


 **BUDGET 2023**

2023 APPROVED CAPITAL BUDGET

Documents released:
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February 13, 2023



Building a
strong and
sustainable
community
— together

THE CITY OF 
Waterloo
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February 13, 2023

Mayor, & Members of Council,
Waterloo, Ontario

2023 Approved Capital Budget and 2024–2032 Capital Forecast

Introduction

Included within this document is the 2023 Approved Capital Budget and 2024-2032 Capital Forecast for the City of Waterloo. The intent of providing a nine year forecast of capital projects and financing requirements is to facilitate long-term planning, prudent financial management, and to provide appropriate management of the City's \$3.4 billion of assets. There is no representation that any project in the forecast period will be approved by Council.

2023, 2024-2032 Capital Expenditures

In the 2023 Approved Capital Budget and 2024-2032 Capital Forecast 319 projects are planned with a total value of \$849.3 million. For 2023, 195 projects are projected with a total value of \$98.6 million. From 2024 through 2032, 286 projects are projected with a value of \$750.7 million.

Investment in Our Strategic Plan 2023, 2024-2032

Early in 2019, Council undertook the development of the 2019-2022 Strategic Plan-Moving Forward Together. Through this process, Council identified six Strategic Pillars to provide a common focus for Council and staff:

- Equity Inclusion and a Sense of Belonging
- Sustainability and the Environment
- Safe, Sustainable Transportation
- Healthy Community and Resilient Neighbourhoods
- Infrastructure Renewal
- Economic Growth and Development

In addition, Council identified seven Guiding Principles to guide decision making:

- Equity and Inclusion
- Sustainability
- Fiscal Responsibility
- Healthy & Safe Workplace
- Effective Engagement
- Personal Leadership
- Service Excellence

The 2023 Approved Capital Budget and 2024-2032 Capital Forecast has been prepared in alignment with these priorities and a summary has been provided below.

The new Strategic Plan, to be developed in 2023, will be used to inform the 2024-2026 budget process.

2023-2032 Projected Capital Expenditures by Strategic Pillar

Criteria	2023			2024-2032			Total		
	# of Projects	Total \$ ('000's)	% of 2023 Budget Dollars	# of Projects	Total \$ ('000's)	% of 2024-2032 Budget Dollars	# of Projects	Total \$ ('000's)	% of Total Budget Dollars
EQUITY, INCLUSION and a SENSE of BELONGING	7	\$782	1%	6	\$4,201	0.6%	10	\$4,983	0.6%
SUSTAINABILITY and the ENVIRONMENT	20	\$8,560	9%	22	\$43,282	6%	27	\$51,842	6%
SAFE, SUSTAINABLE TRANSPORTATION	18	\$5,610	6%	20	\$47,658	6%	21	\$53,268	6%
HEALTHY COMMUNITY and RESILIENT NEIGHBOURHOODS	30	\$15,392	16%	61	\$105,108	14%	68	\$120,500	14%
INFRASTRUCTURE RENEWAL	89	\$48,945	50%	133	\$502,129	67%	142	\$551,074	65%
ECONOMIC GROWTH & DEVELOPMENT	13	\$7,765	8%	16	\$28,054	4%	19	\$35,819	4%
SUPPORTING the STRATEGIC PLAN GUIDING PRINCIPLES	18	\$11,503	12%	28	\$20,289	3%	32	\$31,792	4%
Total Capital Budget	195	\$98,557	100%	286	\$750,721	100%	319	\$849,278	100%

*Please note, while there are a total of 319 projects planned over the 10 year projection, the project count in the above chart reflects that the same project can have planned funding during both the 2023, and 2024-2032 timeframes, and is therefore counted in both sections.

Capital Project Approval Process

The approval of the Capital Budget allows City staff to move forward with the capital program. As per policy FC-012, capital projects are classified as routine and non-routine. This project classification methodology has provided significant efficiency for both staff and Council by allowing projects to proceed expeditiously after capital budget approval. Projects that meet the following criteria, are non-routine, and will be brought before Council again prior to commencement for specific approval:

- Financial Materiality
- High Public/Council Interest
- Request by Council

After Council's approval of the Capital Budget on February 13, 2023, projects in these categories are required to come back to Council with a formal report outlining the rationale and funding strategy.

Capital expenditures that do not fall under one of these criteria are considered routine projects, and may proceed after Council's approval on February 13, 2023 without returning to Council. In 2023 there are a total of 165 routine projects, approximately 85% of the projects budgeted, with a dollar value of \$52.8 million or 54% of the 2023 Approved Capital Budget funding. Council reviewed the routine/non-routine classification of projects on February 6, 2023.

2023-2032 Projected Capital Expenditures by Reporting Criteria

Criteria	2023				2024-2032			Total		
	# of Projects	% by # of Projects	Total \$ ('000's)	% of 2023 Budget Dollars	# of Projects	Total \$ ('000's)	% of 2024-2032 Budget Dollars	# of Projects	Total \$ ('000's)	% of Total Budget Dollars
Non-Routine	30	15%	\$45,727	46%	54	\$435,699	58%	60	\$481,426	57%
Routine	165	85%	\$52,830	54%	232	\$315,022	42%	259	\$367,852	43%
Total Capital Budget	195	100%	\$98,557	100%	286	\$750,721	100%	319	\$849,278	100%

*Please note, while there are a total of 319 projects planned over the 10 year projection, the project count in the above chart reflects that the same project can have planned funding during both the 2023, and 2024-2032 timeframes, and is therefore counted in both sections.

Capital Themes

The 2023 Approved Capital Budget and the 2024-2032 Capital Forecast has also been ordered by capital themes, such as Road Reconstruction and Resurfacing, Facility Expansion and Refurbishment, and Economic Development Initiatives.

Capital Analysis

Introductory comments and analysis have been provided at the beginning of each main section of the document, to highlight important information.

If you have any questions about this document, please contact the appropriate implementation division, or the undersigned for clarification.

Respectfully submitted,

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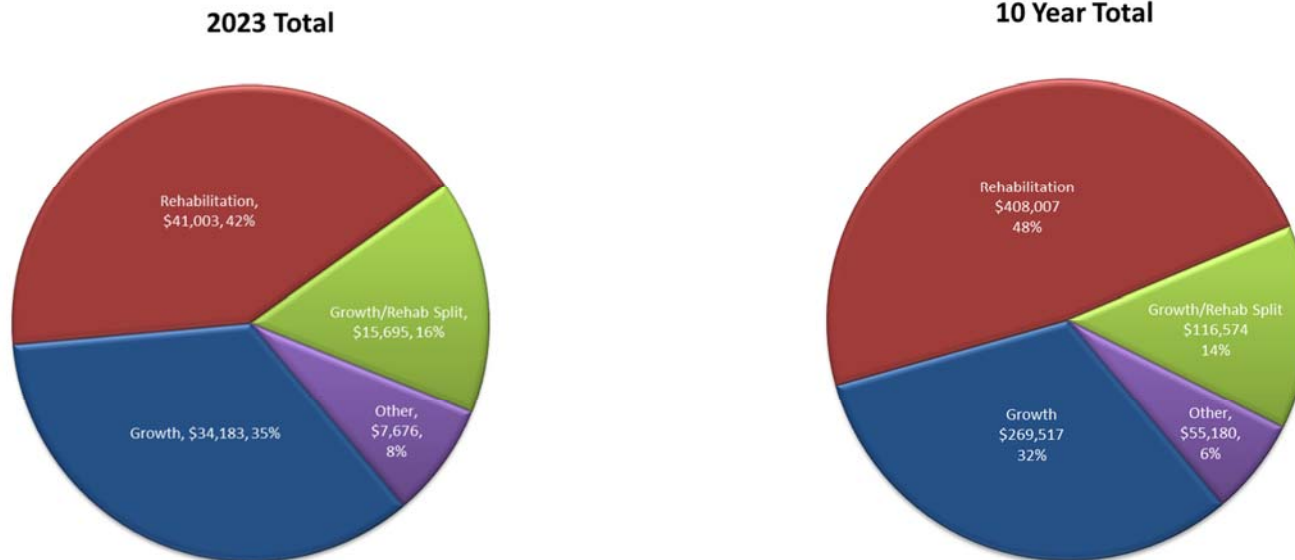
Source of Financing	Description
AH	Affordable Housing Program
ART	Public Art Reserve
BLD	Building Permit Reserve Fund
BUS	Comprehensive Business Licensing Reserve
CARF	Climate Action Reserve Fund
CBC	Community Benefits Charge Reserve Fund
CCBF	Canada Community Building Fund
CEM	Cemetery Reserve Fund
CIRRF	Capital Infrastructure Reinvestment Reserve Fund (Rehab/Repl)
CIRRF-INFRA	CIRRF Additional Infrastructure Funding
CRF	Capital Reserve Fund (New, Growth, Studies)
DC	Development Charges Reserve Funds
DebtCRF	CRF Debenture
DebtDC	DC Debenture
DebtPkg	Parking Debenture
DebtSWM	Stormwater Debenture
DEV	Developers
DON	Donations
ECDEV	Economic Development Reserve
EMPDV	Employee Development and Capacity Building Reserve
ER	Equipment Reserve (Fleet)
ER-Garage	Equipment Reserve - Garage Assets
HER	Heritage Reserve
ILA	Industrial Land Reserve Fund
LPPC	Library Post Period Capacity
LXP	Library Expansion Reserve Fund
OCIF	Ontario Community Infrastructure Reserve Fund
PKG	Parking Reserve Fund
PPC	Post Period Capacity
PUB-Gen	Parkland Dedication Reserve Fund-General
PUB-Nrthdl	Parkland Dedication Reserve Fund-Northdale
REG	Region of Waterloo
RHR	Rental Housing Reserve
SEWCAP	Sanitary Sewer Utility Capital Reserve
SWM	Storm Water Utility Reserve
TWP	Townships
WATCAP	Water Utility Capital Reserve

Other	Description
AMCC	Albert McCormick Community Centre
AODA	Accessibility for Ontarians with Disabilities Act
Asset Mgmt	Asset Management
CAO	Chief Administrative Office
CIP	Community Improvement Plan
COMM	Community Services Department
Comm. Prog. & Outreach	Community Programming & Outreach Division
CORP	Corporate Services Department
Ec Dev	Economic Development Division
Eng. Serv.	Engineering Services Division
H&S	Health and Safety
HRMS	Human Resources Management System
IIARAE	Indigenous Initiatives, Anti-Racism, Accessibility and Equity Division
IMTS	Information Management & Technology Services Division
IPPW	Integrated Planning & Public Works Department
Leg	Legislated
LHIN	Local Health Integration Network
LIB	Library
LRT	Light Rail Transit
Nline	New Lines
Rehab	Rehabilitation
Strat	Strategic
TMP	Transportation Master Plan
WMRC	Waterloo Memorial Recreation Complex
WRDSB	Waterloo Region District School Board

2023, 2024-2032 Capital Expenditures

In the 2023 Approved Capital Budget and 2024-2032 Capital Forecast 319 projects are planned with a total value of \$849.3 million. For 2023, 195 projects are projected with a total value of \$98.6 million. From 2024 through 2032, 286 projects are projected with a value of \$750.7 million.

In recent years, the City of Waterloo Council has made significant changes to our financial policies and tools to better enable us to balance the often competing needs of growth and rehabilitation. These changes include a Comprehensive Asset Management Plan, the development of a Long Term Financial Plan, the redirecting of reserve contributions towards increased rehabilitation, and the consolidation and redefining of reserve funds so that growth and rehabilitation can now be tracked directly through the funding source. The impacts of these changes are not immediate but long term, and these positive actions are evident in the charts below, which reflect an increase in rehabilitation spending over the 10 year projection, while still providing for growth. Some projects contain components of both growth and rehabilitation, and have been reflected on the charts as Growth/Rehab split. All projects not related to growth or rehabilitation have been classified as Other, for example, projects to fulfill legislative requirements, or health and safety related projects.



The percentage of funding allocated to growth versus rehabilitation will continue to be influenced in the coming years by the Long Term Financial Plan, the Asset Management Plan, and policy updates.

The full listing of capital projects for the 2023 Approved Capital Budget and 2024-2032 Capital Forecast has been included on the pages that follow, and is organized by department, and service delivery division.

SUMMARY OF CAPITAL EXPENDITURES BY DEPARTMENT and DIVISION

DEPT	DIVISION	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total
CAO	Ec Dev	6,952	8,836	4,731	526	290	250	278	235	235	274	22,607
CAO	IIARAE	398	161	482	114	446	166	521	296	604	611	3,799
CAO	Strategic Initiatives	1,190	1,243	475	483	631	530	511	522	412	419	6,416
CAO Subtotal		8,540	10,240	5,688	1,123	1,367	946	1,310	1,053	1,251	1,304	32,822
COMM	Comm. Prog. & Outreach	3,357	2,828	125	87	748	8,109	366	341	641	18	16,620
COMM	Fac Design & Mgmt Serv.	8,308	4,916	6,668	6,500	4,331	4,515	4,260	4,024	3,936	5,348	52,806
COMM	Fire Rescue	9,261	8,671	757	891	847	899	1,045	2,317	2,634	1,459	28,781
COMM	Municipal Enforcement	148						44				192
COMM	Parks, Forestry & Cemetery Services	3,960	6,469	5,806	6,748	5,188	2,977	3,944	3,726	2,891	4,580	46,289
COMM	Recreation Services	57	155	272	443	381	513	634	619	631	817	4,522
Community Services Subtotal		25,091	23,039	13,628	14,669	11,495	17,013	10,293	11,027	10,733	12,222	149,210
CORP	Communications		47			290			52		267	656
CORP	Finance	7,093	793	1,011	978	778	785	1,039	985	799	1,048	15,309
CORP	Fleet & Procurement Serv.	2,808	2,739	2,947	3,429	3,337	3,494	3,892	3,705	3,963	4,488	34,802
CORP	Human Resources		100			56	72		37	76		341
CORP	IMTS	2,363	1,025	921	894	514	794	1,078	1,506	1,107	1,122	11,324
CORP	Legislative Services				24	323			25			372
Corporate Services Subtotal		12,264	4,704	4,879	5,325	5,298	5,145	6,009	6,310	5,945	6,925	62,804
IPPW	Building Standards	392	260	371		166	225	115	469			1,998
IPPW	City Utilities-Sanitary	3,217	2,355	1,935	2,201	1,750	4,349	2,158	4,626	2,727	4,813	30,131
IPPW	City Utilities-Stormwater	7,834	4,775	5,729	4,531	5,622	5,470	8,326	6,330	7,433	7,580	63,630
IPPW	City Utilities-Water	5,562	2,356	2,041	5,512	2,022	2,062	2,105	2,194	2,188	2,232	28,274
IPPW	Eng. Serv.-Other	316	671	758	1,723	2,987	6,245	5,187	4,634	5,678	6,133	34,332
IPPW	Eng. Serv.-Parks	548	312	551	325	331	774	693	352	622	366	4,874
IPPW	Eng. Serv.-Roads		18,153	33,274	26,387		156	1,075				79,045
IPPW	Eng. Serv.-Sanitary		331	3,375								3,706
IPPW	Eng. Serv.-Water	1,910	40	1,426	44	44	44	2,893	48	48	48	6,545
IPPW	Planning	4,648	8,344	4,660	458	610	1,073	703	988	696	658	22,838
IPPW	Transportation Services	27,396	36,963	27,522	33,581	35,235	30,285	39,146	31,867	29,024	31,001	322,020
IPPW Subtotal		51,823	74,560	81,642	74,762	48,767	50,683	62,401	51,508	48,416	52,831	597,393
LIB	Library	839	591	651	683	646	662	770	719	735	753	7,049
Library Subtotal		839	591	651	683	646	662	770	719	735	753	7,049
TOTAL EXPENDITURES		98,557	113,134	106,488	96,562	67,573	74,449	80,783	70,617	67,080	74,035	849,278

SUMMARY OF CAPITAL EXPENDITURES BY FUNDING SOURCE

FUNDING SOURCE	TAX BASED RESERVES / RESERVE FUNDS	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total
CIRRF	Capital Infrastructure Reinvestment Reserve Fund	14,709	14,550	9,558	18,056	14,439	14,217	15,362	15,547	16,789	17,179	150,406
CIRRFINFR	Capital Infrastructure Reinvestment Reserve Fund-additional infrastructure investment	687	686	687	687	686	687	687	687	687	686	6,867
CRF	Capital Reserve Fund	7,202	6,571	6,652	5,995	5,156	5,209	5,442	4,780	6,048	5,753	58,808
CARF	Climate Action Reserve Fund	1,280	1,027	699	845	780	725	649	1,445	863	1,431	9,744
ECDEV	Economic Development Reserve	700	68	69	70	72	73	74	77	78	79	1,360
EMPDRV	Employee Development/Capacity Building Reserve	212	742	674	199	265	263	263	264	265	265	3,412
ER	Equipment Reserve	2,125	2,375	2,575	2,725	2,950	3,100	3,145	3,295	3,545	3,695	29,530
ER-Garage	Equipment Reserve-Fleet Garage	315			325			345			366	1,351
HER	Heritage Reserve			89								89
LXP	Library Expansion Reserve Fund	79		79								158
AH	Affordable Housing Reserve	175	175	175	175	175	175	175	175	175	175	1,750
ART	Public Art Reserve	204	42	106	43	44	45	46	47	48	49	674
	Tax Based Subtotal	27,688	26,236	21,363	29,120	24,567	24,494	26,188	26,317	28,498	29,678	264,149

FUNDING SOURCE	DEVELOPMENT CHARGE / COMMUNITY BENEFITS CHARGES	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total
CBC	Community Benefits Charges Reserve Fund	703	520	520	520	520	520	520	520	520	520	5,383
CBC-PKG	Community Benefits Charges-Parking	5,955										5,955
DC	Development Charges Reseve Funds	12,538	30,155	45,646	34,900	9,532	20,989	18,673	14,784	14,066	16,079	217,362
	DC Subtotal	19,196	30,675	46,166	35,420	10,052	21,509	19,193	15,304	14,586	16,599	228,700

FUNDING SOURCE	CASH IN LIEU	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total
PUB-Gen	Parkland Dedication Reserve Fund-General	4,878	5,025	2,673	2,346	1,661	3,309	1,777	1,965	197	1,361	25,192
PUB-Nrthdl	Parkland Dedication Reserve Fund-Northdale	2,500	3,579	1,628								7,707
	Cash in Lieu Subtotal	7,378	8,604	4,301	2,346	1,661	3,309	1,777	1,965	197	1,361	32,899

FUNDING SOURCE	BUSINESS ENTERPRISES	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total
BLD	Building Permit Reserve Fund	418	284	394	19	189	240	140	499	22	31	2,236
BUS	Comprehensive Business Licensing			1		2		2	2	1	2	10
CEM	Cemetery Reserve Fund	392	138	405	431	616	344	269	155	92	96	2,938
PKG	Parking Reserve Fund	32	445	30	131	51	53	64	58	32	58	954
RHR	Residential Rental Housing Reserve	10	8	9	6	7	7	53	12	8	10	130
SEWCAP	Sanitary Utility Capital Reserve	6,797	7,727	5,034	6,538	8,601	5,974	8,999	6,038	5,218	6,424	67,350
SWM	Stormwater Reserve	6,950	7,459	7,000	7,967	9,628	7,605	10,709	8,263	9,403	9,356	84,340
WATCAP	Water Utility Capital Reserve	7,220	11,271	7,463	8,644	8,768	7,481	8,537	6,701	5,637	7,033	78,755
	Business Enterprises Subtotal	21,819	27,332	20,336	23,736	27,862	21,704	28,773	21,728	20,413	23,010	236,713

FUNDING SOURCE	Grants	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total
CCBF	Canada Community Building Reserve Fund	5,803	3,301	3,301	3,301	3,301	3,301	3,302	3,301	3,301	3,301	35,513
	Grants Subtotal	5,803	3,301	3,301	3,301	3,301	3,301	3,302	3,301	3,301	3,301	35,513

SUMMARY OF CAPITAL EXPENDITURES BY FUNDING SOURCE

FUNDING SOURCE	ILA	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total
ILA	Industrial Land Account	4,785	6,814	3,258	27	28	28	29	29	30	30	15,058
	ILA Subtotal	4,785	6,814	3,258	27	28	28	29	29	30	30	15,058

FUNDING SOURCE	DEBENTURE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total
DebtDC	DC Debenture	6,562	4,267									10,829
DebtSWM	Stormwater Debenture	1,566										1,566
DebtWAT	Water Debenture	3,000										3,000
	Debenture Subtotal	11,128	4,267									15,395

FUNDING SOURCE	OTHER	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total
DEV	Developers	212	4,560	6,257	904		52	424				12,409
DON	Donations	500										500
REG	Regional Municipality of Waterloo	48	1,345	1,068	1,708	102	52	1,097	1,973	55	56	7,504
TWP	Townships			438								438
	Other Subtotal	760	5,905	7,763	2,612	102	104	1,521	1,973	55	56	20,851

	TOTAL FINANCING	98,557	113,134	106,488	96,562	67,573	74,449	80,783	70,617	67,080	74,035	849,278
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SUMMARY OF CAPITAL EXPENDITURES BY DEPARTMENT and DIVISION and REPORTING CRITERIA

DEPT	DIVISION	REPORTING CRITERIA	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total
CAO	Ec Dev	Routine	1,049	967	516	526	290	250	278	235	235	274	4,620
CAO	Ec Dev	Non-Routine	5,903	7,869	4,215								17,987
CAO	IIARAE	Routine	398	161	482	114	446	166	521	296	604	611	3,799
CAO	IIARAE	Non-Routine											
CAO	Strategic Initiatives	Routine	1,190	1,243	475	483	631	530	511	522	412	419	6,416
CAO	Strategic Initiatives	Non-Routine											
CAO Subtotal			8,540	10,240	5,688	1,123	1,367	946	1,310	1,053	1,251	1,304	32,822
COMM	Comm. Prog. & Outreach	Routine	40	224	125	87	748		21	88	22	18	1,373
COMM	Comm. Prog. & Outreach	Non-Routine	3,317	2,604				8,109	345	253	619		15,247
COMM	Parks, Forestry & Cemetery Serv.	Routine	2,349	2,812	2,762	3,297	3,592	1,702	2,644	1,931	2,150	2,381	25,620
COMM	Parks, Forestry & Cemetery Serv.	Non-Routine	1,611	3,657	3,044	3,451	1,596	1,275	1,300	1,795	741	2,199	20,669
COMM	Fac Design & Mgmt Serv.	Routine	7,145	2,474	2,904	1,849	3,574	3,881	3,672	2,649	3,037	3,851	35,036
COMM	Fac Design & Mgmt Serv.	Non-Routine	1,163	2,442	3,764	4,651	757	634	588	1,375	899	1,497	17,770
COMM	Fire Rescue	Routine	3,199	624	757	891	847	899	1,045	2,317	2,634	1,459	14,672
COMM	Fire Rescue	Non-Routine	6,062	8,047									14,109
COMM	Municipal Enforcement	Routine	48						44				92
COMM	Municipal Enforcement	Non-Routine	100										100
COMM	Recreation Services	Routine	57	155	272	443	381	513	634	619	631	817	4,522
COMM	Recreation Services	Non-Routine											
Community Services Subtotal			25,091	23,039	13,628	14,669	11,495	17,013	10,293	11,027	10,733	12,222	149,210
CORP	Communications	Routine		47			290			52		267	656
CORP	Communications	Non-Routine											
CORP	Finance	Routine	435	273	278	458	258	265	270	465	279	284	3,265
CORP	Finance	Non-Routine	6,658	520	733	520	520	520	769	520	520	764	12,044
CORP	Fleet & Procurement Serv.	Routine	2,808	2,739	2,947	3,429	3,337	3,494	3,892	3,705	3,963	4,488	34,802
CORP	Fleet & Procurement Serv.	Non-Routine											
CORP	Human Resources	Routine		100			56	72		37	76		341
CORP	Human Resources	Non-Routine											
CORP	IMTS	Routine	2,363	1,001	896	870	490	776	1,055	1,475	1,082	1,096	11,104
CORP	IMTS	Non-Routine		24	25	24	24	18	23	31	25	26	220
CORP	Legislative Services	Routine				24	323			25			372
CORP	Legislative Services	Non-Routine											
Corporate Services Subtotal			12,264	4,704	4,879	5,325	5,298	5,145	6,009	6,310	5,945	6,925	62,804

DEPT	DIVISION	REPORTING CRITERIA	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total
IPPW	Building Standards	Routine	392	260	371		166	225	115	469			1,998
IPPW	Building Standards	Non-Routine											
IPPW	City Utilities-Sanitary	Routine	3,217	2,355	1,935	2,201	1,750	2,021	2,158	2,204	2,727	2,293	22,861
IPPW	City Utilities-Sanitary	Non-Routine						2,328		2,422		2,520	7,270
IPPW	City Utilities-Stormwater	Routine	7,157	3,624	2,340	4,315	2,207	3,419	6,234	3,377	3,399	3,464	39,536
IPPW	City Utilities-Stormwater	Non-Routine	677	1,151	3,389	216	3,415	2,051	2,092	2,953	4,034	4,116	24,094
IPPW	City Utilities-Water	Routine	5,562	2,356	2,041	5,512	2,022	2,062	2,105	2,194	2,188	2,232	28,274
IPPW	City Utilities-Water	Non-Routine											
IPPW	Eng. Serv.-Other	Routine	316	385	320	400	332	415	344	434	360	449	3,755
IPPW	Eng. Serv.-Other	Non-Routine		286	438	1,323	2,655	5,830	4,843	4,200	5,318	5,684	30,577
IPPW	Eng. Serv.-Parks	Routine	548	312	551	325	331	586	344	352	622	366	4,337
IPPW	Eng. Serv.-Parks	Non-Routine						188	349				537
IPPW	Eng. Serv.-Roads	Routine			1,325			156	1,075				2,556
IPPW	Eng. Serv.-Roads	Non-Routine		18,153	31,949	26,387							76,489
IPPW	Eng. Serv.-Sanitary	Routine		331	3,375								3,706
IPPW	Eng. Serv.-Sanitary	Non-Routine											
IPPW	Eng. Serv.-Water	Routine	44	40	1,426	44	44	44	2,893	48	48	48	4,679
IPPW	Eng. Serv.-Water	Non-Routine	1,866										1,866
IPPW	Planning	Routine	2,148	2,972	3,032	458	610	1,073	590	988	696	658	13,225
IPPW	Planning	Non-Routine	2,500	5,372	1,628				113				9,613
IPPW	Transportation Services	Routine	11,526	6,510	9,594	9,457	7,787	7,162	7,313	9,605	10,951	9,439	89,344
IPPW	Transportation Services	Non-Routine	15,870	30,453	17,928	24,124	27,448	23,123	31,833	22,262	18,073	21,562	232,676
IPPW Subtotal			51,823	74,560	81,642	74,762	48,767	50,683	62,401	51,508	48,416	52,831	597,393
LIB	Library	Routine	839	591	493	683	646	662	770	719	735	753	6,891
LIB	Library	Non-Routine			158								158
Library Subtotal			839	591	651	683	646	662	770	719	735	753	7,049
TOTAL EXPENDITURES			98,557	113,134	106,488	96,562	67,573	74,449	80,783	70,617	67,080	74,035	849,278

Service Delivery: Economic Development

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
101	Routine	N	Other	Ec Dev	Economic Growth & Development	Community Improvement Plan Implementation (CIP)	53	52	53	54	55	56	57	59	60	61	560
102	Routine	N	Growth	Communications	Economic Growth & Development	Economic Development / Arts & Culture Microsite Development	79										79
103	Non-Routine	N	Rehab	Ec Dev	Economic Growth & Development	Employment Parks Gateway Improvements	53										53
104	Routine	N	Growth	Ec Dev	Healthy Community and Resilient Neighbourhoods	Festivals & Events Sound System		21			23					30	74
105	Routine	Y	Other	Ec Dev	Healthy Community and Resilient Neighbourhoods	Public Art Implementation	204	42		43	44	45	46	47	48	49	568
106	Routine	Y	Other	Ec Dev	Healthy Community and Resilient Neighbourhoods	Public Art Implementation - Large Scale Initiatives			318								318
107	Routine	Y	Growth	Fac Design & Mgmt Serv.	Healthy Community and Resilient Neighbourhoods	Public Square Fireplace				43							43
108	Routine	N	Growth	Ec Dev	Healthy Community and Resilient Neighbourhoods	Public Square Outdoor Speakers		10									10
109	Routine	N	Rehab	Ec Dev	Infrastructure Renewal	Public Square Furnishings and Equipment Replacement	28		16		17		17		18		96
110	Routine	N	Growth/Rehab Split	Fac Design & Mgmt Serv.	Economic Growth & Development	Re-Purposing of the Carnegie Library Interior	578										578
111	Non-Routine	Y	Growth	Engineering Services	Economic Growth & Development	East Side Employment Lands	526	2,601	992								4,119
112	Non-Routine	Y	Growth	Engineering Services	Economic Growth & Development	Generation Park Lands Servicing	5,324	5,268	3,223								13,815
113	Routine	N	Growth	Ec Dev	Economic Growth & Development	Industrial Land Account Minor Requests	27	26	27	27	28	28	29	29	30	30	281
114	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure Renewal	Uptown Parkade - Capital Repairs	69	69	70	72	73	75	76	77	79	80	740
115	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure Renewal	Uptown Parkade - Expansion Joints		450									450
116	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure Renewal	Uptown Parkade - Lighting Replacement				265							265
117	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure Renewal	Uptown Parkade - Painting					73						73
118	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure Renewal	Uptown Parkade Structural Assessment		27					30				57
119	Routine	N	Rehab	Ec Dev	Infrastructure Renewal	Library Lot Pay and Display Machine							23				23
120	Routine	N	Rehab	Transportation Services	Infrastructure Renewal	Parking Lot Rehabilitation		21		22		23		23		24	113
121	Routine	N	Rehab	Ec Dev	Infrastructure Renewal	Parking Lot Sign Replacement		43									43
122	Routine	N	Rehab	Engineering Services	Infrastructure Renewal	Perimeter Lot Resurfacing		206									206
123	Routine	N	Growth	Ec Dev	Economic Growth & Development	Storage Units for Visitor Centre			32								32
124	Routine	N	Strategic	Ec Dev	Healthy Community and Resilient Neighbourhoods	Culture Plan	11										11
Economic Development Total							6,952	8,836	4,731	526	290	250	278	235	235	274	22,607

Service Delivery: Indigenous Initiatives, Anti-Racism, Accessibility and Equity

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
130	Routine	N	Rehab	Fac Design & Mgmt Serv.	Equity, Inclusion and a Sense of Belonging	Accessibility Facility Upgrades (AODA)	194	137	458	89	421	140	438	152	457	461	2,947
131	Routine	N	Other	IIARAE	Equity, Inclusion and a Sense of Belonging	Data Measurement / Monitoring / Analysis-Pilot	120										120
132	Routine	N	Other	Fac Design & Mgmt Serv.	Equity, Inclusion and a Sense of Belonging	Equity and Reconciliation Partnerships							57	117	120	122	416
133	Routine	N	Other	IIARAE	Equity, Inclusion and a Sense of Belonging	Interpretation / Translation Supports-Pilot	60										60
134	Routine	N	Other	IIARAE	Healthy Community and Resilient Neighbourhoods	Truth and Reconciliation Implementation	24	24	24	25	25	26	26	27	27	28	256
Economic Development Total							398	161	482	114	446	166	521	296	604	611	3,799

Service Delivery: Strategic Initiatives

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
140	Routine	N	Strategic	Strategic Initiatives	Economic Growth & Development	CAO's Economic Development Initiatives	16	16	16	16	17	17	17	18	18	18	169
141	Routine	N	Strategic	Strategic Initiatives	Sustainability and the Environment	Community Climate Action Plan-TransformWR Implementation	210	208	106	108	110	113	115	117			1,087
142	Routine	N	Strategic	Strategic Initiatives	Sustainability and the Environment	Corporate Climate Action Plan Implementation	103	408									511
143	Routine	N	Strategic	Strategic Initiatives	Sustainability and the Environment	Corporate Climate Change Adaptation Plan Implementation	264	264									528
144	Routine	N	Strategic	Fac Design & Mgmt Serv.	Sustainability and the Environment	Electric Vehicle Charging Program	25	25	25	25	25	25	25	25	25	25	250
145	Routine	N	Strategic	Strategic Initiatives	Sustainability and the Environment	Environmental Sustainability Initiatives	10	10	10	10	10	10	10	10	10	10	100
146	Routine	N	Rehab	Strategic Initiatives	Infrastructure Renewal	Grant Opportunities	316	312	318	324	331	337	344	352	359	366	3,359
147	Routine	N	Strategic	Strategic Initiatives	Supporting the Strategic Plan Guiding Principles	Lean Six Sigma	200										200
148	Routine	N	Strategic	Strategic Initiatives	Supporting the Strategic Plan Guiding Principles	Strategic Plan Renewal	46				138	28					212
Strategic Initiatives Total							1,190	1,243	475	483	631	530	511	522	412	419	6,416

Service Delivery: Community Programming and Outreach

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
201	Routine	N	Rehab	Comm. Prog. & Outreach	Infrastructure Renewal	Museum Equipment	5				92			70			167
202	Routine	N	Other	Comm. Prog. & Outreach	Healthy Community and Resilient Neighbourhoods	Neighbourhood Strategy Implementation	19	16	19		20		21	18	22	18	153
203	Non-Routine	Y	Growth	Fac Design & Mgmt Serv.	Infrastructure Renewal	Museum Collections/Facility	817	104									921
204	Non-Routine	N	Growth	Comm. Prog. & Outreach	Healthy Community and Resilient Neighbourhoods	West Side Recreation Facility Development						8,109	345	253	619		9,326
205	Non-Routine	N	Growth/Rehab Split	Comm. Prog. & Outreach	Infrastructure Renewal	Facilities to support Community Access	2,500	2,500									5,000
206	Routine	N	Rehab	Comm. Prog. & Outreach	Healthy Community and Resilient Neighbourhoods	Ontario Health (LHIN) Program Van Replacement				87							87
207	Routine	N	Other	Comm. Prog. & Outreach	Healthy Community and Resilient Neighbourhoods	Neighbourhood Storage					55						55
208	Routine	N	Strategic	Comm. Prog. & Outreach	Equity, Inclusion and a Sense of Belonging	Museum Strategy Refresh	16		53		11						80
209	Routine	N	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Infrastructure Renewal	Outdoor Sport Field Strategy Refresh			53								53
210	Routine	N	Strategic	Comm. Prog. & Outreach	Healthy Community and Resilient Neighbourhoods	Recreation and Leisure Trends Study and Master Plan		208									208
211	Routine	N	Growth	Comm. Prog. & Outreach	Healthy Community and Resilient Neighbourhoods	West Side Facility Needs Assessment and Feasibility Study					494						494
212	Routine	N	Other	Comm. Prog. & Outreach	Healthy Community and Resilient Neighbourhoods	Museum Website Refresh					76						76
Community Programming and Outreach Total							3,357	2,828	125	87	748	8,109	366	341	641	18	16,620

Service Delivery: Facility Design and Management

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
220	Routine	N	Other	Fac Design & Mgmt Serv.	Sustainability and the Environment	Implementation, Monitoring, and Reporting	26		27	27	28	93	61	62	63	65	452
221	Non-Routine	N	Other	Fac Design & Mgmt Serv.	Sustainability and the Environment	Green Building Policy Implementation	526	468	478	541	552	428	381	1,172	705	1,270	6,521
222	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure Renewal	Fuel Tank Replacement-Service Centre	1,053										1,053
223	Non-Routine	Y	Other	Fac Design & Mgmt Serv.	Supporting the Strategic Plan Guiding Principles	City Recreation Storage Building		208	1,910								2,118
224	Routine	Y	Growth	Fac Design & Mgmt Serv.	Supporting the Strategic Plan Guiding Principles	Material Storage Implementation	1,092						626				1,718
225	Non-Routine	Y	Growth	Fac Design & Mgmt Serv.	Economic Growth & Development	Mini Operation Centre on the West Side			293	3,897							4,190
226	Non-Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure Renewal	(AMCC) - Upgrades & Reconfiguration	158	1,561	886								2,605
227	Non-Routine	N	Other	Fac Design & Mgmt Serv.	Equity, Inclusion and a Sense of Belonging	Button Factory Universal Washroom	250										250
228	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure Renewal	City Centre Upkeep Maintenance	98				103	105	107	35	36	183	667
229	Non-Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure Renewal	Replacement and Rehabilitation Needs	229	205	197	213	205	206	207	203	194	227	2,086
230	Routine	N	Other	Fac Design & Mgmt Serv.	Supporting the Strategic Plan Guiding Principles	Council Chambers and City Hall Technology	83			18	19	19	20	20	20	21	220
231	Routine	N	Other	Fac Design & Mgmt Serv.	Healthy Community and Resilient Neighbourhoods	Enterprise Wide Security Upgrades	89	520	451	82	149	99	86	88	90	91	1,745
232	Routine	N	Growth/Rehab Split	Fac Design & Mgmt Serv.	Supporting the Strategic Plan Guiding Principles	Facility Condition Assessments and Re-Commissioning Services	105		107	54	112	114	118	120	122	124	976
233	Routine	N	Other	Fac Design & Mgmt Serv.	Supporting the Strategic Plan Guiding Principles	Integrated Facility Upgrades & Corporate Space Planning	89	137	136	82	81	80	82	83	85	87	942
234	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure Renewal	Large Scale Capital Repairs - Program - High Priority	910		413	421	539	1,271	562	456	500	609	5,681
235	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure Renewal	RIM Park Parking Lot Replacement	105	917									1,022
236	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure Renewal	Roofing Replacement and Rehabilitation - Program	2,187	848	844	953	1,903	1,242	2,010	1,465	1,793	1,729	14,974
237	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure Renewal	Small Scale Capital Repairs - High Priority	819		447	212	339	709				609	3,135
238	Routine	N	Other	Fac Design & Mgmt Serv.	Supporting the Strategic Plan Guiding Principles	Space Planning Other Facilities - WMRC and RIM Park		52									52
239	Routine	N	Other	Fac Design & Mgmt Serv.	Supporting the Strategic Plan Guiding Principles	Maximo - Deployment and System Maintenance	489		291		301			320	328	333	2,062
240	Routine	N	Other	Fac Design & Mgmt Serv.	Supporting the Strategic Plan Guiding Principles	Maximo - Implementation and Functionality Configuration			188			149					337
Facility Design and Management Total							8,308	4,916	6,668	6,500	4,331	4,515	4,260	4,024	3,936	5,348	52,806

Service Delivery: Fire Rescue

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
250	Routine	N	Rehab	Fire Rescue	Infrastructure Renewal	Defibrillator Replacement				89							89
251	Routine	N	Rehab	Fire Rescue	Healthy Community and Resilient Neighbourhoods	Extrication and Forcible Entry Equipment	408										408
252	Routine	N	Rehab	Fire Rescue	Infrastructure Renewal	Fire Operations, Prevention and Training Vehicles				107	56	41	211	164	67		646
253	Routine	N	Rehab	Fire Rescue	Infrastructure Renewal	Hazardous Materials Specialized Equipment	48					52					100
254	Routine	N	Rehab	Fire Rescue	Infrastructure Renewal	Mobile Workstations			87							100	187
255	Routine	N	Rehab	Fire Rescue	Infrastructure Renewal	Personal Protective Equipment	118	62	81	110	85	115	111	155	238	74	1,149
256	Non-Routine	N	Growth	Fire Rescue	Healthy Community and Resilient Neighbourhoods	Personal Protective Equipment and Uniforms-New Personnel		394									394
257	Routine	N	Rehab	Fire Rescue	Infrastructure Renewal	Replace Aerial 2-1								1,998			1,998
258	Routine	N	Rehab	Fire Rescue	Infrastructure Renewal	Replace Pump 2-1									926	1,063	1,989
259	Routine	N	Rehab	Fire Rescue	Infrastructure Renewal	Replace Pump 2-2	1,625										1,625
260	Routine	N	Rehab	Fire Rescue	Infrastructure Renewal	Replace Pump 2-3				585	596						1,181
261	Routine	N	Rehab	Fire Rescue	Infrastructure Renewal	Replace Pump 2-4		562	573								1,135
262	Routine	N	Rehab	Fire Rescue	Infrastructure Renewal	Replace Tanker 2-1						691	706				1,397
263	Routine	N	Rehab	Fire Rescue	Infrastructure Renewal	Self-Contained Breathing Apparatus									837		837
264	Routine	N	Rehab	Fire Rescue	Infrastructure Renewal	Thermal Imaging Cameras					93					100	193
265	Routine	N	Rehab	Fire Rescue	Infrastructure Renewal	Voice Radio Equipment Replacement			16		17		17		566		616
266	Non-Routine	N	Growth	Fac Design & Mgmt Serv.	Healthy Community and Resilient Neighbourhoods	Fire Rescue Expansion	4,437	7,653									12,090
267	Non-Routine	N	Growth	Fire Rescue	Healthy Community and Resilient Neighbourhoods	New Fire Pumper-Rescue Quint	1,625										1,625
268	Routine	N	Other	Fire Rescue	Infrastructure Renewal	Consolidated Dispatch	1,000										1,000
269	Routine	N	Strategic	Fire Rescue	Healthy Community and Resilient Neighbourhoods	Fire Rescue Master Plan										122	122
Fire Rescue Total							9,261	8,671	757	891	847	899	1,045	2,317	2,634	1,459	28,781

Service Delivery: Municipal Enforcement

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
280	Routine	N	Rehab	Fleet & Procurement Serv.	Healthy Community and Resilient Neighbourhoods	Rental Housing Vehicle Replacement							44				44
281	Non-Routine	N	Other	Municipal Enforcement	Supporting the Strategic Plan Guiding Principles	External Call Centre Support-Enforcement Services Pilot	100										100
282	Routine	Y	Growth	Municipal Enforcement	Equity, Inclusion and a Sense of Belonging	Administrative Monetary Penalty (AMPS) Software	37										37
283	Routine	Y	Growth	Municipal Enforcement	Sustainability and the Environment	E-Bikes	11										11
Municipal Enforcement Total							148						44				192

Service Delivery: Parks, Forestry & Cemetery Services

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
301	Routine	Y	Growth	Parks, Forestry & Cemetery Services	Economic Growth & Development	Cemetery Columbarium Structures	210		53	135	55	225	144	59			881
302	Routine	N	Growth	Parks, Forestry & Cemetery Services	Economic Growth & Development	Cemetery Concrete Strip Foundations	21	21	21	22	17	17	17				136
303	Routine	N	Growth	Parks, Forestry & Cemetery Services	Economic Growth & Development	Cemetery Pedestals	26	26	13	14	14	14	14	15	15	15	166
304	Routine	Y	Growth	Parks, Forestry & Cemetery Services	Economic Growth & Development	Crematorium Retort Expansion					442						442
305	Routine	Y	Growth	Parks, Forestry & Cemetery Services	Economic Growth & Development	Parkview Chapel Niche Wall Additions	42		47								89
306	Non-Routine	Y	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Healthy Community and Resilient Neighbourhoods	RIM Park Ball Diamond Upgrades				1,847							1,847
307	Routine	N	Rehab	Parks, Forestry & Cemetery Services	Infrastructure Renewal	Cemetery Building Rehab / Replacements	42	42	42	43	44	45	46	47	48	49	448
308	Routine	Y	Rehab	Fac Design & Mgmt Serv.	Infrastructure Renewal	Crematorium Cooler Relocation & Replacement			180								180
309	Routine	N	Rehab	Parks, Forestry & Cemetery Services	Infrastructure Renewal	Parkview Cemetery Fence Replacement				95							95
310	Routine	N	Rehab	Engineering Services	Infrastructure Renewal	Camelot Place Noise Wall Replacement			207								207
311	Routine	N	Rehab	Engineering Services	Infrastructure Renewal	Pedestrian Bridge Replacements	200	138	210	142	219	148	285	290	297	363	2,292
312	Non-Routine	Y	Growth	Parks, Forestry & Cemetery Services	Healthy Community and Resilient Neighbourhoods	Parkland Acquisitions			1,255					1,172		902	3,329
313	Routine	N	Rehab	Parks, Forestry & Cemetery Services	Infrastructure Renewal	Cemetery Landscape Maintenance	13	12	13	13	13	14	14	14	14	15	135
314	Non-Routine	Y	Strategic	Parks, Forestry & Cemetery Services	Equity, Inclusion and a Sense of Belonging	Indigenous Gathering Space	105	312									417
315	Non-Routine	Y	Growth	Parks, Forestry & Cemetery Services	Healthy Community and Resilient Neighbourhoods	Action Sports Parks - City Wide		780									780
316	Non-Routine	Y	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Healthy Community and Resilient Neighbourhoods	Alexandra Park Expansion	526										526
317	Non-Routine	Y	Growth	Parks, Forestry & Cemetery Services	Healthy Community and Resilient Neighbourhoods	Bridgeport & Margaret Park	421	1,301									1,722
318	Non-Routine	Y	Growth	Parks, Forestry & Cemetery Services	Healthy Community and Resilient Neighbourhoods	Lexington Community Park					1,008						1,008
319	Routine	Y	Growth	Parks, Forestry & Cemetery Services	Healthy Community and Resilient Neighbourhoods	Small Dog Park - East		156									156
320	Non-Routine	Y	Growth	Parks, Forestry & Cemetery Services	Healthy Community and Resilient Neighbourhoods	Spray Pad/Cooling Area Construction		650		1,028		676	689				3,043
321	Non-Routine	Y	Growth	Parks, Forestry & Cemetery Services	Healthy Community and Resilient Neighbourhoods	St. Moritz Community Park		60	1,159								1,219
322	Routine	Y	Growth	Parks, Forestry & Cemetery Services	Healthy Community and Resilient Neighbourhoods	Vista Hills Programmable Soccer Field- Partnership with WRDSB							341				341
323	Routine	Y	Growth	Engineering Services	Safe, Sustainable Transportation	Westmount Sports Park Pedestrian Bridge			280		744						1,024
324	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure Renewal	Artificial Turf Replacement - RIM Park		1,561		1,624							3,185
325	Routine	Y	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Healthy Community and Resilient Neighbourhoods	Outdoor Sports Field Strategy Implementation	308	102	310	106	322	110	307	114	348	120	2,147
326	Routine	Y	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Healthy Community and Resilient Neighbourhoods	Park Amenity Upgrades	180		366		380		396		412		1,734
327	Routine	N	Rehab	Parks, Forestry & Cemetery Services	Infrastructure Renewal	Parks Roadway and Multi-Use Pathway Upgrades-City Wide				108	110	113	86	88		244	749

Service Delivery: Parks, Forestry & Cemetery Services

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
328	Routine	Y	Growth/Rehab Split	Fac Design & Mgmt Serv.	Healthy Community and Resilient Neighbourhoods	Park Shade Structures and Washrooms		172		179		186		193		201	931
329	Routine	Y	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Infrastructure Renewal	Park Signage Replacement Program - City wide	25		25		26		27		28		131
330	Routine	Y	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Healthy Community and Resilient Neighbourhoods	Park Strategy Implementation	279	184	299	192	312	200	325	331	337	466	2,925
331	Routine	N	Rehab	Parks, Forestry & Cemetery Services	Infrastructure Renewal	Park Upgrades - City wide	147		154	157	160	163	167	170	173	177	1,468
332	Routine	Y	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Infrastructure Renewal	Playground Upgrades/Expansion-City Wide	190	187	191	195	199	202	206	211	215	219	2,015
333	Routine	N	Rehab	Parks, Forestry & Cemetery Services	Healthy Community and Resilient Neighbourhoods	Sportsfield Upgrades - City wide	103	86	160	67	110	113	114	117	120	122	1,112
334	Routine	N	Strategic	Parks, Forestry & Cemetery Services	Sustainability and the Environment	Urban Forest Management Strategy Implementation	42		64		132	135	138	141	143	146	941
335	Non-Routine	Y	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Healthy Community and Resilient Neighbourhoods	Waterloo Park - Master Plan Implementation	559	554	564	576	588	599	611	623	635	1,297	6,606
336	Routine	Y	Growth/Rehab Split	Fleet & Procurement Serv.	Sustainability and the Environment	Autonomous Liner								141			141
337	Routine	N	Rehab	Engineering Services	Infrastructure Renewal	Cemeteries Roadway Resurfacing				81							81
338	Routine	N	Rehab	Engineering Services	Infrastructure Renewal	Cemetery Walkway & Pathway Resurfacing	21	21	21	16	17	17	17				130
339	Non-Routine	N	Growth	Parks, Forestry & Cemetery Services	Healthy Community and Resilient Neighbourhoods	Park Strategy Study									106		106
340	Routine	N	Strategic	Parks, Forestry & Cemetery Services	Sustainability and the Environment	Urban Forestry Management Strategy										244	244
341	Non-Routine	N	Growth	Parks, Forestry & Cemetery Services	Healthy Community and Resilient Neighbourhoods	Waterloo Park Master Plan Update			66								66
342	Routine	N	Rehab	Parks, Forestry & Cemetery Services	Sustainability and the Environment	Emerald Ash Borer Management Plan Implementation	500	104	106	108	276						1,094
Environment and Parks Total							3,960	6,469	5,806	6,748	5,188	2,977	3,944	3,726	2,891	4,580	46,289

Service Delivery: Recreation Services

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
350	Routine	N	Strategic	Recreation Services	Healthy Community and Resilient Neighbourhoods	Recreation Master Plan Implementation			212	216	221	225	230	293	299	305	2,001
351	Routine	N	Rehab	Recreation Services	Infrastructure Renewal	Facility and Programming Equipment	57		60		66	69	148	135	137	140	812
352	Routine	N	Rehab	Recreation Services	Infrastructure Renewal	Facility Banquet and Meeting Room Furnishings and Equipment		62		90	94	184	187	191	195	199	1,202
353	Routine	N	Rehab	Recreation Services	Infrastructure Renewal	Facility Bleacher and Player / Participant Bench Replacement		62					69				131
354	Routine	N	Rehab	Recreation Services	Infrastructure Renewal	Facility Marquee Sign Purchases, Refurbishing and Replacement		31				35				38	104
355	Routine	N	Rehab	Recreation Services	Infrastructure Renewal	Facility Protective Covering for Athletic/Arena Surfaces										135	135
356	Routine	N	Rehab	Recreation Services	Infrastructure Renewal	Facility Scoreclock Refurbishing and/or Replacement				137							137
Recreation Services Total							57	155	272	443	381	513	634	619	631	817	4,522

Service Delivery: Communications

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
401	Routine	N	Other	Communications	Equity, Inclusion and a Sense of Belonging	Public Engagement Capacity Initiative		47			49			52			148
402	Routine	N	Rehab	Communications	Equity, Inclusion and a Sense of Belonging	Digital Strategy-Website					241					267	508
Communications Total								47			290			52		267	656

Service Delivery: Finance

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
410	Routine	N	Rehab	Finance	Infrastructure Renewal	Comprehensive Asset Management	293	132	134	136	110	112	114	116	118	120	1,385
411	Non-Routine	N	Growth	Finance	Supporting the Strategic Plan Guiding Principles	Community Benefits Charge Strategy Implementation	6,658	520	520	520	520	520	520	520	520	520	11,338
412	Non-Routine	Y	Other	Finance	Supporting the Strategic Plan Guiding Principles	PeopleSoft HRMS Vision Implementation Phases 3-4			213				249				462
413	Non-Routine	Y	Other	Finance	Supporting the Strategic Plan Guiding Principles	PeopleSoft HRMS Vision Implementation Phases 5-6										244	244
414	Routine	N	Growth	Finance	Supporting the Strategic Plan Guiding Principles	DC By-law Update				177				191			368
415	Routine	N	Other	Finance	Supporting the Strategic Plan Guiding Principles	Peoplesoft Financials & HRMS Upgrades and Enhancements	142	141	144	145	148	153	156	158	161	164	1,512
Finance Total							7,093	793	1,011	978	778	785	1,039	985	799	1,048	15,309

Service Delivery: Fleet and Procurement Services

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
420	Routine	Y	Growth	Fleet & Procurement Serv.	Supporting the Strategic Plan Guiding Principles	Fleet Equipment DC Growth	368	364	372	379	387	394	402	410	418	427	3,921
421	Routine	N	Rehab	Fleet & Procurement Serv.	Infrastructure Renewal	Fleet Equipment Replacement	2,125	2,375	2,575	2,725	2,950	3,100	3,145	3,295	3,545	3,695	29,530
422	Routine	N	Rehab	Fleet & Procurement Serv.	Infrastructure Renewal	Fleet Garage Asset Replacement and Refurbishment	315			325			345			366	1,351
Fleet and Procurement Services Total							2,808	2,739	2,947	3,429	3,337	3,494	3,892	3,705	3,963	4,488	34,802

Service Delivery: Human Resources

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
430	Routine	N	Other	Human Resources	Supporting the Strategic Plan Guiding Principles	Compensation and Pay Equity		67				72			76		215
431	Routine	N	Other	Human Resources	Supporting the Strategic Plan Guiding Principles	Employee Engagement Survey		33			35			37			105
432	Routine	N	Other	Human Resources	Supporting the Strategic Plan Guiding Principles	Health and Safety Audit					21						21
Human Resources Total								100			56	72		37	76		341

Service Delivery: Information Management and Technology Services

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
440	Non-Routine	N	Rehab	IMTS	Infrastructure Renewal	Replacement and Rehabilitation Needs		24	25	24	24	18	23	31	25	26	220
441	Routine	N	Rehab	IMTS	Infrastructure Renewal	Cyber Security	377	165	168	172			381	406	204	207	2,080
442	Routine	N	Rehab	IMTS	Infrastructure Renewal	Data Backup Device Upgrades	72		81			87	88				328
443	Routine	N	Rehab	IMTS	Infrastructure Renewal	Desktop and Laptop Refresh	660	169	172	175			186	387	394	198	2,341
444	Routine	N	Rehab	IMTS	Infrastructure Renewal	Geographical Information Systems	34	21	21	34	35	22	23	37	38	24	289
445	Routine	N	Rehab	IMTS	Infrastructure Renewal	Infrastructure Virtualization	172	173									345
446	Routine	N	Rehab	IMTS	Infrastructure Renewal	Network and Core Infrastructure	35	35	35	36	37	38	39	39	40	40	374
447	Routine	N	Rehab	IMTS	Infrastructure Renewal	Print and Mail Services Automation		23		25		25		27		27	127
448	Routine	N	Rehab	IMTS	Infrastructure Renewal	Server and Server Hardware Replacement & Upgrades	208		105			87		115	22	120	657
449	Routine	N	Rehab	IMTS	Infrastructure Renewal	Unified Communications including Telephony and Email	67				92	73					232
450	Routine	N	Rehab	IMTS	Infrastructure Renewal	Unplanned Emergency Replacement	100	91	92	94	96	98	100	103	140	106	1,020
451	Routine	N	Rehab	IMTS	Infrastructure Renewal	WrepNet Equipment Replacement	20	20	20	20	21	21	22	22	22	23	211
452	Routine	N	Rehab	IMTS	Infrastructure Renewal	Technology Disaster Recovery / Business Continuity Plan		107		111		115		121		125	579
453	Routine	N	Rehab	IMTS	Infrastructure Renewal	Fibre Network Infrastructure	444	23	23	24	24	25	25	25	26	26	665
454	Routine	N	Other	IMTS	Infrastructure Renewal	End User Computing Requirements	59	59	61	61	63	63	65	65	67	67	630
455	Routine	N	Other	IMTS	Infrastructure Renewal	Enterprise Application Backend Support	63	63	65	65	67	67	69	71	71	73	674
456	Routine	N	Other	IMTS	Infrastructure Renewal	Enterprise Application Integration Software	52	52	53	53	55	55	57	57	58	60	552
Information Management and Technology Services Total							2,363	1,025	921	894	514	794	1,078	1,506	1,107	1,122	11,324

Service Delivery: Legislative Services

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
460	Routine	N	Growth	Legislative Services	Supporting the Strategic Plan Guiding Principles	Council Refurbishment				24				25			49
461	Routine	N	Other	Legislative Services	Sustainability and the Environment	OpenText Upgrade Integration					323						323
Legislative Services Total										24	323			25			372

Service Delivery: Building Standards

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
501	Routine	N	Rehab	Building Standards	Infrastructure Renewal	Building Standards Vehicle Replacements	50		371					469			890
502	Routine	N	Growth/Rehab Split	Building Standards	Infrastructure Renewal	Technology and Mobile Upgrades	79						115				194
503	Routine	N	Strategic	Building Standards	Supporting the Strategic Plan Guiding Principles	Digital Solutions	263	260			166	225					914
Building Standards Total							392	260	371		166	225	115	469			1,998

Service Delivery: City Utilities-Sanitary

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
510	Routine	N	Legislated	City Utilities	Infrastructure Renewal	QMS Development and CLI ECA Implementation	18	18									36
511	Routine	N	Growth	Engineering Services	Infrastructure Renewal	Sanitary Master Plan Update									479		479
512	Routine	N	Growth	Engineering Services	Infrastructure Renewal	City Wide - Development Driven Sanitary Sewer Upgrades	106	104	107	108	110	112	114	117	120	122	1,120
513	Routine	N	Growth	Engineering Services	Infrastructure Renewal	Core Area Development Driven Upgrades-Sanitary	160	158	161	164	168	171	174	178	182	186	1,702
514	Routine	Y	Growth	Engineering Services	Infrastructure Renewal	Extend Sanitary Mains to Service Private Properties	431	426	435	444	453	461	471	480	490	500	4,591
515	Non-Routine	Y	Growth	Engineering Services	Economic Growth & Development	Forwell Trunk Sewer Twin or Replace.						2,328		2,422		2,520	7,270
516	Routine	N	Growth/Rehab Split	Engineering Services	Infrastructure Renewal	Frobisher Trunk Sewer - Upsizing	43	195									238
517	Routine	Y	Growth/Rehab Split	Engineering Services	Infrastructure Renewal	Sanitary Access Roads / Paths	100	99	101	103	105	107	109	111	113	116	1,064
518	Routine	N	Rehab	Engineering Services	Infrastructure Renewal	Sanitary Sewer Lateral Camera Inspections in conjunction with Roads	84	83	85	87	88	90	92	94	96	98	897
519	Routine	N	Rehab	Engineering Services	Infrastructure Renewal	Sanitary Trunk Sewer Cleaning							338	345	352	359	1,394
520	Routine	N	Strategic	City Utilities	Infrastructure Renewal	SCADA System and Control System upgrades	56	55	28	29	29	30	30	31	32	32	352
521	Routine	N	Rehab	City Utilities	Infrastructure Renewal	Black Pipes Rehabilitation		218		227		236					681
522	Routine	N	Rehab	Engineering Services	Infrastructure Renewal	Condition Assessment & Sewer Main Spot Repairs	225	223	227	232	236	241	246	251	256	261	2,398
523	Routine	N	Growth/Rehab Split	City Utilities	Infrastructure Renewal	Inflow and Infiltration Mitigation Program	84	83	84	86	88	90	91	93	95	97	891
524	Routine	N	Rehab	City Utilities	Infrastructure Renewal	Pump Station Upgrades	102	101	103	105	107	109	111	114	116	118	1,086
525	Routine	N	Growth/Rehab Split	Engineering Services	Infrastructure Renewal	Sanitary Optimization and Rehabilitation Program	350	592	604	616	366	374	382	390	396	404	4,474
526	Routine	N	Growth/Rehab Split	Engineering Services	Infrastructure Renewal	Sanitary Sewer Master Plan - Implementation	1,458										1,458
City Utilities-Sanitary Total							3,217	2,355	1,935	2,201	1,750	4,349	2,158	4,626	2,727	4,813	30,131

Service Delivery: City Utilities-Stormwater

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
530	Non-Routine	Y	Growth	Engineering Services	Sustainability and the Environment	New Stormwater Management Pond Facilities									1,371	1,399	2,770
531	Routine	N	Rehab	City Utilities	Infrastructure Renewal	Bridges (Road/Culvert) Rehabilitation	82	82	82	84	86	88	90	92	94	94	874
532	Routine	N	Growth	Engineering Services	Infrastructure Renewal	Core Area Development Driven Upgrades-Stormwater	411	406	415	423	431	440	449	458	466	476	4,375
533	Routine	N	Growth	Engineering Services	Infrastructure Renewal	Development Driven Storm Sewer Upgrades - City Wide	90	88	90	92	94	96	98	100	102	104	954
534	Routine	N	Rehab	Engineering Services	Infrastructure Renewal	Condition Assessment & Storm Main Spot Repairs	226	224	228	233	237	242	247	252	257	262	2,408
535	Routine	N	Rehab	City Utilities	Infrastructure Renewal	Correction of Lot Drainage Problems	58	57	61	63	67	68	73	75	80	81	683
536	Routine	N	Rehab	City Utilities	Sustainability and the Environment	Creek Bank Stabilization	105	104	106	108	110	113	115	117	120	122	1,120
537	Routine	N	Rehab	City Utilities	Sustainability and the Environment	Sediment Removal Creeks	54	53	54	55	56	57	58	60	61	62	570
538	Routine	N	Rehab	Engineering Services	Sustainability and the Environment	SWM Pond Sediment Removal and Retrofit	695	687	701	715	729	2,057	2,098	2,140	2,183	2,227	14,232
539	Routine	N	Rehab	Engineering Services	Infrastructure Renewal	Bridge/Culvert RS-064 Rehabilitation	106	1,648									1,754
540	Routine	N	Growth	Engineering Services	Sustainability and the Environment	Cedar Creek site CDR-E4-Stormwater System Rehab2					365	224	2,512				3,101
541	Routine	N	Growth/Rehab Split	Engineering Services	Sustainability and the Environment	Clair Creek North Reach 1-Stormwater System Rehab2	2,132										2,132
542	Routine	N	Growth/Rehab Split	Engineering Services	Sustainability and the Environment	Colonial Creek EA		208	176								384
543	Non-Routine	N	Rehab	City Utilities	Sustainability and the Environment	Denholm Pond Upgrades	184	520				1,077	1,099	1,121			4,001
544	Non-Routine	N	Growth/Rehab Split	Engineering Services	Sustainability and the Environment	Forwell Creek Industrial Lands-Stormwater System Rehab	283	215	3,071		3,195						6,764
545	Routine	N	Growth/Rehab Split	Engineering Services	Sustainability and the Environment	Keatsway Storm Bypass & Creek Bank Stabilization	2,341										2,341
546	Routine	N	Growth/Rehab Split	Engineering Services	Sustainability and the Environment	Laurel Crk Study Implementation - Hillside Park to HWY 85	789										789
547	Routine	N	Rehab	City Utilities	Infrastructure Renewal	Rainwater Harvesting System Upgrades	13	13	13	13	13	14	14	14	15	15	137
548	Routine	N	Rehab	Engineering Services	Infrastructure Renewal	RS-051 (Bridge/Culvert) Replacement			352	2,510							2,862
549	Routine	N	Rehab	City Utilities	Infrastructure Renewal	Rural Cross Section LID Program	55	54	19	19	19	20	20	21	21	21	269
550	Non-Routine	Y	Growth/Rehab Split	Engineering Services	Infrastructure Renewal	Stormwater Management System Master Plan Implementation	210	416	318	216	220	226	230	1,054	1,076	1,098	5,064
551	Non-Routine	N	Rehab	Engineering Services	Infrastructure Renewal	Watercourse and Erosion Restoration						748	763	778	1,587	1,619	5,495
552	Routine	N	Other	City Utilities	Supporting the Strategic Plan Guiding Principles	Stormwater Financial Plan			43					48			91
553	Routine	N	Growth	Engineering Services	Infrastructure Renewal	Stormwater Master Plan Update							460				460
City Utilities-Stormwater Total							7,834	4,775	5,729	4,531	5,622	5,470	8,326	6,330	7,433	7,580	63,630

Service Delivery: City Utilities-Water

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
560	Routine	N	Rehab	City Utilities	Infrastructure Renewal	Non-potable Water Supply Well Assessment	55										55
561	Routine	N	Other	City Utilities	Supporting the Strategic Plan Guiding Principles	Advanced Metering Infrastructure Implementation	1,267										1,267
562	Routine	N	Rehab	Engineering Services	Infrastructure Renewal	Whitmore Dr Reconstruction - Lee Ave to Bridge St		397		3,098							3,495
563	Routine	N	Other	City Utilities	Infrastructure Renewal	City Utilities Financial Plan			43					48			91
564	Routine	N	Growth	Engineering Services	Infrastructure Renewal	Water Master Plan Update				433							433
565	Routine	N	Growth	Engineering Services	Infrastructure Renewal	City Wide Development Driven Upgrades - Water	79	78	80	81	83	84	87	88	90	91	841
566	Routine	N	Growth	Engineering Services	Infrastructure Renewal	Core Area Development Driven Upgrades - Water	437	432	440	449	458	468	477	487	496	506	4,650
567	Routine	N	Rehab	City Utilities	Infrastructure Renewal	Valve Replacement Program	293	289	295	301	307	313	320	326	333	339	3,116
568	Routine	N	Rehab	Engineering Services	Infrastructure Renewal	Highpoint Avenue - Watermain Lining - Northfield Dr. W to Toll Gate Blvd.	1,798										1,798
569	Routine	N	Rehab	City Utilities	Infrastructure Renewal	Non-Revenue Water Loss Initiatives	56	110	112	57	59	60	61	62	63	65	705
570	Routine	N	Rehab	Engineering Services	Infrastructure Renewal	Structurally Deficient Watermain Rehab - City Wide	1,577	1,050	1,071	1,093	1,115	1,137	1,160	1,183	1,206	1,231	11,823
City Utilities-Water Total							5,562	2,356	2,041	5,512	2,022	2,062	2,105	2,194	2,188	2,232	28,274

Service Delivery: Engineering Services-Other

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
580	Non-Routine	Y	Other	Engineering Services	Healthy Community and Resilient Neighbourhoods	Uptown Public Realm Implementation		286	438	1,323	2,655	2,370	1,313	600	1,646	1,938	12,569
581	Routine	N	Other	Engineering Services	Infrastructure Renewal	Pavement Condition Data Update		73		76		79		82		85	395
582	Non-Routine	N	Growth	Engineering Services	Healthy Community and Resilient Neighbourhoods	Buried Hydro - Core Area						1,876	1,914	1,952	1,991	2,031	9,764
583	Non-Routine	N	Growth	Engineering Services	Healthy Community and Resilient Neighbourhoods	Buried Hydro - Northdale						1,584	1,616	1,648	1,681	1,715	8,244
584	Routine	N	Rehab	Engineering Services	Infrastructure Renewal	Geotechnical - Various Locations	316	312	320	324	332	336	344	352	360	364	3,360
Engineering Services-Other Total							316	671	758	1,723	2,987	6,245	5,187	4,634	5,678	6,133	34,332

Service Delivery: Engineering Services-Parks

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
590	Routine	Y	Growth	Engineering Services	Healthy Community and Resilient Neighbourhoods	City Wide - Var Neighborhood New Park Development	53	52	53	54	55	56	57	59	60	61	560
591	Non-Routine	Y	Growth	Engineering Services	Healthy Community and Resilient Neighbourhoods	West Side Amphitheatre Implementation						188	349				537
592	Routine	Y	Growth	Engineering Services	Safe, Sustainable Transportation	Trails in New Development Areas-NW Waterloo	263	260	265	271	276	282	287	293	299	305	2,801
593	Routine	Y	Growth	Engineering Services	Healthy Community and Resilient Neighbourhoods	Uptown Neighbourhoods Public Space Additions	232		233			248			263		976
Engineering Services-Parks Total							548	312	551	325	331	774	693	352	622	366	4,874

Service Delivery: Engineering Services-Roads

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
600	Non-Routine	Y	Growth	Engineering Services	Infrastructure Renewal	Beaver Creek Road & Conservation Drive Reconstruction		14,143	27,858	26,387							68,388
601	Routine	Y	Growth	Engineering Services	Infrastructure Renewal	Bisch Street - Erbsville Road to City Limit - Reconstruction						156	1,075				1,231
602	Routine	N	Growth/Rehab Split	Engineering Services	Infrastructure Renewal	Country Squire Rd. - Glasgow St (township) to 500m East			1,325								1,325
603	Non-Routine	Y	Growth	Engineering Services	Infrastructure Renewal	Ira Needles Boulevard - By-pass		4,010	4,091								8,101
Engineering Services-Roads Total								18,153	33,274	26,387		156	1,075				79,045

Service Delivery: Engineering Services-Sanitary

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
610	Routine	N	Growth	Engineering Services	Infrastructure Renewal	Northlands Sanitary Pumping Station Upgrade		331	3,375								3,706
Engineering Services-Sanitary Total								331	3,375								3,706

Service Delivery: Engineering Services-Water

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
620	Non-Routine	Y	Growth	Engineering Services	Healthy Community and Resilient Neighbourhoods	Completion of the Waterloo Public Square	1,866										1,866
621	Routine	N	Other	Engineering Services	Infrastructure Renewal	Infrastructure Management Initiatives	44	40	44	44	44	44	44	48	48	48	448
622	Routine	N	Growth	Engineering Services	Infrastructure Renewal	Erbsville Road - Ira Needles to Columbia St - Watermain			1,382				2,849				4,231
Engineering Services-Water Total							1,910	40	1,426	44	44	44	2,893	48	48	48	6,545

Service Delivery: Planning

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
630	Non-Routine	N	Other	Planning	Economic Growth & Development	City Wide Community Improvement Plan Study							113				113
631	Non-Routine	Y	Growth	Planning	Healthy Community and Resilient Neighbourhoods	Northdale Priority Project		4,972									4,972
632	Routine	Y	Other	Transportation Services	Economic Growth & Development	University Avenue Gateway Implementation	810	260				282	288	654	466		2,760
633	Routine	N	Growth	Planning	Sustainability and the Environment	Community Energy Investment Strategy Implementation	155										155
634	Routine	N	Growth	Planning	Sustainability and the Environment	Flood Plain Mapping Updates				160							160
635	Routine	N	Strategic	Planning	Healthy Community and Resilient Neighbourhoods	Affordable Housing Strategy	433	175	175	175	175	175	175	175	175	175	2,008
636	Routine	N	Growth	Planning	Healthy Community and Resilient Neighbourhoods	Planning Communications - Update				81							81
637	Routine	N	Growth	Planning	Economic Growth & Development	Sign By-law - Update							86				86
638	Routine	N	Growth	Planning	Healthy Community and Resilient Neighbourhoods	Urban Design Manual Review						113					113
639	Routine	N	Growth	Planning	Healthy Community and Resilient Neighbourhoods	Zoning By-law Review						338					338
640	Non-Routine	Y	Growth	Parks, Forestry & Cemetery Services	Healthy Community and Resilient Neighbourhoods	Future Northdale Park Works	2,500	400	1,628								4,528
641	Routine	Y	Growth	Planning	Healthy Community and Resilient Neighbourhoods	Station Area Planning & Implementation		2,261	2,306								4,567
642	Routine	N	Growth	Planning	Supporting the Strategic Plan Guiding Principles	Census Trends	10			10					12		32
643	Routine	N	Other	Planning	Supporting the Strategic Plan Guiding Principles	Cultural Heritage Landscape Study and Plan II & III			225								225
644	Routine	N	Growth	Planning	Supporting the Strategic Plan Guiding Principles	DC Funded Growth Studies	100	34	32	32	38	41	41	42	43	44	447
645	Routine	N	Growth	Planning	Supporting the Strategic Plan Guiding Principles	DC Funded Growth (Development) Studies			106					117			223
646	Routine	N	Growth	Planning	Healthy Community and Resilient Neighbourhoods	DC Funded Growth (Urban Design) Studies	53					113					166
647	Routine	N	Growth	Planning	Supporting the Strategic Plan Guiding Principles	Erbville Scoped Subwatershed Study	322										322
648	Routine	N	Growth	Planning	Supporting the Strategic Plan Guiding Principles	Existing District Plan Updates	64	62	32								158
649	Routine	N	Growth	Planning	Supporting the Strategic Plan Guiding Principles	Growth Management Policy	105				110					122	337
650	Routine	N	Growth	Planning	Healthy Community and Resilient Neighbourhoods	New Central Residential District Plan			156								156
651	Routine	N	Growth	Planning	Supporting the Strategic Plan Guiding Principles	Official Plan Review - Background Research					287					317	604
652	Routine	N	Growth	Planning	Healthy Community and Resilient Neighbourhoods	Reurbanization Initiatives	85										85
653	Routine	N	Growth	Planning	Healthy Community and Resilient Neighbourhoods	Revised Erbville District Plan		180									180
654	Routine	N	Growth	Planning	Healthy Community and Resilient Neighbourhoods	Student Accommodation Monitoring	11					11					22
Planning Total							4,648	8,344	4,660	458	610	1,073	703	988	696	658	22,838

Service Delivery: Transportation Services

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
660	Routine	N	Other	Engineering Services	Infrastructure Renewal	Bridge/Retaining Wall Inspection		93		97		102		105		110	507
661	Non-Routine	N	Rehab	Engineering Services	Infrastructure Renewal	Infrastructure Replacement and Rehabilitation Needs	458	1,039	1,057	1,022	1,039	1,053	1,037	1,030	1,065	971	9,771
662	Routine	N	Rehab	Engineering Services	Infrastructure Renewal	Brighton St - Marshall to Noecker St	58										58
663	Non-Routine	Y	Growth	Engineering Services	Infrastructure Renewal	Marsland Dr (Waterloop trail connection)	1,204		1,404		267	7,060					9,935
664	Non-Routine	Y	Rehab	Engineering Services	Infrastructure Renewal	Regional Major Reconstruction Projects	3,881	10,706	8,388	5,609	10,698	9,217	7,815				56,314
665	Routine	N	Rehab	Engineering Services	Infrastructure Renewal	City Wide - City Road Share of Regional Projects	1,208	780	795	810	829	844	862	878	896	915	8,817
666	Non-Routine	Y	Rehab	Engineering Services	Infrastructure Renewal	City Wide - Road Reconstruction Rehab Program	9,066	10,209	5,549	16,759	12,748	5,260	12,940	16,274	10,144	15,843	114,792
667	Routine	N	Rehab	Engineering Services	Infrastructure Renewal	Herbert St - George St to Union St	1,409										1,409
668	Non-Routine	Y	Growth/Rehab Split	Engineering Services	Infrastructure Renewal	Northdale Road Reconstruction/Rehab Program				221	2,586	477	9,869	4,899	6,296	4,686	29,034
669	Non-Routine	Y	Growth/Rehab Split	Engineering Services	Infrastructure Renewal	Union St - King St to Moore Ave Reconstruction	787	7,147	204								8,138
670	Routine	Y	Growth/Rehab Split	Engineering Services	Infrastructure Renewal	Weber St - Blythwood to Northfield Drive Reconstruction	789										789
671	Routine	Y	Rehab	Engineering Services	Infrastructure Renewal	Columbia Street - Westmount Road to King Street			2,099	2,141							4,240
672	Routine	N	Growth/Rehab Split	Engineering Services	Infrastructure Renewal	Core Area Development Driven Upgrades-Roads	30	10	10	10	10	10	10	11	11	11	123
673	Routine	N	Rehab	Engineering Services	Infrastructure Renewal	Resurfacing Roads - Colonial Acres Area	455	332	249	351	424	216					2,027
674	Routine	N	Rehab	Engineering Services	Infrastructure Renewal	Resurfacing Roads - Various Locations	2,314	1,561	2,122	1,624	2,208	1,689	1,579	2,607	3,944	2,162	21,810
675	Routine	Y	Rehab	Transportation Services	Sustainability and the Environment	Decorative Streetlight LED Replacement Program	105	104	106	108	110	113	115	117	120	122	1,120
676	Routine	N	Rehab	Transportation Services	Infrastructure Renewal	Retaining Wall Replacement	158	156	159	162	166	169	172	176	179	183	1,680
677	Routine	N	Rehab	Transportation Services	Safe, Sustainable Transportation	Streetlighting Maintenance in Conjunction with Roads	52	51	52	53	54	55	56	57	59	60	549
678	Routine	N	Rehab	Transportation Services	Safe, Sustainable Transportation	Replacement, & Hydro Conduits - City Wide	284	281	287	292	298	304	310	316	323	329	3,024
679	Non-Routine	N	Growth	Engineering Services	Safe, Sustainable Transportation	Active Transportation Crossing of Hwy. 85 - EA		260									260
680	Routine	N	Rehab	Transportation Services	Healthy Community and Resilient Neighbourhoods	Asphalt Walkways Rehabilitation-City Wide	21	21	21	22	22	23	23	23	24	24	224
681	Routine	Y	Growth	Transportation Services	Safe, Sustainable Transportation	Bicycle Parking	31	52	31	54	33	34	35	59	36	36	401
682	Routine	Y	Growth	Transportation Services	Safe, Sustainable Transportation	Installation of Trail Counters	16	15	16	16	16	17	17	18	18	19	168
683	Non-Routine	Y	Growth	Transportation Services	Healthy Community and Resilient Neighbourhoods	Laurel Creek Trail around Conservation Area Construction	106	728	955								1,789
684	Routine	Y	Growth	Engineering Services	Safe, Sustainable Transportation	Municipal Trail - Former Waterloo Inn Lands Construction	2,338										2,338
685	Routine	Y	Growth	Transportation Services	Safe, Sustainable Transportation	Pedestrian Crossing Facilities - Level 2	84	84	85	86	89	90	92	94	95	98	897
686	Routine	Y	Growth	Transportation Services	Safe, Sustainable Transportation	Refuge Islands - City Wide -TMP	52	51	52	53	54	55	56	58	59	60	550
687	Routine	N	Rehab	Transportation Services	Safe, Sustainable Transportation	Sidewalk Replacement - City Wide	263	208	212	216	221	225	230	234	239	244	2,292

Service Delivery: Transportation Services

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
688	Routine	Y	Growth	Transportation Services	Safe, Sustainable Transportation	Sidewalks and Trails associated with LRT	199	197	200	204	139	213	290	222	226	231	2,121
689	Routine	Y	Growth	Transportation Services	Safe, Sustainable Transportation	Sidewalks - New Construction - City Wide	310	306	314	320	216	332	454	370	376	396	3,394
690	Non-Routine	Y	Rehab	Transportation Services	Safe, Sustainable Transportation	TMP Signs and Pavement Marking Implementation	263	260	265	54		56	57	59	61	62	1,137
691	Routine	Y	Growth	Transportation Services	Safe, Sustainable Transportation	Traffic Calming Implementation - City Wide	261	258	263	268	274	279	284	306	312	326	2,831
692	Routine	Y	Growth/Rehab Split	Transportation Services	Safe, Sustainable Transportation	Trails and Bikeways Master Plan Implementation - City Wide	789	1,560	2,122	2,165	2,209	1,971	2,297	3,515	3,585	3,657	23,870
693	Routine	Y	Growth	Transportation Services	Safe, Sustainable Transportation	Trail Lighting Retrofit Program	64	156	160	162	166	168	172	176	180	182	1,586
694	Routine	Y	Rehab	Transportation Services	Safe, Sustainable Transportation	Wayfinding and Signed Bike Routes	26	26	27	27	28	28	29	29	30	30	280
695	Non-Routine	N	Other	Transportation Services	Safe, Sustainable Transportation	Transportation Master Plan Update and Review				351					387		738
696	Non-Routine	Y	Rehab	Transportation Services	Safe, Sustainable Transportation	Intersection Collision Review and Implementation	105	104	106	108	110		115		120		768
697	Routine	N	Other	Transportation Services	Safe, Sustainable Transportation	Annual Transportation Studies	210	208	212	216	221	225	230	234	239	244	2,239
Transportation Services Total							27,396	36,963	27,522	33,581	35,235	30,285	39,146	31,867	29,024	31,001	322,020

Service Delivery: Library

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Pillar	Project Description	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
701	Routine	N	Growth/Rehab Split	Library	Healthy Community and Resilient Neighbourhoods	Furnishing, Signage and Shelving Replacement	181	125			62	242	198				808
702	Routine	N	Growth	Library	Healthy Community and Resilient Neighbourhoods	Book Collection	200	201	209	218	226	235	240	245	250	255	2,279
703	Routine	N	Growth	Library	Healthy Community and Resilient Neighbourhoods	Non Book Collection	64	56	58	61	63	65	67	68	69	71	642
704	Routine	N	Strategic	Library	Healthy Community and Resilient Neighbourhoods	Strategic Plan Implementation	79										79
705	Non-Routine	N	Growth/Rehab Split	Library	Healthy Community and Resilient Neighbourhoods	Study - Main Library Expansion Feasibility Study			158								158
706	Routine	N	Rehab	Library	Healthy Community and Resilient Neighbourhoods	Computer Communication Upgrades	315	209	226	160	101	120	265	406	148	207	2,157
707	Routine	N	Growth/Rehab Split	Library	Healthy Community and Resilient Neighbourhoods	Replacement of RFID System				244	194				268	220	926
Library Total							839	591	651	683	646	662	770	719	735	753	7,049

Investment in Our Infrastructure

Not unlike other Canadian municipalities, the City of Waterloo has infrastructure needs that exceed available funding. On November 14, 2016, Council approved the City's first Corporate Asset Management Plan (AMP). This plan was comprehensive and contained recommendations to further advance the City of Waterloo's asset management activities.

The City of Waterloo's Asset Management Decision Support System (DSS) was then used to inform the City's Long Term Financial Plan (LTFP). The DSS contains corporate asset inventories and conditions and allows for the illustration of how planned expenditure scenarios for asset renewal affect the performance of the asset over the next 25 years. On April 16, 2018, Council approved the LTFP, a living document, which provided revenue and expenditure projections over a long-term period while using various assumptions relevant to the City. The LTFP is a tool for Council and staff to consider future scenarios and their impacts, to help guide the strategic planning and budget processes, and is updated with each three year budget.

Most recently, CORP2022-042-Asset Management Update, identified that the City has an annual estimated infrastructure funding gap of \$34 million for all infrastructure assets. The Tax Base portion is calculated at \$28 million.

For illustrative purposes, a listing of projects that could not be funded within the 10 year capital program (over target) is being provided, by major asset areas. The over target list is not an exhaustive list, but rather meant to highlight some of the projects that have been identified by the AMP but could not be funded within the current funding envelopes.

Over Target Examples

All figures in '\$'000s

REF	Project Type	Service Delivery Division	Implementation Division	Theme	Project Description	Source of Financing	Amount
OT1	Other	Ec Dev	Ec Dev	Economic Development Initiatives	Public Art Implementation-Large Scale Initiatives	OT-ART	100
OT2	Rehab	IARAE	Fac Design & Mgmt Serv.	Facility Refurbishment	Accessibility Facility Upgrades (AODA)	OT-CIRRF	28,000
OT3	Other	Comm. Prog. & Outreach	Comm. Prog. & Outreach	Equipment Replacement	Neighbourhood Strategy Implementation	OT-CRF	30
OT4	Other	Comm. Prog. & Outreach	Comm. Prog. & Outreach	New Programs	Rink Tarps	OT-CIRRF	25
OT5	Strategic	Comm. Prog. & Outreach	Comm. Prog. & Outreach	Studies	Museum Strategy Refresh	OT-CRF	25
OT6	Growth/Rehab Split	Comm. Prog. & Outreach	Comm. Prog. & Outreach	Studies	Outdoor Sport Field Strategy	OT-CRF	25
OT7	Other	Facility Design Management	Facility Design Management	Energy Management	Corporate Energy Management Implementation, Monitoring, & Reporting	OT-CRF	50
OT8	Other	Facility Design Management	Facility Design Management	Energy Management	Green Building Policy Implementation	OT-CRF	100
OT9	Growth/Rehab Split	Facility Design Management	Facility Design Management	Facility Refurbishment	Facility Condition Assessments and Re-Commissioning Services	OT-CIRRF	102
OT10	Rehab	Facility Design Management	Facility Design Management	Facility Refurbishment	Roofing Replacement and Rehabilitation - Program	OT-CIRRF	860
OT11	Rehab	Facility Design Management	Facility Design Management	Facility Refurbishment	Small Scale Capital Repairs - High Priority	OT-CIRRF	302
OT12	Other	Facility Design Management	Facility Design Management	Technology Refresh / Upgrades	Maximo - Deployment & System Maintenance	OT-CIRRF	91
OT13	Other	Municipal Enforcement	Municipal Enforcement	Productivity Enhancement	Archer Barriers	OT-CRF	75
OT14	Growth	Municipal Enforcement	Municipal Enforcement	Productivity Enhancement	E-Bikes	OT-CRF	25
OT15	Rehab	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Infrastructure Management	Pedestrian Bridge Replacements	OT-CIRRF	198
OT16	Growth	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Expansion	Small Dog Park	OT-CRF	180
OT16	Growth	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Expansion	Small Dog Park	OT-DC	45
OT17	Growth	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Expansion	St Moritz Community Park	OT-CRF	1,657

Over Target Examples

All figures in '\$'000s

REF	Project Type	Service Delivery Division	Implementation Division	Theme	Project Description	Source of Financing	Amount
OT18	Growth	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Expansion	Waterloo Park - Festival Area Improvements	OT-CRF	1,701
OT18	Growth	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Expansion	Waterloo Park - Festival Area Improvements	OT-PUB-GEN	1,134
OT18	Growth	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Expansion	Waterloo Park - Festival Area Improvements	OT-DC	2,835
OT19	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Park Amenity Upgrades	OT-CRF	86
OT19	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Park Amenity Upgrades	OT-DC	86
OT20	Rehab	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Park Upgrades - City wide	OT-CIRRF	145
OT21	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Park Strategy Implementation	OT-CIRRF	315
OT22	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Sportsfield Upgrades - City wide	OT-CIRRF	120
OT22	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Sportsfield Upgrades - City wide	OT-DC	24
OT23	Strategic	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Urban Forest Management Strategy Implementation	OT-CRF	300
OT24	Other	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	WP - Grist Mill washroom	OT-CRF	320
OT25	Rehab	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Bechtel Park Parking lot - refresh	OT-CIRRF	120
OT26	Strategic	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Stewardship Initiatives, Park Activation, Programming & Ed	OT-CRF	250
OT27	Other	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	WP - Park Inn Washroom AODA	OT-CRF	500
OT28	Rehab	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Park Lighting	OT-CIRRF	50
OT29	Growth	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Basketball Courts (new) 2 locations	OT-CRF	1,050
OT29	Growth	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Basketball Courts (new) 2 locations	OT-DC	1,050
OT30	Growth	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Tennis Courts (new) 2 park locations	OT-CRF	2,250

Over Target Examples

All figures in '\$'000s

REF	Project Type	Service Delivery Division	Implementation Division	Theme	Project Description	Source of Financing	Amount
OT30	Growth	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Tennis Courts (new) 2 park locations	OT-DC	2,250
OT31	Rehab	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Bechtel Tennis Resurface	OT-CIRRF	125
OT32	Growth	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Waterloo Park Circuit	OT-CRF	1,025
OT32	Growth	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Waterloo Park Circuit	OT-DC	1,025
OT33	Rehab	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Tree Replacment	Emerald Ash Borer Management Plan Implementation	OT-CIRRF	410
OT34	Strategic	Recreation Services	Recreation Services	Facility Expansion	Master Plan Implementation	OT-CRF	250
OT35	Rehab	Recreation Services	Recreation Services	Facility Refurbishment	Facility and Programming Equipment	OT-CIRRF	113
OT36	Rehab	Recreation Services	Recreation Services	Facility Refurbishment	Facility Banquet and Meeting Room Furnishings and Equipment	OT-CIRRF	101
OT37	Rehab	Finance	Finance	Infrastructure Management	Comprehensive Asset Management	OT-CRF	126
OT38	Other	Finance	Finance	Productivity Enhancement	PeopleSoft HRMS Vision Implementation, Phase 3-4	OT-CRF	124
OT39	Rehab	IMTS	IMTS	Equipment Replacement	Corporate Relational Database Management System (RDBMS)	OT-CIRRF	652
OT40	Rehab	IMTS	IMTS	Equipment Replacement	Cyber Security	OT-CRF	74
OT40	Rehab	IMTS	IMTS	Equipment Replacement	Cyber Security	OT-CIRRF	16
OT41	Rehab	IMTS	IMTS	Equipment Replacement	Data Backup Device Upgrades	OT-CRF	21
OT41	Rehab	IMTS	IMTS	Equipment Replacement	Data Backup Device Upgrades	OT-CIRRF	48
OT42	Rehab	IMTS	IMTS	Equipment Replacement	Desktop and Laptop Refresh	OT-CRF	200
OT42	Rehab	IMTS	IMTS	Equipment Replacement	Desktop and Laptop Refresh	OT-CIRRF	150
OT43	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Avondale Ave S Reconstruction-Erb St to William S	OT-CIRRF	1,803

Over Target Examples

All figures in '\$'000s

REF	Project Type	Service Delivery Division	Implementation Division	Theme	Project Description	Source of Financing	Amount
OT43	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Avondale Ave S Reconstruction-Erb St to William S	OT-WAT	2,479
OT43	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Avondale Ave S Reconstruction-Erb St to William S	OT-SEW	1,337
OT43	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Avondale Ave S Reconstruction-Erb St to William S	OT-SWM	573
OT44	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Blythwood Pl Reconstruction-Blythwood Rd to Cul-de-sac	OT-CIRRF	275
OT44	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Blythwood Pl Reconstruction-Blythwood Rd to Cul-de-sac	OT-WAT	230
OT44	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Blythwood Pl Reconstruction-Blythwood Rd to Cul-de-sac	OT-SEW	161
OT44	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Blythwood Pl Reconstruction-Blythwood Rd to Cul-de-sac	OT-SWM	104
OT45	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Braeside Ave Reconstruction-Rodney St to Allen St	OT-CIRRF	963
OT45	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Braeside Ave Reconstruction-Rodney St to Allen St	OT-WAT	595
OT45	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Braeside Ave Reconstruction-Rodney St to Allen St	OT-SEW	622
OT45	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Braeside Ave Reconstruction-Rodney St to Allen St	OT-SWM	226
OT46	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Brighton St Reconstruction-Noecker St to Cul-de-sac	OT-CIRRF	806
OT46	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Brighton St Reconstruction-Noecker St to Cul-de-sac	OT-WAT	400
OT46	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Brighton St Reconstruction-Noecker St to Cul-de-sac	OT-SEW	645
OT46	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Brighton St Reconstruction-Noecker St to Cul-de-sac	OT-SWM	645
OT47	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Cedarbrae Ave Reconstruction-Glen Forrest to Glen Manor Blvd	OT-CIRRF	1,302
OT47	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Cedarbrae Ave Reconstruction-Glen Forrest to Glen Manor Blvd	OT-WAT	874
OT47	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Cedarbrae Ave Reconstruction-Glen Forrest to Glen Manor Blvd	OT-SEW	831

Over Target Examples

All figures in \$'000s

REF	Project Type	Service Delivery Division	Implementation Division	Theme	Project Description	Source of Financing	Amount
OT47	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Cedarbrae Ave Reconstruction-Glen Forrest to Glen Manor Blvd	OT-SWM	644
OT48	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Dixie Cres Reconstruction-Marshall to Willowdale Ave	OT-CIRRF	920
OT48	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Dixie Cres Reconstruction-Marshall to Willowdale Ave	OT-WAT	588
OT48	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Dixie Cres Reconstruction-Marshall to Willowdale Ave	OT-SEW	599
OT48	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Dixie Cres Reconstruction-Marshall to Willowdale Ave	OT-SWM	343
OT49	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Dorset St Reconstruction-Albert St to Brideport Rd	OT-CIRRF	492
OT49	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Dorset St Reconstruction-Albert St to Brideport Rd	OT-WAT	300
OT49	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Dorset St Reconstruction-Albert St to Brideport Rd	OT-SEW	392
OT49	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Dorset St Reconstruction-Albert St to Brideport Rd	OT-SWM	71
OT50	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Fountain St Reconstruction-Young St to Central St	OT-CIRRF	181
OT50	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Fountain St Reconstruction-Young St to Central St	OT-WAT	420
OT50	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Fountain St Reconstruction-Young St to Central St	OT-SEW	390
OT50	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Fountain St Reconstruction-Young St to Central St	OT-SWM	115
OT51	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Greenbrier Drive Reconstruction-Albert St to Longwood Dr	OT-CIRRF	1,043
OT51	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Greenbrier Drive Reconstruction-Albert St to Longwood Dr	OT-WAT	713
OT51	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Greenbrier Drive Reconstruction-Albert St to Longwood Dr	OT-SEW	707
OT51	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Greenbrier Drive Reconstruction-Albert St to Longwood Dr	OT-SWM	219
OT52	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Hemlock St Reconstruction-University Ave to End of cul-de-sac	OT-CIRRF	1,873

Over Target Examples

All figures in '\$'000s

REF	Project Type	Service Delivery Division	Implementation Division	Theme	Project Description	Source of Financing	Amount
OT52	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Hemlock St Reconstruction-University Ave to End of cul-de-sac	OT-WAT	1,154
OT52	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Hemlock St Reconstruction-University Ave to End of cul-de-sac	OT-SEW	1,130
OT52	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Hemlock St Reconstruction-University Ave to End of cul-de-sac	OT-SWM	495
OT53	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Lester St Reconstruction-University Ave to Columbia St	OT-CIRRF	1,925
OT53	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Lester St Reconstruction-University Ave to Columbia St	OT-WAT	691
OT53	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Lester St Reconstruction-University Ave to Columbia St	OT-SEW	1,431
OT53	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Lester St Reconstruction-University Ave to Columbia St	OT-SWM	1,077
OT54	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Princess St E Reconstruction-King St to Pepler St	OT-CIRRF	764
OT54	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Princess St E Reconstruction-King St to Pepler St	OT-WAT	570
OT54	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Princess St E Reconstruction-King St to Pepler St	OT-SEW	593
OT54	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Princess St E Reconstruction-King St to Pepler St	OT-SWM	184
OT55	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Regina St N Reconstruction-Marshall St to University Ave	OT-CIRRF	1,510
OT55	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Regina St N Reconstruction-Marshall St to University Ave	OT-WAT	896
OT55	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Regina St N Reconstruction-Marshall St to University Ave	OT-SEW	834
OT55	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Regina St N Reconstruction-Marshall St to University Ave	OT-SWM	414
OT56	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Rodney St Reconstruction-Ellis Cres to Margaret Ave	OT-CIRRF	916
OT56	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Rodney St Reconstruction-Ellis Cres to Margaret Ave	OT-WAT	569
OT56	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Rodney St Reconstruction-Ellis Cres to Margaret Ave	OT-SEW	579

Over Target Examples

All figures in \$'000s

REF	Project Type	Service Delivery Division	Implementation Division	Theme	Project Description	Source of Financing	Amount
OT56	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Rodney St Reconstruction-Ellis Cres to Margaret Ave	OT-SWM	430
OT57	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Terrystone Walk Reconstruction-Cardinal Cres to Erb St	OT-CIRRF	555
OT57	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Terrystone Walk Reconstruction-Cardinal Cres to Erb St	OT-WAT	338
OT57	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Terrystone Walk Reconstruction-Cardinal Cres to Erb St	OT-SEW	363
OT57	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Terrystone Walk Reconstruction-Cardinal Cres to Erb St	OT-SWM	295
OT58	Growth/Rehab Split	Library	Library	Facility Expansion	Main Library Expansion and Re-development	OT-DC	6,562
OT58	Growth/Rehab Split	Library	Library	Facility Expansion	Main Library Expansion and Re-development	OT-LXP	3,281
OT58	Growth/Rehab Split	Library	Library	Facility Expansion	Main Library Expansion and Re-development	OT-CIRRF-LIB	3,281
OT59	Other	Library	Library	Studies	Strategic Plan Implementation	OT-DC	15
OT59	Other	Library	Library	Studies	Strategic Plan Implementation	OT-CRF	69
OT60	Other	Library	Library	Studies	Study - Library Technology Study	OT-DC	49
OT60	Other	Library	Library	Studies	Study - Library Technology Study	OT-CRF	5
OT61	Other	Library	Library	Technology Refresh / Upgrades	Ontarians with Disabilities Act	OT-CRF	24

Operating Impact of Capital

The 2023 Approved Capital Budget and 2024-2032 Capital Forecast contains projects for the rehabilitation, expansion, and replacement of existing assets, as well as the purchase, construction, and development of new assets. When considering the merits of an expansion project, or new asset purchase or construction, it is also important to consider the impact that these projects will have on future operating costs.

The operating impact of a new facility for example, would include upkeep and maintenance of the building and furniture and fixtures, additional staffing needs, utility costs, and many other costs in order for the facility to provide services on a day to day basis. These new costs, not yet included in the City’s base operating budget, are an operating pressure and need to be considered in conjunction with the capital cost.

To assist in this decision making, below is a summary of the estimated operating impact of capital projects by three categories; Committed, Actionable and Forecast. A project listing for each category has been included on the pages that follow. Committed impacts are a result of projects approved in the prior capital budget and for which the impacts are now being realized. Actionable impacts are impacts that will result from the approval of projects in the 2023 Approved Capital Budget. Forecast impacts relate to capital projects in the 2024-2032 projection.

Operating impacts from prior capital approvals total \$50,000. Operating impacts of projects budgeted in 2023 total \$3.3M over 2024-2027 and operating impacts of projects in the forecast have been estimated at \$6.9M over 2025-2032.

SUMMARY OF OPERATING IMPACT OF CAPITAL EXPENDITURES

Operating Impact of Prior Capital Approvals-COMMITTED	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total
Operating Impact of projects approved in 2020-2022	50										50
Committed Subtotal	50										50
Operating Impact of 2023 Approved Capital-ACTIONABLE	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total
Operating Impact of projects budgeted in 2023		2,310	180	346	430						3,266
Actionable Subtotal		2,310	180	346	430						3,266
Operating Impact of 2024-2032 Capital-FORECAST	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Grand Total
Operating Impact of projects budgeted in 2024-2032			2,220	2,380	234	752	263	431	303	359	6,943
Forecast Subtotal			2,220	2,380	234	752	263	431	303	359	6,943
TOTAL OPERATING IMPACTS	50	2,310	2,401	2,726	664	752	263	431	303	359	10,259

Committed Operating Impact

All figures in \$'000s

REF	Council Reporting Criteria	Service Delivery Division	Project Description	Type of Impact	Source of Financing	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
2022-420	Routine	Fleet & Procurement Serv.	Fleet Equipment DC Growth	Committed	OP	50										50
		Fleet & Procurement Serv. Committed				50										50
		Total Committed				50										50

Actionable Operating Impact

All figures in \$'000s

REF	Council Reporting Criteria	Service Delivery Division	Project Description	Type of Impact	Source of Financing	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
105	Routine	Ec Dev	Public Art Implementation	Actionable	OP			1								1
111	Non-Routine	Ec Dev	East Side Employment Lands	Actionable	OP		50									50
		Ec Dev Actionable					50	1								51
203	Non-Routine	Comm. Prog. & Outreach	Museum Collections and Facility	Actionable	OP		20									20
		Comm. Prog. & Outreach Actionable					20									20
224	Routine	Fac Design & Mgmt Serv.	Material Storage Implementation	Actionable	OP		17									17
		Fac Design & Mgmt Serv. Actionable					17									17
266	Non-Routine	Fire Rescue	Fire Rescue Expansion	Actionable	OP		1,603									1,603
		Fire Rescue Actionable					1,603									1,603
282	Routine	Municipal Enforcement	Administrative Monetary Penalty (AMPS) Software	Actionable	OP		97									97
283	Routine	Municipal Enforcement	E-Bikes	Actionable	OP		2									2
		Municipal Enforcement Actionable					100									100
301	Routine	Parks, Forestry & Cemetery Services	Cemetery Columbarium Structures	Actionable	OP		3									3
305	Routine	Parks, Forestry & Cemetery Services	Parkview Chapel Niche Wall Additions	Actionable	OP		1									1
306	Non-Routine	Parks, Forestry & Cemetery Services	RIM Park Ball Diamond Upgrades	Actionable	OP					70						70
314	Non-Routine	Parks, Forestry & Cemetery Services	Indigenous Gathering Space	Actionable	OP			20								20
316	Non-Routine	Parks, Forestry & Cemetery Services	Alexandra Park Expansion	Actionable	OP		25									25
317	Non-Routine	Parks, Forestry & Cemetery Services	Bridgeport & Margaret Park	Actionable	OP			60								60
325	Routine	Parks, Forestry & Cemetery Services	Outdoor Sports Field Strategy Implementation	Actionable	OP		6									6
326	Routine	Parks, Forestry & Cemetery Services	Park Amenity Upgrades	Actionable	OP		10									10
329	Routine	Parks, Forestry & Cemetery Services	Park Signage Replacement Program - City Wide	Actionable	OP		1									1

Actionable Operating Impact

All figures in \$'000s

REF	Council Reporting Criteria	Service Delivery Division	Project Description	Type of Impact	Source of Financing	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
332	Routine	Parks, Forestry & Cemetery Services	Playground Upgrades / Expansion - City Wide	Actionable	OP		12									12
335	Non-Routine	Parks, Forestry & Cemetery Services	Waterloo Park - Master Plan Implementation	Actionable	OP		62									62
		Parks, Forestry & Cemetery Services Actionable					120	80	70							270
420	Routine	Fleet & Procurement Serv.	Fleet Equipment DC Growth	Actionable	OP		50									50
		Fleet & Procurement Serv. Actionable					50									50
514	Routine	City Utilities-Sanitary	Extend Sanitary Mains to Service Private Properties	Actionable	OP		2									2
517	Routine	City Utilities-Sanitary	Sanitary Access Roads / Paths	Actionable	OP		2									2
		City Utilities-Sanitary Actionable					3									3
550	Non-Routine	City Utilities-Stormwater	Stormwater Management System Master Plan Implementation	Actionable	OP		1									1
		City Utilities-Stormwater Actionable					1									1
590	Routine	Eng. Serv.-Parks	City Wide - Var Neighborhood New Park Development	Actionable	OP		2									2
592	Routine	Eng. Serv.-Parks	Trails in New Development Areas-NW Waterloo	Actionable	OP		2									2
593	Routine	Eng. Serv.-Parks	Uptown Neighbourhoods Public Space Additions	Actionable	OP		8									8
		Eng. Serv.-Parks Actionable					11									11
600	Non-Routine	Eng. Serv.-Roads	Beaver Creek Road & Conservation Drive Reconstruction	Actionable	OP				284	360						644
		Eng. Serv.-Roads Actionable							284	360						644
620	Non-Routine	Eng. Serv.-Water	Completion of the Waterloo Public Square Water Feature	Actionable	OP		25									25
		Eng. Serv.-Water Actionable					25									25
632	Routine	Planning	University Avenue Gateway Implementation	Actionable	OP				15							15
640	Non-Routine	Planning	Future Northdale Park Works	Actionable	OP		215									215
641	Routine	Planning	Station Area Planning & Implementation	Actionable	OP			47	47							94

Actionable Operating Impact

All figures in \$'000s

REF	Council Reporting Criteria	Service Delivery Division	Project Description	Type of Impact	Source of Financing	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
		Planning Actionable					215	47	62							324
666	Routine	Transportation Services	City Wide - Road Reconstruction Rehab Program	Actionable	OP		1									1
669	Non-Routine	Transportation Services	Union St - King St to Moore Ave	Actionable	OP			52								52
670	Routine	Transportation Services	Weber St - Blythwood to Northfield Dr	Actionable	OP		51									51
675	Routine	Transportation Services	Decorative Streetlight LED Replacement Program	Actionable	OP		1									1
684	Routine	Transportation Services	Municipal Trail - Former Waterloo Inn Lands	Actionable	OP		15									15
685	Routine	Transportation Services	Pedestrian Crossing Facilities - Level 2	Actionable	OP		1									1
686	Routine	Transportation Services	Refuge Islands - City Wide -TMP	Actionable	OP		1									1
688	Routine	Transportation Services	Sidewalks and Trails associated with LRT	Actionable	OP		4									4
689	Routine	Transportation Services	Sidewalks - New Construction - City Wide	Actionable	OP		3									3
690	Non-Routine	Transportation Services	TMP Signs and Pavement Marking Implementation	Actionable	OP		3									3
691	Routine	Transportation Services	Traffic Calming Implementation - City Wide	Actionable	OP		2									2
692	Routine	Transportation Services	Trails and Bikeways Master Plan Implementation - City Wide	Actionable	OP		10									10
693	Routine	Transportation Services	Trail Lighting Retrofit Program	Actionable	OP		2									2
694	Routine	Transportation Services	Wayfinding and Signed Bike Routes	Actionable	OP		1									1
696	Non-Routine	Transportation Services	Intersection Collision Review and Implementation	Actionable	OP		1									1
		Transportation Services Actionable					95	52								147
		Total Actionable					2,310	180	346	430						3,266

Forecast Operating Impact

All figures in '\$'000s

REF	Council Reporting Criteria	Service Delivery Division	Project Description	Type of Impact	Source of Financing	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
105	Routine	Ec Dev	Public Art Implementation	Forecast	OP				1	1	1	1	1	1	1	7
106	Routine	Ec Dev	Public Art Implementation - Large Scale Initiatives	Forecast	OP					4						4
107	Routine	Ec Dev	Public Square Fireplace	Forecast	OP					1						1
112	Non-Routine	Ec Dev	Generation Park Lands Servicing	Forecast	OP				21							21
		Ec Dev Forecast							22	6	1	1	1	1	1	33
223	Non-Routine	Fac Design & Mgmt Serv.	City Recreation Storage Building	Forecast	OP			28	2	1	1	1	1	1	1	36
224	Routine	Fac Design & Mgmt Serv.	Material Storage Implementation	Forecast	OP			1	1	1	1	1	21	2	2	30
225	Non-Routine	Fac Design & Mgmt Serv.	Mini Operation Centre on the West Side	Forecast	OP					97	3	2	3	2	3	110
		Fac Design & Mgmt Serv. Forecast						29	3	99	5	4	25	5	6	176
266	Non-Routine	Fire Rescue	Fire Rescue Expansion	Forecast	OP			1,603	1,603							3,206
		Fire Rescue Forecast						1,603	1,603							3,206
301	Routine	Parks, Forestry & Cemetery Services	Cemetery Columbarium Structures	Forecast	OP				1	2	1	3	2	1		10
304	Routine	Parks, Forestry & Cemetery Services	Crematorium Retort Expansion	Forecast	OP						125					125
305	Routine	Parks, Forestry & Cemetery Services	Parkview Chapel Niche Wall Additions	Forecast	OP				1							1
308	Routine	Parks, Forestry & Cemetery Services	Crematorium Cooler Relocation & Replacement	Forecast	OP				5							5
312	Non-Routine	Parks, Forestry & Cemetery Services	Parkland Acquisitions	Forecast	OP				5					5		10
315	Non-Routine	Parks, Forestry & Cemetery Services	Action Sports Parks - City Wide	Forecast	OP			40								40
318	Non-Routine	Parks, Forestry & Cemetery Services	Lexington Community Park	Forecast	OP						170					170
319	Routine	Parks, Forestry & Cemetery Services	Small Dog Park - East	Forecast	OP			15								15
320	Non-Routine	Parks, Forestry & Cemetery Services	Spray Pad/Cooling Area Construction	Forecast	OP				35		80		35	35		185
321	Non-Routine	Parks, Forestry & Cemetery Services	St. Moritz Community Park	Forecast	OP				50							50

Forecast Operating Impact

All figures in '\$'000s

REF	Council Reporting Criteria	Service Delivery Division	Project Description	Type of Impact	Source of Financing	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total		
322	Routine	Parks, Forestry & Cemetery Services	Vista Hills Programmable Soccer Field- Partnership with WRDSB	Forecast	OP								15			15		
323	Routine	Parks, Forestry & Cemetery Services	Westmount Sports Park Pedestrian Bridge	Forecast	OP					10						10		
325	Routine	Parks, Forestry & Cemetery Services	Outdoor Sports Field Strategy Implementation	Forecast	OP				30			32			32	94		
326	Routine	Parks, Forestry & Cemetery Services	Park Amenity Upgrades	Forecast	OP							35			35	70		
328	Routine	Parks, Forestry & Cemetery Services	Park Shade Structures and Washrooms	Forecast	OP			10		10		10		10		40		
329	Routine	Parks, Forestry & Cemetery Services	Park Signage Replacement Program - City Wide	Forecast	OP				1		1		1		1	4		
330	Routine	Parks, Forestry & Cemetery Services	Park Strategy Implementation	Forecast	OP				35		30		25		30	120		
332	Routine	Parks, Forestry & Cemetery Services	Playground Upgrades / Expansion - City Wide	Forecast	OP				12		12		12		12	48		
335	Non-Routine	Parks, Forestry & Cemetery Services	Waterloo Park - Master Plan Implementation	Forecast	OP				50		50		50		50	200		
336	Non-Routine	Parks, Forestry & Cemetery Services	Autonomous Liner	Forecast	OP									1		1		
		Parks, Forestry & Cemetery Services Forecast								65	225	22	469	80	140	52	160	1,213
412	Non-Routine	Finance	PeopleSoft HRMS Vision Implementation Phases 3-4	Forecast	OP				93				105			198		
413	Non-Routine	Finance	PeopleSoft HRMS Vision Implementation Phases 5-6	Forecast	OP										60	60		
		Finance Forecast								93				105		60	258	
420	Routine	Fleet & Procurement Serv.	Fleet Equipment DC Growth	Forecast	OP			50	50	50	50	50	50	50	50	400		
		Fleet & Procurement Serv. Forecast								50	50	50	50	50	50	50	400	
514	Routine	City Utilities-Sanitary	Extend Sanitary Mains to Service Private Properties	Forecast	OP			2	2	2	2	2	2	2	2	14		
515	Non-Routine	City Utilities-Sanitary	Forwell Trunk Sewer Twin or Replace.	Forecast	OP							9		9		18		
517	Routine	City Utilities-Sanitary	Sanitary Access Roads / Paths	Forecast	OP			2	2	2	2	2	2	2	2	12		
		City Utilities-Sanitary Forecast								3	3	3	3	12	3	12	3	45
530	Non-Routine	City Utilities-Stormwater	New Stormwater Management Pond Facilities	Forecast	OP				70							70		

Forecast Operating Impact

All figures in \$'000s

REF	Council Reporting Criteria	Service Delivery Division	Project Description	Type of Impact	Source of Financing	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
550	Non-Routine	City Utilities-Stormwater	Stormwater Management System Master Plan Implementation	Forecast	OP			1	1	1	1	1	1	1	1	8
		City Utilities-Stormwater Forecast						1	71	1	1	1	1	1	1	78
580	Non-Routine	Eng. Serv.-Other	Uptown Public Realm Implementation	Forecast	OP			73	2	3	58	58	58	58	32	340
		Eng. Serv.-Other Forecast						73	2	3	58	58	58	58	32	340
590	Routine	Eng. Serv.-Parks	City Wide - Var Neighborhood New Park Development	Forecast	OP			2	2	2	2	2	2	2	2	14
591	Non-Routine	Eng. Serv.-Parks	West Side Amphitheatre Implementation	Forecast	OP							8				8
592	Routine	Eng. Serv.-Parks	Trails in New Development Areas-NW Waterloo	Forecast	OP			2	2	2	2	2	2	2	2	14
593	Routine	Eng. Serv.-Parks	Uptown Neighbourhoods Public Space Additions	Forecast	OP				8			8				15
		Eng. Serv.-Parks Forecast						4	11	4	4	19	4	4	4	51
601	Routine	Eng. Serv.-Roads	Bisch Street - Erbsville Road to City Limit - Reconstruction	Forecast	OP							1				1
		Eng. Serv.-Roads Forecast										1				1
603	Non-Routine	Eng. Serv.-Sanitary	Ira Needles Boulevard - By-pass	Forecast	OP				79							79
		Eng. Serv.-Sanitary Forecast							79							79
631	Non-Routine	Planning	Northdale Priority Project	Forecast	OP			156								156
632	Routine	Planning	University Avenue Gateway Implementation	Forecast	OP									48		48
		Planning Forecast							156						48	204
663	Non-Routine	Transportation Services	Columbia St - King St to past Marsland Dr (Waterloop trail connection)	Forecast	OP						125					125
664	Non-Routine	Transportation Services	City Wide City Road Share of Regional Major Reconstruction Projects	Forecast	OP				4	11						16
666	Routine	Transportation Services	City Wide - Road Reconstruction Rehab Program	Forecast	OP			1	1	1		1		1		4
668	Non-Routine	Transportation Services	Northdale Road Reconstruction/Rehab Program	Forecast	OP						1	2	8	2	5	18
671	Routine	Transportation Services	Columbia Street - Westmount Road to King Street	Forecast	OP			170	170							340
675	Routine	Transportation Services	Decorative Streetlight LED Replacement Program	Forecast	OP			1	1	1	1	2	2	2	2	12

Forecast Operating Impact

All figures in \$'000s

REF	Council Reporting Criteria	Service Delivery Division	Project Description	Type of Impact	Source of Financing	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
681	Routine	Transportation Services	Bicycle Parking	Forecast	OP			1		1		1		1		4
682	Routine	Transportation Services	Installation of Trail Counters	Forecast	OP			1		1		1		1		2
683	Non-Routine	Transportation Services	Laurel Creek Trail around Conservation Area	Forecast	OP			8	11							19
685	Routine	Transportation Services	Pedestrian Crossing Facilities - Level 2	Forecast	OP			1		2		2		2		7
686	Routine	Transportation Services	Refuge Islands - City Wide -TMP	Forecast	OP				1		1		1		1	4
688	Routine	Transportation Services	Sidewalks and Trails associated with LRT	Forecast	OP			2	4	2	4	4	4	4	4	26
689	Routine	Transportation Services	Sidewalks - New Construction - City Wide	Forecast	OP			3	3	3	3	3	3	3	3	23
690	Non-Routine	Transportation Services	TMP Signs and Pavement Marking Implementation	Forecast	OP			3	3	3	1	1	1	1	1	14
691	Routine	Transportation Services	Traffic Calming Implementation - City Wide	Forecast	OP			2	2	2	2	2	2	2	2	16
692	Routine	Transportation Services	Trails and Bikeways Master Plan Implementation - City Wide	Forecast	OP			45	15	20	20	20	20	55	20	215
693	Routine	Transportation Services	Trail Lighting Retrofit Program	Forecast	OP				2		2		3		3	10
694	Routine	Transportation Services	Wayfinding and Signed Bike Routes	Forecast	OP				1		1		1		1	2
696	Non-Routine	Transportation Services	Intersection Collision Review and Implementation	Forecast	OP				1		1		1		1	4
			Transportation Services Forecast					237	219	46	162	37	45	73	42	860
			Total Forecast					2,220	2,380	234	752	263	431	303	359	6,943

Reserves and Reserve Funds Impacted by Capital

The primary funding sources for capital expenditures are the City's Reserves and Reserve Funds. While the City has many Reserves and Reserve Funds, only those funds that are impacted by capital expenditures have been included in the 2023 Approved Capital Budget and 2024-2032 Capital Forecast. The Reserve and Reserve Fund Forecasts include all known projected revenues and projected expenditures.

Reserves and Reserve Funds are important long-term financial planning tools for municipalities, and are used to set aside funds for a future purpose. Many of the Reserve Funds and Reserves have funding allocations included in the annual operating budget. The detailed Reserves and Reserve Funds Annual Update report has been included as a part of the budget documentation as additional information for Council, and to be considered alongside the capital budget.

An update to the 2019 Development Charges (DC) Background Study and Bylaw was planned for 2023 with implementation to occur in 2024, to align with the development of the 2024-2026 (3 year) capital budget. By aligning the DC Background Study with the budget process, Council is in a better position to consider all parts of the budget, including growth, rehabilitation, and other strategic projects, as well as the operating impacts of those projects, all at the same time. However, various bills were passed in 2019 and 2020 that impact the DC Act, including the removal of certain services and providing the ability to develop a new Community Benefits Charge (CBC), with the legislated transition to the new CBC required by September 18, 2022. As the new CBC and the DC update require many of the same inputs and because the current 2019 DC By-Law expires at the end of 2024, it was determined that coordinating the development of the CBC By-law and the update of the DC Background Study and By-law would be beneficial in 2022, with implementation to align with the 2023 capital budget. Throughout 2022, this work has been underway, and in September 2022, Council approved the new Community Benefits Charge By-law and Strategy.

On November 28, 2022, Bill 23, More Homes Built Faster Act was given Royal Assent. Bill 23 will negatively impact the City's ability to collect for and fund growth infrastructure needs. In order to allow staff more time to fully understand the financial implications of Bill 23 and identify potential solutions, staff are pausing the work on the current Development Charges Background study update. The 2019 Development Charges By-Law is effective until December 31, 2024 and can continue to be used for the 2023 capital budget. In the meantime, staff encourage Council to focus on the 2023 DC capital program, knowing that the 2024-2032 DC capital forecast is likely to change as a result of the approved legislation, which staff will review and address as part of next year's three-year budget process (2024-2026).

The Consolidated DC Reserve Funds are currently projected to enter a negative position initially, mainly due to the Beaver Creek Road and Conservation Drive Reconstruction project (2024-2026). The timing of this project is not yet fixed however, as the project is dependent upon various factors, including the timing of development. The City needs to be prepared and have the funds available for the project when development warrants moving forward, but this timing is difficult to predict. The project has therefore been budgeted in 2024-2026, and the status of the project will be reviewed regularly. As indicated in the DC Background Study, while initial spending may draw DC Reserve Funds into a negative position, these balances are projected to be recovered over the projection period of the study, by 2041.

The DC Reserve Fund policy requires a management review of projects requesting funding release when DC revenues are not achieving cumulative revenue thresholds. These thresholds differ depending upon whether the individual DC service reserve fund balance is in a positive or negative position. Finance monitor's the DC reserve fund balances, DC revenue collection, and DC capital funding monthly, and on a quarterly basis reviews with ECMT to ensure growth targets are being met. Finance may recommend changes to the timing of budgeted DC projects if anticipated revenues are not being achieved. In addition, Finance staff will continue working with the implementation divisions of the larger DC projects on the timing of funding release/cash flow as the projects progress, to minimize reserve fund deficits.

SUMMARY OF RESERVES AND RESERVE FUNDS IMPACTED by CAPITAL

RESERVE FUNDS	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Building Permit Reserve Fund	7,404	6,113	5,027	4,052	3,718	3,603	3,536	3,677	3,574	3,975	4,255
Canada Community Building Fund	2,329										
Capital Infrastructure Reinvestment Reserve Fund	11,313	8,190	5,728	8,835	4,006	3,294	3,400	2,974	2,986	2,390	2,048
Capital Infrastructure Reinvestment Reserve Fund-INFRA											
Capital Reserve Fund	10,788	7,641	5,258	2,939	1,434	947	601	223	718	161	112
Cemetery Reserve Fund	905	961	1,184	1,204	1,244	1,177	1,472	1,936	2,624	3,390	4,167
Climate Action Reserve Fund	745	394	292	519	603	755	965	1,256	748	819	317
Community Benefits Charge Reserve Fund	6,077										
Consolidated Development Charges Reserve Funds	6,923	6,044	(8,329)	(41,754)	(64,682)	(60,962)	(68,387)	(73,264)	(73,942)	(73,532)	(76,317)
Industrial Land Reserve Fund	(31,240)	(31,975)	(33,982)	(22,619)	(8,584)	1,251	6,646	12,147	17,759	23,482	29,319
Library Expansion Reserve Fund	3,009	2,989	3,049	3,030	3,090	3,152	3,215	3,280	3,345	3,412	3,480
Parking Reserve Fund	1,411	1,329	915	993	1,047	1,262	1,505	1,767	2,067	2,439	2,823
Parkland Dedication Reserve Fund (Combined)	18,224	13,888	8,227	6,799	7,317	6,544	4,090	3,135	1,970	2,568	2,002
Total Reserve Funds Ending Balance	\$37,887	\$15,575	\$(12,630)	\$(36,002)	\$(50,807)	\$(38,979)	\$(42,957)	\$(42,870)	\$(38,149)	\$(30,896)	\$(27,793)
RESERVES	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Affordable Housing Reserve											
Comprehensive Business Licensing	32	33	(69)	(164)	(229)	(286)	(330)	(363)	(384)	(402)	(417)
Economic Development Reserve	1,650	1,115	1,232	1,348	1,463	1,576	1,688	1,799	1,907	2,014	2,120
Employee Development and Capacity Building Reserve	2,220	2,119	1,489	927	840	811	785	759	731	703	675
Equipment Reserve	485	930	1,237	1,312	1,304	1,263	1,244	1,171	1,141	1,081	947
Equipment Reserve-Garage	506	311	431	551	346	466	586	361	481	601	355
Heritage Reserve	145	175	205	146	176	206	236	266	296	326	356
Public Art Reserve	209	61	61	3	30	33	92	76	50	34	12
Rental Housing Reserve	(24)	(201)	(223)	(190)	(91)	(20)	44	74	159	275	437
Sanitary Utility Capital Reserve	14,121	10,100	6,295	5,303	5,313	5,166	5,177	6,825	5,914	6,189	5,878
Stormwater Utility Reserve	2,587	1,008	1,081	1,116	1,114	981	1,345	1,017	1,441	1,044	1,024
Water Utility Capital Reserve	7,607	5,606	5,592	5,504	5,815	3,070	3,705	3,602	4,047	5,802	6,318
Total Reserves Ending Balance	\$29,539	\$21,258	\$17,332	\$15,855	\$16,080	\$13,266	\$14,573	\$15,587	\$15,783	\$17,668	\$17,706
Grand Total	\$67,426	\$36,833	\$4,702	\$(20,146)	\$(34,726)	\$(25,713)	\$(28,384)	\$(27,283)	\$(22,366)	\$(13,227)	\$(10,087)

RESERVE AND RESERVE FUND FORECASTS

AFFORDABLE HOUSING RESERVE (AH) - 870002-40522	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	100										
Annual Entry	100	175	175	175	175	175	175	175	175	175	175
EXPENDITURES	200	175	175	175	175	175	175	175	175	175	175
CLOSING BALANCE											

BUILDING PERMIT RESERVE FUND (BLD) - 860030	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	8,280	7,404	6,113	5,027	4,052	3,718	3,603	3,536	3,677	3,574	3,975
OP SURPLUS						1	102	210	325	448	329
Returned from previously funded projects											
REVENUE											
EXPENDITURES	49	418	284	394	19	189	240	140	499	122	131
Credit Balance Reissue	7										
OP DEFICIT	975	1,007	913	670	393						
SUBTOTAL	7,249	5,979	4,917	3,963	3,641	3,530	3,465	3,605	3,503	3,900	4,173
INTEREST ALLOCATION	155	134	110	90	77	72	71	71	72	75	81
CLOSING BALANCE	7,404	6,113	5,027	4,052	3,718	3,603	3,536	3,677	3,574	3,975	4,255

CANADA COMMUNITY BUILDING RESERVE FUND (CCBF) - 870034	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	2,284	2,329									
REVENUE	4,473	3,474	3,301	3,301	3,301	3,301	3,301	3,302	3,301	3,301	3,301
EXPENDITURES	4,474	5,803	3,301	3,301	3,301	3,301	3,301	3,302	3,301	3,301	3,301
Credit Balance Reissue											
SUBTOTAL	2,283										
INTEREST ALLOCATION	46										
CLOSING BALANCE	2,329										

Expenses and Revenues are shown as positives. Where a negative number appears as a balance the account is projected to be overdrawn.

RESERVE AND RESERVE FUND FORECASTS

CAPITAL INFRASTRUCTURE REINVESTMENT RESERVE FUND (CIRRF) - 860035											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	8,217	11,313	8,190	5,728	8,835	4,006	3,294	3,400	2,974	2,986	2,390
REVENUE	10,359	11,393	11,951	12,520	13,100	13,654	14,257	14,873	15,500	16,140	16,793
Overhead Surplus, additional trsf from TRS	2,957										
EXPENDITURES	10,413	14,709	14,550	9,558	18,056	14,439	14,217	15,362	15,547	16,789	17,179
SUBTOTAL	11,119	7,997	5,591	8,690	3,879	3,221	3,334	2,911	2,927	2,337	2,004
INTEREST ALLOCATION	193	193	138	144	127	72	66	63	59	53	44
CLOSING BALANCE	11,313	8,190	5,728	8,835	4,006	3,294	3,400	2,974	2,986	2,390	2,048

CAPITAL INFRASTRUCTURE REINVESTMENT RESERVE FUND-additional infrastructure investment (CIRRFINFRA) - 860035											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	(55)										
REVENUE	2,140	687	686	687	687	686	687	687	687	687	686
EXPENDITURES	2,084	687	686	687	687	686	687	687	687	687	686
SUBTOTAL	1										
INTEREST ALLOCATION	(1)										
CLOSING BALANCE											

CAPITAL RESERVE FUND (CRF) - 860001											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	10,369	10,788	7,641	5,258	2,939	1,434	947	601	223	718	161
REVENUE	4,950	3,873	4,060	4,251	4,446	4,645	4,848	5,055	5,266	5,482	5,701
Returned from previously funded projects	811										
WNH Investment Surplus	15										
EXPENDITURES	5,567	7,202	6,571	6,652	5,995	5,156	5,209	5,442	4,780	6,048	5,753
SUBTOTAL	10,578	7,459	5,130	2,858	1,390	923	586	215	709	152	109
INTEREST ALLOCATION	209	182	128	81	43	24	15	8	9	9	3
CLOSING BALANCE	10,788	7,641	5,258	2,939	1,434	947	601	223	718	161	112

Expenses and Revenues are shown as positives. Where a negative number appears as a balance the account is projected to be overdrawn.

RESERVE AND RESERVE FUND FORECASTS

CEMETERY RESERVE FUND (CEM) - 860090	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	962	905	961	1,184	1,204	1,244	1,177	1,472	1,936	2,624	3,390
OP SURPLUS (DEFICIT)	455	430	339	402	447	525	613	699	798	798	798
Returned from previously funded projects											
EXPENDITURES	501	392	138	405	431	616	344	269	155	92	96
Additional capital identified in model	30										
Transfer to Operating											
SUBTOTAL	886	943	1,162	1,180	1,220	1,153	1,446	1,902	2,579	3,331	4,092
INTEREST ALLOCATION	18	18	21	24	24	24	26	34	45	60	75
CLOSING BALANCE	905	961	1,184	1,204	1,244	1,177	1,472	1,936	2,624	3,390	4,167

CLIMATE ACTION RESERVE FUND (CARF) - 860054	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	730	745	394	292	519	603	755	965	1,256	748	819
REVENUE		918	918	918	918	918	918	918	918	918	918
EXPENDITURES		1,280	1,027	699	845	780	725	649	1,445	863	1,431
SUBTOTAL	730	383	285	511	592	741	948	1,234	729	803	306
INTEREST ALLOCATION	15	11	7	8	11	13	17	22	20	16	11
CLOSING BALANCE	745	394	292	519	603	755	965	1,256	748	819	317

COMMUNITY BENEFITS CHARGE RESERVE FUND (CBC) - 860053	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE		6,077									
REVENUE		520	520	520	520	520	520	520	520	520	520
Closeout of DC-Parking	5,955										
Closeout of DC-Cemeteries	62										
EXPENDITURES		703	520	520	520	520	520	520	520	520	520
EXPENDITURES -PKG		5,955									
SUBTOTAL	6,017	(60)									
INTEREST ALLOCATION	60	60									
CLOSING BALANCE	6,077										

Expenses and Revenues are shown as positives. Where a negative number appears as a balance the account is projected to be overdrawn.

RESERVE AND RESERVE FUND FORECASTS

COMPREHENSIVE BUSINESS LICENSING											
RESERVE (BUS)- 870042	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	40	32	33	(69)	(164)	(229)	(286)	(330)	(363)	(384)	(402)
Safe ReStart Funding Phase 2	116										
Tax Based Support		104									
OP SURPLUS (DEFICIT)	(116)	(103)	(102)	(93)	(65)	(55)	(44)	(32)	(19)	(16)	(13)
EXPENDITURES	8			1		2		2	2	1	2
Transfer to Operating											
CLOSING BALANCE	32	33	(69)	(164)	(229)	(286)	(330)	(363)	(384)	(402)	(417)

CONSOLIDATED DEVELOPMENT CHARGES											
(DC) - 860039-860048	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	22,176	6,923	6,044	(8,329)	(41,754)	(64,682)	(60,962)	(68,387)	(73,264)	(73,942)	(73,532)
REVENUE	15,842	13,477	13,773	14,078	14,387	15,858	16,207	16,560	16,925	17,298	16,140
Forecast Debt Proceeds		6,562	8,192								
Returned via JCRS	1,510										
Core Area Exemption Repayments											
EXPENDITURES	21,854	19,100	34,422	45,646	34,900	9,532	20,989	18,673	14,784	14,066	16,079
Post Period Repayments											
Credit Balance Reissue	9,082										
Debenture Payments	1,957	1,946	1,892	1,362	1,362	1,362	1,362	1,362	1,362	1,362	1,362
SUBTOTAL	6,635	5,915	(8,306)	(41,258)	(63,629)	(59,718)	(67,106)	(71,861)	(72,484)	(72,072)	(74,833)
INTEREST ALLOCATION	287	128	(23)	(496)	(1,054)	(1,244)	(1,281)	(1,402)	(1,457)	(1,460)	(1,484)
CLOSING BALANCE	6,923	6,044	(8,329)	(41,754)	(64,682)	(60,962)	(68,387)	(73,264)	(73,942)	(73,532)	(76,317)

ECONOMIC DEVELOPMENT RESERVE											
(ECDEV) - 870040	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	1,481	1,650	1,115	1,232	1,348	1,463	1,576	1,688	1,799	1,907	2,014
REVENUE	325	260	260	260	260	260	260	260	260	260	260
EXPENDITURES	81	720	68	69	70	72	73	74	77	78	79
Transfer to Operating	75	75	75	75	75	75	75	75	75	75	75
CLOSING BALANCE	1,650	1,115	1,232	1,348	1,463	1,576	1,688	1,799	1,907	2,014	2,120

Expenses and Revenues are shown as positives. Where a negative number appears as a balance the account is projected to be overdrawn.

RESERVE AND RESERVE FUND FORECASTS

EMPLOYEE DEVELOPMENT and CAPACITY BUILDING RESERVE (EMPDV) - 870032											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	2,782	2,220	2,119	1,489	927	840	811	785	759	731	703
REVENUE	700	825	825	825	825	825	825	825	825	825	825
OP EXPENDITURES	597	713	713	713	713	588	588	588	588	588	588
CAPITAL EXPENDITURES	665	212	742	674	199	265	263	263	264	265	265
CLOSING BALANCE	2,220	2,119	1,489	927	840	811	785	759	731	703	675

EQUIPMENT RESERVE-FLEET (ER) - 870017											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	816	485	930	1,237	1,312	1,304	1,263	1,244	1,171	1,141	1,081
REVENUE	113	100	100	100	100	100	100	100	100	100	100
Capital Cost Recovery	2,231	2,470	2,582	2,550	2,617	2,809	2,981	2,972	3,165	3,385	3,461
EXPENDITURES	2,675	2,125	2,375	2,575	2,725	2,950	3,100	3,145	3,295	3,545	3,695
Transfer to Operating											
CLOSING BALANCE	485	930	1,237	1,312	1,304	1,263	1,244	1,171	1,141	1,081	947

EQUIPMENT RESERVE-FLEET GARAGE (ERGarage) - 870017											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	386	506	311	431	551	346	466	586	361	481	601
REVENUE	120	120	120	120	120	120	120	120	120	120	120
EXPENDITURES		315			325			345			366
Transfer to Operating											
CLOSING BALANCE	506	311	431	551	346	466	586	361	481	601	355

HERITAGE RESERVE-BUILT (HER) - 870024											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	252	145	175	205	146	176	206	236	266	296	326
REVENUE	30	30	30	30	30	30	30	30	30	30	30
EXPENDITURES	137			89							
CLOSING BALANCE	145	175	205	146	176	206	236	266	296	326	356

Expenses and Revenues are shown as positives. Where a negative number appears as a balance the account is projected to be overdrawn.

RESERVE AND RESERVE FUND FORECASTS

INDUSTRIAL LAND RESERVE FUND (ILA)- 860052											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	(31,404)	(31,240)	(31,975)	(33,982)	(22,619)	(8,584)	1,251	6,646	12,147	17,759	23,482
REVENUE											
Recovery	784	4,676	5,460	15,178	14,398	10,051	5,460	5,460	5,460	5,460	5,460
EXPENDITURES		4,785	6,814	3,258	27	28	28	29	29	30	30
SUBTOTAL	(30,620)	(31,349)	(33,329)	(22,062)	(8,248)	1,439	6,683	12,077	17,578	23,189	28,912
INTEREST ALLOCATION	(620)	(626)	(653)	(557)	(336)	(188)	(37)	71	181	293	407
CLOSING BALANCE	(31,240)	(31,975)	(33,982)	(22,619)	(8,584)	1,251	6,646	12,147	17,759	23,482	29,319

LIBRARY EXPANSION RESERVE FUND (LXP) - 860026 *											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	2,950	3,009	2,989	3,049	3,030	3,090	3,152	3,215	3,280	3,345	3,412
REVENUE											
Transfer from CRF											
EXPENDITURES		79		79							
Post Period Capacity											
SUBTOTAL	2,950	2,930	2,989	2,970	3,030	3,090	3,152	3,215	3,280	3,345	3,412
INTEREST ALLOCATION	59	59	60	60	61	62	63	64	66	67	68
CLOSING BALANCE	3,009	2,989	3,049	3,030	3,090	3,152	3,215	3,280	3,345	3,412	3,480

PARKING RESERVE FUND (PKG) - 860020											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	1,908	1,411	1,329	915	993	1,047	1,262	1,505	1,767	2,067	2,439
REVENUE	467	25	28	31	34	37	39	40	40	41	43
OP SURPLUS (DEFICIT)	(322)	(103)	(19)	59	131	206	230	254	280	318	347
Debtenture Proceeds											
Revenue from Future Lots											
EXPENDITURES	675	32	445	30	131	51	53	64	58	32	58
Transfer to Operating											
SUBTOTAL	1,378	1,302	893	974	1,027	1,239	1,478	1,735	2,029	2,394	2,771
INTEREST ALLOCATION	33	27	22	19	20	23	27	32	38	45	52
CLOSING BALANCE	1,411	1,329	915	993	1,047	1,262	1,505	1,767	2,067	2,439	2,823

Expenses and Revenues are shown as positives. Where a negative number appears as a balance the account is projected to be overdrawn.

RESERVE AND RESERVE FUND FORECASTS

PARKLAND DEDICATION RESERVE FUND- General (PUB-Gen) - 860010											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	24,621	10,415	8,448	6,294	6,471	6,983	6,202	3,742	2,779	1,608	2,199
REVENUE	6,299	2,724	2,724	2,724	2,724	750	750	750	750	750	750
Credit Balance Reissue	7,582										
EXPENDITURES	13,269	4,878	5,025	2,673	2,346	1,661	3,309	1,777	1,965	197	1,361
SUBTOTAL	10,069	8,262	6,148	6,345	6,850	6,072	3,643	2,715	1,564	2,161	1,588
INTEREST ALLOCATION	347	187	146	126	133	131	98	65	43	38	38
CLOSING BALANCE	10,415	8,448	6,294	6,471	6,983	6,202	3,742	2,779	1,608	2,199	1,625

PARKLAND DEDICATION RESERVE FUND- Northdale (PUB-Nrthdl) - 860010											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	7,655	7,808	5,440	1,934	328	335	341	348	355	362	369
REVENUE											
Credit Balance Reissue											
EXPENDITURES		2,500	3,579	1,628							
SUBTOTAL	7,655	5,308	1,861	306	328	335	341	348	355	362	369
INTEREST ALLOCATION	153	131	73	22	7	7	7	7	7	7	7
CLOSING BALANCE	7,808	5,440	1,934	328	335	341	348	355	362	369	377

PUBLIC ART RESERVE (ART) - 870012											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	174	209	61	61	3	30	33	92	76	50	34
REVENUE	55	56	42	47	70	47	104	30	21	32	27
CAPITAL EXPENDITURES	20	204	42	106	43	44	45	46	47	48	49
CLOSING BALANCE	209	61	61	3	30	33	92	76	50	34	12

Expenses and Revenues are shown as positives. Where a negative number appears as a balance the account is projected to be overdrawn.

RESERVE AND RESERVE FUND FORECASTS

RENTAL HOUSING RESERVE (RHR) - 870038	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	(5)	(24)	(201)	(223)	(190)	(91)	(20)	44	74	159	275
OP SURPLUS (DEFICIT)	(101)	(167)	(114)	(58)	5	79	71	83	97	125	172
Safe ReStart Funding Phase 2	107										
Tax Based Support			100	100	100						
CAPITAL EXPENDITURES	25	10	8	9	6	7	7	53	12	8	10
OP EXPENDITURES											
CLOSING BALANCE	(24)	(201)	(223)	(190)	(91)	(20)	44	74	159	275	437

SANITARY UTILITY CAPITAL RESERVE (SEW-CAP) - 870048	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	13,641	14,121	10,100	6,295	5,303	5,313	5,166	5,177	6,825	5,914	6,189
RATE REVENUE	3,958	3,614	3,910	3,929	4,193	5,008	5,552	6,206	6,812	7,303	7,798
Debenture Proceeds					2,500	4,000	1,000	6,000			
Other Revenue	13	13	13	13	13	13	13	13	13	13	13
CAPITAL EXPENDITURES	3,176	6,797	7,727	5,034	6,538	8,601	5,974	8,999	6,038	5,218	6,424
Debenture Repayment					157	566	880	1,320	1,698	1,698	1,698
Trsf to (fr) Sewer Stabilization	314	850		(100)			(300)	250		125	
CLOSING BALANCE	14,121	10,100	6,295	5,303	5,313	5,166	5,177	6,825	5,914	6,189	5,878

STORMWATER UTILITY RESERVE (SWM) - 870045	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	3,253	2,587	1,008	1,081	1,116	1,114	981	1,345	1,017	1,441	1,044
RATE REVENUE	5,115	6,036	6,657	7,318	7,921	8,569	9,036	9,505	9,884	10,203	10,532
Debenture Proceeds		1,566	1,750	750	1,200	2,300		1,950			
CAPITAL EXPENDITURES	5,213	8,516	7,459	7,000	7,967	9,628	7,605	10,709	8,263	9,403	9,356
Debenture Repayment	568	666	875	1,032	1,156	1,375	1,066	1,074	1,197	1,197	1,197
CLOSING BALANCE	2,587	1,008	1,081	1,116	1,114	981	1,345	1,017	1,441	1,044	1,024

Expenses and Revenues are shown as positives. Where a negative number appears as a balance the account is projected to be overdrawn.

RESERVE AND RESERVE FUND FORECASTS

WATER UTILITY CAPITAL RESERVE (WAT-CAP) - 870046	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
OPENING BALANCE	7,930	7,607	5,606	5,592	5,504	5,815	3,070	3,705	3,602	4,047	5,802
RATE REVENUE	3,964	4,195	4,828	5,839	6,861	7,980	8,868	9,374	9,780	10,026	10,234
Debenture Proceeds		3,000	7,250	3,000	4,000		1,500	1,500			
Other Revenue	13	13	13	13	13	13	13	13	13	13	13
CAPITAL EXPENDITURES	4,272	10,220	11,271	7,463	8,644	8,768	7,481	8,537	6,701	5,637	7,033
Debenture Repayment		189	833	1,478	1,918	2,169	2,264	2,452	2,547	2,547	2,547
Trsf to (fr) Water Stabilization	26	(1,200)				(200)			100	100	150
CLOSING BALANCE	7,607	5,606	5,592	5,504	5,815	3,070	3,705	3,602	4,047	5,802	6,318

Expenses and Revenues are shown as positives. Where a negative number appears as a balance the account is projected to be overdrawn.

Existing and Forecasted Debt

In order to ensure that the City of Waterloo plans for and uses debt appropriately, the Debt Management Policy FC-009 was established. The policy limits the amortization period of any new debt to a 10 year period and no more than 30% of a project’s total funding. It also requires that the City remain within the 25% limit of net operating revenues as legislated within the Municipal Act, and in addition, that the City’s net debt charges not exceed the annual budgeted contributions to the Capital Reserve Fund (CRF) and the Capital Infrastructure Reinvestment Reserve Fund (CIRRF). City staff are currently reviewing this policy to ensure the debt policy continues to have the correct parameters and guidelines for today’s financial environment. Staff intend to complete the review, assemble recommendations for review by the Audit Committee, and subsequently seek approval from Council heading into the three year (2024-2026) budget process.

As detailed on the pages that follow, over the course of the full 10 year projection net debt is projected to decline, reflecting Council’s judicious decision making. Outstanding debt is forecasted to be 6.03% or less of our net operating revenues over the 10 years, which is well within the provincial limit. It is also anticipated that net debt charges will not exceed the contributions to CRF and CIRRF over the next 10 years.

In 2023, total debt is expected to be \$50.1 million, with approximately \$11 million projected to be fully recovered through future Development Charges and Enterprise rates, resulting in total non-recoverable tax-based debt of \$39.8 million. Debt Charges approved to be recoverable through Development Charges or through Enterprises are exempt from the Debt Management Policy, however are still used in the calculation of the legislated 25% limit.

2023-2032 Total Projected Debt, net of Recoveries

Debt	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Total Existing Debt (see Schedule 1)	\$39,767	\$34,759	\$30,483	\$25,878	\$20,920	\$16,042	\$10,884	\$5,692	-	-
Total Projected Debt (see Schedule 2)	\$11,128	\$23,485	\$25,201	\$30,470	\$33,603	\$32,281	\$37,537	\$32,386	\$27,008	\$21,394
Total Recoveries (see Schedule 3)	\$(11,128)	\$(23,485)	\$(25,201)	\$(30,470)	\$(33,603)	\$(32,281)	\$(37,537)	\$(32,386)	\$(27,008)	\$(21,394)
Total Net Projected Debt (Tax-based)	\$39,767	\$34,759	\$30,483	\$25,878	\$20,920	\$16,042	\$10,884	\$5,692	-	-

TOTAL EXISTING DEBT - SCHEDULE 1

All balances shown as end of year

EXISTING DEBT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Existing Tax-Based Debt											
RIM Park Capital Lease	37,154	34,307	31,195	27,798	24,093	20,056	15,662	10,884	5,692	-	-
Waterloo Memorial Recreation Complex Addition and Repurposing	2,008	1,738	1,464	1,184	898	605	306	-	-	-	-
Re-Purposing of the Carnegie Library - Interior	482	418	352	285	216	146	74	-	-	-	-
Total Existing Tax-Based Debt	39,644	36,463	33,011	29,267	25,207	20,807	16,042	10,884	5,692	-	-
Existing DC Debt											
Columbia Street Extension	80	-	-	-	-	-	-	-	-	-	-
Woolwich Street	320	-	-	-	-	-	-	-	-	-	-
Beaver Crk Rd.(from approx 625 m north of Laurelwood to Conservatic	424	214	-	-	-	-	-	-	-	-	-
Conservation Dr- from Beaver Crk Rd to W Limit Snowcrest Pl.	851	430	-	-	-	-	-	-	-	-	-
Beaver Creek Pumping Station Upgrades-Phase 3A	438	-	-	-	-	-	-	-	-	-	-
SPS#2 on Conservation Drive @ BeaverCreek Culvert	371	187	-	-	-	-	-	-	-	-	-
SPS #3 on Beaver Crk Rd @ Laurel Crk culvert	406	205	-	-	-	-	-	-	-	-	-
Total Existing DC Debt	2,890	1,036	-	-	-	-	-	-	-	-	-
Existing Enterprise Debt											
Silver Lake Study - EA Addendum	2,150	1,737	1,316	887	448	-	-	-	-	-	-
Maple Hill Creek Rehab-Westvale Pond to University Ave	627	531	432	329	223	113	-	-	-	-	-
Total Existing Enterprise Debt	2,777	2,268	1,748	1,216	671	113	-	-	-	-	-
TOTAL EXISTING DEBT	45,311	39,767	34,759	30,483	25,878	20,920	16,042	10,884	5,692	-	-
Summary of Split											
Tax Supported (Existing)	39,644	36,463	33,011	29,267	25,207	20,807	16,042	10,884	5,692	-	-
DC Supported (Existing)	2,890	1,036	-	-	-	-	-	-	-	-	-
Enterprise Supported (Existing)	2,777	2,268	1,748	1,216	671	113	-	-	-	-	-
Total Debt (Existing)	45,311	39,767	34,759	30,483	25,878	20,920	16,042	10,884	5,692	-	-
Split Percentage											
Tax Supported (Existing)	87%	92%	95%	96%	97%	99%	100%	100%	100%	0%	0%
DC Supported (Existing)	6%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Enterprise Supported (Existing)	6%	6%	5%	4%	3%	1%	0%	0%	0%	0%	0%
Split Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	0%	0%
Split per Capita											
Tax Supported Debt per Capita (Existing)	\$ 285	\$ 260	\$ 233	\$ 205	\$ 175	\$ 144	\$ 110	\$ 74	\$ 38	\$ -	\$ -
DC Supported Debt per Capita (Existing)	\$ 21	\$ 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise Supported Debt per Capita (Existing)	\$ 20	\$ 16	\$ 12	\$ 9	\$ 5	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -
Debt per Capita (Existing)	\$ 326	\$ 284	\$ 246	\$ 214	\$ 180	\$ 144	\$ 110	\$ 74	\$ 38	\$ -	\$ -

Population-as per 2019 DC Background Study (includes students)	139,056	140,218	141,390	142,572	143,765	144,861	145,966	147,079	148,200	149,330	150,463
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TOTAL PROJECTED (NEW) DEBT - SCHEDULE

2 All balances shown as end of year

PROJECTED DEBT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Proposed Tax-Based Debt											
Total Projected Tax-Based Debt											
Projected DC Debt											
Beaver Creek Road & Conservation Drive Reconstruction			4,267	3,918	3,554	3,174	2,777	2,362	1,930	1,478	1,006
Fire Rescue Expansion	4,437	4,074	3,696	3,300	2,887	2,456	2,006	1,537	1,046	534	
Generation Park	1,092	1,003	910	812	711	605	494	378	258	132	
Material Storage Implementation	1,033	949	860	768	672	572	467	358	244	124	
Total Projected DC Debt	6,562	10,293	9,384	8,435	7,444	6,410	5,330	4,202	3,025	1,797	
Projected Enterprise Debt											
Structurally Deficient Watermain Rehab - City Wide	1,068	981	890	794	695	591	483	370	252	129	
City Wide City Road Share of Regional Major Reconstruction Projects-Water	1,617	1,485	1,347	1,203	1,052	895	731	560	381	195	
City Wide - City Road Share of Regional Projects-Water	315	289	262	234	205	174	142	109	74	38	
Future Water Enterprise Debenture Needs		7,250	9,657	12,793	11,564	11,781	11,818	10,169	8,447	6,650	
City Wide City Road Share of Regional Major Reconstruction Projects-Stormwater	841	772	700	626	547	466	380	291	198	101	
City Wide - City Road Share of Regional Projects-Stormwater	315	289	262	234	205	174	142	109	74	38	
Forwell Creek Industrial Lands	226	208	188	168	147	125	102	78	53	27	
Denholm Pond Upgrades	184	169	153	137	120	102	83	64	43	22	
Future Stormwater Enterprise Debenture Needs		1,750	2,357	3,346	5,328	4,808	6,215	5,489	4,730	3,939	
Future Sanitary Sewer Enterprise Debenture Needs				2,500	6,296	6,755	12,109	10,944	9,728	8,458	
Total Projected Enterprise Debt	4,566	13,193	15,817	22,035	26,159	25,872	32,208	28,184	23,983	19,597	
TOTAL PROJECTED DEBT	11,128	23,485	25,201	30,470	33,603	32,281	37,537	32,386	27,008	21,394	

Summary of Split	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Tax Supported (Projected)											
DC Supported (Projected)		6,562	10,293	9,384	8,435	7,444	6,410	5,330	4,202	3,025	1,797
Enterprise Supported (Projected)		4,566	13,193	15,817	22,035	26,159	25,872	32,208	28,184	23,983	19,597
Projected Increase to Total Debt		11,128	23,485	25,201	30,470	33,603	32,281	37,537	32,386	27,008	21,394

Split Percentage	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Tax Supported (Projected)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
DC Supported (Projected)	0%	59%	44%	37%	28%	22%	20%	14%	13%	11%	8%
Enterprise Supported (Projected)	0%	41%	56%	63%	72%	78%	80%	86%	87%	89%	92%
Split Total	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

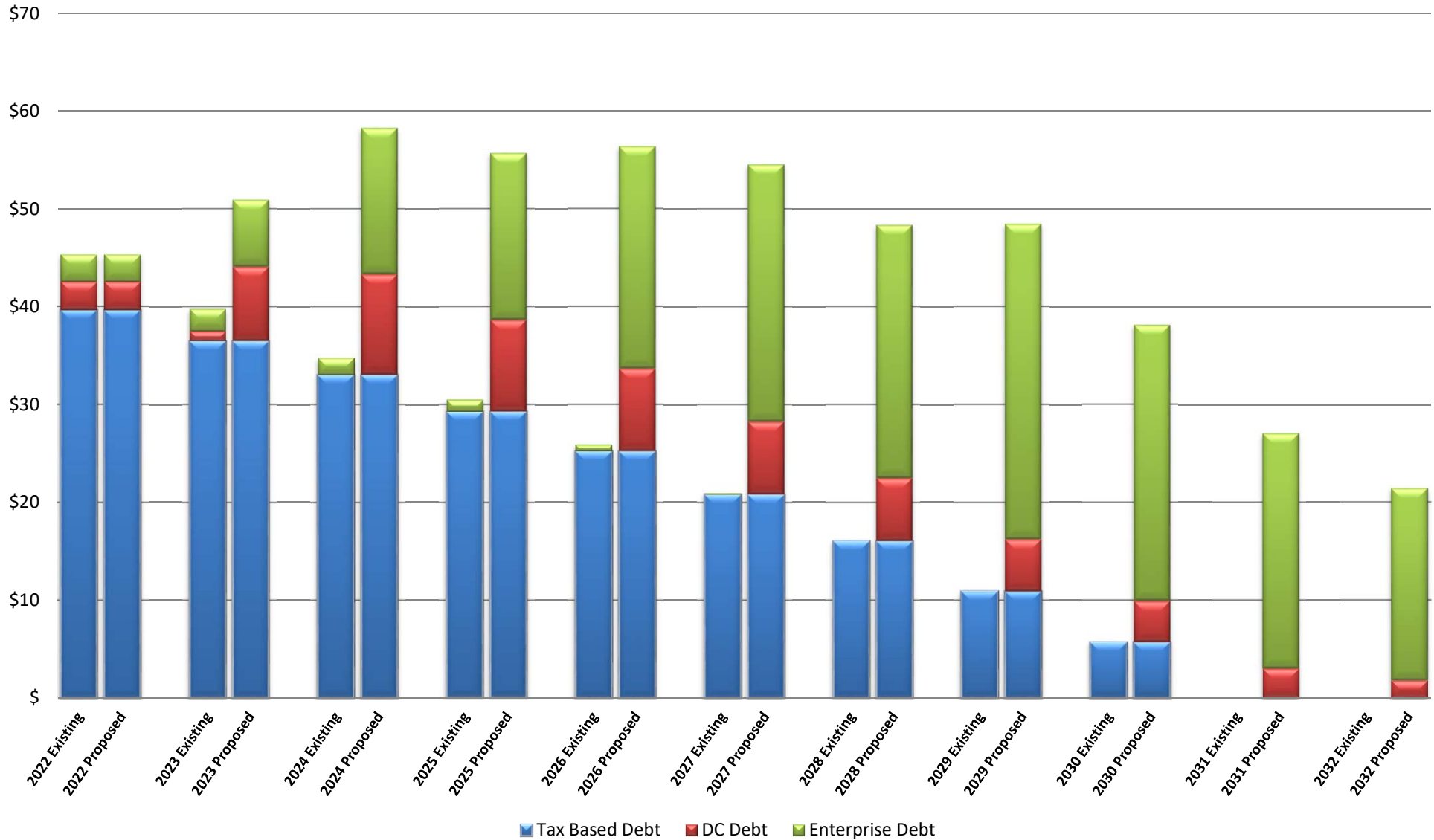
Split per Capita	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Increased Tax Supported Debt per Capita (Projected)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Increased DC Supported Debt per Capita (Projected)	\$ -	\$ 47	\$ 73	\$ 66	\$ 59	\$ 51	\$ 44	\$ 36	\$ 28	\$ 20	\$ 12
Increased Enterprise Supported Debt per Capita (Projected)	\$ -	\$ 33	\$ 93	\$ 111	\$ 153	\$ 181	\$ 177	\$ 219	\$ 190	\$ 161	\$ 130
Projected Increase to Debt per Capita	\$ -	\$ 79	\$ 166	\$ 177	\$ 212	\$ 232	\$ 221	\$ 255	\$ 219	\$ 181	\$ 142

Population-as per 2019 DC Background Study (includes students)	139,056	140,218	141,390	142,572	143,765	144,861	145,966	147,079	148,200	149,330	150,463
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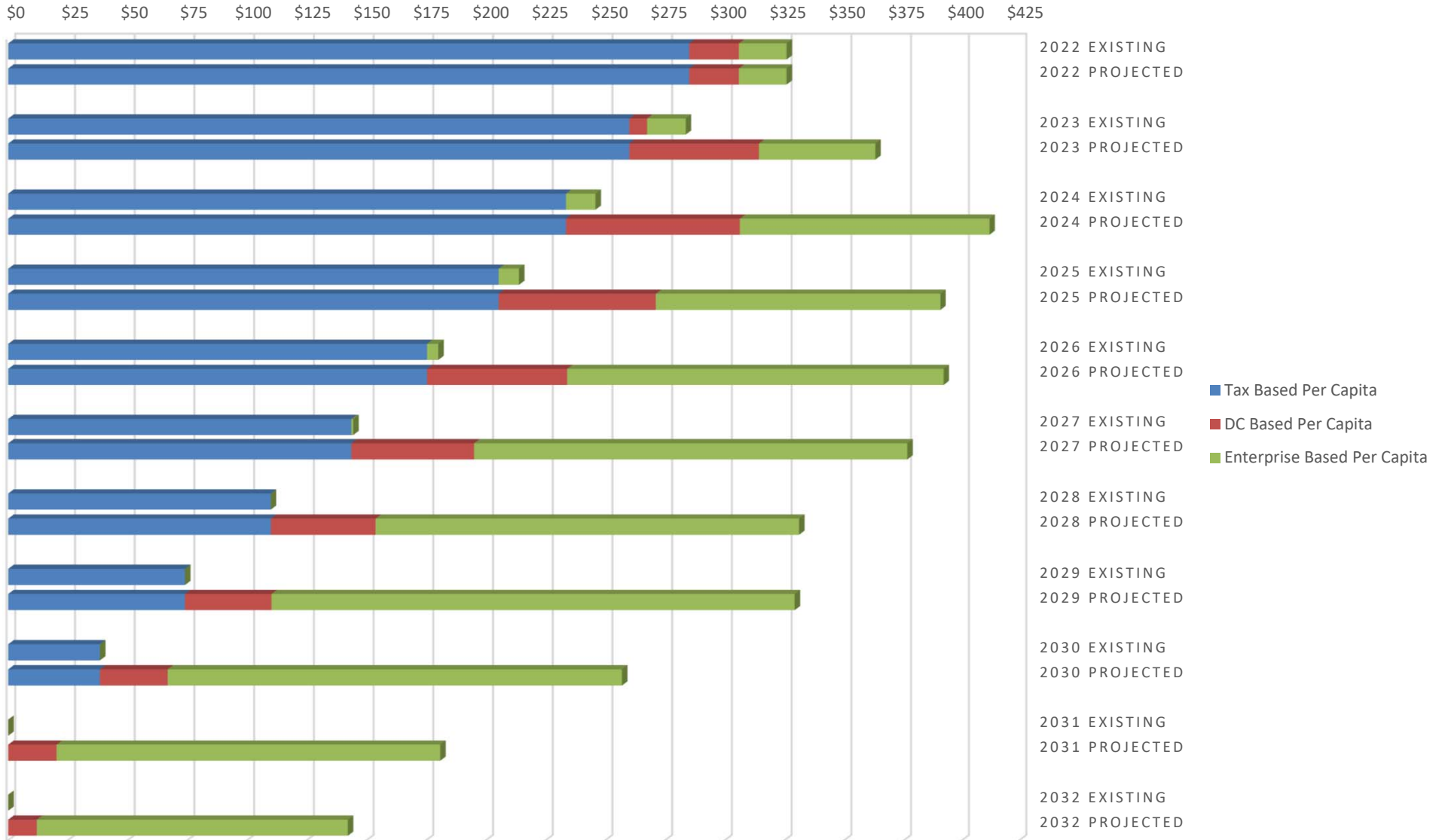
TOTAL DEBT NET of USER FEE and TAX-BASED RECOVERIES - SCHEDULE 3

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
TOTAL DEBT (EXISTING and PROJECTED) BEFORE RECOVERIES	45,311	50,895	58,245	55,684	56,348	54,523	48,324	48,421	38,078	27,008	21,394
Projected Recoveries of Existing Tax-Based Debt											
Re-Purposing of the Carnegie Library - Interior	(482)	(418)	(352)	(285)	(216)	(146)	(74)	-	-	-	-
Total Projected Recoveries of Existing Tax-Based Debt	(482)	(418)	(352)	(285)	(216)	(146)	(74)	-	-	-	-
Projected Recoveries of Existing DC Debt											
Columbia Street Extension	(80)	-	-	-	-	-	-	-	-	-	-
Woolwich Street	(320)	-	-	-	-	-	-	-	-	-	-
Beaver Crk Rd.(from approx 625 m north of Laurelwood to Conservation Dr)	(424)	(214)	-	-	-	-	-	-	-	-	-
Conservation Dr- from Beaver Crk Rd to W Limit Snowcrest Pl.	(851)	(430)	-	-	-	-	-	-	-	-	-
Beaver Creek Pumping Station Upgrades-Phase 3A	(438)	-	-	-	-	-	-	-	-	-	-
SPS#2 on Conservation Drive @ BeaverCreek Culvert	(371)	(187)	-	-	-	-	-	-	-	-	-
SPS #3 on Beaver Crk Rd @ Laurel Crk culvert	(406)	(205)	-	-	-	-	-	-	-	-	-
Total Projected Recoveries of Existing DC Debt	(2,890)	(1,036)	-	-	-	-	-	-	-	-	-
Projected Recoveries of Existing Enterprise Debt											
Silver Lake Study - EA Addendum	(2,150)	(1,737)	(1,316)	(887)	(448)	-	-	-	-	-	-
Maple Hill Creek Rehab-Westvale Pond to University Ave	(627)	(531)	(432)	(329)	(223)	(113)	-	-	-	-	-
Total Projected Recoveries of Existing Enterprise Debt	(2,777)	(2,268)	(1,748)	(1,216)	(671)	(113)	-	-	-	-	-
Total Projected Recoveries of Existing Debt from User Fees and other sources	(6,149)	(3,722)	(2,100)	(1,501)	(887)	(259)	(74)	-	-	-	-
Projected Recoveries of Projected DC Debt											
Beaver Creek Road & Conservation Drive Reconstruction			(4,267)	(3,918)	(3,554)	(3,174)	(2,777)	(2,362)	(1,930)	(1,478)	(1,006)
Fire Rescue Expansion	(4,437)	(4,074)	(3,696)	(3,300)	(2,887)	(2,456)	(2,006)	(1,537)	(1,046)	(534)	
Generation Park	(1,092)	(1,003)	(910)	(812)	(711)	(605)	(494)	(378)	(258)	(132)	
Material Storage Implementation	(1,033)	(949)	(860)	(768)	(672)	(572)	(467)	(358)	(244)	(124)	
Total Projected Recoveries of Projected DC Debt	(6,562)	(10,293)	(9,384)	(8,435)	(7,444)	(6,410)	(5,330)	(4,202)	(3,025)	(1,797)	
Projected Recoveries of Projected Enterprise Debt											
Structurally Deficient Watermain Rehab - City Wide	(1,068)	(981)	(890)	(794)	(695)	(591)	(483)	(370)	(252)	(129)	
City Wide City Road Share of Regional Major Reconstruction Projects-Water	(1,617)	(1,485)	(1,347)	(1,203)	(1,052)	(895)	(731)	(560)	(381)	(195)	
City Wide - City Road Share of Regional Projects-Water	(315)	(289)	(262)	(234)	(205)	(174)	(142)	(109)	(74)	(38)	
Future Water Enterprise Debenture Needs		(7,250)	(9,657)	(12,793)	(11,564)	(11,781)	(11,818)	(10,169)	(8,447)	(6,650)	
City Wide City Road Share of Regional Major Reconstruction Projects-Stormwater	(841)	(772)	(700)	(626)	(547)	(466)	(380)	(291)	(198)	(101)	
City Wide - City Road Share of Regional Projects-Stormwater	(315)	(289)	(262)	(234)	(205)	(174)	(142)	(109)	(74)	(38)	
Forwell Creek Industrial Lands	(226)	(208)	(188)	(168)	(147)	(125)	(102)	(78)	(53)	(27)	
Denholm Pond Upgrades	(184)	(169)	(153)	(137)	(120)	(102)	(83)	(64)	(43)	(22)	
Future Stormwater Enterprise Debenture Needs		(1,750)	(2,357)	(3,346)	(5,328)	(4,808)	(6,215)	(5,489)	(4,730)	(3,939)	
Future Sanitary Sewer Enterprise Debenture Needs				(2,500)	(6,296)	(6,755)	(12,109)	(10,944)	(9,728)	(8,458)	
Total Projected Recoveries of Projected Enterprise Debt	(4,566)	(13,193)	(15,817)	(22,035)	(26,159)	(25,872)	(32,208)	(28,184)	(23,983)	(19,597)	
Total Projected Recoveries of Projected Debt from User Fees	(11,128)	(23,485)	(25,201)	(30,470)	(33,603)	(32,281)	(37,537)	(32,386)	(27,008)	(21,394)	
Total Projected Recoveries from User Fees and other sources	(6,149)	(14,850)	(25,585)	(26,701)	(31,357)	(33,861)	(32,355)	(37,537)	(32,386)	(27,008)	(21,394)
Net Debt Total (Tax Based)	39,161	36,045	32,659	28,982	24,991	20,662	15,969	10,884	5,692	-	-

City of Waterloo - Total Existing and Projected Debt in Millions



CITY OF WATERLOO - TOTAL EXISTING AND PROJECTED DEBT PER CAPITA



2021 Provincial Average of Debt per Capita for population over 50,000 was \$294.

TOTAL EXISTING and PROJECTED DEBT CHARGES by SOURCE

EXISTING DEBT CHARGES	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Existing Tax-Based Debt Charges											
RIM Park Capital Lease	5,312,369	5,365,125	5,418,935	5,473,822	5,529,807	5,586,911	5,645,158	5,704,569	5,765,169	5,826,981	-
Re-Purposing of the Carnegie Library - Interior	75,191	75,280	75,148	75,154	75,258	75,295	75,263	75,353	-	-	-
Waterloo Memorial Recreation Complex Addition and Repurposing	312,900	313,271	312,723	312,747	313,182	313,335	313,200	313,577	-	-	-
Total Existing Tax-Based Debt Charges	5,700,460	5,753,676	5,806,806	5,861,723	5,918,248	5,975,542	6,033,621	6,093,499	5,765,169	5,826,981	-
Existing DC Debt Charges											
Columbia Street Extension	83,595	83,183	-	-	-	-	-	-	-	-	-
Woolwich Street	334,140	332,496	-	-	-	-	-	-	-	-	-
Beaver Crk Rd.(from approx 625 m north of Laurelwood to Conservation Dr)	223,657	222,348	220,604	-	-	-	-	-	-	-	-
Conservation Dr- from Beaver Crk Rd to W Limit Snowcrest Pl.	448,804	446,176	442,677	-	-	-	-	-	-	-	-
Beaver Creek Pumping Station Upgrades-Phase 3A	457,032	454,783	-	-	-	-	-	-	-	-	-
SPS#2 on Conservation Drive @ BeaverCreek Culvert	195,471	194,326	192,802	-	-	-	-	-	-	-	-
SPS #3 on Beaver Crk Rd @ Laurel Crk culvert	213,918	212,665	210,997	-	-	-	-	-	-	-	-
Total Existing DC Debt Charges	1,956,616	1,945,977	1,067,080	-	-	-	-	-	-	-	-
Existing Enterprise Debt Charges											
Silver Lake Study - EA Addendum	454,188	454,122	454,300	453,691	454,357	453,264	-	-	-	-	-
Maple Hill Creek Rehab-Westvale Pond to University Ave	113,558	113,040	113,358	114,479	114,422	115,181	114,752	-	-	-	-
Total Existing Enterprise Debt Charges	567,746	567,162	567,658	568,169	568,779	568,445	114,752	-	-	-	-
TOTAL EXISTING DEBT CHARGES	8,224,823	8,266,815	7,441,544	6,429,892	6,487,026	6,543,986	6,148,372	6,093,499	5,765,169	5,826,981	-
PROJECTED DEBT CHARGES											
Projected Tax-Based Debt Charges											
Total Projected Tax-Based Debt Charges	-	-	-	-	-	-	-	-	-	-	-
Projected DC Debt Charges											
Beaver Creek Road & Conservation Drive Reconstruction	-	-	-	536,610	536,610	536,610	536,610	536,610	536,610	536,610	536,610
Fire Rescue Expansion	-	-	557,989	557,989	557,989	557,989	557,989	557,989	557,989	557,989	557,989
Generation Park	-	-	137,328	137,328	137,328	137,328	137,328	137,328	137,328	137,328	137,328
Material Storage Implementation	-	-	129,908	129,908	129,908	129,908	129,908	129,908	129,908	129,908	129,908
Total Projected DC Debt Charges	-	-	825,225	1,361,836	1,361,836	1,361,836	1,361,836	1,361,836	1,361,836	1,361,836	1,361,836
Projected Enterprise Debt Charges											
Structurally Deficient Watermain Rehab - City Wide	-	-	134,310	134,310	134,310	134,310	134,310	134,310	134,310	134,310	134,310
City Wide City Road Share of Regional Major Reconstruction Projects-Water	-	-	203,351	203,351	203,351	203,351	203,351	203,351	203,351	203,351	203,351
City Wide - City Road Share of Regional Projects-Water	-	-	39,614	39,614	39,614	39,614	39,614	39,614	39,614	39,614	39,614
Future Water Enterprise Debenture Needs	-	-	-	911,747	1,289,022	1,792,054	1,792,054	1,980,692	2,169,329	2,169,329	2,169,329
City Wide City Road Share of Regional Major Reconstruction Projects-Storm	-	-	105,763	105,763	105,763	105,763	105,763	105,763	105,763	105,763	105,763
City Wide - City Road Share of Regional Projects-Stormwater	-	-	39,614	39,614	39,614	39,614	39,614	39,614	39,614	39,614	39,614
Forwell Creek Industrial Lands	-	-	28,421	28,421	28,421	28,421	28,421	28,421	28,421	28,421	28,421
Denholm Pond Upgrades	-	-	23,140	23,140	23,140	23,140	23,140	23,140	23,140	23,140	23,140
Future Stormwater Enterprise Debenture Needs	-	-	-	220,077	314,396	465,305	754,549	754,549	999,778	999,778	999,778
Future Sanitary Sewer Enterprise Debenture Needs	-	-	-	-	-	314,396	817,428	943,187	1,697,736	1,697,736	1,697,736
Total Projected Enterprise Debt Charges	-	-	574,212	1,706,036	2,177,629	3,145,967	3,938,244	4,252,639	5,441,054	5,441,054	5,441,054
TOTAL PROJECTED DEBT CHARGES	-	-	1,399,437	3,067,871	3,539,465	4,507,803	5,300,079	5,614,475	6,802,890	6,802,890	6,802,890
TOTAL DEBT CHARGES BEFORE RECOVERIES *	8,224,823	8,266,815	8,840,981	9,497,764	10,026,491	11,051,789	11,448,452	11,707,974	12,568,059	12,629,871	6,802,890

*This figure is used in Provincial Limit Calculations

TOTAL EXISTING and PROJECTED RECOVERIES of DEBT CHARGES

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
TOTAL DEBT CHARGES BEFORE RECOVERIES	8,224,823	8,266,815	8,840,981	9,497,764	10,026,491	11,051,789	11,448,452	11,707,974	12,568,059	12,629,871	6,802,890
Projected Recoveries of Existing Tax-Based Debt											
Re-Purposing of the Carnegie Library - Interior	(75,191)	(75,280)	(75,148)	(75,154)	(75,258)	(75,295)	(75,263)	(75,353)	-	-	-
Total Projected Recoveries of Existing Tax-Based Debt	(75,191)	(75,280)	(75,148)	(75,154)	(75,258)	(75,295)	(75,263)	(75,353)	-	-	-
Projected Recoveries of Existing DC Debt											
Columbia Street Extension	(83,595)	(83,183)	-	-	-	-	-	-	-	-	-
Woolwich Street	(334,140)	(332,496)	-	-	-	-	-	-	-	-	-
Beaver Crk Rd.(from approx 625 m north of Laurelwood to Conservation Dr)	(223,657)	(222,348)	(220,604)	-	-	-	-	-	-	-	-
Conservation Dr- from Beaver Crk Rd to W Limit Snowcrest Pl.	(448,804)	(446,176)	(442,677)	-	-	-	-	-	-	-	-
Beaver Creek Pumping Station Upgrades-Phase 3A	(457,032)	(454,783)	-	-	-	-	-	-	-	-	-
SPS#2 on Conservation Drive @ BeaverCreek Culvert	(195,471)	(194,326)	(192,802)	-	-	-	-	-	-	-	-
SPS #3 on Beaver Crk Rd @ Laurel Crk culvert	(213,918)	(212,665)	(210,997)	-	-	-	-	-	-	-	-
Total Projected Recoveries of Existing DC Debt	(1,956,616)	(1,945,977)	(1,067,080)	-	-	-	-	-	-	-	-
Projected Recoveries of Existing Enterprise Debt											
Silver Lake Study - EA Addendum	(454,188)	(454,122)	(454,300)	(453,691)	(454,357)	(453,264)	-	-	-	-	-
Maple Hill Creek Rehab-Westvale Pond to University Ave	(113,558)	(113,040)	(113,358)	(114,479)	(114,422)	(115,181)	(114,752)	-	-	-	-
Total Projected Recoveries of Existing Enterprise Debt	(567,746)	(567,162)	(567,658)	(568,169)	(568,779)	(568,445)	(114,752)	-	-	-	-
Total Projected Recoveries of Existing Debt from User Fees and other sources	(2,599,553)	(2,588,419)	(1,709,886)	(643,323)	(644,037)	(643,740)	(190,014)	(75,353)	-	-	-
Projected Recoveries of Projected DC Debt											
Beaver Creek Road & Conservation Drive Reconstruction	-	-	-	(536,610)	(536,610)	(536,610)	(536,610)	(536,610)	(536,610)	(536,610)	(536,610)
Fire Rescue Expansion	-	-	(557,989)	(557,989)	(557,989)	(557,989)	(557,989)	(557,989)	(557,989)	(557,989)	(557,989)
Generation Park	-	-	(137,328)	(137,328)	(137,328)	(137,328)	(137,328)	(137,328)	(137,328)	(137,328)	(137,328)
Material Storage Implementation	-	-	(129,908)	(129,908)	(129,908)	(129,908)	(129,908)	(129,908)	(129,908)	(129,908)	(129,908)
Total Projected Recoveries of Projected DC Debt	-	-	(825,225)	(1,361,836)	(1,361,836)	(1,361,836)	(1,361,836)	(1,361,836)	(1,361,836)	(1,361,836)	(1,361,836)
Projected Recoveries of Projected Enterprise Debt											
Structurally Deficient Watermain Rehab - City Wide	-	-	(134,310)	(134,310)	(134,310)	(134,310)	(134,310)	(134,310)	(134,310)	(134,310)	(134,310)
City Wide City Road Share of Regional Major Reconstruction Projects-Water	-	-	(203,351)	(203,351)	(203,351)	(203,351)	(203,351)	(203,351)	(203,351)	(203,351)	(203,351)
City Wide - City Road Share of Regional Projects-Water	-	-	(39,614)	(39,614)	(39,614)	(39,614)	(39,614)	(39,614)	(39,614)	(39,614)	(39,614)
Future Water Enterprise Debenture Needs	-	-	-	(911,747)	(1,289,022)	(1,792,054)	(1,792,054)	(1,980,692)	(2,169,329)	(2,169,329)	(2,169,329)
City Wide City Road Share of Regional Major Reconstruction Projects-Stormwater	-	-	(105,763)	(105,763)	(105,763)	(105,763)	(105,763)	(105,763)	(105,763)	(105,763)	(105,763)
City Wide - City Road Share of Regional Projects-Stormwater	-	-	(39,614)	(39,614)	(39,614)	(39,614)	(39,614)	(39,614)	(39,614)	(39,614)	(39,614)
Forwell Creek Industrial Lands	-	-	(28,421)	(28,421)	(28,421)	(28,421)	(28,421)	(28,421)	(28,421)	(28,421)	(28,421)
Denholm Pond Upgrades	-	-	(23,140)	(23,140)	(23,140)	(23,140)	(23,140)	(23,140)	(23,140)	(23,140)	(23,140)
Future Stormwater Enterprise Debenture Needs	-	-	-	(220,077)	(314,396)	(465,305)	(754,549)	(999,778)	(999,778)	(999,778)	(999,778)
Future Sanitary Sewer Enterprise Debenture Needs	-	-	-	-	-	(314,396)	(817,428)	(943,187)	(1,697,736)	(1,697,736)	(1,697,736)
Total Projected Recoveries of Projected Enterprise Debt	-	-	(574,212)	(1,706,036)	(2,177,629)	(3,145,967)	(3,938,244)	(4,252,639)	(5,441,054)	(5,441,054)	(5,441,054)
Total Projected Recoveries of Projected Debt from User Fees	-	-	(1,399,437)	(3,067,871)	(3,539,465)	(4,507,803)	(5,300,079)	(5,614,475)	(6,802,890)	(6,802,890)	(6,802,890)
Total Projected Recoveries from User Fees and other sources	(2,599,553)	(2,588,419)	(3,109,323)	(3,711,194)	(4,183,501)	(5,151,542)	(5,490,094)	(5,689,828)	(6,802,890)	(6,802,890)	(6,802,890)
Net Debt Charges *	5,625,270	5,678,396	5,731,658	5,786,570	5,842,989	5,900,247	5,958,358	6,018,146	5,765,169	5,826,981	-

*This figure is used in Debt Management Policy

PROVINCIAL DEBT LIMIT CALCULATION

City of Waterloo Debt Management Policy: Debt Limits, Item 1-ARL is limited to 25% of net operating revenues based on regulations established within the Municipal Act. (Ontario Regulation 403/02).

2021 Net Revenue Calculation:

	Actuals 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
Total Revenues	\$ 211,880,954											
Less: Deferred Revenue	-17,642,453											
Less: Ontario Conditional Grants	-12,112,998											
Gain or Loss: Sale of Land and Capital Assets	-213,395											
Less: Business Enterprise Equity	-8,645,771											
Less: Donated TCA	-743,354											
Less: Other Revenue	-3,386,167											
Less: Other Municipalities	-1,723,863											
Net Operating Revenues*	\$ 167,412,953	\$ 171,531,312	\$ 175,750,982	\$ 180,074,456	\$ 184,504,288	\$ 189,043,093	\$ 193,693,553	\$ 198,458,415	\$ 203,340,492	\$ 208,342,668	\$ 213,467,897	\$ 218,719,208

* Budgeted Net Operating Revenues based on 2.5% increase annually.

2021 Actual, 2022-2032 Projected Debt Charges:

	Actuals 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
Existing RIM Park Capital Lease Payment	5,246,563	5,312,369	5,365,125	5,418,935	5,473,822	5,529,807	5,586,911	5,645,158	5,704,569	5,765,169	5,826,981	-
Silver Lake Study - EA Addendum	455,445	454,188	454,122	454,300	453,691	454,357	453,264	-	-	-	-	-
Maple Hill Creek Rehab-Westvale Pond to University Ave	112,895	113,558	113,040	113,358	114,479	114,422	115,181	114,752	-	-	-	-
Re-Purposing of the Carnegie Library - Interior	75,241	75,191	75,280	75,148	75,154	75,258	75,295	75,263	75,353	-	-	-
Waterloo Memorial Recreation Complex Addition and Repurpos	313,110	312,900	313,271	312,723	312,747	313,182	313,335	313,200	313,577	-	-	-
Development Charges-Road Projects	988,492	985,128	979,750	559,646	-	-	-	-	-	-	-	-
Development Charges-Sanitary Projects	869,357	866,420	861,775	403,800	-	-	-	-	-	-	-	-
Development Charges-Stormwater Projects	105,439	105,068	104,453	103,634	-	-	-	-	-	-	-	-
(Future) Other Projected Debt Charges	\$ -	\$ -	\$ -	\$ 1,399,437	\$ 3,067,871	\$ 3,539,465	\$ 4,507,803	\$ 5,300,079	\$ 5,614,475	\$ 6,802,890	\$ 6,802,890	\$ 6,802,890
Total Existing & Projected Debt Charges for City of Waterloo	\$ 8,166,541	\$ 8,224,823	\$ 8,266,815	\$ 8,840,981	\$ 9,497,764	\$ 10,026,491	\$ 11,051,789	\$ 11,448,452	\$ 11,707,974	\$ 12,568,059	\$ 12,629,871	\$ 6,802,890

Remaining Debt Charges Capacity:

	Actuals 2021	Budget 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032
Net Operating Revenues	\$ 167,412,953	\$ 171,531,312	\$ 175,750,982	\$ 180,074,456	\$ 184,504,288	\$ 189,043,093	\$ 193,693,553	\$ 198,458,415	\$ 203,340,492	\$ 208,342,668	\$ 213,467,897	\$ 218,719,208
Maximum Allowable Under Regulation For Total Debt Charges (25% of Net Revenue Fund Revenues)	\$ 41,853,238	\$ 42,882,828	\$ 43,937,745	\$ 45,018,614	\$ 46,126,072	\$ 47,260,773	\$ 48,423,388	\$ 49,614,604	\$ 50,835,123	\$ 52,085,667	\$ 53,366,974	\$ 54,679,802
Total Existing & Projected Debt Charges for City of Waterloo	\$ 8,166,541	\$ 8,224,823	\$ 8,266,815	\$ 8,840,981	\$ 9,497,764	\$ 10,026,491	\$ 11,051,789	\$ 11,448,452	\$ 11,707,974	\$ 12,568,059	\$ 12,629,871	\$ 6,802,890
Remaining Debt Capacity	\$ 33,686,697	\$ 34,658,005	\$ 35,670,931	\$ 36,177,633	\$ 36,628,308	\$ 37,234,283	\$ 37,371,599	\$ 38,166,152	\$ 39,127,149	\$ 39,517,608	\$ 40,737,104	\$ 47,876,912

Debt Charges as a % of Net Operating Revenues:

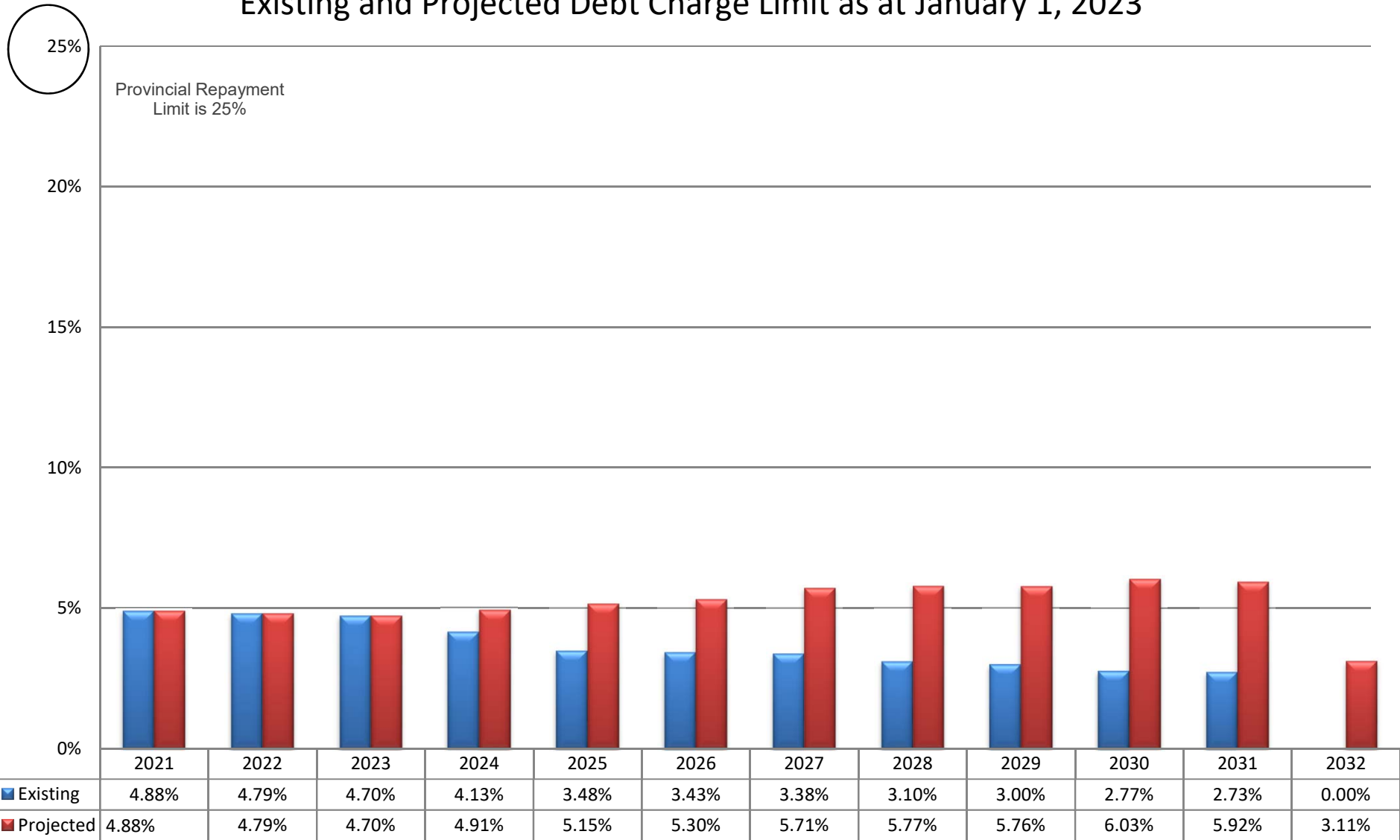
Based on FIR for Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Provincial Calculation	Effective 2023	Effective 2024	Effective 2025	Effective 2026	Effective 2027	Effective 2028	Effective 2029	Effective 2030	Effective 2031	Effective	Effective 2033	Effective 2034
2032 (Projected) Debt Charges shown as a Percentage of Net Operating Revenues	4.88%	4.79%	4.70%	4.91%	5.15%	5.30%	5.71%	5.77%	5.76%	6.03%	5.92%	3.11%
(Existing) Debt Charges shown as a Percentage of Net Operating Revenues	4.88%	4.79%	4.70%	4.13%	3.48%	3.43%	3.38%	3.10%	3.00%	2.77%	2.73%	0.00%

* FIR = Financial Information Returns from Annual Financial Statements

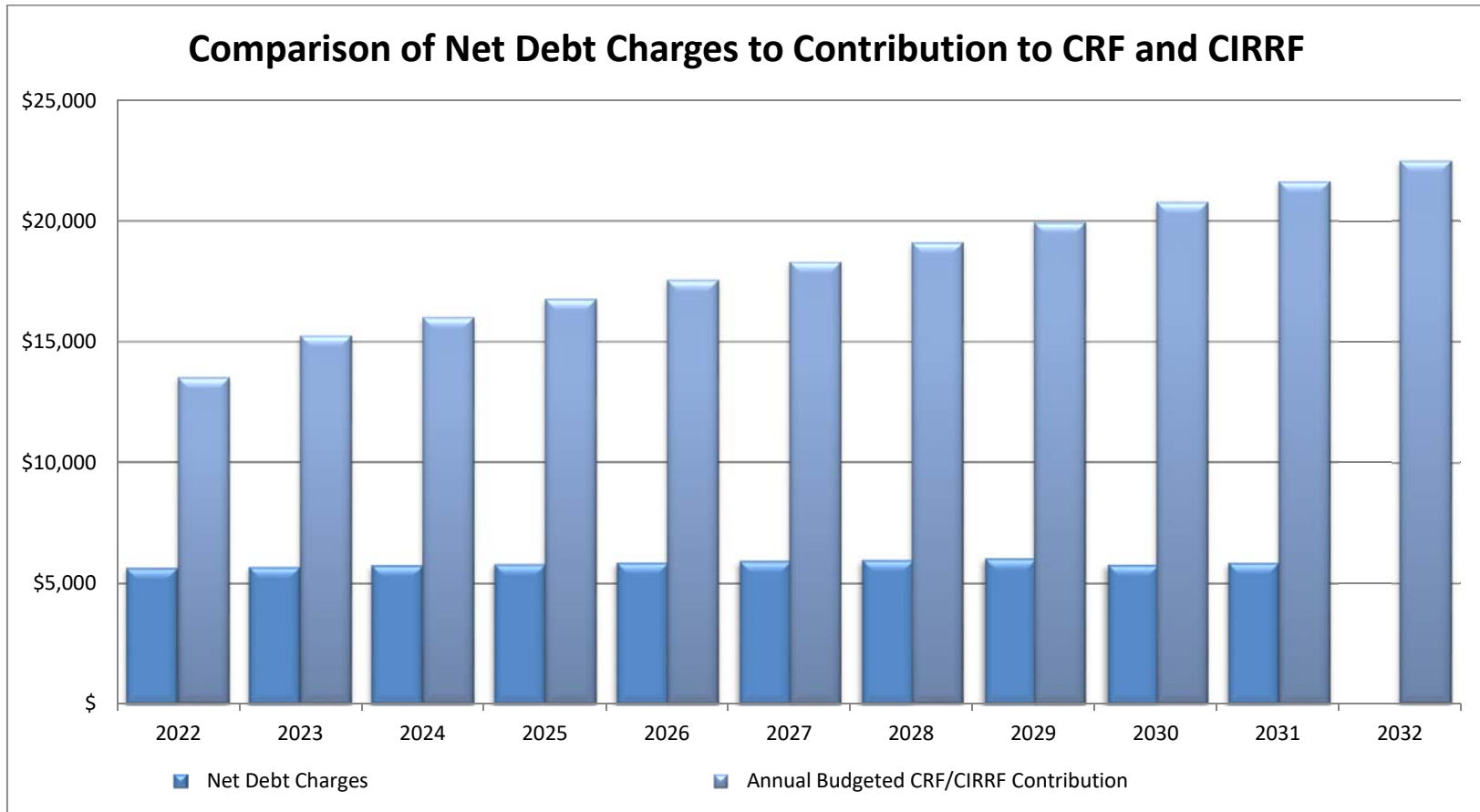
The Municipal Act regulation permits a maximum of 25% of net operating revenues to be used to fund principal and interest charges for debt. In 2021, the City of Waterloo paid principal and interest charges totalling \$8,166,541. As a percentage of net operating revenues as defined under the Provincial regulation this represents 4.88%, which is well within the limit.

Debt Limit Calculation

Existing and Projected Debt Charge Limit as at January 1, 2023



Waterloo's net debt charges as a percentage of net operating revenues, at 4.88% based on the 2021 FIR, is also lower than the provincial average, which for 2021 is 7.68%, based on municipalities reporting to date.



As per FC-006 Debt Management Policy, annual Net Debt Charges will not exceed the annual budgeted contribution to the Capital Reserve Fund (CRF) and the Capital Infrastructure Reinvestment Reserve Fund (CIRRF).