2024 Program Budgets

Region of Waterloo

The Regional Municipality of Waterloo
2024 Program Budgets
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Region of Waterloo

2024 BUDGET OVERVIEW

REGIONAL MUNICIPALITY OF WATERLOO

Budget Highlights

2024 Operating Budget

- Average Property Tax Budget Impact is 6.94%
- Total operating budget expenditure of $1,510 million ($1,351 million net of transfers to Capital and Reserve Funds)
- Assessment Growth is 2.18%

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

- Water Supply increase of 3.9%
- Wastewater Treatment increase of 4.9%
- Water Distribution increase of 2.9%
- Wastewater Collection increase of 2.9%
- User fees and charges for various programs including Waste Management, Airport Services, Seniors’ Services, Legal Services, Cultural Services, the Region of Waterloo Library, Public Health Programs, Paramedic Services and Transportation

2024-2033 Capital Budget and Forecast

- The 2024 approved capital budget is $702 million
- The 10 year capital program is $6.9 billion (constant 2024 dollars)
- Total debenture requirement over the 10 year program is $1.9 billion

  Property Tax debenture requirement is $1.379 billion

  Development Charge debenture requirement is $533 million

REGIONAL MUNICIPALITY OF WATERLOO

Approved Staff Complement (FTEs)

	2023 Budget *	2024 Budget	Change
Transportation Services	918.0	962.0	44.0
Community Services	777.7	787.3	9.6
Public Health & Paramedic Services	732.6	675.9	(56.7)
Engineering & Environmental Services	430.8	448.8	18.0
Planning, Development & Legislative Services	234.4	272.1	37.7
Corporate Services	165.4	170.4	5.0
Human Resources & Citizen Service	107.3	110.3	3.0
Office of the Chief Administrative Officer	31.0	31.0	-
Elected Offices	3.0	3.0	-
Direct Regional	**3,400.3**	**3,460.9**	**60.6**
Waterloo Regional Police Service **	1,286.8	1,314.1	27.3
Total	**4,687.0**	**4,775.0**	**88.0**

	Approved 2024 Staff Complement (FTEs)		
	Permanent	Temporary	Total
Direct Regional	3,328.9	132.0	3,460.9
Waterloo Regional Police Service	1,303.1	11.0	1,314.1
Total	**4,632.0**	**143.0**	**4,775.0**

* The 2023 Budget complement has been adjusted to reflect 2023 in-year changes.

**The 2022 and 2023 WRPS budgets approved additional budget capacity for new civilian resources, for which the number of positions was not determined at time of budget approval. The 2023 WRPS complement has been restated to add a total of 19 FTEs to reflect the number of civilian positions created in the 2022 and 2023 budgets.

Note: Elected officials are excluded from complement count.

REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating and Capital Budget Summary

($ thousands)

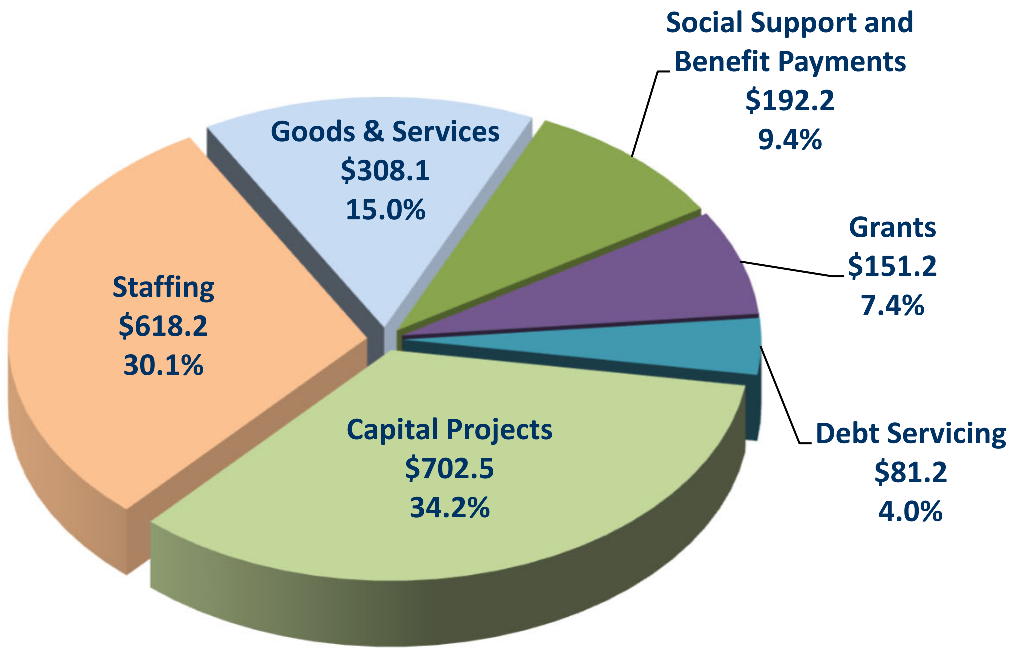
Expenditure	Total	% of Total Expenditure
Staffing	$618,207	30%
Goods & Services	$308,126	15%
Social Support and Benefit Payments	$192,196	9%
Grants	$151,225	7%
Debt Servicing	$81,231	4%
Capital Projects	$702,486	34%
Total Expenditure	**$2,053,470**	**100%**

Sources of Funding & Financing	Operating	Capital	Total	% of Total Funding & Financing
Taxation (including Supplementary Taxes and Payments in Lieu)	$777,902	-	**$777,902**	38%
Provincial & Federal Grants	$407,870	$102,960	**$510,830**	25%
User Rates, Fees and Other Charges	$293,361	-	**$293,361**	14%
Interest Earnings	$598	-	**$598**	0%
Property Tax/User Rate Debentures	-	$116,519	**$116,519**	6%
Development Charges:				
Reserve Funds	$16,675	$161,032	**$177,707**	9%
Debentures	-	$11,203	**$11,203**	1%
Net Funding from (Transfers to) Reserves	($145,422)	$310,772	**$165,350**	8%
Total Revenue	**$1,350,985**	**$702,486**	**$2,053,470**	**100%**

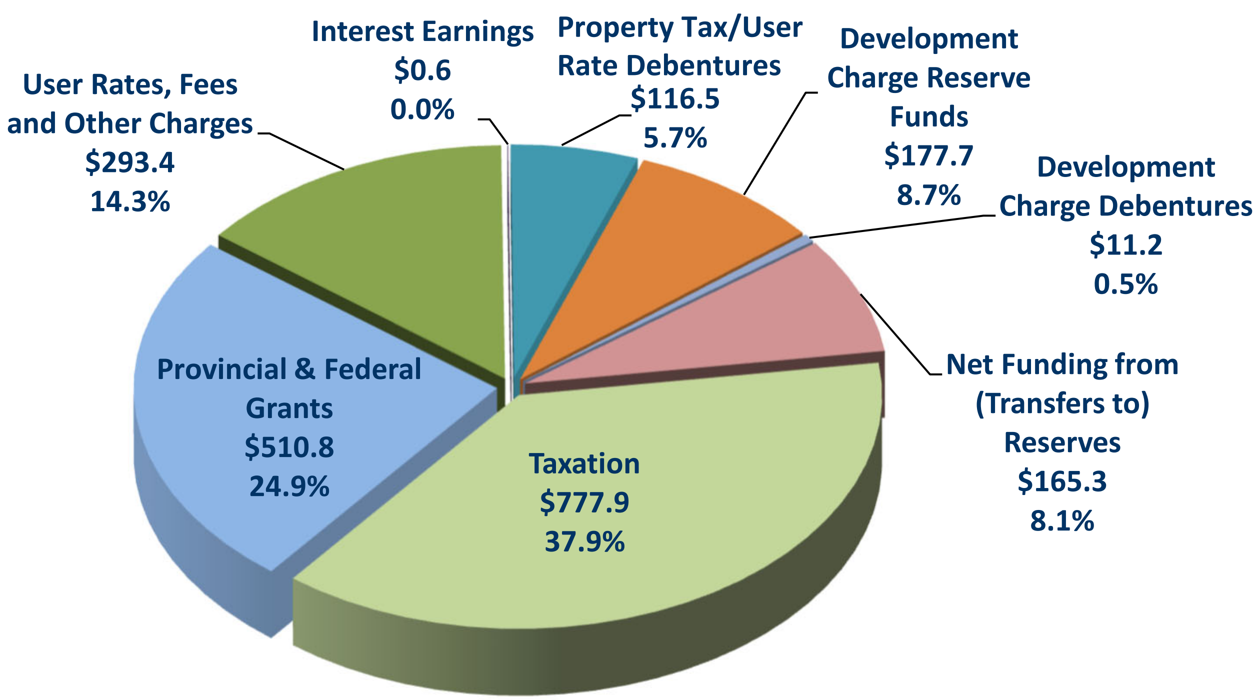
REGIONAL MUNICIPALITY OF WATERLOO

2024 Total Expenditure and Sources of Funding & Financing $ = 2.1 billion
($ millions)

Expenditure Categories



Sources of Funding & Financing

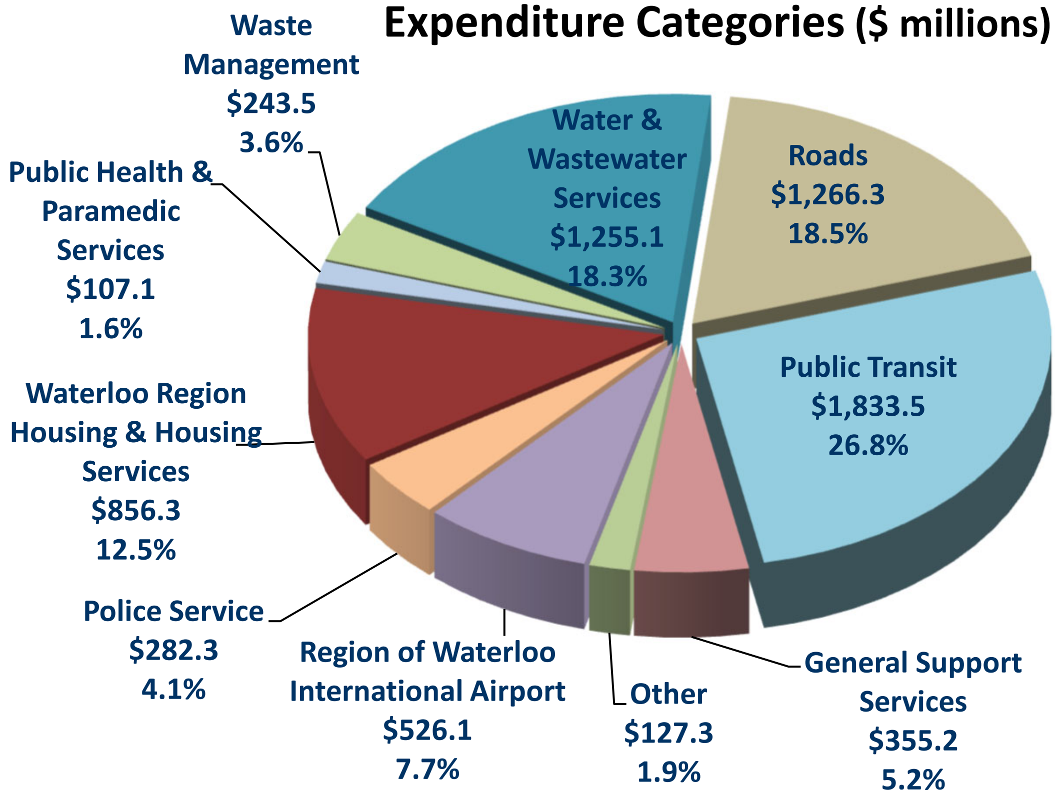


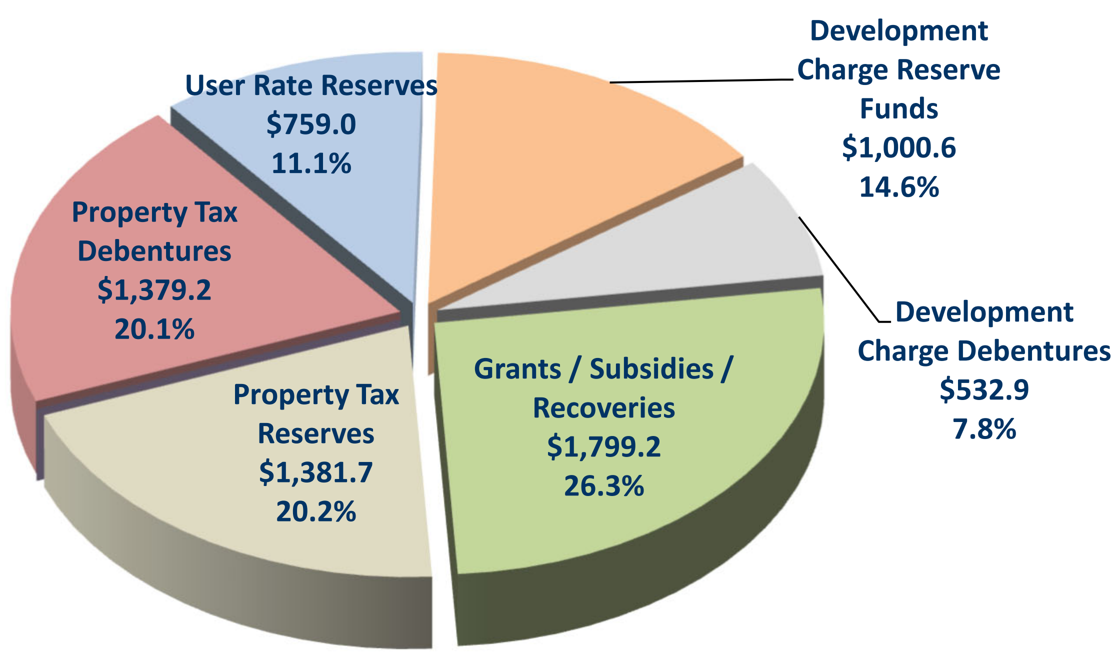
Expenditures and Sources of Funding & Financing include Capital and Operating for both the user rates and property tax budgets.

REGIONAL MUNICIPALITY OF WATERLOO

2024-2033 Capital Budget & Forecast = $6.9 Billion

($ millions)

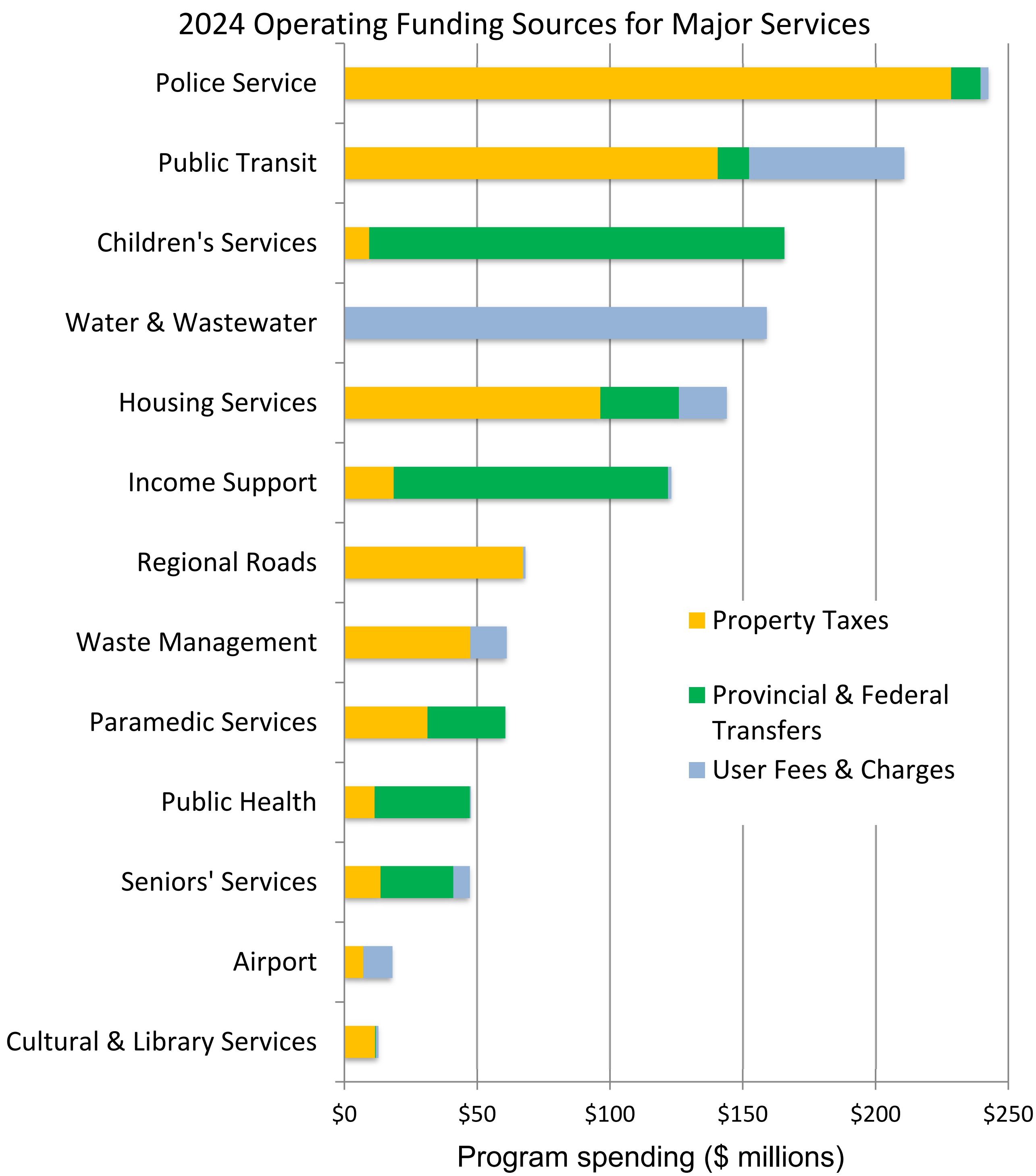




Expenditures and Sources of Funding & Financing include Capital for both user rates and property tax budgets.

REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget: Funding Sources for Major Services ($ millions)



REGIONAL MUNICIPALITY OF WATERLOO

Annual Cost of Regional Services Per Average Household*

	2023	2024	$ Change	% Change
Water**	$202.01	$210.88	$8.87	4.39%
Wastewater**	$244.60	$258.60	$13.99	5.72%
Property Tax	$2,379.42	$2,544.54	165.12	6.94%
Total	**$2,826.03**	**$3,014.01**	**$187.98**	**6.65%**

	2023	2024	$ Change	% Change
Retail Water**	$701.67	$723.50	$21.83	3.11%
Retail Wastewater**	$546.46	$562.75	$16.29	2.98%

* Based on an average residential property valued at $354,500, based on a valuation date of January 1, 2016, and water usage of 175 cubic metres
**Rate increase effective January 1, 2024. Change from 2023 to 2024 also reflects the annualized impact of rate increases approved through the 2023 budget, effective March 1, 2023

REGIONAL MUNICIPALITY OF WATERLOO
Annual Average Cost Per Household* for Regional Services
2024 Budget

Tax Supported Services	Net Expenditure ($000's)	Property Tax Levy [1] ($000's)	per $354,500 Residential Assessment Value: Blended Regional %	Blended Regional $	Urban %	Urban $	Rural [4] %	Rural [4] $	Woolwich %	Woolwich $	Wilmot %	Wilmot $
Police Service	$252,409	$228,428	30.6	$779	30.0	$779	35.7	$779	35.3	$779	34.2	$779
Public Transit[2]	221,290	140,836	18.9	$480	20.9	543	2.5	54	3.5	77	6.5	148
Housing Services	147,609	96,434	12.9	$329	12.7	329	15.1	329	14.9	329	14.4	329
Roads/Design & Construction/Eng.	71,777	67,266	9.0	$229	8.8	229	10.5	229	10.4	229	10.1	229
Waste Management	62,064	47,659	6.4	$163	6.3	163	7.4	163	7.4	163	7.1	163
Financial Expenses	29,961	28,046	3.8	$96	3.7	96	4.4	96	4.3	96	4.2	96
Paramedic Services	64,348	31,244	4.2	$107	4.1	107	4.9	107	4.8	107	4.7	107
Employment/Income Support	124,241	18,636	2.5	$64	2.4	64	2.9	64	2.9	64	2.8	64
Seniors' Services	47,267	13,619	1.8	$46	1.8	46	2.1	46	2.1	46	2.0	46
Human Resources & Citizen Service	14,846	13,231	1.8	$45	1.7	45	2.1	45	2.0	45	2.0	45
Information Technology Services	12,607	12,607	1.7	$43	1.7	43	2.0	43	1.9	43	1.9	43
Public Health	47,750	11,343	1.5	$39	1.5	39	1.8	39	1.8	39	1.7	39
Facilities & Fleet Management	8,818	7,544	1.0	$26	1.0	26	1.2	26	1.2	26	1.1	26
Cultural Services	10,156	8,530	1.1	$29	1.1	29	1.3	29	1.3	29	1.3	29
Children's Services	165,885	9,401	1.3	$32	1.2	32	1.5	32	1.5	32	1.4	32
Elected Offices & Chief Administrator's Office	7,787	7,573	1.0	$26	1.0	26	1.2	26	1.2	26	1.1	26
Airport	20,696	7,074	0.9	$24	0.9	24	1.1	24	1.1	24	1.1	24
Planning, Development & Legislative Services	24,767	5,674	0.8	$19	0.7	19	0.9	19	0.9	19	0.8	19
Finance	6,142	5,925	0.8	$20	0.8	20	0.9	20	0.9	20	0.9	20
Regional Library[2]	3,528	2,996	0.4	$10	0.0	0	3.4	74	3.4	74	3.3	74
Build Waterloo Region	5,031	3,613	0.5	$12	0.5	12	0.6	12	0.6	12	0.5	12
Strategic & Quality Initiatives	2,285	2,285	0.3	$8	0.3	8	0.4	8	0.4	8	0.3	8
Subtotal	$1,351,264	$769,964		$2,625		$2,678		$2,264		$2,287		$2,357
Less: Payments in Lieu & Supplementary Taxes[3]		(23,734)	(3.2)	($81)	(3.1)	($81)	(3.7)	($81)	(3.7)	($81)	(3.6)	($81)
Regional Tax Levy	$1,351,264	$746,230	100%	$2,545	100%	$2,597	100%	$2,183	100%	$2,206	100%	$2,276

Cost of Regional Services per Average Household* by Area Municipality

	Net Expenditure ($000's)	Kitchener	Waterloo	Cambridge	N. Dumfries	Wellesley	Woolwich	Wilmot
Tax Supported Regional Services		**$2,597**	**$2,597**	**$2,597**	**$2,183**	**$2,183**	**$2,206**	**$2,276**
User Rates								
Water [5]	**$68,041**	$211	$211	$211	$0	$0	$211	$211
Wastewater Treatment [5]	**86,132**	$259	$259	$259	$0	$0	$259	$259
Retail Water (6)	**3,192**				$724	$724		
Retail Wastewater [6]	**1,739**				$563	$563		
Subtotal User Rates	**$159,103**	**$469**	**$469**	**$469**	**$1,286**	**$1,286**	**$469**	**$469**
Household cost for Regional services *		**$3,066**	**$3,066**	**$3,066**	**$3,469**	**$3,469**	**$2,675**	**$2,746**

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

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

Region of Waterloo

2024 OPERATING BUDGET & 2024-2033 CAPITAL BUDGET AND FORECAST SUMMARIES

THE REGIONAL MUNICIPALITY OF WATERLOO
2024 Operating Budget ($ thousands)

Page	Department / Division	Gross Expenditure 2023	Gross Expenditure 2024	Gross Expenditure Increase (Decrease)	Net Expenditure 2023	Net Expenditure 2024	Net Expenditure Increase (Decrease)	Revenue 2023	Revenue 2024	Revenue Increase (Decrease)	Property Tax Levy 2023	Property Tax Levy 2024	Property Tax Levy Increase (Decrease)	Property Tax Levy % Change	Staff Complement (FTE) 2023	Staff Complement (FTE) 2024	Staff Complement (FTE) Change
15	**Community Services**																
17	Housing Services	124,638	147,486	22,848	124,638	147,507	22,869	51,091	51,175	84	73,547	96,332	22,785	31.0%	77.0	86.0	9.0
21	Seniors' Services	45,731	47,784	2,053	45,151	47,234	2,083	32,463	33,649	1,186	12,688	13,586	898	7.1%	381.1	394.7	13.6
23	Children's Services	158,008	165,354	7,346	158,424	165,770	7,346	150,012	156,484	6,472	8,411	9,286	875	10.4%	80.8	80.8	0.0
24	Employment & Income Support Admin	34,872	33,449	(1,423)	34,873	33,449	(1,424)	20,487	16,643	(3,844)	14,386	16,806	2,420	16.8%	193.5	180.5	(13.0)
25	OW Allowances & Benefits	99,871	97,356	(2,515)	93,221	90,706	(2,515)	91,477	88,962	(2,515)	1,744	1,744					0.0
26	Immigration Partnership Council	891	897	6	891	897	6	841	847	6	50	50			4.4	4.4	0.0
27	Strategic & Quality Initiatives	6,559	6,729	170	2,492	2,283	(209)				2,492	2,283	(209)	(8.4%)	39.0	39.0	0.0
28	Commissioner of Community Services	428	444	16		338	338					338	338		2.0	2.0	0.0
	Total Community Services	470,999	499,498	28,499	459,690	488,184	28,494	346,372	347,760	1,388	113,318	140,424	27,106	23.9%	777.7	787.3	9.6
29	**Transportation Services**																
31	Transit Services	207,203	221,800	14,597	206,356	220,953	14,597	69,409	80,404	10,995	136,947	140,549	3,602	2.6%	778.3	809.3	31.0
36	Transportation	68,423	73,104	4,681	67,110	71,773	4,663	4,473	4,510	37	62,637	67,263	4,626	7.4%	137.7	150.7	13.0
49	Commissioner of Transportation Services	446	465	19											2.0	2.0	0.0
	Total Transportation Services	276,072	295,369	19,297	273,466	292,726	19,260	73,882	84,915	11,033	199,584	207,812	8,228	4.1%	918.0	962.0	44.0
50	**Engineering & Environmental Services**																
52	Water & Wastewater Services																0.0
52	Water Supply	73,548	73,932	384	64,782	68,041	3,259	64,782	68,041	3,259					98.4	98.0	(0.4)
60	Wastewater Treatment	96,416	100,898	4,482	81,570	86,132	4,562	81,570	86,131	4,561					45.3	44.0	(1.3)
66	Water Distribution	3,042	3,289	247	2,956	3,192	236	2,956	3,192	236					3.3	3.0	(0.3)
70	Wastewater Collection	1,678	1,739	61	1,678	1,739	61	1,678	1,739	61							0.0
	Total Water & Wastewater Services	174,684	179,858	5,174	150,986	159,104	8,118	150,986	159,103	8,117					147.0	145.0	(2.0)
74	Facilities & Fleet Management																0.0
74	Facilities Management	33,570	35,560	1,990	10,604	8,818	(1,786)	1,633	1,274	(359)	8,971	7,544	(1,427)	(15.9%)	124.3	136.3	12.0
79	Fleet Management	5,963	6,431	468											18.0	19.0	1.0
	Total Facilities & Fleet Management	39,533	41,991	2,458	10,604	8,818	(1,786)	1,633	1,274	(359)	8,971	7,544	(1,427)	(15.9%)	142.3	155.3	13.0
81	Waste Management	68,380	63,223	(5,157)	66,883	61,731	(5,152)	19,540	14,356	(5,184)	47,343	47,375	32	0.1%	80.1	80.1	0.0
84	Design & Construction	9,130	9,847	717	55		(55)	55		(55)					54.4	57.4	3.0
86	Strategic Initiatives & Asset Management	947	1,484	537	308	674	366		100	100	308	574	266	86.4%	5.0	9.0	4.0
88	Commissioner of Engineering & Environmental Services	476	476		(1)		1				(1)		1	(100.0%)	2.0	2.0	0.0
	Total Engineering & Environmental Services	293,149	296,878	3,729	228,835	230,327	1,492	172,214	174,832	2,618	56,621	55,494	(1,127)	(2.0%)	430.8	448.8	18.0
89	**Planning, Development & Legislative Services**																
91	ROW International Airport	17,472	21,639	4,167	16,582	20,696	4,114	11,821	13,622	1,801	4,761	7,074	2,313	48.6%	51.3	50.9	(0.4)
96	Build Waterloo Region	4,882	5,820	938	4,182	5,031	849	1,540	1,418	(122)	2,641	3,613	972	36.8%	10.7	19.7	9.0
98	Council & Administrative Services	3,460	4,459	999	2,551	3,451	900	690	1,219	529	1,861	2,232	371	19.9%	22.4	27.4	5.0
100	Provincial Offenses and Regional Road Safety Offences																0.0
100	Provincial Offences Act (POA)	4,589	4,697	108	4,572	4,680	108	8,276	8,198	(78)	(3,704)	(3,518)	186	(5.0%)	28.0	28.0	0.0
101	Automated Speed Enforcement (ASE)	186	5,629	5,443	186	6,406	6,220	500	6,720	6,220	(314)	(314)			0.0	20.0	20.0
	Total Provincial Offenses and Regional Road Safety Offences	4,775	10,325	5,550	4,758	11,085	6,327	8,776	14,918	6,142	(4,018)	(3,832)	186	(4.6%)	28.0	48.0	20.0
102	Legal Services	2,714	2,900	186	888	920	32	47	49	2	841	871	30	3.6%	16.6	17.0	0.4
103	Cultural Services	10,093	10,161	68	10,088	10,156	68	1,330	1,627	297	8,758	8,530	(228)	(2.6%)	37.5	36.0	(1.5)
106	Region of Waterloo Library	3,282	3,532	250	3,282	3,528	246	509	532	23	2,774	2,996	222	8.0%	29.5	29.5	0.0
108	Community Planning	5,272	7,976	2,704	5,222	7,926	2,704	1,056	2,808	1,752	4,166	5,118	952	22.9%	28.5	32.7	4.2
110	Commissioner of Planning, Development & Legislative Services	1,517	1,561	44	1,517	1,385	(132)		100	100	1,517	1,285	(232)	(15.3%)	10.0	11.0	1.0
	Total Planning, Development & Legislative Services	53,467	68,374	14,907	49,070	64,178	15,108	25,769	36,292	10,523	23,301	27,886	4,585	19.7%	234.4	272.1	37.7
111	**Public Health & Paramedic Services**																
113	Paramedic Services	56,377	64,348	7,971	56,377	64,348	7,971	30,980	33,104	2,124	25,397	31,244	5,847	23.0%	331.5	386.1	54.6
116	Health Protection and Investigation	10,345	6,712	(3,633)	10,345	6,712	(3,633)	8,743	4,901	(3,842)	1,603	1,811	208	13.0%	53.0	53.0	0.0
117	Infectious Diseases	14,622	10,035	(4,587)	14,663	10,076	(4,587)	12,654	7,676	(4,978)	2,008	2,400	392	19.5%	161.2	78.2	(83.0)
118	Healthy Living and Foundational Standards	10,391	10,851	460	10,291	10,751	460	7,255	7,547	292	3,036	3,204	168	5.5%	87.5	61.9	(25.6)
119	Child, Family and Dental Health	10,882	11,358	476	10,738	11,214	476	8,799	9,089	290	1,940	2,125	185	9.5%	73.9	73.0	(0.9)
120	Strategy, Performance & Partnerships	8,186	9,181	995	8,013	8,997	984	5,738	7,194	1,456	2,274	1,803	(471)	(20.7%)	25.6	23.8	(1.8)
	Total Public Health & Paramedic Services	110,803	112,484	1,681	110,427	112,096	1,669	74,168	69,510	(4,658)	36,259	42,587	6,328	17.5%	732.6	675.9	(56.7)

THE REGIONAL MUNICIPALITY OF WATERLOO
2024 Operating Budget ($ thousands)

Page	Department / Division	Gross Expenditure 2023	Gross Expenditure 2024	Gross Expenditure Increase (Decrease)	Net Expenditure 2023	Net Expenditure 2024	Net Expenditure Increase (Decrease)	Revenue 2023	Revenue 2024	Revenue Increase (Decrease)	Property Tax Levy 2023	Property Tax Levy 2024	Property Tax Levy Increase (Decrease)	% Change	Staff Complement (FTE) 2023	Staff Complement (FTE) 2024	Staff Complement (FTE) Change
	Elected Offices																
121	**Elected Offices**	1,936	1,993	57	1,524	1,580	56				1,524	1,580	56	3.7%	3.0	3.0	0.0
123	**Office of The Chief Administrative Officer**																
125	Reconciliation, Equity, Diversity & Inclusion	3,997	2,499	(1,498)	3,997	2,499	(1,498)	1,310		(1,310)	2,687	2,499	(188)	(7.0%)	6.0	6.0	0.0
126	Communications and Strategy	4,313	4,457	144	2,949	3,243	294	369	214	(155)	2,580	3,029	449	17.4%	23.0	23.0	0.0
127	Chief Administrative Officer	593	622	29	435	465	30				435	465	30	6.9%	2.0	2.0	0.0
	Total Office of The Chief Administrative Officer	8,903	7,578	(1,325)	7,382	6,207	(1,175)	1,679	214	(1,465)	5,703	5,993	290	5.1%	31.0	31.0	0.0
128	**Corporate Services**																
130	Information Technology Services	16,999	19,002	2,003	11,067	12,607	1,540	1	1		11,066	12,607	1,541	13.9%	83.5	84.5	1.0
132	Treasury Services	6,186	6,471	285	3,147	3,385	238	224	146	(78)	2,923	3,239	316	10.8%	48.1	48.1	0.0
133	Corporate Finance	4,130	4,920	790	2,122	2,585	463		71	71	2,122	2,514	392	18.5%	31.8	35.8	4.0
135	Commissioner of Corporate Services	418	440	22	339	361	22				339	361	22	6.5%	2.0	2.0	0.0
	Total Corporate Services	27,732	30,833	3,101	16,675	18,938	2,263	225	217	(8)	16,450	18,721	2,271	13.8%	165.4	170.4	5.0
136	**Human Resources & Citizen Service**																
138	Talent Acquisition, Client Experience & Solutions	6,110	6,896	786	3,796	3,833	37	140		(140)	3,656	3,833	177	4.8%	45.8	48.8	3.0
139	Organization Development & HR People Partners	2,054	2,173	119	1,224	1,328	104				1,224	1,328	104	8.5%	13.0	13.0	0.0
140	Labour Relations & Emergency Management	1,920	2,005	85	1,090	1,298	208	98	98		992	1,200	208	21.0%	8.0	9.0	1.0
141	Wellbeing & Occupational Health & Safety	3,289	3,598	309	2,083	2,356	273	1,435	1,491	56	648	864	216	33.3%	17.5	18.5	1.0
142	Total Rewards	3,704	4,459	755	3,604	4,252	648				3,604	4,252	648	18.0%	18.0	16.0	(2.0)
143	Commissioner of Human Resources & Citizen Service	2,133	2,012	(121)	1,711	1,590	(121)	124	25	(99)	1,587	1,565	(22)	(1.4%)	5.0	5.0	0.0
	Total Human Resources & Citizen Service	19,210	21,143	1,933	13,509	14,657	1,148	1,797	1,614	(183)	11,712	13,043	1,331	11.4%	107.3	110.3	3.0
	Corporate Financial																
145	**Corporate Financial**	29,771	31,164	1,393	27,871	29,064	1,193	23,517	24,802	1,285	4,355	4,262	(93)	(2.1%)			0.0
	Waterloo Regional Police Service																
148	**Waterloo Regional Police Service**	236,743	252,409	15,666	236,743	252,409	15,666	22,683	23,981	1,298	214,060	228,428	14,368	6.7%	1,286.8	1,314.1	27.3
	Total	**1,528,785**	**1,617,723**	**88,938**	**1,425,192**	**1,510,366**	**85,174**	**742,306**	**764,137**	**21,831**	**682,887**	**746,230**	**63,343**	**9.3%**	**4,687.0**	**4,775.0**	**88.0**

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 2022 and 2023 WRPS budgets approved additional budget capacity for new civilian resources, for which the number of positions was not determined at time of budget approval.
  The 2023 WRPS complement has been restated to add a total of 19 FTEs to reflect the number of civilian positions created in the 2022 and 2023 budgets.

Consolidated Capital Budget & Forecast
Summary of Expenditure & Sources of Funding and Financing ($ thousands)
2024-2033

Page		Previous Unspent Approvals	2024 Request	2024 Total	2025	2026	2027	2028	2024 - 2028 Subtotal	2029 - 2033 Subtotal	2024 - 2033 Total
	EXPENDITURE										
	Community Services										
18	Waterloo Region Housing	23,931	43,699	67,630	93,594	78,291	107,799	142,175	489,490	260,659	750,149
18	Housing Services	15,054	15,035	30,089	25,655	15,660	8,558	8,433	88,396	17,790	106,186
22	Seniors' Services	4,762	2,842	7,604	5,474	2,166	1,888	3,788	20,919	10,191	31,110
	Transportation Services										
32	Grand River Transit Bus Services	43,821	26,853	70,674	72,317	70,294	77,254	30,432	320,972	235,625	556,597
35	Light Rail Transit	33,413	1,500	34,913	4,400	32,000	52,000	51,500	174,813	1,102,100	1,276,913
37	Transportation	79,690	89,191	168,881	146,175	118,199	137,042	133,061	703,357	562,984	1,266,342
	Engineering and Environmental Services										
53	Water Supply	14,337	58,644	72,981	76,422	79,577	73,784	70,567	373,330	334,346	707,676
61	Wastewater Treatment	17,793	53,420	71,213	61,667	56,677	47,802	65,805	303,164	238,680	541,844
67	Water Distribution	285	190	475	345	785	785	240	2,630	650	3,280
70	Wastewater Collection	201	315	517	310	195	170	155	1,347	955	2,302
76	Facilities Management	750	956	1,706	705	897	1,265	377	4,950	2,616	7,566
77	Facility Asset Acquisition & Construction	9,016	27,278	36,294	37,186	24,473	6,403	34,507	138,863	78,341	217,204
78	Facility Asset Renewal	12,079	12,487	24,566	15,611	17,590	10,161	6,317	74,245	29,934	104,179
80	Fleet Management	28	262	290	205	309	807	113	1,723	1,057	2,780
82	Waste Management	10,346	16,238	26,585	23,504	34,769	28,873	41,559	155,289	88,166	243,455
85	Design & Construction	94	100	194	195	120	135		644	360	1,004
87	Strategic Initiatives & Asset Management	230	1,713	1,943	809	410		75	3,237	645	3,882
	Planning, Development & Legislative Services										
92	Region of Waterloo International Airport	12,470	11,319	23,789	55,586	51,951	31,871	8,261	171,458	354,648	526,106
96	Build Waterloo Region	799	450	1,249	12,550	4,050			17,849		17,849
99	Council & Administrative Services	189	1,435	1,624	758	879		96	3,357	267	3,624
104	Cultural Services	1,529	1,997	3,526	3,501	5,837	3,332	2,604	18,801	8,622	27,423
107	Region of Waterloo Library	223	217	440	42	72	52	102	708	579	1,287
109	Community Planning	1,458	1,112	2,570	1,101	1,902	545	545	6,663	545	7,208
	Public Health & Paramedic Services										
114	Paramedic Services	4,169	5,037	9,206	14,197	13,334	15,792	8,525	61,054	46,023	107,077
	Corporate Services										
131	Information Technology Services	948	1,700	2,648	1,265	1,100	1,560	1,100	7,673	6,000	13,673
134	Corporate Finance	752	257	1,009	588	585	500	765	3,447	140	3,587
	Human Resources & Citizen Service										
144	Human Resources & Citizen Service	1,036	2,973	4,009	1,393	788			6,190		6,190
	Corporate Financial										
147	Corporate Financial	1,466	1,288	2,755	4,737	6,594	5,245	4,918	24,249	9,639	33,888
	Waterloo Regional Police Service										
150	Waterloo Regional Police Service	11,084	22,024	33,108	20,461	35,734	61,690	26,625	177,617	104,667	282,284
	TOTAL EXPENDITURE	301,952	400,533	702,486	680,754	655,237	675,313	642,645	3,356,435	3,496,230	6,852,664

Consolidated Capital Budget & Forecast

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

2024-2033

Page		Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
	FUNDING & FINANCING										
	Grants / Subsidies / Recoveries										
	Grants & Subsidies	58,869	43,591	**102,460**	128,247	106,677	93,176	77,360	**507,920**	1,290,820	**1,798,740**
	Recoveries		500	**500**					**500**		**500**
	Development Charges										
	Reserve Funds	68,081	92,951	**161,032**	125,722	107,941	108,788	94,866	**598,348**	402,246	**1,000,594**
	Debentures	7,379	3,825	**11,203**	40,035	64,040	70,463	49,960	**235,701**	297,220	**532,921**
	Property Taxes & User Rates										
	Reserves & Reserve Funds	120,518	190,214	**310,733**	232,345	227,499	204,601	199,246	**1,174,423**	965,676	**2,140,099**
	Contributions from Operating	28	11	**39**	42	72	30	41	**224**	358	**582**
	Debentures	47,078	69,441	**116,519**	154,364	149,008	198,256	221,172	**839,318**	539,910	**1,379,228**
	TOTAL FUNDING & FINANCING	**301,952**	**400,533**	**702,486**	**680,754**	**655,237**	**675,313**	**642,645**	**3,356,435**	**3,496,230**	**6,852,664**

Notes:

- 2024-2033 capital programs are stated in 2024 dollars.
- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
- Projects in the capital program which are identified as being financed by long term borrowing may not proceed in the absence of additional provincial or federal government subsidies.
- The passing of Bill 23 (More Homes Built Faster Act, 2022) will impact the funding of future growth-related capital works. Certain provisions from the Bill are in effect while others will not be reflected until the next Regional Development charge Background Study is completed and a new by-law is in place. As such, the development charge funding assumptions reflect the pre-Bill 23 rules. The full impact of the Bill will be reflected in future capital plans.

Region of Waterloo

COMMUNITY SERVICES

THE REGIONAL MUNICIPALITY OF WATERLOO
2024 Operating Budget ($ thousands)
Community Services

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	59,230	61,993	2,763	4.7%
Benefits	18,370	19,703	1,333	7.3%
Supplies	2,816	2,607	(209)	(7.4%)
Maintenance	257	255	(2)	(0.8%)
Utilities	7,320	8,193	873	11.9%
Equipment	687	829	142	20.7%
Facilities Maintenance	4,687	5,748	1,061	22.6%
Professional Fees & Services	7,307	13,366	6,059	82.9%
Property Taxes	5,785	6,270	485	8.4%
Rents	1,341	433	(908)	(67.7%)
Grants	134,139	145,296	11,157	8.3%
Social Support and Benefit Payments	191,323	191,464	141	0.1%
Financial Expenses	32	33	1	3.1%
Communications	317	324	7	2.2%
Travel	183	208	25	13.7%
Contracts	308	308		
Insurance	88	108	20	22.7%
Facility Occupancy Charges	6,003	8,205	2,202	36.7%
Interdepartmental Charges	11,159	11,238	79	0.7%
Subtotal - Operating	***451,352***	***476,580***	***25,228***	***5.6%***
Debt Servicing	2,426	3,031	605	24.9%
Transfers to Reserves	17,220	19,887	2,667	15.5%
Subtotal - Debt / Reserves / Capital	***19,647***	***22,918***	***3,271***	***16.6%***
Gross Expenditure	**470,999**	**499,498**	**28,499**	**6.1%**
Interdepartmental Recoveries	(4,302)	(4,307)	(5)	0.1%
External Recoveries	(7,007)	(7,007)		
Net Expenditure	**459,690**	**488,184**	**28,494**	**6.2%**
Revenue				
Ontario Grants	300,808	303,297	2,489	0.8%
Ontario Grants - COVID	6,189	1,300	(4,889)	(79.0%)
Federal Grants	14,328	13,015	(1,313)	(9.2%)
User Fees	24,613	25,611	998	4.1%
Contribution from Reserves	433	4,538	4,105	948.0%
Revenue Subtotal	**346,372**	**347,760**	**1,388**	**0.4%**
Property Tax Levy	**113,318**	**140,424**	**27,106**	**23.9%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Housing Services

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	6,035	7,508	1,473	24.4%
Benefits	2,598	2,424	(174)	(6.7%)
Supplies	79	75	(4)	(5.1%)
Maintenance	117	116	(1)	(0.9%)
Utilities	6,539	7,280	741	11.3%
Equipment	152	189	37	24.3%
Facilities Maintenance	4,345	5,332	987	22.7%
Professional Fees & Services	4,965	8,571	3,606	72.6%
Property Taxes	5,743	6,225	482	8.4%
Rents	507	368	(139)	(27.4%)
Housing & Homelessness Program Funding	71,758	82,461	10,703	14.9%
Financial Expenses	6	3	(3)	(50.0%)
Communications	83	84	1	1.2%
Travel	55	72	17	30.9%
Contracts	308	308		
Insurance		5	5	
Facility Occupancy Charges	4,427	6,089	1,662	37.5%
Interdepartmental Charges	1,045	1,341	296	28.3%
Subtotal - Operating	***108,761***	***128,450***	***19,689***	***18.1%***
Debt Servicing	173	870	697	402.9%
Transfers to Reserves	15,704	18,167	2,463	15.7%
Subtotal - Debt / Reserves / Capital	***15,877***	***19,036***	***3,159***	***19.9%***
Gross Expenditure	**124,638**	**147,486**	**22,848**	**18.3%**
Interdepartmental Recoveries		21	21	
Net Expenditure	**124,638**	**147,507**	**22,869**	**18.3%**
Revenue				
Ontario Grants	19,397	20,325	928	4.8%
Ontario Grants - COVID	4,983	1,300	(3,683)	(73.9%)
Federal Grants	9,322	8,003	(1,319)	(14.1%)
User Fees	17,059	18,053	994	5.8%
Contribution from Reserves	330	3,494	3,164	958.8%
Revenue Subtotal	**51,091**	**51,175**	**84**	**0.2%**
Property Tax Levy	**73,547**	**96,332**	**22,785**	**31.0%**

Waterloo Region Housing & Housing Services

Ten Year Capital Budget & Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approval	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
WATERLOO REGION HOUSING										
Waterloo Region Housing Renewal										
High Rise	991	907	**1,898**	897	450	1,687	1,748	**6,679**	13,524	**20,202**
Mid Rise	2,769	3,636	**6,405**	7,666	9,545	6,173	5,985	**35,774**	32,500	**68,274**
Single & Semi-Detached	766	1,566	**2,332**	3,477	1,146	2,558	2,452	**11,964**	2,580	**14,544**
Townhouses	4,588	5,511	**10,098**	11,169	3,338	5,045	4,115	**33,765**	26,366	**60,131**
Engineering, Studies & Reports	1,617	2,977	**4,593**	4,358	3,363	2,987	2,781	**18,082**	15,070	**33,151**
Total Waterloo Region Housing Renewal	**10,731**	**14,595**	**25,326**	**27,567**	**17,840**	**18,449**	**17,081**	**106,264**	**90,039**	**196,303**
Waterloo Region Housing Master Plan										
Kingscourt, Waterloo	8,592	8,269	**16,861**	6,000				**22,861**		**22,861**
82 Wilson, Kitchener	3,385	10,100	**13,485**	18,701				**32,186**		**32,186**
Langs, Cambridge	1,000	9,000	**10,000**	39,000	36,543			**85,543**		**85,543**
140 Weber, Kitchener	73	100	**173**			225	562	**960**	25,005	**25,965**
Mooregate, Kitchener	100	1,304	**1,404**	1,539	23,044	76,167	81,704	**183,858**	63,802	**247,660**
Shelley/Courtland, Kitchener	50	331	**381**	787	864	12,958	42,828	**57,818**	81,813	**139,631**
Total Waterloo Region Housing Master Plan	**13,200**	**29,104**	**42,304**	**66,027**	**60,451**	**89,350**	**125,094**	**383,226**	**170,620**	**553,846**
TOTAL WATERLOO REGION HOUSING	**23,931**	**43,699**	**67,630**	**93,594**	**78,291**	**107,799**	**142,175**	**489,490**	**260,659**	**750,149**

Waterloo Region Housing & Housing Services

Ten Year Capital Budget & Forecast ($ thousands)

2024 - 2033

	Previous Unspent Approval	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
HOUSING SERVICES										
IAH (2014 Ext)	844		**844**					**844**		**844**
Provider Bldg Condition Assess					500			**500**		**500**
Strategic Investment	8,831	4,280	**13,111**	7,200	3,200	3,200	3,200	**29,911**	16,000	**45,911**
Plan to End Chronic Homelessness		3,000	**3,000**					**3,000**		**3,000**
Affordable Housing	(1,969)	2,939	**969**	3,454	3,454			**7,878**		**7,878**
WRH Program Capital	1	195	**196**					**196**		**196**
SIF-IAH/Seniors Rental Hsg	150		**150**					**150**		**150**
CAN-ON HSG, Community Inititiative (COCHI)	3,000	2,200	**5,200**	6,713	3,500	2,500	2,500	**20,413**		**20,413**
ON Priorities HSG, Initiative (OPHI)	2,744	1,678	**4,422**	3,576	2,500	2,500	2,500	**15,498**		**15,498**
Rapid Housing Initiative 2	396		**396**					**396**		**396**
SSRF#4 Capital	187		**187**					**187**		**187**
KW Urban Native Affordable Housing	304		**304**					**304**		**304**
139 University Ave	566	744	**1,310**	4,712	2,506	358	233	**9,119**	1,790	**10,910**
TOTAL HOUSING SERVICES	**15,054**	**15,035**	**30,089**	**25,655**	**15,660**	**8,558**	**8,433**	**88,396**	**17,790**	**106,186**
TOTAL EXPENDITURE	**38,984**	**58,735**	**97,719**	**119,249**	**93,952**	**116,357**	**150,608**	**577,886**	**278,449**	**856,335**

Waterloo Region Housing & Housing Services

Ten Year Capital Budget & Forecast ($ thousands)

2024 - 2033

	Previous Unspent Approval	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	11,876	13,238	**25,114**	24,355	9,454	5,000	5,000	**68,923**		**68,923**
Property Taxes										
Reserve and Reserve Funds										
Facility Lifecycle Reserve	3,787	14,056	**17,843**	14,056	14,056	14,056	14,056	**74,069**	70,282	**144,351**
Housing General RF	4,244	6,621	**10,866**					**10,866**		**10,866**
Equity and Diversity Initiatives Reserve	304		**304**					**304**		**304**
Housing General Reserve	6,611	939	**7,550**	5,924	4,006	1,358	1,233	**20,071**	6,690	**26,761**
Homelessness Prevention Capital Reserve		1,506	**1,506**					**1,506**		**1,506**
Afford Hsg Reserve	8,831	5,774	**14,605**	7,200	3,200	3,200	3,200	**31,405**	16,000	**47,405**
Debentures	3,332	16,600	**19,932**	67,714	63,235	92,743	127,119	**370,743**	185,477	**556,220**
TOTAL FUNDING & FINANCING	**38,984**	**58,735**	**97,719**	**119,249**	**93,952**	**116,357**	**150,608**	**577,886**	**278,449**	**856,335**

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

THE REGIONAL MUNICIPALITY OF WATERLOO
2024 Operating Budget ($ thousands)

Seniors' Services

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	27,214	28,714	1,500	5.5%
Benefits	7,434	8,566	1,132	15.2%
Supplies	2,666	2,464	(202)	(7.6%)
Maintenance	128	128		
Utilities	781	913	132	16.9%
Equipment	341	505	164	48.1%
Facilities Maintenance	342	416	74	21.6%
Professional Fees & Services	1,429	537	(892)	(62.4%)
Property Taxes	42	45	3	7.1%
Rents	60	60		
Social Support and Benefit Payments	1,099	1,099		
Communications	72	72		
Travel	9	9		
Insurance	40	47	7	17.5%
Facility Occupancy Charges	360	370	10	2.8%
Interdepartmental Charges	791	800	9	1.1%
Subtotal - Operating	***42,810***	***44,746***	***1,936***	***4.5%***
Debt Servicing	1,484	1,404	(80)	(5.4%)
Transfers to Reserves	1,438	1,633	195	13.6%
Subtotal - Debt / Reserves / Capital	***2,922***	***3,037***	***115***	***3.9%***
Gross Expenditure	**45,731**	**47,784**	**2,053**	**4.5%**
Interdepartmental Recoveries	(73)	(42)	31	(42.5%)
External Recoveries	(507)	(507)		
Net Expenditure	**45,151**	**47,234**	**2,083**	**4.6%**
Revenue				
Ontario Grants	25,078	27,466	2,388	9.5%
Ontario Grants - COVID	1,206		(1,206)	(100.0%)
User Fees	6,179	6,183	4	0.1%
Revenue Subtotal	**32,463**	**33,649**	**1,186**	**3.7%**
Property Tax Levy	**12,688**	**13,586**	**898**	**7.1%**

Seniors' Services

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
Program Area Capital										
77001 Sunnyside Passenger Van							35	**35**		**35**
77002 Sunnyside Accessible Van									135	**135**
77036 Sunnyside Tractor Replacement				60		50		**110**		**110**
77039 Voice Radio							17	**17**		**17**
77044 Equipment / Furnishings Replacement (LTC)	2,880	1,256	**4,136**	1,542	73	494	586	**6,830**	2,850	**9,680**
Total Program Area Capital	**2,880**	**1,256**	**4,136**	**1,602**	**73**	**544**	**638**	**6,993**	**2,985**	**9,977**
Facilities Managed Capital Renewal										
71042 Sunnyside Renewal	1,574	759	**2,333**	3,286	1,970	1,252	2,964	**11,806**	6,257	**18,063**
71045 Supportive Housing Renewal	308	826	**1,134**	586	123	92	186	**2,121**	949	**3,070**
Total Facilities Managed Capital Renewal	**1,882**	**1,585**	**3,467**	**3,872**	**2,093**	**1,344**	**3,150**	**13,927**	**7,206**	**21,133**
TOTAL EXPENDITURE	**4,762**	**2,842**	**7,604**	**5,474**	**2,166**	**1,888**	**3,788**	**20,919**	**10,191**	**31,110**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	42		**42**					**42**		**42**
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	1,270	785	**2,055**	1,372	1,093	1,344	650	**6,514**	4,706	**11,221**
3982160 Corporate Fleet Replacement Reserve				60		50	35	**145**	135	**280**
3983400 Seniors' Services Capital Reserve	2,266	1,256	**3,522**	1,542	73	494	603	**6,234**	2,850	**9,084**
Debentures	1,184	800	**1,984**	2,500	1,000		2,500	**7,984**	2,500	**10,484**
TOTAL FUNDING & FINANCING	**4,762**	**2,842**	**7,604**	**5,474**	**2,166**	**1,888**	**3,788**	**20,919**	**10,191**	**31,110**

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

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Children's Services

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	6,740	6,871	131	1.9%
Benefits	2,277	2,474	197	8.7%
Supplies	19	16	(3)	(15.8%)
Maintenance	1		(1)	(100.0%)
Equipment	13	13		
Professional Fees & Services	326	3,700	3,374	1,035.0%
Rents	2		(2)	(100.0%)
Grants	118,083	117,856	(227)	(0.2%)
Social Support and Benefit Payments	29,223	32,895	3,672	12.6%
Financial Expenses		4	4	
Communications	32	37	5	15.6%
Travel	32	41	9	28.1%
Insurance	41	48	7	17.1%
Facility Occupancy Charges	184	343	159	86.4%
Interdepartmental Charges	708	731	23	3.2%
Subtotal - Operating	***157,681***	***165,028***	***7,347***	***4.7%***
Debt Servicing	307	305	(2)	(0.7%)
Transfers to Reserves	20	21	1	5.0%
Subtotal - Debt / Reserves / Capital	***327***	***326***	***(1)***	***(0.3%)***
Gross Expenditure	**158,008**	**165,354**	**7,346**	**4.6%**
Interdepartmental Recoveries	416	416		
Net Expenditure	**158,424**	**165,770**	**7,346**	**4.6%**
Revenue				
Ontario Grants	145,469	152,044	6,575	4.5%
Federal Grants	4,380	4,380		
User Fees	60	60		
Contribution from Reserves	103		(103)	(100.0%)
Revenue Subtotal	**150,012**	**156,484**	**6,472**	**4.3%**
Property Tax Levy	**8,411**	**9,286**	**875**	**10.4%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Employment & Income Support Admin

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	15,206	14,756	(450)	(3.0%)
Benefits	4,873	4,951	78	1.6%
Supplies	46	46		
Maintenance	11	11		
Equipment	176	117	(59)	(33.5%)
Professional Fees & Services	336	277	(59)	(17.6%)
Rents	757	5	(752)	(99.3%)
Grants	74	74		
Social Support and Benefit Payments	3,253	3,128	(125)	(3.8%)
Financial Expenses	26	26		
Communications	60	60		
Travel	63	63		
Insurance	3	3		
Facility Occupancy Charges	982	1,174	192	19.6%
Interdepartmental Charges	8,496	8,251	(245)	(2.9%)
Subtotal - Operating	***34,362***	***32,942***	***(1,420)***	***(4.1%)***
Debt Servicing	463	452	(11)	(2.4%)
Transfers to Reserves	48	54	6	12.5%
Subtotal - Debt / Reserves / Capital	***511***	***506***	***(5)***	***(1.0%)***
Gross Expenditure	**34,872**	**33,449**	**(1,423)**	**(4.1%)**
Interdepartmental Recoveries				
Net Expenditure	**34,873**	**33,449**	**(1,424)**	**(4.1%)**
Revenue				
Ontario Grants	20,487	16,356	(4,131)	(20.2%)
Contribution from Reserves		287	287	
Revenue Subtotal	**20,487**	**16,643**	**(3,844)**	**(18.8%)**
Property Tax Levy	**14,386**	**16,806**	**2,420**	**16.8%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

OW Allowances & Benefits

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Social Support and Benefit Payments	99,871	97,356	(2,515)	(2.5%)
Subtotal - Operating	***99,871***	***97,356***	***(2,515)***	***(2.5%)***
Gross Expenditure	**99,871**	**97,356**	**(2,515)**	**(2.5%)**
Interdepartmental Recoveries	(150)	(150)		
External Recoveries	(6,500)	(6,500)		
Net Expenditure	**93,221**	**90,706**	**(2,515)**	**(2.7%)**
Revenue				
Ontario Grants	90,227	86,956	(3,271)	(3.6%)
User Fees	1,250	1,250		
Contribution from Reserves		756	756	
Revenue Subtotal	**91,477**	**88,962**	**(2,515)**	**(2.7%)**
Property Tax Levy	**1,744**	**1,744**		

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Immigration Partnership Council

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	422	397	(25)	(5.9%)
Benefits	87	95	8	9.2%
Supplies	1	1		
Maintenance				
Professional Fees & Services	196	226	30	15.3%
Rents	15		(15)	(100.0%)
Communications	66	66		
Travel	17	17		
Facility Occupancy Charges	12	20	8	66.7%
Interdepartmental Charges	74	74		
Subtotal - Operating	***889***	***895***	***6***	***0.7%***
Transfers to Reserves	2	2		
Subtotal - Debt / Reserves / Capital	***2***	***2***		
Gross Expenditure	**891**	**897**	**6**	**0.7%**
Net Expenditure	**891**	**897**	**6**	**0.7%**
Revenue				
Ontario Grants	150	150		
Federal Grants	627	632	5	0.8%
User Fees	65	65		
Revenue Subtotal	**841**	**847**	**6**	**0.7%**
Property Tax Levy	**50**	**50**		

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Strategic & Quality Initiatives

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	3,291	3,412	121	3.7%
Benefits	1,016	1,103	87	8.6%
Supplies	4	4		
Equipment	5	5		
Professional Fees & Services	55	55		
Grants	2,100	1,890	(210)	(10.0%)
Communications	3	3		
Travel	4	4		
Insurance	3	4	1	33.3%
Facility Occupancy Charges	27	200	173	640.7%
Interdepartmental Charges	43	38	(5)	(11.6%)
Subtotal - Operating	***6,551***	***6,719***	***168***	***2.6%***
Transfers to Reserves	8	10	2	25.0%
Subtotal - Debt / Reserves / Capital	***8***	***10***	***2***	***25.0%***
Gross Expenditure	**6,559**	**6,729**	**170**	**2.6%**
Interdepartmental Recoveries	(4,067)	(4,446)	(379)	9.3%
Net Expenditure	**2,492**	**2,283**	**(209)**	**(8.4%)**
Revenue				
Contribution from Reserves				
Revenue Subtotal				
Property Tax Levy	**2,492**	**2,283**	**(209)**	**(8.4%)**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Commissioner of Community Services

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	322	335	13	4.0%
Benefits	85	92	7	8.2%
Supplies	1	1		
Professional Fees & Services				
Grants	1	1		
Communications	1	1		
Travel	3	3		
Facility Occupancy Charges	12	9	(3)	(25.0%)
Interdepartmental Charges	3	3		
Subtotal - Operating	***427***	***444***	***17***	***4.0%***
Transfers to Reserves	1	1		
Subtotal - Debt / Reserves / Capital	***1***	***1***		
Gross Expenditure	**428**	**444**	**16**	**3.7%**
Interdepartmental Recoveries	(428)	(106)	322	(75.2%)
Net Expenditure		**338**	**338**	
Property Tax Levy		**338**	**338**	

Region of Waterloo

TRANSPORTATION SERVICES

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Transportation Services

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	73,596	82,907	9,311	12.7%
Benefits	26,429	29,173	2,744	10.4%
Supplies	26,397	26,641	244	0.9%
Maintenance	2,912	3,358	446	15.3%
Utilities	5,085	5,234	149	2.9%
Equipment	360	469	109	30.3%
Facilities Maintenance	989	1,066	77	7.8%
Professional Fees & Services	26,750	28,632	1,882	7.0%
Property Taxes	2,680	2,873	193	7.2%
Rents	560	591	31	5.5%
Financial Expenses	212	268	56	26.4%
Communications	1,589	1,773	184	11.6%
Travel	131	138	7	5.3%
Contracts	26,308	26,791	483	1.8%
Insurance	2,159	2,344	185	8.6%
Facility Occupancy Charges	2,088	2,375	287	13.7%
Interdepartmental Charges	8,346	8,850	504	6.0%
Subtotal - Operating	***206,590***	***223,481***	***16,891***	***8.2%***
Debt Servicing	29,013	27,209	(1,804)	(6.2%)
Transfers to Reserves	40,469	44,678	4,209	10.4%
Subtotal - Debt / Reserves / Capital	***69,482***	***71,887***	***2,405***	***3.5%***
Gross Expenditure	**276,072**	**295,369**	**19,297**	**7.0%**
Interdepartmental Recoveries	(2,606)	(2,642)	(36)	1.4%
Net Expenditure	**273,466**	**292,726**	**19,260**	**7.0%**
Revenue				
Ontario Grants	11,825	11,862	37	0.3%
User Fees	47,057	59,413	12,356	26.3%
Contribution from Reserves	3,275	1,914	(1,361)	(41.6%)
Contribution from RDC Reserve Funds	11,725	11,725		
Revenue Subtotal	**73,882**	**84,915**	**11,033**	**14.9%**
Property Tax Levy	**199,584**	**207,812**	**8,228**	**4.1%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Transit Services

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	61,643	70,185	8,542	13.9%
Benefits	22,605	24,923	2,318	10.3%
Supplies	23,112	23,192	80	0.3%
Maintenance	2,799	3,245	446	15.9%
Utilities	3,858	3,934	76	2.0%
Equipment	139	204	65	46.8%
Facilities Maintenance	923	998	75	8.1%
Professional Fees & Services	14,214	15,366	1,152	8.1%
Property Taxes	2,610	2,802	192	7.4%
Rents	560	591	31	5.5%
Financial Expenses	212	262	50	23.6%
Communications	1,104	1,224	120	10.9%
Travel	55	54	(1)	(1.8%)
Contracts	26,308	26,791	483	1.8%
Insurance	1,927	2,076	149	7.7%
Facility Occupancy Charges	911	1,017	106	11.6%
Interdepartmental Charges	6,320	6,662	342	5.4%
Subtotal - Operating	***169,298***	***183,525***	***14,227***	***8.4%***
Debt Servicing	25,113	23,309	(1,804)	(7.2%)
Transfers to Reserves	12,792	14,965	2,173	17.0%
Subtotal - Debt / Reserves / Capital	***37,905***	***38,274***	***369***	***1.0%***
Gross Expenditure	**207,203**	**221,800**	**14,597**	**7.0%**
Interdepartmental Recoveries	(847)	(847)		
Net Expenditure	**206,356**	**220,953**	**14,597**	**7.1%**
Revenue				
Ontario Grants	11,825	11,862	37	0.3%
User Fees	46,143	58,462	12,319	26.7%
Contribution from Reserves	3,275	1,914	(1,361)	(41.6%)
Contribution from RDC Reserve Funds	8,166	8,166		
Revenue Subtotal	**69,409**	**80,404**	**10,995**	**15.8%**
Property Tax Levy	**136,947**	**140,549**	**3,602**	**2.6%**

Grand River Transit Bus Services

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
Program Area Capital										
66006 Bus Stop Area Improvements	168	653	**821**	721	441	441	441	**2,865**	2,205	**5,070**
66008 Vehicle Additions Conventional				18,000	22,665	15,110	15,110	**70,885**	73,995	**144,880**
66009 Vehicle Additions Service	56		**56**	85				**141**		**141**
66010 Vehicle Replacements Mobility Plus	1,750	1,800	**3,550**	630	840	2,100		**7,120**	4,410	**11,530**
66011 Vehicle Replace Mobility Plus Rural	985	210	**1,195**	210	420	210	630	**2,665**	840	**3,505**
66012 Vehicle Replacements Service	100	420	**520**		170	315	130	**1,135**	510	**1,645**
66025 Vehicle Replacements Conventional	12,461	6,275	**18,736**	33,675	30,220	49,863	7,555	**140,049**	126,804	**266,853**
66029 iXpress Station Development	575	220	**795**	230				**1,025**		**1,025**
66041 Transit Infrastructure Improvements	105	100	**205**	100	100	100	100	**605**	500	**1,105**
66067 Voice Radio Upgrade/Replacement	881		**881**		294		2,088	**3,263**		**3,263**
66071 Advanced Transit Technology	1,613		**1,613**					**1,613**		**1,613**
66072 Transit Security Measures - Bus Lock	76		**76**					**76**		**76**
66075 Hybrid Bus Battery Replacement	477		**477**	477				**954**		**954**
66079 Northfield Drive Construction	174	400	**574**					**574**		**574**
66092 Fairview Mall Terminal	245	65	**310**					**310**		**310**
66093 Blockline Station	842		**842**			1,633		**2,475**		**2,475**
66094 Conestoga Mall Facility Upgrade	483	515	**998**	2,185				**3,183**		**3,183**
66095 Conestoga College Terminal	529	550	**1,079**	2,550	2,550			**6,179**		**6,179**
66096 On Board Bus Camera Replacement				2,000				**2,000**		**2,000**
66114 Pedestrian Bridge Hwy 7/8	5,944		**5,944**					**5,944**		**5,944**
66115 Design and Install Transit Priority Needs at Multiple Loc	290		**290**		500	863		**1,653**		**1,653**
66116 GRT/ION Station Improvements	343		**343**					**343**		**343**
66117 Chicopee Bus Loop	298	33	**331**					**331**		**331**
66119 Driver Training Simulator	403		**403**					**403**		**403**
66124 Transit Wayfinding Plan	100		**100**					**100**		**100**
66125 Farmers Market - Northfield Station Trail		662	**662**					**662**		**662**
66126 GRT Customer Service Storefronts	200		**200**		250			**450**		**450**
66127 Iron Horse Trail Improvements	278		**278**					**278**		**278**
66128 Feasability Study - Mill Station to Hayward, Rail Corridc	50		**50**					**50**		**50**
66129 Transit Application Software Upgrades	601	375	**976**	125	125	125	125	**1,476**	625	**2,101**
66130 Transit IT Infrastructure	50	50	**100**	50	50	50	50	**300**	250	**550**

Grand River Transit Bus Services

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
66132 In-vehicle Equipment	211	50	**261**	50	50	50	50	**461**	250	**711**
66133 On-street GRT Equipment	507	200	**707**	100	100	100	100	**1,107**	500	**1,607**
66134 Vehicle Health Monitoring Technology	233		**233**	500				**733**		**733**
66135 Vehicle Depot Management System	165		**165**	330				**495**		**495**
66137 ION Pedestrian Crossing - Traynor Trail	400		**400**	400				**800**		**800**
66138 Miscellaneous Property Acquisitions	2,735	10,200	**12,935**	500				**13,435**		**13,435**
66139 MobilityPlus Technology Requirements	95	105	**200**	400				**600**		**600**
66141 MP Cross Boundary Transfer Points	75		**75**					**75**		**75**
66142 UW Transit Shelter Canopy	300	300	**600**	250				**850**		**850**
66143 Transit Hub Trail Park to King	600		**600**					**600**		**600**
66144 Trinity Village Pedestrian Improvements	294		**294**					**294**		**294**
66145 Bus Electrification Infrastructure	1,956	500	**2,456**	4,900	4,900	2,800	1,200	**16,256**	3,200	**19,456**
66146 King/University Enhanced Transit Shelters	344		**344**		2,100			**2,444**		**2,444**
66147 GRT Northfield Solar PV	967		**967**					**967**		**967**
66148 GRT Strasburg Solar PV	648	655	**1,303**					**1,303**		**1,303**
66149 R&T Park Phillip St Lighting	110		**110**					**110**		**110**
66150 Westchester Walkway	71		**71**					**71**		**71**
66151 GRT-Active Transportation Integration	477		**477**	650	750	850	1,000	**3,727**		**3,727**
66152 GRT-Micromobility Infrastructure Integration	92		**92**	100	100	100	100	**492**		**492**
66153 High School U-Pass Feasibility Study	200		**200**					**200**		**200**
66154 Bus ITS Equipment Modernization	239		**239**					**239**		**239**
66155 Passenger Information Display		399	**399**	411	423	436	449	**2,118**	2,456	**4,574**
66156 Cell phones for GRT Staff		250	**250**				250	**500**	250	**750**
Total Program Area Capital	**40,793**	**24,987**	**65,780**	**69,629**	**67,048**	**75,146**	**29,378**	**306,981**	**216,795**	**523,776**
Facilities Managed Capital Renewal										
73021 Strasburg Rd Garage Building Renewal	2,366	1,299	**3,665**	720	1,805	1,654	269	**8,112**	13,854	**21,966**
73022 Charles St Terminal Building Renewal	4		**4**					**4**		**4**
73023 Conestoga Blvd Garage Building Renewal	288	59	**347**	689	441	105	90	**1,672**	1,958	**3,630**
73024 Ainslie Terminal Building Renewal	37	146	**183**	662	259	36	408	**1,549**	1,169	**2,718**
73025 Chandler Drive Building Renewal	333	304	**637**	509	661	212	139	**2,158**	594	**2,753**
73026 Northfield Drive Building Renewal		35	**35**	50	75	100	125	**385**	1,000	**1,385**
73028 Cambridge Centre Station		23	**23**	59	5		23	**110**	255	**365**
Total Facilities Managed Capital Renewal	**3,028**	**1,866**	**4,894**	**2,688**	**3,246**	**2,108**	**1,054**	**13,990**	**18,830**	**32,821**
TOTAL EXPENDITURE	**43,821**	**26,853**	**70,674**	**72,317**	**70,294**	**77,254**	**30,432**	**320,972**	**235,625**	**556,597**

Grand River Transit Bus Services

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	20,821	9,196	**30,017**	47,515	40,958	48,965	15,795	**183,249**	137,926	**321,174**
Development Charges										
Reserve Funds	4,375	4,673	**9,048**	3,429	5,354	3,891	3,893	**25,615**	15,053	**40,668**
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	1,041	1,343	**2,384**	2,121	1,741	608	631	**7,485**	5,375	**12,860**
3982250 GRT Urban Vehicle Reserve	573	906	**1,479**	170	397	882	130	**3,057**	1,701	**4,758**
3982260 GRT Bus Reserve	3,364	1,694	**5,058**	14,057	15,072	18,072	6,648	**58,908**	56,806	**115,713**
3982290 GRT Mobility Plus Rural Vehicle Res	266	57	**323**	57	113	57	170	**720**	227	**946**
3984010 Transit Capital Reserve	11,685	2,699	**14,384**	4,664	6,659	4,780	3,165	**33,652**	18,538	**52,190**
Debentures	1,696	6,286	**7,982**	305				**8,287**		**8,287**
TOTAL FUNDING & FINANCING	**43,821**	**26,853**	**70,674**	**72,317**	**70,294**	**77,254**	**30,432**	**320,972**	**235,625**	**556,597**

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

Light Rail Transit

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
67010 Cambridge Transit Initiatives	818		**818**					**818**		**818**
68002 RT Land Acquisition	2,790		**2,790**					**2,790**		**2,790**
68012 Rolling Stock - Vehicles	118		**118**					**118**		**118**
68016 Ancillary Non Construction Rapid Transit Project Cc	149		**149**					**149**		**149**
68017 Project Construction LRT	21,998		**21,998**					**21,998**		**21,998**
68024 Phase 2 Environmental Assessment	1,240		**1,240**	900	500	500	1,500	**4,640**	1,500	**6,140**
68025 Rolling Stock LRT Future Vehicles									70,000	**70,000**
68030 Stage 2 LRT Project Development	4,800		**4,800**	2,000	30,000	50,000	50,000	**136,800**	1,012,300	**1,149,100**
68031 Stage 1 LRT System Improvements	1,500	1,500	**3,000**	1,500	1,500	1,500		**7,500**		**7,500**
68032 Station Enhancements									18,300	**18,300**
TOTAL EXPENDITURE	**33,413**	**1,500**	**34,913**	**4,400**	**32,000**	**52,000**	**51,500**	**174,813**	**1,102,100**	**1,276,913**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	12,958	1,100	**14,058**	1,100	11,100	11,100	10,000	**47,358**	991,759	**1,039,117**
Development Charges										
Reserve Funds	640	156	**796**	507	351	351	585	**2,590**	585	**3,175**
Debentures	1,889		**1,889**	780	7,800	15,600	15,600	**41,669**	42,863	**84,532**
Property Taxes										
Reserves and Reserve Funds										
3984010 Transit Capital Reserve	244	244	**488**	244	244	244		**1,220**	14,128	**15,348**
3986511 RTMP Reserve Fund	1,574		**1,574**	549	305	305	915	**3,648**	915	**4,563**
Debentures	16,108		**16,108**	1,220	12,200	24,400	24,400	**78,328**	51,850	**130,178**
TOTAL FUNDING & FINANCING	**33,413**	**1,500**	**34,913**	**4,400**	**32,000**	**52,000**	**51,500**	**174,813**	**1,102,100**	**1,276,913**

Notes:
- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
- Funding from Regional Development Charges (RDC) reflects the Region's RDC By-law #19-037. RDC funding available beyond the expiry of the current by-law will depend on the outcome of future background studies and by-law reviews.
- The costs for ION Stage 2 have been updated according to the latest estimate which may be further refined through development of the Business Case

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Transportation

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	11,619	12,383	764	6.6%
Benefits	3,736	4,157	421	11.3%
Supplies	3,282	3,446	164	5.0%
Maintenance	113	113		
Utilities	1,228	1,299	71	5.8%
Equipment	221	264	43	19.5%
Facilities Maintenance	65	68	3	4.6%
Professional Fees & Services	12,531	13,260	729	5.8%
Property Taxes	70	71	1	1.4%
Financial Expenses		7	7	
Communications	484	549	65	13.4%
Travel	66	73	7	10.6%
Insurance	232	268	36	15.5%
Facility Occupancy Charges	1,178	1,349	171	14.5%
Interdepartmental Charges	2,022	2,185	163	8.1%
Subtotal - Operating	***36,846***	***39,492***	***2,646***	***7.2%***
Debt Servicing	3,900	3,900		
Transfers to Reserves	27,676	29,712	2,036	7.4%
Subtotal - Debt / Reserves / Capital	***31,577***	***33,612***	***2,035***	***6.4%***
Gross Expenditure	**68,423**	**73,104**	**4,681**	**6.8%**
Interdepartmental Recoveries	(1,313)	(1,331)	(18)	1.4%
Net Expenditure	**67,110**	**71,773**	**4,663**	**6.9%**
Revenue				
User Fees	913	951	38	4.2%
Contribution from RDC Reserve Funds	3,560	3,560		
Revenue Subtotal	**4,473**	**4,510**	**37**	**0.8%**
Property Tax Levy	**62,637**	**67,263**	**4,626**	**7.4%**

Transportation

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
Program Area Capital										
Base Program										
05163 Ottawa Street, Nottingham Ave. to King St. & Weber Street, Sheldon Ave. to Borden Ave.		10	**10**					**10**		**10**
05164 King St, Rail Tracks to Lobsinger Ln									3,185	**3,185**
05174 Various Spot Resurfacings	1,677	2,884	**4,561**	2,884	2,884	2,884	2,884	**16,097**	14,420	**30,517**
05178 Culvert Replacements in Advance of Road Rehabilitation Projects	11	300	**311**	300	206	206	206	**1,229**	1,024	**2,253**
05264 Railway Crossing Assessments/Improvements	170	103	**273**	103	103	103	103	**685**	512	**1,197**
05265 Noise Wall Retrofits, Repairs and Noise Assessments		152	**152**	52	52	52	52	**358**	256	**614**
05367 Dundas St, Briercrest Ave. to Hespeler Rd.	100	752	**852**	10				**862**		**862**
05375 Minor Bridge Repairs	140	155	**295**	155	155	155	155	**913**	768	**1,681**
05381 Benton St., Courtland Ave. to Charles St. E. & Frederick St, Duke St. to Lancaster Ave	11	100	**111**	2,045	10			**2,166**		**2,166**
05384 King St, Bishop St to Dover St	25		**25**					**25**		**25**
05386 Weber St, Blythwood Rd to Northfield Dr	131	560	**691**	20				**711**		**711**
05387 Weber St, Erb St to Forwell Creek Rd							300	**300**	13,105	**13,405**
05394 Arthur Street S., South St. to Kenning Pl.	382	50	**432**	650	2,810	2,902	2,727	**9,521**	1,280	**10,801**
05417 Church St, Spruce Ln to Arthur St	448	222	**670**	10				**680**		**680**
05425 Nafziger Road, Hwy 7/8 to Waterloo St./Snyder's Rd. W.									990	**990**
05430 Weber St. Benjamin Rd to King St									3,785	**3,785**
05440 Lobsinger Line, 0.6KM W. of Kressler Rd. to Anita Dr.									1,545	**1,545**
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	1,082	2,405	**3,487**	10				**3,497**		**3,497**
05494 King St, Central St to University Ave	-56	625	**569**	5				**574**		**574**
05495 Sawmill Rd, River St to Snyders Flats Rd	578	1,042	**1,620**	40				**1,660**		**1,660**
05497 Lancaster St, Wellington St N to Bridgeport Rd	1,600		**1,600**	4,156	4,305	2,621	860	**13,542**	10	**13,552**
05498 Myers Rd, Branchton Rd to Water St	956	1,166	**2,122**	130	330	3,910	3,715	**10,207**	2,780	**12,987**
05505 Sawmill Rd at Katherine St					50	100	3,120	**3,270**	120	**3,390**
05508 Erbs Rd, Phillipsburg Bridge at Nith River (#0903)	13	35	**48**	2,410				**2,458**		**2,458**
05521 Traffic Count Program		155	**155**	155	155	155	155	**775**	775	**1,550**
05528 Retaining Wall Repairs	52	52	**103**	52	52	52	52	**309**	256	**565**
05529 Developer Related Projects		103	**103**	103	103	103	103	**515**	512	**1,027**
05555 Preliminary Design & Post Construction Expenditures		300	**300**	300	300	300	300	**1,500**	1,500	**3,000**
05566 Highland Rd, Fischer-Hallman Rd to Highland Hills Mall Entrance	152	10	**162**					**162**		**162**
05576 Bridge St W, Woolwich St to University Ave E	300	910	**1,210**	10				**1,220**		**1,220**
05582 Parkhill Rd, Ainslie St to Water St									1,100	**1,100**
05585 Ebycrest Road, Victoria St. N. to Bridge St. E.							55	**55**	1,260	**1,315**
05611 Storm Water Management Pond Rehabilitation		850	**850**	150	660	355	250	**2,265**	258	**2,523**
05612 Frederick St, Lancaster St E to Duke St	75		**75**					**75**	3,475	**3,550**

Transportation

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
05636 Swan St-Hilltop Dr to Stanley St and Northumberland St/Stanley St - St. Andrews St to CP Railway Crossing		100	**100**					**100**		**100**
05647 Pavement Data Collection		52	**52**	52	52	52	52	**258**	206	**464**
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	61	73	**134**	545	375	1,675	1,635	**4,364**	10	**4,374**
05654 Maryhill Road, 70m east of Notre Dame Ave. to Charles St. W.	20	150	**170**	80	50	2,039	129	**2,468**	10	**2,478**
05656 Victoria St, Lawrence Ave to Fischer-Hallman Rd	-353	3,755	**3,402**	5,335	2,665	75		**11,477**		**11,477**
05657 Westmount Rd S, Victoria St to Erb St W	362	100	**462**	750	1,225	3,869	3,233	**9,539**	2,858	**12,397**
05658 Victoria St N Lancaster St W to 100m east of Weber St W	-16	2,415	**2,399**	10				**2,409**		**2,409**
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**
05675 Westmount Rd E, Fischer-Hallman Rd to Blockline Rd	378	70	**448**	90	2,580	130	10	**3,258**		**3,258**
05679 Cedar Creek Road, Cambridge/North Dumfries Bdry. to Edworthy Side Rd. (RR71)					270	1,675	10	**1,955**		**1,955**
05682 Nafziger Rd, Gerber Rd to Queen's Bush Rd	74		**74**					**74**		**74**
05683 Queen's Bush Rd, Nafziger to Hutchison & Nafziger Rd, Gerber to Queen's BusH	97		**97**	360	140	695	7,965	**9,257**	55	**9,312**
05684 King St/Coronation Blvd, Water St N to Bishop St	100		**100**	420	730	7,935	7,760	**16,945**	770	**17,715**
05687 Erb Street, Menno St. to Westmount Rd.	20		**20**	10	10	150	270	**460**	3,430	**3,890**
05690 Arthur St S, Whippoorwill to First St							70	**70**	3,595	**3,665**
05692 Ainslie St S, Water St S to Water St N	194	185	**379**	1,245	3,790	2,640	1,630	**9,684**	10	**9,694**
05693 Sportsworld Drive, King St.E. to Sportsworld Crossing Rd.	150		**150**	200	2,880	370	10	**3,610**		**3,610**
05694 Bishop Street N., King St. E. to Concession Rd.						35	35	**70**	1,010	**1,080**
05695 Scott St/Main St/Stanley St, 190M E of Hilltop Dr to St Andrews St	99	235	**334**	335	280	2,855	825	**4,629**	10	**4,639**
05697 Fairway Rd N, Briarmeadow Dr to King St	79	200	**279**	530	245	715	1,540	**3,309**	14,660	**17,969**
05699 Fairway Rd S/Courtland Ave, King St. to Manitou Dr.							100	**100**	7,085	**7,185**
05703 Bleams Road, Manitou Dr. to Strasburg Rd.									10,460	**10,460**
05705 Bleams Rd, Fischer-Hallman Rd to Trussler Rd	1,455	5,526	**6,981**	6,530	3,065	10		**16,586**		**16,586**
05706 University Ave E, Bridge St W to Lincoln Rd	10	40	**50**	50	150	250	2,500	**3,000**	260	**3,260**
05709 Fischer-Hallman Rd, HWY 7/8 to Columbia St Bus Lane Study	550		**550**	150	150			**850**		**850**
05748 Hutchison Rd, Weimar Line to Crosshill S Limits							140	**140**	2,925	**3,065**
05749 Queen's Bush Road, Nafziger Rd. to Firella Creek Bridge	36		**36**					**36**		**36**
05750 Courtland Ave E, Hayward Ave to HWY 7/8 EB Ramp	20	10	**30**					**30**		**30**
05754 Line 86, Katharine St. N. to Northfield Dr. E.							140	**140**	2,780	**2,920**
05755 Katherine Street N., Line 86 To Bridge #2302									15	**15**
05758 Herrgott Rd, N Limits of St Clements to Ament Line	572	10	**582**					**582**		**582**
05761 Maryhill Rd, Waterloo/Wellington Bdry to Bridge 2501						35	695	**730**	10	**740**
05765 Erb Street, Margaret Ave. to King St.				90	130	310	6,005	**6,535**	10	**6,545**
05766 Snyder's Road, Gingerich Rd. to Christian St.	2,593	1,156	**3,749**	390	10			**4,149**		**4,149**
05774 King St, Grand River Bridge (#0807)	35	200	**235**	3,375	10			**3,620**		**3,620**

Transportation

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
05778 Research & Development		21	**21**	21	21	21	21	**103**	102	**205**
05789 Water Street, Concession St. to Simcoe St.									3,040	**3,040**
05792 Blair Rd, 325m E of Langdon Dr. to 125m SE of Fountain St.					150	1,345	10	**1,505**		**1,505**
05794 Shantz Station Road, CNR Tracks Bridge #3001 to Hopewell Crk Bridge #3002		90	**90**	1,765	10			**1,865**		**1,865**
05795 Spragues Road, Wrigley Rd. to Shouldice Side Rd									103	**103**
05796 Ottawa St, Alpine Rd to Fischer-Hallman Rd	-24	4,065	**4,041**	3,315	390	10		**7,756**		**7,756**
05799 Katherine St, Lundy Rd to Bridge #2301 (Cox Creek)									2,893	**2,893**
05800 Eagle St, Concession Rd/Speedville Rd to King St W		65	**65**	300	385	7,925	380	**9,055**	10	**9,065**
05827 Bishop Street N., Conestoga Blvd. to Franklin Blvd.							90	**90**	2,855	**2,945**
05855 Church St W, Arthur St to Weigel Ave	10		**10**				70	**80**	3,625	**3,705**
05865 Bridge Testing & Evaluation Program	90	103	**193**	103	103	103	103	**605**	512	**1,117**
05902 Northfield Drive E., Scotch Line Rd. to Line 86									2,225	**2,225**
05914 West Montrose Covered Bridge at Grand River (#0091)		31	**31**	31	31	31	31	**155**	154	**308**
05923 Pinebush Rd, Townline Rd to Franklin Blvd				100	100	100	280	**580**	7,115	**7,695**
05927 Fountain St N, HWY 401 to Maple Grove Rd							100	**100**	7,275	**7,375**
05928 Cedar St, Grand Ave S to Osborne St				110	110	480	3,925	**4,625**	250	**4,875**
05932 King St E, Sportsworld Dr to Freeport Bridge	380		**380**			800	7,580	**8,760**	19,590	**28,350**
05933 Main St. E, Franklin Blvd to Chalmers St. and Dundas St, Briercrest Ave. to Franklin Blvd.	100		**100**	15	940	560	6,480	**8,095**	3,032	**11,127**
05934 Hawkesville Rd, Three Bridges Rd to Ament Line/Kressler Rd							95	**95**	2,060	**2,155**
05935 Notre Dame Dr, St Ann Ave N to Moser-Young Rd									216	**216**
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	**1,632**	10	**1,643**
05938 Ebycrest Road, Bridge St. E. to Sawmill Rd.									10	**10**
05941 Hespeler Road, Eagle St. N./Pinebush Rd. to Hwy. 401 EB. Ramp	112	1,080	**1,192**	170	10			**1,372**		**1,372**
05942 Clyde Rd, Village Rd S to Dobbie Dr									4,340	**4,340**
05943 Townline Rd, 401 WB Ramp to County Rd 34									31	**31**
05944 Roseville Rd, MTO/Region Boundary To Roseville Settlement Limits									3,630	**3,630**
05946 Dickie Settlement Rd, Roseville Rd to Fountain St S									2,630	**2,630**
05947 Grand Ave S, Cedar St to St Andrews St						55	585	**640**	10	**650**
05950 Listowel Rd, 750M W of Arthur St S to Line 86									129	**129**
05953 Ament Ln, Lavery Rd to ~200m East of Knarr St									1,060	**1,060**
05954 Northfield Dr, Scheifele Bridge at Conestogo River (#2201)	376	262	**638**	9,080	9,610	4,300	10	**23,638**		**23,638**
05955 Ottawa St S, Fischer-Hallman Rd to 100M W of Trussler Rd	6		**6**					**6**		**6**
05957 Victoria St., Fischer Hallman Rd to Highgate Rd./Ramblewood St									1,575	**1,575**
05958 Hutchison Rd, Queen's Bush Rd to Perth 107									191	**191**
05959 Weber St W, Queen St N to College St									870	**870**
05968 Nafziger Rd, Erb's Rd to 150m N of Erb's Rd									525	**525**
05972 Westmount Road E., Ottawa St. S. to Greenbrook Dr.				60	80	100	1,690	**1,930**	10	**1,940**

Transportation

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
05973 Bridge St, Lexington Rd to Eastbridge Blvd									1,420	**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	44	140	**184**	140	2,785	10		**3,119**		**3,119**
05978 William Hastings Line, Manser Rd. to Lichty Rd.							70	**70**	1,375	**1,445**
05979 Foundry St, HWY 7/8 Westbound Ramp to Gingerich Rd									10	**10**
05980 Old Beverly Rd, Waterloo-Hamilton Bdry to 50M W of Shellard Side Rd									149	**149**
05981 Weber Street, Hwy 8 Ramp to Montgomery Rd.						200	380	**580**	4,050	**4,630**
05982 Notre Dame Dr, 0.38km S of Erb's Rd to St Ann Ave N	9		**9**					**9**		**9**
05983 King St, Northfield Dr to HWY 85 NB Ramp (Woolwich)	185	20	**205**	95	450	6,370	220	**7,340**	10	**7,350**
05986 Roseville Road, Roseville Settlement East Limit to 560m W. of Fischer Hallman Rd.	210	200	**410**	75	70	1,955	10	**2,520**		**2,520**
05987 Foundry St, Gingerich Rd to Snyder's Rd					30	150	1,280	**1,460**	210	**1,670**
05992 Main St, Grand River Bridge (#2703)	71	175	**246**			175		**421**	350	**771**
05995 Bridge St, Grand River Bridge (#5201)	123	400	**523**			400		**923**	800	**1,723**
05997 Dundas St at CPR (#0803)		10	**10**					**10**		**10**
06134 Weber St, Borden Ave to Queen St	186		**186**					**186**		**186**
06485 Land Dedication Surveys & Purchases		67	**67**	67	67	67	67	**335**	333	**668**
06506 Bridge St, Eastbridge Blvd to Northfield Dr									210	**210**
06510 Bridgeport Rd/Caroline St, King St to Erb St	10	20	**30**	50	50	50	350	**530**	2,390	**2,920**
06582 Lackner Blvd., Fairway Rd. to Victoria St.									7,700	**7,700**
06585 Walkers Road, Bean Rd. to Highway 7/8									118	**118**
06721 Edworthy Side Rd, Cedar Creek Rd to Roseville Rd									52	**52**
06723 Nafziger Road, Waterloo St./Snyder's Rd. W. to Erb's Rd.									2,535	**2,535**
06759 University Ave E, Weber St N to Albert St	678	525	**1,203**	500	1,370	2,180	2,740	**7,993**	2,775	**10,768**
06762 Homer Watson Blvd, Ottawa St S to Bleams Rd	5		**5**					**5**		**5**
06826 Infill Sidewalk & Cycling Facilities to be Identified	50	300	**350**	300	300	300	300	**1,550**	1,700	**3,250**
06852 Herrgott Rd at Boomer Creek (#1001)				46	660	10		**717**		**717**
06983 Erb St, Erbsville Ct to Ira Needles Blvd	85		**85**					**85**		**85**
06998 Arthur St at Canagagigue Creek (#2101)	263		**263**	4,100	10			**4,373**		**4,373**
07053 Asset Management Program	100	309	**409**	309	324	309	309	**1,660**	1,613	**3,273**
07187 Maryhill Rd at Hopewell Creek (#2501)						21	425	**446**	10	**456**
07194 Canamera Pkwy, Conestoga Blvd to Franklin Blvd		100	**100**	180	3,065	10		**3,355**		**3,355**
07348 Lobsinger Line, Martin Creek's Rd to Heidelberg Cemetery							110	**110**	2,285	**2,395**
07350 Branchton Rd - Morrison Rd to 165m S of South Boundary Rd	100	14	**114**	642	10			**766**		**766**
07352 Bridgeport Rd E, Lancaster St to Margaret Ave	10	80	**90**	80	80	270	4,440	**4,960**	10	**4,970**
07357 Weber St at Martin Creek (#0813)									103	**103**
07359 Weber St at Laurel Creek (#0810)									641	**641**
07361 King St E, Freeport Bridge to River Rd E							100	**100**	1,975	**2,075**
07381 Wildlife Crossings	100	105	**205**	175				**380**		**380**
07384 New Dundee Rd, 50m E of Executive Pl to Reichert Dr	1,745	4,833	**6,578**	110	10			**6,698**		**6,698**

Transportation

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
07390 Pinebush Rd, Franklin Blvd to Hespeler Rd						200	200	400	5,033	5,433
07391 Westmount Rd N, University Ave W to Columbia St						140	160	300	5,390	5,690
07392 Victoria Street N., Kitchener/Woolwich Bdry. to Bruce St.	66		66					66	9,520	9,586
07394 Erbsville Rd, Columbia St to Waterloo/Woolwich Bdry		20	20	100	200	430	3,385	4,135	2,445	6,580
07395 Canamera Parkway, Conestoga Blvd. to Hespeler Rd.									1,870	1,870
07396 Floradale Rd, Reids Wood Dr to Floradale S. Limits									46	46
07398 Blair Road, 180m NW of Blair Rd. to 325m E. of Langdon Dr.									2,621	2,621
07401 Fischer Hallman Rd, HWY 7/8 Off Ramp to McGarry Dr	10		10		205	1,395	10	1,620		1,620
07402 Fischer Hallman Road, Victoria St. S to Erb St. W.							250	250	5,065	5,315
07403 Bridgeport Rd E, Weber St N to King St							100	100	4,360	4,460
07404 Sawmill Rd, Snyder's Flats Rd to Crowsfoot Rd & Katherine St S				105	2,030	10		2,145		2,145
07407 Clyde Rd, Dobbie Dr to Franklin Blvd									190	190
07412 River Road E., King St. E.to Fairway Rd. N.									5,225	5,225
07414 Line 86, Cox Creek Bridge (#8601) to Katherine St N									46	46
07417 Homer Watson Blvd, Blockline Rd to Ottawa St S									103	103
07418 Branchton Road, Cambridge/North Dumfries Bdry to Myers Rd.									41	41
07419 Northfield Drive W., Weber St. to Westmount Rd. N.									283	283
07421 University Ave W, Albert St to Westmount Rd N							100	100	4,950	5,050
07423 Bridge St, University Ave to Lexington Rd									180	180
07424 Parkhill Road W., Water St. N. to George St. N.									67	67
07428 Victoria Street N., Park St. to Weber St. W.									300	300
07429 University Avenue W., Erb St. W. to Belgreen Way/Stonehaven Dr.									46	46
07430 Bruce Street, Frederick St. to Victoria St.									52	52
07431 King St E, River Rd E to Fairway Rd N									155	155
07437 Motor Vehicle Safety Education	10		10					10		10
07450 Line 86, 0.4km W of Katharine St (#8602)						26	26	52	760	812
07451 Line 86, 1.03km E of Northfield Dr (#8600)						21	21	41	440	482
07452 Erb's Road, Wilma St. to Sandhills Rd.									1,990	1,990
07454 Dumfries Road, Cedar Creek Rd. to Roseville Rd.									10	10
07455 New Dundee Rd, Trussler Rd to Fischer-Hallman Rd									55	55
07458 Branchton Road, Maple Manor Rd. to Morrison Rd.									1,570	1,570
07459 Fischer-Hallman Rd, New Dundee Rd to 400 M North of Roseville Rd									50	50
07460 Snyder's Rd East/Gingerich Rd, Sandhills Rd to Petersberg West Limits									85	85
07461 Erbsville Road, Waterloo Woolwich Boundary to Kressler Rd.									730	730
07462 Arthur Street, Sawmill Rd to Listowel Rd									6,120	6,120
07463 Church Street West, Barnswallow Dr. to Floradale Rd.									581	581
07464 Fountain St N, Woolwich St S to Kossuth Rd									100	100
07468 St. Charles St W, Sawmill Rd to Maryhill Rd									180	180
07471 Kossuth Road, Cober Rd. To Fountain St. N.									62	62
07472 Northumberland St, Cedar Creek Rd to Greenfield Rd W									80	80

Transportation

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	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
07473 Sawmill Rd, Crowsfoor Rd to Bridge #1702									70	**70**
07474 Sawmill Rd/Bloomingdale Rd N, River St to Kraft Dr									50	**50**
07477 Implementation of Separated Bike Ln Study	160		**160**					**160**		**160**
07479 Snyder's Road W., Baden Water Tower Entrance to Nafziger Rd.									57	**57**
07482 Queen Street, Bethel Rd to Witmer Rd									10	**10**
07483 Moser-Young Road, Gerber Rd./Notre Dame Dr. to Weimar Line									52	**52**
07491 Wilmot Centre Rd, Bleams Rd E to Hwy 7/8 EB Ramp									46	**46**
07492 Bridge St E, Ebycrest Rd to Kitchener/Woolwich Bdry									1,960	**1,960**
07497 Fischer-Hallman Rd at CN Rail (#5803_1 AND #5803_2)									1,156	**1,156**
07498 Perth Line, Perth Rd to Road 116									93	**93**
07508 Erb's Road/Wilmot-Easthope Road, Nafziger Rd. to Perth/Waterloo Bdry.					160	4,295	10	**4,465**		**4,465**
07511 Kressler Rd/Weimar Line, Erbsville Rd to Bamberg E Limits									144	**144**
07512 Lobsinger Line, Moser-Young Rd to Hutchison Rd									4,420	**4,420**
07513 Kossuth Rd, Chilligo Rd. to Cober Rd.									118	**118**
07516 Fischer-Hallman Rd, Roseville Rd to 400 m N of Roseville Rd									82	**82**
07518 Cedar Creek Road, Earl Thompson Rd to Hwy 401 Eb Ramp	315		**315**					**315**		**315**
07526 Erbsville Rd, 0.2km S of Conservation Dr						10	10	**20**	202	**222**
07528 Arthur St S, End of Hwy 86 to Township Rd 42 (The Old Crossing)									885	**885**
07529 Gerber Road, Hackbart Rd. to Nafziger Rd.									124	**124**
07531 Ament Line, Ament Line & Kressler Rd. to Moser-Young Rd.									5,212	**5,212**
07532 Hawkesville Rd, CNR Tracks to Three Bridges Rd									67	**67**
07537 King St at Union St				320				**320**		**320**
07539 Courtland Ave at Stirling Ave (#5353)	60		**60**					**60**		**60**
07544 Asset Management Systems	48		**48**					**48**		**48**
07546 Weimar Line, Bamberg Stettlement East Limits to Moser-Young Rd.									237	**237**
07548 Westmount Road N., Columbia St. W. to Westmount Rd. N./Northfield Dr. W.									309	**309**
07550 Bridgeport Rd E, Margaret Ave to Weber St N							50	**50**	2,360	**2,410**
07552 LRT Storm Outlet: Huron Spur at Rockway Golf Course	1,000		**1,000**					**1,000**		**1,000**
07564 Storm Sewer Assessments	100	103	**203**	103	103	103	103	**615**	512	**1,127**
07565 Queens Bush Rd at Firella Creek	31		**31**					**31**		**31**
07567 Kossuth Rd at Chilligo Rd	20	54	**74**	265	10			**349**		**349**
07568 Main St, 1070 Main St to Franklin Blvd	85	200	**285**	200	3,340	175	10	**4,010**		**4,010**
07572 Arthur St S, Listowel Rd to Whippoorwill Dr									340	**340**
07574 Bleams Road East, Wilmot Center Rd. to Nafziger Rd.									72	**72**
07591 Lancaster St, Bridgeport Rd to Bridge St Special Study Area	241		**241**					**241**		**241**
07594 Maple Grove R, King St E to Fountain St N	100	7	**107**				1,655	**1,762**	10	**1,772**
07597 Spragues Road, Shouldice Side Rd to Cambridge/North Dumfries Bdry									3,682	**3,682**
07598 Arthur Street N, 170m S of Kenning Pl. to Sandy Hills Dr.							185	**185**	3,845	**4,030**

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	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
07599 Lackner Blvd, Fairway Rd to Ottawa St				60	160	990	10	**1,220**		**1,220**
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		40	**40**	780	10			**830**		**830**
07607 New Signs and Markings		30	**30**	30	30	30	30	**150**	150	**300**
07608 MUT - Listowel Rd Timber Trail to Arthur St. (North Side)	50		**50**					**50**		**50**
07614 Fairway Rd, Wilson Ave to Fairway Mall Entrance (South Side)	15		**15**					**15**		**15**
07616 Software Procurement and Upgrades	45	103	**148**	103	103	103	103	**560**	515	**1,075**
07618 Courtland Ave. E at Siebert Ave.		10	**10**	10				**20**		**20**
07619 Advanced Traffic Signal Management System	1,490	1,630	**3,120**	1,470				**4,590**		**4,590**
07621 Guelph to Goderich Bridge 1 - Grand River Crossing									52	**52**
07622 Guelph to Goderich Bridge 2 - Conestogo River Crossing									52	**52**
07623 Schneider Creek MUP	440	50	**490**	2,905				**3,395**		**3,395**
07626 West Montrose Bridge Rehabilitation	1,834	950	**2,784**	3,040	50			**5,874**		**5,874**
07629 Bleams Rd. Bridge 0402 (Manheim) to Queen St.									1,972	**1,972**
07634 Gerber Rd. Moser Young Rd. to Hackbart Rd.		125	**125**	2,745	10			**2,880**		**2,880**
07639 Huron Street, Seyler St. to Waterloo St.									52	**52**
07640 Peel Sreet, Bullee St. to Seyler St.									129	**129**
07643 Hespeler Rd., Brooklyn Rd. to Eagle St. N./Pinebush Rd.									200	**200**
07644 Northumberland Street, 0.3 KM N. of Gutheries St. to Greenfield Rd.									41	**41**
07646 Victoria Street N., Edna St. to Lancaster St.W.									62	**62**
07647 Ottawa Street N., 0.15 km E. of Keewatin Ave. to Lackner Blvd.									41	**41**
07648 Fischer-Hallman Rd from New Dundee Rd to Plains Rd									1,620	**1,620**
07649 New Dundee Road, Reichert Dr. to Reidel Dr./Cameron Rd.									2,235	**2,235**
07650 Homer Watson Boulevard, Bleams Rd. to Manitou Dr., including all Huron Rd. Ramps									440	**440**
07651 Line 86, Lavery Rd. to Road 116									6,205	**6,205**
07654 Ament Line, East Linwood Settlement Limits to Manser Rd.									93	**93**
07655 Ira Needles Blvd, Glasgow St. to West Hill Dr.									280	**280**
07658 LED Traffic Signal Lamp Replacement		540	**540**	540			620	**1,700**	1,960	**3,660**
07660 Automated Speed Enforcement	448	1,493	**1,941**	1,754	1,922	2,106	1,924	**9,647**		**9,647**
07665 Water Street, Simcoe St. to Ainslie St.	460	580	**1,040**		10			**1,050**		**1,050**
07667 Foundry Street at Baden Creek (#5101)	10		**10**				485	**495**		**495**
07668 Gerber Road at Wellesley Creek (#1204)									611	**611**
07669 Frederick Bridge at Hwy 85 Cycling Facility		600	**600**					**600**		**600**
07674 Lancaster St. W., Bridgeport Rd. E. to Shirk Pl.		103	**103**	103	155	1,133		**1,494**		**1,494**
07675 University Ave., Fischer Hallman Rd. to Ira Needles Blvd.	61	100	**161**	1,560	10			**1,731**		**1,731**
07676 Active Transportation Fix-it List Action Plan	46	700	**746**					**746**		**746**
07677 Duke Street Cycling Implementation	500	300	**800**	900				**1,700**		**1,700**
07681 Fairway Rd N, Lackner Blvd to Pebblecreek Dr		40	**40**	930	10			**980**		**980**
07683 Huron St at Nith River (#0404)									1,775	**1,775**

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	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
07684 Township Road Safety Study		100	**100**					**100**		**100**
09035 Municipal Drainage Works	100	103	**203**	103	103	103	103	**615**	515	**1,130**
09256 Traffic Signal Support Program	156	314	**470**	314	314	314	314	**1,727**	1,571	**3,298**
09359 Street Lighting Modernizations/Installations	600	250	**850**	206	206	206	206	**1,674**	1,030	**2,704**
09415 Barrier Free Signal Requests	10	26	**36**	26	26	26	26	**139**	128	**267**
09423 Traffic Countermeasures	32	60	**92**	60	60	60	60	**332**	300	**632**
09474 Traffic Controller Replacements	41	361	**402**	361	361	361	361	**1,844**	1,792	**3,636**
09551 UPS Installations		35	**35**	35	35	35	35	**175**	175	**350**
09561 Minor Traffic Signal Modernizations		283	**283**	283	283	283	283	**1,416**	1,408	**2,824**
09646 Pedestrian & Cycling Countermeasures	89	100	**189**	100	100	100	100	**589**	500	**1,089**
Total Base Program	**28,079**	**49,642**	**77,720**	**75,875**	**64,744**	**81,436**	**94,691**	**394,466**	**329,501**	**723,966**

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	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
Expansion Program										
05284 New Dundee Rd at Fischer-Hallman Rd	520	135	**655**	2,925	20			**3,600**		**3,600**
05337 King St, Eagle St to Fountain St & Fountain St - King St to Shantz Hill		25	**25**					**25**		**25**
05549 Franklin Blvd, Myers Rd to HWY 401		10	**10**					**10**		**10**
05616 Trussler Road, Bleams Rd. to Yellow Birch Dr.	956	1,000	**1,956**	235	3,135	4,060	3,665	**13,051**	11,825	**24,876**
05752 Highland Rd W, Highland Hills Mall Entrance to Ira Needles Blvd	550		**550**	10				**560**		**560**
06269 Bridgeport Rd at Lancaster St	282		**282**	700	160			**1,142**		**1,142**
06416 Franklin Blvd, 200M N of Avenue Rd to 325M S of Bishop St	786		**786**	1,250	1,100	6,100	6,100	**15,336**	910	**16,246**
06433 Ainslie St Extension	330		**330**					**330**		**330**
07066 Integrated Mobility Plan	462		**462**	225	250	40		**977**		**977**
07074 Growth Related Studies & Design	249	200	**449**	103	103	103	103	**861**	515	**1,376**
07087 River Road Extension, King St. to Manitou Dr.		10,000	**10,000**	2,995	3,515	11,025	6,915	**34,450**	38,920	**73,370**
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**	515	**1,030**
07104 Erbsville Road, Erb St. W. to Columbia St. W.						300	300	**600**	18,165	**18,765**
07111 Homer Watson Blvd, Conestoga College Blvd to Manitou Dr	54		**54**					**54**		**54**
07116 Maple Grove Rd, Hespeler Rd to East of Fountain St	6,531	1,712	**8,243**	4,850	9,750	9,750	9,750	**42,343**	29,550	**71,893**
07122 Fischer-Hallman Rd, Plains Rd to 500M S of Bleams Rd	3,765	600	**4,365**	4,520	4,000	20		**12,905**		**12,905**
07127 Active Transportation Master Plan	194		**194**					**194**		**194**
07129 South Boundary Rd, Franklin Blvd to Dundas St	796	2,010	**2,806**	8,650	9,415	5,610	750	**27,231**		**27,231**
07131 Fountain St Extension, Victoria St to 1.0km N of Victoria St									3,785	**3,785**
07132 Franklin Blvd, Myers Rd to Cambridge S.E. Boundary Rd	1,687	10	**1,697**					**1,697**		**1,697**
07145 Bleams Rd at Fischer-Hallman Rd	3,265	10	**3,275**					**3,275**		**3,275**
07158 Transportation Tomorrow Survey and Big Data	77	100	**177**					**177**		**177**
07165 Homer Watson Blvd at Bleams Rd									290	**290**
07173 Development Related Boulevard & Shoulder Gradings		10	**10**	196	103	103	103	**515**	515	**1,030**
07178 Traffic Education Program	2	50	**52**	50	50	50	50	**252**	250	**502**
07180 Preliminary Design & Post Construction Expenditures	120	206	**326**	206	206	206	206	**1,150**	1,030	**2,180**
07192 South Boundary Rd, Water St to Franklin Blvd	3,963	60	**4,023**	10				**4,033**		**4,033**
07197 Pinebush Rd at Townline Rd							60	**60**	395	**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.	2,068	6,310	**8,378**	7,580	7,250	150		**23,358**		**23,358**
07225 Bleams Rd at Nyles Rd	20		**20**	210				**230**		**230**
07247 Weber St at Glen Forrest Blvd	220		**220**					**220**		**220**
07248 Sawmill Rd at St Charles St	377	725	**1,102**	40				**1,142**		**1,142**
07249 Lancaster St at Elizabeth St						262	50	**312**		**312**
07253 Growth Related Land Dedication Survey's & Purchases		103	**103**	103	103	103	103	**515**	515	**1,030**
07256 Intersection Improvements to be Identified		309	**309**	309	309	309	309	**1,545**	1,536	**3,081**
07257 Northfield Dr., Bridge St. to University Ave.	116		**116**					**116**		**116**

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	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
07258 Bleams Rd, Strasburg Rd to Fischer-Hallman Rd	302	31	**333**	50	50	50	50	**533**	19,640	**20,173**
07283 Lancaster St at Louisa St						400	104	**504**		**504**
07284 New Dundee Rd at Robert Ferrie Dr	684		**684**	3,775	225	10		**4,694**		**4,694**
07294 Ottawa St, Homer Watson Blvd to Alpine Rd	494		**494**					**494**		**494**
07297 Erb Street, Gateview Dr./Beechwood Dr. to Erbsville Crt.	1,362		**1,362**					**1,362**		**1,362**
07298 Commuter Parking Lot Feasibility Study	50		**50**					**50**		**50**
07299 East Boundary Rd, Dundas St to Wesley Blvd	578	485	**1,063**	4,855	5,030	855		**11,803**		**11,803**
07301 Road Improvement Transit Priority Strategy	150		**150**	75				**225**		**225**
07302 Transportation & Transit Forecasting Model Development	173		**173**					**173**		**173**
07303 Fountain Street N., Maple Grove Rd. to Kossuth Rd.	7,160		**7,160**	3,530	250	250	250	**11,440**	26,440	**37,880**
07304 Goods Movement Study	41		**41**					**41**		**41**
07315 New Dundee Rd at Strasburg Rd Extension		90	**90**	3,125	10			**3,225**		**3,225**
07318 Fairway Road, Briarmeadow Dr. to Lackner Blvd.	110	150	**260**	150	185	330	105	**1,030**	2,995	**4,025**
07323 Ottawa St at Westmount Rd	300	921	**1,221**	4,905	10			**6,136**		**6,136**
07325 King St E at Fairway Rd									268	**268**
07326 King St E at Weber St E						52	103	**155**	160	**314**
07327 Erb St, Ira Needles Blvd to Wilmot Ln	910		**910**	4,005	10			**4,925**		**4,925**
07329 Westmount Rd at Victoria St						98	10	**108**		**108**
07331 Fairway Rd at Wilson Ave									247	**247**
07332 Ottawa St at King St to Charles St	50	10	**60**					**60**		**60**
07333 Dundas St N at Chalmers St N/Gore St	50		**50**					**50**		**50**
07337 Hespeler Rd over HWY 401 Feasibility Study for Cycling Facility	65		**65**					**65**		**65**
07338 New Pedestrian Bridge Over Speed River (Preston) Study	421		**421**	10	10	10		**451**		**451**
07341 Inter-Regional Transportation Study	100		**100**					**100**		**100**
07344 Victoria St at Fischer-Hallman Rd	5		**5**					**5**		**5**
07362 Waterloo St at Nafziger Rd	613		**613**	75	820	3,500	10	**5,018**		**5,018**
07441 Dickie Settlement Rd at Roseville Rd	481	427	**908**	2,670	20			**3,598**		**3,598**
07478 New Traffic Control Installation	446	750	**1,196**	750	750	750	750	**4,196**	3,750	**7,946**
07540 Hespeler Rd at HWY 401 Cycling Facility	1,900		**1,900**					**1,900**		**1,900**
07551 Elmira By-Pass Study	824	394	**1,218**					**1,218**		**1,218**
07553 Sawmill Rd at Ebycrest Rd	21	19	**40**	50	50	50	3,175	**3,365**	10	**3,375**
07555 Shantz Station Rd at Kossuth Rd	5		**5**					**5**	2,768	**2,773**
07558 Line 86 at Floradale Rd	-1	10	**9**					**9**		**9**
07563 Listowel Rd at Timber Trail	5		**5**					**5**		**5**
07577 Define & Measure Health Benefits of A.T. & Public Transit	100		**100**	100				**200**		**200**
07578 Planning for Future Rapid Transit Corridors	152	52	**204**	200				**404**		**404**
07581 Transportation Corridor Design Guidelines Update	100		**100**					**100**		**100**
07584 Shared Payment Platform (Joint with Transit Services)	200		**200**					**200**		**200**
07586 Townline Road, Avenue Rd. to Saginaw Pkwy.					300	300	300	**900**	6,660	**7,560**
07587 University Avenue W., Ira Needles Blvd. to Fischer-Hallman Rd.							300	**300**	13,440	**13,740**

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	Previous Unspent Approvals	2024 Request	2024 Total	2025	2026	2027	2028	2024 - 2028 Subtotal	2029 - 2033 Subtotal	2024 - 2033 Total
07588 Fountain St S, Blair Rd to Dickie Settlement Rd					220	220	220	660	6,065	6,725
07589 Eagle St, Speedsville Rd to Hespeler Rd						320	320	640	11,300	11,940
07593 Trussler Rd at Rickert Way	10		10					10		10
07601 New Dundee Rd at Pinnacle Dr	250	250	500					500		500
07609 Roseville Rd at Edworthy Sideroad	29	235	264	2,670	10			2,944		2,944
07611 Kossuth Rd at Beaverdale Rd									3,110	3,110
07612 Trussler Rd at Cedar Creek Rd	100	1,865	1,965	5				1,970		1,970
07613 Lancaster - Railway Grade Separation Study	360	210	570					570		570
07666 Fountain Street / Dickie Settlement Road Development		10	10					10		10
07670 Shantz Station Road at CN Rail Bridge	513	4,000	4,513	10				4,523		4,523
07671 Cambridge to Toronto Go Train Track & Station Conceptual Design	34		34	100				134		134
07672 Waterloo Cycling Network Upgrade and Extension	44		44					44		44
07682 Listowel Rd Roundabout						125	150	275	7,725	8,000
09025 Growth Related Traffic Signal Modernizations	49		49	26	26	26	26	152	128	280
Total Expansion Program	**46,630**	**33,598**	**80,228**	**66,407**	**47,574**	**46,779**	**34,451**	**275,439**	**213,425**	**488,863**
Vehicles, Equipment, Buildings / Other										
06054 Fleet Replacements Transp	2,411	2,985	5,396	1,530	503	756	2,020	10,205	8,080	18,285
06055 Operations Growth Vehicles		310	310					310		310
06071 Machinery & Equipment Replacements	70		70		36		481	588	298	886
06083 Sign Shop Equipment	1		1	5		32	30	68	74	142
07139 Central Yard Asset Renewal	99		99		100	1,597	773	2,568	7,880	10,448
07140 Yard Repairs General Provision	73		73	550			200	823		823
07147 Salt Strategy Roads Operations	1,407	100	1,507	700	4,800	5,350	50	12,407	2,750	15,157
07662 Transportation New Summer Crew Vehicles and Equipment	350		350					350		350
07685 Urban Forestry Replacement		200	200	100				300		300
09350 North Dumfries Works Yard Imp	100		100			1,000		1,100		1,100
Total Vehicles, Equipment, Buildings / Other	**4,511**	**3,595**	**8,106**	**2,885**	**5,439**	**8,734**	**3,554**	**28,718**	**19,082**	**47,800**
Total Program Area Capital	**79,220**	**86,834**	**166,054**	**145,166**	**117,758**	**136,949**	**132,695**	**698,622**	**562,007**	**1,260,629**
Facilities Managed Capital Renewal										
73001 Heidelberg Yard Renewal	222	1,316	1,538	355	304	12		2,209	616	2,825
73002 Phillipsburg Yard Renewal	248	1,041	1,289	239	137	53	88	1,806	268	2,075
73004 North Dumfries Yard Renewal				414		28	278	720	93	813
Total Facilities Managed Capital Renewal	**470**	**2,357**	**2,827**	**1,008**	**441**	**93**	**366**	**4,735**	**977**	**5,712**
TOTAL EXPENDITURE	**79,690**	**89,191**	**168,881**	**146,175**	**118,199**	**137,042**	**133,061**	**703,357**	**562,984**	**1,266,342**

Transportation

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	6,873	14,303	**21,176**	22,437	17,431	18,802	18,836	**98,682**	89,410	**188,092**
Recoveries										
Development Charges										
Reserve Funds	47,038	45,917	**92,956**	80,009	49,592	54,778	50,234	**327,568**	217,558	**545,127**
Debentures	462		**462**	1,000	12,000	8,000		**21,462**	40,500	**61,962**
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve		906	**906**	(906)						
3980045 Road Safety Reserve		587	**587**	2,660	1,922	2,106	1,924	**9,199**		**9,199**
3980050 Transportation Capital Reserve	22,364	22,136	**44,501**	38,432	36,274	36,271	40,130	**195,606**	206,087	**401,693**
3980065 Facility Lifecycle Reserve	470	2,357	**2,827**	1,008	441	93	366	**4,735**	977	**5,712**
3982010 Transportation Equipment Reserve	71		**71**	5	36	32	511	**655**	372	**1,027**
3982160 Corporate Fleet Replacement Reserve	2,411	2,985	**5,396**	1,530	503	756	2,020	**10,205**	8,080	**18,285**
3984010 Transit Capital Reserve	1		**1**					**1**		**1**
Other Reserves										
Contributions from Operating										
Debentures						16,204	19,040	**35,244**		**35,244**
TOTAL FUNDING & FINANCING	**79,690**	**89,191**	**168,881**	**146,175**	**118,199**	**137,042**	**133,061**	**703,357**	**562,984**	**1,266,342**

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

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Commissioner of Transportation Services

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	334	339	5	1.5%
Benefits	89	94	5	5.6%
Supplies	3	3		
Professional Fees & Services	5	5		
Communications	1	1		
Travel	11	11		
Facility Occupancy Charges		9	9	
Interdepartmental Charges	4	3	(1)	(25.0%)
Subtotal - Operating	***446***	***464***	***18***	***4.0%***
Transfers to Reserves	1		(1)	(100.0%)
Subtotal - Debt / Reserves / Capital	***1***		***(1)***	***(100.0%)***
Gross Expenditure	**446**	**465**	**19**	**4.3%**
Interdepartmental Recoveries	(446)	(465)	(19)	4.3%
Net Expenditure				
Property Tax Levy				

Region of Waterloo

ENGINEERING & ENVIRONMENTAL SERVICES

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Engineering & Environmental Services

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	39,034	42,475	3,441	8.8%
Benefits	11,869	13,430	1,561	13.2%
Supplies	5,194	5,245	51	1.0%
Maintenance	8,298	8,540	242	2.9%
Utilities	15,354	15,826	472	3.1%
Equipment	930	979	49	5.3%
Facilities Maintenance	2,030	2,201	171	8.4%
Professional Fees & Services	44,543	38,561	(5,982)	(13.4%)
Property Taxes	4,511	4,837	326	7.2%
Rents	316	291	(25)	(7.9%)
Grants	61	63	2	3.3%
Financial Expenses	200	277	77	38.5%
Communications	562	525	(37)	(6.6%)
Travel	303	374	71	23.4%
Contracts	15,580	17,545	1,965	12.6%
Insurance	1,057	1,227	170	16.1%
Facility Occupancy Charges	3,896	4,081	185	4.7%
Interdepartmental Charges	25,124	26,407	1,283	5.1%
Subtotal - Operating	***178,863***	***182,883***	***4,020***	***2.2%***
Debt Servicing	36,930	36,842	(88)	(0.2%)
Transfers to Reserves	71,881	71,178	(703)	(1.0%)
Discretionary DC Exemptions	5,475	5,975	500	9.1%
Subtotal - Debt / Reserves / Capital	***114,286***	***113,995***	***(291)***	***(0.3%)***
Gross Expenditure	**293,149**	**296,878**	**3,729**	**1.3%**
Interdepartmental Recoveries	(46,713)	(52,449)	(5,736)	12.3%
External Recoveries	(12)	(12)		
Contribution from RDC Reserve Funds (W&WW)	(17,590)	(14,091)	3,499	(19.9%)
Net Expenditure	**228,835**	**230,326**	**1,491**	**0.7%**
Revenue				
User Fees	22,206	16,801	(5,405)	(24.3%)
Contribution from Reserves	30	130	100	333.3%
Contribution from RDC Reserve Funds	789	582	(207)	(26.2%)
Revenue Subtotal	**23,025**	**17,513**	**(5,512)**	**(23.9%)**
Property Tax Levy	**56,621**	**55,494**	**(1,127)**	**(2.0%)**
Rate Revenue	**149,189**	**157,319**	**8,130**	**5.4%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Water Supply

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	9,828	10,805	977	9.9%
Benefits & Allowances	2,995	3,521	526	17.6%
Supplies	2,847	2,999	152	5.3%
Maintenance	3,372	3,407	35	1.0%
Utilities	6,805	6,764	(41)	(0.6%)
Equipment	136	154	18	13.2%
Facilities Maintenance	352	367	15	4.3%
Professional Fees & Services	1,874	1,903	29	1.5%
Property Taxes	1,590	1,734	144	9.1%
Rents		1	1	
Grants	61	63	2	3.3%
Financial Expenses	20	20		
Communications	210	182	(28)	(13.3%)
Travel	78	121	43	55.1%
Insurance	412	480	68	16.5%
Transfer to Corporate Reserves	297	310	13	4.4%
Grand River Conservation Authority	2,949	3,052	103	3.5%
Central Administration Charges	2,195	2,195		
Interdepartmental Charges	3,469	3,538	69	2.0%
Subtotal - Operating	***39,490***	***41,615***	***2,125***	***5.4%***
Debt Servicing	1,432	1,458	26	1.8%
Transfers to Capital Reserve	26,321	27,809	1,488	5.7%
Prior Year Oversizing	4,231	786	(3,445)	(81.4%)
Discretionary DC Exemptions	2,075	2,265	190	9.2%
Subtotal - Capital Financing	***34,058***	***32,318***	***(1,740)***	***(5.1%)***
Gross Expenditure	**73,548**	**73,932**	**384**	**0.5%**
Interdepartmental Recoveries	(3,104)	(3,647)	(543)	17.5%
Contribution from RDC Reserve Funds	(5,663)	(2,244)	3,419	(60.4%)
Net Expenditure	**64,782**	**68,041**	**3,259**	**5.0%**
Revenue				
Fees & Charges	60	60		
Subtotal - Non-Rate Revenue	***60***	***60***		
Rate Revenue	**64,722**	**67,981**	**3,259**	**5.0%**

Water Supply Summary

Ten Year Capital Budget & Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024-2028 Subtotal**	2029-2033 Subtotal	**2024-2033 Total**
Expenditure										
Planning & Studies	1,558	6,276	7,834	6,947	4,670	4,615	4,000	**28,066**	23,675	**51,741**
Asset Management	1,773	25,815	27,588	22,154	20,767	13,575	14,922	**99,006**	95,014	**194,020**
Upgrades, Expansion & New Facilities	8,223	19,664	27,887	31,906	37,508	40,379	41,515	**179,195**	185,147	**364,342**
Watermains	2,733	6,189	8,922	14,333	16,076	15,079	9,132	**63,542**	24,982	**88,524**
Facilities Managed Capital Renewal	50	700	750	1,082	556	136	998	**3,521**	5,528	**9,049**
Total Expenditure	**14,337**	**58,644**	**72,981**	**76,422**	**79,577**	**73,784**	**70,567**	**373,330**	**334,346**	**707,676**
Funding & Financing										
Grants and Recoveries										
Development Charge										
Development Charge - Water	6,316	20,194	26,510	18,049	16,984	17,238	16,417	**95,199**	73,617	**168,816**
Development Charge - Wastewater	77	354	431	425	448	388	363	**2,053**	1,813	**3,866**
Debentures - Development Charge	100	900	1,000	13,000	15,000	12,500	12,000	**53,500**	46,700	**100,200**
User Rates										
Water Capital Reserve	7,738	36,965	44,703	44,548	46,625	43,013	41,033	**219,922**	210,431	**430,353**
Wastewater Capital Reserve										
Vehicle & Equipment Reserve	107	231	338	400	520	645	754	**2,657**	1,785	**4,442**
Debentures - User Rates										
Wastewater Capital Reserve										
Total Funding & Financing	**14,337**	**58,644**	**72,981**	**76,422**	**79,577**	**73,784**	**70,567**	**373,330**	**334,346**	**707,676**

Notes:

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

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

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

Water Supply
Ten Year Capital Budget & Forecast ($ thousands)
2024-2033

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024-2028 Subtotal**	2029-2033 Subtotal	**2024-2033 Total**
	100-PLANNING & STUDIES												
	Hydrogeology & Source Water:												
4001	Groundwater Modelling	W2	27.0%	144	553	697	150	150	100	100	**1,197**	1,000	**2,197**
4005	MOE Source Water Assessment	W2	27.0%	-	150	150	50	150	50	50	**450**	250	**700**
4124	Source Protection Planning & Programs	W2	27.0%	287	409	696	656	510	475	430	**2,767**	6,000	**8,767**
4125	Source Protection Assessment	W2	27.0%	200	3,310	3,510	3,445	1,625	1,145	1,340	**11,065**	7,235	**18,300**
4149	GW/SW Assessments	W2	27.0%	-	20	20	140	320	795	20	**1,295**	400	**1,695**
4165	Clean Water Act Implementation	W2	27.0%	93	29	122	130	120	235	135	**742**	885	**1,627**
4169	Clean Water Act Incentives	W2	0.0%	24	35	59	105	105	65	45	**379**	795	**1,174**
4170	Monitoring System Management	W2	27.0%	227	162	389	490	295	300	505	**1,979**	1,960	**3,939**
	Water Efficiency:												
4090	Water Efficiency - Research & Development	W1	100.0%	75	75	150	150	95	75	75	**545**	375	**920**
4183	Residential Water Efficiency Initiatives	W1	100.0%	17	258	275	245	245	245	245	**1,255**	1,225	**2,480**
4864	Water Efficiency - ICI Programs	W1	100.0%	- 2	210	208	225	225	225	225	**1,108**	1,125	**2,233**
4943	Water Efficiency - Outdoor Water Use	W1	100.0%	-	140	140	180	180	180	180	**860**	900	**1,760**
	Studies/Masterplans:												
4007	Water Supply Master Plan	W1	100.0%	- 49	561	512	481	200	-	-	**1,193**	700	**1,893**
4157	Water Distribution Master Plan	W2	27.0%	281	-	281	200	200	400	300	**1,381**	-	**1,381**
4190	Baden & New Hamburg Comprehensive Servicing Master Plar	W2	100.0%	63	25	88	50	150	50	-	**338**	-	**338**
4193	Wellesley Water Supply Master Plan	W2	100.0%	73	144	217	100	-	150	200	**667**	-	**667**
4197	Water Facilities Optimization and Facility Plans	W2	27.0%	75	45	120	75	50	100	100	**445**	525	**970**
4198	Water SCADA Master Plan	W2	27.0%	50	150	200	75	50	25	50	**400**	300	**700**
	TOTAL PLANNING & STUDIES			**1,558**	**6,276**	**7,834**	**6,947**	**4,670**	**4,615**	**4,000**	**28,066**	**23,675**	**51,741**

Water Supply
Ten Year Capital Budget & Forecast ($ thousands)
2024-2033

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024-2028 Subtotal**	2029-2033 Subtotal	**2024-2033 Total**
	200-ASSET MANAGEMENT												
4087	Fleet Replacements	W2	0.0%	217	381	598	400	520	645	754	**2,917**	1,785	**4,702**
4097	Water Supply Upgrades	W2	27.0%	6	67	73	50	50	50	50	**273**	250	**523**
4135	Well Optimization & Upgrades	W2	27.0%	-	-		-	-	-	-	**-**	-	**-**
4159	Asset Management	W2	27.0%	500	330	830	932	550	550	550	**3,412**	2,750	**6,162**
4172	Distribution Decision Support System	W2	27.0%	-	-		-	-	-	100	**100**	2,300	**2,400**
4184	Connection of New Wells to Water Supply System	W2	27.0%	133	252	385	230	830	930	1,130	**3,505**	1,150	**4,655**
4185	Voice Radio Equipment	W2	0.0%	4	-	4	-	23	-	226	**253**	-	**253**
4188	Water Asset Management Systems	W2	27.0%	-	100	100	100	100	100	100	**500**	500	**1,000**
4196	Concrete Reservoirs Inspections & Renewal	W2	27.0%	-878	11,022	10,144	4,570	5,600	1,875	2,520	**24,709**	23,105	**47,814**
4893	Facilities Upgrades	W2	27.0%	3,668	8,700	12,368	9,500	10,500	9,000	9,000	**50,368**	52,000	**102,368**
4911	Regulatory Requirements Upgrades	W2	27.0%	2	27	29	30	30	30	30	**149**	150	**299**
4964	Steel Reservoirs Inspections & Recoating	W2	27.0%	38	476	514	1,288	340	345	362	**2,849**	9,799	**12,648**
4969	SCADA Communications Strategy & Upgrade	W2	27.0%	-1,917	4,460	2,543	5,054	2,224	50	100	**9,971**	1,225	**11,196**
	TOTAL INFRASTRUCTURE REPLACEMENT			**1,773**	**25,815**	**27,588**	**22,154**	**20,767**	**13,575**	**14,922**	**99,006**	**95,014**	**194,020**

Water Supply
Ten Year Capital Budget & Forecast ($ thousands)
2024-2033

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024-2028 Subtotal**	2029-2033 Subtotal	**2024-2033 Total**
	300-UPGRADES, EXPANSIONS & NEW FACILITIES												
4014	Integrated Urban System Groundwater Supply		100.0%	-	-		-	-	-	-	**-**	-	**-**
4015	Laurel Tank WTP	W1	100.0%	-9	864	855	110	-	-	-	**965**	3,000	**3,965**
4024	Mannheim WTP RMP Supernatant	W2	26.4%	1,588	-	1,588	200	-	-	-	**1,788**	1,500	**3,288**
4044	Production Treatment Facilities Sys Expansion	W1	100.0%	-	-		-	500	1,000	1,800	**3,300**	7,000	**10,300**
4051	Pumping and Storage Facilities Sys Expansion	W1	100.0%	-	-		-	-	-	50	**50**	5,100	**5,150**
4134	Maple Grove Area Water Supply System	W1	100.0%	-	500	500	700	1,800	1,800	4,100	**8,900**	7,750	**16,650**
4160	William St. & Strange St. Upgrades	W2	26.4%	1,203	5,789	6,992	423	2,550	-	-	**9,965**	-	**9,965**
4173	Conestoga Plains and West Montrose System Upgrades	W2	26.4%	-	-		-	-	-	-	**-**	-	**-**
4175	New Hamburg Reservoir Expansion	W1	36.3%	75	-	75	-	-	50	150	**275**	6,900	**7,175**
4181	Cambridge Water Distribution Upgrades	W2	26.4%	1,330	4,655	5,985	8,210	14,743	5,875	5,720	**40,533**	10,325	**50,858**
4187	Manganese Treatment Upgrades	W2	27.0%	77	160	237	510	460	6,110	11,000	**18,317**	38,523	**56,840**
4189	Elmira and St. Jacobs Water Supply Optimization	W1	100.0%	1,193	518	1,711	2,495	1,780	-	-	**5,986**	4,630	**10,616**
4191	Manheim WTP Optimization	W2	26.4%	2,500	4,491	6,991	16,373	14,235	17,179	9,270	**64,048**	45,747	**109,795**
4192	Emerging Water Treatment Requirements	W2	27.0%	38	37	75	115	140	115	25	**470**	4,250	**4,720**
4194	Heidelberg Water Supply Optimization	W2	34.7%	69	1,824	1,893	1,206	175	-	-	**3,274**	-	**3,274**
4195	Greenbrook WTP Upgrades	W2	26.4%	-	826	826	964	25	150	2,100	**4,065**	8,222	**12,287**
4199	Pressure Zone Upgrades	W2	27.0%	-	-	-	600	600	6,100	5,300	**12,600**	36,200	**48,800**
4904	LTWS ASR Stages 1 + 2	W1	100.0%	159	-	159	-	500	2,000	2,000	**4,659**	6,000	**10,659**
	TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES			**8,223**	**19,664**	**27,887**	**31,906**	**37,508**	**40,379**	**41,515**	**179,195**	**185,147**	**364,342**

Water Supply
Ten Year Capital Budget & Forecast ($ thousands)
2024-2033

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024-2028 Subtotal**	2029-2033 Subtotal	**2024-2033 Total**
	400-WATERMAINS												
4082	Watermain Upgrades	W2	27.0%	534	1,702	2,236	3,945	6,276	6,379	4,182	**23,018**	18,532	**41,550**
4083	New Watermain	W1	100.0%	550	1,866	2,416	3,110	4,150	6,550	4,050	**20,276**	2,450	**22,726**
4086	Baden New Hamburg Watermains	W1	100.0%	1,013	923	1,936	2,075	-	-	-	**4,011**	-	**4,011**
4155	Tri City Distribution Upgrades	W1	100.0%	444	1,698	2,142	903	1,350	1,350	900	**6,645**	4,000	**10,645**
4156	Kitchener Zone(s) 2/4 Distribution Upgrades	W1	100.0%	192	-	192	4,300	4,300	800	-	**9,592**	-	**9,592**
4161	Kitchener Zone 4 Trunk Watermain	W1	100.0%	-	-		-	-	-	-	**-**	-	**-**
	TOTAL WATERMAINS			**2,733**	**6,189**	**8,922**	**14,333**	**16,076**	**15,079**	**9,132**	**63,542**	**24,982**	**88,524**
	FACILITIES MANAGED CAPITAL RENEWAL												
78040	Water Building Renewal	W2	27.0%	50	700	750	1,082	556	136	998	**3,521**	5,528	**9,049**
	TOTAL FACILITIES MANAGED CAPITAL RENEWAL			**50**	**700**	**750**	**1,082**	**556**	**136**	**998**	**3,521**	**5,528**	**9,049**
	TOTAL EXPENDITURE			**14,337**	**58,644**	**72,981**	**76,422**	**79,577**	**73,784**	**70,567**		**334,346**	**707,676**

(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 2024-2033 ($ thousands)

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Compensation	14,106	14,670	15,257	15,867	16,502	17,162	17,848	18,562	19,305	20,077
Other expenses	11,170	11,366	11,565	11,767	11,973	12,183	12,396	12,613	12,833	13,058
Utilities	6,764	7,102	7,457	7,830	8,221	8,632	9,064	9,517	9,993	10,492
GRCA	3,052	3,144	3,238	3,335	3,435	3,538	3,645	3,754	3,867	3,983
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		1,255	1,411	1,634	1,790	1,850	2,072	2,140	2,310	2,385
Interdepartmental charges	3,538	3,600	3,663	3,727	3,792	3,859	3,926	3,995	4,065	4,136
Transfer to corporate reserves	790	804	818	832	847	861	876	892	907	923
Total Operating Expenses	**41,614**	**44,135**	**45,603**	**47,187**	**48,755**	**50,280**	**52,022**	**53,667**	**55,474**	**57,248**
Debt Charges - RDCs	1,458	1,536	2,557	3,734	4,716	5,658	6,733	7,768	8,379	7,250
Transfer to Capital Reserve	27,809	29,041	31,527	33,529	36,930	40,418	43,548	46,322	50,642	54,569
Prior Year Oversizing (to Capital Reserve)	786	786	786	786	786	786	786	786	786	786
RDC Exemption Funding	2,265	2,265	2,265	2,265	2,265	1,877	1,877	1,877	1,877	1,877
Capital Financing	**32,318**	**33,628**	**37,134**	**40,313**	**44,696**	**48,738**	**52,944**	**56,752**	**61,683**	**64,482**
Gross Expenditure	**73,932**	**77,762**	**82,737**	**87,500**	**93,451**	**99,018**	**104,966**	**110,419**	**117,158**	**121,730**
Interdepartmental recoveries	(3,647)	(3,711)	(3,776)	(3,842)	(3,910)	(3,978)	(4,048)	(4,118)	(4,190)	(4,264)
Transfer from RDC Reserve Fund	(1,458)	(1,536)	(2,557)	(3,734)	(4,716)	(5,658)	(6,733)	(7,768)	(8,379)	(7,250)
Prior Year Oversizing (from DC Reserve Fund)	(786)	(786)	(786)	(786)	(786)	(786)	(786)	(786)	(786)	(786)
Subtotal Recoveries	(5,891)	(6,033)	(7,119)	(8,362)	(9,411)	(10,421)	(11,566)	(12,672)	(13,355)	(12,300)
Net Expenditure	**68,041**	**71,730**	**75,618**	**79,138**	**84,040**	**88,596**	**93,400**	**97,747**	**103,802**	**109,431**
Non-Rate Revenue										
Fees	(60)	(61)	(62)	(63)	(64)	(65)	(67)	(68)	(69)	(70)
Total Non-Rate Revenue	**(60)**	**(61)**	**(62)**	**(63)**	**(64)**	**(65)**	**(67)**	**(68)**	**(69)**	**(70)**
Surplus/(Shortfall) - Stabilization Reserve										
RATE REVENUE	**67,981**	**71,668**	**75,556**	**79,075**	**83,976**	**88,531**	**93,333**	**97,680**	**103,734**	**109,361**
Rate ($)	**$ 1.2050**	**$ 1.2640**	**$ 1.3260**	**$ 1.3910**	**$ 1.4591**	**$ 1.5306**	**$ 1.6056**	**$ 1.6843**	**$ 1.7668**	**$ 1.8534**
Rate increase (%)	**3.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**
Volume (m3 million)	56.416	56.698	56.981	57.266	57.552	57.840	58.129	58.420	58.712	59.006

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

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	**87,728**	**74,121**	**60,383**	**45,185**	**34,094**	**26,914**	**9,953**	**(5,742)**	**(4,232)**	**8,060**
Contribution from Operating	27,809	29,041	31,527	33,529	36,930	40,418	43,548	46,322	50,642	54,569
Contribution from RDC Reserve - prior oversizing	786	786	786	786	786	786	786	786	786	786
Transfer to Capital	(45,180)	(44,744)	(46,705)	(43,013)	(41,045)	(51,006)	(50,632)	(37,178)	(31,190)	(40,532)
Capital Inflation		(1,298)	(2,748)	(3,852)	(4,972)	(7,837)	(9,474)	(8,236)	(8,015)	(11,893)
Net Transfer to Capital	(45,180)	(46,041)	(49,453)	(46,865)	(46,018)	(58,843)	(60,106)	(45,414)	(39,205)	(52,425)
Interest	2,979	2,476	1,943	1,459	1,123	679	78	(184)	70	357
Capital Reserve Closing Balance	**74,121**	**60,383**	**45,185**	**34,094**	**26,914**	**9,953**	**(5,742)**	**(4,232)**	**8,060**	**11,347**

Water Stabilization Reserve Projection ($ thousands)

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	**9,253**	**9,253**	**9,253**	**9,253**	**9,253**	**9,253**	**9,253**	**9,253**	**9,253**	**9,253**
Surplus/(Shortfall)	0									
Transfer to Capital Reserve										
Stabilization Reserve Closing Balance	**9,253**	**9,253**	**9,253**	**9,253**	**9,253**	**9,253**	**9,253**	**9,253**	**9,253**	**9,253**

THE REGIONAL MUNICIPALITY OF WATERLOO
2024 Operating Budget ($ thousands)
Wastewater Treatment

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	4,065	3,811	(254)	(6.2%)
Benefits & Allowances	1,215	1,196	(19)	(1.6%)
Supplies	642	660	18	2.8%
Maintenance	372	426	54	14.5%
Utilities	5,957	6,116	159	2.7%
Equipment	89	84	(5)	(5.6%)
Facilities Maintenance	74	78	4	5.4%
Professional Fees & Services	5,427	5,804	377	6.9%
Property Taxes	1,665	1,778	113	6.8%
Financial Expenses	70	72	2	2.9%
Communications	96	82	(14)	(14.6%)
Travel	29	34	5	17.2%
Ontario Clean Water Agency	15,540	17,500	1,960	12.6%
Insurance	315	368	53	16.8%
Transfer to Corporate Reserves	60	67	7	11.7%
Transfer to Stabilization Reserve	500	500		
Grand River Conservation Authority	3,559	3,686	127	3.6%
Central Administration Charges	1,844	1,844		
Interdepartmental Charges	4,407	5,077	670	15.2%
Subtotal - Operating	***45,927***	***49,181***	***3,254***	***7.1%***
Debt Servicing	20,618	21,165	547	2.7%
Transfers to Capital Reserve	24,634	25,005	371	1.5%
Prior Year Oversizing	1,837	1,837		
Discretionary DC Exemptions	3,400	3,710	310	9.1%
Subtotal - Capital Financing	***50,489***	***51,717***	***1,228***	***2.4%***
Gross Expenditure	**96,416**	**100,898**	**4,482**	**4.6%**
Interdepartmental Recoveries	(2,919)	(2,919)		
Prior Year Oversizing	(1,837)	(1,837)		
Contribution from RDC Reserve Funds	(10,090)	(10,010)	80	(0.8%)
Net Expenditure	**81,570**	**86,132**	**4,562**	**5.6%**
Revenue				
Over Strength Surcharge	1,040	1,012	(28)	(2.7%)
Septage	155	155		
Fees & Charges	524	540	16	3.1%
Subtotal - Non-Rate Revenue	***1,719***	***1,706***	***(13)***	***(0.8%)***
Rate Revenue	**79,851**	**84,425**	**4,574**	**5.7%**

Wastewater Treatment Summary
Ten Year Capital Budget & Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 New Request	**2024 Total**	2025	2026	2027	2028	**2024-2028 Subtotal**	2029-2033 Subtotal	**2024-2033 Total**
Expenditure										
Planning & Studies	**347**	**1,135**	1,482	1,770	1,940	1,795	1,300	**8,287**	6,425	**14,712**
Asset Management	**7,075**	**19,446**	26,521	20,510	18,403	19,620	18,330	**103,384**	79,133	**182,517**
Upgrades, Expansion & New Facilities	**7,179**	**22,556**	29,735	38,065	36,334	26,387	46,175	**176,696**	153,122	**329,818**
Biosolids	**3,192**	**10,283**	13,475	1,322				**14,797**		**14,797**
Total Expenditure	**17,793**	**53,420**	**71,213**	**61,667**	**56,677**	**47,802**	**65,805**	**303,164**	**238,680**	**541,844**
Funding & Financing										
Grants and Recoveries										
Development Charge										
Development Charge Reserve Fund	5856	15,549	21,405	16,490	17,635	16,135	21,908	**93,573**	81,923	**175,497**
Debentures - Development Charge		-		3,200			5,100	**8,300**	30,100	**38,400**
User Rates										
Wastewater Reserve Fund	11,937	37,701	49,638	41,662	34,042	31,427	38,797	**195,566**	126,172	**321,737**
Vehicle & Equipment Reserve		170	170	315		240		**725**	485	**1,210**
Debentures - User Rates					5,000			**5,000**		**5,000**
Total Funding & Financing	**17,793**	**53,420**	**71,213**	**61,667**	**56,677**	**47,802**	**65,805**	**303,164**	**238,680**	**541,844**

Notes:

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

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

Wastewater Treatment

Ten Year Capital Budget & Forecast ($ thousands)

2024 - 2033

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2024 Request	2024 Total	2025	2026	2027	2028	2024-2028 Subtotal	2029-2033 Subtotal	2024-2033 Total
	PLANNING & STUDIES												
8270	Biosolids Masterplan Update	WW2	27%				200	400	400		1,000	1,200	2,200
8281	River Sampling Program	WW2	27%	-39	417	378	450	465	470	480	2,243	2,445	4,688
8286	Baden & New Hamburg MP Update	WW1	100%	3		3	50	150	50		253	-	253
8288	Other Studies	WW2	27%	66	64	130	100	100	100	100	530	300	830
8311	Spills Clean-up/Site Remediation (100% recove	WW2		10		10	10	10	10	10	50	50	100
8337	Wellesley Wastewater Master Plan	WW1	100%	-6	224	218	100				318	-	318
8338	Wastewater Facilities Optimization and Facility	WW2	27%	20	235	255	130	265	290	360	1,300	505	1,805
8339	Wastewater SCADA Master Plan	WW2	27%	50	185	235	130	50	25	50	490	325	815
8750	Rural Water Quality Program	WW2	27%				200	200	200	200	800	1,000	1,800
8779	Wastewater Master Plan	WW1	100%	243	10	253	400	300	250	100	1,303	600	1,903
	TOTAL PLANNING & STUDIES			347	1,135	1,482	1,770	1,940	1,795	1,300	8,287	6,425	14,712
	ASSET MANAGEMENT												
8277	Fleet Replacements	WW2			170	170	315		240		725	485	1,210
8305	Wastewater Treatment Upgrades	WW2	27%	79	172	251	193	213	200	200	1,057	1,000	2,057
8307	Kitchener & Waterloo Infrastructure Upgrades	WW2	26%	720	10,045	10,765	6,460	4,165	3,360	5,075	29,825	28,460	58,285
8308	Cambridge Infrastructure Upgrades	WW2	24%	3,005	3,069	6,074	6,060	6,145	5,515	5,490	29,284	19,943	49,227
8309	Rural Infrastructure Upgrades	WW2	42%	2,644	3,158	5,802	5,615	5,735	3,220	2,350	22,722	15,120	37,842
8310	Sewage PSs Infrastructure Upgrades	WW2	27%	88	1,830	1,918	960	1,195	6,135	4,265	14,473	9,375	23,848
8327	Wastewater Asset Management	WW2	27%	549	622	1,171	607	650	650	650	3,728	3,250	6,978
8332	Wastewater Asset Management Systems	WW2	27%	13	87	100	100	100	100	100	500	500	1,000
8801	Laboratory Equipment & Upgrades	WW2		-23	293	270	200	200	200	200	1,070	1,000	2,070
	TOTAL INFRASTRUCTURE REPLACEMENT			7,075	19,446	26,521	20,510	18,403	19,620	18,330	103,384	79,133	182,517
	UPGRADES, EXPANSIONS & NEW FACILITIES												
8242	Hespeler Upgrades	WW1	28%	939	3,410	4,349	450	50			4,849	-	4,849
8267	Wellesley Expansion	WW1	100%		100	100	350	550	1,000	3,000	5,000	7,000	12,000
8279	SCADA System	WW2	27%	1,661	1,281	2,942	5,430	5,009	4,955	4,395	22,731	20,637	43,368
8289	Galt Process Upgrades	WW2	25%	723	7,606	8,329	14,954	14,496	2,367	8,485	48,631	4,200	52,831
8301	St. Jacobs Upgrade	WW1	31%	681		681	2,390	590			3,661	-	3,661
8302	East Side Final PS & Force Main	WW1	100%	841	360	1,201	2,600			7,000	10,801	31,000	41,801
8315	Elmira Upgrades	WW2	51%	-420	2,181	1,761	540	4,860	7,510	5,440	20,111	23,475	43,586
8323	Preston Treatment Upgrades	WW2	18%	12		12					12	-	12
8328	Kitchener WWTP Influent Channel Twinning	WW2	29%	110		110					110	-	110

		TYPE (1)	RDC SHARE	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024-2028 Subtotal**	2029-2033 Subtotal	**2024-2033 Total**
8329	Spring Valley PS Upgrades	WW2	27%	**643**	**2,555**	3,198	10,632	10,432			**24,262**	-	**24,262**
8330	Septage Receiving Facility	WW2		**221**		221					**221**	-	**221**
8333	Waterloo WWTP Outfall Upgrade	WW2	21%	**50**		50					**50**	550	**600**
8334	St. Jacobs Expansion	WW1	100%	**100**		100	150	202	255	305	**1,012**	6,370	**7,382**
8335	Elmira Expansion	WW1	100%							200	**200**	9,600	**9,800**
8336	Waterloo Upgrades	WW2	21%	**50**		50					**50**	-	**50**
8340	Hespeler Expansion	WW1	100%								**-**	500	**500**
8797	Kitchener Process Upgrades	WW2	29%	**1,500**	**4,844**	6,344	569	145	10,300	17,350	**34,708**	49,790	**84,498**
8809	Waterloo Process Upgrade	WW2	21%	**68**	**219**	287					**287**	-	**287**
	TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES			**7,179**	**22,556**	**29,735**	**38,065**	**36,334**	**26,387**	**46,175**	**176,696**	**153,122**	**329,818**
	BIOSOLIDS												
8275	Biosolids Management Facility	WW2	27%	**3,192**	**10,283**	13,475	1,322				**14,797**	-	**14,797**
	TOTAL BIOSOLIDS			**3,192**	**10,283**	**13,475**	**1,322**	**-**	**-**	**-**	**14,797**	**-**	**14,797**
	TOTAL EXPENDITURE			**17,793**	**53,420**	**71,213**	**61,667**	**56,677**	**47,802**	**65,805**	**303,164**	**238,680**	**541,844**

(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 2024-2033 ($ thousands)

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Compensation	4,983	5,182	5,389	5,605	5,829	6,062	6,305	6,557	6,819	7,092
Utilities	6,116	6,422	6,743	7,080	7,434	7,806	8,196	8,606	9,036	9,488
OCWA	17,500	17,763	18,029	18,299	18,574	18,853	19,135	19,422	19,714	20,009
Other expenses	8,970	9,104	9,241	9,379	9,520	9,663	9,808	9,955	10,104	10,256
GRCA	3,686	3,796	3,910	4,027	4,148	4,273	4,401	4,533	4,669	4,809
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	0	1,869	2,719	3,172	4,065	4,584	5,124	5,986	7,077	8,198
Interdepartmental charges	5,077	5,153	5,230	5,309	5,388	5,469	5,551	5,635	5,719	5,805
Transfer to corporate reserves	493	500	507	515	523	531	539	547	555	563
Transfer to/(from) Rate Stabilization Reserve	500	0	0	0	0	0	0	0	0	0
Total Operating Expenses	**49,168**	**51,633**	**53,613**	**55,231**	**57,326**	**59,084**	**60,903**	**63,085**	**65,537**	**68,065**
Debt Charges - Non Growth	11,226	10,300	10,293	10,451	8,381	7,167	7,161	7,157	7,151	4,966
Debt Charges - RDCs	10,010	10,097	10,348	10,346	10,345	10,742	11,921	12,948	12,626	10,744
Prior Year Oversizing (to Capital Reserve)	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837	1,837
DC Exemption Cost	3,710	3,710	3,710	3,710	3,710	2,759	2,759	2,759	2,759	2,759
Transfer to Capital Reserve	24,947	28,759	32,471	35,435	41,095	43,945	44,631	44,624	45,171	47,496
Impact of Capital Program	**51,730**	**54,704**	**58,659**	**61,779**	**65,368**	**66,451**	**68,309**	**69,325**	**69,544**	**67,803**
Base Expenditure	**100,898**	**106,337**	**112,272**	**117,010**	**122,694**	**125,535**	**129,212**	**132,410**	**135,081**	**135,867**
Interdepartmental recoveries	(2,919)	(2,963)	(3,008)	(3,053)	(3,098)	(3,145)	(3,192)	(3,240)	(3,289)	(3,338)
Prior Year Oversizing (from DC Reserve Fund)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)	(1,837)
Transfer from RDC Reserve	(10,010)	(10,097)	(10,348)	(10,346)	(10,345)	(10,742)	(11,921)	(12,948)	(12,626)	(10,744)
Subtotal Recoveries	(14,767)	(14,897)	(15,193)	(15,236)	(15,280)	(15,724)	(16,951)	(18,026)	(17,752)	(15,919)
Net Base Expenditure	**86,132**	**91,440**	**97,079**	**101,774**	**107,413**	**109,810**	**112,261**	**114,384**	**117,329**	**119,948**
Non-Rate Revenue										
Fees	(540)	(548)	(556)	(564)	(573)	(581)	(590)	(599)	(608)	(617)
Over Strength Surcharge	(1,012)	(1,027)	(1,042)	(1,058)	(1,074)	(1,090)	(1,106)	(1,123)	(1,139)	(1,157)
Other revenue - Septage	(155)	(155)	(155)	(155)	(155)	(155)	(155)	(155)	(155)	(155)
Total Non-Rate Revenue	**(1,706)**	**(1,729)**	**(1,753)**	**(1,777)**	**(1,801)**	**(1,826)**	**(1,851)**	**(1,877)**	**(1,902)**	**(1,929)**
BASE RATE REVENUE	**84,425**	**89,710**	**95,326**	**99,997**	**105,612**	**107,984**	**110,410**	**112,508**	**115,427**	**118,020**
Rate ($)	**$ 1.4777**	**$ 1.5649**	**$ 1.6572**	**$ 1.7384**	**$ 1.8236**	**$ 1.8582**	**$ 1.8936**	**$ 1.9295**	**$ 1.9662**	**$ 2.0035**
Rate increase (%)	**4.9%**	**5.9%**	**5.9%**	**4.9%**	**4.9%**	**1.9%**	**1.9%**	**1.9%**	**1.9%**	**1.9%**
Volume (m3 million)	57.133	57.327	57.522	57.718	57.914	58.111	58.308	58.507	58.706	58.905

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

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	**42,462**	**20,423**	**8,539**	**6,719**	**10,059**	**9,847**	**23,878**	**41,567**	**53,381**	**70,386**
Contribution from Operating	24,947	28,759	32,471	35,435	41,095	43,945	44,631	44,624	45,171	47,496
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	(49,981)	(41,802)	(39,108)	(31,427)	(38,810)	(28,060)	(25,257)	(29,794)	(25,682)	(17,486)
Capital inflation	0	(1,212)	(2,301)	(2,814)	(4,702)	(4,312)	(4,726)	(6,601)	(6,599)	(5,131)
Debentures	0	0	5,000	0	0	0	0	0	0	0
Net transfer to capital	(49,981)	(43,014)	(36,409)	(34,241)	(43,511)	(32,372)	(29,983)	(36,395)	(32,281)	(22,616)
Interest	1,157	533	281	309	366	621	1,205	1,748	2,278	3,140
Capital Reserve Closing Balance	**20,423**	**8,539**	**6,719**	**10,059**	**9,847**	**23,878**	**41,567**	**53,381**	**70,386**	**100,244**

Wastewater Stabilization Reserve Projection ($ thousands)

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	**8,304**	**8,804**	**8,804**	**8,804**	**8,804**	**8,804**	**8,804**	**8,804**	**8,804**	**8,804**
Transfer (to)/from Operating Surplus/(Shortfall)	500	0	0	0	0	0	0	0	0	0
Stabilization Reserve Closing Balance	**8,804**	**8,804**	**8,804**	**8,804**	**8,804**	**8,804**	**8,804**	**8,804**	**8,804**	**8,804**

2024 Operating Budget ($ thousands)

Water Distribution Systems

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	282	279	(3)	(1.1%)
Benefits & Allowances	90	98	8	8.9%
Supplies	25	27	2	8.0%
Maintenance	345	380	35	10.1%
Equipment		11	11	
Professional Fees & Services	84	90	6	7.1%
Communications	2	2		
Travel	1	1		
Insurance	6	7	1	16.7%
Wholesale Water Purchases	1,303	1,413	110	8.4%
Transfer to Corporate Reserves	11	10	(1)	(9.1%)
Interdepartmental Charges	234	250	16	6.8%
Subtotal - Operating	***2,383***	***2,566***	***183***	***7.7%***
Transfers to Capital Reserve	659	723	64	9.7%
Subtotal - Capital Financing	***659***	***723***	***64***	***9.7%***
Gross Expenditure	**3,042**	**3,289**	**247**	**8.1%**
Interdepartmental Recoveries	(86)	(97)	(11)	12.8%
Net Expenditure	**2,956**	**3,192**	**236**	**8.0%**
Revenue				
Fees & Charges	18	18		
Subtotal Non-Rate Revenue	***18***	***18***		
Monthly Fixed Fee	521	544	23	4.4%
Rate Revenue	2,416	2,630	214	8.9%
Subtotal Rate Revenue	***2,938***	***3,174***	***236***	***8.0%***

Water Distribution

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
02003 Leak Detection and Remedial Work	255	70	**325**	210	95	95	95	**820**	345	**1,165**
02007 Distribution Studies and Upgrades	30	40	**70**	65	65	65	65	**330**	225	**555**
02009 Meter Replacement				70	625	625		**1,320**		**1,320**
02012 Fleet Replacements Water Distn		80	**80**				80	**160**	80	**240**
TOTAL EXPENDITURE	**285**	**190**	**475**	**345**	**785**	**785**	**240**	**2,630**	**650**	**3,280**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982160 Corporate Fleet Replacement Reserve		80	**80**				80	**160**	80	**240**
User Rates										
Reserves and Reserve Funds										
3980550 Water Distribution Reserve	285	110	**395**	310	473	473	160	**1,810**	570	**2,380**
3980560 Wastewater Collection Reserve				35	313	313		**660**		**660**
TOTAL FUNDING & FINANCING	**285**	**190**	**475**	**345**	**785**	**785**	**240**	**2,630**	**650**	**3,280**

The Regional Municipality of Waterloo
Water Distribution User Rate Model for 2024-2033 ($ thousands)

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Compensation	371	386	401	417	434	451	469	488	508	528
Other expenses	515	525	536	547	557	569	580	592	603	615
Transfer to/(from) Rate Stabilization Reserve										
Interdepartmental charges	250	255	260	265	270	276	281	287	293	298
Wholesale Water Purchases	1,413	1,542	1,682	1,835	2,002	2,184	2,383	2,599	2,836	3,094
Transfer to corporate reserves	17	18	18	18	19	19	20	20	20	21
Total Operating Expenditure	**2,566**	**2,735**	**2,907**	**3,094**	**3,294**	**3,511**	**3,747**	**4,000**	**4,274**	**4,571**
Transfer to Capital Reserve	723	700	650	602	550	499	402	308	203	95
Impact of Capital Program	**723**	**700**	**650**	**602**	**550**	**499**	**402**	**308**	**203**	**95**
Gross Expenditure	**3,289**	**3,435**	**3,557**	**3,697**	**3,844**	**4,009**	**4,148**	**4,308**	**4,477**	**4,666**
Interdepartmental recoveries	(97)	(99)	(101)	(103)	(105)	(107)	(109)	(111)	(114)	(116)
Subtotal Recoveries	(97)	(99)	(101)	(103)	(105)	(107)	(109)	(111)	(114)	(116)
Net Expenditure	**3,192**	**3,336**	**3,456**	**3,594**	**3,739**	**3,902**	**4,039**	**4,197**	**4,363**	**4,551**
Revenue										
Monthly Fees	(544)	(587)	(598)	(641)	(652)	(696)	(707)	(752)	(763)	(808)
Fees and Charges	(18)	(18)	(19)	(19)	(19)	(20)	(20)	(21)	(21)	(22)
Total Revenue	**(562)**	**(606)**	**(616)**	**(661)**	**(672)**	**(716)**	**(728)**	**(773)**	**(784)**	**(830)**
RATE REVENUE	**2,630**	**2,730**	**2,840**	**2,933**	**3,068**	**3,186**	**3,312**	**3,424**	**3,579**	**3,721**
Rate ($)	**$3.38**	**$3.51**	**$3.65**	**$3.79**	**$3.94**	**$4.09**	**$4.25**	**$4.42**	**$4.59**	**$4.77**
Rate increase (%)	**2.9%**	**3.9%**	**3.9%**	**3.9%**	**3.9%**	**3.9%**	**3.9%**	**3.9%**	**3.9%**	**3.9%**
Monthly Rate	**$ 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
Water Distribution Capital Reserve Projection ($ thousands)

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	**2,827**	**3,266**	**3,777**	**4,071**	**4,313**	**4,853**	**5,378**	**5,850**	**6,253**	**6,560**
Transfer from Operating	723	700	650	602	550	499	402	308	203	95
Other Adjustments										
Capital Project Commitment	(395)	(310)	(473)	(473)	(160)	(140)	(115)	(105)	(105)	(105)
Capital Inflation		(9)	(28)	(42)	(19)	(22)	(22)	(23)	(27)	(31)
Total Transfer to Capital	(395)	(319)	(500)	(515)	(179)	(162)	(137)	(128)	(132)	(136)
Interest	112	130	144	154	169	188	207	223	236	245
Capital Reserve Closing Balance	**3,266**	**3,777**	**4,071**	**4,313**	**4,853**	**5,378**	**5,850**	**6,253**	**6,560**	**6,764**

Water Distribution Stabilization Reserve Projection ($ thousands)

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	**868**	**868**	**868**	**868**	**868**	**868**	**868**	**868**	**868**	**868**
Transfer (to)/from Operating										
Operating Shortfall/Surplus										
Stabilization Reserve Closing Balance	**868**	**868**	**868**	**868**	**868**	**868**	**868**	**868**	**868**	**868**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Wastewater Collection Systems

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Maintenance	10	10		
Professional Fees & Services	30	48	18	60.0%
Property Taxes	4	5	1	25.0%
Contracts	40	45	5	12.5%
Insurance	4	5	1	25.0%
Wholesale Wastewater Fees	1,220	1,250	30	2.5%
Interdepartmental Charges	96	107	11	11.5%
Subtotal - Operating	***1,405***	***1,470***	***65***	***4.6%***
Transfers to Capital Reserve	273	269	(4)	(1.5%)
Subtotal - Capital Financing	***273***	***269***	***(4)***	***(1.5%)***
Gross Expenditure	**1,678**	**1,739**	**61**	**3.6%**
Net Expenditure	**1,678**	**1,739**	**61**	**3.6%**
Revenue				
Monthly Fixed Fee	365	378	13	3.6%
Rate Revenue	1,313	1,361	48	3.7%
Subtotal Rate Revenue	***1,678***	***1,739***	***61***	***3.6%***

Wastewater Collection

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
02033 Replacement & Upgrade Collection Mains	153	233	**386**	170	75	50	75	**757**	555	**1,312**
02035 Collection Studies and Upgrades	48	82	**130**	140	120	120	80	**590**	400	**990**
TOTAL EXPENDITURE	**201**	**315**	**516**	**310**	**195**	**170**	**155**	**1,347**	**955**	**2,302**
FUNDING & FINANCING										
User Rates										
Reserves and Reserve Funds										
3980560 Wastewater Collection Reserve	201	315	**516**	310	195	170	155	**1,347**	955	**2,302**
TOTAL FUNDING & FINANCING	**201**	**315**	**516**	**310**	**195**	**170**	**155**	**1,347**	**955**	**2,302**

The Regional Municipality of Waterloo
Wastewater Collection Rate Model for 2024 - 2033 ($ thousands)

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Other expenses	108	109	111	113	114	116	118	119	121	123
Interdepartmental charges	107	109	110	112	114	115	117	119	121	122
Wholesale Water Purchases	1,250	1,363	1,487	1,607	1,736	1,822	1,913	2,007	2,107	2,211
Transfer to corporate reserves	5	4	5	4	5	5	5	5	5	5
Total Operating Expenditure	**1,470**	**1,586**	**1,714**	**1,836**	**1,969**	**2,058**	**2,153**	**2,250**	**2,354**	**2,461**
Transfer to Capital Reserve	269	253	208	188	156	188	195	216	236	269
Impact of Capital Program	**269**	**253**	**208**	**188**	**156**	**188**	**195**	**216**	**236**	**269**
Gross Expenditure	**1,739**	**1,839**	**1,921**	**2,023**	**2,125**	**2,246**	**2,347**	**2,466**	**2,590**	**2,730**
Net Expenditure	**1,739**	**1,839**	**1,921**	**2,023**	**2,125**	**2,246**	**2,347**	**2,466**	**2,590**	**2,730**
Revenue										
Monthly Fees	(378)	(411)	(418)	(452)	(459)	(493)	(501)	(535)	(543)	(577)
Total Revenue	**(378)**	**(411)**	**(418)**	**(452)**	**(459)**	**(493)**	**(501)**	**(535)**	**(543)**	**(577)**
RATE REVENUE	**1,361**	**1,428**	**1,503**	**1,572**	**1,666**	**1,753**	**1,847**	**1,932**	**2,047**	**2,154**
Rate ($)	**$2.53**	**$2.65**	**$2.78**	**$2.92**	**$3.06**	**$3.21**	**$3.37**	**$3.54**	**$3.71**	**$3.89**
Rate increase (%)	**2.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**	**4.9%**
Monthly Rate	**$ 10.00**	**$ 11.00**	**$ 11.00**	**$ 12.00**	**$ 12.00**	**$ 13.00**	**$ 13.00**	**$ 14.00**	**$ 14.00**	**$ 15.00**

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

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	**4,153**	**4,056**	**4,104**	**3,922**	**3,725**	**3,846**	**4,000**	**4,106**	**4,232**	**4,374**
Transfer from Operating	269	253	208	188	156	188	195	216	236	269
Transfer to Capital	(517)	(345)	(508)	(483)	(155)	(155)	(200)	(200)	(200)	(200)
Capital Inflation		(10)	(30)	(43)	(19)	(24)	(37)	(44)	(51)	(59)
Transfer to Capital	(517)	(355)	(537)	(526)	(174)	(179)	(237)	(244)	(251)	(259)
Interest	151	150	148	141	139	144	149	153	158	164
Ending Balance	**4,056**	**4,104**	**3,922**	**3,725**	**3,846**	**4,000**	**4,106**	**4,232**	**4,374**	**4,549**

Wastewater Collection Stabilization Reserve Projection ($ thousands)

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Opening Balance	**676**	**676**	**676**	**676**	**676**	**676**	**676**	**676**	**676**	**676**
Operating Shortfall/Surplus										
Ending Balance	**676**	**676**	**676**	**676**	**676**	**676**	**676**	**676**	**676**	**676**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Facilities & Fleet Management

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	11,308	12,909	1,601	14.2%
Benefits	3,662	4,207	545	14.9%
Supplies	392	369	(23)	(5.9%)
Maintenance	2,968	3,069	101	3.4%
Utilities	1,744	1,993	249	14.3%
Equipment	481	488	7	1.5%
Facilities Maintenance	1,303	1,388	85	6.5%
Professional Fees & Services	2,452	2,670	218	8.9%
Property Taxes	155	155		
Rents	316	290	(26)	(8.2%)
Financial Expenses		75	75	
Communications	76	80	4	5.3%
Travel	106	126	20	18.9%
Insurance	169	193	24	14.2%
Facility Occupancy Charges	2,637	2,793	156	5.9%
Interdepartmental Charges	619	729	110	17.8%
Subtotal - Operating	***28,390***	***31,533***	***3,143***	***11.1%***
Debt Servicing	7,036	5,641	(1,395)	(19.8%)
Transfers to Reserves	4,107	4,817	710	17.3%
Subtotal - Debt / Reserves / Capital	***11,143***	***10,458***	***(685)***	***(6.1%)***
Gross Expenditure	**39,533**	**41,991**	**2,458**	**6.2%**
Interdepartmental Recoveries	(28,918)	(33,161)	(4,243)	14.7%
External Recoveries	(12)	(12)		
Net Expenditure	**10,604**	**8,818**	**(1,786)**	**(16.8%)**
Revenue				
User Fees	1,396	1,244	(152)	(10.9%)
Contribution from Reserves	30	30		
Contribution from RDC Reserve Funds	207		(207)	(100.0%)
Revenue Subtotal	**1,633**	**1,274**	**(359)**	**(22.0%)**
Property Tax Levy	**8,971**	**7,544**	**(1,427)**	**(15.9%)**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Facilities Management

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	9,905	11,326	1,421	14.3%
Benefits	3,166	3,647	481	15.2%
Supplies	289	272	(17)	(5.9%)
Maintenance	45	46	1	2.2%
Utilities	1,744	1,993	249	14.3%
Equipment	270	286	16	5.9%
Facilities Maintenance	1,303	1,388	85	6.5%
Professional Fees & Services	2,375	2,542	167	7.0%
Property Taxes	155	155		
Rents	316	290	(26)	(8.2%)
Financial Expenses		75	75	
Communications	74	77	3	4.1%
Travel	104	125	21	20.2%
Insurance	145	167	22	15.2%
Facility Occupancy Charges	2,177	2,260	83	3.8%
Interdepartmental Charges	545	640	95	17.4%
Subtotal - Operating	***22,613***	***25,290***	***2,677***	***11.8%***
Debt Servicing	7,036	5,641	(1,395)	(19.8%)
Transfers to Reserves	3,920	4,630	710	18.1%
Subtotal - Debt / Reserves / Capital	***10,957***	***10,271***	***(686)***	***(6.3%)***
Gross Expenditure	**33,570**	**35,560**	**1,990**	**5.9%**
Interdepartmental Recoveries	(22,955)	(26,731)	(3,776)	16.4%
External Recoveries	(12)	(12)		
Net Expenditure	**10,604**	**8,818**	**(1,786)**	**(16.8%)**
Revenue				
User Fees	1,396	1,244	(152)	(10.9%)
Contribution from Reserves	30	30		
Contribution from RDC Reserve Funds	207		(207)	(100.0%)
Revenue Subtotal	**1,633**	**1,274**	**(359)**	**(22.0%)**
Property Tax Levy	**8,971**	**7,544**	**(1,427)**	**(15.9%)**

Facilities Management

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
90022 Facilities Equipment Replacement	25		**25**	10	132	10	17	**194**	4	**198**
90023 Facilities Vehicle & Equip Replacement FM		611	**611**	485	680	1,070	255	**3,101**	2,012	**5,113**
90102 Facilities Business Systems	583	345	**928**	210	85	85	105	**1,413**	500	**1,913**
90164 Master Accommodation Planning	102		**102**			100		**202**	100	**302**
90169 Asset Management Systems	40		**40**					**40**		**40**
TOTAL EXPENDITURE	**750**	**956**	**1,706**	**705**	**897**	**1,265**	**377**	**4,950**	**2,616**	**7,566**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	142		**142**			100		**242**	100	**342**
3980065 Facility Lifecycle Reserve	583	345	**928**	210	85	85	105	**1,413**	500	**1,913**
3982040 Facilities Equipment Reserve	25		**25**	10	132	10	17	**194**	4	**198**
3982160 Corporate Fleet Replacement Reserve		611	**611**	485	680	1,070	255	**3,101**	2,012	**5,113**
TOTAL FUNDING & FINANCING	**750**	**956**	**1,706**	**705**	**897**	**1,265**	**377**	**4,950**	**2,616**	**7,566**

Facility Asset Acquisition & Construction

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
90137 Corp Space Optimization Phase 2	4,510	3,500	**8,010**					**8,010**		**8,010**
90162 WRESTRC Underground Services				1,250				**1,250**		**1,250**
90170 KVTH Early Works	11	336	**347**	22,732	12,275			**35,354**		**35,354**
90179 King-Victoria Transit Hub						2,808	33,960	**36,768**	77,779	**114,546**
90180 Realignment of Victoria Street	1,443		**1,443**	3,984	1,431			**6,858**		**6,858**
90190 Duke Street Underpass	2,812		**2,812**	1,579	1,579			**5,970**		**5,970**
90191 Fleet Vehicle Charging Stations		1,721	**1,721**	1,512	755	796	547	**5,330**	563	**5,893**
90192 Corporate Space Optimization Phase 3	500	1,038	**1,538**	5,729	5,633			**12,900**		**12,900**
90193 Corporate Space Optimization Phase 4				400	2,800	2,800		**6,000**		**6,000**
90194 70 & 84 Victoria St Land & Building	(260)	20,684	**20,424**					**20,424**		**20,424**
TOTAL EXPENDITURE	**9,016**	**27,278**	**36,294**	**37,186**	**24,473**	**6,403**	**34,507**	**138,863**	**78,341**	**217,204**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	2,812	336	**3,148**	23,269	13,854	2,049	24,791	**67,111**	56,778	**123,890**
Development Charges										
Reserve Funds	1,253	1,134	**2,387**	1,938	1,408			**5,733**		**5,733**
Debentures	11		**11**		700	1,009	3,736	**5,455**	8,556	**14,011**
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve				370				**370**	206	**576**
3980065 Facility Lifecycle Reserve				880				**880**		**880**
Debentures	4,940	25,807	**30,747**	10,729	8,511	3,345	5,980	**59,313**	12,802	**72,115**
TOTAL FUNDING & FINANCING	**9,016**	**27,278**	**36,294**	**37,186**	**24,473**	**6,403**	**34,507**	**138,863**	**78,341**	**217,204**

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

Facility Asset Renewal

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
Program Area Capital										
90093 Emergency Training Props	28	11	**39**	30	30	30	30	**159**	150	**309**
90099 Waterloo Parkade Capital Program	223	150	**373**	150	150	150	150	**973**	750	**1,723**
90158 KPL Parking Garage Capital Program	213	105	**318**	100	160	135	195	**908**	260	**1,168**
90163 Fuel Storage and Dispensing Systems	123		**123**	129	159	59	53	**523**	294	**818**
90168 Energy Projects Funded from Energy Reserve	749		**749**			100	100	**949**	500	**1,449**
Total Program Area Capital	**1,335**	**266**	**1,601**	**409**	**499**	**474**	**528**	**3,512**	**1,954**	**5,466**
Facilities Managed Capital Renewal										
74100 20 Weber Building Renewal	(110)	543	**433**	58	111	709	25	**1,337**	507	**1,844**
74200 AHQ 150 Frederick Building Renewal	3,974	5,820	**9,794**	5,184	4,160	1,354	979	**21,471**	4,879	**26,349**
74300 99 Regina Building Renewal	2,881	3,624	**6,505**	3,992	4,328	2,446	2,042	**19,313**	11,941	**31,254**
74400 Operations Centre Building Renewal	3,327	960	**4,287**	3,783	3,548	1,140	1,125	**13,883**	6,514	**20,396**
74500 150 Main Cambridge Building Renewal	635	872	**1,507**	1,209	2,503	1,067	873	**7,159**	1,142	**8,302**
74600 Gaol & Governor House Renewal		331	**331**	371	114	245	517	**1,578**	1,273	**2,851**
74700 WRESTC Renewal	36	71	**107**	604	2,326	2,726	230	**5,993**	1,724	**7,717**
Total Facilities Managed Capital Renewal	**10,743**	**12,221**	**22,964**	**15,202**	**17,091**	**9,687**	**5,789**	**70,733**	**27,980**	**98,713**
TOTAL EXPENDITURE	**12,079**	**12,487**	**24,566**	**15,611**	**17,590**	**10,161**	**6,317**	**74,245**	**29,934**	**104,179**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	5,708	4,976	**10,684**	4,110	3,570	3,526	6,134	**28,024**	23,885	**51,909**
3982170 Fuel System Equipment Reserve	123		**123**	129	159	59	53	**523**	294	**818**
3983000 Solar Photovoltaic Reserve	749		**749**			100	100	**949**	500	**1,449**
Contributions from Operating	28	11	**39**	30	30	30	30	**159**	150	**309**
Debentures	5,470	7,500	**12,970**	11,342	13,832	6,446		**44,590**	5,105	**49,695**
TOTAL FUNDING & FINANCING	**12,079**	**12,487**	**24,566**	**15,611**	**17,590**	**10,161**	**6,317**	**74,245**	**29,934**	**104,179**

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

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Fleet Management

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	1,403	1,584	181	12.9%
Benefits	497	560	63	12.7%
Supplies	103	97	(6)	(5.8%)
Maintenance	2,923	3,023	100	3.4%
Equipment	211	202	(9)	(4.3%)
Professional Fees & Services	77	127	50	64.9%
Communications	2	2		
Travel	2	1	(1)	(50.0%)
Insurance	24	26	2	8.3%
Facility Occupancy Charges	460	533	73	15.9%
Interdepartmental Charges	74	88	14	18.9%
Subtotal - Operating	***5,777***	***6,244***	***467***	***8.1%***
Transfers to Reserves	187	187		
Subtotal - Debt / Reserves / Capital	***187***	***187***		
Gross Expenditure	**5,963**	**6,431**	**468**	**7.8%**
Interdepartmental Recoveries	(5,963)	(6,431)	(468)	7.8%
Net Expenditure				
Property Tax Levy				

Fleet Management

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
90014 Fleet Management Vehicles				80	160	160		**400**		**400**
90015 Fleet Pool Vehicles	28	195	**223**	90	45	210	90	**658**	345	**1,003**
90016 Fleet Services Equipment		67	**67**	35	104	437	23	**666**	712	**1,378**
TOTAL EXPENDITURE	**28**	**262**	**290**	**205**	**309**	**807**	**113**	**1,723**	**1,057**	**2,780**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982150 Shop Equipment Reserve		67	**67**	35	104	437	23	**666**	712	**1,378**
3982160 Corporate Fleet Replacement Reserve	28	195	**223**	170	205	370	90	**1,058**	345	**1,403**
TOTAL FUNDING & FINANCING	**28**	**262**	**290**	**205**	**309**	**807**	**113**	**1,723**	**1,057**	**2,780**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Waste Management

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	6,495	6,836	341	5.3%
Benefits	1,905	2,088	183	9.6%
Supplies	1,214	1,115	(99)	(8.2%)
Maintenance	1,225	1,243	18	1.5%
Utilities	847	954	107	12.6%
Equipment	26	26		
Facilities Maintenance	301	368	67	22.3%
Professional Fees & Services	34,653	27,919	(6,734)	(19.4%)
Property Taxes	1,096	1,166	70	6.4%
Financial Expenses	110	110		
Communications	154	154		
Travel	31	31		
Insurance	143	166	23	16.1%
Facility Occupancy Charges	318	335	17	5.3%
Interdepartmental Charges	3,103	3,129	26	0.8%
Subtotal - Operating	***51,622***	***45,639***	***(5,983)***	***(11.6%)***
Debt Servicing	7,844	8,578	734	9.4%
Transfers to Reserves	8,914	9,006	92	1.0%
Subtotal - Debt / Reserves / Capital	***16,758***	***17,584***	***826***	***4.9%***
Gross Expenditure	**68,380**	**63,223**	**(5,157)**	**(7.5%)**
Interdepartmental Recoveries	(1,497)	(1,492)	5	(0.3%)
Net Expenditure	**66,883**	**61,731**	**(5,152)**	**(7.7%)**
Revenue				
User Fees	18,958	13,774	(5,184)	(27.3%)
Contribution from RDC Reserve Funds	582	582		
Revenue Subtotal	**19,540**	**14,356**	**(5,184)**	**(26.5%)**
Property Tax Levy	**47,343**	**47,375**	**32**	**0.1%**

Waste Management

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
Program Area Capital										
01004 Curbside Service Level Changes				2,150	2,200	1,500	4,500	**10,350**	14,200	**24,550**
01005 Cambridge Scale System & Building						75	500	**575**	100	**675**
01007 Vehicle Replacements Waste Management	1,103	3,785	**4,888**	2,835	2,683	4,070	430	**14,906**	13,415	**28,321**
01009 Cambridge Site Servicing		25	**25**	250			250	**525**	250	**775**
01010 Waterloo Site Servicing									400	**400**
01011 Asset Management	68		**68**					**68**		**68**
01013 Cambridge MHSW Building							500	**500**	500	**1,000**
01015 Voice Radio Sets					64		296	**360**		**360**
01016 Waterloo Soil Management Strategy	1,400		**1,400**					**1,400**	3,605	**5,005**
01051 Cambridge Groundwater Management		75	**75**	250		540		**865**	1,080	**1,945**
01052 Cambridge - Leachate Control	69	400	**469**			540		**1,009**	1,620	**2,629**
01058 Waterloo Storm Water Management	50	100	**150**	1,000			614	**1,764**	500	**2,264**
01082 Waterloo Groundwater Management		488	**488**	1,443	546	443	546	**3,466**	2,421	**5,887**
01084 Materials Recycling Centre				210				**210**		**210**
01091 Cambridge Site Closure							100	**100**	115	**215**
01092 Cambridge - Storm Water Management							328	**328**	300	**628**
01103 Decommissioned Sites	746	1,185	**1,931**	618	5,150	2,318	113	**10,130**	1,369	**11,499**
01104 Cambridge Transfer Building Upgrade		100	**100**	900	1,000	410		**2,410**	1,000	**3,410**
01106 Cambridge Compost Pad Expansion				100		500		**600**	575	**1,175**
01121 Landfill Cell Closure	83	519	**602**	515	1,804			**2,921**	3,458	**6,379**
01144 Feasibility Studies		500	**500**				500	**1,000**	1,000	**2,000**
01146 Cambridge Roads Construction		215	**215**		400			**615**	600	**1,215**
01154 Waterloo - New Cells Design & Construction	3,938	1,560	**5,498**	6,016	2,388	1,790	6,365	**22,057**	13,996	**36,053**
01156 Waterloo Leachate Control	677	1,030	**1,707**	1,061	1,864	541	597	**5,770**	2,914	**8,684**
01160 Waterloo - Roads Construction	194	1,972	**2,166**	1,438		443	757	**4,804**	1,643	**6,447**
01163 Waterloo Landfill Gas System	972	1,983	**2,955**	2,722	1,342	742	577	**8,338**	2,860	**11,198**
01165 Waterloo Landfill GPS System	29		**29**		300			**329**	600	**929**
01172 Cambridge Landfill Gas System					500		310	**810**	915	**1,725**
01192 Waterloo Transfer Station Upgrade	607	1,148	**1,755**	1,854	13,390	14,467	23,921	**55,387**	16,337	**71,724**
Total Program Area Capital	**9,934**	**15,085**	**25,019**	**23,362**	**33,631**	**28,379**	**41,204**	**151,595**	**85,773**	**237,368**

Waste Management

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
Facilities Managed Capital Renewal										
73100 WM Waterloo Building Renewal		742	**742**	73	511	270	281	**1,877**	945	**2,822**
73200 WM Cambridge Building Renewal	412	353	**765**	32	626	98	67	**1,588**	1,352	**2,940**
73300 WM Kitchener Building Renewal		59	**59**	38		125	7	**228**	97	**325**
Total Facilities Managed Capital Renewal	**412**	**1,153**	**1,565**	**142**	**1,138**	**494**	**355**	**3,694**	**2,393**	**6,087**
TOTAL EXPENDITURE	**10,346**	**16,238**	**26,584**	**23,504**	**34,769**	**28,873**	**41,559**	**155,289**	**88,166**	**243,455**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	164	644	**808**	469				**1,277**		**1,277**
Development Charges										
Reserve Funds	66	1,159	**1,225**	1,985	13,498	14,573	54	**31,334**	575	**31,909**
Debentures							2,584	**2,584**	1,373	**3,957**
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	412	412	**824**	69	226	223	74	**1,417**	849	**2,265**
3980120 Waste Management Reserve	1,867	3,850	**5,717**	5,935	11,857	6,047	7,942	**37,498**	34,912	**72,410**
3982020 Waste Management Equipment Reserve	29		**29**		364		296	**689**	600	**1,289**
3982160 Corporate Fleet Replacement Reserve	1,103	3,785	**4,888**	2,835	2,683	4,070	430	**14,906**	13,415	**28,321**
Debentures	6,707	6,389	**13,096**	12,211	6,140	3,959	30,179	**65,585**	36,443	**102,028**
TOTAL FUNDING & FINANCING	**10,346**	**16,238**	**26,584**	**23,504**	**34,769**	**28,873**	**41,559**	**155,289**	**88,166**	**243,455**

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

THE REGIONAL MUNICIPALITY OF WATERLOO
2024 Operating Budget ($ thousands)
Design & Construction

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	6,107	6,588	481	7.9%
Benefits	1,719	1,932	213	12.4%
Supplies	61	67	6	9.8%
Maintenance	6	6		
Equipment	86	86		
Professional Fees & Services	12	12		
Communications	22	22		
Travel	38	38		
Insurance	6	7	1	16.7%
Facility Occupancy Charges	276	241	(35)	(12.7%)
Interdepartmental Charges	762	812	50	6.6%
Subtotal - Operating	***9,094***	***9,811***	***717***	***7.9%***
Transfers to Reserves	36	36		
Subtotal - Debt / Reserves / Capital	***36***	***36***		
Gross Expenditure	**9,130**	**9,847**	**717**	**7.9%**
Interdepartmental Recoveries	(9,075)	(9,847)	(772)	8.5%
Net Expenditure	**55**		**(55)**	**(100.0%)**
Revenue				
User Fees	55		(55)	(100.0%)
Revenue Subtotal	**55**		**(55)**	**(100.0%)**
Property Tax Levy				

Design & Construction

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
21003 Plotter									15	**15**
21007 GNSS Survey Equipment	19	50	**69**		50			**119**	45	**164**
21008 Fleet Vehicle Replacements - D&C		15	**15**	120	70	135		**340**	190	**530**
21009 Total Station Survey Equipment Replacement	75		**75**	75				**150**	75	**225**
21010 CADD System Replacement		35	**35**					**35**	35	**70**
TOTAL EXPENDITURE	**94**	**100**	**194**	**195**	**120**	**135**		**644**	**360**	**1,004**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3982080 Design Equipment Reserve	94	85	**179**	75	50			**304**	170	**474**
3982160 Corporate Fleet Replacement Reserve		15	**15**	120	70	135		**340**	190	**530**
TOTAL FUNDING & FINANCING	**94**	**100**	**194**	**195**	**120**	**135**		**644**	**360**	**1,004**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Strategic Initiatives & Asset Management

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	614	908	294	47.9%
Benefits	194	295	101	52.1%
Supplies	7	7		
Equipment	113	130	17	15.0%
Professional Fees & Services	1	104	103	10,300.0%
Communications	1	2	1	100.0%
Travel	11	11		
Facility Occupancy Charges		19	19	
Interdepartmental Charges	4	5	1	25.0%
Subtotal - Operating	***946***	***1,481***	***535***	***56.6%***
Transfers to Reserves	1	3	2	200.0%
Subtotal - Debt / Reserves / Capital	***1***	***3***	***2***	***200.0%***
Gross Expenditure	**947**	**1,484**	**537**	**56.7%**
Interdepartmental Recoveries	(639)	(809)	(170)	26.6%
Net Expenditure	**308**	**674**	**366**	**118.8%**
Revenue				
Contribution from Reserves		100	100	
Revenue Subtotal		**100**	**100**	
Property Tax Levy	**308**	**574**	**266**	**86.4%**

Strategic Initiatives & Asset Management

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
Program Area Capital										
78001 Project & Portfolio Management Implementation		1,518	**1,518**	709	260			**2,487**		**2,487**
78100 Lucity and Power Plan Software Updates	150		**150**		150			**300**	320	**620**
78101 Asset Management Plan/Policy update		75	**75**	100			75	**250**	175	**425**
78102 Climate Change Adaptation Masterplan	80	120	**200**					**200**	150	**350**
Total Program Area Capital	**230**	**1,713**	**1,943**	**809**	**410**		**75**	**3,237**	**645**	**3,882**
Facilities Managed Capital Renewal										
TOTAL EXPENDITURE	**230**	**1,713**	**1,943**	**809**	**410**		**75**	**3,237**	**645**	**3,882**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980050 Transportation Capital Reserve	38	564	**602**	265	116		13	**995**	108	**1,103**
3980065 Facility Lifecycle Reserve	38	154	**192**	73	46		12	**324**	107	**431**
3980120 Waste Management Reserve	38	124	**162**	59	41		13	**274**	108	**382**
3980180 Water Capital Reserve	38	351	**389**	166	80		13	**647**	108	**755**
3980200 Wastewater Capital Reserve	38	275	**313**	130	67		13	**523**	108	**630**
3980440 Airport Capital Reserve		213	**213**	99	36			**348**		**348**
3984010 Transit Capital Reserve	38	33	**71**	17	25		13	**125**	107	**232**
TOTAL FUNDING & FINANCING	**230**	**1,713**	**1,943**	**809**	**410**		**75**	**3,237**	**645**	**3,882**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Commissioner of Engineering & Environmental Services

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	334	339	5	1.5%
Benefits	89	94	5	5.6%
Supplies	4	1	(3)	(75.0%)
Professional Fees & Services	10	12	2	20.0%
Communications	2	1	(1)	(50.0%)
Travel	11	13	2	18.2%
Insurance	1	1		
Facility Occupancy Charges	22	10	(12)	(54.5%)
Interdepartmental Charges	4	5	1	25.0%
Subtotal - Operating	***475***	***475***		
Transfers to Reserves		1	1	
Subtotal - Debt / Reserves / Capital		***1***	***1***	
Gross Expenditure	**476**	**476**		
Interdepartmental Recoveries	(476)	(476)		
Net Expenditure	**(1)**		**1**	**(100.0%)**
Property Tax Levy	**(1)**		**1**	**(100.0%)**

PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Planning, Development & Legislative Services

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	19,493	23,327	3,834	19.7%
Benefits	5,757	7,183	1,426	24.8%
Supplies	1,144	1,225	81	7.1%
Maintenance	230	300	70	30.4%
Utilities	1,053	1,201	148	14.1%
Equipment	296	453	157	53.0%
Facilities Maintenance	597	743	146	24.5%
Professional Fees & Services	6,907	9,708	2,801	40.6%
Property Taxes	482	517	35	7.3%
Rents	16	24	8	50.0%
Grants	3,919	4,294	375	9.6%
Financial Expenses	138	338	200	144.9%
Communications	523	595	72	13.8%
Travel	152	206	54	35.5%
Contracts		38	38	
Insurance	243	264	21	8.6%
Facility Occupancy Charges	1,387	1,527	140	10.1%
Interdepartmental Charges	800	878	78	9.8%
Subtotal - Operating	***43,137***	***52,822***	***9,685***	***22.5%***
Debt Servicing	4,337	5,598	1,261	29.1%
Transfers to Reserves	5,993	9,954	3,961	66.1%
Subtotal - Debt / Reserves / Capital	***10,330***	***15,552***	***5,222***	***50.6%***
Gross Expenditure	**53,467**	**68,374**	**14,907**	**27.9%**
Interdepartmental Recoveries	(2,957)	(3,012)	(55)	1.9%
External Recoveries	(1,440)	(1,183)	257	(17.8%)
Net Expenditure	**49,070**	**64,178**	**15,108**	**30.8%**
Revenue				
Ontario Grants	458	516	58	12.7%
Ontario Grants - COVID	1,000	1,209	209	20.9%
Federal Grants		9	9	
User Fees	21,142	30,544	9,402	44.5%
Contribution from Reserves	1,325	1,664	339	25.6%
Contribution from RDC Reserve Funds	1,845	2,350	505	27.4%
Revenue Subtotal	**25,769**	**36,292**	**10,523**	**40.8%**
Property Tax Levy	**23,301**	**27,886**	**4,585**	**19.7%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

ROW International Airport

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	3,885	4,133	248	6.4%
Benefits	1,301	1,429	128	9.8%
Supplies	360	412	52	14.4%
Maintenance	219	239	20	9.1%
Utilities	598	686	88	14.7%
Equipment	13	11	(2)	(15.4%)
Facilities Maintenance	322	392	70	21.7%
Professional Fees & Services	2,090	2,503	413	19.8%
Property Taxes	482	517	35	7.3%
Financial Expenses	24	84	60	250.0%
Communications	241	241		
Travel	27	37	10	37.0%
Insurance	175	186	11	6.3%
Facility Occupancy Charges	271	284	13	4.8%
Interdepartmental Charges	422	434	12	2.8%
Subtotal - Operating	***10,430***	***11,590***	***1,160***	***11.1%***
Debt Servicing	4,196	5,476	1,280	30.5%
Transfers to Reserves	2,846	4,573	1,727	60.7%
Subtotal - Debt / Reserves / Capital	***7,042***	***10,049***	***3,007***	***42.7%***
Gross Expenditure	**17,472**	**21,639**	**4,167**	**23.8%**
Interdepartmental Recoveries	(153)	(241)	(88)	57.5%
External Recoveries	(737)	(702)	35	(4.7%)
Net Expenditure	**16,582**	**20,696**	**4,114**	**24.8%**
Revenue				
User Fees	9,996	11,037	1,041	10.4%
Contribution from Reserves		255	255	
Contribution from RDC Reserve Funds	1,825	2,330	505	27.7%
Revenue Subtotal	**11,821**	**13,622**	**1,801**	**15.2%**
Property Tax Levy	**4,761**	**7,074**	**2,313**	**48.6%**

Region of Waterloo International Airport

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
Capital Renewal										
03513 Noise Monitoring System						50		**50**		**50**
03515 Electrical Study							50	**50**	50	**100**
03541 Runway 26 Approach Lighting									1,050	**1,050**
03542 Runway 08 Approach Lighting									350	**350**
03544 Sanitary Forcemain Servicing				500	3,600			**4,100**		**4,100**
03547 Airport Business Plan Update	33		**33**				200	**233**	100	**333**
03548 Rehabilitation 08/26						1,700		**1,700**		**1,700**
03555 Fencing				1,125				**1,125**	500	**1,625**
03557 Equipment Replacements	60	47	**107**	47	161	27	90	**432**	178	**610**
03564 Randell Drain/Stormwater-Upgrades	18	700	**718**					**718**		**718**
03566 Parking lot Resurfacing									710	**710**
03569 Hydro Plant Upgrade	580		**580**	230	60	200	50	**1,120**	3,900	**5,020**
03570 Apron Resurfacing					1,320			**1,320**	3,520	**4,840**
03574 Security Upgrades	24	200	**224**	300				**524**		**524**
03587 Silver Dart Place Construction									420	**420**
03588 Fleet Vehicle Replacement Airport	3,070	2,051	**5,121**	375	1,045	276	580	**7,397**	1,520	**8,917**
03591 Parking Equipment Replacement						800		**800**		**800**
03623 Parking Equipment Pay Station	10	20	**30**					**30**		**30**
03626 Runway 26 SSALR Interleavng	114		**114**					**114**		**114**
03635 Landside Road Rehabilitation									2,000	**2,000**
03636 Runway 14-32 Rehabilitation				5,000	5,000			**10,000**		**10,000**
03637 Runway 08-26 Reconstruction									15,000	**15,000**
03638 Runway 08-26 Lighting Replacement									1,350	**1,350**
03639 Taxi A Pavement Rehabilitation									4,000	**4,000**
03640 Taxi C Pavement Rehabilitation									2,200	**2,200**
03641 Runway 14-32 PAPI Replacement					1,000			**1,000**		**1,000**
03642 Runway 26 PAPI Replacement		800	**800**					**800**		**800**
03643 Apron 1 Lighting Replacement	300		**300**					**300**		**300**
03644 CBSA upgrades	2,035		**2,035**					**2,035**		**2,035**
03645 Airfield PLC Replacement									200	**200**

Region of Waterloo International Airport

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
03646 ICAO Type A Charts						50		**50**	100	**150**
03647 Airport Carbon Accreditation	23	50	**73**		100		50	**223**	150	**373**
03648 FEC Equipment Replacement						400		**400**		**400**
03649 Airport Road intersection				200				**200**		**200**
03650 Airfield Circuitry Replacement									1,520	**1,520**
03654 Apron Floodlighting Replacement									300	**300**
03655 Communications Improvements		50	**50**					**50**		**50**
03656 Non-Passenger Screening				250	250			**500**	2,000	**2,500**
03657 Common Use Equipment Replacement									2,000	**2,000**
Total Capital Renewal	**6,266**	**3,918**	**10,184**	**8,027**	**12,536**	**3,503**	**1,020**	**35,270**	**43,118**	**78,388**
Facilities Managed Capital Renewal										
70500 Airport Renewal	183	1,536	**1,719**	2,019	1,345	568	1,691	**7,342**	4,280	**11,622**
Total Facilities Managed Capital Renewal	**183**	**1,536**	**1,719**	**2,019**	**1,345**	**568**	**1,691**	**7,342**	**4,280**	**11,622**
Capital Expansion (Master Plan)										
Phase 1										
03594 Rail Connectivity Study YKF/YYZ						250		**250**		**250**
03595 Enviro Assmt for Runway 14-32 & 08-26	319	116	**435**					**435**		**435**
03601 Development of Apron VII Serviced Lands	96	500	**596**					**596**		**596**
03602 Federal Zoning Runway 14-32 & 08-26 Ext	218	64	**282**	120				**402**		**402**
Total Phase 1	**633**	**680**	**1,313**	**120**		**250**		**1,683**		**1,683**
Phase 2										
03603 Trigger 2 Property Acquisition	1,921		**1,921**	6,000	7,000	1,000		**15,921**		**15,921**
03604 Construct Runway 14/32 Extension				17,000	16,000	22,000		**55,000**		**55,000**
03605 Design Runway 08/26 Extension							1,500	**1,500**		**1,500**
03606 Terminal Entrance Road Design	300		**300**	250	250	500		**1,300**		**1,300**
03609 Construct Terminal Expansion Phase 1	145		**145**					**145**		**145**
03610 Design Terminal expansion phase 2	500		**500**	3,000	3,000	3,000	3,000	**12,500**	3,000	**15,500**
03611 Surface Parking Expansion	1,658	3,000	**4,658**	5,000				**9,658**		**9,658**
03612 Land Development	400	160	**560**		1,000	1,000	1,000	**3,560**		**3,560**
03651 Service Developable Land		500	**500**	3,250	3,250			**7,000**		**7,000**
03652 Runway 08-26 RESA		500	**500**	4,000				**4,500**		**4,500**

Region of Waterloo International Airport

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
03653 AOC Expansion	463	500	**963**	6,300	7,000			**14,263**		**14,263**
03658 Natural Heritage Management Plan		125	**125**	70	70	50	50	**365**	50	**415**
03660 Environmental Sustainability		100	**100**	550	500			**1,150**	2,000	**3,150**
03661 Development Business Case		300	**300**					**300**		**300**
Total Phase 2	**5,388**	**5,185**	**10,573**	**45,420**	**38,070**	**27,550**	**5,550**	**127,163**	**5,050**	**132,213**
Phase 3										
03614 Trigger 3 Property Acquisition									10,000	**10,000**
03617 Construct Runway 08/26 Extension									20,000	**20,000**
03619 Construct Terminal Expansion Phase 2									240,000	**240,000**
03620 Design Terminal Expansion Phase 3									3,000	**3,000**
03622 Develop Southeast Serviced Lands									8,000	**8,000**
03659 Construct Terminal Entrance Road									18,200	**18,200**
03663 Design parallel taxiways									3,000	**3,000**
Total Phase 3									**302,200**	**302,200**
TOTAL EXPENDITURE	**12,470**	**11,319**	**23,789**	**55,586**	**51,951**	**31,871**	**8,261**	**171,458**	**354,648**	**526,106**

Region of Waterloo International Airport

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	2,820	1,237	**4,057**	8,673	13,880	7,260		**33,870**	11,800	**45,670**
Recoveries		500	**500**					**500**		**500**
Development Charges										
Reserve Funds	911	824	**1,735**	398	50	313	222	**2,718**	3,524	**6,242**
Debentures	3,061	1,755	**4,816**	18,581	15,658	12,528	3,000	**54,583**	119,494	**174,077**
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	183	536	**719**	219	345	68	691	**2,042**	3,280	**5,322**
3980440 Airport Capital Reserve	1,363	2,385	**3,748**	3,790	2,535	2,758	1,808	**14,639**	16,177	**30,815**
3982160 Corporate Fleet Replacement Reserve	250	1,205	**1,455**	375	1,045	276	580	**3,731**	1,520	**5,251**
3982190 Airport Vehicle/Equipment Reserve	60	132	**192**	47	161	27	90	**517**	178	**695**
Debentures	3,822	2,745	**6,567**	23,504	18,277	8,641	1,870	**58,859**	198,676	**257,535**
TOTAL FUNDING & FINANCING	**12,470**	**11,319**	**23,789**	**55,586**	**51,951**	**31,871**	**8,261**	**171,458**	**354,648**	**526,106**

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

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Build Waterloo Region

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	1,205	1,881	676	56.1%
Benefits	339	585	246	72.6%
Supplies		6	6	
Equipment		24	24	
Professional Fees & Services	1,080	496	(584)	(54.1%)
Grants	2,141	2,634	493	23.0%
Communications	3	3		
Travel	25	30	5	20.0%
Facility Occupancy Charges	12	31	19	158.3%
Interdepartmental Charges	74	128	54	73.0%
Subtotal - Operating	***4,879***	***5,816***	***937***	***19.2%***
Transfers to Reserves	2	4	2	100.0%
Subtotal - Debt / Reserves / Capital	***2***	***4***	***2***	***100.0%***
Gross Expenditure	**4,882**	**5,820**	**938**	**19.2%**
Interdepartmental Recoveries		(315)	(315)	
External Recoveries	(700)	(475)	225	(32.1%)
Net Expenditure	**4,182**	**5,031**	**849**	**20.3%**
Revenue				
Ontario Grants - COVID	1,000	1,000		
User Fees	390	359	(31)	(7.9%)
Contribution from Reserves	150	59	(91)	(60.7%)
Revenue Subtotal	**1,540**	**1,418**	**(122)**	**(7.9%)**
Property Tax Levy	**2,641**	**3,613**	**972**	**36.8%**

Build Waterloo Region

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
99082 Oversizing Cambridge Sanitary extension	292	200	**492**	250	150			**892**		**892**
99088 Charles St Terminal Disposition	507		**507**					**507**		**507**
99102 Industrial Land Strategy		150	**150**	150	150			**450**		**450**
99103 Industrial Land Acquisition and Servicing		100	**100**	12,150	3,750			**16,000**		**16,000**
TOTAL EXPENDITURE	**799**	**450**	**1,249**	**12,550**	**4,050**			**17,849**		**17,849**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	799	450	**1,249**	400	300			**1,949**		**1,949**
Debentures				12,150	3,750			**15,900**		**15,900**
TOTAL FUNDING & FINANCING	**799**	**450**	**1,249**	**12,550**	**4,050**			**17,849**		**17,849**

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

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Council & Administrative Services

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	1,942	2,499	557	28.7%
Benefits	578	791	213	36.9%
Supplies	26	28	2	7.7%
Maintenance		3	3	
Equipment	70	85	15	21.4%
Professional Fees & Services	367	447	80	21.8%
Financial Expenses	2	2		
Communications	19	20	1	5.3%
Travel	12	14	2	16.7%
Insurance	5	6	1	20.0%
Facility Occupancy Charges	229	264	35	15.3%
Interdepartmental Charges	52	52		
Subtotal - Operating	***3,302***	***4,209***	***907***	***27.5%***
Transfers to Reserves	159	250	91	57.2%
Subtotal - Debt / Reserves / Capital	***159***	***250***	***91***	***57.2%***
Gross Expenditure	**3,460**	**4,459**	**999**	**28.9%**
Interdepartmental Recoveries	(906)	(1,005)	(99)	10.9%
External Recoveries	(3)	(3)		
Net Expenditure	**2,551**	**3,451**	**900**	**35.3%**
Revenue				
Ontario Grants - COVID		209	209	
User Fees	602	860	258	42.9%
Contribution from Reserves	88	150	62	70.5%
Revenue Subtotal	**690**	**1,219**	**529**	**76.7%**
Property Tax Levy	**1,861**	**2,232**	**371**	**19.9%**

Council & Administrative Services

Ten Year Capital Budget and Forecast ($ thousands) 2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
90009 Lic & Reg Servs Vehicles				230			55	**285**	230	**515**
90075 CMS Equipment		30	**30**	28	12			**70**	12	**82**
90092 Licensing-Radio Equipment					67		41	**108**		**108**
90117 DOCS Modernization	139	125	**264**	500	800			**1,564**		**1,564**
90176 Bylaw Licensing Database	50		**50**					**50**		**50**
90177 Electronic Meeting Software									25	**25**
90201 Renovations 99 Regina		351	**351**					**351**		**351**
90202 Processing Ctr One-time Start Up Fees		839	**839**					**839**		**839**
90203 APPS Software Implementation		90	**90**					**90**		**90**
TOTAL EXPENDITURE	**189**	**1,435**	**1,624**	**758**	**879**		**96**	**3,357**	**267**	**3,624**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	50		**50**					**50**	25	**75**
3980045 Road Safety Reserve		1,280	**1,280**					**1,280**		**1,280**
3982160 Corporate Fleet Replacement Reserve				230			55	**285**	230	**515**
3983500 ITS Capital Reserve	139	125	**264**	500	800			**1,564**		**1,564**
3983600 CMS Equipment Reserve		30	**30**	28	12			**70**	12	**82**
3983700 Bylaw Equipment Reserve					67		41	**108**		**108**
TOTAL FUNDING & FINANCING	**189**	**1,435**	**1,624**	**758**	**879**		**96**	**3,357**	**267**	**3,624**

THE REGIONAL MUNICIPALITY OF WATERLOO
2024 Operating Budget ($ thousands)
Provincial Offences Act (POA)

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	2,259	2,414	155	6.9%
Benefits	708	787	79	11.2%
Supplies	30	30		
Equipment	138	58	(80)	(58.0%)
Professional Fees & Services	1,045	959	(86)	(8.2%)
Rents	2		(2)	(100.0%)
Financial Expenses	105	105		
Communications	30	30		
Travel	12	12		
Insurance	3	3		
Facility Occupancy Charges	221	261	40	18.1%
Interdepartmental Charges	29	30	1	3.4%
Subtotal - Operating	***4,582***	***4,690***	***108***	***2.4%***
Transfers to Reserves	7	7		
Subtotal - Debt / Reserves / Capital	***7***	***7***		
Gross Expenditure	**4,589**	**4,697**	**108**	**2.4%**
Interdepartmental Recoveries	(17)	(17)		
Net Expenditure	**4,572**	**4,680**	**108**	**2.4%**
Revenue				
Ontario Grants	172	194	22	12.8%
User Fees	8,003	8,003		
Contribution from Reserves	100		(100)	(100.0%)
Revenue Subtotal	**8,276**	**8,198**	**(78)**	**(0.9%)**
Property Tax Levy	**(3,704)**	**(3,518)**	**186**	**(5.0%)**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Automated Speed Enforcement

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	28	1,522	1,494	5,335.7%
Benefits	9	490	481	5,344.4%
Supplies	1		(1)	(100.0%)
Maintenance		39	39	
Utilities		3	3	
Equipment	2	171	169	8,450.0%
Professional Fees & Services	144	708	564	391.7%
Financial Expenses		140	140	
Communications	1	106	105	10,500.0%
Travel	1	37	36	3,600.0%
Contracts		38	38	
Interdepartmental Charges	1	9	8	800.0%
Subtotal - Operating	***185***	***3,264***	***3,079***	***1,664.3%***
Transfers to Reserves	1	2,365	2,364	236,400.0%
Subtotal - Debt / Reserves / Capital	***1***	***2,365***	***2,364***	***236,400.0%***
Gross Expenditure	**186**	**5,629**	**5,443**	**2,926.3%**
Interdepartmental Recoveries		777	777	
Net Expenditure	**186**	**6,406**	**6,220**	**3,344.1%**
Revenue				
User Fees	500	6,720	6,220	1,244.0%
Revenue Subtotal	**500**	**6,720**	**6,220**	**1,244.0%**
Property Tax Levy	**(314)**	**(314)**		

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Legal Services

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	1,940	2,061	121	6.2%
Benefits	551	610	59	10.7%
Supplies	31	31		
Maintenance	1	4	3	300.0%
Equipment	10	12	2	20.0%
Professional Fees & Services	46	46		
Communications	7	7		
Travel	4	5	1	25.0%
Insurance	3	4	1	33.3%
Facility Occupancy Charges	99	98	(1)	(1.0%)
Interdepartmental Charges	17	18	1	5.9%
Subtotal - Operating	***2,709***	***2,896***	***187***	***6.9%***
Transfers to Reserves	4	4		
Subtotal - Debt / Reserves / Capital	***4***	***4***		
Gross Expenditure	**2,714**	**2,900**	**186**	**6.9%**
Interdepartmental Recoveries	(1,826)	(1,980)	(154)	8.4%
Net Expenditure	**888**	**920**	**32**	**3.6%**
Revenue				
User Fees	47	49	2	4.3%
Revenue Subtotal	**47**	**49**	**2**	**4.3%**
Property Tax Levy	**841**	**871**	**30**	**3.6%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Cultural Services

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	2,677	2,679	2	0.1%
Benefits	783	810	27	3.4%
Supplies	400	408	8	2.0%
Maintenance	10	10		
Utilities	399	444	45	11.3%
Equipment	11	10	(1)	(9.1%)
Facilities Maintenance	203	264	61	30.0%
Professional Fees & Services	506	574	68	13.4%
Community Equity Initiatives	514	625	111	21.6%
Rents				
Grants	1,628	1,520	(108)	(6.6%)
Financial Expenses	8	8		
Communications	130	113	(17)	(13.1%)
Travel	27	27		
Insurance	43	50	7	16.3%
Facility Occupancy Charges	295	362	67	22.7%
Interdepartmental Charges	42	40	(2)	(4.8%)
Subtotal - Operating	***7,675***	***7,945***	***270***	***3.5%***
Debt Servicing	121	101	(20)	(16.5%)
Transfers to Reserves	2,297	2,116	(181)	(7.9%)
Subtotal - Debt / Reserves / Capital	***2,418***	***2,217***	***(201)***	***(8.3%)***
Gross Expenditure	**10,093**	**10,161**	**68**	**0.7%**
Interdepartmental Recoveries	(5)	(5)		
Net Expenditure	**10,088**	**10,156**	**68**	**0.7%**
Revenue				
Ontario Grants	148	181	33	22.3%
User Fees	568	890	322	56.7%
Contribution from Reserves	614	556	(58)	(9.4%)
Revenue Subtotal	**1,330**	**1,627**	**297**	**22.3%**
Property Tax Levy	**8,758**	**8,530**	**(228)**	**(2.6%)**

Cultural Services

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
Program Area Capital										
Ken Seiling Waterloo Region Museum										
42017 Trades' Building - Sawmill, Rpr Shop, Weavery	41		41	200	20			261		261
42026 Collections Photography & Database	73	50	123			50		173		173
42027 Vehicle/Equipment Replacement Doon				35				35	22	57
42028 Hall of Fame	20		20					20		20
42029 Doon Visitor Infrastructure	48	50	98		50		100	248	100	348
42030 Restoration of Steam Engine	50		50	30				80		80
42034 Peter McArthur House	26		26	150				176		176
42043 Upgrade / Replace Utility Services	219	300	519					519		519
42046 Curatorial Centre Storage Expansion	21		21				500	521	500	1,021
42049 Exhibit Refurbishment	100		100		100			200	200	400
42050 Travelling Exhibit Development	14		14					14		14
42052 Audio Visual Equipment	57		57	100		200		357	200	557
42053 Fire hall - interior/exterior upgrade				50	370			420		420
42062 Main Gallery Exhibit Refurbishment	100	100	200	900	1,500	1,500		4,100		4,100
42063 Mid-duration Gallery							125	125	600	725
42071 Curatorial Centre Improvements	158		158					158		158
42072 Permeable Concrete for Sararas Hill and lower was	143	75	218	75				293		293
42073 Shantz Barn Floor		150	150					150		150
42075 Renovate lower washrooms				150	150			300		300
42076 KSWRM Gazebo	5	30	35					35		35
Subtotal Ken Seiling Waterloo Region Museum	**1,074**	**755**	**1,829**	**1,690**	**2,190**	**1,750**	**725**	**8,184**	**1,622**	**9,806**

Cultural Services

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
Schneider Haus										
43010 Grounds and Visitor Services	68	130	198			100		298		298
43013 Museum Development				100	1,500			1,600		1,600
43018 Schneider Outdoor Projection	74	50	124					124		124
Subtotal Schneider Haus	**142**	**180**	**322**	**100**	**1,500**	**100**		**2,022**		**2,022**
McDougall Cottage										
44010 McDougall Site Development	35	40	75					75		75
Subtotal McDougall Cottage	**35**	**40**	**75**					**75**		**75**
Total Program Area Capital	**1,251**	**975**	**2,226**	**1,790**	**3,690**	**1,850**	**725**	**10,281**	**1,622**	**11,903**
Facilities Managed Capital Renewal										
70020 KSWRM Renewal	237	850	**1,087**	1,410	1,841	1,232	1,699	**7,270**	6,470	**13,740**
70300 Schneider Haus Renewal	31	148	**179**	280	301	185	137	**1,082**	332	**1,414**
70400 McDougall Renewal	10	24	**34**	21	5	65	44	**167**	198	**366**
Total Facilities Managed Capital Renewal	**278**	**1,022**	**1,300**	**1,711**	**2,147**	**1,482**	**1,879**	**8,519**	**7,000**	**15,519**
TOTAL EXPENDITURE	**1,529**	**1,997**	**3,526**	**3,501**	**5,837**	**3,332**	**2,604**	**18,801**	**8,622**	**27,423**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve	278	1,022	**1,300**	1,711	1,339	1,482	1,879	**7,711**	5,888	**13,599**
3982160 Corporate Fleet Replacement Reserve				35				**35**	22	**57**
3983100 Cultural Services Capital Reserve	1,251	975	**2,226**	1,755	4,499	1,850	725	**11,055**	2,712	**13,767**
TOTAL FUNDING & FINANCING	**1,529**	**1,997**	**3,526**	**3,501**	**5,837**	**3,332**	**2,604**	**18,801**	**8,622**	**27,423**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Region of Waterloo Library

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	1,879	1,928	49	2.6%
Benefits	397	411	14	3.5%
Supplies	285	297	12	4.2%
Maintenance		1	1	
Utilities	56	68	12	21.4%
Equipment	37	40	3	8.1%
Facilities Maintenance	72	88	16	22.2%
Professional Fees & Services	205	336	131	63.9%
Rents	14	23	9	64.3%
Communications	69	52	(17)	(24.6%)
Travel	16	15	(1)	(6.3%)
Insurance	8	9	1	12.5%
Facility Occupancy Charges	61	68	7	11.5%
Interdepartmental Charges	123	128	5	4.1%
Subtotal - Operating	***3,223***	***3,465***	***242***	***7.5%***
Debt Servicing	20	20		
Transfers to Reserves	40	47	7	17.5%
Subtotal - Debt / Reserves / Capital	***60***	***67***	***7***	***11.7%***
Gross Expenditure	**3,282**	**3,532**	**250**	**7.6%**
External Recoveries		(4)	(4)	
Net Expenditure	**3,282**	**3,528**	**246**	**7.5%**
Revenue				
Ontario Grants	137	141	4	2.9%
Federal Grants		9	9	
User Fees	39	43	4	10.3%
Contribution from Reserves	313	320	7	2.2%
Contribution from RDC Reserve Funds	20	20		
Revenue Subtotal	**509**	**532**	**23**	**4.5%**
Property Tax Levy	**2,774**	**2,996**	**222**	**8.0%**

Region of Waterloo Library

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
Program Area Capital										
20009 Branch Furnishings		26	**26**	7	7	7	7	**54**	128	**182**
20014 Vehicle Replacement Library		85	**85**					**85**	85	**170**
20015 Branch Development		50	**50**				10	**60**	20	**80**
20023 New Hamburg Branch - Puddicombe Estate							25	**25**		**25**
20026 Breslau Branch Development	113		**113**					**113**		**113**
20027 St. Clements - Relocate & Expand (Furnish, Equip)									25	**25**
20028 Radio Frequency Identification	110	20	**130**					**130**		**130**
20029 Branch Retrofits				20	20	10	10	**60**	50	**110**
20030 AODA Retrofits				15	15		15	**45**	75	**120**
20031 Upgrade Lighting		11	**11**		5	10	5	**31**	146	**177**
20032 Wellesley Branch					25			**25**		**25**
Total Program Area Capital	**223**	**192**	**415**	**42**	**72**	**27**	**72**	**628**	**529**	**1,157**
Facilities Managed Capital Renewal										
70001 Library Renewal		25	**25**			25	30	**80**	50	**130**
Total Facilities Managed Capital Renewal		**25**	**25**			**25**	**30**	**80**	**50**	**130**
TOTAL EXPENDITURE	**223**	**217**	**440**	**42**	**72**	**52**	**102**	**708**	**579**	**1,287**
FUNDING & FINANCING										
Development Charges										
Reserve Funds	85	68	**153**	6	19	6	15	**200**	146	**346**
Property Taxes										
Reserves and Reserve Funds										
3980160 Library Capital Reserve	138	64	**202**	36	53	46	87	**423**	348	**771**
3982160 Corporate Fleet Replacement Reserve		85	**85**					**85**	85	**170**
TOTAL FUNDING & FINANCING	**223**	**217**	**440**	**42**	**72**	**52**	**102**	**708**	**579**	**1,287**

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

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Community Planning

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	2,765	3,192	427	15.4%
Benefits	830	962	132	15.9%
Supplies		1	1	
Equipment	9	31	22	244.4%
Professional Fees & Services	825	2,879	2,054	249.0%
Grants	150	140	(10)	(6.7%)
Communications	10	10		
Travel	18	16	(2)	(11.1%)
Facility Occupancy Charges		131	131	
Interdepartmental Charges	32	27	(5)	(15.6%)
Subtotal - Operating	***4,638***	***7,389***	***2,751***	***59.3%***
Transfers to Reserves	634	586	(48)	(7.6%)
Subtotal - Debt / Reserves / Capital	***634***	***586***	***(48)***	***(7.6%)***
Gross Expenditure	**5,272**	**7,976**	**2,704**	**51.3%**
Interdepartmental Recoveries	(50)	(50)		
Net Expenditure	**5,222**	**7,926**	**2,704**	**51.8%**
Revenue				
User Fees	996	2,583	1,587	159.3%
Contribution from Reserves	60	225	165	275.0%
Revenue Subtotal	**1,056**	**2,808**	**1,752**	**165.9%**
Property Tax Levy	**4,166**	**5,118**	**952**	**22.9%**

Community Planning

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
22006 Forest Exp Land Acquisition				50	238			**288**		**288**
22007 Municipal Comprehensive Review	446	250	**696**	250	250			**1,196**		**1,196**
22021 Sub-Watershed Studies	719	200	**919**	200	800			**1,919**		**1,919**
22038 Infrastructure tracking system	293	662	**955**	601	614	545	545	**3,260**	545	**3,805**
TOTAL EXPENDITURE	**1,458**	**1,112**	**2,570**	**1,101**	**1,902**	**545**	**545**	**6,663**	**545**	**7,208**
FUNDING & FINANCING										
Development Charges										
Reserve Funds	1,194	591	**1,785**	575	1,179	136	136	**3,810**	136	**3,947**
Property Taxes										
Reserves and Reserve Funds										
3983800 Community Planning Capital Reserve	264	522	**786**	526	724	409	409	**2,853**	409	**3,261**
TOTAL FUNDING & FINANCING	**1,458**	**1,112**	**2,570**	**1,101**	**1,902**	**545**	**545**	**6,663**	**545**	**7,208**

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

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Commissioner of Planning, Development & Legislative Services

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	913	1,017	104	11.4%
Benefits	261	308	47	18.0%
Supplies	10	10		
Maintenance		4	4	
Equipment	7	11	4	57.1%
Professional Fees & Services	86	136	50	58.1%
Communications	14	14		
Travel	9	12	3	33.3%
Insurance	6	7	1	16.7%
Facility Occupancy Charges	199	27	(172)	(86.4%)
Interdepartmental Charges	9	12	3	33.3%
Subtotal - Operating	***1,514***	***1,558***	***44***	***2.9%***
Transfers to Reserves	3	3		
Subtotal - Debt / Reserves / Capital	***3***	***3***		
Gross Expenditure	**1,517**	**1,561**	**44**	**2.9%**
Interdepartmental Recoveries		(176)	(176)	
Net Expenditure	**1,517**	**1,385**	**(132)**	**(8.7%)**
Revenue				
Contribution from Reserves		100	100	
Revenue Subtotal		**100**	**100**	
Property Tax Levy	**1,517**	**1,285**	**(232)**	**(15.3%)**

PUBLIC HEALTH & PARAMEDIC SERVICES

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Public Health & Paramedic Services

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	64,134	65,085	951	1.5%
Benefits	18,770	20,138	1,368	7.3%
Supplies	5,689	4,908	(781)	(13.7%)
Maintenance	162	162		
Utilities	200	219	19	9.5%
Equipment	663	369	(294)	(44.3%)
Facilities Maintenance	198	217	19	9.6%
Professional Fees & Services	7,846	7,775	(71)	(0.9%)
Rents	434	308	(126)	(29.0%)
Grants	60	60		
Social Support and Benefit Payments	318	350	32	10.1%
Communications	370	327	(43)	(11.6%)
Travel	290	342	52	17.9%
Insurance	141	162	21	14.9%
Facility Occupancy Charges	1,596	1,725	129	8.1%
Interdepartmental Charges	3,712	3,638	(74)	(2.0%)
Subtotal - Operating	***104,583***	***105,785***	***1,202***	***1.1%***
Debt Servicing	2,192	2,169	(23)	(1.0%)
Transfers to Reserves	4,029	4,529	500	12.4%
Subtotal - Debt / Reserves / Capital	***6,220***	***6,699***	***479***	***7.7%***
Gross Expenditure	**110,803**	**112,484**	**1,681**	**1.5%**
Interdepartmental Recoveries	(376)	(388)	(12)	3.2%
Net Expenditure	**110,427**	**112,096**	**1,669**	**1.5%**
Revenue				
Ontario Grants	58,022	61,283	3,261	5.6%
Ontario Grants - COVID	12,671	2,631	(10,040)	(79.2%)
Federal Grants		1,398	1,398	
User Fees	487	487		
Contribution from Reserves	2,782	3,505	723	26.0%
Contribution from RDC Reserve Funds	206	206		
Revenue Subtotal	**74,168**	**69,510**	**(4,658)**	**(6.3%)**
Property Tax Levy	**36,259**	**42,587**	**6,328**	**17.5%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Paramedic Services

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	32,368	38,049	5,681	17.6%
Benefits	10,458	11,742	1,284	12.3%
Supplies	3,202	3,092	(110)	(3.4%)
Maintenance	149	149		
Utilities	187	205	18	9.6%
Equipment	130	130		
Facilities Maintenance	198	217	19	9.6%
Professional Fees & Services	1,944	2,308	364	18.7%
Rents	128	128		
Communications	122	122		
Travel	16	25	9	56.3%
Insurance	107	122	15	14.0%
Facility Occupancy Charges	219	239	20	9.1%
Interdepartmental Charges	1,463	1,645	182	12.4%
Subtotal - Operating	***50,692***	***58,173***	***7,481***	***14.8%***
Debt Servicing	1,746	1,744	(2)	(0.1%)
Transfers to Reserves	3,939	4,430	491	12.5%
Subtotal - Debt / Reserves / Capital	***5,685***	***6,174***	***489***	***8.6%***
Gross Expenditure	**56,377**	**64,348**	**7,971**	**14.1%**
Net Expenditure	**56,377**	**64,348**	**7,971**	**14.1%**
Revenue				
Ontario Grants	26,828	29,390	2,562	9.5%
Ontario Grants - COVID	1,071		(1,071)	(100.0%)
User Fees	92	92		
Contribution from Reserves	2,782	3,416	634	22.8%
Contribution from RDC Reserve Funds	206	206		
Revenue Subtotal	**30,980**	**33,104**	**2,124**	**6.9%**
Property Tax Levy	**25,397**	**31,244**	**5,847**	**23.0%**

Paramedic Services

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
Program Area Capital										
82001 Vehicle Replacement-Ambulance		1,578	**1,578**	2,367	2,367	2,367	1,841	**10,520**	17,621	**28,141**
82003 Vehicle Replacement-ERU					450	90	90	**630**	630	**1,260**
82004 Vehicle Replacement-ESU						50	175	**225**		**225**
82005 Vehicle Replacement-Admin & Van	80		**80**	85	180		80	**425**	115	**540**
82006 Equipment-Defibrillators					2,250			**2,250**	2,820	**5,070**
82013 Equipment-Laptops		415	**415**			644		**1,059**	1,632	**2,690**
82017 Station 2024 Expansion (N2 Concession)	1,000	179	**1,179**	1,610	2,500	1,800		**7,089**		**7,089**
82018 Station 2026 Expansion (N1 FH & Bleams)				3,000	179	2,510	3,400	**9,089**		**9,089**
82024 Vehicle New - Ambulance Master Plan	2,288	1,128	**3,416**	1,128	1,128	1,128	846	**7,646**	3,102	**10,748**
82026 Server Hardware Upgrade	55		**55**	55			55	**166**	55	**221**
82028 Modems/Hardware - AVL/GPS System		132	**132**					**132**	132	**264**
82029 Automated Drug/Supply Dispensing System		255	**255**					**255**	255	**510**
82030 Stretcher Replacement						1,584		**1,584**	2,082	**3,666**
82031 Voice Radio	24		**24**				274	**298**		**298**
82032 Vehicle New - ERU Master Plan	40	90	**130**					**130**		**130**
82034 Station - Replacement (02 Westmount)	50		**50**	4,170	3,000	1,900		**9,120**		**9,120**
82036 Equipment - Master Plan - Defibrillators	223	120	**343**	120	120	120	90	**793**	330	**1,123**
82037 Equipment - Master Plan - Laptops	152	42	**194**	42	42	42	31	**350**	115	**464**
82038 Equipment - Master Plan - Stretchers		91	**91**	91	91	91	68	**430**	249	**679**
82039 Equipment (pooled)	150	250	**400**	250	250	250	250	**1,400**	1,045	**2,445**
82041 Community Paramedicine LTC Waitlist	107	70	**177**		121			**298**	347	**646**
82042 Station – 2028 Expansion (N3 Main & Dundas)						3,000	1,170	**4,170**	4,900	**9,070**
82043 Station – 2030 Expansion (N5 River & Fairway)									9,070	**9,070**
82050 Mobile Computer Aided Dispatch (mCAD)		82	**82**					**82**		**82**
Total Program Area Capital	**4,169**	**4,431**	**8,600**	**12,918**	**12,677**	**15,575**	**8,371**	**58,141**	**44,499**	**102,640**
Facilities Managed Capital Renewal										
74881 PSV HQ South Building Renewal		447	**447**	334	489	77	76	**1,423**	953	**2,376**
74887 PSV HQ North Building Renewal		28	**28**	471	24			**523**	24	**546**
74888 PSV Stations Renewal		131	**131**	475	143	140	79	**968**	547	**1,515**
Total Facilities Managed Capital Renewal		**606**	**606**	**1,280**	**656**	**217**	**155**	**2,913**	**1,524**	**4,437**
TOTAL EXPENDITURE	**4,169**	**5,037**	**9,206**	**14,197**	**13,334**	**15,792**	**8,525**	**61,054**	**46,023**	**107,077**

Paramedic Services

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	107	152	**259**					**259**		**259**
Development Charges										
Reserve Funds		628	**628**	628	628	628	471	**2,983**	1,727	**4,711**
Debentures	390	70	**460**	898	991	928	306	**3,583**		**3,583**
Property Taxes										
Reserves and Reserve Funds										
3980065 Facility Lifecycle Reserve		606	**606**	1,280	656	217	155	**2,913**	1,524	**4,437**
3982210 Ambulance Vehicle Reserve	2,408	2,255	**4,663**	3,039	3,584	3,094	2,626	**17,004**	20,174	**37,178**
3982220 Ambulance Equipment Reserve	604	1,217	**1,821**	471	2,787	2,644	704	**8,426**	8,628	**17,054**
Debentures	660	109	**769**	7,882	4,688	8,282	4,264	**25,886**	13,970	**39,856**
TOTAL FUNDING & FINANCING	**4,169**	**5,037**	**9,206**	**14,197**	**13,334**	**15,792**	**8,525**	**61,054**	**46,023**	**107,077**

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

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Health Protection and Investigation

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	7,441	4,877	(2,564)	(34.5%)
Benefits	1,725	1,495	(230)	(13.3%)
Supplies	553	34	(519)	(93.9%)
Equipment		1	1	
Professional Fees & Services	526	189	(337)	(64.1%)
Rents	2	2		
Social Support and Benefit Payments	1	1		
Communications	49	67	18	36.7%
Travel	46	42	(4)	(8.7%)
Interdepartmental Charges	2	2		
Subtotal - Operating	***10,345***	***6,712***	***(3,633)***	***(35.1%)***
Gross Expenditure	**10,345**	**6,712**	**(3,633)**	**(35.1%)**
Net Expenditure	**10,345**	**6,712**	**(3,633)**	**(35.1%)**
Revenue				
Ontario Grants	3,742	3,826	84	2.2%
Ontario Grants - COVID	5,000	1,074	(3,926)	(78.5%)
User Fees	1	1		
Revenue Subtotal	**8,743**	**4,901**	**(3,842)**	**(43.9%)**
Property Tax Levy	**1,603**	**1,811**	**208**	**13.0%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Infectious Diseases

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	9,365	7,027	(2,338)	(25.0%)
Benefits	2,084	2,091	7	0.3%
Supplies	299	75	(224)	(74.9%)
Maintenance	8	8		
Equipment		1	1	
Professional Fees & Services	2,176	401	(1,775)	(81.6%)
Rents	120		(120)	(100.0%)
Grants	60	60		
Social Support and Benefit Payments	130	132	2	1.5%
Communications	109	49	(60)	(55.0%)
Travel	88	121	33	37.5%
Facility Occupancy Charges	16		(16)	(100.0%)
Interdepartmental Charges	165	70	(95)	(57.6%)
Subtotal - Operating	***14,622***	***10,035***	***(4,587)***	***(31.4%)***
Gross Expenditure	**14,622**	**10,035**	**(4,587)**	**(31.4%)**
Interdepartmental Recoveries	41	41		
Net Expenditure	**14,663**	**10,076**	**(4,587)**	**(31.3%)**
Revenue				
Ontario Grants	5,674	5,697	23	0.4%
Ontario Grants - COVID	6,600	1,557	(5,043)	(76.4%)
User Fees	380	380		
Contribution from Reserves		41	41	
Revenue Subtotal	**12,654**	**7,676**	**(4,978)**	**(39.3%)**
Property Tax Levy	**2,008**	**2,400**	**392**	**19.5%**

THE REGIONAL MUNICIPALITY OF WATERLOO
2024 Operating Budget ($ thousands)
Healthy Living and Foundational Standards

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	5,833	6,052	219	3.8%
Benefits	1,738	1,890	152	8.7%
Supplies	1,340	1,426	86	6.4%
Utilities	12	14	2	16.7%
Equipment	20	20		
Professional Fees & Services	949	963	14	1.5%
Rents	159	153	(6)	(3.8%)
Communications	15	15		
Travel	27	22	(5)	(18.5%)
Interdepartmental Charges	297	297		
Subtotal - Operating	***10,391***	***10,851***	***460***	***4.4%***
Gross Expenditure	**10,391**	**10,851**	**460**	**4.4%**
Interdepartmental Recoveries	(100)	(100)		
Net Expenditure	**10,291**	**10,751**	**460**	**4.5%**
Revenue				
Ontario Grants	7,255	7,499	244	3.4%
Contribution from Reserves		48	48	
Revenue Subtotal	**7,255**	**7,547**	**292**	**4.0%**
Property Tax Levy	**3,036**	**3,204**	**168**	**5.5%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Child, Family and Dental Health

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	6,277	6,437	160	2.5%
Benefits	1,934	2,071	137	7.1%
Supplies	264	252	(12)	(4.5%)
Maintenance	6	6		
Equipment	15	13	(2)	(13.3%)
Professional Fees & Services	2,135	2,460	325	15.2%
Rents	20	20		
Social Support and Benefit Payments	187	187		
Communications	24	23	(1)	(4.2%)
Travel	97	94	(3)	(3.1%)
Insurance				
Facility Occupancy Charges	53		(53)	(100.0%)
Interdepartmental Charges	(134)	(216)	(82)	61.2%
Subtotal - Operating	***10,878***	***11,348***	***470***	***4.3%***
Transfers to Reserves	4	10	6	150.0%
Subtotal - Debt / Reserves / Capital	***4***	***10***	***6***	***150.0%***
Gross Expenditure	**10,882**	**11,358**	**476**	**4.4%**
Interdepartmental Recoveries	(144)	(145)	(1)	0.7%
Net Expenditure	**10,738**	**11,214**	**476**	**4.4%**
Revenue				
Ontario Grants	8,799	9,089	290	3.3%
Contribution from Reserves				
Revenue Subtotal	**8,799**	**9,089**	**290**	**3.3%**
Property Tax Levy	**1,940**	**2,125**	**185**	**9.5%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Strategy, Performance & Partnerships

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	2,848	2,642	(206)	(7.2%)
Benefits	832	850	18	2.2%
Supplies	32	29	(3)	(9.4%)
Equipment	498	204	(294)	(59.0%)
Professional Fees & Services	115	1,454	1,339	1,164.3%
Rents	5	5		
Social Support and Benefit Payments		30	30	
Communications	51	51		
Travel	15	37	22	146.7%
Insurance	34	40	6	17.6%
Facility Occupancy Charges	1,308	1,486	178	13.6%
Interdepartmental Charges	1,917	1,840	(77)	(4.0%)
Subtotal - Operating	***7,654***	***8,667***	***1,013***	***13.2%***
Debt Servicing	446	425	(21)	(4.7%)
Transfers to Reserves	86	89	3	3.5%
Subtotal - Debt / Reserves / Capital	***532***	***514***	***(18)***	***(3.4%)***
Gross Expenditure	**8,186**	**9,181**	**995**	**12.2%**
Interdepartmental Recoveries	(173)	(184)	(11)	6.4%
Net Expenditure	**8,013**	**8,997**	**984**	**12.3%**
Revenue				
Ontario Grants	5,725	5,782	57	1.0%
Federal Grants		1,398	1,398	
User Fees	14	14		
Revenue Subtotal	**5,738**	**7,194**	**1,456**	**25.4%**
Property Tax Levy	**2,274**	**1,803**	**(471)**	**(20.7%)**

ELECTED OFFICES

THE REGIONAL MUNICIPALITY OF WATERLOO
2024 Operating Budget ($ thousands)
Elected Offices

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	1,181	1,210	29	2.5%
Benefits	350	377	27	7.7%
Supplies	3	3		
Equipment	11	11		
Professional Fees & Services	123	123		
Communications	43	43		
Travel	56	56		
Insurance	2	2		
Facility Occupancy Charges	139	138	(1)	(0.7%)
Interdepartmental Charges	16	18	2	12.5%
Subtotal - Operating	***1,924***	***1,981***	***57***	***3.0%***
Transfers to Reserves	12	12		
Subtotal - Debt / Reserves / Capital	***12***	***12***		
Gross Expenditure	**1,936**	**1,993**	**57**	**2.9%**
Interdepartmental Recoveries	(412)	(412)		
Net Expenditure	**1,524**	**1,580**	**56**	**3.7%**
Property Tax Levy	**1,524**	**1,580**	**56**	**3.7%**

Region of Waterloo

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Office of the Chief Administrative Officer

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	3,357	3,656	299	8.9%
Benefits	1,029	1,148	119	11.6%
Supplies	105	104	(1)	(1.0%)
Maintenance	22	22		
Equipment	135	135		
Professional Fees & Services	2,795	580	(2,215)	(79.2%)
Grants		1,000	1,000	
Communications	487	487		
Travel	30	81	51	170.0%
Insurance				
Facility Occupancy Charges	234	229	(5)	(2.1%)
Interdepartmental Charges	34	36	2	5.9%
Subtotal - Operating	***8,229***	***7,478***	***(751)***	***(9.1%)***
Transfers to Reserves	674	100	(574)	(85.2%)
Subtotal - Debt / Reserves / Capital	***674***	***100***	***(574)***	***(85.2%)***
Gross Expenditure	**8,903**	**7,578**	**(1,325)**	**(14.9%)**
Interdepartmental Recoveries	(1,521)	(1,371)	150	(9.9%)
Net Expenditure	**7,382**	**6,207**	**(1,175)**	**(15.9%)**
Revenue				
User Fees	9	9		
Contribution from Reserves	1,670	205	(1,465)	(87.7%)
Revenue Subtotal	**1,679**	**214**	**(1,465)**	**(87.3%)**
Property Tax Levy	**5,703**	**5,993**	**290**	**5.1%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Reconciliation, Equity, Diversity & Inclusion

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	653	778	125	19.1%
Benefits	235	272	37	15.7%
Supplies	1	1		
Equipment	20	20		
Professional Fees & Services	2,369	309	(2,060)	(87.0%)
Grants		1,000	1,000	
Communications	61	61		
Travel	10	10		
Facility Occupancy Charges	41	43	2	4.9%
Interdepartmental Charges	6	5	(1)	(16.7%)
Subtotal - Operating	***3,394***	***2,498***	***(896)***	***(26.4%)***
Transfers to Reserves	603	2	(601)	(99.7%)
Subtotal - Debt / Reserves / Capital	***603***	***2***	***(601)***	***(99.7%)***
Gross Expenditure	**3,997**	**2,499**	**(1,498)**	**(37.5%)**
Net Expenditure	**3,997**	**2,499**	**(1,498)**	**(37.5%)**
Revenue				
Contribution from Reserves	1,310		(1,310)	(100.0%)
Revenue Subtotal	**1,310**		**(1,310)**	**(100.0%)**
Property Tax Levy	**2,687**	**2,499**	**(188)**	**(7.0%)**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Communications and Strategy

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	2,290	2,448	158	6.9%
Benefits	675	750	75	11.1%
Supplies	104	102	(2)	(1.9%)
Maintenance	22	22		
Equipment	114	114		
Professional Fees & Services	400	245	(155)	(38.8%)
Communications	425	425		
Travel	13	63	50	384.6%
Facility Occupancy Charges	180	163	(17)	(9.4%)
Interdepartmental Charges	21	28	7	33.3%
Subtotal - Operating	***4,244***	***4,360***	***116***	***2.7%***
Transfers to Reserves	69	97	28	40.6%
Subtotal - Debt / Reserves / Capital	***69***	***97***	***28***	***40.6%***
Gross Expenditure	**4,313**	**4,457**	**144**	**3.3%**
Interdepartmental Recoveries	(1,364)	(1,214)	150	(11.0%)
Net Expenditure	**2,949**	**3,243**	**294**	**10.0%**
Revenue				
User Fees	9	9		
Contribution from Reserves	360	205	(155)	(43.1%)
Revenue Subtotal	**369**	**214**	**(155)**	**(42.0%)**
Property Tax Levy	**2,580**	**3,029**	**449**	**17.4%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Chief Administrative Officer

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	414	431	17	4.1%
Benefits	119	126	7	5.9%
Supplies	1	1		
Equipment	1	1		
Professional Fees & Services	27	27		
Communications	1	1		
Travel	7	7		
Insurance				
Facility Occupancy Charges	14	23	9	64.3%
Interdepartmental Charges	7	3	(4)	(57.1%)
Subtotal - Operating	***591***	***621***	***30***	***5.1%***
Transfers to Reserves	1	1		
Subtotal - Debt / Reserves / Capital	***1***	***1***		
Gross Expenditure	**593**	**622**	**29**	**4.9%**
Interdepartmental Recoveries	(157)	(157)		
Net Expenditure	**435**	**465**	**30**	**6.9%**
Property Tax Levy	**435**	**465**	**30**	**6.9%**

Region of Waterloo

CORPORATE SERVICES

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Corporate Services

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	14,466	16,182	1,716	11.9%
Benefits	4,415	5,024	609	13.8%
Supplies	75	69	(6)	(8.0%)
Maintenance	2	9	7	350.0%
Equipment	382	373	(9)	(2.4%)
Professional Fees & Services	4,905	5,261	356	7.3%
Rents	288	318	30	10.4%
Financial Expenses	1	1		
Communications	1,554	1,596	42	2.7%
Travel	26	63	37	142.3%
Insurance	6	7	1	16.7%
Facility Occupancy Charges	571	908	337	59.0%
Interdepartmental Charges	147	143	(4)	(2.7%)
Subtotal - Operating	***26,840***	***29,955***	***3,115***	***11.6%***
Debt Servicing	21		(21)	(100.0%)
Transfers to Reserves	872	878	6	0.7%
Subtotal - Debt / Reserves / Capital	***893***	***878***	***(15)***	***(1.7%)***
Gross Expenditure	**27,732**	**30,833**	**3,101**	**11.2%**
Interdepartmental Recoveries	(11,057)	(11,895)	(838)	7.6%
Net Expenditure	**16,675**	**18,938**	**2,263**	**13.6%**
Revenue				
Ontario Grants		71	71	
User Fees	177	127	(50)	(28.2%)
Contribution from Reserves	48	20	(28)	(58.3%)
Revenue Subtotal	**225**	**217**	**(8)**	**(3.6%)**
Property Tax Levy	**16,450**	**18,721**	**2,271**	**13.8%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Information Technology Services

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	7,565	8,568	1,003	13.3%
Benefits	2,281	2,633	352	15.4%
Supplies	5	5		
Maintenance		3	3	
Equipment	152	154	2	1.3%
Professional Fees & Services	4,375	4,723	348	8.0%
Rents	288	318	30	10.4%
Communications	1,351	1,395	44	3.3%
Travel	10	14	4	40.0%
Insurance	3	3		
Facility Occupancy Charges	183	398	215	117.5%
Interdepartmental Charges	62	58	(4)	(6.5%)
Subtotal - Operating	***16,274***	***18,274***	***2,000***	***12.3%***
Transfers to Reserves	725	728	3	0.4%
Subtotal - Debt / Reserves / Capital	***725***	***728***	***3***	***0.4%***
Gross Expenditure	**16,999**	**19,002**	**2,003**	**11.8%**
Interdepartmental Recoveries	(5,932)	(6,394)	(462)	7.8%
Net Expenditure	**11,067**	**12,607**	**1,540**	**13.9%**
Revenue				
User Fees	1	1		
Contribution from Reserves				
Revenue Subtotal	**1**	**1**		
Property Tax Levy	**11,066**	**12,607**	**1,541**	**13.9%**

Information Technology Services

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
90017 GIS System	32	100	**132**			60		**192**		**192**
90061 Server / Network (LAN) Upgrades		400	**400**	400	400	400	400	**2,000**	2,000	**4,000**
90063 Telephone Systems Upgrade	674	200	**874**					**874**	100	**974**
90098 WREPNET Upgrades	28		**28**			400		**428**		**428**
90154 Data Centre Optimization	114		**114**					**114**		**114**
90166 ROW Website Redevelopment	100	300	**400**					**400**	400	**800**
90411 Computer Replacements		700	**700**	865	700	700	700	**3,665**	3,500	**7,165**
TOTAL EXPENDITURE	**948**	**1,700**	**2,648**	**1,265**	**1,100**	**1,560**	**1,100**	**7,673**	**6,000**	**13,673**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3981120 Computer Equipment Reserve		700	**700**	865	700	700	700	**3,665**	3,500	**7,165**
3983500 ITS Capital Reserve	948	1,000	**1,948**	400	400	860	400	**4,008**	2,500	**6,508**
TOTAL FUNDING & FINANCING	**948**	**1,700**	**2,648**	**1,265**	**1,100**	**1,560**	**1,100**	**7,673**	**6,000**	**13,673**

THE REGIONAL MUNICIPALITY OF WATERLOO
2024 Operating Budget ($ thousands)
Treasury Services

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	3,733	3,904	171	4.6%
Benefits	1,195	1,280	85	7.1%
Supplies	22	13	(9)	(40.9%)
Maintenance	2		(2)	(100.0%)
Equipment	227	211	(16)	(7.0%)
Professional Fees & Services	431	437	6	1.4%
Communications	42	41	(1)	(2.4%)
Travel	10	19	9	90.0%
Insurance	2	2		
Facility Occupancy Charges	304	366	62	20.4%
Interdepartmental Charges	57	57		
Subtotal - Operating	***6,026***	***6,329***	***303***	***5.0%***
Debt Servicing	21		(21)	(100.0%)
Transfers to Reserves	139	142	3	2.2%
Subtotal - Debt / Reserves / Capital	***160***	***142***	***(18)***	***(11.3%)***
Gross Expenditure	**6,186**	**6,471**	**285**	**4.6%**
Interdepartmental Recoveries	(3,039)	(3,086)	(47)	1.5%
Net Expenditure	**3,147**	**3,385**	**238**	**7.6%**
Revenue				
User Fees	176	126	(50)	(28.4%)
Contribution from Reserves	48	20	(28)	(58.3%)
Revenue Subtotal	**224**	**146**	**(78)**	**(34.8%)**
Property Tax Levy	**2,923**	**3,239**	**316**	**10.8%**

THE REGIONAL MUNICIPALITY OF WATERLOO
2024 Operating Budget ($ thousands)
Corporate Finance

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	2,852	3,381	529	18.5%
Benefits	857	1,023	166	19.4%
Supplies	46	48	2	4.3%
Maintenance		5	5	
Equipment	2	7	5	250.0%
Professional Fees & Services	97	98	1	1.0%
Financial Expenses	1	1		
Communications	160	159	(1)	(0.6%)
Travel	5	27	22	440.0%
Facility Occupancy Charges	77	135	58	75.3%
Interdepartmental Charges	26	26		
Subtotal - Operating	***4,123***	***4,912***	***789***	***19.1%***
Transfers to Reserves	7	8	1	14.3%
Subtotal - Debt / Reserves / Capital	***7***	***8***	***1***	***14.3%***
Gross Expenditure	**4,130**	**4,920**	**790**	**19.1%**
Interdepartmental Recoveries	(2,007)	(2,335)	(328)	16.3%
Net Expenditure	**2,122**	**2,585**	**463**	**21.8%**
Revenue				
Ontario Grants		71	71	
Revenue Subtotal		**71**	**71**	
Property Tax Levy	**2,122**	**2,514**	**392**	**18.5%**

Corporate Finance

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
60002 Corporate Financial Information Systems	50		**50**					**50**		**50**
60005 RDC By Law Review	220	40	**260**	100			210	**570**	140	**710**
60010 Stores Vehicles Equipment					85		55	**140**		**140**
60033 Fuel Management Systems	69		**69**		500	500	500	**1,569**		**1,569**
60034 Oracle Costing Module Implementation	360	217	**577**	488				**1,065**		**1,065**
60036 RMS Retail Management System	53		**53**					**53**		**53**
TOTAL EXPENDITURE	**752**	**257**	**1,009**	**588**	**585**	**500**	**765**	**3,447**	**140**	**3,587**
FUNDING & FINANCING										
Development Charges										
Reserve Funds	198	36	**234**	90			210	**534**	140	**674**
Property Taxes										
Reserves and Reserve Funds										
3982160 Corporate Fleet Replacement Reserve					85		55	**140**		**140**
3982170 Fuel System Equipment Reserve	69		**69**		500	500	500	**1,569**		**1,569**
3983200 Financial Services Capital Reserve	485	221	**706**	498				**1,204**		**1,204**
TOTAL FUNDING & FINANCING	**752**	**257**	**1,009**	**588**	**585**	**500**	**765**	**3,447**	**140**	**3,587**

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

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Commissioner of Corporate Services

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	316	328	12	3.8%
Benefits	83	89	6	7.2%
Supplies	2	2		
Equipment	1	1		
Professional Fees & Services	3	3		
Communications	1	1		
Travel	2	3	1	50.0%
Insurance	2	2		
Facility Occupancy Charges	7	9	2	28.6%
Interdepartmental Charges	2	2		
Subtotal - Operating	***417***	***439***	***22***	***5.3%***
Transfers to Reserves	1	1		
Subtotal - Debt / Reserves / Capital	***1***	***1***		
Gross Expenditure	**418**	**440**	**22**	**5.3%**
Interdepartmental Recoveries	(79)	(79)		
Net Expenditure	**339**	**361**	**22**	**6.5%**
Property Tax Levy	**339**	**361**	**22**	**6.5%**

HUMAN RESOURCES

&

CITIZEN SERVICE

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Human Resources & Citizen Service

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	10,484	11,903	1,419	13.5%
Benefits	3,417	3,821	404	11.8%
Supplies	26	27	1	3.8%
Maintenance	3	9	6	200.0%
Equipment	1,422	1,756	334	23.5%
Professional Fees & Services	2,251	1,850	(401)	(17.8%)
Social Support and Benefit Payments	5	92	87	1,740.0%
Financial Expenses	2	2		
Communications	51	52	1	2.0%
Travel	33	38	5	15.2%
Insurance	3	4	1	33.3%
Facility Occupancy Charges	432	502	70	16.2%
Interdepartmental Charges	151	154	3	2.0%
Subtotal - Operating	***18,280***	***20,208***	***1,928***	***10.5%***
Debt Servicing	196		(196)	(100.0%)
Transfers to Reserves	734	935	201	27.4%
Subtotal - Debt / Reserves / Capital	***929***	***935***	***6***	***0.6%***
Gross Expenditure	**19,210**	**21,143**	**1,933**	**10.1%**
Interdepartmental Recoveries	(5,701)	(6,486)	(785)	13.8%
Net Expenditure	**13,509**	**14,657**	**1,148**	**8.5%**
Revenue				
User Fees	98	98		
Contribution from Reserves	1,699	1,516	(183)	(10.8%)
Revenue Subtotal	**1,797**	**1,614**	**(183)**	**(10.2%)**
Property Tax Levy	**11,712**	**13,043**	**1,331**	**11.4%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Talent Acquisition, Client Experience & Solutions

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	4,067	4,868	801	19.7%
Benefits	1,074	1,304	230	21.4%
Supplies	1	3	2	200.0%
Maintenance		3	3	
Equipment	279	329	50	17.9%
Professional Fees & Services	261	81	(180)	(69.0%)
Financial Expenses	2	2		
Communications	23	23		
Travel	8	10	2	25.0%
Facility Occupancy Charges	150	206	56	37.3%
Interdepartmental Charges	50	51	1	2.0%
Subtotal - Operating	***5,916***	***6,880***	***964***	***16.3%***
Debt Servicing	179		(179)	(100.0%)
Transfers to Reserves	15	17	2	13.3%
Subtotal - Debt / Reserves / Capital	***194***	***17***	***(177)***	***(91.2%)***
Gross Expenditure	**6,110**	**6,896**	**786**	**12.9%**
Interdepartmental Recoveries	(2,313)	(3,063)	(750)	32.4%
Net Expenditure	**3,796**	**3,833**	**37**	**1.0%**
Revenue				
Contribution from Reserves	140		(140)	(100.0%)
Revenue Subtotal	**140**		**(140)**	**(100.0%)**
Property Tax Levy	**3,656**	**3,833**	**177**	**4.8%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Organization Development & HR People Partners

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	1,435	1,524	89	6.2%
Benefits	409	447	38	9.3%
Supplies	2	2		
Equipment	65	65		
Professional Fees & Services	58	48	(10)	(17.2%)
Communications	2	2		
Travel	3	3		
Facility Occupancy Charges	63	64	1	1.6%
Interdepartmental Charges	14	16	2	14.3%
Subtotal - Operating	***2,052***	***2,171***	***119***	***5.8%***
Transfers to Reserves	2	2		
Subtotal - Debt / Reserves / Capital	***2***	***2***		
Gross Expenditure	**2,054**	**2,173**	**119**	**5.8%**
Interdepartmental Recoveries	(829)	(845)	(16)	1.9%
Net Expenditure	**1,224**	**1,328**	**104**	**8.5%**
Property Tax Levy	**1,224**	**1,328**	**104**	**8.5%**

THE REGIONAL MUNICIPALITY OF WATERLOO
2024 Operating Budget ($ thousands)
Labour Relations & Emergency Management

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	938	1,068	130	13.9%
Benefits	266	300	34	12.8%
Supplies	2	2		
Equipment	186	186		
Professional Fees & Services	432	352	(80)	(18.5%)
Communications	10	10		
Travel	6	6		
Insurance	2	3	1	50.0%
Facility Occupancy Charges	37	37		
Interdepartmental Charges	38	39	1	2.6%
Subtotal - Operating	***1,918***	***2,002***	***84***	***4.4%***
Transfers to Reserves	3	3		
Subtotal - Debt / Reserves / Capital	***3***	***3***		
Gross Expenditure	**1,920**	**2,005**	**85**	**4.4%**
Interdepartmental Recoveries	(830)	(707)	123	(14.8%)
Net Expenditure	**1,090**	**1,298**	**208**	**19.1%**
Revenue				
User Fees	98	98		
Revenue Subtotal	**98**	**98**		
Property Tax Levy	**992**	**1,200**	**208**	**21.0%**

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Wellbeing & Occupational Health & Safety

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	1,759	1,949	190	10.8%
Benefits	524	599	75	14.3%
Supplies	10	9	(1)	(10.0%)
Maintenance	2	2		
Equipment	118	97	(21)	(17.8%)
Professional Fees & Services	727	719	(8)	(1.1%)
Social Support and Benefit Payments	5	92	87	1,740.0%
Communications	4	4		
Travel	11	11		
Facility Occupancy Charges	95	94	(1)	(1.1%)
Interdepartmental Charges	15	17	2	13.3%
Subtotal - Operating	***3,269***	***3,592***	***323***	***9.9%***
Debt Servicing	17		(17)	(100.0%)
Transfers to Reserves	4	6	2	50.0%
Subtotal - Debt / Reserves / Capital	***20***	***6***	***(14)***	***(70.0%)***
Gross Expenditure	**3,289**	**3,598**	**309**	**9.4%**
Interdepartmental Recoveries	(1,206)	(1,242)	(36)	3.0%
Net Expenditure	**2,083**	**2,356**	**273**	**13.1%**
Revenue				
Contribution from Reserves	1,435	1,491	56	3.9%
Revenue Subtotal	**1,435**	**1,491**	**56**	**3.9%**
Property Tax Levy	**648**	**864**	**216**	**33.3%**

THE REGIONAL MUNICIPALITY OF WATERLOO
2024 Operating Budget ($ thousands)
Total Rewards

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	1,687	1,864	177	10.5%
Benefits	496	569	73	14.7%
Supplies	3	3		
Maintenance	2	4	2	100.0%
Equipment	735	1,040	305	41.5%
Professional Fees & Services	22	22		
Communications	6	7	1	16.7%
Travel	2	5	3	150.0%
Facility Occupancy Charges	23	22	(1)	(4.3%)
Interdepartmental Charges	17	15	(2)	(11.8%)
Subtotal - Operating	***2,994***	***3,552***	***558***	***18.6%***
Transfers to Reserves	710	906	196	27.6%
Subtotal - Debt / Reserves / Capital	***710***	***906***	***196***	***27.6%***
Gross Expenditure	**3,704**	**4,459**	**755**	**20.4%**
Interdepartmental Recoveries	(100)	(206)	(106)	106.0%
Net Expenditure	**3,604**	**4,252**	**648**	**18.0%**
Property Tax Levy	**3,604**	**4,252**	**648**	**18.0%**

THE REGIONAL MUNICIPALITY OF WATERLOO
2024 Operating Budget ($ thousands)
Commissioner of Human Resources & Citizen Service

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	597	630	33	5.5%
Benefits	647	602	(45)	(7.0%)
Supplies	7	7		
Equipment	39	39		
Professional Fees & Services	750	627	(123)	(16.4%)
Communications	6	6		
Travel	4	4		
Insurance	1	1		
Facility Occupancy Charges	66	80	14	21.2%
Interdepartmental Charges	16	17	1	6.3%
Subtotal - Operating	***2,132***	***2,011***	***(121)***	***(5.7%)***
Transfers to Reserves	1	1		
Subtotal - Debt / Reserves / Capital	***1***	***1***		
Gross Expenditure	**2,133**	**2,012**	**(121)**	**(5.7%)**
Interdepartmental Recoveries	(422)	(422)		
Net Expenditure	**1,711**	**1,590**	**(121)**	**(7.1%)**
Revenue				
Contribution from Reserves	124	25	(99)	(79.8%)
Revenue Subtotal	**124**	**25**	**(99)**	**(79.8%)**
Property Tax Levy	**1,587**	**1,565**	**(22)**	**(1.4%)**

Human Resources & Citizen Service

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
90150 Consolidated Contact Centre	77	50	**127**	400	300			**827**		**827**
99037 Safety Management System	98		**98**					**98**		**98**
99044 Human Experience Management Solution (HXM)	860	2,923	**3,783**	993				**4,776**		**4,776**
99095 HXM Future Implementations					488			**488**		**488**
TOTAL EXPENDITURE	**1,036**	**2,973**	**4,009**	**1,393**	**788**			**6,190**		**6,190**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980020 General Tax Supported Capital Reserve	346	1,260	**1,606**	286				**1,891**		**1,891**
3980180 Water Capital Reserve		88	**88**	30				**117**		**117**
3980200 Wastewater Capital Reserve		29	**29**	10				**39**		**39**
3981400 WSIB Reserve Fund	98		**98**					**98**		**98**
3983500 ITS Capital Reserve		842	**842**	286				**1,128**		**1,128**
3983900 HRC Capital Reserve	592	755	**1,347**	781	788			**2,916**		**2,916**
TOTAL FUNDING & FINANCING	**1,036**	**2,973**	**4,009**	**1,393**	**788**			**6,190**		**6,190**

CORPORATE FINANCIAL

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Corporate Financial

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Professional Fees & Services	7,378	7,454	76	1.0%
Grants	825	575	(250)	(30.3%)
Financial Expenses	8,574	9,239	665	7.8%
Interdepartmental Charges	130	141	11	8.5%
Subtotal - Operating	***16,907***	***17,409***	***502***	***3.0%***
Transfers to Reserves	3,451	3,341	(110)	(3.2%)
Discretionary DC Exemptions	9,414	10,414	1,000	10.6%
Subtotal - Debt / Reserves / Capital	***12,865***	***13,755***	***890***	***6.9%***
Gross Expenditure	**29,771**	**31,164**	**1,393**	**4.7%**
Interdepartmental Recoveries	(1,900)	(2,100)	(200)	10.5%
Net Expenditure	**27,871**	**29,064**	**1,193**	**4.3%**
Revenue				
Ontario Grants	135	135		
Ontario Grants - COVID	215		(215)	(100.0%)
User Fees	10	10		
Interest Earnings	582	598	16	2.7%
Contribution from Reserves	915	326	(589)	(64.4%)
Supplementary Taxes	12,500	14,000	1,500	12.0%
Payments in Lieu	9,160	9,734	574	6.3%
Revenue Subtotal	**23,517**	**24,802**	**1,285**	**5.5%**
Property Tax Levy	**4,355**	**4,262**	**(93)**	**(2.1%)**

Corporate Financial

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
Corporate Financial										
99092 University of Waterloo School of Optometry	1,000		**1,000**					**1,000**		**1,000**
Subtotal Corporate Financial	**1,000**		**1,000**					**1,000**		**1,000**
Brownfield Financial Incentive Program										
99057 130 Water (South Parcel) Brownfield Incentives		147	147	147	1,269	1,269	1,269	4,101	2,702	6,803
99060 55 Mooregate Brownfield Incentives		33	33	33				66		66
99066 83 Elmsdale Brownfield Incentives				688	688	688	688	2,750	2,029	4,779
99075 1 Adam Brownfield Incentives		337	337	272	597			1,205		1,205
99076 1011 Homer Watson Brownfield Incentives				1,269	1,145	1,059	812	4,285	1,036	5,321
99077 19 Guelph (Parcel A) Brownfield Incentives		80	80	80	80	80	80	400	240	640
99078 19 Guelph (Parcel B) Brownfield Incentives		178	178	178	82			438		438
99080 70 King Street Brownfield Incentives					664	79		743		743
99081 119 Roger Street Brownfield Incentives				374	374	374	374	1,494	852	2,346
99083 64 Grand Avenue Brownfield Incentives				764	764	764	764	3,054	497	3,551
99084 270 Spadina Brownfield Incentives				118	118	118	118	474	592	1,066
99085 498 Eagle Brownfield Incentives				165	165	165	165	659	724	1,383
99086 475 King Brownfield Incentives	444		444					444		444
99087 215 Lexington Brownfield Incentives	23		23					23		23
99093 60 Charles Street/24 Gaukel Brownfield Incentives		499	499	499	499	499	499	2,497	278	2,775
99094 152 Shanley Street Brownfield Incentives				136	136	136	136	544	680	1,224
99097 93 Grand Avenue Brownfield Incentive		14	14	14	14	14	14	71	10	80
Subtotal Brownfield Financial Incentive Program	**466**	**1,288**	**1,754**	**4,737**	**6,594**	**5,245**	**4,918**	**23,249**	**9,639**	**32,888**
TOTAL EXPENDITURE	**1,466**	**1,288**	**2,754**	**4,737**	**6,594**	**5,245**	**4,918**	**24,249**	**9,639**	**33,888**
FUNDING & FINANCING										
Property Taxes										
Reserves and Reserve Funds										
3980140 Brownfield Incentive Program Reserve	466	1,288	**1,754**	4,737	6,594	5,245	4,918	**23,249**	9,639	**32,888**
3980720 Tax Stabilization Reserve	1,000		**1,000**					**1,000**		**1,000**
TOTAL FUNDING & FINANCING	**1,466**	**1,288**	**2,754**	**4,737**	**6,594**	**5,245**	**4,918**	**24,249**	**9,639**	**33,888**

Region of Waterloo

WATERLOO REGIONAL POLICE SERVICE

THE REGIONAL MUNICIPALITY OF WATERLOO

2024 Operating Budget ($ thousands)

Waterloo Regional Police Service

	2023 Budget (Restated)	2024 Budget	Budget Change $	Budget Change %
Expenditure				
Compensation	146,692	153,863	7,171	4.9%
Benefits	49,867	55,610	5,743	11.5%
Supplies	3,866	3,975	109	2.8%
Maintenance	1,108	1,080	-28	(2.5%)
Utilities	999	1,045	46	4.6%
Police Vehicles	15	19	4	26.7%
Equipment	777	802	25	3.2%
Facilities Maintenance	631	746	115	18.2%
Professional Fees & Services	12,200	13,468	1,268	10.4%
Rents	841	879	38	4.5%
Social Support and Benefit Payments	308	291	-17	(5.5%)
Financial Expenses	67	65	-2	(3.0%)
Communications	1,681	2,559	878	52.2%
Travel	578	708	130	22.5%
Insurance	909	1,013	104	11.4%
Facility Occupancy Charges	776	711	-65	(8.4%)
Interdepartmental Charges	1,732	1,794	62	3.6%
Subtotal - Operating	***223,045***	***238,627***	***15,582***	***7.0%***
Debt Servicing	6,523	6,382	-141	(2.2%)
Transfers to Reserves	7,175	7,400	225	3.1%
Subtotal - Debt / Reserves / Capital	***13,698***	***13,782***	***84***	***0.6%***
Gross Expenditure	**236,743**	**252,409**	**15,666**	**6.6%**
Net Expenditure	**236,743**	**252,409**	**15,666**	**6.6%**
Revenue				
Ontario Grants	9,988	11,146	1,158	11.6%
User Fees	3,155	2,943	(212)	(6.7%)
Contribution from Reserves		143	143	
Contribution from RDC Reserve Funds	2,507	1,812	(695)	(27.7%)
Interdepartmental Recoveries	1,830	1,992	162	8.9%
External Recoveries	5,202	5,946	744	14.3%
Revenue Subtotal	**22,683**	**23,981**	**1,298**	**5.7%**
Property Tax Levy	**214,060**	**228,428**	**14,368**	**6.7%**

Waterloo Regional Police

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
EXPENDITURE										
Program Area Capital										
50000 Police Vehicles and Equipment	371	3,938	**4,309**	5,311	2,653	2,595	4,068	**18,936**	19,799	**38,735**
50001 Automated Asset and Evidence Solution	212	27	**239**	366	305	125		**1,035**		**1,035**
50003 PRIDE V							5,000	**5,000**		**5,000**
50004 Police Vehicles - Growth	25	156	**181**	241	248	256	263	**1,189**	1,440	**2,630**
50005 Information Technology		341	**341**					**341**		**341**
50011 Voice Radio HW and SW Upgrades	62	180	**242**		150	14,000		**14,392**	1,409	**15,801**
50012 Training Facilities Expansion						861	10,045	**10,907**	10,045	**20,952**
50017 HRIS	648	2,123	**2,771**	371				**3,142**		**3,142**
50018 Body Worn and In Car Video	103	687	**790**	308	160	66	66	**1,389**	329	**1,718**
50024 Administrative Phone System	93		**93**					**93**	800	**893**
50025 Next Generation 911	397	2,957	**3,354**				1,348	**4,701**	3,400	**8,101**
50027 IT Security	221		**221**					**221**		**221**
50028 AFPIS/Livescan Software		1,213	**1,213**	1,016				**2,230**	2,500	**4,730**
50030 Video Conference		48	**48**					**48**		**48**
50035 Information Management				900				**900**		**900**
50046 New Central Division (200 Frederick St)		403	**403**					**403**		**403**
50047 Facilities Refresh and Furniture	175	416	**591**	425	435	445	455	**2,350**	2,437	**4,787**
50048 Police Equipment	301	2,459	**2,760**	2,169	4,577	2,512	3,144	**15,162**	17,120	**32,283**
50051 Central Division Renovation/Expansion	365	1,950	**2,315**	1,250				**3,565**		**3,565**
50053 Headquarters Renovations									29,344	**29,344**
50055 Reporting Centre Expansion									722	**722**
50056 North Division Renovation					208			**208**		**208**
50060 Police Furniture - Growth	50	48	**98**	45	45	13	13	**213**	63	**275**
50061 Police Equipment - Growth		310	**310**	294	294	82	82	**1,062**	408	**1,470**
50063 Electric Vehicle Charging Stations	77	45	**122**					**122**		**122**
50064 Magazine Explosive Storage	15		**15**					**15**		**15**
50068 Facility Security Upgrades	141	300	**441**	307	314	321	329	**1,712**	1,760	**3,472**
50070 Technical Investigations System				200				**200**		**200**
50071 Body Scanner	21	214	**235**					**235**	216	**451**
50072 Disaster Recovery	185		**185**		200			**385**	600	**985**
50074 UPS Replacements	647	281	**928**					**928**		**928**

Waterloo Regional Police

Ten Year Capital Budget and Forecast ($ thousands)
2024 - 2033

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Subtotal**	2029 - 2033 Subtotal	**2024 - 2033 Total**
50075 WRPS Facilities Master Plan	140		**140**					**140**		**140**
50076 Public Safety Communications Center	2,991	2,245	**5,236**	5,257	24,267	39,272		**74,032**		**74,032**
50077 Children Safety Village Facility		100	**100**	100	300	75	225	**800**	95	**895**
Total Program Area Capital	**7,240**	**20,441**	**27,681**	**18,559**	**34,156**	**60,622**	**25,037**	**166,055**	**92,486**	**258,541**
Facilities Managed Capital Renewal										
75012 Firearms Training Facility Renewal	2	12	**14**				638	**652**	255	**907**
75013 Police South Division Renewal	920	35	**955**	486	674	230	169	**2,516**	1,561	**4,077**
75014 Police North Division Renewal	167	806	**973**	308	12	265	253	**1,811**	1,395	**3,206**
75016 Police Headquarters Renewal	2,229	683	**2,912**	821	218	241	172	**4,363**	6,837	**11,200**
75017 Police Investigative Services Renewal	350	35	**385**	12	182	114	181	**874**	539	**1,414**
75018 Police Reporting Centre Renewal	176	12	**188**	212	374	118	39	**931**	385	**1,316**
75021 Police New Central Division Renewal				50	75	100	125	**350**	1,000	**1,350**
75022 Police Voice Radio building renewal				12	42		11	**65**	208	**273**
Total Facilities Managed Capital Renewal	**3,844**	**1,583**	**5,427**	**1,901**	**1,578**	**1,068**	**1,588**	**11,562**	**12,180**	**23,743**
TOTAL EXPENDITURE	**11,084**	**22,024**	**33,108**	**20,461**	**35,734**	**61,690**	**26,625**	**177,617**	**104,667**	**282,284**
FUNDING & FINANCING										
Grants / Subsidies / Recoveries										
Grants & Subsidies	397	3,385	**3,782**	429			2,939	**7,150**	3,147	**10,297**
Development Charges										
Reserve Funds	75	1,667	**1,742**	1,192	795	350	358	**4,437**	5,449	**9,886**
Debentures	1,465	1,100	**2,565**	2,576	11,891	19,898	7,634	**44,565**	7,634	**52,199**
Property Taxes										
Reserves and Reserve Funds										
3980066 Lifecycle Reserve Police	2,859	1,683	**4,542**	1,990	1,836	1,143	1,802	**11,313**	12,067	**23,380**
3981300 Police Capital Reserve	2,759	7,046	**9,805**	4,145	6,140	3,468	3,994	**27,553**	23,275	**50,827**
3982340 Police Vehicles & Equipment Reserve	371	3,938	**4,309**	5,311	2,653	2,595	4,068	**18,936**	19,799	**38,735**
Contributions from Operating				12	42		11	**65**	208	**273**
Debentures	3,157	3,205	**6,362**	4,806	12,376	34,236	5,820	**63,600**	33,087	**96,687**
TOTAL FUNDING & FINANCING	**11,084**	**22,024**	**33,108**	**20,461**	**35,734**	**61,690**	**26,625**	**177,617**	**104,667**	**282,284**

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

APPENDIX A: SUMMARY OF APPROVED DEBENTURE FINANCING

Consolidated Capital Budget & Forecast

Summary of Approved Debenture Financing ($ thousands)
2024 - 2028

	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Total**
Debentures 10 yrs (levy/user rates)								
01016 Waterloo Soil Management Strategy	1,090		**1,090**					**1,090**
01082 Waterloo Groundwater Management		488	**488**	1,443	546	443	546	**3,466**
01154 Waterloo - New Cells Design & Construction	3,938	1,560	**5,498**	6,016	2,388	1,790	6,365	**22,057**
01156 Waterloo Leachate Control	677	1,030	**1,707**	1,061	1,864	541	597	**5,770**
01160 Waterloo - Roads Construction	31	1,328	**1,359**	969		443	757	**3,528**
01163 Waterloo Landfill Gas System	972	1,983	**2,955**	2,722	1,342	742	577	**8,338**
01192 Waterloo Transfer Station Upgrade							21,337	**21,337**
03544 Sanitary Forcemain Servicing				165	1,188			**1,353**
03570 Apron Resurfacing					1,320			**1,320**
03603 Trigger 2 Property Acquisition	1,114		**1,114**	3,480	4,060	580		**9,234**
03604 Construct Runway 14/32 Extension				4,784	4,502	6,191		**15,477**
03610 Design Terminal expansion phase 2	210		**210**	1,260	1,260	1,260	1,260	**5,250**
03611 Surface Parking Expansion	1,011	1,830	**2,841**	3,050				**5,891**
03612 Land Development	245		**245**		610	610	610	**2,075**
03636 Runway 14-32 Rehabilitation				2,500	2,500			**5,000**
03644 CBSA upgrades	1,241		**1,241**					**1,241**
03651 Service Developable Land		305	**305**	1,983	1,983			**4,270**
03652 Runway 08-26 RESA		305	**305**	2,440				**2,745**
03653 AOC Expansion		305	**305**	3,843	854			**5,002**
05394 Arthur Street S., South St. to Kenning Pl.						2,590	2,465	**5,055**
05679 Cedar Creek Road, Cambridge/North Dumfries Bdry. to Edworthy						700		**700**
05683 Queen's Bush Rd, Nafziger to Hutchison & Nafziger Rd, Gerber to							6,990	**6,990**
05692 Ainslie St S, Water St S to Water St N						2,190	1,180	**3,370**
05695 Scott St/Main St/Stanley St, 190M E of Hilltop Dr to St Andrews St						2,530	825	**3,355**
05932 King St E, Sportsworld Dr to Freeport Bridge						800	7,580	**8,380**
05983 King St, Northfield Dr to HWY 85 NB Ramp (Woolwich)						2,094		**2,094**
07147 Salt Strategy Roads Operations						5,300		**5,300**
50003 PRIDE V							2,890	**2,890**
50011 Voice Radio HW and SW Upgrades						14,000		**14,000**
50012 Training Facilities Expansion						207	2,411	**2,618**
50025 Next Generation 911							519	**519**

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Summary of Approved Debenture Financing ($ thousands)
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	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Total**
50028 AFPIS/Livescan Software		784	**784**	588				**1,372**
50035 Information Management				900				**900**
50051 Central Division Renovation/Expansion		995	**995**	638				**1,632**
50074 UPS Replacements	647	281	**928**					**928**
66138 Miscellaneous Property Acquisitions	1,668	6,222	**7,890**	305				**8,195**
71042 Sunnyside Renewal	1,184		**1,184**	2,500	1,000		2,500	**7,184**
71045 Supportive Housing Renewal		800	**800**					**800**
74200 AHQ 150 Frederick Building Renewal	509	4,600	**5,109**	5,000	2,000	1,000		**13,109**
74300 99 Regina Building Renewal	2,881	2,900	**5,781**	3,342	4,328	2,446		**15,897**
74400 Operations Centre Building Renewal	1,666		**1,666**	3,000	3,000	1,000		**8,666**
74500 150 Main Cambridge Building Renewal	414		**414**		2,503			**2,917**
74700 WRESTC Renewal					2,000	2,000		**4,000**
75013 Police South Division Renewal	235		**235**					**235**
75016 Police Headquarters Renewal	750		**750**					**750**
82017 Station 2024 Expansion (N2 Concession)	610	109	**719**	982	1,525	1,098		**4,324**
82018 Station 2026 Expansion (N1 FH & Bleams)				2,730	163	2,284	3,094	**8,271**
82034 Station - Replacement (02 Westmount)	50		**50**	4,170	3,000	1,900		**9,120**
82042 Station – 2028 Expansion (N3 Main & Dundas)						3,000	1,170	**4,170**
83199 Studies/Pooled Assets				1,687	2,784	3,393	2,025	**9,889**
90170 KVTH Early Works				636				**636**
90180 Realignment of Victoria Street	1,443		**1,443**	3,984	1,431			**6,858**
90191 Fleet Vehicle Charging Stations		1,721	**1,721**	1,512	755	796	547	**5,330**
99103 Industrial Land Acquisition and Servicing				12,150	3,750			**15,900**
Debentures 20 yrs (levy/user rates)								
50076 Public Safety Communications Center	1,525	1,145	**2,670**	2,681	12,376	20,029		**37,757**
66079 Northfield Drive Construction	28	64	**92**					**92**
68016 Ancillary Non Construction Rapid Transit Project Costs	27		**27**					**27**
68030 Stage 2 LRT Project Development	2,928		**2,928**	1,220	12,200	24,400	24,400	**65,148**
83170 WRH MP Kingscourt, Waterloo		6,818	**6,818**	6,000				**12,818**
83171 WRH MP 82 Wilson, Kitchener	141	1,924	**2,065**	18,701				**20,766**
83172 WRH MP Langs, Cambridge		4,092	**4,092**	39,000	36,543			**79,635**
83173 WRH MP 140 Weber, Kitchener	73	100	**173**			225	562	**960**

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Summary of Approved Debenture Financing ($ thousands)
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	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Total**
83174 WRH MP Mooregate, Kitchener	100	1,304	**1,404**	1,539	23,044	76,167	81,704	**183,858**
83175 WRH MP Shelley/Courtland	50	331	**381**	787	864	12,958	42,828	**57,818**
90137 Corp Space Optimization Phase 2	3,383	2,625	**6,008**					**6,007**
90179 King-Victoria Transit Hub						449	5,434	**5,883**
90192 Corporate Space Optimization Phase 3	375	778	**1,153**	4,297	4,225			**9,675**
90193 Corporate Space Optimization Phase 4				300	2,100	2,100		**4,500**
90194 70 & 84 Victoria St Land & Building	-260	20,684	**20,424**					**20,424**
Debentures 10 yrs (reserves)								
08289 Galt Process Upgrades & Expansion					5,000			**5,000**
Debentures 30 yrs (reserves)								
68002 RT Land Acquisition	1,758		**1,758**					**1,758**
68012 Rolling Stock - Vehicles	35		**35**					**35**
68017 Project Construction LRT	11,359		**11,359**					**11,359**
Debentures 10 yrs (RDC)								
01192 Waterloo Transfer Station Upgrade							2,584	**2,584**
03544 Sanitary Forcemain Servicing				335	2,412			**2,747**
03603 Trigger 2 Property Acquisition	807		**807**	2,520	2,940	420		**6,687**
03611 Surface Parking Expansion	647	1,170	**1,817**	1,950				**3,767**
03612 Land Development	155		**155**		390	390	390	**1,325**
03644 CBSA upgrades	794		**794**					**794**
03651 Service Developable Land		195	**195**	1,268	1,268			**2,730**
03652 Runway 08-26 RESA		195	**195**	1,560				**1,755**
03653 AOC Expansion	195	195	**390**	2,457	546			**3,393**
82017 Station 2024 Expansion (N2 Concession)	390	70	**460**	628	975	702		**2,765**
82018 Station 2026 Expansion (N1 FH & Bleams)				270	16	226	306	**818**
90170 KVTH Early Works	11		**11**					**11**
Debentures 20 yrs (RDC)								
03548 Rehabilitation 08/26						1,139		**1,139**
03604 Construct Runway 14/32 Extension				6,606	6,218	8,549		**21,373**
03605 Design Runway 08/26 Extension							870	**870**
03606 Terminal Entrance Road Design	174		**174**	145	145	290		**754**
03610 Design Terminal expansion phase 2	290		**290**	1,740	1,740	1,740	1,740	**7,250**

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Summary of Approved Debenture Financing ($ thousands)
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	Previous Unspent Approvals	2024 Request	**2024 Total**	2025	2026	2027	2028	**2024 - 2028 Total**
04044 Production Treatment Facilities System Expansion							1,000	**1,000**
04083 New Watermains				1,000	3,800	6,300	2,000	**13,100**
04086 Baden New Hamburg Loops	100	900	**1,000**	2,000				**3,000**
04134 Maple Grove Area Water Supply System					1,500	1,800	4,000	**7,300**
04155 Tri City Distribution Upgrades					1,300	1,300		**2,600**
04156 Kitchener Zone(s) 2/4 Distribution Upgrades				4,000	4,300			**8,300**
04160 William and Strange St Upgrades					600			**600**
04181 Cambridge Water Distribution Upgrades				2,000	3,500	1,500	1,500	**8,500**
04187 Manganese Treatment Upgrades						1,600	2,500	**4,100**
04189 Elmira & St Jacobs Water Supply Optimization				1,000				**1,000**
04191 Mannheim WTP Optimization				3,000				**3,000**
04199 Pressure Zone Upgrades							1,000	**1,000**
07087 River Road Extension, King St. to Manitou Dr.				1,000	2,250	8,000		**11,250**
07116 Maple Grove Rd, Hespeler Rd to East of Fountain St					9,750			**9,750**
07540 Hespeler Rd at HWY 401 Cycling Facility	462		**462**					**462**
08289 Galt Process Upgrades & Expansion				2,100				**2,100**
08302 East Side Lands Sanitary Servicing							5,100	**5,100**
08329 Spring Valley PS Upgrades				1,100				**1,100**
50012 Training Facilities Expansion						655	7,634	**8,289**
50076 Public Safety Communications Center	1,465	1,100	**2,565**	2,576	11,891	19,243		**36,276**
68016 Ancillary Non Construction Rapid Transit Project Costs	17		**17**					**17**
68030 Stage 2 LRT Project Development	1,872		**1,872**	780	7,800	15,600	15,600	**41,652**
90179 King-Victoria Transit Hub						309	3,736	**4,044**
90193 Corporate Space Optimization Phase 4					700	700		**1,400**
FCM Green Loan								
83170 WRH MP Kingscourt, Waterloo	2,968		**2,968**					**2,968**
83171 WRH MP 82 Wilson, Kitchener		2,032	**2,032**					**2,032**
Total Expenditures	**54,456**	**73,266**	**127,722**	**194,399**	**213,048**	**268,719**	**271,132**	**1,075,020**