2023 Program Budgets

Region of Waterloo

The Regional Municipality of Waterloo
2023 Program Budgets
Table of Contents

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Region of Waterloo

2023
BUDGET
OVERVIEW

REGIONAL MUNICIPALITY OF WATERLOO

Budget Highlights

2023 Operating Budget

- Average Property Tax Budget Impact is 8.55%
- Total operating budget expenditure of $1,436 million ($1,290 million net of transfers to Capital and Reserve Funds)
- Assessment Growth is 1.99%

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

- Water Supply increase of 2.9%
- Wastewater Treatment increase of 4.9%
- Water distribution increase of 2.4%
- Wastewater collection increase of 2.9%
- Transit average fare increase of 2.5%
- Waste Management – Increase to tipping fees for recyclables and general refuse; special handling load rate, and minimum fee at landfill and transfer stations
- Airport Services – A new general terminal charge, increase to landing fees and a new parking rate structure

2023-2032 Capital Budget and Forecast

- The 2023 approved capital budget is $695 million
- The 10 year capital forecast is $6.6 billion (constant 2023 dollars)
- Total debenture requirement over the 10 year forecast is $1.6 billion
    - Property Tax debenture requirement is $1.092 billion
    - Development Charge debenture requirement is $488 million

REGIONAL MUNICIPALITY OF WATERLOO

Approved Staff Complement (FTEs)

	2022 Budget *	2023 Budget	Change
Transportation Services	886.3	918.0	31.7
Community Services	733.1	777.7	44.7
Public Health & Paramedic Services	816.6	732.6	(83.9)
Corporate Services	293.2	306.7	13.5
Engineering & Environmental Services	285.5	288.5	3.0
Planning, Development & Legislative Services	239.0	234.4	(4.6)
Human Resources & Citizen Service	97.3	109.3	12.0
Office of the Chief Administrative Officer	28.0	30.0	2.0
Elected Offices	3.0	3.0	-
Corporate Financial	4.0	-	(4.0)
Direct Regional	**3,385.9**	**3,400.3**	**14.4**
Waterloo Regional Police Service	1,249.3	1,267.8	18.5
Total	**4,635.2**	**4,668.1**	**32.8**

	Approved 2023 Staff Complement (FTEs)		
	Permanent	**Temporary**	**Total**
Direct Regional	3,153.4	246.9	3,400.3
Waterloo Regional Police Service	1,254.1	13.7	1,267.8
Total	**4,407.5**	**260.6**	**4,668.1**

* The 2022 Budget complement has been adjusted to reflect 2022 in-year changes.

Note: Elected officials are excluded from complement count.

REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating and Capital Budget Summary

($ thousands)

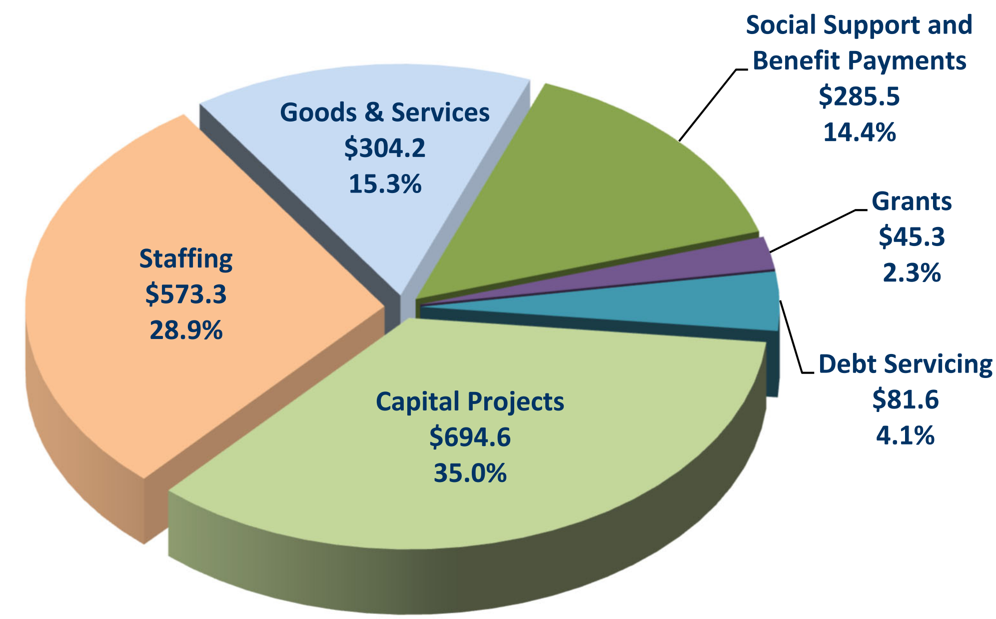
Expenditure	Total	% of Total Expenditure
Staffing	$573,337	29%
Goods & Services	$304,215	15%
Social Support and Benefit Payments	$285,481	14%
Grants	$45,319	2%
Debt Servicing	$81,637	4%
Capital Projects	$694,594	35%
Total Expenditure	**$1,984,583**	**100%**

Sources of Funding & Financing	Operating	Capital	Total	% of Total Funding & Financing
Taxation	$704,548	-	**$704,548**	36%
Provincial & Federal Grants	$417,292	$145,940	**$563,232**	28%
User Rates, Fees and Other Charges	$267,921	-	**$267,921**	14%
Interest Earnings	$582	-	**$582**	0%
Debentures	-	$82,269	**$82,269**	4%
Development Charges:				
Reserve Funds	$32,825	$121,062	**$153,887**	8%
Debentures	-	$53,678	**$53,678**	3%
Net Funding from (Transfers to) Reserves	($133,179)	$291,645	**$158,466**	8%
Total Revenue	**$1,289,989**	**$694,594**	**$1,984,583**	**100%**

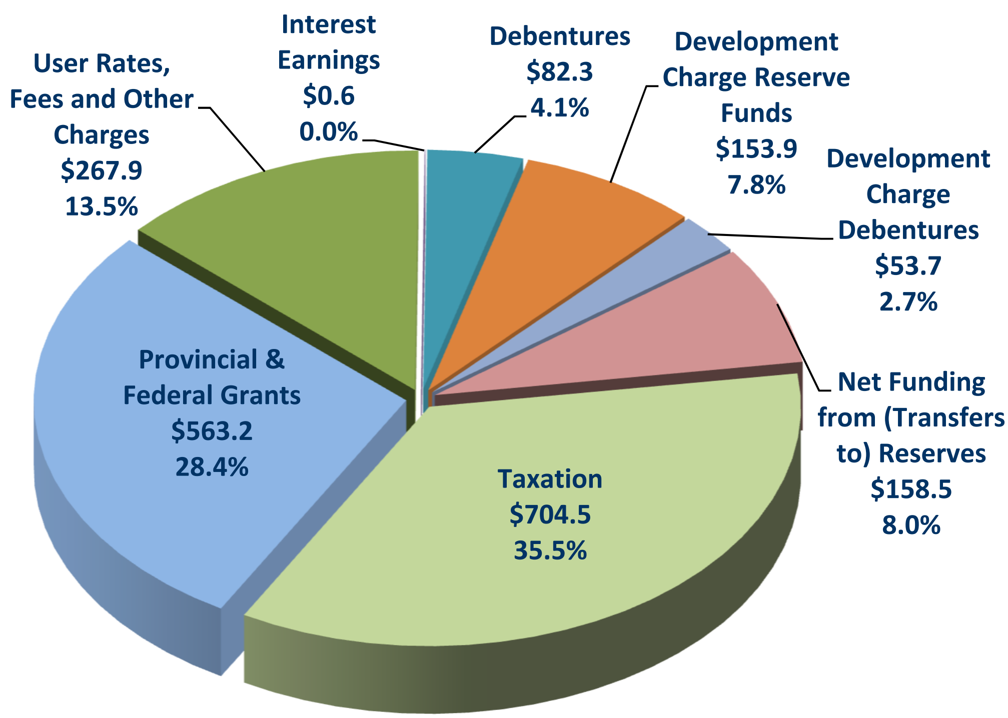
REGIONAL MUNICIPALITY OF WATERLOO

2023 Total Expenditure and Sources of Funding and Financing = $2 billion (in $millions)

Expenditure Categories



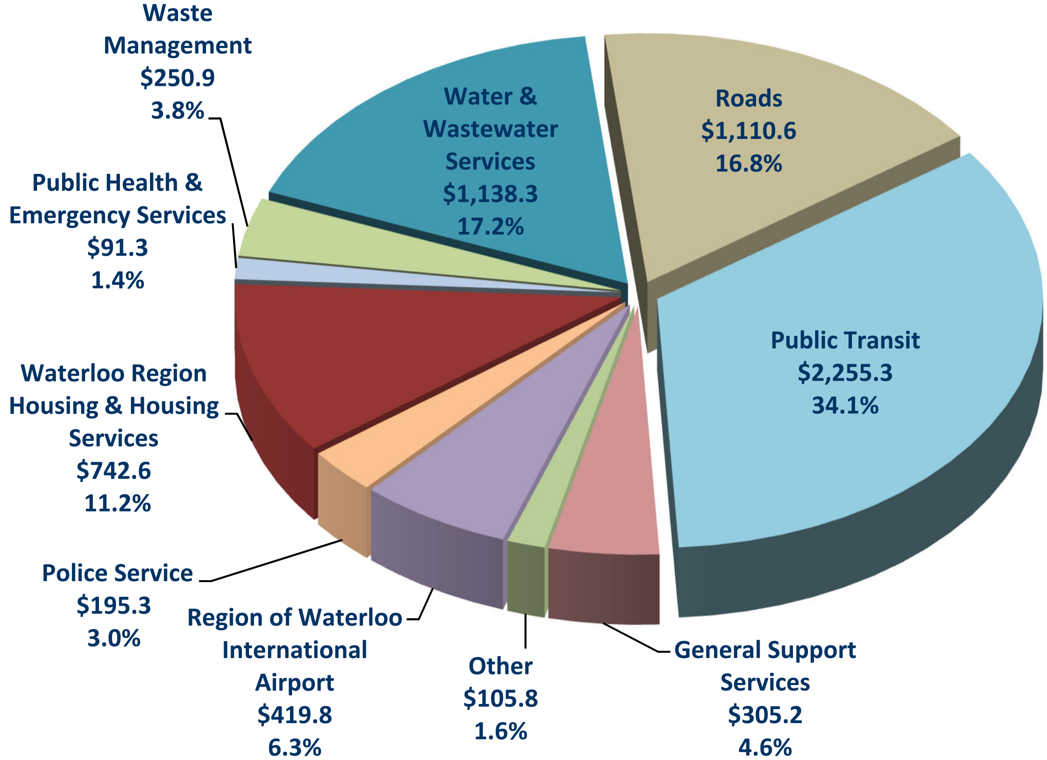
Sources of Funding & Financing



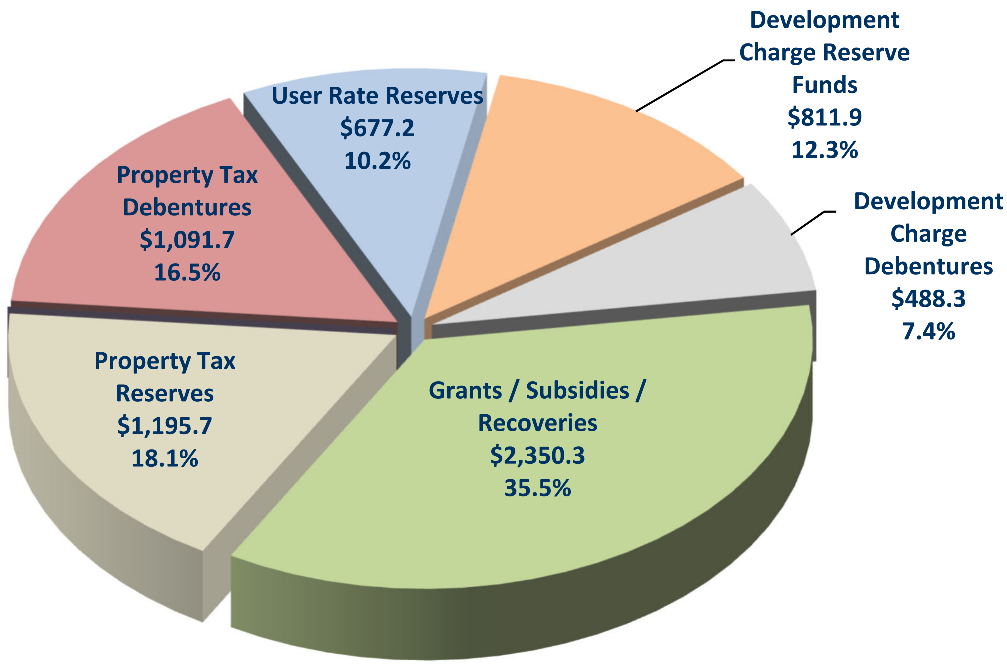
REGIONAL MUNICIPALITY OF WATERLOO

2023-2032 Capital Budget & Forecast = $6.6 billion
($ millions)

Expenditure Categories



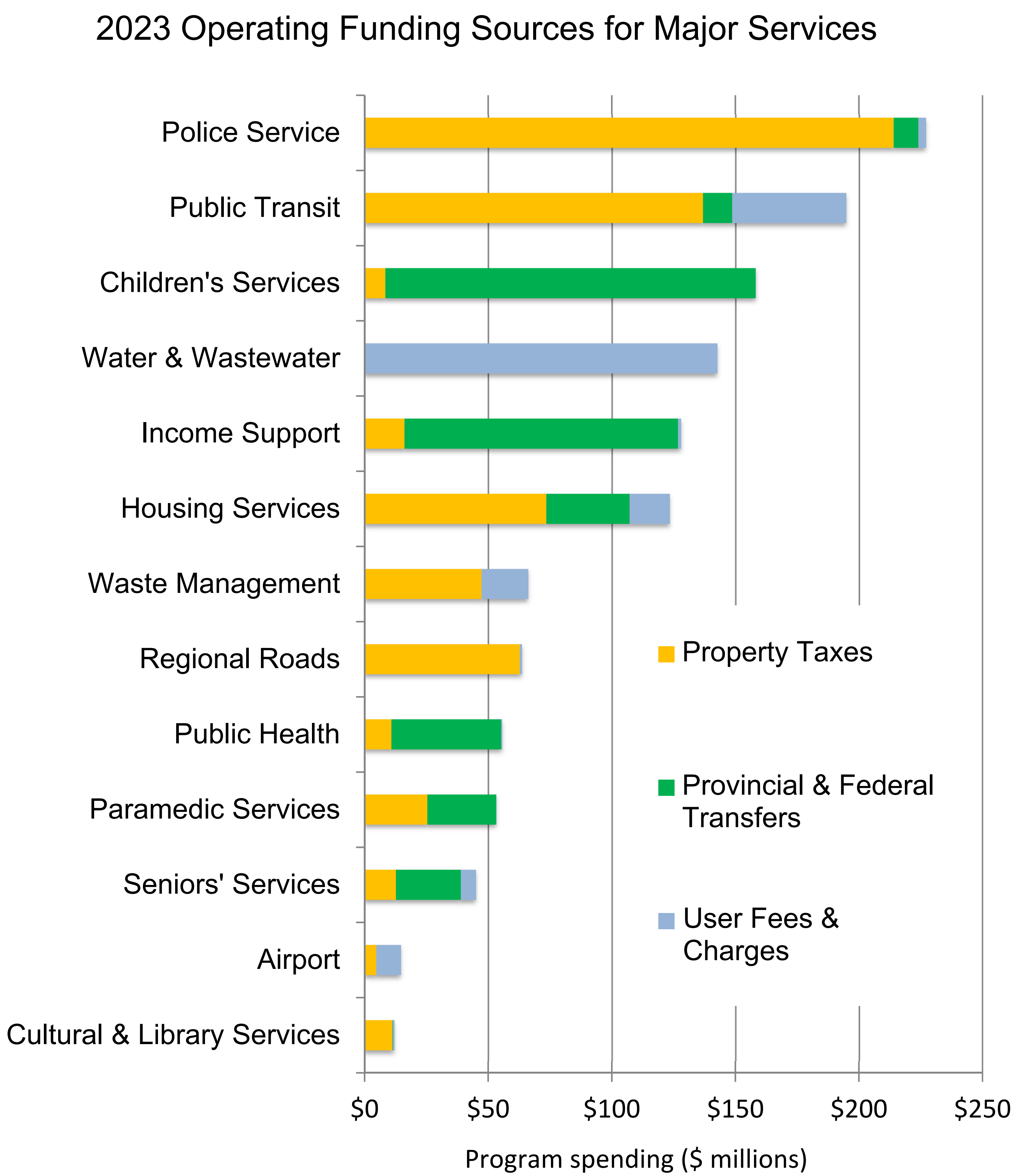
Sources of Funding & Financing



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

REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget: Funding Sources for Major Services ($ millions)



REGIONAL MUNICIPALITY OF WATERLOO

Cost of Regional Services Per Average Household*

	2022	2023	$ Change	% Change
Water	$197.24	$202.01	$4.77	2.42%
Wastewater	$235.01	$244.60	$9.60	4.08%
Property Tax	$2,192.05	$2,379.42	$187.37	8.55%
Total	**$2,624.30**	**$2,826.03**	**$201.73**	**7.69%**

	2022	2023	$ Change	% Change
Retail Water	$680.00	$701.67	$21.67	3.19%
Retail Wastewater	$526.25	$546.46	$20.21	3.84%

Note: Approved rate increases effective March 1, 2023 for wholesale water supply, wholesale wastewater treatment, retail water distribution, and retail wastewater collection are 2.9%, 4.9%, 2.4% and 2.9%, respectively. Retail water and wastewater rates apply to the Townships of Wellesley and North Dumfries and include wholesale water supply and wastewater treatment costs noted above. For 2023, the monthly service charge increased by $1.00 to $11/month for retail water distribution and increased by $1.00 to $10/month for retail wastewater collection effective March 1, 2023

* Based on an average residential property valued at $354,500, based on a valuation date of January 1, 2016, and water usage of 175 cubic metres

REGIONAL MUNICIPALITY OF WATERLOO
Average Cost Per Household* for Regional Services
2023 Budget

Tax Supported Services	Net Expenditure ($000's)	Property Tax Levy [1] ($000's)	*per $354,500 Residential Assessment Value* Blended Regional %	Blended Regional $	Urban %	Urban $	Rural [4] %	Rural [4] $	Woolwich %	Woolwich $	Wilmot %	Wilmot $
Police Service	$229,711	$214,060	31.3	$746	30.7	$746	37.1	$746	36.2	$746	36.4	$746
Public Transit[2]	206,510	137,102	20.1	478	22.2	540	2.4	48	4.7	98	4.1	85
Housing Services	123,898	73,541	10.8	256	10.5	256	12.7	256	12.4	256	12.5	256
Roads/Design & Construction/Eng.	67,353	62,824	9.2	219	9.0	219	10.9	219	10.6	219	10.7	219
Waste Management	67,036	47,496	7.0	165	6.8	165	8.2	165	8.0	165	8.1	165
Financial Expenses	28,812	26,115	3.8	91	3.7	91	4.5	91	4.4	91	4.4	91
Paramedic Services	56,367	25,397	3.7	88	3.6	88	4.4	88	4.3	88	4.3	88
Employment/Income Support	128,094	16,130	2.4	56	2.3	56	2.8	56	2.7	56	2.7	56
Seniors' Services	45,151	12,688	1.9	44	1.8	44	2.2	44	2.1	44	2.2	44
Human Resources & Citizen Service	14,164	12,368	1.8	43	1.8	43	2.1	43	2.1	43	2.1	43
Information Technology Services	11,942	11,942	1.7	42	1.7	42	2.1	42	2.0	42	2.0	42
Public Health	55,922	10,861	1.6	38	1.6	38	1.9	38	1.8	38	1.8	38
Facilities & Fleet Management	10,641	8,978	1.3	31	1.3	31	1.6	31	1.5	31	1.5	31
Cultural Services	9,788	8,458	1.2	29	1.2	29	1.5	29	1.4	29	1.4	29
Children's Services	158,424	8,411	1.2	29	1.2	29	1.5	29	1.4	29	1.4	29
Elected Offices & Chief Administrator's Office	8,979	7,300	1.1	25	1.0	25	1.3	25	1.2	25	1.2	25
Airport	16,582	4,761	0.7	17	0.7	17	0.8	17	0.8	17	0.8	17
Planning, Development & Legislative Services	14,866	4,308	0.6	15	0.6	15	0.7	15	0.7	15	0.7	15
Finance	3,875	3,651	0.5	13	0.5	13	0.6	13	0.6	13	0.6	13
Regional Library[2]	3,282	2,774	0.4	10	0.0	0	3.5	71	3.4	71	3.5	71
Economic Development	4,432	2,891	0.4	10	0.4	10	0.5	10	0.5	10	0.5	10
Strategic & Quality Initiatives	2,492	2,492	0.4	9	0.4	9	0.4	9	0.4	9	0.4	9
Subtotal	$1,268,320	$704,547		$2,455		$2,508		$2,086		$2,136		$2,123
Less: Payments in Lieu & Supplementary Taxes[3]		(21,660)	(3.2)	($75)	(3.1)	($75)	(3.8)	($75)	(3.7)	($75)	(3.7)	($75)
Regional Tax Levy	$1,268,320	$682,887	100%	$2,379	100%	$2,432	100%	$2,011	100%	$2,061	100%	$2,048

Cost of Regional Services per Average Household* by Area Municipality

	Net Expenditure (thousands)	Kitchener	Waterloo	Cambridge	N. Dumfries	Wellesley	Woolwich	Wilmot
Tax Supported Regional Services		**$2,432**	**$2,432**	**$2,432**	**$2,011**	**$2,011**	**$2,061**	**$2,048**
User Rates								
Water [5]	**$64,782**	$202	$202	$202	$0	$0	$202	$202
Wastewater Treatment [5]	**82,020**	$245	$245	$245	$0	$0	$245	$245
Retail Water (6)	**2,956**				$702	$702		
Retail Wastewater [6]	**1,678**				$546	$546		
Subtotal User Rates	**$151,436**	**$447**	**$447**	**$447**	**$1,248**	**$1,248**	**$447**	**$447**
Household cost for Regional services *		**$2,879**	**$2,879**	**$2,879**	**$3,259**	**$3,259**	**$2,507**	**$2,494**

[1] Expenditures net of user fees, grants, subsidies and recoveries.
[2] The net expenditure is area-rated, and the impact differs across the Region.
[3] General revenues reduce net expenditures to determine the final Regional Tax Levy and a total cost per household.
[4] Includes Wellesley and North Dumfries.
[5] Wholesale water and wastewater costs form part of retail water and wastewater rates determined by area municipalities.
[6] Retail wholesale water and wastewater charges include water and wastewater treatment charges

* Based on an average residential property valued at $354,500, based on a valuation date of January 1, 2016, and water usage of 175 cubic metres.

2023 OPERATING BUDGET

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2023-2032 CAPITAL BUDGET AND FORECAST SUMMARIES

THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget ($ Thousands)

Page	Department / Division	Gross Expenditure 2022	Gross Expenditure 2023	Gross Expenditure Increase (Decrease)	Net Expenditure 2022	Net Expenditure 2023	Net Expenditure Increase (Decrease)	Revenue 2022	Revenue 2023	Revenue Increase (Decrease)	Property Tax Levy 2022	Property Tax Levy 2023	Property Tax Levy Increase (Decrease)	Property Tax Levy % Change	Staff Complement (FTE) 2022	Staff Complement (FTE) 2023	Staff Complement (FTE) Change
	Elected Offices																
15	**Elected Offices**	**1,830**	**1,936**	**106**	**1,483**	**1,589**	**106**	**-**	**-**	**-**	**1,483**	**1,589**	**106**	**7.1%**	**3.0**	**3.0**	**-**
18	**Office of The Chief Administrative Officer**																
17	Chief Administrative Officer	5,156	4,590	(566)	5,017	4,452	(565)	2,500	1,310	(1,190)	2,517	3,142	625	24.8%	7.0	8.0	1.0
19	Communications and Strategy	3,643	4,180	537	2,401	2,938	537	139	369	230	2,262	2,569	307	13.6%	21.0	22.0	1.0
	Total Office of The Chief Administrative Officer	**8,798**	**8,770**	**(28)**	**7,418**	**7,390**	**(28)**	**2,639**	**1,679**	**(960)**	**4,779**	**5,711**	**932**	**19.5%**	**28.0**	**30.0**	**2.0**
22	**Corporate Services**																
23	Commissioner of Corporate Services	405	418	13	304	317	13	-	-	-	304	317	13	4.3%	2.0	2.0	-
24	Information Technology Services	14,635	16,999	2,364	10,022	11,942	1,920	148	1	(147)	9,875	11,942	2,067	20.9%	71.0	83.5	12.5
26	Facilities & Fleet Management																
27	Facilities	87,744	96,319	8,575	11,333	10,641	(692)	2,034	1,663	(371)	9,299	8,978	(321)	(3.5%)	123.3	124.3	1.0
31	Fleet Management	5,805	5,963	158	-	-	-	-	-	-	-	-	-	-	17.0	18.0	1.0
	Total Facilities & Fleet Management	93,549	102,282	8,733	11,333	10,641	(692)	2,034	1,663	(371)	9,299	8,978	(321)	(3.5%)	140.3	142.3	2.0
33	Treasury Services	5,503	6,003	500	1,678	1,854	176	294	224	(70)	1,384	1,630	246	17.8%	48.1	47.1	(1.0)
34	Corporate Finance	3,956	4,130	174	1,672	1,704	32	-	-	-	1,672	1,704	32	1.9%	31.8	31.8	-
	Total Corporate Services	**118,047**	**129,832**	**11,785**	**25,009**	**26,459**	**1,450**	**2,475**	**1,887**	**(588)**	**22,533**	**24,572**	**2,039**	**9.0%**	**293.2**	**306.7**	**13.5**
37	**Human Resources & Citizen Service**																
38	Commissioner of Human Resources & Citizen Service	2,072	2,133	61	1,692	1,752	60	20	124	104	1,672	1,629	(43)	(2.6%)	5.0	5.0	-
39	Talent Acquisition, Client Experience & Solutions	5,060	6,243	1,183	3,918	3,945	27	-	140	140	3,918	3,805	(113)	(2.9%)	40.8	46.8	6.0
40	Organization Development & HR People Partners	1,915	2,054	139	1,048	1,168	120	81	-	(81)	967	1,168	201	20.8%	13.0	13.0	-
41	Labour Relations & Emergency Management	2,233	2,103	(130)	1,547	1,412	(135)	88	98	10	1,459	1,314	(145)	(9.9%)	9.0	9.0	-
42	Wellbeing & Occupational Health & Safety	2,645	3,289	644	1,615	2,239	624	1,272	1,435	163	343	804	461	134.4%	14.5	17.5	3.0
43	Total Rewards	2,808	3,704	896	2,753	3,648	895	-	-	-	2,753	3,648	895	32.5%	15.0	18.0	3.0
	Total Human Resources & Citizen Service	**16,733**	**19,525**	**2,792**	**12,574**	**14,165**	**1,591**	**1,461**	**1,797**	**336**	**11,113**	**12,368**	**1,255**	**11.3%**	**97.3**	**109.3**	**12.0**
46	**Planning, Development & Legislative Services**																
47	Commissioner of Planning, Development & Legislative Services	1,361	1,517	156	1,361	1,517	156	-	-	-	1,361	1,517	156	11.5%	9.0	10.0	1.0
48	Economic Development	3,968	5,132	1,164	3,593	4,432	839	1,157	1,540	383	2,436	2,891	455	18.7%	11.4	10.7	(0.7)
50	ROW International Airport	14,215	17,472	3,257	13,325	16,582	3,257	11,569	11,821	252	1,756	4,761	3,005	171.1%	48.3	51.3	3.0
54	Community Planning	4,480	5,261	781	4,430	5,211	781	1,167	1,045	(122)	3,262	4,166	904	27.7%	29.0	28.5	(0.5)
56	Council & Administrative Services	3,165	3,460	295	2,435	2,720	285	642	690	48	1,793	2,030	237	13.2%	21.4	22.4	1.0
58	Provincial Offences Act (POA)	4,358	4,589	231	4,341	4,572	231	8,476	8,776	300	(4,135)	(4,204)	(69)	1.7%	28.0	28.0	-
59	Legal Services	2,558	2,714	156	750	846	96	47	47	-	702	799	97	13.8%	16.6	16.6	-
60	Cultural Services	9,750	9,793	43	9,750	9,788	38	1,068	1,330	262	8,683	8,458	(225)	(2.6%)	45.9	37.5	(8.4)
64	Region of Waterloo Library	3,123	3,357	234	3,041	3,282	241	410	509	99	2,631	2,774	143	5.4%	29.5	29.5	-
	Total Planning, Development & Legislative Services	**46,978**	**53,295**	**6,317**	**43,025**	**48,950**	**5,925**	**24,536**	**25,758**	**1,222**	**18,489**	**23,192**	**4,703**	**25.4%**	**239.0**	**234.4**	**(4.6)**
67	**Engineering & Environmental Services**																
68	Commissioner of Engineering & Environmental Services	469	476	7	-	-	-	-	-	-	-	-	-	-	2.0	2.0	-
69	Strategic Initiatives & Asset Management	806	845	39	297	308	11	-	-	-	297	308	11	3.7%	4.0	4.0	-
71	Design & Construction	8,034	8,438	404	55	55	-	55	55	-	-	-	-	-	53.4	54.4	1.0
73	Waste Management	64,610	68,375	3,765	63,118	66,883	3,765	17,906	19,540	1,634	45,212	47,343	2,131	4.7%	80.1	80.1	-
76	Water & Wastewater Services																
76	Water Supply	68,129	73,139	5,010	61,439	64,782	3,343	61,439	64,782	3,343	-	-	-	-	94.4	98.4	4.0
84	Wastewater Treatment	92,284	96,416	4,132	78,773	82,020	3,247	78,773	82,020	3,247	-	-	-	-	48.3	46.3	(2.0)
90	Water Distribution	2,951	3,042	91	2,867	2,956	89	2,867	2,956	89	-	-	-	-	3.3	3.3	-
94	Wastewater Collection	1,594	1,678	84	1,594	1,678	84	1,594	1,678	84	-	-	-	-	-	-	-
	Total Water & Wastewater Services	164,958	174,275	9,317	144,673	151,436	6,763	144,673	151,436	6,763					146.0	148.0	2.0
	Total Engineering & Environmental Services	**238,876**	**252,409**	**13,533**	**208,143**	**218,682**	**10,539**	**162,634**	**171,031**	**8,397**	**45,510**	**47,650**	**2,140**	**4.7%**	**285.5**	**288.5**	**3.0**
99	**Transportation Services**																
100	Commissioner of Transportation Services	-	446	446	-	-	-	-	-	-	-	-	-	-	-	2.0	2.0
101	Transportation	64,283	68,608	4,325	62,870	67,296	4,426	4,475	4,473	(2)	58,396	62,823	4,427	7.6%	135.7	137.7	2.0
113	Transit Services	192,347	207,203	14,856	191,466	206,356	14,890	65,850	69,409	3,559	125,616	136,947	11,331	9.0%	750.6	778.3	27.7
	Total Transportation Services	**256,630**	**276,257**	**19,627**	**254,337**	**273,652**	**19,315**	**70,325**	**73,882**	**3,557**	**184,012**	**199,770**	**15,758**	**8.6%**	**886.3**	**918.0**	**31.7**

THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget ($ Thousands)

Page	Department / Division	Gross Expenditure 2022	Gross Expenditure 2023	Gross Expenditure Increase (Decrease)	Net Expenditure 2022	Net Expenditure 2023	Net Expenditure Increase (Decrease)	Revenue 2022	Revenue 2023	Revenue Increase (Decrease)	Property Tax Levy 2022	Property Tax Levy 2023	Property Tax Levy Increase (Decrease)	% Change	Staff Complement (FTE) 2022	Staff Complement (FTE) 2023	Staff Complement (FTE) Change
119	**Community Services**																
120	Commissioner of Community Services	417	428	11	-	-	-	-	-	-	-	-	-	-	2.0	2.0	-
121	Strategic & Quality Initiatives	5,997	5,964	(33)	2,480	2,492	12	500	-	(500)	1,980	2,492	512	25.9%	34.0	33.0	(1.0)
122	Housing Services	107,609	123,897	16,288	107,609	123,897	16,288	48,583	50,357	1,774	59,026	73,540	14,514	24.6%	60.0	77.0	17.0
126	Children's Services	91,446	158,008	66,562	91,815	158,424	66,609	83,692	150,012	66,320	8,124	8,411	287	3.5%	68.8	80.8	12.0
127	Seniors' Services	42,312	45,688	3,376	41,775	45,151	3,376	29,702	32,463	2,761	12,073	12,688	615	5.1%	363.4	381.1	17.7
129	Employment & Income Support Admin	34,683	34,872	189	34,683	34,873	190	20,447	20,487	40	14,237	14,386	149	1.0%	200.5	199.5	(1.0)
130	OW Allowances & Benefits	99,809	99,871	62	93,159	93,221	62	91,415	91,477	62	1,744	1,744	-	-	-	-	-
131	Immigration Partnership Council	675	891	216	675	891	216	625	841	216	50	50	-	-	4.4	4.4	-
	Total Community Services	**382,948**	**469,619**	**86,671**	**372,196**	**458,949**	**86,753**	**274,963**	**345,638**	**70,675**	**97,233**	**113,311**	**16,078**	**16.5%**	**733.1**	**777.7**	**44.7**
133	**Public Health & Paramedic Services**																
134	Strategy, Performance and Organizational Standards	8,380	8,161	(219)	8,213	7,988	(225)	5,974	5,738	(236)	2,239	2,249	10	0.4%	28.6	27.6	(1.0)
135	Health Protection and Investigation	5,181	5,345	164	5,181	5,345	164	3,632	3,743	111	1,548	1,603	55	3.6%	42.5	42.5	-
136	Infectious Diseases	30,059	23,190	(6,869)	30,100	23,231	(6,869)	28,504	21,097	(7,407)	1,596	2,134	538	33.7%	290.4	171.6	(118.8)
137	Healthy Living and Foundational Standards	7,774	8,591	817	7,674	8,491	817	5,853	5,684	(169)	1,821	2,807	986	54.1%	99.5	99.2	(0.3)
138	Child, Family and Dental Health	11,069	11,010	(59)	10,931	10,867	(64)	7,700	8,799	1,099	3,231	2,068	(1,163)	(36.0%)	61.0	60.3	(0.7)
139	Paramedic Services	48,815	56,367	7,552	48,815	56,367	7,552	27,703	30,970	3,267	21,112	25,397	4,285	20.3%	294.6	331.5	36.9
	Total Public Health & Paramedic Services	**111,278**	**112,665**	**1,387**	**110,915**	**112,289**	**1,374**	**79,367**	**76,030**	**(3,337)**	**31,548**	**36,259**	**4,711**	**14.9%**	**816.6**	**732.6**	**(83.9)**
	Corporate Financial																
143	**Corporate Financial**	**27,466**	**29,822**	**2,356**	**25,566**	**27,922**	**2,356**	**21,167**	**23,517**	**2,350**	**4,399**	**4,405**	**6**	**0.1%**	**4.0**	**-**	**(4.0)**
	Waterloo Regional Police Service																
146	**Waterloo Regional Police Service**	**219,228**	**236,743**	**17,515**	**212,759**	**229,711**	**16,952**	**16,998**	**15,651**	**(1,347)**	**195,761**	**214,060**	**18,299**	**9.3%**	**1,249.3**	**1,267.8**	**18.5**
	Total	**1,428,812**	**1,590,873**	**162,061**	**1,273,424**	**1,419,756**	**146,332**	**656,565**	**736,869**	**80,304**	**616,860**	**682,887**	**66,027**	**10.7%**	**4,635.2**	**4,668.1**	**32.8**

Notes:
- The 2022 budget identified impacts in various program areas relating to the COVID-19 pandemic, with offsetting municipal Safe Restart Funding reflected in Corporate Financial. The 2023 budget assumes some level of recovery and program expenditure and/or non-tax revenue have been adjusted in various programs to reflect a reduction in impacts, with offsetting municipal Safe Restart Funding reductions reflected in Corporate Financial.
- Net Expenditure is Gross Expenditure less Interdepartmental Recoveries. For program areas which are recovered 100% from other divisions and/or capital, Net Expenditure will be zero.

Consolidated Capital Budget & Forecast

Summary of Expenditure & Sources of Funding and Financing ($ Thousands)

2023-2032

Page		Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
	EXPENDITURE										
	Corporate Services										
25	Information Technology Services	1,036	1,410	**2,446**	1,700	1,265	1,100	1,560	**8,071**	6,000	**14,071**
28	Facilities Management	401	941	**1,342**	320	647	933	1,265	**4,506**	1,834	**6,340**
29	Facility Asset Acquisition & Construction	32,515	6,071	**38,586**	21,402	8,205	6,990	6,665	**81,848**	100,970	**182,818**
30	Facility Asset Renewal	3,001	12,832	**15,833**	15,425	10,295	12,178	6,450	**60,180**	25,886	**86,066**
32	Fleet Management	1,348	172	**1,520**	277	180	309	807	**3,093**	1,170	**4,263**
35	Corporate Finance	160	942	**1,102**	628		585	500	**2,815**	905	**3,720**
	Human Resources & Citizen Service										
44	Human Resources & Citizen Service	806	3,073	**3,879**	2,126	1,137	788		**7,930**		**7,930**
	Planning, Development & Legislative Services										
49	Economic Development	722	425	**1,147**		250	150		**1,547**		**1,547**
51	Region of Waterloo International Airport	17,928	11,846	**29,774**	38,446	27,595	38,561	7,070	**141,446**	278,338	**419,784**
55	Community Planning	807	2,196	**3,003**	1,975	1,813	1,079	450	**8,320**	2,850	**11,170**
57	Council & Administrative Services	250	30	**280**	155	258	79		**772**	1,663	**2,435**
61	Cultural Services	1,075	984	**2,059**	2,672	3,313	4,530	2,604	**15,178**	7,886	**23,064**
65	Region of Waterloo Library	35	383	**418**	310	170	175	180	**1,253**	1,309	**2,562**
	Engineering and Environmental Services										
70	Strategic Initiatives & Asset Management		305	**305**	1,638	809	410		**3,162**	720	**3,882**
72	Design & Construction		125	**125**	100	120	120	135	**600**	305	**905**
74	Waste Management	2,603	28,463	**31,066**	29,122	22,690	26,925	34,607	**144,411**	106,492	**250,902**
	Water & Wastewater Services	31,081	92,184	**123,266**	133,979	104,538	105,089	102,633	**569,504**	568,793	**1,138,298**
77	Water Supply	19,780	41,173	**60,953**	71,708	68,013	64,922	57,396	**322,991**	295,449	**618,441**
86	Wastewater Treatment	10,695	50,754	**61,449**	61,846	36,190	39,257	44,327	**243,069**	271,549	**514,618**
91	Water Distribution	362	183	**545**	205	185	760	760	**2,454**	685	**3,139**
95	Wastewater Collection	245	75	**320**	220	150	150	150	**990**	1,110	**2,100**
	Transportation Services										
102	Transportation	83,933	100,720	**184,653**	130,089	117,153	108,710	122,742	**663,348**	447,278	**1,110,626**
114	Grand River Transit Bus Services	53,232	22,751	**75,983**	50,014	48,816	44,808	60,333	**279,955**	203,181	**483,136**
117	Light Rail Transit	31,205	5,025	**36,230**	6,500	21,500	55,900	56,550	**176,680**	1,595,438	**1,772,118**
	Community Services										
123	Waterloo Region Housing	13,725	32,500	**46,225**	75,621	61,214	32,353	96,763	**312,176**	334,155	**646,331**
123	Housing Services	15,791	20,986	**36,777**	16,370	7,500	8,500	8,100	**77,247**	19,018	**96,265**
128	Seniors' Services	4,541	1,911	**6,451**	3,720	4,223	2,256	2,045	**18,695**	9,379	**28,074**
	Public Health & Emergency Services										
140	Paramedic Services	2,594	7,524	**10,118**	12,642	6,783	15,425	7,194	**52,162**	39,108	**91,270**
	Corporate Financial										
144	Corporate Financial	1,000	3,257	**4,257**	4,382	5,663	5,189	3,916	**23,407**	8,780	**32,187**
	Waterloo Regional Police Service										
147	Waterloo Regional Police Service	19,347	18,403	**37,749**	14,221	11,916	23,618	16,974	**104,478**	90,832	**195,311**
	TOTAL EXPENDITURE	**319,135**	**375,459**	**694,594**	**563,834**	**468,053**	**496,761**	**539,544**	**2,762,786**	**3,852,290**	**6,615,075**

Consolidated Capital Budget & Forecast

Summary of Expenditure & Sources of Funding and Financing ($ Thousands)

2023-2032

Page	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	87,344	57,896	**145,240**	92,200	55,532	91,479	124,450	**508,901**	1,840,723	**2,349,624**
Recoveries	250	450	**700**					**700**		**700**
Development Charges										
Reserve Funds	51,424	69,638	**121,062**	88,791	77,838	77,307	86,091	**451,089**	360,765	**811,854**
Debentures	28,612	25,066	**53,678**	47,611	46,681	48,736	46,941	**243,648**	244,684	**488,331**
Property Taxes & User Rates										
Reserves & Reserve Funds	109,482	182,145	**291,627**	224,750	174,298	177,617	172,409	**1,040,702**	831,946	**1,872,648**
Contributions from Operating		19	**19**		12	43		**73**	169	**242**
Debentures	42,024	40,244	**82,269**	110,482	113,691	101,579	109,652	**517,673**	574,003	**1,091,675**
TOTAL FUNDING & FINANCING	**319,135**	**375,459**	**694,594**	**563,834**	**468,053**	**496,761**	**539,544**	**2,762,786**	**3,852,290**	**6,615,075**

Notes:
- 2023-2032 capital programs are stated in 2023 dollars.
- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
- Projects in the capital program which are identified as being financed by long term borrowing may not proceed in the absence of additional provincial or federal government subsidies.
- The recent passing of Bill 23 (More Homes Built Faster Act, 2022) will impact the funding of future growth-related capital works. Certain provisions from the Bill are in effect while others will not be reflected until the next Regional Development charge Background Study is completed and a new by-law is in place. As such, the development charge funding assumptions reflect the pre-Bill 23 rules. The full impact of the Bill will be reflected in future capital plans.

ELECTED OFFICES

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Elected Offices

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	1,140	1,181	41	3.6%
Benefits	329	350	21	6.4%
Supplies	3	3		
Equipment	11	11		
Professional Fees & Services	124	123	(1)	(0.8%)
Communications	18	43	25	138.9%
Travel	57	56	(1)	(1.8%)
Insurance	2	2		
Facility Occupancy Charges	116	139	23	19.8%
Interdepartmental Charges	16	16		
Subtotal - Operating	***1,817***	***1,924***	***107***	***5.9%***
Transfers to Reserves	12	12		
Subtotal - Debt / Reserves / Capital	***12***	***12***		
Gross Expenditure	**1,830**	**1,936**	**106**	**5.8%**
Interdepartmental Recoveries	(347)	(347)		
Net Expenditure	**1,483**	**1,589**	**106**	**7.1%**
Property Tax Levy	**1,483**	**1,589**	**106**	**7.1%**

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Office of the Chief Administrative Officer

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	3,234	3,259	25	0.8%
Benefits	945	999	54	5.7%
Supplies	106	105	(1)	(0.9%)
Maintenance	22	22		
Equipment	147	135	(12)	(8.2%)
Professional Fees & Services	2,429	2,795	366	15.1%
Communications	477	486	9	1.9%
Travel	28	28		
Insurance				
Facility Occupancy Charges	142	234	92	64.8%
Interdepartmental Charges	29	32	3	10.3%
Subtotal - Operating	***7,559***	***8,096***	***537***	***7.1%***
Transfers to Reserves	1,239	674	(565)	(45.6%)
Subtotal - Debt / Reserves / Capital	***1,239***	***674***	***(565)***	***(45.6%)***
Gross Expenditure	**8,798**	**8,770**	**(28)**	**(0.3%)**
Interdepartmental Recoveries	(1,380)	(1,380)		
Net Expenditure	**7,418**	**7,390**	**(28)**	**(0.4%)**
Revenue				
User Fees	9	9		
Contribution from Reserves	2,630	1,670	(960)	(36.5%)
Revenue Subtotal	**2,639**	**1,679**	**(960)**	**(36.4%)**
Property Tax Levy	**4,779**	**5,711**	**932**	**19.5%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Chief Administrative Officer

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	1,157	1,067	(90)	(7.8%)
Benefits	358	354	(4)	(1.1%)
Supplies	3	2	(1)	(33.3%)
Equipment	33	21	(12)	(36.4%)
Professional Fees & Services	2,280	2,395	115	5.0%
Communications	62	62		
Travel	17	17		
Insurance				
Facility Occupancy Charges	19	54	35	184.2%
Interdepartmental Charges	9	12	3	33.3%
Subtotal - Operating	***3,939***	***3,985***	***46***	***1.2%***
Transfers to Reserves	1,217	605	(612)	(50.3%)
Subtotal - Debt / Reserves / Capital	***1,217***	***605***	***(612)***	***(50.3%)***
Gross Expenditure	**5,156**	**4,590**	**(566)**	**(11.0%)**
Interdepartmental Recoveries	(138)	(138)		
Net Expenditure	**5,017**	**4,452**	**(565)**	**(11.3%)**
Revenue				
Contribution from Reserves	2,500	1,310	(1,190)	(47.6%)
Revenue Subtotal	**2,500**	**1,310**	**(1,190)**	**(47.6%)**
Property Tax Levy	**2,517**	**3,142**	**625**	**24.8%**

2023 Operating Budget ($ thousands)

Communications and Strategy

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	2,078	2,191	113	5.4%
Benefits	587	645	58	9.9%
Supplies	103	103		
Maintenance	22	22		
Equipment	114	114		
Professional Fees & Services	149	400	251	168.5%
Communications	415	423	8	1.9%
Travel	11	11		
Facility Occupancy Charges	123	180	57	46.3%
Interdepartmental Charges	19	20	1	5.3%
Subtotal - Operating	***3,620***	***4,111***	***491***	***13.6%***
Transfers to Reserves	23	69	46	200.0%
Subtotal - Debt / Reserves / Capital	***23***	***69***	***46***	***200.0%***
Gross Expenditure	**3,643**	**4,180**	**537**	**14.7%**
Interdepartmental Recoveries	(1,241)	(1,241)		
Net Expenditure	**2,401**	**2,938**	**537**	**22.4%**
Revenue				
User Fees	9	9		
Contribution from Reserves	130	360	230	176.9%
Revenue Subtotal	**139**	**369**	**230**	**165.5%**
Property Tax Levy	**2,262**	**2,569**	**307**	**13.6%**

Region of Waterloo

CORPORATE SERVICES

THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget ($ thousands)
Corporate Services

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	23,911	25,956	2,045	8.6%
Benefits	7,154	8,175	1,021	14.3%
Supplies	623	672	49	7.9%
Maintenance	2,870	2,971	101	3.5%
Utilities	12,115	13,007	892	7.4%
Equipment	867	875	8	0.9%
Construction	8,104	8,546	442	5.5%
Professional Fees & Services	13,719	14,927	1,208	8.8%
Property Taxes	7,164	7,638	474	6.6%
Rents	720	1,037	317	44.0%
Financial Expenses	1	1		
Communications	1,642	1,624	(18)	(1.1%)
Travel	169	132	(37)	(21.9%)
Contracts	329	308	(21)	(6.4%)
Insurance	921	1,074	153	16.6%
Facility Occupancy Charges	10,262	10,891	629	6.1%
Interdepartmental Charges	824	863	39	4.7%
Subtotal - Operating	***91,394***	***98,698***	***7,304***	***8.0%***
Debt Servicing	7,921	7,230	(691)	(8.7%)
Transfers to Reserves	18,732	23,904	5,172	27.6%
Subtotal - Debt / Reserves / Capital	***26,653***	***31,133***	***4,480***	***16.8%***
Gross Expenditure	**118,047**	**129,832**	**11,785**	**10.0%**
Interdepartmental Recoveries	(93,027)	(103,361)	(10,334)	11.1%
External Recoveries	(12)	(12)		
Net Expenditure	**25,009**	**26,459**	**1,450**	**5.8%**
Revenue				
User Fees	2,043	1,602	(441)	(21.6%)
Contribution from Reserves	225	78	(147)	(65.3%)
Contribution from RDC Reserve Funds	207	207		
Revenue Subtotal	**2,475**	**1,887**	**(588)**	**(23.8%)**
Property Tax Levy	**22,533**	**24,572**	**2,039**	**9.0%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Commissioner of Corporate Services

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	309	316	7	2.3%
Benefits	77	83	6	7.8%
Supplies	2	2		
Equipment	1	1		
Professional Fees & Services	3	3		
Communications	1	1		
Travel	2	2		
Insurance	2	2		
Facility Occupancy Charges	6	7	1	16.7%
Interdepartmental Charges	2	2		
Subtotal - Operating	***404***	***417***	***13***	***3.2%***
Transfers to Reserves	1	1		
Subtotal - Debt / Reserves / Capital	***1***	***1***		
Gross Expenditure	**405**	**418**	**13**	**3.2%**
Interdepartmental Recoveries	(101)	(101)		
Net Expenditure	**304**	**317**	**13**	**4.3%**
Property Tax Levy	**304**	**317**	**13**	**4.3%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Information Technology Services

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	6,488	7,565	1,077	16.6%
Benefits	1,847	2,281	434	23.5%
Supplies	5	5		
Maintenance				
Equipment	152	152		
Professional Fees & Services	3,791	4,375	584	15.4%
Rents		288	288	
Communications	1,351	1,351		
Travel	10	10		
Insurance	2	3	1	50.0%
Facility Occupancy Charges	135	183	48	35.6%
Interdepartmental Charges	52	62	10	19.2%
Subtotal - Operating	***13,834***	***16,274***	***2,440***	***17.6%***
Transfers to Reserves	801	725	(76)	(9.5%)
Subtotal - Debt / Reserves / Capital	***801***	***725***	***(76)***	***(9.5%)***
Gross Expenditure	**14,635**	**16,999**	**2,364**	**16.2%**
Interdepartmental Recoveries	(4,612)	(5,057)	(445)	9.6%
Net Expenditure	**10,022**	**11,942**	**1,920**	**19.2%**
Revenue				
User Fees	1	1		
Contribution from Reserves	147		(147)	(100.0%)
Revenue Subtotal	**148**	**1**	**(147)**	**(99.3%)**
Property Tax Levy	**9,875**	**11,942**	**2,067**	**20.9%**

Information Technology Services

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
90017 GIS System		60	**60**	100			60	**220**		**220**
90061 Server / Network (LAN) Upgrades		400	**400**	400	400	400	400	**2,000**	2,000	**4,000**
90063 Telephone Systems Upgrade	627	50	**677**	200				**877**	100	**977**
90098 WREPNET Upgrades	131	50	**181**				400	**581**		**581**
90154 Data Centre Optimization	178	150	**328**					**328**		**328**
90166 ROW Website Redevelopment	100		**100**	300				**400**	400	**800**
90411 Computer Replacements		700	**700**	700	865	700	700	**3,665**	3,500	**7,165**
TOTAL EXPENDITURE	**1,036**	**1,410**	**2,446**	**1,700**	**1,265**	**1,100**	**1,560**	**8,071**	**6,000**	**14,071**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3981120 Computer Equipment Reserve		700	**700**	700	865	700	700	**3,665**	3,500	**7,165**
3983500 ITS Capital Reserve	1,036	710	**1,746**	1,000	400	400	860	**4,406**	2,500	**6,906**
TOTAL FUNDING & FINANCING	**1,036**	**1,410**	**2,446**	**1,700**	**1,265**	**1,100**	**1,560**	**8,071**	**6,000**	**14,071**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Facilities & Fleet Management

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	11,082	11,607	525	4.7%
Benefits	3,403	3,793	390	11.5%
Supplies	541	596	55	10.2%
Maintenance	2,867	2,968	101	3.5%
Utilities	12,115	13,007	892	7.4%
Equipment	485	493	8	1.6%
Construction	8,104	8,546	442	5.5%
Professional Fees & Services	9,430	10,054	624	6.6%
Property Taxes	7,164	7,638	474	6.6%
Rents	720	749	29	4.0%
Communications	78	70	(8)	(10.3%)
Travel	143	106	(37)	(25.9%)
Contracts	329	308	(21)	(6.4%)
Insurance	915	1,068	153	16.7%
Facility Occupancy Charges	9,794	10,320	526	5.4%
Interdepartmental Charges	692	717	25	3.6%
Subtotal - Operating	***67,862***	***72,041***	***4,179***	***6.2%***
Debt Servicing	7,900	7,209	(691)	(8.7%)
Transfers to Reserves	17,786	23,032	5,246	29.5%
Subtotal - Debt / Reserves / Capital	***25,686***	***30,241***	***4,555***	***17.7%***
Gross Expenditure	**93,549**	**102,282**	**8,733**	**9.3%**
Interdepartmental Recoveries	(82,204)	(91,629)	(9,425)	11.5%
External Recoveries	(12)	(12)		
Net Expenditure	**11,333**	**10,641**	**(692)**	**(6.1%)**
Revenue				
User Fees	1,796	1,425	(371)	(20.7%)
Contribution from Reserves	30	30		
Contribution from RDC Reserve Funds	207	207		
Revenue Subtotal	**2,034**	**1,663**	**(371)**	**(18.2%)**
Property Tax Levy	**9,299**	**8,978**	**(321)**	**(3.5%)**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Facilities Management

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	9,729	10,204	475	4.9%
Benefits	2,960	3,296	336	11.4%
Supplies	452	493	41	9.1%
Maintenance	44	45	1	2.3%
Utilities	12,115	13,007	892	7.4%
Equipment	241	282	41	17.0%
Construction	8,104	8,546	442	5.5%
Professional Fees & Services	9,255	9,977	722	7.8%
Property Taxes	7,164	7,638	474	6.6%
Rents	720	749	29	4.0%
Communications	76	68	(8)	(10.5%)
Travel	141	104	(37)	(26.2%)
Contracts	329	308	(21)	(6.4%)
Insurance	895	1,044	149	16.6%
Facility Occupancy Charges	9,398	9,860	462	4.9%
Interdepartmental Charges	624	642	18	2.9%
Subtotal - Operating	***62,245***	***66,264***	***4,019***	***6.5%***
Debt Servicing	7,900	7,209	(691)	(8.7%)
Transfers to Reserves	17,599	22,845	5,246	29.8%
Subtotal - Debt / Reserves / Capital	***25,499***	***30,054***	***4,555***	***17.9%***
Gross Expenditure	**87,744**	**96,319**	**8,575**	**9.8%**
Interdepartmental Recoveries	(76,399)	(85,666)	(9,267)	12.1%
External Recoveries	(12)	(12)		
Net Expenditure	**11,333**	**10,641**	**(692)**	**(6.1%)**
Revenue				
User Fees	1,796	1,425	(371)	(20.7%)
Contribution from Reserves	30	30		
Contribution from RDC Reserve Funds	207	207		
Revenue Subtotal	**2,034**	**1,663**	**(371)**	**(18.2%)**
Property Tax Levy	**9,299**	**8,978**	**(321)**	**(3.5%)**

Facilities Management

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
90022 Facilities Equipment Replacement	17	50	**67**	15	2	128	10	**221**	27	**249**
90023 Facilities Vehicle & Equip Replacement FM	52		**52**	170	485	680	1,070	**2,457**	1,147	**3,604**
90102 Facilities Business Systems	80	791	**871**	135	160	125	85	**1,376**	560	**1,936**
90109 Waterloo Regional Voice Radio System	189		**189**					**189**		**189**
90164 Master Accommodation Planning	12	100	**112**				100	**212**	100	**312**
90169 Asset Management Systems	51		**51**					**51**		**51**
TOTAL EXPENDITURE	**401**	**941**	**1,342**	**320**	**647**	**933**	**1,265**	**4,506**	**1,834**	**6,340**
FUNDING & FINANCING										
Development Charges										
Reserve Funds	29		**29**					**29**		**29**
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	63	100	**163**				100	**263**	100	**363**
3980065 Facility Lifecycle Reserve	240	791	**1,031**	135	160	125	85	**1,536**	560	**2,096**
3982040 Facilities Equipment Reserve	17	50	**67**	15	2	128	10	**221**	27	**249**
3982160 Corporate Fleet Replacement Reserve	52		**52**	170	485	680	1,070	**2,457**	1,147	**3,604**
TOTAL FUNDING & FINANCING	**401**	**941**	**1,342**	**320**	**647**	**933**	**1,265**	**4,506**	**1,834**	**6,340**

Notes:
- 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)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
90137 Corporate Space Optimization Phase 2	2,528	5,400	**7,928**	3,500				**11,428**		**11,428**
90162 WRESTRC Underground Services	1,250		**1,250**					**1,250**		**1,250**
90170 KVTH Early Works	24,271		**24,271**	11,889				**36,160**		**36,160**
90179 King-Victoria Transit Hub							2,500	**2,500**	99,500	**102,000**
90180 Realignment of Victoria Street	1,619		**1,619**	3,203				**4,822**		**4,822**
90190 Duke Street Underpass	2,812		**2,812**					**2,812**		**2,812**
90191 Fleet Vehicle Charging Stations	35	171	**206**	910	805	1,190	1,365	**4,476**	1,470	**5,946**
90192 Corporate Space Optimization Phase 3		500	**500**	1,900	7,000	3,000		**12,400**		**12,400**
90193 Corporate Space Optimization Phase 4					400	2,800	2,800	**6,000**		**6,000**
TOTAL EXPENDITURE	**32,515**	**6,071**	**38,586**	**21,402**	**8,205**	**6,990**	**6,665**	**81,848**	**100,970**	**182,818**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	26,041		**26,041**	11,889			1,825	**39,755**	72,635	**112,390**
Development Charges										
Reserve Funds	632	1,475	**2,107**	875				**2,982**		**2,982**
Debentures	406		**406**	475	1,850	1,450	975	**5,156**	10,945	**16,101**
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	405	171	**576**					**576**	175	**751**
3980065 Facility Lifecycle Reserve	880		**880**					**880**		**880**
Debentures	4,151	4,425	**8,576**	8,163	6,355	5,540	3,865	**32,499**	17,215	**49,714**
TOTAL FUNDING & FINANCING	**32,515**	**6,071**	**38,586**	**21,402**	**8,205**	**6,990**	**6,665**	**81,848**	**100,970**	**182,818**

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)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
Program Area Capital										
90093 Emergency Training Props	14	20	**34**	30	30	30	30	**154**	150	**304**
90099 Waterloo Parkade Capital Program	206	125	**331**	600	125	375	200	**1,631**	650	**2,281**
90158 KPL Parking Garage Capital Program	147	125	**272**	85	120	120	150	**747**	375	**1,122**
90163 Fuel Storage and Dispensing Systems	127	59	**186**	77	82	171	24	**540**	200	**740**
90168 Energy Projects Funded from Energy Reserve	497	300	**797**	300			100	**1,197**	500	**1,697**
Total Program Area Capital	**991**	**629**	**1,620**	**1,092**	**357**	**696**	**504**	**4,269**	**1,875**	**6,144**
Facilities Managed Capital Renewal										
74100 20 Weber Building Renewal	64	500	**564**	11	97	37	664	**1,373**	350	**1,724**
74200 AHQ 150 Frederick Building Renewal	509	4,753	**5,262**	7,116	2,284	1,845	1,344	**17,850**	4,837	**22,688**
74300 99 Regina Building Renewal	54	3,109	**3,163**	2,975	3,313	2,160	1,299	**12,910**	8,372	**21,282**
74400 Operations Centre Building Renewal	831	3,135	**3,966**	1,355	2,815	1,880	593	**10,609**	6,007	**16,616**
74500 150 Main Cambridge Building Renewal	414	500	**914**	2,319	1,065	2,116	659	**7,073**	2,137	**9,210**
74600 Gaol & Governor House Renewal	115	141	**256**	308	204	119	201	**1,088**	1,191	**2,280**
74700 WRESTC Renewal	23	65	**88**	249	159	3,325	1,186	**5,007**	1,116	**6,123**
Total Facilities Managed Capital Renewal	**2,010**	**12,203**	**14,213**	**14,333**	**9,937**	**11,482**	**5,945**	**55,911**	**24,011**	**79,922**
TOTAL EXPENDITURE	**3,001**	**12,832**	**15,833**	**15,425**	**10,295**	**12,178**	**6,450**	**60,180**	**25,886**	**86,066**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	462	8,508	**8,970**	6,754	3,290	2,821	2,332	**24,167**	15,693	**39,859**
3980110 WRESTRC Complex Reserve	14	20	**34**	30	30	30	30	**154**	150	**304**
3982170 Fuel System Equipment Reserve	127	59	**186**	77	82	171	24	**540**	200	**740**
3983000 Solar Photovoltaic Reserve	497	300	**797**	300			100	**1,197**	500	**1,697**
Debentures	1,901	3,944	**5,845**	8,265	6,893	9,156	3,963	**34,122**	9,343	**43,466**
TOTAL FUNDING & FINANCING	**3,001**	**12,832**	**15,833**	**15,425**	**10,295**	**12,178**	**6,450**	**60,180**	**25,886**	**86,066**

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

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Fleet Management

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	1,353	1,403	50	3.7%
Benefits	444	497	53	11.9%
Supplies	89	103	14	15.7%
Maintenance	2,823	2,923	100	3.5%
Equipment	244	211	(33)	(13.5%)
Professional Fees & Services	175	77	(98)	(56.0%)
Communications	2	2		
Travel	2	2		
Insurance	20	24	4	20.0%
Facility Occupancy Charges	397	460	63	15.9%
Interdepartmental Charges	69	74	5	7.2%
Subtotal - Operating	***5,617***	***5,777***	***160***	***2.8%***
Transfers to Reserves	188	187	(1)	(0.5%)
Subtotal - Debt / Reserves / Capital	***188***	***187***	***(1)***	***(0.5%)***
Gross Expenditure	**5,805**	**5,963**	**158**	**2.7%**
Interdepartmental Recoveries	(5,805)	(5,963)	(158)	2.7%
Net Expenditure				
Property Tax Levy				

Fleet Management

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
90014 Fleet Management Vehicles					55	160	160	**375**		**375**
90015 Fleet Pool Vehicles		45	**45**	210	90	45	210	**600**	435	**1,035**
90016 Fleet Services Equipment	1,145	127	**1,272**	67	35	104	437	**1,914**	735	**2,649**
90132 Telematics	203		**203**					**203**		**203**
TOTAL EXPENDITURE	**1,348**	**172**	**1,520**	**277**	**180**	**309**	**807**	**3,093**	**1,170**	**4,263**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982150 Shop Equipment Reserve	945	20	**965**	67	35	104	437	**1,608**	735	**2,343**
3982160 Corporate Fleet Replacement Reserve	403	152	**555**	210	145	205	370	**1,485**	435	**1,920**
TOTAL FUNDING & FINANCING	**1,348**	**172**	**1,520**	**277**	**180**	**309**	**807**	**3,093**	**1,170**	**4,263**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Treasury Services

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	3,294	3,616	322	9.8%
Benefits	1,025	1,162	137	13.4%
Supplies	25	22	(3)	(12.0%)
Maintenance	2	2		
Equipment	227	227		
Professional Fees & Services	399	399		
Communications	42	42		
Travel	10	10		
Insurance	2	2		
Facility Occupancy Charges	267	304	37	13.9%
Interdepartmental Charges	52	56	4	7.7%
Subtotal - Operating	***5,345***	***5,843***	***498***	***9.3%***
Debt Servicing	21	21		
Transfers to Reserves	137	139	2	1.5%
Subtotal - Debt / Reserves / Capital	***158***	***160***	***2***	***1.3%***
Gross Expenditure	**5,503**	**6,003**	**500**	**9.1%**
Interdepartmental Recoveries	(3,826)	(4,149)	(323)	8.4%
Net Expenditure	**1,678**	**1,854**	**176**	**10.5%**
Revenue				
User Fees	246	176	(70)	(28.5%)
Contribution from Reserves	48	48		
Revenue Subtotal	**294**	**224**	**(70)**	**(23.8%)**
Property Tax Levy	**1,384**	**1,630**	**246**	**17.8%**

THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget ($ thousands)

Corporate Finance

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	2,738	2,852	114	4.2%
Benefits	801	857	56	7.0%
Supplies	49	46	(3)	(6.1%)
Equipment	2	2		
Professional Fees & Services	97	97		
Financial Expenses	1	1		
Communications	170	160	(10)	(5.9%)
Travel	5	5		
Facility Occupancy Charges	61	77	16	26.2%
Interdepartmental Charges	25	26	1	4.0%
Subtotal - Operating	***3,949***	***4,123***	***174***	***4.4%***
Transfers to Reserves	7	7		
Subtotal - Debt / Reserves / Capital	***7***	***7***		
Gross Expenditure	**3,956**	**4,130**	**174**	**4.4%**
Interdepartmental Recoveries	(2,284)	(2,425)	(141)	6.2%
Net Expenditure	**1,672**	**1,704**	**32**	**1.9%**
Property Tax Levy	**1,672**	**1,704**	**32**	**1.9%**

Corporate Finance

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
60002 Corporate Financial Information Systems		50	**50**					**50**		**50**
60005 RDC By Law Review	60	210	**270**	140				**410**	350	**760**
60010 Stores Vehicles Equipment						85		**85**	55	**140**
60031 AP Modernization		50	**50**					**50**		**50**
60033 Fuel Management Systems	100		**100**			500	500	**1,100**	500	**1,600**
60034 Oracle Costing Module Implementation		577	**577**	488				**1,065**		**1,065**
60036 Retail Management System		55	**55**					**55**		**55**
TOTAL EXPENDITURE	**160**	**942**	**1,102**	**628**		**585**	**500**	**2,815**	**905**	**3,720**
FUNDING & FINANCING										
Development Charges										
Reserve Funds	54	189	**243**	140				**383**	350	**733**
Property Taxes										
Reserves and Reserve Funds										
3982160 Corporate Fleet Replacement Reserve						85		**85**	55	**140**
3982170 Fuel System Equipment Reserve	100		**100**			500	500	**1,100**	500	**1,600**
3983200 Financial Services Capital Reserve	6	753	**759**	488				**1,247**		**1,247**
TOTAL FUNDING & FINANCING	**160**	**942**	**1,102**	**628**		**585**	**500**	**2,815**	**905**	**3,720**

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

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Human Resources & Citizen Service

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	8,995	10,699	1,704	18.9%
Benefits	3,012	3,479	467	15.5%
Supplies	28	26	(2)	(7.1%)
Maintenance	3	3		
Equipment	1,166	1,422	256	22.0%
Professional Fees & Services	1,996	2,230	234	11.7%
Social Support and Benefit Payments	1	5	4	400.0%
Financial Expenses	2	2		
Communications	112	105	(7)	(6.3%)
Travel	50	35	(15)	(30.0%)
Insurance	3	3		
Facility Occupancy Charges	283	432	149	52.7%
Interdepartmental Charges	146	153	7	4.8%
Subtotal - Operating	***15,798***	***18,596***	***2,798***	***17.7%***
Debt Servicing	557	196	(361)	(64.8%)
Transfers to Reserves	378	734	356	94.2%
Subtotal - Debt / Reserves / Capital	***935***	***930***	***(5)***	***(0.5%)***
Gross Expenditure	**16,733**	**19,525**	**2,792**	**16.7%**
Interdepartmental Recoveries	(4,159)	(5,360)	(1,201)	28.9%
Net Expenditure	**12,574**	**14,165**	**1,591**	**12.7%**
Revenue				
User Fees	88	98	10	11.4%
Contribution from Reserves	1,373	1,699	326	23.7%
Revenue Subtotal	**1,461**	**1,797**	**336**	**23.0%**
Property Tax Levy	**11,113**	**12,368**	**1,255**	**11.3%**

2023 Operating Budget ($ thousands)

Commissioner of Human Resources & Citizen Service

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	571	597	26	4.6%
Benefits	726	647	(79)	(10.9%)
Supplies	7	7		
Equipment	39	39		
Professional Fees & Services	574	698	124	21.6%
Communications	60	58	(2)	(3.3%)
Travel	19	4	(15)	(78.9%)
Insurance	1	1		
Facility Occupancy Charges	61	66	5	8.2%
Interdepartmental Charges	13	16	3	23.1%
Subtotal - Operating	***2,071***	***2,132***	***61***	***2.9%***
Transfers to Reserves	1	1		
Subtotal - Debt / Reserves / Capital	***1***	***1***		
Gross Expenditure	**2,072**	**2,133**	**61**	**2.9%**
Interdepartmental Recoveries	(380)	(380)		
Net Expenditure	**1,692**	**1,752**	**60**	**3.5%**
Revenue				
Contribution from Reserves	20	124	104	520.0%
Revenue Subtotal	**20**	**124**	**104**	**520.0%**
Property Tax Levy	**1,672**	**1,629**	**(43)**	**(2.6%)**

THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget ($ thousands)
Talent Acquisition, Client Experience & Solutions

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	3,146	4,165	1,019	32.4%
Benefits	807	1,104	297	36.8%
Supplies	1	1		
Equipment	279	279		
Professional Fees & Services	121	261	140	115.7%
Financial Expenses	2	2		
Communications	25	25		
Travel	10	10		
Facility Occupancy Charges	45	150	105	233.3%
Interdepartmental Charges	63	52	(11)	(17.5%)
Subtotal - Operating	***4,499***	***6,049***	***1,550***	***34.5%***
Debt Servicing	540	179	(361)	(66.9%)
Transfers to Reserves	20	15	(5)	(25.0%)
Subtotal - Debt / Reserves / Capital	***560***	***194***	***(366)***	***(65.4%)***
Gross Expenditure	**5,060**	**6,243**	**1,183**	**23.4%**
Interdepartmental Recoveries	(1,141)	(2,298)	(1,157)	101.4%
Net Expenditure	**3,918**	**3,945**	**27**	**0.7%**
Revenue				
Contribution from Reserves		140	140	
Revenue Subtotal		**140**	**140**	
Property Tax Levy	**3,918**	**3,805**	**(113)**	**(2.9%)**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Organization Development & HR People Partners

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	1,330	1,435	105	7.9%
Benefits	367	409	42	11.4%
Supplies	2	2		
Equipment	55	65	10	18.2%
Professional Fees & Services	58	58		
Communications	2	2		
Travel	3	3		
Facility Occupancy Charges	85	63	(22)	(25.9%)
Interdepartmental Charges	9	14	5	55.6%
Subtotal - Operating	***1,912***	***2,052***	***140***	***7.3%***
Transfers to Reserves	2	2		
Subtotal - Debt / Reserves / Capital	***2***	***2***		
Gross Expenditure	**1,915**	**2,054**	**139**	**7.3%**
Interdepartmental Recoveries	(866)	(886)	(20)	2.3%
Net Expenditure	**1,048**	**1,168**	**120**	**11.5%**
Revenue				
Contribution from Reserves	81		(81)	(100.0%)
Revenue Subtotal	**81**		**(81)**	**(100.0%)**
Property Tax Levy	**967**	**1,168**	**201**	**20.8%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Labour Relations & Emergency Management

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	1,020	1,055	35	3.4%
Benefits	277	299	22	7.9%
Supplies	2	2		
Equipment	176	186	10	5.7%
Professional Fees & Services	644	464	(180)	(28.0%)
Communications	15	10	(5)	(33.3%)
Travel	6	6		
Insurance	2	2		
Facility Occupancy Charges	56	37	(19)	(33.9%)
Interdepartmental Charges	33	39	6	18.2%
Subtotal - Operating	***2,230***	***2,100***	***(130)***	***(5.8%)***
Transfers to Reserves	3	3		
Subtotal - Debt / Reserves / Capital	***3***	***3***		
Gross Expenditure	**2,233**	**2,103**	**(130)**	**(5.8%)**
Interdepartmental Recoveries	(686)	(691)	(5)	0.7%
Net Expenditure	**1,547**	**1,412**	**(135)**	**(8.7%)**
Revenue				
User Fees	88	98	10	11.4%
Revenue Subtotal	**88**	**98**	**10**	**11.4%**
Property Tax Levy	**1,459**	**1,314**	**(145)**	**(9.9%)**

THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget ($ thousands)
Wellbeing & Occupational Health & Safety

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	1,522	1,759	237	15.6%
Benefits	441	524	83	18.8%
Supplies	12	10	(2)	(16.7%)
Maintenance	2	2		
Equipment	26	118	92	353.8%
Professional Fees & Services	577	727	150	26.0%
Social Support and Benefit Payments	1	5	4	400.0%
Communications	4	4		
Travel	11	11		
Facility Occupancy Charges	17	95	78	458.8%
Interdepartmental Charges	15	15		
Subtotal - Operating	***2,625***	***3,269***	***644***	***24.5%***
Debt Servicing	17	17		
Transfers to Reserves	3	4	1	33.3%
Subtotal - Debt / Reserves / Capital	***20***	***20***		
Gross Expenditure	**2,645**	**3,289**	**644**	**24.3%**
Interdepartmental Recoveries	(1,030)	(1,050)	(20)	1.9%
Net Expenditure	**1,615**	**2,239**	**624**	**38.6%**
Revenue				
Contribution from Reserves	1,272	1,435	163	12.8%
Revenue Subtotal	**1,272**	**1,435**	**163**	**12.8%**
Property Tax Levy	**343**	**804**	**461**	**134.4%**

THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget ($ thousands)
Total Rewards

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	1,406	1,687	281	20.0%
Benefits	395	496	101	25.6%
Supplies	3	3		
Maintenance	2	2		
Equipment	592	735	143	24.2%
Professional Fees & Services	22	22		
Communications	6	6		
Travel	2	2		
Facility Occupancy Charges	19	23	4	21.1%
Interdepartmental Charges	13	17	4	30.8%
Subtotal - Operating	***2,460***	***2,994***	***534***	***21.7%***
Transfers to Reserves	349	710	361	103.4%
Subtotal - Debt / Reserves / Capital	***349***	***710***	***361***	***103.4%***
Gross Expenditure	**2,808**	**3,704**	**896**	**31.9%**
Interdepartmental Recoveries	(56)	(56)		
Net Expenditure	**2,753**	**3,648**	**895**	**32.5%**
Property Tax Levy	**2,753**	**3,648**	**895**	**32.5%**

Human Resources & Citizen Service

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
90150 Consolidated Contact Centre	219		**219**	50	400	300		**969**		**969**
99037 Safety Management System	194		**194**					**194**		**194**
99044 Human Experience Management Solution (HXM)	393	3,073	**3,466**	2,076	737			**6,278**		**6,278**
99095 HXM Future Implementations						488		**488**		**488**
TOTAL EXPENDITURE	**806**	**3,073**	**3,879**	**2,126**	**1,137**	**788**		**7,930**		**7,930**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	122	959	**1,081**	648	230			**1,959**		**1,959**
3981400 WSIB Reserve Fund	194		**194**					**194**		**194**
3983500 ITS Capital Reserve		912	**912**	616	219			**1,746**		**1,746**
3983900 HRC Capital Reserve	490	1,202	**1,692**	862	688	788		**4,031**		**4,031**
TOTAL FUNDING & FINANCING	**806**	**3,073**	**3,879**	**2,126**	**1,137**	**788**		**7,930**		**7,930**

PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Planning, Development & Legislative Services

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	18,332	19,540	1,208	6.6%
Benefits	5,160	5,748	588	11.4%
Supplies	1,048	1,127	79	7.5%
Maintenance	188	196	8	4.3%
Utilities	517	535	18	3.5%
Equipment	183	291	108	59.0%
Construction	125	125		
Professional Fees & Services	2,986	5,066	2,080	69.7%
Property Taxes	464	482	18	3.9%
Rents	2	2		
Grants	3,609	3,869	260	7.2%
Financial Expenses	138	138		
Communications	620	547	(73)	(11.8%)
Travel	140	151	11	7.9%
Insurance	221	243	22	10.0%
Facility Occupancy Charges	4,659	5,001	342	7.3%
Interdepartmental Charges	708	751	43	6.1%
Subtotal - Operating	***39,098***	***43,811***	***4,713***	***12.1%***
Debt Servicing	2,985	4,337	1,352	45.3%
Transfers to Reserves	4,895	5,147	252	5.1%
Subtotal - Debt / Reserves / Capital	***7,880***	***9,484***	***1,604***	***20.4%***
Gross Expenditure	**46,978**	**53,295**	**6,317**	**13.4%**
Interdepartmental Recoveries	(2,838)	(2,905)	(67)	2.4%
External Recoveries	(1,115)	(1,440)	(325)	29.1%
Net Expenditure	**43,025**	**48,950**	**5,925**	**13.8%**
Revenue				
Ontario Grants	573	458	(115)	(20.1%)
Ontario Grants - COVID	1,000	1,000		
User Fees	21,185	21,130	(55)	(0.3%)
Contribution from Reserves	620	1,325	705	113.7%
Contribution from RDC Reserve Funds	1,158	1,845	687	59.3%
Revenue Subtotal	**24,536**	**25,758**	**1,222**	**5.0%**
Property Tax Levy	**18,489**	**23,192**	**4,703**	**25.4%**

THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget ($ thousands)
Commissioner of Planning, Development & Legislative Services

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	828	913	85	10.3%
Benefits	227	261	34	15.0%
Supplies	9	10	1	11.1%
Equipment	6	7	1	16.7%
Professional Fees & Services	86	86		
Communications	12	14	2	16.7%
Travel	9	9		
Insurance	6	6		
Facility Occupancy Charges	166	199	33	19.9%
Interdepartmental Charges	9	9		
Subtotal - Operating	***1,358***	***1,514***	***156***	***11.5%***
Transfers to Reserves	2	3	1	50.0%
Subtotal - Debt / Reserves / Capital	***2***	***3***	***1***	***50.0%***
Gross Expenditure	**1,361**	**1,517**	**156**	**11.5%**
Net Expenditure	**1,361**	**1,517**	**156**	**11.5%**
Property Tax Levy	**1,361**	**1,517**	**156**	**11.5%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Economic Development

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	1,158	1,205	47	4.1%
Benefits	325	339	14	4.3%
Professional Fees & Services	229	1,080	851	371.6%
Grants	2,131	2,391	260	12.2%
Communications	2	3	1	50.0%
Travel	25	25		
Facility Occupancy Charges	9	12	3	33.3%
Interdepartmental Charges	89	74	(15)	(16.9%)
Subtotal - Operating	***3,967***	***5,129***	***1,162***	***29.3%***
Transfers to Reserves	1	2	1	100.0%
Subtotal - Debt / Reserves / Capital	***1***	***2***	***1***	***100.0%***
Gross Expenditure	**3,968**	**5,132**	**1,164**	**29.3%**
External Recoveries	(375)	(700)	(325)	86.7%
Net Expenditure	**3,593**	**4,432**	**839**	**23.4%**
Revenue				
Ontario Grants - COVID	1,000	1,000		
User Fees	157	390	233	148.4%
Contribution from Reserves		150	150	
Revenue Subtotal	**1,157**	**1,540**	**383**	**33.1%**
Property Tax Levy	**2,436**	**2,891**	**455**	**18.7%**

Economic Development

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
99082 Oversizing Cambridge Sanitary extension	375	200	**575**		250	150		**975**		**975**
99088 Charles St Terminal Disposition	347	225	**572**					**572**		**572**
TOTAL EXPENDITURE	**722**	**425**	**1,147**		**250**	**150**		**1,547**		**1,547**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	722	425	**1,147**		250	150		**1,547**		**1,547**
TOTAL FUNDING & FINANCING	**722**	**425**	**1,147**		**250**	**150**		**1,547**		**1,547**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

ROW International Airport

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	3,089	3,885	796	25.8%
Benefits	1,032	1,301	269	26.1%
Supplies	257	332	75	29.2%
Maintenance	179	179		
Utilities	514	534	20	3.9%
Equipment	10	10		
Construction	125	125		
Professional Fees & Services	297	897	600	202.0%
Property Taxes	464	482	18	3.9%
Financial Expenses	24	24		
Communications	341	241	(100)	(29.3%)
Travel	27	27		
Insurance	156	175	19	12.2%
Facility Occupancy Charges	1,987	2,073	86	4.3%
Interdepartmental Charges	290	412	122	42.1%
Subtotal - Operating	***8,794***	***10,697***	***1,903***	***21.6%***
Debt Servicing	2,844	4,196	1,352	47.5%
Transfers to Reserves	2,577	2,580	3	0.1%
Subtotal - Debt / Reserves / Capital	***5,421***	***6,775***	***1,354***	***25.0%***
Gross Expenditure	**14,215**	**17,472**	**3,257**	**22.9%**
Interdepartmental Recoveries	(153)	(153)		
External Recoveries	(737)	(737)		
Net Expenditure	**13,325**	**16,582**	**3,257**	**24.4%**
Revenue				
User Fees	10,431	9,996	(435)	(4.2%)
Contribution from RDC Reserve Funds	1,138	1,825	687	60.4%
Revenue Subtotal	**11,569**	**11,821**	**252**	**2.2%**
Property Tax Levy	**1,756**	**4,761**	**3,005**	**171.1%**

Region of Waterloo International Airport

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
Capital Renewal										
03513 Noise Monitoring System					50			**50**		**50**
03515 Electrical Study	5		**5**					**5**	50	**55**
03541 Runway 26 Approach Lighting									1,050	**1,050**
03542 Runway 08 Approach Lighting									350	**350**
03544 Sanitary Forcemain Servicing	26		**26**	500	2,165	2,150		**4,841**		**4,841**
03547 Airport Business Plan Update	100		**100**					**100**	200	**300**
03548 Rehabilitation 08/26						2,400		**2,400**		**2,400**
03555 Fencing				650				**650**	500	**1,150**
03557 Equipment Replacements	56	198	**254**	65	7	141	27	**494**	263	**757**
03564 Randell Drain/Stormwater-Upgrades	83		**83**	200				**283**		**283**
03566 Parking lot Resurfacing									700	**700**
03569 Hydro Plant Upgrade	10	570	**580**			500		**1,080**		**1,080**
03570 Apron Resurfacing	570		**570**			330		**900**	4,060	**4,960**
03574 Security Upgrades	29		**29**		270			**299**		**299**
03587 Silver Dart Place Construction				420				**420**		**420**
03588 Fleet Vehicle Replacement Airport	1,000	3,148	**4,148**	1,205	375	965	236	**6,929**	1,725	**8,654**
03591 Parking Equipment Replacement									800	**800**
03623 Parking Equipment Pay Station	103		**103**					**103**		**103**
03626 Runway 26 SSALR Interleavng	341		**341**					**341**		**341**
03635 Landside Road Rehabilitation									2,000	**2,000**
03636 Runway 14-32 Rehabilitation					4,500	4,500		**9,000**		**9,000**
03637 Runway 08-26 Reconstruction									15,200	**15,200**
03638 Runway 08-26 Lighting Replacement									1,200	**1,200**
03639 Taxi A Pavement Rehabilitation									4,000	**4,000**
03640 Taxi C Pavement Rehabilitation									2,200	**2,200**
03641 Runway 14-32 PAPI Replacement				850				**850**		**850**
03642 Runway 26 PAPI Replacement				750				**750**		**750**
03643 Apron 1 Lighting Replacement	200	100	**300**					**300**		**300**
03644 CBSA upgrades	2,000	686	**2,686**					**2,686**		**2,686**
03645 Airfield PLC Replacement	17		**17**					**17**	200	**217**

Region of Waterloo International Airport

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	2023 Total	2024	2025	2026	2027	2023 - 2027 Subtotal	2028 - 2032 Subtotal	2023 - 2032 Total
03646 ICAO Type A Charts							50	50	100	150
03647 Airport Energy Analysis	23		23	50		50		123	200	323
03648 FEC Equipment Replacement									400	400
03649 Airport Road intersection									150	150
03650 Airfield Circuitry Replacement									1,520	1,520
Total Capital Renewal	**4,563**	**4,702**	**9,265**	**4,690**	**7,367**	**11,036**	**313**	**32,671**	**36,868**	**69,539**
Facilities Managed Capital Renewal										
70500 Airport Renewal	91	394	485	6	328	725	757	2,301	3,370	5,671
Total Facilities Managed Capital Renewal	**91**	**394**	**485**	**6**	**328**	**725**	**757**	**2,301**	**3,370**	**5,671**
Capital Expansion (Master Plan)										
Phase 1										
03594 Rail Connectivity Study YKF/YYZ				250				250		250
03595 Enviro Assmt for Runway 14-32 & 08-26	268	200	468					468		468
03600 Design of Terminal Expansion Phase 1	239		239					239		239
03601 Development of Apron VII Serviced Lands	135		135					135		135
03602 Federal Zoning Runway 14-32 & 08-26 Ext	238		238					238		238
Total Phase 1	**880**	**200**	**1,080**	**250**				**1,330**		**1,330**
Phase 2										
03603 Trigger 2 Property Acquisition	1,947		1,947	5,000	2,000	2,000	2,000	12,947		12,947
03604 Construct Runway 14/32 Extension				21,000	10,000	15,000		46,000		46,000
03605 Design Runway 08/26 Ext to 8700'									1,000	1,000
03606 Shantz Station Road Reconfiguration Options	250	50	300	500	500			1,300		1,300
03609 Construct Terminal Expansion Phase 1	7,921	1,000	8,921					8,921		8,921
03610 Design Terminal expansion phase 2		500	500	500	4,500	3,000	2,500	11,000	4,000	15,000
03611 Surface Parking Expansion	2,276	3,600	5,876	3,000	2,900			11,776		11,776
03612 Develop Existing Serviced Lands		900	900			1,500	1,500	3,900		3,900
03651 Service Developable Land									6,600	6,600
03652 Runway 08-26 RESA						5,300		5,300		5,300
03653 AOC Expansion		500	500	3,500				4,000		4,000
Total Phase 2	**12,394**	**6,550**	**18,944**	**33,500**	**19,900**	**26,800**	**6,000**	**105,144**	**11,600**	**116,744**

Region of Waterloo International Airport

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
Phase 3										
03614 Trigger 3 Property Acquisition									14,000	**14,000**
03617 Construct Runway 08/26 Extension									19,000	**19,000**
03619 Construct Terminal Expansion Phase 2									180,000	**180,000**
03620 Design Terminal Expansion Phase 3									5,500	**5,500**
03622 Develop Southeast Serviced Lands									8,000	**8,000**
Total Phase 3									**226,500**	**226,500**
TOTAL EXPENDITURE	**17,928**	**11,846**	**29,774**	**38,446**	**27,595**	**38,561**	**7,070**	**141,446**	**278,338**	**419,784**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies		2,818	**2,818**	9,105	4,785	6,435		**23,143**	11,286	**34,429**
Recoveries	250	450	**700**					**700**		**700**
Development Charges										
Reserve Funds	743	595	**1,338**	325	122	420		**2,205**	338	**2,542**
Debentures	5,737	2,751	**8,488**	13,126	10,208	14,110	2,875	**48,807**	95,068	**143,874**
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	91	394	**485**	6	328		257	**1,076**	2,870	**3,946**
3980440 Airport Capital Reserve	1,473	601	**2,074**	3,600	409	1,977	550	**8,610**	10,203	**18,812**
3982160 Corporate Fleet Replacement Reserve	1,000	330	**1,330**	1,205	375	965	236	**4,111**	1,725	**5,836**
3982190 Airport Vehicle/Equipment Reserve	56	198	**254**	65	7	141	27	**494**	263	**757**
Debentures	8,578	3,709	**12,287**	11,014	11,362	14,514	3,125	**52,302**	156,586	**208,888**
TOTAL FUNDING & FINANCING	**17,928**	**11,846**	**29,774**	**38,446**	**27,595**	**38,561**	**7,070**	**141,446**	**278,338**	**419,784**

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

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Community Planning

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	2,668	2,765	97	3.6%
Benefits	755	830	75	9.9%
Equipment	9	9		
Professional Fees & Services	603	813	210	34.8%
Grants	150	150		
Communications	9	10	1	11.1%
Travel	18	18		
Interdepartmental Charges	34	32	(2)	(5.9%)
Subtotal - Operating	***4,245***	***4,627***	***382***	***9.0%***
Transfers to Reserves	235	634	399	169.8%
Subtotal - Debt / Reserves / Capital	***235***	***634***	***399***	***169.8%***
Gross Expenditure	**4,480**	**5,261**	**781**	**17.4%**
Interdepartmental Recoveries	(50)	(50)		
Net Expenditure	**4,430**	**5,211**	**781**	**17.6%**
Revenue				
User Fees	1,000	985	(15)	(1.5%)
Contribution from Reserves	167	60	(107)	(64.1%)
Revenue Subtotal	**1,167**	**1,045**	**(122)**	**(10.5%)**
Property Tax Levy	**3,262**	**4,166**	**904**	**27.7%**

Community Planning

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
22006 Forest Exp Land Acquisition				50	238			**288**		**288**
22007 Municipal Comprehensive Review	212	250	**462**	250	250	250	250	**1,462**	1,250	**2,712**
22021 Sub-Watershed Studies	200	600	**800**	200	200	800	200	**2,200**	1,600	**3,800**
22027 Community Environmental Stewardship	34		**34**					**34**		**34**
22038 Development Application Database	361	1,346	**1,707**	1,475	1,125	29		**4,336**		**4,336**
TOTAL EXPENDITURE	**807**	**2,196**	**3,003**	**1,975**	**1,813**	**1,079**	**450**	**8,320**	**2,850**	**11,170**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies		500	**500**					**500**		**500**
Development Charges										
Reserve Funds	481	1,035	**1,516**	795	705	1,054	425	**4,495**	2,725	**7,220**
Property Taxes										
Reserves and Reserve Funds										
3983800 Community Planning Capital Reserve	326	661	**987**	1,180	1,108	25	25	**3,325**	125	**3,450**
TOTAL FUNDING & FINANCING	**807**	**2,196**	**3,003**	**1,975**	**1,813**	**1,079**	**450**	**8,320**	**2,850**	**11,170**

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

THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget ($ thousands)
Council & Administrative Services

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	1,810	1,942	132	7.3%
Benefits	519	578	59	11.4%
Supplies	29	31	2	6.9%
Maintenance	6	6		
Equipment	65	70	5	7.7%
Professional Fees & Services	263	368	105	39.9%
Financial Expenses	2	2		
Communications	18	19	1	5.6%
Travel	11	12	1	9.1%
Insurance	5	5		
Facility Occupancy Charges	217	229	12	5.5%
Interdepartmental Charges	62	41	(21)	(33.9%)
Subtotal - Operating	***3,006***	***3,302***	***296***	***9.8%***
Transfers to Reserves	159	159		
Subtotal - Debt / Reserves / Capital	***159***	***159***		
Gross Expenditure	**3,165**	**3,460**	**295**	**9.3%**
Interdepartmental Recoveries	(727)	(738)	(11)	1.5%
External Recoveries	(3)	(3)		
Net Expenditure	**2,435**	**2,720**	**285**	**11.7%**
Revenue				
User Fees	602	602		
Contribution from Reserves	40	88	48	120.0%
Revenue Subtotal	**642**	**690**	**48**	**7.5%**
Property Tax Levy	**1,793**	**2,030**	**237**	**13.2%**

Council & Administrative Services

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
90009 Lic & Reg Servs Vehicles					230			**230**	285	**515**
90075 CMS Equipment		30	**30**	30	28	12		**100**	12	**112**
90092 Licensing-Radio Equipment						67		**67**	41	**108**
90117 DOCS Modernization	200		**200**	125				**325**	1,300	**1,625**
90176 Bylaw Licensing Database	50		**50**					**50**		**50**
90177 Electronic Meeting Software									25	**25**
TOTAL EXPENDITURE	**250**	**30**	**280**	**155**	**258**	**79**		**772**	**1,663**	**2,435**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	50		**50**					**50**	25	**75**
3982160 Corporate Fleet Replacement Reserve					230			**230**	285	**515**
3983500 ITS Capital Reserve	200		**200**	125				**325**	1,300	**1,625**
3983600 CMS Equipment Reserve		30	**30**	30	28	12		**100**	12	**112**
3983700 Bylaw Equipment Reserve						67		**67**	41	**108**
TOTAL FUNDING & FINANCING	**250**	**30**	**280**	**155**	**258**	**79**		**772**	**1,663**	**2,435**

THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget ($ thousands)
Provincial Offences Act (POA)

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	2,174	2,259	85	3.9%
Benefits	662	708	46	6.9%
Supplies	30	30		
Equipment	34	138	104	305.9%
Professional Fees & Services	1,037	1,045	8	0.8%
Rents	2	2		
Financial Expenses	105	105		
Communications	30	30		
Travel	11	12	1	9.1%
Insurance	3	3		
Facility Occupancy Charges	234	221	(13)	(5.6%)
Interdepartmental Charges	29	29		
Subtotal - Operating	***4,350***	***4,582***	***232***	***5.3%***
Transfers to Reserves	8	7	(1)	(12.5%)
Subtotal - Debt / Reserves / Capital	***8***	***7***	***(1)***	***(12.5%)***
Gross Expenditure	**4,358**	**4,589**	**231**	**5.3%**
Interdepartmental Recoveries	(17)	(17)		
Net Expenditure	**4,341**	**4,572**	**231**	**5.3%**
Revenue				
Ontario Grants	172	172		
User Fees	8,303	8,503	200	2.4%
Contribution from Reserves		100	100	
Revenue Subtotal	**8,476**	**8,776**	**300**	**3.5%**
Property Tax Levy	**(4,135)**	**(4,204)**	**(69)**	**1.7%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Legal Services

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	1,834	1,940	106	5.8%
Benefits	508	551	43	8.5%
Supplies	31	31		
Maintenance	1	1		
Equipment	21	10	(11)	(52.4%)
Professional Fees & Services	46	46		
Communications	7	7		
Travel	4	4		
Insurance	3	3		
Facility Occupancy Charges	83	99	16	19.3%
Interdepartmental Charges	16	17	1	6.3%
Subtotal - Operating	***2,554***	***2,709***	***155***	***6.1%***
Transfers to Reserves	4	4		
Subtotal - Debt / Reserves / Capital	***4***	***4***		
Gross Expenditure	**2,558**	**2,714**	**156**	**6.1%**
Interdepartmental Recoveries	(1,809)	(1,867)	(58)	3.2%
Net Expenditure	**750**	**846**	**96**	**12.8%**
Revenue				
User Fees	47	47		
Revenue Subtotal	**47**	**47**		
Property Tax Levy	**702**	**799**	**97**	**13.8%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Cultural Services

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	2,888	2,677	(211)	(7.3%)
Benefits	773	783	10	1.3%
Supplies	425	408	(17)	(4.0%)
Maintenance	2	10	8	400.0%
Utilities	3	1	(2)	(66.7%)
Equipment	13	11	(2)	(15.4%)
Professional Fees & Services	348	659	311	89.4%
Grants	1,328	1,328		
Financial Expenses	8	8		
Communications	144	155	11	7.6%
Travel	19	27	8	42.1%
Insurance	41	43	2	4.9%
Facility Occupancy Charges	1,669	1,790	121	7.2%
Interdepartmental Charges	81	34	(47)	(58.0%)
Subtotal - Operating	***7,741***	***7,933***	***192***	***2.5%***
Debt Servicing	121	121		
Transfers to Reserves	1,888	1,739	(149)	(7.9%)
Subtotal - Debt / Reserves / Capital	***2,010***	***1,860***	***(150)***	***(7.5%)***
Gross Expenditure	**9,750**	**9,793**	**43**	**0.4%**
Interdepartmental Recoveries		(5)	(5)	
Net Expenditure	**9,750**	**9,788**	**38**	**0.4%**
Revenue				
Ontario Grants	157	148	(9)	(5.7%)
User Fees	611	568	(43)	(7.0%)
Contribution from Reserves	300	614	314	104.7%
Revenue Subtotal	**1,068**	**1,330**	**262**	**24.5%**
Property Tax Levy	**8,682**	**8,458**	**(224)**	**(2.6%)**

Cultural Services

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
Program Area Capital										
Ken Seiling Waterloo Region Museum										
42017 Trades' Building - Sawmill, Rpr Shop, Weavery	45		45		200	20		265		265
42026 Collections Photography & Database	23	50	73	50			50	173		173
42027 Vehicle/Equipment Replacement Doon					35			35	22	57
42028 Hall of Fame		20	20					20		20
42029 Doon Visitor Infrastructure	48		48	50		50		148	200	348
42030 Restoration of Steam Engine	36	14	50		30			80		80
42034 Peter McArthur House	27		27		150			177		177
42043 Upgrade / Replace Utility Services		300	300	300				600		600
42046 Curatorial Centre Storage Expansion	21		21					21	1,000	1,021
42049 Exhibit Refurbishment		100	100			100		200	200	400
42050 Travelling Exhibit Development	5	15	20					20		20
42052 Audio Visual Equipment		65	65		100		200	365	200	565
42053 Fire hall - interior/exterior upgrade					50	370		420		420
42062 Main Gallery Exhibit Refurbishment	50	50	100	50	1,000	1,500	1,500	4,150		4,150
42063 Mid-duration Gallery									725	725
42071 Curatorial Centre Improvements	162		162					162		162
42072 Permeable Concrete for Sararas Hill and lower was	143		143	75	75			293		293
42073 Shantz Barn Floor				150				150		150
42075 Renovate lower washrooms					150	150		300		300
42076 KSWRM Gazebo	5		5	100				105		105
Subtotal Ken Seiling Waterloo Region Museum	**565**	**614**	**1,179**	**775**	**1,790**	**2,190**	**1,750**	**7,684**	**2,347**	**10,031**

Cultural Services

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
Schneider Haus										
43010 Grounds and Visitor Services	32	75	107	100			100	307		307
43013 Museum Development					100	1,500		1,600		1,600
43015 Marketing Materials	10	10	20					20		20
43018 Schneider Outdoor Projection	17	86	103	50				153		153
Subtotal Schneider Haus	**59**	**171**	**230**	**150**	**100**	**1,500**	**100**	**2,080**		**2,080**
McDougall Cottage										
44002 Wall Murals	5		5					5		5
44010 McDougall Site Development	15	20	35					35		35
Subtotal McDougall Cottage	**20**	**20**	**40**					**40**		**40**
Total Program Area Capital	**644**	**805**	**1,449**	**925**	**1,890**	**3,690**	**1,850**	**9,804**	**2,347**	**12,151**
Facilities Managed Capital Renewal										
70020 KSWRM Renewal	314	138	**452**	1,441	1,019	809	676	**4,396**	5,342	**9,738**
70300 Schneider Haus Renewal	103	41	**144**	183	392	27	73	**820**	133	**953**
70400 McDougall Renewal	14		**14**	122	12	5	6	**159**	64	**222**
Total Facilities Managed Capital Renewal	**431**	**179**	**610**	**1,747**	**1,423**	**840**	**754**	**5,374**	**5,539**	**10,913**
TOTAL EXPENDITURE	**1,075**	**984**	**2,059**	**2,672**	**3,313**	**4,530**	**2,604**	**15,178**	**7,886**	**23,064**

Cultural Services

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies		86	**86**					**86**		**86**
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	431	179	**610**	1,747	1,423	32	754	**4,566**	4,337	**8,903**
3982160 Corporate Fleet Replacement Reserve					35			**35**	22	**57**
3983100 Cultural Services Capital Reserve	644	719	**1,363**	925	1,855	4,499	1,850	**10,492**	3,527	**14,018**
TOTAL FUNDING & FINANCING	**1,075**	**984**	**2,059**	**2,672**	**3,313**	**4,530**	**2,604**	**15,178**	**7,886**	**23,064**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Region of Waterloo Library

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	1,883	1,954	71	3.8%
Benefits	358	397	39	10.9%
Supplies	265	284	19	7.2%
Equipment	27	37	10	37.0%
Professional Fees & Services	77	71	(6)	(7.8%)
Communications	57	69	12	21.1%
Travel	16	16		
Insurance	7	8	1	14.3%
Facility Occupancy Charges	294	379	85	28.9%
Interdepartmental Charges	98	103	5	5.1%
Subtotal - Operating	***3,082***	***3,318***	***236***	***7.7%***
Debt Servicing	20	20		
Transfers to Reserves	21	19	(2)	(9.5%)
Subtotal - Debt / Reserves / Capital	***41***	***39***	***(2)***	***(4.9%)***
Gross Expenditure	**3,123**	**3,357**	**234**	**7.5%**
Interdepartmental Recoveries	(82)	(75)	7	(8.5%)
Net Expenditure	**3,041**	**3,282**	**241**	**7.9%**
Revenue				
Ontario Grants	243	137	(106)	(43.6%)
User Fees	34	39	5	14.7%
Contribution from Reserves	113	313	200	177.0%
Contribution from RDC Reserve Funds	20	20		
Revenue Subtotal	**410**	**509**	**99**	**24.1%**
Property Tax Levy	**2,631**	**2,774**	**143**	**5.4%**

Region of Waterloo Library

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
Program Area Capital										
20002 Library Holdings Acquisitions (RDC)		113	**113**	128	128	128	128	**625**	715	**1,340**
20009 Branch Furnishings		40	**40**	11	7	7	7	**72**	128	**200**
20014 Vehicle Replacement Library				85				**85**	85	**170**
20015 Branch Development				50				**50**	30	**80**
20023 New Hamburg Branch - Puddicombe Estate									25	**25**
20026 Breslau Branch - Furnish, Equip & Collection (New)		120	**120**					**120**		**120**
20027 St. Clements - Relocate & Expand (Furnish, Equip)									50	**50**
20028 Radio Frequency Identification	35	75	**110**					**110**		**110**
20029 Branch Retrofits		20	**20**		20	20	10	**70**	50	**120**
20030 AODA Retrofits		15	**15**		15	15		**45**	75	**120**
20031 Upgrade Lighting				11		5	10	**26**	126	**152**
Total Program Area Capital	**35**	**383**	**418**	**285**	**170**	**175**	**155**	**1,203**	**1,284**	**2,487**
Facilities Managed Capital Renewal										
70001 Library Renewal				25			25	**50**	25	**75**
Total Facilities Managed Capital Renewal				**25**			**25**	**50**	**25**	**75**
TOTAL EXPENDITURE	**35**	**383**	**418**	**310**	**170**	**175**	**180**	**1,253**	**1,309**	**2,562**
FUNDING & FINANCING										
Development Charges										
Reserve Funds		228	**228**	170	122	122	122	**762**	811	**1,573**
Property Taxes										
Reserves and Reserve Funds										
3980160 Library Capital Reserve	35	155	**190**	55	49	54	59	**406**	413	**819**
3982160 Corporate Fleet Replacement Reserve				85				**85**	85	**170**
TOTAL FUNDING & FINANCING	**35**	**383**	**418**	**310**	**170**	**175**	**180**	**1,253**	**1,309**	**2,562**

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

ENGINEERING & ENVIRONMENTAL SERVICES

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Engineering & Environmental Services

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	12,958	13,475	517	4.0%
Benefits	3,607	3,883	276	7.7%
Supplies	982	1,283	301	30.7%
Maintenance	1,215	1,230	15	1.2%
Utilities	214	224	10	4.7%
Equipment	247	225	(22)	(8.9%)
Professional Fees & Services	32,423	34,562	2,139	6.6%
Property Taxes	1,064	1,096	32	3.0%
Financial Expenses	66	76	10	15.2%
Communications	178	179	1	0.6%
Travel	84	89	5	6.0%
Insurance	143	151	8	5.6%
Facility Occupancy Charges	2,038	2,100	62	3.0%
Interdepartmental Charges	3,006	3,178	172	5.7%
Subtotal - Operating	***58,225***	***61,752***	***3,527***	***6.1%***
Debt Servicing	8,322	7,844	(478)	(5.7%)
Transfers to Reserves	7,371	8,538	1,167	15.8%
Subtotal - Debt / Reserves / Capital	***15,693***	***16,382***	***689***	***4.4%***
Gross Expenditure	**73,918**	**78,134**	**4,216**	**5.7%**
Interdepartmental Recoveries	(10,448)	(10,888)	(440)	4.2%
Net Expenditure	**63,470**	**67,246**	**3,776**	**5.9%**
Revenue				
User Fees	17,379	19,013	1,634	9.4%
Contribution from RDC Reserve Funds	582	582		
Revenue Subtotal	**17,961**	**19,595**	**1,634**	**9.1%**
Property Tax Levy	**45,510**	**47,650**	**2,140**	**4.7%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Commissioner of Engineering & Environmental Services

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	326	334	8	2.5%
Benefits	85	89	4	4.7%
Supplies	6	4	(2)	(33.3%)
Maintenance	1		(1)	(100.0%)
Equipment	2		(2)	(100.0%)
Professional Fees & Services	9	10	1	11.1%
Communications	2	2		
Travel	12	11	(1)	(8.3%)
Insurance	1	1		
Facility Occupancy Charges	18	22	4	22.2%
Interdepartmental Charges	6	4	(2)	(33.3%)
Subtotal - Operating	***469***	***475***	***6***	***1.3%***
Transfers to Reserves	1		(1)	(100.0%)
Subtotal - Debt / Reserves / Capital	***1***		***(1)***	***(100.0%)***
Gross Expenditure	**469**	**476**	**7**	**1.5%**
Interdepartmental Recoveries	(469)	(476)	(7)	1.5%
Net Expenditure				
Property Tax Levy				

THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget ($ thousands)
Strategic Initiatives & Asset Management

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	500	539	39	7.8%
Benefits	156	170	14	9.0%
Supplies	7	7		
Equipment	133	113	(20)	(15.0%)
Professional Fees & Services	1	1		
Communications		1	1	
Travel	5	11	6	120.0%
Facility Occupancy Charges	3		(3)	(100.0%)
Interdepartmental Charges		2	2	
Subtotal - Operating	***806***	***845***	***39***	***4.8%***
Transfers to Reserves		1	1	
Subtotal - Debt / Reserves / Capital		***1***	***1***	
Gross Expenditure	**806**	**845**	**39**	**4.8%**
Interdepartmental Recoveries	(509)	(537)	(28)	5.5%
Net Expenditure	**297**	**308**	**11**	**3.7%**
Property Tax Levy	**297**	**308**	**11**	**3.7%**

Strategic Initiatives & Asset Management

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
Program Area Capital										
Facilities Managed Capital Renewal										
78001 Project & Portfolio Management Implementation				1,518	709	260		**2,487**		**2,487**
78100 Lucity and Power Plan Software Updates		150	**150**			150		**300**	320	**620**
78101 Asset Management Plan/Policy update		75	**75**		100			**175**	250	**425**
78102 Climate Change Adaptation Masterplan		80	**80**	120				**200**	150	**350**
Total Facilities Managed Capital Renewal		**305**	**305**	**1,638**	**809**	**410**		**3,162**	**720**	**3,882**
TOTAL EXPENDITURE		**305**	**305**	**1,638**	**809**	**410**		**3,162**	**720**	**3,882**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980050 Transportation Capital Reserve		51	**51**	551	265	116		**983**	120	**1,103**
3980065 Facility Lifecycle Reserve		51	**51**	141	73	46		**311**	120	**431**
3980120 Waste Management Reserve		51	**51**	111	59	41		**262**	120	**382**
3980180 Water Capital Reserve		51	**51**	339	166	80		**635**	120	**755**
3980200 Wastewater Capital Reserve		51	**51**	263	130	67		**510**	120	**630**
3980440 Airport Capital Reserve				213	99	36		**348**		**348**
3984010 Transit Capital Reserve		51	**51**	20	17	25		**112**	120	**232**
TOTAL FUNDING & FINANCING		**305**	**305**	**1,638**	**809**	**410**		**3,162**	**720**	**3,882**

2023 Operating Budget ($ thousands)

Design & Construction

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	5,900	6,107	207	3.5%
Benefits	1,587	1,719	132	8.3%
Supplies	52	61	9	17.3%
Maintenance	6	6		
Equipment	86	86		
Professional Fees & Services	12	12		
Communications	22	22		
Travel	38	38		
Insurance	6	6		
Facility Occupancy Charges	225	276	51	22.7%
Interdepartmental Charges	63	70	7	11.1%
Subtotal - Operating	***7,998***	***8,402***	***404***	***5.1%***
Transfers to Reserves	36	36		
Subtotal - Debt / Reserves / Capital	***36***	***36***		
Gross Expenditure	**8,034**	**8,438**	**404**	**5.0%**
Interdepartmental Recoveries	(7,978)	(8,383)	(405)	5.1%
Net Expenditure	**55**	**55**		
Revenue				
User Fees	55	55		
Revenue Subtotal	**55**	**55**		
Property Tax Levy				

Design & Construction

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
21003 Plotter									15	**15**
21007 GNSS Survey Equipment		50	**50**	50		50		**150**	45	**195**
21008 Fleet Vehicle Replacements - D&C				15	120	70	135	**340**	135	**475**
21009 Total Station Survey Equipment Replacement		75	**75**					**75**	75	**150**
21010 CADD System Replacement				35				**35**	35	**70**
TOTAL EXPENDITURE		**125**	**125**	**100**	**120**	**120**	**135**	**600**	**305**	**905**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982080 Design Equipment Reserve		125	**125**	85		50		**260**	170	**430**
3982160 Corporate Fleet Replacement Reserve				15	120	70	135	**340**	135	**475**
TOTAL FUNDING & FINANCING		**125**	**125**	**100**	**120**	**120**	**135**	**600**	**305**	**905**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Waste Management

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	6,231	6,495	264	4.2%
Benefits	1,779	1,905	126	7.1%
Supplies	916	1,210	294	32.1%
Maintenance	1,209	1,225	16	1.3%
Utilities	214	224	10	4.7%
Equipment	26	26		
Professional Fees & Services	32,401	34,539	2,138	6.6%
Property Taxes	1,064	1,096	32	3.0%
Financial Expenses	66	76	10	15.2%
Communications	154	154		
Travel	30	30		
Insurance	136	143	7	5.1%
Facility Occupancy Charges	1,792	1,802	10	0.6%
Interdepartmental Charges	2,937	3,103	166	5.7%
Subtotal - Operating	***48,953***	***52,029***	***3,076***	***6.3%***
Debt Servicing	8,322	7,844	(478)	(5.7%)
Transfers to Reserves	7,335	8,501	1,166	15.9%
Subtotal - Debt / Reserves / Capital	***15,657***	***16,345***	***688***	***4.4%***
Gross Expenditure	**64,610**	**68,375**	**3,765**	**5.8%**
Interdepartmental Recoveries	(1,492)	(1,492)		
Net Expenditure	**63,118**	**66,883**	**3,765**	**6.0%**
Revenue				
User Fees	17,324	18,958	1,634	9.4%
Contribution from RDC Reserve Funds	582	582		
Revenue Subtotal	**17,906**	**19,540**	**1,634**	**9.1%**
Property Tax Levy	**45,212**	**47,343**	**2,131**	**4.7%**

Waste Management

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
Program Area Capital										
01004 Curbside Service Level Changes					2,150	2,200	1,500	**5,850**	18,700	**24,550**
01005 Cambridge Scale System & Building							75	**75**	600	**675**
01007 Vehicle Replacements Waste Management	710	714	**1,424**	3,424	2,745	2,653	4,080	**14,326**	13,180	**27,506**
01009 Cambridge Site Servicing				25	250			**275**	250	**525**
01010 Waterloo Site Servicing									400	**400**
01011 Asset Management	85		**85**					**85**		**85**
01013 Cambridge MHSW Building									1,000	**1,000**
01015 Voice Radio Sets						64		**64**	296	**360**
01016 Waterloo Soil Management Strategy		6,130	**6,130**	3,605				**9,735**		**9,735**
01051 Cambridge Groundwater Management	140		**140**	75	250		540	**1,005**	1,080	**2,085**
01052 Cambridge - Leachate Control		75	**75**	400			540	**1,015**	1,150	**2,165**
01058 Waterloo Storm Water Management	56	1,620	**1,676**	100	1,000			**2,776**	1,114	**3,890**
01082 Waterloo Groundwater Management		644	**644**	1,488	443	546	443	**3,564**	2,524	**6,088**
01084 Materials Recycling Centre	300	200	**500**	210				**710**		**710**
01091 Cambridge Site Closure									215	**215**
01092 Cambridge - Storm Water Management									328	**328**
01103 Decommissioned Sites	481	5,314	**5,795**	1,150	2,600	5,000	250	**14,795**	940	**15,735**
01104 Cambridge Transfer Building Upgrade					1,000		410	**1,410**	500	**1,910**
01106 Cambridge Compost Pad Expansion		50	**50**		100		500	**650**	575	**1,225**
01121 Landfill Cell Closure		963	**963**	1,004	1,751			**3,718**	2,714	**6,432**
01144 Feasibility Studies	210	190	**400**	500				**900**	500	**1,400**
01146 Cambridge Roads Construction		30	**30**	215		400		**645**	600	**1,245**
01154 Waterloo - New Cells Design & Construction		8,034	**8,034**	6,063	3,708	2,318	6,592	**26,715**	13,915	**40,630**
01156 Waterloo Leachate Control		775	**775**	1,235	1,030	575	525	**4,140**	2,835	**6,975**
01160 Waterloo - Roads Construction	400	375	**775**	2,885	425		430	**4,515**	1,900	**6,415**
01163 Waterloo Landfill Gas System		1,855	**1,855**	3,090	2,060	720	720	**8,445**	2,780	**11,225**
01165 Waterloo Landfill GPS System		300	**300**			300		**600**	600	**1,200**
01172 Cambridge Landfill Gas System						500		**500**	925	**1,425**
01192 Waterloo Transfer Station Upgrade	200	500	**700**	1,600	1,000	10,000	16,900	**30,200**	30,475	**60,675**
Total Program Area Capital	**2,582**	**27,769**	**30,351**	**27,069**	**20,512**	**25,276**	**33,505**	**136,713**	**100,096**	**236,809**

Waste Management

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
Facilities Managed Capital Renewal										
73100 WM Waterloo Building Renewal				1,341	1,094	1,362	860	**4,657**	4,716	**9,372**
73200 WM Cambridge Building Renewal	21	694	**715**	539	864	247	242	**2,608**	1,618	**4,226**
73300 WM Kitchener Building Renewal				173	220	40		**433**	62	**495**
Total Facilities Managed Capital Renewal	**21**	**694**	**715**	**2,053**	**2,178**	**1,649**	**1,102**	**7,698**	**6,396**	**14,093**
TOTAL EXPENDITURE	**2,603**	**28,463**	**31,066**	**29,122**	**22,690**	**26,925**	**34,607**	**144,411**	**106,492**	**250,902**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	400	253	**653**					**653**		**653**
Development Charges										
Reserve Funds	54	81	**135**	23	119		106	**383**	264	**646**
Debentures				173	108	1,080	1,825	**3,186**	3,209	**6,395**
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	21	694	**715**	1,053	314	649	502	**3,233**	1,127	**4,360**
3980120 Waste Management Reserve	1,150	10,040	**11,190**	4,469	10,847	9,100	4,309	**39,914**	37,361	**77,275**
3982020 Waste Management Equipment Reserve		300	**300**			364		**664**	896	**1,560**
3982160 Corporate Fleet Replacement Reserve	710	714	**1,424**	3,424	2,745	2,653	4,080	**14,326**	13,180	**27,506**
Debentures	268	16,381	**16,649**	19,981	8,558	13,079	23,785	**82,051**	50,455	**132,507**
TOTAL FUNDING & FINANCING	**2,603**	**28,463**	**31,066**	**29,122**	**22,690**	**26,925**	**34,607**	**144,411**	**106,492**	**250,902**

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

THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget ($ thousands)
Water Supply

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	9,129	9,775	646	7.1%
Benefits & Allowances	2,684	2,976	292	10.9%
Supplies	1,750	2,827	1,077	61.5%
Maintenance	3,182	3,372	190	6.0%
Utilities	6,800	6,804	4	0.1%
Equipment	122	136	14	11.5%
Professional Fees & Services	1,365	1,325	(40)	(2.9%)
Property Taxes	1,530	1,590	60	3.9%
Rents				
Grants	58	61	3	5.2%
Financial Expenses	20	20		
Communications	229	207	(22)	(9.6%)
Travel	58	74	16	27.6%
Insurance	385	412	27	7.0%
Transfer to Corporate Reserves	296	296		
Grand River Conservation Authority	2,858	2,949	91	3.2%
Central Administration Charges	2,090	2,195	105	5.0%
Interdepartmental Charges	4,021	4,338	317	7.9%
Subtotal - Operating	***36,577***	***39,355***	***2,778***	***7.6%***
Debt Servicing		1,432	1,432	
Transfers to Capital Reserve	25,246	26,046	800	3.2%
Prior Year Oversizing	4,231	4,231		
Discretionary DC Exemptions	2,075	2,075		
Subtotal - Capital Financing	***31,552***	***33,784***	***2,232***	***7.1%***
Gross Expenditure	**68,129**	**73,139**	**5,010**	**7.4%**
Interdepartmental Recoveries	(2,459)	(2,695)	(236)	9.6%
External Recoveries				
Contribution from RDC Reserve Funds	(4,231)	(5,663)	(1,432)	33.8%
Net Expenditure	**61,439**	**64,782**	**3,343**	**5.4%**
Revenue				
Fees & Charges	60	60		
Subtotal - Non-Rate Revenue	***60***	***60***		
Rate Revenue	**61,379**	**64,722**	**3,343**	**5.4%**

Water Summary

Ten Year Capital Budget & Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023-2027 Subtotal**	2027-2032 Subtotal	**2023-2032 Total**
Summary										
Expenditure										
Planning & Studies	1,868	4,725	6,593	6,540	4,436	4,321	3,930	**25,820**	26,210	**52,030**
Asset Management	5,917	17,838	23,755	21,303	19,679	17,603	12,738	**95,078**	80,002	**175,080**
Upgrades, Expansion & New Facilities	7,056	13,204	20,260	30,326	26,542	29,678	33,435	**140,241**	153,033	**293,274**
Watermains	4,271	5,112	9,383	12,395	16,419	12,910	6,832	**57,939**	31,112	**89,051**
Facilities Managed Capital Renewal	668	294	962	1,144	937	410	461	**3,913**	5,092	**9,006**
Total Expenditure	**19,780**	**41,173**	**60,953**	**71,708**	**68,013**	**64,922**	**57,396**	**322,991**	**295,449**	**618,441**
Funding & Financing										
Grants and Recoveries	-	-	-	-	-	-	-	**-**	-	**-**
Development Charge										
Development Charge - Water	6,115	10,517	16,632	17,150	14,795	14,445	15,743	**78,765**	72,175	**150,940**
Development Charge - Wastewater	131	308	439	363	363	363	363	**1,889**	1,813	**3,701**
Debentures - Development Charge	700	6,600	7,300	9,000	13,900	10,900	5,200	**46,300**	48,100	**94,400**
User Rates										
Water Capital Reserve	12,825	23,578	36,403	45,111	38,605	38,734	35,466	**194,319**	171,468	**365,787**
Vehicle & Equipment Reserve	9	170	179	85	350	480	625	**1,719**	1,894	**3,613**
Total Funding & Financing	**19,780**	**41,173**	**60,953**	**71,708**	**68,013**	**64,922**	**57,396**	**322,991**	**295,449**	**618,441**

NOTES:

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

Water
Ten Year Capital Budget & Forecast (Thousands)
2023-2032

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023-2027 Subtotal**	2028-2032 Subtotal	**2023-2032 Total**
	100-PLANNING & STUDIES												
	Hydrogeology & Source Water:												
4001	Groundwater Modelling	W2	27.0%	27	750	777	500	150	150	100	**1,677**	1,200	**2,877**
4005	MOE Source Water Assessment	W2	27.0%	-	-	-	100	50	-	-	**150**	-	**150**
4124	Source Protection Planning & Programs	W2	27.0%	196	505	701	510	480	435	455	**2,581**	7,500	**10,081**
4125	Source Protection Assessment	W2	27.0%	900	1,610	2,510	2,720	1,300	1,760	1,175	**9,465**	7,400	**16,865**
4149	GW/SW Assessments	W2	27.0%	-88	175	87	320	695	300	500	**1,902**	300	**2,202**
4165	Clean Water Act Implementation	W2	27.0%	171	-	171	205	135	105	105	**721**	1,000	**1,721**
4169	Clean Water Act Incentives	W2	0.0%	50	-	50	113	50	95	95	**403**	1,125	**1,528**
4170	Monitoring System Management	W2	27.0%	130	310	440	507	376	501	350	**2,174**	1,900	**4,074**
	Water Efficiency:												
4090	Water Efficiency - Research & Development	W1	100.0%	95	75	170	75	75	75	75	**470**	375	**845**
4183	Residential Water Efficiency Initiatives	W1	100.0%	108	150	258	245	245	245	245	**1,238**	1,225	**2,463**
4864	Water Efficiency - ICI Programs	W1	100.0% -	15	225	210	225	225	225	225	**1,110**	1,125	**2,235**
4943	Water Efficiency - Outdoor Water Use	W1	100.0% -	26	165	139	180	180	180	180	**859**	900	**1,759**
	Studies/Masterplans:												
4007	Water Supply Master Plan	W1	100.0%	105	229	334	400	400	-	-	**1,134**	800	**1,934**
4157	Water Distribution Master Plan	W2	27.0%	93	291	384	125	-	100	300	**909**	300	**1,209**
4190	Baden & New Hamburg Comprehensive Servicing Master Plar	W2	100.0%	100	-	100	-	-	-	-	**100**	-	**100**
4193	Wellesley Water Supply Master Plan	W2	100.0%	22	115	137	40	-	-	-	**177**	-	**177**
4197	Water Facilities Optimization and Facility Plans	W2	27.0%	-	75	75	75	50	100	100	**400**	710	**1,110**
4198	Water SCADA Master Plan	W2	27.0%	-	50	50	200	25	50	25	**350**	350	**700**
	TOTAL PLANNING & STUDIES			**1,868**	**4,725**	**6,593**	**6,540**	**4,436**	**4,321**	**3,930**	**25,820**	**26,210**	**52,030**

Water
Ten Year Capital Budget & Forecast (Thousands)
2023-2032

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023-2027 Subtotal**	2028-2032 Subtotal	**2023-2032 Total**
	200-ASSET MANAGEMENT												
4087	Fleet Replacements	W2	0.0%	9	280	289	195	350	480	625	**1,939**	1,894	**3,833**
4097	Water Supply Upgrades	W2	27.0%	52	-	52	50	50	-	-	**152**	-	**152**
4135	Well Optimization & Upgrades	W2	27.0%	-	-	-	-	-	-	-	**-**	-	**-**
4159	Asset Management	W2	27.0%	213	789	1,002	687	550	550	550	**3,339**	2,750	**6,089**
4172	Distribution Decision Support System	W2	27.0%	-	-	-	-	-	-	600	**600**	1,800	**2,400**
4184	Connection of New Wells to Water Supply System	W2	27.0%	931	1,031	1,962	100	700	200	300	**3,262**	3,800	**7,062**
4185	Voice Radio Equipment	W2	0.0%	4	-	4	-	-	23	-	**27**	226	**253**
4188	Water Asset Management Systems	W2	27.0%	163	-	163	100	100	100	100	**563**	400	**963**
4196	Concrete Reservoirs Inspections & Renewal	W2	27.0%	2,327	1,296	3,623	5,216	3,354	4,014	1,320	**17,527**	4,565	**22,092**
4893	Facilities Upgrades	W2	27.0%	1,475	10,525	12,000	9,648	9,500	9,000	9,000	**49,148**	55,370	**104,518**
4911	Regulatory Requirements Upgrades	W2	27.0%	43	-	43	20	-	-	-	**63**	-	**63**
4964	Steel Reservoirs Inspections & Recoating	W2	27.0%	19	1,298	1,317	643	493	340	243	**3,036**	9,197	**12,233**
4969	SCADA Communications Strategy & Upgrade	W2	27.0%	681	2,619	3,300	4,644	4,582	2,896	-	**15,422**	-	**15,422**
													-
	TOTAL INFRASTRUCTURE REPLACEMENT			**5,917**	**17,838**	**23,755**	**21,303**	**19,679**	**17,603**	**12,738**	**95,078**	**80,002**	**175,080**

Water
Ten Year Capital Budget & Forecast (Thousands)
2023-2032

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023-2027 Subtotal**	2028-2032 Subtotal	**2023-2032 Total**
													-
	300-UPGRADES, EXPANSIONS & NEW FACILITIES												**-**
4014	Integrated Urban System Groundwater Supply		100.0%	-	-	-	-	-	-	-	**-**	**-**	**-**
4015	Laurel Tank WTP	W1	100.0%	849	1,280	2,129	570	260	-	-	**2,959**	2,500	**5,459**
4024	Mannheim WTP RMP Supernatant	W2	26.4% -	2	1,704	1,702	1,500	1,500	-	-	**4,702**	-	**4,702**
4044	Production Treatment Facilities Sys Expansion	W1	100.0%	-	-	-	-	-	600	1,200	**1,800**	6,600	**8,400**
4051	Pumping and Storage Facilities Sys Expansion	W1	100.0%	-	-	-	-	600	600	1,680	**2,880**	9,600	**12,480**
4134	Maple Grove Area Water Supply System	W1	100.0%	-	-	-	-	240	240	120	**600**	11,136	**11,736**
4160	William St. & Strange St. Upgrades	W2	26.4%	1,028	2,972	4,000	9,087	2,243	-	-	**15,330**	-	**15,330**
4173	Conestoga Plains and West Montrose System Upgrades	W2	26.4%	80	-	80	-	-	-	-	**80**	-	**80**
4175	New Hamburg Reservoir Expansion	W1	36.3%	-	75	75	-	-	-	-	**75**	-	**75**
4181	Cambridge Water Distribution Upgrades	W2	26.4%	1,278	1,886	3,164	6,160	7,760	10,630	5,540	**33,254**	22,375	**55,629**
4187	Manganese Treatment Upgrades	W2	27.0%	1,000	-	1,000	1,456	1,010	6,110	15,580	**25,156**	30,341	**55,497**
4189	Elmira and St. Jacobs Water Supply Optimization	W1	100.0%	332	900	1,232	1,000	2,350	800	-	**5,382**	3,000	**8,382**
4191	Manheim WTP Optimization	W2	26.4%	2,587	3,308	5,895	7,562	9,373	10,073	4,815	**37,718**	45,847	**83,565**
4192	Emerging Water Treatment Requirements	W2	27.0%	25	43	68	50	100	100	500	**818**	4,750	**5,568**
4194	Heidelberg Water Supply Optimization	W2	34.7%	381	-	381	2,191	1,081	-	-	**3,653**	-	**3,653**
4195	Greenbrook WTP Upgrades	W2	26.4%	-	200	200	750	25	25	2,000	**3,000**	8,884	**11,884**
4904	LTWS ASR Stages 1 + 2	W1	100.0%	-502	836	334	-	-	500	2,000	**2,834**	8,000	**10,834**
	TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES			**7,056**	**13,204**	**20,260**	**30,326**	**26,542**	**29,678**	**33,435**	**140,241**	**153,033**	**293,274**

Water
Ten Year Capital Budget & Forecast (Thousands)
2023-2032

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023-2027 Subtotal**	2028-2032 Subtotal	**2023-2032 Total**
	400-WATERMAINS												
4082	Watermain Upgrades	W2	27.0%	3,116	269	3,385	5,245	6,139	4,780	4,232	**23,781**	16,572	**40,353**
4083	New Watermain	W1	100.0%	71	3,360	3,431	1,600	5,500	6,500	2,500	**19,531**	9,700	**29,231**
4086	Baden New Hamburg Watermains	W1	100.0%	252	1,321	1,573	2,200	1,300	1,300	-	**6,373**	-	**6,373**
4155	Tri City Distribution Upgrades	W1	100.0%	287	162	449	2,200	2,330	330	100	**5,409**	4,840	**10,249**
4156	Kitchener Zone(s) 2/4 Distribution Upgrades	W1	100.0%	200	-	200	1,150	1,150	-	-	**2,500**	-	**2,500**
4161	Kitchener Zone 4 Trunk Watermain	W1	100.0%	345	-	345	-	-	-	-	**345**	-	**345**
	TOTAL WATERMAINS			**4,271**	**5,112**	**9,383**	**12,395**	**16,419**	**12,910**	**6,832**	**57,939**	**31,112**	**89,051**
	FACILITIES MANAGED CAPITAL RENEWAL												
78040	Water Building Renewal	W2	27.0%	668	294	962	1,144	937	410	461	**3,913**	5,092	**9,006**
	TOTAL FACILITIES MANAGED CAPITAL RENEWAL			**668**	**294**	**962**	**1,144**	**937**	**410**	**461**	**3,913**	**5,092**	**9,006**
	TOTAL EXPENDITURE			**19,780**	**41,173**	**60,953**	**71,708**	**68,013**	**64,922**	**57,396**	**322,991**	**295,449**	**618,441**

(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 2023-2032 (Thousands)

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Compensation	12,591	12,875	13,164	13,460	13,763	14,073	14,390	14,713	15,044	15,383
Other expenses	9,770	9,941	10,115	10,292	10,472	10,656	10,842	11,032	11,225	11,421
Utilities	6,804	7,144	7,501	7,876	8,270	8,684	9,118	9,574	10,052	10,555
GRCA	2,949	3,023	3,098	3,176	3,255	3,337	3,420	3,505	3,593	3,683
Central admin charges	2,195	2,195	2,195	2,195	2,195	2,195	2,195	2,195	2,195	2,195
System expansion		1,335	1,437	1,669	1,631	1,718	1,757	1,849	1,893	1,938
Interdepartmental charges	4,338	4,414	4,491	4,570	4,650	4,731	4,814	4,898	4,984	5,071
Transfer to corporate reserves	708	721	733	746	759	772	786	800	814	828
Total Operating Expenses	**39,355**	**41,647**	**42,735**	**43,984**	**44,995**	**46,165**	**47,321**	**48,566**	**49,800**	**51,074**
Debt Charges - RDCs	1,432	2,032	2,738	3,829	4,685	5,093	5,674	6,191	7,021	7,947
Transfer to Capital Reserve	26,046	26,853	28,697	30,503	32,226	34,823	37,530	39,888	41,879	45,050
Prior Year Oversizing (to Capital Reserve)	4,231	786	786	786	786	786	786	786	786	786
RDC Exemption Funding	2,075	2,075	2,075	2,075	2,075	2,075	1,670	1,670	1,670	1,670
Capital Financing	**33,784**	**31,746**	**34,295**	**37,193**	**39,771**	**42,777**	**45,659**	**48,535**	**51,356**	**55,452**
Gross Expenditure	**73,139**	**73,393**	**77,030**	**81,177**	**84,766**	**88,942**	**92,980**	**97,101**	**101,156**	**106,526**
Interdepartmental recoveries	(2,695)	(2,742)	(2,790)	(2,839)	(2,888)	(2,939)	(2,990)	(3,043)	(3,096)	(3,150)
Transfer from RDC Reserve Fund	(1,432)	(2,032)	(2,738)	(3,829)	(4,685)	(5,093)	(5,674)	(6,191)	(7,021)	(7,947)
Prior Year Oversizing (from DC Reserve Fund)	(4,231)	(786)	(786)	(786)	(786)	(786)	(786)	(786)	(786)	(786)
Subtotal Recoveries	(8,357)	(5,559)	(6,313)	(7,454)	(8,359)	(8,817)	(9,450)	(10,019)	(10,903)	(11,883)
Net Expenditure	**64,782**	**67,833**	**70,717**	**73,723**	**76,408**	**80,124**	**83,531**	**87,082**	**90,253**	**94,644**
Non-Rate Revenue										
Fees	(60)	(61)	(62)	(63)	(64)	(65)	(67)	(68)	(69)	(70)
Total Non-Rate Revenue	**(60)**	**(61)**	**(62)**	**(63)**	**(64)**	**(65)**	**(67)**	**(68)**	**(69)**	**(70)**
RATE REVENUE	**64,722**	**67,772**	**70,655**	**73,660**	**76,344**	**80,059**	**83,464**	**87,014**	**90,184**	**94,573**
Rate ($)	**$ 1.1598**	**$ 1.2050**	**$ 1.2520**	**$ 1.3009**	**$ 1.3516**	**$ 1.4043**	**$ 1.4591**	**$ 1.5160**	**$ 1.5751**	**$ 1.6365**
Rate increase (%)	**2.9%**	**3.9%**	**3.9%**	**3.9%**	**3.9%**	**3.9%**	**3.9%**	**3.9%**	**3.9%**	**3.9%**
Volume (m3 million)	55.496	56.050	56.241	56.432	56.624	56.817	57.010	57.204	57.398	57.593

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

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	**84,153**	**81,008**	**64,892**	**55,700**	**46,642**	**41,514**	**34,365**	**35,511**	**33,590**	**32,864**
Contribution from Operating	26,046	26,853	28,697	30,503	32,226	34,823	37,530	39,888	41,879	45,050
Other adjustments										
Contribution from RDC Reserve - prior oversizing	4,231	786	786	786	786	786	786	786	786	786
Transfer to Capital	(36,462)	(45,131)	(38,622)	(38,759)	(35,466)	(38,273)	(32,394)	(35,911)	(35,493)	(29,516)
Capital Inflation		(1,309)	(2,273)	(3,471)	(4,296)	(5,881)	(6,061)	(7,956)	(9,120)	(8,661)
Net Transfer to Capital	(36,462)	(46,440)	(40,894)	(42,230)	(39,762)	(44,154)	(38,456)	(43,867)	(44,614)	(38,177)
Interest	3,040	2,685	2,219	1,884	1,622	1,397	1,286	1,272	1,223	1,376
Capital Reserve Closing Balance	**81,008**	**64,892**	**55,700**	**46,642**	**41,514**	**34,365**	**35,511**	**33,590**	**32,864**	**41,898**

Water Stabilization Reserve Projection (Thousands)

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	**7,805**	**7,805**	**7,805**	**7,805**	**7,805**	**7,805**	**7,805**	**7,805**	**7,805**	**7,805**
Surplus/(Shortfall)										
Transfer to Capital Reserve										
Stabilization Reserve Closing Balance	**7,805**	**7,805**	**7,805**	**7,805**	**7,805**	**7,805**	**7,805**	**7,805**	**7,805**	**7,805**

2023 Operating Budget ($ thousands)

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	4,019	4,194	175	4.4%
Benefits & Allowances	1,168	1,257	89	7.6%
Supplies	567	637	70	12.3%
Maintenance	317	372	55	17.4%
Utilities	6,152	5,915	(237)	(3.9%)
Equipment	96	89	(7)	(7.3%)
Professional Fees & Services	4,517	5,373	856	19.0%
Property Taxes	1,575	1,665	90	5.7%
Financial Expenses	70	70		
Communications	96	59	(37)	(38.5%)
Travel	31	33	2	6.5%
Ontario Clean Water Agency	13,860	15,540	1,680	12.1%
Insurance	300	315	15	5.0%
Transfer to Corporate Reserves	62	62		
Transfer to Stabilization Reserve	500	500		
Grand River Conservation Authority	3,449	3,559	110	3.2%
Central Administration Charges	1,756	1,844	88	5.0%
Interdepartmental Charges	3,940	4,216	276	7.0%
Subtotal - Operating	***42,474***	***45,699***	***3,225***	***7.6%***
Debt Servicing	19,659	20,618	959	4.9%
Transfers to Capital Reserve	24,914	24,862	(52)	(0.2%)
Prior Year Oversizing	1,837	1,837		
Discretionary DC Exemptions	3,400	3,400		
Subtotal - Capital Financing	***49,810***	***50,717***	***907***	***1.8%***
Gross Expenditure	**92,284**	**96,416**	**4,132**	**4.5%**
Interdepartmental Recoveries	(2,463)	(2,469)	(6)	0.2%
External Recoveries				
Prior Year Oversizing	(1,837)	(1,837)		
Contribution from RDC Reserve Funds	(9,210)	(10,090)	(880)	9.6%
Net Expenditure	**78,773**	**82,020**	**3,247**	**4.1%**
Revenue				
Over Strength Surcharge	1,020	1,040	20	2.0%
Septage	155	155		
Fees & Charges	524	524		
Subtotal - Non-Rate Revenue	***1,699***	***1,719***	***20***	***1.2%***
Rate Revenue	**77,074**	**80,301**	**3,227**	**4.2%**

Wastewater Summary
Ten Year Capital Budget & Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023-2027 Subtotal**	2028-2032 Subtotal	**2023-2032 Total**
Summary										
Expenditure										
Planning & Studies	72	924	996	1,465	1,490	1,835	1,445	**7,231**	6,110	**13,341**
Asset Management	6,681	15,458	22,139	17,485	14,758	18,250	15,390	**88,022**	72,932	**160,954**
Upgrades, Expansion & New Facilities	2,684	22,930	25,614	34,849	19,252	18,972	27,092	**125,779**	192,107	**317,886**
Biosolids	1,258	11,442	12,700	8,047	690	200	400	**22,037**	400	**22,437**
Total Expenditure	**10,695**	**50,754**	**61,449**	**61,846**	**36,190**	**39,257**	**44,327**	**243,069**	**271,549**	**514,618**
Funding & Financing										
Grants and Recoveries	-	-	-	-	-	-	-	-	-	-
Development Charge										
Development Charge Reserve Fund	2,378	9,066	11,444	14,196	11,587	11,573	14,291	**63,090**	84,163	**147,253**
Debentures - Development Charge	586	6,600	7,186	4,600	-	-	-	**11,786**	49,400	**61,186**
User Rates										
Wastewater Reserve Fund	7,731	35,088	42,819	42,880	24,288	27,684	29,796	**167,468**	137,501	**304,970**
Vehicle & Equipment Reserve	-	-	-	170	315	-	240	**725**	485	**1,210**
Total Funding & Financing	**10,695**	**50,754**	**61,449**	**61,846**	**36,190**	**39,257**	**44,327**	**243,069**	**271,549**	**514,618**

Notes:

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

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

Wastewater
Ten Year Capital Budget & Forecast (Thousands)
2023 - 2032

	TYPE (1)	RDC SHARE	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023-2027 Subtotal**	2028-2032 Subtotal	**2023-2032 Total**
PLANNING & STUDIES												
8270 Biosolids Masterplan Update	WW2	27%					400	400		**800**	800	**1,600**
8281 River Sampling Program	WW2	27%	28	350	**378**	425	450	465	470	**2,188**	2,435	**4,623**
8286 Baden & New Hamburg MP Update	WW1	100%	14	5	**19**					**19**	-	**19**
8288 Other Studies	WW2	27%	9	69	**78**	100	100	100	100	**478**	400	**878**
8311 Spills Clean-up/Site Remediation (100% recovei	WW2		10		**10**	50	50	50	50	**210**	200	**410**
8337 Wellesley Wastewater Master Plan	WW1	100%	11	80	**91**	35				**126**	-	**126**
8338 Wastewater Facilities Optimization and Facility	WW2	27%		20	**20**	155	165	270	350	**960**	725	**1,685**
8339 Wastewater SCADA Master Plan	WW2	27%		50	**50**	200	25	50	25	**350**	350	**700**
8738 WWTP Operating Agreement	WW2									**-**	-	**-**
8750 Rural Water Quality Program	WW2	27%				200	200	200	200	**800**	800	**1,600**
8779 Wastewater Master Plan	WW1	100%		350	**350**	300	100	300	250	**1,300**	400	**1,700**
TOTAL PLANNING & STUDIES			**72**	**924**	**996**	**1,465**	**1,490**	**1,835**	**1,445**	**7,231**	**6,110**	**13,341**
ASSET MANAGEMENT												
8277 Fleet Replacements	WW2					170	315		240	**725**	485	**1,210**
8305 Wastewater Treatment Upgrades	WW2	27%	261	35	**296**	150	150	150	150	**896**	750	**1,646**
8307 Kitchener & Waterloo Infrastructure Upgrades	WW2	26%	900	7,300	**8,200**	7,600	4,440	3,000	3,500	**26,740**	30,680	**57,420**
8308 Cambridge Infrastructure Upgrades	WW2	24%	1,367	3,769	**5,136**	5,150	3,400	4,100	4,000	**21,786**	18,225	**40,011**
8309 Rural Infrastructure Upgrades	WW2	42%	1,673	3,449	**5,122**	2,000	3,000	3,000	2,500	**15,622**	16,000	**31,622**
8310 Sewage PSs Infrastructure Upgrades	WW2	27%	1,606	294	**1,900**	1,413	2,496	7,000	4,000	**16,809**	2,242	**19,051**
8327 Wastewater Asset Management	WW2	27%	455	611	**1,066**	652	607	650	650	**3,625**	3,250	**6,875**
8332 Wastewater Asset Management Systems	WW2	27%	163		**163**	100	100	100	100	**563**	300	**863**
8801 Laboratory Equipment & Upgrades	WW2		256		**256**	250	250	250	250	**1,256**	1,000	**2,256**
TOTAL INFRASTRUCTURE REPLACEMENT			**6,681**	**15,458**	**22,139**	**17,485**	**14,758**	**18,250**	**15,390**	**88,022**	**72,932**	**160,954**

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023-2027 Subtotal**	2028-2032 Subtotal	**2023-2032 Total**
	UPGRADES, EXPANSIONS & NEW FACILITIES												
8242	Hespeler Expansion	WW1	28%	293	1,207	**1,500**	2,532				**4,032**	-	**4,032**
8267	Wellesley Expansion	WW1	100%					200	200	500	**900**	10,500	**11,400**
8279	SCADA System	WW2	27%	694	1,364	**2,058**	4,883	6,267	4,782	3,082	**21,072**	13,607	**34,679**
8289	Galt Process Upgrades	WW2	25%	-1,052	3,812	**2,760**	14,105	2,575	3,475	500	**23,415**	7,500	**30,915**
8301	St. Jacobs Upgrade	WW1	31%	236	488	**724**	2,040	570			**3,334**	-	**3,334**
8302	East Side Final PS & Force Main	WW1	100%		1,120	**1,120**	2,150	1,600			**4,870**	38,700	**43,570**
8315	Elmira Upgrades	WW2	51%	-146	1,290	**1,144**	1,138	335	360	2,250	**5,227**	33,795	**39,022**
8316	Waterloo Expansion	WW1	100%								**-**	-	**-**
8317	Baden/New Hamburg Expansion	WW1	100%								**-**	-	**-**
8323	Preston Treatment Upgrades	WW2	18%	30		**30**	20				**50**	-	**50**
8324	Southern Ayr Wastewater System	WW1	100%								**-**	-	**-**
8325	Heidelberg Upgrades	WW2									**-**	-	**-**
8326	Foxboro Upgrades	WW2									**-**	-	**-**
8328	Kitchener WWTP Influent Channel Twinning	WW2	29%	226		**226**					**226**	-	**226**
8329	Spring Valley PS Upgrades	WW2	27%	590	327	**917**	1,180	4,850	9,650	7,550	**24,147**	-	**24,147**
8330	Septage Receiving Facility	WW2		333	251	**584**					**584**	-	**584**
8333	Waterloo WWTP Outfall Upgrade	WW2	21%	50		**50**					**50**	550	**600**
8334	St. Jacobs Expansion	WW1	100%		100	**100**	252	255	305	1,110	**2,022**	5,260	**7,282**
8335	Elmira Expansion	WW1	100%						200	200	**400**	13,700	**14,100**
8336	Waterloo Upgrades	WW2	21%	50		**50**					**50**	-	**50**
8797	Kitchener Process Upgrades	WW2	29%	1,280	12,971	**14,251**	6,230	2,600		11,900	**34,981**	68,495	**103,476**
8809	Waterloo Process Upgrade	WW2	21%	100		**100**	319				**419**	-	**419**
	TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES			**2,684**	**22,930**	**25,614**	**34,849**	**19,252**	**18,972**	**27,092**	**125,779**	**192,107**	**317,886**
	BIOSOLIDS												
8275	Biosolids Management Facility	WW2	27%	1,058	11,442	**12,500**	7,847	690			**21,037**	-	**21,037**
8322	Cogeneration & Other Biosolids Upgrades	WW2	27%	200		**200**	200				**400**	-	**400**
8331	Biosolids Class EA	WW2	27%						200	400	**600**	400	**1,000**
	TOTAL BIOSOLIDS			**1,258**	**11,442**	**12,700**	**8,047**	**690**	**200**	**400**	**22,037**	**400**	**22,437**
	TOTAL EXPENDITURE			**10,695**	**50,754**	**61,449**	**61,846**	**36,190**	**39,257**	**44,327**	**243,069**	**271,549**	**514,618**

(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 2023-2032 (Thousands)

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Compensation	5,422	5,544	5,668	5,796	5,926	6,060	6,196	6,335	6,478	6,624
Utilities	5,915	6,210	6,521	6,847	7,189	7,549	7,926	8,322	8,739	9,176
OCWA	15,540	15,773	16,010	16,250	16,494	16,741	16,992	17,247	17,506	17,769
Other expenses	8,256	8,380	8,506	8,634	8,763	8,895	9,028	9,163	9,301	9,440
GRCA	3,559	3,641	3,725	3,811	3,898	3,988	4,080	4,173	4,269	4,368
Central admin charges	1,844	1,844	1,844	1,844	1,844	1,844	1,844	1,844	1,844	1,844
System expansion		1,023	1,601	2,549	3,193	3,788	4,406	5,047	5,711	6,400
Interdepartmental charges	4,216	4,280	4,344	4,409	4,475	4,542	4,610	4,679	4,750	4,821
Transfer to corporate reserves	376	382	388	394	400	406	412	418	424	430
Transfer to/(from) Rate Stabilization Reserve	500	500	500	500	500	500	500	500	500	500
Total Operating Expenses	**45,629**	**47,578**	**49,107**	**51,033**	**52,682**	**54,312**	**55,994**	**57,730**	**59,522**	**61,372**
Debt Charges - Non Growth	10,598	10,523	10,300	10,293	9,826	7,757	6,543	6,537	6,533	6,527
Debt Charges - RDCs	10,090	10,661	11,022	11,022	11,020	11,019	11,408	12,541	13,725	14,259
Prior Year Oversizing (to Capital Reserve)	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837
DC Exemption Cost	3,400	3,400	3,400	3,400	3,400	3,400	2,406	2,406	2,406	2,406
Transfer to Capital Reserve	24,862	27,811	30,944	33,775	35,303	39,284	42,023	42,657	42,925	43,914
Impact of Capital Program	**50,787**	**54,233**	**57,505**	**60,328**	**61,387**	**63,297**	**64,218**	**65,979**	**67,425**	**68,942**
Base Expenditure	**96,416**	**101,811**	**106,612**	**111,361**	**114,069**	**117,609**	**120,212**	**123,709**	**126,947**	**130,314**
Interdepartmental recoveries	(2,469)	(2,506)	(2,543)	(2,582)	(2,620)	(2,660)	(2,699)	(2,740)	(2,781)	(2,823)
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	(10,090)	(10,661)	(11,022)	(11,022)	(11,020)	(11,019)	(11,408)	(12,541)	(13,725)	(14,259)
Subtotal Recoveries	(14,396)	(15,004)	(15,403)	(15,441)	(15,478)	(15,516)	(15,945)	(17,118)	(18,343)	(18,919)
Net Base Expenditure	**82,020**	**86,806**	**91,208**	**95,920**	**98,591**	**102,094**	**104,267**	**106,590**	**108,604**	**111,395**
Non-Rate Revenue										
Fees	(524)	(532)	(540)	(548)	(556)	(564)	(573)	(582)	(590)	(599)
Over Strength Surcharge	(1,040)	(1,056)	(1,071)	(1,088)	(1,104)	(1,120)	(1,137)	(1,154)	(1,172)	(1,189)
Other revenue - Septage	(155)	(155)	(155)	(155)	(155)	(155)	(155)	(155)	(155)	(155)
Total Non-Rate Revenue	**(1,719)**	**(1,742)**	**(1,766)**	**(1,790)**	**(1,815)**	**(1,840)**	**(1,865)**	**(1,891)**	**(1,917)**	**(1,943)**
BASE RATE REVENUE	**80,301**	**85,064**	**89,442**	**94,129**	**96,776**	**100,254**	**102,401**	**104,700**	**106,687**	**109,452**
Rate ($)	**$ 1.4087**	**$ 1.4777**	**$ 1.5501**	**$ 1.6261**	**$ 1.6732**	**$ 1.7218**	**$ 1.7545**	**$ 1.7878**	**$ 1.8218**	**$ 1.8564**
Rate increase (%)	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**2.9%**	**2.9%**	**1.9%**	**1.9%**	**1.9%**	**1.9%**
Volume (m3 million)	57.133	57.327	57.522	57.718	57.914	58.111	58.308	58.507	58.706	58.905

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

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	**43,123**	**28,266**	**14,224**	**21,814**	**28,110**	**32,968**	**39,872**	**49,021**	**62,001**	**71,989**
Contribution from Operating	24,862	27,811	30,944	33,775	35,303	39,284	42,023	42,657	42,925	43,914
Other Adjustments										
Contribution from RDC Reserve - prior oversizing	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837
Transfer to capital	(42,870)	(43,219)	(24,419)	(27,751)	(29,796)	(30,822)	(30,618)	(27,472)	(29,627)	(19,082)
Capital inflation	0	(1,253)	(1,437)	(2,485)	(3,610)	(4,736)	(5,729)	(6,086)	(7,613)	(5,599)
Net transfer to capital	(42,870)	(44,473)	(25,855)	(30,235)	(33,406)	(35,558)	(36,347)	(33,558)	(37,240)	(24,681)
Interest	1,314	782	663	919	1,124	1,341	1,636	2,043	2,466	3,095
Capital Reserve Closing Balance	**28,266**	**14,224**	**21,814**	**28,110**	**32,968**	**39,872**	**49,021**	**62,001**	**71,989**	**96,153**

Wastewater Stabilization Reserve Projection (Thousands)

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	**5,891**	**6,391**	**6,891**	**7,391**	**7,891**	**8,391**	**8,891**	**9,391**	**9,891**	**10,391**
Transfer (to)/from Operating	500	500	500	500	500	500	500	500	500	500
Surplus/(Shortfall)	(0)									
One time transfer from Capital Reserve										
Stabilization Reserve Closing Balance	**6,391**	**6,891**	**7,391**	**7,891**	**8,391**	**8,891**	**9,391**	**9,891**	**10,391**	**10,891**

THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget ($ thousands)
Water Distribution Systems

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	273	282	9	3.3%
Benefits & Allowances	83	90	7	8.4%
Supplies	19	25	6	31.6%
Maintenance	310	345	35	11.3%
Professional Fees & Services	80	84	4	5.0%
Financial Expenses				
Communications	2	2		
Travel	1	1		
Insurance	6	6		
Wholesale Water Purchases	1,188	1,303	115	9.7%
Transfer to Corporate Reserves	11	11		
Interdepartmental Charges	221	234	13	5.9%
Subtotal - Operating	***2,193***	***2,383***	***190***	***8.7%***
Transfers to Capital Reserve	758	659	(99)	(13.1%)
Subtotal - Capital Financing	***758***	***659***	***(99)***	***(13.1%)***
Gross Expenditure	**2,951**	**3,042**	**91**	**3.1%**
Interdepartmental Recoveries	(85)	(86)	(1)	1.2%
Net Expenditure	**2,867**	**2,956**	**89**	**3.1%**
Revenue				
Fees & Charges	18	18		
Subtotal Non-Rate Revenue	***18***	***18***		
Monthly Fixed Fee	481	521	40	8.3%
Rate Revenue	2,368	2,416	48	2.0%
Subtotal Rate Revenue	***2,849***	***2,938***	***89***	***3.1%***

Water Distribution

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
02003 Leak Detection and Remedial Work	317	143	**460**	70	70	70	70	**739**	320	**1,059**
02007 Distribution Studies and Upgrades	45	40	**85**	65	65	65	65	**345**	225	**570**
02009 Meter Replacement					50	625	625	**1,300**		**1,300**
02012 Fleet Replacements Water Distn				70				**70**	140	**210**
TOTAL EXPENDITURE	**362**	**183**	**545**	**205**	**185**	**760**	**760**	**2,454**	**685**	**3,139**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982160 Corporate Fleet Replacement Reserve				70				**70**	140	**210**
User Rates										
Reserves and Reserve Funds										
3980550 Water Distribution Reserve	362	183	**545**	135	160	448	448	**1,734**	545	**2,279**
3980560 Wastewater Collection Reserve					25	313	313	**650**		**650**
TOTAL FUNDING & FINANCING	**362**	**183**	**545**	**205**	**185**	**760**	**760**	**2,454**	**685**	**3,139**

The Regional Municipality of Waterloo
Water Distribution User Rate Model for 2023-2032 ($ Thousands)

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Compensation	369	384	399	415	432	449	467	486	505	526
Other expenses	459	466	473	480	487	494	502	509	517	525
Transfer to/(from) Rate Stabilization Reserve										
Interdepartmental charges	234	238	241	245	249	253	256	260	264	268
Wholesale Water Purchases	1,303	1,368	1,435	1,506	1,581	1,659	1,741	1,827	1,917	2,011
Transfer to corporate reserves	17	17	17	17	18	18	18	18	19	19
Total Operating Expenditure	**2,383**	**2,480**	**2,575**	**2,673**	**2,777**	**2,884**	**2,995**	**3,114**	**3,235**	**3,349**
Transfer to Capital Reserve	659	660	690	693	708	724	754	752	764	790
Impact of Capital Program	**659**	**660**	**690**	**693**	**708**	**724**	**754**	**752**	**764**	**790**
Gross Expenditure	**3,042**	**3,140**	**3,265**	**3,366**	**3,486**	**3,608**	**3,749**	**3,865**	**3,999**	**4,139**
Interdepartmental recoveries	(86)	(88)	(89)	(90)	(92)	(93)	(94)	(96)	(97)	(99)
Subtotal Recoveries	(86)	(88)	(89)	(90)	(92)	(93)	(94)	(96)	(97)	(99)
Net Expenditure	**2,956**	**3,052**	**3,176**	**3,275**	**3,394**	**3,515**	**3,655**	**3,770**	**3,902**	**4,040**
Revenue										
Monthly Fees	(521)	(535)	(577)	(586)	(628)	(638)	(681)	(690)	(733)	(743)
Fees and Charges	(18)	(18)	(19)	(19)	(19)	(19)	(20)	(20)	(20)	(21)
Total Revenue	**(539)**	**(553)**	**(595)**	**(605)**	**(647)**	**(657)**	**(700)**	**(710)**	**(754)**	**(764)**
RATE REVENUE	**2,416**	**2,499**	**2,581**	**2,671**	**2,747**	**2,857**	**2,955**	**3,059**	**3,148**	**3,276**
Rate ($)	**$3.28**	**$3.38**	**$3.49**	**$3.61**	**$3.73**	**$3.86**	**$3.99**	**$4.13**	**$4.27**	**$4.42**
Rate increase (%)	**2.4%**	**2.9%**	**3.4%**	**3.4%**	**3.4%**	**3.4%**	**3.4%**	**3.4%**	**3.4%**	**3.4%**
Monthly Rate	**$ 11.00**	**$ 11.00**	**$ 12.00**	**$ 12.00**	**$ 13.00**	**$ 13.00**	**$ 14.00**	**$ 14.00**	**$ 15.00**	**$ 15.00**

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

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	**2,200**	**2,399**	**3,020**	**3,664**	**4,010**	**4,371**	**5,113**	**5,941**	**6,805**	**7,710**
Transfer from Operating	659	660	690	693	708	724	754	752	764	790
Other Adjustments										
Capital Project Commitment	(544)	(135)	(160)	(448)	(448)	(135)	(110)	(100)	(100)	(100)
Capital Inflation		(4)	(9)	(40)	(54)	(21)	(21)	(22)	(26)	(29)
Total Transfer to Capital	(544)	(139)	(169)	(488)	(502)	(156)	(131)	(122)	(126)	(129)
Interest	85	100	123	141	154	175	203	235	267	302
Capital Reserve Closing Balance	**2,399**	**3,020**	**3,664**	**4,010**	**4,371**	**5,113**	**5,941**	**6,805**	**7,710**	**8,672**

Water Distribution Stabilization Reserve Projection ($ Thousands)

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	**875**	**875**	**875**	**875**	**875**	**875**	**875**	**875**	**875**	**875**
Transfer (to)/from Operating										
Operating Shortfall/Surplus										
Stabilization Reserve Closing Balance	**875**	**875**	**875**	**875**	**875**	**875**	**875**	**875**	**875**	**875**

THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget ($ thousands)
Wastewater Collection Systems

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Maintenance	10	10		
Professional Fees & Services	30	30		
Property Taxes	4	4		
Contracts	38	40	2	5.3%
Insurance	4	4		
Wholesale Wastewater Fees	1,078	1,220	142	13.2%
Interdepartmental Charges	95	96	1	1.1%
Subtotal - Operating	***1,259***	***1,405***	***146***	***11.6%***
Transfers to Capital Reserve	335	273	(62)	(18.5%)
Subtotal - Capital Financing	***335***	***273***	***(62)***	***(18.5%)***
Gross Expenditure	**1,594**	**1,678**	**84**	**5.3%**
Net Expenditure	**1,594**	**1,678**	**84**	**5.3%**
Revenue				
Monthly Fixed Fee	328	365	37	11.3%
Rate Revenue	1,266	1,313	47	3.7%
Subtotal Rate Revenue	***1,594***	***1,678***	***84***	***5.3%***

Wastewater Collection

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
02033 Replacement & Upgrade Collection Mains	217		**217**	145	75	75	75	**587**	735	**1,322**
02035 Collection Studies and Upgrades	28	75	**103**	75	75	75	75	**403**	375	**778**
TOTAL EXPENDITURE	**245**	**75**	**320**	**220**	**150**	**150**	**150**	**990**	**1,110**	**2,100**
FUNDING & FINANCING										
User Rates										
Reserves and Reserve Funds										
3980560 Wastewater Collection Reserve	245	75	**320**	220	150	150	150	**990**	1,110	**2,100**
TOTAL FUNDING & FINANCING	**245**	**75**	**320**	**220**	**150**	**150**	**150**	**990**	**1,110**	**2,100**

The Regional Municipality of Waterloo
Wastewater Collection Rate Model for 2023 - 2032 (Thousands)

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Other expenses	84	86	87	88	89	91	92	94	95	96
Interdepartmental charges	96	98	99	101	102	104	105	107	108	110
Wholesale Water Purchases	1,220	1,293	1,369	1,451	1,508	1,567	1,629	1,676	1,725	1,776
Transfer to corporate reserves	4	4	4	4	4	4	5	4	5	4
Total Operating Expenditure	**1,405**	**1,480**	**1,560**	**1,644**	**1,704**	**1,766**	**1,831**	**1,881**	**1,933**	**1,987**
Transfer to Capital Reserve	273	257	252	223	238	239	257	264	292	311
Impact of Capital Program	**273**	**257**	**252**	**223**	**238**	**239**	**257**	**264**	**292**	**311**
Gross Expenditure	**1,678**	**1,737**	**1,812**	**1,867**	**1,942**	**2,005**	**2,088**	**2,145**	**2,226**	**2,297**
Net Expenditure	**1,678**	**1,737**	**1,812**	**1,867**	**1,942**	**2,005**	**2,088**	**2,145**	**2,226**	**2,297**
Revenue										
Monthly Fees	(365)	(376)	(408)	(416)	(449)	(456)	(490)	(498)	(531)	(539)
Total Revenue	**(365)**	**(376)**	**(408)**	**(416)**	**(449)**	**(456)**	**(490)**	**(498)**	**(531)**	**(539)**
RATE REVENUE	**1,313**	**1,361**	**1,404**	**1,451**	**1,493**	**1,549**	**1,598**	**1,647**	**1,694**	**1,758**
Rate ($)	**$2.46**	**$2.53**	**$2.60**	**$2.68**	**$2.76**	**$2.84**	**$2.92**	**$3.00**	**$3.09**	**$3.18**
Rate increase (%)	**2.9%**	**2.9%**	**2.9%**	**2.9%**	**2.9%**	**2.9%**	**2.9%**	**2.9%**	**2.9%**	**2.9%**
Monthly Rate	**$ 10.00**	**$ 10.00**	**$ 11.00**	**$ 11.00**	**$ 12.00**	**$ 12.00**	**$ 13.00**	**$ 13.00**	**$ 14.00**	**$ 14.00**

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

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	**3,824**	**3,920**	**4,098**	**4,319**	**4,195**	**4,066**	**4,286**	**4,527**	**4,630**	**4,755**
Transfer from Operating	273	257	252	223	238	239	257	264	292	311
Transfer to Capital	(320)	(220)	(175)	(463)	(463)	(150)	(150)	(270)	(270)	(270)
Capital Inflation		(6)	(10)	(41)	(56)	(23)	(28)	(60)	(69)	(79)
Transfer to Capital	(320)	(226)	(185)	(504)	(519)	(173)	(178)	(330)	(339)	(349)
Interest	143	148	155	157	152	154	162	169	173	178
Ending Balance	**3,920**	**4,098**	**4,319**	**4,195**	**4,066**	**4,286**	**4,527**	**4,630**	**4,755**	**4,894**

Wastewater Collection Stabilization Reserve Projection (Thousands)

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Opening Balance	**585**	**585**	**585**	**585**	**585**	**585**	**585**	**585**	**585**	**585**
Operating Shortfall/Surplus										
Ending Balance	**585**	**585**	**585**	**585**	**585**	**585**	**585**	**585**	**585**	**585**

Region of Waterloo

TRANSPORTATION SERVICES

2023 Operating Budget ($ thousands)

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	71,948	73,623	1,675	2.3%
Benefits	23,190	26,437	3,247	14.0%
Supplies	20,065	26,333	6,268	31.2%
Maintenance	3,055	2,912	(143)	(4.7%)
Utilities	2,937	3,330	393	13.4%
Equipment	356	357	1	0.3%
Professional Fees & Services	24,805	25,259	454	1.8%
Property Taxes	738	754	16	2.2%
Rents	495	497	2	0.4%
Financial Expenses	162	212	50	30.9%
Communications	1,689	1,587	(102)	(6.0%)
Travel	109	132	23	21.1%
Contracts	23,288	26,308	3,020	13.0%
Insurance	1,987	2,076	89	4.5%
Facility Occupancy Charges	9,163	10,599	1,436	15.7%
Interdepartmental Charges	7,663	8,345	682	8.9%
Subtotal - Operating	***191,646***	***208,762***	***17,116***	***8.9%***
Debt Servicing	29,888	29,013	(875)	(2.9%)
Transfers to Reserves	35,096	38,482	3,386	9.6%
Subtotal - Debt / Reserves / Capital	***64,984***	***67,496***	***2,512***	***3.9%***
Gross Expenditure	**256,630**	**276,257**	**19,627**	**7.6%**
Interdepartmental Recoveries	(2,193)	(2,606)	(413)	18.8%
External Recoveries	(100)		100	(100.0%)
Net Expenditure	**254,337**	**273,652**	**19,315**	**7.6%**
Revenue				
Ontario Grants	11,795	11,825	30	0.3%
Ontario Grants - COVID	11,498		(11,498)	(100.0%)
User Fees	35,263	47,057	11,794	33.4%
Contribution from Reserves	40	3,275	3,235	8,087.5%
Contribution from RDC Reserve Funds	11,728	11,725	(3)	
Revenue Subtotal	**70,325**	**73,882**	**3,557**	**5.1%**
Property Tax Levy	**184,012**	**199,770**	**15,758**	**8.6%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Commissioner of Transportation Services

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation		334	334	
Benefits		89	89	
Supplies		3	3	
Professional Fees & Services		5	5	
Communications		1	1	
Travel		11	11	
Interdepartmental Charges		4	4	
Subtotal - Operating		***446***	***446***	
Transfers to Reserves		1	1	
Subtotal - Debt / Reserves / Capital		***1***	***1***	
Gross Expenditure		**446**	**446**	
Interdepartmental Recoveries		(446)	(446)	
Net Expenditure				
Property Tax Levy				

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Transportation

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	10,811	11,647	836	7.7%
Benefits	3,371	3,744	373	11.1%
Supplies	2,558	3,282	724	28.3%
Maintenance	113	113		
Utilities	934	1,178	244	26.1%
Equipment	220	222	2	0.9%
Professional Fees & Services	13,350	12,647	(703)	(5.3%)
Property Taxes	70	70		
Communications	573	484	(89)	(15.5%)
Travel	64	67	3	4.7%
Insurance	220	232	12	5.5%
Facility Occupancy Charges	1,281	1,469	188	14.7%
Interdepartmental Charges	1,799	2,022	223	12.4%
Subtotal - Operating	***35,363***	***37,177***	***1,814***	***5.1%***
Debt Servicing	3,793	3,900	107	2.8%
Transfers to Reserves	25,127	27,530	2,403	9.6%
Subtotal - Debt / Reserves / Capital	***28,920***	***31,431***	***2,511***	***8.7%***
Gross Expenditure	**64,283**	**68,608**	**4,325**	**6.7%**
Interdepartmental Recoveries	(1,313)	(1,313)		
External Recoveries	(100)		100	(100.0%)
Net Expenditure	**62,870**	**67,296**	**4,426**	**7.0%**
Revenue				
User Fees	912	913	1	0.1%
Contribution from RDC Reserve Funds	3,562	3,560	(2)	(0.1%)
Revenue Subtotal	**4,475**	**4,473**	**(2)**	
Property Tax Levy	**58,396**	**62,823**	**4,427**	**7.6%**

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
Program Area Capital										
Base Program										
05163 Ottawa Street, Nottingham Ave. to King St. & Weber Street, Sheldon Ave. to Borden Ave.	920	108	**1,028**	10				**1,038**		**1,038**
05164 King St, Rail Tracks to Lobsinger Ln									2,825	**2,825**
05174 Various Spot Resurfacings	2,385	2,884	**5,269**	2,884	2,884	2,884	2,884	**16,805**	14,420	**31,225**
05178 Culvert Replacements in Advance of Road Rehabilitation Projects	370	206	**576**	206	206	206	206	**1,400**	1,030	**2,430**
05264 Railway Crossing Assessments/Improvements	200	103	**303**	103	103	103	103	**715**	515	**1,230**
05265 Noise Attenuation Wall Retrofits/Repairs		52	**52**	52	52	52	52	**258**	258	**515**
05367 Dundas St, Briercrest Ave. to Hespeler Rd.	90	3,708	**3,798**	908				**4,706**		**4,706**
05375 Minor Bridge Repairs	25	155	**180**	155	155	155	155	**798**	773	**1,570**
05377 Ottawa St, Pattandon Ave to Imperial Dr	40		**40**					**40**		**40**
05381 Benton Street, Courtland Ave. to Charles St. E.	50		**50**	200				**250**	2,199	**2,449**
05384 King St, Bishop St to Dover St	95		**95**					**95**		**95**
05386 Weber St, Blythwood Rd to Northfield Dr	-885	5,109	**4,224**	515	10			**4,749**		**4,749**
05387 Weber St, Erb St to Forwell Creek Rd									10,805	**10,805**
05394 Arthur Street S., South St. to Kenning Pl.	600		**600**			585	3,033	**4,218**	3,739	**7,957**
05417 Church St, Spruce Ln to Arthur St	975	3,533	**4,508**	10				**4,518**		**4,518**
05425 Nafziger Road, Hwy 7/8 to Waterloo St./Snyder's Rd. W.									948	**948**
05430 Weber St. Benjamin Rd to King St									412	**412**
05440 Lobsinger Line, 0.6KM W. of Kressler Rd. to Anita Dr.									1,128	**1,128**
05474 Line 86, Northfield Dr E to Spruce Ln					113	2,101	10	**2,225**		**2,225**
05487 King St, HWY 401 to Sportsworld Dr	1,310	8,000	**9,310**	1,368				**10,678**		**10,678**
05489 Weber St, Forwell Creek Rd to Blythwood Rd		10	**10**					**10**		**10**
05494 King St, Central St to University Ave		237	**237**	10				**247**		**247**
05495 Sawmill Rd, River St to Snyders Flats Rd	2,440	757	**3,197**	10				**3,207**		**3,207**
05497 Lancaster St, Wellington St N to Bridgeport Rd	1,150	663	**1,813**	3,862	2,309	742	10	**8,736**		**8,736**
05498 Myers Rd, Branchton Rd to Water St	560	556	**1,116**	100	100	3,873	3,579	**8,768**	2,642	**11,410**
05505 Sawmill Rd at Katherine St						52	103	**155**	2,184	**2,338**
05508 Erbs Rd, Phillipsburg Bridge at Nith River (#0903)	50	46	**96**	2,245	10			**2,352**		**2,352**
05521 Traffic Count Program	30	155	**185**	155	155	155	155	**803**	773	**1,575**
05528 Retaining Wall Repairs		52	**52**	52	52	52	52	**258**	258	**515**
05529 Developer Related Projects		103	**103**	103	103	103	103	**515**	515	**1,030**
05555 Preliminary Design & Post Construction Expenditures	140	258	**398**	258	258	258	206	**1,376**	1,030	**2,406**
05566 Highland Rd, Fischer-Hallman Rd to Highland Hills Mall Entrance	200	31	**231**	10				**241**		**241**
05568 Kressler Road, Lobsinger Line to Arthur Rd.	5	10	**15**					**15**		**15**
05576 Bridge St W, Woolwich St to University Ave E	815	4,560	**5,375**	392				**5,767**		**5,767**
05582 Parkhill Rd, Ainslie St to Water St									1,123	**1,123**

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
05585 Ebycrest Road, Victoria St. N. to Bridge St. E.									1,143	**1,143**
05611 Storm Water Management Pond Rehabilitation	470		**470**	247	155	324	52	**1,248**	258	**1,505**
05612 Frederick St, Lancaster St E to Duke St	76		**76**					**76**	3,089	**3,165**
05647 Pavement Data Collection		52	**52**	52	52	52	52	**258**	258	**515**
05649 Weber St E, Montgomery Rd to Sheldon Ave						52	103	**155**	2,637	**2,791**
05651 King St N, University Ave to Weber St N		82	**82**	82	93	50	2,359	**2,666**	10	**2,677**
05654 Maryhill Road, 70m east of Notre Dame Ave. to Charles St. W.	75	103	**178**	2,039	129	10		**2,356**		**2,356**
05656 Westmount Rd W, South of Victoria St to Glasgow St and Victoria, Lawrence Ave to Fischer Hallman	65		**65**		180	386	5,438	**6,070**	3,955	**10,025**
05657 Westmount Rd S, Glasgow St to Erb St W	90	345	**435**	2,652	2,446	386	10	**5,930**		**5,930**
05658 Victoria St N, Lancaster St to Margaret Ave.		88	**88**	1,205	10			**1,303**		**1,303**
05663 Huron St, 50M East of Wilmot-Easthope Rd to Bender Bridge									644	**644**
05673 Roseville Rd, Dickie Settlement Rd to MTO/Region Boundary									2,075	**2,075**
05678 Line 86, Listowel Rd to Sloman Ln		10	**10**					**10**		**10**
05679 Cedar Creek Road, Cambridge/North Dumfries Bdry. to Edworthy Side Rd. (RR71)					52	1,622	10	**1,684**		**1,684**
05682 Nafziger Rd, Gerber Rd to Queen's Bush Rd	75	5	**80**	52	52	170	1,916	**2,269**	10	**2,279**
05683 Queens Bush Road, Firella Creek Bridge to Hutchison Rd.		98	**98**	62	98	144	2,766	**3,167**	10	**3,178**
05684 King St/Coronation Blvd, Water St N to Bishop St	170	134	**304**	134	2,287	8,678	8,657	**20,059**	1,303	**21,362**
05687 Erb Street, Menno St. to Westmount Rd.	15	129	**144**	100	268	2,807	10	**3,329**		**3,329**
05690 Arthur St S, Whippoorwill to First St									3,523	**3,523**
05692 Ainslie St S, Water St S to Water St N	-85	410	**326**	422	4,058	4,017	381	**9,204**	10	**9,214**
05693 Sportsworld Drive, King St.E. to Sportsworld Crossing Rd.	170		**170**		52	52	1,607	**1,880**	10	**1,890**
05694 Bishop Street N., King St. E. to Concession Rd.							31	**31**	1,020	**1,051**
05695 Scott St/Main St/Stanley St, 190M E of Hilltop Dr to St Andrews St		103	**103**	232	335	278	2,853	**3,801**	834	**4,635**
05697 Fairway Rd N, Briarmeadow Dr to King St	85		**85**		227	330	258	**899**	16,372	**17,271**
05699 Fairway Rd S/Courtland Ave, King St. to Manitou Dr.									5,907	**5,907**
05703 Bleams Road, Manitou Dr. to Strasburg Rd.							103	**103**	10,666	**10,769**
05705 Bleams Rd, Fischer-Hallman Rd to Trussler Rd	1,160	659	**1,819**	6,690	6,669	1,530	10	**16,718**		**16,718**
05706 University Ave E, Bridge St W to Lincoln Rd	30		**30**	20	50	145	288	**533**	3,487	**4,020**
05748 Hutchison Rd, Weimar Line to Crosshill S Limits									2,647	**2,647**
05749 Queen's Bush Road, Nafziger Rd. to Firella Creek Bridge		36	**36**	21	21	155	819	**1,051**	21	**1,071**
05750 Courtland Ave E, Hayward Ave to HWY 7/8 EB Ramp	925	721	**1,646**					**1,646**		**1,646**
05754 Line 86, Katharine St. N. to Northfield Dr. E.									2,518	**2,518**
05758 Herrgott Rd, N Limits of St Clements to Ament Line	195	2,745	**2,940**	10				**2,950**		**2,950**
05761 Maryhill Rd, Waterloo/Wellington Bdry to Bridge 2501							31	**31**	608	**639**
05765 Erb Street, Margaret Ave. to King St.					82	124	319	**525**	5,835	**6,360**
05766 Snyder's Road, Gingerich Rd. to Christian St.	3,320	1,014	**4,334**	1,000	10			**5,344**		**5,344**
05774 King St, Grand River Bridge (#0807)		103	**103**	1,957	10			**2,070**		**2,070**
05778 Research & Development	60	21	**81**	21	21	21	21	**163**	103	**266**

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
05789 Water Street, Concession St. to Simcoe St.									309	**309**
05792 Blair Road, 120m E. of Langdon Dr.to 125m SE of Fountain St.						144	1,288	**1,432**	10	**1,442**
05794 Shantz Station Road, CNR Tracks Bridge #3001 to Hopewell Crk Bridge #3002				77	1,519	10		**1,607**		**1,607**
05796 Ottawa St, Alpine Rd to Fischer-Hallman Rd	500	475	**975**	1,455	5,485	390	10	**8,315**		**8,315**
05799 Katherine St, Lundy Rd to Bridge #2301 (Cox Creek)									196	**196**
05800 Eagle St, Concession Rd/Speedville Rd to King St W				62	268	278	4,692	**5,299**	386	**5,686**
05827 Bishop Street N., Conestoga Blvd. to Franklin Blvd.									2,853	**2,853**
05855 Church St W, Arthur St to Weigel Ave	60		**60**					**60**	2,910	**2,970**
05865 Bridge Testing & Evaluation Program	60	103	**163**	103	103	103	103	**575**	515	**1,090**
05902 Northfield Drive E., Scotch Line Rd. to Line 86									1,911	**1,911**
05914 West Montrose Covered Bridge at Grand River (#0091)		31	**31**	31	31	31	31	**155**	155	**309**
05923 Pinebush Rd, Townline Rd to Franklin Blvd					170	103	103	**376**	7,081	**7,457**
05926 REG. RD. 70 (TRUSSLER ROAD), NITH RIVER BRIDGE (SOUTH) (#7003)	40		**40**					**40**		**40**
05927 Fountain St N, HWY 401 to Maple Grove Rd	15		**15**					**15**	3,651	**3,666**
05928 Cedar St, Grand Ave S to Osborne St					103	103	494	**700**	4,069	**4,769**
05931 Trussler Rd, Brant/Waterloo Rd to Greenfield Rd	105		**105**					**105**		**105**
05932 King St E, Sportsworld Dr to Freeport Bridge	600		**600**	515		310	515	**1,940**	12,525	**14,465**
05933 Main St. E, Franklin Blvd to Chalmers St. and Dundas St, Briercrest Ave. to Franklin Blvd.	400	150	**550**	50	50	700	577	**1,927**	10,274	**12,201**
05934 Hawkesville Rd, Three Bridges Rd to Ament Line/Kressler Rd									1,859	**1,859**
05936 Queen St, Witmer Rd to HWY 7/8 EB									2,297	**2,297**
05937 Queen St, Water St to Bethel Rd							36	**36**	1,468	**1,504**
05941 Hespeler Road, Eagle St. N./Pinebush Rd. to Hwy. 401 EB. Ramp		134	**134**	860	170	10		**1,174**		**1,174**
05942 Clyde Rd, Village Rd S to Dobbie Dr									3,451	**3,451**
05944 Roseville Rd, MTO/Region Boundary To Roseville Settlement Limits									3,121	**3,121**
05946 Dickie Settlement Rd, Roseville Rd to Fountain St S									2,271	**2,271**
05947 Grand Ave S, Cedar St to St Andrews St							52	**52**	577	**628**
05953 Ament Ln, Lavery Rd to Manser Rd									942	**942**
05954 Northfield Dr, Scheifele Bridge at Conestogo River (#2201)	395	93	**488**	9,342	9,543	4,069	10	**23,452**		**23,452**
05955 Ottawa St S, Fischer-Hallman Rd to 100M W of Trussler Rd		10	**10**					**10**		**10**
05957 Victoria St S, Eastforest Trail/Westforest Trail to Highgate Rd/Bramblewood St									968	**968**
05959 Weber St W, Queen St N to College St									839	**839**
05968 Nafziger Rd, Erb's Rd to 150m N of Erb's Rd									505	**505**
05972 Westmount Road E., Ottawa St. S. to Greenbrook Dr.					72	103	309	**484**	2,652	**3,136**
05973 Bridge St, Lexington Rd to Eastbridge Blvd									1,360	**1,360**
05976 Concession Street, Chalmers St. to Chisholm St.						72	700	**773**	10	**783**

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
05977 Erb's Rd, Sandhills Rd to Bridge #0903 Over the Nith River	15	29	**44**	44	250	1,967	10	**2,314**		**2,314**
05978 William Hastings Line, Manser Rd. to Lichty Rd.									1,241	**1,241**
05981 Weber Street, Hwy 8 Ramp to Montgomery Rd.							206	**206**	4,413	**4,619**
05982 Notre Dame Dr, 0.38km S of Erb's Rd to St Ann Ave N		10	**10**					**10**		**10**
05983 King St, Northfield Dr to HWY 85 NB Ramp (Woolwich)	85	100	**185**	100	100	340	4,867	**5,592**	206	**5,798**
05986 Roseville Road, Roseville Settlement East Limit to 560m W. of Fischer Hallman Rd.	150	67	**217**	232	77	72	1,962	**2,560**	10	**2,571**
05987 Foundry St, Gingerich Rd to Snyder's Rd	50		**50**			155	129	**334**	1,035	**1,369**
05992 Main St, Grand River Bridge (#2703)	10	62	**72**			62		**134**	124	**257**
05995 Bridge St, Grand River Bridge (#5201)	20	103	**123**			103		**226**	206	**432**
05997 Dundas St at CPR (#0803)	570	1,257	**1,827**	10				**1,837**		**1,837**
06134 Weber St, Borden Ave to Queen St	200		**200**					**200**		**200**
06265 King St, Railway Tracks to Central St and Erb St, King St to 100M East of Caroline St		258	**258**					**258**		**258**
06485 Land Dedication Surveys & Purchases		67	**67**	67	67	67	67	**335**	335	**670**
06506 Bridge St, Eastbridge Blvd to Northfield Dr									93	**93**
06510 Bridgeport Rd/Caroline St, King St to Erb St	50		**50**					**50**	2,881	**2,931**
06582 LACKNER BLVD., FAIRWAY RD. TO VICTORIA ST.									3,850	**3,850**
06723 Nafziger Road, Waterloo St./Snyder's Rd. W. to Erb's Rd.									2,271	**2,271**
06759 University Ave E, Weber St N to Albert St	795		**795**	3,914	3,167	10		**7,887**		**7,887**
06762 Homer Watson Blvd, Ottawa St S to Bleams Rd	5		**5**					**5**		**5**
06826 Infill Sidewalk & Cycling Facilities to be Identified	75	190	**265**	300	300	300	300	**1,465**	1,500	**2,965**
06852 Herrgott Rd at Boomer Creek (#1001)					46	494	10	**551**		**551**
06983 Erb St, Erbsville Ct to Ira Needles Blvd	85		**85**					**85**		**85**
06998 Arthur St at Canagagigue Creek (#2101)	160	103	**263**	113	2,307	10		**2,694**		**2,694**
07053 Asset Management Program	390	324	**714**	309	309	324	309	**1,966**	1,607	**3,573**
07187 Maryhill Rd at Hopewell Creek (#2501)									350	**350**
07347 Herrgott Rd at Conestogo River (#1003)	10		**10**					**10**		**10**
07348 Lobsinger Line, Martin Creek's Rd to Heidelberg Cemetery									2,065	**2,065**
07349 Ament Line at Boomer Creek (#1705)	10		**10**					**10**		**10**
07350 Branchton Rd - Morrison Rd to 165m S of South Boundary Rd		191	**191**	567	10			**767**		**767**
07352 Bridgeport Rd E, Lancaster St to Margaret Ave	20	62	**82**	62	62	82	288	**576**	4,295	**4,871**
07358 Nafziger Rd at Wellesley Creek (#0552)						103	1,906	**2,009**	10	**2,019**
07359 Weber St at Laurel Creek (#0810)									479	**479**
07361 King St E, Freeport Bridge to River Rd E									1,967	**1,967**
07381 Wildlife Crossings	32	103	**135**	103				**238**		**238**
07384 New Dundee Rd, 50m E of Executive Pl to Reichert Dr	1,555	227	**1,782**	2,487	113			**4,382**		**4,382**
07390 Pinebush Rd, Franklin Blvd to Hespeler Rd							82	**82**	5,073	**5,155**
07391 Westmount Rd N, University Ave W to Columbia St							124	**124**	5,279	**5,402**
07392 Victoria Street N., Kitchener/Woolwich Bdry. to Bruce St.	20		**20**				206	**226**	6,175	**6,401**
07394 Erbsville Rd, Columbia St to Waterloo/Woolwich Bdry				70	100	206	309	**685**	5,029	**5,714**

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
07395 Canamera Parkway, Conestoga Blvd. to Hespeler Rd.									1,787	**1,787**
07401 Fischer Hallman Rd, HWY 7/8 Off Ramp to McGarry Dr		10	**10**	82	824	10		**927**		**927**
07402 Fischer Hallman Road, Victoria St. S to Erb St. W.									5,073	**5,073**
07403 Bridgeport Rd E, Weber St N to King St									1,962	**1,962**
07404 Sawmill Rd, Snyder's Flats Rd to Crowsfoot Rd & Katherine St S					93	1,746	10	**1,849**		**1,849**
07407 Clyde Rd, Dobbie Dr to Franklin Blvd									103	**103**
07412 River Road E., King St. E.to Fairway Rd. N.									5,001	**5,001**
07421 University Ave W, Albert St to Westmount Rd N							103	**103**	6,283	**6,386**
07428 Victoria Street N., Park St. to Weber St. W.									62	**62**
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)									618	**618**
07451 Line 86, 1.03km E of Northfield Dr (#8600)									366	**366**
07458 Branchton Road, Maple Manor Rd. to Morrison Rd.									1,344	**1,344**
07462 Arthur Street, Sawmill Rd to Listowel Rd									4,017	**4,017**
07477 Implementation of Separated Bike Ln Study	160		**160**					**160**		**160**
07492 Bridge St E, Ebycrest Rd to Kitchener/Woolwich Bdry									1,694	**1,694**
07495 Lackner Blvd, Ottawa St to Victoria St	225		**225**					**225**		**225**
07497 Fischer-Hallman Rd at CN Rail (#5803_1 AND #5803_2)									881	**881**
07508 Erb's Road/Wilmot-Easthope Road, Nafziger Rd. to Perth/Waterloo Bdry.						103	3,188	**3,291**	10	**3,301**
07512 Lobsinger Line, Moser-Young Rd to Hutchison Rd									3,863	**3,863**
07518 Cedar Creek Road, Earl Thompson Rd to Hwy 401 Eb Ramp	315		**315**					**315**		**315**
07526 Erbsville Rd, 0.2km S of Conservation Dr									165	**165**
07528 Arthur St S, End of Hwy 86 to Township Rd 42 (The Old Crossing)									762	**762**
07537 King St at Union St	240		**240**					**240**		**240**
07539 Courtland Ave at Stirling Ave (#5353)	260	618	**878**					**878**		**878**
07540 Hespeler Rd at HWY 401 Cycling Facility		1,900	**1,900**					**1,900**		**1,900**
07544 Asset Management Systems	60		**60**					**60**		**60**
07550 Bridgeport Rd E, Margaret Ave to Weber St N									1,576	**1,576**
07552 LRT Storm Outlet: Huron Spur at Rockway Golf Course	1,000		**1,000**					**1,000**		**1,000**
07564 Storm Sewer Assessments	100	103	**203**	103	103	103	103	**615**	515	**1,130**
07565 Queens Bush Rd at Firella Creek		31	**31**	21	21	108	639	**819**	10	**829**
07567 Kossuth Rd at Chilligo Rd		21	**21**	52	258	10		**340**		**340**
07568 Main St, 1070 Main St to Franklin Blvd		103	**103**	103	155	3,049	160	**3,569**	10	**3,579**
07572 Arthur St S, Listowel Rd to Whippoorwill Dr									155	**155**
07591 Lancaster St, Bridgeport Rd to Bridge St Special Study Area	300		**300**					**300**		**300**
07592 Courtland Ave E, Hayward Ave to Manitou Dr	10		**10**					**10**		**10**
07594 Maple Grove R, King St E to Fountain St N		103	**103**	1,354	10			**1,468**		**1,468**

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

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07597 Spragues Road, Shouldice Side Rd to Cambridge/North Dumfries Bdry									3,682	**3,682**
07598 Arthur Street N, 170m S of Kenning Pl. to Sandy Hills Dr.									3,476	**3,476**
07599 Lackner Blvd, Fairway Rd to Ottawa St					41	165	922	**1,128**	10	**1,138**
07600 Lackner Blvd, Ottawa St. N to Victoria St. N							93	**93**	824	**917**
07606 Water St S, Myers Rd to 250m S of Ainslie St S				36	670	10		**716**		**716**
07607 New Signs and Markings		26	**26**	26	26	26	26	**129**	129	**258**
07608 MUT - Listowel Rd Timber Trail to Arthur St. (North Side)	50		**50**					**50**		**50**
07614 Fairway Rd, Wilson Ave to Fairway Mall Entrance (South Side)	10	10	**20**					**20**		**20**
07616 Software Procurement and Upgrades	20	103	**123**	103	103	103	103	**535**	515	**1,050**
07618 Courtland Ave. E at Siebert Ave.	205		**205**					**205**		**205**
07619 Advanced Traffic Signal Management System	45	1,630	**1,675**	1,630				**3,305**		**3,305**
07623 Schneider Creek MUP	125	397	**522**	1,880	10			**2,412**		**2,412**
07626 West Montrose Bridge Rehabilitation	2,320		**2,320**	3,257	77			**5,654**		**5,654**
07634 Gerber Rd. Moser Young Rd. to Hackbart Rd.				108	2,436	10		**2,554**		**2,554**
07648 Fischer-Hallman Rd from New Dundee Rd to Plains Rd									52	**52**
07649 New Dundee Road, Reichert Dr. to Reidel Dr./Cameron Rd.									1,931	**1,931**
07650 Homer Watson Boulevard, Bleams Rd. to Manitou Dr., including all Huron Rd. Ramps									247	**247**
07651 Line 86, Lavery Rd. to Road 116									5,330	**5,330**
07655 Ira Needles Blvd, Glasgow St. to West Hill Dr.									206	**206**
07658 LED Traffic Signal Lamp Replacement	285	309	**594**					**594**	927	**1,521**
07659 Fountain St Storm Sewer Outlet 100m West of Shantz Hill Rd	290	103	**393**					**393**		**393**
07660 Automated Speed Enforcement		470	**470**	470				**940**		**940**
07665 Water Street, Simcoe St. to Ainslie St.	185	340	**525**	31	319	10		**885**		**885**
07667 Foundry Street at Baden Creek (#5101)	40	110	**150**	364				**514**		**514**
07668 Gerber Road at Wellesley Creek (#1204)									464	**464**
07669 Frederick Bridge at Hwy 85 Cycling Facility				600				**600**		**600**
07674 Lancaster St. W., Bridgeport Rd. E. to Shirk Pl.				103	103	155	1,133	**1,494**		**1,494**
07675 University Ave., Fischer Hallman Rd. to Ira Needles Blvd.		62	**62**	268	1,303	10		**1,643**		**1,643**
07676 Cycling Facility Gaps and Upgrades (Frederick/Benton, Caroline, Weber/ Spur Line Trail)		500	**500**					**500**		**500**
07677 Duke Street Cycling Implementation		500	**500**	1,200				**1,700**		**1,700**
07679 Regional Road Assumption Criteria Policy		50	**50**					**50**		**50**
09035 Municipal Drainage Works	250	191	**441**	103	103	103	103	**853**	515	**1,368**
09256 Traffic Signal Support Program	60	314	**374**	314	314	314	314	**1,631**	1,571	**3,202**
09359 Street Lighting Modernizations/Installations	480	206	**686**	206	206	206	206	**1,510**	1,030	**2,540**
09415 Barrier Free Signal Requests	15	26	**41**	26	26	26	26	**144**	129	**273**
09423 Traffic Countermeasures		62	**62**	62	62	62	62	**309**	309	**618**
09474 Traffic Controller Replacements	355	361	**716**	361	361	361	361	**2,158**	1,803	**3,960**
09551 UPS Installations	35	35	**70**	35	35	35	35	**210**	175	**385**

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
09561 Minor Traffic Signal Modernizations	12	283	**295**	283	283	283	283	**1,428**	1,416	**2,845**
09646 Pedestrian & Cycling Countermeasures	25	100	**125**	100	100	100	100	**525**	500	**1,025**
Total Base Program	**32,521**	**51,374**	**83,894**	**64,757**	**56,326**	**50,480**	**66,407**	**321,863**	**297,681**	**619,544**
Expansion Program										
05284 New Dundee Rd at Fischer-Hallman Rd	220	391	**611**	1,916	10			**2,538**		**2,538**
05337 King St, Eagle St to Fountain St & Fountain St - King St to Shantz Hill	225		**225**					**225**		**225**
05549 Franklin Blvd, Myers Rd to HWY 401	290		**290**					**290**		**290**
05616 Trussler Road, Bleams Rd. to Yellow Birch Dr.	610	640	**1,250**	1,000	1,000	500	4,800	**8,550**	16,270	**24,820**
05675 Westmount Rd E, Fischer-Hallman Rd to Blockline Rd		400	**400**	20	70	2,600	130	**3,220**	10	**3,230**
05709 Fischer-Hallman Rd, HWY 7/8 to Columbia St Bus Lane Study	450	100	**550**					**550**		**550**
05752 Highland Rd W, Highland Hills Mall Entrance to Ira Needles Blvd	1,300	618	**1,918**	175	10			**2,103**		**2,103**
06269 Bridgeport Rd at Lancaster St	325		**325**	515	309	10		**1,159**		**1,159**
06416 Franklin Blvd, 200M N of Avenue Rd to 325M S of Bishop St	910	65	**975**	500	1,000	1,000	6,000	**9,475**	7,010	**16,485**
06433 Ainslie St Extension	340		**340**					**340**		**340**
07066 Regional Transportation Master Plan	205	258	**463**	52				**514**		**514**
07074 Growth Related Studies & Design	270	103	**373**	103	103	103	103	**785**	515	**1,300**
07087 River Road Extension, King St. to Manitou Dr.	19,260		**19,260**	10,000	2,000	1,000	10,273	**42,533**	41,527	**84,060**
07090 Erb St at Westmount Rd				5	221	62	10	**299**		**299**
07097 Development Related Left & Right Turn Lanes to be Identified	55	103	**158**	103	103	103	103	**570**	515	**1,085**
07104 Erbsville Road, Erb St. W. to Columbia St. W.					309	309	309	**927**	14,662	**15,589**
07111 Homer Watson Blvd, Conestoga College Blvd to Manitou Dr	100		**100**					**100**		**100**
07116 Maple Grove Rd, Hespeler Rd to East of Fountain St	3,475	3,332	**6,807**	3,589	10,415	14,415	14,956	**50,182**	4,010	**54,192**
07122 Fischer-Hallman Rd, Plains Rd to 500M S of Bleams Rd	5,035	5,820	**10,855**	7,941	464	10		**19,270**		**19,270**
07127 Active Transportation Master Plan	15	155	**170**					**170**		**170**
07129 South Boundary Rd, Franklin Blvd to Dundas St	245	2,348	**2,593**	2,271	7,184	7,339	1,159	**20,546**	26	**20,572**
07131 Fountain St Extension, Victoria St to 1.0km N of Victoria St							41	**41**	3,739	**3,780**
07132 Franklin Blvd, Myers Rd to Cambridge S.E. Boundary Rd		2,000	**2,000**					**2,000**		**2,000**
07145 Bleams Rd at Fischer-Hallman Rd	2,630	3,080	**5,710**					**5,710**		**5,710**
07158 Transportation Tomorrow Survey and Big Data	-20	155	**135**					**135**		**135**
07165 Homer Watson Blvd at Bleams Rd						21	52	**72**	268	**340**
07173 Development Related Boulevard & Shoulder Gradings		103	**103**	103	103	103	103	**515**	515	**1,030**
07178 Traffic Education Program	50	52	**102**	52	52	52	52	**308**	258	**565**
07180 Preliminary Design & Post Construction Expenditures	100	206	**306**	206	206	206	206	**1,130**	1,030	**2,160**
07192 South Boundary Rd, Water St to Franklin Blvd	115	4,000	**4,115**					**4,115**		**4,115**
07194 Canamera Pkwy, Conestoga Blvd to Franklin Blvd				200	10			**210**		**210**
07197 Pinebush Rd at Townline Rd									340	**340**
07217 King St at Bridge St						26	839	**865**	10	**876**

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
07221 Fischer-Hallman Road / Bearinger Rd., Columbia St W. to Westmount Rd. N.	140	2,245	**2,385**	8,760	9,203	1,102	10	**21,461**		**21,461**
07225 Bleams Rd at Nyles Rd	20		**20**	216				**236**		**236**
07247 Weber St at Glen Forrest Blvd	210	10	**220**					**220**		**220**
07248 Sawmill Rd at St Charles St	340	618	**958**					**958**		**958**
07249 Lancaster St at Elizabeth St				155	10			**165**		**165**
07253 Growth Related Land Dedication Survey's & Purchases	100	103	**203**	103	103	103	103	**615**	515	**1,130**
07256 Intersection Improvements to be Identified	75	309	**384**	309	309	309	309	**1,620**	1,545	**3,165**
07257 Northfield Dr., Bridge St. to University Ave.	300	464	**764**	41				**805**		**805**
07258 Bleams Rd, Strasburg Rd to Fischer-Hallman Rd	250	139	**389**	77	9,100	8,817	113	**18,496**	10	**18,507**
07283 Lancaster St at Louisa St		134	**134**	10				**144**		**144**
07284 New Dundee Rd at Robert Ferrie Dr	235	639	**874**	3,090	113	10		**4,087**		**4,087**
07294 Ottawa St, Homer Watson Blvd to Alpine Rd	500		**500**					**500**		**500**
07297 Erb Street, Gateview Dr./Beechwood Dr. to Erbsville Crt.	1,470		**1,470**					**1,470**		**1,470**
07298 Commuter Parking Lot Feasibility Study	50		**50**					**50**		**50**
07299 East Boundary Rd, Dundas St to Wesley Blvd	200	397	**597**	500	1,926	3,821	319	**7,163**	10	**7,173**
07301 Road Improvement Transit Priority Strategy	150		**150**					**150**		**150**
07302 Transportation & Transit Forecasting Model Development	70	103	**173**					**173**		**173**
07303 Fountain Street N., Maple Grove Rd. to Kossuth Rd.	-120	8,000	**7,880**	200	3,000	5,000	5,000	**21,080**	1,010	**22,090**
07304 Goods Movement Study	50		**50**					**50**		**50**
07315 New Dundee Rd at Strasburg Rd Extension					103	2,070	10	**2,184**		**2,184**
07318 Fairway Road, Briarmeadow Dr. to Lackner Blvd.	110		**110**		93	160	191	**553**	3,075	**3,627**
07323 Ottawa St at Westmount Rd	175	824	**999**	3,039	206	10		**4,254**		**4,254**
07325 King St E at Fairway Rd									268	**268**
07326 King St E at Weber St E							52	**52**	263	**314**
07327 Erb St, Ira Needles Blvd to Wilmot Ln	2,160		**2,160**	2,462	10			**4,632**		**4,632**
07329 Westmount Rd at Victoria St							98	**98**	10	**108**
07331 Fairway Rd at Wilson Ave									247	**247**
07332 Ottawa St at King St to Charles St	410		**410**	10				**420**		**420**
07333 Dundas St N at Chalmers St N/Gore St	110		**110**					**110**		**110**
07337 Hespeler Rd over HWY 401 Feasibility Study for Cycling Facility	65		**65**					**65**		**65**
07338 New Pedestrian Bridge Over Speed River (Preston) Study	430		**430**					**430**		**430**
07341 Inter-Regional Transportation Study	100		**100**					**100**		**100**
07344 Victoria St at Fischer-Hallman Rd	5		**5**				314	**319**	10	**329**
07345 Victoria St at Hazelglen Dr							227	**227**	10	**237**
07346 Victoria St at Monte Carlo St							72	**72**	10	**82**
07362 Waterloo St at Nafziger Rd	275	366	**641**	891	1,869	10		**3,411**		**3,411**
07441 Dickie Settlement Rd at Roseville Rd	110	391	**501**	1,344	10			**1,856**		**1,856**
07478 New Traffic Control Installation	747	773	**1,520**	773	773	773	773	**4,610**	3,863	**8,472**
07484 Homer Watson Blvd at Pearson St	5		**5**					**5**		**5**
07494 Lackner Blvd at Otterbein Rd	5		**5**					**5**		**5**

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
07538 Maple Grove Rd at Compass Trail	5	5	**10**					**10**		**10**
07542 Bleams Rd at Fallowfield Dr/Bullock St	5		**5**					**5**		**5**
07551 Elmira By-Pass Study	326	880	**1,206**	397				**1,603**		**1,603**
07553 Sawmill Rd at Ebycrest Rd	150	196	**346**	1,885	10			**2,241**		**2,241**
07555 Shantz Station Rd at Kossuth Rd	5		**5**			155	103	**263**	1,040	**1,303**
07557 Arthur St at Sawmill Rd	10		**10**					**10**		**10**
07558 Line 86 at Floradale Rd	-20	2,137	**2,117**	10				**2,128**		**2,128**
07563 Listowel Rd at Timber Trail	5		**5**					**5**		**5**
07577 Define & Measure Health Benefits of A.T. & Public Transit	100		**100**					**100**		**100**
07578 Planning for Future Rapid Transit Corridors	100	52	**152**	52				**203**		**203**
07580 Fischer-Hallman Rd at Wallacetown Way	205	10	**215**					**215**		**215**
07581 Transportation Corridor Design Guidelines Update	100		**100**					**100**		**100**
07584 Shared Payment Platform (Joint with Transit Services)	200		**200**					**200**		**200**
07586 Townline Road, Avenue Rd. to Saginaw Pkwy.						206	206	**412**	5,526	**5,938**
07587 University Avenue W., Ira Needles Blvd. to Fischer-Hallman Rd.					206	412	206	**824**	16,120	**16,944**
07588 Fountain St S, Blair Rd to Dickie Settlement Rd						206	206	**412**	5,253	**5,665**
07589 Eagle St, Speedsville Rd to Hespeler Rd					309	309	309	**927**	8,513	**9,440**
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 at Edworthy Sideroad	15	103	**118**	237	1,519	10		**1,884**		**1,884**
07611 Kossuth Rd at Beaverdale Rd						103	103	**206**	1,246	**1,452**
07612 Trussler Rd at Cedar Creek Rd	100	196	**296**	1,112	5			**1,413**		**1,413**
07613 Lancaster - Railway Grade Separation Study	760	711	**1,471**	113				**1,584**		**1,584**
07657 Pinebush Rd at Street A Pinebush Subdivision	10		**10**					**10**		**10**
07666 Fountain Street / Dickie Settlement Road Development	35	1,895	**1,930**	10				**1,941**		**1,941**
07670 Shantz Station Road at CN Rail Bridge	195	429	**624**	4,000	10			**4,634**		**4,634**
07671 Cambridge to Toronto Go Train Track & Station Conceptual Design	200		**200**					**200**		**200**
07672 Waterloo Cycling Network Upgrade and Extension	162		**162**					**162**		**162**
09025 Growth Related Traffic Signal Modernizations	50	26	**76**	26	26	26	26	**179**	129	**308**
Total Expansion Program	**47,930**	**46,080**	**94,010**	**58,572**	**52,484**	**51,470**	**47,885**	**304,421**	**139,377**	**443,798**
Vehicles, Equipment, Buildings / Other										
06054 Fleet Replacements Transp	1,725	2,210	**3,935**	2,555	1,026	438	526	**8,480**	5,755	**14,235**
06071 Machinery & Equipment Replacements	70	75	**145**	18	17	98	68	**347**	887	**1,234**
06083 Sign Shop Equipment		14	**14**		5		32	**50**	104	**154**
07139 Central Yard Asset Renewal		103	**103**	1,597	773	155	7,725	**10,352**		**10,352**
07140 Yard Repairs General Provision	75		**75**	567				**642**	206	**848**

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
07147 Salt Strategy Roads Operations	850	600	**1,450**	300	5,200	5,600	50	**12,600**	2,000	**14,600**
07662 Transportation New Summer Crew Vehicles and Equipment	350		**350**					**350**		**350**
09350 North Dumfries Works Yard Imp	100		**100**		1,030			**1,130**		**1,130**
Total Vehicles, Equipment, Buildings / Other	**3,170**	**3,002**	**6,172**	**5,036**	**8,051**	**6,291**	**8,400**	**33,950**	**8,952**	**42,902**
Total Program Area Capital	**83,620**	**100,455**	**184,075**	**128,366**	**116,860**	**108,241**	**122,692**	**660,234**	**446,010**	**1,106,244**
Facilities Managed Capital Renewal										
73001 Heidelberg Yard Renewal	73	206	**279**	740	271	227	14	**1,530**	578	**2,108**
73002 Phillipsburg Yard Renewal	240	59	**299**	576	16	243	8	**1,142**	341	**1,483**
73004 North Dumfries Yard Renewal				408	6		28	**442**	350	**792**
Total Facilities Managed Capital Renewal	**313**	**265**	**578**	**1,724**	**293**	**469**	**51**	**3,114**	**1,268**	**4,382**
TOTAL EXPENDITURE	**83,933**	**100,720**	**184,653**	**130,089**	**117,153**	**108,710**	**122,742**	**663,348**	**447,278**	**1,110,626**

Transportation
Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	3,293	23,770	**27,063**	21,411	17,841	18,620	18,194	**103,128**	98,259	**201,388**
Recoveries										
Development Charges										
Reserve Funds	33,293	44,112	**77,405**	48,124	44,904	44,872	51,445	**266,751**	177,082	**443,833**
Debentures	16,004	5,462	**21,466**	16,906	12,648	10,648	19,500	**81,167**		**81,167**
Property Taxes										
Reserves and Reserve Funds										
3980050 Transportation Capital Reserve	29,234	24,814	**54,048**	39,351	28,627	28,573	31,576	**182,174**	161,899	**344,073**
3980065 Facility Lifecycle Reserve	313	265	**578**	1,724	293	469	51	**3,114**	1,268	**4,382**
3982010 Transportation Equipment Reserve	70	89	**159**	18	22	98	99	**397**	991	**1,388**
3982160 Corporate Fleet Replacement Reserve	1,725	2,210	**3,935**	2,555	1,026	438	526	**8,480**	5,755	**14,235**
3984010 Transit Capital Reserve	1		**1**					**1**		**1**
Other Reserves										
Contributions from Operating										
Debentures					11,793	4,992	1,351	**18,137**	2,023	**20,160**
TOTAL FUNDING & FINANCING	**83,933**	**100,720**	**184,653**	**130,089**	**117,153**	**108,710**	**122,742**	**663,348**	**447,278**	**1,110,626**

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

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Transit Services

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	61,137	61,643	506	0.8%
Benefits	19,819	22,605	2,786	14.1%
Supplies	17,506	23,048	5,542	31.7%
Maintenance	2,941	2,799	(142)	(4.8%)
Utilities	2,003	2,153	150	7.5%
Equipment	136	136		
Professional Fees & Services	11,455	12,606	1,151	10.0%
Property Taxes	668	684	16	2.4%
Rents	495	497	2	0.4%
Financial Expenses	162	212	50	30.9%
Communications	1,116	1,102	(14)	(1.3%)
Travel	44	55	11	25.0%
Contracts	23,288	26,308	3,020	13.0%
Insurance	1,767	1,843	76	4.3%
Facility Occupancy Charges	7,881	9,130	1,249	15.8%
Interdepartmental Charges	5,864	6,318	454	7.7%
Subtotal - Operating	***156,283***	***171,139***	***14,856***	***9.5%***
Debt Servicing	26,095	25,113	(982)	(3.8%)
Transfers to Reserves	9,969	10,951	982	9.9%
Subtotal - Debt / Reserves / Capital	***36,064***	***36,064***		
Gross Expenditure	**192,347**	**207,203**	**14,856**	**7.7%**
Interdepartmental Recoveries	(880)	(847)	33	(3.8%)
Net Expenditure	**191,466**	**206,356**	**14,890**	**7.8%**
Revenue				
Ontario Grants	11,795	11,825	30	0.3%
Ontario Grants - COVID	11,498		(11,498)	(100.0%)
User Fees	34,351	46,143	11,792	34.3%
Contribution from Reserves	40	3,275	3,235	8,087.5%
Contribution from RDC Reserve Funds	8,166	8,166		
Revenue Subtotal	**65,850**	**69,409**	**3,559**	**5.4%**
Property Tax Levy	**125,616**	**136,947**	**11,331**	**9.0%**

Grand River Transit Bus Services

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
Program Area Capital										
66006 Bus Stop Area Improvements	390	446	**836**	653	721	441	441	**3,092**	2,205	**5,297**
66008 Vehicle Additions Conventional				9,700	9,700	9,700	12,000	**41,100**	60,000	**101,100**
66009 Vehicle Additions Service	56		**56**					**56**		**56**
66010 Vehicle Replacements Mobility Plus	525	1,225	**1,750**	1,400	525	700	1,750	**6,125**	3,675	**9,800**
66011 Vehicle Replace Mobility Plus Rural	350	635	**985**	175	175	350	175	**1,860**	1,225	**3,085**
66012 Vehicle Replacements Service		150	**150**	370		150	275	**945**	560	**1,505**
66025 Vehicle Replacements Conventional	22,905	6,790	**29,695**	15,320	21,930	20,960	40,470	**128,375**	117,480	**245,855**
66029 iXpress Station Development	720		**720**	220	230			**1,170**		**1,170**
66041 Transit Infrastructure Improvements	165	100	**265**	100	100	100	100	**665**	500	**1,165**
66067 Voice Radio Upgrade/Replacement	1,588		**1,588**			294		**1,882**	2,088	**3,970**
66069 Install Transit Priority Measures	565		**565**	300	500			**1,365**		**1,365**
66071 Advanced Transit Technology	1,434	200	**1,634**	1,100				**2,734**		**2,734**
66072 Transit Security Measures - Bus Lock	76		**76**					**76**		**76**
66075 Hybrid Bus Battery Replacement	481		**481**					**481**		**481**
66079 Northfield Drive Construction	600		**600**					**600**		**600**
66092 Fairview Mall Terminal		250	**250**	50				**300**		**300**
66093 Blockline Station	842		**842**	50	742			**1,634**		**1,634**
66094 Conestoga Mall Facility Upgrade	460	100	**560**	2,700				**3,260**		**3,260**
66095 Conestoga College Terminal	358	300	**658**	4,050				**4,708**		**4,708**
66096 On Board Bus Camera Replacement				2,000				**2,000**		**2,000**
66114 Pedestrian Bridge Hwy 7/8	2,953	7,895	**10,848**					**10,848**		**10,848**
66115 Design - Transit Priority Needs at Multiple Locations	292		**292**					**292**		**292**
66116 GRT/ION Station Improvements	143	200	**343**					**343**		**343**
66117 Chicopee Bus Loop	330		**330**					**330**		**330**
66119 Driver Training Simulator	426		**426**					**426**		**426**
66123 Transit Facility Design Guidelines	10		**10**					**10**		**10**
66124 Transit Wayfinding Plan	50	50	**100**					**100**		**100**
66125 Farmers Market - Northfield Station Trail	365	50	**415**					**415**		**415**
66126 GRT Customer Service Storefronts		200	**200**			250		**450**		**450**
66127 Iron Horse Trail Improvements	321		**321**					**321**		**321**
66128 Feasability Study - Mill Station to Hayward, Rail Corridc	50		**50**					**50**		**50**
66129 Transit Application Software Upgrades	44	560	**604**	125	125	125	125	**1,104**	625	**1,729**

Grand River Transit Bus Services

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
66130 Transit IT Infrastructure		50	**50**	50	50	50	50	**250**	250	**500**
66132 In-vehicle Equipment	287	50	**337**	50	50	50	50	**537**	250	**787**
66133 On-street GRT Equipment	423	100	**523**	200	100	100	100	**1,023**	500	**1,523**
66134 Vehicle Health Monitoring Technology		250	**250**	250				**500**		**500**
66135 Vehicle Depot Management System	165		**165**	165				**330**		**330**
66137 ION Pedestrian Crossing - Traynor Trail	400		**400**					**400**		**400**
66138 Miscellaneous Property Acquisitions	4,839		**4,839**	7,000	3,500	2,000		**17,339**		**17,339**
66139 MobilityPlus Technology Requirements	100		**100**	50				**150**		**150**
66141 MP Cross Boundary Transfer Points	75		**75**					**75**		**75**
66142 UW Transit Shelter Canopy	362		**362**	300	250			**912**		**912**
66143 Transit Hub Trail Park to King	612		**612**					**612**		**612**
66144 Trinity Village Pedestrian Improvements	360		**360**					**360**		**360**
66145 Bus Electrificaion Infrastructure	3,214	500	**3,714**	500	4,900	4,900	2,800	**16,814**	4,400	**21,214**
66146 King/University Enhanced Transit Shelters	511	100	**611**	900				**1,511**		**1,511**
66147 GRT Northfield Solar PV	2,050		**2,050**					**2,050**		**2,050**
66148 GRT Strasburg Solar PV		660	**660**					**660**		**660**
66149 R&T Park Phillip St Lighting	160		**160**					**160**		**160**
66150 Westchester Walkway	90		**90**					**90**		**90**
66151 GRT-Active Transportation Integration	500		**500**	650	750	850	1,000	**3,750**		**3,750**
66152 GRT-Micromobility Infrastructure Integration	92		**92**	100	100	100	100	**492**		**492**
66153 High School U-Pass Feasibility Study		200	**200**					**200**		**200**
66154 Bus ITS Equipment Modernization	128	250	**378**					**378**		**378**
Total Program Area Capital	**50,867**	**21,311**	**72,178**	**48,528**	**44,448**	**41,120**	**59,436**	**265,710**	**193,758**	**459,468**
Facilities Managed Capital Renewal										
73021 Strasburg Rd Garage Building Renewal	1,928	1,035	**2,963**	429	2,399	2,504	480	**8,774**	5,614	**14,388**
73022 Charles St Terminal Building Renewal	10		**10**					**10**		**10**
73023 Conestoga Blvd Garage Building Renewal	423		**423**	496	942	329	53	**2,242**	751	**2,993**
73024 Ainslie Terminal Building Renewal	4	54	**58**	264	409	245	199	**1,174**	1,223	**2,397**
73025 Chandler Drive Building Renewal		351	**351**	235	544	509	41	**1,680**	560	**2,240**
73026 Northfield Drive Building Renewal				50	75	100	125	**350**	1,000	**1,350**
73028 Cambridge Centre Station				12		2		**15**	275	**290**
Total Facilities Managed Capital Renewal	**2,365**	**1,440**	**3,805**	**1,486**	**4,368**	**3,688**	**897**	**14,245**	**9,423**	**23,668**
TOTAL EXPENDITURE	**53,232**	**22,751**	**75,983**	**50,014**	**48,816**	**44,808**	**60,333**	**279,955**	**203,181**	**483,136**

Grand River Transit Bus Services

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	26,839	12,612	**39,451**	25,396	26,925	25,774	40,381	**157,926**	123,848	**281,773**
Development Charges										
Reserve Funds	5,213	1,838	**7,051**	5,682	4,175	3,325	2,648	**22,881**	13,270	**36,151**
Debentures	66		**66**					**66**		**66**
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	824	840	**1,664**	1,473	1,124	1,182	897	**6,341**	4,547	**10,888**
3982250 GRT Urban Vehicle Reserve	142	481	**623**	748	142	339	748	**2,599**	1,552	**4,151**
3982260 GRT Bus Reserve	6,184	1,833	**8,017**	9,095	8,880	8,618	14,587	**49,197**	50,020	**99,216**
3982290 GRT Mobility Plus Rural Vehicle Res	95	252	**347**	47	47	95	47	**583**	1,225	**1,808**
3984010 Transit Capital Reserve	10,822	4,895	**15,717**	3,302	5,389	4,256	1,025	**29,691**	8,719	**38,409**
Debentures	3,048		**3,048**	4,270	2,135	1,220		**10,673**		**10,673**
TOTAL FUNDING & FINANCING	**53,232**	**22,751**	**75,983**	**50,014**	**48,816**	**44,808**	**60,333**	**279,955**	**203,181**	**483,136**

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)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
67010 Cambridge Transit Initiatives	960	425	**1,385**					**1,385**		**1,385**
68002 RT Land Acquisition	2,800		**2,800**					**2,800**		**2,800**
68012 Rolling Stock - Vehicles	1,000		**1,000**					**1,000**		**1,000**
68016 Ancillary Non Construction Rapid Transit Project Cc	149		**149**					**149**		**149**
68017 Project Construction LRT	21,998		**21,998**					**21,998**		**21,998**
68024 Phase 2 Environmental Assessment	1,664		**1,664**					**1,664**		**1,664**
68025 Rolling Stock LRT Future Vehicles									70,000	**70,000**
68030 Phase 2 LRT Design & Construction	1,084	4,600	**5,684**	5,000	20,000	54,400	55,050	**140,134**	1,507,138	**1,647,272**
68031 LRT System Improvements	1,550		**1,550**	1,500	1,500	1,500	1,500	**7,550**		**7,550**
68032 Station Enhancements									18,300	**18,300**
TOTAL EXPENDITURE	**31,205**	**5,025**	**36,230**	**6,500**	**21,500**	**55,900**	**56,550**	**176,680**	**1,595,438**	**1,772,118**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	13,616		**13,616**	1,100	1,100	30,500	31,150	**77,466**	1,516,597	**1,594,062**
Development Charges										
Reserve Funds	810		**810**	156	156	156	156	**1,434**		**1,434**
Debentures	423	1,794	**2,217**	1,950	7,800	9,750	9,750	**31,467**	31,163	**62,630**
Property Taxes										
Reserves and Reserve Funds										
3984010 Transit Capital Reserve	252		**252**	244	244	244	244	**1,228**	14,128	**15,356**
3986511 RTMP Reserve Fund	1,975	1,645	**3,620**					**3,620**		**3,620**
Debentures	14,129	1,586	**15,715**	3,050	12,200	15,250	15,250	**61,465**	33,550	**95,015**
TOTAL FUNDING & FINANCING	**31,205**	**5,025**	**36,230**	**6,500**	**21,500**	**55,900**	**56,550**	**176,680**	**1,595,438**	**1,772,118**

Notes:
- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #19-037. RDC funding available beyond the expiry of the current by-law will depend on the outcome of future background studies and by-law reviews.
- The estimated costs for ION Stage 2 are currently being updated through the development of the business case and will be presented for Council's consideration later this year

Region of Waterloo

COMMUNITY SERVICES

THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget ($ thousands)
Community Services

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	54,701	58,930	4,229	7.7%
Benefits	15,394	18,240	2,846	18.5%
Supplies	2,909	2,807	(102)	(3.5%)
Maintenance	280	257	(23)	(8.2%)
Equipment	698	687	(11)	(1.6%)
Professional Fees & Services	3,418	4,020	602	17.6%
Property Taxes	40	42	2	5.0%
Rents	1,252	1,074	(178)	(14.2%)
Grants	32,998	40,564	7,566	22.9%
Social Support and Benefit Payments	218,266	284,850	66,584	30.5%
Financial Expenses	32	32		
Communications	278	316	38	13.7%
Travel	203	183	(20)	(9.9%)
Insurance	84	88	4	4.8%
Facility Occupancy Charges	36,178	41,366	5,188	14.3%
Interdepartmental Charges	10,410	10,542	132	1.3%
Subtotal - Operating	***377,139***	***463,997***	***86,858***	***23.0%***
Debt Servicing	2,414	2,254	(160)	(6.6%)
Transfers to Reserves	3,395	3,369	(26)	(0.8%)
Subtotal - Debt / Reserves / Capital	***5,809***	***5,622***	***(187)***	***(3.2%)***
Gross Expenditure	**382,948**	**469,619**	**86,671**	**22.6%**
Interdepartmental Recoveries	(3,745)	(3,664)	81	(2.2%)
External Recoveries	(7,007)	(7,007)		
Net Expenditure	**372,196**	**458,949**	**86,753**	**23.3%**
Revenue				
Ontario Grants	228,460	298,166	69,706	30.5%
Ontario Grants - COVID	8,172	8,831	659	8.1%
Federal Grants	14,972	14,328	(644)	(4.3%)
User Fees	22,859	23,879	1,020	4.5%
Contribution from Reserves	500	433	(67)	(13.4%)
Revenue Subtotal	**274,963**	**345,638**	**70,675**	**25.7%**
Property Tax Levy	**97,233**	**113,311**	**16,078**	**16.5%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Commissioner of Community Services

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	315	322	7	2.2%
Benefits	79	85	6	7.6%
Supplies	1	1		
Professional Fees & Services				
Grants	1	1		
Communications	1	1		
Travel	3	3		
Facility Occupancy Charges	12	12		
Interdepartmental Charges	4	3	(1)	(25.0%)
Subtotal - Operating	***417***	***427***	***10***	***2.4%***
Transfers to Reserves		1	1	
Subtotal - Debt / Reserves / Capital		***1***	***1***	
Gross Expenditure	**417**	**428**	**11**	**2.6%**
Interdepartmental Recoveries	(417)	(428)	(11)	2.6%
Net Expenditure				
Property Tax Levy				

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Strategic & Quality Initiatives

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	2,862	2,841	(21)	(0.7%)
Benefits	852	870	18	2.1%
Supplies	4	4		
Equipment	5	5		
Professional Fees & Services	55	55		
Social Support and Benefit Payments	2,100	2,100		
Communications	3	3		
Travel	5	4	(1)	(20.0%)
Insurance	3	3		
Facility Occupancy Charges	71	27	(44)	(62.0%)
Interdepartmental Charges	29	43	14	48.3%
Subtotal - Operating	***5,990***	***5,956***	***(34)***	***(0.6%)***
Transfers to Reserves	8	8		
Subtotal - Debt / Reserves / Capital	***8***	***8***		
Gross Expenditure	**5,997**	**5,964**	**(33)**	**(0.6%)**
Interdepartmental Recoveries	(3,518)	(3,472)	46	(1.3%)
Net Expenditure	**2,480**	**2,492**	**12**	**0.5%**
Revenue				
Contribution from Reserves	500		(500)	(100.0%)
Revenue Subtotal	**500**		**(500)**	**(100.0%)**
Property Tax Levy	**1,980**	**2,492**	**512**	**25.9%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Housing Services

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	5,433	6,035	602	11.1%
Benefits	1,500	2,598	1,098	73.2%
Supplies	79	79		
Maintenance	117	117		
Equipment	152	152		
Professional Fees & Services	1,608	1,763	155	9.6%
Rents	316	239	(77)	(24.4%)
Grants	6,314	13,956	7,642	121.0%
Social Support and Benefit Payments	56,121	58,092	1,971	3.5%
Financial Expenses	6	6		
Communications	83	83		
Travel	55	55		
Facility Occupancy Charges	32,246	36,928	4,682	14.5%
Interdepartmental Charges	808	1,025	217	26.9%
Subtotal - Operating	***104,836***	***121,128***	***16,292***	***15.5%***
Transfers to Reserves	2,773	2,769	(4)	(0.1%)
Subtotal - Debt / Reserves / Capital	***2,773***	***2,769***	***(4)***	***(0.1%)***
Gross Expenditure	**107,609**	**123,897**	**16,288**	**15.1%**
Net Expenditure	**107,609**	**123,897**	**16,288**	**15.1%**
Revenue				
Ontario Grants	17,223	16,755	(468)	(2.7%)
Ontario Grants - COVID	5,382	7,625	2,243	41.7%
Federal Grants	10,553	9,322	(1,231)	(11.7%)
User Fees	15,425	16,325	900	5.8%
Contribution from Reserves		330	330	
Revenue Subtotal	**48,583**	**50,357**	**1,774**	**3.7%**
Property Tax Levy	**59,026**	**73,540**	**14,514**	**24.6%**

Waterloo Region Housing & Housing Services

Ten Year Capital Budget & Forecast (Thousands)
2023 - 2032

	Previous Unspent Approval	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
WATERLOO REGION HOUSING										
Waterloo Region Housing Renewal										
High Rise	244	430	**674**	358	265	25	1,285	**2,607**	6,219	**8,825**
Mid Rise	1,326	3,920	**5,246**	3,009	2,446	3,011	4,683	**18,395**	23,463	**41,858**
Single & Semi-Detached	949	899	**1,848**	722	1,915	1,099	748	**6,332**	3,515	**9,846**
Townhouses	4,251	5,456	**9,707**	6,159	4,415	4,782	5,335	**30,399**	17,146	**47,545**
Engineering, Studies & Reports	1,416	2,083	**3,499**	2,108	1,895	2,432	2,427	**12,361**	10,941	**23,302**
Total Waterloo Region Housing Renewal	**8,186**	**12,788**	**20,974**	**12,356**	**10,936**	**11,348**	**14,479**	**70,093**	**61,284**	**131,377**
Waterloo Region Housing Master Plan										
Kingscourt, Waterloo	5,449	10,562	**16,011**	16,411	3,647			**36,069**		**36,069**
82 Wilson, Kitchener	31	7,950	**7,981**	16,604	7,981			**32,566**		**32,566**
Langs, Cambridge	59	1,000	**1,059**	30,000	38,000	8,823		**77,882**		**77,882**
140 Weber, Kitchener		100	**100**	100	400	10,882	11,484	**22,966**		**22,966**
Mooregate, Kitchener		100	**100**	100	200	1,200	70,000	**71,600**	149,534	**221,134**
Shelley/Courtland, Kitchener				50	50	100	800	**1,000**	123,337	**124,337**
Total Waterloo Region Housing Master Plan	**5,539**	**19,712**	**25,251**	**63,265**	**50,278**	**21,005**	**82,284**	**242,083**	**272,871**	**514,954**
TOTAL WATERLOO REGION HOUSING	**13,725**	**32,500**	**46,225**	**75,621**	**61,214**	**32,353**	**96,763**	**312,176**	**334,155**	**646,331**

Waterloo Region Housing & Housing Services

Ten Year Capital Budget & Forecast (Thousands)

2023 - 2032

	Previous Unspent Approval	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
HOUSING SERVICES										
IAH (2014 Ext)	861		**861**					**861**		**861**
Provider Bldg Condition Assess	21		**21**			400		**421**		**421**
Strategic Investment	3,034	9,001	**12,035**	7,000	6,000	3,000	3,000	**31,035**	14,520	**45,555**
Outdoor Shelter	(836)	2,650	**1,814**					**1,814**		**1,814**
Affordable Housing		4,925	**4,925**	4,925				**9,850**		**9,850**
WRH Program Capital		195	**195**	195				**390**		**390**
SIF-IAH/Seniors Rental Hsg	150		**150**					**150**		**150**
CAN-ON HSG, Community Inititiative (COCHI)	2,930	2,750	**5,680**	3,500	750	2,200	2,200	**14,330**	2,200	**16,530**
ON Priorities HSG, Initiative (OPHI)	1,046	1,465	**2,510**	750	750	2,900	2,900	**9,810**	2,298	**12,109**
Rapid Housing Initiative 2	4,663		**4,663**					**4,663**		**4,663**
SSRF#4 Capital	1,495		**1,495**					**1,495**		**1,495**
KW Urban Native Affordable Housing	2,428		**2,428**					**2,428**		**2,428**
TOTAL HOUSING SERVICES	**15,791**	**20,986**	**36,777**	**16,370**	**7,500**	**8,500**	**8,100**	**77,247**	**19,018**	**96,265**
TOTAL EXPENDITURE	**29,516**	**53,486**	**83,002**	**91,991**	**68,714**	**40,853**	**104,863**	**389,423**	**353,173**	**742,596**

Waterloo Region Housing & Housing Services

Ten Year Capital Budget & Forecast (Thousands)

2023 - 2032

	Previous Unspent Approval	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	16,447	17,852	**34,298**	23,299	4,882	10,150	32,900	**105,529**	18,098	**123,627**
Property Taxes										
Reserve and Reserve Funds										
Facility Lifecycle Reserve	2,458	11,630	**14,088**	8,339	8,204	11,348	12,604	**54,583**	58,148	**112,731**
Housing General RF	5,200	6,639	**11,839**	9,831			1,875	**23,545**	3,136	**26,681**
Equity and Diversity Initiatives Reserve	2,428		**2,428**					**2,428**		**2,428**
Housing General Reserve	(815)	2,845	**2,030**	195		400		**2,625**		**2,625**
Afford Hsg Reserve	3,034	9,001	**12,035**	7,000	6,000	3,000	3,000	**31,035**	14,520	**45,555**
Debentures	764	5,520	**6,284**	43,327	49,628	15,955	54,484	**169,678**	259,271	**428,949**
TOTAL FUNDING & FINANCING	**29,516**	**53,486**	**83,002**	**91,991**	**68,714**	**40,853**	**104,863**	**389,423**	**353,173**	**742,596**

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

THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget ($ thousands)
Children's Services

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	5,583	6,740	1,157	20.7%
Benefits	1,852	2,277	425	22.9%
Supplies	19	19		
Maintenance	1	1		
Equipment	13	13		
Professional Fees & Services	561	664	103	18.4%
Rents		2	2	
Grants	26,609	26,534	(75)	(0.3%)
Social Support and Benefit Payments	55,813	120,434	64,621	115.8%
Communications	32	32		
Travel	32	32		
Insurance	39	41	2	5.1%
Facility Occupancy Charges	151	184	33	21.9%
Interdepartmental Charges	405	708	303	74.8%
Subtotal - Operating	***91,110***	***157,681***	***66,571***	***73.1%***
Debt Servicing	318	307	(11)	(3.5%)
Transfers to Reserves	18	20	2	11.1%
Subtotal - Debt / Reserves / Capital	***336***	***327***	***(9)***	***(2.7%)***
Gross Expenditure	**91,446**	**158,008**	**66,562**	**72.8%**
Interdepartmental Recoveries	369	416	47	12.7%
Net Expenditure	**91,815**	**158,424**	**66,609**	**72.5%**
Revenue				
Ontario Grants	79,780	145,469	65,689	82.3%
Federal Grants	3,852	4,380	528	13.7%
User Fees	60	60		
Contribution from Reserves		103	103	
Revenue Subtotal	**83,692**	**150,012**	**66,320**	**79.2%**
Property Tax Levy	**8,124**	**8,411**	**287**	**3.5%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Seniors' Services

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	24,949	26,915	1,966	7.9%
Benefits	6,302	7,304	1,002	15.9%
Supplies	2,720	2,657	(63)	(2.3%)
Maintenance	128	128		
Equipment	351	341	(10)	(2.8%)
Professional Fees & Services	742	1,006	264	35.6%
Property Taxes	40	42	2	5.0%
Rents	51	60	9	17.6%
Social Support and Benefit Payments	1,126	1,099	(27)	(2.4%)
Communications	75	71	(4)	(5.3%)
Travel	20	9	(11)	(55.0%)
Insurance	38	40	2	5.3%
Facility Occupancy Charges	2,865	3,222	357	12.5%
Interdepartmental Charges	806	788	(18)	(2.2%)
Subtotal - Operating	***40,211***	***43,683***	***3,472***	***8.6%***
Debt Servicing	1,571	1,484	(87)	(5.5%)
Transfers to Reserves	530	522	(8)	(1.5%)
Subtotal - Debt / Reserves / Capital	***2,101***	***2,005***	***(96)***	***(4.6%)***
Gross Expenditure	**42,312**	**45,688**	**3,376**	**8.0%**
Interdepartmental Recoveries	(30)	(30)		
External Recoveries	(507)	(507)		
Net Expenditure	**41,775**	**45,151**	**3,376**	**8.1%**
Revenue				
Ontario Grants	20,846	25,078	4,232	20.3%
Ontario Grants - COVID	2,790	1,206	(1,584)	(56.8%)
User Fees	6,066	6,179	113	1.9%
Revenue Subtotal	**29,702**	**32,463**	**2,761**	**9.3%**
Property Tax Levy	**12,073**	**12,688**	**615**	**5.1%**

Seniors' Services

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
Program Area Capital										
77001 Sunnyside Passenger Van									35	**35**
77002 Sunnyside Accessible Van									135	**135**
77036 Sunnyside Tractor Replacement					60		50	**110**		**110**
77039 Voice Radio									17	**17**
77044 Equipment / Furnishings Replacement (LTC)	3,082	335	**3,417**	1,256	1,542	73	494	**6,782**	1,635	**8,417**
Total Program Area Capital	**3,082**	**335**	**3,417**	**1,256**	**1,602**	**73**	**544**	**6,892**	**1,823**	**8,714**
Facilities Managed Capital Renewal										
71042 Sunnyside Renewal	1,184	1,193	**2,377**	1,634	2,035	2,060	1,409	**9,516**	6,702	**16,218**
71045 Supportive Housing Renewal	275	382	**657**	830	586	123	92	**2,287**	855	**3,142**
Total Facilities Managed Capital Renewal	**1,459**	**1,575**	**3,034**	**2,463**	**2,621**	**2,183**	**1,501**	**11,803**	**7,557**	**19,360**
TOTAL EXPENDITURE	**4,541**	**1,911**	**6,452**	**3,720**	**4,223**	**2,256**	**2,045**	**18,695**	**9,379**	**28,074**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	478		**478**					**478**		**478**
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	1,063	1,575	**2,638**		586	2,183	1,501	**6,909**	5,829	**12,738**
3982160 Corporate Fleet Replacement Reserve					60		50	**110**	170	**280**
3983400 Seniors' Services Capital Reserve	1,815	335	**2,150**	1,256	1,542	73	494	**5,515**	1,653	**7,168**
Debentures	1,184		**1,184**	2,463	2,035			**5,682**	1,727	**7,410**
TOTAL FUNDING & FINANCING	**4,541**	**1,911**	**6,452**	**3,720**	**4,223**	**2,256**	**2,045**	**18,695**	**9,379**	**28,074**

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

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Employment & Income Support Admin

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	15,167	15,655	488	3.2%
Benefits	4,723	5,019	296	6.3%
Supplies	86	46	(40)	(46.5%)
Maintenance	11	11		
Equipment	176	176		
Professional Fees & Services	363	336	(27)	(7.4%)
Rents	870	757	(113)	(13.0%)
Grants	74	74		
Social Support and Benefit Payments	3,298	3,253	(45)	(1.4%)
Financial Expenses	26	26		
Communications	71	60	(11)	(15.5%)
Travel	70	63	(7)	(10.0%)
Insurance	3	3		
Facility Occupancy Charges	834	982	148	17.7%
Interdepartmental Charges	8,323	7,901	(422)	(5.1%)
Subtotal - Operating	***34,094***	***34,362***	***268***	***0.8%***
Debt Servicing	525	463	(62)	(11.8%)
Transfers to Reserves	64	48	(16)	(25.0%)
Subtotal - Debt / Reserves / Capital	***589***	***511***	***(78)***	***(13.2%)***
Gross Expenditure	**34,683**	**34,872**	**189**	**0.5%**
Interdepartmental Recoveries				
Net Expenditure	**34,683**	**34,873**	**190**	**0.5%**
Revenue				
Ontario Grants	20,447	20,487	40	0.2%
Revenue Subtotal	**20,447**	**20,487**	**40**	**0.2%**
Property Tax Levy	**14,237**	**14,386**	**149**	**1.0%**

2023 Operating Budget ($ thousands)

OW Allowances & Benefits

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Social Support and Benefit Payments	99,809	99,871	62	0.1%
Subtotal - Operating	***99,809***	***99,871***	***62***	***0.1%***
Gross Expenditure	**99,809**	**99,871**	**62**	**0.1%**
Interdepartmental Recoveries	(150)	(150)		
External Recoveries	(6,500)	(6,500)		
Net Expenditure	**93,159**	**93,221**	**62**	**0.1%**
Revenue				
Ontario Grants	90,165	90,227	62	0.1%
User Fees	1,250	1,250		
Revenue Subtotal	**91,415**	**91,477**	**62**	**0.1%**
Property Tax Levy	**1,744**	**1,744**		

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Immigration Partnership Council

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	393	422	29	7.4%
Benefits	86	87	1	1.2%
Supplies	1	1		
Maintenance	24		(24)	(100.0%)
Professional Fees & Services	88	196	108	122.7%
Rents	16	15	(1)	(6.3%)
Communications	12	66	54	450.0%
Travel	19	17	(2)	(10.5%)
Facility Occupancy Charges		12	12	
Interdepartmental Charges	34	74	40	117.6%
Subtotal - Operating	***673***	***889***	***216***	***32.1%***
Transfers to Reserves	2	2		
Subtotal - Debt / Reserves / Capital	***2***	***2***		
Gross Expenditure	**675**	**891**	**216**	**32.0%**
Net Expenditure	**675**	**891**	**216**	**32.0%**
Revenue				
Ontario Grants		150	150	
Federal Grants	567	627	60	10.6%
User Fees	58	65	7	12.1%
Revenue Subtotal	**625**	**841**	**216**	**34.6%**
Property Tax Levy	**50**	**50**		

Region of Waterloo

PUBLIC HEALTH & PARAMEDIC SERVICES

THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget ($ thousands)
Public Health & Paramedic Services

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	63,983	65,159	1,176	1.8%
Benefits	18,147	19,073	926	5.1%
Supplies	4,411	5,691	1,280	29.0%
Maintenance	169	162	(7)	(4.1%)
Utilities	3	12	9	300.0%
Equipment	989	661	(328)	(33.2%)
Professional Fees & Services	10,717	7,529	(3,188)	(29.7%)
Rents	661	580	(81)	(12.3%)
Grants	59	60	1	1.7%
Social Support and Benefit Payments	323	318	(5)	(1.5%)
Communications	321	370	49	15.3%
Travel	299	520	221	73.9%
Insurance	135	141	6	4.4%
Facility Occupancy Charges	2,391	2,755	364	15.2%
Interdepartmental Charges	3,548	3,693	145	4.1%
Subtotal - Operating	***106,156***	***106,725***	***569***	***0.5%***
Debt Servicing	2,429	2,192	(237)	(9.8%)
Transfers to Reserves	2,693	3,749	1,056	39.2%
Subtotal - Debt / Reserves / Capital	***5,122***	***5,940***	***818***	***16.0%***
Gross Expenditure	**111,278**	**112,665**	**1,387**	**1.2%**
Interdepartmental Recoveries	(363)	(376)	(13)	3.6%
Net Expenditure	**110,915**	**112,289**	**1,374**	**1.2%**
Revenue				
Ontario Grants	55,460	58,022	2,562	4.6%
Ontario Grants - COVID	21,448	13,921	(7,527)	(35.1%)
Federal Grants	437	404	(33)	(7.6%)
User Fees	476	477	1	0.2%
Contribution from Reserves	1,340	3,001	1,661	124.0%
Contribution from RDC Reserve Funds	206	206		
Revenue Subtotal	**79,367**	**76,030**	**(3,337)**	**(4.2%)**
Property Tax Levy	**31,548**	**36,259**	**4,711**	**14.9%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Strategy, Performance and Organizational Standards

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	3,005	2,848	(157)	(5.2%)
Benefits	833	832	(1)	(0.1%)
Supplies	22	22		
Equipment	628	498	(130)	(20.7%)
Professional Fees & Services	100	100		
Rents	1	5	4	400.0%
Communications	51	51		
Travel	17	15	(2)	(11.8%)
Insurance	33	34	1	3.0%
Facility Occupancy Charges	1,098	1,308	210	19.1%
Interdepartmental Charges	2,004	1,917	(87)	(4.3%)
Subtotal - Operating	***7,791***	***7,629***	***(162)***	***(2.1%)***
Debt Servicing	511	446	(65)	(12.7%)
Transfers to Reserves	78	86	8	10.3%
Subtotal - Debt / Reserves / Capital	***589***	***532***	***(57)***	***(9.7%)***
Gross Expenditure	**8,380**	**8,161**	**(219)**	**(2.6%)**
Interdepartmental Recoveries	(167)	(173)	(6)	3.6%
Net Expenditure	**8,213**	**7,988**	**(225)**	**(2.7%)**
Revenue				
Ontario Grants	5,961	5,725	(236)	(4.0%)
User Fees	14	14		
Revenue Subtotal	**5,974**	**5,738**	**(236)**	**(4.0%)**
Property Tax Levy	**2,239**	**2,249**	**10**	**0.4%**

THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget ($ thousands)
Health Protection and Investigation

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	3,781	3,876	95	2.5%
Benefits	1,109	1,190	81	7.3%
Supplies	35	35		
Professional Fees & Services	173	169	(4)	(2.3%)
Rents	2	2		
Social Support and Benefit Payments	1	1		
Communications	24	24		
Travel	53	46	(7)	(13.2%)
Interdepartmental Charges	2	2		
Subtotal - Operating	***5,181***	***5,345***	***164***	***3.2%***
Gross Expenditure	**5,181**	**5,345**	**164**	**3.2%**
Net Expenditure	**5,181**	**5,345**	**164**	**3.2%**
Revenue				
Ontario Grants	3,631	3,742	111	3.1%
User Fees	1	1		
Revenue Subtotal	**3,632**	**3,743**	**111**	**3.1%**
Property Tax Levy	**1,548**	**1,603**	**55**	**3.6%**

2023 Operating Budget ($ thousands)
Infectious Diseases

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	17,211	14,053	(3,158)	(18.3%)
Benefits	4,062	2,951	(1,111)	(27.4%)
Supplies	1,416	2,024	608	42.9%
Maintenance	8	8		
Utilities	3	12	9	300.0%
Equipment	1	1		
Professional Fees & Services	6,365	2,771	(3,594)	(56.5%)
Rents	627	548	(79)	(12.6%)
Grants	59	60	1	1.7%
Social Support and Benefit Payments	128	130	2	1.6%
Communications	70	137	67	95.7%
Travel	73	303	230	315.1%
Facility Occupancy Charges		16	16	
Interdepartmental Charges	36	177	141	391.7%
Subtotal - Operating	***30,059***	***23,190***	***(6,869)***	***(22.9%)***
Gross Expenditure	**30,059**	**23,190**	**(6,869)**	**(22.9%)**
Interdepartmental Recoveries	41	41		
Net Expenditure	**30,100**	**23,231**	**(6,869)**	**(22.8%)**
Revenue				
Ontario Grants	7,904	7,260	(644)	(8.1%)
Ontario Grants - COVID	19,783	12,850	(6,933)	(35.0%)
Federal Grants	437	404	(33)	(7.6%)
User Fees	380	380		
Contribution from Reserves		203	203	
Revenue Subtotal	**28,504**	**21,097**	**(7,407)**	**(26.0%)**
Property Tax Levy	**1,596**	**2,134**	**538**	**33.7%**

2023 Operating Budget ($ thousands)

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	5,070	5,638	568	11.2%
Benefits	1,443	1,678	235	16.3%
Supplies	172	166	(6)	(3.5%)
Equipment	20	20		
Professional Fees & Services	744	747	3	0.4%
Communications	12	12		
Travel	35	43	8	22.9%
Interdepartmental Charges	278	287	9	3.2%
Subtotal - Operating	***7,774***	***8,591***	***817***	***10.5%***
Gross Expenditure	**7,774**	**8,591**	**817**	**10.5%**
Interdepartmental Recoveries	(100)	(100)		
Net Expenditure	**7,674**	**8,491**	**817**	**10.6%**
Revenue				
Ontario Grants	5,853	5,669	(184)	(3.1%)
Contribution from Reserves		15	15	
Revenue Subtotal	**5,853**	**5,684**	**(169)**	**(2.9%)**
Property Tax Levy	**1,821**	**2,807**	**986**	**54.1%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Child, Family and Dental Health

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	6,341	6,376	35	0.6%
Benefits	1,918	1,964	46	2.4%
Supplies	270	264	(6)	(2.2%)
Maintenance	6	6		
Equipment	15	15		
Professional Fees & Services	2,133	2,135	2	0.1%
Rents	26	20	(6)	(23.1%)
Social Support and Benefit Payments	194	187	(7)	(3.6%)
Communications	30	24	(6)	(20.0%)
Travel	104	97	(7)	(6.7%)
Insurance				
Facility Occupancy Charges	45	53	8	17.8%
Interdepartmental Charges	(19)	(134)	(115)	605.3%
Subtotal - Operating	***11,062***	***11,007***	***(55)***	***(0.5%)***
Transfers to Reserves	7	4	(3)	(42.9%)
Subtotal - Debt / Reserves / Capital	***7***	***4***	***(3)***	***(42.9%)***
Gross Expenditure	**11,069**	**11,010**	**(59)**	**(0.5%)**
Interdepartmental Recoveries	(138)	(144)	(6)	4.3%
Net Expenditure	**10,931**	**10,867**	**(64)**	**(0.6%)**
Revenue				
Ontario Grants	7,700	8,799	1,099	14.3%
Contribution from Reserves				
Revenue Subtotal	**7,700**	**8,799**	**1,099**	**14.3%**
Property Tax Levy	**3,231**	**2,068**	**(1,163)**	**(36.0%)**

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Paramedic Services

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	28,575	32,368	3,793	13.3%
Benefits	8,781	10,458	1,677	19.1%
Supplies	2,498	3,181	683	27.3%
Maintenance	156	149	(7)	(4.5%)
Equipment	326	128	(198)	(60.7%)
Professional Fees & Services	1,202	1,608	406	33.8%
Rents	5	5		
Communications	134	122	(12)	(9.0%)
Travel	16	16		
Insurance	102	107	5	4.9%
Facility Occupancy Charges	1,248	1,377	129	10.3%
Interdepartmental Charges	1,248	1,442	194	15.5%
Subtotal - Operating	***44,290***	***50,962***	***6,672***	***15.1%***
Debt Servicing	1,918	1,746	(172)	(9.0%)
Transfers to Reserves	2,608	3,659	1,051	40.3%
Subtotal - Debt / Reserves / Capital	***4,525***	***5,405***	***880***	***19.4%***
Gross Expenditure	**48,815**	**56,367**	**7,552**	**15.5%**
Net Expenditure	**48,815**	**56,367**	**7,552**	**15.5%**
Revenue				
Ontario Grants	24,411	26,828	2,417	9.9%
Ontario Grants - COVID	1,665	1,071	(594)	(35.7%)
User Fees	81	82	1	1.2%
Contribution from Reserves	1,340	2,782	1,442	107.6%
Contribution from RDC Reserve Funds	206	206		
Revenue Subtotal	**27,703**	**30,970**	**3,267**	**11.8%**
Property Tax Levy	**21,112**	**25,397**	**4,285**	**20.3%**

Paramedic Services

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
Program Area Capital										
82001 Vehicle Replacement-Ambulance	1,112	1,578	**2,690**	1,578	2,367	2,367	2,367	**11,369**	16,043	**27,412**
82003 Vehicle Replacement-ERU	37	180	**217**			450	90	**757**	630	**1,387**
82004 Vehicle Replacement-ESU							50	**50**	175	**225**
82005 Vehicle Replacement-Admin & Van	80	65	**145**		85	180		**410**	195	**605**
82006 Equipment-Defibrillators						2,250		**2,250**	2,820	**5,070**
82013 Equipment-Laptops				415			644	**1,059**	758	**1,817**
82017 Station 2024 Expansion (N2 Concession)		1,000	**1,000**	2,400	200			**3,600**		**3,600**
82018 Station 2026 Expansion (N1 FH & Bleams)				3,000	1,000	2,400	200	**6,600**		**6,600**
82024 Vehicle New - Ambulance Master Plan	579	3,384	**3,963**	1,128	1,128	1,128	1,128	**8,475**	3,948	**12,423**
82026 Server Hardware Upgrade	55		**55**		55			**110**	110	**221**
82028 Modems/Hardware - AVL/GPS System				132				**132**	132	**264**
82029 Automated Drug/Supply Dispensing System				255				**255**		**255**
82030 Stretcher Replacement							1,584	**1,584**		**1,584**
82031 Voice Radio	24		**24**					**24**	274	**298**
82032 Vehicle New - ERU Master Plan		110	**110**					**110**		**110**
82034 Station - Replacement (02 Westmount)	90		**90**	3,000	1,000	2,400	200	**6,690**		**6,690**
82036 Equipment - Master Plan - Defibrillators		390	**390**	120	120	120	120	**870**	420	**1,290**
82037 Equipment - Master Plan - Laptops	80	141	**221**	42	42	42	42	**388**	146	**534**
82038 Equipment - Master Plan - Stretchers	65	272	**337**	91	91	91	91	**698**	317	**1,015**
82039 Equipment (pooled)	132	250	**382**	250	250	250	250	**1,382**	1,250	**2,632**
82041 Community Paramedicine LTC Waitlist	230	6	**236**			121		**358**	347	**705**
82042 Station – 2028 Expansion (N3 Main & Dundas)						3,000	100	**3,100**	2,600	**5,700**
82043 Station – 2030 Expansion (N5 River & Fairway)									6,600	**6,600**
Total Program Area Capital	**2,484**	**7,376**	**9,860**	**12,410**	**6,337**	**14,798**	**6,865**	**50,271**	**36,766**	**87,037**
Facilities Managed Capital Renewal										
74881 PSV HQ South Building Renewal	110	148	**258**	51	286	480	71	**1,146**	856	**2,002**
74887 PSV HQ North Building Renewal				50	75	100	125	**350**	1,000	**1,350**
74888 PSV Stations Renewal				131	84	46	133	**395**	486	**880**
Total Facilities Managed Capital Renewal	**110**	**148**	**258**	**232**	**445**	**627**	**329**	**1,891**	**2,342**	**4,233**
TOTAL EXPENDITURE	**2,594**	**7,524**	**10,118**	**12,642**	**6,783**	**15,425**	**7,194**	**52,162**	**39,108**	**91,270**

Paramedic Services

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	230	6	**236**					**237**		**237**
Development Charges										
Reserve Funds	309	157	**466**	628	628	628	628	**2,978**	2,198	**5,177**
Debentures		390	**390**	1,206	168	216	18	**1,998**		**1,998**
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	110	148	**258**	232	445	627	329	**1,891**	2,342	**4,233**
3982210 Ambulance Vehicle Reserve	1,530	5,182	**6,712**	2,165	3,039	3,584	3,094	**18,591**	19,291	**37,882**
3982220 Ambulance Equipment Reserve	325	1,031	**1,356**	1,217	471	2,787	2,644	**8,475**	6,077	**14,552**
Debentures	90	610	**700**	7,194	2,032	7,584	482	**17,992**	9,200	**27,192**
TOTAL FUNDING & FINANCING	**2,594**	**7,524**	**10,118**	**12,642**	**6,783**	**15,425**	**7,194**	**52,162**	**39,108**	**91,270**

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

THE REGIONAL MUNICIPALITY OF WATERLOO
2023 Operating Budget ($ thousands)
Corporate Financial

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	62		(62)	(100.0%)
Benefits	34		(34)	(100.0%)
Supplies	1		(1)	(100.0%)
Equipment	1		(1)	(100.0%)
Professional Fees & Services	7,497	7,428	(69)	(0.9%)
Grants	684	825	141	20.6%
Financial Expenses	6,474	8,574	2,100	32.4%
Communications	12		(12)	(100.0%)
Travel	2		(2)	(100.0%)
Facility Occupancy Charges	27		(27)	(100.0%)
Interdepartmental Charges	139	130	(9)	(6.5%)
Subtotal - Operating	***14,934***	***16,957***	***2,023***	***13.5%***
Debt Servicing	387		(387)	(100.0%)
Transfers to Reserves	2,730	3,451	721	26.4%
Discretionary DC Exemptions	9,414	9,414		
Subtotal - Debt / Reserves / Capital	***12,531***	***12,865***	***334***	***2.7%***
Gross Expenditure	**27,465**	**29,821**	**2,356**	**8.6%**
Interdepartmental Recoveries	(1,900)	(1,900)		
Net Expenditure	**25,565**	**27,921**	**2,356**	**9.2%**
Revenue				
Ontario Grants		135	135	
Ontario Grants - COVID	1,570	215	(1,355)	(86.3%)
User Fees	25	10	(15)	(60.0%)
Interest Earnings	582	582		
Contribution from Reserves	750	915	165	22.0%
Supplementary Taxes	10,000	12,500	2,500	25.0%
Payments in Lieu	8,240	9,160	920	11.2%
Revenue Subtotal	**21,167**	**23,517**	**2,350**	**11.1%**
Property Tax Levy	**4,399**	**4,405**	**6**	**0.1%**

Corporate Financial

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
Corporate Financial										
99092 University of Waterloo School of Optometry	1,000		**1,000**					**1,000**		**1,000**
Subtotal Corporate Financial	**1,000**		**1,000**					**1,000**		**1,000**
Brownfield Financial Incentive Program										
99057 130 Water (South Parcel) Brownfield Incentives		652	652	534	534	534	534	2,788	1,058	3,846
99060 55 Mooregate Brownfield Incentives		33	33	33	33			99		99
99063 100 Victoria St South Brownfield Incentives		13	13					13		13
99066 83 Elmsdale Brownfield Incentives					688	688	688	2,063	2,716	4,779
99067 445 King Brownfield Incentives		220	220					220		220
99075 1 Adam Brownfield Incentives		337	337	337	272	597		1,542		1,542
99076 1011 Homer Watson Brownfield Incentives				1,269	1,145	1,059	812	4,285	1,036	5,321
99077 19 Guelph (Parcel A) Brownfield Incentives		80	80	80	80	80	80	400	320	720
99078 19 Guelph (Parcel B) Brownfield Incentives		178	178	178	178	82		617		617
99080 70 King Street Brownfield Incentives					664	79		743		743
99081 119 Roger Street Brownfield Incentives				374	374	374	374	1,494	852	2,346
99083 64 Grand Avenue Brownfield Incentives		764	764	764	764	764	497	3,551		3,551
99084 270 Spadina Brownfield Incentives					118	118	118	355	592	948
99085 498 Eagle Brownfield Incentives				165	165	165	165	659	724	1,383
99086 475 King Brownfield Incentives		444	444					444		444
99087 215 Lexington Brownfield Incentives		23	23					23		23
99092 University of Waterloo School of Optometry	1,000		1,000					1,000		1,000
99093 60 Charles Street/24 Gaukel Brownfield Incentives		499	499	499	499	499	499	2,497	777	3,274
99094 152 Shanley Street Brownfield Incentives				136	136	136	136	544	680	1,224
99097 93 Grand Avenue Brownfield Incentive Grant		14	14	14	14	14	14	71	24	94
Subtotal Brownfield Financial Incentive Program	**1,000**	**3,257**	**4,257**	**4,382**	**5,663**	**5,189**	**3,916**	**23,407**	**8,780**	**32,187**
TOTAL EXPENDITURE	**2,000**	**3,257**	**5,257**	**4,382**	**5,663**	**5,189**	**3,916**	**24,407**	**8,780**	**33,187**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980140 Brownfield Incentive Program Reserve		3,257	**3,257**	4,382	5,663	5,189	3,916	**22,407**	8,780	**31,187**
3980720 Tax Stabilization Reserve	1,000		**1,000**					**1,000**		**1,000**
TOTAL FUNDING & FINANCING	**1,000**	**3,257**	**4,257**	**4,382**	**5,663**	**5,189**	**3,916**	**23,407**	**8,780**	**32,187**

Region of Waterloo

WATERLOO REGIONAL POLICE SERVICE

THE REGIONAL MUNICIPALITY OF WATERLOO

2023 Operating Budget ($ thousands)

Waterloo Regional Police Service

	2022 Budget (Restated)	2023 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	137,080	146,692	9,612	7.0%
Benefits	45,564	49,867	4,303	9.4%
Supplies	3,215	3,828	613	19.1%
Maintenance	1,136	1,108	(28)	(2.5%)
Utilities	28	33	5	17.9%
Police Vehicles	15	15		
Equipment	802	776	(26)	(3.2%)
Construction	20	20		
Professional Fees & Services	10,206	11,627	1,421	13.9%
Rents	821	839	18	2.2%
Social Support and Benefit Payments	332	308	(24)	(7.2%)
Financial Expenses	59	67	8	13.6%
Communications	1,711	1,678	(33)	(1.9%)
Travel	575	578	3	0.5%
Insurance	910	902	(8)	(0.9%)
Facility Occupancy Charges	4,187	4,479	292	7.0%
Interdepartmental Charges	1,722	1,729	7	0.4%
Subtotal - Operating	***208,384***	***224,545***	***16,161***	***7.8%***
Debt Servicing	5,493	6,523	1,030	18.8%
Transfers to Reserves	5,352	5,675	323	6.0%
Subtotal - Debt / Reserves / Capital	***10,845***	***12,198***	***1,353***	***12.5%***
Gross Expenditure	**219,228**	**236,743**	**17,515**	**8.0%**
Interdepartmental Recoveries	(1,506)	(1,830)	(324)	21.5%
External Recoveries	(4,963)	(5,202)	(239)	4.8%
Net Expenditure	**212,759**	**229,711**	**16,952**	**8.0%**
Revenue				
Ontario Grants	9,783	9,988	205	2.1%
Ontario Grants - COVID	174		(174)	(100.0%)
User Fees	3,270	3,155	(115)	(3.5%)
Contribution from Reserves	2,100		(2,100)	(100.0%)
Contribution from RDC Reserve Funds	1,672	2,507	835	49.9%
Revenue Subtotal	**16,998**	**15,651**	**(1,347)**	**(7.9%)**
Property Tax Levy	**195,761**	**214,060**	**18,299**	**9.3%**

Waterloo Regional Police

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
EXPENDITURE										
Program Area Capital										
50000 Police Vehicles and Equipment	318	4,114	**4,432**	3,549	4,677	1,701	2,438	**16,797**	14,002	**30,799**
50001 Automated Asset and Evidence Solution	209	463	**672**	452	391			**1,515**		**1,515**
50004 Police Vehicles - Growth	240		**240**	71	71	71	71	**524**	355	**879**
50005 Information Technology		60	**60**					**60**		**60**
50011 Voice Radio HW and SW Upgrades	148	323	**471**		150	14,105		**14,726**	1,408	**16,135**
50012 Training Facilities Expansion						767	8,945	**9,712**	8,945	**18,657**
50016 Business Intelligence Tool	159		**159**					**159**		**159**
50017 HRIS	610	2,314	**2,924**	1,681	202			**4,807**		**4,807**
50018 Body Worn and In Car Video	318	96	**414**	142	178			**733**		**733**
50024 Administrative Phone System	34	6	**40**					**41**	800	**841**
50025 Next Generation 911	609	1,063	**1,672**	442				**2,114**	800	**2,914**
50027 IT Security		221	**221**					**221**		**221**
50028 AFPIS/Livescan Software				700	700			**1,400**		**1,400**
50029 Automated Transcription Software					250			**250**		**250**
50030 Video Conference	60	20	**80**		300			**380**		**380**
50035 Information Management				680				**680**		**680**
50045 WRPS Voice Radio Infrastructure	1,630		**1,630**					**1,630**		**1,630**
50046 New Central Division (200 Frederick St)	9,572		**9,572**	359				**9,931**		**9,931**
50047 Facilities Refresh and Furniture	35	408	**443**	416	425	433	442	**2,158**	2,346	**4,504**
50048 Police Equipment	1,087	2,209	**3,296**	1,887	2,073	4,070	2,401	**13,725**	13,840	**27,565**
50051 Central Division Renovation/Expansion									2,492	**2,492**
50052 Headquarters Parking Upgrades	555	94	**649**					**649**		**649**
50053 Headquarters Renovations									26,130	**26,130**
50055 Reporting Centre Expansion									1,533	**1,533**
50056 North Division Renovation						185		**185**		**185**
50057 North Division Parking Upgrades									4,889	**4,889**
50060 Police Furniture - Growth	84		**84**	13	13	13	13	**134**	63	**196**
50061 Police Equipment - Growth	379		**379**	81	81	81	81	**704**	405	**1,109**
50063 Electric Vehicle Charging Stations	35	80	**115**	40				**155**		**155**
50064 Magazine Explosive Storage	60		**60**					**60**		**60**
50068 Facility Security Upgrades	273	300	**573**	300	300	300	300	**1,773**	1,500	**3,273**
50069 Evidence Management Facilities Upgrades	300		**300**					**300**		**300**

Waterloo Regional Police

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
50070 Technical Investigations System				200				**200**		**200**
50071 Body Scanner				214				**214**		**214**
50072 Disaster Recovery	114	76	**190**	600		200		**990**	600	**1,590**
50073 DEMS Storage							1,200	**1,200**		**1,200**
50074 UPS Replacements		725	**725**	250				**975**		**975**
50075 WRPS Facilities Master Plan		140	**140**					**140**		**140**
50076 Public Safety Communications Center		3,000	**3,000**					**3,000**		**3,000**
Total Program Area Capital	**16,829**	**15,712**	**32,541**	**12,077**	**9,810**	**21,925**	**15,890**	**92,243**	**80,108**	**172,350**
Facilities Managed Capital Renewal										
75012 Firearms Training Facility Renewal	5		**5**	24	626			**655**	135	**790**
75013 Police South Division Renewal	1,041	483	**1,524**	223	224	578	222	**2,771**	1,224	**3,995**
75014 Police North Division Renewal	202	12	**214**	678	125	12	265	**1,294**	1,006	**2,299**
75016 Police Headquarters Renewal	770	1,736	**2,506**	909	918	524	241	**5,098**	6,285	**11,384**
75017 Police Investigative Services Renewal	397	12	**409**	49	12	165	114	**748**	534	**1,283**
75018 Police Reporting Centre Renewal	103	430	**533**	211	114	272	118	**1,247**	371	**1,618**
75021 Police New Central Division Renewal				50	75	100	125	**350**	1,000	**1,350**
75022 Police Voice Radio building renewal		19	**19**		12	43		**73**	169	**242**
Total Facilities Managed Capital Renewal	**2,518**	**2,690**	**5,208**	**2,144**	**2,107**	**1,693**	**1,084**	**12,236**	**10,725**	**22,960**
TOTAL EXPENDITURE	**19,347**	**18,403**	**37,750**	**14,221**	**11,916**	**23,618**	**16,974**	**104,478**	**90,832**	**195,311**

Waterloo Regional Police

Ten Year Capital Budget and Forecast (Thousands)
2023 - 2032

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Subtotal**	2028 - 2032 Subtotal	**2023 - 2032 Total**
FUNDING & FINANCING										
Development Charges										
Reserve Funds	1,182	39	**1,221**	165	165	350	165	**2,064**	5,577	**7,641**
Debentures	4,691	1,470	**6,161**	176		583	6,798	**13,717**	6,798	**20,516**
Property Taxes										
Reserves and Reserve Funds										
3980066 Lifecycle Reserve Police	1,477	1,922	**3,399**	1,644	2,095	1,651	1,084	**9,872**	10,556	**20,427**
3981300 Police Capital Reserve	3,768	6,772	**10,540**	5,933	4,268	5,003	3,142	**28,886**	19,098	**47,984**
3982340 Police Vehicles & Equipment Reserve	318	4,114	**4,432**	3,549	4,677	1,701	2,438	**16,797**	14,002	**30,799**
Contributions from Operating		19	**19**		12	43		**73**	169	**242**
Debentures	7,912	4,068	**11,980**	2,755	700	14,289	3,347	**33,070**	34,632	**67,702**
TOTAL FUNDING & FINANCING	**19,347**	**18,403**	**37,750**	**14,221**	**11,916**	**23,618**	**16,974**	**104,478**	**90,832**	**195,311**

Region of Waterloo

APPENDIX: SUMMARY OF APPROVED DEBENTURE FINANCING

Consolidated Capital Budget & Forecast

Summary of Approved Debenture Financing (Thousands)
2023 - 2027

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Total**
Debentures 10 yrs (levy/user rates)								
01016 Waterloo Soil Management Strategy		4,773	**4,773**	3,605				**8,378**
01082 Waterloo Groundwater Management		644	**644**	1,488	443	546	443	**3,564**
01084 Materials Recycling Centre	268	178	**446**	187				**633**
01154 Waterloo - New Cells Design & Construction		8,034	**8,034**	6,063	3,708	2,318	6,592	**26,715**
01156 Waterloo Leachate Control		775	**775**	1,235	1,030	575	525	**4,140**
01160 Waterloo - Roads Construction		122	**122**	2,885	425		430	**3,862**
01163 Waterloo Landfill Gas System		1,855	**1,855**	3,090	2,060	720	720	**8,445**
01192 Waterloo Transfer Station Upgrade				1,427	892	8,920	15,075	**26,314**
03544 Sanitary Forcemain Servicing	9		**9**	165	714	710		**1,598**
03603 Trigger 2 Property Acquisition	1,129		**1,129**	2,900	1,160	1,160	1,160	**7,509**
03604 Construct Runway 14/32 Extension				5,909	2,814	4,221		**12,944**
03609 Construct Terminal Expansion Phase 1	4,832	610	**5,442**					**5,442**
03610 Design Terminal expansion phase 2		210	**210**	210	1,890	1,260	1,050	**4,620**
03611 Surface Parking Expansion	1,388	2,196	**3,584**	1,830	1,769			**7,183**
03612 Develop Existing Serviced Lands		275	**275**			915	915	**2,105**
03636 Runway 14-32 Rehabilitation					3,015	3,015		**6,030**
03644 CBSA upgrades	1,220	418	**1,638**					**1,638**
03652 Runway 08-26 RESA						3,233		**3,233**
05682 Nafziger Rd, Gerber Rd to Queen's Bush Rd							1,192	**1,192**
05954 Northfield Dr, Scheifele Bridge at Conestogo River (#2201)					7,793	3,214		**11,006**
07147 Salt Strategy Roads Operations					4,000			**4,000**
07568 Main St, 1070 Main St to Franklin Blvd						1,779	160	**1,938**
50011 Voice Radio HW and SW Upgrades						14,105		**14,105**
50012 Training Facilities Expansion						184	2,147	**2,331**
50025 Next Generation 911	609	1,063	**1,672**	442				**2,114**
50028 AFPIS/Livescan Software				700	700			**1,400**
50035 Information Management				680				**680**
50045 WRPS Voice Radio Infrastructure	1,379		**1,379**					**1,379**
50073 DEMS Storage							1,200	**1,200**
50074 UPS Replacements		725	**725**	250				**975**
66138 Miscellaneous Property Acquisitions	2,952		**2,952**	4,270	2,135	1,220		**10,577**

Consolidated Capital Budget & Forecast

Summary of Approved Debenture Financing (Thousands)
2023 - 2027

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Total**
71042 Sunnyside Renewal	1,184		**1,184**	1,634	2,035			**4,853**
71045 Supportive Housing Renewal				830				**830**
74100 20 Weber Building Renewal							664	**664**
74200 AHQ 150 Frederick Building Renewal	509		**509**	2,616			1,000	**4,125**
74300 99 Regina Building Renewal		3,109	**3,109**	1,975	3,313	2,160	1,299	**11,856**
74400 Operations Centre Building Renewal	831	835	**1,666**	1,355	2,815	1,880		**7,717**
74500 150 Main Cambridge Building Renewal	414		**414**	2,319	765	2,116		**5,614**
74700 WRESTC Renewal						3,000	1,000	**4,000**
75013 Police South Division Renewal	1,041		**1,041**					**1,041**
75016 Police Headquarters Renewal		750	**750**	500				**1,250**
90158 KPL Parking Garage Capital Program	147		**147**					**147**
90170 KVTH Early Works	636		**636**					**636**
90180 Realignment of Victoria Street	1,619		**1,619**	3,203				**4,822**
90191 Fleet Vehicle Charging Stations				910	805	1,190	1,365	**4,270**
Debentures 20 yrs (levy/user rates)								
50046 New Central Division (200 Frederick St)	4,882		**4,882**	183				**5,065**
50076 Public Safety Communications Center		1,530	**1,530**					**1,530**
66079 Northfield Drive Construction	96		**96**					**96**
68030 Phase 2 LRT Design & Construction	661	1,586	**2,247**	3,050	12,200	15,250	15,250	**47,997**
82017 Station 2024 Expansion (N2 Concession)		610	**610**	1,464	122			**2,196**
82018 Station 2026 Expansion (N1 FH & Bleams)				2,730	910	2,184	182	**6,006**
82034 Station - Replacement (02 Westmount)	90		**90**	3,000	1,000	2,400	200	**6,690**
82042 Station – 2028 Expansion (N3 Main & Dundas)						3,000	100	**3,100**
83170 WRH MP Kingscourt, Waterloo	764	414	**1,178**	13,354	3,647			**18,179**
83171 WRH MP 82 Wilson, Kitchener				10,715	7,981			**18,696**
83172 WRH MP Langs, Cambridge				19,158	38,000	8,823		**65,981**
83173 WRH MP 140 Weber, Kitchener		6	**6**	100		7,082	11,484	**18,672**
83174 WRH MP Mooregate, Kitchener		100	**100**				43,000	**43,100**
83175 WRH MP Shelley/Courtland						50		**50**
90137 Corporate Space Optimization Phase 2	1,896	4,050	**5,946**	2,625				**8,571**
90179 King-Victoria Transit Hub							400	**400**
90192 Corporate Space Optimization Phase 3		375	**375**	1,425	5,250	2,250		**9,300**

Consolidated Capital Budget & Forecast

Summary of Approved Debenture Financing (Thousands)
2023 - 2027

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Total**
90193 Corporate Space Optimization Phase 4					300	2,100	2,100	**4,500**
Debentures 30 yrs (levy/user rates)								
68002 RT Land Acquisition	1,764		**1,764**					**1,764**
68012 Rolling Stock - Vehicles	300		**300**					**300**
68016 Ancillary Non Construction Rapid Transit Project Costs	45		**45**					**45**
68017 Project Construction LRT	11,359		**11,359**					**11,359**
Debentures 10 yrs (Development charges)								
01192 Waterloo Transfer Station Upgrade				173	108	1,080	1,825	**3,186**
03544 Sanitary Forcemain Servicing	17		**17**	335	1,451	1,441		**3,243**
03603 Trigger 2 Property Acquisition	818		**818**	2,100	840	840	840	**5,438**
03609 Construct Terminal Expansion Phase 1	3,089	390	**3,479**					**3,479**
03611 Surface Parking Expansion	888	1,404	**2,292**	1,170	1,131			**4,593**
03612 Develop Existing Serviced Lands		175	**175**			585	585	**1,345**
03644 CBSA upgrades	780	268	**1,048**					**1,048**
03652 Runway 08-26 RESA						2,067		**2,067**
03653 AOC Expansion		195	**195**	780				**975**
90170 KVTH Early Works	406		**406**					**406**
Debentures 20 yrs (Development charges)								
03548 Rehabilitation 08/26						1,608		**1,608**
03604 Construct Runway 14/32 Extension				8,161	3,886	5,829		**17,876**
03606 Shantz Station Road Reconfiguration Options	145	29	**174**	290	290			**754**
03610 Design Terminal expansion phase 2		290	**290**	290	2,610	1,740	1,450	**6,380**
04015 Laurel Tank WTP	500	1,100	**1,600**	500				**2,100**
04044 Production Treatment Facilities System Expansion						600		**600**
04083 New Watermains		2,000	**2,000**	700	5,200	2,500		**10,400**
04086 Baden New Hamburg Loops		1,100	**1,100**	1,500	1,000	1,000		**4,600**
04155 Tri City Distribution Upgrades				1,750	2,200			**3,950**
04156 Kitchener Zone(s) 2/4 Distribution Upgrades				650	1,000			**1,650**
04160 William and Strange St Upgrades	200	700	**900**	1,400				**2,300**
04181 Cambridge Water Distribution Upgrades				1,500	1,700	2,300	1,400	**6,900**
04187 Manganese Treatment Upgrades						1,600	3,800	**5,400**
04189 Elmira & St Jacobs Water Supply Optimization		900	**900**	1,000	1,000			**2,900**

Consolidated Capital Budget & Forecast

Summary of Approved Debenture Financing (Thousands)
2023 - 2027

	Previous Unspent Approvals	2023 Request	**2023 Total**	2024	2025	2026	2027	**2023 - 2027 Total**
04191 Mannheim WTP Optimization		800	**800**		1,800	2,400		**5,000**
04904 LTWS ASR Stages 1 + 2						500		**500**
07087 River Road Extension, King St. to Manitou Dr.	14,025		**14,025**	10,000	2,000	1,000	3,500	**30,525**
07116 Maple Grove Rd, Hespeler Rd to East of Fountain St				2,406	7,648	4,648	11,000	**25,701**
07145 Bleams Rd at Fischer-Hallman Rd	1,729		**1,729**					**1,729**
07221 Fischer-Hallman Road / Bearinger Rd., Columbia St W. to Westmo				4,500				**4,500**
07303 Fountain Street N., Maple Grove Rd. to Kossuth Rd.		5,000	**5,000**		3,000	5,000	5,000	**18,000**
07540 Hespeler Rd at HWY 401 Cycling Facility		462	**462**					**462**
07601 Turn Lane, New Dundee Rd at Pinnacle Dr	250		**250**					**250**
08275 Biosolids Management Facility	286	3,000	**3,286**	800				**4,086**
08289 Galt Process Upgrades & Expansion		600	**600**	2,000				**2,600**
08302 East Side Lands Sanitary Servicing		1,000	**1,000**	1,800				**2,800**
08797 Kitchener Process Upgrades	300	2,000	**2,300**					**2,300**
50012 Training Facilities Expansion						583	6,798	**7,381**
50046 New Central Division (200 Frederick St)	4,691		**4,691**	176				**4,866**
50076 Public Safety Communications Center		1,470	**1,470**					**1,470**
66079 Northfield Drive Construction	66		**66**					**66**
68030 Phase 2 LRT Design & Construction	423	1,794	**2,217**	1,950	7,800	9,750	9,750	**31,467**
82017 Station 2024 Expansion (N2 Concession)		390	**390**	936	78			**1,404**
82018 Station 2026 Expansion (N1 FH & Bleams)				270	90	216	18	**594**
90179 King-Victoria Transit Hub							275	**275**
90192 Corporate Space Optimization Phase 3				475	1,750	750		**2,975**
90193 Corporate Space Optimization Phase 4					100	700	700	**1,500**
FCM Green Loan								
83170 WRH MP Kingscourt, Waterloo		3,865	**3,865**					**3,865**
83171 WRH MP 82 Wilson, Kitchener		1,135	**1,135**					**1,135**
Total Debenture Financing	**70,636**	**65,311**	**135,947**	**158,093**	**160,373**	**150,315**	**156,593**	**761,321**