

2026 Program Budgets



Region of Waterloo

**The Regional Municipality of Waterloo
2026 Program Budgets
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Alternate formats of information are available upon request through:

Budgets@regionofwaterloo.ca

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2026 Budget Overview



Region of Waterloo

REGIONAL MUNICIPALITY OF WATERLOO

Budget Highlights

2026 Operating Budget

- Average Property Tax Budget Impact is 5.1%
- Total operating budget expenditure of \$1,801 million (\$1,593 million net of transfers to Capital and Reserve Funds)
- Assessment Growth is 1.5%

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

- Water Supply increase of 5.9%
- Wastewater Treatment increase of 5.9%
- Water Distribution increase of 3.9%
- Wastewater Collection increase of 4.9%
- User fees and charges for various programs including Transit, Waste Management, Transportation, Airport Services, Seniors' Services, Cultural Services, Region of Waterloo Library, Public Health Programs and Paramedic Services.

2026-2035 Capital Budget and Forecast

- The 2026 approved capital budget is \$772 million
- The 10 year capital program is \$8.1 billion (constant 2026 dollars)
- Total debenture requirement over the 10 year program is \$0.9 billion

Property Tax and User Rate Debenture requirement is \$471 million

Development Charge debenture requirement is \$390 million

REGIONAL MUNICIPALITY OF WATERLOO

Approved Staff Complement (FTEs)

	2025 Budget	2026 Budget	Change
Transportation Services	974.3	954.6	(19.7)
Community Services	812.3	806.4	(5.9)
Public Health & Paramedic Services	684.0	673.8	(10.2)
Engineering & Environmental Services	470.5	496.5	26.1
Planning, Development & Legislative Services	293.7	296.1	2.4
Corporate Services	172.6	172.6	-
Human Resources	80.1	74.5	(5.6)
Resident Experience, Strategy and Communications	53.2	53.2	-
Office of the Chief Administrative Officer	11.0	12.0	1.0
Elected Offices	3.0	3.0	-
Direct Regional	3,554.7	3,542.7	(12.0)
Waterloo Regional Police Service	1,359.4	1416.7	57.3
Total	4,914.1	4,959.4	45.3

Approved 2026 Staff Complement (FTEs)

	Permanent	Temporary	Total
Direct Regional	3,433.3	109.4	3,542.7
Waterloo Regional Police Service	1,391.8	24.9	1,416.7
Total	4,825.1	134.3	4,959.4

Notes:

- The 2025 Budget complement has been adjusted to reflect 2025 in-year changes.
- Elected officials are excluded from complement count.

REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating and Capital Budget Summary

(\$ thousands)

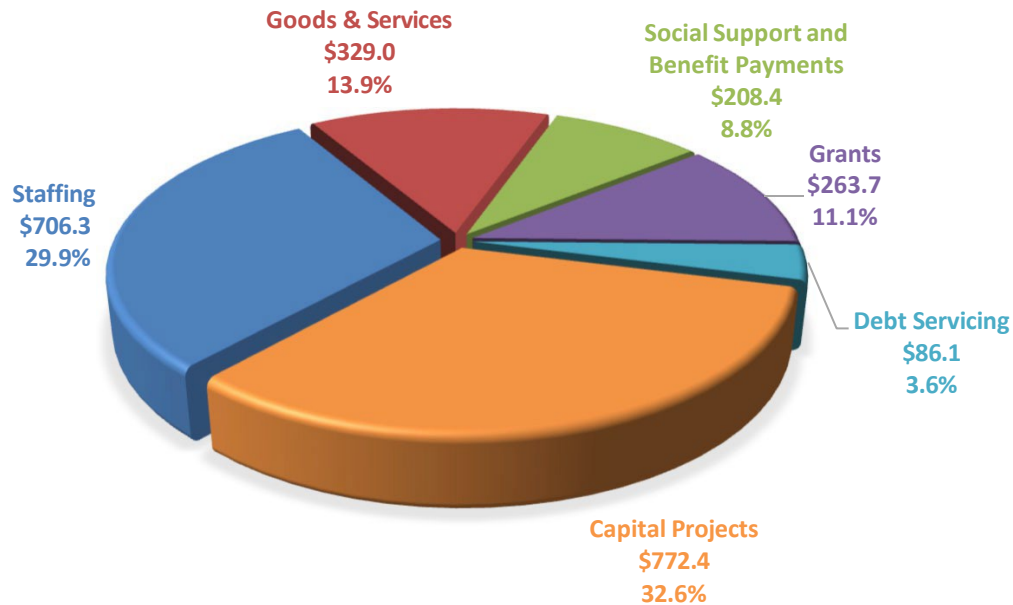
Expenditure	Total	% of Total Expenditure
Staffing	\$706,301	30%
Goods & Services	\$328,969	14%
Social Support and Benefit Payments	\$208,383	9%
Grants	\$263,676	11%
Debt Servicing	\$86,085	4%
Capital Projects	\$772,408	33%
Total Expenditure	\$2,365,823	100%

Sources of Funding & Financing	Operating	Capital	Total	% of Total Funding & Financing
Taxation (including Supplementary Taxes and Payments in Lieu)	\$ 910,967	-	\$910,967	39%
Provincial & Federal Grants	\$ 524,010	\$ 110,812	\$634,822	27%
User Rates, Fees and Other Charges	\$ 339,144	-	\$339,144	14%
Interest Earnings	\$ 598	-	\$598	0%
Property Tax/User Rate Debentures	-	\$ 96,423	\$96,423	4%
Development Charges:				
Reserve Funds	\$ 17,103	\$ 178,513	\$195,616	8%
Debentures	-	\$ 27,495	\$27,495	1%
Net Funding from (Transfers to) Reserves	\$ (198,407)	\$ 359,166	\$160,758	7%
Total Revenue	\$1,593,415	\$772,408	\$2,365,823	100%

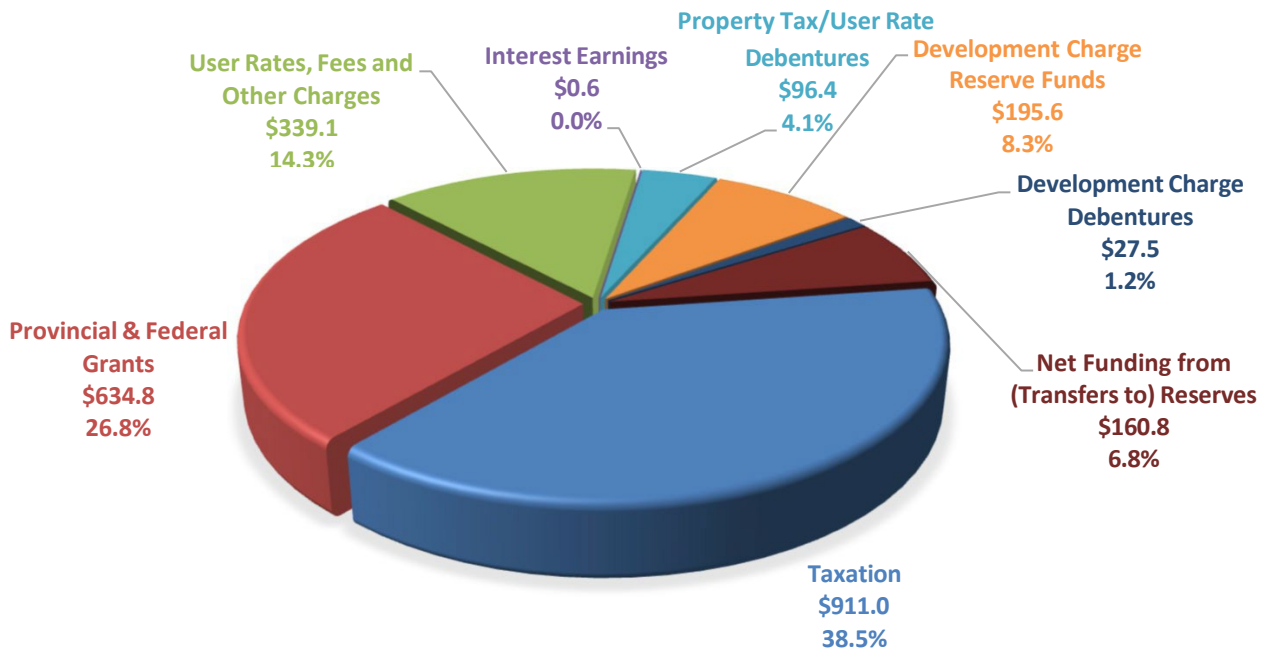
REGIONAL MUNICIPALITY OF WATERLOO

2026 Total Expenditure and Sources of Funding & Financing \$ = 2.4 billion (\$ millions)

EXPENDITURE CATEGORIES



SOURCES OF FUNDING & FINANCING



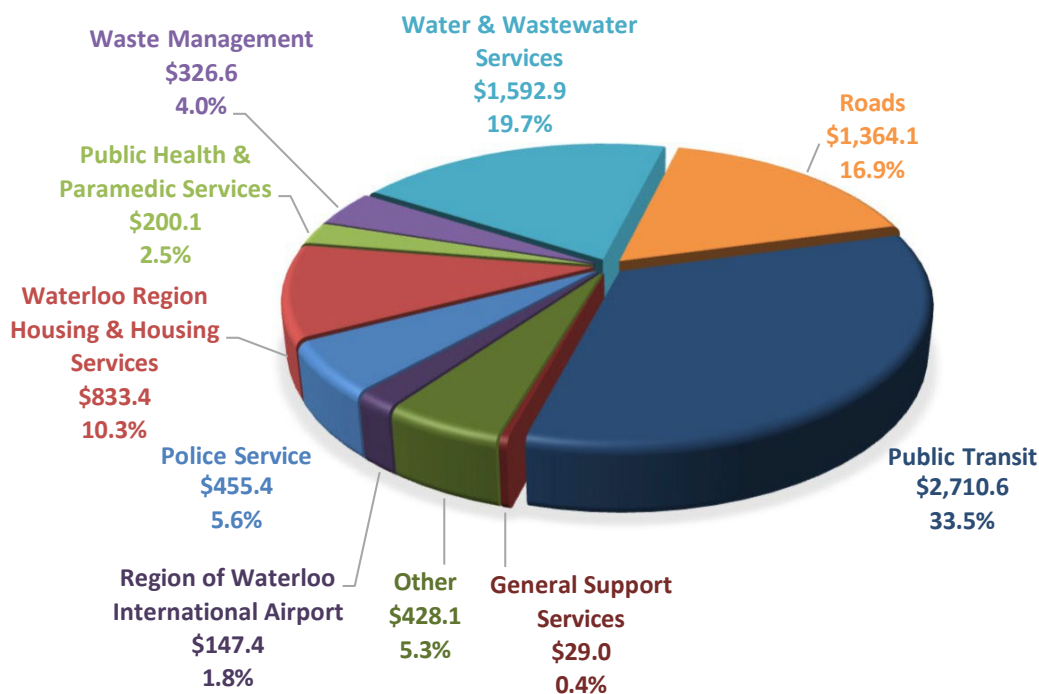
Expenditures and Sources of Funding & Financing include Capital and Operating for both the user rates and property tax budgets.

REGIONAL MUNICIPALITY OF WATERLOO

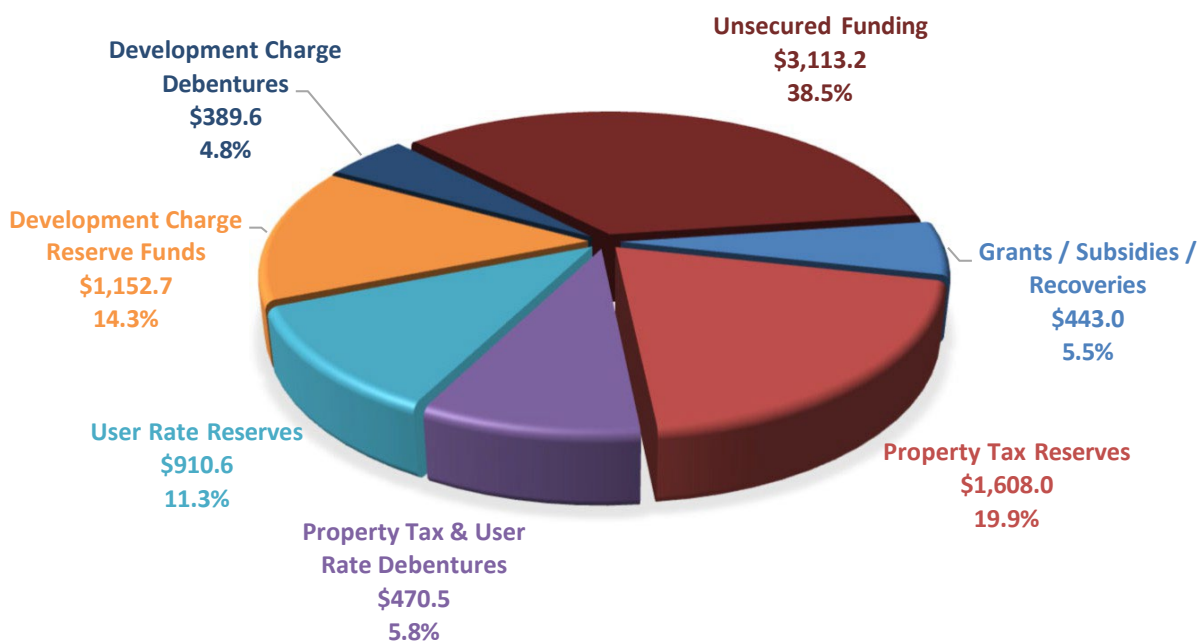
2026-2035 Capital Budget & Forecast = 8.1 billion

(\$ millions)

EXPENDITURE CATEGORIES



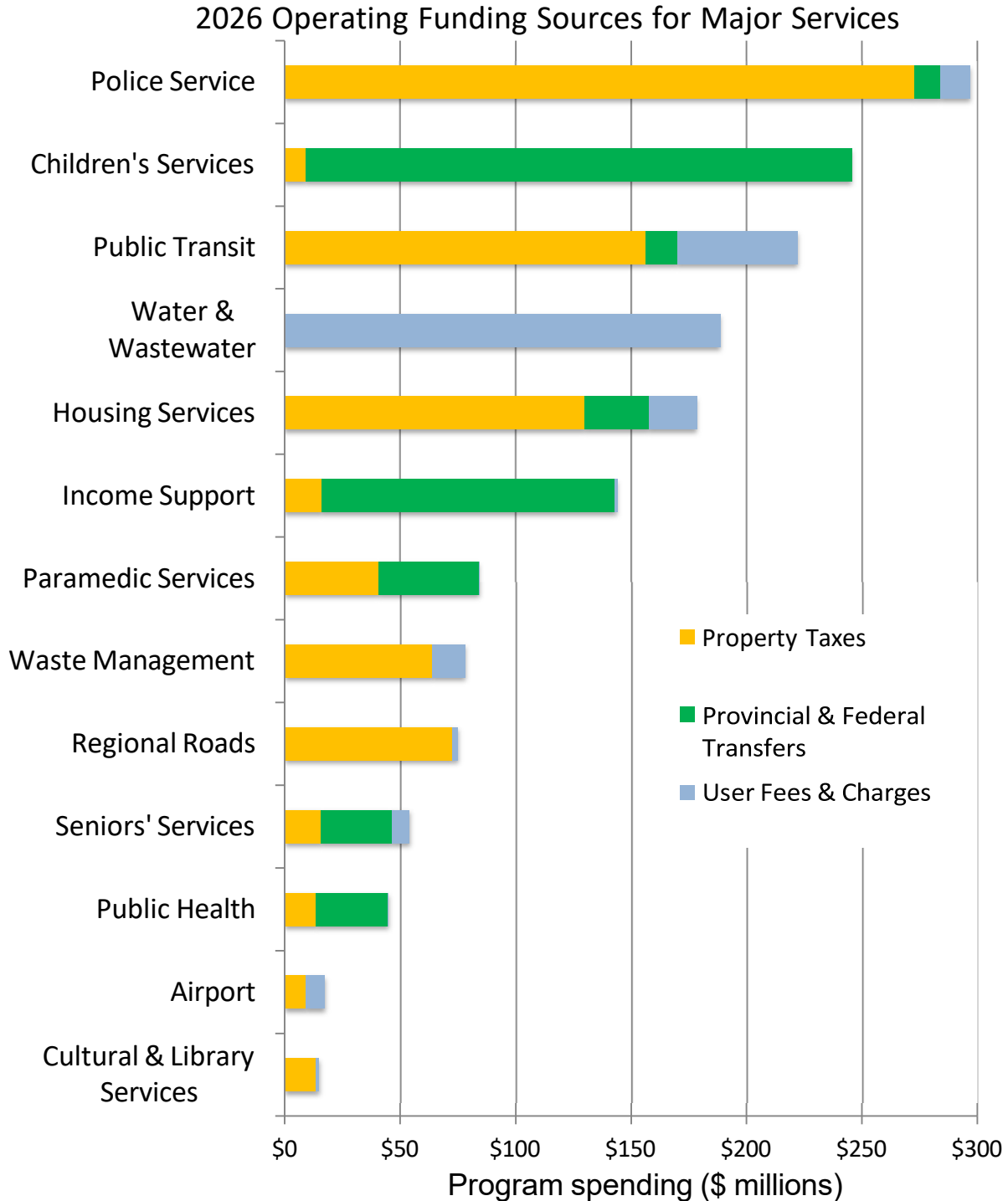
SOURCES OF FUNDING & FINANCING



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

REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget: Funding Sources for Major Services (\$ millions)



REGIONAL MUNICIPALITY OF WATERLOO

Annual Cost of Regional Services Per Average Household*

	2025	2026	\$ Change	% Change
Water	\$230.05	\$243.63	\$13.58	5.90%
Wastewater	\$284.81	\$301.61	\$16.80	5.90%
Property Tax	2,786.44	\$2,928.62	142.18	5.10%
Total	\$3,301.30	\$3,473.86	\$172.56	5.23%

	2025	2026	\$ Change	% Change
Retail Water	\$782.82	\$808.30	\$25.48	3.25%
Retail Wastewater	\$610.66	\$634.32	\$23.66	3.87%

Note: Approved rate increases effective January 1, 2026 for wholesale water supply, wholesale wastewater treatment, retail water distribution, and retail wastewater collection are 5.9%, 5.9%, 3.9% and 4.9% respectively. For 2026, the monthly service charge has remained consistent from 2025 at \$12/month for retail water distribution and \$11/month for retail wastewater collection. Retail water and wastewater rates apply to the Townships of Wellesley and North Dumfries and include wholesale water supply and wastewater treatment costs as noted above.

* Based on an average residential property valued at \$354,500, based on a valuation date of January 1, 2016, and water usage of 182 cubic metres

REGIONAL MUNICIPALITY OF WATERLOO
Annual Average Cost Per Household* for Regional Services
2026 Budget

Tax Supported Services	Net Expenditure (\$000's)	Property Tax Levy ⁽¹⁾ (\$000's)	per \$354,500 Residential Assessment Value									
			Blended Regional		Urban		Rural ⁽⁴⁾		Woolwich		Wilmot	
			%	\$	%	\$	%	\$	%	\$	%	\$
Police Service	298,907	272,610	30.7	\$900	30.2	\$900	35.4	\$900	34.4	\$900	34.9	\$900
Public Transit ⁽²⁾	231,203	156,402	17.6	\$516	19.5	582	2.5	63	5.2	136	3.7	95
Housing Services	178,544	129,992	14.6	\$429	14.4	429	16.9	429	16.4	429	16.7	429
Roads/Design & Construction/Eng.	78,529	72,779	8.2	\$240	8.1	240	9.4	240	9.2	240	9.3	240
Waste Management	80,797	64,596	7.3	\$213	7.1	213	8.4	213	8.1	213	8.3	213
Financial Expenses	29,630	26,969	3.0	\$89	3.0	89	3.5	89	3.4	89	3.5	89
Paramedic Services	86,447	40,575	4.6	\$134	4.5	134	5.3	134	5.1	134	5.2	134
Employment/Income Support	144,080	16,098	1.8	\$53	1.8	53	2.1	53	2.0	53	2.1	53
Seniors' Services	54,042	15,597	1.8	\$51	1.7	51	2.0	51	2.0	51	2.0	51
Human Resources	13,269	11,955	1.3	\$39	1.3	39	1.6	39	1.5	39	1.5	39
Information Technology Services	14,979	14,979	1.7	\$49	1.7	49	1.9	49	1.9	49	1.9	49
Public Health	45,222	13,561	1.5	\$45	1.5	45	1.8	45	1.7	45	1.7	45
Facilities & Fleet Management	10,196	7,189	0.8	\$24	0.8	24	0.9	24	0.9	24	0.9	24
Cultural Services	11,722	10,060	1.1	\$33	1.1	33	1.3	33	1.3	33	1.3	33
Children's Services	245,740	9,143	1.0	\$30	1.0	30	1.2	30	1.2	30	1.2	30
Elected Offices & Office of the Chief Administrative Officer	5,256	5,256	0.6	\$17	0.6	17	0.7	17	0.7	17	0.7	17
Resident Experience, Strategy and Communications	5,869	5,855	0.7	\$19	0.6	19	0.8	19	0.7	19	0.8	19
Airport	19,855	9,281	1.0	\$31	1.0	31	1.2	31	1.2	31	1.2	31
Planning, Development & Legislative Services	34,909	6,510	0.7	\$21	0.7	21	0.8	21	0.8	21	0.8	21
Finance	7,524	7,369	0.8	\$24	0.8	24	1.0	24	0.9	24	0.9	24
Regional Library ⁽²⁾	3,809	3,314	0.4	\$11	0.0	0	3.1	79	3.0	79	3.1	79
Build Waterloo Region	6,277	4,925	0.6	\$16	0.5	16	0.6	16	0.6	16	0.6	16
Strategy, Performance and Partnerships	5,952	5,952	0.7	\$20	0.7	20	0.8	20	0.8	20	0.8	20
Subtotal	1,612,760	\$910,967		\$3,007		\$3,062		\$2,621		\$2,695		\$2,654
Less: Payments in Lieu & Supplementary Taxes ⁽³⁾		(23,639)	(2.7)	(\$78)	(2.6)	(\$78)	(3.1)	(\$78)	(3.0)	(\$78)	(3.0)	(\$78)
Regional Tax Levy	\$1,612,760	\$887,329	100%	\$2,929	100%	\$2,984	100%	\$2,543	100%	\$2,617	100%	\$2,576

Cost of Regional Services per Average Household* by Area Municipality									
		Kitchener	Waterloo	Cambridge	N. Dumfries	Wellesley	Woolwich	Wilmot	
Tax Supported Regional Services		\$2,984	\$2,984	\$2,984	\$2,543	\$2,543	\$2,617	\$2,576	
User Rates									
Water ⁽⁵⁾	\$80,039	\$230	\$230	\$230	\$0	\$0	\$230	\$230	
Wastewater Treatment ⁽⁵⁾	102,618	\$285	\$285	\$285	\$0	\$0	\$285	\$285	
Retail Water ⁽⁶⁾	3,774				\$783	\$783			
Retail Wastewater ⁽⁶⁾	2,232				\$611	\$611			
Subtotal User Rates	\$188,663	\$515	\$515	\$515	\$1,393	\$1,393	\$515	\$515	
Household cost for Regional services *		\$3,499	\$3,499	\$3,499	\$3,937	\$3,937	\$3,132	\$3,090	

⁽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 182 cubic metres.

2026 Operating Budget & 2026-2035 Capital Budget and Forecast Summaries



Region of Waterloo

THE REGIONAL MUNICIPALITY OF WATERLOO
2026 Operating Budget (\$ thousands)

Page	Department Division	Gross Expenditure			Net Expenditure			Revenue			Property Tax Levy				Staff Complement (FTE)		
		2025	2026	Increase (Decrease)	2025	2026	Increase (Decrease)	2025	2026	Increase (Decrease)	2025	2026	Increase (Decrease)	% Change	2025	2026	Change
22	Community Services																
23	Housing Services	164,638	178,202	13,564	164,877	178,442	13,565	49,471	48,552	(919)	115,406	129,890	14,484	12.6%	93.3	92.0	(1.3)
27	Seniors' Services	53,243	54,577	1,334	52,694	54,011	1,317	36,620	38,445	1,825	16,073	15,566	(507)	(3.2%)	404.8	405.1	0.3
29	Children's Services	246,641	262,081	15,440	230,159	245,599	15,440	220,785	236,597	15,812	9,375	9,002	(373)	(4.0%)	84.8	83.8	(1.0)
31	Employment & Income Support Admin	32,785	33,113	328	32,785	33,113	328	17,371	17,607	236	15,414	15,506	92	0.6%	183.5	183.5	0.0
32	OW Allowances & Benefits	104,479	117,534	13,055	97,829	110,884	13,055	96,829	110,376	13,547	1,000	509	(491)	(49.1%)			0.0
33	Immigration Partnership	1,393	786	(607)	1,393	786	(607)	1,343	686	(657)	50	100	50	100.0%	8.0	5.0	(3.0)
34	Strategy, Performance and Partnerships	10,203	10,180	(23)	5,930	5,952	22				5,930	5,952	22	0.4%	36.0	35.0	(1.0)
35	Commissioner of Community Services	458	468	10	348	357	9				348	357	9	2.6%	2.0	2.0	0.0
	Total Community Services	613,840	656,940	43,100	586,015	629,144	43,129	422,419	452,262	29,843	163,596	176,882	13,286	8.1%	812.3	806.4	(5.9)
38	Transportation Services																
39	Transit Services	233,529	232,251	(1,278)	232,685	231,079	(1,606)	85,155	74,801	(10,354)	147,529	156,278	8,749	5.9%	826.3	806.6	(19.7)
44	Transportation	77,125	79,848	2,723	75,761	78,487	2,726	4,518	5,750	1,232	71,243	72,737	1,494	2.1%	145.0	145.0	0.0
56	Commissioner of Transportation Services	628	636	8	163	166	3				163	166	3	1.8%	3.0	3.0	0.0
	Total Transportation Services	311,282	312,735	1,453	308,609	309,732	1,123	89,673	80,551	(9,122)	218,936	229,180	10,244	4.7%	974.3	954.6	(19.7)
60	Engineering & Environmental Services																
61	Water & Wastewater Services																
62	Water Supply	78,041	85,977	7,936	72,101	80,039	7,938	72,101	80,040	7,939					112.7	115.7	3.0
70	Wastewater Treatment	106,391	117,020	10,629	92,048	102,618	10,570	92,048	102,618	10,570					46.0	46.7	0.7
76	Water Distribution	3,447	3,871	424	3,350	3,774	424	3,350	3,774	424					3.0	3.0	0.0
80	Wastewater Collection	1,843	2,232	389	1,843	2,232	389	1,843	2,232	389					0.0	0.0	0.0
	Total Water & Wastewater Services	189,722	209,100	19,378	169,342	188,664	19,322	169,342	188,664	19,322					161.7	165.3	3.7
84	Facilities & Fleet Management																
85	Facilities Management	37,697	41,859	4,162	7,804	10,111	2,307	1,732	2,995	1,263	6,072	7,116	1,044	17.2%	139.3	139.3	0.0
89	Fleet Management	7,552	8,466	914											20.0	20.0	0.0
	Total Facilities & Fleet Management	45,249	50,325	5,076	7,804	10,110	2,306	1,732	2,995	1,263	6,072	7,115	1,043	17.2%	159.3	159.3	0.0
91	Waste Management	73,610	81,920	8,310	71,818	80,119	8,301	12,706	16,113	3,407	59,112	64,006	4,894	8.3%	80.1	100.5	20.4
94	Design & Construction	10,773	10,953	180											59.4	59.4	0.0
96	Strategic Initiatives & Asset Management	1,711	1,919	208	745	764	19	100	100		645	664	19	2.9%	8.0	10.0	2.0
98	Commissioner of Engineering & Environmental Services	470	476	6							2.0	2.0			2.0	2.0	0.0
	Total Engineering & Environmental Services	321,536	354,693	33,157	249,709	279,658	29,949	183,881	207,872	23,991	65,828	71,786	5,958	9.1%	470.5	496.5	26.1
102	Planning, Development & Legislative Services																
103	ROW International Airport	21,910	21,186	(724)	20,716	19,855	(861)	11,683	10,573	(1,110)	9,033	9,281	248	2.7%	51.4	44.8	(6.6)
107	Build Waterloo Region	6,749	6,456	(293)	6,395	6,277	(118)	1,385	1,353	(32)	5,010	4,925	(85)	(1.7%)	18.7	16.7	(2.0)
109	Council & Administrative Services	5,282	5,862	580	4,072	4,605	533	1,328	2,761	1,433	2,744	1,844	(900)	(32.8%)	28.4	27.1	(1.3)
111	Provincial Offences and Regional Road Safety Offences																
112	Provincial Offences Act (POA)	5,315	5,483	168	5,298	5,466	168	10,260	8,300	(1,960)	(4,962)	(2,834)	2,128	(42.9%)	32.0	32.0	0.0
113	Municipal Speed Cameras	10,082	16,123	6,041	10,082	16,123	6,041	10,397	16,123	5,726	(314)		314	(100.0%)	41.0	41.0	0.0
	Total Provincial Offences and Regional Road Safety Offences	15,398	21,606	6,208	15,381	21,589	6,208	20,657	24,423	3,766	(5,277)	(2,834)	2,443	(46.3%)	73.0	73.0	0.0
114	Legal Services	3,065	3,341	276	999	1,227	228	51	30	(21)	948	1,197	249	26.3%	16.6	17.6	1.0
115	Cultural Services	10,691	11,785	1,094	10,691	11,722	1,031	1,544	1,662	118	9,147	10,060	913	10.0%	35.5	45.1	9.6
118	Region of Waterloo Library	3,699	3,813	114	3,696	3,809	113	513	495	(18)	3,182	3,314	132	4.1%	30.2	30.2	0.0
120	Regional Growth, Development and Sustainability Services	6,105	6,181	76	6,055	6,131	76	1,252	1,186	(66)	4,803	4,946	143	3.0%	30.0	31.7	1.7
122	Commissioner of Planning, Development & Legislative Services	1,515	1,470	(45)	1,406	1,357	(49)	82		(82)	1,324	1,357	33	2.5%	10.0	10.0	0.0
	Total Planning, Development & Legislative Services	74,414	81,700	7,286	69,411	76,573	7,162	38,495	42,483	3,988	30,915	34,090	3,175	10.3%	293.7	296.1	2.4
126	Public Health & Paramedic Services																
127	Paramedic Services	76,922	86,447	9,525	76,922	86,447	9,525	37,926	45,872	7,946	38,997	40,575	1,578	4.0%	410.2	406.5	(3.8)
130	Health Protection & Healthy Environments	6,355	6,917	562	6,355	6,917	562	4,504	4,504		1,851	2,413	562	30.4%	51.5	51.5	0.0
131	Infectious Diseases	10,444	11,429	985	10,444	11,429	985	7,713	7,602	(111)	2,730	3,827	1,097	40.2%	80.2	80.2	0.0
132	Child, Family & Dental Health	13,875	12,866	(1,009)	13,718	12,706	(1,012)	10,728	10,043	(685)	2,990	2,663	(327)	(10.9%)	82.3	75.9	(6.4)
133	Strategy, Performance & Partnerships	17,168	15,317	(1,851)	16,021	14,170	(1,851)	11,063	9,512	(1,551)	4,958	4,658	(300)	(6.1%)	59.8	59.8	(0.0)
	Total Public Health & Paramedic Services	124,764	132,976	8,212	123,460	131,669	8,209	71,934	77,533	5,599	51,526	54,136	2,610	5.1%	684.0	673.8	(10.2)
135	Elected Offices																
135	Elected Offices	2,160	2,270	110	1,744	1,851	107				1,744	1,851	107	6.1%	3.0	3.0	0.0
138	Office of the Chief Administrative Officer																
139	Reconciliation, Equity, Diversity & Inclusion	2,868	2,914	46	2,868	2,914	46				2,868	2,914	46	1.6%	9.0	9.0	0.0
140	Community Safety and Wellbeing Plan		314	314											0.0	1.0	1.0
141	Chief Administrative Officer	647	649	2	488	491	3				488	491	3	0.6%	2.0	2.0	0.0
	Total Office of the Chief Administrative Officer	3,515	3,877	362	3,356	3,405	49				3,356	3,405	49	1.5%	11.0	12.0	1.0

THE REGIONAL MUNICIPALITY OF WATERLOO
2026 Operating Budget (\$ thousands)

Page	Department Division	Gross Expenditure			Net Expenditure			Revenue			Property Tax Levy				Staff Complement (FTE)		
		2025	2026	Increase (Decrease)	2025	2026	Increase (Decrease)	2025	2026	Increase (Decrease)	2025	2026	Increase (Decrease)	% Change	2025	2026	Change
144	Resident Experience, Strategy and Communications																
145	Communications and Engagement	5,999	6,105	106	3,996	4,090	94	14	14		3,982	4,076	94	2.4%	45.2	44.2	(1.0)
146	Corporate Strategy, Performance and Resident Experience	1,031	1,074	43	998	1,034	36				998	1,034	36	3.6%	5.0	5.0	0.0
147	Commissioner of Resident Experience, Strategy & Communications	707	1,000	293	679	745	66				679	745	66	9.7%	3.0	4.0	1.0
	Total Resident Experience, Strategy and Communications	7,738	8,179	441	5,672	5,869	197	14	14		5,658	5,855	197	3.5%	53.2	53.2	0.0
151	Corporate Services																
152	Information Technology Services	20,600	20,812	212	14,883	14,979	96	1		(1)	14,883	14,979	96	0.6%	79.0	79.0	0.0
154	Treasury Services	6,971	7,208	237	4,000	4,126	126	136	155	19	3,864	3,971	107	2.8%	50.8	50.8	0.0
155	Corporate Finance	5,744	5,724	(20)	3,115	3,021	(94)	73		(73)	3,042	3,021	(21)	(0.7%)	40.8	40.8	0.0
157	Commissioner of Corporate Services	454	458	4	372	377	5				372	377	5	1.3%	2.0	2.0	0.0
	Total Corporate Services	33,769	34,203	434	22,371	22,502	131	210	155	(55)	22,161	22,347	186	0.8%	172.6	172.6	0.0
161	Human Resources																
162	Employee Relations	3,907	2,785	(1,122)	1,816	1,871	55				1,816	1,871	55	3.0%	17.6	17.0	(0.6)
163	Organization Development & HR People Partners	2,625	2,689	64	1,642	1,724	82	205	205		1,437	1,519	82	5.7%	14.0	14.0	0.0
164	Wellbeing & Occupational Health & Safety	3,134	3,196	62	1,980	2,068	88	999	1,011	12	980	1,057	77	7.9%	23.5	17.5	(6.0)
165	Total Rewards	5,304	5,092	(212)	5,134	4,930	(204)				5,134	4,930	(204)	(4.0%)	17.0	18.0	1.0
166	Commissioner of Human Resources	3,075	3,067	(8)	2,675	2,676	1	98	98		2,577	2,578	1	3.9%	8.0	8.0	0.0
	Total Human Resources	18,046	16,828	(1,218)	13,246	13,269	23	1,302	1,314	12	11,944	11,955	11	0.1%	80.1	74.5	(5.6)
	Corporate Financial																
169	Corporate Financial	31,032	31,114	82	28,762	28,844	82	25,116	25,614	498	3,646	3,230	(416)	(11.4%)			
	Waterloo Regional Police Service																
172	Waterloo Regional Police Service	278,468	298,907	20,440	278,468	298,907	20,440	25,999	26,297	297	252,468	272,610	20,142	8.0%	1,359.4	1,416.7	57.3
	Total Property Tax Levy	1,820,563	1,934,423	113,860	1,690,823	1,801,424	110,601	859,044	914,095	55,051	831,779	887,329	55,550	6.7%	4,914.1	4,959.4	45.3

Notes:

- 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.

THE REGIONAL MUNICIPALITY OF WATERLOO
2026 Operating Budget (\$ thousands)

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	497,905	522,665	24,760	5.0%
Benefits	172,497	183,637	11,140	6.5%
Supplies	46,806	42,465	(4,341)	(9.3%)
Maintenance	14,798	15,228	430	2.9%
Utilities	32,778	34,980	2,202	6.7%
Police Vehicles	21	25	4	19.0%
Equipment	8,031	6,206	(1,825)	(22.7%)
Facilities Maintenance	13,709	16,254	2,545	18.6%
Professional Fees & Services	129,150	145,539	16,389	12.7%
Property Taxes	15,386	16,864	1,478	9.6%
Rents	3,148	3,725	577	18.3%
Grants	246,489	263,746	17,257	7.0%
Social Support and Benefit Payments	195,362	208,383	13,021	6.7%
Financial Expenses	9,849	9,066	(783)	(8.0%)
Communications	9,387	9,463	76	0.8%
Training	5,196	5,359	163	3.1%
Travel & Collaboration	1,672	1,700	28	1.7%
Contracts	47,793	49,162	1,369	2.9%
Insurance	5,515	5,678	163	3.0%
Facility Occupancy Charges	22,764	24,180	1,416	6.2%
Interdepartmental Charges	57,217	58,352	1,135	2.0%
Subtotal - Operating	1,535,473	1,622,678	87,205	5.7%
Debt Servicing	83,368	86,085	2,717	3.3%
Transfers to Reserves	184,070	208,008	23,938	13.0%
Discretionary DC Exemptions	17,652	17,652		
Subtotal - Debt / Reserves / Capital	285,090	311,745	26,655	9.3%
Gross Expenditure	1,820,563	1,934,423	113,860	6.3%
Interdepartmental Recoveries	(109,727)	(112,394)	(2,667)	2.4%
External Recoveries	(6,202)	(6,676)	(474)	7.6%
Contribution from RDC Reserve Funds (W&WW)	(13,610)	(13,610)		
Net Expenditure	1,690,823	1,801,424	110,601	6.5%
Revenue				
Ontario Grants	480,285	514,498	34,213	7.1%
Ontario Grants - COVID	850	820	(30)	(3.5%)
Federal Grants	10,403	8,692	(1,711)	(16.4%)
User Fees	319,412	339,145	19,733	6.2%
Interest Earnings	598	598		
Contribution from Reserves	6,101	9,601	3,500	57.4%
Contribution from RDC Reserve Funds	17,021	17,103	82	0.5%
Supplementary Taxes	14,000	13,131	(869)	(6.2%)
Payments in Lieu	10,374	10,508	134	1.3%
Revenue Subtotal	859,044	914,095	55,051	6.4%
Property Tax Levy	831,779	887,329	55,550	6.7%

Consolidated Capital Budget & Forecast
Summary of Expenditure & Sources of Funding and Financing (\$ thousands)
2026-2035

Page	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
Community Services										
24 Waterloo Region Housing	20,528	46,381	66,909	80,483	103,160	90,971	90,629	432,152	311,732	743,884
25 Housing Services	28,016	14,679	42,695	9,655	5,058	2,760	3,260	63,428	13,800	77,228
25 Homelessness	1,379	150	1,530	4,851	2,164	1,401	312	10,258	2,005	12,263
28 Seniors' Services	2,662	3,502	6,164	3,122	6,760	4,937	4,120	25,102	7,731	32,833
30 Children's Services		5,725	5,725	244	173	1,211	521	7,873	1,618	9,491
Transportation Services										
40 Grand River Transit Bus Services	35,803	44,713	80,515	66,082	36,307	64,354	21,620	268,879	302,834	571,713
38 Light Rail Transit	15,586	12,275	27,861	98,465	82,000	88,000	89,000	385,326	1,753,600	2,138,926
45 Transportation	108,196	107,408	215,604	130,372	131,398	123,190	204,614	805,177	558,946	1,364,123
Engineering and Environmental Services										
63 Water Supply	32,829	34,443	67,272	73,470	78,996	101,738	111,037	432,513	415,059	847,572
71 Wastewater Treatment	39,261	56,887	96,148	93,678	95,846	96,237	93,928	475,837	262,364	738,201
77 Water Distribution	370	477	846	1,205	931	125	75	3,182	685	3,867
81 Wastewater Collection	200	673	873	550	200	200	325	2,148	1,105	3,253
86 Facilities Management	702	590	1,292	1,525	247	622	435	4,121	3,237	7,358
87 Facility Asset Acquisition & Construction	7,194	6,877	14,070	35,488	81,827	38,896	16,601	186,883	284	187,167
88 Facility Asset Renewal	8,173	2,987	11,160	9,135	7,943	6,148	10,076	44,463	31,057	75,520
90 Fleet Management	150	54	204	757	123	20	65	1,169	744	1,913
92 Waste Management	2,147	34,649	36,796	50,560	20,751	57,154	48,454	213,715	112,932	326,647
95 Design & Construction	242	135	377	60		73		510	465	975
97 Strategic Initiatives & Asset Management	750	275	1,025	2,247	175	150	400	3,997	720	4,717
Planning, Development & Legislative Services										
104 Region of Waterloo International Airport	6,841	3,113	9,954	8,750	7,561	7,553	8,005	41,824	105,603	147,427
108 Build Waterloo Region	1,723	9,160	10,883	600		5,000	5,000	21,483		21,483
110 Council & Administrative Services	1,244	1,175	2,419	1,693	1,976	2,215	2,170	10,473	485	10,958
116 Cultural Services	2,157	3,217	5,374	1,803	2,728	5,849	4,690	20,444	13,761	34,205
119 Region of Waterloo Library	350	185	535	169	262	329	90	1,385	639	2,024
121 Regional Growth, Development and Sustainability Services	759	2,012	2,771	1,405	1,205	1,208		6,589		6,589
Public Health & Paramedic Services										
128 Paramedic Services	4,401	11,342	15,742	23,211	15,125	25,097	27,741	106,916	93,151	200,068
Resident Experience, Strategy & Communications										
148 Resident Experience, Strategy & Communications	133	212	345	100	100	100	12	657	50	707
Corporate Services										
153 Information Technology Services	945	2,050	2,995	2,400	2,350	2,350	1,900	11,995	10,700	22,695
156 Corporate Finance	275	885	1,160	785	250	205	150	2,550	1,255	3,805
Human Resources										
167 Human Resources		988	988	1,100	100	100	100	2,388	100	2,488
Corporate Financial										
170 Corporate Financial	1,474	4,313	5,787	5,072	7,352	4,403	3,241	25,855	6,320	32,175
Waterloo Regional Police Service										
173 Waterloo Regional Police Service	13,524	22,866	36,390	86,966	94,986	39,789	63,667	321,798	133,627	455,426
TOTAL EXPENDITURE	338,013	434,395	772,408	796,003	788,053	772,386	812,239	3,941,090	4,146,610	8,087,700

Consolidated Capital Budget & Forecast
Summary of Expenditure & Sources of Funding and Financing (\$ thousands)
2026-2035

Page	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	47,632	63,018	110,651	66,312	93,405	55,260	36,893	362,521	80,137	442,658
Recoveries	51	110	161	65	4	68		298	74	372
Development Charges										
Reserve Funds	101,958	76,555	178,513	119,671	120,161	147,275	154,539	720,159	432,543	1,152,702
Debentures	5,569	21,926	27,495	75,990	87,543	37,224	47,157	275,408	114,192	389,600
Property Taxes & User Rates										
Reserves & Reserve Funds	149,180	209,836	359,016	256,909	238,516	262,133	267,881	1,384,455	1,132,197	2,516,652
Contributions from Operating	49	101	150	260	247	227	222	1,105	882	1,987
Debentures	33,573	62,849	96,423	80,656	70,111	52,040	51,567	350,797	119,737	470,534
Unsecured Funding				196,141	178,067	218,158	253,980	846,347	2,266,849	3,113,196
TOTAL FUNDING & FINANCING	338,013	434,395	772,408	796,003	788,053	772,386	812,239	3,941,090	4,146,610	8,087,700

Notes:

- 2026-2035 capital programs are stated in 2026 dollars.
- Projects in the capital program which are classified under the unsecured funding category may not proceed in the absence of identified funding sources, such as additional provincial or federal government subsidies.
- The passing of Bill 17 (Protect Ontario by Building Faster and Smarter Act, 2025) 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 17 rules. The full impact of the Bill will be reflected in future capital plans.

Community Services



Community Services supports residents through all stages of life as we build a resilient, inclusive community. We operate programs and services that help people experiencing homelessness, people living on limited incomes, newcomers, families, and older adults.

Our teams coordinate local systems so people can access the right help at the right time in their lives. Services include community housing, a municipal long-term care home, a home child care program, child care fee subsidy program, and refugee resettlement coordination. We also plan and deliver system-wide programs, such as implementing the Canada-Wide Early Learning and Child Care Plan, act as the Service System Manager for homelessness and licensed child care, deliver Ontario Works, and deliver systems planning for newcomers to Waterloo Region.

Our Service Philosophy is “People First. Relationships Matter.” Some services in Community Services are either cost-shared or fully funded by the province of Ontario, and some are fully funded by the Region.

The following services are included in the 2026 Plan and Budget:

Children's Services:

- Implementing the Canada-wide Early Learning and Child Care (CWELCC) programs, including a directed growth plan.
- Implementing the Early Years and Child Care system plan, and an access and inclusion plan.
- Funding CWELCC child care operators, special needs resourcing services and EarlyON Child and Family Centres through contractual service agreements.
- Supporting quality professional learning and capacity building of early years and child care programs.
- Funding and administering the Child Care Subsidy program.
- Operating a licensed Home Child Care program.

Employment and Income Support:

- Delivering the Ontario Works program.
- Operating as an Employment Ontario provider for the Ministry of Labour, Immigration, Training & Skills Development.
- Supporting people seeking employment through job fairs, workshops, resume help and interview preparation.
- Overseeing the innovative Pathway to Employment Program, helping people find work and gain training in the construction industry.
- Providing financial support to help people living with low incomes to pay utility bills.
- Operating three "Welcome Space" locations in Cambridge, Kitchener and Waterloo with in-person service navigation for clients of Community Services programs and services.

Housing Services:

- Homelessness prevention, outreach and The Plan to End Chronic Homelessness.
- Creating and preserving affordable housing, including the Building Better Futures Plan.
- Operating Waterloo Region Housing's community housing units.
- Overseeing local co-op and non-profit housing units.
- Transitional housing and emergency shelters.
- Partnering with housing providers to retain existing community housing. Supporting families with the Equity-based Rent Assistance Program.

Immigration Partnership:

- Leading the Immigration Partnership Council and Steering Groups.
- Planning, implementing and reporting for Waterloo Region Immigration Strategy, which includes multi-sector service coordination and enhancement, and supports employers to leverage immigrant talent.
- Overseeing large-scale refugee resettlement coordination.
- Leading research, advocacy and intergovernmental relations for immigration initiatives.

Seniors' Services:

- Operating Sunnyside Home, our long-term care centre.
- Implementation The Butterfly Approach® to support the emotional needs of people living with dementia in Sunnyside Home.
- Overseeing provincially-funded programs that support seniors who need support to live on their own.
- Offering a variety of programs and services to support the needs of people living with dementia.
- Operating Sunnyside Supportive Housing, an affordable housing building for low-income seniors living with mental health and frailty.
- Operating a homemaking support program to support people living in the community to maintain their housing and independence.
- Operating a Seniors' Wellness Clinic under a partnership model to deliver care, such as physiotherapy and community paramedicine.

Strategy, Performance and Partnerships:

- Leading data and analytics across teams to inform decisions.
- Strengthening shared systems across Community Services through system partnerships, strategic planning, and quality assurance.
- Coordination of social planning, policy and research.

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Community Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	67,207	69,482	2,275	3.4%
Benefits	21,269	22,095	826	3.9%
Supplies	3,056	3,169	113	3.7%
Maintenance	241	259	18	7.5%
Utilities	8,773	9,238	465	5.3%
Equipment	1,300	720	(580)	(44.6%)
Facilities Maintenance	7,246	8,648	1,402	19.3%
Professional Fees & Services	11,554	11,107	(447)	(3.9%)
Property Taxes	6,611	7,635	1,024	15.5%
Rents	431	471	40	9.3%
Grants	240,730	257,808	17,078	7.1%
Social Support and Benefit Payments	194,480	207,585	13,105	6.7%
Financial Expenses	33	39	6	18.2%
Communications	360	307	(53)	(14.7%)
Training	490	330	(160)	(32.7%)
Travel & Collaboration	161	160	(1)	(0.6%)
Insurance	109	111	2	1.8%
Facility Occupancy Charges	9,314	9,677	363	3.9%
Interdepartmental Charges	10,914	10,717	(197)	(1.8%)
Subtotal - Operating	584,279	619,560	35,281	6.0%
Debt Servicing	4,567	8,522	3,955	86.6%
Transfers to Reserves	24,995	28,859	3,864	15.5%
Subtotal - Debt / Reserves / Capital	29,562	37,381	7,819	26.4%
Gross Expenditure	613,840	656,940	43,100	7.0%
Interdepartmental Recoveries	(20,818)	(20,772)	46	(0.2%)
External Recoveries	(7,007)	(7,024)	(17)	0.2%
Net Expenditure	586,015	629,144	43,129	7.4%
Revenue				
Ontario Grants	384,209	414,218	30,009	7.8%
Federal Grants	10,194	8,484	(1,710)	(16.8%)
User Fees	27,719	29,560	1,841	6.6%
Contribution from Reserves	296	(296)	(296)	(100.0%)
Revenue Subtotal	422,419	452,262	29,843	7.1%
Property Tax Levy	163,596	176,882	13,286	8.1%

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Housing Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	8,638	8,917	279	3.2%
Benefits	2,892	2,930	38	1.3%
Supplies	104	105	1	1.0%
Maintenance	116	136	20	17.2%
Utilities	7,722	8,174	452	5.9%
Equipment	217	249	32	14.7%
Facilities Maintenance	6,635	8,032	1,397	21.1%
Professional Fees & Services	8,979	8,755	(224)	(2.5%)
Property Taxes	6,564	7,585	1,021	15.6%
Rents	364	403	39	10.7%
Housing & Homelessness Program Funding	88,962	90,650	1,688	1.9%
Financial Expenses	3	3		
Communications	102	75	(27)	(26.5%)
Training	65	55	(10)	(15.4%)
Travel & Collaboration	55	58	3	5.5%
Facility Occupancy Charges	6,881	7,082	201	2.9%
Interdepartmental Charges	1,134	1,213	79	7.0%
Subtotal - Operating	139,432	144,422	4,990	3.6%
Debt Servicing	2,202	7,103	4,901	222.6%
Transfers to Reserves	23,004	26,677	3,673	16.0%
Subtotal - Debt / Reserves / Capital	25,206	33,780	8,574	34.0%
Gross Expenditure	164,638	178,202	13,564	8.2%
Interdepartmental Recoveries	238	240	2	0.8%
Net Expenditure	164,877	178,442	13,565	8.2%
Revenue				
Ontario Grants	20,236	19,760	(476)	(2.4%)
Federal Grants	9,026	8,030	(996)	(11.0%)
User Fees	20,208	20,762	554	2.7%
Revenue Subtotal	49,471	48,552	(919)	(1.9%)
Property Tax Levy	115,406	129,890	14,484	12.6%

Waterloo Region Housing & Housing Services

Ten Year Capital Budget & Forecast (\$ thousands)

2026 - 2035

	Previous Unspent Approval	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
WATERLOO REGION HOUSING										
Waterloo Region Housing Renewal										
High Rise	275	476	751	1,428	2,218	4,612	5,502	14,510	11,673	26,183
Mid Rise	3,409	4,820	8,229	12,156	7,765	11,436	9,393	48,979	32,407	81,386
Single & Semi-Detached	2,196	3,124	5,320	724	839	3,201	322	10,406	5,508	15,914
Townhouses	3,096	4,870	7,966	8,806	7,195	6,488	7,257	37,712	31,001	68,713
Engineering, Studies & Reports	1,636	2,698	4,334	4,891	3,439	4,805	4,228	21,698	16,064	37,762
Total Waterloo Region Housing Renewal	10,612	15,988	26,600	28,006	21,456	30,542	26,701	133,305	96,653	229,958
Waterloo Region Housing Revitalization Plan										
Kingscourt, Waterloo	2,968		2,968					2,968		2,968
82 Wilson, Kitchener	2,032		2,032					2,032		2,032
Langs, Cambridge	4,416	29,278	33,694	7,000				40,694		40,694
140 Weber, Kitchener							355	355	25,437	25,792
Mooregate, Kitchener	500	1,115	1,615	41,113	81,704	60,429	50,615	235,476	56,983	292,459
Shelley/Courtland, Kitchener				4,364			12,958	17,322	132,659	149,981
Total Waterloo Region Housing Revitalization P	9,916	30,393	40,309	52,477	81,704	60,429	63,928	298,847	215,079	513,926
TOTAL WATERLOO REGION HOUSING	20,528	46,381	66,909	80,483	103,160	90,971	90,629	432,152	311,732	743,884

Waterloo Region Housing & Housing Services

Ten Year Capital Budget & Forecast (\$ thousands)

2026 - 2035

	Previous Unspent Approval	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
HOUSING SERVICES										
IAH (2014 Ext)	98		98					98		98
Provider Bldg Condition Assess		500	500				500	1,000		1,000
Strategic Investment	16,547	2,760	19,307	2,760	2,760	2,760	2,760	30,347	13,800	44,147
RHI#3 The Working Centre (TWC) - Victoria S	985		985					985		985
WRH Program Capital	314	320	634					634		634
SIF-IAH/Seniors Rental Hsg	150		150					150		150
CAN-ON HSG, Community Initiative (COCHI)	4,802	7,845	12,647	6,381	2,127			21,155		21,155
ON Priorities HSG, Initiative (OPHI)	5,120	1,566	6,686	514	171			7,371		7,371
NP/Cooperative Capital EOM		1,688	1,688					1,688		1,688
TOTAL HOUSING SERVICES	28,016	14,679	42,695	9,655	5,058	2,760	3,260	63,428	13,800	77,228
HOMELESSNESS										
Second Hybrid Shelter				3,000				3,000		3,000
139 University Capital Renewal	755	118	873	1,683	1,711	942	118	5,326	522	5,848
84 Frederick Capital Renewal		32	32	168	453	460	194	1,308	1,482	2,790
Erbs Road Shelter	412		412					412		412
84 Frederick Program Area Capital	212		212					212		212
TOTAL HOMELESSNESS	1,379	150	1,530	4,851	2,164	1,401	312	10,258	2,005	12,263
TOTAL EXPENDITURE	49,923	61,210	111,133	94,989	110,382	95,132	94,201	505,838	327,536	833,374

Waterloo Region Housing & Housing Services

Ten Year Capital Budget & Forecast (\$ thousands)

2026 - 2035

	Previous Unspent Approval	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	13,655	9,411	23,066	6,895	2,298			32,259		32,259
Property Taxes										
Reserve and Reserve Funds										
Facility Lifecycle Reserve	11,113	16,138	27,251	29,752	22,620	31,943	27,013	138,580	98,657	237,237
Housing General RF	314	2,508	2,822				500	3,322		3,322
Afford Hsg Res Financing	16,547	2,760	19,307	2,760	2,760	2,760	2,760	30,347	13,800	44,147
Homelessness Prevention Capital Reserve	516		516	3,105	1,000			4,621		4,621
Debentures	7,778	30,393	38,171	7,000				45,171		45,171
Unsecured Funding				45,477	81,704	60,429	63,928	251,538	215,079	466,617
TOTAL FUNDING & FINANCING	49,923	61,210	111,133	94,989	110,382	95,132	94,201	505,838	327,536	833,374

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Seniors' Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	31,377	32,962	1,585	5.1%
Benefits	9,209	9,915	706	7.7%
Supplies	2,838	2,997	159	5.6%
Maintenance	112	112		
Utilities	1,051	1,064	13	1.2%
Equipment	950	340	(610)	(64.2%)
Facilities Maintenance	612	616	4	0.7%
Professional Fees & Services	664	732	68	10.2%
Property Taxes	47	50	3	6.4%
Rents	62	62		
Social Support and Benefit Payments	1,239	1,237	(2)	(0.2%)
Financial Expenses		6	6	
Communications	104	83	(21)	(20.2%)
Training	121	137	16	13.2%
Travel & Collaboration	5	6	1	20.0%
Insurance	50	50		
Facility Occupancy Charges	420	449	29	6.9%
Interdepartmental Charges	807	813	6	0.7%
Subtotal - Operating	49,668	51,631	1,963	4.0%
Debt Servicing	1,710	874	(836)	(48.9%)
Transfers to Reserves	1,865	2,073	208	11.2%
Subtotal - Debt / Reserves / Capital	3,575	2,946	(629)	(17.6%)
Gross Expenditure	53,243	54,577	1,334	2.5%
Interdepartmental Recoveries	(42)	(42)		
External Recoveries	(507)	(524)	(17)	3.4%
Net Expenditure	52,694	54,011	1,317	2.5%
Revenue				
Ontario Grants	30,379	31,002	623	2.1%
User Fees	6,241	7,442	1,201	19.2%
Revenue Subtotal	36,620	38,445	1,825	5.0%
Property Tax Levy	16,073	15,566	(507)	(3.2%)

Seniors' Services

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
Program Area Capital										
77001 Sunnyside Passenger Van							35	35		35
77002 Sunnyside Accessible Van						135		135		135
77036 Sunnyside Tractor Replacement				60				60		60
77039 Voice Radio					24			24		24
77044 Equipment / Furnishings Replacement (LTC)	765	1,445	2,210	720	798	298	695	4,720	1,977	6,698
Total Program Area Capital	765	1,445	2,210	780	822	433	730	4,974	1,977	6,952
Facilities Managed Capital Renewal										
71042 Sunnyside Renewal	1,097	1,516	2,613	2,160	5,738	3,204	2,465	16,179	3,825	20,004
71045 Supportive Housing Renewal	800	541	1,341	182	200	1,300	925	3,949	1,928	5,877
Total Facilities Managed Capital Renewal	1,897	2,057	3,954	2,342	5,938	4,504	3,390	20,128	5,753	25,881
TOTAL EXPENDITURE	2,662	3,502	6,164	3,122	6,760	4,937	4,120	25,102	7,731	32,833
FUNDING & FINANCING										
Property Taxes & User Rates										
Reserves and Reserve Funds										
3980060 Building Reserve	150		150					150		150
3980065 Facility Lifecycle Reserve	1,747	2,057	3,804	2,342	5,938	4,504	3,390	19,978	5,753	25,731
3982160 Corporate Fleet Replacement Reserve				60		135	35	230		230
3983400 Seniors' Services Capital Reserve	765	1,445	2,210	720	822	298	695	4,744	1,977	6,722
TOTAL FUNDING & FINANCING	2,662	3,502	6,164	3,122	6,760	4,937	4,120	25,102	7,731	32,833

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Children's Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	7,508	7,712	204	2.7%
Benefits	2,540	2,554	14	0.6%
Supplies	13	13		
Equipment	11	11		
Professional Fees & Services	938	938		
Grants	206,243	222,421	16,178	7.8%
Social Support and Benefit Payments	27,737	26,983	(754)	(2.7%)
Financial Expenses	4	4		
Communications	39	41	2	5.1%
Training	215	15	(200)	(93.0%)
Travel & Collaboration	27	27		
Insurance	51	52	1	2.0%
Facility Occupancy Charges	396	410	14	3.5%
Interdepartmental Charges	601	563	(38)	(6.3%)
Subtotal - Operating	246,323	261,743	15,420	6.3%
Debt Servicing	290	308	18	6.2%
Transfers to Reserves	28	30	2	7.1%
Subtotal - Debt / Reserves / Capital	318	338	20	6.3%
Gross Expenditure	246,641	262,081	15,440	6.3%
Interdepartmental Recoveries	(16,482)	(16,482)		
Net Expenditure	230,159	245,599	15,440	6.7%
Revenue				
Ontario Grants	220,785	236,597	15,812	7.2%
Revenue Subtotal	220,785	236,597	15,812	7.2%
Property Tax Levy	9,375	9,002	(373)	(4.0%)

Children's Services

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
Program Area Capital										
77050 Modular Child Care		5,640	5,640					5,640		5,640
Total Program Area Capital		5,640	5,640					5,640		5,640
Facilities Managed Capital Renewal										
71021 Christopher Children Centre Building Renewal		2	2		12	100	300	415	563	978
71022 Cambridge Children Centre Building Renewal		71	71	230	149	128	131	709	629	1,338
71024 Edith Mac Children Centre Building Renewal		12	12	14	12	982	90	1,110	426	1,536
Total Facilities Managed Capital Renewal		85	85	244	173	1,211	521	2,233	1,618	3,851
TOTAL EXPENDITURE		5,725	5,725	244	173	1,211	521	7,873	1,618	9,491
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies		1,240	1,240					1,240		1,240
Property Taxes & User Rates										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve		12	12	14	12	982	90	1,110	426	1,536
3983300 Children's Services Capital Reserve		2	2		12	100	300	415	563	978
Contributions from Operating		71	71	230	149	128	131	709	629	1,338
Debentures		4,400	4,400					4,400		4,400
TOTAL FUNDING & FINANCING		5,725	5,725	244	173	1,211	521	7,873	1,618	9,491

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Employment & Income Support Admin

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	15,302	15,738	436	2.8%
Benefits	5,306	5,390	84	1.6%
Supplies	46	42	(4)	(8.7%)
Maintenance	11	11		
Equipment	117	115	(2)	(1.7%)
Professional Fees & Services	594	533	(61)	(10.3%)
Rents	5	5		
Grants	74	74		
Social Support and Benefit Payments	1,110	1,128	18	1.6%
Financial Expenses	26	26		
Communications	79	89	10	12.7%
Training	29	53	24	82.8%
Travel & Collaboration	53	51	(2)	(3.8%)
Insurance	4	4		
Facility Occupancy Charges	1,360	1,470	110	8.1%
Interdepartmental Charges	8,225	8,083	(142)	(1.7%)
Subtotal - Operating	32,341	32,813	472	1.5%
Debt Servicing	365	238	(127)	(34.8%)
Transfers to Reserves	79	62	(17)	(21.5%)
Subtotal - Debt / Reserves / Capital	444	300	(144)	(32.4%)
Gross Expenditure	32,785	33,113	328	1.0%
Interdepartmental Recoveries				
Net Expenditure	32,785	33,113	328	1.0%
Revenue				
Ontario Grants	17,076	17,567	491	2.9%
User Fees		40	40	
Contribution from Reserves	296		(296)	(100.0%)
Revenue Subtotal	17,371	17,607	236	1.4%
Property Tax Levy	15,414	15,506	92	0.6%

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

OW Allowances & Benefits

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Social Support and Benefit Payments	104,479	117,534	13,055	12.5%
Subtotal - Operating	104,479	117,534	13,055	12.5%
Gross Expenditure	104,479	117,534	13,055	12.5%
Interdepartmental Recoveries	(150)	(150)		
External Recoveries	(6,500)	(6,500)		
Net Expenditure	97,829	110,884	13,055	13.3%
Revenue				
Ontario Grants	95,579	109,126	13,547	14.2%
User Fees	1,250	1,250		
Revenue Subtotal	96,829	110,376	13,547	14.0%
Property Tax Levy	1,000	509	(491)	(49.1%)

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Immigration Partnership

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	690	463	(227)	(32.9%)
Benefits	98	106	8	8.2%
Supplies	51	8	(43)	(84.3%)
Maintenance	2		(2)	(100.0%)
Professional Fees & Services	330	101	(229)	(69.4%)
Communications	22	2	(20)	(90.9%)
Training	50	63	13	26.0%
Travel & Collaboration	17	11	(6)	(35.3%)
Facility Occupancy Charges	22	23	1	4.5%
Interdepartmental Charges	109	5	(104)	(95.4%)
Subtotal - Operating	1,390	783	(607)	(43.7%)
Transfers to Reserves	3	3		
Subtotal - Debt / Reserves / Capital	3	3		
Gross Expenditure	1,393	786	(607)	(43.6%)
Net Expenditure	1,393	786	(607)	(43.6%)
Revenue				
Ontario Grants	155	166	11	7.1%
Federal Grants	1,169	454	(715)	(61.2%)
User Fees	20	65	45	225.0%
Revenue Subtotal	1,343	686	(657)	(48.9%)
Property Tax Levy	50	100	50	100.0%

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Strategy, Performance and Partnerships

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	3,354	3,343	(11)	(0.3%)
Benefits	1,125	1,104	(21)	(1.9%)
Supplies	4	4		
Equipment	5	5		
Professional Fees & Services	49	49		
Grants	1,890	1,890		
Social Support and Benefit Payments	3,474	3,474		
Communications	13	15	2	15.4%
Training	7	5	(2)	(28.6%)
Travel & Collaboration	2	2		
Insurance	4	4		
Facility Occupancy Charges	225	233	8	3.6%
Interdepartmental Charges	36	38	2	5.6%
Subtotal - Operating	10,189	10,167	(22)	(0.2%)
Transfers to Reserves	14	13	(1)	(7.1%)
Subtotal - Debt / Reserves / Capital	14	13	(1)	(7.1%)
Gross Expenditure	10,203	10,180	(23)	(0.2%)
Interdepartmental Recoveries	(4,273)	(4,227)	46	(1.1%)
Net Expenditure	5,930	5,952	22	0.4%
Property Tax Levy	5,930	5,952	22	0.4%

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Commissioner of Community Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	340	348	8	2.4%
Benefits	99	97	(2)	(2.0%)
Supplies	1	1		
Professional Fees & Services				
Grants	1	1		
Communications	1	1		
Training	2	2		
Travel & Collaboration	2	5	3	150.0%
Facility Occupancy Charges	10	10		
Interdepartmental Charges	2	2		
Subtotal - Operating	457	467	10	2.2%
Transfers to Reserves	1	1		
Subtotal - Debt / Reserves / Capital	1	1		
Gross Expenditure	458	468	10	2.2%
Interdepartmental Recoveries	(110)	(111)	(1)	0.9%
Net Expenditure	348	357	9	2.6%
Property Tax Levy	348	357	9	2.6%

Transportation Services



Transportation Services works to help move people and goods safely and efficiently across Waterloo Region. We provide critical connections for this community, including travel options for residents who don't have a car.

Transportation Services is responsible for public transit services that operate across the cities and townships. These services include ION light rail, express buses, local buses, and flextransit.

This department is also responsible for ensuring the safe design and operation of all Regional roads. This includes infrastructure such as traffic signals, roundabouts, sidewalks, street lighting, pedestrian islands, pavement marking, traffic signals and road signs. We keep local roads working safely through pothole repairs, grass cutting, flooding and erosion control, pavement markings, and more. Our teams also work hard to help keep roads safe through winter salting and snow plowing.

The following services are included in the 2026 Plan and Budget:

Transportation Services:

- Operating and maintaining Regional roads (asphalt, grass, landscaping, drainage, winter maintenance).
- Designing, operating, and maintaining traffic signals, roundabouts, and controlled intersections.
- Regional transportation network planning. Active
- transportation planning.
- Transportation 10-year capital program planning.
- Completing mandatory regional infrastructure inspections and condition reporting.
- Optimizing traffic flow with Miovision technology.

Transit Services:

- Regional bus and LRT service.
- Specialized transportation.
- Integrating transit and shared micromobility program with the active transportation network.
- Customer service, marketing and communications.

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Transportation Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	89,263	91,452	2,189	2.5%
Benefits	31,277	31,717	440	1.4%
Supplies	26,508	23,971	(2,537)	(9.6%)
Maintenance	3,660	3,673	13	0.4%
Utilities	5,569	5,414	(155)	(2.8%)
Equipment	625	608	(17)	(2.7%)
Facilities Maintenance	1,247	1,497	250	20.0%
Professional Fees & Services	29,329	30,471	1,142	3.9%
Property Taxes	2,990	3,110	120	4.0%
Rents	625	666	41	6.6%
Financial Expenses	356	296	(60)	(16.9%)
Communications	2,466	2,327	(139)	(5.6%)
Training	786	797	11	1.4%
Travel & Collaboration	153	154	1	0.7%
Contracts	27,783	27,916	133	0.5%
Insurance	2,595	2,668	73	2.8%
Facility Occupancy Charges	2,540	2,633	93	3.7%
Interdepartmental Charges	9,261	9,353	92	1.0%
Subtotal - Operating	237,032	238,724	1,692	0.7%
Debt Servicing	27,811	26,933	(878)	(3.2%)
Transfers to Reserves	46,439	47,079	640	1.4%
Subtotal - Debt / Reserves / Capital	74,250	74,012	(238)	(0.3%)
Gross Expenditure	311,282	312,735	1,453	0.5%
Interdepartmental Recoveries	(2,673)	(2,679)	(6)	0.2%
External Recoveries		(325)	(325)	
Net Expenditure	308,609	309,732	1,123	0.4%
Revenue				
Ontario Grants	14,773	13,773	(1,000)	(6.8%)
User Fees	62,631	54,430	(8,201)	(13.1%)
Contribution from Reserves	290	370	80	27.6%
Contribution from RDC Reserve Funds	11,979	11,979		
Revenue Subtotal	89,673	80,551	(9,122)	(10.2%)
Property Tax Levy	218,936	229,180	10,244	4.7%

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Transit Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	75,794	77,338	1,544	2.0%
Benefits	26,690	27,028	338	1.3%
Supplies	22,924	20,497	(2,427)	(10.6%)
Maintenance	3,642	3,666	24	0.7%
Utilities	4,151	4,174	23	0.6%
Equipment	243	247	4	1.6%
Facilities Maintenance	1,161	1,405	244	21.0%
Professional Fees & Services	15,901	16,015	114	0.7%
Property Taxes	2,918	3,037	119	4.1%
Rents	625	666	41	6.6%
Financial Expenses	348	288	(60)	(17.2%)
Communications	1,465	1,319	(146)	(10.0%)
Training	692	709	17	2.5%
Travel & Collaboration	96	96		
Contracts	27,783	27,916	133	0.5%
Insurance	2,306	2,376	70	3.0%
Facility Occupancy Charges	1,038	1,067	29	2.8%
Interdepartmental Charges	6,938	6,899	(39)	(0.6%)
Subtotal - Operating	194,715	194,742	27	
Debt Servicing	23,143	22,250	(893)	(3.9%)
Transfers to Reserves	15,671	15,258	(413)	(2.6%)
Subtotal - Debt / Reserves / Capital	38,814	37,509	(1,305)	(3.4%)
Gross Expenditure	233,529	232,251	(1,278)	(0.5%)
Interdepartmental Recoveries	(844)	(847)	(3)	0.4%
External Recoveries		(325)	(325)	
Net Expenditure	232,685	231,079	(1,606)	(0.7%)
Revenue				
Ontario Grants	14,773	13,773	(1,000)	(6.8%)
User Fees	61,671	52,237	(9,434)	(15.3%)
Contribution from Reserves	290	370	80	27.6%
Contribution from RDC Reserve Funds	8,421	8,421		
Revenue Subtotal	85,155	74,801	(10,354)	(12.2%)
Property Tax Levy	147,529	156,278	8,749	5.9%

Grand River Transit Bus Services

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
Program Area Capital										
66006 Bus Stop Area Improvements	588	1,041	1,629	1,041	1,041	1,041	1,041	5,793	5,205	10,998
66007 Mobility Plus Vehicle Additions		350	350					350		350
66008 Vehicle Additions Conventional					10,500	19,500	7,500	37,500	76,500	114,000
66009 Vehicle Additions Service	141		141					141		141
66010 Vehicle Replacements Mobility Plus	1,903	960	2,863	1,920		720	1,440	6,943	6,000	12,943
66011 Vehicle Replace Mobility Plus Rural	198	480	678	240	240	480	240	1,878	1,680	3,558
66012 Vehicle Replacements Service	15	350	365	90		120	240	815	590	1,405
66025 Vehicle Replacements Conventional	5,005	29,000	34,005	47,850	7,250	34,800		123,905	169,650	293,555
66067 Voice Radio Upgrade/Replacement	881	294	1,175			2,750	2,750	6,675		6,675
66071 Advanced Transit Technology	1,260		1,260	2,004	1,557	2,515	5,278	12,614	5,278	17,892
66079 Northfield Drive Construction	517		517					517		517
66092 Fairview Mall Terminal	177		177	500	500			1,177		1,177
66093 Blockline Station				842	2,475			3,317		3,317
66094 Conestoga Mall Facility Upgrade	121		121		2,185			2,306		2,306
66095 Conestoga College Terminal	4,672	2,039	6,711	4,665				11,376		11,376
66096 On Board Bus Camera Replacement	1,975		1,975					1,975		1,975
66115 Design and Install Transit Priority Needs at Multiple Loc	219	528	747	863	300	300	300	2,510	1,200	3,710
66116 GRT/ION Station Area Improvements	343	1,297	1,640	250	250	250	250	2,640	1,250	3,890
66117 Chicopee Bus Loop	59		59					59		59
66124 Transit Wayfinding Plan	100		100					100		100
66125 Farmers Market - Northfield Station Trail	267	238	505					505		505
66126 GRT Customer Service Storefronts	15		15	250				265		265
66129 Transit Application Software Upgrades	969		969	125	125	125	125	1,469	625	2,094
66130 Transit IT Infrastructure	100	50	150	50	50	50	50	350	650	1,000
66132 In-vehicle Equipment	224		224	50	50	50	50	424	250	674
66134 Vehicle Health Monitoring Technology					232			232		232
66135 Vehicle Depot Management System					165			165		165
66138 Miscellaneous Property Acquisitions	12,273		12,273					12,273		12,273
66139 MobilityPlus Technology Requirements		800	800	650				1,450		1,450
66143 Transit Hub Trail Park to King	129		129					129		129
66145 Bus Electrification Infrastructure		200	200		1,961			2,161		2,161

Grand River Transit Bus Services

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent	2026	2026					2026 - 2030	2031 - 2035	2026 - 2035
	Approvals	Request	Total	2027	2028	2029	2030	Subtotal	Subtotal	Total
66146 King/University Enhanced Transit Shelters	344	342	686	200	200			1,086		1,086
66147 GRT Northfield Solar PV		300	300		1,000			1,300		1,300
66151 GRT-Active Transportation Integration	56	676	732	1,499	1,474			3,705		3,705
66152 GRT-Micromobility Infrastructure Integration	92		92	100	100	100		392		392
66154 Transit Technology Modernization	112	4,342	4,454	963	400	400	400	6,617	1,800	8,417
66155 Passenger Information Display	810		810	423	436	449	463	2,581	2,243	4,824
66156 Cell phones for GRT Staff	235		235					235		235
66157 Cambridge Garage	250		250					250	10,000	10,250
66158 Kitchener Central Canopy Shelter		500	500	500				1,000		1,000
66159 UW Station Improvements	474		474		500			974		974
66160 Wallacetown Way Facility Amenities		50	50	50				100		100
66161 GRT Station Public Art				90	90			180		180
Total Program Area Capital	34,522	43,837	78,359	65,215	33,081	63,650	20,127	260,432	282,921	543,353
Facilities Managed Capital Renewal										
73021 Strasburg Rd Garage Building Renewal	804	625	1,429	594	3,076	29	282	5,410	14,263	19,673
73023 Conestoga Blvd Garage Building Renewal	30		30	188	24	76	650	968	2,575	3,542
73024 Ainslie Terminal Building Renewal	152	166	318		18	345	169	850	1,443	2,293
73025 Chandler Drive Building Renewal	263	33	296	55	62	4	124	541	687	1,228
73026 Northfield Drive Building Renewal	32	28	60		35	241	241	578	853	1,431
73028 Cambridge Centre Station Renewal		24	24	29	12	9	26	101	91	192
Total Facilities Managed Capital Renewal	1,281	876	2,157	867	3,226	704	1,493	8,447	19,913	28,360
TOTAL EXPENDITURE	35,803	44,713	80,516	66,082	36,307	64,354	21,620	268,879	302,834	571,713

Grand River Transit Bus Services

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	12,703	27,431	40,134	6,506	7,250	2,251	3,225	59,367	7,645	67,012
Development Charges										
Reserve Funds	5,848	390	6,238	927	1,964	1,651	2,286	13,066	1,214	14,280
Debentures	156	469	625	1,073	1,365	2,535	975	6,573	13,845	20,418
Property Taxes & User Rates										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	789	852	1,641	650	3,214	495	1,216	7,216	18,172	25,388
3982250 GRT Urban Vehicle Reserve	523	609	1,132	743		365	730	2,969	2,630	5,599
3982260 GRT Bus Reserve	1,351	7,830	9,181	9,000	2,465	11,832		32,478	57,681	90,159
3982290 GRT Mobility Plus Rural Vehicle Res	54	480	534	65	65	288	144	1,095	1,008	2,103
3984010 Transit Capital Reserve	6,648	5,897	12,545	5,192	5,981	4,446	5,484	33,648	11,637	45,285
Debentures	7,731	754	8,485	8,995	2,205	4,095	1,575	25,355	22,165	47,520
Unsecured Funding				32,932	11,799	36,397	5,984	87,112	166,838	253,950
TOTAL FUNDING & FINANCING	35,803	44,713	80,516	66,082	36,307	64,354	21,620	268,879	302,834	571,713

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.

Light Rail Transit

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
68002 LRT Land Acquisition	2,774		2,774					2,774		2,774
68012 Rolling Stock - Vehicles	178		178					178		178
68016 Ancillary Non Construction Rapid Transit Project Co	149		149					149		149
68017 Project Construction LRT	2,000		2,000					2,000		2,000
68024 RT to Cambridge	5,285	12,000	17,285					17,285		17,285
68025 Rolling Stock LRT Future Vehicles				10,000	10,000	10,000	10,000	40,000	20,000	60,000
68030 RT to Cambridge-Project Development				85,000	72,000	78,000	78,000	313,000	1,732,600	2,045,600
68031 Stage 1 LRT Miscellaneous System Improvements	2,010	275	2,285	275				2,560		2,560
68032 Station Enhancements							1,000	1,000	1,000	2,000
68033 ICIP ION Pedestrian Crossings (HOC Crossing & R&T	3,190		3,190	3,190				6,380		6,380
TOTAL EXPENDITURE	15,586	12,275	27,861	98,465	82,000	88,000	89,000	385,326	1,753,600	2,138,926
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	5,054		5,054	2,339				7,394		7,394
Development Charges										
Reserve Funds	185	780	965					965		965
Debentures	1,559	3,900	5,459	1,100	1,100	1,100	1,210	9,969	2,310	12,279
Property Taxes & User Rates										
Reserves and Reserve Funds										
3984010 Transit Capital Reserve	851		851	851			160	1,862	160	2,022
3986511 RTMP Reserve Fund	3,159	1,495	4,654	275				4,929		4,929
Debentures	4,779	6,100	10,879	1,600	1,600	1,600	1,600	17,279	3,200	20,479
Unsecured Funding				92,300	79,300	85,300	86,030	342,930	1,747,930	2,090,860
TOTAL FUNDING & FINANCING	15,586	12,275	27,861	98,465	82,000	88,000	89,000	385,326	1,753,600	2,138,926

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.
- The costs for ION Stage 2 have been updated according to the latest estimate which may be further refined through the design phase.

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Transportation

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	13,012	13,646	634	4.9%
Benefits	4,451	4,555	104	2.3%
Supplies	3,581	3,472	(109)	(3.0%)
Maintenance	18	7	(11)	(61.1%)
Utilities	1,418	1,241	(177)	(12.5%)
Equipment	382	361	(21)	(5.5%)
Facilities Maintenance	86	93	7	8.1%
Professional Fees & Services	13,423	14,450	1,027	7.7%
Property Taxes	72	73	1	1.4%
Financial Expenses	8	8		
Communications	1,000	1,008	8	0.8%
Training	86	81	(5)	(5.8%)
Travel & Collaboration	51	53	2	3.9%
Insurance	288	292	4	1.4%
Facility Occupancy Charges	1,492	1,556	64	4.3%
Interdepartmental Charges	2,321	2,452	131	5.6%
Subtotal - Operating	41,689	43,346	1,657	4.0%
Debt Servicing	4,668	4,682	14	0.3%
Transfers to Reserves	30,768	31,820	1,052	3.4%
Subtotal - Debt / Reserves / Capital	35,436	36,502	1,066	3.0%
Gross Expenditure	77,125	79,848	2,723	3.5%
Interdepartmental Recoveries	(1,364)	(1,361)	3	(0.2%)
Net Expenditure	75,761	78,487	2,726	3.6%
Revenue				
User Fees	960	2,192	1,232	128.3%
Contribution from RDC Reserve Funds	3,558	3,558		
Revenue Subtotal	4,518	5,750	1,232	27.3%
Property Tax Levy	71,243	72,737	1,494	2.1%

Transportation
Ten Year Capital Budget and Forecast (\$ thousands)
2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
Program Area Capital										
Base Program										
05164 King St, Rail Tracks to Lobsinger Ln							90	90	3,275	3,365
05174 Various Spot Resurfacings	1,929	2,900	4,829	2,900	2,900	2,900	2,900	16,429	14,484	30,913
05178 Culvert Replacements in Advance of Road Rehabilitation Projects	204	300	504	350	350	350	350	1,904	1,850	3,754
05264 Railway Crossing Assessments/Improvements	200	100	300	100	100	100	100	700	500	1,200
05265 Noise Wall Retrofits, Repairs and Noise Assessments		70	70	70	70	70	70	350	350	700
05375 Minor Bridge Repairs	216	200	416	200	200	200	200	1,216	1,000	2,216
05381 Benton St., Courtland Ave. to Charles St. E. & Frederick St, Duke St. to Lancaster Ave	2,103		2,103	55				2,158		2,158
05384 King St, Bishop St to Dover St	52		52					52		52
05386 Weber St, Blythwood Rd to Northfield Dr	85		85					85		85
05387 Weber St, Erb St to Forwell Creek Rd					300	300	380	980	12,435	13,415
05394 Arthur Street S., South St. to Kenning Pl.	281	1,460	1,741	3,595	3,415	375		9,126		9,126
05425 Nafziger Road, Hwy 7/8 to Waterloo St./Snyder's Rd. W.									1,040	1,040
05430 Weber St. Benjamin Rd to King St							70	70	4,030	4,100
05440 Lobsinger Line, 0.6KM W. of Kressler Rd. to Anita Dr.									1,555	1,555
05474 Line 86, Northfield Dr E to Spruce Ln					130	2,455	10	2,595		2,595
05487 King St, HWY 401 to Sportsworld Dr	500		500					500		500
05494 King St, Central St to University Ave	656	20	676					676		676
05495 Sawmill Rd, River St to Snyders Flats Rd	323		323					323		323
05497 Lancaster St, Wellington St N to Bridgeport Rd	2,537	7,560	10,097	8,285	1,500	310		20,192		20,192
05498 Myers Rd, Branchton Rd to Water St	350	90	440	370	4,310	4,415	3,110	12,645	290	12,935
05505 Sawmill Rd at Katherine St									410	410
05508 Erbs Rd, Phillipsburg Bridge at Nith River (#0903)	74	2,625	2,699	15				2,714		2,714
05521 Traffic Count Program		75	75	75	75	75	75	375	375	750
05528 Retaining Wall Repairs		55	55	55	55	55	55	275	275	550
05529 Developer Related Projects		103	103	103	103	103	103	515	506	1,021
05555 Preliminary Design & Post Construction Expenditures	-57	300	243	300	300	300	300	1,443	1,300	2,743
05566 Highland Rd, Fischer-Hallman Rd to Highland Hills Mall Entrance	60		60					60		60
05582 Parkhill Rd, Ainslie St to Water St							40	40	1,060	1,100
05585 Ebycrest Road, Victoria St. N. to Bridge St. E.						55	1,250	1,305	10	1,315
05611 Storm Water Management Pond Rehabilitation	335	1,325	1,660	395	275	55	55	2,440	275	2,715
05612 Frederick St, Lancaster St E to Duke St	75		75			100	150	325	3,235	3,560
05636 Swan St-Hilltop Dr to Stanley St and Northumberland St/Stanley St - St. Andrews St to CP Railway Crossing	25		25					25		25
05647 Pavement Data Collection		50	50	50	50	50	50	250	250	500
05649 Weber St E, Montgomery Rd to Sheldon Ave						200	200	400	3,890	4,290
05651 King St N, University Ave to Weber St N	628		628					628	4,635	5,263
05654 Maryhill Road, 70m east of Notre Dame Ave. to Charles St. W.	219	60	279	2,320	1,090	15		3,704		3,704
05656 Victoria St, Lawrence Ave to Fischer-Hallman Rd	5,712	5,395	11,107	791	10			11,908		11,908

Transportation
Ten Year Capital Budget and Forecast (\$ thousands)
2026 - 2035

	Previous Unspent	2026	2026						2026 - 2030	2031 - 2035	2026 - 2035
	Approvals	Request	Total	2027	2028	2029	2030	Subtotal	Subtotal	Total	
05657 Westmount Rd S, Victoria St to Erb St W	95	140	235	20	1,170	10		1,435		1,435	
05658 Victoria St N Lancaster St W to 100m east of Weber St W	10		10					10		10	
05663 Huron St, 50M East of Wilmot-Easthope Rd to Bender Bridge									760	760	
05673 Roseville Rd, Dickie Settlement Rd to MTO/Region Boundary									2,360	2,360	
05674 Wrigley Rd, Dumfries Rd to 190M East of Hilltop Rd									129	129	
05675 Westmount Rd E, Fischer-Hallman Rd to Blockline Rd	150		150				10	160	5,635	5,795	
05679 Cedar Creek Road, Cambridge/North Dumfries Bdry. to Edworthy Side Rd. (RR71)		35	35	330	2,730	20		3,115		3,115	
05683 Queen's Bush Rd, Nafziger to Hutchison & Nafziger Rd, Gerber to Queen's Bush	165	50	215	1,150	10			1,375		1,375	
05684 King St/Coronation Blvd, Water St N to Bishop St	62	500	562	785	5,405	5,185	5,075	17,012	795	17,807	
05687 Erb Street, Menno St. to Westmount Rd.									5,060	5,060	
05690 Arthur St S, Whippoorwill to First St					70	170	3,155	3,395	270	3,665	
05692 Ainslie St S, Water St S to Water St N	50		50	265	1,225	3,750	3,015	8,305	1,925	10,230	
05693 Sportsworld Drive, King St.E. to Sportsworld Crossing Rd.	420	5,020	5,440	370	10			5,820		5,820	
05694 Bishop Street N., Concession Rd. to King St. E.				35	35	35	965	1,070	10	1,080	
05695 Scott St/Main St/Stanley St, 190M E of Hilltop Dr to St Andrews St	200	75	275	1,035	4,325	1,005		6,640		6,640	
05697 Fairway Rd N, Briarmeadow Dr to King St	295	347	642	385	820	1,460	2,160	5,467	15,940	21,407	
05699 Fairway Rd S/Courtland Ave, King St. to Manitou Dr.						100	200	300	6,885	7,185	
05703 Bleams Road, Manitou Dr. to Strasburg Rd.							105	105	11,070	11,175	
05705 Bleams Rd, Fischer-Hallman Rd to Trussler Rd	1,052	10	1,062					1,062		1,062	
05706 University Ave E, Bridge St W to Lincoln Rd	95		95				150	245	3,010	3,255	
05709 Fischer-Hallman Rd, HWY 7/8 to Columbia St Bus Lane Study	282	200	482					482		482	
05748 Hutchison Rd, Weimar Line to Crosshill S Limits					140	2,915	10	3,065		3,065	
05754 Line 86, Katharine St. N. to Northfield Dr. E.					140	2,770	10	2,920		2,920	
05755 Katherine Street N., Line 86 To Bridge #2302									330	330	
05765 Erb Street, Margaret Ave. to King St.		50	50	20	20	1,320	10	1,420		1,420	
05766 Snyder's Road, Gingerich Rd. to Christian St.	1,637		1,637					1,637		1,637	
05774 King St, Grand River Bridge (#0807)	2,130	1,000	3,130	10				3,140		3,140	
05778 Research & Development		21	21	21	21	21	21	103	101	204	
05789 Water Street, Concession St. to Simcoe St.							120	120	3,545	3,665	
05792 Blair Road, Blair Settlement limits (~325m East of Langdon Dr.) to 125m Southeast of Fountain St.				20	530	10		560		560	
05794 Shantz Station Road, CNR Tracks Bridge #3001 to Hopewell Crk Bridge #3002		10	10					10		10	
05795 Spragues Road, Wrigley Rd. to Shouldice Side Rd									4,856	4,856	
05796 Ottawa St, Alpine Rd to Fischer-Hallman Rd	-97	228	131	10				141		141	
05799 Katherine St, Lundy Rd to Bridge #2301 (Cox Creek)									3,133	3,133	
05800 Eagle St, Concession Rd/Speedville Rd to King St W	61	35	96	265	1,890	390		2,641		2,641	
05827 Bishop Street N., Conestoga Blvd. to Franklin Blvd.					90	90	2,755	2,935	10	2,945	
05855 Church St W, Arthur St to Weigel Ave	10		10		70	375	765	1,220	2,485	3,705	
05865 Bridge Testing & Evaluation Program		100	100	100	100	100	100	500	500	1,000	

Region of Waterloo

2026 Program Budgets

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Transportation
Ten Year Capital Budget and Forecast (\$ thousands)
2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
05902 Northfield Drive E., Scotch Line Rd. to Line 86					100	2,115	10	2,225		2,225
05914 West Montrose Covered Bridge at Grand River (#0091)		30	30	30	15	15	15	105	75	180
05923 Pinebush Rd, Townline Rd to Franklin Blvd		100	100	100	100	280	3,200	3,780	3,915	7,695
05927 Fountain St N, HWY 401 to Maple Grove Rd						100	380	480	6,895	7,375
05928 Cedar St, Grand Ave S to Osborne St				70	60	265	1,445	1,840	10	1,850
05932 King St E, Sportsworld Dr to Freeport Bridge	26	6,395	6,421				100	6,521	25,760	32,281
05933 Main St. E, Franklin Blvd to Chalmers St. and Dundas St, Briercrest Ave. to Franklin Blvd.	55	10	65	10	940	560	6,480	8,055	3,032	11,087
05934 Hawkesville Rd, Three Bridges Rd to Ament Line/Kressler Rd					95	2,050	10	2,155		2,155
05935 Notre Dame Dr, St Ann Ave N to Moser-Young Rd									4,759	4,759
05936 Queen St, Witmer Rd to HWY 7/8 EB									2,675	2,675
05937 Queen St, Water St to Bethel Rd				127	1,505	10		1,643		1,643
05938 Ebbycrest Road, Bridge St. E. to Sawmill Rd.									10	10
05941 Hespeler Road, Eagle St. N./Pinebush Rd. to Hwy. 401 EB. Ramp	10		10					10		10
05942 Clyde Rd, Village Rd S to Dobbie Dr						180	3,825	4,005	334	4,339
05943 Townline Rd, 401 WB Ramp to County Rd 34									633	633
05944 Roseville Rd, MTO/Region Boundary To Roseville Settlement Limits									3,630	3,630
05946 Dickie Settlement Rd, Roseville Rd to Fountain St S						120	2,500	2,620	10	2,630
05947 Grand Ave S, Cedar St to St Andrews St				55	585	10		650		650
05950 Listowel Rd, 750M W of Arthur St S to Line 86									2,580	2,580
05953 Ament Ln, Lavery Rd to ~200m East of Knarr St									1,060	1,060
05954 Northfield Dr, Scheifele Bridge at Conestogo River (#2201)	4,930	1,423	6,353	13,480	4,520	50		24,403		24,403
05957 Victoria St., Fischer Hallman Rd to Highgate Rd./Ramblewood St									3,060	3,060
05958 Hutchison Rd, Queen's Bush Rd to Perth 107									4,244	4,244
05959 Weber St W, Queen St N to College St						50	810	860	10	870
05968 Nafziger Rd, Erb's Rd to 150m N of Erb's Rd						30	485	515	10	525
05972 Westmount Road E., Ottawa St. S. to Greenbrook Dr.	60	80	140	100	1,690	10		1,940		1,940
05973 Bridge St, Lexington Rd to Eastbridge Blvd							120	120	1,300	1,420
05976 Concession Street, Chalmers St. to Chisholm St.					80	725	10	815		815
05977 Erb's Rd, Sandhills Rd to Bridge #0903 Over the Nith River	181	30	211	140	2,785	10		3,146		3,146
05978 William Hastings Line, Manser Rd. to Lichty Rd.					70	1,365	10	1,445		1,445
05979 Foundry St, HWY 7/8 Westbound Ramp to Gingerich Rd									288	288
05980 Old Beverly Rd, Waterloo-Hamilton Bdry to 50M W of Shellard Side Rd									3,044	3,044
05981 Weber Street, Hwy 8 Ramp to Montgomery Rd.				250	450	2,510	2,735	5,945	175	6,120
05983 King St, Northfield Dr to HWY 85 NB Ramp (Woolwich)									6,915	6,915
05986 Roseville Road, Roseville Settlement East Limit to 560m W. of Fischer Hallman Rd.	335	630	965	1,070	10			2,045		2,045
05987 Foundry St, Gingerich Rd to Snyder's Rd		30	30	100	150	1,280	200	1,760	10	1,770
05992 Main St, Grand River Bridge (#2703)				175			175	350	175	525
05995 Bridge St, Grand River Bridge (#5201)	20		20	400			400	820	400	1,220

Transportation
Ten Year Capital Budget and Forecast (\$ thousands)
2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
06485 Land Dedication Surveys & Purchases		67	67	67	67	67	67	335	329	664
06506 Bridge St, Eastbridge Blvd to Northfield Dr									2,475	2,475
06510 Bridgeport Rd/Caroline St, King St to Erb St	15	50	65	50	300	120	3,545	4,080	150	4,230
06582 Lackner Blvd., Fairway Rd. to Victoria St.							300	300	7,410	7,710
06585 Walkers Rd, Bean Rd to HWY 7/8		10	10					10		10
06721 Edworthy Side Rd, Cedar Creek Rd to Roseville Rd									1,148	1,148
06723 Nafziger Road, Waterloo St./Snyder's Rd. W. to Erb's Rd.		1,536	1,536	10				1,546		1,546
06759 University Ave E, Weber St N to Albert St	1,014	3,175	4,189	2,495	2,715	415	2,690	12,504	2,665	15,169
06826 Infill Sidewalk & Cycling Facilities to be Identified	274	300	574	300	300	300	300	1,774	2,300	4,074
06852 Herrgott Rd at Boomer Creek (#1001)	-61	660	599	10				609		609
06998 Arthur St at Canagagigue Creek (#2101)	268	195	463	6,220	200	20		6,903		6,903
07053 Asset Management Program		300	300	300	300	300	300	1,500	1,500	3,000
07194 Canamera Parkway, Franklin Blvd. to Conestoga Blvd.	68	2,710	2,778	10				2,788		2,788
07348 Lobsinger Line, Martin Creek's Rd to Heidelberg Cemetery					110	2,275	10	2,395		2,395
07350 Branchton Rd - Morrison Rd to 165m S of South Boundary Rd	109		109	30	20	760	30	949		949
07352 Bridgeport Rd E, Lancaster St to Margaret Ave					80	435	7,955	8,470	10	8,480
07357 Weber St at Martin Creek (#0813)									113	113
07359 Weber St at Laurel Creek (#0810)									641	641
07361 King St E, Freeport Bridge to River Rd E					100	100	1,865	2,065	10	2,075
07381 Wildlife Crossings	193	100	293	100				393		393
07383 Victoria Street N., Kitchener/Woolwich Boundary to 0.7 Km E. of Ebycrest Rd./Woolwich St. S.									10	10
07384 New Dundee Rd, 50m E of Executive Pl to Reichert Dr	800		800					800		800
07390 Pinebush Rd, Franklin Blvd to Hespeler Rd					200	200	200	600	4,833	5,433
07391 Westmount Rd N, University Ave W to Columbia St					140	160	400	700	4,990	5,690
07392 Victoria Street N., Kitchener/Woolwich Bdry. to Bruce St.	26	200	226	4,555	4,555	10		9,346		9,346
07394 Erbsville Rd, Columbia St to Waterloo/Woolwich Bdry				100	200	430	3,385	4,115	2,445	6,560
07395 Canamera Parkway, Conestoga Blvd. to Hespeler Rd.							190	190	1,680	1,870
07396 Floradale Rd, Reids Wood Dr to Floradale S. Limits									912	912
07398 Blair Road, 180m NW of Blair Rd. to 325m E. of Langdon Dr.									2,632	2,632
07401 Fischer Hallman Rd, HWY 7/8 Off Ramp to McGarry Dr				205	1,395	10		1,610		1,610
07402 Fischer Hallman Road, Victoria St. S to Erb St. W.						250	250	500	4,815	5,315
07403 Bridgeport Rd E, Weber St N to King St					70	160	160	390	3,170	3,560
07404 Sawmill Rd, Snyder's Flats Rd to Crowsfoot Rd & Katherine St S	38	2,045	2,083	10				2,093		2,093
07407 Clyde Rd, Dobbie Dr to Franklin Blvd									2,310	2,310
07409 Dumfries Rd, Wrigley Rd to Cedar Creek Rd									505	505
07412 River Road E., King St. E.to Fairway Rd. N.						90	130	220	5,135	5,355
07414 Line 86, Cox Creek Bridge (#8601) to Katherine St N									936	936
07417 Homer Watson Blvd, Blockline Rd to Ottawa St S									2,925	2,925
07418 Branchton Road, Cambridge/North Dumfries Bdr to Mers Rd.									1,808	1,808
07419 Northfield Drive W., Weber St. to Westmount Rd. N.									3,749	3,749
07421 University Ave W, Albert St to Westmount Rd N									1,710	1,710
07423 Bridge St, University Ave to Lexington Rd									2,400	2,400

Transportation

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
07424 Parkhill Road W., Water St. N. to George St. N.									654	654
07428 Victoria Street N., Park St. to Weber St. W.									2,265	2,265
07429 University Avenue W., Belgreen Way/Stonehaven Dr. to Erb St. W.									1,952	1,952
07430 Bruce Street, Frederick St. to Victoria St.									577	577
07431 King St E, River Rd E to Fairway Rd N									1,530	1,530
07448 Wrigley Road, Spragues Rd. to Dumfries Rd.									30	30
07450 Line 86, 0.4km W of Katharine St (#8602)					30	30	750	810	10	820
07451 Line 86, 1.03km E of Northfield Dr (#8600)				25	25	430	10	490		490
07452 Erb's Road, Wilma St. to Sandhills Rd.									2,098	2,098
07453 Roseville Road, Cambridge/North Dumfries Bdry to Whistle Bare Rd									46	46
07454 Dumfries Road, Cedar Creek Rd. to Roseville Rd.									10	10
07455 New Dundee Road, Fischer-Hallman Rd. to Trussler Rd.									1,250	1,250
07458 Branchton Road, Maple Manor Rd. to Morrison Rd.									1,570	1,570
07459 Fischer-Hallman Road, 400 m North of Roseville Rd. to New Dundee Rd.									995	995
07460 Snyder's Road E./Gingerich Road, Petersberg West limits to Sandhills Rd.									1,890	1,890
07461 Erbsville Road, Waterloo Woolwich Boundary to Kressler Rd.									730	730
07462 Arthur Street, Sawmill Rd to Listowel Rd							305	305	5,815	6,120
07463 Church Street West, Barnswallow Dr. to Floradale Rd.									591	591
07464 Fountain Street N., Kossuth Rd. to Woolwich St. S.									1,960	1,960
07465 Floradale Road, Church St. W. to Reid Wood Dr.									67	67
07468 St. Charles Street W., Maryhill Rd. to Sawmill Rd.									3,980	3,980
07471 Kossuth Road, Cober Rd. To Fountain St. N.									1,162	1,162
07472 Northumberland Street, Greenfield Rd. W. to Cedar Creek Rd.									1,830	1,830
07473 Sawmill Road, Bridge #1702 to Crowsfoot Rd.									1,330	1,330
07474 Sawmill Road/Bloomingtondale Road N., Kraft Dr. to River St.									965	965
07475 William Hastings Line, West Limits of Crosshill to Manser Rd									52	52
07479 Snyder's Road W., Baden Water Tower Entrance to Nafziger Rd.									1,164	1,164
07482 Queen Street, Bethel Rd to Witmer Rd									1,803	1,803
07483 Moser-Young Road, Gerber Rd./Notre Dame Dr. to Weimar Line									1,056	1,056
07491 Wilmot Centre Rd, Bleams Rd E to Hwy 7/8 EB Ramp									1,025	1,025
07492 Bridge St E, Ebycrest Rd to Kitchener/Woolwich Bdry									1,950	1,950
07497 Fischer-Hallman Rd at CN Rail (#5803_1 AND #5803_2)							31	31	1,125	1,156
07498 Perth Line, Perth Rd to Road 116									1,818	1,818
07508 Erb's Road, Nafzinger Rd. To Wilmot-Easthope Rd	49	190	239	1,620	10			1,869		1,869
07511 Kressler Rd/Weimar Line, Erbsville Rd to Bamberg E Limits									3,157	3,157
07512 Lobsinger Line, Moser-Young Rd to Hutchison Rd									4,420	4,420
07513 Kossuth Rd, Chilligo Rd. to Cober Rd.									2,554	2,554
07514 Sportsworld Drive, Hwy 8 N Bound Ramp to Kitchener/Cambridge Bdry									26	26

Transportation
Ten Year Capital Budget and Forecast (\$ thousands)
2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
07516 Fischer-Hallman Rd, Roseville Rd to 400 m N of Roseville Rd									1,808	1,808
07517 Ira Needles Blvd, Yellow Birch Dr to Victoria St									4,223	4,223
07518 Cedar Creek Road, Earl Thompson Rd to Hwy 401 Eb Ramp		50	50					50		50
07519 Herrgott Road, Ament Line to Line 86									149	149
07522 Kressler Rd, Arthur Rd. to Hawkesville Rd									93	93
07523 Kressler Rd, Erbsville Rd to Lobsinger Line									129	129
07525 Hutchison Rd, Hutchison Rd to Weimar Line									72	72
07526 Erbsville Rd, 0.2km S of Conservation Dr						10	10	20	202	222
07528 Arthur St S, End of Hwy 86 to Township Rd 42 (The Old Crossing)							45	45	840	885
07529 Gerber Road, Hackbart Rd. to Nafziger Rd.									2,354	2,354
07531 Ament Line, Ament Line & Kressler Rd. to Moser-Young Rd.									5,222	5,222
07532 Hawkesville Rd, CNR Tracks to Three Bridges Rd									1,375	1,375
07537 King St at Union St	320		320					320		320
07546 Weimar Line, Bamberg Settlement East Limits to Moser/Young Rd.									3,554	3,554
07548 Westmount Road N., Columbia St. W. to Westmount Rd. N./Northfield Dr. W.									6,036	6,036
07549 Weber St, Northfield Dr to Benjamin Rd									206	206
07550 Bridgeport Rd E, Margaret Ave to Weber St N					50	50	180	280	2,205	2,485
07552 LRT Storm Outlet: Huron Spur at Rockway Golf Course	575		575					575		575
07564 Storm Sewer Assessments	225	175	400	175	175	175	175	1,100	875	1,975
07567 Kossuth Rd at Chilligo Rd		10	10					10		10
07568 Main St, 1070 Main St to Franklin Blvd	385	460	845	7,090	1,575	10		9,520		9,520
07571 Lobsinger Line, Heidelberg Cemetery to Kressler Rd									62	62
07572 Arthur St S, Listowel Rd to Whippoorwill Dr									2,435	2,435
07573 LINE 86, FLORADALE RD. TO WATERLOO/ WELLINGTON BDRY									82	82
07574 Bleams Road East, Wilmot Center Rd. to Nafziger Rd.									1,572	1,572
07591 Lancaster St, Bridgeport Rd to Bridge St Special Study Area	139		139					139		139
07594 Maple Grove R, King St E to Fountain St N	107	93	200	50	2,155	60		2,465		2,465
07597 Spragues Road, Shouldice Side Rd to Cambridge/North Dumfries Bdry							103	103	3,579	3,682
07598 Arthur Street N, 170m S of Kenning Pl. to Sandy Hills Dr.					185	3,835	10	4,030		4,030
07599 Lackner Blvd, Fairway Rd to Ottawa St		30	30	30	105	1,750	60	1,975		1,975
07600 Lackner Blvd, Ottawa St. N to Victoria St. N									990	990
07606 Water St S, Myers Rd to 250m S of Ainslie St S	300		300	2,795	340			3,435		3,435
07607 New Signs and Markings		50	50	50	50	50	50	250	250	500
07608 MUT - Listowel Rd Timber Trail to Arthur St. (North Side)	50		50					50		50
07616 Software Procurement and Upgrades	106	103	209	103	103	103	103	621	515	1,136
07619 Advanced Traffic Signal Management System	338		338					338		338
07621 Guelph to Goderich Bridge 1 - Grand River Crossing									406	406
07622 Guelph to Goderich Bridge 2 - Conestogo River Crossing	357	500	857					857	406	1,263
07623 Schneider Creek MUP	2,145	594	2,739	60				2,799		2,799
07626 West Montrose Bridge Rehabilitation	3,875	5,625	9,500					9,500		9,500
Region of Waterloo										
		2026 Program Budgets								50

Transportation

Ten Year Capital Budget and Forecast (\$ thousands)
2026 - 2035

	Previous Unspent	2026	2026	2026 - 2030					2031 - 2035	2026 - 2035
	Approvals	Request	Total	2027	2028	2029	2030	Subtotal	Subtotal	Total
07628 Waterloo St. Nafziger Rd. to Hostetler Rd.									72	72
07629 Bleams Rd. Bridge 0402 (Manheim) to Queen St.									1,983	1,983
07630 Bleams Rd. Nafziger Rd. to HWY 7/8									72	72
07631 Snyder's Road. E.,Trussler Rd. to 9KM E. of Notre Dame Dr.									118	118
07632 Erb's Road, Waterloo/Wilmot Boundary to St. Agatha Village									2,122	2,122
Limits										
07633 Notre Dame Dr. CNR Tracks to 0.5KM S. of Erb's Rd.									1,380	1,380
07634 Gerber Rd. Moser Young Rd. to Hackbart Rd.							2,745	2,745	10	2,755
07635 Katherine St. N. Tribe Rd. to Wellington Boundary									77	77
07636 Hespeler Rd. Guelph Ave to Waterloo Wellington Boundary									108	108
07637 Northumberland Street, Cedar Creek Rd. to Roseville Rd.									52	52
07638 Main St. Cambridge North Dumfries Boundary to 1070 Main St.									62	62
07639 Huron Street, Seyler St. to Waterloo St.									932	932
07640 Peel Street, Bullee St. to Seyler St.									984	984
07641 Water St. N. Ainslie St. N. to Coronation Blvd.									155	155
07642 Hespeler Road, MTO Westbound Ramp to Beaverdale Rd./Queen									93	93
St. W.										
07643 Hespeler Rd., Brooklyn Rd. to Eagle St. N./Pinebush Rd.									4,315	4,315
07644 Northumberland Street, 0.3 KM N. of Gutheries St. to Greenfield									397	397
Rd.										
07645 Concession St. Chisholm St. to Water St.									1,092	1,092
07646 Victoria Street N., Edna St. to Lancaster St.W.									1,313	1,313
07647 Ottawa Street N., 0.15 km E. of Keewatin Ave. to Lackner Blvd.									1,030	1,030
07648 Fischer-Hallman Rd from New Dundee Rd to Plains Rd									1,630	1,630
07649 New Dundee Road, Reichert Dr. to Reidel Dr./Cameron Rd.							100	100	2,135	2,235
07650 Homer Watson Boulevard, Manitou Dr. to Bleams Rd.									2,795	2,795
07651 Line 86, Lavery Rd. to Road 116				310	5,885	10		6,205		6,205
07653 Manser Road, William Hastings Line to Linwood Settlement South									160	160
Limits										
07654 Ament Line, East Linwood Settlement Limits to Manser Rd.									1,040	1,040
07655 Ira Needles Blvd, Glasgow St. to West Hill Dr.									2,000	2,000
07658 LED Traffic Signal Lamp Replacement	931		931		620	640	660	2,851	660	3,511
07665 Water Street, Simcoe St. to Ainslie St.	1,861	220	2,081	35		550	35	2,701		2,701
07667 Foundry Street at Baden Creek (#5101)				10	485			495		495
07668 Gerber Road at Wellesley Creek (#1204)									611	611
07669 Frederick Bridge at Hwy 85 Cycling Facility	598		598					598		598
07674 Lancaster St. W., Bridgeport Rd. E. to Shirk Pl.	536	375	911	1,890				2,801		2,801
07675 University Ave., Fischer Hallman Rd. to Ira Needles Blvd.	1,626		1,626	20				1,646		1,646
07676 Active Transportation Fix-it List Action Plan	66	1,500	1,566					1,566		1,566
07681 Fairway Rd N, Lackner Blvd to Pebblecreek Dr	50	10	60					60		60
07683 Huron St at Nith River (#0404)		100	100	100	1,800			2,000		2,000
07684 Township Road Safety Study		100	100					100		100
07692 Roundabout Pedestrian Safety Pilot		10	10					10		10
Region of Waterloo										
			2026 Program Budgets							51

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Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent	2026	2026					2026 - 2030	2031 - 2035	2026 - 2035
	Approvals	Request	Total	2027	2028	2029	2030	Subtotal	Subtotal	Total
07693 Victoria Street N., King St. W. to Weber St. W.	2,711	4,000	6,711	1,650	10			8,371		8,371
07694 Branchton Road, Myers Rd and Dundas St S						90	45	135		135
07696 Breslau Go - Transit Project Assessment Process	371	300	671					671		671
07701 Rural Project Design		100	100	100	100	100	100	500	500	1,000
07702 Iron Horse Trail crossing upgrades		300	300	1,200				1,500		1,500
09035 Municipal Drainage Works	-32	105	73	105	105	105	105	493	525	1,018
09256 Traffic Signal Support Program	148	315	463	315	315	315	315	1,723	1,575	3,298
09359 Street Lighting Modernizations/Installations	495	206	701	206	206	206	206	1,525	1,018	2,543
09415 Barrier Free Signal Requests	31	26	57	26	26	26	26	161	130	291
09423 Traffic Countermeasures	18	60	78	60	60	60	60	318	300	618
09474 Traffic Controller Replacements		361	361	361	361	361	361	1,805	1,805	3,610
09551 UPS Installations	9	35	44	35	35	35	35	184	175	359
09561 Minor Traffic Signal Modernizations	271	283	554	283	283	283	283	1,687	1,392	3,079
09646 Pedestrian & Cycling Countermeasures		100	100	100	100	100	100	500	500	1,000
Total Base Program	50,196	66,921	117,117	74,225	73,135	59,432	79,882	403,791	394,989	798,780
Expansion Program										
05284 New Dundee Rd at Fischer-Hallman Rd	3,002	1,160	4,162	100				4,262		4,262
05337 King St, Eagle St to Fountain St & Fountain St - King St to Shantz Hill	92	5	97					97		97
05616 Trussler Road, Bleams Rd. to Yellow Birch Dr.	531		531	2,610	4,970	5,450	4,700	18,261	930	19,191
06416 Franklin Blvd, 200M N of Avenue Rd to 325M S of Bishop St	1,224	1,225	2,449	10,140	9,490	3,470	725	26,274		26,274
06433 Ainslie St Extension	345	564	909					909		909
07066 Integrated Mobility Plan	910	200	1,110					1,110		1,110
07074 Growth Related Studies & Design	362	103	465	103	103	103	103	877	512	1,389
07087 River Road Extension, King St. to Manitou Dr.	2,206	8,401	10,607	7,210	5,200	8,843	8,109	39,969	37,526	77,495
07090 Erb St at Westmount Rd					300			300		300
07097 Development Related Left & Right Turn Lanes to be Identified		103	103	103	103	103	103	515	509	1,024
07104 Erbsville Road, Erb St. W. to Columbia St. W.				300	300	300	480	1,380	17,395	18,775
07116 Maple Grove Rd, Hespeler Rd to East of Fountain St	5,776	1,770	7,546	10,468	12,850	13,390	2,548	46,802	14,884	61,686
07122 Fischer-Hallman Rd, Plains Rd to 500M S of Bleams Rd	1,671	7,787	9,458	4,205	1,140			14,803		14,803
07127 Active Transportation Master Plan	116		116					116		116
07129 Mc Queen Shaver Boulevard (S. Boundary Road), Dundas St. to Franklin Blvd.	3,643	127	3,770	127	825	2,084	1,676	8,482	21,533	30,015
07131 Fountain St Extension, Victoria St to 1.0km N of Victoria St							45	45	3,740	3,785
07132 Franklin Blvd, Myers Rd to Cambridge S.E. Boundary Rd	10		10					10		10
07145 Bleams Rd at Fischer-Hallman Rd	2,000		2,000					2,000		2,000
07158 Transportation Tomorrow Survey and Big Data	109	100	209	100	80	80	80	549	320	869
07165 Homer Watson Blvd at Bleams Rd									290	290
07173 Development Related Boulevard & Shoulder Gradients		103	103	103	103	103	103	515	509	1,024
07178 Traffic Education Program	48	50	98	50	50	50	50	298	250	548
07180 Preliminary Design & Post Construction Expenditures	-19	206	187	206	206	206	206	1,011	1,018	2,029

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2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
07192 Mc Queen Shaver Boulevard (S. Boundary Road), Franklin Blvd. to Water St.	1,478		1,478					1,478		1,478
07197 Pinebush Rd at Townline Rd					60	385	10	455		455
07217 King St at Bridge St				26	839	10		876		876
07221 Fischer-Hallman Road / Bearinger Rd., Columbia St W. to Westmount Rd. N.	3,609	1,440	5,049	60				5,109		5,109
07225 Bleams Rd at Nyles Rd	230		230					230		230
07248 Sawmill Rd at St Charles St	345	61	406					406		406
07249 Lancaster St at Elizabeth St				265	50			315		315
07253 Growth Related Land Dedication Survey's & Purchases		103	103	103	103	103	103	515	509	1,024
07256 Intersection Improvements to be Identified	57	309	366	309	309	309	309	1,602	1,518	3,120
07257 Northfield Dr., Bridge St. to University Ave.	20		20					20		20
07258 Bleams Rd, Strasburg Rd to Fischer-Hallman Rd	374	50	424	50	50	9,760	9,760	20,044	120	20,164
07283 Lancaster St at Louisa St				400	105			505		505
07284 New Dundee Rd at Robert Ferrie Dr	500		500					500		500
07294 Ottawa St, Homer Watson Blvd to Alpine Rd	100		100					100		100
07297 Erb Street, Gateview Dr./Beechwood Dr. to Erbsville Crt.	1,349		1,349					1,349		1,349
07299 East Boundary Rd, Dundas St to Wesley Blvd	2,401		2,401	63	2,735	2,020	2,635	9,854	322	10,176
07301 Road Improvement Transit Priority Strategy	229		229					229		229
07302 Transportation & Transit Forecasting Model Development	173	127	300					300		300
07303 Fountain Street N., Maple Grove Rd. to Kossuth Rd.	7,231		7,231	7,880	4,995	905		21,011		21,011
07304 Goods Movement Study	137		137					137		137
07315 New Dundee Rd at Strasburg Rd Extension	50		50	25	3,125	60	10	3,270		3,270
07318 Fairway Road, Briarmeadow Dr. to Lackner Blvd.	185		185	295	210	860	2,420	3,970	1,170	5,140
07323 Ottawa St at Westmount Rd	1,395	341	1,736	10				1,746		1,746
07325 King St E at Fairway Rd						52	103	155	113	268
07326 King St E at Weber St E				52	103	149	10	314		314
07327 Erb St, Ira Needles Blvd to Wilmot Ln	5,470	1,650	7,120	85				7,205		7,205
07331 Fairway Rd at Wilson Ave									247	247
07338 New Pedestrian Bridge Over Speed River (Preston) Study		10	10	10				20		20
07341 Inter-Regional Transportation Study	34		34					34		34
07362 Waterloo St at Nafziger Rd	100		100	75	820	3,685	60	4,740		4,740
07441 Dickie Settlement Rd at Roseville Rd	841	460	1,301	585	2,870	140		4,896		4,896
07478 New Traffic Control Installation	-193	1,800	1,607	1,000	1,000	1,000	1,000	5,607	5,000	10,607
07551 Elmira By-Pass Study	893		893				64,000	64,893		64,893
07553 Sawmill Rd at Ebycrest Rd	334	3,755	4,089	70				4,159		4,159
07555 Shantz Station Rd at Kossuth Rd	5		5			155	103	263	2,510	2,773
07577 Define & Measure Health Benefits of A.T. & Public Transit	100		100					100		100
07578 Planning for Future Rapid Transit Corridors	204		204					204		204
07584 Shared Payment Platform (Joint with Transit Services)	168		168					168		168
07586 Townline Road, Avenue Rd. to Saginaw Pkwy.				450	200	740	6,315	7,705	405	8,110
07587 University Avenue W., Ira Needles Blvd. to Fischer-Hallman Rd.					300	400	400	1,100	13,200	14,300
07588 Fountain St S, Blair Rd to Dickie Settlement Rd		220	220	220	220	400	5,400	6,460	265	6,725
Region of Waterloo				2026 Program Budgets						53

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	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
07589 Eagle Street, Hespeler Rd. to Speedsville Rd.				320	320	400	580	1,620	10,330	11,950
07601 New Dundee Rd at Pinnacle Dr	100		100					100		100
07609 Roseville Rd at Edworthy Sideroad	213	3,845	4,058	60				4,118		4,118
07611 Kossuth Rd at Beaverdale Rd						150	150	300	2,810	3,110
07612 Trussler Rd at Cedar Creek Rd	5		5					5		5
07613 Lancaster - Railway Grade Separation Study	549		549					549		549
07670 Shantz Station Road at CN Rail Bridge	1,500		1,500	960	10			2,470		2,470
07671 Cambridge to Toronto Go Train Track & Station Conceptual Design	95		95					95		95
07672 Waterloo Cycling Network Upgrade and Extension	8		8					8		8
07682 Listowel Rd Roundabout				125	150	565	7,150	7,990	10	8,000
07686 Roundabout Improvements		1,100	1,100	10				1,110		1,110
07687 Hespeler at Queen Roundabout	50	385	435	25				460		460
07688 Nafziger at Howie Meeker Blvd Roundabout					20		100	120	3,360	3,480
07695 Speedsville Road Corridor Study	200		200					200		200
07697 Multiple Development Traffic Impact Study King and Northfield	300		300					300		300
07699 Downtown Galt Joint Multi-Modal Study		125	125	75				200		200
07700 Ayr Truck Routes Study		50	50					50		50
09025 Growth Related Traffic Signal Modernizations		26	26	26	26	26	26	130	130	260
Total Expansion Program	52,865	37,761	90,626	49,458	54,340	56,456	119,573	370,453	141,438	511,891
Vehicles, Equipment, Buildings / Other										
06054 Fleet Replacements Transp	1,497	1,921	3,418	1,688	960	300	2,910	9,276	11,255	20,531
06071 Machinery & Equipment Replacements	6	91	97	55	535	55	245	987	405	1,392
06083 Sign Shop Equipment	2		2	32	30	60		124	56	180
07139 Central Yard Asset Renewal	99	101	200		1,597	775	155	2,727	7,725	10,452
07140 Yard Repairs General Provision	585		585		200			785		785
07147 Salt Strategy Roads Operations	1,697	100	1,797	4,750	500	4,800	250	12,097	250	12,347
07662 Transportation New Summer Crew Vehicles and Equipment	339		339					339		339
07685 Urban Forestry Replacement	104	100	204	100	100	100	100	604	500	1,104
07689 Strategic Vegetation Management plan	143	170	313					313		313
07691 REEP Green Solutions - Regional Tree Planting		65	65	65				130		130
09350 North Dumfries Works Yard Improvements						1,000		1,000		1,000
Total Vehicles, Equipment, Buildings / Other	4,472	2,548	7,020	6,690	3,922	7,090	3,660	28,382	20,191	48,573
Total Program Area Capital	107,533	107,230	214,763	130,372	131,398	122,978	203,114	802,625	556,618	1,359,243
Facilities Managed Capital Renewal										
73001 Heidelberg Yard Renewal	209	19	228			94	315	637	1,141	1,778
73002 Phillipsburg Yard Renewal	446	159	605			100	736	1,441	808	2,249
73004 North Dumfries Yard Renewal	8		8			18	448	474	379	853
Total Facilities Managed Capital Renewal	663	178	841			212	1,499	2,552	2,328	4,880
TOTAL EXPENDITURE	108,196	107,408	215,604	130,372	131,398	123,190	204,614	805,177	558,946	1,364,123

Transportation

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	13,443	18,892	32,335	25,330	20,143	20,870	20,889	119,567	67,793	187,360
Development Charges										
Reserve Funds	61,546	51,940	113,486	63,983	63,311	63,028	70,251	374,059	192,262	566,321
Property Taxes										
Reserves and Reserve Funds										
3980050 Transportation Capital Reserve	31,039	33,711	64,750	35,885	43,414	35,665	41,769	221,483	224,250	445,733
3980065 Facility Lifecycle Reserve	663	178	841			212	1,499	2,552	2,328	4,880
3982010 Transportation Equipment Reserve	8	91	99	87	565	115	245	1,111	461	1,572
3982160 Corporate Fleet Replacement Reserve	1,497	1,921	3,418	1,688	960	300	2,910	9,276	11,255	20,531
Other Reserves										
Contributions from Operating										
Debentures		675	675	3,400	3,005	3,000	3,050	13,130	17,235	30,365
Unsecured Funding							64,000	64,000	43,362	107,362
TOTAL FUNDING & FINANCING	108,196	107,408	215,604	130,372	131,398	123,190	204,614	805,177	558,946	1,364,123

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.

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Commissioner of Transportation Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	457	468	11	2.4%
Benefits	136	134	(2)	(1.5%)
Supplies	3	3		
Professional Fees & Services	5	5		
Communications	1	1		
Training	8	8		
Travel & Collaboration	5	5		
Facility Occupancy Charges	10	10		
Interdepartmental Charges	2	2		
Subtotal - Operating	627	636	9	1.4%
Transfers to Reserves	1	1		
Subtotal - Debt / Reserves / Capital	1	1		
Gross Expenditure	628	636	8	1.3%
Interdepartmental Recoveries	(464)	(471)	(7)	1.5%
Net Expenditure	163	166	3	1.8%
Property Tax Levy	163	166	3	1.8%

Engineering and Environmental Services



The Region's Engineering and Environmental Services Department provides essential services that Region of Waterloo residents rely on every day. We care for each other and the public as we deliver reliable, essential environmental services and infrastructure projects to connect our growing rural and urban communities. We build and improve our roads, bridges, active transportation and transit facilities, water and wastewater facilities, underground services and waste management facilities.

We also manage and maintain the Region's buildings and vehicle fleet, ensuring we're prepared to support residents with our services. We oversee the Region's assets and plan for future growth. Maintaining this infrastructure is essential to supporting daily life for every person in our Region and expanding it is key to supporting our growing population.

Our team ensures there is clean, reliable drinking water across the community by managing Waterloo Region's unique water supply system and wastewater treatment plants. We also manage the community's two waste management sites, including a landfill, and provide waste collection and diversion programs.

The following services are included in the 2026 Plan and Budget:

Design and Construction:

- Building the infrastructure that supports every resident and visitor in Waterloo Region on behalf of our internal clients in Water and Wastewater, Waste, Transportation, and Transit).
- Delivering over \$300 million of capital program work on behalf of our internal clients annually. Around 50 active construction projects and over 100 projects in the design stage each year.

Facilities and Fleet Management:

- Responsible for keeping more than 7 million square feet of Regional building assets operational and maintained.
- Planning, designing, and constructing over 300 projects annually for other Regional divisions (Housing and Homelessness, PSV, Transit, WRPS, Water, etc.).
- Supporting and maintaining 800 regional vehicles and pieces of equipment.

Strategic Initiatives & Asset Management:

- Developing policies and delivering on strategic initiatives which drive operational and project efficiencies.
- Managing the Corporate Asset Management Program and developing a Project Management Office.

Waste Management:

- Managing residential waste collection and diversion programs, which includes processing about 200,000 metric tonnes of garbage, yard waste and green bin organics per year.
- Managing the community's landfill and transfer station, downtown business collection and public drop off services.
- Monitoring and operating former and current waste management sites, complying with environmental legislation and regulations.

Water and Wastewater Infrastructure Management:

- Planning for growth through the Water Supply Strategy and Wastewater Treatment Long Term Strategy.
- Inspecting infrastructure and developing the renewal and growth capital plan.
- Protecting water supply through groundwater protection initiatives.
- Reviewing approximately 400 development applications annually.

Water and Wastewater Operations:

- Supplying 125 million litres of drinking water per day for residents and businesses.
- Operating and maintaining 50 water treatment facilities, 100+ wells, 15 pumping stations and 17 tanks and reservoirs in the Region.
- Overseeing 13 wastewater treatment plants that protect the environment by treating 155 million litres of wastewater per day.
- Protecting the environment through effective sanitary sewer enforcement, spills response and industrial wastewater monitoring.

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Engineering & Environmental Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	45,744	49,443	3,699	8.1%
Benefits	14,660	15,476	816	5.6%
Supplies	5,983	5,926	(57)	(1.0%)
Maintenance	9,479	9,964	485	5.1%
Utilities	15,761	17,405	1,644	10.4%
Equipment	989	1,077	88	8.9%
Facilities Maintenance	2,947	3,391	444	15.1%
Professional Fees & Services	39,376	54,721	15,345	39.0%
Property Taxes	5,128	5,351	223	4.3%
Rents	455	863	408	89.7%
Grants	66	70	4	6.1%
Financial Expenses	318	294	(24)	(7.5%)
Communications	642	610	(32)	(5.0%)
Training	554	615	61	11.0%
Travel & Collaboration	448	440	(8)	(1.8%)
Contracts	20,011	21,247	1,236	6.2%
Insurance	1,316	1,340	24	1.8%
Facility Occupancy Charges	4,213	4,511	298	7.1%
Interdepartmental Charges	27,590	28,352	762	2.8%
Subtotal - Operating	195,680	221,098	25,418	13.0%
Debt Servicing	35,805	35,660	(145)	(0.4%)
Transfers to Reserves	83,662	91,547	7,885	9.4%
Discretionary DC Exemptions	6,389	6,389		
Subtotal - Debt / Reserves / Capital	125,856	133,595	7,739	6.1%
Gross Expenditure	321,536	354,693	33,157	10.3%
Interdepartmental Recoveries	(58,205)	(61,413)	(3,208)	5.5%
External Recoveries	(12)	(12)		
Contribution from RDC Reserve Funds (W&WW)	(13,610)	(13,610)		
Net Expenditure	249,709	279,658	29,949	12.0%
Revenue				
User Fees	15,650	17,913	2,263	14.5%
Contribution from Reserves	130	2,666	2,536	1,950.8%
Contribution from RDC Reserve Funds	582	582		
Revenue Subtotal	16,362	21,161	4,799	29.3%
Rate Revenue	167,519	186,711	19,192	11.5%
Property Tax Levy	65,828	71,786	5,958	9.1%

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Water & Wastewater Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	16,399	17,647	1,248	7.6%
Benefits	5,264	5,475	211	4.0%
Supplies	4,543	4,707	164	3.6%
Maintenance	4,702	4,423	(279)	(5.9%)
Utilities	12,659	14,120	1,461	11.5%
Equipment	296	322	26	8.8%
Facilities Maintenance	621	636	15	2.4%
Professional Fees & Services	9,050	9,913	863	9.5%
Property Taxes	3,666	3,817	151	4.1%
Rents	1	2	1	100.0%
Grants	66	70	4	6.1%
Financial Expenses	92	82	(10)	(10.9%)
Communications	350	305	(45)	(12.9%)
Training	302	322	20	6.6%
Travel & Collaboration	90	89	(1)	(1.1%)
Contracts	20,011	21,247	1,236	6.2%
Insurance	924	938	14	1.5%
Facility Occupancy Charges	718	725	7	1.0%
Interdepartmental Charges	22,528	23,109	581	2.6%
Subtotal - Operating	102,283	107,948	5,665	5.5%
Debt Servicing	21,919	21,913	(6)	
Transfers to Reserves	59,132	72,850	13,718	23.2%
Discretionary DC Exemptions	6,389	6,389		
Subtotal - Debt / Reserves / Capital	87,440	101,152	13,712	15.7%
Gross Expenditure	189,722	209,100	19,378	10.2%
Interdepartmental Recoveries	(6,770)	(6,826)	(56)	0.8%
Contribution from RDC Reserve Funds (W&WW)	(13,610)	(13,610)		
Net Expenditure	169,342	188,664	19,322	11.4%
Revenue				
User Fees	1,824	1,953	129	7.1%
Revenue Subtotal	1,824	1,953	129	7.1%
Rate Revenue	167,519	186,711	19,192	11.5%
Property Tax Levy				

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Water Supply

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	12,179	13,240	1,061	8.7%
Benefits	3,893	4,081	188	4.8%
Supplies	3,805	3,939	134	3.5%
Maintenance	3,745	3,577	(168)	(4.5%)
Utilities	6,535	7,446	911	13.9%
Equipment	199	221	22	11.1%
Facilities Maintenance	507	518	11	2.2%
Professional Fees & Services	2,189	2,163	(26)	(1.2%)
Property Taxes	1,812	1,889	77	4.2%
Rents	1	2	1	100.0%
Grants	66	70	4	6.1%
Financial Expenses	20	10	(10)	(50.0%)
Communications	260	212	(48)	(18.5%)
Training	260	281	21	8.1%
Travel & Collaboration	69	72	3	4.3%
Insurance	513	520	7	1.4%
Transfer to Corporate Reserves	340	395	55	16.2%
Grand River Conservation Authority	3,144	3,257	113	3.6%
Central Administration Charges	2,195	2,195		
Interdepartmental Charges	3,717	3,792	75	2.0%
Subtotal - Operating	45,447	47,878	2,431	5.3%
Debt Servicing	1,457	1,457		
Transfers to Capital Reserve	27,929	33,434	5,505	19.7%
Prior Year Oversizing	786	786		
Discretionary DC Exemptions	2,422	2,422		
Subtotal - Capital Financing	32,594	38,099	5,505	16.9%
Gross Expenditure	78,041	85,977	7,936	10.2%
Interdepartmental Recoveries	(3,697)	(3,695)	2	(0.1%)
Contribution from RDC Reserve Funds	(2,243)	(2,243)		
Net Expenditure	72,101	80,039	7,938	11.0%
Non-Rate Revenue				
Fees & Charges	76	76		
Subtotal - Non-Rate Revenue	76	76		
Rate Revenue	72,025	79,964	7,939	11.0%

Water Supply Summary

Ten Year Capital Budget & Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026-2030 Subtotal	2031-2035 Subtotal	2026-2035 Total
Summary Expenditure										
Planning & Studies	4,586	4,457	9,043	8,010	7,272	6,882	7,793	39,000	30,710	69,710
Asset Management	8,560	14,689	23,249	20,578	19,302	18,056	25,403	106,588	79,997	186,585
Upgrades, Expansion & New Facilities	12,003	7,398	19,401	24,448	38,478	63,083	66,559	211,969	275,948	487,917
Watermains	7,588	6,375	13,963	19,806	13,210	13,034	9,932	69,945	24,349	94,294
Facilities Managed Capital Renewal	92	1,524	1,616	628	734	683	1,350	5,011	4,055	9,066
Total Expenditure	32,829	34,443	67,272	73,470	78,996	101,738	111,037	432,513	415,059	847,572
Funding & Financing										
Grants and Recoveries		448	448					448		448
Development Charge										
Development Charge - Water	13,664	14,342	28,006	32,666	29,530	40,427	41,895	172,524	139,379	311,904
Development Charge - Wastewater	279	460	739	458	533	510	478	2,717	2,588	5,304
Debentures - Development Charge										
User Rates										
Water Capital Reserve	18,887	18,517	37,404	39,996	48,764	60,296	67,739	254,200	271,207	525,407
Water Distribution Reserve		150	150					150		150
Vehicle & Equipment Reserve		525	525	350	170	505	924	2,474	1,885	4,359
Total Funding & Financing	32,829	34,443	67,272	73,470	78,996	101,738	111,037	432,513	415,059	847,572

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.

Water Supply
Ten Year Capital Budget & Forecast (\$ thousands)
2026-2035

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026-2030 Subtotal	2031-2035 Subtotal	2026-2035 Total
<u>100-PLANNING & STUDIES</u>													
Hydrogeology & Source Water:													
4001	Groundwater Modelling	W2	27.0%	-56	355	299	425	175	325	755	1,979	825	2,804
4005	MOE Source Water Assessment	W2	27.0%	300		300	250	250	250	200	1,250	1,150	2,400
4124	Source Protection Planning & Programs	W2	27.0%	361	388	749	575	470	452	432	2,678	2,370	5,048
4125	Source Protection Assessment	W2	27.0%	2,331	1,426	3,757	4,007	3,692	3,305	4,060	18,821	13,875	32,696
4149	GW/SW Assessments	W2	27.0%	125	224	349	370	280	280	80	1,359	1,015	2,374
4165	Clean Water Act Implementation	W2	27.0%	30	120	150	235	135	135	135	790	695	1,485
4169	Clean Water Act Incentives	W2		32	78	110	70	45	45	145	415	355	770
4170	Monitoring System Management	W2	27.0%	106	515	621	725	685	595	555	3,181	2,950	6,131
Water Efficiency:													
4090	Water Efficiency - Research & Development	W1	100.0%	225	145	370	75	75	75	75	670	375	1,045
4183	Residential Water Efficiency Initiatives	W1	100.0%	108	365	473	375	390	395	425	2,058	2,310	4,368
4864	Water Efficiency - ICI Programs	W1	100.0%	19	225	244	225	250	250	250	1,219	1,370	2,589
4943	Water Efficiency - Outdoor Water Use	W1	100.0%	81	185	266	190	200	200	206	1,062	1,120	2,182
Studies/Masterplans:													
4007	Water Supply Master Plan	W1	100.0%	266	305	571	313				884	1,500	2,384
4157	Water Distribution Master Plan	W2	27.0%	246	1	247		400	400	400	1,447		1,447
4190	Baden & New Hamburg Comprehensive Servicing Master Plan	W2	100.0%	124		124	50	150	100		424		424
4193	Wellesley Water Supply Master Plan	W2	100.0%	103		103					103		103
4197	Water Facilities Optimization and Facility Plans	W2	27.0%	185	50	235	50				285	650	935
4198	Long Term SCADA Strategy	W2	27.0%		75	75	75	75	75	75	375	150	525
TOTAL PLANNING & STUDIES				4,586	4,457	9,043	8,010	7,272	6,882	7,793	39,000	30,710	69,710

Water Supply
Ten Year Capital Budget & Forecast (\$ thousands)
2026-2035

	TYPE (1)	RDC SHARE	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026-2030 Subtotal	2031-2035 Subtotal	2026-2035 Total
<u>200-ASSET MANAGEMENT</u>												
4087	Fleet Replacements		100	975	1,075	350	170	505	924	3,024	1,885	4,909
4097	Water Supply Upgrades	27.0%	94	2	96	125	50	50	50	371	250	621
4135	Well Optimization & Upgrades	27.0%										
4159	Asset Management	27.0%	608	1,243	1,851	630	650	600	600	4,331	3,000	7,331
4172	Distribution Decision Support System	27.0%							100	100	2,800	2,900
4184	Connection of New Wells to Water Supply System	27.0%	254	152	406	250	1,000	1,150	800	3,606	1,050	4,656
4185	Voice Radio Equipment		4	23	27		226			253		253
4188	Water Asset Management Systems	27.0%	200		200	100	100	100	100	600	500	1,100
4196	Concrete Reservoirs Inspections & Renewal	27.0%	2,647	2,772	5,419	6,866	5,031	3,647	7,092	28,055	10,520	38,575
4893	Facilities Upgrades	27.0%	5,246	8,094	13,340	9,935	9,538	9,000	12,000	53,813	52,000	105,813
4911	Regulatory Requirements Upgrades	27.0%	59	31	90	40	40	40	40	250	200	450
4964	Steel Reservoirs Inspections & Recoating	27.0%	512	1,136	1,648	732	2,397	2,889	3,447	11,113	6,692	17,805
4969	SCADA Communications Strategy & Upgrade	27.0%	-1,164	261	-903	1,550	100	75	250	1,072	1,100	2,172
TOTAL INFRASTRUCTURE REPLACEMENT			8,560	14,689	23,249	20,578	19,302	18,056	25,403	106,588	79,997	186,585

Water Supply
Ten Year Capital Budget & Forecast (\$ thousands)
2026-2035

	TYPE (1)	RDC SHARE	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026-2030 Subtotal	2031-2035 Subtotal	2026-2035 Total
<u>300-UPGRADES, EXPANSIONS & NEW FACILITIES</u>												
4014		100.0%										
4015	Integrated Urban System Groundwater Supply											
4015	Laurel Tank WTP	W1	100.0%	398	1	399				399	1,200	1,599
4024	Mannheim WTP RMP Supernatant	W2	26.4%		286	286			800	1,086	5,000	6,086
4044	Production Treatment Facilities Sys Expansion	W1	100.0%		100	100	400	1,000	1,800	4,500	8,000	12,500
4051	Pumping and Storage Facilities Sys Expansion	W1	100.0%	65	115	180	150	210	4,625	9,690	7,000	16,690
4134	Maple Grove Area Water Supply System	W1	100.0%	318		318	300	250	5,600	12,618	3,600	16,218
4160	William St. & Strange St. Upgrades	W2	26.4%	-1,993	1,818	-175	570			395		395
4173	Conestoga Plains and West Montrose System Upgrades	W2	26.4%									
4175	New Hamburg Reservoir Expansion	W1	36.3%					100	400	500	5,000	5,500
4181	Cambridge Water Distribution Upgrades	W2	26.4%	3,610	1,902	5,512	9,961	6,292	4,729	36,689	12,050	48,739
4187	Manganese Treatment Upgrades	W2	27.0%	473		473	610	6,110	12,530	30,163	46,421	76,584
4189	Elmira and St. Jacobs Water Supply Optimization	W1	100.0%	1,592	498	2,090	2,850	602	595	6,137	6,260	12,397
4191	Manheim WTP Optimization	W2	26.4%	6,267	854	7,121	6,719	11,533	19,215	58,074	120,440	178,514
4192	Emerging Water Treatment Requirements	W2	27.0%	186		186	115	90	65	996	3,825	4,821
4194	Heidelberg Water Supply Optimization	W2	34.7%	471	54	525			540	525		525
4195	Greenbrook WTP Upgrades	W2	26.4%	254	1,521	1,775	1,600	6,750	8,000	27,025	15,000	42,025
4199	Pressure Zone Upgrades	W2	27.0%	266	137	403	573	3,591	4,369	16,214	37,902	54,116
4904	LTWS ASR Stages 1 + 2	W1	100.0%	96	112	208	600	2,050	2,050	6,958	4,250	11,208
TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES				12,003	7,398	19,401	24,448	38,478	63,083	211,969	275,948	487,917

Water Supply
Ten Year Capital Budget & Forecast (\$ thousands)
2026-2035

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026-2030 Subtotal	2031-2035 Subtotal	2026-2035 Total
<u>400-WATERMAINS</u>													
4082	Watermain Upgrades	W2	27.0%	3,959	281	4,240	6,823	6,058	9,227	7,812	34,160	18,929	53,089
4083	New Watermain	W1	100.0%	948	3,362	4,310	7,008	3,052	3,457	1,550	19,377	1,550	20,927
4086	Baden New Hamburg Watermains	W1	100.0%	511	1,195	1,706	1,175				2,881		2,881
4155	Tri City Distribution Upgrades	W1	100.0%	1,131	760	1,891	1,000	300	300	570	4,061	3,870	7,931
4156	Kitchener Zone(s) 2/4 Distribution Upgrades	W1	100.0%	1,039	761	1,800	3,800	3,800	50		9,450		9,450
4161	Kitchener Zone 4 Trunk Watermain	W1	100.0%		16	16					16		16
TOTAL WATERMAINS				7,588	6,375	13,963	19,806	13,210	13,034	9,932	69,945	24,349	94,294
<u>FACILITIES MANAGED CAPITAL RENEWAL</u>													
78040	Water Building Renewal	W2	27.0%	92	1,524	1,616	628	734	683	1,350	5,011	4,055	9,066
TOTAL FACILITIES MANAGED CAPITAL RENEWAL				92	1,524	1,616	628	734	683	1,350	5,011	4,055	9,066
TOTAL EXPENDITURE				32,829	34,443	67,272	73,470	78,996	101,738	111,037	432,513	415,059	847,572

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

W2 - Projects related to qualitative level of service.

The Regional Municipality of Waterloo
Water Supply User Rate Model for 2026-2035 (\$ thousands)

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Compensation	17,280	17,798	18,332	18,882	19,449	20,032	20,633	21,252	21,890	22,546
Other expenses	12,994	13,254	13,519	13,789	14,065	14,346	14,633	14,926	15,224	15,529
Utilities	7,446	7,818	8,209	8,619	9,050	9,503	9,978	10,477	11,000	11,550
GRCA	3,257	3,371	3,489	3,611	3,738	3,868	4,004	4,144	4,289	4,439
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		1,093	1,223	1,256	1,451	1,489	1,628	1,670	1,714	1,758
Interdepartmental charges	3,792	3,868	3,946	4,024	4,105	4,187	4,271	4,356	4,443	4,532
Transfer to corporate reserves	915	933	952	971	990	1,010	1,030	1,051	1,072	1,094
Total Operating Expenses	47,878	50,330	51,864	53,348	55,042	56,630	58,372	60,071	61,827	63,643
Debt Charges - RDCs	1,457	1,456	1,456	1,455	1,454	1,452	1,451			
Transfer to Capital Reserve	33,434	36,629	43,027	49,703	56,235	62,328	71,384	80,050	89,490	99,768
Prior Year Oversizing (to Capital Reserve)	786	786	786	786	786	786	786	786	786	786
RDC Exemption Funding	2,422	2,422	2,422	1,877	1,877	1,877	1,877	1,877	1,877	1,877
Capital Financing	38,099	41,293	47,691	53,821	60,351	66,443	75,498	82,713	92,152	102,431
Gross Expenditure	85,977	91,623	99,555	107,169	115,393	123,072	133,869	142,783	153,979	166,074
Interdepartmental recoveries	(3,695)	(3,768)	(3,844)	(3,921)	(3,999)	(4,079)	(4,161)	(4,244)	(4,329)	(4,415)
Transfer from RDC Reserve Fund	(1,457)	(1,456)	(1,456)	(1,455)	(1,454)	(1,452)	(1,451)			
Prior Year Oversizing (from DC Reserve Fund)	(786)	(786)	(786)	(786)	(786)	(786)	(786)	(786)	(786)	(786)
Subtotal Recoveries	(5,938)	(6,010)	(6,086)	(6,162)	(6,239)	(6,317)	(6,397)	(5,029)	(5,114)	(5,201)
Net Expenditure	80,039	85,613	93,469	101,008	109,154	116,756	127,472	137,754	148,865	160,873
Non-Rate Revenue										
Fees	(76)	(77)	(79)	(80)	(82)	(84)	(85)	(87)	(89)	(91)
Total Non-Rate Revenue	(76)	(77)	(79)	(80)	(82)	(84)	(85)	(87)	(89)	(91)
BASE RATE REVENUE	79,964	85,535	93,391	100,927	109,072	116,672	127,387	137,667	148,776	160,783
Rate (\$)	\$ 1.3386	\$ 1.4323	\$ 1.5325	\$ 1.6398	\$ 1.7546	\$ 1.8774	\$ 2.0088	\$ 2.1495	\$ 2.2999	\$ 2.4609
Rate increase (%)	5.9%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%
Volume (m3 million)	59.738	60.335	60.939	61.548	62.163	62.785	63.413	64.047	64.688	65.334

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

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	98,902	96,920	93,765	86,186	69,959	48,668	30,398	31,297	62,464	76,030
Contribution from Operating	33,434	36,629	43,027	49,703	56,235	62,328	71,384	80,050	89,490	99,768
Contribution from RDC Reserve - prior oversizing	786	786	786	786	786	786	786	786	786	786
Transfer to Capital	(37,592)	(40,456)	(48,793)	(60,321)	(67,806)	(67,815)	(57,604)	(39,735)	(59,551)	(46,622)
Capital Inflation	(2,212)	(3,623)	(5,911)	(9,269)	(12,687)	(15,024)	(14,802)	(11,659)	(19,707)	(17,228)
Total Transfer to Capital	(39,804)	(44,079)	(54,704)	(69,590)	(80,494)	(82,839)	(72,406)	(51,394)	(79,258)	(63,849)
Interest	3,604	3,510	3,312	2,874	2,183	1,455	1,135	1,726	2,549	3,539
Capital Reserve Closing Balance	96,920	93,765	86,186	69,959	48,668	30,398	31,297	62,464	76,030	116,274

Water Stabilization Reserve Projection (\$ thousands)

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	17,280	17,280	17,280	17,280	17,280	17,280	17,280	17,280	17,280	17,280
Operating Surplus/Shortfall										
Stabilization Reserve Closing Balance	17,280	17,280	17,280	17,280	17,280	17,280	17,280	17,280	17,280	17,280

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Wastewater Treatment

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	3,939	4,113	174	4.4%
Benefits	1,272	1,294	22	1.7%
Supplies	709	736	27	3.8%
Maintenance	464	447	(17)	(3.7%)
Utilities	6,124	6,675	551	9.0%
Equipment	85	88	3	3.5%
Facilities Maintenance	115	118	3	2.6%
Professional Fees & Services	6,733	7,597	864	12.8%
Property Taxes	1,850	1,923	73	3.9%
Financial Expenses	72	72		
Communications	88	92	4	4.5%
Training	38	35	(3)	(7.9%)
Travel & Collaboration	21	16	(5)	(23.8%)
Ontario Clean Water Agency	19,966	21,202	1,236	6.2%
Insurance	398	405	7	1.8%
Transfer to Corporate Reserves	63	70	7	11.1%
Grand River Conservation Authority	3,796	3,933	137	3.6%
Central Administration Charges	1,844	1,844		
Interdepartmental Charges	5,195	5,146	(49)	(0.9%)
Subtotal - Operating	52,772	55,806	3,034	5.7%
Debt Servicing	20,462	20,456	(6)	
Transfers to Capital Reserve	27,354	34,954	7,600	27.8%
Prior Year Oversizing	1,837	1,837		
Discretionary DC Exemptions	3,966	3,966		
Subtotal - Capital Financing	53,620	61,213	7,593	14.2%
Gross Expenditure	106,391	117,020	10,629	10.0%
Interdepartmental Recoveries	(2,976)	(3,034)	(58)	1.9%
Prior Year Oversizing	(1,837)	(1,837)		
Contribution from RDC Reserve Funds	(9,530)	(9,530)		
Net Expenditure	92,048	102,618	10,570	11.5%
Non-Rate Revenue				
Over Strength Surcharge	1,012	1,116	104	10.3%
Septage	163	167	4	2.5%
Fees & Charges	556	576	20	3.6%
Subtotal - Non-Rate Revenue	1,730	1,859	129	7.5%
Rate Revenue	90,318	100,759	10,441	11.6%

Wastewater Treatment Summary

Ten Year Capital Budget & Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 New Request	2026 Total	2027	2028	2029	2030	2026-2030 Subtotal	2031-2035 Subtotal	2026-2035 Total
Summary										
Expenditure										
Planning & Studies	1,329	2,385	3,714	2,335	1,525	1,650	1,250	10,474	4,025	14,499
Asset Management	20,696	32,696	53,392	36,805	27,750	25,882	23,373	167,202	72,420	239,622
Upgrades, Expansion & New Facilities	17,200	20,907	38,107	50,538	58,571	66,205	69,305	282,726	185,919	468,645
Biosolids	36	899	935	4,000	8,000	2,500		15,435		15,435
Total Expenditure	39,261	56,887	96,148	93,678	95,846	96,237	93,928	475,837	262,364	738,201
Funding & Financing										
Grants and Recoveries										
Development Charge										
Development Charge Reserve Fund	13,711	4,624	18,336	16,721	20,019	37,763	36,288	129,127	72,012	201,139
Debentures - Development Charge		12,500	12,500	12,500	12,500	12,000	12,000	61,500	55,000	116,500
User Rates										
Wastewater Reserve Fund	25,500	39,423	64,922	44,217	41,327	46,474	45,640	242,580	129,622	372,202
Vehicle & Equipment Reserve	50	340	390	240				630	730	1,360
Debentures - User Rates				20,000	22,000			42,000	5,000	47,000
Total Funding & Financing	39,261	56,887	96,148	93,678	95,846	96,237	93,928	475,837	262,364	738,201

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.

Wastewater Treatment
Ten Year Capital Budget & Forecast (\$ thousands)
2026 - 2035

	TYPE (1)	RDC SHARE	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026-2030 Subtotal	2031-2035 Subtotal	2026-2035 Total
<u>PLANNING & STUDIES</u>												
8270 Biosolids Masterplan Update	WW2	27%					100	400	400	900		900
8281 River Sampling Program	WW2	27%	25	465	490	470	480	485	490	2,415	2,450	4,865
8286 Baden & New Hamburg MP Update	WW1	100%				50	150	100		300		300
8288 Other Studies	WW2	27%	148	281	429	575	75	75	75	1,229	375	1,604
8311 Spills Clean-up/Site Remediation (100% recoverable)	WW2											
8337 Wellesley Wastewater Master Plan	WW1	100%	175		175					175		175
8338 Wastewater Facilities Optimization and Facility Plans	WW2	27%	312	488	800	370	360	190	60	1,780	100	1,880
8339 Wastewater SCADA Master Plan	WW2	27%	365	50	415	25	50	200	25	715	100	815
8738 WWTP Operating Agreement	WW2											
8750 Rural Water Quality Program	WW2	27%		200	200	200	200	200	200	1,000	1,000	2,000
8779 Wastewater Master Plan	WW1	100%	304	901	1,205	645	110			1,960		1,960
TOTAL PLANNING & STUDIES			1,329	2,385	3,714	2,335	1,525	1,650	1,250	10,474	4,025	14,499
<u>ASSET MANAGEMENT</u>												
8277 Fleet Replacements	WW2		50	340	390	240				630	730	1,360
8305 Wastewater Treatment Upgrades	WW2	27%	88	188	276	150	190	200	200	1,016	1,000	2,016
8307 Kitchener & Waterloo Infrastructure Upgrades	WW2	26%	4,806	7,130	11,936	9,010	9,110	5,751	7,701	43,508	32,263	75,771
8308 Cambridge Infrastructure Upgrades	WW2	24%	8,721	14,169	22,890	10,123	10,280	9,241	5,231	57,765	15,687	73,452
8309 Rural Infrastructure Upgrades	WW2	42%	4,565	9,008	13,573	10,356	3,717	3,998	4,141	35,785	12,190	47,975
8310 Sewage PSs Infrastructure Upgrades	WW2	27%	1,508	1,048	2,556	5,826	3,353	5,592	5,000	22,327	5,050	27,377
8327 Wastewater Asset Management	WW2	27%	727	463	1,190	650	650	650	650	3,790	3,250	7,040
8332 Wastewater Asset Management Systems	WW2	27%	200		200	100	100	100	100	600	500	1,100
8801 Laboratory Equipment & Upgrades	WW2		31	350	381	350	350	350	350	1,781	1,750	3,531
TOTAL INFRASTRUCTURE REPLACEMENT			20,696	32,696	53,392	36,805	27,750	25,882	23,373	167,202	72,420	239,622
<u>UPGRADES, EXPANSIONS & NEW FACILITIES</u>												
8242 Hespeler Upgrades	WW1	28%	278	283	561					561	10,200	10,761
8267 Wellesley Expansion	WW1	100%	220	258	478	728	3,643	5,453	4,953	15,255	4,743	19,998
8279 SCADA System	WW2	27%	6,627	137	6,764	4,717	5,688	5,147	6,182	28,498	26,234	54,732
8289 Galt Process Upgrades	WW2	25%	3,202	1,576	4,778	14,120	18,280	18,040	20,100	75,318	32,560	107,878
8301 St. Jacobs Upgrade	WW1	31%	1,107		1,107	836	711			2,654		2,654
8302 East Side Final PS & Force Main	WW1	100%	2,638		2,638	1,700	2,750	23,700	15,500	46,288	20,350	66,638
8315 Elmira Upgrades	WW2	51%	1,140		1,140	2,217	6,504	7,454	7,960	25,275	20,522	45,797
8316 Waterloo Expansion	WW1	100%										
8317 Baden/New Hamburg Expansion	WW1	100%										
8323 Preston Treatment Upgrades	WW2	18%										
8324 Southern Ayr Wastewater System	WW1	100%										
8325 Heidelberg Upgrades	WW2											
8326 Foxboro Upgrades	WW2											
8328 Kitchener WWTP Influent Channel Twinning	WW2	29%										
8329 Spring Valley PS Upgrades	WW2	27%	2,500	5,288	7,788	9,525	7,500			24,813		24,813
8330 Septage Receiving Facility	WW2			660	660					660		660
8333 Waterloo WWTP Outfall Upgrade	WW2	21%									550	550
8334 St. Jacobs Expansion	WW1	100%	126	263	389	110	410	1,050	8,210	10,169	8,210	18,379
8335 Elmira Expansion	WW1	100%							200	200	20,550	20,750

	TYPE (1)	RDC SHARE	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026-2030 Subtotal	2031-2035 Subtotal	2026-2035 Total
8336 Waterloo Upgrades	WW2	21%									600	600
8340 Hespeler Expansion	WW1	100%									16,200	16,200
8797 Kitchener Process Upgrades	WW2	29%	-1,756	5,267	3,511	5,650	4,450	2,900	4,200	20,711	25,200	45,911
8809 Waterloo Process Upgrade	WW2	21%	499		499					499		499
8826 EELS Upgrades & Expansion	WW2	29%	619	7,175	7,794	10,935	8,635	2,461	2,000	31,825		31,825
TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES			17,200	20,907	38,107	50,538	58,571	66,205	69,305	282,726	185,919	468,645
BIOSOLIDS												
8275 Biosolids Management Facility	WW2	27%	36	899	935	4,000	8,000	2,500		15,435		15,435
8322 Cogeneration & Other Biosolids Upgrades	WW2	27%										
8331 Biosolids Class EA	WW2	27%										
TOTAL BIOSOLIDS			36	899	935	4,000	8,000	2,500		15,435		15,435
TOTAL EXPENDITURE			39,261	56,887	96,148	93,678	95,846	96,237	93,928	475,837	262,364	738,201

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

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

The Regional Municipality of Waterloo
Wastewater Treatment User Rate Model for 2026-2035 (\$ thousands)

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Compensation	5,406	5,569	5,736	5,908	6,085	6,268	6,456	6,649	6,849	7,054
Utilities	6,675	7,009	7,359	7,727	8,113	8,519	8,945	9,392	9,862	10,355
OCWA	21,202	21,626	22,058	22,499	22,949	23,408	23,876	24,354	24,841	25,338
Other expenses	11,053	11,274	11,500	11,729	11,964	12,203	12,447	12,696	12,950	13,209
GRCA	3,933	4,071	4,213	4,361	4,513	4,671	4,835	5,004	5,179	5,360
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		2,277	2,746	2,825	2,907	3,293	3,387	3,484	3,585	3,690
Interdepartmental charges	5,146	5,249	5,354	5,461	5,570	5,682	5,795	5,911	6,030	6,150
Transfer to corporate reserves	556	567	579	590	602	614	626	639	652	665
Total Operating Expenses	55,815	59,485	61,388	62,945	64,549	66,502	68,212	69,974	71,791	73,665
Debt Charges - Non Growth	10,998	10,460	10,918	12,484	12,478	12,474	12,151	9,650	8,873	9,498
Debt Charges - RDCs	9,530	10,530	11,533	12,532	13,489	14,233	15,191	14,588	11,692	10,683
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
RDC Exemption Funding	3,966	3,966	3,966	3,015	3,015	3,015	3,015	3,015	3,015	3,015
Transfer to Capital Reserve	34,873	38,889	46,490	52,605	57,324	60,629	67,564	75,593	82,200	86,059
Impact of Capital Program	61,204	65,683	74,744	82,474	88,143	92,189	99,759	104,684	107,618	111,093
Gross Expenditure	117,020	125,168	136,132	145,419	152,692	158,691	167,970	174,658	179,409	184,758
Interdepartmental recoveries	(3,034)	(3,095)	(3,157)	(3,220)	(3,284)	(3,350)	(3,417)	(3,485)	(3,555)	(3,626)
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 Fund	(9,530)	(10,530)	(11,533)	(12,532)	(13,489)	(14,233)	(15,191)	(14,588)	(11,692)	(10,683)
Subtotal Recoveries	(14,402)	(15,463)	(16,527)	(17,590)	(18,610)	(19,421)	(20,445)	(19,911)	(17,084)	(16,147)
Net Expenditure	102,618	109,705	119,605	127,829	134,082	139,270	147,525	154,747	162,325	168,611
Non-Rate Revenue										
Fees	(576)	(588)	(599)	(611)	(624)	(636)	(649)	(662)	(675)	(688)
Over Strength Surcharge	(1,116)	(1,138)	(1,161)	(1,184)	(1,208)	(1,232)	(1,257)	(1,282)	(1,308)	(1,334)
Other revenue - Septage	(167)	(167)	(167)	(167)	(167)	(167)	(167)	(167)	(167)	(167)
Total Non-Rate Revenue	(1,859)	(1,893)	(1,927)	(1,963)	(1,999)	(2,035)	(2,073)	(2,111)	(2,150)	(2,189)
BASE RATE REVENUE	100,759	107,812	117,678	125,867	132,083	137,235	145,453	152,637	160,175	166,422
Rate (\$)	\$ 1.6572	\$ 1.7732	\$ 1.8974	\$ 2.0093	\$ 2.0877	\$ 2.1691	\$ 2.2537	\$ 2.3416	\$ 2.4329	\$ 2.5278
Rate increase (%)	5.9%	7.0%	7.0%	5.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
Volume (m3 million)	60.800	61.408	62.022	62.642	63.268	63.901	64.540	65.185	65.837	66.496

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

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	43,700	12,524	3,178	2,580	3,490	8,616	11,199	45,780	94,036	162,333
Contribution from Operating	34,873	38,889	46,490	52,605	57,324	60,629	67,564	75,593	82,200	86,059
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	(65,091)	(64,579)	(63,356)	(46,499)	(45,706)	(49,321)	(28,536)	(24,546)	(19,129)	(13,210)
Capital inflation	(3,830)	(5,783)	(7,675)	(7,145)	(8,552)	(10,927)	(7,333)	(7,202)	(6,330)	(4,882)
Debentures		20,000	22,000						5,000	
Net transfer to capital	(68,921)	(50,362)	(49,031)	(53,643)	(54,259)	(60,248)	(35,868)	(31,749)	(20,459)	(18,092)
Interest	1,035	289	106	112	223	365	1,049	2,573	4,718	7,396
Capital Reserve Closing Balance	12,524	3,178	2,580	3,490	8,616	11,199	45,780	94,036	162,333	239,534

Wastewater Stabilization Reserve Projection (\$ thousands)

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	24,224	24,224	24,224	24,224	24,224	24,224	24,224	24,224	24,224	24,224
Operating Surplus/Shortfall										
Stabilization Reserve Closing Balance	24,224	24,224	24,224	24,224	24,224	24,224	24,224	24,224	24,224	24,224

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Water Distribution Systems

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	281	294	13	4.6%
Benefits	99	100	1	1.0%
Supplies	29	32	3	10.3%
Maintenance	483	391	(92)	(19.0%)
Equipment	13	13		
Professional Fees & Services	80	105	25	31.3%
Communications	2	1	(1)	(50.0%)
Training	4	6	2	50.0%
Travel & Collaboration	1	1		
Insurance	7	7		
Wholesale Water Purchases	1,550	1,660	110	7.1%
Transfer to Corporate Reserves	11	31	20	181.8%
Interdepartmental Charges	249	271	22	8.8%
Subtotal - Operating	2,808	2,913	105	3.7%
Transfers to Capital Reserve	639	958	319	49.9%
Subtotal - Capital Financing	639	958	319	49.9%
Gross Expenditure	3,447	3,871	424	12.3%
Interdepartmental Recoveries	(97)	(97)		
Net Expenditure	3,350	3,774	424	12.7%
Non-Rate Revenue				
Fees & Charges	18	18		
Subtotal Non-Rate Revenue	18	18		
Monthly Fixed Fee	593	633	40	6.7%
Rate Revenue	2,739	3,123	384	14.0%
Subtotal Rate Revenue	3,332	3,756	424	12.7%

Water Distribution

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
02003 Leak Detection and Remedial Work	271	59	330	635	281	55	5	1,305	175	1,480
02007 Distribution Studies and Upgrades	15	88	103	70	70	70	70	383	350	733
02009 Meter Replacement	70	330	400	500	500			1,400		1,400
02012 Fleet Replacements Water Distn	14		14		80			94	160	254
TOTAL EXPENDITURE	370	477	847	1,205	931	125	75	3,182	685	3,867
FUNDING & FINANCING										
Property Taxes & User Rates										
Reserves and Reserve Funds										
3980550 Water Distribution Reserve	321	312	633	955	601	125	75	2,388	525	2,913
3980560 Wastewater Collection Reserve	35	165	200	250	250			700		700
3982160 Corporate Fleet Replacement Reserve	14		14		80			94	160	254
TOTAL FUNDING & FINANCING	370	477	847	1,205	931	125	75	3,182	685	3,867

The Regional Municipality of Waterloo

Water Distribution User Rate Model for 2026-2035 (\$ thousands)

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Compensation	392	404	416	429	442	455	468	482	497	512
Other expenses	551	562	573	585	597	608	621	633	646	659
System expansion		130	134	138	142	146	151	155	160	165
Interdepartmental charges	271	277	282	288	294	300	306	312	318	324
Wholesale Water Purchases	1,660	1,791	1,931	2,083	2,247	2,424	2,614	2,820	3,042	3,281
Transfer to corporate reserves	38	39	40	40	41	42	43	44	45	45
Total Operating Expenditure	2,913	3,202	3,377	3,563	3,762	3,975	4,203	4,446	4,707	4,986
Transfer to Capital Reserve	958	849	864	886	871	866	861	865	827	811
Gross Expenditure	3,871	4,051	4,240	4,449	4,633	4,841	5,064	5,311	5,534	5,797
Interdepartmental recoveries	(97)	(99)	(101)	(103)	(105)	(107)	(109)	(111)	(114)	(116)
Net Expenditure	3,774	3,953	4,140	4,346	4,528	4,734	4,955	5,199	5,420	5,681
Revenue										
Monthly Fees	(633)	(684)	(695)	(742)	(753)	(801)	(813)	(861)	(873)	(921)
Fees and Charges	(18)	(18)	(19)	(19)	(19)	(20)	(20)	(21)	(21)	(22)
Total Revenue	(651)	(702)	(714)	(761)	(773)	(821)	(833)	(881)	(894)	(943)
RATE REVENUE	3,123	3,250	3,426	3,585	3,755	3,913	4,122	4,318	4,526	4,738
Rate (\$)	\$3.65	\$3.79	\$3.94	\$4.09	\$4.25	\$4.42	\$4.59	\$4.77	\$4.96	\$5.15
Rate increase (%)	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
Monthly Rate	\$ 12.00	\$ 13.00	\$ 13.00	\$ 14.00	\$ 14.00	\$ 15.00	\$ 15.00	\$ 16.00	\$ 16.00	\$ 17.00

The Regional Municipality of Waterloo

Water Distribution Capital Reserve Projection (\$ thousands)

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	4,090	4,501	4,474	4,836	5,773	6,787	7,768	8,841	9,888	11,000
Transfer from Operating	958	849	864	886	871	866	861	865	827	811
	958	849	864	886	871	866	861	865	827	811
Capital Project Commitment	(667)	(955)	(601)	(125)	(75)	(125)	(75)	(125)	(75)	(125)
Capital Inflation	(39)	(86)	(73)	(19)	(14)	(28)	(19)	(37)	(25)	(46)
Total Transfer to Capital	(706)	(1,041)	(674)	(144)	(89)	(153)	(94)	(162)	(100)	(171)
Interest	158	165	171	195	231	268	306	345	384	424
Capital Reserve Closing Balance	4,501	4,474	4,836	5,773	6,787	7,768	8,841	9,888	11,000	12,063

Water Distribution Stabilization Reserve Projection (\$ thousands)

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	1,478	1,478	1,478	1,478	1,478	1,478	1,478	1,478	1,478	1,478
Operating Shortfall/Surplus										
Stabilization Reserve Closing Balance	1,478	1,478	1,478	1,478	1,478	1,478	1,478	1,478	1,478	1,478

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Wastewater Collection Systems

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Maintenance	10	8	(2)	(20.0%)
Professional Fees & Services	48	48		
Property Taxes	5	5		
Contracts	45	45		
Insurance	5	5		
Wholesale Wastewater Fees	1,450	1,628	178	12.3%
Interdepartmental Charges	107	107		
Subtotal - Operating	1,670	1,847	177	10.6%
Transfers to Capital Reserve	173	386	213	123.1%
Subtotal - Capital Financing	173	386	213	123.1%
Gross Expenditure	1,843	2,232	389	21.1%
Net Expenditure	1,843	2,232	389	21.1%
Non-Rate Revenue				
Monthly Fixed Fee	416	454	38	9.1%
Rate Revenue	1,427	1,778	351	24.6%
Subtotal Rate Revenue	1,843	2,232	389	21.1%

Wastewater Collection

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
02033 Replacement & Upgrade Collection Mains	95	506	601	375	75	75	250	1,376	730	2,106
02035 Collection Studies and Upgrades	105	167	272	175	125	125	75	772	375	1,147
TOTAL EXPENDITURE	200	673	873	550	200	200	325	2,148	1,105	3,253
FUNDING & FINANCING										
Property Taxes & User Rates										
Reserves and Reserve Funds										
3980560 Wastewater Collection Reserve	200	673	873	550	200	200	325	2,148	1,105	3,253
TOTAL FUNDING & FINANCING	200	673	873	550	200	200	325	2,148	1,105	3,253

The Regional Municipality of Waterloo

Wastewater Collection Rate Model for 2026-2035 (\$ thousands)

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Other expenses	106	108	110	112	115	117	119	122	124	127
System expansion		120	124	127	131	135	139	143	148	152
Interdepartmental charges	107	109	111	114	116	118	121	123	125	128
Wholesale Wastewater Purchases	1,628	1,757	1,896	2,024	2,121	2,223	2,329	2,440	2,557	2,679
Transfer to corporate reserves	5	6	6	6	6	6	6	6	6	7
Total Operating Expenditure	1,847	2,100	2,246	2,384	2,489	2,599	2,714	2,834	2,961	3,092
Transfer to Capital Reserve	385	259	243	258	286	322	367	428	464	532
Gross Expenditure	2,232	2,359	2,490	2,642	2,774	2,921	3,081	3,262	3,424	3,624
Net Expenditure	2,232	2,359	2,490	2,642	2,774	2,921	3,081	3,262	3,424	3,624
Revenue										
Monthly Fees	(454)	(490)	(498)	(534)	(543)	(579)	(588)	(625)	(634)	(671)
Total Revenue	(454)	(490)	(498)	(534)	(543)	(579)	(588)	(625)	(634)	(671)
RATE REVENUE	1,778	1,869	1,991	2,107	2,232	2,341	2,493	2,637	2,791	2,953
Rate (\$)	\$2.76	\$2.90	\$3.04	\$3.19	\$3.35	\$3.51	\$3.68	\$3.86	\$4.05	\$4.25
Rate increase (%)	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%
Monthly Rate	\$ 11.00	\$ 12.00	\$ 12.00	\$ 13.00	\$ 13.00	\$ 14.00	\$ 14.00	\$ 15.00	\$ 15.00	\$ 16.00

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

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	4,444	4,302	4,117	4,291	4,480	4,546	4,640	4,938	5,302	5,709
Transfer from Operating	385	259	243	258	286	322	367	428	464	532
	385	259	243	258	286	322	367	428	464	532
Capital Project Commitment	(650)	(550)	(200)	(200)	(325)	(325)	(195)	(195)	(195)	(195)
Capital Inflation	(38)	(49)	(24)	(31)	(61)	(72)	(50)	(57)	(65)	(72)
Total Transfer to Capital	(688)	(599)	(224)	(231)	(386)	(397)	(245)	(252)	(260)	(267)
Interest	161	155	155	161	166	169	176	188	203	219
Capital Reserve Closing Balance	4,302	4,117	4,291	4,480	4,546	4,640	4,938	5,302	5,709	6,193

Wastewater Collection Stabilization Reserve Projection (\$ thousands)

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Opening Balance	1,123	1,123	1,123	1,123	1,123	1,123	1,123	1,123	1,123	1,123
Operating Surplus/Shortfall										
Stabilization Reserve Closing Balance	1,123	1,123	1,123	1,123	1,123	1,123	1,123	1,123	1,123	1,123

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Facilities & Fleet Management

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	13,912	14,763	851	6.1%
Benefits	4,665	4,861	196	4.2%
Supplies	356	362	6	1.7%
Maintenance	3,867	4,556	689	17.8%
Utilities	2,004	2,186	182	9.1%
Equipment	409	456	47	11.5%
Facilities Maintenance	1,804	2,076	272	15.1%
Professional Fees & Services	2,861	2,824	(37)	(1.3%)
Property Taxes	251	279	28	11.2%
Rents	454	861	407	89.6%
Financial Expenses	116	116		
Communications	101	83	(18)	(17.8%)
Training	136	180	44	32.4%
Travel & Collaboration	272	276	4	1.5%
Insurance	207	212	5	2.4%
Facility Occupancy Charges	2,843	3,088	245	8.6%
Interdepartmental Charges	729	793	64	8.8%
Subtotal - Operating	34,987	37,973	2,986	8.5%
Debt Servicing	4,804	5,929	1,125	23.4%
Transfers to Reserves	5,458	6,423	965	17.7%
Subtotal - Debt / Reserves / Capital	10,262	12,352	2,090	20.4%
Gross Expenditure	45,249	50,325	5,076	11.2%
Interdepartmental Recoveries	(37,433)	(40,203)	(2,770)	7.4%
External Recoveries	(12)	(12)		
Net Expenditure	7,804	10,110	2,306	29.5%
Revenue				
User Fees	1,702	1,910	208	12.2%
Contribution from Reserves	30	1,084	1,054	3,513.3%
Revenue Subtotal	1,732	2,995	1,263	72.9%
Property Tax Levy	6,072	7,115	1,043	17.2%

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Facilities Management

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	12,190	12,893	703	5.8%
Benefits	4,034	4,201	167	4.1%
Supplies	257	274	17	6.6%
Maintenance		3	3	
Utilities	2,004	2,186	182	9.1%
Equipment	250	250		
Facilities Maintenance	1,804	2,076	272	15.1%
Professional Fees & Services	2,724	2,684	(40)	(1.5%)
Property Taxes	251	279	28	11.2%
Rents	454	861	407	89.6%
Financial Expenses	116	116		
Communications	96	77	(19)	(19.8%)
Training	114	159	45	39.5%
Travel & Collaboration	271	276	5	1.8%
Insurance	177	187	10	5.6%
Facility Occupancy Charges	2,244	2,480	236	10.5%
Interdepartmental Charges	638	695	57	8.9%
Subtotal - Operating	27,625	29,696	2,071	7.5%
Debt Servicing	4,804	5,929	1,125	23.4%
Transfers to Reserves	5,269	6,234	965	18.3%
Subtotal - Debt / Reserves / Capital	10,073	12,163	2,090	20.7%
Gross Expenditure	37,697	41,859	4,162	11.0%
Interdepartmental Recoveries	(29,882)	(31,737)	(1,855)	6.2%
External Recoveries	(12)	(12)		
Net Expenditure	7,804	10,111	2,307	29.6%
Revenue				
User Fees	1,702	1,910	208	12.2%
Contribution from Reserves	30	1,084	1,054	3,513.3%
Revenue Subtotal	1,732	2,995	1,263	72.9%
Property Tax Levy	6,072	7,116	1,044	17.2%

Facilities Management

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
90022 Facilities Equipment Replacement	34	5	39	5	77	77	85	283	25	308
90023 Facilities Vehicle & Equip Replacement FM	82	510	592	1,335	85	460	265	2,737	2,587	5,324
90102 Facilities Business Systems	526		526	85	85	85	85	866	425	1,291
90164 Master Accommodation Planning	20	75	95	100				195	200	395
90169 Asset Management Systems	40		40					40		40
TOTAL EXPENDITURE	702	590	1,292	1,525	247	622	435	4,121	3,237	7,358
FUNDING & FINANCING										
Property Taxes & User Rates										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	60	75	135	100				235	200	435
3980065 Facility Lifecycle Reserve	526		526	85	85	85	85	866	425	1,291
3982040 Facilities Equipment Reserve	34	5	39	5	77	77	85	283	25	308
3982160 Corporate Fleet Replacement Reserve	82	510	592	1,335	85	460	265	2,737	2,587	5,324
TOTAL FUNDING & FINANCING	702	590	1,292	1,525	247	622	435	4,121	3,237	7,358

Facility Asset Acquisition & Construction

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
90137 Corp Space Optimization Phase 2	1,158		1,158					1,158		1,158
90162 WRESTRC Underground Services	507	625	1,132					1,132		1,132
90170 KCTH Early Works	2,090	140	2,230	4,810	19,000	8,886		34,926		34,926
90179 Kitchener Central Transit Hub	563	2,710	3,273	22,991	59,425	26,575	16,302	128,566		128,566
90190 Duke Street Underpass		1,652	1,652	1,652				3,303		3,303
90191 Fleet Vehicle Charging Stations				2,335	3,402	3,435	299	9,472	284	9,756
90192 Corporate Space Optimization Phase 3	2,775	1,750	4,525	3,700				8,225		8,225
90194 70 & 84 Victoria St Land & Building	100		100					100		100
TOTAL EXPENDITURE	7,194	6,877	14,071	35,488	81,827	38,896	16,601	186,883	284	187,167
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	1,515	3,760	5,275	23,235	62,370	28,276	11,900	131,057		131,057
Development Charges										
Reserve Funds	1,333	441	1,774	929	4	4		2,711		2,711
Debentures	62	298	360	2,529	6,537	2,923	1,793	14,142		14,142
Property Taxes & User Rates										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve							299	299	284	583
3980065 Facility Lifecycle Reserve	507	625	1,132					1,132		1,132
Debentures	3,777	1,752	5,529	6,460	9,514	4,258	2,608	28,369		28,369
Unsecured Funding				2,335	3,402	3,435		9,172		9,172
TOTAL FUNDING & FINANCING	7,194	6,877	14,071	35,488	81,827	38,896	16,601	186,883	284	187,167

Facility Asset Renewal

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
Program Area Capital										
90093 Emergency Training Props	49	30	79	30	30	30	30	199	150	349
90099 Waterloo Parkade Capital Program	167	359	526	202	11	213		953	229	1,182
90158 KPL Parking Garage Capital Program	322	130	452	170	205	70	125	1,022	345	1,367
90163 Fuel Storage and Dispensing Systems	7		7	325	412	29	212	986	568	1,554
90168 Energy Projects Funded from Energy Reserve	529		529	100	100	100	100	929	500	1,429
Total Program Area Capital	1,074	519	1,593	828	758	443	467	4,089	1,793	5,881
Facilities Managed Capital Renewal										
74100 20 Weber Building Renewal		41	41	23	452		396	912	622	1,534
74200 AHQ 150 Frederick Building Renewal	2,921	606	3,527	1,538	1,795	1,773	2,545	11,178	4,014	15,191
74300 99 Regina Building Renewal	1,322	544	1,866	1,136	2,148	3,633	1,191	9,974	5,841	15,815
74400 Operations Centre Building Renewal	2,146	852	2,998	2,652	86	48	2,672	8,456	10,593	19,049
74500 150 Main Cambridge Building Renewal	193	119	312	513	56	115	1,669	2,665	4,239	6,904
74600 Gaol & Governor House Renewal	211	52	263	18		84	734	1,098	1,642	2,740
74700 WRESTC Renewal	306	253	559	2,428	2,648	53	403	6,091	2,314	8,405
Total Facilities Managed Capital Renewal	7,099	2,468	9,567	8,308	7,185	5,705	9,609	40,374	29,265	69,638
TOTAL EXPENDITURE	8,173	2,987	11,160	9,135	7,943	6,148	10,076	44,463	31,057	75,520
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Recoveries	51	110	161	65	4	68		298	74	372
Property Taxes & User Rates										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	7,537	2,847	10,384	8,615	7,398	5,920	9,734	42,051	29,765	71,816
3982170 Fuel System Equipment Reserve	7		7	325	412	29	212	986	568	1,554
3983000 Solar Photovoltaic Reserve	529		529	100	100	100	100	929	500	1,429
Contributions from Operating	49	30	79	30	30	30	30	199	150	349
TOTAL FUNDING & FINANCING	8,173	2,987	11,160	9,135	7,943	6,148	10,076	44,463	31,057	75,520

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Fleet Management

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,722	1,870	148	8.6%
Benefits	631	661	30	4.8%
Supplies	99	88	(11)	(11.1%)
Maintenance	3,867	4,553	686	17.7%
Equipment	158	206	48	30.4%
Professional Fees & Services	137	140	3	2.2%
Communications	5	6	1	20.0%
Training	22	21	(1)	(4.5%)
Travel & Collaboration	1	1		
Insurance	29	25	(4)	(13.8%)
Facility Occupancy Charges	598	608	10	1.7%
Interdepartmental Charges	91	98	7	7.7%
Subtotal - Operating	7,362	8,277	915	12.4%
Transfers to Reserves	189	189		
Subtotal - Debt / Reserves / Capital	189	189		
Gross Expenditure	7,552	8,466	914	12.1%
Interdepartmental Recoveries	(7,552)	(8,466)	(914)	12.1%
Net Expenditure				
Property Tax Levy				

Fleet Management

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
90014 Fleet Management Vehicles				320				320	60	380
90015 Fleet Pool Vehicles	70		70					70		70
90016 Fleet Services Equipment	80	54	134	437	123	20	65	779	684	1,463
TOTAL EXPENDITURE	150	54	204	757	123	20	65	1,169	744	1,913
FUNDING & FINANCING										
Property Taxes & User Rates										
Reserves and Reserve Funds										
3982150 Shop Equipment Reserve	80	54	134	437	123	20	65	779	684	1,463
3982160 Corporate Fleet Replacement Reserve	70		70	320				390	60	450
TOTAL FUNDING & FINANCING	150	54	204	757	123	20	65	1,169	744	1,913

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Waste Management

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	6,900	8,257	1,357	19.7%
Benefits	2,179	2,483	304	14.0%
Supplies	1,046	821	(225)	(21.5%)
Maintenance	904	980	76	8.4%
Utilities	1,097	1,099	2	0.2%
Equipment	26	26		
Facilities Maintenance	522	679	157	30.1%
Professional Fees & Services	27,333	41,853	14,520	53.1%
Property Taxes	1,211	1,255	44	3.6%
Financial Expenses	110	97	(13)	(11.8%)
Communications	163	188	25	15.3%
Training	18	19	1	5.6%
Travel & Collaboration	8	18	10	125.0%
Insurance	177	181	4	2.3%
Facility Occupancy Charges	330	350	20	6.1%
Interdepartmental Charges	3,484	3,578	94	2.7%
Subtotal - Operating	45,508	61,883	16,375	36.0%
Debt Servicing	9,083	7,818	(1,265)	(13.9%)
Transfers to Reserves	19,019	12,219	(6,800)	(35.8%)
Subtotal - Debt / Reserves / Capital	28,102	20,037	(8,065)	(28.7%)
Gross Expenditure	73,610	81,920	8,310	11.3%
Interdepartmental Recoveries	(1,792)	(1,801)	(9)	0.5%
Net Expenditure	71,818	80,119	8,301	11.6%
Revenue				
User Fees	12,124	14,049	1,925	15.9%
Contribution from Reserves		1,482	1,482	
Contribution from RDC Reserve Funds	582	582		
Revenue Subtotal	12,706	16,113	3,407	26.8%
Property Tax Levy	59,112	64,006	4,894	8.3%

Waste Management

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
Program Area Capital										
01004 Curbside Service Level Changes	(10,708)	16,050	5,342	1,000	1,000	1,000	1,000	9,342	5,000	14,342
01005 Cambridge Scale System & Building				75	700			775	200	975
01007 Vehicle Replacements Waste Management	400	4,325	4,725	5,798	230	4,125	1,740	16,618	13,683	30,301
01009 Cambridge Site Servicing	557		557		100		150	807	400	1,207
01010 Waterloo Site Servicing	577		577		100		150	827	400	1,227
01011 Asset Management	68		68					68		68
01013 Cambridge MHSW Building					500	500	200	1,200		1,200
01015 Voice Radio Sets		120	120	180	180			480	150	630
01016 Waterloo Soil Management Strategy						2,400		2,400		2,400
01051 Cambridge Groundwater Management	68	80	148	875		540		1,563	1,080	2,643
01052 Cambridge - Leachate Control	373	80	453	540		540		1,533	1,620	3,153
01058 Waterloo Storm Water Management	180	300	480	550	500	500		2,030	1,000	3,030
01082 Waterloo Groundwater Management	300	350	650	1,000	600	1,000	546	3,796	2,478	6,274
01084 Materials Recycling Centre	486	200	686			500	500	1,686		1,686
01091 Cambridge Site Closure		50	50	100	100			250	115	365
01092 Cambridge - Storm Water Management					400			400	350	750
01103 Decommissioned Sites	1,274	500	1,774	2,000	5,000	1,500	1,000	11,274	4,150	15,424
01104 Cambridge Transfer Building Upgrade		250	250	600	1,400			2,250	515	2,765
01106 Cambridge Compost Pad Expansion				400				400	1,200	1,600
01121 Landfill Cell Closure	1,094	315	1,409	1,545	150	1,060	450	4,614	3,430	8,044
01144 Feasibility Studies	320	400	720	100	500		500	1,820	2,500	4,320
01146 Cambridge Roads Construction		150	150	350			300	800	600	1,400
01154 Waterloo - New Cells Design & Construction	2,560	4,000	6,560	6,300	3,000	7,080	4,500	27,440	19,000	46,440
01156 Waterloo Leachate Control	1,000	800	1,800	300	1,400	450	560	4,510	3,056	7,566
01160 Waterloo - Roads Construction	500	2,300	2,800	455	600		455	4,310	1,755	6,065
01163 Waterloo Landfill Gas System	2,100	450	2,550	1,500	595	590	590	5,825	4,950	10,775
01165 Waterloo Landfill GPS System	29	300	329			250		579	550	1,129
01172 Cambridge Landfill Gas System		100	100	450	310	2,000	2,700	5,560	1,500	7,060
01186 Waterloo Scale System & Building		150	150	60		30	90	330		330
01192 Waterloo Transfer Station Upgrade	176	2,689	2,865	25,617	3,092	32,497	32,497	96,568	38,633	135,201
Total Program Area Capital	1,354	33,959	35,313	49,795	20,457	56,562	47,928	210,055	108,315	318,371

Waste Management

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
Facilities Managed Capital Renewal										
73100 WM Waterloo Building Renewal	52	35	87	483	294	295	56	1,216	2,359	3,575
73200 WM Cambridge Building Renewal	741	654	1,395	271		297	296	2,259	1,986	4,245
73300 WM Kitchener Building Renewal				12			174	185	272	457
Total Facilities Managed Capital Renewal	793	690	1,483	765	294	592	526	3,660	4,617	8,277
TOTAL EXPENDITURE	2,147	34,649	36,796	50,560	20,751	57,154	48,454	213,715	112,932	326,647
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	469		469					469		469
Development Charges										
Reserve Funds	52	65	117	123	227	58	65	590	207	796
Property Taxes & User Rates										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	741	654	1,395	182			174	1,752	858	2,609
3980120 Waste Management Reserve	(4,982)	24,585	19,603	14,380	11,257	13,224	10,979	69,443	58,851	128,294
3982020 Waste Management Equipment Reserve	29	420	449	180	180	250		1,059	700	1,759
3982160 Corporate Fleet Replacement Reserve	400	4,325	4,725	5,798	230	4,125	1,740	16,618	13,683	30,301
Debentures	5,438	4,600	10,038	7,000	6,995	7,000	3,000	34,033		34,033
Unsecured Funding				22,897	1,862	32,497	32,497	89,753	38,633	128,386
TOTAL FUNDING & FINANCING	2,147	34,649	36,796	50,560	20,751	57,154	48,454	213,715	112,932	326,647

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.

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Design & Construction

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	7,132	7,227	95	1.3%
Benefits	2,120	2,192	72	3.4%
Supplies	29	28	(1)	(3.4%)
Maintenance	6	6		
Equipment	142	142		
Professional Fees & Services	15	15		
Communications	25	30	5	20.0%
Training	59	59		
Travel & Collaboration	69	49	(20)	(29.0%)
Insurance	8	8		
Facility Occupancy Charges	281	286	5	1.8%
Interdepartmental Charges	841	864	23	2.7%
Subtotal - Operating	10,726	10,905	179	1.7%
Transfers to Reserves	47	49	2	4.3%
Subtotal - Debt / Reserves / Capital	47	49	2	4.3%
Gross Expenditure	10,773	10,953	180	1.7%
Interdepartmental Recoveries	(10,773)	(10,953)	(180)	1.7%
Net Expenditure				
Property Tax Levy				

Design & Construction

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
21003 Plotter									15	15
21007 GNSS Survey Equipment	57	50	107					107	45	152
21008 Fleet Vehicle Replacements - D&C		85	85	60		60		205	285	490
21009 Total Station Survey Equipment Replacement	150		150					150	85	235
21010 CADD System Replacement	35		35			13		48	35	83
TOTAL EXPENDITURE	242	135	377	60		73		510	465	975
FUNDING & FINANCING										
Property Taxes & User Rates										
Reserves and Reserve Funds										
3982080 Design Equipment Reserve	242	50	292			13		305	180	485
3982160 Corporate Fleet Replacement Reserve		85	85	60		60		205	285	490
TOTAL FUNDING & FINANCING	242	135	377	60		73		510	465	975

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Strategic Initiatives & Asset Management

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,068	1,209	141	13.2%
Benefits	336	370	34	10.1%
Supplies	7	7		
Equipment	116	130	14	12.1%
Professional Fees & Services	105	105		
Communications	3	3		
Training	32	29	(3)	(9.4%)
Travel & Collaboration	4	4		
Facility Occupancy Charges	31	52	21	67.7%
Interdepartmental Charges	5	6	1	20.0%
Subtotal - Operating	1,708	1,915	207	12.1%
Transfers to Reserves	4	5	1	25.0%
Subtotal - Debt / Reserves / Capital	4	5	1	25.0%
Gross Expenditure	1,711	1,919	208	12.2%
Interdepartmental Recoveries	(967)	(1,155)	(188)	19.4%
Net Expenditure	745	764	19	2.6%
Revenue				
Contribution from Reserves	100	100		
Revenue Subtotal	100	100		
Property Tax Levy	645	664	19	2.9%

Strategic Initiatives & Asset Management

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
Program Area Capital										
Facilities Managed Capital Renewal										
78001 Project & Portfolio Management Implementation	400		400	1,972				2,372		2,372
78100 Lucity and Power Plan Software Updates	150	150	300	75	75	75	75	600	360	960
78101 Asset Management Plan/Policy update		125	125	50	100	75	250	600	285	885
78102 Climate Change Adaptation Masterplan	200		200	150			75	425	75	500
Total Facilities Managed Capital Renewal	750	275	1,025	2,247	175	150	400	3,997	720	4,717
TOTAL EXPENDITURE	750	275	1,025	2,247	175	150	400	3,997	720	4,717
FUNDING & FINANCING										
Property Taxes & User Rates										
Reserves and Reserve Funds										
3980050 Transportation Capital Reserve	198	46	244	736	29	25	67	1,101	120	1,221
3980065 Facility Lifecycle Reserve	90	46	136	204	29	25	67	460	120	580
3980120 Waste Management Reserve	82	46	128	164	29	25	67	413	120	533
3980180 Water Capital Reserve	142	46	188	460	29	25	67	769	120	889
3980200 Wastewater Capital Reserve	122	46	168	361	29	25	67	650	120	770
3980440 Airport Capital Reserve	56		56	276				332		332
3984010 Transit Capital Reserve	58	46	104	46	29	25	67	271	120	391
TOTAL FUNDING & FINANCING	750	275	1,025	2,247	175	150	400	3,997	720	4,717

THE REGIONAL MUNICIPALITY OF WATERLOO
2026 Operating Budget (\$ thousands)
Commissioner of Engineering & Environmental Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	333	341	8	2.4%
Benefits	97	95	(2)	(2.1%)
Supplies	1	1		
Professional Fees & Services	12	12		
Communications	1	1		
Training	6	6		
Travel & Collaboration	5	5		
Insurance	1	1		
Facility Occupancy Charges	10	11	1	10.0%
Interdepartmental Charges	2	2		
Subtotal - Operating	469	475	6	1.3%
Transfers to Reserves	1	1		
Subtotal - Debt / Reserves / Capital	1	1		
Gross Expenditure	470	476	6	1.3%
Interdepartmental Recoveries	(470)	(476)	(6)	1.3%
Net Expenditure				
Property Tax Levy				

Planning, Development and Legislative Services



Region of Waterloo

The Planning, Development and Legislative Services (PDLS) Department helps shape a sustainable, prosperous, and connected Waterloo Region. Our teams work together to plan for growth, steward the Region's natural and cultural assets, and provide essential corporate and community services that support residents every day.

We ensure that growth and development are well-coordinated and integrated with Regional infrastructure and service delivery, supporting complete and thriving communities across Waterloo Region. We operate the Region of Waterloo International Airport, a key driver of economic development, innovation, and tourism.

PDLS strengthens community connection and belonging by supporting arts, culture, heritage, and learning. We operate the Region of Waterloo Library and museums, manage and install public art, and fund local cultural initiatives that showcase the spirit and creativity of our region.

We protect the environment and lead the Region's transition to a low-carbon future by implementing corporate climate change initiatives and supporting community led climate strategies. We also steward 16 Regional forests that contribute to the Region's biodiversity, climate resilience, and overall quality of life.

Our department also delivers vital corporate and legislative services that keep the Region running smoothly, from legal counsel, real estate, licensing, and by-law enforcement to information management, archives, and the Provincial Offences Court.

Together, PDLS provides the foundation that supports growth, culture, sustainability, and good governance helping to build a resilient and thriving Waterloo Region for generations to come.

The following services are included in the 2026 Plan and Budget:

Build Waterloo Region:

- Land development for affordable housing, job creation and important community infrastructure.
- Aerospace and Aviation cluster support and land development at YKF.
- Provides technical support and analysis for future industry investment.
- Supporting children & youth wellness and belonging through service provider system coordination.

ROW International Airport:

- Operating, maintaining and growing airport service 24/7/365.
- Constructing and developing airport infrastructure.
- Fostering the aviation and aerospace sector by working with airport tenants and partners (Waterloo Wellington Flight Centre, Waterloo Institute of Sustainable Aviation, etc.).

Regional Growth, Development and Sustainability Services:

- Reviewing development applications for matters of Regional interests such as water, wastewater, paramedic services, public health and transit.
- Developing climate mitigation and adaption strategic plans, policies and programs.
- Ongoing stewardship of Regional Forests.
- Data and planning services related to Regional growth.
- Reviewing and issuing Regional Road access permits.

Council and Administrative Services:

- Supporting Regional Council and Standing Committee meetings
- Coordinating elections for Regional Chair and directly-elected Councillors.
- Supporting the Integrity Commissioner and Code of Conduct
- Administering the Lobbyist Registry.
- Providing information management and privacy support and services for the organization.
- Licensing and Enforcement Services.

Provincial Offenses:

- Operating the Provincial Offences Court.
- Provincial Offences Prosecution service.

Legal Services:

- Civil Litigation and Administrative Tribunals.
- Real estate services including valuation, negotiation, acquisition, disposition, leasing and expropriations.
- Corporate legal advice and services to Region departments, including on municipal authority and jurisdiction.

Cultural Services:

- Administering and maintaining the Region's public art collection.
- Archaeological work to support REDI goals and legislative responsibilities.
- Stewarding Region of Waterloo Museums: collections and design, coordination and marketing of exhibits and community programming. Operating the organization's
- Corporate Archives.
- Administering multiple arts and culture grants and incentive programs (includes: Key Cultural Institutions, Major Arts and Culture Organizations, Cultural Drivers of Tourism and Region of Waterloo Arts Funding).
- Operating the collections, events and programming for the Region of Waterloo Library system's headquarters and 11 branches.

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Planning, Development & Legislative Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	26,053	25,662	(391)	(1.5%)
Benefits	8,356	7,962	(394)	(4.7%)
Supplies	1,233	1,290	57	4.6%
Maintenance	326	328	2	0.6%
Utilities	1,226	1,305	79	6.4%
Equipment	364	455	91	25.0%
Facilities Maintenance	980	1,319	339	34.6%
Professional Fees & Services	9,654	9,006	(648)	(6.7%)
Property Taxes	657	767	110	16.7%
Rents	37	20	(17)	(45.9%)
Grants	4,694	4,868	174	3.7%
Financial Expenses	421	659	238	56.5%
Communications	854	1,090	236	27.6%
Training	263	278	15	5.7%
Travel & Collaboration	125	132	7	5.6%
Insurance	160	167	7	4.4%
Facility Occupancy Charges	1,920	2,064	144	7.5%
Interdepartmental Charges	1,827	1,932	105	5.7%
Subtotal - Operating	59,148	59,306	158	0.3%
Debt Servicing	6,650	6,558	(92)	(1.4%)
Transfers to Reserves	8,616	15,837	7,221	83.8%
Subtotal - Debt / Reserves / Capital	15,266	22,395	7,129	46.7%
Gross Expenditure	74,414	81,700	7,286	9.8%
Interdepartmental Recoveries	(3,909)	(4,077)	(168)	4.3%
External Recoveries	(1,094)	(1,050)	44	(4.0%)
Net Expenditure	69,411	76,573	7,162	10.3%
Revenue				
Ontario Grants	491	498	7	1.4%
Ontario Grants - COVID	850	820	(30)	(3.5%)
Federal Grants	9	9		
User Fees	33,202	37,098	3,896	11.7%
Contribution from Reserves	1,426	1,457	31	2.2%
Contribution from RDC Reserve Funds	2,518	2,602	84	3.3%
Revenue Subtotal	38,495	42,483	3,988	10.4%
Property Tax Levy	30,915	34,090	3,175	10.3%

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

ROW International Airport

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	4,373	4,033	(340)	(7.8%)
Benefits	1,495	1,345	(150)	(10.0%)
Supplies	359	293	(66)	(18.4%)
Maintenance	312	300	(12)	(3.8%)
Utilities	723	771	48	6.6%
Equipment	11	12	1	9.1%
Facilities Maintenance	433	635	202	46.7%
Professional Fees & Services	2,229	1,599	(630)	(28.3%)
Property Taxes	657	767	110	16.7%
Financial Expenses	100	100		
Communications	226	226		
Training	120	115	(5)	(4.2%)
Travel & Collaboration	17	17		
Insurance	74	79	5	6.8%
Facility Occupancy Charges	296	348	52	17.6%
Interdepartmental Charges	443	430	(13)	(2.9%)
Subtotal - Operating	11,868	11,070	(798)	(6.7%)
Debt Servicing	5,921	5,915	(6)	(0.1%)
Transfers to Reserves	4,120	4,201	81	2.0%
Subtotal - Debt / Reserves / Capital	10,042	10,116	74	0.7%
Gross Expenditure	21,910	21,186	(724)	(3.3%)
Interdepartmental Recoveries	(282)	(288)	(6)	2.1%
External Recoveries	(912)	(1,043)	(131)	14.4%
Net Expenditure	20,716	19,855	(861)	(4.2%)
Revenue				
User Fees	9,144	7,951	(1,193)	(13.0%)
Contribution from Reserves	41	41		
Contribution from RDC Reserve Funds	2,498	2,582	84	3.4%
Revenue Subtotal	11,683	10,573	(1,110)	(9.5%)
Property Tax Levy	9,033	9,281	248	2.7%

Region of Waterloo International Airport

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
Capital Renewal										
03513 Noise Monitoring System					50			50		50
03515 Electrical Study					50			50	50	100
03542 Runway 08 Approach Lighting	104		104					104		104
03547 Airport Business Plan Update							125	125	125	250
03548 Rehabilitation 08/26		150	150	1,650				1,800		1,800
03555 Fencing		1,200	1,200	350		1,500		3,050		3,050
03557 Equipment Replacements	80	119	199	37	232	235	162	865	133	998
03564 Randell Drain/Stormwater-Upgrades	232		232				1,300	1,532		1,532
03569 Hydro Plant Upgrade	591		591		260		230	1,081	200	1,281
03570 Apron Resurfacing									3,400	3,400
03574 Security Upgrades	160	224	384					384		384
03588 Fleet Vehicle Replacement Airport	105	195	300	1,941	540	115	1,083	3,979	877	4,856
03591 Parking Equipment Replacement									800	800
03636 Runway 14-32 Rehabilitation									10,000	10,000
03641 Runway 14-32 PAPI Replacement									1,100	1,100
03644 CBSA upgrades	68	50	118					118		118
03645 Airfield PLC Replacement									250	250
03646 ICAO Type A Charts				50				50	100	150
03647 Airport Carbon Accreditation		50	50		25		25	100	50	150
03648 FEC Equipment Replacement							400	400		400
03649 Groundside Reconfiguration	5		5	1,600				1,605		1,605
03654 Apron Floodlighting Replacement							300	300		300
03655 Communications Improvements	22		22					22		22
03656 Non-Passenger Screening				1,250				1,250		1,250
03657 Common Use Equipment Replacement									1,000	1,000
03666 Airport Signage				700				700		700
Total Capital Renewal	1,365	1,988	3,353	7,578	1,157	1,850	3,625	17,563	18,085	35,648

Region of Waterloo International Airport

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
Facilities Managed Capital Renewal										
70500 Airport Renewal	354	73	427	173	254	1,153	980	2,987	6,969	9,956
Total Facilities Managed Capital Renewal	354	73	427	173	254	1,153	980	2,987	6,969	9,956
Capital Expansion (Master Plan)										
Phase 1										
03594 Rail Connectivity Study YKF/YYZ									500	500
03595 Enviro Assmt for Runway 14-32 & 08-26	307		307					307		307
03602 Federal Zoning Runway 14-32 & 08-26 Ext	198	92	290					290		290
Total Phase 1	505	92	597					597	500	1,097
Phase 2										
03603 Trigger 2 Property Acquisition	1,916		1,916					1,916	7,800	9,716
03604 Construct Runway 14/32 Extension									57,000	57,000
03606 Terminal Entrance Road Design					500	500	500	1,500	500	2,000
03610 Design Terminal expansion phase 2	138		138			500	500	1,138		1,138
03611 Surface Parking Expansion	50		50		5,500			5,550		5,550
03612 Land Development	283		283	59				342		342
03651 Service Developable Land	1,274	300	1,574			3,000		4,574		4,574
03653 AOC Expansion	717		717	500				1,217		1,217
03658 Natural Heritage Management Plan	100		100					100	250	350
03660 Environmental Sustainability	89	660	749	440	100	100	100	1,489	500	1,989
03661 Development Business Case	50		50					50		50
03667 Runway 26 RVR					50	300		350		350
Total Phase 2	4,617	960	5,577	999	6,150	4,400	1,100	18,226	66,050	84,276
Phase 3										
03619 Construct Terminal Expansion Phase 2									9,000	9,000
03620 Design Terminal Expansion Phase 3									5,000	5,000
03668 Construct Taxiway Widening						150	2,300	2,450		2,450
Total Phase 3						150	2,300	2,450	14,000	16,450
TOTAL EXPENDITURE	6,841	3,113	9,954	8,750	7,561	7,553	8,005	41,823	105,604	147,427

Region of Waterloo International Airport

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies		215	215					215		215
Development Charges										
Reserve Funds	3,157	372	3,529	1,284	2,653	1,750	886	10,102	11,222	21,323
Debentures									7,170	7,170
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	216	73	289	173	254	1,153	980	2,849	6,969	9,818
3980440 Airport Capital Reserve	3,283	2,139	5,422	5,315	3,882	2,320	1,294	18,233	21,627	39,861
3982160 Corporate Fleet Replacement Reserve	105	195	300	1,941	540	115	1,083	3,979	877	4,856
3982190 Airport Vehicle/Equipment Reserve	80	119	199	37	232	235	162	865	133	998
Debentures						1,880	2,059	3,939	2,600	6,539
Unsecured Funding						101	1,541	1,642	55,007	56,649
TOTAL FUNDING & FINANCING	6,841	3,113	9,954	8,750	7,561	7,553	8,005	41,823	105,604	147,427

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.

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Build Waterloo Region

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	2,271	2,138	(133)	(5.9%)
Benefits	701	649	(52)	(7.4%)
Supplies	6	7	1	16.7%
Equipment	24	24		
Professional Fees & Services	442	268	(174)	(39.4%)
Grants	2,504	2,554	50	2.0%
Financial Expenses		1	1	
Communications	7	5	(2)	(28.6%)
Training	18	18		
Travel & Collaboration	26	25	(1)	(3.8%)
Facility Occupancy Charges	60	62	2	3.3%
Interdepartmental Charges	74	75	1	1.4%
Subtotal - Operating	6,133	5,826	(307)	(5.0%)
Debt Servicing	608	622	14	2.3%
Transfers to Reserves	8	8		
Subtotal - Debt / Reserves / Capital	616	630	14	2.3%
Gross Expenditure	6,749	6,456	(293)	(4.3%)
Interdepartmental Recoveries	(179)	(179)		
External Recoveries	(175)		175	(100.0%)
Net Expenditure	6,395	6,277	(118)	(1.8%)
Revenue				
Ontario Grants - COVID	820	820		
User Fees	565	533	(32)	(5.7%)
Revenue Subtotal	1,385	1,353	(32)	(2.3%)
Property Tax Levy	5,010	4,925	(85)	(1.7%)

Build Waterloo Region

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
99082 Oversizing Cambridge Sanitary extension	530		530	400				930		930
99088 Charles St Terminal Disposition	452	345	797					797		797
99102 Industrial Land strategy	245		245					245		245
99103 Industrial Land Acquisition and Strategy	495	8,700	9,195			5,000	5,000	19,195		19,195
99107 Kitchener Central Transit Hub		115	115	200				315		315
TOTAL EXPENDITURE	1,723	9,160	10,883	600		5,000	5,000	21,483		21,483
FUNDING & FINANCING										
Property Taxes & User Rates										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	1,228	460	1,688	400				2,088		2,088
Debentures	495	8,700	9,195			5,000	5,000	19,195		19,195
Unsecured Funding				200				200		200
TOTAL FUNDING & FINANCING	1,723	9,160	10,883	600		5,000	5,000	21,483		21,483

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Council & Administrative Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	2,800	2,664	(136)	(4.9%)
Benefits	929	864	(65)	(7.0%)
Supplies	28	28		
Maintenance	2	2		
Equipment	85	85		
Professional Fees & Services	668	867	199	29.8%
Financial Expenses	2	2		
Communications	25	25		
Training	27	38	11	40.7%
Travel & Collaboration	5	5		
Insurance	9	9		
Facility Occupancy Charges	329	366	37	11.2%
Interdepartmental Charges	54	107	53	98.1%
Subtotal - Operating	4,964	5,064	100	2.0%
Transfers to Reserves	318	797	479	150.6%
Subtotal - Debt / Reserves / Capital	318	797	479	150.6%
Gross Expenditure	5,282	5,862	580	11.0%
Interdepartmental Recoveries	(1,207)	(1,254)	(47)	3.9%
External Recoveries	(3)	(3)		
Net Expenditure	4,072	4,605	533	13.1%
Revenue				
Ontario Grants - COVID	30		(30)	(100.0%)
User Fees	877	2,245	1,368	156.0%
Contribution from Reserves	421	516	95	22.6%
Revenue Subtotal	1,328	2,761	1,433	107.9%
Property Tax Levy	2,744	1,844	(900)	(32.8%)

Council & Administrative Services

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
07660 Automated Speed Enforcement	200	100	300	100	100	100		600		600
90009 Lic & Reg Servs Vehicles	238		238				55	293	280	573
90092 Licensing-Radio Equipment					75	75		150		150
90117 DOCS Modernization	682	1,045	1,727	1,588	1,796	2,035	2,110	9,256		9,256
90176 Bylaw Licensing Database	50	25	75					75		75
90177 Electronic Meeting Software									25	25
90205 Council Chambers Technology Modernization	74	5	79	5	5	5	5	99	180	279
TOTAL EXPENDITURE	1,244	1,175	2,419	1,693	1,976	2,215	2,170	10,473	485	10,958
FUNDING & FINANCING										
Property Taxes & User Rates										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	124	30	154	5	5	5	5	174	205	379
3980045 Road Safety Reserve	200	100	300	100	100	100		600		600
3982160 Corporate Fleet Replacement Reserve	238		238				55	293	280	573
3983500 ITS Capital Reserve	682	1,045	1,727	1,588	1,796	2,035	2,110	9,256		9,256
3983700 Bylaw Equipment Reserve					75	75		150		150
TOTAL FUNDING & FINANCING	1,244	1,175	2,419	1,693	1,976	2,215	2,170	10,473	485	10,958

THE REGIONAL MUNICIPALITY OF WATERLOO
2026 Operating Budget (\$ thousands)
Provincial Offenses and Regional Road Safety Offences

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	5,509	4,615	(894)	(16.2%)
Benefits	1,922	1,575	(347)	(18.1%)
Supplies	79	122	43	54.4%
Utilities	16	17	1	6.3%
Equipment	170	226	56	32.9%
Professional Fees & Services	3,712	4,154	442	11.9%
Financial Expenses	305	539	234	76.7%
Communications	366	565	199	54.4%
Training	38	42	4	10.5%
Travel & Collaboration	34	34		
Insurance	3	3		
Facility Occupancy Charges	500	515	15	3.0%
Interdepartmental Charges	1,034	1,076	42	4.1%
Subtotal - Operating	13,690	13,484	(206)	(1.5%)
Transfers to Reserves	1,708	8,123	6,415	375.6%
Subtotal - Debt / Reserves / Capital	1,708	8,123	6,415	375.6%
Gross Expenditure	15,398	21,606	6,208	40.3%
Interdepartmental Recoveries	(17)	(17)		
Net Expenditure	15,381	21,589	6,208	40.4%
Revenue				
Ontario Grants	194	220	26	13.4%
User Fees	20,463	24,203	3,740	18.3%
Revenue Subtotal	20,657	24,423	3,766	18.2%
Property Tax Levy	(5,277)	(2,834)	2,443	(46.3%)

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Provincial Offences Act (POA)

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	2,745	2,826	81	3.0%
Benefits	943	955	12	1.3%
Supplies	30	73	43	143.3%
Equipment	61	45	(16)	(26.2%)
Professional Fees & Services	1,010	959	(51)	(5.0%)
Financial Expenses	105	143	38	36.2%
Communications	39	55	16	41.0%
Training	14	14		
Travel & Collaboration	4	4		
Insurance	3	3		
Facility Occupancy Charges	314	350	36	11.5%
Interdepartmental Charges	33	33		
Subtotal - Operating	5,301	5,462	161	3.0%
Transfers to Reserves	14	21	7	50.0%
Subtotal - Debt / Reserves / Capital	14	21	7	50.0%
Gross Expenditure	5,315	5,483	168	3.2%
Interdepartmental Recoveries	(17)	(17)		
Net Expenditure	5,298	5,466	168	3.2%
Revenue				
Ontario Grants	194	220	26	13.4%
User Fees	10,066	8,080	(1,986)	(19.7%)
Revenue Subtotal	10,260	8,300	(1,960)	(19.1%)
Property Tax Levy	(4,962)	(2,834)	2,128	(42.9%)

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Municipal Speed Cameras

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	2,764	1,789	(975)	(35.3%)
Benefits	978	620	(358)	(36.6%)
Supplies	49	49		
Utilities	16	17	1	6.3%
Equipment	110	181	71	64.5%
Professional Fees & Services	2,702	3,195	493	18.2%
Financial Expenses	200	396	196	98.0%
Communications	328	510	182	55.5%
Training	25	27	2	8.0%
Travel & Collaboration	31	31		
Facility Occupancy Charges	186	165	(21)	(11.3%)
Interdepartmental Charges	1,001	1,043	42	4.2%
Subtotal - Operating	8,389	8,021	(368)	(4.4%)
Transfers to Reserves	1,694	8,102	6,408	378.3%
Subtotal - Debt / Reserves / Capital	1,694	8,102	6,408	378.3%
Gross Expenditure	10,082	16,123	6,041	59.9%
Net Expenditure	10,082	16,123	6,041	59.9%
Revenue				
User Fees	10,397	16,123	5,726	55.1%
Revenue Subtotal	10,397	16,123	5,726	55.1%
Property Tax Levy	(314)		314	(100.0%)

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Legal Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	2,133	2,339	206	9.7%
Benefits	671	711	40	6.0%
Supplies	39	60	21	53.8%
Maintenance	1	1		
Equipment	7	7		
Professional Fees & Services	46	39	(7)	(15.2%)
Communications	7	6	(1)	(14.3%)
Training	10	10		
Travel & Collaboration	2	2		
Insurance	4	4		
Facility Occupancy Charges	122	143	21	17.2%
Interdepartmental Charges	15	12	(3)	(20.0%)
Subtotal - Operating	3,058	3,335	277	9.1%
Transfers to Reserves	7	6	(1)	(14.3%)
Subtotal - Debt / Reserves / Capital	7	6	(1)	(14.3%)
Gross Expenditure	3,065	3,341	276	9.0%
Interdepartmental Recoveries	(2,066)	(2,114)	(48)	2.3%
Net Expenditure	999	1,227	228	22.8%
Revenue				
User Fees	51	30	(21)	(41.2%)
Revenue Subtotal	51	30	(21)	(41.2%)
Property Tax Levy	948	1,197	249	26.3%

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Cultural Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	2,755	3,344	589	21.4%
Benefits	853	988	135	15.8%
Supplies	411	468	57	13.9%
Maintenance	10	24	14	140.0%
Utilities	420	443	23	5.5%
Equipment	11	11		
Facilities Maintenance	366	488	122	33.3%
Professional Fees & Services	573	626	53	9.2%
Community Equity Initiatives	432	250	(182)	(42.1%)
Rents	1	1		
Grants	2,050	2,174	124	6.0%
Financial Expenses	14	18	4	28.6%
Communications	134	164	30	22.4%
Training	29	32	3	10.3%
Travel & Collaboration	10	13	3	30.0%
Insurance	53	54	1	1.9%
Facility Occupancy Charges	372	380	8	2.2%
Interdepartmental Charges	46	61	15	32.6%
Subtotal - Operating	8,541	9,537	996	11.7%
Debt Servicing	101		(101)	(100.0%)
Transfers to Reserves	2,049	2,249	200	9.8%
Subtotal - Debt / Reserves / Capital	2,150	2,249	99	4.6%
Gross Expenditure	10,691	11,785	1,094	10.2%
Interdepartmental Recoveries		(63)	(63)	
Net Expenditure	10,691	11,722	1,031	9.6%
Revenue				
Ontario Grants	168	174	6	3.6%
User Fees	857	1,128	271	31.6%
Contribution from Reserves	519	360	(159)	(30.6%)
Revenue Subtotal	1,544	1,662	118	7.6%
Property Tax Levy	9,147	10,060	913	10.0%

Cultural Services

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
Program Area Capital										
Ken Seiling Waterloo Region Museum										
42017 Village Buildings	231	20	251	50	10	10	100	421	1,300	1,721
42026 Collections Photography & Database	78	15	93	15	15	15	155	293	321	614
42027 Vehicle/Equipment Replacement Doon		90	90			22		112		112
42028 Hall of Fame	16		16	30				46	20	66
42029 Doon Visitor Infrastructure	32	147	179	25		10		214	25	239
42030 Restoration of Steam Engine							100	100	200	300
42034 Peter McArthur House	30		30	80				110		110
42043 Upgrade / Replace Utility Services	96		96					96		96
42046 Curatorial Centre Storage Expansion	21	10	31		63	530	65	689		689
42049 Exhibit Refurbishment	89	75	164	15			15	194	75	269
42052 Audio Visual Equipment	70	28	98	25	10	10	15	158	114	272
42062 Main Gallery Exhibit Refurbishment	191	55	246	955	2,250	2,250	50	5,751	250	6,001
42071 Curatorial Centre Improvements					54	66	1,068	1,188		1,188
42072 Permeable Concrete for Sararas Hill and lower was	160		160					160		160
42073 Shantz Barn Floor	137		137					137		137
42076 KSWRM Gazebo	172		172					172		172
42080 Doon Village Lighting		10	10	100				110		110
42081 Doon Village WiFi	49		49					49		49
42082 KSWRM Site Development		85	85	65	50	10	50	260	317	577
Subtotal Ken Seiling Waterloo Region Museum	1,373	535	1,908	1,360	2,452	2,923	1,618	10,261	2,622	12,883

Cultural Services

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
Schneider Haus										
43010 Grounds and Visitor Services		43	43	30	140	30	75	318	330	648
43013 Museum Development		850	850	5				855		855
Subtotal Schneider Haus		893	893	35	140	30	75	1,173	330	1,503
McDougall Cottage										
44010 McDougall Site Development	67	15	82	10	10	20	20	142	195	337
Subtotal McDougall Cottage	67	15	82	10	10	20	20	142	195	337
Total Program Area Capital	1,440	1,443	2,883	1,405	2,602	2,973	1,713	11,576	3,147	14,723
Facilities Managed Capital Renewal										
70020 KSWRM Renewal	613	1,655	2,268	357	126	2,639	2,566	7,956	9,578	17,534
70300 Schneider Haus Renewal	102	102	204	41		161	337	743	631	1,374
70400 McDougall Renewal	2	16	18			77	74	169	405	574
Total Facilities Managed Capital Renewal	717	1,774	2,491	398	126	2,876	2,977	8,868	10,614	19,482
TOTAL EXPENDITURE	2,157	3,217	5,374	1,803	2,728	5,849	4,690	20,444	13,761	34,205
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	717	1,774	2,491	98	126	1,776	2,977	7,468	10,614	18,082
3982160 Corporate Fleet Replacement Reserve		90	90			22		112		112
3983100 Cultural Services Capital Reserve	1,440	1,353	2,793	1,705	2,602	4,051	1,713	12,864	3,147	16,011
TOTAL FUNDING & FINANCING	2,157	3,217	5,374	1,803	2,728	5,849	4,690	20,444	13,761	34,205

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Region of Waterloo Library

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	2,016	2,095	79	3.9%
Benefits	445	477	32	7.2%
Supplies	301	301		
Maintenance	1	1		
Utilities	67	74	7	10.4%
Equipment	36	49	13	36.1%
Facilities Maintenance	99	116	17	17.2%
Professional Fees & Services	343	253	(90)	(26.2%)
Rents	36	19	(17)	(47.2%)
Financial Expenses				
Communications	62	72	10	16.1%
Training	7	10	3	42.9%
Travel & Collaboration	14	16	2	14.3%
Insurance	9	10	1	11.1%
Facility Occupancy Charges	63	66	3	4.8%
Interdepartmental Charges	121	126	5	4.1%
Subtotal - Operating	3,621	3,684	63	1.7%
Debt Servicing	20	20		
Transfers to Reserves	58	108	50	86.2%
Subtotal - Debt / Reserves / Capital	79	129	50	63.3%
Gross Expenditure	3,699	3,813	114	3.1%
External Recoveries	(4)	(4)		
Net Expenditure	3,696	3,809	113	3.1%
Revenue				
Ontario Grants	129	104	(25)	(19.4%)
Federal Grants	9	9		
User Fees	43	43		
Contribution from Reserves	313	320	7	2.2%
Contribution from RDC Reserve Funds	20	20		
Revenue Subtotal	513	495	(18)	(3.5%)
Property Tax Levy	3,182	3,314	132	4.1%

Region of Waterloo Library

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
Program Area Capital										
20009 Branch Furnishings	7	12	19	7	7	7	7	47	128	175
20014 Vehicle Replacement Library									85	85
20015 Branch Development					10	10	10	30		30
20023 New Hamburg Branch - Puddicombe Estate					25			25		25
20027 St. Clements - Relocate & Expand (Furnish, Equip)									50	50
20028 Community Outreach				65	65			130		130
20029 Branch Retrofits	2	10	12	22	13	34	40	121	25	146
20030 AODA Retrofits	46	13	59	55	45	2		161		161
20031 Upgrade Lighting				20	5	35	25	85	90	175
20032 Wellesley Branch					80			80		80
20034 Bloomingdale Relocation	50		50					50		50
Total Program Area Capital	105	35	140	169	250	88	82	729	378	1,107
Facilities Managed Capital Renewal										
70001 Library Renewal	244	150	394		12	241	8	656	261	917
Total Facilities Managed Capital Renewal	244	150	394		12	241	8	656	261	917
TOTAL EXPENDITURE	350	185	535	169	262	329	90	1,385	639	2,024
FUNDING & FINANCING										
Development Charges										
Reserve Funds	7	11	18	6	55	15	15	110	140	250
Property Taxes & User Rates										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	144		144			228		373	150	523
3980160 Region of Waterloo Library Services Rese	199	174	373	163	206	86	75	903	264	1,167
3982160 Corporate Fleet Replacement Reserve									85	85
TOTAL FUNDING & FINANCING	350	185	535	169	262	329	90	1,385	639	2,024

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.

THE REGIONAL MUNICIPALITY OF WATERLOO
2026 Operating Budget (\$ thousands)
Regional Growth, Development and Sustainability Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	3,206	3,411	205	6.4%
Benefits	1,029	1,040	11	1.1%
Supplies		1	1	
Equipment	12	34	22	183.3%
Facilities Maintenance	80	80		
Professional Fees & Services	1,091	914	(177)	(16.2%)
Grants	140	140		
Communications	13	14	1	7.7%
Training	7	7		
Travel & Collaboration	10	13	3	30.0%
Facility Occupancy Charges	147	153	6	4.1%
Interdepartmental Charges	26	32	6	23.1%
Subtotal - Operating	5,761	5,840	79	1.4%
Transfers to Reserves	344	342	(2)	(0.6%)
Subtotal - Debt / Reserves / Capital	344	342	(2)	(0.6%)
Gross Expenditure	6,105	6,181	76	1.2%
Interdepartmental Recoveries	(50)	(50)		
Net Expenditure	6,055	6,131	76	1.3%
Revenue				
User Fees	1,202	966	(236)	(19.6%)
Contribution from Reserves	50	219	169	338.0%
Revenue Subtotal	1,252	1,186	(66)	(5.3%)
Property Tax Levy	4,803	4,946	143	3.0%

Regional Growth, Development and Sustainability Services

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
22006 Forest Exp Land Acquisition	50	238	288					288		288
22007 Municipal Comprehensive Review	164	200	364					364		364
22021 Sub-Watershed Studies	154	200	354	200				554		554
22038 Infrastructure Tracking System	391	614	1,005	545	545	545		2,640		2,640
22044 Retrofit WR		660	660	660	660	663		2,643		2,643
22046 Regional Forest Management Plan		100	100					100		100
TOTAL EXPENDITURE	759	2,012	2,771	1,405	1,205	1,208		6,589		6,589
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies		660	660	660	660	663		2,643		2,643
Development Charges										
Reserve Funds	399	534	933	336	136	136		1,541		1,541
Property Taxes & User Rates										
Reserves and Reserve Funds										
3983800 Community Planning Capital Reserve	360	819	1,179	409	409	409		2,405		2,405
TOTAL FUNDING & FINANCING	759	2,012	2,771	1,405	1,205	1,208		6,589		6,589

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Commissioner of Planning, Development & Legislative Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	989	1,022	33	3.3%
Benefits	311	312	1	0.3%
Supplies	10	10		
Equipment	7	7		
Professional Fees & Services	118	36	(82)	(69.5%)
Communications	14	15	1	7.1%
Training	7	7		
Travel & Collaboration	7	7		
Insurance	7	8	1	14.3%
Facility Occupancy Charges	30	31	1	3.3%
Interdepartmental Charges	12	13	1	8.3%
Subtotal - Operating	1,512	1,466	(46)	(3.0%)
Transfers to Reserves	4	4		
Subtotal - Debt / Reserves / Capital	4	4		
Gross Expenditure	1,515	1,470	(45)	(3.0%)
Interdepartmental Recoveries	(110)	(113)	(3)	2.7%
Net Expenditure	1,406	1,357	(49)	(3.5%)
Revenue				
Contribution from Reserves	82		(82)	(100.0%)
Revenue Subtotal	82		(82)	(100.0%)
Property Tax Levy	1,324	1,357	33	2.5%

Public Health and Paramedic Services



The Public Health and Paramedic Services Department provides programs and services that meet critical health needs and keep Waterloo Region residents healthy. These services are either cost-shared or fully funded and mandated by the province of Ontario.

Public Health teams focus on promoting and protecting health while preventing disease. Our services include health inspections, infectious disease control and prevention measures, vaccinations, dental and sexual health services, and neighborhood health programs. Our work also encompasses prevention-based initiatives such as parenting and child health services.

Paramedic Services deliver life-saving emergency care, hospital transport, and upstream Community Paramedicine services across Waterloo Region. Our team is dedicated to ensuring that patients receive the right response from the right resource, at the right time. The goals include achieving the fastest possible response times for those who are acutely ill, along with providing care that embodies compassion, dignity, and professionalism.

The following services are included in the 2026 Plan and Budget:

Health Protection and Healthy Environments:

- Conducting inspections to ensure food safety standards are met, and addressing violations to protect community health.
- Monitoring and responding efficiently to disease outbreaks to minimize impact and maintain community safety.
- Ensuring compliance with infection control standards in various facilities to prevent disease transmission.
- Investigating potential health hazards and implementing measures to mitigate risks.
- Inspecting drinking and recreational water sources to ensure safety and prevent contamination.
- Investigating and controlling the spread of rabies and vector-borne diseases.

Infectious Diseases:

- Implementing comprehensive strategies to prevent and manage the spread of infectious diseases within the community.
- Protecting our residents from vaccine-preventable diseases by:
 - Administering vaccines to Grade 7 students to protect against common diseases.
 - Ensuring compliance with the provincial Immunization of School Pupils Act requirements.
 - Offering vaccines to protect against seasonal respiratory illnesses
 - Coordinating the distribution and management of vaccines to health care providers.
- Providing services and education to promote sexual health, including:
 - Counselling and clinics to support youth and underserved populations.
 - Supporting treatment and prevention of sexually transmitted and blood-borne infections.

Child, Family and Dental Health:

- Providing support and resources to families for the healthy development of children with the Healthy Babies, Healthy Children program.
- Delivering prevention and dental care access through school screenings. and accessible dental clinics to improve oral health for children and youth.
- Offering dental care services for low-income adults and seniors to promote oral health and enhance quality of life.
- Implementing educational programs aimed at preventing substance use among youth, fostering well-being and healthier lifestyle choices.
- Offering prenatal support and education to promote the health and well- being of expectant parents and their babies.
- Providing guidance and resources for new parents, including support for baby feeding.

Strategy, Performance and Partnerships:

- Overseeing provincial organizational standards and effective public health practice.
- Analyzing health trends and data to understand the needs of the community and improve health outcomes.
- Advancing health equity by reducing barriers so all community members have access to health resources and opportunities.
- Collaborating with local organizations and agencies in system partnerships to support positive community changes.
- Safeguarding community health through expert guidance of the medical team.
- Preparing for public health emergencies with response plans to protect the community.

Paramedic Services:

- Providing 911 emergency response and ambulance transport.
- Initiating in-home care and connecting residents to health resources through the Community Paramedicine Program.
- Ensuring compliance with the Ambulance Act and associated Standards through quality assurance, professional practice, staff training.
- Reducing Ambulance Offload Times in partnership with local hospitals and the province with the Dedicated Offload Nurse Program.
- Supporting the community through coordination of the Public Access Defibrillation program.

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Public Health & Paramedic Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	70,008	74,963	4,955	7.1%
Benefits	24,840	29,116	4,276	17.2%
Supplies	5,486	3,928	(1,558)	(28.4%)
Maintenance	190	157	(33)	(17.4%)
Utilities	253	223	(30)	(11.9%)
Equipment	349	317	(32)	(9.2%)
Facilities Maintenance	371	430	59	15.9%
Professional Fees & Services	7,379	6,974	(405)	(5.5%)
Rents	310	187	(123)	(39.7%)
Social Support and Benefit Payments	501	420	(81)	(16.2%)
Communications	454	464	10	2.2%
Training	181	260	79	43.6%
Travel & Collaboration	264	254	(10)	(3.8%)
Insurance	195	214	19	9.7%
Facility Occupancy Charges	1,974	2,238	264	13.4%
Interdepartmental Charges	5,111	5,144	33	0.6%
Subtotal - Operating	117,868	125,289	7,421	6.3%
Debt Servicing	1,943	1,899	(44)	(2.3%)
Transfers to Reserves	4,953	5,788	835	16.9%
Subtotal - Debt / Reserves / Capital	6,896	7,686	790	11.5%
Gross Expenditure	124,764	132,976	8,212	6.6%
Interdepartmental Recoveries	(1,304)	(1,306)	(2)	0.2%
Net Expenditure	123,460	131,669	8,209	6.6%
Revenue				
Ontario Grants	68,707	74,278	5,571	8.1%
Federal Grants	200	200		
User Fees	519	407	(112)	(21.6%)
Contribution from Reserves	2,372	2,513	141	5.9%
Contribution from RDC Reserve Funds	136	136		
Revenue Subtotal	71,934	77,533	5,599	7.8%
Property Tax Levy	51,526	54,136	2,610	5.1%

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Paramedic Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	43,573	48,111	4,538	10.4%
Benefits	16,188	20,381	4,193	25.9%
Supplies	3,852	3,646	(206)	(5.3%)
Maintenance	176	143	(33)	(18.8%)
Utilities	237	223	(14)	(5.9%)
Equipment	215	215		
Facilities Maintenance	371	430	59	15.9%
Professional Fees & Services	3,115	3,079	(36)	(1.2%)
Rents	137	174	37	27.0%
Communications	188	113	(75)	(39.9%)
Training	112	192	80	71.4%
Travel & Collaboration	49	52	3	6.1%
Insurance	153	171	18	11.8%
Facility Occupancy Charges	265	411	146	55.1%
Interdepartmental Charges	1,857	1,956	99	5.3%
Subtotal - Operating	70,488	79,298	8,810	12.5%
Debt Servicing	1,607	1,515	(92)	(5.7%)
Transfers to Reserves	4,827	5,634	807	16.7%
Subtotal - Debt / Reserves / Capital	6,434	7,149	715	11.1%
Gross Expenditure	76,922	86,447	9,525	12.4%
Net Expenditure	76,922	86,447	9,525	12.4%
Revenue				
Ontario Grants	35,585	43,391	7,806	21.9%
User Fees	124	124		
Contribution from Reserves	2,081	2,221	140	6.7%
Contribution from RDC Reserve Funds	136	136		
Revenue Subtotal	37,926	45,872	7,946	21.0%
Property Tax Levy	38,997	40,575	1,578	4.0%

Paramedic Services

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
Program Area Capital										
82001 Vehicle Replacement-Ambulance	2,006	2,790	4,796	2,790	2,170	3,410	5,270	18,436	17,980	36,416
82003 Vehicle Replacement-ERU		750	750	180			210	1,140	1,145	2,285
82005 Vehicle Replacement-Admin & Van				50	175	65		290	140	430
82006 Equipment-Defibrillators				3,572				3,572	4,231	7,803
82013 Equipment-Laptops	60		60		126	207	9	402	275	677
82017 Station 2024 Expansion (N2 Concession)	527	5,000	5,527	5,579	500			11,606		11,606
82018 Station 2026 Expansion (N1 FH & Bleams)	100	100	200	3,000	179	2,510	3,300	9,189		9,189
82019 EMS Station - Master Plan HQ North	241	125	366					366		366
82024 Vehicle New - Ambulance Master Plan	413		413	660	990	1,320	990	4,373	4,620	8,993
82026 Server Hardware Upgrade	55		55					55	55	110
82028 Modems/Hardware - AVL/GPS System		448	448					448	793	1,241
82029 Automated Drug/Supply Dispensing System	654		654					654	665	1,319
82030 Stretcher Replacement				2,346				2,346	2,516	4,862
82031 Voice Radio	24		24		171	171	171	536		536
82032 Vehicle New - ERU Master Plan		215	215					215		215
82034 Station - Replacement (O2 Westmount)	145		145	4,170	3,000	1,800		9,115		9,115
82036 Equipment - Master Plan - Defibrillators	75	94	169	94	141	188	141	733	658	1,391
82037 Equipment - Master Plan - Laptops		9	9	9	14	18	14	63	63	126
82038 Equipment - Master Plan - Stretchers				68	102	136	102	408	476	884
82039 Equipment (pooled)	100	250	350	250	250	250	404	1,504	1,250	2,754
82041 Community Paramedicine LTC Waitlist		645	645		304	171	179	1,300	695	1,994
82042 Station – 2028 Expansion (N3 Main & Dundas)					3,000	1,170	3,000	7,170	1,900	9,070
82043 Station – 2030 Expansion (N5 River & Fairway)						3,000	1,170	4,170	4,900	9,070
82044 Station - 2030 Expansion (Elmira)					4,000	5,000	5,000	14,000		14,000
82045 Station - 2033 Expansion Reporting/Centre Hub (Bresla)						5,000	7,000	12,000	21,000	33,000
82046 Station - 2034 at Doon South/Doon Mill (Replacement)									14,000	14,000
82047 Station - 2035 at King/Benton - (Replacement of 08 We									14,000	14,000
82051 ePCR Replacement				400				400		400
Total Program Area Capital	4,401	10,426	14,827	23,168	15,121	24,416	26,959	104,491	91,361	195,852

Paramedic Services

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
Facilities Managed Capital Renewal										
74881 PSV HQ South Building Renewal		159	159	42	4	254	651	1,111	1,079	2,189
74887 PSV HQ North Building Renewal		391	391				24	414	24	438
74888 PSV Stations Renewal		366	366			427	107	900	689	1,589
Total Facilities Managed Capital Renewal		916	916	42	4	681	782	2,425	1,791	4,216
TOTAL EXPENDITURE	4,401	11,342	15,743	23,211	15,125	25,097	27,741	106,916	93,151	200,068
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies		645	645		304	171	179	1,300	695	1,994
Development Charges										
Reserve Funds	249	33	282	361	542	723	542	2,450	2,529	4,979
Debentures	215	1,959	2,174	2,446	2,041	5,401	5,703	17,765	12,792	30,557
Property Taxes & User Rates										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve		916	916	42	4	681	782	2,425	1,791	4,216
3982210 Ambulance Vehicle Reserve	2,221	3,755	5,976	3,363	2,860	4,161	5,995	22,355	21,667	44,022
3982220 Ambulance Equipment Reserve	959	789	1,748	6,695	736	881	773	10,834	10,670	21,504
Debentures	757	3,245	4,002	10,303	8,638	13,079	13,767	49,788	43,008	92,796
TOTAL FUNDING & FINANCING	4,401	11,342	15,743	23,211	15,125	25,097	27,741	106,916	93,151	200,068

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.

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Health Protection & Healthy Environments

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	4,594	5,035	441	9.6%
Benefits	1,507	1,624	117	7.8%
Supplies	16	16		
Equipment				
Professional Fees & Services	147	150	3	2.0%
Communications	30	30		
Training	13	13		
Travel & Collaboration	49	49		
Interdepartmental Charges	1	1		
Subtotal - Operating	6,355	6,917	562	8.8%
Gross Expenditure	6,355	6,917	562	8.8%
Net Expenditure	6,355	6,917	562	8.8%
Revenue				
Ontario Grants	4,503	4,503		
User Fees	1	1		
Revenue Subtotal	4,504	4,504		
Property Tax Levy	1,851	2,413	562	30.4%

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Infectious Diseases

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	7,386	8,197	811	11.0%
Benefits	2,320	2,613	293	12.6%
Supplies	136	76	(60)	(44.1%)
Maintenance	8	8		
Equipment	1	1		
Professional Fees & Services	198	183	(15)	(7.6%)
Social Support and Benefit Payments	109	64	(45)	(41.3%)
Communications	62	61	(1)	(1.6%)
Training	11	11		
Travel & Collaboration	36	36		
Interdepartmental Charges	178	178		
Subtotal - Operating	10,444	11,429	985	9.4%
Gross Expenditure	10,444	11,429	985	9.4%
Net Expenditure	10,444	11,429	985	9.4%
Revenue				
Ontario Grants	7,042	7,042		
User Fees	380	269	(111)	(29.2%)
Contribution from Reserves	291	291		
Revenue Subtotal	7,713	7,602	(111)	(1.4%)
Property Tax Levy	2,730	3,827	1,097	40.2%

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Child, Family & Dental Health

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	7,756	7,210	(546)	(7.0%)
Benefits	2,618	2,427	(191)	(7.3%)
Supplies	98	92	(6)	(6.1%)
Maintenance	7	7		
Equipment	9	7	(2)	(22.2%)
Professional Fees & Services	2,570	2,423	(147)	(5.7%)
Rents	10	10		
Social Support and Benefit Payments	387	351	(36)	(9.3%)
Communications	25	18	(7)	(28.0%)
Training	16	14	(2)	(12.5%)
Travel & Collaboration	102	89	(13)	(12.7%)
Insurance				
Interdepartmental Charges	264	207	(57)	(21.6%)
Subtotal - Operating	13,861	12,854	(1,007)	(7.3%)
Transfers to Reserves	14	12	(2)	(14.3%)
Subtotal - Debt / Reserves / Capital	14	12	(2)	(14.3%)
Gross Expenditure	13,875	12,866	(1,009)	(7.3%)
Interdepartmental Recoveries	(157)	(159)	(2)	1.3%
Net Expenditure	13,718	12,706	(1,012)	(7.4%)
Revenue				
Ontario Grants	10,728	10,043	(685)	(6.4%)
Revenue Subtotal	10,728	10,043	(685)	(6.4%)
Property Tax Levy	2,990	2,663	(327)	(10.9%)

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Strategy, Performance & Partnerships

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	6,700	6,409	(291)	(4.3%)
Benefits	2,207	2,070	(137)	(6.2%)
Supplies	1,385	99	(1,286)	(92.9%)
Utilities	16		(16)	(100.0%)
Equipment	124	94	(30)	(24.2%)
Professional Fees & Services	1,349	1,140	(209)	(15.5%)
Rents	163	4	(159)	(97.5%)
Social Support and Benefit Payments	5	5		
Communications	150	241	91	60.7%
Training	29	29		
Travel & Collaboration	29	29		
Insurance	42	43	1	2.4%
Facility Occupancy Charges	1,709	1,827	118	6.9%
Interdepartmental Charges	2,812	2,802	(10)	(0.4%)
Subtotal - Operating	16,720	14,791	(1,929)	(11.5%)
Debt Servicing	336	384	48	14.3%
Transfers to Reserves	112	142	30	26.8%
Subtotal - Debt / Reserves / Capital	448	526	78	17.4%
Gross Expenditure	17,168	15,317	(1,851)	(10.8%)
Interdepartmental Recoveries	(1,147)	(1,147)		
Net Expenditure	16,021	14,170	(1,851)	(11.6%)
Revenue				
Ontario Grants	10,850	9,299	(1,551)	(14.3%)
Federal Grants	200	200		
User Fees	14	14		
Revenue Subtotal	11,063	9,512	(1,551)	(14.0%)
Property Tax Levy	4,958	4,658	(300)	(6.1%)

Elected Offices



Region of Waterloo

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Elected Offices

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,263	1,287	24	1.9%
Benefits	426	426		
Supplies	3	3		
Equipment	11	11		
Professional Fees & Services	153	215	62	40.5%
Communications	43	44	1	2.3%
Training	21	21		
Travel & Collaboration	44	44		
Insurance	2	2		
Facility Occupancy Charges	171	201	30	17.5%
Interdepartmental Charges	11	11		
Subtotal - Operating	2,147	2,266	119	5.5%
Transfers to Reserves	13	4	(9)	(69.2%)
Subtotal - Debt / Reserves / Capital	13	4	(9)	(69.2%)
Gross Expenditure	2,160	2,270	110	5.1%
Interdepartmental Recoveries	(417)	(419)	(2)	0.5%
Net Expenditure	1,744	1,851	107	6.1%
Property Tax Levy	1,744	1,851	107	6.1%

Office of the Chief Administrative Officer



The Office of the Chief Administrative Officer provides overall leadership and direction for all eight Region of Waterloo departments. We work to foster a culture that reflects the Region's values, ensure that our services are delivered efficiently and effectively, and advance organization-wide conversations, policy changes and actions.

The CAO's office also includes the Region's Office of Reconciliation, Equity, Diversity and Inclusion (REDI) and Accessibility. We work on the structural, institutional changes and investments needed to address historic and ongoing systemic oppression. Through this work, the Region is committed to creating a community where everyone feels safe and included. We can do this by shifting culture, having courageous conversations, ensuring everyone is heard and seen, inviting community to co-create, and working towards Truth and Reconciliation.

The following services are included in the 2026 Plan and Budget:

Office of the Chief Administrative Officer

- Contributing to the culture of the organization and exemplifying leadership behaviours aligned with the Region's Mission, Vision and Core Value.
- Supporting the development of the leadership team on key collective skillsets such as business case analysis and leadership and decision making under uncertainty.

Reconciliation, Equity, Diversity and Inclusion

- Establishing and sustaining trusting relationships with the community through the Community Safety and Wellbeing Plan, the Reconciliation Action Partnership (RAP), and the organizational Community Engagement Community of Practice.
- Investing in community by administering Upstream Fund grants Investing in community through the Reconciliation Equity Investment Fund.
- Implementing the REDI organizational plan to help embed REDI into everything we do.
- Leading and supporting the Region to make our services accessible, including AODA compliance and reporting.

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Office of the Chief Administrative Officer

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,473	1,688	215	14.6%
Benefits	465	510	45	9.7%
Supplies	2	2		
Equipment	21	21		
Professional Fees & Services	337	414	77	22.8%
Grants	1,000	1,000		
Communications	53	54	1	1.9%
Training	57	64	7	12.3%
Travel & Collaboration	13	15	2	15.4%
Insurance				
Facility Occupancy Charges	81	96	15	18.5%
Interdepartmental Charges	8	8		
Subtotal - Operating	3,511	3,872	361	10.3%
Transfers to Reserves	5	5		
Subtotal - Debt / Reserves / Capital	5	5		
Gross Expenditure	3,515	3,877	362	10.3%
Interdepartmental Recoveries	(159)	(472)	(313)	196.9%
Net Expenditure	3,356	3,405	49	1.5%
Property Tax Levy	3,356	3,405	49	1.5%

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Reconciliation, Equity, Diversity & Inclusion

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,036	1,072	36	3.5%
Benefits	330	329	(1)	(0.3%)
Supplies	1	1		
Equipment	20	20		
Professional Fees & Services	309	309		
Grants	1,000	1,000		
Communications	52	53	1	1.9%
Training	52	51	(1)	(1.9%)
Travel & Collaboration	8	8		
Facility Occupancy Charges	53	62	9	17.0%
Interdepartmental Charges	5	6	1	20.0%
Subtotal - Operating	2,865	2,910	45	1.6%
Transfers to Reserves	4	4		
Subtotal - Debt / Reserves / Capital	4	4		
Gross Expenditure	2,868	2,914	46	1.6%
Net Expenditure	2,868	2,914	46	1.6%
Property Tax Levy	2,868	2,914	46	1.6%

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Community Safety and Wellbeing Plan

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation		178	178	
Benefits		49	49	
Professional Fees & Services		77	77	
Training		8	8	
Travel & Collaboration		2	2	
Subtotal - Operating		314	314	
Gross Expenditure		314	314	
Interdepartmental Recoveries		(314)	(314)	
Net Expenditure				
Property Tax Levy				

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Chief Administrative Officer

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	437	439	2	0.5%
Benefits	136	131	(5)	(3.7%)
Supplies	1	1		
Equipment	1	1		
Professional Fees & Services	29	29		
Communications	1	1		
Training	6	6		
Travel & Collaboration	5	5		
Insurance				
Facility Occupancy Charges	28	33	5	17.9%
Interdepartmental Charges	2	2		
Subtotal - Operating	646	649	3	0.5%
Transfers to Reserves	1	1		
Subtotal - Debt / Reserves / Capital	1	1		
Gross Expenditure	647	649	2	0.3%
Interdepartmental Recoveries	(159)	(159)		
Net Expenditure	488	491	3	0.6%
Property Tax Levy	488	491	3	0.6%

Resident Experience, Strategy and Communications



Region of Waterloo

The Department of Resident Experience, Strategy and Communications (RESC) supports residents by developing strategic plans tailored to community needs and providing round-the-clock access to services.

The team collaborates with Regional Council and all departments to create and align strategic action plans, ensuring effective delivery of services, programs, and infrastructure.

The team reports quarterly on performance to Council, staff, and community. Engagement with the community and other government levels is key, as RESC actively advocates for critical funding and policy changes.

The team prioritizes community voices by creating engagement opportunities, conducting surveys, analyzing data, and designing services with an equity-focused, human-centered lens.

RESC also provides clear public information and 24/7 multi-channel customer service via the Service First Contact Centre, in-person locations, the Region's website, and social media platforms.

The following services are included in the 2026 Plan and Budget:

Communications and Engagement:

- Strategic Communications: Leading and supporting effective strategic and project communications and engagement plans.
- Proactive Media Relations: Crafting engaging news releases and leading media relations to ensure resident access to information.
- Interactive Social Media Management: Fostering vibrant digital community connections.
- Creative Multi Media Services: Offering innovative graphic design, compelling video production, and printing solutions.
- Responsive Customer Service: Providing round-the-clock support via phone, live chat, and email through the Service First Contact Centre.
- Welcoming Reception Services: Ensuring a friendly and efficient reception experience.
- Comprehensive Resident Support: Enhancing access through websites, EngageWR, and informative newsletters.
- Effective Employee Communication: Cultivating engagement within the workforce and improved access to staff information.

Corporate Strategy, Performance, and Resident Experience:

- Strategic Planning & Implementation: Driving corporate strategies with, through community engagement, data analytics and foresight.
- Aligned Annual Business Planning: Synchronizing resources and budgets with strategic priorities for optimized outcomes.
- Performance Excellence: Fostering organizational continuous improvement, measurement, and transparent reporting.
- Innovative Service Design: Leading UX and research initiatives with a user-centered approach to support improved in-person and digital self serve options.
- Cultural Transformation: Supporting organizational culture change for enhanced effectiveness.
- Inclusive Interpreter and Translation Services: Ensuring accessibility and understanding across languages for residents.

Commissioner of Resident Experience, Strategy & Communications:

- Strategic Intergovernmental Relations: Building powerful advocacy and partnerships with government entities.
- Effective Issues Management: Navigating challenges to ensure appropriate strategic action and resolution.
- Council Relations Excellence: Providing strategic support for effective Council partnerships.

THE REGIONAL MUNICIPALITY OF WATERLOO
2026 Operating Budget (\$ thousands)
Resident Experience, Strategy and Communications

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	4,764	5,061	297	6.2%
Benefits	1,403	1,452	49	3.5%
Supplies	172	177	5	2.9%
Maintenance	22	22		
Equipment	407	448	41	10.1%
Professional Fees & Services	41	44	3	7.3%
Financial Expenses	2	2		
Communications	324	322	(2)	(0.6%)
Training	23	16	(7)	(30.4%)
Travel & Collaboration	68	68		
Facility Occupancy Charges	347	423	76	21.9%
Interdepartmental Charges	49	51	2	4.1%
Subtotal - Operating	7,620	8,085	465	6.1%
Transfers to Reserves	117	95	(22)	(18.8%)
Subtotal - Debt / Reserves / Capital	117	95	(22)	(18.8%)
Gross Expenditure	7,738	8,179	441	5.7%
Interdepartmental Recoveries	(2,065)	(2,310)	(245)	11.9%
Net Expenditure	5,672	5,869	197	3.5%
Revenue				
User Fees	9	9		
Contribution from Reserves	5	5		
Revenue Subtotal	14	14		
Property Tax Levy	5,658	5,855	197	3.5%

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Communications and Engagement

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	3,658	3,710	52	1.4%
Benefits	1,067	1,062	(5)	(0.5%)
Supplies	168	167	(1)	(0.6%)
Maintenance	22	22		
Equipment	397	427	30	7.6%
Professional Fees & Services	40	37	(3)	(7.5%)
Financial Expenses	2	2		
Communications	320	318	(2)	(0.6%)
Training	10	10		
Travel & Collaboration	7	7		
Facility Occupancy Charges	222	259	37	16.7%
Interdepartmental Charges	43	45	2	4.7%
Subtotal - Operating	5,955	6,063	108	1.8%
Transfers to Reserves	44	41	(3)	(6.8%)
Subtotal - Debt / Reserves / Capital	44	41	(3)	(6.8%)
Gross Expenditure	5,999	6,105	106	1.8%
Interdepartmental Recoveries	(2,003)	(2,015)	(12)	0.6%
Net Expenditure	3,996	4,090	94	2.4%
Revenue				
User Fees	9	9		
Contribution from Reserves	5	5		
Revenue Subtotal	14	14		
Property Tax Levy	3,982	4,076	94	2.4%

THE REGIONAL MUNICIPALITY OF WATERLOO
2026 Operating Budget (\$ thousands)
Corporate Strategy, Performance and Resident Experience

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	635	649	14	2.2%
Benefits	197	195	(2)	(1.0%)
Supplies	1	8	7	700.0%
Equipment	9	20	11	122.2%
Professional Fees & Services		7	7	
Communications	2	2		
Training	8	1	(7)	(87.5%)
Travel & Collaboration	6	5	(1)	(16.7%)
Facility Occupancy Charges	98	132	34	34.7%
Interdepartmental Charges	4	4		
Subtotal - Operating	959	1,023	64	6.7%
Transfers to Reserves	72	52	(20)	(27.8%)
Subtotal - Debt / Reserves / Capital	72	52	(20)	(27.8%)
Gross Expenditure	1,031	1,074	43	4.2%
Interdepartmental Recoveries	(33)	(40)	(7)	21.2%
Net Expenditure	998	1,034	36	3.6%
Property Tax Levy	998	1,034	36	3.6%

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Commissioner of Resident Experience, Strategy & Communications

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	472	703	231	48.9%
Benefits	139	195	56	40.3%
Supplies	3	3		
Equipment	1	1		
Professional Fees & Services	1	1		
Communications	1	2	1	100.0%
Training	5	5		
Travel & Collaboration	56	56		
Facility Occupancy Charges	27	32	5	18.5%
Interdepartmental Charges	2	2		
Subtotal - Operating	706	999	293	41.5%
Transfers to Reserves	1	1		
Subtotal - Debt / Reserves / Capital	1	1		
Gross Expenditure	707	1,000	293	41.4%
Interdepartmental Recoveries	(29)	(255)	(226)	779.3%
Net Expenditure	679	745	66	9.7%
Property Tax Levy	679	745	66	9.7%

Resident Experience, Strategy & Communications

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
90075 CMS Equipment		12	12				12	24	50	74
90150 Consolidated Contact Centre	133	200	333	100	100	100		633		633
TOTAL EXPENDITURE	133	212	345	100	100	100	12	657	50	707
FUNDING & FINANCING										
Property Taxes & User Rates										
Reserves and Reserve Funds										
3983600 CMS Equipment Reserve		12	12				12	24	50	74
3983900 HRC Capital Reserve	133	200	333	100	100	100		633		633
TOTAL FUNDING & FINANCING	133	212	345	100	100	100	12	657	50	707

Corporate Services



Corporate Services provides the financial, technological, and risk management foundations that enable every Regional program to operate effectively. The department also serves as a strategic advisor to Council, the CAO, and all departments, offering expert guidance on long-term financial sustainability, technology, legislative impacts, major capital planning, and emerging risks.

Through this work, Corporate Services ensures the Region remains financially resilient, digitally secure, and equipped to meet the community's needs both today and over the long term.

The following services are included in the 2026 Plan and Budget:

Information Technology Services

- Protecting all Regional information assets, systems, and networks
- Managing and integrating corporate applications to streamline operations
- Governing and maintaining enterprise data and analytics capabilities
- Supporting staff through end-user devices, infrastructure, and IT service management
- Planning and delivering major IT strategies, modernization initiatives, and digital service improvements

Corporate Finance

- Leading enterprise financial planning and analysis
- Managing the Regional Budget (valued at \$2.3 billion in 2025) and long-term financial forecasts
- Overseeing development charges, reserve funds, and growth-related financial strategies
- Providing financial reporting, accounting oversight, and policy development
- Advising departments and Council on financial implications for major projects, legislation, and strategic priorities

Treasury Services

- Delivering banking, investment management, cash flow control, billing, collections, and accounts payable
- Overseeing debt financing, credit rating interactions, and preparation of financial statements
- Providing internal audit and statutory financial reporting to strengthen accountability
- Managing corporate inventory operations and distribution of materials across Regional programs
- Leading fair, open, and transparent procurement processes and ensuring compliance with legislation and policy

Insurance & Risk Management

- Managing the Region's insurance portfolio, claims, and loss recovery
- Participating in the Waterloo Region Municipalities Insurance Pool to ensure cost-effective coverage and shared risk strategies
- Providing enterprise risk assessment, mitigation strategies, and contract risk advice
- Supporting operational departments in identifying and managing risk exposures

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Corporate Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	16,823	17,008	185	1.1%
Benefits	5,583	5,461	(122)	(2.2%)
Supplies	70	70		
Maintenance	4	3	(1)	(25.0%)
Equipment	192	183	(9)	(4.7%)
Professional Fees & Services	6,117	6,320	203	3.3%
Rents	318	330	12	3.8%
Financial Expenses	1		(1)	(100.0%)
Communications	1,450	1,513	63	4.3%
Training	92	102	10	10.9%
Travel & Collaboration	21	22	1	4.8%
Insurance	8	8		
Facility Occupancy Charges	1,059	1,118	59	5.6%
Interdepartmental Charges	191	194	3	1.6%
Subtotal - Operating	31,929	32,332	403	1.3%
Transfers to Reserves	1,839	1,870	31	1.7%
Subtotal - Debt / Reserves / Capital	1,839	1,870	31	1.7%
Gross Expenditure	33,769	34,203	434	1.3%
Interdepartmental Recoveries	(11,398)	(11,700)	(302)	2.6%
Net Expenditure	22,371	22,502	131	0.6%
Revenue				
Ontario Grants	73		(73)	(100.0%)
User Fees	117	135	18	15.4%
Contribution from Reserves	20	20		
Revenue Subtotal	210	155	(55)	(26.2%)
Property Tax Levy	22,161	22,347	186	0.8%

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Information Technology Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	8,372	8,353	(19)	(0.2%)
Benefits	2,775	2,653	(122)	(4.4%)
Supplies	5	5		
Maintenance				
Equipment	152	152		
Professional Fees & Services	5,458	5,632	174	3.2%
Rents	318	330	12	3.8%
Communications	1,246	1,354	108	8.7%
Training	32	30	(2)	(6.3%)
Travel & Collaboration	13	13		
Insurance	3	3		
Facility Occupancy Charges	461	491	30	6.5%
Interdepartmental Charges	79	83	4	5.1%
Subtotal - Operating	18,916	19,099	183	1.0%
Transfers to Reserves	1,684	1,713	29	1.7%
Subtotal - Debt / Reserves / Capital	1,684	1,713	29	1.7%
Gross Expenditure	20,600	20,812	212	1.0%
Interdepartmental Recoveries	(5,717)	(5,833)	(116)	2.0%
Net Expenditure	14,883	14,979	96	0.6%
Revenue				
User Fees	1		(1)	(100.0%)
Revenue Subtotal	1		(1)	(100.0%)
Property Tax Levy	14,883	14,979	96	0.6%

Information Technology Services

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
90017 Corporate Data	68		68	100		100		268	300	568
90061 Security/Infrastructure	33	500	533	500	550	550	550	2,683	2,950	5,633
90063 Telephone Systems Upgrade	744	50	794					794		794
90098 WREPNET Upgrades		200	200	500	500			1,200		1,200
90166 ROW Website Redevelopment	100		100			400		500	500	1,000
90411 Computer Replacements		1,300	1,300	1,300	1,300	1,300	1,350	6,550	6,950	13,500
TOTAL EXPENDITURE	945	2,050	2,995	2,400	2,350	2,350	1,900	11,995	10,700	22,695
FUNDING & FINANCING										
Property Taxes & User Rates										
Reserves and Reserve Funds										
3981120 Computer Equipment Reserve		1,300	1,300	1,300	1,300	1,300	1,350	6,550	6,950	13,500
3983500 ITS Capital Reserve	945	750	1,695	1,100	1,050	1,050	550	5,445	3,750	9,195
TOTAL FUNDING & FINANCING	945	2,050	2,995	2,400	2,350	2,350	1,900	11,995	10,700	22,695

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Treasury Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	4,158	4,338	180	4.3%
Benefits	1,416	1,445	29	2.0%
Supplies	13	13		
Maintenance				
Equipment	35	30	(5)	(14.3%)
Professional Fees & Services	635	664	29	4.6%
Communications	41	25	(16)	(39.0%)
Training	26	24	(2)	(7.7%)
Travel & Collaboration	5	5		
Insurance	2	2		
Facility Occupancy Charges	409	431	22	5.4%
Interdepartmental Charges	85	84	(1)	(1.2%)
Subtotal - Operating	6,825	7,062	237	3.5%
Transfers to Reserves	146	146		
Subtotal - Debt / Reserves / Capital	146	146		
Gross Expenditure	6,971	7,208	237	3.4%
Interdepartmental Recoveries	(2,971)	(3,082)	(111)	3.7%
Net Expenditure	4,000	4,126	126	3.2%
Revenue				
User Fees	116	135	19	16.4%
Contribution from Reserves	20	20		
Revenue Subtotal	136	155	19	14.0%
Property Tax Levy	3,864	3,971	107	2.8%

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Corporate Finance

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	3,960	3,977	17	0.4%
Benefits	1,294	1,268	(26)	(2.0%)
Supplies	50	51	1	2.0%
Maintenance	3	3		
Equipment	4		(4)	(100.0%)
Professional Fees & Services	22	22		
Financial Expenses	1		(1)	(100.0%)
Communications	162	132	(30)	(18.5%)
Training	33	47	14	42.4%
Travel & Collaboration	2	4	2	100.0%
Facility Occupancy Charges	178	185	7	3.9%
Interdepartmental Charges	24	25	1	4.2%
Subtotal - Operating	5,735	5,713	(22)	(0.4%)
Transfers to Reserves	9	11	2	22.2%
Subtotal - Debt / Reserves / Capital	9	11	2	22.2%
Gross Expenditure	5,744	5,724	(20)	(0.3%)
Interdepartmental Recoveries	(2,628)	(2,704)	(76)	2.9%
Net Expenditure	3,115	3,021	(94)	(3.0%)
Revenue				
Ontario Grants	73		(73)	(100.0%)
Revenue Subtotal	73		(73)	(100.0%)
Property Tax Levy	3,042	3,021	(21)	(0.7%)

Corporate Finance

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
60001 Debenture Systems		150	150					150		150
60003 Employee Expenses and P-card Systems		150	150					150		150
60005 RDC By Law Review	275	235	510					510	350	860
60010 Stores Vehicles Equipment				85		55		140	155	295
60017 Budget System		100	100	50	50			200		200
60034 Project Portfolio Management		100	100	150	50			300		300
60037 Finance Modernization		150	150	500	150	150	150	1,100	750	1,850
TOTAL EXPENDITURE	275	885	1,160	785	250	205	150	2,550	1,255	3,805
FUNDING & FINANCING										
Development Charges										
Reserve Funds	248	212	460					459	315	774
Property Taxes & User Rates										
Reserves and Reserve Funds										
3982160 Corporate Fleet Replacement Reserve				85		55		140	155	295
3983200 Financial Services Capital Reserve	28	674	702	700	250	150	150	1,951	785	2,736
TOTAL FUNDING & FINANCING	275	885	1,160	785	250	205	150	2,550	1,255	3,805

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.

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Commissioner of Corporate Services

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	333	341	8	2.4%
Benefits	97	95	(2)	(2.1%)
Supplies	2		(2)	(100.0%)
Equipment	1	1		
Professional Fees & Services	3	3		
Communications	1	1		
Training	1	1		
Travel & Collaboration	1	1		
Insurance	2	2		
Facility Occupancy Charges	10	10		
Interdepartmental Charges	2	2		
Subtotal - Operating	454	458	4	0.9%
Transfers to Reserves	1		(1)	(100.0%)
Subtotal - Debt / Reserves / Capital	1		(1)	(100.0%)
Gross Expenditure	454	458	4	0.9%
Interdepartmental Recoveries	(82)	(82)		
Net Expenditure	372	377	5	1.3%
Property Tax Levy	372	377	5	1.3%

Human Resources



The Human Resources department provides leadership and support to the entire organization by supporting our people, developing a strong, professional workforce and fostering service excellence. Engaged and supported employees are key to achieve our strategic goals. HR does behind-the-scenes work that is critical for the organization's success, including employee recruitment, retention, training and engagement, as well as compensation management, benefit and system administration, health and safety and labour relations.

Human Resources also includes the emergency management team, which prepares for emergency events in Waterloo Region and responds when the community is in crisis.

The following services are included in the 2026 Plan and Budget:

Commissioner of Human Resources:

- Responsible for overall departmental management, including fiscal oversight, leadership development, and strategic direction.
- Reviewing and updating policies and practices to ensures alignment with legislation, organizational goals, and best practices.
- Emergency Management Office to lead preparedness activities, response, and business continuity work.

Development and HR People Partners:

- Organization Development delivers programs to enhance performance, develop capabilities, and foster a positive employee experience at the Region.
- Human Resources People Partners work alongside business leaders to align HR initiatives with organizational goals, driving success by fostering talent development, enhancing the employee experience and optimizing workforce performance.
- Learning and Development empowers the organization by facilitating continuous skill enhancement and knowledge acquisition, enabling employees to learn, grow, innovate, and change to become future ready.

Employee Relations:

- Support positive labour relations through collective bargaining, contract administration, and conflict resolution.
- Talent acquisition through equitable recruitment plans.

Wellbeing and Occupational Health and Safety:

- Fleet and Occupational Health and Safety - manages the corporation's Health & Safety Program, and fleet safety programs as per legislation, policies, and procedures.
- Abilities Management –manages disability management, return to work, employee health services, and WSIB, STD and LTD claims management.
- Promoting employee health and wellbeing - corporate employee health and wellness initiatives consistent with the principles of the National Standard for Psychological Health and Safety, implementation, and evaluation of corporate wellness initiatives.
- Developing a respectful workplace – builds a culture of greater inclusivity and respectful behaviour by managing a safe space for employees to raise workplace issues, and to minimize and resolve conflict early and proactively.

Total Rewards:

- Compensation and Benefits – offers a holistic package of compensation, benefits, and OMERS pension to attract and retain talent.
- HR systems - efficiently manages all employee data and core HR processes using HR Systems and supports critical decision making.
- Payroll- manages payroll and financial aspects of OMERS pension administration for the Region per policies, collective agreements, and statutory regulations.

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Human Resources

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	9,406	8,728	(678)	(7.2%)
Benefits	2,991	2,704	(287)	(9.6%)
Supplies	25	25		
Maintenance	3	3		
Equipment	2,187	2,081	(106)	(4.8%)
Professional Fees & Services	1,253	1,233	(20)	(1.6%)
Social Support and Benefit Payments	91	91		
Communications	60	62	2	3.3%
Training	470	480	10	2.1%
Travel & Collaboration	28	28		
Insurance	4	4		
Facility Occupancy Charges	479	546	67	14.0%
Interdepartmental Charges	110	107	(3)	(2.7%)
Subtotal - Operating	17,109	16,093	(1,016)	(5.9%)
Transfers to Reserves	937	735	(202)	(21.6%)
Subtotal - Debt / Reserves / Capital	937	735	(202)	(21.6%)
Gross Expenditure	18,046	16,828	(1,218)	(6.7%)
Interdepartmental Recoveries	(4,799)	(3,559)	1,240	(25.8%)
Net Expenditure	13,246	13,269	23	0.2%
Revenue				
User Fees	98	98		
Contribution from Reserves	1,204	1,216	12	1.0%
Revenue Subtotal	1,302	1,314	12	0.9%
Property Tax Levy	11,944	11,955	11	0.1%

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Employee Relations

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	2,678	1,847	(831)	(31.0%)
Benefits	853	584	(269)	(31.5%)
Supplies	3	3		
Equipment	17	17		
Professional Fees & Services	279	255	(24)	(8.6%)
Communications	8	6	(2)	(25.0%)
Training	3	3		
Travel & Collaboration	7	7		
Facility Occupancy Charges	27	32	5	18.5%
Interdepartmental Charges	20	21	1	5.0%
Subtotal - Operating	3,896	2,775	(1,121)	(28.8%)
Transfers to Reserves	11	10	(1)	(9.1%)
Subtotal - Debt / Reserves / Capital	11	10	(1)	(9.1%)
Gross Expenditure	3,907	2,785	(1,122)	(28.7%)
Interdepartmental Recoveries	(2,091)	(914)	1,177	(56.3%)
Net Expenditure	1,816	1,871	55	3.0%
Property Tax Levy	1,816	1,871	55	3.0%

THE REGIONAL MUNICIPALITY OF WATERLOO
2026 Operating Budget (\$ thousands)
Organization Development & HR People Partners

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,684	1,725	41	2.4%
Benefits	530	525	(5)	(0.9%)
Supplies	2	2		
Equipment	272	273	1	0.4%
Professional Fees & Services	48	48		
Communications	4	4		
Training	(10)	1	11	(110.0%)
Travel & Collaboration	3	3		
Facility Occupancy Charges	79	93	14	17.7%
Interdepartmental Charges	9	9		
Subtotal - Operating	2,620	2,684	64	2.4%
Transfers to Reserves	5	5		
Subtotal - Debt / Reserves / Capital	5	5		
Gross Expenditure	2,625	2,689	64	2.4%
Interdepartmental Recoveries	(983)	(965)	18	(1.8%)
Net Expenditure	1,642	1,724	82	5.0%
Revenue				
Contribution from Reserves	205	205		
Revenue Subtotal	205	205		
Property Tax Levy	1,437	1,519	82	5.7%

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Wellbeing & Occupational Health & Safety

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,977	2,022	45	2.3%
Benefits	642	637	(5)	(0.8%)
Supplies	9	9		
Maintenance	2	2		
Equipment	57	57		
Professional Fees & Services	189	189		
Social Support and Benefit Payments	91	91		
Communications	5	7	2	40.0%
Training	11	11		
Travel & Collaboration	11	11		
Facility Occupancy Charges	117	137	20	17.1%
Interdepartmental Charges	14	15	1	7.1%
Subtotal - Operating	3,126	3,188	62	2.0%
Transfers to Reserves	8	8		
Subtotal - Debt / Reserves / Capital	8	8		
Gross Expenditure	3,134	3,196	62	2.0%
Interdepartmental Recoveries	(1,154)	(1,127)	27	(2.3%)
Net Expenditure	1,980	2,068	88	4.4%
Revenue				
Contribution from Reserves	999	1,011	12	1.2%
Revenue Subtotal	999	1,011	12	1.2%
Property Tax Levy	980	1,057	77	7.9%

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Total Rewards

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,948	2,018	70	3.6%
Benefits	629	632	3	0.5%
Supplies	3	3		
Maintenance	2	2		
Equipment	1,617	1,506	(111)	(6.9%)
Professional Fees & Services	44	46	2	4.5%
Communications	10	11	1	10.0%
Training	1	1		
Travel & Collaboration	2	2		
Facility Occupancy Charges	124	146	22	17.7%
Interdepartmental Charges	14	15	1	7.1%
Subtotal - Operating	4,394	4,383	(11)	(0.3%)
Transfers to Reserves	910	709	(201)	(22.1%)
Subtotal - Debt / Reserves / Capital	910	709	(201)	(22.1%)
Gross Expenditure	5,304	5,092	(212)	(4.0%)
Interdepartmental Recoveries	(171)	(162)	9	(5.3%)
Net Expenditure	5,134	4,930	(204)	(4.0%)
Property Tax Levy	5,134	4,930	(204)	(4.0%)

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Commissioner of Human Resources

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	1,118	1,116	(2)	(0.2%)
Benefits	337	326	(11)	(3.3%)
Supplies	8	8		
Equipment	225	228	3	1.3%
Professional Fees & Services	692	695	3	0.4%
Communications	32	33	1	3.1%
Training	466	464	(2)	(0.4%)
Travel & Collaboration	6	6		
Insurance	4	4		
Facility Occupancy Charges	132	138	6	4.5%
Interdepartmental Charges	52	46	(6)	(11.5%)
Subtotal - Operating	3,072	3,064	(8)	(0.3%)
Transfers to Reserves	3	3		
Subtotal - Debt / Reserves / Capital	3	3		
Gross Expenditure	3,075	3,067	(8)	(0.3%)
Interdepartmental Recoveries	(400)	(391)	9	(2.3%)
Net Expenditure	2,675	2,676	1	
Revenue				
User Fees	98	98		
Revenue Subtotal	98	98		
Property Tax Levy	2,577	2,578	1	

Human Resources

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
99029 KRONOS Upgrade		500	500	1,000				1,500		1,500
99095 HXM Future Implementations		488	488	100	100	100	100	888	100	988
TOTAL EXPENDITURE		988	988	1,100	100	100	100	2,388	100	2,488
FUNDING & FINANCING										
Property Taxes & User Rates										
Reserves and Reserve Funds										
3983900 HRC Capital Reserve		988	988	1,100	100	100	100	2,388	100	2,488
TOTAL FUNDING & FINANCING		988	988	1,100	100	100	100	2,388	100	2,488

Corporate Financial



Region of Waterloo

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Corporate Financial

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Professional Fees & Services	7,874	8,141	267	3.4%
Financial Expenses	8,639	7,697	(942)	(10.9%)
Interdepartmental Charges	(25)		25	(100.0%)
Subtotal - Operating	16,488	15,838	(650)	(3.9%)
Debt Servicing	528	528		
Transfers to Reserves	2,752	3,485	733	26.6%
Discretionary DC Exemptions	11,263	11,263		
Subtotal - Debt / Reserves / Capital	14,543	15,276	733	5.0%
Gross Expenditure	31,032	31,114	82	0.3%
Interdepartmental Recoveries	(2,270)	(2,270)		
Net Expenditure	28,762	28,844	82	0.3%
Revenue				
Ontario Grants	135	135		
User Fees	10	10		
Interest Earnings	598	598		
Contribution from Reserves		1,233	1,233	
Supplementary Taxes	14,000	13,131	(869)	(6.2%)
Payments in Lieu	10,374	10,508	134	1.3%
Revenue Subtotal	25,116	25,614	498	2.0%
Property Tax Levy	3,646	3,230	(416)	(11.4%)

Corporate Financial

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
Corporate Financial										
Brownfield Financial Incentive Program										
99057 130 Water (South Parcel) Brownfield Incentives		306	306	306	1,269	963	963	3,806	2,849	6,655
99066 83 Elmsdale Brownfield Incentives	169	169	338	684	684	684	684	3,074	1,705	4,779
99075 1 Adam Brownfield Incentives					597			597		597
99076 1011 Homer Watson Brownfield Incentives		362	362	1,300	1,173	1,090	1,090	5,014	148	5,163
99077 19 Guelph (Parcel A) Brownfield Incentives		176	176	258	258	156		848		848
99078 19 Guelph (Parcel B) Brownfield Incentives		82	82					82		82
99080 70 King Street Brownfield Incentives					664	79		743		743
99081 119 Roger Street Brownfield Incentives	283	479	762	479	426	293	204	2,164	115	2,279
99083 64 Grand Avenue Brownfield Incentives	962	962	1,924	962	665			3,551		3,551
99084 270 Spadina Brownfield Incentives	38		38					38		38
99085 498 Eagle Brownfield Incentives					165	165	165	494	823	1,317
99086 475 King Brownfield Incentives				444				444		444
99087 215 Lexington Brownfield Incentives	23		23					23		23
99093 60 Charles Street/24 Gaukel Brownfield Incentives		489	489	489	489	338		1,806		1,806
99094 152 Shanley Street Brownfield Incentives				136	136	136	136	544	680	1,224
99097 93 Grand Avenue Brownfield Incentive		14	14	14	14	13		54		54
99105 217 Hespeler Rd Brownfield Incentive					813	486		1,300		1,300
99108 120 Victoria Street Brownfield Incentive		528	528					528		528
99109 108 Garment Street Brownfield Incentive		746	746					746		746
Subtotal Brownfield Financial Incentive Program	1,474	4,313	5,787	5,072	7,352	4,403	3,241	25,855	6,320	32,175
TOTAL EXPENDITURE	1,474	4,313	5,787	5,072	7,352	4,403	3,241	25,855	6,320	32,175
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980140 Brownfield Incentive Program Reserve	1,474	4,313	5,787	5,072	7,352	4,403	3,241	25,855	6,320	32,175
TOTAL FUNDING & FINANCING	1,474	4,313	5,787	5,072	7,352	4,403	3,241	25,855	6,320	32,175

Waterloo Regional Police Service



Region of Waterloo

THE REGIONAL MUNICIPALITY OF WATERLOO

2026 Operating Budget (\$ thousands)

Waterloo Regional Police Service

	2025 Budget (Restated)	2026 Budget	Budget Change \$	Budget Change %
Expenditure				
Compensation	165,901	177,890	11,989	7.2%
Benefits	61,227	66,717	5,490	9.0%
Supplies	4,267	3,903	(364)	(8.5%)
Maintenance	873	818	(55)	(6.3%)
Utilities	1,196	1,395	199	16.6%
Police Vehicles	21	25	4	19.0%
Equipment	1,586	285	(1,301)	(82.0%)
Facilities Maintenance	917	968	51	5.6%
Professional Fees & Services	16,081	16,892	811	5.0%
Rents	972	1,187	215	22.1%
Social Support and Benefit Payments	291	287	(4)	(1.4%)
Financial Expenses	81	80	(1)	(1.2%)
Communications	2,682	2,671	(11)	(0.4%)
Training	2,258	2,395	137	6.1%
Travel & Collaboration	346	382	36	10.4%
Insurance	1,126	1,163	37	3.3%
Facility Occupancy Charges	666	674	8	1.2%
Interdepartmental Charges	2,172	2,483	311	14.3%
Subtotal - Operating	262,663	280,216	17,553	6.7%
Debt Servicing	6,064	5,986	(78)	(1.3%)
Transfers to Reserves	9,741	12,706	2,965	30.4%
Subtotal - Debt / Reserves / Capital	15,805	18,692	2,887	18.3%
Gross Expenditure	278,468	298,907	20,440	7.3%
Net Expenditure	278,468	298,907	20,440	7.3%
Revenue				
Interdepartmental Recoveries	1,911	1,735	(176)	(9.2%)
External Recoveries	6,940	7,566	626	9.0%
Ontario Grants	11,897	11,596	(301)	(2.5%)
User Fees	3,088	3,474	386	12.5%
Contribution from Reserves	359	122	(237)	(66.0%)
Contribution from RDC Reserve Funds	1,806	1,804	(2)	(0.1%)
Revenue Subtotal	25,999	26,297	297	1.1%
Property Tax Levy	252,468	272,610	20,142	8.0%

Waterloo Regional Police Service

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
EXPENDITURE										
Program Area Capital										
50000 Police Vehicles and Equipment		4,793	4,793	3,490	4,843	3,646	4,615	21,387	24,445	45,832
50001 Automated Asset and Evidence Solution	659	328	987	339				1,326		1,326
50003 ESCO		740	740	3,164	315	6,542	1,644	12,405	1,745	14,150
50004 Police Vehicles - Growth	44	311	355	322	665	686	709	2,737	3,913	6,650
50005 Information Technology	13		13				2,000	2,013	2,500	4,513
50011 Voice Radio HW and SW Upgrades	190	207	397	220	152	4,251	6,309	11,329	3,722	15,051
50012 Training Facilities Expansion						6,500	32,500	39,000	32,500	71,500
50024 Administrative Phone System									350	350
50025 Next Generation 911	780		780		400	400		1,580	5,300	6,880
50030 Video Conference	27	50	77	50	50	50	50	277		277
50045 WRPS Voice Radio Infrastructure		150	150				4,000	4,150	6,000	10,150
50046 New Central Division (200 Frederick St)	190		190					190		190
50047 Facilities Refresh and Furniture	127	491	618	445	455	465	476	2,459	2,543	5,002
50048 Police Equipment	863	6,170	7,033	2,703	5,476	2,982	4,186	22,379	27,141	49,520
50051 Central Division Renovation/Expansion	2,009	3,000	5,009					5,009		5,009
50052 Headquarters Parking Upgrades				350				350	6,500	6,850
50059 South Division Expansion		100	100	650				750		750
50060 Police Furniture - Growth	54	45	99	70	50	50	50	319	250	569
50061 Police Equipment - Growth	106	425	531	662	473	473	473	2,612	2,364	4,975
50063 Electric Vehicle Charging Stations		90	90	425	38	40	126	719	222	941
50068 Facility Security Upgrades	184	314	498	321	329	336	344	1,828	1,841	3,669
50070 Technical Investigations System		209	209					209		209
50072 Disaster Recovery				200		200		400		400
50074 UPS Installation	900		900					900		900
50075 WRPS Facilities Master Plan							200	200		200
50076 Public Safety Communications Center	4,473	3,500	7,973	70,428	80,000	10,811	3,000	172,212		172,212
50077 Community Centre	90	10	100	35	120	40		295	425	720
50078 Ontario CCTV	25	250	275	250	250	250	250	1,275	1,250	2,525
Total Program Area Capital	10,734	21,183	31,917	84,124	93,616	37,723	60,931	308,309	123,011	431,320

Waterloo Regional Police Service

Ten Year Capital Budget and Forecast (\$ thousands) 2026 - 2035

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Subtotal	2031 - 2035 Subtotal	2026 - 2035 Total
Facilities Managed Capital Renewal										
75012 Firearms Training Facility Renewal		29	29		12		559	600	1,702	2,303
75013 Police South Division Renewal		94	94	1,189	423	440	671	2,817	1,934	4,751
75014 Police North Division Renewal	965	282	1,247	12	230	188	172	1,849	1,183	3,032
75016 Police Headquarters Renewal	1,825	618	2,443	46	374	665	681	4,210	2,826	7,035
75017 Police Investigative Services Renewal		88	88	1,130	112	313	268	1,911	1,274	3,185
75018 Police Reporting Centre Renewal		559	559	391	53	267	173	1,443	470	1,912
75021 Police New Central Division Renewal		12	12	75	100	125	150	462	1,125	1,587
75022 Police Voice Radio building renewal					67	68	62	197	103	300
Total Facilities Managed Capital Renewal	2,790	1,683	4,473	2,842	1,371	2,067	2,737	13,489	10,616	24,106
TOTAL EXPENDITURE	13,524	22,866	36,390	86,966	94,986	39,789	63,667	321,798	133,627	455,426
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	793	315	1,108	1,346	380	3,030	699	6,564	4,004	10,568
Development Charges										
Reserve Funds	1,281	2,352	3,633	1,879	1,187	1,209	1,832	9,740	10,676	20,416
Debentures	3,578	2,800	6,378	56,342	64,000	13,264	25,475	165,460	23,075	188,535
Property Taxes & User Rates										
Reserves and Reserve Funds										
3980066 Lifecycle Reserve Police	2,880	1,693	4,573	2,877	1,423	2,038	2,675	13,587	10,938	24,525
3981300 Police Capital Reserve	2,172	8,533	10,705	5,134	6,931	4,404	6,001	33,176	33,856	67,032
3981320 Voice Radio Reserve		150	150				3,400	3,550		3,550
3982340 Police Vehicles & Equipment Reserve		4,793	4,793	3,490	4,843	3,646	4,615	21,387	24,445	45,832
Contributions from Operating					67	68	62	197	103	300
Debentures	2,819	2,230	5,049	15,898	16,154	12,129	18,908	68,138	26,530	94,668
TOTAL FUNDING & FINANCING	13,524	22,866	36,390	86,966	94,986	39,789	63,667	321,798	133,627	455,426

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.

Appendix A



Region of Waterloo

Summary of Debenture Financing by Type
Consolidated Capital Budget & Forecast
(\$ thousands)

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Total	2031 - 2035 Subtotal	2026 - 2035 Total
Debentures 10 yrs (levy/user rates)										
01009 Cambridge Site Servicing	223		223					223		223
01010 Waterloo Site Servicing	223		223					223		223
01082 Waterloo Groundwater Management	300		300	1,000	200			1,500		1,500
01103 Decommissioned Sites					2,000			2,000		2,000
01156 Waterloo Leachate Control	531	800	1,331	300	600			2,231		2,231
01160 Waterloo - Roads Construction	500	2,300	2,800	455	600			3,855		3,855
01163 Waterloo Landfill Gas System	2,100	450	2,550	1,310	595			4,455		4,455
03564 Randell Drain/Stormwater-Upgrades							1,300	1,300		1,300
03570 Apron Resurfacing									800	800
03651 Service Developable Land						1,830		1,830		1,830
03668 Construct Taxiway Widening						50	759	809		809
05695 Scott St/Main St/Stanley St, 190M E of Hilltop Dr to St Andrews St					3,000			3,000		3,000
05932 King St E, Sportsworld Dr to Freeport Bridge									9,550	9,550
06759 University Ave E, Weber St N to Albert St									1,470	1,470
07394 Erbsville Rd, Columbia St to Waterloo/Woolwich Bdry							3,050	3,050	2,100	5,150
07568 Main St, 1070 Main St to Franklin Blvd				3,250				3,250		3,250
07598 Arthur Street N, 170m S of Kenning Pl. to Sandy Hills Dr.						3,000		3,000		3,000
07643 Hespeler Rd., Brooklyn Rd. to Eagle St. N./Pinebush Rd.									4,115	4,115
07693 Victoria Street N., King St. W. to Weber St. W.		675	675	150	5			830		830
08242 Hespeler Upgrades									1,000	1,000
08289 Galt Process Upgrades & Expansion				10,000	13,000			23,000	2,000	25,000
08307 Kitchener & Waterloo Infrastructure Upgrades									2,000	2,000
08329 Spring Valley PS Upgrades				6,000	5,000			11,000		11,000
08797 Kitchener Process Upgrades				4,000				4,000		4,000
08826 EELS Upgrades & Expansion					4,000			4,000		4,000
50003 ESCO				1,637		3,677	574	5,888	574	6,462
50005 Information Technology							2,000	2,000	2,500	4,500
50011 Voice Radio HW and SW Upgrades						4,251	6,309	10,560	3,642	14,202
50012 Training Facilities Expansion						1,885	9,425	11,310	9,425	20,735
50025 Next Generation 911					154	154		308	2,038	2,346
50045 WRPS Voice Radio Infrastructure									5,100	5,100
50051 Central Division Renovation/Expansion	1,025	1,530	2,555					2,555		2,555
50052 Headquarters Parking Upgrades				175				175	3,250	3,425
50074 UPS Installation	900		900					900		900
66008 Vehicle Additions Conventional					2,205	4,095	1,575	7,875	16,065	23,940
66025 Vehicle Replacements Conventional				7,269				7,269		7,269

Summary of Debenture Financing by Type

Consolidated Capital Budget & Forecast

(\$ thousands)

	Previous Unspent	2026	2026					2026 - 2030	2031 - 2035	2026 - 2035
	Approvals	Request	Total	2027	2028	2029	2030	Total	Subtotal	Total
66095 Conestoga College Terminal	244	754	998	1,726				2,724		2,724
66138 Miscellaneous Property Acquisitions	7,487		7,487					7,487		7,487
83174 WRH RP Mooregate, Kitchener	500	1,115	1,615					1,615		1,615
83403 Erbs Road Shelter	362		362					362		362
90170 KCTH Early Works	636	6	642	6	6	6		660		660
99103 Industrial Land Acquisition and Strategy	495	8,700	9,195			5,000	5,000	19,195		19,195
Debentures 20 yrs (levy/user rates)										
01154 Waterloo - New Cells Design & Construction	1,560	1,050	2,610	3,935	3,000	7,000	3,000	19,545		19,545
50076 Public Safety Communications Center	895	700	1,595	14,086	16,000	2,162	600	34,442		34,442
68016 Ancillary Non Construction Rapid Transit Project Costs	27		27					27		27
68024 RT to Cambridge	2,411	6,100	8,511					8,511		8,511
68025 Rolling Stock LRT Future Vehicles				1,600	1,600	1,600	1,600	6,400	3,200	9,600
77050 Modular Child Care		4,400	4,400					4,400		4,400
82017 Station 2024 Expansion (N2 Concession)	321	3,050	3,371	3,403	305			7,080		7,080
82018 Station 2026 Expansion (N1 FH & Bleams)	91	91	182	2,730	163	2,284	3,003	8,362		8,362
82019 EMS Station - Master Plan HQ North	200	104	304					304		304
82034 Station - Replacement (02 Westmount)	145		145	4,170	3,000	1,800		9,115		9,115
82042 Station – 2028 Expansion (N3 Main & Dundas)					2,730	1,065	2,730	6,525	1,729	8,254
82043 Station – 2030 Expansion (N5 River & Fairway)						1,830	714	2,544	2,989	5,533
82044 Station - 2030 Expansion (Elmira)					2,440	3,050	3,050	8,540		8,540
82045 Station - 2033 Expansion Reporting/Centre Hub (Breslau)						3,050	4,270	7,320	12,810	20,130
82046 Station - 2034 at Doon South/Doon Mill (Replacement of 09 Cone									12,740	12,740
82047 Station - 2035 at King/Benton - (Replacement of 08 Weber/Wate									12,740	12,740
83172 WRH RP Langs, Cambridge	4,416	23,853	28,269	3,000				31,269		31,269
90137 Corp Space Optimization Phase 2	869		869					869		869
90192 Corporate Space Optimization Phase 3	2,082	1,313	3,395	2,775				6,169		6,169
90194 70 & 84 Victoria St Land & Building	100		100					100		100
Debentures 30 yrs (levy/user rates)										
03619 Construct Terminal Expansion Phase 2									1,800	1,800
66157 Cambridge Garage									6,100	6,100
90179 Kitchener Central Transit Hub	90	434	524	3,679	9,508	4,252	2,608	20,571		20,571
Debentures 30 yrs (reserves)										
68002 LRT Land Acquisition	1,748		1,748					1,748		1,748
68012 Rolling Stock - Vehicles	53		53					53		53
68017 Project Construction LRT	540		540					540		540
Debentures 10 yrs (RDC)										
66008 Vehicle Additions Conventional					1,365	2,535	975	4,875	9,945	14,820

Summary of Debenture Financing by Type

Consolidated Capital Budget & Forecast

(\$ thousands)

	Previous Unspent	2026	2026					2026 - 2030	2031 - 2035	2026 - 2035
	Approvals	Request	Total	2027	2028	2029	2030	Total	Subtotal	Total
66095 Conestoga College Terminal	156	469	625	1,073				1,698		1,698
Debentures 20 yrs (RDC)										
03604 Construct Runway 14/32 Extension									6,000	6,000
08242 Hespeler Upgrades									1,550	1,550
08267 Wellesley Expansion					3,000	2,000	2,000	7,000		7,000
08289 Galt Process Upgrades & Expansion		300	300	3,000	2,000	2,000	2,000	9,300	1,700	11,000
08302 East Side Lands Sanitary Servicing				1,500	2,500	7,000	6,000	17,000	17,000	34,000
08307 Kitchener & Waterloo Infrastructure Upgrades		1,800	1,800					1,800	2,200	4,000
08308 Cambridge Infrastructure Upgrades		3,400	3,400					3,400	400	3,800
08309 Rural Infrastructure Upgrades		3,100	3,100					3,100	800	3,900
08310 Sewage PSs Infrastructure Upgrades									250	250
08315 Elmira Upgrades				1,000	2,000	1,000	1,000	5,000	9,000	14,000
08329 Spring Valley PS Upgrades		1,400	1,400	2,500	2,000			5,900		5,900
08334 St Jacobs Expansion									4,000	4,000
08335 Elmira Expansion									6,400	6,400
08340 Hespeler Expansion									7,700	7,700
08797 Kitchener Process Upgrades		500	500	1,500	1,000		1,000	4,000	4,000	8,000
08826 EELS Upgrades & Expansion		2,000	2,000	3,000				5,000		5,000
50012 Training Facilities Expansion						4,615	23,075	27,690	23,075	50,765
50076 Public Safety Communications Center	3,578	2,800	6,378	56,342	64,000	8,649	2,400	137,770		137,770
68016 Ancillary Non Construction Rapid Transit Project Costs	17		17					17		17
68024 RT to Cambridge	1,541	3,900	5,441					5,441		5,441
68025 Rolling Stock LRT Future Vehicles				1,100	1,100	1,100	1,100	4,400	2,200	6,600
68032 Station Enhancements							110	110	110	220
82017 Station 2024 Expansion (N2 Concession)	206	1,950	2,156	2,176	195			4,526		4,526
82018 Station 2026 Expansion (N1 FH & Bleams)	9	9	18	270	16	226	297	827		827
82042 Station – 2028 Expansion (N3 Main & Dundas)					270	105	270	645	171	816
82043 Station – 2030 Expansion (N5 River & Fairway)						1,170	456	1,626	1,911	3,537
82044 Station - 2030 Expansion (Elmira)					1,560	1,950	1,950	5,460		5,460
82045 Station - 2033 Expansion Reporting/Centre Hub (Breslau)						1,950	2,730	4,680	8,190	12,870
82046 Station - 2034 at Doon South/Doon Mill (Replacement of 09 Cone									1,260	1,260
82047 Station - 2035 at King/Benton - (Replacement of 08 Weber/Wate									1,260	1,260
Debentures 30 yrs (RDC)										
03619 Construct Terminal Expansion Phase 2									1,170	1,170
66157 Cambridge Garage									3,900	3,900
90179 Kitchener Central Transit Hub	62	298	360	2,529	6,537	2,923	1,793	14,142		14,142
NHS Co-Investment (CHMC) Debt Fin										

Summary of Debenture Financing by Type
Consolidated Capital Budget & Forecast
(\$ thousands)

	Previous Unspent	2026	2026					2026 - 2030	2031 - 2035	2026 - 2035
	Approvals	Request	Total	2027	2028	2029	2030	Total	Subtotal	Total
83172 WRH RP Langs, Cambridge		5,425	5,425	4,000				9,425		9,425
FCM Green Loan										
83170 WRH RP Kingscourt, Waterloo	1,484		1,484					1,484		1,484
83171 WRH RP 82 Wilson, Kitchener	1,016		1,016					1,016		1,016
Total Debenture Financing	39,143	84,775	123,918	156,646	157,654	89,264	98,724	626,205	233,929	860,134

Summary of Debenture Financing by Project

Consolidated Capital Budget & Forecast

(\$ thousands)

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Total	2031 - 2035 Subtotal	2026 - 2035 Total
01009 Cambridge Site Servicing										
Debentures 10 yrs (levy/user rates)	223		223					223		223
Total 01009 Cambridge Site Servicing	223		223					223		223
01010 Waterloo Site Servicing										
Debentures 10 yrs (levy/user rates)	223		223					223		223
Total 01010 Waterloo Site Servicing	223		223					223		223
01082 Waterloo Groundwater Management										
Debentures 10 yrs (levy/user rates)	300		300	1,000	200			1,500		1,500
Total 01082 Waterloo Groundwater Management	300		300	1,000	200			1,500		1,500
01103 Decommissioned Sites										
Debentures 10 yrs (levy/user rates)					2,000			2,000		2,000
Total 01103 Decommissioned Sites					2,000			2,000		2,000
01154 Waterloo - New Cells Design & Construction										
Debentures 20 yrs (levy/user rates)	1,560	1,050	2,610	3,935	3,000	7,000	3,000	19,545		19,545
Total 01154 Waterloo - New Cells Design & Construction	1,560	1,050	2,610	3,935	3,000	7,000	3,000	19,545		19,545
01156 Waterloo Leachate Control										
Debentures 10 yrs (levy/user rates)	531	800	1,331	300	600			2,231		2,231
Total 01156 Waterloo Leachate Control	531	800	1,331	300	600			2,231		2,231
01160 Waterloo - Roads Construction										
Debentures 10 yrs (levy/user rates)	500	2,300	2,800	455	600			3,855		3,855
Total 01160 Waterloo - Roads Construction	500	2,300	2,800	455	600			3,855		3,855
01163 Waterloo Landfill Gas System										
Debentures 10 yrs (levy/user rates)	2,100	450	2,550	1,310	595			4,455		4,455
Total 01163 Waterloo Landfill Gas System	2,100	450	2,550	1,310	595			4,455		4,455
03564 Randell Drain/Stormwater-Upgrades										
Debentures 10 yrs (levy/user rates)							1,300	1,300		1,300
Total 03564 Randell Drain/Stormwater-Upgrades							1,300	1,300		1,300
03570 Apron Resurfacing										
Debentures 10 yrs (levy/user rates)									800	800
Total 03570 Apron Resurfacing									800	800
03604 Construct Runway 14/32 Extension										
Debentures 20 yrs (RDC)									6,000	6,000
Total 03604 Construct Runway 14/32 Extension									6,000	6,000
03619 Construct Terminal Expansion Phase 2										
Debentures 30 yrs (levy/user rates)									1,800	1,800
Debentures 30 yrs (RDC)									1,170	1,170
Total 03619 Construct Terminal Expansion Phase 2									2,970	2,970

Summary of Debenture Financing by Project
Consolidated Capital Budget & Forecast
(\$ thousands)

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Total	2031 - 2035 Subtotal	2026 - 2035 Total
03651 Service Developable Land										
Debentures 10 yrs (levy/user rates)						1,830		1,830		1,830
Total 03651 Service Developable Land						1,830		1,830		1,830
03668 Construct Taxiway Widening										
Debentures 10 yrs (levy/user rates)						50	759	809		809
Total 03668 Construct Taxiway Widening						50	759	809		809
05695 Scott St/Main St/St Stanley St, 190M E of Hilltop Dr to St Andrews St										
Debentures 10 yrs (levy/user rates)					3,000			3,000		3,000
Total 05695 Scott St/Main St/St Stanley St, 190M E of Hilltop Dr to St An					3,000			3,000		3,000
05932 King St E, Sportsworld Dr to Freeport Bridge										
Debentures 10 yrs (levy/user rates)									9,550	9,550
Total 05932 King St E, Sportsworld Dr to Freeport Bridge									9,550	9,550
06759 University Ave E, Weber St N to Albert St										
Debentures 10 yrs (levy/user rates)									1,470	1,470
Total 06759 University Ave E, Weber St N to Albert St									1,470	1,470
07394 Erbsville Rd, Columbia St to Waterloo/Woolwich Bdry										
Debentures 10 yrs (levy/user rates)							3,050	3,050	2,100	5,150
Total 07394 Erbsville Rd, Columbia St to Waterloo/Woolwich Bdry							3,050	3,050	2,100	5,150
07568 Main St, 1070 Main St to Franklin Blvd										
Debentures 10 yrs (levy/user rates)				3,250				3,250		3,250
Total 07568 Main St, 1070 Main St to Franklin Blvd				3,250				3,250		3,250
07598 Arthur Street N, 170m S of Kenning Pl. to Sandy Hills Dr.										
Debentures 10 yrs (levy/user rates)						3,000		3,000		3,000
Total 07598 Arthur Street N, 170m S of Kenning Pl. to Sandy Hills Dr.						3,000		3,000		3,000
07643 Hespeler Rd., Brooklyn Rd. to Eagle St. N./Pinebush Rd.										
Debentures 10 yrs (levy/user rates)									4,115	4,115
Total 07643 Hespeler Rd., Brooklyn Rd. to Eagle St. N./Pinebush Rd.									4,115	4,115
07693 Victoria Street N., King St. W. to Weber St. W.										
Debentures 10 yrs (levy/user rates)		675	675	150	5			830		830
Total 07693 Victoria Street N., King St. W. to Weber St. W.		675	675	150	5			830		830
08242 Hespeler Upgrades										
Debentures 10 yrs (levy/user rates)									1,000	1,000
Debentures 20 yrs (RDC)									1,550	1,550
Total 08242 Hespeler Upgrades									2,550	2,550
08267 Wellesley Expansion										
Debentures 20 yrs (RDC)					3,000	2,000	2,000	7,000		7,000
Total 08267 Wellesley Expansion					3,000	2,000	2,000	7,000		7,000

Summary of Debenture Financing by Project

Consolidated Capital Budget & Forecast

(\$ thousands)

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Total	2031 - 2035 Subtotal	2026 - 2035 Total
08289 Galt Process Upgrades & Expansion										
Debentures 10 yrs (levy/user rates)				10,000	13,000			23,000	2,000	25,000
Debentures 20 yrs (RDC)		300	300	3,000	2,000	2,000	2,000	9,300	1,700	11,000
Total 08289 Galt Process Upgrades & Expansion		300	300	13,000	15,000	2,000	2,000	32,300	3,700	36,000
08302 East Side Lands Sanitary Servicing										
Debentures 20 yrs (RDC)				1,500	2,500	7,000	6,000	17,000	17,000	34,000
Total 08302 East Side Lands Sanitary Servicing				1,500	2,500	7,000	6,000	17,000	17,000	34,000
08307 Kitchener & Waterloo Infrastructure Upgrades										
Debentures 10 yrs (levy/user rates)									2,000	2,000
Debentures 20 yrs (RDC)		1,800	1,800					1,800	2,200	4,000
Total 08307 Kitchener & Waterloo Infrastructure Upgrades		1,800	1,800					1,800	4,200	6,000
08308 Cambridge Infrastructure Upgrades										
Debentures 20 yrs (RDC)		3,400	3,400					3,400	400	3,800
Total 08308 Cambridge Infrastructure Upgrades		3,400	3,400					3,400	400	3,800
08309 Rural Infrastructure Upgrades										
Debentures 20 yrs (RDC)		3,100	3,100					3,100	800	3,900
Total 08309 Rural Infrastructure Upgrades		3,100	3,100					3,100	800	3,900
08310 Sewage PSs Infrastructure Upgrades										
Debentures 20 yrs (RDC)									250	250
Total 08310 Sewage PSs Infrastructure Upgrades									250	250
08315 Elmira Upgrades										
Debentures 20 yrs (RDC)				1,000	2,000	1,000	1,000	5,000	9,000	14,000
Total 08315 Elmira Upgrades				1,000	2,000	1,000	1,000	5,000	9,000	14,000
08329 Spring Valley PS Upgrades										
Debentures 10 yrs (levy/user rates)				6,000	5,000			11,000		11,000
Debentures 20 yrs (RDC)		1,400	1,400	2,500	2,000			5,900		5,900
Total 08329 Spring Valley PS Upgrades		1,400	1,400	8,500	7,000			16,900		16,900
08334 St Jacobs Expansion										
Debentures 20 yrs (RDC)									4,000	4,000
Total 08334 St Jacobs Expansion									4,000	4,000
08335 Elmira Expansion										
Debentures 20 yrs (RDC)									6,400	6,400
Total 08335 Elmira Expansion									6,400	6,400
08340 Hespeler Expansion										
Debentures 20 yrs (RDC)									7,700	7,700
Total 08340 Hespeler Expansion									7,700	7,700
08797 Kitchener Process Upgrades										

Summary of Debenture Financing by Project

Consolidated Capital Budget & Forecast

(\$ thousands)

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Total	2031 - 2035 Subtotal	2026 - 2035 Total
Debentures 10 yrs (levy/user rates)				4,000				4,000		4,000
Debentures 20 yrs (RDC)		500	500	1,500	1,000		1,000	4,000	4,000	8,000
Total 08797 Kitchener Process Upgrades		500	500	5,500	1,000		1,000	8,000	4,000	12,000
08826 EELS Upgrades & Expansion										
Debentures 10 yrs (levy/user rates)					4,000			4,000		4,000
Debentures 20 yrs (RDC)		2,000	2,000	3,000				5,000		5,000
Total 08826 EELS Upgrades & Expansion		2,000	2,000	3,000	4,000			9,000		9,000
50003 ESCO										
Debentures 10 yrs (levy/user rates)				1,637		3,677	574	5,888	574	6,462
Total 50003 ESCO				1,637		3,677	574	5,888	574	6,462
50005 Information Technology										
Debentures 10 yrs (levy/user rates)							2,000	2,000	2,500	4,500
Total 50005 Information Technology							2,000	2,000	2,500	4,500
50011 Voice Radio HW and SW Upgrades										
Debentures 10 yrs (levy/user rates)						4,251	6,309	10,560	3,642	14,202
Total 50011 Voice Radio HW and SW Upgrades						4,251	6,309	10,560	3,642	14,202
50012 Training Facilities Expansion										
Debentures 10 yrs (levy/user rates)						1,885	9,425	11,310	9,425	20,735
Debentures 20 yrs (RDC)						4,615	23,075	27,690	23,075	50,765
Total 50012 Training Facilities Expansion						6,500	32,500	39,000	32,500	71,500
50025 Next Generation 911										
Debentures 10 yrs (levy/user rates)					154	154		308	2,038	2,346
Total 50025 Next Generation 911					154	154		308	2,038	2,346
50045 WRPS Voice Radio Infrastructure										
Debentures 10 yrs (levy/user rates)									5,100	5,100
Total 50045 WRPS Voice Radio Infrastructure									5,100	5,100
50051 Central Division Renovation/Expansion										
Debentures 10 yrs (levy/user rates)	1,025	1,530	2,555					2,555		2,555
Total 50051 Central Division Renovation/Expansion	1,025	1,530	2,555					2,555		2,555
50052 Headquarters Parking Upgrades										
Debentures 10 yrs (levy/user rates)				175				175	3,250	3,425
Total 50052 Headquarters Parking Upgrades				175				175	3,250	3,425
50074 UPS Installation										
Debentures 10 yrs (levy/user rates)	900		900					900		900
Total 50074 UPS Installation	900		900					900		900
50076 Public Safety Communications Center										
Debentures 20 yrs (levy/user rates)	895	700	1,595	14,086	16,000	2,162	600	34,442		34,442

Summary of Debenture Financing by Project

Consolidated Capital Budget & Forecast

(\$ thousands)

	Previous Unspent	2026	2026					2026 - 2030	2031 - 2035	2026 - 2035
	Approvals	Request	Total	2027	2028	2029	2030	Total	Subtotal	Total
Debentures 20 yrs (RDC)	3,578	2,800	6,378	56,342	64,000	8,649	2,400	137,770		137,770
Total 50076 Public Safety Communications Center	4,473	3,500	7,973	70,428	80,000	10,811	3,000	172,212		172,212
66008 Vehicle Additions Conventional										
Debentures 10 yrs (levy/user rates)					2,205	4,095	1,575	7,875	16,065	23,940
Debentures 10 yrs (RDC)					1,365	2,535	975	4,875	9,945	14,820
Total 66008 Vehicle Additions Conventional					3,570	6,630	2,550	12,750	26,010	38,760
66025 Vehicle Replacements Conventional										
Debentures 10 yrs (levy/user rates)				7,269				7,269		7,269
Total 66025 Vehicle Replacements Conventional				7,269				7,269		7,269
66095 Conestoga College Terminal										
Debentures 10 yrs (levy/user rates)	244	754	998	1,726				2,724		2,724
Debentures 10 yrs (RDC)	156	469	625	1,073				1,698		1,698
Total 66095 Conestoga College Terminal	400	1,223	1,623	2,799				4,422		4,422
66138 Miscellaneous Property Acquisitions										
Debentures 10 yrs (levy/user rates)	7,487		7,487					7,487		7,487
Total 66138 Miscellaneous Property Acquisitions	7,487		7,487					7,487		7,487
66157 Cambridge Garage										
Debentures 30 yrs (levy/user rates)									6,100	6,100
Debentures 30 yrs (RDC)									3,900	3,900
Total 66157 Cambridge Garage									10,000	10,000
68002 LRT Land Acquisition										
Debentures 30 yrs (reserves)	1,748		1,748					1,748		1,748
Total 68002 LRT Land Acquisition	1,748		1,748					1,748		1,748
68012 Rolling Stock - Vehicles										
Debentures 30 yrs (reserves)	53		53					53		53
Total 68012 Rolling Stock - Vehicles	53		53					53		53
68016 Ancillary Non Construction Rapid Transit Project Costs										
Debentures 20 yrs (levy/user rates)	27		27					27		27
Debentures 20 yrs (RDC)	17		17					17		17
Total 68016 Ancillary Non Construction Rapid Transit Project Costs	45		45					45		45
68017 Project Construction LRT										
Debentures 30 yrs (reserves)	540		540					540		540
Total 68017 Project Construction LRT	540		540					540		540
68024 RT to Cambridge										
Debentures 20 yrs (levy/user rates)	2,411	6,100	8,511					8,511		8,511
Debentures 20 yrs (RDC)	1,541	3,900	5,441					5,441		5,441
Total 68024 RT to Cambridge	3,952	10,000	13,952					13,952		13,952

Summary of Debenture Financing by Project

Consolidated Capital Budget & Forecast

(\$ thousands)

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Total	2031 - 2035 Subtotal	2026 - 2035 Total
68025 Rolling Stock LRT Future Vehicles										
Debentures 20 yrs (levy/user rates)				1,600	1,600	1,600	1,600	6,400	3,200	9,600
Debentures 20 yrs (RDC)				1,100	1,100	1,100	1,100	4,400	2,200	6,600
Total 68025 Rolling Stock LRT Future Vehicles				2,700	2,700	2,700	2,700	10,800	5,400	16,200
68032 Station Enhancements										
Debentures 20 yrs (RDC)							110	110	110	220
Total 68032 Station Enhancements							110	110	110	220
77050 Modular Child Care										
Debentures 20 yrs (levy/user rates)		4,400	4,400					4,400		4,400
Total 77050 Modular Child Care		4,400	4,400					4,400		4,400
82017 Station 2024 Expansion (N2 Concession)										
Debentures 20 yrs (levy/user rates)	321	3,050	3,371	3,403	305			7,080		7,080
Debentures 20 yrs (RDC)	206	1,950	2,156	2,176	195			4,526		4,526
Total 82017 Station 2024 Expansion (N2 Concession)	527	5,000	5,527	5,579	500			11,606		11,606
82018 Station 2026 Expansion (N1 FH & Bleams)										
Debentures 20 yrs (levy/user rates)	91	91	182	2,730	163	2,284	3,003	8,362		8,362
Debentures 20 yrs (RDC)	9	9	18	270	16	226	297	827		827
Total 82018 Station 2026 Expansion (N1 FH & Bleams)	100	100	200	3,000	179	2,510	3,300	9,189		9,189
82019 EMS Station - Master Plan HQ North										
Debentures 20 yrs (levy/user rates)	200	104	304					304		304
Total 82019 EMS Station - Master Plan HQ North	200	104	304					304		304
82034 Station - Replacement (02 Westmount)										
Debentures 20 yrs (levy/user rates)	145		145	4,170	3,000	1,800		9,115		9,115
Total 82034 Station - Replacement (02 Westmount)	145		145	4,170	3,000	1,800		9,115		9,115
82042 Station – 2028 Expansion (N3 Main & Dundas)										
Debentures 20 yrs (levy/user rates)					2,730	1,065	2,730	6,525	1,729	8,254
Debentures 20 yrs (RDC)					270	105	270	645	171	816
Total 82042 Station – 2028 Expansion (N3 Main & Dundas)					3,000	1,170	3,000	7,170	1,900	9,070
82043 Station – 2030 Expansion (N5 River & Fairway)										
Debentures 20 yrs (levy/user rates)						1,830	714	2,544	2,989	5,533
Debentures 20 yrs (RDC)						1,170	456	1,626	1,911	3,537
Total 82043 Station – 2030 Expansion (N5 River & Fairway)						3,000	1,170	4,170	4,900	9,070
82044 Station - 2030 Expansion (Elmira)										
Debentures 20 yrs (levy/user rates)					2,440	3,050	3,050	8,540		8,540
Debentures 20 yrs (RDC)					1,560	1,950	1,950	5,460		5,460
Total 82044 Station - 2030 Expansion (Elmira)					4,000	5,000	5,000	14,000		14,000
82045 Station - 2033 Expansion Reporting/Centre Hub (Breslau)										

Summary of Debenture Financing by Project
Consolidated Capital Budget & Forecast
(\$ thousands)

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Total	2031 - 2035 Subtotal	2026 - 2035 Total
Debentures 20 yrs (levy/user rates)						3,050	4,270	7,320	12,810	20,130
Debentures 20 yrs (RDC)						1,950	2,730	4,680	8,190	12,870
Total 82045 Station - 2033 Expansion Reporting/Centre Hub (Breslau)						5,000	7,000	12,000	21,000	33,000
82046 Station - 2034 at Doon South/Doon Mill (Replacement of 09 Cone)										
Debentures 20 yrs (levy/user rates)									12,740	12,740
Debentures 20 yrs (RDC)									1,260	1,260
Total 82046 Station - 2034 at Doon South/Doon Mill (Replacement of 09 Cone)									14,000	14,000
82047 Station - 2035 at King/Benton - (Replacement of 08 Weber/Water										
Debentures 20 yrs (levy/user rates)									12,740	12,740
Debentures 20 yrs (RDC)									1,260	1,260
Total 82047 Station - 2035 at King/Benton - (Replacement of 08 Weber/Water									14,000	14,000
83170 WRH RP Kingscourt, Waterloo										
FCM Green Loan	1,484		1,484					1,484		1,484
Total 83170 WRH RP Kingscourt, Waterloo	1,484		1,484					1,484		1,484
83171 WRH RP 82 Wilson, Kitchener										
FCM Green Loan	1,016		1,016					1,016		1,016
Total 83171 WRH RP 82 Wilson, Kitchener	1,016		1,016					1,016		1,016
83172 WRH RP Langs, Cambridge										
Debentures 20 yrs (levy/user rates)	4,416	23,853	28,269	3,000				31,269		31,269
NHS Co-Investment (CHMC) Debt Fin		5,425	5,425	4,000				9,425		9,425
Total 83172 WRH RP Langs, Cambridge	4,416	29,278	33,694	7,000				40,694		40,694
83174 WRH RP Mooregate, Kitchener										
Debentures 10 yrs (levy/user rates)	500	1,115	1,615					1,615		1,615
Total 83174 WRH RP Mooregate, Kitchener	500	1,115	1,615					1,615		1,615
83403 Erbs Road Shelter										
Debentures 10 yrs (levy/user rates)	362		362					362		362
Total 83403 Erbs Road Shelter	362		362					362		362
90137 Corp Space Optimization Phase 2										
Debentures 20 yrs (levy/user rates)	869		869					869		869
Total 90137 Corp Space Optimization Phase 2	869		869					869		869
90170 KCTH Early Works										
Debentures 10 yrs (levy/user rates)	636	6	642	6	6	6		660		660
Total 90170 KCTH Early Works	636	6	642	6	6	6		660		660
90179 Kitchener Central Transit Hub										
Debentures 30 yrs (levy/user rates)	90	434	524	3,679	9,508	4,252	2,608	20,571		20,571
Debentures 30 yrs (RDC)	62	298	360	2,529	6,537	2,923	1,793	14,142		14,142
Total 90179 Kitchener Central Transit Hub	152	732	884	6,208	16,045	7,175	4,402	34,713		34,713

Summary of Debenture Financing by Project

Consolidated Capital Budget & Forecast

(\$ thousands)

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Total	2031 - 2035 Subtotal	2026 - 2035 Total
90192 Corporate Space Optimization Phase 3										
Debentures 20 yrs (levy/user rates)	2,082	1,313	3,395	2,775				6,169		6,169
Total 90192 Corporate Space Optimization Phase 3	2,082	1,313	3,395	2,775				6,169		6,169
90194 70 & 84 Victoria St Land & Building										
Debentures 20 yrs (levy/user rates)	100		100					100		100
Total 90194 70 & 84 Victoria St Land & Building	100		100					100		100
99103 Industrial Land Acquisition and Strategy										
Debentures 10 yrs (levy/user rates)	495	8,700	9,195			5,000	5,000	19,195		19,195
Total 99103 Industrial Land Acquisition and Strategy	495	8,700	9,195			5,000	5,000	19,195		19,195
Total Debenture Financing	39,143	84,775	123,918	156,646	157,654	89,264	98,724	626,205	233,929	860,134

Summary of Unsecured Funding by Project
Consolidated Capital Budget & Forecast
(\$ thousands)

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Total	2031 - 2035 Subtotal	2026 - 2035 Total
01192 Waterloo Transfer Station Upgrade										
Funding source to be identified				22,897	1,862	32,497	32,497	89,753	38,633	128,386
Total 01192 Waterloo Transfer Station Upgrade				22,897	1,862	32,497	32,497	89,753	38,633	128,386
03604 Construct Runway 14/32 Extension										
Funding source to be identified									38,190	38,190
Total 03604 Construct Runway 14/32 Extension									38,190	38,190
03619 Construct Terminal Expansion Phase 2										
Funding source to be identified									6,030	6,030
Total 03619 Construct Terminal Expansion Phase 2									6,030	6,030
03620 Design Terminal Expansion Phase 3										
Funding source to be identified									3,350	3,350
Total 03620 Design Terminal Expansion Phase 3									3,350	3,350
03636 Runway 14-32 Rehabilitation										
Funding source to be identified									6,700	6,700
Total 03636 Runway 14-32 Rehabilitation									6,700	6,700
03641 Runway 14-32 PAPI Replacement										
Funding source to be identified									737	737
Total 03641 Runway 14-32 PAPI Replacement									737	737
03668 Construct Taxiway Widening										
Funding source to be identified						101	1,541	1,642		1,642
Total 03668 Construct Taxiway Widening						101	1,541	1,642		1,642
05164 King St, Rail Tracks to Lobsinger Ln										
Unsecured Federal Government Funding									118	118
Total 05164 King St, Rail Tracks to Lobsinger Ln									118	118
05430 Weber St. Benjamin Rd to King St										
Unsecured Federal Government Funding									237	237
Total 05430 Weber St. Benjamin Rd to King St									237	237
05440 Lobsinger Line, 0.6KM W. of Kressler Rd. to Anita Dr.										
Unsecured Federal Government Funding									787	787
Total 05440 Lobsinger Line, 0.6KM W. of Kressler Rd. to Anita Dr.									787	787
05687 Erb Street, Menno St. to Westmount Rd.										
Unsecured Federal Government Funding									3,495	3,495
Total 05687 Erb Street, Menno St. to Westmount Rd.									3,495	3,495
05697 Fairway Rd N, Briarmeadow Dr to King St										
Unsecured Federal Government Funding									664	664
Total 05697 Fairway Rd N, Briarmeadow Dr to King St									664	664
05703 Bleams Road, Manitou Dr. to Strasburg Rd.										

Summary of Unsecured Funding by Project
Consolidated Capital Budget & Forecast
(\$ thousands)

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Total	2031 - 2035 Subtotal	2026 - 2035 Total
Unsecured Federal Government Funding									705	705
Total 05703 Bleams Road, Manitou Dr. to Strasburg Rd.									705	705
05789 Water Street, Concession St. to Simcoe St.										
Unsecured Federal Government Funding									150	150
Total 05789 Water Street, Concession St. to Simcoe St.									150	150
05795 Spragues Road, Wrigley Rd. to Shouldice Side Rd										
Unsecured Federal Government Funding									4,058	4,058
Total 05795 Spragues Road, Wrigley Rd. to Shouldice Side Rd									4,058	4,058
05935 Notre Dame Dr, St Ann Ave N to Moser-Young Rd										
Unsecured Federal Government Funding									4,099	4,099
Total 05935 Notre Dame Dr, St Ann Ave N to Moser-Young Rd									4,099	4,099
05950 Listowel Rd, 750M W of Arthur St S to Line 86										
Unsecured Federal Government Funding									2,580	2,580
Total 05950 Listowel Rd, 750M W of Arthur St S to Line 86									2,580	2,580
05958 Hutchison Rd, Queen's Bush Rd to Perth 107										
Unsecured Federal Government Funding									3,646	3,646
Total 05958 Hutchison Rd, Queen's Bush Rd to Perth 107									3,646	3,646
06721 Edworthy Side Rd, Cedar Creek Rd to Roseville Rd										
Unsecured Federal Government Funding									824	824
Total 06721 Edworthy Side Rd, Cedar Creek Rd to Roseville Rd									824	824
07417 Homer Watson Blvd, Blockline Rd to Ottawa St S										
Unsecured Federal Government Funding									1,772	1,772
Total 07417 Homer Watson Blvd, Blockline Rd to Ottawa St S									1,772	1,772
07464 Fountain Street N., Kossuth Rd. to Woolwich St. S.										
Unsecured Federal Government Funding									1,860	1,860
Total 07464 Fountain Street N., Kossuth Rd. to Woolwich St. S.									1,860	1,860
07491 Wilmot Centre Rd, Bleams Rd E to Hwy 7/8 EB Ramp										
Unsecured Federal Government Funding									602	602
Total 07491 Wilmot Centre Rd, Bleams Rd E to Hwy 7/8 EB Ramp									602	602
07513 Kossuth Rd, Chilligo Rd. to Cober Rd.										
Unsecured Federal Government Funding									1,854	1,854
Total 07513 Kossuth Rd, Chilligo Rd. to Cober Rd.									1,854	1,854
07516 Fischer-Hallman Rd, Roseville Rd to 400 m N of Roseville Rd										
Unsecured Federal Government Funding									860	860
Total 07516 Fischer-Hallman Rd, Roseville Rd to 400 m N of Roseville									860	860
07517 Ira Needles Blvd, Yellow Birch Dr to Victoria St										
Unsecured Federal Government Funding									4,223	4,223

Summary of Unsecured Funding by Project

Consolidated Capital Budget & Forecast

(\$ thousands)

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Total	2031 - 2035 Subtotal	2026 - 2035 Total
Total 07517 Ira Needles Blvd, Yellow Birch Dr to Victoria St									4,223	4,223
07548 Westmount Road N., Columbia St. W. to Westmount Rd. N./North										
Unsecured Federal Government Funding									4,312	4,312
Total 07548 Westmount Road N., Columbia St. W. to Westmount Rd.									4,312	4,312
07551 Elmira By-Pass Study										
Funding source to be identified							64,000	64,000		64,000
Total 07551 Elmira By-Pass Study							64,000	64,000		64,000
07632 Erb's Road, Waterloo/Wilmot Boundary to St. Agatha Village Limi										
Unsecured Federal Government Funding									1,700	1,700
Total 07632 Erb's Road, Waterloo/Wilmot Boundary to St. Agatha Vill									1,700	1,700
07633 Notre Dame Dr. CNR Tracks to 0.5KM S. of Erb's Rd.										
Unsecured Federal Government Funding									999	999
Total 07633 Notre Dame Dr. CNR Tracks to 0.5KM S. of Erb's Rd.									999	999
07645 Concession St. Chisholm St. to Water St.										
Unsecured Federal Government Funding									798	798
Total 07645 Concession St. Chisholm St. to Water St.									798	798
07647 Ottawa Street N., 0.15 km E. of Keewatin Ave. to Lackner Blvd.										
Unsecured Federal Government Funding									628	628
Total 07647 Ottawa Street N., 0.15 km E. of Keewatin Ave. to Lackner									628	628
07650 Homer Watson Boulevard, Manitou Dr. to Bleams Rd.										
Unsecured Federal Government Funding									1,669	1,669
Total 07650 Homer Watson Boulevard, Manitou Dr. to Bleams Rd.									1,669	1,669
07654 Ament Line, East Linwood Settlement Limits to Manser Rd.										
Unsecured Federal Government Funding									721	721
Total 07654 Ament Line, East Linwood Settlement Limits to Manser Rd									721	721
66008 Vehicle Additions Conventional										
Unsecured Federal Government Funding					6,930	12,870	4,950	24,750	50,490	75,240
Total 66008 Vehicle Additions Conventional					6,930	12,870	4,950	24,750	50,490	75,240
66010 Vehicle Replacements Mobility Plus										
Unsecured Federal Government Funding				1,267		475	950	2,693	3,960	6,653
Total 66010 Vehicle Replacements Mobility Plus				1,267		475	950	2,693	3,960	6,653
66025 Vehicle Replacements Conventional										
Unsecured Federal Government Funding				31,581	4,785	22,968		59,334	111,969	171,303
Total 66025 Vehicle Replacements Conventional				31,581	4,785	22,968		59,334	111,969	171,303
66129 Transit Application Software Upgrades										
Unsecured Federal Government Funding				84	84	84	84	335	419	754
Total 66129 Transit Application Software Upgrades				84	84	84	84	335	419	754

Summary of Unsecured Funding by Project
Consolidated Capital Budget & Forecast
(\$ thousands)

	Previous Unspent Approvals	2026 Request	2026 Total	2027	2028	2029	2030	2026 - 2030 Total	2031 - 2035 Subtotal	2026 - 2035 Total
68025 Rolling Stock LRT Future Vehicles										
Unsecured Provincial Government Funding				3,300	3,300	3,300	3,300	13,200	6,600	19,800
Unsecured Federal Government Funding				4,000	4,000	4,000	4,000	16,000	8,000	24,000
Total 68025 Rolling Stock LRT Future Vehicles				7,300	7,300	7,300	7,300	29,200	14,600	43,800
68030 RT to Cambridge-Project Development										
Unsecured Provincial Government Funding				83,000	70,000	75,000	75,000	303,000	857,300	1,160,300
Unsecured Federal Government Funding				2,000	2,000	3,000	3,000	10,000	875,300	885,300
Total 68030 RT to Cambridge-Project Development				85,000	72,000	78,000	78,000	313,000	1,732,600	2,045,600
68032 Station Enhancements										
Unsecured Provincial Government Funding							330	330	330	660
Unsecured Federal Government Funding							400	400	400	800
Total 68032 Station Enhancements							730	730	730	1,460
83173 WRH RP 140 Weber, Kitchener										
Funding source to be identified							355	355	25,437	25,792
Total 83173 WRH RP 140 Weber, Kitchener							355	355	25,437	25,792
83174 WRH RP Mooregate, Kitchener										
Funding source to be identified				41,113	81,704	60,429	50,615	233,861	56,983	290,844
Total 83174 WRH RP Mooregate, Kitchener				41,113	81,704	60,429	50,615	233,861	56,983	290,844
83175 WRH RP Shelley/Courtland										
Funding source to be identified				4,364			12,958	17,322	132,659	149,981
Total 83175 WRH RP Shelley/Courtland				4,364			12,958	17,322	132,659	149,981
90191 Fleet Vehicle Charging Stations										
Funding source to be identified				2,335	3,402	3,435		9,172		9,172
Total 90191 Fleet Vehicle Charging Stations				2,335	3,402	3,435		9,172		9,172
99107 Kitchener Central Transit Hub										
Funding source to be identified				200				200		200
Total 99107 Kitchener Central Transit Hub				200				200		200
Total Unsecured Funding				196,141	178,067	218,158	253,980	846,347	2,266,849	3,113,196