2020 Program Budgets

Region of Waterloo

The Regional Municipality of Waterloo

2020 Program Budgets

Table of Contents

Alternate formats of information are available upon request.
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Region of Waterloo

2020
BUDGET
OVERVIEW

REGIONAL MUNICIPALITY OF WATERLOO

2020 Operating and Capital Budget Summary

($ thousands)

Expenditure	Property Tax based	User Rate based	Total	% of Total Expenditure
Staffing	$470,452	$17,271	$487,723	32%
Goods & Services	$250,092	$56,246	$306,338	20%
Social Support Payments	$100,126	$0	$100,126	7%
Payments to Outside Agencies	$54,302	$0	$54,302	4%
Debt Servicing	$54,852	$19,461	$74,313	4%
Capital Projects	$416,070	$98,751	$514,821	33%
Total Expenditure	$1,345,893	$191,729	$1,537,622	100%

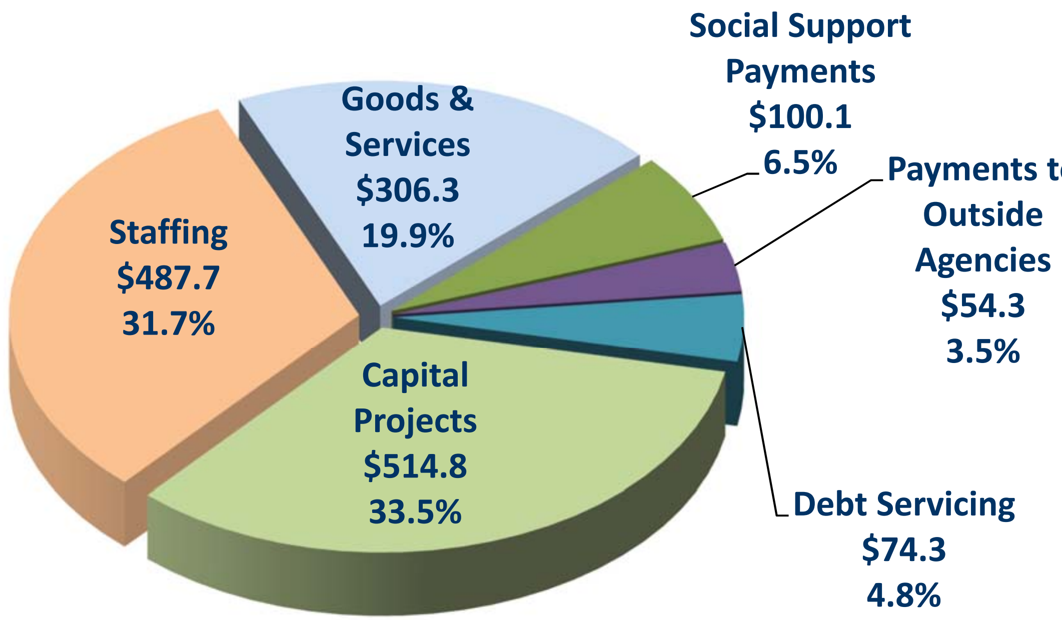
Sources of Funding & Financing	Property Tax Operating	Property Tax Capital	User Rate Operating	User Rate Capital	Total	% of Total Funding & Financing
Taxation	$588,432	$0	$0	$0	$588,432	38%
Provincial & Federal Grants	$290,215	$131,415	$0	$0	$421,630	27%
User Rates, Fees and Other Charges	$110,634	$0	$133,770	$0	$244,404	16%
Debentures	N/A	$69,657	N/A	$2,492	$72,149	5%
Development Charges:						
Reserve Funds	$9,370	$52,523	$14,549	$24,029	$100,471	7%
Debentures	N/A	$49,393	N/A	$8,163	$57,556	4%
Net Funding from (Transfers to) Reserves	($68,827)	$113,082	($55,341)	$64,067	$52,981	3%
Total Revenue	$929,824	$416,070	$92,978	$98,751	$1,537,622	100%

REGIONAL MUNICIPALITY OF WATERLOO

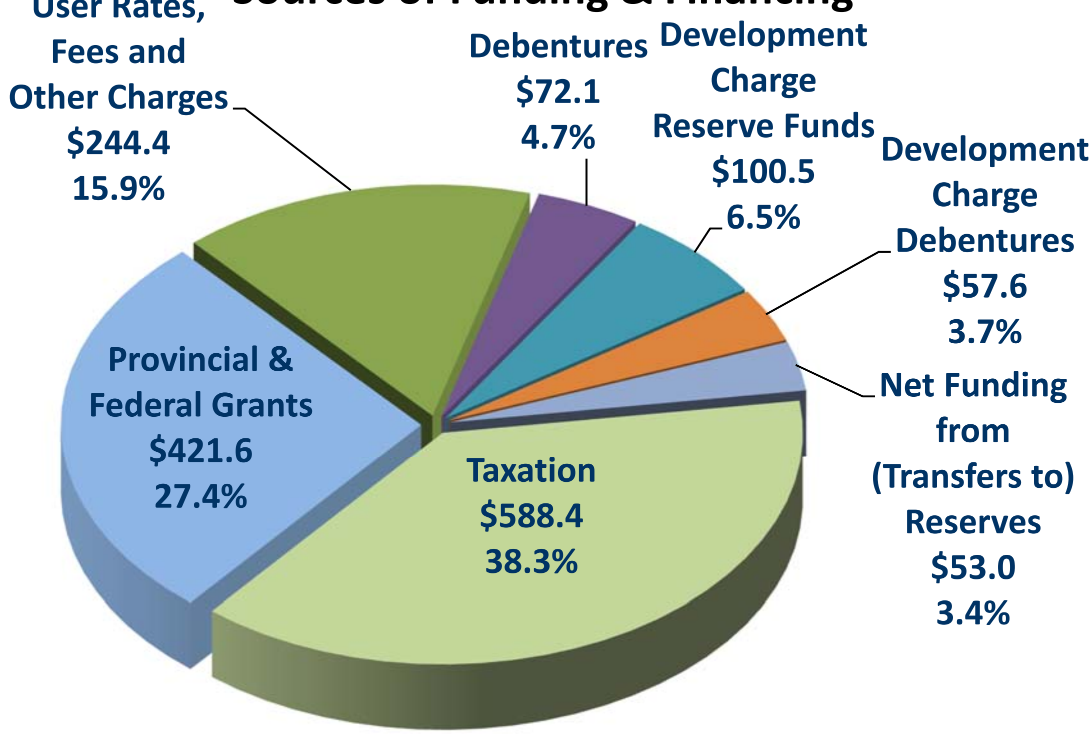
2020 Total Expenditure and Sources of Funding and Financing $1.5 billion

$ millions

Expenditure Categories



Sources of Funding & Financing

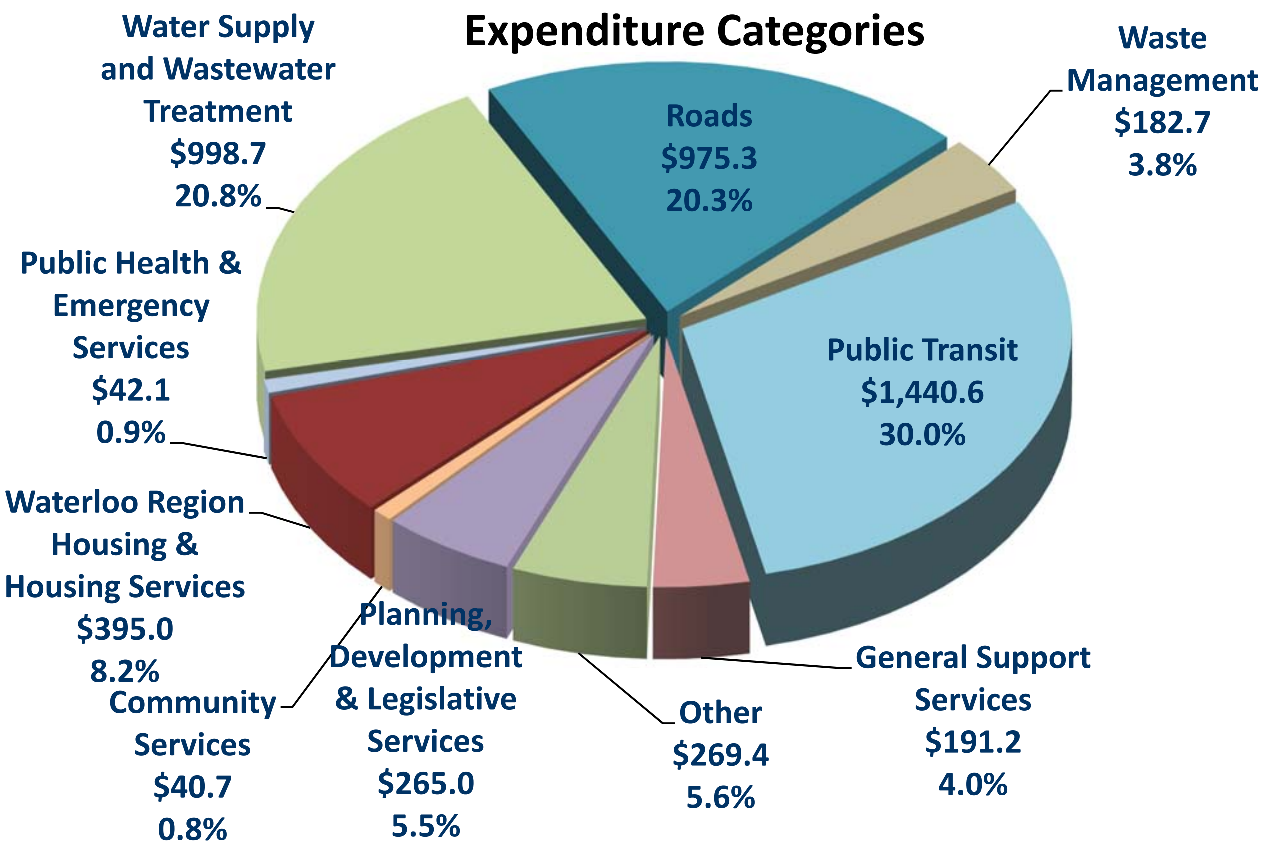


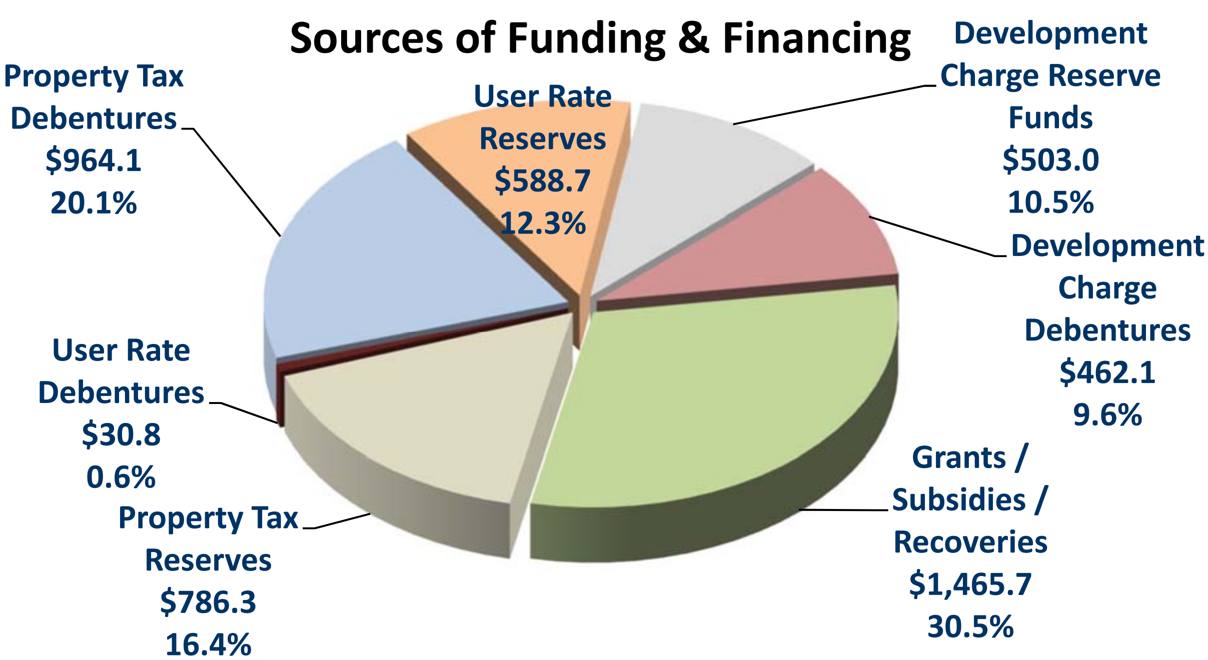
Expenditures and Sources of Funding and Financing include Capital and Operating for both user rates and property tax budgets.

REGIONAL MUNICIPALITY OF WATERLOO

2020-2029 Capital Budget & Forecast $4.8 billion

$ millions

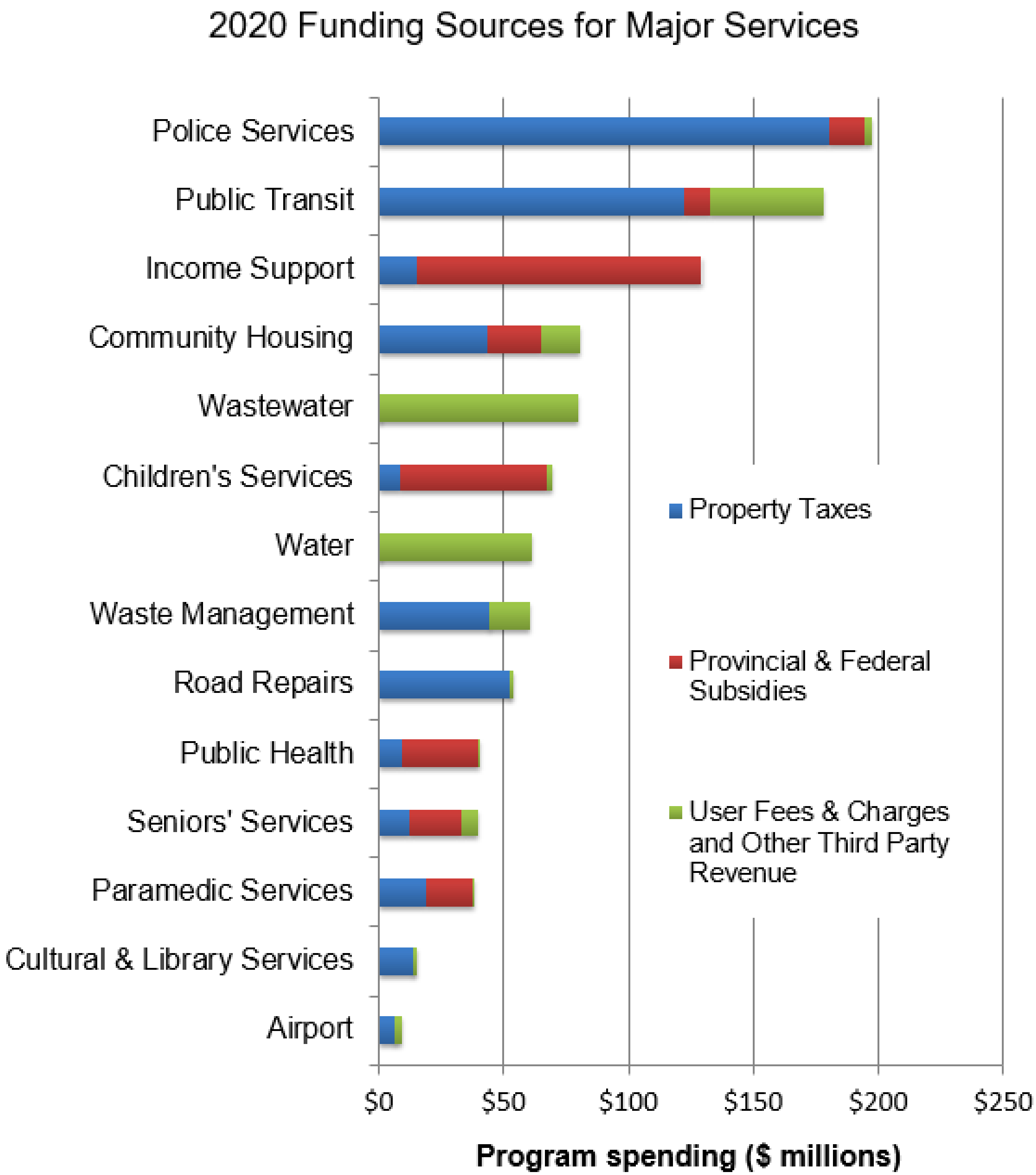




Expenditures and Sources of Funding and Financing include Capital for both user rates and property tax budgets.

REGIONAL MUNICIPALITY OF WATERLOO

2020 Operating Budget: Funding Sources for Major Services ($ millions)



REGIONAL MUNICIPALITY OF WATERLOO

Property Tax & User Rates Budget Highlights

2020 Operating Budget

- Average Property Tax Budget Impact is 3.84%
- Total operating budget expenditure of $1,152 million ($1,023 million net of transfers to Capital and Reserve Funds)
- Assessment Growth is 1.77%
- Approximately 1.38% of the 3.84% increase is required to fund Police Services
- The direct Regional tax rate increase is 2.46%
- The water wholesale rate increased by 1.9%
- The wastewater wholesale rate increased by 3.9%
- The retail water rate increased by 4.9%
- The retail wastewater rate increased by 3.9%

Capital Budget and Ten Year Forecast

- The 2020 approved capital budget is $515 million
- The 10 year capital forecast is $4.8 billion (constant 2020 dollars)
- Total debenture requirement over the 10 year forecast is $1.5 billion
  - Property Tax debenture requirement is $964 million
  - User Rate debenture requirement is $31 million
  - Development Charge debenture requirement is $462 million

REGIONAL MUNICIPALITY OF WATERLOO

Approved Staff Complement (FTEs)

	2019 Budget *	2020 Budget	Change
Transportation & Environmental Services	1,215.0	1,246.6	31.6
Community Services	774.2	773.6	(0.6)
Public Health & Emergency Services	520.6	528.4	7.8
Corporate Services	287.2	283.2	(4.0)
Planning, Development & Legislative Services	223.8	222.8	(1.0)
Human Resources & Citizen Service	92.1	91.1	(1.0)
Chief Administrator's Office	8.0	8.0	-
Elected Offices	3.0	3.0	-
Direct Regional	**3,123.9**	**3,156.7**	**32.8**
Waterloo Regional Police Services	1,210.9	1,220.9	10.0
Waterloo Region Crime Prevention Council	6.2	6.3	0.1
Immigration Partnership Council	3.8	3.8	-
Total	**4,344.8**	**4,387.7**	**42.9**

Approved 2020 Staff Complement (FTEs)

	Permanent	Temporary	Total
Direct Regional	3,059.6	97.10	3,156.7
Waterloo Regional Police Services	1,204.8	16.1	1,220.9
Waterloo Region Crime Prevention Council	6.3	-	6.3
Immigration Partnership Council	-	3.8	3.8
Total	**4,270.7**	**117.0**	**4,387.7**

*The 2019 Budget complement has been adjusted to reflect 2019 in-year changes.
Note: Elected officials are excluded from complement count.

Region of Waterloo
2020 Budget - Summary of Approved Budget Issue Papers ($ thousands)

Dept/Div	Description	Annualized Levy Impact	2020 Operating Budget Impact: Property Taxes	2020 Operating Budget Impact: Reserves, Capital, Subsidies & User Fees	2020-2029 Capital Plan Impact: Tax Supported reserves and debt	2020-2029 Capital Plan Impact: RDC reserves and debt	2020-2029 Capital Plan Impact: Grants & Subsidies
Approved Budget Issue Papers							
TES/Transit Services	Route 77 - Wilmot Township Transit Service	$177	$59	$11	-	-	-
TES/Transit Services	Implementation of MobilityPLUS Five-Year Business Plan	$204	$144	$4	$22	$25	$128
TES/Transit Services	Implementation of GRT Business Plan (Bundle 1: 15,000 service hours)	$1,189	$912	$73	$620	$401	$2,759
TES/Transit Services	Implementation of GRT Business Plan (Bundle 2: additional 15,000 service hours)	$1,189	$912	$73	$620	$401	$2,759
TES/Transit Services	Implementation of GRT Business Plan (Bundle 3: additional 5,000 service hours)	$396	$133	$24	-	-	-
CSD/Housing Services	Waterloo Region Housing Master Plan	$198	$99	$125	-	-	-
CSD/Seniors' Services	Seniors' Services Personal Support Workers	$195	$146	-	-	-	-
PHE/Infectious Diseases and Sexual Health	Substance Use and Harm Reduction	$122	$122	$286	-	-	-
PHE/Paramedic Services	Paramedic Services Master Plan Implementation (Bundle 1: Two 12-hour crews, 3 vehicles)	$792	$433	$434	$430	$359	-
Sub-Total		**$4,462**	**$2,960**	**$1,030**	**$1,692**	**$1,186**	**$5,646**

Legend:

TES **Transportation and Environmental Services**
GRT **Grand River Transit**
CSD **Community Services**
PHE **Public Health and Emergency Services**

REGIONAL MUNICIPALITY OF WATERLOO

Cost of Regional Services Per Average Household*

	2019	2020	$ Change	% Change
Water **	$219.28	$223.44	$4.16	1.9%
Wastewater **	$256.22	$266.24	$10.02	3.9%
Property Tax ****	$2008.67	$2,085.86	$77.19	3.84%
Total	**$2,500.96**	**$2,578.13**	**$77.17**	**3.68%**

	2019	2020	$ Change	% Change
Retail Water ***	$729.96	$760.56	$30.60	4.2%
Retail Wastewater ***	$550.92	$569.28	$18.36	3.3%

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 2020 market value of $354,500 and water usage of 204 cubic metres

** Annualized impact. Rate increase is 1.9% in Water and 3.9% for Wastewater effective January 1, 2020

*** Annualized impact. Rate increase is 4.9% in Retail Water and 3.9% in Retail Wastewater effective January 1, 2020

**** 2019 Property Tax impact adjusted to reflect updated average assessment value

REGIONAL MUNICIPALITY OF WATERLOO
Average Cost Per Household* for Regional Services
2020 Budget

Tax Supported Services	Net Expenditure ($000's)	Property Tax Levy [1] ($000's)	*per $354,500 Residential Assessment Value* Blended Regional %	Blended Regional $	Urban %	Urban $	Rural [4] %	Rural [4] $	Woolwich %	Woolwich $	Wilmot %	Wilmot $
Police Services	$200,143	$180,123	31.6	$659	30.9	$659	37.2	$659	36.3	$659	36.7	$659
Public Transit[2]	184,554	122,487	21.5	448	23.6	503	3.5	62	5.7	103	4.6	82
Roads/Design & Construction/Eng.	56,679	52,647	9.2	192	9.0	192	10.9	192	10.6	192	10.7	192
Waste Management	60,723	44,248	7.8	162	7.6	162	9.1	162	8.9	162	9.0	162
Housing Services	80,972	43,493	7.6	159	7.5	159	9.0	159	8.8	159	8.9	159
Paramedic Services	38,784	18,959	3.3	69	3.3	69	3.9	69	3.8	69	3.9	69
Employment/Income Support	130,066	15,411	2.7	56	2.6	56	3.2	56	3.1	56	3.1	56
Grants/Financial Expenses	14,773	13,227	2.3	48	2.3	48	2.7	48	2.7	48	2.7	48
Seniors' Services	39,981	12,625	2.2	46	2.2	46	2.6	46	2.5	46	2.6	46
Cultural Services	11,804	10,417	1.8	38	1.8	38	2.1	38	2.1	38	2.1	38
Public Health	40,588	9,425	1.7	34	1.6	34	1.9	34	1.9	34	1.9	34
Human Resources & Citizen Service	10,087	9,088	1.6	33	1.6	33	1.9	33	1.8	33	1.9	33
Children's Services	69,757	9,012	1.6	33	1.5	33	1.9	33	1.8	33	1.8	33
Information Technology Services	9,045	8,741	1.5	32	1.5	32	1.8	32	1.8	32	1.8	32
Facilities & Fleet Management	10,824	8,495	1.5	31	1.5	31	1.8	31	1.7	31	1.7	31
Property Assessment	7,005	7,005	1.2	26	1.2	26	1.4	26	1.4	26	1.4	26
Finance	6,438	6,254	1.1	23	1.1	23	1.3	23	1.3	23	1.3	23
Airport	9,683	5,984	1.0	22	1.0	22	1.2	22	1.2	22	1.2	22
Regional Library[2]	3,214	3,050	0.5	11	0.0	0	4.7	83	4.6	83	4.6	83
Elected Offices & Chief Administrator's Office	2,738	2,738	0.5	10	0.5	10	0.6	10	0.6	10	0.6	10
Planning, Development & Legislative Services	13,179	2,229	0.4	8	0.4	8	0.5	8	0.4	8	0.5	8
Economic Development	2,066	2,066	0.4	8	0.4	8	0.4	8	0.4	8	0.4	8
Waterloo Crime Prevention Council	743	709	0.1	3	0.1	3	0.1	3	0.1	3	0.1	3
Subtotal	$1,003,847	$588,432		$2,152		$2,196		$1,838		$1,879		$1,858
Less: Payments in Lieu & Supplementary Taxes[3]		(17,960)	(3.1)	($66)	(3.1)	($66)	(3.7)	($66)	(3.6)	($66)	(3.7)	($66)
Regional Tax Levy	$1,003,847	$570,472	100%	$2,086	100%	$2,130	100%	$1,772	100%	$1,814	100%	$1,793

Tax Supported Regional Services	Net Expenditure (thousands)	Cost of Regional Services per Average Household* by Area Municipality: Kitchener	Waterloo	Cambridge	N. Dumfries	Wellesley	Woolwich	Wilmot
		$2,130	$2,130	$2,130	$1,772	$1,772	$1,814	$1,793
User Rates								
Water [5]	$58,362	$223	$223	$223	$223	$223	$223	$223
Wastewater Treatment [5]	79,672	$266	$266	$266	$266	$266	$266	$266
Retail Water & Wastewater [6]	4,217				$840	$840		
Subtotal User Rates	**$142,251**	**$490**	**$490**	**$490**	**$1,330**	**$1,330**	**$490**	**$490**
Household cost for Regional services *		**$2,620**	**$2,620**	**$2,620**	**$3,102**	**$3,102**	**$2,303**	**$2,282**

[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 $354,500 for 2020 and water usage of 204 m^3.

Region of Waterloo

TAX SUPPORTED PROGRAM BUDGET & CAPITAL BUDGET SUMMARIES

2020 Tax Supported Program Budgets

Departmental Summary
2020 Budget by Division (Thousands)

Page		Budgeted Expenditure (Gross Expenditures) 2019	Budgeted Expenditure (Gross Expenditures) 2020	Budgeted Expenditure Increase (Decrease)	Budgeted Net Expenditure (Net of Internal Recoveries) 2019	Budgeted Net Expenditure (Net of Internal Recoveries) 2020	Budgeted Net Expenditure Increase (Decrease)	Budgeted Revenue 2019	Budgeted Revenue 2020	Budgeted Revenue Increase (Decrease)	Property Tax Levy (Net Expenditure less Revenue) 2019	Property Tax Levy (Net Expenditure less Revenue) 2020	Property Tax Levy Increase (Decrease)	%
	DIRECT REGIONAL RESPONSIBILITY													
33	**Elected Offices**	**$ 1,769**	**$ 1,765**	**$ (4)**	**$ 1,422**	**$ 1,418**	**$ (4)**	**$ -**	**$ -**	**$ -**	**$ 1,422**	**$ 1,418**	**$ (4)**	**(0.3%)**
37	**Chief Administrator's Office**	**1,451**	**1,460**	**9**	**1,311**	**1,320**	**9**	**-**	**-**	**-**	**1,311**	**1,320**	**9**	**0.7%**
	Corporate Services													
41	Commissioner of Corporate Services	422	**414**	(8)	346	**338**	(8)	-	**-**	-	346	**338**	(8)	(2.3%)
44	Information Technology Services	12,793	**12,907**	114	8,719	**9,045**	326	102	**304**	202	8,617	**8,741**	124	1.4%
49	Facilities Management	74,226	**76,898**	2,673	11,263	**10,824**	(440)	2,339	**2,328**	(10)	8,925	**8,495**	(429)	(4.8%)
58	Fleet Management *	5,039	**5,495**	456	-	**-**	-	-	**-**	-	-	**-**	-	0.0%
64	Treasury Services	4,973	**5,000**	27	2,539	**2,571**	33	69	**79**	10	2,470	**2,492**	23	0.9%
67	Financial Services & Development Financing	5,466	**5,458**	(8)	3,607	**3,529**	(78)	105	**105**	-	3,502	**3,424**	(78)	(2.2%)
	Total Corporate Services	**102,919**	**106,172**	**3,253**	**26,473**	**26,307**	**(167)**	**2,615**	**2,816**	**202**	**23,859**	**23,491**	**(368)**	**(1.5%)**
	* Divisions are 100% recovered.													
	Human Resources & Citizen Service													
75	Commissioner of Human Resources & Citizen Service	2,228	**2,256**	28	1,869	**1,899**	30	88	**88**	-	1,781	**1,811**	30	1.7%
77	Talent Management & Employee Services	2,378	**2,402**	24	1,500	**1,532**	32	-	**-**	-	1,500	**1,532**	32	2.1%
80	Citizen Service	5,149	**5,159**	10	4,162	**4,178**	16	95	**91**	(4)	4,067	**4,087**	20	0.5%
83	Employee Relations	3,868	**3,813**	(55)	2,522	**2,478**	(44)	825	**820**	(5)	1,697	**1,658**	(39)	(2.3%)
	Total Human Resources & Citizen Service	**13,623**	**13,630**	**7**	**10,053**	**10,087**	**34**	**1,008**	**999**	**(9)**	**9,045**	**9,088**	**43**	**0.5%**
	Planning, Development & Legislative Services													
89	Commissioner of Planning, Development & Legislative Services	715	**727**	12	715	**727**	12	-	**-**	-	715	**727**	12	1.7%
92	Economic Development	2,063	**2,066**	3	2,063	**2,066**	3	-	**-**	-	2,063	**2,066**	3	0.1%
96	Region of Waterloo International Airport	9,648	**9,836**	188	9,521	**9,683**	163	3,429	**3,699**	270	6,092	**5,984**	(108)	(1.8%)
103	Community Planning	4,298	**4,244**	(54)	4,248	**4,194**	(54)	1,018	**909**	(109)	3,230	**3,285**	55	1.7%
108	Council & Administrative Services	4,679	**4,968**	289	2,747	**3,001**	254	568	**712**	144	2,179	**2,289**	110	5.1%
111	Provincial Offences Act	4,336	**4,427**	91	4,319	**4,410**	91	8,946	**9,116**	170	(4,627)	**(4,706)**	(79)	1.7%
113	Legal Services	1,913	**1,975**	62	792	**847**	55	209	**212**	3	582	**634**	52	8.9%
116	Cultural Services	11,217	**11,804**	586	11,217	**11,804**	586	881	**1,387**	506	10,336	**10,417**	81	0.8%
121	Region of Waterloo Library	3,166	**3,214**	48	3,166	**3,214**	48	181	**164**	(17)	2,985	**3,050**	65	2.2%
	Total Planning, Development & Legislative Services	**42,036**	**43,261**	**1,225**	**38,787**	**39,946**	**1,158**	**15,232**	**16,199**	**967**	**23,555**	**23,747**	**191**	**0.8%**

2020 Tax Supported Program Budgets

Departmental Summary 2020 Budget by Division (Thousands)														
		Budgeted Expenditure (Gross Expenditures)			Budgeted Net Expenditure (Net of Internal Recoveries)			Budgeted Revenue			Property Tax Levy (Net Expenditure less Revenue)			
Page		2019	2020	Increase (Decrease)	2019	2020	Increase (Decrease)	2019	2020	Increase (Decrease)	2019	2020	Increase (Decrease)	%
	Transportation & Environmental Services													
128	Commissioner of Transportation & Environmental Services	907	**1,032**	$ 125	$ 272	**$ 406**	$ 134	$ -	**$ -**	$ -	$ 272	**$ 406**	$ 134	49.1%
130	Design & Construction *	7,737	**7,938**	201	55	**55**	-	55	**55**	-	-	**-**	-	0.0%
134	Transportation	53,278	**57,856**	4,578	51,970	**56,548**	4,578	1,195	**3,977**	2,782	50,775	**52,571**	1,795	3.5%
152	Waste Management	59,016	**62,133**	3,117	57,524	**60,641**	3,117	16,165	**16,475**	310	41,359	**44,166**	2,807	6.8%
159	Consolidated Public Transit	177,507	**185,221**	7,714	177,118	**184,306**	7,188	63,217	**62,068**	(1,149)	113,901	**122,238**	8,337	7.3%
	Total Transportation & Environmental Services	**298,446**	**314,180**	**15,735**	**286,939**	**301,955**	**15,016**	**80,631**	**82,575**	**1,943**	**206,308**	**219,381**	**13,073**	**6.3%**
	* Divisions are 100% recovered.													
	Community Services													
203	Commissioner of Community Services	646	**646**	-	646	**646**	-	296	**296**	-	350	**350**	-	0.0%
206	Strategic and Quality Initiatives	1,164	**1,158**	(6)	1,164	**1,158**	(6)	404	**404**	-	760	**754**	(6)	(0.8%)
209	Housing Services	79,593	**80,517**	924	79,593	**80,517**	924	38,020	**37,303**	(717)	41,573	**43,214**	1,641	3.9%
216	Children's Services	71,182	**69,355**	(1,827)	71,261	**69,365**	(1,896)	62,292	**60,593**	(1,699)	8,969	**8,772**	(197)	(2.2%)
220	Seniors' Services	38,461	**39,756**	1,295	38,461	**39,756**	1,295	27,184	**27,269**	85	11,277	**12,487**	1,210	10.7%
224	Employment & Income Support	33,627	**33,724**	97	33,648	**33,744**	97	21,050	**20,797**	(253)	12,598	**12,947**	350	2.8%
225	Financial Assistance	97,858	**95,741**	(2,117)	97,708	**95,591**	(2,117)	95,692	**93,575**	(2,117)	2,016	**2,016**	-	0.0%
	Total Community Services	**322,531**	**320,897**	**(1,634)**	**322,481**	**320,777**	**(1,704)**	**244,938**	**240,237**	**(4,701)**	**77,543**	**80,540**	**2,998**	**3.9%**
	Public Health & Emergency Services													
231	Medical Officer of Health/Central Resources	7,970	**8,132**	162	7,805	**7,969**	164	4,918	**4,774**	(144)	2,887	**3,195**	308	10.7%
234	Health Protection & Investigation	4,904	**4,972**	68	4,859	**4,952**	93	3,733	**3,663**	(70)	1,126	**1,289**	163	14.5%
237	Infectious Disease, Dental and Sexual Health	8,350	**10,402**	2,052	8,361	**10,432**	2,071	8,172	**9,963**	1,791	189	**469**	280	148.1%
240	Healthy Living	8,003	**8,165**	162	7,816	**7,976**	160	5,854	**6,108**	254	1,962	**1,868**	(94)	(4.8%)
243	Child & Family Health	7,763	**9,361**	1,598	7,643	**9,259**	1,616	5,681	**6,655**	974	1,962	**2,604**	642	32.7%
248	Paramedic Services	36,195	**38,784**	2,589	36,195	**38,785**	2,590	18,757	**19,826**	1,069	17,438	**18,959**	1,521	8.7%
	Total Public Health & Emergency Services	**73,185**	**79,816**	**6,631**	**72,679**	**79,373**	**6,694**	**47,115**	**50,989**	**3,874**	**25,564**	**28,384**	**2,820**	**11.0%**
254	**Corporate Financial**	14,567	**17,561**	2,994	11,722	**13,716**	1,994	18,202	**18,998**	796	(6,480)	**(5,282)**	1,199	18.5%
	TOTAL DIRECT REGIONAL	**$ 870,527**	**$ 898,743**	**$ 28,216**	**$ 771,867**	**$ 794,899**	**$ 23,032**	**$ 409,741**	**$ 412,813**	**$ 3,072**	**$ 362,126**	**$ 382,086**	**$ 19,960**	**5.5%**

2020 Tax Supported Program Budgets

Departmental Summary
2020 Budget by Division (Thousands)

Page		Budgeted Expenditure (Gross Expenditures) 2019	2020	Increase (Decrease)	Budgeted Net Expenditure (Net of Internal Recoveries) 2019	2020	Increase (Decrease)	Budgeted Revenue 2019	2020	Increase (Decrease)	Property Tax Levy (Net Expenditure less Revenue) 2019	2020	Increase (Decrease)	%
	ASSOCIATED AGENCIES													
260	Waterloo Regional Police Services	187,057	**200,143**	13,087	187,057	**200,143**	13,087	17,522	**20,020**	2,498	169,534	**180,123**	10,589	6.2%
265	Waterloo Regional Heritage Foundation	106	**106**	-	106	**106**	-	-	**-**	-	106	**106**	-	0.0%
267	Region of Waterloo Arts Fund	393	**393**	-	393	**393**	-	-	**-**	-	393	**393**	-	0.0%
269	Waterloo Region Crime Prevention Council	745	**743**	(2)	745	**743**	(2)	34	**34**	-	711	**709**	(2)	(0.3%)
271	Immigration Partnership Council	543	**558**	15	543	**558**	15	493	**508**	15	50	**50**	-	0.0%
273	Assessment Delivery Services (MPAC)	6,884	**7,005**	120	6,885	**7,005**	121	-	**-**	-	6,885	**7,005**	121	1.8%
	TOTAL ASSOCIATED AGENCIES	**195,728**	**208,948**	**13,220**	**195,728**	**208,948**	**13,220**	**18,049**	**20,562**	**2,513**	**177,679**	**188,386**	**10,707**	**6.0%**
	REGIONAL PROPERTY TAX LEVY	**$ 1,066,254**	**$ 1,107,690**	**$ 41,436**	**$ 967,595**	**$ 1,003,847**	**$ 36,252**	**$ 427,790**	**$ 433,375**	**$ 5,585**	**$ 539,805**	**$ 570,472**	**$ 30,667**	**5.7%**

Notes:
(1) The 2019 Budget has been restated in order to improve comparability with the 2020 Budget.
(2) These figures exclude Police Services and proposed 2020 service expansions (Budget Issue Papers).

Budgeted Staff Complement (FTEs)	**2019**	**2020**	**Change**
By Department:			
Waterloo Regional Police	1,210.9	**1,220.9**	10.0
Transportation & Environmental Services	1,065.0	**1,096.6**	31.6
Community Services	774.2	**773.6**	(0.6)
Public Health & Emergency Services	520.6	**528.4**	7.8
Corporate Services	287.2	**283.2**	(4.0)
Planning, Development & Legislative Services	223.8	**222.8**	(1.0)
Human Resources & Citizen Service	92.1	**91.1**	(1.0)
Chief Administrator's Office	8.0	**8.0**	-
Waterloo Region Crime Prevention Council	6.2	**6.3**	0.1
Immigration Partnership Council	3.8	**3.8**	-
Elected Offices	3.0	**3.0**	-
Total	**4,194.8**	**4,237.7**	**42.9**
By Category			
Permanent	4,088.0	**4,127.7**	39.7
Temporary	106.8	**110.0**	3.2
Total	**4,194.8**	**4,237.7**	**42.9**

Notes:
(1) The 2019 Budget complement has been adjusted to reflect 2019 in-year changes.
(2) Elected Officials are not included in the complement count.

Tax Supported Capital Budget & Forecast
Summary of Expenditure & Sources of Financing (Thousands)
2020-2029

Page		Previous Unspent Approvals	2020 New Request	2020 Total	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
	EXPENDITURE										
	Corporate Services										
45	Information Technology Services	234	1,170	1,404	1,661	1,690	785	825	**6,366**	4,951	**11,317**
51	Facilities Management	558	311	869	267	539	415	585	**2,675**	2,823	**5,498**
53	Facility Asset Acquisition & Construction	3,093	1,432	4,525	24,975	16,337	5,725	6,555	**58,117**	44,895	**103,012**
55	Facility Asset Renewal	3,784	1,501	5,285	5,869	7,446	8,062	7,152	**33,813**	28,678	**62,491**
59	Fleet Management	284	495	779	352	95	217	135	**1,578**	820	**2,398**
68	Financial Services & Development Financing	105		105	460	200	180	120	**1,065**	1,895	**2,960**
	Human Resources & Citizen Service										
84	Human Resources & Citizen Service	417	462	879	600	184	750	750	**3,163**	400	**3,563**
	Planning, Development & Legislative Services										
93	Economic Development	223	200	423	200	150			**773**		**773**
97	Region of Waterloo International Airport	2,502	2,442	4,944	6,041	3,454	22,531	24,801	**61,771**	155,514	**217,285**
104	Community Planning	1,715	1,175	2,890	2,567	1,375	850	450	**8,132**	2,250	**10,382**
109	Council & Administrative Services	115	100	215	300	300	402	200	**1,417**	283	**1,700**
117	Cultural Services	1,016	2,150	3,166	6,854	5,251	2,384	3,459	**21,113**	12,722	**33,836**
122	Region of Waterloo Library	25	78	103	203	128	58	103	**595**	415	**1,010**
	Transportation & Environmental Services										
131	Design & Construction					30	75	105	**210**	225	**435**
136	Transportation	49,799	111,893	161,691	122,680	105,713	117,647	134,205	**641,935**	333,372	**975,307**
153	Waste Management	9,469	11,935	21,404	19,950	28,765	9,734	26,325	**106,179**	76,560	**182,738**
161	Grand River Transit Bus Services	60,758	33,312	94,069	88,950	59,775	18,775	17,963	**279,532**	115,601	**395,132**
166	Light Rail Transit	37,082	8,376	45,458	9,063	21,000		2,000	**77,521**	967,966	**1,045,487**
	Community Services										
211	Waterloo Region Housing	4,490	6,230	10,719	35,400	41,102	40,008	33,404	**160,633**	209,011	**369,644**
211	Housing Services	8,624	970	9,594	1,606	2,855	3,266	2,205	**19,526**	5,801	**25,327**
216	Children's Services	384	451	835	688	522	675	727	**3,448**	8,699	**12,147**
221	Seniors' Services	4,319	3,737	8,056	2,241	1,143	2,636	2,757	**16,833**	11,683	**28,515**
	Public Health & Emergency Services										
244	Public Health		1,000	1,000					**1,000**		**1,000**
249	Paramedic Services	1,655	5,007	6,663	3,704	3,135	3,227	4,479	**21,207**	19,918	**41,126**
	Corporate Financial										
255	Brownfield Financial Incentive Program	717	1,198	1,915	7,152	11,240	6,978	4,836	**32,122**	13,980	**46,102**
	Police Services										
261	Waterloo Regional Police	11,780	17,300	29,080	29,930	29,953	16,515	23,867	**129,344**	93,494	**222,838**
	TOTAL EXPENDITURE	**203,146**	**212,924**	**416,070**	**371,714**	**342,383**	**261,894**	**298,006**	**1,690,068**	**2,111,955**	**3,802,023**

Tax Supported Capital Budget & Forecast
Summary of Expenditure & Sources of Financing (Thousands)
2020-2029

Page		Previous Unspent Approvals	2020 New Request	2020 Total	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
	FUNDING & FINANCING										
	Grants / Subsidies / Recoveries										
	Grants & Subsidies	70,772	60,044	130,816	130,029	108,257	60,594	56,632	**486,328**	974,981	**1,461,309**
	Recoveries		600	600					**600**		**600**
	Development Charges										
	Reserve Funds	16,167	36,356	52,523	37,854	35,694	36,754	38,269	**201,094**	106,401	**307,495**
	Debentures	28,161	21,232	49,393	35,002	28,627	18,402	47,554	**178,977**	103,254	**282,231**
	Property Taxes										
	Reserves & Reserve Funds										
	Vehicle & Equipment Reserves	5,630	19,092	24,722	24,856	18,911	16,318	16,881	**101,688**	120,108	**221,796**
	Airport Capital Reserve	1,183	1,750	2,933	911	394	7,047	903	**12,188**	10,442	**22,631**
	General Tax Supported Capital Reserve	1,535	717	2,252	673	150	46		**3,121**	250	**3,371**
	Roads Rehabilitation Capital Reserve	13,266	31,036	44,302	35,133	24,321	25,875	24,755	**154,386**	98,122	**252,508**
	Transit Capital Reserve	6,098	3,033	9,131	4,011	1,941	808	2,455	**18,347**	7,542	**25,889**
	Regional Transportation Master Plan Reserve Fund	1,264	2,344	3,609	2,213				**5,821**		**5,821**
	Waste Management Reserve	2,080	1,447	3,527	4,617	2,936	3,533	5,780	**20,393**	14,249	**34,642**
	Library Capital Reserve	25	8	33	61	33	6	33	**165**	58	**223**
	Building Reserve		30	30	30	30	30	30	**150**	150	**300**
	Facility Lifecycle Reserve	3,560	5,428	8,987	8,994	8,279	7,223	7,541	**41,025**	37,561	**78,586**
	Solar Photovolatic Reserve	403	250	653	250	250	250	250	**1,653**	1,250	**2,903**
	Tax Increment Grant Reserve Fund	164	1,198	1,362	1,402	2,990	4,360	4,718	**14,831**	13,388	**28,219**
	Brownfield Regional Dev Charge Exemption Reserve				5,750	8,250	2,618	118	**16,737**	592	**17,329**
	ITS Capital Reserve	334	750	1,084	1,056	1,060	810	650	**4,661**	3,501	**8,162**
	Computer Equipment Reserve		520	520	905	930	275	275	**2,905**	1,550	**4,455**
	Cultural Services Capital Reserve	372	1,616	1,988	1,341	307	1,760	2,947	**8,343**	6,035	**14,378**
	Financial Services Capital Reserve	100		100	300	200	18	12	**630**	30	**660**
	Children's Services Capital Reserve	301	325	626	475	300	300	300	**2,001**	1,500	**3,501**
	Community Planning Capital Reserve	234	128	361	570	356	65	25	**1,377**	125	**1,502**
	Seniors' Services Capital Reserve	1,165	1,197	2,362	469	591	736	1,250	**5,408**	2,144	**7,552**
	HRC Capital Reserve		150	150	150	184	750	750	**1,984**	400	**2,384**
	WSIB Reserve Fund	68	145	213	177				**391**		**391**
	Housing General Reserve	3,176		3,176	8,053	8,681	7,246	6,627	**33,782**	14,295	**48,077**
	Water Capital Reserve	198		198					**198**		**198**
	Accessibile Service Reserve	23	23	46	23				**68**		**68**
	Other Reserves	198	520	718	15				**733**		**733**
	Debentures	46,670	22,987	69,657	66,396	88,710	66,070	79,250	**370,083**	594,026	**964,109**
	TOTAL FUNDING & FINANCING	**203,146**	**212,924**	**416,070**	**371,714**	**342,383**	**261,894**	**298,006**	**1,690,068**	**2,111,955**	**3,802,023**

Notes:
- 2020-2029 capital programs are stated in 2020 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.

Tax Supported Capital Budget & Forecast
Summary of Debenture Financing by Project (Thousands)
2020-2024

	Previous Unspent Approvals	2020 New Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Total**
01016 Waterloo Soil Manageemnt Strategy								
Debentures 10 yrs		205	**205**	485	760		4,160	**5,610**
01052 Cambridge - Leachate Control								
Debentures 10 yrs	210		**210**					**210**
01082 Waterloo Groundwater Management								
Debentures 10 yrs	231	1,450	**1,681**	1,020	530	430	530	**4,191**
01084 Materials Recycling Centre								
Debentures 10 yrs	251		**251**	999	1,896	134	4,603	**7,882**
Debentures 10 yrs (RDC)				121	230		557	**908**
01092 Cambridge - Storm Water Management								
Debentures 10 yrs				326			326	**652**
01103 Decommissioned Sites								
Debentures 10 yrs	341	820	**1,161**	1,340	630	505	1,100	**4,736**
01144 Feasibility Studies								
Debentures 10 yrs		100	**100**	400	500		500	**1,500**
01154 Waterloo - New Cells Design & Construction								
Debentures 10 yrs	610		**610**	2,140	9,200		830	**12,780**
01156 Waterloo Leachate Control								
Debentures 10 yrs		1,045	**1,045**	510	765	560	1,220	**4,100**
01160 Waterloo - Roads Construction								
Debentures 10 yrs		1,715	**1,715**	510	1,230	1,550		**5,005**
01163 Waterloo Landfill Gas System								
Debentures 10 yrs	2,298	1,706	**4,004**	946	3,455	1,080	540	**10,024**
01192 Waterloo Transfer Station Upgrade								
Debentures 10 yrs		446	**446**	1,519	756	442	2,899	**6,061**
Debentures 10 yrs (RDC)				184	91		351	**626**
03544 Sanitary Forcemain Servicing								
Debentures 10 yrs	61		**61**	926	899			**1,886**
Debentures 10 yrs (RDC)	123		**123**	1,879	1,826			**3,828**
03603 Trigger 2 Property Acquisition								
Debentures 10 yrs	184		**184**			629		**812**
Debentures 10 yrs (RDC)	254		**254**			868		**1,122**

Tax Supported Capital Budget & Forecast
Summary of Debenture Financing by Project (Thousands)
2020-2024

	Previous Unspent Approvals	2020 New Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Total**
03604 Construct Runway 14/32 Extension								
Debentures 10 yrs						1,829	2,814	**4,643**
Debentures 10 yrs (RDC)						2,526	3,886	**6,412**
03605 Design Runway 08/26 Ext to 8700'								
Debentures 10 yrs							193	**193**
Debentures 20 yrs (RDC)							267	**267**
03606 Shantz Station Road Reconfiguration Options								
Debentures 10 yrs							111	**111**
Debentures 20 yrs (RDC)							153	**153**
03607 Design R/T/A to Accomodate AGN-IV Aircraft								
Debentures 10 yrs						68		**68**
Debentures 10 yrs (RDC)						93		**93**
03608 Design and Construct Apron 'II' Expansion								
Debentures 10 yrs							84	**84**
Debentures 20 yrs (RDC)							59	**59**
03609 Construct Terminal Expansion Phase 1								
Debentures 10 yrs						1,880	2,452	**4,332**
Debentures 10 yrs (RDC)						1,202	1,568	**2,770**
03611 Increase Available Surface Parking								
Debentures 10 yrs							1,175	**1,175**
Debentures 20 yrs (RDC)							751	**751**
03612 Develop Existing Serviced Lands								
Debentures 10 yrs						450	409	**858**
Debentures 10 yrs (RDC)						287	261	**549**
03613 Fountain Street Utility Relocations								
Debentures 10 yrs							940	**940**
Debentures 20 yrs (RDC)							601	**601**
05337 King St, Eagle St to Fountain St & Fountain St - King St to Shantz Hill								
Debentures 20 yrs (RDC)		720	**720**					**720**
05367 Dundas St, Elgin St to Hespeler Rd								
Debentures 10 yrs					3,450	4,840		**8,290**

Tax Supported Capital Budget & Forecast
Summary of Debenture Financing by Project (Thousands)
2020-2024

	Previous Unspent Approvals	2020 New Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Total**
05386 Weber St, Blythwood Rd to Northfield Dr								
Debentures 10 yrs				7,520				**7,520**
05417 Church St, Spruce Ln to Arthur St								
Debentures 10 yrs					1,330	140		**1,470**
05474 Line 86, Northfield Dr E to Spruce Ln								
Debentures 10 yrs					1,895			**1,895**
05505 Sawmill Rd at Katherine St								
Debentures 10 yrs						2,000		**2,000**
05549 Franklin Blvd, Myers Rd to HWY 401								
Debentures 20 yrs (RDC)	1,328	5,990	**7,318**					**7,318**
05612 Frederick St, Lancaster St E to Duke St								
Debentures 10 yrs						1,560	135	**1,695**
05656 Westmount Rd W, South of Victoria St to Glasgow St and Victoria, Lawrence Ave to Fischer Hallman								
Debentures 10 yrs					2,695	2,067		**4,762**
05658 Victoria St N, Lancaster St to Margaret Ave.								
Debentures 10 yrs						1,510		**1,510**
05684 King St/Coronation Blvd, Water St N to Bishop St								
Debentures 10 yrs							1,805	**1,805**
05697 Fairway Rd N, Briarmeadow Dr to King St								
Debentures 20 yrs (RDC)							1,094	**1,094**
05751 Bleams Rd, Homer WAtson Blvd to Strasburg Rd								
Debentures 10 yrs					2,049			**2,049**
05752 Highland Rd W, Highland Hills Mall Entrance to Ira Needles Blvd								
Debentures 20 yrs (RDC)	2,221		**2,221**					**2,221**
05758 Herrgott Rd, N Limits of St Clements to Ament Line								
Debentures 10 yrs				1,712				**1,712**
05765 Erb St, Margaret Ave to King St								
Debentures 10 yrs							1,800	**1,800**
05766 Snyder's Rd E, Christian St to Gingerich Rd								
Debentures 10 yrs					1,350			**1,350**

Tax Supported Capital Budget & Forecast
Summary of Debenture Financing by Project (Thousands)
2020-2024

	Previous Unspent Approvals	2020 New Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Total**
05789 Water St N, Concession St to Ainslie St N								
Debentures 10 yrs							1,952	**1,952**
05796 Ottawa St, Alpine Rd to Fischer-Hallman Rd								
Debentures 10 yrs					3,100			**3,100**
05914 West Montrose Covered Bridge at Grand River (#0091)								
Debentures 10 yrs		216	**216**	1,134				**1,350**
05927 Fountain St N, HWY 401 to Maple Grove Rd								
Debentures 10 yrs					1,797	1,000		**2,797**
05954 Northfield Dr, Scheifele Bridge at Conestogo River (#2201)								
Debentures 10 yrs					200	6,500		**6,700**
05955 Ottawa St S, Fischer-Hallman Rd to 100M W of Trussler Rd								
Debentures 20 yrs (RDC)	266		**266**					**266**
06416 Franklin Blvd, 200M N of Avenue Rd to 325M S of Bishop St								
Debentures 20 yrs (RDC)	380		**380**				3,635	**4,015**
06762 Homer Watson Blvd, Ottawa St S to Bleams Rd								
Debentures 20 yrs (RDC)	48		**48**					**48**
07087 River Rd Extension, King St to Manitou Dr								
Debentures 20 yrs (RDC)	8,840	10,000	**18,840**	10,000	6,900	10,000	10,000	**55,740**
07111 Homer Watson Blvd, Conestoga College Blvd to Manitou Dr								
Debentures 20 yrs (RDC)	2,945		**2,945**					**2,945**
07116 Maple Grove Rd, Hespeler Rd to East of Fountain St								
Debentures 20 yrs (RDC)							11,500	**11,500**
07122 Fischer-Hallman Rd, Plains Rd to 500M S of Bleams Rd								
Debentures 20 yrs (RDC)	335		**335**		6,000			**6,335**
07139 Central Yard Asset Renewal								
Debentures 10 yrs		1,500	**1,500**					**1,500**
07145 Bleams Rd at Fischer-Hallman Rd								
Debentures 20 yrs (RDC)	1,762		**1,762**					**1,762**
07147 Salt Strategy Roads Operations								
Debentures 10 yrs					550	5,500	6,950	**13,000**

Tax Supported Capital Budget & Forecast
Summary of Debenture Financing by Project (Thousands)
2020-2024

	Previous Unspent Approvals	2020 New Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Total**
07192 South Boundary Rd, Water St to Franklin Blvd								
Debentures 20 yrs (RDC)	1,876		**1,876**					**1,876**
07221 Fischer-Hallman Rd/Bearinger Rd, Columbia St to Westmount Rd								
Debentures 20 yrs (RDC)							4,150	**4,150**
07258 Bleams Rd, Strasburg Rd to Fischer-Hallman Rd								
Debentures 20 yrs (RDC)		880	**880**	8,000	5	5		**8,890**
07327 Erb St, Ira Needles Blvd to Wilmot Ln								
Debentures 20 yrs (RDC)	2,000		**2,000**					**2,000**
07348 Lobsinger Line, Reitzel Pl to Heidelberg Cemetery								
Debentures 10 yrs					10	1,506		**1,516**
07358 Nafziger Rd at Wellesley Creek (#0552)								
Debentures 10 yrs							750	**750**
07391 Westmount Rd N, University Ave W to Columbia St								
Debentures 10 yrs							2,417	**2,417**
07401 Fischer Hallman Rd, HWY 7/8 Off Ramp to McGarry Dr								
Debentures 10 yrs					1,045			**1,045**
07403 Bridgeport Rd E, Weber St N to King St								
Debentures 10 yrs						1,032		**1,032**
07404 Sawmill Rd, Snyder's Flats Rd to Crowsfoot Rd & Katherine St S								
Debentures 10 yrs							1,285	**1,285**
07407 Clyde Rd, Dobbie Dr to Franklin Blvd								
Debentures 10 yrs					40	40	767	**847**
07412 River Rd E, Fairway Rd N to King St E								
Debentures 10 yrs					60	60	1,720	**1,840**
07495 Lackner Blvd, Ottawa St to Victoria St								
Debentures 20 yrs (RDC)		163	**163**	7				**170**
07540 Hespeler Rd at HWY 401 Cycling Facility								
Debentures 20 yrs (RDC)		462	**462**					**462**
07597 Spragues Rd, Shouldice Side Rd to 1315m N of Alps Rd								
Debentures 10 yrs							2,419	**2,419**

Tax Supported Capital Budget & Forecast
Summary of Debenture Financing by Project (Thousands)
2020-2024

	Previous Unspent Approvals	2020 New Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Total**
07601 Turn Lane, New Dundee Rd at Pinnacle Dr								
Debentures 20 yrs (RDC)	250		**250**					**250**
07619 Advanced Traffic Signal Management System								
Debentures 10 yrs		1,350	**1,350**	1,350				**2,700**
07621 Guelph to Goderich Bridge 1 - Grand River Crossing								
Debentures 10 yrs					14	41	54	**108**
07622 Guelph to Goderich Bridge 2 - Conestogo River Crossing								
Debentures 10 yrs					14	41	54	**108**
07623 Schneider's Creek MUT								
Debentures 10 yrs							306	**306**
42043 Upgrade / Replace Utility Services								
Debentures 10 yrs	97		**97**	250	300			**647**
42046 Curatorial Centre Storage Expansion								
Debentures 10 yrs				1,333	933			**2,266**
50003 PRIDE V								
Debentures 10 yrs					450	450	2,663	**3,563**
50005 Information Technology								
Debentures 10 yrs	1,795	2,308	**4,103**	1,050	2,150	800		**8,103**
50012 Training Facilities Expansion								
Debentures 10 yrs					24	1,080	2,400	**3,504**
Debentures 20 yrs (RDC)					76	3,420	7,600	**11,096**
50045 WRPS Voice Radio Infrastructure								
Debentures 10 yrs	2,412	905	**3,317**					**3,317**
50046 200 Frederick St Construction								
Debentures 20 yrs	2,117	2,550	**4,667**	9,690	8,796			**23,153**
Debentures 20 yrs (RDC)	2,034	2,450	**4,484**	9,310	8,451			**22,245**
50053 Headquarters Renovations								
Debentures 10 yrs							890	**890**
Debentures 10 yrs (RDC)							110	**110**
50058 Rural North Division Construction								
Debentures 10 yrs							175	**175**
Debentures 20 yrs (RDC)							325	**325**
50068 Facility Security Upgrades								
Debentures 10 yrs					700	681	500	**1,881**

Tax Supported Capital Budget & Forecast
Summary of Debenture Financing by Project (Thousands)
2020-2024

	Previous Unspent Approvals	2020 New Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Total**
50069 Evidence Management Facility Upgrades								
Debentures 10 yrs		160	**160**	281	280			**721**
50070 Technical Investigations System								
Debentures 10 yrs							200	**200**
66067 Voice Radio Upgrade/Replacement								
Debentures 10 yrs	1,274	791	**2,065**					**2,065**
66079 Northfield Drive Construction								
Debentures 20 yrs	5,089	825	**5,914**	8,000	5,280			**19,194**
Debentures 20 yrs (RDC)	3,499	567	**4,066**	5,500	3,630			**13,196**
66090 UW Transit Plaza								
Debentures 10 yrs	625		**625**					**625**
66092 Fairview Mall Terminal								
Debentures 10 yrs	134		**134**					**134**
66093 Blockline Station								
Debentures 10 yrs	573		**573**					**573**
66098 R & T Park Station Access Improvements								
Debentures 10 yrs	567		**567**					**567**
66111 Transit Hub Trail								
Debentures 10 yrs	157		**157**					**157**
66112 Access Improvements - Various GRT/ION Connections								
Debentures 10 yrs	110		**110**					**110**
66121 Sunrise Centre Transit Facility								
Debentures 10 yrs	411		**411**					**411**
66138 Miscellaneous Property Acquisitions								
Debentures 10 yrs	2,606		**2,606**	1,500	1,500	1,500		**7,106**
68002 RT Land Acquisition								
Debentures 30 yrs	4,561		**4,561**					**4,561**
68012 Rolling Stock - Vehicles								
Debentures 30 yrs	6,232		**6,232**	604				**6,836**
68016 Ancillary Non Construction Rapid Transit Project Costs								
Debentures 30 yrs	195		**195**					**195**
68017 Project Construction LRT								
Debentures 30 yrs	7,000		**7,000**					**7,000**

Tax Supported Capital Budget & Forecast
Summary of Debenture Financing by Project (Thousands)
2020-2024

	Previous Unspent Approvals	2020 New Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Total**
68025 Rolling Stock LRT Future Vehicles								
Debentures 20 yrs					4,253			**4,253**
Debentures 20 yrs (RDC)					1,418			**1,418**
68032 Station Enhancements								
Debentures 20 yrs							400	**400**
Debentures 20 yrs (RDC)							140	**140**
70020 KSWRM Renewal								
Debentures 10 yrs	240		**240**		878		433	**1,550**
71042 Sunnyside Renewal								
Debentures 10 yrs	1,785	2,498	**4,283**	1,217		1,692	1,397	**8,589**
71045 Supportive Housing Renewal								
Debentures 10 yrs				494				**494**
73001 Heidelberg Yard Renewal								
Debentures 10 yrs				264				**264**
73002 Phillipsburg Yard Renewal								
Debentures 10 yrs					383			**383**
73100 WM Waterloo Building Renewal								
Debentures 10 yrs	295		**295**	1,505			778	**2,579**
74200 AHQ 150 Frederick Building Renewal								
Debentures 10 yrs	450	299	**749**		2,392	1,264	2,317	**6,722**
74300 99 Regina Building Renewal								
Debentures 10 yrs	36		**36**	479	1,549	3,347	1,127	**6,538**
74400 Operations Centre Building Renewal								
Debentures 10 yrs				3,336	1,480	808	1,310	**6,933**
74500 150 Main Cambridge Building Renewal								
Debentures 10 yrs	1,107		**1,107**		1,042	2,038	837	**5,025**
74700 WRESTC Renewal								
Debentures 10 yrs				1,395			782	**2,177**
74881 EMS Capital Renewal								
Debentures 10 yrs						591		**591**
75013 Police South Division Renewal								
Debentures 10 yrs				1,236	1,278	671	501	**3,686**
75014 Police North Division Renewal								
Debentures 10 yrs				377				**377**

Tax Supported Capital Budget & Forecast
Summary of Debenture Financing by Project (Thousands)
2020-2024

	Previous Unspent Approvals	2020 New Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Total**
75016 Police Headquarters Renewal								
Debentures 10 yrs	353	624	**977**		1,107	738		**2,822**
77014 Edith MacIntosh Children's Centre Redev't								
Debentures 10 yrs							100	**100**
82017 EMS Station - Master Plan 2024								
Debentures 20 yrs							854	**854**
Debentures 20 yrs (RDC)							546	**546**
82019 EMS Station - Master Plan HQ North								
Debentures 20 yrs	1,395	300	**1,695**					**1,695**
82034 Station - Master Plan - Replacement								
Debentures 10 yrs					1,300			**1,300**
82035 Station - Master Plan - Replacement								
Debentures 10 yrs						100	1,300	**1,400**
83196 WRH Master Plan								
Debentures 10 yrs		971	**971**	7,415	10,072	10,120	8,040	**36,618**
90053 Energy Mgmt Upgrades to Mjr Bldgs								
Debentures 10 yrs	741		**741**					**741**
90109 Waterloo Regional Voice Radio System								
Debentures 10 yrs	91	88	**179**					**179**
90137 Corporate Accommodation (Under Review)								
Debentures 20 yrs				1,969	2,250	2,794	4,916	**11,929**
90158 KPL Parking Garage Capital Program								
Debentures 10 yrs	40	15	**55**	15	95	5	30	**200**
90162 WRESTRC Underground Services								
Debentures 10 yrs		100	**100**	1,150				**1,250**

Region of Waterloo

USER RATE PROGRAM BUDGET & CAPITAL BUDGET SUMMARIES

User Rate Services

		Departmental Summary 2020 Budget by Division (Thousands)									
		Budgeted Expenditure (Net of Internal Recoveries)			Budgeted Non-Rate Revenue			Rate Revenue Required			
Page #		2019	2020	Increase (Decrease)	2019	2020	Increase (Decrease)	2019	2020	Increase (Decrease)	
171	Water Supply	$ 57,660	$ 58,362	$ 702	$ 31	$ 30	$ (1)	$ 57,629	$ 58,332	$ 703	1.2%
181	Wastewater Treatment	78,389	79,672	1,283	1,623	1,633	10	76,766	78,039	1,273	1.7%
190	Water Distribution	2,664	2,747	83	23	18	(5)	2,641	2,729	88	3.3%
195	Wastewater Collection	1,403	1,470	67	-	-	-	1,403	1,470	67	4.7%
	Total	**$ 140,116**	**$ 142,250**	**$ 2,134**	**$ 1,677**	**$ 1,681**	**$ 4**	**$ 138,439**	**$ 140,569**	**$ 2,130**	**1.5%**

Budgeted Staff Complement (FTEs)			
By Division	**2019**	**2020**	**Change**
Water Supply	83.7	83.7	-
Wastewater Treatment	63.0	63.0	-
Water Distribution	3.3	3.3	-
Wastewater Collection	-	-	-
Total	**150.0**	**150.0**	**-**
By Category			
Permanent	143.0	143.0	-
Temporary	7.0	7.0	-
Total	**150.0**	**150.0**	**-**
Recoveries			
Interdepartmental:			
Wastewater Collection	0.3	0.3	-
From capital projects / reserves	3.3	3.3	-
Total recoveries	**3.6**	**3.6**	**-**

Budget Issue Papers	
Water Services	None

User Rate Capital Budget & Forecast
Summary of Expenditure & Sources of Financing (Thousands)
2020-2029

Page		Previous Unspent Approvals	2020 New Request	2020 Total	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
	EXPENDITURE										
172	Water Supply	11,882	34,528	46,410	67,744	55,672	54,935	59,020	**283,781**	219,200	**502,981**
182	Wastewater Treatment	800	50,663	51,463	62,959	50,000	43,874	46,520	**254,816**	235,770	**490,586**
191	Water Distribution	458	165	623	200	143	80	705	**1,751**	1,133	**2,884**
196	Wastewater Collection		255	255	335	325	150	150	**1,215**	1,000	**2,215**
	TOTAL EXPENDITURE	**13,140**	**85,611**	**98,751**	**131,238**	**106,140**	**99,039**	**106,395**	**541,563**	**457,103**	**998,666**
	FUNDING & FINANCING										
	Grants & Subsidies				1,150	2,678			**3,828**		**3,828**
	Development Charges										
	Reserve Funds	2,146	21,883	24,030	23,458	15,516	15,868	18,463	**97,336**	98,154	**195,490**
	Debentures	803	7,359	8,163	21,500	19,000	17,245	17,000	**82,907**	96,950	**179,857**
	User Rates										
	Reserves and Reserve Funds										
	Vehicle & Equipment Reserves	15	260	275	150	415	279	35	**1,154**	1,799	**2,953**
	Water Capital Reserve	7,068	21,690	28,758	40,792	33,888	30,147	31,050	**164,635**	110,771	**275,405**
	Wastewater Capital Reserve	2,649	31,552	34,201	43,493	33,078	31,256	32,992	**175,020**	130,379	**305,399**
	Water Distribution Capital Reserve	458	120	578	200	105	80	405	**1,368**	750	**2,118**
	Wastewater Collection Reserve		255	255	335	325	150	450	**1,515**	1,300	**2,815**
	Debentures		2,492	2,492	160	1,135	4,015	6,000	**13,801**	17,000	**30,801**
	TOTAL FUNDING & FINANCING	**13,140**	**85,611**	**98,751**	**131,238**	**106,140**	**99,039**	**106,395**	**541,563**	**457,103**	**998,666**

Notes:
- 2020-2029 capital programs are stated in 2020 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

User Rate Capital Budget & Forecast
Summary of Debenture Financing by Project (Thousands)
2020-2024

	Previous Unspent Approvals	2020 New Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Total**
04015 Laurel Tank WTP								
Debentures 20 yrs (RDC)				4,000	1,600			**5,600**
04083 New Watermains								
Debentures 20 yrs (RDC)						2,100	2,100	**4,200**
04086 Baden New Hamburg Loops								
Debentures 20 yrs (RDC)				1,400	1,300			**2,700**
04155 Tri City Distribution Upgrades								
Debentures 20 yrs (RDC)				1,200	1,400	1,200		**3,800**
04160 William St & K41/K42 Class EA								
Debentures 20 yrs (RDC)				2,000	1,600			**3,600**
04175 New Hamburg Reservoir Expansion								
Debentures 20 yrs (RDC)					363	545		**908**
04181 Cambridge Water Distribution Upgrades								
Debentures 20 yrs (RDC)				2,900	2,000	2,500	3,400	**10,800**
04187 Manganese Treatment Upgrades								
Debentures 10 yrs						4,000	6,000	**10,000**
Debentures 20 yrs (RDC)					400	1,400	2,500	**4,300**
04189 Elmira & St Jacobs Water Supply Optimization								
Debentures 20 yrs (RDC)					950	3,400	2,100	**6,450**
04893 Facilities Upgrades								
Debentures 20 yrs (RDC)					1,987			**1,987**
04969 SCADA Communication Upgrade								
Debentures 20 yrs (RDC)				1,000	1,400	1,100	900	**4,400**
08242 Hespeler Expansion								
Debentures 20 yrs (RDC)	803	723	**1,526**	1,970	1,475			**4,972**
08275 Biosolids Management Facility								
Debentures 20 yrs (RDC)				318	1,542	1,500		**3,360**
08289 Galt Process Upgrades & Expansion								
Debentures 20 yrs (RDC)		2,504	**2,504**	4,300	397	1,700	2,000	**10,901**
08310 Sewage PSs Infrastructure Upgrades								
Debentures 20 yrs (RDC)		671	**671**					**671**
08317 Baden/New Hamburg Expansion								
Debentures 20 yrs (RDC)		1,440	**1,440**	1,500				**2,940**

User Rate Capital Budget & Forecast
Summary of Debenture Financing by Project (Thousands)
2020-2024

	Previous Unspent Approvals	2020 New Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Total**
08322 Cogeneration & Other Biosolids Upgrades								
Debentures 10 yrs		2,492	**2,492**	160	1,135	15		**3,801**
Debentures 20 yrs (RDC)		927	**927**					**927**
08797 Kitchener Process Upgrades								
Debentures 20 yrs (RDC)		1,093	**1,093**	912	2,586	1,800	4,000	**10,391**

ELECTED OFFICES

Regional Municipality of Waterloo
Regional Council 2019 - 2022

Karen Redman, Regional Chair

ARMSTRONG, Les

CLARKE, Elizabeth

ERB, Jim

FOXTON, Sue

GALLOWAY, Tom

HARRIS, Michael

JAWORSKY, Dave

JOWETT, Helen

KIEFER, Karl

Lorentz, Geoff

McGARRY, Kathryn

NOWAK, Joe

SHANTZ, Sandy

STRICKLAND, Sean *

VRBANOVIC, Berry

* Budget Committee Chair

Elected Offices

Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 1,400**	$ 1,376	$ -	**$ 1,376**	$ (24)	(1.7%)	B1
Fees	**100**	122	-	**122**	22	22.0%	B2
Services and Supplies	**142**	136	-	**136**	(6)	(4.2%)	
Transfers to reserves	**13**	13	-	**13**	-	0.0%	
Interdepartmental charges	**114**	118	-	**118**	4	3.5%	
Subtotal gross expenditure	**1,769**	1,765	-	**1,765**	(4)	(0.2%)	
Central administration recoveries	**(347)**	(347)	-	**(347)**	-	0.0%	
Subtotal recoveries	**(347)**	(347)	-	**(347)**	-	0.0%	
Net expenditure	**$ 1,422**	**$ 1,418**	**$ -**	**$ 1,418**	**$ (4)**	**(0.3%)**	
Property tax levy	**$ 1,422**	**$ 1,418**	**$ -**	**$ 1,418**	**$ (4)**	**(0.3%)**	
Cost to the average household	**$ 5**			**$ 5**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**3.0**	3.0	-	**3.0**	-	
Temporary	**-**	-	-	**-**	-	
Total	**3.0**	**3.0**	**-**	**3.0**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, including savings resulting from favourable benefit carrier plan RFP

B2- Increase to budget for membership fee in the Federation of Canadian Municipalities (FCM)

Region of Waterloo

CHIEF ADMINISTRATOR'S OFFICE

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

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

Specific functions associated with the CAO's Office include:

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

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.
- **Corporate 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. Wellbeing Waterloo Region, focus on innovation, community wellness initiative, focus on Regional values).

Key issues and priorities:

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

Base Budget Drivers & Significant Budget Challenges:

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

Chief Administrator's Office
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 1,244**	$ 1,253	$ -	**$ 1,253**	$ 9	0.7%	B1
Services and supplies	**150**	145	-	**145**	(5)	(3.3%)	
Transfers to reserves	**3**	3	-	**3**	-	0.0%	
Interdepartmental charges	**54**	59	-	**59**	5	9.3%	
Subtotal gross expenditure	**1,451**	1,460	-	**1,460**	9	0.6%	
Central administration recoveries	**(140)**	(140)	-	**(140)**	-	0.0%	
Subtotal recoveries	**(140)**	(140)	-	**(140)**	-	0.0%	
Net expenditure	**$ 1,311**	**$ 1,320**	**$ -**	**$ 1,320**	**$ 9**	**0.7%**	
Property tax levy	**$ 1,311**	**$ 1,320**	**$ -**	**$ 1,320**	**$ 9**	**0.7%**	
Cost to the average household	**$ 5**			**$ 5**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 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, includes savings resulting from favourable benefit carrier plan RFP

Region of Waterloo

CORPORATE SERVICES

Department: Corporate Services
Commissioner and Chief Financial Officer: Craig Dyer

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

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

The divisions within Corporate Services include:

- **Information Technology Services** – Director: Currently vacant
- **Facilities & Fleet Management** – Ellen McGaghey, Director
- **Treasury Services** – Cathy Deschamps, Director & Deputy Treasurer
- **Financial Services & Development Financing** – Cheryl Braan, Director

Corporate Services (COR)
Departmental Summary

2020 Budget by Division (Thousands)

	Budgeted Expenditure (Net of Internal Recoveries) 2019	2020	Increase (Decrease)	Budgeted Revenue 2019	2020	Increase (Decrease)	Property Tax Levy 2019	2020	Increase (Decrease)	% Change
Commissioner of COR	$ 346	$ 338	$ (8)	$ -	$ -	$ -	$ 346	$ 338	$ (8)	(2.3%)
Information Technology Services	8,719	9,045	326	102	304	202	8,617	8,741	124	1.4%
Facilities Management	11,263	10,824	(440)	2,339	2,328	(10)	8,925	8,495	(429)	(4.8%)
Fleet Management	-	-	-	-	-	-	-	-	-	0.0%
Treasury Services	2,538	2,571	33	69	79	10	2,469	2,492	23	0.9%
Financial Services and Development Financing	3,607	3,529	(78)	105	105	-	3,502	3,424	(78)	(2.2%)
Total	**$ 26,473**	**$ 26,307**	**$ (166)**	**$ 2,615**	**$ 2,816**	**$ 202**	**$ 23,858**	**$ 23,490**	**$ (368)**	**(1.5%)**

Budgeted Staff Complement (FTEs)

By Division	**2019**	**2020**	**Change**
Commissioner of COR	2.0	2.0	-
Information Technology Services	67.0	65.0	(2.0)
Facilities Management	113.3	111.3	(2.0)
Fleet Management	17.0	17.0	-
Treasury Services	45.5	45.5	-
Financial Services and Development Financing	42.4	42.4	-
Total	**287.2**	**283.2**	**(4.0)**
By Category			
Permanent	276.3	272.3	(4.0)
Temporary	10.9	10.9	-
Total	**287.2**	**283.2**	**(4.0)**
Recoveries			
Interdepartmental:	116.2	113.2	(3.0)
From capital projects	33.5	32.5	(1.0)
Total recoveries	**149.7**	**145.7**	**(4.0)**

Budget Issue Papers Approved

Facilities Management	Waterloo Region Housing Master Plan- addition of 2 permanent FTE

Commissioner of Corporate Services
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 379**	$ 373	$ -	**$ 373**	$ (6)	(1.7%)	B1
Services and supplies	**17**	14	-	**14**	(3)	(15.7%)	
Transfers to reserves	**3**	2	-	**2**	(0)	(4.9%)	
Interdepartmental charges	**24**	25	-	**25**	1	4.2%	
Subtotal gross expenditure	**422**	414	-	**414**	(8)	(1.9%)	
Central administration recoveries	**(52)**	(52)	-	**(52)**	-	0.0%	
Interdepartmental recoveries	**(25)**	(25)	-	**(25)**	0	(1.2%)	
Subtotal recoveries	**(77)**	(76)	-	**(76)**	0	(0.4%)	
Net expenditure	**$ 346**	**$ 338**	**$ -**	**$ 338**	**$ (8)**	**(2.3%)**	
Property tax levy	**$ 346**	**$ 338**	**$ -**	**$ 338**	**$ (8)**	**(2.3%)**	
Cost to the average household	**$ 1**			**$ 1**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**2.0**	2.0	-	**2.0**	-	
Temporary	**-**	-	-	**-**	-	
Total	**2.0**	**2.0**	**-**	**2.0**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, includes savings resulting from favourable benefit carrier plan RFP and position reclassification.

Division: Information Technology Services
Director: Currently vacant

Programs and services:

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

Key issues and priorities:

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

- Many program areas are moving to a more 7×24 mode of operation, which has a significant impact on ITS and its ability to meet the needs of those program areas outside of “regular ITS business hours”.
- Working in partnership with the local municipalities and Waterloo Regional Police Service (WRPS) to deliver efficient and effective IT services across the Region.

Base Budget Drivers and Significant Budget Challenges:

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

Information Technology Services

Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 7,110**	$ 7,397	$ -	**$ 7,397**	$ 287	4.0%	B1
Equipment	**224**	175	-	**175**	(49)	(21.9%)	B2
Fees	**2,083**	2,456	-	**2,456**	373	17.9%	B3
Other operating	**1,531**	1,527	-	**1,527**	(4)	(0.3%)	
Debt servicing	**156**	18	-	**18**	(138)	(88.5%)	B4
Transfers to reserves	**1,397**	1,027	-	**1,027**	(370)	(26.5%)	B5
Interdepartmental charges	**292**	307	-	**307**	15	5.1%	B6
Subtotal gross expenditure	**12,793**	12,907	-	**12,907**	114	0.9%	
Central administration recoveries	**(430)**	(430)	-	**(430)**	-	0.0%	
Interdepartmental recoveries	**(3,644)**	(3,432)	-	**(3,432)**	212	(5.8%)	B7
Subtotal recoveries	**(4,074)**	(3,862)	-	**(3,862)**	212	(5.2%)	
Net expenditure	**$ 8,719**	**$ 9,045**	**$ -**	**$ 9,045**	**$ 326**	**3.7%**	
Revenue							
User fees	**1**	1	-	**1**	-	0.0%	
Contribution from reserves	**101**	303	-	**303**	202	200.0%	B8
Revenue subtotal	**$ 102**	**$ 304**	**$ -**	**$ 304**	**$ 202**	**198.0%**	
Property tax levy	**$ 8,617**	**$ 8,741**	**$ -**	**$ 8,741**	**$ 124**	**1.4%**	
Cost to the average household	**$ 32**			**$ 32**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**66.0**	64.0	-	**64.0**	(2.0)	C1
Temporary	**1.0**	1.0	-	**1.0**	-	
Total	**67.0**	**65.0**	**-**	**65.0**	**(2.0)**	
Recoveries						
Interdepartmental:						
Transit	**3.0**	3.0	-	**3.0**	-	
Housing	**1.0**	1.0	-	**1.0**	-	
Library	**0.5**	0.5	-	**0.5**	-	
From capital projects	**2.0**	-	-	**-**	(2.0)	C2
Total recoveries	**6.5**	**4.5**	**-**	**4.5**	**(2.0)**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, position reclassifications and annualization of positions approved through the 2019 budget issue paper process.

B2 - Office Furniture and Equipment reductions due to deferral of 2019 BIPs-report (COR-FSD-19-34)

B3 - Virtual Desktop Infrastructure licensing cost increase to be funded by the reserve- see note B8

B4 - Decrease in debt, principal and interest due to debt retirement

B5 - Decrease in contribution to capital reserve

B6 - Facilities rent, management overhead and lifecycle provision increase

B7 - Decrease to Interdepartmental recoveries due to telephone cost reduction and capital project recovery of 2 FTEs

B8 - Computer reserve funding of Virtual Desktop Infrastructure licencing

Complement notes

C1 - 2 permanent FTEs approved in 2019 BIPs have been deferred - report (CPR-FSD-19-34)

C2 - Capital funding of 2FTEs from Asset Management project ending

Information Technology Services
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
90017 GIS System					60	60	100	**221**	60	**281**
90061 Server / Network (LAN) Upgrades		300	**300**	300	300	300	300	**1,500**	1,700	**3,200**
90063 Telephone Systems Upgrade	171	100	**271**	200	300	50	50	**871**	500	**1,371**
90098 WREPNET Upgrades	63	100	**163**	50	50	50	50	**363**	775	**1,138**
90118 Critical Regional Systems Recovery				156				**156**	116	**272**
90154 Data Centre Optimization		150	**150**	50	50	50	50	**350**	250	**600**
90166 ROW Website Redevelopment				75	100			**175**	175	**350**
90411 Computer Replacements		520	**520**	830	830	275	275	**2,730**	1,375	**4,105**
TOTAL EXPENDITURE	**234**	**1,170**	**1,404**	**1,661**	**1,690**	**785**	**825**	**6,366**	**4,951**	**11,317**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3981120 Computer Equipment Reserve		520	**520**	905	930	275	275	**2,905**	1,550	**4,455**
3983500 ITS Capital Reserve	234	650	**884**	756	760	510	550	**3,461**	3,401	**6,862**
TOTAL FUNDING & FINANCING	**234**	**1,170**	**1,404**	**1,661**	**1,690**	**785**	**825**	**6,366**	**4,951**	**11,317**

Information Technology Services
2020 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From	
	2020 Expenditure	ITS Capital Reserve	Computer Equipment Reserve
Project			
90061 Server / Network (LAN) Upgrades	300	300	
90063 Telephone Systems Upgrade	271	271	
90098 WREPNET Upgrades	163	163	
90154 Data Centre Optimization	150	150	
90411 Computer Replacements	520		520
Total	**1,404**	**884**	**520**

Division: Facilities and Fleet Management
Director: Ellen McGaghey

Programs and services:

- Planning, construction, maintenance, asset management and protective services for 739 Regional buildings, currently valued at $1.65 billion. Facility asset management services include: project and construction management for new facilities; building maintenance and operations, including janitorial and grounds maintenance; energy management; space and long range accommodation planning; building and office renovations; furniture management; lease negotiation and administration; security and parking management.
- Fleet planning, maintenance and support services for over 800 vehicles and moving equipment in the Region's corporate fleet, including ambulances and police vehicles. Services include: vehicle and moving equipment procurement and licensing; vehicle servicing, repair and modification; servicing standards development; road side assistance; service scheduling and warranty enforcement; policy and procedure development.

Key issues and priorities:

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

repayment costs. These will continue to rise without a significant change to the renewal funding source.

- Although energy costs are currently stable, they have been rising steadily in recent years. The majority of “low hanging fruit” energy savings projects have already been completed, which means energy savings projects are becoming more complex and more expensive with longer simple payback, yet can still yield considerable long-term savings. Availability of external funding for these projects has become more challenging as a number of funding programs have recently been cancelled.
- Key projects in 2020: King-Victoria Transit Hub, Voice Radio System Upgrade, Northfield Drive Transit Operations Centre construction, construction of the permanent Consumption and Treatment Services site, design and construction of a new WRPS Central Division at 200 Frederick St. and design of the Airport Terminal Expansion and Upgrades.

Base Budget Drivers and Significant Budget Challenges:

- Aging building infrastructure and corresponding resources required to complete necessary maintenance and renewal.
- Increasing debt repayment costs associated with Facility Asset Renewal Projects funded by debentures.
- Changes in the US dollar exchange rate and tariffs on raw materials can cause significant fluctuations in the cost of vehicles and heavy equipment.
- Base cost and maintenance costs of vehicles and equipment have increased significantly due to the level of technology being incorporated on vehicles and equipment.

Facilities Management

Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 11,343**	$ 11,154	$ 125	**$ 11,279**	$ (64)	(0.6%)	B1
Maintenance, services and supplies	**19,210**	19,635	-	**19,635**	425	2.2%	
Utilities	**10,796**	11,316		**11,316**	520	4.8%	
Property taxes	**6,001**	6,120		**6,120**	119	2.0%	
Debt servicing	**9,586**	9,165	-	**9,165**	(422)	(4.4%)	
Transfers to reserves	**8,547**	10,297	-	**10,297**	1,749	20.5%	B2
Interdepartmental charges	**8,742**	9,212	-	**9,212**	470	5.4%	
Subtotal gross expenditure	**74,226**	76,898	125	**77,023**	2,798	3.8%	
Central administration recoveries	**(666)**	(666)	-	**(666)**	-	0.0%	
Interdepartmental recoveries	**(62,296)**	(65,409)	(125)	**(65,534)**	(3,237)	5.2%	B3
Subtotal recoveries	**(62,962)**	(66,075)	(125)	**(66,200)**	(3,237)	5.1%	
Net expenditure	**$ 11,263**	**$ 10,824**	**$ -**	**$ 10,824**	**$ (440)**	**(3.9%)**	
Revenue							
User fees	**2,101**	2,090	-	**2,090**	(10)	(0.5%)	
Contribution from reserves	**238**	238	-	**238**	-	0.0%	
Revenue subtotal	**$ 2,339**	**$ 2,328**	**$ -**	**$ 2,328**	**$ (10)**	**(0.4%)**	
Property tax levy	**$ 8,924**	**$ 8,495**	**$ -**	**$ 8,495**	**$ (429)**	**(4.8%)**	
Cost to the average household	**$ 33**			**$ 31**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**106.0**	102.0	2.0	**104.0**	(2.0)	C1,C2,C3
Temporary	**7.3**	7.3	-	**7.3**	-	
Total	**113.3**	**109.3**	**2.0**	**111.3**	**(2.0)**	
Recoveries						
Interdepartmental:						
Housing	**11.0**	11.0	-	**11.0**	-	
Sunnyside & Supportive Housing	**5.0**	5.0	-	**5.0**	-	
Transit	**1.0**	1.0	-	**1.0**	-	
Maintenance staff allocated	**30.3**	27.3	-	**27.3**	(3.0)	C1
Mgt & admin staff allocated	**35.0**	35.0	-	**35.0**	-	
From capital projects	**31.0**	30.0	2.0	**32.0**	1.0	C2,C3
Total recoveries	**113.3**	**109.3**	**2.0**	**111.3**	**(2.0)**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, includes savings resulting from favourable benefit carrier plan RFP, position reclassifications and Voice Radio staff transfers to Waterloo Regional Police, as well as additional staff relating to the 2020 Budget Issue Paper for the Waterloo Region Housing Master Plan.

B2 - Increased transfer to reserves for: lifecycle ($1.5M Region, $250K Police).

B3 - Increased recoveries related to transfer to reserves for: lifecycle (B2), other increased costs and additional staff relating to 2020 Budget Issue Paper.

Complement notes

C1 - Transfer of 3.0 FTEs - Voice Radio staff to Waterloo Region Police Services.

C2 - Reduction relating to the removal of 2019 Budget Issue Paper, Capital Renewal Position, as approved through the 2020 Budget Process report (COR-FSD-19-34).

C3 - Addition of 2.0 permanent FTE: 1 Senior Project Manager and 1 Project Coordinator per 2020 Budget Issue Paper.

Facilities Management
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
90022 Facilities Equipment Replacement	17	2	**19**	10	14	50	15	**108**	163	**271**
90023 Facilities Vehicle & Equip Replacement FM		50	**50**	77	175	60	350	**712**	1,465	**2,177**
90102 Facilities Business Systems	144	55	**199**	180	350	305	220	**1,254**	945	**2,199**
90109 Waterloo Regional Voice Radio System	107	104	**211**					**211**		**211**
90164 Master Accommodation Planning	39	100	**139**					**139**	250	**389**
90169 Asset Management Systems	251		**251**					**251**		**251**
TOTAL EXPENDITURE	**558**	**311**	**869**	**267**	**539**	**415**	**585**	**2,675**	**2,823**	**5,498**
FUNDING & FINANCING										
Development Charges										
Reserve Funds	16	16	**32**					**32**		**32**
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	290	100	**390**					**390**	250	**640**
3980065 Facility Lifecycle Reserve	144	55	**199**	180	350	305	220	**1,254**	945	**2,199**
3982040 Facilities Equipment Reserve	17	2	**19**	10	14	50	15	**108**	163	**271**
3982160 Corporate Fleet Replacement Reserve		50	**50**	77	175	60	350	**712**	1,465	**2,177**
Debentures	91	88	**179**					**179**		**179**
TOTAL FUNDING & FINANCING	**558**	**311**	**869**	**267**	**539**	**415**	**585**	**2,675**	**2,823**	**5,498**

Notes:

- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law 19-037 and information available as of the date of publishing with respect to future amendments to the Development Charges Act (DCA) proposed under Bill 108, More Homes, More Choice Act, 2019 and Bill 138, Plan to Build Ontario Together Act, 2019. Further amendments to the DCA may impact the funding available from RDCs. For further clarity, funding sources in the 2020-2029 capital program does not reflect any consideration of revenue that may fall under a future Community Benefits regime.

Facilities Management
2020 Capital Budget Funding & Financing Summary (Thousands)

Project	2020 Expenditure	Funding & Financing From: Development Charges / Reserve Fund	Vehicle & Equipment Reserves	General Tax Supported Capital	Facility Lifecycle Reserve	Property Tax Supported Debentures
90022 Facilities Equipment Replacement	19		19			
90023 Facilities Vehicle & Equip Replacement FM	50		50			
90102 Facilities Business Systems	199				199	
90109 Waterloo Regional Voice Radio System	211	32				179
90164 Master Accommodation Planning	139			139		
90169 Asset Management Systems	251			251		
Total	**869**	**32**	**69**	**390**	**199**	**179**

Facility Asset Acquisition & Construction
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
90044 ITS Service Rooms	400		**400**					**400**		**400**
90137 Corporate Accommodation (Under Review)				2,625	3,000	3,725	6,555	**15,905**	44,895	**60,800**
90162 WRESTRC Underground Services		100	**100**	1,150				**1,250**		**1,250**
90170 Multi-Modal Transit Hub	2,693	1,307	**4,000**	21,000	13,337	2,000		**40,337**		**40,337**
90174 King (Bunker) Demolition & Remediation		25	**25**	200				**225**		**225**
TOTAL EXPENDITURE	**3,093**	**1,432**	**4,525**	**24,975**	**16,337**	**5,725**	**6,555**	**58,117**	**44,895**	**103,012**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	2,693	1,307	**4,000**	21,000	13,337	2,000		**40,337**		**40,337**
Development Charges										
Reserve Funds				656	750	931	1,639	**3,976**	3,224	**7,200**
Debentures									8,000	**8,000**
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	400	25	**425**	200				**625**		**625**
Debentures		100	**100**	3,119	2,250	2,794	4,916	**13,179**	33,671	**46,850**
TOTAL FUNDING & FINANCING	**3,093**	**1,432**	**4,525**	**24,975**	**16,337**	**5,725**	**6,555**	**58,117**	**44,895**	**103,012**

Notes:
- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law 19-037 and information available as of the date of publishing with respect to future amendments to the Development Charges Act (DCA) proposed under Bill 108, More Homes, More Choice Act, 2019 and Bill 138, Plan to Build Ontario Together Act, 2019. Further amendments to the DCA may impact the funding available from RDCs. For further clarity, funding sources in the 2020-2029 capital program does not reflect any consideration of revenue that may fall under a future Community Benefits regime.

Facility Asset Acquisition & Construction
2020 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From		
	2020 Expenditure	Grants & Subsidies	General Tax Supported Capital	Property Tax Supported Debentures
Project				
90044 ITS Service Rooms	400		400	
90162 WRESTRC Underground Services	100			100
90170 Multi-Modal Transit Hub	4,000	4,000		
90174 King (Bunker) Demolition & Remediation	25		25	
Total	**4,525**	**4,000**	**425**	**100**

Facility Asset Renewal
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
Program Area Capital										
77046 EIS 99 Regina Street Renovations	90		**90**					**90**		**90**
77047 EIS 150 Main Street Renovations	475		**475**					**475**		**475**
90053 Energy Mgmt Upgrades to Mjr Bldgs	741		**741**					**741**		**741**
90093 Emergency Training Props		30	**30**	30	30	30	30	**150**	150	**300**
90099 Waterloo Parkade Capital Program	250	69	**319**	33	28	25	25	**430**	125	**555**
90158 KPL Parking Garage Capital Program	40	15	**55**	15	95	5	30	**200**	200	**400**
90163 Fuel Storage and Dispensing Systems	25	41	**66**		87	97	155	**405**	794	**1,200**
90168 Energy Projects Funded from Energy Reserve	403	250	**653**	250	250	250	250	**1,653**	1,250	**2,903**
90175 Leased spaces refurbishment		125	**125**					**125**		**125**
Total Program Area Capital	**2,024**	**530**	**2,554**	**328**	**490**	**407**	**490**	**4,269**	**2,519**	**6,789**
Facilities Managed Capital Renewal										
74100 20 Weber Building Renewal	38	98	**136**	44	66	43	46	**336**	1,013	**1,348**
74200 AHQ 150 Frederick Building Renewal	526	299	**825**	64	2,392	1,264	2,317	**6,861**	5,267	**12,128**
74300 99 Regina Building Renewal	38	97	**135**	479	1,549	3,347	1,127	**6,636**	7,893	**14,530**
74400 Operations Centre Building Renewal		111	**111**	3,336	1,480	808	1,310	**7,044**	6,566	**13,610**
74500 150 Main Cambridge Building Renewal	1,107	195	**1,302**	189	1,042	2,038	837	**5,409**	3,347	**8,756**
74600 Gaol & Governor House Renewal	51	48	**99**	35	409	128	241	**913**	500	**1,412**
74700 WRESTC Renewal		124	**124**	1,395	18	27	782	**2,345**	1,572	**3,918**
Total Facilities Managed Capital Renewal	**1,760**	**971**	**2,730**	**5,541**	**6,956**	**7,655**	**6,661**	**29,544**	**26,158**	**55,702**
TOTAL EXPENDITURE	**3,784**	**1,501**	**5,285**	**5,869**	**7,446**	**8,062**	**7,152**	**33,813**	**28,678**	**62,491**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	565		**565**					**565**		**565**
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve		125	**125**					**125**		**125**
3980065 Facility Lifecycle Reserve	417	741	**1,157**	365	521	224	313	**2,579**	5,123	**7,702**
3980110 WRESTRC Complex Reserve		30	**30**	30	30	30	30	**150**	150	**300**
3982170 Fuel System Equipment Reserve	25	41	**66**		87	97	155	**405**	794	**1,200**
3983000 Solar Photovoltaic Reserve	403	250	**653**	250	250	250	250	**1,653**	1,250	**2,903**
Debentures	2,374	314	**2,688**	5,225	6,558	7,461	6,404	**28,336**	21,360	**49,696**
TOTAL FUNDING & FINANCING	**3,784**	**1,501**	**5,285**	**5,869**	**7,446**	**8,062**	**7,152**	**33,813**	**28,678**	**62,491**

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

Facility Asset Renewal
2020 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From						
	2020 Expenditure	Grants & Subsidies	Vehicle & Equipment Reserves	General Tax Supported Capital	WRESTRC Reserve	Facility Lifecycle Reserve	Solar Photovolt Reserve	Property Tax Supported Debentures
Project								
74100 20 Weber Building Renewal	136					136		
74200 AHQ 150 Frederick Building Renewal	825					76		749
74300 99 Regina Building Renewal	135					99		36
74400 Operations Centre Building Renewal	111					111		
74500 150 Main Cambridge Building Renewal	1,302					195		1,107
74600 Gaol & Governor House Renewal	99					99		
74700 WRESTC Renewal	124					124		
77046 EIS 99 Regina Street Renovations	90	90						
77047 EIS 150 Main Street Renovations	475	475						
90053 Energy Mgmt Upgrades to Mjr Bldgs	741							741
90093 Emergency Training Props	30				30			
90099 Waterloo Parkade Capital Program	319					319		
90158 KPL Parking Garage Capital Program	55							55
90163 Fuel Storage and Dispensing Systems	66		66					
90168 Energy Projects Funded from Energy Reserve	653						653	
90175 Leased spaces refurbishment	125			125				
Total	**5,285**	**565**	**66**	**125**	**30**	**1,157**	**653**	**2,688**

Facilities Managed Capital Renewal
Summary by Service Area [1]
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
Facilities Management (Shared Facilities)	3,784	1,501	**5,285**	5,869	7,446	8,062	7,152	**33,813**	28,678	**62,491**
Region of Waterloo International Airport	47	111	**158**	286	214	1,221	598	**2,477**	1,921	**4,398**
Cultural Services	271	434	**705**	228	1,144	578	512	**3,167**	5,365	**8,532**
Region of Waterloo Library				25			25	**50**	25	**75**
Transportation	15	10	**25**	510	730	163	139	**1,568**	1,025	**2,593**
Waste Management	370	375	**745**	1,808	636	499	1,152	**4,841**	2,723	**7,563**
Grand River Transit Bus Services	1,079	329	**1,408**	899	1,736	898	2,619	**7,559**	6,243	**13,802**
Water Services	365	267	**632**	250	250	500	600	**2,232**	3,000	**5,232**
Waterloo Region Housing	4,490	3,601	**8,090**	15,359	13,784	12,700	12,081	**62,014**	61,074	**123,088**
Children's Services	83	126	**209**	213	222	375	327	**1,348**	1,299	**2,646**
Seniors' Services	3,147	2,541	**5,688**	1,711	552	1,900	1,507	**11,358**	9,314	**20,671**
Paramedic Services	17	152	**169**	115	224	591	126	**1,226**	783	**2,009**
Total Facilities Managed Capital Renewal	13,668	9,447	**23,114**	27,275	26,939	27,487	26,837	**131,652**	121,449	**253,101**

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

Fleet Management
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 1,729**	$ 1,752	$ -	**$ 1,752**	$ 23	1.3%	B1
Maintenance, Repairs, Licensing	**2,583**	2,993	-	**2,993**	410	15.9%	B2
Services and supplies	**148**	141	-	**141**	(7)	(4.6%)	
Transfers to reserves	**200**	202	-	**202**	2	0.8%	
Interdepartmental charges	**380**	407	-	**407**	27	7.2%	
Subtotal gross expenditure	**5,039**	5,495	-	**5,495**	456	9.0%	
Interdepartmental recoveries	**(5,039)**	(5,495)	-	**(5,495)**	(456)	9.0%	B3
Subtotal recoveries	**(5,039)**	(5,495)	-	**(5,495)**	(456)	9.0%	
Net expenditure	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**0.0%**	
Property tax levy	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**0.0%**	
Cost to the average household	**$ -**			**$ -**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**17.0**	17.0	-	**17.0**	-	
Temporary	**-**	-	-	**-**	-	
Total	**17.0**	**17.0**	**-**	**17.0**	**-**	
Recoveries						
Interdepartmental:						
Police, Transportation, Waste	**-**	-	-	**-**	-	
Management, Paramedic Services,					-	
Airport, Water Services, By-law,					-	
Library, Ken Seiling Museum,	**-**	-	-	**-**	-	
Inventory Management, Design &	**-**	-	-	**-**	-	
Construction, Seniors' Services	**17.0**	17.0	-	**17.0**	-	
Total recoveries	**17.0**	**17.0**	**-**	**17.0**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, includes savings resulting from favourable benefit carrier plan RFP and position reclassifications.

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

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

Fleet Management
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
90014 Fleet Management Vehicles		15	**15**	90		15		**120**	191	**311**
90015 Fleet Pool Vehicles	10	120	**130**	75	10	120	75	**410**	335	**745**
90016 Fleet Services Equipment	136	360	**496**	97	85	82	60	**820**	294	**1,114**
90132 Telematics	90		**90**	90				**180**		**180**
90161 Fleet Services Program Review Project	48		**48**					**48**		**48**
TOTAL EXPENDITURE	**284**	**495**	**779**	**352**	**95**	**217**	**135**	**1,578**	**820**	**2,398**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982150 Shop Equipment Reserve	136	360	**496**	97	85	82	60	**820**	294	**1,114**
3982160 Corporate Fleet Replacement Reserve	148	135	**283**	255	10	135	75	**758**	526	**1,284**
TOTAL FUNDING & FINANCING	**284**	**495**	**779**	**352**	**95**	**217**	**135**	**1,578**	**820**	**2,398**

Fleet Management
2020 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From
	2020 Expenditure	Vehicle & Equipment Reserves
Project		
90014 Fleet Management Vehicles	15	15
90015 Fleet Pool Vehicles	130	130
90016 Fleet Services Equipment	496	496
90132 Telematics	90	90
90161 Fleet Services Program Review Project	48	48
Total	**779**	**779**

Fleet Managed Capital Reneal
Summary by Service Area [1]
Then Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
Facilities Management		50	**50**	77	175	60	350	**712**	1,465	**2,177**
Fleet Management	284	495	**779**	352	95	217	135	**1,578**	820	**2,398**
Financial Services & Development Financing				60				**60**	95	**155**
Region of Waterloo International Airport		75	**75**	2,095	280	735	738	**3,923**	1,742	**5,665**
Council & Administrative Services						72	70	**142**	35	**177**
Cultural Services				35				**35**	22	**57**
Region of Waterloo Library									60	**60**
Design & Construction					15		70	**85**	145	**230**
Transportation	700	2,187	**2,887**	3,653	1,030	857	1,895	**10,322**	4,094	**14,416**
Waste Management	516	650	**1,166**	2,809	5,012	415	1,660	**11,062**	11,761	**22,823**
Water Services	15	215	**230**	150	377	15	35	**807**	1,576	**2,383**
Wastewater Treatment						264		**264**	140	**404**
Water Distribution		45	**45**		38			**83**	83	**166**
Seniors' Services				60				**60**	225	**285**
Paramedic Services	26	1,731	**1,757**	1,771	1,237	1,661	1,227	**7,653**	10,136	**17,789**
Total Fleet Managed Capital	1,541	5,448	**6,989**	11,062	8,259	4,296	6,180	**36,787**	32,399	**69,185**

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

Division: Treasury Services
Director & Deputy Treasurer: Cathy Deschamps

Programs and services:

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

Key issues and priorities:

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

Base Budget Drivers and Significant Budget Challenges:

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

Treasury Services
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 4,456**	$ 4,480	$ -	**$ 4,480**	$ 24	0.5%	B1
Supplies and Services	**329**	324	-	**324**	(5)	(1.5%)	
Transfers to reserves	**10**	9	-	**9**	(1)	(10.0%)	
Interdepartmental charges	**178**	187	-	**187**	9	5.1%	
Subtotal gross expenditure	**4,973**	5,000	-	**5,000**	27	0.5%	
Central administration recoveries	**(387)**	(387)	-	**(387)**	-	0.0%	
Interdepartmental recoveries	**(2,048)**	(2,042)	-	**(2,042)**	6	(0.3%)	
Subtotal recoveries	**(2,435)**	(2,429)	-	**(2,429)**	6	(0.2%)	
Net expenditure	**$ 2,538**	**$ 2,571**	**$ -**	**$ 2,571**	**$ 33**	**1.3%**	
Revenue							
User fees	**69**	79	-	**79**	10	14.5%	B2
Revenue subtotal	**$ 69**	**$ 79**	**$ -**	**$ 79**	**$ 10**	**14.5%**	
Property tax levy	**$ 2,469**	**$ 2,492**	**$ -**	**$ 2,492**	**$ 23**	**0.9%**	
Cost to the average household	**$ 9**			**$ 9**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**43.7**	43.7	-	**43.7**	-	
Temporary	**1.8**	1.8	-	**1.8**	-	
Total	**45.5**	**45.5**	**-**	**45.5**	**-**	
Recoveries						
Interdepartmental:						
Corporate Financial	**1.0**	1.0	-	**1.0**	-	
Police	**0.7**	0.7	-	**0.7**	-	
Transit	**1.0**	1.0	-	**1.0**	-	
Housing	**3.0**	3.0	-	**3.0**	-	
Water	**2.1**	2.1	-	**2.1**	-	
From capital projects	**0.5**	0.5	-	**0.5**	-	
Total recoveries	**8.3**	**8.3**	**-**	**8.3**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, including savings resulting from favourable benefit carrier plan RFP

B2 - Annual P-card rebate budget adjusted to reflect actuals

Division: Financial Services and Development Financing
Director: Cheryl Braan

Programs and services:

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

Key issues and priorities:

- Financial planning for infrastructure investments, both new and renewal, especially development charge funded projects which include recoveries extending up to 30 years.
- Developing budget, debt, and reserve projection scenarios to support long term capital and operating budget planning.
- Forecasting the implications of proposed provincial legislative changes, reporting the funding and financing of growth related infrastructure.

- Continue to implement an asset renewal funding strategy in order to ensure the Region’s assets are maintained in a financial sustainably manner in the long term.
- Expansion of inventory management systems and practices across the organization.
- Improvements to financial information system and related reporting to support better decision making.

Base Budget Drivers and Significant Budget Challenges:

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

Financial Services Development Financing
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 4,183**	$ 4,185	$ -	**$ 4,185**	$ 2	0.0%	B1
Fees	**417**	410	-	**410**	(7)	(1.7%)	
Equipment	**190**	190	-	**190**	-	0.0%	
Other operating	**114**	99	-	**99**	(15)	(13.2%)	B2
Debt servicing	**38**	38	-	**38**	-	0.0%	
Transfers to reserves	**242**	240	-	**240**	(2)	(0.8%)	
Interdepartmental charges	**282**	296	-	**296**	14	5.0%	
Subtotal gross expenditure	**5,466**	5,458	-	**5,458**	(8)	(0.1%)	
Central administration recoveries	**(437)**	(437)	-	**(437)**	-	0.0%	
Interdepartmental recoveries	**(1,422)**	(1,492)	-	**(1,492)**	(70)	4.9%	
Subtotal recoveries	**(1,859)**	(1,929)	-	**(1,929)**	(70)	3.8%	
Net expenditure	**$ 3,607**	**$ 3,529**	**$ -**	**$ 3,529**	**$ (78)**	**(2.2%)**	
Revenue							
User fees	**57**	57		**57**			
Contribution from reserves	**48**	48	-	**48**	-	0.0%	
Revenue subtotal	**$ 105**	**$ 105**	**$ -**	**$ 105**	**$ -**	**0.0%**	
Property tax levy	**$ 3,502**	**$ 3,424**	**$ -**	**$ 3,424**	**$ (78)**	**(2.2%)**	
Cost to the average household	**$ 13**			**$ 13**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**41.6**	41.6	-	**41.6**	-	
Temporary	**0.8**	0.8	-	**0.8**	-	
Total	**42.4**	**42.4**	**-**	**42.4**	**-**	
Recoveries						
Interdepartmental:						
Transit	**2.6**	2.6	-	**2.6**	-	
Housing	**1.0**	1.0	-	**1.0**	-	
Water	**1.0**	1.0	-	**1.0**	-	
Total recoveries	**4.6**	**4.6**	**-**	**4.6**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, including savings resulting from favourable benefit carrier plan RFP

B2 - Reduction to inventory write-offs and information promotion advertising budget

Financial Services & Development Financing
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
60005 RDC By Law Review	5		**5**			180	120	**305**	300	**605**
60010 Stores Vehicles Equipment				60				**60**	95	**155**
60031 AP Modernization	100		**100**	300	200			**600**		**600**
60033 Fuel Management Systems				100				**100**	1,500	**1,600**
TOTAL EXPENDITURE	**105**		**105**	**460**	**200**	**180**	**120**	**1,065**	**1,895**	**2,960**
FUNDING & FINANCING										
Development Charges										
Reserve Funds	4		**4**			162	108	**274**	270	**544**
Property Taxes										
Reserves and Reserve Funds										
3982160 Corporate Fleet Replacement Reserve				60				**60**	95	**155**
3982170 Fuel System Equipment Reserve				100				**100**	1,500	**1,600**
3983200 Financial Services Capital Reserve	100		**100**	300	200	18	12	**630**	30	**660**
TOTAL FUNDING & FINANCING	**105**		**105**	**460**	**200**	**180**	**120**	**1,065**	**1,895**	**2,960**

Note:
Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law 19-037 and information available as of the date of publishing with respect to future amendments to the Development Charges Act (DCA) proposed under Bill 108, More Homes, More Choice Act, 2019 and Bill 138, Plan to Build Ontario Together Act, 2019. Further amendments to the DCA may impact the funding available from RDCs. For further clarity, funding sources in the 2020-2029 capital program does not reflect any consideration of revenue that may fall under a future Community Benefits regime.

Financial Services & Development Financing
2020 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From	
	2020 Expenditure	Development Charges / RDC Reserve Fund	Financial Services Capital Reserve
Project			
60005 RDC By Law Review	5	5	-
60031 AP Modernization	100		100
Total	**105**	**5**	**100**

Region of Waterloo

HUMAN RESOURCES & CITIZEN SERVICE

Department: Human Resources and Citizen Service
Commissioner: Jane Albright

The Human Resources and Citizen Service (HRCS) 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. HRCS is also responsible for the Region’s evolving Citizen Service and corporate performance functions, including the Service First Call Centre (SFCC), 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.

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

The EMO maintains compliance with emergency management legislation and integrates Emergency Response plans with other area municipalities within the Region through a network of Community Emergency Management Coordinators (CEMC).

The divisions within HRCS include:

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

Program: Office of Corporate Performance
Manager: Amber Sare

Programs and services:

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

Key issues and priorities:

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

Base Budget Drivers and Significant Budget Challenges:

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

Human Resources & Citizen Service (HRC)
Departmental Summary

2020 Budget by Division (Thousands)										
	Budgeted Expenditure (Net of Internal Recoveries)			Budgeted Revenue			Property Tax Levy			
	2019	2020	Increase (Decrease)	2019	2020	Increase (Decrease)	2019	2020	Increase (Decrease)	% Change
Commissioner of HRC	$ 1,869	$ 1,899	$ 30	$ 88	$ 88	$ -	$ 1,781	$ 1,811	$ 30	1.7%
Talent Management & Employee Services	1,499	1,532	33	-	-	-	1,499	1,532	33	2.2%
Citizen Service	4,163	4,179	16	95	91	(4)	4,068	4,088	20	0.5%
Employee Relations	2,522	2,480	(42)	825	820	(5)	1,697	1,660	(37)	(2.2%)
Total	**$ 10,053**	**$ 10,090**	**$ 37**	**$ 1,008**	**$ 999**	**$ (9)**	**$ 9,045**	**$ 9,091**	**$ 46**	**0.5%**

Budgeted Staff Complement (FTEs)			
By Division	**2019**	**2020**	**Change**
Commissioner of HRC	8.0	8.0	-
Talent Management & Employee Services	19.6	19.6	-
Citizen Service	40.5	40.5	-
Employee Relations	24.0	23.0	(1.0)
Total	**92.1**	**91.1**	**(1.0)**
By Category			
Permanent	87.8	86.8	(1.0)
Temporary	4.3	4.3	-
Total	**92.1**	**91.1**	**(1.0)**
Recoveries			
Interdepartmental:			
Facilities	0.3	0.3	-
Rapid Transit	4.3	4.3	-
Transit	13.0	13.0	-
Transportation	0.3	0.3	-
Waste Management	1.3	1.3	-
Water	1.3	1.3	-
From WSIB Reserves	5.0	5.0	-
Total recoveries	**25.5**	**25.5**	**-**

Commissioner of Human Resources & Citizen Service

Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 1,201**	$ 1,198	$ -	**$ 1,198**	$ (3)	(0.2%)	B1
Services and supplies	**582**	589	-	**589**	7	1.2%	
Corporate training	**356**	356	-	**356**	-	0.0%	
Transfers to reserves	**5**	5	-	**5**	-	0.0%	
Interdepartmental charges	**84**	108	-	**108**	24	28.6%	B2
Subtotal gross expenditure	**2,228**	2,256	-	**2,256**	28	1.3%	
Central administration recoveries	**(186)**	(186)	-	**(186)**	-	0.0%	
Interdepartmental recoveries	**(172)**	(170)	-	**(170)**	2	(1.2%)	
Subtotal recoveries	**(358)**	(356)	-	**(356)**	2	(0.6%)	
Net expenditure	**$ 1,870**	**$ 1,900**	**$ -**	**$ 1,900**	**$ 30**	**1.6%**	
Revenue							
User fees	**88**	88	-	**88**	-	0.0%	
Revenue subtotal	**$ 88**	**$ 88**	**$ -**	**$ 88**	**$ -**	**0.0%**	
Property tax levy	**$ 1,782**	**$ 1,812**	**$ -**	**$ 1,812**	**$ 30**	**1.7%**	
Cost to the average household	**$ 7**			**$ 7**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 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, includes savings resulting from favourable benefit carrier plan RFP

B2 - Increased provision for voice radio costs

Division: Talent Management and Employee Services
Director: Danielle Seiler

Programs and services:

- Provides candidate attraction, recruitment, selection and workforce planning, guidance, advice and support to client departments to ensure compliance with legislative requirements, collective agreements and Region policies and procedures.
- Partners with business units to plan, identify and develop a skilled workforce to meet the organization's changing needs.
- Provides advisory and consulting services as the primary contact for human resources activities and broker services from specialized areas of human resources to enable clients to effectively deliver their people plans.
- Develops, implements and supports programs and related corporate initiatives/strategies including performance management; employee engagement; recognition; workplace restoration, corporate training, leadership development and talent management to enhance performance, effectiveness and employees' capacity to learn, adapt, and change.

Key issues and priorities:

- Ensuring the Region has effective programs and policies in place to support changing employee demographics.
- Meeting the needs and expectations of a multigenerational workforce.
- Implementing corporate actions to build employee engagement in response to the employee survey. The more engaged and supported staff feel, the better service they will provide and the more satisfied citizens are with our services.

Base Budget Drivers and Significant Budget Challenges:

- Changing workforce demographics require targeted talent management initiatives including leadership development, workforce planning, talent acquisition and other customized strategies to attract, support, develop and retain a skilled and diverse workforce that understands and meets the needs of our community.

Talent Management & Employee Services
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 2,208**	$ 2,231	$ -	**$ 2,231**	$ 23	1.0%	B1
Services and supplies	**78**	76	-	**76**	(2)	(2.6%)	
Transfers to reserves	**6**	5	-	**5**	(1)	(16.7%)	
Interdepartmental charges	**86**	90	-	**90**	4	4.7%	
Subtotal gross expenditure	**2,378**	2,402	-	**2,402**	24	1.0%	
Central administration recoveries	**(172)**	(172)	-	**(172)**	-	0.0%	
Interdepartmental recoveries	**(706)**	(698)	-	**(698)**	8	(1.1%)	
Subtotal recoveries	**(878)**	(870)	-	**(870)**	8	(0.9%)	
Net expenditure	**$ 1,500**	**$ 1,532**	**$ -**	**$ 1,532**	**$ 32**	**2.1%**	
Property tax levy	**$ 1,500**	**$ 1,532**	**$ -**	**$ 1,532**	**$ 32**	**2.1%**	
Cost to the average household	**$ 6**			**$ 6**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**19.6**	19.6	-	**19.6**	-	
Temporary	**-**	-	-	**-**	-	
Total	**19.6**	**19.6**	**-**	**19.6**	**-**	
Recoveries						
Interdepartmental:						
Transit	**3.0**	3.0	-	**3.0**	-	
Total recoveries	**3.0**	**3.0**	**-**	**3.0**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, includes savings resulting from favourable benefit carrier plan RFP

Division: Citizen Service
Director: Daun Fletcher

Programs and services:

- Operates the Service First Call Centre (SFCC), a 24/7 call centre that handles calls for all Regional services and related online platforms to provide robust and effective service to the citizens of the Region.
- Develops, implements and maintains strategic, technical and operational plans to support and facilitate technology excellence, HR integration, and application management including Human Resource Information Systems such as Employee Life Cycle Data Management, Job Lifecycle Data Management and Time and Attendance Management System. Also administers and maintains the systems and technologies that support the SFCC.
- Oversees service improvement initiatives across the organization including customer feedback, program improvement, public engagement, volunteer management and front desk services.
- Ensures that services are delivered in an inclusive way and are reflective of our diverse population and is in compliance with the Accessibility for Ontarians with Disabilities Act (AODA), related legislation and the Region's Diversity and Inclusion Plan (2018-2022).

Key issues and priorities:

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

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

Base Budget Drivers and Significant Budget Challenges:

- Keeping pace with best practices and industry trends for automating Human Resource systems and processes, to improve efficiency and engage various demographics.
- Expand the SFCC and optimize the use of up to date technologies to ensure services meet public expectations for information, availability, anytime, from device/channel.

Citizen Service
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 3,508**	$ 3,523	$ -	**$ 3,523**	$ 15	0.4%	B1
Services and supplies	**703**	699	-	**699**	(4)	(0.6%)	
Debt servicing	**795**	620	-	**620**	(175)	(22.0%)	B2
Transfers to reserves	**74**	247	-	**247**	173	233.8%	B2
Interdepartmental charges	**69**	70	-	**70**	1	1.4%	
Subtotal gross expenditure	**5,149**	5,159	-	**5,159**	10	0.2%	
Central administration recoveries	**(56)**	(56)	-	**(56)**	-	0.0%	
Interdepartmental recoveries	**(931)**	(925)	-	**(925)**	6	(0.6%)	
Subtotal recoveries	**(987)**	(981)	-	**(981)**	6	(0.6%)	
Net expenditure	**$ 4,162**	**$ 4,178**	**$ -**	**$ 4,178**	**$ 16**	**0.4%**	
Revenue							
Contribution from reserves	**95**	91	-	**91**	(4)	(4.2%)	
Revenue subtotal	**$ 95**	**$ 91**	**$ -**	**$ 91**	**$ (4)**	**(4.2%)**	
Property tax levy	**$ 4,067**	**$ 4,087**	**$ -**	**$ 4,087**	**$ 20**	**0.5%**	
Cost to the average household	**$ 15**			**$ 15**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**36.2**	36.2	-	**36.2**	-	
Temporary	**4.3**	4.3	-	**4.3**	-	
Total	**40.5**	**40.5**	**-**	**40.5**	**-**	
Recoveries						
Interdepartmental:						
Transit	**6.0**	6.0	-	**6.0**	-	
Rapid Transit	**4.3**	4.3	-	**4.3**	-	
Waste Management	**1.0**	1.0	-	**1.0**	-	
Total recoveries	**11.3**	**11.3**	**-**	**11.3**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, includes savings resulting from favourable benefit carrier plan RFP

B2 - Debt servicing savings resulting from expired debt repurposed as increased provision for capital funding

Division: Employee Relations
Director: Matthew Sutcliffe

Programs and services:

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

Key issues and priorities:

- Supports the organization in managing the effects of changes to programs and services that have staffing and bargaining unit implications as a component of the Human Resources change management activities.
- Supports the organization by providing advice and consultation on health and safety issues to all departments.
- Maintaining a positive working relationship with the Region's bargaining agents is critical to the success of the Region's programs and services.
- Enhanced awareness of harassment and violence in the workplace issues has increased the volume of investigations and need for conflict resolution.
- Addresses the increased focus and attention on mental health concerns and the introduction of a Mental Health strategy for employees of the Region.
- Responding to increased volume of WSIB, pension, benefit, retirement, and recruitment transactions.
- Providing accommodation and Return to Work strategies to address an increasing variety of physical and mental health issues.

Base Budget Drivers and Significant Budget Challenges:

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

Employee Relations

Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 2,991**	$ 2,837	$ -	**$ 2,837**	$ (154)	(5.1%)	B1
Services and supplies	**295**	293	-	**293**	(2)	(0.7%)	
Legal Fees	**463**	563	-	**563**	100	21.6%	B2
Debt servicing	**43**	43	-	**43**	-	0.0%	
Transfers to reserves	**6**	5	-	**5**	(1)	(16.7%)	
Interdepartmental charges	**70**	72	-	**72**	2	2.9%	
Subtotal gross expenditure	**3,868**	3,813	-	**3,813**	(55)	(1.4%)	
Central administration recoveries	**(209)**	(209)	-	**(209)**	-	0.0%	
Interdepartmental recoveries	**(1,138)**	(1,126)	-	**(1,126)**	12	(1.1%)	
Subtotal recoveries	**(1,347)**	(1,335)	-	**(1,335)**	12	(0.9%)	
Net expenditure	**$ 2,521**	**$ 2,478**	**$ -**	**$ 2,478**	**$ (43)**	**(1.7%)**	
Revenue							
Contribution from reserves	**825**	820	-	**820**	(5)	(0.6%)	
Revenue subtotal	**$ 825**	**$ 820**	**$ -**	**$ 820**	**$ (5)**	**(0.6%)**	
Property tax levy	**$ 1,696**	**$ 1,658**	**$ -**	**$ 1,658**	**$ (38)**	**(2.2%)**	
Cost to the average household	**$ 6**			**$ 6**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**24.0**	23.0	-	**23.0**	(1.0)	C1
Temporary	**-**	-	-	**-**	-	
Total	**24.0**	**23.0**	**-**	**23.0**	**(1.0)**	
Recoveries						
Interdepartmental:						
Facilities	**0.3**	0.3	-	**0.3**	-	
Transit	**4.0**	4.0	-	**4.0**	-	
Transportation	**0.3**	0.3	-	**0.3**	-	
Waste Management	**0.3**	0.3	-	**0.3**	-	
Water	**1.3**	1.3	-	**1.3**	-	
From WSIB Reserve	**5.0**	5.0	-	**5.0**	-	
Total recoveries	**11.2**	**11.2**	**-**	**11.2**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, includes savings resulting from favourable benefit carrier plan RFP and base budget reduction

B2 - Budget adjustment to reflect the increased need for external legal advice

Complement notes

C1 - Base budget reduction from programming changes/redesign

Human Resources & Citizen Service
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
90150 Consolidated Call Centre	293	167	**460**	273	184	750	750	**2,417**	400	**2,817**
99037 Safety Management System	68	145	**213**	177				**391**		**391**
99042 Employee Lifecycle Review	56		**56**					**56**		**56**
99044 Applicant Tracking System		150	**150**	150				**300**		**300**
TOTAL EXPENDITURE	**417**	**462**	**879**	**600**	**184**	**750**	**750**	**3,163**	**400**	**3,563**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	349	167	**516**	273				**789**		**789**
3981400 WSIB Reserve Fund	68	145	**213**	177				**391**		**391**
3983900 HRC Capital Reserve		150	**150**	150	184	750	750	**1,984**	400	**2,384**
TOTAL FUNDING & FINANCING	**417**	**462**	**879**	**600**	**184**	**750**	**750**	**3,163**	**400**	**3,563**

Human Resources & Citizen Service
2020 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From		
	2020 Expenditure	General Tax Supported Capital	WSIB Reserve Fund	HRC Capital Reserve
Project				
90150 Consolidated Call Centre	460	460		
99037 Safety Management System	213		213	
99042 Employee Lifecycle Review	56	56		
99044 Applicant Tracking System	150			150
Total	**879**	**516**	**213**	**150**

Region of Waterloo

PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES

Department: Planning, Development & Legislative Services
Commissioner: Rod Regier

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

The divisions within Planning, Development & Legislative Services include:

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

Planning, Development & Legislative Services (PDL)
Departmental Summary

2020 Budget by Division (Thousands)

	Budgeted Expenditure (Net of Internal Recoveries)			Budgeted Revenue			Property Tax Levy			
	2019	2020	Increase (Decrease)	2019	2020	Increase (Decrease)	2019	2020	Increase (Decrease)	% Change
Commissioner of PDL	$ 715	$ 727	$ 12	$ -	$ -	$ -	$ 715	$ 727	$ 12	1.7%
Economic Development	2,063	2,066	3	-	-	-	2,063	2,066	3	0.1%
Region of Waterloo International Airport	9,520	9,684	164	3,430	3,700	270	6,090	5,984	(106)	(1.7%)
Community Planning	4,248	4,194	(54)	1,018	909	(109)	3,230	3,285	55	1.7%
Council & Administrative Services	2,747	3,001	254	568	712	144	2,179	2,289	110	5.1%
Provincial Offences Admin & Prosecution	4,319	4,410	91	8,946	9,116	170	(4,627)	(4,706)	(79)	1.7%
Legal Services	792	847	55	209	212	3	582	634	52	8.9%
Cultural Services	11,217	11,804	586	881	1,387	506	10,336	10,417	81	0.8%
Region of Waterloo Library	3,166	3,214	48	181	164	(17)	2,985	3,050	65	2.2%
Total	**$ 38,787**	**$ 39,946**	**$ 1,160**	**$ 15,233**	**$ 16,200**	**$ 967**	**$ 23,554**	**$ 23,746**	**$ 193**	**0.8%**

Budgeted Staff Complement (FTEs)

By Division	**2019**	**2020**	**Change**
Commissioner of PDL	3.0	3.0	-
Economic Development	5.0	5.0	-
Region of Waterloo International Airport	23.1	23.1	-
Community Planning	29.5	28.5	(1.0)
Council & Administrative Services	33.9	33.9	-
Provincial Offences Admin & Prosecution	29.0	29.0	-
Legal Services	13.0	13.0	-
Cultural Services	54.5	54.5	-
Region of Waterloo Library	32.8	32.8	-
Total	**223.8**	**222.8**	**(1.0)**
By Category			
Permanent	195.9	195.9	-
Temporary	27.9	26.9	(1.0)
Total	**223.8**	**222.8**	**(1.0)**
Recoveries			
Interdepartmental:			
Housing	2.0	2.0	-
Design & Construction	4.0	4.0	-
Public Health	2.0	2.0	-
From reserves	1.0	1.0	-
From capital projects	3.5	3.5	-
Total recoveries	**12.5**	**12.5**	**-**

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

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 406**	$ 407	$ -	**$ 407**	$ 1	0.2%	B1
Services and supplies	**155**	154	-	**154**	(1)	(0.6%)	
Transfers to reserves	**7**	7	-	**7**	-	0.0%	
Interdepartmental charges	**147**	159	-	**159**	12	8.2%	B2
Subtotal gross expenditure	**715**	727	-	**727**	12	1.7%	
Net expenditure	**$ 715**	**$ 727**	**$ -**	**$ 727**	**$ 12**	**1.7%**	
Property tax levy	**$ 715**	**$ 727**	**$ -**	**$ 727**	**$ 12**	**1.7%**	
Cost to the average household	**$ 3**			**$ 3**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 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, including savings resulting from favourable benefit carrier plan RFP

B2 - Facilities rent, management overhead and lifecycle provision increase

Division: Economic Development
Manager: Matthew Chandy

Programs and services:

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

- Developing and leading Region of Waterloo Smart City Initiatives including the implementation of the Smart Waterloo Region proposal for children and youth;
- Leading cluster development initiatives to support industry sector growth in Waterloo Region;
- The dissemination of data and analytics on the regional economy (e.g. data requests, industry sector profiles, Waterloo Region community profile);
- Leading the updating, implementing and monitoring of the Waterloo Regional Economic Development Strategy (WREDS);
- Oversight of Regional grants for economic development;
- Working with community partners to lead or support investment opportunities in Waterloo Region;
- Leading air service and business development at the Region of Waterloo International Airport (YKF) including the implementation of the YKF Business Plan and supporting the implementation of the YKF Master Plan;
- Leading or supporting development and implementation of Strategic Projects (e.g. Two-way all-day GO);
- Supporting Treasury Services with annual Region credit rating update process;
- Supporting strategic land development projects through Region processes (e.g. Charles St Terminal, East Side Lands) the delivery of incentives for development projects (e.g. brownfields, development charges, etc.);
- Support with liaising between Federal and Provincial governments relating to economic development priorities; and,
- Leading communication projects relating to economic development (e.g. profiling Region successes, investment in the Corridor, community narrative).

Key issues and priorities:

- Continuing to pursue smart city opportunities in partnership with private sector and not-for-profit organizations that can enhance service delivery to children, youth, and the general public by leveraging technology solutions.
- Leading the development and implementation of air service and business development initiatives at YKF including the implementation of the YKF Business Plan and attracting aerospace/aviation related business to the airport lands.
- Advancing strategic land development projects such as the East Side Lands or the future use of the Charles St. terminal. Updating and implementing the Waterloo Region Economic Development Strategy in partnership with area municipalities, and other economic development.
- Supporting strategic economic development initiatives such as Two Way All Day GO transit and cluster development projects.

Economic Development
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 582**	$ 585	$ -	**$ 585**	$ 3	0.5%	B1
Grants	**1,358**	1,358	-	**1,358**	-	0.0%	
Services and supplies	**118**	118	-	**118**	-	0.0%	
Transfers to reserves	**1**	1	-	**1**	-	0.0%	
Interdepartmental charges	**4**	4	-	**4**	-	0.0%	
Net expenditure	**$ 2,063**	**$ 2,066**	**$ -**	**$ 2,066**	**$ 3**	**0.1%**	
Property tax levy	**$ 2,063**	**$ 2,066**	**$ -**	**$ 2,066**	**$ 3**	**0.1%**	
Cost to the average household	**$ 8**			**$ 8**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**5.0**	5.0	-	**5.0**	-	
Temporary	**-**	-	-	**-**	-	
Total	**5.0**	**5.0**	**-**	**5.0**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, including savings resulting from favourable benefit carrier plan RFP

Economic Development
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
99061 Environmental Site Assessment Grants	35		**35**					**35**		**35**
99062 Community Improvement Plans	38		**38**					**38**		**38**
99082 Oversizing Cambridge Sanitary extension	150	200	**350**	200	150			**700**		**700**
TOTAL EXPENDITURE	**223**	**200**	**423**	**200**	**150**			**773**		**773**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	183	200	**383**	200	150			**733**		**733**
3980140 Brownfield Incentive Program Reserve	40		**40**					**40**		**40**
TOTAL FUNDING & FINANCING	**223**	**200**	**423**	**200**	**150**			**773**		**773**

Economic Development
2020 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From	
	2020 Expenditure	General Tax Supported Capital	Brownfield Incentive Reserve Fund
Project			
99061 Environmental Site Assessment Grants	35	33	2
99062 Community Improvement Plans	38		38
99082 Oversizing Cambridge Sanitary extension	350	350	
Total	**423**	**383**	**40**

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

Programs and services:

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

Key issues and priorities:

- The airport Terminal building is currently operating at about 50% of its capacity, meaning passenger numbers could be doubled with very little capital investment.
- Available lands at airport and large lot employment lands on adjacent “East Side” properties, located around the airport.
- The Greater Toronto Airport Authority is leading a group of 11 airports called the “Southern Ontario Airport Network” in which Airport staff are actively participating with potential to create new opportunities.

Base Budget Drivers and Significant Budget Challenges:

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

Region of Waterloo International Airport
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 2,258**	$ 2,291	$ -	**$ 2,291**	$ 33	1.5%	B1
Utilities, Services and Supplies	**1,864**	1,855	-	**1,855**	(9)	(0.5%)	
Debt servicing	**2,411**	2,316	-	**2,316**	(95)	(3.9%)	
Transfers to reserves	**1,952**	2,143	-	**2,143**	191	9.8%	B2
Interdepartmental charges	**1,163**	1,231	-	**1,231**	68	5.8%	B3
Subtotal gross expenditure	**9,648**	9,836	-	**9,836**	188	1.9%	
Interdepartmental recoveries	**(128)**	(153)	-	**(153)**	(25)	19.5%	B4
Subtotal recoveries	**(128)**	(153)	-	**(153)**	(25)	19.5%	
Net expenditure	**$ 9,520**	**$ 9,683**	**$ -**	**$ 9,683**	**$ 163**	**1.7%**	
Revenue							
User fees	**3,010**	3,115	-	**3,115**	105	3.5%	
Contribution from reserves	**419**	584	-	**584**	165	39.4%	B5
Revenue subtotal	**$ 3,429**	**$ 3,699**	**$ -**	**$ 3,699**	**$ 270**	**7.9%**	
Property tax levy	**$ 6,091**	**$ 5,984**	**$ -**	**$ 5,984**	**$ (107)**	**(1.8%)**	
Cost to the average household	**$ 23**			**$ 22**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**19.0**	19.0	-	**19.0**	-	
Temporary	**4.1**	4.1	-	**4.1**	-	
Total	**23.1**	**23.1**	**-**	**23.1**	**-**	
Recoveries						
Interdepartmental:						
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, includes savings resulting from favourable benefit carrier plan RFP

B2 - Increase funding for Airport Capital projects (50% of debt servicing costs for retired debt)

B3 - Increase to facilities management overhead, facilities rent, life cycle provision and voice radio, partially offset by a decrease in ITS licensing and fleet management overhead

B4 - Increase to interdepartmental recoveries to extend Senior Project Manager position to year end

B5 - Increase recovery from RDC reserves for increase in growth related debt servicing costs

Region of Waterloo International Airport
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
Capital Renewal										
03513 Noise Monitoring System				50				**50**	50	**100**
03515 Electrical Study		50	**50**					**50**		**50**
03540 Minor Airside Construction Projects	333		**333**	150	150	300	300	**1,233**	300	**1,533**
03541 Runway 26 Approach Lighting									300	**300**
03542 Runway 08 Approach Lighting									300	**300**
03544 Sanitary Forcemain Servicing	184		**184**	2,805	2,725			**5,714**		**5,714**
03547 Airport Business Plan Update				200				**200**	200	**400**
03548 Rehabilitation 08/26									15,900	**15,900**
03551 Airfield Lighting Upgrade (from PAPI 07 Replacement)						380		**380**	264	**644**
03555 Fencing						300		**300**	400	**700**
03557 Equipment Replacements	78	49	**126**	5	55	172	15	**373**	243	**616**
03564 Randell Drain/Stormwater-Upgrades		50	**50**				50	**100**		**100**
03566 Parking lot Resurfacing					30	330		**360**		**360**
03569 Hydro Plant Upgrade	23		**23**			570		**593**	500	**1,093**
03570 Apron Resurfacing									270	**270**
03574 Security Upgrades	30		**30**					**30**	200	**230**
03587 Silver Dart Place Construction						450		**450**		**450**
03588 Fleet Vehicle Replacement Airport		75	**75**	2,095	280	735	738	**3,923**	1,742	**5,665**
03591 Parking Equipment Replacement									400	**400**
03623 Parking Equipment Upgrade				100				**100**		**100**
03625 Pavement Markings		385	**385**					**385**		**385**
03626 Runway 26 SALSR Upgrade									480	**480**
03627 Airfield Lighting Upgrade - LED	358		**358**			500		**858**		**858**
03633 Groundside Pavement Rehabilitation		820	**820**					**820**		**820**
03634 Airfield Pavement Rehabilitation				350		3,715		**4,065**		**4,065**
03635 Landside Road Rehabilitation									1,670	**1,670**
03636 Runway 14-32 Rehabilitation									4,602	**4,602**
Total Capital Renewal	**1,006**	**1,429**	**2,434**	**5,755**	**3,240**	**7,452**	**1,103**	**19,984**	**27,821**	**47,806**
Facilities Managed Capital Renewal										
70500 Airport Renewal	47	111	**158**	286	214	1,221	598	**2,477**	1,921	**4,398**
Total Facilities Managed Capital Renewal	**47**	**111**	**158**	**286**	**214**	**1,221**	**598**	**2,477**	**1,921**	**4,398**

Region of Waterloo International Airport
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
Capital Expansion (Master Plan)										
Phase 1										
03593 Terminal Bldg Exp Feasibilty/ Site Study	-80	124	**43**					**43**		**43**
03594 Rail Connectivity Study YKF/YYZ	208		**208**					**208**		**208**
03595 Enviro Assmt for Runway 14-32 & 08-26	18	53	**71**					**71**		**71**
03596 Design Runway 14-32 & 08-26	147	353	**500**					**500**		**500**
03597 Master Land Use and Service Planning	-23	56	**32**					**32**		**32**
03600 Design of Terminal Expansion Phase 1	457	91	**548**					**548**		**548**
03601 Development of Apron VII Serviced Lands	107	152	**259**					**259**		**259**
03602 Federal Zoning Runway 14-32 & 08-26 Ext	178	74	**252**					**252**		**252**
Total Phase 1	**1,012**	**902**	**1,914**					**1,914**		**1,914**
Phase 2										
03603 Trigger 2 Property Acquisition	437		**437**			1,497		**1,934**		**1,934**
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						4,600	6,000	**10,600**		**10,600**
03610 Design Terminal Expansion Phase 2									3,565	**3,565**
03611 Increase Available Surface Parking							2,875	**2,875**		**2,875**
03612 Develop Existing Serviced Lands						1,100	1,000	**2,100**	660	**2,760**
03613 Fountain Street Utility Relocations							2,300	**2,300**		**2,300**
Total Phase 2	**437**		**437**			**13,858**	**23,100**	**37,395**	**11,963**	**49,357**
Phase 3										
03614 Trigger 3 Property Acquisition									12,938	**12,938**
03615 Shantz Station Road Reconfiguration									5,290	**5,290**
03616 Construct Partial Taxiway 'B'									3,910	**3,910**
03617 Construct Runway 08/26 Extension									11,500	**11,500**
03618 Widen Taxiways to Accomodate AGN-IV Aircraft									3,220	**3,220**
03619 Construct Terminal Expansion Phase 2									68,097	**68,097**
03620 Design Terminal Expansion Phase 3									4,830	**4,830**
03621 Design Landside Roads & Parking Configuration									230	**230**
03622 Develop Southeast Serviced Lands									3,795	**3,795**
Total Phase 3									**113,810**	**113,810**
TOTAL EXPENDITURE	**2,502**	**2,442**	**4,944**	**6,041**	**3,454**	**22,531**	**24,801**	**61,771**	**155,514**	**217,285**

Region of Waterloo International Airport
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies				1,000		4,266	7,375	**12,641**	39,899	**52,540**
Development Charges										
Reserve Funds	620	568	**1,188**	225		479	45	**1,937**	825	**2,762**
Debentures	377		**377**	1,879	1,826	4,977	7,546	**16,605**	47,741	**64,347**
Property Taxes										
Reserves and Reserve Funds										
3980440 Airport Capital Reserve	1,183	1,750	**2,933**	911	394	7,047	903	**12,188**	10,442	**22,631**
3982160 Corporate Fleet Replacement Reserve		75	**75**	1,095	280	735	738	**2,923**	1,742	**4,665**
3982190 Airport Vehicle/Equipment Reserve	78	49	**126**	5	55	172	15	**373**	243	**616**
Debentures	245		**245**	926	899	4,855	8,179	**15,103**	54,622	**69,725**
TOTAL FUNDING & FINANCING	**2,502**	**2,442**	**4,944**	**6,041**	**3,454**	**22,531**	**24,801**	**61,771**	**155,514**	**217,285**

Notes:
- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law 19-037 and information available as of the date of publishing with respect to future amendments to the Development Charges Act (DCA) proposed under Bill 108, More Homes, More Choice Act, 2019 and Bill 138, Plan to Build Ontario Together Act, 2019. Further amendments to the DCA may impact the funding available from RDCs. For further clarity, funding sources in the 2020-2029 capital program does not reflect any consideration of revenue that may fall under a future Community Benefits regime.
- A few projects progressed ahead of schedule and therefore the carry forward from 2019 reflects expenditures that were budgeted in the 2020 portion of the overall project budget.

Region of Waterloo International Airport
2020 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From				
	2020 Expenditure	Development Charges / Reserve Fund	RDC Debentures	Vehicle & Equipment Reserves	Airport Capital Levy Reserve	Property Tax Supported Debentures
Project						
03515 Electrical Study	50				50	
03540 Minor Airside Construction Projects	333				333	
03544 Sanitary Forcemain Servicing	184		123			61
03557 Equipment Replacements	126			126		
03564 Randell Drain/Stormwater-Upgrades	50	45			5	
03569 Hydro Plant Upgrade	23	19			4	
03574 Security Upgrades	30	14			17	
03588 Fleet Vehicle Replacement Airport	75			75		
03593 Terminal Bldg Exp Feasibilty/ Site Study	43	25			18	
03594 Rail Connectivity Study YKF/YYZ	208	121			87	
03595 Enviro Assmt for Runway 14-32 & 08-26	71	41			30	
03596 Design Runway 14-32 & 08-26	500	290			210	
03597 Master Land Use and Service Planning	32	19			14	
03600 Design of Terminal Expansion Phase 1	548	318			230	
03601 Development of Apron VII Serviced Lands	259	150			109	
03602 Federal Zoning Runway 14-32 & 08-26 Ext	252	146			106	
03603 Trigger 2 Property Acquisition	437		254			184
03625 Pavement Markings	385				385	
03627 Airfield Lighting Upgrade - LED	358				358	
03633 Groundside Pavement Rehabilitation	820				820	
70500 Airport Renewal	158				158	
Total	**4,944**	**1,188**	**377**	**201**	**2,933**	**245**

Division: Community Planning
Director: Michelle Sergi

Programs and services:

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

Key issues and priorities:

- The Region continues to experience strong growth, and Regional planning is essential to ensure that future growth occurs in a positive and sustainable manner, such that it enhances the community’s quality of life.

- A changing legislative environment and the planning of rapid transit services have added to the complexity for planning on a regional scale.
- The implementation of the Community Building Strategy as an investment tool to guide how the community should grow around rapid transit.
- The East Side Master Environmental Servicing Plan Phase 2 including sub-watershed and planning work on the East Side is on-going.
- Increased growth and the implementation of rapid transit will increase the demands on forecasting and monitoring as the Region plans for major infrastructure and monitors the impacts of rapid transit across the community.
- The adoption of GreenHouse Gas reduction targets and declaration of a climate emergency serve to the highlight the increasing importance of work associated with climate change.
- Many key parcels of land across the Region are impacted by historical environmental contamination (e.g. former heavy industry). The remediation and redevelopment of sites has multiple public interests, including the protection of the Region's groundwater.
- Continuing to protect the Region's significant environmental areas (including Regionally-owned forests) and stewardship initiatives will remain important as pressures associated with growth increase.

Base Budget Drivers and Significant Budget Challenges:

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

Community Planning

Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 3,326**	$ 3,299	$ -	**$ 3,299**	$ (27)	(0.8%)	B1
Services and supplies	**708**	685	-	**685**	(23)	(3.2%)	
Transfers to reserves	**234**	232	-	**232**	(2)	(0.9%)	
Interdepartmental charges	**30**	28	-	**28**	(2)	(6.7%)	
Subtotal gross expenditure	**4,298**	4,244	-	**4,244**	(54)	(1.3%)	
Interdepartmental recoveries	**(50)**	(50)	-	**(50)**	-	0.0%	
Subtotal recoveries	**(50)**	(50)	-	**(50)**	-	0.0%	
Net expenditure	**$ 4,248**	**$ 4,194**	**$ -**	**$ 4,194**	**$ (54)**	**(1.3%)**	
Revenue							
User fees	**427**	427	-	**427**	-	0.0%	
Other Revenue	**134**	134	-	**134**	-	0.0%	
Provincial grants & subsidies	**106**	-	-	**-**	(106)	0.0%	B2
Contribution from reserves	**351**	348	-	**348**	(3)	(0.9%)	
Revenue subtotal	**$ 1,018**	**$ 909**	**$ -**	**$ 909**	**$ (109)**	**(10.7%)**	
Property tax levy	**$ 3,230**	**$ 3,285**	**$ -**	**$ 3,285**	**$ 55**	**1.7%**	
Cost to the average household	**$ 12**			**$ 12**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**26.0**	26.0	-	**26.0**	-	
Temporary	**3.5**	2.5	-	**2.5**	(1.0)	C1
Total	**29.5**	**28.5**	**-**	**28.5**	**(1.0)**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, including savings resulting from favourable benefit carrier plan RFP

B2 - Reduction of funding for Community Climate Adaptation Plan as agreement ended 11/30/2019

Complement notes

C1 - Reduction of 1 temporary FTE related to Community Climate Adaptation Plan as agreement ended 11/30/2019

Community Planning
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
22006 Forest Exp Land Acquisition	13	50	**63**	175	50			**288**		**288**
22007 Municipal Comprehensive Review	830	300	**1,130**	650	250	650	250	**2,930**	1,250	**4,180**
22021 Sub-Watershed Studies	722	250	**972**	950	700	200	200	**3,022**	1,000	**4,022**
22027 Community Environmental Stewardship	100		**100**					**100**		**100**
22036 Community Sustainability		110	**110**	110				**220**		**220**
22038 Development Application Database	50		**50**	375	375			**800**		**800**
22039 Walker Woods Improvements		20	**20**	15				**35**		**35**
22040 Zero Emission Vehicle Infrastructure		445	**445**	292				**737**		**737**
TOTAL EXPENDITURE	**1,715**	**1,175**	**2,890**	**2,567**	**1,375**	**850**	**450**	**8,132**	**2,250**	**10,382**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies		508	**508**	354				**861**		**861**
Development Charges										
Reserve Funds	1,482	520	**2,002**	1,629	1,019	785	425	**5,859**	2,125	**7,984**
Property Taxes										
Reserves and Reserve Funds										
3980010 Contribution from Reserve Funds		20	**20**	15				**35**		**35**
3983800 Community Planning Capital Reserve	234	128	**361**	570	356	65	25	**1,377**	125	**1,502**
TOTAL FUNDING & FINANCING	**1,715**	**1,175**	**2,890**	**2,567**	**1,375**	**850**	**450**	**8,132**	**2,250**	**10,382**

Note:
Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law 19-037 and information available as of the date of publishing with respect to future amendments to the Development Charges Act (DCA) proposed under Bill 108, More Homes, More Choice Act, 2019 and Bill 138, Plan to Build Ontario Together Act, 2019. Further amendments to the DCA may impact the funding available from RDCs. For further clarity, funding sources in the 2020-2029 capital program does not reflect any consideration of revenue that may fall under a future Community Benefits regime.

Community Planning
2020 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From			
	2020 Expenditure	Grants & Subsidies	Development Charges / Reserve Fund	General Tax Supported Capital	Community Planning Capital Reserve
Project					
22006 Forest Exp Land Acquisition	63				63
22007 Municipal Comprehensive Review	1,130		1,017		113
22021 Sub-Watershed Studies	972		972		
22027 Community Environmental Stewardship	100				100
22036 Community Sustainability	110	83			28
22038 Development Application Database	50		13		38
22039 Walker Woods Improvements	20			20	
22040 Zero Emission Vehicle Infrastructure	445	425			20
Total	**2,890**	**508**	**2,002**	**20**	**361**

Division: Council and Administrative Services
Director: Kris Fletcher

Programs and services:

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

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

Key issues and priorities:

- A Regional Council composition review is required prior to the next municipal election in 2022.
- The key issues in information management include an upgrade to the Region's electronic document system; integrating the LRT's records into the Region's record system and transitioning information in Public Health. Any changes to Public Health will have a large impact on all areas of Information Management and Archives (IM&A). Without a clear understanding of the timeframe of the transfer, current projects may be impacted due to IM&A staffing resources to support the transfer of information.
- Work with the taxi by-law will continue in order to develop efficient compliance models for taxi license issuers and inspections of drivers and vehicles. Continued enforcement of the Smoke Free Ontario Act is

uncertain due to changes proposed by the Province to remove Public Health Units from Regional governance.

- Requests for internally produced communication material (graphic design and video) to promote Regional programs and services continues to grow as the various, non-traditional, communication mediums continue to expand, i.e. Social Media, YouTube, Digital Ads. Design and video requests continue to put a strain on existing resources with outsourcing required to meet client needs and deadlines. Shared digital resources between various programs are required. A new digital asset management system will be implemented in 2020.
- Automated Speed Enforcement, Administrative Monetary Penalties (AMPs) and lack of an electronic system ticket transfer system for red light cameras continue to impact the flow of charges, court time and revenues at POA. A new write-off policy is also being developed to allow for the write-off of uncollectable fines.

Base Budget Drivers and Significant Budget Challenges:

- Provincial Offences Act revenues are dependent on the number of traffic and red light camera tickets issued and are affected by the early resolution court process. This had a direct impact on general revenues. Large fine payments have increased since 2018 however large fines are still down significantly since 2017.
- 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 $120,000 annually). A committee is discussing the use of these funds.
- The contract for off-site records expires in September 2020. The 2021 Regional and Police budget may need to be increased in response to the RFP for future service.

Council & Administrative Services

Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 3,232**	$ 3,328	$ -	**$ 3,328**	$ 96	3.0%	B1
Services and supplies	**950**	1,036	-	**1,036**	86	9.1%	B2
Transfers to reserves	**185**	263	-	**263**	78	42.1%	B3
Interdepartmental charges	**312**	341	-	**341**	29	9.2%	B4
Subtotal gross expenditure	**4,679**	4,968	-	**4,968**	289	6.2%	
Central administration recoveries	**(601)**	(601)	-	**(601)**	-	0.0%	
Interdepartmental recoveries	**(1,332)**	(1,366)	-	**(1,366)**	(34)	2.6%	
Subtotal recoveries	**(1,932)**	(1,967)	-	**(1,967)**	(34)	1.8%	
Net expenditure	**$ 2,747**	**$ 3,001**	**$ -**	**$ 3,001**	**$ 254**	**9.3%**	
Revenue							
User fees	**560**	680	-	**680**	120	21.4%	B5
Provincial grants & subsidies	**8**	8	-	**8**	-	0.0%	
Contribution from reserves	**-**	20	-	**20**	20		B6
Cost recoveries	**-**	4	-	**4**	4		
Revenue subtotal	**$ 568**	**$ 712**	**$ -**	**$ 712**	**$ 144**	**25.4%**	
Property tax levy	**$ 2,179**	**$ 2,289**	**$ -**	**$ 2,289**	**$ 110**	**5.1%**	
Cost to the average household	**$ 8**			**$ 8**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 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, includes savings resulting from favourable benefit carrier plan RFP
B2 - Minor capital equipment, external print production, and records storage increase
B3 - Adjustment to match accessible service revenue increase
B4 - Voice radio, Facilities rent, and lifecycle provision increase
B5 - Accessible service fees, and app based taxi broker issued licence fees increased
B6 - Increased funding for minor capital equipment

Council & Administrative Services
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
90009 Lic & Reg Servs Vehicles						72	70	**142**	35	**177**
90075 CMS Equipment	12		**12**			30	30	**72**	40	**112**
90092 Licensing-Radio Equipment	4		**4**					**4**	108	**111**
90117 Electronic Document Management System	100	100	**200**	300	300	300	100	**1,200**	100	**1,300**
TOTAL EXPENDITURE	**115**	**100**	**215**	**300**	**300**	**402**	**200**	**1,417**	**283**	**1,700**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982160 Corporate Fleet Replacement Reserve						72	70	**142**	35	**177**
3983500 ITS Capital Reserve	100	100	**200**	300	300	300	100	**1,200**	100	**1,300**
3983600 CMS Equipment Reserve	12		**12**			30	30	**72**	40	**112**
3983700 Bylaw Equipment Reserve	4		**4**					**4**	108	**111**
TOTAL FUNDING & FINANCING	**115**	**100**	**215**	**300**	**300**	**402**	**200**	**1,417**	**283**	**1,700**

Council & Administrative Services
2020 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From	
	2020 Expenditure	Vehicle & Equipment Reserves	ITS Capital Reserve
Project			
90075 CMS Equipment	12	12	
90092 Licensing-Radio Equipment	4	4	
90117 Electronic Document Management System	200		200
Total	**215**	**15**	**200**

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

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 2,702**	$ 2,842	$ -	**$ 2,842**	$ 140	5.2%	B1
Services and supplies	**1,383**	1,328	-	**1,328**	(55)	(4.0%)	
Transfers to reserves	**8**	7	-	**7**	(1)	(10.8%)	
Interdepartmental charges	**243**	250	-	**250**	7	2.8%	
Subtotal gross expenditure	**4,336**	**4,427**	-	**4,427**	91	2.1%	
Central administration recoveries	**-**	**-**	-	**-**	-	0.0%	
Interdepartmental recoveries	**(17)**	(17)	-	**(17)**	-	0.0%	
Subtotal recoveries	**(17)**	(17)	-	**(17)**	-	0.0%	
Net expenditure	**$ 4,319**	**$ 4,410**	**$ -**	**$ 4,410**	**$ 91**	**2.1%**	
Revenue							
POA general revenues	**3,922**	3,925	-	**3,925**	3	0.1%	
Collection agency fees	**3,292**	3,409	50	**3,459**	167	5.1%	B2
French Language funding	**172**	172	-	**172**	-	0.0%	
Red light camera revenues	**1,560**	1,560	-	**1,560**	-	0.0%	
Revenue subtotal	**$ 8,946**	**$ 9,066**	**$ 50**	**$ 9,116**	**$ 170**	**1.9%**	
Property tax levy	**$ (4,627)**	**$ (4,656)**	**$ (50)**	**$ (4,706)**	**$ (79)**	**1.7%**	
Cost to the average household	**$ (17)**			**$ (17)**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**29.0**	29.0	-	**29.0**	-	
Temporary	**-**	-	-	**-**	-	
Total	**29.0**	**29.0**	**-**	**29.0**	**-**	

<u>Notes</u>

Budget notes

B1 - Compensation per contracts/estimates, includes savings resulting from favourable benefit carrier plan RFP, position reclassifications, and annualization of position approved through 2019 Budget Issue Paper

B2 - Collection revenue increase related to anticipated higher collections by new collections staff hired during 2019.

Division: Legal Services
Director: Debra Arnold

Programs and services:

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

Key issues and priorities:

- Increased demand for legal services in connection with implementation of the Region's capital program and negotiation/settlement/litigation of related compensation claims.
- Increased demand for legal services in connection with implementation of the Regional Official Plan land development matters.

Base Budget Drivers and Significant Budget Challenges:

- Increased demand for services in support of Regional initiatives, particularly ION rapid transit project (stage 2) and Transportation capital projects.

Legal Services
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 1,676**	$ 1,735	$ -	**$ 1,735**	$ 59	3.5%	B1
Services and supplies	**150**	148	-	**148**	(3)	(1.9%)	
Debt servicing	**-**	-	-	**-**	-	0.0%	
Transfers to reserves	**6**	6	-	**6**	(0)	(0.9%)	
Transfers to capital			-	**-**	-	0.0%	
Interdepartmental charges	**81**	87	-	**87**	6	7.2%	
Subtotal gross expenditure	**1,913**	1,975	-	**1,975**	62	3.2%	
Central administration recoveries	**(164)**	(164)	-	**(164)**	-	0.0%	
Interdepartmental recoveries	**(957)**	(964)	-	**(964)**	(7)	0.7%	
Subtotal recoveries	**(1,122)**	(1,129)	-	**(1,129)**	(7)	0.6%	
Net expenditure	**$ 792**	**$ 847**	**$ -**	**$ 847**	**$ 55**	**7.0%**	
Revenue							
User fees	**37**	37	-	**37**	1	1.6%	
Provincial grants & subsidies	**-**	-	-	**-**	-	0.0%	
Contribution from reserves	**172**	175	-	**175**	3	1.6%	
Revenue subtotal	**$ 209**	**$ 212**	**$ -**	**$ 212**	**$ 3**	**1.6%**	
Property tax levy	**$ 582**	**$ 634**	**$ -**	**$ 634**	**$ 52**	**8.9%**	
Cost to the average household	**$ 2**			**$ 2**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**13.0**	13.0	-	**13.0**	-	
Temporary	**-**	-	-	**-**	-	
Total	**13.0**	**13.0**	**-**	**13.0**	**-**	
Recoveries						
Interdepartmental:						
Housing	**2.0**	2.0	-	**2.0**	-	
Design & Construction	**4.0**	4.0	-	**4.0**	-	
From reserves	**1.0**	1.0	-	**1.0**	-	
From capital projects	**-**	-	-	**-**	-	
Total recoveries	**7.0**	**7.0**	**-**	**7.0**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, includes savings resulting from favourable benefit carrier plan RFP and position reclassifications.

Division: Cultural Services
Director: Helen Chimirri-Russell

Programs and services:

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

Key issues and priorities:

- Spaces: With changing populations and growing collections, libraries and museums are working to create inviting spaces that are fully accessible and welcoming to the public and provide adequate space for staff to work. This includes the recent expansion of the Library Headquarters, the upcoming expansion of the Waterloo Region Curatorial Centre, and the ongoing improvement of museum sites and library branches. Many library buildings have poor accessibility and lack flexible programming space, which will require proactive work with the townships who own the buildings.

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

Base Budget Drivers and Significant Budget Challenges:

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

Cultural Services
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 4,010**	$ 4,064	$ -	**$ 4,064**	$ 54	1.3%	B1
Services and supplies	**1,197**	1,199	-	**1,199**	2	0.1%	
Grants	**877**	1,041	-	**1,041**	164	18.6%	B2
Debt servicing	**2,831**	1,749	-	**1,749**	(1,083)	(38.2%)	B3
Transfers to reserves	**720**	2,127	-	**2,127**	1,408	195.7%	B3,B4
Interdepartmental charges	**1,582**	1,624	-	**1,624**	42	2.7%	
Net expenditure	**$ 11,217**	**$ 11,804**	**$ -**	**$ 11,804**	**$ 586**	**5.2%**	
Revenue							
User fees	**742**	757	-	**757**	15	2.0%	
Provincial grants & subsidies	**139**	139	-	**139**	-	0.0%	
Municipal accommodation tax	**-**	327	-	**327**	327		B4
Contribution from reserves	**-**	164	-	**164**	164		B2
Revenue subtotal	**$ 881**	**$ 1,387**	**$ -**	**$ 1,387**	**$ 506**	**57.4%**	
Property tax levy	**$ 10,336**	**$ 10,417**	**$ -**	**$ 10,417**	**$ 81**	**0.8%**	
Cost to the average household	**$ 39**			**$ 38**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 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 and position reclassifications, includes savings resulting from favourable benefit carrier plan RFP

B2 - Municipal Accommodation Tax collected in 2019 to be used in 2020 to support the goals outlined in the Regional Tourism Strategy, to be funded from the reserve

B3 - Debt servicing savings resulting from maturing debt were repurposed as increased provision for capital funding

B4 -Municipal Accommodation Tax revenue, to be transferred to the reserve

Cultural Services
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
Program Area Capital										
Ken Seiling Waterloo Region Museum										
42017 Trades' Building - Sawmill, Rpr Shop, We		50	50	150	150		250	600	240	840
42026 Collections Photography & Database	24	50	74	50	57	50	50	281		281
42027 Vehicle/Equipment Replacement Doon				35				35	22	57
42029 Doon Visitor Infrastructure	43	50	93	50	50	50	50	293	100	393
42030 Restoration of Steam Engine	25	44	69					69	30	99
42034 Peter McArthur House					30	150		180		180
42035 Schoolhouse		100	100	100		400	835	1,435		1,435
42040 Sararas House Interiors	144	150	294	150				444		444
42042 Directional & Road Signage	132		132					132		132
42043 Upgrade / Replace Utility Services	97		97	250	300			647		647
42046 Curatorial Centre Storage Expansion				5,000	3,500			8,500		8,500
42049 Exhibit Refurbishment				200				200	200	400
42050 Travelling Exhibit Development	58		58			765		823	1,465	2,288
42052 Audio Visual Equipment	10	100	110			200		310	200	510
42053 Fire hall - interior/exterior upgrade									420	420
42062 Main Gallery Exhibit Refurbishment									4,000	4,000
42063 Mid-duration Gallery		250	250	250		125	600	1,225		1,225
42066 Exterior Interpretive Panels		75	75					75		75
42068 Security Upgrade	11		11					11		11
42071 Curatorial Centre Improvements		457	457	171				628		628
Subtotal Ken Seiling Waterloo Region Museum	**544**	**1,326**	**1,870**	**6,406**	**4,087**	**1,740**	**1,785**	**15,888**	**6,677**	**22,565**

Cultural Services
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
Schneider Haus										
43003 Collections and Database	20		20	20	20	20	20	100		100
43010 Grounds and Visitor Services	41	150	191	100				291	200	491
43013 Museum Development				100			1,142	1,242		1,242
43015 Marketing Materials	48		48					48		48
43016 Exhibit Cases	21		21					21		21
43017 Travelling Folk Art Museum									480	480
Subtotal Schneider Haus	**130**	**150**	**280**	**220**	**20**	**20**	**1,162**	**1,702**	**680**	**2,382**
McDougall Cottage										
44002 Wall Murals	60	215	275					275		275
44004 Strategic Planning/Marketing Materials						46		46		46
44010 McDougall Site Development	12	25	37					37		37
Subtotal McDougall Cottage	**72**	**240**	**312**			**46**		**358**		**358**
Total Program Area Capital	**745**	**1,716**	**2,461**	**6,626**	**4,107**	**1,806**	**2,947**	**17,947**	**7,357**	**25,304**
Facilities Managed Capital Renewal										
70020 KSWRM Renewal	240	434	**674**	194	878	323	433	**2,502**	5,104	**7,606**
70300 Schneider Haus Renewal	31		**31**	34	191	242	55	**553**	210	**763**
70400 McDougall Renewal					75	13	24	**112**	52	**164**
Total Facilities Managed Capital Renewal	**271**	**434**	**705**	**228**	**1,144**	**578**	**512**	**3,167**	**5,365**	**8,532**
TOTAL EXPENDITURE	**1,016**	**2,150**	**3,166**	**6,854**	**5,251**	**2,384**	**3,459**	**21,113**	**12,722**	**33,836**

Cultural Services
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies				3,667	2,567			**6,234**		**6,234**
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	307	100	**407**			46		**453**		**453**
3980065 Facility Lifecycle Reserve		434	**434**	228	266	578	79	**1,585**	261	**1,847**
3982160 Corporate Fleet Replacement Reserve				35				**35**	22	**57**
3983100 Cultural Services Capital Reserve	372	1,616	**1,988**	1,341	307	1,760	2,947	**8,343**	6,035	**14,378**
Debentures	337		**337**	1,583	2,111		433	**4,464**	6,404	**10,868**
TOTAL FUNDING & FINANCING	**1,016**	**2,150**	**3,166**	**6,854**	**5,251**	**2,384**	**3,459**	**21,113**	**12,722**	**33,836**

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

Cultural Services
2020 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From			
	2020 Expenditure	General Tax Supported Capital	Facility Lifecycle Reserve	Cultural Services Capital	Property Tax Supported Debentures
Project					
42017 Trades' Building - Sawmill, Rpr Shop, We	50			50	
42026 Collections Photography & Database	74			74	
42029 Doon Visitor Infrastructure	93			93	
42030 Restoration of Steam Engine	69	25		44	
42035 Schoolhouse	100			100	
42040 Sararas House Interiors	294			294	
42042 Directional & Road Signage	132	132			
42043 Upgrade / Replace Utility Services	97				97
42050 Travelling Exhibit Development	58			58	
42052 Audio Visual Equipment	110	110			
42063 Mid-duration Gallery	250			250	
42066 Exterior Interpretive Panels	75			75	
42068 Security Upgrade	11			11	
42071 Curatorial Centre Improvements	457			457	
43003 Collections and Database	20			20	
43010 Grounds and Visitor Services	191	41		150	
43015 Marketing Materials	48	48			
43016 Exhibit Cases	21	21			
44002 Wall Murals	275			275	
44010 McDougall Site Development	37			37	
70020 KSWRM Renewal	674		434		240
70300 Schneider Haus Renewal	31	31			
Total	**3,166**	**407**	**434**	**1,988**	**337**

Library Services

Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 2,286**	$ 2,319	$ -	**$ 2,319**	$ 33	1.4%	B1
Collections	**234**	226	-	**226**	(8)	(3.4%)	
Other operating	**205**	218	-	**218**	13	6.3%	B2
Debt servicing	**20**	20	-	**20**	-	0.0%	
Transfers to reserves	**69**	80	-	**80**	11	15.9%	B3
Interdepartmental charges	**352**	351	-	**351**	(1)	(0.3%)	
Net expenditure	**$ 3,166**	**$ 3,214**	**$ -**	**$ 3,214**	**$ 48**	**1.5%**	
Revenue							
User fees	**47**	39	-	**39**	(8)	(17.0%)	
Provincial grants & subsidies	**105**	105	-	**105**	-	0.0%	
Contribution from reserves	**29**	20	-	**20**	(9)	(31.0%)	
Revenue subtotal	**$ 181**	**$ 164**	**$ -**	**$ 164**	**$ (17)**	**(9.4%)**	
Property tax levy	**$ 2,985**	**$ 3,050**	**$ -**	**$ 3,050**	**$ 65**	**2.2%**	
Cost to the average household	**$ 84**			**$ 83**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**31.7**	31.7	-	**31.7**	-	
Temporary	**1.1**	1.1	-	**1.1**	-	
Total	**32.8**	**32.8**	**-**	**32.8**	**-**	

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

Notes

Budget notes

B1 - Compensation per contracts/estimates, includes savings resulting from favourable benefit carrier plan RFP

B2 - Addition of WREPNET in New Hamburg and Elmira, partially offset by reductions in programming and advertising costs

B3 - Increased provision for ITS licencing costs

Region of Waterloo Library
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
Program Area Capital										
20002 Library Holdings Acquisitions (RDC)		38	**38**	38	38	38	38	**190**	190	**380**
20009 Other Branch Furnishings		20	**20**	20	20	20	20	**100**	100	**200**
20014 Vehicle Replacement Library									60	**60**
20015 Branch Development		20	**20**		20		20	**60**	40	**100**
20023 New Hamburg Branch - Puddicombe Estate	25		**25**					**25**		**25**
20026 Breslau Branch - Furnish, Equip & Collection (New)				120				**120**		**120**
20027 St. Clements - Relocate & Expand (Furnish, Equip)					50			**50**		**50**
Total Program Area Capital	**25**	**78**	**103**	**178**	**128**	**58**	**78**	**545**	**390**	**935**
Facilities Managed Capital Renewal										
70001 Library Renewal				25			25	**50**	25	**75**
Total Facilities Managed Capital Renewal				**25**			**25**	**50**	**25**	**75**
TOTAL EXPENDITURE	**25**	**78**	**103**	**203**	**128**	**58**	**103**	**595**	**415**	**1,010**
FUNDING & FINANCING										
Development Charges										
Reserve Funds		70	**70**	142	95	52	70	**430**	297	**727**
Property Taxes										
Reserves and Reserve Funds										
3980160 Library Capital Reserve	25	8	**33**	61	33	6	33	**165**	58	**223**
3982160 Corporate Fleet Replacement Reserve									60	**60**
TOTAL FUNDING & FINANCING	**25**	**78**	**103**	**203**	**128**	**58**	**103**	**595**	**415**	**1,010**

Note:
Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law 19-037 and information available as of the date of publishing with respect to future amendments to the Development Charges Act (DCA) proposed under Bill 108, More Homes, More Choice Act, 2019 and Bill 138, Plan to Build Ontario Together Act, 2019. Further amendments to the DCA may impact the funding available from RDCs. For further clarity, funding sources in the 2020-2029 capital program does not reflect any consideration of revenue that may fall under a future Community Benefits regime.

Region of Waterloo Library
2020 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From	
	2020 Expenditure	Development Charges / Reserve Fund	Library Capital Reserve
Project			
20002 Library Holdings Acquisitions (RDC)	38	34	4
20009 Other Branch Furnishings	20	18	2
20015 Branch Development	20	18	2
20023 New Hamburg Branch - Puddicombe Estate	25		25
Total	**103**	**70**	**33**

Region of Waterloo

TRANSPORTATION

&

ENVIRONMENTAL SERVICES

Department: Transportation and Environmental Services
Commissioner: Thomas Schmidt

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

The divisions within Transportation & Environmental Services include:

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

Program: Asset Management Office (Part of Commissioner of Transportation and Environmental Services)
Manager: Tim Walton

Programs and services:

- Responsible for the Corporate Asset Management Program which includes continuous improvement and development.
- Responsible for the implementation of the Corporate Work Management System (Lucity) and the Decision Support System (PowerPlan).
- Creating and governing the Asset Management Plan and Policy.
- Creation of the Annual Report for Transportation & Environmental Services (TES).
- Strategic initiatives including Climate Change Adaptation and Resiliency planning for TES.

Key issues and priorities:

- The Asset Management Plan and Policy is updated every four years in alignment with the Regional Strategic Plan cycle. Provincial legislation requires an update be provided at a minimum of every five years.
- Reports on the Asset Management Implementation Project and the Asset Management Program to the Asset Management Steering Committee, the Corporate Leadership Team and Regional Council.

Base Budget Drivers & Significant Budget Challenges:

- Ensuring commitment to the Asset Management Program cooperate with existing resources.
- Ensuring consistency with the Asset Management Program across service areas.
- Keeping the software programs of Lucity and PowerPlan up to date and staff adequately trained.

Transportation & Environmental Services (TES)
Departmental Summary

2020 Budget by Division (Thousands)

	Budgeted Expenditure (Net of Internal Recoveries)			Budgeted Revenue			Property Tax Levy			
	2019	**2020**	**Increase (Decrease)**	**2019**	**2020**	**Increase (Decrease)**	**2019**	**2020**	**Increase (Decrease)**	**% Change**
Commissioner of TES	$ 272	$ 406	$ 134		$ -	$ -	$ 272	$ 406	$ 134	49.1%
Design and Construction	55	55	-	55	55	-	-	-	-	0.0%
Transportation	51,970	56,548	4,578	1,195	3,977	2,782	50,775	52,571	1,795	3.5%
Waste Management	57,524	60,641	3,117	16,165	16,475	310	41,359	44,166	2,807	6.8%
Public Transit	177,118	184,305	7,187	63,217	62,068	(1,149)	113,901	122,237	8,336	7.3%
Total	**$ 286,939**	**$ 301,954**	**$ 15,015**	**$ 80,632**	**$ 82,575**	**$ 1,943**	**$ 206,307**	**$ 219,379**	**$ 13,072**	**6.3%**

Budgeted Staff Complement (FTEs)

By Division	**2019**	**2020**	**Change**
Commissioner of TES	6.0	5.0	(1.0)
Design and Construction	54.5	54.5	-
Transportation	128.6	128.6	-
Waste Management	86.5	86.5	-
Public Transit	789.4	822.0	32.6
Total	**1,065.0**	**1,096.6**	**31.6**
By Category			
Permanent	1,035.3	1,065.2	29.9
Temporary	29.7	31.4	1.7
Total	**1,065.0**	**1,096.6**	**31.6**
Recoveries			
From capital projects	55.5	55.5	-
Total recoveries	**55.5**	**55.5**	**-**

Budget Issue Papers Approved

Public Transit	Implementation of GRT Business Plan (an additional 35,000 service hours)
Public Transit	Implementation of Specialized Transit Five-Year Business Plan (Year 2)- Address increasing demand for services
Public Transit	Transit Service to Wilmot - Increase in service hours to Wilmot

Commissioner of Transportation & Environmental Services (Includes Asset Management Office)

Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 839**	$ 766	$ -	**$ 766**	$ (72)	(8.6%)	B1
Computer Hardware and Software	**5**	133	-	**133**	128	2432.7%	B2
Corporate Training	**-**	50	-	**50**	50		B2
Other operating	**38**	56	-	**56**	19	50.2%	B2
Transfers to capital	**2**	2	-	**2**	(1)	(26.3%)	
Interdepartmental charges	**24**	25	-	**25**	1	5.4%	
Subtotal gross expenditure	**907**	1,032	-	**1,032**	125	13.8%	
Interdepartmental recoveries	**(635)**	(627)	-	**(627)**	8	(1.3%)	
Subtotal recoveries	**(635)**	(627)	-	**(627)**	8	(1.3%)	
Net expenditure	**$ 272**	**$ 406**	**$ -**	**$ 406**	**$ 134**	**49.1%**	
Property tax levy	**$ 272**	**$ 406**	-	**$ 406**	134	**49.1%**	
Cost to the average household	**$ 1**			**$ 1**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**6.0**	5.0	-	**5.0**	(1.0)	C1
Temporary	**-**	-	-	**-**	-	
Total	**6.0**	**5.0**	**-**	**5.0**	**(1.0)**	
Recoveries						
Interdepartmental:	**2.0**	2.0		**2.0**		C2
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, includes savings resulting from favourable benefit carrier plan RFP and reduction of 1.0 FTE per report COR-FSD-19-34.

B2 - Increased operating costs for Asset Management office as set out below:

	(Thousands)
Software Licencing	$ 128
Corporate user training	50
General office costs	19
	$ 197

The Asset Management office is transitioning from capital implementation to the operational budget

Complement notes

C1 - Reduction relating to the deferral of 2019 Budget Issue Paper, "Asset Management support technologist - Waste Management & Airport", as approved through 2020 Budget Process report (COR-FSD-19-34).

C2 - Two FTEs are recovered from the Roads, Water, Wastewater, Transit and Waste Management Divisions.

Division: Design and Construction
Director: Phil Bauer

Programs and services:

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

Key issues and priorities:

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

Base Budget Drivers & Significant Budget Challenges:

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

Design and Construction

Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 7,167**	$ 7,364	$ -	**$ 7,364**	$ 197	2.7%	B1
Services and supplies	**264**	261	-	**261**	(3)	(1.1%)	
Transfers to reserves	**66**	65	-	**65**	(1)	(1.5%)	
Interdepartmental charges	**240**	248	-	**248**	8	3.3%	
Subtotal gross expenditure	**7,737**	7,938	-	**7,938**	201	2.6%	
Interdepartmental recoveries	**(7,682)**	(7,883)	-	**(7,883)**	(201)	2.6%	
Subtotal recoveries	**(7,682)**	(7,883)	-	**(7,883)**	(201)	2.6%	
Net expenditure	**$ 55**	**$ 55**	**$ -**	**$ 55**	**$ -**	**0.0%**	
Revenue							
User fees	**55**	55	-	**55**	-	0.0%	
Revenue subtotal	**$ 55**	**$ 55**	**$ -**	**$ 55**	**$ -**	**0.0%**	
Property tax levy	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**0.0%**	
Cost to the average household	**$ -**			**$ -**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**54.5**	54.5	-	**54.5**	-	
Temporary	**-**	-	-	**-**	-	
Total	**54.5**	**54.5**	**-**	**54.5**	**-**	
Recoveries						
From capital projects	**54.5**	54.5	-	**54.5**	-	
Total recoveries	**54.5**	**54.5**	**-**	**54.5**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, including savings resulting from favourable benefit carrier plan RFP, and position reclassification

Design & Construction
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
21003 Plotter					15			**15**		**15**
21007 GNSS Survey Equipment									45	**45**
21008 Fleet Vehicle Replacements - D&C					15		70	**85**	145	**230**
21009 Total Station Survey Equipment Replacement						75		**75**		**75**
21010 CADD System Replacement							35	**35**	35	**70**
TOTAL EXPENDITURE					**30**	**75**	**105**	**210**	**225**	**435**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982080 Design Equipment Reserve					15	75	35	**125**	80	**205**
3982160 Corporate Fleet Replacement Reserve					15		70	**85**	145	**230**
TOTAL FUNDING & FINANCING					**30**	**75**	**105**	**210**	**225**	**435**

Division: Transportation
Director: Steve van De Keere

Programs and services:

- Operate and maintain regional road network 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 impact 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.
- Provide direction to implement the new Transportation Master Plan (TMP) with a greater emphasis on Active Transportation modes of travel.

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)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 12,924**	$ 13,261	$ -	**$ 13,261**	$ 337	2.6%	B1
Municipal maintenance agreements	**5,715**	6,118	-	**6,118**	403	7.0%	B2
Services, supplies and communications	**6,613**	8,266		**8,266**	1,653	25.0%	B3
Utilities	**1,028**	1,019		**1,019**	(9)	(0.9%)	
Debt servicing	**595**	2,595		**2,595**	2,000	336.1%	B4
Transfers to reserves	**24,056**	24,060		**24,060**	3	0.0%	
Interdepartmental charges	**2,346**	2,537	-	**2,537**	191	8.1%	B5
Subtotal gross expenditure	**53,278**	57,856	-	**57,856**	4,578	8.6%	
Interdepartmental recoveries	**(1,308)**	(1,308)	-	**(1,308)**	0	(0.0%)	
Subtotal recoveries	**(1,308)**	(1,308)	-	**(1,308)**	0	(0.0%)	
Net expenditure	**$ 51,970**	**$ 56,548**	**$ -**	**$ 56,548**	**$ 4,578**	**8.8%**	
Revenue							
User fees	**738**	912	-	**912**	175	23.7%	B6
Contribution from reserves	**457**	3,064	-	**3,064**	2,607	570.8%	B3/B4
Revenue subtotal	**$ 1,195**	**$ 3,977**	**$ -**	**$ 3,977**	**$ 2,782**	**232.9%**	
Property tax levy	**$ 50,775**	**$ 52,571**	**$ -**	**$ 52,571**	**$ 1,795**	**3.5%**	
Cost to the average household	**$ 190**			**$ 192**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**119.0**	119.0	-	**119.0**	-	
Temporary	**9.6**	9.6	-	**9.6**	-	
Total	**128.6**	**128.6**	**-**	**128.6**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, position reclassifications and annualization of positions approved through 2019 Budget Issue Papers

B2 - The Annual Maintenance Contracts with area municipalities are increased annually based on the contract terms. The contracts were significantly impacted by the 19.7% increase in the cost of salt as well as the construction of 19 new lane kms during the year.

B3 - Changes to Services, Supplies and Communications are as set out below:

Bike lane Pilot Study Area Winter Maintenance (funded in 2020 from the Tax Stabilization Reserve)	$ 600
Increased costs resulting from new salt contract	501
Increased costs resulting from new snow lifting contract	320
Advanced Traffic Management Implementation	150
Increased costs of Locate Services	40
Increase to Urban Maintenance budgets	35
Fuel Price Increase	35
Increased costs for the durable markings due to the implementation of coloured bike boxes	20
Reversal of one-time costs associated with 2019 approved staffing BIPs	(48)
	$ 1,653

B4 - Increase represents changes to existing annual repayment cost as well as costs associated with the issuance of new growth related

Spring Issuance of CDS19-90- Various Growth Related Projects	$1,299
Fall Issuance of CDS19-92 Various Growth Related Projects	711
Annual adjustment to CDS18-90	(7)
Annual adjustment to CDS10-064	(3)
	$2,000

Both CDS19-90 and CDS19-91 are recoverable from the Development Charges Reserve	$ 2,007

B5 - Interdepartmental charges have changed based on corporate allocations. Increases include Facilities Rent, Lifecycle costing, Fleet charges and Voice Radio costs.

B6 - Transportation is proposing to several new Development Permit Fees in June of 2020 which is expected to generate $185,000 of new revenue. This is offset by net reduction of $10,000 to Telecommunication Access Fees and Traffic Signal Installation Revenues based on the five year historical average.

Transportation Summary
Ten Year Capital Budget & Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
ROADS CONSTRUCTION										
ROAD SYSTEM - REHABILITATION										
Urban Resurfacing	503	1,525	**2,028**	2,660	3,655	4,430	6,675	**19,448**	28,845	**48,293**
Rural Resurfacing	327	2,110	**2,437**	9,190	5,915	6,570	8,340	**32,452**	82,870	**115,322**
Existing System Reconstruction	9,436	40,939	**50,375**	41,295	40,535	41,495	36,640	**210,340**	63,535	**273,875**
Cycling Facilities Constructed with Road Works	197	1,745	**1,942**	3,305	5,920	5,110	11,095	**27,372**	7,090	**34,462**
Sidewalks Constructed with Road Works	480	4,536	**5,016**	2,380	3,105	2,585	3,095	**16,181**	1,760	**17,941**
Intersection Improvements				100	100	2,010	220	**2,430**	20	**2,450**
Bridge and Drainage Works	1,820	3,540	**5,360**	8,440	2,930	9,020	1,740	**27,490**	12,450	**39,940**
Cycling Facilities Constructed as Separate Projects				5	50	5	5	**65**		**65**
Sidewalks Constructed as Separate Projects	1,980	3,590	**5,570**	35	5	505	2,640	**8,755**	2,965	**11,720**
System Management/Other	2,206	2,325	**4,531**	2,275	2,410	1,730	2,030	**12,976**	7,705	**20,681**
Modernizations		310	**310**	310	310	310	310	**1,550**	1,550	**3,100**
Transportation Engineering General	418	965	**1,383**	790	790	715	715	**4,393**	3,575	**7,968**
TOTAL ROAD SYSTEM - REHABILITATION	**17,367**	**61,585**	**78,952**	**70,785**	**65,725**	**74,485**	**73,505**	**363,452**	**212,365**	**575,817**
ROAD SYSTEM - EXPANSION										
Intersection Improvements	8,279	7,675	**15,954**	13,240	7,090	7,065	4,750	**48,099**	9,585	**57,684**
Growth Related Turn Lanes	1,892	765	**2,657**	1,485	775	420	405	**5,742**	2,000	**7,742**
Traffic Signal Installations	355	775	**1,130**	775	775	775	775	**4,230**	3,875	**8,105**
Road Widenings	8,073	16,075	**24,148**	17,550	20,375	14,950	31,990	**109,013**	65,595	**174,608**
System Expansion	11,917	18,890	**30,807**	12,275	8,385	11,650	11,450	**74,567**	33,475	**108,042**
Other Development Related Projects and Programs	20		**20**					**20**		**20**
TOTAL ROAD SYSTEM - EXPANSION	**30,536**	**44,180**	**74,716**	**45,325**	**37,400**	**34,860**	**49,370**	**241,671**	**114,530**	**356,201**
VEHICLES AND EQUIPMENT										
06054 Vehicles & Equipment Replacements	700	2,187	**2,887**	3,653	1,030	857	1,895	**10,322**	4,094	**14,416**
06055 Operations Growth Vehicles	16		**16**					**16**		**16**
06071 Machinery & Equipment Replacements	136	35	**171**	34	50	32	27	**313**	674	**987**
06083 Sign Shop Equipment	126	36	**162**	48	28		19	**256**	110	**365**
TOTAL VEHICLES AND EQUIPMENT	**978**	**2,258**	**3,236**	**3,734**	**1,108**	**889**	**1,940**	**10,907**	**4,877**	**15,784**
BUILDINGS/OTHER										
General		1,500	**1,500**	1,500				**3,000**		**3,000**
07147 Salt Management (Cap Equip/Materials)	437	310	**747**	575	650	5,550	7,000	**14,522**	575	**15,097**
07139 Central Yard Asset Renewal	50	1,500	**1,550**	50	100	1,700	2,250	**5,650**		**5,650**
07543 Yard Rationalization Study	416		**416**	100				**516**		**516**
09350 North Dumfries Pkg Lot/Yard Repairs		550	**550**					**550**		**550**
07080 Phillipsburg Storage/Yard Improvements				100				**100**		**100**
TOTAL BUILDINGS/OTHER	**903**	**3,860**	**4,763**	**2,325**	**750**	**7,250**	**9,250**	**24,338**	**575**	**24,913**

Transportation Summary
Ten Year Capital Budget & Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
FACILITIES MANAGED CAPITAL										
73001 Heidelberg Yard Renewal	15	5	**20**	264	91	38	88	**500**	574	**1,074**
73002 Phillipsburg Yard Renewal		5	**5**	241	383	125	52	**805**	431	**1,236**
73004 North Dumfries Yard Renewal				6	257			**263**	20	**283**
TOTAL FACILITIES MANAGED CAPITAL	**15**	**10**	**25**	**510**	**730**	**163**	**139**	**1,568**	**1,025**	**2,593**
TOTAL EXPENDITURE	**49,799**	**111,893**	**161,691**	**122,680**	**105,713**	**117,647**	**134,205**	**641,935**	**333,372**	**975,307**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Provincial Government Funding	714	1,188	**1,902**	1,445	33	99	507	**3,986**	3,036	**7,022**
Federal Gas Tax Reserve Fund	3,212	22,663	**25,875**	18,812	14,880	20,572	18,770	**98,909**	93,239	**192,148**
Federal Government Funding	109	1,440	**1,549**	1,752	40	120	614	**4,075**	3,680	**7,755**
Development Charges										
Reserve Funds	9,269	32,017	**41,286**	31,570	32,098	32,088	34,689	**171,731**	89,264	**260,994**
Debentures	22,251	18,215	**40,466**	18,007	12,905	10,005	30,379	**111,762**	37,645	**149,407**
Property Taxes										
Transportation Capital Reserve	13,266	31,036	**44,302**	35,133	24,321	25,875	24,755	**154,386**	98,122	**252,508**
Facility Lifecycle Reserve	15	10	**25**	247	348	163	139	**922**	351	**1,273**
Transportation Equipment Reserve	262	71	**333**	81	78	32	45	**569**	783	**1,352**
Corporate Fleet Replacement Reserve	700	2,187	**2,887**	3,653	1,030	857	1,895	**10,322**	4,094	**14,416**
Transit Capital Reserve		1	**1**					**1**		**1**
Debentures		3,066	**3,066**	11,980	19,980	27,836	22,412	**85,274**	3,157	**88,432**
TOTAL FUNDING & FINANCING	**49,799**	**111,893**	**161,691**	**122,680**	**105,713**	**117,647**	**134,205**	**641,935**	**333,372**	**975,307**

Notes:
- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law 19-037 and information available as of the date of publishing with respect to future amendments to the Development Charges Act (DCA) proposed under Bill 108, More Homes, More Choice Act, 2019 and Bill 138, Plan to Build Ontario Together Act, 2019. Further amendments to the DCA may impact the funding available from RDCs. For further clarity, funding sources in the 2020-2029 capital program does not reflect any consideration of revenue that may fall under a future Community Benefits regime.
- A few projects progressed ahead of schedule and therefore the carry forward from 2019 reflects expenditures that were budgeted in the 2020 portion of the overall project budget.

Transportation
Ten Year Capital Budget & Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
Program Area Capital										
Base Program										
05163 Ottawa St, Nottingham Ave, King St & Weber St from Sheldon Ave to Borden Ave	(135)	4,750	**4,615**	3,040	5	5		**7,665**		**7,665**
05164 King St, Rail Tracks to Lobsinger Ln		85	**85**	100	150	2,000	5	**2,340**	5	**2,345**
05174 Various Spot Resurfacings		2,000	**2,000**	2,000	2,500	2,000	1,000	**9,500**	5,000	**14,500**
05178 Culvert Replacements in Advance of Road Rehabilitation Projects		400	**400**	400	200	200	100	**1,300**	500	**1,800**
05264 Railway Crossing Assessments/Improvements		100	**100**	100	100	75	100	**475**	375	**850**
05265 Noise Attenuation Wall Retrofits/Repairs		50	**50**	50	50	50	50	**250**	250	**500**
05367 Dundas St, Elgin St to Hespeler Rd	862	5,900	**6,762**	3,790	4,530	4,840	5	**19,927**	5	**19,932**
05375 Minor Bridge Repairs		150	**150**	150	150	150	150	**750**	750	**1,500**
05377 Ottawa St, Pattandon Ave to Imperial Dr	860	700	**1,560**	5	5			**1,570**		**1,570**
05378 Hutchison, Lobsinger to Crosshill	10		**10**					**10**		**10**
05381 Benton St, Charles St to Courtland Ave	15	50	**65**	50	50	975	5	**1,145**	5	**1,150**
05384 King St, Bishop St to Dover St	(218)	4,100	**3,882**	2,100	5	5		**5,992**		**5,992**
05386 Weber St, Blythwood Rd to Northfield Dr	93	4,100	**4,193**	7,700	370	5	5	**12,273**		**12,273**
05387 Weber St, Erb St to Forwell Creek Rd	230		**230**	320	670	2,950	2,950	**7,120**	540	**7,660**
05390 Erb St, Fischer-Hallman Rd to Gateview Dr	150	2,090	**2,240**	115	5	5		**2,365**		**2,365**
05393 Fountain St, King St to HWY 401	425	5	**430**	5				**435**		**435**
05394 Arthur St, South St to Canagagigue Creek Bridge (Bridge #2101)	90	80	**170**	900	50	5	5	**1,130**		**1,130**
05417 Church St, Spruce Ln to Arthur St	311	350	**661**	50	1,380	140	5	**2,236**	5	**2,241**
05425 Nafziger Rd, HWY 7/8 to Waterloo St						220	5	**225**	5	**230**
05430 Weber St. Benjamin Rd to King St		85	**85**	100	145	2,600	5	**2,935**	5	**2,940**
05459 Fountain St, Shantz Hill Rd to Blair Rd	21	20	**41**					**41**		**41**
05474 Line 86, Northfield Dr E to Spruce Ln	10	20	**30**	20	1,895	5	5	**1,955**		**1,955**
05487 King St, HWY 401 to Sportsworld Dr	15	800	**815**	6,050	400	5	5	**7,275**		**7,275**
05489 Weber St, Forwell Creek Rd to Blythwood Rd		3,600	**3,600**	230	5	5		**3,840**		**3,840**
05494 King St, Central St to University Ave	94	50	**144**	4,710	375	5	5	**5,239**		**5,239**
05495 Sawmill Rd, River St to Snyders Flats Rd	1,300	900	**2,200**	5	5			**2,210**		**2,210**
05497 Lancaster St, Wellington St N to Bridgeport Rd	89	400	**489**	3,000	1,650	390		**5,529**		**5,529**
05498 Myers Rd, Branchton Rd to Water St	200	300	**500**	3,300	1,415	2,425	350	**7,990**	10	**8,000**
05505 Sawmill Rd at Katherine St				100	100	2,000	110	**2,310**	10	**2,320**
05508 Erbs Rd, Phillipsburg Bridge at Nith River (#0903)	62	80	**142**	1,230	5	5		**1,382**		**1,382**
05521 Traffic Count Program	178	150	**328**	150	150	150	150	**928**	750	**1,678**
05528 Retaining Wall Repairs		50	**50**	50	50	50	50	**250**	250	**500**
05529 Developer Related Projects		100	**100**	100	100	100	100	**500**	500	**1,000**
05555 Preliminary Design & Post Construction Expenditures		250	**250**	250	250	250	250	**1,250**	1,100	**2,350**
05566 Highland Rd, Fischer-Hallman Rd to Highland Hills Mall Entrance	558		**558**	345	5	5		**913**		**913**
05568 Kressler Rd, Lobsinger Line to Arthur Dr	200	830	**1,030**	60	5	5		**1,100**		**1,100**
05576 Bridge St W, Woolwich St to University Ave E	(90)	100	**10**	100	3,445	250	5	**3,810**	5	**3,815**

Transportation
Ten Year Capital Budget & Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
05582 Parkhill Rd, Ainslie St to Water St	20	40	**60**	90	235	5	5	**395**		**395**
05585 Ebycrest Rd, Victoria St N to Bridge St									985	**985**
05590 Fountain St, Blair Bridge at Grand River (#2801)	257	60	**317**					**317**		**317**
05603 Sawmill Rd/Hawkesville Rd, King St to Waterloo/St Jacobs Tracks	62	1,390	**1,452**	5	5			**1,462**		**1,462**
05611 Storm Water Management Pond Rehabilitation	471	450	**921**	465	800	130	220	**2,536**	250	**2,786**
05612 Frederick St, Lancaster St E to Duke St	16	60	**76**	40	40	1,560	135	**1,851**	10	**1,861**
05636 Swan St-Hilltop Dr to Stanley St and Northumberland St/ Stanley St - St. Andrews St to CP Railway Crossing	1,500	3,875	**5,375**	5	5			**5,385**		**5,385**
05647 Digital Photo Log	230		**230**	200			200	**630**	150	**780**
05649 Weber St E, Montgomery Rd to Sheldon Ave		100	**100**	100	100	2,200	250	**2,750**	10	**2,760**
05650 King St E, Dixon St/Montgomery Rd to Ottawa St	126	105	**231**					**231**		**231**
05651 King St N, University Ave to Weber St N					10	10	10	**30**	1,755	**1,785**
05654 Maryhill Rd to Charles St W					20	20	1,820	**1,860**	130	**1,990**
05656 Westmount Rd W, South of Victoria St to Glasgow St and Victoria, Lawrence Ave to Fischer Hallman	637	50	**687**	375	5,280	3,400	430	**10,172**	10	**10,182**
05657 Westmount Rd S, Glasgow St to Erb St W	107		**107**	50	50	2,070	5	**2,282**	5	**2,287**
05658 Victoria St N, Lancaster St to Margaret Ave.					20	1,510	5	**1,535**	5	**1,540**
05663 Huron St, 50M East of Wilmot-Easthope Rd to Bender Bridge									570	**570**
05673 Roseville Rd, Dickie Settlement Rd to MTO/Region Boundary									1,560	**1,560**
05674 Wrigley Rd, Dumfries Rd to 190M East of Hilltop Rd									2,495	**2,495**
05675 Westmount Rd E, Fischer-Hallman Rd to Blockline Rd					120			**120**		**120**
05678 Line 86, Listowel Rd to Sloman Ln	107		**107**	50	1,445	5	5	**1,612**		**1,612**
05679 Reg. Rd. 97 (Cedar Creek Road), Cambridge/North Dumfries B							10	**10**	1,450	**1,460**
05682 Nafziger Rd, Gerber Rd to Queen's Bush Rd	40	20	**60**	20	60	100	1,545	**1,785**	10	**1,795**
05683 Queens Bush Rd, Firella Ck Bridge to Hutchison Rd	40	20	**60**	20	40	140	1,310	**1,570**	10	**1,580**
05684 King St/Coronation Blvd, Water St N to Bishop St	(18)	20	**2**	100	100	100	2,705	**3,007**	510	**3,517**
05687 Erb St, Menno St Westmount Rd					20	20	160	**200**	1,495	**1,695**
05688 Herrgott Rd, Lobsinger Ln to St Clements N Limits		5	**5**	5				**10**		**10**
05689 Lobsinger Line, Anita St to 0.8km W of Herrgott Rd	(2)	5	**3**	5				**8**		**8**
05690 Arthur St S, Whippoorwill to First St		50	**50**	50	50	1,500	5	**1,655**	5	**1,660**
05692 Ainslie St S, Water St S to Water St N	37	50	**87**	30	1,235	1,235	5	**2,592**	5	**2,597**
05693 Sportsworld Dr, Sportsworld Crossing Rd to King St				50	120	915	5	**1,090**	5	**1,095**
05694 Bishop St N, Concession Rd to King St E				50	50	50	645	**795**	10	**805**
05695 Scott St/Main St/Stanley St, 190M E of Hilltop Dr to St Andrews St		50	**50**	200	200	200	200	**850**	3,310	**4,160**
05697 Fairway Rd N, Briarmeadow Dr to King St	15	50	**65**	100	20	140	5,645	**5,970**	395	**6,365**
05699 Fairway Rd S/Courtland Ave, King St to Manitou		100	**100**	40	60	240	3,120	**3,560**	10	**3,570**
05703 Bleams Rd, Manitou Dr to Homer Watson Blvd		50	**50**	100	2,130	5	5	**2,290**		**2,290**
05705 Bleams Rd, Fischer-Hallman Rd to Trussler Rd	153	100	**253**	100	295	6,060	465	**7,173**	10	**7,183**
05706 University Ave E, Bridge St W to Lincoln Rd	223		**223**	220	2,030	200	5	**2,678**	5	**2,683**
05747 Nafziger Rd, 0.7km N of Erb's Rd to Berletts Rd	8		**8**					**8**		**8**
05748 Hutchison Rd, Weimar Line to Crosshill S Limits					20	2,255	5	**2,280**	5	**2,285**
05749 Queen's Bush Rd, Nafziger Rd to Firella Crk Bridge						20	485	**505**	10	**515**
05750 Courtland Ave E, Hayward Ave to HWY 7/8 EB Ramp	10	20	**30**	595	5	5		**635**		**635**

Transportation
Ten Year Capital Budget & Forecast (Thousands)
2020-2029

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05751 Bleams Rd, Homer WAtson Blvd to Strasburg Rd		40	**40**	20	2,440	5	5	**2,510**		**2,510**
05754 Line 86, Katharine St to Northfield Dr E							10	**10**	2,205	**2,215**
05758 Herrgott Rd, N Limits of St Clements to Ament Line		10	**10**	2,090	5	5		**2,110**		**2,110**
05760 Hespeler Rd, Brooklyn Rd/Norfolk Ave to Munch Ave	20		**20**	20	440	5	5	**490**		**490**
05761 Maryhill Rd, Waterloo/Wellington Bdry to Bridge 2501									545	**545**
05765 Erb St, Margaret Ave to King St				20	40	140	3,190	**3,390**	10	**3,400**
05766 Snyder's Rd E, Christian St to Gingerich Rd	189	100	**289**	3,475	2,190	5	5	**5,964**		**5,964**
05774 King St, Grand River Bridge (#0807)					50	1,300	5	**1,355**	5	**1,360**
05778 Research & Development		20	**20**	20	20	20	20	**100**	100	**200**
05779 Waterloo Spur Trail	15		**15**					**15**		**15**
05789 Water St N, Concession St to Ainslie St N		60	**60**	100	100	40	2,145	**2,445**	1,275	**3,720**
05792 Blair Rd, Blair Settlements Limits (120 M E of Langdon Dr) to 125M SE of Fountain St							20	**20**	895	**915**
05794 Shantz Station Rd, CNR Tracks (S of Twp Rd 72) to Hopewell Crk Bridge #3002							10	**10**	1,430	**1,440**
05795 Spragues Rd, Wrigley Rd to Cambridge/North Dumfries Bdry									3,425	**3,425**
05796 Ottawa St, Alpine Rd to Fischer-Hallman Rd	122	300	**422**	2,250	3,500	5	5	**6,182**		**6,182**
05799 Katherine St, Lundy Rd to Bridge #2301 (Cox Creek)		60	**60**	60	100	1,290	5	**1,515**	5	**1,520**
05800 Eagle St, Concession Rd/Speedville Rd to King St W	20		**20**	100	100	100	4,060	**4,380**	10	**4,390**
05827 Bishop St, Franklin Blvd to Conestoga Blvd				60	60	1,755	5	**1,880**	5	**1,885**
05855 Church St W, Arthur St to Weigel Ave		20	**20**	60	30	375	5	**490**	5	**495**
05865 Bridge Testing & Evaluation Program		125	**125**	125	125	125	125	**625**	625	**1,250**
05893 Manser Rd at Boomer Creek S (#0505)	19	685	**704**	5	5			**714**		**714**
05901 Manser Rd at Boomer Creek N (#0506)	15	685	**700**	5	5			**710**		**710**
05902 Northfield Dr, Scotch Line Rd to Line 86						10	1,650	**1,660**	10	**1,670**
05914 West Montrose Covered Bridge at Grand River (#0091)	791	800	**1,591**	4,200	30	30	30	**5,881**	150	**6,031**
05923 Pinebush Rd, Townline Rd to Franklin Blvd		120	**120**	20	20	300	5,850	**6,310**	10	**6,320**
05927 Fountain St N, HWY 401 to Maple Grove Rd		20	**20**	80	2,400	1,000	65	**3,565**	5	**3,570**
05928 Cedar St, Grand Ave S to Osborne St				50	50	100	2,050	**2,250**	165	**2,415**
05931 Trussler Rd, Brant/Waterloo Rd to Greenfield Rd				210	5	5		**220**		**220**
05932 King St E, Sportsworld Dr to Freeport Bridge		60	**60**	400	5,460	2,340	5	**8,265**	5	**8,270**
05933 Main St E, Franklin Blvd to Chalmers St	(82)	120	**38**	200	1,340	420	5	**2,003**	5	**2,008**
05934 Hawkesville Rd, Three Bridges Rd to Ament Line/Kressler Rd									1,455	**1,455**
05935 Notre Dame Dr, St Ann Ave N to Moser-Young Rd							10	**10**	4,080	**4,090**
05936 Queen St, Witmer Rd to HWY 7/8 EB									2,000	**2,000**
05937 Queen St, Water St to Bethel Rd									710	**710**
05939 Sawmill Rd, Musselman Cres to Arthur St S	179	5	**184**	5				**189**		**189**
05941 Hespeler, Eagle St N/Pinebush Rd to HWY 401 EB Ramp				835	5	5		**845**		**845**
05942 Clyde Rd, Village Rd S to Dobbie Dr									3,000	**3,000**
05943 Townline Rd, 401 WB Ramp to County Rd 34									500	**500**
05944 Roseville Rd, MTO/Region Boundary To Roseville Settlement Limits									2,520	**2,520**
05945 Gingerich Rd, Sandhills Rd to Foundry St	3	5	**8**	5				**13**		**13**
05946 Dickie Settlement Rd, Roseville Rd to Fountain St S									1,965	**1,965**
05947 Grand Ave S, Cedar St to St Andrews St						20	350	**370**	10	**380**

Transportation
Ten Year Capital Budget & Forecast (Thousands)
2020-2029

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05949 Weber St W, Union St to Erb St E		5	5					5		5
05950 Listowel Rd, 750M W of Arthur St S to Line 86							5	5	2,010	2,015
05953 Ament Ln, Lavery Rd to 220M East of Knarr St									1,080	1,080
05954 Northfield Dr, Scheifele Bridge at Conestogo River (#2201)	202	400	602	200	200	6,500	5	7,507	5	7,512
05955 Ottawa St S, Fischer-Hallman Rd to 100M W of Trussler Rd	1,660	785	2,445	5	5			2,455		2,455
05957 Victoria St S, Eastforest Trail/Westforest Trail to Highgate Rd/Bramblewood St									910	910
05958 Hutchison Rd, Queen's Bush Rd to Perth 107									2,025	2,025
05959 Weber St W, Queen St N to College St									605	605
05968 Nafziger Rd, Erb's Rd to 150m N of Erb's Rd									275	275
05970 Water St, Ainslie St to Concession/Cedar St	20		20					20		20
05972 Westmount Rd, Ottawa St to Greenbrook Dr					20	100	2,565	2,685	10	2,695
05973 Bridge St, Lexington Rd to Eastbridge Blvd									870	870
05975 University Ave, Belgreen Way/Stonehaven Dr to Resurrection Dr					10	540	5	555	5	560
05976 Concession St, Chalmers to Chisholm St									610	610
05977 Erb's Rd, Sandhills Rd to Bridge #0903 Over the Nith River	10	30	40	2,110	5	5		2,160		2,160
05978 William Hasting Line, Manser Rd to Lichty Rd						10	1,025	1,035	10	1,045
05979 Foundry St, HWY 7/8 Westbound Ramp to Gingerich Rd									225	225
05980 Old Beverly Rd, Waterloo-Hamilton Bdry to 50M W of Shellard Side Rd									2,615	2,615
05981 Weber St E, HWY 8 On Ramp to Fergus Ave		60	60	140	825	5	5	1,035		1,035
05982 Notre Dame Dr, 0.38km S of Erb's Rd to St Ann Ave N	(55)	2,500	2,445	5	5			2,455		2,455
05983 King St, Northfield Dr to HWY 85 NB Ramp (Woolwich)					100	100	2,245	2,445	10	2,455
05986 Roseville Rd, Roseville E Settlement Limit to 560m W of Fischer Hallman Rd	(20)	40	20	160	1,160	5	5	1,350		1,350
05987 Foundry St, Gingerich Rd to Snyder's Rd				60	100	620	5	785	5	790
05992 Main St, Grand River Bridge (#2703)	10		10		10			20	20	40
05995 Bridge St, Grand River Bridge (#5201)	20		20		20			40	40	80
05997 Dundas St at CPR (#0803)	32	10	42	1,325	345	5	5	1,722		1,722
06134 Weber St, Borden Ave to Queen St		1,500	1,500	5	5			1,510		1,510
06265 King St, Railway Tracks to Central St and Erb St, King St to 100	255	5	260	5				265		265
06416 Franklin Blvd, 200M N of Avenue Rd to 325M S of Bishop St	380		380					380		380
06485 Land Dedication Surveys & Purchases		65	65	65	65	65	65	325	325	650
06506 Bridge St, Eastbridge Blvd to Northfield Dr		150	150	1,760	5	5		1,920		1,920
06510 Bridgeport Rd/Caroline St, King St to Erb St	242	1,950	2,192	130	5	5		2,332		2,332
06582 Lackner Blvd, Fairway Rd to Ottawa St									2,915	2,915
06585 Reg. Rd. 3 (Walkers Road), Bean Rd. to Highway 7/8									1,890	1,890
06721 Edworthy Side Rd, Cedar Creek Rd to Roseville Rd									995	995
06723 Nafziger Rd, Snyder's Rd to Erb's Rd									1,760	1,760
06744 Fairway Rd, HWY 8 SB Ramp to Wilson Ave	11	5	16					16		16
06759 University Ave E, Weber St N to Albert St	(145)	150	5	300	200	2,610	5	3,120	5	3,125
06762 Homer Watson Blvd, Ottawa St S to Bleams Rd	90	5	95					95		95
06826 Infill Sidewalk & Cycling Facilities to be Identified						500	500	1,000	2,500	3,500
06852 Herrgott Rd at Boomer Creek (#1001)									535	535

Ten Year Capital Budget & Forecast (Thousands)

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06983 Erb St, Erbsville Ct to Ira Needles Blvd	(19)	795	**776**	5	5			**786**		**786**
06998 Arthur St at Canagagigue Creek (#2101)		50	**50**	360	5	5		**420**		**420**
07053 Asset Management Program	119	315	**434**	300	300	315	300	**1,649**	1,530	**3,179**
07187 Maryhill Rd at Hopewell Creek (#2501)									335	**335**
07347 Herrgott Rd at Conestogo River (#1003)		30	**30**	20	575	5	5	**635**		**635**
07348 Lobsinger Line, Reitzel Pl to Heidelberg Cemetery					10	1,650	5	**1,665**	5	**1,670**
07349 Ament Line at Boomer Creek (#1705)		30	**30**	20	300	5	5	**360**		**360**
07350 Branchton Rd, Morrison Rd to Cambridge/North Dumfries Bdry					10	260	5	**275**	5	**280**
07352 Bridgeport Rd E, HWY 86 SB Ramp to Margaret Ave		20	**20**	40	40	180	2,645	**2,925**	10	**2,935**
07357 Weber St at Martin Creek (#0813)				20	80	5	5	**110**		**110**
07358 Nafziger Rd at Wellesley Creek (#0552)						10	750	**760**	10	**770**
07359 Weber St at Laurel Creek (#0810)					20	445	5	**470**	5	**475**
07361 King St E, Freeport Bridge to River Rd E		20	**20**	20	20	825	5	**890**	5	**895**
07367 Reconstruction & Major Rehabilitation Projects to be Identified									33,500	**33,500**
07381 Roseville Rd Turtle Crossing	162	50	**212**	5	5			**222**		**222**
07382 Phillip St to "Research and Technology" ION Station	8		**8**					**8**		**8**
07383 Victoria St N, 0.715 km E of Ebycrest Rd & Woolwich St S									650	**650**
07384 New Dundee Rd, 50m E of Executive Pl to Reichert Dr	375	125	**500**					**500**		**500**
07385 Sawmill Rd, Arthur St S to King St N	20	410	**430**	5	5			**440**		**440**
07390 Pinebush Rd, Franklin Blvd to Hespeler Rd					50	50	1,935	**2,035**	10	**2,045**
07391 Westmount Rd N, University Ave W to Columbia St		20	**20**	40	40	140	2,750	**2,990**	10	**3,000**
07392 Victoria St N, Kitchener/Woolwich Bdry to Bruce St	(32)	3,610	**3,578**	5	50	150	260	**4,043**	5,830	**9,873**
07393 Reg. Rd. 57 (University Avenue W), Resurrection Dr. to Ira Needles Blvd.							10	**10**	570	**580**
07394 Erbsville Rd, Columbia St to Wideman Rd					50	20	100	**170**	1,680	**1,850**
07395 Reg. Rd. 80 (Canamera Parkway), Conestoga Blvd. to Hespeler Rd. (RR24)									1,080	**1,080**
07396 Floradale Rd, Reids Wood Dr to Floradale S. Limits									725	**725**
07397 Fountain St S, Dickie Settlement Rd to 401 E Bound Ramp					10	330	5	**345**	5	**350**
07398 Blair Rd, NW of Blair Rd to Cambridge/North Dumfries W Bdry									1,455	**1,455**
07401 Fischer Hallman Rd, HWY 7/8 Off Ramp to McGarry Dr				20	1,045	5	5	**1,075**		**1,075**
07402 Fischer Hallman Rd, Victoria St to Erb St				20	3,630	5	5	**3,660**		**3,660**
07403 Bridgeport Rd E, Weber St N to King St		100	**100**	20	80	1,455	5	**1,660**	5	**1,665**
07404 Sawmill Rd, Snyder's Flats Rd to Crowsfoot Rd & Katherine St S						10	1,420	**1,430**	10	**1,440**
07405 Arthur St N, Bridge #2101 to Sandy Hills Dr		20	**20**	3,090	5	5		**3,120**		**3,120**
07407 Clyde Rd, Dobbie Dr to Franklin Blvd				20	40	40	1,595	**1,695**	10	**1,705**
07409 Dumfries Rd, Wrigley Rd to Cedar Creek Rd									2,945	**2,945**
07411 Lackner Blvd, Ottawa St N to Victoria St N									1,995	**1,995**
07412 River Rd E, Fairway Rd N to King St E					60	60	2,750	**2,870**	10	**2,880**
07417 Homer Watson Blvd, Blockline Rd to Ottawa St S						20	40	**60**	1,810	**1,870**
07418 Branchton Rd to Myers Rd, Cambridge/North Dumfries Bdry							20	**20**	825	**845**
07419 Northfield Dr W, Westmount Rd N to Weber St									2,585	**2,585**
07421 University Ave W, Albert St to Westmount Rd N						40	40	**80**	1,780	**1,860**

Transportation
Ten Year Capital Budget & Forecast (Thousands)
2020-2029

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07422 Erbsville Rd, Wideman Rd to Waterloo/Woolwich Bdry						20	900	**920**	10	**930**
07423 Bridge St, University Ave to Lexington Rd							20	**20**	1,520	**1,540**
07424 Parkhill Rd, Water St N to George St N									420	**420**
07425 Weber St E, Fergus Ave to Franklin St N							20	**20**	1,970	**1,990**
07427 Victoria St S, Fischer Hallman Rd to Eastforest/Westforest Tra									830	**830**
07428 Victoria St N, Weber St W to Park St									1,345	**1,345**
07429 University Ave, Erb St to Belgreen Way/Stonehaven Dr									1,235	**1,235**
07430 Bruce St, Frederick St to Victoria St									395	**395**
07431 King St E, River Rd E to Fairway Rd N									1,085	**1,085**
07436 Cycling Safety Education	52		**52**					**52**		**52**
07437 Motor Vehicle Safety Education	10		**10**					**10**		**10**
07438 Pedestrian Safety Education	40		**40**					**40**		**40**
07450 Line 86, 0.4km W of Katharine St (#8602)						10	10	**20**	550	**570**
07451 Line 86, 1.03km E of Northfield Dr (#8600)						10	10	**20**	325	**345**
07462 Arthur Street, Sawmill Rd to Listowel Rd									3,395	**3,395**
07475 William Hastings Line, West Limits of Crosshill to Manser Rd									740	**740**
07476 Listowel Rd, Arthur St S to 750M W of Arthur St		5	**5**					**5**		**5**
07477 Implementation of Separated Bike Ln Study	546	5	**551**					**551**		**551**
07479 Snyder's Rd W, Nafziger Rd to Baden Water Tower Entrance									890	**890**
07480 Notre Dame Dr, approaching Moser-Young rumble strip	30		**30**					**30**		**30**
07481 Notre Dame Dr, MTO Jurisdiction Limits N of HWY 7/8 to 0.17km N of Limits	10		**10**					**10**		**10**
07482 Queen Street, Bethel Rd to Witmer Rd									1,760	**1,760**
07483 Moser-Young Rd, Weimar Line to Notre Dame Dr									910	**910**
07486 Homer Watson Blvd/Huron Rd Ramps									1,885	**1,885**
07491 Wilmot Centre Rd, Bleams Rd E to Hwy 7/8 EB Ramp									825	**825**
07492 Bridge St E, Ebycrest Rd to Kitchener/Woolwich Bdry									1,465	**1,465**
07495 Lackner Blvd, Ottawa St to Victoria St	273	670	**943**	30				**973**		**973**
07497 Fischer-Hallman Rd, 0.4km South of Glasgow St		10	**10**	10	815	5	5	**845**		**845**
07498 Perth Line, Perth Rd to Road 116									1,540	**1,540**
07499 Erbsville Rd, Keats Way to 200m S of Keats Way	7	5	**12**					**12**		**12**
07508 Erb's Rd, Nafziger Rd to Perth/Waterloo Bdry									2,865	**2,865**
07511 Kressler Rd/Weimar Line, Erbsville Rd to Bamberg E Limits									2,550	**2,550**
07512 Lobsinger Line, Moser-Young Rd to Hutchison Rd									2,715	**2,715**
07513 Kossuth Rd, Chilligo Rd. to Cober Rd.									2,075	**2,075**
07515 Lackner Blvd, Keewatin Ave to Victoria St	2		**2**					**2**		**2**
07516 Fischer-Hallman Rd, Roseville Rd to 400 m N of Roseville Rd									965	**965**
07517 Ira Needles Blvd, Yellow Birch Dr to Victoria St									2,330	**2,330**
07518 Reg. Rd. 97 (Cedar Creek Road) Earl Thompson Rd to Hwy 401 Eb Ramp		10	**10**	305				**315**		**315**
07522 Kressler Rd, Apollo Dr to Hawkesville Rd									1,795	**1,795**
07523 Kressler Rd, Erbsville Rd to Lobsinger Line									2,250	**2,250**
07525 Hutchison Rd, Hutchison Rd to Weimar Line									1,060	**1,060**
07526 Erbsville Rd, 0.2km S of Conservation Dr					10	10	140	**160**	10	**170**
07527 Ira Needles Blvd, Glasgow St to University Ave									440	**440**

Transportation
Ten Year Capital Budget & Forecast (Thousands)
2020-2029

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07528 Arthur St S, End of Hwy 86 to Township Rd 42 (The Old Crossing)									595	**595**
07532 Hawkesville Rd, CNR Tracks to Three Bridges Rd									985	**985**
07535 Collision Analysis Software Purchase	8	100	**108**	10	10	10	10	**148**	50	**198**
07537 King St at Union St				240				**240**		**240**
07539 Courtland Ave at Stirling Ave (#5353)		100	**100**					**100**		**100**
07540 Hespeler Rd at HWY 401 Cycling Facility		1,900	**1,900**					**1,900**		**1,900**
07544 Asset Management Systems	450		**450**					**450**		**450**
07546 Weimar Line, Moser-Young Rd to Bamberg East Limits									1,960	**1,960**
07547 Homer Watson Blvd, Bleams Rd to Beasley Dr									1,475	**1,475**
07548 Westmount Rd N, Columbia St to Westmount Rd N/ Northfield Dr W							20	**20**	3,965	**3,985**
07549 Weber St, Northfield Dr to Benjamin Rd									1,835	**1,835**
07550 Bridgeport Rd E, Margaret Ave to Weber St N									1,275	**1,275**
07552 LRT Storm Outlet: Huron Spur at Rockway Golf Course	250		**250**	250				**500**		**500**
07559 Line 86, 700m E of Northfield Dr to 140m E of Northfield Dr		5	**5**					**5**		**5**
07564 Storm Sewer Assessments	50	150	**200**	150	150	150	150	**800**	250	**1,050**
07565 Queens Bush Rd at Firella Creek						20	110	**130**	10	**140**
07567 Kossuth Rd at Chilligo Rd						10	110	**120**	10	**130**
07568 Main St, 1070 Main St to Franklin Blvd						10	10	**20**	2,045	**2,065**
07570 Victoria St N, Eby Crest Rd To Woolwich St									860	**860**
07571 Lobsinger Line, Heidelberg Cemetery to Kressler Rd									425	**425**
07572 Arthur St S, Listowel Rd to Whippoorwill Dr									1,015	**1,015**
07579 Courtland Ave at Stirling Ave	30		**30**					**30**		**30**
07590 Hespeler Rd at Dundas St/Coronation Blvd Bike Ln Installation				5	50	5	5	**65**		**65**
07591 Lancaster St, Bridgeport Rd to Bridge St Special Study Area	300		**300**					**300**		**300**
07592 Courtland Ave E, Hayward Ave to Manitou Dr	20		**20**					**20**		**20**
07594 Maple Grove R, King St E to Fountain St N		50	**50**				510	**560**	10	**570**
07596 Erbsville Rd, Columbia St to Brandenburg Blvd					5	155	5	**165**	5	**170**
07597 Spragues Rd, Shouldice Side Rd to 1315m N of Alps Rd						20	2,585	**2,605**	10	**2,615**
07598 Arthur St N, 170m S Kenning Pl to Sandyhills Dr									3,015	**3,015**
07599 Lackner Blvd, Fairway Rd to Ottawa St						5	495	**500**	10	**510**
07600 Reg. Rd. 54 (Lackner Blvd), Ottawa St. N (RR4) to Victoria St. N									445	**445**
07606 Water St S, Myers Rd to 250m S of Ainslie St S							20	**20**	410	**430**
07607 New Signs and Markings		15	**15**	15	15	15	15	**75**	75	**150**
07608 MUT - Listowel Rd Timber Trail to Arthur St. (North Side)		450	**450**					**450**		**450**
07614 Fairway Rd, Wilson Ave to Fairway Mall Entrance (South Side)		400	**400**					**400**		**400**
07616 Software Procurement and Upgrades		100	**100**	75	75			**250**		**250**
07617 King St. E., Freeport Bridge to Freeport Hospital Entrance		100	**100**	5	5			**110**		**110**
07618 Courtland Ave E. and Siebert Ave.		145	**145**	5	5			**155**		**155**
07619 Advanced Traffic Signal Management System		1,500	**1,500**	1,500				**3,000**		**3,000**
07621 Guelph to Goderich Bridge 1 - Grand River Crossing					50	150	200	**400**	4,600	**5,000**
07622 Guelph to Goderich Bridge 2 - Conestogo River Crossing					50	150	200	**400**	4,600	**5,000**
07623 Schneider's Creek MUT							1,135	**1,135**		**1,135**
09035 Municipal Drainage Works	(18)	300	**282**	50	50	50	50	**482**	250	**732**

Transportation
Ten Year Capital Budget & Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
09256 Traffic Signal Support Program	109	215	**324**	155	155	155	155	**944**	775	**1,719**
09359 Street Lighting Modernizations/Installations	726	200	**926**	200	200	200	200	**1,726**	1,000	**2,726**
09415 Barrier Free Signal Requests		25	**25**	25	25	25	25	**125**	125	**250**
09423 Traffic Countermeasures	69	60	**129**	60	60	60	60	**369**	300	**669**
09474 Traffic Controller Replacements		350	**350**	350	350	350	350	**1,750**	1,750	**3,500**
09551 UPS Installations		35	**35**	35	35	35	35	**175**	175	**350**
09561 Minor Traffic Signal Modernizations		275	**275**	275	275	275	275	**1,375**	1,375	**2,750**
09646 Pedestrian & Cycling Countermeasures	100	100	**200**	100	100	100	100	**600**	500	**1,100**
Total Base Program	**17,069**	**63,085**	**80,154**	**72,285**	**65,315**	**74,485**	**73,505**	**365,744**	**212,365**	**578,109**
Expansion Program										
05110 Victoria St, HWY 7 Bridge to Edna St	12		**12**					**12**		**12**
05284 New Dundee Rd at Fischer-Hallman Rd	338		**338**	1,100	5	5		**1,448**		**1,448**
05337 King St, Eagle St to Fountain St & Fountain St - King St to Shantz Hill		1,200	**1,200**					**1,200**		**1,200**
05549 Franklin Blvd, Myers Rd to HWY 401	1,328	5,990	**7,318**	205	5			**7,528**		**7,528**
05616 Trussler Rd, Bleams Rd to HWY 7/8		200	**200**	200	100	100	5,000	**5,600**	245	**5,845**
05675 Westmount Rd E, Fischer-Hallman Rd to Blockline Rd		120	**120**	160	1,880	125		**2,285**		**2,285**
05709 Fischer-Hallman Rd, HWY 7/8 to Columbia St Bus Lane Study				450	100			**550**		**550**
05752 Highland Rd W, Highland Hills Mall Entrance to Ira Needles Blvd	2,221	1,240	**3,461**	3,590	805	5	5	**7,866**		**7,866**
06269 Bridgeport Rd at Lancaster St	20		**20**	350	1,000	100	5	**1,475**	5	**1,480**
06416 Franklin Blvd, 200M N of Avenue Rd to 325M S of Bishop St				500	500	600	3,635	**5,235**	3,645	**8,880**
06433 Ainslie St Extension	271		**271**	100	5			**376**		**376**
07066 Regional Transportation Master Plan	139		**139**		100	250	50	**539**		**539**
07074 Growth Related Studies & Design		100	**100**	100	100	100	100	**500**	300	**800**
07087 River Rd Extension, King St to Manitou Dr	8,840	10,000	**18,840**	10,000	6,900	10,000	10,000	**55,740**	11,030	**66,770**
07090 Erb St at Westmount Rd					215	10	5	**230**	5	**235**
07097 Development Related Left & Right Turn Lanes to be Identified		100	**100**	100	100	100	100	**500**	500	**1,000**
07101 Weber St, College Ave to Guelph St	77		**77**					**77**		**77**
07104 Erbsville Rd, Erb St to Columbia St									800	**800**
07111 Homer Watson Blvd, Conestoga College Blvd to Manitou Dr	4,350	5	**4,355**					**4,355**		**4,355**
07116 Maple Grove Rd, Hespeler Rd to East of Fountain St	692	300	**992**	1,000	5,700	3,100	11,500	**22,292**	35,405	**57,697**
07122 Fischer-Hallman Rd, Plains Rd to 500M S of Bleams Rd	335	1,400	**1,735**	680	7,600	4,800	840	**15,655**	1,750	**17,405**
07127 Active Transportation Master Plan	20		**20**					**20**		**20**
07129 South Boundary Rd, Franklin Blvd to Dundas St	3	500	**503**	855	500	500	1,000	**3,358**	13,165	**16,523**
07131 Fountain St Extension, Victoria St to 1.0km N of Victoria St									3,670	**3,670**
07145 Bleams Rd at Fischer-Hallman Rd	1,762	4,250	**6,012**	5,400	630	5		**12,047**		**12,047**
07158 Transportation Tomorrow Survey	9		**9**	75	75			**159**		**159**
07165 Homer Watson Blvd at Bleams Rd		50	**50**	150	350	5	5	**560**		**560**
07173 Development Related Boulevard & Shoulder Gradings		100	**100**	100	100	100	100	**500**	500	**1,000**
07178 Traffic Education Program	97	100	**197**	50	50	50	50	**397**	250	**647**
07180 Preliminary Design & Post Construction Expenditures		200	**200**	200	200	200	200	**1,000**	1,000	**2,000**
07192 South Boundary Rd, Water St to Franklin Blvd	1,876	7,500	**9,376**	5	5			**9,386**		**9,386**
07194 Canamera Pkwy, Conestoga Blvd to Franklin Blvd		100	**100**	100	100	200	2,855	**3,355**	120	**3,475**

Transportation
Ten Year Capital Budget & Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
07197 Pinebush Rd at Townline Rd						20	300	**320**	10	**330**
07217 King St at Bridge St					25	300	5	**330**	5	**335**
07221 Fischer-Hallman Rd/Bearinger Rd, Columbia St to Westmount	100	100	**200**	100	100	1,100	7,900	**9,400**	8,710	**18,110**
07225 Bleams Rd at Nyles Rd		20	**20**	200	5	5		**230**		**230**
07247 Weber St at Glen Forrest Blvd	60		**60**	150	5	5		**220**		**220**
07248 Sawmill Rd at St Charles St		460	**460**					**460**		**460**
07249 Lancaster St at Elizabeth St				100	150	5	5	**260**		**260**
07252 St.Andrews St at Grand Ridge Dr, Fourth Ave and Southwood Dr		5	**5**					**5**		**5**
07253 Growth Related Land Dedication Survey's & Purchases		100	**100**	100	100	100	100	**500**	300	**800**
07256 Intersection Improvements to be Indentified				300	1,800	1,800	1,800	**5,700**	9,000	**14,700**
07257 Northfield Dr, Davenport Rd to University Ave	20	50	**70**	150	3,150	350	5	**3,725**	5	**3,730**
07258 Bleams Rd, Strasburg Rd to Fischer-Hallman Rd	50	880	**930**	8,000	5	5		**8,940**		**8,940**
07259 University Ave, Keats Way to Erb St	(49)	135	**86**					**86**		**86**
07283 Lancaster St at Louisa St				100	130	5	5	**240**		**240**
07284 New Dundee Rd, Homer Watson Blvd to Fischer Hallman Rd		50	**50**	100	100	1,800	5	**2,055**	5	**2,060**
07294 Ottawa St, Homer Watson Blvd to Alpine Rd	558		**558**					**558**		**558**
07297 Erb St, Gateview Dr/Beechwood Dr to Erbsville Ct and Ira Needles Blvd to Wilmot Ln and Ira Needles Blvd to Wilmot Ln		4,200	**4,200**	2,205	380	5	5	**6,795**		**6,795**
07298 Commuter Parking Lot Feasibility Study	50		**50**					**50**		**50**
07299 East Boundary Rd, Dundas St to Wesley Blvd					200	200	200	**600**	5,010	**5,610**
07301 Road Improvement Transit Priority Strategy	150		**150**					**150**		**150**
07302 Transportation & Transit Forecasting Model Development	75		**75**					**75**		**75**
07303 Fountain St, Maple Grove Rd to Kossuth Rd		50	**50**	50	100	100	100	**400**	11,060	**11,460**
07304 Goods Movement Study	50		**50**	100				**150**		**150**
07315 New Dundee Rd at Strasburg Rd Extension					100	2,010	5	**2,115**	5	**2,120**
07318 Fairway Rd, Lackner Blvd to Briarmeadow Dr	83	60	**143**	60	160	2,660	140	**3,163**	10	**3,173**
07323 Ottawa St at Westmount Rd		300	**300**	1,200	5	5		**1,510**		**1,510**
07325 King St E at Fairway Rd							100	**100**	110	**210**
07326 King St E at Weber St E							100	**100**	155	**255**
07327 Erb St, Ira Needles Blvd to Wilmot Ln	2,775		**2,775**					**2,775**		**2,775**
07329 Westmount Rd at Victoria St		20	**20**	95	5	5		**125**		**125**
07331 Fairway Rd at Wilson Ave	10		**10**			95	135	**240**	10	**250**
07332 Ottawa St, King St to Charles St	(206)	600	**394**	1,160	5	5		**1,564**		**1,564**
07333 Dundas St N at Chalmers St N/Gore St	15	255	**270**	70	5	5		**350**		**350**
07337 Hespeler Rd over HWY 401 Feasibility Study for Cycling Facilit	64		**64**					**64**		**64**
07338 New Pedestrian Bridge Over Speed River (Preston) Study	678		**678**					**678**		**678**
07341 Inter-Regional Transportation Study	100		**100**					**100**		**100**
07344 Victoria St at Fischer-Hallman Rd				20	305	5	5	**335**		**335**
07345 Victoria St at Hazelglen Dr				20	220	5	5	**250**		**250**
07346 Victoria St at Monte Carlo St				20	70	5	5	**100**		**100**
07362 Waterloo St at Nafziger Rd	230	50	**280**	1,650	5	5		**1,940**		**1,940**
07364 Foundry St at Gingerich Rd	206	5	**211**					**211**		**211**
07366 Trussler Rd at Bridge St	260	5	**265**					**265**		**265**
07374 Sawmill Rd at Charles St, Temporary Traffic Control Signal	10		**10**					**10**		**10**

Transportation
Ten Year Capital Budget & Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
07386 Fairway Rd, Pebblecreek Dr to Lackner Blvd	49		**49**					**49**		**49**
07441 Dickie Settlement Rd at Roseville Rd	189	70	**259**	1,000	5	5		**1,269**		**1,269**
07478 New Traffic Control Installation		750	**750**	750	750	750	750	**3,750**	3,750	**7,500**
07484 Homer Watson Blvd at Pearson St	233	5	**238**					**238**		**238**
07490 Peel St at Huron St	45		**45**					**45**		**45**
07494 Lackner Blvd at Otterbein Rd	199		**199**	5	5			**209**		**209**
07500 Line 86 at Floradale Rd Temporary Traffic Control Signal	50		**50**					**50**		**50**
07507 Line 86 At Herrgott Rd	80		**80**					**80**		**80**
07536 OTM BOOK 18 (CYCLING FACILITIES UPDATE)	20		**20**					**20**		**20**
07538 Maple Grove Rd at Compass Trail	581	5	**586**					**586**		**586**
07542 Bleams Rd at Fallowfield Dr/Bullock St	24		**24**					**24**		**24**
07551 Elmira By-Pass, South of Listowel Rd to Township Rd 12 and Widening of Arthur St S - HWY 85 to Listowel Rd				300	300	300		**900**		**900**
07553 Sawmill Rd at Ebycrest Rd	75	100	**175**	150	950	5	5	**1,285**		**1,285**
07554 Arthur St S at Listowel Rd	100		**100**					**100**		**100**
07555 Shantz Station Rd at Kossuth Rd	92		**92**		150	100	1,000	**1,342**	10	**1,352**
07557 Arthur St at Sawmill Rd	43	1,200	**1,243**	5	5			**1,253**		**1,253**
07558 Line 86 at Floradale Rd	80	100	**180**	150	950	5	5	**1,290**		**1,290**
07562 Northumberland St at Broom St	364	280	**644**	425	5	5		**1,079**		**1,079**
07563 Listowel Rd at Timber Trail	1	5	**6**					**6**		**6**
07577 Define & Measure Health Benefits of A.T. & Public Transit	10		**10**	90				**100**		**100**
07578 Planning for Future Rapid Transit Corridors	10		**10**	100	50	50		**210**		**210**
07580 Fischer-Hallman Rd at Wallacetown Way	200		**200**	5	5			**210**		**210**
07581 Transportation Corridor Design Guidelines Update	100		**100**					**100**		**100**
07582 Transportation Impact Study Guidelines Update	100		**100**					**100**		**100**
07583 Transportation System Management Study for Hwy 7/8/85/10, MTO	50		**50**	50				**100**		**100**
07584 Shared Payment Platform (Joint with Transit Services)		100	**100**	100				**200**		**200**
07585 Mobility Pricing Feasibility Study					50	150		**200**		**200**
07586 Townline Rd Saginaw Pkwy to Avenue Rd									1,000	**1,000**
07587 University Ave, Ira Needles Blvd to Fischer-Hallman Rd									1,240	**1,240**
07588 Fountain St S, Blair Rd to Dickie Settlement Rd									800	**800**
07589 Eagle St, Speedsville Rd to Hespeler Rd									800	**800**
07593 Trussler Rd at Rickert Way	40		**40**	300	5	5		**350**		**350**
07601 Turn Lane, New Dundee Rd at Pinnacle Dr	250		**250**					**250**		**250**
07609 Roseville Rd and Edworthy Sideroad - Roundabout		50	**50**	50	100	1,200	5	**1,405**	5	**1,410**
07611 Kossuth Rd at Beaverdale Rd					100	100	1,200	**1,400**	10	**1,410**
07612 Trussler Rd at Cedar Creek Rd		100	**100**	100	100	1,200	5	**1,505**	5	**1,510**
07613 Lancaster - Railway Grade Separation Study		500	**500**	300				**800**		**800**
07615 Southwest Kitchener Transportation Study		90	**90**					**90**		**90**
09025 Growth Related Traffic Signal Modernizations		25	**25**	25	25	25	25	**125**	125	**250**
09655 Westmount Rd W at Union Blvd	170		**170**					**170**		**170**
Total Expansion Program	**30,834**	**44,180**	**75,014**	**45,325**	**37,810**	**34,860**	**49,370**	**242,379**	**114,530**	**356,909**

Transportation
Ten Year Capital Budget & Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
Vehicles, Equipment, Buildings / Other										
06054 Fleet Replacements Transp	700	2,187	**2,887**	3,653	1,030	857	1,895	**10,322**	4,094	**14,416**
06055 Operations Growth Vehicles	16		**16**					**16**		**16**
06071 Machinery & Equipment Replacements	136	35	**171**	34	50	32	27	**313**	674	**987**
06083 Sign Shop Equipment	126	36	**162**	48	28		19	**256**	110	**365**
07080 Phillipsburg Storage and Yard Improvements				100				**100**		**100**
07139 Central Yard Asset Renewal	50	1,500	**1,550**	50	100	1,700	2,250	**5,650**		**5,650**
07140 Yard Repairs General Provision	106		**106**	100				**206**		**206**
07147 Salt Strategy Roads Operations	437	310	**747**	575	650	5,550	7,000	**14,522**	575	**15,097**
07543 Yard Rationalization Study	310		**310**					**310**		**310**
09350 North Dumfries Works Yard Imp		550	**550**					**550**		**550**
Total Vehicles, Equipment, Buildings / Other	**1,881**	**4,618**	**6,499**	**4,559**	**1,858**	**8,139**	**11,190**	**32,245**	**5,452**	**37,697**
Total Program Area Capital	**49,784**	**111,883**	**161,666**	**122,169**	**104,983**	**117,484**	**134,065**	**640,367**	**332,347**	**972,714**
Facilities Managed Capital Renewal										
73001 Heidelberg Yard Renewal	15	5	**20**	264	91	38	88	**500**	574	**1,074**
73002 Phillipsburg Yard Renewal		5	**5**	241	383	125	52	**805**	431	**1,236**
73004 North Dumfries Yard Renewal				6	257			**263**	20	**283**
Total Facilities Managed Capital Renewal	**15**	**10**	**25**	**510**	**730**	**163**	**139**	**1,568**	**1,025**	**2,593**
TOTAL EXPENDITURE	**49,799**	**111,893**	**161,691**	**122,680**	**105,713**	**117,647**	**134,205**	**641,935**	**333,372**	**975,307**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	4,035	25,291	**29,326**	22,009	14,953	20,791	19,891	**106,970**	99,955	**206,925**
Development Charges										
Reserve Funds	9,269	32,017	**41,286**	31,570	32,098	32,088	34,689	**171,731**	89,264	**260,994**
Debentures	22,251	18,215	**40,466**	18,007	12,905	10,005	30,379	**111,762**	37,645	**149,407**
Property Taxes										
Reserves and Reserve Funds										
3980050 Transportation Capital Reserve	13,266	31,036	**44,302**	35,133	24,321	25,875	24,755	**154,386**	98,122	**252,508**
3980065 Facility Lifecycle Reserve	15	10	**25**	247	348	163	139	**922**	351	**1,273**
3982010 Transportation Equipment Reserve	262	71	**333**	81	78	32	45	**569**	783	**1,352**
3982160 Corporate Fleet Replacement Reserve	700	2,187	**2,887**	3,653	1,030	857	1,895	**10,322**	4,094	**14,416**
3984010 Transit Capital Reserve		1	**1**					**1**		**1**
Debentures		3,066	**3,066**	11,980	19,980	27,836	22,412	**85,274**	3,157	**88,432**
TOTAL FUNDING & FINANCING	**49,799**	**111,893**	**161,691**	**122,680**	**105,713**	**117,647**	**134,205**	**641,935**	**333,372**	**975,307**

Notes:
- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law 19-037 and information available as of the date of publishing with respect to future amendments to the Development Charges Act (DCA) proposed under Bill 108, More Homes, More Choice Act, 2019 and Bill 138, Plan to Build Ontario Together Act, 2019. Further amendments to the DCA may impact the funding available from RDCs. For further clarity, funding sources in the 2020-2029 capital program does not reflect any consideration of revenue that may fall under a future Community Benefits regime.
- A few projects progressed ahead of schedule and therefore the carry forward from 2019 reflects expenditures that were budgeted in the 2020 portion of the overall project budget.

Transportation
2020 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From					
	2020 Expenditure	Grants & Subsidies	Regional Development Charge	RDC Debenture Financing	Roads Rehabilitation Reserve	Other Reserve Funds	Levy Debenture Financing
Projects							
Base Capital	80,154	28,745	8,083	1,319	40,709		1,566
Expansion Program	75,014	581	33,187	39,147	1,830		
Vehicles, Equipment, Buildings / Other	6,499		16		1,763	3,220	1,500
Facilities Managed Capital Renewal	25					25	
Total	**161,691**	**29,326**	**41,286**	**40,466**	**44,302**	**3,245**	**3,066**

Division: Waste Management
Director: Jon Arsenault

Programs and services:

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

Key issues and priorities:

- Uncertainty around impact from changes to Provincial waste management policy (Waste Free Ontario Act) for waste diversion/extended producer responsibility and its associated funding.
- Balancing commercial revenue with conserving landfill capacity and thereby delaying future capital expenditures.
- Continued investigation of technology options (thermal, mechanical and biological) for waste processing/disposal and diversion.
- Review of potential new diversion programs and/or bans to make best use of available landfill capacity (i.e. batteries, shingles, mattresses, Styrofoam, etc.).
- Implement a comprehensive asset management strategy to achieve optimal value from Waste Management infrastructure and meet community needs while ensuring environmental sustainability.

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

Base Budget Drivers & Significant Budget Challenges:

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

Waste Management

Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 8,295**	$ 8,361	$ -	**$ 8,361**	$ 66	0.8%	B1
Monitoring and reporting	**1,168**	1,282	-	**1,282**	114	9.8%	B2
Waste Rebates	**1,908**	1,908	-	**1,908**	-	0.0%	
Curbside collection costs	**20,812**	21,682	-	**21,682**	870	4.2%	B3
Waste hauling and processing	**6,956**	7,150	-	**7,150**	194	2.8%	
Services, supplies and maintenance	**4,430**	4,598	-	**4,598**	168	3.8%	
Debt servicing	**8,563**	8,256	-	**8,256**	(307)	(3.6%)	
Transfers to reserves	**2,727**	4,461	-	**4,461**	1,734	63.6%	B4
Interdepartmental charges	**4,157**	4,435	-	**4,435**	278	6.7%	B5
Subtotal gross expenditure	**59,016**	62,133	-	**62,133**	3,117	5.3%	
Interdepartmental recoveries	**(1,492)**	(1,492)	-	**(1,492)**	-	0.0%	
Subtotal recoveries	**(1,492)**	(1,492)	-	**(1,492)**	-	0.0%	
Net expenditure	**$ 57,524**	**$ 60,641**	**$ -**	**$ 60,641**	**$ 3,117**	**5.4%**	
Revenue							
User fees	**15,865**	15,893	-	**15,893**	28	0.2%	
Contribution from reserves	**300**	582	-	**582**	282	94.0%	B6
Revenue subtotal	**$ 16,165**	**$ 16,475**	**$ -**	**$ 16,475**	**$ 310**	**1.9%**	
Property tax levy	**$ 41,359**	**$ 44,166**	**$ -**	**$ 44,166**	**$ 2,807**	**6.8%**	
Cost to the average household	**$ 155**			**$ 161**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**77.4**	77.4	-	**77.4**	-	
Temporary	**9.1**	9.1	-	**9.1**	-	
Total	**86.5**	**86.5**	**-**	**86.5**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, including savings resulting from favourable benefit carrier plan RFP, and position reclassification

B2 - Increase in monitoring fees for decommissioned landfill site (Ayr, Cheese Factory Road and Kitchener) required for environmental compliance

B3 - Contract and fuel inflation, and increase in households

B4 - Increase in funding for Waste Management Capital Projects (Capital Asset Funding Strategy - COR-FSD-18-16) $1.4M and increase in recovery of RDC redirected to Waste Management Capital Reserve $282,000 (see B6)

B5 - Increase in Facilities operating costs (utilities and maintenance), management overhead and lifecycle provision increase

B6 - Increase in recovery from RDC related to Green Bin processing

Waste Management
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
Program Area Capital										
01004 Curbside Service Level Changes						500	500	**1,000**	1,000	**2,000**
01005 Cambridge Scale System & Building				100	100	580	225	**1,005**	750	**1,755**
01007 Vehicle Replacements Waste Management	516	650	**1,166**	2,809	5,012	415	1,660	**11,062**	11,761	**22,823**
01009 Cambridge Site Servicing							1,000	**1,000**	500	**1,500**
01010 Waterloo Site Servicing					200		400	**600**	400	**1,000**
01011 Asset Management	351		**351**					**351**		**351**
01013 Cambridge MHSW Building									1,000	**1,000**
01015 Voice Radio Sets	8	5	**13**					**13**	360	**373**
01016 Waterloo Soil Management Strategy		205	**205**	485	760		4,160	**5,610**	9,100	**14,710**
01017 Water & Gas Database Management		150	**150**	105				**255**		**255**
01051 Cambridge Groundwater Management		775	**775**	180	540		540	**2,035**	1,080	**3,115**
01052 Cambridge - Leachate Control	878	522	**1,400**			675		**2,075**	1,690	**3,765**
01058 Waterloo Storm Water Management				724			592	**1,316**	614	**1,930**
01082 Waterloo Groundwater Management	824	1,450	**2,274**	1,020	530	430	530	**4,784**	2,350	**7,134**
01084 Materials Recycling Centre	281		**281**	1,120	2,125	150	5,160	**8,836**	1,110	**9,946**
01091 Cambridge Site Closure	57		**57**		115			**172**	500	**672**
01092 Cambridge - Storm Water Management				326			326	**652**	328	**980**
01103 Decommissioned Sites	341	820	**1,161**	1,340	630	505	1,100	**4,736**	5,360	**10,096**
01104 Cambridge Transfer Building Upgrade	225		**225**		490	1,000		**1,715**	910	**2,625**
01106 Cambridge Compost Pad Expansion					575			**575**	1,150	**1,725**
01121 Waterloo Site Closure	210		**210**	950	650	285	975	**3,070**	2,874	**5,944**
01144 Feasibility Studies		100	**100**	400	500		500	**1,500**	5,000	**6,500**
01146 Cambridge Roads Construction				530			530	**1,060**	620	**1,680**
01154 Waterloo - New Cells Design & Construction	610		**610**	2,140	9,200		830	**12,780**	11,545	**24,325**
01156 Waterloo Leachate Control	2,500	1,580	**4,080**	510	765	560	1,220	**7,135**	2,700	**9,835**
01160 Waterloo - Roads Construction		1,715	**1,715**	510	1,230	1,550		**5,005**	1,545	**6,550**
01163 Waterloo Landfill Gas System	2,298	3,088	**5,386**	1,020	3,455	1,080	540	**11,481**	3,720	**15,201**
01165 Waterloo Landfill GPS System						300		**300**	600	**900**
01172 Cambridge Landfill Gas System				955	280	280	280	**1,795**	925	**2,720**
01186 Waterloo Scale System & Building				1,215	125	430	855	**2,625**	605	**3,230**
01192 Waterloo Transfer Station Upgrade		500	**500**	1,703	847	495	3,250	**6,795**	3,740	**10,535**
Total Program Area Capital	**9,099**	**11,560**	**20,659**	**18,142**	**28,129**	**9,235**	**25,173**	**101,338**	**73,837**	**175,175**

Waste Management
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
Facilities Managed Capital Renewal										
73100 WM Waterloo Building Renewal	295	20	**315**	1,505	302	237	778	**3,138**	1,620	**4,758**
73200 WM Cambridge Building Renewal	75	88	**163**	290	318	230	222	**1,223**	1,031	**2,254**
73300 WM Kitchener Building Renewal		267	**267**	14	16	32	152	**480**	72	**552**
Total Facilities Managed Capital Renewal	**370**	**375**	**745**	**1,808**	**636**	**499**	**1,152**	**4,841**	**2,723**	**7,563**
TOTAL EXPENDITURE	**9,469**	**11,935**	**21,404**	**19,950**	**28,765**	**9,734**	**26,325**	**106,179**	**76,560**	**182,738**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	2,500	1,917	**4,417**	74				**4,492**		**4,492**
Development Charges										
Reserve Funds	55	54	**109**	142	139	287	117	**793**	605	**1,398**
Debentures				305	321		908	**1,534**	288	**1,822**
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	75	375	**450**	303	636	499	374	**2,262**	2,140	**4,402**
3980120 Waste Management Reserve	2,080	1,447	**3,527**	4,617	2,936	3,533	5,780	**20,393**	14,249	**34,642**
3982020 Waste Management Equipment Reserve	8	5	**13**			300		**313**	960	**1,273**
3982160 Corporate Fleet Replacement Reserve	516	650	**1,166**	2,809	5,012	415	1,660	**11,062**	11,761	**22,823**
Debentures	4,236	7,487	**11,722**	11,700	19,721	4,700	17,486	**65,330**	46,557	**111,887**
TOTAL FUNDING & FINANCING	**9,469**	**11,935**	**21,404**	**19,950**	**28,765**	**9,734**	**26,325**	**106,179**	**76,560**	**182,738**

Notes:
- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law 19-037 and information available as of the date of publishing with respect to future amendments to the Development Charges Act (DCA) proposed under Bill 108, More Homes, More Choice Act, 2019 and Bill 138, Plan to Build Ontario Together Act, 2019. Further amendments to the DCA may impact the funding available from RDCs. For further clarity, funding sources in the 2020-2029 capital program does not reflect any consideration of revenue that may fall under a future Community Benefits regime.

Waste Management
2020 Capital Budget Funding & Financing Summary (Thousands)

Project	2020 Expenditure	Grants & Subsidies	Development Charges / Reserve Fund	Vehicle & Equipment Reserves	Facility Lifecycle Reserve	Waste Management Reserve	Property Tax Supported Debentures
		Funding & Financing From					
01007 Vehicle Replacements Waste Management	1,166			1,166			
01011 Asset Management	351					351	
01015 Voice Radio Sets	13			13			
01016 Waterloo Soil Manageemnt Strategy	205						205
01017 Water & Gas Database Management	150					150	
01051 Cambridge Groundwater Management	775					775	
01052 Cambridge - Leachate Control	1,400					1,190	210
01082 Waterloo Groundwater Management	2,274					593	1,681
01084 Materials Recycling Centre	281		30				251
01091 Cambridge Site Closure	57					57	
01103 Decommissioned Sites	1,161						1,161
01104 Cambridge Transfer Building Upgrade	225		24			201	
01121 Waterloo Site Closure	210					210	
01144 Feasibility Studies	100						100
01154 Waterloo - New Cells Design & Construction	610						610
01156 Waterloo Leachate Control	4,080	3,035					1,045
01160 Waterloo - Roads Construction	1,715						1,715
01163 Waterloo Landfill Gas System	5,386	1,382					4,004
01192 Waterloo Transfer Station Upgrade	500		54				446
73100 WM Waterloo Building Renewal	315				20		295
73200 WM Cambridge Building Renewal	163				163		
73300 WM Kitchener Building Renewal	267				267		
Total	**21,404**	**4,417**	**109**	**1,179**	**450**	**3,527**	**11,722**

Division: Public Transit
Director: Peter Zinck

Programs and services:

- Grand River Transit (GRT) operates a family of Public Transit Services. The conventional transit network consists of 55 bus routes in Cambridge, Kitchener and Waterloo including four smaller bus (BusPLUS) routes in growing neighbourhoods, one route into St. Jacobs and Elmira and one route to New Hamburg.
- Stage 1 of Light Rail Transit features a 19 kilometre route with 16 stops from Northfield Drive in Waterloo to Fairway Road in Kitchener.
- As the Region's population continues to grow, ION addresses key Regional priorities by using rapid transit as an effective planning tool. These priorities include the protection of our surrounding farmland, the shaping of our community and the efficient movement of residents and visitors throughout Waterloo Region. Stage 1 ION service began on June 21, 2019.
- Specialized transit services for people with physical or cognitive disabilities are provided by MobilityPLUS in the urban areas, via taxi service into North Dumfries, and by contract through 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 Rd in Kitchener and one on Conestoga Blvd in Cambridge. Construction of a 3rd facility on Northfield Dr in Waterloo has commenced.
- The GRT conventional route network underwent a redesign to support the introduction of ION. This included 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.
- There are two main terminals in Cambridge, one at the Cambridge Centre and one on Ainslie Street in Cambridge.
- In Kitchener-Waterloo, transit service is aligned to connect to ION service at ION Stations. The main transfer stations are: Fairview Station where a new

bus passenger facility was constructed, Blockline Station, Queen and Frederick Stations, Central Station and Conestoga Station.

- New facilities are in design or under construction at University of Waterloo, Conestoga College and Sunrise Centre.
- GRT opened a new storefront Customer Service Centre in downtown Kitchener for enhanced customer purchasing experience and service. In consultation with Economic Development, a temporary use and disposition strategy is being developed for Charles Street Terminal.
- An Electronic Fare Payment System has been implemented and includes a website, fare boxes, platform validator and ticket vending machines.
- Transit Security services are being transitioned to provide more mobile capabilities. Fare Inspectors are assigned to ION vehicles to ensure customers have a proof of payment and to provide assistance to riders.
- The annual bus stop improvement program including concrete pads, shelters, real-time-passenger information displays and sidewalk/trail links improves the transit experience for customers.

Key issues and priorities:

- Overseeing and managing the operation of an efficient, easy to use, rapid transit service (ION) that is integrated with conventional bus service.
- Integration of services between GRT and ION, including the Bus Rapid Transit (BRT) route and the Light Rail Transit (LRT) route, to ensure a seamless customer experience.
- Continued service improvements to increase ridership in Cambridge (southeast Galt), on the new network anchored on LRT in Kitchener-Waterloo and on Route 77 serving Wilmot Township.
- A universal bus pass program is in place at both the University of Waterloo and Wilfrid Laurier University and agreements will be renegotiated in 2020.
- Providing frequent, real-time travel information to meet customer demand, such as actual bus arrival times, tweeting service delays and route detours has become an emerging priority.
- Introduction of a new customer self-serve reservation and notification system for MobilityPLUS customers.

- Piloting alternate service delivery methods such as on-demand services in low ridership, hard to service neighbourhoods.
- Identifying, evaluating and implementing Transit Priority Measures to improve transit travel times and service reliability.
- Continue to grow transit ridership and the use of active transportation through GRT's Transportation Demand Management programs and incentives, such as the discounted Corporate Transit Pass offered through the workplace program TravelWise.
- Implementation of the Low Income Transit fare program.
- Plan and implement up to 17 Investing in Canada Infrastructure Program projects.
- Plan for the adoption and deployment of low and zero emission vehicles and evaluate the benefits and suitability of smaller conventional buses.
- Construction of Northfield Drive Operations and Maintenance Facility.
- Completing Stage 2 ION planning and submit a business case to federal and provincial governments.
- Maintaining regular communication to the public through various channels, including community presentations on ION safety and service, updates to the media (earned media and paid-for media), community events (including events with an ION vehicle) and strategic use of social media.

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.

Public Transit (includes Grand River Transit and Rapid Transit)
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 74,860**	$ 79,059	$ 819	**$ 79,877**	$ 5,017	6.7%	B1
Gasoline and diesel fuel	**10,094**	10,600	(193)	**10,407**	313	3.1%	
Contracted bus services	**5,360**	5,452	70	**5,522**	162	3.0%	
Vehicle maintenance	**6,274**	6,475	53	**6,528**	254	4.0%	
Light rail utilities and security	**3,374**	4,216	-	**4,216**	842	25.0%	B2
Contracted light rail services	**31,011**	28,868	-	**28,868**	(2,143)	(6.9%)	B3
Services and supplies	**8,369**	9,897	90	**9,987**	1,618	19.3%	B4
Debt servicing	**17,897**	17,594	-	**17,594**	(303)	(1.7%)	
Transfers to reserves	**10,053**	10,049	1,508	**11,557**	1,504	15.0%	B5
Interdepartmental charges	**10,216**	10,666	-	**10,666**	450	4.4%	
Subtotal gross expenditure	**177,507**	182,875	2,346	**185,221**	7,714	4.3%	
Interdepartmental recoveries	**(390)**	(916)	-	**(916)**	(526)	135.1%	B6
Subtotal recoveries	**(390)**	(916)	-	**(916)**	(526)	135.1%	
Net expenditure	**$ 177,118**	**$ 181,959**	**$ 2,346**	**$ 184,305**	**$ 7,187**	**4.1%**	
Revenue							
Fare revenue	**39,415**	43,939	186	**44,125**	4,710	12.0%	B7
Advertising & other revenue	**1,193**	1,967	-	**1,967**	774	64.8%	B8
Provincial grants & subsidies	**10,793**	10,717	-	**10,717**	(76)	(0.7%)	
Contribution from reserves	**11,815**	5,259	-	**5,259**	(6,556)	(55.5%)	B9
Revenue subtotal	**$ 63,217**	**$ 61,882**	**$ 186**	**$ 62,068**	**$ (1,149)**	**(1.8%)**	
Property tax levy	**$ 113,901**	**$ 120,077**	**$ 2,160**	**$ 122,237**	**$ 8,336**	**7.3%**	
Cost to the average household*:							
Urban Transit Service Area**	**$ 478**			**$ 503**			
Cost to the average household after upload and debt retirement savings	**$ 412**			**$ 438**			
Rural Service Area***	**$ 61**			**$ 62**			

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

**The net cost of Transit Services is area rated to the three cities and the four townships. The cost per household is calculated using the same methodology as 2019. Staff intend to bring forward a report to Council in 2020 with respect to potential changes to the Region's area rating calculation methodology.

***Cost of MobilityPlus services area-rated to rural areas only. Woolwich taxpayers also pay for a conventional transit route at an incremental cost to the average household of $42 while Wilmot taxpayers pay for limited conventional service at an incremental cost to the average household of $21.

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**778.4**	783.4	25.9	**809.3**	30.9	C1
Temporary	**11.0**	10.7	2.0	**12.7**	1.7	C1
Total	**789.4**	**794.1**	**27.9**	**822.0**	**32.6**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, position reclassifications and annualization of positions approved through 2019 Budget Issue Paper (Bundle 1 implemented September 1, 2019 and bundle 2 implemented April 1, 2020), as well as additional staff related to the 2020 Budget issue paper for GRT Business Plan

B2 - Operating costs are annualized for a full year in 2020, resulting in various 2020 budget adjustments

B3 - As the LRT capital project winds down and transitions to ongoing operations, transition period costs are no longer required

B4 - Supplies and services costs increased due to the new requirement to maintain bus shelters that were formerly maintained by our advertising vendor (offset by increased advertising revenue), as well as increased winter maintenance costs under the new contract, increased fees for EFMS Hosting Services based on 2020 contract on full year of operations, and increased fare media costs to reflect the purchase of various new products such as smart cards (offset by recovery in revenue)

B5 - Increased transfers to reserves to fund the purchase of twelve expansion buses for the implementation of the GRT Business Plan

B6 - Recoveries from capital related to Stage 2 Project Office

B7 - Increased fare revenue primarily driven by full year of light rail transit, annualization of 2019 service expansion, recovery of increased fare media costs, contractual increases to Upass fares, annualization of 2019 fare increase, and projected 2020 fare increase. Partially offset by implementation of the Low Income Transit program.

B8 - Advertising revenue has increased by $780,000 based on the new contract, which also includes full bus wrap and murals, and a cost increase of $400,000 for shelter maintenance.

B9 - RTMP funding requirement greatly reduced due to full year of operations for light rail transit. In addition, the contribution from the tax stabilization reserve for prior year budget issue papers was removed.

Complement notes

C1 - Additional staff related to 2019 GRT Business Plan Budget Issue Paper Bundle 2, which was approved in 2019 to be implemented April 2020, and 2020 GRT Business Plan Budget Issue Paper, approved to be implemented in September 2020

Grand River Transit Bus Services
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
Program Area Capital										
66006 Bus Stop Area Improvements	205	425	630	425	425	425	425	2,330	2,125	4,455
66007 Mobility Plus Vehicle Additions	175	175	350	175				525		525
66008 Vehicle Additions Conventional		7,680	7,680	3,200	3,200	3,200	3,200	20,480	16,000	36,480
66009 Vehicle Additions Service				60				60		60
66010 Vehicle Replacements Mobility Plus		1,050	1,050	1,925	1,050	350	350	4,725	5,075	9,800
66011 Vehicle Replace Mobility Plus Rural		95	95	285	95	95	95	665	665	1,330
66012 Vehicle Replacements Service		210	210	294		30	407	941	534	1,475
66025 Vehicle Replacements Conventional	5,760	8,960	14,720	19,200	14,562	8,320	5,760	62,562	67,042	129,604
66029 iXpress Station Development	1,200	300	1,500	265				1,765		1,765
66041 Transit Infrastructure Improvements	120	100	220	100	100	100	100	620	500	1,120
66047 Garage Hoists		60	60					60		60
66056 On Board Security Surveillance	68		68					68		68
66067 Voice Radio Upgrade/Replacement	2,595	935	3,530					3,530	2,382	5,912
66069 Install Transit Priority Measures	550	150	700	403				1,103		1,103
66071 Advanced Transit Technology	1,200	50	1,250	100	100	100		1,550		1,550
66072 Transit Security Measures - Bus Lock	978		978					978		978
66075 Hybrid Bus Battery Replacement	510		510	540				1,050		1,050
66079 Northfield Drive Construction	31,807	5,157	36,964	50,000	33,000			119,964		119,964
66088 Cambridge Centre Terminal	50		50					50		50
66090 UW Transit Plaza	2,050		2,050					2,050		2,050
66092 Fairview Mall Terminal	219		219					219		219
66093 Blockline Station	939		939					939		939
66094 Conestoga Mall Facility Upgrade				1,000				1,000		1,000
66095 Conestoga College Terminal	3,400	500	3,900					3,900		3,900
66096 On Board Bus Camera Replacement	57		57				2,000	2,057		2,057
66098 R & T Park Station Access Improvements	695		695					695		695
66111 Transit Hub Trail	314		314					314		314
66112 Access Improvements - Various GRT/ION Connectio	219		219					219		219
66114 Pedestrian Bridge Hwy 7/8		300	300	6,300				6,600		6,600
66115 Design - Transit Priority Needs at Multiple Locations		292	292					292		292
66116 GRT/ION Station Improvements	45	250	295					295		295
66117 Chicopee Bus Loop	176		176					176		176
66118 Upgrades/Improvements - Bus Stop Passenger Ame	85		85					85		85
66119 Driver Training Simulator	691		691					691		691
66120 Emergency Call Station Deployment	132		132					132		132
66121 Sunrise Centre Transit Facility	673		673					673		673

Grand River Transit Bus Services
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
66122 Vehicle Addition - Articulated Buses					2,682	2,682	2,682	**8,046**	13,410	**21,456**
66123 Transit Facility Design Guidelines	100		**100**					**100**		**100**
66124 Transit Wayfinding Plan	50		**50**					**50**		**50**
66125 Farmers Market – Northfield Station Trail		1,124	**1,124**	1,124				**2,248**		**2,248**
66126 GRT Customer Service Storefronts					250			**250**		**250**
66127 Iron Horse Trail Improvements		1,000	**1,000**					**1,000**		**1,000**
66128 Feasability Study - Mill Station to Hayward, Rail Cor		50	**50**					**50**		**50**
66129 Transit Application Software Upgrades	56	150	**206**	125	125	125	125	**706**	625	**1,331**
66130 Transit IT Infrastructure		50	**50**	50	50	50	50	**250**	250	**500**
66131 PID Stations - 4G Upgrade	200		**200**					**200**		**200**
66132 In-vehicle Equipment	70	170	**240**	50	50	50	50	**440**	250	**690**
66133 On-street GRT Equipment	190	100	**290**	100	100	100	100	**690**	500	**1,190**
66134 Vehicle Health Monitoring Technology					250	250		**500**		**500**
66135 Vehicle Depot Management System				330				**330**		**330**
66137 ION Pedestrian Crossing - Traynor Trail	400		**400**					**400**		**400**
66138 Miscellaneous Property Acquisitions	3,475		**3,475**	2,000	2,000	2,000		**9,475**		**9,475**
66139 MobilityPlus Technology Requirements	150		**150**					**150**		**150**
66141 MP Cross Boundary Transfer Points	75		**75**					**75**		**75**
66142 University of Waterloo Transit Shelter Canopy		3,000	**3,000**					**3,000**		**3,000**
66143 Transit Hub Trail Park to King		650	**650**					**650**		**650**
Total Program Area Capital	**59,679**	**32,983**	**92,662**	**88,051**	**58,039**	**17,877**	**15,344**	**271,973**	**109,358**	**381,331**
Facilities Managed Capital Renewal										
73021 Strasburg Rd Garage Building Renewal	365	212	**577**	35	754	414	2,189	**3,970**	3,553	**7,523**
73022 Charles St Terminal Building Renewal		10	**10**					**10**		**10**
73023 Conestoga Blvd Garage Building Renewal	190	51	**241**	500	543	127	201	**1,611**	1,051	**2,662**
73024 Ainslie Terminal Building Renewal		30	**30**	129	256	217	169	**801**	959	**1,759**
73025 Chandler Drive Building Renewal	524	26	**550**	235	182	141	59	**1,168**	680	**1,848**
Total Facilities Managed Capital Renewal	**1,079**	**329**	**1,408**	**899**	**1,736**	**898**	**2,619**	**7,559**	**6,243**	**13,802**
TOTAL EXPENDITURE	**60,758**	**33,312**	**94,069**	**88,950**	**59,775**	**18,775**	**17,963**	**279,532**	**115,601**	**395,132**

Grand River Transit Bus Services
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	34,482	22,463	**56,946**	61,654	40,547	11,390	9,338	**179,874**	52,709	**232,583**
Recoveries		600	**600**					**600**		**600**
Development Charges										
Reserve Funds	3,459	1,625	**5,084**	1,969	1,186	1,186	647	**10,072**	6,529	**16,601**
Debentures	3,499	567	**4,066**	5,500	3,630			**13,196**		**13,196**
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	97	278	**375**	399	439	484	429	**2,127**	1,198	**3,325**
3982250 GRT Urban Vehicle Reserve		494	**494**	814	284	125	502	**2,217**	2,926	**5,143**
3982260 GRT Bus Reserve	1,555	3,648	**5,203**	5,696	4,873	3,187	4,496	**23,456**	36,855	**60,310**
3982290 GRT Mobility Plus Rural Vehicle Res		95	**95**	285	95	95	95	**665**	665	**1,330**
3983710 Accessible Service Reserve	23	23	**46**	23				**68**		**68**
3984010 Transit Capital Reserve	6,098	1,903	**8,000**	3,111	1,941	808	2,455	**16,316**	7,542	**23,859**
Debentures	11,545	1,616	**13,161**	9,500	6,780	1,500		**30,941**	7,176	**38,117**
TOTAL FUNDING & FINANCING	**60,758**	**33,312**	**94,069**	**88,950**	**59,775**	**18,775**	**17,963**	**279,532**	**115,601**	**395,132**

Notes:
- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law 19-037 and information available as of the date of publishing with respect to future amendments to the Development Charges Act (DCA) proposed under Bill 108, More Homes, More Choice Act, 2019 and Bill 138, Plan to Build Ontario Together Act, 2019. Further amendments to the DCA may impact the funding available from RDCs. For further clarity, funding sources in the 2020-2029 capital program does not reflect any consideration of revenue that may fall under a future Community Benefits regime.

Grand River Transit Bus Services
2020 Capital Budget Funding & Financing Summary (Thousands)

Funding & Financing From

Project	2020 Expenditure	Grants & Subsidies	Recoveries	Development Charges / Reserve Fund	RDC Debentures	Vehicle & Equipment Reserves	Transit Capital Reserve	Facility Lifecycle Reserve	Accessible Service Reserve	Property Tax Supported Debentures
66006 Bus Stop Area Improvements	630	310					320			
66007 Mobility Plus Vehicle Additions	350	256		49					46	
66008 Vehicle Additions Conventional	7,680	5,606		845		1,229				
66010 Vehicle Replacements Mobility Plus	1,050	767				284				
66011 Vehicle Replace Mobility Plus Rural	95					95				
66012 Vehicle Replacements Service	210					210				
66025 Vehicle Replacements Conventional	14,720	10,746				3,974				
66029 iXpress Station Development	1,500			585			915			
66041 Transit Infrastructure Improvements	220	73					147			
66047 Garage Hoists	60						60			
66056 On Board Security Surveillance	68						68			
66067 Voice Radio Upgrade/Replacement	3,530	1,089		376						2,065
66069 Install Transit Priority Measures	700	511					189			
66071 Advanced Transit Technology	1,250	438		320			493			
66072 Transit Security Measures - Bus Lock	978	489					489			
66075 Hybrid Bus Battery Replacement	510						510			
66079 Northfield Drive Construction	36,964	26,984			4,066					5,914
66088 Cambridge Centre Terminal	50			19			30			
66090 UW Transit Plaza	2,050	1,025		400						625
66092 Fairview Mall Terminal	219			85						134
66093 Blockline Station	939			366						573
66095 Conestoga College Terminal	3,900	2,847		429			624			
66096 On Board Bus Camera Replacement	57	29					29			
66098 R & T Park Station Access Improvements	695	128								567
66111 Transit Hub Trail	314	157								157
66112 Access Improvements - Various GRT/ION Connecti	219	110								110
66114 Pedestrian Bridge Hwy 7/8	300	219		33			48			
66115 Design - Transit Priority Needs at Multiple Locatioı	292	146					146			
66116 GRT/ION Station Improvements	295						295			
66117 Chicopee Bus Loop	176	88					88			
66118 Upgrades/Improvements - Bus Stop Passenger Ar	85	43					43			
66119 Driver Training Simulator	691	346					346			
66120 Emergency Call Station Deployment	132	66					66			
66121 Sunrise Centre Transit Facility	673			262						411
66123 Transit Facility Design Guidelines	100						100			
66124 Transit Wayfinding Plan	50						50			
66125 Farmers Market – Northfield Station Trail	1,124	821		124			180			
66127 Iron Horse Trail Improvements	1,000	730		110			160			
66128 Feasability Study - Mill Station to Hayward, Rail Cc	50						50			
66129 Transit Application Software Upgrades	206	151					55			
66130 Transit IT Infrastructure	50						50			
66131 PID Stations - 4G Upgrade	200						200			
66132 In-vehicle Equipment	240	37					203			
66133 On-street GRT Equipment	290	73					217			
66137 ION Pedestrian Crossing - Traynor Trail	400						400			

Grand River Transit Bus Services
2020 Capital Budget Funding & Financing Summary (Thousands)

	2020 Expenditure	Funding & Financing From: Grants & Subsidies	Recoveries	Development Charges / Reserve Fund	RDC Debentures	Vehicle & Equipment Reserves	Transit Capital Reserve	Facility Lifecycle Reserve	Accessible Service Reserve	Property Tax Supported Debentures
66138 Miscellaneous Property Acquisitions	3,475			869						2,606
66139 MobilityPlus Technology Requirements	150			59			92			
66141 MP Cross Boundary Transfer Points	75						75			
66142 University of Waterloo Transit Shelter Canopy	3,000	2,190	600	82			128			
66143 Transit Hub Trail Park to King	650	475		72			104			
73021 Strasburg Rd Garage Building Renewal	577						268	309		
73022 Charles St Terminal Building Renewal	10							10		
73023 Conestoga Blvd Garage Building Renewal	241						241			
73024 Ainslie Terminal Building Renewal	30							30		
73025 Chandler Drive Building Renewal	550						524	26		
Total	**94,069**	**56,946**	**600**	**5,084**	**4,066**	**5,792**	**8,000**	**375**	**46**	**13,161**

Light Rail Transit
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
67010 Cambridge Transit Initiatives	800	1,200	**2,000**	1,200				**3,200**		**3,200**
68002 RT Land Acquisition	7,240		**7,240**					**7,240**		**7,240**
68012 Rolling Stock - Vehicles	20,773		**20,773**	2,013				**22,786**		**22,786**
68016 Ancillary Non Construction Rapid Transit Project	650		**650**					**650**		**650**
68017 Project Construction LRT	7,000		**7,000**					**7,000**		**7,000**
68024 Phase 2 Environmental Assessment	619	1,526	**2,145**	1,350				**3,495**		**3,495**
68025 Rolling Stock LRT Future Vehicles					21,000			**21,000**	35,000	**56,000**
68030 Phase 2 LRT Design & Construction									916,666	**916,666**
68031 LRT System Improvements		5,650	**5,650**	4,500				**10,150**		**10,150**
68032 Station Enhancements							2,000	**2,000**	16,300	**18,300**
TOTAL EXPENDITURE	**37,082**	**8,376**	**45,458**	**9,063**	**21,000**		**2,000**	**77,521**	**967,966**	**1,045,487**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	17,675	4,125	**21,799**	4,694	15,330		1,460	**43,283**	679,115	**722,399**
Development Charges										
Reserve Funds	155	777	**932**	653				**1,584**		**1,584**
Debentures					1,418		140	**1,558**	3,504	**5,061**
Property Taxes										
Reserves and Reserve Funds										
3984010 Transit Capital Reserve		1,130	**1,130**	900				**2,030**		**2,030**
3986511 RTMP Reserve Fund	1,264	2,344	**3,609**	2,213				**5,821**		**5,821**
Debentures	17,988		**17,988**	604	4,253		400	**23,244**	285,347	**308,592**
TOTAL FUNDING & FINANCING	**37,082**	**8,376**	**45,458**	**9,063**	**21,000**		**2,000**	**77,521**	**967,966**	**1,045,487**

Notes:
- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law 19-037 and information available as of the date of publishing with respect to future amendments to the Development Charges Act (DCA) proposed under Bill 108, More Homes, More Choice Act, 2019 and Bill 138, Plan to Build Ontario Together Act, 2019. Further amendments to the DCA may impact the funding available from RDCs. For further clarity, funding sources in the 2020-2029 capital program does not reflect any consideration of revenue that may fall under a future Community Benefits regime.

Light Rail Transit
2020 Capital Budget Funding & Financing Summary (Thousands)

Project	2020 Expenditure	Funding & Financing From: Grants & Subsidies	Development Charges / Reserve Fund	Transit Capital Reserve	RTMP Reserve Fund	Property Tax Supported Debentures
67010 Cambridge Transit Initiatives	2,000				2,000	
68002 RT Land Acquisition	7,240	2,679				4,561
68012 Rolling Stock - Vehicles	20,773	14,541				6,232
68016 Ancillary Non Construction Rapid Transit Project C	650	455				195
68017 Project Construction LRT	7,000					7,000
68024 Phase 2 Environmental Assessment	2,145		536		1,609	
68031 LRT System Improvements	5,650	4,125	396	1,130		
Total	**45,458**	**21,799**	**932**	**1,130**	**3,609**	**17,988**

Division: Water Services
Director: Nancy Kodousek

Programs and services:

- Operate and maintain the Region’s drinking water supply system including 20 ground water supply systems, over 100 water supply wells, one surface water treatment plant and distribution systems in the Townships of North Dumfries and Wellesley. Maintain a Drinking Water Licence to comply with stringently enforced regulations under the Safe Drinking Water Act.
- Operate and maintain the Region’s 13 wastewater treatment facilities, one biosolids processing facility, seven pumping stations, and two collection systems in the Townships of North Dumfries and Wellesley.
- Manage the water resource protection programs and policies to comply with Grand River Source Protection Plan and Clean Water Act.
- Operate the Regional laboratory facility, Sewer Use By-law enforcement and spills response programs.
- Technical and support services for above comprised of Engineering and Planning, Hydrogeology and Source Water Protection, Water Efficiency and Administration/Finance.

Key issues and priorities:

- Implement recommendations from the 2015 Water Supply and Water Efficiency Master Plans, and update the Water Supply Master Plan in 2020-2021 with a strategic focus on infrastructure reinvestment, compliance with legislation, growth requirements and environmental protection.
- Implement recommendations from the 2018 Wastewater and Biosolids Master Plans with a strategic focus on infrastructure reinvestment, treatment upgrades and growth related expansions, and environmental protection.
- Implement the Source Protection Plan including negotiating risk management plans, conformity of the Plan with the Region Official Plan, educational and environmental programs with continuing focus on salt use reduction on roads and parking lots.

- Implement Asset Management principles and practices recognizing reinvestment in infrastructure.
- Upgrade automated control and data monitoring systems in Water and Wastewater operations.
- Review of the Sewer Use By-law: approval of revised By-law and reassessment of associated surcharge fees.

Base Budget Drivers & Significant Budget Challenges:

- Unpredictable energy rate charges.
- Impact of emerging issues requiring new treatment to meet more stringent Provincial water quality or wastewater effluent parameters.
- Increasing cost of maintaining equipment at optimum performance in order to comply with stringent regulations.
- Implementation of asset management and significant reinvestment in infrastructure.
- Financing of growth related capital program in an environment of RDC revenue uncertainty and potential impacts on user rates.
- Commissioning of new capital infrastructure resulting in increased operating costs.

User Rate Services

Departmental Summary 2020 Budget by Division (Thousands)										
	Budgeted Expenditure (Net of Internal Recoveries)			Budgeted Non-Rate Revenue			Rate Revenue Required			
	2019	2020	Increase (Decrease)	2019	2020	Increase (Decrease)	2019	2020	Increase (Decrease)	
Water Supply	$ 57,660	$ 58,362	$ 702	$ 31	$ 30	$ (1)	$ 57,629	$ 58,332	$ 703	1.2%
Wastewater Treatment	78,389	79,672	1,283	1,623	1,633	10	76,766	78,039	1,273	1.7%
Water Distribution	2,664	2,747	83	23	18	(5)	2,641	2,729	88	3.3%
Wastewater Collection	1,403	1,470	67	-	-	-	1,403	1,470	67	4.7%
Total	**$ 140,116**	**$ 142,250**	**$ 2,134**	**$ 1,677**	**$ 1,681**	**$ 4**	**$ 138,439**	**$ 140,569**	**$ 2,130**	**1.5%**

Budgeted Staff Complement (FTEs)			
By Division	**2019**	**2020**	**Change**
Water Supply	83.7	83.7	-
Wastewater Treatment	63.0	63.0	-
Water Distribution	3.3	3.3	-
Wastewater Collection	-	-	-
Total	**150.0**	**150.0**	**-**
By Category			
Permanent	143.0	143.0	-
Temporary	7.0	7.0	-
Total	**150.0**	**150.0**	**-**
Recoveries			
Interdepartmental:			
Wastewater Collection	0.3	0.3	-
From capital projects / reserves	3.3	3.3	-
Total recoveries	**3.6**	**3.6**	**-**

Budget Issue Papers	
Water Services	None

Water Supply
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 9,920**	$ 9,976	$ -	**$ 9,976**	$ 55	0.6%	B1
Services, supplies and maintenance	**8,261**	8,660	-	**8,660**	399	4.8%	
Utilities	**7,973**	6,792	-	**6,792**	(1,182)	(14.8%)	B2
Grand River Conservation Authority	**2,695**	2,776	-	**2,776**	81	3.0%	
Central administration charges	**2,090**	2,090	-	**2,090**	-	0.0%	
Transfer to Stabilization reserve	**220**	-	-	**-**	(220)	(100.0%)	B3
Transfer to corporate reserves	**626**	635	-	**635**	9	1.5%	
Interdepartmental charges	**2,885**	3,017	-	**3,017**	133	4.6%	
Total Operating Expenditure	**34,670**	33,946	-	**33,946**	(724)	(2.1%)	
Debt servicing (non-growth)	**463**	463	-	**463**	0	0.1%	
Transfer to Capital Reserve	**23,084**	24,115	-	**24,115**	1,031	4.5%	B4
Prior Year Oversizing	**1,120**	4,231	-	**4,231**	3,111	277.6%	
Interdepartmental Charges for RDC exemption funding	**450**	866	-	**866**	416	92.4%	B5
Capital Financing	**25,117**	29,675	-	**29,675**	4,558	18.1%	
Interdepartmental recoveries	**(1,007)**	(1,028)	-	**(1,028)**	(22)	2.2%	
Prior Year Oversizing	**(1,120)**	(4,231)	-	**(4,231)**	(3,111)	277.6%	B4
Subtotal recoveries	**(2,127)**	(5,259)	-	**(5,259)**	(3,132)	147.3%	
Net expenditure	**$ 57,660**	**$ 58,362**	**$ -**	**$ 58,362**	**$ 702**	**1.2%**	
Non-Rate Revenue							
Fees & Charges	**31**	30	-	**30**	(1)	(3.2%)	
Total Non-Rate Revenue	**$ 31**	**$ 30**	**$ -**	**$ 30**	**$ (1)**	**(3.2%)**	
Rate Revenue	**$ 57,629**	**$ 58,332**	**$ -**	**$ 58,332**	**$ 703**	**1.2%**	
Cost to the average household (assumes 204 cubic metres)	**$ 219**			**$ 223**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**80.0**	80.0	-	**80.0**	-	
Temporary	**3.7**	3.7	-	**3.7**	-	
Total	**83.7**	**83.7**	**-**	**83.7**	**-**	
Recoveries						
From capital projects	**2.2**	2.2	-	**2.2**	-	
Total recoveries	**2.2**	**2.2**	**-**	**2.2**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, includes savings resulting from favourable benefit carrier plan RFP.
B2 - Reduced the electricity budget to better reflect actuals.
B3 - Reduced contribution to the Water Stabilization reserve required.
B4 - Adjusted prior oversized growth-related capital recoveries from DC reserve.
B5 - Increased discretionary Development Charge Exemption funding costs per report COR-FSD-10-48. (Combined total for Water supply and Wastewater treatment is $1 million.)

Water Summary

Ten Year Capital Budget & Forecast (Thousands)

2020 - 2029

	Previous Unspent Approvals	2020 New Request	2020 Total	2021	2022	2023	2024	**2020-2024 Subtotal**	2025-2029 Subtotal	**2020-2029 Total**
Summary										
Expenditure										
Planning & Studies	1,078	3,795	4,873	5,496	4,240	3,350	3,555	21,514	27,120	**48,634**
Asset Management	1,855	15,494	17,349	21,516	20,862	22,380	20,005	102,112	91,420	**193,532**
Upgrades, Expansion & New Facilities	6,964	10,480	17,444	31,730	20,030	21,250	27,920	118,374	76,340	**194,714**
Watermains	1,620	4,492	6,112	8,752	10,290	7,455	6,940	39,549	21,320	**60,869**
Facilities Managed Capital Renewal	365	267	632	250	250	500	600	2,232	3,000	**5,232**
Total Expenditure		**34,528**	**46,410**	**67,744**	**55,672**	**54,935**	**59,020**	**283,781**	**219,200**	**502,981**
Funding & Financing										
Grants and Recoveries										
Development Charge										
Development Charge - Water	4,799	12,249	17,047	13,761	8,045	8,166	10,573	57,593	54,041	**111,633**
Development Charge - Wastewater		375	375	541	363	363	363	2,003	1,813	**3,816**
Debentures - Development Charge				12,500	13,000	12,245	11,000	48,744	34,000	**82,744**
User Rates										
Water Capital Reserve	7,068	21,690	28,758	40,792	33,888	30,147	31,050	164,634	110,771	**275,405**
Wastewater Capital Reserve										
Vehicle & Equipment Reserve	15	215	230	150	377	15	35	807	1,576	**2,383**
Debentures - User Rates						4,000	6,000	10,000	17,000	**27,000**
Total Funding & Financing	**11,882**	**34,528**	**46,410**	**67,744**	**55,672**	**54,935**	**59,020**	**283,781**	**219,200**	**502,981**

Notes:
(1) Term of debentures for Water capital projects not to exceed twenty (20) years unless otherwise approved by Regional Council.
(2) Funding from Regional Development Charges (RDC) reflects the Region’s RDC By-law 19-037 and information available as of the date of publishing with respect to future amendments to the Development Charges Act (DCA) proposed under Bill 108, More Homes, More Choice Act, 2019 and Bill 138, Plan to Build Ontario Together Act, 2019. Further amendments to the DCA may impact the funding available from RDCs. For further clarity, funding sources in the 2020-2029 capital program does not reflect any consideration of revenue that may fall under a future Community Benefits regime.

Water
Ten Year Capital Budget & Forecast (Thousands)
2020 - 2029

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2020 New Request	**2020 Total**	2021	2022	2023	2024	**2020-2024 Subtotal**	2025-2029 Subtotal	**2020-2029 Total**
	<u>100-PLANNING & STUDIES</u>												
	Hydrogeology & Source Water:												
4001	Groundwater Modelling	W2	27.0%	128	250	378	700	200	200	200	1,678	500	**2,178**
4005	MOE Source Water Assessment	W2	27.0%	9		9				200	209	300	**509**
4124	Source Protection Planning & Programs	W2	27.0%	229	385	614	540	700	400	430	2,684	10,545	**13,229**
4125	Source Protection Assessment	W2	27.0%	435	1,200	1,635	1,140	1,180	990	1,100	6,045	6,400	**12,445**
4149	GW/SW Assessments	W2	27.0%	159	385	544	320	120	100		1,084	500	**1,584**
4165	Clean Water Act Implementation	W2	27.0%	4	100	104	180	230	200	200	914	1,000	**1,914**
4169	Clean Water Act Incentives	W2	0.0%	104	60	164	285	285	285	550	1,569	2,750	**4,319**
4170	Monitoring System Management	W2	27.0%	10	315	325	600	300	450	150	1,825	1,500	**3,325**
	Water Efficiency:												
4090	Water Efficiency - Research & Development	W1	100.0%		75	75	75	75	75	75	375	375	**750**
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%		50	50	300	250			600		**600**
4157	Water Distribution Master Plan	W2	27.0%		200	200	300	250			750		**750**
4190	Baden & New Hamburg Comprehensive Servicing Master Plan	W2	100.0%		25	25	356				381		**381**
4193	Wellesley Water Supply Master Plan				100	100	50				150		**150**
	TOTAL PLANNING & STUDIES			**1,078**	**3,795**	**4,873**	**5,496**	**4,240**	**3,350**	**3,555**	**21,514**	**27,120**	**48,634**

Water
Ten Year Capital Budget & Forecast (Thousands)
2020 - 2029

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2020 New Request	**2020 Total**	2021	2022	2023	2024	**2020-2024 Subtotal**	2025-2029 Subtotal	**2020-2029 Total**
	200-ASSET MANAGEMENT												
4087	Fleet Replacements	W2	0.0%	**15**	**215**	**230**	150	377	15	35	807	1,576	**2,383**
4097	Water Supply Upgrades	W2	27.0%	**27**	**135**	**162**	150				312		**312**
4135	Well Optimization & Upgrades	W2	27.0%	**100**		**100**	600		700	700	2,100	3,500	**5,600**
4159	Asset Management	W2	27.0%	**425**	**1,150**	**1,575**	1,080	900	600	600	4,755	3,000	**7,755**
4171	Mannheim Plate Settlers Upgrades	W2	25.1%										
4172	Distribution Decision Support System	W2	27.0%				200	300	500	500	1,500	500	**2,000**
4184	Connection of New Wells to Water Supply System	W2	27.0%	**30**	**378**	**408**	880	500	300	300	2,388	1,500	**3,888**
4185	Voice Radio Equipment	W2	0.0%	**17**		**17**					17	249	**266**
4186	Mannheim Reservoir Inlet Piping Upgrades	W2	27.0%										
4188	Water Asset Management Systems	W2	27.0%	**462**		**462**					462		**462**
4893	Facilities Upgrades	W2	27.0%	**-330**	**12,377**	**12,047**	13,000	13,000	14,000	14,000	66,047	70,000	**136,047**
4903	Pumping Stn & Reservoir Decommissioning	W2	27.0%	**32**	**9**	**41**	150				191		**191**
4911	Regulatory Requirements Upgrades	W2	27.0%	**-10**	**84**	**74**	100	100	100	100	474	500	**974**
4964	Steel Reservoirs Inspections & Recoating	W2	0.0%	**87**	**347**	**434**	460	410	1,960	385	3,649	3,650	**7,299**
4969	SCADA Communications Strategy & Upgrade	W2	27.0%	**1,000**	**799**	**1,799**	4,746	5,275	4,205	3,385	19,410	6,945	**26,355**
	TOTAL INFRASTRUCTURE REPLACEMENT			**1,855**	**15,494**	**17,349**	**21,516**	**20,862**	**22,380**	**20,005**	**102,112**	**91,420**	**193,532**
	300-UPGRADES, EXPANSIONS & NEW FACILITIES												
4014	Integrated Urban System Groundwater Supply		100.0%	49		49					49		**49**
4015	Laurel Tank WTP	W1	100.0%	312	102	414	4,015	1,610	510		6,549	2,500	**9,049**
4024	Mannheim WTP RMP Supernatant	W2	26.4%	305	54	359	2,205	540			3,104		**3,104**
4044	Production Treatment Facilities Sys Expansion	W1	100.0%									5,000	**5,000**
4051	Pumping and Storage Facilities Sys Expansion	W1	100.0%									10,000	**10,000**
4134	Maple Grove Area Water Supply System	W1	100.0%						200	200	400	2,280	**2,680**
4160	William St. & Strange St. Upgrades	W2	26.4%	5,619	2,024	7,643	8,300	6,400	400		22,743		**22,743**
4173	Conestoga Plains and West Montrose System Upgrades	W2	26.4%	-278	1,800	1,522	308	10			1,840		**1,840**
4175	New Hamburg Reservoir Expansion	W1	36.3%		100	100	600	1,000	1,500	1,500	4,700		**4,700**
4181	Cambridge Water Distribution Upgrades	W2	26.4%		4,604	4,604	12,405	7,870	9,600	13,230	47,709	12,200	**59,909**
4187	Manganese Treatment Upgrades	W2	27.0%		1,076	1,076	2,149	1,500	5,490	9,340	19,555	28,810	**48,365**
4189	Elmira and St. Jacobs Water Supply Optimization	W1	100.0%	-43	320	277	500	950	3,400	2,150	7,277	550	**7,827**
4904	LTWS ASR Stages 1 + 2	W1	100.0%	1,000		1,000	848			500	2,348	10,000	**12,348**
4191	Manheim WTP Optimization	W2	26.4%		250	250	250				500		**500**
4192	Emerging Water Treatment Requirements	W2	27.0%		150	150	150	150	150	1,000	1,600	5,000	**6,600**
	TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES			**6,964**	**10,480**	**17,444**	**31,730**	**20,030**	**21,250**	**27,920**	**118,374**	**76,340**	**194,714**

Water
Ten Year Capital Budget & Forecast (Thousands)
2020 - 2029

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2020 New Request	**2020 Total**	2021	2022	2023	2024	**2020-2024 Subtotal**	2025-2029 Subtotal	**2020-2029 Total**
	400-WATERMAINS												
4082	Watermain Upgrades	W2	27.0%	630	1,003	1,633	3,440	4,700	3,425	2,020	15,218	10,120	**25,338**
4083	New Watermain	W1	100.0%		1,306	1,306	1,043	2,400	2,730	3,890	11,369	8,000	**19,369**
4086	Baden New Hamburg Watermains	W1	100.0%		1,025	1,025	1,579	1,350			3,954		**3,954**
4155	Tri City Distribution Upgrades	W1	100.0%		155	155	1,496	1,440	1,200	930	5,221	3,200	**8,421**
4156	Kitchener Zone(s) 2/4 Distribution Upgrades	W1	100.0%	590	383	973	510	400	100	100	2,083		**2,083**
4161	Kitchener Zone 4 Trunk Watermain	W1	100.0%	400	620	1,020	684				1,704		**1,704**
4178	Weber St. - Connection Kitchener to Waterloo	W1	100.0%										
4179	Charles St. - LRT Replacement Cost Sharing	W2	25.1%										
	TOTAL WATERMAINS			**1,620**	**4,492**	**6,112**	**8,752**	**10,290**	**7,455**	**6,940**	**39,549**	**21,320**	**60,869**
	FACILITIES MANAGED CAPITAL RENEWAL												
78040	Water Building Renewal	W2	27.0%	365	267	632	250	250	500	600	2,232	3,000	**5,232**
	TOTAL FACILITIES MANAGED CAPITAL RENEWAL			**365**	**267**	**632**	**250**	**250**	**500**	**600**	**2,232**	**3,000**	**5,232**
	TOTAL EXPENDITURE			**11,882**	**34,528**	**46,410**	**67,744**	**55,672**	**54,935**	**59,020**	**283,781**	**219,200**	**502,981**

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

Notes:
(1) Term of debentures for Water capital projects not to exceed twenty (20) years unless otherwise approved by Regional Council.
(2) Funding from Regional Development Charges (RDC) reflects the Region’s RDC By-law 19-037 and information available as of the date of publishing with respect to future amendments to the Development Charges Act (DCA) proposed under Bill 108, More Homes, More Choice Act, 2019 and Bill 138, Plan to Build Ontario Together Act, 2019. Further amendments to the DCA may impact the funding available from RDCs. For further clarity, funding sources in the 2020-2029 capital program does not reflect any consideration of revenue that may fall under a future Community Benefits regime.

Water Supply

2020 Capital Budget Funding & Financing Summary (Thousands)

Project Number	Description	Type	RDC Share	Total 2020 Expenditures	User Rates: Water Capital Reserve	User Rates: Vehicle/ Equipment Reserve	Development Charges: Water RDC Reserve Fund	Development Charges: Wastewater RDC Reserve Fund
	100-PLANNING & STUDIES							
Hydrogeology & Source Water:								
4001	Groundwater Modelling	W2	27.0%	378	276		102	
4005	MOE Source Water Assessment	W2	27.0%	9	7		2	
4124	Source Protection Planning & Programs	W2	27.0%	614	448		166	
4125	Source Protection Assessment	W2	27.0%	1,635	1,194		441	
4149	GW/SW Assessments	W2	27.0%	544	397		147	
4165	Clean Water Act Implementation	W2	27.0%	104	76		28	
4169	Clean Water Act Incentives	W2		164	164			
4170	Monitoring System Management	W2	27.0%	325	237		88	
Water Efficiency:								
4090	Water Efficiency - Research & Development	W1	100.0%	75			38	38
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%	50			50	
4157	Water Distribution Master Plan	W2	27.0%	200	146		54	
4190	Baden & New Hamburg Comprehensive Servicing Master Pl	W2	100.0%	25			13	13
4193	Wellesley Water Supply Master Plan	W2	100.0%	100			100	
TOTAL	**100-PLANNING & STUDIES**			4,873	2,945		1,553	375

Water Supply

2020 Capital Budget Funding & Financing Summary (Thousands)

Project Number	Description	Type	RDC Share	Total 2020 Expenditures	User Rates: Water Capital Reserve	User Rates: Vehicle/ Equipment Reserve	Development Charges: Water RDC Reserve Fund	Development Charges: Wastewater RDC Reserve Fund
	200-ASSET MANAGEMENT							
4087	Fleet Replacements	W2		230		230		
4097	Water Supply Upgrades	W2	27.0%	162	118		44	
4135	Well Optimization & Upgrades	W2	27.0%	100	73		27	
4159	Asset Management	W2	27.0%	1,575	1,150		425	
4171	Mannheim Plate Settlers Upgrades	W2	25.1%					
4172	Distribution Decision Support System	W2	27.0%					
4184	Connection of New Wells to Water Supply System	W2	27.0%	408	298		110	
4185	Voice Radio Equipment	W2		17	17			
4186	Mannheim Reservoir Inlet Piping Upgrades	W2	27.0%					
4188	Water Asset Management Systems	W2	27.0%	462	337		125	
4893	Facilities Upgrades	W2	27.0%	12,047	8,794		3,253	
4903	Pumping Stn & Reservoir Decommissioning	W2	27.0%	41	30		11	
4911	Regulatory Requirements Upgrades	W2	27.0%	74	54		20	
4964	Steel Reservoirs Inspections & Recoating	W2		434	434			
4969	SCADA Communications Strategy & Upgrade	W2	27.0%	1,799	1,313		486	
TOTAL	**200-ASSET MANAGEMENT**			17,349	12,619	230	4,500	
	300-UPGRADES, EXPANSIONS & NEW FACILITIES							
4014	Integrated Urban System Groundwater Supply		100.0%	49			49	
4015	Laurel Tank WTP	W1	100.0%	414			414	
4024	Mannheim WTP RMP Supernatant	W2	26.4%	359	264		95	
4044	Production Treatment Facilities Sys Expansion	W1	100.0%					
4051	Pumping and Storage Facilities Sys Expansion	W1	100.0%					
4132	Brownfields Redevelopment Strategy (990xx)	W2						
4134	Maple Grove Area Water Supply System	W1	100.0%					
4160	William St. & Strange St. Upgrades	W2	26.4%	7,643	5,625		2,018	
4173	Conestoga Plains and West Montrose System Upgrades	W2	26.4%	1,522	1,120		402	
4175	New Hamburg Reservoir Expansion	W1	36.3%	100	64		36	
4181	Cambridge Water Distribution Upgrades	W2	26.4%	4,604	3389		1,215	
4187	Manganese Treatment Upgrades	W2	27.0%	1,076	785		291	
4189	Elmira and St. Jacobs Water Supply Optimization	W1	100.0%	277			277	
4904	LTWS ASR Stages 1 + 2	W1	100.0%	1,000			1,000	

Water Supply

2020 Capital Budget Funding & Financing Summary (Thousands)

					User Rates		Development Charges	
Project Number	Description	Type	RDC Share	Total 2020 Expenditures	Water Capital Reserve	Vehicle/ Equipment Reserve	Water RDC Reserve Fund	Wastewater RDC Reserve Fund
4191	Manheim WTP Optimization	W2	26.4%	250	184		66	
4192	Emerging Water Treatment Requirements	W2	27.0%	150	110		41	
TOTAL	**300-UPGRADES, EXPANSIONS & NEW FACILITIES**			17,444	11,541		5,903	
	400-WATERMAINS							
4082	Watermain Upgrades	W2	27.0%	1,633	1,192		441	
4083	New Watermain	W1	100.0%	1,306			1,306	
4086	Baden New Hamburg Watermains	W1	100.0%	1,025			1,025	
4155	Tri City Distribution Upgrades	W1	100.0%	155			155	
4156	Kitchener Zone(s) 2/4 Distribution Upgrades	W1	100.0%	973			973	
4161	Kitchener Zone 4 Trunk Watermain	W1	100.0%	1,020			1,020	
4178	Weber St. - Connection Kitchener to Waterloo	W1	100.0%					
TOTAL	**400-WATERMAINS**			6,112	1,192		4,920	
	FACILITIES MANAGED CAPITAL RENEWAL							
78040	Water Building Renewal	W2	27.0%	632	461		171	
TOTAL	**FACILITIES MANAGED CAPITAL RENEWAL**			632	461		171	
	TOTAL PROPOSED EXPENDITURES			46,410	28,758	230	17,047	375

The Regional Municipality of Waterloo
Water Supply User Rate Model for 2020-2029 (Thousands)

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Compensation	9,976	10,175	10,379	10,586	10,798	11,014	11,234	11,459	11,688	11,922
Other expenses	8,660	8,790	8,922	9,056	9,192	9,330	9,469	9,612	9,756	9,902
Utilities	6,792	7,131	7,488	7,862	8,255	8,668	9,101	9,556	10,034	10,536
GRCA	2,776	2,859	2,945	3,033	3,124	3,218	3,314	3,414	3,516	3,622
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	-	50	431	687	848	1,060	1,076	1,092	1,109	1,125
Transfer to/(from) Rate Stabilization Reserve	-	-	-	-	-	0	0	0	0	0
Interdepartmental charges	3,017	3,063	3,109	3,155	3,203	3,251	3,299	3,349	3,399	3,450
Transfer to corporate reserves	635	645	654	664	674	684	695	705	716	726
Total Operating Expenses	**33,946**	**34,803**	**36,017**	**37,134**	**38,183**	**39,315**	**40,280**	**41,277**	**42,308**	**43,373**
Debt Charges - Non Growth	463	461	0	0	493	1,233	1,726	2,589	3,329	3,329
Debt Charges - RDCs	-	0	864	1,762	2,608	3,368	3,852	4,473	5,026	5,372
Transfer to Capital Reserve	24,115	23,962	24,582	25,482	26,023	26,302	27,064	27,495	28,091	29,467
Prior Year Oversizing (to Capital Reserve)	4,231	4,231	4,231	4,231	786	786	786	786	786	786
RDC Exemption Funding	866	1,490	2,072	2,072	2,072	2,072	2,072	2,072	2,072	2,072
Capital Financing	**29,675**	**30,144**	**31,748**	**33,547**	**31,982**	**33,761**	**35,499**	**37,416**	**39,304**	**41,026**
Gross Expenditure	**63,621**	**64,948**	**67,766**	**70,681**	**70,165**	**73,075**	**75,779**	**78,693**	**81,611**	**84,399**
Interdepartmental recoveries	(1,028)	(1,044)	(1,060)	(1,075)	(1,092)	(1,108)	(1,125)	(1,141)	(1,159)	(1,176)
Prior Year Oversizing (from DC Reserve Fund)	(4,231)	(4,231)	(4,231)	(4,231)	(786)	(786)	(786)	(786)	(786)	(786)
Transfer from RDC Reserve Fund	-	0	(864)	(1,762)	(2,608)	(3,368)	(3,852)	(4,473)	(5,026)	(5,372)
Subtotal Recoveries	(5,259)	(5,275)	(6,154)	(7,068)	(4,485)	(5,261)	(5,762)	(6,400)	(6,970)	(7,333)
Net Expenditure	**58,362**	**59,673**	**61,612**	**63,613**	**65,680**	**67,814**	**70,017**	**72,292**	**74,641**	**77,066**
Non-Rate Revenue										
Fees	(30)	(30)	(31)	(31)	(32)	(32)	(33)	(33)	(34)	(34)
Total Non-Rate Revenue	**(30)**	**(30)**	**(31)**	**(31)**	**(32)**	**(32)**	**(33)**	**(33)**	**(34)**	**(34)**
Surplus/(Shortfall) from Stabilization Reserve										
RATE REVENUE	**58,332**	**59,642**	**61,581**	**63,582**	**65,648**	**67,782**	**69,985**	**72,259**	**74,607**	**77,032**
Rate ($)	**$ 1.0953**	**$ 1.1161**	**$ 1.1485**	**$ 1.1818**	**$ 1.2161**	**$ 1.2513**	**$ 1.2876**	**$ 1.3250**	**$ 1.3634**	**$ 1.4029**
Rate increase (%)	**1.9%**	**1.9%**	**2.9%**	**2.9%**	**2.9%**	**2.9%**	**2.9%**	**2.9%**	**2.9%**	**2.9%**
Volume (m3 million)	53.257	53.257	53.438	53.619	53.802	53.985	54.168	54.352	54.537	54.723

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

		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Opening Balance		**58,874**	**60,223**	**48,041**	**42,307**	**40,032**	**32,372**	**33,117**	**33,852**	**33,514**	**36,823**
Contribution from Operating		24,115	23,962	24,582	25,482	26,023	26,302	27,064	27,495	28,091	29,467
Contribution from RDC Reserve - prior oversizing		4,231	4,231	4,231	4,231	786	786	786	786	786	786
Transfer to Capital		(28,758)	(40,792)	(33,888)	(34,147)	(37,050)	(27,140)	(29,571)	(29,155)	(21,167)	(20,738)
Capital Inflation	2.9%	0	(1,183)	(1,994)	(3,058)	(4,488)	(4,170)	(5,533)	(6,459)	(5,439)	(6,085)
Debentures		-	0	0	4,000	6,000	4,000	7,000	6,000	0	0
Net Transfer to Capital		(28,758)	(41,975)	(35,882)	(33,205)	(35,538)	(27,310)	(28,104)	(29,614)	(26,607)	(26,822)
Interest		1,760	1,600	1,335	1,217	1,070	968	990	996	1,039	1,156
Capital Reserve Closing Balance		**60,223**	**48,041**	**42,307**	**40,032**	**32,372**	**33,117**	**33,852**	**33,514**	**36,823**	**41,410**

Water Stabilization Reserve Projection (Thousands)

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Opening Balance	**12,157**	**12,157**	**12,157**	**12,157**	**12,157**	**12,157**	**12,157**	**12,157**	**12,157**	**12,157**
Stabilization Reserve Closing Balance	**12,157**	**12,157**	**12,157**	**12,157**	**12,157**	**12,157**	**12,157**	**12,157**	**12,157**	**12,157**

Wastewater Treatment
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 6,923**	$ 6,953	$ -	**$ 6,953**	$ 30	0.4%	B1
Services and supplies	**6,478**	7,108	-	**7,108**	630	9.7%	
Utilities	**8,596**	7,451	-	**7,451**	(1,145)	(13.3%)	B2
Grand River Conservation Authority	**3,253**	3,350	-	**3,350**	98	3.0%	
Ontario Clean Water Agency	**10,807**	11,727	-	**11,727**	920	8.5%	B3
Central administration charges	**1,756**	1,756	-	**1,756**	-	0.0%	
Transfer to Stabilization reserve	**4,559**	4,559	-	**4,559**	-	0.0%	
Transfer to corporate reserves	**313**	321	-	**321**	9	2.7%	
Interdepartmental charges	**1,828**	1,854	-	**1,854**	25	1.4%	
Total Operating Expenditure	**44,513**	45,079	-	**45,079**	566	1.3%	
Debt servicing (non-growth)	**10,709**	10,530	-	**10,530**	(179)	(1.7%)	
Transfer to Capital Reserve	**24,186**	24,531	-	**24,531**	345	1.4%	
Debt Service - DC	**8,099**	8,481	-	**8,481**	382	4.7%	
Prior Year Oversizing	**1,346**	1,837	-	**1,837**	491	36.5%	B4
Interdepartmental Charges for RDC exemption funding	**1,125**	1,709	-	**1,709**	584	51.9%	B5
Capital Financing	**45,465**	47,088	-	**47,088**	1,623	3.6%	
Interdepartmental recoveries	**(2,144)**	(2,178)	-	**(2,178)**	(33)	1.6%	
Transfer from DC Reserve	**(8,099)**	(8,481)	-	**(8,481)**	(382)	4.7%	
Prior Year Oversizing	**(1,346)**	(1,837)	-	**(1,837)**	(491)	36.5%	B4
Subtotal recoveries	**(11,589)**	(12,496)	-	**(12,496)**	(906)	7.8%	
Net expenditure	**$ 78,389**	**$ 79,672**	**$ -**	**$ 79,672**	**$ 1,283**	**1.6%**	
Non-Rate Revenue							
Over Strength Surcharge	**980**	970	-	**970**	(10)	(1.0%)	
Fees & Charges	**488**	508	-	**508**	20	4.1%	
Septage	**155**	155	-	**155**	-	0.0%	
Total Non-Rate Revenue	**$ 1,623**	**$ 1,633**	**$ -**	**$ 1,633**	**$ 10**	**0.6%**	
Rate Revenue	**$ 76,766**	**$ 78,039**	**$ -**	**$ 78,039**	**$ 1,273**	**1.7%**	
Operating Surplus (shortfall)	**$ -**	**$ -**	**$ -**	**$ -**	**$ 0**	**0.0%**	
Cost to the average household (assumes 204 cubic metres)	**$ 256**			**$ 266**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**60.0**	60.0	-	**60.0**	-	
Temporary	**3.0**	3.0	-	**3.0**	-	
Total	**63.0**	**63.0**	**-**	**63.0**	**-**	
Recoveries						
From capital projects	**1.2**	1.2	-	**1.2**	-	
Total recoveries	**1.2**	**1.2**	**-**	**1.2**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, includes savings resulting from favourable benefit carrier plan RFP.

B2 - Reduced the electricity budget to better reflect actuals.

B3 - Annual increase for OCWA based on new operating contract.

B4 - Adjusted prior oversized growth-related capital recoveries from DC reserve.

B5 - Increased discretionary Development Charge Exemption funding costs per report COR-FSD-19-48. (Combined total for Water Supply and Wastewater treatment is $1 million)

Wastewater Summary
Ten Year Capital Budget & Forecast (Thousands)
2020 - 2029

	Previous Unspent Approvals	2020 New Request	Total 2020	2021	2022	2023	2024	**2020-2024 Subtotal**	**2025-2029 Subtotal**	**2020-2029 Total**
Summary										
Expenditure										
Planning & Studies		1,465	1,465	1,115	810	1,130	1,570	**6,090**	4,850	**10,940**
Asset Management	**5,245**	11,749	16,994	13,547	13,170	12,614	12,000	**68,325**	67,690	**136,015**
Upgrades, Expansion & New Facilities	**2,587**	26,476	29,063	43,428	26,310	24,200	31,350	**154,351**	161,730	**316,081**
Biosolids	-7,032	10,973	3,941	4,869	9,710	5,930	1,600	**26,050**	1,500	**27,550**
Total Expenditure	**800**	**50,663**	**51,463**	**62,959**	**50,000**	**43,874**	**46,520**	**254,816**	**235,770**	**490,586**
Funding & Financing										
Grants and Recoveries	-	-		1,150	2,678			**3828.1**		**3,828**
Development Charge										
Development Charge Reserve Fund	**-2,652**	9,260	6,607	9,156	7,109	7,340	7,528	**37740**	42,301	**80,041**
Debentures - Development Charge	**803**	7,359	8,163	9,000	6,000	5,000	6,000	**34163**	62,950	**97,113**
User Rates										
Wastewater Reserve Fund	**2,649**	31,552	34,201	43,493	33,078	31,256	32,992	**175020**	130,379	**305,399**
Vehicle & Equipment Reserve	**-**	-				264		**264**	140	**404**
Debentures - User Rates	**-**	2,492.00	2,492	160	1,135	15		**3801**		**3,801**
Total Funding & Financing	**800**	**50,663**	**51,463**	**62,959**	**50,000**	**43,874**	**46,520**	**254,816**	**235,770**	**490,586**

Notes:
(1) Term of debentures for Water capital projects not to exceed twenty (20) years unless otherwise approved by Regional Council.
(2) Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law 19-037 and information available as of the date of publishing with respect to future amendments to the Development Charges Act (DCA) proposed under Bill 108, More Homes, More Choice Act, 2019 and Bill 138, Plan to Build Ontario Together Act, 2019. Further amendments to the DCA may impact the funding available from RDCs. For further clarity, funding sources in the 2020-2029 capital program does not reflect any consideration of revenue that may fall under a future Community Benefits regime.

Wastewater
Ten Year Capital Budget & Forecast (Thousands)
2020 - 2029

		TYPE (1)	RDC SHARE	**2020 Total**	2021	2022	2023	2024	**2020-2024 Subtotal**	**2025-2029 Subtotal**	**2020-2029 Total**
	PLANNING & STUDIES										
8270	Biosolids Masterplan Update	WW2	27.0%	-	-	-	-	400	**400**	400	**800**
8281	River Sampling Program	WW2	27.0%	410	410	410	430	470	**2,130**	2,450	**4,580**
8286	Baden & New Hamburg MP Update	WW1	100.0%	155	255	-	-	-	**410**	-	**410**
8288	Other Studies	WW2	27.0%	100	100	100	100	100	**500**	500	**1,000**
8311	Spills Clean-up/Site Remediation (100% recoverable)	WW2	0.0%	50	50	50	50	50	**250**	250	**500**
8337	Wellesley Wastewater Master Plan	WW1	100.0%	100	50	-	-	-	**150**	-	**150**
8738	WWTP Operating Agreement	WW2	0.0%	400	-	-	-	-	**400**	-	**400**
8750	Rural Water Quality Program	WW2	27.0%	250	250	250	250	250	**1,250**	1,250	**2,500**
8779	Wastewater Master Plan	WW1	100.0%	-	-	-	300	300	**600**	-	**600**
	TOTAL PLANNING & STUDIES			**1,465**	**1,115**	**810**	**1,130**	**1,570**	**6,090**	**4,850**	**10,940**
	ASSET MANAGEMENT										
8277	Fleet Replacements	WW2	0.0%	-	-	-	264	-	**264**	140	**404**
8305	Wastewater Treatment Upgrades	WW2	27.0%	233	300	300	300	300	**1,433**	1,500	**2,933**
8307	Kitchener & Waterloo Infrastructure Upgrades	WW2	26.1%	4,255	4,480	5,000	5,000	5,000	**23,735**	25,000	**48,735**
8308	Cambridge Infrastructure Upgrades	WW2	24.3%	3,867	3,605	3,660	3,500	3,500	**18,132**	20,000	**38,132**
8309	Rural Infrastructure Upgrades	WW2	42.1%	3,189	2,000	2,400	2,000	2,000	**11,589**	15,000	**26,589**
8310	Sewage PSs Infrastructure Upgrades	WW2	27.0%	3,511	1,700	910	600	500	**7,221**	2,500	**9,721**
8327	Wastewater Asset Management	WW2	27.0%	1,100	1,112	550	600	350	**3,712**	1,800	**5,512**
8332	Wastewater Asset Management Systems	WW2	26.0%	462	-	-	-	-	**462**	-	**462**
8801	Laboratory Equipment & Upgrades	WW2	27.0%	377	350	350	350	350	**1,777**	1,750	**3,527**
	TOTAL INFRASTRUCTURE REPLACEMENT			**16,994**	**13,547**	**13,170**	**12,614**	**12,000**	**68,325**	**67,690**	**136,015**

Wastewater
Ten Year Capital Budget & Forecast (Thousands)
2020 - 2029

		TYPE (1)	RDC SHARE	**2020 Total**	2021	2022	2023	2024	**2020-2024 Subtotal**	**2025-2029 Subtotal**	**2020-2029 Total**
	UPGRADES, EXPANSIONS & NEW FACILITIES										
8242	Hespeler Expansion	WW1	27.8%	5,491	7,090	5,540	1,320	-	**19,441**	-	**19,441**
8267	Wellesley Expansion	WW1	100.0%	-	-	-	-	-	**-**	400	**400**
8279	SCADA System	WW2	27.0%	746	1,870	1,000	1,000	1,000	**5,616**	5,000	**10,616**
8289	Galt Process Upgrades	WW2	24.7%	10,139	19,371	7,260	9,875	9,940	**56,585**	16,030	**72,615**
8301	St. Jacobs Upgrade	WW1	30.9%	400	1,975	550	-	-	**2,925**	-	**2,925**
8302	East Side Final PS & Force Main	WW1	100.0%	-	-	-	-	-	**-**	200	**200**
8315	Elmira Upgrades	WW2	50.8%	230	2,750	550	-	-	**3,530**	-	**3,530**
8316	Waterloo Expansion	WW1	100.0%	222	200	300	350	480	**1,552**	29,750	**31,302**
8317	Baden/New Hamburg Expansion	WW1	100.0%	1,440	1,500	100	200	200	**3,440**	6,500	**9,940**
8323	Preston Treatment Upgrades	WW2	18.1%	177	200	50	-	-	**427**	-	**427**
8325	Heidelberg Upgrades	WW2	0.0%	75	-	-	-	-	**75**	-	**75**
8326	Foxboro Upgrades	WW2	0.0%	211	375	-	375	-	**961**	-	**961**
8328	Kitchener WWTP Influent Channel Twinning	WW2	28.7%	1,475	10	-	-	-	**1,485**	-	**1,485**
8329	Spring Valley PS Upgrades	WW2	27.0%	110	450	800	600	4,200	**6,160**	8,500	**14,660**
8330	Septage Receiving Facility	WW2	0.0%	2,404	1,400	850	-	-	**4,654**	-	**4,654**
8333	Waterloo WWTP Outfall Upgrade	WW2	21.1%	-	50	100	200	200	**550**	11,000	**11,550**
8334	St. Jacobs Expansion	WW1	100.0%	-	-	-	100	100	**200**	12,100	**12,300**
8335	Elmira Expansion	WW1	100.0%	-	-	-	-	200	**200**	9,800	**10,000**
8336	Waterloo Upgrades	WW2	21.1%	-	-	200	350	480	**1,030**	29,750	**30,780**
8797	Kitchener Process Upgrades	WW2	28.7%	5,810	6,187	9,010	9,830	14,550	**45,387**	32,700	**78,087**
	TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES			**29,063**	**43,428**	**26,310**	**24,200**	**31,350**	**154,351**	**161,730**	**316,081**

Wastewater
Ten Year Capital Budget & Forecast (Thousands)
2020 - 2029

		TYPE (1)	RDC SHARE	**2020 Total**	2021	2022	2023	2024	**2020-2024 Subtotal**	**2025-2029 Subtotal**	**2020-2029 Total**
	BIOSOLIDS										
8275	Biosolids Management Facility	WW2	27.0%	406	3,400	5,710	5,910	1,600	**17,026**	500	**17,526**
8322	Cogeneration & Other Biosolids Upgrades	WW2	27.0%	3,435	1,369	4,000	20	-	**8,824**	-	**8,824**
8331	Biosolids Class EA	WW2	27.0%	100	100	-	-	-	**200**	1,000	**1,200**
	TOTAL BIOSOLIDS			**3,941**	**4,869**	**9,710**	**5,930**	**1,600**	**26,050**	**1,500**	**27,550**
	TOTAL EXPENDITURE			**51,463**	**62,959**	**50,000**	**43,874**	**46,520**	**254,816**	**235,770**	**490,586**

(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 19-037 and information available as of the date of publishing with respect to future amendments to the Development Charges Act (DCA) proposed under Bill 108, More Homes, More Choice Act, 2019 and Bill 138, Plan to Build Ontario Together Act, 2019. Further amendments to the DCA may impact the funding available from RDCs. For further clarity, funding sources in the 2020-2029 capital program does not reflect any consideration of revenue that may fall under a future Community Benefits regime.

Wastewater Treatment

2020 Capital Budget Funding & Financing Summary (Thousands)

					User Rates				Development Charges		
Project Number	Description	Type	RDC Share	2020 Total	Wastewater Capital Reserve	Debenture	Vehicle / Equipment Reserve	Other	Calculated Development Charge	Reserve Fund	Debenture
	PLANNING & STUDIES										
8270	Biosolids Masterplan Update	WW2	27.0%	-	-	-	-			-	-
8281	River Sampling Program	WW2	27.0%	410	299	-	-		110.700	111	-
8286	Baden & New Hamburg MP Update	WW1	100.0%	155	-	-	-		155.000	155	-
8288	Other Studies	WW2	27.0%	100	73	-	-		27.000	27	-
8294	Woolwich Wastewater MP	WW1	100.0%	-	-	-	-			-	-
8311	Spills Clean-up/Site Remediation (100% recoverable)	WW2		50	50	-	-			-	-
8318	Assimilative Capacity Studies	WW2	100.0%	-	-	-	-			-	-
8337	Wellesley Wastewater Master Plan	WW1	100.0%	100	-				100.000	100	
8738	WWTP Operating Agreement	WW2		400	400	-	-			-	-
8750	Rural Water Quality Program	WW2	27.0%	250	183	-	-		67.500	68	-
8779	Wastewater Master Plan	WW1	100.0%	-	-	-	-			-	-
	TOTAL PLANNING & STUDIES			1,465	1,005	-	-	-	460.200	460	-
	ASSET MANAGEMENT										
8277	Fleet Replacements	WW2			-	-	-			-	-
8305	Wastewater Treatment Upgrades	WW2	27.0%	233	170	-	-		62.910	63	-
8307	Kitchener & Waterloo Infrastructure Upgrades	WW2	26.1%	4,255	3,144	-	-		1,110.555	1,111	-
8308	Cambridge Infrastructure Upgrades	WW2	24.3%	3,867	2,927	-	-		939.681	940	-
8309	Rural Infrastructure Upgrades	WW2	42.1%	3,189	1,846	-	-		1,342.569	1,343	-
8310	Sewage PSs Infrastructure Upgrades	WW2	27.0%	3,511	2,563	-	-		947.970	277	671
8327	Wastewater Asset Management	WW2	27.0%	1,100	803	-	-		297.000	297	-
8332	Wastewater Asset Management Systems	WW2	27.0%	462	337	-	-		124.740	125	-
8801	Laboratory Equipment & Upgrades	WW2		377	377	-	-			-	-
	TOTAL INFRASTRUCTURE REPLACEMENT			16,994	12,169	-	-	-	4,825.425	4,155	671

Wastewater Treatment

2020 Capital Budget Funding & Financing Summary (Thousands)

Project Number	Description	Type	RDC Share	2020 Total	User Rates: Wastewater Capital Reserve	User Rates: Debenture	User Rates: Vehicle / Equipment Reserve	User Rates: Other	Development Charges: Calculated Development Charge	Development Charges: Reserve Fund	Development Charges: Debenture
	UPGRADES, EXPANSIONS & NEW FACILITIES										
8242	Hespeler Expansion	WW1	27.8%	5,491	3,965		-		1,526.498	-	1,526
8267	Wellesley Expansion	WW1	100.0%	-	-	-	-			-	-
8278	Laboratory Upgrades & Expansion	WW2	26.3%	-	-	-	-			-	-
8279	SCADA System	WW2	27.0%	746	545	-	-		201.420	201	-
8289	Galt Process Upgrades	WW2	24.7%	10,139	7,635		-		2,504.333	-	2,504
8301	St. Jacobs Upgrade	WW1	30.9%	400	276	-	-		123.600	124	-
8302	East Side Final PS & Force Main	WW1	100.0%	-	-	-	-			-	-
8315	Elmira Upgrades	WW2	50.8%	230	113	-	-		116.840	117	-
8316	Waterloo Expansion	WW1	100.0%	222	-	-	-		222.000	222	
8317	Baden/New Hamburg Expansion	WW1	100.0%	1,440	-	-	-		1,440.000	-	1,440
8323	Preston Treatment Upgrades	WW2	18.1%	177	145				32.037	32	-
8324	Southern Ayr Wastewater System	WW1	100.0%	133	-	-	-		133.000	133	
8325	Heidelberg Upgrades	WW2		75	75	-	-			-	-
8326	Foxboro Upgrades	WW2		211	211	-	-			-	-
8328	Kitchener WWTP Influent Channel Twinning	WW2	28.7%	1,475	1,052	-	-		423.325	423	
8329	Spring Valley PS Upgrades	WW2	27.0%	110	80	-	-		29.700	30	
8330	Septage Receiving Facility	WW2		2,404	2,404		-			-	-
8333	Waterloo WWTP Outfall Upgrade	WW2	21.1%	-	-		-			-	
8334	St. Jacobs Expansion	WW1	100.0%	-	-		-			-	
8335	Elmira Expansion	WW1	100.0%	-	-		-			-	
8336	Waterloo Upgrades	WW2	21.1%	-	-		-			-	-
8797	Kitchener Process Upgrades	WW2	28.7%	5,810	4,143		-		1,667.470	574	1,093
8809	Waterloo Process Upgrade	WW2	21.1%	-	-					-	
	TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES			29,063	20,643	-	-	-	8,420.223	1,856	6,564
	BIOSOLIDS										
8275	Biosolids Management Facility	WW2	27.0%	406	296	-	-		109.620	110	-
8322	Cogeneration & Other Biosolids Upgrades	WW2	27.0%	3,435	15.550	2,492	-		927.450	-	927
8331	Biosolids Class EA	WW2	27.0%	100	73	-	-		27.000	27	-
	TOTAL BIOSOLIDS			3,941	385	2,492	-	-	1,064.070	137	927
	TOTAL			**51,463**	**34,201**	**2,492**			**14,769.918**	**6,607**	**8,163**

The Regional Municipality of Waterloo
Wastewater Treatment User Rate Model for 2020-2029 (Thousands)

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Compensation	6,953	7,092	7,234	7,378	7,526	7,677	7,830	7,987	8,146	8,309
Utilities	7,451	7,823	8,214	8,625	9,056	9,509	9,985	10,484	11,008	11,558
OCWA	11,727	11,903	12,081	12,263	12,447	12,633	12,823	13,015	13,210	13,409
GRCA	3,350	3,484	3,624	3,769	3,919	4,076	4,239	4,409	4,585	4,768
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	7,108	7,215	7,323	7,433	7,544	7,657	7,772	7,889	8,007	8,127
System expansion	0	1,850	2,959	3,804	4,425	5,069	6,136	6,835	7,560	8,313
Interdepartmental charges	1,854	1,882	1,910	1,938	1,968	1,997	2,027	2,057	2,088	2,120
Transfer to corporate reserves	321	326	331	336	341	346	351	357	362	367
Transfer to/(from) Rate Stabilization Reserve	4,559	500	956	600	700	900	1,000	1,000	1,000	1,000
Total Operating Expenses	**45,079**	**43,831**	**46,388**	**47,902**	**49,682**	**51,620**	**53,920**	**55,788**	**57,724**	**59,728**
Debt Charges - Non Growth	10,530	10,763	10,777	10,997	10,992	10,769	10,761	10,295	8,225	7,012
Debt Charges - RDCs	8,481	9,046	9,675	10,092	10,440	10,855	11,338	11,613	12,233	13,470
Prior Year Oversizing (to Capital Reserve)	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837
Central Admin Capital Charges	1,709	2,585	3,403	3,403	3,403	3,403	3,403	3,403	3,403	3,403
Transfer to Capital Reserve	24,531	28,240	28,937	30,749	32,513	34,471	35,995	38,556	42,806	46,291
Impact of Capital Program	**47,088**	**52,471**	**54,629**	**57,078**	**59,185**	**61,335**	**63,335**	**65,703**	**68,504**	**72,012**
Base Expenditure	**92,167**	**96,302**	**101,017**	**104,981**	**108,867**	**112,956**	**117,254**	**121,492**	**126,228**	**131,740**
Interdepartmental recoveries	(2,178)	(2,210)	(2,243)	(2,277)	(2,311)	(2,346)	(2,381)	(2,417)	(2,453)	(2,490)
Prior Year Oversizing (from DC Reserve Fund)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)
Transfer from RDC Reserve	(8,481)	(9,046)	(9,675)	(10,092)	(10,440)	(10,855)	(11,338)	(11,613)	(12,233)	(13,470)
Subtotal Recoveries	(12,496)	(13,094)	(13,755)	(14,207)	(14,588)	(15,038)	(15,557)	(15,867)	(16,523)	(17,798)
Net Base Expenditure	**79,672**	**83,209**	**87,262**	**90,774**	**94,279**	**97,917**	**101,698**	**105,625**	**109,705**	**113,943**
Non-Rate Revenue										
Fees	(508)	(516)	(523)	(531)	(539)	(547)	(555)	(564)	(572)	(581)
Over Strength Surcharge	(970)	(985)	(999)	(1,014)	(1,030)	(1,045)	(1,061)	(1,077)	(1,093)	(1,109)
Other revenue - Septage	(155)	(155)	(155)	(155)	(155)	(155)	(155)	(155)	(155)	(155)
Total Non-Rate Revenue	**(1,633)**	**(1,655)**	**(1,678)**	**(1,701)**	**(1,724)**	**(1,747)**	**(1,771)**	**(1,795)**	**(1,820)**	**(1,845)**
Surplus/(Shortfall) from Stabilization Reserve										
BASE RATE REVENUE	**78,039**	**81,553**	**85,584**	**89,073**	**92,555**	**96,170**	**99,927**	**103,830**	**107,885**	**112,098**
Rate ($)	**$ 1.3051**	**$ 1.3690**	**$ 1.4361**	**$ 1.4921**	**$ 1.5503**	**$ 1.6108**	**$ 1.6736**	**$ 1.7389**	**$ 1.8067**	**$ 1.8772**
Rate increase (%)	**3.9%**	**4.9%**	**4.9%**	**3.9%**	**3.9%**	**3.9%**	**3.9%**	**3.9%**	**3.9%**	**3.9%**
Volume (m3 million)	59.796	59.796	59.796	59.796	59.796	59.796	59.796	59.796	59.796	59.796

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

		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Opening Balance		**41,828**	**35,133**	**21,286**	**17,543**	**16,577**	**14,396**	**10,161**	**20,812**	**39,134**	**52,495**
Contribution from Operating		24,531	28,240	28,937	30,749	32,513	34,471	35,995	38,556	42,806	46,291
Contribution from RDC Reserve - prior oversizing		1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837
Transfer to capital		(36,693)	(43,653)	(34,213)	(31,270)	(32,992)	(35,458)	(23,283)	(18,793)	(25,965)	(26,881)
Capital inflation	2.9%	0	(1,266)	(2,013)	(2,800)	(3,997)	(5,448)	(4,357)	(4,163)	(6,672)	(7,887)
Debentures		2,492	159.87	1,135	14.60	-	-	-	-	-	-
Net transfer to capital		(34,201)	(44,759)	(35,091)	(34,056)	(36,989)	(40,907)	(27,639)	(22,956)	(32,637)	(34,768)
Interest		1,137	834	574	504	458	363	458	886	1,354	1,775
Capital Reserve Closing Balance		**35,133**	**21,286**	**17,543**	**16,577**	**14,396**	**10,161**	**20,812**	**39,134**	**52,495**	**67,630**

Wastewater Stabilization Reserve Fund Projection ($Thousands)

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Opening Balance	**5,704**	**10,263**	**10,763**	**11,719**	**12,319**	**13,019**	**13,919**	**14,919**	**15,919**	**16,919**
Transfer (to)/from Operating	4,559	500	956	600	700	900	1,000	1,000	1,000	1,000
Surplus/(Shortfall)										
Stabilization Reserve Closing Balance	**10,263**	**10,763**	**11,719**	**12,319**	**13,019**	**13,919**	**14,919**	**15,919**	**16,919**	**17,919**

Water Distribution
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 322**	$ 342	$ -	**$ 342**	$ 20	6.2%	B1
Services, supplies and maintenance	**369**	393	-	**393**	24	6.5%	B2
Wholesale Water Purchases	**1,264**	1,175	-	**1,175**	(89)	(7.0%)	B3
Transfer to Stabilization reserve	**234**	284	-	**284**	50	21.4%	B4
Transfer to corporate reserves	**16**	17	-	**17**	0	1.0%	
Interdepartmental charges	**198**	206	-	**206**	7	3.7%	
Total Operating Expenditure	**2,404**	2,417	-	**2,417**	13	0.5%	
Debt servicing (non-growth)	**25**	25	-	**25**	-	0.0%	
Transfer to Capital Reserve	**345**	419	-	**419**	74	21.4%	B5
Capital Financing	**370**	443	-	**443**	74	20.0%	
Interdepartmental recoveries	**(110)**	(114)	-	**(114)**	(4)	3.5%	
Subtotal recoveries	**(110)**	(114)	-	**(114)**	(4)	3.5%	
Net expenditure	**$ 2,664**	**$ 2,747**	**$ -**	**$ 2,747**	**$ 83**	**3.1%**	
Non-Rate Revenue							
Fees & Charges	**23**	18	-	**18**	(5)	(21.7%)	
Total Non-Rate Revenue	**$ 23**	**$ 18**	**$ -**	**$ 18**	**$ (5)**	**(21.7%)**	
Rate Revenue Required							
Monthly Fixed Fee	**435**	455	-	**455**	21	4.8%	
Rate Revenue	**2,206**	2,273	-	**2,273**	67	3.0%	
Total Rate Revenue Required	**$ 2,641**	**$ 2,729**	**$ -**	**$ 2,729**	**$ 88**	**3.3%**	
Operating Surplus (shortfall)	**$ -**	**$ -**	**$ -**	**$ -**	**$ (0)**	**0.0%**	
Cost to the average household (assumes 204 cubic metres)	**$ 730**			**$ 761**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**3.0**	3.0	-	**3.0**	-	
Temporary	**0.3**	0.3	-	**0.3**	-	
Total	**3.3**	**3.3**	**-**	**3.3**	**-**	
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, includes savings resulting from favourable benefit carrier plan RFP.
B2 - Increase to budget for water locates and repairs to distribution valves.
B3 - Adjustment to water purchases to reflect distribution system repairs.
B4 - Increased contribution to the Water Stabilization Reserve.
B5 - Increased funding for capital required.

Water Distribution
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
02003 Leak Detection and Remedial Work	438	100	**538**	150	40	40	40	**808**	200	**1,008**
02007 Distribution Studies and Upgrades	20	20	**40**	50	65	40	65	**260**	250	**510**
02009 Meter Replacement							600	**600**	600	**1,200**
02012 Fleet Replacements Water Distn		45	**45**		38			**83**	83	**166**
TOTAL EXPENDITURE	**458**	**165**	**623**	**200**	**143**	**80**	**705**	**1,751**	**1,133**	**2,884**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982160 Corporate Fleet Replacement Reserve		45	**45**		38			**83**	83	**166**
User Rates										
Reserves and Reserve Funds										
3980550 Water Distribution Reserve	458	120	**578**	200	105	80	405	**1,368**	750	**2,118**
3980560 Wastewater Collection Reserve							300	**300**	300	**600**
TOTAL FUNDING & FINANCING	**458**	**165**	**623**	**200**	**143**	**80**	**705**	**1,751**	**1,133**	**2,884**

Water Distribution
2020 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From	
	2020 Expenditure	Vehicle & Equipment Reserves	Water Distribution Reserve
Project			
02003 Leak Detection and Remedial Work	538		538
02007 Distribution Studies and Upgrades	40		40
02012 Fleet Replacements Water Distn	45	45	
Total	**623**	**45**	**578**

The Regional Municipality of Waterloo
Water Distribution User Rate Model for 2020-2029 ($ Thousands)

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Compensation	342	356	370	385	400	417	433	450	469	487
Other expenses	393	399	405	411	417	423	430	436	443	449
Transfer to/(from) Rate Stabilization Reserve	284	50	50	50	50	50	50	50	50	50
Interdepartmental charges	206	209	212	215	218	222	225	228	232	235
Wholesale Water Purchases	1,175	1,233	1,293	1,356	1,423	1,493	1,566	1,642	1,723	1,807
Transfer to corporate reserves	17	17	17	17	18	18	18	18	19	19
Total Operating Expenditure	**2,417**	**2,263**	**2,347**	**2,435**	**2,526**	**2,622**	**2,722**	**2,826**	**2,934**	**3,048**
Debt Charges - Non Growth	25	-	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	419	753	787	897	941	1,030	1,077	1,173	1,225	1,326
Impact of Capital Program	**443**	**753**	**787**	**897**	**941**	**1,030**	**1,077**	**1,173**	**1,225**	**1,326**
Gross Expenditure	**2,860**	**3,016**	**3,134**	**3,331**	**3,467**	**3,652**	**3,799**	**3,998**	**4,159**	**4,374**
Interdepartmental recoveries	(114)	(115)	(117)	(119)	(121)	(122)	(124)	(126)	(128)	(130)
Subtotal Recoveries	(114)	(115)	(117)	(119)	(121)	(122)	(124)	(126)	(128)	(130)
Net Expenditure	**2,747**	**2,901**	**3,017**	**3,213**	**3,347**	**3,530**	**3,674**	**3,872**	**4,031**	**4,244**
Revenue										
Monthly Fees	(455)	(502)	(502)	(549)	(549)	(596)	(597)	(643)	(644)	(691)
Fees and Charges	(18)	(18)	(19)	(19)	(19)	(19)	(20)	(20)	(20)	(21)
Total Revenue	**(473)**	**(520)**	**(521)**	**(567)**	**(569)**	**(615)**	**(616)**	**(663)**	**(665)**	**(712)**
Surplus/(Shortfall) from Stabilization Reserve										
RATE REVENUE	**2,273**	**2,381**	**2,496**	**2,645**	**2,778**	**2,914**	**3,058**	**3,209**	**3,367**	**3,532**
Rate ($)	**$3.14**	**$3.33**	**$3.53**	**$3.74**	**$3.92**	**$4.11**	**$4.31**	**$4.52**	**$4.74**	**$4.97**
Rate increase (%)	**4.9%**	**5.9%**	**5.9%**	**5.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**
Monthly Rate	**$ 10.00**	**$ 11.00**	**$ 11.00**	**$ 12.00**	**$ 12.00**	**$ 13.00**	**$ 13.00**	**$ 14.00**	**$ 14.00**	**$ 15.00**

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

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Opening Balance	**656**	**514**	**1,090**	**1,815**	**2,698**	**3,323**	**4,083**	**5,192**	**6,456**	**7,787**
Transfer from Operating	419	753	787	897	941	1,030	1,077	1,173	1,225	1,326
	419	753	787	897	941	1,030	1,077	1,173	1,225	1,326
Capital Project Commitment	(578)	(200)	(105)	(80)	(405)	(380)	(105)	(80)	(105)	(80)
Interest	17	24	43	67	89	109	137	172	210	252
Ending Balance	**514**	**1,090**	**1,815**	**2,698**	**3,323**	**4,083**	**5,192**	**6,456**	**7,787**	**9,285**

Water Distribution Stabilization Reserve Projection ($ Thousands)

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Opening Balance	**85**	**369**	**419**	**469**	**519**	**569**	**619**	**669**	**719**	**769**
Transfer (to)/from Operating	284	50	50	50	50	50	50	50	50	50
Transfer for Operating Shortfall										
Operating Shortfall/Surplus										
Ending Balance	**369**	**419**	**469**	**519**	**569**	**619**	**669**	**719**	**769**	**819**

Wastewater Collection
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Services and supplies	**$ 10**	$ 10	$ -	**$ 10**	$ (0)	(0.5%)	
Ontario Clean Water Agency	**36**	36	-	**36**	-	0.0%	
Wholesale Wastewater Fees	**1,032**	1,056	-	**1,056**	24	2.3%	B1
Transfer to corporate reserves	**4**	4	-	**4**	0	1.0%	
Interdepartmental charges	**120**	124	-	**124**	4	3.2%	
Total Operating Expenditure	**1,201**	1,229	-	**1,229**	28	2.3%	
Debt servicing (non-growth)	**33**	33	-	**33**	-	0.0%	
Transfer to Capital Reserve	**170**	208	-	**208**	39	22.8%	B2
Capital Financing	**202**	241	-	**241**	39	19.1%	
Net expenditure	**$ 1,403**	**$ 1,470**	**$ -**	**$ 1,470**	**$ 67**	**4.7%**	
Rate Revenue Required							
Monthly Fixed Fee	**270**	285	-	**285**	16	5.8%	B3
Rate Revenue	**1,134**	1,185	-	**1,185**	51	4.5%	
Total Rate Revenue Required	**$ 1,403**	**$ 1,470**	**$ -**	**$ 1,470**	**$ 67**	**4.7%**	
Operating Surplus (shortfall)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**0.0%**	
Cost to the average household (assumes 204 cubic metres)	**$ 519**			**$ 551**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**-**	-	-	**-**	-	
Temporary	**-**	-	-	**-**	-	
Total	**-**	**-**	**-**	**-**	**-**	

Notes

Budget notes

B1 - Increase in wholesale rates and volume.

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

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

Wastewater Collection
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
02033 Replacement & Upgrade Collection Mains		180	**180**	260	250	75	75	**840**	625	**1,465**
02035 Collection Studies and Upgrades		75	**75**	75	75	75	75	**375**	375	**750**
TOTAL EXPENDITURE		**255**	**255**	**335**	**325**	**150**	**150**	**1,215**	**1,000**	**2,215**
FUNDING & FINANCING										
User Rates										
Reserves and Reserve Funds										
3980560 Wastewater Collection Reserve		255	**255**	335	325	150	150	**1,215**	1,000	**2,215**
TOTAL FUNDING & FINANCING		**255**	**255**	**335**	**325**	**150**	**150**	**1,215**	**1,000**	**2,215**

Wastewater Collection

2020 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From
	2020 Expenditure	Wastewater Collection Reserve
Project		
02033 Replacement & Upgrade Collection Mains	180	180
02035 Collection Studies and Upgrades	75	75
Total	**255**	**255**

The Regional Municipality of Waterloo
Wastewater Collection Rate Model for 2020 - 2029 (Thousands)

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Other expenses	46	46	47	48	48	49	50	50	51	52
Transfer to/(from) Rate Stabilization Reserve	-	-	-	-	-	-	-	50	-	-
Interdepartmental charges	124	125	127	129	131	133	135	137	139	141
Wholesale Water Purchases	1,056	1,129	1,207	1,290	1,379	1,474	1,576	1,685	1,801	1,925
Transfer to corporate reserves	4	4	4	4	4	4	4	4	4	4
Total Operating Expenditure	**1,229**	**1,304**	**1,385**	**1,471**	**1,562**	**1,660**	**1,765**	**1,926**	**1,995**	**2,123**
Debt Charges - Non Growth	33	-	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	208	245	239	247	238	245	229	180	210	180
Impact of Capital Program	**241**	**245**	**239**	**247**	**238**	**245**	**229**	**180**	**210**	**180**
Gross Expenditure	**1,470**	**1,549**	**1,624**	**1,718**	**1,800**	**1,905**	**1,994**	**2,106**	**2,206**	**2,302**
Net Expenditure	**1,470**	**1,549**	**1,624**	**1,718**	**1,800**	**1,905**	**1,994**	**2,106**	**2,206**	**2,302**
Revenue										
Monthly Fees	(285)	(312)	(322)	(349)	(358)	(385)	(394)	(420)	(429)	(429)
Total Revenue	**(285)**	**(312)**	**(322)**	**(349)**	**(358)**	**(385)**	**(394)**	**(420)**	**(429)**	**(429)**
Surplus/(Shortfall) from Stabilization Reserve										
RATE REVENUE	**1,185**	**1,237**	**1,302**	**1,369**	**1,442**	**1,521**	**1,600**	**1,686**	**1,776**	**1,873**
Rate ($)	**$2.32**	**$2.41**	**$2.53**	**$2.65**	**$2.78**	**$2.92**	**$3.06**	**$3.21**	**$3.37**	**$3.54**
Rate increase (%)	**3.9%**	**3.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**
Monthly Rate	**$ 8.00**	**$ 9.00**	**$ 9.00**	**$ 10.00**	**$ 10.00**	**$ 11.00**	**$ 11.00**	**$ 12.00**	**$ 12.00**	**$ 12.00**

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

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Opening Balance	**3,060**	**3,105**	**3,106**	**3,112**	**3,305**	**3,188**	**3,076**	**3,122**	**3,119**	**3,274**
Transfer from Operating	208	245	239	247	238	245	229	180	210	180
Transfer to Capital	(255)	(335)	(325)	(150)	(450)	(450)	(275)	(275)	(150)	(150)
Interest	91	92	92	95	96	93	92	92	94	99
Ending Balance	**3,105**	**3,106**	**3,112**	**3,305**	**3,188**	**3,076**	**3,122**	**3,119**	**3,274**	**3,402**

Wastewater Collection Stabilization Reserve Projection (Thousands)

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Opening Balance	**421**	**421**	**421**	**421**	**421**	**421**	**421**	**421**	**471**	**471**
Transfer (to)/from Operating	-	-	-	-	-	-	-	50	-	-
Operating Shortfall/Surplus	-	-	-	-	-	-	-	-	-	-
Ending Balance	**421**	**421**	**421**	**421**	**421**	**421**	**421**	**471**	**471**	**471**

COMMUNITY SERVICES

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:

- **Strategic and Quality Initiatives** – Arran Rowles, Director
- **Housing Services** – Ryan Pettipiere, Director
- **Children’s Services** – Barbara Cardow, Director
- **Employment and Income Support** – Carolyn Schoenfeldt, Director
- **Seniors’ Services** – Connie Lacy, Director

Community Services (CSD)
Departmental Summary

2020 Budget by Division (Thousands)

	Budgeted Expenditure (Net of Internal Recoveries)			Budgeted Revenue			Property Tax Levy			
	2019	2020	Increase (Decrease)	2019	2020	Increase (Decrease)	2019	2020	Increase (Decrease)	% Change
Commissioner of CSD	$ 646	$ 646	$ -	$ 296	$ 296	$ -	$ 350	$ 350	$ -	0.0%
Strategic and Quality	$ 1,164	$ 1,158	(6)	$ 404	$ 404	-	760	754	(6)	(0.8%)
Housing Services	79,593	80,517	924	38,020	37,303	(717)	41,573	43,214	1,641	3.9%
Children's Services	71,261	69,365	(1,896)	62,292	60,593	(1,699)	8,969	8,772	(197)	(2.2%)
Senior's Services	38,461	39,756	1,295	27,184	27,269	85	11,277	12,487	1,210	10.7%
Employment and Income Support										
Administration	33,647	33,744	97	21,050	20,797	(253)	12,597	12,947	350	2.8%
Financial Assistance	97,707	95,591	(2,117)	95,692	93,575	(2,117)	2,015	2,016	1	0.0%
Total	**$ 322,479**	**$ 320,777**	**$ (1,703)**	**$ 244,938**	**$ 240,237**	**$ (4,701)**	**$ 77,541**	**$ 80,540**	**$ 2,999**	**3.9%**

Budgeted Staff Complement (FTEs)

By Division	2019	2020	Change
Commissioner of CSD	4.0	4.0	-
Strategic and Quality	9.0	9.0	-
Housing Services	52.0	54.0	2.0
Children's Services	131.0	128.0	(3.0)
Senior's Services	335.6	338.0	2.4
Administration	-	-	-
Financial Assistance	242.6	240.6	(2.0)
Total	**774.2**	**773.6**	**(0.6)**
By Category			
Permanent	756.6	757.0	0.4
Temporary	17.6	16.6	(1.0)
Total	**774.2**	**773.6**	**(0.6)**

Budget Issue Papers Approved

Housing Services	Waterloo Region Housing Master Plan (Addition of 4 permanent FTE)
Seniors' Services	Personal Support Worker Staffing (Addition of 2.4 permanent FTE)

Commissioner of Community Services
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 617**	$ 617	$ -	**$ 617**	$ -	0.0%	B1
Services and supplies	**14**	13	-	**13**	(1)	(7.1%)	
Transfers to reserves	**1**	1	-	**1**	-	0.0%	
Interdepartmental charges	**14**	15	-	**15**	1	7.1%	
Net expenditure	**$ 646**	**$ 646**	**$ -**	**$ 646**	**$ -**	**0.0%**	
Provincial grants & subsidies	**296**	296	-	**296**	-	0.0%	
Revenue subtotal	**$ 296**	**$ 296**	**$ -**	**$ 296**	**$ -**	**0.0%**	
Property tax levy	**$ 350**	**$ 350**	**$ -**	**$ 350**	**$ -**	**0.0%**	B1
Cost to the average household	**$ 1**			**$ 1**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**4.0**	4.0	-	**4.0**	-	
Temporary	**-**	-	-	**-**	-	
Total	**4.0**	**4.0**	**-**	**4.0**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates and position reclassifications, includes savings resulting from favourable benefit carrier plan RFP

Division: Strategic and Quality Initiatives

Director: Arran Rowles

Programs and services:

- Operational Quality and Performance Measurement unit is responsible for integrated operations which includes administrative functions, information management, space planning, human resource functions, policy and program development, training, data analysis and performance measurement across Community Services.
- Staff act as primary liaisons for all other corporate departments for project rollouts and implementation.
- Responsible for monitoring progress towards achieving our priorities and monitor our performance on service quality and risk.
- Implements training, tools and projects to support a culture of continuous improvement.
- Strategy and Partnerships unit is responsible for strategic planning, integrated service delivery, integrated approaches to community partnerships, community development and capacity building, research and evaluation, project management and internal review and appeals.
- The unit is focused on ensuring that clients and partners have a voice in defining quality and our priorities.
- Oversees and implements communications materials and processes across Community Services Department

Key issues and priorities:

- Overseeing the implementation of integrated service delivery which is focused on creating a better service experience for clients that improves their quality of life.
- Shift the culture of service delivery to a more client-centered approach that engages clients in defining their goals.
- Ensure that service to all of our clients (individuals, families and community partners) is improved and consistent.
- Ensure that CSD delivers effective and efficient services where risk is decreased as a result of centralized processes and procedures
- Develop a more centralized model for Social Planning which will allow for staff capacity to be shared equitably across all divisions, based upon priorities identified by the Departmental Leadership team.
- Develop a centralized process for appeals to allow for integrated policy and consistent-making regarding client eligibility which utilizes legislation and Community Services service philosophy framework.
- Coordinate Departmental strategic planning and ensure it links to the corporate strategic planning process and aligns work and minimizes effort across Divisions.
- Create an integrated approach to community partnerships, including approaches to agreements and relationships.
- Develop performance dashboards to allow for monitoring of key performance indicators and performance coaching.

Base Budget Drivers & Significant Budget Challenges:

- Strategic and Quality Initiatives was formed by centralizing existing positions from Housing Services, Employment and Income Support and Children's Services. Funding pressures and shifts in the other Divisions could impact the staffing and capacity of Strategic and Quality Initiatives.

Strategic and Quality Initiatives

Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 919**	$ 910	$ -	**$ 910**	$ (9)	(1.0%)	B1
Services and supplies	**163**	163	-	**163**	-	0.0%	
Transfers to reserves	**7**	6	-	**6**	(1)	(14.3%)	
Interdepartmental charges	**75**	79	-	**79**	4	5.3%	
Net expenditure	**$ 1,164**	**$ 1,158**	**$ -**	**$ 1,158**	**$ (6)**	**(0.5%)**	
1							
Provincial grants & subsidies	**404**	404	-	**404**	-	0.0%	
Revenue subtotal	**$ 404**	**$ 404**	**$ -**	**$ 404**	**$ -**	**0.0%**	
Property tax levy	**$ 760**	**$ 754**	**$ -**	**$ 754**	**$ (6)**	**(0.8%)**	
Cost to the average household	**$ 3**			**$ 3**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**9.0**	9.0	-	**9.0**	-	
Temporary	**-**	-	-	**-**	-	
Total	**9.0**	**9.0**	**-**	**9.0**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates and position reclassifications, includes savings resulting from favourable benefit carrier plan RFP

Division: Housing Services
Director: Ryan Pettipiere

Programs and services:

- Housing and Homelessness 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 waiting list.
- Implement the Waterloo Region Housing Master Plan for the creation of 600 new units.
- 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, Rent-Geared-to-Income, Below Average Market Rent, 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 (HFG), and Ontario Priorities Housing Initiative (OPHI); serve as the Community Entity for the federal Reaching Home (RH); administer the federal Canada Ontario Community Housing Initiative (COCHI); and serve as the federal 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 resource centres, housing helplines, transitional housing, supportive housing, and Prioritized Access to Housing Supports (PATHS).

Key issues and priorities:

- Aging physical assets needing repairs, with limited capital reserve funding.

- Housing providers reaching the end of their operating agreements.
- Growing need for affordable and supportive housing with limited funding.
- Growing wait times for affordable housing and decreasing turnover in Community Housing.
- Housing stability services experiencing continued capacity challenges where the demand for services often exceeds the availability of resources.
- Federal and provincial funders requiring implementation of Housing First principles and practices.
- New federal and provincial funding opportunities with administration funding to increase staff capacity to manage new work.

Base Budget Drivers and Significant Budget Challenges:

- Recent regulatory changes to the Housing Services Act.
- Legislation requires 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.
- 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.
- New funding opportunities are not sufficient to meet local needs regarding homelessness and housing.
- Demand for affordable and supportive housing is greater than the supply.
- The emergency shelter and supportive housing system is undergoing significant changes.
- Housing physical assets are aging and repair/maintenance costs are increasing.

Housing Services
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 5,261**	$ 5,387	$ 99	**$ 5,486**	$ 225	4.3%	B1
Other operating	**775**	801	-	**801**	26	3.4%	B2
Transfers to reserves	**13**	12	-	**12**	(1)	(7.7%)	
Interdepartmental charges	**961**	951	-	**951**	(10)	(1.0%)	B3
Programs:							
Housing and Homelessness:							
Community Housing	**24,691**	24,812	-	**24,812**	121	0.5%	B4
Housing Program Initiatives (note 1)	**939**	856	-	**856**	(83)	(8.8%)	B5
Housing Stability (note 2)	**14,948**	14,774	-	**14,774**	(174)	(1.2%)	B6
Client Services:							
Tenancy Management (WRH)	**27,643**	28,440	-	**28,440**	797	2.9%	B7
Rent Assistance	**4,362**	4,385	-	**4,385**	23	0.5%	B8
Net expenditure	**$ 79,593**	**$ 80,418**	**$ 99**	**$ 80,517**	**$ 924**	**1.2%**	
Revenue							
User fees	**15,028**	15,336	125	**15,461**	433	2.9%	B9
Federal grants & subsidies	**14,013**	14,486		**14,486**	473	3.4%	B10
Provincial grants & subsidies	**8,734**	7,356	-	**7,356**	(1,378)	(15.8%)	B10
Contribution from reserves	**245**	-	-	**-**	(245)	0.0%	B11
Revenue subtotal	**$ 38,020**	**$ 37,178**	**$ 125**	**$ 37,303**	**$ (717)**	**(1.9%)**	
Property tax levy	**$ 41,573**	**$ 43,240**	**$ (26)**	**$ 43,214**	**$ 1,641**	**3.9%**	
Cost to the average household	**$ 156**			**$ 158**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**51.0**	51.0	-	**51.0**	-	
Temporary	**1.0**	1.0	2.0	**3.0**	2.0	C1
Total	**52.0**	**52.0**	**2.0**	**54.0**	**2.0**	

Note 1: Housing Program Initiatives include:
- Investment in Affordable Housing (IAH)
- Housing Allowance with Supports (HAWS)
- Temporary Housing Allowance with Supports (THAWS)
- Anti-Human Trafficking Portable Housing Benefit
- Portable Housing Benefit for Survivors of Domestic Violence (PHB-SDV)

Note 2: Housing Stability programs include:
- Consolidated Homelessness Prevention Initiative (CHPI)
- Homelessness to Housing Stability Strategy (HHSS)
- Homelessness Prevention Strategy (HPS)
- Home for Good (HFG), Shelter Transition Partnership Pilot
- Point In Time Count (PiT)

Notes

Budget notes

B1 - Compensation per contracts/estimates, position reclassifications and annualization of position approved through 2019 Council reports.

B2 - Increase external rental accommodation/parking space rental by $23,000.

B3 - Decrease telephone charges and provision for ITS licencing costs.

B4 - Increase costs based on housing provider's actual needs; funding model regulated by Province.

B5 - Decrease of $83,000 due to program completion and adjustments for various affordable housing assistance programs; fully funded by senior levels of government.

B6 - Program adjustments to the following program areas:

	(Thousands)
Net decrease in fully funded programs from senior levels of government and third party agencies (CHPI, Reaching Home, WREAP, Community Capacity & Innovation)	$ (10)
Transitional Partnership Pilot program not required in 2020	(245)
Annualization of 2019 Budget Issue Paper for Winter Shelter Overflow and Eviction Prevention	324
Reduction relating to the adjustment 2019 Budget Issue Paper, "Enhancing the Housing Stability System" for rent assistance program no longer required	(243)
	$ (174)

B7 - Charges include costs such as LHIN funding, utilities, municipal taxes as applicable, general building maintenance as well as a provision for funding lifecycle works. Increase for 2,722 WRH units detailed below:

	(Thousands)
Municipal taxes, insurance and utilities (electricity, natural gas, water)	$ 308
Direct staffing, property maintenance (unit restorations, snow removal)	560
Building Lifecycle and insurance provisions	878
Reduced debt charges for WRH properties (Ontario Housing Corporation, OHC)	(440)
Expenditures reduced to reflect the ending of one-time LHIN funding	(509)
Total	$ 797

B8 - Reflects program cost increase based on rent control guideline.

B9 - Revenue increase of $433,000 to reflect 2020 maximum rent increase and higher Rent Geared to Income (RGI) revenues; offset by lower funding of $71,000 from hydro corporations for WREAP.

B10 - Adjustments reflect various changes to Federal and Provincial grants:

	(Thousands)		
	Provincial	Federal	Total
Community Housing (decrease associated with expiring agreements)	$ -	$ (171)	$ (171)
Housing Program Initiatives	269	(152)	117
Housing Stability (Reaching Home, Community Capacity & Innovation, CHPI, Home for Good)	713	(666)	47
Tenancy Management (decrease associated with expiring agreements and one-time LHIN fundir	(509)	(228)	(737)
Rental Assistance (decrease associated with expiring agreements)	-	(161)	(161)
Total	$ 473	$ (1,378)	$ (905)

B11 - Temporary program for Transition Partnership Pilot terminated September 2019 (CSD-HOU-19-11).

Complement notes

C1 - Addition of 2.0 FTE approved through budget issue paper for delivery of Waterloo Region Housing Master Plan.

Housing Services by Building Type
Ten Year Capital Budget & Forecast (Thousands)
2020-2029

	Previous Unspent Approval	2020 New Request	2020 Total	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
WATERLOO REGION HOUSING										
High Rise Renewal	30	399	428	189	107	1,170	1,546	**3,440**	4,840	**8,279**
Mid Rise Renewal	740	1,407	2,147	1,790	2,654	4,907	3,138	**14,636**	20,057	**34,693**
Single & Semi-Detached Renewal	291	7	298	959	2,242	1,405	2,423	**7,327**	5,112	**12,439**
Townhouses	2,438	1,248	3,685	10,212	5,984	3,307	3,158	**26,346**	21,356	**47,702**
WRH Master Plan		2,629	2,629	20,041	27,318	27,308	21,323	**98,619**	147,937	**246,556**
Engineering Fees/Other	991	541	1,532	2,210	2,798	1,910	1,816	**10,266**	9,709	**19,975**
TOTAL WATERLOO REGION HOUSING	**4,490**	**6,230**	**10,719**	**35,400**	**41,102**	**40,008**	**33,404**	**160,633**	**209,011**	**369,644**
HOUSING SERVICES										
RDC Exemption Grant	821	384	1,205	512	400	400	400	**2,917**	222	**3,139**
IAH (2014 Ext)	5,959		5,959		1,142	1,142		**8,244**		**8,244**
Provider Bldg Condition Assess					350			**350**	350	**700**
SIF-IAH/Seniors Rental Hsg	1,844		1,844					**1,844**		**1,844**
Canada Ontario Housing Community Initiatives (COCHI)		127	127	635	255	670	670	**2,356**	829	**3,185**
Ontario Priorities Housing Initiatives (OPHI)		459	459	459	708	1,054	1,136	**3,815**	4,400	**8,215**
TOTAL HOUSING SERVICES	**8,624**	**970**	**9,594**	**1,606**	**2,855**	**3,266**	**2,205**	**19,526**	**5,801**	**25,327**
TOTAL EXPENDITURE	**13,114**	**7,199**	**20,313**	**37,006**	**43,958**	**43,273**	**35,609**	**180,159**	**214,812**	**394,971**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	8,624	1,577	10,201	7,521	10,131	10,836	8,263	**46,952**	39,474	**86,426**
Property Taxes										
Reserve and Reserve Funds										
Facility Lifecycle Reserve	1,314	2,295	3,609	6,001	4,148	4,148	4,148	**22,055**	20,741	**42,797**
Housing General Reserve	3,176	1,305	4,481	8,053	8,681	7,246	6,627	**35,087**	14,295	**49,382**
NHS Co-investment		1,051	1,051	8,016	10,926	10,923	8,530	**39,446**	59,175	**98,621**
Debentures		971	971	7,415	10,072	10,120	8,040	**36,618**	81,127	**117,745**
TOTAL FUNDING & FINANCING	**13,114**	**7,199**	**20,313**	**37,006**	**43,958**	**43,273**	**35,609**	**180,159**	**214,812**	**394,971**

Notes:

1. Expenditures per categories are subject to change based on ongoing review and maintenance of properties. Capital projects are managed by Facilities in conjunction with housing staff.
2. Term of debentures not to exceed twenty (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

2020 Capital Budget Funding & Financing Summary (Thousands)

	2020 Expenditure	Funding & Financing From: Grants & Subsidies	Housing General Reserve	Facility Lifecycle Reserve	Debentures
EXPENDITURE					
WATERLOO REGION HOUSING					
High Rise Renewal	428				
Mid Rise Renewal	2,147				
Single & Semi-Detached Renewal	298				
Townhouses Renewal	3,685				
WRH Master Plan	2,629	1,658			971
Engineering Fees/Other	1,532		4,481	3,609	
TOTAL WATERLOO REGION HOUSING	**10,719**	**1,658**	**4,481**	**3,609**	**971**
HOUSING SERVICES					
RDC Exemption Grant	1,205	1,205			
IAH (2014 Ext)	5,959	5,959			
Canada Ontario Comm. Hsg. Initiatives	127	127			
Ontario Priorities Hsg. Initiatives	459	459			
SIF-IAH/Seniors Rental Hsg	1,844	1,844			
TOTAL HOUSING SERVICES	**9,594**	**9,594**			
TOTAL EXPENDITURES	**20,313**	**11,252**	**4,481**	**3,609**	**971**

Division: Children's Services
Director: Barbara Cardow

Programs and services:

- Consolidated Municipal Service Manager for all licensed early learning and child care services and EarlyON Child and Family Centres in Waterloo Region.
- Develop and implement local early years and child care service system plans to meet long-term needs.
- Provide funding to local agencies to provide licensed early learning and child care services, EarlyON Child and Family Centres, as well as support services for children with special needs. Funding is provided based on the local service plan, provincial priorities and funding guidelines.
- Provide financial assistance (fee subsidy) for families requiring support with licensed child care costs through purchase of service agreements.
- Support continuous quality improvement of licensed child care and early years' programs.
- 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:

- Develop sustainable funding priorities and policies for funding licensed child care programs to improve efficiency, system stability, accountability, and outcome measurement. Priorities will be focused on access, affordability, inclusion and quality.
- Improve access to licensed child care by increasing licensed child care spaces available in Waterloo Region. Over 425 new licensed child care spaces are expected in schools by 2021. Growth and sustainability strategies are being developed to support further expansion and sustainability of existing spaces.
- Affordability is a continued challenge for families. The impact on child care affordability of the new provincial child care tax credit will be monitored.

- Expand inclusion supports in licensed child care to school-age programs and increase capacity of programs to serve all children.
- Continue to develop Children's Services role as the Consolidated Municipal Service Manager of the EarlyON Centres and the new Indigenous Child and Family Centre.
- Continue to build collaborative partnerships with school boards and other key stakeholders to support community-wide early years planning.

Base Budget Drivers and Significant Budget Challenges:

- Significant changes to provincial/municipal cost-sharing of child care funding will begin in 2020. In 2020, Child Care Expansion Plan funding will be cost-shared 80% provincial/20% municipal (from 100% provincial). One-time funding approaches and the Parent Fee Reduction Pilot have been ended to ensure that base operations can be supported within expected Provincial funding and existing levels of Regional levy funding in 2020.
- Administration costs will be limited to 5% of eligible base expenditures in 2021 (currently 10%) and cost-sharing will change to 50%/50% in 2022.
- Base funding formula changes are to be implemented in 2021. Details of the changes and the impact to Children's Services are unknown. The federal Early Learning and Child Care Agreement will be renegotiated in 2020 and outcomes are also unknown.
- Planning for funding sustainability in 2021 and 2022 is underway and will continue in 2020 as more information is known.
- Licensed child care spaces have grown by 2,623 (28%) between 2016 and 2019. An additional 690 spaces will open in schools by 2021, and more new programs are expected. Sustaining the growing number of licensed child care spaces and providing necessary system supports to these programs will place significant stress on the limited, declining resources.
- The monthly number of children accessing fee subsidy increased by 11% in 2019 so far compared to 2018. Fee subsidy trends and expenditures may be another source of stress on the 2020 budget.

Children's Services
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 12,324**	$ 12,142	$ -	**$ 12,142**	$ (182)	(1.5%)	B1
Child Care Subsidies	**42,498**	40,416	-	**40,416**	(2,082)	(4.9%)	B2
Subsidies to Licenced Child Care	**8,025**	8,470		**8,470**	445	5.5%	B3
Special Needs Resourcing	**4,086**	4,082		**4,082**	(4)	(0.1%)	
Early Learning Program	**1,000**	1,000		**1,000**	-	0.0%	
Other Operating	**959**	936		**936**	(23)	(2.4%)	
Debt servicing	**759**	761	-	**761**	2	0.3%	
Transfers to reserves	**69**	71	-	**71**	2	2.9%	
Transfers to capital	**294**	294	-	**294**	-	0.0%	
Interdepartmental charges	**1,168**	1,183	-	**1,183**	15	1.3%	
Subtotal gross expenditure	**71,182**	69,355	-	**69,355**	(1,827)	(2.6%)	
Interdepartmental recoveries	**79**	10	-	**10**	(69)	(87.3%)	B4
Subtotal recoveries	**79**	10	-	**10**	(69)	(87.3%)	
Net expenditure	**$ 71,261**	**$ 69,365**	**$ -**	**$ 69,365**	**$ (1,896)**	**(2.7%)**	
Revenue							
User fees	**1,427**	2,129	-	**2,129**	702	49.2%	B5
Provincial grants & subsidies	**60,865**	58,464	-	**58,464**	(2,401)	(3.9%)	B6
Revenue subtotal	**$ 62,292**	**$ 60,593**	**$ -**	**$ 60,593**	**$ (1,699)**	**(2.7%)**	
Property tax levy	**$ 8,969**	**$ 8,772**	**$ -**	**$ 8,772**	**$ (197)**	**(2.2%)**	
Cost to the average household	**$ 34**			**$ 32**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**122.4**	122.4	-	**122.4**	-	
Temporary	**8.6**	5.6	-	**5.6**	(3.0)	C1
Total	**131.0**	**128.0**	**-**	**128.0**	**(3.0)**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, includes savings resulting from favourable benefit carrier plan RFP and reduction of temporary FTEs

B2 - One time subsidies provided to the community have been eliminated to reflect reduced provincial subsidy per report CSD-CHS-19-06

B3 - Increase General Operating Grant to reflect planned spending in 2020

B4 - Decrease interdepartmental recoveries to reflect actual expenses

B5 - Increase parent fees revenue to reflect increased fees per report CSD-CHS-19-08

B6 - Provincial subsidy reduced to reflect funding allocation received by the province

Complement notes

C1 - Decrease 2.5 temporary FTE (2 Planners, 0.5 Coordinator Quality Initiatives re: expansion funding) and 0.5 temporary FTE Children's Planning table

Children's Services
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
Program Area Capital										
77014 Edith MacIntosh Children's Centre Redev't							100	**100**	5,900	**6,000**
77042 Minor Program Capital Children's Services	301	325	**626**	475	300	300	300	**2,001**	1,500	**3,501**
Total Program Area Capital	**301**	**325**	**626**	**475**	**300**	**300**	**400**	**2,101**	**7,400**	**9,501**
Facilities Managed Capital Renewal										
71020 Kinsmen Children Centre Building Renewal		46	**46**	40	50	176	157	**469**	563	**1,032**
71021 Christopher Children Centre Building Renewal	79	13	**92**	29	11	109	116	**356**	254	**609**
71022 Cambridge Children Centre Building Renewal	4	24	**28**	132	149	74	12	**395**	404	**798**
71023 Elmira Children Centre Building Renewal		8	**8**	5	5	8	34	**60**	62	**122**
71024 Edith Mac Children Centre Building Renewal		35	**35**	8	8	8	8	**68**	17	**85**
Total Facilities Managed Capital Renewal	**83**	**126**	**209**	**213**	**222**	**375**	**327**	**1,348**	**1,299**	**2,646**
TOTAL EXPENDITURE	**384**	**451**	**835**	**688**	**522**	**675**	**727**	**3,448**	**8,699**	**12,147**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	83	126	**209**	213	222	375	327	**1,348**	1,299	**2,646**
3983300 Children's Services Capital Reserve	301	325	**626**	475	300	300	300	**2,001**	1,500	**3,501**
Debentures							100	**100**	5,900	**6,000**
TOTAL FUNDING & FINANCING	**384**	**451**	**835**	**688**	**522**	**675**	**727**	**3,448**	**8,699**	**12,147**

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

Children's Services
2020 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From	
	2020 Expenditure	Facility Lifecycle Reserve	Children's Services Capital
Project			
71020 Kinsmen Children Centre Building Renewal	46	46	
71021 Christopher Children Centre Building Renewal	92	92	
71022 Cambridge Children Centre Building Renewal	28	28	
71023 Elmira Children Centre Building Renewal	8	8	
71024 Edith Mac Children Centre Building Renewal	35	35	
77042 Minor Program Capital Children's Services	626		626
Total	**835**	**209**	**626**

Division: Seniors' Services
Director: Connie Lacy

Programs and services:

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

Key issues and priorities:

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

Information (CIHI). Data is measured against provincial and national averages and benchmarks.

- With the increase in quality reporting, there is a need for the coordination of data collection, analysis and the development and implementation of quality improvement plans and targets.
- With the increase in complexity, there is a need for increased hours of direct care, a clearer reporting structure and improved equipment.
- Maintaining the safety for all residents and clients is critical and requires staff training to effectively manage responsive behaviours and a zero tolerance policy for resident/client abuse.
- There is an increasing need for affordable supportive housing in the community for older adults with frailty and/or mental health conditions.
- There are increasing wait lists for clients needing long term care, community day programs, including young onset dementia, overnight stay respite services, and homemaking services.
- Enhancing quality of life and meaningful engagement for residents and clients is a priority in Seniors' Services and is being met through its "still ME" initiative. Sunnyside Home will be pursuing certification with Meaningful Care Matters as a "Butterfly" Care Home in 2020 to validate this approach towards person centred care.

Base Budget Drivers and 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 in all home and community programs particularly in long term care, supportive housing and homemaking services.

Seniors' Services

Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 27,173**	$ 27,572	$ 146	**$ 27,718**	$ 545	2.0%	B1
Services, supplies and equipment	**2,228**	2,278	-	**2,278**	50	2.2%	B2
Raw food: residents, clients, community partners and café	**1,599**	1,630	-	**1,630**	31	1.9%	B3
Homemaker and Nursing Services Program	**600**	600	-	**600**	-	0.0%	
Debt servicing	**3,345**	3,765	-	**3,765**	420	12.6%	B4
Transfers to reserves	**564**	563	-	**563**	(1)	(0.2%)	
Interdepartmental charges	**2,952**	3,202	-	**3,202**	250	8.5%	B5
Net expenditure	**$ 38,461**	**$ 39,610**	**$ 146**	**$ 39,756**	**$ 1,295**	**3.4%**	
Revenue							
Provincial grants & subsidies	**20,611**	20,608	-	**20,608**	(3)	(0.0%)	B6
User Fees	**6,573**	6,661	-	**6,661**	88	1.3%	B7
Revenue subtotal	**$ 27,184**	**$ 27,269**	**$ -**	**$ 27,269**	**$ 85**	**0.3%**	
Property tax levy	**$ 11,277**	**$ 12,341**	**$ 146**	**$ 12,487**	**$ 1,210**	**10.7%**	
Cost to the average household	**$ 42**			**$ 46**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**335.6**	335.6	2.4	**338.0**	2.4	C1
Temporary	**-**	-	-	**-**	-	
Total	**335.6**	**335.6**	**2.4**	**338.0**	**2.4**	

Notes

Budget notes	$
B1 - Compensation per contracts/estimates, includes savings resulting from favourable benefit plan RFP and reclassified positions	219
Annualized 11.0 FTE PSW approved in 2019 Budget Issue Paper	218
Added 2.4 FTE PSW approved in 2020 Budget Issue Paper	146
Removed 3-month cost of temporary position (100% funded)	(38)
	545

B2 - Increased provision for staff training.

B3 - Increased provision for cost of raw food.

B4 - Increased debt servicing costs associated with 2019 debenture issue for building renewal capital works.

B5 - Increased provision for facilities rent, management overhead and lifecycle.

B6 - Annualized increased funding re High Intensity Needs 2019 Budget Issue, net of decrease to adjust Ministry funding to 2019 approval. Removed one-time funding re Alzheimer program (refer to B1).

B7 - Increased resident fees for accommodation co-payment and preferred accommodation, increased Alzheimer client fees and rent re supportive living building.

Complement notes

C1 - Addition of 2.4 FTEs: Personal Support Workers 2.0 full time, 0.4 part time, approved in 2020 Budget Issue Paper.

Seniors' Services
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
Program Area Capital										
77001 Sunnyside Passenger Van									40	**40**
77002 Sunnyside Accessible Van									135	**135**
77036 Sunnyside Tractor Replacement				60				**60**	50	**110**
77039 Voice Radio	1		**1**					**1**	17	**18**
77043 Telephone System Replacement	7		**7**					**7**		**7**
77044 Equipment / Furnishings Replacement (LTC)	1,164	1,197	**2,361**	469	591	736	1,250	**5,407**	2,126	**7,534**
Total Program Area Capital	**1,172**	**1,197**	**2,369**	**529**	**591**	**736**	**1,250**	**5,475**	**2,369**	**7,844**
Facilities Managed Capital Renewal										
71042 Sunnyside Renewal	2,914	2,498	**5,412**	1,217	434	1,692	1,397	**10,153**	8,107	**18,259**
71045 Supportive Housing Renewal	233	42	**275**	494	118	208	109	**1,205**	1,207	**2,412**
Total Facilities Managed Capital Renewal	**3,147**	**2,541**	**5,688**	**1,711**	**552**	**1,900**	**1,507**	**11,358**	**9,314**	**20,671**
TOTAL EXPENDITURE	**4,319**	**3,737**	**8,056**	**2,241**	**1,143**	**2,636**	**2,757**	**16,833**	**11,683**	**28,515**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	7		**7**					**7**		**7**
3980065 Facility Lifecycle Reserve	1,362	42	**1,404**		552	208	109	**2,274**	1,693	**3,967**
3982160 Corporate Fleet Replacement Reserve				60				**60**	225	**285**
3983400 Seniors' Services Capital Reserve	1,165	1,197	**2,362**	469	591	736	1,250	**5,408**	2,144	**7,552**
Debentures	1,785	2,498	**4,283**	1,711		1,692	1,397	**9,084**	7,621	**16,705**
TOTAL FUNDING & FINANCING	**4,319**	**3,737**	**8,056**	**2,241**	**1,143**	**2,636**	**2,757**	**16,833**	**11,683**	**28,515**

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

Seniors' Services
2020 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From			
	2020 Expenditure	General Tax Supported Capital	Facility Lifecycle Reserve	Seniors' Services Capital	Property Tax Supported Debentures
Project					
71042 Sunnyside Renewal	5,412		1,129		4,283
71045 Supportive Housing Renewal	275		275		
77039 Voice Radio	1			1	
77043 Telephone System Replacement	7	7			
77044 Equipment / Furnishings Replacement (LTC)	2,361			2,361	
Total	**8,056**	**7**	**1,404**	**2,362**	**4,283**

Division: Employment and Income Support
Director: Carolyn Schoenfeldt

Programs and services:

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

Key issues and priorities:

- Ontario Works caseload is approximately 9,200 (as of August 2019)
- The Region funds the discretionary benefits program by $1.8M beyond the provincial cap
- Ongoing training and communication to promote a citizen centred service focus.

Base Budget Drivers and Significant Budget Challenges:

- Demands on discretionary benefits remain high reflecting community needs and pressures.

Employment & Income Support Administration
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 23,224**	$ 23,371	$ -	**$ 23,371**	$ 147	0.6%	B1
Other Operating	**4,059**	4,041	-	**4,041**	(18)	(0.4%)	
Grants to Organizations	**1,547**	1,547		**1,547**	-	0.0%	
Debt servicing	**609**	592	-	**592**	(17)	(2.8%)	
Transfers to reserves	**72**	64	-	**64**	(8)	(11.1%)	
Interdepartmental charges	**4,116**	4,109	-	**4,109**	(7)	(0.2%)	
Subtotal gross expenditure	**33,627**	33,724	-	**33,724**	97	0.3%	
Interdepartmental recoveries	**20**	20	-	**20**	-	0.0%	
Subtotal recoveries	**20**	20	-	**20**	-	0.0%	
Net expenditure	**$ 33,647**	**$ 33,744**	**$ -**	**$ 33,744**	**$ 97**	**0.3%**	
Revenue							
Provincial grants & subsidies	**21,050**	20,797	-	**20,797**	(253)	(1.2%)	B2
Revenue subtotal	**$ 21,050**	**$ 20,797**	**$ -**	**$ 20,797**	**$ (253)**	**(1.2%)**	
Property tax levy	**$ 12,597**	**$ 12,947**	**$ -**	**$ 12,947**	**$ 350**	**2.8%**	
Cost to the average household	**$ 47**			**$ 47**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**234.6**	232.6	-	**232.6**	(2.0)	C1
Temporary	**8.0**	8.0	-	**8.0**	-	
Total	**242.6**	**240.6**	**-**	**240.6**	**(2.0)**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, includes savings resulting from favourable benefit carrier plan RFP and decrease for reduction of 2.0 FTEs related to the Employment Ontario program

B2 - Decrease to Employment Ontario Grant

Complement notes

C1 - Decrease 2.0 FTE Employment Ontario Program

Financial Assistance

Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Ontario Works	**$ 88,242**	$ 86,750	$ -	**$ 86,750**	$ (1,492)	(1.7%)	B1
Transitional Child Benefit	**2,000**	2,000	-	**2,000**	-	0.0%	
Discretionary Benefits	**4,584**	4,584	-	**4,584**	-	0.0%	
Mandatory Benefits	**2,625**	2,000	-	**2,000**	(625)	(23.8%)	B2
Benefits to Non-recipients	**200**	200		**200**	-	0.0%	
Transportation Allowances	**207**	207	-	**207**	-	0.0%	
Subtotal gross expenditure	**97,857**	95,741	-	**95,741**	(2,117)	(2.2%)	
Interdepartmental recoveries	**(150)**	(150)	-	**(150)**	-	0.0%	
Subtotal recoveries	**(150)**	(150)	-	**(150)**	-	0.0%	
Net expenditure	**$ 97,707**	**$ 95,591**	**$ -**	**$ 95,591**	**$ (2,117)**	**(2.2%)**	
Revenue							
Provincial grants & subsidies	**95,692**	93,575	-	**93,575**	(2,117)	(2.2%)	B3
Revenue subtotal	**$ 95,692**	**$ 93,575**	**$ -**	**$ 93,575**	**$ (2,117)**	**(2.2%)**	
Property tax levy	**$ 2,015**	**$ 2,016**	**$ -**	**$ 2,016**	**$ 1**	**0.0%**	
Cost to the average household	**$ 8**			**$ 7**			

Staffing complement is budgeted in employment and Income Support Administration -

Notes

Budget notes

B1 - Ontario works budget based on 9,450 cases at a cost per case of $765

B2 - Mandatory Benefits adjusted to reflect actual spending. Program is 100% Provincial.

B3 - Provincial Subsidy Change (Thousands)

Impact of decreased caseload	$ (568)
Impact of decreased cost per case	(924)
Decrease subsidy for Mandatory Benefits	(625)
Total	**$ (2,117)**

Region of Waterloo

PUBLIC HEALTH & EMERGENCY SERVICES

Department: Public Health and Emergency Services
Commissioner/Medical Officer of Health: Dr. Liana Nolan
Associate Medical Officer of Health: Dr. Hsiu-Li Wang

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

The divisions within Public Health and Emergency Services include:

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

Public Health & Emergency Services (PHE)
Departmental Summary

2020 Budget by Division (Thousands)

	Budgeted Expenditure (Net of Internal Recoveries) 2019	2020	Increase (Decrease)	Budgeted Revenue 2019	2020	Increase (Decrease)	Property Tax Levy 2019	2020	Increase (Decrease)	% Change
Medical Officer of Health/Central Resources	$ 7,805	$ 7,969	$ 164	$ 4,918	$ 4,774	$ (144)	$ 2,887	$ 3,195	$ 308	10.7%
Health Protection and Investigation	4,859	4,952	93	3,733	3,663	(70)	1,126	1,289	163	14.5%
Infectious Disease, Dental and Sexual Health	8,361	10,432	2,071	8,172	9,963	1,791	189	469	280	148.1%
Healthy Living	7,815	7,976	161	5,854	6,108	254	1,961	1,868	(93)	(4.7%)
Child and Family Health	7,643	9,259	1,616	5,681	6,655	974	1,962	2,604	642	32.7%
Paramedic Services	36,195	38,784	2,589	18,757	19,826	1,069	17,438	18,958	1,520	8.7%
Total	**$ 72,678**	**$ 79,372**	**$ 6,694**	**$ 47,115**	**$ 50,989**	**$ 3,874**	**$ 25,563**	**$ 28,383**	**$ 2,820**	**11.0%**

Budgeted Staff Complement (FTEs)

By Division	2019	2020	Change
Medical Officer of Health/Central Resources	39.9	39.9	-
Health Protection and Investigation	41.7	41.7	-
Infectious Disease, Dental and Sexual Health	70.5	70.7	0.2
Healthy Living	64.9	64.9	-
Child and Family Health	70.9	68.5	(2.4)
Paramedic Services	232.7	242.7	10.0
Total	**520.6**	**528.4**	**7.8**
By Category			
Permanent	525.6	533.4	7.8
Temporary	-	-	-
Total	**525.6**	**533.4**	**7.8**

Budget Issue Papers Approved

Infectious Disease, Dental and Sexual Health	Increase purchase of service re: substance use and harm reduction program - needle disposal strategy
Paramedic Services	Addition of FTEs: 10.0 Paramedics approved in 2020 Budget Issue Paper.

Division: Medical Office/Central Resources

Commissioner/Medical Officer of Health: Dr. Liana Nolan

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

Director, Central Resources: Anne Schlorff

Programs and services:

- The Medical Office fulfills the statutory roles of the Medical Officer of Health under the Health Protection and Promotion Act (e.g. medical direction for outbreaks, communicable disease management, response to environmental exposures).
- Epidemiology and Health Analytics supports public health surveillance and assessment and data quality assurance.
- The Information & Communications Unit assists departmental programs in responding to media requests/inquiries and ensuring community partners and the general public receive timely, useful and accurate information regarding the department’s programs and services.
- The Public Health Resource Library assists staff in collecting evidence for effective public health practice and decision making, and shares health education resources with community partners (e.g. schools and workplaces) and members of the public to improve the community’s health.

Other centralized departmental functions include administrative and human resource supports, as well as leadership of strategic and quality improvement initiatives including operational planning, performance measurement/reporting, quality improvement, research support and health information management and privacy.

Key issues and priorities:

- Public health programs and services include foundational standards: population health assessment, a focus on health equity, effective public health practice (evidence-informed decision making, research, knowledge exchange, program planning and evaluation) and emergency management.
- Public Health works in partnership with others, to ensure compliance with the Ontario Public Health Standards (2018) and respond to emerging health issues. The 2018 standards have an increased emphasis on accountability, transparency and demonstrated value for money.
- The Ontario Public Health Standards include requirements for surveillance and population health assessment through the monitoring and reporting of community health status and trends.
- Effective health communications ensures a reliable source of information related to the health of our community.

Base Budget Drivers and Significant Budget Challenges:

- Public Health Units rely heavily on provincial subsidies to fund programs and services as mandated by legislated standards and requirements. The provincial government has announced plans to transform and modernize the public health system in Ontario; in addition to funding changes which will increase the municipal share of costs effective January 1st, 2020 the Ministry has appointed an advisor to lead consultations regarding public health system changes. Potential outcomes include the reduction in the number of health units and standardization of governance models across the province. The province's planned changes to both structure and funding will have broad implications provincially and locally.
- An aging population, changes in our environment, changes in weather patterns, and changes in trade and travel patterns all have an impact on disease risks, patterns and rates. Services and responses must evolve as new issues arise.

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

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 4,441**	$ 4,450	$ -	**$ 4,450**	$ 9	0.2%	B1
Other operating	**996**	1,009	-	**1,009**	13	1.3%	
Debt servicing	**548**	553	-	**553**	5	0.9%	
Transfers to reserves	**96**	87	-	**87**	(9)	(9.4%)	
Interdepartmental charges	**1,889**	2,033	-	**2,033**	144	7.6%	
Subtotal gross expenditure	**7,970**	8,132	-	**8,132**	162	2.0%	
Interdepartmental recoveries	**(165)**	(163)	-	**(163)**	2	(1.2%)	
Subtotal recoveries	**(165)**	(163)	-	**(163)**	2	(1.2%)	
Net expenditure	**$ 7,805**	**$ 7,969**	**$ -**	**$ 7,969**	**$ 164**	**2.1%**	
Revenue							
User fees	**41**	41	-	**41**	-	0.0%	
Provincial grants & subsidies	**4,877**	4,733	-	**4,733**	(144)	(3.0%)	B2
Revenue subtotal	**$ 4,918**	**$ 4,774**	**$ -**	**$ 4,774**	**$ (144)**	**(2.9%)**	
Property tax levy	**$ 2,887**	**$ 3,195**	**$ -**	**$ 3,195**	**$ 308**	**10.7%**	
Cost to the average household	**$ 11**			**$ 12**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**39.9**	39.9	-	**39.9**	-	
Temporary	**-**	-	-	**-**	-	
Total	**39.9**	**39.9**	**-**	**39.9**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, includes savings resulting from favourable benefit carrier plan RFP

B2 - Provincial subsidy based on 2020 expected approval and reflects change in cost sharing formula to 70% provincial/ 30% municipal. Approximately $51,000 of $1.5 million in provincial transition funding has been allocated to this division to offset the impact of changes in the provincial cost sharing formula in 2020

Division: Health Protection and Investigation
Director: Sandy Stevens

Programs and services:

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

- Provide online information (Check it! We Inspect It) of all restaurants, public pools and spas, licensed day nurseries, overnight camps, small drinking water systems and beauty and body art inspection results.
- Conduct vector surveillance and vector control, and provide public education on personal protective measures to reduce the risk of West Nile Virus and Lyme disease.

Key issues and priorities:

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

Base Budget Drivers and Significant Budget Challenges:

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

Health Protection and Investigation
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 4,505**	$ 4,572	$ -	**$ 4,572**	$ 67	1.5%	B1
Other operating	**398**	396	-	**396**	(2)	(0.5%)	
Interdepartmental charges	**1**	4	-	**4**	3	300.0%	
Subtotal gross expenditure	**4,904**	4,972	-	**4,972**	68	1.4%	
Interdepartmental recoveries	**(45)**	(20)	-	**(20)**	25	(55.6%)	
Subtotal recoveries	**(45)**	(20)	-	**(20)**	25	(55.6%)	
Net expenditure	**$ 4,859**	**$ 4,952**	**$ -**	**$ 4,952**	**$ 93**	**1.9%**	
Revenue							
Provincial grants & subsidies	**3,733**	3,663	-	**3,663**	(70)	(1.9%)	B2
Revenue subtotal	**$ 3,733**	**$ 3,663**	**$ -**	**$ 3,663**	**$ (70)**	**(1.9%)**	
Property tax levy	**$ 1,126**	**$ 1,289**	**$ -**	**$ 1,289**	**$ 163**	**14.5%**	
Cost to the average household	**$ 4**			**$ 5**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 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, includes savings resulting from favourable benefit carrier plan RFP

B2 - Provincial subsidy based on 2020 expected approval and reflects change in cost sharing formula to 70% provincial/ 30% municipal. Approximately $206,000 of $1.5 million in provincial transition funding has been allocated to this division to offset the impact of changes in the provincial cost sharing formula in 2020

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

Programs and services:

- Reduces and manages health risks to the community through the provision of specialized clinical services, nursing practice leadership, community outreach/partnerships, and health promotion and disease prevention strategies. (i.e. annual enforcement of the Immunization of School Pupils' Act).
- Provides clinic services including sexual health, immunization and Tuberculosis. Clinics are offered on-site in Waterloo and Cambridge offices as well as some community sites.
- Provides response to infection prevention and control complaints from the general public about sites and services operated by regulated health professionals.
- Provides an onsite needle syringe program/Naloxone supplies in both Waterloo and Cambridge offices and support to Community Partners offering needle syringe/Naloxone programs.
- Provides leadership to the community collaborative of the Waterloo Integrated Drug Strategy, working to improve harm reduction services in the region.
- Provides infectious disease case management and outbreak management including Tuberculosis.

Key issues and priorities:

- Working with community partners and municipalities to assess, develop, implement and evaluation Consumption and Treatment Services in areas with significant overdose deaths.
- Working with the Waterloo Integrated Drug Strategy and the Special Opioid Response Committee to create and implement a Comprehensive Opioid Response Plan based on the five pillars of Prevention, Harm Reduction, Treatment/Rehabilitation, Enforcement/Justice and Integration.
- Ongoing implementation and management of a complex provincial health information system for immunization and infectious disease management including electronic medical records.
- Providing support and resources to community health care partners to ensure consistent care and delivery of immunization, sexual health, dental and infectious disease prevention programs.
- Steadily increasing number of investigations of infection prevention and control practice complaints (from the general public) related to services provided by practitioners regulated under the Regulated Health Professions Act.
- The disease rates of gonorrhea, chlamydia and syphilis continue to trend upwards at or above provincial averages.
- Expansion of the Sexual Health Youth Strategy to include young adults up to age 24.
- Providing support and resources to community partners to ensure consistent care and delivery of dental health programs, including the new Ontario Seniors Dental Care Program.

Base Budget Drivers and Significant Budget Challenges:

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

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

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 7,365**	$ 7,452	$ -	**$ 7,452**	$ 87	1.2%	B1
Other operating	**961**	2,517	408	**2,925**	1,964	204.4%	B2
Interdepartmental charges	**24**	25	-	**25**	1	4.2%	
Subtotal gross expenditure	**8,350**	9,994	408	**10,402**	2,052	24.6%	
Interdepartmental recoveries	**11**	30	-	**30**	19	172.7%	B3
Subtotal recoveries	**11**	30	-	**30**	19	172.7%	
Net expenditure	**$ 8,361**	**$ 10,024**	**$ 408**	**$ 10,432**	**$ 2,071**	**24.8%**	
Revenue							
User fees	**290**	290	-	**290**	-	0.0%	
Provincial grants & subsidies	**7,882**	9,387	286	**9,673**	1,791	22.7%	B4
Revenue subtotal	**$ 8,172**	**$ 9,677**	**$ 286**	**$ 9,963**	**$ 1,791**	**21.9%**	
Property tax levy	**$ 189**	**$ 347**	**$ 122**	**$ 469**	**$ 280**	**148.1%**	
Cost to the average household	**$ 1**			**$ 2**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**70.5**	70.7	-	**70.7**	0.2	C1
Temporary	**-**	-	-	**-**	-	
Total	**70.5**	**70.7**	**-**	**70.7**	**0.2**	

Notes

Budget notes

B1 - Compensation per contracts/estimates and position reclassifications, includes savings resulting from favourable benefit carrier plan RFP

B2 - Costs associated with operating of the temporary & permanent Consumption and Treatment Services site and substance use and harm reduction budget issue paper

B3 - Increase interdepartmental recoveries due to increase recovery from Harm reduction and Public Health Nurses programs

B4 - Provincial subsidy based on 2020 expected approval and reflects change in cost sharing formula to 70% provincial/ 30% municipal. Approximately $107,000 of $1.5 million in provincial transition funding has been allocated to this division to offset the impact of changes in the provincial cost sharing formula in 2020. Additional subsidy of $1,576,000 for Consumption and Treatment Services and $286,000 for substance use and harm reduction re: budget issue paper has also been included

Complement notes

C1 - Increase 0.71 FTE Vaccine Preventable Disease program and decrease of 0.45 FTE Harm reduction program which resulted in no financial impact (position reclassification)

Division: Healthy Living
Director: Sharlene Sedgwick-Walsh

Programs and services:

- Works with community partners to address chronic diseases and injury prevention; wellness and substance misuse; healthy growth and development; and school health across the life course.
- Advocates for policy development within municipalities, schools and community organizations.
- Provides smoking cessation support, including Nicotine Replacement Therapy, through clinics available throughout the region and using online resources.
- Offers prenatal education through an online resource as well as participation in classes for vulnerable women.
- Provides breastfeeding clinic support at locations in Waterloo and Cambridge with the intent of offering support at a rural location in 2020.

Key issues and priorities:

- Fully operationalizing our OPHS mandates across the lifespan
- Developing health promotion strategies to present key public health messages in a comprehensive way with a particular focus on Mental Health, falls prevention 0-5 years of age and school readiness in 2020.
- Supporting local interest in policy development for smoke free/cannabis free post secondary campuses.
- Education related to the risks/harms associated with vaping (e-cigarette) and cannabis use among vulnerable populations, specifically youth.
- Implementing the newly revised Healthy Schools' model that includes identification of varying levels of support required to impact student well being within the school setting.
- Implement recommendations related to alcohol misuse research for women of childbearing age in Waterloo region.
- Supporting community mental health initiatives including the implementation of the 5 Ways to Mental Wellbeing toolkit.
- Implement the work plan for the built environment component of our mandate and support initiatives in partnership with HPI.

Base Budget Drivers and Significant Budget Challenges:

- Community demand for partnership and support exceeds available resources.
- Health promotion work involving policy development and behaviour change is time intensive due to its collaborative and complex nature.
- Implementation of the cannabis legislation as well as the legislation changes related to e-cigarettes/vaping continues to make significant demands for public education and cessation programming.
- Supporting some of the highest need schools requires less traditional approaches with a focus on addressing social determinants of health for both students and caregivers.
- Potential budget impact of build environment work is still being defined.

Healthy Living
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 7,328**	$ 7,481	$ -	**$ 7,481**	$ 153	2.1%	B1
Other operating	**429**	434	-	**434**	5	1.2%	
Interdepartmental charges	**246**	250	-	**250**	4	1.6%	
Subtotal gross expenditure	**8,003**	8,165	-	**8,165**	162	2.0%	
Interdepartmental recoveries	**(188)**	(189)	-	**(189)**	(1)	0.5%	
Subtotal recoveries	**(188)**	(189)	-	**(189)**	(1)	0.5%	
Net expenditure	**$ 7,815**	**$ 7,976**	**$ -**	**$ 7,976**	**$ 161**	**2.1%**	
Revenue							
Provincial grants & subsidies	**5,854**	6,108	-	**6,108**	254	4.3%	B2
Revenue subtotal	**$ 5,854**	**$ 6,108**	**$ -**	**$ 6,108**	**$ 254**	**4.3%**	
Property tax levy	**$ 1,961**	**$ 1,868**	**$ -**	**$ 1,868**	**$ (93)**	**(4.7%)**	
Cost to the average household	**$ 7**			**$ 7**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**64.9**	64.9	-	**64.9**	-	
Temporary	**-**	-	-	**-**	-	
Total	**64.9**	**64.9**	**-**	**64.9**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, includes savings resulting from favourable benefit carrier plan RFP

B2 - Provincial subsidy based on 2020 expected approval and reflects change in cost sharing formula to 70% provincial/ 30% municipal. Approximately $566,000 of $1.5 million in provincial transition funding has been allocated to this division to offset the impact of changes in the provincial cost sharing formula

Division: Child & Family Health
Director: Andrea Reist

Programs and services:

- Delivers the Healthy Babies, Healthy Children program, providing screening, assessment, referrals to community services and home visiting services to consenting pregnant women, postpartum families, and families with children who are vulnerable to experiencing growth and development challenges up to their transition to school.
- Delivers the Infant and Child Development program, providing developmental monitoring and assessment, early intervention, service coordination and home visiting services for infants and children with, or at very high risk of, developmental delay up to their transition to school.
- Delivers vision screening for senior kindergarten children in partnership with local Lions Clubs.
- Delivers dental services including screening for children in schools and follow up support access to urgent and preventative dental services; claims management services for Ontario Works and Ontario Disability Services Program clients who are eligible for services; dental clinics for eligible low-income children and adults at the Waterloo and Cambridge offices; dental clinics for eligible low-income seniors, in partnership with local Community Health Centres.
- Provides parents, caregivers and service providers with child health information, resources and links to community services, including phone consultation with a Public Health Nurse.

Key issues and priorities:

- Refining the Infant and Child Development program to align with new provincial guidelines, while also considering impact on developmental monitoring services of children at very high risk of developmental delay in Waterloo Region.
- Expanding vision screening to include all school children in senior kindergarten.

- Integrating an electronic medical record for all program areas and collecting data and engaging vulnerable populations and community organizations in identifying and removing barriers to equitable access to services.

Base Budget Drivers and Significant Budget Challenges:

- Provincial funding for the Healthy Babies Healthy Children and Infant and Child Development Programs has not kept pace with program delivery costs, eroding the ability of these programs to meet service demands over time. Upcoming changes to the Infant and Child Development program to align with new provincial guidelines, in tandem with any changes to incremental funding provided by the Region of Waterloo to the Infant and Child Development program, has potential to generate waitlists for programs serving families with children at risk for growth and development challenges (eg. Healthy Babies Healthy Children program).
- There is an expectation locally that the demand for the Ontario Seniors Dental Care Program service may grow to exceed provincial funding available for this program.
- The new Vision Screening program mandated by the Ministry of Health and Long Term Care and delivered in Waterloo Region Public and Catholic School Boards currently relies on volunteers to deliver vision screening in schools. This program requires Public Health resources to ensure consistent and quality screening and follow up and is to be completed within the existing Public Health funding envelope.

Child and Family Health
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 7,074**	$ 6,840	$ -	**$ 6,840**	$ (234)	(3.3%)	B1
Other operating	**773**	2,427	-	**2,427**	1,654	214.0%	B2
Transfers to reserves	**10**	9	-	**9**	(1)	(10.0%)	
Interdepartmental charges	**(94)**	85	-	**85**	179	(190.4%)	B3
Subtotal gross expenditure	**7,763**	9,361	-	**9,361**	1,598	20.6%	
Interdepartmental recoveries	**(120)**	(102)	-	**(102)**	18	(15.0%)	
Subtotal recoveries	**(120)**	(102)	-	**(102)**	18	(15.0%)	
Net expenditure	**$ 7,643**	**$ 9,259**	**$ -**	**$ 9,259**	**$ 1,616**	**21.1%**	
Revenue							
Provincial grants & subsidies	**5,681**	6,655	-	**6,655**	974	17.1%	B4
Revenue subtotal	**$ 5,681**	**$ 6,655**	**$ -**	**$ 6,655**	**$ 974**	**17.1%**	
Property tax levy	**$ 1,962**	**$ 2,604**	**$ -**	**$ 2,604**	**$ 642**	**32.7%**	
Cost to the average household	**$ 7**			**$ 10**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**70.9**	68.5	-	**68.5**	(2.4)	C1
Temporary	**-**	-	-	**-**	-	
Total	**70.9**	**68.5**	**-**	**68.5**	**(2.4)**	

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

Budget notes

B1 - Compensation per contracts/estimates, includes savings resulting from favourable benefit carrier plan RFP and a decrease of 2.4 FTE to match provincial funding for healthy babies healthy children

B2 - Increase for service contracts to deliver the Ontario Seniors Dental Program (100% funded by the province)

B3 - Decrease Interdepartmental charges due to decrease staffing charges from Healthy Babies Healthy Children program

B4 - Decrease Public Health Nurses program recoveries

B5 - Provincial subsidy based on 2020 expected approval and reflects change in cost sharing formula to 70% provincial/ 30% municipal. Approximately $570,000 of $1.5 million in provincial transition funding has been allocated to this division to offset the impact of changes in the provincial cost sharing formula in 2020. Additional subsidy of $1,661,400 for the Ontario Seniors Dental Program has also been included

Complement notes

C1 - Reduction of 2.4 FTE for HBHC staffing to match provincial funding level

Public Health
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
84008 Permanent Consumption Treatment Site		1,000	**1,000**					**1,000**		**1,000**
TOTAL EXPENDITURE		**1,000**	**1,000**					**1,000**		**1,000**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies		500	**500**					**500**		**500**
Property Taxes										
Reserves and Reserve Funds										
3980720 Tax Stabilization Reserve		500	**500**					**500**		**500**
TOTAL FUNDING & FINANCING		**1,000**	**1,000**					**1,000**		**1,000**

Public Health
2020 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From	
	2020 Expenditure	Grants & Subsidies	Other Reserves
Project			
84008 Permanent Consumption Treatment Site	1,000	500	500
Total	**1,000**	**500**	**500**

Division: Paramedic Services
Chief: Stephen Van Valkenburg

Programs and services:

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

Key issues and priorities:

- Adherence to mandated Response Time Performance Plan as approved by Council and required through legislation.
- Providing "Excellence in Patient Care" to residents and visitors in 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 Hospital Emergency Departments, through collaboration with hospital staff. Offload delay can be unpredictable and continues to fluctuate, although it has been trending upward since 2016 and rose 130 % through to the end of 2018. Paramedic Services and hospitals have committed to a Lean Six Sigma project to determine how to lessen offload delay and put resources back out in the public in a more efficient manner. Paramedic Services has no direct control over offload delay, which is affected by factors such as Provincial funding of hospitals, availability of offload delay nurses and ongoing collaboration with the hospitals remains critical.
- Ensuring the provision of quality ambulance service as dictated by the Ambulance Service Review requirements, through monitoring and assessing levels of response.
- Ensuring fiscal responsibility in delivering ambulance service throughout the Region of Waterloo given current demands in call volume growth and financial pressures to find cost efficiencies.

- Community Paramedicine – Paramedic Services has an approved budget from the LHIN of $246,000 (base funding) starting from 2018/19 for the implementation of a Community Paramedicine Program. Paramedic Services has been operating the CP program for just over one year and continues to collaborate with the Waterloo Wellington Local Health Integration network to refine and adjust services where required.
- The Paramedic Services Master Plan Update and review was completed in 2019 with PHE-PSV-19-08 being presented to Council on September 10, 2019 outlining revised planning outlooks for Paramedic Services based on updated projections. Significant investments in resources have been and will continue to be needed in future years, pending Council budget approval, to hit a Unit Utilization target of 35 %.

Base Budget Drivers and Significant Budget Challenges:

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

Paramedic Services

Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 28,598**	$ 29,260	$ 678	**$ 29,938**	$ 1,340	4.7%	B1
Supplies, services and sundry	**2,030**	2,047	34	**2,081**	51	2.5%	B2
Equipment, software, furniture and maintenance	**450**	447	-	**447**	(3)	(0.7%)	
Dedicated Nurses to Receive Patients program	**516**	516	-	**516**	-	0.0%	
Debt servicing	**890**	1,888	-	**1,888**	998	112.1%	B3
Transfers to reserves	**2,209**	1,906	137	**2,043**	(166)	(7.5%)	B4
Interdepartmental charges	**1,502**	1,853	18	**1,871**	369	24.6%	B5
Net expenditure	**$ 36,195**	**$ 37,917**	**$ 867**	**$ 38,784**	**$ 2,589**	**7.2%**	
Revenue							
Provincial grants & subsidies	**17,495**	18,480	-	**18,480**	985	5.6%	B6
Tax stabilization and equipment reserve fund	**989**	612	434	**1,046**	57	5.8%	B7
Recoveries	**193**	220	-	**220**	27	14.0%	B3
User fees	**80**	80	-	**80**	-	0.0%	
Revenue subtotal	**$ 18,757**	**$ 19,392**	**$ 434**	**$ 19,826**	**$ 1,069**	**5.7%**	
Property tax levy	**$ 17,438**	**$ 18,525**	**$ 433**	**$ 18,958**	**$ 1,520**	**8.7%**	
Cost to the average household	**$ 65**			**$ 69**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**232.7**	232.7	10.0	**242.7**	10.0	C1
Temporary	**-**	-	-	**-**	-	
Total	**232.7**	**232.7**	**10.0**	**242.7**	**10.0**	

Notes

Budget notes

	(Thousands)
B1 - Compensation per contracts/estimates and benefit rate adjustments	$ 545
Decreased ratio of Advanced Care Paramedics to 30% from 50%	(593)
Annualized 12.0 FTE as approved in 2019 Budget Issue Paper	775
Added 10.0 FTE as approved in 2020 Budget Issue Paper, effective July 1st	678
Reduced base budget: Training hours reduced by one-12 hour day	-153
Job Evaluation	87
	$ 1,339

B2 - Increased fuel re rate adjustment, and fuel volume, uniform and medical supplies approved in the 2020 Budget Issue Paper; net of base budget reductions to medical supplies, linens and tuition ($47,000).

B3 - Increased debt servicing associated with 2019 debenture issue re headquarters north centre, partially offset by recovery from the Development Charge (DC) reserve.

B4 - Increased contribution to vehicle and equipment reserves by $137,000 approved in the 2020 Budget Issue Paper, offset by decrease to contribution to vehicle reserve re change to replacement from 5.5 years to 6 years, and decrease to contribution to equipment reserve re deferral of replacement of defibrillator pool.

B5 - Increased fleet maintenance as approved in the 2020 Budget Issue Paper. Facilities rent, management overhead and life cycle provision increased partially related to the new headquarters north centre, and voice radio

B6 - Increased Ministry funding to reflect the: 2019 base funding approval, annualization of the 2018 Budget Issue Paper and the 2019 Budget Issue Paper.

B7 - Lower transfer required due to timing of funding from the Ministry, adjusted to reflect Ministry funding re 2018 and 2019 Budget Issue Papers. An increase to the contribution is required for the 2020 Budget Issue Paper.

Complement notes

C1 - Addition of FTEs: 10.0 Paramedics approved in 2020 Budget Issue Paper.

Paramedic Services
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
Program Area Capital										
82001 Vehicle Replacement-Ambulance		960	**960**	980	800	800	960	**4,500**	6,740	**11,240**
82003 Vehicle Replacement-ERU		240	**240**	160		170	90	**660**	660	**1,320**
82004 Vehicle Replacement-ESU					83			**83**	175	**258**
82005 Vehicle Replacement-Admin & Van				100		160		**260**	260	**520**
82006 Equipment-Defibrillators				1,350				**1,350**	1,890	**3,240**
82013 Equipment-Laptops		252	**252**			312		**564**	768	**1,332**
82017 EMS Station - Master Plan 2024							1,400	**1,400**		**1,400**
82018 EMS Station - Master Plan 2026									1,400	**1,400**
82019 EMS Station - Master Plan HQ North and stn replacement	1,395	300	**1,695**					**1,695**		**1,695**
82024 Vehicle New - Ambulance Master Plan	26	531	**557**	531	354	531	177	**2,150**	2,301	**4,451**
82026 Server Hardware Upgrade					55			**55**	110	**166**
82028 Modems/Hardware - AVL/GPS System							132	**132**	132	**264**
82029 Automated Drug/Supply Dispensing System						255		**255**		**255**
82030 Stretcher Replacement		1,870	**1,870**					**1,870**	2,700	**4,570**
82031 Voice Radio	65	60	**125**					**125**	215	**340**
82034 Station - Master Plan - Replacement				100	1,300			**1,400**		**1,400**
82035 Station - Master Plan - Replacement						100	1,300	**1,400**		**1,400**
82036 Equipment - Master Plan - Defibrillators	60	90	**150**	90	60	90	30	**420**	390	**810**
82037 Equipment - Master Plan - Laptops	12	18	**30**	18	12	18	6	**84**	78	**162**
82038 Equipment - Master Plan - Stretchers	80	150	**230**	150	100	150	50	**680**	650	**1,330**
82039 Equipment (pooled)		234	**234**	110	146	50	208	**748**	666	**1,414**
82040 HQ South Renovations 2020		150	**150**					**150**		**150**
Total Program Area Capital	**1,638**	**4,855**	**6,493**	**3,589**	**2,910**	**2,636**	**4,353**	**19,982**	**19,135**	**39,117**
Facilities Managed Capital Renewal										
74881 EMS Capital Renewal	17	152	**169**	115	224	591	126	**1,226**	783	**2,009**
Total Facilities Managed Capital Renewal	**17**	**152**	**169**	**115**	**224**	**591**	**126**	**1,226**	**783**	**2,009**
TOTAL EXPENDITURE	**1,655**	**5,007**	**6,663**	**3,704**	**3,135**	**3,227**	**4,479**	**21,207**	**19,918**	**41,126**

Paramedic Services
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
FUNDING & FINANCING										
Development Charges										
Reserve Funds	73	359	**432**	359	240	359	120	**1,510**	1,557	**3,067**
Debentures							546	**546**	126	**672**
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	17	152	**169**	115	224		126	**634**	437	**1,071**
3982210 Ambulance Vehicle Reserve	14	1,476	**1,490**	1,516	1,067	1,406	1,142	**6,621**	9,032	**15,653**
3982220 Ambulance Equipment Reserve	157	2,720	**2,877**	1,714	304	771	391	**6,056**	7,147	**13,202**
Debentures	1,395	300	**1,695**		1,300	691	2,154	**5,840**	1,621	**7,461**
TOTAL FUNDING & FINANCING	**1,655**	**5,007**	**6,663**	**3,704**	**3,135**	**3,227**	**4,479**	**21,207**	**19,918**	**41,126**

Notes:
- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law 19-037 and information available as of the date of publishing with respect to future amendments to the Development Charges Act (DCA) proposed under Bill 108, More Homes, More Choice Act, 2019 and Bill 138, Plan to Build Ontario Together Act, 2019. Further amendments to the DCA may impact the funding available from RDCs. For further clarity, funding sources in the 2020-2029 capital program does not reflect any consideration of revenue that may fall under a future Community Benefits regime.

Paramedic Services
2020 Capital Budget Funding & Financing Summary (Thousands)

Project	2020 Expenditure	Funding & Financing From: Development Charges / Reserve Fund	Vehicle & Equipment Reserves	Facility Lifecycle Reserve	Property Tax Supported Debentures
74881 EMS Capital Renewal	169			169	
82001 Vehicle Replacement-Ambulance	960		960		
82003 Vehicle Replacement-ERU	240		240		
82013 Equipment-Laptops	252		252		
82019 EMS Station - Master Plan HQ North and stn repla(	1,695				1,695
82024 Vehicle New - Ambulance Master Plan	557	268	290		
82030 Stretcher Replacement	1,870		1,870		
82031 Voice Radio	125		125		
82036 Equipment - Master Plan - Defibrillators	150	54	96		
82037 Equipment - Master Plan - Laptops	30		30		
82038 Equipment - Master Plan - Stretchers	230	110	120		
82039 Equipment (pooled)	234		234		
82040 HQ South Renovations 2020	150		150		
Total	**6,663**	**432**	**4,366**	**169**	**1,695**

Region of Waterloo

CORPORATE FINANCIAL

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:

- Funding for discretionary Regional Development Charge Exemptions for all services (Transit RDC exemptions are area rated to the urban levy and Water and Waste Water RDC exemptions are recovered from user rates). Discretionary RDC exemptions include:
    - Downtown core exemptions in Kitchener, Cambridge and Waterloo under the previous RDC by-law being funded over 10 years
    - New downtown core exemptions in Cambridge
    - Industrial RDC discounts
    - RDC discounts for qualifying office development
    - Exemptions under The Brownfield Financial Incentive Program.
- Funding for Brownfield Tax Increment Grants
- Property tax write-offs
- Mandatory and discretionary property tax rebates for charities and other similar organizations
- 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)

Revenues include:

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

Corporate Financial
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Tax Write-offs	**$ 5,900**	$ 5,800	-	**$ 5,800**	(100)	(1.7%)	
Tax rebates	**1,550**	250	-	**250**	(1,300)	(83.9%)	B1
Financial/general expenses	**1,542**	1,744	-	**1,744**	202	13.1%	B2
RDC exemptions	**4,670**	8,489	-	**8,489**	3,819	81.8%	B3
Transfers to reserves	**777**	1,152	-	**1,152**	375	48.3%	B4
Interdepartmental charges	**128**	125	-	**125**	(3)	(2.0%)	
Subtotal gross expenditure	**14,567**	17,561	-	**17,561**	2,994	20.6%	
Recovery of RDC Exemption (User Rate)	**(1,575)**	(2,575)	-	**(2,575)**	(1,000)	63.5%	B5
Recovery of Transit RDC Exemption (Urban Levy)	**(1,270)**	(1,270)	-	**(1,270)**	-	0.0%	
Subtotal recoveries	**(2,845)**	(3,845)	-	**(3,845)**	(1,000)	35.1%	
Net expenditure	**$ 11,722**	**$ 13,716**	**$ -**	**$ 13,716**	**$ 1,994**	**17.0%**	
Revenue							
Supplementary taxes	**10,000**	10,000	-	**10,000**	-	0.0%	
Payments in lieu of taxes	**7,385**	7,960	-	**7,960**	575	7.8%	B6
Interest income	**584**	582	-	**582**	(3)	(0.4%)	
Contribution from General Capital Reserve	**223**	446	-	**446**	223	100.2%	B7
Miscellaneous	**10**	10	-	**10**	-	0.0%	
Revenue subtotal	**$ 18,202**	**$ 18,998**	**$ -**	**$ 18,998**	**$ 796**	**4.4%**	
Property tax levy	**$ (6,480)**	**$ (5,282)**	**$ -**	**$ (5,282)**	**$ 1,198**	**(18.5%)**	
Cost to the average household	**$ (24)**			**$ (19)**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**-**	-	-	**-**	-	
Temporary	**-**	-	-	**-**	-	
Total	**-**	**-**	**-**	**-**	**-**	

Notes

Budget notes

B1 - Budget reduction to reflect the end of the Vacant Unit Rebate program

B2 - Increased budget provision for SWIFT Network project of $223,000 per COR-17-02

B3 - Increased discretionary Development Charge Exemption funding costs per report COR-FSD-19-48 for Transportation, Water and Wastewater RDC exemptions. Water and Wastewater RDC funding recovery from user rates

B4 - Increased budget provision for funding of tax incentive grants under the Brownfield Financial Incentive Program

B5 - Increased recoveries to offset user rate portion of RDC exemptions (see note B3)

B6 - Increased budget provision for Payments in lieu to reflect actuals

B7 - Fund incremental SWIFT contribution from Tax Stabilization Reserve

Brownfield Financial Incentive Program
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
99054 51 Breithaupt Brownfield Incentives	717	236	**953**					**953**		**953**
99057 130 Water (South Parcel) Brownfield Incentives						534	534	**1,068**	2,778	**3,846**
99060 55 Mooregate Brownfield Incentives		33	**33**	33	33	33	33	**165**	33	**198**
99063 100 Victoria Street South Brownfield Incentives					554			**554**		**554**
99066 83 Elmsdale Brownfield Incentives				3,500	3,500	688	688	**8,375**	3,404	**11,779**
99067 445 King Brownfield Incentives		312	**312**	312	312	220		**1,155**		**1,155**
99074 181 King St Brownfield Incentives				189				**189**		**189**
99075 1 Adam Brownfield Incentives		439	**439**	603	557	337	337	**2,271**	648	**2,920**
99076 1011 Homer Watson Brownfield Incentives					1,269	1,145	1,059	**3,474**	1,848	**5,321**
99077 19 Guelph (Parcel A) Brownfield Incentives				87	87	87	87	**350**	676	**1,026**
99078 19 Guelph (Parcel B) Brownfield Incentives		178	**178**	178	178	178	178	**890**	296	**1,186**
99080 70 King Street Brownfield Incentives					2,500	2,500	664	**5,664**	79	**5,743**
99081 119 Roger Street Brownfield Incentives				1,500	1,500	374	374	**3,748**	1,601	**5,349**
99083 64 Grand Avenue Brownfield Incentives						764	764	**1,528**	2,025	**3,553**
99084 270 Spadina Brownfield Incentives				750	750	118	118	**1,737**	592	**2,329**
TOTAL EXPENDITURE	**717**	**1,198**	**1,915**	**7,152**	**11,240**	**6,978**	**4,836**	**32,122**	**13,980**	**46,102**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	198		**198**					**198**		**198**
Property Taxes										
Reserves and Reserve Funds										
3980140 Brownfield Incentive Program Reserve	124	1,198	**1,322**	1,402	2,990	4,360	4,718	**14,791**	13,388	**28,179**
3980150 Regional Development Charge Exemption Re:				5,750	8,250	2,618	118	**16,737**	592	**17,329**
3980180 Water Capital Reserve	198		**198**					**198**		**198**
Other Reserves	198		**198**					**198**		**198**
TOTAL FUNDING & FINANCING	**717**	**1,198**	**1,915**	**7,152**	**11,240**	**6,978**	**4,836**	**32,122**	**13,980**	**46,102**

Brownfield Financial Incentive Program
2020 Capital Budget Funding & Financing Summary (Thousands)

		Funding & Financing From			
	2020 Expenditure	Grants & Subsidies	Water Capital Reserve	Brownfield Incentive Reserve Fund	Other Reserves
Project					
99054 51 Breithaupt Brownfield Incentives	953	198	198	360	198
99060 55 Mooregate Brownfield Incentives	33			33	
99067 445 King Brownfield Incentives	312			312	
99075 1 Adam Brownfield Incentives	439			439	
99078 19 Guelph (Parcel B) Brownfield Incentives	178			178	
Total	**1,915**	**198**	**198**	**1,322**	**198**

Region of Waterloo

ASSOCIATED AGENCIES

Associated Agency: Waterloo Regional Police Service

Programs and services:

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

Key issues and priorities:

- Pursuing opportunities for organizational growth and increased efficiency and efficacy through continued improvement projects, operational effectiveness as well as opportunities for partnerships and collaboration.
- To provide effective response to the community in responding to emergent situations.
- To achieve community wellbeing by promoting and evaluating crime prevention, law enforcement and community programs.
- To develop human resource systems to ensure the availability of competent and qualified staff representative of the community.
- Development of a ten-year capital plan coupled with a reserve strategy and effective asset management to ensure appropriate funding to maintain adequate facilities, fleet and equipment.
- Continuation of the Continuous Improvement initiative that aims to determine innovative, efficient and fiscally responsible approaches to providing police services.
- Plan for balanced growth to respond to emerging priorities, increasing complexity of crime and changing legislation while supporting the Region of Waterloo population growth.

Base Budget Drivers & Significant Budget Challenges:

- The annualization of staffing expansions from the 2019 Budget which ensured appropriate staffing levels for Neighbourhood Policing to adequately address and manage calls for service from our growing community and the enhancement of support to Youth Protection, Family Violence and Sexual Assault investigations to protect our community's most vulnerable victims of crime.
- The modernization of the central sick bank and transition to a long-term disability plan to ensure financially sustainable income protection in the event of a non-occupational illness or injury.
- The transition to a new shift schedule to enhance resource deployment and utilization.
- Inclusion of an estimate for the impact of collective agreement bargaining on staffing costs.
- Changes to traditional grant programs that have resulted in a reduction of funding.
- The inclusion of the results from a joint WRPA and WRPS market evaluation for civilian professionals to make sure compensation practices are comparable to other police services.
- Continue to support employee wellness, inclusion and diversity programming.
- Support the implementation of a reliable public-safety grade two-way voice radio communications system.
- Provide funding to build a new Police Facility in the City of Kitchener to address current space constraints and replace aging infrastructure.
- The demand for information technology solutions in policing continues to grow, requiring investment in IT infrastructure and Business Intelligence tools.
- Support Environmental Sustainability strategies through effective Fleet utilization, idling reduction initiative and Hybrid model options.

Waterloo Regional Police Service
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 155,293**	$ 166,203		**$ 166,203**	$ 10,910	7.0%	B1
Other Allowances	**3,290**	3,941		**3,941**	651	19.8%	B2
Services, Fees, Rents	**6,528**	8,213		**8,213**	1,685	25.8%	B3
Materials, Mtnce, Communication	**6,570**	7,723		**7,723**	1,153	17.6%	B4
Debt servicing	**4,910**	4,377		**4,377**	(533)	(10.9%)	B5
Transfers to reserves	**5,611**	5,467		**5,467**	(144)	(2.6%)	
Transfers to capital	**69**	-		**-**	(69)	0.0%	
Interdepartmental charges	**4,786**	4,219		**4,219**	(567)	(11.9%)	B6
Net expenditure	**$ 187,057**	**$ 200,143**	**$ -**	**$ 200,143**	**$ 13,087**	**7.0%**	
Revenue							
General Police Revenue	**3,471**	3,438		**3,438**	(32)	(0.9%)	
CPP/Ministry Grants	**3,643**	3,564		**3,564**	(79)	(2.2%)	
Court Security Upload Funding	**4,954**	5,425		**5,425**	471	9.5%	B7
PRIDE Revenue	**1,955**	2,242		**2,242**	287	14.7%	B8
Fire Service Revenue	**520**	796		**796**	275	52.9%	B9
Miscellaneous Revenue	**2,218**	3,008		**3,008**	790	35.6%	B10
Contribution from Other Funds	**761**	1,548		**1,548**	787	103.5%	B11
Revenue subtotal	**$ 17,522**	**$ 20,020**	**$ -**	**$ 20,020**	**$ 2,498**	**14.3%**	
Property tax levy	**$ 169,534**	**$ 180,123**	**$ -**	**$ 180,123**	**$ 10,589**	**6.2%**	
Cost to the average household	**$ 635**	**$ 659**		**$ 659**	**$ 23.66**	**3.7%**	

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent Full time	**1,176.0**	1,180.0		**1,180.0**	**4.0**	
Permanent Part Time	**22.3**	24.8		**24.8**	**2.5**	
Temporary Full Time	**12.6**	16.1		**16.1**	**3.5**	
Total	**1,210.9**	**1,220.9**	-	**1,220.9**	**10.0**	C1

Notes

Budget notes

B1 - Compensation/benefits per contract, annualization of positions approved in 2019, market evaluation and new long term disability plan

B2 - Increased retirements and associated contractual sick leave payments.

B3 - Inclusion of P25 Voice Radio system costs, wellness programs and PRIDE and Fire Services Computer Aided Dispatch (CAD) project software maintenance fees which are partially recoverable.

B4 - Inclusion of P25 Voice Radio system and PRIDE costs which are partially recoverable

B5 - Timing of debenture costs related to capital projects

B6 - Expected recoveries from the Region for the P25 Voice Radio system

B7 - Increase in Court Security and Prisoner Transportation cost offset Program

B8 - Increase in cost recovery from PRIDE partners

B9 - Increase in cost recovery from the Fire Services Computer Aided Dispatch (CAD) project

B10 - Increase in cost recovery from outside agencies on the P25 Voice Radio system

B11 - Contribution from the Benefit Stabilization Reserve to phase in the cost of the new long term disability program

Complement notes

C1 - 1 FTE for PRIDE and 1 FTE for Fire Services Project which are both recoverable. 2 FTE Transfer from Region for Voice Radio which are partially recoverable. Policing net of civilianization and alternative service delivery initiatives. Increases in Part Time and temporary part time based upon actuals resource needs.

Waterloo Regional Police
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
EXPENDITURE										
Program Area Capital										
50000 Police Vehicles and Equipment	344	2,991	**3,335**	1,872	2,243	3,473	2,857	**13,780**	12,844	**26,624**
50003 PRIDE V				100	1,167	971	4,438	**6,676**	11,633	**18,308**
50004 Police Vehicles - Growth	339		**339**	182	61	182	182	**944**	303	**1,246**
50005 Information Technology	2,135	3,009	**5,144**	1,334	2,550	2,038	280	**11,346**	4,700	**16,046**
50011 Voice Radio HW and SW Upgrades	(122)	122				176		**176**	8,580	**8,756**
50012 Training Facilities Expansion					100	4,500	10,000	**14,600**		**14,600**
50022 Replacement of North Division	416		**416**					**416**		**416**
50044 Headquarters Security Upgrades	603	407	**1,009**					**1,009**		**1,009**
50045 WRPS Voice Radio Infrastructure	2,851	1,070	**3,921**					**3,921**		**3,921**
50046 200 Frederick St Construction	4,150	5,000	**9,150**	19,000	17,248			**45,398**		**45,398**
50047 Police Furniture		206	**206**	150	153	156	159	**825**	846	**1,671**
50048 Police Equipment	311	2,211	**2,522**	3,731	2,387	2,447	1,745	**12,832**	13,878	**26,710**
50051 Central Division Renovation/Expansion									1,950	**1,950**
50052 Headquarters Parking Upgrades		450	**450**	280				**730**		**730**
50053 Headquarters Renovations							1,000	**1,000**	17,048	**18,048**
50054 Investigative Services Expansion									2,365	**2,365**
50055 Reporting Centre Expansion									1,200	**1,200**
50056 North Division Renovation									145	**145**
50058 Rural North Division Construction							500	**500**	4,800	**5,300**
50059 South Division Expansion									3,825	**3,825**
50060 Police Furniture - Growth	12		**12**	35	18	40	38	**142**	68	**210**
50061 Police Equipment - Growth	79		**79**	178	89	204	191	**740**	343	**1,084**
50063 Electric Vehicle Charging Stations	24	32	**56**	32				**88**		**88**
50064 Magazine Explosive Storage				100				**100**		**100**
50068 Facility Security Upgrades	250	100	**350**	100	700	681	500	**2,331**	2,500	**4,831**
50069 Evidence Management Facility Upgrades		160	**160**	281	280			**721**		**721**
50070 Technical Investigations System							200	**200**		**200**
Total Program Area Capital	**11,391**	**15,758**	**27,149**	**27,375**	**26,995**	**14,868**	**22,089**	**118,474**	**87,028**	**205,502**
Facilities Managed Capital Renewal										
75011 Police Central Division Renewal				25	25	50	50	**150**	625	**775**
75012 Firearms Training Facility Renewal		26	**26**	173	147	6	232	**585**	239	**824**
75013 Police South Division Renewal	10	153	**163**	1,236	1,278	671	501	**3,849**	512	**4,361**
75014 Police North Division Renewal	11	186	**197**	377	69	73	41	**757**	1,401	**2,158**
75016 Police Headquarters Renewal	353	624	**977**	222	1,107	738	795	**3,839**	2,067	**5,907**
75017 Police Investigative Services Renewal		500	**500**	157	100	74	35	**867**	1,307	**2,174**
75018 Police Reporting Centre Renewal	15	53	**68**	365	231	35	123	**822**	316	**1,138**
Total Facilities Managed Capital Renewal	**389**	**1,542**	**1,931**	**2,555**	**2,958**	**1,647**	**1,778**	**10,870**	**6,467**	**17,336**
TOTAL EXPENDITURE	**11,780**	**17,300**	**29,080**	**29,930**	**29,953**	**16,515**	**23,867**	**129,344**	**93,494**	**222,838**

Waterloo Regional Police
Ten Year Capital Budget and Forecast (Thousands)
2020-2029

	Previous Unspent Approvals	2020 Request	**2020 Total**	2021	2022	2023	2024	**2020 - 2024 Subtotal**	2025 - 2029 Subtotal	**2020 - 2029 Total**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies				40	467	389	1,775	**2,670**	4,653	**7,323**
Development Charges										
Reserve Funds	1,035	349	**1,384**	509	167	425	410	**2,896**	1,706	**4,601**
Debentures	2,034	2,450	**4,484**	9,310	8,527	3,420	8,035	**33,776**	5,951	**39,727**
Property Taxes										
Reserves and Reserve Funds										
3980066 Lifecycle Reserve Police	36	918	**954**	942	572	238	1,277	**3,984**	3,373	**7,357**
3981300 Police Capital Reserve	1,655	4,045	**5,700**	4,622	3,190	4,150	2,184	**19,847**	25,505	**45,351**
3982340 Police Vehicles & Equipment Reserve	344	2,991	**3,335**	1,872	2,243	3,473	2,857	**13,780**	12,844	**26,624**
Debentures	6,676	6,547	**13,223**	12,634	14,786	4,420	7,329	**52,391**	39,463	**91,854**
TOTAL FUNDING & FINANCING	**11,780**	**17,300**	**29,080**	**29,930**	**29,953**	**16,515**	**23,867**	**129,344**	**93,494**	**222,838**

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

Waterloo Regional Police
2020 Capital Budget Funding & Financing Summary (Thousands)

Project	2020 Expenditure	Funding & Financing From: Development Charges / Reserve Fund	RDC Debentures	Vehicle & Equipment Reserves	Lifecycle Reserve Police	Property Tax Supported Debentures
50000 Police Vehicles and Equipment	3,335			3,335		
50004 Police Vehicles - Growth	339	339				
50005 Information Technology	5,144			1,041		4,103
50022 Replacement of North Division	416	166		249		
50044 Headquarters Security Upgrades	1,009			1,009		
50045 WRPS Voice Radio Infrastructure	3,921	604				3,317
50046 200 Frederick St Construction	9,150		4,484			4,667
50047 Police Furniture	206			206		
50048 Police Equipment	2,522			2,522		
50052 Headquarters Parking Upgrades	450	185		266		
50060 Police Furniture - Growth	12	12				
50061 Police Equipment - Growth	79	79				
50063 Electric Vehicle Charging Stations	56			56		
50068 Facility Security Upgrades	350			350		
50069 Evidence Management Facility Upgrades	160					160
75012 Firearms Training Facility Renewal	26				26	
75013 Police South Division Renewal	163				163	
75014 Police North Division Renewal	197				197	
75016 Police Headquarters Renewal	977					977
75017 Police Investigative Services Renewal	500				500	
75018 Police Reporting Centre Renewal	68				68	
Total	**29,080**	**1,384**	**4,484**	**9,035**	**954**	**13,223**

Associated Agency: Waterloo Regional Heritage Foundation

Programs and services:

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

Key issues and priorities:

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

Waterloo Regional Heritage Foundation
Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 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)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**-**	-	-	**-**	-	C1
Temporary	**-**	-	-	**-**	-	
Total	**-**	**-**	**-**	**-**	**-**	

Notes

Budget notes

B1 - Budget remains unchanged from 2019

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 is to provide arm's length funding for the performing, visual and literary arts in the Region of Waterloo.

Key issues and priorities:

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

Region of Waterloo Arts Fund

Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
RWAF Funding	**$ 393**	$ 393	$ -	**$ 393**	$ -	0.0%	B1
Net expenditure	**$ 393**	**$ 393**	**$ -**	**$ 393**	**$ -**	**0.0%**	
Property tax levy	**$ 393**	**$ 393**	**$ -**	**$ 393**	**$ -**	**0.0%**	
Cost to the average household	**$ 1**			**$ 1**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**-**	-	-	**-**	-	C1
Temporary	**-**	-	-	**-**	-	
Total	**-**	**-**	**-**	**-**	**-**	

Notes

Budget notes

B1 - Budget remains unchanged from 2019.

Complement notes

C1 - Not applicable. The Arts Fund is managed by a volunteer board of 14 directors.

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 strengthen or establish partnership for prevention and 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, justice, crime and victimization trends across Waterloo Region and to enhance resiliency through broad based collaborations for prevention.
- To advance the role of Waterloo Region as a vital contributor to national and provincial prevention strategies such as the Canadian Municipal Network on Crime Prevention (CMNCP).

Waterloo Region Crime Prevention Council

Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Compensation	**$ 620**	$ 615	$ -	**$ 615**	$ (5)	(0.8%)	B1
Services and supplies	**60**	61	-	**61**	1	1.7%	B2
Justice Dinner	**23**	23	-	**23**	-	0.0%	
External Evaluation Fees	**8**	8	-	**8**	-	0.0%	
Transfers to reserves	**2**	2	-	**2**	-	0.0%	
Interdepartmental charges	**32**	34	-	**34**	2	6.3%	B3
Net expenditure	**$ 745**	**$ 743**	**$ -**	**$ 743**	**$ (2)**	**(0.3%)**	
Revenue							
Justice Dinner	**23**	23	-	**23**	-	0.0%	
Donations from prior years	**11**	11	-	**11**	-	0.0%	B2
Revenue subtotal	**$ 34**	**$ 34**	**$ -**	**$ 34**	**$ -**	**0.0%**	
Property tax levy	**$ 711**	**$ 709**	**$ -**	**$ 709**	**$ (2)**	**(0.3%)**	
Cost to the average household	**$ 3**			**$ 3**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**6.2**	6.3	-	**6.3**	0.1	C1
Temporary	**-**	-	-	**-**	-	
Total	**6.2**	**6.3**	**-**	**6.3**	**0.1**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, includes savings resulting from favourable benefit plan RFP; net of base budget reduction of $6,000.

B2 - Expenditures related to carry over of unspent donations included in services and supplies budget line.

B3 - Facilities rent, management overhead and life cycle provision increase.

Complement notes

C1 - Base budget reduction: Manager position decreased to part-time (0.3 FTE), Coordinator position increased to full-time (0.4 FTE).

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:

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

Immigration Partnership Council
Divisional Budget Details (Thousands)

		2019 Budget		2020 Base Budget		Budget Issue Papers Approved		Approved 2020 Budget		Budget Change	% Change	Budget Notes
Expenditure												
Compensation	**$**	**404**	$	415	$	-	**$**	**415**	$	11	2.7%	B1
Marketing, publicity and networking		**101**		108		-		**108**		7	6.9%	B2
Rent		**16**		14		-		**14**		(2)	(12.5%)	
Services and supplies		**7**		7		-		**7**		-	0.0%	
Transfers to reserves		**2**		2		-		**2**		-	0.0%	
Interdepartmental charges		**13**		12		-		**12**		(1)	(7.7%)	
Net expenditure	**$**	**543**	**$**	**558**	**$**	**-**	**$**	**558**	**$**	**15**	**2.8%**	
Revenue												
Provincial and federal grants & subsidies		**466**		481		-		**481**		15	3.2%	B3
United Way		**27**		27		-		**27**		-	0.0%	
Revenue subtotal	**$**	**493**	**$**	**508**	**$**	**-**	**$**	**508**	**$**	**15**	**3.0%**	
Property tax levy	**$**	**50**	**$**	**50**	**$**	**-**	**$**	**50**	**$**	**-**	**0.0%**	
Cost to the average household	**$**	**-**					**$**	**-**				

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**-**	-	-	**-**	-	
Temporary	**3.8**	3.8	-	**3.8**	-	
Total	**3.8**	**3.8**	**-**	**3.8**	**-**	

Notes

Budget notes

B1 - Compensation per contracts/estimates, includes savings resulting from favourable benefit plan RFP.

B2 - Increased communication budget, offset by 100% funding.

B3 - Adjusted federal funding.

Associated Agency: Municipal Property Assessment Corporation (MPAC)

Programs and services:

Provides assessment delivery services to the Region of Waterloo including the seven area municipalities.

Key issues and priorities:

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

MPAC Assessment Delivery Service

Divisional Budget Details (Thousands)

	2019 Budget	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Budget	Budget Change	% Change	Budget Notes
Expenditure							
Property valuation services	**$ 6,884**	$ 7,005	$ -	**$ 7,005**	$ 120	1.7%	B1
Net expenditure	**$ 6,884**	**$ 7,005**	**$ -**	**$ 7,005**	**$ 120**	**1.7%**	
Property tax levy	**$ 6,884**	**$ 7,005**	**$ -**	**$ 7,005**	**$ 120**	**1.7%**	
Cost to the average household	**$ 26**			**$ 26**			

Budgeted Staff Complement (FTE's)	2019 Complement	2020 Base Budget	Budget Issue Papers Approved	Approved 2020 Complement	Change	Notes
Permanent	**-**	-	-	**-**	-	
Temporary	**-**	-	-	**-**	-	
Total	**-**	**-**	**-**	**-**	**-**	

Notes

Budget notes

B1 - The Region's costs are determined by MPAC operating costs and the value of assessment and number of properties