



Regional Plan Beyond COVID-19 & 2021 Program Budgets

The Regional Municipality of Waterloo

2021 Program Budgets

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Regional Plan Beyond COVID-19

The foundation for Council's vision for Waterloo Region is rooted in resident feedback gathered as part of the Strategic Planning process. Over 12,400 residents provided detailed feedback on key community issues through this process.

Six focus areas have been identified and these help shape Council's vision for the community. These areas are:



Thriving Economy



Healthy, Safe and Inclusive Communities



Responsive and Engaging Public Service



Sustainable Transportation



Environment and Climate Action



Our People

In response to the impacts of COVID-19 and following additional input from the community in the summer of 2020, Regional Council is further prioritizing affordable housing, addressing inequities, providing tailored supports to local business, seeking innovation in service delivery and investing in ongoing management of the pandemic.

The approval of the 2021 budget allows the Region of Waterloo to continue working to fulfil Council's vision to improve the lives of all 630,000 residents.

What are the major investment areas in Council's vision through the 2021 budget?

- Continuing investment in our world-class transit service to reflect current ridership levels and:
 - ensuring frontline and essential workers are best served;
 - ensuring we are well placed for economic recovery.
- Enhanced paramedic and ambulance services.
- Tailored funding to manage the pandemic through the addition of over 100 new public health staff, as well as a \$3 million investment for safe isolation centres.
- Further investments in sustainable transportation.
- Investing further in vulnerable citizens through shelters, long term care.
- For a minimal tax increase, we will continue to deliver world class essential services, deal with impacts of the COVID-19 pandemic and invest strategically.

What are the strategic investment areas?

These [strategic investment areas](#) were identified through community feedback in the summer of 2020, as well as an acknowledgement that the weight of the pandemic has fallen harder on some, more than others.

- Strategic investments provide support to:
 - Local businesses and the local workforce
 - \$3 million over two years
 - Our most vulnerable through additional investments to fund a transformational affordable housing plan
 - \$20 million over two years
 - Addressing inequities in our community
 - \$15 million over two years
 - An aggressive plan to modernize and streamline Regional service provision to stimulate savings for residents
 - \$3 million over two years

What is the average tax increase for a household?

We recognize that an “average household” does not exist in any community and for a variety of reasons, tax increases to residents will vary throughout Waterloo Region.

A more accurate approach is to speak about the “average increase”, which is \$3 per \$100,000 of residential assessment.

How has community feedback been reflected in Council's plan and the accompanying budget?

- The plan for beyond COVID-19 and the accompanying 2021 budget has been significantly shaped by community feedback as it is rooted in the Region's Strategic Plan.
- Feedback from over 12,400 residents helped bring this plan to life.
- In response to the current global pandemic, the Region of Waterloo further engaged the community to help determine current and future priorities in the context of COVID-19.
- Three methods were initially implemented to scan our community for feedback and help understand our residents' priorities:
 - Waterloo Matters Survey, which was conducted by the University of Waterloo in June 2020 with a sample size of 250 to 300 residents
 - An Interactive Voice Response public telephone poll in July 2020, which was conducted by Conestoga College with a sample size of 800 residents
 - Four separate Wellbeing Waterloo Region focus groups and accompanying survey in August 2020
- The most important social concerns that need to be addressed for Waterloo Region were identified as:
 - Affordable housing and homelessness
 - Unemployment
 - Mental health
- This tailored feedback allowed Regional Council and staff identify areas for strategic investment.

How has the Region responded to the pandemic?

The Region of Waterloo has been diligent financially, and has been nimble as an organization.

- We have reacted in real time to a very challenging situation, however, we are still in unprecedented times.
- We continue to prioritize Council's vision for our community, but we also recognize the need to lead the community through the pandemic.
- As the Region has led the community through the pandemic, it has also worked on a plan for beyond COVID-19.
- That plan has become a reality with the approval of the 2021 budget.
- Our plan and accompanying budget aims to ensure that we are in a strong position as we move closer to emerging from the pandemic.
- Our plan also ensures we continue to provide critical, world-class services to our 630,000 residents.

What essential services are provided by the Region?

The Region of Waterloo provides a number of critical services to all of our 630,000 residents.

- These include:
 - Public health and ambulance services;
 - Housing, seniors' services, child care system management, and income support;
 - Safe drinking water, public transit, waste management and regional roads;
 - Cultural sites, libraries and the Waterloo Region International Airport.



For 2021 we've developed a transformational plan to improve the lives of every person in Waterloo Region. Every. Single. One. Find out more by reading [Our Vision 2021 story](#).

2021 Budget

The 2021 Budget sets out to achieve the vision and objectives of the Regional Plan Beyond COVID-19. The Region's 2021 budget process began on November 25, 2020 and the final 2021 Budget approved by Regional Council and announced January 20, 2021. The remainder of this document provides 2021 budget details by service area that supports the Regional Plan Beyond COVID-19.



Region of Waterloo

2021 BUDGET OVERVIEW

REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating and Capital Budget Summary

(\$ thousands)

Expenditure	Property Tax based	User Rate based	Total	% of Total Expenditure
Staffing	\$481,640	\$17,213	\$498,853	30%
Goods & Services	\$260,322	\$50,989	\$311,311	18%
Social Support Payments	\$102,446	\$0	\$102,446	6%
Payments to Outside Agencies	\$55,615	\$0	\$55,615	3%
Debt Servicing	\$55,030	\$19,974	\$75,004	4%
Capital Projects	\$530,604	\$114,408	\$645,012	38%
Total Expenditure	\$1,485,657	\$202,584	\$1,688,241	100%

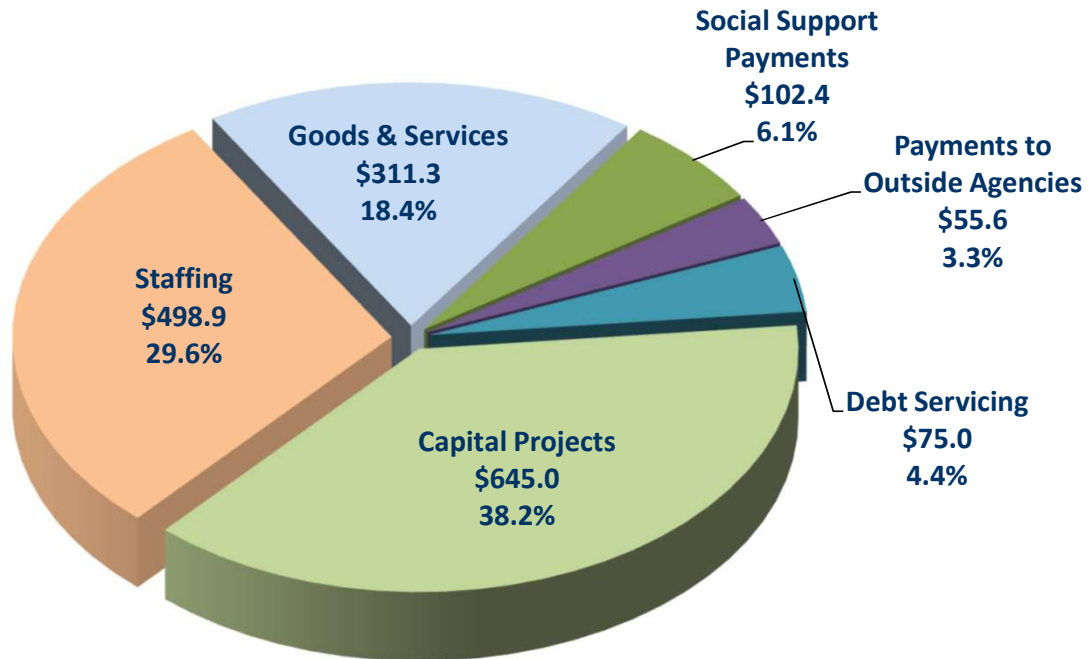
Sources of Funding & Financing	Property Tax Operating	Property Tax Capital	User Rate Operating	User Rate Capital	Total	% of Total Funding & Financing
Taxation	598,694	\$0	\$0	\$0	\$598,694	35%
Provincial & Federal Grants	\$325,889	\$180,433	\$0	\$1,150	\$507,472	30%
User Rates, Fees and Other Charges	\$86,483	\$0	\$130,751	\$0	\$217,234	13%
Debentures	\$0	\$90,551	\$0	\$0	\$90,551	5%
Development Charges:						
Reserve Funds	\$13,936	\$61,184	\$15,124	\$27,785	\$118,029	7%
Debentures	\$0	\$54,957	\$0	\$9,915	\$64,872	4%
Net Funding from (Transfers to) Reserves	(\$69,949)	\$143,479	(\$57,698)	\$75,558	\$91,390	5%
Total Revenue	\$955,053	\$530,604	\$88,176	\$114,408	\$1,688,241	100%

REGIONAL MUNICIPALITY OF WATERLOO

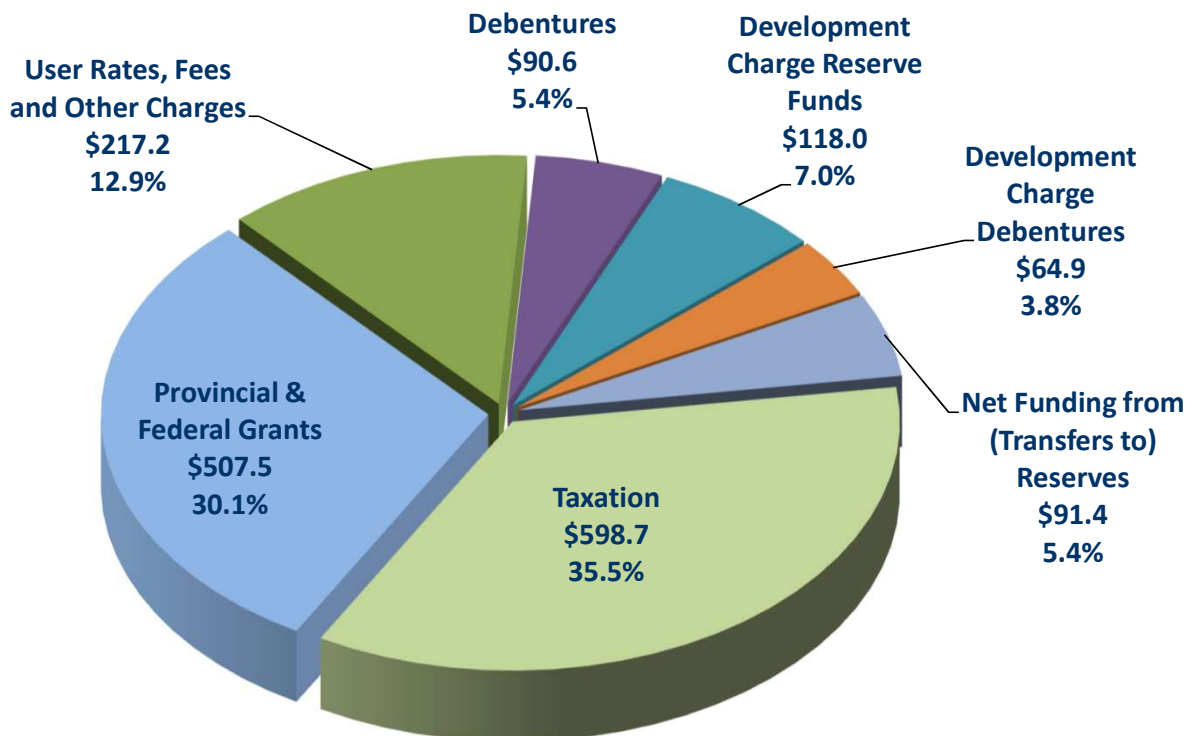
2021 Total Expenditure and Sources of Funding & Financing \$1.7 billion

(\$ millions)

Expenditure Categories



Sources of Funding & Financing

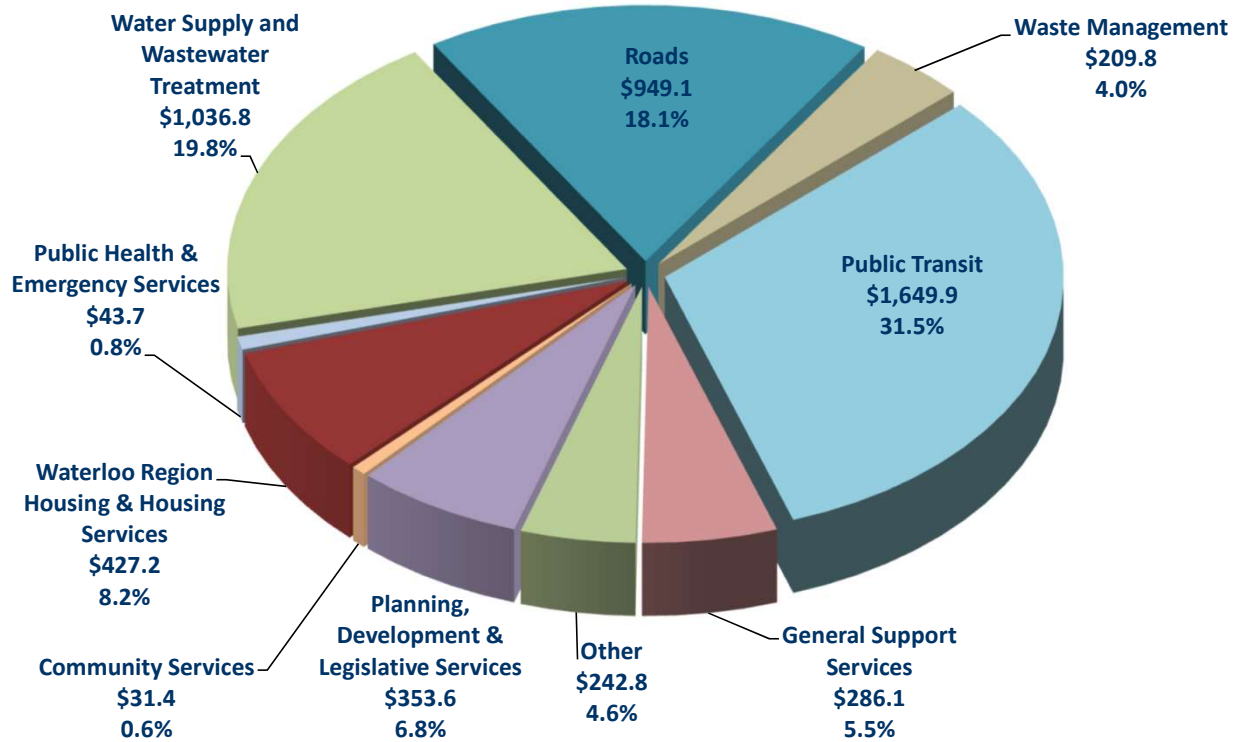


Expenditures and Sources of Funding & Financing include Capital and Operating for both the user rates and property tax budgets

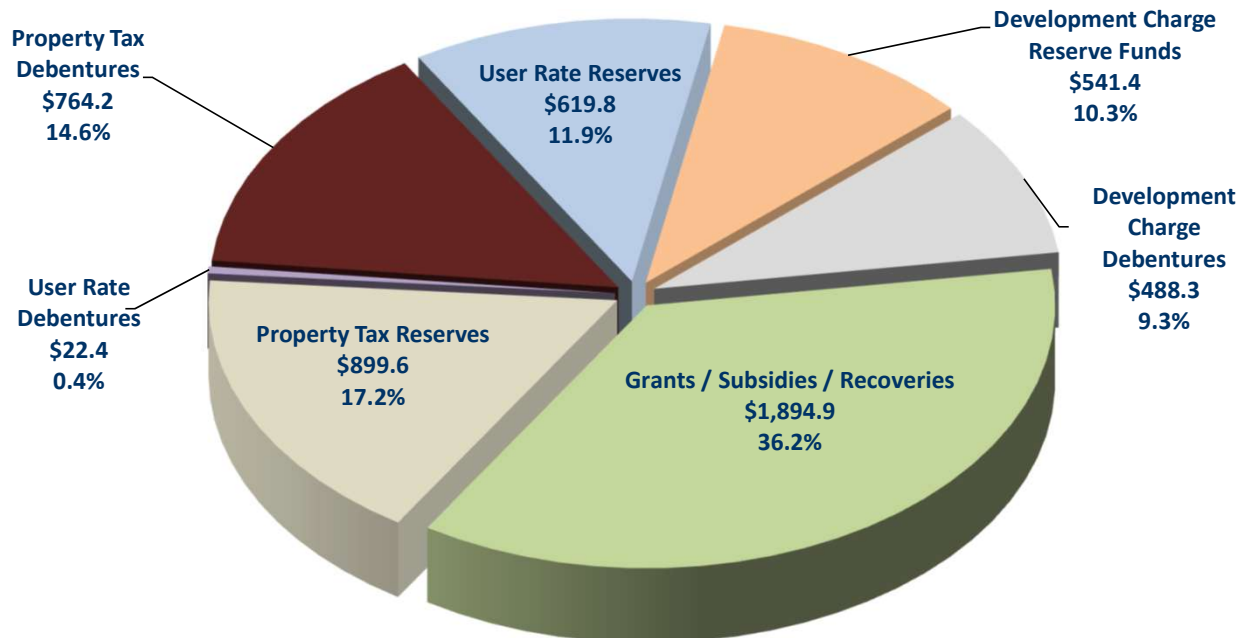
REGIONAL MUNICIPALITY OF WATERLOO
2021-2030 Capital Budget & Forecast \$5.2 Billion

(\$ millions)

Expenditure Categories



Sources of Funding & Financing

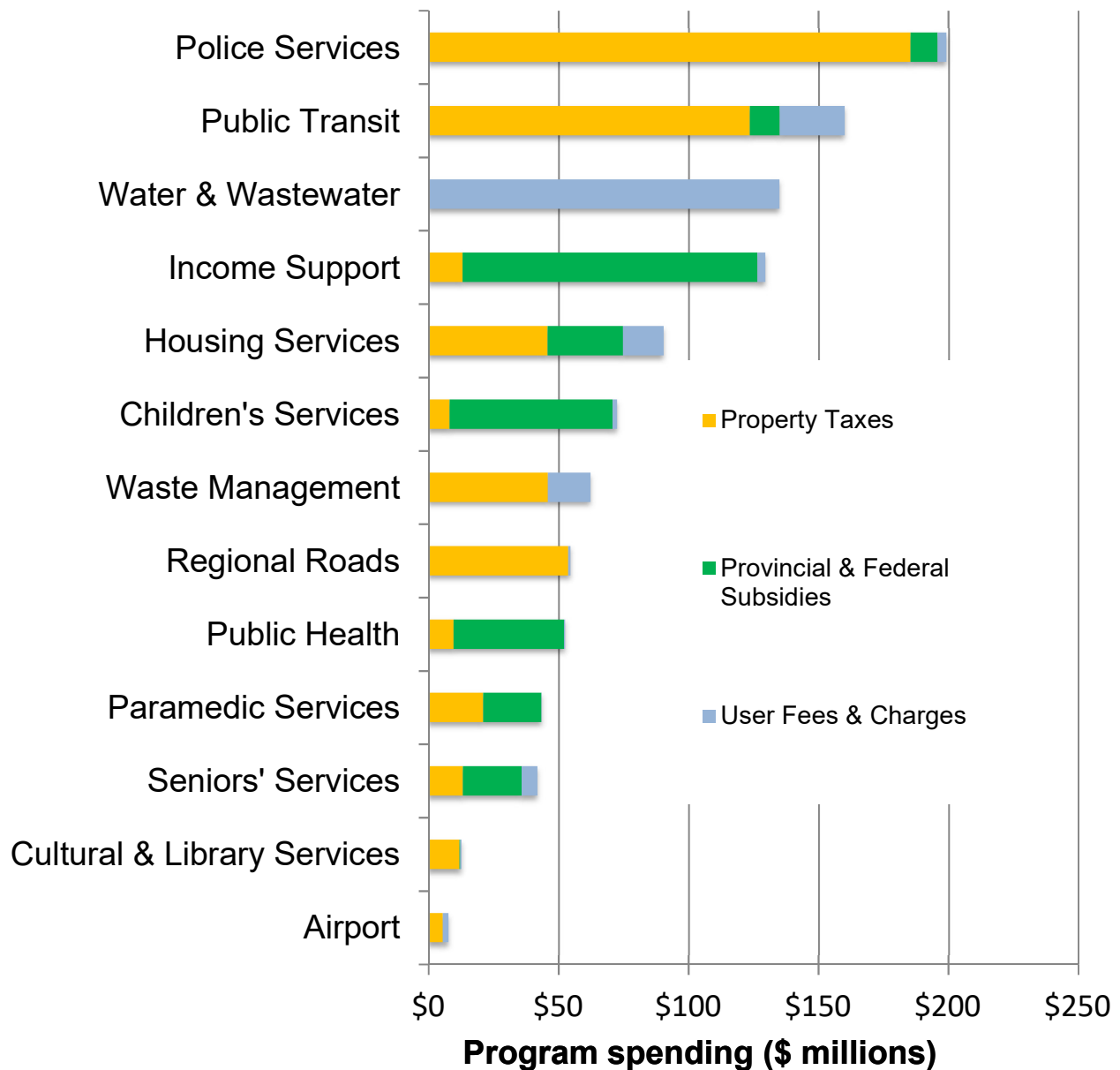


Expenditures and Sources of Funding & Financing include Capital for both user rates and property tax budgets.

REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget: Funding Sources for Major Services (\$ millions)

2021 Funding Sources for Major Services



REGIONAL MUNICIPALITY OF WATERLOO

Property Tax & User Rates Budget Highlights

2021 Operating Budget

- Average Property Tax Budget Impact is 0.51%, including a 0% tax impact for direct Regional services and a 0.51% increase to fund Police Services
- Total operating budget expenditure of \$1,190 million (\$1,043 million net of transfers to Capital and Reserve Funds)
- Assessment Growth is 1.30%
- The water and wastewater wholesale rates and retail and wastewater rates remain unchanged

Capital Budget and Ten Year Forecast

- The 2021 approved capital budget is \$645 million
- The 10 year capital forecast is \$5.2 billion (constant 2021 dollars)
- Total debenture requirement over the 10 year forecast is \$1.3 billion
 - Property Tax debenture requirement is \$764 million
 - User Rate debenture requirement is \$22 million
 - Development Charge debenture requirement is \$488 million

REGIONAL MUNICIPALITY OF WATERLOO

Approved Staff Complement (FTEs)

	2020 Budget *	2021 Budget	Change
Transportation & Environmental Services	1,246.6	1,153.2	(93.4)
Community Services	773.6	722.8	(50.8)
Public Health & Emergency Services	528.4	636.4	108.0
Corporate Services	283.2	272.2	(11.0)
Planning, Development & Legislative Services	222.8	207.2	(15.6)
Human Resources & Citizen Service	91.1	89.4	(1.7)
Chief Administrator's Office	8.0	22.0	14.0
Elected Offices	3.0	3.0	-
Direct Regional	3,156.7	3,106.2	(50.5)
Waterloo Regional Police Services	1,220.9	1,215.3	(5.6)
Waterloo Region Crime Prevention Council	6.3	6.3	-
Immigration Partnership Council	3.8	4.4	0.6
Total	4,387.7	4,332.2	(55.5)

Approved 2021 Staff Complement (FTEs)

	Permanent	Temporary	Total
Direct Regional	2,894.3	211.9	3,106.2
Waterloo Regional Police Services	1,198.7	16.6	1,215.3
Waterloo Region Crime Prevention Council	6.3	-	6.3
Immigration Partnership Council	-	4.4	4.4
Total	4,099.3	232.9	4,332.2

*The 2020 Budget complement has been adjusted to reflect 2020 in-year changes.

Note: Elected officials are excluded from complement count.

REGIONAL MUNICIPALITY OF WATERLOO

Cost Increase for Regional Services is \$3 per \$100,000 of residential assessment

Cost of Regional Services Per Average Household*

	2020	2021	\$ Change	% Change
Water **	\$223.44	\$223.44	\$0.00	0.0%
Wastewater **	\$266.24	\$266.24	\$0.00	0.0%
Property Tax *****	\$2,085.86	\$2,096.40	\$10.54	0.5%
Total	\$2,575.54	\$2,586.08	\$10.54	0.41%

	2020	2021	\$ Change	% Change
Retail Water ***	\$669.50	\$669.50	\$0.00	0.0%
Retail Wastewater ***	\$502.00	\$502.00	\$0.00	0.0%

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 2021 market value of \$354,500 and water usage of 175 cubic metres

** Annualized impact. Rate increase is 0.00% in Water and 0.00% for Wastewater effective January 1, 2021

*** Annualized impact. Rate increase is 0.00% in Retail Water and 0.0% in Retail Wastewater effective January 1, 2021

***** 2020 Property Tax impact adjusted to reflect updated average assessment value

REGIONAL MUNICIPALITY OF WATERLOO
Average Cost Per Household* for Regional Services
2021 Budget

Tax Supported Services	Net Expenditure (\$000's)	Property Tax Levy ⁽¹⁾ (\$000's)	per \$354,500 Residential Assessment Value									
			Blended Regional		Urban		Rural ⁽⁴⁾		Woolwich		Wilmot	
			%	\$	%	\$	%	\$	%	\$	%	\$
Police Services	\$201,232	\$185,387	31.9	\$669	31.2	\$669	37.7	\$669	36.8	\$669	37.3	\$669
Public Transit(2)	180,078	123,869	21.3	447	23.5	503	3.4	60	5.7	104	4.3	77
Roads/Design & Construction/Eng.	57,972	53,761	9.3	194	9.1	194	10.9	194	10.7	194	10.8	194
Housing Services	90,687	46,046	7.9	166	7.8	166	9.4	166	9.1	166	9.3	166
Waste Management	62,958	46,004	7.9	166	7.8	166	9.4	166	9.1	166	9.3	166
Paramedic Services	45,027	21,004	3.6	76	3.5	76	4.3	76	4.2	76	4.2	76
Employment/Income Support	129,937	13,457	2.3	49	2.3	49	2.7	49	2.7	49	2.7	49
Seniors' Services	42,024	13,351	2.3	48	2.2	48	2.7	48	2.6	48	2.7	48
Public Health	52,509	9,651	1.7	35	1.6	35	2.0	35	1.9	35	1.9	35
Facilities & Fleet Management	11,399	9,453	1.6	34	1.6	34	1.9	34	1.9	34	1.9	34
Cultural Services	9,905	9,099	1.6	33	1.5	33	1.8	33	1.8	33	1.8	33
Human Resources & Citizen Service	10,214	8,786	1.5	32	1.5	32	1.8	32	1.7	32	1.8	32
Information Technology Services	8,805	8,508	1.5	31	1.4	31	1.7	31	1.7	31	1.7	31
Children's Services	72,728	8,365	1.4	30	1.4	30	1.7	30	1.7	30	1.7	30
Elected Offices & Chief Administrator's Office	8,494	8,073	1.4	29	1.4	29	1.6	29	1.6	29	1.6	29
Property Assessment	7,021	7,021	1.2	25	1.2	25	1.4	25	1.4	25	1.4	25
Grants/Financial Expenses	18,060	6,841	1.2	25	1.2	25	1.4	25	1.4	25	1.4	25
Airport	8,275	5,547	1.0	20	0.9	20	1.1	20	1.1	20	1.1	20
Finance	5,747	5,533	1.0	20	0.9	20	1.1	20	1.1	20	1.1	20
Planning, Development & Legislative Services	12,708	3,281	0.6	12	0.6	12	0.7	12	0.7	12	0.7	12
Regional Library(2)	3,099	2,845	0.5	10	0.0	0	4.3	76	4.2	76	4.2	76
Economic Development	4,155	2,155	0.4	8	0.4	8	0.4	8	0.4	8	0.4	8
Waterloo Crime Prevention Council	747	723	0.1	3	0.1	3	0.1	3	0.1	3	0.1	3
Subtotal	\$1,043,782	\$598,759		\$2,161		\$2,207		\$1,840		\$1,884		\$1,857
Less: Payments in Lieu & Supplementary Taxes ⁽³⁾		(17,943)	(3.1)	(\$65)	(3.0)	(\$65)	(3.6)	(\$65)	(3.6)	(\$65)	(3.6)	(\$65)
Regional Tax Levy	\$1,043,782	\$580,816	100%	\$2,096	100%	\$2,142	100%	\$1,775	100%	\$1,819	100%	\$1,792

		Cost of Regional Services per Average Household* by Area Municipality						
		Kitchener	Waterloo	Cambridge	N. Dumfries	Wellesley	Woolwich	Wilmot
Tax Supported Regional Services	Net Expenditure (thousands)	\$2,142	\$2,142	\$2,142	\$1,775	\$1,775	\$1,819	\$1,792
User Rates								
Water ⁽⁵⁾	\$58,806	\$223	\$223	\$223	\$223	\$223	\$223	\$223
Wastewater Treatment ⁽⁵⁾	78,525	\$266	\$266	\$266	\$266	\$266	\$266	\$266
Retail Water & Wastewater ⁽⁶⁾	4,313				\$682	\$682		
Subtotal User Rates	\$141,644	\$490	\$490	\$490	\$1,172	\$1,172	\$490	\$490
Household cost for Regional services *		\$2,632	\$2,632	\$2,632	\$2,947	\$2,947	\$2,309	\$2,282

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

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

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

⁽⁴⁾ Includes Wellesley and North Dumfries.

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

⁽⁶⁾ Incremental to wholesale water and wastewater charges.

* based on an average residential property having an assessed value of \$354,500 for 2021 and water usage of 175 m³.



Region of Waterloo

TAX SUPPORTED PROGRAM BUDGET & CAPITAL BUDGET SUMMARIES



Page		Gross Expenditure 2020	Gross Expenditure 2021	Increase (Decrease)	Net Expenditure 2020	Net Expenditure 2021	Increase (Decrease)	Revenue 2020	Revenue 2021	Increase (Decrease)	Property Tax Levy 2020	Property Tax Levy 2021	Increase (Decrease)	% Change
	Elected Offices													
24	Members of Council	1,207	1,197	(11)	937	926	(11)	-	-	-	937	926	(11)	(1.1%)
24	Regional Chair	557	562	4	482	486	4	-	-	-	482	486	4	0.9%
	Total Elected Offices	1,765	1,758	(7)	1,418	1,412	(7)	-	-	-	1,418	1,412	(7)	(0.5%)
	Chief Administrator's Office													
28	Chief Administrator's Office	3,081	8,885	5,804	1,698	7,505	5,807	14	434	420	1,684	7,071	5,387	319.9%
	Total Chief Administrator's Office	3,081	8,885	5,804	1,698	7,505	5,807	14	434	420	1,684	7,071	5,387	319.9%
	Corporate Services													
32	Commissioner of Corporate Services	414	414	-	331	331		-	-	-	331	331	-	-
34	Information Technology Services	12,903	12,961	58	8,753	8,805	52	304	298	(6)	8,450	8,508	58	0.7%
37	Facilities & Fleet Management	82,407	84,787	2,380	10,824	11,399	575	2,328	1,946	(382)	8,495	9,453	958	11.3%
45	Treasury Services	6,462	6,059	(404)	3,212	2,804	(407)	184	214	30	3,027	2,590	(437)	(14.4%)
47	Corporate Finance	3,997	3,913	(83)	2,700	2,612	(88)	-	-	-	2,700	2,612	(88)	(3.3%)
	Total Corporate Services	106,184	108,135	1,951	25,819	25,952	132	2,816	2,458	(359)	23,003	23,494	491	2.1%
	Human Resources & Citizen Service													
53	Commissioner of Human Resources & Citizen Service	2,308	2,268	(41)	1,878	1,837	(41)	88	88	-	1,790	1,749	(41)	(2.3%)
55	Talent Management & Employee Services	2,402	2,430	29	1,460	1,484	24	-	-	-	1,460	1,484	24	1.6%
57	Citizen Service	5,160	5,005	(155)	4,105	4,071	(34)	91	60	(30)	4,014	4,011	(3)	(0.1%)
59	Employee Relations	3,864	4,261	397	2,431	2,821	390	820	1,280	460	1,611	1,542	(69)	(4.3%)
	Total Human Resources & Citizen Service	13,734	13,964	230	9,874	10,214	340	999	1,428	429	8,875	8,786	(90)	(1.0%)
	Planning, Development & Legislative Services													
64	Commissioner of Planning, Development & Legislative Services	727	718	(9)	727	718	(9)	-	-	-	727	718	(9)	(1.3%)
66	Economic Development	2,066	4,530	2,465	2,066	4,155	2,090	-	2,000	2,000	2,066	2,155	90	4.3%
69	ROW International Airport	9,837	9,265	(572)	8,947	8,275	(672)	2,963	2,728	(235)	5,984	5,547	(437)	(7.3%)
74	Community Planning	4,244	4,256	12	4,194	4,206	12	909	1,034	125	3,285	3,172	(113)	(3.4%)
78	Council & Administrative Services	3,347	3,159	(189)	2,619	2,429	(189)	694	491	(203)	1,925	1,938	13	0.7%
80	POA	4,427	4,329	(98)	4,410	4,312	(98)	9,116	7,851	(1,265)	(4,706)	(3,538)	1,167	(24.8%)
82	Legal Services	1,975	2,217	242	644	619	(24)	37	37		606	582	(24)	(4.0%)
84	Cultural Services	11,804	9,905	(1,899)	11,804	9,905	(1,899)	1,387	806	(581)	10,417	9,099	(1,318)	(12.7%)
88	Region of Waterloo Library	3,214	3,136	(78)	3,214	3,099	(115)	164	254	90	3,050	2,845	(205)	(6.7%)
	Total Planning, Development & Legislative Services	41,641	41,516	(126)	38,625	37,720	(905)	15,271	15,203	(68)	23,354	22,517	(837)	(3.6%)
	Transportation & Environmental Services													
94	Commissioner of Transportation & Environmental Services	1,032	1,014	(19)	406	360	(46)	-	-	-	406	360	(46)	(11.3%)
96	Design & Construction	7,798	7,635	(163)	55	55	-	55	55	-	-	-	-	-
99	Transportation	57,856	59,253	1,397	56,448	57,847	1,400	3,877	4,156	279	52,571	53,692	1,121	2.1%
116	Waste Management	62,132	64,374	2,243	60,640	62,883	2,243	16,475	16,954	479	44,166	45,929	1,764	4.0%
120	Transit Services	185,221	180,444	(4,778)	184,305	179,863	(4,443)	61,861	56,209	(5,652)	122,444	123,654	1,209	1.0%
	Total Transportation & Environmental Services	314,039	312,720	(1,319)	301,854	301,008	(846)	82,267	77,373	(4,894)	219,586	223,635	4,048	1.8%
	Community Services													
152	Commissioner of Community Services	646	653	7	350	357	7	-	-	-	350	357	7	2.0%
154	Strategic & Quality Initiatives	3,380	3,290	(90)	755	605	(150)	-	-	-	755	605	(150)	(19.9%)
156	Housing Services	80,690	90,426	9,737	80,690	90,426	9,737	37,476	44,641	7,165	43,214	45,786	2,572	6.0%
159	Children's Services	73,655	72,531	(1,124)	73,665	72,520	(1,145)	64,893	64,363	(529)	8,772	8,156	(616)	(7.0%)
161	Seniors' Services	39,755	42,425	2,670	39,162	41,903	2,742	26,676	28,673	1,997	12,486	13,231	745	6.0%
164	Employment and Income Support	131,317	128,800	(2,517)	132,087	129,565	(2,522)	117,346	116,481	(866)	14,741	13,084	(1,657)	(11.2%)
	Total Community Services	329,442	338,126	8,684	326,707	335,376	8,669	246,391	254,157	7,767	80,317	81,219	902	1.1%
	Public Health & Emergency Services													
168	Public Health Programs	41,778	52,921	11,143	41,335	52,509	11,174	31,163	42,857	11,694	10,172	9,651	(520)	(5.1%)
181	Paramedic Services	38,784	45,024	6,239	38,784	45,027	6,243	19,826	24,024	4,198	18,959	21,004	2,045	10.8%
	Total Public Health & Emergency Services	80,562	97,945	17,383	80,119	97,536	17,417	50,989	66,881	15,892	29,131	30,655	1,525	5.2%
	Corporate Financial													
186	Corporate Financial	14,986	18,493	3,508	13,716	16,898	3,183	18,998	28,549	9,551	(5,282)	(11,651)	(6,368)	120.6%
	Total Corporate Financial	14,986	18,493	3,508	13,716	16,898	3,183	18,998	28,549	9,551	(5,282)	(11,651)	(6,368)	120.6%



Page		Gross Expenditure 2020	Gross Expenditure 2021	Increase (Decrease)	Net Expenditure 2020	Net Expenditure 2021	Increase (Decrease)	Revenue 2020	Revenue 2021	Increase (Decrease)	Property Tax Levy 2020	Property Tax Levy 2021	Increase (Decrease)	% Change
	Associated Agencies													
189	Waterloo Regional Police Services	201,177	206,889	5,712	195,602	201,232	5,630	15,479	15,845	366	180,123	185,387	5,264	2.9%
193	Waterloo Regional Heritage Foundation	106	106	-	106	106	-	-	-	-	106	106	-	-
195	Region of Waterloo Arts Fund	393	393	-	393	393	-	-	-	-	393	393	-	-
197	Waterloo Region Crime Prevention Council	743	747	4	743	747	4	34	24	(10)	709	723	14	2.0%
199	Immigration Partnership Council	558	663	105	558	663	105	508	613	105	50	50	-	-
201	Assessment Delivery Services (MPAC)	7,005	7,021	16	7,005	7,021	16	-	-	-	7,005	7,021	16	0.2%
	Total Associated Agencies	209,982	215,818	5,836	204,407	210,161	5,755	16,021	16,482	461	188,385	193,679	5,294	2.8%
	Total Property Tax Levy	1,115,415	1,157,360	41,945	1,004,237	1,043,782	39,544	433,766	462,966	29,200	570,472	580,816	10,345	1.8%

Budgeted Staff Complement (FTEs)

By Department:

	2020	2021	Change
Waterloo Regional Police	1,220.9	1,215.3	(5.6)
Transportation & Environmental Services	1,096.6	1,004.2	(92.4)
Community Services	773.6	722.8	(50.8)
Public Health & Emergency Services	528.4	636.4	108.0
Corporate Services	283.2	272.2	(11.0)
Planning, Development & Legislative Services	222.8	207.2	(15.6)
Human Resources & Citizen Service	91.1	89.4	(1.7)
Chief Administrator's Office	8.0	22.0	14.0
Waterloo Region Crime Prevention Council	6.3	6.3	-
Immigration Partnership Council	3.8	4.4	0.6
Elected Offices	3.0	3.0	-

Total **4,237.7** **4,183.2** **(54.5)**

By Category

Permanent	4,102.9	3,956.3	(146.6)
Temporary	134.8	226.9	92.1

Total **4,237.7** **4,183.2** **(54.5)**

Tax Supported Capital Budget & Forecast

Summary of Expenditure & Sources of Financing (Thousands) 2021 - 2030

Page	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total	
EXPENDITURE											
Corporate Services											
35	Information Technology Services	638	1,746	2,384	892	841	957	901	5,975	5,949	11,924
39	Facilities Management	451	727	1,178	822	415	585	662	3,662	2,115	5,776
40	Facility Asset Acquisition & Construction	3,022	26,501	29,523	71,655	37,500	2,660	3,042	144,380	55,951	200,331
41	Facility Asset Renewal	1,854	1,866	3,720	9,447	9,573	9,087	9,112	40,939	17,481	58,420
43	Fleet Management	486	100	586	636	329	62	205	1,818	1,276	3,094
48	Finance	100	550	650	410	180	120		1,360	1,895	3,255
Human Resources & Citizen Service											
60	Human Resources & Citizen Service	267	501	768	656	750	750	400	3,325		3,325
Planning, Development & Legislative Services											
67	Economic Development	368	680	1,048	200	150			1,398		1,398
70	Region of Waterloo International Airport	3,244	1,696	4,940	6,244	7,873	21,023	32,137	72,217	243,272	315,489
75	Community Planning	1,701	1,765	3,466	1,253	500	450	450	6,119	3,350	9,469
79	Council & Administrative Services	4	200	204	300	402	200	28	1,134	267	1,400
85	Cultural Services	1,729	739	2,468	2,487	1,984	3,549	3,242	13,729	10,386	24,115
89	Region of Waterloo Library		141	141	323	133	153	158	908	860	1,768
Transportation & Environmental Services											
97	Design & Construction				15	75	105	60	255	240	495
100	Transportation	71,684	85,540	157,224	115,149	92,871	121,973	122,276	609,493	339,656	949,150
117	Waste Management	8,899	12,867	21,766	22,828	24,464	32,800	20,771	122,628	87,168	209,796
121	Grand River Transit Bus Services	27,122	81,693	108,815	72,940	25,182	21,294	40,476	268,706	151,258	419,965
124	Light Rail Transit	37,221	21,069	58,290	8,000	8,250	31,000	20,020	125,560	1,104,390	1,229,950
Community Services											
157	Waterloo Region Housing	7,409	24,519	31,928	47,438	48,324	35,809	25,606	189,105	188,589	377,694
157	Housing Services	13,007	21,282	34,289	13,844	384	384	251	49,152	350	49,502
162	Seniors' Services	6,305	6,194	12,499	2,618	2,983	2,752	2,232	23,085	8,316	31,401
Public Health & Emergency Services											
179	Public Health		321	321					321		321
182	Paramedic Services	1,229	4,669	5,898	2,825	5,069	4,164	4,219	22,175	21,164	43,338
Corporate Financial											
76	Brownfield Financial Incentive Program	954	1,490	2,444	2,077	1,807	3,741	5,022	15,091	14,669	29,760
Police Services											
190	Waterloo Regional Police	16,946	28,987	45,934	34,916	12,000	12,901	20,465	126,216	86,361	212,578
TOTAL EXPENDITURE		204,639	325,845	530,484	417,975	282,039	306,518	311,736	1,848,752	2,344,963	4,193,715

Tax Supported Capital Budget & Forecast

Summary of Expenditure & Sources of Financing (Thousands) 2021 - 2030

Page	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	57,614	122,817	180,431	165,559	93,095	61,383	62,096	562,564	1,329,859	1,892,424
Development Charges										
Reserve Funds	24,891	36,294	61,184	37,507	37,860	35,389	39,782	211,722	105,634	317,357
Debentures	25,234	29,723	54,957	29,104	6,173	44,782	53,523	188,540	134,382	322,923
Property Taxes										
Reserves & Reserve Funds										
Vehicle & Equipment Reserves	7,917	16,536	24,453	29,040	18,692	18,949	21,762	112,897	152,049	264,946
Airport Capital Reserve	1,658	675	2,333	569	1,898	1,313	1,346	7,459	12,050	19,509
General Tax Supported Capital Reserve	1,263	2,173	3,436	377	150		30	3,993	100	4,093
Roads Rehabilitation Capital Reserve	16,894	22,576	39,470	26,270	26,976	23,206	26,290	142,212	119,695	261,907
Transit Capital Reserve	6,971	2,837	9,808	4,827	2,144	2,807	3,582	23,168	7,675	30,842
Regional Transportation Master Plan Reserve Fund	1,580	4,077	5,657	1,525				7,182		7,182
Waste Management Reserve	2,798	5,454	8,252	5,268	5,756	7,055	6,555	32,887	32,441	65,328
Library Capital Reserve		21	21	95	13	15	38	184	123	306
Building Reserve	30		30	30	30	30	30	150	150	300
Facility Lifecycle Reserve	4,522	12,175	16,697	11,283	10,104	9,083	10,240	57,407	49,602	107,009
Solar Photovoltaic Reserve	144	250	394	250	250	250	250	1,394	750	2,144
Tax Increment Grant Reserve Fund	400	1,490	1,890	2,077	1,807	3,741	5,022	14,537	14,669	29,206
ITS Capital Reserve	464	1,056	1,520	860	810	650	506	4,347	3,445	7,792
Computer Equipment Reserve	174	890	1,064	332	331	407	395	2,528	2,604	5,132
Cultural Services Capital Reserve	1,061	475	1,536	1,062	1,450	3,050	1,920	9,018	4,875	13,893
Financial Services Capital Reserve	100	450	550	350	18	12		930	30	960
Community Planning Capital Reserve	148	395	543	596	75	25	25	1,264	175	1,439
Seniors' Services Capital Reserve	1,336	349	1,686	1,596	749	1,253	538	5,821	2,218	8,039
HRC Capital Reserve	150	150	300	484	750	750	400	2,684		2,684
WSIB Reserve Fund	51	78	130	172				302		302
Housing General Reserve	2,670	10,525	13,195	9,395	8,550	4,385	1,305	36,830	6,525	43,355
Affordable Housing Reserve		10,000	10,000	10,000				20,000		20,000
Water Capital Reserve	198		198					198		198
Other Reserves	198		198					198		198
Debentures	46,174	44,377	90,551	79,347	64,357	87,982	76,099	398,336	365,911	764,247
TOTAL FUNDING & FINANCING	204,639	325,845	530,484	417,975	282,039	306,518	311,736	1,848,752	2,344,963	4,193,715



Region of Waterloo

USER RATE PROGRAM BUDGET & CAPITAL BUDGET SUMMARIES



**User Rate Services
Departmental Summary
2021 Budget by Division (Thousands)**

Page		Gross Expenditure 2020	Gross Expenditure 2021	Increase (Decrease)	Net Expenditure 2020	Net Expenditure 2021	Increase (Decrease)	Revenue 2020	Revenue 2021	Increase (Decrease)	Rate Revenue 2020	Rate Revenue 2021	Increase (Decrease)	% Chang
127	Water Supply	63,621	64,050	429	58,362	58,806	444	30	45	15	58,332	58,761	429	0.7%
135	Wastewater Treatment	92,167	91,646	(521)	79,672	78,525	(1147)	1,633	1,646	13	78,039	76,879	(1,160)	(1.5%)
141	Water Distribution	2,860	2,902	42	2,747	2,788	41	18	18	-	2,729	2,770	41	1.5%
145	Wastewater Collection	1,470	1,525	55	1,470	1,525	55	-	-	-	1,470	1,525	55	3.7%
Total User Rate Services		160,118	160,123	5	142,251	141,644	(607)	1,681	1,709	28	140,570	139,935	(635)	(0.5%)

Budgeted Staff Complement (FTEs)			
By Division	2020	2021	Change
Water Supply	83.7	82.7	(1.0)
Wastewater Treatment	63.0	63.0	-
Water Distribution	3.3	3.3	-
Wastewater Collection	-	-	-
Total	150.0	149.0	(1.0)
By Category			
Permanent	143.0	143.0	-
Temporary	7.0	6.0	(1.0)
Total	150.0	149.0	(1.0)

User Rate Capital Budget & Forecast

Summary of Expenditure & Sources of Funding and Financing (Thousands) 2021 - 2030

Page	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
Water Supply										
128 Water	10,830	51,042	61,872	64,797	53,259	51,611	58,612	290,151	256,901	547,052
Wastewater Treatment										
136 Wastewater	13,707	37,869	51,576	50,989	47,854	44,610	50,425	245,454	239,180	484,634
Water Distribution										
142 Water Distribution	511	160	671	178	140	725	700	2,414	558	2,972
Wastewater Collection										
146 Wastewater Collection	154	255	409	245	245	245	150	1,294	870	2,164
TOTAL EXPENDITURE	25,202	89,326	114,528	116,209	101,498	97,191	109,887	539,313	497,509	1,036,822
FUNDING & FINANCING										
Grants & Subsidies		1,150	1,150	1,309				2,459		2,459
Development Charges										
Reserve Funds	7,579	20,206	27,785	24,219	17,863	18,111	22,667	110,644	113,352	223,996
Debentures		9,915	9,915	18,447	19,852	11,636	13,150	73,000	92,350	165,350
User Rates										
Reserves and Reserve Funds										
Vehicle & Equipment Reserves	60	60	120	505	279	35	100	1,039	1,964	3,003
Water Capital Reserve	6,154	31,332	37,486	36,273	28,469	30,125	33,330	165,683	142,011	307,693
Wastewater Capital Reserve	10,744	26,248	36,992	35,071	33,665	31,926	35,790	173,445	133,493	306,938
Water Distribution Capital Reserve	511	160	671	140	140	425	400	1,776	470	2,246
Wastewater Collection Reserve	154	255	409	245	245	545	450	1,894	870	2,764
Debentures					986	4,387	4,000	9,373	13,000	22,373
TOTAL FUNDING & FINANCING	25,202	89,326	114,528	116,209	101,498	97,191	109,887	539,313	497,509	1,036,822

Notes:

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

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

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



Region of Waterloo

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**

****Budget Committee Vice-Chair**



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Elected Offices

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	1,088	1,096	1,099	11	1.0%
Benefits	306	318	316	10	3.3%
Supplies	3	3	3		
Equipment	16	7	11	(5)	(31.3%)
Professional Fees & Services	124	124	124		
Communications	19	16	18	(1)	(5.3%)
Travel	77	22	57	(20)	(26.0%)
Insurance	2	2	2		
Facility Occupancy Charges	103	103	104	1	1.0%
Interdepartmental Charges	15	16	13	(2)	(13.3%)
Subtotal - Operating	1,754	1,707	1,747	(7)	(0.4%)
Transfers to Reserves	11	11	11		
Subtotal - Debt / Reserves / Capital	11	11	11		
Gross Expenditure	1,765	1,719	1,758	(7)	(0.4%)
Interdepartmental Recoveries	(347)	(347)	(347)		
Net Expenditure	1,418	1,372	1,412	(6)	(0.4%)
Property Tax Levy	1,418	1,372	1,412	(6)	(0.4%)



Region of Waterloo

CHIEF ADMINISTRATOR'S OFFICE

Department: Chief Administrator's Office**Chief Administrative Officer: Bruce Lauckner**

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

Specific functions associated with the CAO's Office include:

- Strategy
- Corporate Communications, Media Relations and Issues Management, Branding
- Government and Stakeholder Relations
- Equity, Inclusion and Human Rights
- Corporate Performance

Programs and services:

Strategy: Leads the development of the Region's strategic plan working with Council and the Leadership Team to establish and achieve a long-term vision and goals to meet the needs of the community. Leads corporate initiatives and special projects to advance the Region's strategic agenda and support the CAO's shared mandate with Council.

Corporate Communications: Coordinates the Region's internal and external communication strategies. Provides guidance and support to program-specific communications. Leads the development of an overall brand strategy for the Region, focused on community building and creating a world-class Region. Provides communications and issues management support and expertise to the Chair and Council. Enhances the Region's strategic communications with a focus on customer service, relationships with key stakeholders, and the Region's brand.

Government and Stakeholder Relations: Leads the development and operationalization of a strategy to enhance relationships with area municipalities, provincial and federal governments and key stakeholders.

Equity, Inclusion and Human Rights: Supports Council to better integrate and facilitate partnerships both inside the corporation and in the community towards better health and wellbeing outcomes for all, with a particular focus on reducing inequities. Works closely with HR to implement the corporation's internal equity strategy.

Corporate Performance: Provides direction and oversight to the Region's performance reporting against objectives in the annual business plan. Develops and enhances processes to support senior leadership team to address performance gaps, issues, and risks. Builds trusting relationships and creates a safe environment within the organization for open and honest discussion about service performance, breaking down barriers, challenging the status quo, and taking calculated risks.

Key issues, priorities and budget drivers:

- Supporting a culture of innovation, internal and external partnership and risk taking.
- Addressing issues of inequity, psychological and physical safety.
- Increasing public awareness and understanding of Regional programs and services.
- Transparency, improved communication throughout the organization and Council.
- 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.



THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Chief Administrator's Office

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	1,654	1,871	2,123	469	28.4%
Benefits	473	547	607	134	28.3%
Supplies	108	68	107	(1)	(0.9%)
Maintenance	22	19	22		
Equipment	98	75	94	(4)	(4.1%)
Construction		43			
Professional Fees & Services	47	29	295	248	527.7%
Communications	499	379	462	(37)	(7.4%)
Travel	19	13	12	(7)	(36.8%)
Insurance					
Facility Occupancy Charges	118	125	120	2	1.7%
Interdepartmental Charges	19	41	20	1	5.3%
Subtotal - Operating	3,057	3,210	3,862	805	26.3%
Transfers to Reserves	24	24	5,023	4,999	20,829.2%
Subtotal - Debt / Reserves / Capital	24	24	5,023	4,999	20,829.2%
Gross Expenditure	3,081	3,234	8,885	5,804	188.4%
Interdepartmental Recoveries	(1,383)	(952)	(1,380)	3	(0.2%)
Net Expenditure	1,698	2,282	7,505	5,807	342.0%
Revenue					
User Fees	9	8	9		
Contribution from Reserves	5	17	425	420	8,400.0%
Revenue Subtotal	14	25	434	420	3,000.0%
Property Tax Levy	1,684	2,256	7,071	5,387	319.9%



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: accounts payable, accounts receivable and Ontario Works client and vendor payment administration
- Purchasing, payroll, inventory management and risk management services.
- Long term financial sustainability and planning, budgeting and financial reporting.
- Cash, investment, debt and reserve fund management.

The divisions within Corporate Services include:

- **Information Technology Services** – Terry Yantzi, Director
- **Facilities & Fleet Management** – Ellen McGaghey, Director
- **Treasury Services** – Cathy Deschamps, Director & Deputy Treasurer
- **Corporate Finance** – Cheryl Braan, Director



THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Corporate Services

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	22,941	21,732	22,349	(592)	(2.6%)
Benefits	6,723	6,495	6,664	(59)	(0.9%)
Supplies	581	554	610	29	5.0%
Maintenance	2,945	2,614	2,828	(117)	(4.0%)
Utilities	11,316	11,015	11,589	273	2.4%
Equipment	647	339	691	44	6.8%
Construction	7,911	8,071	7,472	(439)	(5.5%)
Professional Fees & Services	11,651	11,789	12,117	466	4.0%
Property Taxes	6,120	6,152	6,040	(80)	(1.3%)
Rents	1,142	1,060	1,112	(30)	(2.6%)
Financial Expenses	1	(14)	1		
Communications	1,764	1,392	1,667	(97)	(5.5%)
Travel	292	109	176	(116)	(39.7%)
Contracts	707	707	453	(254)	(35.9%)
Insurance	804	803	875	71	8.8%
Facility Occupancy Charges	9,695	9,478	9,980	285	2.9%
Interdepartmental Charges	748	765	759	11	1.5%
Subtotal - Operating	85,991	83,063	85,384	(607)	(0.7%)
Debt Servicing	9,221	9,232	8,914	(307)	(3.3%)
Transfers to Reserves	10,972	11,608	13,837	2,865	26.1%
Subtotal - Debt / Reserves / Capital	20,193	20,840	22,751	2,558	12.7%
Gross Expenditure	106,184	103,903	108,135	1,951	1.8%
Interdepartmental Recoveries	(80,364)	(79,385)	(82,183)	(1,819)	2.3%
External Recoveries		(12)			
Net Expenditure	25,819	24,505	25,952	133	0.5%
Revenue					
User Fees	2,227	1,736	1,874	(353)	(15.9%)
Contribution from Reserves	382	308	375	(7)	(1.8%)
Contribution from RDC Reserve Funds	208	207	208		
Revenue Subtotal	2,816	2,252	2,458	(358)	(12.7%)
Property Tax Levy	23,003	22,253	23,494	491	2.1%



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Commissioner of Corporate Services

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	300	302	303	3	1.0%
Benefits	75	79	75		
Supplies	5	2	3	(2)	(40.0%)
Equipment	1	3	1		
Professional Fees & Services	2	2	2		
Communications	1	1	1		
Travel	4	2	3	(1)	(25.0%)
Insurance	2	2	2		
Facility Occupancy Charges	23	23	23		
Interdepartmental Charges	3	3	2	(1)	(33.3%)
Subtotal - Operating	414	417	414		
Transfers to Reserves	1	436	1		
Subtotal - Debt / Reserves / Capital	1	436	1		
Gross Expenditure	414	853	414		
Interdepartmental Recoveries	(83)	(519)	(83)		
Net Expenditure	331	333	331		
Property Tax Levy	331	333	331		

Division: Information Technology Services

Director: Terry Yantzi

Programs and services:

- Responsible for architecture, design, implementation and support of all IT services.
- IT services include strategy, security, data governance, acquisition of technical solutions, application development, implementation, systems integration, business relationship management, project management, and business analysis.
- Working with other key internal service providers to ensure technology solutions meet the strategic and operational requirements of the Region including privacy, procurement, legal, risk management, finance and accessibility.

Key issues, priorities and budget drivers:

- Constantly growing security threats mean ITS needs to continually invest in technology and staff required to ensure the Region's data, information and technology assets are secure and available.
- The need to support over 300 applications used to deliver Regional services is critical. As the need for new applications grows, consolidation of like applications to minimize the overall number is vital.
- In order to ensure Regional decision makers have access to quality data, ITS must continually improve data governance process and procedures to ensure data assets represent an accurate and sanctioned "single source of the truth".
- Increasing trend across the Region to implement new, innovative and automated processes and solutions requires additional ITS resources.
- Continued investment in new, innovative and automated processes and systems by program areas creates project demands on limited ITS resources. The use of these limited resources need to be prioritized based on an evaluation of risk and benefit to the Region. Leveraging existing technology solutions and support expertise can also help reduce demands on ITS resources.
- As new systems are implemented ITS needs to ensure an effective support model is in place to ensure these meet program areas' expectation and service delivery requirements. Many program areas are moving to a 7x24 operation, which has a significant impact on ITS and its ability to meet the support needs of those program areas.
- Capacity to meet increasing opportunities and requirements to work in partnership with Waterloo Regional Police Service (WRPS), other municipalities and the local tech sector to deliver efficient and effective IT services across the Region.
- Significant growth in use of mobile and remote work technology increases the demands on connectivity including support for services across mobile and PC platforms, new and/or increased infrastructure, and enhanced security.



THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Information Technology Services

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	5,827	5,826	5,643	(184)	(3.2%)
Benefits	1,621	1,638	1,645	24	1.5%
Supplies	5	3	5		
Maintenance					
Equipment	206	170	186	(20)	(9.7%)
Professional Fees & Services	2,457	2,361	2,925	468	19.0%
Communications	1,417	1,120	1,325	(92)	(6.5%)
Travel	19	9	10	(9)	(47.4%)
Insurance	2	2	34	32	1,600.0%
Facility Occupancy Charges	248	248	251	3	1.2%
Interdepartmental Charges	59	60	62	3	5.1%
Subtotal - Operating	11,861	11,438	12,087	226	1.9%
Debt Servicing	18	18		(18)	(100.0%)
Transfers to Reserves	1,024	1,024	875	(149)	(14.6%)
Subtotal - Debt / Reserves / Capital	1,042	1,042	875	(167)	(16.0%)
Gross Expenditure	12,903	12,480	12,961	58	0.4%
Interdepartmental Recoveries	(4,150)	(3,878)	(4,156)	(6)	0.1%
Net Expenditure	8,753	8,602	8,805	52	0.6%
Revenue					
User Fees	1		1		
Contribution from Reserves	303	230	297	(6)	(2.0%)
Revenue Subtotal	304	230	298	(6)	(2.0%)
Property Tax Levy	8,450	8,372	8,508	58	0.7%

Information Technology Services

Ten Year Capital Budget and Forecast (Thousands) 2021 - 2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 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	264	300	564	100	50	50	50	814	500	1,314
90098 WREPNET Upgrades	101	50	151	50	50	50	50	351	775	1,126
90118 Critical Regional Systems Recovery		156	156				56	212	60	272
90154 Data Centre Optimization	99	50	149	50	50	50	50	349	250	599
90166 ROW Website Redevelopment		75	75	100				175	175	350
90411 Computer Replacements	174	815	989	232	331	407	395	2,353	2,429	4,782
TOTAL EXPENDITURE	638	1,746	2,384	892	841	957	901	5,975	5,949	11,924
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3981120 Computer Equipment Reserve	174	890	1,064	332	331	407	395	2,528	2,604	5,132
3983500 ITS Capital Reserve	464	856	1,320	560	510	550	506	3,447	3,345	6,792
TOTAL FUNDING & FINANCING	638	1,746	2,384	892	841	957	901	5,975	5,949	11,924

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, priorities and budget drivers:

- 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 and corresponding resources to complete necessary maintenance and 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, resulting in many renewal projects being funded from debentures, increasing debt repayment costs. These will continue to rise without a 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.
- Key projects in 2020: King-Victoria Transit Hub, Voice Radio System Upgrade, Northfield Drive Transit Operations Centre construction, construction of a new WRPS Central Division at 200 Frederick St. and design of the Airport Terminal Expansion and Upgrades.
- Base cost and maintenance costs of vehicles and equipment have increased significantly due to the level of technology being incorporated on vehicles and equipment.



THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Facilities & Fleet Management

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	10,078	9,127	10,071	(7)	(0.1%)
Benefits	3,071	2,847	3,045	(26)	(0.8%)
Supplies	495	424	524	29	5.9%
Maintenance	2,941	2,610	2,824	(117)	(4.0%)
Utilities	11,316	11,015	11,589	273	2.4%
Equipment	220	138	285	65	29.5%
Construction	7,911	8,071	7,472	(439)	(5.5%)
Professional Fees & Services	8,748	9,001	8,753	5	0.1%
Property Taxes	6,120	6,152	6,040	(80)	(1.3%)
Rents	1,142	1,060	1,112	(30)	(2.6%)
Financial Expenses					
Communications	131	73	121	(10)	(7.6%)
Travel	237	94	148	(89)	(37.6%)
Contracts	707	707	453	(254)	(35.9%)
Insurance	799	798	838	39	4.9%
Facility Occupancy Charges	9,019	8,801	9,296	277	3.1%
Interdepartmental Charges	608	620	623	15	2.5%
Subtotal - Operating	63,543	61,537	63,195	(348)	(0.5%)
Debt Servicing	9,165	9,176	8,875	(290)	(3.2%)
Transfers to Reserves	9,700	9,669	12,716	3,016	31.1%
Subtotal - Debt / Reserves / Capital	18,864	18,845	21,592	2,728	14.5%
Gross Expenditure	82,407	80,382	84,787	2,380	2.9%
Interdepartmental Recoveries	(71,583)	(70,055)	(73,388)	(1,805)	2.5%
External Recoveries					
Net Expenditure	10,824	10,327	11,399	575	5.3%
Revenue					
User Fees	2,090	1,487	1,708	(382)	(18.3%)
Contribution from Reserves	30	30	30		
Contribution from RDC Reserve Funds	208	207	208		
Revenue Subtotal	2,328	1,725	1,946	(382)	(16.4%)
Property Tax Levy	8,495	8,602	9,453	958	11.3%



THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Facilities Management

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	8,740	7,923	8,736	(4)	
Benefits	2,639	2,452	2,616	(23)	(0.9%)
Supplies	406	367	438	32	7.9%
Maintenance	83	254	67	(16)	(19.3%)
Utilities	11,316	11,015	11,589	273	2.4%
Equipment	212	129	176	(36)	(17.0%)
Construction	7,911	8,071	7,472	(439)	(5.5%)
Professional Fees & Services	8,593	8,865	8,568	(25)	(0.3%)
Property Taxes	6,120	6,152	6,040	(80)	(1.3%)
Rents	1,142	1,060	1,112	(30)	(2.6%)
Financial Expenses					
Communications	129	70	119	(10)	(7.8%)
Travel	234	93	147	(87)	(37.2%)
Contracts	707	707	453	(254)	(35.9%)
Insurance	784	783	821	37	4.7%
Facility Occupancy Charges	8,671	8,455	8,925	254	2.9%
Interdepartmental Charges	550	557	559	9	1.6%
Subtotal - Operating	58,235	56,953	57,836	(399)	(0.7%)
Debt Servicing	9,165	9,176	8,875	(290)	(3.2%)
Transfers to Reserves	9,513	9,474	12,530	3,017	31.7%
Subtotal - Debt / Reserves / Capital	18,677	18,650	21,405	2,728	14.6%
Gross Expenditure	76,913	75,603	79,241	2,328	3.0%
Interdepartmental Recoveries	(66,089)	(65,276)	(67,842)	(1,753)	2.7%
External Recoveries					
Net Expenditure	10,824	10,327	11,399	575	5.3%
Revenue					
User Fees	2,090	1,487	1,708	(382)	(18.3%)
Contribution from Reserves	30	30	30		
Contribution from RDC Reserve Funds	208	207	208		
Revenue Subtotal	2,328	1,725	1,946	(382)	(16.4%)
Property Tax Levy	8,495	8,602	9,453	958	11.3%

Facilities Management

Ten Year Capital Budget and Forecast (Thousands) 2021 - 2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
90022 Facilities Equipment Replacement		10	10	14	50	15	2	91	165	256
90023 Facilities Vehicle & Equip Replacement FM	50	7	57	280	60	350	495	1,242	1,065	2,307
90102 Facilities Business Systems	107	285	392	350	305	220	165	1,432	885	2,317
90109 Waterloo Regional Voice Radio System	106		106					106		106
90164 Master Accommodation Planning	37	425	462	177				639		639
90169 Asset Management Systems	151		151					151		151
TOTAL EXPENDITURE	451	727	1,178	822	415	585	662	3,662	2,115	5,776
FUNDING & FINANCING										
Development Charges										
Reserve Funds	16		16					16		16
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	188	425	613	177				790		790
3980065 Facility Lifecycle Reserve	107	285	392	350	305	220	165	1,432	885	2,317
3982040 Facilities Equipment Reserve		10	10	14	50	15	2	91	165	256
3982160 Corporate Fleet Replacement Reserve	50	7	57	280	60	350	495	1,242	1,065	2,307
Debentures	90		90					90		90
TOTAL FUNDING & FINANCING	451	727	1,178	822	415	585	662	3,662	2,115	5,776

Notes:

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

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

Facility Asset Acquisition & Construction

Ten Year Capital Budget and Forecast (Thousands) 2021 - 2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
90044 ITS Service Rooms	400		400					400		400
90137 Corporate Accommodation (Under Review)						2,660	3,042	5,702	55,951	61,653
90162 WRESTRC Underground Services	100	1,150	1,250					1,250		1,250
90170 Multi-Modal Transit Hub	2,522	22,000	24,522	62,500	37,500			124,522		124,522
90174 King (Bunker) Demolition & Remediation		300	300					300		300
90180 Realignment of Victoria Street		1,645	1,645	4,936				6,581		6,581
90190 Duke Street Underpass		1,406	1,406	4,219				5,625		5,625
TOTAL EXPENDITURE	3,022	26,501	29,523	71,655	37,500	2,660	3,042	144,380	55,951	200,331
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	2,522	22,000	24,522	62,500	37,500			124,522		124,522
Development Charges										
Reserve Funds						665	761	1,426	5,988	7,413
Debentures									8,000	8,000
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	400	670	1,070					1,070		1,070
3980065 Facility Lifecycle Reserve	100	780	880					880		880
Debentures		3,051	3,051	9,155		1,995	2,282	16,483	41,963	58,446
TOTAL FUNDING & FINANCING	3,022	26,501	29,523	71,655	37,500	2,660	3,042	144,380	55,951	200,331

Notes:

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

Facility Asset Renewal

Ten Year Capital Budget and Forecast (Thousands) 2021-2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
Program Area Capital										
77047 EIS 150 Main Street Renovations	40		40					40		40
90053 Energy Mgmt Upgrades to Mjr Bldgs	96		96					96		96
90093 Emergency Training Props	30		30	30	30	30	30	150	150	300
90099 Waterloo Parkade Capital Program	100	115	215	30	70	385	55	755	550	1,305
90158 KPL Parking Garage Capital Program	5	40	45	105	15	30	40	235	285	520
90163 Fuel Storage and Dispensing Systems	16	29	45	99	67	167	115	494	744	1,238
90168 Energy Projects Funded from Energy Reserve	144	250	394	250	250	250	250	1,394	750	2,144
90175 Leased Spaces Refurbished		125	125					125	100	225
Total Program Area Capital	431	559	990	514	432	862	490	3,289	2,579	5,868
Facilities Managed Capital Renewal										
74100 20 Weber Building Renewal	81	40	121	109	82	86	38	436	796	1,232
74200 AHQ 150 Frederick Building Renewal	492	316	808	1,937	1,729	1,911	2,169	8,554	3,646	12,200
74300 99 Regina Building Renewal		391	391	463	3,152	2,684	2,302	8,991	3,231	12,221
74400 Operations Centre Building Renewal		177	177	3,292	3,135	1,621	1,417	9,642	2,875	12,517
74500 150 Main Cambridge Building Renewal	669	297	966	1,275	974	1,333	1,677	6,225	2,662	8,887
74600 Gaol & Governor House Renewal	81	35	116	462	42	210	34	864	325	1,189
74700 WRESTC Renewal	100	51	151	1,395	27	380	986	2,939	1,366	4,304
Total Facilities Managed Capital Renewal	1,423	1,306	2,729	8,933	9,141	8,225	8,621	37,650	14,902	52,552
TOTAL EXPENDITURE	1,854	1,866	3,720	9,447	9,573	9,087	9,112	40,939	17,481	58,420
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	40		40					40		40
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve		125	125					125	100	225
3980065 Facility Lifecycle Reserve	362	1,105	1,467	1,563	1,221	1,062	2,112	7,425	8,680	16,105
3980110 WRESTRC Complex Reserve	30		30	30	30	30	30	150	150	300
3982170 Fuel System Equipment Reserve	16	29	45	99	67	167	115	494	744	1,238
3983000 Solar Photovoltaic Reserve	144	250	394	250	250	250	250	1,394	750	2,144
Debentures	1,262	356	1,618	7,504	8,005	7,579	6,604	31,310	7,057	38,368
TOTAL FUNDING & FINANCING	1,854	1,866	3,720	9,447	9,573	9,087	9,112	40,939	17,481	58,420

Note:

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



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Fleet Management

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	1,338	1,203	1,335	(3)	(0.2%)
Benefits	432	395	429	(3)	(0.7%)
Supplies	89	57	87	(2)	(2.2%)
Maintenance	2,858	2,357	2,757	(101)	(3.5%)
Equipment	8	9	109	101	1,262.5%
Professional Fees & Services	155	136	185	30	19.4%
Communications	2	2	2		
Travel	3	1	2	(1)	(33.3%)
Insurance	15	15	18	3	20.0%
Facility Occupancy Charges	348	346	372	24	6.9%
Interdepartmental Charges	59	64	64	5	8.5%
Subtotal - Operating	5,307	4,584	5,359	52	1.0%
Transfers to Reserves	187	196	187		
Subtotal - Debt / Reserves / Capital	187	196	187		
Gross Expenditure	5,495	4,779	5,546	51	0.9%
Interdepartmental Recoveries	(5,495)	(4,779)	(5,546)	(51)	0.9%
Net Expenditure					
Property Tax Levy					

Fleet Management

Ten Year Capital Budget and Forecast (Thousands) 2021 - 2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
90014 Fleet Management Vehicles				90	54			144	161	305
90015 Fleet Pool Vehicles		45	45	46	255	45	95	486	466	952
90016 Fleet Services Equipment	396	55	451	410	20	17	110	1,008	649	1,657
90132 Telematics	90		90	90				180		180
TOTAL EXPENDITURE	486	100	586	636	329	62	205	1,818	1,276	3,094
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982150 Shop Equipment Reserve	396	55	451	410	20	17	110	1,008	649	1,657
3982160 Corporate Fleet Replacement Reserve	90	45	135	226	309	45	95	810	627	1,437
TOTAL FUNDING & FINANCING	486	100	586	636	329	62	205	1,818	1,276	3,094

Division: Treasury Services

Director & Deputy Treasurer: Cathy Deschamps

Programs and services:

- Corporate accounting and financial reporting including payment of accounts, inventory management services, annual financial statements and external audit.
- Accounts receivable, banking services, cash and investment management, long term investments, debenture financing management of related payments.
- Annual credit rating review.
- 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, and Office of the CAO.
- Administer Ontario Works payments to Income Support recipients and vendors.
- Corporate Financial Information Systems development and operation.

Key issues, priorities and budget drivers:

- Procuring goods and services in an open and transparent manner in order to provide excellent value to the taxpayer.
- Provide support to the Vaccine Distribution Task Force including procuring required goods and services.
- Expansion of inventory management systems and practices across the organization.
- 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.
- Continuing to provide quality and expanded service to internal and external clients with minimal increases to the base budget.
- Improvements to financial information system and related reporting to support better decision making.
- Technological updates needed to ensure the Region's corporate financial systems remain efficient and current.



THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Treasury Services

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	3,892	3,956	3,572	(320)	(8.2%)
Benefits	1,162	1,178	1,102	(60)	(5.2%)
Supplies	29	90	28	(1)	(3.4%)
Maintenance	4	4	4		
Equipment	217	20	217		
Professional Fees & Services	423	406	416	(7)	(1.7%)
Financial Expenses		(14)			
Communications	50	41	50		
Travel	23	3	10	(13)	(56.5%)
Insurance	2	2	2		
Facility Occupancy Charges	327	327	331	4	1.2%
Interdepartmental Charges	54	51	50	(4)	(7.4%)
Subtotal - Operating	6,184	6,063	5,781	(403)	(6.5%)
Debt Servicing	38	38	38		
Transfers to Reserves	241	472	239	(2)	(0.8%)
Subtotal - Debt / Reserves / Capital	279	510	277	(2)	(0.7%)
Gross Expenditure	6,462	6,573	6,059	(403)	(6.2%)
Interdepartmental Recoveries	(3,251)	(3,629)	(3,254)	(3)	0.1%
External Recoveries		(1)			
Net Expenditure	3,212	2,943	2,804	(408)	(12.7%)
Revenue					
User Fees	136	249	166	30	22.1%
Contribution from Reserves	48	48	48		
Revenue Subtotal	184	297	214	30	16.3%
Property Tax Levy	3,027	2,646	2,590	(437)	(14.4%)

Division: Corporate Finance**Director: Cheryl Braan****Programs and services:**

- Coordination of corporate budget preparation and analysis, including forecasting debt and reserve requirements.
- Variance reporting against budget estimates for the 2021 Plan – Leading Beyond COVID-19.
- 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 financial support and expertise to the Municipal Comprehensive Review update
- Provide client support for Transportation and Environmental Services, 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.
- Administer Ontario Works payments to Income Support recipients and vendors.

Key issues, priorities and budget drivers:

- 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.
- Maximizing the use of provincial and federal subsidies within cost shared programs.
- Growth in Regional services and programs continues to put pressure on existing staff resources.



THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Corporate Finance

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	2,844	2,522	2,760	(84)	(3.0%)
Benefits	795	754	797	2	0.3%
Supplies	48	35	49	1	2.1%
Equipment	4	7	2	(2)	(50.0%)
Professional Fees & Services	21	20	22	1	4.8%
Financial Expenses	1		1		
Communications	165	158	170	5	3.0%
Travel	9	1	5	(4)	(44.4%)
Facility Occupancy Charges	79	79	79		
Interdepartmental Charges	24	31	22	(2)	(8.3%)
Subtotal - Operating	3,989	3,608	3,907	(82)	(2.1%)
Transfers to Reserves	7	7	6	(1)	(14.3%)
Subtotal - Debt / Reserves / Capital	7	7	6	(1)	(14.3%)
Gross Expenditure	3,997	3,615	3,913	(84)	(2.1%)
Interdepartmental Recoveries	(1,297)	(1,303)	(1,302)	(5)	0.4%
External Recoveries		(11)			
Net Expenditure	2,700	2,300	2,612	(88)	(3.3%)
Property Tax Levy	2,700	2,300	2,612	(88)	(3.3%)

Finance

Ten Year Capital Budget and Forecast (Thousands) 2021 - 2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
60005 RDC By Law Review					180	120		300	300	600
60010 Stores Vehicles Equipment				60				60	95	155
60031 AP Modernization	100	350	450	350				800		800
60033 Fuel Management Systems		100	100					100	1,500	1,600
60034 Oracle Costing Module		100	100					100		100
TOTAL EXPENDITURE	100	550	650	410	180	120		1,360	1,895	3,255
FUNDING & FINANCING										
Development Charges										
Reserve Funds					162	108		270	270	540
Property Taxes										
Reserves and Reserve Funds										
3982160 Corporate Fleet Replacement Reserve				60				60	95	155
3982170 Fuel System Equipment Reserve		100	100					100	1,500	1,600
3983200 Financial Services Capital Reserve	100	450	550	350	18	12		930	30	960
TOTAL FUNDING & FINANCING	100	550	650	410	180	120		1,360	1,895	3,255

Note:

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



Region of Waterloo

HUMAN RESOURCES & CITIZEN SERVICE

Department: Human Resources and Citizen Service

Commissioner: Kim Bellissimo

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, priorities and budget drivers:

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



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Human Resources & Citizen Service

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	7,853	7,973	7,694	(159)	(2.0%)
Benefits	2,454	2,403	2,468	14	0.6%
Supplies	33	53	30	(3)	(9.1%)
Maintenance	2		2		
Equipment	747	665	768	21	2.8%
Construction		1			
Professional Fees & Services	1,205	948	1,554	349	29.0%
Rents					
Grants	3			(3)	(100.0%)
Social Support and Benefit Payments	1		1		
Financial Expenses	2	2	2		
Communications	102	96	108	6	5.9%
Travel	66	42	50	(16)	(24.2%)
Insurance	3	3	3		
Facility Occupancy Charges	232	232	233	1	0.4%
Interdepartmental Charges	108	127	131	23	21.3%
Subtotal - Operating	12,811	12,544	13,044	233	1.8%
Debt Servicing	663	663	585	(78)	(11.8%)
Transfers to Reserves	259	262	335	76	29.3%
Subtotal - Debt / Reserves / Capital	922	925	920	(2)	(0.2%)
Gross Expenditure	13,734	13,469	13,964	230	1.7%
Interdepartmental Recoveries	(3,859)	(4,085)	(3,750)	109	(2.8%)
Net Expenditure	9,874	9,384	10,214	340	3.4%
Revenue					
User Fees	88	90	88		
Contribution from Reserves	911	870	1,340	429	47.1%
Revenue Subtotal	999	959	1,428	429	42.9%
Property Tax Levy	8,875	8,425	8,786	(89)	(1.0%)



THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Commissioner of Human Resources & Citizen Service

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	957	971	954	(3)	(0.3%)
Benefits	683	562	659	(24)	(3.5%)
Supplies	17	45	13	(4)	(23.5%)
Equipment	204	225	204		
Construction					
Professional Fees & Services	235	133	226	(9)	(3.8%)
Grants	3			(3)	(100.0%)
Communications	72	57	75	3	4.2%
Travel	26	19	22	(4)	(15.4%)
Insurance	3	3	3		
Facility Occupancy Charges	66	66	65	(1)	(1.5%)
Interdepartmental Charges	41	56	45	4	9.8%
Subtotal - Operating	2,307	2,137	2,266	(41)	(1.8%)
Transfers to Reserves	2	5	2		
Subtotal - Debt / Reserves / Capital	2	5	2		
Gross Expenditure	2,308	2,141	2,268	(40)	(1.7%)
Interdepartmental Recoveries	(431)	(413)	(431)		
Net Expenditure	1,878	1,728	1,837	(41)	(2.2%)
Revenue					
User Fees	88	90	88		
Revenue Subtotal	88	90	88		
Property Tax Levy	1,790	1,638	1,749	(41)	(2.3%)

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, priorities and budget drivers:

- 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.
- 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.



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Talent Management & Employee Services

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	1,754	1,637	1,749	(5)	(0.3%)
Benefits	478	454	493	15	3.1%
Supplies	3	1	3		
Equipment	49	77	70	21	42.9%
Professional Fees & Services	10	14	10		
Communications	3	8	5	2	66.7%
Travel	9	6	5	(4)	(44.4%)
Facility Occupancy Charges	75	75	75		
Interdepartmental Charges	16	17	17	1	6.3%
Subtotal - Operating	2,397	2,288	2,426	29	1.2%
Transfers to Reserves	5	5	4	(1)	(20.0%)
Subtotal - Debt / Reserves / Capital	5	5	4	(1)	(20.0%)
Gross Expenditure	2,402	2,293	2,430	28	1.2%
Interdepartmental Recoveries	(942)	(963)	(946)	(4)	0.4%
Net Expenditure	1,460	1,330	1,484	24	1.6%
Property Tax Levy	1,460	1,330	1,484	24	1.6%

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, priorities and budget drivers:

- 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 SFCC 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.
- 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.



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Citizen Service

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	2,864	2,997	2,717	(147)	(5.1%)
Benefits	659	692	668	9	1.4%
Supplies		3			
Equipment	468	351	468		
Construction		1			
Professional Fees & Services	198	93	166	(32)	(16.2%)
Rents					
Financial Expenses	2	2	2		
Communications	22	23	22		
Travel	9	5	6	(3)	(33.3%)
Facility Occupancy Charges	39	39	39		
Interdepartmental Charges	31	32	49	18	58.1%
Subtotal - Operating	4,293	4,238	4,139	(154)	(3.6%)
Debt Servicing	620	620	542	(78)	(12.6%)
Transfers to Reserves	247	247	324	77	31.2%
Subtotal - Debt / Reserves / Capital	867	867	866	(1)	(0.1%)
Gross Expenditure	5,160	5,105	5,005	(155)	(3.0%)
Interdepartmental Recoveries	(1,055)	(1,360)	(934)	121	(11.5%)
Net Expenditure	4,105	3,746	4,071	(34)	(0.8%)
Revenue					
Contribution from Reserves	91	43	60	(31)	(34.1%)
Revenue Subtotal	91	43	60	(31)	(34.1%)
Property Tax Levy	4,014	3,703	4,011	(3)	(0.1%)

Division: Employee Relations

Director: Matthew Sutcliffe

Programs and services:

- Advises and supports staff and management with seven separate bargaining units, addressing collective bargaining, agreement interpretation, grievance resolution, mediation and arbitration.
- Provides guidance and support to managers and employees for benefits administration, Workplace Safety and Insurance Board (WSIB), 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 employees.
- Educates, trains, and supports staff 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.
- Uses the Safety Management System as a framework for staff and management to proactively assess the safety risks associated with work to be performed, and to 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 for non-union and management staff to ensure market sustainability and maintain the ability to attract and retain staff.

Key issues, priorities and budget drivers:

- Supports and advises regarding Human Resources change management activities that may have implications for collective agreements and legislative obligations.
- Supports staff in managing a continuously changing environment by providing up-to-date advice and consultation on health and safety issues to all departments.
- Maintaining a positive working relationship with the Region's bargaining agents in order to achieve support from bargaining agents on Region initiatives.
- Enhanced awareness of harassment, discrimination and violence in the workplace issues has increased the volume of investigations and needs for conflict resolution.
- Addressing 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, and responding to an increasing number of accommodation requests.
- Volume and complexity of labour relations and health and safety issues including Human Rights applications.



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Employee Relations

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	2,279	2,367	2,274	(5)	(0.2%)
Benefits	634	696	648	14	2.2%
Supplies	13	5	13		
Maintenance	2		2		
Equipment	26	12	26		
Professional Fees & Services	762	709	1,152	390	51.2%
Social Support and Benefit Payments	1		1		
Communications	6	9	7	1	16.7%
Travel	21	11	17	(4)	(19.0%)
Facility Occupancy Charges	52	52	53	1	1.9%
Interdepartmental Charges	20	21	21	1	5.0%
Subtotal - Operating	3,815	3,881	4,213	398	10.4%
Debt Servicing	43	43	43		
Transfers to Reserves	5	5	5		
Subtotal - Debt / Reserves / Capital	49	49	48	(1)	(2.0%)
Gross Expenditure	3,864	3,930	4,261	397	10.3%
Interdepartmental Recoveries	(1,433)	(1,349)	(1,440)	(7)	0.5%
Net Expenditure	2,431	2,581	2,821	390	16.0%
Revenue					
Contribution from Reserves	820	827	1,280	460	56.1%
Revenue Subtotal	820	827	1,280	460	56.1%
Property Tax Levy	1,611	1,754	1,542	(69)	(4.3%)

Human Resources & Citizen Service

Ten Year Capital Budget and Forecast (Thousands) 2021 - 2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
90150 Consolidated Call Centre	46	273	319	184	750	750	400	2,403		2,403
99037 Safety Management System	51	78	129	172				302		302
99042 Employee Lifecycle Review	20		20					20		20
99044 Human Resource Information Systems	150	150	300	300				600		600
TOTAL EXPENDITURE	267	501	768	656	750	750	400	3,325		3,325
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	66	273	339					339		339
3981400 WSIB Reserve Fund	51	78	129	172				302		302
3983900 HRC Capital Reserve	150	150	300	484	750	750	400	2,684		2,684
TOTAL FUNDING & FINANCING	267	501	768	656	750	750	400	3,325		3,325



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, 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, Director
- **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**

THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Planning, Development & Legislative Services

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	15,916	14,673	15,958	42	0.3%
Benefits	4,207	4,068	4,222	15	0.4%
Supplies	1,058	740	910	(148)	(14.0%)
Maintenance	191	218	184	(7)	(3.7%)
Utilities	425	385	393	(32)	(7.5%)
Equipment	180	206	203	23	12.8%
Construction	100	136	150	50	50.0%
Professional Fees & Services	2,427	2,080	2,525	98	4.0%
Property Taxes	525	510	459	(66)	(12.6%)
Rents		1			
Grants	2,648	2,464	4,648	2,000	75.5%
Financial Expenses	138	134	138		
Communications	590	377	443	(147)	(24.9%)
Travel	307	111	189	(118)	(38.4%)
Insurance	199	199	203	4	2.0%
Facility Occupancy Charges	3,390	3,342	3,396	6	0.2%
Interdepartmental Charges	609	289	639	30	4.9%
Subtotal - Operating	32,908	29,932	34,660	1,752	5.3%
Debt Servicing	4,085	4,084	1,667	(2,418)	(59.2%)
Transfers to Reserves	4,648	4,467	5,189	541	11.6%
Discretionary DC Exemptions		20			
Subtotal - Debt / Reserves / Capital	8,733	8,571	6,855	(1,878)	(21.5%)
Gross Expenditure	41,641	38,503	41,516	(125)	(0.3%)
Interdepartmental Recoveries	(2,276)	(2,284)	(2,580)	(304)	13.4%
External Recoveries	(741)	(717)	(1,216)	(475)	64.1%
Net Expenditure	38,625	35,503	37,720	(905)	(2.3%)
Revenue					
Ontario Grants	425	814	425		
Federal Grants		18			
User Fees	13,716	9,191	11,402	(2,314)	(16.9%)
Contribution from Reserves	526	253	2,771	2,245	426.8%
Contribution from RDC Reserve Funds	604	603	604		
Capital Financing		57			
Revenue Subtotal	15,271	10,936	15,203	(68)	(0.4%)
Property Tax Levy	23,354	24,567	22,517	(837)	(3.6%)



THE REGIONAL MUNICIPALITY OF WATERLOO
 2021 Operating Budget (\$ thousands)
 Commissioner of Planning, Development & Legislative Services

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	332	310	329	(3)	(0.9%)
Benefits	78	79	80	2	2.6%
Supplies	11	10	11		
Equipment	6	2	6		
Professional Fees & Services	99	74	99		
Communications	16	4	15	(1)	(6.3%)
Travel	20	3	12	(8)	(40.0%)
Insurance	5	5	5		
Facility Occupancy Charges	145	145	146	1	0.7%
Interdepartmental Charges	14	6	12	(2)	(14.3%)
Subtotal - Operating	726	640	717	(9)	(1.2%)
Transfers to Reserves	2	2	1	(1)	(50.0%)
Subtotal - Debt / Reserves / Capital	2	2	1	(1)	(50.0%)
Gross Expenditure	727	641	718	(9)	(1.2%)
Net Expenditure	727	641	718	(9)	(1.2%)
Property Tax Levy	727	641	718	(9)	(1.2%)

Division: Economic Development

Director: Matthew Chandy

Programs and services:

Economic Development provides both corporate and community-based services including:

- Leading the development and implementation of the Region's Strategic Initiatives to support businesses with the impact of Covid
- Developing and leading Region of Waterloo Smart City Initiatives including the implementation of the Smart Waterloo Region proposal and development of a traditional smart technologies strategy;
- Leading cluster development initiatives to support industry sector growth in Waterloo Region including aviation and aerospace, talent attraction and retention, and other priority sectors ;
- The dissemination of data and analytics on the regional economy (e.g. data requests, industry sector profiles, Waterloo Region community profile);
- Oversight of Regional grants for economic development;
- Working with community partners to lead or support investment opportunities in Waterloo Region;
- Leading business development at the Region of Waterloo International Airport (YKF) including the implementation of the YKF Business Plan, supporting the implementation of the YKF Master Plan, and attracting aviation and aerospace investment to the Airport;
- 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
- Supporting the Housing Division with the development of affordable housing and development of a land disposition strategy
- Support liaising with Federal and Provincial governments relating to economic development priorities
- Leading communication projects relating to economic development (e.g. profiling Region successes, investment in the Corridor, community narrative).

Key issues, priorities and budget drivers:

- Developing and implementing the Strategic Initiative programs to support business with the impact of Covid. Continuing to support Public Health with various business related Covid responses.
- Preparing the Charles Street Terminal for redevelopment.
- Developing a Smart Technology Strategy for the Region.
- Developing a Waterloo Region Talent Attraction, Retention, and Reskilling Strategy
- Leading the investment attraction efforts for aerospace opportunities at YKF
- Advancing strategic land development projects such as the East Side Lands.



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Economic Development

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	460	453	718	258	56.1%
Benefits	127	124	131	4	3.1%
Supplies					
Equipment		3			
Professional Fees & Services	2	19	205	203	10,150.0%
Grants	1,358	1,368	3,358	2,000	147.3%
Communications	1	2	1		
Travel	114	76	76	(38)	(33.3%)
Interdepartmental Charges	4	8	41	37	925.0%
Subtotal - Operating	2,065	2,052	4,530	2,465	119.4%
Transfers to Reserves	1	1	1		
Subtotal - Debt / Reserves / Capital	1	1	1		
Gross Expenditure	2,066	2,053	4,530	2,464	119.3%
External Recoveries			(375)	(375)	
Net Expenditure	2,066	2,053	4,155	2,089	101.1%
Revenue					
Contribution from Reserves			2,000	2,000	
Revenue Subtotal			2,000	2,000	
Property Tax Levy	2,066	2,053	2,155	89	4.3%

Economic Development

Ten Year Capital Budget and Forecast (Thousands) 2021 - 2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
99061 Environmental Site Assessment Grants	35		35					35		35
99062 Community Improvement Plans	38		38					38		38
99082 Oversizing Cambridge Sanitary extension	175		175	200	150			525		525
99088 Charles Street Terminal Disposition	120	680	800					800		800
TOTAL EXPENDITURE	368	680	1,048	200	150			1,398		1,398
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	328	680	1,008	200	150			1,358		1,358
3980140 Brownfield Incentive Program Reserve	40		40					40		40
TOTAL FUNDING & FINANCING	368	680	1,048	200	150			1,398		1,398

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 is scheduled carrier, Sunwing will return to operation in 2022.
- Flair Airlines and Pivot Airlines announced service from YKF in the past few months. Both are planning to commence flights in 2021 and combined would serve 10 destinations from the airport.
- 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, priorities and budget drivers:

- 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.
- 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.



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

ROW International Airport

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	1,789	1,827	1,811	22	1.2%
Benefits	548	534	504	(44)	(8.0%)
Supplies	112	87	105	(7)	(6.3%)
Maintenance	162	205	162		
Utilities	421	384	389	(32)	(7.6%)
Equipment	5	10	5		
Construction	100	113	150	50	50.0%
Professional Fees & Services	237	281	237		
Property Taxes	525	510	459	(66)	(12.6%)
Financial Expenses	24	40	24		
Communications	198	64	148	(50)	(25.3%)
Travel	26	6	12	(14)	(53.8%)
Insurance	140	140	143	3	2.1%
Facility Occupancy Charges	968	954	965	(3)	(0.3%)
Interdepartmental Charges	264	268	278	14	5.3%
Subtotal - Operating	5,518	5,425	5,391	(127)	(2.3%)
Debt Servicing	2,316	2,315	1,426	(890)	(38.4%)
Transfers to Reserves	2,003	2,005	2,448	445	22.2%
Subtotal - Debt / Reserves / Capital	4,319	4,321	3,873	(446)	(10.3%)
Gross Expenditure	9,837	9,746	9,265	(572)	(5.8%)
Interdepartmental Recoveries	(153)	(156)	(153)		
External Recoveries	(737)	(690)	(837)	(100)	13.6%
Net Expenditure	8,947	8,900	8,275	(672)	(7.5%)
Revenue					
User Fees	2,379	1,797	2,144	(235)	(9.9%)
Contribution from RDC Reserve Funds	584	583	584		
Revenue Subtotal	2,963	2,380	2,728	(235)	(7.9%)
Property Tax Levy	5,984	6,520	5,547	(437)	(7.3%)

Region of Waterloo International Airport

Ten Year Capital Budget and Forecast (Thousands)

2021-2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
Capital Renewal										
03513 Noise Monitoring System				50				50	50	100
03515 Electrical Study	50		50					50		50
03540 Minor Airside Construction Projects	156		156					156		156
03541 Runway 26 Approach Lighting									300	300
03542 Runway 08 Approach Lighting									300	300
03544 Sanitary Forcemain Servicing	183		183					183	6,400	6,583
03547 Airport Business Plan Update		50	50					50	200	250
03548 Rehabilitation 08/26									2,830	2,830
03555 Fencing					300			300	400	700
03557 Equipment Replacements	124	95	219	55	221	65	7	567	421	988
03564 Randell Drain/Stormwater-Upgrades	3	100	103					103		103
03566 Parking lot Resurfacing		30	30		370			400	600	1,000
03569 Hydro Plant Upgrade	22		22		570		500	1,092		1,092
03570 Apron Resurfacing					300			300	3,000	3,300
03574 Security Upgrades	9		9				200	209		209
03587 Silver Dart Place Construction					400			400		400
03588 Fleet Vehicle Replacement Airport		160	160	2,155	735	680	999	4,729	3,138	7,867
03591 Parking Equipment Replacement							400	400	400	800
03623 Parking Equipment Upgrade				100				100		100
03625 Pavement Markings	210		210					210		210
03626 Runway 26 SALSR Upgrade									500	500
03627 Airfield Lighting Upgrade - LED	159		159					159		159
03633 Groundside Pavement Rehabilitation	409		409					409		409
03634 Airfield Pavement Rehabilitation		350	350	3,800				4,150		4,150
03635 Landside Road Rehabilitation									1,750	1,750
03636 Runway 14-32 Rehabilitation					4,000	3,700		7,700		7,700
03637 Runway 08-26 Reconstruction									13,500	13,500
03638 Runway 08-26 Lighting Replacement									800	800
03639 Taxi A Pavement Rehabilitation									3,500	3,500
03640 Taxi C Pavement Rehabilitation									2,000	2,000
03641 Runway 14-32 PAPI Replacement						380		380		380
03642 Runway 26 PAPI Replacement									264	264
03643 Apron 1 Lighting Replacement					200			200		200
03644 Hangar 9 upgrades		200	200					200		200
03645 Airfield PLC Replacement		125	125					125		125
Total Capital Renewal	1,325	1,110	2,435	6,160	7,096	4,825	2,106	22,622	40,353	62,975

Region of Waterloo International Airport

Ten Year Capital Budget and Forecast (Thousands)

2021-2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
Facilities Managed Capital Renewal										
70500 Airport Renewal	54	41	95	84	777	933	756	2,645	1,621	4,266
Total Facilities Managed Capital Renewal	54	41	95	84	777	933	756	2,645	1,621	4,266
Capital Expansion (Master Plan)										
Phase 1										
03594 Rail Connectivity Study YKF/YYZ	208		208					208		208
03595 Enviro Assmt for Runway 14-32 & 08-26		345	345					345		345
03596 Design Runway 14-32 & 08-26	249	159	408					408		408
03600 Design of Terminal Expansion Phase 1	501		501					501		501
03601 Development of Apron VII Serviced Lands	259	41	300					300		300
03602 Federal Zoning Runway 14-32 & 08-26 Ext	238		238					238		238
Total Phase 1	1,455	545	2,000					2,000		2,000
Phase 2										
03603 Trigger 2 Property Acquisition	410		410			3,500		3,910		3,910
03604 Construct Runway 14/32 Extension						5,000	11,000	16,000	20,000	36,000
03605 Design Runway 08/26 Ext to 8700'									460	460
03606 Shantz Station Road Reconfiguration Options						265		265		265
03609 Construct Terminal Expansion Phase 1						6,000	10,000	16,000		16,000
03610 Design Terminal Expansion Phase 2						500	1,600	2,100	1,600	3,700
03611 Increase Available Surface Parking							2,875	2,875		2,875
03612 Develop Existing Serviced Lands							1,500	1,500	1,260	2,760
03613 Fountain Street Utility Relocations							2,300	2,300		2,300
Total Phase 2	410		410			15,265	29,275	44,950	23,320	68,270

Region of Waterloo International Airport
Ten Year Capital Budget and Forecast (Thousands)
2021-2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
Phase 3										
03614 Trigger 3 Property Acquisition									12,938	12,938
03615 Shantz Station Road Reconfiguration									9,000	9,000
03617 Construct Runway 08/26 Extension									27,000	27,000
03618 Widen Taxiways to Accomodate AGN-IV Aircraft									3,220	3,220
03619 Construct Terminal Expansion Phase 2									120,000	120,000
03620 Design Terminal Expansion Phase 3									2,025	2,025
03622 Develop Southeast Serviced Lands									3,795	3,795
Total Phase 3									177,978	177,978
TOTAL EXPENDITURE	3,244	1,696	4,940	6,244	7,873	21,023	32,137	72,217	243,272	315,489
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies		315	315	4,120	240	3,630	9,133	17,438	62,065	79,502
Development Charges										
Reserve Funds	869	451	1,320	45	479		510	2,354	315	2,669
Debentures	360		360			5,985	9,560	15,905	66,129	82,033
Property Taxes										
Reserves and Reserve Funds										
3980440 Airport Capital Reserve	1,658	675	2,333	569	1,898	1,313	1,346	7,459	12,050	19,509
3982160 Corporate Fleet Replacement Reserve		160	160	1,455	735	680	999	4,029	3,138	7,167
3982190 Airport Vehicle/Equipment Reserve	124	95	219	55	221	65	7	567	421	988
Debentures	233		233		4,300	9,351	10,582	24,466	99,155	123,620
TOTAL FUNDING & FINANCING	3,244	1,696	4,940	6,244	7,873	21,023	32,137	72,217	243,272	315,489

Notes:

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

- Funding from Regional Development Charges (RDC)

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

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.
- 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. Responsible for managing 16 Regional Forests, administers the Community Environmental Fund, oversees the Ecological and Environmental Advisory Committee (EEAC), and supports community environmental sustainability initiatives including GHG 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, priorities and budget drivers:

- The Region continues to experience strong growth, and Regional planning is essential to ensure that future growth occurs in a positive and sustainable manner. The review of the Regional Official Plan is ongoing and will provide for population and employment growth to 2051.
- A changing legislative environment, mandated implementation of Provincial Policy and Plans, and the planning of rapid transit services have added to the complexity of Regional planning.
- Infrastructure and planning work on the East Side is on-going.
- The adoption of GHG reduction targets and declaration of a climate emergency highlight the increasing importance of work associated with climate change, as well as the need for continued support for climate change actions including the development of a corporate climate budget.
- Increased growth and implementation of rapid transit will increase the demands on forecasting and monitoring as the Region plans for major infrastructure and monitors the impacts .
- Many key properties across the Region are impacted by historic contamination (e.g. former heavy industry). The remediation and redevelopment of sites has multiple public interests, including the protection of groundwater. Continued support for brownfield and intensification projects provides for sustainable growth.
- Continuing to protect and manage the Region's significant environmental areas (including Regionally-owned forests) and stewardship initiatives remains important as the use of these community resources increases.
- Development application revenues can fluctuate based on economy conditions.

THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Community Planning

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	2,582	2,498	2,622	40	1.5%
Benefits	722	718	722		
Supplies			1	1	
Equipment	10	5	31	21	210.0%
Professional Fees & Services	384	361	340	(44)	(11.5%)
Grants	250	229	250		
Financial Expenses					
Communications	5	16	7	2	40.0%
Travel	31	6	20	(11)	(35.5%)
Interdepartmental Charges	28	(254)	30	2	7.1%
Subtotal - Operating	4,012	3,579	4,023	11	0.3%
Transfers to Reserves	233	233	234	1	0.4%
Subtotal - Debt / Reserves / Capital	233	233	234	1	0.4%
Gross Expenditure	4,244	3,811	4,256	12	0.3%
Interdepartmental Recoveries	(50)	(50)	(50)		
Net Expenditure	4,194	3,761	4,206	12	0.3%
Revenue					
User Fees	562	652	582	20	3.6%
Contribution from Reserves	348	58	453	105	30.2%
Capital Financing		57			
Revenue Subtotal	909	767	1,034	125	13.8%
Property Tax Levy	3,285	2,994	3,172	(113)	(3.4%)

Community Planning

Ten Year Capital Budget and Forecast (Thousands) 2021 - 2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
22006 Forest Exp Land Acquisition				238	50			288		288
22007 Municipal Comprehensive Review	386	650	1,036	390	250	250	250	2,176	1,750	3,926
22021 Sub-Watershed Studies	817	338	1,155	200	200	200	200	1,955	1,600	3,555
22027 Community Environmental Stewardship	71		71					71		71
22036 Community Sustainability		110	110					110		110
22038 Development Application Database	25	375	400	425				825		825
22040 Zero Emissions Vehicle Infrastructure	402	292	694					694		694
TOTAL EXPENDITURE	1,701	1,765	3,466	1,253	500	450	450	6,119	3,350	9,469
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	382	354	736					736		736
Development Charges										
Reserve Funds	1,171	1,017	2,188	657	425	425	425	4,120	3,175	7,295
Property Taxes										
Reserves and Reserve Funds										
3983800 Community Planning Capital Reserve	148	395	543	596	75	25	25	1,264	175	1,439
TOTAL FUNDING & FINANCING	1,701	1,765	3,466	1,253	500	450	450	6,119	3,350	9,469

Note:

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

Brownfield Financial Incentive Program
Ten Year Capital Budget and Forecast (Thousands)
2021-2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
99054 51 Breithaupt Brownfield Incentives	954		954					954		954
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		165
99063 100 Victoria Street South Brownfield Incentives		277	277	277				554		554
99066 83 Elmsdale Brownfield Incentives							688	688	3,438	4,126
99067 445 King Brownfield Incentives		312	312	312	220			843		843
99074 181 King St Brownfield Incentives				189				189		189
99075 1 Adam Brownfield Incentives		603	603	557	337	337	272	2,104	376	2,481
99076 1011 Homer Watson Brownfield Incentives						1,269	1,145	2,414	2,907	5,321
99077 19 Guelph (Parcel A) Brownfield Incentives		87	87	87	87	87	87	437	695	1,133
99078 19 Guelph (Parcel B) Brownfield Incentives		178	178	178	178	178	178	890	118	1,008
99080 70 King Street Brownfield Incentives							664	664	79	743
99081 119 Roger Street Brownfield Incentives						374	374	748	1,601	2,349
99083 64 Grand Avenue Brownfield Incentives					764	764	764	2,292	1,261	3,553
99084 270 Spadina Brownfield Incentives							118	118	592	711
99085 498 Eagle Brownfield Incentives					165	165	165	494	823	1,317
99086 475 King Brownfield Incentives				444				444		444
99087 215 Lexington Brownfield Incentives					23			23		23
TOTAL EXPENDITURE	954	1,490	2,444	2,077	1,807	3,741	5,022	15,091	14,669	29,760
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	198		198					198		198
Property Taxes										
Reserves and Reserve Funds										
3980140 Brownfield Incentive Program Reserve	360	1,490	1,850	2,077	1,807	3,741	5,022	14,497	14,669	29,166
3980180 Water Capital Reserve	198		198					198		198
Other Reserves	198		198					198		198
TOTAL FUNDING & FINANCING	954	1,490	2,444	2,077	1,807	3,741	5,022	15,091	14,669	29,760

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, priorities and budget drivers:

- With the continuation of electronic meetings during the pandemic, there will be a continued focus on ensuring meetings remain efficient, accountable and transparent. No additional resources are expected and minor hardware/software improvements can be accommodated within the 2021 budget. Preparations will begin with respect to the Municipal election in the last half of 2021.
- The key issues in information management include a further upgrade to the Region's electronic document system to align with ITS's implementation of Microsoft Teams. There is funding in the capital budget to assist with this project.
- Licensing and Enforcement Services is experiencing two main pressures because of the pandemic. First, a reduction in licensing revenue from the taxi industry due to a steep decline in ride volumes and active drivers. Secondly, LES has diverted all resources over the past year and will continue to do so for the foreseeable future to assist public health in the enforcement of Covid-19 regulations. This has increased staffing costs for overtime, shift premiums, and the hiring of an additional .5 FTE.
- Court appearances in POA moved to a virtual model of audio and video which is far less efficient, more time consuming, and not as cost effective as in-person appearances. Charge volume in 2020 was approximately 5% lower than 2019. Historically 2019 had the fewest number of charges issued in the last 5 years. There was a 31% decrease in revenue due to a decrease in charges issued and the interruption of court proceedings with no out of court convictions, defaulted fine enforcement, and lower than normal collections activity of older fines.
- Automated speed enforcement is expected in the Spring of 2021 and will result in an increase in the dispute rate and court activity e.g. early resolution, and ultimately revenue.



THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Council & Administrative Services

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	1,954	1,935	1,854	(100)	(5.1%)
Benefits	538	555	549	11	2.0%
Supplies	28	22	31	3	10.7%
Maintenance	6		4	(2)	(33.3%)
Equipment	85	94	85		
Professional Fees & Services	190	541	213	23	12.1%
Financial Expenses	2	1	2		
Communications	21	28	19	(2)	(9.5%)
Travel	18	2	12	(6)	(33.3%)
Insurance	5	5	5		
Facility Occupancy Charges	197	197	194	(3)	(1.5%)
Interdepartmental Charges	67	63	64	(3)	(4.5%)
Subtotal - Operating	3,109	3,443	3,031	(78)	(2.5%)
Transfers to Reserves	238	238	128	(110)	(46.2%)
Discretionary DC Exemptions		20			
Subtotal - Debt / Reserves / Capital	238	258	128	(110)	(46.2%)
Gross Expenditure	3,347	3,700	3,159	(188)	(5.6%)
Interdepartmental Recoveries	(724)	(706)	(725)	(1)	0.1%
External Recoveries	(4)	(4)	(4)		
Net Expenditure	2,619	2,989	2,429	(190)	(7.3%)
Revenue					
Ontario Grants	8	387	8		
User Fees	671	483	428	(243)	(36.2%)
Contribution from Reserves	15	20	55	40	266.7%
Revenue Subtotal	694	889	491	(203)	(29.3%)
Property Tax Levy	1,925	2,100	1,938	13	0.7%

Council & Administrative Services

Ten Year Capital Budget and Forecast (Thousands) 2021 - 2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
90009 Lic & Reg Servs Vehicles					72	70		142	35	177
90075 CMS Equipment					30	30	28	88	24	112
90092 Licensing-Radio Equipment	4		4					4	108	111
90117 Electronic Document Management System		200	200	300	300	100		900	100	1,000
TOTAL EXPENDITURE	4	200	204	300	402	200	28	1,134	267	1,400
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982160 Corporate Fleet Replacement Reserve					72	70		142	35	177
3983500 ITS Capital Reserve		200	200	300	300	100		900	100	1,000
3983600 CMS Equipment Reserve					30	30	28	88	24	112
3983700 Bylaw Equipment Reserve	4		4					4	108	111
TOTAL FUNDING & FINANCING	4	200	204	300	402	200	28	1,134	267	1,400



THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
POA

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	2,207	1,967	2,139	(68)	(3.1%)
Benefits	640	586	640		
Supplies	31	27	30	(1)	(3.2%)
Maintenance					
Equipment	29	56	28	(1)	(3.4%)
Construction		19			
Professional Fees & Services	1,115	551	1,104	(11)	(1.0%)
Rents		1			
Financial Expenses	105	83	105		
Communications	27	37	27		
Travel	17	1	11	(6)	(35.3%)
Insurance	1	1	1		
Facility Occupancy Charges	223	223	213	(10)	(4.5%)
Interdepartmental Charges	27	29	25	(2)	(7.4%)
Subtotal - Operating	4,421	3,582	4,323	(98)	(2.2%)
Transfers to Reserves	6	6	6		
Subtotal - Debt / Reserves / Capital	6	6	6		
Gross Expenditure	4,427	3,588	4,329	(98)	(2.2%)
Interdepartmental Recoveries	(17)	(17)	(17)		
Net Expenditure	4,410	3,571	4,312	(98)	(2.2%)
Revenue					
Ontario Grants	172	182	172		
User Fees	8,944	5,933	7,678	(1,266)	(14.2%)
Revenue Subtotal	9,116	6,115	7,851	(1,265)	(13.9%)
Property Tax Levy	(4,706)	(2,544)	(3,538)	1,168	(24.8%)

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, priorities and budget drivers:

- 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.
- Increased demand for services in support of Regional initiatives, particularly ION rapid transit project (stage 2), Transportation capital projects and Affordable Housing Projects.
- Increased demand for services in support of Pandemic-related matters and legal issues, e.g. Public Health services
- Increased demand for POA Prosecution resources to implement remote interaction with defendants/agents/counsel and remote court proceedings

THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Legal Services

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	1,375	1,544	1,587	212	15.4%
Benefits	370	416	435	65	17.6%
Supplies	35	41	35		
Maintenance	1	1	1		
Equipment	10	8	10		
Professional Fees & Services	73	37	47	(26)	(35.6%)
Communications	6	6	5	(1)	(16.7%)
Travel	12	2	6	(6)	(50.0%)
Insurance	3	3	3		
Facility Occupancy Charges	72	72	73	1	1.4%
Interdepartmental Charges	15	12	14	(1)	(6.7%)
Subtotal - Operating	1,972	2,140	2,215	243	12.3%
Transfers to Reserves	3	3	3		
Subtotal - Debt / Reserves / Capital	3	3	3		
Gross Expenditure	1,975	2,143	2,217	242	12.3%
Interdepartmental Recoveries	(1,332)	(1,354)	(1,598)	(266)	20.0%
Net Expenditure	644	790	619	(25)	(3.9%)
Revenue					
User Fees	37	42	37		
Contribution from Reserves		175			
Revenue Subtotal	37	217	37		
Property Tax Levy	606	572	582	(24)	(4.0%)

Division: Cultural Services

Director: Helen Chimirri-Russell

Programs and services:

- Our cultural services help to create a community where people feel their contributions are recognized and reflected. They provide opportunities for our residents to connect to build healthy, safe and inclusive communities and support a thriving economy
- Region of Waterloo Museums: Four museum experiences (Ken Seiling Waterloo Region Museum, Doon Heritage Village, Schneider Haus National Historic Site and McDougall Cottage Historic Site) with local and travelling exhibits, green spaces and working farms, programs and special events, tours, and facility rentals. Waterloo Region Curatorial Centre houses 57,000 museum objects and over 10,000 archaeological resources held on behalf of the Province of Ontario.
- 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; grant funding to cultural organizations; 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 residents in the four townships through: 10 branches, 155,360 print titles , 6,487 downloadable magazines and newspapers, thousands streaming books, movies and music, 29 public access computers, 35 wireless internet hotspots, 10 Reciprocal borrowing agreements with other library systems and a wide range of programs for all ages.

Key issues, priorities and budget drivers:

- Spaces: With changing populations and growing collections, libraries and museums are working to create inviting, accessible spaces.
- Changing public engagement: cultural services provide places to connect. Museums and libraries are working with diverse community stakeholders to telling the Region's stories beyond the traditional settler narrative and develop more inclusive opportunities to engage, including new volunteer opportunities, donation and sponsorship opportunities and developing filming capacity at our sites to diversify revenue streams.
- New technologies: Online resources can be used to engage our communities in a different way, including school programs, and outreach to seniors. The libraries will leverage Smart Waterloo Region resources to adapt smart technologies to support the development and wellbeing of children and youth in the rural townships, with an emphasis on "connected Community Spaces"
- Cultural Policies: Updating the Region's public art policy, renewing the Region's Culture Plan. Sustainable Culture Funding: Staff have been directed to review and evaluate the Grants to Organizations program in 2021 and recommend a new approach to municipal funding of cultural organizations.



THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Cultural Services

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	3,271	2,650	2,995	(276)	(8.4%)
Benefits	803	723	776	(27)	(3.4%)
Supplies	615	320	445	(170)	(27.6%)
Maintenance	20	1	16	(4)	(20.0%)
Utilities	4	1	3	(1)	(25.0%)
Equipment	13	5	13		
Construction		1			
Professional Fees & Services	235	122	213	(22)	(9.4%)
Grants	1,041	867	1,041		
Financial Expenses	8	9	8		
Communications	257	157	143	(114)	(44.4%)
Travel	37	4	20	(17)	(45.9%)
Insurance	38	38	39	1	2.6%
Facility Occupancy Charges	1,542	1,505	1,557	15	1.0%
Interdepartmental Charges	82	70	78	(4)	(4.9%)
Subtotal - Operating	7,965	6,473	7,346	(619)	(7.8%)
Debt Servicing	1,749	1,749	221	(1,528)	(87.4%)
Transfers to Reserves	2,090	1,906	2,337	247	11.8%
Subtotal - Debt / Reserves / Capital	3,838	3,655	2,558	(1,280)	(33.4%)
Gross Expenditure	11,804	10,128	9,905	(1,899)	(16.1%)
Interdepartmental Recoveries		(1)			
External Recoveries		(22)			
Net Expenditure	11,804	10,105	9,905	(1,899)	(16.1%)
Revenue					
Ontario Grants	139	146	139		
Federal Grants		18			
User Fees	1,084	272	503	(581)	(53.6%)
Contribution from Reserves	164		164		
Revenue Subtotal	1,387	435	806	(581)	(41.9%)
Property Tax Levy	10,417	9,670	9,099	(1,318)	(12.7%)

Cultural Services

Ten Year Capital Budget and Forecast (Thousands) 2021 - 2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
Program Area Capital										
Ken Seiling Waterloo Region Museum										
42017 Trades' Building - Sawmill, Rpr Shop, We	50		50	200		250		500	240	740
42026 Collections Photography & Database	50		50	57	50	50		207		207
42027 Vehicle/Equipment Replacement Doon				35				35	22	57
42029 Doon Visitor Infrastructure	50		50	50	50	50		200	100	300
42030 Restoration of Steam Engine	25		25				30	55		55
42034 Peter McArthur House				30	150			180		180
42035 Schoolhouse				100			400	500	835	1,335
42040 Sararas House Interiors	46		46					46		46
42042 Directional & Road Signage	114		114					114		114
42043 Upgrade / Replace Utility Services	30		30		250	300		580		580
42046 Curatorial Centre Storage Expansion		100	100	500	500			1,100		1,100
42049 Exhibit Refurbishment		100	100					100	200	300
42050 Travelling Exhibit Development	57		57					57		57
42052 Audio Visual Equipment	50		50		200			250	400	650
42053 Fire hall - interior/exterior upgrade						50	370	420		420
42062 Main Gallery Exhibit Refurbishment				50	50		1,000	1,100	3,000	4,100
42063 Mid-duration Gallery					125	600		725		725
42068 Security Upgrade	11		11					11		11
42071 Curatorial Centre Improvements	385		385					385		385
42073 Shantz Barn Floor				75	75			150		150
42075 Renovate lower washrooms						150	150	300		300
Subtotal Ken Seiling Waterloo Region Museum	868	200	1,068	1,097	1,450	1,450	1,950	7,015	4,797	11,812

Cultural Services

Ten Year Capital Budget and Forecast (Thousands) 2021 - 2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
Schneider Haus										
43010 Grounds and Visitor Services	158	150	308			100		408	100	508
43013 Museum Development		100	100			1,500		1,600		1,600
43015 Marketing Materials	48		48					48		48
43016 Exhibit Cases	6		6					6		6
Subtotal Schneider Haus	212	250	462			1,600		2,062	100	2,162
McDougall Cottage										
44002 Wall Murals	195		195					195		195
44007 Lighting	2		2					2		2
44010 McDougall Site Development	37	25	62					62		62
Subtotal McDougall Cottage	234	25	259					259		259
Total Program Area Capital	1,314	475	1,789	1,097	1,450	3,050	1,950	9,336	4,897	14,233
Facilities Managed Capital Renewal										
70020 KSWRM Renewal	387	205	592	1,089	279	420	1,222	3,602	5,267	8,869
70300 Schneider Haus Renewal	28	59	87	225	242	55	59	668	160	828
70400 McDougall Renewal				75	13	24	12	124	61	185
Total Facilities Managed Capital Renewal	415	264	679	1,390	534	499	1,292	4,393	5,489	9,882
TOTAL EXPENDITURE	1,729	739	2,468	2,487	1,984	3,549	3,242	13,729	10,386	24,115

Cultural Services

Ten Year Capital Budget and Forecast (Thousands) 2021 - 2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	264		264				30	294		294
3980021 Capital Levy Surplus RF	17		17					17		17
3980065 Facility Lifecycle Reserve	147	264	411	300	534	499	71	1,814	221	2,036
3982160 Corporate Fleet Replacement Reserve				35				35	22	57
3983100 Cultural Services Capital Reserve	1,061	475	1,536	1,062	1,450	3,050	1,920	9,018	4,875	13,893
Debentures	240		240	1,089			1,222	2,551	5,267	7,818
TOTAL FUNDING & FINANCING	1,729	739	2,468	2,487	1,984	3,549	3,242	13,729	10,386	24,115

Note:

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



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Region of Waterloo Library

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	1,948	1,489	1,904	(44)	(2.3%)
Benefits	381	332	386	5	1.3%
Supplies	226	233	252	26	11.5%
Maintenance	3	10	1	(2)	(66.7%)
Equipment	23	24	25	2	8.7%
Construction		3			
Professional Fees & Services	91	97	67	(24)	(26.4%)
Rents					
Financial Expenses					
Communications	59	62	77	18	30.5%
Travel	32	9	20	(12)	(37.5%)
Insurance	7	7	7		
Facility Occupancy Charges	243	246	248	5	2.1%
Interdepartmental Charges	109	87	98	(11)	(10.1%)
Subtotal - Operating	3,121	2,599	3,085	(36)	(1.2%)
Debt Servicing	20	20	20		
Transfers to Reserves	73	73	31	(42)	(57.5%)
Subtotal - Debt / Reserves / Capital	93	93	51	(42)	(45.2%)
Gross Expenditure	3,214	2,693	3,136	(78)	(2.4%)
Interdepartmental Recoveries			(37)	(37)	
External Recoveries		(2)			
Net Expenditure	3,214	2,691	3,099	(115)	(3.6%)
Revenue					
Ontario Grants	105	100	105		
User Fees	39	12	29	(10)	(25.6%)
Contribution from Reserves			100	100	
Contribution from RDC Reserve Funds	20	20	20		
Revenue Subtotal	164	131	254	90	54.9%
Property Tax Levy	3,050	2,560	2,845	(205)	(6.7%)

Region of Waterloo Library

Ten Year Capital Budget and Forecast (Thousands) 2021 - 2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
Program Area Capital										
20002 Library Holdings Acquisitions (RDC)		113	113	113	113	113	113	565	565	1,130
20009 Other Branch Furnishings		20	20	20	20	20	20	100	100	200
20014 Vehicle Replacement Library									60	60
20015 Branch Development				20		20		40	60	100
20023 New Hamburg Branch - Puddicombe Estate				25				25		25
20026 Breslau Branch - Furnish, Equip & Collection (New)				120				120		120
20027 St. Clements - Relocate & Expand (Furnish, Equip)									50	50
Total Program Area Capital		133	133	298	133	153	133	850	835	1,685
Facilities Managed Capital Renewal										
70001 Library Renewal		8	8	25			25	58	25	83
Total Facilities Managed Capital Renewal		8	8	25			25	58	25	83
TOTAL EXPENDITURE		141	141	323	133	153	158	908	860	1,768
FUNDING & FINANCING										
Development Charges										
Reserve Funds		120	120	228	120	138	120	725	678	1,402
Property Taxes										
Reserves and Reserve Funds										
3980160 Library Capital Reserve		21	21	95	13	15	38	184	123	306
3982160 Corporate Fleet Replacement Reserve									60	60
TOTAL FUNDING & FINANCING		141	141	323	133	153	158	908	860	1,768

Note:

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



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).
- Responsible for implementing an Asset Management reporting mechanism through Microsoft Power BI
- 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, priorities and budget drivers:

- 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.
- 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.

THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Transportation & Environmental Services

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	84,769	75,583	81,197	(3,572)	(4.2%)
Benefits	25,659	23,931	24,884	(775)	(3.0%)
Supplies	21,863	17,786	17,874	(3,989)	(18.2%)
Maintenance	3,828	4,220	4,409	581	15.2%
Utilities	4,422	2,953	3,403	(1,019)	(23.0%)
Equipment	672	604	620	(52)	(7.7%)
Construction		101			
Professional Fees & Services	53,835	53,444	55,668	1,833	3.4%
Property Taxes	1,681	1,562	1,573	(108)	(6.4%)
Rents	579	431	561	(18)	(3.1%)
Social Support and Benefit Payments					
Financial Expenses	148	189	157	9	6.1%
Communications	2,231	1,089	1,973	(258)	(11.6%)
Travel	363	117	205	(158)	(43.5%)
Contracts	27,490	20,031	27,356	(134)	(0.5%)
Insurance	1,906	1,884	2,014	108	5.7%
Facility Occupancy Charges	8,720	8,727	8,348	(372)	(4.3%)
Interdepartmental Charges	9,366	9,106	9,689	323	3.4%
Subtotal - Operating	247,532	221,757	239,931	(7,601)	(3.1%)
Debt Servicing	28,443	36,768	32,162	3,719	13.1%
Transfers to Reserves	38,064	61,074	40,627	2,563	6.7%
Subtotal - Debt / Reserves / Capital	66,507	97,842	72,789	6,282	9.4%
Gross Expenditure	314,039	319,599	312,720	(1,319)	(0.4%)
Interdepartmental Recoveries	(12,085)	(11,615)	(11,612)	473	(3.9%)
External Recoveries	(100)	(3)	(100)		
Net Expenditure	301,854	307,981	301,008	(846)	(0.3%)
Revenue					
Ontario Grants		12,045			
Ontario Grants - COVID		8,930	11,498	11,498	
Federal Grants		9,358			
User Fees	62,745	38,332	42,348	(20,397)	(32.5%)
Contribution from Reserves	12,016	11,101	11,575	(441)	(3.7%)
Contribution from RDC Reserve Funds	7,506	10,180	11,951	4,445	59.2%
Revenue Subtotal	82,267	89,945	77,373	(4,894)	(5.9%)
Property Tax Levy	219,586	218,036	223,635	4,049	1.8%



THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Commissioner of Transportation & Environmental Services

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	611	608	617	6	1.0%
Benefits	215	159	189	(26)	(12.1%)
Supplies	17	3	17		
Maintenance	1		1		
Equipment	134	102	134		
Professional Fees & Services	10	16	10		
Social Support and Benefit Payments					
Communications	1	1	2	1	100.0%
Travel	17	3	17		
Insurance	1	1	1		
Facility Occupancy Charges	19	19	19		
Interdepartmental Charges	6	4	6		
Subtotal - Operating	1,032	916	1,013	(19)	(1.8%)
Transfers to Reserves	1	1	1		
Subtotal - Debt / Reserves / Capital	1	1	1		
Gross Expenditure	1,032	917	1,014	(18)	(1.7%)
Interdepartmental Recoveries	(627)	(624)	(654)	(27)	4.3%
External Recoveries					
Net Expenditure	406	293	360	(46)	(11.3%)
Property Tax Levy	406	293	360	(46)	(11.3%)

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 watermain, 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, priorities and budget drivers:

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



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Design & Construction

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	5,758	5,607	5,635	(123)	(2.1%)
Benefits	1,538	1,501	1,503	(35)	(2.3%)
Supplies	34	24	49	15	44.1%
Maintenance	6		6		
Equipment	50	82	50		
Professional Fees & Services	12	15	12		
Communications	23	23	22	(1)	(4.3%)
Travel	63	36	38	(25)	(39.7%)
Insurance	7	7	7		
Facility Occupancy Charges	196	195	198	2	1.0%
Interdepartmental Charges	52	49	57	5	9.6%
Subtotal - Operating	7,740	7,539	7,577	(163)	(2.1%)
Transfers to Reserves	58	86	58		
Subtotal - Debt / Reserves / Capital	58	86	58		
Gross Expenditure	7,798	7,625	7,635	(163)	(2.1%)
Interdepartmental Recoveries	(7,743)	(7,564)	(7,580)	163	(2.1%)
Net Expenditure	55	61	55		
Revenue					
User Fees	55	61	55		
Revenue Subtotal	55	61	55		
Property Tax Levy					

Design & Construction

Ten Year Capital Budget and Forecast (Thousands) 2021 - 2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
21007 GNSS Survey Equipment									45	45
21008 Fleet Vehicle Replacements - D&C				15		70	60	145	85	230
21009 Total Station Survey Equipment Replacement					75			75	75	150
21010 CADD System Replacement						35		35	35	70
TOTAL EXPENDITURE				15	75	105	60	255	240	495
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982080 Design Equipment Reserve					75	35		110	155	265
3982160 Corporate Fleet Replacement Reserve				15		70	60	145	85	230
TOTAL FUNDING & FINANCING				15	75	105	60	255	240	495

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, priorities and budget drivers:

- 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.
- 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.
- Implementation of ASE installations at 16 locations and one camera in 2021.



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Transportation

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	10,302	9,102	9,789	(513)	(5.0%)
Benefits	3,034	2,745	2,978	(56)	(1.8%)
Supplies	3,146	3,082	2,699	(447)	(14.2%)
Maintenance	129	71	117	(12)	(9.3%)
Utilities	1,019	1,049	931	(88)	(8.6%)
Equipment	317	219	244	(73)	(23.0%)
Construction		2			
Professional Fees & Services	9,997	10,345	11,627	1,630	16.3%
Property Taxes	72	72	70	(2)	(2.8%)
Financial Expenses		2			
Communications	526	260	568	42	8.0%
Travel	121	28	67	(54)	(44.6%)
Insurance	198	198	210	12	6.1%
Facility Occupancy Charges	1,111	1,118	1,150	39	3.5%
Interdepartmental Charges	1,602	1,598	1,493	(109)	(6.8%)
Subtotal - Operating	31,575	29,891	31,944	369	1.2%
Debt Servicing	2,595	2,653	3,174	579	22.3%
Transfers to Reserves	23,686	23,862	24,135	449	1.9%
Subtotal - Debt / Reserves / Capital	26,281	26,514	27,309	1,028	3.9%
Gross Expenditure	57,856	56,406	59,253	1,397	2.4%
Interdepartmental Recoveries	(1,308)	(1,471)	(1,305)	3	(0.2%)
External Recoveries	(100)		(100)		
Net Expenditure	56,448	54,935	57,847	1,399	2.5%
Revenue					
User Fees	912	851	912		
Contribution from Reserves	954	354	300	(654)	(68.6%)
Contribution from RDC Reserve Funds	2,010	2,068	2,943	933	46.4%
Revenue Subtotal	3,877	3,273	4,156	279	7.2%
Property Tax Levy	52,571	51,662	53,692	1,121	2.1%

Transportation

Ten Year Capital Budget and Forecast (Thousands) 2021-2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
ROADS CONSTRUCTION										
ROAD SYSTEM - REHABILITATION										
Urban Resurfacing	960	5	965	45	800	8,315	6,335	16,460	45,085	61,545
Rural Resurfacing	160	5,510	5,670	5,870	3,480	3,630	13,550	32,200	108,545	140,745
Existing System Reconstruction	19,096	30,049	49,145	43,840	29,181	29,390	30,452	182,008	55,585	237,593
Cycling Facilities Constructed with Road Works	660	1,950	2,610	4,255	3,365	6,920	4,500	21,650	15,920	37,570
Sidewalks Constructed with Road Works	557	1,725	2,282	1,020	3,110	2,710	1,130	10,252	5,390	15,642
Intersection Improvements					10	110	55	175	2,225	2,400
Bridge and Drainage Works	2,755	1,505	4,260	9,380	8,310	1,700	2,075	25,725	3,090	28,815
Cycling Facilities Constructed as Separate Project		5	5	50	5	5		65		65
Sidewalks Constructed as Separate Projects	2,860	275	3,135	110	2,405	2,640	515	8,805	2,950	11,755
System Management/Other	2,275	3,649	5,924	2,410	1,730	2,030	1,685	13,779	8,795	22,574
Modernizations	105	610	715	610	610	310	310	2,555	2,450	5,005
Transportation Engineering General	265	790	1,055	790	715	715	715	3,990	3,575	7,565
TOTAL ROAD SYSTEM - REHABILITATION	29,693	46,073	75,766	68,380	53,721	58,475	61,322	317,664	253,610	571,274
ROAD SYSTEM - EXPANSION										
Intersection Improvements	7,360	7,430	14,790	9,383	8,005	5,270	5,545	42,993	7,770	50,763
Growth Related Turn Lanes	1,350	1,035	2,385	420	410	400	400	4,015	1,600	5,615
Traffic Signal Installations	310	775	1,085	775	775	775	775	4,185	3,875	8,060
Road Widenings	6,583	13,700	20,283	27,445	18,630	34,040	32,920	133,318	37,710	171,028
System Expansion	20,410	12,625	33,035	3,690	2,655	11,450	20,120	70,950	27,960	98,910
Other Development Related Projects and Program	20	100	120					120		120
TOTAL ROAD SYSTEM - EXPANSION	36,033	35,665	71,698	41,713	30,475	51,935	59,760	255,581	78,915	334,496
VEHICLES AND EQUIPMENT										
06054 Vehicles & Equipment Replacements	1,675	2,570	4,245	2,233	875	2,155	901	10,409	4,636	15,045
06071 Machinery & Equipment Replacements	165	25	190	50	33	23	5	302	895	1,196
06083 Sign Shop Equipment	130	48	178	28	14			219	117	336
TOTAL VEHICLES AND EQUIPMENT	1,970	2,642	4,612	2,311	922	2,178	906	10,929	5,648	16,577

Transportation

Ten Year Capital Budget and Forecast (Thousands) 2021-2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
BUILDINGS/OTHER										
07619 Traffic Signal management System	1,500	340	1,840	1,160				3,000		3,000
07147 Salt Management (Cap Equip/Materials)	475	575	1,050	650	5,550	7,000	125	14,375	500	14,875
07139 Central Yard Asset Renewal	1,450		1,450	100	1,700	2,250		5,500		5,500
07543 Yard Rationalization Study	310	100	410					410		410
09350 North Dumfries Pkg Lot/Yard Repairs	250		250					250		250
07080 Phillipsburg Storage/Yard Improvements		100	100					100		100
TOTAL BUILDINGS/OTHER	3,985	1,115	5,100	1,910	7,250	9,250	125	23,635	500	24,135
FACILITIES MANAGED CAPITAL										
73001 Heidelberg Yard Renewal	1	17	17	268	93	82	77	537	586	1,123
73002 Phillipsburg Yard Renewal	2	18	20	568	154	52	68	861	392	1,253
73004 North Dumfries Yard Renewal		11	11		257		19	287	6	292
TOTAL FACILITIES MANAGED CAPITAL	3	45	48	836	503	134	163	1,684	984	2,668
TOTAL EXPENDITURE	71,684	85,540	157,224	115,149	92,871	121,973	122,276	609,493	339,656	949,150
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Provincial Government Funding	597	109	706	1,388	627	375		3,095		3,095
Federal Gas Tax Reserve Fund	9,746	21,130	30,876	24,008	17,265	17,265	18,326	107,740	95,410	203,150
Federal Government Funding	722	132	854	1,682	760	454		3,750		3,750
Development Charges										
Reserve Funds	17,826	28,521	46,347	33,029	33,730	32,021	35,235	180,361	79,386	259,747
Debentures	20,963	10,029	30,992	13,021	2,467	30,384	30,085	106,948	24,620	131,568

Transportation

Ten Year Capital Budget and Forecast (Thousands) 2021-2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
Property Taxes										
Transportation Capital Reserve	16,894	22,576	39,470	26,270	26,976	23,206	26,290	142,212	119,695	261,907
Facility Lifecycle Reserve	3	45	48	268	503	134	163	1,116	984	2,100
Transportation Equipment Reserve	295	72	367	78	47	23	5	520	1,012	1,532
Corporate Fleet Replacement Reserve	1,675	2,570	4,245	2,233	875	2,155	901	10,409	4,636	15,045
Transit Capital Reserve	3		3					3		3
Debentures	2,960	356	3,316	13,173	9,621	15,956	11,272	53,338	13,915	67,253
TOTAL FUNDING & FINANCING	71,684	85,540	157,224	115,149	92,871	121,973	122,276	609,493	339,656	949,150

Notes:

- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
- Funding from Regional Development Charges (RDC)

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

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2021-2030

	Previous Unspent Approval	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
Program Area Capital										
Base Program										
05163 Ottawa St, Nottingham Ave, King St & Weber St from Sheldon Ave to Borden Ave	522	3,040	3,562	3,545	5	5		7,117		7,117
05164 King St, Rail Tracks to Lobsinger Ln	85		85			100	150	335	2,010	2,345
05174 Various Spot Resurfacings		2,000	2,000	2,500	2,500	2,500	2,500	12,000	12,500	24,500
05178 Culvert Replacements in Advance of Road Rehabilitation Projects	195	400	595	200	200	100	100	1,195	900	2,095
05264 Railway Crossing Assessments/Improvements	200	250	450	100	75	100	75	800	500	1,300
05265 Noise Attenuation Wall Retrofits/Repairs	50	50	100	50	50	50	50	300	250	550
05367 Dundas St, Franklin Blvd to Hespeler Rd	3,620	1,490	5,110	3,600	2,000	3,300	270	14,280	10	14,290
05375 Minor Bridge Repairs		150	150	150	150	150	150	750	600	1,350
05377 Ottawa St, Pattandon Ave to Imperial Dr	320	5	325	5				330		330
05381 Benton St, Charles St to Courtland Ave	65		65			50	50	165	985	1,150
05384 King St, Bishop St to Dover St	(338)	2,100	1,762	5	5			1,772		1,772
05386 Weber St, Blythwood Rd to Northfield Dr	815	100	915	7,700	370	5	5	8,995		8,995
05387 Weber St, Erb St to Forwell Creek Rd					230	320	670	1,220	6,440	7,660
05390 Erb St, Fischer-Hallman Rd to Gateview Dr	1,220	115	1,335	5	5			1,345		1,345
05393 Fountain St, King St to HWY 401		5	5					5		5
05394 Arthur St, South St to Kenning Pl	160		160		170	900	50	1,280	10	1,290
05417 Church St, Spruce Ln to Arthur St	470	50	520	1,380	140	5	5	2,050		2,050
05425 Nafziger Rd, HWY 7/8 to Waterloo St					220	5	5	230		230
05430 Weber St. Benjamin Rd to King St						85	100	185	2,755	2,940
05440 REG. RD. 15 (LOBSINGER LINE), 0.6KM W. OF KRESSLER RD. (RR16) TO ANITA ST.									965	965
05470 Fischer Hallman (RR58) New Dundee Rd to Plains Rd									1,470	1,470
05474 Line 86, Northfield Dr E to Spruce Ln	30		30			20	1,895	1,945	10	1,955
05487 King St, HWY 401 to Sportsworld Dr	195	7,272	7,467	800	5	5		8,277		8,277
05489 Weber St, Forwell Creek Rd to Blythwood Rd	340	230	570	5	5			580		580
05494 King St, Central St to University Ave	35	4,710	4,745	1,875	230	5	5	6,860		6,860
05495 Sawmill Rd, River St to Snyders Flats Rd	2,175		2,175	5	5			2,185		2,185
05497 Lancaster St, Wellington St N to Bridgeport Rd	405		405	3,000	2,100	670	5	6,180	5	6,185
05498 Myers Rd, Branchton Rd to Water St	450		450	3,300	1,415	2,425	350	7,940	10	7,950
05505 Sawmill Rd at Katherine St							50	50	2,220	2,270
05508 Erbs Rd, Phillipsburg Bridge at Nith River (#0903)	105	50	155	1,230	5	5		1,395		1,395
05521 Traffic Count Program	100	150	250	150	150	150	150	850	750	1,600
05528 Retaining Wall Repairs		50	50	50	50	50	50	250	250	500
05529 Developer Related Projects	25	100	125	100	100	100	100	525	500	1,025
05555 Preliminary Design & Post Construction Expenditures		250	250	250	250	250	250	1,250	1,050	2,300
05566 Highland Rd, Fischer-Hallman Rd to Highland Hills Mall Entrance	550	345	895	5	5			905		905
05568 Kressler Rd, Lobsinger Line to Arthur Dr	1,005		1,005	60	5	5		1,075		1,075

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2021-2030

	Previous Unspent	2021	2021					2021 - 2025	2026 - 2030	2021 - 2030
	Approval	Request	Total	2022	2023	2024	2025	Subtotal	Subtotal	Total
05576 Bridge St W, Woolwich St to University Ave E	5	100	105	3,445	250	5	5	3,810		3,810
05582 Parkhill Rd, Ainslie St to Water St	60	90	150	20	680	5	5	860		860
05585 Ebycrest Rd, Victoria St N to Bridge St									985	985
05603 Sawmill Rd/Hawkesville Rd, King St to Waterloo/St Jacobs Tracks	520		520					520		520
05611 Storm Water Management Pond Rehabilitation	685	465	1,150	800	130	220	100	2,400	500	2,900
05612 Frederick St, Lancaster St E to Duke St	76		76		20	20	40	156	2,145	2,301
05616 Trussler Rd, Bleams Rd to HWY 7/8	30	200	230	100	100	5,000	2,300	7,730	10	7,740
05636 Swan St-Hilltop Dr to Stanley St and Northumberland St/Stanley St - St. Andrews St to CP Railway Crossing	2,180	5	2,185	5				2,190		2,190
05647 Digital Photo Log		200	200			200		400	400	800
05649 Weber St E, Montgomery Rd to Sheldon Ave	20		20		100	100	2,200	2,420	260	2,680
05650 King St E, Dixon St/Montgomery Rd to Ottawa St	360		360					360		360
05651 King St N, University Ave to Weber St N				10	10	10	1,745	1,775	10	1,785
05654 Maryhill Rd to Charles St W				20	20	1,820	125	1,985	5	1,990
05656 Westmount Rd W, South of Victoria St to Glasgow St and Victoria, Lawrence Ave to Fischer Hallman	430	100	530	100	175	375	5,280	6,460	3,840	10,300
05657 Westmount Rd S, Glasgow St to Erb St W	10		10		50	50	2,070	2,180	10	2,190
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									575	575
05673 Roseville Rd, Dickie Settlement Rd to MTO/Region Boundary									1,565	1,565
05674 Wrigley Rd, Dumfries Rd to 190M East of Hilltop Rd									2,490	2,490
05675 Westmount Rd E, Fischer-Hallman Rd to Blockline Rd	50		50	100	1,790	125		2,065		2,065
05678 Line 86, Listowel Rd to Sloman Ln	35	50	85	1,445	5	5		1,540		1,540
05679 Cedar Creek Road, Cambridge/North Dumfries Bdry. to Edworthy Side Rd. (RR71)						10	1,440	1,450	10	1,460
05680 Ottawa St N, Lackner Blvd to HWY 7 EB Ramp	(42)		(42)					(42)		(42)
05682 Nafziger Rd, Gerber Rd to Queen's Bush Rd	60	20	80	60	100	1,545	5	1,790	5	1,795
05683 Queens Bush Rd, Firella Ck Bridge to Hutchison Rd				20	40	140	1,310	1,510	10	1,520
05684 King St/Coronation Blvd, Water St N to Bishop St		100	100	100	100	2,705	500	3,505	10	3,515
05687 Erb St, Menno St Westmount Rd				20	20	160	1,485	1,685	10	1,695
05688 Herrgott Rd, Lobsinger Ln to St Clements N Limits	5	5	10					10		10
05689 Lobsinger Line, Anita St to 0.8km W of Herrgott Rd		5	5					5		5
05690 Arthur St S, Whippoorwill to First St							50	50	1,560	1,610
05692 Ainslie St S, Water St S to Water St N	85	30	115	3,200	3,200	5	5	6,525		6,525
05693 Sportsworld Dr, Sportsworld Crossing Rd to King St		50	50	120	50	1,560	5	1,785	5	1,790
05694 Bishop St N, Concession Rd to King St E						50	50	100	705	805
05695 Scott St/Main St/Stanley St, 190M E of Hilltop Dr to St Andrews St	50	200	250	200	200	200	2,500	3,350	810	4,160
05697 Fairway Rd N, Briarmeadow Dr to King St	10	100	110	20	140	5,645	385	6,300	10	6,310
05699 Fairway Rd S/Courtland Ave, King St to Manitou	60		60					60	3,460	3,520
05703 Bleams Rd, Manitou Dr to Homer Watson Blvd					100	2,130	5	2,235	5	2,240
05705 Bleams Rd, Fischer-Hallman Rd to Trussler Rd	100	400	500	300	6,060	465	5	7,330	5	7,335

Region of Waterloo

2021 Program Budgets

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2021-2030

	Previous Unspent	2021	2021					2021 - 2025	2026 - 2030	2021 - 2030
	Approval	Request	Total	2022	2023	2024	2025	Subtotal	Subtotal	Total
05706 University Ave E, Bridge St W to Lincoln Rd	210		210		50	170	2,030	2,460	210	2,670
05748 Hutchison Rd, Weimar Line to Crosshill S Limits							20	20	2,265	2,285
05749 Queen's Bush Rd, Nafziger Rd to Firella Crk Bridge					20	485	5	510	5	515
05750 Courtland Ave E, Hayward Ave to HWY 7/8 EB Ramp		595	595	5	5			605		605
05751 Bleams Rd, Homer Watson Blvd to Strasburg Rd					40	2,440	5	2,485	5	2,490
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	50	60	2,090	5	5		2,160		2,160
05760 Hespeler Rd - 100M N of Avenue Rd. to Munch Ave	20	20	40	440	5	5		490		490
05761 Maryhill Rd, Waterloo/Wellington Bdry to Bridge 2501									550	550
05765 Erb St, Margaret Ave to King St						20	40	60	3,340	3,400
05766 Snyder's Rd E, Christian St to Gingerich Rd	205	3,475	3,680	2,440	3,365	5	5	9,495		9,495
05774 King St, Grand River Bridge (#0807)				50	1,300	5	5	1,360		1,360
05778 Research & Development	20	20	40	20	20	20	20	120	100	220
05779 Waterloo Spur Trail	10		10					10		10
05789 Water St N, Concession St to Ainslie St N	60	100	160	100	40	2,145	1,000	3,445	275	3,720
05792 Blair Rd, Blair Settlements Limits (120 M E of Langdon Dr) to 125M SE of Fountain St						20	885	905	10	915
05794 Shantz Station Rd, CNR Tracks (S of Twp Rd 72) to Hopewell Crk Bridge #3002						10	1,420	1,430	10	1,440
05795 Spragues Rd, Wrigley Rd to Cambridge/North Dumfries Bdry									3,420	3,420
05796 Ottawa St, Alpine Rd to Fischer-Hallman Rd	360	3,000	3,360	4,000	500	5	5	7,870		7,870
05799 Katherine St, Lundy Rd to Bridge #2301 (Cox Creek)									1,460	1,460
05800 Eagle St, Concession Rd/Speedville Rd to King St W					100	100	100	300	4,070	4,370
05827 Bishop St, Franklin Blvd to Conestoga Blvd						60	60	120	1,765	1,885
05855 Church St W, Arthur St to Weigel Ave		60	60	30	375	5	5	475		475
05865 Bridge Testing & Evaluation Program		125	125	125	125	125	125	625	625	1,250
05893 Manser Rd at Boomer Creek S (#0505)	25		25					25		25
05901 Manser Rd at Boomer Creek N (#0506)	15		15					15		15
05902 Northfield Dr, Scotch Line Rd to Line 86									1,670	1,670
05914 West Montrose Covered Bridge at Grand River (#0091)	30		30	30	30	30	30	150	120	270
05923 Pinebush Rd, Townline Rd to Franklin Blvd	50	20	70	150	150	300	2,925	3,595	2,935	6,530
05927 Fountain St N, HWY 401 to Maple Grove Rd	15		15					15	3,550	3,565
05928 Cedar St, Grand Ave S to Osborne St		50	50	50	100	2,050	155	2,405	10	2,415
05931 Trussler Rd, Brant/Waterloo Rd to Greenfield Rd		300	300	5	5			310		310
05932 King St E, Sportsworld Dr to Freeport Bridge		1,300	1,300	7,000	4,250	800	5	13,355	5	13,360
05933 Main St E, Franklin Blvd to Chalmers St	35	675	710	400	400	3,500	420	5,430	10	5,440
05934 Hawkesville Rd, Three Bridges Rd to Ament Line/Kressler Rd							10	10	1,445	1,455
05935 Notre Dame Dr, St Ann Ave N to Moser-Young Rd									4,100	4,100
05936 Queen St, Witmer Rd to HWY 7/8 EB									2,005	2,005
05937 Queen St, Water St to Bethel Rd									715	715
05939 Sawmill Rd, Musselman Cres to Arthur St S	10	5	15					15		15

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2021-2030

	Previous Unspent Approval	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
05941 Hespeler, Eagle St N/Pinebush Rd to HWY 401 EB Ramp						835	5	840	5	845
05942 Clyde Rd, Village Rd S to Dobbie Dr									3,000	3,000
05943 Townline Rd, 401 WB Ramp to County Rd 34									450	450
05944 Roseville Rd, MTO/Region Boundary To Roseville Settlement Limits									2,520	2,520
05945 Gingerich Rd, Sandhills Rd to Foundry St		5	5					5		5
05946 Dickie Settlement Rd, Roseville Rd to Fountain St S							10	10	1,955	1,965
05947 Grand Ave S, Cedar St to St Andrews St					20	350	5	375	5	380
05950 Listowel Rd, 750M W of Arthur St S to Line 86									2,015	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)	435	200	635	200	6,500	5	5	7,345		7,345
05955 Ottawa St S, Fischer-Hallman Rd to 100M W of Trussler Rd	495	2,500	2,995	5	5			3,005		3,005
05957 Victoria St S, Eastforest Trail/Westforest Trail to Highgate Rd/Bramblewood St							20	20	890	910
05958 Hutchison Rd, Queen's Bush Rd to Perth 107									2,030	2,030
05959 Weber St W, Queen St N to College St							20	20	585	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	5	2,690	5	2,695
05973 Bridge St, Lexington Rd to Eastbridge Blvd							20	20	850	870
05975 University Ave, Belgreen Way/Stonehaven Dr to Resurrection Dr				10	540	5	5	560		560
05976 Concession St, Chalmers to Chisholm St							20	20	590	610
05977 Erb's Rd, Sandhills Rd to Bridge #0903 Over the Nith River	35		35			100	2,110	2,245	10	2,255
05978 William Hasting Line, Manser Rd to Lichty Rd									1,045	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									2,610	2,610
05981 Weber St E, Montgomery Rd to Fergus Ave	60		60		200	200	1,575	2,035	10	2,045
05982 Notre Dame Dr, 0.38km S of Erb's Rd to St Ann Ave N	2,410		2,410	200	5	5		2,620		2,620
05983 King St, Northfield Dr to HWY 85 NB Ramp (Woolwich)				100	100	2,245	5	2,450	5	2,455
05986 Roseville Rd, Roseville E Settlement Limit to 560m W of Fischer Hallman Rd		100	100		10	10	40	160	1,170	1,330
05987 Foundry St, Gingerich Rd to Snyder's Rd		60	60	100	620	5	5	790		790
05992 Main St, Grand River Bridge (#2703)	10		10	10			10	30	10	40
05995 Bridge St, Grand River Bridge (#5201)				20			20	40	20	60
05997 Dundas St at CPR (#0803)	40	75	115	2,250	5	5		2,375		2,375
06134 Weber St, Borden Ave to Queen St		5	5	5				10		10
06265 King St, Railway Tracks to Central St and Erb St, King St to 100M East of Caroline St	175	437	612	5				617		617
06269 Bridgeport Rd at Lancaster St		100	100					100		100
06416 Franklin Blvd, 200M N of Avenue Rd to 325M S of Bishop St	370	500	870	400	500	3,585	3,585	8,940	10	8,950

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2021-2030

	Previous Unspent	2021	2021					2021 - 2025	2026 - 2030	2021 - 2030
	Approval	Request	Total	2022	2023	2024	2025	Subtotal	Subtotal	Total
06485 Land Dedication Surveys & Purchases		65	65	65	65	65	65	325	325	650
06506 Bridge St, Eastbridge Blvd to Northfield Dr									1,870	1,870
06510 Bridgeport Rd/Caroline St, King St to Erb St	100		100	400	2,295	5	5	2,805		2,805
06582 Lackner Blvd, Fairway Rd to Ottawa St							20	20	2,895	2,915
06585 Walkers Road, Bean Rd. to Highway 7/8									1,900	1,900
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
06759 University Ave E, Weber St N to Albert St	(141)	300	160	350	4,126	5	5	4,646		4,646
06762 Homer Watson Blvd, Ottawa St S to Bleams Rd	30		30					30		30
06826 Infill Sidewalk & Cycling Facilities to be Identified		100	100	100	500	500	500	1,700	2,500	4,200
06852 Herrgott Rd at Boomer Creek (#1001)							45	45	490	535
06983 Erb St, Erbsville Ct to Ira Needles Blvd	440	5	445	5				450		450
06998 Arthur St at Canagagigue Creek (#2101)	50		50		50	360	5	465	5	470
07053 Asset Management Program	370	300	670	300	315	300	300	1,885	1,545	3,430
07187 Maryhill Rd at Hopewell Creek (#2501)									335	335
07347 Herrgott Rd at Conestogo River (#1003)	25	20	45	575	5	5		630		630
07348 Lobsinger Line, Martin Creek's Rd to Heidelberg Cemetery					160		10	170	1,500	1,670
07349 Ament Line at Boomer Creek (#1705)	25	20	45	300	5	5		355		355
07350 Branchton Rd, Morrison Rd to Cambridge/North Dumfries Bdry				10	260	5	5	280		280
07352 Bridgeport Rd E, Lancaster St to Margaret Ave	20		20	60	60	60	180	380	2,945	3,325
07357 Weber St at Martin Creek (#0813)									110	110
07358 Nafziger Rd at Wellesley Creek (#0552)					10	750	5	765	5	770
07359 Weber St at Laurel Creek (#0810)							20	20	455	475
07361 King St E, Freeport Bridge to River Rd E	20		20			20	20	60	835	895
07381 Roseville Rd Turtle Crossing	10		10	5				15		15
07382 Phillip St to "Research and Technology" ION Station	5		5					5		5
07383 Victoria St N, 0.715 km E of Ebycrest Rd & Woolwich St S									10	10
07384 New Dundee Rd, 50m E of Executive Pl to Reichert Dr	490		490					490		490
07390 Pinebush Rd, Franklin Blvd to Hespeler Rd				50	50	1,935	5	2,040	5	2,045
07391 Westmount Rd N, University Ave W to Columbia St						40	40	80	2,900	2,980
07392 Victoria St N, Kitchener/Woolwich Bdry to Bruce St		5	5	50	150	260	5,717	6,182	10	6,192
07393 University Avenue W, Resurrection Dr. to Ira Needles Blvd.						10	560	570	10	580
07394 Erbsville Rd, Columbia St to Wideman Rd				50	20	100	1,670	1,840	10	1,850
07395 Canamera Parkway, Conestoga Blvd. to Hespeler Rd.							20	20	1,060	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	5	350		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	790	810	10	820
07402 Fischer Hallman Rd, Victoria St to Erb St						20	3,630	3,650	10	3,660
07403 Bridgeport Rd E, Weber St N to King St						20	80	100	1,465	1,565
07404 Sawmill Rd, Snyder's Flats Rd to Crowsfoot Rd & Katherine St S									1,440	1,440

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2021-2030

	Previous Unspent	2021	2021					2021 - 2025	2026 - 2030	2021 - 2030
	Approval	Request	Total	2022	2023	2024	2025	Subtotal	Subtotal	Total
07405 Arthur St N - Sandy Hills Dr to Waterloo/Wellington Bdry	15	3,090	3,105	5	5			3,115		3,115
07407 Clyde Rd, Dobbie Dr to Franklin Blvd						20	40	60	1,645	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									4,130	4,130
07417 Homer Watson Blvd, Blockline Rd to Ottawa St S									1,870	1,870
07418 Branchton Rd to Myers Rd, Cambridge/North Dumfries Bdry									840	840
07419 Northfield Dr W, Westmount Rd N to Weber St									2,580	2,580
07421 University Ave W, Albert St to Westmount Rd N						100	100	200	5,710	5,910
07422 Erbsville Rd, Wideman Rd to Waterloo/Woolwich Bdry					20	900	5	925	5	930
07423 Bridge St, University Ave to Lexington Rd									1,540	1,540
07424 Parkhill Rd, Water St N to George St N									420	420
07427 Victoria St S, Fischer Hallman Rd to Eastforest/Westforest Trail									830	830
07428 Victoria St N, Weber St W to Park St							20	20	1,325	1,345
07429 University Ave, Erb St to Belgreen Way/Stonehaven Dr									1,235	1,235
07430 Bruce St, Frederick St to Victoria St									390	390
07431 King St E, River Rd E to Fairway Rd N									1,080	1,080
07436 Cycling Safety Education	50		50					50		50
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	540	560	10	570
07451 Line 86, 1.03km E of Northfield Dr (#8600)					10	10	315	335	10	345
07462 Arthur Street, Sawmill Rd to Listowel Rd									3,385	3,385
07475 William Hastings Line, West Limits of Crosshill to Manser Rd									740	740
07477 Implementation of Separated Bike Ln Study	175		175					175		175
07479 Snyder's Rd W, Nafziger Rd to Baden Water Tower Entrance									10	10
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									1,460	1,460
07495 Lackner Blvd, Ottawa St to Victoria St	825	170	995	5				1,000		1,000
07497 Fischer-Hallman Rd, 0.4km South of Glasgow St						10	815	825	10	835
07498 Perth Line, Perth Rd to Road 116									1,540	1,540
07508 Erb's Rd, Nafziger Rd to Perth/Waterloo Bdry						20	2,845	2,865	10	2,875
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.									2,070	2,070
07516 Fischer-Hallman Rd, Roseville Rd to 400 m N of Roseville Rd									965	965

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2021-2030

	Previous Unspent Approval	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
07517 Ira Needles Blvd, Yellow Birch Dr to Victoria St									2,325	2,325
07518 Cedar Creek Road, Earl Thompson Rd to Hwy 401 Eb Ramp	10	305	315					315		315
07522 Kressler Rd, Apollo Dr to Hawkesville Rd									1,795	1,795
07523 Kressler Rd, Erbsville Rd to Lobsinger Line									2,035	2,035
07526 Erbsville Rd, 0.2km S of Conservation Dr				10	10	140	5	165	5	170
07527 Ira Needles Blvd, Glasgow St to University Ave									440	440
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		10	10	10	10	10	10	50	50	100
07537 King St at Union St		240	240					240		240
07539 Courtland Ave at Stirling Ave (#5353)	130		130					130		130
07544 Asset Management Systems	175		175					175		175
07546 Weimar Line, Moser-Young Rd to Bamberg East Limits									1,955	1,955
07547 Homer Watson Blvd, Bleams Rd to Beasley Dr									1,470	1,470
07548 Westmount Rd N, Columbia St to Westmount Rd N/Northfield Dr W									3,985	3,985
07549 Weber St, Northfield Dr to Benjamin Rd									1,835	1,835
07550 Bridgeport Rd E, Margaret Ave to Weber St N							20	20	1,260	1,280
07552 LRT Storm Outlet: Huron Spur at Rockway Golf Course	250	250	500					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	750	1,550
07565 Queens Bush Rd at Firella Creek					20	110	5	135	5	140
07567 Kossuth Rd at Chilligo Rd					10	110	5	125	5	130
07568 Main St, 1070 Main St to Franklin Blvd					10	10	10	30	2,035	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									1,020	1,020
07590 Hespeler Rd at Dundas St/Coronation Blvd Bike Ln Installation		5	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	20		20			510	5	535	5	540
07596 Erbsville Rd, Columbia St to Brandenburg Blvd				5	155	5	5	170		170
07597 Spragues Rd, Shouldice Side Rd to 1315m N of Alps Rd							20	20	2,595	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	5	505	5	510
07600 Lackner Blvd, Ottawa St. N to Victoria St. N							5	5	440	445
07606 Water St S, Myers Rd to 250m S of Ainslie St S						20	400	420	10	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)	445		445					445		445
07614 Fairway Rd, Wilson Ave to Fairway Mall Entrance (South Side)	395		395					395		395
07616 Software Procurement and Upgrades	15	75	90	75				165		165
07617 King St. E., Freeport Bridge to Freeport Hospital Entrance	95	5	100	5				105		105

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2021-2030

	Previous Unspent	2021	2021					2021 - 2025	2026 - 2030	2021 - 2030
	Approval	Request	Total	2022	2023	2024	2025	Subtotal	Subtotal	Total
07618 Courtland Ave E. and Siebert Ave.	145	60	205	5				210		210
07619 Advanced Traffic Signal Management System	1,500	340	1,840	1,160				3,000		3,000
07623 Schneider's Creek MUT						1,135		1,135		1,135
07626 West Montrose Bridge Rehabilitation	1,410		1,410	4,200				5,610		5,610
07628 Waterloo St. Nafziger Rd. to Hostetler Rd.									1,560	1,560
07629 Bleams Rd. Bridge 0402 (Manheim) to Queen St.									1,685	1,685
07630 Bleams Rd. Nafziger Rd. to HWY 7/8									20	20
07631 Snyders Rd. E. Trussler Rd. to 9KM E. of Notre Dame Dr.									20	20
07632 Erbs Rd. Waterloo/Wilmot Boundary to St. Agatha Village Limits									1,570	1,570
07633 Notre Dame Dr. CNR Tracks to 0.5KM S. of Erb's Rd.									1,160	1,160
07634 Gerber Rd. Moser Young Rd. to Hackbart Rd.						20	1,470	1,490	5	1,495
07635 Katherine St. N. Tribe Rd. to Wellington Boundary									20	20
07636 Hespeler Rd. Guelph Ave to Waterloo Wellington Boundary									20	20
07637 Northumberland St. Cedar Creek to Roseville Rd.									985	985
07638 Main St. Cambridge North Dumfries Boundary to 1070 Main St.									1,100	1,100
07639 Huron St. Seyler St. to Waterloo St.									820	820
07640 Peel St. Bullee St. to Seyler St.									635	635
07641 Water St. N. Ainsle St. N. to Corronation Blvd.									1,100	1,100
07642 Hespeler Rd. MTO Westbound Ramp to Beaverdale Rd/Queen St. W.									725	725
07643 Hespeler Rd. Bishop St. N. to Eagle St. N./Pinebush Rd.									3,715	3,715
07644 Northumberland St. 0.3 KM N. of Gutheries St. to Greenfield Rd.									295	295
07645 Concession St. Chisholm St. to Water St.									875	875
07646 Victoria St N from Edna St to Lancaster St W									40	40
07647 Ottawa St N 0.15 km E of Keewatin Ave to Lackner Blvd									745	745
07649 New Dundee Rd from Reichert Dr to Reidel Dr and Cameron Rd							20	20	1,655	1,675
07650 Homer Watson Blvd from Beasley Dr to Manitou Dr including all Huron Rd Ramps									40	40
07651 Line 86 from Lavery Rd to Road 116									4,250	4,250
07653 Manser Rd from William Hastings Line to Linwood Settlement Limits									20	20
07654 Ament Line from East Linwood Settlement Limits to Manser Rd									745	745
07655 Ira Needles Blvd from University Ave to West Hill Dr							20	20	1,875	1,895
07658 LED Traffic Signal Lamp Replacement		300	300	300	300			900	900	1,800
07659 Fountain St Storm Sewer Outlet 100m West of Shantz Hill Rd		100	100	150				250		250
07660 Automated Speed Enforcement	240	424	664					664		664
09035 Municipal Drainage Works	100	50	150	50	50	50	50	350	250	600
09256 Traffic Signal Support Program	145	155	300	155	155	155	155	920	775	1,695
09359 Street Lighting Modernizations/Installations	260	1,000	1,260	200	200	200	200	2,060	1,000	3,060
09415 Barrier Free Signal Requests	5	25	30	25	25	25	25	130	125	255
09423 Traffic Countermeasures		60	60	60	60	60	60	300	300	600
09474 Traffic Controller Replacements		350	350	350	350	350	350	1,750	1,750	3,500

Transportation
Ten Year Capital Budget and Forecast (Thousands)
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	Previous Unspent	2021	2021					2021 - 2025	2026 - 2030	2021 - 2030
	Approval	Request	Total	2022	2023	2024	2025	Subtotal	Subtotal	Total
09551 UPS Installations		35	35	35	35	35	35	175	175	350
09561 Minor Traffic Signal Modernizations	105	275	380	275	275	275	275	1,480	1,375	2,855
09646 Pedestrian & Cycling Countermeasures		100	100	100	100	100	100	500	500	1,000
Total Base Program	31,103	47,213	78,316	70,140	53,681	67,185	67,207	336,529	253,630	590,159
Expansion Program										
05284 New Dundee Rd at Fischer-Hallman Rd	315		315	1,100	5	5		1,425		1,425
05337 King St, Eagle St to Fountain St & Fountain St - King St to Shantz Hill	285		285					285		285
05549 Franklin Blvd, Myers Rd to HWY 401	1,390	205	1,595	5				1,600		1,600
05675 Westmount Rd E, Fischer-Hallman Rd to Blockline Rd				60	410			470		470
05709 Fischer-Hallman Rd, HWY 7/8 to Columbia St Bus Lane Study		450	450	100				550		550
05752 Highland Rd W, Highland Hills Mall Entrance to Ira Needles Blvd	(772)	7,030	6,258	6,000	805	5	5	13,073		13,073
06269 Bridgeport Rd at Lancaster St	20	250	270	500	300	5	5	1,080		1,080
06416 Franklin Blvd, 200M N of Avenue Rd to 325M S of Bishop St				100	100	50	50	300		300
06433 Ainslie St Extension	250	100	350	5				355		355
07066 Regional Transportation Master Plan	130		130	100	250	50		530		530
07074 Growth Related Studies & Design	100	100	200	100	100	100	100	600	500	1,100
07087 River Rd Extension, King St to Manitou Dr	16,595	10,000	26,595	1,900	1,000	10,000	12,025	51,520	13,010	64,530
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	400	900
07101 Weber St, College Ave to Guelph St	50		50					50		50
07104 Erbsville Rd, Erb St to Columbia St									800	800
07111 Homer Watson Blvd, Conestoga College Blvd to Manitou Dr	350		350					350		350
07116 Maple Grove Rd, Hespeler Rd to East of Fountain St	825	1,000	1,825	5,700	3,100	11,500	13,400	35,525	22,005	57,530
07122 Fischer-Hallman Rd, Plains Rd to 500M S of Bleams Rd	1,650	680	2,330	5,600	4,800	2,840	1,745	17,315	5	17,320
07127 Active Transportation Master Plan	20		20					20		20
07129 South Boundary Rd, Franklin Blvd to Dundas St	470	855	1,325	500	500	1,000	6,355	9,680	6,810	16,490
07131 Fountain St Extension, Victoria St to 1.0km N of Victoria St							40	40	3,630	3,670
07145 Bleams Rd at Fischer-Hallman Rd	3,900	6,000	9,900		5			9,905		9,905
07158 Transportation Tomorrow Survey		75	75	75				150		150
07173 Development Related Boulevard & Shoulder Gradients		100	100	100	100	100	100	500	400	900
07178 Traffic Education Program	50	50	100	50	50	50	50	300	250	550
07180 Preliminary Design & Post Construction Expenditures		200	200	200	200	200	200	1,000	800	1,800
07192 South Boundary Rd, Water St to Franklin Blvd	1,700	5	1,705	5				1,710		1,710
07194 Canamera Pkwy, Conestoga Blvd to Franklin Blvd		100	100	100	200	2,855	110	3,365	10	3,375
07197 Pinebush Rd at Townline Rd					20	300	5	325	5	330
07217 King St at Bridge St					25	300	5	330	5	335
07221 Fischer-Hallman Rd/Bearing Rd, Columbia St to Westmount Rd	20	100	120	100	1,100	7,900	8,700	17,920	10	17,930
07225 Bleams Rd at Nyles Rd	20	200	220	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	370		370					370		370

Transportation
Ten Year Capital Budget and Forecast (Thousands)
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	Previous Unspent Approval	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
07249 Lancaster St at Elizabeth St		100	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	500	1,000
07256 Intersection Improvements to be Identified		300	300	1,800	1,800	1,800	1,800	7,500	7,200	14,700
07257 Northfield Dr, Davenport Rd to University Ave	45	150	195	3,150	350	5	5	3,705		3,705
07258 Bleams Rd, Strasburg Rd to Fischer-Hallman Rd	830	930	1,760	4,830	4,000	5	5	10,600		10,600
07282 Ira Needles, Highview to Erb	10		10					10		10
07283 Lancaster St at Louisa St		100	100	130	5	5		240		240
07284 New Dundee Rd at Rober Ferrie Dr	25	100	125	100	1,800	5	5	2,035		2,035
07294 Ottawa St, Homer Watson Blvd to Alpine Rd	550		550					550		550
07297 Erb St, Gateview Dr/Beechwood Dr to Erbsville Ct and Ira Needles Blvd to Wilmot Ln and Ira Needles Blvd to Wilmot Ln	370	2,205	2,575	900	5	5		3,485		3,485
07298 Commuter Parking Lot Feasibility Study	50		50					50		50
07299 East Boundary Rd, Dundas St to Wesley Blvd		200	200	200	200	200	1,500	2,300	3,510	5,810
07301 Road Improvement Transit Priority Strategy	150		150					150		150
07302 Transportation & Transit Forecasting Model Development	70		70					70		70
07303 Fountain St, Maple Grove Rd to Kossuth Rd		50	50	100	100	100	2,450	2,800	8,610	11,410
07304 Goods Movement Study		100	100					100		100
07315 New Dundee Rd at Strasburg Rd Extension				100	2,010	5	5	2,120		2,120
07318 Fairway Rd, Lackner Blvd to Briarmeadow Dr	115		115			60	160	335	2,810	3,145
07323 Ottawa St at Westmount Rd	185	100	285	300	2,000	5	5	2,595		2,595
07325 King St E at Fairway Rd					50	100	100	250	10	260
07326 King St E at Weber St E					50	100	145	295	10	305
07327 Erb St, Ira Needles Blvd to Wilmot Ln	1,290		1,290					1,290		1,290
07329 Westmount Rd at Victoria St						95	5	100	5	105
07331 Fairway Rd at Wilson Ave									240	240
07332 Ottawa St, King St to Charles St	(36)	250	214	1,558	5			1,777		1,777
07333 Dundas St N at Chalmers St N/Gore St	270	120	390	5	5			400		400
07337 Hespeler Rd over HWY 401 Feasibility Study for Cycling Facility	65		65					65		65
07338 New Pedestrian Bridge Over Speed River (Preston) Study	540		540					540		540
07341 Inter-Regional Transportation Study	100		100					100		100
07344 Victoria St at Fischer-Hallman Rd		20	20	305	5	5		335		335
07345 Victoria St at Hazelglen Dr		20	20	220	5	5		250		250
07346 Victoria St at Monte Carlo St		20	20	70	5	5		100		100
07362 Waterloo St at Nafziger Rd	265		265	1,650	5	5		1,925		1,925
07364 Foundry St at Gingerich Rd	251		251					251		251
07366 Trussler Rd at Bridge St	5		5					5		5
07374 Sawmill Rd at Charles St, Temporary Traffic Control Signal	10		10					10		10
07441 Dickie Settlement Rd at Roseville Rd	215		215	1,000	5	5		1,225		1,225
07478 New Traffic Control Installation		750	750	750	750	750	750	3,750	3,750	7,500
07484 Homer Watson Blvd at Pearson St	50		50					50		50

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2021-2030

	Previous Unspent	2021	2021					2021 - 2025	2026 - 2030	2021 - 2030
	Approval	Request	Total	2022	2023	2024	2025	Subtotal	Subtotal	Total
07494 Lackner Blvd at Otterbein Rd	185	5	190	5				195		195
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	110		110					110		110
07540 Hespeler Rd at HWY 401 Cycling Facility					1,900			1,900		1,900
07542 Bleams Rd at Fallowfield Dr/Bullock St	5		5					5		5
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	300			900		900
07553 Sawmill Rd at Ebycrest Rd	170		170	75	75	950	5	1,275	5	1,280
07555 Shantz Station Rd at Kossuth Rd	90		90		150	100	1,000	1,340	10	1,350
07557 Arthur St at Sawmill Rd	5		5					5		5
07558 Line 86 at Floradale Rd	170		170	70	950	5	5	1,200		1,200
07562 Northumberland St at Broom St	515	425	940	5	5			950		950
07563 Listowel Rd at Timber Trail	5		5					5		5
07577 Define & Measure Health Benefits of A.T. & Public Transit	10	90	100					100		100
07578 Planning for Future Rapid Transit Corridors		100	100	50	50			200		200
07580 Fischer-Hallman Rd at Wallacetown Way	200	5	205	5				210		210
07581 Transportation Corridor Design Guidelines Update	100		100					100		100
07583 Transportation System Management Study for Hwy 7/8/85/10, MTO		50	50					50		50
07584 Shared Payment Platform (Joint with Transit Services)	100	100	200					200		200
07585 Mobility Pricing Feasibility Study				50	150			200		200
07586 Townline Rd Saginaw Pkwy to Avenue Rd							200	200	800	1,000
07587 University Ave, Ira Needles Blvd to Fischer-Hallman Rd							200	200	1,040	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	10		10					10		10
07601 Turn Lane, New Dundee Rd at Pinnacle Dr	250		250					250		250
07609 Roseville Rd and Edworthy Sideroad - Roundabout	50		50	50	50	100	1,200	1,450	10	1,460
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
07656 Spur Line Derail Relocation Study		100	100					100		100
07657 Pinebush Rd at Street A Pinebush Subdivision		450	450	5	5			460		460
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	36,123	34,865	70,988	41,113	30,515	43,225	53,875	239,716	78,895	318,611
Vehicles, Equipment, Buildings / Other										
06054 Fleet Replacements Transp	1,675	2,570	4,245	2,233	875	2,155	901	10,409	4,636	15,045
06071 Machinery & Equipment Replacements	165	25	190	50	33	23	5	302	895	1,196

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2021-2030

	Previous Unspent	2021	2021					2021 - 2025	2026 - 2030	2021 - 2030
	Approval	Request	Total	2022	2023	2024	2025	Subtotal	Subtotal	Total
06083 Sign Shop Equipment	130	48	178	28	14			219	117	336
07080 Phillipsburg Storage and Yard Improvements		100	100					100		100
07139 Central Yard Asset Renewal	1,450		1,450	100	1,700	2,250		5,500		5,500
07140 Yard Repairs General Provision		100	100					100		100
07147 Salt Strategy Roads Operations	475	575	1,050	650	5,550	7,000	125	14,375	500	14,875
07543 Yard Rationalization Study	310		310					310		310
09350 North Dumfries Works Yard Imp	250		250					250		250
Total Vehicles, Equipment, Buildings / Other	4,455	3,417	7,872	3,061	8,172	11,428	1,031	31,564	6,148	37,712
Total Program Area Capital	71,681	85,495	157,176	114,314	92,368	121,838	122,113	607,809	338,673	946,481
Facilities Managed Capital Renewal										
73001 Heidelberg Yard Renewal	1	17	17	268	93	82	77	537	586	1,123
73002 Phillipsburg Yard Renewal	2	18	20	568	154	52	68	861	392	1,253
73004 North Dumfries Yard Renewal		11	11		257		19	287	6	292
Total Facilities Managed Capital Renewal	3	45	48	836	503	134	163	1,684	984	2,668
TOTAL EXPENDITURE	71,684	85,540	157,224	115,149	92,871	121,973	122,276	609,493	339,656	949,150
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	11,065	21,371	32,436	27,078	18,652	18,094	18,326	114,585	95,410	209,995
Recoveries										
Development Charges										
Reserve Funds	17,826	28,521	46,347	33,029	33,730	32,021	35,235	180,361	79,386	259,747
Debentures	20,963	10,029	30,992	13,021	2,467	30,384	30,085	106,948	24,620	131,568
Property Taxes										
Reserves and Reserve Funds										
3980050 Transportation Capital Reserve	16,894	22,576	39,470	26,270	26,976	23,206	26,290	142,212	119,695	261,907
3980065 Facility Lifecycle Reserve	3	45	48	268	503	134	163	1,116	984	2,100
3982010 Transportation Equipment Reserve	295	72	367	78	47	23	5	520	1,012	1,532
3982160 Corporate Fleet Replacement Reserve	1,675	2,570	4,245	2,233	875	2,155	901	10,409	4,636	15,045
3984010 Transit Capital Reserve	3		3					3		3
Debentures	2,960	356	3,316	13,173	9,621	15,956	11,272	53,338	13,915	67,253
TOTAL FUNDING & FINANCING	71,684	85,540	157,224	115,149	92,871	121,973	122,276	609,493	339,656	949,150

Notes:

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

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 garbage, 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, priorities and budget drivers:

- 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.
- 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.



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Waste Management

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	6,604	6,377	6,107	(497)	(7.5%)
Benefits	1,789	1,792	1,732	(57)	(3.2%)
Supplies	935	828	820	(115)	(12.3%)
Maintenance	1,204	1,445	1,204		
Utilities	210	426	210		
Equipment	25	51	26	1	4.0%
Professional Fees & Services	32,875	32,927	32,960	85	0.3%
Property Taxes	1,003	1,077	933	(70)	(7.0%)
Rents					
Financial Expenses	37	65	46	9	24.3%
Communications	249	204	156	(93)	(37.3%)
Travel	49	22	30	(19)	(38.8%)
Insurance	127	127	136	9	7.1%
Facility Occupancy Charges	1,610	1,591	1,604	(6)	(0.4%)
Interdepartmental Charges	2,825	2,865	2,826	1	
Subtotal - Operating	49,543	49,798	48,789	(754)	(1.5%)
Debt Servicing	8,254	8,269	8,252	(2)	
Transfers to Reserves	4,334	4,334	7,333	2,999	69.2%
Subtotal - Debt / Reserves / Capital	12,589	12,603	15,585	2,996	23.8%
Gross Expenditure	62,132	62,401	64,374	2,242	3.6%
Interdepartmental Recoveries	(1,492)	(1,492)	(1,492)		
External Recoveries					
Net Expenditure	60,640	60,910	62,883	2,243	3.7%
Revenue					
User Fees	15,893	14,804	16,372	479	3.0%
Contribution from RDC Reserve Funds	582	582	582		
Revenue Subtotal	16,475	15,386	16,954	479	2.9%
Property Tax Levy	44,166	45,524	45,929	1,763	4.0%

Waste Management

Ten Year Capital Budget and Forecast (Thousands) 2021-2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
Program Area Capital										
01004 Curbside Service Level Changes					500	500	1,200	2,200	2,000	4,200
01005 Cambridge Scale System & Building				50	300	225		575	750	1,325
01007 Vehicle Replacements Waste Management	418	1,413	1,831	4,270	658	1,540	1,975	10,274	11,364	21,638
01009 Cambridge Site Servicing							1,000	1,000	500	1,500
01010 Waterloo Site Servicing				200		400		600	400	1,000
01011 Asset Management	252		252					252		252
01013 Cambridge MHSW Building									1,000	1,000
01015 Voice Radio Sets	11		11					11	360	371
01016 Waterloo Soil Management Strategy	148	3,100	3,248	4,500	4,500	3,500	2,250	17,998	14,400	32,398
01017 Water & Gas Database Management	60	105	165	75	30			270		270
01051 Cambridge Groundwater Management	480	380	860	40	500	540		1,940	1,080	3,020
01052 Cambridge - Leachate Control	790		790			675		1,465	1,690	3,155
01058 Waterloo Storm Water Management				1,025		592		1,617	614	2,231
01082 Waterloo Groundwater Management	295	920	1,215	630	430	530	430	3,235	2,450	5,685
01084 Materials Recycling Centre		500	500	60	2,835	5,160	510	9,065	750	9,815
01091 Cambridge Site Closure				115				115	500	615
01092 Cambridge - Storm Water Management					326			326	654	980
01103 Decommissioned Sites	715		715	1,970	505	1,100	2,525	6,815	2,945	9,760
01104 Cambridge Transfer Building Upgrade	100		100	490	1,000			1,590	910	2,500
01106 Cambridge Compost Pad Expansion					575		575	1,150	575	1,725
01121 Waterloo Site Closure	209	950	1,159	650	285	975	210	3,279	3,080	6,359
01144 Feasibility Studies	55	400	455	500		500	1,000	2,455	5,000	7,455
01146 Cambridge Roads Construction		430	430	100		530		1,060	620	1,680
01154 Waterloo - New Cells Design & Construction	283		283	140	2,100	8,930		11,453	13,045	24,498
01156 Waterloo Leachate Control	908	50	958	1,225	560	1,220	510	4,473	2,700	7,173
01160 Waterloo - Roads Construction	1,458	2,695	4,153		1,550		415	6,118	1,544	7,662
01163 Waterloo Landfill Gas System	1,848	444	2,292	3,455	1,656	540	600	8,543	3,660	12,203
01165 Waterloo Landfill GPS System					300			300	600	900
01172 Cambridge Landfill Gas System					560	280		840	925	1,765
01186 Waterloo Scale System & Building		100	100	125	1,544	855	120	2,744	605	3,349
01192 Waterloo Transfer Station Upgrade	401	503	904	847	1,695	3,250	6,255	12,951	7,740	20,691
Total Program Area Capital	8,431	11,990	20,421	20,467	22,409	31,842	19,575	114,714	82,461	197,175

Waste Management

Ten Year Capital Budget and Forecast (Thousands) 2021-2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
Facilities Managed Capital Renewal										
73100 WM Waterloo Building Renewal	179	718	897	1,442	1,272	798	918	5,327	3,178	8,505
73200 WM Cambridge Building Renewal	80	109	189	734	674	123	197	1,917	1,490	3,407
73300 WM Kitchener Building Renewal	209	50	259	185	109	37	81	670	39	709
Total Facilities Managed Capital Renewal	468	877	1,345	2,361	2,055	958	1,196	7,914	4,707	12,621
TOTAL EXPENDITURE	8,899	12,867	21,766	22,828	24,464	32,800	20,771	122,628	87,168	209,796
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	1,990		1,990					1,990		1,990
Development Charges										
Reserve Funds	54	119	173	169	369	117	130	958	532	1,490
Debentures					489	908	676	2,073	692	2,765
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	289	877	1,166	185	109	160	277	1,897	1,607	3,504
3980120 Waste Management Reserve	2,798	5,454	8,252	5,268	5,756	7,055	6,555	32,887	32,441	65,328
3982020 Waste Management Equipment Reserve	11		11		300			311	960	1,271
3982160 Corporate Fleet Replacement Reserve	418	1,413	1,831	4,270	658	1,540	1,975	10,274	11,364	21,638
Debentures	3,339	5,004	8,343	12,935	16,783	23,020	11,157	72,239	39,571	111,810
TOTAL FUNDING & FINANCING	8,899	12,867	21,766	22,828	24,464	32,800	20,771	122,628	87,168	209,796

Notes:

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

- Funding from Regional Development Charges (RDC)

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

Division: Public Transit**Director: Peter Zinck****Programs and services:**

- Grand River Transit (GRT) manages and operates public transit services in Cambridge, Kitchener, Waterloo, Elmira, St. Jacobs, and New Hamburg.
- Service includes conventional bus routes (44), express routes (6), ION light rail line (1), Bus Rapid Transit (1), BusPLUS (4), and MobilityPLUS specialized service
- Two Operations and Maintenance facilities: 250 Strasburg Rd./85 Chandler Dr., Kitchener and 460 Conestoga Blvd., Cambridge. A new facility is under construction on Northfield Dr. in Waterloo.
- GRT has Customer Service Centres in downtown Kitchener and Ainslie Terminal that provides enhanced customer purchasing and service.
- Electronic Fare Payment System using a smart card (EasyGO) with reloading options online, in person, or at fare vending machines.
- Fare programs for people living with low-income, post secondary students and other groups.

Key issues, priorities and budget drivers:

- Adjust service hours to reflect lower ridership during the global pandemic. Adjustments include service reductions, MobilityPLUS service review findings, efficiency measures and administrative cost reductions.
- Plan for transition/recovery including; travel market assessment, return to transit initiatives and communications, ridership growth initiatives and implementing innovative approaches to the delivery of transit services.
- Stage 2 ION to increase ridership in Cambridge. Complete Transit Project Assessment process to gather feedback on the environmental impact of the project and submit Provincial and Federal funding applications
- Universal bus pass programs with the universities (UW and WLU) and develop new programs with Conestoga College
- Continued customer experience improvements to ensure ease of use (i.e. real-time info, Transit Priority Measures, trip planning tools and station amenities)
- Improving MobilityPLUS ride availability and AODA compliance, and launching new customer self-serve reservation and notification systems.
- Piloting alternate service delivery methods such as on-demand services in low ridership, hard to service neighbourhoods and integrating micromobility services with transit.
- Adoption and deployment of low and zero emission vehicles and establish a sustainable funding strategy for future.
- The cost to clear snow and maintain cleanliness at transit stops/stations to meet customer and community demand.

THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Transit Services

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	61,495	53,887	59,049	(2,446)	(4.0%)
Benefits	19,082	17,734	18,481	(601)	(3.1%)
Supplies	17,731	13,849	14,289	(3,442)	(19.4%)
Maintenance	2,488	2,703	3,082	594	23.9%
Utilities	3,193	1,478	2,261	(932)	(29.2%)
Equipment	145	150	165	20	13.8%
Construction		99			
Professional Fees & Services	10,941	10,141	11,059	118	1.1%
Property Taxes	606	414	570	(36)	(5.9%)
Rents	579	431	561	(18)	(3.1%)
Financial Expenses	112	122	112		
Communications	1,431	601	1,225	(206)	(14.4%)
Travel	113	28	54	(59)	(52.2%)
Contracts	27,490	20,031	27,356	(134)	(0.5%)
Insurance	1,572	1,551	1,660	88	5.6%
Facility Occupancy Charges	5,784	5,803	5,376	(408)	(7.1%)
Interdepartmental Charges	4,881	4,590	5,307	426	8.7%
Subtotal - Operating	157,643	133,613	150,607	(7,036)	(4.5%)
Debt Servicing	17,594	25,845	20,736	3,142	17.9%
Transfers to Reserves	9,985	32,792	9,100	(885)	(8.9%)
Subtotal - Debt / Reserves / Capital	27,579	58,637	29,836	2,257	8.2%
Gross Expenditure	185,221	192,250	180,444	(4,777)	(2.6%)
Interdepartmental Recoveries	(916)	(464)	(581)	335	(36.6%)
External Recoveries		(2)			
Net Expenditure	184,305	191,783	179,863	(4,442)	(2.4%)
Revenue					
Ontario Grants		12,045			
Ontario Grants - COVID		8,930	11,498	11,498	
Federal Grants		9,358			
User Fees	45,885	22,617	25,009	(20,876)	(45.5%)
Contribution from Reserves	11,062	10,747	11,275	213	1.9%
Contribution from RDC Reserve Funds	4,914	7,530	8,426	3,512	71.5%
Revenue Subtotal	61,861	71,226	56,209	(5,652)	(9.1%)
Property Tax Levy	122,444	120,557	123,654	1,210	1.0%

Grand River Transit Bus Services
Ten Year Capital Budget and Forecast (Thousands)
2021-2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
Program Area Capital										
66006 Bus Stop Area Improvements	120	510	630	425	425	425	425	2,330	2,125	4,455
66009 Vehicle Additions Service		60	60					60		60
66010 Vehicle Replacements Mobility Plus		175	175	1,750	1,050	350	350	3,675	5,075	8,750
66011 Vehicle Replace Mobility Plus Rural		175	175	525	175	350	175	1,400	1,400	2,800
66012 Vehicle Replacements Service	90	185	275	120	30	415		840	875	1,715
66025 Vehicle Replacements Conventional	2,600	4,323	6,923	34,512	13,360	8,280	25,200	88,275	98,400	186,675
66029 iXpress Station Development	670	265	935					935		935
66041 Transit Infrastructure Improvements	120	100	220	100	100	100	100	620	500	1,120
66056 On Board Security Surveillance	68		68					68		68
66067 Voice Radio Upgrade/Replacement	3,013		3,013					3,013	2,382	5,395
66069 Install Transit Priority Measures	100		100	502	502			1,103		1,103
66071 Advanced Transit Technology	1,180		1,180					1,180		1,180
66072 Transit Security Measures - Bus Lock	340		340					340		340
66075 Hybrid Bus Battery Replacement	510	80	590	540				1,130		1,130
66079 Northfield Drive Construction	2,873	66,036	68,909	16,964				85,873		85,873
66088 Cambridge Centre Terminal		225	225					225		225
66093 Blockline Station	842		842					842		842
66094 Conestoga Mall Facility Upgrade		200	200	800				1,000		1,000
66095 Conestoga College Terminal	2,360		2,360	2,360				4,720		4,720
66096 On Board Bus Camera Replacement	57		57			2,000		2,057		2,057
66112 Access Improvements - Various GRT/ION Connectio	48		48					48		48
66114 Pedestrian Bridge Hwy 7/8	88	5,000	5,088	1,300				6,388		6,388
66115 Design - Transit Priority Needs at Multiple Locations	292	7	299					299		299
66116 GRT/ION Station Improvements	295		295					295		295
66117 Chicopee Bus Loop	170	214	384					384		384
66119 Driver Training Simulator	626		626					626		626
66122 Vehicle Addition - Articulated Buses				4,290	4,290	4,290	4,290	17,160	21,450	38,610

Grand River Transit Bus Services

Ten Year Capital Budget and Forecast (Thousands) 2021-2030

	Previous Unspent	2021	2021					2021 - 2025	2026 - 2030	2021 - 2030
	Approvals	Request	Total	2022	2023	2024	2025	Subtotal	Subtotal	Total
66123 Transit Facility Design Guidelines	100		100					100		100
66124 Transit Wayfinding Plan	50		50					50		50
66125 Farmers Market - Northfield Station Trail	1,056	34	1,090	1,090				2,180		2,180
66126 GRT Customer Service Storefronts				250				250		250
66127 Iron Horse Trail Improvements	1,000		1,000					1,000		1,000
66128 Feasibility Study - Mill Station to Hayward, Rail Corr	50		50					50		50
66129 Transit Application Software Upgrades	70	125	195	125	125	125	125	695	625	1,320
66130 Transit IT Infrastructure		50	50	50	50	50	50	250	250	500
66131 PID Stations - 4G Upgrade	175		175					175		175
66132 In-vehicle Equipment	240	50	290	50	50	50	50	490	250	740
66133 On-street GRT Equipment	280	100	380	100	100	100	100	780	500	1,280
66134 Vehicle Health Monitoring Technology				250	250			500		500
66135 Vehicle Depot Management System		330	330					330		330
66137 ION Pedestrian Crossing - Traynor Trail	400		400	550				950		950
66138 Miscellaneous Property Acquisitions	2,777	2,223	5,000	4,000	3,000	2,000	2,000	16,000	1,000	17,000
66139 MobilityPlus Technology Requirements	150		150					150		150
66141 MP Cross Boundary Transfer Points	75		75					75		75
66142 UW Transit Shelter Canopy	3,000		3,000					3,000		3,000
66143 Transit Hub Trail Park to King	650		650					650		650
66144 Trinity Village Pedestrian Improvements		140	140					140		140
66145 Bus Electrification Infrastructure							4,900	4,900	12,100	17,000
66146 King/University Enhanced Transit Shelters				150				150		150
Total Program Area Capital	26,535	80,607	107,142	70,803	23,507	18,535	37,765	257,751	146,932	404,683
Facilities Managed Capital Renewal										
73021 Strasburg Rd Garage Building Renewal	183	182	365	1,431	359	2,199	2,129	6,483	1,549	8,032
73022 Charles St Terminal Building Renewal	10		10					10		10
73023 Conestoga Blvd Garage Building Renewal	142	351	493	548	586	183	403	2,213	685	2,898
73024 Ainslie Terminal Building Renewal	17	59	76	94	275	342	111	897	872	1,769
73025 Chandler Drive Building Renewal	235	494	729	65	455	35	68	1,353	1,221	2,573
Total Facilities Managed Capital Renewal	587	1,086	1,673	2,138	1,675	2,759	2,711	10,956	4,326	15,282
TOTAL EXPENDITURE	27,122	81,693	108,815	72,940	25,182	21,294	40,476	268,706	151,258	419,965

Grand River Transit Bus Services
Ten Year Capital Budget and Forecast (Thousands)
2021-2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	11,047	56,325	67,372	47,554	14,911	10,271	26,072	166,180	63,769	229,948
Development Charges										
Reserve Funds	3,210	1,657	4,868	2,642	1,642	1,252	1,791	12,195	8,623	20,818
Debentures	316	7,264	7,580	1,866				9,446		9,446
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	50	241	291	158		218	179	846	939	1,786
3982250 GRT Urban Vehicle Reserve	90	232	322	593	314	510	95	1,832	3,267	5,100
3982260 GRT Bus Reserve	702	1,167	1,869	10,005	4,294	4,922	7,490	28,580	63,535	92,114
3982290 GRT Mobility Plus Rural Vehicle Res		47	47	142	47	95	47	378	889	1,267
3984010 Transit Capital Reserve	6,968	2,837	9,805	4,827	2,144	2,807	3,582	23,165	7,675	30,839
Debentures	4,739	11,922	16,660	5,154	1,830	1,220	1,220	26,085	2,562	28,647
TOTAL FUNDING & FINANCING	27,122	81,693	108,815	72,940	25,182	21,294	40,476	268,706	151,258	419,965

Notes:

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

- Funding from Regional Development Charges (RDC)

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

Light Rail Transit

Ten Year Capital Budget and Forecast (Thousands) 2021 - 2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
67010 Cambridge Transit Initiatives	800	1,200	2,000					2,000		2,000
68002 RT Land Acquisition	7,240		7,240					7,240		7,240
68012 Rolling Stock - Vehicles	18,041	2,013	20,054					20,054		20,054
68016 Ancillary Non Construction Rapid Transit Project Co	614		614					614		614
68017 Project Construction LRT	6,887		6,887					6,887		6,887
68024 Phase 2 Environmental Assessment	1,279	2,216	3,495					3,495		3,495
68025 Rolling Stock LRT Future Vehicles						20,000		20,000	50,000	70,000
68030 Phase 2 LRT Design & Construction		8,000	8,000	8,000	8,250	11,000	20,020	55,270	1,036,090	1,091,360
68031 LRT System Improvements	2,360	7,640	10,000					10,000		10,000
68032 Station Enhancements									18,300	18,300
TOTAL EXPENDITURE	37,221	21,069	58,290	8,000	8,250	31,000	20,020	125,560	1,104,390	1,229,950
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	15,737	1,409	17,146			14,600		31,746	1,029,779	1,061,525
Development Charges										
Reserve Funds	1,419	3,844	5,263					5,263		5,263
Debentures		3,120	3,120	3,120	3,218	6,490	7,808	23,755	29,419	53,175
Property Taxes										
Reserves and Reserve Funds										
3986511 RTMP Reserve Fund	1,580	4,077	5,657	1,525				7,182		7,182
Debentures	18,484	8,619	27,103	3,355	5,033	9,910	12,212	57,613	45,192	102,805
TOTAL FUNDING & FINANCING	37,221	21,069	58,290	8,000	8,250	31,000	20,020	125,560	1,104,390	1,229,950

Notes:

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

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

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, priorities and budget drivers:

- 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.
- 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
2021 Budget by Division (Thousands)**

	Gross Expenditure 2020	Gross Expenditure 2021	Increase (Decrease)	Net Expenditure 2020	Net Expenditure 2021	Increase (Decrease)	Revenue 2020	Revenue 2021	Increase (Decrease)	Rate Revenue 2020	Rate Revenue 2021	Increase (Decrease)	% Change
Water Supply	63,621	64,050	429	58,362	58,806	444	30	45	15	58,332	58,761	429	0.7%
Wastewater Treatment	92,167	91,646	(521)	79,672	78,525	(1,147)	1,633	1,646	13	78,039	76,879	(1,160)	(1.5%)
Water Distribution	2,860	2,902	42	2,747	2,788	41	18	18	-	2,729	2,770	41	1.5%
Wastewater Collection	1,470	1,525	55	1,470	1,525	55	-	-	-	1,470	1,525	55	3.7%
Total User Rate Services	160,118	160,123	5	142,251	141,644	(607)	1,681	1,709	28	140,570	139,935	(635)	(0.5%)

Budgeted Staff Complement (FTEs)			
By Division	2020	2021	Change
Water Supply	83.7	82.7	(1.0)
Wastewater Treatment	63.0	63.0	-
Water Distribution	3.3	3.3	-
Wastewater Collection	-	-	-
Total	150.0	149.0	(1.0)
By Category			
Permanent	143.0	143.0	-
Temporary	7.0	6.0	(1.0)
Total	150.0	149.0	(1.0)

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	7,843	7,523	7,779	(64)	(0.8%)
Benefits & Allowances	2,302	2,278	2,271	(31)	(1.3%)
Supplies	1,721	1,763	1,690	(31)	(1.8%)
Maintenance	3,294	2,353	3,206	(88)	(2.7%)
Utilities	6,792	6,310	6,367	(425)	(6.3%)
Equipment	118	181	118		
Construction		10			
Professional Fees & Services	1,061	771	1,039	(22)	(2.1%)
Property Taxes	1,436	1,547	1,347	(89)	(6.2%)
Rents					
Grants	57	57	57		
Financial Expenses	20	56	20		
Communications	690	556	673	(17)	(2.5%)
Travel	87	14	52	(35)	(40.2%)
Insurance	349	349	367	18	5.2%
Transfer to Corporate Reserves	286	286	288	2	0.7%
Transfer to Stabilization Reserve		3,036			
Grand River Conservation Authority	2,776	2,748	2,802	26	0.9%
Central Administration Charges	2,090	2,090	2,090		
Interdepartmental Charges	3,024	4,232	3,116	92	2.4%
Subtotal - Operating	33,946	36,161	33,280	(666)	(1.9%)
Debt Servicing	463	462	463		
Transfers to Capital Reserve	24,115	24,115	24,585	470	1.9%
Prior Year Oversizing	4,231	4,231	4,231		
Discretionary DC Exemptions	866		1,491	625	
Subtotal - Capital Financing	29,675	28,808	30,770	1,095	3.8%
Gross Expenditure	63,621	64,969	64,050	429	0.7%
Interdepartmental Recoveries	(1,028)	(1,020)	(1,013)	15	(1.5%)
External Recoveries					
Contribution from RDC Reserve Funds	(4,231)	(4,231)	(4,231)		
Net Expenditure	58,362	59,718	58,806	444	0.8%
Revenue					
Fees & Charges	30	88	45	15	50.0%
Subtotal - Non-Rate Revenue	30	88	45	15	50.0%
Rate Revenue	58,332	59,630	58,761	429	0.7%
Operating Surplus / (Shortfall)					

Water Summary

Ten Year Capital Budget & Forecast (Thousands) 2021 - 2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021-2025 Subtotal	2026-2030 Subtotal	2021-2030 Total
Summary										
Expenditure										
Planning & Studies	1,853	3,195	5,048	5,079	5,135	4,220	3,660	23,142	26,720	49,862
Asset Management	6,057	11,105	17,162	20,680	15,690	19,075	18,215	90,822	78,000	168,822
Upgrades, Expansion & New Facilities	963	28,561	29,524	28,188	24,090	21,340	29,515	132,657	124,855	257,512
Watermains	1,616	7,846	9,462	10,072	7,720	5,950	6,855	40,059	23,750	63,809
Facilities Managed Capital Renewal	341	335	676	778	624	1,026	367	3,471	3,576	7,047
Total Expenditure	10,830	51,043	61,872	64,797	53,259	51,611	58,612	290,151	256,901	547,052
Funding & Financing										
Grants and Recoveries	-	-	-	-	-	-	-	-	-	-
Development Charge										
Development Charge - Water	4,616	10,497	15,113	15,370	9,375	9,464	13,320	62,642	59,392	122,034
Development Charge - Wastewater	-	553	553	391	363	363	363	2,031	2,013	4,044
Debentures - Development Charge	-	8,600	8,600	12,297	14,052	7,236	7,500	49,685	38,750	88,435
User Rates										
Water Capital Reserve	6,154	31,332	37,486	36,273	28,469	30,125	33,330	165,683	142,011	307,693
Wastewater Capital Reserve	-	-	-	-	-	-	-	-	-	-
Vehicle & Equipment Reserve	60	60	120	467	15	35	100	737	1,736	2,473
Debentures - User Rates	-	-	-	-	986	4,387	4,000	9,373	13,000	22,373
Total Funding & Financing	10,830	51,043	61,872	64,797	53,259	51,611	58,612	290,151	256,901	547,052

NOTES:

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

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

Water

Ten Year Capital Budget & Forecast (Thousands) 2021-2030

		TYPE	Previous Unspent	2021	2021					2021-2025	2026-2030	2021-2030
		(1)	Approvals	Request	Total	2022	2023	2024	2025	Subtotal	Subtotal	Total
<u>100-PLANNING & STUDIES</u>												
Hydrogeology & Source Water:												
4001	Groundwater Modelling	W2	200	-	200	550	400	250	150	1,550	800	2,350
4005	MOE Source Water Assessment	W2	-	-	-	-	-	100	50	150	-	150
4124	Source Protection Planning & Programs	W2	150	547	697	670	530	545	420	2,862	8,300	11,162
4125	Source Protection Assessment	W2	569	1,086	1,655	1,508	1,695	1,555	1,370	7,783	7,100	14,883
4149	GW/SW Assessments	W2	520	31	551	370	445	120	220	1,706	1,270	2,976
4165	Clean Water Act Implementation	W2	9	77	86	230	200	200	200	916	1,000	1,916
4169	Clean Water Act Incentives	W2	80	-	80	100	100	225	225	730	1,125	1,855
4170	Monitoring System Management	W2	150	348	498	390	290	500	300	1,978	1,850	3,828
Water Efficiency:												
4090	Water Efficiency - Research & Development	W1	-	75	75	75	75	75	75	375	375	750
4183	Residential Water Efficiency Initiatives	W1	-	245	245	245	245	245	245	1,225	1,225	2,450
4864	Water Efficiency - ICI Programs	W1	-	225	225	225	225	225	225	1,125	1,125	2,250
4943	Water Efficiency - Outdoor Water Use	W1	-	180	180	180	180	180	180	900	900	1,800
Studies/Masterplans:												
4007	Water Supply Master Plan	W1	50	-	50	300	200	-	-	550	650	1,200
4157	Water Distribution Master Plan	W2	125	-	125	130	450	-	-	705	600	1,305
4190	Baden & New Hamburg Comprehensive Servicing Master Plan	W2	-	381	381	56	-	-	-	437	400	837
4193	Wellesley Water Supply Master Plan	W2	-	-	-	50	100	-	-	150	-	150
TOTAL PLANNING & STUDIES			1,853	3,195	5,048	5,079	5,135	4,220	3,660	23,142	26,720	49,862

Water

Ten Year Capital Budget & Forecast (Thousands) 2021-2030

	TYPE	Previous Unspent	2021	2021					2021-2025	2026-2030	2021-2030
	(1)	Approvals	Request	Total	2022	2023	2024	2025	Subtotal	Subtotal	Total
<u>200-ASSET MANAGEMENT</u>											
4087	Fleet Replacements	W2	60	60	120	467	15	35	100	737	2,473
4097	Water Supply Upgrades	W2	105	68	173	150	-	-	-	323	323
4135	Well Optimization & Upgrades	W2	-	-	-	-	-	-	-	-	-
4159	Asset Management	W2	720	435	1,155	1,153	600	600	600	4,108	7,108
4171	Mannheim Plate Settlers Upgrades	W2	-	-	-	-	-	-	-	-	-
4172	Distribution Decision Support System	W2	-	-	-	-	-	200	300	500	2,000
4184	Connection of New Wells to Water Supply System	W2	52	522	574	2,550	950	550	750	5,374	8,974
4185	Voice Radio Equipment	W2	12	-	12	-	-	-	-	12	261
4186	Mannheim Reservoir Inlet Piping Upgrades	W2	-	-	-	-	-	-	-	-	-
4188	Water Asset Management Systems	W2	275	-	275	100	100	100	100	675	1,175
4893	Facilities Upgrades	W2	4,633	5,228	9,861	11,700	10,000	11,000	10,500	53,061	111,761
4903	Pumping Stn & Reservoir Decommissioning	W2	33	150	183	-	-	-	-	183	183
4911	Regulatory Requirements Upgrades	W2	46	-	46	10	-	-	-	56	56
4964	Steel Reservoirs Inspections & Recoating	W2	345	1,711	2,056	820	295	2,860	235	6,266	10,981
4969	SCADA Communications Strategy & Upgrade	W2	(224)	2,931	2,707	3,730	3,730	3,730	5,630	19,527	23,527
TOTAL INFRASTRUCTURE REPLACEMENT			6,057	11,105	17,162	20,680	15,690	19,075	18,215	90,822	168,822

Water

Ten Year Capital Budget & Forecast (Thousands) 2021-2030

	TYPE	Previous Unspent	2021	2021					2021-2025	2026-2030	2021-2030
	(1)	Approvals	Request	Total	2022	2023	2024	2025	Subtotal	Subtotal	Total
<u>300-UPGRADES, EXPANSIONS & NEW FACILITIES</u>											
4014	Integrated Urban System Groundwater Supply	-	-	-	-	-	-	-	-	-	-
4015	Laurel Tank WTP	W1	-	4,311	4,311	3,770	3,500	-	11,581	2,500	14,081
4024	Mannheim WTP RMP Supernatant	W2	-	2,176	2,176	766	2,000	2,000	6,942	-	6,942
4044	Production Treatment Facilities Sys Expansion	W1	-	-	-	-	-	-	-	5,000	5,000
4051	Pumping and Storage Facilities Sys Expansion	W1	-	-	-	-	-	-	-	10,000	10,000
4132	Brownfields Redevelopment Strategy (990xx)	W2	-	-	-	-	-	-	-	-	-
4134	Maple Grove Area Water Supply System	W1	-	-	-	200	200	100	500	2,180	2,680
4160	William St. & Strange St. Upgrades	W2	(922)	9,910	8,988	6,647	340	800	16,775	-	16,775
4173	Conestoga Plains and West Montrose System Upgrades	W2	(628)	821	193	-	-	-	193	-	193
4175	New Hamburg Reservoir Expansion	W1	-	-	100	500	1,000	1,500	3,100	1,500	4,600
4181	Cambridge Water Distribution Upgrades	W2	1,157	9,851	11,008	5,550	6,750	6,680	38,388	23,100	61,488
4187	Manganese Treatment Upgrades	W2	738	714	1,452	1,070	1,350	6,010	20,597	39,510	60,107
4189	Elmira and St. Jacobs Water Supply Optimization	W1	75	173	248	2,450	4,100	1,000	7,798	-	7,798
4904	LTWS ASR Stages 1 + 2	W1	493	-	493	1,630	500	2,000	4,623	8,000	12,623
4191	Manheim WTP Optimization	W2	-	450	450	5,550	4,800	2,700	19,800	28,315	48,115
4192	Emerging Water Treatment Requirements	W2	50	-	50	150	100	100	900	4,750	5,650
4194	Heidelberg Water Supply Optimization	W2	-	155	155	505	450	350	1,460	-	1,460
TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES		963	28,561	29,524	28,188	24,090	21,340	29,515	132,657	124,855	257,512

Water

Ten Year Capital Budget & Forecast (Thousands) 2021-2030

	TYPE	Previous Unspent	2021	2021					2021-2025	2026-2030	2021-2030
	(1)	Approvals	Request	Total	2022	2023	2024	2025	Subtotal	Subtotal	Total
<u>400-WATERMAINS</u>											
4082	Watermain Upgrades	W2	(264)	4,567	4,303	3,985	3,500	3,000	2,205	16,993	27,793
4083	New Watermain	W1	(28)	2,264	2,236	1,300	1,000	1,950	3,400	9,886	19,936
4086	Baden New Hamburg Watermains	W1	200	-	200	2,675	1,950	-	-	4,825	4,825
4155	Tri City Distribution Upgrades	W1	-	365	365	1,047	570	900	1,250	4,132	7,032
4156	Kitchener Zone(s) 2/4 Distribution Upgrades	W1	931	-	931	600	700	100	-	2,331	2,331
4161	Kitchener Zone 4 Trunk Watermain	W1	777	650	1,427	465	-	-	-	1,892	1,892
4178	Weber St. - Connection Kitchener to Waterloo	W1	-	-	-	-	-	-	-	-	-
4179	Charles St. - LRT Replacement Cost Sharing	W2	-	-	-	-	-	-	-	-	-
TOTAL WATERMAINS			1,616	7,846	9,462	10,072	7,720	5,950	6,855	40,059	63,809
<u>FACILITIES MANAGED CAPITAL RENEWAL</u>											
78040	Water Building Renewal	W2	341	335	676	778	624	1,026	367	3,471	7,047
TOTAL FACILITIES MANAGED CAPITAL RENEWAL			341	335	676	778	624	1,026	367	3,471	7,047
TOTAL EXPENDITURE			10,830	51,043	61,872	64,797	53,259	51,611	58,612	290,151	547,052

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

Notes:

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

The Regional Municipality of Waterloo
Water Supply User Rate Model for 2021-2030 (Thousands)

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Compensation	9,899	10,097	10,298	10,504	10,715	10,929	11,147	11,370	11,598	11,830
Other expenses	8,353	8,478	8,605	8,734	8,865	8,998	9,133	9,270	9,409	9,550
Utilities	6,367	6,685	7,019	7,370	7,739	8,126	8,532	8,959	9,407	9,877
GRCA	2,802	2,872	2,943	3,017	3,092	3,170	3,249	3,330	3,413	3,499
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	-	450	937	1,010	1,034	1,259	1,388	1,470	1,503	1,537
Transfer to/(from) Rate Stabilization Reserve	-	-	-	-	-	-	-	-	-	-
Interdepartmental charges	3,116	3,162	3,210	3,258	3,307	3,357	3,407	3,458	3,510	3,563
Transfer to corporate reserves	655	665	675	685	695	705	716	727	738	749
Total Operating Expenses	33,280	34,498	35,777	36,668	37,537	38,633	39,663	40,674	41,667	42,694
Debt Charges - Non Growth	463	-	-	111	606	1,057	1,847	2,523	2,523	2,523
Debt Charges - RDCs	-	578	1,405	2,349	2,836	3,340	4,156	4,694	5,084	5,474
Transfer to Capital Reserve	24,585	24,582	25,272	26,302	27,037	27,655	28,758	30,115	32,295	34,577
Prior Year Oversizing (to Capital Reserve)	4,231	4,231	4,231	786	786	786	786	786	786	786
RDC Exemption Funding	1,491	2,075	2,075	2,075	2,075	2,075	2,075	2,075	2,075	2,075
Capital Financing	30,770	31,466	32,982	31,623	33,339	34,912	37,621	40,193	42,763	45,435
Gross Expenditure	64,050	65,964	68,760	68,291	70,876	73,546	77,284	80,867	84,430	88,129
Interdepartmental recoveries	(1,013)	(1,028)	(1,044)	(1,059)	(1,075)	(1,091)	(1,108)	(1,124)	(1,141)	(1,158)
Prior Year Oversizing (from DC Reserve Fund)	(4,231)	(4,231)	(4,231)	(786)	(786)	(786)	(786)	(786)	(786)	(786)
Transfer from RDC Reserve Fund	-	(578)	(1,405)	(2,349)	(2,836)	(3,340)	(4,156)	(4,694)	(5,084)	(5,474)
Subtotal Recoveries	(5,244)	(5,837)	(6,679)	(4,194)	(4,696)	(5,217)	(6,050)	(6,604)	(7,011)	(7,418)
Net Expenditure	58,806	60,127	62,080	64,097	66,179	68,329	71,234	74,263	77,420	80,711
Non-Rate Revenue										
Fees	(45)	(46)	(46)	(47)	(48)	(48)	(49)	(50)	(51)	(51)
Total Non-Rate Revenue	(45)	(46)	(46)	(47)	(48)	(48)	(49)	(50)	(51)	(51)
Surplus/(Shortfall) - Stabilization Reserve										
RATE REVENUE	58,761	60,081	62,034	64,050	66,132	68,281	71,185	74,213	77,369	80,660
Rate (\$)	\$ 1.0953	\$ 1.1161	\$ 1.1485	\$ 1.1818	\$ 1.2161	\$ 1.2513	\$ 1.3001	\$ 1.3508	\$ 1.4035	\$ 1.4582
Rate increase (%)	-	1.9%	2.9%	2.9%	2.9%	2.9%	3.9%	3.9%	3.9%	3.9%
Volume (m3 million)	53.649	53.649	53.831	54.014	54.198	54.382	54.567	54.752	54.939	55.125

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

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	71,744	64,422	57,114	57,550	52,512	43,432	36,844	40,437	38,012	41,746
Contribution from Operating	24,585	24,582	25,272	26,302	27,037	27,655	28,758	30,115	32,295	34,577
Other adjustments										
Contribution from RDC Reserve - prior oversizing	4,231	4,231	4,231	786	786	786	786	786	786	786
Net Transfer to Capital	(37,486)	(37,324)	(30,202)	(33,216)	(37,852)	(35,823)	(26,716)	(34,102)	(30,137)	(49,717)
Interest	1,348	1,203	1,135	1,090	950	795	765	777	790	691
Capital Reserve Closing Balance	64,422	57,114	57,550	52,512	43,432	36,844	40,437	38,012	41,746	28,082

Water Stabilization Reserve Projection (Thousands)

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	10,193	10,193	10,193	10,193	10,193	10,193	10,193	10,193	10,193	10,193
Transfer (to)/from Operating										
Surplus/(Shortfall)										
Transfer to Capital Reserve										
Stabilization Reserve Closing Balance	10,193	10,193	10,193	10,193	10,193	10,193	10,193	10,193	10,193	10,193

THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Wastewater Treatment

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	5,489	5,198	5,464	(25)	(0.5%)
Benefits & Allowances	1,512	1,546	1,533	21	1.4%
Supplies	559	518	568	9	1.6%
Maintenance	321	260	318	(3)	(0.9%)
Utilities	7,451	6,022	6,547	(904)	(12.1%)
Equipment	99	92	99		
Construction		3			
Professional Fees & Services	4,380	4,485	4,360	(20)	(0.5%)
Property Taxes	1,452	1,531	1,376	(76)	(5.2%)
Financial Expenses	70	81	70		
Communications	188	157	184	(4)	(2.1%)
Travel	62	11	38	(24)	(38.7%)
Ontario Clean Water Agency	11,727	12,647	13,200	1,473	12.6%
Insurance	260	260	276	16	6.2%
Transfer to Corporate Reserves	62	62	60	(2)	(3.2%)
Transfer to Stabilization Reserve	4,559	2,288	500	(4,059)	(89.0%)
Grand River Conservation Authority	3,350	3,317	3,381	31	0.9%
Central Administration Charges	1,756	1,756	1,756		
Interdepartmental Charges	1,854	3,833	1,946	92	2.6%
Subtotal - Operating	45,149	44,068	41,677	(3,472)	(7.4%)
Debt Servicing	18,940	19,127	19,510	570	3.0%
Transfers to Capital Reserve	24,531	24,531	26,038	1,507	6.1%
Prior Year Oversizing	1,837	1,837	1,837		
Discretionary DC Exemptions	1,709		2,584	875	
Subtotal - Capital Financing	47,018	45,495	49,969	2,951	6.5%
Gross Expenditure	92,167	89,563	91,646	(521)	(0.6%)
Interdepartmental Recoveries	(2,178)	(2,146)	(2,228)	(50)	2.3%
External Recoveries		(5)			
Prior Year Oversizing	(1,837)	(1,837)	(1,837)		
Contribution from RDC Reserve Funds	(8,481)	(8,681)	(9,056)	(575)	6.8%
Net Expenditure	79,672	76,893	78,525	(1,147)	(1.4%)
Revenue					
Over Strength Surcharge	970	1,535	970		
Septage	155	172	155		
Fees & Charges	508	572	521	13	2.6%
Subtotal - Non-Rate Revenue	1,633	2,279	1,646	13	0.8%
Rate Revenue	78,039	74,615	76,879	(1,160)	(1.5%)
Operating Surplus / (Shortfall)					

WasteWater Summary

Ten Year Capital Budget & Forecast (Thousands)

2021 - 2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021-2025 Subtotal	2026-2030 Subtotal	2021-2030 Total
Summary										
Expenditure										
Planning & Studies	234	675	909	958	1,165	1,500	1,210	5,742	4,140	9,882
Asset Management	8,175	10,213	18,388	16,811	12,664	11,200	12,650	71,713	71,090	142,803
Upgrades, Expansion & New Facilities	8,793	19,948	28,741	26,895	26,025	28,800	36,565	147,026	161,950	308,976
Biosolids	(3,495)	7,033	3,538	6,325	8,000	3,110	-	20,973	2,000	22,973
Total Expenditure	13,707	37,869	51,576	50,989	47,854	44,610	50,425	245,454	239,180	484,634
Funding & Financing										
Grants and Recoveries	-	1,150	1,150	1,309	-	-	-	2,459	-	2,459.250
Development Charge										
Development Charge Reserve Fund	2,963	9,156	12,119	8,458	8,125	8,284	8,985	45,971	51,947	97,918
Debentures - Development Charge	-	1,315	1,315	6,150	5,800	4,400	5,650	23,315	53,600	76,915
User Rates										
Wastewater Reserve Fund	10,744	26,248	36,992	35,071	33,665	31,926	35,790	173,445	133,493	306,938
Vehicle & Equipment Reserve	-	-	-	-	264	-	-	264	140	404
Debentures - User Rates	-	-	-	-	-	-	-	-	-	-
Total Funding & Financing	13,707	37,869	51,576	50,989	47,854	44,610	50,425	245,454	239,180	484,634

Notes:

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

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

Wastewater

Ten Year Capital Budget & Forecast (Thousands)

2021 - 2030

	TYPE (1)	RDC SHARE	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021-2025 Subtotal	2026-2030 Subtotal	2021-2030 Total
PLANNING & STUDIES												
8270 Biosolids Masterplan Update	WW2	27%		-	-	-	-	400	400	800	-	800
8281 River Sampling Program	WW2	27%	64	320	384	385	415	450	460	2,094	2,390	4,484
8286 Baden & New Hamburg MP Update	WW1	100%	40	105	145	134	-	-	-	279	-	279
8288 Other Studies	WW2	27%	30	50	80	139	100	100	100	519	500	1,019
8311 Spills Clean-up/Site Remediation (100% recover	WW2	0%	50	-	50	50	50	50	50	250	250	500
8337 Wellesley Wastewater Master Plan	WW1	100%	50	-	50	50	100	-	-	200	-	200
8738 WWTP Operating Agreement	WW2	0%	-	-	-	-	-	-	-	-	-	-
8750 Rural Water Quality Program	WW2	27%	-	200	200	200	200	200	200	1,000	1,000	2,000
8779 Wastewater Master Plan	WW1	100%	-	-	-	-	300	300	-	600	-	600
TOTAL PLANNING & STUDIES			234	675	909	958	1,165	1,500	1,210	5,742	4,140	9,882
ASSET MANAGEMENT												
8277 Fleet Replacements	WW2	0%	-	-	-		264			264	140	404
8305 Wastewater Treatment Upgrades	WW2	27%	63	427	490	300	300	300	300	1,690	1,500	3,190
8307 Kitchener & Waterloo Infrastructure Upgrades	WW2	26%	1,800	3,000	4,800	6,221	4,750	4,050	4,500	24,321	24,175	48,496
8308 Cambridge Infrastructure Upgrades	WW2	24%	2,021	2,353	4,374	3,400	3,200	3,400	3,400	17,774	20,025	37,799
8309 Rural Infrastructure Upgrades	WW2	42%	1,239	3,061	4,300	3,240	2,250	2,000	3,000	14,790	15,000	29,790
8310 Sewage PSs Infrastructure Upgrades	WW2	27%	2,154	739	2,893	2,300	900	500	500	7,093	5,500	12,593
8327 Wastewater Asset Management	WW2	27%	427	410	837	900	550	500	500	3,287	2,500	5,787
8332 Wastewater Asset Management Systems	WW2	27%	275	-	275	100	100	100	100	675	500	1,175
8801 Laboratory Equipment & Upgrades	WW2	0%	196	223	419	350	350	350	350	1,819	1,750	3,569
TOTAL INFRASTRUCTURE REPLACEMENT			8,175	10,213	18,388	16,811	12,664	11,200	12,650	71,713	71,090	142,803
UPGRADES, EXPANSIONS & NEW FACILITIES												
8242 Hespeler Expansion	WW1	28%	(465)	7,440	6,975	3,100	-	-	-	10,075	-	10,075
8267 Wellesley Expansion	WW1	100%	-	-	-					-	4,400	4,400
8279 SCADA System	WW2	27%	(81)	1,473	1,392	850	750	1,000	1,000	4,992	5,000	9,992
8289 Galt Process Upgrades	WW2	25%	5,114	3,646	8,760	8,260	9,895	13,440	8,925	49,280	6,225	55,505
8301 St. Jacobs Upgrade	WW1	31%	39	223	262	130	2,410	560	-	3,362	-	3,362
8302 East Side Final PS & Force Main	WW1	100%	-	-	-	-	-	-	-	-	450	450
8315 Elmira Upgrades	WW2	51%	223	244	467	1,945	1,350	200	-	3,962	-	3,962
8316 Waterloo Expansion	WW1	100%	145	78	223	135	305	180	510	1,353	29,900	31,253
8317 Baden/New Hamburg Expansion	WW1	100%	(561)	664	103	300	200	100	50	753	4,300	5,053

Wastewater

Ten Year Capital Budget & Forecast (Thousands)

2021 - 2030

	TYPE (1)	RDC SHARE	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021-2025 Subtotal	2026-2030 Subtotal	2021-2030 Total
8323 Preston Treatment Upgrades	WW2	18%	30	-	30	100	-	-	-	130	8,000	8,130
8324 Southern Ayr Wastewater System	WW1	100%	130	-	130	-	-	-	-	130	-	130
8325 Heidelberg Upgrades	WW2	0%	48	-	48	-	-	-	-	48	-	48
8326 Foxboro Upgrades	WW2	0%	58	89	147	-	-	-	-	147	-	147
8328 Kitchener WWTP Influent Channel Twinning	WW2	29%	925	25	950	-	-	-	-	950	-	950
8329 Spring Valley PS Upgrades	WW2	27%	37	480	517	830	805	500	4,750	7,402	12,600	20,002
8330 Septage Receiving Facility	WW2	0%	2,192	1,516	3,708	895	350	-	-	4,953	-	4,953
8333 Waterloo WWTP Outfall Upgrade	WW2	21%	-	50	50	100	100	200	100	550	11,000	11,550
8334 St. Jacobs Expansion	WW1	100%	-	-	-	-	100	100	200	400	6,650	7,050
8335 Elmira Expansion	WW1	100%	-	-	-	-	-	200	200	400	12,900	13,300
8336 Waterloo Upgrades	WW2	21%	-	-	-	-	180	355	480	1,015	29,775	30,790
8797 Kitchener Process Upgrades	WW2	29%	1,128	3,390	4,518	10,250	9,580	11,965	20,350	56,663	30,750	87,413
8809 Waterloo Process Upgrade	WW2	21%	(169)	630	461	-	-	-	-	461	-	461
TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES			8,793	19,948	28,741	26,895	26,025	28,800	36,565	147,026	161,950	308,976

BIOSOLIDS

8275 Biosolids Management Facility	WW2	27%	247	655	902	4,850	8,000	3,110	-	16,862	1,000	17,862
8322 Cogeneration & Other Biosolids Upgrades	WW2	27%	(3,742)	6,378	2,636	1,475	-	-	-	4,111	-	4,111
8331 Biosolids Class EA	WW2	27%	-	-	-	-	-	-	-	-	1,000	1,000
TOTAL BIOSOLIDS			(3,495)	7,033	3,538	6,325	8,000	3,110	-	20,973	2,000	22,973
TOTAL EXPENDITURE			13,707	37,869	51,576	50,989	47,854	44,610	50,425	245,454	239,180	484,634

(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.

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

The Regional Municipality of Waterloo
Wastewater Treatment User Rate Model for 2021-2030 (Thousands)

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Compensation	6,969	7,108	7,250	7,395	7,543	7,694	7,848	8,005	8,165	8,328
Utilities	6,547	6,874	7,218	7,579	7,957	8,355	8,773	9,212	9,672	10,156
OCWA	13,200	13,398	13,599	13,803	14,010	14,220	14,433	14,650	14,870	15,093
GRCA	3,381	3,466	3,552	3,641	3,732	3,826	3,921	4,019	4,120	4,223
Central admin charges	1,756	1,756	1,756	1,756	1,756	1,756	1,756	1,756	1,756	1,756
Other expenses	6,972	7,077	7,183	7,291	7,400	7,511	7,624	7,738	7,854	7,972
System expansion	0	(70)	476	1,012	1,568	2,545	3,150	3,778	4,429	5,106
Interdepartmental charges	1,946	1,975	2,005	2,035	2,065	2,096	2,128	2,159	2,192	2,225
Transfer to corporate reserves	336	341	347	352	357	362	368	373	379	385
Transfer to/(from) Rate Stabilization Reserve	500	500	500	500	500	500	500	500	500	500
Total Operating Expenses	41,607	42,425	43,886	45,364	46,890	48,866	50,501	52,191	53,937	55,743
Debt Charges - Non Growth	10,525	10,742	10,822	10,815	10,593	10,585	10,118	8,049	6,835	6,829
Debt Charges - RDCs	9,056	9,154	9,582	9,985	10,289	10,289	10,370	10,479	11,312	12,584
Prior Year Oversizing (to Capital Reserve)	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837
DC Exemption Cost	2,584	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400
Transfer to Capital Reserve	26,038	26,471	28,352	30,446	32,858	34,761	36,690	40,267	43,034	44,640
Impact of Capital Program	50,039	51,604	53,993	56,484	58,977	60,873	62,415	64,032	66,418	69,290
Base Expenditure	91,646	94,030	97,879	101,847	105,867	109,739	112,916	116,223	120,355	125,033
Interdepartmental recoveries	(2,228)	(2,262)	(2,296)	(2,330)	(2,365)	(2,401)	(2,437)	(2,473)	(2,510)	(2,548)
Prior Year Oversizing (from DC Reserve Fund)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)
Transfer from RDC Reserve	(9,056)	(9,154)	(9,582)	(9,985)	(10,289)	(10,289)	(10,370)	(10,479)	(11,312)	(12,584)
Subtotal Recoveries	(13,121)	(13,253)	(13,715)	(14,152)	(14,491)	(14,527)	(14,643)	(14,790)	(15,660)	(16,969)
Net Base Expenditure	78,525	80,777	84,164	87,695	91,376	95,212	98,273	101,433	104,696	108,064
Non-Rate Revenue										
Fees	(521)	(529)	(537)	(545)	(553)	(561)	(570)	(578)	(587)	(596)
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	(1,646)	(1,668)	(1,691)	(1,714)	(1,737)	(1,761)	(1,785)	(1,810)	(1,835)	(1,860)
Surplus/(Shortfall) from Stabilization Reserve										
BASE RATE REVENUE	76,879	79,109	82,473	85,981	89,638	93,451	96,488	99,623	102,861	106,204
Rate (\$)	\$ 1.3051	\$ 1.3429	\$ 1.3953	\$ 1.4497	\$ 1.5063	\$ 1.5650	\$ 1.6104	\$ 1.6571	\$ 1.7052	\$ 1.7546
Rate increase (%)	0.0%	2.9%	3.9%	3.9%	3.9%	3.9%	2.9%	2.9%	2.9%	2.9%
Volume (m3 million)	58.907	58.907	59.108	59.309	59.510	59.712	59.916	60.119	60.324	60.529

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

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	43,933	35,800	28,818	24,013	22,081	17,134	25,819	37,030	50,666	60,919
Contribution from Operating	26,038	26,471	28,352	30,446	32,858	34,761	36,690	40,267	43,034	44,640
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
Net transfer to capital	(36,992)	(36,089)	(35,646)	(34,785)	(40,126)	(28,445)	(28,092)	(29,550)	(35,996)	(41,834)
Interest	984	798	652	569	484	530	776	1,083	1,378	1,581
Capital Reserve Closing Balance	35,800	28,818	24,013	22,081	17,134	25,819	37,030	50,666	60,919	67,143

Wastewater Stabilization Reserve Projection (\$Thousands)

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	7,993	8,493	8,993	9,493	9,993	10,493	10,993	11,493	11,993	12,493
Transfer (to)/from Operating	500	500	500	500	500	500	500	500	500	500
Surplus/(Shortfall)										
Stabilization Reserve Closing Balance	8,493	8,993	9,493	9,993	10,493	10,993	11,493	11,993	12,493	12,993

THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Water Distribution Systems

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	264	263	268	4	1.5%
Benefits & Allowances	81	83	80	(1)	(1.2%)
Supplies	19	13	18	(1)	(5.3%)
Maintenance	302	197	311	9	3.0%
Equipment					
Professional Fees & Services	67	187	87	20	29.9%
Communications	1	1	2	1	100.0%
Travel	1		1		
Insurance	5	5	5		
Wholesale Water Purchases	1,175	1,149	1,155	(20)	(1.7%)
Transfer to Stabilization Reserve	284	545	50	(234)	(82.4%)
Transfer to Corporate Reserves	11	11	11		
Interdepartmental Charges	206	227	208	2	1.0%
Subtotal - Operating	2,417	2,683	2,195	(222)	(9.2%)
Debt Servicing	25	25		(25)	(100.0%)
Transfers to Capital Reserve	419	419	707	288	68.7%
Subtotal - Capital Financing	443	443	707	264	59.6%
Gross Expenditure	2,860	3,127	2,902	42	1.5%
Interdepartmental Recoveries	(114)	(108)	(114)		
Net Expenditure	2,747	3,019	2,788	41	1.5%
Revenue					
Fees & Charges	18	63	18		
Subtotal Non-Rate Revenue	18	63	18		
Monthly Fixed Fee	455	476	478	23	5.1%
Rate Revenue	2,273	2,480	2,292	19	0.8%
Subtotal Rate Revenue	2,729	2,956	2,770	41	1.5%
Operating Surplus / (Shortfall)					

Water Distribution

Ten Year Capital Budget and Forecast (Thousands) 2021 - 2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
02003 Leak Detection and Remedial Work	471	100	571	100	100	60	60	891	220	1,111
02007 Distribution Studies and Upgrades	40	60	100	40	40	65	40	285	250	535
02009 Meter Replacement						600	600	1,200		1,200
02012 Fleet Replacements Water Distn				38				38	88	126
TOTAL EXPENDITURE	511	160	671	178	140	725	700	2,414	558	2,972
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982160 Corporate Fleet Replacement Reserve				38				38	88	126
User Rates										
Reserves and Reserve Funds										
3980550 Water Distribution Reserve	511	160	671	140	140	425	400	1,776	470	2,246
3980560 Wastewater Collection Reserve						300	300	600		600
TOTAL FUNDING & FINANCING	511	160	671	178	140	725	700	2,414	558	2,972

The Regional Municipality of Waterloo

Water Distribution User Rate Model for 2021-2030 (\$ Thousands)

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Compensation	346	360	374	389	405	421	438	455	473	492
Other expenses	420	426	433	439	446	453	459	466	473	480
Transfer to/(from) Rate Stabilization Reserve	50	50	50							
Interdepartmental charges	208	211	214	217	221	224	227	231	234	238
Wholesale Water Purchases	1,155	1,212	1,271	1,333	1,399	1,467	1,539	1,614	1,694	1,776
Transfer to corporate reserves	16	16	17	17	17	17	18	18	18	18
Total Operating Expenditure	2,195	2,275	2,359	2,396	2,487	2,582	2,681	2,784	2,892	3,005
Debt Charges - Non Growth	-	-	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	707	735	778	845	905	921	982	997	1,064	1,064
Impact of Capital Program	707	735	778	845	905	921	982	997	1,064	1,064
Gross Expenditure	2,902	3,010	3,136	3,241	3,392	3,503	3,663	3,782	3,957	4,069
Interdepartmental recoveries	(114)	(116)	(117)	(119)	(121)	(123)	(125)	(126)	(128)	(130)
Subtotal Recoveries	(114)	(116)	(117)	(119)	(121)	(123)	(125)	(126)	(128)	(130)
Net Expenditure	2,788	2,895	3,019	3,121	3,271	3,380	3,538	3,655	3,828	3,939
Revenue										
Monthly Fees	(478)	(528)	(579)	(580)	(630)	(632)	(682)	(684)	(734)	(736)
Fees and Charges	(18)	(18)	(19)	(19)	(19)	(19)	(20)	(20)	(20)	(21)
Total Revenue	(496)	(546)	(597)	(599)	(649)	(651)	(702)	(704)	(755)	(757)
Surplus/(Shortfall) from Stabilization Reserve										
RATE REVENUE	2,292	2,348	2,422	2,522	2,622	2,729	2,836	2,951	3,074	3,182
Rate (\$)	\$3.14	\$3.20	\$3.29	\$3.42	\$3.55	\$3.69	\$3.83	\$3.98	\$4.14	\$4.30
Rate increase (%)		1.9%	2.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
Monthly Rate	\$ 10.00	\$ 11.00	\$ 12.00	\$ 12.00	\$ 13.00	\$ 13.00	\$ 14.00	\$ 14.00	\$ 15.00	\$ 15.00

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

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	1,023	1,085	1,711	2,391	2,838	3,372	4,243	5,247	6,259	7,391
Transfer from Operating	707	735	778	845	905	921	982	997	1,064	1,064
	707	735	778	845	905	921	982	997	1,064	1,064
Capital Project Commitment	(671)	(140)	(140)	(425)	(400)	(125)	(80)	(105)	(80)	(80)
Capital Inflation	2.9%	(4)	(8)	(38)	(48)	(19)	(15)	(23)	(21)	(23)
Total Transfer to Capital	(671)	(144)	(148)	(463)	(448)	(144)	(95)	(128)	(101)	(103)
Interest	26	35	51	65	77	94	117	142	169	197
Capital Reserve Closing Balance	1,085	1,711	2,391	2,838	3,372	4,243	5,247	6,259	7,391	8,549

Water Distribution Stabilization Reserve Projection (\$ Thousands)

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	630	680	730	780	780	780	780	780	780	780
Transfer (to)/from Operating	50	50	50							
Operating Shortfall/Surplus										
Stabilization Reserve Closing Balance	680	730	780	780	780	780	780	780	780	780



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Wastewater Collection Systems

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Maintenance		21			
Professional Fees & Services	5		30	25	500.0%
Property Taxes	5	4	4	(1)	(20.0%)
Contracts	36	41	36		
Insurance	4	4	4		
Wholesale Wastewater Fees	1,056	1,075	1,028	(28)	(2.7%)
Transfer to Stabilization Reserve		104			
Interdepartmental Charges	124	118	124		
Subtotal - Operating	1,229	1,367	1,225	(4)	(0.3%)
Debt Servicing	33	33		(33)	(100.0%)
Transfers to Capital Reserve	208	208	300	92	44.2%
Subtotal - Capital Financing	241	241	300	59	24.5%
Gross Expenditure	1,470	1,608	1,525	55	3.7%
Net Expenditure	1,470	1,608	1,525	55	3.7%
Revenue					
Monthly Fixed Fee	285	292	298	13	4.6%
Rate Revenue	1,185	1,315	1,227	42	3.5%
Subtotal Rate Revenue	1,470	1,608	1,525	55	3.7%
Operating Surplus / (Shortfall)					

Wastewater Collection

Ten Year Capital Budget and Forecast (Thousands) 2021 - 2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
02033 Replacement & Upgrade Collection Mains	117	180	297	170	170	170	75	882	495	1,377
02035 Collection Studies and Upgrades	37	75	112	75	75	75	75	412	375	787
TOTAL EXPENDITURE	154	255	409	245	245	245	150	1,294	870	2,164
FUNDING & FINANCING										
User Rates										
Reserves and Reserve Funds										
3980560 Wastewater Collection Reserve	154	255	409	245	245	245	150	1,294	870	2,164
TOTAL FUNDING & FINANCING	154	255	409	245	245	245	150	1,294	870	2,164

The Regional Municipality of Waterloo

Wastewater Collection Rate Model for 2021 - 2030 (Thousands)

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Other expenses	69	70	71	72	73	75	76	77	78	79
Transfer to/(from) Rate Stabilization Reserve	-	-	-	-	-	-	0	-	-	-
Interdepartmental charges	124	126	128	130	132	134	136	138	140	142
Wholesale Water Purchases	1,028	1,079	1,131	1,187	1,245	1,306	1,370	1,437	1,508	1,581
Transfer to corporate reserves	4	4	4	4	4	4	4	4	4	4
Total Operating Expenditure	1,225	1,278	1,334	1,393	1,454	1,518	1,585	1,656	1,729	1,806
Debt Charges - Non Growth	-	-	-	-	-	-	-	-	-	-
Transfer to Capital Reserve	300	314	340	334	346	341	353	343	320	295
Impact of Capital Program	300	314	340	334	346	341	353	343	320	295
Gross Expenditure	1,525	1,593	1,674	1,727	1,800	1,859	1,938	1,998	2,049	2,101
Net Expenditure	1,525	1,593	1,674	1,727	1,800	1,859	1,938	1,998	2,049	2,101
Revenue										
Monthly Fees	(298)	(327)	(367)	(378)	(408)	(418)	(448)	(459)	(461)	(462)
Total Revenue	(298)	(327)	(367)	(378)	(408)	(418)	(448)	(459)	(461)	(462)
Surplus/(Shortfall) from Stabilization Reserve										
RATE REVENUE	1,227	1,265	1,307	1,349	1,392	1,441	1,490	1,539	1,589	1,639
Rate (\$)	\$2.32	\$2.39	\$2.46	\$2.53	\$2.60	\$2.68	\$2.76	\$2.84	\$2.92	\$3.00
Rate increase (%)	0.0%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
Monthly Rate	\$ 8.00	\$ 9.00	\$ 10.00	\$ 10.00	\$ 11.00	\$ 11.00	\$ 12.00	\$ 12.00	\$ 12.00	\$ 12.00

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

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	3,227	3,198	3,341	3,505	3,330	3,253	3,504	3,768	4,024	4,258
Transfer from Operating	300	314	340	334	346	341	353	343	320	295
Transfer to Capital	(409)	(245)	(245)	(545)	(450)	(150)	(150)	(150)	(150)	(270)
Capital Inflation	2.9%	(7)	(14)	(49)	(55)	(23)	(28)	(33)	(39)	(79)
	(409)	(252)	(259)	(594)	(505)	(173)	(178)	(183)	(189)	(349)
Interest	79	81	85	84	81	83	90	96	102	106
Ending Balance	3,198	3,341	3,505	3,330	3,253	3,504	3,768	4,024	4,258	4,309

Wastewater Collection Stabilization Reserve Projection (Thousands)

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	524	524	524	524	524	524	524	524	524	524
Operating Shortfall/Surplus										
Ending Balance	524	524	524	524	524	524	524	524	524	524



Region of Waterloo

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 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:

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



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Community Services

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	55,193	56,525	54,547	(646)	(1.2%)
Benefits	15,252	15,164	15,008	(244)	(1.6%)
Supplies	2,977	3,096	3,265	288	9.7%
Maintenance	327	134	285	(42)	(12.8%)
Utilities					
Equipment	629	654	607	(22)	(3.5%)
Construction		56			
Professional Fees & Services	1,692	2,909	3,020	1,328	78.5%
Property Taxes	39	39	40	1	2.6%
Rents	1,167	1,362	1,182	15	1.3%
Grants	24,816	35,214	25,750	934	3.8%
Social Support and Benefit Payments	181,686	172,877	187,545	5,859	3.2%
Financial Expenses	7	36	7		
Communications	343	271	291	(52)	(15.2%)
Travel	343	129	245	(98)	(28.6%)
Insurance	92	92	91	(1)	(1.1%)
Facility Occupancy Charges	32,255	32,303	33,845	1,590	4.9%
Interdepartmental Charges	6,585	5,658	6,551	(34)	(0.5%)
Subtotal - Operating	323,404	326,520	332,279	8,875	2.7%
Debt Servicing	5,119	5,119	4,229	(890)	(17.4%)
Transfers to Reserves	919	3,763	1,618	699	76.1%
Subtotal - Debt / Reserves / Capital	6,037	8,882	5,847	(190)	(3.1%)
Gross Expenditure	329,442	335,401	338,126	8,684	2.6%
Interdepartmental Recoveries	(2,156)	(1,347)	(2,243)	(87)	4.0%
External Recoveries	(578)	(8,034)	(507)	71	(12.3%)
Net Expenditure	326,707	326,020	335,376	8,669	2.7%
Revenue					
Ontario Grants	204,891	202,669	204,387	(504)	(0.2%)
Ontario Grants - COVID		8,072	6,596	6,596	
Federal Grants	14,714	13,133	16,762	2,048	13.9%
User Fees	26,785	23,813	26,413	(372)	(1.4%)
Revenue Subtotal	246,391	247,688	254,157	7,766	3.2%
Property Tax Levy	80,317	78,332	81,219	902	1.1%



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Commissioner of Community Services

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	492	515	497	5	1.0%
Benefits	126	138	129	3	2.4%
Supplies	1	1	1		
Equipment	1		1		
Professional Fees & Services		1			
Grants	1		1		
Communications	1	2	1		
Travel	8	4	7	(1)	(12.5%)
Facility Occupancy Charges	11	11	11		
Interdepartmental Charges	4	4	4		
Subtotal - Operating	645	676	652	7	1.1%
Transfers to Reserves	1	1	1		
Subtotal - Debt / Reserves / Capital	1	1	1		
Gross Expenditure	646	677	653	7	1.1%
Interdepartmental Recoveries	(296)	(338)	(296)		
Net Expenditure	350	338	357	7	2.0%
Revenue					
Ontario Grants					
Revenue Subtotal					
Property Tax Levy	350	338	357	7	2.0%

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, priorities and budget drivers:

- Overseeing the implementation of integrated service delivery.
- Shift the culture of service delivery to a more client-centered approach that engages clients in defining their goals and improving their quality of life
- Ensure that service to all of our clients (individuals, families and community partners) is improved and consistent.
- 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.
- 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.



THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Strategic & Quality Initiatives

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	2,617	847	2,625	8	0.3%
Benefits	750	235	767	17	2.3%
Supplies	5	3	4	(1)	(20.0%)
Maintenance		8			
Equipment	17	34	8	(9)	(52.9%)
Construction					
Professional Fees & Services	17	29	17		
Grants	108			(108)	(100.0%)
Communications	3	5	3		
Travel	8	14	8		
Insurance	3	3	3		
Facility Occupancy Charges	67	67	63	(4)	(6.0%)
Interdepartmental Charges	(219)	19	(213)	6	(2.7%)
Subtotal - Operating	3,377	1,266	3,285	(92)	(2.7%)
Transfers to Reserves	3	3	5	2	66.7%
Subtotal - Debt / Reserves / Capital	3	3	5	2	66.7%
Gross Expenditure	3,380	1,269	3,290	(90)	(2.7%)
Interdepartmental Recoveries	(2,625)	(496)	(2,685)	(60)	2.3%
Net Expenditure	755	773	605	(150)	(19.9%)
Revenue					
Ontario Grants					
Revenue Subtotal					
Property Tax Levy	755	773	605	(150)	(19.9%)

Division: Housing Services

Director: Ryan Pettiapiere

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 10-Year Housing and Homelessness Plan for Waterloo Region, including a focus on the creation of new affordable and supportive housing.
- 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.
- 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, priorities and budget drivers:

- Aging physical assets needing repairs, with limited capital reserve funding.
- Housing providers reaching the end of their operating agreements.
- Demand for affordable and supportive housing is greater than the supply, with 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.
- 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.
- Implementation of the Region's Strategic Investment in Housing of \$20 million will occur over the next two years. This investment will assist in the urgent and growing need for affordable housing through unique and innovative strategies to accelerate its development.

THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Housing Services

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	4,038	4,255	4,164	126	3.1%
Benefits	1,242	1,211	1,221	(21)	(1.7%)
Supplies	89	77	80	(9)	(10.1%)
Maintenance	117	1	117		
Equipment	145	171	152	7	4.8%
Construction		5			
Professional Fees & Services	733	1,716	1,777	1,044	142.4%
Rents	304	347	304		
Grants	956	985	915	(41)	(4.3%)
Social Support and Benefit Payments	43,788	50,151	50,642	6,854	15.7%
Financial Expenses	6	3	6		
Communications	100	63	93	(7)	(7.0%)
Travel	82	32	58	(24)	(29.3%)
Facility Occupancy Charges	27,996	28,123	29,792	1,796	6.4%
Interdepartmental Charges	1,081	864	1,094	13	1.2%
Subtotal - Operating	80,678	88,005	90,415	9,737	12.1%
Transfers to Reserves	12	1,712	12		
Subtotal - Debt / Reserves / Capital	12	1,712	12		
Gross Expenditure	80,690	89,717	90,426	9,736	12.1%
Interdepartmental Recoveries		(229)			
Net Expenditure	80,690	89,488	90,426	9,736	12.1%
Revenue					
Ontario Grants	14,693	15,946	14,882	189	1.3%
Ontario Grants - COVID		6,428	4,754	4,754	
Federal Grants	7,356	8,889	9,403	2,047	27.8%
User Fees	15,428	15,711	15,601	173	1.1%
Revenue Subtotal	37,476	46,974	44,641	7,165	19.1%
Property Tax Levy	43,214	42,514	45,786	2,572	6.0%

Housing Services by Building Type
Ten Year Capital Budget & Forecast (Thousands)
2021-2030

	Previous Approval	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
WATERLOO REGION HOUSING										
High Rise Renewal	124	255	379	181	1,189	1,540	903	4,193	4,791	8,984
Mid Rise Renewal	1,791	5,259	7,049	2,925	5,043	3,024	4,462	22,503	16,565	39,068
Single & Semi-Detached Renewal	130	648	778	1,952	1,725	2,740	1,902	9,097	4,104	13,200
Townhouses	2,233	7,770	10,003	6,892	4,297	4,892	3,536	29,620	19,086	48,705
WRH Master Plan	2,411	8,121	10,532	32,520	33,901	21,455	12,891	111,299	135,046	246,345
Engineering Fees/Other	720	2,467	3,187	2,968	2,169	2,159	1,912	12,394	8,997	21,392
TOTAL WATERLOO REGION HOUSING	7,409	24,519	31,928	47,438	48,324	35,809	25,606	189,105	188,589	377,694
HOUSING SERVICES										
RDC Exemption Grant	611		611	384	384	384	251	2,014		2,014
IAH (2014 Ext)	5,564		5,564					5,564		5,564
Provider Bldg Condition Assess				350				350	350	700
Rapid Housing Initiatives (CMHC)		8,192	8,192					8,192		8,192
Strategic Investment - Afford. Hsg.		10,000	10,000	10,000				20,000		20,000
SIF-IAH/Seniors Rental Hsg	144		144					144		144
CAN-ON HSG, Community Initiative (CI)	1,352	1,658	3,010	1,416				4,426		4,426
ON Priorities HSG, Initiative (OPHI)	1,837	1,432	3,269	1,694				4,963		4,963
Alternative Housing Projects 2020	3,500		3,500					3,500		3,500
TOTAL HOUSING SERVICES	13,007	21,282	34,289	13,844	384	384	251	49,152	350	49,502
TOTAL EXPENDITURE	20,417	45,801	66,218	61,282	48,708	36,193	25,857	238,258	188,939	427,196
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	13,722	13,111	26,834	10,842	8,085	5,134	2,929	53,824	24,817	78,641
Property Taxes										
Reserve and Reserve Funds										
Facility Lifecycle Reserve	2,328	5,873	8,201	5,873	5,873	5,873	5,873	31,693	29,365	61,058
Housing General Reserve	2,670	10,525	13,195	9,395	8,550	4,385	1,305	36,830	6,525	43,355
Afford Hsg Reserve		10,000	10,000	10,000				20,000		20,000
NHS Co-investment	910	3,229	4,139	13,097	13,612	8,597	5,157	44,602	54,020	98,622
Debentures	786	3,063	3,849	12,075	12,588	12,204	10,593	51,309	74,212	125,521
TOTAL FUNDING & FINANCING	20,417	45,801	66,218	61,282	48,708	36,193	25,857	238,258	188,939	427,196

Notes:

1. Terms of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
2. 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.

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 plan 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 system 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 with child care operators.
- Support continuous quality improvement of licensed child care and early years programs.
- Direct delivery of early learning and child care services through a licensed Home Child Care program.

Key issues, priorities and budget drivers:

- Develop a new system plan in 2021, based on stakeholder engagement, an environmental scan, and research. In alignment with the Province, broad priorities will relate to affordability, access (including parental choice) and sustainability, quality, equity and inclusion.
- Increase focus on system manager role through transitioning out of direct operations of the Region's Children's Centres. Four centres will close in September 2021 and plans for transition of the Elmira Children's Centre are under development. Develop an investment plan for provincial funding available as a result of the transition that aligns with the system plan to address priorities.
- Develop and implement engagement strategies with Indigenous and racialized communities and other marginalized families to identify and address system barriers in the early years system.
- The child care system is facing significant sustainability challenges related to the pandemic. Revenue has decreased due to reduced demand and unplanned closures, and costs have increased (e.g., cleaning, PPE). Children's Services is developing short-term funding strategies to address some pressures. Provincial direction will impact long-term funding options.
- Child care fee subsidy expenses were significantly lower in 2020 than budgeted due to extended program closures and reduced demand. Fee subsidy demand in 2021 is expected to continue to be lower than 2020 levels, but exact expenditures are unpredictable.
- The Province began implementing cost-sharing changes to child care funding in 2020. One-time funding approaches were ended to ensure that base operations could be supported within provincial funding and existing levels of Regional levy funding in 2020 and 2021. Administration costs will be limited to 5% of eligible base expenditures in 2022 (currently 10%). Potential impacts of these changes are being evaluated.
- The Province indicated they would be changing the base funding formula in 2020. Due to COVID-19, this work was paused. Details of changes and the impact to Children's Services are unknown.



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Children's Services

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	9,331	8,784	8,293	(1,038)	(11.1%)
Benefits	2,609	2,516	2,337	(272)	(10.4%)
Supplies	242	236	171	(71)	(29.3%)
Maintenance	60	22	18	(42)	(70.0%)
Utilities					
Equipment	51	30	20	(31)	(60.8%)
Construction		3			
Professional Fees & Services	420	461	500	80	19.0%
Grants	23,678	32,712	24,761	1,083	4.6%
Social Support and Benefit Payments	34,599	19,496	34,337	(262)	(0.8%)
Financial Expenses	1	3	1		
Communications	49	39	35	(14)	(28.6%)
Travel	72	24	46	(26)	(36.1%)
Insurance	52	52	49	(3)	(5.8%)
Facility Occupancy Charges	857	775	651	(206)	(24.0%)
Interdepartmental Charges	559	504	550	(9)	(1.6%)
Subtotal - Operating	72,580	65,657	71,768	(812)	(1.1%)
Debt Servicing	761	761	746	(15)	(2.0%)
Transfers to Reserves	314	314	17	(297)	(94.6%)
Subtotal - Debt / Reserves / Capital	1,074	1,074	763	(311)	(29.0%)
Gross Expenditure	73,655	66,731	72,531	(1,124)	(1.5%)
Interdepartmental Recoveries	10	(119)	(11)	(21)	(210.0%)
External Recoveries		(10)			
Net Expenditure	73,665	66,602	72,520	(1,145)	(1.6%)
Revenue					
Ontario Grants	55,260	53,496	55,260		
Federal Grants	7,359	4,244	7,359		
User Fees	2,274	1,160	1,745	(529)	(23.3%)
Revenue Subtotal	64,893	58,900	64,363	(530)	(0.8%)
Property Tax Levy	8,772	7,702	8,156	(616)	(7.0%)

Division: Seniors' Services**Director: Connie Lacy****Programs and services:**

- Operates Sunnyside Home, a 263 bed facility that includes long-term care (236), convalescent care (25) and respite care (2) beds. The waitlist is currently at 863.
- Offers community programs including: Community Alzheimer Programs (in Kitchener, Waterloo and Cambridge) the Young Onset Dementia Association (YODA), Overnight Stay Respite, Supportive Housing, Wellness Centre and funded homemaking services. Approximately 950 clients are served annually, all services are waitlisted.
- Proactive, ongoing management and oversight of Infection Control and COVID management is a priority. Ongoing pandemic management is budgeted at \$1,842,000 (13.5 FTEs) for 2021.
- Maintaining the safety for all residents, tenants, clients and staff is critical and requires extensive staff training to effectively manage infection control requirements and other care needs including responsive behaviours. There is a zero tolerance policy for resident/client abuse or neglect.
- Ensuring that the Home is adequately staffed is an organizational priority and a critical component of safety and quality of life.
- Planned expansion of the Community Alzheimer Program delivered an additional 500 attendance days (a total of 17,000 attendance days are offered annually).
- Urgent Capital projects are planned for 2021 but some may need to be delayed due to Sunnyside's COVID pandemic response.
- Enhancing quality of life and meaningful engagement for residents, tenants and clients remains a priority. Sunnyside Home will be pursuing certification with Meaningful Care Matters as a "Butterfly" Care Home in 2021.

Key issues, priorities and budget drivers:

- Prevention and containment of COVID-19 to protect residents, tenants, clients and staff remains the highest priority for the division. All measures, including enhanced infection control, active screening, COVID testing and vaccination rollout continue in 2021. Supporting residents, tenants and clients is a critical element of the division's pandemic response.
- Admissions to long term care and community programs are impacted due to isolation and outbreak requirements however new admissions continue to be conducted in a safe manner.
- The Long Term Care Homes Inquiry Report is scheduled to be released in April of 2021 which may have an impact on funding, staffing, requirements within the Long Term Care Homes Act and change mandatory requirements for care in Sunnyside Home.



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Seniors' Services

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	22,200	24,997	23,730	1,530	6.9%
Benefits	5,635	5,900	5,886	251	4.5%
Supplies	2,459	2,705	2,870	411	16.7%
Maintenance	128	90	128		
Equipment	233	260	240	7	3.0%
Construction		38			
Professional Fees & Services	215	451	406	191	88.8%
Property Taxes	39	39	40	1	2.6%
Rents	57	44	50	(7)	(12.3%)
Social Support and Benefit Payments	1,138	987	1,128	(10)	(0.9%)
Financial Expenses		9			
Communications	92	68	85	(7)	(7.6%)
Travel	31	11	26	(5)	(16.1%)
Insurance	34	34	36	2	5.9%
Facility Occupancy Charges	2,449	2,457	2,576	127	5.2%
Interdepartmental Charges	752	707	775	23	3.1%
Subtotal - Operating	35,462	38,798	37,977	2,515	7.1%
Debt Servicing	3,765	3,765	2,922	(843)	(22.4%)
Transfers to Reserves	528	684	1,526	998	189.0%
Subtotal - Debt / Reserves / Capital	4,293	4,450	4,448	155	3.6%
Gross Expenditure	39,755	43,248	42,425	2,670	6.7%
Interdepartmental Recoveries	(15)	(15)	(15)		
External Recoveries	(578)	(511)	(507)	71	(12.3%)
Net Expenditure	39,162	42,722	41,903	2,741	7.0%
Revenue					
Ontario Grants	20,593	23,081	20,764	171	0.8%
Ontario Grants - COVID		1,644	1,842	1,842	
User Fees	6,083	5,664	6,066	(17)	(0.3%)
Revenue Subtotal	26,676	30,389	28,673	1,997	7.5%
Property Tax Levy	12,486	12,333	13,231	745	6.0%

Seniors' Services

Ten Year Capital Budget and Forecast (Thousands) 2021 - 2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
Program Area Capital										
77001 Sunnyside Passenger Van									40	40
77002 Sunnyside Accessible Van									135	135
77036 Sunnyside Tractor Replacement		60	60					60	50	110
77039 Voice Radio									17	17
77044 Equipment / Furnishings Replacement (LTC)	1,336	4,706	6,042	1,596	749	1,253	538	10,178	2,201	12,378
Total Program Area Capital	1,336	4,766	6,102	1,596	749	1,253	538	10,238	2,443	12,681
Facilities Managed Capital Renewal										
71042 Sunnyside Renewal	4,708	957	5,665	905	1,990	1,390	1,592	11,542	4,695	16,237
71045 Supportive Housing Renewal	261	471	732	118	243	109	103	1,305	1,178	2,483
Total Facilities Managed Capital Renewal	4,969	1,428	6,397	1,023	2,234	1,499	1,695	12,848	5,873	18,721
TOTAL EXPENDITURE	6,305	6,194	12,499	2,618	2,983	2,752	2,232	23,085	8,316	31,401
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies		3,250	3,250					3,250		3,250
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	261	1,578	1,839	1,023	243	109	103	3,318	2,133	5,450
3982160 Corporate Fleet Replacement Reserve		60	60					60	225	285
3983400 Seniors' Services Capital Reserve	1,336	349	1,685	1,596	749	1,253	538	5,821	2,218	8,039
Debentures	4,708	957	5,665		1,990	1,390	1,592	10,637	3,741	14,378
TOTAL FUNDING & FINANCING	6,305	6,194	12,499	2,618	2,983	2,752	2,232	23,085	8,316	31,401

Note:

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

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.
- Manage intake and eligibility for the Affordable Transit Program (ATP).
- 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, priorities and budget drivers:

- Ontario Works caseload is approximately 8,204 (as of December 2020).
- 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.
- Demands on discretionary benefits remain high reflecting community needs and pressures.



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Employment and Income Support

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	16,515	17,128	15,238	(1,277)	(7.7%)
Benefits	4,890	5,163	4,668	(222)	(4.5%)
Supplies	181	75	139	(42)	(23.2%)
Maintenance	23	13	23		
Utilities					
Equipment	182	158	185	3	1.6%
Construction		9			
Professional Fees & Services	307	251	320	13	4.2%
Rents	806	970	828	22	2.7%
Grants	74	1,516	74		
Social Support and Benefit Payments	102,160	102,243	101,438	(722)	(0.7%)
Financial Expenses		21			
Communications	99	94	73	(26)	(26.3%)
Travel	142	45	100	(42)	(29.6%)
Insurance	3	3	3		
Facility Occupancy Charges	875	870	753	(122)	(13.9%)
Interdepartmental Charges	4,407	3,559	4,341	(66)	(1.5%)
Subtotal - Operating	130,663	132,118	128,182	(2,481)	(1.9%)
Debt Servicing	593	593	562	(31)	(5.2%)
Transfers to Reserves	61	1,049	57	(4)	(6.6%)
Subtotal - Debt / Reserves / Capital	654	1,642	618	(36)	(5.5%)
Gross Expenditure	131,317	133,760	128,800	(2,517)	(1.9%)
Interdepartmental Recoveries	770	(150)	764	(6)	(0.8%)
External Recoveries		(7,513)			
Net Expenditure	132,087	126,097	129,565	(2,522)	(1.9%)
Revenue					
Ontario Grants	114,346	110,147	113,481	(865)	(0.8%)
User Fees	3,000	1,278	3,000		
Revenue Subtotal	117,346	111,426	116,481	(865)	(0.7%)
Property Tax Levy	14,741	14,671	13,084	(1,657)	(11.2%)



Region of Waterloo

PUBLIC HEALTH & EMERGENCY SERVICES

Department: Public Health and Emergency Services

Commissioner/Medical Officer of Health: Dr. Hsiu-Li Wang

Associate Medical Officers of Health: Dr. Rabia Bana, Dr. Julie Emili & Dr. Ryan Van Meer

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 expanding Community Paramedicine.

The divisions within Public Health and Emergency Services include:

- **Commissioner / Medical Officer of Health** – Dr. Hsiu-Li Wang
 - **Associate Medical Officers of Health** – Dr. Rabia Bana, Dr. Julie Emili & Dr. Ryan Van Meer
- **Health Protection and Investigation** – Sandy Stevens, Director
- **Infectious Disease, Sexual Health and Harm Reduction** – Karen Quigley-Hobbs, Director/Chief Nursing Officer
- **Healthy Living and Foundational Standards** – Sharlene Sedgwick-Walsh, Director
- **Child, Family and Dental Health** – Andrea Reist, Director
- **Paramedic Services** – Stephen Van Valkenburg, Chief/Director



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Public Health & Emergency Services

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	46,981	50,502	56,669	9,688	20.6%
Benefits	13,970	13,562	16,983	3,013	21.6%
Supplies	3,655	2,451	4,284	629	17.2%
Maintenance	133	99	184	51	38.3%
Utilities		43			
Equipment	1,001	434	1,018	17	1.7%
Construction		29			
Professional Fees & Services	3,919	4,629	6,922	3,003	76.6%
Rents	180	201	163	(17)	(9.4%)
Grants	58	54	58		
Social Support and Benefit Payments	382	111	388	6	1.6%
Communications	349	658	400	51	14.6%
Travel	340	121	344	4	1.2%
Insurance	120	120	119	(1)	(0.8%)
Facility Occupancy Charges	1,998	2,004	2,123	125	6.3%
Interdepartmental Charges	3,016	3,116	3,273	257	8.5%
Subtotal - Operating	76,102	78,133	92,929	16,827	22.1%
Debt Servicing	2,442	2,476	2,515	73	3.0%
Transfers to Reserves	2,019	2,308	2,501	482	23.9%
Subtotal - Debt / Reserves / Capital	4,461	4,784	5,016	555	12.4%
Gross Expenditure	80,562	82,917	97,945	17,383	21.6%
Interdepartmental Recoveries	(443)	(544)	(409)	34	(7.7%)
External Recoveries		(139)			
Net Expenditure	80,119	82,234	97,536	17,417	21.7%
Revenue					
Ontario Grants	49,226	51,700	52,321	3,095	6.3%
Ontario Grants - COVID		2,149	9,331	9,331	
Federal Grants		18	3,249	3,249	
User Fees	497	328	434	(63)	(12.7%)
Contribution from Reserves	1,046		1,327	281	26.9%
Contribution from RDC Reserve Funds	220	313	220		
Revenue Subtotal	50,989	54,509	66,881	15,892	31.2%
Property Tax Levy	29,131	27,725	30,655	1,524	5.2%

THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Public Health Programs

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	24,234	25,518	30,687	6,453	26.6%
Benefits	6,715	6,617	8,681	1,966	29.3%
Supplies	1,940	385	1,947	7	0.4%
Maintenance	13	7	13		
Utilities		43			
Equipment	669	304	683	14	2.1%
Construction		29			
Professional Fees & Services	3,290	3,596	5,936	2,646	80.4%
Rents	175	201	158	(17)	(9.7%)
Grants	58	54	58		
Social Support and Benefit Payments	382	111	388	6	1.6%
Communications	199	529	217	18	9.0%
Travel	310	110	320	10	3.2%
Insurance	30	30	31	1	3.3%
Facility Occupancy Charges	994	1,002	995	1	0.1%
Interdepartmental Charges	2,149	2,200	2,182	33	1.5%
Subtotal - Operating	41,159	40,735	52,297	11,138	27.1%
Debt Servicing	554	554	556	2	0.4%
Transfers to Reserves	66	66	68	2	3.0%
Subtotal - Debt / Reserves / Capital	619	619	624	5	0.8%
Gross Expenditure	41,778	41,355	52,921	11,143	26.7%
Interdepartmental Recoveries	(443)	(544)	(412)	31	(7.0%)
External Recoveries		(12)			
Net Expenditure	41,335	40,798	52,509	11,174	27.0%
Revenue					
Ontario Grants	30,745	31,959	30,754	9	
Ontario Grants - COVID			8,500	8,500	
Federal Grants		18	3,249	3,249	
User Fees	418	268	354	(64)	(15.3%)
Revenue Subtotal	31,163	32,245	42,857	11,694	37.5%
Property Tax Levy	10,172	8,553	9,651	(521)	(5.1%)

Division: Medical Office**Commissioner/Medical Officer of Health: Dr. Hsiu-Li Wang****Associate Medical Officers of Health: Dr. Rabia Bana, Dr. Julie Emili & Dr. Ryan Van Meer****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).
- Other centralized departmental functions include intra-departmental administrative supports (as per the Ontario Public Health Organizational Standards, aligned with Corporate supports), as well as leading departmental strategic and quality improvement initiatives including operational planning, performance measurement, accountability and reporting, effective public health practice (evidence-informed decision making, research, knowledge exchange, program planning and evaluation), quality improvement, and health information management and privacy.

Key issues, priorities and budget drivers:

- 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.
- 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 province's planned changes to both structure and funding will have broad implications provincially and locally. This action is on pause as we respond to COVID-19. We suspect there will be no further planning related to this prior to 2022.
- With COVID-19 response, there are increased staffing and operational costs related to Case, Contact and Outbreak Management as well as for COVID-19 community immunization. We expect that extraordinary costs related to these initiatives will be funded by the Ministry. With staff redeployed to focus efforts on COVID-19 response, other Public Health programs have either been reduced or paused to prioritize our response to COVID-19.
- A focus on financial and human resource management and tracking of extraordinary costs and temporary staffing related to COVID-19 and COVID-19 Vaccine Implementation, including several new one-time funding streams to support these expenses.



THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Medical Office

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	3,523	3,273	3,727	204	5.8%
Benefits	982	973	1,056	74	7.5%
Supplies	44	17	52	8	18.2%
Equipment	655	64	655		
Professional Fees & Services	152	472	152		
Rents	1		1		
Communications	72	49	80	8	11.1%
Travel	31	12	26	(5)	(16.1%)
Insurance	30	30	31	1	3.3%
Facility Occupancy Charges	954	953	955	1	0.1%
Interdepartmental Charges	1,826	1,878	1,852	26	1.4%
Subtotal - Operating	8,269	7,720	8,585	316	3.8%
Debt Servicing	554	554	556	2	0.4%
Transfers to Reserves	57	57	61	4	7.0%
Subtotal - Debt / Reserves / Capital	611	611	617	6	1.0%
Gross Expenditure	8,880	8,331	9,202	322	3.6%
Interdepartmental Recoveries	(163)	(163)	(174)	(11)	6.7%
Net Expenditure	8,717	8,168	9,028	311	3.6%
Revenue					
Ontario Grants	6,500	5,163	6,543	43	0.7%
User Fees	41	38	14	(27)	(65.9%)
Revenue Subtotal	6,541	5,202	6,556	15	0.2%
Property Tax Levy	2,176	2,966	2,472	296	13.6%

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.
- Provide consultation and guidance regarding infection prevention and control practices and gastroenteritis outbreaks in licensed day nurseries, long-term care homes and other congregate care settings.
- 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, priorities and budget drivers:

- Continuing to meet inspection targets as required by Ontario Public Health Standards.
- Maintaining capacity to respond jointly with Provincial, Regional, and Municipal partners to health hazards, extreme weather events, and other emergencies.
- Maintaining the ability to provide for 24/7 service and response as required by the Ontario Public Health Standards.
- COVID19 has required the availability for response 24 hours per day, seven days per week through on-call rotation; Monitoring and Enforcement of Emergency Management and Civil Protection Act (EMCPA) and subsequent Re-Opening of Ontario Act (ROA); Infection Prevention and Control (IPAC) risk assessment and support at schools, daycares, long-term care homes, retirement homes and other congregate settings

THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Health Protection and Investigation

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	3,567	3,549	3,619	52	1.5%
Benefits	1,022	1,004	1,052	30	2.9%
Supplies	45	23	45		
Maintenance					
Equipment		12			
Professional Fees & Services	249	141	199	(50)	(20.1%)
Rents	2	2	2		
Social Support and Benefit Payments	2		2		
Communications	25	17	25		
Travel	56	34	53	(3)	(5.4%)
Facility Occupancy Charges					
Interdepartmental Charges	4	24	4		
Subtotal - Operating	4,971	4,805	5,001	30	0.6%
Gross Expenditure	4,971	4,805	5,001	30	0.6%
Interdepartmental Recoveries	(20)	(55)		20	(100.0%)
Net Expenditure	4,951	4,750	5,001	50	1.0%
Revenue					
Ontario Grants	3,662	3,584	3,590	(72)	(2.0%)
User Fees	1		1		
Revenue Subtotal	3,663	3,584	3,591	(72)	(2.0%)
Property Tax Levy	1,289	1,166	1,410	121	9.4%

Division: Infectious Disease, Sexual Health and Harm Reduction

Director/Chief Nursing Officer: Karen Quigley-Hobbs

Programs and services:

- Reduces and manages health risks to the community through the provision of: infectious disease case, contact and outbreak management, immunization services, specialized clinical services (i.e. sexual health, tuberculosis), harm reduction programming and opioid response with drug strategy partners, and health promotion and disease prevention strategies (e.g. annual enforcement of the Immunization of School Pupils' Act).
- Provides/supports the distribution of needle syringe program/naloxone supplies, education and support to community partners offering needle syringe/naloxone programs.
- Provides leadership to the community collaborative of the Waterloo Integrated Drugs Strategy, including specifically working to improve harm reduction services in the region.
- Provides case management and outbreak management for infectious diseases and sexually transmitted infections, including Tuberculosis.
- Vaccine storage and handling annual inspections and vaccine distribution to 365 health care practices.

Key issues, priorities and budget drivers:

- Divisional resources continue to be heavily deployed to the COVID-19 response (e.g. case & contact management, and outbreak prevention & management) and other, non-COVID critical and essential services (e.g. immunization). As well, the COVID-19 response has expanded to include pandemic vaccine clinics – mobile and fixed site locations.
- Continued work with community partners and municipalities on Consumption and Treatment Services in areas with significant overdose deaths.
- Working with the Waterloo Integrated Drugs Strategy on a Community Opioid Response Plan based on the five pillars of Prevention, Harm Reduction, Treatment/Rehabilitation, Enforcement/Justice and Integration.
- Providing support and resources to community health care partners to ensure consistent care and delivery of immunization, sexual health, and infectious disease prevention programs.
- Transition to enhanced electronic documentation and databases, including ongoing implementation and management of Ministry-mandated software for COVID-19 case & contact management (SalesForce) and vaccine administration tracking (COVAX)



THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Infectious Disease, Sexual Health and Harm Reduction

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	5,909	8,243	10,517	4,608	78.0%
Benefits	1,569	1,745	2,935	1,366	87.1%
Supplies	1,697	287	1,679	(18)	(1.1%)
Maintenance	8	3	8		
Utilities		43			
Equipment		152			
Construction		29			
Professional Fees & Services	704	1,542	690	(14)	(2.0%)
Rents	119	163	130	11	9.2%
Grants	58	54	58		
Social Support and Benefit Payments	193	33	195	2	1.0%
Communications	72	438	82	10	13.9%
Travel	50	34	44	(6)	(12.0%)
Facility Occupancy Charges		8			
Interdepartmental Charges	24	21	27	3	12.5%
Subtotal - Operating	10,402	12,793	16,365	5,963	57.3%
Gross Expenditure	10,402	12,793	16,365	5,963	57.3%
Interdepartmental Recoveries	30			(30)	(100.0%)
External Recoveries		(6)			
Net Expenditure	10,432	12,787	16,365	5,933	56.9%
Revenue					
Ontario Grants	7,602	10,609	7,646	44	0.6%
Ontario Grants - COVID			6,000	6,000	
User Fees	376	230	339	(37)	(9.8%)
Revenue Subtotal	7,978	10,839	13,985	6,007	75.3%
Property Tax Levy	2,454	1,948	2,380	(74)	(3.0%)

Division: Healthy Living and Foundational Standards

Director: Sharlene Sedgwick-Walsh

Programs and services:

- Focus on priority areas of the Foundational Standards including equity and the determinants of health
- Epidemiology and Health Analytics supports public health surveillance and assessment and data quality assurance.
- The Information & Communications Unit assists departmental programs to respond to media requests/inquiries and ensures community partners and the general public receive timely, useful and accurate information.
- Works with community partners to address chronic disease 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.
- Provides smoking cessation support, including Nicotine Replacement Therapy, through clinics and online resources.

Key issues, priorities and budget drivers:

- Divisional resources continue to be heavily deployed to the COVID-19 response (e.g. case & contact management, and outbreak prevention & management) and other, non-COVID critical and essential services (e.g. immunization). As well, the COVID-19 response has expanded to include pandemic vaccine clinics – mobile and fixed site locations
- Identification of the gaps in programming and development of a plan to support black and other non-white racialized populations, as it relates to Social Determinants of Health
- Support schools to implement COVID-19 Public Health measures to ensure a safe return to school
- Supporting highest need schools requires less traditional approaches with a focus on addressing social determinants of health for both students and caregivers.
- Implementation and ongoing management, oversight and reporting of the Safe Isolation Site for COVID-19 Response – this is funded separately through the Public Health Agency of Canada
- When capacity allows, post-COVID:
 - Fully operationalizing our OPHS mandates across the lifespan
 - Implementing the newly revised Healthy Schools model that includes identification of varying levels of support required to impact student well being
 - 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.
 - Supporting community mental health initiatives including the implementation of the 5 Ways to Mental Wellbeing toolkit.



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Healthy Living and Foundational Standards

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	5,889	5,486	7,625	1,736	29.5%
Benefits	1,616	1,417	2,124	508	31.4%
Supplies	33	11	50	17	51.5%
Equipment		2	13	13	
Professional Fees & Services	315	302	3,125	2,810	892.1%
Communications	3	1	3		
Travel	59	9	99	40	67.8%
Facility Occupancy Charges					
Interdepartmental Charges	250	227	251	1	0.4%
Subtotal - Operating	8,165	7,456	13,290	5,125	62.8%
Gross Expenditure	8,165	7,456	13,290	5,125	62.8%
Interdepartmental Recoveries	(189)	(189)	(100)	89	(47.1%)
External Recoveries		(5)			
Net Expenditure	7,976	7,262	13,190	5,214	65.4%
Revenue					
Ontario Grants	5,342	7,075	5,342		
Ontario Grants - COVID			2,500	2,500	
Federal Grants		18	3,249	3,249	
Revenue Subtotal	5,342	7,093	11,091	5,749	107.6%
Property Tax Levy	2,634	169	2,098	(536)	(20.3%)

Division: Child, Family and Dental Health

Director: Andrea Reist

Programs and services:

- Delivers the Healthy Babies, Healthy Children Program (HBHC) to consenting pregnant women, postpartum families, and families with young children who are vulnerable to experiencing growth and development challenges
- Delivers the Infant and Child Development Program (ICDP) to infants and children up to school entry with, or at very high risk of, developmental delay
- Delivers Public Health Dental queue, system navigation and clinic services for: a) children eligible for Healthy Smiles Ontario (HSO) Program, b) children and adults eligible for Ontario Works or Ontario Disability Supports Program, c) seniors eligible for Ontario Seniors Dental Care Program (OSDCP), d) children and adults eligible for Region of Waterloo Emergency Assistance Dental Program
- Conducts vision and dental screening for children in schools each school year, along with associated dental screening follow up for those needing preventive and/or treatment services
- Offers prenatal education through an online resource and support to classes for vulnerable women from priority populations
- Provides breastfeeding support virtually and in person at Public Health locations

Key issues, priorities and budget drivers:

- COVID pandemic has temporarily decreased HBHC and ICDP screening and referral rates, and shifted primary methods of service delivery from in person to virtual contacts and visiting
- COVID pandemic has resulted in suspension of school screening of children for dental and vision issues for 2020/21 school year, so will require catch up screening and follow up for the 2021/22 school year
- Partnering with Community Health Centres to expand capacity for dental service provision to priority populations, ensuring consistent care and delivery of dental health subsidy programs, including HSO and OSDCP.
- Changes in physical and process requirements for OSDCP and Public Health dental clinics due to COVID pandemic has resulted in additional costs and decreased service capacity, while demands for these clinic services are likely to increase
- Demand for OSDCP services for low income seniors is already greater than the current and projected capacity of the program, despite community health centres dental clinic expansion capital projects to be completed by end of 2021



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Child, Family and Dental Health

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	5,346	4,968	5,199	(147)	(2.7%)
Benefits	1,525	1,478	1,514	(11)	(0.7%)
Supplies	122	48	122		
Maintenance	6	4	6		
Equipment	15	74	15		
Professional Fees & Services	1,870	1,139	1,769	(101)	(5.4%)
Rents	53	36	26	(27)	(50.9%)
Social Support and Benefit Payments	188	78	191	3	1.6%
Communications	27	25	28	1	3.7%
Travel	115	21	98	(17)	(14.8%)
Insurance					
Facility Occupancy Charges	40	41	40		
Interdepartmental Charges	44	50	49	5	11.4%
Subtotal - Operating	9,351	7,962	9,056	(295)	(3.2%)
Transfers to Reserves	9	9	8	(1)	(11.1%)
Subtotal - Debt / Reserves / Capital	9	9	8	(1)	(11.1%)
Gross Expenditure	9,360	7,971	9,064	(296)	(3.2%)
Interdepartmental Recoveries	(102)	(137)	(139)	(37)	36.3%
External Recoveries		(2)			
Net Expenditure	9,259	7,832	8,925	(334)	(3.6%)
Revenue					
Ontario Grants	7,639	5,529	7,634	(5)	(0.1%)
Revenue Subtotal	7,639	5,529	7,634	(5)	(0.1%)
Property Tax Levy	1,619	2,303	1,291	(328)	(20.3%)

Public Health

Ten Year Capital Budget and Forecast (Thousands) 2021 - 2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
84008 Permanent Consumption Treatment Site		3	3					3		3
84009 OSDCP - Langs		78	78					78		78
84010 OSDCP - KDCHC		240	240					240		240
TOTAL EXPENDITURE		321	321					321		321
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies		321	321					321		321
TOTAL FUNDING & FINANCING		321	321					321		321

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, priorities and budget drivers:

- 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 qualitatively and quantitatively reporting on the results.
- Minimizing offload delay in area Hospital Emergency Departments, through collaboration with hospital staff. Paramedic Services and hospitals have commenced 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 and the availability of offload delay nurses. 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 (CP) – Paramedic Services has an approved budget from the LHIN of \$246,000 (base funding). Paramedic Services has been operating the CP program for almost two (2) years and continues to collaborate with the Waterloo Wellington Local Health Integration network to refine and adjust services where required.
- The Ministry of Long-Term Care is also providing the Regional Municipality of Waterloo with three year funding, starting with \$2,012,000 in 2021 to support the Waterloo Region’s community paramedicine program to provide eligible seniors with 24/7 access to community paramedicine services in their own homes.
- 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), updated in 2019, was established to address the Region’s growing needs. The Master Plan also set a target Unit Utilization rate of 35%, in line with industry best practices. Achieving this target will require additional investments in staffing, vehicles and equipment in line with population and seniors growth and call volumes, as outlined in the Master Plan.

THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Paramedic Services

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	22,747	24,984	25,982	3,235	14.2%
Benefits	7,255	6,945	8,302	1,047	14.4%
Supplies	1,715	2,066	2,338	623	36.3%
Maintenance	119	91	170	51	42.9%
Equipment	332	129	335	3	0.9%
Professional Fees & Services	629	1,034	986	357	56.8%
Rents	5		5		
Communications	150	129	182	32	21.3%
Travel	29	11	23	(6)	(20.7%)
Insurance	90	90	88	(2)	(2.2%)
Facility Occupancy Charges	1,004	1,003	1,129	125	12.5%
Interdepartmental Charges	868	917	1,091	223	25.7%
Subtotal - Operating	34,943	37,398	40,632	5,689	16.3%
Debt Servicing	1,888	1,922	1,959	71	3.8%
Transfers to Reserves	1,953	2,242	2,433	480	24.6%
Subtotal - Debt / Reserves / Capital	3,841	4,164	4,392	551	14.3%
Gross Expenditure	38,784	41,562	45,024	6,240	16.1%
Interdepartmental Recoveries			3	3	
External Recoveries		(126)			
Net Expenditure	38,784	41,435	45,027	6,243	16.1%
Revenue					
Ontario Grants	18,480	19,741	21,566	3,086	16.7%
Ontario Grants - COVID		2,149	831	831	
User Fees	80	60	80		
Contribution from Reserves	1,046		1,327	281	26.9%
Contribution from RDC Reserve Funds	220	313	220		
Revenue Subtotal	19,826	22,264	24,024	4,198	21.2%
Property Tax Levy	18,959	19,172	21,004	2,045	10.8%

Paramedic Services

**Ten Year Capital Budget and Forecast (Thousands)
2021-2030**

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
Program Area Capital										
82001 Vehicle Replacement-Ambulance		990	990	1,188	990	1,188	990	5,346	6,930	12,276
82003 Vehicle Replacement-ERU	118	160	278		170	90	240	778	660	1,438
82004 Vehicle Replacement-ESU				58				58	175	233
82005 Vehicle Replacement-Admin & Van		100	100		160			260	260	520
82006 Equipment-Defibrillators		1,440	1,440					1,440	1,950	3,390
82013 Equipment-Laptops					434			434	1,055	1,489
82017 EMS Station - Master Plan 2024						1,420		1,420		1,420
82018 EMS Station - Master Plan 2026									1,420	1,420
82019 EMS Station - Master Plan HQ North	817		817					817		817
82024 Vehicle New - Ambulance Master Plan		900	900	675	900	450	900	3,825	4,050	7,875
82026 Server Hardware Upgrade				55			55	110	55	166
82028 Modems/Hardware - AVL/GPS System						132		132	132	264
82029 Automated Drug/Supply Dispensing System					255			255		255
82030 Stretcher Replacement									989	989
82031 Voice Radio	125		125					125	177	301
82034 Station - Master Plan - Replacement				101	1,318			1,419		1,419
82035 Station - Master Plan - Replacement						101	1,318	1,419		1,419
82036 Equipment - Master Plan - Defibrillators		120	120	90	120	60	120	510	540	1,050
82037 Equipment - Master Plan - Laptops	18	42	59	31	42	21	42	195	187	382
82038 Equipment - Master Plan - Stretchers		68	68	51	68	34	68	290	307	597
82039 Equipment (pooled)	40	370	410	241	93	311	139	1,194	1,487	2,681
82041 Community Paramedicine LTC Waitlist		343	343	201	6			550		550
Total Program Area Capital	1,118	4,533	5,651	2,693	4,556	3,807	3,872	20,578	20,374	40,952
Facilities Managed Capital Renewal										
74881 EMS Capital Renewal	111	137	248	132	513	357	347	1,596	790	2,386
Total Facilities Managed Capital Renewal	111	137	248	132	513	357	347	1,596	790	2,386
TOTAL EXPENDITURE	1,229	4,669	5,898	2,825	5,069	4,164	4,219	22,175	21,164	43,338

Paramedic Services

Ten Year Capital Budget and Forecast (Thousands) 2021-2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies		1,133	1,133	201	6			1,340		1,340
Development Charges										
Reserve Funds		508	508	381	508	254	508	2,159	2,286	4,444
Debentures						554		554	128	682
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	111	137	248	132	513	357	347	1,596	790	2,386
3982210 Ambulance Vehicle Reserve	118	928	1,046	1,597	1,788	1,512	1,698	7,641	10,131	17,772
3982220 Ambulance Equipment Reserve	183	1,964	2,147	412	936	519	348	4,362	6,537	10,899
Debentures	817		817	101	1,318	968	1,318	4,522	1,292	5,814
TOTAL FUNDING & FINANCING	1,229	4,669	5,898	2,825	5,069	4,164	4,219	22,175	21,164	43,338

Notes:

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



Region of Waterloo

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



THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Corporate Financial

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation		2,661			
Benefits		(7,067)			
Supplies					
Maintenance					
Equipment		11			
Professional Fees & Services	768	5,063	1,241	473	61.6%
Grants	50		50		
Financial Expenses	6,474	8,502	6,474		
Communications		13			
Travel		12			
Facility Occupancy Charges		2			
Interdepartmental Charges	125	138	125		
Subtotal - Operating	7,416	9,335	7,890	474	6.4%
Debt Servicing	503	311	388	(115)	(22.9%)
Transfers to Reserves	1,152	8,233	2,502	1,350	117.2%
Discretionary DC Exemptions	5,914	10,061	7,714	1,800	30.4%
Subtotal - Debt / Reserves / Capital	7,569	18,605	10,604	3,035	40.1%
Gross Expenditure	14,986	27,940	18,493	3,507	23.4%
Interdepartmental Recoveries	(1,270)	(4,742)	(1,595)	(325)	25.6%
External Recoveries		(334)			
Net Expenditure	13,716	22,864	16,898	3,182	23.2%
Revenue					
Ontario Grants		247			
Ontario Grants - COVID		4,507	9,724	9,724	
Federal Grants					
User Fees	592	5,797	592		
Contribution from Reserves	446	696	291	(155)	(34.8%)
Supplementary Taxes	10,000	8,858	10,000		
Payments in Lieu	7,960	8,280	7,943	(17)	(0.2%)
Capital Financing		(40)			
Revenue Subtotal	18,998	28,344	28,549	9,551	50.3%
Property Tax Levy	(5,282)	(5,480)	(11,651)	(6,369)	120.6%



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, priorities and budget drivers:

- 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 utilizing existing resources (no expansions).
- Plan for balanced growth to respond to emerging priorities, increasing complexity of crime and changing legislation while supporting the Region of Waterloo population growth.
- Inclusion of an estimate for the impact of collective agreement bargaining on staffing costs.
- Changes to grant programs that have resulted in a reduction of funding.
- The annualization of 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, Digital Evidence Management System (DEMS), Body Worn Video, In Car Video, Mobile Strategy and Business Intelligence tools.
- Support Environmental Sustainability strategies through effective Fleet utilization, idling reduction initiative, electric vehicle charging stations and Hybrid model options.



THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Police

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	130,214	125,776	132,362	2,148	1.6%
Benefits	39,930	39,925	42,128	2,198	5.5%
Supplies	3,354	2,650	3,157	(197)	(5.9%)
Maintenance	1,191	921	2,136	945	79.3%
Utilities		6	26	26	
Police Vehicles	13	12	11	(2)	(15.4%)
Equipment	999	846	460	(539)	(54.0%)
Construction			35	35	
Professional Fees & Services	7,106	6,584	7,298	192	2.7%
Rents	757	658	785	28	3.7%
Social Support and Benefit Payments	195	136	298	103	52.8%
Financial Expenses	55	66	55		
Communications	1,658	1,352	1,620	(38)	(2.3%)
Travel	607	130	585	(22)	(3.6%)
Insurance	816	816	841	25	3.1%
Facility Occupancy Charges	3,694	3,706	3,721	27	0.7%
Interdepartmental Charges	1,559	1,506	1,582	23	1.5%
Subtotal - Operating	192,149	185,093	197,099	4,950	2.6%
Debt Servicing	4,377	4,514	4,570	193	4.4%
Transfers to Reserves	4,651	5,879	5,220	569	12.2%
Subtotal - Debt / Reserves / Capital	9,028	10,394	9,790	762	8.4%
Gross Expenditure	201,177	195,486	206,889	5,712	2.8%
Interdepartmental Recoveries	(1,034)	(1,274)	(1,164)	(130)	12.6%
External Recoveries	(4,541)	(4,130)	(4,492)	49	(1.1%)
Net Expenditure	195,602	190,083	201,232	5,630	2.9%
Revenue					
Ontario Grants	10,493	10,129	10,341	(152)	(1.4%)
Ontario Grants - COVID			188	188	
User Fees	3,438	2,118	3,263	(175)	(5.1%)
Contribution from Reserves	715		1,100	385	53.8%
Contribution from RDC Reserve Funds	832	890	953	121	14.5%
Revenue Subtotal	15,479	13,137	15,845	366	2.4%
Property Tax Levy	180,123	176,946	185,387	5,264	2.9%

Waterloo Regional Police

Ten Year Capital Budget and Forecast (Thousands)

2021-2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
EXPENDITURE										
Program Area Capital										
50000 Police Vehicles and Equipment	733	1,700	2,433	2,083	3,476	2,914	3,571	14,477	12,849	27,326
50001 Automated Asset and Evidence Solution				248	233	233	118	833	42	875
50003 PRIDE V				417	221	2,645	1,200	4,483		4,483
50004 Police Vehicles - Growth				61	182	182	121	545	242	787
50005 Information Technology	1,224	1,084	2,308	2,683	2,921	1,293	2,800	12,004	7,833	19,837
50011 Voice Radio HW and SW Upgrades	365		365	350	16		45	776	8,809	9,586
50012 Training Facilities Expansion						608	7,098	7,706	7,098	14,804
50016 Business Intelligence Tool	836	182	1,018					1,018		1,018
50022 Replacement of North Division	395		395					395		395
50044 Headquarters Security Upgrades	96		96					96		96
50045 WRPS Voice Radio Infrastructure	3,360		3,360					3,360		3,360
50046 New Central Division (200 Frederick St)	7,336	19,000	26,336	22,648				48,984		48,984
50047 Facilities Refresh and Furniture	132	392	524	400	408	416	425	2,173	2,254	4,427
50048 Police Equipment	392	3,907	4,299	2,439	2,551	1,776	2,533	13,597	14,747	28,344
50051 Central Division Renovation/Expansion									1,977	1,977
50052 Headquarters Parking Upgrades	409	140	549	460				1,009		1,009
50053 Headquarters Renovations									20,736	20,736
50055 Reporting Centre Expansion									1,217	1,217
50056 North Division Renovation									147	147
50060 Police Furniture - Growth				18	40	38	30	125	50	175
50061 Police Equipment - Growth				89	204	191	153	636	254	890
50063 Electric Vehicle Charging Stations		32	32	40	40	40		152		152
50064 Magazine Explosive Storage		101	101					101		101
50068 Facility Security Upgrades	166	300	466	300	300	300	300	1,666	1,500	3,166
50069 Evidence Management Facilities Upgrades	160	281	441	280				721		721
50070 Technical Investigations System						200		200		200
Total Program Area Capital	15,603	27,120	42,723	32,515	10,592	10,835	18,393	115,058	79,756	194,814

Waterloo Regional Police

Ten Year Capital Budget and Forecast (Thousands)

2021-2030

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Subtotal	2026 - 2030 Subtotal	2021 - 2030 Total
Facilities Managed Capital Renewal										
75011 Police Central Division Renewal					50	75	100	225	875	1,100
75012 Firearms Training Facility Renewal						179	459	638	226	864
75013 Police South Division Renewal	83	877	960	971	606	484	439	3,460	680	4,140
75014 Police North Division Renewal	165	724	889	12	191	52	12	1,155	1,403	2,558
75016 Police Headquarters Renewal	579	141	720	1,083	367	1,130	682	3,983	1,679	5,662
75017 Police Investigative Services Renewal	468	31	499	12	194	117	89	912	1,374	2,286
75018 Police Reporting Centre Renewal	48	94	142	324		29	290	785	368	1,153
Total Facilities Managed Capital Renewal	1,343	1,867	3,210	2,401	1,408	2,066	2,072	11,158	6,605	17,763
TOTAL EXPENDITURE	16,946	28,987	45,934	34,916	12,000	12,901	20,465	126,216	86,361	212,578
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies				167	89	1,058	480	1,793		1,793
Development Charges										
Reserve Funds	325	57	383	356	425	410	304	1,877	4,383	6,260
Debentures	3,595	9,310	12,905	11,097		462	5,394	29,859	5,394	35,253
Property Taxes										
Reserves and Reserve Funds										
3980066 Lifecycle Reserve Police	764	991	1,755	1,430	802	451	951	5,389	3,998	9,387
3981300 Police Capital Reserve	3,013	5,880	8,893	4,979	4,320	3,215	3,721	25,128	27,753	52,880
3982340 Police Vehicles & Equipment Reserve	733	1,700	2,433	2,083	3,476	2,914	3,571	14,477	12,849	27,326
Debentures	8,517	11,049	19,565	14,804	2,889	4,390	6,045	47,694	31,984	79,678
TOTAL FUNDING & FINANCING	16,946	28,987	45,934	34,916	12,000	12,901	20,465	126,216	86,361	212,578

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.



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Waterloo Regional Heritage Foundation

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Grants	106	106	106		
<i>Subtotal - Operating</i>	106	106	106		
Gross Expenditure	106	106	106		
Net Expenditure	106	106	106		
Property Tax Levy	106	106	106		

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 creative projects in the performing, visual and literary arts in the Region of Waterloo.

Key issues and priorities:

- 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 a project application for consideration. Applicants must live and/or work in the Waterloo Region.
- The fourteen-member volunteer Board of Directors is responsible for allocating funding provided by Regional Council on an annual basis.
- The Arts Fund promotes, encourages and provides 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.
- The Arts Fund provides outreach to artists in all communities within the Region of Waterloo.



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Region of Waterloo Arts Fund

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Grants	393	393	393		
Subtotal - Operating	393	393	393		
Gross Expenditure	393	393	393		
Net Expenditure	393	393	393		
Property Tax Levy	393	393	393		

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).



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Waterloo Region Crime Prevention Council

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	496	615	497	1	0.2%
Benefits	121	152	138	17	14.0%
Supplies	7	2	7		
Equipment	2	3	2		
Professional Fees & Services	33	41	33		
Grants	12	14	12		
Communications	31	23	21	(10)	(32.3%)
Travel	5	5	5		
Facility Occupancy Charges	27	27	25	(2)	(7.4%)
Interdepartmental Charges	7	7	5	(2)	(28.6%)
Subtotal - Operating	741	889	745	4	0.5%
Transfers to Reserves	2	2	2		
Subtotal - Debt / Reserves / Capital	2	2	2		
Gross Expenditure	743	891	747	4	0.5%
Net Expenditure	743	891	747	4	0.5%
Revenue					
User Fees	34		24	(10)	(29.4%)
Revenue Subtotal	34		24	(10)	(29.4%)
Property Tax Levy	709	891	723	14	2.0%

Associated Agency: Immigration Partnership Council

Programs and services:

A collaboration of community service, business, municipal and post-secondary organizations and Waterloo Region residents working together to create the conditions for immigrants to succeed and help build a welcoming, dynamic community.

Key issues and priorities:

Overall: We will:

- Champion advocacy and engage elected officials, systems and policy leaders so that policies, systems and ways of working that limit immigrant potential are changed
- Build awareness of the Immigration Partnership and beneficial impact of immigration
- Lead collaborative learning and community education
- Break down silos within the Partnership and the community for immigrant and community success

Work: We will work closely with employers, industry and economic development stakeholders, Waterloo EDC, colleges and universities and service providers, etc. to:

- Develop campaigns and tools to market the value proposition and economic contribution of immigrants to employers
- Foster cohesive service to employers and immigrant jobseekers across sectors and talent
- Engage networks of employers to hire and retain immigrants
- Collaborate with leaders and organizations (public, private and not-for-profit) leaders to foster immigrant attraction, employment and entrepreneurship

Settle: We will work closely with both community services and private sector stakeholders like landlords, refugee sponsors, medical professionals, etc. to:

- Develop communication tools and strategies to simplify service systems and pathways for immigrants
- Brand “settlement” and drive collaboration and innovation within the sector
- Leverage service providers and planning tables as effective immigrant supports through strong relationships and collaboration
- Activate networks of private stakeholders in serving immigrants

Belong: We will work closely with ethno-cultural groups, the immigrant community, municipalities, other public sector bodies and the broader public to:

- Build connections, capacity and civic engagement among ethno-cultural groups to increase immigrant influence in policy making and social connectedness
- Work with municipalities and other public sector partners as leaders and advocates to strengthen immigrant welcoming, inclusion and engagement
- Increase public support for immigration, and action to address racism, discrimination and foster immigrant belonging through campaigns and initiatives
- Collaborate with systems and community tables and leader



THE REGIONAL MUNICIPALITY OF WATERLOO
2021 Operating Budget (\$ thousands)
Immigration Partnership Council

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Compensation	339	367	385	46	13.6%
Benefits	75	85	83	8	10.7%
Supplies	1	2	1		
Maintenance	24		24		
Equipment		3			
Professional Fees & Services	84	14	88	4	4.8%
Rents	14	17	15	1	7.1%
Communications	1	6	12	11	1,100.0%
Travel	5	50	19	14	280.0%
Interdepartmental Charges	12	62	34	22	183.3%
Subtotal - Operating	556	605	661	105	18.9%
Transfers to Reserves	2	2	1	(1)	(50.0%)
Subtotal - Debt / Reserves / Capital	2	2	1	(1)	(50.0%)
Gross Expenditure	558	607	663	105	18.8%
Net Expenditure	558	607	663	105	18.8%
Revenue					
Ontario Grants	89	134	139	50	56.2%
Federal Grants	392	413	430	38	9.7%
User Fees	28	20	43	15	53.6%
Revenue Subtotal	508	567	613	105	20.7%
Property Tax Levy	50	40	50		

Associated Agency: Municipal Property Assessment Corporation (MPAC)**Programs and services:**

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

Key issues and priorities:

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



THE REGIONAL MUNICIPALITY OF WATERLOO

2021 Operating Budget (\$ thousands)

Assessment Delivery Services (MPAC)

	2020 Budget (Restated)	2020 Actuals	2021 Budget	Budget Change \$	Budget Change %
Expenditure					
Grants	7,005	7,005	7,021	16	0.2%
Subtotal - Operating	7,005	7,005	7,021	16	0.2%
Gross Expenditure	7,005	7,005	7,021	16	0.2%
Net Expenditure	7,005	7,005	7,021	16	0.2%
Property Tax Levy	7,005	7,005	7,021	16	0.2%



Region of Waterloo

APPENDIX



Tax Supported Capital Budget & Forecast
Summary of Approved Debenture Financing (Thousands)
2021 - 2025

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Total
Debentures 10 yrs (levy/user rates)								
01016 Waterloo Soil Management Strategy				4,500	4,500	3,500	2,250	14,750
01082 Waterloo Groundwater Management	295	920	1,215	630	430	530	430	3,235
01084 Materials Recycling Centre		446	446	54	2,529	4,603	455	8,086
01154 Waterloo - New Cells Design & Construction	283		283	140	2,100	8,930		11,453
01156 Waterloo Leachate Control		50	50	1,225	560	1,220	510	3,565
01160 Waterloo - Roads Construction	1,458	2,695	4,153		1,550		415	6,118
01163 Waterloo Landfill Gas System	766	444	1,210	3,455	1,656	540	600	7,461
01192 Waterloo Transfer Station Upgrade	358	449	807	756	1,512	2,899	5,579	11,553
03544 Sanitary Forcemain Servicing	60		60					60
03570 Apron Resurfacing					300			300
03603 Trigger 2 Property Acquisition	172		172			1,470		1,642
03604 Construct Runway 14/32 Extension						1,407	3,095	4,502
03606 Shantz Station Road Reconfiguration Options						111		111
03609 Construct Terminal Expansion Phase 1						2,452	4,087	6,539
03610 Design Terminal Expansion Phase 2						210	672	882
03611 Increase Available Surface Parking							1,175	1,175
03612 Develop Existing Serviced Lands							613	613
03613 Fountain Street Utility Relocations							940	940
03636 Runway 14-32 Rehabilitation					4,000	3,700		7,700
05163 Ottawa St, Nottingham Ave, King St & Weber St from Sheldon Ave to Borden Ave				3,540				3,540
05386 Weber St, Blythwood Rd to Northfield Dr				1,520				1,520
05417 Church St, Spruce Ln to Arthur St				1,330	140			1,470
05679 Cedar Creek Road, Cambridge/North Dumfries Bdry. to Edworthy							1,300	1,300
05682 Nafziger Rd, Gerber Rd to Queen's Bush Rd						1,060		1,060
05695 Scott St/Main St/Stanley St, 190M E of Hilltop Dr to St Andrews				200	200	200	2,000	2,600
05703 Bleams Rd, Manitou Dr to Homer Watson Blvd					100	1,805	5	1,910
05705 Bleams Rd, Fischer-Hallman Rd to Trussler Rd					1,655			1,655
05758 Herrgott Rd, N Limits of St Clements to Ament Line		50	50	1,712				1,762
05766 Snyder's Rd E, Christian St to Gingerich Rd				1,475				1,475
05947 Grand Ave S, Cedar St to St Andrews St					20	350	5	375
05977 Erb's Rd, Sandhills Rd to Bridge #0903 Over the Nith River						100	1,930	2,030
05981 Weber St E, Montgomery Rd to Fergus Ave					40	40	300	380



Tax Supported Capital Budget & Forecast
Summary of Approved Debenture Financing (Thousands)
2021 - 2025

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Total
Debentures 10 yrs (levy/user rates)								
05983 King St, Northfield Dr to HWY 85 NB Ramp (Woolwich)				100	100	1,885	5	2,090
07139 Central Yard Asset Renewal	1,400		1,400		1,700	2,250		5,350
07147 Salt Strategy Roads Operations				550	5,500	6,950		13,000
07348 Lobsinger Line, Martin Creek's Rd to Heidelberg Cemetery					16		10	26
07358 Nafziger Rd at Wellesley Creek (#0552)						750		750
07392 Victoria St N, Kitchener/Woolwich Bdwy to Bruce St					150	260	5,717	6,127
07619 Advanced Traffic Signal Management System	1,350	306	1,656	1,044				2,700
07623 Schneider's Creek MUT						306		306
07626 West Montrose Bridge Rehabilitation	210		210	1,134				1,344
50003 PRIDE V						1,587	720	2,307
50005 Information Technology		300	300	2,283	2,283	1,043	2,500	8,409
50012 Training Facilities Expansion						146	1,704	1,850
50016 Business Intelligence Tool	836	182	1,018					1,018
50045 WRPS Voice Radio Infrastructure	3,360		3,360					3,360
66067 Voice Radio Upgrade/Replacement	2,561		2,561					2,561
66112 Access Improvements - Various GRT/ION Connections	24		24					24
66138 Miscellaneous Property Acquisitions	1,694	1,356	3,050	2,440	1,830	1,220	1,220	9,760
68030 Phase 2 LRT Design & Construction		3,355	3,355	3,355	5,033	6,710	12,212	30,665
68031 LRT System Improvements	1,440	4,660	6,100					6,100
70020 KSWRM Renewal	240		240	1,089			1,222	2,551
71042 Sunnyside Renewal	4,708	957	5,665		1,990	1,390	1,592	10,637
73002 Phillipsburg Yard Renewal				568				568
73100 WM Waterloo Building Renewal	179		179	1,442	1,272	798	918	4,609
73200 WM Cambridge Building Renewal				734	674			1,408
74200 AHQ 150 Frederick Building Renewal	492	316	808	1,437	729	1,911	1,169	6,054
74300 99 Regina Building Renewal					3,152	2,684	2,302	8,137
74400 Operations Centre Building Renewal				3,292	3,135	1,621	1,417	9,466
74500 150 Main Cambridge Building Renewal	669		669	1,275	974	1,333	1,677	5,928
74700 WRESTC Renewal				1,395				1,395
75013 Police South Division Renewal		877	877	971	606	484	439	3,377
75016 Police Headquarters Renewal	579		579			1,130	682	2,392
83170 WRH MP Kingscourt, Waterloo	555	2,764	3,319	7,124	231			10,674

Tax Supported Capital Budget & Forecast
Summary of Approved Debenture Financing (Thousands)
2021 - 2025

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Total
Debentures 10 yrs (levy/user rates)								
83171 WRH MP 82 Wilson, Kitchener	231	55	286	4,052	970			5,308
83172 WRH MP Langs, Cambridge		244	244	744	11,154	5,039		17,181
83173 WRH MP 140 Weber, Kitchener				155	233	1,804	2,528	4,720
83174 Mooregate, Kitchener						1,265	2,528	3,793
83199 Studies/Pooled Assets						4,096	5,537	9,633
90053 Energy Mgmt Upgrades to Mjr Bldgs	96		96					96
90109 Waterloo Regional Voice Radio System	90		90					90
90158 KPL Parking Garage Capital Program	5	40	45	105	15	30	40	235
90180 Realignment of Victoria Street		1,645	1,645	4,936				6,581
90190 Duke Street Underpass		1,406	1,406	4,219				5,625
Debentures 20 yrs (levy/user rates)								
50046 New Central Division (200 Frederick St)	3,741	9,690	13,431	11,550				24,982
66079 Northfield Drive Construction	460	10,566	11,025	2,714				13,740
68025 Rolling Stock LRT Future Vehicles						3,200		3,200
82017 EMS Station - Master Plan 2024						866		866
82019 EMS Station - Master Plan HQ North	817		817					817
82034 Station - Master Plan - Replacement				101	1,318			1,419
82035 Station - Master Plan - Replacement						101	1,318	1,419
90137 Corporate Accommodation (Under Review)						1,995	2,282	4,277
Debentures 30 yrs (reserves)								
68002 RT Land Acquisition	4,561		4,561					4,561
68012 Rolling Stock - Vehicles	5,412	604	6,016					6,016
68016 Ancillary Non Construction Rapid Transit Project Costs	184		184					184
68017 Project Construction LRT	6,887		6,887					6,887
Debentures 10 yrs (RDC)								
01084 Materials Recycling Centre					306	557		863
01192 Waterloo Transfer Station Upgrade					183	351	676	1,210
03544 Sanitary Forcemain Servicing	123		123					123
03603 Trigger 2 Property Acquisition	238		238			2,030		2,268
03604 Construct Runway 14/32 Extension						1,943	4,275	6,218
03609 Construct Terminal Expansion Phase 1						1,568	2,613	4,181
03612 Develop Existing Serviced Lands							392	392

Tax Supported Capital Budget & Forecast
Summary of Approved Debenture Financing (Thousands)
2021 - 2025

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Total
Debentures 10 yrs (RDC)								
68030 Phase 2 LRT Design & Construction		3,120	3,120	3,120	3,218	4,290	7,808	21,555
Debentures 20 yrs (RDC)								
03606 Shantz Station Road Reconfiguration Options						154		154
03610 Design Terminal Expansion Phase 2						290	928	1,218
03611 Increase Available Surface Parking							751	751
03613 Fountain Street Utility Relocations							601	601
05337 King St, Eagle St to Fountain St & Fountain St - King St to Shantz H	171		171					171
05549 Franklin Blvd, Myers Rd to HWY 401	1,390		1,390					1,390
05697 Fairway Rd N, Briar Meadow Dr to King St						1,094		1,094
06416 Franklin Blvd, 200M N of Avenue Rd to 325M S of Bishop St						3,635	545	4,180
07087 River Rd Extension, King St to Manitou Dr	16,595	10,000	26,595	1,900	1,000	10,000	7,400	46,895
07116 Maple Grove Rd, Hespeler Rd to East of Fountain St				5,700	1,000	11,500	13,400	31,600
07122 Fischer-Hallman Rd, Plains Rd to 500M S of Bleams Rd	319		319	4,420				4,739
07131 Fountain St Extension, Victoria St to 1.0km N of Victoria St							40	40
07221 Fischer-Hallman Rd/Bearing Rd, Columbia St to Westmount Rd						4,150	8,700	12,850
07258 Bleams Rd, Strasburg Rd to Fischer-Hallman Rd	785		785					785
07327 Erb St, Ira Needles Blvd to Wilmot Ln	1,290		1,290					1,290
07441 Dickie Settlement Rd at Roseville Rd				1,000	5	5		1,010
07495 Lackner Blvd, Ottawa St to Victoria St	163	29	192	1				193
07540 Hespeler Rd at HWY 401 Cycling Facility					462			462
07601 Turn Lane, New Dundee Rd at Pinnacle Dr	250		250					250
50012 Training Facilities Expansion						462	5,394	5,857
50046 New Central Division (200 Frederick St)	3,595	9,310	12,905	11,097				24,002
66079 Northfield Drive Construction	316	7,264	7,580	1,866				9,446
68025 Rolling Stock LRT Future Vehicles						2,200		2,200
82017 EMS Station - Master Plan 2024						554		554



User Rate Capital Budget & Forecast
Summary of Approved Debenture Financing (Thousands)
2021 - 2025

	Previous Unspent Approvals	2021 Request	2021 Total	2022	2023	2024	2025	2021 - 2025 Total
Debentures 10 yrs (levy/user rates)								
04187 Manganese Treatment Upgrades					986	4,387	4,000	9,373
Debentures 20 yrs (RDC)								
04015 Laurel Tank WTP		4,000	4,000	1,600	3,300			8,900
04083 New Watermains					1,000	1,950		2,950
04086 Baden New Hamburg Loops				1,300	1,100			2,400
04155 Tri City Distribution Upgrades				900	570		1,200	2,670
04156 Kitchener Zone(s) 2/4 Distribution Upgrades					700			700
04160 William and Strange St Upgrades		2,000	2,000	1,600				3,600
04181 Cambridge Water Distribution Upgrades		2,600	2,600	1,460	1,782	1,764	1,400	9,006
04187 Manganese Treatment Upgrades						1,623	2,400	4,023
04189 Elmira & St Jacobs Water Supply Optimization				950	3,400	1,000		5,350
04191 Mannheim WTP Optimization					1,200		1,600	2,800
04893 Facilities Upgrades				1,987				1,987
04904 LTWS ASR Stages 1 + 2				1,500			900	2,400
04969 SCADA Communication Upgrade				1,000	1,000	900		2,900
08275 Biosolids Management Facility				1,309	2,000			3,309
08289 Galt Process Upgrades & Expansion		800	800	1,900	2,000	2,000		6,700
08329 Spring Valley PS Upgrades							1,200	1,200
08797 Kitchener Process Upgrades		515	515	2,941	1,800	2,400	4,450	12,106