13,837	21,134	6,879	7,670	**68,856**	43,565	**112,421**
TOTAL FUNDING & FINANCING	**9,014**	**15,556**	**24,570**	**16,689**	**24,816**	**8,992**	**10,831**	**85,898**	**57,731**	**143,629**

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 for years after 2018 will depend on the outcome of the 2019 background study and by-law review.
- 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.

Waste Management
2018 Capital Budget Funding & Financing Summary (Thousands)

Region of Waterloo

		Funding & Financing From					
	2018 Expenditure	Development Charges / RDC Reserve Fund	Vehicle & Equipment Reserves	General Tax Supported Capital Reserve	Facility Lifecycle Reserve	Waste Management Capital Reserve	Property Tax Supported Debentures
Project							
01004 Curbside Service Level Changes	185	26	-	-	-	159	-
01007 Vehicle Replacements	3,168	-	3,168	-	-	-	-
01009 Cambridge Site Servicing	1,470	-	-	-	-	-	1,470
01010 Waterloo Site Servicing	511	-	-	-	-	-	511
01011 Asset Management	727	-	-	-	-	-	727
01015 Voice Radio Sets	19	-	12	7	-	-	-
01051 Cambridge Groundwater Management	304	-	-	-	-	-	304
01052 Cambridge - Leachate Control	360	-	-	-	-	-	360
01058 Waterloo Storm Water Management	571	-	-	-	-	-	571
01082 Waterloo Groundwater Management	1,360	-	-	-	-	-	1,360
01084 Materials Recycling Centre	700	99	-	-	-	378	223
01092 Cambridge - Storm Water Management	312	-	-	-	-	-	312
01103 Decommissioned Sites	1,330	-	-	-	-	-	1,330
01104 Cambridge Transfer Building Upgrade	210	30	-	-	-	-	180
01106 Cambridge Compost Pad Expansion	472	67	-	-	-	405	-
01121 Waterloo Site Closure	495	-	-	-	-	-	495
01144 Waste Management Alternatives	543	-	-	-	-	-	543
01146 Cambridge Roads Construction	521	-	-	-	-	-	521
01154 Waterloo - New Cells Design & Construction	5,712	-	-	-	-	-	5,712
01156 Waterloo Leachate Control	1,283	-	-	-	-	-	1,283
01160 Waterloo - Roads Construction	86	-	-	-	-	-	86
01163 Waterloo Landfill Gas System	3,170	-	-	-	-	300	2,870
01165 Waterloo Landfill GPS System	250	-	250	-	-	-	-
01186 Waterloo Scale System & Building	205	29	-	-	-	75	101
01192 Waterloo Transfer Station Upgrade	305	43	-	-	-	-	262
73100 WM Waterloo Building Renewal	272	-	-	-	157	-	115
73200 WM Cambridge Building Renewal	29	-	-	-	29	-	-
Total	**24,570**	**293**	**3,430**	**7**	**186**	**1,317**	**19,337**

Division: Transit Services
Director: Eric Gillespie

Programs and services:

- Grand River Transit (GRT) operates a family of Public Transit Services. The conventional transit network operates 70 bus routes in Cambridge, Kitchener and Waterloo. This includes four smaller bus (BusPLUS) routes in growing neighbourhoods, business park and Wilmot Township.
- Specialized transit services for people with physical or cognitive disabilities are provided by Mobility*PLUS* in the urban areas and 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 in Kitchener and one on Conestoga Boulevard in Cambridge. Property has recently been acquired on Northfield Drive in Waterloo for a future facility, expected to open in 2020.
- 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, 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 Mobility*PLUS*, and will include Ticket Vending Machines at ION stations.

- The eligibility criteria for Mobility*PLUS* recently changed to “physically unable to use conventional transit” from “unable to climb three stairs” as all GRT conventional buses are now low floor accessible. Existing registrants will have their eligibility reviewed relative to the new criteria at their five year renewal date and some customers will no longer be eligible.
- A universal bus pass program is in place at both the University of Waterloo and Wilfred Laurier University.
- Providing frequent, up-to-date travel information to meet customer demand, such as actual bus arrival times, tweeting service delays and route detours has become an emerging priority.
- Improving service delivery and continuing to increase ridership while becoming more cost efficient.

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 Mobility*PLUS* 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.

Region of Waterloo

Transit Services
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 66,254	$ 68,154	$ 850	$ -	$ 69,004	$ 2,750	4.2%	B1
Fuel	9,107	9,474	117	-	9,591	484	5.3%	B2
Materials & Supplies	5,159	5,867	52	-	5,919	760	14.7%	B3
Other operating (incl. contract service)	10,161	10,835	340	60	11,235	1,074	10.6%	B4
Debt servicing	10,480	11,216	-	-	11,216	736	7.0%	B5
Insurance	1,338	1,467	2	-	1,469	131	9.8%	B6
Transfers to reserves	7,323	7,954	38	(254)	7,738	415	5.7%	B7, B8
Interdepartmental charges	7,505	8,038	33	-	8,071	566	7.5%	B9
Net expenditure	**$ 117,327**	**$ 123,005**	**$ 1,432**	**$ (194)**	**$ 124,243**	**$ 6,916**	**5.9%**	
Revenue								
Passenger Revenue	33,371	34,553	174	30	34,757	1,386	4.2%	B10
Provincial grants & subsidies	11,170	11,111	-	-	11,111	(59)	(0.5%)	
RTMP Reserve Fund	12,283	12,492	-	-	12,492	209	1.7%	B8
Tax Stabilization Reserve	725	1,079	-	-	1,079	354	48.8%	B11
Advertising, Other fees & charges	1,329	1,330	-	30	1,360	31	2.3%	
Revenue subtotal	**$ 58,878**	**$ 60,565**	**$ 174**	**$ 60**	**$ 60,799**	**$ 1,921**	**3.3%**	
Property tax levy	**$ 58,449**	**$ 62,440**	**$ 1,258**	**$ (254)**	**$ 63,444**	**$ 4,995**	**8.5%**	
Cost to the average household:								
Urban Service Area	**$ 256**				**$ 271**			
Rural Service Area*	**$ 49**				**$ 53**			

* - 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 $34 while Wilmot taxpayers pay for limited conventional service at an incremental cost to the average household of $14.

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	695.8	705.8	30.3	-	736.1	40.3	C1
Temporary	7.7	7.7	-	-	7.7	-	
Total	**703.5**	**713.5**	**30.3**	**-**	**743.8**	**40.3**	
Recoveries							
From capital projects	2.0	2.0	-	-	2.0	-	
Total recoveries	**2.0**	**2.0**	**-**	**-**	**2.0**	**-**	

Notes

Budget notes

B1 - Compensation costs per contracts / estimates. Includes annualization of 25.0 FTE's approved in 2017 for conventional service expansion, 10.0 FTE's approved in 2017 for spring 2018 conventional service expansion (Bundle 3) and 30.3 FTE's approved during the 2018 budget process for additional service expansion in 2018.

B2 - Includes fuel costs related to annualization of approved 2017 service expansion, the launch of 2018 service expansion approved in 2017 and additional service expansion approved in 2018 partially offset by a volume reduction.

B3 - Increases for vehicle repair costs related to 2018 service improvements (Bundle 3 - approved in 2017), a foreign exchange adjustment on vehicle repair parts costs, increased costs associated with EFMS supplies and additional vehicle repair costs related to additional service expansion approved during 2018 budget deliberations.

B4 - Increase due mainly to additional costs related to software / hardware license and maintenance agreements. Includes impact of annualization of GRT marketing strategy and Alternative Delivery Service initiative approved in 2017 and costs related to additional service improvements approved during 2018 budget deliberations.

B5 - Increase in debt servicing costs related to debentures issued in 2017 to fund voice radio infrastructure and expansion buses (18) approved in 2017.

B6 - Increase in insurance costs related to expansion buses (18) purchased to implement service improvements approved in 2017.

B7 - Increase primarily related to additional contribution to Bus Replacement Reserve related to 18 expansion buses acquired in 2017.

B8 - Implementation of RDC exemption funding strategy per Report COR-FSD-17-33.

B9 - Increases related to occupancy and operating costs for GRT facilities.

B10 - Passenger revenue includes annualization of approved 2017 service expansion and fare increase along with 2018 approved service improvements (including Bundle 3 approved 2017). No general fare increase is proposed for 2018.

B11 - Tax stabilization reserve funding approved to bridge funding for GRT service improvements planned during the year (Bundle 2) from GRT service capacity hours upon launch of ION service.

Complement notes

C1 - Increase in staff complement associated with (Bundle 3) service expansion (2017 Budget Issue Paper) approved in 2017 for spring 2018 implementation and approved 2018 conventional and MobilityPlus service expansion.

Region of Waterloo

Transit Services
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
Program Area Capital										
66006 Bus Stop Area Improvements	-	200	**200**	200	200	200	200	**1,000**	1,000	**2,000**
66007 Mobility Plus Vehicle Additions	-	120	**120**	120	120	120	-	**480**	-	**480**
66008 Vehicle Additions Conventional	-	-	**-**	3,300	6,600	2,750	2,750	**15,400**	13,750	**29,150**
66010 Vehicle Replacements Mobility Plus	-	210	**210**	630	420	1,155	630	**3,045**	2,625	**5,670**
66011 Vehicle Replace Mobility Plus Rural	-	-	**-**	95	95	285	95	**570**	570	**1,140**
66012 Vehicle Replacements Service	-	245	**245**	-	175	159	-	**579**	524	**1,103**
66025 Vehicle Replacements Conventional	10,933	-	**10,933**	-	7,875	7,350	12,600	**38,758**	46,200	**84,958**
66029 iXpress Station Development	1,496	650	**2,146**	700	-	-	-	**2,846**	-	**2,846**
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	-	100	**100**	100	100	100	100	**500**	500	**1,000**
66047 Garage Hoists	219	-	**219**	-	-	-	-	**219**	-	**219**
66056 On Board Security Surveillance	68	-	**68**	-	-	-	-	**68**	-	**68**
66067 Voice Radio Upgrade/Replacement	2,469	1,624	**4,093**	-	-	-	-	**4,093**	1,200	**5,293**
66069 Install Transit Priority Measures	553	-	**553**	-	-	-	-	**553**	-	**553**
66071 Advanced Transit Technology	3,255	-	**3,255**	-	-	-	-	**3,255**	-	**3,255**
66072 Transit Security Measures - Bus Lock	1,900	-	**1,900**	-	-	-	-	**1,900**	-	**1,900**
66075 Hybrid Bus Battery Replacement	270	-	**270**	270	-	-	-	**540**	-	**540**
66079 Northfield Drive Construction	3,433	-	**3,433**	53,720	57,282	4,383	-	**118,818**	-	**118,818**
66081 GO Transit Capital Contribution	-	278	**278**	278	-	-	-	**556**	-	**556**
66088 Cambridge Centre Terminal	150	-	**150**	-	-	-	-	**150**	-	**150**
66090 UW Transit Plaza	3,472	-	**3,472**	-	-	-	-	**3,472**	-	**3,472**
66092 Fairview Mall Terminal	5,289	-	**5,289**	-	-	-	-	**5,289**	-	**5,289**
66093 Blockline Station	1,000	-	**1,000**	-	-	-	-	**1,000**	-	**1,000**
66094 Conestoga Mall Facility Upgrade	100	50	**150**	450	-	-	-	**600**	-	**600**
66095 Conestoga College Terminal	49	1,000	**1,049**	3,000	-	-	-	**4,049**	-	**4,049**
66096 On Board Bus Camera Replacement	240	-	**240**	-	-	-	-	**240**	2,000	**2,240**
66098 R & T Park Station Access Improvements	770	-	**770**	-	-	-	-	**770**	-	**770**
66111 Spur Line/Iron Horse Trail Pedestrian Co	2,457	-	**2,457**	-	-	-	-	**2,457**	-	**2,457**
66112 Access Improvements - Various GRT/ION Co	1,014	-	**1,014**	-	-	-	-	**1,014**	-	**1,014**
66114 Design Study - Pedestrian Bridge Hwy 7/8	217	-	**217**	-	7,600	-	-	**7,817**	-	**7,817**
66115 Design - Transit Prioity needs at Multiple locatior	500	-	**500**	-	-	-	-	**500**	-	**500**
66116 GRT/ION Station Improvements	674	-	**674**	-	-	-	-	**674**	-	**674**
66118 Upgrades/Improvements - Bus Stop Passeng	85	-	**85**	-	-	-	-	**85**	-	**85**
66119 Driver Training Simulator	698	-	**698**	-	-	-	-	**698**	-	**698**
66120 Emergency Call Station Deployment	137	-	**137**	-	-	-	-	**137**	-	**137**
66121 Sunrise Centre Transit Facility	-	900	**900**	-	-	-	-	**900**	-	**900**
66122 Vehicle Additions - Articulated Buses	-	-	**-**	-	-	2,625	2,625	**5,250**	13,125	**18,375**
66123 Transit Facility Design Guidelines	-	50	**50**	50	-	-	-	**100**	-	**100**

Transit Services
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
66124 Transit Wayfinding Plan	-	50	**50**	-	-	-	-	**50**	-	**50**
66125 Market Trail to ION Implementation	-	-	**-**	1,000	500	-	-	**1,500**	-	**1,500**
66126 GRT Customer Service Storefronts	-	250	**250**	-	250	-	-	**500**	-	**500**
66127 Iron Horse Trail Improvements	-	-	**-**	500	500	-	-	**1,000**	-	**1,000**
66128 Feasibility Study - Mill Station to Hayward, Rail C	-	-	**-**	-	50	-	-	**50**	-	**50**
66129 Transit Application Software Upgrades	-	125	**125**	150	150	125	125	**675**	625	**1,300**
66130 Transit IT Infrastructure	-	150	**150**	100	50	50	50	**400**	250	**650**
66131 PID Stations - 4G Upgrade	-	200	**200**	-	-	-	-	**200**	-	**200**
66132 In-vehicle Equipment	-	50	**50**	50	50	50	50	**250**	250	**500**
66133 On-street GRT Equipment	-	100	**100**	100	100	100	100	**500**	500	**1,000**
66134 Vehicle Health Monitoring Technology	-	-	**-**	-	-	-	250	**250**	250	**500**
66135 Vehicle Depot Management System	-	-	**-**	-	-	330	-	**330**	-	**330**
66137 ION Pedestrian Crossing - Traynor Trail	-	-	**-**	400	-	-	-	**400**	-	**400**
66138 Miscellaneous Property Acquisition	-	5,000	**5,000**	4,000	3,000	-	-	**12,000**	-	**12,000**
66139 MobilityPlus Technology Requirements	-	100	**100**	50	-	-	-	**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	**41,445**	**11,752**	**53,197**	**69,363**	**85,217**	**19,882**	**19,675**	**247,334**	**83,869**	**331,203**
Facilities Managed Capital Renewal										
73021 Strasburg Rd Garage Building Renewal	32	308	**340**	141	158	1,793	1,556	**3,988**	2,403	**6,391**
73022 Charles St Terminal Building Renewal	89	106	**195**	160	160	160	160	**835**	-	**835**
73023 Conestoga Blvd Garage Building Renewal	12	274	**286**	871	67	80	104	**1,407**	691	**2,098**
73024 Ainslie Terminal Building Renewal	19	12	**31**	29	12	56	256	**384**	1,045	**1,429**
73025 Chandler Drive Building Renewal	-	150	**150**	59	165	147	147	**667**	365	**1,032**
Total Facilities Managed Capital Renewal	**152**	**849**	**1,001**	**1,260**	**561**	**2,236**	**2,223**	**7,281**	**4,504**	**11,785**
TOTAL EXPENDITURE	**41,597**	**12,601**	**54,199**	**70,623**	**85,778**	**22,118**	**21,898**	**254,616**	**88,373**	**342,988**

Region of Waterloo

Transit Services

Ten Year Capital Budget and Forecast (Thousands)

2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	16,048	812	**16,860**	479	-	-	-	**17,339**	-	**17,339**
Development Charges										
Reserve Funds	2,727	969	**3,696**	2,957	4,712	1,989	1,989	**15,342**	9,944	**25,286**
Debentures	1,501	1,370	**2,871**	21,059	22,856	1,622	-	**48,408**	-	**48,408**
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	31	849	**880**	88	561	443	507	**2,480**	1,740	**4,219**
3982250 GRT Urban Vehicle Reserve	-	521	**521**	750	715	1,434	630	**4,050**	3,149	**7,199**
3982260 GRT Bus Reserve	5,467	-	**5,467**	-	7,875	7,350	10,600	**31,292**	43,200	**74,492**
3982290 GRT Mobility Plus Rural Vehicle Res	-	86	**86**	95	95	285	95	**656**	570	**1,226**
3983710 Accessible Service Reserve	-	68	**68**	-	-	-	-	**68**	-	**68**
3984010 Transit Capital Reserve	6,562	1,767	**8,329**	1,844	1,050	1,055	975	**13,253**	7,075	**20,328**
Debentures	9,262	6,159	**15,421**	43,352	47,914	7,940	7,102	**121,729**	22,695	**144,424**
TOTAL FUNDING & FINANCING	**41,597**	**12,601**	**54,199**	**70,623**	**85,778**	**22,118**	**21,898**	**254,616**	**88,373**	**342,988**

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 for years after 2018 will depend on the outcome of the 2019 background study and by-law review.
- 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 for the GRT capital budget does not include any Phase 2 - Public Transit Infrastructure Funding (PTIF 2). An announcement with respect to PTIF 2 was made in March 2018. Once project eligibility requirements are known, staff will submit a recommendation to Council with respect to the appropriate projects to submit for funding.

Transit Services
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From							
	2018 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
Project									
66006 Bus Stop Area Improvements	200	-	-	-	-	200	-	-	-
66007 Mobility Plus Vehicle Additions	120	-	-	-	66	-	-	54	-
66010 Vehicle Replacements Mobility Plus	210	-	-	-	210	-	-	-	-
66012 Vehicle Replacements Service	245	-	-	-	245	-	-	-	-
66025 Vehicle Replacements Conventional	10,933	5,467	-	-	5,467	-	-	-	-
66029 iXpress Station Development	2,146	715	529	-	-	492	-	-	410
66038 GRT Mobility Plus - Rural Additions	100	-	-	-	86	-	-	14	-
66040 Bus Shelters	100	-	-	-	-	100	-	-	-
66041 Transit Infrastructure Improvements	100	-	-	-	-	100	-	-	-
66047 Garage Hoists	219	-	-	-	-	219	-	-	-
66056 On Board Security Surveillance	68	-	-	-	-	68	-	-	-
66067 Voice Radio Upgrade/Replacement	4,093	2,047	295	-	-	-	-	-	1,751
66069 Install Transit Priority Measures	553	-	-	-	-	553	-	-	-
66071 Advanced Transit Technology	3,255	-	293	-	-	2,962	-	-	-
66072 Transit Security Measures - Bus Lock	1,900	950	-	-	-	950	-	-	-
66075 Hybrid Bus Battery Replacement	270	-	-	-	-	270	-	-	-
66079 Northfield Drive Construction	3,433	1,716	-	635	-	-	-	-	1,082
66081 GO Transit Capital Contribution	278	-	-	-	-	278	-	-	-
66088 Cambridge Centre Terminal	150	-	55	-	-	95	-	-	-
66090 UW Transit Plaza	3,472	1,736	434	208	-	-	-	-	1,094
66092 Fairview Mall Terminal	5,289	810	1,120	538	-	-	-	-	2,822
66093 Blockline Station	1,000	-	250	120	-	-	-	-	630
66094 Conestoga Mall Facility Upgrade	150	-	18	-	-	100	-	-	32
66095 Conestoga College Terminal	1,049	24	250	120	-	24	-	-	630
66096 On Board Bus Camera Replacement	240	120	-	-	-	120	-	-	-
66098 R & T Park Station Access Improvements	770	385	-	-	-	-	-	-	385
66111 Spur Line/Iron Horse Trail Pedestrian Co	2,457	1,229	-	-	-	-	-	-	1,229
66112 Access Improvements - Various GRT/ION Co	1,014	507	-	-	-	-	-	-	507
66114 Design Study - Pedestrian Bridge Hwy 7/8	217	108	108	-	-	-	-	-	-
66115 Design - Transit Prioity needs at Multiple locations	500	250	-	-	-	250	-	-	-
66116 GRT/ION Station Improvements	674	337	-	-	-	-	-	-	337
66118 Upgrades/Improvements - Bus Stop Passeng	85	42	-	-	-	42	-	-	-
66119 Driver Training Simulator	698	349	-	-	-	349	-	-	-
66120 Emergency Call Station Deployment	137	69	-	-	-	69	-	-	-
66121 Sunrise Centre Transit Facility	900	-	333	-	-	-	-	-	567
66123 Transit Facility Design Guidelines	50	-	-	-	-	50	-	-	-
66124 Transit Wayfinding Plan	50	-	-	-	-	50	-	-	-
66126 GRT Customer Service Storefronts	250	-	-	-	-	250	-	-	-
66129 Transit Application Software Upgrades	125	-	-	-	-	125	-	-	-
66130 Transit IT Infrastructure	150	-	-	-	-	150	-	-	-
66131 PID Stations - 4G Upgrade	200	-	-	-	-	200	-	-	-
66132 In-vehicle Equipment	50	-	-	-	-	50	-	-	-
66133 On-street GRT Equipment	100	-	-	-	-	100	-	-	-
66138 Miscellaneous Property Acquisition	5,000	-	-	1,250	-	-	-	-	3,750

Transit Services
2018 Capital Budget Funding & Financing Summary (Thousands)

Funding & Financing From

	2018 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
66139 MobilityPlus Technology Requirements	100	-	9	-	-	91	-	-	-
66140 MP Rural Bus Stop Infrastructure	25	-	2	-	-	23	-	-	-
66141 MP Cross Boundary Transfer Points	75	-	-	-	-	-	-	-	75
73021 Strasburg Rd Garage Building Renewal	340	-	-	-	-	-	308	-	32
73022 Charles St Terminal Building Renewal	195	-	-	-	-	-	106	-	89
73023 Conestoga Blvd Garage Building Renewal	286	-	-	-	-	-	286	-	-
73024 Ainslie Terminal Building Renewal	31	-	-	-	-	-	31	-	-
73025 Chandler Drive Building Renewal	150	-	-	-	-	-	150	-	-
Total	**54,199**	**16,860**	**3,696**	**2,871**	**6,074**	**8,329**	**880**	**68**	**15,421**

Region of Waterloo

Division: Rapid Transit
Director: Gord Ryan

Programs and services:

- Overseeing and managing the building and operation of an efficient, easy to use, ION rapid transit service that will be totally integrated with conventional transit service.
- Managing the building of infrastructure required for operating ION.
- Administering the design and build of Light Rail Transit (LRT) vehicles by Bombardier.
- Managing the planning and studies for Stage 2 ION.

Key issues and priorities:

- As the Region's population continues to grow, ION addresses key Regional priorities. These include the protection of our surrounding farmland, the shaping of our community and the efficient movement of residents and visitors throughout Waterloo Region.
- Implement Stage 1 ION service.
- Complete Stage 2 ION planning and submit a business case to federal and provincial governments.
- Regular communication to the public through social media:
    - 5,868 followers on Twitter
    - 4,161 followers on Facebook
    - 1,599 followers on Instagram
    - 90,600 average Twitter impressions per month
    - 51,612 average Facebook boosted post engagement
    - Most popular ION YouTube video nears 23,000 views

Base Budget Drivers & Significant Budget Challenges:

- To achieve project completion and the start of revenue service.

Region of Waterloo

Rapid Transit
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 2,477	$ 2,467	$ -	$ -	$ 2,467	$ (10)	(0.4%)	B1
Other operating	12,978	23,374	-	-	23,374	10,396	80.1%	B2
Debt servicing	6,485	6,485	-	-	6,485	-	0.0%	
Transfers to reserves	-	900	-	-	900	900	0.0%	B3
Interdepartmental charges	99	163	232	-	395	296	299.7%	B4/B7
Subtotal gross expenditure	22,039	33,389	232	-	33,621	11,582	52.6%	
Recoveries from Capital Project	(3,158)	(693)	-		(693)	2,465	(78.1%)	B5
Subtotal recoveries	(3,158)	(693)	-	-	(693)	2,465	(78.1%)	
Net expenditure	**$ 18,881**	**$ 32,696**	**$ 232**	**$ -**	**$ 32,928**	**$ 14,047**	**74.4%**	
Revenue								
RTMP Reserve Fund	18,881	32,696	232	-	32,928	14,047	74.4%	B6/B7
Revenue subtotal	**$ 18,881**	**$ 32,696**	**$ 232**	**$ -**	**$ 32,928**	**$ 14,047**	74.4%	
Property tax levy	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**0.0%**	
Cost to the average household	**$ -**				**$ -**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	12.0	11.0	-	-	11.0	(1.0)	C1
Temporary	11.6	11.6	-	-	11.6	-	
Total	**23.6**	**22.6**	**-**	**-**	**22.6**	**(1.0)**	

Notes

Budget notes

B1 - Compensation per contracts/estimates. Property agent position was transferred from Rapid Transit to Legal Services.

B2 - Budget increased to reflect the following operating costs, all based on Spring 2018 revenue service date.

Park and Ride	75,000
Fare Enforcement	730,000
Traction Power	778,000
Insurance	662,300
Property Taxes	557,200
GrandLinq Contract	7,648,000
	10,450,500
Reduction in general office expenditures.	(54,889)
	10,395,611

B3- Implementation of RDC exemption funding strategy per Report COR-FSD-17-33 (recovered from the RTMP Reserve Fund).

B4 - Increase reflects operating costs associated bus bridging during revenue service. This is offset by a decrease in construction signage costs.

B5 - Remaining available capital funding will be utilized for the non-revenue service period from January 1 to April 30, 2018.

B6 - As the project transitions to revenue service, the operating costs will be funded from property taxes through the RTMP Reserve. Additionally, please refer to note B3.

B7 - Budget issue paper approved to add 4.3 temporary FTEs in the Service First Call Centre (HRC) to support the launch of ION revenue service for one year effective March 1, 2018. Funding for these positions are being recovered from the Rapid Transit operating budget (RTMP Reserve)

Complement notes

C1 - Decrease reflects transfer of 1.0 Property Agent from Rapid Transit to Legal Services.

Rapid Transit

Ten Year Capital Budget and Forecast (Thousands)

2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
Rapid Transit Project										
Project Administration	640	487	**1,127**	-	-	-	-	**1,127**	-	**1,127**
Land	8,120	-	**8,120**	-	-	-	-	**8,120**	-	**8,120**
Technology	3,369	-	**3,369**	-	-	-	-	**3,369**	-	**3,369**
Consulting	2,000	1,813	**3,813**	-	-	-	-	**3,813**	-	**3,813**
Project Construction	15,725	16,800	**32,525**	-	-	-	-	**32,525**	-	**32,525**
Vehicles	49,129	-	**49,129**	-	2,013	-	-	**51,142**	-	**51,142**
aBRT Project Costs	200	-	**200**	-	-	-	-	**200**	-	**200**
Rapid Transit Project Expenditure	**79,183**	**19,100**	**98,283**	**-**	**2,013**	**-**	**-**	**100,296**	**-**	**100,296**
Rapid Transit Project Development										
RT Phase 2 Environmental Assessment	819	1,056	**1,875**	-	-	-	-	**1,875**	-	**1,875**
Cambridge Transit Initiatives	918	1,000	**1,918**	1,000	1,000	1,000	-	**4,918**	-	**4,918**
Rapid Transit Project Development Expenditure	**1,736**	**2,056**	**3,792**	**1,000**	**1,000**	**1,000**	**-**	**6,792**	**-**	**6,792**
Rapid Transit Project Expansion										
Future Expansion Vehicles	-	-	**-**	-	-	-	15,450	**15,450**	15,450	**30,900**
Rapid Transit Project Expansion Expenditure	**-**	**-**	**-**	**-**	**-**	**-**	**15,450**	**15,450**	**15,450**	**30,900**
TOTAL EXPENDITURE	**80,919**	**21,156**	**102,075**	**1,000**	**3,013**	**1,000**	**15,450**	**122,538**	**15,450**	**137,988**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	51,088	9,550	**60,638**	-	1,416	-	-	**62,053**	-	**62,053**
Development Charges										
Reserve Funds	-	264	**264**	-	-	-	3,863	**4,127**	3,863	**7,989**
Property Taxes										
Reserves and Reserve Funds										
3986511 RTMP Reserve Fund	2,450	1,792	**4,243**	1,000	1,000	1,000	-	**7,243**	-	**7,243**
Debentures *	27,381	9,550	**36,931**	-	597	-	11,588	**49,116**	11,588	**60,703**
TOTAL FUNDING & FINANCING	**80,919**	**21,156**	**102,075**	**1,000**	**3,013**	**1,000**	**15,450**	**122,538**	**15,450**	**137,988**

* Debentures identified in 2018 have previously been issued.

Notes:

- Term of debentures for projects relating to vehicle purchases not to exceed thirty (30) 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 for years after 2018 will depend on the outcome of the 2019 background study and by-law review.
- 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.

Region of Waterloo

Rapid Transit
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From			
	2018 Expenditure	Grants & Subsidies	Development Charges / RDC Reserve Fund	RTMP Reserve	Property Tax Supported Debentures
Project					
Rapid Transit Project					
Project Office	1,127	623	-	260	244
Land	8,120	3,004	-	-	5,116
Technology	3,369	2,359	-	-	1,010
Consulting	3,813	2,126	-	454	1,233
Project Construction	32,525	19,459	-	-	13,066
Vehicle Costs	49,129	32,926	-	-	16,203
aBRT Project Costs	200	141	-	-	59
Rapid Transit Project Expenditure	**98,283**	**60,638**	**-**	**714**	**36,931**
Rapid Transit Project Development					
RT Phase 2 Environmental Assessment	1,875	-	264	1,611	-
Cambridge Transit Initiatives	1,918	-	-	1,918	-
Rapid Transit Project Development Expenditure	**3,792**	**-**	**264**	**3,529**	**-**
TOTAL EXPENDITURE	**102,075**	**60,638**	**264**	**4,243**	**36,931**

RTMP Reserve Fund

Programs and services:

- The Regional Transportation Master Plan (RTMP), approved in 2010, embraces the role of public transit to provide a sustainable transportation system required to support the approved Regional Growth Management Strategy (RGMS).
- The RGMS is a long-term strategic framework that identifies where, when and how future residential and employment growth will be accommodated within the Region of Waterloo.
- Rapid transit was identified in the RGMS as one of the key catalysts to support downtown revitalization and control urban sprawl in the Region. On June 15, 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 that will allow the Region to match transit technology with current and projected ridership and development potential in a cost effective manner.
- In 2014, Council awarded a contract to GrandLinq, who will design, construct, operate and maintain the ION Light Rail Transit system.

Key issues and priorities:

- To provide annual contributions (2012 - 2019) to the RTMP Reserve Fund, subject to annual budget deliberations, based on an incremental property tax increase in the urban service area to finance all costs related to the implementation of the Region's approved Stage 1 Rapid Transit project.
- Previous urban levy increases have been 1.5% (2012, 2013, 2015, 2016, and 2017) and 1.25% in 2014).
- The approved increase in 2018 is 1.25%, with a final planned increase of 0.75% in 2019.

RTMP Reserve Fund
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Transfers to reserves	$ 36,557	$ 43,060	$ -	$ (1,084)	$ 41,976	$ 5,419	14.8%	B1
Net expenditure	**$ 36,557**	**$ 43,060**		**$ (1,084)**	**$ 41,976**	**$ 5,419**	**14.8%**	
Property tax levy	**$ 36,557**	**$ 43,060**	**$ -**	**$ (1,084)**	**$ 41,976**	**$ 5,419**	**14.8%**	
Cost to the average household	**$ 167**				**$ 186**			
Cost to the average household after upload and debt retirement savings	**$ 104**				**$ 118**			B2

Notes

Budget notes

B1 - Funding increase is based on 1.25% of the prior year property tax levy in the urban service areas (adjusted from 1.5% on Budget Day)

B2 - 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 $104 for 2017 and $118 for 2018

Division: Water Services
Director: Nancy Kodousek

Programs and services:

- Responsible for the Region's water supply (which produces approximately 54 million cubic meters annually); the system includes 20 ground water supply systems, over 100 water supply wells, one surface water treatment plant and two distribution systems (in North Dumfries and Wellesley).
- Responsible for the Region's wastewater treatment (which treats approximately 63 million cubic meters annually); there are 13 wastewater treatment plants, one biosolids processing facility, six pumping stations and two collection systems (in North Dumfries and Wellesley).
- Technical services comprising of Engineering and Planning, Hydrogeology and Source Water Protection, Water Efficiency and Administration/Finance.
- Operates Regional laboratory facility, sewer use bylaw enforcement and spills response.

Key issues and priorities:

- Implementation of Water Supply Master Plan; strategic focus on reinvestment in infrastructure to provide reliable supply, meet legislative requirements, and protect the environment.
- Ongoing implementation of new and ongoing programs under the Water Efficiency Master Plan (2015-2025).
- Implementation and update of the Wastewater Master Plan; significant upgrade at the Kitchener and Waterloo Wastewater Treatment Facilities and expansions at several key wastewater facilities to support future growth, sustained operations and protect the environment.
- Update of the Biosolids Master Plan investigating options for future biosolids management.

- Implementation of the Source Protection Plan: assessments, education and environmental programs are being developed and implemented. Risk Management Plans are being approved.
- Ongoing implementation of Asset Management principles and practices recognizing reinvestment in infrastructure and new work management system.
- Review of the Sewer Use By-law: approval of amendments to existing 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 2018 Budget by Division (Thousands)	Budgeted Expenditure (Net of Internal Recoveries)			Budgeted Non-Rate Revenue			Rate Revenue Required			
	2017	2018	Increase (Decrease)	2017	2018	Increase (Decrease)	2017	2018	Increase (Decrease)	
Water Supply	$ 55,528	$ 55,957	$ 429	$ 26	$ 26	$ -	$ 55,502	$ 55,931	$ 429	0.8%
Wastewater Treatment	69,943	74,173	4,230	1,578	1,619	41	68,365	72,554	4,189	6.1%
Water Distribution	2,343	2,499	156	23	23	-	2,320	2,476	156	6.7%
Wastewater Collection	1,234	1,317	82	-	-	-	1,234	1,317	82	6.7%
Total	**$ 129,048**	**$ 133,945**	**$ 4,897**	**$ 1,627**	**$ 1,668**	**$ 41**	**$ 127,421**	**$ 132,278**	**$ 4,856**	**3.8%**

Budgeted Staff Complement (FTEs)			
By Division	**2017**	**2018**	**Change**
Water Supply	81.8	83.3	1.5
Wastewater Treatment	62.1	62.6	0.5
Water Distribution	3.0	3.0	-
Wastewater Collection	-	-	-
Total	**147.0**	**149.0**	**2.0**
By Category			
Permanent	138.0	140.0	2.0
Temporary	9.0	9.0	-
Total	**147.0**	**149.0**	**2.0**
Recoveries			
Interdepartmental:			
Wastewater Collection	0.3	0.3	-
From capital projects / reserves	3.7	5.7	2.0
Total recoveries	**4.0**	**6.0**	**2.0**

Budget Issue Papers	
Water Services	Addition of 1.0 permanent Water Supervisor and 1.0 permanent Water Project Engineer (Water Services-Asset Management) to ensure continuation of operations and systems during the replacement of critical infrastructure and expansion of the asset management program.

Water Supply
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 9,275	$ 9,483	$ 158	$ -	$ 9,641	$ 366	3.9%	B1
Other operating	7,913	8,256	5	-	8,261	348	4.4%	
Utilites	7,648	8,041	-	-	8,041	392	5.1%	B2
Grand River Conservation Authority	2,861	2,933	-	-	2,933	72	2.5%	
Central administration charges	2,090	2,090	-	-	2,090	-	0.0%	
Transfer to Stabilization reserve	-	1,200	-	-	1,200	1,200	-	B3
Transfer to corporate reserves	625	615	-	-	615	(10)	(1.6%)	
Interdepartmental charges	2,683	2,649	1	-	2,650	(33)	(1.2%)	
Total Operating Expenditure	33,095	35,266	164	-	35,430	2,335	7.1%	
Debt servicing (non-growth)	2,583	1,308	-	-	1,308	(1,275)	(49.4%)	B3
Transfer to Capital Reserve	20,457	19,892	-	-	19,892	(565)	(2.8%)	
Prior Year Oversizing	1,120	1,120	-	-	1,120	-	0.0%	
Cost of RDC Exemption	300	450	-	-	450	150	50.0%	B4
Capital Financing	24,461	22,770	-	-	22,770	(1,690)	(6.9%)	
Interdepartmental recoveries	(908)	(960)	(164)	-	(1,124)	(216)	23.8%	B5
Prior Year Oversizing	(1,120)	(1,120)	-	-	(1,120)	-	0.0%	
Subtotal recoveries	(2,028)	(2,080)	(164)	-	(2,244)	(216)	10.7%	
Net expenditure	**$ 55,528**	**$ 55,957**	**$ -**	**$ -**	**$ 55,957**	**$ 429**	**0.8%**	
Non-Rate Revenue								
Fees & Charges	26	26	-	-	26	-	0.0%	
Total Non-Rate Revenue	**$ 26**	**$ 26**	**$ -**	**$ -**	**$ 26**	**$ -**	**0.0%**	
Rate Revenue	**$ 55,502**	**$ 55,931**	**$ -**	**$ -**	**$ 55,931**	**$ 429**	**0.8%**	
Cost to the average household (assumes 204 cubic metres)	**$ 208**				**$ 212**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	76.0	76.0	1.5	-	77.5	1.5	C1
Temporary	5.8	5.8	-	-	5.8	-	
Total	**81.8**	**81.8**	**1.5**	**-**	**83.3**	**1.5**	
Recoveries							
From capital projects	2.3	2.3	1.5	-	3.8	1.5	C1
Total recoveries	**2.3**	**2.3**	**1.5**	**-**	**3.8**	**1.5**	

Notes

Budget notes

B1 - Compensation per contracts/estimates.
B2 - Increase due to the anticipated 2018 commodity rate increase for electricity.
B3 - Debt servicing costs for some capital projects expired and were repurposed as a contribution to the Water Stabilization Reserve.
B4 - Implementation of RDC exemption funding strategy per Report COR-FSD-17-33.
B5 - Approved permanent FTEs to be funded from the Water capital program. 1.0 FTE is funded 50% from the Wastewater capital program.

Complement notes

C1 - Budget Issue Paper approved 1.5 permanent FTEs funded from the Water capital program. (0.5 FTE is funded 50% from the Wastewater capital program.)

Water Summary
Ten Year Capital Budget & Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018-2022 Subtotal**	**2023-2027 Subtotal**	**2018-2027 Total**
Summary										
Expenditure										
Planning & Studies	1,564	3,888	**5,452**	5,282	4,567	3,577	3,792	22,670	31,950	**54,620**
Asset Management	4,335	15,020	**19,355**	16,100	20,470	18,590	21,237	95,752	89,591	**185,343**
Upgrades, Expansion & New Facilities	2,508	5,688	**8,196**	21,000	23,810	24,855	16,050	93,911	71,790	**165,701**
Watermains	7,930	6,282	**14,212**	13,750	12,020	8,230	6,500	54,712	20,500	**75,212**
Facilities Managed Capital Renewal	312	1,171	**1,483**	400	400	500	500	3,283	3,000	**6,283**
Total Expenditure	**16,649**	**32,049**	**48,698**	**56,532**	**61,267**	**55,752**	**48,079**	**270,328**	**216,831**	**487,159**
Funding & Financing										
Grants and Recoveries	2,100	900	**3,000**	-	-	-	-	3,000	-	**3,000**
Development Charge										
Development Charge - Water	9,901	12,531	**22,432**	24,458	19,073	10,107	7,639	83,708	33,307	**117,015**
Development Charge - Wastewater	13	363	**375**	363	363	363	363	1,825	1,813	**3,638**
Debentures - Development Charge	-	-	**-**	-	4,000	9,164	7,836	21,000	53,920	**74,920**
User Rates										
Water Capital Reserve	4,636	18,056	**22,691**	31,001	36,472	34,619	26,855	151,638	103,450	**255,089**
Vehicle & Equipment Reserve	-	200	**200**	710	250	-	387	1,547	1,341	**2,888**
Debentures - User Rates	-	-	**-**	-	1,110	1,500	5,000	7,610	23,000	**30,610**
Total Funding & Financing	**16,649**	**32,049**	**48,698**	**56,532**	**61,267**	**55,752**	**48,079**	**270,328**	**216,831**	**487,159**

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 for years after 2018 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.

Region of Waterloo

Water
Ten Year Capital Budget & Forecast (Thousands)
2018 - 2027

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018-2022 Subtotal**	2023-2027 Subtotal	**2018-2027 Total**
	<u>100-PLANNING & STUDIES</u>												
	Hydrogeology & Source Water:												
4001	Groundwater Modelling	W2	26.0%	67	150	**217**	50	500	50	50	**867**	700	**1,567**
4005	MOE Source Water Assessment	W2	26.0%	25	75	**100**	100	200	-	-	**400**	500	**900**
4124	Source Protection Planning & Programs	W2	26.0%	107	564	**671**	665	350	360	650	**2,696**	15,525	**18,221**
4125	Source Protection Assessment	W2	26.0%	745	1,364	**2,109**	1,527	1,007	1,052	1,127	**6,822**	6,100	**12,922**
4149	GW/SW Assessments	W2	26.0%	365	325	**690**	300	150	250	250	**1,640**	250	**1,890**
4165	Clean Water Act Implementation	W2	26.0%	25	145	**170**	225	180	180	230	**985**	1,000	**1,985**
4169	Clean Water Act Incentives	W2	0.0%	30	50	**80**	400	500	500	500	**1,980**	2,750	**4,730**
4170	Monitoring System Management	W2	26.0%	175	490	**665**	690	355	460	260	**2,430**	1,500	**3,930**
	Water Efficiency:												
4090	Water Efficiency - Research & Development	W1	100.0%	25	75	**100**	75	75	75	75	**400**	375	**775**
4183	Residential Water Efficiency Initiatives	W1	100.0%	-	245	**245**	245	245	245	245	**1,225**	1,225	**2,450**
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%	-	180	**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**
	TOTAL PLANNING & STUDIES			1,564	3,888	**5,452**	5,282	4,567	3,577	3,792	**22,670**	31,950	54,620
	<u>200-ASSET MANAGEMENT</u>												**-**
4087	Fleet Replacements	W2	0.0%	-	200	**200**	710	250	-	387	**1,547**	1,341	**2,888**
4097	Water Supply Upgrades	W2	26.0%	15	150	**165**	150	150	-	-	**465**		**465**
4135	Well Optimization & Upgrades	W2	26.0%	600	400	**1,000**	800	900	1,000	1,000	**4,700**	5,000	**9,700**
4159	Asset Management	W2	26.0%	552	390	**942**	460	460	460	400	**2,722**	2,000	**4,722**
4171	Mannheim Plate Settlers Upgrades	W2	25.1%	50	-	**50**	-	-	-	-	**50**		**50**
4172	Distribution Decision Support System	W2	26.0%	-	500	**500**	500	1,000	-	-	**2,000**		**2,000**
4184	Connection of New Wells to Water Supply System	W2	26.0%	319	295	**614**	700	350	200	200	**2,064**	1,000	**3,064**
4185	Voice Radio Equipment	W2	0.0%	96	-	**96**	-	-	-	-	**96**		**96**
4186	Mannheim Reservoir Inlet Piping Upgratdes	W2	26.0%	2,137	976	**3,113**	-	-	-	-	**3,113**		**3,113**
4188	Water Asset Management Systems	W2	26.0%	565	650	**1,215**	200	-	-	-	**1,415**		**1,415**
4893	Facilities Upgrades	W2	26.0%	(417)	9,204	**8,787**	10,000	13,000	13,000	15,000	**59,787**	75,000	**134,787**
4903	Pumping Stn & Reservoir Decommissioning	W2	26.0%	100	200	**300**	-	-	-	-	**300**		**300**
4911	Regulatory Requirements Upgrades	W2	26.0%	136	250	**386**	150	100	100	100	**836**	500	**1,336**
4964	Steel Reservoirs Inspections & Recoating	W2	26.0%	200	600	**800**	100	100	100	100	**1,200**	500	**1,700**
4969	SCADA Communications Strategy & Upgrade	W2	26.0%	(18)	1,205	**1,187**	2,330	4,160	3,730	4,050	**15,457**	4,250	**19,707**
	TOTAL INFRASTRUCTURE REPLACEMENT			4,335	15,020	19,355	16,100	20,470	18,590	21,237	**95,752**	89,591	185,343

Water

Ten Year Capital Budget & Forecast (Thousands)

2018 - 2027

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018-2022 Subtotal**	2023-2027 Subtotal	**2018-2027 Total**
	300-UPGRADES, EXPANSIONS & NEW FACILITIES												
4014	Integrated Urban System Groundwater Supply		100.0%	(20)	150	**130**	50	-	-	-	**180**	-	180
4015	Waterloo North Water Supply System	W1	100.0%	100	63	**163**	1,430	1,320	610	-	**3,523**	2,500	6,023
4024	Mannheim WTP RMP Supernatant	W2	25.1%	-	1,016	**1,016**	220	1,620	1,120	-	**3,976**	-	3,976
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
4132	Brownfields Redevelopment Strategy (990xx)	W2	0.0%	-	100	**100**	100	100	100	100	**500**	-	500
4134	Maple Grove Area Water Supply System	W1	100.0%	-	-	**-**	-	-	-	-	**-**	1,300	1,300
4160	William St. & Strange St. Upgrades	W2	25.1%	503	557	**1,060**	3,800	9,000	8,000	-	**21,860**	-	21,860
4173	Conestoga Plains and West Montrose System Upgrades	W2	25.1%	1,025	909	**1,934**	3,000	500	100	-	**5,534**	-	5,534
4175	New Hamburg Reservoir Expansion	W1	40.2%	-	-	**-**	100	100	600	1,000	**1,800**	3,000	4,800
4181	Cambridge Water Distribution Upgrades	W2	25.1%	721	1,467	**2,188**	10,670	9,230	12,275	7,890	**42,253**	3,900	46,153
4187	Manganese Treatment Upgrades	W2	26.0%	-	350	**350**	850	1,500	2,050	7,060	**11,810**	35,590	47,400
4904	LTWS ASR Stages 1 + 2	W1	100.0%	179	1,076	**1,255**	780	440	-	-	**2,475**	10,500	12,975
	TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES			2,508	5,688	**8,196**	21,000	23,810	24,855	16,050	**93,911**	71,790	165,701
	400-WATERMAINS												
4082	Watermain Upgrades	W2	26.0%	(213)	1,435	**1,222**	2,700	4,100	2,230	2,430	**12,682**	8,200	20,882
4083	New Watermain	W1	100.0%	111	2,259	**2,370**	3,340	3,670	1,650	1,200	**12,230**	8,550	20,780
4086	Baden New Hamburg Watermains	W1	100.0%	-	-	**-**	300	1,100	1,700	1,820	**4,920**	750	5,670
4155	Tri City Distribution Upgrades	W1	100.0%	270	-	**270**	300	800	800	750	**2,920**	3,000	5,920
4156	Kitchener Zone(s) 2/4 Distribution Upgrades	W1	100.0%	526	1,000	**1,526**	1,950	1,050	850	300	**5,676**	-	5,676
4161	Kitchener Zone 4 Trunk Watermain	W1	100.0%	6,782	1,568	**8,350**	4,300	1,300	1,000	-	**14,950**	-	14,950
4178	Weber St. - Connection Kitchener to Waterloo	W1	100.0%	454	20	**474**	860	-	-	-	**1,334**	-	1,334
	TOTAL WATERMAINS			7,930	6,282	**14,212**	13,750	12,020	8,230	6,500	**54,712**	20,500	75,212
	FACILITIES MANAGED CAPITAL RENEWAL												
78040	Water Building Renewal	W2	26.0%	312	1,171	**1,483**	400	400	500	500	**3,283**	3,000	**6,283**
	TOTAL FACILITIES MANAGED CAPITAL RENEWAL			312	1,171	**1,483**	400	400	500	500	**3,283**	3,000	6,283
	TOTAL EXPENDITURE			**16,649**	**32,049**	**48,698**	**56,532**	**61,267**	**55,752**	**48,079**	**270,328**	**216,831**	**487,159**

(1) W1 - Projects related to quantitative level of service.
W2 - 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 for years after 2018 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.

Water

2018 Capital Budget Funding & Financing Summary (Thousands)

						User Rates		Development Charges	
Project Number	Description	Type	RDC Share	2018 Total	Grants and Recoveries	Water Capital Reserve	Vehicle / Equipment Reserve	Water Reserve Fund	Wastewater Reserve Fund
	100-PLANNING & STUDIES								
Water Resources Protection:									
4001	Groundwater Modelling	W2	26.0%	217	-	161	-	56	-
4005	MOE Source Water Assessment	W2	26.0%	100	-	74	-	26	-
4124	Source Protection Planning & Programs	W2	26.0%	671	-	497	-	174	-
4125	Source Protection Assessment	W2	26.0%	2,109	-	1,561	-	548	-
4149	GW/SW Assessments	W2	26.0%	690	-	511	-	179	-
4165	Clean Water Act Implementation	W2	26.0%	170	-	126	-	44	-
4169	Clean Water Act Incentives	W2	0.0%	80	-	80	-	-	-
4170	Monitoring System Management	W2	26.0%	665	-	492	-	173	-
Water Efficiency:									
4090	Water Efficiency - Research & Development	W1	100.0%	100	-	-	-	50	50
4183	Residential Water Efficiency Initiatives	W1	100.0%	245	-	-	-	123	123
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%	-	-	-	-	-	-
TOTAL	**100-PLANNING & STUDIES**			5,452	-	3,500	-	1,577	375

Water

2018 Capital Budget Funding & Financing Summary (Thousands)

						User Rates		Development Charges	
Project Number	Description	Type	RDC Share	2018 Total	Grants and Recoveries	Water Capital Reserve	Vehicle / Equipment Reserve	Water Reserve Fund	Wastewater Reserve Fund
	200-ASSET MANAGEMENT								
4027	Mannheim WTP Filter & PreTreatment Upgrade	W2	25.1%	-	-	-	-	-	-
4039	MCC Upgrades	W2	26.0%	-	-	-	-	-	-
4087	Fleet Replacements	W2	0.0%	200	-	-	200	-	-
4097	Water Supply Upgrades	W2	26.0%	165	-	122	-	43	-
4135	Well Optimization & Upgrades	W2	26.0%	1,000	-	740	-	260	-
4159	Asset Management	W2	26.0%	942	-	697	-	245	-
4167	Turnbull PS Upgrades	W2	25.1%	-	-	-	-	-	-
4168	Cambridge East WTPs Upgrades	W2	25.1%	-	-	-	-	-	-
4171	Mannheim Plate Settlers Upgrades	W2	25.1%	50	-	37	-	13	-
4172	Distribution Decision Support System	W2	26.0%	500	-	370	-	130	-
4184	Connection of New Wells to Water Supply System	W2	26.0%	614	-	454	-	160	-
4185	Voice Radio Equipment	W2	0.0%	96	-	96	-	-	-
4186	Mannheim Reservoir Inlet Piping Upgratdes	W2	26.0%	3,113	3,000	84	-	29	-
4188	Water Asset Management Systems	W2	26.0%	1,215	-	899	-	316	-
4863	CMMS	W2	26.0%	-	-	-	-	-	-
4893	Facilities Upgrades	W2	26.0%	8,787	-	6,502	-	2,285	-
4903	Pumping Stn & Reservoir Decommissioning	W2	26.0%	300	-	222	-	78	-
4911	Regulatory Requirements Upgrades	W2	26.0%	386	-	286	-	100	-
4964	Steel Reservoirs Inspections & Recoating	W2	0.0%	800	-	800	-	-	-
4969	SCADA Communications Strategy & Upgrade	W2	26.0%	1,187	-	878	-	309	-
TOTAL	**200-ASSET MANAGEMENT**			19,355	3,000	12,188	200	3,967	-

Water

2018 Capital Budget Funding & Financing Summary (Thousands)

Project Number	Description	Type	RDC Share	2018 Total	Grants and Recoveries	User Rates: Water Capital Reserve	User Rates: Vehicle / Equipment Reserve	Development Charges: Water Reserve Fund	Development Charges: Wastewater Reserve Fund
	300-UPGRADES, EXPANSIONS & NEW FACILITIES								
4014	Integrated Urban System Groundwater Supply		100.0%	130	-	-	-	130	-
4015	Waterloo North Water Supply System	W1	100.0%	163	-	-	-	163	-
4021	Wilmot Centre Wellfield Standby Well - BNHWMP	W1	38.7%	-	-	-	-	-	-
4024	Mannheim WTP RMP Supernatant	W2	25.1%	1,016	-	761	-	255	-
4044	Production Treatment Facilities Sys Expansion	W1	100.0%	-	-	-	-	-	-
4051	Pumping and Storage Facilities Sys Expansion	W1	100.0%	-	-	-	-	-	-
4106	Wells W6/W8 Class EA	W2	25.1%	-	-	-	-	-	-
4132	Brownfields Redevelopment Strategy (990xx)	W2	0.0%	100	-	100	-	-	-
4134	Maple Grove Area Water Supply System	W1	100.0%	-	-	-	-	-	-
4144	Pumping & Storage Upgrades	W2	26.0%	-	-	-	-	-	-
4160	William St. & Strange St. Upgrades	W2	25.1%	1,060	-	794	-	266	-
4173	Conestoga Plains and West Montrose System Upgrades	W2	25.1%	1,934	-	1,449	-	485	-
4175	New Hamburg Reservoir Expansion	W1	40.2%	-	-	-	-	-	-
4181	Cambridge Water Distribution Upgrades	W2	25.1%	2,188	-	1,639	-	549	-
4187	Manganese Treatment Upgrades	W2	26.0%	350	-	259	-	91	-
4904	LTWS ASR Stages 1 + 2	W1	100.0%	1,255	-	-	-	1,255	-
TOTAL	**300-UPGRADES, EXPANSIONS & NEW FACILITIES**			8,196	-	5,001	-	3,195	-

Water

2018 Capital Budget Funding & Financing Summary (Thousands)

Project Number	Description	Type	RDC Share	2018 Total	Grants and Recoveries	User Rates: Water Capital Reserve	User Rates: Vehicle / Equipment Reserve	Development Charges: Water Reserve Fund	Development Charges: Wastewater Reserve Fund
	400-WATERMAINS								
4082	Watermain Upgrades	W2	26.0%	1,222	-	904	-	318	-
4083	New Watermain	W1	100.0%	2,370	-	-	-	2,370	-
4086	Baden New Hamburg Watermains	W1	100.0%	-	-	-	-	-	-
4155	Tri City Distribution Upgrades	W1	100.0%	270	-	-	-	270	-
4156	Kitchener Zone(s) 2/4 Distribution Upgrades	W1	100.0%	1,526	-	-	-	1,526	-
4161	Kitchener Zone 4 Trunk Watermain	W1	100.0%	8,350	-	-	-	8,350	-
4178	Weber St. - Connection Kitchener to Waterloo	W1	100.0%	474	-	-	-	474	-
4179	Charles St. - LRT Replacement Cost Sharing	W2	25.1%	-	-	-	-	-	-
TOTAL	**TOTAL WATERMAINS**			14,212	-	904	-	13,308	-
	FACILITIES MANAGED CAPITAL RENEWAL								
78040	Water Building Renewal	W2	26.0%	1,483	-	1,098	-	386	-
TOTAL	**FACILITIES MANAGED CAPITAL RENEWAL**			1,483	-	1,098	-	386	-
	TOTAL			**48,698**	**3,000**	**22,691**	**200**	**22,432**	**375**

The Regional Municipality of Waterloo
Water Supply User Rate Model for 2018-2027 ($ Thousands)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Compensation	9,641	9,834	10,030	10,231	10,436	10,644	10,857	11,074	11,296	11,522
Other expenses	8,261	8,385	8,511	8,639	8,768	8,900	9,033	9,169	9,306	9,446
Utilities	8,041	8,443	8,865	9,308	9,773	10,262	10,775	11,314	11,880	12,474
GRCA	2,933	2,947	3,021	3,035	3,111	3,127	3,205	3,220	3,301	3,317
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	0	0	80	81	482	490	497	654	664	674
Transfer to/(from) Rate Stabilization Reserve	1,200	1,000	0	0	0	0	500	500	1,000	1,000
Interdepartment charges	2,650	2,690	2,730	2,771	2,813	2,855	2,898	2,941	2,985	3,030
Transfer to corporate reserves	615	634	624	644	633	653	643	663	652	673
Total Operating Expenses	**35,430**	**36,023**	**35,951**	**36,799**	**38,107**	**39,021**	**40,498**	**41,626**	**43,175**	**44,226**
Debt Charges - Non Growth	1,308	461	461	595	316	933	1,919	2,905	3,768	3,768
Transfer to Capital Reserve	19,892	22,149	24,021	25,000	25,996	26,556	26,250	26,362	26,251	27,573
Prior Year Oversizing	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120	1,120
RDC Exemption Grants	450	450	550	550	550	550	550	550	550	550
Capital Financing	**22,770**	**24,181**	**26,153**	**27,265**	**27,982**	**29,159**	**29,839**	**30,938**	**31,690**	**33,012**
Gross Expenditure	**58,201**	**60,203**	**62,104**	**64,064**	**66,089**	**68,180**	**70,337**	**72,564**	**74,864**	**77,237**
Interdepartmental recoveries	(1,124)	(1,141)	(1,158)	(1,175)	(1,193)	(1,211)	(1,229)	(1,247)	(1,266)	(1,285)
Prior Year Oversizing	(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	0	0	0	(276)	(910)	(1,451)	(2,066)	(2,855)	(3,843)	(4,534)
Subtotal Recoveries	(2,244)	(2,261)	(2,278)	(2,572)	(3,223)	(3,782)	(4,415)	(5,223)	(6,229)	(6,939)
Net Expenditure	**55,957**	**57,942**	**59,826**	**61,493**	**62,867**	**64,398**	**65,922**	**67,341**	**68,635**	**70,298**
Non-Rate Revenue										
Fees	(26)	(26)	(26)	(27)	(27)	(28)	(28)	(28)	(29)	(29)
Total Non-Rate Revenue	**(26)**	**(26)**	**(26)**	**(27)**	**(27)**	**(28)**	**(28)**	**(28)**	**(29)**	**(29)**
RATE REVENUE	**55,931**	**57,917**	**59,799**	**61,466**	**62,840**	**64,370**	**65,894**	**67,313**	**68,606**	**70,269**
Rate ($)	**$ 1.0446**	**$ 1.0749**	**$ 1.1060**	**$ 1.1381**	**$ 1.1711**	**$ 1.2051**	**$ 1.2400**	**$ 1.2760**	**$ 1.3130**	**$ 1.3511**
Rate increase (%)	**1.9%**	**2.9%**	**2.9%**	**2.9%**	**2.9%**	**2.9%**	**2.9%**	**2.9%**	**2.9%**	**2.9%**
Volume (m3 million)	53.700	53.883	54.066	54.250	54.434	54.619	54.805	54.991	55.178	55.366

The Regional Municipality of Waterloo

Water Capital Reserve Projection ($ Thousands)

		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Opening Balance		**44,249**	**43,659**	**36,126**	**23,465**	**12,260**	**8,976**	**10,836**	**15,054**	**13,761**	**16,576**
Contribution from Operating		19,892	22,149	24,021	25,000	25,996	26,556	26,250	26,362	26,251	27,573
Other adjustments											
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		(22,902)	(31,080)	(37,582)	(36,119)	(31,855)	(29,566)	(26,564)	(29,636)	(19,893)	(20,792)
Capital Inflation	2.9%	0	(901)	(2,211)	(3,234)	(3,859)	(4,543)	(4,970)	(6,566)	(5,112)	(6,101)
Debentures		0	0	1,110	1,500	5,000	8,000	8,000	7,000	0	0
Net Transfer to Capital		(22,902)	(31,981)	(38,683)	(37,853)	(30,714)	(26,109)	(23,534)	(29,202)	(25,005)	(26,893)
Interest		1,299	1,179	881	528	314	293	383	426	448	524
Capital Reserve Closing Balance		**43,659**	**36,126**	**23,465**	**12,260**	**8,976**	**10,836**	**15,054**	**13,761**	**16,576**	**18,900**

Water Stabilization Reserve Projection ($Thousands)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Opening Balance	**6,250**	**7,450**	**8,450**	**8,450**	**8,450**	**8,450**	**8,450**	**8,950**	**9,450**	**10,450**
Transfer (to)/from Operating	1,200	1,000	0	0	0	0	500	500	1,000	1,000
Stabilization Reserve Closing Balance	**7,450**	**8,450**	**8,450**	**8,450**	**8,450**	**8,450**	**8,950**	**9,450**	**10,450**	**11,450**

Region of Waterloo

Wastewater Treatment
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 6,498	$ 6,619	$ 53	$ -	$ 6,672	$ 174	2.7%	B1
Other operating	6,590	6,659	2	-	6,662	72	1.1%	
Utilites	6,815	8,104	-	-	8,104	1,289	18.9%	B2
Grand River Conservation Authority	3,453	3,540	-	-	3,540	86	2.5%	
OCWA	9,721	10,185	-	-	10,185	464	4.8%	
Central administration charges	1,756	1,756	-	-	1,756	-	0.0%	
Transfer to Stabilization reserve	-	2,000	-	-	2,000	2,000	-	B3
Transfer to corporate reserves	331	309	-	-	309	(22)	(6.7%)	
Interdepartmental charges	1,726	1,758	0	-	1,759	33	1.9%	
Total Operating Expenditure	36,891	40,931	55	-	40,986	4,095	11.1%	
Debt servicing (non-growth)	6,714	9,242	-	-	9,242	2,528	37.7%	B4
Transfer to Capital Reserve	27,724	24,874	-	-	24,874	(2,850)	(10.3%)	
Debt Service - DC	7,111	8,033	-	-	8,033	921	13.0%	B4
Prior Year Oversizing	1,346	1,346	-	-	1,346	-	0.0%	
Cost of RDC Exemption	600	1,125	-	-	1,125	525	87.5%	B5
Capital Financing	43,496	44,620	-	-	44,620	1,125	2.6%	
Interdepartmental recoveries	(1,986)	(1,999)	(55)	-	(2,054)	(68)	3.4%	
Transfer form DC Reserve	(7,111)	(8,033)	-	-	(8,033)	(921)	13.0%	B4
Prior Year Oversizing	(1,346)	(1,346)	-	-	(1,346)	-	0.0%	
Subtotal recoveries	(10,444)	(11,378)	(55)	-	(11,433)	(990)	9.5%	
Net expenditure	**$ 69,943**	**$ 74,173**	**$ -**	**$ -**	**$ 74,173**	**$ 4,230**	**6.0%**	
Non-Rate Revenue								
Over Strength Surcharge	980	980	-	-	980	-	0.0%	
Fees & Charges	438	484	-	-	484	46	10.5%	B6
Septage	160	155	-	-	155	(5)	(3.1%)	
Total Non-Rate Revenue	**$ 1,578**	**$ 1,619**	**$ -**	**$ -**	**$ 1,619**	**$ 41**	**2.6%**	
Rate Revenue	**$ 68,365**	**$ 72,554**	**$ -**	**$ -**	**$ 72,554**	**$ 4,189**	**6.1%**	
Operating Surplus (shortfall)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**0.0%**	
Cost to the average household (assumes 204 cubic metres)	**$ 219**				**$ 237**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	59.0	59.0	0.5	-	59.5	0.5	C1
Temporary	3.1	3.1	-	-	3.1	-	
Total	**62.1**	**62.1**	**0.5**	**-**	**62.6**	**0.5**	
Recoveries							
From capital projects	1.3	1.3	0.5	-	1.8	0.5	C1
Total recoveries	**1.3**	**1.3**	**0.5**	**-**	**1.8**	**0.5**	

Notes

Budget notes

B1 - Compensation per contracts/estimates.
B2 - $900,000 for commissioning of WWTPs and a commodity increase of 5% for electricity.
B3 - Increased contribution to Wastewater Stabilization reserve.
B4 - Increased debt servicing costs from 2017 debenture issue for Kitchener WWTP.
B5 - Implementation of RDC exemption funding strategy per Report COR-FSD-17-33.
B6 - Increased Fees & Charges for anticipated Lab revenues.

Complement notes

C1 - Budget Issue Paper approved 2 permanent FTEs funded from the Water Capital Reserve. One FTE is funded 50% from the Wastewater Capital Reserve.

Region of Waterloo

Wastewater Summary
Ten Year Capital Budget & Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018-2022 Subtotal**	**2023-2027 Subtotal**	**2018-2027 Total**
Summary										
Expenditure										
Planning & Studies	518	1,204	**1,722**	1,050	1,700	1,050	1,050	**6,572**	5,050	**11,622**
Asset Management	3,270	12,261	**15,531**	9,595	8,260	7,660	7,650	**48,696**	53,204	**101,900**
Upgrades, Expansion & New Facilities	15,087	33,681	**48,768**	39,230	23,330	16,830	40,500	**168,658**	235,105	**403,763**
Biosolids	452	6,561	**7,013**	7,230	6,720	10,500	10,000	**41,463**	45,000	**86,463**
Total Expenditure	**19,327**	**53,707**	**73,034**	**57,105**	**40,010**	**36,040**	**59,200**	**265,389**	**338,359**	**603,748**
Funding & Financing										
Grants and Recoveries	**2,056**	**4,070**	**6,126**	**-**	**3,836**	**500**	**-**	**10,462**	-	**10,462**
Development Charge										
Development Charge Reserve Fund	3,823	4,457	**8,279**	8,776	6,730	8,971	11,319	**44,074**	58,652	**102,726**
Debentures - Development Charge	1,733	10,640	**12,373**	10,855	5,145	2,600	13,000	**43,972**	145,000	**188,972**
User Rates										
Wastewater Reserve Fund	11,272	20,180	**31,452**	32,316	22,704	23,970	34,881	**145,323**	134,303	**279,626**
Vehicle & Equipment Reserve	-	140	**140**	-	-	-	-	**140**	404	**544**
Debentures - User Rates	443	14,221	**14,664**	5,159	1,595	-	-	**21,418**	-	**21,418**
Total Funding & Financing	**19,327**	**53,707**	**73,034**	**57,105**	**40,010**	**36,040**	**59,200**	**265,389**	**338,359**	**603,748**

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 for years after 2018 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.

Wastewater

Ten Year Capital Budget & Forecast (Thousands)

2018 - 2027

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018-2022 Subtotal**	2023-2027 Subtotal	**2018-2027 Total**
	PLANNING & STUDIES												
8270	Biosolids Masterplan Update	WW2	26.3%	103	310	413	-	-	-	-	**413**	-	**413**
8281	River Sampling Program	WW2	26.3%	-	400	400	450	450	450	450	**2,200**	2,250	**4,450**
8286	Baden & New Hamburg MP Update	WW1	100.0%	-	-	-	-	-	-	200	**200**	200	**400**
8288	Other Studies	WW2	26.3%	25	100	125	100	100	100	100	**525**	500	**1,025**
8294	Woolwich Wastewater MP	WW1	100.0%	-	-	-	-	200	200	-	**400**	-	**400**
8311	Spills Clean-up/Site Remediation (100% recoverable)	WW2	0.0%	-	50	50	50	50	50	50	**250**	250	**500**
8318	Assimilative Capacity Studies	WW2	100.0%	-	50	50	200	250	-	-	**500**	-	**500**
8738	WWTP Operating Agreement	WW2	0.0%	250	-	250	-	400	-	-	**650**	-	**650**
8750	Rural Water Quality Program	WW2	26.3%	-	250	250	250	250	250	250	**1,250**	1,250	**2,500**
8779	Wastewater Master Plan	WW1	100.0%	140	44	184	-	-	-	-	**184**	600	**784**
	TOTAL PLANNING & STUDIES			518	1,204	1,722	1,050	1,700	1,050	1,050	**6,572**	5,050	**11,622**
	ASSET MANAGEMENT												
8277	Fleet Replacements	WW2	0.0%	-	140	140	-	-	-	-	**140**	404	**544**
8305	Wastewater Treatment Upgrades	WW2	26.3%	-	300	300	300	500	500	500	**2,100**	2,500	**4,600**
8307	Kitchener & Waterloo Infrastructure Upgrades	WW2	25.1%	696	4,970	5,666	3,500	3,000	3,000	3,000	**18,166**	21,000	**39,166**
8308	Cambridge Infrastructure Upgrades	WW2	25.0%	-	2,986	2,986	2,000	2,000	2,000	2,000	**10,986**	16,000	**26,986**
8309	Rural Infrastructure Upgrades	WW2	41.2%	955	1,528	2,483	1,000	1,000	1,000	1,000	**6,483**	8,000	**14,483**
8310	Sewage PSs Infrastructure Upgrades	WW2	26.3%	244	582	826	1,485	1,050	500	500	**4,361**	2,500	**6,861**
8327	Wastewater Asset Management	WW2	26.0%	500	500	1,000	510	360	310	300	**2,480**	1,050	**3,530**
8332	Wastewater Asset Management Systems	WW2	26.0%	610	650	1,260	200	-	-	-	**1,460**	-	**1,460**
8801	Laboratory Equipment & Upgrades	WW2	26.0%	265	605	870	600	350	350	350	**2,520**	1,750	**4,270**
	TOTAL INFRASTRUCTURE REPLACEMENT			3,270	12,261	15,531	9,595	8,260	7,660	7,650	**48,696**	**53,204**	**101,900**

Wastewater

Ten Year Capital Budget & Forecast (Thousands)

2018 - 2027

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018-2022 Subtotal**	2023-2027 Subtotal	**2018-2027 Total**
	UPGRADES, EXPANSIONS & NEW FACILITIES												
8242	Hespeler Expansion	WW1	25.0%	1,047	6,990	8,037	7,900	-	-	-	**15,937**	-	**15,937**
8267	Wellesley Expansion	WW1	100.0%	-	-	-	-	-	-	-	**-**	-	**-**
8278	Laboratory Upgrades & Expansion	WW2	26.3%	533	300	833	6,000	3,000	1,000	-	**10,833**	-	**10,833**
8279	SCADA System	WW2	26.3%	127	3,330	3,457	870	700	800	1,000	**6,827**	5,000	**11,827**
8289	Galt Process Upgrades	WW2	27.8%	1,425	1,832	3,257	10,850	14,660	6,100	12,350	**47,217**	19,955	**67,172**
8301	St. Jacobs Upgrade	WW1	100.0%	-	-	-	200	200	400	1,000	**1,800**	6,200	**8,000**
8302	East Side Final PS & Force Main	WW1	100.0%	35	-	35	-	-	-	-	**35**	4,300	**4,335**
8315	Elmira Upgrades	WW2	38.2%	-	-	-	-	-	300	500	**800**	3,700	**4,500**
8316	Waterloo Expansion	WW1	100.0%	400	-	400	400	500	1,000	10,000	**12,300**	136,000	**148,300**
8317	Baden/New Hamburg Expansion	WW1	100.0%	292	3,836	4,128	5,400	1,910	1,230	200	**12,868**	6,500	**19,368**
8323	Preston Treatment Upgrades	WW2	21.8%	831	550	1,381	-	-	-	-	**1,381**	-	**1,381**
8324	Southern Ayr Wastewater System	WW1	100.0%	380	228	608	-	-	-	-	**608**	-	**608**
8325	Heidelberg Upgrades	WW2	0.0%	76	300	376	-	-	-	-	**376**	-	**376**
8326	Foxboro Upgrades	WW2	0.0%	1,225	520	1,745	-	-	-	-	**1,745**	-	**1,745**
8328	Kitchener WWTP Influent Channel Twinning	WW2	27.2%	1,520	3,180	4,700	1,600	-	-	-	**6,300**	-	**6,300**
8329	Spring Valley PS Upgrades	WW2	26.3%	-	100	100	750	1,200	2,700	1,950	**6,700**	500	**7,200**
8330	Septage Receiving Facility	WW2	0.0%	114	3,650	3,764	40	-	-	-	**3,804**	-	**3,804**
8797	Kitchener Process Upgrades	WW2	27.2%	6,000	8,600	14,600	4,820	1,160	3,300	13,500	**37,380**	52,950	**90,330**
8809	Waterloo Process Upgrade	WW2	33.1%	1,082	265	1,347	400	-	-	-	**1,747**	-	**1,747**
	TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES			15,087	33,681	48,768	39,230	23,330	16,830	40,500	**168,658**	235,105	**403,763**
	BIOSOLIDS												
8275	Biosolids Management Facility	WW2	26.3%	-	-	-	-	500	10,000	10,000	**20,500**	45,000	**65,500**
8322	Cogeneration & Other Biosolids Upgrades	WW2	26.3%	452	6,511	6,963	7,000	6,000	500	-	**20,463**	-	**20,463**
8331	Biosolids Class EA	WW2	26.3%	-	50	50	230	220	-	-	**500**	-	**500**
	TOTAL BIOSOLIDS			452	6,561	7,013	7,230	6,720	10,500	10,000	41,463	45,000	**86,463**
	TOTAL EXPENDITURE			**19,327**	**53,707**	**73,034**	**57,105**	**40,010**	**36,040**	**59,200**	**265,389**	338,359	**603,748**

(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 for years after 2018 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.

Wastewater Treatment

2018 Capital Budget Funding & Financing Summary (Thousands)

						User Rates			Development Charges		
Project Number	Description	Type	RDC Share	2018 Total	Grants and Recoveries	Wastewater Capital Reserve	Debenture	Vehicle / Equipment Reserve	Calculated Development Charge	Reserve Fund	Debenture
	PLANNING & STUDIES										
8270	Biosolids Masterplan Update	WW2	26.3%	413	-	304	-	-	109	109	-
8281	River Sampling Program	WW2	26.3%	400	-	295	-	-	105	105	-
8288	Other Studies	WW2	26.3%	125	-	92	-	-	33	33	-
8311	Spills Clean-up/Site Remediation (100% recoverable)	WW2	0.0%	50	-	50	-	-	-	-	-
8318	Assimilative Capacity Studies	WW2	100.0%	50	-	-	-	-	50	50	-
8738	WWTP Operating Agreement	WW2	0.0%	250	-	250	-	-	-	-	-
8750	Rural Water Quality Program	WW2	26.3%	250	-	184	-	-	66	66	-
8779	Wastewater Master Plan	WW1	100.0%	184	-	-	-	-	184	184	-
	TOTAL PLANNING & STUDIES			1,722	-	1,176	-	-	546	546	-
	ASSET MANAGEMENT										
8277	Fleet Replacements	WW2	0.0%	140	-	-	-	140	-	-	-
8305	Wastewater Treatment Upgrades	WW2	26.3%	300	-	221	-	-	79	79	-
8307	Kitchener & Waterloo Infrastructure Upgrades	WW2	25.1%	5,666	-	4,244	-	-	1,422	922	500
8308	Cambridge Infrastructure Upgrades	WW2	25.0%	2,986	-	2,240	-	-	747	747	-
8309	Rural Infrastructure Upgrades	WW2	41.2%	2,483	-	1,460	-	-	1,023	1,023	-
8310	Sewage PSs Infrastructure Upgrades	WW2	26.3%	826	-	609	-	-	217	217	-
8327	Wastewater Asset Management	WW2	26.0%	1,000	-	740	-	-	260	260	-
8332	Wastewater Asset Management Systems	WW2	26.0%	1,260	-	932	-	-	328	328	-
8801	Laboratory Equipment & Upgrades	WW2	0.0%	870	-	870	-	-	-	-	-
	TOTAL INFRASTRUCTURE REPLACEMENT			15,531	-	11,316	-	140	4,075	3,575	500

Wastewater Treatment

2018 Capital Budget Funding & Financing Summary (Thousands)

Project Number	Description	Type	RDC Share	2018 Total	Grants and Recoveries	User Rates: Wastewater Capital Reserve	User Rates: Debenture	User Rates: Vehicle / Equipment Reserve	Development Charges: Calculated Development Charge	Development Charges: Reserve Fund	Development Charges: Debenture
	UPGRADES, EXPANSIONS & NEW FACILITIES										
8242	Hespeler Expansion	WW1	25.0%	8,037	3,000	878	2,900	-	1,259	5	1,255
8267	Wellesley Expansion	WW1	100.0%	-	-	-	-	-	-	-	-
8278	Laboratory Upgrades & Expansion	WW2	26.3%	833	-	614	-	-	219	219	-
8279	SCADA System	WW2	26.3%	3,457	-	2,548	-	-	909	909	-
8289	Galt Process Upgrades	WW2	27.8%	3,257	-	709	1,643	-	905	34	871
8301	St. Jacobs Upgrade	WW1	100.0%	-	-	-	-	-	-	-	-
8302	East Side Final PS & Force Main	WW1	100.0%	35	-	-	-	-	35	35	-
8315	Elmira Upgrades	WW2	38.2%	-	-	-	-	-	-	-	-
8316	Waterloo Expansion	WW1	100.0%	400	-	-	-	-	400	-	400
8317	Baden/New Hamburg Expansion	WW1	100.0%	4,128	-	-	-	-	4,128	78	4,050
8323	Preston Treatment Upgrades	WW2	21.8%	1,381	1,381	-	-	-	-	-	-
8324	Southern Ayr Wastewater System	WW1	100.0%	608	-	-	-	-	608	290	318
8325	Heidelberg Upgrades	WW2	0.0%	376	-	376	-	-	-	-	-
8326	Foxboro Upgrades	WW2	0.0%	1,745	1,745	-	-	-	-	-	-
8328	Kitchener WWTP Influent Channel Twinning	WW2	27.2%	4,700	-	3,422	-	-	1,278	3	1,275
8329	Spring Valley PS Upgrades	WW2	26.3%	100	-	74	-	-	26	26	-
8330	Septage Receiving Facility	WW2	0.0%	3,764	-	259	3,505	-	-	-	-
8797	Kitchener Process Upgrades	WW2	27.2%	14,600	-	4,629	6,000	-	3,971	1,632	2,339
8809	Waterloo Process Upgrade	WW2	33.1%	1,347	-	901	-	-	446	446	-
	TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES			48,768	6,126	14,408	14,048	-	14,186	3,678	10,508
	BIOSOLIDS										
8275	Biosolids Management Facility	WW2	26.3%	-	-	-	-	-	-	-	-
8322	Cogeneration & Other Biosolids Upgrades	WW2	26.3%	6,963	-	4,516	616	-	1,831	466	1,365
8331	Biosolids Class EA	WW2	26.3%	50	-	37	-	-	13	13	-
	TOTAL BIOSOLIDS			7,013	-	4,553	616	-	1,844	479	1,365
	TOTAL			**73,034**	**6,126**	**31,452**	**14,664**	**140**	**20,652**	**8,279**	**12,373**

The Regional Municipality of Waterloo
Wastewater Treatment User Rate Model for 2018-2027 ($ Thousands)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Compensation	6,672	6,805	6,942	7,080	7,222	7,366	7,514	7,664	7,817	7,974
Utilities	8,104	8,509	8,934	9,381	9,850	10,343	10,860	11,403	11,973	12,572
OCWA	10,185	10,338	10,493	10,650	10,810	10,972	11,137	11,304	11,473	11,645
GRCA	3,540	3,591	3,681	3,735	3,828	3,885	3,982	4,040	4,141	4,201
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	6,662	6,762	6,863	6,966	7,071	7,177	7,284	7,394	7,504	7,617
System expansion	0	2,662	3,123	4,206	4,907	5,620	6,346	10,585	11,590	12,612
Interdepartment charges	1,759	1,785	1,812	1,839	1,866	1,894	1,923	1,952	1,981	2,011
Transfer to corporate reserves	309	314	318	323	328	333	338	343	348	353
Transfer to/(from) Rate Stabilization Reserve	2,000	2,000	2,000	2,000	1,500	1,000	1,000	1,000	1,000	1,000
Total Operating Expenses	**40,986**	**44,522**	**45,922**	**47,937**	**49,139**	**50,346**	**52,139**	**57,440**	**59,584**	**61,742**
Debt Charges - Non Growth	9,242	11,053	11,687	11,880	11,875	11,955	11,950	11,728	11,723	11,258
Debt Charges - RDCs	8,033	10,249	11,009	11,372	11,558	12,459	13,498	15,571	18,126	20,750
Prior Year Oversizing	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	1,125	1,375	1,375	1,375	1,375	1,375	1,375	1,375	1,375
Transfer to Capital Reserve	24,874	25,783	27,695	29,885	33,328	36,001	38,341	37,564	39,907	42,887
Impact of Capital Program	**44,620**	**49,556**	**53,112**	**55,859**	**59,482**	**63,137**	**66,510**	**67,584**	**72,478**	**77,616**
Base Expenditure	**85,606**	**94,079**	**99,034**	**103,796**	**108,621**	**113,483**	**118,649**	**125,024**	**132,062**	**139,358**
Interdepartment recoveries	(2,054)	(2,085)	(2,116)	(2,148)	(2,180)	(2,213)	(2,246)	(2,280)	(2,314)	(2,349)
Prior Year Oversizing	(1,346)	(1,346)	(1,346)	(1,346)	(1,346)	(1,346)	(1,346)	(1,346)	(1,346)	(1,346)
Transfer from RDC Reserve	(8,033)	(10,249)	(11,009)	(11,372)	(11,558)	(12,459)	(13,498)	(15,571)	(18,126)	(20,750)
Subtotal Recoveries	(11,433)	(13,680)	(14,471)	(14,866)	(15,084)	(16,018)	(17,090)	(19,197)	(21,787)	(24,445)
Net Base Expenditure	**74,173**	**80,399**	**84,563**	**88,929**	**93,537**	**97,465**	**101,559**	**105,827**	**110,275**	**114,913**
Non-Rate Revenue										
Fees	(484)	(491)	(499)	(506)	(514)	(521)	(529)	(537)	(545)	(553)
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	**(1,619)**	**(1,641)**	**(1,663)**	**(1,686)**	**(1,709)**	**(1,732)**	**(1,756)**	**(1,780)**	**(1,804)**	**(1,829)**
BASE RATE REVENUE	**72,554**	**78,758**	**82,900**	**87,243**	**91,828**	**95,732**	**99,803**	**104,047**	**108,471**	**113,084**
Rate ($)	**$ 1.1750**	**$ 1.2560**	**$ 1.3176**	**$ 1.3821**	**$ 1.4499**	**$ 1.5064**	**$ 1.5652**	**$ 1.6262**	**$ 1.6896**	**$ 1.7555**
Rate increase (%)	**7.9%**	**6.9%**	**4.9%**	**4.9%**	**4.9%**	**3.9%**	**3.9%**	**3.9%**	**3.9%**	**3.9%**
Volume (m3 million)	62.500	62.703	62.918	63.121	63.335	63.550	63.765	63.981	64.198	64.416

The Regional Municipality of Waterloo

Wastewater Capital Reserve Projection ($ Thousands)

		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Opening Balance		**33,243**	**28,562**	**22,672**	**27,943**	**33,572**	**29,667**	**29,782**	**45,582**	**48,509**	**56,296**
Contribution from Operating		24,874	25,783	27,695	29,885	33,328	36,001	38,341	37,564	39,907	42,887
Other Adjustments											
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		(46,479)	(37,838)	(24,662)	(24,333)	(35,244)	(33,035)	(21,060)	(30,596)	(27,857)	(23,570)
Capital inflation	2.9%	0	(1,097)	(1,451)	(2,179)	(4,270)	(5,076)	(3,941)	(6,778)	(7,158)	(6,916)
Debentures		14,664	5,159	1,595	0	0	0	0	0	0	0
Net transfer to capital		(31,815)	(33,776)	(24,518)	(26,512)	(39,514)	(38,112)	(25,001)	(37,374)	(35,015)	(30,486)
Interest		913	757	748	909	935	879	1,114	1,391	1,549	1,895
Capital Reserve Closing Balance		**28,562**	**22,672**	**27,943**	**33,572**	**29,667**	**29,782**	**45,582**	**48,509**	**56,296**	**71,939**

Wastewater Stabilization Reserve Fund Projection ($Thousands)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Opening Balance	**222**	**2,222**	**4,222**	**6,222**	**8,222**	**9,722**	**10,722**	**11,722**	**12,722**	**13,722**
Transfer (to)/from Operating	2,000	2,000	2,000	2,000	1,500	1,000	1,000	1,000	1,000	1,000
Stabilization Reserve Closing Balance	**2,222**	**4,222**	**6,222**	**8,222**	**9,722**	**10,722**	**11,722**	**12,722**	**13,722**	**14,722**

Region of Waterloo

Water Distribution
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 311	$ 317	$ -	$ -	$ 317	$ 6	1.8%	B1
Other operating	336	353	-	-	353	18	5.2%	B2
Wholesale Water Purchases	1,085	1,228	-	-	1,228	144	13.3%	B3
Transfer to Stabilization reserve	13	100	-	-	100	87	666.4%	B4
Transfer to corporate reserves	15	16	-	-	16	1	7.4%	
Interdepartmental charges	183	190	-	-	190	7	3.8%	
Total Operating Expenditure	1,942	2,204	-	-	2,204	262	13.5%	
Debt servicing (non-growth)	25	25	-	-	25	-	0.0%	
Transfer to Capital Reserve	480	379	-	-	379	(101)	(21.0%)	B5
Capital Financing	505	404	-	-	404	(101)	(19.9%)	
Interdepartmental recoveries	(103)	(109)	-	-	(109)	(6)	5.5%	
Subtotal recoveries	(103)	(109)	-	-	(109)	(6)	5.5%	
Net expenditure	**$ 2,343**	**$ 2,499**	**$ -**	**$ -**	**$ 2,499**	**$ 156**	**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	404	-	-	404	(1)	(0.1%)	
Rate Revenue	1,916	2,072	-	-	2,072	156	8.2%	
Total Rate Revenue Required	**$ 2,320**	**$ 2,476**	**$ -**	**$ -**	**$ 2,476**	**$ 156**	**6.7%**	
Operating Surplus (shortfall)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**0.0%**	
Cost to the average household (assumes 204 cubic metres)	**$ 625**				**$ 668**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 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 - Compensation per contracts/estimates.
B2 - Increase in maintenance and repairs to the distribution system.
B3 - Increase in wholesale rates and volume.
B4 - Increased contribution to Water Distribution Stabilization Reserve.
B5 - The contribution othe Capital Reserve was decreased according to the Water Distribution Model.

Region of Waterloo

Water Distribution
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
02003 Leak Detection and Remedial Work	127	400	**527**	200	200	200	-	**1,127**	-	**1,127**
02007 Distribution Studies and Upgrades	5	50	**55**	50	50	50	50	**255**	250	**505**
02009 Meter Replacement	-	-	**-**	-	-	-	-	**-**	1,200	**1,200**
02012 Fleet Purchase	-	-	**-**	-	40	-	38	**78**	40	**118**
TOTAL EXPENDITURE	**132**	**450**	**582**	**250**	**290**	**250**	**88**	**1,460**	**1,490**	**2,950**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982160 Corporate Fleet Replacement Reserve	-	-	**-**	-	40	-	38	**78**	40	**118**
User Rates										
Reserves and Reserve Funds										
3980550 Water Distribution Reserve	132	450	**582**	250	250	250	50	**1,382**	850	**2,232**
3980560 Wastewater Collection Reserve	-	-	**-**	-	-	-	-	**-**	600	**600**
TOTAL FUNDING & FINANCING	**132**	**450**	**582**	**250**	**290**	**250**	**88**	**1,460**	**1,490**	**2,950**

Region of Waterloo

Water Distribution
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From
	2018 Expenditure	Water Distribution Reserve
Project		
02003 Leak Detection and Remedial Work	527	527
02007 Distribution Studies and Upgrades	55	55
Total	**582**	**582**

The Regional Municipality of Waterloo
Water Distribution User Rate Model for 2018-2027 ($ Thousands)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Compensation	317	323	330	336	343	350	357	364	371	379
Other expenses	353	359	364	369	375	381	386	392	398	404
Transfer to/(from) Rate Stabilization Reserve	100	30	120	100	100	50	50	50	50	50
Interdepartment charges	190	192	195	198	201	204	207	210	213	217
Wholesale Water Purchases	1,228	1,313	1,404	1,501	1,604	1,715	1,833	1,960	2,095	2,239
Transfer to corporate reserves	16	15	16	15	17	16	17	16	17	16
Total Operating Expenditure	**2,204**	**2,233**	**2,429**	**2,520**	**2,640**	**2,715**	**2,851**	**2,992**	**3,145**	**3,305**
Debt Charges - Non Growth	25	25	25	0	0	0	0	0	0	0
Transfer to Capital Reserve	379	590	564	699	743	887	911	982	1,006	1,077
Impact of Capital Program	**404**	**615**	**589**	**699**	**743**	**887**	**911**	**982**	**1,006**	**1,077**
Gross Expenditure	**2,608**	**2,848**	**3,018**	**3,219**	**3,383**	**3,602**	**3,762**	**3,974**	**4,151**	**4,382**
Interdepartment recoveries	(109)	(111)	(113)	(114)	(116)	(118)	(119)	(121)	(123)	(125)
Subtotal Recoveries	(109)	(111)	(113)	(114)	(116)	(118)	(119)	(121)	(123)	(125)
Net Expenditure	**2,499**	**2,737**	**2,906**	**3,105**	**3,267**	**3,485**	**3,642**	**3,853**	**4,028**	**4,257**
Revenue										
Monthly Fees	(404)	(449)	(449)	(495)	(496)	(541)	(542)	(588)	(589)	(635)
Fees and Charges	(23)	(23)	(24)	(24)	(24)	(25)	(25)	(26)	(26)	(26)
Total Revenue	**(427)**	**(472)**	**(473)**	**(519)**	**(520)**	**(566)**	**(567)**	**(614)**	**(615)**	**(661)**
RATE REVENUE	**2,072**	**2,265**	**2,432**	**2,586**	**2,747**	**2,918**	**3,075**	**3,239**	**3,413**	**3,596**
Rate ($)	**$2.78**	**$2.99**	**$3.20**	**$3.39**	**$3.59**	**$3.80**	**$3.99**	**$4.19**	**$4.40**	**$4.62**
Rate increase (%)	**7.9%**	**7.9%**	**6.9%**	**5.9%**	**5.9%**	**5.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**
Monthly Rate	**$ 9.00**	**$ 10.00**	**$ 10.00**	**$ 11.00**	**$ 11.00**	**$ 12.00**	**$ 12.00**	**$ 13.00**	**$ 13.00**	**$ 14.00**

The Regional Municipality of Waterloo

Water Distribution Capital Reserve Projection ($ Thousands)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Opening Balance	**402**	**202**	**550**	**877**	**1,346**	**2,069**	**2,950**	**3,563**	**4,258**	**5,293**
Transfer from Operating	379	590	564	699	743	887	911	982	1,006	1,077
Transfer to Stabilization Reserve										
	379	590	564	699	743	887	911	982	1,006	1,077
Transfer to Capital	(582)	(250)	(250)	(250)	(50)	(50)	(350)	(350)	(50)	(50)
Interest	3	8	13	20	31	44	53	63	78	95
Ending Balance	**202**	**550**	**877**	**1,346**	**2,069**	**2,950**	**3,563**	**4,258**	**5,293**	**6,414**

Water Distribution Stabilization Reserve Projection ($ Thousands)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Opening Balance	**(0)**	**100**	**130**	**250**	**350**	**450**	**500**	**550**	**600**	**650**
Transfer for Operating Shortfall	100	30	120	100	100	50	50	50	50	50
Ending Balance	**100**	**130**	**250**	**350**	**450**	**500**	**550**	**600**	**650**	**700**

Wastewater Collection
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Other operating	$ 5	$ 10	$ -	$ -	$ 10	$ 5	86.3%	
Ontario Clean Water Agency	36	36	-	-	36	-	0.0%	
Wholesale Wastewater Fees	815	920	-	-	920	105	12.8%	B1
Transfer to corporate reserves	3	4	-	-	4	1	49.7%	
Interdepartmental charges	113	119	-	-	119	6	5.0%	
Total Operating Expenditure	972	1,089	-	-	1,089	116	12.0%	
Debt servicing (non-growth)	33	33	-	-	33	-	0.0%	
Transfer to Capital Reserve	229	196	-	-	196	(34)	(14.7%)	B2
Capital Financing	262	228	-	-	228	(34)	(12.9%)	
Net expenditure	**$ 1,234**	**$ 1,317**	**$ -**	**$ -**	**$ 1,317**	**$ 82**	**6.7%**	
Rate Revenue Required								
Monthly Fixed Fee	227	242	-	-	242	15	6.4%	B3
Rate Revenue	1,007	1,075	-	-	1,075	68	6.7%	
Total Rate Revenue Required	**$ 1,234**	**$ 1,317**	**$ -**	**$ -**	**$ 1,317**	**$ 82**	**6.7%**	
Operating Surplus (shortfall)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**0.0%**	
Cost to the average household (assumes 204 cubic metres)	**$ 488**				**$ 514**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	-	-	-	-	-	-	
Temporary	-	-	-	-	-	-	
Total	**-**	**-**	**-**	**-**	**-**	**-**	

Notes

Budget notes

B1 - Increase in wholesale rates and volume.

B2 - The contribution to the Capital Reserve was decreased according to the Wastewater Collection Model.

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

Wastewater Collection
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
02033 Replacement & Upgrade Collection Mains	2	350	**352**	350	-	-	-	**702**	-	**702**
02035 Collection Studies and Upgrades	50	50	**100**	50	75	75	75	**375**	375	**750**
TOTAL EXPENDITURE	**52**	**400**	**452**	**400**	**75**	**75**	**75**	**1,077**	**375**	**1,452**
FUNDING & FINANCING										
User Rates										
Reserves and Reserve Funds										
3980560 Wastewater Collection Reserve	52	400	**452**	400	75	75	75	**1,077**	375	**1,452**
TOTAL FUNDING & FINANCING	**52**	**400**	**452**	**400**	**75**	**75**	**75**	**1,077**	**375**	**1,452**

Wastewater Collection
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From
	2018 Expenditure	Wastewater Collection Reserve
Project		
02033 Replacement & Upgrade Collection Mains	352	352
02035 Collection Studies and Upgrades	100	100
Total	**452**	**452**

The Regional Municipality of Waterloo

Wastewater Collection User Rate Model for 2018-2027 ($ Thousands)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Other expenses	46	46	47	48	48	49	50	51	51	52
System expansion	0	0	0	0	0	0	0	0	0	0
Transfer to/(from) Rate Stabilization Reserve	0	0	0	0	0	0	0	0	0	50
Interdepartment charges	119	121	123	125	127	128	130	132	134	136
Wholesale Water Purchases	920	983	1,051	1,124	1,201	1,284	1,373	1,468	1,569	1,677
Transfer to corporate reserves	4	3	4	3	4	3	4	3	4	3
Total Operating Expenditure	**1,089**	**1,153**	**1,225**	**1,299**	**1,380**	**1,464**	**1,557**	**1,653**	**1,759**	**1,918**
Debt Charges - Non Growth	33	33	33	0	0	0	0	0	0	0
Transfer to Capital Reserve	196	229	234	289	293	318	319	341	343	310
Impact of Capital Program	**228**	**262**	**267**	**289**	**293**	**318**	**319**	**341**	**343**	**310**
Gross Expenditure	**1,317**	**1,415**	**1,491**	**1,588**	**1,673**	**1,782**	**1,876**	**1,994**	**2,102**	**2,228**
Interdepartment recoveries	0	0	0	0	0	0	0	0	0	0
Subtotal Recoveries	0	0	0	0	0	0	0	0	0	0
Net Expenditure	**1,317**	**1,415**	**1,491**	**1,588**	**1,673**	**1,782**	**1,876**	**1,994**	**2,102**	**2,228**
Revenue										
Monthly Fees	(242)	(268)	(277)	(303)	(312)	(339)	(348)	(374)	(382)	(408)
Fees and Charges	0	0	0	0	0	0	0	0	0	0
Total Revenue	**(242)**	**(268)**	**(277)**	**(303)**	**(312)**	**(339)**	**(348)**	**(374)**	**(382)**	**(408)**
RATE REVENUE	**1,075**	**1,147**	**1,214**	**1,285**	**1,361**	**1,443**	**1,528**	**1,620**	**1,719**	**1,820**
Rate ($)	**$2.13**	**$2.23**	**$2.34**	**$2.45**	**$2.57**	**$2.70**	**$2.83**	**$2.97**	**$3.12**	**$3.27**
Rate increase (%)	**5.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**
Monthly Rate	**$ 7.00**	**$ 8.00**	**$ 8.00**	**$ 9.00**	**$ 9.00**	**$ 10.00**	**$ 10.00**	**$ 11.00**	**$ 11.00**	**$ 12.00**

The Regional Municipality of Waterloo

Wastewater Collection Capital Reserve Projection ($ Thousands)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Opening Balance	**2,916**	**2,699**	**2,566**	**2,766**	**3,025**	**3,292**	**3,588**	**3,585**	**3,604**	**3,930**
Transfer from Operating	196	229	234	289	293	318	319	341	343	310
Transfer to Capital	(452)	(400)	(75)	(75)	(75)	(75)	(375)	(375)	(75)	(75)
Interest	40	38	41	45	49	53	53	53	58	62
Ending Balance	**2,699**	**2,566**	**2,766**	**3,025**	**3,292**	**3,588**	**3,585**	**3,604**	**3,930**	**4,227**

Wastewater Collection Stabilization Reserve Projection ($ Thousands)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Opening Balance	**310**	**310**	**310**	**310**	**310**	**310**	**310**	**310**	**310**	**310**
Transfer (to)/from Operating	0	0	0	0	0	0	0	0	0	50
Ending Balance	**310**	**310**	**310**	**310**	**310**	**310**	**310**	**310**	**310**	**360**

Region of Waterloo

COMMUNITY SERVICES

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Region of Waterloo

2018 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** – Deb Schlichter, Director
- **Children's Serivices** – Barb Cardow, Director
- **Employment and Income Support** – Carolyn Schoenfeldt, Director
- **Seniors' Services** – Connie Lacy, Director

Region of Waterloo

Community Services (CSD)

Departmental Summary
2018 Budget by Division (Thousands)

	Budgeted Expenditure (Net of Internal Recoveries)			Budgeted Revenue			Property Tax Levy			
	2017	2018	Increase (Decrease)	2017	2018	Increase (Decrease)	2017	2018	Increase (Decrease)	
Commissioner of Community Services	$ 1,349	$ 1,582	$ 233	$ 632	$ 651	$ 19	$ 717	$ 931	$ 214	29.8%
Housing Services	73,528	75,674	2,146	34,449	35,369	920	39,079	40,305	1,226	3.1%
Children's Services	50,984	65,475	14,491	41,874	56,503	14,629	9,110	8,972	(138)	(1.5%)
Seniors' Services	35,434	36,524	1,090	25,173	25,823	650	10,261	10,701	440	4.3%
Employment and Income Support										
Administration	30,881	30,929	48	18,227	18,346	119	12,654	12,583	(71)	(0.6%)
Financial Assistance	83,430	90,047	6,617	79,696	87,433	7,737	3,734	2,614	(1,120)	(30.0%)
Total	**$ 275,606**	**$ 300,231**	**$ 24,625**	**$ 200,051**	**$ 224,125**	**$ 24,074**	**$ 75,555**	**$ 76,106**	**$ 551**	**0.7%**

Budgeted Staff Complement (FTEs)

By Division	**2017**	**2018**	**Change**
Commissioner of Community Services	10.0	13.0	3.0
Housing Services	53.0	51.0	(2.0)
Children's Services	130.0	130.0	-
Seniors' Services	318.2	321.1	2.9
Employment and Income Support			
Administration	246.1	243.6	(2.5)
Total	**757.3**	**758.7**	**1.4**
By Category			
Permanent	729.7	740.1	10.4
Temporary	27.6	18.6	(9.0)
Total	**757.3**	**758.7**	**1.4**
Recoveries			
From capital projects	1.0	-	(1.0)
Total recoveries	**1.0**	**-**	**(1.0)**

Budget Issue Papers

Housing Services	Convert 6.0 temporary FTE staff to permanent
Children's Services	Ontario Early Years Child and Family Centres program staffing
Seniors' Services	Addition of 1.6 permanent FTEs (1.0 FTE to be a designated PSW for one-on-one support following admission of residents with risk behaviours to improve safety and alleviate pressure on the PSW staff pool and 0.6 FTE as a Recreation Assistant for the Behavioural Supports Program).
	Additional oversight resources at Sunnyside Home to improve current staffing ratios
	Addition of 0.25 Staff Development Coordinator to provide for more customized training related to the increasing medical complexity of residents
Employment and Income Support	Provide additional funding for Discretionary Benefits

Region of Waterloo

Commissioner of Community Services
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 1,092	$ 1,368	$ -	$ -	$ 1,368	$ 276	25.3%	B1
Other operating	177	127	-	-	127	(50)	(28.2%)	B2
Transfers to reserves	5	6	-	-	6	1	20.0%	
Interdepartmental charges	75	81	-	-	81	6	8.0%	
Net expenditure	**$ 1,349**	**$ 1,582**	**$ -**	**$ -**	**$ 1,582**	**$ 233**	**17.3%**	
Revenue								
Provincial & Federal grants & subsidies	632	651	-	-	651	19	3.0%	B3
Revenue subtotal	**$ 632**	**$ 651**	**$ -**	**$ -**	**$ 651**	**$ 19**	**3.0%**	
Property tax levy	**$ 717**	**$ 931**	**$ -**	**$ -**	**$ 931**	**$ 214**	**29.8%**	
Cost to the average household	**$ 3**				**$ 4**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	9.0	12.0	-	-	12.0	3.0	C1
Temporary	1.0	1.0	-	-	1.0	-	C2
Total	**10.0**	**13.0**	**-**	**-**	**13.0**	**3.0**	

Notes

Budget notes

B1 - Compensation per contracts/estimates. Transferred 2.0 permanent FTE from Employment & Income Support (Operations Assistant and Manager of Quality Assurance) and 1.0 permanent FTE (for one year only) from Children's Services (Manager position). Reduced nine (9) months of staffing costs re 1.0 temporary FTE (CSD-HOU-16-10) Integration Support, re Social Infrastructure Funding and Social Housing Improvement Program - position ends March 31, 2018 (100% funded).

B2 - 2018 Base budget adjustment - reduction of Social Development Grants

B3 - Reduced nine (9) months of temporary funding re Social Infrastructure Funding and Social Housing Improvement Program, due to the 1.0 temporary position, ending March 31, 2018. Increased funding from Ontario Works Administration.

Complement notes

C1 - Transferred 2.0 FTE from Employment and Income Support and 1.0 FTE (for one year only) from Children's' Services.

C2 - 1.0 temporary FTE (Integration Support position), ending March 31, 2018.

Region of Waterloo

Division: Housing Services
Director: Deb Schlichter

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, and 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.

Key issues and priorities continued:

- Growing wait times for affordable housing, and decreasing turnover in Community Housing.
- Housing stability services experiencing increase in demand. The framework for these services are 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.

Region of Waterloo

Housing Services
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 5,152	$ 5,107	$ -	$ -	$ 5,107	$ (45)	(0.9%)	B1
Other operating	801	807	-	-	807	6	0.7%	
Debt servicing	52	51	-	-	51	(1)	(1.9%)	
Transfers to reserves	13	15	-	-	15	2	15.4%	
Interdepartmental charges	921	942	-	-	942	21	2.3%	B2
Programs:								
Strategic Planning/Quality Initiatives	25	25	-	-	25	-	0.0%	
Housing and Homelessness:								
Community Housing	24,992	24,627	-	-	24,627	(365)	(1.5%)	B3
Housing Program Initiatives (note 1)	621	653	-	-	653	32	5.2%	B4
Housing Stability (note 2)	10,906	12,991	-	-	12,991	2,085	19.1%	B5
Client Services:								
Tenancy Management (WRH)	25,684	26,095	-	-	26,095	411	1.6%	B6
Rent Assistance	4,361	4,361	-	-	4,361	-	0.0%	
Net expenditure	**$ 73,528**	**$ 75,674**	**$ -**	**$ -**	**$ 75,674**	**$ 2,146**	**2.9%**	
Revenue								
User fees	13,959	14,176	-	-	14,176	217	1.6%	B7
Federal grants & subsidies	9,407	8,371	-	-	8,371	(1,036)	(11.0%)	B8
Provincial grants & subsidies	11,083	12,822	-	-	12,822	1,739	15.7%	B9
Revenue subtotal	**$ 34,449**	**$ 35,369**	**$ -**	**$ -**	**$ 35,369**	**$ 920**	**2.7%**	
Property tax levy	**$ 39,079**	**$ 40,305**	**$ -**	**$ -**	**$ 40,305**	**$ 1,226**	**3.1%**	
Cost to the average household	**$ 150**				**$ 159**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	44.0	44.0	6.0	-	50.0	6.0	C1, C2
Temporary	9.0	7.0	(6.0)	-	1.0	(8.0)	C2
Total	**53.0**	**51.0**	**-**	**-**	**51.0**	**(2.0)**	

Note 1: Housing Program Initiatives include:
- Investment in Affordable Housing (IAH)
- Housing Allowance with Supports (HAWS)
- Temporary Housing Allowance with Supports (THAWS)
- 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)
- Point In Time Count (PiT)

Notes

Budget notes

B1 - Compensation per contracts/estimates $59,000; increase for 1.0 for permanent staff for Homes for Good program $58,000 and decrease of $162,000 for 2.0 temporary FTEs approved in 2016 ending December 2017.

B2 - Increased costs for staff resources from other program areas.

B3 - Decreases of $98,000 due to expiring operating agreements and $267,000 for housing providers based on actual needs; funding model regulated by Province.

B4 - Net increase in program costs for various changes in program funding i.e. SIF-IAH Housing Allowance (HAWS), Portable Housing Subsidy that are 100% funded.

B5 - Reflects increased funding of $500,000 for Eviction prevention programs transferred from Ontario Works Discretionary Benefits Program; increased Provincial funding of $528,000 for CHPI; new program funding of $1,031,000 for Home for Good and PiT Count of $26,000; no impact on tax levy.

B6 - Charges include costs such as utilities, municipal taxes as applicable, general building maintenance as well as a provision for funding lifecycle works. Increase for operating 2,722 WRH units detailed below:

	(Thousands)
Municipal taxes, insurance and utilities (electricity, natural gas, water)	$ 76
Direct staffing, property maintenance (unit restorations, snow removal), other	351
Building Lifecycle provision	598
Reduced debt charges for WRH properties (Ontario Housing Corporation, OHC)	(614)
Total	$ 411

B7 - Increased rental revenue due to 2018 maximum rent increase and higher Rent Geared to Income (RGI) revenues.

B8 & B9 - Adjustments reflect various changes to Federal and Provincial grants:

	(Thousands)		
	Federal	Provincial	Total
Community Housing (decrease associated with expiring agreements)	$ (5)	$ -	$ (5)
Housing Program Initiatives	249	(307)	(58)
Housing Stability (CHPI, HPS, Home for Good, PiT Count) *	25	2,046	2,071
Tenancy Management (decrease associated with expiring agreements)	(1,205)	-	(1,205)
Rental Assistance (decrease associated with expiring agreements)	(100)	-	(100)
Total	$ (1,036)	$ 1,739	$ 703

* Increased provincial subsidy related to provincial uploading has been recognized.

* Responsibility for Eviction prevention programs transferred from Ontario Works Discretionary Benefits Program to CHPI.

Complement notes

C1 - 2017 and 2018 complement includes the addition of one FTE approved for the Home for Good program (Report CSD-HOU-17-20).

C2 - Budget Issue Paper approved to convert 6 temporary FTEs to permanent; no impact on tax levy.

2.0 temporary FTE positions approved in 2016 ended December 2017

Region of Waterloo

Housing Services by Building Type
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approval	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
WATERLOO REGION HOUSING										
High Rise	64	122	**186**	180	637	633	688	**2,324**	5,522	**7,846**
Mid Rise	1,033	1,279	**2,312**	2,902	2,892	3,284	3,106	**14,495**	22,373	**36,868**
Single & Semi-Detached	312	627	**939**	950	708	278	652	**3,528**	2,031	**5,559**
Townhouses	1,468	5,429	**6,897**	7,388	6,314	4,797	4,699	**30,094**	20,280	**50,374**
Engineering Fees/Other	1,499	2,716	**4,215**	2,610	2,456	2,180	2,178	**13,638**	9,517	**23,156**
TOTAL WATERLOO REGION HOUSING	**4,376**	**10,173**	**14,548**	**14,030**	**13,007**	**11,172**	**11,322**	**64,079**	**59,724**	**123,803**
HOUSING SERVICES										
Housing Mgmt System	37	-	**37**	-	-	-	-	**37**	-	**37**
DOOR Program	3,956	-	**3,956**	-	-	-	-	**3,956**	-	**3,956**
IAH (2014 Ext)	6,686	4,719	**11,405**	2,349	-	-	-	**13,754**	-	**13,754**
Provider Bldg Condition Assess	-	350	**350**	-	-	-	350	**700**	350	**1,050**
SHIP Capital	312	-	**312**	-	-	-	-	**312**	-	**312**
SIF-IAH/Seniors Rental Hsg	4,492	-	**4,492**	-	-	-	-	**4,492**	-	**4,492**
TOTAL HOUSING SERVICES	**15,483**	**5,069**	**20,552**	**2,349**			**350**	**23,251**	**350**	**23,601**
TOTAL EXPENDITURE	**19,858**	**15,242**	**35,100**	**16,379**	**13,007**	**11,172**	**11,672**	**87,330**	**60,074**	**147,404**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	15,808	4,719	**20,527**	2,349	-	-	-	**22,876**	-	**22,876**
Property Taxes										
Reserve and Reserve Funds										
Facility Lifecycle Reserve	-	2,620	**2,620**	2,620	2,620	2,620	2,620	**13,100**	13,100	**26,200**
Housing General Reserve	3,439	6,598	**10,036**	10,105	9,082	7,247	4,407	**40,877**	350	**41,227**
Housing Incentives Reserve	612	-	**612**	-	-	-	-	**612**	-	**612**
Contributions from Operating	-	1,305	**1,305**	1,305	1,305	1,305	1,305	**6,525**	6,525	**13,050**
Debentures	-	-	**-**	-	-	-	3,340	**3,340**	40,099	**43,439**
TOTAL FUNDING & FINANCING	**19,858**	**15,242**	**35,100**	**16,379**	**13,007**	**11,172**	**11,672**	**87,330**	**60,074**	**147,404**

Notes:
1. Expenditures per categories are subject to change based on ongoing review and maintenance of properties. Capital projects are managed by Faciliities in conjuction with housing Staff.
2. Term of debentures not to exceed tewnty (20) years unless otherwise approved by Regional Council.
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.

Housing Services by Building Type
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From				
	2018 Expenditure	Grants & Subsidies	Housing General Reserve Fund	Housing Incentives Reserve	Facility Lifecycle Reserve	Contributions from Operating
EXPENDITURE						
WATERLOO REGION HOUSING						
High Rise	186	-	-	-	-	-
Mid Rise	2,312	-	-	-	-	-
Single & Semi-Detached	939	-	-	-	-	-
Townhouses	6,897	-	-	-	-	-
Engineering Fees/Other	4,215	974	9,649	-	2,620	1,305
TOTAL WATERLOO REGION HOUSING	**14,548**	**974**	**9,649**	**-**	**2,620**	**1,305**
HOUSING SERVICES						
Housing Mgmt Sytems	37	-	37	-	-	-
DOOR Program	3,956	3,956	-	-	-	-
IAH (2014 Ext)	11,405	10,793	-	612	-	-
Provider Bldg Condition Assessment	350	-	350	-	-	-
SHIP Capital	312	312	-	-	-	-
SIF-IAH/Senriors Rental Hsg	4,492	4,492	-	-	-	-
TOTAL HOUSING SERVICES	**20,552**	**19,553**	**387**	**612**	**-**	**-**
TOTAL EXPENDITURES	**35,100**	**20,527**	**10,036**	**612**	**2,620**	**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 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.
- 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:

- 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 initiate Children's Services role as the Consolidated Municipal Service Manager of the new Ontario Early Years Child and Family Centres and implement the Initial Plan for the system.
- 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.

Region of Waterloo

Children's Services
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 11,498	$ 11,533	$ 120	$ -	$ 11,653	$ 155	1.3%	B1
Child Care Subsidies	16,181	26,206	-	4,492	30,698	14,517	89.7%	B2
General Operating Grants	14,761	14,658	-	-	14,658	(103)	(0.7%)	B3
Special Needs Resourcing	3,881	3,985	-	-	3,985	104	2.7%	B3
Early Learning Program	1,000	1,000	-	-	1,000	-	0.0%	
Other operating	1,791	1,443	-	-	1,443	(348)	(19.4%)	B4
Debt servicing	763	754	-	-	754	(9)	(1.2%)	
Transfers to reserves	361	364	-	-	364	3	0.8%	
Interdepartmental charges	848	907	-	-	907	59	7.0%	B5
Subtotal gross expenditure	51,084	60,850	120	4,492	65,462	14,378	28.1%	
Interdepartmental recoveries	(100)	12	-	1	13	113	(113.0%)	B6
Subtotal recoveries	(100)	12	-	1	13	113	(113.0%)	
Net expenditure	**$ 50,984**	**$ 60,862**	**$ 120**	**$ 4,493**	**$ 65,475**	**$ 14,491**	**28.4%**	
Revenue								
User fees	1,295	1,330	-	-	1,330	35	2.7%	B7
Provincial grants & subsidies	40,579	50,560	120	4,493	55,173	14,594	36.0%	B2
Revenue subtotal	**$ 41,874**	**$ 51,890**	**$ 120**	**$ 4,493**	**$ 56,503**	**$ 14,629**	**34.9%**	
Property tax levy	**$ 9,110**	**$ 8,972**	**$ -**	**$ -**	**$ 8,972**	**$ (138)**	**(1.5%)**	
Cost to the average household	**$ 36**				**$ 35**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	120.4	120.4	1.0	-	121.4	1.0	C1
Temporary	9.6	8.6	-	-	8.6	(1.0)	C2,C3
Total	**130.0**	**129.0**	**1.0**	**-**	**130.0**	**-**	
Recoveries							
From capital projects	1.0	-	-	-	-	(1.0)	C2
Total recoveries	**1.0**	**-**	**-**	**-**	**-**	**(1.0)**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, addition of 1.0 permanent FTE Elmira Children's Centre approved by Council through report CS-CSD-17-07, temporary transfer of 1.0 FTE (Manager position) to Commissioner of CSD & addition 1.0 FTE OEYCFC Administrator re 2018 Budget Issue Paper

B2 - Increased purchase of service expenditures as follows:

	$000's
Increase Provincial expansion	6,117
Increase Federal expansion	3,059
Increase Ontario Early Years Child & Family Centre expansion	4,028
Decrease Children's Planning Table	(102)
Decrease Capital Retrofits	(72)
Increase Fee Stabilization	473
Increase The Journey Together	468
Increase Wage Enhancement	488
Other increase	58
Total	$ 14,517

B3 - Transfer General Operating Funds to Special Needs Resourcing

B4 - Decrease Transformation & Child Care Minor Capital (100% funding)

B5 - 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

B6 - Decrease in recoveries from capital to fund Project Manager for Elmira Children's Centre construction (project completed)

B7 - Increase anticipated to parent fees for children in Regional Centres

Complement notes

C1 - Addition of 1.0 permanent FTE Elmira Children's Centre (CSD-CHS-17-10), temporary transfer of 1.0 FTE (Manager position) to Commissioner of CSD & addition 1.0 FTE OEYCFC Administrator re 2018 Budget Issue Paper

C2 - Decrease 1.0 temporary FTE re: Elmira Children's Centre Construction

C3 - Budgeted complement includes Manager, Children's Planning Table (1.0 FTE) and temporary staff to review the staffing model (6.6 FTE), the contracts for which will expire during 2018.

Children's Services

Ten Year Capital Budget and Forecast (Thousands)

2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
Program Area Capital										
77014 Edith MacIntosh Children's Centre Redevelopment	-	-	**-**	100	2,400	3,500	-	**6,000**	-	**6,000**
77042 Minor Program Capital Social Services	35	235	**270**	361	448	300	300	**1,679**	1,500	**3,179**
Total Program Area Capital	**35**	**235**	**270**	**461**	**2,848**	**3,800**	**300**	**7,679**	**1,500**	**9,179**
Facilities Managed Capital Renewal										
71020 Kinsmen Children Centre Building Renewal	-	30	**30**	8	43	125	49	**254**	533	**788**
71021 Christopher Children Centre Building Renewal	-	16	**16**	12	47	101	25	**202**	418	**619**
71022 Cambridge Children Centre Building Renewal	-	103	**103**	12	186	118	100	**519**	400	**919**
71023 Elmira Children Centre Building Renewal	-	13	**13**	28	8	8	8	**66**	62	**128**
71024 Edith MacIntosh Children Centre Building Renewal	43	16	**59**	5	5	-	-	**68**	19	**87**
Total Facilities Managed Capital Renewal	**43**	**177**	**220**	**65**	**289**	**353**	**182**	**1,109**	**1,432**	**2,541**
TOTAL EXPENDITURE	**78**	**412**	**490**	**526**	**3,137**	**4,153**	**482**	**8,789**	**2,932**	**11,721**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	43	177	**220**	65	103	235	82	**705**	460	**1,165**
3983300 Children's Services Capital Reserve	-	235	**235**	361	448	300	300	**1,644**	1,500	**3,144**
Contributions from Operating	35	-	**35**	-	-	-	-	**35**	-	**35**
Debentures	-	-	**-**	100	2,586	3,618	100	**6,404**	972	**7,376**
TOTAL FUNDING & FINANCING	**78**	**412**	**490**	**526**	**3,137**	**4,153**	**482**	**8,789**	**2,932**	**11,721**

Notes:
- 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.

Region of Waterloo

Children's Services
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From	
	2018 Expenditure	Facility Lifecycle Reserve	Children's Services Capital Reserve
Project			
71020 Kinsmen Children Centre Building Renewal	30	30	-
71021 Christopher Children Centre Building Renewal	16	16	-
71022 Cambridge Children Centre Building Renewal	103	103	-
71023 Elmira Children Centre Building Renewal	13	13	-
71024 Edith MacIntosh Children Centre Building Renewal	59	59	-
77042 Minor Program Capital Children's Services	270	-	270
Total	**490**	**220**	**270**

Division: Seniors' Services
Director: Connie Lacy

Programs and services:

- Operates Sunnyside Home, a 263 bed facility that includes long term care (236), convalescent care (25) and respite care (2) beds.
- Provides specialized care to individuals living with dementia and complex physical care needs including end of life care.
- Offers 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.
- Operates the Sunnyside Wellness Centre for older adults.
- Provides Integrated Assisted Living Programs (night-time support and recreational activities) to eligible tenants in Waterloo Regional Housing.
- Offers experience-based student placements and volunteer opportunities for over 350 students and volunteers annually.

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.

Key issues and priorities continued:

- 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.

Region of Waterloo

Seniors' Services
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 24,997	$ 25,662	$ 186	$ -	$ 25,848	$ 851	3.4%	B1
Other operating	4,384	4,469	-	-	4,469	85	1.9%	B2
Debt servicing	3,272	3,348	-	-	3,348	76	2.3%	B3
Transfers to reserves	439	435	-	-	435	(4)	(0.9%)	
Interdepartmental charges	2,360	2,423	-	-	2,423	63	2.7%	B4
Interdepartmental recoveries	(18)	1	-	-	1	19	(105.6%)	B5
Net expenditure	**$ 35,434**	**$ 36,338**	**$ 186**	**$ -**	**$ 36,524**	**$ 1,090**	**3.1%**	
Revenue								
User fees	6,422	6,523	-	-	6,523	101	1.6%	B6
Provincial grants & subsidies	18,751	19,194	106	-	19,300	549	2.9%	B7
Revenue subtotal	**$ 25,173**	**$ 25,717**	**$ 106**	**$ -**	**$ 25,823**	**$ 650**	**2.6%**	
Property tax levy	**$ 10,261**	**$ 10,621**	**$ 80**	**$ -**	**$ 10,701**	**$ 440**	**4.3%**	
Cost to the average household	**$ 39**				**$ 42**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	318.2	318.2	2.9	-	321.1	2.9	C1
Temporary	-	-	-	-	-	-	
Total	**318.2**	**318.2**	**2.9**	**-**	**321.1**	**2.9**	

Notes

Budget notes

B1 - Compensation per contracts/estimates ($602,000) and an annualization of 2.8 FTE approved in 2017 Budget ($40,000). Increased provision for 2.9 FTE as approved in 2018 Budget Issues (see note C1).

B2 - Increased costs for inflation on food, security and physiotherapy services. Added licensing, hosting, SMS costs for new technology applications.

B3 - Debt servicing increase from fall 2017 debenture issue.

B4 - Increased provision for funding life cycle works.

B5 - Removed recovery from Paramedic Services for Laundry services (linens).

B6 - Increased Preferred Accommodation fees ($51,000) and Resident Fees (Provincially mandated), addition of pharmacy rebates.

B7 - Annualization of increased (2017) Long Term Care funding and Behaviour Supports Program funding. Increased High Intensity Needs funding and Behaviour Supports Program funding as approved in 2018 Budget Issue Papers. Increased Community Support Services program funding required to maintain 100% funding.

Complement notes

C1 - Added 1.0 permanent FTE Personal Support Worker (High Intensity Needs Funding equals 95%), 0.60 permanent FTE Recreation Assistant (Behaviour Supports program funding equals 100%), 1.0 permanent FTE Resident Care Coordinator and 0.25 permanent FTE Staff Development Coordinator - approved in 2018 Budget Issue Papers.

Region of Waterloo

Seniors' Services
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
Program Area Capital										
77001 Sunnyside Passenger Van	-	-	**-**	35	-	-	-	**35**	-	**35**
77036 Tractors	-	-	**-**	90	-	-	-	**90**	50	**140**
77038 Equipment	5	40	**45**	40	45	45	50	**224**	207	**431**
77039 Voice Radio	6	1	**7**	-	-	-	-	**7**	7	**14**
77043 Telephone System Replacement	66	-	**66**	-	-	-	-	**66**	-	**66**
77044 Equipment / Furnishings Replacement (LTC)	203	747	**950**	139	163	320	449	**2,021**	1,316	**3,337**
Total Program Area Capital	**279**	**788**	**1,067**	**304**	**208**	**365**	**499**	**2,443**	**1,580**	**4,023**
Facilities Managed Capital Renewal										
71042 Sunnyside Renewal	1,169	709	**1,878**	2,172	2,566	326	413	**7,354**	5,717	**13,071**
71045 Supportive Housing Renewal	-	294	**294**	589	97	28	127	**1,134**	345	**1,479**
Total Facilities Managed Capital Renewal	**1,169**	**1,003**	**2,172**	**2,760**	**2,663**	**354**	**540**	**8,488**	**6,062**	**14,550**
TOTAL EXPENDITURE	**1,448**	**1,791**	**3,239**	**3,064**	**2,871**	**719**	**1,038**	**10,931**	**7,642**	**18,573**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	66	-	**66**	-	-	-	-	**66**	-	**66**
3980065 Facility Lifecycle Reserve	123	1,003	**1,126**	589	97	28	127	**1,966**	1,343	**3,309**
3982160 Corporate Fleet Replacement Reserve	-	-	**-**	125	-	-	-	**125**	50	**175**
3982180 Sunnyside Home Vehicle Equipment Reserve	11	41	**52**	40	45	45	50	**231**	214	**445**
3983400 Seniors' Services Capital Reserve	203	747	**950**	139	163	320	449	**2,021**	1,316	**3,337**
Debentures	1,046	-	**1,046**	2,172	2,566	326	413	**6,523**	4,719	**11,242**
TOTAL FUNDING & FINANCING	**1,448**	**1,791**	**3,239**	**3,064**	**2,871**	**719**	**1,038**	**10,931**	**7,642**	**18,573**

Notes:
- 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.

Seniors' Services

2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From				
	2018 Expenditure	Seniors' Services Equipment Reserves	General Tax Supported Capital Reserve	Facility Lifecycle Reserve	Seniors' Services Capital Reserve	Property Tax Supported Debentures
Project						
71042 Sunnyside Renewal	1,878	-	-	832	-	1,046
71045 Supportive Housing Renewal	294	-	-	294	-	-
77038 Equipment	45	45	-	-	-	-
77039 Voice Radio	7	7	-	-	-	-
77043 Telephone System Replacement	66	-	66	-	-	-
77044 Equipment / Furnishings Replacement (LTC)	950	-	-	-	950	-
Total	**3,239**	**52**	**66**	**1,126**	**950**	**1,046**

Region of Waterloo

Division: Employment and Income Support
Director: Carolyn Schoenfeldt

Programs and services:

- Administers Ontario Works, an employment based program that assists individuals & families with basic financial assistance while they seek employment or training opportunities.
- Administers the discretionary assistance program for such items as vision, dental, utility and eviction costs.
- 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 service provider.
- Operates Employment Resource Centres to assist clients in finding employment.

Key issues and priorities:

- Ontario Works caseload remains high since the 2008 recession.
- Due to reduced provincial funding, the Region funds the discretionary benefits program by $1.5M beyond the provincial cap.

Base Budget Drivers & Significant Budget Challenges:

- By 2018, the cost of the Ontario Works Program will be fully uploaded to the Province.
- Discretionary Benefits costs especially for Dentures & Emergency Dental continue to increase significantly.
- Caseload remains at historic highs.

Region of Waterloo

Employment and Income Support Administration
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 23,510	$ 23,572	$ -	$ -	$ 23,572	$ 62	0.3%	B1
Other operating	5,689	5,748	-	-	5,748	59	1.0%	B2
Debt servicing	677	615	-	-	615	(62)	(9.2%)	B3
Transfers to reserves	69	70	-	-	70	1	1.4%	
Interdepartmental charges	916	904	-	-	904	(12)	(1.3%)	B4
Subtotal gross expenditure	30,861	30,909	-	-	30,909	48	0.2%	
Interdepartmental recoveries	20	20	-	-	20	-	0.0%	
Subtotal recoveries	20	20	-	-	20	-	0.0%	
Net expenditure	**$ 30,881**	**$ 30,929**	**$ -**	**$ -**	**$ 30,929**	**$ 48**	**0.2%**	
Revenue								
Provincial grants & subsidies	18,227	18,346	-	-	18,346	119	0.7%	B5
Revenue subtotal	**$ 18,227**	**$ 18,346**	**$ -**	**$ -**	**$ 18,346**	**$ 119**	**0.7%**	
Property tax levy	**$ 12,654**	**$ 12,583**	**$ -**	**$ -**	**$ 12,583**	**$ (71)**	**(0.6%)**	
Cost to the average household	**$ 49**				**$ 48**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	238.1	235.6	-	-	235.6	(2.5)	C1
Temporary	8.0	8.0	-	-	8.0	-	
Total	**246.1**	**243.6**	**-**	**-**	**243.6**	**(2.5)**	

Notes

Budget notes

B1 - Compensation per contracts/estimates. Reduction of 0.5 permanent FTE Caseworker position, transferred 2.0 permanent FTE to Commissioner of CSD (Operations Assistant and Manager of Quality Assurance)

B2 - Interpreter fees transferred from discretionary benefits program and decreased training supports for participants

B3 - Reduction in debt servicing costs due to debt retirement

B4 - 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 offset by decrease in ITS licensing costs

B5 - Provincial grants & subsidies:

	$In 000's
Increase grant for Ontario Works employment due to provincial uploading	$ 220
Decrease cost of administration grant	(13)
Decrease Employment Ontario grant	(88)
Total	$ 119

Complement notes

C1 - Decrease 0.5 permanent FTE Caseworker position & transferred 2.0 permanent FTE to Commissioner of CSD (Operations Assistant and Manager of Quality Assurance)

Region of Waterloo

Financial Assistance
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Ontario Works	$ 72,788	$ 80,482	$ -	$ -	$ 80,482	$ 7,694	10.6%	B1
Transitional Child Benefit	1,500	1,500	-	-	1,500	-	0.0%	
Discretionary Benefits	5,076	4,176	235	-	4,411	(665)	(13.1%)	B2
Mandatory Benefits	2,625	2,625	-	-	2,625	-	0.0%	
Benefits to Non Recipients	200	200	-	-	200	-	0.0%	
Transportation Allowances	829	829	-	-	829	-	0.0%	
Energy Assistance Programs	412	-	-	-	-	(412)	(100.0%)	B3
Net expenditure	**$ 83,430**	**$ 89,812**	**$ 235**	**$ -**	**$ 90,047**	**$ 6,617**	**7.9%**	
Revenue								
Utility Supplier Contributions	412		-	-	-	(412)	(100.0%)	B3
Provincial grants & subsidies	78,033	87,433	-	-	87,433	9,400	12.0%	B4
Tax Stabilization Reserve	1,251	0	-	-	0	(1,251)	(100.0%)	B5
Revenue subtotal	**$ 79,696**	**$ 87,433**	**$ -**	**$ -**	**$ 87,433**	**$ 7,737**	**9.7%**	
Property tax levy	**$ 3,734**	**$ 2,379**	**$ 235**	**$ -**	**$ 2,614**	**$ (1,120)**	**(30.0%)**	
Cost to the average household	**$ 15**				**$ 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 9,200 cases and an average monthly cost per case of $729.00

B2 - One time funding of $400,000 approved in 2017 removed in 2018 base budget for Discretionary Benefits. In addition, $500,000 in expenditures funded by CHPI have been transferred to Housing Services. Aproved 2018 Budget Issue Paper increased Regional Funding by $235,000.

B3 - Energy Assistance program transferred to Housing Services.

B4 - Provincial Subsidy Changes

Increased grants due to provincial uploading	$2,206
Transfer CHPI Funding to Housing Services	(500)
Impact of increased caseload	568
Impact of increased cost per case	7,126
Total	$9,400

B5 - Tax Stabilization Reserve

2017 Discretionary Benefits Program one time funding	$ (400)
Decrease due to completion of Provincial Uploading	(851)
Total	$ (1,251)

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Region of Waterloo

PUBLIC HEALTH & EMERGENCY SERVICES

Region of Waterloo

2018 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 two health services, both cost-shared with and mandated by the Ontario Ministry of Health and Long Term Care. Public Health works to build healthy and supportive communities in partnership. This is accomplished through 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**
    - **Emergency Management Office**
    - **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, Director

Region of Waterloo

Public Health & Emergency Services

Departmental Summary
2018 Budget by Division (Thousands)

	Budgeted Expenditure (Net of Internal Recoveries) 2017	2018	Increase (Decrease)	Budgeted Revenue 2017	2018	Increase (Decrease)	Property Tax Levy 2017	2018	Increase (Decrease)	
Central Resources/Medical Officer of Health/Emergency Management	$ 5,256	$ 6,043	$ 787	$ 3,533	$ 4,236	$ 703	$ 1,723	$ 1,807	$ 84	4.9%
Health Protection and Investigation	4,969	4,992	23	3,706	3,718	12	1,263	1,274	11	0.9%
Infectious Disease, Dental and Sexual Health	9,987	10,388	401	7,766	8,041	275	2,221	2,347	126	5.7%
Healthy Living	7,989	8,079	90	6,144	6,184	40	1,845	1,895	50	2.7%
Child and Family Health	6,849	6,882	33	5,644	5,659	15	1,205	1,223	18	1.5%
Paramedic Services	29,952	33,864	3,912	15,187	17,341	2,154	14,765	16,523	1,758	11.9%
Total	**$ 65,002**	**$ 70,248**	**$ 5,246**	**$ 41,980**	**$ 45,179**	**$ 3,199**	**$ 23,022**	**$ 25,069**	**$ 2,047**	**8.9%**

Budgeted Staff Complement (FTEs)

By Division	**2017**	**2018**	**Change**
Central Resources/Medical Officer of Health/Emergency Management	41.5	41.5	-
Health Protection and Investigation	41.7	41.7	-
Infectious Disease, Dental and Sexual Health	83.2	86.8	3.6
Healthy Living	61.9	61.9	-
Child and Family Health	62.0	62.0	-
Paramedic Services	202.7	218.7	16.0
Total	**493.0**	**512.6**	**19.6**
By Category			
Permanent	491.0	511.6	20.6
Temporary	2.0	1.0	(1.0)
Total	**493.0**	**512.6**	**19.6**

Budget Issue Papers

Infectious Disease, Dental and Sexual Health	Convert 2.0 FTEs to 3.1 FTEs to provide additional hours at no additional cost to assist in addressing the Ministry's increased requirements for vaccine related Public Health mandatory programming
Paramedic Services	Add 1-12 hour ambulance in accordance with the 2017-2027 Paramedic Services master plan for 2018 and 1-12 hour ambulance which was deferred from 2017 as well as support positions
Central Resources/Medical Officer of Health/ Emergency Management	Procurement of Waterloo Region Emergency Notification System to notify residents and/or employees during an emergency or other significant event (note sharing of cost with Police)

Division: Medical Office/Central Resources/Emergency Management Office

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).
- The corporate Emergency Management Office coordinates emergency preparedness, response, and recovery for the Region. It assists with meeting mandated requirements for training, maintenance of response plans and emergency exercises. It coordinates corporate business continuity and crisis management plans.
- The Information & Communications Unit provides public health information to the media and the general public that is relevant, timely, useful and accurate; answers public health questions and evokes public confidence. This Unit also oversees the Department's Health Information and Privacy Protection Program.
- The PH Resource Centre provides the best available evidence to staff which is necessary for effective public health practice; and shares health education resources with community partners (e.g. schools and workplaces) and the public to improve the public's health.
- Epidemiology and Health Analytics supports public health surveillance, population health assessment, and data quality assurance.
- Services include centralized administrative supports, as well as leadership of strategic and quality improvement initiatives such as operational planning, performance measurement/reporting, quality improvement and research support.

Key issues and priorities:

- Public Health works in partnership with others, to ensure compliance with the Ontario Public Health Standards (2008) and respond to emerging health issues.
- New (draft) Ontario Standards for Public Health Programs and Services and related Organizational Requirements have been introduced by the Ministry in 2017. It is expected that 2018 will be a year of transition with significant emphasis on increased accountability and demonstrated value for money.
- Effective communication and coordination among all responders in an emergency. Readiness ensures more rapid, effective responses in an environment where emergency events are increasing in frequency.
- Surveillance and population health assessment requirements of the Ontario Public Health Standards through monitoring and reporting of community health status and trends.
- Providing the best health communications, to ensure a reliable source of information related to the health of the community.
- As a step in the vision for an integrated health system under the Patients First Act, the Ministry of Health and Long-Term Care appointed an Expert Panel on Public Health to provide recommendations on the structure and organization of Ontario's public health system. The Expert Panel Report "Public Health Within an Integrated Health System", was released in July of 2017 with recommendations that include dissolving the 36 boards of health and replacing them with 14 free standing autonomous regional boards of health. The recommendations contained in the Expert Panel report are under consideration by the Ministry (to the end of October 2017). If approved, the recommendations would fundamentally change the governance, structure and delivery of public health services in Waterloo Region.

Base Budget Drivers and Significant Budget Challenges:

- Public health department funding is subsidized to varying degrees by the Province of Ontario and given the Province of Ontario's current financial situation, there will likely be limited growth in provincial funding in the short to medium term. In 2015, the Ministry of Health and Long Term Care implemented a new public health funding model. Based on the new funding formula, Waterloo Region Public Health is currently receiving more than their model-based share and as a result did not receive growth fund from the province in 2015 or 2016; it is expected that access to growth funding will be limited for a number of years.
- 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. Our services and responses must evolve as new issues arise.

Region of Waterloo

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

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 4,544	$ 4,613	$ -	$ -	$ 4,613	$ 69	1.5%	B1
Other operating	469	1,034	150	-	1,184	715	152.5%	B2
Debt servicing	551	502	-	-	502	(49)	(8.9%)	B3
Transfers to reserves	93	103	-	-	103	10	10.8%	B4
Interdepartmental charges	1,299	1,287	-	-	1,287	(12)	(0.9%)	B5
Subtotal gross expenditure	6,956	7,539	150	-	7,689	733	10.5%	
Central administration recoveries	(23)	(23)	-	-	(23)	-	0.0%	
Interdepartmental recoveries	(1,677)	(1,623)	-	-	(1,623)	54	(3.2%)	B6
Subtotal recoveries	(1,700)	(1,646)	-	-	(1,646)	54	(3.2%)	
Net expenditure	**$ 5,256**	**$ 5,893**	**$ 150**	**$ -**	**$ 6,043**	**$ 787**	**15.0%**	
Revenue								
Provincial grants & subsidies	3,533	4,146	90	-	4,236	703	19.9%	B2,B7
Revenue subtotal	**$ 3,533**	**$ 4,146**	**$ 90**	**$ -**	**$ 4,236**	**$ 703**	**19.9%**	
Property tax levy	**$ 1,723**	**$ 1,747**	**$ 60**	**$ -**	**$ 1,807**	**$ 84**	**4.9%**	
Cost to the average household	**$ 7**				**$ 7**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	41.5	41.5		-	41.5	-	
Temporary	-	-	-	-	-	-	
Total	**41.5**	**41.5**	**-**	**-**	**41.5**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates

B2 - Increase for 100% Provincially funded Health Information Technology and for 2018 Budget Issue Paper for Waterloo Region Emergency Notification System (WRENS) Equipment

B3 - Reduction in debt servicing costs due to debt retirement

B4 - Increased contributions to computer equipment reserve and insurance reserve

B5 - 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. Decrease telephone & IT licensing costs.

B6 - Increased accommodation costs

B7 - Budget assumes a 1% increase in provincial subsidy for cost shared programs

Division: Health Protection and Investigation
Director: Sandy Stevens

Programs and services:

- Focuses on the health protection and enforcement of the Health Protection and Promotion Act and related Regulations.
- Inspection of private drinking water systems; response to drinking water adverse events including emergencies and reports of water-borne illnesses or outbreaks, educating owners/operators of small drinking water systems.
- 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.
- Monitor environmental health data; investigation and risk assessment where there is potential for illness; and control measures to prevent or reduce exposure to health hazards.
- Provide consultation regarding infection prevention and control practices in licensed day nurseries, personal service settings (e.g. salons, tattooing studios) and long term care homes.
- Prevent, and manage gastroenteritis outbreaks in institutional settings such as hospitals, long-term care homes, day nurseries.
- 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 and beauty and body art inspection results.

Key issues and priorities:

- Meeting inspection targets as required by Ontario Public Health Standards.
- Maintaining relationships with Provincial, Regional, and Municipal partners to respond jointly to adverse events.
- Maintaining capacity to respond to extreme weather events which are on the increase resulting in emergency responses including the inspections of evacuation or reception centers.
- 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 Accountability Agreements has increased.
- An increased trend of emergency events such as extreme weather.
- Increased use of computerized inspection devices and programs along with communication technology.

Region of Waterloo

Health Protection and Investigation
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 4,400	$ 4,437	$ -	$ -	$ 4,437	$ 37	0.8%	B1
Other operating	415	415	-	-	415	-	0.0%	
Interdepartmental charges	1	1	-	-	1	-	0.0%	
Subtotal gross expenditure	4,816	4,853	-	-	4,853	37	0.8%	
Interdepartmental recoveries	153	139	-	-	139	(14)	(9.2%)	B2
Subtotal recoveries	153	139	-	-	139	(14)	(9.2%)	
Net expenditure	**$ 4,969**	**$ 4,992**	**$ -**	**$ -**	**$ 4,992**	**$ 23**	**0.5%**	
Revenue								
Provincial grants & subsidies	3,706	3,718	-	-	3,718	12	0.3%	B3
Revenue subtotal	**$ 3,706**	**$ 3,718**	**$ -**	**$ -**	**$ 3,718**	**$ 12**	**0.3%**	
Property tax levy	**$ 1,263**	**$ 1,274**	**$ -**	**$ -**	**$ 1,274**	**$ 11**	**0.9%**	
Cost to the average household	**$ 5**				**$ 5**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 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 - Decreased accommodation costs

B3 - Budget assumes a 1% increase in provincial subsidy for cost shared programs

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.
- Provides clinic services including sexual health and 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 an onsite needle syringe program in both Waterloo and Cambridge offices and support to Community Agencies offering needle syringe programs and to the Community Collaborative working to improve harm reduction services in the region.
- Provides infectious disease case management and outbreak management including Tuberculosis.

Key issues and priorities:

- Ongoing implementation and management of a complex provincial health information systems for immunization and infectious disease management including Electronic Medical Records.
- Provides support and resources to community health care partners to ensure consistent care and delivery of immunization, sexual health, dental and infectious disease prevention programs

- Investigation of Infection Prevention and Control practice complaints 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. On average, local rates are below the provincial average.
- Working with Community Partners to create and implement an Opioid Response Plan

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.
- 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.

Region of Waterloo

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

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 8,221	$ 8,611	$ -	$ -	$ 8,611	$ 390	4.7%	B1
Other operating	1,394	1,418	-	-	1,418	24	1.7%	B2
Interdepartmental charges	31	31	-	-	31	-	0.0%	
Subtotal gross expenditure	9,646	10,060	-	-	10,060	414	4.3%	
Interdepartmental recoveries	341	328	-	-	328	(13)	(3.8%)	B3
Subtotal recoveries	341	328	-	-	328	(13)	(3.8%)	
Net expenditure	**$ 9,987**	**$ 10,388**	**$ -**	**$ -**	**$ 10,388**	**$ 401**	**4.0%**	
Revenue								
User fees	419	380	-	-	380	(39)	(9.3%)	B4
Provincial grants & subsidies	7,347	7,661	-	-	7,661	314	4.3%	B5
Revenue subtotal	**$ 7,766**	**$ 8,041**	**$ -**	**$ -**	**$ 8,041**	**$ 275**	**3.5%**	
Property tax levy	**$ 2,221**	**$ 2,347**	**$ -**	**$ -**	**$ 2,347**	**$ 126**	**5.7%**	
Cost to the average household	**$ 9**				**$ 9**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	83.2	85.7	1.1	-	86.8	3.6	C1
Temporary	-	-	-	-	-	-	
Total	**83.2**	**85.7**	**1.1**	**-**	**86.8**	**3.6**	

Notes

Budget notes

B1 - Compensation per contracts/estimates. Increase related to 100% funded Opioid staff compensation and benefits per report PHE-IDS-17-06

B2 - Increase medical and dental supplies & special waste collection

B3 - Decreased accommodation costs

B4 - Decrease TB skin tests fees per provincial direction

B5 - $250,000 increased provincial grant for Opioid related programming. Budget assumes a 1% increase in provincial subsidy for cost shared programs

Complement notes

C1- Increase 2.5 permanent FTE for 100% funded Opioid related programming as approved through report PHE-IDS-17-06 & addition of 1.1 FTE per 2018 Budget Issue Paper to convert 2.0 FTEs to 3.1 FTEs to provide additional hours at no additional cost to assist in addressing the Ministry's increased requirements for vaccine related Public Health mandatory programming

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 workplaces, municipalities, schools and community organizations.
- Provides smoking cessation support through clinics available throughout the region and using online resources.
- Offers preconception and prenatal education as well as breastfeeding clinic support to women and their families with a focus on vulnerable populations.

Key issues and priorities:

- Completing program reviews/situational assessments in order to address new public health standards.
- Developing health promotion strategies to present key public health messages in a comprehensive way.
- Working to maintain the 2015 accreditation status for the Baby-Friendly Initiative (BFI). BFI is a World Health Organization (WHO) and UNICEF campaign to protect, promote, and support breastfeeding.
- Supporting local interest in policy development for smoke free post secondary campuses.
- Monitoring trends in tobacco use includes issues such as the use of hookah/water pipes, e-cigarettes and cannabis.
- Implementing healthy schools initiatives.
- Completing research related to understanding preconception health education needs in Waterloo Region; youth access to prenatal education; and preventing alcohol misuse.

- Providing support to the Healthy Kids Community Challenge (HKCC). Sponsored by the Ministry of Health and Long Term Care, HKCC is a project in which all seven local municipalities are working together to address healthy eating, physical activity and reducing sedentary behaviours for children 0-12 years of age.
- Supporting community mental health initiatives including the adaptation of the 5 Ways to Mental Wellbeing.

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.
- The Healthy Kids Community Challenge funding provides support for up to 50% of the salary for the Project Manager role, with the remainder funded from within the existing staffing budget.
- Implementation of the expected cannabis legislation (July 2018) will increase demands for public education and cessation programming.
- Potential for added responsibilities related to the implementation of the new public health standards.

Region of Waterloo

Healthy Living
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 6,770	$ 6,871	$ -	$ -	$ 6,871	$ 101	1.5%	B1
Other operating	785	789	-	-	789	4	0.5%	
Interdepartmental charges	244	245	-	-	245	1	0.4%	
Subtotal gross expenditure	7,799	7,905	-	-	7,905	106	1.4%	
Interdepartmental recoveries	190	174	-	-	174	(16)	(8.4%)	B2
Subtotal recoveries	190	174	-	-	174	(16)	(8.4%)	
Net expenditure	**$ 7,989**	**$ 8,079**	**$ -**	**$ -**	**$ 8,079**	**$ 90**	**1.1%**	
Revenue								
Provincial grants & subsidies	6,144	6,184	-	-	6,184	40	0.7%	B3
Revenue subtotal	**$ 6,144**	**$ 6,184**	**$ -**	**$ -**	**$ 6,184**	**$ 40**	**0.7%**	
Property tax levy	**$ 1,845**	**$ 1,895**	**$ -**	**$ -**	**$ 1,895**	**$ 50**	**2.7%**	
Cost to the average household	**$ 7**				**$ 7**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	60.9	60.9	-	-	60.9	-	
Temporary	1.0	1.0	-	-	1.0	-	
Total	**61.9**	**61.9**	**-**	**-**	**61.9**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates

B2 - Decreased accommodation costs

B3 - Budget assumes a 1% increase in provincial subsidy for cost shared programs

Division: Child and Family Health

Director: Andrea Reist

Programs and services:

- Provides information and resources about the postpartum and early childhood period that help families promote positive parent-child relationships and child development.
- Works with community partners and families to promote optimal healthy growth and development during the early years.
- Operates the provincially mandated Healthy Babies, Healthy Children Program. Works with community partners to screen all consenting postpartum families. Delivers assessment, referrals to community services and blended home visiting services by a Public Health Nurse and Family Visitor to consenting pregnant individuals, postpartum families and families with children from six weeks of age up to their transition to school experiencing and/or at risk for challenges.
- Operates the Infant and Child Development Program. Provides family-centred screening and assessment, early intervention and home visiting services for children with special developmental needs.
- Supports identification of children at risk for poor developmental health outcomes through universal and targeted early identification services prior to school entry.

Key issues and priorities:

- Adjust Healthy Babies Healthy Children and Infant and Child Development programs in response to results of provincial program reviews and revised protocols/best practices for both programs, in consultation with community partners.

- Continue quality improvement initiatives to ensure efficient delivery of high quality, evidence-informed services through Healthy Babies Healthy Children, Infant and Child Development and Healthy Growth and Development programs.
- Work with community partners to communicate the importance of a child's early years from before birth to age six to lifelong health, and to provide supportive environments that promote optimal child development.
- Collect and report on population health and health inequities in 0-6 population; identify and engage identified priority populations and community partners to target initiatives toward children at higher risk for developmental challenges.
- Further expand use of remote technology to support service delivery and information exchange with people and organizations in family homes and community settings.

Base Budget Drivers and Significant Budget Challenges:

- Provincial funding for the Healthy Babies Healthy Children program has not kept pace with program delivery costs since 2008, resulting in yearly staffing and service level reductions for this program.
- Provincial funding for the Infant and Child Development Program is not adequate for current service levels; additional funding by the Region of Waterloo allows for monitoring of children with developmental risks in the Infant and Child Development Program.
- Increased presence of complex developmental needs increases demand for intensive, individualized and comprehensive service delivery to families with young children.
- Community partner capacity for collaborating on the delivery of healthy growth and development screening and programming is being increasingly stretched.

Region of Waterloo

Child and Family Health
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 6,300	$ 6,395	$ -	$ -	$ 6,395	$ 95	1.5%	B1
Other operating	290	280	-	-	280	(10)	(3.4%)	
Transfers to reserves	9	12	-	-	12	3	33.3%	
Interdepartmental charges	(48)	(83)	-	-	(83)	(35)	72.9%	B2
Subtotal gross expenditure	6,551	6,604	-	-	6,604	53	0.8%	
Interdepartmental recoveries	298	278	-	-	278	(20)	(6.7%)	B3
Subtotal recoveries	298	278	-	-	278	(20)	(6.7%)	
Net expenditure	**$ 6,849**	**$ 6,882**	**$ -**	**$ -**	**$ 6,882**	**$ 33**	**0.5%**	
Revenue								
Provincial grants & subsidies	5,644	5,659	-	-	5,659	15	0.3%	B4
Revenue subtotal	**$ 5,644**	**$ 5,659**	**$ -**	**$ -**	**$ 5,659**	**$ 15**	**0.3%**	
Property tax levy	**$ 1,205**	**$ 1,223**	**$ -**	**$ -**	**$ 1,223**	**$ 18**	**1.5%**	
Cost to the average household	**$ 5**				**$ 5**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	62.0	62.0	-	-	62.0	-	
Temporary	-	-	-	-	-	-	
Total	**62.0**	**62.0**	**-**	**-**	**62.0**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates

B2 - Decreased expenditures for Healthy Babies Healthy Children to match Ministry approval

B3 - Decreased accommodation costs

B4 -Budget assumes a 1% increase in provincial subsidy for cost shared programs

Division: Paramedic Services
Chief: Stephen Van Valkenburg

Programs and services:

- Pre-Hospital care and transport of the sick and injured residents and visitors to the Region of Waterloo.
- 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 the 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 is volatile, and although it is anticipated that offload delay will continue to fluctuate within the range seen over the last 4 years, it has been trending upward in 2017. Paramedic Services has no direct control over offload delay, 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 – the LHIN has approved a budget for the inception of a Community Paramedicine Program. Paramedic Services will be working on the business plan over the coming months to present to the LHIN for 2018-2019 funding.
- The Paramedic Services Master Plan (2017-2027) was completed and adopted in 2016. Significant portions will be implemented in 2018 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.
- 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.
- Impact of collective agreements on staffing costs.
- Province may divert offload nurse funding from Paramedic Services to the hospitals in 2017, the results of which are unknown at this time.

Region of Waterloo

Paramedic Services
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 24,253	$ 25,674	$ 1,513	$ -	$ 27,187	$ 2,934	12.1%	B1
Other operating	2,291	2,623	194	-	2,817	526	23.0%	B2
Debt servicing	440	441	-	-	441	1	0.2%	
Transfers to reserves	1,738	1,873	232	-	2,105	367	21.1%	B3
Interdepartmental charges	1,230	1,294	20	-	1,314	84	6.8%	B4
Net expenditure	**$ 29,952**	**$ 31,905**	**$ 1,959**	**$ -**	**$ 33,864**	**$ 3,912**	**13.1%**	
Revenue								
Provincial grants & subsidies	13,915	15,417	-	-	15,417	1,502	10.8%	B5
Tax Stabilization Reserve Fund	1,185	759	940	-	1,699	514	43.4%	B6
Recoveries	64	70	80	-	150	86	134.4%	B7
User Fees	23	75	-	-	75	52	226.1%	B8
Revenue subtotal	**$ 15,187**	**$ 16,321**	**$ 1,020**	**$ -**	**$ 17,341**	**$ 2,154**	**14.2%**	
Property tax levy	**$ 14,765**	**$ 15,584**	**$ 939**	**$ -**	**$ 16,523**	**$ 1,758**	**11.9%**	
Cost to the average household	**$ 58**				**$ 64**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	201.7	201.7	17.0	-	218.7	17.0	C1
Temporary	1.0	-	-	-	-	(1.0)	C2
Total	**202.7**	**201.7**	**17.0**	**-**	**218.7**	**16.0**	

Notes

Budget notes

B1

	$ (Thousands)
Compensation per contracts/estimates	$ 257
Annualization of 22.0 FTE as approved in 2017 Budget Issue Paper	1,329
Addition of 17.0 FTE as approved in 2018 Budget Issue Paper	1,513
Decrease of 1.0 temporary FTE	(130)
1.0 temporary FTE re Community Para-medicine (ends March 31, 2018)	34
Other adjustments	(69)
	$ 2,934

B2 - Annualization of 2017 Budget Issue Papar, addition of subscription/hosting fees related to staff callout system and wireless/communication costs re AVL project, increase to medical supplies and equipment maintenance costs to reflect usage, and increase to supplies re Public Access Defibrillator maintenance program approved in 2017. Added $23,000 of one-time (100% funded) costs re Para-medicine project. Increased medical supplies, uniforms, fuel and furniture (one-time) approved in the 2018 Budget Issue.

B3 - Increased transfer to vehicle and equipment reserves to update costs and number of units, and increase to pooled equipment reserve Contribution to required level. Increased transfer for new vehicles and equipment approved in 2018 Budget Issue.

B4 - Annualization of fleet maintenance costs re 2017 Budget Issue, increased rent and life cycle provision, offset by the costs related to the elimination of linen laundering services. Increased fleet maintenance costs approved in 2018 Budget Issue.

B5 - Increased Ministry funding to reflect the 2016 and 2017 Budget Issues, an estimated increase for 2018 and the addition of one-time funding related to the Community Para-medicine Project.

B6 - Related to timing of funding from the Ministry, adjusted to reflect the annualization of the 2017 Budget Issue, net of removal of the 2016 Budget Issue. Increased to temporarily fund the 2018 Budget Issue due to timing of funding from Ministry.

B7- Removed contribution from Workers Safety and Insurance fund re temporary 1.0 FTE. Increased contribution from Regional Development Charge Reserve Fund to offset financing costs related to a station funded partially by Regional development charges. Increased contribution from equipment reserve (one-time) to fund furniture approved in 2018 Budget Issue.

B8 - Addition of annual maintenance fee for sites with Public Access Defibrillators and an increase to special events coverage revenues.

Complement notes

C1 - Addition of FTEs: 10.0 Paramedics, 1.0 Supervisor, 2.0 Fleet/Logistics, 1.0 Performance/Data Analyst, 1.0 Coordinator, Training, 1.5 Labour and 0.5 Assistant Scheduler approved in 2018 Budget Issue Paper.

C2 - Removed 1.0 temporary FTE related to workplace accommodation; permanent FTE included in 2017 Budget Issue Paper.

Region of Waterloo

Paramedic Services

Ten Year Capital Budget and Forecast (Thousands)

2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
Program Area Capital										
82001 Vehicle Replacement-Ambulance	-	1,050	**1,050**	1,365	750	1,050	1,500	**5,715**	7,065	**12,780**
82003 Vehicle Replacement-ERU	-	75	**75**	225	185	-	150	**635**	850	**1,485**
82004 Vehicle Replacement-ESU	122	-	**122**	-	-	-	-	**122**	122	**245**
82005 Vehicle Replacement-Utility/Fleet Van	-	50	**50**	-	-	-	50	**100**	50	**150**
82006 Equipment-Defibrillators	-	-	**-**	-	1,368	-	-	**1,368**	1,764	**3,132**
82007 EMS Station- East Waterloo/Breslau	1,193	-	**1,193**	-	-	-	-	**1,193**	-	**1,193**
82013 Equipment-Laptops	168	-	**168**	-	208	28	11	**415**	561	**976**
82017 Station - Master Plan - Growth	-	-	**-**	-	-	-	-	**-**	1,000	**1,000**
82018 Station - Master Plan - Growth	-	-	**-**	-	-	-	-	**-**	1,000	**1,000**
82019 EMS Station - Master Plan HQ North and station replacements	2,768	2,300	**5,068**	12,000	4,300	-	-	**21,368**	-	**21,368**
82024 Vehicle New - Ambulance Master Plan	-	614	**614**	307	307	307	307	**1,841**	1,687	**3,528**
82026 Server Hardware Upgrade	-	-	**-**	49	-	-	49	**98**	49	**147**
82028 Modems/Hardware - AVL/GPS System	132	-	**132**	-	-	-	-	**132**	-	**132**
82029 Automated Drug/Supply Dispensing System	-	-	**-**	-	-	-	-	**-**	255	**255**
82030 Stretcher Replacement	-	-	**-**	412	-	-	-	**412**	599	**1,010**
82031 Voice Radio	66	7	**73**	-	-	-	73	**146**	73	**219**
82032 Vehicle New - ERU Master Plan	57	60	**117**	-	-	-	-	**117**	-	**117**
82033 Vehicle New - Admin Master Plan	-	80	**80**	-	-	-	-	**80**	-	**80**
82034 Station - Master Plan - Replacement	-	-	**-**	-	1,000	-	-	**1,000**	-	**1,000**
82035 Station - Master Plan - Replacement	-	-	**-**	-	-	-	1,000	**1,000**	-	**1,000**
82036 Equipment - Master Plan - Defibrillators	46	178	**224**	72	72	72	72	**512**	396	**908**
82037 Equipment - Master Plan - Laptops	7	28	**35**	11	11	11	11	**80**	62	**141**
82038 Equipment - Master Plan - Stretchers	-	60	**60**	30	30	30	30	**180**	165	**345**
82039 Equipment (Pooled)	-	164	**164**	89	33	108	159	**553**	738	**1,291**
Total Program Area Capital	**4,560**	**4,666**	**9,226**	**14,560**	**8,263**	**1,606**	**3,412**	**37,067**	**16,436**	**53,503**
Facilities Managed Capital Renewal										
74881 EMS Capital Renewal	19	90	**109**	50	680	61	86	**986**	909	**1,895**
Total Facilities Managed Capital Renewal	**19**	**90**	**109**	**50**	**680**	**61**	**86**	**986**	**909**	**1,895**
TOTAL EXPENDITURE	**4,579**	**4,756**	**9,335**	**14,610**	**8,943**	**1,667**	**3,498**	**38,052**	**17,345**	**55,397**

Paramedic Services
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
FUNDING & FINANCING										
Development Charges										
Debentures	1,369	327	**1,696**	2,147	327	-	-	**4,169**	-	**4,169**
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	185	-	**185**	-	-	-	-	**185**	-	**185**
3980065 Facility Lifecycle Reserve	19	90	**109**	50	-	61	-	**220**	131	**351**
3982210 Ambulance Vehicle Reserve	180	1,929	**2,108**	1,897	1,242	1,357	2,007	**8,611**	9,775	**18,385**
3982220 Ambulance Equipment Reserve	234	437	**672**	663	1,722	249	405	**3,710**	4,661	**8,372**
Debentures	2,592	1,973	**4,565**	9,853	5,653	-	1,086	**21,157**	2,778	**23,935**
TOTAL FUNDING & FINANCING	**4,579**	**4,756**	**9,335**	**14,610**	**8,943**	**1,667**	**3,498**	**38,052**	**17,345**	**55,397**

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 for years after 2018 will depend on the outcome of the 2019 background study and by-law review.
- 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.

Region of Waterloo

Paramedic Services

2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From				
	2018 Expenditure	RDC Debentures	Vehicle & Equipment Reserves	General Tax Supported Capital Reserve	Facility Lifecycle Reserve	Property Tax Supported Debentures
Project						
74881 EMS Capital Renewal	109	-	-	-	109	-
82001 Vehicle Replacement-Ambulance	1,050	-	1,050	-	-	-
82003 Vehicle Replacement-ERU	75	-	75	-	-	-
82004 Vehicle Replacement-ESU	122	-	122	-	-	-
82005 Vehicle Replacement-Utility/Fleet Van	50	-	50	-	-	-
82007 EMS Station- East Waterloo/Breslau	1,193	1,074	-	-	-	119
82013 Equipment-Laptops	168	-	168	-	-	-
82019 EMS Station - Master Plan HQ North and station replacements	5,068	622	-	-	-	4,446
82024 Vehicle New - Ambulance Master Plan	614	-	614	-	-	-
82028 Modems/Hardware - AVL/GPS System	132	-	-	132	-	-
82031 Voice Radio	73	-	73	-	-	-
82032 Vehicle New - ERU Master Plan	117	-	117	-	-	-
82033 Vehicle New - Admin Master Plan	80	-	80	-	-	-
82036 Equipment - Master Plan - Defibrillators	224	-	178	46	-	-
82037 Equipment - Master Plan - Laptops	35	-	28	7	-	-
82038 Equipment - Master Plan - Stretchers	60	-	60	-	-	-
82039 Equipment (Pooled)	164	-	164	-	-	-
Total	**9,335**	**1,696**	**2,780**	**185**	**109**	**4,565**

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Region of Waterloo

CORPORATE FINANCIAL

2018 Budget

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 and vacancy rebates
- 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

Region of Waterloo

Corporate Financial
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Tax write-offs	$ 4,000	$ 5,700	$ -	$ -	$ 5,700	$ 1,700	42.5%	B1
Tax rebates	1,800	1,750	-	-	1,750	(50)	(2.8%)	
Financial/general expenses	1,107	1,464	-	300	1,764	657	59.3%	B2, B3
RDC exemptions	400	400	-	-	400	-	0.0%	
Transfers to reserves	75	75	-	-	75	-	0.0%	
Subtotal gross expenditure	7,382	9,389	-	300	9,689	2,307	31.3%	
Interfund budget restatements	(59)	-	-	-	-	59	(100.0%)	
Subtotal recoveries	(59)	-	-	-	-	59	(100.0%)	
Net expenditure	**$ 7,323**	**$ 9,389**	**$ -**	**$ 300**	**$ 9,689**	**$ 2,366**	**32.3%**	
Revenue								
Supplementary taxes	7,800	9,500	-	-	9,500	1,700	21.8%	B4
Payments in lieu	6,895	6,995	-	-	6,995	100	1.5%	
Interest income	456	456	117	-	573	117	25.7%	B5
Contributions from reserves	-	-	-	300	300	300	0.0%	B3
Miscellaneous	10	10	-	-	10	-	0.0%	
Revenue subtotal	**$ 15,161**	**$ 16,961**	**$ 117**	**$ 300**	**$ 17,378**	**$ 2,217**	**14.6%**	
Property tax levy	**$ (7,838)**	**$ (7,572)**	**$ (117)**	**$ -**	**$ (7,689)**	**$ 149**	**1.9%**	
Cost to the average household	**$ (31)**				**$ (30)**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	-	-	-	-	-	-	
Temporary	-	-	-	-	-	-	
Total	**-**	**-**	**-**	**-**	**-**	**-**	

Notes

Budget notes

B1 - Budget for property tax write-offs increased by $1.7 million to reflect historical actuals.

B2 - Provision for the SWIFT Network Project per COR-17-02, increased costs for PCI compliance and other financial expenses, partially offset by decreases for interest on short term borrowing and bank charges.

B3 - One-time grants for Hospice Waterloo Region ($250K) and Sexual Assault Support Centre ($50K), funded from 2017 operating surplus.

B4 - Supplementary property taxes increased by $1.7 million to reflect historical actuals, resulting in net supplementary taxes (supplementary taxes less write-offs) of $3.8 million (same as 2017).

B5 - Increased investment income resulting per 2018 Budget Issue Paper from 1.0 permanent FTE (Cash Management and Investment Analyst) (COR).

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Region of Waterloo

ASSOCIATED AGENCIES

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Region of Waterloo

Associated Agency: Waterloo Regional Police Services

Programs and services:
The Waterloo Regional Police Service is committed to a leadership role in community safety and well-being through crime prevention, law enforcement and assistance to victims while supporting employee development and well-being.

Key issues and priorities:

- Pursuing opportunities for organizational growth and increased efficiency and efficacy through creative, cost effective thinking and partnership collaboration.
- To provide prompt and effective response to the community in responding to emergent situations.
- To achieve a safer community by developing, 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.
- Creation of a Facilities Master Plan and implementation of a Fleet Service Level Agreement to be incorporated within the 2018 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.
- Implementation of an updated user fee bylaw in 2017 that is both reflective of current costs and respectful of community affordability.
- Continuation of the Continuous Improvement initiative that aims to determine innovative and fiscally responsible approaches to providing police services.

Base Budget Drivers & Significant Budget Challenges:

- Support the implementation of a reliable public-safety grade two-way voice radio communications system.
- Ensure appropriate staffing levels to adequately respond to calls for service and enhance current organizational planning capabilities.
- The demand for information technology solutions in policing continues to grow, requiring investment in IT infrastructure and expertise.
- Impact of collective agreements on staffing costs.

Region of Waterloo

Waterloo Regional Police Services
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	2018 Expansion Requests	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 142,832	$ 147,046	$ 315	$ -	$ 147,361	$ 4,529	3.2%	B1
Other operating	16,530	15,496	-	-	15,496	(1,034)	(6.3%)	B2
Debt servicing	3,985	5,015	-	-	5,015	1,031	25.9%	B3
Transfers to reserves	3,484	5,526	-	-	5,526	2,041	58.6%	B4
Transfers to capital	-	69	-	-	69	69	0.0%	B5
Interdepartmental charges	4,077	4,186	-	-	4,186	109	2.7%	
Net expenditure	**$ 170,908**	**$ 177,338**	**$ 315**	**$ -**	**$ 177,653**	**$ 6,744**	**3.9%**	
Revenue								
General Police Revenues	3,036	3,406	-	-	3,406	370	12.2%	B6
CPP/Ministry Grants	3,664	3,610	-	-	3,610	(54)	(1.5%)	
Court Security Upload Funding	4,246	4,954	-	-	4,954	708	16.7%	B7
PRIDE Revenue	1,759	1,897	-	-	1,897	138	7.8%	B8
Miscellaneous Revenue	1,800	1,854	-	-	1,854	54	3.0%	
Contributions from Other Funds	601	739	-	-	739	138	23.0%	B9
Revenue subtotal	**$ 15,106**	**$ 16,459**	**$ -**	**$ -**	**$ 16,459**	**$ 1,353**	**9.0%**	
Property tax levy	**$ 155,802**	**$ 160,879**	**$ 315**	**$ -**	**$ 161,193**	**$ 5,391**	**3.5%**	
Cost to the average household	**$ 615**				**$ 620**			

Authorized Staff Complement (FTE's)	2017 Complement	2018 Base Budget	2018 Expansion Requests	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	1,102.0	1,104.0	5.0	-	1,109.0	7.0	C1
Temporary	-	-	-	-	-	-	
Total	**1,102.0**	**1,104.0**	**5.0**	**-**	**1,109.0**	**7.0**	

Notes

Budget notes

B1 - Progressions, compensation/benefits per contracts, annualization of positions approved in 2017, and FTE expansions

B2 - Small Equipment decreased by $1.1 million due to the transition to the capital budget of small equipment lifecycle replacement. The budget left in Small Equipment includes only Police Regionalized Information Data Entry System (PRIDE) and grant funded equipment

B3 - Net increase for debt acquired in 2017 and includes the Voice Radio project and acquisition of 200 Frederick Street. RDC related debt of $138,000 is offset (net impact zero) by the Interfund Contribution (RDC) line in revenue (see B9)

B4 - The equipment reserve contribution was added to fund the Police Equipment Reserve which includes the lifecycle replacement of Information Technology equipment/projects and other Police equipment (see B2)

B5 - RDC Exemption financing approved per COR-FSD-17-33 Downtown Core Regional Development Charge Exemptions Funding Strategy

B6 - Increased rates for record checks, pay duty and alarm revenues offset by a reduction in volume of collision report revenue

B7 - Approved Ministry of Community & Correctional Services, Court Security and Prisoner Transportation Program funding

B8 - Increased funding from PRIDE partners due to anticipated increase in program costs (net impact zero)

B9 - Interfund Contribution (RDC) is offset by RDC related debt of $138,000 (net impact zero) (see B3)

Complement notes

C1 - Addition of 7.0 FTE as follows: 5.0 FTE Civilian Personnel in support of Communications, civilianization of 4.0 FTE Uniform Personnel to 5.0 FTE Civilian support positions, and 1.0 FTE for Childrens Safety Village (conversion from part time/partial cost recovery)

Region of Waterloo

Waterloo Regional Police
Ten Year Capital Budget and Forecast (Thousands)
2018 - 2027

	Previous Unspent Approvals	2018 New Request	**2018 Total**	2019	2020	2021	2022	**2018 - 2022 Subtotal**	2023 - 2027 Subtotal	**2018 - 2027 Total**
EXPENDITURE										
Program Area Capital										
50000 Police Vehicles and Equipment	879	2,036	**2,915**	2,333	3,133	3,186	2,679	**14,246**	17,114	**31,360**
50003 PRIDE V	-	2,138	**2,138**	70	2,488	1,654	5,683	**12,032**	7,138	**19,170**
50004 Police Vehicles-Growth	-	-	**-**	75	-	75	-	**150**	225	**375**
50005 Information Technology	-	4,072	**4,072**	3,455	1,070	1,400	1,665	**11,662**	4,233	**15,895**
50011 Voice Radio HW and SW Upgrades	-	806	**806**	-	-	-	-	**806**	-	**806**
50012 Training and Range Facilities	-	300	**300**	1,000	3,700	-	-	**5,000**	-	**5,000**
50022 Replacement of North Division	434	-	**434**	-	-	-	-	**434**	-	**434**
50043 Renovation of Investigative Service Unit	1,717	1,200	**2,917**	-	-	-	-	**2,917**	-	**2,917**
50044 HQ Renovations for Police	65	200	**265**	1,500	-	-	-	**1,765**	-	**1,765**
50045 WRPS Voice Radio Infrastructure	2,642	1,756	**4,398**	-	-	-	500	**4,898**	-	**4,898**
50046 200 Frederick St	-	8,000	**8,000**	20,000	8,000	-	-	**36,000**	-	**36,000**
50047 Police Furniture	-	105	**105**	107	109	112	114	**547**	605	**1,152**
50048 Police Equipment	-	1,984	**1,984**	2,252	1,906	2,891	2,362	**11,395**	23,666	**35,061**
Total Program Area Capital	**5,737**	**22,598**	**28,336**	**30,791**	**20,406**	**9,317**	**13,002**	**101,852**	**52,981**	**154,834**
Facilities Managed Capital Renewal										
75011 Police Central Division Renewal	-	77	**77**	75	50	25	-	**227**	-	**227**
75012 Firearms Training Facility Renewal	-	71	**71**	12	6	167	147	**403**	399	**802**
75013 Police South Division Renewal	-	141	**141**	1,558	804	215	329	**3,047**	358	**3,405**
75014 Police North Division Renewal	-	173	**173**	29	12	35	11	**260**	126	**386**
75016 Police Headquarters Renewal	254	1,649	**1,903**	1,165	597	876	1,031	**5,573**	1,713	**7,285**
75017 Police Investigative Services Renewal	-	59	**59**	24	12	145	88	**328**	779	**1,107**
75018 Police Reporting Centre Renewal	-	35	**35**	541	47	149	5	**777**	386	**1,163**
Total Facilities Managed Capital Renewal	**254**	**2,205**	**2,459**	**3,403**	**1,528**	**1,614**	**1,611**	**10,615**	**3,760**	**14,375**
TOTAL EXPENDITURE	**5,991**	**24,803**	**30,795**	**34,195**	**21,934**	**10,930**	**14,613**	**112,467**	**56,741**	**169,208**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	-	855	**855**	28	995	661	2,273	**4,813**	2,855	**7,668**
Development Charges										
Reserve Funds	881	480	**1,361**	75	-	75	77	**1,588**	225	**1,813**
Debentures	-	3,920	**3,920**	9,800	3,920	-	-	**17,640**	-	**17,640**
Property Taxes										
Reserves and Reserve Funds	1,139	7,055	**8,195**	5,506	5,275	6,416	6,071	**31,463**	44,747	**76,210**
3980065 Facility Lifecycle Reserve	-	521	**521**	140	127	228	251	**1,266**	1,183	**2,449**
3981300 Police Equipment Reserve	-	3,692	**3,692**	3,034	2,016	3,002	3,141	**14,884**	26,450	**41,334**
3981310 Police General Reserve	260	806	**1,067**	-	-	-	-	**1,067**	-	**1,067**
3982340 Police Vehicles & Equipment Reserve	879	2,036	**2,915**	2,333	3,133	3,186	2,679	**14,246**	17,114	**31,360**
Debentures	3,971	12,493	**16,464**	18,786	11,744	3,778	6,192	**56,963**	8,914	**65,877**
TOTAL FUNDING & FINANCING	**5,991**	**24,803**	**30,795**	**34,195**	**21,934**	**10,930**	**14,613**	**112,467**	**56,741**	**169,208**

Note: Term of debentures for 200 Frederick St project not to exceed twenty (20) years unless otherwise approved by Regional Council.

Waterloo Regional Police
2018 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From						
	2018 Expenditure	Grants & Subsidies	Development Charges / RDC Reserve Fund	RDC Debentures	Vehicle & Equipment Reserves	Police Capital Reserve	Facility Lifecycle Reserve	Property Tax Supported Debentures
Project								
50000 Police Vehicles and Equipment	2,915	-	-	-	2,915	-	-	-
50003 PRIDE V	2,138	855	-	-	1,033	-	-	250
50005 Information Technology	4,072	-	-	-	570	-	-	3,503
50011 Voice Radio HW and SW Upgrades	806	-	-	-	-	806	-	-
50012 Training and Range Facilities	300	-	-	-	-	-	-	300
50022 Replacement of North Division	434	-	174	-	-	260	-	-
50043 Renovation of Investigative Service Unit	2,917	-	510	-	-	-	-	2,406
50044 HQ Renovations for Police	265	-	-	-	-	-	-	265
50045 WRPS Voice Radio Infrastructure	4,398	-	677	-	-	-	-	3,721
50046 200 Frederick St	8,000	-	-	3,920	-	-	-	4,080
50047 Police Furniture	105	-	-	-	105	-	-	-
50048 Police Equipment	1,984	-	-	-	1,984	-	-	-
75011 Police Central Division Renewal	77	-	-	-	-	-	77	-
75012 Firearms Training Facility Renewal	71	-	-	-	-	-	71	-
75013 Police South Division Renewal	141	-	-	-	-	-	141	-
75014 Police North Division Renewal	173	-	-	-	-	-	173	-
75016 Police Headquarters Renewal	1,903	-	-	-	-	-	-	1,903
75017 Police Investigative Services Renewal	59	-	-	-	-	-	59	-
75018 Police Reporting Centre Renewal	35	-	-	-	-	-	-	35
Total	**30,795**	**855**	**1,361**	**3,920**	**6,607**	**1,067**	**521**	**16,464**

Region of Waterloo

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.

Region of Waterloo

Waterloo Regional Heritage Foundation
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 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)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	-	-	-	-	-	-	C1
Temporary	-	-	-	-	-	-	
Total	**-**	**-**	**-**	**-**	**-**	**-**	

Notes

Budget notes

B1 - Budget remains unchanged from 2017

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

Region of Waterloo Arts Fund
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
RWAF funding	$ 393	$ 393	$ -	$ -	$ 393	$ -	0.0%	
Net expenditure	**$ 393**	**$ 393**	**$ -**	**$ -**	**$ 393**	**$ -**	**0.0%**	
Revenue								
Contributions from reserves	150	-	-	-	-	(150)	(100.0%)	B1
Revenue subtotal	**$ 150**	**$ -**	**$ -**	**$ -**	**$ -**	**$ (150)**	**(100.0%)**	
Property tax levy	**$ 243**	**$ 393**	**$ -**	**$ -**	**$ 393**	**$ 150**	**61.7%**	
Cost to the average household	**$ 1**				**$ 2**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	-	-	-	-	-	-	
Temporary	-	-	-	-	-	-	
Total	**-**	**-**	**-**	**-**	**-**	**-**	

Notes

Budget notes

B1 - Increased funding per Administration and Finance Committee report RC-16-02 funded in 2017 from the 2016 operating surplus and the property tax levy in 2018 and future years

Region of Waterloo

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).

Region of Waterloo

Waterloo Region Crime Prevention Council
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 595	$ 611	$ -	$ -	$ 611	$ 16	2.7%	B1
Other operating	102	103	-	-	103	1	1.0%	
Transfers to reserves	2	2	-	-	2	-	0.0%	
Interdepartmental charges	31	32	-	-	32	1	3.2%	
Net expenditure	**$ 730**	**$ 748**	**$ -**	**$ -**	**$ 748**	**$ 18**	**2.5%**	
Revenue								
User Fees	36	36	-	-	36	-	0.0%	
Revenue subtotal	**$ 36**	**$ 36**	**$ -**	**$ -**	**$ 36**	**$ -**	**0.0%**	
Property tax levy	**$ 694**	**$ 712**	**$ -**	**$ -**	**$ 712**	**$ 18**	**2.6%**	
Cost to the average household	**$ 3**				**$ 3**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 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

Region of Waterloo

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

Region of Waterloo

Immigration Partnership Council
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Compensation	$ 418	$ 427	$ -	$ -	$ 427	$ 9	2.2%	B1
Other operating	231	65	-	-	65	(166)	(71.9%)	B2
Transfers to reserves	1	1	-	-	1	-	0.0%	
Interdepartmental charges	14	13	-	-	13	(1)	(7.1%)	
Interdepartmental recoveries	1	1	-	-	1	-	0.0%	
Net expenditure	**$ 665**	**$ 507**	**$ -**	**$ -**	**$ 507**	**$ (158)**	**(23.8%)**	
Revenue								
Provincial & Federal grants & subsidies	549	430	-	-	430	(119)	(21.7%)	B3
Capital levy reserve	35	-	-	-	-	(35)	(100.0%)	B4
Other revenues	31	27	-	-	27	(4)	(12.9%)	
Revenue subtotal	**$ 615**	**$ 457**	**$ -**	**$ -**	**$ 457**	**$ (158)**	**(25.7%)**	
Property tax levy	**$ 50**	**$ 50**	**$ -**	**$ -**	**$ 50**	**$ -**	**0.0%**	
Cost to the average household	**$ -**				**$ -**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	-	-	-	-	-	-	
Temporary	4.5	4.4	-	-	4.4	(0.1)	C1
Total	**4.5**	**4.4**	**-**	**-**	**4.4**	**(0.1)**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, net of reduction of 0.1 FTE (temporary) ended December 31, 2017 and 0.60 FTE (temporary) contract expires June 30, 2018

B2 - Reduced expenditures offset by a funding decrease from the federal government. Project expenditures removed, offset by one-time funding from the provincial government (MCIIT project), ended June 30, 2017.

B3 - Removed one-time federal funding.

B4 - Removed one-time revenue that offset temporary staffing costs re 0.60 FTE (CSD-IP-17-01).

Complement notes

C1 - Temporary hours equating to 0.1 FTE removed due to contract expiration, December 31, 2017.

Region of Waterloo

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 179,000 properties in the Region of Waterloo including valuations, defense of valuations, supplementary and omitted assessments, reassessments, analysis.
- Enumerations every four years for election purposes.

Assessment Delivery Services / Municipal Property Assessment Corporation (MPAC)
Divisional Budget Details (Thousands)

	2017 Budget	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Budget	Budget Change	% Change	Budget Notes
Expenditure								
Property valuation services	$ 6,622	$ 6,772	$ -	$ -	$ 6,772	$ 150	2.3%	B1
Net expenditure	**$ 6,622**	**$ 6,772**	**$ -**	**$ -**	**$ 6,772**	**$ 150**	**2.3%**	
Property tax levy	**$ 6,622**	**$ 6,772**	**$ -**	**$ -**	**$ 6,772**	**$ 150**	**2.3%**	
Cost to the average household	**$ 26**				**$ 26**			

Budgeted Staff Complement (FTE's)	2017 Complement	2018 Base Budget	Budget Issue Papers Approved	Budget Day Adjustments	Approved 2018 Complement	Change	Notes
Permanent	-	-	-	-	-	-	
Temporary	-	-	-	-	-	-	
Total	**-**	**-**	**-**	**-**	**-**	**-**	

Notes

Budget notes

B1 - Cost increase for 2018. The Region's costs are determined by MPAC operating costs and the value of assessment and number of properties in the Region relative to the totals for the Province.