

 **BUDGET 2024-2026**

2024–2026 APPROVED CAPITAL BUDGET

Documents released:
December 11, 2023

Approval:
February 12, 2024

THE CITY OF 
Waterloo
waterloo.ca/budget

Strong,
Sustainable,
Together



February 12, 2024

Mayor, & Members of Council,
Waterloo, Ontario

2024-2026 Approved Capital Budget and 2027–2033 Capital Forecast

Introduction

Included within this document is the 2024-2026 Approved Capital Budget and 2027-2033 Capital Forecast for the City of Waterloo. The intent of providing a seven-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 nearly \$4 billion of assets. There is no representation that any project in a future year will be approved by Council.

2024-2026, 2027-2033 Capital Expenditures

In the 2024-2026 Approved Capital Budget and 2027-2033 Capital Forecast 325 projects are planned with a total value of \$913.9 million. For 2024-2026, 274 projects are projected with a total value of \$363 million. From 2027 through 2033, 244 projects are projected with a value of \$550.9 million.

Investment in Our Strategic Plan 2024-2026, 2027-2033

Early in 2023, Council undertook the development of the 2023-2026 Strategic Plan. Through this process, six guiding principles, five strategic priorities, 17 objectives and updated mission and vision statements emerged, all of which provide a common focus for Council and staff to guide decision-making over the next four years.

The six **guiding principles** encompass the values of the community and the municipal corporation. They guide the decisions of the organization and outline expected behaviours of its employees and leaders. These principles help guide interactions with internal and external customers and should be considered with every decision made. They support the development of a culture where everyone understands what is important:

- **Equity and Inclusion** - We build relationships with First Nations, Métis and Inuit Peoples and equity-deserving groups and embrace Reconciliation, equity, accessibility, diversity and inclusion.
- **Sustainability** - We plan for the long term, prioritizing sustainability and take meaningful action to address environmental, social and economic goals.
- **Integrity** - We operate with integrity and transparency, we strive for well-considered comprehensive, responsive, diligent and thoughtful decision-making.
- **Workplace Wellbeing** - We commit to promoting wellbeing and providing a healthy, safe and enjoyable work environment for all employees and volunteers of the organization.
- **Community-centred** - We support strong and liveable neighbourhoods, prioritizing community engagement grounded in empathy and understanding.
- **Operational Excellence** - We provide fiscally responsible, exceptional service that meets the needs of residents, partners and equity-deserving groups, employees and volunteers of the city.

While the vision, mission and guiding principles outline where Waterloo wants to be, why the City does what it does and how it will accomplish the work, the five **strategic priorities** will start to prioritize the direction the City needs to go:

- **Reconciliation, Equity, Accessibility, Diversity and Inclusion** - Value that an inclusive city is one that recognizes differences and diversity in planning, decision-making and service delivery for all residents to have equal opportunities and benefits. Through a commitment to Reconciliation, justice, equity and inclusion for all, the city will disrupt and dismantle all forms of discrimination and systemic oppression
- **Environmental Sustainability and Climate Action** - Become a leader in environmental sustainability practices and climate action by making transformational changes related to city operations and services while working with the community toward climate change mitigation and adaptation goals
- **Complete Community** - Achieve a high quality of life for all residents and overall community vibrancy through strategic density, diverse housing options and equitably available parks, public spaces and other recreational and cultural amenities
- **Infrastructure and Transportation Systems** - Expand and support infrastructure and transportation systems in an environmentally and fiscally sustainable manner that provides residents with resilient public infrastructure and sustainable transportation solutions
- **Innovation and Future-Ready** - Demonstrate resiliency and readiness to do things differently, address social developments and integrate new ideas through collaboration with key partners while continuing to grow a diversified economy and innovation ecosystem

The 2024-2026 Approved Capital Budget and 2027-2033 Capital Forecast has been prepared in alignment with these priorities, and a summary is provided below.

2024-2033 Projected Capital Expenditures by Strategic Priority

Priorities	2024-2026			2027-2033			Total		
	# of Projects	Total \$ ('000's)	% of 2024-2026 Budget Dollars	# of Projects	Total \$ ('000's)	% of 2027-2033 Budget Dollars	# of Projects	Total \$ ('000's)	% of Total Budget Dollars
Reconciliation, Equity, Accessibility, Diversity and Inclusion	8	\$3,421	1%	6	\$5,775	1.0%	9	\$9,196	1.0%
Environmental Sustainability and Climate Action	33	\$34,853	10%	30	\$58,962	11%	39	\$93,815	10%
Complete Community	60	\$56,256	15%	44	\$50,762	9%	72	\$107,018	12%
Infrastructure and Transportation Systems	142	\$248,537	68%	135	\$417,776	76%	167	\$666,313	73%
Innovation and Future-Ready	29	\$19,564	5%	26	\$15,169	3%	35	\$34,733	4%
Advancing the Strategic Plan	2	\$388	0%	3	\$2,410	0%	3	\$2,798	0%
Total Capital Budget	274	\$363,019	100%	244	\$550,854	100%	325	\$913,873	100%

*Please note, while there are 325 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 2024-2026, and 2027-2033 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. The introduction of the routine and non-routine classification methodology back in 2015 has provided significant efficiencies for both staff and Council, allowing projects to proceed expeditiously. Projects that meet the following criteria, are non-routine, and will be brought before Council again prior to commencement for specific approval:

- Financial Materiality (Greater than \$5M over 2024-2026)
- High Public/Council Interest
- Request by Council

With Council's approval of the Capital Budget February 12, 2024, projects in these categories will 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 with Council's approval on February 12, 2024 without returning to Council. In 2024-2026 there is a total of 222 routine projects, approximately 81% of the projects budgeted, with a dollar value of \$126 million or 35% of the 2024-2026 Approved Capital Budget funding.

2024-2033 Projected Capital Expenditures by Reporting Criteria

Criteria	2024-2026				2027-2033			Total		
	# of Projects	% by # of Projects	Total \$ ('000's)	% of 2024-2026 Budget Dollars	# of Projects	Total \$ ('000's)	% of 2027-2033 Budget Dollars	# of Projects	Total \$ ('000's)	% of Total Budget Dollars
Non-Routine	52	19%	\$237,051	65%	35	\$225,645	41%	57	\$462,696	51%
Routine	222	81%	\$125,968	35%	209	\$325,209	59%	268	\$451,177	49%
Total Capital Budget	274	100%	\$363,019	100%	244	\$550,854	100%	325	\$913,873	100%

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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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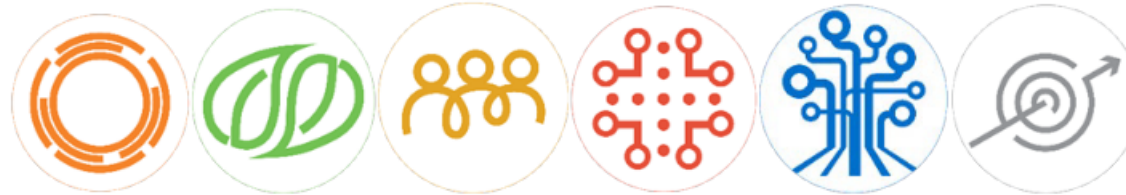
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L E G E N D

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
DebtCIRRF	CIRRF Debenture
DebtDC	DC Debenture
DebtSWM	Stormwater Enterprise Debenture
DebtWAT	Water Enterprise 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
LXPR	Library Expansion and Rehabilitation Reserve Fund
PKG	Parking Reserve Fund
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	Stormwater 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
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
READI	Reconciliation, Equity, Accessibility, Diversity and Inclusion Division
Rehab	Rehabilitation
Strat	Strategic
TMP	Transportation Master Plan
WMRC	Waterloo Memorial Recreation Complex
WRDSB	Waterloo Region District School Board

Investment in Our Strategic Plan 2024-2026, 2027-2033



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- **Environmental Sustainability and Climate Action** - Become a leader in environmental sustainability practices and climate action by making transformational changes related to city operations and services while working with the community toward climate change mitigation and adaptation goals
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Reconciliation, Equity, Accessibility, Diversity and Inclusion

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Objectives:

1. Invest in accessibility and inclusion to enhance belonging
2. Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization
3. Advance Reconciliation
4. Action anti-racism

	2024	2025	2026	2027 - 2033	Total
Reconciliation, Equity, Accessibility, Diversity and Inclusion					
Accessibility Facility Upgrades (AODA)	638	677	719	4,828	6,862
Compensation and Pay Equity	67			145	212
Employee Engagement Survey				72	72
Data Measurement / Monitoring / Analysis-Pilot	21				21
Equity and Reconciliation Partnerships	21	23	24	616	684
Museum Strategy Refresh		56		11	67
Indigenous Gathering Space	424				424
Winter Sidewalk Maintenance Service Enhancements Equipment	700				700
Public Engagement Capacity Training		51		103	154
Reconciliation, Equity, Accessibility, Diversity and Inclusion Total	1,871	807	743	5,775	9,196



Environmental Sustainability and Climate Action

Become a leader in environmental sustainability practices and climate action by making transformational changes related to city operations and services while working with the community toward climate change mitigation and adaptation goals.

Objectives:

1. Climate leadership
2. Environmentally sustainable economy
3. Environmental sustainability mindset

	2024	2025	2026	2027 - 2033	Total
Environmental Sustainability and Climate Action					
Emerald Ash Borer Management Plan Implementation	212	225	239	271	947
Keatsway Storm Bypass & Creek Bank Stabilization	425				425
Stormwater Management System Master Plan Implementation	654	344	244	5,000	6,242
Non-potable Water Supply Well Assessment	56				56
Erbsville Scoped Subwatershed Study	325				325
Bicycle Parking	53	34	60	288	435
Installation of Trail Counters	16	17	18	121	172
Refuge Islands - City Wide -TMP	52	55	59	395	561
Trails and Bikeways Master Plan Implementation - City Wide	1,593	2,255	2,394	20,552	26,794
Green Building Policy Implementation	531	658	660	6,208	8,057
Corporate Climate Change Adaptation Plan Implementation	533				533
Flood Plain Mapping Updates			178		178
Municipal Trail - Former Waterloo Inn Lands	2,417				2,417
Trail Lighting Retrofit Program	160	170	180	1,206	1,716
Wayfinding and Signed Bike Routes	27	28	30	201	286
Transportation Master Plan Update and Review			388	380	768
Cedar Creek site CDR-E4-Stormwater System Rehab				3,212	3,212
Community Climate Action Plan- TransformWR Implementation	212	113	120	446	891

Environmental Sustainability and Climate Action

	2024	2025	2026	2027 - 2033	Total
Environmental Sustainability and Climate Action					
Corporate Climate Action Plan Implementation	519	113	120	960	1,712
Electric Vehicle Charging Program	303	56	60	402	821
Autonomous Liner				138	138
QMS Development and CLI ECA Implementation	18	18			36
New Stormwater Management Pond Facilities				5,275	5,275
Creek Bank Stabilization	107	114	121	810	1,152
Sediment Removal Creeks	54	58	61	412	585
Denholm Pond Upgrades	717			3,274	3,991
Rainwater Harvesting System Upgrades	11	12	13	85	121
Decorative Streetlight LED Replacement Program	106	113	120	805	1,144
Active Transportation Crossing of Hwy. 85 - EA				270	270
Carbon Budgeting Framework		113	60	54	227
Energy Management and Regulatory Reporting	74	79	84	563	800
Urban Forest Management Implementation	64	135	144	965	1,308
Urban Forestry Management Strategy (update)				244	244
Fleet Green Strategy and Implementation	213	254	120	1,110	1,697
Frobisher Drive Snow Storage Facility Upgrade		169		1,733	1,902
Albert St Bikelane - Durable Green Paint				232	232
Facility Transformational Projects	10,250				10,250
Forwell Creek Industrial Lands - Stormwater Management	290	236	3,519	3,350	7,395
Laurel Creek Study Implementation - Hillside Park to HWY 85	500				500
Environmental Sustainability and Climate Action Total	20,492	5,369	8,992	58,962	93,815



Complete Community

Achieve a high quality of life for all residents and overall community vibrancy through strategic density, diverse housing options and equitably available parks, public spaces and other recreational and cultural amenities.

Objectives:

1. Invest in arts experiences
2. Vibrant public spaces
3. Complete neighbourhoods
4. Actions to meet community needs

	2024	2025	2026	2027 - 2033	Total
Complete Community					
Fire Rescue Expansion	11,888				11,888
Future Northdale Park Works	2,501	326	800		3,627
Outdoor Sports Field Strategy Implementation	104	330	118	1,502	2,054
Park Amenity Upgrades		388		1,534	1,922
Park Strategy Implementation	299	318	338	2,112	3,067
RIM Park Ball Diamond Upgrades			2,042		2,042
Waterloo Park - Master Plan Implementation	564	600	637	3,897	5,698
West Side Recreation Facility Development				9,142	9,142
Festivals & Events Sound System	21			52	73
Public Art Implementation	42		48	322	412
Public Square Fireplace				43	43
Public Square Outdoor Speakers	10				10
Public Square Furnishings and Equipment Replacement		17		69	86
Neighbourhood Strategy Implementation	16	20	22	316	374
Action Sports Parks - City Wide	796				796
Vista Hills Programmable Soccer Field- Partnership with WRDSB				334	334
Sportsfield Upgrades - City wide	99	113	112	792	1,116
Park Strategy Study				106	106

Complete Community

	2024	2025	2026	2027 - 2033	Total
Complete Community					
Uptown Neighbourhoods Public Space Additions	233	248		500	981
West Side Amphitheatre Implementation	180	348			528
Uptown Public Realm Implementation			1,174	1,658	2,832
Cultural Heritage Landscape Study and Plan II & III		239			239
Existing District Plan Updates	80	84			164
New Central Residential District Plan		166			166
Revised Erbsville District Plan	186				186
Student Accommodation Monitoring				11	11
Book Collection	207	220	233	1,569	2,229
Public Art Implementation - Large Scale Initiatives		226	240		466
Waterloo Park Master Plan Update		143			143
Culture Plan				17	17
Outdoor Sport Field Strategy Refresh		56			56
Recreation and Leisure Trends Study and Master Plan	212			234	446
West Side Facility Needs Assessment and Feasibility Study		113		376	489
Museum Website Refresh				74	74
Fire Rescue Master Plan				122	122
Cemetery Columbarium Structures	90	118	60	859	1,127
Cemetery Concrete Strip Foundations	22	24	25	59	130
Cemetery Pedestals	28	15	16	112	171
Parkland Acquisitions		1,334		2,572	3,906
Cemetery Landscape Maintenance	14	15	16	116	161
Bridgeport & Margaret Park	1,593				1,593
Lexington Community Park			269	1,584	1,853
Small Dog Park - East		169			169
St. Moritz Community Park	239	1,682			1,921
Recreation Master Plan Implementation	106	141	120	1,928	2,295
Community Benefits Charge Strategy Implementation	706	954	987	3,583	6,230
City Wide - Var Neighborhood New Park Development	109	56	60	402	627
Affordable Housing Strategy	125	125	125	875	1,250
Planning Communications - Update			90		90



Complete Community

	2024	2025	2026	2027 - 2033	Total
Complete Community					
Urban Design Manual Review				110	110
Non Book Collection	58	62	66	443	629
Study - Main Library Expansion Feasibility Study		169			169
Strategic Plan Implementation	36	50	59	403	548
Contribution to Post Secondary Facilities to support Community Access	2,552				2,552
Personal Protective Equipment and Equipment (New Personnel)	402				402
Corporate Security System Upgrades	531	479	91	493	1,594
Fire Rescue Squad Vehicle Expansion	425				425
Cemetery Green Burial Monument	42				42
Cemetery Section Reconfigurations	21				21
Cemetery - Parkview Master Plan Update				105	105
RIM Park East - Solstice Way Landscape Improvements				87	87
Spray Pad - Cooling Area	924		1,257	2,020	4,201
Kaufman Flats Improvements	64				64
Park Shade Structures	175		198	691	1,064
Community Benefits Charge - Density Bonusing Funding	769				769
DC By-law and CBC By-law Update	187			227	414
Civic Common Park	80	152		4,526	4,758
Visitor Information Centre Parkette (NW corner of Erb St W & Caroline St)				4,526	4,526
Station Area Planning & Implementation II		269		259	528
Parkland Dedication Bylaw Update	106				106
AMCC Sportsplex & WPL McCormick Branch Library Renovations	7,257				7,257
Sportsfield Land Acquisition	3,185				3,185
Complete Community Total	37,284	9,769	9,203	50,762	107,018



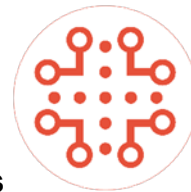
Infrastructure and Transportation Systems

Expand and support infrastructure and transportation systems in an environmentally and fiscally sustainable manner that provides residents with resilient public infrastructure and sustainable transportation solutions.

Objectives:

1. Sustainable infrastructure planning
2. Mobility and a connected community
3. Investment in active transportation

	2024	2025	2026	2027 - 2033	Total
Infrastructure and Transportation Systems					
Park Upgrades - City Wide	154	163	174	1,167	1,658
Playground Upgrades/Expansion-City Wide	191	202	216	1,822	2,431
Uptown Parkade - Capital Repairs	21	23	24	161	229
Uptown Parkade - Expansion Joints	141				141
Uptown Parkade - Lighting Replacement			90		90
Uptown Parkade - Painting				22	22
Uptown Parkade Structural Assessment	8			9	17
Parking Lot Rehabilitation	21		24	69	114
Parking Lot Sign Replacement	44				44
Grant Opportunities	452	480	509	3,420	4,861
Pedestrian Bridge Replacements	140	223	158	1,933	2,454
Artificial Turf Replacement - RIM Park		3,100			3,100
Park Signage Replacement Program - City wide		28		112	140
Westmount Sports Park Pedestrian Bridge				1,158	1,158
Defibrillator Replacement			120	96	216
Hazardous Materials Specialized Equipment				51	51
Personal Protective Equipment	117	90	156	885	1,248
Self-Contained Breathing Apparatus				820	820
Thermal Imaging Cameras				189	189
Facility and Programming Equipment	62	64	77	861	1,064
Facility Banquet and Meeting Room Furnishings and Equipment	64	34	159	1,288	1,545
Fleet Equipment Replacement	2,900	2,900	2,900	24,550	33,250



Infrastructure and Transportation Systems

	2024	2025	2026	2027 - 2033	Total
Infrastructure and Transportation Systems					
Cyber Security	189	189	203	1,428	2,009
Data Backup Device Upgrades			72	374	446
Infrastructure Virtualization			172		172
Network and Core Infrastructure	37	40	78	283	438
Print and Mail Services Automation	28		30	87	145
Server and Server Hardware Replacement & Upgrades	104	104	121	349	678
Technology Disaster Recovery / Business Continuity Plan			129	371	500
Unplanned Emergency Replacement	128	135	138	718	1,119
WrepNet Equipment Replacement	20	21	22	151	214
Fibre Network Infrastructure		222	28	189	439
End User Computing Requirements	65	67	72	482	686
Enterprise Application Backend Support	63	67	71	483	684
Enterprise Application Integration Software	52	58	61	410	581
Building Standards Vehicle Replacements			395	466	861
Extend Sanitary Mains to Service Private Properties	884	470	499	3,353	5,206
Frobisher Trunk Sewer - Upsizing	43	261			304
Sanitary Access Roads / Paths	102	109	115	776	1,102
Condition Assessment & Sewer Main Spot Repairs	239	253	269	1,808	2,569
Sanitary Optimization and Rehabilitation Program	614	652	692	2,718	4,676
Sanitary Sewer Master Plan - Implementation	1,593				1,593
Core Area Development Driven Upgrades-Stormwater		447	475	3,192	4,114
Development Driven Storm Sewer Upgrades - City Wide		102	108	728	938
Correction of Lot Drainage Problems	56	63	67	500	686
Core Area Development Driven Upgrades - Water	911	476	504	3,390	5,281
Structurally Deficient Watermain Rehab - City Wide	2,736	1,127	1,125	8,112	13,100
Pavement Condition Data Update	74		84	241	399
Bisch Street - Erbsville Road to City Limit - Reconstruction				1,234	1,234
Country Squire Rd. - Glasgow St (township) to 500m East			1,237		1,237
Beaver Creek Road & Conservation Drive Reconstruction	19,166	29,778	28,636		77,580
Northlands Sanitary Pumping Station Upgrade			380	3,437	3,817
Ira Needles Boulevard - By-pass	4,029	4,277			8,306
Infrastructure Management Initiatives	84	44	48	320	496
Erbsville Road - Ira Needles to Columbia St - Watermain				4,297	4,297
Bridge/Retaining Wall Inspection	96		108	309	513



Infrastructure and Transportation Systems

	2024	2025	2026	2027 - 2033	Total
Infrastructure and Transportation Systems					
City Wide - City Road Share of Regional Projects	385	445	276	7,103	8,209
City Wide - Road Reconstruction Rehab Program				74,793	74,793
Union St - King St to Moore Ave	1,268	8,937	209		10,414
Core Area Development Driven Upgrades-Roads	41	10	11	73	135
Resurfacing Roads - Various Locations	2,124	1,663	1,538	15,437	20,762
Streetlighting Retrofit, Pole Replacement, & Hydro Conduits - City Wide	292	451	329	2,184	3,256
Sidewalk Replacement - City Wide	212	225	239	1,609	2,285
Sidewalks and Trails associated with LRT	134	142	151	1,301	1,728
Traffic Calming Implementation - City Wide	263	279	297	2,080	2,919
Geotechnical - Various Locations	108	112	120	804	1,144
Furnishing, Signage and Shelving Replacement	96	101	36	342	575
Replacement of RFID System				700	700
Library Lot Pay and Display Machine				23	23
Parks Roadway and Multi-Use Pathway Upgrades-City Wide	106		120	521	747
Facility Marquee Sign Purchases, Refurbishing and Replacement	32			71	103
Sanitary Trunk Sewer Cleaning				1,722	1,722
Bridge/Culvert RS-064 Rehabilitation	212	970		1,058	2,240
City Wide Development Driven Upgrades - Water	163	84	90	604	941
Resurfacing Roads - Colonial Acres Area	561				561
Streetlighting Maintenance in Conjunction with Roads	52	55	59	394	560
Laurel Creek Trail around Conservation Area	743		539	487	1,769
Pedestrian Crossing Facilities - Level 2	85	90	96	644	915
Sidewalks - New Construction - City Wide	244	260	276	1,850	2,630
Intersection Collision Review and Implementation	106	113	120	460	799
Museum Equipment				159	159
Ontario Health (LHIN) Program Van Replacement				87	87
Neighbourhood Storage				54	54
City Recreation Storage Building		225	2,155		2,380
Replace Aerial 2-1				2,788	2,788
Replace Pump 2-1				1,553	1,553
Replace Pump 2-3	754	800			1,554
Replace Pump 2-4	754	800			1,554



Infrastructure and Transportation Systems

	2024	2025	2026	2027 - 2033	Total
Infrastructure and Transportation Systems					
Replace Tanker 2-1				1,584	1,584
Voice Radio Equipment Replacement				589	589
Cemetery Building Rehab / Replacements	37	51	30	342	460
Cemetery Walkway & Pathway Resurfacing	21	23	24	117	185
Facility Scoreclock Refurbishing and/or Replacement			152	183	335
Comprehensive Asset Management	424	140	148	998	1,710
Fleet Equipment DC Growth	398	423	449	3,221	4,491
Fleet Garage Asset Replacement and Refurbishment			325	710	1,035
Geographical Information Systems	36	37	38	191	302
Council Refurbishment			32	30	62
Black Pipes Rehabilitation	222		251	231	704
Inflow and Infiltration Mitigation Program	84	90	95	640	909
Pump Station Upgrades	93	99	105	707	1,004
Condition Assessment & Storm Main Spot Repairs	226	240	255	1,710	2,431
SWM Pond Sediment Removal and Retrofit	1,593	1,691	1,706	11,205	16,195
Rural Cross Section LID Program	56	59	21	141	277
Whitmore Dr Reconstruction - Lee Ave to Bridge St		492		3,243	3,735
Non-Revenue Water Loss Initiatives	124	132	70	469	795
Buried Hydro - Core Area				11,145	11,145
Buried Hydro - Northdale				9,754	9,754
Integrated Planning & Public Works Infrastructure Replacement and Rehabilitation Needs	355		955	6,685	7,995
Columbia St - King St to past Marsland Dr (Waterloop trail connection)	895	1,489		6,206	8,590
City Wide City Road Share of Regional Major Reconstruction Projects		4,209	9,663	53,282	67,154
Northdale Road Reconstruction/Rehab Program				29,098	29,098
Columbia Street - Westmount Road to King Street		2,258	2,398		4,656
Asphalt Walkways Rehabilitation-City Wide	21	23	24	161	229
TMP Signs and Pavement Marking Implementation	265	169	60	352	846
Annual Transportation Studies	170	180	192	1,287	1,829
Computer Communication Upgrades	149	158	120	808	1,235
Museum Collections and Facility		930			930
Retaining Wall Replacement	159	169	180	1,207	1,715



Infrastructure and Transportation Systems

	2024	2025	2026	2027 - 2033	Total
Infrastructure and Transportation Systems					
Parking Lot Line Painting		17		69	86
Parking Lot Resurfacing	53	56	60	402	571
Equipment to Support Implementation of Wall of Fame				81	81
Material Storage Building	1,103			608	1,711
Audio and Visual Equipment and Systems Technology	42	45	48	322	457
Building Capital Renewal Program	531	913	700	9,288	11,432
Heritage Building Conservation Program	106	113	120	805	1,144
Parking Lot & Sitework Renewal Program	531			1,706	2,237
Roofing Renewal Program	865	896	1,053	11,825	14,639
Additional FDMS Vehicle	48				48
Facility Condition Assessments	107	113	120	804	1,144
Extraction Equipment Replacement				488	488
Fire Prevention and Training Vehicle Replacement	101		108	735	944
Outdoor Water Tech Vehicle	48				48
Cemetery Fence Replacement	75	26			101
Crematorium Cooler Replacement & Relocation	85			141	226
Camelot Court Noise Wall Replacement		220			220
Athletic Surface Covering				133	133
Facility Bleacher and Player Bench Replacement	64			84	148
Large Scale Programming Specialties	106	131	1,058	2,970	4,265
Uptown Rink Renewal	265			2,649	2,914
Community Benefits Charge - Parking Expansion Funding	1,983	1,983	1,983		5,949
Desktop, Laptop and Cellphone Refresh	718	416	426	2,410	3,970
Unified Communications			67	246	313
City Wide - Development Driven Upgrades - Sanitary Sewer	219	112	120	803	1,254
Core Area Development Driven Upgrades-Sanitary Sewer	334	174	184	1,245	1,937
Bridges (Roads and Culverts) Rehabilitation	84	90	96	644	914
RS-051 (Bridge and Culvert) Replacement	390	2,642			3,032
Valve Replacement Program & District Meters	769	314	333	2,240	3,656
Albert Street (Longwood Dr to Weber St N) Watermain Replacement and Road and Drainage Improvem	310	1,368	74		1,752



Infrastructure and Transportation Systems

	2024	2025	2026	2027 - 2033	Total
Infrastructure and Transportation Systems					
Trails in New Development Areas	545	282	299	2,013	3,139
Amos Avenue - Keatsway to Hiawatha Dr (includes Marlowe Dr)	876		6,461	177	7,514
Herbert - Union to City Limits		524		2,486	3,010
Hillcrest Avenue - Alexandra Ave to William St	1,427	43			1,470
Langford Pl & Quickfall Dr	2,905	107			3,012
Longwood Dr-South on Longwood to Longwood		716		4,617	5,333
Marshall St-King to Laurel Trunk Sewer		1,216		11,826	13,042
Moore Ave from Erb St to John St	3,948	101			4,049
Roger St - Herbert to Moore			508	3,119	3,627
Sunshine Ave - Dietz Ave N to Roslin Ave N	373	2,627	39		3,039
Waterloo St - Moore to Roger and Moore Ave - Waterloo to South of Tracks	2,758	62			2,820
Westmount Rd - Northfield Dr to Benjamin Rd		859		5,624	6,483
Pedestrian Bridge PB12 Replacement and Rehabilitation	160			1,104	1,264
Main Library Space Rehabilitation			120		120
Bechtel Sportsfield Lighting	584		479		1,063
Cemetery Roadway Resurfacing				83	83
Buried Hydro - City-wide	1,000	250	250	2,013	3,513
West Side Satellite Operations Centre	75	232	4,311		4,618
Infrastructure and Transportation Systems Total	73,279	91,741	83,517	417,776	666,313



Innovation and Future-ready

Demonstrate resiliency and readiness to do things differently, address social developments and integrate new ideas through collaboration with key partners while continuing to grow a diversified economy and innovation ecosystem.

Objectives

1. Support a diversified economy and innovation ecosystem
2. Partner for social innovation
3. Digital opportunities for the future

	2024	2025	2026	2027 - 2033	Total
Innovation and Future-Ready					
Employment Parks Gateway Improvements		53			53
East Side Employment Lands		705	3,711	1,303	5,719
Industrial Land Account Minor Requests	27	28	30	201	286
CAO's Economic Development Initiatives	16	17	18	121	172
Lean Six Sigma	53	56			109
PeopleSoft HRMS Vision Implementation Phases 3-4			223	230	453
PeopleSoft HRMS Vision Implementation Phases 5-6				227	227
PeopleSoft Financials & HRMS Upgrades and Enhancements	280	145	153	1,033	1,611
Health and Safety Audit				48	48
OpenText Upgrade Integration				824	824
Digital Solutions	265			391	656
Water Master Plan Update			479		479
University Avenue Gateway Implementation	265			1,658	1,923
Census Trends			12	12	24
DC Funded Growth Studies	32	34	36	241	343
DC Funded Growth (Development) Studies		113		115	228
Official Plan Review - Background Research				592	592
Mobile Workstations		169			169
Community Improvement Plan Implementation (CIP)	106	56	60	402	624
Storage Units for Visitor Centre		34			34

Innovation and Future-ready

	2024	2025	2026	2027 - 2033	Total
Innovation and Future-Ready					
Technology and Mobile Upgrades	80			113	193
SCADA System and Control System Upgrades	84	60	63	241	448
Stormwater Financial Plan		46		47	93
City Wide Community Improvement Plan Study				110	110
Sign By-law - Update				84	84
Generation Park Lands Servicing	2,123	3,006	3,192	2,887	11,208
Parking Utilization Studies	32			108	140
Online Parking Permit System-User Interface	11				11
Capital Project Management Software	54	341	294		689
Emergency Response Building Systems		282	60	1,128	1,470
Maximo Software Implementation and Upgrades		505		1,739	2,244
External Call Centre Implementation	324	199	54		577
Digital Strategy Implementation - Architecture Maintenance and Upgrades	430	440	451	1,267	2,588
Capital Project Sheet Digitization	101	110			211
City Utilities Water & Sanitary Financial Plan		46		47	93
Innovation and Future-Ready Total	4,283	6,445	8,836	15,169	34,733



Advancing the Strategic Plan

These guiding principles seek to actively engage, collaborate with and respond to Waterloo's diverse community through bold leadership, empathy and accountability.

- **Equity and Inclusion** - We build relationships with First Nations, Métis and Inuit Peoples and equity-deserving groups and embrace Reconciliation, equity, accessibility, diversity and inclusion.
- **Sustainability** - We plan for the long term, prioritizing sustainability and take meaningful action to address environmental, social and economic goals.
- **Integrity** - We operate with integrity and transparency, we strive for well-considered comprehensive, responsive, diligent and thoughtful decision-making.
- **Workplace Wellbeing** - We commit to promoting wellbeing and providing a healthy, safe and enjoyable work environment for all employees and volunteers of the organization.
- **Community-centred** - We support strong and liveable neighbourhoods, prioritizing community engagement grounded in empathy and understanding.
- **Operational Excellence** - We provide fiscally responsible, exceptional service that meets the needs of residents, partners and equity-deserving groups, employees and volunteers of the city.

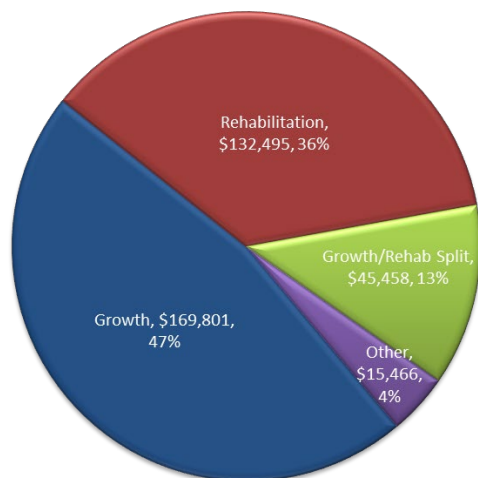
	2024	2025	2026	2027 - 2033	Total
Advancing the Strategic Plan					
Strategic Plan Renewal				453	453
Corporate Space Planning	140	79		1,555	1,774
Building Health and Safety Implementation	53	56	60	402	571
Advancing the Strategic Plan Total	193	135	60	2,410	2,798

2024-2026, 2027-2033 Capital Expenditures

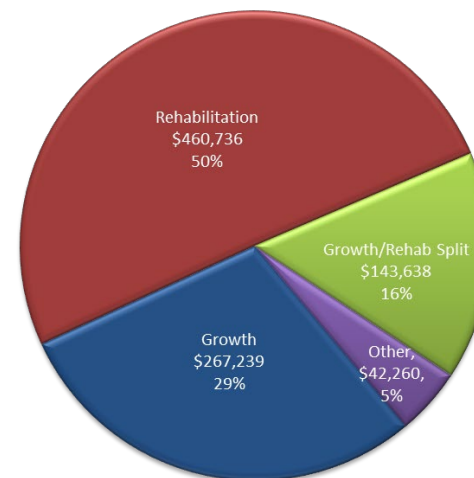
In the 2024-2026 Approved Capital Budget and 2027-2033 Capital Forecast 325 projects are planned with a total value of \$913.9 million. For 2024-2026, 274 projects are projected with a total value of \$363 million. From 2027 through 2033, 244 projects are projected with a value of \$550.9 million.

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 their individual funding sources. 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 unrelated to growth or rehabilitation have been classified as Other, for example, projects to fulfill legislative requirements, or health and safety related projects.

2024-2026 Total



10 Year Total



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 2024-2026 Approved Capital Budget and 2027-2033 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	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Grand Total
CAO	Ec Dev	2,660	4,221	7,479	4,521	265	274	271	253	276	299	20,519
CAO	READI	680	700	743	662	670	731	804	820	838	919	7,567
CAO	Strategic Initiatives	2,088	948	887	942	872	877	683	829	673	980	9,779
CAO Subtotal		5,428	5,869	9,109	6,125	1,807	1,882	1,758	1,902	1,787	2,198	37,865
COMM	Comm. Prog. & Outreach	2,780	1,175	22	792	8,148	358	334	862	18	22	14,511
COMM	Fac Design & Mgmt Serv.	22,298	5,016	9,756	4,309	4,915	4,448	6,053	4,651	6,063	7,007	74,516
COMM	Fire Rescue	14,441	1,859	384	959	3,163	2,616	405	1,663	850	244	26,584
COMM	Municipal Enforcement	324	199	54								577
COMM	Parks, Forestry & Cemetery Services	11,100	9,645	6,672	4,534	2,647	4,722	4,005	3,128	5,067	3,393	54,913
COMM	Recreation Services	699	370	1,566	1,153	686	751	1,397	2,816	1,583	1,781	12,802
Community Services Subtotal		51,642	18,264	18,454	11,747	19,559	12,895	12,194	13,120	13,581	12,447	183,903
CORP	Communications	430	440	451	141	145	177	180	184	218	222	2,588
CORP	Finance	4,450	3,332	3,494	793	799	975	1,041	815	821	1,054	17,574
CORP	Fleet & Procurement Serv.	3,511	3,577	3,794	3,766	3,827	4,328	4,146	4,206	4,838	4,480	40,473
CORP	Human Resources	67	51		58	120		37	53	75	25	486
CORP	IMTS	1,440	1,356	1,728	1,271	1,113	891	1,436	940	1,124	1,397	12,696
CORP	Legislative Services			32	333			30			491	886
Corporate Services Subtotal		9,898	8,756	9,499	6,362	6,004	6,371	6,870	6,198	7,076	7,669	74,703
IPPW	Building Standards	345		395		166	338		64		402	1,710
IPPW	City Utilities-Sanitary	4,529	2,298	2,393	1,678	1,912	2,047	2,088	2,129	2,173	2,217	23,464
IPPW	City Utilities-Stormwater	5,375	7,114	6,686	3,404	7,656	7,998	6,742	4,849	4,946	5,048	59,818
IPPW	City Utilities-Water	5,069	4,039	2,675	5,292	2,024	2,064	2,154	2,147	2,191	2,233	29,888
IPPW	Eng. Serv.-Other	1,262	514	1,628	2,620	6,394	4,223	4,389	3,925	5,225	7,891	38,071
IPPW	Eng. Serv.-Parks	1,067	934	359	325	574	338	344	609	359	366	5,275
IPPW	Eng. Serv.-Roads	23,195	34,055	29,873		156	1,078					88,357
IPPW	Eng. Serv.-Sanitary			380	3,437							3,817
IPPW	Eng. Serv.-Water	84	44	48	44	1,504	2,881	44	48	48	48	4,793
IPPW	Planning	3,620	1,356	1,241	698	555	635	918	628	471	162	10,284
IPPW	Transportation Services	25,342	30,263	27,977	31,736	36,043	26,794	37,733	44,399	48,452	36,981	345,720
IPPW Subtotal		69,888	80,617	73,655	49,234	56,984	48,396	54,412	58,798	63,865	55,348	611,197
LIB	Library	546	760	634	544	552	653	613	616	635	652	6,205
Library Subtotal		546	760	634	544	552	653	613	616	635	652	6,205
TOTAL EXPENDITURES		137,402	114,266	111,351	74,012	84,906	70,197	75,847	80,634	86,944	78,314	913,873

SUMMARY OF CAPITAL EXPENDITURES BY FUNDING SOURCE

FUNDING SOURCE	TAX BASED RESERVES / RESERVE FUNDS	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Grand Total
CIRRF	Capital Infrastructure Reinvestment Reserve Fund	14,715	19,681	14,466	17,545	17,210	16,977	17,878	19,100	19,371	20,414	177,357
CIRRFINFRA	Capital Infrastructure Reinvestment Reserve Fund- additional infrastructure investment	355										355
CRF	Capital Reserve Fund	9,301	6,648	7,857	4,951	4,745	5,412	5,187	5,869	6,102	7,295	63,367
CARF	Climate Action Reserve Fund	2,036	1,302	1,403	1,348	1,366	1,395	1,422	1,452	1,482	1,510	14,716
ECDEV	Economic Development Reserve	122	126	78	70	72	73	74	77	78	79	849
EMPDV	Employee Development/Capacity Building Reserve	751	643	181	156	157	156	157	156	158	156	2,671
ER	Equipment Reserve	2,929	2,900	2,900	3,225	3,275	3,320	3,470	3,620	3,770	3,870	33,279
ER-Garage	Equipment Reserve-Fleet Garage			325			345			365		1,035
HER	Heritage Reserve		95									95
LXP	Library Expansion Reserve Fund	4,778	169									4,947
AH	Affordable Housing Reserve	125	125	125	125	125	125	125	125	125	125	1,250
ART	Public Art Reserve	42	113	168	43	44	45	46	47	48	49	645
	Tax Based Subtotal	35,154	31,802	27,503	27,463	26,994	27,848	28,359	30,446	31,499	33,498	300,566

FUNDING SOURCE	DEVELOPMENT CHARGE / COMMUNITY BENEFITS CHARGES	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Grand Total
CBC	Community Benefits Charges Reserve Fund	733	954	987	520	520	520	520	520	520	520	6,314
CBC-PKG	Community Benefits Charges-Parking	1,999	1,983	1,983	17			18			19	6,019
CBC-S37	Community Benefits Charges-Legacy Section Bonusing	769										769
DC	Development Charges Reseve Funds	15,455	15,993	14,818	12,273	19,759	17,649	13,096	14,244	13,891	13,367	150,545
	DC Subtotal	18,956	18,930	17,788	12,810	20,279	18,169	13,634	14,764	14,411	13,906	163,647

FUNDING SOURCE	CASH IN LIEU	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Grand Total
PUB-Gen	Parkland Dedication Reserve Fund-General	9,873	3,710	2,240	2,459	3,444	338	1,339	193	1,440	2,486	27,522
PUB-Nrthdl	Parkland Dedication Reserve Fund-Northdale	2,501	326	800								3,627
	Cash in Lieu Subtotal	12,374	4,036	3,040	2,459	3,444	338	1,339	193	1,440	2,486	31,149

FUNDING SOURCE	BUSINESS ENTERPRISES	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Grand Total
BLD	Building Permit Reserve Fund	383	27	443	45	202	364	42	93	36	453	2,088
BUS	Comprehensive Business Licensing	1	3	8	7	6	4	8	5	6	6	54
CEM	Cemetery Reserve Fund	466	294	201	227	303	232	233	492	313	336	3,097
PKG	Parking Reserve Fund	328	101	207	139	105	134	129	106	114	131	1,494
RHR	Residential Rental Housing Reserve	12	11	23	17	65	11	19	11	13	21	203
SEWCAP	Sanitary Utility Capital Reserve	6,209	3,962	5,094	5,577	8,573	4,192	6,687	9,738	10,006	6,507	66,545
SWM	Stormwater Reserve	6,668	6,348	7,074	8,750	12,447	8,215	10,812	12,230	13,233	9,122	94,899
WATCAP	Water Utility Capital Reserve	7,173	3,939	5,057	9,664	9,107	5,806	9,377	9,226	12,542	8,048	79,939
	Business Enterprises Subtotal	21,240	14,685	18,107	24,426	30,808	18,958	27,307	31,901	36,263	24,624	248,319

SUMMARY OF CAPITAL EXPENDITURES BY FUNDING SOURCE

FUNDING SOURCE	Grants	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Grand Total
CCBF	Canada Community Building Reserve Fund	4,341	3,301	3,301	3,301	3,301	3,301	3,301	3,301	3,301	3,301	34,050
	Grants Subtotal	4,341	3,301	3,301	3,301	3,301	3,301	3,301	3,301	3,301	3,301	34,050

FUNDING SOURCE	ILA	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Grand Total
ILA	Industrial Land Account	1,662	3,048	6,199	3,553	28	28	29	29	30	30	14,636
	ILA Subtotal	1,662	3,048	6,199	3,553	28	28	29	29	30	30	14,636

FUNDING SOURCE	DEBENTURE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Grand Total
DebtCIRRF	Tax-based Debenture	10,000										10,000
DebtDC	DC Debenture	23,976	26,892	25,801								76,669
DebtSWM	Stormwater Debenture	1,100	1,850	2,300								5,250
DebtWAT	Water Debenture		5,000	4,250								9,250
	Debenture Subtotal	35,076	33,742	32,351								101,169

FUNDING SOURCE	OTHER	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Grand Total
DEV	Developers	7,577	4,218	1,461		52	554					13,862
DON	Donations											
REG	Regional Municipality of Waterloo	1,022	504	1,193			1,001	1,878			469	6,067
TWP	Townships			408								408
	Other Subtotal	8,599	4,722	3,062		52	1,555	1,878			469	20,337

	TOTAL FINANCING	137,402	114,266	111,351	74,012	84,906	70,197	75,847	80,634	86,944	78,314	913,873
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SUMMARY OF CAPITAL EXPENDITURES BY DEPARTMENT and DIVISION and REPORTING CRITERIA

DEPT	DIVISION	REPORTING CRITERIA	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Grand Total
CAO	Ec Dev	Routine	537	510	576	331	265	274	271	253	276	299	3,592
CAO	Ec Dev	Non-Routine	2,123	3,711	6,903	4,190							16,927
CAO	READI	Routine	659	677	719	649	663	675	689	703	718	731	6,883
CAO	READI	Non-Routine	21	23	24	13	7	56	115	117	120	188	684
CAO	Strategic Initiatives	Routine	2,088	948	887	942	872	877	683	829	673	980	9,779
CAO	Strategic Initiatives	Non-Routine											
CAO Subtotal			5,428	5,869	9,109	6,125	1,807	1,882	1,758	1,902	1,787	2,198	37,865
COMM	Comm. Prog. & Outreach	Routine	228	245	22	792	199	20	86	255	18	22	1,887
COMM	Comm. Prog. & Outreach	Non-Routine	2,552	930			7,949	338	248	607			12,624
COMM	Parks, Forestry & Cemetery Services	Routine	2,100	5,208	1,746	1,667	1,615	2,690	1,782	2,033	2,028	2,260	23,129
COMM	Parks, Forestry & Cemetery Services	Non-Routine	9,000	4,437	4,926	2,867	1,032	2,032	2,223	1,095	3,039	1,133	31,784
COMM	Fac Design & Mgmt Serv.	Routine	4,143	3,601	2,542	3,305	2,950	3,748	4,547	4,079	4,175	5,032	38,122
COMM	Fac Design & Mgmt Serv.	Non-Routine	18,155	1,415	7,214	1,004	1,965	700	1,506	572	1,888	1,975	36,394
COMM	Fire Rescue	Routine	2,553	1,859	384	959	3,163	2,616	405	1,663	850	244	14,696
COMM	Fire Rescue	Non-Routine	11,888										11,888
COMM	Municipal Enforcement	Routine	324	199	54								577
COMM	Municipal Enforcement	Non-Routine											
COMM	Recreation Services	Routine	434	370	1,566	1,153	686	751	1,397	824	926	1,781	9,888
COMM	Recreation Services	Non-Routine	265							1,992	657		2,914
Community Services Subtotal			51,642	18,264	18,454	11,747	19,559	12,895	12,194	13,120	13,581	12,447	183,903
CORP	Communications	Routine											
CORP	Communications	Non-Routine	430	440	451	141	145	177	180	184	218	222	2,588
CORP	Finance	Routine	1,337	255	376	139	142	372	378	150	153	383	3,685
CORP	Finance	Non-Routine	3,113	3,077	3,118	654	657	603	663	665	668	671	13,889
CORP	Fleet & Procurement Serv.	Routine	611	677	894	541	552	1,008	676	586	1,068	610	7,223
CORP	Fleet & Procurement Serv.	Non-Routine	2,900	2,900	2,900	3,225	3,275	3,320	3,470	3,620	3,770	3,870	33,250
CORP	Human Resources	Routine	67	51		58	120		37	53	75	25	486
CORP	Human Resources	Non-Routine											
CORP	IMTS	Routine	1,440	1,356	1,728	1,271	1,113	891	1,436	940	1,124	1,397	12,696
CORP	IMTS	Non-Routine											
CORP	Legislative Services	Routine			32	333			30			491	886
CORP	Legislative Services	Non-Routine											
Corporate Services Subtotal			9,898	8,756	9,499	6,362	6,004	6,371	6,870	6,198	7,076	7,669	74,703

DEPT	DIVISION	REPORTING CRITERIA	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Grand Total
IPPW	Building Standards	Routine	345		395		166	338		64		402	1,710
IPPW	Building Standards	Non-Routine											
IPPW	City Utilities-Sanitary	Routine	4,529	2,298	2,393	1,678	1,912	2,047	2,088	2,129	2,173	2,217	23,464
IPPW	City Utilities-Sanitary	Non-Routine											
IPPW	City Utilities-Stormwater	Routine	4,658	7,114	6,686	3,404	6,586	6,907	5,629	4,849	4,946	5,048	55,827
IPPW	City Utilities-Stormwater	Non-Routine	717				1,070	1,091	1,113				3,991
IPPW	City Utilities-Water	Routine	5,069	4,039	2,675	5,292	2,024	2,064	2,154	2,147	2,191	2,233	29,888
IPPW	City Utilities-Water	Non-Routine											
IPPW	Eng. Serv.-Other	Routine	1,262	514	454	2,620	2,750	394	483	409	1,221	4,233	14,340
IPPW	Eng. Serv.-Other	Non-Routine			1,174		3,644	3,829	3,906	3,516	4,004	3,658	23,731
IPPW	Eng. Serv.-Parks	Routine	887	586	359	325	574	338	344	609	359	366	4,747
IPPW	Eng. Serv.-Parks	Non-Routine	180	348									528
IPPW	Eng. Serv.-Roads	Routine			1,237		156	1,078					2,471
IPPW	Eng. Serv.-Roads	Non-Routine	23,195	34,055	28,636								85,886
IPPW	Eng. Serv.-Sanitary	Routine			380	3,437							3,817
IPPW	Eng. Serv.-Sanitary	Non-Routine											
IPPW	Eng. Serv.-Water	Routine	84	44	48	44	1,504	2,881	44	48	48	48	4,793
IPPW	Eng. Serv.-Water	Non-Routine											
IPPW	Planning	Routine	994	905	316	573	430	510	793	503	346	37	5,407
IPPW	Planning	Non-Routine	2,626	451	925	125	125	125	125	125	125	125	4,877
IPPW	Transportation Services	Routine	18,012	10,490	3,252	17,418	23,211	20,637	22,414	12,739	15,727	21,079	164,979
IPPW	Transportation Services	Non-Routine	7,330	19,773	24,725	14,318	12,832	6,157	15,319	31,660	32,725	15,902	180,741
IPPW Subtotal			69,888	80,617	73,655	49,234	56,984	48,396	54,412	58,798	63,865	55,348	611,197
LIB	Library	Routine	546	760	634	544	552	653	613	616	635	652	6,205
LIB	Library	Non-Routine											
Library Subtotal			546	760	634	544	552	653	613	616	635	652	6,205
TOTAL EXPENDITURES			137,402	114,266	111,351	74,012	84,906	70,197	75,847	80,634	86,944	78,314	913,873

Service Delivery: Economic Development

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
101	Routine	N	Strategic	Ec Dev	Complete Community	Culture Plan					17						17
102	Routine	N	Growth	Ec Dev	Complete Community	Festivals & Events Sound System	21				22				30		73
103	Routine	Y	Other	Ec Dev	Complete Community	Public Art Implementation	42		48	43	44	45	46	47	48	49	412
104	Routine	Y	Other	Ec Dev	Complete Community	Public Art Implementation - Large Scale Initiatives		226	240								466
105	Routine	Y	Growth	Fac Design & Mgmt Serv.	Complete Community	Public Square Fireplace				43							43
106	Routine	N	Growth	Ec Dev	Complete Community	Public Square Outdoor Speakers	10										10
107	Routine	N	Rehab	Ec Dev	Complete Community	Public Square Furnishings and Equipment Replacement		17		16		17		18		18	86
108	Routine	N	Rehab	Ec Dev	Infrastructure and Transportation Systems	Library Lot Pay and Display Machine						23					23
109	Routine	N	Rehab	Transportation Services	Infrastructure and Transportation Systems	Parking Lot Line Painting		17		16		17		18		18	86
110	Routine	N	Rehab	Transportation Services	Infrastructure and Transportation Systems	Parking Lot Rehabilitation	21		24		22		23		24		114
111	Routine	N	Rehab	Transportation Services	Infrastructure and Transportation Systems	Parking Lot Resurfacing	53	56	60	54	55	56	57	59	60	61	571
112	Routine	N	Rehab	Ec Dev	Infrastructure and Transportation Systems	Parking Lot Sign Replacement	44										44
113	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure and Transportation Systems	Uptown Parkade - Capital Repairs	21	23	24	22	22	23	23	23	24	24	229
114	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure and Transportation Systems	Uptown Parkade - Expansion Joints	141										141
115	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure and Transportation Systems	Uptown Parkade - Lighting Replacement			90								90
116	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure and Transportation Systems	Uptown Parkade - Painting				22							22
117	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure and Transportation Systems	Uptown Parkade Structural Assessment	8					9					17
118	Routine	N	Other	Ec Dev	Innovation and Future-Ready	Community Improvement Plan Implementation (CIP)	106	56	60	54	55	56	57	59	60	61	624
119	Non-Routine	Y	Growth	Engineering Services	Innovation and Future-Ready	East Side Employment Lands		705	3,711	1,303							5,719
120	Routine	N	Rehab	Ec Dev	Innovation and Future-Ready	Employment Parks Gateway Improvements		53									53
121	Non-Routine	Y	Growth	Engineering Services	Innovation and Future-Ready	Generation Park Lands Servicing	2,123	3,006	3,192	2,887							11,208
122	Routine	N	Growth	Ec Dev	Innovation and Future-Ready	Industrial Land Account Minor Requests	27	28	30	27	28	28	29	29	30	30	286
123	Routine	N	Strategic	IMTS	Innovation and Future-Ready	Online Parking Permit System-User Interface	11										11
124	Routine	N	Growth	Ec Dev	Innovation and Future-Ready	Parking Utilization Studies	32			34			36			38	140
125	Routine	N	Growth	Ec Dev	Innovation and Future-Ready	Storage Units for Visitor Centre		34									34
Economic Development Total							2,660	4,221	7,479	4,521	265	274	271	253	276	299	20,519

Service Delivery: Reconciliation, Equity, Accessibility, Diversity and Inclusion

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
130	Routine	N	Rehab	Fac Design & Mgmt Serv.	Reconciliation, Equity, Accessibility, Diversity and Inclusion	Accessibility Facility Upgrades (AODA)	638	677	719	649	663	675	689	703	718	731	6,862
131	Routine	N	Other	READI	Reconciliation, Equity, Accessibility, Diversity and Inclusion	Data Measurement / Monitoring / Analysis-Pilot	21										21
132	Non-Routine	N	Other	READI	Reconciliation, Equity, Accessibility, Diversity and Inclusion	Equity and Reconciliation Partnerships	21	23	24	13	7	56	115	117	120	188	684
Reconciliation, Equity, Accessibility, Diversity and Inclusion Total							680	700	743	662	670	731	804	820	838	919	7,567

Service Delivery: Strategic Initiatives

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
140	Routine	N	Strategic	Strategic Initiatives	Advancing the Strategic Plan	Strategic Plan Renewal				162	55			176	60		453
141	Routine	N	Strategic	Strategic Initiatives	Environmental Sustainability and Climate Action	Carbon Budgeting Framework		113	60	54							227
142	Routine	N	Strategic	Strategic Initiatives	Environmental Sustainability and Climate Action	Community Climate Action Plan-TransformWR Implementation	212	113	120	108	110	113	115				891
143	Routine	N	Strategic	Strategic Initiatives	Environmental Sustainability and Climate Action	Corporate Climate Action Plan Implementation	519	113	120	88	165	213	6	78	26	384	1,712
144	Routine	N	Strategic	Strategic Initiatives	Environmental Sustainability and Climate Action	Corporate Climate Change Adaptation Plan Implementation	533										533
145	Routine	N	Strategic	Fac Design & Mgmt Serv.	Environmental Sustainability and Climate Action	Electric Vehicle Charging Program	303	56	60	54	55	56	57	59	60	61	821
146	Routine	N	Rehab	Strategic Initiatives	Infrastructure and Transportation Systems	Grant Opportunities	452	480	509	460	470	478	488	498	509	517	4,861
147	Routine	N	Strategic	Strategic Initiatives	Innovation and Future-Ready	CAO's Economic Development Initiatives	16	17	18	16	17	17	17	18	18	18	172
148	Routine	N	Strategic	Strategic Initiatives	Innovation and Future-Ready	Lean Six Sigma	53	56									109
Strategic Initiatives Total							2,088	948	887	942	872	877	683	829	673	980	9,779

Service Delivery: Community Programming and Outreach

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
201	Non-Routine	N	Growth/Rehab Split	Comm. Prog. & Outreach	Complete Community	Contribution to Post Secondary Facilities to support Community Access	2,552										2,552
202	Routine	N	Other	Comm. Prog. & Outreach	Complete Community	Museum Website Refresh				74							74
203	Routine	N	Other	Comm. Prog. & Outreach	Complete Community	Neighbourhood Strategy Implementation	16	20	22	19	199	20	17	21	18	22	374
204	Routine	N	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Complete Community	Outdoor Sport Field Strategy Refresh		56									56
205	Routine	N	Strategic	Comm. Prog. & Outreach	Complete Community	Recreation and Leisure Trends Study and Master Plan	212							234			446
206	Routine	N	Growth	Comm. Prog. & Outreach	Complete Community	West Side Facility Needs Assessment and Feasibility Study		113		376							489
207	Non-Routine	N	Growth	Comm. Prog. & Outreach	Complete Community	West Side Recreation Facility Development					7,949	338	248	607			9,142
208	Routine	N	Growth	Comm. Prog. & Outreach	Infrastructure and Transportation Systems	Equipment to Support Implementation of Wall of Fame				81							81
209	Non-Routine	N	Growth	Fac Design & Mgmt Serv.	Infrastructure and Transportation Systems	Museum Collections and Facility		930									930
210	Routine	N	Rehab	Comm. Prog. & Outreach	Infrastructure and Transportation Systems	Museum Equipment				90			69				159
211	Routine	N	Other	Comm. Prog. & Outreach	Infrastructure and Transportation Systems	Neighbourhood Storage				54							54
212	Routine	N	Rehab	Comm. Prog. & Outreach	Infrastructure and Transportation Systems	Ontario Health (LHIN) Program Van Replacement				87							87
213	Routine	N	Strategic	Comm. Prog. & Outreach	Reconciliation, Equity, Accessibility, Diversity and Inclusion	Museum Strategy Refresh		56		11							67
Community Programming and Outreach Total							2,780	1,175	22	792	8,148	358	334	862	18	22	14,511

Service Delivery: Facility Design and Management

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
220	Routine	N	Health & Safety	Fac Design & Mgmt Serv.	Advancing the Strategic Plan	Building Health and Safety Implementation	53	56	60	54	55	56	57	59	60	61	571
221	Routine	N	Growth	Fac Design & Mgmt Serv.	Advancing the Strategic Plan	Corporate Space Planning	140	79					172	176	598	609	1,774
222	Non-Routine	Y	Rehab	Fac Design & Mgmt Serv.	Complete Community	AMCC Sportsplex & WPL McCormick Branch Library Renovations	7,257										7,257
223	Routine	N	Rehab	Fac Design & Mgmt Serv.	Complete Community	Corporate Security System Upgrades	531	479	91	75	74	72	71	68	68	65	1,594
224	Routine	N	Other	Fac Design & Mgmt Serv.	Environmental Sustainability and Climate Action	Energy Management and Regulatory Reporting	74	79	84	76	77	79	80	82	84	85	800
225	Non-Routine	Y	Rehab	Fac Design & Mgmt Serv.	Environmental Sustainability and Climate Action	Facility Transformational Projects	10,250										10,250
226	Routine	N	Other	Fac Design & Mgmt Serv.	Environmental Sustainability and Climate Action	Green Building Policy Implementation	531	658	660	779	766	737	963	1,028	1,102	833	8,057
227	Routine	N	Growth	Fleet & Procurement Serv.	Infrastructure and Transportation Systems	Additional FDMS Vehicle	48										48
228	Non-Routine	N	Other	Fac Design & Mgmt Serv.	Infrastructure and Transportation Systems	Audio and Visual Equipment and Systems Technology	42	45	48	43	44	45	46	47	48	49	457
229	Non-Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure and Transportation Systems	Building Capital Renewal Program	531	913	700	961	1,921	655	1,460	525	1,840	1,926	11,432
230	Non-Routine	Y	Growth	Fac Design & Mgmt Serv.	Infrastructure and Transportation Systems	City Recreation Storage Building		225	2,155								2,380
231	Routine	N	Growth/Rehab Split	Fac Design & Mgmt Serv.	Infrastructure and Transportation Systems	Facility Condition Assessments	107	113	120	108	111	112	115	117	120	121	1,144
232	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure and Transportation Systems	Heritage Building Conservation Program	106	113	120	108	110	113	115	117	120	122	1,144
233	Routine	Y	Growth	Fac Design & Mgmt Serv.	Infrastructure and Transportation Systems	Material Storage Building	1,103					608					1,711
234	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure and Transportation Systems	Parking Lot & Sitework Renewal Program	531			184	287		362	264		609	2,237
235	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure and Transportation Systems	Roofing Renewal Program	865	896	1,053	1,082	1,104	1,971	2,297	1,848	1,695	1,828	14,639
236	Non-Routine	Y	Growth	Fac Design & Mgmt Serv.	Infrastructure and Transportation Systems	West Side Satellite Operations Centre	75	232	4,311								4,618
237	Routine	Y	Other	Fac Design & Mgmt Serv.	Innovation and Future-Ready	Capital Project Management Software	54	341	294								689
238	Routine	Y	Growth/Rehab Split	Fac Design & Mgmt Serv.	Innovation and Future-Ready	Emergency Response Building Systems		282	60	542	220					366	1,470
239	Routine	N	Growth/Rehab Split	Fac Design & Mgmt Serv.	Innovation and Future-Ready	Maximo Software Implementation and Upgrades		505		297	146		315	320	328	333	2,244
Facility Design and Management Total							22,298	5,016	9,756	4,309	4,915	4,448	6,053	4,651	6,063	7,007	74,516

Service Delivery: Fire Rescue

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
250	Non-Routine	Y	Growth	Fac Design & Mgmt Serv.	Complete Community	Fire Rescue Expansion	11,888										11,888
251	Routine	N	Strategic	Fire Rescue	Complete Community	Fire Rescue Master Plan										122	122
252	Routine	N	Growth	Fire Rescue	Complete Community	Fire Rescue Squad Vehicle Expansion	425										425
253	Routine	N	Growth	Fire Rescue	Complete Community	Personal Protective Equipment and Equipment (New Personnel)	402										402
254	Routine	N	Rehab	Fire Rescue	Infrastructure and Transportation Systems	Defibrillator Replacement			120					96			216
255	Routine	N	Rehab	Fire Rescue	Infrastructure and Transportation Systems	Extraction Equipment Replacement									488		488
256	Routine	N	Rehab	Fire Rescue	Infrastructure and Transportation Systems	Fire Prevention and Training Vehicle Replacement	101		108		51	282	253		149		944
257	Routine	N	Rehab	Fire Rescue	Infrastructure and Transportation Systems	Hazardous Materials Specialized Equipment					51						51
258	Routine	N	Rehab	Fire Rescue	Infrastructure and Transportation Systems	Personal Protective Equipment	117	90	156	83	113	109	152	233	73	122	1,248
259	Routine	N	Rehab	Fire Rescue	Infrastructure and Transportation Systems	Replace Aerial 2-1					1,380	1,408					2,788
260	Routine	N	Rehab	Fire Rescue	Infrastructure and Transportation Systems	Replace Pump 2-1				769	784						1,553
261	Routine	N	Rehab	Fire Rescue	Infrastructure and Transportation Systems	Replace Pump 2-3	754	800									1,554
262	Routine	N	Rehab	Fire Rescue	Infrastructure and Transportation Systems	Replace Pump 2-4	754	800									1,554
263	Routine	N	Rehab	Fire Rescue	Infrastructure and Transportation Systems	Replace Tanker 2-1					784	800					1,584
264	Routine	N	Rehab	Fire Rescue	Infrastructure and Transportation Systems	Self-Contained Breathing Apparatus								820			820
265	Routine	N	Rehab	Fire Rescue	Infrastructure and Transportation Systems	Thermal Imaging Cameras				91					98		189
266	Routine	N	Rehab	Fire Rescue	Infrastructure and Transportation Systems	Voice Radio Equipment Replacement				16		17		514	42		589
267	Routine	N	Rehab	Fire Rescue	Innovation and Future-Ready	Mobile Workstations		169									169
Fire Rescue Total							14,441	1,859	384	959	3,163	2,616	405	1,663	850	244	26,584

Service Delivery: Municipal Enforcement

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
270	Routine	Y	Strategic	Municipal Enforcement	Innovation and Future-Ready	External Call Centre Implementation	324	199	54								577
Municipal Enforcement Total							324	199	54								577

Service Delivery: Parks, Forestry & Cemetery Services

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
280	Non-Routine	Y	Growth	Parks, Forestry & Cemetery Services	Complete Community	Action Sports Parks - City Wide	796										796
281	Non-Routine	Y	Growth	Parks, Forestry & Cemetery Services	Complete Community	Bridgeport & Margaret Park	1,593										1,593
282	Routine	Y	Growth	Parks, Forestry & Cemetery Services	Complete Community	Cemetery Columbarium Structures	90	118	60	87	88	90	115	117	179	183	1,127
283	Routine	Y	Growth	Parks, Forestry & Cemetery Services	Complete Community	Cemetery Concrete Strip Foundations	22	24	25	19	20	20					130
284	Routine	N	Growth	Parks, Forestry & Cemetery Services	Complete Community	Cemetery Green Burial Monument	42										42
285	Routine	N	Rehab	Parks, Forestry & Cemetery Services	Complete Community	Cemetery Landscape Maintenance	14	15	16	15	15	16	16	18	18	18	161
286	Routine	N	Rehab	Fac Design & Mgmt Serv.	Complete Community	Cemetery - Parkview Master Plan Update								105			105
287	Routine	N	Growth	Parks, Forestry & Cemetery Services	Complete Community	Cemetery Pedestals	28	15	16	15	15	16	16	16	17	17	171
288	Routine	N	Growth	Parks, Forestry & Cemetery Services	Complete Community	Cemetery Section Reconfigurations	21										21
289	Routine	Y	Rehab	Parks, Forestry & Cemetery Services	Complete Community	Kaufman Flats Improvements	64										64
290	Non-Routine	Y	Growth	Parks, Forestry & Cemetery Services	Complete Community	Lexington Community Park			269	1,584							1,853
291	Routine	Y	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Complete Community	Outdoor Sports Field Strategy Implementation	104	330	118	316	108	328	112	342	118	178	2,054
292	Routine	Y	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Complete Community	Park Amenity Upgrades		388		372		194	198	404		366	1,922
293	Non-Routine	Y	Growth	Parks, Forestry & Cemetery Services	Complete Community	Parkland Acquisitions		1,334					1,149		884	539	3,906
294	Routine	Y	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Complete Community	Park Shade Structures	175		198		182		190		197	122	1,064
295	Non-Routine	Y	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Complete Community	Park Strategy Implementation	299	318	338	306	312	318	325	331	337	183	3,067
296	Routine	N	Growth	Parks, Forestry & Cemetery Services	Complete Community	Park Strategy Study									106		106
297	Non-Routine	Y	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Complete Community	RIM Park Ball Diamond Upgrades			2,042								2,042
298	Routine	Y	Growth	Parks, Forestry & Cemetery Services	Complete Community	RIM Park East - Solstice Way Landscape Improvements				87							87
299	Routine	Y	Growth	Parks, Forestry & Cemetery Services	Complete Community	Small Dog Park - East		169									169
300	Non-Routine	N	Growth	Parks, Forestry & Cemetery Services	Complete Community	Sportsfield Land Acquisition	3,185										3,185
301	Routine	N	Rehab	Parks, Forestry & Cemetery Services	Complete Community	Sportsfield Upgrades - City wide	99	113	112	108	110	113	114	117	120	110	1,116
302	Non-Routine	Y	Growth	Parks, Forestry & Cemetery Services	Complete Community	Spray Pad - Cooling Area	924		1,257			980			1,040		4,201
303	Non-Routine	Y	Growth	Parks, Forestry & Cemetery Services	Complete Community	St. Moritz Community Park	239	1,682									1,921
304	Routine	Y	Growth	Parks, Forestry & Cemetery Services	Complete Community	Vista Hills Programmable Soccer Field- Partnership with WRDSB						334					334
305	Non-Routine	Y	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Complete Community	Waterloo Park - Master Plan Implementation	564	600	637	576	588	599	611	623	635	265	5,698

Service Delivery: Parks, Forestry & Cemetery Services

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
306	Non-Routine	N	Growth	Parks, Forestry & Cemetery Services	Complete Community	Waterloo Park Master Plan Update		143									143
307	Routine	Y	Growth/Rehab Split	Fleet & Procurement Serv.	Environmental Sustainability and Climate Action	Autonomous Liner							138				138
308	Non-Routine	N	Rehab	Parks, Forestry & Cemetery Services	Environmental Sustainability and Climate Action	Emerald Ash Borer Management Plan Implementation	212	225	239	271							947
309	Non-Routine	Y	Strategic	Parks, Forestry & Cemetery Services	Environmental Sustainability and Climate Action	Urban Forest Management Implementation	64	135	144	130	132	135	138	141	143	146	1,308
310	Routine	N	Strategic	Parks, Forestry & Cemetery Services	Environmental Sustainability and Climate Action	Urban Forestry Management Strategy (update)										244	244
311	Routine	Y	Rehab	Fac Design & Mgmt Serv.	Infrastructure and Transportation Systems	Artificial Turf Replacement - RIM Park		3,100									3,100
312	Routine	N	Rehab	Parks, Forestry & Cemetery Services	Infrastructure and Transportation Systems	Bechtel Sportsfield Lighting	584		479								1,063
313	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Camelot Court Noise Wall Replacement		220									220
314	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure and Transportation Systems	Cemetery Building Rehab / Replacements	37	51	30	38	39	51	52	53	54	55	460
315	Routine	N	Rehab	Parks, Forestry & Cemetery Services	Infrastructure and Transportation Systems	Cemetery Fence Replacement	75	26									101
316	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Cemetery Roadway Resurfacing					83						83
317	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Cemetery Walkway & Pathway Resurfacing	21	23	24	18	19	19		20	20	21	185
318	Routine	Y	Rehab	Fac Design & Mgmt Serv.	Infrastructure and Transportation Systems	Crematorium Cooler Replacement & Relocation	85							141			226
319	Routine	Y	Growth	Fleet & Procurement Serv.	Infrastructure and Transportation Systems	Outdoor Water Tech Vehicle	48										48
320	Routine	N	Rehab	Parks, Forestry & Cemetery Services	Infrastructure and Transportation Systems	Parks Roadway and Multi-Use Pathway Upgrades-City Wide	106		120		110		172		239		747
321	Routine	Y	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Infrastructure and Transportation Systems	Park Signage Replacement Program - City wide		28		27		28		29		28	140
322	Routine	N	Rehab	Parks, Forestry & Cemetery Services	Infrastructure and Transportation Systems	Park Upgrades - City Wide	154	163	174	157	160	163	167	170	173	177	1,658
323	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Pedestrian Bridge Replacements	140	223	158	214	146	279	285	290	356	363	2,454
324	Routine	Y	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Infrastructure and Transportation Systems	Playground Upgrades/Expansion-City Wide	191	202	216	194	199	202	207	211	431	378	2,431
325	Routine	Y	Growth	Engineering Services	Infrastructure and Transportation Systems	Westmount Sports Park Pedestrian Bridge					321	837					1,158
326	Non-Routine	Y	Strategic	Parks, Forestry & Cemetery Services	Reconciliation, Equity, Accessibility, Diversity and Inclusion	Indigenous Gathering Space	424										424
327	Non-Routine	N	Strategic	Parks, Forestry & Cemetery Services	Reconciliation, Equity, Accessibility, Diversity and Inclusion	Winter Sidewalk Maintenance Service Enhancements Equipment	700										700
Parks, Forestry & Cemetery Services Total							11,100	9,645	6,672	4,534	2,647	4,722	4,005	3,128	5,067	3,393	54,913

Service Delivery: Recreation Services

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
330	Routine	N	Strategic	Recreation Services	Complete Community	Recreation Master Plan Implementation	106	141	120	157	282	225	287	293	215	469	2,295
331	Routine	N	Rehab	Recreation Services	Infrastructure and Transportation Systems	Athletic Surface Covering									133		133
332	Routine	N	Rehab	Recreation Services	Infrastructure and Transportation Systems	Facility and Programming Equipment	62	64	77	65	67	145	132	135	137	180	1,064
333	Routine	N	Rehab	Recreation Services	Infrastructure and Transportation Systems	Facility Banquet and Meeting Room Furnishings and Equipment	64	34	159	92	110	184	260	191	195	256	1,545
334	Routine	N	Rehab	Recreation Services	Infrastructure and Transportation Systems	Facility Bleacher and Player Bench Replacement	64									84	148
335	Routine	N	Rehab	Recreation Services	Infrastructure and Transportation Systems	Facility Marquee Sign Purchases, Refurbishing and Replacement	32				34				37		103
336	Routine	N	Rehab	Recreation Services	Infrastructure and Transportation Systems	Facility Scoreclock Refurbishing and/or Replacement			152							183	335
337	Routine	N	Rehab	Fac Design & Mgmt Serv.	Infrastructure and Transportation Systems	Large Scale Programming Specialties	106	131	1,058	839	193	197	718	205	209	609	4,265
338	Non-Routine	Y	Rehab	Fac Design & Mgmt Serv.	Infrastructure and Transportation Systems	Uptown Rink Renewal	265							1,992	657		2,914
Recreation Services Total							699	370	1,566	1,153	686	751	1,397	2,816	1,583	1,781	12,802

Service Delivery: Communications

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
401	Non-Routine	N	Growth/Rehab Split	IMTS	Innovation and Future-Ready	Digital Strategy Implementation - Architecture Maintenance and Upgrades	430	440	451	141	145	177	180	184	218	222	2,588
Communications Total							430	440	451	141	145	177	180	184	218	222	2,588

Service Delivery: Finance

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
410	Routine	N	Growth	Finance	Complete Community	Community Benefits Charge - Density Bonusing Funding	769										769
411	Non-Routine	N	Growth	Finance	Complete Community	Community Benefits Charge Strategy Implementation	706	954	987	520	520	463	520	520	520	520	6,230
412	Routine	N	Growth	Finance	Complete Community	DC By-law and CBC By-law Update	187					227					414
413	Non-Routine	N	Growth	Finance	Infrastructure and Transportation Systems	Community Benefits Charge - Parking Expansion Funding	1,983	1,983	1,983								5,949
414	Non-Routine	Y	Growth/Rehab Split	Finance	Infrastructure and Transportation Systems	Comprehensive Asset Management	424	140	148	134	137	140	143	145	148	151	1,710
415	Routine	Y	Other	Finance	Innovation and Future-Ready	Capital Project Sheet Digitization	101	110									211
416	Routine	N	Other	Finance	Innovation and Future-Ready	PeopleSoft Financials & HRMS Upgrades and Enhancements	280	145	153	139	142	145	148	150	153	156	1,611
417	Routine	Y	Other	Finance	Innovation and Future-Ready	PeopleSoft HRMS Vision Implementation Phases 3-4			223				230				453
418	Routine	Y	Other	Finance	Innovation and Future-Ready	PeopleSoft HRMS Vision Implementation Phases 5-6										227	227
Finance Total							4,450	3,332	3,494	793	799	975	1,041	815	821	1,054	17,574

Service Delivery: Fleet and Procurement Services

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
420	Routine	N	Strategic	Fleet & Procurement Serv.	Environmental Sustainability and Climate Action	Fleet Green Strategy and Implementation		254	120	108	110	212	216	117	225	122	1,697
421	Routine	Y	Growth	Fleet & Procurement Serv.	Infrastructure and Transportation Systems	Fleet Equipment DC Growth		423	449	433	442	451	460	469	478	488	4,491
422	Non-Routine	N	Rehab	Fleet & Procurement Serv.	Infrastructure and Transportation Systems	Fleet Equipment Replacement	2,900	2,900	2,900	3,225	3,275	3,320	3,470	3,620	3,770	3,870	33,250
423	Routine	N	Rehab	Fleet & Procurement Serv.	Infrastructure and Transportation Systems	Fleet Garage Asset Replacement and Refurbishment			325			345			365		1,035
Fleet and Procurement Services Total							3,511	3,577	3,794	3,766	3,827	4,328	4,146	4,206	4,838	4,480	40,473

Service Delivery: Human Resources

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
430	Routine	N	Other	Human Resources	Innovation and Future-Ready	Health and Safety Audit				23						25	48
431	Routine	N	Other	Human Resources	Reconciliation, Equity, Accessibility, Diversity and Inclusion	Compensation and Pay Equity	67				70				75		212
432	Routine	N	Other	Human Resources	Reconciliation, Equity, Accessibility, Diversity and Inclusion	Employee Engagement Survey				35			37				72
433	Routine	N	Other	Human Resources	Reconciliation, Equity, Accessibility, Diversity and Inclusion	Public Engagement Capacity Training		51			50			53			154
Human Resources Total							67	51		58	120		37	53	75	25	486

Service Delivery: Information Management and Technology Services

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
441	Routine	N	Rehab	IMTS	Infrastructure and Transportation Systems	Cyber Security	189	189	203	182	196	202	205	210	215	218	2,009
442	Routine	N	Rehab	IMTS	Infrastructure and Transportation Systems	Data Backup Device Upgrades			72	88		92		95		99	446
443	Routine	N	Rehab	IMTS	Infrastructure and Transportation Systems	Desktop, Laptop and Cellphone Refresh	718	416	426	508	190	196	538	202	206	570	3,970
444	Routine	N	Rehab	IMTS	Infrastructure and Transportation Systems	End User Computing Requirements	65	67	72	65	67	67	69	70	72	72	686
445	Routine	N	Rehab	IMTS	Infrastructure and Transportation Systems	Enterprise Application Backend Support	63	67	71	65	67	67	69	71	71	73	684
446	Routine	N	Growth/Rehab Split	IMTS	Infrastructure and Transportation Systems	Enterprise Application Integration Software	52	58	61	56	56	58	58	60	60	62	581
447	Routine	N	Rehab	IMTS	Infrastructure and Transportation Systems	Fibre Network Infrastructure		222	28	26	26	27	27	27	28	28	439
448	Routine	N	Rehab	IMTS	Infrastructure and Transportation Systems	Geographical Information Systems	36	37	38	34	20	20	36	37	22	22	302
449	Routine	N	Rehab	IMTS	Infrastructure and Transportation Systems	Infrastructure Virtualization			172								172
450	Routine	N	Rehab	IMTS	Infrastructure and Transportation Systems	Network and Core Infrastructure	37	40	78	38	39	40	41	41	42	42	438
451	Routine	N	Rehab	IMTS	Infrastructure and Transportation Systems	Print and Mail Services Automation	28		30		28		29		30		145
452	Routine	N	Rehab	IMTS	Infrastructure and Transportation Systems	Server and Server Hardware Replacement & Upgrades	104	104	121		112		116		121		678
453	Routine	N	Rehab	IMTS	Infrastructure and Transportation Systems	Technology Disaster Recovery / Business Continuity Plan			129		119		123		129		500
454	Routine	N	Rehab	IMTS	Infrastructure and Transportation Systems	Unified Communications			67	93	73					80	313
455	Routine	N	Rehab	IMTS	Infrastructure and Transportation Systems	Unplanned Emergency Replacement	128	135	138	96	99	101	103	105	106	108	1,119
456	Routine	N	Rehab	IMTS	Infrastructure and Transportation Systems	WrepNet Equipment Replacement	20	21	22	20	21	21	22	22	22	23	214
Information Management and Technology Services Total							1,440	1,356	1,728	1,271	1,113	891	1,436	940	1,124	1,397	12,696

Service Delivery: Legislative Services

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
460	Routine	N	Rehab	Legislative Services	Infrastructure and Transportation Systems	Council Refurbishment			32				30				62
461	Routine	N	Other	Legislative Services	Innovation and Future-Ready	OpenText Upgrade Integration				333						491	824
Legislative Services Total									32	333			30			491	886

Service Delivery: Building Standards

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
501	Routine	N	Rehab	Fleet & Procurement Serv.	Infrastructure and Transportation Systems	Building Standards Vehicle Replacements			395					64		402	861
502	Routine	N	Strategic	Building Standards	Innovation and Future-Ready	Digital Solutions	265				166	225					656
503	Routine	N	Growth/Rehab Split	Building Standards	Innovation and Future-Ready	Technology and Mobile Upgrades	80					113					193
Building Standards Total							345		395		166	338		64		402	1,710

Service Delivery: City Utilities-Sanitary

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
510	Routine	N	Legislated	City Utilities	Environmental Sustainability and Climate Action	QMS Development and CLI ECA Implementation	18	18									36
511	Routine	N	Rehab	City Utilities	Infrastructure and Transportation Systems	Black Pipes Rehabilitation	222		251		231						704
512	Routine	N	Growth	Engineering Services	Infrastructure and Transportation Systems	City Wide - Development Driven Upgrades - Sanitary Sewer	219	112	120	108	110	112	114	117	120	122	1,254
513	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Condition Assessment & Sewer Main Spot Repairs	239	253	269	243	248	253	258	263	269	274	2,569
514	Routine	N	Growth	Engineering Services	Infrastructure and Transportation Systems	Core Area Development Driven Upgrades-Sanitary Sewer	334	174	184	168	171	174	178	181	184	189	1,937
515	Routine	Y	Growth	Engineering Services	Infrastructure and Transportation Systems	Extend Sanitary Mains to Service Private Properties	884	470	499	451	460	469	479	488	498	508	5,206
516	Routine	N	Growth/Rehab Split	Engineering Services	Infrastructure and Transportation Systems	Frobisher Trunk Sewer - Upsizing	43	261									304
517	Routine	N	Rehab	City Utilities	Infrastructure and Transportation Systems	Inflow and Infiltration Mitigation Program	84	90	95	86	88	90	91	93	95	97	909
518	Routine	N	Rehab	City Utilities	Infrastructure and Transportation Systems	Pump Station Upgrades	93	99	105	95	97	99	101	103	105	107	1,004
519	Routine	Y	Rehab	Engineering Services	Infrastructure and Transportation Systems	Sanitary Access Roads / Paths	102	109	115	104	106	109	111	113	115	118	1,102
520	Routine	N	Growth/Rehab Split	Engineering Services	Infrastructure and Transportation Systems	Sanitary Optimization and Rehabilitation Program	614	652	692	366	372	380	388	396	404	412	4,676
521	Routine	N	Growth/Rehab Split	Engineering Services	Infrastructure and Transportation Systems	Sanitary Sewer Master Plan - Implementation	1,593										1,593
522	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Sanitary Trunk Sewer Cleaning						331	338	344	351	358	1,722
523	Routine	N	Strategic	City Utilities	Innovation and Future-Ready	SCADA System and Control System Upgrades	84	60	63	57	29	30	30	31	32	32	448
City Utilities-Sanitary Total							4,529	2,298	2,393	1,678	1,912	2,047	2,088	2,129	2,173	2,217	23,464

Service Delivery: City Utilities-Stormwater

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
530	Routine	N	Growth/Rehab Split	Engineering Services	Environmental Sustainability and Climate Action	Cedar Creek site CDR-E4-Stormwater System Rehab2				379	232	2,601					3,212
531	Routine	N	Rehab	City Utilities	Environmental Sustainability and Climate Action	Creek Bank Stabilization	107	114	121	109	111	113	116	118	120	123	1,152
532	Non-Routine	N	Rehab	City Utilities	Environmental Sustainability and Climate Action	Denholm Pond Upgrades	717				1,070	1,091	1,113				3,991
533	Routine	N	Growth/Rehab Split	Engineering Services	Environmental Sustainability and Climate Action	Forwell Creek Industrial Lands - Stormwater Management	290	236	3,519		3,350						7,395
534	Routine	N	Growth/Rehab Split	Engineering Services	Environmental Sustainability and Climate Action	Keatsway Storm Bypass & Creek Bank Stabilization	425										425
535	Routine	N	Growth/Rehab Split	Engineering Services	Environmental Sustainability and Climate Action	Laurel Creek Study Implementation - Hillside Park to HWY 85	500										500
536	Routine	Y	Rehab	Engineering Services	Environmental Sustainability and Climate Action	New Stormwater Management Pond Facilities						1,014	1,034	1,054	1,076	1,097	5,275
537	Routine	N	Rehab	City Utilities	Environmental Sustainability and Climate Action	Rainwater Harvesting System Upgrades	11	12	13	11	12	12	12	12	13	13	121
538	Routine	N	Rehab	City Utilities	Environmental Sustainability and Climate Action	Sediment Removal Creeks	54	58	61	55	57	58	59	60	61	62	585
539	Routine	N	Growth/Rehab Split	Engineering Services	Environmental Sustainability and Climate Action	Stormwater Management System Master Plan Implementation	654	344	244	220	224	228	1,050	1,072	1,092	1,114	6,242
540	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Bridge/Culvert RS-064 Rehabilitation	212	970				226	832				2,240
541	Routine	N	Rehab	City Utilities	Infrastructure and Transportation Systems	Bridges (Roads and Culverts) Rehabilitation	84	90	96	86	88	90	92	94	96	98	914
542	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Condition Assessment & Storm Main Spot Repairs	226	240	255	230	235	239	244	249	254	259	2,431
543	Routine	N	Growth	Engineering Services	Infrastructure and Transportation Systems	Core Area Development Driven Upgrades-Stormwater		447	475	429	438	446	456	465	474	484	4,114
544	Routine	N	Rehab	City Utilities	Infrastructure and Transportation Systems	Correction of Lot Drainage Problems	56	63	67	63	64	69	70	75	77	82	686
545	Routine	N	Growth	Engineering Services	Infrastructure and Transportation Systems	Development Driven Storm Sewer Upgrades - City Wide		102	108	98	100	102	104	106	108	110	938
546	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	RS-051 (Bridge and Culvert) Replacement	390	2,642									3,032
547	Routine	N	Rehab	City Utilities	Infrastructure and Transportation Systems	Rural Cross Section LID Program	56	59	21	19	19	20	20	21	21	21	277
548	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	SWM Pond Sediment Removal and Retrofit	1,593	1,691	1,706	1,705	1,656	1,689	1,493	1,523	1,554	1,585	16,195
549	Routine	N	Other	City Utilities	Innovation and Future-Ready	Stormwater Financial Plan		46					47				93
City Utilities-Stormwater Total							5,375	7,114	6,686	3,404	7,656	7,998	6,742	4,849	4,946	5,048	59,818

Service Delivery: City Utilities-Water

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
550	Routine	N	Rehab	City Utilities	Environmental Sustainability and Climate Action	Non-potable Water Supply Well Assessment	56										56
551	Routine	Y	Rehab	Engineering Services	Infrastructure and Transportation Systems	Albert Street (Longwood Dr to Weber St N) Watermain Replacement and Road and Drainage Improvements	310	1,368	74								1,752
552	Routine	N	Growth	Engineering Services	Infrastructure and Transportation Systems	City Wide Development Driven Upgrades - Water	163	84	90	81	83	84	87	88	90	91	941
553	Routine	N	Growth	Engineering Services	Infrastructure and Transportation Systems	Core Area Development Driven Upgrades - Water	911	476	504	457	466	474	484	493	503	513	5,281
554	Routine	N	Rehab	City Utilities	Infrastructure and Transportation Systems	Non-Revenue Water Loss Initiatives	124	132	70	63	64	66	67	68	70	71	795
555	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Structurally Deficient Watermain Rehab - City Wide	2,736	1,127	1,125	1,147	1,104	1,126	1,149	1,172	1,195	1,219	13,100
556	Routine	N	Rehab	City Utilities	Infrastructure and Transportation Systems	Valve Replacement Program & District Meters	769	314	333	301	307	314	320	326	333	339	3,656
557	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Whitmore Dr Reconstruction - Lee Ave to Bridge St		492		3,243							3,735
558	Routine	N	Legislated	City Utilities	Innovation and Future-Ready	City Utilities Water & Sanitary Financial Plan		46					47				93
559	Routine	N	Growth/Rehab Split	Engineering Services	Innovation and Future-Ready	Water Master Plan Update			479								479
City Utilities-Water Total							5,069	4,039	2,675	5,292	2,024	2,064	2,154	2,147	2,191	2,233	29,888

Service Delivery: Engineering Services-Other

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
570	Routine	Y	Growth/Rehab Split	Engineering Services	Complete Community	Civic Common Park	80	152		2,241	2,285						4,758
571	Non-Routine	Y	Other	Engineering Services	Complete Community	Uptown Public Realm Implementation			1,174		331	450	459		418		2,832
572	Routine	Y	Growth/Rehab Split	Engineering Services	Complete Community	Visitor Information Centre Parkette (NW corner of Erb St W & Caroline St)									718	3,808	4,526
573	Routine	N	Growth	Engineering Services	Infrastructure and Transportation Systems	Buried Hydro - City-wide	1,000	250	250	271	276	282	287	293	299	305	3,513
574	Non-Routine	N	Growth	Engineering Services	Infrastructure and Transportation Systems	Buried Hydro - Core Area					1,767	1,802	1,838	1,875	1,912	1,951	11,145
575	Non-Routine	N	Growth	Engineering Services	Infrastructure and Transportation Systems	Buried Hydro - Northdale					1,546	1,577	1,609	1,641	1,674	1,707	9,754
576	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Geotechnical - Various Locations	108	112	120	108	112	112	116	116	120	120	1,144
577	Routine	N	Other	Engineering Services	Infrastructure and Transportation Systems	Pavement Condition Data Update	74		84		77		80		84		399
Engineering Services-Other Total							1,262	514	1,628	2,620	6,394	4,223	4,389	3,925	5,225	7,891	38,071

Service Delivery: Engineering Services-Parks

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
580	Routine	Y	Growth	Engineering Services	Complete Community	City Wide - Var Neighborhood New Park Development	109	56	60	54	55	56	57	59	60	61	627
581	Routine	Y	Growth	Engineering Services	Complete Community	Uptown Neighbourhoods Public Space Additions	233	248			243			257			981
582	Non-Routine	Y	Growth	Engineering Services	Complete Community	West Side Amphitheatre Implementation	180	348									528
583	Routine	Y	Growth	Engineering Services	Infrastructure and Transportation Systems	Trails in New Development Areas	545	282	299	271	276	282	287	293	299	305	3,139
Engineering Services-Parks Total							1,067	934	359	325	574	338	344	609	359	366	5,275

Service Delivery: Engineering Services-Roads

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
590	Non-Routine	Y	Growth	Engineering Services	Infrastructure and Transportation Systems	Beaver Creek Road & Conservation Drive Reconstruction	19,166	29,778	28,636								77,580
591	Routine	Y	Growth/Rehab Split	Engineering Services	Infrastructure and Transportation Systems	Bisch Street - Erbsville Road to City Limit - Reconstruction					156	1,078					1,234
592	Routine	N	Growth/Rehab Split	Engineering Services	Infrastructure and Transportation Systems	Country Squire Rd. - Glasgow St (township) to 500m East			1,237								1,237
593	Non-Routine	Y	Growth	Engineering Services	Infrastructure and Transportation Systems	Ira Needles Boulevard - By-pass	4,029	4,277									8,306
Engineering Services-Roads Total							23,195	34,055	29,873		156	1,078					88,357

Service Delivery: Engineering Services-Sanitary

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
600	Routine	N	Growth	Engineering Services	Infrastructure and Transportation Systems	Northlands Sanitary Pumping Station Upgrade			380	3,437							3,817
Engineering Services-Sanitary Total									380	3,437							3,817

Service Delivery: Engineering Services-Water

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
610	Routine	N	Growth	Engineering Services	Infrastructure and Transportation Systems	Erbsville Road - Ira Needles to Columbia St - Watermain					1,460	2,837					4,297
611	Routine	N	Other	Engineering Services	Infrastructure and Transportation Systems	Infrastructure Management Initiatives	84	44	48	44	44	44	44	48	48	48	496
Engineering Services-Water Total							84	44	48	44	1,504	2,881	44	48	48	48	4,793

Service Delivery: Planning

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
620	Non-Routine	N	Strategic	Planning	Complete Community	Affordable Housing Strategy	125	125	125	125	125	125	125	125	125	125	1,250
621	Routine	N	Other	Planning	Complete Community	Cultural Heritage Landscape Study and Plan II & III		239									239
622	Routine	N	Growth	Planning	Complete Community	Existing District Plan Updates	80	84									164
623	Non-Routine	Y	Growth	Parks, Forestry & Cemetery Services	Complete Community	Future Northdale Park Works	2,501	326	800								3,627
624	Routine	N	Growth	Planning	Complete Community	New Central Residential District Plan		166									166
625	Routine	N	Legislated	Planning	Complete Community	Parkland Dedication Bylaw Update	106										106
626	Routine	N	Growth	Planning	Complete Community	Planning Communications - Update			90								90
627	Routine	N	Growth	Planning	Complete Community	Revised Erbsville District Plan	186										186
628	Routine	Y	Growth	Planning	Complete Community	Station Area Planning & Implementation II		269		259							528
629	Routine	N	Growth	Planning	Complete Community	Student Accommodation Monitoring					11						11
630	Routine	N	Growth	Planning	Complete Community	Urban Design Manual Review					110						110
631	Routine	N	Growth	Planning	Environmental Sustainability and Climate Action	Erbsville Scoped Subwatershed Study	325										325
632	Routine	N	Growth	Planning	Environmental Sustainability and Climate Action	Flood Plain Mapping Updates			178								178
633	Routine	N	Growth	Planning	Innovation and Future-Ready	Census Trends			12					12			24
634	Routine	N	Other	Planning	Innovation and Future-Ready	City Wide Community Improvement Plan Study						110					110
635	Routine	N	Growth	Planning	Innovation and Future-Ready	DC Funded Growth Studies	32	34	36	32	33	34	34	35	36	37	343
636	Routine	N	Growth	Planning	Innovation and Future-Ready	DC Funded Growth (Development) Studies		113					115				228
637	Routine	N	Growth	Planning	Innovation and Future-Ready	Official Plan Review - Background Research				282					310		592
638	Routine	N	Growth	Planning	Innovation and Future-Ready	Sign By-law - Update						84					84
639	Routine	N	Other	Planning	Innovation and Future-Ready	University Avenue Gateway Implementation	265				276	282	644	456			1,923
Planning Total							3,620	1,356	1,241	698	555	635	918	628	471	162	10,284

Service Delivery: Transportation Services

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
650	Non-Routine	N	Growth	Engineering Services	Environmental Sustainability and Climate Action	Active Transportation Crossing of Hwy. 85 - EA				270							270
651	Routine	N	Rehab	Transportation Services	Environmental Sustainability and Climate Action	Albert St Bikelane - Durable Green Paint					110					122	232
652	Routine	N	Growth	Transportation Services	Environmental Sustainability and Climate Action	Bicycle Parking	53	34	60	32	33	34	57	35	36	61	435
653	Routine	Y	Rehab	Transportation Services	Environmental Sustainability and Climate Action	Decorative Streetlight LED Replacement Program	106	113	120	108	110	113	115	117	120	122	1,144
654	Non-Routine	Y	Rehab	Engineering Services	Environmental Sustainability and Climate Action	Frobisher Drive Snow Storage Facility Upgrade		169				744		714	275		1,902
655	Routine	Y	Growth	Transportation Services	Environmental Sustainability and Climate Action	Installation of Trail Counters	16	17	18	16	16	17	17	18	18	19	172
656	Routine	Y	Growth	Engineering Services	Environmental Sustainability and Climate Action	Municipal Trail - Former Waterloo Inn Lands Construction	2,417										2,417
657	Routine	Y	Growth	Transportation Services	Environmental Sustainability and Climate Action	Refuge Islands - City Wide -TMP	52	55	59	53	54	55	56	58	59	60	561
658	Routine	Y	Growth	Transportation Services	Environmental Sustainability and Climate Action	Trail Lighting Retrofit Program	160	170	180	162	166	168	172	176	180	182	1,716
659	Non-Routine	Y	Growth/Rehab Split	Transportation Services	Environmental Sustainability and Climate Action	Trails and Bikeways Master Plan Implementation - City Wide	1,593	2,255	2,394	2,165	1,932	2,252	3,446	3,515	3,585	3,657	26,794
660	Non-Routine	N	Other	Transportation Services	Environmental Sustainability and Climate Action	Transportation Master Plan Update and Review			388					380			768
661	Routine	Y	Rehab	Transportation Services	Environmental Sustainability and Climate Action	Wayfinding and Signed Bike Routes	27	28	30	27	28	28	29	29	30	30	286
662	Non-Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Amos Avenue - Keatsway to Hiawatha Dr (includes Marlowe Dr)	876		6,461	177							7,514
663	Routine	N	Other	Transportation Services	Infrastructure and Transportation Systems	Annual Transportation Studies	170	180	192	173	177	180	184	187	191	195	1,829
664	Routine	N	Rehab	Transportation Services	Infrastructure and Transportation Systems	Asphalt Walkways Rehabilitation-City Wide	21	23	24	22	22	23	23	23	24	24	229
665	Routine	N	Other	Engineering Services	Infrastructure and Transportation Systems	Bridge/Retaining Wall Inspection	96		108		99		103		107		513
666	Non-Routine	Y	Rehab	Engineering Services	Infrastructure and Transportation Systems	City Wide City Road Share of Regional Major Reconstruction Projects		4,209	9,663	7,791	5,572		7,578	16,446	15,895		67,154
667	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	City Wide - City Road Share of Regional Projects	385	445	276	194	4,935	1,132	338	191	156	157	8,209
668	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	City Wide - Road Reconstruction Rehab Program				2,508	3,698	12,865	14,041	10,171	13,127	18,383	74,793
669	Routine	Y	Growth	Engineering Services	Infrastructure and Transportation Systems	Columbia St - King St to past Marsland Dr (Waterloop trail connection)	895	1,489		261	1,759	4,186					8,590
670	Non-Routine	Y	Rehab	Engineering Services	Infrastructure and Transportation Systems	Columbia Street - Westmount Road to		2,258	2,398								4,656
671	Routine	N	Growth/Rehab Split	Engineering Services	Infrastructure and Transportation Systems	Core Area Development Driven Upgrades-Roads	41	10	11	10	10	10	10	11	11	11	135
672	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Herbert - Union to City Limits		524		2,429	57						3,010
673	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Hillcrest Avenue - Alexandra Ave to William St	1,427	43									1,470

Service Delivery: Transportation Services

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
674	Non-Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Integrated Planning & Public Works Infrastructure Replacement and Rehabilitation Needs	355		955	955	955	955	955	955	955	955	7,995
675	Non-Routine	Y	Rehab	Transportation Services	Infrastructure and Transportation Systems	Intersection Collision Review and Implementation	106	113	120	108		113		117		122	799
676	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Langford PI & Quickfall Dr	2,905	107									3,012
677	Non-Routine	Y	Growth	Transportation Services	Infrastructure and Transportation Systems	Laurel Creek Trail around Conservation Area Construction	743		539	487							1,769
678	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Longwood Dr-South on Longwood to Longwood		716		4,485	132						5,333
679	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Marshall St-King to Laurel Trunk Sewer		1,216			5,891	171	5,672	92			13,042
680	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Moore Ave from Erb St to John St	3,948	101									4,049
681	Non-Routine	N	Growth/Rehab Split	Engineering Services	Infrastructure and Transportation Systems	Northdale Road Reconstruction/Rehab Program				275	1,915	41	1,655	6,645	10,150	8,417	29,098
682	Routine	Y	Rehab	Engineering Services	Infrastructure and Transportation Systems	Pedestrian Bridge PB12 Replacement and Rehabilitation	160				1,104						1,264
683	Routine	Y	Growth	Transportation Services	Infrastructure and Transportation Systems	Pedestrian Crossing Facilities - Level 2	85	90	96	86	89	90	92	94	95	98	915
684	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Resurfacing Roads - Colonial Acres Area	561										561
685	Non-Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Resurfacing Roads - Various Locations	2,124	1,663	1,538	2,090	2,403	1,996	1,628	2,828	1,804	2,688	20,762
686	Routine	N	Rehab	Transportation Services	Infrastructure and Transportation Systems	Retaining Wall Replacement	159	169	180	162	166	169	172	176	179	183	1,715
687	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Roger St - Herbert to Moore			508		3,045	74					3,627
688	Routine	N	Rehab	Transportation Services	Infrastructure and Transportation Systems	Sidewalk Replacement - City Wide	212	225	239	216	221	225	230	234	239	244	2,285
689	Routine	Y	Growth	Transportation Services	Infrastructure and Transportation Systems	Sidewalks and Trails associated with LRT	134	142	151	191	195	199	174	178	180	184	1,728
690	Routine	Y	Growth	Transportation Services	Infrastructure and Transportation Systems	Sidewalks - New Construction - City Wide	244	260	276	248	254	260	264	270	274	280	2,630
691	Routine	N	Rehab	Transportation Services	Infrastructure and Transportation Systems	Streetlighting Maintenance in Conjunction with Roads	52	55	59	53	54	55	56	57	59	60	560
692	Routine	Y	Rehab	Transportation Services	Infrastructure and Transportation Systems	Streetlighting Retrofit, Pole Replacement, & Hydro Conduits - City Wide	292	451	329	298	304	304	310	316	323	329	3,256
693	Routine	N	Growth/Rehab Split	Engineering Services	Infrastructure and Transportation Systems	Sunshine Ave - Dietz Ave N to Roslin Ave N	373	2,627	39								3,039
694	Non-Routine	Y	Rehab	Transportation Services	Infrastructure and Transportation Systems	TMP Signs and Pavement Marking Implementation	265	169	60		55	56	57	60	61	63	846
695	Routine	Y	Growth	Transportation Services	Infrastructure and Transportation Systems	Traffic Calming Implementation - City Wide	263	279	297	268	274	279	299	306	319	335	2,919
696	Non-Routine	Y	Growth/Rehab Split	Engineering Services	Infrastructure and Transportation Systems	Union St - King St to Moore Ave Reconstruction	1,268	8,937	209								10,414

Service Delivery: Transportation Services

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
697	Routine	N	Rehab	Engineering Services	Infrastructure and Transportation Systems	Waterloo St - Moore to Roger and Moore Ave - Waterloo to South of Tracks	2,758	62									2,820
698	Routine	Y	Growth/Rehab Split	Engineering Services	Infrastructure and Transportation Systems	Westmount Rd - Northfield Dr to Benjamin Rd		859		5,416	208						6,483
Transportation Services Total							25,342	30,263	27,977	31,736	36,043	26,794	37,733	44,399	48,452	36,981	345,720

Service Delivery: Library

REF	Council Reporting Criteria	Operating Impact	Project Type	Implementation Division	Strategic Priority	Project Description	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
701	Routine	N	Growth	Library	Complete Community	Book Collection	207	220	233	211	215	220	224	228	233	238	2,229
702	Routine	N	Growth	Library	Complete Community	Non Book Collection	58	62	66	60	61	62	63	64	66	67	629
703	Routine	N	Strategic	Library	Complete Community	Strategic Plan Implementation	36	50	59	24	23	112	62	54	61	67	548
704	Routine	N	Rehab	Library	Complete Community	Study - Main Library Expansion Feasibility Study		169									169
705	Routine	N	Rehab	Library	Infrastructure and Transportation Systems	Computer Communication Upgrades	149	158	120	87	77	124	184	94	96	146	1,235
706	Routine	N	Rehab	Library	Infrastructure and Transportation Systems	Furnishing, Signage and Shelving Replacement	96	101	36		44	101	80	117			575
707	Routine	N	Rehab	Library	Infrastructure and Transportation Systems	Main Library Space Rehabilitation			120								120
708	Routine	N	Rehab	Library	Infrastructure and Transportation Systems	Replacement of RFID System				162	132	34		59	179	134	700
Library Total							546	760	634	544	552	653	613	616	635	652	6,205

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 Waterloo DSS contains corporate asset inventories and conditions and allows for the illustration of how planned expenditures for asset renewal affect the performance of the asset over the next 25 years. On December 11, 2023, Council received the 2023 LTFP update via report CORP2023-052. The LTFP is a living document, which provides 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. The LTFP update report has been included as a part of the budget documentation as additional information for Council, and to consider alongside the capital budget.

Most recently, CORP2023-040-Asset Management Report Cards and Update, identified that the City has an annual estimated infrastructure funding gap of \$54.3 million for all infrastructure assets. The Tax Base portion is calculated at \$37.6 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	Rehab	IIARAE	Fac Design & Mgmt Serv.	Facility Refurbishment	Accessibility Facility Upgrades (AODA)	OT-CIRRF	22,000
OT2	Strategic	Comm. Prog. & Outreach	Comm. Prog. & Outreach	Studies	Museum Strategy Refresh	OT-CRF	25
OT3	Growth/Rehab Split	Comm. Prog. & Outreach	Comm. Prog. & Outreach	Studies	Outdoor Sport Field Strategy	OT-CRF	25
OT4	Other	Facility Design Management	Facility Design Management	Energy Management	Green Building Policy Implementation	OT-CARF	1,500
OT5	Rehab	Facility Design Management	Facility Design Management	Facility Refurbishment	Albert McCormick Community Centre (AMCC) - Upgrades & Reconfiguration	OT-CRF	8,000
OT6	Rehab	Facility Design Management	Facility Design Management	Facility Refurbishment	AMCC Bathroom and Sinks - Kinsmen Room	OT-CIRRF	60
OT7	Rehab	Facility Design Management	Facility Design Management	Facility Refurbishment	AMCC Install Storage Caging	OT-CIRRF	10
OT8	Rehab	Facility Design Management	Facility Design Management	Facility Refurbishment	AMCC Remove Walls in Sport Offices	OT-CIRRF	70
OT9	Rehab	Facility Design Management	Facility Design Management	Facility Refurbishment	AMCC Silt Trap in Beaupre Room Sink	OT-CIRRF	5
OT10	Rehab	Facility Design Management	Facility Design Management	Facility Refurbishment	Bechtel Fix Flooding Issue	OT-CIRRF	200
OT11	Rehab	Facility Design Management	Facility Design Management	Facility Refurbishment	Building System Capital Renewal Program	OT-CIRRF	2,250
OT12	Rehab	Facility Design Management	Facility Design Management	Facility Refurbishment	Carnegie Library Museum Project	OT-CIRRF	5,000
OT13	Rehab	Facility Design Management	Facility Design Management	Facility Refurbishment	Corporate Space Planning	OT-EMPDV	190
OT14	Rehab	Facility Design Management	Facility Design Management	Facility Refurbishment	Large Scale Recreational Programming Specialties	OT-CIRRF	750
OT15	Rehab	Facility Design Management	Facility Design Management	Facility Refurbishment	Moses Ice Rink to Gymnasium Space	OT-CIRRF	4,000
OT16	Rehab	Facility Design Management	Facility Design Management	Facility Refurbishment	Moses Pool Enclosure	OT-CIRRF	13,000
OT17	Rehab	Facility Design Management	Facility Design Management	Facility Refurbishment	Moses Programming Room	OT-CRF	750
OT18	Rehab	Facility Design Management	Facility Design Management	Facility Refurbishment	Potter's Workshop Addition and Renovation	OT-CIRRF	4,000
OT19	Rehab	Facility Design Management	Facility Design Management	Facility Refurbishment	RIM Park Additional Storage Space	OT-CRF	700

Over Target Examples

All figures in \$'000s

REF	Project Type	Service Delivery Division	Implementation Division	Theme	Project Description	Source of Financing	Amount
OT20	Rehab	Facility Design Management	Facility Design Management	Facility Refurbishment	RIM Park Silt Traps in Sinks	OT-CIRRF	15
OT21	Rehab	Facility Design Management	Facility Design Management	Facility Refurbishment	Uptown Rink	OT-CIRRF	2,250
OT22	Rehab	Facility Design Management	Facility Design Management	Facility Refurbishment	WMRC Replace Flooring in Programming Rooms	OT-CIRRF	150
OT23	Rehab	Facility Design Management	Facility Design Management	Facility Refurbishment	WMRC Resurface Running Track	OT-CIRRF	350
OT24	Rehab	Facility Design Management	Facility Design Management	Technology Refresh / Upgrades	Maximo Application Suite Upgrade	OT-CIRRF	1,000
OT25	Other	Municipal Enforcement	Municipal Enforcement	Productivity Enhancement	Archer Barriers	OT-CRF	75
OT26	Growth	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Facility Expansion	Crematorium Retort Expansion	OT-CEM	450
OT29	Strategic	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Waterloo Park Master Plan Update	OT-CRF	86
OT30	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Waterloo Park East Circulation and Lighting Upgrades	OT-CRF	1,950
OT30	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Waterloo Park East Circulation and Lighting Upgrades	OT-CIRRF	1,300
OT31	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Waterloo Park West Circuit Phase 2	OT-CRF	720
OT31	Growth/Rehab Split	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	Waterloo Park West Circuit Phase 2	OT-CIRRF	480
OT32	Growth	Parks, Forestry & Cemetery Services	Parks, Forestry & Cemetery Services	Park Rehabilitation / Upgrade	WP - Park Inn Washroom AODA	OT-CRF	500
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	Recreation Master Plan Implementation	OT-CRF	275
OT35	Rehab	IMTS	IMTS	Equipment Replacement	Corporate Relational Database Management System (RDBMS)	OT-CIRRF	652
OT36	Growth	City Utilities-Sanitary	Engineering Services	Studies	Sanitary Master Plan Update	OT-DC	300
OT36	Growth	City Utilities-Sanitary	Engineering Services	Studies	Sanitary Master Plan Update	OT-SEWCAP	100
OT37	Growth	City Utilities-Sanitary	Engineering Services	Wastewater Expansion	Forwell Trunk Sewer Twin or Replace	OT-DC	8,398

Over Target Examples

All figures in '\$'000s

REF	Project Type	Service Delivery Division	Implementation Division	Theme	Project Description	Source of Financing	Amount
OT38	Growth/Rehab Split	City Utilities-Stormwater	Engineering Services	Stormwater System Rehab	Colonial Creek Main Branch EA	OT-DC	293
OT38	Growth/Rehab Split	City Utilities-Stormwater	Engineering Services	Stormwater System Rehab	Colonial Creek Main Branch EA	OT-SWM	73
OT39	Rehab	City Utilities-Stormwater	Engineering Services	Stormwater System Rehab	Watercourse and Erosion Restoration	OT-DC	1,610
OT39	Rehab	City Utilities-Stormwater	Engineering Services	Stormwater System Rehab	Watercourse and Erosion Restoration	OT-SWM	6,441
OT40	Growth	City Utilities-Stormwater	Engineering Services	Studies	Stormwater Master Plan Update	OT-DC	300
OT40	Growth	City Utilities-Stormwater	Engineering Services	Studies	Stormwater Master Plan Update	OT-SWM	100
OT41	Growth	Planning	Planning	New Programs	Zoning By-law Review	OT-DC	300
OT42	Growth	Planning	Planning	Studies	DC Funded Growth (Urban Design) Studies	OT-DC	100
OT43	Growth	Planning	Planning	Studies	Growth Management Policy	OT-DC	200
OT44	Other	Transportation Services	Transportation Services	Traffic Management	Annual Transportation Studies	OT-DC	400
OT45	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Avondale Ave S Reconstruction-Erb St to William S	OT-CIRRF	1,803
OT45	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Avondale Ave S Reconstruction-Erb St to William S	OT-WAT	2,479
OT45	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Avondale Ave S Reconstruction-Erb St to William S	OT-SEW	1,337
OT45	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Avondale Ave S Reconstruction-Erb St to William S	OT-SWM	573
OT46	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Blythwood PI Reconstruction-Blythwood Rd to Cul-de-sac	OT-CIRRF	275
OT46	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Blythwood PI Reconstruction-Blythwood Rd to Cul-de-sac	OT-WAT	230
OT46	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Blythwood PI Reconstruction-Blythwood Rd to Cul-de-sac	OT-SEW	161
OT46	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Blythwood PI Reconstruction-Blythwood Rd to Cul-de-sac	OT-SWM	104
OT47	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Braeside Ave Reconstruction-Rodney St to Allen St	OT-CIRRF	963

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	Braeside Ave Reconstruction-Rodney St to Allen St	OT-WAT	595
OT47	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Braeside Ave Reconstruction-Rodney St to Allen St	OT-SEW	622
OT47	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Braeside Ave Reconstruction-Rodney St to Allen St	OT-SWM	226
OT48	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Cedarbrae Ave Reconstruction-Glen Forrest to Glen Manor Blvd	OT-CIRRF	1,302
OT48	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Cedarbrae Ave Reconstruction-Glen Forrest to Glen Manor Blvd	OT-WAT	874
OT48	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Cedarbrae Ave Reconstruction-Glen Forrest to Glen Manor Blvd	OT-SEW	831
OT48	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Cedarbrae Ave Reconstruction-Glen Forrest to Glen Manor Blvd	OT-SWM	644
OT49	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Dixie Cres Reconstruction-Marshall to Willowdale Ave	OT-CIRRF	920
OT49	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Dixie Cres Reconstruction-Marshall to Willowdale Ave	OT-WAT	588
OT49	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Dixie Cres Reconstruction-Marshall to Willowdale Ave	OT-SEW	599
OT49	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Dixie Cres Reconstruction-Marshall to Willowdale Ave	OT-SWM	343
OT50	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Dorset St Reconstruction-Albert St to Brideport Rd	OT-CIRRF	492
OT50	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Dorset St Reconstruction-Albert St to Brideport Rd	OT-WAT	300
OT50	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Dorset St Reconstruction-Albert St to Brideport Rd	OT-SEW	392
OT50	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Dorset St Reconstruction-Albert St to Brideport Rd	OT-SWM	71
OT51	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Fountain St Reconstruction-Young St to Central St	OT-CIRRF	181
OT51	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Fountain St Reconstruction-Young St to Central St	OT-WAT	420
OT51	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Fountain St Reconstruction-Young St to Central St	OT-SEW	390
OT51	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Fountain St Reconstruction-Young St to Central St	OT-SWM	115

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	Greenbrier Drive Reconstruction-Albert St to Longwood Dr	OT-CIRRF	1,043
OT52	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Greenbrier Drive Reconstruction-Albert St to Longwood Dr	OT-WAT	713
OT52	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Greenbrier Drive Reconstruction-Albert St to Longwood Dr	OT-SEW	707
OT52	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Greenbrier Drive Reconstruction-Albert St to Longwood Dr	OT-SWM	219
OT53	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Hemlock St Reconstruction-University Ave to End of cul-de-sac	OT-CIRRF	1,873
OT53	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Hemlock St Reconstruction-University Ave to End of cul-de-sac	OT-WAT	1,154
OT53	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Hemlock St Reconstruction-University Ave to End of cul-de-sac	OT-SEW	1,130
OT53	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Hemlock St Reconstruction-University Ave to End of cul-de-sac	OT-SWM	495
OT54	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Lester St Reconstruction-University Ave to Columbia St	OT-CIRRF	1,925
OT54	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Lester St Reconstruction-University Ave to Columbia St	OT-WAT	691
OT54	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Lester St Reconstruction-University Ave to Columbia St	OT-SEW	1,431
OT54	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Lester St Reconstruction-University Ave to Columbia St	OT-SWM	1,077
OT55	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Princess St E Reconstruction-King St to Peppler St	OT-CIRRF	764
OT55	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Princess St E Reconstruction-King St to Peppler St	OT-WAT	570
OT55	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Princess St E Reconstruction-King St to Peppler St	OT-SEW	593
OT55	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Princess St E Reconstruction-King St to Peppler St	OT-SWM	184
OT56	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Regina St N Reconstruction-Marshall St to University Ave	OT-CIRRF	1,510
OT56	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Regina St N Reconstruction-Marshall St to University Ave	OT-WAT	896
OT56	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Regina St N Reconstruction-Marshall St to University Ave	OT-SEW	834

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	Regina St N Reconstruction-Marshall St to University Ave	OT-SWM	414
OT57	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Rodney St Reconstruction-Ellis Cres to Margaret Ave	OT-CIRRF	916
OT57	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Rodney St Reconstruction-Ellis Cres to Margaret Ave	OT-WAT	569
OT57	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Rodney St Reconstruction-Ellis Cres to Margaret Ave	OT-SEW	579
OT57	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Rodney St Reconstruction-Ellis Cres to Margaret Ave	OT-SWM	430
OT58	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Terrystone Walk Reconstruction-Cardinal Cres to Erb St	OT-CIRRF	555
OT58	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Terrystone Walk Reconstruction-Cardinal Cres to Erb St	OT-WAT	338
OT58	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Terrystone Walk Reconstruction-Cardinal Cres to Erb St	OT-SEW	363
OT58	Rehab	Transportation Services	Engineering Services	Road Reconstruction	Terrystone Walk Reconstruction-Cardinal Cres to Erb St	OT-SWM	295
OT59	Growth/Rehab Split	Library	Library	Facility Expansion	Main Library Expansion and Re-development	OT-DC	6,562
OT59	Growth/Rehab Split	Library	Library	Facility Expansion	Main Library Expansion and Re-development	OT-LXP	3,281
OT59	Growth/Rehab Split	Library	Library	Facility Expansion	Main Library Expansion and Re-development	OT-CIRRF-LIB	3,281

Operating Impact of Capital

The 2024-2026 Approved Capital Budget and 2027-2033 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 should 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 2024-2026 Approved Capital Budget. Forecasted impacts relate to capital projects in the 2027-2033 projection.

Operating impacts from prior capital approvals total \$401,000. Operating impacts of projects budgeted in 2024-2026 total \$8.1 million and operating impacts of projects in the forecast have been estimated at \$2 million.

SUMMARY OF OPERATING IMPACT OF CAPITAL EXPENDITURES

Operating Impact of Prior Capital Approvals-COMMITTED	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Grand Total
Operating Impact of projects approved in 2023	251	100	50								401
Committed Subtotal	251	100	50								401
Operating Impact of 2024-2026 Approved Capital-ACTIONABLE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Grand Total
Operating Impact of projects budgeted in 2024-2026	1,168	1,944	1,804	3,167	13						8,096
Actionable Subtotal	1,168	1,944	1,804	3,167	13						8,096
Operating Impact of 2027-2033 Capital-FORECAST	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Grand Total
Operating Impact of projects budgeted in 2027-2033				142	343	459	250	236	245	368	2,043
Forecast Subtotal				142	343	459	250	236	245	368	2,043
TOTAL OPERATING IMPACTS	1,419	2,044	1,854	3,309	355	459	250	236	245	368	10,539

Committed Operating Impact

All figures in \$'000s

REF	Council Reporting Criteria	Service Delivery Division	Project Description	Type of Impact	Source of Financing	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
282	Routine	Parks, Forestry & Cemetery Services	Cemetery Columbarium Structures	Committed	OP	3										3
305	Non-Routine	Parks, Forestry & Cemetery Services	Waterloo Park - Master Plan Implementation	Committed	OP	95										95
324	Routine	Parks, Forestry & Cemetery Services	Playground Upgrades / Expansion - City Wide	Committed	OP	18										18
		Parks, Forestry & Cemetery Services Total				116										116
421	Routine	Fleet & Procurement Serv.	Fleet Equipment DC Growth	Committed	OP	100	100	50								250
		Fleet & Procurement Serv. Total				100	100	50								250
515	Routine	City Utilities-Sanitary	Extend Sanitary Mains to Service Private Properties	Committed	OP	1										1
		City Utilities-Sanitary Total				1										1
2023-620	Non-Routine	Eng. Serv.-Water	Completion of the Waterloo Public Square Water Feature	Committed	OP	20										20
		Eng. Serv.-Water Total				20										20
658	Routine	Transportation Services	Trail Lighting Retrofit Program	Committed	OP	1										1
659	Non-Routine	Transportation Services	Trails and Bikeways Master Plan Implementation - City Wide	Committed	OP	7										7
683	Routine	Transportation Services	Pedestrian Crossing Facilities - Level 2	Committed	OP	1										1
689	Routine	Transportation Services	Sidewalks and Trails associated with LRT	Committed	OP	1										1
690	Routine	Transportation Services	Sidewalks - New Construction - City Wide	Committed	OP	2										2
694	Non-Routine	Transportation Services	TMP Signs and Pavement Marking Implementation	Committed	OP	1										1
695	Routine	Transportation Services	Traffic Calming Implementation - City Wide	Committed	OP	1										1
		Transportation Services Total				14										14
		Total Committed				251	100	50								401

Actionable Operating Impact

All figures in \$'000s

REF	Council Reporting Criteria	Service Delivery Division	Project Description	Type of Impact	Source of Financing	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
103	Routine	Ec Dev	Public Art Implementation	Actionable	OP				1							1
104	Routine	Ec Dev	Public Art Implementation - Large Scale Initiatives	Actionable	OP				4							4
119	Non-Routine	Ec Dev	East Side Employment Lands	Actionable	OP				50							50
		Ec Dev Total							55							55
222	Non-Routine	Fac Design & Mgmt Serv.	AMCC Sportsplex & WPL McCormick Branch Library Renovations	Actionable	OP		53	1	698							752
222	Non-Routine	Fac Design & Mgmt Serv.	AMCC Sportsplex & WPL McCormick Branch Library Renovations	Actionable	OP		10	(10)								
225	Non-Routine	Fac Design & Mgmt Serv.	Facility Transformational Projects	Actionable	OP				50							50
230	Non-Routine	Fac Design & Mgmt Serv.	City Recreation Storage Building	Actionable	OP			30								30
236	Non-Routine	Fac Design & Mgmt Serv.	West Side Satellite Operations Centre	Actionable	OP				166							166
236	Non-Routine	Fac Design & Mgmt Serv.	West Side Satellite Operations Centre	Actionable	OP				15	(15)						
237	Routine	Fac Design & Mgmt Serv.	Capital Project Management Software	Actionable	OP				321							321
238	Routine	Fac Design & Mgmt Serv.	Emergency Response Building Systems	Actionable	OP			4								4
		Fac Design & Mgmt Serv. Total					63	25	1,250	(15)						1,323
250	Non-Routine	Fire Rescue	Fire Rescue Expansion	Actionable	OP	1,065	1,437	1,519	1,030							5,051
		Fire Rescue Total				1,065	1,437	1,519	1,030							5,051
270	Routine	Municipal Enforcement	External Call Centre Implementation	Actionable	OP				193							193
270	Routine	Municipal Enforcement	External Call Centre Implementation	Actionable	OP				5	(5)						
		Municipal Enforcement Total							197	(5)						193
280	Non-Routine	Parks, Forestry & Cemetery Services	Action Sports Parks - City Wide	Actionable	OP		7	25	10							42
281	Non-Routine	Parks, Forestry & Cemetery Services	Bridgeport & Margaret Park	Actionable	OP		25		35							60
282	Routine	Parks, Forestry & Cemetery Services	Cemetery Columbarium Structures	Actionable	OP		1	1	1							3

Actionable Operating Impact

All figures in \$'000s

REF	Council Reporting Criteria	Service Delivery Division	Project Description	Type of Impact	Source of Financing	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
283	Routine	Parks, Forestry & Cemetery Services	Cemetery Concrete Strip Foundations	Actionable	OP	3	1	1	1							6
289	Routine	Parks, Forestry & Cemetery Services	Kaufman Flats Improvements	Actionable	OP		3									
291	Routine	Parks, Forestry & Cemetery Services	Outdoor Sports Field Strategy Implementation	Actionable	OP	20	5	5								30
292	Routine	Parks, Forestry & Cemetery Services	Park Amenity Upgrades	Actionable	OP		5	5								10
293	Non-Routine	Parks, Forestry & Cemetery Services	Parkland Acquisitions	Actionable	OP				7							
294	Routine	Parks, Forestry & Cemetery Services	Park Shade Structures	Actionable	OP		1									
295	Non-Routine	Parks, Forestry & Cemetery Services	Park Strategy Implementation	Actionable	OP	5	8	24								37
297	Non-Routine	Parks, Forestry & Cemetery Services	RIM Park Ball Diamond Upgrades	Actionable	OP				60							60
299	Routine	Parks, Forestry & Cemetery Services	Small Dog Park - East	Actionable	OP			10								10
302	Non-Routine	Parks, Forestry & Cemetery Services	Spray Pad - Cooling Area	Actionable	OP				75							75
303	Non-Routine	Parks, Forestry & Cemetery Services	St. Moritz Community Park	Actionable	OP			50	50							100
305	Non-Routine	Parks, Forestry & Cemetery Services	Waterloo Park - Master Plan Implementation	Actionable	OP		15		12							27
309	Non-Routine	Parks, Forestry & Cemetery Services	Urban Forest Management Implementation	Actionable	OP		2	1	1							4
311	Routine	Parks, Forestry & Cemetery Services	Artificial Turf Replacement - RIM Park	Actionable	OP				3							
318	Routine	Parks, Forestry & Cemetery Services	Crematorium Cooler Replacement & Relocation	Actionable	OP		4									
319	Routine	Parks, Forestry & Cemetery Services	Outdoor Water Tech Vehicle	Actionable	OP		130									130
321	Routine	Parks, Forestry & Cemetery Services	Park Signage Replacement Program - City Wide	Actionable	OP			1								
324	Routine	Parks, Forestry & Cemetery Services	Playground Upgrades / Expansion - City Wide	Actionable	OP		4		39							4
326	Non-Routine	Parks, Forestry & Cemetery Services	Indigenous Gathering Space	Actionable	OP				20							20
		Parks, Forestry & Cemetery Services Total				28	211	123	314							676
414	Non-Routine	Finance	Comprehensive Asset Management	Actionable	OP		120									120

Actionable Operating Impact

All figures in \$'000s

REF	Council Reporting Criteria	Service Delivery Division	Project Description	Type of Impact	Source of Financing	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
415	Routine	Finance	Capital Project Sheet Digitization	Actionable	OP			20								20
417	Routine	Finance	PeopleSoft HRMS Vision Implementation Phases 3-4	Actionable	OP				93							93
		Finance Total					120	20	93							233
421	Routine	Fleet & Procurement Serv.	Fleet Equipment DC Growth	Actionable	OP	50	50	50								150
		Fleet & Procurement Serv. Total				50	50	50								150
515	Routine	City Utilities-Sanitary	Extend Sanitary Mains to Service Private Properties	Actionable	OP		1	1	1							3
519	Routine	City Utilities-Sanitary	Sanitary Access Roads / Paths	Actionable	OP			1								1
		City Utilities-Sanitary Total					1	2	1							4
551	Routine	City Utilities-Water	Albert Street (Longwood Dr to Weber St N) Watermain Replacement and Road and Drainage Improvements	Actionable	OP	12										12
		City Utilities-Water Total				12										12
571	Non-Routine	Eng. Serv.-Other	Uptown Public Realm Implementation	Actionable	OP			3								3
		Eng. Serv.-Other Total						3								3
580	Routine	Eng. Serv.-Parks	City Wide - Var Neighborhood New Park Development	Actionable	OP	2	2	2	2							7
581	Routine	Eng. Serv.-Parks	Uptown Neighbourhoods Public Space Additions	Actionable	OP	8	8									16
582	Non-Routine	Eng. Serv.-Parks	West Side Amphitheatre Implementation	Actionable	OP			5								5
583	Routine	Eng. Serv.-Parks	Trails in New Development Areas	Actionable	OP	1	1	1	1							3
		Eng. Serv.-Parks Total				11	10	7							31	
590	Non-Routine	Eng. Serv.-Roads	Beaver Creek Road & Conservation Drive Reconstruction	Actionable	OP			18	155	32						205
593	Non-Routine	Eng. Serv.-Roads	Ira Needles Boulevard - By-pass	Actionable	OP			13								13
		Eng. Serv.-Roads Total						31	155	32						218
628	Routine	Planning	Station Area Planning & Implementation II	Actionable	OP				47							47

Actionable Operating Impact

All figures in \$'000s

REF	Council Reporting Criteria	Service Delivery Division	Project Description	Type of Impact	Source of Financing	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
		Planning Total							47							47
653	Routine	Transportation Services	Decorative Streetlight LED Replacement Program	Actionable	OP	2		2								4
655	Routine	Transportation Services	Installation of Trail Counters	Actionable	OP		1									1
656	Routine	Transportation Services	Municipal Trail - Former Waterloo Inn Lands	Actionable	OP		8									8
657	Routine	Transportation Services	Refuge Islands - City Wide -TMP	Actionable	OP		1									1
658	Routine	Transportation Services	Trail Lighting Retrofit Program	Actionable	OP		1	1	1							3
659	Non-Routine	Transportation Services	Trails and Bikeways Master Plan Implementation - City Wide	Actionable	OP		5	5	11							21
661	Routine	Transportation Services	Wayfinding and Signed Bike Routes	Actionable	OP			1								1
670	Non-Routine	Transportation Services	Columbia Street - Westmount Road to King Street	Actionable	OP		18	6								24
675	Non-Routine	Transportation Services	Intersection Collision Review and Implementation	Actionable	OP			2								2
677	Non-Routine	Transportation Services	Laurel Creek Trail around Conservation Area	Actionable	OP		2	2								4
683	Routine	Transportation Services	Pedestrian Crossing Facilities - Level 2	Actionable	OP		1		1							2
689	Routine	Transportation Services	Sidewalks and Trails associated with LRT	Actionable	OP		1		1							2
690	Routine	Transportation Services	Sidewalks - New Construction - City Wide	Actionable	OP		1	1	2							4
692	Routine	Transportation Services	Streetlighting Retrofit, Pole Replacement and Hydro Conduits-City Wide	Actionable	OP		3									3
694	Non-Routine	Transportation Services	TMP Signs and Pavement Marking Implementation	Actionable	OP		1	1	1							3
695	Routine	Transportation Services	Traffic Calming Implementation - City Wide	Actionable	OP		1	1	1							3
696	Non-Routine	Transportation Services	Union St - King St to Moore Ave	Actionable	OP		8	2								10
698	Routine	Transportation Services	Westmount Rd - Northfield Dr to Benjamin Rd	Actionable	OP				4							4
		Transportation Services Total				2	52	24	22							100
		Total Actionable				1,168	1,944	1,804	3,167	13						8,096

Forecast Operating Impact

All figures in \$000s

REF	Council Reporting Criteria	Service Delivery Division	Project Description	Type of Impact	Source of Financing	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
103	Routine	Ec Dev	Public Art Implementation	Forecast	OP					1	1	1	1	1	1	6
105	Routine	Ec Dev	Public Square Fireplace	Forecast	OP					3						3
121	Non-Routine	Ec Dev	Generation Park Lands Servicing	Forecast	OP				7							7
		Ec Dev Total							7	4	1	1	1	1	1	16
222	Non-Routine	Fac Design & Mgmt Serv.	AMCC Sportsplex & WPL McCormick Branch Library Renovations	Forecast	OP					1	1	1	1	1	1	6
233	Routine	Fac Design & Mgmt Serv.	Material Storage Building	Forecast	OP							8				8
236	Non-Routine	Fac Design & Mgmt Serv.	West Side Satellite Operations Centre	Forecast	OP					3	3	3	3	3	3	18
		Fac Design & Mgmt Serv. Total								4	4	12	4	4	4	32
282	Routine	Parks, Forestry & Cemetery Services	Cemetery Columbarium Structures	Forecast	OP					1	1	1	1	1	1	6
283	Routine	Parks, Forestry & Cemetery Services	Cemetery Concrete Strip Foundations	Forecast	OP					1	1	1	1	1	1	6
290	Non-Routine	Parks, Forestry & Cemetery Services	Lexington Community Park	Forecast	OP					120						120
291	Routine	Parks, Forestry & Cemetery Services	Outdoor Sports Field Strategy Implementation	Forecast	OP						35					35
292	Routine	Parks, Forestry & Cemetery Services	Park Amenity Upgrades	Forecast	OP					45			10			55
293	Non-Routine	Parks, Forestry & Cemetery Services	Parkland Acquisitions	Forecast	OP								7			7
294	Routine	Parks, Forestry & Cemetery Services	Park Shade Structures	Forecast	OP				5		5		5			15
295	Non-Routine	Parks, Forestry & Cemetery Services	Park Strategy Implementation	Forecast	OP				40	5	35			40		120
298	Routine	Parks, Forestry & Cemetery Services	RIM Park East - Solstice Way Landscape Improvements	Forecast	OP					5						5
302	Non-Routine	Parks, Forestry & Cemetery Services	Spray Pad - Cooling Area	Forecast	OP							75		110	75	260
304	Routine	Parks, Forestry & Cemetery Services	Vista Hills Programmable Soccer Field- Partnership with WRDSB	Forecast	OP							18				18
305	Non-Routine	Parks, Forestry & Cemetery Services	Waterloo Park - Master Plan Implementation	Forecast	OP						22	35	12		12	81
307	Routine	Parks, Forestry & Cemetery Services	Autonomous Liner	Forecast	OP								1			1

Forecast Operating Impact

All figures in \$000s

REF	Council Reporting Criteria	Service Delivery Division	Project Description	Type of Impact	Source of Financing	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
309	Non-Routine	Parks, Forestry & Cemetery Services	Urban Forest Management Implementation	Forecast	OP					1	1	1	1	1	1	6
318	Routine	Parks, Forestry & Cemetery Services	Crematorium Cooler Replacement & Relocation	Forecast	OP									8		8
321	Routine	Parks, Forestry & Cemetery Services	Park Signage Replacement Program - City Wide	Forecast	OP				1		1		1			3
324	Routine	Parks, Forestry & Cemetery Services	Playground Upgrades / Expansion - City Wide	Forecast	OP					12		12				24
325	Routine	Parks, Forestry & Cemetery Services	Westmount Sports Park Pedestrian Bridge	Forecast	OP							15				15
		Parks, Forestry & Cemetery Services Total							46	190	101	158	39	161	90	785
338	Non-Routine	Recreation Services	Uptown Rink Renewal	Forecast	OP										15	15
		Recreation Services Total													15	15
417	Routine	Finance	PeopleSoft HRMS Vision Implementation Phases 3-4	Forecast	OP								105			105
418	Routine	Finance	PeopleSoft HRMS Vision Implementation Phases 5-6	Forecast	OP										60	60
		Finance Total											105		60	165
421	Routine	Fleet & Procurement Serv.	Fleet Equipment DC Growth	Forecast	OP				50	50	50	50	50	50	50	350
		Fleet & Procurement Serv. Total							50	50	50	50	50	50	50	350
515	Routine	City Utilities-Sanitary	Extend Sanitary Mains to Service Private Properties	Forecast	OP					1	1	1	1	1	1	6
519	Routine	City Utilities-Sanitary	Sanitary Access Roads / Paths	Forecast	OP						1			1		2
		City Utilities-Sanitary Total								1	2	1	1	2	1	8
536	Routine	City Utilities-Stormwater	New Stormwater Management Pond Facilities	Forecast	OP						2	2	2	2	2	8
		City Utilities-Stormwater Total									2	2	2	2	2	8
570	Routine	Eng. Serv.-Other	Civic Common Park	Forecast	OP						150					150
571	Non-Routine	Eng. Serv.-Other	Uptown Public Realm Implementation	Forecast	OP					1	1	1				3
572	Routine	Eng. Serv.-Other	Visitor Information Centre Parkette (NW corner of Erb St W & Caroline St)	Forecast	OP										120	120

Forecast Operating Impact

All figures in \$000s

REF	Council Reporting Criteria	Service Delivery Division	Project Description	Type of Impact	Source of Financing	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
		Eng. Serv.-Other Total								1	151	1			120	273
580	Routine	Eng. Serv.-Parks	City Wide - Var Neighborhood New Park Development	Forecast	OP					2	2	2	2	2	2	11
581	Routine	Eng. Serv.-Parks	Uptown Neighbourhoods Public Space Additions	Forecast	OP					8			8			16
583	Routine	Eng. Serv.-Parks	Trails in New Development Areas	Forecast	OP					1	1	1	1	1	1	4
		Eng. Serv.-Parks Total								10	2	2	10	2	2	30
591	Routine	Eng. Serv.-Roads	Bisch Street - Erbsville Road to City Limit - Reconstruction	Forecast	OP						2					
		Eng. Serv.-Roads Total									2					2
623	Non-Routine	Planning	Future Northdale Park Works	Forecast	OP				35							35
628	Routine	Planning	Station Area Planning & Implementation II	Forecast	OP					47						47
		Planning Total							35	47						82
653	Routine	Transportation Services	Decorative Streetlight LED Replacement Program	Forecast	OP						2					
654	Non-Routine	Transportation Services	Frobisher Drive Snow Storage Facility Upgrade	Forecast	OP						100					100
657	Routine	Transportation Services	Refuge Islands - City Wide -TMP	Forecast	OP					2			2			4
658	Routine	Transportation Services	Trail Lighting Retrofit Program	Forecast	OP					1	1	1	1	1	1	6
659	Non-Routine	Transportation Services	Trails and Bikeways Master Plan Implementation - City Wide	Forecast	OP					11	11	15	15	16	16	84
661	Routine	Transportation Services	Wayfinding and Signed Bike Routes	Forecast	OP						1			1		
666	Non-Routine	Transportation Services	City Wide City Road Share of Regional Major Reconstruction Projects	Forecast	OP							2				2
669	Non-Routine	Transportation Services	Columbia St - King St to past Marsland Dr (Waterloop trail connection)	Forecast	OP					16						16
677	Non-Routine	Transportation Services	Laurel Creek Trail around Conservation Area	Forecast	OP				4							
682	Non-Routine	Transportation Services	Pedestrian Bridge PB12 Replacement and Rehabilitation	Forecast	OP						23					23
683	Routine	Transportation Services	Pedestrian Crossing Facilities - Level 2	Forecast	OP						1		1		1	3

Forecast Operating Impact

All figures in \$000s

REF	Council Reporting Criteria	Service Delivery Division	Project Description	Type of Impact	Source of Financing	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
689	Routine	Transportation Services	Sidewalks and Trails associated with LRT	Forecast	OP					1	1	1	1	1	1	6
690	Routine	Transportation Services	Sidewalks - New Construction - City Wide	Forecast	OP					2	2	2	2	2	2	12
694	Non-Routine	Transportation Services	TMP Signs and Pavement Marking Implementation	Forecast	OP					1	1	1	1	1	1	6
695	Routine	Transportation Services	Traffic Calming Implementation - City Wide	Forecast	OP					1	1	1	1	1	1	6
		Transportation Services Total							4	35	144	23	24	23	23	276
		Total Forecast							142	343	459	250	236	245	368	2,043

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 2024-2026 Approved Capital Budget and 2027-2033 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 consider alongside the capital budget.

As part of the 2023 budget process, staff were preparing a new Development Charges (DC) background study. Staff initially committed to a full DC by-law update throughout 2023, for a 2024 implementation date (to align with the 2024-2026 three-year budget approval process). However, various Bills were passed in 2019 and 2020 that impacted DCs (Bill 108, 138, 197, 213, 109). They resulted in a number of changes, including the removal of certain services within the DC Act, while also providing the ability to develop a new Community Benefits Charge (CBC). The legislated transition for certain services from the DCA to the CBC was Sept 18, 2022. As a result, staff were developing a CBC study and by-law in 2022. Due to both the CBC and DC using many of the same inputs, it was determined that coordinating both the CBC and DC studies and updating the by-laws would be beneficial, with the aim of then returning both studies and by-law updates to a four-year cycle, in conjunction with the three-year budget process.

On November 28, 2022, the provincial government passed legislative changes through Bill 23, More Homes Built Faster Act that are highly consequential to land use planning, at both the City and Regional levels, and negatively impact the City's (and Region's) ability to fund and/or collect for growth infrastructure needs. Given the significant financial impacts of Bill 23, undermining the financial capacity of municipalities to fully support growth, staff paused the work on the DC by-law and background study update. Therefore, the 2019 Development Charges By-Law is still in effect and has been used in the development of the 2024-2026 Approved Capital Budget and 2027-2033 Capital Forecast. The date of the next DC by-law and background study update has not yet been determined. Staff are awaiting the provincial findings of the ongoing Development Charge revenue and reserve review being conducted by Ernst & Young LLP, auditing the finances of six Ontario municipalities including City of Toronto, Peel Region, Mississauga, Caledon, Brampton, and Newmarket. The first phase of the audit was expected to conclude around the end of 2023. This will be a critical input into determining how municipalities will be made whole for the financial impacts of Bill 23 as originally committed by the province in November 2022. These results will also have significant influence on when staff recommended the DC by-law and background study be updated.

The Consolidated DC Reserve Funds are currently projected to enter a negative position in 2027, mainly due to the Beaver Creek Road and Conservation Drive Reconstruction project (2024-2026). The timing of this project is not yet fixed, 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 CMT to ensure growth targets are being met. Finance may recommend changes to the timing of budgeted projects if anticipated revenues are not 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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Building Permit Reserve Fund	6,534	5,237	4,467	3,541	3,307	3,222	3,194	3,416	3,627	3,995	4,003
Canada Community Building Fund	1,041										
Capital Infrastructure Reinvestment Reserve Fund	11,242	9,816	4,005	5,065	3,643	3,189	3,631	3,856	3,549	3,673	3,472
Capital Infrastructure Reinvestment Reserve Fund-INFRA	6	7	7	2	(3)	(8)	(14)	(19)	(24)	(30)	(36)
Capital Reserve Fund	12,194	7,142	4,946	1,996	1,904	2,387	2,258	2,580	2,430	2,278	1,149
Cemetery Reserve Fund	156	20	30	10	9	5	134	372	425	740	816
Climate Action Reserve Fund	1,160	213	105	18	11	13	14	15	15	14	15
Community Benefits Charge Reserve Fund	7,806	4,952	2,609	187	173	177	180	166	169	173	157
Consolidated Development Charges Reserve Funds	14,591	12,820	9,344	3,923	(728)	(12,662)	(22,329)	(27,203)	(32,938)	(39,659)	(45,606)
Industrial Land Reserve Fund	(32,068)	(28,952)	(27,175)	(23,678)	(8,675)	1,479	6,838	12,304	17,879	23,564	29,363
Library Expansion Reserve Fund	5,006	280	115	117	119	122	124	127	129	132	135
Parking Reserve Fund	1,184	856	824	754	855	1,028	1,205	1,422	1,712	2,036	2,388
Parkland Dedication Reserve Fund (Combined)	17,533	8,137	6,975	6,796	5,206	2,589	3,057	2,523	3,136	2,502	799
Total Reserve Funds Ending Balance	\$46,386	\$20,526	\$6,252	\$(1,268)	\$5,821	\$1,542	\$(1,707)	\$(441)	\$110	\$(582)	\$(3,345)
RESERVES	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Affordable Housing Reserve	500	500	500	500	500	500	500	500	500	500	500
Comprehensive Business Licensing	359	251	141	25	11	1		13	28	42	55
Economic Development Reserve	1,256	1,214	1,143	1,095	1,055	1,013	970	926	879	831	782
Employee Development and Capacity Building Reserve	2,270	1,551	939	790	791	790	791	791	792	790	791
Equipment Reserve	1,325	1,187	1,049	1,115	1,125	1,190	1,246	1,257	1,153	1,253	1,285
Equipment Reserve-Garage	311	431	551	346	466	586	361	481	601	356	476
Heritage Reserve	175	205	140	170	200	230	260	290	320	350	380
Public Art Reserve	83	143	89	25	42	121	125	102	86	75	86
Rental Housing Reserve	81	(31)	(122)	(192)	(208)	(234)	(168)	(102)	15	147	312
Sanitary Utility Capital Reserve	13,997	11,858	11,789	10,179	8,686	4,410	5,535	5,960	5,824	4,977	6,215
Stormwater Utility Reserve	2,041	1,067	1,080	1,076	1,069	1,031	1,728	1,090	1,014	1,022	1,205
Water Utility Capital Reserve	7,479	5,235	6,300	6,636	5,253	5,807	7,260	6,812	7,116	7,451	7,151
Total Reserves Ending Balance	\$29,877	\$23,612	\$23,601	\$21,766	\$18,989	\$15,446	\$18,609	\$18,120	\$18,327	\$17,796	\$19,238
Grand Total	\$76,263	\$44,138	\$29,852	\$20,498	\$24,810	\$16,988	\$16,902	\$17,679	\$18,436	\$17,213	\$15,893

RESERVE AND RESERVE FUND FORECASTS

AFFORDABLE HOUSING RESERVE (AH) - 870002-40522											
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE		500	500	500	500	500	500	500	500	500	500
Annual Entry	175	125	125	125	125	125	125	125	125	125	125
Transfer from RIM Park Reserve	500										
CAPITAL EXPENDITURES	175	125	125	125	125	125	125	125	125	125	125
CLOSING BALANCE	500	500	500	500	500	500	500	500	500	500	500

BUILDING PERMIT RESERVE FUND (BLD) - 860030											
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	7,600	6,534	5,237	4,467	3,541	3,307	3,222	3,194	3,416	3,627	3,995
OP SURPLUS						53	272	199	334	428	482
CAPITAL EXPENDITURES	55	383	27	443	45	202	364	42	193	136	553
Credit Balance Reissue	6										
OP DEFICIT	1,145	1,031	839	562	258						
SUBTOTAL	6,394	5,120	4,371	3,462	3,239	3,158	3,130	3,351	3,557	3,919	3,924
INTEREST ALLOCATION	140	117	96	79	68	65	64	65	70	75	79
CLOSING BALANCE	6,534	5,237	4,467	3,541	3,307	3,222	3,194	3,416	3,627	3,995	4,003

CANADA COMMUNITY BUILDING RESERVE FUND (CCBF) - 870034											
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	3,843	1,041									
REVENUE	3,474	3,301	3,301	3,301	3,301	3,301	3,301	3,301	3,301	3,301	3,301
CAPITAL EXPENDITURES	5,448	4,341	3,301	3,301	3,301	3,301	3,301	3,301	3,301	3,301	3,301
Credit Balance Reissue	829										
SUBTOTAL	1,041										
CLOSING BALANCE	1,041										

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											
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	9,163	11,242	9,816	4,005	5,065	3,643	3,189	3,631	3,856	3,549	3,673
REVENUE	14,316	13,080	14,223	15,436	16,037	16,688	17,352	18,029	18,719	19,424	20,142
Other Revenue	1,487										
Overhead Surplus, additional trsf from TRS	2,226										
CAPITAL EXPENDITURES	16,301	14,715	19,681	14,466	17,545	17,210	16,977	17,878	19,100	19,371	20,414
Debenture Repayment			490								
SUBTOTAL	10,891	9,607	3,868	4,975	3,557	3,121	3,564	3,782	3,475	3,601	3,401
INTEREST ALLOCATION	350	208	137	90	86	68	68	74	73	72	71
CLOSING BALANCE	11,242	9,816	4,005	5,065	3,643	3,189	3,631	3,856	3,549	3,673	3,472

CAPITAL INFRASTRUCTURE REINVESTMENT RESERVE FUND-additional infrastructure investment (CIRRFINFRA) - 860035											
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	1	6	7	7	2	(3)	(8)	(14)	(19)	(24)	(30)
REVENUE	692	355	785	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270
Forecast Debt Proceeds		10,000									
CAPITAL EXPENDITURES	687	10,355									
Debenture Repayment			785	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275
SUBTOTAL	6	6	7	2	(3)	(8)	(13)	(19)	(24)	(29)	(35)
INTEREST ALLOCATION					(1)	(1)	(1)	(1)	(1)	(1)	(1)
CLOSING BALANCE	6	7	7	2	(3)	(8)	(14)	(19)	(24)	(30)	(36)

CAPITAL RESERVE FUND (CRF) - 860001											
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	10,980	12,194	7,142	4,946	1,996	1,904	2,387	2,258	2,580	2,430	2,278
REVENUE	3,883	4,058	4,323	4,608	4,810	5,016	5,227	5,441	5,660	5,883	6,112
Other Revenue	1,022										
Returned from previously funded projects	51										
Transfer from RIM Park Reserve	1,200										
CAPITAL EXPENDITURES	5,362	9,301	6,648	7,857	4,951	4,745	5,412	5,187	5,869	6,102	7,295
Capital Reductions Resulting from M33 Approval			(10)	(230)	(10)	(170)	(10)	(20)	(10)	(20)	(20)
SUBTOTAL	11,773	6,950	4,827	1,927	1,865	2,345	2,212	2,532	2,381	2,231	1,115
INTEREST ALLOCATION	421	191	120	69	39	42	46	48	50	47	34
CLOSING BALANCE	12,194	7,142	4,946	1,996	1,904	2,387	2,258	2,580	2,430	2,278	1,149

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	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	1,035	156	20	30	10	9	5	134	372	425	740
OP SURPLUS (DEFICIT)	339	328	303	181	226	299	359	466	537	616	396
CAPITAL EXPENDITURES	1,229	466	294	201	227	303	232	233	492	313	336
SUBTOTAL	145	18	29	10	9	5	132	367	417	729	800
INTEREST ALLOCATION	12	2					1	5	8	12	15
CLOSING BALANCE	156	20	30	10	9	5	134	372	425	740	816

CLIMATE ACTION RESERVE FUND (CARF) - 860054	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	739	1,160	213	105	18	11	13	14	15	15	14
REVENUE	1,420	1,075	1,191	1,315	1,341	1,368	1,395	1,423	1,452	1,481	1,510
CAPITAL EXPENDITURES	1,018	2,036	1,302	1,403	1,348	1,366	1,395	1,422	1,452	1,482	1,510
SUBTOTAL	1,141	199	102	17	11	13	14	15	15	14	14
INTEREST ALLOCATION	19	14	3	1							
CLOSING BALANCE	1,160	213	105	18	11	13	14	15	15	14	15

COMMUNITY BENEFITS CHARGE RESERVE FUND (CBC) - 860053	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	7,334	7,806	4,952	2,609	187	173	177	180	166	169	173
REVENUE	526	520	520	520	520	520	520	520	520	520	520
Closeout DC-Parking	93										
Closeout DC-Cemeteries	1										
CAPITAL EXPENDITURES	298	3,501	2,937	2,970	537	520	520	538	520	520	539
SUBTOTAL	7,657	4,825	2,534	159	170	173	177	162	166	169	154
INTEREST ALLOCATION	150	126	75	28	4	3	4	3	3	3	3
CLOSING BALANCE	7,806	4,952	2,609	187	173	177	180	166	169	173	157

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											
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2032
OPENING BALANCE	46	359	251	141	25	11	1		13	28	42
Potential Tax Based Support					100	100	100	100	100	100	100
Transfer from RIM Park Reserve	400										
OP DEFICIT	87	106	107	108	107	104	97	80	80	80	81
CAPITAL EXPENDITURES		1	3	8	7	6	4	8	5	6	6
CLOSING BALANCE	359	251	141	25	11	1		13	28	42	55

CONSOLIDATED DEVELOPMENT CHARGES (DC) - 860039-860048											
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	20,779	14,591	12,820	9,344	3,923	(728)	(12,662)	(22,329)	(27,203)	(32,938)	(39,659)
REVENUE	13,505	14,479	14,801	15,126	16,671	17,038	17,410	17,793	18,185	16,969	17,346
Forecast Debt Proceeds		23,976	26,892	25,801							
Returned via JCRS	79										
CAPITAL EXPENDITURES	5,534	39,431	42,885	40,619	12,273	19,759	17,649	13,096	14,244	13,891	13,367
Credit Balance Reissue	12,640										
Debenture Payments	1,946	1,067	2,503	5,860	9,081	9,081	9,081	9,081	9,081	9,081	9,081
SUBTOTAL	14,242	12,548	9,125	3,792	(760)	(12,530)	(21,982)	(26,712)	(32,342)	(38,941)	(44,761)
INTEREST ALLOCATION	350	271	219	131	32	(133)	(346)	(490)	(595)	(719)	(844)
CLOSING BALANCE	14,591	12,820	9,344	3,923	(728)	(12,662)	(22,329)	(27,203)	(32,938)	(39,659)	(45,606)

ECONOMIC DEVELOPMENT RESERVE (ECDEV) - 870040											
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	1,685	1,256	1,214	1,143	1,095	1,055	1,013	970	926	879	831
REVENUE	325	185	160	135	135	135	135	135	135	135	135
CAPITAL EXPENDITURES	594	122	126	78	70	72	73	74	77	78	79
Transfer to Operating	160	105	105	105	105	105	105	105	105	105	105
CLOSING BALANCE	1,256	1,214	1,143	1,095	1,055	1,013	970	926	879	831	782

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											
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	2,370	2,270	1,551	939	790	791	790	791	791	792	790
REVENUE	845	825	825	825	825	825	825	825	825	825	825
OP EXPENDITURES	713	793	793	793	668	668	668	668	668	668	668
CAPITAL EXPENDITURES	232	751	643	181	156	157	156	157	156	158	156
CLOSING BALANCE	2,270	1,551	939	790	791	790	791	791	792	790	791

EQUIPMENT RESERVE-FLEET (ER) - 870017											
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	696	1,325	1,187	1,049	1,115	1,125	1,190	1,246	1,257	1,153	1,253
REVENUE	100	100	100	100	100	100	100	100	100	100	100
Capital Cost Recovery	2,654	2,692	2,662	2,865	3,135	3,240	3,276	3,380	3,416	3,770	3,803
CAPITAL EXPENDITURES	2,125	2,929	2,900	2,900	3,225	3,275	3,320	3,470	3,620	3,770	3,870
CLOSING BALANCE	1,325	1,187	1,049	1,115	1,125	1,190	1,246	1,257	1,153	1,253	1,285

EQUIPMENT RESERVE-FLEET GARAGE (ERGarage) - 870017											
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	506	311	431	551	346	466	586	361	481	601	356
REVENUE	120	120	120	120	120	120	120	120	120	120	120
CAPITAL EXPENDITURES	315			325			345			365	
CLOSING BALANCE	311	431	551	346	466	586	361	481	601	356	476

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

HERITAGE RESERVE-BUILT (HER) - 870024	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	145	175	205	140	170	200	230	260	290	320	350
REVENUE	30	30	30	30	30	30	30	30	30	30	30
CAPITAL EXPENDITURES			95								
CLOSING BALANCE	175	205	140	170	200	230	260	290	320	350	380

INDUSTRIAL LAND RESERVE FUND (ILA)- 860052	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	(32,189)	(32,068)	(28,952)	(27,175)	(23,678)	(8,675)	1,479	6,838	12,304	17,879	23,564
REVENUE											
Recovery	784	5,382	5,382	10,199	18,933	10,282	5,382	5,382	5,382	5,382	5,382
CAPITAL EXPENDITURES	27	1,662	3,048	6,199	3,553	28	28	29	29	30	30
SUBTOTAL	(31,432)	(28,348)	(26,619)	(23,174)	(8,298)	1,578	6,833	12,191	17,657	23,231	28,916
INTEREST ALLOCATION	(636)	(604)	(556)	(503)	(377)	(99)	6	113	222	334	448
CLOSING BALANCE	(32,068)	(28,952)	(27,175)	(23,678)	(8,675)	1,479	6,838	12,304	17,879	23,564	29,363

LIBRARY EXPANSION and REHABILITATION RESERVE FUND (LXPR) - 860026	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	4,986	5,006	280	115	117	119	122	124	127	129	132
CAPITAL EXPENDITURES	79	4,778	169								
SUBTOTAL	4,907	228	111	115	117	119	122	124	127	129	132
INTEREST ALLOCATION	99	52	4	2	2	2	2	2	3	3	3
CLOSING BALANCE	5,006	280	115	117	119	122	124	127	129	132	135

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

PARKING RESERVE FUND (PKG) - 860020	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	1,258	1,184	856	824	754	855	1,028	1,205	1,422	1,712	2,036
REVENUE	100	28	31	35	38	40	42	44	46	48	50
OP SURPLUS (DEFICIT)	(100)	(48)	21	87	185	220	246	276	319	353	390
CAPITAL EXPENDITURES	99	328	101	207	139	105	134	129	106	114	131
SUBTOTAL	1,160	835	807	739	839	1,010	1,183	1,396	1,681	1,999	2,345
INTEREST ALLOCATION	24	20	17	16	16	19	22	26	31	37	44
CLOSING BALANCE	1,184	856	824	754	855	1,028	1,205	1,422	1,712	2,036	2,388

PARKLAND DEDICATION RESERVE FUND- General (PUB-Gen) - 860010	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	19,419	13,978	7,038	6,183	6,796	5,205	2,589	3,056	2,523	3,136	2,502
REVENUE	2,724	2,724	2,724	2,724	750	750	750	750	750	750	750
Transfer from PUB-Northdale	4,405										
Credit Balance Reissue	8,515										
CAPITAL EXPENDITURES	4,385	9,873	3,710	2,240	2,459	3,444	338	1,339	193	1,440	2,486
SUBTOTAL	13,648	6,830	6,052	6,667	5,087	2,511	3,001	2,467	3,080	2,446	766
INTEREST ALLOCATION	331	208	131	128	119	77	56	55	56	56	33
CLOSING BALANCE	13,978	7,038	6,183	6,796	5,205	2,589	3,056	2,523	3,136	2,502	798

PARKLAND DEDICATION RESERVE FUND- Northdale (PUB-Nrthdl) - 860010	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	7,847	3,555	1,100	792							
CAPITAL EXPENDITURES		2,501	326	800							
Transfer to PUB-GEN	4,405										
SUBTOTAL	3,442	1,054	774	(8)							
INTEREST ALLOCATION	113	46	19	8							
CLOSING BALANCE	3,555	1,100	792								

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

PUBLIC ART RESERVE (ART) - 870012	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	230	83	143	89	25	42	121	125	102	86	75
REVENUE	57	102	58	104	60	123	49	23	31	38	59
CAPITAL EXPENDITURES	204	42	113	168	43	44	45	46	47	48	49
CLOSING BALANCE	83	143	89	25	42	121	125	102	86	75	86

RENTAL HOUSING RESERVE (RHR) - 870038	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	(30)	81	(31)	(122)	(192)	(208)	(234)	(168)	(102)	15	147
OP SURPLUS (DEFICIT)	7	(107)	(86)	(53)	(6)	32	71	79	122	139	179
Capital Cost Recovery	6	6	6	6	6	6	6	6	6	6	6
Transfer from RIM Park Reserve	100										
CAPITAL EXPENDITURES	2	12	11	23	17	65	11	19	11	13	21
CLOSING BALANCE	81	(31)	(122)	(192)	(208)	(234)	(168)	(102)	15	147	312

SANITARY UTILITY CAPITAL RESERVE (SEW-CAP) - 870048	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	14,524	13,997	11,858	11,789	10,179	8,686	4,410	5,535	5,960	5,824	4,977
RATE REVENUE	3,309	3,558	3,530	3,472	4,071	4,285	5,305	6,161	6,898	7,764	8,584
Debtenture Proceeds								1,000	3,000	2,000	
Other Revenue	13	13	13	13	13	13	13	13	13	13	
CAPITAL EXPENDITURES	3,284	6,209	3,962	5,094	5,577	8,573	4,192	6,687	9,738	10,006	6,507
Debtenture Repayment								62	308	616	740
Trsf to (fr) Sewer Stabilization	564	(500)	(350)								100
CLOSING BALANCE	13,997	11,858	11,789	10,179	8,686	4,410	5,535	5,960	5,824	4,977	6,215

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

STORMWATER UTILITY RESERVE (SWM) - 870045											
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	3,065	2,041	1,067	1,080	1,076	1,069	1,031	1,728	1,090	1,014	1,022
RATE REVENUE	5,832	6,330	7,182	8,150	8,935	9,561	10,195	10,896	11,635	12,265	12,649
Debenture Proceeds		1,100	1,850	2,300	1,100	4,000		600	2,000	2,750	
CAPITAL EXPENDITURES	6,289	7,768	8,198	9,374	8,750	12,447	8,215	10,812	12,230	13,233	10,522
Debenture Repayment	567	636	821	1,081	1,292	1,152	1,284	1,321	1,481	1,774	1,944
CLOSING BALANCE	2,041	1,067	1,080	1,076	1,069	1,031	1,728	1,090	1,014	1,022	1,205

WATER UTILITY CAPITAL RESERVE (WAT-CAP) - 870046											
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
OPENING BALANCE	8,535	7,479	5,235	6,300	6,636	5,253	5,807	7,260	6,812	7,116	7,451
RATE REVENUE	4,506	4,416	5,304	6,420	7,546	8,704	9,105	9,688	10,042	10,241	10,382
Debenture Proceeds			5,000	4,250	2,000	2,500		1,000	1,500	5,000	
Other Revenue	297	13	13	13	13	13	13	13	13	13	
CAPITAL EXPENDITURES	6,717	7,173	8,939	9,307	9,664	9,107	5,806	9,377	9,226	12,542	8,048
Debenture Repayment			312	889	1,278	1,555	1,709	1,771	1,925	2,326	2,634
Trsf to (fr) Water Stabilization	(858)	(500)		150			150		100	50	
CLOSING BALANCE	7,479	5,235	6,300	6,636	5,253	5,807	7,260	6,812	7,116	7,451	7,151

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 amortization period of any new debt is typically 10 years, however, Council can approve a longer amortization period, up to 20 years, if certain conditions within the policy are met (asset lifespan, cost/benefit analysis, CFO/Commissioner/Council approval). The Debt Management Policy also requires that the City remain within the 25% limit of net operating revenues as legislated within the Municipal Act. Further, the policy requires that the City's net debt charges not exceed the annual combined budgeted contributions to the Capital Reserve Fund (CRF), Climate Action Reserve Fund (CARF), and the Capital Infrastructure Reinvestment Reserve Fund (CIRRF).

In alignment with the Debt Management Policy, as detailed on the pages that follow, debt is recommended to be used for strategic priorities such as infrastructure renewal and climate action. Over the course of the full 10-year projection, net debt is projected to decline, reflecting Council's judicious decision-making. Net Debt charges are forecast to be 9.13% or less of the City's net operating revenues over the 10 years, which is well within the provincial limit. In addition, net debt charges are not projected to exceed the combined contributions to CARF, CRF, and CIRRF over the next 10 years.

In 2024-2026, total debt is expected to range between \$65.9 million (2024) to \$115 million (2026), with approximately \$21 million (2024) to \$80.9 million (2026) projected to be fully recovered through future Development Charges and Enterprise rates, resulting in total non-recoverable tax-based debt of \$44.8 million (2024) to \$34 million (2026). Debt Charges approved to be recoverable through Development Charges are exempt from the Debt Management Policy, however, are used in the calculation of the legislated 25% limit.

2024-2033 Total Projected Debt, net of Recoveries

Debt	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Total Existing Debt (see Schedule 1)	\$34,759	\$30,483	\$25,878	\$20,920	\$16,042	\$10,884	\$5,692	-	-	-
Total Recommended Debt (see Schedule 2)	\$31,151	\$62,345	\$89,258	\$82,921	\$77,660	\$68,623	\$60,632	\$56,547	\$54,717	\$41,832
Total Recoveries (see Schedule 3)	\$(21,151)	\$(53,152)	\$(80,909)	\$(75,457)	\$(71,122)	\$(63,054)	\$(56,077)	\$(53,054)	\$(52,336)	\$(40,614)
Total Net Projected Debt (Tax-based)	\$44,759	\$39,676	\$34,226	\$28,384	\$22,581	\$16,453	\$10,246	\$3,493	\$2,382	\$1,218

TOTAL EXISTING DEBT - SCHEDULE 1

All balances shown as end of year

EXISTING DEBT	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Existing Tax-Based Debt											
RIM Park Capital Lease	34,307	31,195	27,798	24,093	20,056	15,662	10,884	5,692	-	-	-
Waterloo Memorial Recreation Complex Addition and Repurposing	1,738	1,464	1,184	898	605	306	-	-	-	-	-
Re-Purposing of the Carnegie Library - Interior	418	352	285	216	146	74	-	-	-	-	-
Total Existing Tax-Based Debt	36,463	33,011	29,267	25,207	20,807	16,042	10,884	5,692	-	-	-
Existing DC Debt											
Columbia Street Extension	-	-	-	-	-	-	-	-	-	-	-
Woolwich Street	-	-	-	-	-	-	-	-	-	-	-
Beaver Crk Rd.(from approx 625 m north of Laurelwood to Conserva	214	-	-	-	-	-	-	-	-	-	-
Conservation Dr- from Beaver Crk Rd to W Limit Snowcrest Pl.	430	-	-	-	-	-	-	-	-	-	-
Beaver Creek Pumping Station Upgrades-Phase 3A	-	-	-	-	-	-	-	-	-	-	-
SPS#2 on Conservation Drive @ BeaverCreek Culvert	187	-	-	-	-	-	-	-	-	-	-
SPS #3 on Beaver Crk Rd @ Laurel Crk culvert	205	-	-	-	-	-	-	-	-	-	-
Total Existing DC Debt	1,036	-	-	-	-	-	-	-	-	-	-
Existing Enterprise Debt											
Silver Lake Study - EA Addendum	1,737	1,316	887	448	-	-	-	-	-	-	-
Maple Hill Creek Rehab-Westvale Pond to University Ave	531	432	329	223	113	-	-	-	-	-	-
Total Existing Enterprise Debt	2,268	1,748	1,216	671	113	-	-	-	-	-	-
TOTAL EXISTING DEBT	39,767	34,759	30,483	25,878	20,920	16,042	10,884	5,692	-	-	-
Summary of Split	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Tax Supported (Existing)	36,463	33,011	29,267	25,207	20,807	16,042	10,884	5,692	-	-	-
DC Supported (Existing)	1,036	-	-	-	-	-	-	-	-	-	-
Enterprise Supported (Existing)	2,268	1,748	1,216	671	113	-	-	-	-	-	-
Total Debt (Existing)	39,767	34,759	30,483	25,878	20,920	16,042	10,884	5,692	-	-	-
Split Percentage	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Tax Supported (Existing)	92%	95%	96%	97%	99%	100%	100%	100%	0%	0%	0%
DC Supported (Existing)	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Enterprise Supported (Existing)	6%	5%	4%	3%	1%	0%	0%	0%	0%	0%	0%
Split Total	100%	100%	100%	100%	100%	100%	100%	100%	0%	0%	0%
Split per Capita	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Tax Supported Debt per Capita (Existing)	\$ 260	\$ 233	\$ 205	\$ 175	\$ 144	\$ 110	\$ 74	\$ 38	\$ -	\$ -	\$ -
DC Supported Debt per Capita (Existing)	\$ 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Enterprise Supported Debt per Capita (Existing)	\$ 16	\$ 12	\$ 9	\$ 5	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt per Capita (Existing)	\$ 284	\$ 246	\$ 214	\$ 180	\$ 144	\$ 110	\$ 74	\$ 38	\$ -	\$ -	\$ -

Population-as per 2019 DC Background Study (includes students)	140,218	141,390	142,572	143,765	144,861	145,966	147,079	148,200	149,330	150,463	151,604
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TOTAL RECOMMENDED (NEW) DEBT - SCHEDULE 2

All balances shown as end of year

RECOMMENDED DEBT	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Recommended Tax-Based Debt											
Facility Transformational Projects		10,000	9,193	8,348	7,464	6,538	5,569	4,555	3,493	2,382	1,218
Total Recommended Tax-Based Debt		10,000	9,193	8,348	7,464	6,538	5,569	4,555	3,493	2,382	1,218
Recommended DC Debt											
Beaver Creek Road & Conservation Drive Reconstruction-Roads		3,818	6,076	10,542	9,568	8,552	7,493	6,389	5,237	4,037	2,787
Beaver Creek Road & Conservation Drive Reconstruction-Water		1,063	1,479	2,540	2,303	2,057	1,799	1,531	1,252	961	657
Beaver Creek Road & Conservation Drive Reconstruction-Sanitary		1,674	24,176	41,459	37,777	33,940	29,939	25,769	21,421	16,888	12,163
Beaver Creek Road & Conservation Drive Reconstruction-Stormwater		1,608	2,652	2,729	2,458	2,176	1,882	1,576	1,256	923	576
Fire Rescue Expansion		11,888	10,909	9,889	8,825	7,716	6,560	5,355	4,099	2,789	1,423
							504	463	419	374	327
Total Recommended DC Debt		20,051	45,292	67,158	60,932	54,441	48,178	41,082	33,684	25,972	17,933
Recommended Enterprise Debt											
Union St - King St to Moore Ave			1,723	1,581	1,433	1,279	1,118	951	776	594	404
City Wide City Road Share of Regional Major Reconstruction Projects-Water			2,385	6,439	5,884	5,306	4,703	4,075	3,420	2,737	2,025
Structurally Deficient Watermain Rehab - City Wide			892	819	742	662	579	492	402	308	209
Future Water Enterprise Debenture Needs					2,000	4,333	3,952	4,555	5,559	9,919	8,836
Denholm Pond Upgrades		717	658	596	532	465	396	323	247	168	86
Forwell Creek Industrial Lands - Stormwater Management		232	402	2,666	2,440	2,204	1,958	1,702	1,434	1,156	865
SWM Pond Sediment Removal and Retrofit		151	968	886	802	713	621	525	425	321	213
City Wide City Road Share of Regional Major Reconstruction Projects-Stormwater			832	764	692	618	540	459	375	287	195
Future Stormwater Enterprise Debenture Needs						1,100	1,008	913	2,814	5,294	4,785
Future Sanitary Sewer Enterprise Debenture Needs								1,000	3,917	5,580	5,064
Total Recommended Enterprise Debt		1,100	7,859	13,751	14,525	16,681	14,876	14,995	19,370	26,364	22,681
TOTAL RECOMMENDED DEBT		31,151	62,345	89,258	82,921	77,660	68,623	60,632	56,547	54,717	41,832

Summary of Split	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Tax Supported (Recommended)		10,000	9,193	8,348	7,464	6,538	5,569	4,555	3,493	2,382	1,218
DC Supported (Recommended)		20,051	45,292	67,158	60,932	54,441	48,178	41,082	33,684	25,972	17,933
Enterprise Supported (Recommended)		1,100	7,859	13,751	14,525	16,681	14,876	14,995	19,370	26,364	22,681
Recommended Increase to Total Debt		31,151	62,345	89,258	82,921	77,660	68,623	60,632	56,547	54,717	41,832

Split Percentage	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Tax Supported (Recommended)	0%	32%	15%	9%	9%	8%	8%	8%	6%	4%	3%
DC Supported (Recommended)	0%	64%	73%	75%	73%	70%	70%	68%	60%	47%	43%
Enterprise Supported (Recommended)	0%	4%	13%	15%	18%	21%	22%	25%	34%	48%	54%
Split Total	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Split per Capita	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Increased Tax Supported Debt per Capita (Recommended)	\$ -	\$ 71	\$ 64	\$ 58	\$ 52	\$ 45	\$ 38	\$ 31	\$ 23	\$ 16	\$ 8
Increased DC Supported Debt per Capita (Recommended)	\$ -	\$ 142	\$ 318	\$ 467	\$ 421	\$ 373	\$ 328	\$ 277	\$ 226	\$ 173	\$ 118
Increased Enterprise Supported Debt per Capita (Recommended)	\$ -	\$ 8	\$ 55	\$ 96	\$ 100	\$ 114	\$ 101	\$ 101	\$ 130	\$ 175	\$ 150
Recommended Increase to Debt per Capita	\$ -	\$ 220	\$ 437	\$ 621	\$ 572	\$ 532	\$ 467	\$ 409	\$ 379	\$ 364	\$ 276

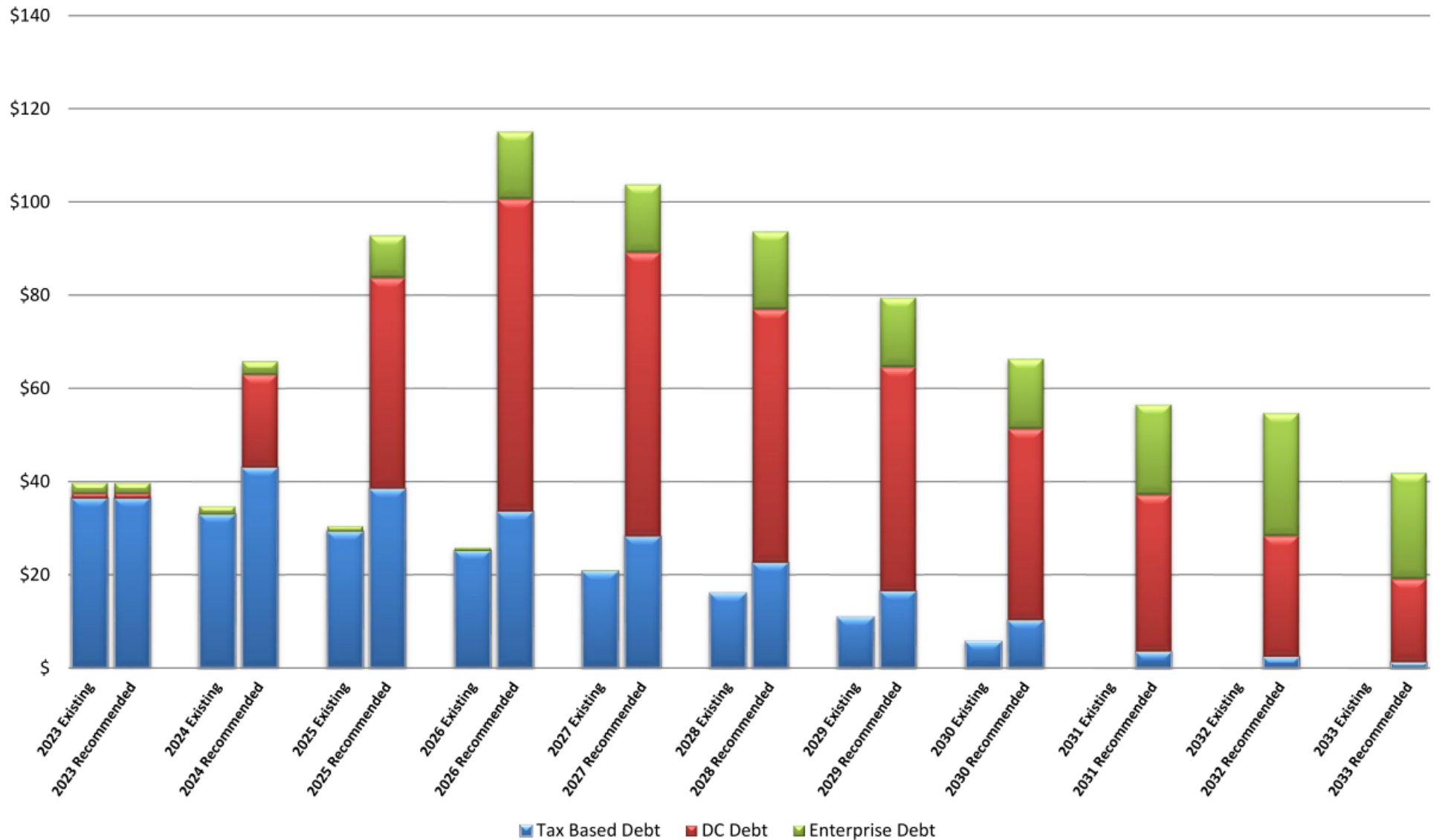
Population-as per 2019 DC Background Study
(includes students)

140,218 141,390 142,572 143,765 144,861 145,966 147,079 148,200 149,330 150,463 151,604

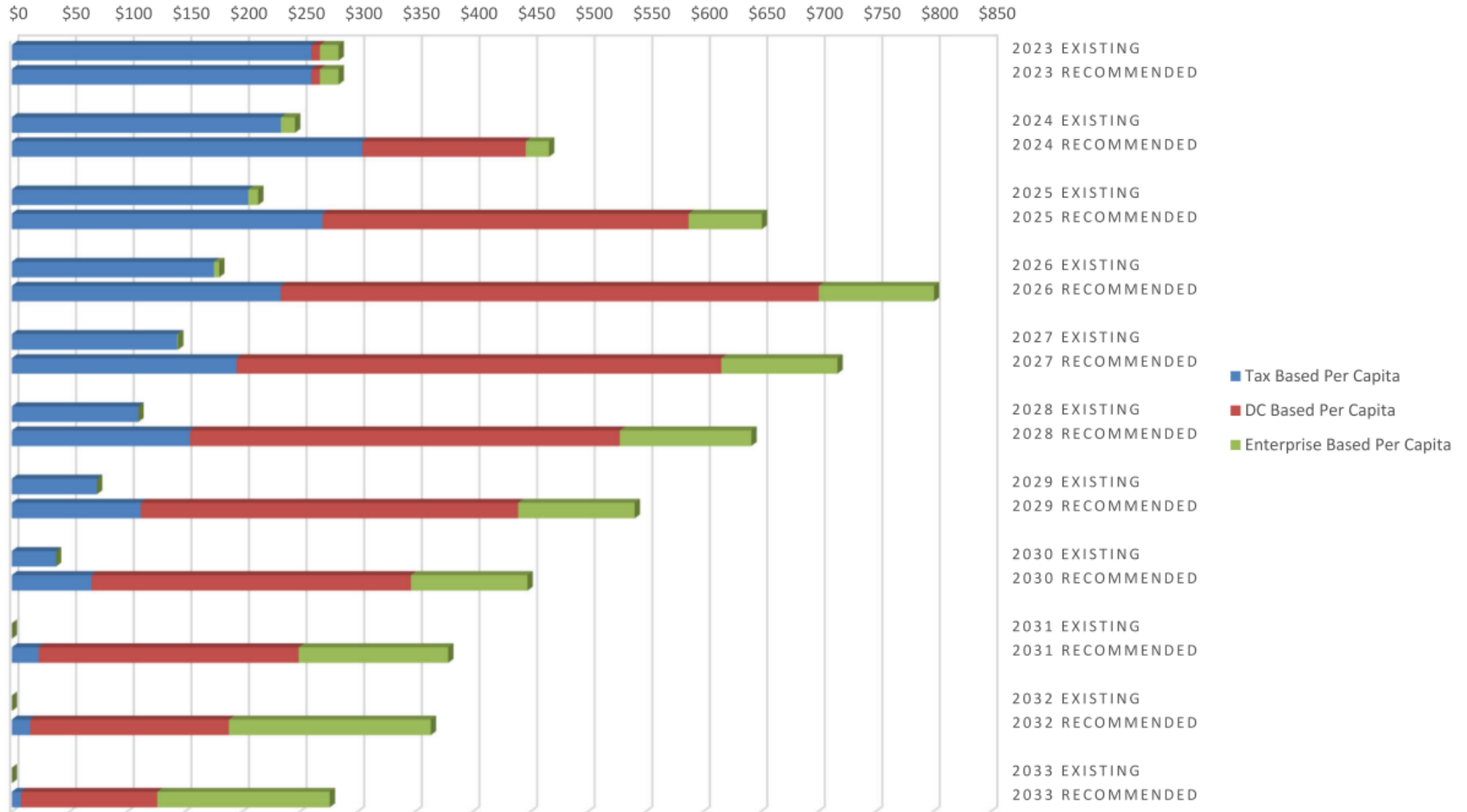
TOTAL DEBT NET of USER FEE and TAX-BASED RECOVERIES - SCHEDULE 3

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
TOTAL DEBT (EXISTING and RECOMMENDED) BEFORE RECOVERIES	39,767	65,910	92,828	115,135	103,841	93,703	79,507	66,324	56,547	54,717	41,832
Projected Recoveries of Existing Tax-Based Debt											
Re-Purposing of the Carnegie Library - Interior	(418)	(352)	(285)	(216)	(146)	(74)	-	-	-	-	-
Total Projected Recoveries of Existing Tax-Based Debt	(418)	(352)	(285)	(216)	(146)	(74)	-	-	-	-	-
Projected Recoveries of Existing DC Debt											
Columbia Street Extension	-	-	-	-	-	-	-	-	-	-	-
Woolwich Street	-	-	-	-	-	-	-	-	-	-	-
Beaver Crk Rd.(from approx 625 m north of Laurelwood to Conservation Dr)	(214)	-	-	-	-	-	-	-	-	-	-
Conservation Dr- from Beaver Crk Rd to W Limit Snowcrest Pl.	(430)	-	-	-	-	-	-	-	-	-	-
Beaver Creek Pumping Station Upgrades-Phase 3A	-	-	-	-	-	-	-	-	-	-	-
SPS#2 on Conservation Drive @ BeaverCreek Culvert	(187)	-	-	-	-	-	-	-	-	-	-
SPS #3 on Beaver Crk Rd @ Laurel Crk culvert	(205)	-	-	-	-	-	-	-	-	-	-
Total Projected Recoveries of Existing DC Debt	(1,036)	-	-	-	-	-	-	-	-	-	-
Projected Recoveries of Existing Enterprise Debt											
Silver Lake Study - EA Addendum	(1,737)	(1,316)	(887)	(448)	-	-	-	-	-	-	-
Maple Hill Creek Rehab-Westvale Pond to University Ave	(531)	(432)	(329)	(223)	(113)	-	-	-	-	-	-
Total Projected Recoveries of Existing Enterprise Debt	(2,268)	(1,748)	(1,216)	(671)	(113)	-	-	-	-	-	-
Total Projected Recoveries of Existing Debt from User Fees and other sources	(3,722)	(2,100)	(1,501)	(887)	(259)	(74)	-	-	-	-	-
Projected Recoveries of Recommended DC Debt											
Beaver Creek Road & Conservation Drive Reconstruction-Roads		(3,818)	(6,076)	(10,542)	(9,568)	(8,552)	(7,493)	(6,389)	(5,237)	(4,037)	(2,787)
Beaver Creek Road & Conservation Drive Reconstruction-Water		(1,063)	(1,479)	(2,540)	(2,303)	(2,057)	(1,799)	(1,531)	(1,252)	(961)	(657)
Beaver Creek Road & Conservation Drive Reconstruction-Sanitary		(1,674)	(24,176)	(41,459)	(37,777)	(33,940)	(29,939)	(25,769)	(21,421)	(16,888)	(12,163)
Beaver Creek Road & Conservation Drive Reconstruction-Stormwater		(1,608)	(2,652)	(2,729)	(2,458)	(2,176)	(1,882)	(1,576)	(1,256)	(923)	(576)
Fire Rescue Expansion		(11,888)	(10,909)	(9,889)	(8,825)	(7,716)	(6,560)	(5,355)	(4,099)	(2,789)	(1,423)
Material Storage Building							(504)	(463)	(419)	(374)	(327)
Total Projected Recoveries of Recommended DC Debt		(20,051)	(45,292)	(67,158)	(60,932)	(54,441)	(48,178)	(41,082)	(33,684)	(25,972)	(17,933)
Projected Recoveries of Recommended Enterprise Debt											
Union St - King St to Moore Ave			(1,723)	(1,581)	(1,433)	(1,279)	(1,118)	(951)	(776)	(594)	(404)
City Wide City Road Share of Regional Major Reconstruction Projects-Water			(2,385)	(6,439)	(5,884)	(5,306)	(4,703)	(4,075)	(3,420)	(2,737)	(2,025)
Structurally Deficient Watermain Rehab - City Wide			(892)	(819)	(742)	(662)	(579)	(492)	(402)	(308)	(209)
Future Water Enterprise Debenture Needs					(2,000)	(4,333)	(3,952)	(4,555)	(5,559)	(9,919)	(8,836)
Denholm Pond Upgrades			(717)	(658)	(596)	(532)	(465)	(396)	(323)	(247)	(168)
Forwell Creek Industrial Lands - Stormwater Management			(232)	(402)	(2,666)	(2,440)	(1,958)	(1,702)	(1,434)	(1,156)	(865)
SWM Pond Sediment Removal and Retrofit			(151)	(968)	(886)	(802)	(713)	(621)	(525)	(425)	(321)
City Wide City Road Share of Regional Major Reconstruction Projects-Stormwater				(832)	(764)	(692)	(618)	(540)	(459)	(375)	(287)
Future Stormwater Enterprise Debenture Needs						(1,100)	(1,008)	(913)	(2,814)	(5,294)	(4,785)
Future Sanitary Sewer Enterprise Debenture Needs								(1,000)	(3,917)	(5,580)	(5,064)
Total Projected Recoveries of Recommended Enterprise Debt		(1,100)	(7,859)	(13,751)	(14,525)	(16,681)	(14,876)	(14,995)	(19,370)	(26,364)	(22,681)
Total Projected Recoveries of Recommended Debt from User Fees		(21,151)	(53,152)	(80,909)	(75,457)	(71,122)	(63,054)	(56,077)	(53,054)	(52,336)	(40,614)
Total Projected Recoveries from User Fees and other sources	(3,722)	(23,251)	(54,652)	(81,796)	(75,716)	(71,196)	(63,054)	(56,077)	(53,054)	(52,336)	(40,614)
Net Debt Total (Tax Based)	36,045	42,659	38,175	33,339	28,126	22,507	16,453	10,246	3,493	2,382	1,218

City of Waterloo - Total Existing and Recommended Debt in Millions



CITY OF WATERLOO - TOTAL EXISTING AND RECOMMENDED DEBT PER CAPITA



2022 Provincial Average of Debt per Capita for population over 50,000 was \$293.

2024-2026 Approved Capital Budget and 2027-2033 Capital Forecast

TOTAL EXISTING and RECOMMENDED DEBT CHARGES by SOURCE

EXISTING DEBT CHARGES	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Existing Tax-Based Debt Charges											
RIM Park Capital Lease	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	75,280	75,148	75,154	75,258	75,295	75,263	75,353	-	-	-	-
Waterloo Memorial Recreation Complex Addition and Repurposing	313,271	312,723	312,747	313,182	313,335	313,200	313,577	-	-	-	-
Total Existing Tax-Based Debt Charges	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	83,183	-	-	-	-	-	-	-	-	-	-
Woolwich Street	332,496	-	-	-	-	-	-	-	-	-	-
Beaver Crk Rd. (from approx 625 m north of Laurelwood to Conservation Dr)	222,348	220,604	-	-	-	-	-	-	-	-	-
Conservation Dr- from Beaver Crk Rd to W Limit Snowcrest Pl.	446,176	442,677	-	-	-	-	-	-	-	-	-
Beaver Creek Pumping Station Upgrades-Phase 3A	454,783	-	-	-	-	-	-	-	-	-	-
SPS#2 on Conservation Drive @ BeaverCreek Culvert	194,326	192,802	-	-	-	-	-	-	-	-	-
SPS #3 on Beaver Crk Rd @ Laurel Crk culvert	212,665	210,997	-	-	-	-	-	-	-	-	-
Total Existing DC Debt Charges	1,945,977	1,067,080	-	-	-	-	-	-	-	-	-
Existing Enterprise Debt Charges											
Silver Lake Study - EA Addendum	454,122	454,300	453,691	454,357	453,264	-	-	-	-	-	-
Maple Hill Creek Rehab-Westvale Pond to University Ave	113,040	113,358	114,479	114,422	115,181	114,752	-	-	-	-	-
Total Existing Enterprise Debt Charges	567,162	567,658	568,169	568,779	568,445	114,752	-	-	-	-	-
TOTAL EXISTING DEBT CHARGES	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	-	-

RECOMMENDED DEBT CHARGES	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Recommended Tax-Based Debt Charges											
Facility Transformational Projects	-	-	1,274,998	1,274,998	1,274,998	1,274,998	1,274,998	1,274,998	1,274,998	1,274,998	1,274,998
Total Recommended Tax-Based Debt Charges	-	-	1,274,998	1,274,998	1,274,998	1,274,998	1,274,998	1,274,998	1,274,998	1,274,998	1,274,998
Recommended DC Debt Charges											
Beaver Creek Road & Conservation Drive Reconstruction-Roads	-	-	476,601	797,664	1,422,564	1,422,564	1,422,564	1,422,564	1,422,564	1,422,564	1,422,564
Beaver Creek Road & Conservation Drive Reconstruction-Water	-	-	132,694	195,609	344,531	344,531	344,531	344,531	344,531	344,531	344,531
Beaver Creek Road & Conservation Drive Reconstruction-Sanitary	-	-	208,966	3,035,120	5,443,093	5,443,093	5,443,093	5,443,093	5,443,093	5,443,093	5,443,093
Beaver Creek Road & Conservation Drive Reconstruction-Stormwater	-	-	200,727	347,527	386,474	386,474	386,474	386,474	386,474	386,474	386,474
Fire Rescue Expansion	-	-	1,483,980	1,483,980	1,483,980	1,483,980	1,483,980	1,483,980	1,483,980	1,483,980	1,483,980
Total Recommended DC Debt Charges	-	-	2,502,969	5,859,900	9,080,642	9,080,642	9,080,642	9,080,642	9,080,642	9,080,642	9,080,642
Recommended Enterprise Debt Charges											
Union St - King St to Moore Ave	-	-	-	215,082	215,082	215,082	215,082	215,082	215,082	215,082	215,082
City Wide City Road Share of Regional Major Reconstruction Projects-Water	-	-	-	297,720	828,248	828,248	828,248	828,248	828,248	828,248	828,248
Structurally Deficient Watermain Rehab - City Wide	-	-	-	111,348	111,348	111,348	111,348	111,348	111,348	111,348	111,348
Future Water Enterprise Debenture Needs	-	-	-	-	-	246,582	554,809	554,809	678,100	863,037	1,479,491
Future Sanitary Enterprise Debenture Needs	-	-	-	-	-	-	-	-	123,291	493,164	739,746
Denholm Pond Upgrades	-	-	89,503	89,503	89,503	89,503	89,503	89,503	89,503	89,503	89,503
Forwell Creek Industrial Lands - Stormwater Management	-	-	28,961	52,553	339,663	339,663	339,663	339,663	339,663	339,663	339,663
SWM Pond Sediment Removal and Retrofit	-	-	18,849	122,334	122,334	122,334	122,334	122,334	122,334	122,334	122,334
City Wide City Road Share of Regional Major Reconstruction Projects-Stormwater	-	-	-	103,859	103,859	103,859	103,859	103,859	103,859	103,859	103,859
Future Stormwater Enterprise Debenture Needs	-	-	-	-	-	-	135,620	135,620	135,620	382,202	721,252
Total Recommended Enterprise Debt Charges	-	-	137,313	992,399	1,810,037	2,056,619	2,500,466	2,500,466	2,747,048	3,548,439	4,750,526
TOTAL RECOMMENDED DEBT CHARGES	-	-	3,915,279	8,127,297.39	12,165,677	12,412,259	12,856,106	12,856,106	13,102,688	13,904,079	15,106,166
TOTAL DEBT CHARGES BEFORE RECOVERIES *	8,266,815	7,441,544	10,345,172	14,614,323	18,709,663	18,560,631	18,949,605	18,621,275	18,929,668	13,904,079	15,106,166

*This figure is used in Provincial Limit Calculations

TOTAL EXISTING and RECOMMENDED RECOVERIES of DEBT CHARGES

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
TOTAL DEBT CHARGES BEFORE RECOVERIES	8,266,815	7,441,544	10,345,172	14,614,323	18,709,663	18,560,631	18,949,605	18,621,275	18,929,668	13,904,079	15,106,166
Projected Recoveries of Existing Tax-Based Debt											
Re-Purposing of the Carnegie Library - Interior	(75,280)	(75,148)	(75,154)	(75,258)	(75,295)	(75,263)	(75,353)	-	-	-	-
Total Projected Recoveries of Existing Tax-Based Debt	(75,280)	(75,148)	(75,154)	(75,258)	(75,295)	(75,263)	(75,353)	-	-	-	-
Projected Recoveries of Existing DC Debt											
Columbia Street Extension	(83,183)	-	-	-	-	-	-	-	-	-	-
Woolwich Street	(332,496)	-	-	-	-	-	-	-	-	-	-
Beaver Crk Rd.(from approx 625 m north of Laurelwood to Conservation Dr)	(222,348)	(220,604)	-	-	-	-	-	-	-	-	-
Conservation Dr- from Beaver Crk Rd to W Limit Snowcrest Pl.	(446,176)	(442,677)	-	-	-	-	-	-	-	-	-
Beaver Creek Pumping Station Upgrades-Phase 3A	(454,783)	-	-	-	-	-	-	-	-	-	-
SPS#2 on Conservation Drive @ BeaverCreek Culvert	(194,326)	(192,802)	-	-	-	-	-	-	-	-	-
SPS #3 on Beaver Crk Rd @ Laurel Crk culvert	(212,665)	(210,997)	-	-	-	-	-	-	-	-	-
Total Projected Recoveries of Existing DC Debt	(1,945,977)	(1,067,080)	-	-	-	-	-	-	-	-	-
Projected Recoveries of Existing Enterprise Debt											
Silver Lake Study - EA Addendum	(454,122)	(454,300)	(453,691)	(454,357)	(453,264)	-	-	-	-	-	-
Maple Hill Creek Rehab-Westvale Pond to University Ave	(113,040)	(113,358)	(114,479)	(114,422)	(115,181)	(114,752)	-	-	-	-	-
Total Projected Recoveries of Existing Enterprise Debt	(567,162)	(567,658)	(568,169)	(568,779)	(568,445)	(114,752)	-	-	-	-	-
Total Projected Recoveries of Existing Debt from User Fees and other sources	(2,588,419)	(1,709,886)	(643,323)	(644,037)	(643,740)	(190,014)	(75,353)	-	-	-	-
Projected Recoveries of Recommended DC Debt											
Beaver Creek Road & Conservation Drive Reconstruction-Roads	-	-	(476,601)	(797,664)	(1,422,564)	(1,422,564)	(1,422,564)	(1,422,564)	(1,422,564)	(1,422,564)	(1,422,564)
Beaver Creek Road & Conservation Drive Reconstruction-Water	-	-	(132,694)	(195,609)	(344,531)	(344,531)	(344,531)	(344,531)	(344,531)	(344,531)	(344,531)
Beaver Creek Road & Conservation Drive Reconstruction-Sanitary	-	-	(208,966)	(3,035,120)	(5,443,093)	(5,443,093)	(5,443,093)	(5,443,093)	(5,443,093)	(5,443,093)	(5,443,093)
Beaver Creek Road & Conservation Drive Reconstruction-Stormwater	-	-	(200,727)	(347,527)	(386,474)	(386,474)	(386,474)	(386,474)	(386,474)	(386,474)	(386,474)
Fire Rescue Expansion	-	-	(1,483,980)	(1,483,980)	(1,483,980)	(1,483,980)	(1,483,980)	(1,483,980)	(1,483,980)	(1,483,980)	(1,483,980)
Total Projected Recoveries of Recommended DC Debt	-	-	(2,502,969)	(5,859,900)	(9,080,642)	(9,080,642)	(9,080,642)	(9,080,642)	(9,080,642)	(9,080,642)	(9,080,642)
Projected Recoveries of Recommended Enterprise Debt											
Union St - King St to Moore Ave	-	-	-	(215,082)	(215,082)	(215,082)	(215,082)	(215,082)	(215,082)	(215,082)	(215,082)
City Wide City Road Share of Regional Major Reconstruction Projects-Water	-	-	-	(297,720)	(828,248)	(828,248)	(828,248)	(828,248)	(828,248)	(828,248)	(828,248)
Structurally Deficient Watermain Rehab - City Wide	-	-	-	(111,348)	(111,348)	(111,348)	(111,348)	(111,348)	(111,348)	(111,348)	(111,348)
Future Water Enterprise Debenture Needs	-	-	-	-	-	(246,582)	(554,809)	(554,809)	(678,100)	(863,037)	(1,479,491)
Future Sanitary Enterprise Debenture Needs	-	-	-	-	-	-	-	-	(123,291)	(493,164)	(739,746)
Denholm Pond Upgrades	-	-	(89,503)	(89,503)	(89,503)	(89,503)	(89,503)	(89,503)	(89,503)	(89,503)	(89,503)
Forwell Creek Industrial Lands - Stormwater Management	-	-	(28,961)	(52,553)	(339,663)	(339,663)	(339,663)	(339,663)	(339,663)	(339,663)	(339,663)
SWM Pond Sediment Removal and Retrofit	-	-	(18,849)	(122,334)	(122,334)	(122,334)	(122,334)	(122,334)	(122,334)	(122,334)	(122,334)
City Wide City Road Share of Regional Major Reconstruction Projects-Stormw	-	-	-	(103,859)	(103,859)	(103,859)	(103,859)	(103,859)	(103,859)	(103,859)	(103,859)
Future Stormwater Enterprise Debenture Needs	-	-	-	-	-	-	(135,620)	(135,620)	(135,620)	(382,202)	(721,252)
Total Projected Recoveries of Recommended Enterprise Debt	-	-	(137,313)	(992,399)	(1,810,037)	(2,056,619)	(2,500,466)	(2,500,466)	(2,747,048)	(3,548,439)	(4,750,526)
Total Projected Recoveries of Recommended Debt from User Fees	-	-	(2,640,282)	(6,852,300)	(10,890,679)	(11,137,261)	(11,581,108)	(11,581,108)	(11,827,690)	(12,629,081)	(13,831,168)
Total Projected Recoveries from User Fees and other sources	(2,588,419)	(1,709,886)	(3,283,605)	(7,496,337)	(11,534,419)	(11,327,275)	(11,656,462)	(11,581,108)	(11,827,690)	(12,629,081)	(13,831,168)
Net Debt Charges *	5,678,396	5,731,658	7,061,567.13	7,117,986.78	7,175,244	7,233,356	7,293,144	7,040,167	7,101,978	1,274,998	1,274,998

*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).

2022 Net Revenue Calculation:

	Actuals 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
Total Revenues	\$ 325,628,695											
Less: Deferred Revenue	-18,817,447											
Less: Ontario Conditional Grants	-6,211,576											
Gain or Loss: Sale of Land and Capital Assets	85,161											
Less: Business Enterprise Equity	-113,255,636											
Less: Donated TCA	-1,536,176											
Less: Other Revenue	-1,685,473											
Less: Other Municipalities	-2,819,866											
Net Operating Revenues*	\$ 181,387,682	\$ 185,849,819	\$ 190,421,725	\$ 195,106,099	\$ 199,905,709	\$ 204,823,389	\$ 209,862,045	\$ 215,024,651	\$ 220,314,258	\$ 225,733,988	\$ 231,287,044	\$ 236,976,706

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

2022 Actual, 2023-2033 Recommended Debt Charges:

	Actuals 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
Existing RIM Park Capital Lease Payment	5,296,932	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	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	-	-	-	-	-
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 Repurpos	312,900	313,271	312,723	312,747	313,182	313,335	313,200	313,577	-	-	-	-
Development Charges-Road Projects	985,128	979,750	559,646	-	-	-	-	-	-	-	-	-
Development Charges-Sanitary Projects	866,420	861,775	403,800	-	-	-	-	-	-	-	-	-
Development Charges-Stormwater Projects	105,068	104,453	103,634	-	-	-	-	-	-	-	-	-
(Future) Other Recommended Debt Charges	\$ -	\$ -	\$ -	\$ 3,915,279	\$ 8,127,297	\$ 12,165,677	\$ 12,412,259	\$ 12,856,106	\$ 12,856,106	\$ 13,102,688	\$ 13,904,079	\$ 15,106,166
Total Existing & Recommended Debt Charges for City of Waterloo	\$ 8,209,386	\$ 8,266,815	\$ 7,441,544	\$ 10,345,172	\$ 14,614,323	\$ 18,709,663	\$ 18,560,631	\$ 18,949,605	\$ 18,621,275	\$ 18,929,668	\$ 13,904,079	\$ 15,106,166

Remaining Debt Charges Capacity:

	Actuals 2022	Budget 2023	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Budget 2030	Budget 2031	Budget 2032	Budget 2033
Net Operating Revenues	\$ 181,387,682	\$ 185,849,819	\$ 190,421,725	\$ 195,106,099	\$ 199,905,709	\$ 204,823,389	\$ 209,862,045	\$ 215,024,651	\$ 220,314,258	\$ 225,733,988	\$ 231,287,044	\$ 236,976,706
Maximum Allowable Under Regulation For Total Debt Charges (25% of Net Revenue Fund Revenues)	\$ 45,346,921	\$ 46,462,455	\$ 47,605,431	\$ 48,776,525	\$ 49,976,427	\$ 51,205,847	\$ 52,465,511	\$ 53,756,163	\$ 55,078,564	\$ 56,433,497	\$ 57,821,761	\$ 59,244,176
Total Existing & Recommended Debt Charges for City of Waterloo	\$ 8,209,386	\$ 8,266,815	\$ 7,441,544	\$ 10,345,172	\$ 14,614,323	\$ 18,709,663	\$ 18,560,631	\$ 18,949,605	\$ 18,621,275	\$ 18,929,668	\$ 13,904,079	\$ 15,106,166
Remaining Debt Capacity	\$ 37,137,535	\$ 38,195,640	\$ 40,163,887	\$ 38,431,353	\$ 35,362,104	\$ 32,496,184	\$ 33,904,880	\$ 34,806,557	\$ 36,457,289	\$ 37,503,829	\$ 43,917,682	\$ 44,138,011

Debt Charges as a % of Net Operating Revenues:

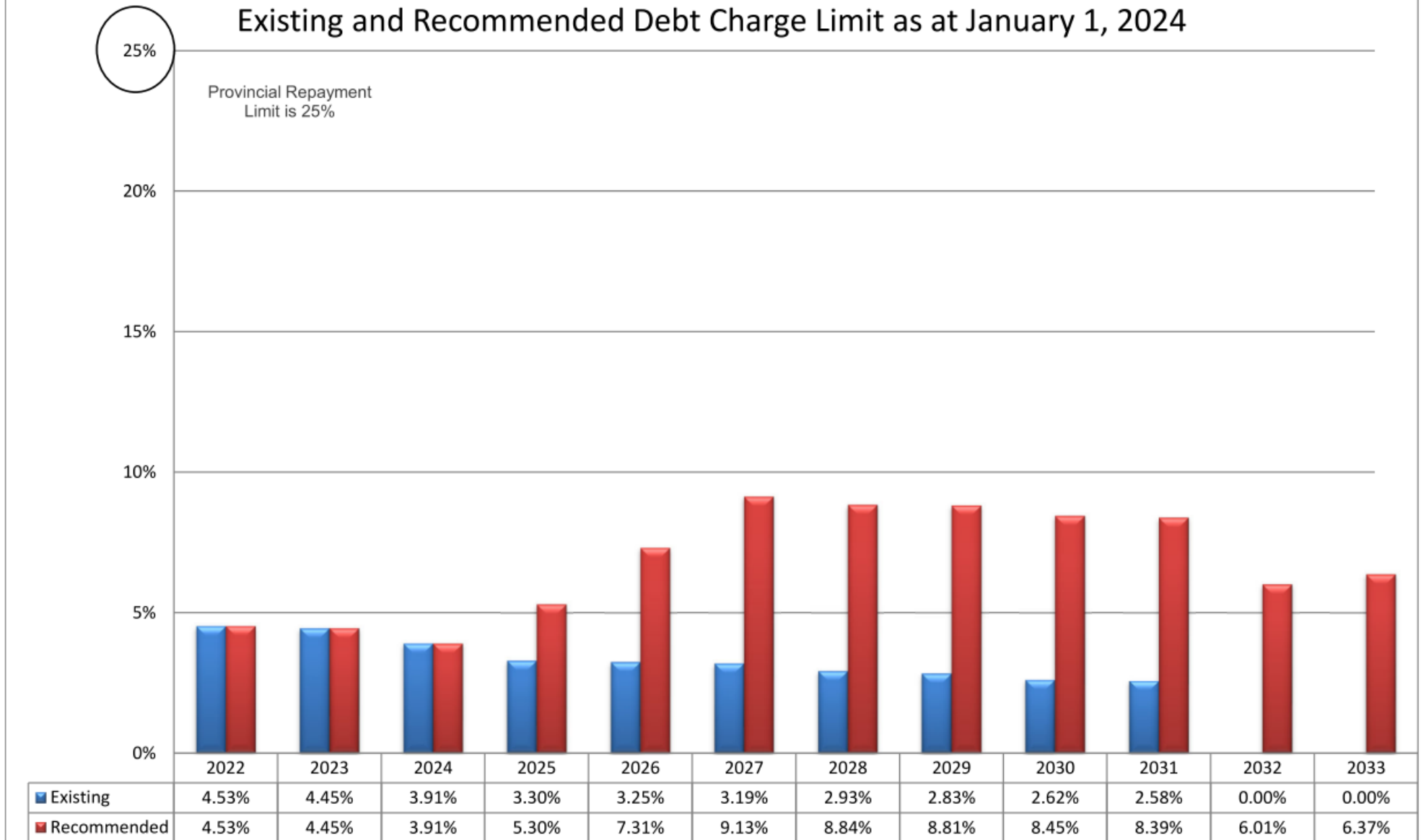
Based on FIR for Year	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Provincial Calculation	Effective 2024	Effective 2025	Effective 2026	Effective 2027	Effective 2028	Effective 2029	Effective 2030	Effective 2031	Effective 2032	Effective 2033	Effective 2034	Effective 2035
(Recommended) Debt Charges shown as a Percentage of Net Operating Revenues	4.53%	4.45%	3.91%	5.30%	7.31%	9.13%	8.84%	8.81%	8.45%	8.39%	6.01%	6.37%
(Existing) Debt Charges shown as a Percentage of Net Operating Revenues	4.53%	4.45%	3.91%	3.30%	3.25%	3.19%	2.93%	2.83%	2.62%	2.58%	0.00%	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 2022, the City of Waterloo paid principal and interest charges totalling \$8,209,386. As a percentage of net operating revenues as defined under the Provincial regulation this represents 4.53%, which is well within the limit.

Debt Limit Calculation

Existing and Recommended Debt Charge Limit as at January 1, 2024



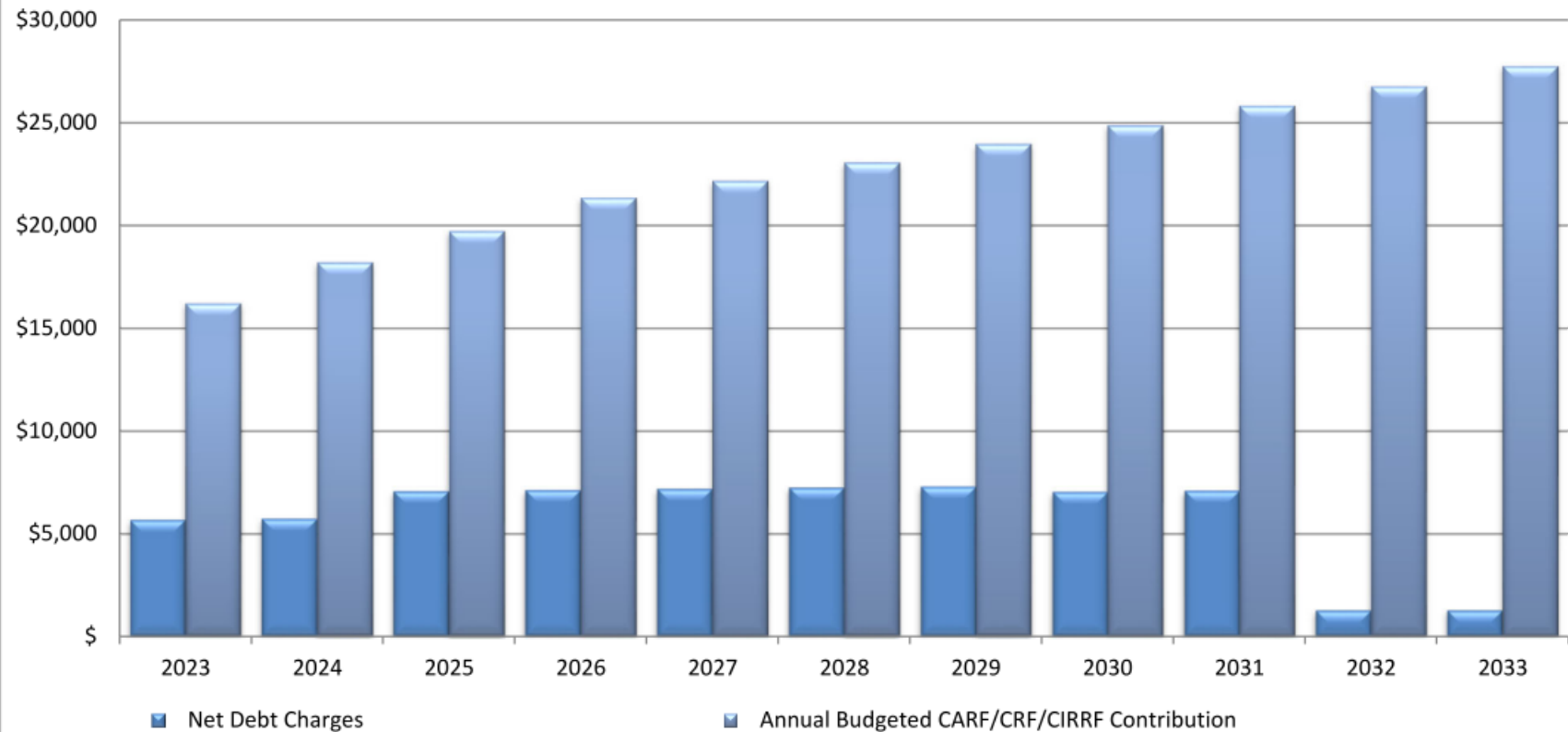
Waterloo's net debt charges as a percentage of net operating revenues, at 4.53% based on the 2022 FIR, is slightly higher than the provincial average of 3.66%, based on lower-tier municipalities with a population >50K, reporting to date.

DEBT MANAGEMENT POLICY CALCULATION

		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Capital Reserve Fund Baseline	prior year	4,950,361	3,882,618	4,057,565	4,322,957	4,607,841	4,809,998	5,016,199	5,226,523	5,441,053	5,659,874	5,883,072
Budgeted Increases for Growth		85,006	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	111,100
Budgeted Increases by Inflation		255,439	189,946	205,392	224,884	92,157	96,200	100,324	104,530	108,821	113,197	117,661
Increase for Additional Assessment Growth		9,813										
Reduction-Projects moving to operating budget			(25,000)									
Reduction in Transfer to Capital Reserve Fund		(1,418,000)	(100,000)	(50,000)	(50,000)							
Capital Reserve Fund (CRF) Contribution		3,882,618	4,057,565	4,322,957	4,607,841	4,809,998	5,016,199	5,226,523	5,441,053	5,659,874	5,883,072	6,111,833
		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Capital Infrastructure Reinvestment Reserve Fund												
Baseline	prior year	8,580,423	11,422,454	13,080,457	14,223,155	15,436,472	16,037,202	16,687,946	17,351,705	18,028,739	18,719,314	19,423,700
Budgeted Increases for Growth		255,017	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000	330,000
Budgeted Increases by Inflation		442,750	705,908	812,698	883,317	308,729	320,744	333,759	347,034	360,575	374,386	388,474
Increase for Additional Assessment Growth		29,439										
Budgeted Increase for Additional Infrastructure Reallocation		2,139,825	692,096									
Budgeted Decrease for Contribution Reallocation						(38,000)						
Reduction-Projects moving to operating budget		(25,000)	(70,000)									
Capital Infrastructure Reinvestment Reserve Fund (CIRRF)												
Contribution		11,422,454	13,080,457	14,223,155	15,436,472	16,037,202	16,687,946	17,351,705	18,028,739	18,719,314	19,423,700	20,142,174
		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Climate Action Reserve Fund Baseline	prior year	0	918,000	1,074,732	1,191,151	1,314,764	1,341,059	1,367,880	1,395,238	1,423,143	1,451,606	1,480,638
Budgeted Increases by Inflation			56,732	66,418	73,613	26,295	26,821	27,358	27,905	28,463	29,032	29,613
Contribution Realignment with CRF		918,000	100,000	50,000	50,000							
Climate Action Reserve Fund (CARF) Contribution		918,000	1,074,732	1,191,151	1,314,764	1,341,059	1,367,880	1,395,238	1,423,143	1,451,606	1,480,638	1,510,251
		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Net Debt Charges		5,678,396	5,731,658	7,061,567	7,117,987	7,175,244	7,233,356	7,293,144	7,040,167	7,101,978	1,274,998	1,274,998
Annual Budgeted CARF/CRF/CIRRF Contribution		16,223,072	18,212,755	19,737,263	21,359,078	22,188,259	23,072,025	23,973,466	24,892,935	25,830,794	26,787,410	27,764,258

*City of Waterloo Debt Management Policy: Debt Limits, Item 2-Annual Net Debt Charges (NDC) will not exceed the annual budgeted contribution to CRF, CARF and CIRRF.

Comparison of Net Debt Charges to Contribution to CARF, CRF, and CIRRF



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