# 2022

# Program Budgets

Region of Waterloo

# The Regional Municipality of Waterloo

## 2022 Program Budgets

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Alternate formats of information are available upon request through **Budgets@regionofwaterloo.ca**

# 2022

# BUDGET

# OVERVIEW

# REGIONAL MUNICIPALITY OF WATERLOO

## Property Tax & User Rates Budget Highlights

## 2022 Operating Budget

- Average Property Tax Budget Impact is 4.56%, including a 3.30% tax impact for direct Regional services and a 1.26% increase to fund Police Services
- Total operating budget expenditure of $1,266 million ($1,130 million net of transfers to Capital and Reserve Funds)
- Assessment Growth is 1.57%
- The water wholesale rate increased by 2.9%
- The wastewater wholesale rate increased by 2.9%
- The retail water rate increased by 1.9%
- The retail wastewater rate increased by 2.9%

## Capital Budget and Ten Year Forecast

- The 2022 approved capital budget is $698 million
- The 10 year capital forecast is $5.7 billion (constant 2022 dollars)
- Total debenture requirement over the 10 year forecast is $1.6 billion
    - Property Tax debenture requirement is $959 million
    - User Rate debenture requirement is $42 million
    - Development Charge debenture requirement is $575 million

# REGIONAL MUNICIPALITY OF WATERLOO

## Approved Staff Complement (FTEs)

| | 2021 Budget * | 2022 Budget ** | Change |
|---|---|---|---|
| Transportation & Environmental Services | 1,153.2 | 1,196.8 | 43.6 |
| Community Services | 721.5 | 728.7 | 7.2 |
| Public Health & Emergency Services | 796.4 | 816.6 | 20.1 |
| Corporate Services | 273.2 | 298.2 | 25.0 |
| Planning, Development & Legislative Services | 207.6 | 239.0 | 31.4 |
| Human Resources & Citizen Service | 89.4 | 94.3 | 4.9 |
| Chief Administrator's Office | 22.0 | 26.0 | 4.0 |
| Elected Offices | 3.0 | 3.0 | - |
| **Direct Regional** | **3,266.3** | **3,402.5** | **136.2** |
| | | | |
| Waterloo Regional Police Services | 1,215.3 | 1,249.3 | 34.0 |
| Waterloo Region Crime Prevention Council | 6.3 | 4.0 | (2.3) |
| Immigration Partnership Council | 4.4 | 4.4 | 0.0 |
| **Total** | **4,492.3** | **4,660.2** | **168.0** |

### Approved 2022 Staff Complement (FTEs)

| | Permanent | Temporary ** | Total |
|---|---|---|---|
| Direct Regional | 3,016.6 | 385.9 | 3,402.5 |
| Waterloo Regional Police Services | 1,230.5 | 18.8 | 1,249.3 |
| Waterloo Region Crime Prevention Council | 4.0 | - | 4.0 |
| Immigration Partnership Council | - | 4.4 | 4.4 |
| **Total** | **4,251.1** | **409.1** | **4,660.2** |

* The 2021 Budget complement has been adjusted to reflect 2021 in-year changes.

** The 2022 Budget complement includes 246.4 temporary FTEs relating to COVID-19 response

Note: Elected officials are excluded from complement count.

# REGIONAL MUNICIPALITY OF WATERLOO

## 2022 Operating and Capital Budget Summary

## ($ thousands)

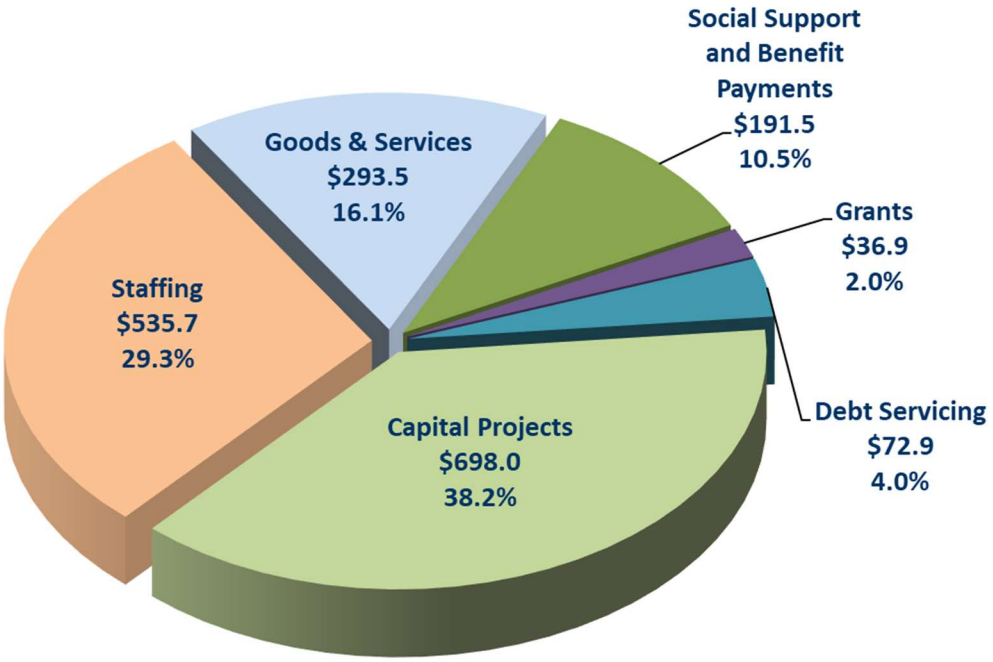
| Expenditure | Property Tax based | User Rate based | Total | % of Total Expenditure |
|---|---|---|---|---|
| Staffing | $518,382 | $17,356 | **$535,738** | 29% |
| Goods & Services | $223,633 | $69,846 | **$293,479** | 16% |
| Social Support & Benefit Payments | $191,477 | $0 | **$191,477** | 10% |
| Grants | $36,890 | $0 | **$36,890** | 2% |
| Debt Servicing | $53,222 | $19,659 | **$72,881** | 4% |
| Capital Projects | $557,603 | $140,387 | **$697,990** | 38% |
| **Total Expenditure** | **$1,581,207** | **$247,248** | **$1,828,455** | **100%** |

| Sources of Funding & Financing | Property Tax Operating | Property Tax Capital | User Rate Operating | User Rate Capital | Total | % of Total Funding & Financing |
|---|---|---|---|---|---|---|
| Taxation | $635,100 | $0 | $0 | $0 | **$635,100** | 35% |
| Provincial & Federal Grants | $342,466 | $160,781 | $0 | $233 | **$503,480** | 28% |
| User Rates, Fees and Other Charges | $104,366 | $0 | $144,673 | $0 | **$249,039** | 14% |
| Interest Earnings | $582 | $0 | $0 | $0 | **$582** | 0% |
| Debentures | $0 | $88,189 | $0 | $0 | **$88,189** | 5% |
| Development Charges: | | | | | | |
| Reserve Funds | $15,553 | $62,236 | $13,441 | $25,003 | **$116,234** | 6% |
| Debentures | $0 | $58,779 | $0 | $22,778 | **$81,557** | 4% |
| Net Funding from (Transfers to) Reserves | ($74,463) | $187,617 | ($51,253) | $92,373 | **$154,274** | 8% |
| **Total Revenue** | **$1,023,604** | **$557,603** | **$106,861** | **$140,387** | **$1,828,455** | **100%** |

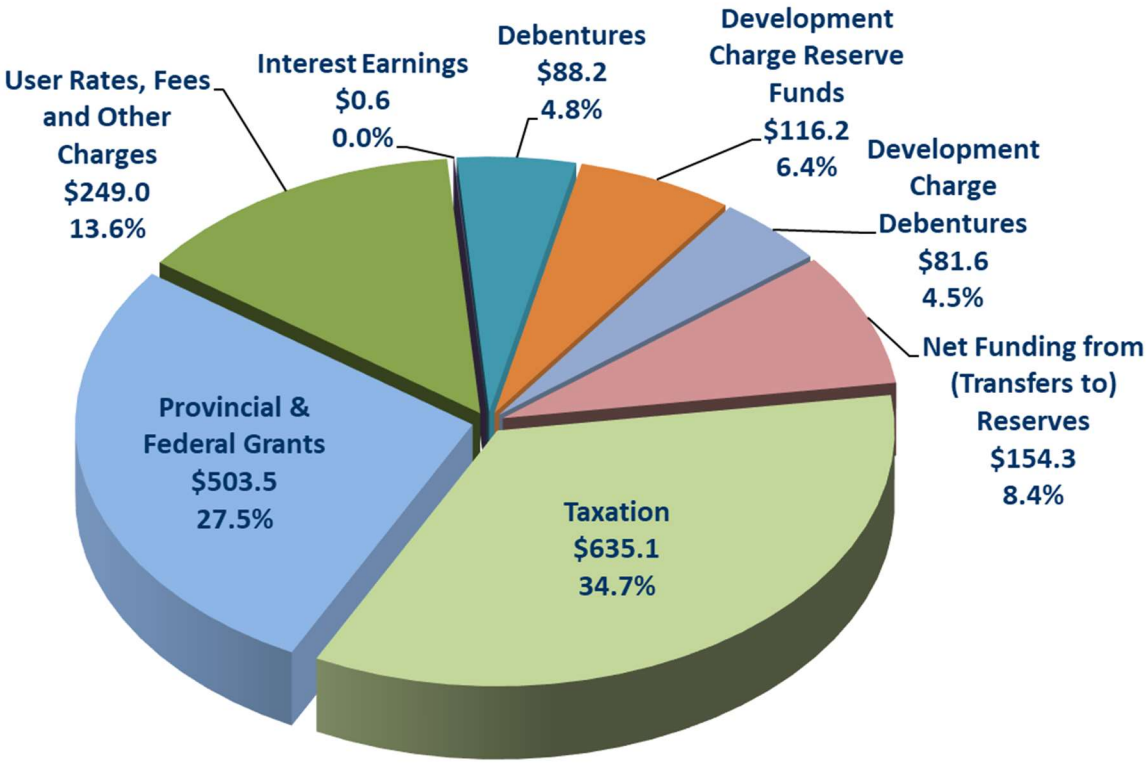
# REGIONAL MUNICIPALITY OF WATERLOO

## 2022 Total Expenditure and Sources of Funding and Financing $1.8 billion ($ millions)

### Expenditure Categories




### Sources of Funding & Financing

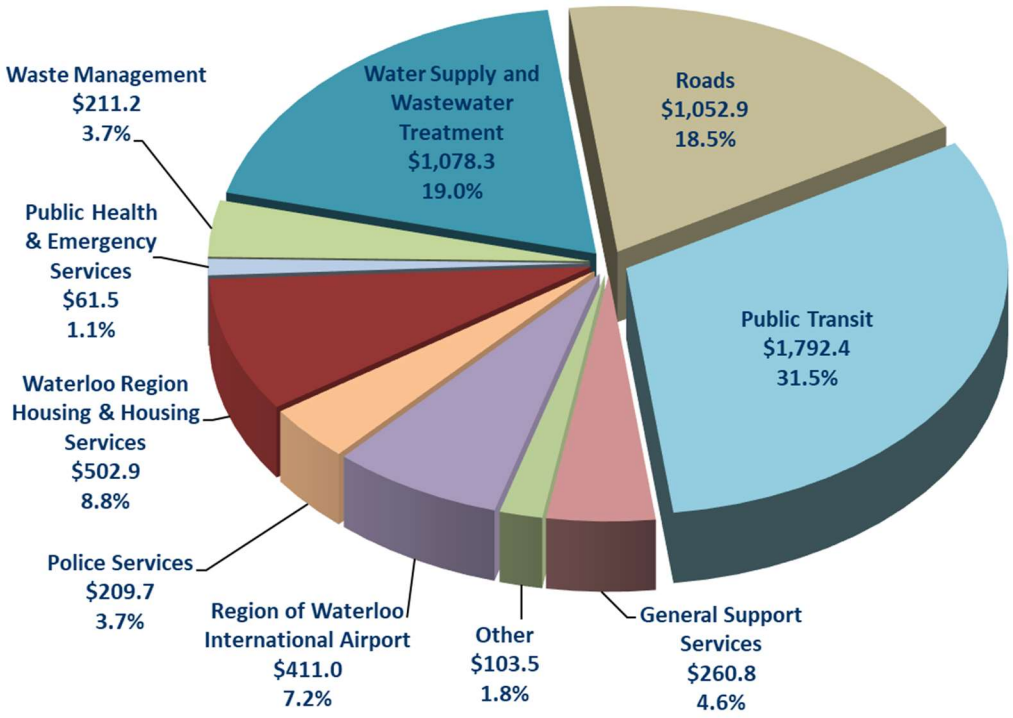



Expenditures and Sources of Funding & Financing include Capital and Operating for both the user rates and property tax budgets.

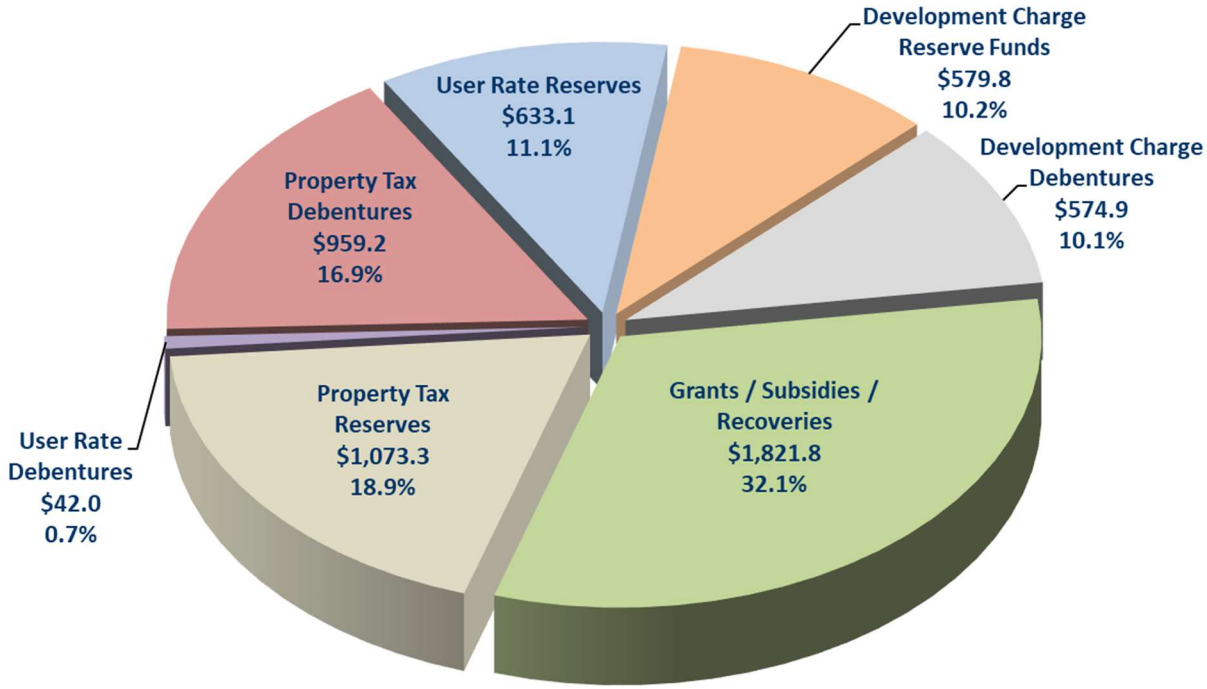
# REGIONAL MUNICIPALITY OF WATERLOO

## 2022-2031 Capital Budget & Forecast $5.7 billion ($ millions)

### Expenditure Categories



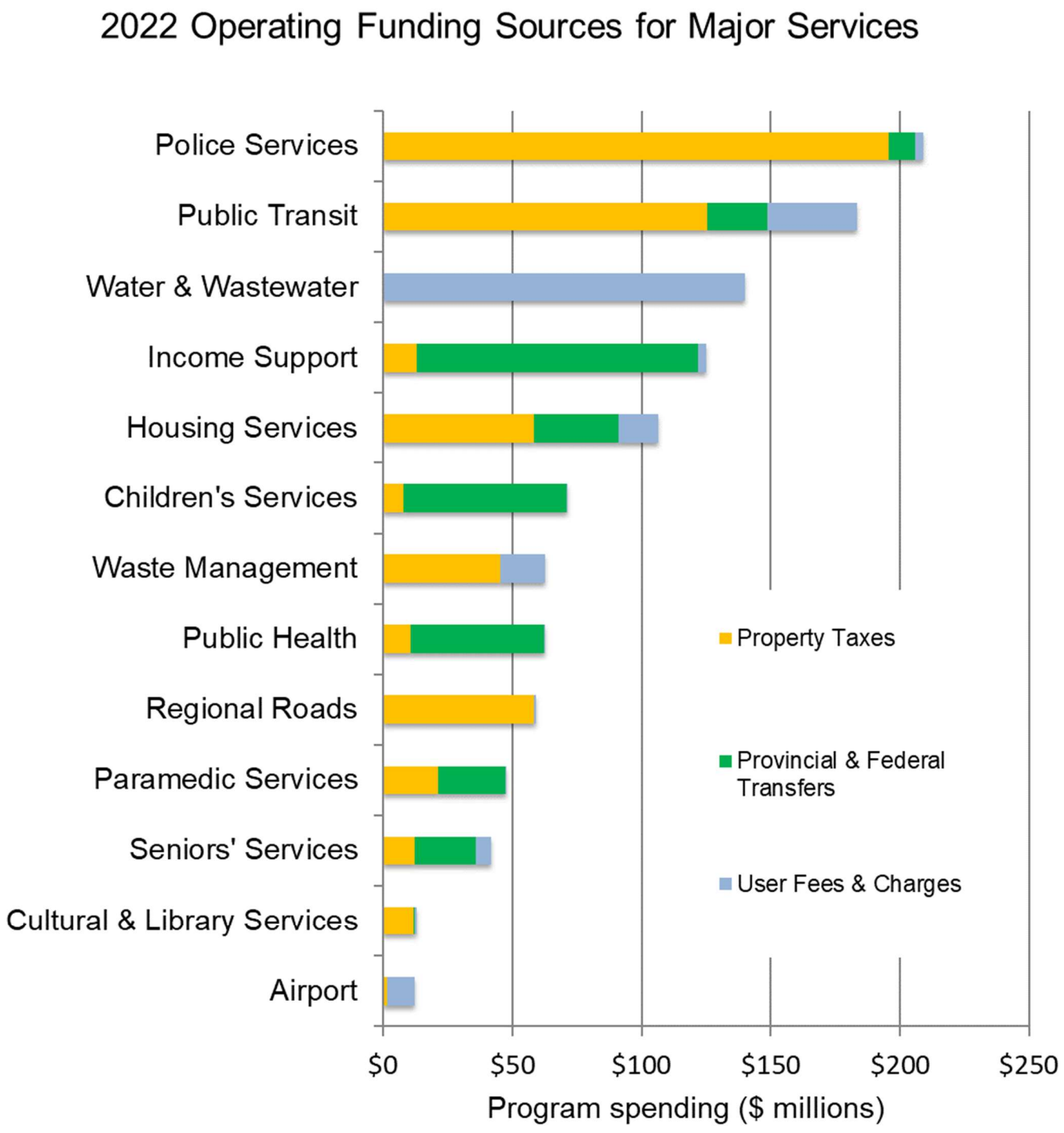

### Sources of Funding & Financing




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

# REGIONAL MUNICIPALITY OF WATERLOO

## 2022 Operating Budget: Funding Sources for Major Services ($ millions)



# REGIONAL MUNICIPALITY OF WATERLOO

## Cost of Regional Services Per Average Household*

| | 2021 | 2022 | $ Change | % Change |
|---|---|---|---|---|
| Water | $191.68 | $197.24 | $5.57 | 2.90% |
| Wastewater | $228.39 | $235.01 | $6.62 | 2.90% |
| Property Tax | $2,096.40 | $2,192.05 | $95.65 | 4.56% |
| **Total** | **$2,516.47** | **$2,624.30** | **$38.22** | **1.48%** |

| | 2021 | 2022 | $ Change | % Change |
|---|---|---|---|---|
| Retail Water | $669.50 | $680.00 | $10.50 | 1.6% |
| Retail Wastewater | $502.00 | $526.25 | $24.25 | 4.8% |

Note: Retail water and wastewater rates apply to the Townships of Wellesley and North Dumfries and include water and wastewater wholesale costs noted above. For 2022, the monthly service charge is unchanged at $10/month for retail water distribution and increased by $1.00 to $9/month for retail wastewater collection.

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

# REGIONAL MUNICIPALITY OF WATERLOO
## Average Cost Per Household* for Regional Services
## 2022 Budget

| Tax Supported Services | Net Expenditure ($000's) | Property Tax Levy [1] ($000's) | *per $354,500 Residential Assessment Value* | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Blended Regional | | Urban | | Rural [4] | | Woolwich | | Wilmot | |
| | | | % | $ | % | $ | % | $ | % | $ | % | $ |
| Police Services | $212,759 | $195,761 | 31.7 | $696 | 31.0 | $696 | 37.6 | $696 | 36.7 | $696 | 37.2 | $696 |
| Public Transit[2] | 191,645 | 125,676 | 20.4 | 447 | 22.6 | 506 | 2.3 | 43 | 4.7 | 88 | 3.5 | 66 |
| Housing Services | 106,555 | 58,609 | 9.5 | 208 | 9.3 | 208 | 11.3 | 208 | 11.0 | 208 | 11.1 | 208 |
| Roads/Design & Construction/Eng. | 62,984 | 58,455 | 9.5 | 208 | 9.3 | 208 | 11.2 | 208 | 11.0 | 208 | 11.1 | 208 |
| Waste Management | 63,177 | 45,271 | 7.3 | 161 | 7.2 | 161 | 8.7 | 161 | 8.5 | 161 | 8.6 | 161 |
| Paramedic Services | 48,815 | 21,112 | 3.4 | 75 | 3.3 | 75 | 4.1 | 75 | 4.0 | 75 | 4.0 | 75 |
| Grants/Financial Expenses | 19,593 | 15,991 | 2.6 | 57 | 2.5 | 57 | 3.1 | 57 | 3.0 | 57 | 3.0 | 57 |
| Employment/Income Support | 125,080 | 13,268 | 2.2 | 47 | 2.1 | 47 | 2.6 | 47 | 2.5 | 47 | 2.5 | 47 |
| Seniors' Services | 41,815 | 12,113 | 2.0 | 43 | 1.9 | 43 | 2.3 | 43 | 2.3 | 43 | 2.3 | 43 |
| Public Health | 62,506 | 10,795 | 1.7 | 38 | 1.7 | 38 | 2.1 | 38 | 2.0 | 38 | 2.1 | 38 |
| Human Resources & Citizen Service | 12,131 | 10,669 | 1.7 | 38 | 1.7 | 38 | 2.1 | 38 | 2.0 | 38 | 2.0 | 38 |
| Information Technology Services | 10,315 | 10,167 | 1.6 | 36 | 1.6 | 36 | 2.0 | 36 | 1.9 | 36 | 1.9 | 36 |
| Cultural Services | 10,317 | 9,317 | 1.5 | 33 | 1.5 | 33 | 1.8 | 33 | 1.7 | 33 | 1.8 | 33 |
| Facilities & Fleet Management | 11,273 | 9,299 | 1.5 | 33 | 1.5 | 33 | 1.8 | 33 | 1.7 | 33 | 1.8 | 33 |
| Children's Services | 70,941 | 7,776 | 1.3 | 28 | 1.2 | 28 | 1.5 | 28 | 1.5 | 28 | 1.5 | 28 |
| Property Assessment | 7,051 | 7,051 | 1.1 | 25 | 1.1 | 25 | 1.4 | 25 | 1.3 | 25 | 1.3 | 25 |
| Elected Offices & Chief Administrator's Office | 8,561 | 5,922 | 1.0 | 21 | 0.9 | 21 | 1.1 | 21 | 1.1 | 21 | 1.1 | 21 |
| Finance | 5,729 | 5,435 | 0.9 | 19 | 0.9 | 19 | 1.0 | 19 | 1.0 | 19 | 1.0 | 19 |
| Planning, Development & Legislative Services | 13,401 | 3,049 | 0.5 | 11 | 0.5 | 11 | 0.6 | 11 | 0.6 | 11 | 0.6 | 11 |
| Regional Library[2] | 3,041 | 2,631 | 0.4 | 9 | 0.0 | 0 | 3.7 | 69 | 3.6 | 69 | 3.7 | 69 |
| Strategic & Quality Initiatives | 3,081 | 2,581 | 0.4 | 9 | 0.4 | 9 | 0.5 | 9 | 0.5 | 9 | 0.5 | 9 |
| Economic Development | 3,582 | 2,396 | 0.4 | 9 | 0.4 | 9 | 0.5 | 9 | 0.4 | 9 | 0.5 | 9 |
| Airport | 13,325 | 1,756 | 0.3 | 6 | 0.3 | 6 | 0.3 | 6 | 0.3 | 6 | 0.3 | 6 |
| Subtotal | $1,107,677 | $635,100 | | $2,257 | | $2,307 | | $1,913 | | $1,958 | | $1,935 |
| Less: Payments in Lieu & Supplementary Taxes[3] | | (18,240) | (3.0) | ($65) | (2.9) | ($65) | (3.5) | ($65) | (3.4) | ($65) | (3.5) | ($65) |
| Regional Tax Levy | $1,107,677 | $616,860 | 100% | $2,192 | 100% | $2,242 | 100% | $1,848 | 100% | $1,893 | 100% | $1,870 |

**Cost of Regional Services per Average Household* by Area Municipality**

| Tax Supported Regional Services | Net Expenditure (thousands) | Kitchener | Waterloo | Cambridge | N. Dumfries | Wellesley | Woolwich | Wilmot |
|---|---|---|---|---|---|---|---|---|
| | | **$2,242** | **$2,242** | **$2,242** | **$1,848** | **$1,848** | **$1,893** | **$1,870** |
| **User Rates** | | | | | | | | |
| Water [5] | **$61,439** | $197 | $197 | $197 | $197 | $197 | $197 | $197 |
| Wastewater Treatment [5] | **78,773** | $235 | $235 | $235 | $235 | $235 | $235 | $235 |
| Retail Water & Wastewater [6] | **4,461** | | | | $774 | $774 | | |
| **Subtotal User Rates** | **$144,673** | **$432** | **$432** | **$432** | **$1,206** | **$1,206** | **$432** | **$432** |
| **Household cost for Regional services *** | | **$2,674** | **$2,674** | **$2,674** | **$3,054** | **$3,054** | **$2,325** | **$2,303** |

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

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

# TAX SUPPORTED PROGRAM BUDGET & CAPITAL BUDGET SUMMARIES

**THE REGIONAL MUNICIPALIY OF WATERLOO**

2022 Operating Budget ($ Thousands)

Property Tax Levy

| Page | Department / Division | Gross Expenditure 2021 | Gross Expenditure 2022 | Gross Expenditure Increase (Decrease) | Net Expenditure 2021 | Net Expenditure 2022 | Net Expenditure Increase (Decrease) | Revenue 2021 | Revenue 2022 | Revenue Increase (Decrease) | Property Tax Levy 2021 | Property Tax Levy 2022 | Property Tax Levy Increase (Decrease) | Property Tax Levy % Change | Staff Complement (FTE) 2021 | Staff Complement (FTE) 2022 | Staff Complement (FTE) Change |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **Elected Offices** | | | | | | | | | | | | | | | | |
| 19 | **Elected Offices** | **1,758** | **1,830** | **72** | **1,412** | **1,483** | **71** | **-** | **-** | **-** | **1,412** | **1,483** | **71** | **5.0%** | **3.0** | **3.0** | **-** |
| 21 | **Chief Administrator's Office** | | | | | | | | | | | | | | | | |
| 22 | Chief Administrator Officer | 603 | 589 | (14) | 464 | 451 | (13) | - | - | - | 464 | 451 | (13) | (2.8%) | 2.0 | 2.0 | - |
| 23 | Communications, Strategy and Equity | 8,282 | 7,869 | (413) | 7,041 | 6,627 | (414) | 434 | 2,639 | 2,205 | 6,606 | 3,988 | (2,618) | (39.6%) | 20.0 | 24.0 | 4.0 |
| | **Total Chief Administrator's Office** | **8,885** | **8,458** | **(427)** | **7,505** | **7,078** | **(427)** | **434** | **2,639** | **2,205** | **7,071** | **4,439** | **(2,632)** | **(37.2%)** | **22.0** | **26.0** | **4.0** |
| 25 | **Corporate Services** | | | | | | | | | | | | | | | | |
| 26 | Commissioner of Corporate Services | 414 | 405 | (9) | 331 | 321 | (10) | - | - | - | 331 | 321 | (10) | (3.0%) | 2.0 | 2.0 | - |
| 27 | Information Technology Services | 13,820 | 14,635 | 815 | 9,664 | 10,315 | 651 | 298 | 148 | (150) | 9,366 | 10,167 | 801 | 8.6% | 63.0 | 71.0 | 8.0 |
| 29 | Facilities & Fleet Management | | | | | | | | | | | | | | | | - |
| 30 | Facilities Management | 79,250 | 87,618 | 8,368 | 11,398 | 11,273 | (125) | 1,946 | 1,974 | 28 | 9,452 | 9,299 | (153) | (1.6%) | 109.3 | 123.3 | 14.0 |
| 34 | Fleet Management | 5,546 | 5,805 | 259 | - | - | - | - | - | - | - | - | - | 0.0% | 17.0 | 17.0 | - |
| | Total Facilities & Fleet Management | 84,796 | 93,423 | 8,627 | 11,398 | 11,273 | (125) | 1,946 | 1,974 | 28 | 9,452 | 9,299 | (153) | (1.6%) | 126.3 | 140.3 | 14.0 |
| 36 | Treasury Services | 6,059 | 6,205 | 146 | 2,804 | 2,798 | (6) | 214 | 294 | 80 | 2,590 | 2,504 | (86) | (3.3%) | 55.7 | 59.7 | 4.0 |
| 37 | Corporate Finance | 3,989 | 3,956 | (33) | 2,687 | 2,610 | (77) | - | - | - | 2,687 | 2,610 | (77) | (2.9%) | 26.2 | 25.2 | (1.0) |
| | **Total Corporate Services** | **109,078** | **118,623** | **9,545** | **26,885** | **27,317** | **432** | **2,458** | **2,416** | **(42)** | **24,427** | **24,901** | **474** | **1.9%** | **273.2** | **298.2** | **25.0** |
| 40 | **Human Resources & Citizen Service** | | | | | | | | | | | | | | | | |
| 41 | Commissioner of Human Resources & Citizen Service | 1,104 | 1,572 | 468 | 760 | 1,228 | 468 | - | 20 | 20 | 760 | 1,208 | 448 | 58.9% | 2.0 | 5.0 | 3.0 |
| 42 | Talent Acquisition, Client Experience & Solutions | 5,598 | 5,358 | (240) | 4,535 | 4,271 | (264) | 60 | - | (60) | 4,475 | 4,271 | (204) | (4.6%) | 48.9 | 42.8 | (6.1) |
| 43 | Organization Development & HR People Partners | 1,254 | 1,915 | 661 | 493 | 1,146 | 653 | - | 81 | 81 | 493 | 1,064 | 571 | 115.8% | 9.0 | 13.0 | 4.0 |
| 44 | Labour Relations & Emergency Management | 2,234 | 2,310 | 76 | 1,668 | 1,739 | 71 | 88 | 88 | - | 1,580 | 1,651 | 71 | 4.5% | 9.0 | 10.0 | 1.0 |
| 45 | Wellbeing & Occupational Health & Safety | 2,492 | 2,750 | 258 | 1,532 | 1,775 | 243 | 1,280 | 1,272 | (8) | 252 | 503 | 251 | 99.6% | 14.5 | 15.5 | 1.0 |
| 46 | Total Rewards | 1,361 | 2,028 | 667 | 1,306 | 1,972 | 666 | - | - | - | 1,306 | 1,972 | 666 | 51.0% | 6.0 | 8.0 | 2.0 |
| | **Total Human Resources & Citizen Service** | **14,044** | **15,933** | **1,889** | **10,294** | **12,130** | **1,836** | **1,428** | **1,461** | **33** | **8,866** | **10,669** | **1,803** | **20.3%** | **89.4** | **94.3** | **4.9** |
| 49 | **Planning, Development & Legislative Services** | | | | | | | | | | | | | | | | |
| 50 | Commissioner of PDLS | 1,345 | 1,361 | 16 | 1,345 | 1,361 | 16 | - | - | - | 1,345 | 1,361 | 16 | 1.2% | 9.0 | 9.0 | - |
| 51 | Economic Development | 4,638 | 3,957 | (681) | 4,263 | 3,582 | (681) | 2,201 | 1,186 | (1,015) | 2,061 | 2,396 | 335 | 16.3% | 7.4 | 11.4 | 4.0 |
| 53 | ROW International Airport | 9,148 | 14,215 | 5,067 | 8,158 | 13,325 | 5,167 | 2,728 | 11,569 | 8,841 | 5,430 | 1,756 | (3,674) | (67.7%) | 21.3 | 48.3 | 27.0 |
| 57 | Community Planning | 4,256 | 4,510 | 254 | 4,206 | 4,460 | 254 | 1,034 | 1,167 | 133 | 3,172 | 3,292 | 120 | 3.8% | 30.0 | 29.0 | (1.0) |
| 59 | Council & Administrative Services | 3,042 | 3,165 | 123 | 2,312 | 2,435 | 123 | 491 | 660 | 169 | 1,821 | 1,775 | (46) | (2.5%) | 21.4 | 21.4 | - |
| 61 | POA | 4,329 | 4,358 | 29 | 4,312 | 4,341 | 29 | 7,851 | 8,476 | 625 | (3,538) | (4,135) | (597) | 16.9% | 28.0 | 28.0 | - |
| 62 | Legal Services | 2,217 | 2,558 | 341 | 619 | 804 | 185 | 37 | 47 | 10 | 582 | 756 | 174 | 29.9% | 15.0 | 16.6 | 1.6 |
| 63 | Cultural Services | 9,691 | 10,317 | 626 | 9,691 | 10,317 | 626 | 806 | 1,000 | 194 | 8,885 | 9,317 | 432 | 4.9% | 45.9 | 45.9 | - |
| 67 | Region of Waterloo Library | 3,050 | 3,123 | 73 | 3,013 | 3,041 | 28 | 254 | 410 | 156 | 2,759 | 2,631 | (128) | (4.6%) | 29.7 | 29.5 | (0.2) |
| | **Total Planning, Development & Legislative Services** | **41,717** | **47,563** | **5,846** | **37,921** | **43,665** | **5,744** | **15,404** | **24,516** | **9,112** | **22,517** | **19,149** | **(3,368)** | **(15.0%)** | **207.6** | **239.0** | **31.4** |
| 70 | **Transportation & Environmental Services** | | | | | | | | | | | | | | | | |
| 71 | Commissioner of T&ES | 1,014 | 1,275 | 261 | 360 | 297 | (63) | - | - | - | 360 | 297 | (63) | (17.5%) | 6.0 | 6.0 | - |
| 72 | Design & Construction | 7,635 | 8,034 | 399 | 55 | 55 | - | 55 | 55 | - | - | - | - | - | 53.4 | 53.4 | - |
| 74 | Transportation | 59,253 | 64,283 | 5,030 | 57,847 | 62,870 | 5,023 | 4,156 | 4,475 | 319 | 53,692 | 58,396 | 4,704 | 8.8% | 125.6 | 135.7 | 10.1 |
| 86 | Waste Management | 64,374 | 64,610 | 236 | 62,883 | 63,118 | 235 | 16,954 | 17,906 | 952 | 45,929 | 45,212 | (717) | (1.6%) | 79.1 | 80.1 | 1.0 |
| 89 | Transit Services | 180,444 | 192,347 | 11,903 | 179,863 | 191,466 | 11,603 | 56,209 | 65,970 | 9,761 | 123,654 | 125,496 | 1,842 | 1.5% | 740.1 | 775.6 | 35.5 |
| | **Total Transportation & Environmental Services** | **312,720** | **330,548** | **17,828** | **301,008** | **317,807** | **16,799** | **77,373** | **88,405** | **11,032** | **223,635** | **229,402** | **5,767** | **2.6%** | **1,004.2** | **1,050.8** | **46.6** |
| 116 | **Community Services** | | | | | | | | | | | | | | | | |
| 117 | Commissioner of Community Services | 413 | 417 | 4 | 207 | 208 | 1 | - | - | - | 207 | 208 | 1 | 0.5% | 2.0 | 2.0 | - |
| 118 | Strategic & Quality Initiatives | 3,727 | 6,248 | 2,521 | 755 | 3,079 | 2,324 | - | 500 | 500 | 755 | 2,579 | 1,824 | 241.6% | 35.6 | 37.6 | 2.0 |
| 119 | Housing Services | 90,426 | 106,491 | 16,065 | 90,426 | 106,491 | 16,065 | 44,641 | 47,945 | 3,304 | 45,786 | 58,545 | 12,759 | 27.9% | 52.0 | 57.0 | 5.0 |
| 122 | Children's Services | 72,330 | 70,895 | (1,435) | 72,318 | 70,899 | (1,419) | 64,162 | 63,166 | (996) | 8,156 | 7,734 | (422) | (5.2%) | 76.9 | 66.8 | (10.1) |
| 123 | Seniors' Services | 42,467 | 42,312 | (155) | 41,945 | 41,790 | (155) | 28,673 | 29,702 | 1,029 | 13,272 | 12,088 | (1,184) | (8.9%) | 353.5 | 363.4 | 9.9 |
| 125 | Employment & Income Support Admin | 31,786 | 31,896 | 110 | 31,786 | 31,896 | 110 | 20,577 | 20,447 | (130) | 11,210 | 11,449 | 239 | 2.1% | 201.5 | 201.9 | 0.4 |
| 126 | OW Allowances & Benefits | 97,789 | 93,259 | (4,530) | 97,639 | 93,109 | (4,530) | 95,895 | 91,365 | (4,530) | 1,744 | 1,744 | - | - | - | | - |
| | **Total Community Services** | **338,938** | **351,516** | **12,578** | **335,077** | **347,472** | **12,395** | **253,947** | **253,125** | **(822)** | **81,129** | **94,347** | **13,218** | **16.3%** | **721.5** | **728.7** | **7.2** |

**THE REGIONAL MUNICIPALIY OF WATERLOO**

2022 Operating Budget ($ Thousands)

Property Tax Levy

| Page | Department / Division | Gross Expenditure 2021 | Gross Expenditure 2022 | Gross Expenditure Increase (Decrease) | Net Expenditure 2021 | Net Expenditure 2022 | Net Expenditure Increase (Decrease) | Revenue 2021 | Revenue 2022 | Revenue Increase (Decrease) | Property Tax Levy 2021 | Property Tax Levy 2022 | Property Tax Levy Increase (Decrease) | Property Tax Levy % Change | Staff Complement (FTE) 2021 | Staff Complement (FTE) 2022 | Staff Complement (FTE) Change |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 128 | **Public Health & Emergency Services** | | | | | | | | | | | | | | | | |
| 129 | Medical Office | 8,098 | 8,512 | 414 | 7,924 | 8,345 | 421 | 6,556 | 5,974 | (582) | 1,368 | 2,371 | 1,003 | 73.3% | 29.1 | 29.6 | 0.5 |
| 130 | Health Protection and Investigation | 5,001 | 5,181 | 180 | 5,001 | 5,181 | 180 | 3,591 | 3,632 | 41 | 1,410 | 1,548 | 138 | 9.8% | 42.5 | 42.5 | - |
| 131 | Infectious Diseases | 44,930 | 27,854 | (17,076) | 44,930 | 27,854 | (17,076) | 42,550 | 25,526 | (17,024) | 2,380 | 2,328 | (52) | (2.2%) | 292.5 | 291.9 | (0.6) |
| 132 | Healthy Living and Foundational Standards | 10,569 | 10,589 | 20 | 10,469 | 10,489 | 20 | 8,900 | 9,173 | 273 | 1,569 | 1,317 | (252) | (16.1%) | 95.3 | 93.8 | (1.5) |
| 133 | Child, Family and Dental Health | 10,697 | 10,778 | 81 | 10,558 | 10,637 | 79 | 7,634 | 7,405 | (229) | 2,924 | 3,231 | 307 | 10.5% | 66.2 | 64.2 | (2.0) |
| 135 | Paramedic Services | 45,024 | 48,815 | 3,791 | 45,027 | 48,815 | 3,788 | 24,024 | 27,703 | 3,679 | 21,004 | 21,112 | 108 | 0.5% | 270.9 | 294.6 | 23.8 |
| | **Total Public Health & Emergency Services** | **124,319** | **111,728** | **(12,591)** | **123,910** | **111,320** | **(12,590)** | **93,255** | **79,413** | **(13,842)** | **30,655** | **31,907** | **1,252** | **4.1%** | **796.4** | **816.6** | **20.1** |
| | **Corporate Financial** | | | | | | | | | | | | | | | | |
| 139 | Corporate Financial | 17,570 | 20,162 | 2,592 | 15,975 | 18,262 | 2,287 | 28,549 | 21,152 | (7,397) | (12,575) | (2,890) | 9,685 | (77.0%) | - | - | - |
| | **Total Corporate Financial** | **17,570** | **20,162** | **2,592** | **15,975** | **18,262** | **2,287** | **28,549** | **21,152** | **(7,397)** | **(12,575)** | **(2,890)** | **9,685** | **(77.0%)** | **-** | **-** | **-** |
| | **Associated Agencies** | | | | | | | | | | | | | | | | |
| 142 | Waterloo Regional Police Services | 206,889 | 219,228 | 12,339 | 201,232 | 212,759 | 11,527 | 15,845 | 16,998 | 1,153 | 185,387 | 195,761 | 10,374 | 5.6% | 1,215.3 | 1,249.3 | 34.0 |
| 145 | Waterloo Regional Heritage Foundation | 106 | - | (106) | 106 | - | (106) | - | - | - | 106 | - | (106) | (100.0%) | - | - | - |
| 146 | Region of Waterloo Arts Fund | 393 | 393 | | 393 | 393 | - | - | 50 | 50 | 393 | 343 | (50) | (12.7%) | - | - | - |
| 147 | Waterloo Region Crime Prevention Council | 747 | 263 | (484) | 747 | 263 | (484) | 24 | 15 | (9) | 723 | 248 | (475) | (65.7%) | 6.3 | 4.0 | (2.3) |
| 148 | Immigration Partnership Council | 663 | 675 | 12 | 663 | 675 | 12 | 613 | 625 | 12 | 50 | 50 | - | 0.0% | 4.4 | 4.4 | - |
| 149 | Assessment Delivery Services (MPAC) | 7,021 | 7,051 | 30 | 7,021 | 7,051 | 30 | - | - | - | 7,021 | 7,051 | 30 | 0.4% | - | - | - |
| | **Total Associated Agencies** | **215,818** | **227,610** | **11,792** | **210,161** | **221,141** | **10,980** | **16,482** | **17,688** | **1,206** | **193,679** | **203,452** | **9,773** | **5.0%** | **1,226.0** | **1,257.7** | **31.7** |
| | **Total Property Tax Levy** | **1,184,847** | **1,233,971** | **49,124** | **1,070,147** | **1,107,675** | **37,528** | **489,331** | **490,815** | **1,484** | **580,816** | **616,860** | **36,044** | **6.2%** | **4,343.3** | **4,514.2** | **171.0** |

Notes:

The 2021 budget identified impacts in various program areas relating to the COVID-19 pandemic, with offsetting municipal Safe Restart Funding reflected in Corporate Financial. The 2022 budget assumes some level of recovery and program expenditure and/or non-tax revenue have been adjusted in various programs to reflect a reduction in impacts, with offsetting municipal Safe Restart Funding reductions reflected in Corporate Financial.

The staff complement includes 76.5 temporary FTEs in 2021 and 246.4 temporary FTEs in 2022 relating to COVID-19 response in Seniors' Services and Public Health Programs.

**Tax Supported Capital Budget & Forecast**

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

**2022-2031**

| Page | | Previous Unspent Approvals | 2022 Request | 2022 Total | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | **EXPENDITURE** | | | | | | | | | | |
| | **Corporate Services** | | | | | | | | | | |
| 28 | Information Technology Services | 1,152 | 1,095 | 2,248 | 1,310 | 1,385 | 1,371 | 1,450 | **7,764** | 6,795 | **14,559** |
| 31 | Facilities Management | 403 | 711 | 1,114 | 340 | 205 | 552 | 613 | **2,824** | 1,969 | **4,793** |
| 32 | Facility Asset Acquisition & Construction | 29,032 | 6,096 | 35,128 | 36,747 | 33,700 | 43,400 | 17,900 | **166,875** | | **166,875** |
| 33 | Facility Asset Renewal | 2,511 | 2,133 | 4,644 | 8,617 | 11,291 | 9,022 | 7,769 | **41,343** | 23,230 | **64,573** |
| 35 | Fleet Management | 480 | 813 | 1,293 | 335 | 127 | 120 | 459 | **2,334** | 1,687 | **4,021** |
| 38 | Corporate Finance | 362 | 410 | 772 | 180 | 120 | | 500 | **1,572** | 1,395 | **2,967** |
| | **Human Resources & Citizen Service** | | | | | | | | | | |
| 47 | Human Resources & Citizen Service | 555 | 678 | 1,234 | 821 | 513 | 400 | | **2,968** | | **2,968** |
| | **Planning, Development & Legislative Services** | | | | | | | | | | |
| 52 | Economic Development | 750 | 200 | 950 | 425 | | | 125 | **1,500** | | **1,500** |
| 54 | Region of Waterloo International Airport | 16,587 | 27,617 | 44,204 | 7,864 | 31,556 | 37,977 | 18,761 | **140,362** | 270,625 | **410,987** |
| 58 | Community Planning | 1,447 | 540 | 1,987 | 1,988 | 500 | 615 | 1,550 | **6,640** | 3,680 | **10,320** |
| 60 | Council & Administrative Services | 177 | 125 | 302 | 402 | 400 | 128 | 79 | **1,311** | 213 | **1,523** |
| 64 | Cultural Services | 942 | 1,004 | 1,946 | 3,853 | 4,406 | 3,009 | 4,240 | **17,455** | 10,269 | **27,723** |
| 68 | Region of Waterloo Library | | 148 | 148 | 383 | 153 | 133 | 288 | **1,105** | 730 | **1,835** |
| | **Transportation & Environmental Services** | | | | | | | | | | |
| 73 | Design & Construction | | 35 | 35 | 125 | 155 | 60 | 50 | **425** | 215 | **640** |
| 75 | Transportation | 75,108 | 95,098 | 170,206 | 102,588 | 134,413 | 137,062 | 115,108 | **659,378** | 393,478 | **1,052,856** |
| 87 | Waste Management | 6,038 | 15,174 | 21,212 | 29,647 | 36,500 | 23,348 | 21,071 | **131,780** | 79,465 | **211,244** |
| 90 | Grand River Transit Bus Services | 22,295 | 69,117 | 91,412 | 41,626 | 24,170 | 43,603 | 43,175 | **243,987** | 178,651 | **422,638** |
| 93 | Light Rail Transit | 33,614 | 547 | 34,161 | 21,390 | 12,000 | 32,000 | 62,400 | **161,951** | 1,207,800 | **1,369,751** |
| | **Community Services** | | | | | | | | | | |
| 120 | Waterloo Region Housing | 15,677 | 11,013 | 26,691 | 71,781 | 56,219 | 64,783 | 72,790 | **292,263** | 149,568 | **441,831** |
| 120 | Housing Services | 21,716 | 22,762 | 44,478 | 8,682 | 7,517 | | 350 | **61,026** | | **61,026** |
| 124 | Seniors' Services | 7,874 | 2,570 | 10,444 | 2,083 | 2,879 | 2,620 | 2,533 | **20,559** | 9,925 | **30,485** |
| | **Public Health & Emergency Services** | | | | | | | | | | |
| 134 | Public Health | | 79 | 79 | | | | | **79** | | **79** |
| 136 | Paramedic Services | 1,905 | 2,538 | 4,442 | 5,582 | 4,574 | 6,792 | 8,959 | **30,349** | 31,068 | **61,417** |
| | **Corporate Financial** | | | | | | | | | | |
| 140 | Corporate Financial | | 2,998 | 2,998 | 2,334 | 3,741 | 5,022 | 4,125 | **18,220** | 11,233 | **29,453** |
| | **Police Services** | | | | | | | | | | |
| 143 | Waterloo Regional Police | 21,791 | 33,683 | 55,474 | 13,995 | 9,443 | 18,219 | 28,708 | **125,838** | 83,850 | **209,688** |
| | **TOTAL EXPENDITURE** | **260,416** | **297,187** | **557,603** | **363,098** | **375,967** | **430,237** | **413,003** | **2,139,908** | **2,465,846** | **4,605,754** |

**Tax Supported Capital Budget & Forecast**

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

**2022-2031**

| Page | | Previous Unspent Approvals | 2022 Request | 2022 Total | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | **FUNDING & FINANCING** | | | | | | | | | | |
| | **Grants / Subsidies / Recoveries** | | | | | | | | | | |
| | Grants & Subsidies | 72,479 | 88,053 | 160,531 | 84,289 | 51,651 | 100,038 | 93,190 | **489,700** | 1,331,588 | **1,821,288** |
| | Recoveries | | 250 | 250 | | | | | **250** | | **250** |
| | **Development Charges** | | | | | | | | | | |
| | Reserve Funds | 27,149 | 35,087 | 62,236 | 46,369 | 39,012 | 39,077 | 38,596 | **225,289** | 138,883 | **364,172** |
| | Debentures | 33,710 | 25,069 | 58,779 | 16,126 | 58,036 | 79,364 | 55,584 | **267,889** | 119,684 | **387,573** |
| | **Property Taxes** | | | | | | | | | | |
| | Reserves & Reserve Funds | | | | | | | | | | |
| | Vehicle & Equipment Reserves | 8,753 | 25,174 | 33,927 | 23,184 | 20,924 | 22,429 | 38,473 | **138,936** | 159,718 | **298,654** |
| | Airport Capital Reserve | 4,340 | 3,588 | 7,928 | 1,549 | 710 | 3,654 | 1,133 | **14,974** | 14,489 | **29,463** |
| | General Tax Supported Capital Reserve | 2,259 | 967 | 3,227 | 525 | | | 125 | **3,877** | 25 | **3,902** |
| | Roads Rehabilitation Capital Reserve | 22,804 | 41,225 | 64,029 | 35,444 | 38,080 | 31,619 | 27,181 | **196,353** | 157,852 | **354,204** |
| | Transit Capital Reserve | 6,076 | 5,397 | 11,473 | 5,022 | 1,055 | 3,604 | 2,917 | **24,071** | 8,500 | **32,572** |
| | Regional Transportation Master Plan Reserve Fund | 2,718 | 334 | 3,052 | 2,865 | | | | **5,917** | | **5,917** |
| | Waste Management Reserve | 2,839 | 8,222 | 11,061 | 8,872 | 6,379 | 7,353 | 4,953 | **38,617** | 30,048 | **68,666** |
| | Library Capital Reserve | | 46 | 46 | 137 | 15 | 13 | 65 | **278** | 96 | **373** |
| | WRESTC Reserve | 30 | | 30 | 30 | 30 | 30 | 30 | **150** | 150 | **300** |
| | Facility Lifecycle Reserve | 14,221 | 7,120 | 21,340 | 13,702 | 14,703 | 15,683 | 16,707 | **82,136** | 76,600 | **158,736** |
| | Solar Photovolatic Reserve | 294 | 250 | 544 | 250 | 250 | | | **1,044** | 1,300 | **2,344** |
| | Tax Increment Grant Reserve Fund | | 1,998 | 1,998 | 2,334 | 3,741 | 5,022 | 4,125 | **17,220** | 11,233 | **28,453** |
| | ITS Capital Reserve | 1,085 | 485 | 1,571 | 910 | 985 | 606 | 675 | **4,747** | 3,220 | **7,967** |
| | Computer Equipment Reserve | 242 | 635 | 877 | 700 | 700 | 865 | 775 | **3,917** | 3,675 | **7,592** |
| | Cultural Services Capital Reserve | 866 | 257 | 1,123 | 2,025 | 2,445 | 2,200 | 3,400 | **11,194** | 4,175 | **15,369** |
| | Financial Services Capital Reserve | 262 | 350 | 612 | 18 | 12 | | | **642** | 30 | **672** |
| | Community Planning Capital Reserve | 385 | 189 | 574 | 976 | 75 | 190 | 75 | **1,890** | 505 | **2,395** |
| | Seniors' Services Capital Reserve | 730 | 1,399 | 2,129 | 1,345 | 1,324 | 542 | 73 | **5,413** | 2,146 | **7,560** |
| | HRC Capital Reserve | 238 | 506 | 744 | 821 | 513 | 400 | | **2,478** | | **2,478** |
| | WSIB Reserve Fund | 68 | 172 | 240 | | | | | **240** | | **240** |
| | Housing General Reserve | 5,708 | 350 | 6,058 | 6,228 | 5,326 | 259 | 1,715 | **19,585** | 1,785 | **21,370** |
| | Afford Hsg Res Financing | 10,000 | 1,000 | 11,000 | 4,000 | 5,000 | | | **20,000** | | **20,000** |
| | Equity and Diversity Initiatives Reserve | 556 | 2,479 | 3,035 | | | | | **3,035** | | **3,035** |
| | Other Reserves | | 1,000 | 1,000 | | | | | **1,000** | | **1,000** |
| | Debentures | 42,605 | 45,584 | 88,189 | 105,375 | 125,001 | 117,290 | 123,211 | **559,067** | 400,144 | **959,211** |
| | **TOTAL FUNDING & FINANCING** | **260,416** | **297,187** | **557,603** | **363,098** | **375,967** | **430,237** | **413,003** | **2,139,908** | **2,465,846** | **4,605,754** |

Notes:

- 2022-2031 capital programs are stated in 2022 dollars.
- Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
- Projects in the capital program which are identified as being financed by long term borrowing may not proceed in the absence of additional provincial or federal government subsidies.

# USER RATE PROGRAM BUDGET & CAPITAL BUDGET SUMMARIES

**User Rate Services**
**Departmental Summary**
**2022 Operating Budget by Division ($ Thousands)**

| | | Gross Expenditure | | | Net Expenditure | | | Non-Rate Revenue | | | Rate Revenue | | | | Staff Complement (FTE) | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Page | Division | 2021 | 2022 | Increase (Decrease) | 2021 | 2022 | Increase (Decrease) | 2021 | 2022 | Increase (Decrease) | 2021 | 2022 | Increase (Decrease) | % Change | 2021 | 2022 | Change |
| 94 | Water Supply | 66,045 | 68,401 | 2,356 | 58,811 | 61,439 | 2,628 | 50 | 60 | 10 | 58,761 | 61,379 | 2,618 | 4.5% | 82.7 | 80.7 | (2.0) |
| 101 | Wastewater Treatment | 91,550 | 91,965 | 415 | 78,520 | 78,773 | 253 | 1,641 | 1,699 | 58 | 76,879 | 77,074 | 195 | 0.3% | 63.0 | 62.0 | (1.0) |
| 107 | Water Distribution | 2,902 | 2,951 | 49 | 2,788 | 2,867 | 79 | 18 | 18 | - | 2,770 | 2,849 | 79 | 2.9% | 3.3 | 3.3 | - |
| 111 | Wastewater Collection | 1,525 | 1,594 | 69 | 1,525 | 1,594 | 69 | - | - | - | 1,525 | 1,594 | 69 | 4.5% | - | - | - |
| | **Total User Rate Services** | **162,022** | **164,911** | **2,889** | **141,644** | **144,673** | **3,029** | **1,709** | **1,777** | **68** | **139,935** | **142,896** | **2,961** | **2.1%** | **149.0** | **146.0** | **(3.0)** |

**User Rate Capital Budget & Forecast**

**Summary of Expenditure & Sources of Funding and Financing ($ Thousands)**
**2022-2031**

| Page | | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | **EXPENDITURE** | | | | | | | | | | |
| | **Water Supply** | | | | | | | | | | |
| 95 | Water | 6,792 | 70,212 | **77,004** | 63,473 | 64,406 | 64,482 | 57,532 | **326,896** | 285,976 | **612,872** |
| | **Wastewater Treatment** | | | | | | | | | | |
| 102 | Wastewater | 3,460 | 58,978 | **62,438** | 54,442 | 44,992 | 43,232 | 44,480 | **249,584** | 210,904 | **460,488** |
| | **Water Distribution** | | | | | | | | | | |
| 108 | Water Distribution | 378 | 190 | **568** | 140 | 770 | 700 | 125 | **2,303** | 475 | **2,778** |
| | **Wastewater Collection** | | | | | | | | | | |
| 112 | Wastewater Collection | 183 | 195 | **378** | 245 | 245 | 150 | 150 | **1,168** | 990 | **2,158** |
| | **TOTAL EXPENDITURE** | **10,812** | **129,575** | **140,387** | **118,300** | **110,413** | **108,564** | **102,287** | **579,951** | **498,345** | **1,078,295** |
| | **FUNDING & FINANCING** | | | | | | | | | | |
| | **Grants & Subsidies** | | 233 | 233 | | | | | **233** | | **233** |
| | **Development Charges** | | | | | | | | | | |
| | Reserve Funds | 3,198 | 21,806 | **25,003** | 21,343 | 20,721 | 19,895 | 20,998 | **107,961** | 107,706 | **215,667** |
| | Debentures | 1,800 | 20,978 | **22,778** | 20,594 | 19,645 | 18,400 | 14,750 | **96,167** | 91,150 | **187,317** |
| | **User Rates** | | | | | | | | | | |
| | Reserves and Reserve Funds | | | | | | | | | | |
| | Vehicle & Equipment Reserves | 67 | | **67** | 219 | 410 | 235 | 195 | **1,126** | 1,383 | **2,509** |
| | Water Capital Reserve | 2,142 | 44,225 | **46,367** | 36,987 | 36,634 | 38,640 | 34,600 | **193,227** | 148,938 | **342,166** |
| | Wastewater Capital Reserve | 3,045 | 41,949 | **44,994** | 38,772 | 32,033 | 24,543 | 26,469 | **166,812** | 116,752 | **283,564** |
| | Water Distribution Capital Reserve | 378 | 190 | **568** | 140 | 425 | 400 | 125 | **1,658** | 425 | **2,083** |
| | Wastewater Collection Reserve | 183 | 195 | **378** | 245 | 545 | 450 | 150 | **1,768** | 990 | **2,758** |
| | Debentures | | | | | | 6,000 | 5,000 | **11,000** | 31,000 | **42,000** |
| | **TOTAL FUNDING & FINANCING** | **10,812** | **129,575** | **140,387** | **118,300** | **110,413** | **108,564** | **102,287** | **579,951** | **498,345** | **1,078,295** |

Notes:
- 2022-2031 capital programs are stated in 2022 dollars.
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# ELECTED OFFICES

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Elected Offices

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 1,099 | 1,140 | 41 | 3.7% |
| Benefits | 316 | 329 | 13 | 4.1% |
| Supplies | 3 | 3 | | |
| Equipment | 11 | 11 | | |
| Professional Fees & Services | 124 | 124 | | |
| Communications | 18 | 18 | | |
| Travel | 57 | 57 | | |
| Insurance | 2 | 2 | | |
| Facility Occupancy Charges | 104 | 116 | 12 | 11.5% |
| Interdepartmental Charges | 13 | 16 | 3 | 23.1% |
| ***Subtotal - Operating*** | ***1,747*** | ***1,817*** | ***70*** | ***4.0%*** |
| Transfers to Reserves | 11 | 12 | 1 | 9.1% |
| ***Subtotal - Debt / Reserves / Capital*** | ***11*** | ***12*** | ***1*** | ***9.1%*** |
| **Gross Expenditure** | **1,758** | **1,830** | **72** | **4.1%** |
| Interdepartmental Recoveries | (347) | (347) | | |
| **Net Expenditure** | **1,412** | **1,483** | **71** | **5.0%** |
| **Property Tax Levy** | **1,412** | **1,483** | **71** | **5.0%** |

# CHIEF ADMINISTRATOR'S OFFICE

# THE REGIONAL MUNICIPALITY OF WATERLOO

2022 Operating Budget ($ thousands)

Chief Administrator's Office

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 2,123 | 2,925 | 802 | 37.8% |
| Benefits | 607 | 856 | 249 | 41.0% |
| Supplies | 107 | 106 | (1) | (0.9%) |
| Maintenance | 22 | 22 | | |
| Equipment | 94 | 126 | 32 | 34.0% |
| Professional Fees & Services | 295 | 329 | 34 | 11.5% |
| Communications | 462 | 477 | 15 | 3.2% |
| Travel | 12 | 28 | 16 | 133.3% |
| Insurance | | | | |
| Facility Occupancy Charges | 120 | 142 | 22 | 18.3% |
| Interdepartmental Charges | 20 | 29 | 9 | 45.0% |
| ***Subtotal - Operating*** | ***3,862*** | ***5,040*** | ***1,178*** | ***30.5%*** |
| Transfers to Reserves | 5,023 | 3,417 | (1,606) | (32.0%) |
| ***Subtotal - Debt / Reserves / Capital*** | ***5,023*** | ***3,417*** | ***(1,606)*** | ***(32.0%)*** |
| **Gross Expenditure** | **8,885** | **8,458** | **(427)** | **(4.8%)** |
| Interdepartmental Recoveries | (1,380) | (1,380) | | |
| **Net Expenditure** | **7,505** | **7,078** | **(427)** | **(5.7%)** |
| **Revenue** | | | | |
| User Fees | 9 | 9 | | |
| Contribution from Reserves | 425 | 2,630 | 2,205 | 518.8% |
| **Revenue Subtotal** | **434** | **2,639** | **2,205** | **508.1%** |
| **Property Tax Levy** | **7,071** | **4,439** | **(2,632)** | **(37.2%)** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Chief Administrator Officer

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 397 | 405 | 8 | 2.0% |
| Benefits | 110 | 113 | 3 | 2.7% |
| Supplies | 2 | 2 | | |
| Equipment | 3 | 3 | | |
| Professional Fees & Services | 27 | 27 | | |
| Communications | 1 | 1 | | |
| Travel | 7 | 7 | | |
| Insurance | | | | |
| Facility Occupancy Charges | 47 | 19 | (28) | (59.6%) |
| Interdepartmental Charges | 6 | 9 | 3 | 50.0% |
| ***Subtotal - Operating*** | ***601*** | ***587*** | ***(14)*** | ***(2.3%)*** |
| Transfers to Reserves | 2 | 2 | | |
| ***Subtotal - Debt / Reserves / Capital*** | ***2*** | ***2*** | | |
| **Gross Expenditure** | **603** | **589** | **(14)** | **(2.3%)** |
| Interdepartmental Recoveries | (138) | (138) | | |
| **Net Expenditure** | **464** | **451** | **(13)** | **(2.8%)** |
| **Property Tax Levy** | **464** | **451** | **(13)** | **(2.8%)** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Communications, Strategy and Equity

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 1,725 | 2,520 | 795 | 46.1% |
| Benefits | 497 | 744 | 247 | 49.7% |
| Supplies | 105 | 104 | (1) | (1.0%) |
| Maintenance | 22 | 22 | | |
| Equipment | 91 | 123 | 32 | 35.2% |
| Professional Fees & Services | 269 | 303 | 34 | 12.6% |
| Communications | 461 | 476 | 15 | 3.3% |
| Travel | 5 | 21 | 16 | 320.0% |
| Facility Occupancy Charges | 73 | 123 | 50 | 68.5% |
| Interdepartmental Charges | 14 | 19 | 5 | 35.7% |
| ***Subtotal - Operating*** | ***3,261*** | ***4,453*** | ***1,192*** | ***36.6%*** |
| Transfers to Reserves | 5,021 | 3,415 | (1,606) | (32.0%) |
| ***Subtotal - Debt / Reserves / Capital*** | ***5,021*** | ***3,415*** | ***(1,606)*** | ***(32.0%)*** |
| **Gross Expenditure** | **8,282** | **7,869** | **(413)** | **(5.0%)** |
| Interdepartmental Recoveries | (1,241) | (1,241) | | |
| **Net Expenditure** | **7,041** | **6,627** | **(414)** | **(5.9%)** |
| **Revenue** | | | | |
| User Fees | 9 | 9 | | |
| Contribution from Reserves | 425 | 2,630 | 2,205 | 518.8% |
| **Revenue Subtotal** | **434** | **2,639** | **2,205** | **508.1%** |
| **Property Tax Levy** | **6,606** | **3,988** | **(2,618)** | **(39.6%)** |

# CORPORATE SERVICES

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Corporate Services

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 23,077 | 24,412 | 1,335 | 5.8% |
| Benefits | 6,869 | 7,301 | 432 | 6.3% |
| Supplies | 610 | 626 | 16 | 2.6% |
| Maintenance | 2,828 | 2,872 | 44 | 1.6% |
| Utilities | 11,589 | 12,066 | 477 | 4.1% |
| Equipment | 691 | 869 | 178 | 25.8% |
| Construction | 7,472 | 8,062 | 590 | 7.9% |
| Professional Fees & Services | 12,117 | 13,573 | 1,456 | 12.0% |
| Property Taxes | 6,049 | 7,102 | 1,053 | 17.4% |
| Rents | 1,112 | 970 | (142) | (12.8%) |
| Financial Expenses | 1 | 1 | | |
| Communications | 1,667 | 1,656 | (11) | (0.7%) |
| Travel | 176 | 170 | (6) | (3.4%) |
| Contracts | 453 | 329 | (124) | (27.4%) |
| Insurance | 875 | 915 | 40 | 4.6% |
| Facility Occupancy Charges | 9,980 | 10,274 | 294 | 2.9% |
| Interdepartmental Charges | 759 | 770 | 11 | 1.4% |
| ***Subtotal - Operating*** | ***86,327*** | ***91,969*** | ***5,642*** | ***6.5%*** |
| Debt Servicing | 8,914 | 7,921 | (993) | (11.1%) |
| Transfers to Reserves | 13,837 | 18,733 | 4,896 | 35.4% |
| ***Subtotal - Debt / Reserves / Capital*** | ***22,751*** | ***26,654*** | ***3,903*** | ***17.2%*** |
| **Gross Expenditure** | **109,078** | **118,623** | **9,545** | **8.8%** |
| Interdepartmental Recoveries | (82,184) | (91,295) | (9,111) | 11.1% |
| External Recoveries | (9) | (12) | (3) | 33.3% |
| **Net Expenditure** | **26,885** | **27,317** | **432** | **1.6%** |
| **Revenue** | | | | |
| User Fees | 1,874 | 1,983 | 109 | 5.8% |
| Contribution from Reserves | 375 | 225 | (150) | (40.0%) |
| Contribution from RDC Reserve Funds | 208 | 207 | (1) | (0.5%) |
| **Revenue Subtotal** | **2,458** | **2,416** | **(42)** | **(1.7%)** |
| **Property Tax Levy** | **24,427** | **24,901** | **474** | **1.9%** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Commissioner of Corporate Services

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 303 | 309 | 6 | 2.0% |
| Benefits | 75 | 77 | 2 | 2.7% |
| Supplies | 3 | 2 | (1) | (33.3%) |
| Equipment | 1 | 1 | | |
| Professional Fees & Services | 2 | 3 | 1 | 50.0% |
| Communications | 1 | 1 | | |
| Travel | 3 | 2 | (1) | (33.3%) |
| Insurance | 2 | 2 | | |
| Facility Occupancy Charges | 23 | 6 | (17) | (73.9%) |
| Interdepartmental Charges | 2 | 2 | | |
| ***Subtotal - Operating*** | ***414*** | ***404*** | ***(10)*** | ***(2.4%)*** |
| Transfers to Reserves | 1 | 1 | | |
| ***Subtotal - Debt / Reserves / Capital*** | ***1*** | ***1*** | | |
| **Gross Expenditure** | **414** | **405** | **(9)** | **(2.2%)** |
| Interdepartmental Recoveries | (83) | (84) | (1) | 1.2% |
| **Net Expenditure** | **331** | **321** | **(10)** | **(3.0%)** |
| **Property Tax Levy** | **331** | **321** | **(10)** | **(3.0%)** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Information Technology Services

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 6,315 | 6,488 | 173 | 2.7% |
| Benefits | 1,832 | 1,847 | 15 | 0.8% |
| Supplies | 5 | 5 | | |
| Maintenance | | | | |
| Equipment | 186 | 152 | (34) | (18.3%) |
| Professional Fees & Services | 2,925 | 3,791 | 866 | 29.6% |
| Communications | 1,325 | 1,351 | 26 | 2.0% |
| Travel | 10 | 10 | | |
| Insurance | 34 | 2 | (32) | (94.1%) |
| Facility Occupancy Charges | 251 | 135 | (116) | (46.2%) |
| Interdepartmental Charges | 62 | 52 | (10) | (16.1%) |
| ***Subtotal - Operating*** | ***12,945*** | ***13,834*** | ***889*** | ***6.9%*** |
| Transfers to Reserves | 875 | 801 | (74) | (8.5%) |
| ***Subtotal - Debt / Reserves / Capital*** | ***875*** | ***801*** | ***(74)*** | ***(8.5%)*** |
| **Gross Expenditure** | **13,820** | **14,635** | **815** | **5.9%** |
| Interdepartmental Recoveries | (4,156) | (4,320) | (164) | 3.9% |
| **Net Expenditure** | **9,664** | **10,315** | **651** | **6.7%** |
| **Revenue** | | | | |
| User Fees | 1 | 1 | | |
| Contribution from Reserves | 297 | 147 | (150) | (50.5%) |
| **Revenue Subtotal** | **298** | **148** | **(150)** | **(50.3%)** |
| **Property Tax Levy** | **9,366** | **10,167** | **801** | **8.6%** |

## Information Technology Services

### Ten Year Capital Budget and Forecast (Thousands)
### 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| 90017 GIS System | | 60 | **60** | 60 | 100 | | | **221** | 60 | **281** |
| 90061 Server / Network (LAN) Upgrades | 62 | 200 | **262** | 400 | 300 | 300 | 300 | **1,562** | 1,700 | **3,262** |
| 90063 Telephone Systems Upgrade | 536 | 100 | **636** | 50 | 50 | 50 | 250 | **1,036** | 300 | **1,336** |
| 90098 WREPNET Upgrades | 87 | 50 | **137** | 50 | 50 | 50 | 75 | **362** | 750 | **1,112** |
| 90118 Critical Regional Systems Recovery | 91 | | **91** | | | 56 | | **147** | 60 | **207** |
| 90154 Data Centre Optimization | 134 | 50 | **184** | 50 | 185 | 50 | 50 | **519** | 250 | **769** |
| 90166 ROW Website Redevelopment | | 100 | **100** | | | | 75 | **175** | 175 | **350** |
| 90411 Computer Replacements | 242 | 535 | **777** | 700 | 700 | 865 | 700 | **3,742** | 3,500 | **7,242** |
| **TOTAL EXPENDITURE** | **1,152** | **1,095** | **2,247** | **1,310** | **1,385** | **1,371** | **1,450** | **7,764** | **6,795** | **14,559** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3981120 Computer Equipment Reserve | 242 | 635 | **877** | 700 | 700 | 865 | 775 | **3,917** | 3,675 | **7,592** |
| 3983500 ITS Capital Reserve | 910 | 460 | **1,370** | 610 | 685 | 506 | 675 | **3,847** | 3,120 | **6,967** |
| **TOTAL FUNDING & FINANCING** | **1,152** | **1,095** | **2,247** | **1,310** | **1,385** | **1,371** | **1,450** | **7,764** | **6,795** | **14,559** |

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 10,071 | 11,082 | 1,011 | 10.0% |
| Benefits | 3,045 | 3,403 | 358 | 11.8% |
| Supplies | 524 | 541 | 17 | 3.2% |
| Maintenance | 2,824 | 2,867 | 43 | 1.5% |
| Utilities | 11,589 | 12,066 | 477 | 4.1% |
| Equipment | 285 | 485 | 200 | 70.2% |
| Construction | 7,472 | 8,062 | 590 | 7.9% |
| Professional Fees & Services | 8,753 | 9,268 | 515 | 5.9% |
| Property Taxes | 6,049 | 7,102 | 1,053 | 17.4% |
| Rents | 1,112 | 970 | (142) | (12.8%) |
| Communications | 121 | 87 | (34) | (28.1%) |
| Travel | 148 | 143 | (5) | (3.4%) |
| Contracts | 453 | 329 | (124) | (27.4%) |
| Insurance | 838 | 909 | 71 | 8.5% |
| Facility Occupancy Charges | 9,296 | 9,788 | 492 | 5.3% |
| Interdepartmental Charges | 623 | 634 | 11 | 1.8% |
| ***Subtotal - Operating*** | ***63,204*** | ***67,737*** | ***4,533*** | ***7.2%*** |
| Debt Servicing | 8,875 | 7,900 | (975) | (11.0%) |
| Transfers to Reserves | 12,716 | 17,786 | 5,070 | 39.9% |
| ***Subtotal - Debt / Reserves / Capital*** | ***21,592*** | ***25,686*** | ***4,094*** | ***19.0%*** |
| **Gross Expenditure** | **84,796** | **93,423** | **8,627** | **10.2%** |
| Interdepartmental Recoveries | (73,389) | (82,138) | (8,749) | 11.9% |
| External Recoveries | (9) | (12) | (3) | 33.3% |
| **Net Expenditure** | **11,398** | **11,273** | **(125)** | **(1.1%)** |
| **Revenue** | | | | |
| User Fees | 1,708 | 1,737 | 29 | 1.7% |
| Contribution from Reserves | 30 | 30 | | |
| Contribution from RDC Reserve Funds | 208 | 207 | (1) | (0.5%) |
| **Revenue Subtotal** | **1,946** | **1,974** | **28** | **1.4%** |
| **Property Tax Levy** | **9,452** | **9,299** | **(153)** | **(1.6%)** |

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 8,736 | 9,729 | 993 | 11.4% |
| Benefits | 2,616 | 2,960 | 344 | 13.1% |
| Supplies | 438 | 452 | 14 | 3.2% |
| Maintenance | 67 | 44 | (23) | (34.3%) |
| Utilities | 11,589 | 12,066 | 477 | 4.1% |
| Equipment | 176 | 241 | 65 | 36.9% |
| Construction | 7,472 | 8,062 | 590 | 7.9% |
| Professional Fees & Services | 8,568 | 9,093 | 525 | 6.1% |
| Property Taxes | 6,049 | 7,102 | 1,053 | 17.4% |
| Rents | 1,112 | 970 | (142) | (12.8%) |
| Communications | 119 | 85 | (34) | (28.6%) |
| Travel | 147 | 141 | (6) | (4.1%) |
| Contracts | 453 | 329 | (124) | (27.4%) |
| Insurance | 821 | 890 | 69 | 8.4% |
| Facility Occupancy Charges | 8,925 | 9,391 | 466 | 5.2% |
| Interdepartmental Charges | 559 | 565 | 6 | 1.1% |
| ***Subtotal - Operating*** | ***57,845*** | ***62,120*** | ***4,275*** | ***7.4%*** |
| Debt Servicing | 8,875 | 7,900 | (975) | (11.0%) |
| Transfers to Reserves | 12,530 | 17,599 | 5,069 | 40.5% |
| ***Subtotal - Debt / Reserves / Capital*** | ***21,405*** | ***25,499*** | ***4,094*** | ***19.1%*** |
| **Gross Expenditure** | **79,250** | **87,618** | **8,368** | **10.6%** |
| Interdepartmental Recoveries | (67,843) | (76,333) | (8,490) | 12.5% |
| External Recoveries | (9) | (12) | (3) | 33.3% |
| **Net Expenditure** | **11,398** | **11,273** | **(125)** | **(1.1%)** |
| **Revenue** | | | | |
| User Fees | 1,708 | 1,737 | 29 | 1.7% |
| Contribution from Reserves | 30 | 30 | | |
| Contribution from RDC Reserve Funds | 208 | 207 | (1) | (0.5%) |
| **Revenue Subtotal** | **1,946** | **1,974** | **28** | **1.4%** |
| **Property Tax Levy** | **9,452** | **9,299** | **(153)** | **(1.6%)** |

# Facilities Management

## Ten Year Capital Budget and Forecast (Thousands)
## 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| 90022 Facilities Equipment Replacement | 8 | 14 | **22** | 50 | 15 | 2 | 128 | **217** | 37 | **254** |
| 90023 Facilities Vehicle & Equip Replacement FM | 7 | 195 | **202** | 50 | 105 | 330 | 360 | **1,047** | 1,277 | **2,324** |
| 90102 Facilities Business Systems | 132 | 325 | **457** | 140 | 85 | 220 | 125 | **1,027** | 655 | **1,682** |
| 90109 Waterloo Regional Voice Radio System | 11 | | **11** | | | | | **11** | | **11** |
| 90164 Master Accommodation Planning | 173 | 177 | **350** | | | | | **350** | | **350** |
| 90169 Asset Management Systems | 72 | | **72** | 100 | | | | **172** | | **172** |
| **TOTAL EXPENDITURE** | **403** | **711** | **1,114** | **340** | **205** | **552** | **613** | **2,824** | **1,969** | **4,793** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Development Charges** | | | | | | | | | | |
| Reserve Funds | 2 | | **2** | | | | | **2** | | **2** |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3980020 General Tax Supported Capital Reserve | 245 | 177 | **422** | 100 | | | | **522** | | **522** |
| 3980065 Facility Lifecycle Reserve | 132 | 325 | **457** | 140 | 85 | 220 | 125 | **1,027** | 655 | **1,682** |
| 3982040 Facilities Equipment Reserve | 8 | 14 | **22** | 50 | 15 | 2 | 128 | **217** | 37 | **254** |
| 3982160 Corporate Fleet Replacement Reserve | 7 | 195 | **202** | 50 | 105 | 330 | 360 | **1,047** | 1,277 | **2,324** |
| Debentures | 9 | | **9** | | | | | **9** | | **9** |
| **TOTAL FUNDING & FINANCING** | **403** | **711** | **1,114** | **340** | **205** | **552** | **613** | **2,824** | **1,969** | **4,793** |

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

## Facility Asset Acquisition & Construction

### Ten Year Capital Budget and Forecast (Thousands)
### 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| 90044 ITS Service Rooms | 360 | | **360** | | | | | **360** | | **360** |
| 90137 Corporate Accommodation | | 3,200 | **3,200** | 14,000 | 14,900 | 8,000 | | **40,100** | | **40,100** |
| 90162 WRESTRC Underground Services | 1,250 | | **1,250** | | | | | **1,250** | | **1,250** |
| 90170 KVTH Early Works | 24,100 | 1,000 | **25,100** | 14,000 | | | | **39,100** | | **39,100** |
| 90174 King St Bunker Repairs | 284 | 400 | **684** | | | | | **684** | | **684** |
| 90179 King-Victoria Transit Hub | | | | 1,000 | 18,800 | 35,400 | 17,900 | **73,100** | | **73,100** |
| 90180 Realignment of Victoria Street | 1,632 | | **1,632** | 4,935 | | | | **6,567** | | **6,567** |
| 90190 Duke Street Underpass | 1,406 | 1,406 | **2,812** | 2,812 | | | | **5,624** | | **5,624** |
| 90191 Fleet Vehicle Charging Stations | | 90 | **90** | | | | | **90** | | **90** |
| **TOTAL EXPENDITURE** | **29,032** | **6,096** | **35,128** | **36,747** | **33,700** | **43,400** | **17,900** | **166,875** | | **166,875** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Grants / Subsidies / Recoveries** | | | | | | | | | | |
| Grants & Subsidies | 24,100 | | **24,100** | 14,730 | 13,724 | 25,842 | 13,067 | **91,463** | | **91,463** |
| **Development Charges** | | | | | | | | | | |
| Reserve Funds | | 800 | **800** | | | | | **800** | | **800** |
| Debentures | | 390 | **390** | 3,610 | 5,793 | 5,894 | 1,969 | **17,656** | | **17,656** |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3980020 General Tax Supported Capital Reserve | 1,014 | 490 | **1,504** | | | | | **1,504** | | **1,504** |
| 3980065 Facility Lifecycle Reserve | 880 | | **880** | | | | | **880** | | **880** |
| Debentures | 3,038 | 4,416 | **7,454** | 18,407 | 14,183 | 11,664 | 2,864 | **54,572** | | **54,572** |
| **TOTAL FUNDING & FINANCING** | **29,032** | **6,096** | **35,128** | **36,747** | **33,700** | **43,400** | **17,900** | **166,875** | | **166,875** |

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)
## 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| **Program Area Capital** | | | | | | | | | | |
| 90053 Energy Mgmt Upgrades to Mjr Bldgs | 39 | | **39** | | | | | **39** | | **39** |
| 90093 Emergency Training Props | 30 | | **30** | 30 | 30 | 30 | 30 | **150** | 150 | **300** |
| 90099 Waterloo Parkade Capital Program | 177 | 30 | **207** | 70 | 385 | 55 | 250 | **967** | 355 | **1,322** |
| 90158 KPL Parking Garage Capital Program | 13 | 135 | **148** | 83 | 68 | 73 | 98 | **470** | 274 | **744** |
| 90163 Fuel Storage and Dispensing Systems | 6 | 200 | **206** | 77 | 47 | 29 | 153 | **512** | 195 | **707** |
| 90168 Energy Projects Funded from Energy Reserve | 294 | 250 | **544** | 250 | 250 | | | **1,044** | 1,300 | **2,344** |
| **Total Program Area Capital** | **559** | **616** | **1,175** | **509** | **780** | **187** | **531** | **3,182** | **2,274** | **5,456** |
| **Facilities Managed Capital Renewal** | | | | | | | | | | |
| 74100 20 Weber Building Renewal | 111 | 17 | **128** | 96 | 11 | 41 | 17 | **294** | 1,070 | **1,365** |
| 74200 AHQ 150 Frederick Building Renewal | 720 | | **720** | 2,013 | 1,798 | 1,969 | 1,904 | **8,403** | 4,471 | **12,874** |
| 74300 99 Regina Building Renewal | 322 | 29 | **351** | 2,420 | 2,048 | 2,042 | 2,036 | **8,898** | 7,596 | **16,493** |
| 74400 Operations Centre Building Renewal | 5 | 1,189 | **1,194** | 2,619 | 2,917 | 1,745 | 1,562 | **10,037** | 3,359 | **13,396** |
| 74500 150 Main Cambridge Building Renewal | 600 | 224 | **824** | 453 | 1,621 | 2,018 | 1,192 | **6,108** | 3,106 | **9,214** |
| 74600 Gaol & Governor House Renewal | 106 | 12 | **118** | 391 | 264 | 34 | 180 | **987** | 187 | **1,173** |
| 74700 WRESTC Renewal | 88 | 47 | **135** | 115 | 1,852 | 986 | 346 | **3,434** | 1,167 | **4,601** |
| **Total Facilities Managed Capital Renewal** | **1,952** | **1,518** | **3,470** | **8,107** | **10,511** | **8,835** | **7,238** | **38,161** | **20,956** | **59,117** |
| **TOTAL EXPENDITURE** | **2,511** | **2,133** | **4,644** | **8,617** | **11,291** | **9,022** | **7,769** | **41,343** | **23,230** | **64,573** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3980065 Facility Lifecycle Reserve | 879 | 359 | **1,238** | 673 | 2,458 | 2,099 | 1,230 | **7,698** | 11,739 | **19,437** |
| 3980110 WRESTRC Complex Reserve | 30 | | **30** | 30 | 30 | 30 | 30 | **150** | 150 | **300** |
| 3982170 Fuel System Equipment Reserve | 6 | 200 | **206** | 77 | 47 | 29 | 153 | **512** | 195 | **707** |
| 3983000 Solar Photovoltaic Reserve | 294 | 250 | **544** | 250 | 250 | | | **1,044** | 1,300 | **2,344** |
| Debentures | 1,302 | 1,324 | **2,626** | 7,587 | 8,505 | 6,864 | 6,356 | **31,939** | 9,846 | **41,784** |
| **TOTAL FUNDING & FINANCING** | **2,511** | **2,133** | **4,644** | **8,617** | **11,291** | **9,022** | **7,769** | **41,343** | **23,230** | **64,573** |

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

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Fleet Management

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 1,335 | 1,353 | 18 | 1.3% |
| Benefits | 429 | 444 | 15 | 3.5% |
| Supplies | 87 | 89 | 2 | 2.3% |
| Maintenance | 2,757 | 2,823 | 66 | 2.4% |
| Equipment | 109 | 244 | 135 | 123.9% |
| Professional Fees & Services | 185 | 175 | (10) | (5.4%) |
| Communications | 2 | 2 | | |
| Travel | 2 | 2 | | |
| Insurance | 18 | 20 | 2 | 11.1% |
| Facility Occupancy Charges | 372 | 397 | 25 | 6.7% |
| Interdepartmental Charges | 64 | 69 | 5 | 7.8% |
| ***Subtotal - Operating*** | ***5,359*** | ***5,617*** | ***258*** | ***4.8%*** |
| Transfers to Reserves | 187 | 188 | 1 | 0.5% |
| ***Subtotal - Debt / Reserves / Capital*** | ***187*** | ***188*** | ***1*** | ***0.5%*** |
| **Gross Expenditure** | **5,546** | **5,805** | **259** | **4.7%** |
| Interdepartmental Recoveries | (5,546) | (5,805) | (259) | 4.7% |
| **Net Expenditure** | | | | |
| **Property Tax Levy** | | | | |

# Fleet Management

## Ten Year Capital Budget and Forecast (Thousands)
## 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| 90014 Fleet Management Vehicles | | | | | | 55 | 160 | **215** | 160 | **375** |
| 90015 Fleet Pool Vehicles | | 15 | **15** | 195 | 60 | 30 | 195 | **495** | 360 | **855** |
| 90016 Fleet Services Equipment | 390 | 678 | **1,068** | 20 | 67 | 35 | 104 | **1,294** | 1,167 | **2,461** |
| 90132 Telematics | 90 | 120 | **210** | 120 | | | | **330** | | **330** |
| **TOTAL EXPENDITURE** | **480** | **813** | **1,293** | **335** | **127** | **120** | **459** | **2,334** | **1,687** | **4,021** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3982150 Shop Equipment Reserve | 390 | 478 | **868** | 20 | 67 | 35 | 104 | **1,094** | 1,167 | **2,261** |
| 3982160 Corporate Fleet Replacement Reserve | 90 | 335 | **425** | 315 | 60 | 85 | 355 | **1,240** | 520 | **1,760** |
| **TOTAL FUNDING & FINANCING** | **480** | **813** | **1,293** | **335** | **127** | **120** | **459** | **2,334** | **1,687** | **4,021** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Treasury Services

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 3,572 | 3,796 | 224 | 6.3% |
| Benefits | 1,102 | 1,171 | 69 | 6.3% |
| Supplies | 28 | 28 | | |
| Maintenance | 4 | 4 | | |
| Equipment | 217 | 229 | 12 | 5.5% |
| Professional Fees & Services | 416 | 416 | | |
| Communications | 50 | 47 | (3) | (6.0%) |
| Travel | 10 | 10 | | |
| Insurance | 2 | 2 | | |
| Facility Occupancy Charges | 331 | 285 | (46) | (13.9%) |
| Interdepartmental Charges | 50 | 57 | 7 | 14.0% |
| ***Subtotal - Operating*** | ***5,781*** | ***6,046*** | ***265*** | ***4.6%*** |
| Debt Servicing | 38 | 21 | (17) | (44.7%) |
| Transfers to Reserves | 239 | 138 | (101) | (42.3%) |
| ***Subtotal - Debt / Reserves / Capital*** | ***277*** | ***159*** | ***(118)*** | ***(42.6%)*** |
| **Gross Expenditure** | **6,059** | **6,205** | **146** | **2.4%** |
| Interdepartmental Recoveries | (3,254) | (3,407) | (153) | 4.7% |
| **Net Expenditure** | **2,804** | **2,798** | **(6)** | **(0.2%)** |
| **Revenue** | | | | |
| User Fees | 166 | 246 | 80 | 48.2% |
| Contribution from Reserves | 48 | 48 | | |
| **Revenue Subtotal** | **214** | **294** | **80** | **37.4%** |
| **Property Tax Levy** | **2,590** | **2,504** | **(86)** | **(3.3%)** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Corporate Finance

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 2,816 | 2,738 | (78) | (2.8%) |
| Benefits | 816 | 801 | (15) | (1.8%) |
| Supplies | 49 | 49 | | |
| Equipment | 2 | 2 | | |
| Professional Fees & Services | 22 | 97 | 75 | 340.9% |
| Financial Expenses | 1 | 1 | | |
| Communications | 170 | 170 | | |
| Travel | 5 | 5 | | |
| Facility Occupancy Charges | 79 | 61 | (18) | (22.8%) |
| Interdepartmental Charges | 22 | 25 | 3 | 13.6% |
| ***Subtotal - Operating*** | ***3,982*** | ***3,949*** | ***(33)*** | ***(0.8%)*** |
| Transfers to Reserves | 6 | 7 | 1 | 16.7% |
| ***Subtotal - Debt / Reserves / Capital*** | ***6*** | ***7*** | ***1*** | ***16.7%*** |
| **Gross Expenditure** | **3,989** | **3,956** | **(33)** | **(0.8%)** |
| Interdepartmental Recoveries | (1,302) | (1,346) | (44) | 3.4% |
| **Net Expenditure** | **2,687** | **2,610** | **(77)** | **(2.9%)** |
| **Property Tax Levy** | **2,687** | **2,610** | **(77)** | **(2.9%)** |

## Corporate Finance

### Ten Year Capital Budget and Forecast (Thousands)
### 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| 60005 RDC By Law Review | | | | 180 | 120 | | | **300** | 300 | **600** |
| 60010 Stores Vehicles Equipment | | 60 | **60** | | | | | **60** | 95 | **155** |
| 60031 AP Modernization | 187 | 350 | **537** | | | | | **537** | | **537** |
| 60033 Fuel Management Systems | 100 | | **100** | | | | 500 | **600** | 1,000 | **1,600** |
| 60034 Oracle Costing Module | 75 | | **75** | | | | | **75** | | **75** |
| **TOTAL EXPENDITURE** | **362** | **410** | **772** | **180** | **120** | | **500** | **1,572** | **1,395** | **2,967** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Development Charges** | | | | | | | | | | |
| Reserve Funds | | | | 162 | 108 | | | **270** | 270 | **540** |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3982160 Corporate Fleet Replacement Reserve | | 60 | **60** | | | | | **60** | 95 | **155** |
| 3982170 Fuel System Equipment Reserve | 100 | | **100** | | | | 500 | **600** | 1,000 | **1,600** |
| 3983200 Financial Services Capital Reserve | 262 | 350 | **612** | 18 | 12 | | | **642** | 30 | **672** |
| **TOTAL FUNDING & FINANCING** | **362** | **410** | **772** | **180** | **120** | | **500** | **1,572** | **1,395** | **2,967** |

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.

# HUMAN RESOURCES

# &

# CITIZEN SERVICE

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Human Resources & Citizen Service

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 7,694 | 8,792 | 1,098 | 14.3% |
| Benefits | 2,468 | 2,773 | 305 | 12.4% |
| Supplies | 30 | 25 | (5) | (16.7%) |
| Maintenance | 2 | 2 | | |
| Equipment | 833 | 1,185 | 352 | 42.3% |
| Professional Fees & Services | 1,569 | 1,655 | 86 | 5.5% |
| Social Support and Benefit Payments | 1 | 1 | | |
| Financial Expenses | 2 | 2 | | |
| Communications | 108 | 108 | | |
| Travel | 50 | 50 | | |
| Insurance | 3 | 3 | | |
| Facility Occupancy Charges | 233 | 264 | 31 | 13.3% |
| Interdepartmental Charges | 131 | 141 | 10 | 7.6% |
| ***Subtotal - Operating*** | ***13,124*** | ***14,998*** | ***1,874*** | ***14.3%*** |
| Debt Servicing | 585 | 557 | (28) | (4.8%) |
| Transfers to Reserves | 335 | 377 | 42 | 12.5% |
| ***Subtotal - Debt / Reserves / Capital*** | ***920*** | ***934*** | ***14*** | ***1.5%*** |
| **Gross Expenditure** | **14,044** | **15,933** | **1,889** | **13.5%** |
| Interdepartmental Recoveries | (3,750) | (3,802) | (52) | 1.4% |
| **Net Expenditure** | **10,294** | **12,130** | **1,836** | **17.8%** |
| **Revenue** | | | | |
| User Fees | 88 | 88 | | |
| Contribution from Reserves | 1,340 | 1,373 | 33 | 2.5% |
| **Revenue Subtotal** | **1,428** | **1,461** | **33** | **2.3%** |
| **Property Tax Levy** | **8,866** | **10,669** | **1,803** | **20.3%** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Commissioner of Human Resources & Citizen Service

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 372 | 571 | 199 | 53.5% |
| Benefits | 505 | 551 | 46 | 9.1% |
| Supplies | 12 | 7 | (5) | (41.7%) |
| Equipment | 39 | 39 | | |
| Professional Fees & Services | 29 | 249 | 220 | 758.6% |
| Communications | 60 | 60 | | |
| Travel | 19 | 19 | | |
| Insurance | 1 | 1 | | |
| Facility Occupancy Charges | 54 | 61 | 7 | 13.0% |
| Interdepartmental Charges | 13 | 13 | | |
| ***Subtotal - Operating*** | ***1,103*** | ***1,571*** | ***468*** | ***42.4%*** |
| Transfers to Reserves | 1 | 1 | | |
| ***Subtotal - Debt / Reserves / Capital*** | ***1*** | ***1*** | | |
| **Gross Expenditure** | **1,104** | **1,572** | **468** | **42.4%** |
| Interdepartmental Recoveries | (344) | (345) | (1) | 0.3% |
| **Net Expenditure** | **760** | **1,228** | **468** | **61.6%** |
| **Revenue** | | | | |
| Contribution from Reserves | | 20 | 20 | |
| **Revenue Subtotal** | | **20** | **20** | |
| **Property Tax Levy** | **760** | **1,208** | **448** | **58.9%** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Talent Acquisition, Client Experience & Solutions

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 3,446 | 3,365 | (81) | (2.4%) |
| Benefits | 878 | 865 | (13) | (1.5%) |
| Supplies | 1 | 1 | | |
| Equipment | 259 | 300 | 41 | 15.8% |
| Professional Fees & Services | 329 | 121 | (208) | (63.2%) |
| Financial Expenses | 2 | 2 | | |
| Communications | 25 | 25 | | |
| Travel | 10 | 10 | | |
| Facility Occupancy Charges | 39 | 45 | 6 | 15.4% |
| Interdepartmental Charges | 58 | 63 | 5 | 8.6% |
| ***Subtotal - Operating*** | ***5,047*** | ***4,798*** | ***(249)*** | ***(4.9%)*** |
| Debt Servicing | 542 | 540 | (2) | (0.4%) |
| Transfers to Reserves | 9 | 20 | 11 | 122.2% |
| ***Subtotal - Debt / Reserves / Capital*** | ***551*** | ***560*** | ***9*** | ***1.6%*** |
| **Gross Expenditure** | **5,598** | **5,358** | **(240)** | **(4.3%)** |
| Interdepartmental Recoveries | (1,063) | (1,087) | (24) | 2.3% |
| **Net Expenditure** | **4,535** | **4,271** | **(264)** | **(5.8%)** |
| **Revenue** | | | | |
| Contribution from Reserves | 60 | | (60) | (100.0%) |
| **Revenue Subtotal** | **60** | | **(60)** | **(100.0%)** |
| **Property Tax Levy** | **4,475** | **4,271** | **(204)** | **(4.6%)** |

**THE REGIONAL MUNICIPALITY OF WATERLOO** 2022
Operating Budget ($ thousands)
Organization Development & HR People Partners

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 862 | 1,330 | 468 | 54.3% |
| Benefits | 238 | 367 | 129 | 54.2% |
| Supplies | 2 | 2 | | |
| Equipment | 55 | 55 | | |
| Professional Fees & Services | 8 | 58 | 50 | 625.0% |
| Communications | 2 | 2 | | |
| Travel | 3 | 3 | | |
| Facility Occupancy Charges | 75 | 85 | 10 | 13.3% |
| Interdepartmental Charges | 7 | 9 | 2 | 28.6% |
| ***Subtotal - Operating*** | ***1,252*** | ***1,912*** | ***660*** | ***52.7%*** |
| Transfers to Reserves | 2 | 2 | | |
| ***Subtotal - Debt / Reserves / Capital*** | ***2*** | ***2*** | | |
| **Gross Expenditure** | **1,254** | **1,915** | **661** | **52.7%** |
| Interdepartmental Recoveries | (761) | (769) | (8) | 1.1% |
| **Net Expenditure** | **493** | **1,146** | **653** | **132.5%** |
| **Revenue** | | | | |
| Contribution from Reserves | | 81 | 81 | |
| **Revenue Subtotal** | | **81** | **81** | |
| **Property Tax Levy** | **493** | **1,064** | **571** | **115.8%** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Labour Relations & Emergency Management

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 1,073 | 1,079 | 6 | 0.6% |
| Benefits | 290 | 295 | 5 | 1.7% |
| Supplies | 2 | 2 | | |
| Equipment | 166 | 176 | 10 | 6.0% |
| Professional Fees & Services | 596 | 644 | 48 | 8.1% |
| Communications | 15 | 15 | | |
| Travel | 6 | 6 | | |
| Insurance | 2 | 2 | | |
| Facility Occupancy Charges | 49 | 56 | 7 | 14.3% |
| Interdepartmental Charges | 33 | 33 | | |
| ***Subtotal - Operating*** | ***2,232*** | ***2,307*** | ***75*** | ***3.4%*** |
| Transfers to Reserves | 2 | 3 | 1 | 50.0% |
| ***Subtotal - Debt / Reserves / Capital*** | ***2*** | ***3*** | ***1*** | ***50.0%*** |
| **Gross Expenditure** | **2,234** | **2,310** | **76** | **3.4%** |
| Interdepartmental Recoveries | (566) | (571) | (5) | 0.9% |
| **Net Expenditure** | **1,668** | **1,739** | **71** | **4.3%** |
| **Revenue** | | | | |
| User Fees | 88 | 88 | | |
| **Revenue Subtotal** | **88** | **88** | | |
| **Property Tax Levy** | **1,580** | **1,651** | **71** | **4.5%** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Wellbeing & Occupational Health & Safety

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 1,361 | 1,601 | 240 | 17.6% |
| Benefits | 399 | 464 | 65 | 16.3% |
| Supplies | 12 | 12 | | |
| Maintenance | 2 | 2 | | |
| Equipment | 26 | 26 | | |
| Professional Fees & Services | 602 | 577 | (25) | (4.2%) |
| Social Support and Benefit Payments | 1 | 1 | | |
| Communications | 4 | 4 | | |
| Travel | 12 | 12 | | |
| Facility Occupancy Charges | 15 | 17 | 2 | 13.3% |
| Interdepartmental Charges | 15 | 16 | 1 | 6.7% |
| ***Subtotal - Operating*** | ***2,446*** | ***2,730*** | ***284*** | ***11.6%*** |
| Debt Servicing | 43 | 17 | (26) | (60.5%) |
| Transfers to Reserves | 3 | 3 | | |
| ***Subtotal - Debt / Reserves / Capital*** | ***46*** | ***20*** | ***(26)*** | ***(56.5%)*** |
| **Gross Expenditure** | **2,492** | **2,750** | **258** | **10.4%** |
| Interdepartmental Recoveries | (960) | (975) | (15) | 1.6% |
| **Net Expenditure** | **1,532** | **1,775** | **243** | **15.9%** |
| **Revenue** | | | | |
| Contribution from Reserves | 1,280 | 1,272 | (8) | (0.6%) |
| **Revenue Subtotal** | **1,280** | **1,272** | **(8)** | **(0.6%)** |
| **Property Tax Levy** | **252** | **503** | **251** | **99.6%** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Total Rewards

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 581 | 846 | 265 | 45.6% |
| Benefits | 159 | 231 | 72 | 45.3% |
| Supplies | | | | |
| Equipment | 290 | 590 | 300 | 103.4% |
| Professional Fees & Services | 6 | 6 | | |
| Communications | 1 | 1 | | |
| Travel | 1 | 1 | | |
| Interdepartmental Charges | 5 | 6 | 1 | 20.0% |
| ***Subtotal - Operating*** | ***1,043*** | ***1,680*** | ***637*** | ***61.1%*** |
| Transfers to Reserves | 318 | 347 | 29 | 9.1% |
| ***Subtotal - Debt / Reserves / Capital*** | ***318*** | ***347*** | ***29*** | ***9.1%*** |
| **Gross Expenditure** | **1,361** | **2,028** | **667** | **49.0%** |
| Interdepartmental Recoveries | (56) | (56) | | |
| **Net Expenditure** | **1,306** | **1,972** | **666** | **51.0%** |
| **Property Tax Levy** | **1,306** | **1,972** | **666** | **51.0%** |

## Human Resources & Citizen Service

### Ten Year Capital Budget and Forecast (Thousands)
### 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| 90150 Consolidated Contact Centre | 230 | 184 | **414** | 356 | 513 | 400 | | **1,683** | | **1,683** |
| 99037 Safety Management System | 68 | 172 | **240** | | | | | **240** | | **240** |
| 99042 Employee Lifecycle Review | 20 | | **20** | | | | | **20** | | **20** |
| 99044 Human Resources Information System (HRIS) | 238 | 322 | **560** | 465 | | | | **1,025** | | **1,025** |
| **TOTAL EXPENDITURE** | **555** | **678** | **1,233** | **821** | **513** | **400** | | **2,968** | | **2,968** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3980020 General Tax Supported Capital Reserve | 250 | | **250** | | | | | **250** | | **250** |
| 3981400 WSIB Reserve Fund | 68 | 172 | **240** | | | | | **240** | | **240** |
| 3983900 HRC Capital Reserve | 238 | 506 | **744** | 821 | 513 | 400 | | **2,478** | | **2,478** |
| **TOTAL FUNDING & FINANCING** | **555** | **678** | **1,233** | **821** | **513** | **400** | | **2,968** | | **2,968** |

# PLANNING, DEVELOPMENT & LEGISLATIVE SERVICES

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 15,938 | 18,332 | 2,394 | 15.0% |
| Benefits | 4,290 | 5,160 | 870 | 20.3% |
| Supplies | 910 | 1,048 | 138 | 15.2% |
| Maintenance | 184 | 186 | 2 | 1.1% |
| Utilities | 393 | 517 | 124 | 31.6% |
| Equipment | 202 | 183 | (19) | (9.4%) |
| Construction | 150 | 125 | (25) | (16.7%) |
| Professional Fees & Services | 2,659 | 4,001 | 1,342 | 50.5% |
| Property Taxes | 459 | 464 | 5 | 1.1% |
| Rents | | 2 | 2 | |
| Grants | 4,712 | 3,205 | (1,507) | (32.0%) |
| Financial Expenses | 138 | 138 | | |
| Communications | 442 | 648 | 206 | 46.6% |
| Travel | 137 | 140 | 3 | 2.2% |
| Insurance | 203 | 221 | 18 | 8.9% |
| Facility Occupancy Charges | 3,405 | 4,604 | 1,199 | 35.2% |
| Interdepartmental Charges | 639 | 710 | 71 | 11.1% |
| ***Subtotal - Operating*** | ***34,862*** | ***39,684*** | ***4,822*** | ***13.8%*** |
| Debt Servicing | 1,667 | 2,985 | 1,318 | 79.1% |
| Transfers to Reserves | 5,189 | 4,895 | (294) | (5.7%) |
| ***Subtotal - Debt / Reserves / Capital*** | ***6,855*** | ***7,880*** | ***1,025*** | ***15.0%*** |
| **Gross Expenditure** | **41,717** | **47,563** | **5,846** | **14.0%** |
| Interdepartmental Recoveries | (2,580) | (2,784) | (204) | 7.9% |
| External Recoveries | (1,216) | (1,115) | 101 | (8.3%) |
| **Net Expenditure** | **37,921** | **43,665** | **5,744** | **15.1%** |
| **Revenue** | | | | |
| Ontario Grants | 425 | 573 | 148 | 34.8% |
| Ontario Grants - COVID | 2,000 | 1,000 | (1,000) | (50.0%) |
| User Fees | 11,604 | 21,185 | 9,581 | 82.6% |
| Contribution from Reserves | 771 | 600 | (171) | (22.2%) |
| Contribution from RDC Reserve Funds | 604 | 1,158 | 554 | 91.7% |
| **Revenue Subtotal** | **15,404** | **24,516** | **9,112** | **59.2%** |
| **Property Tax Levy** | **22,517** | **19,149** | **(3,368)** | **(15.0%)** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Commissioner of Planning, Development & Legislative Services

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 816 | 828 | 12 | 1.5% |
| Benefits | 220 | 227 | 7 | 3.2% |
| Supplies | 11 | 9 | (2) | (18.2%) |
| Equipment | 6 | 6 | | |
| Professional Fees & Services | 99 | 86 | (13) | (13.1%) |
| Communications | 15 | 12 | (3) | (20.0%) |
| Travel | 12 | 9 | (3) | (25.0%) |
| Insurance | 5 | 6 | 1 | 20.0% |
| Facility Occupancy Charges | 146 | 166 | 20 | 13.7% |
| Interdepartmental Charges | 12 | 9 | (3) | (25.0%) |
| ***Subtotal - Operating*** | ***1,344*** | ***1,358*** | ***14*** | ***1.0%*** |
| Transfers to Reserves | 1 | 2 | 1 | 100.0% |
| ***Subtotal - Debt / Reserves / Capital*** | ***1*** | ***2*** | ***1*** | ***100.0%*** |
| **Gross Expenditure** | **1,345** | **1,361** | **16** | **1.2%** |
| **Net Expenditure** | **1,345** | **1,361** | **16** | **1.2%** |
| **Property Tax Levy** | **1,345** | **1,361** | **16** | **1.2%** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Economic Development

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 620 | 1,158 | 538 | 86.8% |
| Benefits | 182 | 325 | 143 | 78.6% |
| Professional Fees & Services | 334 | 229 | (105) | (31.4%) |
| Grants | 3,422 | 2,120 | (1,302) | (38.0%) |
| Communications | 2 | 2 | | |
| Travel | 25 | 25 | | |
| Facility Occupancy Charges | 9 | 9 | | |
| Interdepartmental Charges | 44 | 89 | 45 | 102.3% |
| ***Subtotal - Operating*** | ***4,637*** | ***3,956*** | ***(681)*** | ***(14.7%)*** |
| Transfers to Reserves | 1 | 1 | | |
| ***Subtotal - Debt / Reserves / Capital*** | ***1*** | ***1*** | | |
| **Gross Expenditure** | **4,638** | **3,957** | **(681)** | **(14.7%)** |
| External Recoveries | (375) | (375) | | |
| **Net Expenditure** | **4,263** | **3,582** | **(681)** | **(16.0%)** |
| **Revenue** | | | | |
| Ontario Grants - COVID | 2,000 | 1,000 | (1,000) | (50.0%) |
| User Fees | 201 | 157 | (44) | (21.9%) |
| Contribution from Reserves | | 30 | 30 | |
| **Revenue Subtotal** | **2,201** | **1,186** | **(1,015)** | **(46.1%)** |
| **Property Tax Levy** | **2,061** | **2,396** | **335** | **16.3%** |

## Economic Development

### Ten Year Capital Budget and Forecast (Thousands)
### 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| 99082 Oversizing Cambridge Sanitary extension | 175 | 200 | **375** | 200 | | | 125 | **700** | | **700** |
| 99088 Charles St Terminal Disposition | 575 | | **575** | 225 | | | | **800** | | **800** |
| **TOTAL EXPENDITURE** | **750** | **200** | **950** | **425** | | | **125** | **1,500** | | **1,500** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3980020 General Tax Supported Capital Reserve | 750 | 200 | **950** | 425 | | | 125 | **1,500** | | **1,500** |
| **TOTAL FUNDING & FINANCING** | **750** | **200** | **950** | **425** | | | **125** | **1,500** | | **1,500** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

ROW International Airport

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 1,719 | 3,089 | 1,370 | 79.7% |
| Benefits | 479 | 1,032 | 553 | 115.4% |
| Supplies | 105 | 257 | 152 | 144.8% |
| Maintenance | 162 | 179 | 17 | 10.5% |
| Utilities | 389 | 514 | 125 | 32.1% |
| Equipment | 5 | 10 | 5 | 100.0% |
| Construction | 150 | 125 | (25) | (16.7%) |
| Professional Fees & Services | 237 | 324 | 87 | 36.7% |
| Property Taxes | 459 | 464 | 5 | 1.1% |
| Financial Expenses | 24 | 24 | | |
| Communications | 148 | 350 | 202 | 136.5% |
| Travel | 12 | 27 | 15 | 125.0% |
| Insurance | 143 | 156 | 13 | 9.1% |
| Facility Occupancy Charges | 965 | 1,951 | 986 | 102.2% |
| Interdepartmental Charges | 278 | 290 | 12 | 4.3% |
| ***Subtotal - Operating*** | ***5,275*** | ***8,794*** | ***3,519*** | ***66.7%*** |
| Debt Servicing | 1,426 | 2,844 | 1,418 | 99.4% |
| Transfers to Reserves | 2,448 | 2,577 | 129 | 5.3% |
| ***Subtotal - Debt / Reserves / Capital*** | ***3,873*** | ***5,421*** | ***1,548*** | ***40.0%*** |
| **Gross Expenditure** | **9,148** | **14,215** | **5,067** | **55.4%** |
| Interdepartmental Recoveries | (153) | (153) | | |
| External Recoveries | (837) | (737) | 100 | (11.9%) |
| **Net Expenditure** | **8,158** | **13,325** | **5,167** | **63.3%** |
| **Revenue** | | | | |
| User Fees | 2,144 | 10,431 | 8,287 | 386.5% |
| Contribution from RDC Reserve Funds | 584 | 1,138 | 554 | 94.9% |
| **Revenue Subtotal** | **2,728** | **11,569** | **8,841** | **324.1%** |
| **Property Tax Levy** | **5,430** | **1,756** | **(3,674)** | **(67.7%)** |

# Region of Waterloo International Airport

## Ten Year Capital Budget and Forecast (Thousands)
## 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| **Capital Renewal** | | | | | | | | | | |
| 03513 Noise Monitoring System | | | | 50 | | | | **50** | 50 | **100** |
| 03515 Electrical Study | 50 | | **50** | | | | | **50** | | **50** |
| 03540 Minor Airside Construction Projects | 16 | | **16** | | | | | **16** | | **16** |
| 03541 Runway 26 Approach Lighting | | | | | | | | | 300 | **300** |
| 03542 Runway 08 Approach Lighting | | | | | | | | | 300 | **300** |
| 03544 Sanitary Forcemain Servicing | 18 | | **18** | | | 3,000 | | **3,018** | | **3,018** |
| 03547 Airport Business Plan Update | 50 | 50 | **100** | | | | | **100** | 200 | **300** |
| 03548 Rehabilitation 08/26 | | | | | | 2,850 | | **2,850** | | **2,850** |
| 03555 Fencing | | | | | | 300 | | **300** | 400 | **700** |
| 03557 Equipment Replacements | 82 | 55 | **137** | 221 | 65 | 7 | 141 | **571** | 283 | **854** |
| 03564 Randell Drain/Stormwater-Upgrades | 103 | | **103** | 200 | | | | **303** | | **303** |
| 03566 Parking lot Resurfacing | 30 | | **30** | | | | | **30** | 600 | **630** |
| 03569 Hydro Plant Upgrade | 22 | | **22** | 570 | | 500 | | **1,092** | | **1,092** |
| 03570 Apron Resurfacing | | 570 | **570** | 300 | | | | **870** | 3,000 | **3,870** |
| 03574 Security Upgrades | 9 | 20 | **29** | | | 200 | | **229** | | **229** |
| 03587 Silver Dart Place Construction | | | | 400 | | | | **400** | | **400** |
| 03588 Fleet Vehicle Replacement Airport | 1,035 | 1,350 | **2,385** | 425 | 1,199 | 160 | 965 | **5,134** | 3,564 | **8,698** |
| 03591 Parking Equipment Replacement | | 10 | **10** | | | 400 | | **410** | 400 | **810** |
| 03623 Parking Equipment Upgrade | | 150 | **150** | | | | | **150** | | **150** |
| 03626 Runway 26 SALSR Upgrade | | 630 | **630** | | | | | **630** | | **630** |
| 03627 Airfield Lighting Upgrade - LED | 44 | | **44** | | | | | **44** | | **44** |
| 03634 Airfield Pavement Rehabilitation | 3,747 | | **3,747** | | | | | **3,747** | | **3,747** |
| 03635 Landside Road Rehabilitation | | | | | | | | | 1,750 | **1,750** |
| 03636 Runway 14-32 Rehabilitation | | | | | 7,700 | | | **7,700** | | **7,700** |
| 03637 Runway 08-26 Reconstruction | | | | | | | | | 13,500 | **13,500** |
| 03638 Runway 08-26 Lighting Replacement | | | | | | | | | 800 | **800** |
| 03639 Taxi A Pavement Rehabilitation | | | | | | | | | 3,500 | **3,500** |
| 03640 Taxi C Pavement Rehabilitation | | | | | | | | | 2,000 | **2,000** |
| 03641 Runway 14-32 PAPI Replacement | | | | | 500 | | | **500** | | **500** |
| 03642 Runway 26 PAPI Replacement | | | | | | | | | 264 | **264** |

## Region of Waterloo International Airport

### Ten Year Capital Budget and Forecast (Thousands)
### 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| 03643 Apron 1 Lighting Replacement | | 200 | **200** | | | | | **200** | | **200** |
| 03644 CBSA upgrades | 200 | 1,800 | **2,000** | | | | | **2,000** | | **2,000** |
| 03645 Airfield PLC Replacement | 116 | | **116** | | | | | **116** | | **116** |
| 03646 ICAO Type A Charts | | 25 | **25** | | | | | **25** | | **25** |
| 03647 Airport Energy Analysis | | 50 | **50** | | | | | **50** | | **50** |
| 03648 FEC Equipment Replacement | | | | | | | | | 400 | **400** |
| **Total Capital Renewal** | **5,522** | **4,910** | **10,432** | **2,166** | **9,464** | **7,417** | **1,106** | **30,585** | **31,311** | **61,896** |
| | | | | | | | | | | |
| **Facilities Managed Capital Renewal** | | | | | | | | | | |
| 70500 Airport Renewal | 65 | 41 | **106** | 60 | 92 | 910 | 895 | **2,063** | 1,654 | **3,717** |
| **Total Facilities Managed Capital Renewal** | **65** | **41** | **106** | **60** | **92** | **910** | **895** | **2,063** | **1,654** | **3,717** |
| | | | | | | | | | | |
| **Capital Expansion (Master Plan)** | | | | | | | | | | |
| **Phase 1** | | | | | | | | | | |
| 03594 Rail Connectivity Study YKF/YYZ | 208 | | **208** | 208 | | | | **416** | | **416** |
| 03595 Enviro Assmt for Runway 14-32 & 08-26 | 205 | 85 | **290** | | | | | **290** | | **290** |
| 03596 Design Runway 14-32 & 08-26 | 19 | 50 | **69** | | | | | **69** | | **69** |
| 03600 Design of Terminal Expansion Phase 1 | 24 | 225 | **249** | | | | | **249** | | **249** |
| 03601 Development of Apron VII Serviced Lands | 300 | | **300** | 930 | | | | **1,230** | | **1,230** |
| 03602 Federal Zoning Runway 14-32 & 08-26 Ext | 238 | | **238** | | | | | **238** | | **238** |
| **Total Phase 1** | **994** | **360** | **1,354** | **1,138** | | | | **2,492** | | **2,492** |
| | | | | | | | | | | |
| **Phase 2** | | | | | | | | | | |
| 03603 Trigger 2 Property Acquisition | 381 | 4,607 | **4,988** | | 3,500 | | | **8,488** | | **8,488** |
| 03604 Construct Runway 14/32 Extension | | | | | 13,000 | 13,000 | 13,000 | **39,000** | | **39,000** |
| 03605 Design Runway 08/26 Ext to 8700' | | | | | | | 600 | **600** | | **600** |
| 03606 Shantz Station Road Reconfiguration Options | | 250 | **250** | 500 | 500 | 250 | 400 | **1,900** | | **1,900** |
| 03609 Construct Terminal Expansion Phase 1 | 6,848 | 13,424 | **20,272** | | | | | **20,272** | | **20,272** |
| 03610 Design Terminal Expansion Phase 2 | | | | 4,000 | 5,000 | 6,000 | | **15,000** | | **15,000** |
| 03611 Surface Parking Expansion | 2,777 | 4,025 | **6,802** | | | 4,000 | | **10,802** | | **10,802** |
| 03612 Develop Existing Serviced Lands | | | | | | 6,400 | 2,760 | **9,160** | | **9,160** |
| **Total Phase 2** | **10,006** | **22,306** | **32,312** | **4,500** | **22,000** | **29,650** | **16,760** | **105,222** | | **105,222** |

## Region of Waterloo International Airport

### Ten Year Capital Budget and Forecast (Thousands)
### 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **Phase 3** | | | | | | | | | | |
| 03614 Trigger 3 Property Acquisition | | | | | | | | | 12,938 | **12,938** |
| 03615 Shantz Station Road Reconfiguration | | | | | | | | | 8,600 | **8,600** |
| 03617 Construct Runway 08/26 Extension | | | | | | | | | 27,000 | **27,000** |
| 03618 Widen Taxiways to Accomodate AGN-IV Aircraft | | | | | | | | | 4,000 | **4,000** |
| 03619 Construct Terminal Expansion Phase 2 | | | | | | | | | 172,320 | **172,320** |
| 03620 Design Terminal Expansion Phase 3 | | | | | | | | | 5,202 | **5,202** |
| 03622 Develop Southeast Serviced Lands | | | | | | | | | 7,600 | **7,600** |
| **Total Phase 3** | | | | | | | | | **237,660** | **237,660** |
| **TOTAL EXPENDITURE** | **16,587** | **27,617** | **44,204** | **7,864** | **31,556** | **37,977** | **18,761** | **140,362** | **270,625** | **410,987** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Grants / Subsidies / Recoveries** | | | | | | | | | | |
| Grants & Subsidies | 3,332 | 1,333 | **4,665** | | 4,290 | 4,290 | 4,290 | **17,535** | 13,068 | **30,603** |
| Recoveries | | 250 | **250** | | | | | **250** | | **250** |
| **Development Charges** | | | | | | | | | | |
| Reserve Funds | 737 | 330 | **1,067** | 1,319 | | 510 | | **2,896** | 315 | **3,211** |
| Debentures | 1,091 | 8,786 | **9,877** | 2,610 | 10,272 | 16,652 | 6,708 | **46,119** | 91,038 | **137,157** |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3980065 Facility Lifecycle Reserve | 65 | 41 | **106** | 60 | 92 | 182 | 182 | **622** | 814 | **1,435** |
| 3980440 Airport Capital Reserve | 4,340 | 3,588 | **7,928** | 1,549 | 710 | 3,654 | 1,133 | **14,974** | 14,489 | **29,463** |
| 3980460 Canada Community-Building Reserve Fund | 4,848 | | **4,848** | | | | | **4,848** | | **4,848** |
| 3982160 Corporate Fleet Replacement Reserve | 590 | 17 | **607** | 425 | 1,199 | 160 | 965 | **3,356** | 3,564 | **6,920** |
| 3982190 Airport Vehicle/Equipment Reserve | 82 | 55 | **137** | 221 | 65 | 7 | 141 | **571** | 283 | **854** |
| Debentures | 1,502 | 13,217 | **14,719** | 1,680 | 14,928 | 12,522 | 5,342 | **49,191** | 147,054 | **196,246** |
| **TOTAL FUNDING & FINANCING** | **16,587** | **27,617** | **44,204** | **7,864** | **31,556** | **37,977** | **18,761** | **140,362** | **270,625** | **410,987** |

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

2022 Operating Budget ($ thousands)

Community Planning

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 2,607 | 2,668 | 61 | 2.3% |
| Benefits | 737 | 755 | 18 | 2.4% |
| Supplies | 1 | | (1) | (100.0%) |
| Equipment | 31 | 9 | (22) | (71.0%) |
| Professional Fees & Services | 340 | 633 | 293 | 86.2% |
| Grants | 250 | 150 | (100) | (40.0%) |
| Communications | 7 | 9 | 2 | 28.6% |
| Travel | 20 | 18 | (2) | (10.0%) |
| Interdepartmental Charges | 30 | 34 | 4 | 13.3% |
| ***Subtotal - Operating*** | ***4,023*** | ***4,275*** | ***252*** | ***6.3%*** |
| Transfers to Reserves | 234 | 235 | 1 | 0.4% |
| ***Subtotal - Debt / Reserves / Capital*** | ***234*** | ***235*** | ***1*** | ***0.4%*** |
| **Gross Expenditure** | **4,256** | **4,510** | **254** | **6.0%** |
| Interdepartmental Recoveries | (50) | (50) | | |
| **Net Expenditure** | **4,206** | **4,460** | **254** | **6.0%** |
| **Revenue** | | | | |
| User Fees | 582 | 1,000 | 418 | 71.8% |
| Contribution from Reserves | 453 | 167 | (286) | (63.1%) |
| **Revenue Subtotal** | **1,034** | **1,167** | **133** | **12.9%** |
| **Property Tax Levy** | **3,172** | **3,292** | **120** | **3.8%** |

## Community Planning

### Ten Year Capital Budget and Forecast (Thousands)
### 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| 22006 Forest Exp Land Acquisition | | | | 238 | 50 | | | **288** | | **288** |
| 22007 Municipal Comprehensive Review | 366 | 390 | **756** | 250 | 250 | 250 | 750 | **2,256** | 1,750 | **4,006** |
| 22021 Sub-Watershed Studies | 350 | | **350** | 600 | 200 | 200 | 800 | **2,150** | 1,600 | **3,750** |
| 22027 Community Environmental Stewardship | 50 | | **50** | | | | | **50** | | **50** |
| 22032 Workplace Count | | | | | | 165 | | **165** | 330 | **495** |
| 22038 Development Application Database | 398 | | **398** | 750 | | | | **1,148** | | **1,148** |
| 22040 Zero Emissions Vehicle Infrastructure | 283 | | **283** | | | | | **283** | | **283** |
| 22042 Carbon Budget Development | | 150 | **150** | 150 | | | | **300** | | **300** |
| **TOTAL EXPENDITURE** | **1,447** | **540** | **1,987** | **1,988** | **500** | **615** | **1,550** | **6,640** | **3,680** | **10,320** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Grants / Subsidies / Recoveries** | | | | | | | | | | |
| Grants & Subsidies | 283 | | **283** | | | | | **283** | | **283** |
| **Development Charges** | | | | | | | | | | |
| Reserve Funds | 779 | 351 | **1,130** | 1,013 | 425 | 425 | 1,475 | **4,467** | 3,175 | **7,642** |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3983800 Community Planning Capital Reserve | 385 | 189 | **574** | 976 | 75 | 190 | 75 | **1,890** | 505 | **2,395** |
| **TOTAL FUNDING & FINANCING** | **1,447** | **540** | **1,987** | **1,988** | **500** | **615** | **1,550** | **6,640** | **3,680** | **10,320** |

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.

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 1,783 | 1,810 | 27 | 1.5% |
| Benefits | 503 | 519 | 16 | 3.2% |
| Supplies | 31 | 29 | (2) | (6.5%) |
| Maintenance | 4 | 4 | | |
| Equipment | 85 | 65 | (20) | (23.5%) |
| Professional Fees & Services | 219 | 263 | 44 | 20.1% |
| Financial Expenses | 2 | 2 | | |
| Communications | 18 | 18 | | |
| Travel | 11 | 11 | | |
| Insurance | 5 | 5 | | |
| Facility Occupancy Charges | 194 | 217 | 23 | 11.9% |
| Interdepartmental Charges | 61 | 64 | 3 | 4.9% |
| ***Subtotal - Operating*** | ***2,914*** | ***3,006*** | ***92*** | ***3.2%*** |
| Transfers to Reserves | 128 | 159 | 31 | 24.2% |
| ***Subtotal - Debt / Reserves / Capital*** | ***128*** | ***159*** | ***31*** | ***24.2%*** |
| **Gross Expenditure** | **3,042** | **3,165** | **123** | **4.0%** |
| Interdepartmental Recoveries | (725) | (727) | (2) | 0.3% |
| External Recoveries | (4) | (3) | 1 | (25.0%) |
| **Net Expenditure** | **2,312** | **2,435** | **123** | **5.3%** |
| **Revenue** | | | | |
| Ontario Grants | 8 | 18 | 10 | 125.0% |
| User Fees | 428 | 602 | 174 | 40.7% |
| Contribution from Reserves | 55 | 40 | (15) | (27.3%) |
| **Revenue Subtotal** | **491** | **660** | **169** | **34.4%** |
| **Property Tax Levy** | **1,821** | **1,775** | **(46)** | **(2.5%)** |

## Council & Administrative Services

### Ten Year Capital Budget and Forecast (Thousands)
### 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| 90009 Lic & Reg Servs Vehicles | | | | 72 | 70 | | | **142** | 35 | **177** |
| 90075 CMS Equipment | | | | 30 | 30 | 28 | 12 | **100** | 12 | **112** |
| 90092 Licensing-Radio Equipment | 2 | | **2** | | | | 67 | **69** | 41 | **109** |
| 90117 Electronic Document Management System | 175 | 25 | **200** | 300 | 300 | 100 | | **900** | 100 | **1,000** |
| 90176 Bylaw Licensing Database | | 50 | **50** | | | | | **50** | | **50** |
| 90177 Electronic Meeting Software | | | | | | | | | 25 | **25** |
| 90178 Technology Review | | 50 | **50** | | | | | **50** | | **50** |
| **TOTAL EXPENDITURE** | **177** | **125** | **302** | **402** | **400** | **128** | **79** | **1,311** | **213** | **1,523** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3980020 General Tax Supported Capital Reserve | | 100 | **100** | | | | | **100** | 25 | **125** |
| 3982160 Corporate Fleet Replacement Reserve | | | | 72 | 70 | | | **142** | 35 | **177** |
| 3983500 ITS Capital Reserve | 175 | 25 | **200** | 300 | 300 | 100 | | **900** | 100 | **1,000** |
| 3983600 CMS Equipment Reserve | | | | 30 | 30 | 28 | 12 | **100** | 12 | **112** |
| 3983700 Bylaw Equipment Reserve | 2 | | **2** | | | | 67 | **69** | 41 | **109** |
| **TOTAL FUNDING & FINANCING** | **177** | **125** | **302** | **402** | **400** | **128** | **79** | **1,311** | **213** | **1,523** |

# THE REGIONAL MUNICIPALITY OF WATERLOO

2022 Operating Budget ($ thousands)

POA

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 2,139 | 2,174 | 35 | 1.6% |
| Benefits | 640 | 662 | 22 | 3.4% |
| Supplies | 30 | 30 | | |
| Equipment | 28 | 34 | 6 | 21.4% |
| Professional Fees & Services | 1,104 | 1,037 | (67) | (6.1%) |
| Rents | | 2 | 2 | |
| Financial Expenses | 105 | 105 | | |
| Communications | 27 | 30 | 3 | 11.1% |
| Travel | 11 | 11 | | |
| Insurance | 1 | 3 | 2 | 200.0% |
| Facility Occupancy Charges | 213 | 234 | 21 | 9.9% |
| Interdepartmental Charges | 25 | 29 | 4 | 16.0% |
| ***Subtotal - Operating*** | ***4,323*** | ***4,350*** | ***27*** | ***0.6%*** |
| Transfers to Reserves | 6 | 8 | 2 | 33.3% |
| ***Subtotal - Debt / Reserves / Capital*** | ***6*** | ***8*** | ***2*** | ***33.3%*** |
| **Gross Expenditure** | **4,329** | **4,358** | **29** | **0.7%** |
| Interdepartmental Recoveries | (17) | (17) | | |
| **Net Expenditure** | **4,312** | **4,341** | **29** | **0.7%** |
| **Revenue** | | | | |
| Ontario Grants | 172 | 172 | | |
| User Fees (Fines) | 7,678 | 8,303 | 625 | 8.1% |
| **Revenue Subtotal** | **7,851** | **8,476** | **625** | **8.0%** |
| **Property Tax Levy** | **(3,538)** | **(4,135)** | **(597)** | **16.9%** |

# THE REGIONAL MUNICIPALITY OF WATERLOO

2022 Operating Budget ($ thousands)

Legal Services

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 1,587 | 1,834 | 247 | 15.6% |
| Benefits | 435 | 508 | 73 | 16.8% |
| Supplies | 35 | 31 | (4) | (11.4%) |
| Maintenance | 1 | 1 | | |
| Equipment | 10 | 21 | 11 | 110.0% |
| Professional Fees & Services | 47 | 46 | (1) | (2.1%) |
| Communications | 5 | 7 | 2 | 40.0% |
| Travel | 6 | 4 | (2) | (33.3%) |
| Insurance | 3 | 3 | | |
| Facility Occupancy Charges | 73 | 83 | 10 | 13.7% |
| Interdepartmental Charges | 14 | 16 | 2 | 14.3% |
| ***Subtotal - Operating*** | ***2,215*** | ***2,554*** | ***339*** | ***15.3%*** |
| Transfers to Reserves | 3 | 4 | 1 | 33.3% |
| ***Subtotal - Debt / Reserves / Capital*** | ***3*** | ***4*** | ***1*** | ***33.3%*** |
| **Gross Expenditure** | **2,217** | **2,558** | **341** | **15.4%** |
| Interdepartmental Recoveries | (1,598) | (1,755) | (157) | 9.8% |
| **Net Expenditure** | **619** | **804** | **185** | **29.9%** |
| **Revenue** | | | | |
| User Fees | 37 | 47 | 10 | 27.0% |
| **Revenue Subtotal** | **37** | **47** | **10** | **27.0%** |
| **Property Tax Levy** | **582** | **756** | **174** | **29.9%** |

# THE REGIONAL MUNICIPALITY OF WATERLOO

2022 Operating Budget ($ thousands)

Cultural Services

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 2,829 | 2,888 | 59 | 2.1% |
| Benefits | 728 | 773 | 45 | 6.2% |
| Supplies | 445 | 425 | (20) | (4.5%) |
| Maintenance | 16 | 2 | (14) | (87.5%) |
| Utilities | 3 | 3 | | |
| Equipment | 13 | 13 | | |
| Professional Fees & Services | 213 | 198 | (15) | (7.0%) |
| Community Equity Initiatives | | 1,109 | 1,109 | |
| Grants | 1,041 | 935 | (106) | (10.2%) |
| Financial Expenses | 8 | 8 | | |
| Communications | 143 | 144 | 1 | 0.7% |
| Travel | 20 | 19 | (1) | (5.0%) |
| Insurance | 39 | 41 | 2 | 5.1% |
| Facility Occupancy Charges | 1,557 | 1,669 | 112 | 7.2% |
| Interdepartmental Charges | 78 | 81 | 3 | 3.8% |
| ***Subtotal - Operating*** | ***7,133*** | ***8,307*** | ***1,174*** | ***16.5%*** |
| Debt Servicing | 221 | 121 | (100) | (45.2%) |
| Transfers to Reserves | 2,337 | 1,888 | (449) | (19.2%) |
| ***Subtotal - Debt / Reserves / Capital*** | ***2,558*** | ***2,010*** | ***(548)*** | ***(21.4%)*** |
| **Gross Expenditure** | **9,691** | **10,317** | **626** | **6.5%** |
| **Net Expenditure** | **9,691** | **10,317** | **626** | **6.5%** |
| **Revenue** | | | | |
| Ontario Grants | 139 | 139 | | |
| User Fees | 503 | 611 | 108 | 21.5% |
| Contribution from Reserves | 164 | 250 | 86 | 52.4% |
| **Revenue Subtotal** | **806** | **1,000** | **194** | **24.1%** |
| **Property Tax Levy** | **8,885** | **9,317** | **432** | **4.9%** |

# Cultural Services

## Ten Year Capital Budget and Forecast (Thousands)
## 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| **Program Area Capital** | | | | | | | | | | |
| **Ken Seiling Waterloo Region Museum** | | | | | | | | | | |
| 42017 Trades' Building - Sawmill, Rpr Shop, Weavery | 45 | | 45 | 200 | 20 | | | 265 | | 265 |
| 42026 Collections Photography & Database | 25 | 50 | 75 | | 50 | | | 125 | 50 | 175 |
| 42027 Vehicle/Equipment Replacement Doon | | | | | | 35 | | 35 | 22 | 57 |
| 42029 Doon Visitor Infrastructure | 50 | | 50 | 70 | | 50 | | 170 | 200 | 370 |
| 42030 Restoration of Steam Engine | 14 | 22 | 36 | | | 30 | | 66 | | 66 |
| 42034 Peter McArthur House | | 30 | 30 | | | 150 | | 180 | | 180 |
| 42043 Upgrade / Replace Utility Services | | | | 25 | 25 | 250 | 300 | 600 | | 600 |
| 42046 Curatorial Centre Storage Expansion | 28 | 20 | 48 | | | | | 48 | 1,000 | 1,048 |
| 42049 Exhibit Refurbishment | | | | 100 | | | 100 | 200 | 200 | 400 |
| 42050 Travelling Exhibit Development | 25 | | 25 | | | | | 25 | | 25 |
| 42052 Audio Visual Equipment | 25 | | 25 | 100 | | 100 | | 225 | 400 | 625 |
| 42053 Fire hall - interior/exterior upgrade | | | | | 50 | 370 | | 420 | | 420 |
| 42062 Main Gallery Exhibit Refurbishment | | 50 | 50 | 50 | 50 | 1,000 | 1,500 | 2,650 | 1,500 | 4,150 |
| 42063 Mid-duration Gallery | | | | | | | | | 725 | 725 |
| 42071 Curatorial Centre Improvements | 330 | | 330 | | | | | 330 | | 330 |
| 42072 Permeable Concrete for Sararas Hill and lower was | | | | 150 | | | | 150 | | 150 |
| 42073 Shantz Barn Floor | | | | 150 | | | | 150 | | 150 |
| 42075 Renovate lower washrooms | | | | | 150 | 150 | | 300 | | 300 |
| 42076 KSWRM Gazebo | | 5 | 5 | 100 | | | | 105 | | 105 |
| **Subtotal Ken Seiling Waterloo Region Museum** | **542** | **177** | **719** | **945** | **345** | **2,135** | **1,900** | **6,044** | **4,097** | **10,141** |

## Cultural Services

### Ten Year Capital Budget and Forecast (Thousands)
### 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **Schneider Haus** | | | | | | | | | | |
| 43010 Grounds and Visitor Services | 50 | | 50 | 50 | 100 | | | 200 | 100 | 300 |
| 43013 Museum Development | | | | | | 100 | 1,500 | 1,600 | | 1,600 |
| 43015 Marketing Materials | 10 | | 10 | 10 | | | | 20 | | 20 |
| 43018 Schneider Outdoor Projection | | 80 | 80 | | | | | 80 | | 80 |
| 43019 Schneider Park Multi Use Facility | | | | 1,500 | 3,000 | | | 4,500 | | 4,500 |
| **Subtotal Schneider Haus** | **60** | **80** | **140** | **1,560** | **3,100** | **100** | **1,500** | **6,400** | **100** | **6,500** |
| **McDougall Cottage** | | | | | | | | | | |
| 44002 Wall Murals | 5 | | 5 | | | | | 5 | | 5 |
| 44010 McDougall Site Development | 20 | | 20 | 20 | | | | 40 | | 40 |
| **Subtotal McDougall Cottage** | **25** | | **25** | **20** | | | | **45** | | **45** |
| **Total Program Area Capital** | **627** | **257** | **884** | **2,525** | **3,445** | **2,235** | **3,400** | **12,489** | **4,197** | **16,686** |
| **Facilities Managed Capital Renewal** | | | | | | | | | | |
| 70020 KSWRM Renewal | 269 | 630 | **899** | 859 | 823 | 704 | 809 | **4,093** | 5,840 | **9,933** |
| 70300 Schneider Haus Renewal | 46 | 93 | **139** | 370 | 114 | 59 | 27 | **709** | 168 | **878** |
| 70400 McDougall Renewal | | 25 | **25** | 99 | 24 | 12 | 5 | **164** | 64 | **227** |
| **Total Facilities Managed Capital Renewal** | **315** | **747** | **1,062** | **1,328** | **961** | **774** | **840** | **4,966** | **6,072** | **11,037** |
| **TOTAL EXPENDITURE** | **942** | **1,004** | **1,946** | **3,853** | **4,406** | **3,009** | **4,240** | **17,455** | **10,269** | **27,723** |

## Cultural Services

### Ten Year Capital Budget and Forecast (Thousands)
### 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Grants / Subsidies / Recoveries** | | | | | | | | | | |
| Grants & Subsidies | | | | 500 | 1,000 | | | **1,500** | | **1,500** |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3980065 Facility Lifecycle Reserve | 76 | 747 | **823** | 469 | 961 | 774 | 840 | **3,867** | 915 | **4,782** |
| 3982160 Corporate Fleet Replacement Reserve | | | | | | 35 | | **35** | 22 | **57** |
| 3983100 Cultural Services Capital Reserve | 866 | 257 | **1,123** | 2,025 | 2,445 | 2,200 | 3,400 | **11,194** | 4,175 | **15,369** |
| Debentures | | | | 859 | | | | **859** | 5,157 | **6,016** |
| **TOTAL FUNDING & FINANCING** | **942** | **1,004** | **1,946** | **3,853** | **4,406** | **3,009** | **4,240** | **17,455** | **10,269** | **27,723** |

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

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Region of Waterloo Library

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 1,838 | 1,883 | 45 | 2.4% |
| Benefits | 366 | 358 | (8) | (2.2%) |
| Supplies | 252 | 265 | 13 | 5.2% |
| Maintenance | 1 | | (1) | (100.0%) |
| Equipment | 25 | 27 | 2 | 8.0% |
| Professional Fees & Services | 67 | 77 | 10 | 14.9% |
| Communications | 77 | 76 | (1) | (1.3%) |
| Travel | 20 | 16 | (4) | (20.0%) |
| Insurance | 7 | 7 | | |
| Facility Occupancy Charges | 248 | 275 | 27 | 10.9% |
| Interdepartmental Charges | 98 | 98 | | |
| ***Subtotal - Operating*** | ***2,999*** | ***3,082*** | ***83*** | ***2.8%*** |
| Debt Servicing | 20 | 20 | | |
| Transfers to Reserves | 31 | 21 | (10) | (32.3%) |
| ***Subtotal - Debt / Reserves / Capital*** | ***51*** | ***41*** | ***(10)*** | ***(19.6%)*** |
| **Gross Expenditure** | **3,050** | **3,123** | **73** | **2.4%** |
| Interdepartmental Recoveries | (37) | (82) | (45) | 121.6% |
| **Net Expenditure** | **3,013** | **3,041** | **28** | **0.9%** |
| **Revenue** | | | | |
| Ontario Grants | 105 | 243 | 138 | 131.4% |
| User Fees | 29 | 34 | 5 | 17.2% |
| Contribution from Reserves | 100 | 113 | 13 | 13.0% |
| Contribution from RDC Reserve Funds | 20 | 20 | | |
| **Revenue Subtotal** | **254** | **410** | **156** | **61.4%** |
| **Property Tax Levy** | **2,759** | **2,631** | **(128)** | **(4.6%)** |

# Region of Waterloo Library

## Ten Year Capital Budget and Forecast (Thousands)
## 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| **Program Area Capital** | | | | | | | | | | |
| 20002 Library Holdings Acquisitions (RDC) | | 113 | **113** | 113 | 113 | 113 | 113 | **565** | 565 | **1,130** |
| 20009 Other Branch Furnishings | | | | 40 | 20 | 20 | 20 | **100** | 100 | **200** |
| 20014 Vehicle Replacement Library | | | | | | | 60 | **60** | | **60** |
| 20015 Branch Development | | | | 20 | 20 | | 20 | **60** | 40 | **100** |
| 20023 New Hamburg Branch - Puddicombe Estate | | | | 25 | | | | **25** | | **25** |
| 20026 Breslau Branch - Furnish, Equip & Collection (New) | | | | 120 | | | | **120** | | **120** |
| 20027 St. Clements - Relocate & Expand (Furnish, Equip) | | | | | | | 50 | **50** | | **50** |
| 20028 Radio Frequency Identification | | 35 | **35** | 40 | | | | **75** | | **75** |
| **Total Program Area Capital** | | **148** | **148** | **358** | **153** | **133** | **263** | **1,055** | **705** | **1,760** |
| **Facilities Managed Capital Renewal** | | | | | | | | | | |
| 70001 Library Renewal | | | | 25 | | | 25 | **50** | 25 | **75** |
| **Total Facilities Managed Capital Renewal** | | | | **25** | | | **25** | **50** | **25** | **75** |
| **TOTAL EXPENDITURE** | | **148** | **148** | **383** | **153** | **133** | **288** | **1,105** | **730** | **1,835** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Development Charges** | | | | | | | | | | |
| Reserve Funds | | 102 | **102** | 246 | 138 | 120 | 163 | **768** | 635 | **1,402** |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3980160 Library Capital Reserve | | 46 | **46** | 137 | 15 | 13 | 65 | **278** | 96 | **373** |
| 3982160 Corporate Fleet Replacement Reserve | | | | | | | 60 | **60** | | **60** |
| **TOTAL FUNDING & FINANCING** | | **148** | **148** | **383** | **153** | **133** | **288** | **1,105** | **730** | **1,835** |

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.

# TRANSPORTATION & ENVIRONMENTAL SERVICES

# THE REGIONAL MUNICIPALITY OF WATERLOO

2022 Operating Budget ($ thousands)

Transportation & Environmental Services

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 81,197 | 84,906 | 3,709 | 4.6% |
| Benefits | 24,884 | 26,797 | 1,913 | 7.7% |
| Supplies | 17,874 | 21,046 | 3,172 | 17.7% |
| Maintenance | 4,409 | 4,269 | (140) | (3.2%) |
| Utilities | 3,403 | 3,150 | (253) | (7.4%) |
| Equipment | 620 | 602 | (18) | (2.9%) |
| Professional Fees & Services | 55,648 | 57,228 | 1,580 | 2.8% |
| Property Taxes | 1,573 | 1,802 | 229 | 14.6% |
| Rents | 561 | 495 | (66) | (11.8%) |
| Financial Expenses | 177 | 227 | 50 | 28.2% |
| Communications | 1,995 | 1,906 | (89) | (4.5%) |
| Travel | 195 | 193 | (2) | (1.0%) |
| Contracts | 27,356 | 30,461 | 3,105 | 11.4% |
| Insurance | 2,014 | 2,130 | 116 | 5.8% |
| Facility Occupancy Charges | 8,348 | 11,210 | 2,862 | 34.3% |
| Interdepartmental Charges | 9,727 | 10,621 | 894 | 9.2% |
| ***Subtotal - Operating*** | ***239,981*** | ***257,044*** | ***17,063*** | ***7.1%*** |
| Debt Servicing | 32,162 | 31,037 | (1,125) | (3.5%) |
| Transfers to Reserves | 40,577 | 42,467 | 1,890 | 4.7% |
| ***Subtotal - Debt / Reserves / Capital*** | ***72,739*** | ***73,505*** | ***766*** | ***1.1%*** |
| **Gross Expenditure** | **312,720** | **330,548** | **17,828** | **5.7%** |
| Interdepartmental Recoveries | (11,612) | (12,641) | (1,029) | 8.9% |
| External Recoveries | (100) | (100) | | |
| **Net Expenditure** | **301,008** | **317,807** | **16,799** | **5.6%** |
| **Revenue** | | | | |
| Ontario Grants | 11,235 | 11,795 | 560 | 5.0% |
| Ontario Grants - COVID | 11,498 | 11,498 | | |
| User Fees | 42,348 | 52,762 | 10,414 | 24.6% |
| Contribution from Reserves | 340 | 40 | (300) | (88.2%) |
| Contribution from RDC Reserve Funds | 11,951 | 12,310 | 359 | 3.0% |
| **Revenue Subtotal** | **77,373** | **88,405** | **11,032** | **14.3%** |
| **Property Tax Levy** | **223,635** | **229,402** | **5,767** | **2.6%** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Commissioner of Transportation & Environmental Services

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 617 | 826 | 209 | 33.9% |
| Benefits | 189 | 241 | 52 | 27.5% |
| Supplies | 17 | 14 | (3) | (17.6%) |
| Maintenance | 1 | 1 | | |
| Equipment | 134 | 134 | | |
| Professional Fees & Services | 10 | 10 | | |
| Communications | 2 | 2 | | |
| Travel | 17 | 17 | | |
| Insurance | 1 | 1 | | |
| Facility Occupancy Charges | 19 | 22 | 3 | 15.8% |
| Interdepartmental Charges | 6 | 6 | | |
| ***Subtotal - Operating*** | ***1,013*** | ***1,274*** | ***261*** | ***25.8%*** |
| Transfers to Reserves | 1 | 1 | | |
| ***Subtotal - Debt / Reserves / Capital*** | ***1*** | ***1*** | | |
| **Gross Expenditure** | **1,014** | **1,275** | **261** | **25.7%** |
| Interdepartmental Recoveries | (654) | (978) | (324) | 49.5% |
| **Net Expenditure** | **360** | **297** | **(63)** | **(17.5%)** |
| **Property Tax Levy** | **360** | **297** | **(63)** | **(17.5%)** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Design & Construction

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 5,635 | 5,900 | 265 | 4.7% |
| Benefits | 1,503 | 1,587 | 84 | 5.6% |
| Supplies | 49 | 52 | 3 | 6.1% |
| Maintenance | 6 | 6 | | |
| Equipment | 50 | 86 | 36 | 72.0% |
| Professional Fees & Services | 12 | 12 | | |
| Communications | 22 | 22 | | |
| Travel | 38 | 38 | | |
| Insurance | 7 | 6 | (1) | (14.3%) |
| Facility Occupancy Charges | 198 | 225 | 27 | 13.6% |
| Interdepartmental Charges | 57 | 63 | 6 | 10.5% |
| ***Subtotal - Operating*** | ***7,577*** | ***7,998*** | ***421*** | ***5.6%*** |
| Transfers to Reserves | 58 | 36 | (22) | (37.9%) |
| ***Subtotal - Debt / Reserves / Capital*** | ***58*** | ***36*** | ***(22)*** | ***(37.9%)*** |
| **Gross Expenditure** | **7,635** | **8,034** | **399** | **5.2%** |
| Interdepartmental Recoveries | (7,580) | (7,978) | (398) | 5.3% |
| **Net Expenditure** | **55** | **55** | | |
| **Revenue** | | | | |
| User Fees | 55 | 55 | | |
| **Revenue Subtotal** | **55** | **55** | | |
| **Property Tax Levy** | | | | |

## Design & Construction

### Ten Year Capital Budget and Forecast (Thousands)
### 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| 21007 GNSS Survey Equipment | | | | 50 | 50 | | 50 | **150** | | **150** |
| 21008 Fleet Vehicle Replacements - D&C | | 35 | **35** | | 70 | 60 | | **165** | 105 | **270** |
| 21009 Total Station Survey Equipment Replacement | | | | 75 | | | | **75** | 75 | **150** |
| 21010 CADD System Replacement | | | | | 35 | | | **35** | 35 | **70** |
| **TOTAL EXPENDITURE** | | **35** | **35** | **125** | **155** | **60** | **50** | **425** | **215** | **640** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3982080 Design Equipment Reserve | | | | 125 | 85 | | 50 | **260** | 110 | **370** |
| 3982160 Corporate Fleet Replacement Reserve | | 35 | **35** | | 70 | 60 | | **165** | 105 | **270** |
| **TOTAL FUNDING & FINANCING** | | **35** | **35** | **125** | **155** | **60** | **50** | **425** | **215** | **640** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Transportation

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 9,789 | 10,811 | 1,022 | 10.4% |
| Benefits | 2,978 | 3,371 | 393 | 13.2% |
| Supplies | 2,699 | 2,558 | (141) | (5.2%) |
| Maintenance | 117 | 113 | (4) | (3.4%) |
| Utilities | 931 | 934 | 3 | 0.3% |
| Equipment | 244 | 220 | (24) | (9.8%) |
| Professional Fees & Services | 11,627 | 13,350 | 1,723 | 14.8% |
| Property Taxes | 70 | 70 | | |
| Communications | 568 | 573 | 5 | 0.9% |
| Travel | 67 | 64 | (3) | (4.5%) |
| Insurance | 210 | 220 | 10 | 4.8% |
| Facility Occupancy Charges | 1,150 | 1,281 | 131 | 11.4% |
| Interdepartmental Charges | 1,543 | 1,799 | 256 | 16.6% |
| ***Subtotal - Operating*** | ***31,994*** | ***35,363*** | ***3,369*** | ***10.5%*** |
| Debt Servicing | 3,174 | 3,793 | 619 | 19.5% |
| Transfers to Reserves | 24,085 | 25,127 | 1,042 | 4.3% |
| ***Subtotal - Debt / Reserves / Capital*** | ***27,259*** | ***28,920*** | ***1,661*** | ***6.1%*** |
| **Gross Expenditure** | **59,253** | **64,283** | **5,030** | **8.5%** |
| Interdepartmental Recoveries | (1,305) | (1,313) | (8) | 0.6% |
| External Recoveries | (100) | (100) | | |
| **Net Expenditure** | **57,847** | **62,870** | **5,023** | **8.7%** |
| **Revenue** | | | | |
| User Fees | 912 | 912 | | |
| Contribution from Reserves | 300 | | (300) | (100.0%) |
| Contribution from RDC Reserve Funds | 2,943 | 3,562 | 619 | 21.0% |
| **Revenue Subtotal** | **4,156** | **4,475** | **319** | **7.7%** |
| **Property Tax Levy** | **53,692** | **58,396** | **4,704** | **8.8%** |

**Ten Year Capital Budget and Forecast (Thousands)**
**2022-2031**

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| **Program Area Capital** | | | | | | | | | | |
| **Base Program** | | | | | | | | | | |
| 05163 Ottawa Street, Nottingham Ave. to King St. & Weber Street, Sheldon Ave. to Borden Ave. | 370 | 3,545 | **3,915** | 10 | | | | **3,925** | | **3,925** |
| 05164 King St, Rail Tracks to Lobsinger Ln | 85 | | **85** | | 80 | 110 | 1,900 | **2,175** | 135 | **2,310** |
| 05174 Various Spot Resurfacings | 290 | 2,500 | **2,790** | 2,500 | 2,500 | 2,500 | 2,500 | **12,790** | 12,500 | **25,290** |
| 05178 Culvert Replacements in Advance of Road Rehabilitation Projects | 270 | 200 | **470** | 200 | 200 | 200 | 200 | **1,270** | 1,000 | **2,270** |
| 05264 Railway Crossing Assessments/Improvements | 410 | 100 | **510** | 100 | 100 | 100 | 100 | **910** | 500 | **1,410** |
| 05265 Noise Attenuation Wall Retrofits/Repairs | | 50 | **50** | 50 | 50 | 50 | 50 | **250** | 250 | **500** |
| 05367 Dundas St, Franklin Blvd to Hespeler Rd | 1,205 | 3,600 | **4,805** | 2,005 | 3,300 | 335 | 10 | **10,455** | | **10,455** |
| 05375 Minor Bridge Repairs | 60 | 150 | **210** | 150 | 150 | 150 | 150 | **810** | 750 | **1,560** |
| 05377 Ottawa St, Pattandon Ave to Imperial Dr | 100 | 5 | **105** | | | | | **105** | | **105** |
| 05381 Benton Street, Courtland Ave. to Charles St. E. | 50 | | **50** | | 50 | 150 | 1,575 | **1,825** | 10 | **1,835** |
| 05384 King St, Bishop St to Dover St | 500 | 60 | **560** | | | | | **560** | | **560** |
| 05386 Weber St, Blythwood Rd to Northfield Dr | (255) | 3,830 | **3,575** | 3,870 | 10 | | | **7,455** | | **7,455** |
| 05387 Weber St, Erb St to Forwell Creek Rd | | | | 230 | 320 | 670 | 2,950 | **4,170** | 3,490 | **7,660** |
| 05390 Erb St, Fischer-Hallman Rd to Gateview Dr | | 10 | **10** | | | | | **10** | | **10** |
| 05394 Arthur Street S., South St. to Kenning Pl. | (19) | 830 | **811** | 1,665 | 1,665 | 70 | 10 | **4,221** | | **4,221** |
| 05417 Church St, Spruce Ln to Arthur St | | 2,960 | **2,960** | 30 | 10 | | | **3,000** | | **3,000** |
| 05425 Nafziger Road, Hwy 7/8 to Waterloo St./Snyder's Rd. W. | | | | | | | | | 40 | **40** |
| 05430 Weber St. Benjamin Rd to King St | | | | | | 30 | 130 | **160** | 2,755 | **2,915** |
| 05440 Lobsinger Line, 0.6KM W. of Kressler Rd. to Anita Dr. | | | | | | | | | 965 | **965** |
| 05474 Line 86, Northfield Dr E to Spruce Ln | | | | | 95 | 1,810 | 10 | **1,915** | | **1,915** |
| 05487 King St, HWY 401 to Sportsworld Dr | 6,400 | 1,320 | **7,720** | 1,200 | 10 | | | **8,930** | | **8,930** |
| 05489 Weber St, Forwell Creek Rd to Blythwood Rd | | 65 | **65** | 10 | | | | **75** | | **75** |
| 05494 King St, Central St to University Ave | (645) | 1,875 | **1,230** | 230 | 10 | | | **1,470** | | **1,470** |
| 05495 Sawmill Rd, River St to Snyders Flats Rd | 2,150 | 400 | **2,550** | 10 | | | | **2,560** | | **2,560** |
| 05497 Lancaster St, Wellington St N to Bridgeport Rd | 325 | 910 | **1,235** | 2,620 | 2,080 | 690 | 10 | **6,635** | | **6,635** |
| 05498 Myers Rd, Branchton Rd to Water St | 340 | 320 | **660** | 4,110 | 3,290 | 2,230 | 235 | **10,525** | 10 | **10,535** |
| 05505 Sawmill Rd at Katherine St | | | | | | 50 | 100 | **150** | 2,120 | **2,270** |
| 05508 Erbs Rd, Phillipsburg Bridge at Nith River (#0903) | 50 | | **50** | 45 | 2,180 | 10 | | **2,285** | | **2,285** |
| 05521 Traffic Count Program | | 150 | **150** | 150 | 150 | 150 | 150 | **750** | 750 | **1,500** |
| 05528 Retaining Wall Repairs | | 50 | **50** | 50 | 50 | 50 | 50 | **250** | 250 | **500** |
| 05529 Developer Related Projects | | 100 | **100** | 100 | 100 | 100 | 100 | **500** | 500 | **1,000** |
| 05555 Preliminary Design & Post Construction Expenditures | 190 | 250 | **440** | 250 | 250 | 250 | 250 | **1,440** | 1,000 | **2,440** |
| 05566 Highland Rd, Fischer-Hallman Rd to Highland Hills Mall Entrance | 485 | 295 | **780** | 30 | 10 | 0 | 0 | **820** | 0 | **820** |
| 05568 Kressler Road, Lobsinger Line to Arthur Rd. | 220 | 15 | **235** | 10 | | | | **245** | | **245** |
| 05576 Bridge St W, Woolwich St to University Ave E | 70 | 3,230 | **3,300** | 460 | 10 | | | **3,770** | | **3,770** |
| 05582 Parkhill Rd, Ainslie St to Water St | | | | | | | 50 | **50** | 740 | **790** |
| 05585 Ebycrest Road, Victoria St. N. to Bridge St. E. | | | | | | | | | 995 | **995** |
| 05603 Sawmill Rd/Hawkesville Rd, King St to Waterloo/St Jacobs Tracks | 220 | 0 | **220** | 0 | 0 | 0 | 0 | **220** | 0 | **220** |
| 05611 Storm Water Management Pond Rehabilitation | 590 | 310 | **900** | 240 | 110 | 315 | 110 | **1,675** | 500 | **2,175** |
| 05612 Frederick St, Lancaster St E to Duke St | 76 | | **76** | 20 | 20 | 40 | 2,000 | **2,156** | 145 | **2,301** |
| 05616 Trussler Road, Bleams Rd. to Yellow Birch Dr. | 190 | | **190** | | | | | **190** | | **190** |

**Transportation**

**Ten Year Capital Budget and Forecast (Thousands)**
**2022-2031**

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| 05636 Swan St-Hilltop Dr to Stanley St and Northumberland St/Stanley St - St. Andrews St to CP Railway Crossing | 50 | 5 | **55** | | | | | **55** | | **55** |
| 05647 Pavement Data Collection | 75 | | **75** | | 200 | | | **275** | 400 | **675** |
| 05649 Weber St E, Montgomery Rd to Sheldon Ave | 20 | | **20** | | | 100 | 100 | **220** | 2,460 | **2,680** |
| 05651 King St N, University Ave to Weber St N | | 50 | **50** | 50 | 50 | 100 | 1,745 | **1,995** | 10 | **2,005** |
| 05654 Maryhill Road, 70m east of Notre Dame Ave. to Charles St. W. | | 80 | **80** | 100 | 1,980 | 125 | 10 | **2,295** | | **2,295** |
| 05656 Westmount Rd W, South of Victoria St to Glasgow St and Victoria, Lawrence Ave to Fischer Hallman | 200 | 100 | **300** | 175 | 375 | 5,280 | 3,400 | **9,530** | 440 | **9,970** |
| 05657 Westmount Rd S, Glasgow St to Erb St W | | 150 | **150** | 500 | 2,500 | 250 | 10 | **3,410** | | **3,410** |
| 05658 Victoria St N, Lancaster St to Margaret Ave. | | | | 85 | 1,170 | 10 | | **1,265** | | **1,265** |
| 05663 Huron St, 50M East of Wilmot-Easthope Rd to Bender Bridge | | 0 | **0** | 0 | 0 | 0 | 0 | **0** | 590 | **590** |
| 05673 Roseville Rd, Dickie Settlement Rd to MTO/Region Boundary | | 0 | **0** | 0 | 0 | 0 | 0 | **0** | 1,650 | **1,650** |
| 05674 Wrigley Rd, Dumfries Rd to 190M East of Hilltop Rd | | | | | | | | | 100 | **100** |
| 05678 Line 86, Listowel Rd to Sloman Ln | | 1,445 | **1,445** | 10 | | | | **1,455** | | **1,455** |
| 05679 Cedar Creek Road, Cambridge/North Dumfries Bdry. to Edworthy Side Rd. (RR71) | | | | | 10 | 1,440 | 10 | **1,460** | | **1,460** |
| 05682 Nafziger Rd, Gerber Rd to Queen's Bush Rd | 80 | | **80** | 20 | 60 | 165 | 1,545 | **1,870** | 10 | **1,880** |
| 05683 Queens Bush Road, Firella Creek Bridge to Hutchison Rd. | | | | | 20 | 40 | 140 | **200** | 1,320 | **1,520** |
| 05684 King St/Coronation Blvd, Water St N to Bishop St | 125 | 220 | **345** | 310 | 415 | 6,780 | 6,770 | **14,620** | 660 | **15,280** |
| 05687 Erb Street, Menno St. to Westmount Rd. | | 50 | **50** | 100 | 160 | 1,485 | 10 | **1,805** | | **1,805** |
| 05690 Arthur St S, Whippoorwill to First St | | | | | | | 40 | **40** | 2,520 | **2,560** |
| 05692 Ainslie St S, Water St S to Water St N | 25 | 150 | **175** | 3,363 | 3,374 | 440 | 10 | **7,362** | | **7,362** |
| 05693 Sportsworld Drive, King St.E. to Sportsworld Crossing Rd. | 50 | 120 | **170** | 50 | 1,560 | 10 | | **1,790** | | **1,790** |
| 05694 Bishop Street N., King St. E. to Concession Rd. | | | | | | 50 | 50 | **100** | 830 | **930** |
| 05695 Scott St/Main St/Stanley St, 190M E of Hilltop Dr to St Andrews St | 0 | 0 | **0** | 100 | 225 | 325 | 270 | **920** | 3,580 | **4,500** |
| 05697 Fairway Rd N, Briarmeadow Dr to King St | 60 | | **60** | | | | 579 | **639** | 14,610 | **15,249** |
| 05699 Fairway Rd S/Courtland Ave, King St. to Manitou Dr. | 10 | | **10** | | | | | **10** | 3,460 | **3,470** |
| 05703 Bleams Road, Manitou Dr. to Strasburg Rd. | | | | 100 | 200 | 2,560 | 3,225 | **6,085** | 10 | **6,095** |
| 05705 Bleams Rd, Fischer-Hallman Rd to Trussler Rd | 375 | 1,000 | **1,375** | 4,335 | 4,335 | 465 | 10 | **10,520** | | **10,520** |
| 05706 University Ave E, Bridge St W to Lincoln Rd | 70 | 130 | **200** | 130 | 200 | 2,030 | 200 | **2,760** | 10 | **2,770** |
| 05748 Hutchison Rd, Weimar Line to Crosshill S Limits | | | | | | | 20 | **20** | 2,265 | **2,285** |
| 05749 Queen's Bush Road, Nafziger Rd. to Firella Creek Bridge | | | | | 20 | 20 | 485 | **525** | 10 | **535** |
| 05750 Courtland Ave E, Hayward Ave to HWY 7/8 EB Ramp | 460 | 1,105 | **1,565** | 10 | | | | **1,575** | | **1,575** |
| 05754 Line 86, Katharine St. N. to Northfield Dr. E. | | | | | | | 20 | **20** | 2,205 | **2,225** |
| 05758 Herrgott Rd, N Limits of St Clements to Ament Line | 60 | 200 | **260** | 1,890 | 10 | | | **2,160** | | **2,160** |
| 05760 Hespeler Road, 100m N of Avenue Rd to Munch Ave. | 40 | | **40** | | 60 | 545 | 10 | **655** | | **655** |
| 05761 Maryhill Rd, Waterloo/Wellington Bdry to Bridge 2501 | | | | | | | | | 565 | **565** |
| 05765 Erb Street, Margaret Ave. to King St. | | | | | | 20 | 40 | **60** | 3,340 | **3,400** |
| 05766 Snyder's Road, Gingerich Rd. to Christian St. | 1,505 | 3,795 | **5,300** | 2,000 | 10 | | | **7,310** | | **7,310** |
| 05774 King St, Grand River Bridge (#0807) | | | | 50 | 1,300 | 10 | | **1,360** | | **1,360** |
| 05778 Research & Development | 40 | 20 | **60** | 20 | 20 | 20 | 20 | **140** | 100 | **240** |
| 05789 Water Street, Concession St. to Simcoe St. | | | | | | 100 | 100 | **200** | 3,520 | **3,720** |
| 05792 Blair Road, 120m E. of Langdon Dr.to 125m SE of Fountain St. | 0 | 0 | **0** | 0 | 100 | 970 | 10 | **1,080** | | **1,080** |
| 05794 Shantz Station Road, CNR Tracks Bridge #3001 to Hopewell Crk Bridge #3002 | | | | | 10 | 1,420 | 10 | **1,440** | | **1,440** |
| 05795 Sprague Road, Wrigley Rd. to Shouldice Side Rd | | | | | | | | | 3,425 | **3,425** |

**Transportation**

**Ten Year Capital Budget and Forecast (Thousands)**
**2022-2031**

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| 05796 Ottawa St, Alpine Rd to Fischer-Hallman Rd | (46) | 3,590 | **3,544** | 1,380 | 660 | 10 | | **5,594** | | **5,594** |
| 05799 Katherine St, Lundy Rd to Bridge #2301 (Cox Creek) | | | | | | | | | 1,845 | **1,845** |
| 05800 Eagle St, Concession Rd/Speedville Rd to King St W | | | | 100 | 100 | 100 | 6,255 | **6,555** | 10 | **6,565** |
| 05827 Bishop Street N., Conestoga Blvd. to Franklin Blvd. | | | | | | 60 | 60 | **120** | 1,735 | **1,855** |
| 05855 Church St W, Arthur St to Weigel Ave | 60 | | **60** | 60 | 180 | 610 | 10 | **920** | | **920** |
| 05865 Bridge Testing & Evaluation Program | | 100 | **100** | 100 | 100 | 100 | 100 | **500** | 500 | **1,000** |
| 05893 Manser Rd at Boomer Creek S (#0505) | | 10 | **10** | | | | | **10** | | **10** |
| 05901 Manser Rd at Boomer Creek N (#0506) | | 15 | **15** | | | | | **15** | | **15** |
| 05902 Northfield Drive E., Scotch Line Rd. to Line 86 | | | | | | | | | 1,670 | **1,670** |
| 05914 West Montrose Covered Bridge at Grand River (#0091) | 30 | 30 | **60** | 30 | 30 | 30 | 30 | **180** | 150 | **330** |
| 05923 Pinebush Rd, Townline Rd to Franklin Blvd | 20 | 150 | **170** | 150 | 50 | 50 | 300 | **720** | 5,860 | **6,580** |
| 05926 REG. RD. 70 (TRUSSLER ROAD), NITH RIVER BRIDGE (SOUTH) (#7003) | 205 | 0 | **205** | | | | | **205** | | **205** |
| 05927 Fountain St N, HWY 401 to Maple Grove Rd | 15 | | **15** | | | | | **15** | 3,545 | **3,560** |
| 05928 Cedar St, Grand Ave S to Osborne St | 35 | | **35** | | | 50 | 150 | **235** | 2,215 | **2,450** |
| 05931 Trussler Rd, Brant/Waterloo Rd to Greenfield Rd | 50 | 10 | **60** | | | | | **60** | | **60** |
| 05932 King St E, Sportsworld Dr to Freeport Bridge | 105 | 1,050 | **1,155** | 500 | 6,700 | 4,650 | 800 | **13,805** | 10 | **13,815** |
| 05933 Main St E, Franklin Blvd to Chalmers St | 645 | 445 | **1,090** | 420 | 3,580 | 290 | 10 | **5,390** | | **5,390** |
| 05934 Hawkesville Rd, Three Bridges Rd to Ament Line/Kressler Rd | | | | | | | 70 | **70** | 1,535 | **1,605** |
| 05935 Notre Dame Dr, St Ann Ave N to Moser-Young Rd | | | | | | | | | 4,105 | **4,105** |
| 05936 Queen St, Witmer Rd to HWY 7/8 EB | | | | | | | | | 2,090 | **2,090** |
| 05937 Queen St, Water St to Bethel Rd | | | | | | | | | 730 | **730** |
| 05938 Ebycrest Road, Bridge St. E. to Sawmill Rd. | | | | | | | | | 55 | **55** |
| 05939 Sawmill Rd, Musselman Cres to Arthur St S | 15 | | **15** | | | | | **15** | | **15** |
| 05941 Hespeler Road, Eagle St. N./Pinebush Rd. to Hwy. 401 EB. Ramp | | | | 130 | 835 | 165 | 10 | **1,140** | 0 | **1,140** |
| 05942 Clyde Rd, Village Rd S to Dobbie Dr | | | | | | | | | 2,995 | **2,995** |
| 05943 Townline Rd, 401 WB Ramp to County Rd 34 | | | | | | | | | 500 | **500** |
| 05944 Roseville Rd, MTO/Region Boundary To Roseville Settlement Limits | | | | | | | | | 2,610 | **2,610** |
| 05946 Dickie Settlement Rd, Roseville Rd to Fountain St S | | | | | | | | | 1,965 | **1,965** |
| 05947 Grand Ave S, Cedar St to St Andrews St | | | | | | | 50 | **50** | 360 | **410** |
| 05950 Listowel Rd, 750M W of Arthur St S to Line 86 | | | | | | | | | 2,230 | **2,230** |
| 05953 Ament Ln, Lavery Rd to 220M East of Knarr St | | | | | | | | | 1,785 | **1,785** |
| 05954 Northfield Dr, Scheifele Bridge at Conestogo River (#2201) | 390 | 200 | **590** | 6,500 | 10 | | | **7,100** | | **7,100** |
| 05955 Ottawa St S, Fischer-Hallman Rd to 100M W of Trussler Rd | 720 | 110 | **830** | | | | | **830** | | **830** |
| 05957 Victoria St S, Eastforest Trail/Westforest Trail to Highgate Rd/Bramblewood St | | | | | | | 50 | **50** | 890 | **940** |
| 05958 Hutchison Rd, Queen's Bush Rd to Perth 107 | | | | | | | | | 3,670 | **3,670** |
| 05959 Weber St W, Queen St N to College St | | | | | | | 50 | **50** | 595 | **645** |
| 05968 Nafziger Rd, Erb's Rd to 150m N of Erb's Rd | | | | | | | | | 355 | **355** |
| 05970 Water St, Ainslie St to Concession/Cedar St | 20 | | **20** | | | | | **20** | | **20** |
| 05972 Westmount Road E., Ottawa St. S. to Greenbrook Dr. | | 20 | **20** | 50 | 100 | 100 | 2,565 | **2,835** | 10 | **2,845** |
| 05973 Bridge St, Lexington Rd to Eastbridge Blvd | | | | | | | | | 1,010 | **1,010** |
| 05975 University Ave, Belgreen Way/Stonehaven Dr to Resurrection Dr | | 10 | **10** | 470 | 10 | | | **490** | 0 | **490** |
| 05976 Concession Street, Chalmers St. to Chisholm St. | | | | | | | 60 | **60** | 520 | **580** |
| 05977 Erb's Rd, Sandhills Rd to Bridge #0903 Over the Nith River | | 45 | **45** | 70 | 2,110 | 10 | | **2,235** | | **2,235** |
| 05978 William Hastings Line, Manser Rd. to Lichty Rd. | | | | | | 30 | 1,025 | **1,055** | 10 | **1,065** |
| 05979 Foundry St, HWY 7/8 Westbound Ramp to Gingerich Rd | | | | | | | | | 255 | **255** |

**Transportation**

**Ten Year Capital Budget and Forecast (Thousands)**
**2022-2031**

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| 05980 Old Beverly Rd, Waterloo-Hamilton Bdry to 50M W of Shellard Side Rd | | | | | | | | | 2,615 | **2,615** |
| 05981 Weber Street, Hwy 8 Ramp to Montgomery Rd. | 20 | | **20** | | 200 | 210 | 1,570 | **2,000** | 1,530 | **3,530** |
| 05982 Notre Dame Dr, 0.38km S of Erb's Rd to St Ann Ave N | 5 | 320 | **325** | 10 | | | | **335** | | **335** |
| 05983 King St, Northfield Dr to HWY 85 NB Ramp (Woolwich) | | 100 | **100** | 100 | 3,875 | 110 | 10 | **4,195** | | **4,195** |
| 05986 Roseville Road, Roseville Settlement East Limit to 560m W. of Fischer Hallman Rd. | 60 | 320 | **380** | 55 | 60 | 50 | 120 | **665** | 1,741 | **2,406** |
| 05987 Foundry St, Gingerich Rd to Snyder's Rd | 60 | 180 | **240** | 810 | 185 | | | **1,235** | | **1,235** |
| 05992 Main St, Grand River Bridge (#2703) | 10 | 10 | **20** | | | 10 | | **30** | 10 | **40** |
| 05995 Bridge St, Grand River Bridge (#5201) | | 20 | **20** | | | 20 | | **40** | 20 | **60** |
| 05997 Dundas St at CPR (#0803) | 80 | 2,690 | **2,770** | 10 | | | | **2,780** | | **2,780** |
| 06134 Weber St, Borden Ave to Queen St | 850 | 5 | **855** | | | | | **855** | | **855** |
| 06265 King St, Railway Tracks to Central St and Erb St, King St to 100M East of Caroline St | 595 | 5 | **600** | | | | | **600** | | **600** |
| 06416 Franklin Blvd, 200M N of Avenue Rd to 325M S of Bishop St | 635 | | **635** | | | | | **635** | | **635** |
| 06485 Land Dedication Surveys & Purchases | | 65 | **65** | 65 | 65 | 65 | 65 | **325** | 325 | **650** |
| 06506 Bridge St, Eastbridge Blvd to Northfield Dr | | | | | | | | | 2,465 | **2,465** |
| 06510 Bridgeport Rd/Caroline St, King St to Erb St | 90 | 400 | **490** | 2,295 | 10 | | | **2,795** | | **2,795** |
| 06582 Lackner Blvd, Fairway Rd to Ottawa St | | | | | | | 50 | **50** | 2,895 | **2,945** |
| 06585 Walkers Road, Bean Rd. to Highway 7/8 | | | | | | | | | 1,900 | **1,900** |
| 06721 Edworthy Side Rd, Cedar Creek Rd to Roseville Rd | | | | | | | | | 995 | **995** |
| 06723 Nafziger Road, Waterloo St./Snyder's Rd. W. to Erb's Rd. | | | | | | | | | 1,890 | **1,890** |
| 06759 University Ave E, Weber St N to Albert St | 75 | 830 | **905** | 5,515 | 590 | 10 | | **7,020** | | **7,020** |
| 06762 Homer Watson Blvd, Ottawa St S to Bleams Rd | 30 | | **30** | | | | | **30** | | **30** |
| 06826 Infill Sidewalk & Cycling Facilities to be Identified | 35 | 100 | **135** | 500 | 500 | 500 | 500 | **2,135** | 2,500 | **4,635** |
| 06852 Herrgott Rd at Boomer Creek (#1001) | | | | | | 45 | 480 | **525** | 10 | **535** |
| 06983 Erb St, Erbsville Ct to Ira Needles Blvd | 80 | 10 | **90** | | | | | **90** | | **90** |
| 06998 Arthur St at Canagagigue Creek (#2101) | 50 | 110 | **160** | 2,240 | 20 | 10 | | **2,430** | | **2,430** |
| 07053 Asset Management Program | 100 | 300 | **400** | 315 | 300 | 300 | 315 | **1,630** | 1,545 | **3,175** |
| 07187 Maryhill Rd at Hopewell Creek (#2501) | | | | | | | | | 340 | **340** |
| 07347 Herrgott Rd at Conestogo River (#1003) | (32) | 3,305 | **3,273** | 10 | | | | **3,283** | | **3,283** |
| 07348 Lobsinger Line, Martin Creek's Rd to Heidelberg Cemetery | | | | | | | 20 | **20** | 1,660 | **1,680** |
| 07349 Ament Line at Boomer Creek (#1705) | | 1,135 | **1,135** | 10 | | | | **1,145** | | **1,145** |
| 07350 Branchton Rd, Morrison Rd to Cambridge/North Dumfries Bdry | 0 | 10 | **10** | 250 | 10 | | | **270** | | **270** |
| 07352 Bridgeport Rd E, Lancaster St to Margaret Ave | | 20 | **20** | 60 | 220 | 200 | 450 | **950** | 3,180 | **4,130** |
| 07357 Weber St at Martin Creek (#0813) | | | | | | | | | 110 | **110** |
| 07358 Nafziger Rd at Wellesley Creek (#0552) | | | | | | 55 | 775 | **830** | 10 | **840** |
| 07359 Weber St at Laurel Creek (#0810) | | | | | | 20 | 445 | **465** | 10 | **475** |
| 07361 King St E, Freeport Bridge to River Rd E | 20 | | **20** | | | | 50 | **70** | 1,415 | **1,485** |
| 07381 Wildlife Crossings | 60 | 5 | **65** | | | | | **65** | | **65** |
| 07383 Victoria Street N., 0.715 km E. of Ebycrest Rd./Woolwich St. S. to Kitchener/Woolwich Boundary | | | | | | | | | 10 | **10** |
| 07384 New Dundee Rd, 50m E of Executive Pl to Reichert Dr | 465 | 1,175 | **1,640** | 10 | | | | **1,650** | | **1,650** |
| 07390 Pinebush Rd, Franklin Blvd to Hespeler Rd | | | | | 50 | 100 | 1,935 | **2,085** | 10 | **2,095** |
| 07391 Westmount Rd N, University Ave W to Columbia St | | | | | | 100 | 100 | **200** | 3,625 | **3,825** |
| 07392 Victoria Street N., Kitchener/Woolwich Bdry. to Bruce St. | (130) | 250 | **120** | 200 | 260 | 5,725 | 10 | **6,315** | | **6,315** |

**Transportation**

**Ten Year Capital Budget and Forecast (Thousands)**
**2022-2031**

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| 07393 University Avenue W, Resurrection Dr. to Ira Needles Blvd. | | | | | 70 | 620 | 10 | **700** | | **700** |
| 07394 Erbsville Rd, Columbia St to Waterloo/Woolwich Bdry | | 100 | **100** | 200 | 300 | 2,930 | 1,375 | **4,905** | 605 | **5,510** |
| 07395 Canamera Parkway, Conestoga Blvd. to Hespeler Rd. | | | | | | | 130 | **130** | 1,185 | **1,315** |
| 07396 Floradale Rd, Reids Wood Dr to Floradale S. Limits | | | | | | | | | 790 | **790** |
| 07397 Fountain Street S., Blair Rd. to 401 E Bound Ramp | | 10 | **10** | 460 | 10 | | | **480** | | **480** |
| 07398 Blair Road, 180m NW of Blair Rd. to 325m E. of Landon Dr. | | | | | | | | | 2,230 | **2,230** |
| 07401 Fischer Hallman Rd, HWY 7/8 Off Ramp to McGarry Dr | | | | | 80 | 790 | 10 | **880** | | **880** |
| 07402 Fischer Hallman Road, Victoria St. S to Erb St. W. | | | | | | | 50 | **50** | 3,640 | **3,690** |
| 07403 Bridgeport Rd E, Weber St N to King St | | | | 90 | 100 | 250 | 1,455 | **1,895** | 10 | **1,905** |
| 07404 Sawmill Rd, Snyder's Flats Rd to Crowsfoot Rd & Katherine St S | | | | 0 | 0 | 50 | 1,420 | **1,470** | 10 | **1,480** |
| 07405 Arthur Street N., Sandy Hills Dr. to Waterloo/Wellington Bdry. | 1,020 | 10 | **1,030** | | | | 0 | **1,030** | 0 | **1,030** |
| 07407 Clyde Rd, Dobbie Dr to Franklin Blvd | | | | | | | 20 | **20** | 2,015 | **2,035** |
| 07409 Dumfries Rd, Wrigley Rd to Cedar Creek Rd | | | | | | | | | 5,860 | **5,860** |
| 07411 Lackner Blvd, Ottawa St N to Victoria St N | | | | | | | | | 2,175 | **2,175** |
| 07412 River Road E., King St. E.to Fairway Rd. N. | | | | | | | | | 3,715 | **3,715** |
| 07417 Homer Watson Blvd, Blockline Rd to Ottawa St S | | | | | | | | | 2,160 | **2,160** |
| 07418 Branchton Road, Cambridge/North Dumfries Bdry to Myers Rd. | | | | 0 | 0 | 0 | 0 | **0** | 2,020 | **2,020** |
| 07419 Northfield Drive W., Weber St. to Westmount Rd. N. | | | | | | | | | 2,760 | **2,760** |
| 07421 University Ave W, Albert St to Westmount Rd N | | | | | | 100 | 100 | **200** | 6,010 | **6,210** |
| 07423 Bridge St, University Ave to Lexington Rd | | | | | | | | | 1,770 | **1,770** |
| 07424 Parkhill Road W., Water St. N. to George St. N. | | | | | | | | | 485 | **485** |
| 07427 Victoria St S, Fischer Hallman Rd to Eastforest/Westforest Trail | | | | 0 | 0 | 0 | 0 | **0** | 830 | **830** |
| 07428 Victoria Street N., Park St. to Weber St. W. | | | | | | | | | 1,950 | **1,950** |
| 07429 University Avenue W., Erb St. W. to Belgreen Way/Stonehaven Dr. | | | | 0 | 0 | 0 | 0 | **0** | 1,240 | **1,240** |
| 07430 Bruce Street, Frederick St. to Victoria St. | | | | | | | | | 430 | **430** |
| 07431 King St E, River Rd E to Fairway Rd N | | | | | | | | | 1,130 | **1,130** |
| 07436 Cycling Safety Education | 50 | | **50** | | | | | **50** | | **50** |
| 07437 Motor Vehicle Safety Education | 10 | | **10** | | | | | **10** | | **10** |
| 07438 Pedestrian Safety Education | 40 | | **40** | | | | | **40** | | **40** |
| 07448 Wrigley Road, Sprague Rd. to Dumfries Rd. | | | | | | | | | 550 | **550** |
| 07450 Line 86, 0.4km W of Katharine St (#8602) | | | | | | 25 | 25 | **50** | 550 | **600** |
| 07451 Line 86, 1.03km E of Northfield Dr (#8600) | | | | | | 20 | 20 | **40** | 325 | **365** |
| 07453 Roseville Road, Cambridge/North Dumfries Bdry to Whistle Bare Rd | 0 | | **0** | | | | | **0** | 40 | **40** |
| 07454 Dumfries Road, Cedar Creek Rd. to Roseville Rd. | | | | | | | | | 45 | **45** |
| 07458 Branchton Road, Maple Manor Rd. to Morrison Rd. | | | | | | | | | 60 | **60** |
| 07462 Arthur Street, Sawmill Rd to Listowel Rd | | | | | | | | | 3,385 | **3,385** |
| 07465 Floradale Road, Church St. W. to Reid Wood Dr. | | | | | | | | | 60 | **60** |
| 07475 William Hastings Line, West Limits of Crosshill to Manser Rd | | | | | | | | | 740 | **740** |
| 07477 Implementation of Separated Bike Ln Study | 160 | | **160** | | | | | **160** | | **160** |
| 07479 Snyder's Road W., Baden Water Tower Entrance to Nafziger Rd. | | | | 0 | 0 | 0 | 0 | **0** | 1,015 | **1,015** |
| 07481 Notre Dame Dr, MTO Jurisdiction Limits N of HWY 7/8 to 0.17km N of Limits | 10 | | **10** | | | | | **10** | | **10** |
| 07482 Queen Street, Bethel Rd to Witmer Rd | | | | | | | | | 1,760 | **1,760** |
| 07483 Moser-Young Road, Gerber Rd./Notre Dame Dr. to Weimar Line | 0 | | **0** | | | | | **0** | 985 | **985** |
| 07491 Wilmot Centre Rd, Bleams Rd E to Hwy 7/8 EB Ramp | | | | | | | | | 830 | **830** |
| 07492 Bridge St E, Ebycrest Rd to Kitchener/Woolwich Bdry | | | | | | | | | 1,465 | **1,465** |

**Transportation**

**Ten Year Capital Budget and Forecast (Thousands)**
**2022-2031**

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| 07495 Lackner Blvd, Ottawa St to Victoria St | 5 | 5 | **10** | | | | | **10** | | **10** |
| 07497 Fischer-Hallman Rd, 0.4km South of Glasgow St | | | | | | | 30 | **30** | 825 | **855** |
| 07498 Perth Line, Perth Rd to Road 116 | | | | | | | | | 1,570 | **1,570** |
| 07508 Erb's Road/Wilmot-Easthope Road, Nafziger Rd. to Perth/Waterloo Bdry. | | | | | 90 | 2,555 | 10 | **2,655** | | **2,655** |
| 07511 Kressler Rd/Weimar Line, Erbsville Rd to Bamberg E Limits | | | | | | | | | 2,770 | **2,770** |
| 07512 Lobsinger Line, Moser-Young Rd to Hutchison Rd | | | | | | | | | 2,710 | **2,710** |
| 07513 Kossuth Rd, Chilligo Rd. to Cober Rd. | | | | | | | | | 2,220 | **2,220** |
| 07514 Sportsworld Drive, Hwy 8 N Bound Ramp to Kitchener/Cambridge Bdry | | | | | | | | | 360 | **360** |
| 07516 Fischer-Hallman Rd, Roseville Rd to 400 m N of Roseville Rd | | | | | | | | | 1,190 | **1,190** |
| 07517 Ira Needles Blvd, Yellow Birch Dr to Victoria St | | | | | | | | | 2,360 | **2,360** |
| 07518 Cedar Creek Road, Earl Thompson Rd to Hwy 401 Eb Ramp | 315 | | **315** | | | | | **315** | | **315** |
| 07519 Herrgott Road, Ament Line to Line 86 | | | | | | | | | 130 | **130** |
| 07522 Kressler Rd, Arthur Rd. to Hawkesville Rd | | | | | | | | | 1,815 | **1,815** |
| 07523 Kressler Rd, Erbsville Rd to Lobsinger Line | | | | | | | | | 4,195 | **4,195** |
| 07525 Hutchison Rd, Hutchison Rd to Weimar Line | | | | | | | | | 50 | **50** |
| 07526 Erbsville Rd, 0.2km S of Conservation Dr | | | | | 10 | 140 | 10 | **160** | | **160** |
| 07527 Ira Needles Blvd, Glasgow St to University Ave | | | | | | | | | 440 | **440** |
| 07528 Arthur St S, End of Hwy 86 to Township Rd 42 (The Old Crossing) | 0 | | **0** | | | | | **0** | 655 | **655** |
| 07532 Hawkesville Rd, CNR Tracks to Three Bridges Rd | | | | | | | | | 1,195 | **1,195** |
| 07535 Collision Analysis Software Purchase | | 10 | **10** | 10 | 10 | 10 | 10 | **50** | 50 | **100** |
| 07537 King St at Union St | 240 | | **240** | | | | | **240** | | **240** |
| 07539 Courtland Ave at Stirling Ave (#5353) | 130 | 130 | **260** | | | | | **260** | | **260** |
| 07540 Hespeler Rd at HWY 401 Cycling Facility | | | | 1,900 | | | | **1,900** | | **1,900** |
| 07544 Asset Management Systems | 85 | | **85** | | | | | **85** | | **85** |
| 07546 Weimar Line, Bamberg Stettlement East Limits to Moser-Young Rd. | 0 | | **0** | | | | | **0** | 2,085 | **2,085** |
| 07548 Westmount Road N., Columbia St. W. to Westmount Rd. N./Northfield Dr. W. | | | | | | | | | 4,375 | **4,375** |
| 07549 Weber St, Northfield Dr to Benjamin Rd | | | | | | | | | 1,835 | **1,835** |
| 07550 Bridgeport Rd E, Margaret Ave to Weber St N | | | | | | | 90 | **90** | 1,440 | **1,530** |
| 07552 LRT Storm Outlet: Huron Spur at Rockway Golf Course | 500 | 500 | **1,000** | | | | | **1,000** | | **1,000** |
| 07564 Storm Sewer Assessments | 135 | 100 | **235** | 100 | 100 | 100 | 100 | **635** | 500 | **1,135** |
| 07565 Queens Bush Rd at Firella Creek | | | | | | 20 | 480 | **500** | 10 | **510** |
| 07567 Kossuth Rd at Chilligo Rd | | | | 20 | 50 | 250 | 10 | **330** | | **330** |
| 07568 Main St, 1070 Main St to Franklin Blvd | | | | 10 | 10 | 10 | 1,900 | **1,930** | 135 | **2,065** |
| 07571 Lobsinger Line, Heidelberg Cemetery to Kressler Rd | | | | | | | | | 530 | **530** |
| 07572 Arthur St S, Listowel Rd to Whippoorwill Dr | | | | | | | | | 1,260 | **1,260** |
| 07573 Reg. Rd. 86, Floradale Rd. to Waterloo/Wellington Bdry | | | | | | | | | 70 | **70** |
| 07590 Hespeler Rd at Dundas St/Coronation Blvd Bike Ln Installation | 0 | 50 | **50** | 10 | | | | **60** | | **60** |
| 07591 Lancaster St, Bridgeport Rd to Bridge St Special Study Area | 300 | | **300** | | | | | **300** | | **300** |
| 07592 Courtland Ave E, Hayward Ave to Manitou Dr | 10 | | **10** | | | | | **10** | | **10** |
| 07594 Maple Grove R, King St E to Fountain St N | 10 | | **10** | 90 | 880 | 10 | | **990** | | **990** |
| 07596 Erbsville Road, Brandenburg Blvd. to Columbia St. W. | | 5 | **5** | 200 | 10 | | | **215** | | **215** |
| 07597 Sprague Road, Shouldice Side Rd to Cambridge/North Dumfries Bdry | | | | | | | 50 | **50** | 2,595 | **2,645** |

**Ten Year Capital Budget and Forecast (Thousands)**
**2022-2031**

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| 07598 Arthur Street N, 170m S of Kenning Pl. to Sandy Hills Dr. | | | | | | | | | 3,010 | **3,010** |
| 07599 Lackner Blvd, Fairway Rd to Ottawa St | | | | | | 80 | 725 | **805** | 10 | **815** |
| 07600 Lackner Blvd, Ottawa St. N to Victoria St. N | | | | | | | | | 705 | **705** |
| 07606 Water St S, Myers Rd to 250m S of Ainslie St S | | | | | 20 | 400 | 10 | **430** | | **430** |
| 07607 New Signs and Markings | | 15 | **15** | 15 | 15 | 15 | 15 | **75** | 75 | **150** |
| 07608 MUT - Listowel Rd Timber Trail to Arthur St. (North Side) | 445 | | **445** | | | | | **445** | | **445** |
| 07614 Fairway Rd, Wilson Ave to Fairway Mall Entrance (South Side) | 165 | 10 | **175** | | | | | **175** | | **175** |
| 07616 Software Procurement and Upgrades | 25 | 75 | **100** | | | | | **100** | | **100** |
| 07617 King St. E., Freeport Bridge to Freeport Hospital Entrance | 70 | 10 | **80** | | | | | **80** | | **80** |
| 07618 Courtland Ave. E at Siebert Ave. | 205 | 5 | **210** | | | | | **210** | | **210** |
| 07619 Advanced Traffic Signal Management System | 588 | 1,160 | **1,748** | | | | | **1,748** | | **1,748** |
| 07621 Guelph to Goderich Bridge 1 - Grand River Crossing | | | | | | | | | 50 | **50** |
| 07622 Guelph to Goderich Bridge 2 - Conestogo River Crossing | | | | | | | | | 50 | **50** |
| 07623 Schneider's Creek MUT | | 200 | **200** | 200 | 1,135 | 500 | 10 | **2,045** | | **2,045** |
| 07626 West Montrose Bridge Rehabilitation | 1,190 | 3,450 | **4,640** | 690 | | | | **5,330** | | **5,330** |
| 07628 Waterloo St. Nafziger Rd. to Hostetler Rd. | | | | | | | | | 10 | **10** |
| 07629 Bleams Rd. Bridge 0402 (Manheim) to Queen St. | | | | | | | | | 1,710 | **1,710** |
| 07630 Bleams Rd. Nafziger Rd. to HWY 7/8 | | | | | | | | | 1,205 | **1,205** |
| 07631 Snyder's Road. E.,Trussler Rd. to 9KM E. of Notre Dame Dr. | | | | | | | | | 20 | **20** |
| 07632 Erb's Road, Waterloo/Wilmot Boundary to St. Agatha Village Limits | | | | | | | | | 1,830 | **1,830** |
| 07633 Notre Dame Dr. CNR Tracks to 0.5KM S. of Erb's Rd. | | | | | | | | | 1,195 | **1,195** |
| 07634 Gerber Rd. Moser Young Rd. to Hackbart Rd. | | | | | 105 | 1,970 | 10 | **2,085** | | **2,085** |
| 07635 Katherine St. N. Tribe Rd. to Wellington Boundary | | | | | | | | | 1,435 | **1,435** |
| 07636 Hespeler Rd. Guelph Ave to Waterloo Wellington Boundary | | | | | | | | | 1,680 | **1,680** |
| 07637 Northumberland Street, Cedar Creek Rd. to Roseville Rd. | | | | | | | | | 1,000 | **1,000** |
| 07638 Main St. Cambridge North Dumfries Boundary to 1070 Main St. | | | | | | | | | 1,150 | **1,150** |
| 07639 Huron Street, Seyler St. to Waterloo St. | | | | | | | | | 660 | **660** |
| 07640 Peel Sreet, Bullee St. to Seyler St. | | | | | | | | | 725 | **725** |
| 07641 Water St. N. Ainsle St. N. to Corronation Blvd. | | | | | | | | | 1,160 | **1,160** |
| 07642 Hespeler Road, MTO Westbound Ramp to Beaverdale Rd./Queen St. W. | | | | | | | | | 980 | **980** |
| 07643 Hespeler Road, Bishop St. N. to Eagle St. N./Pinebush Rd. | | | | | | | | | 4,055 | **4,055** |
| 07644 Northumberland Street, 0.3 KM N. of Gutheries St. to Greenfield Rd. | | | | | | | | | 295 | **295** |
| 07645 Concession St. Chisholm St. to Water St. | | | | | | | | | 955 | **955** |
| 07646 Victoria Street N., Edna St. to Lancaster St.W. | | | | | | | | | 980 | **980** |
| 07647 Ottawa Street N., 0.15 km E. of Keewatin Ave. to Lackner Blvd. | | | | | | | | | 760 | **760** |
| 07648 Fischer-Hallman Rd from New Dundee Rd to Plains Rd | | | | | | | | | 1,215 | **1,215** |
| 07649 New Dundee Road, Reichert Dr. to Reidel Dr./Cameron Rd. | | | | | | | | | 1,670 | **1,670** |
| 07650 Homer Watson Boulevard, Bleams Rd. to Manitou Dr., including all Huron Rd. Ramps | | | | | | | 100 | **100** | 4,010 | **4,110** |
| 07651 Line 86, Lavery Rd. to Road 116 | | | | | | | | | 4,250 | **4,250** |
| 07653 Manser Road, William Hastings Line to Linwood Settlement South Limits | | | | | | | | | 2,970 | **2,970** |
| 07654 Ament Line, East Linwood Settlement Limits to Manser Rd. | | | | | | | | | 910 | **910** |
| 07655 Jra,Needles Boulevard,University Ave. to West Hill Dr. | | | | | | | | | 1,925 | **1,925** |

**Transportation**

**Ten Year Capital Budget and Forecast (Thousands)**
**2022-2031**

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| 07658 LED Traffic Signal Lamp Replacement | | 300 | **300** | 300 | | | | **600** | 900 | **1,500** |
| 07659 Fountain St Storm Sewer Outlet 100m West of Shantz Hill Rd | 80 | 250 | **330** | | | | | **330** | | **330** |
| 07660 Automated Speed Enforcement | 225 | | **225** | | | | | **225** | | **225** |
| 07665 Water Street, Simcoe St. to Ainslie St. | | 200 | **200** | 10 | | | | **210** | | **210** |
| 07667 Foundry Street at Baden Creek (#5104) | | 40 | **40** | 460 | | | | **500** | | **500** |
| 07668 Gerber Road at Wellesley Creek (#1204) | | | | | | | | | 450 | **450** |
| 07669 Frederick Bridge at Hwy 85 Cycling Facility | | 600 | **600** | | | | | **600** | | **600** |
| 09035 Municipal Drainage Works | 150 | 100 | **250** | 100 | 100 | 100 | 100 | **650** | 500 | **1,150** |
| 09256 Traffic Signal Support Program | 210 | 155 | **365** | 155 | 155 | 155 | 155 | **985** | 775 | **1,760** |
| 09359 Street Lighting Modernizations/Installations | 550 | 200 | **750** | 200 | 200 | 200 | 200 | **1,550** | 1,000 | **2,550** |
| 09415 Barrier Free Signal Requests | | 25 | **25** | 25 | 25 | 25 | 25 | **125** | 125 | **250** |
| 09423 Traffic Countermeasures | 10 | 60 | **70** | 60 | 60 | 60 | 60 | **310** | 300 | **610** |
| 09474 Traffic Controller Replacements | 165 | 350 | **515** | 350 | 350 | 350 | 350 | **1,915** | 1,750 | **3,665** |
| 09551 UPS Installations | | 35 | **35** | 35 | 35 | 35 | 35 | **175** | 175 | **350** |
| 09561 Minor Traffic Signal Modernizations | | 275 | **275** | 275 | 275 | 275 | 275 | **1,375** | 1,375 | **2,750** |
| 09646 Pedestrian & Cycling Countermeasures | 35 | 100 | **135** | 100 | 100 | 100 | 100 | **535** | 500 | **1,035** |
| **Total Base Program** | **29,527** | **61,435** | **90,962** | **62,223** | **60,269** | **60,750** | **59,444** | **333,648** | **296,826** | **630,474** |
| **Expansion Program** | | | | | | | | | | |
| 05284 New Dundee Rd at Fischer-Hallman Rd | 275 | | **275** | 240 | 1,950 | 10 | | **2,475** | | **2,475** |
| 05337 King St, Eagle St to Fountain St & Fountain St - King St to Shantz Hill | 295 | | **295** | 0 | 0 | 0 | | **295** | | **295** |
| 05549 Franklin Blvd, Myers Rd to HWY 401 | 910 | 5 | **915** | | | | | **915** | | **915** |
| 05616 Trussler Road, Bleams Rd. to Yellow Birch Dr. | | 600 | **600** | 300 | 200 | 600 | 12,200 | **13,900** | 10,710 | **24,610** |
| 05675 Westmount Rd E, Fischer-Hallman Rd to Blockline Rd | | 75 | **75** | 30 | 30 | 200 | 2,590 | **2,925** | 140 | **3,065** |
| 05709 Fischer-Hallman Rd, HWY 7/8 to Columbia St Bus Lane Study | 450 | | **450** | 100 | | | | **550** | | **550** |
| 05752 Highland Rd W, Highland Hills Mall Entrance to Ira Needles Blvd | 2,130 | 5,645 | **7,775** | 600 | 170 | 60 | | **8,605** | | **8,605** |
| 06269 Bridgeport Rd at Lancaster St | 350 | | **350** | | 500 | 300 | 10 | **1,160** | | **1,160** |
| 06416 Franklin Blvd, 200M N of Avenue Rd to 325M S of Bishop St | | 500 | **500** | 1,000 | 4,900 | 4,900 | 10 | **11,310** | | **11,310** |
| 06433 Ainslie St Extension | 340 | | **340** | | | | | **340** | | **340** |
| 07066 Regional Transportation Master Plan | 120 | 100 | **220** | 250 | 50 | | | **520** | | **520** |
| 07074 Growth Related Studies & Design | 200 | 100 | **300** | 100 | 100 | 100 | 100 | **700** | 500 | **1,200** |
| 07087 River Road Extension, King St. to Manitou Dr. | 19,775 | 1,900 | **21,675** | 1,000 | 10,000 | 12,025 | 8,000 | **52,700** | 5,010 | **57,710** |
| 07090 Erb St at Westmount Rd | | | | | | 215 | 10 | **225** | 10 | **235** |
| 07097 Development Related Left & Right Turn Lanes to be Identified | | 100 | **100** | 100 | 100 | 100 | 100 | **500** | 500 | **1,000** |
| 07104 Erbsville Road, Erb St. W. to Columbia St. W. | | | | | | 200 | 200 | **400** | 10,600 | **11,000** |
| 07111 Homer Watson Blvd, Conestoga College Blvd to Manitou Dr | 170 | | **170** | | | | | **170** | | **170** |
| 07116 Maple Grove Rd, Hespeler Rd to East of Fountain St | 1,610 | 2,025 | **3,635** | 13,750 | 13,750 | 13,250 | 150 | **44,535** | 10 | **44,545** |
| 07122 Fischer-Hallman Rd, Plains Rd to 500M S of Bleams Rd | 1,350 | 5,600 | **6,950** | 2,400 | 7,710 | 450 | 10 | **17,520** | | **17,520** |
| 07127 Active Transportation Master Plan | 20 | | **20** | | | | | **20** | | **20** |
| 07129 South Boundary Rd, Franklin Blvd to Dundas St | | 500 | **500** | 900 | 1,500 | 6,455 | 6,400 | **15,755** | 910 | **16,665** |
| 07131 Fountain St Extension, Victoria St to 1.0km N of Victoria St | | | | | | | | | 3,670 | **3,670** |
| 07145 Bleams Rd at Fischer-Hallman Rd | 4,785 | 90 | **4,875** | 5 | | | | **4,880** | | **4,880** |
| 07158 Transportation Tomorrow Survey and Big Data | | 75 | **75** | | | | | **75** | | **75** |
| 07165 Homer Watson Blvd at Bleams Rd | | | | 20 | 50 | 250 | 10 | **330** | | **330** |
| 07173 Development Related Boulevard & Shoulder Gradings | | 100 | **100** | 100 | 100 | 100 | 100 | **500** | 500 | **1,000** |
| 07178 Traffic Education Program | | 50 | **50** | 50 | 50 | 50 | 50 | **250** | 250 | **500** |

**Transportation**

**Ten Year Capital Budget and Forecast (Thousands)**
**2022-2031**

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| 07180 Preliminary Design & Post Construction Expenditures | | 200 | **200** | 200 | 200 | 200 | 200 | **1,000** | 1,000 | **2,000** |
| 07192 South Boundary Rd, Water St to Franklin Blvd | | 250 | **250** | | | | | **250** | | **250** |
| 07194 Canamera Pkwy, Conestoga Blvd to Franklin Blvd | | 100 | **100** | 200 | 2,855 | 200 | 10 | **3,365** | | **3,365** |
| 07197 Pinebush Rd at Townline Rd | | | | | | 20 | 300 | **320** | 10 | **330** |
| 07217 King St at Bridge St | | | | 25 | 300 | 10 | | **335** | | **335** |
| 07221 Fischer-Hallman Road / Bearinger Rd., Columbia St W. to Westmount Rd. N. | 60 | 180 | **240** | 1,080 | 10,655 | 10,655 | 10 | **22,640** | | **22,640** |
| 07225 Bleams Rd at Nyles Rd | | 20 | **20** | 210 | | | | **230** | | **230** |
| 07247 Weber St at Glen Forrest Blvd | 60 | 150 | **210** | 10 | | | | **220** | | **220** |
| 07248 Sawmill Rd at St Charles St | 300 | 65 | **365** | | | | | **365** | | **365** |
| 07249 Lancaster St at Elizabeth St | 100 | | **100** | | 150 | 10 | | **260** | | **260** |
| 07252 St.Andrews St at Grand Ridge Dr, Fourth Ave and Southwood Dr | 5 | 0 | **5** | 0 | 0 | 0 | 0 | **5** | | **5** |
| 07253 Growth Related Land Dedication Survey's & Purchases | | 100 | **100** | 100 | 100 | 100 | 100 | **500** | 500 | **1,000** |
| 07256 Intersection Improvements to be Indentified | | 300 | **300** | 300 | 300 | 300 | 300 | **1,500** | 1,500 | **3,000** |
| 07257 Northfield Dr, Davenport Rd to University Ave | 95 | 3,890 | **3,985** | 430 | 10 | | | **4,425** | | **4,425** |
| 07258 Bleams Rd, Strasburg Rd to Fischer-Hallman Rd | 1,635 | | **1,635** | | | 8,080 | 7,550 | **17,265** | 10 | **17,275** |
| 07282 Ira Needles, Highview to Erb | 5 | | **5** | | | | | **5** | | **5** |
| 07283 Lancaster St at Louisa St | 100 | | **100** | 130 | 10 | | | **240** | | **240** |
| 07284 New Dundee Rd at Robert Ferrie Dr | 75 | | **75** | 278 | 2,540 | 10 | | **2,903** | | **2,903** |
| 07294 Ottawa St, Homer Watson Blvd to Alpine Rd | 480 | | **480** | | | | | **480** | | **480** |
| 07297 Erb Street, Gateview Dr./Beechwood Dr. to Erbsville Crt. | 855 | 900 | **1,755** | 10 | | | | **1,765** | | **1,765** |
| 07298 Commuter Parking Lot Feasibility Study | 50 | | **50** | | | | | **50** | | **50** |
| 07299 East Boundary Rd, Dundas St to Wesley Blvd | | 200 | **200** | 200 | 300 | 1,500 | 3,500 | **5,700** | 420 | **6,120** |
| 07301 Road Improvement Transit Priority Strategy | 150 | | **150** | | | | | **150** | | **150** |
| 07302 Transportation & Transit Forecasting Model Development | 70 | | **70** | | | | | **70** | | **70** |
| 07303 Fountain Street N., Maple Grove Rd. to Kossuth Rd. | 50 | 100 | **150** | 100 | 100 | 2,450 | 7,850 | **10,650** | 760 | **11,410** |
| 07304 Goods Movement Study | 55 | | **55** | | | | | **55** | | **55** |
| 07315 New Dundee Rd at Strasburg Rd Extension | | | | | | 100 | 2,010 | **2,110** | 10 | **2,120** |
| 07318 Fairway Road, Briarmeadow Dr. to Lackner Blvd. | 110 | | **110** | | 163 | 180 | 325 | **778** | 2,505 | **3,283** |
| 07323 Ottawa St at Westmount Rd | (530) | 730 | **200** | 2,555 | 960 | 10 | | **3,725** | | **3,725** |
| 07325 King St E at Fairway Rd | | | | 50 | 100 | 100 | 10 | **260** | | **260** |
| 07326 King St E at Weber St E | | | | 50 | 100 | 145 | 10 | **305** | | **305** |
| 07327 Erb St, Ira Needles Blvd to Wilmot Ln | 1,285 | 1,030 | **2,315** | 2,390 | 10 | | | **4,715** | | **4,715** |
| 07329 Westmount Rd at Victoria St | | | | | | 95 | 10 | **105** | | **105** |
| 07331 Fairway Rd at Wilson Ave | | | | | | | | | 240 | **240** |
| 07332 Ottawa St at King St to Charles St | (335) | 1,535 | **1,200** | 10 | | | | **1,210** | | **1,210** |
| 07333 Dundas St N at Chalmers St N/Gore St | 100 | 10 | **110** | | | | | **110** | | **110** |
| 07337 Hespeler Rd over HWY 401 Feasibility Study for Cycling Facility | 65 | 0 | **65** | 0 | 0 | 0 | 0 | **65** | | **65** |
| 07338 New Pedestrian Bridge Over Speed River (Preston) Study | 460 | | **460** | | | | | **460** | | **460** |
| 07341 Inter-Regional Transportation Study | 100 | | **100** | | | | | **100** | | **100** |
| 07344 Victoria St at Fischer-Hallman Rd | 5 | | **5** | | | 305 | 10 | **320** | | **320** |
| 07345 Victoria St at Hazelglen Dr | | | | | | 220 | 10 | **230** | | **230** |
| 07346 Victoria St at Monte Carlo St | | | | | | 70 | 10 | **80** | | **80** |
| 07362 Waterloo St at Nafziger Rd | 245 | 50 | **295** | 140 | 150 | 1,386 | 10 | **1,981** | | **1,981** |
| 07374 Sawmill Rd at Charles St, Temporary Traffic Control Signal | 10 | | **10** | | | | | **10** | | **10** |
| 07441 Dickie Settlement Rd at Roseville Rd | 170 | | **170** | 105 | 1,410 | 10 | | **1,695** | | **1,695** |

**Transportation**

**Ten Year Capital Budget and Forecast (Thousands)**
**2022-2031**

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| 07478 New Traffic Control Installation | 475 | 750 | **1,225** | 750 | 750 | 750 | 750 | **4,225** | 3,750 | **7,975** |
| 07484 Homer Watson Blvd at Pearson St | 50 | | **50** | | | | | **50** | | **50** |
| 07494 Lackner Blvd at Otterbein Rd | 60 | 10 | **70** | | | | | **70** | | **70** |
| 07538 Maple Grove Rd at Compass Trail | 5 | | **5** | | | | | **5** | | **5** |
| 07542 Bleams Rd at Fallowfield Dr/Bullock St | 5 | | **5** | | | | | **5** | | **5** |
| 07551 Elmira By-Pass Study | 295 | 300 | **595** | 300 | | | | **895** | | **895** |
| 07553 Sawmill Rd at Ebycrest Rd | 160 | 75 | **235** | 75 | 950 | 10 | | **1,270** | | **1,270** |
| 07555 Shantz Station Rd at Kossuth Rd | 90 | | **90** | | | | 150 | **240** | 1,110 | **1,350** |
| 07557 Arthur St at Sawmill Rd | 10 | | **10** | | | | | **10** | | **10** |
| 07558 Line 86 at Floradale Rd | 20 | 70 | **90** | 1,150 | 10 | | | **1,250** | | **1,250** |
| 07562 Northumberland St at Broom St | | 10 | **10** | | | | | **10** | | **10** |
| 07563 Listowel Rd at Timber Trail | 5 | | **5** | | | | | **5** | | **5** |
| 07577 Define & Measure Health Benefits of A.T. & Public Transit | 100 | | **100** | | | | | **100** | | **100** |
| 07578 Planning for Future Rapid Transit Corridors | 100 | | **100** | 50 | 50 | | | **200** | | **200** |
| 07580 Fischer-Hallman Rd at Wallacetown Way | 205 | | **205** | 10 | | | | **215** | | **215** |
| 07581 Transportation Corridor Design Guidelines Update | 100 | | **100** | | | | | **100** | | **100** |
| 07584 Shared Payment Platform (Joint with Transit Services) | 200 | | **200** | | | | | **200** | | **200** |
| 07585 Mobility Pricing Feasibility Study | | | | 50 | 150 | | | **200** | | **200** |
| 07586 Townline Road, Avenue Rd. to Saginaw Pkwy. | | | | | | | 200 | **200** | 5,245 | **5,445** |
| 07587 University Avenue W., Ira Needles Blvd. to Fischer-Hallman Rd. | | | | | | 200 | 400 | **600** | 15,840 | **16,440** |
| 07588 Fountain St S, Blair Rd to Dickie Settlement Rd | | | | | | | 200 | **200** | 5,500 | **5,700** |
| 07589 Eagle St, Speedsville Rd to Hespeler Rd | | | | | | 200 | 200 | **400** | 6,950 | **7,350** |
| 07593 Trussler Rd at Rickert Way | 10 | | **10** | | | | | **10** | | **10** |
| 07601 Turn Lane, New Dundee Rd at Pinnacle Dr | 250 | | **250** | | | | | **250** | | **250** |
| 07609 Roseville Rd at Edworthy Sideroad | 50 | 50 | **100** | 50 | 100 | 1,200 | 10 | **1,460** | | **1,460** |
| 07611 Kossuth Rd at Beaverdale Rd | | | | | | | 100 | **100** | 1,310 | **1,410** |
| 07612 Trussler Rd at Cedar Creek Rd | 85 | 100 | **185** | 100 | 1,200 | 10 | | **1,495** | | **1,495** |
| 07613 Lancaster - Railway Grade Separation Study | 490 | 300 | **790** | | | | | **790** | | **790** |
| 07656 Spur Line Derail Relocation Study | 90 | 500 | **590** | | | | | **590** | | **590** |
| 07657 Pinebush Rd at Street A Pinebush Subdivision | 260 | 10 | **270** | | | | | **270** | | **270** |
| 07666 Fountain Street / Dickie Settlement Road Development | | 50 | **50** | | | | | **50** | | **50** |
| 07670 Shantz Station Road at CN Rail Bridge | | 200 | **200** | 4,300 | 10 | | | **4,510** | | **4,510** |
| 07671 Cambridge to Toronto Go Train Track & Station Conceptual Design | 0 | 200 | **200** | | | | | **200** | | **200** |
| 07672 Waterloo Cycling Network Upgrade and Extension | | 360 | **360** | | | | | **360** | | **360** |
| 09025 Growth Related Traffic Signal Modernizations | 25 | 25 | **50** | 25 | 25 | 25 | 25 | **150** | 125 | **275** |
| **Total Expansion Program** | **41,750** | **30,285** | **72,035** | **36,378** | **64,818** | **67,816** | **54,200** | **295,247** | **79,595** | **374,842** |

**Transportation**

**Ten Year Capital Budget and Forecast (Thousands)**
**2022-2031**

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **Vehicles, Equipment, Buildings / Other** | | | | | | | | | | |
| 06054 Fleet Replacements Transp | 2,370 | 1,435 | **3,805** | 1,705 | 2,570 | 961 | 438 | **9,479** | 5,921 | **15,400** |
| 06071 Machinery & Equipment Replacements | 70 | 73 | **143** | 39 | 18 | 17 | 99 | **316** | 915 | **1,231** |
| 06083 Sign Shop Equipment | 48 | 28 | **76** | 14 | | 5 | | **94** | 131 | **225** |
| 07139 Central Yard Asset Renewal | 580 | 435 | **1,015** | 100 | 1,550 | 750 | 150 | **3,565** | 7,500 | **11,065** |
| 07140 Yard Repairs General Provision | 85 | | **85** | | 550 | | | **635** | 200 | **835** |
| 07147 Salt Strategy Roads Operations | 565 | 400 | **965** | 1,050 | 4,250 | 5,600 | 500 | **12,365** | 1,250 | **13,615** |
| 07662 Transportation – New Summer Crew Vehicles and Equipment | | 655 | **655** | | | | | **655** | | **655** |
| 09350 North Dumfries Works Yard Imp | 100 | | **100** | | | 1,000 | | **1,100** | | **1,100** |
| **Total Vehicles, Equipment, Buildings / Other** | **3,818** | **3,025** | **6,843** | **2,907** | **8,938** | **8,333** | **1,187** | **28,209** | **15,917** | **44,126** |
| **Total Program Area Capital** | **75,095** | **94,745** | **169,840** | **101,508** | **134,025** | **136,899** | **114,831** | **657,104** | **392,338** | **1,049,442** |
| **Facilities Managed Capital Renewal** | | | | | | | | | | |
| 73001 Heidelberg Yard Renewal | 9 | 88 | **97** | 331 | 106 | 77 | 271 | **881** | 667 | **1,549** |
| 73002 Phillipsburg Yard Renewal | 4 | 265 | **269** | 491 | 282 | 68 | 6 | **1,116** | 460 | **1,576** |
| 73004 North Dumfries Yard Renewal | | | | 257 | | 19 | | **276** | 13 | **289** |
| **Total Facilities Managed Capital Renewal** | **13** | **353** | **366** | **1,079** | **388** | **163** | **277** | **2,274** | **1,141** | **3,414** |
| **TOTAL EXPENDITURE** | **75,108** | **95,098** | **170,206** | **102,588** | **134,413** | **137,062** | **115,108** | **659,378** | **393,478** | **1,052,856** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Grants / Subsidies / Recoveries** | | | | | | | | | | |
| Grants & Subsidies | 3,768 | 17,561 | **21,328** | 21,606 | 14,651 | 22,514 | 18,578 | **98,677** | 96,370 | **195,047** |
| **Development Charges** | | | | | | | | | | |
| Reserve Funds | 19,548 | 29,519 | **49,066** | 38,558 | 35,137 | 34,979 | 33,817 | **191,557** | 117,372 | **308,928** |
| Debentures | 25,107 | 2,930 | **28,037** | 3,957 | 35,825 | 37,315 | 27,050 | **132,184** | 1,170 | **133,354** |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3980050 Transportation Capital Reserve | 22,804 | 41,225 | **64,029** | 35,444 | 38,080 | 31,619 | 27,181 | **196,353** | 157,852 | **354,204** |
| 3980065 Facility Lifecycle Reserve | 13 | 353 | **366** | 1,079 | 388 | 163 | 277 | **2,274** | 1,141 | **3,414** |
| 3982010 Transportation Equipment Reserve | 118 | 100 | **218** | 52 | 18 | 22 | 99 | **410** | 1,046 | **1,456** |
| 3982160 Corporate Fleet Replacement Reserve | 2,370 | 1,435 | **3,805** | 1,705 | 2,570 | 961 | 438 | **9,479** | 5,921 | **15,400** |
| 3984010 Transit Capital Reserve | 3 | | **3** | | | | | **3** | | **3** |
| Debentures | 1,378 | 1,976 | **3,354** | 186 | 7,744 | 9,490 | 7,669 | **28,442** | 12,608 | **41,050** |
| **TOTAL FUNDING & FINANCING** | **75,108** | **95,098** | **170,206** | **102,588** | **134,413** | **137,062** | **115,108** | **659,378** | **393,478** | **1,052,856** |

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**

2022 Operating Budget ($ thousands)

Waste Management

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 6,107 | 6,231 | 124 | 2.0% |
| Benefits | 1,732 | 1,779 | 47 | 2.7% |
| Supplies | 820 | 916 | 96 | 11.7% |
| Maintenance | 1,204 | 1,209 | 5 | 0.4% |
| Utilities | 210 | 214 | 4 | 1.9% |
| Equipment | 26 | 26 | | |
| Professional Fees & Services | 32,940 | 32,401 | (539) | (1.6%) |
| Property Taxes | 933 | 1,064 | 131 | 14.0% |
| Financial Expenses | 66 | 66 | | |
| Communications | 156 | 154 | (2) | (1.3%) |
| Travel | 30 | 30 | | |
| Insurance | 136 | 136 | | |
| Facility Occupancy Charges | 1,604 | 1,792 | 188 | 11.7% |
| Interdepartmental Charges | 2,826 | 2,937 | 111 | 3.9% |
| ***Subtotal - Operating*** | ***48,789*** | ***48,953*** | ***164*** | ***0.3%*** |
| Debt Servicing | 8,252 | 8,322 | 70 | 0.8% |
| Transfers to Reserves | 7,333 | 7,335 | 2 | |
| ***Subtotal - Debt / Reserves / Capital*** | ***15,585*** | ***15,657*** | ***72*** | ***0.5%*** |
| **Gross Expenditure** | **64,374** | **64,610** | **236** | **0.4%** |
| Interdepartmental Recoveries | (1,492) | (1,492) | | |
| **Net Expenditure** | **62,883** | **63,118** | **235** | **0.4%** |
| **Revenue** | | | | |
| User Fees | 16,372 | 17,324 | 952 | 5.8% |
| Contribution from RDC Reserve Funds | 582 | 582 | | |
| **Revenue Subtotal** | **16,954** | **17,906** | **952** | **5.6%** |
| **Property Tax Levy** | **45,929** | **45,212** | **(717)** | **(1.6%)** |

# Waste Management

## Ten Year Capital Budget and Forecast (Thousands)
## 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| **Program Area Capital** | | | | | | | | | | |
| 01004 Curbside Service Level Changes | | | | | | 1,200 | 1,200 | **2,400** | 2,200 | **4,600** |
| 01005 Cambridge Scale System & Building | | | | | 50 | 300 | 225 | **575** | 750 | **1,325** |
| 01007 Vehicle Replacements Waste Management | 606 | 2,701 | **3,307** | 1,504 | 2,668 | 2,389 | 2,607 | **12,475** | 10,410 | **22,885** |
| 01009 Cambridge Site Servicing | | | | | | 25 | 250 | **275** | | **275** |
| 01010 Waterloo Site Servicing | | | | | 400 | | 200 | **600** | 400 | **1,000** |
| 01011 Asset Management | 121 | | **121** | | | | | **121** | | **121** |
| 01013 Cambridge MHSW Building | | | | | | | | | 1,000 | **1,000** |
| 01015 Voice Radio Sets | 11 | | **11** | | | | 64 | **75** | 296 | **371** |
| 01016 Waterloo Soil Management Strategy | 818 | 4,125 | **4,943** | 4,500 | 3,500 | 2,250 | 2,250 | **17,443** | 14,150 | **31,593** |
| 01017 Water & Gas Database Management | | | | 50 | 55 | 50 | 50 | **205** | 250 | **455** |
| 01051 Cambridge Groundwater Management | 763 | 825 | **1,588** | 100 | 540 | 250 | | **2,478** | 1,080 | **3,558** |
| 01052 Cambridge - Leachate Control | 95 | 60 | **155** | 75 | 400 | | | **630** | 1,690 | **2,320** |
| 01058 Waterloo Storm Water Management | | 100 | **100** | 1,200 | 100 | 500 | | **1,900** | 1,114 | **3,014** |
| 01082 Waterloo Groundwater Management | 740 | 235 | **975** | 625 | 1,445 | 430 | 530 | **4,005** | 2,350 | **6,355** |
| 01084 Materials Recycling Centre | 450 | | **450** | 2,835 | 5,160 | 510 | 150 | **9,105** | 750 | **9,855** |
| 01091 Cambridge Site Closure | | | | | | | | | 215 | **215** |
| 01092 Cambridge - Storm Water Management | | | | 250 | | | | **250** | 328 | **578** |
| 01103 Decommissioned Sites | 173 | 3,000 | **3,173** | 4,018 | 1,150 | 2,600 | 250 | **11,191** | 690 | **11,881** |
| 01104 Cambridge Transfer Building Upgrade | | | | 100 | 1,000 | | | **1,100** | 910 | **2,010** |
| 01106 Cambridge Compost Pad Expansion | | | | 205 | | 575 | | **780** | 1,150 | **1,930** |
| 01121 Landfill Cell Closure | 609 | | **609** | 935 | 975 | 210 | 1,695 | **4,424** | 2,010 | **6,434** |
| 01144 Feasibility Studies | 260 | | **260** | 350 | 500 | 950 | 1,000 | **3,060** | 5,000 | **8,060** |
| 01146 Cambridge Roads Construction | | | | 245 | | 400 | | **645** | 600 | **1,245** |
| 01154 Waterloo - New Cells Design & Construction | | 360 | **360** | 2,400 | 9,100 | 300 | 250 | **12,410** | 14,700 | **27,110** |
| 01156 Waterloo Leachate Control | | 760 | **760** | 1,075 | 600 | 510 | 560 | **3,505** | 2,700 | **6,205** |
| 01160 Waterloo - Roads Construction | 600 | 175 | **775** | 1,550 | | 415 | | **2,740** | 2,258 | **4,998** |
| 01163 Waterloo Landfill Gas System | | 2,555 | **2,555** | 2,356 | 1,810 | 1,325 | 1,020 | **9,066** | 3,180 | **12,246** |
| 01165 Waterloo Landfill GPS System | | | | 300 | | | 300 | **600** | 300 | **900** |
| 01172 Cambridge Landfill Gas System | | | | | 560 | 280 | | **840** | 925 | **1,765** |
| 01186 Waterloo Scale System & Building | | 125 | **125** | 1,544 | 855 | 120 | 120 | **2,764** | 605 | **3,369** |

## Waste Management

### Ten Year Capital Budget and Forecast (Thousands)
### 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| 01192 Waterloo Transfer Station Upgrade | 400 | 100 | **500** | 1,695 | 3,250 | 6,255 | 7,157 | **18,857** | 1,585 | **20,442** |
| **Total Program Area Capital** | **5,646** | **15,121** | **20,767** | **27,912** | **34,118** | **21,844** | **19,878** | **124,519** | **73,596** | **198,115** |
| **Facilities Managed Capital Renewal** | | | | | | | | | | |
| 73100 WM Waterloo Building Renewal | 378 | | **378** | 1,148 | 1,173 | 1,227 | 959 | **4,885** | 4,449 | **9,334** |
| 73200 WM Cambridge Building Renewal | 14 | 41 | **55** | 414 | 1,064 | 197 | 222 | **1,952** | 1,393 | **3,345** |
| 73300 WM Kitchener Building Renewal | | 12 | **12** | 173 | 146 | 81 | 12 | **423** | 27 | **450** |
| **Total Facilities Managed Capital Renewal** | **392** | **53** | **445** | **1,735** | **2,382** | **1,504** | **1,193** | **7,261** | **5,869** | **13,129** |
| **TOTAL EXPENDITURE** | **6,038** | **15,174** | **21,212** | **29,647** | **36,500** | **23,348** | **21,071** | **131,780** | **79,465** | **211,244** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Grants / Subsidies / Recoveries** | | | | | | | | | | |
| Grants & Subsidies | 1,340 | | **1,340** | | | | | **1,340** | | **1,340** |
| **Development Charges** | | | | | | | | | | |
| Reserve Funds | 92 | 25 | **117** | 200 | 206 | 163 | 53 | **738** | 622 | **1,360** |
| Debentures | | | | 489 | 908 | 676 | 773 | **2,846** | | **2,846** |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3980065 Facility Lifecycle Reserve | 392 | 53 | **445** | 173 | 146 | 277 | 234 | **1,275** | 1,245 | **2,521** |
| 3980120 Waste Management Reserve | 2,839 | 8,222 | **11,061** | 8,872 | 6,379 | 7,353 | 4,953 | **38,617** | 30,048 | **68,666** |
| 3982020 Waste Management Equipment Reserve | 11 | | **11** | 300 | | | 364 | **675** | 596 | **1,271** |
| 3982160 Corporate Fleet Replacement Reserve | 606 | 2,701 | **3,307** | 1,504 | 2,668 | 2,389 | 2,607 | **12,475** | 10,410 | **22,885** |
| Debentures | 758 | 4,174 | **4,932** | 18,109 | 26,193 | 12,491 | 12,086 | **73,812** | 36,544 | **110,356** |
| **TOTAL FUNDING & FINANCING** | **6,038** | **15,174** | **21,212** | **29,647** | **36,500** | **23,348** | **21,071** | **131,780** | **79,465** | **211,244** |

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

2022 Operating Budget ($ thousands)

Transit Services

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 59,049 | 61,137 | 2,088 | 3.5% |
| Benefits | 18,481 | 19,819 | 1,338 | 7.2% |
| Supplies | 14,289 | 17,506 | 3,217 | 22.5% |
| Maintenance | 3,082 | 2,941 | (141) | (4.6%) |
| Utilities | 2,261 | 2,003 | (258) | (11.4%) |
| Equipment | 165 | 136 | (29) | (17.6%) |
| Professional Fees & Services | 11,059 | 11,455 | 396 | 3.6% |
| Property Taxes | 570 | 668 | 98 | 17.2% |
| Rents | 561 | 495 | (66) | (11.8%) |
| Financial Expenses | 112 | 162 | 50 | 44.6% |
| Communications | 1,247 | 1,154 | (93) | (7.5%) |
| Travel | 44 | 44 | | |
| Contracts | 27,356 | 30,461 | 3,105 | 11.4% |
| Insurance | 1,660 | 1,767 | 107 | 6.4% |
| Facility Occupancy Charges | 5,376 | 7,891 | 2,515 | 46.8% |
| Interdepartmental Charges | 5,295 | 5,817 | 522 | 9.9% |
| ***Subtotal - Operating*** | ***150,607*** | ***163,455*** | ***12,848*** | ***8.5%*** |
| Debt Servicing | 20,736 | 18,922 | (1,814) | (8.7%) |
| Transfers to Reserves | 9,100 | 9,969 | 869 | 9.5% |
| ***Subtotal - Debt / Reserves / Capital*** | ***29,836*** | ***28,892*** | ***(944)*** | ***(3.2%)*** |
| **Gross Expenditure** | **180,444** | **192,347** | **11,903** | **6.6%** |
| Interdepartmental Recoveries | (581) | (880) | (299) | 51.5% |
| **Net Expenditure** | **179,863** | **191,466** | **11,603** | **6.5%** |
| **Revenue** | | | | |
| Ontario Grants | 11,235 | 11,795 | 560 | 5.0% |
| Ontario Grants - COVID | 11,498 | 11,498 | | |
| User Fees | 25,009 | 34,471 | 9,462 | 37.8% |
| Contribution from Reserves | 40 | 40 | | |
| Contribution from RDC Reserve Funds | 8,426 | 8,166 | (260) | (3.1%) |
| **Revenue Subtotal** | **56,209** | **65,970** | **9,761** | **17.4%** |
| **Property Tax Levy** | **123,654** | **125,496** | **1,842** | **1.5%** |

## Grand River Transit Bus Services

### Ten Year Capital Budget and Forecast (Thousands)
### 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| **Program Area Capital** | | | | | | | | | | |
| 66006 Bus Stop Area Improvements | 205 | 632 | **837** | 441 | 441 | 441 | 441 | **2,601** | 2,205 | **4,806** |
| 66009 Vehicle Additions Service | 60 | 51 | **111** | | | | | **111** | | **111** |
| 66010 Vehicle Replacements Mobility Plus | 175 | 350 | **525** | 2,275 | 350 | 525 | 700 | **4,375** | 5,425 | **9,800** |
| 66011 Vehicle Replace Mobility Plus Rural | 175 | 175 | **350** | 525 | 175 | 175 | 350 | **1,575** | 1,400 | **2,975** |
| 66012 Vehicle Replacements Service | 50 | | **50** | 150 | 370 | | 150 | **720** | 745 | **1,465** |
| 66025 Vehicle Replacements Conventional | | 35,962 | **35,962** | 12,790 | 7,760 | 25,200 | 24,000 | **105,712** | 126,000 | **231,712** |
| 66029 iXpress Station Development | 800 | | **800** | | | | | **800** | | **800** |
| 66041 Transit Infrastructure Improvements | 100 | 100 | **200** | 100 | 100 | 100 | 100 | **600** | 500 | **1,100** |
| 66067 Voice Radio Upgrade/Replacement | 2,308 | | **2,308** | | | | 294 | **2,602** | 2,088 | **4,690** |
| 66069 Install Transit Priority Measures | 100 | 502 | **602** | 502 | | | | **1,103** | | **1,103** |
| 66071 Advanced Transit Technology | 950 | 525 | **1,475** | 1,200 | | | | **2,675** | | **2,675** |
| 66072 Transit Security Measures - Bus Lock | 76 | | **76** | | | | | **76** | | **76** |
| 66075 Hybrid Bus Battery Replacement | 540 | | **540** | | | | | **540** | | **540** |
| 66079 Northfield Drive Construction | 1,836 | 16,964 | **18,800** | | | | | **18,800** | | **18,800** |
| 66081 GO Transit Capital Contribution | | | | 2,000 | 2,000 | 2,000 | 2,000 | **8,000** | 2,000 | **10,000** |
| 66093 Blockline Station | 842 | | **842** | | | | | **842** | | **842** |
| 66094 Conestoga Mall Facility Upgrade | 100 | 400 | **500** | 2,800 | | | | **3,300** | | **3,300** |
| 66095 Conestoga College Terminal | | 360 | **360** | 4,310 | | | | **4,670** | | **4,670** |
| 66096 On Board Bus Camera Replacement | | | | | 2,000 | | | **2,000** | | **2,000** |
| 66098 R & T Park Station Access Improvements | | 15 | **15** | | | | | **15** | | **15** |
| 66114 Pedestrian Bridge Hwy 7/8 | 3,150 | | **3,150** | 3,150 | | | | **6,300** | | **6,300** |
| 66115 Design - Transit Priority Needs at Multiple Locations | 292 | | **292** | | | | | **292** | | **292** |
| 66116 GRT/ION Station Improvements | 245 | | **245** | | | | | **245** | | **245** |
| 66117 Chicopee Bus Loop | 356 | | **356** | | | | | **356** | | **356** |
| 66119 Driver Training Simulator | 426 | | **426** | | | | | **426** | | **426** |
| 66122 Vehicle Addition - Articulated Buses | | | | 4,290 | 4,290 | 4,290 | 4,290 | **17,160** | 21,450 | **38,610** |
| 66123 Transit Facility Design Guidelines | 50 | | **50** | | | | | **50** | | **50** |
| 66124 Transit Wayfinding Plan | 50 | | **50** | | | | | **50** | | **50** |
| 66125 Farmers Market - Northfield Station Trail | 200 | 570 | **770** | | | | | **770** | | **770** |
| 66126 GRT Customer Service Storefronts | | | | 250 | | | | **250** | | **250** |

## Grand River Transit Bus Services

### Ten Year Capital Budget and Forecast (Thousands)
### 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| 66127 Iron Horse Trail Improvements | 1,000 | | **1,000** | | | | | **1,000** | | **1,000** |
| 66128 Feasability Study - Mill Station to Hayward, Rail Corrido | 50 | | **50** | | | | | **50** | | **50** |
| 66129 Transit Application Software Upgrades | | 125 | **125** | 125 | 125 | 125 | 125 | **625** | 625 | **1,250** |
| 66130 Transit IT Infrastructure | | 50 | **50** | 50 | 50 | 50 | 50 | **250** | 250 | **500** |
| 66132 In-vehicle Equipment | 290 | 50 | **340** | 50 | 50 | 50 | 50 | **540** | 250 | **790** |
| 66133 On-street GRT Equipment | 330 | 100 | **430** | 100 | 100 | 100 | 100 | **830** | 500 | **1,330** |
| 66134 Vehicle Health Monitoring Technology | | | | 250 | 250 | | | **500** | | **500** |
| 66135 Vehicle Depot Management System | 330 | | **330** | | | | | **330** | | **330** |
| 66137 ION Pedestrian Crossing - Traynor Trail | 400 | | **400** | | | | | **400** | | **400** |
| 66138 Miscellaneous Property Acquisitions | 4,399 | 2,000 | **6,399** | 2,000 | 4,000 | 2,000 | 2,000 | **16,399** | | **16,399** |
| 66139 MobilityPlus Technology Requirements | 150 | | **150** | | | | | **150** | | **150** |
| 66141 MP Cross Boundary Transfer Points | 75 | | **75** | | | | | **75** | | **75** |
| 66142 UW Transit Shelter Canopy | 436 | | **436** | | | | | **436** | | **436** |
| 66143 Transit Hub Trail Park to King | 826 | 302 | **1,128** | | | | | **1,128** | | **1,128** |
| 66144 Trinity Village Pedestrian Improvements | | 390 | **390** | | | | | **390** | | **390** |
| 66145 Bus Electrification Infrastructure | | 3,300 | **3,300** | 500 | 500 | 4,900 | 4,900 | **14,100** | 7,200 | **21,300** |
| 66146 King/University Enhanced Transit Shelters | | 850 | **850** | | | | | **850** | | **850** |
| 66147 GRT Northfield Solar PV | | 2,060 | **2,060** | | | | | **2,060** | | **2,060** |
| 66148 GRT Strasburg Solar PV | | | | 660 | | | | **660** | | **660** |
| 66149 R&T Park Phillip St Lighting | | 160 | **160** | | | | | **160** | | **160** |
| 66150 Westchester Walkway | | 90 | **90** | | | | | **90** | | **90** |
| 66151 GRT-Active Transportation Integration | | 500 | **500** | 650 | 750 | 850 | 1,000 | **3,750** | | **3,750** |
| 66152 GRT-Micromobility Infrastructure Integration | | 100 | **100** | 100 | 100 | 100 | 100 | **500** | | **500** |
| 66153 High School U-Pass Feasibility Study | | | | 200 | | | | **200** | | **200** |
| 66154 Bus ITS Equipment Modernization | | 150 | **150** | 250 | | | | **400** | | **400** |
| **Total Program Area Capital** | **21,372** | **66,833** | **88,205** | **39,718** | **23,411** | **40,906** | **40,650** | **232,889** | **170,638** | **403,527** |
| **Facilities Managed Capital Renewal** | | | | | | | | | | |
| 73021 Strasburg Rd Garage Building Renewal | 348 | 1,773 | **2,121** | 713 | 160 | 1,620 | 1,744 | **6,359** | 4,935 | **11,294** |
| 73022 Charles St Terminal Building Renewal | 10 | | **10** | | | | | **10** | | **10** |
| 73023 Conestoga Blvd Garage Building Renewal | 361 | 456 | **817** | 627 | 287 | 427 | 84 | **2,242** | 363 | **2,605** |
| 73024 Ainslie Terminal Building Renewal | 6 | | **6** | 301 | 151 | 196 | 215 | **869** | 1,198 | **2,067** |
| 73025 Chandler Drive Building Renewal | 198 | | **198** | 218 | 75 | 354 | 354 | **1,199** | 389 | **1,588** |

## Grand River Transit Bus Services

### Ten Year Capital Budget and Forecast (Thousands)
### 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| 73026 Northfield Drive Building Renewal | | | | 50 | 75 | 100 | 125 | **350** | 1,000 | **1,350** |
| 73028 Cambridge Centre Station Building Renewal | | 55 | **55** | | 12 | | 2 | **69** | 128 | **197** |
| **Total Facilities Managed Capital Renewal** | **923** | **2,284** | **3,207** | **1,909** | **759** | **2,697** | **2,525** | **11,098** | **8,013** | **19,111** |
| **TOTAL EXPENDITURE** | **22,295** | **69,117** | **91,412** | **41,626** | **24,170** | **43,603** | **43,175** | **243,987** | **178,651** | **422,638** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Grants / Subsidies / Recoveries** | | | | | | | | | | |
| Grants & Subsidies | 7,701 | 44,774 | **52,475** | 26,584 | 12,430 | 28,368 | 27,855 | **147,712** | 83,191 | **230,904** |
| **Development Charges** | | | | | | | | | | |
| Reserve Funds | 4,023 | 2,184 | **6,207** | 3,043 | 2,305 | 2,011 | 2,126 | **15,691** | 9,944 | **25,635** |
| Debentures | 202 | 1,866 | **2,068** | | | | | **2,068** | | **2,068** |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3980065 Facility Lifecycle Reserve | 204 | 1,229 | **1,433** | 1,196 | 672 | 723 | 1,278 | **5,303** | 3,914 | **9,217** |
| 3982250 GRT Urban Vehicle Reserve | 97 | 95 | **192** | 764 | 465 | 140 | 339 | **1,900** | 3,615 | **5,515** |
| 3982260 GRT Bus Reserve | | 9,591 | **9,591** | 4,098 | 4,756 | 7,490 | 7,166 | **33,101** | 64,989 | **98,090** |
| 3982290 GRT Mobility Plus Rural Vehicle Res | 47 | 47 | **94** | 142 | 47 | 47 | 95 | **425** | 1,272 | **1,698** |
| 3984010 Transit Capital Reserve | 5,635 | 5,397 | **11,032** | 4,580 | 1,055 | 3,604 | 2,917 | **23,188** | 8,500 | **31,689** |
| Debentures | 4,385 | 3,934 | **8,319** | 1,220 | 2,440 | 1,220 | 1,399 | **14,599** | 3,226 | **17,824** |
| **TOTAL FUNDING & FINANCING** | **22,295** | **69,117** | **91,412** | **41,626** | **24,170** | **43,603** | **43,175** | **243,987** | **178,651** | **422,638** |

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

## Ten Year Capital Budget and Forecast (Thousands)
## 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| 67010 Cambridge Transit Initiatives | 1,254 | | **1,254** | 425 | | | | **1,679** | | **1,679** |
| 68002 RT Land Acquisition | 3,200 | | **3,200** | | | | | **3,200** | | **3,200** |
| 68012 Rolling Stock - Vehicles | 17,000 | | **17,000** | | | | | **17,000** | | **17,000** |
| 68016 Ancillary Non Construction Rapid Transit Project Cc | 300 | | **300** | | | | | **300** | | **300** |
| 68017 Project Construction LRT | 6,800 | | **6,800** | | | | | **6,800** | | **6,800** |
| 68024 Phase 2 Environmental Assessment | 1,400 | 547 | **1,947** | | | | | **1,947** | | **1,947** |
| 68025 Rolling Stock LRT Future Vehicles | | | | | | | | | 70,000 | **70,000** |
| 68030 Phase 2 LRT Design & Construction | 2,000 | | **2,000** | 14,000 | 12,000 | 32,000 | 62,400 | **122,400** | 1,119,500 | **1,241,900** |
| 68031 LRT System Improvements | 1,660 | | **1,660** | 6,965 | | | | **8,625** | | **8,625** |
| 68032 Station Enhancements | | | | | | | | | 18,300 | **18,300** |
| **TOTAL EXPENDITURE** | **33,614** | **547** | **34,161** | **21,390** | **12,000** | **32,000** | **62,400** | **161,951** | **1,207,800** | **1,369,751** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Grants / Subsidies / Recoveries** | | | | | | | | | | |
| Grants & Subsidies | 13,516 | | **13,516** | 4,817 | | | 29,400 | **47,733** | 1,138,959 | **1,186,692** |
| **Development Charges** | | | | | | | | | | |
| Reserve Funds | 936 | 213 | **1,149** | 695 | | | | **1,844** | | **1,844** |
| Debentures | 780 | | **780** | 5,460 | 4,680 | 12,480 | 12,870 | **36,270** | 27,263 | **63,533** |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3984010 Transit Capital Reserve | 438 | | **438** | 442 | | | | **880** | | **880** |
| 3986511 RTMP Reserve Fund | 2,718 | 334 | **3,052** | 2,865 | | | | **5,917** | | **5,917** |
| Debentures | 15,226 | | **15,226** | 7,111 | 7,320 | 19,520 | 20,130 | **69,307** | 41,578 | **110,885** |
| **TOTAL FUNDING & FINANCING** | **33,614** | **547** | **34,161** | **21,390** | **12,000** | **32,000** | **62,400** | **161,951** | **1,207,800** | **1,369,751** |

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**

2022 Operating Budget ($ thousands)

Water Supply

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 9,534 | 9,453 | (81) | (0.8%) |
| Benefits & Allowances | 2,743 | 2,775 | 32 | 1.2% |
| Supplies | 1,692 | 1,750 | 58 | 3.4% |
| Maintenance | 3,207 | 3,182 | (25) | (0.8%) |
| Utilities | 6,367 | 6,800 | 433 | 6.8% |
| Equipment | 122 | 122 | | |
| Professional Fees & Services | 1,068 | 1,366 | 298 | 27.9% |
| Property Taxes | 1,347 | 1,530 | 183 | 13.6% |
| Rents | | | | |
| Grants | 57 | 58 | 1 | 1.8% |
| Financial Expenses | 20 | 20 | | |
| Communications | 690 | 682 | (8) | (1.2%) |
| Travel | 63 | 62 | (1) | (1.6%) |
| Insurance | 367 | 385 | 18 | 4.9% |
| Transfer to Corporate Reserves | 291 | 297 | 6 | 2.1% |
| Grand River Conservation Authority | 2,802 | 2,858 | 56 | 2.0% |
| Central Administration Charges | 2,090 | 2,090 | | |
| Interdepartmental Charges | 2,815 | 3,254 | 439 | 15.6% |
| ***Subtotal - Operating*** | ***35,274*** | ***36,685*** | ***1,411*** | ***4.0%*** |
| Debt Servicing | 463 | | (463) | (100.0%) |
| Transfers to Capital Reserve | 24,585 | 25,409 | 824 | 3.4% |
| Prior Year Oversizing | 4,231 | 4,231 | | |
| Discretionary DC Exemptions | 1,491 | 2,075 | 584 | 39.2% |
| ***Subtotal - Capital Financing*** | ***30,770*** | ***31,715*** | ***945*** | ***3.1%*** |
| **Gross Expenditure** | **66,045** | **68,401** | **2,356** | **3.6%** |
| Interdepartmental Recoveries | (3,002) | (2,731) | 271 | (9.0%) |
| External Recoveries | | | | |
| Contribution from RDC Reserve Funds | (4,231) | (4,231) | | |
| **Net Expenditure** | **58,811** | **61,439** | **2,628** | **4.5%** |
| **Revenue** | | | | |
| Fees & Charges | 50 | 60 | 10 | 20.0% |
| ***Subtotal - Non-Rate Revenue*** | ***50*** | ***60*** | ***10*** | ***20.0%*** |
| **Rate Revenue** | **58,761** | **61,379** | **2,618** | **4.5%** |
| **Operating Surplus / (Shortfall)** | | | | |

## Water Summary

### Ten Year Capital Budget & Forecast (Thousands)
### 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022-2026 Subtotal** | 2027-2031 Subtotal | **2022-2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **Summary** | | | | | | | | | | |
| **Expenditure** | | | | | | | | | | |
| Planning & Studies | 2,497 | 5,376 | **7,873** | 6,075 | 5,060 | 3,847 | 3,785 | **26,640** | 29,800 | **56,440** |
| Asset Management | (327) | 29,781 | **29,454** | 20,658 | 21,540 | 19,945 | 13,138 | **104,735** | 71,380 | **176,115** |
| Upgrades, Expansion & New Facilities | 1,467 | 27,094 | **28,561** | 24,373 | 23,552 | 25,775 | 30,015 | **132,276** | 157,765 | **290,041** |
| Watermains | 2,703 | 6,885 | **9,588** | 11,247 | 12,920 | 13,985 | 9,775 | **57,515** | 22,500 | **80,015** |
| Facilities Managed Capital Renewal | 452 | 1,076 | **1,528** | 1,120 | 1,334 | 930 | 819 | **5,730** | 4,531 | **10,261** |
| **Total Expenditure** | **6,792** | **70,212** | **77,004** | **63,473** | **64,406** | **64,482** | **57,532** | **326,896** | **285,976** | **612,872** |
| **Funding & Financing** | | | | | | | | | | |
| **Development Charge** | | | | | | | | **-** | - | **-** |
| Development Charge - Water | 2,539 | 14,252 | **16,792** | 12,050 | 11,925 | 11,244 | 11,025 | **63,035** | 53,121 | **116,155** |
| Development Charge - Wastewater | 244 | 235 | **479** | 363 | 363 | 363 | 363 | **1,929** | 2,213 | **4,141** |
| Debentures - Development Charge | 1,800 | 11,500 | **13,300** | 13,894 | 15,345 | 14,000 | 11,350 | **67,889** | 60,550 | **128,439** |
| **User Rates** | | | | | | | | **-** | - | **-** |
| Water Capital Reserve | 2,142 | 44,225 | **46,367** | 36,987 | 36,634 | 38,640 | 34,600 | **193,227** | 148,938 | **342,166** |
| Wastewater Capital Reserve | - | - | **-** | - | - | - | - | **-** | - | **-** |
| Vehicle & Equipment Reserve | 67 | - | **67** | 180 | 140 | 235 | 195 | **817** | 1,154 | **1,971** |
| Debentures - User Rates | - | - | **-** | - | - | - | - | **-** | 20,000 | **20,000** |
| **Total Funding & Financing** | **6,792** | **70,212** | **77,004** | **63,473** | **64,406** | **64,482** | **57,532** | **326,896** | **285,976** | **612,872** |

Notes:
(1) Term of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
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RDC funding available beyond the expiry of the current by-law will depend on the outcome of future background studies and by-law reviews.

**Water**
**Ten Year Capital Budget & Forecast (Thousands)**
**2022-2031**

| | | TYPE (1) | RDC SHARE | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022-2026 Subtotal** | 2027-2031 Subtotal | **2022-2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **100-PLANNING & STUDIES** | | | | | | | | | | | | |
| | **Hydrogeology & Source Water:** | | | | | | | | | | | | |
| 4001 | Groundwater Modelling | W2 | 27.0% | 87 | 800 | **887** | 800 | 500 | 150 | 150 | **2,487** | 1,000 | **3,487** |
| 4005 | MOE Source Water Assessment | W2 | 27.0% | - | | | - | 100 | 50 | | **150** | - | **150** |
| 4124 | Source Protection Planning & Programs | W2 | 27.0% | 354 | 353 | **707** | 530 | 575 | 485 | 400 | **2,697** | 10,400 | **13,097** |
| 4125 | Source Protection Assessment | W2 | 27.0% | 817 | 2,220 | **3,037** | 2,120 | 1,485 | 960 | 1,380 | **8,982** | 7,300 | **16,282** |
| 4149 | GW/SW Assessments | W2 | 27.0% | 303 | 575 | **878** | 495 | 320 | 695 | 300 | **2,688** | 800 | **3,488** |
| 4165 | Clean Water Act Implementation | W2 | 27.0% | - | 253 | **253** | 205 | 205 | 132 | 105 | **900** | 1,000 | **1,900** |
| 4169 | Clean Water Act Incentives | W2 | 0.0% | 48 | 95 | **143** | 100 | 225 | 225 | 225 | **918** | 1,125 | **2,043** |
| 4170 | Monitoring System Management | W2 | 27.0% | 260 | 305 | **565** | 500 | 375 | 375 | 500 | **2,315** | 1,900 | **4,215** |
| | | | | | | | | | | | | - | |
| | **Water Efficiency:** | | | | | | | | | | | - | |
| 4090 | Water Efficiency - Research & Development | W1 | 100.0% | 75 | 20 | **95** | 75 | 75 | 75 | 75 | **395** | 375 | **770** |
| 4183 | Residential Water Efficiency Initiatives | W1 | 100.0% | 65 | 150 | **215** | 245 | 245 | 245 | 245 | **1,195** | 1,225 | **2,420** |
| 4864 | Water Efficiency - ICI Programs | W1 | 100.0% | 8 | 200 | **208** | 225 | 225 | 225 | 225 | **1,108** | 1,125 | **2,233** |
| 4943 | Water Efficiency - Outdoor Water Use | W1 | 100.0% | 47 | 80 | **127** | 180 | 180 | 180 | 180 | **847** | 900 | **1,747** |
| | | | | | | | | | | | | - | |
| | **Studies/Masterplans:** | | | | | | | | | | | - | |
| 4007 | Water Supply Master Plan | W1 | 100.0% | 16 | 195 | **211** | 400 | - | - | | **611** | 950 | **1,561** |
| 4157 | Water Distribution Master Plan | W2 | 27.0% | 125 | 60 | **185** | 50 | 450 | 50 | | **735** | 900 | **1,635** |
| 4190 | Baden & New Hamburg Comprehensive Servicing Master Plan | W2 | 100.0% | 292 | 20 | **312** | - | - | - | | **312** | 800 | **1,112** |
| 4193 | Wellesley Water Supply Master Plan | W2 | 100.0% | - | 50 | **50** | 150 | 100 | - | | **300** | - | **300** |
| | **TOTAL PLANNING & STUDIES** | | | **2,497** | **5,376** | **7,873** | **6,075** | **5,060** | **3,847** | **3,785** | **26,640** | **29,800** | **56,440** |

**Water**
**Ten Year Capital Budget & Forecast (Thousands)**
**2022-2031**

| | | TYPE (1) | RDC SHARE | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022-2026 Subtotal** | 2027-2031 Subtotal | **2022-2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **200-ASSET MANAGEMENT** | | | | | | | | | | | | |
| 4087 | Fleet Replacements | W2 | 0.0% | 67 | | **67** | 180 | 140 | 235 | 195 | **817** | 1,154 | **1,971** |
| 4097 | Water Supply Upgrades | W2 | 27.0% | 122 | | **122** | 50 | 50 | - | | **222** | - | **222** |
| 4135 | Well Optimization & Upgrades | W2 | 27.0% | - | | | - | - | - | | **-** | - | **-** |
| 4159 | Asset Management | W2 | 27.0% | 462 | 375 | **837** | 902 | 550 | 550 | 550 | **3,389** | 2,750 | **6,139** |
| 4171 | Mannheim Plate Settlers Upgrades | W2 | 25.1% | - | | | - | - | - | | **-** | - | **-** |
| 4172 | Distribution Decision Support System | W2 | 27.0% | - | | | - | | | 500 | **500** | 1,500 | **2,000** |
| 4184 | Connection of New Wells to Water Supply System | W2 | 27.0% | 79 | 1,900 | **1,979** | 850 | 450 | 500 | 350 | **4,129** | 2,250 | **6,379** |
| 4185 | Voice Radio Equipment | W2 | 0.0% | 12 | | **12** | - | - | - | 23 | **35** | 226 | **261** |
| 4186 | Mannheim Reservoir Inlet Piping Upgrades | W2 | 27.0% | - | | | - | - | - | | **-** | - | **-** |
| 4188 | Water Asset Management Systems | W2 | 27.0% | 132 | 100 | **232** | 100 | 100 | 100 | 100 | **632** | 500 | **1,132** |
| 4196 | Concrete Reservoirs Inspections & Renewal | W2 | 27.0% | - | 3,160 | **3,160** | 2,795 | 2,225 | 2,765 | 1,515 | **12,460** | 4,985 | **17,445** |
| 4893 | Facilities Upgrades | W2 | 27.0% | - | 16,250 | **16,250** | 11,351 | 10,200 | 9,000 | 9,000 | **55,801** | 50,000 | **105,801** |
| 4903 | Pumping Stn & Reservoir Decommissioning | W2 | 27.0% | - | | | - | - | - | | **-** | - | **-** |
| 4911 | Regulatory Requirements Upgrades | W2 | 27.0% | 37 | 39 | **76** | 50 | - | - | - | **126** | - | **126** |
| 4964 | Steel Reservoirs Inspections & Recoating | W2 | 27.0% | 75 | 1,289 | **1,364** | 335 | 3,400 | 335 | 485 | **5,919** | 5,315 | **11,234** |
| 4969 | SCADA Communications Strategy & Upgrade | W2 | 27.0% | (1,313) | 6,668 | **5,355** | 4,045 | 4,425 | 6,460 | 420 | **20,705** | 2,700 | **23,405** |
| | **TOTAL INFRASTRUCTURE REPLACEMENT** | | | **(327)** | **29,781** | **29,454** | **20,658** | **21,540** | **19,945** | **13,138** | **104,735** | **71,380** | **176,115** |
| | **300-UPGRADES, EXPANSIONS & NEW FACILITIES** | | | | | | | | | | | | |
| 4014 | Integrated Urban System Groundwater Supply | | 100.0% | - | | | - | - | - | | **-** | - | **-** |
| 4015 | Laurel Tank WTP | W1 | 100.0% | 2,266 | 3,234 | **5,500** | 1,027 | 860 | - | | **7,387** | 2,500 | **9,887** |
| 4024 | Mannheim WTP RMP Supernatant | W2 | 26.4% | 33 | 584 | **617** | 310 | 2,000 | 2,000 | | **4,927** | - | **4,927** |
| 4044 | Production Treatment Facilities Sys Expansion | W1 | 100.0% | - | | | - | - | - | 1,000 | **1,000** | 7,000 | **8,000** |
| 4051 | Pumping and Storage Facilities Sys Expansion | W1 | 100.0% | - | | | - | - | - | | **-** | 11,000 | **11,000** |
| 4132 | Brownfields Redevelopment Strategy (990xx) | W2 | 0.0% | - | | | - | - | - | | **-** | - | **-** |
| 4134 | Maple Grove Area Water Supply System | W1 | 100.0% | - | | | | 200 | 200 | 100 | **500** | 9,280 | **9,780** |
| 4160 | William St. & Strange St. Upgrades | W2 | 26.4% | (1,019) | 5,357 | **4,338** | 3,305 | 1,807 | 1,350 | | **10,800** | - | **10,800** |
| 4173 | Conestoga Plains and West Montrose System Upgrades | W2 | 26.4% | 35 | 182 | **217** | - | - | - | | **217** | - | **217** |
| 4175 | New Hamburg Reservoir Expansion | W1 | 36.3% | - | | | 100 | 500 | 1,000 | 1,500 | **3,100** | 1,500 | **4,600** |
| 4181 | Cambridge Water Distribution Upgrades | W2 | 26.4% | (433) | 8,947 | **8,514** | 6,000 | 5,625 | 6,680 | 8,760 | **35,579** | 16,980 | **52,559** |
| 4187 | Manganese Treatment Upgrades | W2 | 27.0% | 1,005 | 683 | **1,688** | 815 | 975 | 1,350 | 5,950 | **10,778** | 53,410 | **64,188** |
| 4189 | Elmira and St. Jacobs Water Supply Optimization | W1 | 100.0% | 248 | 102 | **350** | 2,250 | 4,100 | 1,000 | | **7,700** | - | **7,700** |
| 4904 | LTWS ASR Stages 1 + 2 | W1 | 100.0% | (711) | 2,962 | **2,251** | 715 | - | 500 | 2,000 | **5,466** | 8,000 | **13,466** |
| 4191 | Mannheim WTP Optimization | W2 | 26.4% | - | 4,455 | **4,455** | 8,645 | 5,575 | 8,510 | 10,580 | **37,765** | 33,920 | **71,685** |
| 4192 | Emerging Water Treatment Requirements | W2 | 27.0% | 30 | 20 | **50** | 50 | 100 | 100 | 100 | **400** | 3,750 | **4,150** |
| 4194 | Heidelberg Water Supply Optimization | W2 | 34.7% | 13 | 568 | **581** | 406 | 1,060 | 3,060 | | **5,107** | 500 | **5,607** |
| 4195 | Greenbrook WTP Upgrades | W2 | 26.4% | - | | | 750 | 750 | 25 | 25 | **1,550** | 9,925 | **11,475** |
| | **TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES** | | | **1,467** | **27,094** | **28,561** | **24,373** | **23,552** | **25,775** | **30,015** | **132,276** | **157,765** | **290,041** |

**Water**
**Ten Year Capital Budget & Forecast (Thousands)**
**2022-2031**

| | | TYPE (1) | RDC SHARE | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022-2026 Subtotal** | 2027-2031 Subtotal | **2022-2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **400-WATERMAINS** | | | | | | | | | | | | |
| 4082 | Watermain Upgrades | W2 | 27.0% | 1,209 | 4,132 | **5,341** | 3,750 | 4,785 | 5,310 | 3,600 | **22,786** | 11,500 | **34,286** |
| 4083 | New Watermain | W1 | 100.0% | 300 | | **300** | 4,132 | 4,310 | 5,350 | 4,750 | **18,842** | 8,500 | **27,342** |
| 4086 | Baden New Hamburg Watermains | W1 | 100.0% | 45 | 2,553 | **2,598** | 2,590 | 1,500 | 500 | | **7,188** | - | **7,188** |
| 4155 | Tri City Distribution Upgrades | W1 | 100.0% | 338 | | **338** | 175 | 1,775 | 2,825 | 1,425 | **6,538** | 2,500 | **9,038** |
| 4156 | Kitchener Zone(s) 2/4 Distribution Upgrades | W1 | 100.0% | 442 | | **442** | 600 | 550 | - | | **1,592** | - | **1,592** |
| 4161 | Kitchener Zone 4 Trunk Watermain | W1 | 100.0% | 369 | 200 | **569** | - | - | - | | **569** | - | **569** |
| 4178 | Weber St. - Connection Kitchener to Waterloo | W1 | 100.0% | - | | | - | - | - | | **-** | - | **-** |
| 4179 | Charles St. - LRT Replacement Cost Sharing | W2 | 25.1% | - | | | - | - | - | | **-** | - | **-** |
| | **TOTAL WATERMAINS** | | | **2,703** | **6,885** | **9,588** | **11,247** | **12,920** | **13,985** | **9,775** | **57,515** | **22,500** | **80,015** |
| | **FACILITIES MANAGED CAPITAL RENEWAL** | | | | | | | | | | | | |
| 78040 | Water Building Renewal | W2 | 27.0% | 452 | 1,076 | **1,528** | 1,120 | 1,334 | 930 | 819 | **5,730** | 4,531 | **10,261** |
| | **TOTAL FACILITIES MANAGED CAPITAL RENEWAL** | | | **452** | **1,076** | **1,528** | **1,120** | **1,334** | **930** | **819** | **5,730** | **4,531** | **10,261** |
| | **TOTAL EXPENDITURE** | | | **6,792** | **70,212** | **77,004** | **63,473** | **64,406** | **64,482** | **57,532** | **326,896** | **285,976** | **612,872** |

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

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

**The Regional Municipality of Waterloo**
**Water Supply User Rate Model for 2022-2031 (Thousands)**

| | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---|---|---|---|---|---|---|---|---|---|---|
| Compensation | 12,074 | 12,316 | 12,562 | 12,813 | 13,070 | 13,331 | 13,598 | 13,870 | 14,147 | 14,430 |
| Other expenses | 8,927 | 9,061 | 9,197 | 9,335 | 9,475 | 9,617 | 9,762 | 9,908 | 10,057 | 10,207 |
| Utilities | 6,800 | 7,140 | 7,497 | 7,871 | 8,265 | 8,678 | 9,112 | 9,568 | 10,046 | 10,548 |
| GRCA | 2,858 | 2,922 | 2,988 | 3,055 | 3,124 | 3,194 | 3,266 | 3,339 | 3,414 | 3,491 |
| Central admin charges | 2,090 | 2,090 | 2,090 | 2,090 | 2,090 | 2,090 | 2,090 | 2,090 | 2,090 | 2,090 |
| System expansion | | 580 | 639 | 623 | 833 | 871 | 935 | 851 | 867 | 883 |
| Transfer to/(from) Rate Stabilization Reserve | - | - | - | | | | | | | |
| Interdepartmental charges | 3,254 | 3,303 | 3,353 | 3,403 | 3,454 | 3,506 | 3,558 | 3,612 | 3,666 | 3,721 |
| Transfer to corporate reserves | 682 | 692 | 703 | 713 | 724 | 735 | 746 | 757 | 768 | 780 |
| **Total Operating Expenses** | **36,685** | **38,104** | **39,028** | **39,904** | **41,035** | **42,022** | **43,067** | **43,995** | **45,055** | **46,151** |
| Debt Charges - Non Growth | | | | | | | 771 | 2,203 | 2,203 | 2,203 |
| Debt Charges - RDCs | | 894 | 1,828 | 2,859 | 3,800 | 4,563 | 5,168 | 5,928 | 6,754 | 7,524 |
| Transfer to Capital Reserve | 25,409 | 26,027 | 27,206 | 28,499 | 29,608 | 31,632 | 32,954 | 34,270 | 36,617 | 39,073 |
| Prior Year Oversizing (to Capital Reserve) | 4,231 | 4,231 | 786 | 786 | 786 | 786 | 786 | 786 | 786 | 786 |
| RDC Exemption Funding | 2,075 | 2,075 | 2,075 | 2,075 | 2,075 | 2,075 | 2,075 | 1,670 | 1,670 | 1,670 |
| **Capital Financing** | **31,715** | **33,227** | **31,894** | **34,218** | **36,269** | **39,055** | **41,754** | **44,856** | **48,030** | **51,256** |
| **Gross Expenditure** | **68,401** | **71,331** | **70,922** | **74,123** | **77,303** | **81,077** | **84,821** | **88,851** | **93,086** | **97,407** |
| Interdepartmental recoveries | (2,731) | (2,772) | (2,813) | (2,856) | (2,898) | (2,942) | (2,986) | (3,031) | (3,076) | (3,122) |
| Prior Year Oversizing (from DC Reserve Fund) | (4,231) | (4,231) | (786) | (786) | (786) | (786) | (786) | (786) | (786) | (786) |
| Transfer from RDC Reserve Fund | | (894) | (1,828) | (2,859) | (3,800) | (4,563) | (5,168) | (5,928) | (6,754) | (7,524) |
| Subtotal Recoveries | (6,962) | (7,897) | (5,427) | (6,500) | (7,484) | (8,291) | (8,940) | (9,744) | (10,616) | (11,432) |
| **Net Expenditure** | **61,439** | **63,435** | **65,495** | **67,623** | **69,819** | **72,787** | **75,881** | **79,107** | **82,469** | **85,975** |
| **Non-Rate Revenue** | | | | | | | | | | |
| Fees | (60) | (61) | (62) | (63) | (64) | (65) | (66) | (67) | (68) | (69) |
| **Total Non-Rate Revenue** | **(60)** | **(61)** | **(62)** | **(63)** | **(64)** | **(65)** | **(66)** | **(67)** | **(68)** | **(69)** |
| Surplus/(Shortfall) - Stabilization Reserve | | | | | | | | | | |
| **RATE REVENUE** | **61,379** | **63,374** | **65,433** | **67,560** | **69,755** | **72,722** | **75,815** | **79,040** | **82,402** | **85,906** |
| **Rate ($)** | **$ 1.1271** | **$ 1.1598** | **$ 1.1934** | **$ 1.2280** | **$ 1.2636** | **$ 1.3129** | **$ 1.3641** | **$ 1.4173** | **$ 1.4726** | **$ 1.5300** |
| **Rate increase (%)** | **2.9%** | **2.9%** | **2.9%** | **2.9%** | **2.9%** | **3.9%** | **3.9%** | **3.9%** | **3.9%** | **3.9%** |
| **Volume (m3 million)** | 54.457 | 54.457 | 54.643 | 54.828 | 55.015 | 55.202 | 55.390 | 55.578 | 55.767 | 55.956 |

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

| | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Opening Balance** | **68,359** | **52,832** | **46,009** | **36,024** | **23,799** | **15,794** | **11,785** | **14,445** | **7,155** | **7,794** |
| Contribution from Operating | 25,409 | 26,027 | 27,206 | 28,499 | 29,608 | 31,632 | 32,954 | 34,270 | 36,617 | 39,073 |
| Other adjustments | | | | | | | 5,000 | | | |
| Contribution from RDC Reserve - prior oversizing | 4,231 | 4,231 | 786 | 786 | 786 | 786 | 786 | 786 | 786 | 786 |
| Net Transfer to Capital | (46,367) | (38,059) | (38,789) | (42,101) | (38,791) | (36,698) | (36,290) | (42,559) | (36,911) | (32,767) |
| Interest | 1,200 | 979 | 812 | 592 | 392 | 273 | 210 | 214 | 148 | 227 |
| **Capital Reserve Closing Balance** | **52,832** | **46,009** | **36,024** | **23,799** | **15,794** | **11,785** | **14,445** | **7,155** | **7,794** | **15,113** |

**Water Stabilization Reserve Projection (Thousands)**

| | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Opening Balance** | **12,423** | **12,423** | **12,423** | **12,423** | **12,423** | **12,423** | **12,423** | **7,423** | **7,423** | **7,423** |
| Transfer (to)/from Operating Surplus/(Shortfall) | - | - | - | | | | | | | |
| Transfer to Capital Reserve | | | | | | | (5,000) | | | |
| **Stabilization Reserve Closing Balance** | **12,423** | **12,423** | **12,423** | **12,423** | **12,423** | **12,423** | **7,423** | **7,423** | **7,423** | **7,423** |

# THE REGIONAL MUNICIPALITY OF WATERLOO

2022 Operating Budget ($ thousands)

Wastewater Treatment

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 3,709 | 3,695 | (14) | (0.4%) |
| Benefits & Allowances | 1,061 | 1,077 | 16 | 1.5% |
| Supplies | 566 | 567 | 1 | 0.2% |
| Maintenance | 317 | 317 | | |
| Utilities | 6,547 | 6,152 | (395) | (6.0%) |
| Equipment | 96 | 96 | | |
| Construction | | | | |
| Professional Fees & Services | 4,331 | 4,516 | 185 | 4.3% |
| Property Taxes | 1,376 | 1,575 | 199 | 14.5% |
| Financial Expenses | 70 | 70 | | |
| Communications | 167 | 182 | 15 | 9.0% |
| Travel | 26 | 27 | 1 | 3.8% |
| Ontario Clean Water Agency | 13,200 | 13,860 | 660 | 5.0% |
| Insurance | 276 | 300 | 24 | 8.7% |
| Transfer to Corporate Reserves | 58 | 60 | 2 | 3.4% |
| Transfer to Stabilization Reserve | 500 | 500 | | |
| Grand River Conservation Authority | 3,381 | 3,449 | 68 | 2.0% |
| Central Administration Charges | 1,756 | 1,756 | | |
| Interdepartmental Charges | 4,144 | 4,120 | (24) | (0.6%) |
| ***Subtotal - Operating*** | ***41,581*** | ***42,318*** | ***737*** | ***1.8%*** |
| Debt Servicing | 19,510 | 19,659 | 149 | 0.8% |
| Transfers to Capital Reserve | 26,038 | 24,751 | (1,287) | (4.9%) |
| Prior Year Oversizing | 1,837 | 1,837 | | |
| Discretionary DC Exemptions | 2,584 | 3,400 | 816 | 31.6% |
| ***Subtotal - Capital Financing*** | ***49,969*** | ***49,647*** | ***(322)*** | ***(0.6%)*** |
| **Gross Expenditure** | **91,550** | **91,965** | **415** | **0.5%** |
| Interdepartmental Recoveries | (2,137) | (2,144) | (7) | 0.3% |
| External Recoveries | | | | |
| Prior Year Oversizing | (1,837) | (1,837) | | |
| Contribution from RDC Reserve Funds | (9,056) | (9,210) | (154) | 1.7% |
| **Net Expenditure** | **78,520** | **78,773** | **253** | **0.3%** |
| **Revenue** | | | | |
| Over Strength Surcharge | 970 | 1,020 | 50 | 5.2% |
| Septage | 155 | 155 | | |
| Fees & Charges | 516 | 524 | 8 | 1.6% |
| ***Subtotal - Non-Rate Revenue*** | ***1,641*** | ***1,699*** | ***58*** | ***3.5%*** |
| **Rate Revenue** | **76,879** | **77,074** | **195** | **0.3%** |
| **Operating Surplus / (Shortfall)** | | | | |

# WasteWater Summary

## Ten Year Capital Budget & Forecast (Thousands)
## 2022 - 2031

| | Previous Unspent Approvals | 2022 New Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022-2026 Subtotal** | 2027-2031 Subtotal | **2022-2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **Summary** | | | | | | | | | | |
| **Expenditure** | | | | | | | | | | |
| Planning & Studies | 195 | 752 | **947** | 915 | 1,100 | 1,510 | 1,215 | **5,687** | 5,165 | **10,852** |
| Asset Management | 2,293 | 18,764 | **21,057** | 16,144 | 12,887 | 16,862 | 16,605 | **83,555** | 73,194 | **156,749** |
| Upgrades, Expansion & New Facilities | 586 | 29,375 | **29,961** | 27,683 | 25,595 | 24,860 | 26,460 | **134,559** | 131,745 | **266,304** |
| Biosolids | 386 | 10,087 | **10,473** | 9,700 | 5,410 | - | 200 | **25,783** | 800 | **26,583** |
| **Total Expenditure** | **3,460** | **58,978** | **62,438** | **54,442** | **44,992** | **43,232** | **44,480** | **249,584** | 210,904 | **460,488** |
| **Funding & Financing** | | | | | | | | | | |
| **Grants and Recoveries** | - | 233 | **233** | - | - | - | - | **233** | - | **233** |
| **Development Charge** | | | | | | | | | | |
| Development Charge Reserve Fund | 415 | 7,318 | **7,733** | 8,931 | 8,434 | 8,289 | 9,611 | **42,998** | 52,373 | **95,370** |
| Debentures - Development Charge | - | 9,478 | **9,478** | 6,700 | 4,300 | 4,400 | 3,400 | **28,278** | 30,600 | **58,878** |
| **User Rates** | | | | | | | | | - | |
| Wastewater Reserve Fund | 3,045 | 41,949 | **44,994** | 38,772 | 32,033 | 24,543 | 26,469 | **166,812** | 116,752 | **283,564** |
| Vehicle & Equipment Reserve | - | - | **-** | 39 | 225 | - | - | **264** | 179 | **443** |
| Debentures - User Rates | - | - | **-** | - | - | 6,000 | 5,000 | **11,000** | 11,000 | **22,000** |
| **Total Funding & Financing** | **3,460** | **58,978** | **62,438** | **54,442** | **44,992** | **43,232** | **44,480** | **249,584** | 210,904 | **460,488** |

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

# Wastewater
## Ten Year Capital Budget & Forecast (Thousands)
## 2022 - 2031

| | | TYPE (1) | RDC SHARE | Previous Unspent Approvals | 2022 New Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022-2026 Subtotal** | 2027-2031 Subtotal | **2022-2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **PLANNING & STUDIES** | | | | | | | | | | | | |
| 8270 | Biosolids Masterplan Update | WW2 | 27.0% | - | - | **-** | - | | 400 | 400 | **800** | 400 | **1,200** |
| 8281 | River Sampling Program | WW2 | 27.0% | 39 | 361 | **400** | 415 | 450 | 460 | 465 | **2,190** | 2,415 | **4,605** |
| 8286 | Baden & New Hamburg MP Update | WW1 | 100.0% | 80 | 26 | **106** | - | - | - | | **106** | - | **106** |
| 8288 | Other Studies | WW2 | 27.0% | 51 | 80 | **131** | 100 | 100 | 100 | 100 | **531** | 500 | **1,031** |
| 8311 | Spills Clean-up/Site Remediation (100% recoverable) | WW2 | 0.0% | 25 | 25 | **50** | 50 | 50 | 50 | 50 | **250** | 250 | **500** |
| 8337 | Wellesley Wastewater Master Plan | WW1 | 100.0% | - | 60 | **60** | 150 | - | - | | **210** | - | **210** |
| 8738 | WWTP Operating Agreement | WW2 | 0.0% | - | - | **-** | | | | | **-** | - | **-** |
| 8750 | Rural Water Quality Program | WW2 | 27.0% | - | 200 | **200** | 200 | 200 | 200 | 200 | **1,000** | 1,000 | **2,000** |
| 8779 | Wastewater Master Plan | WW1 | 100.0% | - | - | **-** | | 300 | 300 | | **600** | 600 | **1,200** |
| | **TOTAL PLANNING & STUDIES** | | | **195** | **752** | **947** | **915** | **1,100** | **1,510** | **1,215** | **5,687** | **5,165** | **10,852** |
| | **ASSET MANAGEMENT** | | | | | | | | | | | | |
| 8277 | Fleet Replacements | WW2 | 0.0% | - | - | **-** | 39 | 225 | | | **264** | 179 | **443** |
| 8305 | Wastewater Treatment Upgrades | WW2 | 27.0% | 50 | 470 | **520** | 384 | 300 | 300 | 300 | **1,804** | 1,500 | **3,304** |
| 8307 | Kitchener & Waterloo Infrastructure Upgrades | WW2 | 26.1% | 1,565 | 6,435 | **8,000** | 5,611 | 4,050 | 4,500 | 5,000 | **27,161** | 25,090 | **52,251** |
| 8308 | Cambridge Infrastructure Upgrades | WW2 | 24.3% | 800 | 2,791 | **3,591** | 3,988 | 3,400 | 3,400 | 4,100 | **18,479** | 19,925 | **38,404** |
| 8309 | Rural Infrastructure Upgrades | WW2 | 42.1% | 789 | 2,810 | **3,599** | 3,955 | 2,000 | 3,000 | 3,000 | **15,554** | 16,600 | **32,154** |
| 8310 | Sewage PSs Infrastructure Upgrades | WW2 | 27.0% - | 1,188 | 4,887 | **3,699** | 1,015 | 1,810 | 4,605 | 3,105 | **14,234** | 4,500 | **18,734** |
| 8327 | Wastewater Asset Management | WW2 | 27.0% | 29 | 940 | **969** | 702 | 652 | 607 | 650 | **3,580** | 3,250 | **6,830** |
| 8332 | Wastewater Asset Management Systems | WW2 | 27.0% | 132 | 100 | **232** | 100 | 100 | 100 | 100 | **632** | 400 | **1,032** |
| 8801 | Laboratory Equipment & Upgrades | WW2 | 0.0% | 116 | 331 | **447** | 350 | 350 | 350 | 350 | **1,847** | 1,750 | **3,597** |
| | **TOTAL INFRASTRUCTURE REPLACEMENT** | | | **2,293** | **18,764** | **21,057** | **16,144** | **12,887** | **16,862** | **16,605** | **83,555** | **73,194** | **156,749** |

# Wastewater
## Ten Year Capital Budget & Forecast (Thousands)
## 2022 - 2031

| | | TYPE (1) | RDC SHARE | Previous Unspent Approvals | 2022 New Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022-2026 Subtotal** | 2027-2031 Subtotal | **2022-2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **UPGRADES, EXPANSIONS & NEW FACILITIES** | | | | | | | | | | | | |
| 8242 | Hespeler Expansion | WW1 | 27.8% | (794) | 6,025 | **5,231** | 650 | - | - | | **5,881** | - | **5,881** |
| 8267 | Wellesley Expansion | WW1 | 100.0% | - | - | **-** | | | | 200 | **200** | 9,200 | **9,400** |
| 8279 | SCADA System | WW2 | 27.0% | 225 | 775 | **1,000** | 4,362 | 3,400 | 2,150 | 1,450 | **12,362** | 18,490 | **30,852** |
| 8289 | Galt Process Upgrades | WW2 | 24.7% | (3,701) | 9,000 | **5,299** | 5,715 | 13,850 | 7,440 | 4,525 | **36,829** | 8,525 | **45,354** |
| 8301 | St. Jacobs Upgrade | WW1 | 30.9% | 242 | - | **242** | 230 | 2,410 | 560 | | **3,442** | - | **3,442** |
| 8302 | East Side Final PS & Force Main | WW1 | 100.0% | 0 | - | **-** | - | - | - | | **-** | 700 | **700** |
| 8315 | Elmira Upgrades | WW2 | 50.8% | 154 | 2,769 | **2,923** | 1,550 | 1,100 | 780 | 1,080 | **7,433** | 1,660 | **9,093** |
| 8316 | Waterloo Expansion | WW1 | 100.0% | 7 | - | **7** | | | | | **7** | - | **7** |
| 8317 | Baden/New Hamburg Expansion | WW1 | 100.0% | | - | **-** | | | | | **-** | - | **-** |
| 8323 | Preston Treatment Upgrades | WW2 | 18.1% | 30 | - | **30** | 20 | - | - | 2,000 | **2,050** | 6,000 | **8,050** |
| 8324 | Southern Ayr Wastewater System | WW1 | 100.0% | 130 | - | **130** | - | - | - | | **130** | - | **130** |
| 8325 | Heidelberg Upgrades | WW2 | 0.0% | 0 | - | **-** | - | - | - | | **-** | - | **-** |
| 8326 | Foxboro Upgrades | WW2 | 0.0% | 136 | - | **136** | - | - | - | | **136** | - | **136** |
| 8328 | Kitchener WWTP Influent Channel Twinning | WW2 | 28.7% | 405 | 175 | **580** | - | - | - | | **580** | - | **580** |
| 8329 | Spring Valley PS Upgrades | WW2 | 27.0% | 417 | 200 | **617** | | 230 | 430 | 1,950 | **3,227** | 16,100 | **19,327** |
| 8330 | Septage Receiving Facility | WW2 | 0.0% | 3,009 | - | **3,009** | 293 | - | - | | **3,302** | - | **3,302** |
| 8333 | Waterloo WWTP Outfall Upgrade | WW2 | 21.1% | 50 | - | **50** | | | | | **50** | 550 | **600** |
| 8334 | St. Jacobs Expansion | WW1 | 100.0% | 0 | 50 | **50** | 150 | 155 | 255 | 305 | **915** | 6,370 | **7,285** |
| 8335 | Elmira Expansion | WW1 | 100.0% | 0 | - | **-** | - | 200 | 200 | 300 | **700** | 16,600 | **17,300** |
| 8336 | Waterloo Upgrades | WW2 | 21.1% | 0 | 50 | **50** | 200 | 90 | 70 | | **410** | - | **410** |
| 8797 | Kitchener Process Upgrades | WW2 | 28.7% | 216 | 9,892 | **10,108** | 14,335 | 4,160 | 12,975 | 14,650 | **56,228** | 47,550 | **103,778** |
| 8809 | Waterloo Process Upgrade | WW2 | 21.1% | 60 | 439 | **499** | 178 | - | - | | **677** | - | **677** |
| | **TOTAL UPGRADES, EXPANSIONS & NEW FACILITIES** | | | **586** | **29,375** | **29,961** | **27,683** | **25,595** | **24,860** | **26,460** | **134,559** | **131,745** | **266,304** |
| | **BIOSOLIDS** | | | | | | | | | | | | |
| 8275 | Biosolids Management Facility | WW2 | 27.0% | (406) | 8,068 | **7,662** | 9,700 | 5,410 | - | | **22,772** | - | **22,772** |
| 8322 | Cogeneration & Other Biosolids Upgrades | WW2 | 27.0% | 792 | 2,019 | **2,811** | - | - | - | | **2,811** | - | **2,811** |
| 8331 | Biosolids Class EA | WW2 | 27.0% | - | - | **-** | - | - | - | 200 | **200** | 800 | **1,000** |
| | **TOTAL BIOSOLIDS** | | | **386** | **10,087** | **10,473** | **9,700** | **5,410** | **-** | **200** | **25,783** | **800** | **26,583** |
| | **TOTAL EXPENDITURE** | | | **3,460** | **58,978** | **62,438** | **54,442** | **44,992** | **43,232** | **44,480** | **249,584** | **210,904** | **460,488** |

(1) WW1 - Projects related to quantitative level of service.
(2) WW2 - Projects related to qualitative level of service.

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

**The Regional Municipality of Waterloo**
**Wastewater Treatment User Rate Model for 2022-2031 (Thousands)**

| | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---|---|---|---|---|---|---|---|---|---|---|
| Compensation | 4,749 | 4,844 | 4,941 | 5,040 | 5,141 | 5,244 | 5,348 | 5,455 | 5,565 | 5,676 |
| Utilities | 6,152 | 6,459 | 6,782 | 7,121 | 7,477 | 7,851 | 8,244 | 8,656 | 9,089 | 9,543 |
| OCWA | 13,860 | 14,068 | 14,279 | 14,493 | 14,711 | 14,932 | 15,156 | 15,383 | 15,614 | 15,848 |
| GRCA | 3,449 | 3,526 | 3,606 | 3,687 | 3,770 | 3,855 | 3,941 | 4,030 | 4,121 | 4,214 |
| Central admin charges | 1,756 | 1,756 | 1,756 | 1,756 | 1,756 | 1,756 | 1,756 | 1,756 | 1,756 | 1,756 |
| Other expenses | 7,302 | 7,411 | 7,522 | 7,635 | 7,750 | 7,866 | 7,984 | 8,104 | 8,225 | 8,348 |
| System expansion | 0 | 330 | 1,200 | 1,740 | 2,699 | 3,354 | 3,963 | 4,593 | 5,248 | 5,927 |
| Interdepartmental charges | 4,120 | 4,182 | 4,244 | 4,308 | 4,373 | 4,438 | 4,505 | 4,572 | 4,641 | 4,710 |
| Transfer to corporate reserves | 360 | 366 | 371 | 377 | 382 | 388 | 394 | 400 | 406 | 412 |
| Transfer to/(from) Rate Stabilization Reserve | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 |
| **Total Operating Expenses** | **42,248** | **43,443** | **45,203** | **46,658** | **48,559** | **50,183** | **51,790** | **53,450** | **55,163** | **56,934** |
| Debt Charges - Non Growth | 10,518 | 10,530 | 10,523 | 10,300 | 10,954 | 11,038 | 10,180 | 8,967 | 8,960 | 8,956 |
| Debt Charges - RDCs | 9,210 | 9,851 | 10,303 | 10,593 | 10,888 | 11,115 | 11,423 | 11,803 | 12,119 | 12,492 |
| Prior Year Oversizing (to Capital Reserve) | 1,837 | 1,837 | 1,837 | 1,837 | 1,837 | 1,837 | 1,837 | 1,837 | 1,837 | 1,837 |
| DC Exemption Cost | 3,400 | 3,400 | 3,400 | 3,400 | 3,400 | 3,400 | 3,400 | 2,406 | 2,406 | 2,406 |
| Transfer to Capital Reserve | 24,806 | 23,906 | 25,499 | 27,753 | 28,832 | 30,030 | 32,281 | 35,927 | 37,415 | 38,948 |
| **Impact of Capital Program** | **49,772** | **49,524** | **51,563** | **53,884** | **55,911** | **57,420** | **59,122** | **60,939** | **62,738** | **64,640** |
| **Base Expenditure** | **92,020** | **92,967** | **96,765** | **100,541** | **104,470** | **107,603** | **110,912** | **114,389** | **117,902** | **121,574** |
| Interdepartmental recoveries | (2,144) | (2,176) | (2,209) | (2,242) | (2,276) | (2,310) | (2,344) | (2,380) | (2,415) | (2,451) |
| Prior Year Oversizing (from DC Reserve Fund) | (1,837) | (1,837) | (1,837) | (1,837) | (1,837) | (1,837) | (1,837) | (1,837) | (1,837) | (1,837) |
| Transfer from RDC Reserve | (9,210) | (9,851) | (10,303) | (10,593) | (10,888) | (11,115) | (11,423) | (11,803) | (12,119) | (12,492) |
| Subtotal Recoveries | (13,192) | (13,864) | (14,350) | (14,672) | (15,001) | (15,262) | (15,605) | (16,020) | (16,372) | (16,781) |
| **Net Base Expenditure** | **78,828** | **79,103** | **82,416** | **85,869** | **89,469** | **92,342** | **95,307** | **98,369** | **101,530** | **104,793** |
| **Non-Rate Revenue** | | | | | | | | | | |
| Fees | (524) | (532) | (540) | (548) | (556) | (564) | (573) | (582) | (590) | (599) |
| Over Strength Surcharge | (1,020) | (1,035) | (1,051) | (1,067) | (1,083) | (1,099) | (1,115) | (1,132) | (1,149) | (1,166) |
| Other revenue - Septage | (155) | (155) | (155) | (155) | (155) | (155) | (155) | (155) | (155) | (155) |
| **Total Non-Rate Revenue** | **(1,699)** | **(1,722)** | **(1,746)** | **(1,770)** | **(1,794)** | **(1,818)** | **(1,843)** | **(1,869)** | **(1,894)** | **(1,920)** |
| Surplus/(Shortfall) from Stabilization Reserve | | | | | | | | | | |
| **BASE RATE REVENUE** | **77,129** | **77,380** | **80,670** | **84,100** | **87,675** | **90,523** | **93,464** | **96,501** | **99,636** | **102,873** |
| **Rate ($)** | **$ 1.3429** | **$ 1.3953** | **$ 1.4497** | **$ 1.5062** | **$ 1.5650** | **$ 1.6104** | **$ 1.6571** | **$ 1.7051** | **$ 1.7546** | **$ 1.8054** |
| **Rate increase (%)** | **2.9%** | **3.9%** | **3.9%** | **3.9%** | **3.9%** | **2.9%** | **2.9%** | **2.9%** | **2.9%** | **2.9%** |
| **Volume (m3 million)** | 57.133 | 55.419 | 55.607 | 55.796 | 55.986 | 56.177 | 56.368 | 56.559 | 56.751 | 56.944 |

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

| | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Opening Balance** | **40,562** | **22,839** | **9,001** | **2,533** | **4,919** | **5,409** | **5,191** | **10,983** | **25,980** | **34,385** |
| Contribution from Operating | 24,806 | 23,906 | 25,499 | 27,753 | 28,832 | 30,030 | 32,281 | 35,927 | 37,415 | 38,948 |
| Contribution from RDC Reserve - prior oversizing | 1,837 | 1,837 | 1,837 | 1,837 | 1,837 | 1,837 | 1,837 | 1,837 | 1,837 | 1,837 |
| Net transfer to capital | (44,994) | (39,896) | (33,918) | (27,278) | (30,282) | (32,190) | (28,486) | (23,133) | (31,445) | (28,927) |
| Interest | 628 | 315 | 114 | 74 | 102 | 105 | 160 | 366 | 598 | 806 |
| **Capital Reserve Closing Balance** | **22,839** | **9,001** | **2,533** | **4,919** | **5,409** | **5,191** | **10,983** | **25,980** | **34,385** | **47,050** |

**Wastewater Stabilization Reserve Projection (Thousands)**

| | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Opening Balance** | **7,406** | **7,906** | **8,406** | **8,906** | **9,406** | **9,906** | **10,406** | **10,906** | **11,406** | **11,906** |
| Transfer (to)/from Operating | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 |
| Surplus/(Shortfall) | | | | | | | | | | |
| **Stabilization Reserve Closing Balance** | **7,906** | **8,406** | **8,906** | **9,406** | **9,906** | **10,406** | **10,906** | **11,406** | **11,906** | **12,406** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Water Distribution Systems

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 268 | 273 | 5 | 1.9% |
| Benefits & Allowances | 80 | 83 | 3 | 3.8% |
| Supplies | 18 | 19 | 1 | 5.6% |
| Maintenance | 311 | 310 | (1) | (0.3%) |
| Professional Fees & Services | 87 | 80 | (7) | (8.0%) |
| Financial Expenses | | | | |
| Communications | 2 | 2 | | |
| Travel | 1 | 1 | | |
| Insurance | 5 | 6 | 1 | 20.0% |
| Wholesale Water Purchases | 1,155 | 1,188 | 33 | 2.9% |
| Transfer to Stabilization Reserve | 50 | | (50) | (100.0%) |
| Transfer to Corporate Reserves | 11 | 11 | | |
| Interdepartmental Charges | 208 | 221 | 13 | 6.3% |
| ***Subtotal - Operating*** | ***2,195*** | ***2,193*** | ***(2)*** | ***(0.1%)*** |
| Transfers to Capital Reserve | 707 | 758 | 51 | 7.2% |
| ***Subtotal - Capital Financing*** | ***707*** | ***758*** | ***51*** | ***7.2%*** |
| **Gross Expenditure** | **2,902** | **2,951** | **49** | **1.7%** |
| Interdepartmental Recoveries | (114) | (85) | 29 | (25.4%) |
| **Net Expenditure** | **2,788** | **2,867** | **79** | **2.8%** |
| **Revenue** | | | | |
| Fees & Charges | 18 | 18 | | |
| ***Subtotal Non-Rate Revenue*** | ***18*** | ***18*** | | |
| Monthly Fixed Fee | 478 | 481 | 3 | 0.6% |
| Rate Revenue | 2,292 | 2,368 | 76 | 3.3% |
| ***Subtotal Rate Revenue*** | ***2,770*** | ***2,849*** | ***79*** | ***2.9%*** |
| **Operating Surplus / (Shortfall)** | | | | |

## Water Distribution

### Ten Year Capital Budget and Forecast (Thousands)
### 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| 02003 Leak Detection and Remedial Work | 288 | 150 | **438** | 100 | 60 | 60 | 60 | **718** | 200 | **918** |
| 02007 Distribution Studies and Upgrades | 90 | 40 | **130** | 40 | 65 | 40 | 65 | **340** | 225 | **565** |
| 02009 Meter Replacement | | | | | 600 | 600 | | **1,200** | | **1,200** |
| 02012 Fleet Replacements Water Distn | | | | | 45 | | | **45** | 50 | **95** |
| **TOTAL EXPENDITURE** | **378** | **190** | **568** | **140** | **770** | **700** | **125** | **2,303** | **475** | **2,778** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3982160 Corporate Fleet Replacement Reserve | | | | | 45 | | | **45** | 50 | **95** |
| **User Rates** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3980550 Water Distribution Reserve | 378 | 190 | **568** | 140 | 425 | 400 | 125 | **1,658** | 425 | **2,083** |
| 3980560 Wastewater Collection Reserve | | | | | 300 | 300 | | **600** | | **600** |
| **TOTAL FUNDING & FINANCING** | **378** | **190** | **568** | **140** | **770** | **700** | **125** | **2,303** | **475** | **2,778** |

**The Regional Municipality of Waterloo**
**Water Distribution User Rate Model for 2022-2031 ($ Thousands)**

| | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---|---|---|---|---|---|---|---|---|---|---|
| Compensation | 354 | 368 | 383 | 398 | 414 | 430 | 448 | 466 | 484 | 504 |
| Other expenses | 414 | 420 | 426 | 433 | 439 | 446 | 452 | 459 | 466 | 473 |
| Transfer to/(from) Rate Stabilization Reserve | | | | | | | | | | |
| Interdepartmental charges | 221 | 224 | 228 | 231 | 235 | 238 | 242 | 245 | 249 | 253 |
| Wholesale Water Purchases | 1,188 | 1,225 | 1,273 | 1,323 | 1,375 | 1,443 | 1,514 | 1,589 | 1,667 | 1,750 |
| Transfer to corporate reserves | 16 | 17 | 17 | 17 | 17 | 18 | 18 | 18 | 18 | 19 |
| **Total Operating Expenditure** | **2,193** | **2,254** | **2,333** | **2,411** | **2,489** | **2,586** | **2,685** | **2,788** | **2,898** | **3,011** |
| Debt Charges - Non Growth | - | - | - | - | - | - | - | - | - | - |
| Transfer to Capital Reserve | 758 | 800 | 805 | 853 | 875 | 912 | 922 | 1,001 | 1,015 | 1,011 |
| **Impact of Capital Program** | **758** | **800** | **805** | **853** | **875** | **912** | **922** | **1,001** | **1,015** | **1,011** |
| **Gross Expenditure** | **2,951** | **3,054** | **3,139** | **3,264** | **3,364** | **3,498** | **3,606** | **3,789** | **3,913** | **4,022** |
| Interdepartmental recoveries | (85) | (86) | (87) | (88) | (90) | (91) | (93) | (94) | (95) | (97) |
| Subtotal Recoveries | (85) | (86) | (87) | (88) | (90) | (91) | (93) | (94) | (95) | (97) |
| **Net Expenditure** | **2,867** | **2,968** | **3,051** | **3,175** | **3,274** | **3,407** | **3,514** | **3,695** | **3,818** | **3,925** |
| **Revenue** | | | | | | | | | | |
| Monthly Fees | (481) | (523) | (533) | (575) | (584) | (626) | (636) | (719) | (737) | (739) |
| Fees and Charges | (18) | (18) | (19) | (19) | (19) | (19) | (20) | (20) | (20) | (21) |
| **Total Revenue** | **(499)** | **(542)** | **(551)** | **(593)** | **(603)** | **(646)** | **(656)** | **(739)** | **(758)** | **(760)** |
| Surplus/(Shortfall) from Stabilization Reserve | | | | | | | | | | |
| **RATE REVENUE** | **2,368** | **2,426** | **2,500** | **2,582** | **2,671** | **2,761** | **2,858** | **2,956** | **3,060** | **3,165** |
| **Rate ($)** | **$3.20** | **$3.28** | **$3.38** | **$3.49** | **$3.61** | **$3.73** | **$3.86** | **$3.99** | **$4.13** | **$4.27** |
| **Rate increase (%)** | **1.9%** | **2.4%** | **2.9%** | **3.4%** | **3.4%** | **3.4%** | **3.4%** | **3.4%** | **3.4%** | **3.4%** |
| **Monthly Rate** | **$ 10.00** | **$ 11.00** | **$ 11.00** | **$ 12.00** | **$ 12.00** | **$ 13.00** | **$ 13.00** | **$ 14.00** | **$ 14.00** | **$ 15.00** |

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

| | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Opening Balance** | **1,590** | **2,023** | **2,738** | **3,166** | **3,668** | **4,505** | **5,448** | **6,391** | **7,465** | **8,578** |
| Transfer from Operating | 758 | 800 | 805 | 853 | 875 | 912 | 922 | 1,001 | 1,015 | 1,011 |
| Other Adjustments | 200 | | | | | | | | | |
| Capital Project Commitment | (568) | (140) | (425) | (400) | (125) | (80) | (105) | (80) | (80) | (80) |
| Capital Inflation | | (4) | (25) | (36) | (15) | (12) | (20) | (18) | (21) | (23) |
| Total Transfer to Capital | (568) | (144) | (450) | (436) | (140) | (92) | (125) | (98) | (101) | (103) |
| Interest | 42 | 59 | 73 | 85 | 101 | 123 | 146 | 171 | 198 | 226 |
| **Capital Reserve Closing Balance** | **2,023** | **2,738** | **3,166** | **3,668** | **4,505** | **5,448** | **6,391** | **7,465** | **8,578** | **9,711** |

**Water Distribution Stabilization Reserve Projection ($ Thousands)**

| | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Opening Balance** | **819** | **619** | **619** | **619** | **619** | **619** | **619** | **619** | **619** | **619** |
| Transfer (to)/from Operating | (200) | | | | | | | | | |
| Operating Shortfall/Surplus | | | | | | | | | | |
| **Stabilization Reserve Closing Balance** | **619** | **619** | **619** | **619** | **619** | **619** | **619** | **619** | **619** | **619** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Wastewater Collection Systems

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Maintenance | | 10 | 10 | |
| Professional Fees & Services | 30 | 30 | | |
| Property Taxes | 4 | 4 | | |
| Contracts | 36 | 38 | 2 | 5.6% |
| Insurance | 4 | 4 | | |
| Wholesale Wastewater Fees | 1,028 | 1,078 | 50 | 4.9% |
| Interdepartmental Charges | 124 | 95 | (29) | (23.4%) |
| ***Subtotal - Operating*** | ***1,225*** | ***1,259*** | ***34*** | ***2.8%*** |
| Transfers to Capital Reserve | 300 | 335 | 35 | 11.7% |
| ***Subtotal - Capital Financing*** | ***300*** | ***335*** | ***35*** | ***11.7%*** |
| **Gross Expenditure** | **1,525** | **1,594** | **69** | **4.5%** |
| **Net Expenditure** | **1,525** | **1,594** | **69** | **4.5%** |
| **Revenue** | | | | |
| Monthly Fixed Fee | 298 | 328 | 30 | 10.1% |
| Rate Revenue | 1,227 | 1,266 | 39 | 3.2% |
| ***Subtotal Rate Revenue*** | ***1,525*** | ***1,594*** | ***69*** | ***4.5%*** |
| **Operating Surplus / (Shortfall)** | | | | |

# Wastewater Collection

## Ten Year Capital Budget and Forecast (Thousands)
## 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| 02033 Replacement & Upgrade Collection Mains | 124 | 170 | **294** | 170 | 170 | 75 | 75 | **784** | 615 | **1,399** |
| 02035 Collection Studies and Upgrades | 59 | 25 | **84** | 75 | 75 | 75 | 75 | **384** | 375 | **759** |
| **TOTAL EXPENDITURE** | **183** | **195** | **378** | **245** | **245** | **150** | **150** | **1,168** | **990** | **2,158** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **User Rates** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3980560 Wastewater Collection Reserve | 183 | 195 | **378** | 245 | 245 | 150 | 150 | **1,168** | 990 | **2,158** |
| **TOTAL FUNDING & FINANCING** | **183** | **195** | **378** | **245** | **245** | **150** | **150** | **1,168** | **990** | **2,158** |

**The Regional Municipality of Waterloo**
**Wastewater Collection Rate Model for 2022 - 2031 (Thousands)**

| | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---|---|---|---|---|---|---|---|---|---|---|
| Other expenses | 82 | 83 | 84 | 85 | 87 | 88 | 89 | 91 | 92 | 93 |
| Transfer to/(from) Rate Stabilization Reserve | - | - | - | - | - | 0 | - | - | - | - |
| Interdepartmental charges | 95 | 96 | 97 | 99 | 100 | 102 | 103 | 105 | 107 | 108 |
| Wholesale Water Purchases | 1,078 | 1,122 | 1,178 | 1,236 | 1,297 | 1,348 | 1,401 | 1,456 | 1,513 | 1,573 |
| Transfer to corporate reserves | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| **Total Operating Expenditure** | **1,259** | **1,305** | **1,364** | **1,425** | **1,489** | **1,542** | **1,598** | **1,656** | **1,716** | **1,779** |
| Debt Charges - Non Growth | - | - | - | - | - | - | - | - | - | - |
| Transfer to Capital Reserve | 335 | 369 | 360 | 374 | 365 | 392 | 392 | 385 | 375 | 368 |
| **Impact of Capital Program** | **335** | **369** | **360** | **374** | **365** | **392** | **392** | **385** | **375** | **368** |
| **Gross Expenditure** | **1,594** | **1,675** | **1,724** | **1,799** | **1,853** | **1,934** | **1,991** | **2,041** | **2,091** | **2,147** |
| **Net Expenditure** | **1,594** | **1,675** | **1,724** | **1,799** | **1,853** | **1,934** | **1,991** | **2,041** | **2,091** | **2,147** |
| **Revenue** | | | | | | | | | | |
| Monthly Fees | (328) | (367) | (375) | (407) | (415) | (448) | (455) | (457) | (458) | (460) |
| **Total Revenue** | **(328)** | **(367)** | **(375)** | **(407)** | **(415)** | **(448)** | **(455)** | **(457)** | **(458)** | **(460)** |
| Surplus/(Shortfall) from Stabilization Reserve | | | | | | | | | | |
| **RATE REVENUE** | **1,266** | **1,307** | **1,349** | **1,391** | **1,439** | **1,487** | **1,535** | **1,584** | **1,633** | **1,687** |
| **Rate ($)** | **$2.39** | **$2.46** | **$2.53** | **$2.60** | **$2.68** | **$2.76** | **$2.84** | **$2.92** | **$3.00** | **$3.09** |
| **Rate increase (%)** | **2.9%** | **2.9%** | **2.9%** | **2.9%** | **2.9%** | **2.9%** | **2.9%** | **2.9%** | **2.9%** | **2.9%** |
| **Monthly Rate** | **$ 9.00** | **$ 10.00** | **$ 10.00** | **$ 11.00** | **$ 11.00** | **$ 12.00** | **$ 12.00** | **$ 12.00** | **$ 12.00** | **$ 12.00** |

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

| | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Opening Balance** | **3,511** | **3,604** | **3,812** | **3,688** | **3,662** | **3,953** | **4,274** | **4,598** | **4,917** | **5,075** |
| Transfer from Operating | 335 | 369 | 360 | 374 | 365 | 392 | 392 | 385 | 375 | 368 |
| Transfer to Capital | (330) | (245) | (545) | (450) | (150) | (150) | (150) | (150) | (270) | (270) |
| Interest | 88 | 92 | 93 | 91 | 94 | 102 | 110 | 117 | 123 | 127 |
| **Ending Balance** | **3,604** | **3,812** | **3,688** | **3,662** | **3,953** | **4,274** | **4,598** | **4,917** | **5,075** | **5,222** |

**Wastewater Collection Stabilization Reserve Projection (Thousands)**

| | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Opening Balance** | **465** | **465** | **465** | **465** | **465** | **465** | **465** | **465** | **465** | **465** |
| Operating Shortfall/Surplus | | | | | | | | | | |
| **Ending Balance** | **465** | **465** | **465** | **465** | **465** | **465** | **465** | **465** | **465** | **465** |

# COMMUNITY SERVICES

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Community Services

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 54,534 | 53,940 | (594) | (1.1%) |
| Benefits | 14,982 | 15,307 | 325 | 2.2% |
| Supplies | 3,153 | 2,919 | (234) | (7.4%) |
| Maintenance | 285 | 255 | (30) | (10.5%) |
| Utilities | | | | |
| Equipment | 595 | 689 | 94 | 15.8% |
| Professional Fees & Services | 2,907 | 3,398 | 491 | 16.9% |
| Property Taxes | 40 | 40 | | |
| Rents | 1,182 | 1,237 | 55 | 4.7% |
| Grants | 25,750 | 32,548 | 6,798 | 26.4% |
| Social Support and Benefit Payments | 187,496 | 190,821 | 3,325 | 1.8% |
| Financial Expenses | 33 | 32 | (1) | (3.0%) |
| Communications | 294 | 266 | (28) | (9.5%) |
| Travel | 232 | 184 | (48) | (20.7%) |
| Insurance | 91 | 84 | (7) | (7.7%) |
| Facility Occupancy Charges | 33,836 | 36,178 | 2,342 | 6.9% |
| Interdepartmental Charges | 7,680 | 7,814 | 134 | 1.7% |
| ***Subtotal - Operating*** | ***333,090*** | ***345,711*** | ***12,621*** | ***3.8%*** |
| Debt Servicing | 4,229 | 2,414 | (1,815) | (42.9%) |
| Transfers to Reserves | 1,618 | 3,392 | 1,774 | 109.6% |
| ***Subtotal - Debt / Reserves / Capital*** | ***5,847*** | ***5,806*** | ***(41)*** | ***(0.7%)*** |
| **Gross Expenditure** | **338,938** | **351,516** | **12,578** | **3.7%** |
| Interdepartmental Recoveries | (3,355) | (3,537) | (182) | 5.4% |
| External Recoveries | (507) | (507) | | |
| **Net Expenditure** | **335,077** | **347,472** | **12,395** | **3.7%** |
| **Revenue** | | | | |
| Ontario Grants | 204,378 | 207,548 | 3,170 | 1.6% |
| Ontario Grants - COVID | 6,596 | 4,890 | (1,706) | (25.9%) |
| Federal Grants | 16,762 | 15,636 | (1,126) | (6.7%) |
| User Fees | 26,211 | 24,551 | (1,660) | (6.3%) |
| Contribution from Reserves | | 500 | 500 | |
| **Revenue Subtotal** | **253,947** | **253,125** | **(822)** | **(0.3%)** |
| **Property Tax Levy** | **81,129** | **94,347** | **13,218** | **16.3%** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Commissioner of Community Services

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 309 | 315 | 6 | 1.9% |
| Benefits | 78 | 79 | 1 | 1.3% |
| Supplies | 1 | 1 | | |
| Equipment | 1 | | (1) | (100.0%) |
| Professional Fees & Services | | | | |
| Grants | 1 | 1 | | |
| Communications | 1 | 1 | | |
| Travel | 7 | 3 | (4) | (57.1%) |
| Facility Occupancy Charges | 11 | 12 | 1 | 9.1% |
| Interdepartmental Charges | 4 | 4 | | |
| ***Subtotal - Operating*** | ***413*** | ***417*** | ***4*** | ***1.0%*** |
| Transfers to Reserves | 1 | | (1) | (100.0%) |
| ***Subtotal - Debt / Reserves / Capital*** | ***1*** | | ***(1)*** | ***(100.0%)*** |
| **Gross Expenditure** | **413** | **417** | **4** | **1.0%** |
| Interdepartmental Recoveries | (207) | (208) | (1) | 0.5% |
| **Net Expenditure** | **207** | **208** | **1** | **0.5%** |
| **Property Tax Levy** | **207** | **208** | **1** | **0.5%** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Strategic & Quality Initiatives

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 2,965 | 3,242 | 277 | 9.3% |
| Benefits | 863 | 960 | 97 | 11.2% |
| Supplies | 4 | 4 | | |
| Equipment | 8 | 5 | (3) | (37.5%) |
| Professional Fees & Services | 17 | 55 | 38 | 223.5% |
| Upstream Initiatives | | 2,100 | 2,100 | |
| Communications | 3 | 3 | | |
| Travel | 8 | 5 | (3) | (37.5%) |
| Insurance | 3 | 3 | | |
| Facility Occupancy Charges | 63 | 71 | 8 | 12.7% |
| Interdepartmental Charges | (213) | (210) | 3 | (1.4%) |
| ***Subtotal - Operating*** | ***3,722*** | ***6,240*** | ***2,518*** | ***67.7%*** |
| Transfers to Reserves | 5 | 8 | 3 | 60.0% |
| ***Subtotal - Debt / Reserves / Capital*** | ***5*** | ***8*** | ***3*** | ***60.0%*** |
| **Gross Expenditure** | **3,727** | **6,248** | **2,521** | **67.6%** |
| Interdepartmental Recoveries | (2,972) | (3,168) | (196) | 6.6% |
| **Net Expenditure** | **755** | **3,079** | **2,324** | **307.8%** |
| **Revenue** | | | | |
| Contribution from Reserves | | 500 | 500 | |
| **Revenue Subtotal** | | **500** | **500** | |
| **Property Tax Levy** | **755** | **2,579** | **1,824** | **241.6%** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Housing Services

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 4,164 | 4,790 | 626 | 15.0% |
| Benefits | 1,221 | 1,422 | 201 | 16.5% |
| Supplies | 80 | 80 | | |
| Maintenance | 117 | 117 | | |
| Equipment | 152 | 152 | | |
| Professional Fees & Services | 1,777 | 1,676 | (101) | (5.7%) |
| Rents | 304 | 316 | 12 | 3.9% |
| Housing Subsidies to Non-Profit/Co-operatives | 24,530 | 24,716 | 186 | 0.8% |
| Rent Supplement & Rent Assistance | 5,334 | 7,161 | 1,827 | 34.3% |
| Homelessness Programs | 21,693 | 29,778 | 8,085 | 37.3% |
| Financial Expenses | 6 | 6 | | |
| Communications | 93 | 83 | (10) | (10.8%) |
| Travel | 58 | 55 | (3) | (5.2%) |
| Facility Occupancy Charges | 29,791 | 32,246 | 2,455 | 8.2% |
| Interdepartmental Charges | 1,094 | 1,120 | 26 | 2.4% |
| ***Subtotal - Operating*** | ***90,414*** | ***103,718*** | ***13,304*** | ***14.7%*** |
| Transfers to Reserves | 12 | 14 | 2 | 16.7% |
| Transfer to Affordable Housing Reserve | | 2,760 | 2,760 | |
| ***Subtotal - Debt / Reserves / Capital*** | ***12*** | ***2,773*** | ***2,761*** | ***23,008.3%*** |
| **Gross Expenditure** | **90,426** | **106,491** | **16,065** | **17.8%** |
| **Net Expenditure** | **90,426** | **106,491** | **16,065** | **17.8%** |
| **Revenue** | | | | |
| Ontario Grants | 14,882 | 22,324 | 7,442 | 50.0% |
| Ontario Grants - COVID | 4,754 | 2,100 | (2,654) | (55.8%) |
| Federal Grants | 9,403 | 8,096 | (1,307) | (13.9%) |
| User Fees | 15,601 | 15,425 | (176) | (1.1%) |
| **Revenue Subtotal** | **44,641** | **47,945** | **3,304** | **7.4%** |
| **Property Tax Levy** | **45,786** | **58,545** | **12,759** | **27.9%** |

## Waterloo Region Housing & Housing Services

### Ten Year Capital Budget & Forecast (Thousands)

### 2022 - 2031

| | Previous Unspent Approval | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| **WATERLOO REGION HOUSING** | | | | | | | | | | |
| **Waterloo Region Housing Renewal** | | | | | | | | | | |
| High Rise | 301 | 189 | **490** | 88 | 237 | 265 | | **1,080** | 3,537 | **4,617** |
| Mid Rise | 4,649 | 157 | **4,806** | 3,128 | 3,053 | 2,767 | 1,106 | **14,860** | 13,650 | **28,510** |
| Single & Semi-Detached | 677 | | **677** | 2,150 | 2,740 | 1,918 | 2,677 | **10,162** | 3,219 | **13,381** |
| Townhouses | 6,047 | 396 | **6,443** | 7,966 | 6,498 | 3,068 | 4,745 | **28,720** | 15,982 | **44,702** |
| Engineering, Studies & Reports | 2,450 | 1,328 | **3,778** | 1,646 | 1,547 | 990 | 1,587 | **9,549** | 5,028 | **14,577** |
| **Total Waterloo Region Housing Renewal** | **14,124** | **2,070** | **16,195** | **14,978** | **14,075** | **9,009** | **10,115** | **64,371** | **41,416** | **105,787** |
| **Waterloo Region Housing Master Plan** | | | | | | | | | | |
| Site 1 | 948 | 6,901 | **7,849** | 24,769 | 3,000 | | | **35,618** | | **35,618** |
| Site 2 | 512 | 1,542 | **2,054** | 12,603 | 6,062 | | | **20,719** | | **20,719** |
| Site 3 | 93 | 500 | **593** | 18,912 | 25,217 | 18,913 | | **63,635** | | **63,635** |
| Site 4 | | | | 419 | 7,365 | 7,365 | 3,683 | **18,832** | | **18,832** |
| Site 5 | | | | 100 | 500 | 29,496 | 58,992 | **89,088** | 108,152 | **197,240** |
| **Total Waterloo Region Housing Master Plan** | **1,553** | **8,943** | **10,496** | **56,803** | **42,144** | **55,774** | **62,675** | **227,892** | **108,152** | **336,044** |
| **TOTAL WATERLOO REGION HOUSING** | **15,677** | **11,013** | **26,691** | **71,781** | **56,219** | **64,783** | **72,790** | **292,263** | **149,568** | **441,831** |

Notes:
1. Terms of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
2. Projects in the capital program which are identified as being financed by long term borrowing may not proceed in the absence of additional

## Waterloo Region Housing & Housing Services

### Ten Year Capital Budget & Forecast (Thousands)

### 2022 - 2031

| | Previous Unspent Approval | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **HOUSING SERVICES** | | | | | | | | | | |
| IAH (2014 Ext) | 1,351 | | **1,351** | 1,142 | | | | **2,494** | | **2,494** |
| Provider Bldg Condition Assess | | 350 | **350** | | | | 350 | **700** | | **700** |
| Rapid Housing Initiatives (CMHC) | 2,955 | | **2,955** | | | | | **2,955** | | **2,955** |
| Strategic Investment - Afford. Hsg. | 10,000 | 1,000 | **11,000** | 4,000 | 5,000 | | | **20,000** | | **20,000** |
| SIF-IAH/Seniors Rental Hsg | 404 | | **404** | | | | | **404** | | **404** |
| CAN-ON HSG, Community Inititiative (COCHI) | 2,211 | 1,710 | **3,921** | 1,088 | 1,088 | | | **6,098** | | **6,098** |
| ON Priorities HSG, Initiative (OPHI) | 2,839 | 3,110 | **5,949** | 1,428 | 1,428 | | | **8,805** | | **8,805** |
| SSRF#2 One Roof Projects 44 Units | 1,400 | | **1,400** | | | | | **1,400** | | **1,400** |
| Rapid Housing Initiative 2 | | 8,963 | **8,963** | 837 | | | | **9,799** | | **9,799** |
| SSRF#4 Capital | | 5,150 | **5,150** | 186 | | | | **5,336** | | **5,336** |
| Equity/Inclusion Housing Projects | 556 | 2,479 | **3,035** | | | | | **3,035** | | **3,035** |
| **TOTAL HOUSING SERVICES** | **21,716** | **22,762** | **44,478** | **8,682** | **7,517** | | **350** | **61,026** | | **61,026** |
| **TOTAL EXPENDITURE** | **37,393** | **33,775** | **71,168** | **80,462** | **63,736** | **64,783** | **73,140** | **353,289** | **149,568** | **502,857** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Grants / Subsidies / Recoveries** | | | | | | | | | | |
| Grants & Subsidies | 11,190 | 24,105 | **35,295** | 16,047 | 5,556 | 19,024 | | **75,921** | | **75,921** |
| **Property Taxes** | | | | | | | | | | |
| Reserve and Reserve Funds | | | | | | | | | | |
| Facility Lifecycle Reserve | 8,417 | 2,070 | **10,487** | 8,750 | 8,750 | 8,750 | 8,750 | **45,486** | 39,631 | **85,117** |
| Equity and Diversity Initiatives Reserve | 556 | 2,479 | **3,035** | | | | | **3,035** | | **3,035** |
| Housing General Reserve | 5,708 | 350 | **6,058** | 6,228 | 5,326 | 259 | 1,715 | **19,585** | 1,785 | **21,370** |
| Afford Hsg Reserve | 10,000 | 1,000 | **11,000** | 4,000 | 5,000 | | | **20,000** | | **20,000** |
| Debentures | 1,523 | 3,771 | **5,294** | 45,438 | 39,105 | 36,750 | 62,675 | **189,262** | 108,152 | **297,414** |
| **TOTAL FUNDING & FINANCING** | **37,393** | **33,775** | **71,168** | **80,462** | **63,736** | **64,783** | **73,140** | **353,289** | **149,568** | **502,857** |

Notes:
1. Terms of debentures not to exceed twenty (20) years unless otherwise approved by Regional Council.
2. Projects in the capital program which are identified as being financed by long term borrowing may not proceed in the absence of additional

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Children's Services

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 8,182 | 5,395 | (2,787) | (34.1%) |
| Benefits | 2,301 | 1,794 | (507) | (22.0%) |
| Supplies | 171 | 19 | (152) | (88.9%) |
| Maintenance | 18 | 1 | (17) | (94.4%) |
| Utilities | | | | |
| Equipment | 20 | 13 | (7) | (35.0%) |
| Professional Fees & Services | 372 | 561 | 189 | 50.8% |
| Grants | 24,761 | 26,797 | 2,036 | 8.2% |
| Social Support and Benefit Payments | 34,337 | 35,074 | 737 | 2.1% |
| Financial Expenses | 1 | | (1) | (100.0%) |
| Communications | 35 | 32 | (3) | (8.6%) |
| Travel | 33 | 32 | (1) | (3.0%) |
| Insurance | 49 | 39 | (10) | (20.4%) |
| Facility Occupancy Charges | 641 | 151 | (490) | (76.4%) |
| Interdepartmental Charges | 646 | 652 | 6 | 0.9% |
| ***Subtotal - Operating*** | ***71,567*** | ***70,560*** | ***(1,007)*** | ***(1.4%)*** |
| Debt Servicing | 746 | 318 | (428) | (57.4%) |
| Transfers to Reserves | 17 | 17 | | |
| ***Subtotal - Debt / Reserves / Capital*** | ***763*** | ***335*** | ***(428)*** | ***(56.1%)*** |
| **Gross Expenditure** | **72,330** | **70,895** | **(1,435)** | **(2.0%)** |
| Interdepartmental Recoveries | (11) | 4 | 15 | (136.4%) |
| **Net Expenditure** | **72,318** | **70,899** | **(1,419)** | **(2.0%)** |
| **Revenue** | | | | |
| Ontario Grants | 55,260 | 55,566 | 306 | 0.6% |
| Federal Grants | 7,359 | 7,540 | 181 | 2.5% |
| User Fees | 1,543 | 60 | (1,483) | (96.1%) |
| Contribution from Reserves | | | | |
| **Revenue Subtotal** | **64,162** | **63,166** | **(996)** | **(1.6%)** |
| **Property Tax Levy** | **8,156** | **7,734** | **(422)** | **(5.2%)** |

# THE REGIONAL MUNICIPALITY OF WATERLOO

2022 Operating Budget ($ thousands)

Seniors' Services

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 23,842 | 24,949 | 1,107 | 4.6% |
| Benefits | 5,900 | 6,302 | 402 | 6.8% |
| Supplies | 2,785 | 2,720 | (65) | (2.3%) |
| Maintenance | 128 | 128 | | |
| Equipment | 240 | 351 | 111 | 46.3% |
| Professional Fees & Services | 406 | 742 | 336 | 82.8% |
| Property Taxes | 40 | 40 | | |
| Rents | 50 | 51 | 1 | 2.0% |
| Social Support and Benefit Payments | 1,128 | 1,126 | (2) | (0.2%) |
| Communications | 85 | 75 | (10) | (11.8%) |
| Travel | 26 | 20 | (6) | (23.1%) |
| Insurance | 36 | 38 | 2 | 5.6% |
| Facility Occupancy Charges | 2,577 | 2,865 | 288 | 11.2% |
| Interdepartmental Charges | 775 | 806 | 31 | 4.0% |
| ***Subtotal - Operating*** | ***38,018*** | ***40,211*** | ***2,193*** | ***5.8%*** |
| Debt Servicing | 2,922 | 1,571 | (1,351) | (46.2%) |
| Transfers to Reserves | 1,526 | 530 | (996) | (65.3%) |
| ***Subtotal - Debt / Reserves / Capital*** | ***4,448*** | ***2,101*** | ***(2,347)*** | ***(52.8%)*** |
| **Gross Expenditure** | **42,467** | **42,312** | **(155)** | **(0.4%)** |
| Interdepartmental Recoveries | (15) | (15) | | |
| External Recoveries | (507) | (507) | | |
| **Net Expenditure** | **41,945** | **41,790** | **(155)** | **(0.4%)** |
| **Revenue** | | | | |
| Ontario Grants | 20,764 | 20,846 | 82 | 0.4% |
| Ontario Grants - COVID | 1,842 | 2,790 | 948 | 51.5% |
| User Fees | 6,066 | 6,066 | | |
| **Revenue Subtotal** | **28,673** | **29,702** | **1,029** | **3.6%** |
| **Property Tax Levy** | **13,272** | **12,088** | **(1,184)** | **(8.9%)** |

# Seniors' Services

## Ten Year Capital Budget and Forecast (Thousands)
## 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| **Program Area Capital** | | | | | | | | | | |
| 77001 Sunnyside Passenger Van | | | | | | | | | 40 | **40** |
| 77002 Sunnyside Accessible Van | | | | | | | | | 135 | **135** |
| 77036 Sunnyside Tractor Replacement | | | | | | | | | 50 | **50** |
| 77039 Voice Radio | | | | | | | | | 17 | **17** |
| 77044 Equipment / Furnishings Replacement (LTC) | 3,835 | 1,399 | **5,234** | 1,345 | 1,324 | 542 | 73 | **8,518** | 2,129 | **10,647** |
| **Total Program Area Capital** | **3,835** | **1,399** | **5,234** | **1,345** | **1,324** | **542** | **73** | **8,518** | **2,371** | **10,889** |
| **Facilities Managed Capital Renewal** | | | | | | | | | | |
| 71042 Sunnyside Renewal | 3,494 | 1,089 | **4,583** | 447 | 1,434 | 1,975 | 1,946 | **10,385** | 6,743 | **17,128** |
| 71045 Supportive Housing Renewal | 545 | 82 | **627** | 291 | 121 | 103 | 514 | **1,657** | 811 | **2,467** |
| **Total Facilities Managed Capital Renewal** | **4,039** | **1,171** | **5,210** | **738** | **1,555** | **2,078** | **2,460** | **12,041** | **7,554** | **19,595** |
| **TOTAL EXPENDITURE** | **7,874** | **2,570** | **10,444** | **2,083** | **2,879** | **2,620** | **2,533** | **20,559** | **9,925** | **30,485** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Grants / Subsidies / Recoveries** | | | | | | | | | | |
| Grants & Subsidies | 2,120 | | **2,120** | | | | | **2,120** | | **2,120** |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3980065 Facility Lifecycle Reserve | 1,529 | 1,171 | **2,700** | 291 | 121 | 103 | 2,460 | **5,676** | 7,554 | **13,230** |
| 3982160 Corporate Fleet Replacement Reserve | | | | | | | | | 225 | **225** |
| 3983400 Seniors' Services Capital Reserve | 730 | 1,399 | **2,129** | 1,345 | 1,324 | 542 | 73 | **5,413** | 2,146 | **7,560** |
| Debentures | 3,494 | | **3,494** | 447 | 1,434 | 1,975 | | **7,350** | | **7,350** |
| **TOTAL FUNDING & FINANCING** | **7,874** | **2,570** | **10,444** | **2,083** | **2,879** | **2,620** | **2,533** | **20,559** | **9,925** | **30,485** |

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

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Employment & Income Support Admin

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 15,073 | 15,248 | 175 | 1.2% |
| Benefits | 4,619 | 4,749 | 130 | 2.8% |
| Supplies | 112 | 96 | (16) | (14.3%) |
| Maintenance | 23 | 10 | (13) | (56.5%) |
| Equipment | 173 | 167 | (6) | (3.5%) |
| Professional Fees & Services | 334 | 363 | 29 | 8.7% |
| Rents | 828 | 870 | 42 | 5.1% |
| Grants | 74 | 74 | | |
| Social Support and Benefit Payments | 3,600 | 3,283 | (317) | (8.8%) |
| Financial Expenses | 26 | 26 | | |
| Communications | 76 | 71 | (5) | (6.6%) |
| Travel | 100 | 70 | (30) | (30.0%) |
| Insurance | 3 | 3 | | |
| Facility Occupancy Charges | 753 | 834 | 81 | 10.8% |
| Interdepartmental Charges | 5,374 | 5,443 | 69 | 1.3% |
| ***Subtotal - Operating*** | ***31,168*** | ***31,307*** | ***139*** | ***0.4%*** |
| Debt Servicing | 562 | 525 | (37) | (6.6%) |
| Transfers to Reserves | 57 | 64 | 7 | 12.3% |
| ***Subtotal - Debt / Reserves / Capital*** | ***618*** | ***589*** | ***(29)*** | ***(4.7%)*** |
| **Gross Expenditure** | **31,786** | **31,896** | **110** | **0.3%** |
| Interdepartmental Recoveries | | | | |
| **Net Expenditure** | **31,786** | **31,896** | **110** | **0.3%** |
| **Revenue** | | | | |
| Ontario Grants | 20,577 | 20,447 | (130) | (0.6%) |
| **Revenue Subtotal** | **20,577** | **20,447** | **(130)** | **(0.6%)** |
| **Property Tax Levy** | **11,210** | **11,449** | **239** | **2.1%** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

OW Allowances & Benefits

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Social Support and Benefit Payments | 97,789 | 93,259 | (4,530) | (4.6%) |
| ***Subtotal - Operating*** | ***97,789*** | ***93,259*** | ***(4,530)*** | ***(4.6%)*** |
| **Gross Expenditure** | **97,789** | **93,259** | **(4,530)** | **(4.6%)** |
| Interdepartmental Recoveries | (150) | (150) | | |
| **Net Expenditure** | **97,639** | **93,109** | **(4,530)** | **(4.6%)** |
| **Revenue** | | | | |
| Ontario Grants | 92,895 | 88,365 | (4,530) | (4.9%) |
| User Fees | 3,000 | 3,000 | | |
| **Revenue Subtotal** | **95,895** | **91,365** | **(4,530)** | **(4.7%)** |
| **Property Tax Levy** | **1,744** | **1,744** | | |

# PUBLIC HEALTH & EMERGENCY SERVICES

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Public Health & Emergency Services

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 70,496 | 64,038 | (6,458) | (9.2%) |
| Benefits | 19,251 | 18,156 | (1,095) | (5.7%) |
| Supplies | 4,268 | 4,574 | 306 | 7.2% |
| Maintenance | 184 | 169 | (15) | (8.2%) |
| Utilities | | 3 | 3 | |
| Equipment | 1,008 | 991 | (17) | (1.7%) |
| Professional Fees & Services | 16,129 | 10,417 | (5,712) | (35.4%) |
| Rents | 1,112 | 884 | (228) | (20.5%) |
| Grants | 58 | 59 | 1 | 1.7% |
| Social Support and Benefit Payments | 388 | 323 | (65) | (16.8%) |
| Communications | 400 | 349 | (51) | (12.8%) |
| Travel | 494 | 598 | 104 | 21.1% |
| Insurance | 119 | 135 | 16 | 13.4% |
| Facility Occupancy Charges | 2,123 | 2,372 | 249 | 11.7% |
| Interdepartmental Charges | 3,273 | 3,537 | 264 | 8.1% |
| ***Subtotal - Operating*** | ***119,303*** | ***106,606*** | ***(12,697)*** | ***(10.6%)*** |
| Debt Servicing | 2,515 | 2,429 | (86) | (3.4%) |
| Transfers to Reserves | 2,501 | 2,693 | 192 | 7.7% |
| ***Subtotal - Debt / Reserves / Capital*** | ***5,016*** | ***5,122*** | ***106*** | ***2.1%*** |
| **Gross Expenditure** | **124,319** | **111,728** | **(12,591)** | **(10.1%)** |
| Interdepartmental Recoveries | (409) | (408) | 1 | (0.2%) |
| **Net Expenditure** | **123,910** | **111,320** | **(12,590)** | **(10.2%)** |
| **Revenue** | | | | |
| Ontario Grants | 52,321 | 55,166 | 2,845 | 5.4% |
| Ontario Grants - COVID | 37,896 | 21,448 | (16,448) | (43.4%) |
| Federal Grants | 1,058 | 819 | (239) | (22.6%) |
| User Fees | 434 | 435 | 1 | 0.2% |
| Contribution from Reserves | 1,327 | 1,340 | 13 | 1.0% |
| Contribution from RDC Reserve Funds | 220 | 206 | (14) | (6.4%) |
| **Revenue Subtotal** | **93,255** | **79,413** | **(13,842)** | **(14.8%)** |
| **Property Tax Levy** | **30,655** | **31,907** | **1,252** | **4.1%** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Medical Office

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 2,996 | 3,108 | 112 | 3.7% |
| Benefits | 838 | 861 | 23 | 2.7% |
| Supplies | 26 | 22 | (4) | (15.4%) |
| Equipment | 635 | 628 | (7) | (1.1%) |
| Professional Fees & Services | 103 | 100 | (3) | (2.9%) |
| Rents | 1 | 1 | | |
| Communications | 57 | 51 | (6) | (10.5%) |
| Travel | 23 | 17 | (6) | (26.1%) |
| Insurance | 31 | 33 | 2 | 6.5% |
| Facility Occupancy Charges | 955 | 1,098 | 143 | 15.0% |
| Interdepartmental Charges | 1,816 | 2,004 | 188 | 10.4% |
| ***Subtotal - Operating*** | ***7,482*** | ***7,922*** | ***440*** | ***5.9%*** |
| Debt Servicing | 556 | 511 | (45) | (8.1%) |
| Transfers to Reserves | 61 | 78 | 17 | 27.9% |
| ***Subtotal - Debt / Reserves / Capital*** | ***617*** | ***589*** | ***(28)*** | ***(4.5%)*** |
| **Gross Expenditure** | **8,098** | **8,512** | **414** | **5.1%** |
| Interdepartmental Recoveries | (174) | (167) | 7 | (4.0%) |
| **Net Expenditure** | **7,924** | **8,345** | **421** | **5.3%** |
| **Revenue** | | | | |
| Ontario Grants | 6,543 | 5,961 | (582) | (8.9%) |
| User Fees | 14 | 14 | | |
| **Revenue Subtotal** | **6,556** | **5,974** | **(582)** | **(8.9%)** |
| **Property Tax Levy** | **1,368** | **2,371** | **1,003** | **73.3%** |

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 3,619 | 3,781 | 162 | 4.5% |
| Benefits | 1,052 | 1,109 | 57 | 5.4% |
| Supplies | 45 | 35 | (10) | (22.2%) |
| Professional Fees & Services | 199 | 173 | (26) | (13.1%) |
| Rents | 2 | 2 | | |
| Social Support and Benefit Payments | 2 | 1 | (1) | (50.0%) |
| Communications | 25 | 24 | (1) | (4.0%) |
| Travel | 53 | 53 | | |
| Interdepartmental Charges | 4 | 2 | (2) | (50.0%) |
| ***Subtotal - Operating*** | ***5,001*** | ***5,181*** | ***180*** | ***3.6%*** |
| **Gross Expenditure** | **5,001** | **5,181** | **180** | **3.6%** |
| **Net Expenditure** | **5,001** | **5,181** | **180** | **3.6%** |
| **Revenue** | | | | |
| Ontario Grants | 3,590 | 3,631 | 41 | 1.1% |
| User Fees | 1 | 1 | | |
| **Revenue Subtotal** | **3,591** | **3,632** | **41** | **1.1%** |
| **Property Tax Levy** | **1,410** | **1,548** | **138** | **9.8%** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Infectious Diseases

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 24,345 | 15,143 | (9,202) | (37.8%) |
| Benefits | 5,203 | 3,454 | (1,749) | (33.6%) |
| Supplies | 1,679 | 1,586 | (93) | (5.5%) |
| Maintenance | 8 | 8 | | |
| Utilities | | 3 | 3 | |
| Equipment | | | | |
| Professional Fees & Services | 12,704 | 6,829 | (5,875) | (46.2%) |
| Rents | 586 | 358 | (228) | (38.9%) |
| Grants | 58 | 59 | 1 | 1.7% |
| Social Support and Benefit Payments | 195 | 128 | (67) | (34.4%) |
| Communications | 82 | 79 | (3) | (3.7%) |
| Travel | 44 | 177 | 133 | 302.3% |
| Interdepartmental Charges | 27 | 27 | | |
| ***Subtotal - Operating*** | ***44,930*** | ***27,854*** | ***(17,076)*** | ***(38.0%)*** |
| **Gross Expenditure** | **44,930** | **27,854** | **(17,076)** | **(38.0%)** |
| **Net Expenditure** | **44,930** | **27,854** | **(17,076)** | **(38.0%)** |
| **Revenue** | | | | |
| Ontario Grants | 7,646 | 7,904 | 258 | 3.4% |
| Ontario Grants - COVID | 34,565 | 17,283 | (17,282) | (50.0%) |
| User Fees | 339 | 339 | | |
| Contribution from Reserves | | | | |
| **Revenue Subtotal** | **42,550** | **25,526** | **(17,024)** | **(40.0%)** |
| **Property Tax Levy** | **2,380** | **2,328** | **(52)** | **(2.2%)** |

# THE REGIONAL MUNICIPALITY OF WATERLOO

2022 Operating Budget ($ thousands)

Healthy Living and Foundational Standards

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 8,356 | 8,330 | (26) | (0.3%) |
| Benefits | 2,341 | 2,375 | 34 | 1.5% |
| Supplies | 59 | 168 | 109 | 184.7% |
| Equipment | 22 | 22 | | |
| Professional Fees & Services | 367 | 334 | (33) | (9.0%) |
| Rents | 493 | 493 | | |
| Communications | 25 | 12 | (13) | (52.0%) |
| Travel | 252 | 243 | (9) | (3.6%) |
| Interdepartmental Charges | 287 | 277 | (10) | (3.5%) |
| ***Subtotal - Operating*** | ***12,202*** | ***12,256*** | ***54*** | ***0.4%*** |
| **Gross Expenditure** | **12,202** | **12,256** | **54** | **0.4%** |
| Interdepartmental Recoveries | (100) | (100) | | |
| **Net Expenditure** | **12,102** | **12,156** | **54** | **0.4%** |
| **Revenue** | | | | |
| Ontario Grants | 5,342 | 5,853 | 511 | 9.6% |
| Ontario Grants - COVID | 2,500 | 2,500 | | |
| Federal Grants | 1,058 | 819 | (239) | (22.6%) |
| Contribution from Reserves | | | | |
| **Revenue Subtotal** | **8,900** | **9,173** | **273** | **3.1%** |
| **Property Tax Levy** | **3,202** | **2,983** | **(219)** | **(6.8%)** |

# THE REGIONAL MUNICIPALITY OF WATERLOO

2022 Operating Budget ($ thousands)

Child, Family and Dental Health

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 5,199 | 5,101 | (98) | (1.9%) |
| Benefits | 1,514 | 1,575 | 61 | 4.0% |
| Supplies | 122 | 265 | 143 | 117.2% |
| Maintenance | 6 | 6 | | |
| Equipment | 15 | 15 | | |
| Professional Fees & Services | 1,769 | 1,779 | 10 | 0.6% |
| Rents | 26 | 26 | | |
| Social Support and Benefit Payments | 191 | 194 | 3 | 1.6% |
| Communications | 28 | 30 | 2 | 7.1% |
| Travel | 98 | 90 | (8) | (8.2%) |
| Insurance | | | | |
| Facility Occupancy Charges | 40 | 45 | 5 | 12.5% |
| Interdepartmental Charges | 49 | (21) | (70) | (142.9%) |
| ***Subtotal - Operating*** | ***9,056*** | ***9,103*** | ***47*** | ***0.5%*** |
| Transfers to Reserves | 8 | 7 | (1) | (12.5%) |
| ***Subtotal - Debt / Reserves / Capital*** | ***8*** | ***7*** | ***(1)*** | ***(12.5%)*** |
| **Gross Expenditure** | **9,064** | **9,111** | **47** | **0.5%** |
| Interdepartmental Recoveries | (139) | (141) | (2) | 1.4% |
| **Net Expenditure** | **8,925** | **8,970** | **45** | **0.5%** |
| **Revenue** | | | | |
| Ontario Grants | 7,634 | 7,405 | (229) | (3.0%) |
| Contribution from Reserves | | | | |
| **Revenue Subtotal** | **7,634** | **7,405** | **(229)** | **(3.0%)** |
| **Property Tax Levy** | **1,291** | **1,565** | **274** | **21.2%** |

# Public Health

## Ten Year Capital Budget and Forecast (Thousands)
## 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| 84010 OSDCP - KDCHC | | 79 | **79** | | | | | **79** | | **79** |
| **TOTAL EXPENDITURE** | | **79** | **79** | | | | | **79** | | **79** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Grants / Subsidies / Recoveries** | | | | | | | | | | |
| Grants & Subsidies | | 79 | **79** | | | | | **79** | | **79** |
| **TOTAL FUNDING & FINANCING** | | **79** | **79** | | | | | **79** | | **79** |

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 25,982 | 28,575 | 2,593 | 10.0% |
| Benefits | 8,302 | 8,781 | 479 | 5.8% |
| Supplies | 2,338 | 2,498 | 160 | 6.8% |
| Maintenance | 170 | 156 | (14) | (8.2%) |
| Equipment | 335 | 326 | (9) | (2.7%) |
| Professional Fees & Services | 986 | 1,202 | 216 | 21.9% |
| Rents | 5 | 5 | | |
| Communications | 182 | 153 | (29) | (15.9%) |
| Travel | 23 | 16 | (7) | (30.4%) |
| Insurance | 88 | 102 | 14 | 15.9% |
| Facility Occupancy Charges | 1,129 | 1,229 | 100 | 8.9% |
| Interdepartmental Charges | 1,091 | 1,248 | 157 | 14.4% |
| ***Subtotal - Operating*** | ***40,632*** | ***44,290*** | ***3,658*** | ***9.0%*** |
| Debt Servicing | 1,959 | 1,918 | (41) | (2.1%) |
| Transfers to Reserves | 2,433 | 2,608 | 175 | 7.2% |
| ***Subtotal - Debt / Reserves / Capital*** | ***4,392*** | ***4,525*** | ***133*** | ***3.0%*** |
| **Gross Expenditure** | **45,024** | **48,815** | **3,791** | **8.4%** |
| Interdepartmental Recoveries | 3 | | (3) | (100.0%) |
| **Net Expenditure** | **45,027** | **48,815** | **3,788** | **8.4%** |
| **Revenue** | | | | |
| Ontario Grants | 21,566 | 24,411 | 2,845 | 13.2% |
| Ontario Grants - COVID | 831 | 1,665 | 834 | 100.4% |
| User Fees | 80 | 81 | 1 | 1.3% |
| Contribution from Reserves | 1,327 | 1,340 | 13 | 1.0% |
| Contribution from RDC Reserve Funds | 220 | 206 | (14) | (6.4%) |
| **Revenue Subtotal** | **24,024** | **27,703** | **3,679** | **15.3%** |
| **Property Tax Levy** | **21,004** | **21,112** | **108** | **0.5%** |

# Paramedic Services

## Ten Year Capital Budget and Forecast (Thousands)
## 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| **Program Area Capital** | | | | | | | | | | |
| 82001 Vehicle Replacement-Ambulance | 22 | 1,110 | **1,132** | 1,332 | 1,332 | 1,998 | 1,998 | **7,792** | 10,434 | **18,226** |
| 82003 Vehicle Replacement-ERU | 119 | 90 | **209** | 175 | | | 515 | **899** | 780 | **1,679** |
| 82004 Vehicle Replacement-ESU | | | | | | | | | 225 | **225** |
| 82005 Vehicle Replacement-Admin & Van | 40 | 80 | **120** | 65 | | 85 | 170 | **440** | 145 | **585** |
| 82006 Equipment-Defibrillators | | | | | | | 975 | **975** | 3,165 | **4,140** |
| 82013 Equipment-Laptops | | | | 434 | | | 494 | **928** | 561 | **1,489** |
| 82017 EMS Station - Master Plan 2024 | | | | | 153 | 1,376 | 1,000 | **2,529** | | **2,529** |
| 82018 EMS Station - Master Plan 2026 | | | | | | | 153 | **153** | 2,376 | **2,529** |
| 82019 EMS Station - Master Plan HQ North | 20 | | **20** | | | | | **20** | | **20** |
| 82024 Vehicle New - Ambulance Master Plan | 893 | 500 | **1,393** | 1,251 | 500 | 1,001 | 1,001 | **5,146** | 4,003 | **9,149** |
| 82026 Server Hardware Upgrade | | 55 | **55** | | | 55 | | **110** | 110 | **221** |
| 82028 Modems/Hardware - AVL/GPS System | | | | | 132 | | | **132** | 132 | **264** |
| 82029 Automated Drug/Supply Dispensing System | | | | 255 | | | | **255** | | **255** |
| 82030 Stretcher Replacement | | | | | | | 656 | **656** | 656 | **1,313** |
| 82031 Voice Radio | 25 | | **25** | | | | | **25** | 177 | **202** |
| 82034 Station - Master Plan - Replacement | | 109 | **109** | 1,419 | 1,000 | | | **2,529** | | **2,529** |
| 82035 Station - Master Plan - Replacement | | | | | 109 | 1,419 | 1,000 | **2,529** | | **2,529** |
| 82036 Equipment - Master Plan - Defibrillators | | 60 | **60** | 150 | 60 | 120 | 120 | **510** | 480 | **990** |
| 82037 Equipment - Master Plan - Laptops | 59 | 21 | **80** | 52 | 21 | 42 | 42 | **236** | 158 | **394** |
| 82038 Equipment - Master Plan - Stretchers | 68 | 45 | **113** | 113 | 45 | 91 | 91 | **453** | 362 | **815** |
| 82039 Equipment (pooled) | 176 | 257 | **433** | 93 | 330 | 147 | 494 | **1,496** | 1,361 | **2,857** |
| 82041 Community Paramedicine LTC Waitlist | 281 | 201 | **482** | 6 | | | | **488** | | **488** |
| 82042 EMS Station - Master Plan 2028 | | | | | | | | | 2,529 | **2,529** |
| 82043 EMS Station - Master Plan 2030 | | | | | | | | | 1,529 | **1,529** |
| **Total Program Area Capital** | **1,703** | **2,529** | **4,232** | **5,346** | **3,683** | **6,334** | **8,708** | **28,302** | **29,184** | **57,486** |
| **Facilities Managed Capital Renewal** | | | | | | | | | | |
| 74881 PSV HQ South Building Renewal | 202 | 8 | **210** | 59 | 647 | 294 | 124 | **1,334** | 393 | **1,727** |
| 74887 PSV HQ North Building Renewal | | | | 50 | 75 | 100 | 125 | **350** | 1,000 | **1,350** |
| 74888 PSV Stations Renewal | | | | 127 | 169 | 64 | 3 | **363** | 491 | **854** |
| **Total Facilities Managed Capital Renewal** | **202** | **8** | **210** | **236** | **891** | **458** | **252** | **2,047** | **1,884** | **3,931** |
| **TOTAL EXPENDITURE** | **1,905** | **2,538** | **4,443** | **5,582** | **4,574** | **6,792** | **8,959** | **30,349** | **31,068** | **61,417** |

# Paramedic Services

## Ten Year Capital Budget and Forecast (Thousands)
## 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Grants / Subsidies / Recoveries** | | | | | | | | | | |
| Grants & Subsidies | 281 | 201 | **482** | 6 | | | | **488** | | **488** |
| **Development Charges** | | | | | | | | | | |
| Reserve Funds | 461 | 284 | **745** | 709 | 284 | 567 | 567 | **2,871** | 2,268 | **5,139** |
| Debentures | | | | | 60 | 537 | 404 | **1,000** | 214 | **1,214** |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3980065 Facility Lifecycle Reserve | 202 | 8 | **210** | 236 | 244 | 458 | 252 | **1,400** | 1,884 | **3,284** |
| 3982210 Ambulance Vehicle Reserve | 645 | 1,540 | **2,185** | 2,223 | 1,592 | 2,603 | 3,203 | **11,807** | 13,666 | **25,473** |
| 3982220 Ambulance Equipment Reserve | 296 | 395 | **691** | 989 | 545 | 367 | 2,784 | **5,376** | 6,815 | **12,191** |
| Debentures | 20 | 109 | **129** | 1,419 | 1,850 | 2,259 | 1,749 | **7,407** | 6,221 | **13,628** |
| **TOTAL FUNDING & FINANCING** | **1,905** | **2,538** | **4,443** | **5,582** | **4,574** | **6,792** | **8,959** | **30,349** | **31,068** | **61,417** |

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.

# CORPORATE FINANCIAL

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Professional Fees & Services | 1,241 | 348 | (893) | (72.0%) |
| Grants | 50 | 681 | 631 | 1,262.0% |
| Financial Expenses | 6,474 | 6,474 | | |
| Interdepartmental Charges | 125 | 130 | 5 | 4.0% |
| ***Subtotal - Operating*** | ***7,890*** | ***7,633*** | ***(257)*** | ***(3.3%)*** |
| Debt Servicing | 388 | 387 | (1) | (0.3%) |
| Transfers to Reserves | 1,578 | 2,728 | 1,150 | 72.9% |
| Discretionary DC Exemptions | 7,714 | 9,414 | 1,700 | 22.0% |
| ***Subtotal - Debt / Reserves / Capital*** | ***9,680*** | ***12,529*** | ***2,849*** | ***29.4%*** |
| **Gross Expenditure** | **17,570** | **20,162** | **2,592** | **14.8%** |
| Interdepartmental Recoveries | (1,595) | (1,900) | (305) | 19.1% |
| **Net Expenditure** | **15,975** | **18,262** | **2,287** | **14.3%** |
| **Revenue** | | | | |
| Ontario Grants - COVID | 9,724 | 1,570 | (8,154) | (83.9%) |
| User Fees | 10 | 10 | | |
| Interest Earnings | 582 | 582 | | |
| Contribution from Reserves | 291 | 500 | 209 | 71.8% |
| Supplementary Taxes | 10,000 | 10,000 | | |
| Payments in Lieu | 7,943 | 8,240 | 297 | 3.7% |
| Reserve Fund Financing | | 250 | 250 | |
| **Revenue Subtotal** | **28,549** | **21,152** | **(7,397)** | **(25.9%)** |
| **Property Tax Levy** | **(12,575)** | **(2,890)** | **9,685** | **(77.0%)** |

# Corporate Financial

## Ten Year Capital Budget and Forecast (Thousands)
## 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 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 | | | | 248 | 534 | 534 | 534 | 1,850 | 1,996 | 3,846 |
| 99060 55 Mooregate Brownfield Incentives | | 33 | 33 | 33 | 33 | 33 | | 132 | | 132 |
| 99063 100 Victoria Street South Brownfield Incentives | | 554 | 554 | | | | | 554 | | 554 |
| 99066 83 Elmsdale Brownfield Incentives | | | | | | 688 | 688 | 1,375 | 3,404 | 4,779 |
| 99067 445 King Brownfield Incentives | | 312 | 312 | 220 | | | | 532 | | 532 |
| 99074 181 King St Brownfield Incentives | | 189 | 189 | | | | | 189 | | 189 |
| 99075 1 Adam Brownfield Incentives | | 557 | 557 | 337 | 337 | 272 | 139 | 1,641 | 238 | 1,878 |
| 99076 1011 Homer Watson Brownfield Incentives | | | | | 1,269 | 1,145 | 1,059 | 3,474 | 1,848 | 5,321 |
| 99077 19 Guelph (Parcel A) Brownfield Incentives | | 175 | 175 | 87 | 87 | 87 | 87 | 525 | 608 | 1,133 |
| 99078 19 Guelph (Parcel B) Brownfield Incentives | | 178 | 178 | 178 | 178 | 178 | 118 | 830 | | 830 |
| 99080 70 King Street Brownfield Incentives | | | | | | 664 | 79 | 743 | | 743 |
| 99081 119 Roger Street Brownfield Incentives | | | | | 374 | 374 | 374 | 1,122 | 1,227 | 2,349 |
| 99083 64 Grand Avenue Brownfield Incentives | | | | 764 | 764 | 764 | 764 | 3,056 | 497 | 3,553 |
| 99084 270 Spadina Brownfield Incentives | | | | | | 118 | 118 | 237 | 592 | 829 |
| 99085 498 Eagle Brownfield Incentives | | | | | 165 | 165 | 165 | 494 | 823 | 1,317 |
| 99086 475 King Brownfield Incentives | | | | 444 | | | | 444 | | 444 |
| 99087 215 Lexington Brownfield Incentives | | | | 23 | | | | 23 | | 23 |
| **Subtotal Brownfield Financial Incentive Program** | | **1,998** | **1,998** | **2,334** | **3,741** | **5,022** | **4,125** | **17,220** | **11,233** | **28,453** |
| **TOTAL EXPENDITURE** | | **2,998** | **2,998** | **2,334** | **3,741** | **5,022** | **4,125** | **18,220** | **11,233** | **29,453** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3980140 Brownfield Incentive Program Reserve | | 1,998 | **1,998** | 2,334 | 3,741 | 5,022 | 4,125 | **17,220** | 11,233 | **28,453** |
| 3980720 Tax Stabilization Reserve | | 1,000 | **1,000** | | | | | **1,000** | | **1,000** |
| **TOTAL FUNDING & FINANCING** | | **2,998** | **2,998** | **2,334** | **3,741** | **5,022** | **4,125** | **18,220** | **11,233** | **29,453** |

# ASSOCIATED AGENCIES

# THE REGIONAL MUNICIPALITY OF WATERLOO

2022 Operating Budget ($ thousands)

Police

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 132,362 | 137,080 | 4,718 | 3.6% |
| Benefits | 42,128 | 45,564 | 3,436 | 8.2% |
| Supplies | 3,157 | 3,215 | 58 | 1.8% |
| Maintenance | 1,162 | 1,136 | (26) | (2.2%) |
| Utilities | 26 | 28 | 2 | 7.7% |
| Police Vehicles | 11 | 15 | 4 | 36.4% |
| Equipment | 460 | 802 | 342 | 74.3% |
| Construction | 35 | 20 | (15) | (42.9%) |
| Professional Fees & Services | 8,272 | 10,206 | 1,934 | 23.4% |
| Rents | 785 | 821 | 36 | 4.6% |
| Social Support and Benefit Payments | 298 | 332 | 34 | 11.4% |
| Financial Expenses | 55 | 59 | 4 | 7.3% |
| Communications | 1,620 | 1,711 | 91 | 5.6% |
| Travel | 585 | 575 | (10) | (1.7%) |
| Insurance | 841 | 910 | 69 | 8.2% |
| Facility Occupancy Charges | 3,721 | 4,187 | 466 | 12.5% |
| Interdepartmental Charges | 1,582 | 1,722 | 140 | 8.8% |
| ***Subtotal - Operating*** | ***197,099*** | ***208,384*** | ***11,285*** | ***5.7%*** |
| Debt Servicing | 4,570 | 5,493 | 923 | 20.2% |
| Transfers to Reserves | 5,220 | 5,352 | 132 | 2.5% |
| ***Subtotal - Debt / Reserves / Capital*** | ***9,790*** | ***10,845*** | ***1,055*** | ***10.8%*** |
| **Gross Expenditure** | **206,889** | **219,228** | **12,339** | **6.0%** |
| Interdepartmental Recoveries | (1,164) | (1,506) | (342) | 29.4% |
| External Recoveries | (4,492) | (4,963) | (471) | 10.5% |
| **Net Expenditure** | **201,232** | **212,759** | **11,527** | **5.7%** |
| **Revenue** | | | | |
| Ontario Grants | 10,341 | 9,783 | (558) | (5.4%) |
| Ontario Grants - COVID | 188 | 174 | (14) | (7.4%) |
| User Fees | 3,263 | 3,270 | 7 | 0.2% |
| Contribution from Reserves | 1,100 | 2,100 | 1,000 | 90.9% |
| Contribution from RDC Reserve Funds | 953 | 1,672 | 719 | 75.4% |
| **Revenue Subtotal** | **15,845** | **16,998** | **1,153** | **7.3%** |
| **Property Tax Levy** | **185,387** | **195,761** | **10,374** | **5.6%** |

# Waterloo Regional Police

## Ten Year Capital Budget and Forecast (Thousands)
## 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| **EXPENDITURE** | | | | | | | | | | |
| **Program Area Capital** | | | | | | | | | | |
| 50000 Police Vehicles and Equipment | 48 | 2,226 | **2,274** | 3,815 | 3,024 | 4,102 | 1,870 | **15,085** | 13,986 | **29,071** |
| 50001 Automated Asset and Evidence Solution | | 248 | **248** | 233 | 233 | 118 | | **833** | 42 | **875** |
| 50004 Police Vehicles - Growth | | 545 | **545** | 182 | 182 | 121 | 121 | **1,150** | 121 | **1,271** |
| 50005 Information Technology | | | | 60 | | | | **60** | | **60** |
| 50011 Voice Radio HW and SW Upgrades | 365 | 786 | **1,151** | 323 | | 13 | 11,220 | **12,707** | 7,665 | **20,373** |
| 50012 Training Facilities Expansion | | | | | 655 | 7,645 | 7,645 | **15,945** | | **15,945** |
| 50016 Business Intelligence Tool | 475 | | **475** | | | | | **475** | | **475** |
| 50017 HRIS | 280 | 592 | **872** | 45 | | | | **916** | | **916** |
| 50018 Body Worn and In Car Video | 287 | 104 | **391** | 1,250 | | | | **1,641** | | **1,641** |
| 50022 Replacement of North Division | 395 | | **395** | | | | | **395** | | **395** |
| 50024 Administrative Phone System | 49 | | **49** | | | | | **49** | 800 | **849** |
| 50025 Next Generation 911 | 270 | 622 | **892** | 1,063 | 442 | | | **2,396** | 800 | **3,196** |
| 50027 IT Security | | | | 221 | | | | **221** | | **221** |
| 50028 AFPIS/Livescan Software | | | | | 700 | 700 | | **1,400** | | **1,400** |
| 50029 Automated Transcription Software | | | | | | 250 | | **250** | | **250** |
| 50030 Video Conference | 80 | | **80** | | | | 300 | **380** | | **380** |
| 50035 Information Management | | | | | 680 | | | **680** | | **680** |
| 50045 WRPS Voice Radio Infrastructure | 2,530 | | **2,530** | | | | | **2,530** | | **2,530** |
| 50046 New Central Division (200 Frederick St) | 13,326 | 22,648 | **35,974** | | | | | **35,974** | | **35,974** |
| 50047 Facilities Refresh and Furniture | | 400 | **400** | 408 | 416 | 425 | 433 | **2,082** | 2,300 | **4,382** |
| 50048 Police Equipment | 747 | 2,411 | **3,158** | 2,529 | 1,755 | 2,430 | 4,159 | **14,031** | 14,507 | **28,538** |
| 50051 Central Division Renovation/Expansion | | | | | | | | | 2,130 | **2,130** |
| 50052 Headquarters Parking Upgrades | 59 | 496 | **555** | | | | | **555** | | **555** |
| 50053 Headquarters Renovations | | | | | | | 492 | **492** | 21,842 | **22,333** |
| 50055 Reporting Centre Expansion | | | | | | | | | 1,311 | **1,311** |
| 50056 North Division Renovation | | | | | | | 158 | **158** | | **158** |
| 50057 North Division Parking Upgrades | | | | | | | | | 4,178 | **4,178** |
| 50059 South Division Expansion | | | | | | | | | 407 | **407** |
| 50060 Police Furniture - Growth | | 88 | **88** | 40 | 38 | 30 | 25 | **220** | 25 | **245** |
| 50061 Police Equipment - Growth | | 445 | **445** | 204 | 191 | 153 | 127 | **1,119** | 127 | **1,247** |
| 50063 Electric Vehicle Charging Stations | 30 | 40 | **70** | 40 | 40 | | | **150** | | **150** |
| 50064 Magazine Explosive Storage | 100 | | **100** | | | | | **100** | | **100** |

# Waterloo Regional Police

## Ten Year Capital Budget and Forecast (Thousands)
## 2022 - 2031

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Subtotal** | 2027 - 2031 Subtotal | **2022 - 2031 Total** |
|---|---|---|---|---|---|---|---|---|---|---|
| 50068 Facility Security Upgrades | 105 | 300 | **405** | 300 | 300 | 300 | 300 | **1,605** | 1,500 | **3,105** |
| 50069 Evidence Management Facilities Upgrades | 385 | 280 | **665** | | | | | **665** | | **665** |
| 50070 Technical Investigations System | | | | 200 | | | | **200** | | **200** |
| 50072 Disaster Recovery | 67 | 200 | **267** | 600 | | | 200 | **1,067** | 1,900 | **2,967** |
| 50073 DEMS Storage | | | | | | | | | 1,200 | **1,200** |
| **Total Program Area Capital** | **19,597** | **32,430** | **52,027** | **11,512** | **8,656** | **16,285** | **27,050** | **115,530** | **74,840** | **190,370** |
| **Facilities Managed Capital Renewal** | | | | | | | | | | |
| 75012 Firearms Training Facility Renewal | | 29 | **29** | | 12 | 626 | | **667** | 12 | **679** |
| 75013 Police South Division Renewal | 763 | 491 | **1,254** | 564 | 71 | 224 | 578 | **2,692** | 867 | **3,559** |
| 75014 Police North Division Renewal | 618 | 12 | **630** | 190 | 206 | 31 | 12 | **1,068** | 1,035 | **2,103** |
| 75016 Police Headquarters Renewal | 253 | 709 | **962** | 1,283 | 235 | 832 | 506 | **3,819** | 5,176 | **8,995** |
| 75017 Police Investigative Services Renewal | 437 | 12 | **449** | 26 | 35 | 12 | 165 | **687** | 460 | **1,146** |
| 75018 Police Reporting Centre Renewal | 123 | | **123** | 370 | 153 | 108 | 272 | **1,026** | 460 | **1,486** |
| 75021 Police New Central Division Renewal | | | | 50 | 75 | 100 | 125 | **350** | 1,000 | **1,350** |
| **Total Facilities Managed Capital Renewal** | **2,194** | **1,254** | **3,448** | **2,483** | **787** | **1,934** | **1,658** | **10,308** | **9,010** | **19,318** |
| **TOTAL EXPENDITURE** | **21,791** | **33,683** | **55,474** | **13,995** | **9,443** | **18,219** | **28,708** | **125,838** | **83,850** | **209,688** |
| **FUNDING & FINANCING** | | | | | | | | | | |
| **Development Charges** | | | | | | | | | | |
| Reserve Funds | 572 | 1,280 | **1,852** | 425 | 410 | 304 | 395 | **3,386** | 4,283 | **7,669** |
| Debentures | 6,530 | 11,097 | **17,627** | | 498 | 5,810 | 5,810 | **29,745** | | **29,745** |
| **Property Taxes** | | | | | | | | | | |
| Reserves and Reserve Funds | | | | | | | | | | |
| 3980066 Lifecycle Reserve Police | 1,431 | 762 | **2,193** | 635 | 787 | 1,934 | 1,079 | **6,628** | 7,109 | **13,737** |
| 3981300 Police Capital Reserve | 3,240 | 5,654 | **8,894** | 6,209 | 3,425 | 3,535 | 16,612 | **38,676** | 28,714 | **67,390** |
| 3982340 Police Vehicles & Equipment Reserve | 48 | 2,226 | **2,274** | 3,815 | 3,024 | 4,102 | 1,870 | **15,085** | 13,986 | **29,071** |
| Debentures | 9,970 | 12,663 | **22,633** | 2,911 | 1,299 | 2,535 | 2,941 | **32,318** | 29,758 | **62,076** |
| **TOTAL FUNDING & FINANCING** | **21,791** | **33,683** | **55,474** | **13,995** | **9,443** | **18,219** | **28,708** | **125,838** | **83,850** | **209,688** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Waterloo Regional Heritage Foundation

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Grants | 106 | | (106) | (100.0%) |
| ***Subtotal - Operating*** | ***106*** | | ***(106)*** | ***(100.0%)*** |
| **Gross Expenditure** | **106** | | **(106)** | **(100.0%)** |
| **Net Expenditure** | **106** | | **(106)** | **(100.0%)** |
| **Property Tax Levy** | **106** | | **(106)** | **(100.0%)** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Region of Waterloo Arts Fund

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Grants | 393 | 393 | | |
| ***Subtotal - Operating*** | ***393*** | ***393*** | | |
| **Gross Expenditure** | **393** | **393** | | |
| **Net Expenditure** | **393** | **393** | | |
| **Revenue** | | | | |
| Contribution from Reserves | | 50 | 50 | |
| **Revenue Subtotal** | | **50** | **50** | |
| **Property Tax Levy** | **393** | **343** | **(50)** | **(12.7%)** |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Waterloo Region Crime Prevention Council

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 497 | 62 | (435) | (87.5%) |
| Benefits | 138 | 34 | (104) | (75.4%) |
| Supplies | 7 | 1 | (6) | (85.7%) |
| Equipment | 2 | 1 | (1) | (50.0%) |
| Professional Fees & Services | 33 | 109 | 76 | 230.3% |
| Grants | 12 | 3 | (9) | (75.0%) |
| Communications | 21 | 12 | (9) | (42.9%) |
| Travel | 5 | 2 | (3) | (60.0%) |
| Facility Occupancy Charges | 25 | 27 | 2 | 8.0% |
| Interdepartmental Charges | 5 | 9 | 4 | 80.0% |
| ***Subtotal - Operating*** | ***745*** | ***261*** | ***(484)*** | ***(65.0%)*** |
| Transfers to Reserves | 2 | 2 | | |
| ***Subtotal - Debt / Reserves / Capital*** | ***2*** | ***2*** | | |
| **Gross Expenditure** | **747** | **263** | **(484)** | **(64.8%)** |
| **Net Expenditure** | **747** | **263** | **(484)** | **(64.8%)** |
| **Revenue** | | | | |
| User Fees | 24 | 15 | (9) | (37.5%) |
| **Revenue Subtotal** | **24** | **15** | **(9)** | **(37.5%)** |
| **Property Tax Levy** | **723** | **248** | **(475)** | **(65.7%)** |

# THE REGIONAL MUNICIPALITY OF WATERLOO

2022 Operating Budget ($ thousands)

Immigration Partnership Council

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Compensation | 385 | 393 | 8 | 2.1% |
| Benefits | 83 | 86 | 3 | 3.6% |
| Supplies | 1 | 1 | | |
| Maintenance | 24 | 24 | | |
| Professional Fees & Services | 88 | 88 | | |
| Rents | 15 | 16 | 1 | 6.7% |
| Communications | 12 | 12 | | |
| Travel | 19 | 19 | | |
| Interdepartmental Charges | 34 | 34 | | |
| ***Subtotal - Operating*** | ***661*** | ***673*** | ***12*** | ***1.8%*** |
| Transfers to Reserves | 1 | 2 | 1 | 100.0% |
| ***Subtotal - Debt / Reserves / Capital*** | ***1*** | ***2*** | ***1*** | ***100.0%*** |
| **Gross Expenditure** | **663** | **675** | **12** | **1.8%** |
| **Net Expenditure** | **663** | **675** | **12** | **1.8%** |
| **Revenue** | | | | |
| Ontario Grants | 139 | | (139) | (100.0%) |
| Federal Grants | 430 | 567 | 137 | 31.9% |
| User Fees | 43 | 58 | 15 | 34.9% |
| **Revenue Subtotal** | **613** | **625** | **12** | **2.0%** |
| **Property Tax Levy** | **50** | **50** | | |

**THE REGIONAL MUNICIPALITY OF WATERLOO**

2022 Operating Budget ($ thousands)

Assessment Delivery Services (MPAC)

| | 2021 Budget (Restated) | 2022 Budget | Budget Change $ | Budget Change % |
|---|---|---|---|---|
| **Expenditure** | | | | |
| Professional Fees & Services | 7,021 | 7,051 | 30 | 0.4% |
| ***Subtotal - Operating*** | ***7,021*** | ***7,051*** | ***30*** | ***0.4%*** |
| **Gross Expenditure** | **7,021** | **7,051** | **30** | **0.4%** |
| **Net Expenditure** | **7,021** | **7,051** | **30** | **0.4%** |
| **Property Tax Levy** | **7,021** | **7,051** | **30** | **0.4%** |

# APPENDIX: SUMMARY OF APPROVED DEBENTURE FINANCING

# Tax Supported Capital Budget & Forecast

## Summary of Approved Debenture Financing (Thousands)
## 2022 - 2026

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Total** |
|---|---|---|---|---|---|---|---|---|
| **Debentures 10 yrs (levy/user rates)** | | | | | | | | |
| 01016 Waterloo Soil Management Strategy | | | | 4,500 | 3,500 | 2,250 | 2,250 | **12,500** |
| 01082 Waterloo Groundwater Management | | 235 | **235** | 625 | 1,445 | 430 | 530 | **3,265** |
| 01084 Materials Recycling Centre | 401 | | **401** | 2,529 | 4,603 | 455 | 134 | **8,121** |
| 01154 Waterloo - New Cells Design & Construction | | 360 | **360** | 2,400 | 9,100 | 300 | 250 | **12,410** |
| 01156 Waterloo Leachate Control | | 760 | **760** | 1,075 | 600 | 510 | 560 | **3,505** |
| 01160 Waterloo - Roads Construction | | 175 | **175** | 1,550 | | 415 | | **2,140** |
| 01163 Waterloo Landfill Gas System | | 2,555 | **2,555** | 2,356 | 1,810 | 1,325 | 1,020 | **9,066** |
| 01192 Waterloo Transfer Station Upgrade | 357 | 89 | **446** | 1,512 | 2,899 | 5,579 | 6,384 | **16,820** |
| 03603 Trigger 2 Property Acquisition | 160 | 2,695 | **2,855** | | 1,470 | | | **4,325** |
| 03604 Construct Runway 14/32 Extension | | | | | 3,658 | 3,658 | 3,658 | **10,975** |
| 03609 Construct Terminal Expansion Phase 1 | 4,177 | 7,030 | **11,207** | | | | | **11,207** |
| 03610 Design Terminal Expansion Phase 2 | | | | 1,680 | 2,100 | 2,520 | | **6,300** |
| 03611 Surface Parking Expansion | 1,694 | 2,455 | **4,149** | | | 2,440 | | **6,589** |
| 03612 Develop Existing Serviced Lands | | | | | | 3,904 | 1,684 | **5,588** |
| 03636 Runway 14-32 Rehabilitation | | | | | 7,700 | | | **7,700** |
| 03644 CBSA upgrades | 122 | 1,098 | **1,220** | | | | | **1,220** |
| 05612 Frederick St, Lancaster St E to Duke St | | | | | | | 2,000 | **2,000** |
| 05682 Nafziger Rd, Gerber Rd to Queen's Bush Rd | | | | | | | 1,060 | **1,060** |
| 05695 Scott St/Main St/Stanley St, 190M E of Hilltop Dr to St Andrews St | | | | | | | 200 | **200** |
| 05932 King St E, Sportsworld Dr to Freeport Bridge | | | | | 6,150 | 4,430 | 800 | **11,380** |
| 05947 Grand Ave S, Cedar St to St Andrews St | | | | | | | 50 | **50** |
| 05977 Erb's Rd, Sandhills Rd to Bridge #0903 Over the Nith River | | | | | 20 | | | **20** |
| 05983 King St, Northfield Dr to HWY 85 NB Ramp (Woolwich) | | | | | 24 | | | **24** |
| 07139 Central Yard Asset Renewal | 580 | | **580** | | 1,550 | 750 | 150 | **3,030** |
| 07358 Nafziger Rd at Wellesley Creek (#0552) | | | | | | | 775 | **775** |
| 07394 Erbsville Rd, Columbia St to Waterloo/Woolwich Bdry | | | | | | 2,655 | 1,350 | **4,005** |
| 07508 Erb's Road/Wilmot-Easthope Road, Nafziger Rd. to Perth/Waterlo | | | | | | 1,655 | | **1,655** |
| 07568 Main St, 1070 Main St to Franklin Blvd | | | | | | | 1,284 | **1,284** |
| 07619 Advanced Traffic Signal Management System | 588 | 1,044 | **1,632** | | | | | **1,632** |
| 07626 West Montrose Bridge Rehabilitation | 210 | 932 | **1,142** | 186 | | | | **1,328** |
| 50012 Training Facilities Expansion | | | | | 157 | 1,835 | 1,835 | **3,827** |

# Tax Supported Capital Budget & Forecast

## Summary of Approved Debenture Financing (Thousands)
## 2022 - 2026

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Total** |
|---|---|---|---|---|---|---|---|---|
| 50025 Next Generation 911 | 270 | 622 | **892** | 1,063 | 442 | | | **2,396** |
| 50028 AFPIS/Livescan Software | | | | | 700 | 700 | | **1,400** |
| 50045 WRPS Voice Radio Infrastructure | 2,140 | | **2,140** | | | | | **2,140** |
| 50053 Headquarters Renovations | | | | | | | 437 | **437** |
| 50056 North Division Renovation | | | | | | | 90 | **90** |
| 66067 Voice Radio Upgrade/Replacement | 1,408 | | **1,408** | | | | 179 | **1,587** |
| 66138 Miscellaneous Property Acquisitions | 2,683 | 1,220 | **3,903** | 1,220 | 2,440 | 1,220 | 1,220 | **10,003** |
| 68031 LRT System Improvements | 610 | | **610** | 1,011 | | | | **1,621** |
| 70020 KSWRM Renewal | | | | 859 | | | | **859** |
| 71042 Sunnyside Renewal | 3,494 | | **3,494** | 447 | 1,434 | 1,975 | | **7,350** |
| 73100 WM Waterloo Building Renewal | | | | 1,148 | 1,173 | 1,227 | 959 | **4,507** |
| 73200 WM Cambridge Building Renewal | | | | 414 | 1,064 | | | **1,478** |
| 74200 AHQ 150 Frederick Building Renewal | 720 | | **720** | 2,013 | | | 1,904 | **4,637** |
| 74300 99 Regina Building Renewal | | | | 2,420 | 2,048 | 2,042 | 1,600 | **8,110** |
| 74400 Operations Centre Building Renewal | | 1,189 | **1,189** | 2,619 | 2,917 | 1,745 | 1,562 | **10,032** |
| 74500 150 Main Cambridge Building Renewal | 530 | | **530** | 453 | 1,621 | 2,018 | 1,192 | **5,814** |
| 74700 WRESTC Renewal | | | | | 1,852 | 986 | | **2,837** |
| 74881 PSV HQ South Building Renewal | | | | | 647 | | | **647** |
| 75013 Police South Division Renewal | 763 | 491 | **1,254** | 564 | | | 578 | **2,397** |
| 75016 Police Headquarters Renewal | | | | 1,283 | | | | **1,283** |
| 90053 Energy Mgmt Upgrades to Mjr Bldgs | 39 | | **39** | | | | | **39** |
| 90109 Waterloo Regional Voice Radio System | 9 | | **9** | | | | | **9** |
| 90158 KPL Parking Garage Capital Program | 13 | 135 | **148** | 83 | 68 | 73 | 98 | **470** |
| 90170 KVTH Early Works | | 610 | **610** | | | | | **610** |
| 90180 Realignment of Victoria Street | 1,632 | | **1,632** | 4,935 | | | | **6,567** |
| 90190 Duke Street Underpass | 1,406 | 1,406 | **2,812** | 2,812 | | | | **5,624** |
| **Debentures 20 yrs (levy/user rates)** | | | | | | | | |
| 50046 New Central Division (200 Frederick St) | 6,796 | 11,550 | **18,346** | | | | | **18,347** |
| 66079 Northfield Drive Construction | 294 | 2,714 | **3,008** | | | | | **3,008** |
| 68030 Phase 2 LRT Design & Construction | 610 | | **610** | 6,100 | 7,320 | 19,520 | 20,130 | **53,680** |
| 82017 EMS Station - Master Plan 2024 | | | | | 93 | 840 | 610 | **1,543** |
| 82018 EMS Station - Master Plan 2026 | | | | | | | 139 | **139** |

# Tax Supported Capital Budget & Forecast

## Summary of Approved Debenture Financing (Thousands)
## 2022 - 2026

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Total** |
|---|---|---|---|---|---|---|---|---|
| 82019 EMS Station - Master Plan HQ North | 20 | | **20** | | | | | **20** |
| 82034 Station - Master Plan - Replacement | | 109 | **109** | 1,419 | 1,000 | | | **2,529** |
| 82035 Station - Master Plan - Replacement | | | | | 109 | 1,419 | 1,000 | **2,529** |
| 83170 WRH MP Kingscourt, Waterloo | 948 | 120 | **1,068** | 9,878 | 3,000 | | | **13,946** |
| 83171 WRH MP 82 Wilson, Kitchener | 482 | 500 | **982** | 2,260 | 3,912 | | | **7,154** |
| 83172 WRH MP Langs, Cambridge | 93 | | **93** | | 16,627 | 18,913 | | **35,633** |
| 83173 WRH MP 140 Weber, Kitchener | | | | | | 6,863 | 3,683 | **10,546** |
| 83174 WRH MP Mooregate, Kitchener | | | | | | | 2,302 | **2,302** |
| 90137 Corporate Accommodation (Under Review) | | 2,400 | **2,400** | 10,500 | 11,175 | 6,000 | | **30,075** |
| 90179 King-Victoria Transit Hub | | | | 160 | 3,008 | 5,664 | 2,864 | **11,696** |
| **Debentures 30 yrs (reserves)** | | | | | | | | |
| 68002 RT Land Acquisition | 2,016 | | **2,016** | | | | | **2,016** |
| 68012 Rolling Stock - Vehicles | 5,100 | | **5,100** | | | | | **5,100** |
| 68016 Ancillary Non Construction Rapid Transit Project Costs | 90 | | **90** | | | | | **90** |
| 68017 Project Construction LRT | 6,800 | | **6,800** | | | | | **6,800** |
| **Debentures 10 yrs (RDC)** | | | | | | | | |
| 01084 Materials Recycling Centre | | | | 306 | 557 | | | **863** |
| 01192 Waterloo Transfer Station Upgrade | | | | 183 | 351 | 676 | 773 | **1,983** |
| 03544 Sanitary Forcemain Servicing | 12 | | **12** | | | 2,010 | | **2,022** |
| 03603 Trigger 2 Property Acquisition | 221 | 1,912 | **2,133** | | 2,030 | | | **4,163** |
| 03609 Construct Terminal Expansion Phase 1 | 2,671 | 4,494 | **7,165** | | | | | **7,165** |
| 03611 Surface Parking Expansion | 1,083 | 1,570 | **2,653** | | | 1,560 | | **4,213** |
| 03612 Develop Existing Serviced Lands | | | | | | 2,496 | 1,076 | **3,572** |
| 03644 CBSA upgrades | 78 | 702 | **780** | | | | | **780** |
| 90170 KVTH Early Works | | 390 | **390** | | | | | **390** |
| **Debentures 20 yrs (RDC)** | | | | | | | | |
| 03548 Rehabilitation 08/26 | | | | | | 1,910 | | **1,910** |
| 03604 Construct Runway 14/32 Extension | | | | | 5,052 | 5,052 | 5,052 | **15,155** |
| 03605 Design Runway 08/26 Ext to 8700' | | | | | | | 348 | **348** |
| 03606 Shantz Station Road Reconfiguration Options | | 145 | **145** | 290 | 290 | 145 | 232 | **1,102** |
| 03610 Design Terminal Expansion Phase 2 | | | | 2,320 | 2,900 | 3,480 | | **8,700** |
| 05337 King St, Eagle St to Fountain St & Fountain St - King St to Shantz Hi | 171 | | **171** | | | | | **171** |

# Tax Supported Capital Budget & Forecast

## Summary of Approved Debenture Financing (Thousands)
## 2022 - 2026

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Total** |
|---|---|---|---|---|---|---|---|---|
| 05549 Franklin Blvd, Myers Rd to HWY 401 | 793 | | **793** | | | | | **793** |
| 07087 River Road Extension, King St. to Manitou Dr. | 19,775 | 1,900 | **21,675** | 1,000 | 10,000 | 12,025 | 8,000 | **52,700** |
| 07116 Maple Grove Rd, Hespeler Rd to East of Fountain St | | | | | 13,750 | 13,250 | 150 | **27,150** |
| 07122 Fischer-Hallman Rd, Plains Rd to 500M S of Bleams Rd | 319 | | **319** | | | | | **319** |
| 07145 Bleams Rd at Fischer-Hallman Rd | 1,729 | | **1,729** | | | | | **1,729** |
| 07221 Fischer-Hallman Road / Bearinger Rd., Columbia St W. to Westmo | | | | | 10,655 | | | **10,655** |
| 07258 Bleams Rd, Strasburg Rd to Fischer-Hallman Rd | 785 | | **785** | | | 8,080 | 7,550 | **16,415** |
| 07299 East Boundary Rd, Dundas St to Wesley Blvd | | | | | | 1,500 | 3,500 | **5,000** |
| 07303 Fountain Street N., Maple Grove Rd. to Kossuth Rd. | | | | | | 2,450 | 7,850 | **10,300** |
| 07327 Erb St, Ira Needles Blvd to Wilmot Ln | 1,285 | 1,030 | **2,315** | 2,390 | 10 | | | **4,715** |
| 07441 Dickie Settlement Rd at Roseville Rd | | | | 105 | 1,410 | 10 | | **1,525** |
| 07540 Hespeler Rd at HWY 401 Cycling Facility | | | | 462 | | | | **462** |
| 07601 Turn Lane, New Dundee Rd at Pinnacle Dr | 250 | | **250** | | | | | **250** |
| 50012 Training Facilities Expansion | | | | | 498 | 5,810 | 5,810 | **12,118** |
| 50046 New Central Division (200 Frederick St) | 6,530 | 11,097 | **17,627** | | | | | **17,627** |
| 66079 Northfield Drive Construction | 202 | 1,866 | **2,068** | | | | | **2,068** |
| 68030 Phase 2 LRT Design & Construction | 780 | | **780** | 5,460 | 4,680 | 12,480 | 12,870 | **36,270** |
| 82017 EMS Station - Master Plan 2024 | | | | | 60 | 537 | 390 | **986** |
| 82018 EMS Station - Master Plan 2026 | | | | | | | 14 | **14** |
| 90137 Corporate Accommodation (Under Review) | | | | 3,500 | 3,725 | 2,000 | | **9,225** |
| 90179 King-Victoria Transit Hub | | | | 110 | 2,068 | 3,894 | 1,969 | **8,041** |

# User Rate Capital Budget & Forecast

## Summary of Approved Debenture Financing (Thousands)

## 2022 - 2026

| | Previous Unspent Approvals | 2022 Request | **2022 Total** | 2023 | 2024 | 2025 | 2026 | **2022 - 2026 Total** |
|---|---|---|---|---|---|---|---|---|
| **Debentures 10 yrs (levy/user rates)** | | | | | | | | |
| 08797 Kitchener Process Upgrades | | | | | | 6,000 | 5,000 | **11,000** |
| **Debentures 20 yrs (RDC)** | | | | | | | | |
| 04015 Laurel Tank WTP | 1,800 | 3,200 | **5,000** | 470 | 800 | | | **6,270** |
| 04044 Production Treatment Facilities System Expansion | | | | | | | 1,000 | **1,000** |
| 04082 Watermain Upgrades | | | | 730 | | | | **730** |
| 04083 New Watermains | | | | 1,915 | 3,860 | 5,200 | 1,000 | **11,975** |
| 04086 Baden New Hamburg Loops | | 1,300 | **1,300** | 2,100 | 1,500 | | | **4,900** |
| 04155 Tri City Distribution Upgrades | | | | 175 | 1,750 | 2,800 | 1,400 | **6,125** |
| 04156 Kitchener Zone(s) 2/4 Distribution Upgrades | | | | 600 | 500 | | | **1,100** |
| 04160 William and Strange St Upgrades | | 750 | **750** | 870 | 450 | | | **2,070** |
| 04181 Cambridge Water Distribution Upgrades | | 2,200 | **2,200** | 1,584 | 1,485 | 1,700 | 2,300 | **9,269** |
| 04187 Manganese Treatment Upgrades | | | | | | | 1,600 | **1,600** |
| 04189 Elmira & St Jacobs Water Supply Optimization | | | | 2,250 | 4,100 | 1,000 | | **7,350** |
| 04191 Mannheim WTP Optimization | | 1,050 | **1,050** | 2,200 | | 1,800 | 2,400 | **7,450** |
| 04194 Heidelberg Water Supply Optimization | | | | | | 1,000 | | **1,000** |
| 04904 LTWS ASR Stages 1 + 2 | | 2,000 | **2,000** | | | | 1,650 | **3,650** |
| 04969 SCADA Communication Upgrade | | 1,000 | **1,000** | 1,000 | 900 | 500 | | **3,400** |
| 08242 Hespeler Expansion | | 400 | **400** | | | | | **400** |
| 08275 Biosolids Management Facility | | 2,000 | **2,000** | 2,000 | | | | **4,000** |
| 08289 Galt Process Upgrades & Expansion | | 1,000 | **1,000** | 1,400 | 3,200 | 1,200 | 1,000 | **7,800** |
| 08307 Kitchener & Waterloo Infrastructure Upgrades | | 1,000 | **1,000** | | | | | **1,000** |
| 08309 Rural Infrastructure Upgrades | | 1,000 | **1,000** | | | | | **1,000** |
| 08315 Elmira Upgrades | | 1,300 | **1,300** | 500 | | | | **1,800** |
| 08797 Kitchener Process Upgrades | | 2,778 | **2,778** | 2,800 | 1,100 | 3,200 | 2,400 | **12,278** |